ATTACHMENTS

ORDINARY COUNCIL MEETING

Tuesday, 24 March 2026

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MINUTES of

ORDINARY COUNCIL MEETING

Held on 24 February 2026 at 4:19 PM

Attendance at Meeting:

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

Apologies:
Cr D Mailler

Staff:
Ms T Averay, General Manager
Mr M Raby, Deputy General Manager
Mr S Williams, Group Manager Corporate Services
Mr B Dyer, Group Manager Community Services
Mr M McLindin, Group Manager Infrastructure Services
Mr M Ahammed, Chief Financial Officer
Ms W Westbrook, Executive Assistant
Ms M Blyth, Group Support Officer Corporate Services
Mr D Weiley, Manager Assets
Ms E Sims, Senior Strategic Planner

UNCONFIRMED

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UNCONFIRMED

1 OPENING & WELCOME

The Chair declared the meeting opened at 4.19pm.

2 PRAYER

The Chair recited the Uralla Shire Council prayer.

3 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

4 WEBCAST INFORMATION

A recording of this meeting will be published on Council's website and kept for the required legislative period.

PROCEDURAL MOTION

RESOLUTION 02.02/26

Moved: Mayor Robert Bell
Seconded: Deputy Mayor Kath Arnold

That Council move the Mayoral Minute/Passing of Lone Petrov to after 4.

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

CARRIED 7/0

10.1 MAYORAL MINUTE - THE PASSING OF COUNCILLOR LONE (LEONIE) PETROV

RESOLUTION 03.02/26

Moved: Mayor Robert Bell
Seconded: Cr Leanne Doran

That Council receives this Mayoral Minute remembering our beloved colleague, Councillor Lone (Leonie) Petrov, whose presence, insight, kindness, and steady leadership will be deeply missed in this Chamber.

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

CARRIED 7/0

5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

APOLOGY

RESOLUTION 04.02/26

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

That the apology received from Cr David Mailler be accepted and leave of absence granted.

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

6 DISCLOSURE & DECLARATIONS OF INTEREST/S

Cr Tom O'Connor declared pecuniary interest in relation to item 13.13, due to being the Treasurer of Rotary Uralla.

Cr Leanne Doran declared non-significant non-pecuniary interest in relation to item 13.13 , due to being a Rotarian and a coordinator of Thunderbolt's Festival as a volunteer.

7 CONFIRMATION OF MINUTES

7.1 CONFIRMATION OF MINUTES ORDINARY MEETING HELD 16 DECEMBER 2025

RESOLUTION 05.02/26

Moved: **Deputy Mayor Kath Arnold**
Seconded: **Cr Leanne Doran**

That Council adopts the minutes of the Ordinary Meeting held 16 December 2025 as a true and correct record.

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

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

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

9 WRITTEN REPORTS FROM DELEGATES

9.1 MAYOR'S ACTIVITY REPORT FOR DECEMBER 2025 & JANUARY 2026

RESOLUTION 06.02/26

Moved: Mayor Robert Bell
Seconded: Cr Adam Blakester

That Council receives the Mayor's Activity Report for December 2025 & January 2026.

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

10 MAYORAL MINUTE

10.2 MAYORAL MINUTE - CONGRATULATIONS TO BRENDAN MOYLAN, MP FOR HIS NEW APPOINTMENT AS SHADOW MINISTER FOR AGRICULTURE AND FOR PREVENTION OF REGIONAL CRIME.

RESOLUTION 07.02/26

Moved: Mayor Robert Bell
Seconded: Cr Jen Philp

That Council congratulates the Hon. Brendan Moylan MP on his appointment as Shadow Minister for Agriculture and Shadow Minister for Prevention of Regional Crime.

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

10.3 MAYORAL MINUTE - COUNCIL POSITION REGARDING THE NEW ENGLAND RENEWABLE ENERGY ZONE

RESOLUTION 08.02/26

Moved: Mayor Robert Bell
Seconded: Deputy Mayor Kath Arnold

That Council:

1. **Notes the Mayoral Minute confirming Council's position on renewable energy development within Uralla Shire.**
2. **Endorses a community-led approach to renewable energy development that seeks to avoid, minimise and mitigate adverse impacts, while advocating for fair and equitable community benefits.**

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

Against: Nil

Absent: Cr David Mailler

CARRIED 7/0

11 NOTICE OF MOTION/QUESTIONS WITH NOTICE

Nil

12 REPORT OF COMMITTEES

12.1 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE REPORT

RESOLUTION 09.02/26

Moved: Deputy Mayor Kath Arnold
Seconded: Cr Jen Philp

That Council receives and notes the Aged Care Compliance and Assurance Committee Report with the amendment that addresses the incorrect titles for ACCA committee members in each of the recommendations contained in the unconfirmed Minutes.

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

Against: Nil

Absent: Cr David Mailler

CARRIED 7/0

13 REPORTS TO COUNCIL

13.1 COUNCILLOR VACANCY

RESOLUTION 10.02/26

Moved: Cr Sarah Burrows
Seconded: Cr Jen Philp

That Council:

1. **Engages the NSW Electoral Commission to undertake the by-election required as a consequence of the current vacancy of civil office.**
2. **Authorises the General Manager to progress the by-election in accordance with statutory requirements, and approve all associated costs.**
3. **Notes the fee estimate from the NSW Electoral Commission of $140,000 to conduct the by-election.**
4. **Notes the exact costs of the by-election will be reported to Council in the next QBRS report.**
5. **Appoints Cr Kath Arnold as the delegate to the Central Northern Regional Library Board.**
6. **Authorises the Mayor to write to the local State member, the NSW Electoral Commissioner and the Minister for Local Government expressing our disgust at the cost quoted for this by-election.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.2 QUARTERLY REZ UPDATE

RESOLUTION 11.02/26

Moved: Cr Sarah Burrows
Seconded: Cr Adam Blakester

That Council

1. **Receives and notes this report.**
2. **Council takes on board the key issues identified for advancing the Uralla Shire Council position.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.3 HILL STREET AFFORDABLE HOUSING PROJECT ADVISORY COMMITTEE – APPOINTMENT OF COUNCILLOR DELEGATES AND PROJECT UPDATE

RESOLUTION 12.02/26

Moved: Deputy Mayor Kath Arnold
Seconded: Cr Leanne Doran

That Council:

1. **Notes the report.**
2. **Appoints two Councillor delegates, Councillors Jen Philp and Adam Blakester to the Hill Street Project Advisory Committee.**
3. **Receives further advice on management of any surpluses.**
4. **Notes that Councillor delegates will provide reports to Council on advisory committee meetings, including agenda and minutes.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.4 DRAFT BUILDINGS ASSET MANAGEMENT PLAN

RESOLUTION 13.02/26

Moved: Cr Sarah Burrows
Seconded: Cr Jen Philp

That Council:

1. **Receives and notes the submission summary and responses received during the public exhibition of the Draft Buildings Asset Management Plan.**
2. **Adopts the amended Buildings Asset Management Plan.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.5 IDENTIFICATION OF NON-CONFIDENTIAL COMPONENTS – DECEMBER 2025 WASTE STRATEGY REPORT

RESOLUTION 14.02/26

Moved: Cr Jen Philp
Seconded: Cr Sarah Burrows

That Council:

1. **Notes the identification of the non-confidential components of the December 2025 Waste Management report.**
2. **Authorises the release of the non-confidential components as outlined in this report.**
3. **Retains the remaining commercial, financial, and specific information as confidential in accordance with Section 10A(2)(c) of the Local Government Act 1993.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.6 REPORT ON URALLA COURTHOUSE OPERATING COSTS

RESOLUTION 15.02/26

Moved: Cr Adam Blakester
Seconded: Cr Jen Philp

That Council:

1. **Notes the operating and maintenance cost profile of the Uralla Courthouse; and**
2. **Endorses the ongoing operation of the facility as a low-cost community asset, subject to regular monitoring of operating expenses and the inclusion of projected long-term maintenance requirements in Council's Long-Term Financial Plan.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.7 DRAFT PLAN OF MANAGEMENT FOR COMMUNITY LAND - BUNDARRA - GRACE MUNRO SITE

RESOLUTION 16.02/26

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

That Council:

1. **Resolves to place the Draft Plan of Management for Lot 24 in DP 753646, 2 Thunderbolts Way, Bundarra, on public exhibition in accordance with sections 36, 40 and 40A of the L*ocal Government Act 1993 (NSW)*.**
2. **Appoints an independent person to preside at the required public hearing.**
3. **Schedules a public hearing to be held at the Bundarra School of Arts Hall in late April or early May 2026.**
4. **Receives a further report regarding the Draft PoM following completion of the statutory process for consideration of adoption.**

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

Against: Nil

Absent: Cr David Mailler

CARRIED 7/0

13.8 2025-2026 HALF YEARLY OPERATIONAL PLAN PROGRESS REPORT

RESOLUTION 17.02/26

Moved: Cr Sarah Burrows
Seconded: Cr Adam Blakester

That Council receives and notes the 2025/2026 Operational Plan half yearly progress report.

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

Against: Nil

Absent: Cr David Mailler

CARRIED 7/0

13.9 LOANS AS AT 31 JANUARY 2026

RESOLUTION 18.02/26

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

That Council notes that the total loan position as of 31 January 2026 is $1,090,450.

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.10 INVESTMENTS AS AT 31 JANUARY 2026

RESOLUTION 19.02/26

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

That Council notes:

1. **The cash position as of 31 January 2026 consisting of:**
   - **cash and overnight funds of $4,465,402**
   - **term deposits of $19,000,000; and**
   - **total of cash and term deposits amount to $23,465,402 as of 31 January 2026**
2. **Restrictions are reconciled on a quarterly basis. As of 31 December 2025, total cash and investments were $24,003,827 comprising $17,906,150 in external restrictions and $4,985,028 in internal restrictions, leaving an unrestricted balance $1,112,649. This compares to an unrestricted cash balance of $2,644,164 as of 30 September 2025.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

13.11 MONTHLY FINANCE REPORT FOR JANUARY 2026

RESOLUTION 20.02/26

Moved: Cr Adam Blakester
Seconded: Cr Leanne Doran

That Council receives the attached Monthly Finance Report for January 2026.

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

Against: Nil

Absent: Cr David Mailler

CARRIED 7/0

13.12 SECOND QUARTERLY BUDGET REVIEW 2025-26 (QBRS)

RESOLUTION 21.02/26

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

That Council received and notes the second quarter budget review summary for the 2025/26 financial year; and adopts the following adjustments to the budget allocations:

1. **Receives and notes the second quarter budget review summary for the 2025/26 financial year, with the following amendment:**
    a. **Increase the plant hire revenue in the Plant function by $75,000 to offset the increase in plant hire costs for TCS, noting this adjustment in the associated budget review files; and**
    b. **Notes the adjustments to reflect the correct format in the updated spreadsheets which do not impact the underlying financial results.**
2. **Adopts the adjustments to budget allocations.**

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

Against: Nil

Absent: Cr David Mailler

CARRIED 7/0

PROCEDURAL MOTION - BREAK

RESOLUTION 22.02/26

Moved: **Deputy Mayor Kath Arnold**
Seconded: **Cr Sarah Burrows**

The Chair called for a short break at 6.50pm.

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

CARRIED 7/0

PROCEDURAL MOTION - RETURN

RESOLUTION 23.02/26

Moved: **Cr Leanne Doran**
Seconded: **Cr Adam Blakester**

The Chair reconvened the meeting at 7:10pm after a short break.

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

CARRIED 7/0

At 7:11 pm, Cr Tom O'Connor left the meeting.

13.13 THUNDERBOLT'S FESTIVAL

RESOLUTION 24.02/26

Moved: Cr Leanne Doran
Seconded: Cr Adam Blakester

That Council:

1. **Writes to Uralla Rotary acknowledging their withdrawal from future Thunderbolt's Festival events and recognise their past contribution.**
2. **Notes the advice in this report regarding cash and in-kind support provided by Council for previous Festivals.**
3. **Confirms Council has no capacity to take on any additional events or expenditure.**
4. **Calls for expressions of interest for a section 355 committee to run Thunderbolt's festival.**

For:	**Mayor Robert Bell, Crs Leanne Doran and Adam Blakester**	
Against:	**Crs Sarah Burrows, Jen Philp and Kath Arnold**	
Absent:	**Crs Tom O'Connor and David Mailler**	**3/3**

The vote being EQUAL the Chair exercised his Casting Vote in FAVOUR of the Motion.

At 7:50 pm, Cr Tom O'Connor returned to the meeting.

13.14 REGISTER RESOLUTIONS ACTIONS STATUS AS AT 18 FEBRUARY 2026

RESOLUTION 25.02/26

Moved: Cr Sarah Burrows
Seconded: Cr Adam Blakester

That Council notes the Resolution Actions Status Report as at 18 February 2026.

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

CARRIED 7/0

14 CONFIDENTIAL MATTERS

RESOLUTION 26.02/26

Moved: Cr Sarah Burrows
Seconded: Deputy Mayor Kath Arnold

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*:

14.1 Uralla Depot Asbestos Remediation and proposed amenities refurbishment

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

14.2 Third Party Agreement - EnergyCo and Uralla Shire Council

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

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

CARRIED 7/0

RESOLUTION 29.02/26

Moved: Cr Sarah Burrows
Seconded: Cr Adam Blakester

That Council return to Open Session of Council.

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

CARRIED 7/0

15 COMMUNICATIONS OF COUNCIL DECISIONS

The Chair communicated the Council decisions from the closed session.

RESOLUTION 27.02/26

Moved: Cr Leanne Doran
Seconded: Cr Jen Philp

That resolutions of Closed Session of Council become the resolutions of Open session of Council.

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

14.1 URALLA DEPOT ASBESTOS REMEDIATION AND PROPOSED AMENITIES REFURBISHMENT

RESOLUTION 27.02/26

Moved: Cr Leanne Doran
Seconded: Cr Adam Blakester

That Council:

1. **Accepts the quotation from Wallace Construction Services for $353,451 ex GST as the preferred supplier from the Request for Tender URALLA-1151067 Depot Asbestos Remediation and Building Refurbishment.**
2. **Endorses the project scope which includes additional refurbishment activities for the aged depot staff amenities and the creation of a Project Contingency fund ('Project').**
3. **Approves the proposed transfer of $71,451 for the purpose of the Project from the current McMaugh Gardens Building Capital to Assets Capital in this financial year.**
4. **Notes that a counter transfer of $71,451 back to McMaugh Gardens Building Capital from Assets Capital will be recommended in the 2026/2027 budget.**
5. **Notes the update on the status of other planned activities in the Uralla Depot Improvement Master Plan.**

For: **Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Adam Blakester, Jen Philp and Kath Arnold**

Against: **Cr Tom O'Connor**

Absent: **Cr David Mailler**

CARRIED 6/1

14.2 THIRD PARTY AGREEMENT - ENERGYCO AND URALLA SHIRE COUNCIL

RESOLUTION 28.02/26

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

THAT COUNCIL:

1. **Endorses the draft framework and draft key principles for a potential Third-Party Agreement (TPA) between Uralla Shire Council and EnergyCo for works on Council-owned and Council-managed land and local roads associated with the New England Renewable Energy Zone project.**
2. **Delegates authority to the General Manager to conduct negotiations leading to a final recommended TPA arrangement with EnergyCo, including any associated Deed Poll(s) and Independent Certifier arrangements, subject to external legal advice; and**
3. **Receives a future report and final draft Third Party Agreement recommending Council consider entering into such agreement with EnergyCo, if negotiations are successful.**

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0

16 CONCLUSION OF MEETING

The meeting was closed at 8.14pm.

UNCONFIRMED

NORTHERN TABLELANDS COUNCILS – REGIONAL COLLABORATION FORUM

Date: Monday 16 February 2026 at 10.30am

Location: The Living Classroom
1A Narrabri Road
Bingara NSW 2404

AGENDA

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1. Apologies
2. Address by Mr Brendan Moylan MP
3. Is there a willingness / commitment for a collaboration model for Northern Tablelands Councils?

   # Resolution confirming participation of each Council?
4. What are the expectations / desired outcomes from participating Councils?
5. Structure and Governance of Regional Collaboration Model

   # Consideration of Regional Organisation of Councils (ROC) Model – REROC overview included (Attachment 1)

   # Any interest in hearing from an experienced ROC Executive Officer (eg Julie Briggs)?

   # Secretariat Services?
6. Identified Regional Priorities (Attachment 2)

   # Matters of common interest and initial priorities?
7. Agreed forum outcomes and future actions
8. Meeting cycle and date/location for next meeting?

<u>Late Agenda Items</u>

9. Letter from Minister Hoenig regarding JO Framework (Attachment 3)

10. 1pm Presentation - Department of Planning, Housing and Infrastructure

A New Approach to Strategic Planning: Discussion Paper, the draft Statewide Industrial Lands Policy, and the draft Sydney Plan are now on exhibition until **27 February 2026**. These reforms will inform updates to regional plans across NSW in 2026. To support councils in understanding the reforms and their implication, the Dept will provide a dedicated briefing at today's meeting. The format will include a 30 minute presentation followed by discussion.

In attendance will be:

- Claire Swan – Director Regional Strategic Planning
- Craig Diss – Director Local Planning and Council Support
- Kate Hanson – Manager Regional Strategic Planning

REROC
RIVERINA EASTERN REGIONAL ORGANISATION OF COUNCILS



WELCOME TO REROC

The Riverina Eastern Regional Organisation of Councils (REROC) is a voluntary association of seven General Purpose Councils and one water county council located in the eastern Riverina region of NSW.

The members of REROC are the councils of: Bland, Coolamon, Cootamundra-Gundagai, Greater Hume, Junee, Lockhart, Temora and Goldenfields Water.

The voluntary aspect of the Organisation encompasses every project that it undertakes. Members only participate in a REROC project if they believe that it will generate positive outcomes for their council.

Local governance is never sacrificed to achieve efficiencies, member councils are not pressured to participate in a project, it is never a case of "one in - all in". The members are committed to this stance and believe it is one of the reasons that the Organisation has been so

successful over a long period of time. REROC members are committed to supporting the voluntary nature of the Organisation and believe that it is one of its greatest strengths.

Background

In 1994, a number of General Purpose councils operating in the eastern Riverina region of NSW identified a need to work more closely together to achieve greater efficiencies and effectiveness; not only in service delivery but also in their ability to represent the needs of their respective communities.

As a result of those meetings twelve General Purpose councils agreed to establish the Riverina Eastern Regional Organisations of Councils (REROC). The founding members of REROC were the councils of Bland, Coolamon, Cootamundra, Gundagai, Holbrook, Junee, Lockhart, Temora, Tumbarumba, Tumut, Urana and Wagga Wagga.

Members were united in their vision for the Organisation, it was to be a forum where member councils could initiate and implement projects that harnessed the economies of scale and economies of scope that could be generated by pooling resources, staff and expertise.

Since this decision was made, Greater Hume Shire Council joined REROC as well as the two water county councils that service the REROC region, Goldenfields Water and Riverina Water. The county councils joined REROC as associate members.

In late 1996, the members reviewed the operations of REROC and recognised that if the Organisation were to achieve its full potential it would need a driver. While there was substantial goodwill in place to further projects, the Organisation's dependence on existing council staff to find time to implement complex projects across multiple councils resulted in constant delays.

The members committed to funding an Executive Officer, through an agreed annual fees structure. In 1997, this position was ultimately out-sourced to a local consultancy firm, an arrangement that finalised in 2024. Since December 2024 REROC has employed a Chief Executive Officer, Mrs Megan Mulrooney.

REROC's Governance Structure

REROC meets every second month; each council is represented by an elected person (usually the Mayor) and the General Manager.

Board Members as at 24 October, 2025 are:

- Mayor Rick Firman OAM, Chairman, Temora Shire Council
- Mayor Abb McAlister, Deputy Chairperson, Cootamundra Gundagai Shire Council
- Mr Tony Donoghue PSM, Treasurer, Coolamon Shire Council
- Mr Grant Baker, Bland Shire Council
- Mayor Brian Monaghan, Bland Shire Council
- Mayor David McCann, OAM, Coolamon Shire Council
- Mr Roger Bailey, Cootamundra-Gundagai Regional Council
- Mr Colin Kane, Greater Hume Shire Council
- Mayor Lea Parker, Greater Hume Shire Council
- Mr James Davis, Junee Shire Council
- Mayor Robert (Bob) Callow, Junee Shire Council
- Mr Gavin Rhodes, Lockhart Shire Council
- Mayor Peter Sharp, Lockhart Shire Council
- Ms Melissa Boxall, Temora Shire Council
- Mr Aaron Drenovski, Goldenfields Water County Council
- Cr Alan White, Goldenfields Water County Council

All members have an equal vote although decisions are normally made on a consensus basis. The County Council is an associate member and therefore doesn't pay full membership fees and consequently does not have voting rights. Meetings are also attended by a representative from the Office of Local Government, the NSW Premier's Department and RDA - Riverina.

REROC is an Incorporated Association in NSW. It has three Officer Bearer positions, with each position elected in line with Mayoral Election Cycles and decided at the AGM. The Chairs are drawn from the elected representatives from full membership Councils.

REROC elects an Executive Committee annually at the AGM. This Committee has representation from each Council, including both Mayors and General Managers. The Committee convenes prior to Board meetings to discuss regional issues and opportunities, making recommendations to the full Board to determine future directions for the Organisation.

REROC has a number of special purpose Technical Working Groups that meet as required, including:

- Infrastructure/Engineers' Group

- Planning
- REROC Waste Forum
- Riverina Spatial Information Group
- Planning
- Water and Wastewater
- Energy Management
- Integrated Planning & Reporting (IP&R)
- Workforce Development
- Disaster Preparedness (currently in recess)
- Youth & Community Development Network (currently in recess)

CONTACT US

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REROC
RIVERINA EASTERN REGIONAL ORGANISATION OF COUNCILS



OBJECTIVES

- To participate in activities which promote effective regional development.
- To enhance the collective status of Local Government within the eastern Riverina.
- To provide an additional avenue to secure and implement externally sourced funding on agreed projects or programs.
- To promote a sense of regional community within the eastern Riverina to enhance the ability to achieve outcomes within this broader community while respecting the diversity of aspirations and importance of the individual communities included.
- To promote co-operation between constituent Councils and to realise opportunities for greater efficiency in service delivery where appropriate through sharing of human, financial and capital resources.
- To provide a mechanism to share expertise and ideas and to promote innovation between constituent Councils.

- To facilitate regional planning on a range of environmental, economic, social, and infrastructure issues.
- To advance the interests of the region covered by the member Councils and organisations.
- To generate the funds necessary to enable REROC to achieve its strategic goals.

CONTACT US

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IDENTIFIED REGIONAL PRIORITIES
(following discussions with Cr Kate Dight)

Armidale Regional Council
1. Water Security - storage and treatment facility
2. Tourism infrastructure funding
3. Interconnectivity for NENW
4. Housing
5. Transport network

Inverell Shire Council
1. Labour force
2. Agricultural industry
3. Untied Roads infra funding
4. Waste systems
5. Health

Gwydir Shire Council
1. Communications and connectivity
2. Health
3. Tourism

Moree Plains Shire Council
1. Regional Branding for tourism drive
2. Health
3. Road connectivity
4. DAMA for the region & working with RDA for this end

Glen Innes Severn Shire Council
1. Healthcare
2. Planning & Regulation
3. Economic Development & destination management
4. Renewables
5. Connectivity
6. FAGS & funding

Uralla Shire Council
1. Water security
2. Waste systems
3. Renewable energy
4. Affordable housing (Upgrading LEP)
5. Health

Walcha Shire Council
1. Renewables & impacts
2. Roads infrastructure funding
3. Financial sustainability
4. Declining population
5. Government impacts on land use, eg, forestry and land clearing

The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

Our Ref: A989543

Her Worship the Mayor
Cr Kate Dight
Inverell Shire Council

Mr Brett McInnes
General Manager
Inverell Shire Council

via email: mayor@inverell.nsw.gov.au , brett.mcinnes@inverell.nsw.gov.au
cc: council@inverell.nsw.gov.au

Dear Cr Dight and Mr McInnes,

I write to you regarding a refresh to the framework that governs Joint Organisations (JOs) in NSW.

While visiting councils across the State, I have heard clearly that the JO model is not delivering for all councils. Five of the 13 JOs are in hiatus and some councils wish to collaborate with different JOs than the ones they were assigned to in 2018. While some groups of Councils work very well within the JO format, others prefer to use Regional Organisations of Councils to collaborate.

As a former President of a Regional Organisation of Councils, I know first-hand that regional collaboration can deliver better policy outcomes and improved service delivery for communities – but only when it is voluntarily led by civic leaders in a region, who can see a political and organisational benefit from co-operating. Councils should be free to collaborate in a form they see fit, and I want to ensure the State is not putting unnecessary restrictions or requirements on how you may wish to come together.

I have asked the Office of Local Government to undertake a review of JO memberships and boundaries. Existing JOs that are in hiatus may apply to be wound up and councils may apply to join a different JO to the one they are currently in. Should metropolitan councils wish to form JOs, that can be considered through this process.

I intend that the arrangement of Joint Organisations produced through this review should be consistent for at least a period of four years in order to provide certainty to Government agencies that provide grants, as well as for strategic planning and organisational purposes. In the long-run, the Government intends to perform regular reviews of Joint Organisation memberships within 12 months of regularly scheduled Local Government elections.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001
02 7225 6150
nsw.gov.au/ministerhoenig

To deliver this opportunity, I am seeking your advice and intention on whether your council wants to be a member of a JO, and the JO that it would like to join, create, withdraw from, or retain membership of.

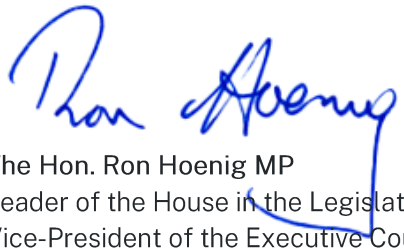
I invite you, along with all councils in NSW, to provide this information back to OLG by **5pm, Tuesday 31 March 2026**. Based on your preferences, the NSW Government will then prepare a new suite of proclamations for the Governor to reset JO statuses, memberships, boundaries and governance arrangements for NSW.

By writing to every Lord Mayor and Mayor in the State, I am giving you an opportunity to talk to your colleagues and present me with a lasting, council-driven solution to regional collaboration.

I have asked Brett Whitworth PSM, Deputy Secretary of Office of Local Government in the Department of Planning, Housing and Infrastructure to organise a number of information sessions to help address any questions that you may have. More information on these sessions, and this process, will be available shortly.

Please provide your preferences directly to OLG at councilengagement@olg.nsw.gov.au. If you have any further questions, please contact OLG's Engagement team on 02 4428 4100 or your OLG Council Engagement Manager.

Yours sincerely,



The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

9 February 2026

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Mr Paul Pay
New England Joint Organisation
PO Box 138
INVERELL NSW 2360

via e-mail: paul.pay@inverell.nsw.gov.au

25 July 2023

Dear Paul,

POSITION PAPER: FINANCIAL REPORTING UNDER NON-GOING CONCERN BASIS

In accordance with the financial reporting consulting services agreement between us and New England Joint Organisation (NEJO) dated 29 May 2023, we have prepared a position paper to assist you with preparation of the financial statements for the year ended 30 June 2023 under non-going concern basis.

Please note that this paper and advice which comes out of this paper does not address any tax, regulatory or other matters other than the specific financial reporting matters covered in the paper.

Our advice is based on the information provided by yourself and accordingly, should additional information come to light, it may alter the basis of conclusions including within this paper.

We thank you for all the assistance provided in conduction this engagement.

Please review and let us know if any comments or queries. After that we will be able to send a final version

Should you have any queries regarding this paper, please do not hesitate to contact me on 0412 932 174 or igor@vanguardconsulting.com.au.

Yours faithfully,

Igor Ivannikov
Principal

Vanguard Consulting Group Pty Ltd
ABN 65 664 277 472

Liability limited by a scheme approved under Professional Standards Legislation

Background

New England Joint Organisation (NEJO) is a joint organisation of member councils which was formed by way of a proclamation made on 9th May 2018 (see 1_Proclamation). NEJO is in fact an organisation established under Part 7 Chapter 12 of the *Local Government Act* 1993. The current Charter of the organisation was formally adopted by member councils on 27 August 2018 with the latest update occurred on 07 March 2022 (see 2_Charter).

By 30 June 2023 organisation included 8 voting member councils as listed below:

- Armidale Regional Council,
- Glen Innes Severn,
- Inverell Shire Council,
- Moree Plains Shire Council,
- Narrabri Shire Council,
- Tenterfield Shire Council,
- Uralla Shire Council
- Gwydir Shire Council (Associate membership with provision for voting rights in accordance with changes adopted by the Board to the Charter on 29/11/2021, section 3 part 3.4)

Each member council pays annual contributions toward meeting organisation's costs.
The Board of NEJO consists of:

- The Mayors of each Member Council, who are entitled to one (1) vote at Meetings;
- A non-voting representative of the NSW Government, who is the Regional Director of the Department of Premier and Cabinet;

The role of the Board is to direct and control the affairs of NEJO. The Chairperson is to be elected by the voting representatives of the Board from one (1) of the Mayoral representatives. The Chairperson does not have a casting vote.

Decision to wind up

On its 28 August 2022 Meeting (see 3_NEJO Minutes – August 2022, decision 8.7), member councils decided that:

- The necessary steps be undertaken during the 2022/23 Financial year to "mothball" NEJO;
- The 2022/23 contributions from members not be levied;
- That after the 'mothball' process is complete that uncommitted funds be reimbursed to member councils on a 'pro-rata' basis; and
- Member Councils re-establish NEROC and meet twice each year to discuss matters of mutual interest.

Following that, discussion was held at the November 2022 meeting regarding the option to partner with Namoi Unlimited to advocate on issues of common concern post NEJO windup.

Refer to attached November 2022 agenda and minutes – refer item 8.4 (see 4_NEJO Agenda - November 2022 and 4_NEJO Minutes - November 2022).

Finally, on a 27 February 2023 meeting (decision 9.4), NEJO resolved to write to the Minister to wind up the organisation: "… *Acting Executive Officer to lodge an application with the Minister for Local Government seeking a proclamation by the Governor to dissolve the New England Joint Organisation of Councils on 30 June 2023"* (see 5_NEJO Minutes - Feb 2023, item 9.4).

As was mentioned in the 27 February 2023 business paper (see 5_NEJO Agenda Feb 2023, item 9.4), "Section 400ZC of the *Local Government Act 1993* provides that a proclamation by the Governor is required to 'amend the constitution of, or of dissolving, a joint organisation'".

A letter requesting the Minister to dissolve NEJO was sent on 9 March 2023 (see 6_NEJO Letter to Minister Local Government - Request to dissolve NEJO). At the time of drafting this paper, organisation has not received a formal response as yet.

In case Proclamation won't be issued or further delays with the formalities of dissolving process, NEJO would follow a recommendation from the GM's meetings on 3 August 2022 (see 3_NEJO Minutes – August 2022) to "mothball" the organisation which means to "…complete/cease all existing programs…". Furthermore, "… Board will need to determine how to utilise the uncommitted funds held by NEJO, after the mothballing process is complete. If the 2022/2023 contributions are not levied and the 2022/23 expenditure requirements used from existing funds, approximately $200K will remain uncommitted. The options are:

i. Retain the Funds in a member Council's Trust Fund to fund approved projects that benefit members, or
ii. Distribute the funds to members on a "pro-rata basis".

According to Paul Pay, Director Corporate and Economic Services from Inverell Shire Council, the uncommitted funds "… will be retained by Inverell Shire Council in trust as a member council. Fund will then be use on joint projects mostly likely determined at NEROC meetings."

NEJO audit 2022

Upon conclusion of the 2022 financial audit, NEJO received an audit management letter point of a Governance/Compliance moderate risk concerning a potential breach of legislation due to decision to wind up without a proclamation from the Governor (see **Appendix A).**

We agree that without getting a formal approval from the Governor, the organisation can't formally wind up. Therefore, as can be seen from the previous section, board will "mothball" the operations which means the organisation will legally exists but become "idle" as far as operations concerned. However, NEJO might still fail to comply with some other formal requirements of the LG Act 1993 being "idle". For example, a requirement to meet no less than

four times per year. The full list of requirements is available in the Implications section of the abovementioned MLP from **Appendix A.**

Two of the three recommendations from the MLP were about going concern reporting, such as:

- Assessment of the financial position to ensure organisation has sufficient funds to pay debts as they fall due; and
- Assessment whether the preparation of financial statements on a going concern basis is still appropriate.

The above recommendations are relevant to situations when there is a risk of incorrect basis of reporting on the ground that an organisation won't be able to meet its debts. However, in a NEJO situation, there is no question of whether the entity is a going concern. We already know that it is not a going concern not because of inability to pay debts but based on the committed decision of the management to cease operations. This is a normal practice and can be supported by some evidence presented in the following section.

To conclude, we would expect that the audit opinion of the 2023 financial statements would include an emphasis of matter paragraph related to a non-going concern reporting basis and potentially a significant matter or another emphasis of matter related to the breach of legislation. This however won't affect the unmodified opinion.

Non-going concern accounting

Financial statements are normally prepared on the assumption that an entity is a going concern and accounting standards are written to reflect the going concern basis of accounting. However, based on AASB 101.25 the going concern basis of accounting is no longer appropriate if management intends to or has no realistic alternative but to liquidate the entity or cease trading.

Based on AASB Staff Paper[1] (p. 24) there is inconsistency in practice regarding the basis of accounting that is used when the going concern assumption is no longer appropriate. Due to the lack of guidance, some financial statements may use the accounting standards, while others may be prepared using a liquidation basis.

Furthermore, current lack of guidance on the basis of preparation to apply when an entity is no longer a going concern has led to a diversity in practice whereby various accounting bases are used as there are mixed views on:

- the extent to which the accounting standards and/or the Conceptual Framework should be applied;
- the measurement basis of assets (e.g. whether to measure all assets at realisable values, even if this means an increase in the carrying amounts);

[1] AASB Staff Paper: Going Concern Disclosures: A Case for International Standard-Setting. Available at: AASB Staff Paper: Going Concern Disclosures: A Case for International Standard-Setting

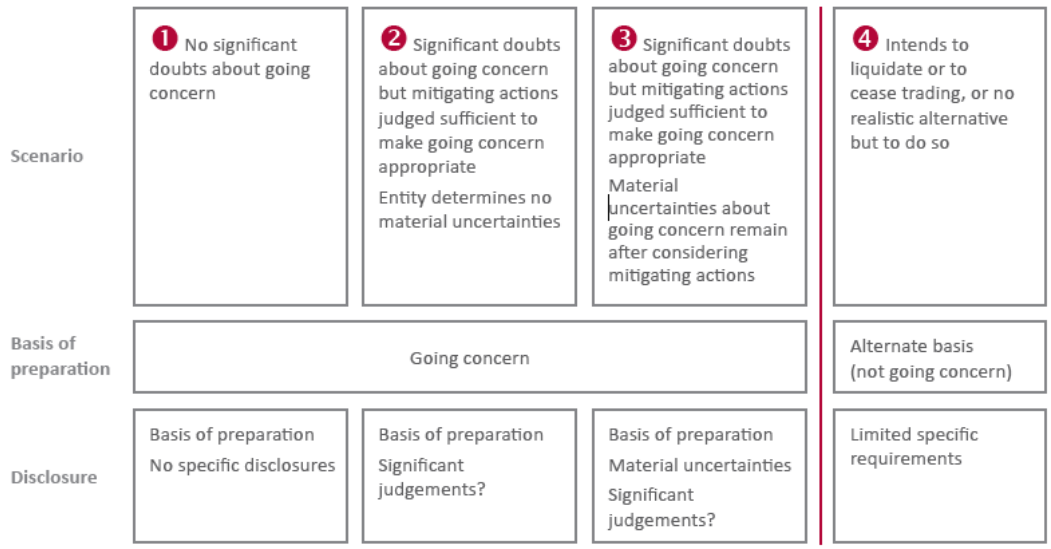
- the recognition of any new provisions (e.g. closure costs), other liabilities and/or contingencies;
- whether assets and liabilities should be classified in order of liquidity rather than using the current or non-current classification;
- whether to accrue all costs and income expected to be incurred or earned until liquidation; and
-
- how to measure employee entitlements to reflect the changes in circumstances.

AASB 101.25 defines going concern by explaining that financial statements are prepared on a going concern basis unless management either intends to liquidate the entity or to cease trading or has no realistic alternative but to do so. Furthermore, the standard states that when an entity does not prepare financial statements on a going concern basis, it shall disclose that fact, together with the basis on which it prepared the financial statements and the reason why the entity is not regarded as a going concern.

Usually, application of a going concern concept becomes an issue in times of material uncertainties to be able to continue operations in the nearest future. This became a matter of raising concerns in recent years worldwide due to current stressed economic conditions. However, in the case of NEJO, there is no uncertainty around future operations because of the clear intension of the governing body to wind up.

All possible scenarios relevant for decision making about financial reporting basis can be summarised in the Figure 1 below.

Figure 1: Requirements of IAS 1



Source: IASB educational material "Going concern – a focus on disclosure" available on https://www.ifrs.org/content/dam/ifrs/news/2021/going-concern-jan2021.pdf

From the Figure 1 above, the NEJO falls under Scenario 4 which covers situation when management intends to liquidate or to cease trading. In this scenario an alternate basis of preparation of financial statements is required which is not a going concern. However, neither AASB 101 nor IAS 1 do specify an alternate basis for preparing financial statements. What is required though is disclosure of the fact that the financial statements have not been prepared on a going concern basis and the reasons why the entity is not regarded as a going concern, as well as disclosing the basis on which the financial statements have been prepared.

Australian Accounting Standards (and AASB 101, in particular) lack guidance on financial reporting alternate basis when going concern is no longer applicable (AASB Staff Paper, p. 3). However, from the analysis above as well as from the industry practice which follows, it is clear that the alternative basis of preparation NEJO's financial statements for the year ended 30 June 2023 is a so called "liquidation basis". Implementation of this basis in practice is discussed in the following section.

Industry practice

We have not found examples of financial statements prepared under liquidation basis in NSW local government. However, we identified other relevant examples as follows:

Example 1 - State Transit Authority of NSW (Authority)

The Authority's financial statements for the year ended 30 June 2021 was prepared on a non-going concern basis due to the fact that the principal activities will not operate for a full 12 months in the 2021-22 financial year. Note 1 (a) Basis of Preparation included following disclosure paragraph:

> The financial statements have been prepared on a non-going concern basis due to the fact that the Authority's principal activities will not operate for a full 12 months in the 2021-22 financial year. All noncurrent assets and liabilities have been reclassified as current at 30 June 2021. The balance sheet is presented on a liquidity basis. Assets and liabilities are presented in decreasing order of liquidity and do not distinguish between current and non-current. Plant and equipment and inventory will be sold to the new operator or a third party, where possible. Any unsettled assets and liabilities are expected to be equity transferred to TfNSW. The negative equity has arisen due to the Authority equity transferring the majority of assets and liabilities, with a net value of $555.3 million to TfNSW on 1 July 2018 in accordance with the *Transport Administration Act 1988*. The operations and ability of the Authority to pay its debts are assured, despite total liabilities exceeding total assets at year end, due to monthly payments for bus services contracts from TfNSW. The Authority received a Letter of Comfort from NSW Treasury.[2]

The Authority is audited by the Office of the NSW Auditor-General which gives us a good reference for using the above paragraph in NEJO statements.

[2] State Transit Authority Annual Report 2021, page 6. Available at: State Transit Authority Annual Report 2020-21 Volume 2 web.pdf (nsw.gov.au)

Example 2 – Rivers Regional Council (WA)

This is a Western Australia local government council which prepared its 2021 financial statements on a liquidation basis in 2021 following a decision to wind up. Note 1 (a) Basis of Preparation included following disclosure paragraph:

> The financial statements have not been prepared on a going concern basis and have been prepared on a liquidation basis. The Council decided on 18 February 2021, to wind up 60 days after the date the Minister has approved the formation of the Rivers Regional Subsidiary. The Participants have each executed a Deed of Dissolution of Rivers Regional Council, a Business Plan and Charter for the Rivers Regional Subsidiary, a Deed of Asset Transfer and a Deed of Novation covering the transfer of assets, liabilities and contractual responsibilities to the proposed Regional Subsidiary. As at 30 June 2021, the submission is being considered by the Minister. It is expected that if Ministerial approval is received, the likely date for cessation of operations will be 31 December 2021.[3]

NEJO financial reporting 2023

Based on the analysis performed in previous sections, we can highlight main aspects of a non-going concern reporting such as:

1) Disclosure for the fact that the statements are prepared under non-going concern basis and the reason for this;
2) All assets and liabilities should be classified as current; and
3) Consider recognition of extra liabilities where necessary.

Non-going concern

Following disclosure will be posted on NEJO FS Note 1:

> On its 28 August 2022 Meeting member councils decided that JO will undertake steps to "mothball" operations, will cease all existing programs and won't levy member contributions in 2023 financial year. A letter requesting the Minister to dissolve NEJO was submitted in March 2023. Accordingly, the financial statements have been prepared on a non-going concern basis due to the fact that the JO's principal activities will not operate for a full 12 months in the 2023-24 financial year. The statement of financial position is presented on a liquidity basis. Assets and liabilities are presented in decreasing order of liquidity and do not distinguish between current and non-current. Until after Ministerial approval is received, the JO will exist as an entity under LG Act 1993 but no operations will be performed.

[3] Rivers Regional Council Financial Statements 2021, page 9. Available at: 505_ITEM_14.4_-_Annual_Report_20_-_21_-_for_adoption.pdf (rrc.wa.gov.au)

Non-going concern financial reporting checklist

To cover completeness of the non-going concern financial reporting, a checklist was created as follows:

1	Justification for non-going concern reporting	- Board decision from 27 August 2022 to mothball operations - JO's letter to the Minister from 9 March 2023 - No member contributions levied in 2023 (see FS 2023)
2	Non-going concern basis disclosure note	Done. See section "NEJO financial reporting 2023".
3	Assets and liabilities classification as current	Done. NEJO never had non-current assets. All assets and liabilities are historically current.
4	Extra provisions/ liabilities: employee benefits	Nothing to report here. We were informed that last Executive Officer, Melissa McLeod, resigned in 2023 financial year. There will be no provisions for employee entitlements as at 30 June 2023 as there is no staff. Since the resignation of Melissa, Paul Henry, General Manager, Inverell Shire Council has been acting as the EO.
5	Contract liabilities	No contract liabilities were recorded for 30 June 2023. Unspent grant money have been recorded as Payable as all unexpended grants will need to be refunded. Based on information provided by NEJO, payables as at 30 June 2023 include: 1. Unexpended Grant – OLG – Capacity Building Grant – Stage 1 $25,000 2. Unexpended Grant – OLG – Capacity Building Grant – Stage 1 $42,500 3. NEW Audit Office fees - $9,990 4. Vanguard Consulting Group fees - $4,000 TOTAL $81,490.
6	Liability to transfer uncommitted funds	The question is whether JO has an unconditional obligation to pay all uncommitted funds to an external party (members, for example) as at 30 June 2023. Upon completion of a mothballing process, JO will have to decide which option out of the below two it will choose: - Retain the Funds in a member Council's Trust Fund to fund approved projects that benefit members, or - Distribute the funds to members on a "pro-rata basis". According to Paul Pay, the uncommitted funds "… will be retained by Inverell Shire Council in trust as a member council. Fund will then be use on joint projects mostly likely determined at NEROC meetings." However, by 30 June 2023 as well as at the time of writing this paper there were formal resolution by the Board to acknowledge completion of the mothballing process as well as no resolution with what to do with the uncommitted funds. Accordingly, there were no unconditional or present obligation to refund as at 30 June 2023. Hence, no liability will be recognised.
7	Subsequent events	We are not aware of any adjusting or worth disclosing subsequent events after 30 June 2023. At the time of writing this paper Ministerial approval for wind up has not yet been granted.

VANGUARD CONSULTING GROUP

Appendix A – 2022 management letter point: Board resolution to wind-up

Our insights inform and challenge government to improve outcomes for citizens

auditoffice OF NEW SOUTH WALES

Current year matters

Issue 1: Board resolution to wind-up the Joint Organisation

Likelihood	Consequence	Systemic issue	Category	Risk assessment
Almost Certain	Medium	No	Governance / Compliance	Moderate

Observation

At an ordinary meeting held on 29 August 2022, the Board resolved to start the process of 'winding up' the New England Joint Organisation.

Implications

There is a risk of non-compliance with the requirements of the *Local Government Act 1993* (LG Act) and the Local Government Regulation (LG Regulation) for Joint Organisations, including:

- the requirement to have a Board (section 400T of the LG Act) which consists of:
  - the mayors of each of the member Councils who are each entitled to 1 vote at a meeting of the Board
  - any additional voting representatives of the member Councils appointed under this section, who are each entitled to 1 vote at a meeting of the board
  - other non-voting representatives who may attend but are not entitled to vote at a meeting of the board
- Joint Organisations must meet no less than four times per year, across each quarter of the year (section 400T(9) of the LG Act)
- Joint Organisations must adopt a Charter (section 400U of the LG Act)
- adopting a Code of Conduct based on the Model Code of Conduct (section 440 of the LG Act)
- adopting a policy for payment of expenses and the provision of facilities to Board members who are voting representatives and the Chairperson (section 252 of the LG Act)
- each member Council is required to make a financial contribution to the Joint Organisation (clause 397L of the LG Regulation)
- publishing a statement of strategic regional priorities (clause 397H of the LG Regulation), and annual performance statement (clause 397J of the LG Act) and annual statement of revenue policy (clause 397I of the LG Act)
- preparing financial statements (section 413 of the LG Act and having these audited (section 415 and 416 of the LG Act).

A Joint Organisation exists through an act of parliament and can only be dissolved by proclamation of the Governor (section 400ZC of the LG Act).

If the member contributions cease there is a risk the Joint Organisation does not have sufficient funds to pay its debts and continue operating which may impact the preparation of the financial statements on a going concern basis.

Recommendation

The Joint Organisation should:

- implement controls and processes to ensure the ongoing requirements under the LG Act and LG Regulation are met
- assess its financial position on a periodic basis to ensure it has sufficient funds to pay debts as they fall due
- assess whether the preparation of financial statements on the going concern basis is still appropriate each year.

Management response

Agree

NEJO will take the necessary steps the windup the Joint Organisation in accordance with the requirements of the LG Act & Regulations.

NEJO reviews its financial position on a quarterly basis to ensure it has sufficient funds to pay debts. At 30 June 2022 NEJO had $234K in unrestricted reserves.

NEJO will assess the going concern principle during the preparation of the Financial Statements.

Person responsible:	Date (to be) actioned:
Executive Officer	30 June 2023

MINUTES OF INVERELL SHIRE COUNCIL
NEW ENGLAND JOINT ORGANISATION OF COUNCILS (NEJO) MEETING
HELD AT THE MOREE PLAINS SHIRE COUNCIL, 30 HEBER STREET, MOREE
ON MONDAY, 29 AUGUST 2022 AT 10.05AM

PRESENT: Cr Paul Harmon (Inverell Shire Council), Cr Rob Banham (Glen Innes Severn Council), Cr Mark Johnson (Moree Plains Shire Council), Cr John Coulton (Gwydir Shire Council) and via Zoom Cr Robert Bell (Uralla Shire Council).

IN ATTENDANCE: Messrs Henry, McIntyre, Tobin, Williams, Mrs Daley and via Zoom Mr Buckingham.

1 WELCOME

2 ACKNOWLEDGEMENT OF COUNTRY

3 APOLOGIES

COMMITTEE RESOLUTION

Moved: Cr Mark Johnson (Moree Plains Shire Council)
Seconded: Cr John Coulton (Gwydir Shire Council)

That the apologies received from Cr Ronald Campbell (Narrabri Shire Council), Cr Bronwyn Petrie (Tenterfield Shire Council) and Mr Roncon (Armidale Regional Council) be accepted.

CARRIED

4 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Council)

That the Minutes of the New England Joint Organisation of Councils (NEJO) Meeting held on 20 June, 2022, as circulated to members, be confirmed as a true and correct record of that meeting.

CARRIED

5 DISCLOSURE OF CONFLICT OF INTERESTS/PECUNIARY AND NON-PECUNIARY INTERESTS

Nil

6 CHAIRPERSONS REPORT

Nil

7 ADOPTION OF THE ANNUAL PERFORMANCE STATEMENT

Nil

8 DESTINATION REPORTS

8.1 RESIGNATION OF EXECUTIVE OFFICER NEJO.1/04

COMMITTEE RESOLUTION

Moved: Cr Mark Johnson (Moree Plains Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Council)

That the information be noted.

CARRIED

8.2 PROJECT STATUS REPORT NEJO.1/04

COMMITTEE RESOLUTION

A) That the following actions be undertaken with respect to the current projects:

a) Business Cases (Roads)

Moved: Cr Rob Banham (Glen Innes Severn Shire Council)
Seconded: Cr John Coulton (Gwydir Shire Council)

i. That RDANI be requested to prepare a business case for the upgrade of the Gravesend Bridge – cost $10K

ii. That Cardno be requested to prepare an addendum report for the NEJO Transport Study to include an examination of the Heavy Vehicle transport issues for Gwydir Shire – funding available $25K.

b) Health Pilot

Moved: Cr Mark Johnson (Moree Plains Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Shire Council)

That Dr Cosgrove be requested to conduct an evaluation of the Glen Innes program.

c) Regional Connectivity

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That an appropriately skilled local consultant be engaged to 'map' telecommunication blackspots in the NEJO area and recommend the most suitable locations for the installation of towers to address 'blackspots'.

d) Transition to EV/Hydrogen Vehicles

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Shire Council)

i. That RDANI be requested to undertake a review of public and private funding programs to support the provision of alternative fuel recharging sites in the region.

ii. RDANI work with member Councils to identify appropriate sites for recharging sites in the NEJO area, and

ii. That RDANI prepare for the Board's consideration on EV/Hydrogen Vehicle Strategy for the region.

e) BCRRF – Economic Development Strategy

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Shire Council)

i. That RDANI be requested to update the economic data project to include data for Gwydir Shire – cost $7.5K; and
ii. That Moree Plains Shire Council prepare a brief for a communications strategy and process for implementing stage 2 of the project.

f) Advocacy

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That a 'Rural Health Strategy' be developed for this region. Further, that a consultant be engaged to assist with the preparation of the position paper.

g) Strategic Planning

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: (Moree Plains Shire Council)

That RDANI be engaged to complete the development of the NEJO's Statement of Regional Priorities (SRP), including:

a) A review of member Councils CSPs to ensure alignment with NEJO SRP, and

b) A face to face planning session with the Mayors and General Managers.

h) Resilience through Roads

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Shire Council)

That NEJO proceed with the development of a database/tool that can be utilised by Councils to prepare business cases for road upgrades.

B) That the costs of Inverell Shire Council providing program support services be reimbursed from the appropriate funding program.

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Shire Council)

CARRIED

8.3 FINANCIAL REPORT NEJO.1/04

COMMITTEE RESOLUTION

Moved: Cr Rob Banham (Glen Innes Severn Council)
Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That the information be noted.

CARRIED

8.4 STATUS OF JOINT ORGANISATIONS NEJO.1/04

COMMITTEE RESOLUTION

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Council)

That the information be noted.

CARRIED

8.5 ADOPTIONS OF 2022/2023 OPERATIONAL PLAN AND BUDGET NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Shire Council)

That in accordance with Section 405 of the Local Government Act 1993, the 2022/2023 Operational Plan and Budget be adopted.

CARRIED

8.6 GENERAL PURPOSE FINANCIAL REPORTS 2021/2022 NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Mark Johnson (Moree Plains Shire Council)
Seconded: Cr John Coulton (Gwydir Shire Council)

That:

i) NEJO adopt the General Purpose Financial Statements for the period ending 30 June 2022 and refer them for audit;

ii) NEJO sign the Statements as prescribed by Section 413(2) of the Local Government Act 1993 for the General Purpose Financial Statements;

iii) NEJO authorise the Acting Executive Officer and Paul Pay (acting accountant) to sign the Management Representation Letter.

iv) NEJO authorise the Acting Executive Officer to forward the Financial Statements to the Office of Local Government upon receipt of the Audit Reports from the NSW Audit Office;

v) NEJO present the signed audited Financial Statements to the public at the ordinary NEJO meeting to be held on 28 November, 2022 in accordance with Section 419 (1) of the Local Government Act 1993; and

vi) NEJO place the audited Financial Statements on public exhibition and provide notice in accordance with Section 418 (3) of the Local Government Act 1993, that NEJO will consider the Reports of its Auditors for the period ending 30 June, 2022 at its Ordinary Meeting to be held on Monday 28 November, 2022.

CARRIED

8.7 OPTIONS FOR REGIONAL CO-OPERATION NEJO.1/04

COMMITTEE RESOLUTION

Moved: Cr Rob Banham (Glen Innes Severn Council)
Seconded: Cr John Coulton (Gwydir Shire Council)

That:

i. The necessary steps be undertaken during the 2022/23 Financial year to "mothball" NEJO;

ii. The 2022/23 contributions from members not be levied;

iii. That after the 'mothball' process is complete that uncommitted funds be reimbursed to member councils on a 'pro-rata' basis; and

iv. Member Councils re-establish NEROC and meet twice each year to discuss matters of mutual interest.

CARRIED

9 FINANCIAL REPORT

9.1 QUARTERLY FINANCIAL REPORT NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Rob Banham (Glen Innes Severn Council)
Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That the Income and Expenditure Statement be received and noted.

CARRIED

10 INFORMATION REPORTS

Nil

11 GENERAL BUSINESS

Nil

12 NEXT MEETING

The Meeting closed at 1.05pm.

The minutes of this meeting were confirmed at the New England Joint Organisation of Councils (NEJO) held on .

.....

CHAIRPERSON

MINUTES OF INVERELL SHIRE COUNCIL
NEW ENGLAND JOINT ORGANISATION OF COUNCILS (NEJO) MEETING
HELD AT THE VIA ZOOM
ON MONDAY, 28 NOVEMBER 2022 AT 10.00AM VIA ZOOM

PRESENT: Cr Paul Harmon (Inverell), Cr Rob Banham (Glen Innes Severn Council), Cr Mark Johnson (Moree Plains Shire Council), Cr John Coulton (Gwydir Shire Council) and Cr Robert Bell (Uralla Shire Council).

10.20am Cr Bronwyn Petrie (Tenterfield Shire Council).

10.30am Cr Sam Coupland (Armidale Regional Council).

In attendance: Messrs Henry and Tobin.

10.20am Messrs Buckingham and McIntyre.

10.30am Mr Williams.

1 WELCOME

2 ACKNOWLEDGEMENT OF COUNTRY

Cr Harmon acknowledged the traditional custodians of the lands on which we meet today.

3 APOLOGIES

COMMITTEE RESOLUTION

Moved: Cr Robert Bell (Uralla Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Council))

That the apologies received from Mrs Jessup (Uralla Shire Council) and Mr Roncon (Armidale Regional Council) be accepted and leave of absence granted.

CARRIED

4 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Cr John Coulton (Gwydir Shire Council)
Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That the Minutes of the New England Joint Organisation of Councils (NEJO) Meeting held on 29 August, 2022, as circulated to members, be confirmed as a true and correct record of that meeting.

CARRIED

5 DISCLOSURE OF CONFLICT OF INTERESTS/PECUNIARY AND NON-PECUNIARY INTERESTS

Nil

6 CHAIRPERSONS REPORT

The Chairperson advised of a joint meeting of the 'Chairs' of Joint Organisations held on 17 November, 2022. The key points from this meeting were:

- Minister Tuckerman raised no issues and elected to answer questions
- Greg Warren, Shadow Minister for Local Government, supported Councils working together, whether in a JO or some other forum. The Minister didn't commit funds to supporting JOs as the opposition does not have access to Treasury estimates. Expressed strong support for the industry
- Ian Smith, Executive Director Department Regional NSW, spoke on the Regional Investment Activation Program and the $110M fund that is open for applications now
- Cr Russell Fitzpatrick (Mayor, Bega Valley) elected as Convenor of Chairs Forum. Cr Harmon was elected as Deputy Convenor
- Most informative session was the update on the activities of LG NSW. However, the issues being addressed by the Association are industry focused and not JO specific.

6.1 CHAIRPERSONS REPORT NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Robert Bell
Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That the Board accept the Chairperson's report.

CARRIED

7 ADOPTION OF THE ANNUAL PERFORMANCE STATEMENT

Nil

8 DESTINATION REPORTS

8.1 EXTENSION TO LODGE 2021-2022 FINANCIAL STATEMENTS NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Mark Johnson (Moree Plains Shire Council)
Seconded: Cr John Coulton (Gwydir Shire Council)

That:

i. the report be received and noted; and

ii. that NEJO hold a special meeting at 1pm on 14 December, 2022 to enable the presentation of the 2021/2022 Financial Statements.

CARRIED

At 10.20am, Cr Petrie, Messrs Buckingham and McIntyre joined the meeting.

8.2 PROJECT STATUS REPORT NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Robert Bell (Uralla Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Council))

That the report be received and noted.

CARRIED

8.3 REVIEW OF STATEMENT OF REGIONAL PRIORITIES (SRP) NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Rob Banham (Glen Innes Severn Council)
Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That:

i. a meeting be held on 23 February, 2023, as a 'face to face' meeting, for the purpose of conducting a workshop on the Regional Priorities for the NEJO area, and

ii. that the meeting be held in Warialda (Gwydir Shire Council).

CARRIED

At 10.30am, Cr Sam Coupland and Mr Rob Williams joined the meeting.

SUSPENSION OF STANDING ORDERS

COMMITTEE RESOLUTION

Moved: Cr Robert Bell (Uralla Shire Council)
Seconded: Cr Rob Banham (Glen Innes Severn Council)

That the standing orders be suspended to enable Cr Chaffey, Chairman of Namoi Unlimited to address the meeting.

CARRIED

At 10.33am, the meeting was suspended.

Comments from Cr Jamie Chaffey

Namoi Unlimited meet today and Cr Chaffey had been requested to guage the interest of NEJO members 'in working together' with Namoi Unlimited. He believes that Councils working together can deliver benefits to their Regions (e.g. jobs precinct, transport route improvements) – there is strength in numbers.

Namoi Unlimited is also considering the 'vehicle' to be utilised for future collaboration in the Regions due to the members concerns with the JO model. These concerns are the onerous governance arrangements, the costs and the expectation from State Agencies that the JO would do their work for them.

The options for regional collaboration being considered by Namoi Unlimited are:

a) Joint Organisation
b) A ROC, or
c) An alliance.

In the new year, Namoi Unlimited will determine what the future looks like for their organisation.

RESUMPTION OF STANDING ORDERS

COMMITTEE RESOLUTION

Moved: Cr Sam Coupland (Armidale Regional Council)
Seconded: Cr Robert Bell

That standing orders be resumed.

CARRIED

At 10.58am, standing orders resumed.

Members discussed the issues raised by Cr Chaffey.

There was significant support for 'working together' with Namoi Unlimited to advocate on issues of common concern. It was noted that at the Strategic Planning day in February 2023, the various models that can be utilised by Councils in the New England to frame their collaboration activities will be considered.

8.4 WIND UP OF THE NEJO NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Rob Banham (Glen Innes Severn Council)
Seconded: Cr Sam Coupland (Armidale Regional Council)

That Cr Chaffey be informed:

1. *That NEJO has no objections to working with Namoi Unlimited on issues of common interest, and*

2. *That at the Strategic Planning Day in February 2023, the various governance models that can be utilised by members for 'Regional Co-operation' be considered. Further, that the 'footprint' of the optimal 'Regional Co-operation' model be determined at this planning day.*

CARRIED

9 FINANCIAL REPORT

9.1 QUARTERLY FINANCIAL REPORT NEJO.1/03

COMMITTEE RESOLUTION

Moved: Cr Robert Bell (Uralla Shire Council)

Seconded: Cr Mark Johnson (Moree Plains Shire Council)

That the Income and Expenditure Statement be received and noted.

CARRIED

10 INFORMATION REPORTS

Nil

11 GENERAL BUSINESS

Nil

12 NEXT MEETING

Date to be determined

Venue: Gwydir Shire Council Chambers

The Meeting closed at 11.15am.

The minutes of this meeting were confirmed at the New England Joint Organisation of Councils (NEJO) held on .

.....

CHAIRPERSON

MINUTES OF INVERELL SHIRE COUNCIL
NEW ENGLAND JOINT ORGANISATION OF COUNCILS (NEJO) MEETING
HELD AT THE WARIALDA TOWN HALL, 72 HOPES TREET, WARIALDA
ON MONDAY, 27 FEBRUARY 2023 AT 10.00AM

PRESENT: Cr Paul Harmon (Inverell Shire Council), Cr John Coulton (Gwydir Shire Council), Cr Sam Coupland (Armidale Regional Council), Cr Troy Arandale (Glen Innes Severn Council), Cr Robert Bell (Uralla Shire Council), Cr Mark Johnson (Moree Plains Shire Council) and Cr Bronwyn Petrie (Tenterfield Shire Council) – via telephone.

IN ATTENDANCE: Mr N Tobin (Moree Plains Shire Council), Mr P Henry (Inverell Shire Council) and Ms J Healy (Office of Local Government).

1 WELCOME

Cr Coulton welcomed members to the Gwydir Shire.

2 ACKNOWLEDGEMENT OF COUNTRY

3 APOLOGIES

Cr R Banham (Glen Innes Severn Council), Cr R Campbell (Narrabri Shire Council), Mr J Roncon (Armidale Regional Council), Mr D Buckingham (Tenterfield Shire Council), Mr B Smith (Glen Innes Severn Council) and Mrs K. Jessep (Uralla Shire Council).

4 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Moree Plains Shire Council
Seconded: Uralla Shire Council

That the Minutes of the New England Joint Organisation of Councils (NEJO) Meeting held on 28 November, 2022, as circulated to members, be confirmed as a true and correct record of that meeting.

CARRIED

5 DISCLOSURE OF CONFLICT OF INTERESTS/PECUNIARY AND NON-PECUNIARY INTERESTS

Nil

6 CHAIRPERSONS REPORT

Nil

7 ADOPTION OF THE ANNUAL PERFORMANCE STATEMENT

Nil

8 FINANCIAL REPORT

8.1 QUARTERLY FINANCIAL REPORT NEJO.1/03

COMMITTEE RESOLUTION

Moved: Armidale Regional Council
Seconded: Gwydir Shire Council

That:

a) the Income and Expenditure Statement be received and noted; and

b) the board endorse the Tourist Officers / Moree Tourist Association to complete the Communications Campaign.

Note: Inverell Shire Council will be the Project Manager for the review of a marketing project.

CARRIED

9 DESTINATION REPORTS

9.1 REVIEW OF A 'STATEMENT OF REGIONAL PRIORITIES' NEJO.1/03

Representatives of RDANI conducted the 'Planning Session". The Councillors provided input regarding priorities for the NEJO region.

A draft document will be circulated by RDANI in the following fortnight.

Members can then review/amend the document prior to the adoption of the "statement".

9.2 ADOPTION OF AUDITED FINANCIAL STATEMENTS NEJO.1/03

COMMITTEE RESOLUTION

Moved: Moree Plains Shire Council
Seconded: Gwydir Shire Council

That:

i) the information be received and noted; and

ii) The Report on the Conduct of the Audit for the year ended 30 June, 2022 and the Independent Auditor's Report as of 30 June, 2022 be adopted.

CARRIED

9.3 EXTERNAL AUDIT 2021-22 MANAGEMENT LETTER NEJO.1/03

COMMITTEE RESOLUTION

Moved: Armidale Regional Council
Seconded: Glen Innes Severn Council

That the Committee note the final Management Letter relating to the external Audit for the year

ended 30 June 2022.

CARRIED

9.4 NEJO WIND UP PROCEDURE NEJO.1/03

COMMITTEE RESOLUTION

Moved: Armidale Regional Council
Seconded: (Uralla Shire Council

That the Acting Executive Officer lodge an application with the Minister for Local Government seeking a proclamation by the Governor to dissolve the New England Joint Organisation of Councils on 30 June, 2023.

CARRIED

10 INFORMATION REPORTS

Nil

11 GENERAL BUSINESS

Nil

12 NEXT MEETING

May 2023. To coincide with Country Mayor Meeting. Venue: Sydney, further details to follow.

The Meeting closed at 12.20pm.

www.nejo.nsw.gov.au

9 March 2023

The Hon Wendy Tuckerman
Minister for Local Government
GPO Box 5341
SYDNEY NSW 2001

Dear Minister

Re: Request to dissolve the New England Joint Organisation of Councils (NEJO)

At its meeting held on 27 February, 2023 the Board resolved:

'to lodge an application with the Minister for Local Government seeking a proclamation by the Governor to dissolve the New England Joint Organisation of Councils on 30 June, 2023'.

The reasons for requesting the dissolution of the Joint Organisation (JO) are:

a) The extent of the governance arrangements that apply to the JO
b) The cost of funding the operations of a JO and the required governance arrangements, and
c) The combination of these two (2) factors, creating a perception amongst some Board members and Councillors of member Councils, that another 'tier of government' is being created.

The future of NEJO has been under review by the Board members for some time. The Board members have realised and recognised that there are benefits from the Mayors meeting to consider 'Regional Issues' or matters impacting a number of member Councils. This recognition resulted in an examination of the options available to facilitate Regional Cooperation, including sharing administrative arrangements with an adjoining JO.

The requirement to establish an 'Audit Risk and Improvement Committee' resulted in the decision to start to 'wind down' the operations of the JO and to now request the dissolution of the JO. The view of the Board that the cost of implementing this risk management initiative resulted in the cost/benefit ratio of a JO to be less than positive.

Minister, on behalf of the Board, I respectfully request that you take any necessary action to dissolve NEJO.

Yours faithfully

PJ Henry PSM
Acting Executive Officer

www.nejo.nsw.gov.au

9 March 2023

The Hon Wendy Tuckerman
Minister for Local Government
GPO Box 5341
SYDNEY NSW 2001

Dear Minister

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Minister, on behalf of the Board, I respectfully request that you take any necessary action to dissolve NEJO.

Yours faithfully

PJ Henry PSM
Acting Executive Officer

The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

Our Ref: A989543

His Worship the Mayor
Cr Robert Bell
Uralla Shire Council

Ms Toni Averay
General Manager
Uralla Shire Council

via email: mayor@uralla.nsw.gov.au , taveray@uralla.nsw.gov.au
cc: council@uralla.nsw.gov.au

Dear Cr Bell and Ms Averay,

I write to you regarding a refresh to the framework that governs Joint Organisations (JOs) in NSW.

While visiting councils across the State, I have heard clearly that the JO model is not delivering for all councils. Five of the 13 JOs are in hiatus and some councils wish to collaborate with different JOs than the ones they were assigned to in 2018. While some groups of Councils work very well within the JO format, others prefer to use Regional Organisations of Councils to collaborate.

As a former President of a Regional Organisation of Councils, I know first-hand that regional collaboration can deliver better policy outcomes and improved service delivery for communities – but only when it is voluntarily led by civic leaders in a region, who can see a political and organisational benefit from co-operating. Councils should be free to collaborate in a form they see fit, and I want to ensure the State is not putting unnecessary restrictions or requirements on how you may wish to come together.

I have asked the Office of Local Government to undertake a review of JO memberships and boundaries. Existing JOs that are in hiatus may apply to be wound up and councils may apply to join a different JO to the one they are currently in. Should metropolitan councils wish to form JOs, that can be considered through this process.

I intend that the arrangement of Joint Organisations produced through this review should be consistent for at least a period of four years in order to provide certainty to Government agencies that provide grants, as well as for strategic planning and organisational purposes. In the long-run, the Government intends to perform regular reviews of Joint Organisation memberships within 12 months of regularly scheduled Local Government elections.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001
02 7225 6150
nsw.gov.au/ministerhoenig

To deliver this opportunity, I am seeking your advice and intention on whether your council wants to be a member of a JO, and the JO that it would like to join, create, withdraw from, or retain membership of.

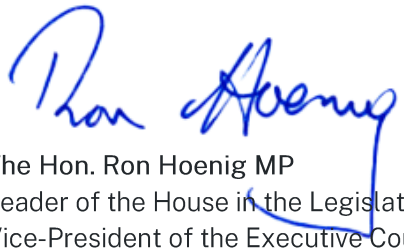
I invite you, along with all councils in NSW, to provide this information back to OLG by **5pm, Tuesday 31 March 2026**. Based on your preferences, the NSW Government will then prepare a new suite of proclamations for the Governor to reset JO statuses, memberships, boundaries and governance arrangements for NSW.

By writing to every Lord Mayor and Mayor in the State, I am giving you an opportunity to talk to your colleagues and present me with a lasting, council-driven solution to regional collaboration.

I have asked Brett Whitworth PSM, Deputy Secretary of Office of Local Government in the Department of Planning, Housing and Infrastructure to organise a number of information sessions to help address any questions that you may have. More information on these sessions, and this process, will be available shortly.

Please provide your preferences directly to OLG at councilengagement@olg.nsw.gov.au. If you have any further questions, please contact OLG's Engagement team on 02 4428 4100 or your OLG Council Engagement Manager.

Yours sincerely,



The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

9 February 2026

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001
02 7225 6150
nsw.gov.au/ministerhoenig

URALLA SHIRE COUNCIL

MINUTES

of

AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING

Held on 2 March 2026 at 12:15 PM

Attendance at Meeting:

Members:	Mr S Coates (Chair)
	Mr L Hullick (Les joined the meeting at 12.45pm)
	Dr M Caelli
Apologies:	Nil
Attendees:	Cr A Blakester, Councillor (Delegate)
	Ms T Averay, General Manager
	Mr M Raby, Deputy General Manager
	Mr S Williams, Group Manager Corporate Services
	Mr B Dyer, Group Manager Community Services
	Ms F Stace, Manager, People and Wellbeing
	Mr D Campbell, WHS Officer
	Mr L Wilson, Procurement Officer
	Ms S Bull, Governance Officer
	M Blyth, Group Support Officer Corporate Services
Auditors:	Mr P Cornall – Forsyths
	Mr P Quealey – Lambourne Partners
Observers:	Ms H Ye – Forsyths

UNCONFIRMED

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UNCONFIRMED

1 OPENING

The Chair declared the meeting opened at 12.20pm.

2 ACKNOWLEDGEMENT OF COUNTRY

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

Nil.

4 DISCLOSURE AND DECLARATION OF INTEREST/S

The Chair advised there were no disclosures DR Merideth Calli declared a standing interest in relation to her appointment as Chair of the Aged Care Compliance and Assurance Committee.

5 CONFIRMATION OF MINUTES

5.1 MINUTES AUDIT RISK AND IMPROVEMENT COMMITTEE (ARIC) MEETING HELD 2 DECEMBER 2025

COMMITTEE RESOLUTION 01.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

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

For: **Crs Stephen Coates and Meredith Caelli**

Against: **Nil**

Absent: **Crs Les Hullick**

CARRIED 2/0

6 NIL

7 LATE REPORT/S

The Chair advised there were no late, urgent and supplementary items or reports of business noting the Annual Engagement Plan provided by the Audit Office and subject of the presentation 8.3 was included as a late annexure.

8 REPORTS TO COMMITTEE

8.1 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE REPORT

COMMITTEE RESOLUTION 02.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting notes the minutes from the Aged Care Compliance and Assurance Committee of 3 February 2026.

For: **Crs Stephen Coates and Meredith Caelli**

Against: **Nil**

Absent: **Crs Les Hullick**

CARRIED 2/0

8.2 INTERNAL AUDIT REPORT TO COMMITTEE

COMMITTEE RESOLUTION 03.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting note the reports presented by Lambourne Partners Internal Audit.

ARIC ACTIONS:

- **The committee requested an update on the internal audit program to the next ARIC meeting. (Steven Williams).**
- **The committee requested the exact location of the 'Bundarra Road Improvement Project" to be advised (Mick Raby).**

For: **Crs Stephen Coates and Meredith Caelli**

Against: **Nil**

Absent: **Crs Les Hullick**

CARRIED 2/0

At 12:43 pm, Mr Les Hullick joined the meeting.

8.5 PEOPLE AND WELLBEING UPDATE

COMMITTEE RESOLUTION 04.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting notes the People and Wellbeing update.

ARIC ACTIONS Future People and Wellbeing updates to include insights gained from exit interviews.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.3 PRESENTATION BY NSW AUDIT OFFICE OF EARLY ENGAGEMENT PLAN FOR 2026-2027 EXTERNAL AUDIT

COMMITTEE RESOLUTION 05.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting note the report presented by the external audit.

ARIC Action:

Committee requested progress on engaging valuers. During the meeting, and update was provided to the committee that PPE has been engaged to undertake 2026 valuations. Condition assessments and filled work completed in late February. Valuation report due April 2026. ACTION COMPLETED.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.4 WORKPLACE HEALTH AND SAFETY UPDATE

COMMITTEE RESOLUTION 06.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

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

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.6 SECOND QUARTERLY BUDGET REVIEW 2025-26 (QBRS)

COMMITTEE RESOLUTION 07.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee notes the second quarter budget review summary for the 2025-26 financial year

ARIC Action:
Committee requested a response to the Question on Notice from Ordinary Council Meeting 24 February 2026, (Councillor Blakester) regarding unrestricted cash balance included in the finance report - to confirm amount to committee out of session.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.8 PROCUREMENT PROGRAM UPDATE

COMMITTEE RESOLUTION 08.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting note the Procurement Report Update for Q2 2025-26.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.7 INFORMATION AND COMMUNICATION TECHNOLOGY REPORT

COMMITTEE RESOLUTION 09.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

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

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

PROCEDURAL MOTION - BREAK

COMMITTEE RESOLUTION 10.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

The Chair called for a short break at 1.44pm.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

PROCEDURAL MOTION - RETURN

COMMITTEE RESOLUTION 11.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

The Chair reconvened the meeting after a short break at 1.53 pm.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.9 GOVERNANCE FRAMEWORK AND PROGRAM UPDATE

COMMITTEE RESOLUTION 12.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting notes the report.

ARIC Action:

- **Committee requested future Governance reports to include items from the Terms of Reference.**
- **The committee requested an out of session a copy of the ARIC four year work plan.**

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.10 ENTERPRISE RISK MANAGEMENT UPDATE

COMMITTEE RESOLUTION 13.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

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

ARIC ACTION:

- **Committee requested a report on the post incident reviews from the snow storm and super cell incidents to be presented to the next meeting.**
- **The revised format Enterprise Risk Register to be presented to the next meeting.**

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.11 2025 - 2026 HALF YEARLY OPERATIONAL PLAN PROGRESS REPORT

COMMITTEE RESOLUTION 14.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting receives and notes the 2025-26 Operational Plan half yearly progress report.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.12 ARIC ACTIONS REPORT AS AT 25 FEBRUARY 2026

COMMITTEE RESOLUTION 15.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting notes the current actions as of 25 February 2026.

For: Crs Stephen Coates, Les Hullick and Meredith Caelli

Against: Nil

CARRIED 3/0

8.13 INTERNAL AND EXTERNAL AUDIT ACTIONS REPORT

COMMITTEE RESOLUTION 16.03/26

Moved: Mr Stephen Coates
Seconded: Dr Meredith Caelli

That the Audit Risk and Improvement Committee Meeting notes the current actions as of the 25 February 2026.

For: **Crs Stephen Coates, Les Hullick and Meredith Caelli**

Against: **Nil**

CARRIED 3/0

8.14 ARIC QUARTERLY REPORT MATTERS

RECOMMENDATION

That the Audit, Risk and Improvement Committee

1. **Discuss the ARIC Quarterly Report Matters:**
    a. **Any formal resolutions of the Audit, Risk and Improvement Committee for Council**

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

    b. **The Committee's assessment of any audits conducted**

    The committee received and noted the Environmental Management Framework – Internal Audit, noted the schedule of agreed management actions.

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

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

    d. **Oversight progress on implementation of corrective actions**

    The committee continues to oversee progress on outstanding actions as a standing agenda item at each committee meeting.

    e. **Opportunities for longer-term improvements**
        - The committee noted the improvements made in the reporting content and format of the operational plan and suggested continued focus on strengthening performance metrics.
        - The committee noted the quality of the Governance program update and requested a stronger alignment to the matters listed in schedule 1 of the guidelines.

    f. **Key opinions or takeouts from the committee's meeting**
        - The Chair noted his experience with other committees and instances where multiple drafts had been submitted to the committee for review and requested that Council endeavour to streamline submissions to the ARIC.

2. **Report these minutes to the next ordinary meeting of Council.**

9 CONCLUSION OF MEETING

The meeting was closed at 2.40pm.

UNCONFIRMED

MINUTES of

Bundarra Community Committee Meeting

Held 11 February 2026 at 6:08pm

Attachments: Bundarra Works Report as at 11 February 2026

Attendance at Meeting:

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

Councillors:
Jen Philp – Secretary
Cr Leanne Doran
Cr Adam Blakester

Apologies:
Toni Averay - General Manager
Mick Raby - Director Infrastructure & Development
Rodney Hargrave

Visitors and guests
Deb Cook
Carolyn McMullen
Kate Hannan

DRAFT

AGENDA

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DRAFT

1. OPENING AND WELCOME

The meeting was opened at 6:08pm.

2. APOLOGIES BY COMMITTEE MEMBERS

Toni Averay - General Manager
Mick Raby - Director Infrastructure & Development
Rodney Hargrave

3. CONFIRMATION OF MINUTES

4. ITEMS:

4.1 Business Arising From Previous Minutes

BUSINESS ARISING FROM PREVIOUS MEETING	WHO	STATUS
4.1.1 Brightening Street lights, getting quote from Essential Energy. Action: Awaiting quotes, can then proceed depending on the quote.	DID	ONGOING
4.1.2 Tree planting - look at list for preferred species. Engage community on 'street tree planning' to get community involved. Action: Angela and Open Garden crew can take this on, talk to them about what is best for community and bring to the next meeting.	BCC	ONGOING
4.1.3 Peter Gregory to follow up on artist to see if they are still able to do community artwork. Ongoing. Hannah, taking to Lions meeting tomorrow night for feedback. Action: Expects to be able to do something soon ideas should be available for next meeting.	PG	ONGOING
4.1.4 Community signage for notices. Can it include RFS ratings etc? see later item re MM meeting with ACEN. Action: Look at other Business, combine with other noticeboard ideas.	MM	ONGOING
4.1.5 Caravan Park Update: Locks are on power boxes and laundry. Boundary is sorted. Crim safe on laundry window. Meeting held with Ruth, one of the biggest issues is surveillance on the park. Ruth is willing to participate in helping manage it and have both the Shop and Pub as booking points. 10 powered sites, 4 unpowered sites. Action: Council staff to continue talks.	PG	ONGOING
4.1.6 Signs at each end of town - Committee to put a proposal together and bring to next meeting. Transport for NSW to install. MR to talk to TfNSW, take to Local Traffic Forum. Action: Need to know what we want on it, Mick has list! Transport meeting due after this meeting, update at next BCC meeting.	MM	ONGOING
4.1.7 Community first aid/CPR – leave on list, wait for responses from community college. Look at costings for others to do it. Action: Jen to get costings as communication has stopped with others.	JP	ONGOING

BUSINESS ARISING FROM PREVIOUS MEETING	WHO	STATUS
4.1.8 Air conditioning for hall – Mick to get quote Dean has got a bit of a quote together. Need to get a specialist out to assess to do scope of work. Look at using the Hall as an approved evacuation centre as this might open up more funding opportunities. Currently the Hall meets the requirements as a 'safer place' not a community evacuation centre. Action: Mick confirm where the current evacuation centre is and to organise audit of said evacuation centre, get scope of work/quotes.	DID	ONGOING
4.1.9 Grace Munro want to use the hall once a month. They have used it in the past, bookings are increasing. Action: Ongoing keep an eye on bookings.	MM	ONGOING
4.1.10 Make a map of where defibs are, advertise where they are and who to contact, and make sure the community knows about it. (MM to make map) Action: Ongoing (will finalise when we have a defib) Looking at grants.	MM	ONGOING
4.1.11 Investigate pedestrian crossing on south end of main street. Advocate with traffic committee. 'safe crossing' in the middle of the road, has been approved by the local traffic forum. The cost would be large due to the width of the road, so it might be a walkway across the culvert next to the road instead. Decide whether a 'safe place crossing' or a walkway across the culvert is best. It will also widen the road a bit Action: Vote, safe place vs culvert crossing, unanimous for culvert crossing. Transport meeting after this meeting. DID to bring to next meeting.	DID	ONGOING
4.1.12 Tip Issue: People are still being turned away because it is 'full'. Some in the committee said its still not getting better. Skips aren't being emptied enough. There are mattresses and lounges there. Why are they taking rego plate details? Action: Residents to make calls to council when the Tip is full (not wait until this meeting to report it. Council to advise on the reason behind taking rego plate details.	DID	ONGOING
4.1.13 Sewerage Smell, still smells. Council have been doing trials with an aerator and regular chemical treatment. Seems to be worse over the weekend. Town pods smelt over the weekend. Ongoing.	DID	ONGOING
4.1.14 Council Newsletter e newsletter is available, Bundarra section each month, summary of what we talk about at each meeting to go in the newsletter. MM publish new idea of website and local information points to help information get around the community.	MM	ONGOING

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

4.2 Meeting with ACEN

ACEN:
Meeting with Scott Green from ACEN, he was at the Bundarra show. Discussion about what ACEN do, how they come up with funding and their requirements. ACEN need reports on how their grants are spent. They are not getting good reports on how its spent, so its hard to get grants. Steps that were discussed included; need community awareness, outcomes, community engagement etc. ACEN are happy to give out grants if we are able to meet their KPI's and reporting framework. We could to set up a group that can help structure a process to apply for grants for Bundarra. Scott is happy to help us.

ACTION:
Do the committee want to support investigating the administration and legalities of forming a more structured grant application process for the community. All committee members present voted yes.

4.3 Community Information And Distribution

How can we get better community involvement? How can we distribute surveys etc. Newsletters, for Bundarra. How can we get information out better? how can we spread it further?

ACTION:
We need it printed and delivered to residents. We now have an IT centre at the library. Print and put in retail businesses. Look at cost of Australia post

4.4 Council Update

See attached
How do we report to council? We need residents to report things to council as they happen, not wait until this meeting to bring up things that should be a call or email as its very delayed.

ACTION:
Add phone number and email for council, distribute it to BCC members and also maybe some signs around town for awareness.

5. LATE ITEMS/GENERAL BUSINESS

- Computers and printer set up at Library. There will be free Wi-Fi at the library for the community.
- Tablelands pulse. Matthews brother has set it up to distribute information tablelandpulse.com.au.
- Committee require a council executive staff member present at every staff meeting. If there are questions that cant be answered during the meeting they must be answered via email within 2 weeks of the meeting being held. (committee voted yes)
- Uralla Neighbourhood Centre were going to come and chat tonight but next meeting they will come and chat about food pantry, hampers etc.
- Cr Petrov passed away Sunday, the committee sends their condolences to the family.

6. MEETING Closed/NEXT MEETING

The meeting closed at: 7:40 pm

Next meeting to be held: Wednesday, 11 March 2026 at 6:00pm

DRAFT

Bundarra Works Update as at 10 February 2026

Works Update Since Last Report			
Location	**Works Description**	**Status at Last Report**	**Status Now**
Barraba Road	Grant application has been unsuccessful under the Safer Local Roads Improvement Plan (SLRIP) Grant	Grant Application was unsuccessful. New Application has been submitted in current round	TfNSW has announced Round 3 and Council was unsuccessful.
Bundarra - northern approach	1. We have lengthened the arms on the streetlights in the area to improve light onto the road. 2. Road count data demonstrates an average speed of 77km in the 50 zone. 3. We are compiling supportive business case for 'reassurance speed signs' for the 50km/h town entry.	First 2 points are complete. Additional speed limit signage installed on northern approach.	Complete
Sewer Treatment Plant	Seeking quotations for the lease of an aeration plant to test the effect of aeration on odour outbreaks.	Underway -trialling to align with the historical timing of the issue (early Spring 2025)	No change
Water Treatment Plant and Reticulation System	Testing is underway to identify potential cause/s of reported poor water quality: 1. Poor water treatment process? 2. Poor reticulation mains? Poor household plumbing?	Ongoing. Happy to receive feedback. Regulatory NATA accredited testing on behalf of NSW Health last week confirmed zero PFAS in the Bundarra water source.	No change
Town	Further work on pram ramps near Oliver St are planned. Northern side footpath under SCCF5A 200m from grace Munro to Dawkins	CWA previously advised but already has a ramp/driveway. Therefore target Bowline Street	New pram ramp has been constructed at the corner of Bowline and Bendemeer Streets. Complete
Laura Creek	Commencement of drainage culvert improvement works are planned to	Rescheduled due to wet conditions. Now definitely July into August	Drainage culvert works have been completed. Road

Bundarra Works Update as at 10 February 2026

Works Update Since Last Report			
Location	**Works Description**	**Status at Last Report**	**Status Now**
	use a grant under the Restart NSW Fund		widening and formation work is now underway.
Bakers Creek	A construction design to improve the problem road alignment issues will be produced whilst we await future grant opportunities	Future	No change
Barraba Road	Council will have a dozer winning some gravel for future grading work – the addition of extra gravel will increase the longevity and performance after each future maintenance grading effort	Future	No change
Multipurpose Facility	Shade sail (complete), exercise equipment perimeter path, kids bike path, kids play equipment (2 x teeter rides) and fence work	Tender is on the market. Closes second week of August	Equipment ordered, due March. All Works set for April.
Emu Crossing	Public amenity refurbishment	Tender is on the market. Closes second week of August	Commenced November. Due this month for completion
Court Street	Public amenity refurbishment	Tender is on the market. Closes second week of August	Commenced November 2025. Due this month for completion

Council contact details for reporting issues:

Email: council@uralla.nsw.gov.au

Phone: 02 6778 6300

URALLA LOCAL TRANSPORT FORUM

AGENDA & BUSINESS PAPERS

11 February 2026

Commencing at 10:00 AM

AGENDA

1 OPENING & WELCOME 3
2 ACKNOWLEDGEMENT OF COUNTRY 3
3 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COMMITTEE MEMBERS 3
4 DISCLOSURE & DECLARATION OF INTEREST/S 3
5 TABLING OF PETITIONS 3
6 LATE REPORT/S 3
7 REPORTS TO COMMITTEE 4
7.1 Uralla Local Transport Forum - Meeting Dates for 2026 4
7.2 MR124 Bundarra Road – Dumaresq and Pinegrove Roads Intersection 5
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1 OPENING & WELCOME

2 ACKNOWLEDGEMENT OF COUNTRY

3 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COMMITTEE MEMBERS

4 DISCLOSURE & DECLARATION OF INTEREST/S

Uralla Local Transport Forum held on 30 September 2025

5 TABLING OF PETITIONS

6 LATE REPORT/S

7 REPORTS TO COMMITTEE

7.1 Uralla Local Transport Forum - Meeting Dates for 2026

Department:	**Infrastructure & Development**
Prepared By:	**Executive Support Officer Infrastructure & Development**
Authorised By:	**Manager Civil Infrastructure**
Reference:	UINT/25/27591

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	1.	We have an accessible inclusive and empowered community
	2.	A sustainable economy that supports prosperity
	3.	An Independent shire and well-governed community
Strategy:	1.2.	A safe, active and healthy shire
	2.3.	Well serviced communities
	3.1.	Informed and collaborative community leaders
	3.2.	A strategic, accountable, and representative Council

SUMMARY

The purpose of this report is to set the Uralla Local Transport Forum meeting dates for 2026.

RECOMMENDATION:

That the Uralla Local Transport Forum agrees to the proposed meeting dates as set out in this report.

REPORT

The purpose of this report is to set the Uralla Local Transport Forum meeting dates for 2026.

The meeting dates are proposed as follows:

1. 11 February 2026
2. 8 April 2026
3. 10 June 2026
4. 12 August 2026
5. 14 October 2026
6. 9 December 2026

7.2 MR124 Bundarra Road – Dumaresq and Pinegrove Roads Intersection

Department:	**Infrastructure & Development**
Prepared By:	**Manager Civil Infrastructure**
Authorised By:	**Director Infrastructure & Development**
Reference:	UINT/25/33156
Attachments:	1. Email - Shane Voigt - Road Safety Suggestions - Barbatos Corner (Bundarra and Pinegrove Road - Redacted
	2. Email - Terry White - Speed changes on Bundarra Road
LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK	
Goal:	1. We have an accessible inclusive and empowered community
	2. A sustainable economy that supports prosperity
Strategy:	1.2. A safe, active and healthy shire
	2.3. Well serviced communities

SUMMARY

Council is in receipted of emails (attached), from residents requesting the 100km/h speed limit be reinstated on both Bundarra Road and Pinegrove Road along with suggestions to improve road safety at Barbatos Corner (Bundarra Road and Pinegrove Road).

One of the emails also suggests that improvements to the road by repairing potholes, cats eyes along the centre of the road, white lines on either side of the road and improved white centre line marking would assist in reducing accidents, along with more improved signage and possible lighting at night on the Barbatos Corner intersection to assist drivers to see right and left when entering the intersection.

RECOMMENDATION

That the Uralla Local Transport Forum recommend that Council seek to arrange a road safety audit of the intersection, including at least 500 metres of each approach road, with a concept design for a future upgrade of the intersection to address any road safety issues identified.

REPORT

In November 2025 Transport NSW implemented a number of speed zone changes to roads in the Invergowrie and Saumarez Ponds areas west of Armidale, including Bundarra Road through to Armidale. This followed a number of approaches to Transport NSW, as the speed zone authority, to review speeds and safety in this area.

Since the implementation, a number of comments have been received that include both appreciation of the speed reductions as well as requests to return back to the previous speeds. A number of suggestions have been received for additional traffic facilities such as improved signage and line marking to be considered.

Some of these concerns have been raised directly to the Member for New England, Mr Brendan Moylan MP who received the following reply from the Transport Minister, Hon. Jenny Aitchison MP;

> *"Thank you for your correspondence on behalf of multiple constituents about speed zone changes to be implemented within your electorate, including on Bundarra Road, between Armidale and Invergowrie, and on Pinegrove-Dumaresq Road, Saumarez Ponds.*
>
> *I am always grateful to hear about ways we can improve our road network and appreciate your advocacy on this matter, noting there are a range of views expressed in the correspondence you have forwarded.*
>
> *In NSW, speed limit changes are one of several tools used to help reduce the risk and severity of crashes. Research shows that setting the right speed for a location can save lives and prevent serious injuries. I note that in the past 5 years there were two significant crashes involving a fatality or injuries reported at the intersection of Bundarra and Pinegrove (Dumaresq) roads, known locally as Barbato's Corner.*
>
> *At the request of both Uralla Shire Council and members of the community, Transport for NSW recently completed an area wide speed zone review of this area in accordance with the requirements of the NSW Speed Zone Standards.*
>
> *The proposed changes, which involved a reduction of the existing speed zones, will be communicated with members of the public via Variable Message Boards and social media posts. Transport for NSW advises the new reduced speed zones will be installed by the end of November 2025, pending weather and resources.*
>
> *Decisions about sign-posted speed limits are made on a case-by-case basis, considering safety, traffic conditions, existing infrastructure, and how the road interacts with the local community and economy.*
>
> *Transport for NSW welcomes feedback from the community, councils and local stakeholders, and will continue to review the Bundarra Road corridor to ensure speed limits remain appropriate for local conditions.*
>
> *Transport for NSW will also consider community concerns about Barbato's Corner and any requests for further infrastructure improvements in this area."*

The intersection of Bundarra Road with Dumaresq and Pinegrove Roads has been reviewed a number of times in the past. While the intersection has existing for many years, with increasing development in the Invergowrie area together with increasing traffic along the Bundarra Road regional route, there have been a number of serious accidents.

A review of the signage was undertaken by Transport NSW in 2023 that included installation of advance give way warning signs, Reduce Speed signs and large advance cross road signs on Bundarra Road. These signs have been installed. Line marking was also remarked with extended barrier lines at the intersection approaches. These works have all been completed using Council's traffic facilities funds.

While further works can be considered such as road edge line marking and raised centreline markers, the basic road formation needs to be considered including appropriate lane widths and road shoulders, and turn lanes appropriate for an intersection.

CONCLUSION

It is suggested to the Forum that Council should have a road safety audit of the intersection, including at least 500 metres of each approach road, to identify any road safety issues.

As part of this audit a concept design should be prepared for a future upgrade of the intersection to address any road safety issues identified.

From: Uralla Mayor
To: Mick Raby
Cc: David Counsell; Myles McLindin
Subject: FW: Speed Limit and Barbato"s corner
Date: Thursday, 11 December 2025 6:57:17 AM
Attachments: image001.png

Morning Mick,

I have advised Mr Voigt that I have referred this to the Uralla Local Transport Forum for consideration.

Regards
Mayor
Robert Bell
Uralla Shire Council | PO Box 106 Uralla NSW 2358
m 0434 244 774
mayor@uralla.nsw.gov.au | www.uralla.nsw.gov.au

From: [redacted]>
Sent: Wednesday, 10 December 2025 11:31 AM
To: Uralla Mayor <Mayor@uralla.nsw.gov.au>
Subject: FW: Speed Limit and Barbato's corner

Dear Mayor,

I am writing to you about a couple of issues.

1. The speed reduction on both Bundarra Road and Pinegrove Road from 100kmh to 80kmh.
2. The intersection known as Barbato's corner (Bundarra Road and Pinegrove Road)

As a local resident I do not believe that road safety will be improved by the reduction in speed limits from 100kmh to 80kmh. What will assist in reducing accidents is improvements to the road by repairing potholes, cats eyes along the centre of the road, white lines on either side of the road and improved white centre line marking.

I would also like to see more improved signage and possible lighting at night on the Barbato's Corner intersection to assist drivers so they can see right and left when entering this intersection.

I would hope that you agree with these concerns and something can be done to reinstate the 100kmh speed limit on the roads as mentioned.
I look forward to receiving your earliest reply to my concerns.

Kind Regards,

Shane Voigt
[redacted]

From: Mick Raby
To: Uralla Mayor
Cc: Sylvia Baxter; David Counsell
Subject: RE: Speed changes on Bundarra Road
Date: Thursday, 18 December 2025 11:07:28 AM
Attachments: image001.png

Of course Mr Mayor.

Regards,

Mick Raby
Deputy General Manager
Uralla Shire Council | Po Box 106 Uralla NSW 2358
p 02 6778 6309| m 0438 648 473
e mraby@uralla.nsw.gov.au | www.uralla.nsw.gov.au

From: Uralla Mayor <Mayor@uralla.nsw.gov.au>
Sent: Thursday, December 18, 2025 7:42 AM
To: Mick Raby <mraby@uralla.nsw.gov.au>
Cc: Sylvia Baxter <sbaxter@uralla.nsw.gov.au>; David Counsell <dcounsell@uralla.nsw.gov.au>
Subject: FW: Speed changes on Bundarra Road

Morning Mick,

Could this email be considered by the ULTF?

Thanks

Mayor
Robert Bell
Uralla Shire Council | PO Box 106 Uralla NSW 2358
m 0434 244 774
mayor@uralla.nsw.gov.au | www.uralla.nsw.gov.au

From: Terry Wright <[redacted]>
Sent: Monday, 15 December 2025 2:12 PM
To: Uralla Mayor <Mayor@uralla.nsw.gov.au>; Adam Blakester <ablakester@uralla.nsw.gov.au>
Cc: northerntablelands@parliament.nsw.gov.au
Subject: Speed changes on Bundarra Road

Dear Mayor and Councillor Blakester;

I have lived on Invergowrie Road for more than 50 years, and find the sudden changes to the speed limit on Bundarra Road illogical.

Firstly, there was no community consultation.

Secondly, there were no apparent road monitoring devices recording data that might suggest the changes were necessary.

Serious road accidents since we moved here have been few, even allowing for the times preceding the road being sealed from Barbato's Corner.

Thirdly, the implementation appears haphazard and arbitrary.

The sections that have seen the speed limit reduced are among the straightest sections of Bundarra Road. Was any consideration given to a 90 kph limit rather than going straight to 80 kph?

Looking westwards, the 80 kph limit starts 90 metres from Invergowrie Road junction. The next 1.6 kms and beyond are less-straight sections of Bundarra Road, and are still at 100 kph.

The T intersection at Kareela Road does not even feature Give Way signs.

Drivers down Invergowrie Road encounter traffic from the west which may or may not have seen/complied with the change in speed limit only 90 metres away. Surely STOP signs at Invergowrie Road corner would make this junction safer.

Likewise Barbato's Corner would benefit from STOP signs on the north and south entry points. The volume of traffic at Barbato's Corner suggests this would be wise, but again, where is the data to ratify this? Traffic from the west and east at this corner should now be travelling at 80 kph, but this is not always the case.

In conclusion, I urge Council to do all it can to reconsider this decision, and at the same time enact measures that might improve the safety for everyone driving Bundarra Road and its feeder roads.

Yours sincerely,

7.3 Bridge Street Parking

Department:	**Infrastructure & Development**
Prepared By:	**Manager Civil Infrastructure**
Authorised By:	**Director Infrastructure & Development**
Reference:	UINT/26/2654

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	1.	We have an accessible inclusive and empowered community
Strategy:	1.4.	Access to and equity of services

SUMMARY

A report to inform the Forum of proposed works in Bridge Street Uralla and implications to parking.

RECOMMENDATION

That the Uralla Local Transport Forum note the proposed road surface works in Bridge Street and the implications to parking.

REPORT

Council staff have been liaising with Transport NSW for some time on proposed works to renew the Bridge Street road surface along the traffic lanes of the Highway by replacing the asphalt. It is proposed that this work will include the CBD parking lanes that Council is responsible for, with Council to use grant funds from the Roads To Recovery grants for the cost of the parking lane works.

It is understood that Transport NSW is proposing to undertake this work, through the use of contractors, during the second half of March this year. The work will involve some short term disruption of parking arrangements, however the current parking spaces will all be retained following the work and new parking space line will be installed by Council after the new asphalt work is completed.

Vehicles parking in driveways has been an issue in the past and while some driveways have pavement marking, many motorists fail to observe the markings not to park there. To enhance the marking of driveways following the asphalt works, it is intended that hatched marking strips will be paint parallel to the edge of the travel lane so that motorists can more easily see that sections of the road shoulder that are not designated for parking where driveway access is required.

CONCLUSION

That the Forum note the proposed Bridge Street works.

7.4 Bus Stops

Department:	**Infrastructure & Development**
Prepared By:	**Manager Civil Infrastructure**
Authorised By:	**Director Infrastructure & Development**
Reference:	UINT/26/2681

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	1.	We have an accessible inclusive and empowered community
Strategy:	1.4.	Access to and equity of services

SUMMARY

Council periodically receives request for bus stops to be constructed in rural areas and local residents have suggested a stop be constructed at the intersection of Pinegrove Road and Tulong Road.

RECOMMENDATION

That the Uralla Local Transport Forum recommend Council investigate the warrant and prepare an application under the CPTIG Scheme for a grant to install bus stop facilities near Tulong Road.

REPORT

A request has been received to have a bus stop constructed on Pinegrove Road at the intersection of Tulong Road

A grant may be possible under the Country Passenger Transport Infrastructure Grants Scheme for a rural bus stop where there is justified warrant of need. These are given priority to public bus transport routes and disabled access, rural and regional passenger routes and operator support.

Council cannot support applications for individual properties, noting that Council becomes responsible for any ongoing maintenance burden into the future. However, where a bus stop supports a number of local properties that are likely to have an ongoing warrant, consideration for an application could be made.

Tulong Road currently has a group of families totalling nine children using this area for the bus, and likely to have ongoing use in years to come.

CONCLUSION

That the Forum note that Council's focus is on maintaining the current road network and recommend that any additional bus stops required where new development is occurring are required to be the responsibility of property developer as part of the development process.

Council could investigate the warrant for an application under the CPTIG Scheme for a grant to install bus stop facilities near Tulong Road where the facility would service a number of properties in the locality.

8 CONCLUSION OF MEETING

MINUTES of

URALLA LOCAL TRANSPORT FORUM

Held on 11 February 2026 at 10:00 AM

Attendance at Meeting:

Committee Members:	Bob Barwell	Local Member's Representative
	Sean Herrett	TfNSW
Staff:	David Counsell	Manager Civil Infrastructure
	Myles McLindin	Group Manager Infrastructure Services
	Sylvia Baxter	Executive Support Infrastructure & Development
Apologies:	David Mailler	Councillor
	Connor Williams	Uralla Police

CONFIRMED

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CONFIRMED

1 OPENING & WELCOME

The Chair declared the meeting opened at 10:13am.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

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

Nil

4 DISCLOSURE & DECLARATION OF INTEREST/S

The Chair advised there were no disclosures.

5 TABLING OF PETITONS

The Chair advised there were no petitions.

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 URALLA LOCAL TRANSPORT FORUM - MEETING DATES FOR 2026

RECOMMENDATION:

That the Uralla Local Transport Forum agrees to the proposed meeting dates as set out in this report.

ACTION:
ULTF meeting dates for 2026 adopted.

7.2 MR124 BUNDARRA ROAD – DUMARESQ AND PINEGROVE ROADS INTERSECTION

RECOMMENDATION

That the Uralla Local Transport Forum recommend that Council seek to arrange a road safety audit of the intersection, including at least 500 metres of each approach road, with a concept design for a future upgrade of the intersection to address any road safety issues identified.

The Local Member's representative advised comments that the Member wished to have recorded on this matter as follows:

- Brendan Moylan MP is in Parliament this week and met this afternoon with the Shadow Minister for Roads.
- Brendan is extremely angry and frustrated by the reduction in the speed limit on Bundarra Road. He believes it is lazy policy to replace road repairs.
- Local member, Brendan Moylan has stressed that he is happy to support any applications for funding.

The Forum then continued to consider the report:

- Council and TfNSW have received a lot of feedback to the reduced speed zones along with many recommendations as to how the intersection could be made safer, ie, rumble strips, cats eyes, line marking etc.
- Signs have been implemented following a previous assessment by TfNSW that included Reduce Speed signs, advanced intersection warning signs, etc.
- Vegetation has been cleared, however more work is required due to regrowth in the area.
- Local member's representative advised the Member has received 70 letters about the reduction in speed.
- Rumble strips are not favoured due to being close to residential area, too much noise might be generated, issue with breaking and issue for motorbikes. TfNSW representative advised rumble strips can't be within 200m of residential areas due to the noise that may be generated.
- Review undertaken by TfNSW prior to the implementation of the speed zones looked at crash rates, access points, driveway counts, width of carriage way, size of shoulders, etc.
- FSI Fatal Serious Injury: calculated per 100 million vehicle kilometres. Standard is 2.3 however Bundarra Road was recorded at a level of 30 plus (crash history). Low amount of traffic but high crash rate.
- Invergowrie also has footpath, phone box, etc, which are all taken into consideration by TfNSW when conducting a review.
- The guidelines for assessing speed zoning can be found on the TfNSW website:
- A road safety audit would look at basic engineering of the road, it needs to be widened, review shoulder width, and turning lanes.
- Signage needs to be reviewed including real estate signs and advertising signs.
- It is a key development area.
- Local Member has written to the Minister of Roads, Hon Jenny Atchison – excerpt from reply in report.
- Is it possible to change Giveway to Stop sign? Stop sign are generally required where sight distances are not able to be achieved for intersections.
- Possibility to have vehicle activated signs that warn of other vehicles approaching intersection.
- TfNSW Portal calculates the actual additional time caused by the speed reductions to be 3 minutes.
- Council has replaced signs that were removed or vandalised.

ACTION:

1. USC to request TfNSW fund a Road Safety Audit of the intersection 500m back from either approach.

7.3 BRIDGE STREET PARKING

RECOMMENDATION

That the Uralla Local Transport Forum note the proposed road surface works in Bridge Street and the implications to parking.

- TfNSW are planning remediation works.
- USC is taking the opportunity to look at parking – repaint parking lines, driveways, make cross-hatching painting for No Parking more visible when the asphalt works are completed.
- Works are planned from Salisbury Street to Wood Street.

ACTION:
Noted by Forum.

7.4 BUS STOPS

RECOMMENDATION

That the Uralla Local Transport Forum recommend Council investigate the warrant and prepare an application under the CPTIG Scheme for a grant to install bus stop facilities near Tulong Road.

- USC received request for a new bus stop on Pinegrove Road and Tulong Road – quite a few houses there, nine (9) children using the present bus stop.
- Nowhere for the bus to pull over currently, having to stop on road.
- https://www.transport.nsw.gov.au/system/files/media/documents/2025/Country-Passenger-Transport-Infrastructure-Grants-Scheme-2025-26-Guidelines.pdf
- There is scope to put in a sign but a bus shelter is approximately $20K. It has broader implication for Council, ie, new development
- Possibility to apply for a grant.
- TfNSW have received correspondence from a local resident on this matter.
- Need clarity on parameter of grant – can we apply for a layby pull up area rather than bus shelter?
- USC can't financially manage/maintain bus shelters.

ACTION:
1. TfNSW to look into what funding is available and what the parameters are – Country Passenger Transport Infrastructure Grant (CPTIG).
2. Will follow up with bus company for their thoughts on the bus stop.

8 CONCLUSION OF MEETING

The meeting was closed at 11:40am.

Next meeting: 10:00am, 8 April 2026.

GENERAL CONDITIONS

STAGE 1

1. Stage One consists of lots 1-9 and residue.

2. The development must take place in accordance with the approved plans (bearing the Council approval stamp) and documents submitted with the application, and subject to the conditions below to ensure the development is consistent with Council's consent.

3. All the construction materials for the fencing is to be of the same material and not colourbond. This is to be placed on a Section 88b Instrument to advise any prospective purchasers.

4. All Engineering works to be designed by an appropriately qualified person and carried out in accordance with Council requirements unless otherwise indicated in this consent, to ensure that these works are of a sustainable and safe standard.

5. A controlled activity Approval (CAA) under the Water Management Act 2000 must be obtained from the Department of Water and Energy (DWE) prior to undertaking certain works in, on or under waterfront land.

   Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

6. The consent holder must prepare:

   - Site plan, map and/or surveys,
   - Structural design and specifications,
   - Works Schedule,
   - Erosion and Sediment Control Plan,
   - Soil and Water Management Plan,
   - Rehabilitation Plan.

   Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

7. These plans must be prepared by a suitably qualified person and submitted for approval by the Department of Water and Energy prior to any controlled activity commencing.

   The plans must be prepared in accordance with Department of Water and Energy guidelines:

   - Riparian Corridors
   - In-stream works
   - Watercourse crossing

   Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

8. The consent holder must:

   - carry out any controlled activity in accordance with approved plans, and
   - construct and/or implement any controlled activity by, or under the direct supervision of, a suitably qualified professional, and

- when required provide a certificate of completion/to the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

9. The consent holder must reinstate waterfront land affected by the carrying out of any controlled activity in accordance with a plan or design approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

10. The consent holder must ensure that any bridge, causeway or crossing does not result in erosion, obstruction of flow or destabilization, damage to the bed or banks of a river or waterfront land other than in accordance than with a plan approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000.

11. The consent holder must design or commission the design of any crossing over waterfront land and riparian corridors in accordance with the Department or Water and Energy Guidelines for Watercourse crossings.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

12. The consent holder must ensure that culverts/crossings do not obstruct water flow and direction must be the same width as the river or sufficiently wide to maintain stream circulation, with no water level difference between the two sides of the structure unless otherwise approved by the Department.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

13. The consent holder must prepare design and construction details for any drainage structures/stormwater outlets to discharge into Rocky Creek and submit to the Department for approval prior to the issuing of a CAA. Culverts shall be designed by a suitably qualified person in accordance with the Departments guidelines.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

14. The consent holder must ensure that no materials or cleared vegetation that may obstruct flow or cause damage to river banks are left on waterfront land other than in accordance with a plan approved by the Department of Water and Energy.

Please note: This condition forms pan of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

15. The consent holder is to ensure that all drainage works capture and convey runoffs, discharges and flood flows to low flow water level in accordance with a plan approved by the Department of Water and Energy and do not construct flow of water in the river unless given written approval by the Department of Water and Energy.

Please note: This condition forms pan of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

16. The consent holder must ensure that drain discharge points are stabilised to prevent erosion in accordance with a plan approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (INMA).

17. The consent holder must ensure that all erosion and sediment control works and water diversion structures are established in accordance with a plan approved by the Department of Water and Energy. All measures shall be inspected and maintained throughout the working period and not removed until the site has been fully stabilised.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

18. The consent holder must ensure that no excavation is undertaken on waterfront land other than in accordance with a plan approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

19. Any excavation must not result in diversion of Rocky Creek, bank instability or damage to native vegetation unless approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

20. The consent holder must ensure that.

- river diversion, realignment or alteration does not result from any controlled activity work,
- bank control or protection works maintain the existing river hydraulic and geomorphic functions, and
- bed control structures do not result in river degradation, otherwise than in accordance with a plan approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

21. A riparian corridor is to be established along the Rocky Creek in accordance with the Departments Riparian Corridor Guideline.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA)

22. No building can take place on the flood inundated section of Lot 1. This is to be placed on a section 88b instrument to advise all prospective purchasers.
23. Building envelopes are to be placed on each lot to protect the fragile soils of the creek bank. No buildings are to be placed outside of these envelopes. This is to be listed on a section 88b instrument.
24. A Creek Bed Management Plan is to be prepared and attached to all lots adjoining Rocky Creek. This Management Plan is to be registered and attached to the land title by way of a section 88b instrument.

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE OFCONSTRCCTION CERTIFICATE

25. Written advice from telecommunications and electricity providers, confirming that satisfactory arrangements have been made for the provision of a telecommunications and electricity services, are to be submitted before the issue of a Construction Certificate.

26. New street lighting is to be provided to all footways in and adjacent to the development, and thus maintain visibility and safety for pedestrians. The developer is to liaise with Essential Energy with regard to street light location. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee before the issue of a Subdivision Certificate/release of any bond for incomplete works.

27. Prior to the issue of a Construction Certificate, the applicants shall prepare detailed engineering drawings for the necessary construction works required in Stage One in accordance with the following requirements:

    a) The frontage to the Barleyfields Road is to have fully constructed kerb and gutter, stopping prior to the culvert on the eastern most point of Lot 9.
    b) All access driveways (including minimum 375mm reinforced concrete pipe culverts and wingwalls where necessary), are to be provided to all allotments and sealed with a two coat bitumen seal between the sealed road pavement and the property boundary.
    c) The pavement in Barleyfields Road shall be extended where necessary to provide a minimum 6 metre wide sealed pavement and 1.2 metre wide full depth pavement shoulder adjacent to proposed lots 1 to 212 to facilitate safe vehicular use of the road shoulder.
    d) Treatment of drainage at the proposed intersection with Barleyfields Road.

    All the above works are to be completed to a standard approved by Council before the issue of a Subdivision Certificate.

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE or SUBDIVISION CERTIFICATE

28. Construction of a vehicular crossing, minimum of 3 metres wide, over the full width of the footpath for lots 1 to 9 facing Barleyfields Road, to provide an effective all-weather access to site and a safe and nuisance-free surface over Council's footpath. The crossing is to be a sealed gravel pavement from the edge of the existing central sealed pavement to the property boundary. Where necessary a minimum 375mm reinforced concrete pipe culvert crossing, including headwalls is to

be constructed to the requirements of the pipe and headwall manufacturers specification. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.

No access is to be taken for Lot 9 from the new internal road proposed to service Stage Two. This is to be placed as a restriction on title by way of a Section 88b instrument.

29. An application for a Subdivision Certificate, including payment of application fees, is to be submitted to Council with three (3) copies of the Title Plan.

30. An Erosion and Sediment Control Plan and Soil and Water Management Plan, in accordance with the requirements of the Department of Housing's Managing Urban Stormwater - Soils and Construction is to be submitted with the Construction Certificate application for the development for approval by the relevant Certifying Authority. The soil and water management plan must include sediment basin calculations and the approved plan implemented in conjunction with the project.

31. Protection of the development by provision of underground drainage pipelines (within easements or roadways) to cater for a stormwater flood frequency of 20% Annual Exceedance Probability (AEP) and fail-safe aboveground floodways to cater as a minimum for a flooding frequency of 1% AEP, to connect to Rocky Creek Details to be provided to Council's Director of Infrastructure & Regulation or nominee for approval before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.

32. Inter-allotment drainage is to be provided for all lots which do not drain naturally to a public road, to protect those lots and adjoining property. All inter-allotment drainage is to be contained within a suitably located easement (minimum width 2m). This is to be noted within a Section 88b instrument.

Details to be provided to Council's Director of Infrastructure & Regulation or nominee for approval before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.
Title Plan submissions are to confirm easement details before the issue of a Subdivision Certificate for the development.

Stormwater systems must cater, as a minimum, for a stormwater flooding event of 20% Annual Exceedance Probability (AEP) for pipes, and 1% AEP for aboveground flow paths.

33. Where the proposed finished surface level within any part of the permissible building envelope in any allotment is less than 500mm above the 1% Annual Exceedance Probability (AFP) flood level, the natural surface level within that envelope and the minimum permissible floor height shall both be recorded on the "works as executed" plans and recorded for each such lot on the title plan of subdivision. Details to be provided to Council's Director of Infrastructure & Regulation or nominee for approval before the issue of a Subdivision Certificate for the development.

34. Extension of sewer reticulation mains from the end of the existing reticulation west of the site, is required to serve the proposed development. Details to be submitted for the approval! of Council's Director of Infrastructure & Regulation or nominee before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee or works secured for an amount

approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.

35. If any stage of the subdivision results in the temporary construction of a "dead end" main, then a legal agreement is to be drawn up at the developer's expense between the developer and Council as the water supply authority. The agreement is to include a contribution of capitalised maintenance and operational costs to Council to cover the design life (100 years) of any system that is not part of a minimum maintenance gravity system. This agreement is also to include a charge of $2,500 to cover the capitalised cost of future flushing of the main and to be executed before the issue of a Subdivision Certificate.

36. Fees will be refunded less expenses, upon request and completion of the main as a looped system.

37. The water reticulation main from Barleyfields Road is to be extended to serve the proposed development. Details to be submitted for the approval of Council's Director of Infrastructure & Regulation or nominee before the issue of a Construction Certificate for the development. Completed works are to be tested, and results approved by the Council's Director of Infrastructure & Regulation or nominee, or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.

    Additionally the applicant shall undertake an assessment of the availability of satisfactory (PWD standard) volume and pressure to service the needs of the proposed and future development within the site given that the existing reticulation network has been augmented with the new line along Barleyfields Road.

    Works are to be inspected and tested upon completion before the issue of a Subdivision Certificate.

38. Application being made to Council, as the local water and sewer authority: for a Certificate of Compliance, pursuant to s.64 of the Local Government Act 1993, and Chapter 6 of the Water Management Act 2000, and such application being approved before the issue of a Subdivision Certificate.

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE OF CONSTRUCTION COMMENCING

39. No storage of building materials, soil or equipment is to occur on Councils property or roads without the written consent of Council. No unfenced, potentially dangerous activity or material to be located in close proximity to the street boundary or pedestrian walkway adjoining the site. No unsupervised transit of plant, equipment or vehicles across public areas or other obstruction of those areas is permitted.

40. A Construction Certificate must be obtained before work commences, in accordance with cl. 146 of the Environmental Planning and Assessment Regulation 2000.

41. Council is to be given written notice of the intention to commence works and the appointment of a Principal Certifying Authority (if the PCA is not Council) at least two days before the proposed date of commencement, in accordance with the cl 103 and 104 of the Environmental Planning and Assessment Regulation 2000. Such notice is given using the form enclosed with this consent.

42. For development involving both building and subdivision work authorised by the same development consent, a separate appointment of a Principal Certifying Authority for each type of work is required, in accordance with Section 109E of the Environmental Planning & Assessment Act 1979.

43. Under-road conduits are to be provided to cater for electricity, telecommunications, gas supply or other underground utility services. Utility crossings of public roads are to be under-road bored and Council's Manager of Works advised of the intention to commence work at least 48 hours in

advance. The developer and its agents are responsible for ascertaining the location of existing underground services before commencing work. Any damage to existing services or to the road construction is to be made good at the expense of the developer.

44. A hoarding or fence must be erected between the work site and any public place if the work is likely to cause traffic (pedestrian or vehicular) in a public place to be obstructed or otherwise inconvenient. The erected hoarding is to be sufficient to prevent any substance from or in connection with the work falling into the public place. Tne work Site must be kept lit between sunset and sunrise if it is likely to be hazardous to persons in the public place. The hoarding, fence or awning is to be removed once the work has been completed.

45. Council will require a dedication to Council of a splay corner 4m x 4m at the corner of Barleyfields Road and the proposed new internal road to improve traffic and pedestrian safety. This will affect Lot 9 for Stage One. Details to be shown on the plan submitted with application for a Subdivision Certificate.

CONDITIONS TO BE COMPLETED DURING CONSTRUCTION

46. Effective dust control measures to be maintained during construction to maintain public safety/amenity and construction activities are to be restricted solely to the subject site.

ADVISING: Failure to take effective action may render the developer liable to prosecution under the NSW Protection of the Environment Operations Act

47. Any fill which is placed on the site shall be free of any contaminants and placed in accordance with the requirements of AS 3798-1990 Guidelines on Earthworks for Commercial and Residential Developments. The developer's structural engineering consultant shall:

- identify the source of the fill and certify that it is free from contamination; and
- classify the area within any building envelope on any such filled lot in accordance with the requirements of "Residential Slabs and Footings" AS 2870.1.

48. Action being taken by the developer and contractors to ensure that public safety is maintained on roadways under construction at all times, by the provision of effective barriers to distinguish between adjacent public roadways and the roadways under construction.

49. Any building work must be carried out between 7.00am and 6.00pm Mondays to Fridays and 8.00am to 5.00pm Saturdays, excluding public holidays. No audible construction is to take place outside these hours, to maintain the amenity of the locality.

CONDITIONS TO BE COMPLETED PRIOR TO OCCUPATION/CSE CONMENCING

50. One set of print film copies of "work as executed" plans are to be provided to Council for works carried out on Council property or benefiting Council. Each plan is to have a scale adjacent to the title block showing the scale used on that plan. The location of any fill introduced, by both plan limit and depth, together with relevant classifications shall be shown on the "work as executed" plans to be submitted to Council.

Stage Two Conditions

GENERAL CONDITIONS

51. Stage Two consists of lots 201 - 212 and residue (Lots 1 to 12 as identified in plans associated with Modification DA-462-2007-4).

52. The development must take place in accordance with the approved plans (bearing the Council approval stamp) (as modified by DA-462-2007-4) and documents submitted with the application, and subject to the conditions below to ensure the development is consistent with Council's consent.

53. All the construction materials for the fencing is to be of the same material and not colorbond. This is to be placed on a Section 88b Instrument to advise any prospective purchasers.

54. All Engineering works to be designed by an appropriately qualified person and carried out in accordance with Council requirements un\ess otherwise indicated in this consent, to ensure that these works are of a sustainable and safe standard.

55. A controlled activity Approval (CAA) under the Water Management Act 2000 must be obtained from the Department of Water and Energy (DWE) prior to undertaking certain works in, on or under waterfront land.

    Please note: This condition forms part of the Department of Water and Energy GTAs.

56. The consent holder must prepare:

    - Site plan, map and/or surveys,
    - Structural design and specifications
    - Works Schedule,
    - Erosion and Sediment Control Plan,
    - Soil and Water Management Plan,
    - Rehabilitation Plan.

    Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (IA/MA).

57. These plans must be prepared by a suitably qualified person and submitted for approval by the Department of Water and Energy prior to any controlled activity commencing.

    The plans must be prepared in accordance with Department of Water and Energy guidelines:

    - Riparian Corridors
    - In-stream works
    - Watercourse crossing

    Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

58. The consent holder must.

    - carry out any controlled activity in accordance with approved plans, and
    - construct and/or implement any controlled activity by, or under the direct supervision of, a suitably qualified professional, and
    - when required provide a certificate of completion/to the Department of Water and Energy.

    Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

59. The consent holder must reinstate waterfront land affected by the carrying out of any controlled activity in accordance with a plan or design approved by the Department of Water and Energy.

    Please note: This condition forms pan of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

60. The consent holder must ensure that any bridge, causeway or crossing does not result in erosion, obstruction of flow or destabilization, damage to the bed or banks of a river or waterfront land other than in accordance than with a plan approved by the Department of Water and Energy.

    Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

61. The consent holder must design or commission the design of any crossing over waterfront land and riparian corridors in accordance with the Department or Water and Energy Guidelines for Watercourse crossings.

    Please note: This condition forms part of the Department of Water and Energy General Terms of Approval.

62. The consent holder must ensure that culverts/crossings do not obstruct water flow and direction must be the same width as the river or sufficiently wide to maintain stream circulation, with no water level difference between the two sides of the structure unless otherwise approved by the Department.

    Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

63. The consent holder must prepare design and construction details for any drainage structures/stormwater outlets to discharge into Rocky Creek and submit to the Department for approval prior to the issuing of a CAA. Culverts shall be designed by a suitably qualified person in accordance with the Departments guidelines.

    Please note: This condition forms pad of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

64. The consent holder must ensure that no materials or cleared vegetation that may obstruct flow or cause damage to river banks are left on waterfront land other than in accordance with a plan approved by the Department of Water and Energy.

    Please note: This condition forms part of the Department of Water and Energy General Terms of

    Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

65. The consent holder is to ensure that all drainage works capture and convey runoffs, discharges and flood flows to low flow water level in accordance with a plan approved by the Department of Water and Energy and do not construct flow of water in the river unless given written approval by the Department of Water and Energy.

    Please note: This condition forms part of the Department of Water and Energy General Terms of

Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

66. The consent holder must ensure that drain discharge points are stabilised to prevent erosion in accordance with a plan approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for Works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

The consent holder must ensure that all erosion and sediment control works and water diversion structures are established in accordance with a plan approved by the Department of Water and Energy. All measures shall be inspected and maintained throughout the working period and not removed until the site has been fully stabilised.

Please note: This condition forms pan of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

67. The consent holder must ensure that no excavation is undertaken on waterfront land other than in accordance with a plan approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

68. Any excavation must not result in diversion of Rocky Creek, bank instability or damage to native vegetation unless approved by the Department of Water and Energy.

Please note: This condition forms part of the Department of Water and Energy General Terms of Approval.

69. The consent holder must ensure that:

- river diversion, realignment or alteration does not result from any controlled activity work,
- bank control or protection works maintain the existing river hydraulic and geomorphic functions, and
- bed control structures do not result in river degradation, otherwise than in accordance with a plan approved by the Department of Water and Energy.

Please note: This condition forms pan of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

70. A riparian corridor is to be established along the Rocky Creek in accordance with the Department's Riparian Corridor Guideline.

Please note: This condition forms pan of the Department of Water and Energy General Terms of Approval (GTA) for 'works' requiring a controlled Activity Approval under the Water Management Act 2000 (WMA).

71. No building can take place on the flood inundated section of Lots 204, 205, 206, 207 and 208. This restriction is to be placed on a section 88b instrument to advise all prospective purchasers.

72. Replace as follows: No building can take place on the flood inundated section of Lots 2, 10, 11 and 12, as identified in plans associated with Modification DA-462-2007-4. This restriction is to be placed on a section 88b instrument to advise all prospective purchasers.

73. Building envelopes are to be placed on each lot to protect the fragile soils of the creek bank. No buildings are to be placed outside of these envelopes. This restriction is to be made by way of a section 88b instrument.

    Replace as follows: Positive covenants (s88b instruments) are to be placed on Lots 2, 10, 11 and 12 to ensure that any future dwelling is built above the flood planning level (1% AEP flood level plus 500mm freeboard).

74. A Creek Bed Management Plan is to be prepared and attached to all lots adjoining Rocky Creek. This Management Plan is to be registered and attached to the land title by way of a section 88b instrument.

    Please Note: - For any future stages of subdivision, a Threatened Species Assessment will be required.

CONDITIONS TO BE COMPLETED PRIOR T) ISSUE OF CONSTRUCTION CERTIFICATE

75. Written advice from telecommunications and electricity providers, confirming that satisfactory arrangements have been made for the provision of a telecommunications and electricity services, are to be submitted before the issue of a Construction Certificate.

76. Dedication to Council of a splay corner 4m x 4m at the corner of Barleyfields Road and the proposed new internal road to improve traffic and pedestrian safety. Details to be shown on the plan submitted with application for a Subdivision Certificate.

77. An access-denial strip 0.5 metres wide on the site frontage of Barleyfields Road for proposed lots 212, 211, 210, and 209 is to be dedicated at no cost to Council. This is to prevent vehicle access along that frontage. Details to be shown on the plan submitted for the Subdivision Certificate for the development.

    Amend to read: A restriction is to be placed on the title of Lots 5 to 8 inclusive, requiring that no vehicle access shall be permitted to these lots except from the new internal subdivision roads.

78. This is to have a restriction by way of a section 88b instrument to prevent vehicle access along the frontage of Barleyfields Road. All necessary documentation shall be presented to Council to facilitate the dedication before the issue of a Subdivision Certificate. New street lighting is to be provided to all footways in and adjacent to the development, and thus maintain visibility and safety for pedestrians. The developer is to liaise with Essential Energy with regard to street light location. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee before the issue of a Subdivision Certificate/release of any bond for incomplete works.

79. Suggestions (and reasons) for the names of new road(s) should be submitted at least 3 months before the submission of an application for a Subdivision Certificate for the development. Street name signs and posts are to be erected in accordance with Council's Engineering Code.

    ADVISING: Council's, favours names with historical, zoological, botanical or geographic association with the locality. Council can provide advice on appropriate names on request.

80. Prior to the issue of a Construction Certificate, the applicants shall prepare detailed engineering drawings for the construction of the new internal road and intersection with Barleyfields Road in accordance with the following requirements:

    a) Pavement design for Barleyfields Road shall be based on a design traffic load of 1.6×10^5 ESAs with subgrade testing on 10 day soaked CBRs. b) Pavement design for the new internal road shall be based on a design traffic load of 1.6×10^5 ESA's with subgrade testing on 10 day soaked CBRs.

c) The internal access road to the development shall be constructed with a minimum 2 coat hot bitumen sealed pavement width, kerb to kerb, of 6 metres with kerb and gutter for a design speed of 50Km/hr, including all necessary drainage. Additionally the kerb returns shall commence at the tangent points in Barleyfields Road with upright kerb to the tangent points in the proposed new internal road to facilitate future construction of kerb and gutter in Barleyfields Road.

d) Access driveways(including minimum 375mm reinforced concrete pipe culverts and wingwalls where necessary), are to be provided to all allotments and sealed with a two coat bitumen seal between the sealed road pavement and the property boundary; (Delete)

e) Road signage including road name fingerboards and all advisory signs, are to be provided in accordance with AS 1742.

f) The proposed new internal Cul De Sac bulb shall be designed with a minimum kerb radius of 9.5 metres to facilitate garbage truck turning.

All the above works are to be completed to a standard approved by Council before the issue of a Subdivision Certificate.

Note: The proposed design of the new road intersecting Barleyfields Road shall provide for the preliminary alignment of the new road across Rocky Creek taking into account:

a) The required waterway area of the culvert/bridge crossing of the creek fora design ARI of 1 in 20 years with provision of a causeway design to cater for flows in excess of 1 in 20 years;

b) Provision for a minimum 2 metre wide concrete footpath/cycleway on one side only to facilitate pedestrian/cycle movement from the future stages of the development. (delete notation)

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE OF SUBDIJ TSION CERTIFICATE

81. Intersection of Barleyfields Road and the proposed new internal road shall be designed to provide:

a) " Type "BAL/BAR" intersection in accordance with the RTA Road Design Guide Figure 4.8.23 of Section 4 — intersections at Grade for a designed speed of 60Kmihr, to cater for expected traffic volumes associated with the development;

b) Bus Bays on both sides of Barleyfields Road adjacent to the departure side of the intersection in accordance with RTA Road Design Guide, Figure 3.4-1 of Section 3 - Cross Section

Details to be provided to Council's Director of Infrastructure & Regulation or nominee for approval before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.

82. An application for a Subdivision Certificate, including payment of application fees, is to be submitted to Council with three (3) copies of the Title Plan.

83. An Erosion and Sediment Control Plan and Soil and Water Management Plan, in accordance with the requirements of the Department of Housing's Managing Urban Stormwater - Soils and Construction is to be submitted with the Construction Certificate application for the development for approval by the relevant Certifying Authority. The soil and water management plan must include sediment basin calculations and the approved plan implemented in conjunction with the project.

84. Protection of the development by provision of underground drainage pipelines (within easements or roadways) to cater for a stormwater flood frequency of 20% Annual Exceedance Probability (AEP) and fail-safe aboveground floodways to cater as a minimum for a flooding frequency of 1% AEP, to connect to Rocky Creek Details to be provided to Council's Director of Infrastructure & Regulation or nominee for approval before the issue of a Construction Certificate for the

development. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.

85. Inter-allotment drainage is to be provided for all lots which do not drain naturally to a public road, to protect those lots and adjoining property. All inter-allotment drainage is to be contained within a suitably located easement (minimum width 2m). This is to be noted within a Section 88b instrument.

86. Details to be provided to Council's Director of Infrastructure & Regulation or nominee for approval before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the Council's Director of Infrastructure & Regulation or nominee or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate. Title Plan submissions are to confirm easement details before the issue of a Subdivision Certificate for the development.

    Stormwater systems must cater, as a minimum, for a stormwater flooding event of 20% Annual Exceedance Probability (AEP) for pipes, and 1% AEP for aboveground flow paths.

87. Where the proposed finished surface level within any part of the permissible building envelope in any allotment is less than 500mm above the 1% Annual Exceedance Probability (AEP) flood level, the natural surface level within that envelope and the minimum permissible floor height shall both be recorded on the "works as executed" plans and recorded for each such lot on the title plan of subdivision. Details to be provided to Council's Director of Infrastructure & Regulation or nominee for approval before the issue of a Subdivision Certificate for the development.

88. Extension of sewer reticulation mains from the end of the existing reticulation west of the site, is required to serve the proposed development. Details to be submitted for the approval of Council's Director of Infrastructure & Regulation or nominee before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the Council's Director of Engineering or nominee or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate.

    ADVISING: - At the completion of this 20 lot stage of the development, the capacity of the existing sewerage pump station in Barleyfields Road will have been exhausted and no further allotment will be permitted to connect to it until an approved upgrading program has been commissioned and installed to the requirements of Council's Director of Infrastructure & Regulation. are

89. If any stage of the subdivision results in the temporary construction of a "dead end" main, then a legal agreement is to be drawn up at the developer's expense between the developer and Council as the water supply authority- The agreement is to include a contribution of capitalised maintenance and operational costs to Council to cover the design life (100 years) of any system that is not part of a minimum maintenance gravity system. This agreement is also to include a charge of $2,000 to cover the capitalised cost of future flushing of the main and to be executed before the issue of a Subdivision Certificate

    Fees will be refunded less expenses, upon request and completion of the main as a looped system.

90. The water reticulation main from Barleyfields Road is to be extended to serve the proposed development. Details to be submitted for the approval of Council's Director of Infrastructure & Regulation or nominee before the issue of a Construction Certificate for the development. Completed works are to be tested, and results approved by the Council's Director of Infrastructure & Regulation or nominee, or works secured for an amount approved by Council's Director of Infrastructure & Regulation or nominee, before the issue of a Subdivision Certificate

Additionally the applicant shall undertake an assessment of the availability of satisfactory (PWD standard) volume and pressure to service the needs of the proposed and future development within the site given that the existing reticulation network has been augmented with the new line along Barleyfields Road.

Works are to be inspected and tested upon completion before the issue of a Subdivision Certificate.

91. Application being made to Council, as the local water and sewer authority, for a Certificate of Compliance, pursuant to s.64 of the Local Government Act 1993, and Chapter 6 of the Water Management Act 2000, and such application being approved before the issue of a Subdivision Certificate.

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE OF CONSTRUCTION COMMENCING

92. No storage of building materials, soil or equipment IS to occur on Councils property or roads without the written consent of Council. No unfenced, potentially dangerous activity or material to be located in close proximity to the street boundary or pedestrian walkway adjoining the site. No unsupervised transit of plant, equipment or vehicles across public areas or other obstruction of those areas is permitted.

93. A Construction Certificate must be obtained before work commences, in accordance with cl. 146 of the Environmental Planning and Assessment Regulation 2000.

94. Council is to be given written notice of the intention to commence works and the appointment of a Principal Certifying Authority (if the PCA is not Council) at least two days before the proposed date of commencement, in accordance with the cl 103 and 104 of the Environmental Planning and Assessment Regulation 2000. Such notice is given using the form enclosed with this consent.

95. For development involving both building and subdivision work authorised by the same development consent, a separate appointment of a Principal Certifying Authority for each type of work is required, in accordance with Section 109E of the Environmental Planning & Assessment Act 1979.

96. Under-road conduits are to be provided to cater for electricity, telecommunications, gas supply or other underground utility services. Utility crossings of public roads are to be under-road bored and Council's Roads Manager advised of the intention to commence work at least 48 hours in advance. The developer and its agents are responsible for ascertaining the location of existing underground services before commencing work- Any damage to existing services or to the road construction is to be made good at the expense of the developer. A hoarding or fence must be erected between the work site and any public place if the work is likely to cause traffic (pedestrian or vehicular) in a public place to be obstructed or otherwise inconvenient. The erected hoarding is to be sufficient to prevent any substance from or in connection with the work falling into the public place. The work site must be kept lit between sunset and sunrise if it is likely to be hazardous to persons in the public place. The hoarding, fence or awning is to be removed once the work has been completed.

CONDITIONS TO BE COMPLETED DURING CONSTRUCTION

97. Effective dust control measures to be maintained during construction to maintain public safety/amenity and construction activities are to be restricted solely to the subject site.

ADVISING: Failure to take effective action may render the developer liable to prosecution under the NSW Protection of the Environment Operations Act.

98. Any fill which is placed on the site shall be free of any contaminants and placed in accordance with the requirements of AS 3798-1990 Guidelines on Earthworks for Commercial and Residential Developments. The developer's structural engineering consultant shall:

    - identify the source of the fill and certify that it is free from contamination; and
    - classify the area within any building envelope on any such filled lot in accordance with the requirements of "Residential Slabs and Footings" AS 2870.1.

99. Action being taken by the developer and contractors to ensure that public safety is maintained on roadways under construction at all times, by the provision of effective barriers to distinguish between adjacent public roadways and the roadways under construction.

100. At the end of any temporary cul-de-sac created in any stage of the development, a gravel turning area is to be provided with a radius of 1 1 metres (minimum).

101. Any building work must be carried out between 7.00am and 6.00pm Mondays to Fridays and 8.00am to 5.00pm Saturdays, excluding public holidays. No audible construction is to take place outside these hours, to maintain the amenity of the locality.

CONDITIONS TO BE COMPLETED PRIOR TO OCCUPATION/USE COMMENCING – Modified by DA-462-2007-4

102. Tree planting is (native shrubs are) to be carried out along the Barleyfields Road frontage of Lots 212, 211, 210, and 209 (Lots 5 -8). This is to act as a screening for the fencing. Details of the species and density is to be submitted to Council for approval prior to the planting. This tree screening is to be maintained for a period of twelve (12) months after the subdivision plan is registered.

103. One set of print film copies of "work as executed" plans are to be provided to Council for works carried out on Council property or benefiting Council. Each plan is to have a scale adjacent to the title block showing the scale used on that plan. The location of any fill introduced, by both plan limit and depth, together with relevant classifications shall be shown on the "work as executed" plans to be submitted to Council.

General Conditions

1	**Erection of signs**
	1. This section applies to a development consent for development involving building work, subdivision work or demolition work. 2. It is a condition of the development consent that a sign must be erected in a prominent position on a site on which building work, subdivision work or demolition work is being carried out— a. showing the name, address and telephone number of the principal certifier for the work, and b. showing the name of the principal contractor, if any, for the building work and a telephone number on which the principal contractor may be contacted outside working hours, and c. stating that unauthorised entry to the work site is prohibited. 3. The sign must be— a. maintained while the building work, subdivision work or demolition work is being carried out, and b. removed when the work has been completed. 4. This section does not apply in relation to— a. building work, subdivision work or demolition work carried out inside an existing building, if the work does not affect the external walls of the building, or b. Crown building work certified to comply with the Building Code of Australia under the Act, Part 6.
	Condition reason: Prescribed condition under section 70 of the Environmental Planning and Assessment Regulation 2021.
2	**Approved plans and supporting documentation**
	Development must be carried out in accordance with the following approved plans and documents, except where the conditions of this consent expressly require otherwise.

Approved plans

Plan number	Revision number	Plan title	Drawn by	Date of plan
Project 24007 Sheets CD03 and 04	G	Site plans	Green Homes Aust	10 June 2025
Project 24007 Floor plan and elevations Sheets CD05-18	G	Floor plans and elevations	Green Homes Aust	10 June 2025

Approved documents

Document title	Version number	Prepared by	Date of document
SoEE		RuralPlan	July 2025

	In the event of any inconsistency with the approved plans and a condition of this consent, the condition prevails.
	Condition reason: To ensure all parties are aware of the approved plans and supporting documentation that applies to the development.

Building Work

Before issue of a construction certificate

3	**Long Service Levy**
	Before the issue of a Construction Certificate, the long service levy, as calculated at the date of this consent, must be paid to the Long Service Corporation under the Building and Construction industry Long Service Payments Act 1986, section 34, and evidence of the payment is to be provided to the certifier or Council (where a certifier is not required).
	Condition reason: To ensure the long service levy is paid.
4	**Construction Certificate**
	In accordance with the provisions of Section 6.6 and 6.7 of the *Environmental Planning and Assessment Act 1979,* construction works approved by this consent must not commence until: a) a Construction Certificate has been issued; b) the NSW Planning Portal has been advised of; (i) the intention to commence work; and (ii) the specific Principal Certifying Authority (building inspector) that has been appointed to the project. Documentation required under this condition must show that the proposal complies with all relevant development consent conditions and is not inconsistent with the approved plans, the Building Code of Australia and the relevant Australian Standards.
	Condition reason:
5	**Section 68 Approvals**
	Before issue of a construction certificate, an approval is required under Section 68 of the Local Government Act for:- • any stormwater, plumbing and drainage works required for the development
	Condition reason: To ensure the appropriate section 68 approvals are in place prior to issue of a construction certificate for the development.

6	**Work on Council Land (Section 138)**
	For all work required on council land, including any upgrade or construction of a new access, the applicant is to submit an Application for Consent for Works on a Public Road (Section 138, Roads Act 1993). The application must be approved prior to the issue of a construction certificate for the development, to ensure pedestrian and vehicular safety during construction and for the life of the development.
	Condition reason: To ensure a suitable access is provided for the development.

Before building work commences

7	**Erosion and sediment controls in place**
	Before any site work commences, the principal certifier or council (where a principal certifier is not required), must be satisfied that erosion and sediment controls are in place. These controls must remain in place until any bare earth has been re-stabilised.
	Condition reason: To ensure sediment laden runoff and site debris do not impact local stormwater systems and waterways.

During building work

8	**Discovery of relics and Aboriginal objects**
	While site work is being carried out, if a person reasonably suspects a relic or Aboriginal object is discovered: a. the work in the area of the discovery must cease immediately; b. the following must be notified I. for a relic – the Heritage Council; or II. for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the *National Parks and Wildlife Act 1974*, section 85. Site work may recommence at a time confirmed in writing by: a. for a relic – the Heritage Council; or b. for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the *National Parks and Wildlife Act 1974*, section 85.
	Condition reason: To ensure the protection of objects of potential significance during works.
9	**Procedure for critical stage inspections**
	While building work is being carried out, the work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.

	Condition reason: To require approval to proceed with building work following each critical stage inspection.
10	**Hours of Work**
	The principal certifier must ensure that building work, demolition or vegetation removal is only carried out between: • 7am to 6pm on Monday to Friday and 8am to 1pm on Saturday (No work on Sundays and public holidays) The principal certifier must ensure building work, demolition or vegetation removal is not carried out on Sundays and public holidays, except where there is an emergency. Unless otherwise approved within a construction site management plan, construction vehicles, machinery, goods or materials must not be delivered to the site outside the approved hours of site works. **Note:** Any variation to the hours of work requires Council's approval.
	Condition reason: To protect the amenity of the surrounding area
11	**Stormwater Disposal**
	Stormwater from paved and impervious surfaces is to be disposed in a manner that does not cause a nuisance for neighbouring properties, by one of the following methods: a. By piping to the street gutter. b. By piping to a rainwater tank and then via the overflow to the street gutter. Stormwater infrastructure is to be installed during building work as soon as the roof is constructed.
	Condition reason: To alleviate any potential stormwater problems with respect to the buildings on the allotment or adjoining allotments.

Before issue of an occupation certificate

12	**Plumbing and Drainage**
	Any required plumbing and drainage work shall comply with the Plumbing and Drainage Act 2011, Plumbing and Drainage Australian Standard AS3500, Plumbing Regulations 2017 and the Plumbing Code of Australia (NCC 2016). Prior to issue of an occupation certificate, the principal certifier shall be provided with a copy of the Final Plumbing and Drainage Certificate confirming compliance with the *Plumbing and Drainage Act 2011.*
	Condition reason: To ensure any plumbing and drainage work complies with the relevant requirements of the Plumbing and Drainage Act 2011

Occupation and ongoing use

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

URALLA SHIRE COUNCIL



Plant and Equipment Asset Management Plan

2026

Document Control	**Asset Management Plan** – Plant and Equipment

Document ID : UINT/25/5188

Doc No.	Date	Revision Details	Author	Reviewer	Approver
1.0	July 2013	Original	RD	DES	GM
2.0	February 2014	Financial Revision	GM	DES	GM
3.0	March 2014	Stakeholder Input Revision	GM	MHDC	GM
4.0	September 2021	Complete Revision	TLFSW - AM	DID	GM
5.0	March 2025	Draft Complete Revision	AM	DID	
5.1	September 2025	Review after new Policy and Strategy	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 Uralla Shire Council Asset Management Policy 2025 Uralla Shire Council Asset Management Strategy 2025
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 Plant and Equipment Asset Management Plan (**PEAMP**) has been developed with the best to date data (September 2025) and provides strategic framework which details information about infrastructure plant and equipment 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 plant and equipment 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 plant and equipment 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 PEAMP 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 168 Plant and Equipment ***civil assets***.The assets comprise of:

- 19 Heavy Plant – Assets include graders, rollers, excavators, compactors, backhoes, loaders and tractors.
- 9 Heavy Trucks – Assets include a prime mover and trailers, bogie tippers, single tippers and water carts.
- 8 Light Trucks – Assets include fuel and transport trucks, maintenance trucks and small tippers.
- 25 Light Plant – Assets include road broom, trailers, slashers, zero turn mowers etc.
- 15 Utility Vehicles – Assets include Dual cab and Single cab tub and tray back utes.
- 16 Passenger Vehicles – Assets include small buses, SUVs and Sedans
- 76 Small Equipment – Assets include push mowers, chainsaws, trimmers, brush cutters, etc.

The above assets have a replacement value estimated at $10,937,376. This figure is from the most current audited financial reports, from 30 June 2025.

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 for this planning period. This position remains dependent on broader financial reform; without such reform, long-term service levels will decline.

Across the 10-year planning horizon, the recommended forecast results in a cumulative surplus of $507,830. While this outcome is positive, it is highly tailored and subject to important limitations. These limitations arise from the need to defer capital expenditure during the first half of the planning period to support other cost centres and maintain Council's short-term financial sustainability.

In New South Wales, Council operates within a regulated financial framework governed by the Local Government Act 1993, the Local Government (General) Regulation 2021, and the Integrated Planning and Reporting (**IP&R**) Framework. These instruments require Council to demonstrate financial sustainability, responsible asset stewardship, and clear alignment between the LTFP and the various AMPs. Within this framework, emerging funding constraints must be identified early and proactively managed to avoid cumulative service impacts.

Although the Recommended Budget achieves a surplus over the full planning horizon, it does so by deferring necessary renewal works and limiting early-period capital investment. This approach is not sustainable over the long term. Without additional, stable funding—most notably a Special Rate Variation (**SRV**)—the ability to maintain current service levels, address the renewal backlog, and manage long-term asset risk will progressively erode. The SRV therefore represents a critical mechanism for ensuring compliance with IP&R requirements and maintaining intergenerational equity.

The principal service consequences of the Recommended Budget occur in the short term (years 1–5), where constrained investment generates several operational and asset-related risks, including:

- Extension of the asset renewal backlog and associated increases in maintenance requirements
- Assets operating beyond their recommended useful lives
- Short-term reductions in LoS
- Increased exposure to operational, safety, and compliance risks

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.
- Impacts of the New England Renewable Energy Zone (**REZ**).
- Upgrades in industry standards, safety, technologies and regulations.
- 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, e.g., utilising external services, thus, insuring against risks and managing failures.

Future demands identified will be addressed by:

- Continual monitoring of social trends, population and demographic changes, with reference to the REZ initiatives and ancillary activities.
- Identifying changes required to meet with new regulations, safety, technologies and industry best practice and standards.
- Identifying improvements to reduce overall risks, as well as incorporating resilience factors.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The lifecycle costs necessary to provide the services covered by this PEAMP include operation, maintenance, renewal, acquisition and disposal of assets. Although the PEAMP 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 PEAMP is the forecast of 10-year total outlays. The forecast considers multiple budget scenarios to reflect

potential funding and service level variations. This PEAMP presents data based on the scenario currently assessed as the best fit, balancing service needs, risk, and financial sustainability. Councils recommended forecast outlay for plant and equipment is estimated at $3,211,064 on average per year over the 10-Year planning period.

1.5.2 What we will do

Estimated available funding for the 10 year period is $3,261,847 on average per year as per the Recommended Budget. This is 101.58% of the cost to undertake the recommended lifecycle activities. Industry target rates are between 90 – 100%.

A detailed plant and equipment snapshot summary, including the 10-year funding period forecast, can be found 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 PEAMP emphasising the consequences of the Planned Budgets Scenarios and the effects on the service levels provided and associated risks.

The anticipated budget for Councils' plant and equipment leaves a surplus of $50,783 on average per year of the forecast lifecycle costs required to provide services in the PEAMP compared with the Recommended 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.

The recommended lifecycle costs are shown relative to the LTFP budget in the figure below.

Forecast Lifecycle Costs verse Planned Budget

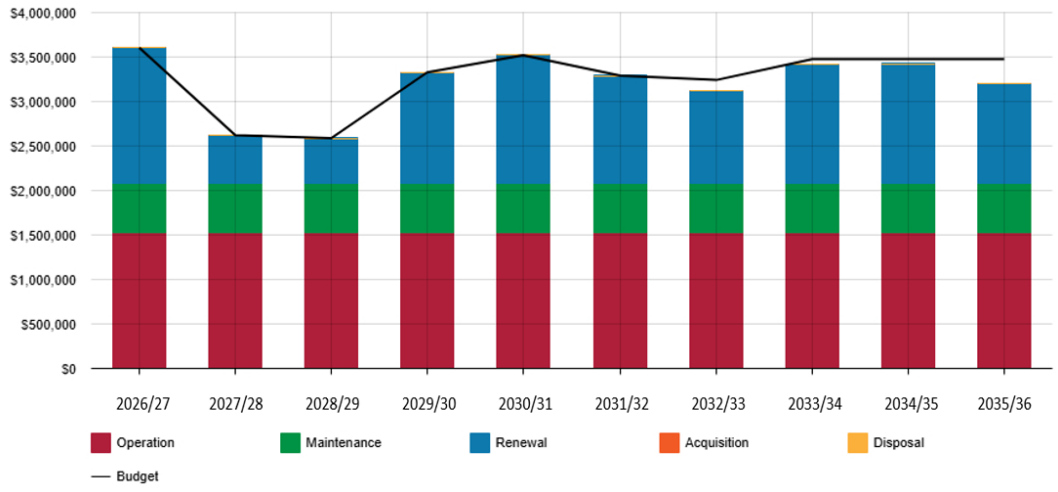


Figure Values are in current dollars.

We plan to provide Plant and Equipment services for the following:

- In support of Councils service areas to assist in general operations and the operation, maintenance and construction of infrastructure.
- Operation, maintenance, renewal, disposal and acquisition of plant, to meet service area levels set by Council in annual plans and budgets.

- Major asset renewals within the 10-year planning period include heavy plant such as graders, backhoes and tipper trucks.
- There are no planned acquisitions in the 10-year planning period.
- There are no planned disposals in the 10-year planning period.

1.5.3 What we cannot do

We currently allocate sufficient budget to maintain these services at the proposed standard. Since the Plant and Equipment asset class is funded through the Council's General Fund, surplus operational costs from the first six (6) years of this forecast will be redirected to other cost centres. As a result, the projected budget aligns with the forecast during these first years. This approach is necessary to balance the General Fund in the early stages of the LTFP and falls within Council's risk appetite. The forecasted budgets have been adjusted to ensure a minimal level of overall serviceability for Plant and Equipment infrastructure assets. However, this has primarily been the result of a reduction in capital forecasts and has led to the extension of a renewal backlog in the short term.

Activities that cannot be provided under present funding recommendations are:

- Complete 100% of target renewal rates in the short term
- Complete renewal backlogs in the short term
- Act on newly identified acquisition or disposal requirements
- Cater for any unforeseen major maintenance or repairs

1.6 Risk Management

Our current budget settings are tightly constrained and have been deliberately tailored to align with immediate affordability rather than long-term sustainability. While this approach enables Council to continue operating in the short term, it is not sufficient to effectively manage or mitigate emerging risks beyond the immediate planning horizon. As a result, risk exposure is increasing and compounding over time, with limited capacity to respond proactively.

In the short term, this constrained funding environment is already resulting in reactive decision-making, deferred renewals, and reduced service levels. Assets are being retained in service beyond their optimal lifecycle, increasing the likelihood of failure and unplanned downtime. This places additional pressure on operational teams, reduces reliability, and heightens safety risks. Furthermore, reliance on hired plant and short-term fixes increases operational expenditure without delivering long-term value, creating a cycle of inefficiency.

The main risk consequences from this tailored budget are short-term and are:

- Assets exceeding their useful life
- Loss of function and service disruption
- Reduced plant and equipment operating standards
- Increased hire charges
- Increased maintenance costs
- Increased WHS risks
- Depleted stakeholder satisfaction and reputation

Without intervention, these short-term pressures will continue to escalate, leading to higher whole-of-life costs, increased service interruptions, and a growing gap between community expectations and Council's capacity to deliver.

A key component in addressing this position is the anticipated SRV, which is intended to realign revenue with the true cost of sustainable service delivery. The success of the SRV is critical. Without it, Council will be required to continue operating in a constrained environment, further exacerbating the risks outlined above and limiting the ability to transition from reactive to planned, risk-based asset management. Conversely, a successful SRV will provide the financial capacity to restore appropriate renewal cycles, reduce lifecycle costs, and improve service reliability and safety outcomes in the long-term.

To manage these risks within the constraints of the available short-term funding, Council will:

- Prioritise renewals, operations, and maintenance activities based on risk and criticality
- Identify and protect critical plant and assets to ensure continuity of essential services
- Actively pursue additional funding opportunities, including grants and external contributions
- Analyse and provide recommendations on revenue sources and cost recovery mechanisms
- Undertake regular review and refinement of asset management frameworks and supporting documents
- Progress identified improvement actions to strengthen long-term planning, data quality, and decision-making capability

These actions are intended to stabilise service delivery in the short term while positioning Council to transition toward a more sustainable and proactive funding and asset management approach, contingent on the successful implementation of the SRV.

1.7 Financial Summary

Providing financially sustainable and affordable services from infrastructure requires the careful balancing of service levels, lifecycle costs, and risk exposure. In line with best practice guidelines, the LTFP has been deliberately structured to prioritise affordability in the early years of its ten-year outlook. While this approach enables continued service delivery in the short term, it also necessitates constrained investment and acceptance of elevated risk levels.

The 10-year LTFP provides average annual funding of $3,261,847, resulting in a modest average annual surplus of $50,783. This position reflects the delivery of affordable services under the recommended forecast scenario. Multiple forecast scenarios have been assessed, with the recommended tailored rates indicating that 101.58% of the forecast costs required to deliver the activities outlined in this PEAMP are accommodated within the LTFP.

From the next financial year onward, the forecast incorporates key financial reform assumptions that are critical to transitioning toward a sustainable financial position over the life of the plan. Central to this is the proposed SRV, which is intended to realign revenue with the true cost of maintaining infrastructure and delivering agreed service levels.

The successful implementation of the SRV will enable Council to transition from the current constrained (recommended) scenario to the indicated aspirational funding model. This aspirational position supports enhanced service outcomes through improved asset condition, timely renewals, and access to more reliable, fit-for-purpose plant and equipment. Benefits include increased operational efficiency, reduced reliance on hired plant, lower reactive maintenance costs, improved safety outcomes, and greater capacity to undertake planned works programs. In addition, improved plant capability and availability will support higher quality service delivery, reduced downtime, and increased responsiveness to community needs.

Importantly, the benefits of the SRV extend beyond plant and equipment. Over the longer term, increased and more stable revenue will strengthen Council's overall financial resilience, enabling more effective management of all infrastructure classes, improved long-term planning certainty, and a reduction in financial and service delivery risks across the organisation. This will support a shift from reactive to proactive asset management practices, delivering more consistent service levels and improved community satisfaction.

The success of the SRV is therefore essential. Without it, Council will remain in a constrained, reactive position with increasing financial and asset-related risks. With it, Council will be better positioned to restore sustainable renewal funding, improve service reliability, and achieve long-term financial stability.

1.8 Monitoring and Improvement Program

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 PEAMP 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 long-term sustainability.*
- Current valuation of plant and equipment is at a high confidence level as the figure is produced from the current Plant and Equipment Replacement Projection. This document has all current assets acquisition date and cost, with useful lives recorded.
- Condition assessment data is at a high confidence level, being derived from asset actual age verse useful life.
- Obsolescence factors are unknown and no contingency is considered in the recommended forecast.
- Compliance, risk and fit for purpose analysis will be the driver for funding acquisitions that are not considered critical.
- There are no unplanned plant and equipment acquisitions in the 10-year forecast.
- There are no planned disposals in the 10-year plan.
- 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 2025.
- Data and modelling position is from October 2025.
- Acquisition and disposal costs are omitted from lifecycle ratio methodology calculations per IPWEA and IIMM requirements.

The critical factors included in Council's plant and equipment asset management include:

- Maintenance and repair costs
- Replacement or Rehabilitation cost
- Acquisition costs
- Age of assets
- Life cycle of asset type
- Total Cost of Ownership (**TCO**) thresholds
- Integrating new technologies
- Obsolescence factors

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- 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 recommended forecast renewal lifecycle costs for this PEAMP were derived from the Asset Register method. With the alternate method needed to clarify aging plant.

This PEAMP is based on a reliable high level of confidence information, due to the operation and maintenance schedule frequent physical condition capture and known acquisition data.

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

- Physical and Asset Register audits.
- Plant and Equipment finance system and procedure analysis
- Asset useful life analysis
- Depreciation analysis
- Critical plant determination
- TCO analysis
- Risk analysis
- Customer LoS communication and service level review
- Prioritise and model renewal forecasts
- Review renewal backlog
- 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 PEAMP 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 PEAMP also communicates associated consequences and risks if the LTFP forecast shows insufficient budget.

The PEAMP is to be read in conjunction with Councils AMPol, AMS and the following planning documents.

- Community Strategic Plan (**CSP**)
- Delivery Program (**DP**)
- Operational Plan (**OP**)
- Long Term Financial Plan 2026-35 (**LTFP**)

This PEAMP 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. 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 AMPs, 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 assets covered by this AMP include all Council owned or maintained civil infrastructure plant and equipment. For a detailed summary of the assets covered in this PEAMP refer to the Table in Section 5. These assets are used to provide expected services to the community by providing support to each of Councils business units. *It should be noted that this AMP does not capture all categories of plant and equipment. Specific Assets associated with Aged Care operations and Waste Services are excluded from this plan and will be incorporated into specialised AMPs as those documents are developed.*

The infrastructure assets included in this plan have a total replacement value of $10,937,376 as at 30 June 2025.

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

Table 2.1: Key Stakeholders in the PEAMP

Key Stakeholder	Role in Asset Management Plan
Councillors	■ Represent the needs of the community. ■ Ensure 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 activities defined in the Asset Management Plan. ■ Provide guidance on the organisations plans to fund its overall operations meeting objectives, now and in the future. ■ Foster Asset Management stewardship, throughout the entire organisation.
Chief Financial Officer	■ Guide the organisations financial objectives and sustainability.
Director Infrastructure and Development & Group Manager Infrastructure Services	■ Guide the organisations holistic asset practices, objectives and sustainability. ■ Identify changes in workflows or Council requirements.
Manager Assets	■ Continually develop the Asset Management Plan with constant stakeholder engagement, data capture and analysis. ■ Drive the Asset Management Plan improvement plan. ■ Inform stakeholders of limitations and associated risk.
Workshop and Team Managers	■ Oversee the works of the Asset Management Plan ■ Co-ordinate budgets ■ Inform and assist in fit for purpose discussion and analysis including risk
Technicians/Mechanics	■ Perform routine inspection and maintenance ■ Perform breakdown and general repairs ■ Safety and Risk input
Contractors/ Employees	■ Report condition, maintenance issues and hours ■ Safety and Risk input

Key Stakeholder	Role in Asset Management Plan
General Public	■ Report on observed operations and issues ■ Inform Levels of Service (LoS)

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 a LTFP which identifies required, affordable forecast costs and income, and how it will be allocated.

Key elements of the planning framework are:

- Levels of Service (**LoS**) – specifies the services and levels of service 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.

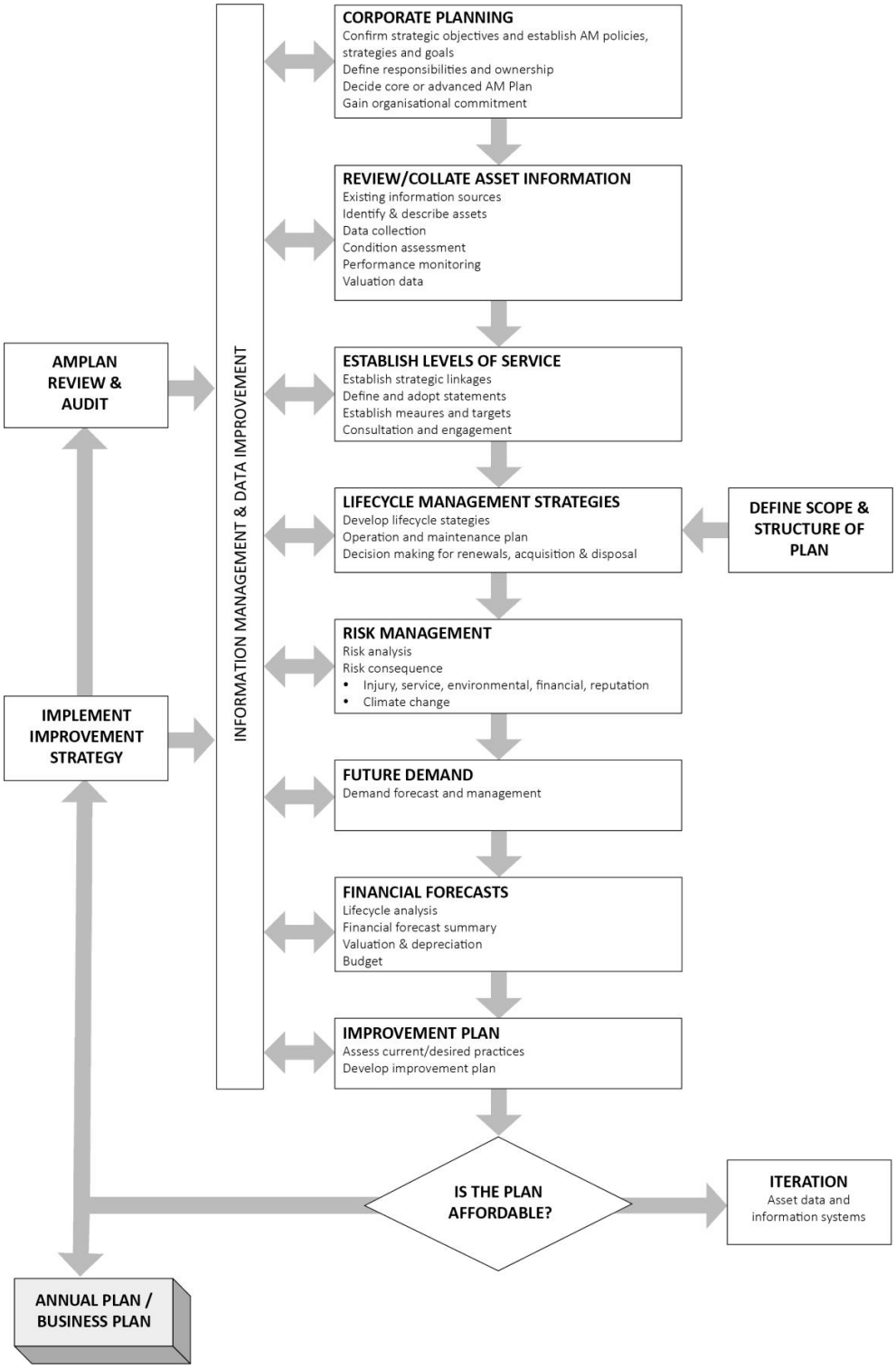
Other references to the benefits, fundamentals principles and objectives of asset management are:

1. *ISO 55000:2024 Asset Management – Vocabulary, overview, and principles*
2. *International Infrastructure Management Manual1*

A road map for preparing an AMP is shown below.

[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 (LoS)

3.1 Customer Research and Expectations

This PEAMP is prepared to facilitate consultation prior to adoption of LoS by the Council. Future revisions of the PEAMP will incorporate updated customer consultation of service levels and costs of providing the service. Community consultation to determine customer expectations, needs and wishes for all Council services is conducted quadrennially, in line with the Council term, to inform the development of Councils CSP and DP.

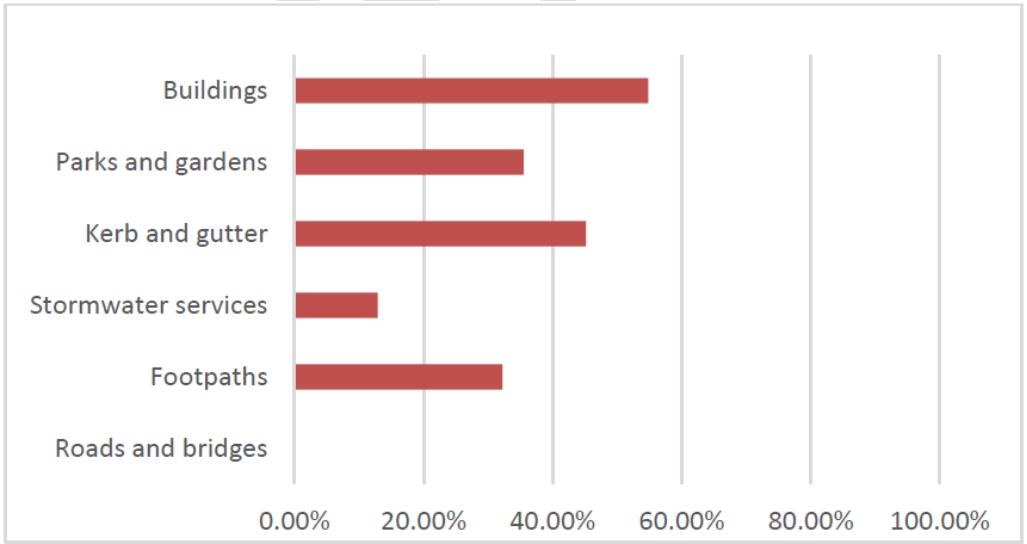
Existing survey data from a Draft LTFP in 2022, Table 3.1, indicated that 0% of the respondents would prefer to reduce operating costs, capital expenditure or a combination of the two to cut standard or reliability on transport infrastructure as compared to other infrastructure asset groups.

Through its financial reform program, Council in September 2025 undertook additional community consultation. Early Insights survey results, 86 of 115 respondents – 74.8%, reaffirm the community's strong emphasis on consistent road maintenance and renewal. Ongoing surveys and analysis will help Council and stakeholders align desired service levels, risks, and consequences with the community's ability and willingness to pay.

Since a bulk portion of Councils plant and equipment is used for the maintenance and renewal of roads, it is a general correlation that stakeholders are satisfied with the level of life cycle costs for plant and equipment. With an assumption that costs to uphold the service would be accepted.

Plant and Equipment 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 plant or equipment 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.

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



Councils recommended cost scenario shows sufficient funding for the planning period, by funding 101.58% of its civil infrastructure plant and equipment portfolio costs, over the 10-year medium term period. However, this prediction has been tailored to suit current affordability with heavy short-term cuts to funding capital and operational surpluses going to other general Fund cost centres. If the financial reform through the proposed

SRV does not materialise this percentage becomes 69.43% with an annual deficit of over $1.0M. In comparison, industry acceptance levels start at 90%. If the long-term projection falls, and stays below 90%, this asset class becomes unsustainable, leading to an imbalance in intergenerational equity. Cost scenarios are presented in section 3.6, with comprehensive description in Section 5. Future review of the plant and equipment portfolio and this PEAMP will monitor these ratios and any decline or further capital expenditure reduction, will be the driver for fresh specific community consultation and decision making on affordability.

However, at any time, further investigation and consultation may be resourced should Council determine the need to do so.

3.2 Strategic and Corporate Goals

This PEAMP is prepared under the direction of 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 plant and equipment 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 PEAMP
Community Minded with an accessible, inclusive and empowered community	Development of service levels and community consultation plan. 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/or maintain, those levels of service.
Prosperous with a sustainable economy that supports prosperity, &; *Good Custodians* of our natural and built environment	Maintenance and application of this plan. Implement recommended improvements, commit required expenditure for renewal/maintenance ensuring long-term stewardship of natural and built assets.
Independent shire and well-governed community	Deliver key, transparent messaging to all stakeholders, on asset class financial sustainability with associated risks. Strengthens governance through evidence-based planning, forecasting and decision making.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the civil infrastructure plant and equipment service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Road Rules 2014 – NSW Regulation	Sets the requirements for vehicles and operators using roads. Obtained from the National Transport Commission – Australian Road Rules.
Australian Standards	Provides guidance for transport asset managers in use of transport services
Local Government Act 1993 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.
NSW Roads Act 1993	Provides authority to Council for administration and development of roads.
NSW Road Transport Act 2013	Sets the requirements for vehicles and operators using roads.
RTA NSW regulations	Provides requirements for vehicle configurations including dimensions, axle loads, weights, capacities, speeds, traffic management, warning signs, lights etc., noise emissions, chemical emissions, minimum safety standards, licensing requirements, conditional registration, and registration.
Road Vehicle Standard Act 2018 Motor Dealer & Repairs Act 2013 Road Vehicle Standard Rules 2019	Sets the requirements for vehicle and operational safety. Sets requirements for the repairs of plant and equipment
Environmental Planning and Assessment Act 1979 (NSW) Environmental Planning and Assessment Amendment Act 2008	Set out the guidelines used by Council to provide sustainable and environmentally responsible planning, development and land use.
Protection of the Environment Operations Act 1997	Sets environmental standards, goals, protocols and guidelines to reduce pollution and environmental harm.

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 Recommended Budget**
Continued reliable service provision	Survey (2025 SRV) Survey (2022 CSP)	74.8% consider road maintenance a priority 0% would cut road maintenance budgets	Remain same. Budget maintains reliability but does not enable improvements.
Quality and Timely Outcomes	CRM response	Limited data	Remain same. No improvement expected due to data gaps and stable funding.
Public Safety	Survey data	Assumed from lack of data	LoS remains. Controls maintained; no proactive upgrades possible.
Cost-Effectiveness	Survey data	Assumed from lack of data	LoS remains. Baseline cost-effectiveness maintained; no efficiency gains.
Environmentally Responsible	Survey data	Assumed from lack of data	LoS remains. Environmental performance stable; no new sustainability investment.

Detail assumes the direct correlation between infrastructure plant and equipment required for the desired road network outcomes of the community.

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 budget recommendation.

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.

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Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Recommended Budget
Condition	Equipment is maintained to Original Equipment Manufacturers (**OEM**) standards and meets service demand.	Service intervals and plant reliability.	All equipment serviced within 10% of recommended interval. Breakdowns are assessed within 24hrs with a plan of action drafted. Repairs are completed within 1 week from receiving necessary parts.	Desired level of service is being achieved >90%.
	Confidence levels		Medium (Professional judgement supported by data sampling	Medium (Professional judgement supported by data sampling
Function	Appropriate, easy-to-use plant and equipment are consistently available to support operational tasks	% of plant available and operational for scheduled tasks, with no delays caused by equipment condition or usability issues	>90% of tasks completed with Council owned plant and equipment. <10% of tasks are completed with hired equipment.	Desired level of service is being achieved.
	Confidence levels		Medium (Professional judgement supported by data sampling	Medium (Professional judgement supported by data sampling
Safety	Plant and equipment is used safely and checked for safety issues	Operator inductions. Number of operator injury. Plant pre-start checks.	>90% completed. Zero (0) injury. 1 in 3 pre start checks completed (33%)	100% operator inductions. Zero (0) operator injury. >90% pre start checks completed
	Confidence levels		Medium (Professional judgement supported by data sampling	Medium (Professional judgement supported by data sampling

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., adding a fork/bucket attachment to a tractor) or a new service that did not exist previously (e.g. a new water cart that did not exist).
- **Operation** – the regular activities or materials required to provide services (e.g. fuel, insurance, staffing and overheads, administration, licensing 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. inspections, materials, servicing and component repairs),
- **Renewal –** the activities that return the service capability of an asset up to that which it had originally provided (e.g. plant like for like replacement, plant component replacement),

- **Disposal –** the activities of decommissioning an asset identified as no longer being required (e.g. obsolescent plant, excess plant, non-compliant plant etc..).

Service and asset managers plan, implement and control technical service levels to influence the asset service outcomes.[2]

Table 3.6 shows the lifecycle activities related to the 10-year planned budget forecast cost scenarios, delivered in this PEAMP.

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	Acquire plant and equipment aligning with delivering Councils Strategic Plans supporting long-term outcomes	% of acquisitions aligned with CSP objectives	Acquisitions based on affordability	CSP themes inform procurement; acquisitions linked to service outcomes where affordable	Fully strategic, CSP-aligned acquisitions supported by long-term financial planning and sustainability criteria
		Budget/Yr	*$0*	*$0*	*$245,000*
Operation	Plant and equipment utilisation	Number of operating hours (TCO threshold)	Plant hours and TCO not consistently tracked; limited understanding of efficiency	Annual plant hours monitored; basic TCO insights used to inform operational decisions	Optimised utilisation with real-time data; TCO fully integrated into operational decision-making
		Budget/Yr	$1,528,472	$1,528,472	$1,697,489
Maintenance	Plant and Equipment in a serviceable condition	Pro-active service and maintenance completion rates	Mostly reactive maintenance; Pro-active completion <60%	Proactive maintenance completion 65–85%;	Proactive maintenance completion >85%
		Budget/Yr	*$478,117*	*$549,834*	*$631,767*
Renewal	Replace or upgrade plant based on condition assessments and long-term planning	% of planned renewals delivered annually	Renewal based on affordability and often delayed	Minimal renewal program delivered based on condition and age assessment, addressing backlog	Renewal driven by lifecycle modelling and long-term planning, eliminating backlog
		Budget/Yr	$1,073,459	$ 1,183,541	$ 1,443,900
Disposal	Decommission plant aligning with Councils Strategic Plans supporting long-term outcomes	% of disposals aligned with CSP objectives	Disposals based on affordability	Disposal inconsistent, as necessary	Identify assets annually and include disposal in Operational and Strategic Plans
		Budget/10Yr Cycle	*$0*	*$0*	*$0*

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

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 work force, technology and customer priorities will change over time.

Performance Scenarios

In this PEAMP, multiple forecast scenarios (Table 3.6 above) are presented to guide strategic decision-making and make decision-makers aware of the investment levels required for sustainable asset performance.

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

The ***Recommended Performance* 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 Performance* 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.

3.7 Total Cost of Ownership

Council recognises the importance of Total Cost of Ownership (**TCO**) in managing plant and equipment. Although TCO had been acknowledged in legacy documentation, operational constraints and historical practices meant that officers continued to rely on outdated settings with limited supporting analysis. Often, TCO only being considered at each individual plant items renewal time. As part of this review, a TCO assessment has now been undertaken; however, alignment with Councils LTFP remains incomplete until its next version is undertaken.

Councils small plant (chainsaws, push mowers etc..) mostly, have a 5-year useful life, are set up with internal monthly lease programs and have a positive TCO. Therefore, are not considered in these calculations.

TCO has now been evaluated alongside hourly hire rates and ownership-usage benchmarks for each plant and equipment type, ensuring decisions optimise service delivery, operational efficiency, and long-term value. This approach aligns with best-practice asset management and provides a transparent, defensible basis for investment. Table 3.7 presents Council's current (FY2024/25) utilisation against lifecycle TCO thresholds and industry benchmarks.

Further refinement of useful life assumptions is identified in this PEAMP as a key improvement action to ensure future TCO assessment results align with benchmark practice and long-term renewal requirements.

Table 3.7: Total Cost of Ownership

Asset Type	Benchmark Hours	TCO Threshold	Average Hours 2024/25	Result
Grader	1000	987	858	Unsealed maintenance < an average year*
Loader	700	754	782	
Backhoe	800	714	581	Bundarra unit 278hrs**
Skidsteer	500	640	513	Useful life adjustment***
Forklift	300	717	250	Useful life adjustment***
Roller	800	896	803	Unsealed maintenance < an average year*
Excavator	700	475	1198	
Prime Mover	1000	312	462	
Bogie Tipper	1000	610	1226	
Water Cart	1000	662	813	
Maintenance Trucks	600	472	926	
Tractor	500	309	369	
Trailers	500	411	578	
Utilities and Passenger Vehicles	1000	726	1217	

Good	Caution	Analysis

*Both unsealed road maintenance crews experienced less than average work for 2024/25 due to weather and staffing.
** Bundarra backhoe does its majority of hours in Uralla (well over TCO with a full-time operator) then is semi-retired to Bundarra in its final years to average its lifecycle hours.
*** Adjustments are required for useful life for better alignment to identified benchmarks.

4.0 FUTURE DEMAND

Future demand refers to the anticipated need for infrastructure services driven by predicted demand drivers. This in turn then reflects the required plant and equipment needed to support services.

4.1 Demand Drivers

A demand driver refers to the factors or trends that influence the need for infrastructure services and capacity, helping predict future infrastructure needs and guiding planning and investment decisions. Drivers affecting demand include things such as population change, regulations, ownership, changes in demographics, lifestyle changes, seasonal factors, consumer preferences and expectations, technological changes, obsolescence, economic factors, agricultural practices, localised development, 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 infrastructure plant and equipment portfolio remains uncertain at this stage.

Councils position to sudden demand is discussed in section 4.2.

4.2 Demand Forecasts

Accurately forecasting future demand is crucial for stakeholders to ensure that infrastructure development aligns with long-term societal and economic needs. Failure to anticipate future demand can result in either underinvestment, leading to congestion and inefficiencies, or overinvestment, causing financial strain and underutilised assets.

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented in Table 4.3. 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 plant and equipment.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of 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 PEAMP 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.

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Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	6971 (2021) Census	The NSW DPE has predicted a decrease of 21.6% over the next 20 years to 4,680 in 2041	No impact from a decrease expected in the short term	Monitor trends and developments
Population	Uralla is in the centre of the New England Renewable Energy Zone (not considered in the 2021 census projection)	Short to medium term increases through renewable plant construction and operation	Increased usage and demand on services	Strategic workplans to ensure plant capacity, repair and maintenance priorities for rapid response to infrastructure short term solutions
Demographic	Median age, 47. 23.2% > 65yrs (1386)	Median age to increase, with 36.3% > 65yrs (1699)	Increased demand on aged care and community services	Future plan within strategic documents which prioritise equipment reliability to support increased accessibility, safety and service demand
Climate Change	Experiencing increased level of extreme weather events	Continue to experience increased severity and frequencies	Increased usage and demand on services	Plan to boost preventative maintenance and harden critical equipment to ensure rapid response capabilities to infrastructure stresses
Technology and/or Obsolescence	Plant and equipment has increasingly become more technologically advanced.	Advancement to continue with staff needing to upgrade their skills and knowledge more frequently	Service levels may decline as equipment becomes incompatible	Identify renewal/disposal needs and any associated operations required from increased standards, identify training and include all costs in planned budgets

4.4 Asset Programs to meet Demand

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

New assets and upgrade of existing assets are identified from various sources such as staff, proposals identified by strategic plans or reports, analysis of external charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.

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 long-term financial plan (Refer to Section 5).

As noted, it is still unclear the full impact on plant and equipment 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 for unknown plant and equipment 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]

At a minimum, we focus on managing our existing assets in light of potential climate change impacts in our region. To address this, we take all necessary steps to maintain our plant and equipment at optimal levels, ensuring they are capable of withstanding the challenging conditions and situations that may arise from climate change events. Risk and opportunities for Plant and Equipment 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	Operational restrictions in extreme heat and higher downtime risk	Less availability, increased downtime, reduced productivity, higher risk of heat related failure	Upgrade cooling systems, schedule heat-aware operations, enhance preventative maintenance, use resistant components
Extreme weather events	Downtime from scheduled projects due to weather and recovery	Delayed repairs, slower response times, higher strain on limited equipment	Strengthen emergency plans, ensure critical plant operations, pre position plant and organise staff
Flooding, Water ingress, corrosion	More reactive maintenance and downtime	Reduced usage of vulnerable assets, increased protective treatments, shortened lifespans	Improve drainage, leave machinery on higher ground, utilise climate tolerant materials, increase inspections
Extreme temperature variability	More scheduled maintenance and increased parts replacement	Unexpected breakdowns and reduced equipment integrity	Seasonal maintenance programs, use tolerant materials
Climate driven Infrastructure stress	Increased reliance on plant for urgent repair and recovery work	Equipment strain – both physical and capacity, reduced ability to meet LoS	Plan capacity surge protection, flexible fleet solutions – hire, create prioritisation models

Additionally, the way in which we construct and renew infrastructure assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience into these other asset classes can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained with less reliance on plant and equipment support; and
- Assets that can endure may potentially lower lifecycle costs and reduce carbon footprints.

Table 4.5.2 summarises some asset climate change resilience opportunities.

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

Table 4.5.2 Plant and Equipment Asset Resilience to Climate Change

Asset Description	Climate Change Impact	Build Resilience in New Works/Management Practice
Civil Assets	Storm and/or Flood Damage	Superior drainage design and materials reducing regularity of failure, therefore reducing reliance on plant
Plant and Equipment	Reliability and capability to perform when required	Keep plant fit for purpose, incorporate resistant measures – cooling systems, fluids etc.. increase service intervals and inspections
Road Plant	Overheating in extreme weather, reduced usage times	Scheduled heat-friendly works programs, predictive maintenance schedules, enhance storage structures
Vehicles	Increased wear from poor conditions, reduced component life, increased fuel use	Monitor telematics, increase service intervals and inspection, use resilient materials/components
Bridges and Culverts	Increased flood frequency response	Maintain plant capability with quick response times, pre plan against event forecasts
Vegetation	Rapid growth and obstruction	Enhance control plans and maintenance programs
Stormwater and drainage	Higher debris loads after intense storms, more frequent blockages	Enhance prone area maintenance
Electrical/Communications	Heat related failure, reduced life, water ingress	Regular inspections, ensure back up capability, surge protection and resistant materials, ensure shelter adequacy and upgrade with resistant materials

The impact of climate change on assets is a new and complex discussion and further opportunities incorporating risk factors will be developed in future revisions of this PEAMP. 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 levels of service (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., adding a permanent fork/bucket attachment to a tractor) or a new service that did not exist previously (e.g. a new water cart that did not exist).
  - **Renewal** – the activities that replace or restore assets to the standard it had originally provided (e.g., plant like for like replacement, plant component replacement).
- **Operating**
  - **Operations** - the routine activities that keep services accessible and effective, balancing efficiency with user expectations (e.g. fuel, insurance, staffing and overheads, administration, licensing 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., inspections, materials, repairs and servicing).
  - **Disposal** – the decommissioning, removing, or repurposing of assets that are no longer cost-effective, safe, or necessary (e.g. obsolescent plant, excess plant, non-compliant plant 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 PEAMP are shown in Table 5.1.1.

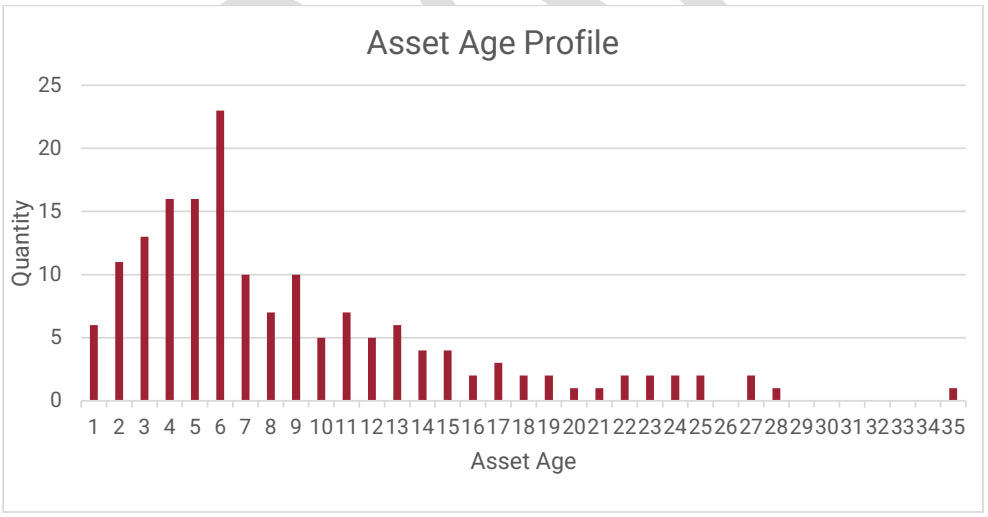
All figures are in current dollars.

Table 5.1.1: Assets covered by this Plan

Asset Category	Number of Assets	Current Replacement Value
Heavy Plant	19	$4,928,083
Heavy Trucks	9	$2,631,494
Light Trucks	8	$699,786
Small Plant	76	$90,125
Light Plant	25	$1,294,823
Transport Utilities	15	$508,968
Passenger Vehicles	16	$784,097
TOTAL	**168**	**$10,937,376**

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

Figure 5.1.1: Asset Age Profile



5.1.1: Asset Age Profile

This asset age profile is considered highly reliable, as it is derived from the 10-year Projected Plant Replacement Program. This program is informed by detailed purchasing and service history maintained by the Fleet Stores and Workshop Manager, and it currently serves as the authoritative source for Plant and Equipment asset ages. As outlined in the improvement plan in Section 8, an audit of the asset register is required to align recorded acquisition data with actual asset information, thereby strengthening the accuracy of future forecasts and profiles.

Peak renewal remains a potential risk when multiple assets are scheduled for replacement within the same period. To address this, renewal peaks influencing any planning period are modelled by strategically bringing forward or deferring certain elements to smooth the impact without materially affecting overall asset class performance. This forecast incorporates several such delays, particularly in the early years of the plan, where surplus operational funds have been reallocated to other cost centres, away from plant renewal. Based on officers' professional judgment and experience in similar scenarios, these adjustments are not expected to compromise service capacity, reliability, or performance.

As noted, an analysis of overall asset age compared with useful life will be completed once the asset information has been audited and aligned with the asset register, in accordance with the improvement plan in Section 8.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design and usage standards. At present, there is insufficient resources to address all known deficiencies. The developed capital renewal plan formed from this PEAMP addresses some but not all the known deficiencies listed below. All deficiencies are incorporated in the aspirational forecast predictions. 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/Requirement
Road Maintenance	Padsfoot roller Vegetation control - Outreach slasher
Construction and Maintenance	Payload Inefficiency – tipper dog trailers Operational enhancement reducing hire costs – bobcat, small excavator, small wheeled loader, Jetter/Vacuum truck, workshop truck
Renewal backlog (prolonged)	Crib room, low loader trailer, tar truck, workshop compressor
Extra equipment from new environmental responsibilities	Spray Drone, Side x Side, Trailer

The above service deficiencies were identified from staff.

5.1.3 Asset condition

Condition is currently monitored through the plant pre-start system, service and repair logs, officer judgement and through general user feedback. As the useful life of Plant and Equipment assets, on a whole, is very short (ranging 4-15 years), condition rating weighting is less significant than other asset classes with long lives. Hence the lack of recorded traditional condition rating against plant in the asset register.

An assets quality may differ from its condition rating. Condition is a measure of an assets physical condition relative to its condition when first obtained. An asset may be poor in quality yet have a condition which is described as good. This is often relevant for plant and equipment, as the designated useful life is typically set based on the intervention level determined by the risk appetite for increased maintenance costs and potential breakdowns. In practice, plant and equipment can often continue to perform effectively well beyond their assigned useful life.

Part of the Improvement Plan in Section 8 of this PEAMP notes the future revision of the actual age of assets reflected in the asset register verse remaining useful life. Which over the short life span of Plant and Equipment assets will give a high confidence level on condition.

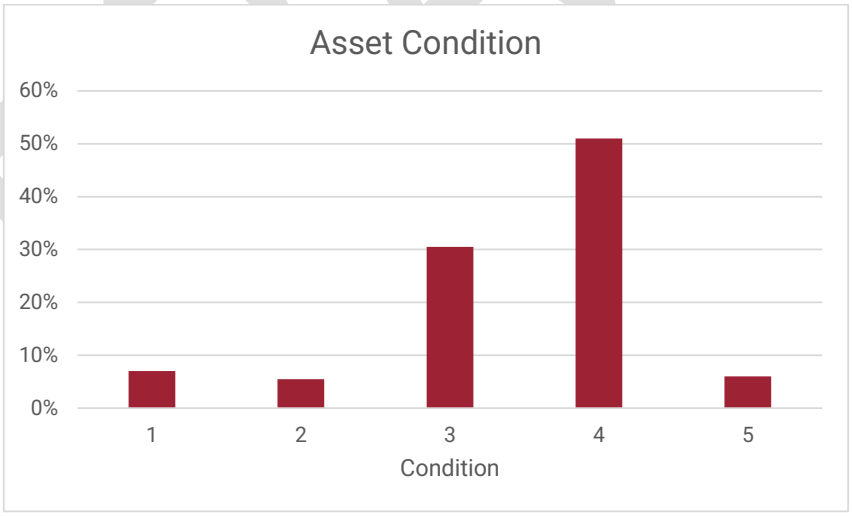
Traditionally, infrastructure assets condition is measured using a 1 – 5 grading system[4] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the PEAMP 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, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

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

Figure 5.1.3: Asset Condition Profile



The overall condition of Council's plant and equipment assets ranges from fair to poor. However, this assessment is influenced by the fact that 51.5% of assets have exceeded their recorded useful life but remain operational without affecting service delivery. Notably, 72% of these assets consist of small plant, which has minimal operational impact. The data is highly reliable, as it is based on the actual age of assets, verse condition, recorded in the Manager Fleet, Stores, and Workshop's 10-year Plant Replacement Projection compared to their expected useful life.

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

5.2 Operations and Maintenance Plan

Council operates and maintains its assets to provide the defined LoS within approved budgets and in the most cost-efficient manner.
Operation and maintenance activities include:

- Scheduling operational activities to deliver the defined LoS in the most efficient manner.
- Undertaking proactive maintenance in accordance with regulatory requirements and original equipment manufacturer standards to reduce unplanned (reactive) maintenance costs and improve maintenance outcomes.
- Identifying and implementing a more sophisticated Maintenance Management System (MMS), as outlined in the PEAMP Improvement Plan in Section 8.
- Maintaining a current infrastructure risk register for assets, documenting service risks associated with delivering services from infrastructure assets, and reporting 'Very High' and 'High' residual risks after treatment to management and Council through the Audit, Risk & Improvement Committee.
- Evaluating asset utilisation to identify underutilised assets for improvement or disposal, and overutilised assets where demand-management solutions may be required.
- Developing and maintaining a current hierarchy of critical assets and associated operations and maintenance activities within an MMS.
- Developing and regularly reviewing appropriate emergency response capability.
- Reviewing the management of operations and maintenance activities to ensure Council achieves best value for the resources used.

Operations include regular activities required to provide services. Typical examples include administration, cleaning, fuel, insurance, licensing, staffing, and monitoring.

Maintenance includes all actions necessary to keep an asset as close as practicable to its required service condition. This includes regular day-to-day activities necessary to keep assets functioning. Typical examples include daily inspections, scheduled servicing, repairs, and scheduled component replacement.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget $
FY2023-24	$508,980
FY2024-25	$543,132
FY2025-26	$564,857

The recommended maintenance budget level is considered adequate to meet the recommended service levels. Known budget deficiency identified in this version of the PEAMP lies within renewal activity in the short term. 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 PEAMP 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 plant and equipment assets.

Assessment and priority of unplanned (reactive) maintenance is undertaken by staff using experience and professional 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 is Table 5.2.2.

Table 5.2.2: 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 manufacturer standards

The asset service hierarchy has not yet been completed, other than identifying Critical Assets per plant class in this version of the PEAMP, Section 5.3. 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 recommended operations and maintenance recommended planned budget, where no increase or decrease in asset stock is predicted.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

The Operations and Maintenance forecast is expected to remain largely unchanged. Forecasting indexed budgets is not the purpose of an AMP, this takes place within Councils LTFP. AMP forecasts are reviewed and

updated annually to account for factors such as inflation and to guide planning for the next period. Operational costs are generally fixed, while maintenance costs can vary depending on available funding and asset condition.

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. There are no known deferred maintenance issues with Councils Plant and Equipment stocks.

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 an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting 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 PEAMP 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. Useful lives were scrutinised and adopted as part of this PEAMP, version 5, review.

Table 5.3: Useful Lives and Criticality of Assets

Asset (Sub)Category	Criticality	Useful life
Grader	2	10
Excavator	3	10
Roller	2	6-10
Compactor	3	15
Backhoe	3	8
Tractor	3	12
Water Cart	3	10
Specialised Heavy Truck	3	8-15
Heavy Truck	2	8-10
Light Truck	3	8-10
Implement	3	10-15
Trailers	3	10-15
Transport Utilities	3	4-6
Passenger Vehicles	3	5-7
Small/Light Plant	3	5-10

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing asset to deliver the service it was intended to facilitate (e.g. replacing a truck with a similar truck), or
- To ensure the asset is of sufficient quality to meet it's service requirements (e.g. reconditioning a truck).[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 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.

Table 5.3.1: Renewal Priority Ranking Criteria

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

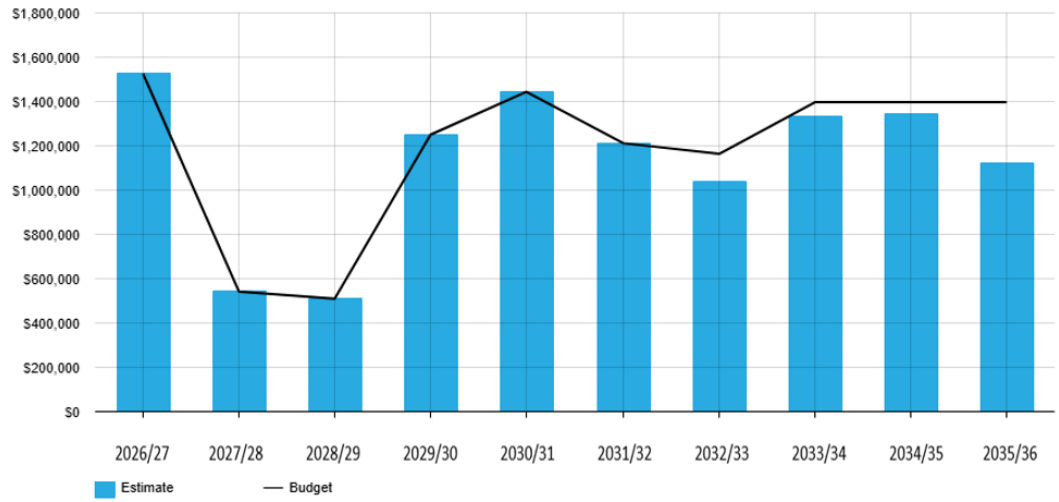
5.4 Summary of future renewal costs

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 first year of the recommended forecast renewal costs is shown in Appendix D.

While a total 10-year forecast is provided for strategic planning purposes, only the first year is presented in detail as the assets involved have short service lives and are subject to frequent operational changes. As a result, renewal requirements are continually evolving, making longer-term year-by-year forecasts unreliable and more appropriately reassessed on an annual basis.

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

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The recommended 10-year forecast renewal budget is sufficient to meet the adjusted renewal needs identified through the risk-informed replacement program that shaped the LTFP. The projected renewal expenditure is based on asset useful lives and incorporates cost, risk and compliance analysis drawn from the risk register, supported by professional judgement from officers. Budget projections have been developed using the current operational surplus forecast (which includes depreciation) and the expected proceeds from the sale of assets scheduled for renewal.

Historically, renewal priorities across this asset class have been re-evaluated to align with an inferior and constrained budget environment, particularly during the development of the current LTFP and the incorporation of assumed financial reform through the SRV process. As a result, surpluses ordinarily generated through Plant and Equipment operations for capital renewal had to be diverted to other cost centres – evident in the second and third year of the forecast (figure 5.4.1). This required adjustments to renewal priorities, contributing to an accumulating renewal backlog and increasing long-term liability. This approach is neither sustainable nor consistent with best practice.

Deferred renewal—where assets identified for renewal are not included in capital works programs—should be assessed through the risk analysis process, and where warranted, entered in the risk register and associated management plans. Throughout the renewal adjustment process, some assets have been deferred but not removed from the schedule. Continued deferment of capital works increases long-term liability and creates intergenerational inequity.

Going forward, if the tailored renewal budget does not meet the forecast cost projections for any asset class, an immediate analysis will be undertaken and the implications will be documented in the annual AMP review. This will provide decision-makers with the necessary insight prior to the annual budget-setting cycle, supporting informed discussions on financial sustainability, LoS, and potential revenue strategies. This is a key action within the Improvement Plan (Section 8).

Under the current recommended forecast and assumed reform settings, the existing plant and equipment renewal backlog is expected to be resolved during the early years of the next planning period.

5.5 Acquisition Plan

Acquisitions are new assets that did not previously exist or outcomes which will upgrade or improve an existing asset beyond its existing capacity (eg., addition of a chemical spray unit to a truck). They may result from growth, demand, efficiency 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 analysis, 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 and lifecycle cost 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%
Efficiency	20%
Environmental	20%
Total	**100%**

Summary of future asset acquisition costs

There is no forecast for the acquisition of new assets in this planning period. As such, no additional capital commitments are planned, and Council's focus remains on the ongoing operations, maintenance, and renewal of existing assets. While no new acquisitions are proposed, it remains important to consider the long-term implications of current assets, including future maintenance, renewal, and depreciation costs, to ensure the sustainability of Council's asset portfolio. Any future asset acquisitions will be subject to funding availability, service level considerations, and potential impacts on the LTFP.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. There are no planned asset disposals for Plant and Equipment within the 10-year forecast of this PEAMP. However, Council will continue to monitor the condition, utilisation, and operational efficiency of all plant and equipment to identify any assets that may become suitable for disposal in the future. Any future disposal decisions will consider service requirements, financial implications, and compliance with regulatory and safety obligations to ensure the ongoing sustainability of the plant and equipment portfolio.

5.7 Summary of asset forecast costs.

The financial projections for 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.

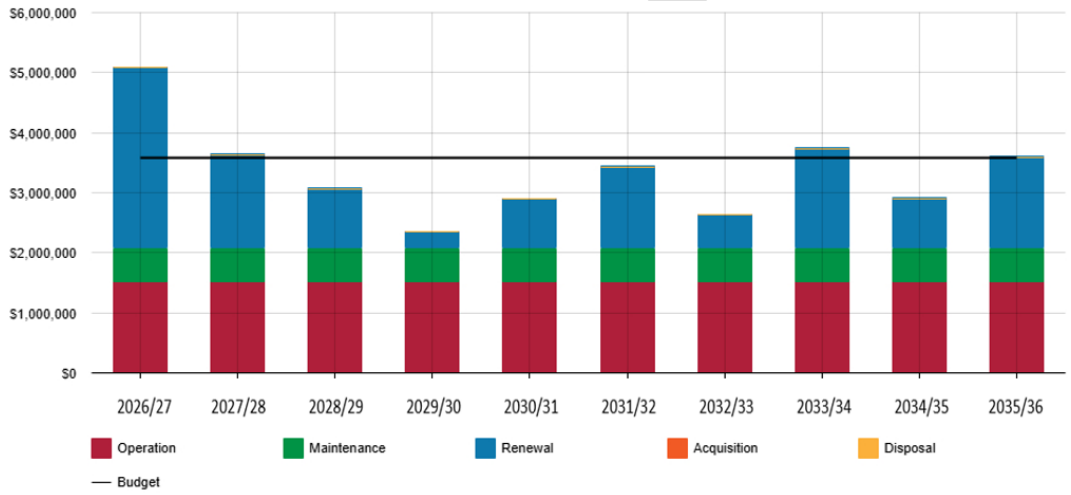
The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving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

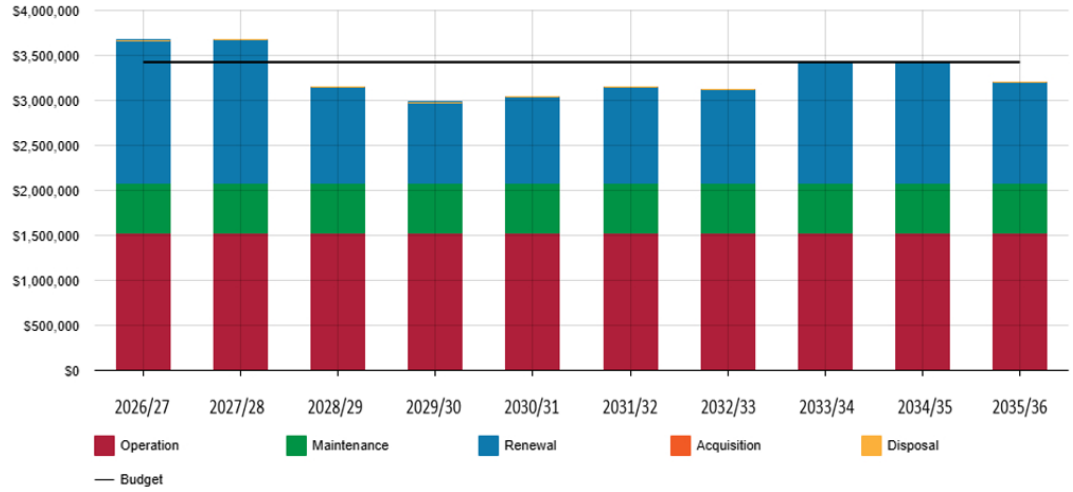
The spike in renewal costs shown in the first year (the blue bar) reflects a backlog of assets flagged for renewal purely because they have reached the end of their expected design life, according to age-based data in the asset register.

This underscores the need to refine our data by incorporating actual condition assessments, rather than relying solely on unaudited age-based estimates currently held in the register. 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 performs regular condition assessments under its service and repair program, allowing analysis of useful life to more accurately reflect actual renewal costs and timing required to maintain existing LoS. 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



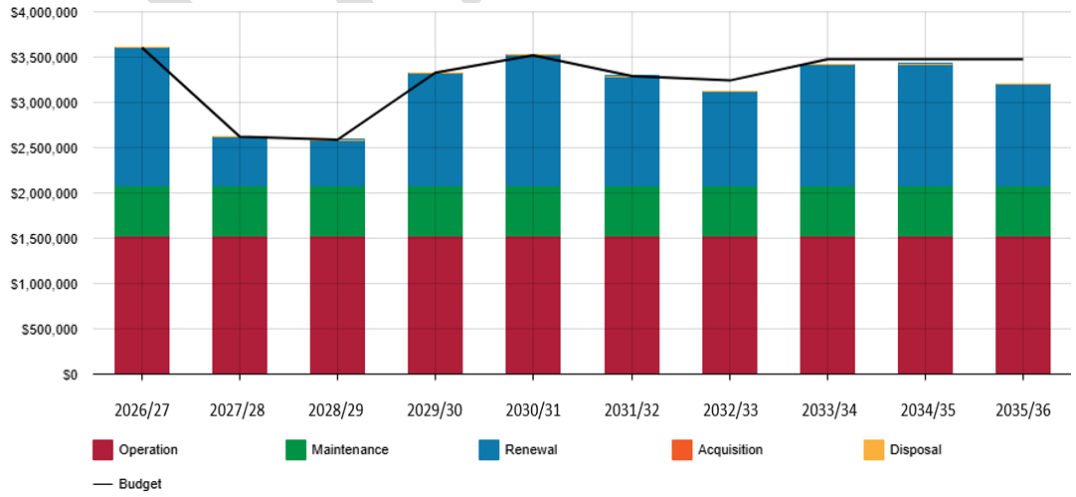
The resulting lifecycle budget average is *sufficient* to meet the modelled lifecycle cost requirements, resulting in an average annual funding surplus of $14,078. At these funding levels, with further refinement of the renewal plan to address the first two (2) years shortfall, this asset class remains sustainable.

However, due to the financial constraints applied to Plant and Equipment within the LTFP, the historical budget cannot be used as a baseline. Instead, the following scenario presents the budget aligned with the financial reform solution.

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.

Figure 5.7.3: Lifecycle Summary – Modelled Forecasts with SRV



This scenario represents the recommended forecast lifecycle budget for this plan. The budget average is sufficient to meet the modelled lifecycle cost requirements, resulting in an average annual funding surplus of $5,078 per year. At these funding levels, this asset class remains functional over the entire forecast and has the capacity to reduce renewal backlog from 2032/33. This forecast also allows for other cost centres within Councils General Fund to remain functional in the short term.

To achieve this outcome, the capital forecast required additional modelling to align with the current constraints of the LTFP. While this level of manual adjustment is generally considered poor practice in long-term financial and asset planning, it reflects the short-term affordability settings imposed through the current financial environment. These adjustments were therefore necessary to produce a forecast that remains financially compliant and operationally achievable in the short term.

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 to ensure they support operational needs and deliver desired outcomes, including improvements to safety and efficiency. This scenario also includes a contingency allowance and incorporates the planned acquisitions outlined in Section 5.1.2, totalling $2,450,000 over the 10-year planning period.

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 against fair value, this scenario presents an increase of 15%, allowing for complete pro-active and increased service life activity schedules, marking a shift from reactive to proactive management.

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 provides for the removal of any future surplus plant and is calculated as a nominal percentage of the renewal program.

Graphically comparing the current LTFP to the aspirational performance level is not meaningful. 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.

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Asset Forecast Costs Conclusion

While the base and modelled scenarios indicate an overall surplus across the planning period, they do not provide a reliable foundation for long-term planning due to short-term deficits that emerge within individual scenarios. The aspirational performance scenario instead acts as a long-term benchmark to guide strategic investment in plant and equipment.

Council's operations and maintenance budgets currently align with historical practice and remain largely reactive. This approach is presently acceptable and falls within Council's current risk appetite. The primary funding gap exists in asset renewal, compounded by the absence of capacity for new acquisitions. Historically, Council has managed these pressures by re-prioritising renewal and adjusting budgets accordingly.

If future forecast costs continue to exceed available funding, a detailed gap analysis will be completed and reported as part of the annual AMP review, informing both the LTFP and annual budget process. The recommended forecast assumes that the major financial reform (SRV) proceeds, improving Council's overall financial position.

The Improvement Plan (Section 8) outlines actions to enhance future cost estimates, supported by ongoing condition assessments and financial reviews, ensuring that forecasts remain accurate, evidence-based, and aligned with Council's operational realities and evolving priorities.

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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 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.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Road Construction/Maintenance Equipment	Mechanical Failure, Non-compliance, Out-of-service.	Service disruption. High plant hire cost. Workflow disruption. Reputation
Emergency Response Equipment	Failure in emergency event	Immediate service disruption, high community impact, significant reputational harm
Water and Wastewater Mobile Plant	Mechanical Failure, Non-compliance, Out-of-service.	High Plant Hire/Contractor Costs, longer service and workflow disruptions. Increased risk for environmental harm. Complaints & Reputation.

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

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 community against unacceptable risks.

[7] ISO 31000:2009, p 2
[8] 'Risk Register' – UINT/23/10144

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

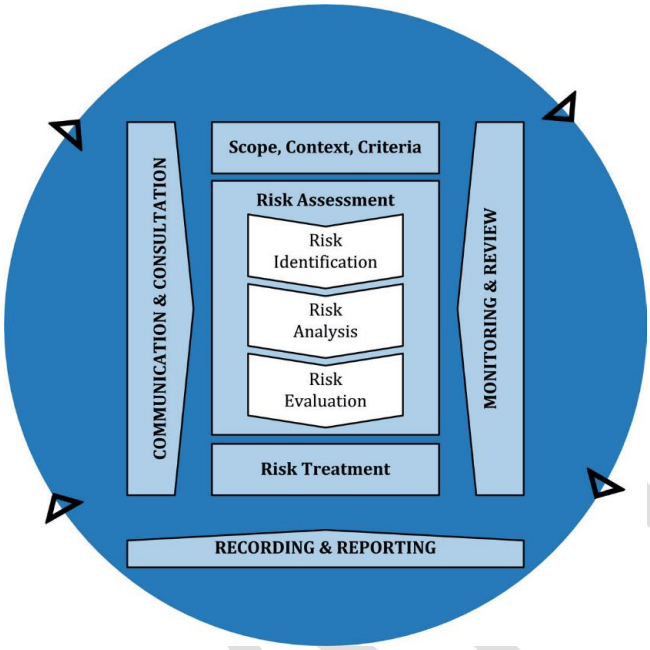


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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.

Infrastructure Plant and Equipment 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

[9] 'Risk Register' – UINT/23/10144

Risk Category	Risk Description	Risk Rating	Risk Treatment Plan	Residual Risk *	Treatment Costs
Safety	Operator injury from equipment failure	High	Review maintenance plans, operator training with refreshers, safety audits	Medium	Nil cost. Schedule refreshers & analysis for down periods (wet days)
Safety	Public injury from equipment failure	High	Increase public awareness/seperation, enforce exclusion zones from Traffic Management Plans	Medium	Nil cost. Schedule crew awareness in pre-planning and daily toolbox meetings
Safety	Inadequate operator training, unsafe operation	High	Competency and licensing checks, staff induction & refreshers	Medium	Included in recommended budget
Asset Condition	Ageing plant frequent breakdowns	Medium	Increase preventative maintenance schedules & frequency, increase condition monitoring, use telematics data	Low	Complete coverage in aspirational budget
Asset Condition	Critical plant exceeding optimum life cycle	High	Prioritise high-risk replacement, align renewal budget with optimum AMP forecast	Medium	Complete coverage in aspirational budget
Financial	Rising maintenance costs	High	Implement predictive maintenance, align budgets with AMP forecasts	Low	Complete coverage in aspirational budget
Financial	Underfunded renewal programs causing backlog	High	Increase renewal budget, AMP & LTFP alignment, cost benefit analysis	Medium	Complete coverage in aspirational budget
Compliance	Non-compliance with EPA, WorkSafe or TfNSW.	High	Schedule regular compliance checks, maintain records, review policies	Medium	Included in recommended budget
Compliance	Non-compliant emissions or noise	Medium	Schedule replacing older high-emission equipment, retrofit noise/emission controls	Low	Complete coverage in aspirational budget
Operational	Service disruption from unavailable plant	High	Operator cross-training, hire contingency plan	Low	Included in recommended budget

Operational	Insufficient availability during peak or emergency periods	High	Schedule preventative maintenance in off-peak periods, plan for surge capacity	Medium	Included in recommended budget
Environmental	Hydraulic or fuel leaks	High	Implement environmental management plan, regular component inspections	Medium	Included in recommended budget
Environmental	Improper disposal of oils, tyres, consumables	Medium	Audit disposal procedures, staff training and procedure checks	Low	Included in recommended budget
Procurement	Delays in obtaining materials	High	Maintain critical spare parts inventory, develop alternative suppliers	Medium	Included in recommended budget
Governance	Inaccurate or incomplete plant records	Medium	Digitise records, implement centralised asset management system	Low	Included in aspirational budget
Governance	Inadequate asset management planning	High	Regular review of AMP, align with strategic objectives	Medium	Included in recommended budget
Governance	Loss of knowledge, employee.	High	Cross functional training, succession planning	Medium	Asset Officer $86,632/yr
Governance	Regulatory changes	Medium	Monitor legislation, hold appropriate industry licenses & membership.	Low	Included in recommended budget
Security	Theft of equipment, fuel, tools	Medium	Strengthen security, implement asset tagging and tracking	Medium	Included in recommended budget (major plant)
Security	Vandalism to machinery	High	Improve yard lighting, storage and fencing, increase surveillance, community engagement	Medium	Complete coverage in aspirational budget

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.
If the residual risk rating is 'high' or 'catastrophic' the risk will be reported through risk registers to ARIC and the executive team.

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

Council Impact / Organisational Risk

The risks identified in this register, while primarily associated with the operation and condition of Council's civil plant fleet, have broader implications at an organisational level. These risks directly impact Council's ability to deliver core infrastructure and maintenance services, maintain financial sustainability, and meet its statutory and regulatory obligations. Safety-related risks expose Council to potential injury, liability, and reputational harm, while asset condition and operational risks influence service reliability and the timely delivery of capital works programs. Financial and procurement risks may place pressure on budgets and long-term planning assumptions, particularly where renewal funding is constrained. Compliance and environmental risks carry the potential for regulatory penalties and increased scrutiny, and governance-related risks affect the quality of decision-making and organisational resilience. Collectively, these risks highlight the critical role of effective plant management in supporting Council's service delivery, community expectations, and long-term strategic objectives.

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 services through the adequacy of the Plant and Equipment being used.

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 Measure	Current Resilience Approach
Essential Service Disruption	Cross operator functionality, wet and dry plant hire, high maintenance schedule	Low
Loss of operators	Labour Hire, Cross functional operators	Low
Severe Weather	Regularly check forecasts, adjustable workplans	Low

6.4 Service and Risk Trade-Offs

The decisions made in adopting this PEAMP 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
- Act on any need for new assets or increased workload
- Maintain current LoS in the short term.

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 road grading

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
- Equipment failure
- Reputation
- Loss or reduction of service

These actions are considered and remediation costs are identified, and where developed, identified in the 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 – targeted at 90-110% (proposed renewal budget for the next 10 years / proposed renewal outlays for the next 10 years shown in the PEAMP), and
- Lifecycle Funding Ratio – targeted at 90-110% (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the PEAMP).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[10] 104.48%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 104.48% of the funds required for the renewal of assets.

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

Lifecycle Funding Ratio – 10-year financial planning period – Medium Term

This PEAMP identifies the forecast operations, maintenance and renewal costs required to provide an agreed, and affordable level of service 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 $3,211,064 on average per year.

The proposed operations, maintenance and renewal funding is $3,261,847 on average per year giving a 10 year funding surplus of $50,783 per year. This indicates that 101.58% of the forecast costs needed to provide the services documented in this PEAMP 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 PEAMP and ideally over the 10 year life of the Long-Term Financial Plan.

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 long-term financial plan.

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 long-term financial plan.

[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 PEAMP 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 PEAMP 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 Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026/27	$0	$1,528,472	$549,834	$1,525,094	$0
2027/28	$0	$1,528,472	$549,834	$542,098	$0
2028/29	$0	$1,528,472	$549,834	$509,275	$0
2029/30	$0	$1,528,472	$549,834	$1,250,008	$0
2030/31	$0	$1,528,472	$549,834	$1,443,282	$0
2031/32	$0	$1,528,472	$549,834	$1,211,820	$0
2032/33	$0	$1,528,472	$549,834	$1,040,000	$0
2033/34	$0	$1,528,472	$549,834	$1,336,000	$0
2034/35	$0	$1,528,472	$549,834	$1,345,000	$0
2035/36	$0	$1,528,472	$549,834	$1,125,000	$0

7.2 Funding Strategy

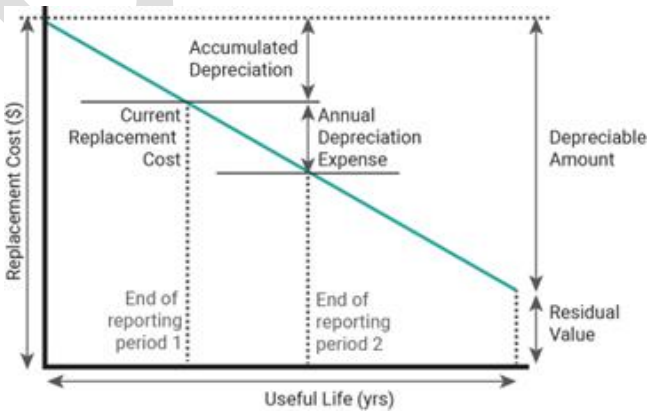
The proposed funding for assets is outlined in Councils budget and LTFP.

Councils' financial strategy determines how funding will be provided, whereas the PEAMP communicates how and when this will be spent, along with the service and risk consequences.

7.3 Valuation Forecasts

7.3.1 Asset valuations

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



The assets are valued at fair value of replacement cost as reported for 30 June 2025.

Replacement Cost (Gross)	$10,937,376
Depreciable Amount	$5,393,174
Current Replacement Cost11	$5,544,174
Annual Depreciation Expense	$824,000

7.3.2 Valuation Forecast

Asset values are forecast to increase as additional assets are added to service. General inflation and the producer price 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.

7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this PEAMP 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 long-term sustainability.*
- Current valuation of plant and equipment is at a high confidence level as the figure is produced from the current Plant and Equipment Replacement Projection. This document has all current assets acquisition date and cost, with useful lives recorded.
- Condition assessment data is at a high confidence level, being derived from asset actual age verse useful life.
- Obsolescence factors are unknown and no contingency is considered in the recommended forecast.
- Compliance, risk and fit for purpose analysis will be the driver for funding acquisitions that are not considered critical.
- There are no unplanned plant and equipment acquisitions in the 10-year forecast.
- There are no planned disposals in the 10-year plan.
- 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 2025.
- Data and modelling position is from October 2025.
- Acquisition and disposal costs are omitted from lifecycle ratio methodology calculations per IPWEA and IIMM requirements.

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

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this PEAMP 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 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 PEAMP is shown in Table 7.5.2.

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

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

Data	Confidence Assessment	Comment
Demand drivers	C – Medium	Requires executive input and review
Growth projections	B – High	State Government projections and staff professional judgement on localised parameters
Acquisition forecast	A – Very High	Based on LTFP constraints
Operation forecast	B – High	Based on historical figures with known deficiency
Maintenance forecast	B – High	Based on historical figures with known deficiency
Renewal forecast; - Asset values	B – High	Based on current indexed figures and informal quotes
- Asset useful lives	B – High	Based on historical levels and staff professional judgement
- Condition modelling	B – High	Based on visual inspections and staff professional judgement
Disposal forecast	C - Medium	Asset audit and future works programs will inform confidence levels

The estimated confidence level for and reliability of data used in this PEAMP is considered to be at a High Confidence Level.

Operation and Maintenance Data – Deficiencies

The operational and maintenance expenditure figures for this asset class are assessed as high confidence, supported by mature and consistently applied cost-capture processes. The data reliably reflects Council's actual expenditure and current service delivery practices.

Despite this, maintenance delivery remains largely reactive, with resources directed toward addressing immediate issues rather than implementing a fully planned or predictive maintenance regime. Accordingly, current expenditure reflects the level of service presently being delivered rather than the optimal intervention profile required for best-practice lifecycle outcomes.

For financial planning purposes, these figures have been adopted as the recommended 10-year scenario, representing a realistic and deliverable position within existing operational capacity. The aspirational forecast in Table 3.6 incorporates token percentage increases to signal the direction of improvement; however, the true preventative maintenance requirement has not yet been fully determined. This scenario is nonetheless an important step forward, providing a pathway for progressive enhancement of maintenance practices as Council's capability and planning systems continue to mature.

The actions identified within the Improvement Plan are intended to support this transition by strengthening maintenance planning, improving intervention timing, and further enhancing data quality. Over time, these improvements will enable Council to move from the recommended scenario toward a more robust and informed long-term position.

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8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This PEAMP 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, and receipting 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 PEAMP also utilises asset management data. The source of the data is through an asset register held in an external program, My Asset Guard. All asset information, modelling, manipulation, and reporting are undertaken within this platform. 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 Council recognise areas of its Asset Management Planning process that require future improvements to ensure effective asset management and informed decision making. This continuous improvement approach allows Council to adapt to changing conditions, optimise asset performance, and enhance service delivery over time. A well-structured AMP should not be static but evolve in response to new data, technological advancements, regulatory changes, and emerging risks. Identifying gaps or inefficiencies in the current asset management framework helps Council develop strategies to improve asset reliability, extend asset lifespans, and minimize lifecycle costs. As Council refines its planning processes, asset maturity evolves through different stages, from reactive management to a proactive, optimised, and predictive approach.

Council, by identifying areas for improvement within the AMP review processes, is gradually advancing its asset maturity level. This ensures that asset management remains effective, cost-efficient, and aligns with future infrastructure demands, ultimately leading to better service delivery and long-term sustainability.

The improvement plan generated from this PEAMP is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Asset audit between physical, register and report data. Including various individual registers.	Asset Manager	Councils Finance Consultant	2026/27
2	Review and finalise plant and equipment critical assets. Develop emergency response plans, budgets, resources and complete risk analysis to update registers and inform criticality to Enterprise Risk Matrix	Asset Manager	Governance, Supervisors, Department Heads	2026/27
3	Carry out inspections to verify correct condition of assets. Analyse and update asset useful lives.	Asset Manager	Manager Fleet Stores & Workshop Finance Consultant	Annually
4	Update TCO analysis. Review and determine operational hour targets for all plant. Perform analysis on own verse hire.	Asset Manager	Manager Fleet Store & Workshop Corporate Accountant	Annually
5	Review and adopt acceptable LoS in consultation with community, update any changes and measure progress annually	Asset Manager	Customer Service Team	Quadrennially in line with Council Delivery Program
6	Prioritise and plan asset renewals to meet agreed service levels and service support.	Asset Manager	Manager Fleet Stores & Workshop Manager Civil	Annually
7	Evaluate the implementation of an electronic maintenance management system, including funding requirements and the capacity of existing contractual arrangements to support its deployment	Asset Manager	Manager Fleet Store and Workshop	2025/26
8	Review and establish clear assumptions and approach for calculating depreciation and 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	2026/27
9	Review and update future life cycle costs to improve accuracy of estimated lifecycle costs	Asset Manager	Industry standards/ references. Manager Fleet Stores and Workshop	Quadrennially in line with Council Delivery Program
10	Complete the full suite of Asset Management Framework documents.	Asset Manager	Governance	2026/27
11	Investigate and develop sustainability and resilience actions	Asset Manager	Industry standards/ references, officers	2026/27
12	Review and action plans for Regulatory body framework cohesion	Asset Manager	Managers & Executive	2026/27

8.3 Monitoring and Review Procedures

This PEAMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of analysis decisions.

The PEAMP 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 PEAMP has a maximum life of 4 years and is due for complete revision in line with Councils Delivery Program and Council term.

8.4 Performance Measures

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

- The degree to which the required forecast costs identified in this PEAMP 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 PEAMP,
- 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%.

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9.0 REFERENCES

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- ISO, 2024, ISO 55000:2024, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Current 'Community Strategic Plan'
- Current 'Operational Plan'

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10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

Councils plant and equipment portfolio is not forecast to increase through any acquisition.
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

There are no acquisitions forecast for the planning period.

A.3 – Acquisition Forecast Summary

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2026/27	$0	$0	$0
2027/28	$0	$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

B.1 – Operation Forecast Assumptions and Source

The operational budget for Uralla Shire Councils plant and equipment is based on historical values. As there are currently no planned acquisitions or disposals, the forecast reflects a straight line projection.

B.2 – Operation Forecast Summary

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026/27	$1,528,472	$0	$1,528,472
2027/28	$1,528,472	$0	$1,528,472
2028/29	$1,528,472	$0	$1,528,472
2029/30	$1,528,472	$0	$1,528,472
2030/31	$1,528,472	$0	$1,528,472
2031/32	$1,528,472	$0	$1,528,472
2032/33	$1,528,472	$0	$1,528,472
2033/34	$1,528,472	$0	$1,528,472
2034/35	$1,528,472	$0	$1,528,472
2035/36	$1,528,472	$0	$1,528,472

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Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

The maintenance budget for Uralla Shire Councils plant and equipment is based on historical values. As there are currently no planned acquisitions or disposals, the forecast reflects a straight line projection.

C.2 – Maintenance Forecast Summary

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026/27	$549,834	$0	$549,834
2027/28	$549,834	$0	$549,834
2028/29	$549,834	$0	$549,834
2029/30	$549,834	$0	$549,834
2030/31	$549,834	$0	$549,834
2031/32	$549,834	$0	$549,834
2032/33	$549,834	$0	$549,834
2033/34	$549,834	$0	$549,834
2034/35	$549,834	$0	$549,834
2035/36	$549,834	$0	$549,834

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Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

Uralla Shire Councils renewal forecast has been based off the Asset Register and aligned with the up-to-date Plant and Equipment Ten (10) Year Replacement Projection. Risk analysis and renewal timing modelling have taken place and the forecast is in line with a constrained budget and Councils risk appetite.

D.2 – Renewal Project Summary FY2026/27

Centre	Item	Cost
TCT	Car - SUV	32,700
Bundarra Depot	Utility Dual Cab 4x4	55,000
Uralla Town Crew	Mitsubishi Fuso Crew Cab LT	130,000
Uralla Road Maintenance	Smooth Drum Roller - Ammann ASC150	240,000
Uralla Road Maintenance	Isuzu FVZ Water Cart	275,000
Bundarra Depot	Iseki SF 370 Mower	50,000
Bundarra	Backhoe/Loader	260,000
Uralla	Kubota ZD1211-60 - Mower Deck - Upgrade	5,000
Uralla Road Maintenance	Implement - Slasher	15,000
Bundarra Road Maintenance	Implement - Slasher	15,000
Workshop	Utility Single Cab 4x4	50,000
Uralla Town Crew	Utility Dual Cab 4x4	55,000
Chambers	Pool Car	40,000
Chambers	Pool Car	40,000
Chambers	Pool Car	40,000
TCS	Car - SUV	40,000
Uralla & Bundarra	Sundry Small Plant	30,000
Uralla Depot	Emulsion Tank Plumbing	20,000
	Total	**1,392,700**

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D.3 – Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2026/27	$1,525,094	$1,525,094
2027/28	$542,098	$542,098
2028/29	$509,275	$509,275
2029/30	$1,250,008	$1,250,008
2030/31	$1,443,282	$1,443,282
2031/32	$1,211,820	$1,211,820
2032/33	$1,040,000	$1,163,372
2033/34	$1,336,000	$1,396,820
2034/35	$1,345,000	$1,396,820
2035/36	$1,125,000	1,396,820

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Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

Uralla Shire Council has no projected disposals for plant and equipment in the 10-year forecast.
Per the improvement plan, future analysis may result in updates to disposals.

E.2 – Disposal Forecast Summary

Uralla Shire Council has no proposed plant and equipment disposals for the planning period.

Table E3 – Disposal Activity Summary

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

Uralla Shire Council's projected lifecycle activity costs are outlined in Table F1.

LoS is expected to remain unchanged, supported by consistent funding across the planning period. There are no projected shortfalls in any year, with the first six years of the budget deliberately structured to address shortfalls in other cost centres. Future annual revisions will continue to refine these allocations as asset maturity improves through ongoing continuous improvement planning.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026/27	$0	$1,528,472	$549,834	$1,525,094	$0	$3,603,400
2027/28	$0	$1,528,472	$549,834	$542,098	$0	$2,620,404
2028/29	$0	$1,528,472	$549,834	$509,275	$0	$2,587,581
2029/30	$0	$1,528,472	$549,834	$1,250,008	$0	$3,328,314
2030/31	$0	$1,528,472	$549,834	$1,443,282	$0	$3,521,588
2031/32	$0	$1,528,472	$549,834	$1,211,820	$0	$3,290,126
2032/33	$0	$1,528,472	$549,834	$1,040,000	$0	$3,241,678
2033/34	$0	$1,528,472	$549,834	$1,336,000	$0	$3,475,126
2034/35	$0	$1,528,472	$549,834	$1,345,000	$0	$3,475,126
2035/36	$0	$1,528,472	$549,834	$1,125,000	$0	$3,475,126

As shown in Table F2, Uralla Shire Council's plant and equipment portfolio is sustainable, though with noted limitations. In alignment with the improvement plan in Section 8, ongoing analysis and decision-making are required for key asset cost factors, including renewal levels, depreciation, useful life, and LoS. This process will support the continuous development of asset maturity.

Table F2 – Financial Position by Lifecycle Activity

Year	Forecast	Budget	Cumulative Financial Position
2026/27	$3,603,400	3145087	$0
2027/28	$2,620,404	3112387	$0
2028/29	$2,587,581	2575387	$0
2029/30	$3,328,314	2364387	$0
2030/31	$3,521,588	3362885	$0
2031/32	$3,290,126	3354957	$0
2032/33	$3,241,678	3421073	$123,372
2033/34	$3,475,126	3326521	$184,192
2034/35	$3,475,126	3155618	$236,012
2035/36	$3,475,126	3421068	$507,832

ppendix G Recommended Forecast Snapshot Sumary

Plant and Equipment 2027-36 Recommended Scenario

2027 - 2036

Alternate Method

V: 1

DASHBOARD

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

10-year Asset Renewal Funding Ratio

104 %

10-year Lifecycle Financial Ratio

102 %

Long-term Lifecycle Financial Ratio

102 %

ALUATION SUMMARY

lacement Cost	$ 10,937,376
rent Replacement Cost	$ 5,544,174
ual Depreciation Expense	$ 824,000

LIFECYCLE SUMMARY

Annual Average first 10 years

Lifecycle Forecast	$ 3,211,064
Planned Budget	$ 3,261,847
Shortfall	$ 50,783

ACQUISITION

Annual Average first 10 years

Planned Budget	$ 0
Lifecycle Forecast	$ 0

OPERATION

Annual Average first 10 years

Planned Budget	$ 1,528,472
Lifecycle Forecast	$ 1,528,472

MAINTENANCE

Annual Average first 10 years

Planned Budget	$ 549,834
Lifecycle Forecast	$ 549,834

RENEWAL

Annual Average first 10 years

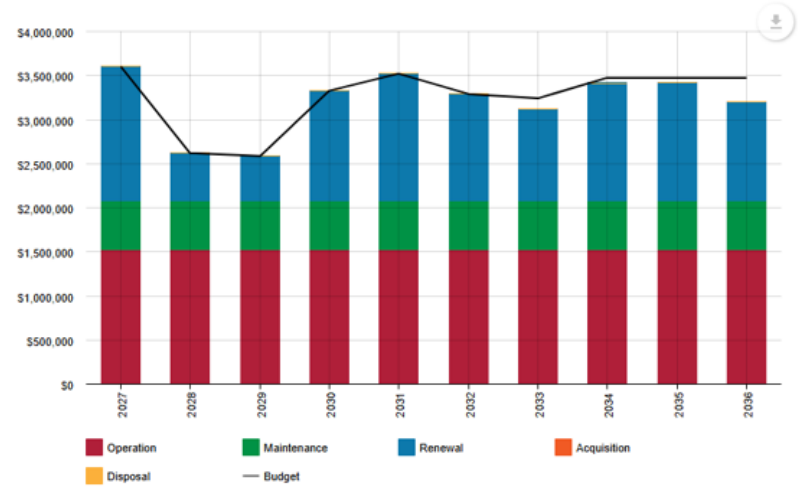
Planned Budget	$ 1,183,541
Lifecycle Forecast	$ 1,132,758

DISPOSAL

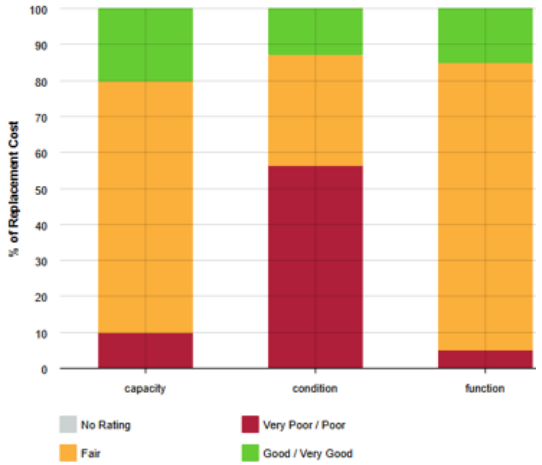
Annual Average first 10 years

Planned Budget	$ 0
Lifecycle Forecast	$ 0

Lifecycle Summary



State of the Assets



Major Projects and Capital Works - Infrastructure & Development
As at March 2026

Major Works Undertaken

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

Main Road Maintenance	

Sealed Roads Maintenance	
Urban Streets	Routine pothole patching continues in Uralla and Bundarra streets. Street sweeping to occur from 17 March.
Rural Sealed Roads	Routine pothole patching and slashing continues in rural areas. Care to be taken to not causing fires during dry periods.

Unsealed Roads Maintenance Grading	
Rural Unsealed Roads	General maintenance grading continues across all areas of the unsealed road network. Bundarra Grader completed Old Kingstown Rd, moved to Trida Rd. Moving onto Johnsons Rd. Water availability is a consideration.

Bridges	
Rural bridges	Ongoing maintenance works as required.

Signage	
Signage renewal	Maintenance and replacement works ongoing.

Stormwater	
Urban Stormwater Drainage Condition Report Project	Finalised. Identification of missing data and rectification ongoing.
SW pits	Duke St and Woods St stormwater pits upgraded.
Uralla Creek Catchment Project This Project is broken into 3 Phases: Phase 01: Uralla Creek Catchment Study Phase 02: Civil and SW Works Identified in Study Phase 03: Creek Rehabilitation Works Identified in Study	Final report complete. Procurement Package out to market. Due back 20 March 26.

Town and Parks	
Uralla	Maintenance of recreational facilities is ongoing to maintain open space grounds and park amenities. Replaced sporting facility items such as Basketball Hoops

Bundarra	Mowing parks and verges in Bundarra routinely undertaken including passive areas on the town approaches.
The Glen	Pathway Lighting project underway.

Cemeteries	
Cemetery maintenance	Mowing grass and maintaining cemetery grounds occurs regularly.

Water Mains	
Bridge St (Uralla CBD)	Works delayed due to staffing issues and contractor errors. Rectification works underway using alternate contractor. Footpaths to be poured afterwards.

MAJOR GRANT FUNDED PROJECTS – PROGRAM TARGETS AND STATUS				
Project	**Source of Funds**	**Budget**	**Target Date Completion**	**Status**
King / Maitland Street Roundabout	Local Roads Community Infrastructure Phase 4 A Extension to Dec 2025 approved	$390,000	31-Dec-25	Design Complete. Contractor availability becoming a major problem. Reviewing options to self-perform.
Rocky River Culvert Crossing	Local Roads Community Infrastructure Phase 4 B Extension to Dec 2025 approved	$243,847	31-Dec-25	Project removed from Works List by Funding body.
Gostwyck Road rehabilitation 1.5 to 4.0km (originally 2.5 to 4.0km) Project extended with previous underspent RERRF grant funds)	RERRP program 24/25	$934,400	1-April-2025	Works complete. Final tidy up and remediation works remaining.
Faulkner Street Drainage extension	Council Funding	$60,000	20-Dec-2024	Letters issued to residents. Subject to contractor availability. Works not let. Contractor availability becoming a major problem. Reviewing options to self-perform.
Gostwyck Rd: 8-10km	RERRF Funding 25/26 Project	$1M	COB May 2026	Commencing in 2026. Drainage culvert setout complete. Commence replacements in April 26.
Hill Street Drainage extension	Council Funding	$10,000	28-Feb-2025	Letters to be issued to residents. Subject to contractor availability. Works not Let. Contractor availability becoming a major problem. Reviewing options to self-perform.

Project	Source of Funds	Budget	Target Date Completion	Status
Marble Hill Rd Drainage Works	Council Funding	$30,000	TBC	Letters to be issued to residents. Subject to contractor availability. Works not Let. Contractor availability becoming a major problem. Reviewing options to self-perform.
Thunderbolts Way MR73, Two Mile Creek – Culvert Extension Works	Restart NSW Project 2724	$797,591	30-Jun-25	Works will commence after conclusion of Laura Creek Project.
Thunderbolts Way MR73, Scrubby Gully	Restart NSW Project 2724	$1,972,262	30-Jun-25	Works will commence after conclusion of Laura Creek Project.
Thunderbolts Way MR73, Laura Creek	Restart NSW Project 2724	$1,172,929	30-Jun-25	Drainage complete. Basecourse delivered. Stabilising and sealing works due for completion end of March.

URALLA SHIRE COUNCIL

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Plan of Management:

Bundarra Downs Reserve

(Crown Reserve 1013348)

January 2026

1.1.1 INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		**Resolution No.**	
Document Owner	Director Infrastructure and Development		
Document Development Officer	Manager Environment & Waste		
Review Timeframe	In the subsequent year following adoption; then every four years		
Last Review Date:	2026	**Next Scheduled Review Date**	2030

1.1.1.1 Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	2013	Approved by Uralla Shire Council.
2	May 2017	Document reviewed. Management Objectives updated.
3	September 2020	Update prepared by Manager Environment and Waste
3.1	August 2021	Update prepared by Manager of Development and Planning
3.2	July 2022	Document update for presentation to Council
3.3	March 2025	Documented updated Manager Environment and Waste
3.4	May 2025	Documented received approval to progress to public exhibition and Minister's consent to adopt
3.5	October 2025	Document received approval from Council to progress to public exhibition
3.6	January 2026	Document reviewed after receiving submissions from public exhibition

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (NSW)* *Local Government (General) Regulation 2021 (NSW)* *Crown Land Management Act 2016* *Environmental Planning and Assessment Act 1979* *Biodiversity Conservation Act 2016* *Biosecurity Act 2015* *Fisheries Management Act 1994* *Rural Fires Act 1997* *Water Management Act 2000* *Protection of the Environment Operations Act 1997* *Companion Animals Act 1998* *Environment Protection and Biodiversity Conservation Act 1999* *Disability Discrimination Act 1992* *Telecommunications Act 1996*
Related Policies, Procedures/Protocols, Statements, documents	Uralla Local Environmental Plan (LEP) Uralla Shire Council Open Space Strategy Bush Regeneration Strategy Plan of Management: Crown Reserve Parks Plan of Management: General Community Use Reserves (Rural Services) Plan of Management: Racecourse Lagoon Plan of Management: Gostwyck Road Reserve

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Note: Any reference to legislation will be updated in the policy as required. See website at http://www.legislation.nsw.gov.au for current Acts, Regulations and Environmental Planning Instruments.

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DRAFT

EXECUTIVE SUMMARY

Uralla Shire Council's plans of management provide direction as to the use and management of council-owned community land and council-managed Crown reserves classified as community land in the Uralla Shire local government area. These plans of management are a statutory requirement under Section 3.23 of the *Crown Land Management Act 2016* and Section 36 of the *Local Government Act 1993*.

This plan of management, adopted on XX XXXXX XXXX by Uralla Shire Council, addresses the management of Crown reserve 1013348, being the Bundarra Downs Reserve located at Bendemeer Street within the township of Bundarra. The plan of management outlines the way the land will be used and provides Council with a framework which enables decisions regarding the Bundarra Downs Reserve to be made in a consistent and equitable basis.

The Bundarra Downs Reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown land manager under the *Crown Land Management Act 2016*.

Uralla Shire Council acknowledges the Traditional Custodians of the land on which the reserve is situated. Council recognises their sacred connection to Country and pays respect to Elders past, present and emerging.



The Reserve provides habitat for the Regent honeyeater, listed as a critically endangered species under the NSW Threatened Species Act 1995.

1 INTRODUCTION

1.1 Purpose of this plan

The Crown Land Management Act 2016 commenced on 1 July 2018 which introduced legislation to govern how Crown land is used and managed for the benefit of the community in New South Wales**.**

Council manages Crown reserve land as if it were public land under the *Local Government Act 1993*. Therefore, all Crown reserve land designated as community land requires a plan of management under the *Local Government Act 1993*.

A plan of management is a statutory instrument which provides strategic planning and governance for the management and use of land.

The purpose of this plan of management is to:

- Contribute to Council's strategic goals and vision as set out in the Community Strategic Plan;
- Comply with the Local Government Act 1993 and the Crown Land Management Act 2016;
- Provide clarity in the future development, use, and management of the community land; and
- Provide Council with a framework in managing Crown reserves which enables consistent and equitable decision making and supports a unified approach to meeting the varied needs of the community.

Bundarra Downs Reserve, more commonly known as Bundarra Nature Park, is a Crown reserve and is classified as community land under the *Local Government Act 1993*. Council manages this reserve in order to improve the recreational, social, and ecological values of the site for the benefit of the community. This plan of management provides a management framework to assist Council to strategically allocate funds and direct resources toward improvement projects in line with the reserve's dedicated purpose.

1.2 Corporate objectives

This plan has been developed to align with Council's Integrated Planning and Reporting (IP&R) framework. The IP&R framework directs Council's works and services on behalf of the community and consists of three tiers:

- **Community Strategic Plan:** The Community Strategic Plan describes the community's vision and Council's mission for a period of ten or more years. The development of the Community Strategic Plan is led by the Mayor and Councillors and through engagement with the community to determine the community's priorities and aspirations for the future and to plan strategies to achieve them.
- **Delivery Program:** The Delivery Program is a four-year plan which translates the community's strategic goals into clear actions by outlining the Principal Activities that support the delivery of the Community Strategic Plan.
- **Operational Plan:** The Operational Plan is an annual plan containing detailed actions to achieve the community priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan is prepared each year and identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program. Actions may be adjusted at the end of the reporting cycle for their continued alignment with the Community Strategic Plan and Delivery Program.

Council's community land management is guided by this framework. Therefore, the management objectives of the Bundarra Downs Reserve detailed in this plan have been developed in accordance with the goals and strategies of the Community Strategic Plan, the principal activities described in the Delivery Program, and the annual actions contained in the Operational Plan.

The primary strategic objectives, strategies and activities associated with this plan of management are set out in the table 1 below.

CSP Strategic Objective	**CSP Strategy**	**Delivery Program Activity**
1. We have an accessible inclusive and sustainable community	1.2 A safe, active and healthy shire	(N/A)
2. We drive the economy to support prosperity	2.3 Communities that are well serviced with essential infrastructure	2.3.8 Maintain parks, gardens, recreation facilities and open spaces
3. We are good custodians of our environment	3.1 To preserve, protect and renew our beautiful natural environment	3.1.5 Manage Crown Lands under Council care and control
4. We are an independent shire and well-governed community	4.1 Informed and collaborative leadership in our community	(N/A)

***Table 1**: Linkage to the Integrated Planning and Reporting Framework*

1.3 Process of preparing this plan of management

The process undertaken by Council in preparing this plan of management is illustrated in Figure 1.

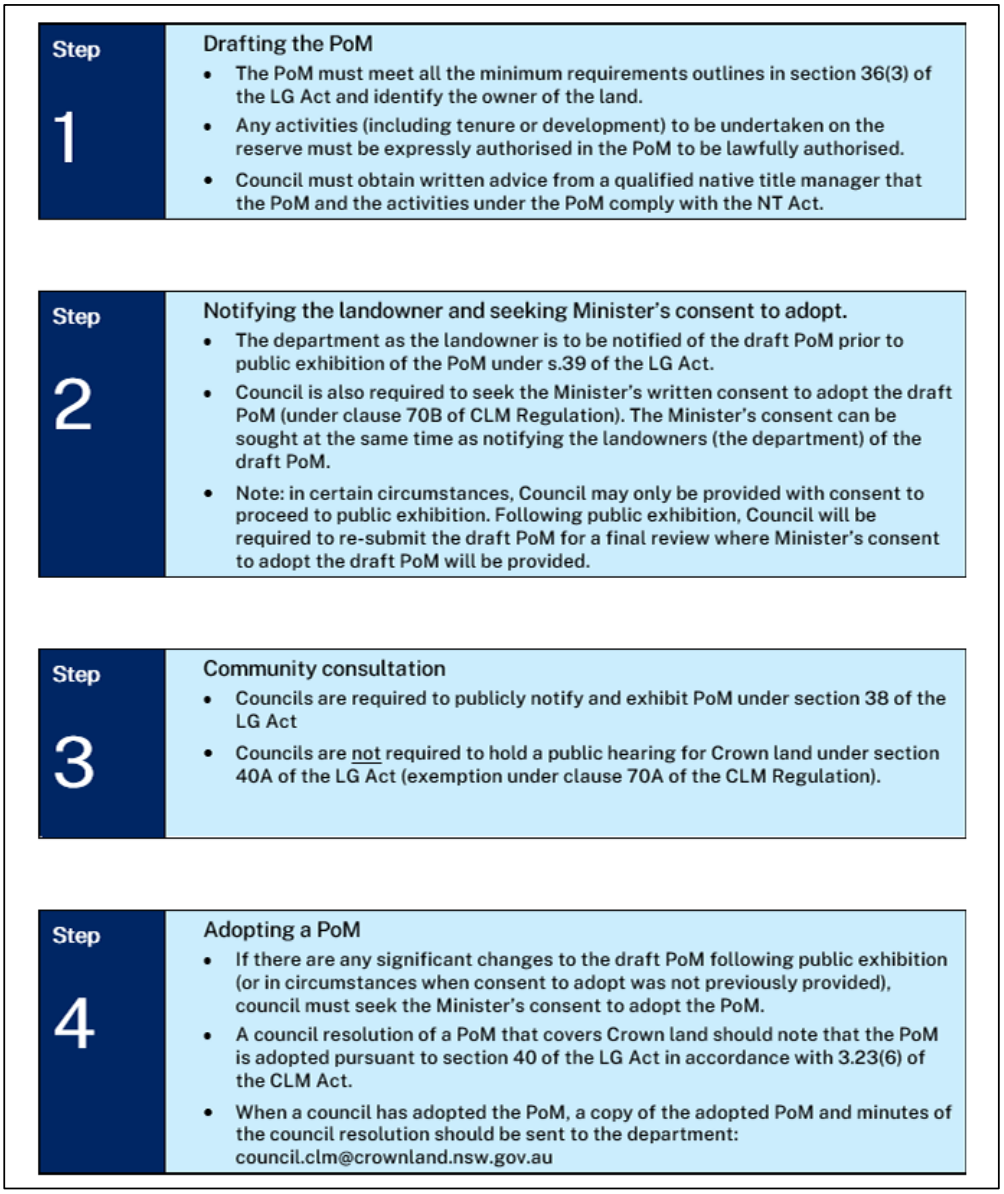


***Figure 1**: Process for preparing a plan of management (POM) for council-managed Crown reserves*

1.4 Review of this plan of management

This plan of management will require regular review to maintain alignment with community values and changing community needs and priorities.

Management of the reserve will be assessed against the performance measures listed in in section 5 of this plan. The performance measures will be reviewed following the first year of the commencement of the plan of management. Thereafter, a review of the plan of management will occur on a cycle consistent with Council's Integrated Planning and Reporting milestones. Each new phase of Council's Delivery Program will include a comprehensive review of the efficacy of all performance targets and their appropriateness in delivering the objectives within the plan of management.

The community will have an opportunity to participate in reviews of this plan of management. Prior to adoption by Council the plan of management will be placed on public exhibition and open to submissions by the community.

1.5 Community consultation in the development of this plan of management

As community land has been dedicated for the enjoyment of the public, regular engagement with and feedback from the community is an important tool in defining Council's reserve management priorities.

Council undertakes community engagement in accordance with its Community Engagement Policy and Community Engagement Strategy. These documents guide Council's engagement with the community so as to understand the community's desires and needs, and to use resulting information to plan and develop targeted services for the areas in which it operates.

The first version of this document was developed in 2011 in conjunction with the Bundarra community via a public meeting to gather information for community preferences regarding future reserve management. The meeting was attended by members of the community including local business owners and the Bundarra Public School. The notes from the meeting are attached to this plan at Appendix 1.

The meeting was followed by a public submission process that provided community input toward the development of the plan.

Following the commencement of the *Crown Land Management Act 2016* the Uralla Shire community was consulted with respect to the historic use and values of Council managed Crown reserves. Feedback from the community assisted Council's decision making process toward the appropriate framework for the future management of Council managed Crown reserves.

This plan of management was placed on public exhibition from 19/11/2025 to 17/12/2025, in accordance with the requirements of section 38 of the *Local Government Act 1993*. A total of 2 submissions were received. Council considered these submissions before adopting the plan of management.

In accordance with section 39 of the *Local Government Act 1993*, prior to being placed on public exhibition, the draft plan of management was referred to the Department of Planning, Industry and Environment – Crown Lands, as representative of the State of New South Wales, the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment – Crown Lands.

Council also sought community input for public land management as part of Council's development of its Open Space Strategy in 2018. Community consultation included public meetings to assist Council's development of its strategic reserve management framework.

1.6 History of this plan of management

Bundarra Downs Reserve (Reserve 1013348) was dedicated to the community on 27 April 2007 for the purpose of public recreation. Following community consultation in 2011, the NSW Department of Crown Lands provided the reserve with the additional purpose of environmental protection.

Uralla Shire Council was nominated manager of the Bundarra Downs Reserve Trust in 2007.

Council developed the first version of this plan of management in 2013 in consultation with the Bundarra community and the NSW Department of Crown Lands.

Following the commencement of the *Crown Land Management Act 2016* on 1 July 2018, Council became the Crown Land Manager of the reserve.

The first amendment to the plan was made following the introduction of the *Crown Land Management Act 2016*.

2 DESCRIPTION OF THE LAND

2.1 Location

Bundarra Downs Reserve, more commonly referred to as Bundarra Nature Park, lies within the township of Bundarra. The reserve is bordered by the Gwydir River to the east and Bendemeer Street (Thunderbolts Way) to the west as shown in Figure 2 below. A road reserve and car park border the reserve to the south and north respectively. To the east is the Bundarra Multipurpose Courts.



Figure 2: *Location of Bundarra Downs Reserve within the township of Bundarra*

2.2 Site description

The reserve comprises park and natural areas. Mown areas are established at and near the entrance, picnic table, and the walking track in order to provide easy access to the facilities. The walking track consists of a natural surface and is mown regularly.

The natural area of the reserve consists of remnant bushland derived from an endemic Box Gum Grassy Woodland community.

The reserve is ecologically connected with the Gwydir River corridor to the east. The combined bushland area of the reserve and riparian area provides a corridor for wildlife movement through Bundarra.

Bundarra Downs Reserve contains limited infrastructure which presently consists of:

- An installed wooden seat and picnic bench;
- Signage indicating plant species and general biodiversity related information; and
- A wire perimeter fence.

The Bundarra multi-purpose courts were constructed in 2021 and are located in the adjacent Lot 1/9/DP758181.

2.3 Owner of the land

The land is owned by the NSW State Government (Crown Lands). The reserve is managed by Uralla Shire Council as Crown land manager under the provisions of the *Crown Land Management Act 2016*.

The land parcels subject to this plan of management are not currently subject to any trust, estate, interest, dedication, condition, restriction or covenant.

2.4 Land to which this plan applies

The Bundarra Downs Reserve occupies Lot 701 and 702 in Deposited Plan 93180. The reserves covers a total area of approximately 2.6 hectares.

2.5 Condition of land

The land is in a relatively natural condition, consisting of remnant bushland derived from an endemic Box Gum Grassy Woodland community. The topography of the reserve is unmodified.

3 BASIS OF MANAGEMENT

3.1 Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land. Council may then apply more specific management objectives to community land, however these must be compatible with the core objectives for the land.

Community land is valued for its important role in the social, intellectual, cultural, and physical enrichment of residents, workers, and visitors to the Uralla Shire area.

3.2 Restrictions on management of Crown land

Council is the Crown land manager of the Crown reserves described in this plan of management in accordance with the legislation and conditions imposed by the Minister administering the *Crown Land Management Act 2016*. The use of the land described in this plan of management must:

- Be consistent with the purpose for which the land was dedicated or reserved;
- Consider native title rights and interests and be consistent with the provisions of the *Native Title Act 1993 (Cth);*
- Consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists;
- Consider and not be in conflict with any interests and rights granted under the *Crown Land Management Act 2016;* and
- Consider any interests held on title.

3.3 Community land categorisation

Under the *Local Government Act 1993*, councils must categorise all community land according to the purpose for which is was originally dedicated. In accordance with the original purpose, one or more categories can be applied to a single reserve.

The *Local Government Act 1993* defines five categories of community land:

Park – for areas primarily used for passive recreation.

Sportsground – for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.

General community use – for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.

Cultural significance – for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.

Natural area – for all areas that play an important role in the area's ecology. This category is further subdivided into bushland, escarpment, foreshore, watercourse and wetland categories.

Bundarra Downs Reserve was dedicated for the purpose of public recreation. In 2011, Crown Lands provided the reserve with the additional categorisations as part Park and part Natural Area – Bushland mainly for the preservation native plant and animal species.

Parks are defined in clause 104 of the *Local Government (General) Regulation 2021* as land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others.

Natural areas are defined in clause 102 of the *Local Government (General) Regulation 2021* as land whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore.

The land categorisation of Bundarra Downs Reserve is illustrated in Figure 4.



Figure 4: *Land categorisation and infrastructure at Bundarra Downs Reserve*

3.4 Relevant legislation, policies and procedures

3.4.1 Land classification and reclassification

The *Local Government Act 1993* requires that all land held by Council must be classified as either operational or community. Council managed community lands must also provide for the capacity for reclassification as operational.

Under the *Crown Land Management Act 2016*, reclassification of community land can be facilitated through the following process:

Ministerial consent to manage land as operational where a council manager can demonstrate that either the land:

Does not fall within any of the categories for community land under the *Local Government Act 1993*; or,

Could not continue to be used and dealt with as it currently can if it were required to be used and dealt with as community land.

A council must give at least 28 days public notice of the proposed resolution to allow for public submissions.

3.4.2 Plans of management

The *Crown Land Management Act 2016* requires council managers to adopt a plan of management for any Crown reserve for which it is the appointed Crown land manager and is classified as community land under the *Local Government Act 1993*.

While all plans of management must be developed in accordance with the public exhibition requirements of the *Local Government Act 1993*, if the draft first plan of management does not add, change or alter the initial assigned categories, the council manager will not be required to hold public hearings but must give public notice.

Under the *Local Government Act 1993*, if the draft first plan of management alters the categories assigned as provided by this section, the council manager must:

obtain the written consent of the Minister to adopt the plan if the re-categorisation would require an addition to the purposes for which the land is dedicated or reserved,

hold public hearings under section 40A of the *Local Government Act 1993*.

3.4.3 Express Authorisation of leases, licenses and other estates

Section 46 of the *Local Government Act 1993* provides Council with the authority to grant conditional leases, licenses or other estates for the use of community land with Express Authorisation associated with a plan of management.

A list of activities permitted under Express Authorisation is included in section 6.4.

The use or occupation of community land for these purposes is prescribed only if the use or occupation does not involve the erection of any building or structure of a permanent nature.

3.4.4 Legislative requirements for community consultation

Sections 38 and 40 of the *Local Government Act 1993* set out the requirements for public notice and public exhibition for all Council managed community land reserves. These requirements are summarised in Table 2 overleaf.

Section	Requirement
38. Public notice of draft plans of management	(1) A council must give public notice of a draft plan of management.
	(2) The period of public exhibition of the draft plan must be not less than 28 days.
	(3) The public notice must also specify a period of not less than 42 days after the date on which the draft plan is placed on public exhibition during which submissions may be made to the council.
	(4) The council must, in accordance with its notice, publicly exhibit the draft plan together with any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.
40. Adoption of plans of management	(1) The council must hold a public hearing in respect of a proposed plan of management (including a plan of management that amends another plan of management) if the proposed plan would have the effect of categorising, or altering the categorisation of, community land under section 36 (4).
	(2) However, a public hearing is not required if the proposed plan would merely have the effect of altering the categorisation of the land under section 36 (5).

***Table 2**: Statutory Guidelines for Public Notice and Public Exhibition*

3.4.5 Other relevant legislation and statutory controls

In addition to the *Local Government Act 1993* and the *Crown Land Management Act 2016*, the provisions of which this plan of management has been drafted, Council must also comply with other legislation relevant to the management of community lands, including but not limited to:

New South Wales:

- *Environmental Planning and Assessment Act 1979*
- *Biodiversity Conservation Act 2016*
- *Fisheries Management Act 1994*
- *Rural Fires Act 1997*
- *Water Management Act 2000*
- *Protection of the Environment Operations Act 1997*

Commonwealth:

- *Environment Protection and Biodiversity Conservation Act 1999*
- *Biosecurity Act 2015*
- *Disability Discrimination Act 1992*
- *Telecommunications Act 1996*

Furthermore, Council is guided by key plans and strategies which inform the management of public lands, including:

- Open Space Strategy (Draft) – The Uralla Shire Council Open Space Strategy provides a framework to assist Council's decision making in the future planning and development of Uralla Shire open spaces. The strategy acknowledges the importance in providing the community with high quality open space, whether purposed for active or passive recreation and/or improving and preserving biodiversity. This document is under development at the date of preparation of this plan of management.

- Bush Regeneration Strategy – The Uralla Shire Council Bush Regeneration Strategy employs the principles of ecological restoration, which is the process of restoring natural ecosystems to a state where they can support their own regenerative processes. This strategy helps Council improve biodiversity in reserves with significant environmental attributes.

3.5 Land comprising habitat of threatened or endangered species

An ecological assessment of the site undertaken in 2019 concluded that part of the reserve and the adjacent bushland contain flora and by association fauna species that diagnostically represent the ecological attributes of a *White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland*.

White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland is listed as a Critically Endangered Ecological Community under Federal legislation. Additionally, some flora and fauna species recorded in the reserve are listed as Vulnerable, Endangered or Critically Endangered under the *NSW Threatened Species Conservation Act 1995.* This information has been cross referenced by a check of the relevant databases and attached to this plan at Appendix 3.

The area of remnant *White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland* justifies the added purpose of 'environmental protection.' Subsequently, management objectives for the reserve include targets for ecological conservation.

3.6 Land comprising significant natural features

Aside from the ecological attributes within the bushland area of the reserve, the land does not possess a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as a wetland, escarpment, watercourse or foreshore.

3.7 Native title management

According to the National Native Tribunal Register, the land to which this plan of management applies is registered to the Gomeroi people. A copy of the registration is provided below.

Application name: Gomeroi People

Federal Court File No: NSD37/2019

Date filed: 20 December 2011

Registration test status: The Native Title Registrar has accepted this application for registration.

Native title advice was received from the relevant native title manager on 13th September 2019. The Native Title Manager advised that:

The activities contained in this plan of management are valid future acts under subdivision J of the *Native Title Act 1993 (Cth)*.

Section 24JA (2) - the later act is done in good faith and consists of the use, by the statutory authority or any person, of the land or waters for the particular purpose for which the reserve is dedicated.

3.8 Aboriginal cultural significance

The land subject to this plan of management does not include the presence on the land of any known items identified as having Aboriginal historical or cultural significance. Work at the reserve is undertaken with respect to due diligence guidelines. An AHIMS search undertaken in February 2019 contained no results for the Reserve with a 50 meter buffer applied.

3.9 Non-indigenous cultural significance

The Bundarra Downs Reserve does not contain any registered items of non-indigenous cultural significance.

4 MANAGEMENT PRESCRIPTIONS

4.1 General management prescriptions

4.1.0 In general, the purpose of public recreation and the patterns and behaviors regarding public use of the reserve encourages Council to manage the reserve with respect to three primary objectives in relation to the reserve's ecological, social, and recreational values.

Managing the park for social value

Bundarra Downs Reserve provides the local community with open space to carry out social activities; the "green spaces" that Council provides to enhance the standard of living for residential communities.

Bundarra Downs Reserve contains the basic infrastructure to support a variety of social activities including picnic areas, walking tracks, and access to natural environments.

Managing the park for recreational value

The plan of management encourages recreational use of the park and its facilities by providing a circular walking track through the reserve. The track features a number of interpretive signs containing information about native plants and their ecological communities. The track also provides access to seating and a picnic table for visitors to enjoy the reserve's natural amenity.

Managing the park for ecological value

Following community consultation in September 2011, Council applied to and was approved by Crown Lands to add the purpose of environmental protection to Bundarra Downs Reserve. Council's application to Crown Lands is attached to this plan at Appendix 2.

With respect to this additional purpose, Council management prioritises conservation of the reserve's ecological attributes with the fundamental intention to create a natural landscape which is inviting for public use.

Council's Bush Regeneration Strategy establishes the management of natural bushland reserves to progress the goals and strategies of 'Our Environment' as set out in the Community Strategic Plan. The Bush Regeneration Strategy integrates natural bush regeneration principles into work actions for Bundarra Nature Reserve. Natural bush regeneration principles assist the regeneration of native plants, which in turn provide habitat for animals that depend on these plants.

With respect to this additional purpose, Council management priorities conservation of the reserve's ecological attributes with the fundamental intention to create a natural landscape which is inviting for public use.

4.2 Visitation

4.2.1 Fees

Visitation is free to the general public.

4.2.2 Access

Visitor access will be controlled through a single point of entry from the car park located to the immediate north of the reserve as shown in Figure 4. Parking is restricted to the road reserve with a boundary fence to deter vehicles from entering the reserve.

4.2.3 Managing visitor numbers

Visitation numbers and impact on the ecology of the reserve is monitored by Council's Bush Regeneration Team. A management review will be undertaken if adverse effects to the flora and fauna resulting from increased visitor numbers is detected.

4.3 Infrastructure and facilities

4.3.1 Parking area

Council will maintain parking areas and access points. Standard maintenance activities include grading and resurfacing, gate maintenance, mowing / slashing, and litter collection.

4.3.2 Picnic facilities

Further development of picnic facilities will be permitted within Management Area 2 as shown in Figure 5 in section 5.1 of this plan.

4.3.3 Seating in the park

Following consultation with Council, Bundarra Central School has offered to construct six (6) seats from locally sourced materials. The seats will be placed along the walking track to enhance passive recreational activities such as nature appreciation.

More recently, a park seat and picnic table has recently been acquired under the grant funding provided by the NSW Government through the Stronger Country Communities Fund. This seating and table is installed in a shaded area close to the access way in Management Area 2.

4.3.4 Sports facilities

The multi-purpose courts on the adjacent lot are not part of the Bundarra Downs Reserve nor included as part of this management plan. The proximity of the courts to the reserve provides complementary facilities in keeping with the purpose of the reserve.

4.3.5 Fencing

Boundary fences are in place to facilitate appropriate use of the reserve consistent with the prescribed activities listed in section 5.8.

4.3.6 Signage and information

Providing informative signs is a key management priority of this plan of management. Informative signs have been progressively installed by Council to enhance community interest and knowledge of the reserve's environmental attributes. Road signs marking the location of the reserve have been installed at the request of the community. Entrance signage is placed within the car parking area.

4.3.7 Derelict/unsafe structures

Any derelict and/or unsuitable structures and infrastructure will be removed.

4.3.8 Additional infrastructure

The need for additional infrastructure will be determined as necessary in response to increasing visitor numbers and considering the availability of funding.

4.4 Vegetation management for native flora

4.4.1 Wood collection

To maintain the integrity of habitat within the reserve, the collection of green wood, standing dead wood and fallen hollow and non-hollow bearing timber, for any purpose apart from those prescribed by this plan, is not permitted.

4.4.2 Clearing

With the exception of any purpose as prescribed by this plan, clearing native vegetation within the reserve is not permitted.

4.4.3 Regeneration

The management framework contained in this plan of management is chiefly developed to encourage natural regeneration within the conservation area of the reserve. Natural regeneration will be assisted by supplementary native plantings where necessary. Local native flora may be re-established, in accordance with expert advice, for the following reasons:

In areas where native vegetation is deficient to promote natural regeneration;

In areas where previous plantings have failed;

To prevent soil erosion; or

To replace exotic flora when removed and where natural regeneration capabilities have been depleted.

Any plantings will be raised from local seed sources and be indigenous to the local area.

4.4.4 Fertilisers

The use of fertilisers should be avoided. Where the use of fertilisers is necessary, native fertilisers should be used. The use of fertilisers near waterways will be carried out in accordance with best practice guidelines.

4.4.5 Exotic flora

Noxious and other weeds are a key threat to the ecology of the reserve. Managing weeds will continue to be a high priority until native plants are dominant and are naturally suppressing weed re-emergence. Council's management of weeds is guided by the priority weed species listed by the Department of Primary. Weed species include:

- Privet;
- Saffron thistle;
- Cotoneaster;
- Patterson's Curse;
- Tiger and prickly pear;
- Khaki burr; and

- Cobbler's pegs (farmer's friend.)

4.4.6 Managing vegetation for fauna

Managing Bundarra Downs Reserve for environmental protection purposes involves comprehensive management of vegetation layers, from the ground layer to the canopy.

Weed control can potentially have adverse and unintended consequences for fauna by reducing plant cover. The following principles will help to reduce potential impacts:

- Maintaining a continuous range of age classes for shrubs and trees will facilitate natural regeneration of plants and maintain the habitat for native fauna. The presence of hollows in aging trees is critical, and where insufficient may be assisted by the installation of nest boxes.
- Retention of understory vegetation for cover, shelter, and food resources. The presence of nesting fauna will influence the management of understory species.
- Replanting of local indigenous species, to establish and maintain habitat and landscape connectivity for wildlife.
- Maintain diversity of on and above the ground including sparse and dense litter, logs and plants.

4.5 Exotic Fauna

4.5.1 Dogs

Dogs are allowed within the reserve when leashed and under the control of their owner. Council reserves the right to impound dogs found to be unsupervised or off their lead.

4.5.2 Domestic grazing animals

Grazing by domestic animals is not permitted within the reserve due to its capacity to impact its natural ecology by destroying vegetation, introducing and propagating weed species, compacting soil, and changing soil nutrient balance through manure.

Council reserves the right to enforce the removal of, or impound domestic grazing animals found in the reserve.

4.5.3 Pest animals

Pest animals are a key threat to the ecology of the reserve. Pest animals likely to inhabit the reserve include rabbits, foxes, and cats.

Pest animal control is undertaken in partnership with responsible authorities. All activities required to manage pest animals are undertaken in accordance with best practice guidelines.

4.6 Fire management

Bundarra Downs Reserve is not located in a Category 1 or Category 2 bush fire zone as classified by the NSW Rural Fire Service, however the natural environment of the reserve is susceptible to bush fire through the natural accumulation of fuel. The management of bush fire risk is addressed by this plan of management as follows:

- The primary objective of managing fire risk is to protect life and property.
- The secondary objective of fire risk is to reduce the potential for damage to assets within the reserve. A high intensity fire has the potential to alter the vegetation and ecology of the park.

Fire hazard control is routinely undertaken by Council through slashing and mowing grassy areas within the park areas of the reserve.

Fuel build up and subsequent fire risk is monitored by Council within the natural areas of the reserve. Ground fuel is reduced when necessary by removing volumes of large debris, hazard reduction burning and mowing and slashing. Consultation with the Rural Fire Service is undertaken to understand current and future potential fire risk.

4.7 Ecological monitoring

Ecological monitoring is a key management tool in protecting and improving the ecology of the reserve. Monitoring helps evaluate the effectiveness of management actions and guides future management actions as management needs change. Ecological monitoring includes:

- Photo points to assess visual changes over time;
- Field record sheets for work activity;
- Marked sampling points to list plant and or animal species; and
- Ecological surveys to provide detailed species list over large areas.

The information provided by these data sets is reviewed periodically to evaluate long term trends and changes to the ecology of the reserve.

5 MANAGEMENT OBJECTIVES

5.1 Application of core management objectives

The *Local Government Act 1993* prescribes the following core objectives for community land categorised as a park:

- To encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
- To provide for passive recreational activities or pastimes and for the casual playing of games, and
- To improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

The core objectives for management of community land categorised as a natural area, as outlined in the *Local Government Act 1993* are:

- To conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area, and,
- To maintain the land, or that feature or habitat, in its natural state and setting, and
- To provide for the restoration and regeneration of the land, and
- To provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion, and
- To assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the *Threatened Species Conservation Act 1995* or the *Fisheries Management Act 1994*.

Figure 5 over the page illustrates the divisional lines for land categorisation and the infrastructure of the reserve.

The plan of management divides the reserve into six (6) separate management areas according to the unique management objectives as determined by physical and ecological attributes.



***Figure 5**: Bundarra Downs Reserve Management Areas*

5.2 Management area 1

5.2.1 Description

Management Area 1 is not zoned as part of Bundarra Downs Reserve, however it provides visitor parking and access to the reserve and is managed for its association with the reserve. This management area covers an area of approximately 5261 m2, including a car park and the Bundarra multi-purpose courts.

5.2.2 Management Objectives

- Maintain a graded parking area.
- Create an inviting place for people to enter the park.
- Maintenance of Bundarra multi-purpose courts as scheduled or required.

5.2.3 Activities for 2026-2030

- Maintain road reserve surface to accommodate vehicle parking and keep the external access way mown and free from weeds.
- Liaise with Bundarra community for park and green space improvement priorities.

5.2.4 Performance Assessment Measures

- Monitoring as part of Council's maintenance program.
- Monitoring of community feedback and requests.

5.3 Management area 2

5.3.1 Land Categorisation – Park

The land in Management Area 2 is categorised as a park.

5.3.2 Description

Management Area 2 covers an area of approximately 7600 m^2. This area includes the entry gate to the reserve and a picnic table and bench. It also allows access to the multi-purpose courts. This area supports some native trees, grasses and wildflowers, and has some established native shrubs.

5.3.3 Management Objectives

- Enhance the appearance of the park entry point.
- Control and reduce African Love Grass infestation.
- Assist native plant regeneration including enrichment planting of native species where necessary.
- Provide and maintain park facilities including seating and picnic tables.

5.3.4 Activities for 2026-2030

- Control and reduce African Love Grass infestation by frequent mowing to prevent seeding.
- Spot spray, where appropriate, African Love Grass and other exotic grasses (e.g. paspalum) growing close to native trees and shrubs.
- Establish a thick mulch bed around small plants and shrubs after weeds are treated.

- Clearly mark natural regeneration areas to avoid damage caused by mowing and slashing activity.
- Maintain newly established plants through mulching, watering and weed control.
- Monitor for presence/development of new weeds issues.

5.3.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration and maintenance programs.
- Monitoring of community feedback and requests.

5.4 Management area 3

5.4.1 Land Categorisation – Natural Area

The land in Management Area 3 is categorised as a natural area.

5.4.2 Description

Management Area 3 covers an area of approximately 3200 m^2. The area is closely representative of a natural grassy woodland community, containing a diverse range of native trees, shrubs, grasses, wildflowers, and low herb species.

Management Area 3 is known to support a variety native animals including kangaroos, wallabies, numerous lizards, echidnas, micro bats, and bird species. Significantly, this area is also likely to provide habitat for transient koalas and the Regent Honeyeater, listed by the *NSW Threatened Species Act 1995* as critically endangered species.

5.4.3 Management Objectives

- Maintain and increase the biodiversity value by reducing weed species listed and enabling natural regeneration.
- Maintain the walking track by regular mowing.
- Enable community appreciation of grassy woodland communities by providing and maintaining interpretive signage.

5.4.4 Activities for 2026-2030

- Monitor recent infestation sites for regeneration of Tiger Pear and Prickly Pear.
- Monitor recent infestation sites for regeneration of Cotoneaster.
- Spot spraying African Love Grass with glyphosate, avoiding taking existing native grasses to encourage recruitment.
- Hand-pull or cut, poison and remove heads of Cobbler's Pegs ('Farmer's friend') if in seed.

5.4.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration program.
- Monitoring of community feedback and requests.

5.5 Management area 4

5.5.1 Land Categorisation – Natural Area

The land in Management Area 4 is categorised as a natural area.

5.5.2 Description

Management Area 4 covers an area of approximately 4,300 m^2. This area also contains a diverse range of native trees, shrubs, grasses, wildflowers, and low herb species.

Management Area 4 is susceptible to weed infestation which can reduce the abundance of native grasses and herbs, greatly reducing public appreciation of the reserve's natural values.

5.5.3 Management Objectives

- Maintain and increase the biodiversity value by reducing weed species listed and enabling natural regeneration.
- Maintain the walking track by regular mowing.
- Enable community appreciation of grassy woodland communities by providing and maintaining interpretive signage.

5.5.4 Activities for 2026-2030

- Survey and assess abundance and richness of native vegetation.
- Mark planted and regenerating trees and shrubs in areas where they may be hidden by invasive weeds.
- Follow-up weed control work by monitoring the emergence of blackberry and woody weeds treated previously.
- Retain large fallen timber/limbs (removing from track/fence line if required to maintain access/minimise damage.)

5.5.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration program.
- Monitoring of community feedback and requests.

5.6 Management area 5

5.6.1 Land Categorisation – Park

The land in Management Area 5 is categorised as a park.

5.6.2 Description

Covering an area of approximately 7,200 m^2, Management Area 5 is the second largest area within the reserve. This area is notable for its open space which provides activity areas and an attractive outlook toward other parts of the reserve.

5.6.3 Management Objectives

- Monitor and reduce regeneration weeds in control areas.
- Monitor and control emerging weeds.
- Maintain walking track by slashing or mowing.

- Develop a longer-term strategy to maintain and increase the values aligned with the purpose of this area.

5.6.4 Activities for 2026-2030

- Survey and assess abundance and richness of native vegetation.
- Ongoing walking track and sign maintenance.
- Monitor and control emerging weeds.
- Retain large fallen timber/limbs (removing from track if required to maintain access.)

5.6.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration and maintenance programs.
- Monitoring of community feedback and requests.

5.7 Management area 6

5.7.1 Land Categorisation – Natural Area

The land in Management Area 6 is categorised as a natural area.

5.7.2 Description

Management Area 6 covers an area of approximately 4200m^2. Management area 6 comprises of a river terrace adjacent to and comprising part of the Gwydir River Corridor. This area presents the most difficult challenge to manage as a consequence of its steep topography and continuous invasive weeds introduced by native grazing animals.

Management Area 6 is at present somewhat isolated from the remainder of the reserve due to its challenging terrain. Council is currently developing plans to better connect the ecology and physical infrastructure of this area to the remainder of the reserve.

5.7.3 Management Objectives

- Monitor and reduce regeneration weeds in control areas.
- Monitor and control emerging weeds.
- Develop a longer term strategy to provide greater ecological and physical connection to the remaining sections of the reserve.

5.7.4 Activities for 2026-2030

- Monitor and control emerging weeds.
- Develop planning and commence construction of physical infrastructure (walking tracks and boundary fences.)

5.7.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration program.
- Monitoring of community feedback and requests.

6 DEVELOPMENT AND USE

6.1 Permitted and prohibited recreational activities

Activities within the Bundarra Downs Reserve are focused on passive recreation. Activities that are permitted without Council approval are listed below. Activities that do not appear in this section may be permitted with Council approval.

Allowable activities may be considered by Council to fall within the scope of the management objectives and can be undertaken by individual and community groups. Allowable activities can provide Council with valuable assistance in the maintenance of community reserves.

The list of permitted and prohibited activities does not include those activities permitted with Express Authorisation as listed in section 6.4.

No future act may be undertaken on the Bundarra Downs Reserve unless:

a. the land becomes *excluded land* for the purposes of the *Crown Land Management Act 2016*, or

b. the act is a tenure which satisfies the requirements of Section 24HA (Management of Water and Airspace) of the *Native Title Act 1993*, or

c. the act is a public work or tenure which satisfies the requirements of Section 24KA of the *Native Title Act 1993*, or

d. the act is a low impact act and satisfies the requirements of Section 24LA of the *Native Title Act 1993.*

The activities listed in 6.1.1 and 6.1.2 and the short-term licences listed in Section 6.4.1[1] are considered to meet the requirements of Section 24LA of the *Native Title Act 1993.*

6.1.1 Permitted activities without Council approval

- Picnicking;
- Walking;
- Bird watching and other nature study;
- Photography and other artistic pursuits;
- Educational activities with local school children;
- Educational activities with visiting school children; and
- As a seed bank for other projects in the area.

6.1.2 Allowable activities for management purposes

- Activities that can be undertaken by the community with approval from Council are:
- Weed control;
- Pest and feral animal control;
- Replanting/revegetation;
- Fencing and general maintenance;

[1] In the event that the short-term licence does not provide exclusive possession

- Fire management/control;
- Ecological surveys and monitoring; and
- Seed collection.

6.1.3 Prohibited activities:

- Off-leash dog walking;
- Firewood collection;
- Dirt, trail or other motor vehicle use;
- Collecting plants/animals;
- Fireworks;
- Consumption of alcohol;
- Fires;
- Grazing;
- Camping;
- Cycling; and
- Horse riding.

6.2 Future Development and use

Council encourages a wide range of uses of community land and intends to facilitate uses which increase the activation of its land, where appropriate.

The facilities on community land may change over time, reflecting the needs of the community. For example, the use of community land is often supported by appropriate ancillary development.

Numerous ideas and requests have been offered by the Bundarra community toward the future development of Bundarra Downs Reserve, its facilities, and how the reserve might link to other development projects.

No immediate management actions for larger scale projects are prescribed by this plan of management. Examples of large scale projects requested by the community for consideration by Council are summarised below.

6.2.1 River Walkway

During the community workshop held in 2011, participants spoke of the potential to create a walkway along the Gwydir River which would connect the park with other sites around Bundarra. This concept would allow the connectivity of the reserve and the Gwydir River to be fully appreciated, allowing greater public access to popular visitor sites along the Gwydir River and its environment.

The idea may be worth further exploration through community consultation in the future, however is not resourced and no planning has been undertaken at this point.

6.2.2 Botanical Garden

The concept to provide a small area to showcase examples of some of the plants found throughout the park is being considered. This would require intensive management and is therefore not a current priority given the limit of current management resources.

A simpler concept might involve choosing an area for intensive management including protecting the remaining native grasses and herbs and providing a buffer strip to eradicate invasive plants. Management of

this area would include mulching between native grasses and herbs and over the buffer area to minimise invasive plants, propagating local grass, herb, shrub and tree species to increase plant diversity to the area.

6.2.3 Other projects

Other smaller projects suggested by the community which may be feasible include:

Installation of BBQs;

- Placement of recycling and waste bins;
- Lighting to discourage vandalism or damage;
- Area to be used for markets and other community events; or
- Toilet facilities.

The priority reserve management actions are to be carried out in the following order:

- Attain effective and sustainable management of ecological attributes and facilities, minimizing the required resources to manage these attributes.
- Encourage active use by the community including the facilitation of small events such as markets.
- Seek additional external funding to proceed with plans for relating to plans for large scale future development.

6.3 Permissible development to facilitate use within park areas

Permissible development within the areas categorised as park include:

- Lighting, seating, toilet facilities, courts, paved areas;
- Hard and soft landscaped areas;
- Car parking and loading areas;
- Heritage and cultural interpretation, for example signage;
- Bio-banking and carbon sequestration initiatives;
- Water-saving initiatives such as stormwater harvesting, rain gardens, and swales;
- Energy-saving initiatives such as solar lights and solar panels; and
- Locational, directional and regulatory signage.

6.4 Activities allowed with express authorisation

Leases and licences formalise the use of community land by groups such as sporting clubs, community groups and schools, or by commercial organisations and individuals providing facilities or services for public use.

The *Local Government Act 1993* contains restrictions on the ability of Council to grant leases, licences and other estates over community land as these alienate the land and limit the ability of the public to use that land. Generally a lease will be required where exclusive occupation or use of all, or part, of an area is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this plan of management and the capacity of the community land itself and the local area to support the activity.

The purpose of such leases, licences and other estates must be consistent with the core objectives for reserves categorised as parks. Activities requiring leasing and licensing are obtained under Express

Authorisation. Council can limit the purpose of any lease, the type of potential lessee, and the facilities that will be leased.

This plan of management expressly authorises the issue of leases, licences and other estates for use of community land categorised as general community use, provided that:

- The purpose is consistent with the purpose for which the land was dedicated or reserved;
- The purpose is consistent with the core objectives for the category of the land;
- The lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated or allowed by the provisions of the *Native Title Act 1993 (Cth)*;
- Where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted;
- The lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved; and
- All suitable insurances have been provided to Council.

6.4.1 Short-term licences

Short-term licences and bookings may be used to allow Council to program different uses of community land at different times, allowing the best overall use.

Short-term licences may be authorised for the purpose of:

- The playing of a musical instrument, or singing, for fee or reward;
- Engaging in a trade or business;
- The playing of a lawful game or sport;
- The delivery of a public address;
- Commercial photographic sessions;
- Picnics and private celebrations such as weddings and family gatherings;
- Filming sessions; or

Fees for short-term casual bookings will be charged in accordance with Council's adopted fees and charges at the time.

6.4.2 Other estates

This plan of management allows Council to grant an estate over community land for the provision of public utilities and works associated with or ancillary to public utilities and provision of services, or connections for premises adjoining the community land to a facility of Council or the public utility provider on the community land in accordance with the Local Government Act 1993.

There are no current leases and/or licences over the Bundarra Downs Reserve (R1013348).

6.5 Plan Evaluation

6.5.1 Timing

An evaluation of the Annual Work Plan targets prescribed the Bundarra Downs Reserve will take place by staff at Uralla Shire Council in June each year. The evaluation includes comment on:

- The effectiveness of monitoring tools;
- Condition and health of plantings;
- Presence, abundance and extent of exotic flora;
- Presence of exotic fauna;
- Damage to plantings, native vegetation, or infrastructure;
- Sightings of previously listed and new fauna; and
- Other matters relating to the management of the park.

6.5.2 Reporting

- The information and data recorded from regular work activities including the scope of work activity, monitoring work outcomes and evaluation of work objectives is recorded regularly as part of daily work plans. This information is then used to inform Council reports.
- Reporting against the objectives within this plan of management is a key aspect of Council's Integrated Planning and Reporting (IP&R) cycle. IP&R measures the effectiveness of Council Crown Land Management objectives through the annual, four yearly, and ten yearly planning framework.

6.6 External funding

As the manager of the site, Council can apply for funding under the Crown Reserves Improvement Fund (CRIF) from Crown Lands on an annual basis. These funds are competitively awarded and therefore are not guaranteed.

Council will continue to seek funding from various other sources as the opportunity arises. External funding applications will be more successful where the Bundarra community can demonstrate and contribute in-kind to the project.

7 APPENDICES

7.1 Appendix 1: Notes from Community meeting August 2011



Park Purpose

The purpose of the park is to provide public recreational space for the Bundarra community and visitors.

An additional purpose for the park was included via a submission by Council behalf on the Bundarra community to Crown Lands on in 2011. Crown Lands has subsequently approved the additional purpose of the reserve for environmental protection, allowing park management to focus on conservation space for native flora and fauna, including key habitat for Threatened and Vulnerable fauna, in particular, Regent Honeyeater habitat.

What does the Bundarra community value about the Park?

The park is valued in various ways by the community: for its ecological value; for the diversity of visitor attractions it adds to those on offer in Bundarra; as an outdoor exercise area and its appeal to visitors in Bundarra.

Activities in the Park

What activities do you want to use the park for?

The community consensus is that the park should only be used for passive recreation activities. These include but are not limited to:

- Walking.
- Photography.
- Tai Chi.
- On-leash dog walking.

- Education activities.

Prohibited activities include, but are not limited to:

- Off-leash dog walking.
- Firewood collection.
- Dirt, trail or other motor vehicle use.
- Collecting plants/animals.
- Fireworks.
- Consumption of alcohol.
- Fires.
- Grazing.
- Camping.
- Cycling.
- Horse riding.

Facilities required to support these activities

- Seating in the park. Bundarra Central School have offered to make 6 seats from Ironbark on steel up-rights. These will be placed along the walking track.
- Fencing. Bundarra Central School has a supply of basic stock fencing that can be used to replace the boundary fence along the road.

A number of suggestions regarding facilities on the Road Reserve, beside the tennis courts, were made. Please refer to 'Sports facilities and Road Reserve'.

Threats to the Park

Noxious and other weeds were identified as being the greatest threat to the park. Weeds identified on the day during Peter Hancock's guided walk include:

- Privet.
- Saffron thistle.
- Cotoneaster.
- Unidentified fruit trees (possibly nectarine).
- Patterson's Curse.
- Tiger and prickly pear.
- Khaki burr.
- Farmer's friend.

How can the community and Trust protect the park from these threats?

- Regular NEWA inspections.
- Education and training.

The community group suggested a NEWA/ELA/Landcare supervised weed ID day with appropriate disposal of weeds.

Sports facilities and Road Reserve

The Community wish to see the following facilities included in the area:

- BBQ – to include a pole with a donations box as at Lions Park, Emu Creek.
- A picnic table near the entrance. Bundarra Central School has made a picnic table that can be installed at the park entrance.
- Recycling and waste bins on a pole as at other locations.
- Lighting to discourage vandalism or damage.
- Entrance signage to mark the spot needs to be very clear: 100 m in both approaches. Suggest that basic signage with 'Stop', 'Rest' toilets would be sufficient.
- The area should become an Alcohol Free zone.
- Area can be used for markets and other community events such as musical evenings (e.g. Boogie in Bundarra) or charitable events.
- The CMA sign in the Park should be moved to this location.

Working Bees

Members of the public interested in taking part in a Working Bee:

- Tuesday Exercise Group
- CWA

7.2 Appendix 2: Correspondence – USC to Crown Lands requesting permission to prepare a plan of management

Uralla Shire Council

Address correspondence to:
General Manager
32 Salisbury Street
URALLA NSW 2358

Phone: (02) 6778 6300
Fax: (02) 6778 5073
Email: council@uralla.nsw.gov.au
ABN 55 868 272 018

24 August 2011

Dear Ms Foster,

The Bundarra Downs Reserve was gazetted on 27 April 2007 as a public park for public recreation (R1013348), and Uralla Shire Council appointed as the trust manager.

Given community sentiment and recent use of the park, it is the Trusts belief that the declared purpose of the Park does not reflect the true value of the park to the Bundarra community. In addition, the absence of a Plan of Management leaves the Trust without a strategic framework to manage the park in line with community values and expectations; accommodate a secondary purpose for the park; or provide a framework to appropriately protect and manage a key community and environmental asset.

The Trust is writing to request permission to develop a Plan of Management for the Bundarra Downs Reserve in order to:

1. Provide the framework to appropriately manage the park in respect to its purposes (declared and additional);
2. Provide a framework to protect and manage a key community and environmental asset; and
3. Provide for conservation as a secondary purpose.

1. An additional purpose

The Bundarra community refers to the Reserve as the 'Bundarra Nature Park' and cherishes it for its ecological and natural attributes. Indeed, grants and funding have been provided by State and other government agencies expressly to enhance the ecological health and diversity of the park. In fact, the ecological value of the park is such that it provides habitat for the endangered Regent Honeyeater. Community awareness regarding the uniqueness of the species found within the park is high and participation in aforementioned rehabilitation projects has been strong.
The Trust believes therefore that an additional purpose for 'conservation' is in keeping with community values.

2. Compatibility

The types of activities that are compatible to both purposes and for which the community are supportive include:

- Education activities for local schools;
- Weed control;
- Community tree planting events;
- Flora and fauna surveys;
- Passive recreation activities including meditation and reflection for community members and visitors.

The Trust considers, for all the aforementioned reasons, that it is in the best interest of the Bundarra community to seek security of purpose for the Bundarra Downs Reserve through the auspices of a Plan of Management.

Thank you for your time Ms. Foster. The Trust hopes that Crown Lands will duly consider our request and hope to look forward to a response in the very near future.

Yours faithfully,

Mr. T. P O' Connor
General Manager, Uralla Shire Council
On behalf of the Bundarra Downs Reserve Trust

USC Received
15 SEP 2011

NSW Crown Lands Division
Doc. No:DOC11/105100

108 Faulkner St (PO Box 199A)
ARMIDALE 2350
Ph: 02 67703110 Fax: 02 67728782
Email: felicity.foster@lpma.nsw.gov.au
www.lands.nsw.gov.au

13 September 2011

General Manager
32 Salisbury Street
URALLA NSW 2358

Dear Mr O'Connor

Re: Bundarra Downs Reserve Trust (R1013348)

I am writing in response to your letter of 24 August 2011requesting permission to develop a Plan of Management and through this provide for conservation as a secondary purpose for the Bundarra Downs Reserve R1013348 gazetted 27 April 2007 for the purpose of Public Recreation and Public Park.

I am pleased to advise approval has been given for a draft Plan of Management for Bundarra Downs Reserve R1013348 to be prepared and the inclusion of the additional purpose of 'environmental protection' as part of the draft plan.

Crown Lands has chosen 'environmental protection' as it is a public purpose declared for the purposes of Section 87 of the Crown Lands Act 1989. This purpose covers possible uses including eradication of noxious weeds, preservation and growth of timber, preservation of fauna, game, native birds, native flora, soil conservation, trees, regeneration area and study and conservation of native flora and fauna.

If you require any further information during the preparation process you can contact me on (02) 6770 3110.

Yours faithfully

Felicity Foster
Project Officer
Crown Lands, Armidale

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Level 4
437 Hunter Street
Newcastle NSW 2300

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7.3 Appendix 3: Site species list

Scientific Name	Common Name	Weed?	EPBC[2] listed
Trees			
Acacia implexa	Hickory Wattle		
Acacia rubida	Red-stemmed Wattle		
Casuarina cunninghamiana	River Oak		
Eucalyptus albens	White Box		
Eucalyptus blakelyi	Blakelys Red Gum		
Eucalyptus camaldulensis	River Red Gum		
Eucalyptus crebra	Mugga or Narrow-leaved Ironbark		
Eucalyptus melliodora	Yellow Box		
Eucalyptus macrohyncha	Red Stringybark		
Ligustrum lucidum	Large-leaved Privet	*	
Pistacia chinensis	Pistacia	*	
Sterculia quadrifida	Kurrajong		
Mistletoes			
Amyema pendulum subsp *pendulum*	Mistletoe		
Shrubs			
Acacia decora			**yes**
Acacia paradoxa			
Bursaria spinosa small-leaved form	Blackthorn small leaved form		
Bursaria spinosa subsp. *Spinosa*	Blackthorn		
Calistemon sp			
Callistemon 'Bakers Creek'	Bakers Creek Bottlebrush		
Cassinia laevis	cough bush		
Cotoneaster sp.	Cotoneaster	*	
Dodonaea viscosa	Hop bush		
Leptospermum brevipes			
Leptospermum polygalifolium			
Lythrum			
Maireana microphylla	Small-leaf Bluebush		
Notelaea microcarpa			
Marrubium vulgare	Horehound		
climbers/scramblers			
Rubus anglocandicans	Blackberry		
Glycine clandestina	Glycine		**yes**
Hardenbergia violacea	False Sarsaparilla		

[2] *Environment Protection and Biodiversity Conservation Act 1999*.

Lonicera japonica	Japanese Honeysuckle		
Fern			
Cheilanthes sieberi	Rock fern, Mulga Fern		
Grasses			
Austrodanthonia sp.	Wallaby Grass		
Aristida sp.	a wire grass		
Avena fatua	Wild Oats	*	
Austrastipa	spear grass		
Bothriochloa macra	redleg grass		
Cynodon dactylon	Common Couch		
Dichelachne crinata	Plume Grass		
Digitaria brownii	cotton panic		
Echinopogon sp: which?	Hedgehog Grass		
Elymus scaber	tall wheatgrass		
Eragrostis curvula	African Lovegrass	*	
Eragrostis sp.	a native love grass		
Eulalia aurea	Silky Brown-top		**yes**
Hyparrhenia hirta	Coolatai grass	*	
Microlaena stipoides var. *stipoides*	Weeping Meadow Grass		
Nassella neesiana	Chilean needle grass	*	
Panicum effusum.	hairy panic		
Paspalum dilatatum	Paspalum		
Poa sieberiana	Snow Grass		
Setaria parviflora ?	Pigeon Grass		
Sorghum leiocladum	Native Sorghum		
Sporobolus crebra	Slender Rat's Tail Grass		
Themeda australis	Kangaroo Grass		**yes**
Forb and other herbs			
Ajuga australis	Austral Bugle		
Alternanthera pungens	khaki weed		
Arthropodium milleflorum	Vanilla Lily		**yes**
Asparagus officinalis	Asparagus		
Bidens subalternans	Cobblers Pegs		
Boerhavia dominii	tarvine		
Bulbine bulbosa	Bulbine Lilly		
calotis lappulacea	Yellow Burr Daisy		
Carex appressa	Tall Sedge		
Chrysocephalum apiculatum	Clustered Everlasting		**yes**
Commelina cyanea	Scurvy plant		
Convolvulus erubescens	Australian convolvulus		
Cirsium vulgare	Black Thistle		
Conyza bonariensis	Flax-leaf Fleabane		
Craspedia variabilis	Billy Buttons		
Cymbonotus lawsonianus	Bear's Ear		
Cynoglossum australe	Hound's Tongue		
Desmodium brachypodum	Large Tick-trefoil		**yes**

Desmodium varians	Slender Tick-trefoil		**yes**
Dianella revoluta	blue berry lily		**yes**
Dianella sp.	blue berry lily		
Dichondra sp.A	Kidney Plant		
Dichopogon fimbriatus	Nodding Chocolate Lily		**yes**
Einadia nutans	Saloop		
Erodium crinitum	blue storksbill		
Goodenia pinnatifida	Scrambled Eggs		**yes**
Juncus sp.			
Lespedeza juncea	Bush Pea or Chinese Lespedeza		
Lomandra filiciformis	wattle Matrush		
Lomandra leucocephala	woolly matrush		
Lomandra longifolia	spiny matrush		
Lomandra multiflora	Many-flowered Matrush		
Medicago sp	Burr Medic	*	
Mentha satureoides s.l.	Pennyroyal or Native Mint		
Opuntia aurantiaca	tiger pear		
Opuntia stricta	prickly pear		
Oxalis sp.	Soursob		
Podolepis neglecta	a Copper Wire Daisy		
Poranthera microphylla	Poranthera		
Ranunculus lappaceus	Common Buttercup		**yes**
Rostellularia adscendens	Pink Tongues		
Sida corrugata	corrugated sida		**yes**
Solanum nigrum	Blackberry Nightshade	*	
Stackhousia monogyna	Creamy Candles		
Swainsona reticulata	Kneed Swainson-pea		**yes**
Swainsona sp.	a Swainsona-pea		**?**
Trifolium arvense	Hare's Foot Clover	*	
Verbena bonariensis	Purpletop	*	
Verbena rigida	Veined or Creeping Purpletop	*	
Vittadinia sp.	a Fuzzweed		

URALLA SHIRE COUNCIL

Plan of Management:

Gostwyck Road Reserve

(Crown Reserve 89071)

January 2026

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		**Resolution No.**	
Document Owner	Director Infrastructure and Development		
Document Development Officer	Manager Environment & Waste		
Review Timeframe	In the subsequent year following adoption; then every four years		
Last Review Date:	2026	**Next Scheduled Review Date**	2030

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	September 2020	Review and update prepared by the Manager of Environmental and Waste in accordance with legislative requirements under the *Crown Land Management Act 2016* and the *Local Government Act 1993*.
2	August 2021	Review and update prepared by the Manager of Development and Planning.
3	July 2022	Update prior to presentation to Council
4	March 2025	Document updated by Manager Environment and Waste
5	April 2025	Document received approval to progress to public exhibition and Minister's consent to adopt.
6	October 2025	Document received approval from Council to progress to public exhibition
7	January 2026	Document reviewed after receiving submission from public exhibition

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (NSW)* *Local Government (General) Regulation 2021 (NSW)* *Crown Land Management Act 2016* *Environmental Planning and Assessment Act 1979* *Biodiversity Conservation Act 2016* *Biosecurity Act 2015* *Fisheries Management Act 1994* *Rural Fires Act 1997* *Water Management Act 2000* *Protection of the Environment Operations Act 1997* *Companion Animals Act 1998* *Environment Protection and Biodiversity Conservation Act 1999* *Disability Discrimination Act 1992* *Telecommunications Act 1996*
Related Policies, Procedures/Protocols, Statements, documents	Uralla Local Environmental Plan 2012 (LEP) Uralla Shire Council Open Space Strategy Bush Regeneration Strategy Plan of Management: Crown Reserve Parks Plan of Management: General Community Use Reserves Plan of Management: Racecourse Lagoon

	Plan of Management: Bundarra Downs Reserve (Bundarra Nature Park)

Note: Any reference to legislation will be updated in the policy as required. See website at http://www.legislation.nsw.gov.au for current Acts, Regulations and Environmental Planning Instruments.

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Executive Summary

The Uralla Shire Council's plans of management provide direction as to the use and management of council-owned community land and council-managed Crown reserves classified as community land in the Uralla Shire local government area. These plans of management are a statutory requirement under Section 3.23 of the *Crown Land Management Act 2016* and Section 36 of the *Local Government Act 1993*.

This plan of management, adopted on XX XXXXX XXXX by Uralla Shire Council, addresses the management of Crown reserve 89071, being the Gostwyck Road Reserve located on Gostwyck Road, Uralla. The plan of management outlines the way the land will be used and provides Council with a framework which enables decisions regarding the Gostwyck Road Reserve to be made in a consistent and equitable basis.

The Gostwyck Road Reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown land manager under the *Crown Land Management Act 2016*.

Uralla Shire Council acknowledges the Traditional Custodians of the land on which the reserve is situated. Council recognises their sacred connection to Country and pays respect to Elders past, present and emerging.



Recreational facilities at the Gostwyck Road Reserve

1. INTRODUCTION

1.1 Purpose of this plan of management

The *Crown Land Management Act 2016* commenced on 1 July 2018 which introduced legislation to govern how Crown land is used and managed for the benefit of the community in New South Wales.

Council manages Crown reserve land as if it were public land under the *Local Government Act 1993*. Therefore, all Crown reserve land designated as community land requires a plan of management under the *Local Government Act 1993*.

A plan of management is a statutory instrument which provides strategic planning and governance for the management and use of land.

The purpose of this plan of management is to:

- Contribute to Council's strategic goals and vision as set out in the Community Strategic Plan;
- Comply with the *Local Government Act 1993* and the *Crown Land Management Act 2016*;
- Provide clarity in the future development, use, and management of the community land; and
- Provide Council with a framework in managing Crown reserves which enables consistent and equitable decision making and supports a unified approach to meeting the varied needs of the community.

The Gostwyck Road Reserve is a Crown reserve and is classified as community land under the *Local Government Act 1993*. Council manages this reserve in order to preserve the social and recreational values of the site for the benefit of the community. This plan of management provides a management framework to assist Council to strategically allocate funds and direct resources toward improvement projects in line with the reserve's dedicated purpose.

1.2 Corporate objectives

This plan has been developed to align with Council's Integrated Planning and Reporting (IP&R) framework. The IP&R framework directs Council's works and services on behalf of the community and consists of three tiers:

- **The Community Strategic Plan**: The Community Strategic Plan (CSP) describes the community's vision and Council's mission for a period of ten or more years. The development of the Community Strategic Plan is led by the Mayor and Councillors and through engagement with the community to determine the community's priorities and aspirations for the future and to plan strategies to achieve them.
- **Delivery Program:** The Delivery Program is a four-year plan which translates the community's strategic goals into clear actions by outlining the Principal Activities that support the delivery of the Community Strategic Plan.
- **Operational Plan:** The Operational Plan is an annual plan containing detailed actions to achieve the community priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan is prepared each year and identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program. Actions may be adjusted at the end of the reporting cycle for their continued alignment with the Community Strategic Plan and Delivery Program.

Council's community land management is guided by this framework. Therefore the management objectives of the Gostwyck Road Reserve detailed in this plan have been developed in accordance with the goals and strategies of the Community Strategic Plan, the principle activities described in the

Delivery Program, and the annual actions contained in the Operational Plan.

The primary strategic objectives, strategies and activities associated with this plan of management are set out in the table 1 below.

CSP STRATEGIC OBJECTIVES	CSP Strategies	Delivery Program Activities
1. We have an accessible inclusive and sustainable community	1.2 A safe, active, and healthy shire	(N/A)
2. We drive the economy to support prosperity	2.3 Communities that are well serviced with essential infrastructure	2.3.8 Maintain parks, gardens, recreation facilities and open spaces
3. We are good custodians of our environment	3.1 To preserve, protect and renew our beautiful natural environment	3.1.5 Manage Crown Lands under Council care and control
4. We are an independent shire and well-governed community	4.1 Informed and collaborative leadership in our community	(N/A)

***Table 1**: Linkage to the Integrated Planning and Reporting Framework*

1.3 Process of preparing this plan of management

The process undertaken by Council in preparing this plan of management is illustrated in Figure 1.

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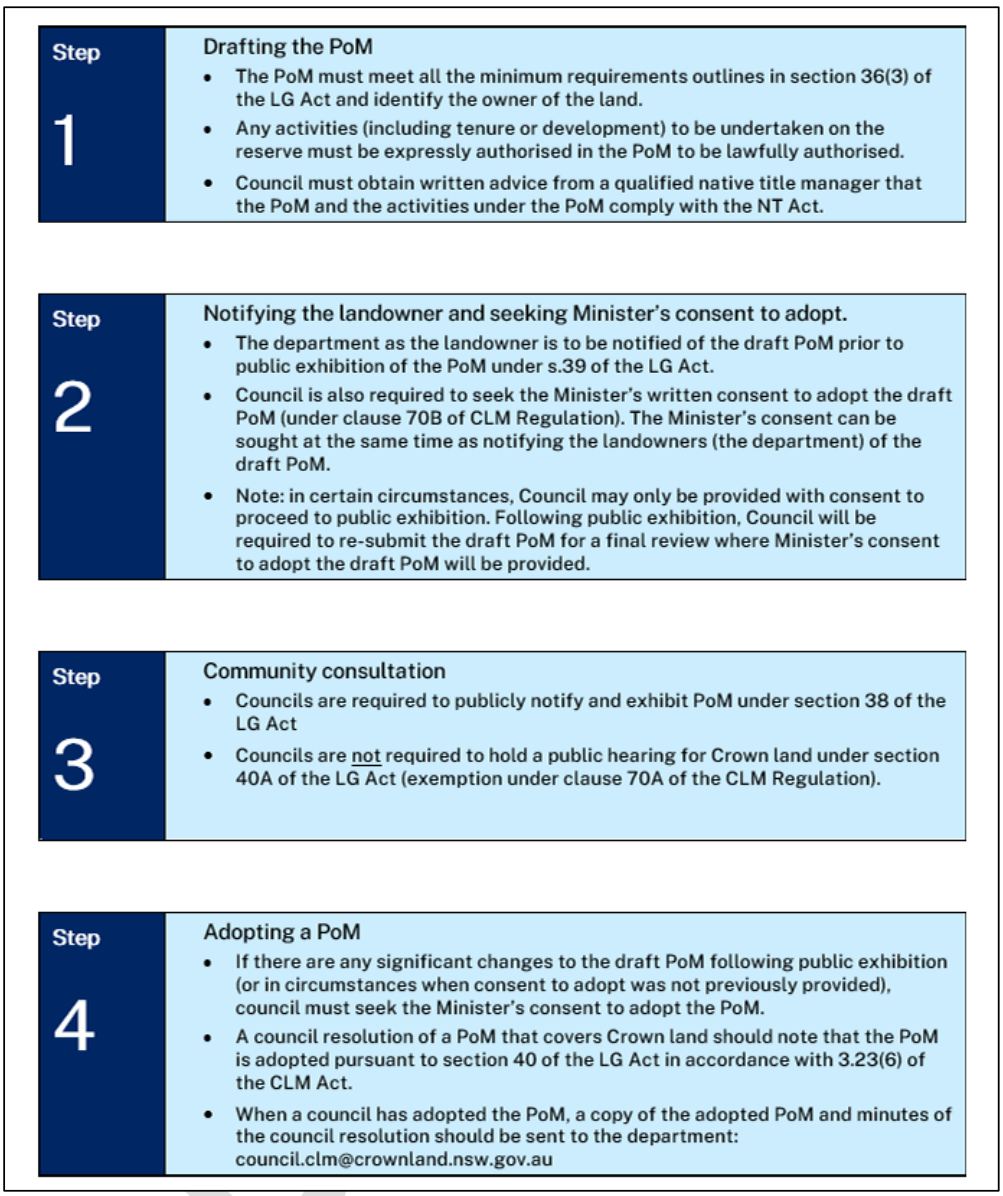


***Figure 1**: Process for preparing a plan of management (POM) for council-managed Crown reserves*

1.4 Review of this plan of management

This plan of management will require regular review to maintain alignment with community values and changing community needs and priorities.

Management of the reserve will be assessed against the performance measures listed in in section 5.2. The performance measures will be reviewed following the first year of the commencement of the plan of management. Thereafter, a review of the plan of management will occur on a cycle consistent with Council's Integrated Planning and Reporting milestones. Each new phase of Council's Delivery Program will include a comprehensive review of the efficacy of all performance targets and their appropriateness in delivering the objectives within the plan of management.

The community will have an opportunity to participate in reviews of this plan of management. Prior to

adoption by Council the plan of management will be placed on public exhibition and open to submissions by the community.

1.5 Community consultation in the development of this plan of management

As community land has been dedicated for the enjoyment of the public, regular engagement with and feedback from the community is an important tool in defining Council's reserve management priorities.

Council undertakes community engagement in accordance with its Community Engagement Policy and Community Engagement Strategy. These documents guide Council's engagement with the community to understand the community's desires and needs, and to use resulting information to plan and develop targeted services for the areas in which it operates.

Following the commencement of the Crown Land Management Act 2016 the Uralla Shire community was consulted with respect to the historic use and values of Council managed Crown reserves. Feedback from the community assisted Council's decision making process toward the appropriate framework for the future management of Council managed Crown reserves.

This plan of management was placed on public exhibition from 19/11/2025 to 17/12/2025, in accordance with the requirements of section 38 of the Local Government Act 1993. A total of 2 submissions were received. Council considered these submissions before adopting the plan of management.

In accordance with section 39 of the Local Government Act 1993, prior to being placed on public exhibition, the draft plan of management was referred to the Department of Planning, Industry and Environment – Crown Lands, as representative of the State of New South Wales, the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment – Crown Lands.

Council also sought community input for public land management as part of Council's development of its Open Space Strategy in 2018. Community consultation included face to face meetings and public exhibitions to assist Council's development of its strategic reserve management framework. The Open Space Strategy has been developed in conjunction with the Uralla Township and Environs Committee, a consultative committee of Council constituted under section 355 of the Local Government *Act 1993*.

1.5 History of this plan of management

The land was dedicated to the public in 1973 for the purpose of public recreation with Uralla Shire Council appointed Trustee.

Following the commencement of the Crown Land Management Act 2016, Council became the Crown land manager of the reserve.

The first draft of this plan of management was developed by Council in 2020-21.

2. DESCRIPTION OF THE LAND

2.1 Location

Gostwyck Road Reserve (Reserve 89071) is located 1.5 km east of the Uralla Central Business District as shown in Figure 2 below. The reserve is located within a residential urban area next to Woodville Oval, forming another sporting precinct for the Uralla community. The reserve is easily accessible, having frontage to three local streets.



***Figure 2**: Gostwyck Road Reserve Location*

2.2 Site description

The reserve consists of two lots covering an area of approximately 7.6ha.

The western section (Lot 348) of the precinct is used as a sportsground and comprises of a developed BMX track, dinky track, BBQ, picnic facilities, and public toilets.

The eastern section (Lot 77) is relatively undeveloped and is currently used by the community for recreational activities such as active games and dog walking.

2.3 Owner of the land

The land is owned by the NSW State Government (Crown Lands). The reserve is managed by Uralla Shire Council as Crown land manager under the provisions of the Crown Land Management Act 2016.

The land parcels subject to this plan of management are not currently subject to any trust, estate,

interest, dedication, condition, restriction, or covenant.

2.4 Land to which this plan applies

Gostwyck Road Reserve occupies Part Lot 77 and Part Lot 348 of Deposited Plan 755846.

2.5 Condition of the land

Gostwyck Road Reserve consists of two lots that have historically been cleared to provide various land use options. At present, Part Lot 348 is a level parcel of land that contains improvements consistent with a park and sportsground. These include the BMX track and associated public amenities.

Lot 77 is largely undeveloped, having been cleared of remnant vegetation before its dedication as public land. Lot 77 currently consists of regenerating vegetation and a small dam.

Both lots are maintained by Council which includes facilities and public amenities maintenance, regular grass mowing, and noxious weed and pest control.

3. BASIS OF MANAGEMENT

3.1 Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land. Council may then apply more specific management objectives to community land, however these must be compatible with the core objectives for the land.

Community land is valued for its important role in the social, intellectual, cultural, and physical enrichment of residents, workers, and visitors to the Uralla Shire area.

3.2 Restrictions on management of Crown land

Council is the Crown land manager of the Crown reserves described in this plan of management in accordance with the legislation and conditions imposed by the Minister administering the *Crown Land Management Act 2016*. The use of the land described in this plan of management must:

- Be consistent with the purpose for which the land was dedicated or reserved;
- Consider native title rights and interests and be consistent with the provisions of the Native Title Act 1993 (Cth);
- Consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists;
- Consider and not be in conflict with any interests and rights granted under the Crown Land Management Act 2016; and
- Consider any interests held on title.

3.3 Categorisation of land

Under the *Local Government Act 1993* councils must categorise all community land according to the purpose for which is was originally dedicated. In accordance with the original purpose, one or more categories can be applied to a single reserve.

The *Local Government Act 1993* defines five categories of community land:

- **Park** – for areas primarily used for passive recreation.

- **Sportsground** – for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.
- **General community use** – for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.
- **Cultural significance** – for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.
- **Natural area** – for all areas that play an important role in the area's ecology. This category is further subdivided into bushland, escarpment, foreshore, watercourse and wetland categories.

Gostwyck Road Reserve was dedicated for the purpose of public recreation. As prescribed by this purpose, the following categories are provided for the reserve:

- Lot 268 is categorised as a park; and
- Lot 77 is categorised as a sportsground.

Parks are defined in clause 104 of the *Local Government (General) Regulation 2021* as land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational, and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others.

Sportsgrounds are defined in clause 103 of the *Local Government (General) Regulation 2021* as land used primarily for active recreation involving organised sports or the playing of outdoor games.

3.4 Relevant legislation, policies and procedures

3.4.1 Land classification and reclassification

The *Local Government Act 1993* requires that all land held by Council must be classified as either operational or community. Council managed community lands must also provide for the capacity for reclassification as operational.

Under the *Crown Land Management Act 2016*, reclassification of community land can be facilitated through the following process:

Ministerial consent to manage land as operational where a council manager can demonstrate that either the land:

- Does not fall within any of the categories for community land under the *Local Government Act 1993*; or
- Could not continue to be used and dealt with as it currently can, if it were required to be used and dealt with as community land.

A council must give at least 28 days public notice of the proposed resolution to allow for public submissions.

3.4.2 Plans of management

The *Crown Land Management Act 2016* requires council managers to adopt a plan of management for any Crown reserve for which it is the appointed Crown land manager, and that is classified as community land under the *Local Government Act 1993*.

While all plans of management must be developed in accordance with the public exhibition requirements of the *Local Government Act 1993*, if the draft first plan of management does not add,

change or alter the initial assigned categories, the council manager will not be required to hold public hearings but must give public notice.

Under the *Local Government Act 1993*, if the draft first plan of management alters the categories assigned as provided by this section, the council manager must:

- obtain the written consent of the Minister to adopt the plan if the re-categorisation would require an addition to the purposes for which the land is dedicated or reserved,
- hold public hearings under section 40A of the *Local Government Act 1993*.

3.4.3 Express Authorisation of leases, licenses and other estates

Section 46 of the *Local Government Act 1993* provides Council with the authority to grant conditional leases, licenses or other estates for the use of community land with Express Authorisation associated with a plan of management.

A list of activities permitted under Express Authorisation is included in section 5.7.

The use or occupation of community land for these purposes is prescribed only if the use or occupation does not involve the erection of any building or structure of a permanent nature.

3.4.4 Legislative requirements for community consultation

Sections 38 and 40 of the *Local Government Act 1993* set out the requirements for public notice and public exhibition for all Council managed community land reserves. These requirements are summarised in Table 2 below.

Section	Requirement
38. Public notice of draft plans of management	(1) A council must give public notice of a draft plan of management.
	(2) The period of public exhibition of the draft plan must be not less than 28 days.
	(3) The public notice must also specify a period of not less than 42 days after the date on which the draft plan is placed on public exhibition during which submissions may be made to the council.
	(4) The council must, in accordance with its notice, publicly exhibit the draft plan together with any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.
40. Adoption of plans of management	(1) The council must hold a public hearing in respect of a proposed plan of management (including a plan of management that amends another plan of management) if the proposed plan would have the effect of categorising, or altering the categorisation of, community land under section 36 (4).
	(2) However, a public hearing is not required if the proposed plan would merely have the effect of altering the categorisation of the land under section 36 (5).

***Table 2** – Statutory Guidelines for Public Notice and Public Exhibition*

3.4.5 Other relevant legislation and statutory controls

In addition to the *Local Government Act 1993* and the *Crown Land Management Act 2016*, the provisions of which this plan of management has been drafted, Council must also comply with other legislation relevant to the management of community lands, including but not limited to:

New South Wales:

- *Environmental Planning and Assessment Act 1979*
- *Biodiversity Conservation Act 2016*
- *Fisheries Management Act 1994*
- *Rural Fires Act 1997*
- *Water Management Act 2000*
- *Protection of the Environment Operations Act 1997*
- *Companion Animals Act 1998*

Commonwealth:

- *Environment Protection and Biodiversity Conservation Act 1999*
- *Biosecurity Act 2015*
- *Disability Discrimination Act 1992*
- *Telecommunications Act 1996*

Furthermore, Council is guided by key plans and strategies which inform the management of public lands, including:

- Open Space Strategy (Draft) – The Uralla Shire Council Open Space Strategy provides a framework to assist Council's decision making in the future planning and development of Uralla Shire open spaces. The strategy acknowledges the importance in providing the community with high quality open space, whether purposed for active or passive recreation and/or improving and preserving biodiversity. This document is under development at the date of preparation of this plan of management.
- Bush Regeneration Strategy – The Uralla Shire Council Bush Regeneration Strategy employs the principles of ecological restoration, which is the process of restoring natural ecosystems to a state where they can support their own regenerative processes. This strategy helps Council improve biodiversity in reserves with significant environmental attributes.

3.5 Land comprising habitat of threatened or endangered species

There is no land within this reserve that would provide adequate habitat for threatened or endangered species.

3.6 Land comprising significant natural features

There is no land within this reserve that supports a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as a wetland, escarpment, watercourse or foreshore.

Native Title Management

Any tenure or easement issued on Gostwyck Road Reserve will require the advice of one of Council's native title managers that it complies with the relevant native title legislation. Native title advice was received from the relevant native title manager on 23 July 2025. The Native Title Manager advised that

- The activities identified in this plan of management are valid future acts under Section 24JA of the *Native Title Act 1993 (Cth)*.

3.7 Aboriginal cultural significance

The land subject to this plan of management does not include the presence on the land of any known items identified as having Aboriginal historical or cultural significance. Work at the reserve is undertaken with respect to due diligence guidelines. An Aboriginal Heritage Information Management System (AHIMS) search was undertaken in August 2020 which contained no results for the reserve with a 50 metre buffer applied. A copy of the AHIMS search results is included in this plan at Appendix 1.

3.8 Non-indigenous cultural significance

The Gostwyck Road Reserve does not contain any registered items of non-indigenous cultural significance.

4. MANAGEMENT PRESCRIPTIONS

4.1 General management prescription

This plan of management outlines the ways that the land will be used and the objectives for management. It may be used to determine Council priorities for use of resources and funds.

Based on legislated core objectives, corporate goals, community needs and the values and assets of the reserve, the following primary management objectives have been identified for the community land categorised as a sportsground:

- That the management of sportsgrounds takes into consideration the principles of Crown Land management.
- To provide for public safety.
- To efficiently and effectively manage public assets.
- To provide the wider community with sufficient appropriate access to sportsgrounds.
- To encourage community involvement in the management of sportsgrounds.
- To provide a broad spectrum of safe, high quality recreational opportunities having regard to the objectives outlined above.
- To allow for the provision of suitable land for future sporting facilities.

The following primary management objectives have been identified for the community land categorised as a park:

- That the management of sportsgrounds takes into consideration the principles of Crown Land management.
- To provide for public safety.
- To efficiently and effectively manage public assets.
- To provide the wider community with sufficient appropriate access to parks.

- To encourage community involvement in the management of parks.
- To provide the community with open space for active and passive recreational pursuits.
- To allow for the provision of suitable park land for future improvements in line with recreational activities.

4.2 Visitation

4.2.1 Fees

Visitation is free to the general public.

4.2.2 Access

General visitor access is provided by street frontage to Gostwyck Road, Gostwyck Street, and McCrossin Street. Vehicle access and car parking is provided via a single point of entry in Gostwyck Street.

The car parking areas and general access points to the reserve provide disability access including access for wheel chairs and mobility vehicles.

4.3 Allowed and prohibited recreational activities

Activities within the reserve are focused on the core objectives for community land categorised as a sportsground and for community land categorised as a park. Permitted and prohibited activities are outlined in section 5.3.

4.4 Infrastructure and facilities management

4.4.1 Parking area

Council will maintain parking areas and access points. Standard maintenance activities conducted by Council for the car parking area include grading and resurfacing.

4.4.2 Picnic facilities

Shaded picnic tables, seating, BBQ, drinking fountain and bins are provided for the community. These facilities are located adjacent to the BMX track.

4.4.3 Fencing

Lot 77 and Part Lot 348 are divided by a wire fence. A wire fence is also in place around the perimeter of Lot 77.

4.4.4 Signage and information

The provision of informative signs are a key management priority of this plan of management. Informative signs are progressively installed by Council to inform the community of the reserve's attributes.

4.4.5 Derelict/unsafe structures

Any derelict and/or unsuitable structures and infrastructure will be removed.

4.4.6 Additional infrastructure

The need for additional infrastructure, consistent with the reserve purpose, will be determined as necessary in response to increasing visitor numbers and considering the availability of funding.

Where it is proposed to construct or establish a public work[1] on reserved or dedicated Crown land, where native title is not extinguished, prior to approval, Council will notify and give an opportunity for comment from any representative Aboriginal/Torres Strait Islander bodies, registered native title bodies corporate and registered native title claimants in relation to the land or waters covered by the reservation or lease, as required under the *Native Title Act 1993.*

4.5 Ecological Management

4.5.1 Ecologically sustainable development

Development and maintenance activities will be carried out in an ecologically sustainable manner to prevent any long-term impacts on the physical and human environment. These principles include but are not limited to:

- Retaining native trees where possible for shade and habitat needs;
- Improvement and maintenance works recognise and account for potential environmental impacts;
- Future developments recognising changing community needs and characteristics; and
- The procurement of materials and labour is conducted in accordance to the principles contained in Council's procurement policy and procedures.

4.5.2 Weed control

Council's management of weeds is guided by the priority weed species listed by the Department of Primary Industries. Managing listed priority weeds will be conducted by Council as part of annual maintenance works.

4.5.3 Pest animals

The presence of pest animals can be a frequent occurrence where public open space is available. Pest animals refers to a number of common pests including foxes, rabbits, wild dogs, feral cats, feral pigs, deer and other vertebrate animals.

Managing pest animals will continue to be conducted by Council as part of annual maintenance works. Control of pest animals is undertaken in accordance within best practice guidelines.

4.5.4 Dogs

Under guidance by the *Companion Animals Act 1998*, dogs are allowed within the reserve when leashed and under the control of their owner.

[1] A public work is defined as:

(a) any of the following that is constructed or established by or on behalf of the Crown, or a local government body or other statutory authority of the Crown, in any of its capacities:
- *(i) a building, or other structure (including a memorial), that is a fixture; or*
- *(ii) a road, railway or bridge; or*
- *(iia) where the expression is used in or for the purposes of Division 2 or 2A of Part 2--a stock-route; or*
- *(iii) a well, or bore, for obtaining water; or*
- *(iv) any major earthworks; or*

(b) a building that is constructed with the authority of the Crown, other than on a lease.

Major earthworks are defined as:

earthworks (other than in the course of mining) whose construction causes major disturbance to the land, or to the bed or subsoil under waters.

4.5.5 Domestic grazing animals

Grazing by domestic animals is not permitted within the reserve due to its capacity to impact its natural ecology by destroying vegetation, introducing and propagating weed species, compacting soil and changing soil nutrient balance through manure.

Council reserves the right to enforce the removal of or impound domestic grazing animals found in the reserve without Council approval.

4.6 Fire management

The reserve is not located in a Category 1 or Category 2 bush fire zone as classified by the NSW Rural Fire Service. The management of bush fire risk is addressed by this plan of management as follows:

- The primary objective of managing fire risk is to protect life and property.
- The secondary objective of fire risk is to reduce the potential for damage to assets within the reserve.

Fire hazard control is routinely undertaken by Council through slashing and mowing grassy areas.

5. MANAGEMENT OBJECTIVES

5.1 Application of core management objectives

Under the *Local Government Act 1993,* the core objectives for management of community land categorised as a park are to:

- Encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
- Provide for passive recreational activities or pastimes and for the casual playing of games, and
- Improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

The core objectives for management of community land categorised as a sportsground are to:

- Encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games, and
- Ensure that such activities are managed having regard to any adverse impact on nearby residences.

The land categorisation areas are illustrated in Figure 3 below.

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Figure 3: *Gostwyck Road Reserve categorisation of land*

5.2 Management objectives

The core management objectives specific to this reserve are actioned through Council's annual work plans. These objectives are set out in Table 3.

Management Issues	Objectives and Performance Targets	Frequency	Means of achievement of objectives	Manner of assessment of performance
Safety and risk management	Protect people from reasonably foreseeable risk or harm in the use of reserve facilities.	Immediate - as required	Safety reviews to be undertaken by Council staff; Public encouraged to notify Council of potential risks.	Monitoring as part of maintenance routines; Community feedback.
Maintain/ improve access	Provide the community with maintained open space for recreation.	12 month check	Council maintenance programs; Community groups under Council management agreement.	Community survey for reserve accessibility.
Facilities and grounds	Provide, improve and maintain facilities such as buildings sporting infrastructure, walking tracks, pathways, seating, picnic benches and gardens.	As required	Annual resourcing plans; Council to apply for capital assistance through State and Federal Government grants or other opportunities.	Monitoring and annual evaluation of community feedback and request.
Weed management	Maintain quality of open space for recreation. Fulfil management duties consistent with the *Biosecurity Act 2015.*	Annual review; work undertaken 0-4 times/year	Review undertaken annually by Biosecurity Team of Council. Resourced by Bush Regeneration Team in accordance with annual resourcing plans.	Monitoring and annual evaluation of community feedback and request.
Bushfire risk	Prevent build-up of	Liaise with	Management of ground fuel	Monitoring and annual

mitigation and management	ground fuel.	RFS as required	subject to RFS recommendations.	evaluation by RFS.
Maintain/ improve biodiversity	Provide managed regeneration areas for native vegetation where appropriate	12 month check	Reserve to be assessed for biodiversity values in the first 12 months of this plan of management commencement.	GIS recording / biodiversity condition monitoring by Council's Bush Regeneration Team.
Community awareness raising	Provide the community with reserve management information.	As required	Report via online social media and newsletters.	Collating, analysis and response to community feedback.

***Table 3** – Gostwyck Road Reserve Management Objectives*

5.3 Permitted and prohibited activities

The management objectives for this reserve are designed to support activities focused on both active and passive public recreation. Activities that are permitted without Council approval are listed below. Activities that do not appear in this section may be permitted with Council approval.

Allowable activities may be considered by Council to fall within the scope of the management objectives and can be undertaken by individual and community groups. Allowable activities can provide Council with valuable assistance in the maintenance of community reserves.

The list of permitted and prohibited activities does not include those activities permitted with Express Authorisation as listed in section 5.7.

5.4 Permitted activities without Council approval

- Meetings and social functions relevant to sports clubs;
- Use of sports infrastructure for the intended purpose;
- Picnicking;
- Walking;
- Bird watching and other nature study;
- Photography and other artistic pursuits;
- Educational activities with local school children; or
- Educational activities with visiting school children.

5.5 Allowable activities for management purposes

Activities that can be undertaken by the community with approval from Council are:

- Landscape and garden maintenance;
- Weed control;
- Pest and feral animal control;
- Replanting / revegetation;
- Fencing and general maintenance;
- Fire management/control; and
- Ecological surveys.

5.6 Prohibited activities

- Firewood collection;
- Collecting plants/animals;
- Dirt, trail or other motor vehicle use;
- Fireworks;
- Consumption of alcohol;
- Fires outside designated fire places;
- Unlicensed grazing;
- Camping;
- Firearms;
- Motorbikes; and
- Unauthorised vehicles.

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5.7 Express authorisation of leases, licences and other estates

Leases and licences formalise the use of community land by groups such as sporting clubs, community groups and schools, or by commercial organisations and individuals providing facilities or services for public use.

The *Local Government Act 1993* contains restrictions on the ability of Council to grant leases, licences and other estates over community land as these alienate the land and limit the ability of the public to use that land. Generally a lease will be required where exclusive occupation or use of all, or part, of an area is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this plan of management and the capacity of the community land itself and the local area to support the activity.

The purpose of such leases, licences and other estates must be consistent with the core objectives for reserves categorised as parks and sportsgrounds. Activities requiring leasing and licensing are obtained under Express Authorisation. Council can limit the purpose of any lease, the type of potential lessee, and the facilities that will be leased.

This plan of management expressly authorises the issue of leases, licences and other estates for use of community land categorised as park, provided that:

- The purpose is consistent with the purpose for which the land was dedicated or reserved;
- The purpose is consistent with the core objectives for the category of the land;
- The lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated or allowed by the provisions of the *Native Title Act 1993 (Cth)*;
- Where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted;
- The lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved; and
- All suitable insurances have been provided to Council.

Conditions of approval must be in keeping with the existing relevant Council policies and may require a resolution from Council.

Currently, there are no current leases and/or licences over Gostwyck reserve (89071).

5.8 Short-term licences

Short-term licences and bookings may be used to allow Council to program different uses of community land at different times, allowing the best overall use.

Short-term licences for activities undertaken on Part Lot 348 are authorised for the purpose of:

- Sporting or recreational clubs

Casual permits and bookings may be granted by Council for activities on either lot may be granted for

activities such as:

- Community events and festivals;
- Markets;
- Engaging in a trade or business;
- The playing of a lawful game or sport;
- The playing of a musical instrument, or singing, for fee or reward;
- The delivery of a public address;
- Commercial photographic sessions;
- Picnics and private celebrations such as weddings and family gatherings;
- Filming sessions;

Fees for short-term casual bookings will be charged in accordance with Council's adopted fees and charges at the time.

5.9 Other estates

This plan of management allows Council to grant an estate over community land for the provision of public utilities and works associated with or ancillary to public utilities and provision of services, or connections for premises adjoining the community land to a facility of Council or the public utility provider on the community land in accordance with the *Local Government Act 1993*.

5.10 Plan evaluation

5.10.1 Timing

An evaluation of the Annual Work Plan targets for Gostwyck Road Reserve will take place by staff at Uralla Shire Council in June each year. The evaluation includes comment on:

- Analysis of public use;
- Assessment of safety and risk management;
- Assessment of the condition of buildings, infrastructure and amenities;
- Damage to native vegetation or infrastructure; and
- Other matters relating to the management of the reserve.

5.10.2 Reporting

The information and data recorded from regular work activities including the scope of work activity, monitoring work outcomes and evaluation of work objectives is recorded regularly as part of daily work plans. This information is then used to inform Council reports.

Reporting against the objectives within this plan of management is a key aspect of Council's Integrated Planning and Reporting (IP&R) cycle. IP&R measures the effectiveness of Council Crown land management objectives through the annual, four yearly, and ten yearly planning framework.

5.11 External funding

As the manager of the site, Council can apply for funding under the Crown Reserves Improvement Fund (CRIFP) from Crown Lands on an annual basis. These funds are competitively awarded and therefore are not guaranteed.

Council will continue to seek funding from various other sources as the opportunity arises. External funding applications will be more successful where the community can demonstrate and contribute in-kind to the project.

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6 Appendices

Appendix 1: Aboriginal Heritage Information Management System search results

AHIMS Web Services (AWS)
Search Result

Your Ref/PO Number : n/a
Client Service ID : 701778

Uralla Shire Council
32 Salisbury St
Uralla New South Wales 2358
Attention: Benjamin Kogo
Email: bkogo@uralla.nsw.gov.au

Date: 20 July 2022

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lot : 348, DP:DP755846, Section : - with a Buffer of 200 meters, conducted by Benjamin Kogo on 20 July 2022.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of Heritage NSW AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

0	Aboriginal sites are recorded in or near the above location.
0	Aboriginal places have been declared in or near the above location. *

846

A

Office of Environment & Heritage NSW

AHIMS Web Services (AWS)
Search Result

Purchase Order/Reference : 17
Client Service ID : 526311

Derryn Andersen
32 Salisbury Street PO Box 106
Uralla New South Wales 2358
Attention: Derryn Andersen
Email: dandersen@uralla.nsw.gov.au

Date: 10 August 2020

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lot : 77, DP:DP755846 with a Buffer of 50 meters, conducted by Derryn Andersen on 10 August 2020.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of the Office of the Environment and Heritage AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

0	Aboriginal sites are recorded in or near the above location.
0	Aboriginal places have been declared in or near the above location. *

URALLA SHIRE COUNCIL

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Plan of Management:

Racecourse Lagoon

(Crown Reserve 86472)

January 2026

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		**Resolution No.**	
Document Owner	Director Infrastructure and Development		
Document Development Officer	Manager Environment & Waste		
Review Timeframe	In the subsequent year following adoption; then every four years		
Last Review Date:	2026	**Next Scheduled Review Date**	2030

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	2013	Approved by Uralla Shire Council.
2	May 2017	Document reviewed.
3	November 2022	Review and update by EMC and MDP
4	March 2025	Document updated by Manager Environment and Waste
5	July 2025	Document received approval to progress to public exhibition and Minister's consent to adopt.
6	October 2025	Document received approval from Council to progress to public exhibition
7	January 2026	Document reviewed after receiving submissions from public exhibition

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (NSW)* *Local Government (General) Regulation 2021 (NSW)* *Crown Land Management Act 2016* *Environmental Planning and Assessment Act 1979* *Biodiversity Conservation Act 2016* *Biosecurity Act 2015* *Fisheries Management Act 1994* *Rural Fires Act 1997* *Water Management Act 2000* *Protection of the Environment Operations Act 1997* *Companion Animals Act 1998* *Environment Protection and Biodiversity Conservation Act 1999* *Disability Discrimination Act 1992* *Telecommunications Act 1996*
Related Policies, Procedures/Protocols, Statements, documents	Uralla Local Environmental Plan 2012 (LEP) Uralla Shire Council Open Space Strategy Plan of Management: Crown Reserve Parks Plan of Management: General Community Use Reserves Plan of Management: Gostwyck Road Reserve Plan of Management: Bundarra Downs Reserve (Bundarra Nature Park)

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Note: Any reference to legislation will be updated in the policy as required. See website at http://www.legislation.nsw.gov.au for current Acts, Regulations and Environmental Planning Instruments.

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Executive Summary

The Uralla Shire Council's plans of management provide direction as to the use and management of council-owned community land and council-managed Crown reserves classified as community land in the Uralla Shire local government area. These plans of management are a statutory requirement under Section 3.23 of the *Crown Land Management Act 2016* and Section 36 of the *Local Government Act 1993*.

This plan of management, adopted on XX XXXXX XXXX by Uralla Shire Council, addresses the management of Crown reserve 86472 being the Racecourse Lagoon located 3km south-west of Uralla between the New England Highway and Thunderbolts Way in Uralla. The plan of management outlines the way the land will be used and provides Council with a framework which enables decisions regarding the Racecourse Lagoon Reserve to be made in a consistent and equitable basis.

The Racecourse Lagoon Reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown land manager under the *Crown Land Management Act 2016*.

Uralla Shire Council acknowledges the Traditional Custodians of the land on which the reserve is situated. Council recognises their sacred connection to Country and pays respect to Elders past, present and emerging.

1. INTRODUCTION

1.1 Background

The *Crown Land Management Act 2016* (the CLM Act) authorises local councils (council managers) appointed to manage dedicated or reserved Crown land to manage that land as if it were public land under the *Local Government Act 1993* (LG Act).

The *Local Government Act 1993* (LG Act) requires a Plan of Management (PoM) to be prepared for all public land that is classified as 'community land' under that Act. A PoM provides a clear set of guidelines for the short and long-term management of a management of a parcel of community land owned by Council or Crown land under Council's care, control and management.

This plan of management (PoM) has been prepared by Uralla Shire Council and provides direction as to the use and management of council-owned community land and council-managed Crown reserves classified as 'community land' in the Shire. The PoM is required in accordance with Section 3.23 of the Crown Land Management Act 2016 and Section 36 of the Local Government Act 1993.

This PoM specifically addresses the management of Racecourse Lagoon (Crown reserve 86472). The reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown Land Manager under the Crown Land Management Act 2016.

Council manages this reserve in order to preserve the ecological, social and recreational values of the site for the benefit of the community. This plan of management provides a management framework which enables decisions regarding the future management of the Lagoon.

1.2 Purpose of a plan of management

Under section 36 of the Local Government Act 1993, a PoM must:

- Categorise the land in accordance with the legislation
- Contain objectives and performance targets for the management of the land
- Specify the means by which Council proposes to achieve the objectives and performance targets
- Specify how achievement of the objectives and performance targets are to be assessed

Under section 36(3A) of the Local Government Act 1993, the PoM must also:

Describe the condition of the land, any buildings or other improvements on the land as at the adoption of the plan

- Describe the use of the land
- State the purposes for which the land will be used.
- This PoM has been prepared in accordance with and seeks adoption under the LG Act and CLM Act.

1.3 Process of preparing a plan of management

The process undertaken in preparing a PoM is illustrated in Figure 1.

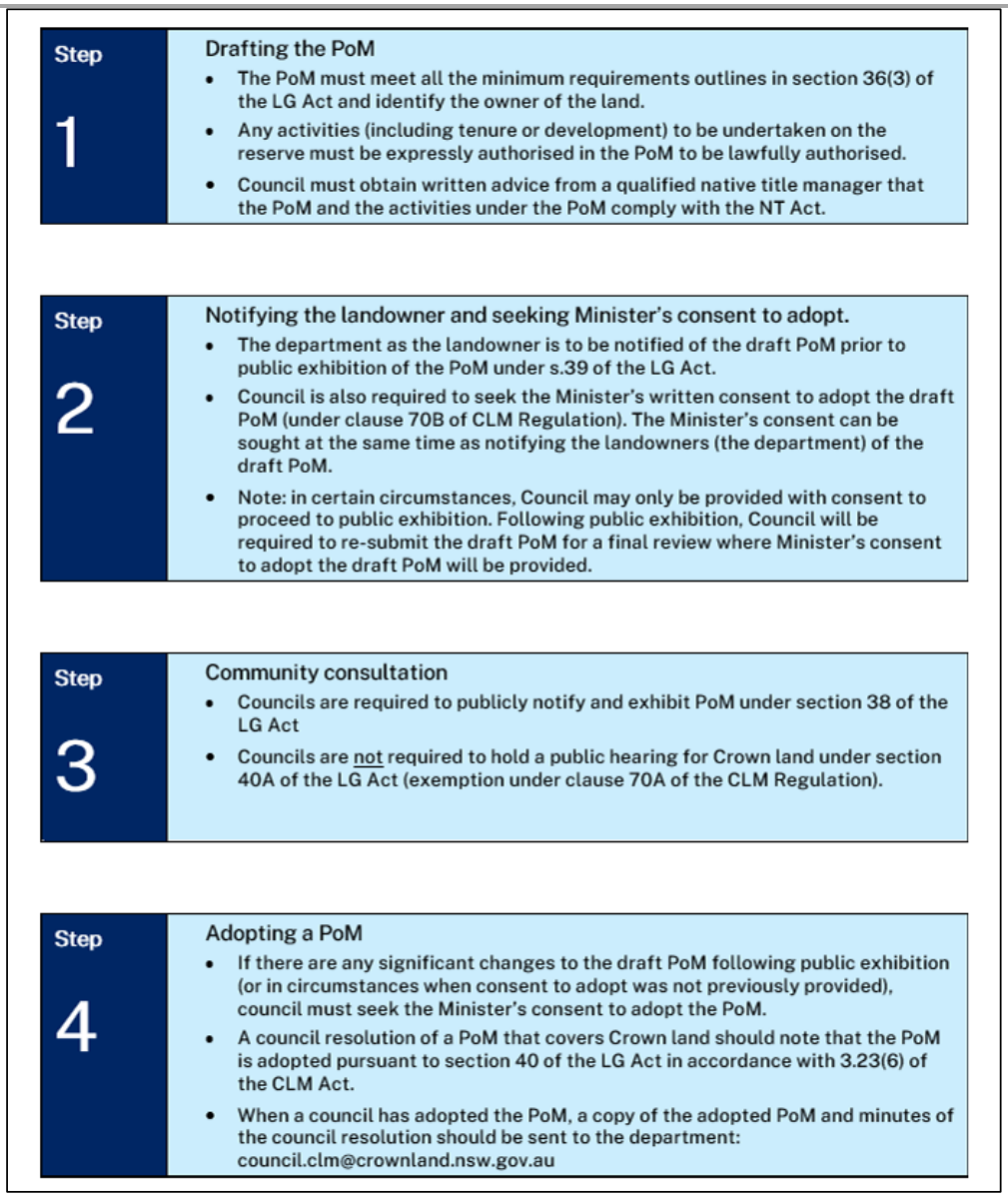


Figure 1: Process for preparing a plan of management (POM) for council-managed Crown reserves

1.4 Change and review of plan of management

This PoM will require regular review in order to align with the community values and changing community needs, and to reflect changes in Council priorities.

Management of the reserve will be assessed against the performance measures listed in the Action Plan presented in Table 5. The performance measures will be reviewed following the first year of the commencement of the plan of management. Thereafter, a review of the plan of management will occur on a cycle consistent with Council's Integrated Planning and Reporting milestones. Each new phase of Council's Delivery Program will include a comprehensive review of the efficacy of all performance targets and their appropriateness in delivering the objectives within the plan of management.

The community will have an opportunity to participate in reviews of this plan of management. Prior to

adoption by Council the plan of management will be placed on public exhibition and open to submissions by the community.

1.5 Community consultation

As community land has been dedicated for the enjoyment of the public, regular engagement with and feedback from the community is an important tool in defining Council's reserve management priorities.

Council undertakes community engagement in accordance with its Community Engagement Policy and Community Engagement Strategy. These documents guide Council's engagement with the community so as to understand the community's desires and needs, and to use resulting information to plan and develop targeted services for the areas in which it operates.

Following the commencement of the Crown Land Management Act 2016 the Uralla Shire community was consulted with respect to the historic use and values of Council managed Crown reserves. Feedback from the community assisted Council's decision making process toward the appropriate framework for the future management of Council managed Crown reserves.

This PoM was placed on public exhibition from 19/11/2025 to 17/12/2025, in accordance with the requirements of section 38 of the *Local Government Act 1993*. A total of 2 submissions were received. Council considered these submissions before adopting the PoM.

In accordance with section 39 of the *Local Government Act 1993*, prior to being placed on public exhibition, the draft PoM was referred to the Department of Planning, Industry and Environment – Crown Lands, as representative of the State of NSW, which is the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment – Crown Lands.

Council also sought community input for public land management as part of Council's development of its Open Space Strategy in 2018. Community consultation included face to face meetings and public exhibitions to assist Council's development of its strategic reserve management framework. The Open Space Strategy has been developed in conjunction with the Uralla Township and Environs Committee, a consultative committee of Council constituted under section 355 of the *Local Government Act 1993*.

1.6 History of this plan of management

The land was dedicated to the public in 1967 for the purpose of Public Recreation with Uralla Shire Council appointed Trustee.

A Voluntary Conservation Agreement to manage the wetland area and define the conservation area was signed in 1999. A copy of this agreement is contained in this plan of management at Appendix 6.

A plan of management was then formally approved by the NSW Minister for the Environment. This plan of management was implemented through collaborative planning by National Parks and Wildlife Service (NPWS) and Uralla Shire Council to support the principles of the Voluntary Conservation Agreement.

Following the commencement of the *Crown Land Management Act 2016*, Council became the Crown land manager of this reserve. The first edition of this Plan of Management was developed by Council in 2013. The first amendment to the plan was made in 2017. A second amendment was made in 2020-21 in accordance with the *Crown Land Management Act 2016* and the *Local Government Act 1993* as amended.

2. LAND DESCRIPTION

2.1 Location and Description

This plan of management covers Racecourse Lagoon. The reserve information is detailed in Table 1. The land is owned by the Crown and is managed by council as Crown land manager under the Crown Land Management Act 2016.

Feature	Description
Reserve Name	Racecourse Lagoon
Location	3km south-west of Uralla between the New England Highway and Thunderbolts Way. The lagoon is accessible from Plane Avenue.
Land Parcels/s	Lot: 7002 DP: 1074307 Res: 86472
Area	The reserve covers a total area of approximately 41.3 Ha of which over 15 Ha comprises of the wetland area.
LEP Zoning	RU1 Primary Production
Biogeographic region	The reserve is within the New England Tablelands IBRA region
Reserve Purpose	Public Recreation. Gazetted 20/10/1967
Surrounding land use	The site is surrounded by sheep and cattle grazing properties and was once used for grazing and active recreational pursuits such as horse, dog and boat racing.
Other authorities	The reserve is located within the administrative areas of Northern Tablelands Local Land Services.

Table 1: Information about reserve covered by this plan of management

2.2 Site details and vegetation types

Racecourse Lagoon is one of about thirty lagoons and swamps scattered along the Great Dividing Range within the New England Tablelands region, but is substantially different. It is situated in a natural amphitheater with the surrounding ground rising between 5 - 8 m above the high water level and is one of only a few with a granite base and large granite boulders and outcrops in and around the lagoon. It is part of a system of wetlands known as the New England Lagoons, which are all representative examples of shallow, temporary upland lagoons and recognised as nationally significant *(Australian Nature Conservation Agency Directory of Important Wetlands in Australia 1996).*

The lagoon area contains a mixture of vegetation types associated with Northern Tablelands wetlands, which are poorly conserved in the region. Racecourse Lagoon, like other wetlands in this system, including Dangars Lagoon, is semi-vegetated with areas of sedges and rushes and a variety of aquatic and semi-aquatic plants as well as areas of open water. This varied habitat supports an abundance and diversity of waterbirds in the region.

Mown areas are maintained near the entrance to the reserve at Racecourse Road. A picnic table and information sign are contained within the mown area (Figure 2).

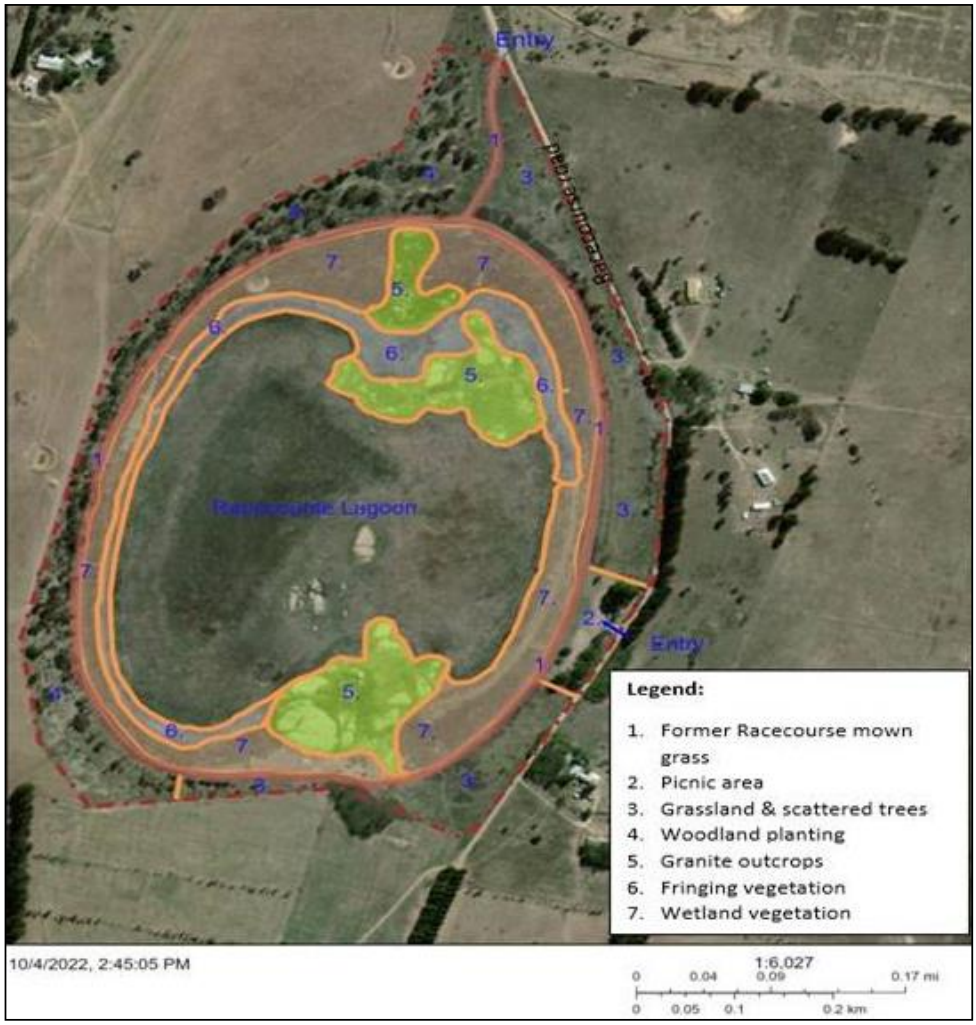


Figure 2: Site map of racecourse lagoon showing reserve vegetation categorization

2.3 Statement of significance

The Racecourse Lagoon is significate for the following reasons:

2.3.1 Biological values

- Racecourse Lagoon is in a relatively natural condition. The majority of the reserve consists of an Upland Wetland, a NSW listed Endangered Ecological Community under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* as Upland Wetlands of the New England Tablelands and the Monaro Plateau.
- The western perimeter contains remnants and restored areas of a natural Box Gum Grassy Woodland community.
- It is a breeding, nesting and feeding site for birds. The lagoon also provides a refuge for other animals in times of drought. The bird species recorded at the lagoon include Great Crested Grebes, Blue-billed Ducks and Whiskered Terns. Swamp Harriers and Whistling Kites can also be spotted cruising overhead, while Nankeen Night Herons roost in the dead trees.

- The lagoon contains habitat for fauna listed on Schedule 2 as Vulnerable under the *Threatened Species Conservation Act, 1995* including:

Blue-billed Duck	*Oxyura australis*
Painted Snipe	*Rostratula benghalensis*

- The lagoon is likely to contain habitat for other fauna (bird species) listed on the *Threatened Species Conservation Act 1995*. These species have been recorded at Dangers Lagoon, 1 km south east of the conservation area.

Magpie Goose	*Anseranas emipalmata*
Freckled Duck	*Stictonetta naevosa*
Black-tailed Godwit	*Limosa limosa*

- Up to three international migratory bird species have been recorded in the conservation area. These species are listed as internationally and nationally significant under the Japan-Australia and China-Australia Migratory Bird Agreements.

Greenshank	*Tringa nebularia*
Lathan's Snipe	*Gallinago hardwickii*
Red-necked Snint	*Calidris ruficollis*

- The lagoon has suffered major tree decline over the years from both "dieback" and past grazing practices. Early reports indicate the lagoon to have been surrounded by eucalypt woodland. The most likely species to have occurred within the conservation area in the past are still found nearby. Vegetation species associations include:

At lagoon/within 1 km	Within 1 - 10 km
Eucalyptus dalrympleana	*Eucalyptus pauciflora*
Eucalyptus blackelyi	*Eucalyptus stellulata*
Eucalyptus melliodora	*Acacia rubida*
Eucalyptus nova-angelica	*Leptospermum polygalifolium*
Angophora floribunda	*Cassinia quinquefaria*
Acacia filicifolia	*Daviesia latifolia*
Bursarua spinosa	

2.3.2 **Geological, landscape and hydrological values**

- The lagoon provides a significant scenic backdrop to the township of Urallla, particularly when it is full of water.
- The hydrology of the wetland supports upland wetland threatened ecological communities.

2.3.3 **Research and educational values**

- The lagoon has research and educational value for its ecological and hydrological features
- Significant site for resident and migratory bird populations.

3. BASIS OF MANAGEMENT

3.1 Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land.

Uralla Shire Council intends to manage its Racecourse Lagoon to meet:

- assigned categorisation of community land
- the LG Act guidelines and core objectives for community land
- restrictions on management of Crown land community land
- the council's strategic objectives and priorities
- development and use of the land outlined in Section 6 of the LG Act.

3.2 Categorisation of land

Under the *Local Government Act 1993*, councils must categorise all community land according to the purpose for which is was originally dedicated.

Racecourse Lagoon was dedicated for the purpose of public recreation and is categorised as part Park and part Natural Area - Wetland.

- Parks are defined in clause 104 of the *Local Government (General) Regulation 2021* as land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others.
- Natural areas are defined in clause 102 of the *Local Government (General) Regulation 2021* as land whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore.
- Wetlands are defined in clause 108 of the *Local Government (General) Regulation 2021* as marshes, mangroves, backwaters, billabongs, swamps, sedge lands, wet meadows or wet heathlands that form a waterbody.

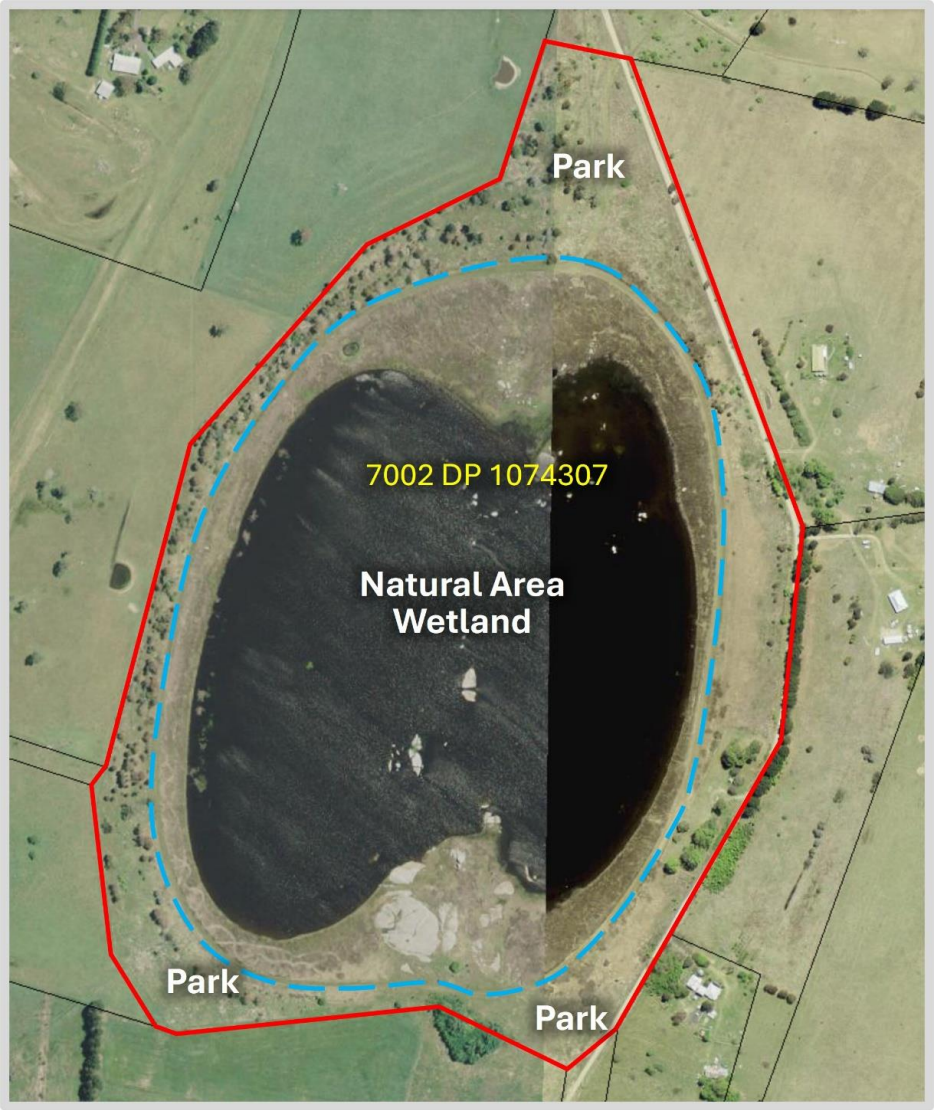


Figure 3 Site map of racecourse lagoon showing of land categorization

3.3 Restriction on management of crown land

Council is the Crown land manager of the Racecourse Lagoon in accordance with the legislation and conditions imposed by the Minister administering the *Crown Land Management Act 2016*. The use of the Racecourse Lagoon must:

- Be consistent with the purpose for which the land was dedicated or reserved;
- Consider native title rights and interests and be consistent with the provisions of the *Native Title Act 1993 (Cth);*
- Consider and not be in conflict with any interests and rights granted under the *Crown Land Management Act 2016;* and
- Consider any interests held on title.

3.4 Councils strategic objectives and priorities

This plan has been developed to align with Council's Integrated Planning and Reporting (IP&R) framework. The IP&R framework directs Council's works and services on behalf of the community and consists of three tiers:

- **Community Strategic Plan:** The Community Strategic Plan describes the community's vision and Council's mission for a period of ten or more years. The development of the Community Strategic Plan is led by the Mayor and Councillors and through engagement with the community to determine the community's priorities and aspirations for the future and to plan strategies to achieve them.
- **Delivery Program:** The Delivery Program is a four-year plan which translates the community's strategic goals into clear actions by outlining the Principal Activities that support the delivery of the Community Strategic Plan.
- **Operational Plan:** The Operational Plan is an annual plan containing detailed actions to achieve the community priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan is prepared each year and identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program. Actions may be adjusted at the end of the reporting cycle for their continued alignment with the Community Strategic Plan and Delivery Program.

Council's community land management is guided by this framework. Therefore, the management objectives of the Racecourse Lagoon reserve detailed in this plan have been developed in accordance with the goals and strategies of the Community Strategic Plan, the principle activities described in the Delivery Program, and the annual actions contained in the Operational Plan.

The primary strategic objectives, strategies and activities associated with this plan of management are set out in the table 2 below.

CSP Strategic Objectives	CSP Strategies	Delivery Program Activities
1. We have an accessible inclusive and sustainable community	1.2 A safe, active, and healthy Shire	(N/A)
2. We drive the economy to support prosperity	2.3 Communities that are well serviced with essential infrastructure	2.3.8 Maintain parks, gardens, recreation facilities and open spaces
3. We are good custodians of our environment	3.1 To preserve, protect and renew our beautiful natural environment	3.1.5 Manage Crown Lands under Council care and control
4. We are an independent shire and well-governed community	4.1 Informed and collaborative leadership in our community	(N/A)

Table 1: Linkage to the Integrated Planning and Reporting Framework

4. LEGISLATIVE CONTEXT

4.1 Crown Land Management Act 2016

Crown land is governed by the CLM Act, which provides a framework for the state government, local councils and members of the community to work together to provide care, control and management of Crown reserves.

The Objectives of the CLM Act 2016 are specified under Section 1.3 to include:

- Provide for the ownership, use and management of the Crown land of New South Wales.
- Provide clarity concerning the law applicable to Crown land.
- Require environmental, social, cultural heritage and economic considerations to be taken into account in decision-making about Crown land.
- Provide for the consistent, efficient, fair and transparent management of Crown land for the benefit of the people of New South Wales.
- Facilitate the use of Crown land by the Aboriginal people of New South Wales because of the spiritual, social, cultural and economic importance of land to Aboriginal people and, where appropriate, to enable the co-management of dedicated or reserved Crown land.
- Provide for the management of Crown land having regard to the principles of Crown land management.

4.2 State Environmental Planning Policy (Transport and Infrastructure) 2021

The *State Environmental Planning Policy (Transport and Infrastructure) 2021* (T&I SEPP) aims to facilitate the effective delivery of infrastructure across NSW.

The T&I SEPP has specific planning provisions and development controls for 25 types of infrastructure works or facilities including roads, emergency services, electricity delivery, parks and other public reserves and telecommunications networks.

The T&I SEPP outlines the planning rules for such works and facilities, including:

- Where such development can be undertaken
- What type of infrastructure development can be approved by a public authority under Part 5 of the Environmental Planning and Assessment Act 1979 ("EP&A Act") following an environmental assessment (known as 'development without consent')
- What type of development can be approved by the relevant local council, Minister for Planning or Department of Planning under Part 4 of the EP&A Act (known as 'development with consent')
- What type of development is exempt or complying development.

Of relevance to the Racecourse Lagoon is Clause 2.73 that specifies that development for any purpose may be carried out without consent if the development is for the purposes of implementing an adopted Plan of Management. The clause also lists a range of ancillary developments permitted without consent within a public reserve such as the construction of roads, information boards, amenity facilities and environmental management works.

Clause 66 provides for a range of exempt developments within a public reserve such as the construction, maintenance and repair of walking tracks, gates, seats shelters and shade structures.

4.3 Legislative requirements for community consultation

Sections 38 and 40 of the *Local Government Act 1993* set out the requirements for public notice and public exhibition for all Council managed community land reserves. These requirements are summarised in Table 2 below).

Section	Requirement
38. Public notice of draft plans of management	(1) A council must give public notice of a draft plan of management.
	(2) The period of public exhibition of the draft plan must be not less than 28 days.
	(3) The public notice must also specify a period of not less than 42 days after the date on which the draft plan is placed on public exhibition during which submissions may be made to the council.
	(4) The council must, in accordance with its notice, publicly exhibit the draft plan together with any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.
40. Adoption of plans of management	(1) The council must hold a public hearing in respect of a proposed plan of management (including a plan of management that amends another plan of management) if the proposed plan would have the effect of categorising, or altering the categorisation of, community land under section 36 (4).
	(2) However, a public hearing is not required if the proposed plan would merely have the effect of altering the categorisation of the land under section 36 (5).

***Table 2** – Statutory Guidelines for Public Notice and Public Exhibition*

4.4 Other relevant legislation and statutory controls

In addition to the *Local Government Act 1993* and the *Crown Land Management Act 2016*, the provisions of which this plan of management has been drafted, Council must also comply with other legislation relevant to the management of community lands, including but not limited to:

- Environmental Planning and Assessment Act 1979
- Biodiversity Conservation Act 2016
- Fisheries Management Act 1994
- Rural Fires Act 1997
- Water Management Act 2000
- Protection of the Environment Operations Act 1997
- Environment Protection and Biodiversity Conservation Act 1999
- Biosecurity Act 2015
- Disability Discrimination Act 1992

Furthermore, Council is guided by key plans and strategies which inform the management of public lands, including:

- **Open Space Strategy**– The Uralla Shire Council Open Space Strategy provides a framework to assist

Council's decision making in the future planning and development of Uralla Shire open spaces. The strategy acknowledges the importance in providing the community with high quality open space, whether purposed for active or passive recreation and/or improving and preserving biodiversity.

- **Bush Regeneration Strategy** – The Uralla Shire Council Bush Regeneration Strategy employs the principles of ecological restoration, which is the process of restoring natural ecosystems to a state where they can support their own regenerative processes. This strategy helps Council improve biodiversity in reserves with significant environmental attributes.

4.5 Land comprising habitat of threatened or endangered species

The areas that constitute the semi-permanent wetland of Racecourse Lagoon are classified as an Endangered Ecological Community under NSW legislation. This area has been categorised as Natural Area – Wetland for management purposes under the *Local Government Act 1993*.

4.6 Land comprising significate natural features

Aside from the ecological attributes within the wetland part of the reserve, the remaining land does not possess a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as a wetland, escarpment, watercourse or foreshore.

4.7 Native Title Management

Any tenure or easement issued on Gostwyck Road Reserve will require the advice of one of Council's native title managers that it complies with the relevant native title legislation. Native title advice was received from the relevant native title manager on 17 August 2025. The Native Title Manager advised that: the activities contained in this plan of management are valid future acts under subdivision J of the *Native Title Act 1993 (Cth)*.

Section 24JA (2) - the later act is done in good faith and consists of the use, by the statutory authority or any person, of the land or waters for the particular purpose for which the reserve is dedicated.

4.8 Aboriginal cultural significance

According to an Aboriginal Heritage Information Management System (AHIMS) search undertaken on 25/11/2022, the land subject to this plan of management includes three (3) recorded Aboriginal sites in or close to the reserve.

A copy of the AHIMS search results is included in this plan at Appendix 2.

- As part of the stipulations associated with these records, any work undertaken at the reserve will be preceded by an extensive search to obtain further information about the Aboriginal site, such as site features, site location and the name of the site.
- Work at the site will always be conducted in accordance with due diligence guidelines.

4.9 Non-indigenous cultural significance

Racecourse lagoon is listed with Heritage NSW as Item No. 2540173

The non-indigenous cultural history of the site refers to the historic use of the reserve as a racecourse. The physical record of cultural significance at Racecourse Lagoon is the race track itself. Although historical information contained in photos indicates that the track featured other facilities including a grandstand, evidence of these facilities no longer exists.

This plan of management includes management objectives to maintain the "racetrack" as a walking track to facilitate passive recreational activity. The track is most commonly used at present for walking, bird watching, and other ecological interests. Public vehicular use of the track is not permitted.

5. CURRENT USE OF THE LAND

5.1 Current use of the land

This plan of management intends to reflect and reinforce the purpose of the original plan of management developed under the terms of the Voluntary Conservation Agreement in 1999.

The Voluntary Conservation Agreement and this plan of management recognise the value of the Lagoon for:

- Providing habitat for known species listed under the *Threatened Species Conservation Act 1995*;
- The locally representative nature of its vegetation communities;
- Providing habitat for migratory bird species listed under the Japan-Australia and China-Australia Migratory Bird Agreements; and
- Protecting the historical and contemporary importance of the conservation area for scientific, educational and recreational use.

In general, the purpose of public recreation and the patterns and behaviors regarding public use of the reserve encourages Council to manage the reserve with respect to three primary objectives:

- **Managing the park for ecological value**: Council management supports the conservation of the reserve's ecological attributes with the intention to create a natural landscape which is inviting for public use.
- **Managing the park for social value**: Racecourse Lagoon provides the local community with space and basic infrastructure to carry out social activities; the "green spaces" that Council provides to enhance the standard of living for residents.
- **Managing the park for recreational value**: The circular walking track, adapted from the historic racecourse, allows visitors to enjoy the reserve's natural amenity.

5.2 Permitted and prohibited activities

The management objectives for Racecourse Lagoon are designed to support activities focused on passive recreation within the park section of the reserve. Activities that are permitted without Council approval are listed below. Activities that do not appear in this section may be permitted with Council approval.

Allowable activities may be considered by Council to fall within the scope of the management objectives and can be undertaken by individual and community groups. Allowable activities can provide Council with valuable assistance in the maintenance of community reserves.

5.2.1 Permitted activities without council approval

- Picnicking;
- Walking;
- Bird watching and other nature study;
- Photography and other artistic pursuits;
- Educational activities with local school children;
- Educational activities with visiting school children; and
- As a seed bank for other projects in the area.

5.2.2 Permitted activities for management purposed with council approval

- Weed control;
- Pest and feral animal control;
- Landscaping;
- Replanting/revegetation;
- Fencing and general maintenance;
- Fire management/control;
- Ecological surveys and monitoring; and
- Bio banking/Seed collection.

5.2.3 Prohibited activities

- Off-leash dog walking;
- Firewood collection;
- Collection of bush rock;
- Collecting plants/animals;
- Dirt, trail or other motor vehicle use;
- Fireworks;
- Consumption of alcohol;
- Fires outside designated fire places;

- Unlicensed Grazing; and
- Camping.

5.3 Express authorisation of leases, licenses and other estates

Leases and licences formalise the use of community land by groups such as sporting clubs, community groups and schools, or by commercial organisations and individuals providing facilities or services for public use.

The *Local Government Act 1993* contains restrictions on the ability of Council to grant leases, licences and other estates over community land as these alienate the land and limit the ability of the public to use that land. Generally a lease will be required where exclusive occupation or use of all, or part, of an area is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this plan of management and the capacity of the community land itself and the local area to support the activity.

The purpose of such leases, licences and other estates must be consistent with the core objectives for reserves categorised as park and natural area – wetland. Activities requiring leasing and licensing are obtained under Express Authorisation. Council can limit the purpose of any lease, the type of potential lessee, and the facilities that will be leased.

This plan of management **expressly authorises** the issue of leases, licences and other estates for the use of community land categorised as park, provided that:

- The purpose is consistent with the purpose for which the land was dedicated or reserved;
- The purpose is consistent with the core objectives for the category of the land;
- The lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated or allowed by the provisions of the *Native Title Act 1993 (Cth)*;
- Where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted;
- The lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved; and
- All suitable insurances have been provided to Council.
- Conditions of approval must be in keeping with the existing relevant Council policies and may require a resolution from Council.

There is no known leases and/or licences over the racecourse lagoon reserve.

5.4 Short term licenses

Short-term licences and bookings may be used to allow Council to program different uses of community land at different times, allowing the best overall use.

Short term licenses for activities undertaken within this reserve may be granted specifically for:

- The playing of a musical instrument, or singing, for fee or reward;

- Engaging in a trade or business;
- The playing of a lawful game or sport;
- The delivery of a public address;
- Commercial photographic sessions;
- Picnics and private celebrations such as weddings and family gatherings;
- Filming sessions;

Fees for short-term casual bookings will be charged in accordance with Council's adopted fees and charges at the time.

5.5 Other estates

This plan of management allows Council to grant an estate over community land for the provision of public utilities and works associated with or ancillary to public utilities and provision of services, or connections for premises adjoining the community land to a facility of Council or the public utility provider on the community land in accordance with the *Local Government Act 1993*.

6. MANAGEMENT STRATEGIES

6.1 Application of core management objectives

The *Local Government Act 1993* prescribes the following core objectives for community land categorised as a park:

- to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
- to provide for passive recreational activities or pastimes and for the casual playing of games, and
- to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

The core objectives for management of community land categorised as a natural area, as outlined in the *Local Government Act 1993* are:

- to conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area, and,
- to maintain the land, or that feature or habitat, in its natural state and setting, and
- to provide for the restoration and regeneration of the land, and
- to provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion, and
- to assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the *Threatened Species Conservation Act 1995* or the *Fisheries Management Act 1994*.

The core management objectives for community land categorised as wetland are:

- to protect the biodiversity and ecological values of wetlands, with particular reference to their hydrological environment (including water quality and water flow), and to the flora, fauna and habitat values of the wetlands, and
- to restore and regenerate degraded wetlands, and

- to facilitate community education in relation to wetlands, and the community use of wetlands, without compromising the ecological values of wetlands.

6.2 Visitation

6.2.1 Fees

Visitation is free to the general public.

6.2.2 Access

General visitor access is controlled through a single point of entry from the car park located on Racecourse Road at the eastern edge of the reserve area. Vehicle parking is available at this access point.

A second access point is provided to vehicles for park management purposes including access by emergency vehicles. This access point is located at the north east corner of the reserve at the intersection of Racecourse Road and Staces Road.

6.2.3 Managing visitor numbers

Visitation numbers can impact on the ecology of the reserve. Impact is monitored regularly by Council's Environmental Team. If adverse effects to the flora and fauna resulting from increasing visitor numbers are detected, Council will undertake review of the management framework.

6.3 Infrastructure and facilities management

6.3.1 Parking area

Council will maintain parking areas and access points. Standard maintenance activities include grading and resurfacing, gate maintenance, mowing and slashing and litter collection.

6.3.2 Picnic facilities

Seating and a picnic table is provided in a shaded area close to the historic racetrack access point in the park section of the reserve.

Further development of picnic facilities will be permitted within the park section of the reserve as shown in Figure 3. A proposal for additional facilities is presented in Appendices 7.2 and 7.3.

6.3.3 Fencing

Boundary fences are in place to facilitate appropriate use of the reserve, consistent with the prescribed activities listed in section 5.3.

6.3.4 Signage and information

The provision of informative signs are a key management priority of this plan of management. Informative signs are progressively installed by Council to enhance community interest and knowledge of the reserve's environmental attributes.

6.3.5 Derelict / unsafe structures

Any derelict and/or unsuitable structures and infrastructure will be removed.

6.3.6 Additional infrastructure

The need for additional infrastructure , consistent with the reserve purpose, will be determined as necessary in response to increasing visitor numbers and considering the availability of funding.

Where it is proposed to construct or establish a public work[1] on reserved or dedicated Crown land, where native title is not extinguished, prior to approval, Council will notify and give an opportunity for comment from any representative Aboriginal/Torres Strait Islander bodies, registered native title bodies corporate and registered native title claimants in relation to the land or waters covered by the reservation or lease, as required under the *Native Title Act 1993.*

6.4 Ecological Management

6.4.1 Plant regeneration

The management framework contained in this plan of management is chiefly developed to encourage natural regeneration within the conservation area of the reserve. Natural regeneration will be assisted by supplementary native plantings where necessary (Figure 3). Local native flora may be re-established, in accordance with expert advice, for the following reasons:

- In areas where native vegetation is deficient to promote natural regeneration;
- In areas where previous plantings have failed;
- To prevent soil erosion; and

[1] A public work is defined as:

(a) any of the following that is constructed or established by or on behalf of the Crown, or a local government body or other statutory authority of the Crown, in any of its capacities:

(i) a building, or other structure (including a memorial), that is a fixture; or

(ii) a road, railway or bridge; or

(iia) where the expression is used in or for the purposes of Division 2 or 2A of Part 2--a stock-route; or

(iii) a well, or bore, for obtaining water; or

(iv) any major earthworks; or

(b) a building that is constructed with the authority of the Crown, other than on a lease.

Major earthworks are defined as:

earthworks (other than in the course of mining) whose construction causes major disturbance to the land, or to the bed or subsoil under waters.

- To replace exotic flora when removed and where natural regeneration capabilities have been depleted.

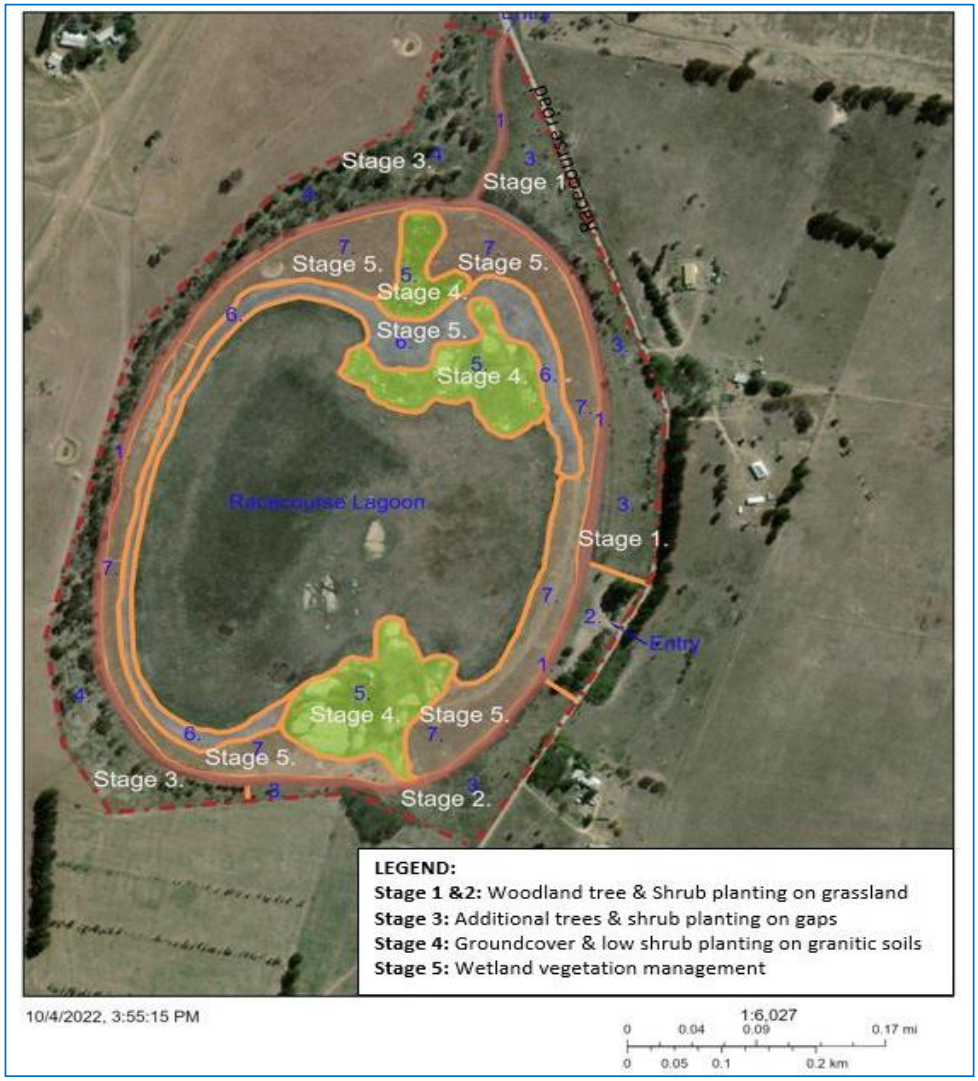


Figure 4: Proposed restoration stages

6.4.2 **Weed control**

Noxious and invasive weeds are a key threat to the ecology of the reserve. Council's management of weeds is guided by the priority weed species listed by the Department of Primary. Managing weeds will continue to be a high priority until native plants are dominant and are naturally suppressing weed re-emergence.

Managing Racecourse Lagoon under the prescription of the Voluntary Conservation Agreement involves integrated management of vegetation types throughout the various semi-aquatic and peripheral areas of the lagoon. The sensitivity of these native species to disturbance requires careful and precise management.

Weed control can have adverse and unintended consequences for native fauna and flora by reducing native plant diversity and abundance and subsequently reducing habitat for native animals. The following principles are applied by Council to help to reduce potential impacts:

- Weed control is undertaken on a micro scale rather than macro scale.
- Weed control focusses on mechanical control methods such as weed removal using hand held tools or trimming flowering parts prior to seeding.
- The use of herbicides is avoided where possible.
- Where herbicide use is necessary, herbicide application will focus on individual plants, avoiding broader application methods.
- The presence of nesting fauna will influence the management of plant species.
- Where herbicide use is necessary, herbicides will be selected to avoid residual and bioaccumulation impacts.

6.4.3 Fertilisers

The use of fertilisers should be avoided. Where the use of fertilisers is necessary, native fertilisers should be used. The use of fertilisers near waterways will be carried out in accordance with best practice guidelines.

6.4.4 Exotic fauna

The presence of invasive pest vertebrate animals refers to a number of common pests including foxes, rabbits, wild dogs, feral cats and other vertebrate animals. The presence of these pests has considerable impact on the environment and is a key threat to the ecology of Racecourse Lagoon.

Control of invasive vertebrate species is routinely undertaken by Council with consent from and through collaboration with adjacent property owners. All activities that are required for the management of invasive animals are undertaken in accordance with best practice guidelines.

6.4.5 Dogs

Dogs are allowed within the park section of the reserve when leashed and under the control of their owner. Dogs are prohibited from entering the wetland area. Council reserves the right to impound dogs found within prohibited areas.

6.4.6 Domestic grazing animals

Grazing by domestic animals is not permitted within the reserve due to its capacity to impact its natural ecology by destroying vegetation, introducing and propagating weed species, compacting soil and changing soil nutrient balance through manure.

Council reserves the right to enforce the removal of, or impound domestic grazing animals found in the reserve.

6.4.7 Pest animals

The presence of pest animals can be a frequent occurrence where public open space is available. Pest animals refers to a number of common pests including foxes, rabbits, wild dogs, feral cats, feral pigs, deer and other vertebrate animals.

Managing pest animals will continue to be conducted by Council as part of annual maintenance works. Control of pest animals is undertaken in accordance within best practice guidelines.

6.5 Fire Management

Racecourse Lagoon reserve is not located in a Category 1 or Category 2 bush fire zone as classified by the NSW Rural Fire Service, however the natural environment of the reserve is susceptible to bush fires through

natural accumulation of fuel. The management of bush fire risk is addressed by this plan of management as follows:

- The primary objective of managing fire risk is to protect life and property.
- The secondary objective of fire risk is to reduce the potential for damage to assets within the reserve. A high intensity fire has the potential to alter the vegetation and ecology of the park.

Fire hazard control is routinely undertaken at Racecourse Lagoon by slashing and mowing perimeter tracks and the picnic/parking areas.

The NSW Rural Fire Service undertakes planned hazard reduction burns in Racecourse Lagoon to undertake major hazard reduction operations and will continue to provide advice to Council in relation to bushfire hazard reduction.

6.6 Ecological monitoring

Ecological monitoring is a key management tool for protecting and improving the ecology of the reserve. Ecological monitoring is currently being undertaken by the researchers working on the UNE Dynamic Lagoons Project. Monitoring is used to measure and evaluate the effectiveness of management actions and helps guide planning as management needs change.

Ecological monitoring activities include:

- Regularly capturing photos from fixed photo points to assess visual changes over time;
- Maintaining field record sheets listing work activity;
- Using sampling points to list and record plant and or animal species; and
- Ecological surveys to provide detailed species list over large areas.

6.7 Action Plan

Section 36 of the LG Act requires that a PoM for community land details:

- objectives and performance targets for the land
- the means by which the council proposes to achieve these objectives and performance targets
- the manner in which the council proposes to assess its performance in achieving the objectives and performance targets.

Management Activity	Objectives	Action/Means of achievement	Performance Indicator
Landscape works & Biodiversity			
Vegetation Management	» To manage existing vegetation using best practices	- Carry out regular ongoing maintenance work to conserve existing vegetation in good health. - Control any activity that may harm existing trees.	- Vegetation and trees maintained in a health condition - Trees pruned and dead branches removed
	» Monitor and manage weeds in the park	- Undertake weed removal when and where necessary. - Monitor and control emerging/noxious weeds.	- Weed levels in the lagoon remain low - Reduction in weed infestation
	» To retain the historical layout of trees in the park	- Remove and replace diseased, dying or damaged trees at the park	- Number of trees replaced after removal
		- Undertake an assessment of existing trees to examine the health conditions and useful life expectancy of each tree	- Assessment of trees by a qualified arborist undertaken - Tree management report prepared
Maintain/ improve biodiversity	» Populations of significant plant species and ecological communities are conserved. » Plant diversity and habitat values are restored in degraded areas.	- Map the location and extent of ecological communities and biodiversity , undertake weed control and manage the impacts of fire on plants - Plant additional native trees in open spaces within the lagoon as proposed in Figure 3.	- Ecological survey undertaken - Additional trees planted
	» Bushfire risk mitigation and management	- Manage build-up of ground fuel by undertaking controlled burn or fire hazard reduction works in accordance with fire management guidelines with RFS and Uralla Fire and Rescue. - Mow or slash vegetation, at a width no greater than 3 metres, to create a fire break around the perimeter of the conservation area.	- Fire hazard reduction undertaken
Grass mowing	» Provide the community with maintained open space for recreation.	- Slash or mow vegetation to maintain access tracks, walking tracks and picnic facilities within the lagoon area for interpretative recreational purposes.	- Grass regularly mowed at the picnic and walking track
Weed and feral animal control	» Weeds and feral animals are controlled and where possible eliminated. » Negative impacts of weeds and feral animals on reserve values are minimised.	- Continue weed and feral animal control at the reserve - Survey and monitor the reserve to determine presence and extent of feral animals and identify biodiversity at risk - Seek the cooperation of neighbours in implementing feral animal control programs.	- Weeds and feral animals minimised

Management Activity	» Objectives	- Action/Means of achievement	- Performance Indicator
Bushfire risk mitigation and management	» Negative impacts of fire on life, property and the environment are minimised. » The potential for spread of bushfires on, from or into the reserve is minimised. » Fire regimes are appropriate for conservation of native plant and animal communities.	- Manage build-up of ground fuel by undertaking fire hazard reduction works. - Slash around Racecourse Road from the start of the reserve south to the Lakeview entrance gate. - Mow or slash vegetation, at a width no greater than 3 metres, to create a fire break around the boundary of the lagoon prevent fires entering or leaving the reserve.	- Fire hazard reduction work undertaken at the lagoon
Picnic facilities and amenities			
Picnic facilities	» To provide the community with adequate picnic facilities at the reserve	- Improve the picnic area by replacing the worn-out seats and tables - Install additional seats at strategic locations along the proposed walking tracking (Appendix 7.2 & 7.3)	- Improved picnic facilities installed and maintained
Amenities	» Provide amenities block to increase use and enjoyment by the visitors	- Construct a new amenities block	- New amenities block constructed
Waste bins	» To minimise littering and rubbish dumping at the park. » To encourage and promote recycling.	- Provide adequate bins for garbage and recycling - Regularly empty rubbish bins at the park	- Garbage and recycling bins provided
Parking and access/connections	» Provide adequate parking and access at the reserve	- Improve the parking, access/connections at the park - Establish and construct a low-maintenance walking tracking around the lagoon	- Defined parking provided at the reserve - Access/connections improved at the reserve
Community awareness, education and involvement			
Visitor use, recreation and research	» Visitor opportunities encourage appreciation and awareness of the reserve's values and the importance of their conservation. » To increase community participation in natural area conservation and restoration. » Improved understanding of the lagoon's inundation regimes and the subsequent impacts on biodiversity.	- Provide adequate information signs - Provide and promote opportunities for low-impact, nature-based recreation in the reserve, such as walking and bird watching - Promote use of the reserve for research to improve knowledge on significant water birds, threatened species and communities, and management of the hydrology of the wetland. - Continue partnering with researchers eg UNE Dynamic Lagoons	- Adequate visitor information provided - Increased local use of the reserve measured by survey and observation. - Published literature on the lagoon

6.8 Plan evaluation

6.8.1 Timing

An evaluation of the Annual Work Plan targets for Racecourse Lagoon will include comments on:

- Analysis of Public Use;
- Analysis of invasive weed and pest animal impacts;
- Damage to native vegetation or infrastructure;
- Sightings of previously listed and new native fauna and flora; and
- Other matters relating to the management of the reserve.

6.8.2 Reporting

Reporting against the objectives within this plan of management is a key aspect of Council's Integrated Planning and Reporting (IP&R) cycle. IP&R measures the effectiveness of Council Crown land management objectives through the annual, four yearly, and ten yearly planning framework.

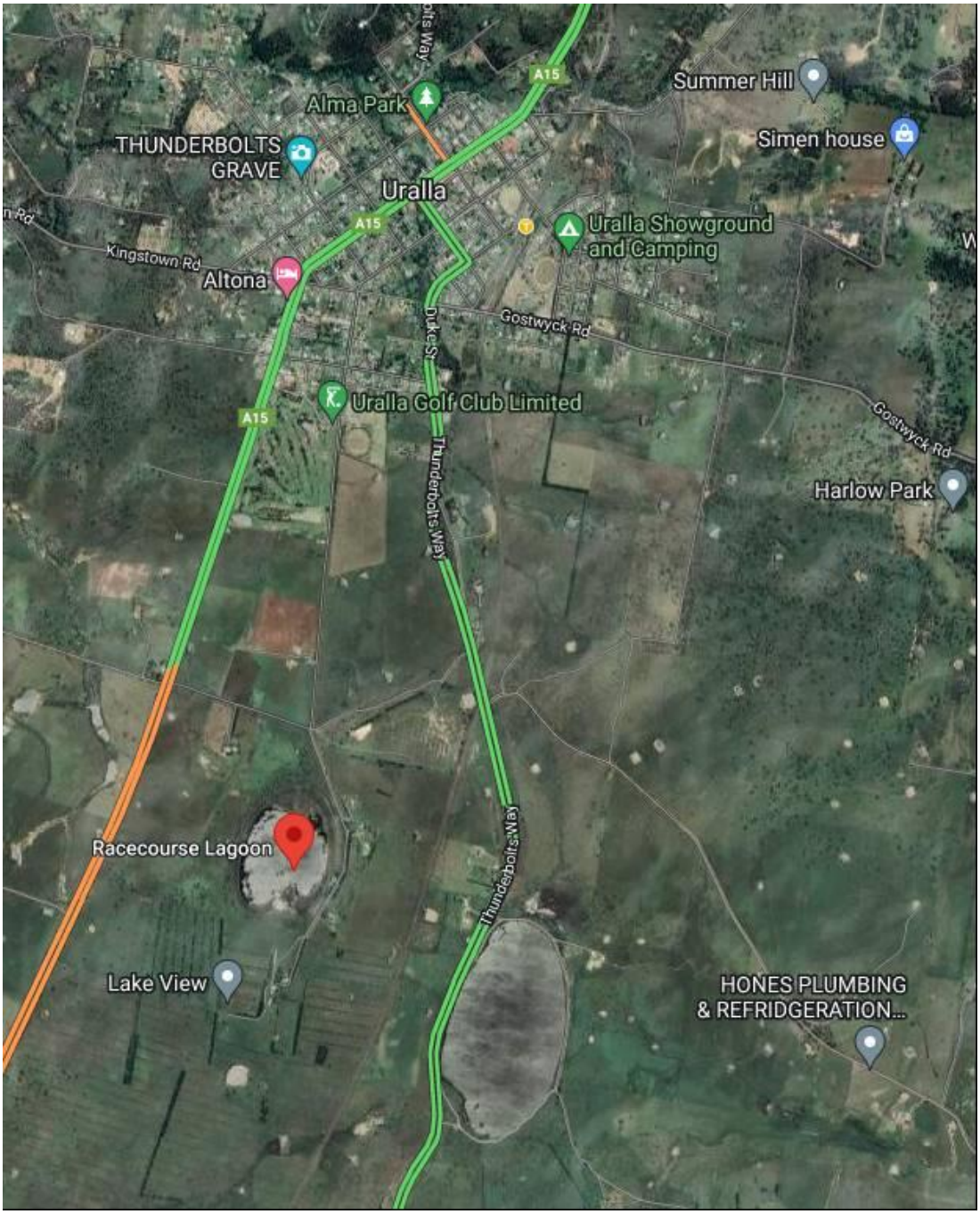
6.8.3 External funding

As the manager of the site, Council can apply for funding under the Crown Reserves Improvement Fund (CRIFP) from Crown Lands on an annual basis. These funds are competitively awarded and therefore are not guaranteed.

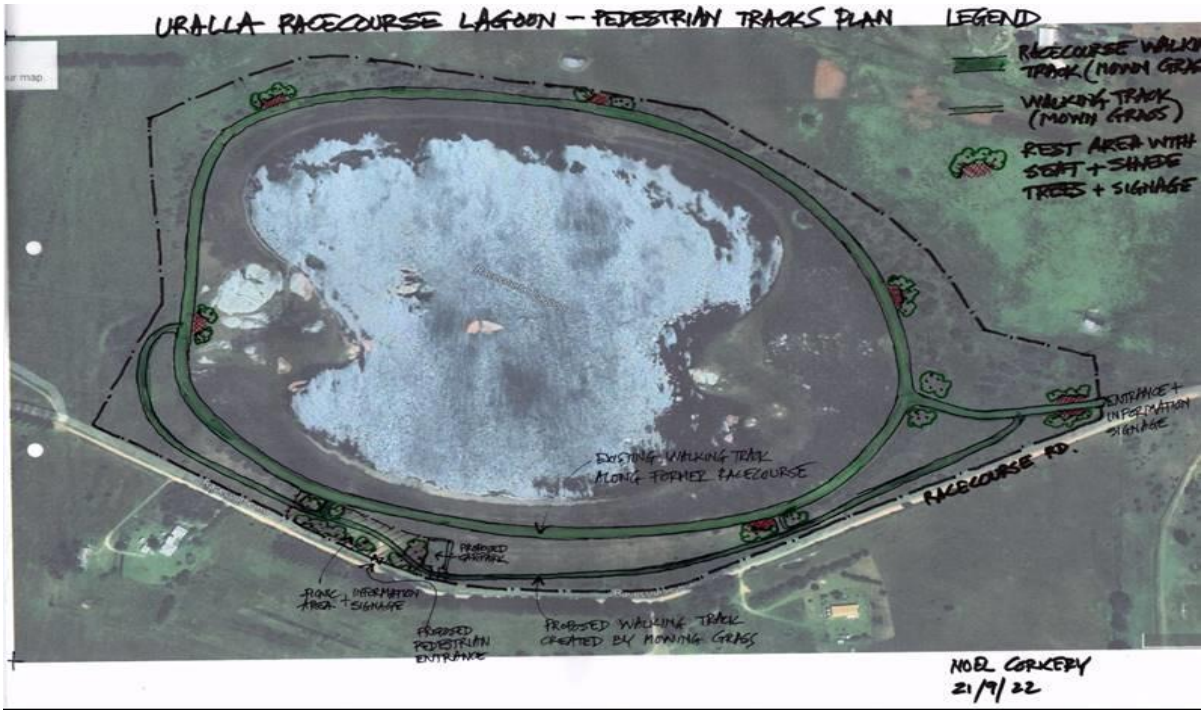
Council will continue to seek funding from various other sources as the opportunity arises. External funding applications will be more successful where the community can demonstrate and contribute in-kind to the project.

7. APPENDICES

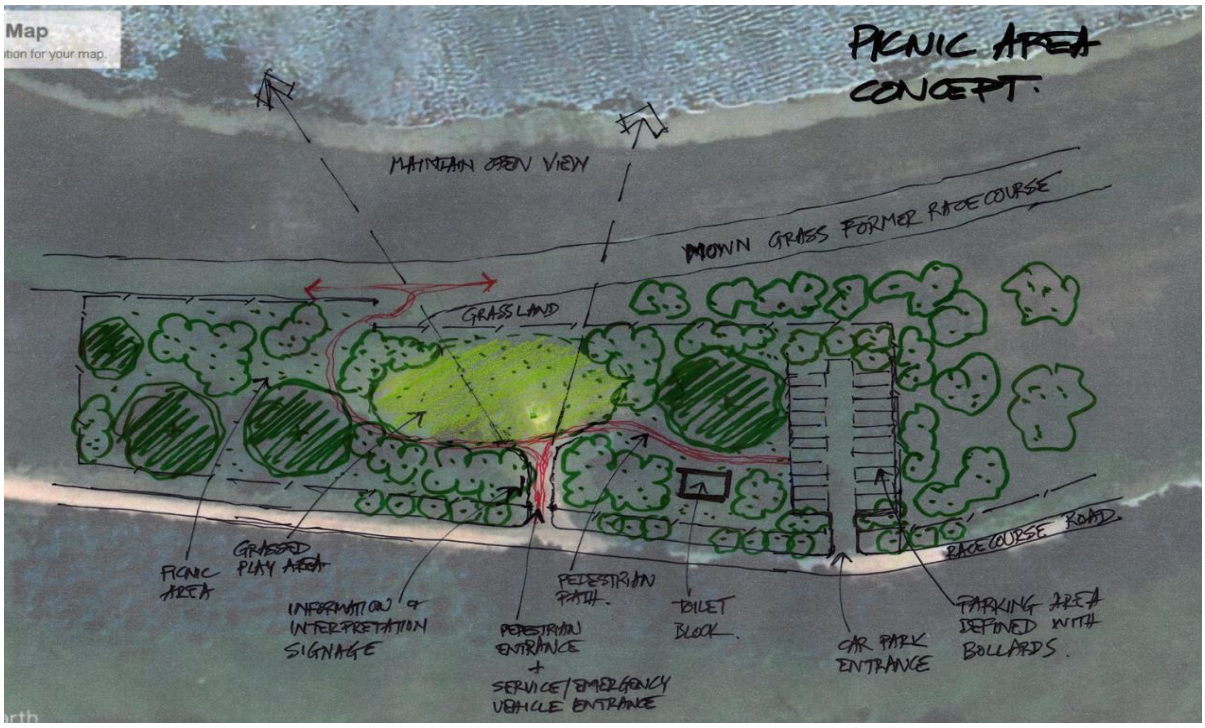
7.1 Appendix 1: Location map of Racecourse Lagoon



7.2 **Appendix 2: Proposed concept plan of pedestrian track**



7.3 **Appendix 3: Proposed concept plan for the picnic area**



7.4 Appendix 4: Aboriginal heritage information management system search result

AHIMS Web Services (AWS)
Search Result

Your Ref/PO Number : n/a
Client Service ID : 735736

Uralla Shire Council
32 Salisbury St
Uralla New South Wales 2358
Attention: Benjamin Kogo
Email: bkogo@uralla.nsw.gov.au

Date: 25 November 2022

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lat, Long From : -30.681, 151.472 - Lat, Long To : -30.6626, 151.5029, conducted by Benjamin Kogo on 25 November 2022.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of Heritage NSW AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

3	Aboriginal sites are recorded in or near the above location.
0	Aboriginal places have been declared in or near the above location. *

7.5 Appendix 5: Site photos of Racecourse lagoon



Granite outcrop landmark



Wetland edge to lagoon & planted trees beyond



Northern entrance gate & track to lagoon



Picknic area with planted exotic trees



Birdlife information panel



Black swan at the lagoon

7.6 **Appendix 6: Voluntary Conservation Agreement**

Voluntary Conservation Agreement, 2km south of Uralla

By Lachlan Copeland & Natasha Noble 15 May 1999

The vegetation of the Racecourse Lagoon VCA consists of three vegetation communities, namely grassland on the higher areas, a herb community lining the waters edge and a waterplant community within the water itself.

Grassland

The grassland is dominated by a variety of native and exotic and herb species and is typical of the surrounding area south of Uralla. The large proportion of weeds is a reflection of the racecourse's long history of land use such as public recreation, horse-racing, grazing and cultivation. Although a few scattered trees remain within the VCA the disturbed gassland is of a low conservation value and is unlikely to improve until the native trees planted in recent years reach maturity.

Herbland

As the landscape around the lagoon is relatively flat a wide band of moist soil too wet for most grass species surrounds the body of water. This muddy area is well covered by wetland plants which are adapted to being partially inundated during wetter periods. A number of naüve rushes (Juncus spp.) and Tall Sedge (Carex tereticaulis) dominate most of the mudflat along with smaller herbs such as Common Nardoo (Mårsilea drummondit), Water Buttercup (Ranunculus inundatus) and Water Milfoil (Myriophyllum sp.). This community is in a relatively natural state and is yet to be invaded by the weeds so common in the surrounding grassland.

Waterplant Community

Growing within the water itself are small patches of true waterplants such as Tall Spike Rush (Eleocharis sphacelata), Floating Pondweed (Potomageton tricarinatus) and Water Ribbons (Triglochin multifructum). This community provides habitat for the aquatic invertebrates which feed many of the visiting waterbirds and is an especially important component of the VCA.

Species List of Vascular Plants

The following species list was compiled after a single day's fieldwork in May, 1999. Plants are at Tanged alphabetically within their broad lifeform categories. Introduced species are indicated with an asterisk Note that there were no rare or threatened plant species observed during the survey.

Plant Species List Arranged by Growth Forms

SPECIES NAME	COMMON NAME
Trees	
Angophora floribunda	Rough-barked Apple
E. bridgesiana	Apple Box
E. da/rympleana ssp. heptantha	Mountain Gum
E. melliodora	Yellow Box
Shrubs	
Crataegus monogyna ssp. nordjca	Hawthorn
Rosa rubiginosa	Sweet Briar
Rubus fruticosus sp. agg.	Blackberry
R. parviflorus	Native Raspberry
Climbers	
Glycine tabacina species complex	Variable Glycine
Ferns	
Cheilanthes sieberi ssp. sieberi	Mulga Fern
Grasses	
Agrostis avenacea	Blown Grass
Andropogon virginicus	Whisky Grass
Anthoxanthum odoratum	Sweet Vernal Grass
Aristida sp.	Wiregrass
Austrodanthonja pilosa	Wallaby Grass
Bromus catharticus	Prairie Grass
B. diandrus	Great Brome
Cynodon dactylon	Couch Grass
Eleusine tristachya	Goose Grass
Eragrostis cilianensis	Stinkgrass
Festuca sp.	Fescue
Holcus lanatus	Yorkshire Fog
Imperata cylindrica	Blady Grass
Microlaena stipojdes var. stipoides	Meadow Rice Grass
Panicum sp.	Millet
Paspalum dilatatum	Paspalum
distichum	Water Couch
Pennisetum allopecurojdes	Swamp Foxtail
p. clandestinum	Kikuyu
Phalaris aquatica	Phalaris
Poa sieberiana	Snow Grass
Setaria pumjla	Pigeon Grass

SPECIES NAME	COMMON NAME
Sporobo/us creber	Slender Rat's Tail Grass
Themeda australis	Kangaroo Grass
Herbs (on dry land or in most areas but NOT in the water)	
Acaena ovina	Sheep's Burr
Acetoselia vulgaris	Sheeps Sorrel
Alternathera denticulate	Common Joyweed
Ammi majus	Bishops Weed
Ammobium alatum	Winged Everlasting
Asperula conferta	Common Woodruff
Aster subulatus	Wild Aster
Carex tereticaulis	Tall Sedge
Centaurium erythraea	Common Centaury
Chenopodim pumillio	Fishweed
Chrysocephalum apiculatum	Clustered Everlasting
Cirslum vulgare	Black Thistle
Conyza Bonariensis	Flax-leaf Fleabane
Crepis capillaris	Smooth Hawkweed
Cymbonotus lawsonianus	Bears Ear
Cyperus compressus	Sedge
C. eragrostis	Unbrella Sedge
C. sanguinolentus	Sedge
C. sphaeriodeus	Sedge
Drosera spatulate	Red Sundew
Epilobium billardieranum ssp. Cinereum	Robus Willow Herb
Erodium cicutarium	Common Storksbill
Euchiton involuctrata	Common Cudweed
Fimbristylis dichotoma	Common Fringe Rush
Gamochaeta spicatum	Spiked Cudweed
Geranium solanderi	Australian Cransbill
Gratiola peruviana	Austral Brooklime
Haloragis heterophylia	Variable Raspwort
Hypericum gramineum	Small St Johns Wort
Hypochaeris glabra	Small-leaf Catsear
H. radicata	Catsear
Juncus bufonius	Toad Rush
J. falcatus	Rush
J. planifolius	Rush
J prismatocarpus	Rush
J. Usitatus	Pin Rush

SPECIES NAME	COMMON NAME
J. sp.	Rush
Lipocarpha microcephala	Small Sedge
Microtis unifolia	Common Onion Orchid
Modiola caroliniana	Red-flowreed Mallow
Oxalis exilis	Yellow Wood Sorrel
Paronychia brasiliana	Chilean Witlow Wort
Persicaria hydropiper	Knotweed
P. prostrata	Spreading Knotweed
Petrorhagia nanteuilii	Proliferous Pink
Picris hlearachloides	Hawkweed
Plantago lanceolata	Lambs Tongue
Portulacca oleracea	Pigweed
Pseudognaphalium luteoalbum	Jersey Cudweed
Rumex Brownlii	Swamp Dock
R. crispus	Curled Dock
Sisyrinchium sp.A	Sisyrinchium
Solanum chenopodioides	Nightshade
Solenogyne bellioides	Solenogyne
Sonchus asper spp. Glaucecens	Prickly Sow Thistle
S. oleraceus	Common Sow Thistle
Trifolium arvense	Hare's Foot Clover
T. campestre	Hop Clover
T. repens	White Clover
Verbascum Thapsus	Aaron's Rod
Verbena bonariensis	Purpletop
Xanthium spinosum	Bathurst Burr
Waterplants	
Azolla filiculoides var. rubra	Azolla
Crassula helmsii	Swamp Stonecrop
Elatine gratioloides	Water Wort
Eleocharis sphacelate	Tall Spike Rush
Hypericum japonicum	Matted St John's Wort
Limoselia australis	Australian Mudwort
Lythrum hyssopifolia	Hyssop Loosestrife
Marsilea drummondi	Common Nardoo
Myriophylium sp.	Water Millfoil
Potomageton tricarinatus	Floating Pondweed
Ranunculus inundates	Water Buttercup
R. sp.	Buttercup

SPECIES NAME	COMMON NAME
Rorippa palustris	Watercress
Triglochin multifructum	Water Ribbons

URALLA SHIRE COUNCIL

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Plan of Management:

Bundarra Downs Reserve

(Crown Reserve 1013348)

~~January 2026~~January 2026

1.1.1 INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		**Resolution No.**	
Document Owner	Director Infrastructure and Development		
Document Development Officer	Manager Environment & Waste		
Review Timeframe	In the subsequent year following adoption; then every four years		
Last Review Date:	~~2025~~2026	**Next Scheduled Review Date**	2030~~29~~

1.1.1.1 Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	2013	Approved by Uralla Shire Council.
2	May 2017	Document reviewed. Management Objectives updated.
3	September 2020	Update prepared by Manager Environment and Waste
3.1	August 2021	Update prepared by Manager of Development and Planning
3.2	July 2022	Document update for presentation to Council
3.3	March 2025	Documented updated Manager Environment and Waste
3.4	May 2025	Documented received approval to progress to public exhibition and Minister's consent to adopt
3.5	October 2025	Document received approval from Council to progress to public exhibition
3.6	January 2026	Document reviewed after receiving submissions from public exhibition

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (NSW)* *Local Government (General) Regulation 2021 (NSW)* *Crown Land Management Act 2016* *Environmental Planning and Assessment Act 1979* *Biodiversity Conservation Act 2016* *Biosecurity Act 2015* *Fisheries Management Act 1994* *Rural Fires Act 1997* *Water Management Act 2000* *Protection of the Environment Operations Act 1997* *Companion Animals Act 1998* *Environment Protection and Biodiversity Conservation Act 1999* *Disability Discrimination Act 1992* *Telecommunications Act 1996*
Related Policies, Procedures/Protocols, Statements, documents	Uralla Local Environmental Plan (LEP) Uralla Shire Council Open Space Strategy Bush Regeneration Strategy Plan of Management: Crown Reserve Parks Plan of Management: General Community Use Reserves (Rural Services) Plan of Management: Racecourse Lagoon Plan of Management: Gostwyck Road Reserve

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	~~Plan of Management: Uralla Old Court House~~

Note: Any reference to legislation will be updated in the policy as required. See website at http://www.legislation.nsw.gov.au for current Acts, Regulations and Environmental Planning Instruments.

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EXECUTIVE SUMMARY

Uralla Shire Council's plans of management provide direction as to the use and management of council-owned community land and council-managed Crown reserves classified as community land in the Uralla Shire local government area. These plans of management are a statutory requirement under Section 3.23 of the *Crown Land Management Act 2016* and Section 36 of the *Local Government Act 1993*.

This plan of management, adopted on XX XXXXX XXXX by Uralla Shire Council, addresses the management of Crown reserve 1013348, being the Bundarra Downs Reserve located at Bendemeer Street within the township of Bundarra. The plan of management outlines the way the land will be used and provides Council with a framework which enables decisions regarding the Bundarra Downs Reserve to be made in a consistent and equitable basis.

The Bundarra Downs Reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown land manager under the *Crown Land Management Act 2016*.

Uralla Shire Council acknowledges the Traditional Custodians of the land on which the reserve is situated. Council recognises their sacred connection to Country and pays respect to Elders past, present and emerging.



The Reserve provides habitat for the Regent honeyeater, listed as a critically endangered species under the NSW Threatened Species Act 1995.

1 INTRODUCTION

1.1 Purpose of this plan

The Crown Land Management Act 2016 commenced on 1 July 2018 which introduced legislation to govern how Crown land is used and managed for the benefit of the community in New South Wales**.**

Council manages Crown reserve land as if it were public land under the *Local Government Act 1993*. Therefore, all Crown reserve land designated as community land requires a plan of management under the *Local Government Act 1993*.

A plan of management is a statutory instrument which provides strategic planning and governance for the management and use of land.

The purpose of this plan of management is to:

- Contribute to Council's strategic goals and vision as set out in the Community Strategic Plan;
- Comply with the Local Government Act 1993 and the Crown Land Management Act 2016;
- Provide clarity in the future development, use, and management of the community land; and
- Provide Council with a framework in managing Crown reserves which enables consistent and equitable decision making and supports a unified approach to meeting the varied needs of the community.

Bundarra Downs Reserve, more commonly known as Bundarra Nature Park, is a Crown reserve and is classified as community land under the *Local Government Act 1993*. Council manages this reserve in order to improve the recreational, social, and ecological values of the site for the benefit of the community. This plan of management provides a management framework to assist Council to strategically allocate funds and direct resources toward improvement projects in line with the reserve's dedicated purpose.

1.2 Corporate objectives

This plan has been developed to align with Council's Integrated Planning and Reporting (IP&R) framework. The IP&R framework directs Council's works and services on behalf of the community and consists of three tiers:

- **Community Strategic Plan:** The Community Strategic Plan describes the community's vision and Council's mission for a period of ten or more years. The development of the Community Strategic Plan is led by the Mayor and Councillors and through engagement with the community to determine the community's priorities and aspirations for the future and to plan strategies to achieve them.
- **Delivery Program:** The Delivery Program is a four-year plan which translates the community's strategic goals into clear actions by outlining the Principal Activities that support the delivery of the Community Strategic Plan.
- **Operational Plan:** The Operational Plan is an annual plan containing detailed actions to achieve the community priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan is prepared each year and identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program. Actions may be adjusted at the end of the reporting cycle for their continued alignment with the Community Strategic Plan and Delivery Program.

Council's community land management is guided by this framework. Therefore, the management objectives of the Bundarra Downs Reserve detailed in this plan have been developed in accordance with the goals and strategies of the Community Strategic Plan, the principal activities described in the Delivery Program, and the annual actions contained in the Operational Plan.

The primary strategic objectives, strategies and activities associated with this plan of management are set out in the table 1 below.

CSP Strategic Objective	**CSP Strategy**	**Delivery Program Activity**
1. We have an accessible inclusive and sustainable community	1.2 A safe, active and healthy shire	(N/A)
2. We drive the economy to support prosperity	2.3 Communities that are well serviced with essential infrastructure	2.3.8 Maintain parks, gardens, recreation facilities and open spaces
3. We are good custodians of our environment	3.1 To preserve, protect and renew our beautiful natural environment	3.1.5 Manage Crown Lands under Council care and control
4. We are an independent shire and well-governed community	4.1 Informed and collaborative leadership in our community	(N/A)

***Table 1**: Linkage to the Integrated Planning and Reporting Framework*

1.3 Process of preparing this plan of management

The process undertaken by Council in preparing this plan of management is illustrated in Figure 1.

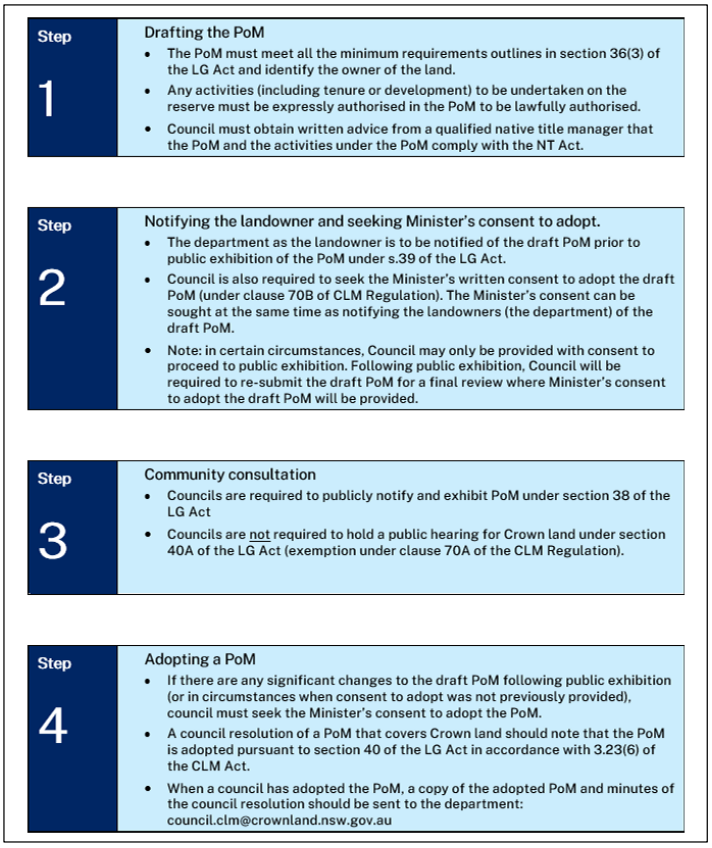


***Figure 1**: Process for preparing a plan of management (POM) for council-managed Crown reserves*

1.4 Review of this plan of management

This plan of management will require regular review to maintain alignment with community values and changing community needs and priorities.

Management of the reserve will be assessed against the performance measures listed in in section 5 of this plan. The performance measures will be reviewed following the first year of the commencement of the plan of management. Thereafter, a review of the plan of management will occur on a cycle consistent with Council's Integrated Planning and Reporting milestones. Each new phase of Council's Delivery Program will include a comprehensive review of the efficacy of all performance targets and their appropriateness in delivering the objectives within the plan of management.

The community will have an opportunity to participate in reviews of this plan of management. Prior to adoption by Council the plan of management will be placed on public exhibition and open to submissions by the community.

1.5 Community consultation in the development of this plan of management

As community land has been dedicated for the enjoyment of the public, regular engagement with and feedback from the community is an important tool in defining Council's reserve management priorities.

Council undertakes community engagement in accordance with its Community Engagement Policy and Community Engagement Strategy. These documents guide Council's engagement with the community so as to understand the community's desires and needs, and to use resulting information to plan and develop targeted services for the areas in which it operates.

The first version of this document was developed in 2011 in conjunction with the Bundarra community via a public meeting to gather information for community preferences regarding future reserve management. The meeting was attended by members of the community including local business owners and the Bundarra Public School. The notes from the meeting are attached to this plan at Appendix 1.

The meeting was followed by a public submission process that provided community input toward the development of the plan.

Following the commencement of the *Crown Land Management Act 2016* the Uralla Shire community was consulted with respect to the historic use and values of Council managed Crown reserves. Feedback from the community assisted Council's decision making process toward the appropriate framework for the future management of Council managed Crown reserves.

This plan of management was placed on public exhibition from ~~XX XXXX XXXX~~19/11/2025 to ~~XX XXXX XXXX~~17/12/2025, in accordance with the requirements of section 38 of the *Local Government Act 1993*. A total of ~~XX~~ 2 submissions were received. Council considered these submissions before adopting the plan of management.

In accordance with section 39 of the *Local Government Act 1993*, prior to being placed on public exhibition, the draft plan of management was referred to the Department of Planning, Industry and Environment – Crown Lands, as representative of the State of New South Wales, the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment – Crown Lands.

Council also sought community input for public land management as part of Council's development of its Open Space Strategy in 2018. Community consultation included public meetings to assist Council's development of its strategic reserve management framework.

1.6 History of this plan of management

Bundarra Downs Reserve (Reserve 1013348) was dedicated to the community on 27 April 2007 for the purpose of public recreation. Following community consultation in 2011, the NSW Department of Crown Lands provided the reserve with the additional purpose of environmental protection.

Uralla Shire Council was nominated manager of the Bundarra Downs Reserve Trust in 2007.

Council developed the first version of this plan of management in 2013 in consultation with the Bundarra community and the NSW Department of Crown Lands.

Following the commencement of the *Crown Land Management Act 2016* on 1 July 2018, Council became the Crown Land Manager of the reserve.

The first amendment to the plan was made following the introduction of the *Crown Land Management Act 2016*.

2 DESCRIPTION OF THE LAND

2.1 Location

Bundarra Downs Reserve, more commonly referred to as Bundarra Nature Park, lies within the township of Bundarra. The reserve is bordered by the Gwydir River to the east and Bendemeer Street (Thunderbolts Way) to the west as shown in Figure 2 below. A road reserve and car park border the reserve to the south and north respectively. To the east is the Bundarra Multipurpose Courts.



Figure 2: *Location of Bundarra Downs Reserve within the township of Bundarra*

2.2 Site description

The reserve comprises park and natural areas. Mown areas are established at and near the entrance, picnic table, and the walking track in order to provide easy access to the facilities. The walking track consists of a natural surface and is mown regularly.

The natural area of the reserve consists of remnant bushland derived from an endemic Box Gum Grassy Woodland community.

The reserve is ecologically connected with the Gwydir River corridor to the east. The combined bushland area of the reserve and riparian area provides a corridor for wildlife movement through Bundarra.

Bundarra Downs Reserve contains limited infrastructure which presently consists of:

- An installed wooden seat and picnic bench;
- Signage indicating plant species and general biodiversity related information; and
- A wire perimeter fence.

The Bundarra multi-purpose courts were constructed in 2021 and are located in the adjacent Lot 1/9/DP758181.

2.3 Owner of the land

The land is owned by the NSW State Government (Crown Lands). The reserve is managed by Uralla Shire Council as Crown land manager under the provisions of the *Crown Land Management Act 2016*.

The land parcels subject to this plan of management are not currently subject to any trust, estate, interest, dedication, condition, restriction or covenant.

2.4 Land to which this plan applies

The Bundarra Downs Reserve occupies Lot 701 and 702 in Deposited Plan 93180. The reserves covers a total area of approximately 2.6 hectares.

2.5 Condition of land

The land is in a relatively natural condition, consisting of remnant bushland derived from an endemic Box Gum Grassy Woodland community. The topography of the reserve is unmodified.

3 BASIS OF MANAGEMENT

3.1 Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land. Council may then apply more specific management objectives to community land, however these must be compatible with the core objectives for the land.

Community land is valued for its important role in the social, intellectual, cultural, and physical enrichment of residents, workers, and visitors to the Uralla Shire area.

3.2 Restrictions on management of Crown land

Council is the Crown land manager of the Crown reserves described in this plan of management in accordance with the legislation and conditions imposed by the Minister administering the *Crown Land Management Act 2016*. The use of the land described in this plan of management must:

- Be consistent with the purpose for which the land was dedicated or reserved;
- Consider native title rights and interests and be consistent with the provisions of the *Native Title Act 1993 (Cth);*
- Consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists;
- Consider and not be in conflict with any interests and rights granted under the *Crown Land Management Act 2016;* and
- Consider any interests held on title.

3.3 Community land categorisation

Under the *Local Government Act 1993*, councils must categorise all community land according to the purpose for which is was originally dedicated. In accordance with the original purpose, one or more categories can be applied to a single reserve.

The *Local Government Act 1993* defines five categories of community land:

Park – for areas primarily used for passive recreation.

Sportsground – for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.

General community use – for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.

Cultural significance – for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.

Natural area – for all areas that play an important role in the area's ecology. This category is further subdivided into bushland, escarpment, foreshore, watercourse and wetland categories.

Bundarra Downs Reserve was dedicated for the purpose of public recreation. In 2011, Crown Lands provided the reserve with the additional categorisations as part Park and part Natural Area – Bushland mainly for the preservation native plant and animal species.

Parks are defined in clause 104 of the *Local Government (General) Regulation 2021* as land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others.

Natural areas are defined in clause 102 of the *Local Government (General) Regulation 2021* as land whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore.

The land categorisation of Bundarra Downs Reserve is illustrated in Figure 4.

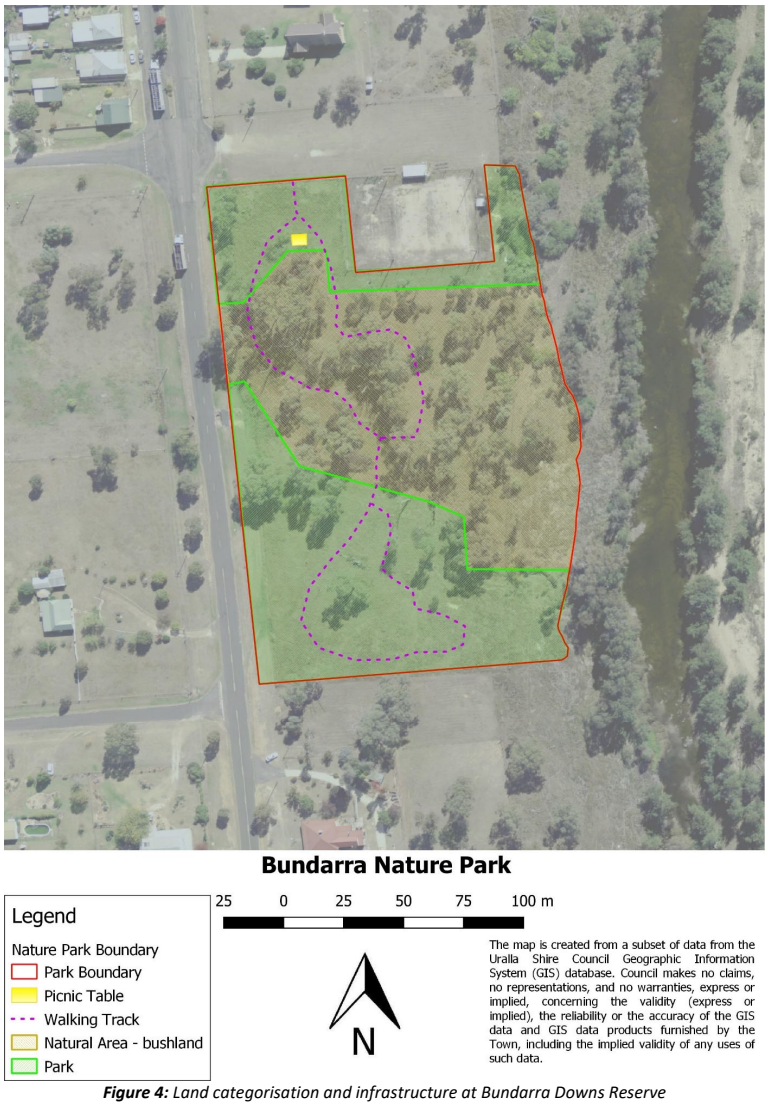


Figure 4: *Land categorisation and infrastructure at Bundarra Downs Reserve*

3.4 Relevant legislation, policies and procedures

3.4.1 Land classification and reclassification

The *Local Government Act 1993* requires that all land held by Council must be classified as either operational or community. Council managed community lands must also provide for the capacity for reclassification as operational.

Under the *Crown Land Management Act 2016*, reclassification of community land can be facilitated through the following process:

Ministerial consent to manage land as operational where a council manager can demonstrate that either the land:

Does not fall within any of the categories for community land under the *Local Government Act 1993*; or,

Could not continue to be used and dealt with as it currently can if it were required to be used and dealt with as community land.

A council must give at least 28 days public notice of the proposed resolution to allow for public submissions.

3.4.2 Plans of management

The *Crown Land Management Act 2016* requires council managers to adopt a plan of management for any Crown reserve for which it is the appointed Crown land manager and is classified as community land under the *Local Government Act 1993*.

While all plans of management must be developed in accordance with the public exhibition requirements of the *Local Government Act 1993*, if the draft first plan of management does not add, change or alter the initial assigned categories, the council manager will not be required to hold public hearings but must give public notice.

Under the *Local Government Act 1993*, if the draft first plan of management alters the categories assigned as provided by this section, the council manager must:

obtain the written consent of the Minister to adopt the plan if the re-categorisation would require an addition to the purposes for which the land is dedicated or reserved,

hold public hearings under section 40A of the *Local Government Act 1993*.

3.4.3 Express Authorisation of leases, licenses and other estates

Section 46 of the *Local Government Act 1993* provides Council with the authority to grant conditional leases, licenses or other estates for the use of community land with Express Authorisation associated with a plan of management.

A list of activities permitted under Express Authorisation is included in section 6.4.

The use or occupation of community land for these purposes is prescribed only if the use or occupation does not involve the erection of any building or structure of a permanent nature.

3.4.4 Legislative requirements for community consultation

Sections 38 and 40 of the *Local Government Act 1993* set out the requirements for public notice and public exhibition for all Council managed community land reserves. These requirements are summarised in Table 2 overleaf.

Section	Requirement
38. Public notice of draft plans of management	(1) A council must give public notice of a draft plan of management.
	(2) The period of public exhibition of the draft plan must be not less than 28 days.
	(3) The public notice must also specify a period of not less than 42 days after the date on which the draft plan is placed on public exhibition during which submissions may be made to the council.
	(4) The council must, in accordance with its notice, publicly exhibit the draft plan together with any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.
40. Adoption of plans of management	(1) The council must hold a public hearing in respect of a proposed plan of management (including a plan of management that amends another plan of management) if the proposed plan would have the effect of categorising, or altering the categorisation of, community land under section 36 (4).
	(2) However, a public hearing is not required if the proposed plan would merely have the effect of altering the categorisation of the land under section 36 (5).

***Table 2**: Statutory Guidelines for Public Notice and Public Exhibition*

3.4.5 Other relevant legislation and statutory controls

In addition to the *Local Government Act 1993* and the *Crown Land Management Act 2016*, the provisions of which this plan of management has been drafted, Council must also comply with other legislation relevant to the management of community lands, including but not limited to:

New South Wales:

- *Environmental Planning and Assessment Act 1979*
- *Biodiversity Conservation Act 2016*
- *Fisheries Management Act 1994*
- *Rural Fires Act 1997*
- *Water Management Act 2000*
- *Protection of the Environment Operations Act 1997*

Commonwealth:

- *Environment Protection and Biodiversity Conservation Act 1999*
- *Biosecurity Act 2015*
- *Disability Discrimination Act 1992*
- *Telecommunications Act 1996*

Furthermore, Council is guided by key plans and strategies which inform the management of public lands, including:

- Open Space Strategy (Draft) – The Uralla Shire Council Open Space Strategy provides a framework to assist Council's decision making in the future planning and development of Uralla Shire open spaces. The strategy acknowledges the importance in providing the community with high quality open space, whether purposed for active or passive recreation and/or improving and preserving biodiversity. This document is under development at the date of preparation of this plan of management.

- Bush Regeneration Strategy – The Uralla Shire Council Bush Regeneration Strategy employs the principles of ecological restoration, which is the process of restoring natural ecosystems to a state where they can support their own regenerative processes. This strategy helps Council improve biodiversity in reserves with significant environmental attributes.

3.5 Land comprising habitat of threatened or endangered species

An ecological assessment of the site undertaken in 2019 concluded that part of the reserve and the adjacent bushland contain flora and by association fauna species that diagnostically represent the ecological attributes of a *White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland*.

White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland is listed as a Critically Endangered Ecological Community under Federal legislation. Additionally, some flora and fauna species recorded in the reserve are listed as Vulnerable, Endangered or Critically Endangered under the *NSW Threatened Species Conservation Act 1995*. This information has been cross referenced by a check of the relevant databases and attached to this plan at Appendix 3.

The area of remnant *White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland* justifies the added purpose of 'environmental protection.' Subsequently, management objectives for the reserve include targets for ecological conservation.

3.6 Land comprising significant natural features

Aside from the ecological attributes within the bushland area of the reserve, the land does not possess a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as a wetland, escarpment, watercourse or foreshore.

3.7 Native title management

According to the National Native Tribunal Register, the land to which this plan of management applies is registered to the Gomeroi people. A copy of the registration is provided below.

Application name: Gomeroi People

Federal Court File No: NSD37/2019

Date filed: 20 December 2011

Registration test status: The Native Title Registrar has accepted this application for registration.

Native title advice was received from the relevant native title manager on 13th September 2019. The Native Title Manager advised that:

The activities contained in this plan of management are valid future acts under subdivision J of the *Native Title Act 1993 (Cth)*.

Section 24JA (2) - the later act is done in good faith and consists of the use, by the statutory authority or any person, of the land or waters for the particular purpose for which the reserve is dedicated.

3.8 Aboriginal cultural significance

The land subject to this plan of management does not include the presence on the land of any known items identified as having Aboriginal historical or cultural significance. Work at the reserve is undertaken with respect to due diligence guidelines. An AHIMS search undertaken in February 2019 contained no results for the Reserve with a 50 meter buffer applied.

3.9 Non-indigenous cultural significance

The Bundarra Downs Reserve does not contain any registered items of non-indigenous cultural significance.

4 MANAGEMENT PRESCRIPTIONS

4.1 General management prescriptions

4.1.0 In general, the purpose of public recreation and the patterns and behaviors regarding public use of the reserve encourages Council to manage the reserve with respect to three primary objectives in relation to the reserve's ecological, social, and recreational values.

Managing the park for social value

Bundarra Downs Reserve provides the local community with open space to carry out social activities; the "green spaces" that Council provides to enhance the standard of living for residential communities.

Bundarra Downs Reserve contains the basic infrastructure to support a variety of social activities including picnic areas, walking tracks, and access to natural environments.

Managing the park for recreational value

The plan of management encourages recreational use of the park and its facilities by providing a circular walking track through the reserve. The track features a number of interpretive signs containing information about native plants and their ecological communities. The track also provides access to seating and a picnic table for visitors to enjoy the reserve's natural amenity.

Managing the park for ecological value

Following community consultation in September 2011, Council applied to and was approved by Crown Lands to add the purpose of environmental protection to Bundarra Downs Reserve. Council's application to Crown Lands is attached to this plan at Appendix 2.

With respect to this additional purpose, Council management prioritises conservation of the reserve's ecological attributes with the fundamental intention to create a natural landscape which is inviting for public use.

Council's Bush Regeneration Strategy establishes the management of natural bushland reserves to progress the goals and strategies of 'Our Environment' as set out in the Community Strategic Plan. The Bush Regeneration Strategy integrates natural bush regeneration principles into work actions for Bundarra Nature Reserve. Natural bush regeneration principles assist the regeneration of native plants, which in turn provide habitat for animals that depend on these plants.

With respect to this additional purpose, Council management priorities conservation of the reserve's ecological attributes with the fundamental intention to create a natural landscape which is inviting for public use.

4.2 Visitation

4.2.1 Fees

Visitation is free to the general public.

4.2.2 Access

Visitor access will be controlled through a single point of entry from the car park located to the immediate north of the reserve as shown in Figure 4. Parking is restricted to the road reserve with a boundary fence to deter vehicles from entering the reserve.

4.2.3 Managing visitor numbers

Visitation numbers and impact on the ecology of the reserve is monitored by Council's Bush Regeneration Team. A management review will be undertaken if adverse effects to the flora and fauna resulting from increased visitor numbers is detected.

4.3 Infrastructure and facilities

4.3.1 Parking area

Council will maintain parking areas and access points. Standard maintenance activities include grading and resurfacing, gate maintenance, mowing / slashing, and litter collection.

4.3.2 Picnic facilities

Further development of picnic facilities will be permitted within Management Area 2 as shown in Figure 5 in section 5.1 of this plan.

4.3.3 Seating in the park

Following consultation with Council, Bundarra Central School has offered to construct six (6) seats from locally sourced materials. The seats will be placed along the walking track to enhance passive recreational activities such as nature appreciation.

More recently, a park seat and picnic table has recently been acquired under the grant funding provided by the NSW Government through the Stronger Country Communities Fund. This seating and table is installed in a shaded area close to the access way in Management Area 2.

4.3.4 Sports facilities

The multi-purpose courts on the adjacent lot are not part of the Bundarra Downs Reserve nor included as part of this management plan. The proximity of the courts to the reserve provides complementary facilities in keeping with the purpose of the reserve.

4.3.5 Fencing

Boundary fences are in place to facilitate appropriate use of the reserve consistent with the prescribed activities listed in section 5.8.

4.3.6 Signage and information

Providing informative signs is a key management priority of this plan of management. Informative signs have been progressively installed by Council to enhance community interest and knowledge of the reserve's environmental attributes. Road signs marking the location of the reserve have been installed at the request of the community. Entrance signage is placed within the car parking area.

4.3.7 Derelict/unsafe structures

Any derelict and/or unsuitable structures and infrastructure will be removed.

4.3.8 Additional infrastructure

The need for additional infrastructure will be determined as necessary in response to increasing visitor numbers and considering the availability of funding.

4.4 Vegetation management for native flora

4.4.1 Wood collection

To maintain the integrity of habitat within the reserve, the collection of green wood, standing dead wood and fallen hollow and non-hollow bearing timber, for any purpose apart from those prescribed by this plan, is not permitted.

4.4.2 Clearing

With the exception of any purpose as prescribed by this plan, clearing native vegetation within the reserve is not permitted.

4.4.3 Regeneration

The management framework contained in this plan of management is chiefly developed to encourage natural regeneration within the conservation area of the reserve. Natural regeneration will be assisted by supplementary native plantings where necessary. Local native flora may be re-established, in accordance with expert advice, for the following reasons:

In areas where native vegetation is deficient to promote natural regeneration;

In areas where previous plantings have failed;

To prevent soil erosion; or

To replace exotic flora when removed and where natural regeneration capabilities have been depleted.

Any plantings will be raised from local seed sources and be indigenous to the local area.

4.4.4 Fertilisers

The use of fertilisers should be avoided. Where the use of fertilisers is necessary, native fertilisers should be used. The use of fertilisers near waterways will be carried out in accordance with best practice guidelines.

4.4.5 Exotic flora

Noxious and other weeds are a key threat to the ecology of the reserve. Managing weeds will continue to be a high priority until native plants are dominant and are naturally suppressing weed re-emergence. Council's management of weeds is guided by the priority weed species listed by the Department of Primary. Weed species include:

- Privet;
- Saffron thistle;
- Cotoneaster;
- Patterson's Curse;
- Tiger and prickly pear;
- Khaki burr; and

- Cobbler's pegs (farmer's friend.)

4.4.6 Managing vegetation for fauna

Managing Bundarra Downs Reserve for environmental protection purposes involves comprehensive management of vegetation layers, from the ground layer to the canopy.

Weed control can potentially have adverse and unintended consequences for fauna by reducing plant cover. The following principles will help to reduce potential impacts:

- Maintaining a continuous range of age classes for shrubs and trees will facilitate natural regeneration of plants and maintain the habitat for native fauna. The presence of hollows in aging trees is critical, and where insufficient may be assisted by the installation of nest boxes.
- Retention of understory vegetation for cover, shelter, and food resources. The presence of nesting fauna will influence the management of understory species.
- Replanting of local indigenous species, to establish and maintain habitat and landscape connectivity for wildlife.
- Maintain diversity of on and above the ground including sparse and dense litter, logs and plants.

4.5 Exotic Fauna

4.5.1 Dogs

Dogs are allowed within the reserve when leashed and under the control of their owner. Council reserves the right to impound dogs found to be unsupervised or off their lead.

4.5.2 Domestic grazing animals

Grazing by domestic animals is not permitted within the reserve due to its capacity to impact its natural ecology by destroying vegetation, introducing and propagating weed species, compacting soil, and changing soil nutrient balance through manure.

Council reserves the right to enforce the removal of, or impound domestic grazing animals found in the reserve.

4.5.3 ~~Invasive~~ Pest animals

~~Invasive~~ Pest animals are a key threat to the ecology of the reserve. ~~Invasive~~ Pest animals likely to inhabit the reserve include rabbits, foxes, and cats.

~~Invasive~~ Pest animal control is undertaken in partnership with responsible authorities. All activities required to manage pest~~invasive~~ animals are undertaken in accordance with best practice guidelines.

4.6 Fire management

Bundarra Downs Reserve is not located in a Category 1 or Category 2 bush fire zone as classified by the NSW Rural Fire Service, however the natural environment of the reserve is susceptible to bush fire through the natural accumulation of fuel. The management of bush fire risk is addressed by this plan of management as follows:

- The primary objective of managing fire risk is to protect life and property.
- The secondary objective of fire risk is to reduce the potential for damage to assets within the reserve. A high intensity fire has the potential to alter the vegetation and ecology of the park.

Fire hazard control is routinely undertaken by Council through slashing and mowing grassy areas within the park areas of the reserve.

Fuel build up and subsequent fire risk is monitored by Council within the natural areas of the reserve. Ground fuel is reduced when necessary by removing volumes of large debris, hazard reduction burning and mowing and slashing. Consultation with the Rural Fire Service is undertaken to understand current and future potential fire risk.

4.7 Ecological monitoring

Ecological monitoring is a key management tool in protecting and improving the ecology of the reserve. Monitoring helps evaluate the effectiveness of management actions and guides future management actions as management needs change. Ecological monitoring includes:

- Photo points to assess visual changes over time;
- Field record sheets for work activity;
- Marked sampling points to list plant and or animal species; and
- Ecological surveys to provide detailed species list over large areas.

The information provided by these data sets is reviewed periodically to evaluate long term trends and changes to the ecology of the reserve.

5 MANAGEMENT OBJECTIVES

5.1 Application of core management objectives

The *Local Government Act 1993* prescribes the following core objectives for community land categorised as a park:

- To encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
- To provide for passive recreational activities or pastimes and for the casual playing of games, and
- To improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

The core objectives for management of community land categorised as a natural area, as outlined in the *Local Government Act 1993* are:

- To conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area, and,
- To maintain the land, or that feature or habitat, in its natural state and setting, and
- To provide for the restoration and regeneration of the land, and
- To provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion, and
- To assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the *Threatened Species Conservation Act 1995* or the *Fisheries Management Act 1994*.

Figure 5 over the page illustrates the divisional lines for land categorisation and the infrastructure of the reserve.

The plan of management divides the reserve into six (6) separate management areas according to the unique management objectives as determined by physical and ecological attributes.

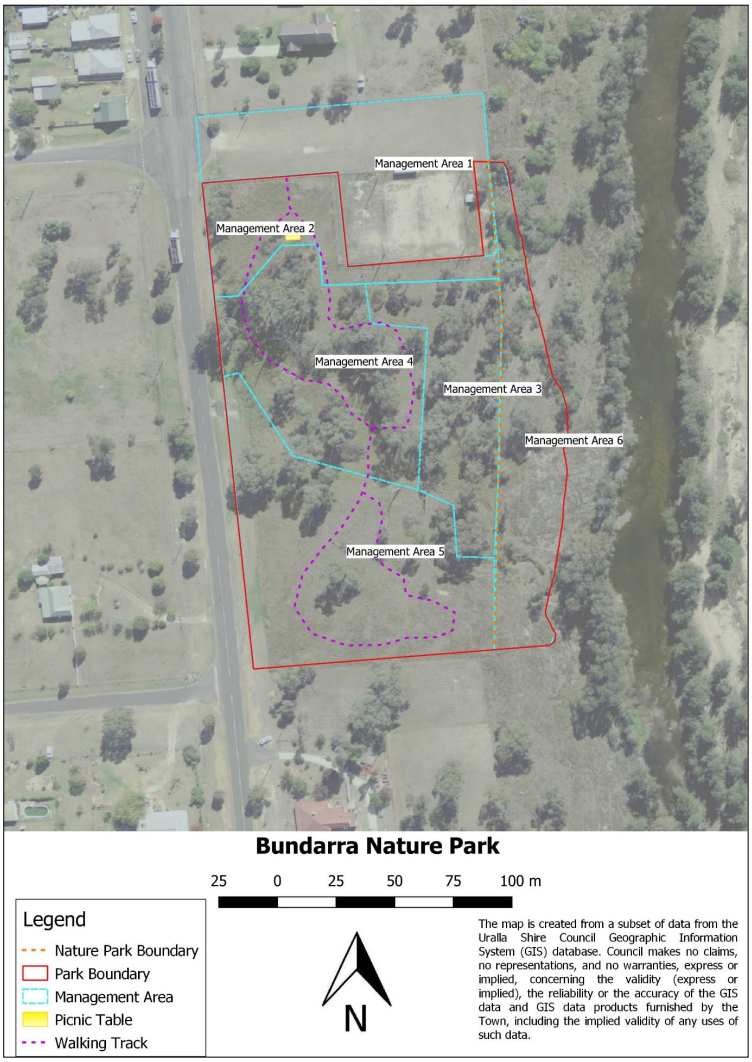


***Figure 5**: Bundarra Downs Reserve Management Areas*

5.2 Management area 1

5.2.1 Description

Management Area 1 is not zoned as part of Bundarra Downs Reserve, however it provides visitor parking and access to the reserve and is managed for its association with the reserve. This management area covers an area of approximately 5261 m2, including a car park and the Bundarra multi-purpose courts.

5.2.2 Management Objectives

- Maintain a graded parking area.
- Create an inviting place for people to enter the park.
- Maintenance of Bundarra multi-purpose courts as scheduled or required.

5.2.3 Activities for ~~2023~~2026-~~2027~~2030

- Maintain road reserve surface to accommodate vehicle parking and keep the external access way mown and free from weeds.
- Liaise with Bundarra community for park and green space improvement priorities.

5.2.4 Performance Assessment Measures

- Monitoring as part of Council's maintenance program.
- Monitoring of community feedback and requests.

5.3 Management area 2

5.3.1 Land Categorisation – Park

The land in Management Area 2 is categorised as a park.

5.3.2 Description

Management Area 2 covers an area of approximately 7600 m^2. This area includes the entry gate to the reserve and a picnic table and bench. It also allows access to the multi-purpose courts. This area supports some native trees, grasses and wildflowers, and has some established native shrubs.

5.3.3 Management Objectives

- Enhance the appearance of the park entry point.
- Control and reduce African Love Grass infestation.
- Assist native plant regeneration including enrichment planting of native species where necessary.
- Provide and maintain park facilities including seating and picnic tables.

5.3.4 Activities for 2026-2030

~~5.3.4 Activities for 2023–2028~~

- Control and reduce African Love Grass infestation by frequent mowing to prevent seeding.
- Spot spray, where appropriate, African Love Grass and other exotic grasses (e.g. paspalum) growing close to native trees and shrubs.

- Establish a thick mulch bed around small plants and shrubs after weeds are treated.
- Clearly mark natural regeneration areas to avoid damage caused by mowing and slashing activity.
- Maintain newly established plants through mulching, watering and weed control.
- Monitor for presence/development of new weeds issues.

5.3.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration and maintenance programs.
- Monitoring of community feedback and requests.

5.4 Management area 3

5.4.1 Land Categorisation – Natural Area

The land in Management Area 3 is categorised as a natural area.

5.4.2 Description

Management Area 3 covers an area of approximately 3200 m^2. The area is closely representative of a natural grassy woodland community, containing a diverse range of native trees, shrubs, grasses, wildflowers, and low herb species.

Management Area 3 is known to support a variety native animals including kangaroos, wallabies, numerous lizards, echidnas, micro bats, and bird species. Significantly, this area is also likely to provide habitat for transient koalas and the Regent Honeyeater, listed by the *NSW Threatened Species Act 1995* as critically endangered species.

5.4.3 Management Objectives

- Maintain and increase the biodiversity value by reducing weed species listed and enabling natural regeneration.
- Maintain the walking track by regular mowing.
- Enable community appreciation of grassy woodland communities by providing and maintaining interpretive signage.

5.4.4 Activities for 2026-2030

~~**5.4.4 Activities for 2023-2028**~~

- Monitor recent infestation sites for regeneration of Tiger Pear and Prickly Pear.
- Monitor recent infestation sites for regeneration of Cotoneaster ~~2012 – 2013~~.
- Spot spraying African Love Grass with glyphosate, avoiding taking existing native grasses to encourage recruitment.
- Hand-pull or cut, poison and remove heads of Cobbler's Pegs ('Farmer's friend') if in seed.

5.4.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration program.
- Monitoring of community feedback and requests.

5.5 Management area 4

5.5.1 Land Categorisation – Natural Area

The land in Management Area 4 is categorised as a natural area.

5.5.2 Description

Management Area 4 covers an area of approximately 4,300 m^2. This area also contains a diverse range of native trees, shrubs, grasses, wildflowers, and low herb species.

Management Area 4 is susceptible to weed infestation which can reduce the abundance of native grasses and herbs, greatly reducing public appreciation of the reserve's natural values.

5.5.3 Management Objectives

- Maintain and increase the biodiversity value by reducing weed species listed and enabling natural regeneration.
- Maintain the walking track by regular mowing.
- Enable community appreciation of grassy woodland communities by providing and maintaining interpretive signage.

5.5.4 Activities for 2026-2030

~~5.5.4 Activities for 2023-2028~~

- Survey and assess abundance and richness of native vegetation.
- Mark planted and regenerating trees and shrubs ~~a~~in areas where they may be hidden by invasive weeds.
- Follow-up weed control work by monitoring the emergence of blackberry and woody weeds treated previously.
- Retain large fallen timber/limbs (removing from track/fence line if required to maintain access/minimise damage.)

5.5.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration program.
- Monitoring of community feedback and requests.

5.6 Management area 5

5.6.1 Land Categorisation – Park

The land in Management Area 5 is categorised as a park.

5.6.2 Description

Covering an area of approximately 7,200 m^2, Management Area 5 is the second largest area within the reserve. This area is notable for its open space which provides activity areas and an attractive outlook toward other parts of the reserve.

5.6.3 Management Objectives

- Monitor and reduce regeneration weeds in control areas.

- Monitor and control emerging weeds.
- Maintain walking track by slashing or mowing.
- Develop a longer-term strategy to maintain and increase the values aligned with the purpose of this area.

5.6.4 Activities for 2026-2030

~~**5.6.4 Activities for 2023-2028**~~

- Survey and assess abundance and richness of native vegetation.
- Ongoing walking track and sign maintenance.
- Monitor and control emerging weeds.
- Retain large fallen timber/limbs (removing from track if required to maintain access.)

5.6.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration and maintenance programs.
- Monitoring of community feedback and requests.

5.7 Management area 6

5.7.1 Land Categorisation – Natural Area

The land in Management Area 6 is categorised as a natural area.

5.7.2 Description

Management Area 6 covers an area of approximately 4200m^2. Management area 6 comprises of a river terrace adjacent to and comprising part of the Gwydir River Corridor. This area presents the most difficult challenge to manage as a consequence of its steep topography and continuous invasive weeds introduced by native grazing animals.

Management Area 6 is at present somewhat isolated from the remainder of the reserve due to its challenging terrain. Council is currently developing plans to better connect the ecology and physical infrastructure of this area to the remainder of the reserve.

5.7.3 Management Objectives

- Monitor and reduce regeneration weeds in control areas.
- Monitor and control emerging weeds.
- Develop a longer term strategy to provide greater ecological and physical connection to the remaining sections of the reserve.

5.7.4 Activities for 2026-2030

~~**5.7.4 Activities for 2023-2027**~~

- Monitor and control emerging weeds.
- Develop planning and commence construction of physical infrastructure (walking tracks and boundary fences.)

5.7.5 Performance Assessment Measures

- Monitoring as part of Council's bushland regeneration program.
- Monitoring of community feedback and requests.

6 DEVELOPMENT AND USE

6.1 Permitted and prohibited recreational activities

Activities within the Bundarra Downs Reserve are focused on passive recreation. Activities that are permitted without Council approval are listed below. Activities that do not appear in this section may be permitted with Council approval.

Allowable activities may be considered by Council to fall within the scope of the management objectives and can be undertaken by individual and community groups. Allowable activities can provide Council with valuable assistance in the maintenance of community reserves.

The list of permitted and prohibited activities does not include those activities permitted with Express Authorisation as listed in section 6.4.

No future act may be undertaken on the Bundarra Downs Reserve unless:

a. the land becomes *excluded land* for the purposes of the *Crown Land Management Act 2016*, or

b. the act is a tenure which satisfies the requirements of Section 24HA (Management of Water and Airspace) of the *Native Title Act 1993*, or

c. the act is a public work or tenure which satisfies the requirements of Section 24KA of the *Native Title Act 1993*, or

d. the act is a low impact act and satisfies the requirements of Section 24LA of the *Native Title Act 1993.*

The activities listed in 6.1.1 and 6.1.2 and the short-term licences listed in Section 6.4.1[1] are considered to meet the requirements of Section 24LA of the *Native Title Act 1993.*

6.1.1 Permitted activities without Council approval

- Picnicking;
- Walking;
- Bird watching and other nature study;
- Photography and other artistic pursuits;
- Educational activities with local school children;
- Educational activities with visiting school children; and
- As a seed bank for other projects in the area.

6.1.2 Allowable activities for management purposes

- Activities that can be undertaken by the community with approval from Council are:
- Weed control;
- Pest and feral animal control;
- Replanting/revegetation;
- Fencing and general maintenance;

[1] In the event that the short-term licence does not provide exclusive possession

- Fire management/control;
- Ecological surveys and monitoring; and
- Seed collection.

6.1.3 Prohibited activities:

- Off-leash dog walking;
- Firewood collection;
- Dirt, trail or other motor vehicle use;
- Collecting plants/animals;
- Fireworks;
- Consumption of alcohol;
- Fires;
- Grazing;
- Camping;
- Cycling; and
- Horse riding.

6.2 Future Development and use

Council encourages a wide range of uses of community land and intends to facilitate uses which increase the activation of its land, where appropriate.

The facilities on community land may change over time, reflecting the needs of the community. For example, the use of community land is often supported by appropriate ancillary development.

Numerous ideas and requests have been offered by the Bundarra community toward the future development of Bundarra Downs Reserve, its facilities, and how the reserve might link to other development projects.

No immediate management actions for larger scale projects are prescribed by this plan of management. Examples of large scale projects requested by the community for consideration by Council are summarised below.

6.2.1 River Walkway

During the community workshop held in 2011, participants spoke of the potential to create a walkway along the Gwydir River which would connect the park with other sites around Bundarra. This concept would allow the connectivity of the reserve and the Gwydir River to be fully appreciated, allowing greater public access to popular visitor sites along the Gwydir River and its environment.

The idea may be worth further exploration through community consultation in the future, however is not resourced and no planning has been undertaken at this point.

6.2.2 Botanical Garden

The concept to provide a small area to showcase examples of some of the plants found throughout the park is being considered. This would require intensive management and is therefore not a current priority given the limit of current management resources.

A simpler concept might involve choosing an area for intensive management including protecting the remaining native grasses and herbs and providing a buffer strip to eradicate invasive plants. Management of

this area would include mulching between native grasses and herbs and over the buffer area to minimise invasive plants, propagating local grass, herb, shrub and tree species to increase plant diversity to the area.

6.2.3 Other projects

Other smaller projects suggested by the community which may be feasible include:

Installation of BBQs;

- Placement of recycling and waste bins;
- Lighting to discourage vandalism or damage;
- Area to be used for markets and other community events; or
- Toilet facilities.

The priority reserve management actions are to be carried out in the following order:

- Attain effective and sustainable management of ecological attributes and facilities, minimizing the required resources to manage these attributes.
- Encourage active use by the community including the facilitation of small events such as markets.
- Seek additional external funding to proceed with plans for relating to plans for large scale future development.

6.3 Permissible development to facilitate use within park areas

Permissible development within the areas categorised as park include:

- Lighting, seating, toilet facilities, courts, paved areas;
- Hard and soft landscaped areas;
- Car parking and loading areas;
- Heritage and cultural interpretation, for example signage;
- Bio-banking and carbon sequestration initiatives;
- Water-saving initiatives such as stormwater harvesting, rain gardens, and swales;
- Energy-saving initiatives such as solar lights and solar panels; and
- Locational, directional and regulatory signage.

6.4 Activities allowed with express authorisation

Leases and licences formalise the use of community land by groups such as sporting clubs, community groups and schools, or by commercial organisations and individuals providing facilities or services for public use.

The *Local Government Act 1993* contains restrictions on the ability of Council to grant leases, licences and other estates over community land as these alienate the land and limit the ability of the public to use that land. Generally a lease will be required where exclusive occupation or use of all, or part, of an area is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this plan of management and the capacity of the community land itself and the local area to support the activity.

The purpose of such leases, licences and other estates must be consistent with the core objectives for reserves categorised as parks. Activities requiring leasing and licensing are obtained under Express

Authorisation. Council can limit the purpose of any lease, the type of potential lessee, and the facilities that will be leased.

This plan of management expressly authorises the issue of leases, licences and other estates for use of community land categorised as general community use, provided that:

- The purpose is consistent with the purpose for which the land was dedicated or reserved;
- The purpose is consistent with the core objectives for the category of the land;
- The lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated or allowed by the provisions of the *Native Title Act 1993 (Cth)*;
- Where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted;
- The lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved; and
- All suitable insurances have been provided to Council.

6.4.1 Short-term licences

Short-term licences and bookings may be used to allow Council to program different uses of community land at different times, allowing the best overall use.

Short-term licences may be authorised for the purpose of:

- The playing of a musical instrument, or singing, for fee or reward;
- Engaging in a trade or business;
- The playing of a lawful game or sport;
- The delivery of a public address;
- Commercial photographic sessions;
- Picnics and private celebrations such as weddings and family gatherings;
- Filming sessions; or
- ~~The agistment of stock.~~

Fees for short-term casual bookings will be charged in accordance with Council's adopted fees and charges at the time.

6.4.2 Other estates

This plan of management allows Council to grant an estate over community land for the provision of public utilities and works associated with or ancillary to public utilities and provision of services, or connections for premises adjoining the community land to a facility of Council or the public utility provider on the community land in accordance with the Local Government Act 1993.

There are no current leases and/or licences over the Bundarra Downs Reserve (R1013348).

6.5 Plan Evaluation

6.5.1 Timing

An evaluation of the Annual Work Plan targets prescribed the Bundarra Downs Reserve will take place by staff at Uralla Shire Council in June each year. The evaluation includes comment on:

- The effectiveness of monitoring tools;
- Condition and health of plantings;
- Presence, abundance and extent of exotic flora;
- Presence of exotic fauna;
- Damage to plantings, native vegetation, or infrastructure;
- Sightings of previously listed and new fauna; and
- Other matters relating to the management of the park.

6.5.2 Reporting

- The information and data recorded from regular work activities including the scope of work activity, monitoring work outcomes and evaluation of work objectives is recorded regularly as part of daily work plans. This information is then used to inform Council reports.
- Reporting against the objectives within this plan of management is a key aspect of Council's Integrated Planning and Reporting (IP&R) cycle. IP&R measures the effectiveness of Council Crown Land Management objectives through the annual, four yearly, and ten yearly planning framework.

6.6 External funding

As the manager of the site, Council can apply for funding under the Crown Reserves Improvement Fund (CRIF) from Crown Lands on an annual basis. These funds are competitively awarded and therefore are not guaranteed.

Council will continue to seek funding from various other sources as the opportunity arises. External funding applications will be more successful where the Bundarra community can demonstrate and contribute in-kind to the project.

7 APPENDICES

7.1 Appendix 1: Notes from Community meeting August 2011



Park Purpose

The purpose of the park is to provide public recreational space for the Bundarra community and visitors.

An additional purpose for the park was included via a submission by Council behalf on the Bundarra community to Crown Lands on in 2011. Crown Lands has subsequently approved the additional purpose of the reserve for environmental protection, allowing park management to focus on conservation space for native flora and fauna, including key habitat for Threatened and Vulnerable fauna, in particular, Regent Honeyeater habitat.

What does the Bundarra community value about the Park?

The park is valued in various ways by the community: for its ecological value; for the diversity of visitor attractions it adds to those on offer in Bundarra; as an outdoor exercise area and its appeal to visitors in Bundarra.

Activities in the Park

What activities do you want to use the park for?

The community consensus is that the park should only be used for passive recreation activities. These include but are not limited to:

- Walking.
- Photography.
- Tai Chi.
- On-leash dog walking.

- Education activities.

Prohibited activities include, but are not limited to:

- Off-leash dog walking.
- Firewood collection.
- Dirt, trail or other motor vehicle use.
- Collecting plants/animals.
- Fireworks.
- Consumption of alcohol.
- Fires.
- Grazing.
- Camping.
- Cycling.
- Horse riding.

Facilities required to support these activities

- Seating in the park. Bundarra Central School have offered to make 6 seats from Ironbark on steel up-rights. These will be placed along the walking track.
- Fencing. Bundarra Central School has a supply of basic stock fencing that can be used to replace the boundary fence along the road.

A number of suggestions regarding facilities on the Road Reserve, beside the tennis courts, were made. Please refer to 'Sports facilities and Road Reserve'.

Threats to the Park

Noxious and other weeds were identified as being the greatest threat to the park. Weeds identified on the day during Peter Hancock's guided walk include:

- Privet.
- Saffron thistle.
- Cotoneaster.
- Unidentified fruit trees (possibly nectarine).
- Patterson's Curse.
- Tiger and prickly pear.
- Khaki burr.
- Farmer's friend.

How can the community and Trust protect the park from these threats?

- Regular NEWA inspections.
- Education and training.

The community group suggested a NEWA/ELA/Landcare supervised weed ID day with appropriate disposal of weeds.

Sports facilities and Road Reserve

The Community wish to see the following facilities included in the area:

- BBQ – to include a pole with a donations box as at Lions Park, Emu Creek.
- A picnic table near the entrance. Bundarra Central School has made a picnic table that can be installed at the park entrance.
- Recycling and waste bins on a pole as at other locations.
- Lighting to discourage vandalism or damage.
- Entrance signage to mark the spot needs to be very clear: 100 m in both approaches. Suggest that basic signage with 'Stop', 'Rest' toilets would be sufficient.
- The area should become an Alcohol Free zone.
- Area can be used for markets and other community events such as musical evenings (e.g. Boogie in Bundarra) or charitable events.
- The CMA sign in the Park should be moved to this location.

Working Bees

Members of the public interested in taking part in a Working Bee:

- Tuesday Exercise Group
- CWA

7.2 Appendix 2: Correspondence – USC to Crown Lands requesting permission to prepare a plan of management

Uralla Shire Council

Address correspondence to:
General Manager
32 Salisbury Street
URALLA NSW 2358

Phone: (02) 6778 6300
Fax: (02) 6778 5073
Email: council@uralla.nsw.gov.au
ABN 55 868 272 018

24 August 2011

Dear Ms Foster,

The Bundarra Downs Reserve was gazetted on 27 April 2007 as a public park for public recreation (R1013348), and Uralla Shire Council appointed as the trust manager.

Given community sentiment and recent use of the park, it is the Trusts belief that the declared purpose of the Park does not reflect the true value of the park to the Bundarra community. In addition, the absence of a Plan of Management leaves the Trust without a strategic framework to manage the park in line with community values and expectations; accommodate a secondary purpose for the park; or provide a framework to appropriately protect and manage a key community and environmental asset.

The Trust is writing to request permission to develop a Plan of Management for the Bundarra Downs Reserve in order to:

1. Provide the framework to appropriately manage the park in respect to its purposes (declared and additional);
2. Provide a framework to protect and manage a key community and environmental asset; and
3. Provide for conservation as a secondary purpose.

1. An additional purpose

The Bundarra community refers to the Reserve as the 'Bundarra Nature Park' and cherishes it for its ecological and natural attributes. Indeed, grants and funding have been provided by State and other government agencies expressly to enhance the ecological health and diversity of the park. In fact, the ecological value of the park is such that it provides habitat for the endangered Regent Honeyeater. Community awareness regarding the uniqueness of the species found within the park is high and participation in aforementioned rehabilitation projects has been strong.
The Trust believes therefore that an additional purpose for 'conservation' is in keeping with community values.

2. Compatibility

The types of activities that are compatible to both purposes and for which the community are supportive include:

- Education activities for local schools;
- Weed control;
- Community tree planting events;
- Flora and fauna surveys;
- Passive recreation activities including meditation and reflection for community members and visitors.

The Trust considers, for all the aforementioned reasons, that it is in the best interest of the Bundarra community to seek security of purpose for the Bundarra Downs Reserve through the auspices of a Plan of Management.

Thank you for your time Ms. Foster. The Trust hopes that Crown Lands will duly consider our request and hope to look forward to a response in the very near future.

Yours faithfully,

Mr. T. P O' Connor
General Manager, Uralla Shire Council
On behalf of the Bundarra Downs Reserve Trust

USC Received
15 SEP 2011

NSW Crown Lands Division

Doc. No:DOC11/105100

108 Faulkner St (PO Box 199A)
ARMIDALE 2350
Ph: 02 67703110 Fax: 02 67728782
Email: felicity.foster@lpma.nsw.gov.au
www.lands.nsw.gov.au

13 September 2011

General Manager
32 Salisbury Street
URALLA NSW 2358

Dear Mr O'Connor

Re: Bundarra Downs Reserve Trust (R1013348)

I am writing in response to your letter of 24 August 2011requesting permission to develop a Plan of Management and through this provide for conservation as a secondary purpose for the Bundarra Downs Reserve R1013348 gazetted 27 April 2007 for the purpose of Public Recreation and Public Park.

I am pleased to advise approval has been given for a draft Plan of Management for Bundarra Downs Reserve R1013348 to be prepared and the inclusion of the additional purpose of 'environmental protection' as part of the draft plan.

Crown Lands has chosen 'environmental protection' as it is a public purpose declared for the purposes of Section 87 of the Crown Lands Act 1989. This purpose covers possible uses including eradication of noxious weeds, preservation and growth of timber, preservation of fauna, game, native birds, native flora, soil conservation, trees, regeneration area and study and conservation of native flora and fauna.

If you require any further information during the preparation process you can contact me on (02) 6770 3110.

Yours faithfully

Felicity Foster
Project Officer
Crown Lands, Armidale

HEAD OFFICE
Level 4
437 Hunter Street
Newcastle NSW 2300

PO Box 2185
Dangar NSW 2309
1300 052 637
ABN 33 537 762 019 | www.lpma.nsw.gov.au

7.3 Appendix 3: Site species list

Scientific Name	Common Name	Weed?	EPBC[2] listed
Trees			
Acacia implexa	Hickory Wattle		
Acacia rubida	Red-stemmed Wattle		
Casuarina cunninghamiana	River Oak		
Eucalyptus albens	White Box		
Eucalyptus blakelyi	Blakelys Red Gum		
Eucalyptus camaldulensis	River Red Gum		
Eucalyptus crebra	Mugga or Narrow-leaved Ironbark		
Eucalyptus melliodora	Yellow Box		
Eucalyptus macrohyncha	Red Stringybark		
Ligustrum lucidum	Large-leaved Privet	*	
Pistacia chinensis	Pistacia	*	
Sterculia quadrifida	Kurrajong		
Mistletoes			
Amyema pendulum subsp *pendulum*	Mistletoe		
Shrubs			
Acacia decora			**yes**
Acacia paradoxa			
Bursaria spinosa small-leaved form	Blackthorn small leaved form		
Bursaria spinosa subsp. *Spinosa*	Blackthorn		
Calistemon sp			
Callistemon 'Bakers Creek'	Bakers Creek Bottlebrush		
Cassinia laevis	cough bush		
Cotoneaster sp.	Cotoneaster	*	
Dodonaea viscosa	Hop bush		
Leptospermum brevipes			
Leptospermum polygalifolium			
Lythrum			
Maireana microphylla	Small-leaf Bluebush		
Notelaea microcarpa			
Marrubium vulgare	Horehound		
climbers/scramblers			
Rubus anglocandicans	Blackberry		
Glycine clandestina	Glycine		**yes**
Hardenbergia violacea	False Sarsaparilla		

[2] *Environment Protection and Biodiversity Conservation Act 1999*.

Lonicera japonica	Japanese Honeysuckle		
Fern			
Cheilanthes sieberi	Rock fern, Mulga Fern		
Grasses			
Austrodanthonia sp.	Wallaby Grass		
Aristida sp.	a wire grass		
Avena fatua	Wild Oats	*	
Austrastipa	spear grass		
Bothriochloa macra	redleg grass		
Cynodon dactylon	Common Couch		
Dichelachne crinata	Plume Grass		
Digitaria brownii	cotton panic		
Echinopogon sp: which?	Hedgehog Grass		
Elymus scaber	tall wheatgrass		
Eragrostis curvula	African Lovegrass	*	
Eragrostis sp.	a native love grass		
Eulalia aurea	Silky Brown-top		**yes**
Hyparrhenia hirta	Coolatai grass	*	
Microlaena stipoides var. *stipoides*	Weeping Meadow Grass		
Nassella neesiana	Chilean needle grass	*	
Panicum effusum.	hairy panic		
Paspalum dilatatum	Paspalum		
Poa sieberiana	Snow Grass		
Setaria parviflora ?	Pigeon Grass		
Sorghum leiocladum	Native Sorghum		
Sporobolus crebra	Slender Rat's Tail Grass		
Themeda australis	Kangaroo Grass		**yes**
Forb and other herbs			
Ajuga australis	Austral Bugle		
Alternanthera pungens	khaki weed		
Arthropodium milleflorum	Vanilla Lily		**yes**
Asparagus officinalis	Asparagus		
Bidens subalternans	Cobblers Pegs		
Boerhavia dominii	tarvine		
Bulbine bulbosa	Bulbine Lilly		
calotis lappulacea	Yellow Burr Daisy		
Carex appressa	Tall Sedge		
Chrysocephalum apiculatum	Clustered Everlasting		**yes**
Commelina cyanea	Scurvy plant		
Convolvulus erubescens	Australian convolvulus		
Cirsium vulgare	Black Thistle		
Conyza bonariensis	Flax-leaf Fleabane		
Craspedia variabilis	Billy Buttons		
Cymbonotus lawsonianus	Bear's Ear		
Cynoglossum australe	Hound's Tongue		
Desmodium brachypodum	Large Tick-trefoil		**yes**

Desmodium varians	Slender Tick-trefoil		**yes**
Dianella revoluta	blue berry lily		**yes**
Dianella sp.	blue berry lily		
Dichondra sp.A	Kidney Plant		
Dichopogon fimbriatus	Nodding Chocolate Lily		**yes**
Einadia nutans	Saloop		
Erodium crinitum	blue storksbill		
Goodenia pinnatifida	Scrambled Eggs		**yes**
Juncus sp.			
Lespedeza juncea	Bush Pea or Chinese Lespedeza		
Lomandra filiciformis	wattle Matrush		
Lomandra leucocephala	woolly matrush		
Lomandra longifolia	spiny matrush		
Lomandra multiflora	Many-flowered Matrush		
Medicago sp	Burr Medic	*	
Mentha satureoides s.l.	Pennyroyal or Native Mint		
Opuntia aurantiaca	tiger pear		
Opuntia stricta	prickly pear		
Oxalis sp.	Soursob		
Podolepis neglecta	a Copper Wire Daisy		
Poranthera microphylla	Poranthera		
Ranunculus lappaceus	Common Buttercup		**yes**
Rostellularia adscendens	Pink Tongues		
Sida corrugata	corrugated sida		**yes**
Solanum nigrum	Blackberry Nightshade	*	
Stackhousia monogyna	Creamy Candles		
Swainsona reticulata	Kneed Swainson-pea		**yes**
Swainsona sp.	a Swainsona-pea		**?**
Trifolium arvense	Hare's Foot Clover	*	
Verbena bonariensis	Purpletop	*	
Verbena rigida	Veined or Creeping Purpletop	*	
Vittadinia sp.	a Fuzzweed		

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URALLA SHIRE COUNCIL

Plan of Management:

Gostwyck Road Reserve

(Crown Reserve 89071)

~~February 2024~~January 2026

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		**Resolution No.**	
Document Owner	Director Infrastructure and Development		
Document Development Officer	Manager Environment & Waste		
Review Timeframe	In the subsequent year following adoption; then every four years		
Last Review Date:	202~~6~~5	**Next Scheduled Review Date**	~~2029~~2030

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	September 2020	Review and update prepared by the Manager of Environmental and Waste in accordance with legislative requirements under the *Crown Land Management Act 2016* and the *Local Government Act 1993*.
2	August 2021	Review and update prepared by the Manager of Development and Planning.
3	July 2022	Update prior to presentation to Council
4	March 2025	Document updated by Manager Environment and Waste
5	April 2025	Document received approval to progress to public exhibition and Minister's consent to adopt.
6	October 2025	Document received approval from Council to progress to public exhibition
7	January 2026	Document reviewed after receiving submission from public exhibition

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (NSW)* *Local Government (General) Regulation 2021 (NSW)* *Crown Land Management Act 2016* *Environmental Planning and Assessment Act 1979* *Biodiversity Conservation Act 2016* *Biosecurity Act 2015* *Fisheries Management Act 1994* *Rural Fires Act 1997* *Water Management Act 2000* *Protection of the Environment Operations Act 1997* *Companion Animals Act 1998* *Environment Protection and Biodiversity Conservation Act 1999* *Disability Discrimination Act 1992* *Telecommunications Act 1996*
Related Policies, Procedures/Protocols, Statements, documents	Uralla Local Environmental Plan 2012 (LEP) Uralla Shire Council Open Space Strategy Bush Regeneration Strategy Plan of Management: Crown Reserve Parks Plan of Management: General Community Use Reserves Plan of Management: Racecourse Lagoon

	Plan of Management: Bundarra Downs Reserve (Bundarra Nature Park) ~~Plan of Management: Uralla Old Court House~~

Note: Any reference to legislation will be updated in the policy as required. See website at http://www.legislation.nsw.gov.au for current Acts, Regulations and Environmental Planning Instruments.

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Executive Summary

The Uralla Shire Council's plans of management provide direction as to the use and management of council-owned community land and council-managed Crown reserves classified as community land in the Uralla Shire local government area. These plans of management are a statutory requirement under Section 3.23 of the *Crown Land Management Act 2016* and Section 36 of the *Local Government Act 1993*.

This plan of management, adopted on XX XXXXX XXXX by Uralla Shire Council, addresses the management of Crown reserve 89071, being the Gostwyck Road Reserve located on Gostwyck Road, Uralla. The plan of management outlines the way the land will be used and provides Council with a framework which enables decisions regarding the Gostwyck Road Reserve to be made in a consistent and equitable basis.

The Gostwyck Road Reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown land manager under the *Crown Land Management Act 2016*.

Uralla Shire Council acknowledges the Traditional Custodians of the land on which the reserve is situated. Council recognises their sacred connection to Country and pays respect to Elders past, present and emerging.



Recreational facilities at the Gostwyck Road Reserve

1. INTRODUCTION

1.1 Purpose of this plan of management

The *Crown Land Management Act 2016* commenced on 1 July 2018 which introduced legislation to govern how Crown land is used and managed for the benefit of the community in New South Wales.

Council manages Crown reserve land as if it were public land under the *Local Government Act 1993*. Therefore, all Crown reserve land designated as community land requires a plan of management under the *Local Government Act 1993*.

A plan of management is a statutory instrument which provides strategic planning and governance for the management and use of land.

The purpose of this plan of management is to:

- Contribute to Council's strategic goals and vision as set out in the Community Strategic Plan;
- Comply with the *Local Government Act 1993* and the *Crown Land Management Act 2016*;
- Provide clarity in the future development, use, and management of the community land; and
- Provide Council with a framework in managing Crown reserves which enables consistent and equitable decision making and supports a unified approach to meeting the varied needs of the community.

The Gostwyck Road Reserve is a Crown reserve and is classified as community land under the *Local Government Act 1993*. Council manages this reserve in order to preserve the social and recreational values of the site for the benefit of the community. This plan of management provides a management framework to assist Council to strategically allocate funds and direct resources toward improvement projects in line with the reserve's dedicated purpose.

1.2 Corporate objectives

This plan has been developed to align with Council's Integrated Planning and Reporting (IP&R) framework. The IP&R framework directs Council's works and services on behalf of the community and consists of three tiers:

- **The Community Strategic Plan**: The Community Strategic Plan (CSP) describes the community's vision and Council's mission for a period of ten or more years. The development of the Community Strategic Plan is led by the Mayor and Councillors and through engagement with the community to determine the community's priorities and aspirations for the future and to plan strategies to achieve them.
- **Delivery Program:** The Delivery Program is a four-year plan which translates the community's strategic goals into clear actions by outlining the Principal Activities that support the delivery of the Community Strategic Plan.
- **Operational Plan:** The Operational Plan is an annual plan containing detailed actions to achieve the community priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan is prepared each year and identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program. Actions may be adjusted at the end of the reporting cycle for their continued alignment with the Community Strategic Plan and Delivery Program.

Council's community land management is guided by this framework. Therefore the management objectives of the Gostwyck Road Reserve detailed in this plan have been developed in accordance with the goals and strategies of the Community Strategic Plan, the principle activities described in the

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Delivery Program, and the annual actions contained in the Operational Plan.

The primary strategic objectives, strategies and activities associated with this plan of management are set out in the table 1 below.

CSP STRATEGIC OBJECTIVES	CSP Strategies	Delivery Program Activities
1. We have an accessible inclusive and sustainable community	1.2 A safe, active, and healthy shire	(N/A)
2. We drive the economy to support prosperity	2.3 Communities that are well serviced with essential infrastructure	2.3.8 Maintain parks, gardens, recreation facilities and open spaces
3. We are good custodians of our environment	3.1 To preserve, protect and renew our beautiful natural environment	3.1.5 Manage Crown Lands under Council care and control
4. We are an independent shire and well-governed community	4.1 Informed and collaborative leadership in our community	(N/A)

***Table 1**: Linkage to the Integrated Planning and Reporting Framework*

1.3 Process of preparing this plan of management

The process undertaken by Council in preparing this plan of management is illustrated in Figure 1.

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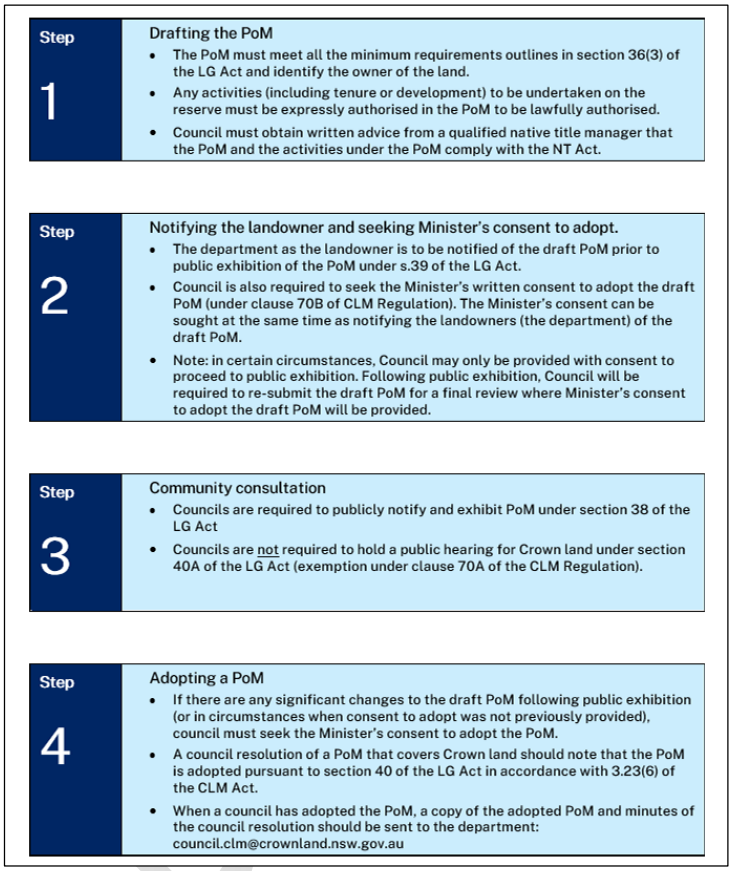


***Figure 1**: Process for preparing a plan of management (POM) for council-managed Crown reserves*

1.4 Review of this plan of management

This plan of management will require regular review to maintain alignment with community values and changing community needs and priorities.

Management of the reserve will be assessed against the performance measures listed in in section 5.2. The performance measures will be reviewed following the first year of the commencement of the plan of management. Thereafter, a review of the plan of management will occur on a cycle consistent with Council's Integrated Planning and Reporting milestones. Each new phase of Council's Delivery Program will include a comprehensive review of the efficacy of all performance targets and their appropriateness in delivering the objectives within the plan of management.

The community will have an opportunity to participate in reviews of this plan of management. Prior to

adoption by Council the plan of management will be placed on public exhibition and open to submissions by the community.

1.5 Community consultation in the development of this plan of management

As community land has been dedicated for the enjoyment of the public, regular engagement with and feedback from the community is an important tool in defining Council's reserve management priorities.

Council undertakes community engagement in accordance with its Community Engagement Policy and Community Engagement Strategy. These documents guide Council's engagement with the community to understand the community's desires and needs, and to use resulting information to plan and develop targeted services for the areas in which it operates.

Following the commencement of the Crown Land Management Act 2016 the Uralla Shire community was consulted with respect to the historic use and values of Council managed Crown reserves. Feedback from the community assisted Council's decision making process toward the appropriate framework for the future management of Council managed Crown reserves.

This plan of management was placed on public exhibition from ~~XX XXXX XXXX~~19/11/2025 to ~~XX XXXX XXXX~~17/12/2025, in accordance with the requirements of section 38 of the Local Government Act 1993. A total of ~~XX~~ 2 submissions were received. Council considered these submissions before adopting the plan of management.

In accordance with section 39 of the Local Government Act 1993, prior to being placed on public exhibition, the draft plan of management was referred to the Department of Planning, Industry and Environment – Crown Lands, as representative of the State of New South Wales, the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment – Crown Lands.

Council also sought community input for public land management as part of Council's development of its Open Space Strategy in 2018. Community consultation included face to face meetings and public exhibitions to assist Council's development of its strategic reserve management framework. The Open Space Strategy has been developed in conjunction with the Uralla Township and Environs Committee, a consultative committee of Council constituted under section 355 of the Local Government *Act 1993*.

1.5 History of this plan of management

The land was dedicated to the public in 1973 for the purpose of public recreation with Uralla Shire Council appointed Trustee.

Following the commencement of the Crown Land Management Act 2016, Council became the Crown land manager of the reserve.

The first draft of this plan of management was developed by Council in 2020-21.

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2. DESCRIPTION OF THE LAND

2.1 Location

Gostwyck Road Reserve (Reserve 89071) is located 1.5 km east of the Uralla Central Business District as shown in Figure 2 below. The reserve is located within a residential urban area next to Woodville Oval, forming another sporting precinct for the Uralla community. The reserve is easily accessible, having frontage to three local streets.



***Figure 2**: Gostwyck Road Reserve Location*

2.2 Site description

The reserve consists of two lots covering an area of approximately 7.6ha.

The western section (Lot 348) of the precinct is used as a sportsground and comprises of a developed BMX track, dinky track, BBQ, picnic facilities, and public toilets.

The eastern section (Lot 77) is relatively undeveloped and is currently used by the community for recreational activities such as active games and dog walking.

2.3 Owner of the land

The land is owned by the NSW State Government (Crown Lands). The reserve is managed by Uralla Shire Council as Crown land manager under the provisions of the Crown Land Management Act 2016.

The land parcels subject to this plan of management are not currently subject to any trust, estate,

interest, dedication, condition, restriction, or covenant.

2.4 Land to which this plan applies

Gostwyck Road Reserve occupies Part Lot 77 and Part Lot 348 of Deposited Plan 755846.

2.5 Condition of the land

Gostwyck Road Reserve consists of two lots that have historically been cleared to provide various land use options. At present, Part Lot 348 is a level parcel of land that contains improvements consistent with a park and sportsground. These include the BMX track and associated public amenities.

Lot 77 is largely undeveloped, having been cleared of remnant vegetation before its dedication as public land. Lot 77 currently consists of regenerating vegetation and a small dam.

Both lots are maintained by Council which includes facilities and public amenities maintenance, regular grass mowing, and noxious weed and pest control.

3. BASIS OF MANAGEMENT

3.1 Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land. Council may then apply more specific management objectives to community land, however these must be compatible with the core objectives for the land.

Community land is valued for its important role in the social, intellectual, cultural, and physical enrichment of residents, workers, and visitors to the Uralla Shire area.

3.2 Restrictions on management of Crown land

Council is the Crown land manager of the Crown reserves described in this plan of management in accordance with the legislation and conditions imposed by the Minister administering the *Crown Land Management Act 2016*. The use of the land described in this plan of management must:

- Be consistent with the purpose for which the land was dedicated or reserved;
- Consider native title rights and interests and be consistent with the provisions of the Native Title Act 1993 (Cth);
- Consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists;
- Consider and not be in conflict with any interests and rights granted under the Crown Land Management Act 2016; and
- Consider any interests held on title.

3.3 Categorisation of land

Under the *Local Government Act 1993* councils must categorise all community land according to the purpose for which is was originally dedicated. In accordance with the original purpose, one or more categories can be applied to a single reserve.

The *Local Government Act 1993* defines five categories of community land:

- **Park** – for areas primarily used for passive recreation.

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- **Sportsground** – for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.
- **General community use** – for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.
- **Cultural significance** – for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.
- **Natural area** – for all areas that play an important role in the area's ecology. This category is further subdivided into bushland, escarpment, foreshore, watercourse and wetland categories.

Gostwyck Road Reserve was dedicated for the purpose of public recreation. As prescribed by this purpose, the following categories are provided for the reserve:

- Lot 268 is categorised as a park; and
- Lot 77 is categorised as a sportsground.

Parks are defined in clause 104 of the *Local Government (General) Regulation 2021* as land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational, and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others.

Sportsgrounds are defined in clause 103 of the *Local Government (General) Regulation 2021* as land used primarily for active recreation involving organised sports or the playing of outdoor games.

3.4 Relevant legislation, policies and procedures

3.4.1 Land classification and reclassification

The *Local Government Act 1993* requires that all land held by Council must be classified as either operational or community. Council managed community lands must also provide for the capacity for reclassification as operational.

Under the *Crown Land Management Act 2016*, reclassification of community land can be facilitated through the following process:

Ministerial consent to manage land as operational where a council manager can demonstrate that either the land:

- Does not fall within any of the categories for community land under the *Local Government Act 1993*; or
- Could not continue to be used and dealt with as it currently can, if it were required to be used and dealt with as community land.

A council must give at least 28 days public notice of the proposed resolution to allow for public submissions.

3.4.2 Plans of management

The *Crown Land Management Act 2016* requires council managers to adopt a plan of management for any Crown reserve for which it is the appointed Crown land manager, and that is classified as community land under the *Local Government Act 1993*.

While all plans of management must be developed in accordance with the public exhibition requirements of the *Local Government Act 1993*, if the draft first plan of management does not add,

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change or alter the initial assigned categories, the council manager will not be required to hold public hearings but must give public notice.

Under the *Local Government Act 1993*, if the draft first plan of management alters the categories assigned as provided by this section, the council manager must:

- obtain the written consent of the Minister to adopt the plan if the re-categorisation would require an addition to the purposes for which the land is dedicated or reserved,
- hold public hearings under section 40A of the *Local Government Act 1993*.

3.4.3 Express Authorisation of leases, licenses and other estates

Section 46 of the *Local Government Act 1993* provides Council with the authority to grant conditional leases, licenses or other estates for the use of community land with Express Authorisation associated with a plan of management.

A list of activities permitted under Express Authorisation is included in section 5.7.

The use or occupation of community land for these purposes is prescribed only if the use or occupation does not involve the erection of any building or structure of a permanent nature.

3.4.4 Legislative requirements for community consultation

Sections 38 and 40 of the *Local Government Act 1993* set out the requirements for public notice and public exhibition for all Council managed community land reserves. These requirements are summarised in Table 2 below.

Section	Requirement
38. Public notice of draft plans of management	(1) A council must give public notice of a draft plan of management.
	(2) The period of public exhibition of the draft plan must be not less than 28 days.
	(3) The public notice must also specify a period of not less than 42 days after the date on which the draft plan is placed on public exhibition during which submissions may be made to the council.
	(4) The council must, in accordance with its notice, publicly exhibit the draft plan together with any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.
40. Adoption of plans of management	(1) The council must hold a public hearing in respect of a proposed plan of management (including a plan of management that amends another plan of management) if the proposed plan would have the effect of categorising, or altering the categorisation of, community land under section 36 (4).
	(2) However, a public hearing is not required if the proposed plan would merely have the effect of altering the categorisation of the land under section 36 (5).

***Table 2** – Statutory Guidelines for Public Notice and Public Exhibition*

3.4.5 Other relevant legislation and statutory controls

In addition to the *Local Government Act 1993* and the *Crown Land Management Act 2016*, the provisions of which this plan of management has been drafted, Council must also comply with other legislation relevant to the management of community lands, including but not limited to:

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New South Wales:

- *Environmental Planning and Assessment Act 1979*
- *Biodiversity Conservation Act 2016*
- *Fisheries Management Act 1994*
- *Rural Fires Act 1997*
- *Water Management Act 2000*
- *Protection of the Environment Operations Act 1997*
- *Companion Animals Act 1998*

Commonwealth:

- *Environment Protection and Biodiversity Conservation Act 1999*
- *Biosecurity Act 2015*
- *Disability Discrimination Act 1992*
- *Telecommunications Act 1996*

Furthermore, Council is guided by key plans and strategies which inform the management of public lands, including:

- Open Space Strategy (Draft) – The Uralla Shire Council Open Space Strategy provides a framework to assist Council's decision making in the future planning and development of Uralla Shire open spaces. The strategy acknowledges the importance in providing the community with high quality open space, whether purposed for active or passive recreation and/or improving and preserving biodiversity. This document is under development at the date of preparation of this plan of management.
- Bush Regeneration Strategy – The Uralla Shire Council Bush Regeneration Strategy employs the principles of ecological restoration, which is the process of restoring natural ecosystems to a state where they can support their own regenerative processes. This strategy helps Council improve biodiversity in reserves with significant environmental attributes.

3.5 Land comprising habitat of threatened or endangered species

There is no land within this reserve that would provide adequate habitat for threatened or endangered species.

3.6 Land comprising significant natural features

There is no land within this reserve that supports a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as a wetland, escarpment, watercourse or foreshore.

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Native Title Management

Any tenure or easement issued on Gostwyck Road Reserve will require the advice of one of Council's native title managers that it complies with the relevant native title legislation. Native title advice was received from the relevant native title manager on 23 July 2025. The Native Title Manager advised that

- The activities identified in this plan of management are valid future acts under Section 24JA of the *Native Title Act 1993 (Cth)*.

3.7 Aboriginal cultural significance

The land subject to this plan of management does not include the presence on the land of any known items identified as having Aboriginal historical or cultural significance. Work at the reserve is undertaken with respect to due diligence guidelines. An Aboriginal Heritage Information Management System (AHIMS) search was undertaken in August 2020 which contained no results for the reserve with a 50 metre buffer applied. A copy of the AHIMS search results is included in this plan at Appendix 1.

3.8 Non-indigenous cultural significance

The Gostwyck Road Reserve does not contain any registered items of non-indigenous cultural significance.

4. MANAGEMENT PRESCRIPTIONS

4.1 General management prescription

This plan of management outlines the ways that the land will be used and the objectives for management. It may be used to determine Council priorities for use of resources and funds.

Based on legislated core objectives, corporate goals, community needs and the values and assets of the reserve, the following primary management objectives have been identified for the community land categorised as a sportsground:

- That the management of sportsgrounds takes into consideration the principles of Crown Land management.
- To provide for public safety.
- To efficiently and effectively manage public assets.
- To provide the wider community with sufficient appropriate access to sportsgrounds.
- To encourage community involvement in the management of sportsgrounds.
- To provide a broad spectrum of safe, high quality recreational opportunities having regard to the objectives outlined above.
- To allow for the provision of suitable land for future sporting facilities.

The following primary management objectives have been identified for the community land categorised as a park:

- That the management of sportsgrounds takes into consideration the principles of Crown Land management.
- To provide for public safety.
- To efficiently and effectively manage public assets.
- To provide the wider community with sufficient appropriate access to parks.

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- To encourage community involvement in the management of parks.
- To provide the community with open space for active and passive recreational pursuits.
- To allow for the provision of suitable park land for future improvements in line with recreational activities.

4.2 Visitation

4.2.1 Fees

Visitation is free to the general public.

4.2.2 Access

General visitor access is provided by street frontage to Gostwyck Road, Gostwyck Street, and McCrossin Street. Vehicle access and car parking is provided via a single point of entry in Gostwyck Street.

The car parking areas and general access points to the reserve provide disability access including access for wheel chairs and mobility vehicles.

4.3 Allowed and prohibited recreational activities

Activities within the reserve are focused on the core objectives for community land categorised as a sportsground and for community land categorised as a park. Permitted and prohibited activities are outlined in section 5.3.

4.4 Infrastructure and facilities management

4.4.1 Parking area

Council will maintain parking areas and access points. Standard maintenance activities conducted by Council for the car parking area include grading and resurfacing.

4.4.2 Picnic facilities

Shaded picnic tables, seating, BBQ, drinking fountain and bins are provided for the community. These facilities are located adjacent to the BMX track.

4.4.3 Fencing

Lot 77 and Part Lot 348 are divided by a wire fence. A wire fence is also in place around the perimeter of Lot 77.

4.4.4 Signage and information

The provision of informative signs are a key management priority of this plan of management. Informative signs are progressively installed by Council to inform the community of the reserve's attributes.

4.4.5 Derelict/unsafe structures

Any derelict and/or unsuitable structures and infrastructure will be removed.

4.4.6 Additional infrastructure

The need for additional infrastructure, consistent with the reserve purpose, will be determined as necessary in response to increasing visitor numbers and considering the availability of funding.

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Where it is proposed to construct or establish a public work[1] on reserved or dedicated Crown land, where native title is not extinguished, prior to approval, Council will notify and give an opportunity for comment from any representative Aboriginal/Torres Strait Islander bodies, registered native title bodies corporate and registered native title claimants in relation to the land or waters covered by the reservation or lease, as required under the *Native Title Act 1993*.

4.5 Ecological Management

4.5.1 Ecologically sustainable development

Development and maintenance activities will be carried out in an ecologically sustainable manner to prevent any long-term impacts on the physical and human environment. These principles include but are not limited to:

- Retaining native trees where possible for shade and habitat needs;
- Improvement and maintenance works recognise and account for potential environmental impacts;
- Future developments recognising changing community needs and characteristics; and
- The procurement of materials and labour is conducted in accordance to the principles contained in Council's procurement policy and procedures.

4.5.2 Weed control

Council's management of weeds is guided by the priority weed species listed by the Department of Primary Industries. Managing listed priority weeds will be conducted by Council as part of annual maintenance works.

4.5.3 Pest animals

The presence of pest animals can be a frequent occurrence where public open space is available. Pest animals refers to a number of common pests including foxes, rabbits, wild dogs, feral cats, feral pigs, deer and other vertebrate animals.

Managing pest animals will continue to be conducted by Council as part of annual maintenance works. Control of pest animals is undertaken in accordance within best practice guidelines.

4.5.4 Dogs

Under guidance by the *Companion Animals Act 1998*, dogs are allowed within the reserve when leashed and under the control of their owner.

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[1] A public work is defined as:

(a) any of the following that is constructed or established by or on behalf of the Crown, or a local government body or other statutory authority of the Crown, in any of its capacities:
(i) a building, or other structure (including a memorial), that is a fixture; or
(ii) a road, railway or bridge; or
(iia) where the expression is used in or for the purposes of Division 2 or 2A of Part 2--a stock-route; or
(iii) a well, or bore, for obtaining water; or
(iv) any major earthworks; or
(b) a building that is constructed with the authority of the Crown, other than on a lease.

Major earthworks are defined as:
earthworks (other than in the course of mining) whose construction causes major disturbance to the land, or to the bed or subsoil under waters.

4.5.5 Domestic grazing animals

Grazing by domestic animals is not permitted within the reserve due to its capacity to impact its natural ecology by destroying vegetation, introducing and propagating weed species, compacting soil and changing soil nutrient balance through manure.

~~Grazing by domestic animals may be permitted by Council within exclusive areas of the reserve.~~ Council reserves the right to enforce the removal ~~of, or~~of or impound domestic grazing animals found in the reserve without Council approval.

4.6 Fire management

The reserve is not located in a Category 1 or Category 2 bush fire zone as classified by the NSW Rural Fire Service. The management of bush fire risk is addressed by this plan of management as follows:

- The primary objective of managing fire risk is to protect life and property.
- The secondary objective of fire risk is to reduce the potential for damage to assets within the reserve.

Fire hazard control is routinely undertaken by Council through slashing and mowing grassy areas.

5. MANAGEMENT OBJECTIVES

5.1 Application of core management objectives

Under the *Local Government Act 1993,* the core objectives for management of community land categorised as a park are to:

- Encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
- Provide for passive recreational activities or pastimes and for the casual playing of games, and
- Improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

The core objectives for management of community land categorised as a sportsground are to:

- Encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games, and
- Ensure that such activities are managed having regard to any adverse impact on nearby residences.

The land categorisation areas are illustrated in Figure 3 below.

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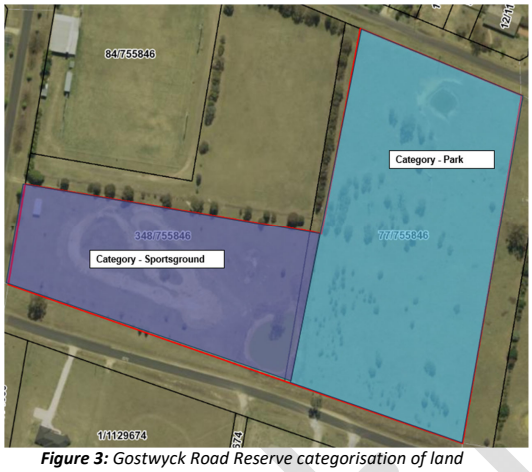


Figure 3: *Gostwyck Road Reserve categorisation of land*

5.2 Management objectives

The core management objectives specific to this reserve are actioned through Council's annual work plans. These objectives are set out in Table 3.

Management Issues	Objectives and Performance Targets	Frequency	Means of achievement of objectives	Manner of assessment of performance
Safety and risk management	Protect people from reasonably foreseeable risk or harm in the use of reserve facilities.	Immediate - as required	Safety reviews to be undertaken by Council staff; Public encouraged to notify Council of potential risks.	Monitoring as part of maintenance routines; Community feedback.
Maintain/ improve access	Provide the community with maintained open space for recreation.	12 month check	Council maintenance programs; Community groups under Council management agreement.	Community survey for reserve accessibility.
Facilities and grounds	Provide, improve and maintain facilities such as buildings sporting infrastructure, walking tracks, pathways, seating, picnic benches and gardens.	As required	Annual resourcing plans; Council to apply for capital assistance through State and Federal Government grants or other opportunities.	Monitoring and annual evaluation of community feedback and request.
Weed management	Maintain quality of open space for recreation. Fulfil management duties consistent with the *Biosecurity Act 2015.*	Annual review; work undertaken 0-4 times/year	Review undertaken annually by Biosecurity Team of Council. Resourced by Bush Regeneration Team in accordance with annual resourcing plans.	Monitoring and annual evaluation of community feedback and request.
Bushfire risk	Prevent build-up of	Liaise with	Management of ground fuel	Monitoring and annual

mitigation and management	ground fuel.	RFS as required	subject to RFS recommendations.	evaluation by RFS.
Maintain/ improve biodiversity	Provide managed regeneration areas for native vegetation where appropriate	12 month check	Reserve to be assessed for biodiversity values in the first 12 months of this plan of management commencement.	GIS recording / biodiversity condition monitoring by Council's Bush Regeneration Team.
Community awareness raising	Provide the community with reserve management information.	As required	Report via online social media and newsletters.	Collating, analysis and response to community feedback.

***Table 3** – Gostwyck Road Reserve Management Objectives*

5.3 Permitted and prohibited activities

The management objectives for this reserve are designed to support activities focused on both active and passive public recreation. Activities that are permitted without Council approval are listed below. Activities that do not appear in this section may be permitted with Council approval.

Allowable activities may be considered by Council to fall within the scope of the management objectives and can be undertaken by individual and community groups. Allowable activities can provide Council with valuable assistance in the maintenance of community reserves.

The list of permitted and prohibited activities does not include those activities permitted with Express Authorisation as listed in section 5.7.

5.4 Permitted activities without Council approval

- Meetings and social functions relevant to sports clubs;
- Use of sports infrastructure for the intended purpose;
- Picnicking;
- Walking;
- Bird watching and other nature study;
- Photography and other artistic pursuits;
- Educational activities with local school children; or
- Educational activities with visiting school children.

5.5 Allowable activities for management purposes

Activities that can be undertaken by the community with approval from Council are:

- Landscape and garden maintenance;
- Weed control;
- Pest and feral animal control;
- Replanting / revegetation;
- Fencing and general maintenance;
- Fire management/control; and
- Ecological surveys.

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5.6 Prohibited activities

- Firewood collection;
- Collecting plants/animals;
- Dirt, trail or other motor vehicle use;
- Fireworks;
- Consumption of alcohol;
- Fires outside designated fire places;
- Unlicensed grazing;
- Camping;
- Firearms;
- Motorbikes; and
- Unauthorised vehicles.

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5.7 Express authorisation of leases, licences and other estates

Leases and licences formalise the use of community land by groups such as sporting clubs, community groups and schools, or by commercial organisations and individuals providing facilities or services for public use.

The *Local Government Act 1993* contains restrictions on the ability of Council to grant leases, licences and other estates over community land as these alienate the land and limit the ability of the public to use that land. Generally a lease will be required where exclusive occupation or use of all, or part, of an area is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this plan of management and the capacity of the community land itself and the local area to support the activity.

The purpose of such leases, licences and other estates must be consistent with the core objectives for reserves categorised as parks and sportsgrounds. Activities requiring leasing and licensing are obtained under Express Authorisation. Council can limit the purpose of any lease, the type of potential lessee, and the facilities that will be leased.

This plan of management expressly authorises the issue of leases, licences and other estates for use of community land categorised as park, provided that:

- The purpose is consistent with the purpose for which the land was dedicated or reserved;
- The purpose is consistent with the core objectives for the category of the land;
- The lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated or allowed by the provisions of the *Native Title Act 1993 (Cth)*;
- Where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted;
- The lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved; and
- All suitable insurances have been provided to Council.

Conditions of approval must be in keeping with the existing relevant Council policies and may require a resolution from Council.

Currently, there are no current leases and/or licences over Gostwyck reserve (89071).

5.8 Short-term licences

Short-term licences and bookings may be used to allow Council to program different uses of community land at different times, allowing the best overall use.

Short-term licences for activities undertaken on Part Lot 348 are authorised for the purpose of:

- Sporting or recreational clubs

Casual permits and bookings may be granted by Council for activities on either lot may be granted for

activities such as:

- Community events and festivals;
- Markets;
- Engaging in a trade or business;
- The playing of a lawful game or sport;
- The playing of a musical instrument, or singing, for fee or reward;
- The delivery of a public address;
- Commercial photographic sessions;
- Picnics and private celebrations such as weddings and family gatherings;
- Filming sessions; ~~or~~
- ~~Grazing permits.~~

Fees for short-term casual bookings will be charged in accordance with Council's adopted fees and charges at the time.

5.9 Other estates

This plan of management allows Council to grant an estate over community land for the provision of public utilities and works associated with or ancillary to public utilities and provision of services, or connections for premises adjoining the community land to a facility of Council or the public utility provider on the community land in accordance with the *Local Government Act 1993*.

5.10 Plan evaluation

5.10.1 Timing

An evaluation of the Annual Work Plan targets for Gostwyck Road Reserve will take place by staff at Uralla Shire Council in June each year. The evaluation includes comment on:

- Analysis of public use;
- Assessment of safety and risk management;
- Assessment of the condition of buildings, infrastructure and amenities;
- Damage to native vegetation or infrastructure; and
- Other matters relating to the management of the reserve.

5.10.2 Reporting

The information and data recorded from regular work activities including the scope of work activity, monitoring work outcomes and evaluation of work objectives is recorded regularly as part of daily work plans. This information is then used to inform Council reports.

Reporting against the objectives within this plan of management is a key aspect of Council's Integrated Planning and Reporting (IP&R) cycle. IP&R measures the effectiveness of Council Crown land management objectives through the annual, four yearly, and ten yearly planning framework.

5.11 External funding

As the manager of the site, Council can apply for funding under the Crown Reserves Improvement Fund (CRIFP) from Crown Lands on an annual basis. These funds are competitively awarded and therefore

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are not guaranteed.

Council will continue to seek funding from various other sources as the opportunity arises. External funding applications will be more successful where the community can demonstrate and contribute in-kind to the project.

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6 Appendices

Appendix 1: Aboriginal Heritage Information Management System search results

AHIMS Web Services (AWS)
Search Result

Your Ref/PO Number : n/a
Client Service ID : 701778

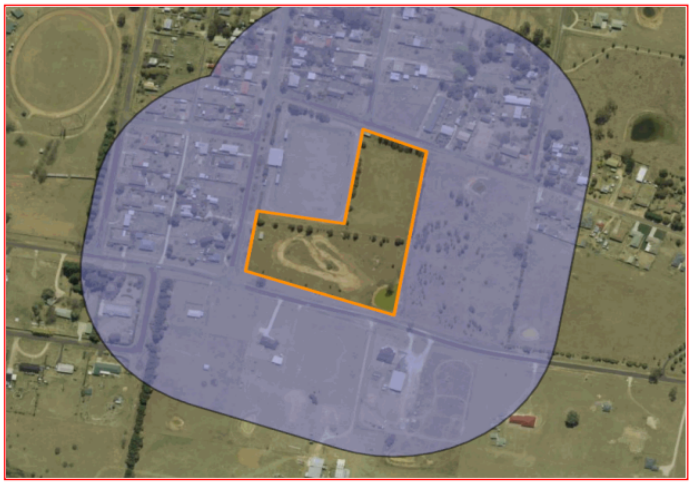
Uralla Shire Council
32 Salisbury St
Uralla New South Wales 2358
Attention: Benjamin Kogo
Email: bkogo@uralla.nsw.gov.au

Date: 20 July 2022

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lot : 348, DP:DP755846, Section : - with a Buffer of 200 meters, conducted by Benjamin Kogo on 20 July 2022.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of Heritage NSW AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

0	Aboriginal sites are recorded in or near the above location.
0	Aboriginal places have been declared in or near the above location. *

846

Office of Environment & Heritage NSW

AHIMS Web Services (AWS)
Search Result

Purchase Order/Reference : 17
Client Service ID : 526311

Derryn Andersen
32 Salisbury Street PO Box 106
Uralla New South Wales 2358
Attention: Derryn Andersen

Date: 10 August 2020

Email: dandersen@uralla.nsw.gov.au

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lot : 77, DP:DP755846 with a Buffer of 50 meters, conducted by Derryn Andersen on 10 August 2020.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of the Office of the Environment and Heritage AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

0	Aboriginal sites are recorded in or near the above location.
0	Aboriginal places have been declared in or near the above location. *

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URALLA SHIRE COUNCIL

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Plan of Management:

Racecourse Lagoon

(Crown Reserve 86472)

~~September 2025~~January 2026

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		**Resolution No.**	
Document Owner	Director Infrastructure and Development		
Document Development Officer	Manager Environment & Waste		
Review Timeframe	In the subsequent year following adoption; then every four years		
Last Review Date:	~~2025~~2026	**Next Scheduled Review Date**	~~2029~~2030

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.
1	2013	Approved by Uralla Shire Council.
2	May 2017	Document reviewed.
3	November 2022	Review and update by EMC and MDP
4	March 2025	Document updated by Manager Environment and Waste
5	July 2025	Document received approval to progress to public exhibition and Minister's consent to adopt.
6	October 2025	Document received approval from Council to progress to public exhibition
7	January 2026	Document reviewed after receiving submissions from public exhibition

Further Document Information and Relationships

Related Legislation*	*Local Government Act 1993 (NSW)* *Local Government (General) Regulation 2021 (NSW)* *Crown Land Management Act 2016* *Environmental Planning and Assessment Act 1979* *Biodiversity Conservation Act 2016* *Biosecurity Act 2015* *Fisheries Management Act 1994* *Rural Fires Act 1997* *Water Management Act 2000* *Protection of the Environment Operations Act 1997* *Companion Animals Act 1998* *Environment Protection and Biodiversity Conservation Act 1999* *Disability Discrimination Act 1992* *Telecommunications Act 1996*
Related Policies, Procedures/Protocols, Statements, documents	Uralla Local Environmental Plan 2012 (LEP) Uralla Shire Council Open Space Strategy Plan of Management: Crown Reserve Parks Plan of Management: General Community Use Reserves Plan of Management: Gostwyck Road Reserve Plan of Management: Bundarra Downs Reserve (Bundarra Nature Park)

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Note: Any reference to legislation will be updated in the policy as required. See website at http://www.legislation.nsw.gov.au for current Acts, Regulations and Environmental Planning Instruments.

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7.5 Appendix 5: Site photos of Racecourse lagoon 28

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Executive Summary

The Uralla Shire Council's plans of management provide direction as to the use and management of council-owned community land and council-managed Crown reserves classified as community land in the Uralla Shire local government area. These plans of management are a statutory requirement under Section 3.23 of the *Crown Land Management Act 2016* and Section 36 of the *Local Government Act 1993*.

This plan of management, adopted on XX XXXXX XXXX by Uralla Shire Council, addresses the management of Crown reserve 86472 being the Racecourse Lagoon located 3km south-west of Uralla between the New England Highway and Thunderbolts Way in Uralla. The plan of management outlines the way the land will be used and provides Council with a framework which enables decisions regarding the Racecourse Lagoon Reserve to be made in a consistent and equitable basis.

The Racecourse Lagoon Reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown land manager under the *Crown Land Management Act 2016*.

Uralla Shire Council acknowledges the Traditional Custodians of the land on which the reserve is situated. Council recognises their sacred connection to Country and pays respect to Elders past, present and emerging.

1. INTRODUCTION

1.1 Background

The *Crown Land Management Act 2016* (the CLM Act) authorises local councils (council managers) appointed to manage dedicated or reserved Crown land to manage that land as if it were public land under the *Local Government Act 1993* (LG Act).

The *Local Government Act 1993* (LG Act) requires a Plan of Management (PoM) to be prepared for all public land that is classified as 'community land' under that Act. A PoM provides a clear set of guidelines for the short and long-term management of a management of a parcel of community land owned by Council or Crown land under Council's care, control and management.

This plan of management (PoM) has been prepared by Uralla Shire Council and provides direction as to the use and management of council-owned community land and council-managed Crown reserves classified as 'community land' in the Shire. The PoM is required in accordance with Section 3.23 of the Crown Land Management Act 2016 and Section 36 of the Local Government Act 1993.

This PoM specifically addresses the management of Racecourse Lagoon (Crown reserve 86472). The reserve is owned by the NSW State Government (the Crown) and is managed by Uralla Shire Council as the Crown Land Manager under the Crown Land Management Act 2016.

Council manages this reserve in order to preserve the ecological, social and recreational values of the site for the benefit of the community. This plan of management provides a management framework which enables decisions regarding the future management of the Lagoon.

1.2 Purpose of a plan of management

Under section 36 of the Local Government Act 1993, a PoM must:

- Categorise the land in accordance with the legislation
- Contain objectives and performance targets for the management of the land
- Specify the means by which Council proposes to achieve the objectives and performance targets
- Specify how achievement of the objectives and performance targets are to be assessed

Under section 36(3A) of the Local Government Act 1993, the PoM must also:

Describe the condition of the land, any buildings or other improvements on the land as at the adoption of the plan

- Describe the use of the land
- State the purposes for which the land will be used.
- This PoM has been prepared in accordance with and seeks adoption under the LG Act and CLM Act.

1.3 Process of preparing a plan of management

The process undertaken in preparing a PoM is illustrated in Figure 1.

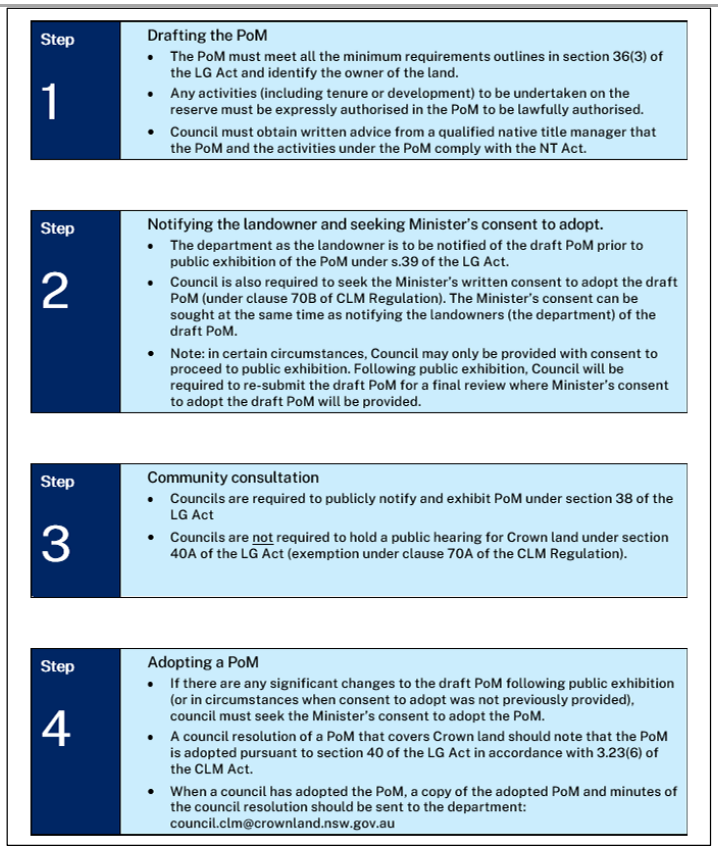


Figure 11114: Process for preparing a plan of management (POM) for council-managed Crown reserves

1.4 Change and review of plan of management

This PoM will require regular review in order to align with the community values and changing community needs, and to reflect changes in Council priorities.

Management of the reserve will be assessed against the performance measures listed in the Action Plan presented in Table 5. The performance measures will be reviewed following the first year of the commencement of the plan of management. Thereafter, a review of the plan of management will occur on a cycle consistent with Council's Integrated Planning and Reporting milestones. Each new phase of Council's Delivery Program will include a comprehensive review of the efficacy of all performance targets and their appropriateness in delivering the objectives within the plan of management.

The community will have an opportunity to participate in reviews of this plan of management. Prior to

adoption by Council the plan of management will be placed on public exhibition and open to submissions by the community.

1.5 Community consultation

As community land has been dedicated for the enjoyment of the public, regular engagement with and feedback from the community is an important tool in defining Council's reserve management priorities.

Council undertakes community engagement in accordance with its Community Engagement Policy and Community Engagement Strategy. These documents guide Council's engagement with the community so as to understand the community's desires and needs, and to use resulting information to plan and develop targeted services for the areas in which it operates.

Following the commencement of the Crown Land Management Act 2016 the Uralla Shire community was consulted with respect to the historic use and values of Council managed Crown reserves. Feedback from the community assisted Council's decision making process toward the appropriate framework for the future management of Council managed Crown reserves.

This PoM was placed on public exhibition from ~~XX XXXX XXXX~~19/11/2025 to ~~XX XXXX XXXX~~17/12/2025, in accordance with the requirements of section 38 of the *Local Government Act 1993*. A total of ~~XX~~ 2 submissions were received. Council considered these submissions before adopting the PoM.

In accordance with section 39 of the *Local Government Act 1993*, prior to being placed on public exhibition, the draft PoM was referred to the Department of Planning, Industry and Environment – Crown Lands, as representative of the State of NSW, which is the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment – Crown Lands.

Council also sought community input for public land management as part of Council's development of its Open Space Strategy in 2018. Community consultation included face to face meetings and public exhibitions to assist Council's development of its strategic reserve management framework. The Open Space Strategy has been developed in conjunction with the Uralla Township and Environs Committee, a consultative committee of Council constituted under section 355 of the *Local Government Act 1993*.

1.6 History of this plan of management

The land was dedicated to the public in 1967 for the purpose of Public Recreation with Uralla Shire Council appointed Trustee.

A Voluntary Conservation Agreement to manage the wetland area and define the conservation area was signed in 1999. A copy of this agreement is contained in this plan of management at Appendix ~~1~~6.

A plan of management was then formally approved by the NSW Minister for the Environment. This plan of management was implemented through collaborative planning by National Parks and Wildlife Service (NPWS) and Uralla Shire Council to support the principles of the Voluntary Conservation Agreement.

Following the commencement of the *Crown Land Management Act 2016*, Council became the Crown land manager of this reserve. The first edition of this Plan of Management was developed by Council in 2013. The first amendment to the plan was made in 2017. A second amendment was made in 2020-21 in accordance with the *Crown Land Management Act 2016* and the *Local Government Act 1993* as amended.

2. LAND DESCRIPTION

2.1 Location and Description

This plan of management covers Racecourse Lagoon. The reserve information is detailed in Table 1. The land is owned by the Crown and is managed by council as Crown land manager under the Crown Land Management Act 2016.

Feature	Description
Reserve Name	Racecourse Lagoon
Location	3km south-west of Uralla between the New England Highway and Thunderbolts Way. The lagoon is accessible from Plane Avenue.
Land Parcels/s	Lot: 7002 DP: 1074307 Res: 86472
Area	The reserve covers a total area of approximately 41.3 Ha of which over 15 Ha comprises of the wetland area.
LEP Zoning	RU1 Primary Production
Biogeographic region	The reserve is within the New England Tablelands IBRA region
Reserve Purpose	Public Recreation. Gazetted 20/10/1967
Surrounding land use	The site is surrounded by sheep and cattle grazing properties and was once used for grazing and active recreational pursuits such as horse, dog and boat racing.
Other authorities	The reserve is located within the administrative areas of Northern Tablelands Local Land Services.

Table 1: Information about reserve covered by this plan of management

2.2 Site details and vegetation types

Racecourse Lagoon is one of about thirty lagoons and swamps scattered along the Great Dividing Range within the New England Tablelands region, but is substantially different. It is situated in a natural amphitheater with the surrounding ground rising between 5 - 8 m above the high water level and is one of only a few with a granite base and large granite boulders and outcrops in and around the lagoon. It is part of a system of wetlands known as the New England Lagoons, which are all representative examples of shallow, temporary upland lagoons and recognised as nationally significant *(Australian Nature Conservation Agency Directory of Important Wetlands in Australia 1996).*

The lagoon area contains a mixture of vegetation types associated with Northern Tablelands wetlands, which are poorly conserved in the region. Racecourse Lagoon, like other wetlands in this system, including Dangars Lagoon, is semi-vegetated with areas of sedges and rushes and a variety of aquatic and semi-aquatic plants as well as areas of open water. This varied habitat supports an abundance and diversity of waterbirds ~~that surpasses that of any man-made water body~~ in the region.

Mown areas are maintained near the entrance to the reserve at Racecourse Road. A picnic table and information sign are contained within the mown area (Figure 2).

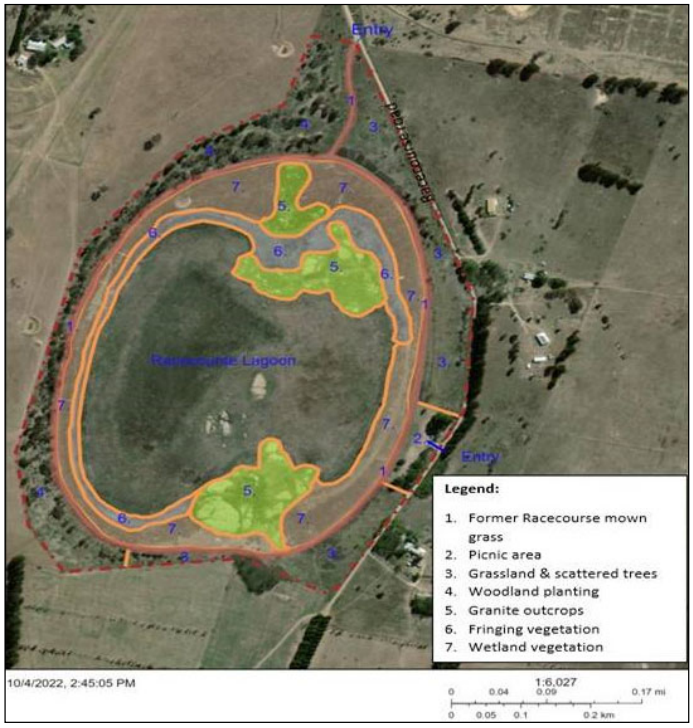


Figure 22222: Site map of racecourse lagoon showing reserve vegetation categorization

2.3 Statement of significance

The Racecourse Lagoon is significate for the following reasons:

2.3.1 Biological values

- Racecourse Lagoon is in a relatively natural condition. The majority of the reserve consists of an Upland Wetland, a NSW listed Endangered Ecological Community under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* as Upland Wetlands of the New England Tablelands and the Monaro Plateau.
- The western perimeter contains remnants and restored areas of a natural Box Gum Grassy Woodland community.
- It is a breeding, nesting and feeding site for birds. The lagoon also provides a refuge for other animals in times of drought. The bird species recorded at the lagoon include Great Crested Grebes, Blue-billed Ducks and Whiskered Terns. Swamp Harriers and Whistling Kites can also be spotted cruising overhead, while Nankeen Night Herons roost in the dead trees.

- The lagoon contains habitat for fauna listed on Schedule 2 as Vulnerable under the *Threatened Species Conservation Act, 1995* including:

Blue-billed Duck	*Oxyura australis*
Painted Snipe	*Rostratula benghalensis*

- The lagoon is likely to contain habitat for other fauna (bird species) listed on the *Threatened Species Conservation Act 1995*. These species have been recorded at Dangers Lagoon, 1 km south east of the conservation area.

Magpie Goose	*Anseranas emipalmata*
Freckled Duck	*Stictonetta naevosa*
Black-tailed Godwit	*Limosa limosa*

- Up to three international migratory bird species have been recorded in the conservation area. These species are listed as internationally and nationally significant under the Japan-Australia and China-Australia Migratory Bird Agreements.

Greenshank	*Tringa nebularia*
Lathan's Snipe	*Gallinago hardwickii*
Red-necked Snint	*Calidris ruficollis*

- The lagoon has suffered major tree decline over the years from both "dieback" and past grazing practices. Early reports indicate the lagoon to have been surrounded by eucalypt woodland. The most likely species to have occurred within the conservation area in the past are still found nearby. Vegetation species associations include:

At lagoon/within 1 km	Within 1 - 10 km
Eucalyptus dalrympleana	*Eucalyptus pauciflora*
Eucalyptus blackelyi	*Eucalyptus stellulata*
Eucalyptus melliodora	*Acacia rubida*
Eucalyptus nova-angelica	*Leptospermum polygalifolium*
Angophora floribunda	*Cassinia quinquefaria*
Acacia filicifolia	*Daviesia latifolia*
Bursarua spinosa	

2.3.2 **Geological, landscape and hydrological values**

- The lagoon provides a significant scenic backdrop to the township of Urallla, particularly when it is full of water.
- The hydrology of the wetland supports upland wetland threatened ecological communities.

2.3.3 **Research and educational values**

- The lagoon has research and educational value for its ecological and hydrological features
- Significant site for resident and migratory bird populations.

3. BASIS OF MANAGEMENT

3.1 Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land.

Uralla Shire Council intends to manage its Racecourse Lagoon to meet:

- assigned categorisation of community land
- the LG Act guidelines and core objectives for community land
- restrictions on management of Crown land community land
- the council's strategic objectives and priorities
- development and use of the land outlined in Section 6 of the LG Act.

3.2 Categorisation of land

Under the *Local Government Act 1993*, councils must categorise all community land according to the purpose for which is was originally dedicated.

Racecourse Lagoon was dedicated for the purpose of public recreation and is categorised as part Park and part Natural Area - Wetland.

- Parks are defined in clause 104 of the *Local Government (General) Regulation 2021* as land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others.
- Natural areas are defined in clause 102 of the *Local Government (General) Regulation 2021* as land whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore.
- Wetlands are defined in clause 108 of the *Local Government (General) Regulation 2021* as marshes, mangroves, backwaters, billabongs, swamps, sedge lands, wet meadows or wet heathlands that form a waterbody.

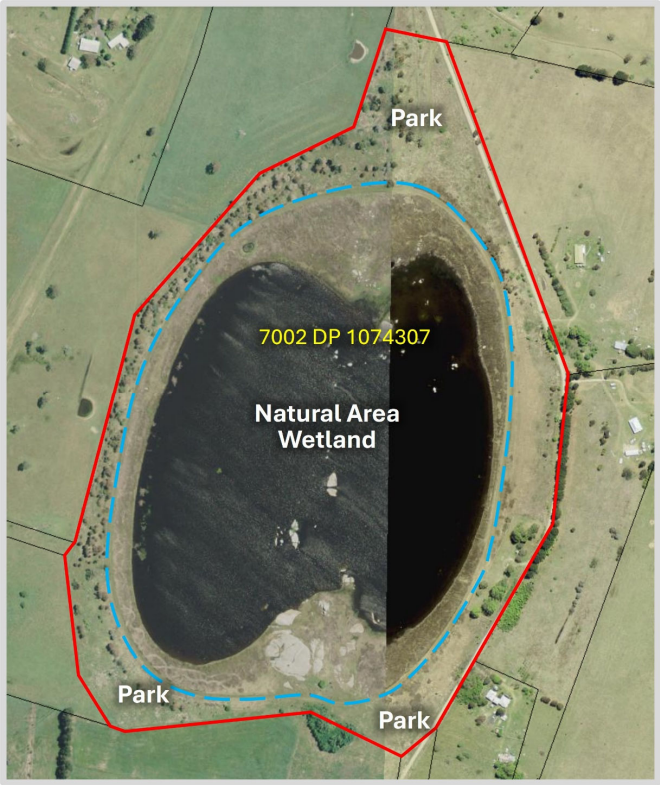


Figure 3 Site map of racecourse lagoon showing of land categorization

3.3 Restriction on management of crown land

Council is the Crown land manager of the Racecourse Lagoon in accordance with the legislation and conditions imposed by the Minister administering the *Crown Land Management Act 2016*. The use of the Racecourse Lagoon must:

- Be consistent with the purpose for which the land was dedicated or reserved;
- Consider native title rights and interests and be consistent with the provisions of the *Native Title Act 1993 (Cth);*
- Consider and not be in conflict with any interests and rights granted under the *Crown Land Management Act 2016;* and
- Consider any interests held on title.

3.4 Councils strategic objectives and priorities

This plan has been developed to align with Council's Integrated Planning and Reporting (IP&R) framework. The IP&R framework directs Council's works and services on behalf of the community and consists of three tiers:

- **Community Strategic Plan:** The Community Strategic Plan describes the community's vision and Council's mission for a period of ten or more years. The development of the Community Strategic Plan is led by the Mayor and Councillors and through engagement with the community to determine the community's priorities and aspirations for the future and to plan strategies to achieve them.
- **Delivery Program:** The Delivery Program is a four-year plan which translates the community's strategic goals into clear actions by outlining the Principal Activities that support the delivery of the Community Strategic Plan.
- **Operational Plan:** The Operational Plan is an annual plan containing detailed actions to achieve the community priorities outlined in the Community Strategic Plan and the Delivery Program. The Operational Plan is prepared each year and identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program. Actions may be adjusted at the end of the reporting cycle for their continued alignment with the Community Strategic Plan and Delivery Program.

Council's community land management is guided by this framework. Therefore, the management objectives of the Racecourse Lagoon reserve detailed in this plan have been developed in accordance with the goals and strategies of the Community Strategic Plan, the principle activities described in the Delivery Program, and the annual actions contained in the Operational Plan.

The primary strategic objectives, strategies and activities associated with this plan of management are set out in the table 2 below.

CSP Strategic Objectives	CSP Strategies	Delivery Program Activities
1. We have an accessible inclusive and sustainable community	1.2 A safe, active, and healthy Shire	(N/A)
2. We drive the economy to support prosperity	2.3 Communities that are well serviced with essential infrastructure	2.3.8 Maintain parks, gardens, recreation facilities and open spaces
3. We are good custodians of our environment	3.1 To preserve, protect and renew our beautiful natural environment	3.1.5 Manage Crown Lands under Council care and control
4. We are an independent shire and well-governed community	4.1 Informed and collaborative leadership in our community	(N/A)

Table 1111~~2~~: Linkage to the Integrated Planning and Reporting Framework

4. LEGISLATIVE CONTEXT

4.1 Crown Land Management Act 2016

Crown land is governed by the CLM Act, which provides a framework for the state government, local councils and members of the community to work together to provide care, control and management of Crown reserves.

The Objectives of the CLM Act 2016 are specified under Section 1.3 to include:

- Provide for the ownership, use and management of the Crown land of New South Wales.
- Provide clarity concerning the law applicable to Crown land.
- Require environmental, social, cultural heritage and economic considerations to be taken into account in decision-making about Crown land.
- Provide for the consistent, efficient, fair and transparent management of Crown land for the benefit of the people of New South Wales.
- Facilitate the use of Crown land by the Aboriginal people of New South Wales because of the spiritual, social, cultural and economic importance of land to Aboriginal people and, where appropriate, to enable the co-management of dedicated or reserved Crown land.
- Provide for the management of Crown land having regard to the principles of Crown land management.

4.2 State Environmental Planning Policy (Transport and Infrastructure) 2021

The *State Environmental Planning Policy (Transport and Infrastructure) 2021* (T&I SEPP) aims to facilitate the effective delivery of infrastructure across NSW.

The T&I SEPP has specific planning provisions and development controls for 25 types of infrastructure works or facilities including roads, emergency services, electricity delivery, parks and other public reserves and telecommunications networks.

The T&I SEPP outlines the planning rules for such works and facilities, including:

- Where such development can be undertaken
- What type of infrastructure development can be approved by a public authority under Part 5 of the Environmental Planning and Assessment Act 1979 ("EP&A Act") following an environmental assessment (known as 'development without consent')
- What type of development can be approved by the relevant local council, Minister for Planning or Department of Planning under Part 4 of the EP&A Act (known as 'development with consent')
- What type of development is exempt or complying development.

Of relevance to the Racecourse Lagoon is Clause 2.73 that specifies that development for any purpose may be carried out without consent if the development is for the purposes of implementing an adopted Plan of Management. The clause also lists a range of ancillary developments permitted without consent within a public reserve such as the construction of roads, information boards, amenity facilities and environmental management works.

Clause 66 provides for a range of exempt developments within a public reserve such as the construction, maintenance and repair of walking tracks, gates, seats shelters and shade structures.

4.3 Legislative requirements for community consultation

Sections 38 and 40 of the *Local Government Act 1993* set out the requirements for public notice and public exhibition for all Council managed community land reserves. These requirements are summarised in Table 2 below).

Section	Requirement
38. Public notice of draft plans of management	(1) A council must give public notice of a draft plan of management.
	(2) The period of public exhibition of the draft plan must be not less than 28 days.
	(3) The public notice must also specify a period of not less than 42 days after the date on which the draft plan is placed on public exhibition during which submissions may be made to the council.
	(4) The council must, in accordance with its notice, publicly exhibit the draft plan together with any other matter which it considers appropriate or necessary to better enable the draft plan and its implications to be understood.
40. Adoption of plans of management	(1) The council must hold a public hearing in respect of a proposed plan of management (including a plan of management that amends another plan of management) if the proposed plan would have the effect of categorising, or altering the categorisation of, community land under section 36 (4).
	(2) However, a public hearing is not required if the proposed plan would merely have the effect of altering the categorisation of the land under section 36 (5).

***Table 2** – Statutory Guidelines for Public Notice and Public Exhibition*

4.4 Other relevant legislation and statutory controls

In addition to the *Local Government Act 1993* and the *Crown Land Management Act 2016*, the provisions of which this plan of management has been drafted, Council must also comply with other legislation relevant to the management of community lands, including but not limited to:

- Environmental Planning and Assessment Act 1979
- Biodiversity Conservation Act 2016
- Fisheries Management Act 1994
- Rural Fires Act 1997
- Water Management Act 2000
- Protection of the Environment Operations Act 1997
- Environment Protection and Biodiversity Conservation Act 1999
- Biosecurity Act 2015
- Disability Discrimination Act 1992

Furthermore, Council is guided by key plans and strategies which inform the management of public lands, including:

- **Open Space Strategy**– The Uralla Shire Council Open Space Strategy provides a framework to assist

Council's decision making in the future planning and development of Uralla Shire open spaces. The strategy acknowledges the importance in providing the community with high quality open space, whether purposed for active or passive recreation and/or improving and preserving biodiversity.

- **Bush Regeneration Strategy** – The Uralla Shire Council Bush Regeneration Strategy employs the principles of ecological restoration, which is the process of restoring natural ecosystems to a state where they can support their own regenerative processes. This strategy helps Council improve biodiversity in reserves with significant environmental attributes.

4.5 Land comprising habitat of threatened or endangered species

The areas that constitute the semi-permanent wetland of Racecourse Lagoon are classified as an Endangered Ecological Community under NSW legislation. This area has been categorised as Natural Area – Wetland for management purposes under the *Local Government Act 1993*.

4.6 Land comprising significate natural features

Aside from the ecological attributes within the wetland part of the reserve, the remaining land does not possess a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as a wetland, escarpment, watercourse or foreshore.

4.7 Native Title Management

Any tenure or easement issued on Gostwyck Road Reserve will require the advice of one of Council's native title managers that it complies with the relevant native title legislation. Native title advice was received from the relevant native title manager on 17 August 2025. The Native Title Manager advised that: the activities contained in this plan of management are valid future acts under subdivision J of the *Native Title Act 1993 (Cth)*.

Section 24JA (2) - the later act is done in good faith and consists of the use, by the statutory authority or any person, of the land or waters for the particular purpose for which the reserve is dedicated.

4.8 Aboriginal cultural significance

According to an Aboriginal Heritage Information Management System (AHIMS) search undertaken on 25/11/2022, the land subject to this plan of management includes three (3) recorded Aboriginal sites in or close to the reserve.

A copy of the AHIMS search results is included in this plan at Appendix 2.

- As part of the stipulations associated with these records, any work undertaken at the reserve will be preceded by an extensive search to obtain further information about the Aboriginal site, such as site features, site location and the name of the site.
- Work at the site will always be conducted in accordance with due diligence guidelines.

4.9 Non-indigenous cultural significance

Racecourse lagoon is listed with Heritage NSW as Item No. 2540173

The non-indigenous cultural history of the site refers to the historic use of the reserve as a racecourse. The physical record of cultural significance at Racecourse Lagoon is the race track itself. Although historical information contained in photos indicates that the track featured other facilities including a grandstand, evidence of these facilities no longer exists.

This plan of management includes management objectives to maintain the "racetrack" as a walking track to facilitate passive recreational activity. The track is most commonly used at present for walking, bird watching, and other ecological interests. Public vehicular use of the track is not permitted.

5. CURRENT USE OF THE LAND

5.1 Current use of the land

This plan of management intends to reflect and reinforce the purpose of the original plan of management developed under the terms of the Voluntary Conservation Agreement in 1999.

The Voluntary Conservation Agreement and this plan of management recognise the value of the Lagoon for:

- Providing habitat for known species listed under the *Threatened Species Conservation Act 1995*;
- The locally representative nature of its vegetation communities;
- Providing habitat for migratory bird species listed under the Japan-Australia and China-Australia Migratory Bird Agreements; and
- Protecting the historical and contemporary importance of the conservation area for scientific, educational and recreational use.

In general, the purpose of public recreation and the patterns and behaviors regarding public use of the reserve encourages Council to manage the reserve with respect to three primary objectives:

- **Managing the park for ecological value**: Council management supports the conservation of the reserve's ecological attributes with the intention to create a natural landscape which is inviting for public use.
- **Managing the park for social value**: Racecourse Lagoon provides the local community with space and basic infrastructure to carry out social activities; the "green spaces" that Council provides to enhance the standard of living for residents.
- **Managing the park for recreational value**: The circular walking track, adapted from the historic racecourse, allows visitors to enjoy the reserve's natural amenity.

5.2 Permitted and prohibited activities

The management objectives for Racecourse Lagoon are designed to support activities focused on passive recreation within the park section of the reserve. Activities that are permitted without Council approval are listed below. Activities that do not appear in this section may be permitted with Council approval.

Allowable activities may be considered by Council to fall within the scope of the management objectives and can be undertaken by individual and community groups. Allowable activities can provide Council with valuable assistance in the maintenance of community reserves.

5.2.1 Permitted activities without council approval

- Picnicking;
- Walking;
- Bird watching and other nature study;
- Photography and other artistic pursuits;
- Educational activities with local school children;
- Educational activities with visiting school children; and
- As a seed bank for other projects in the area.

5.2.2 Permitted activities for management purposed with council approval

- Weed control;
- Pest and feral animal control;
- Landscaping;
- Replanting/revegetation;
- Fencing and general maintenance;
- Fire management/control;
- Ecological surveys and monitoring; and
- Bio banking/Seed collection.

5.2.3 Prohibited activities

- Off-leash dog walking;
- Firewood collection;
- Collection of bush rock;
- Collecting plants/animals;
- Dirt, trail or other motor vehicle use;
- Fireworks;
- Consumption of alcohol;
- Fires outside designated fire places;

- Unlicensed Grazing; and
- Camping.

5.3 Express authorisation of leases, licenses and other estates

Leases and licences formalise the use of community land by groups such as sporting clubs, community groups and schools, or by commercial organisations and individuals providing facilities or services for public use.

The *Local Government Act 1993* contains restrictions on the ability of Council to grant leases, licences and other estates over community land as these alienate the land and limit the ability of the public to use that land. Generally a lease will be required where exclusive occupation or use of all, or part, of an area is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this plan of management and the capacity of the community land itself and the local area to support the activity.

The purpose of such leases, licences and other estates must be consistent with the core objectives for reserves categorised as park and natural area – wetland. Activities requiring leasing and licensing are obtained under Express Authorisation. Council can limit the purpose of any lease, the type of potential lessee, and the facilities that will be leased.

This plan of management **expressly authorises** the issue of leases, licences and other estates for the use of community land categorised as park, provided that:

- The purpose is consistent with the purpose for which the land was dedicated or reserved;
- The purpose is consistent with the core objectives for the category of the land;
- The lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated or allowed by the provisions of the *Native Title Act 1993 (Cth)*;
- Where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted;
- The lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*;
- The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved; and
- All suitable insurances have been provided to Council.
- Conditions of approval must be in keeping with the existing relevant Council policies and may require a resolution from Council.

There is no known leases and/or licences over the racecourse lagoon reserve.

5.4 Short term licenses

Short-term licences and bookings may be used to allow Council to program different uses of community land at different times, allowing the best overall use.

Short term licenses for activities undertaken within this reserve may be granted specifically for:

- The playing of a musical instrument, or singing, for fee or reward;

- Engaging in a trade or business;
- The playing of a lawful game or sport;
- The delivery of a public address;
- Commercial photographic sessions;
- Picnics and private celebrations such as weddings and family gatherings;
- Filming sessions; ~~or~~
- ~~The agistment of stock.~~

Fees for short-term casual bookings will be charged in accordance with Council's adopted fees and charges at the time.

5.5 Other estates

This plan of management allows Council to grant an estate over community land for the provision of public utilities and works associated with or ancillary to public utilities and provision of services, or connections for premises adjoining the community land to a facility of Council or the public utility provider on the community land in accordance with the *Local Government Act 1993*.

6. MANAGEMENT STRATEGIES

6.1 Application of core management objectives

The *Local Government Act 1993* prescribes the following core objectives for community land categorised as a park:

- to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
- to provide for passive recreational activities or pastimes and for the casual playing of games, and
- to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

The core objectives for management of community land categorised as a natural area, as outlined in the *Local Government Act 1993* are:

- to conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area, and,
- to maintain the land, or that feature or habitat, in its natural state and setting, and
- to provide for the restoration and regeneration of the land, and
- to provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion, and
- to assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the *Threatened Species Conservation Act 1995* or the *Fisheries Management Act 1994*.

The core management objectives for community land categorised as wetland are:

- to protect the biodiversity and ecological values of wetlands, with particular reference to their hydrological environment (including water quality and water flow), and to the flora, fauna and habitat values of the wetlands, and

- to restore and regenerate degraded wetlands, and
- to facilitate community education in relation to wetlands, and the community use of wetlands, without compromising the ecological values of wetlands.

6.2 Visitation

6.2.1 Fees

Visitation is free to the general public.

6.2.2 Access

General visitor access is controlled through a single point of entry from the car park located on Racecourse Road at the eastern edge of the reserve area. Vehicle parking is available at this access point.

A second access point is provided to vehicles for park management purposes including access by emergency vehicles. This access point is located at the north east corner of the reserve at the intersection of Racecourse Road and Staces Road.

6.2.3 Managing visitor numbers

Visitation numbers can impact on the ecology of the reserve. Impact is monitored regularly by Council's Environmental Team. If adverse effects to the flora and fauna resulting from increasing visitor numbers are detected, Council will undertake review of the management framework.

6.3 Infrastructure and facilities management

6.3.1 Parking area

Council will maintain parking areas and access points. Standard maintenance activities include grading and resurfacing, gate maintenance, mowing and slashing and litter collection.

6.3.2 Picnic facilities

Seating and a picnic table is provided in a shaded area close to the historic racetrack access point in the park section of the reserve.

Further development of picnic facilities will be permitted within the park section of the reserve as shown in Figure 3. A proposal for additional facilities is presented in Appendices 7.2 and 7.3.

6.3.3 Fencing

Boundary fences are in place to facilitate appropriate use of the reserve, consistent with the prescribed activities listed in section 5.3.

6.3.4 Signage and information

The provision of informative signs are a key management priority of this plan of management. Informative signs are progressively installed by Council to enhance community interest and knowledge of the reserve's environmental attributes.

6.3.5 Derelict / unsafe structures

Any derelict and/or unsuitable structures and infrastructure will be removed.

6.3.6 Additional infrastructure

The need for additional infrastructure , consistent with the reserve purpose, will be determined as necessary in response to increasing visitor numbers and considering the availability of funding.

Where it is proposed to construct or establish a public work[1] on reserved or dedicated Crown land, where native title is not extinguished, prior to approval, Council will notify and give an opportunity for comment from any representative Aboriginal/Torres Strait Islander bodies, registered native title bodies corporate and registered native title claimants in relation to the land or waters covered by the reservation or lease, as required under the *Native Title Act 1993.*

6.4 Ecological Management

6.4.1 Plant regeneration

The management framework contained in this plan of management is chiefly developed to encourage natural regeneration within the conservation area of the reserve. Natural regeneration will be assisted by supplementary native plantings where necessary (Figure 3). Local native flora may be re-established, in accordance with expert advice, for the following reasons:

- In areas where native vegetation is deficient to promote natural regeneration;
- In areas where previous plantings have failed;
- To prevent soil erosion; and

[1] A public work is defined as:
(a) any of the following that is constructed or established by or on behalf of the Crown, or a local government body or other statutory authority of the Crown, in any of its capacities:
(i) a building, or other structure (including a memorial), that is a fixture; or
(ii) a road, railway or bridge; or
(iia) where the expression is used in or for the purposes of Division 2 or 2A of Part 2--a stock-route; or
(iii) a well, or bore, for obtaining water; or
(iv) any major earthworks; or
(b) a building that is constructed with the authority of the Crown, other than on a lease.

Major earthworks are defined as:
earthworks (other than in the course of mining) whose construction causes major disturbance to the land, or to the bed or subsoil under waters.

- To replace exotic flora when removed and where natural regeneration capabilities have been depleted.

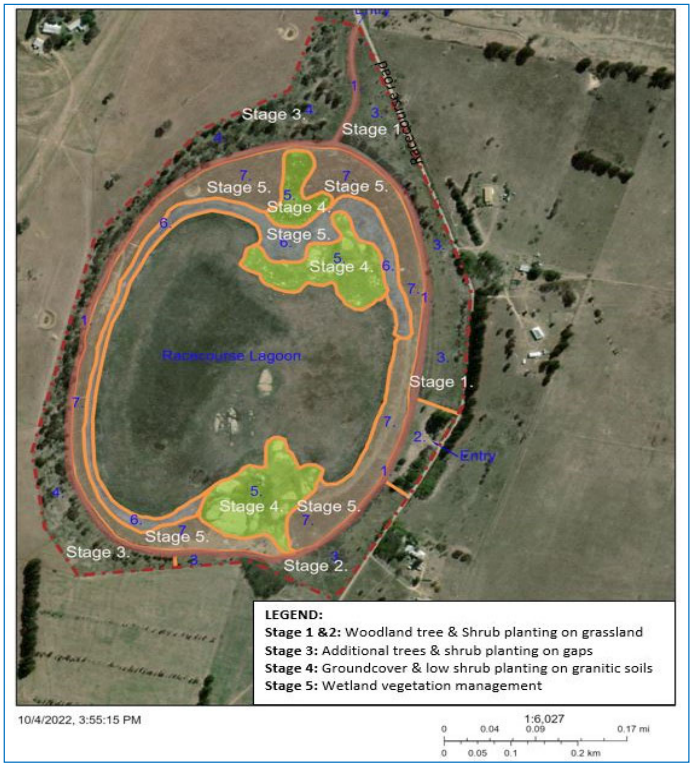


Figure 4: Proposed restoration stages

6.4.2 **Weed control**

Noxious and invasive weeds are a key threat to the ecology of the reserve. Council's management of weeds is guided by the priority weed species listed by the Department of Primary. Managing weeds will continue to be a high priority until native plants are dominant and are naturally suppressing weed re-emergence.

Managing Racecourse Lagoon under the prescription of the Voluntary Conservation Agreement involves integrated management of vegetation types throughout the various semi-aquatic and peripheral areas of the lagoon. The sensitivity of these native species to disturbance requires careful and precise management.

Weed control can have adverse and unintended consequences for native fauna and flora by reducing native plant diversity and abundance and subsequently reducing habitat for native animals. The following principles are applied by Council to help to reduce potential impacts:

- Weed control is undertaken on a micro scale rather than macro scale.
- Weed control focusses on mechanical control methods such as weed removal using hand held tools or trimming flowering parts prior to seeding.
- The use of herbicides is avoided where possible.
- Where herbicide use is necessary, herbicide application will focus on individual plants, avoiding broader application methods.
- The presence of nesting fauna will influence the management of plant species.
- Where herbicide use is necessary, herbicides will be selected to avoid residual and bioaccumulation impacts.

6.4.3 Fertilisers

The use of fertilisers should be avoided. Where the use of fertilisers is necessary, native fertilisers should be used. The use of fertilisers near waterways will be carried out in accordance with best practice guidelines.

6.4.4 Exotic fauna

The presence of invasive pest vertebrate animals refers to a number of common pests including foxes, rabbits, wild dogs, feral cats and other vertebrate animals. The presence of these pests has considerable impact on the environment and is a key threat to the ecology of Racecourse Lagoon.

Control of invasive vertebrate species is routinely undertaken by Council with consent from and through collaboration with adjacent property owners. All activities that are required for the management of invasive animals are undertaken in accordance with best practice guidelines.

6.4.5 Dogs

Dogs are allowed within the park section of the reserve when leashed and under the control of their owner. Dogs are prohibited from entering the wetland area. Council reserves the right to impound dogs found within prohibited areas.

6.4.6 Domestic grazing animals

Grazing by domestic animals is not permitted within the reserve due to its capacity to impact its natural ecology by destroying vegetation, introducing and propagating weed species, compacting soil and changing soil nutrient balance through manure.

Council reserves the right to enforce the removal of, or impound domestic grazing animals found in the reserve.

6.4.7 Pest animals

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The presence of pest animals can be a frequent occurrence where public open space is available. Pest animals refers to a number of common pests including foxes, rabbits, wild dogs, feral cats, feral pigs, deer and other vertebrate animals.

Managing pest animals will continue to be conducted by Council as part of annual maintenance works. Control of pest animals is undertaken in accordance within best practice guidelines.

6.5 Fire Management

Racecourse Lagoon reserve is not located in a Category 1 or Category 2 bush fire zone as classified by the NSW Rural Fire Service, however the natural environment of the reserve is susceptible to bush fires through

natural accumulation of fuel. The management of bush fire risk is addressed by this plan of management as follows:

- The primary objective of managing fire risk is to protect life and property.
- The secondary objective of fire risk is to reduce the potential for damage to assets within the reserve. A high intensity fire has the potential to alter the vegetation and ecology of the park.

Fire hazard control is routinely undertaken at Racecourse Lagoon by slashing and mowing perimeter tracks and the picnic/parking areas.

The NSW Rural Fire Service undertakes planned hazard reduction burns in Racecourse Lagoon to undertake major hazard reduction operations and will continue to provide advice to Council in relation to bushfire hazard reduction.

6.6 Ecological monitoring

Ecological monitoring is a key management tool for protecting and improving the ecology of the reserve. Ecological monitoring is currently being undertaken by the researchers working on the UNE Dynamic Lagoons Project. Monitoring is used to measure and evaluate the effectiveness of management actions and helps guide planning as management needs change.

Ecological monitoring activities include:

- Regularly capturing photos from fixed photo points to assess visual changes over time;
- Maintaining field record sheets listing work activity;
- Using sampling points to list and record plant and or animal species; and
- Ecological surveys to provide detailed species list over large areas.

6.7 Action Plan

Section 36 of the LG Act requires that a PoM for community land details:

- objectives and performance targets for the land
- the means by which the council proposes to achieve these objectives and performance targets
- the manner in which the council proposes to assess its performance in achieving the objectives and performance targets.

Management Activity	Objectives	Action/Means of achievement	Performance Indicator
Landscape works & Biodiversity			
Vegetation Management	» To manage existing vegetation using best practices	- Carry out regular ongoing maintenance work to conserve existing vegetation in good health. - Control any activity that may harm existing trees.	- Vegetation and trees maintained in a health condition - Trees pruned and dead branches removed
	» Monitor and manage weeds in the park	- Undertake weed removal when and where necessary. - Monitor and control emerging/noxious weeds.	- Weed levels in the lagoon remain low - Reduction in weed infestation
	» To retain the historical layout of trees in the park	- Remove and replace diseased, dying or damaged trees at the park	- Number of trees replaced after removal
		- Undertake an assessment of existing trees to examine the health conditions and useful life expectancy of each tree	- Assessment of trees by a qualified arborist undertaken - Tree management report prepared
Maintain/ improve biodiversity	» Populations of significant plant species and ecological communities are conserved. » Plant diversity and habitat values are restored in degraded areas.	- Map the location and extent of ecological communities and biodiversity , undertake weed control and manage the impacts of fire on plants - Plant additional native trees in open spaces within the lagoon as proposed in Figure 3.	- Ecological survey undertaken - Additional trees planted
	» Bushfire risk mitigation and management	- Manage build-up of ground fuel by undertaking controlled burn or fire hazard reduction works in accordance with fire management guidelines with RFS and Uralla Fire and Rescue. - Mow or slash vegetation, at a width no greater than 3 metres, to create a fire break around the perimeter of the conservation area.	- Fire hazard reduction undertaken
Grass mowing	» Provide the community with maintained open space for recreation.	- Slash or mow vegetation to maintain access tracks, walking tracks and picnic facilities within the lagoon area for interpretative recreational purposes.	- Grass regularly mowed at the picnic and walking track
Weed and feral animal control	» Weeds and feral animals are controlled and where possible eliminated. » Negative impacts of weeds and feral animals on reserve values are minimised.	- Continue weed and feral animal control at the reserve - Survey and monitor the reserve to determine presence and extent of feral animals and identify biodiversity at risk - Seek the cooperation of neighbours in implementing feral animal control programs.	- Weeds and feral animals minimised

Management Activity	» Objectives	- Action/Means of achievement	- Performance Indicator
Bushfire risk mitigation and management	» Negative impacts of fire on life, property and the environment are minimised. » The potential for spread of bushfires on, from or into the reserve is minimised. » Fire regimes are appropriate for conservation of native plant and animal communities.	- Manage build-up of ground fuel by undertaking fire hazard reduction works. - Slash around Racecourse Road from the start of the reserve south to the Lakeview entrance gate. - Mow or slash vegetation, at a width no greater than 3 metres, to create a fire break around the boundary of the lagoon prevent fires entering or leaving the reserve.	- Fire hazard reduction work undertaken at the lagoon
Picnic facilities and amenities			
Picnic facilities	» To provide the community with adequate picnic facilities at the reserve	- Improve the picnic area by replacing the worn-out seats and tables - Install additional seats at strategic locations along the proposed walking tracking (Appendix 7.2 & 7.3)	- Improved picnic facilities installed and maintained
Amenities	» Provide amenities block to increase use and enjoyment by the visitors	- Construct a new amenities block	- New amenities block constructed
Waste bins	» To minimise littering and rubbish dumping at the park. » To encourage and promote recycling.	- Provide adequate bins for garbage and recycling - Regularly empty rubbish bins at the park	- Garbage and recycling bins provided
Parking and access/connections	» Provide adequate parking and access at the reserve	- Improve the parking, access/connections at the park - Establish and construct a low-maintenance walking tracking around the lagoon	- Defined parking provided at the reserve - Access/connections improved at the reserve
Community awareness, education and involvement			
Visitor use, recreation and research	» Visitor opportunities encourage appreciation and awareness of the reserve's values and the importance of their conservation. » To increase community participation in natural area conservation and restoration. » Improved understanding of the lagoon's inundation regimes and the subsequent impacts on biodiversity.	- Provide adequate information signs - Provide and promote opportunities for low-impact, nature-based recreation in the reserve, such as walking and bird watching - Promote use of the reserve for research to improve knowledge on significant water birds, threatened species and communities, and management of the hydrology of the wetland. - Continue partnering with researchers eg UNE Dynamic Lagoons	- Adequate visitor information provided - Increased local use of the reserve measured by survey and observation. - Published literature on the lagoon

6.8 Plan evaluation

6.8.1 Timing

An evaluation of the Annual Work Plan targets for Racecourse Lagoon will include comments on:

- Analysis of Public Use;
- Analysis of invasive weed and pest animal impacts;
- Damage to native vegetation or infrastructure;
- Sightings of previously listed and new native fauna and flora; and
- Other matters relating to the management of the reserve.

6.8.2 Reporting

Reporting against the objectives within this plan of management is a key aspect of Council's Integrated Planning and Reporting (IP&R) cycle. IP&R measures the effectiveness of Council Crown land management objectives through the annual, four yearly, and ten yearly planning framework.

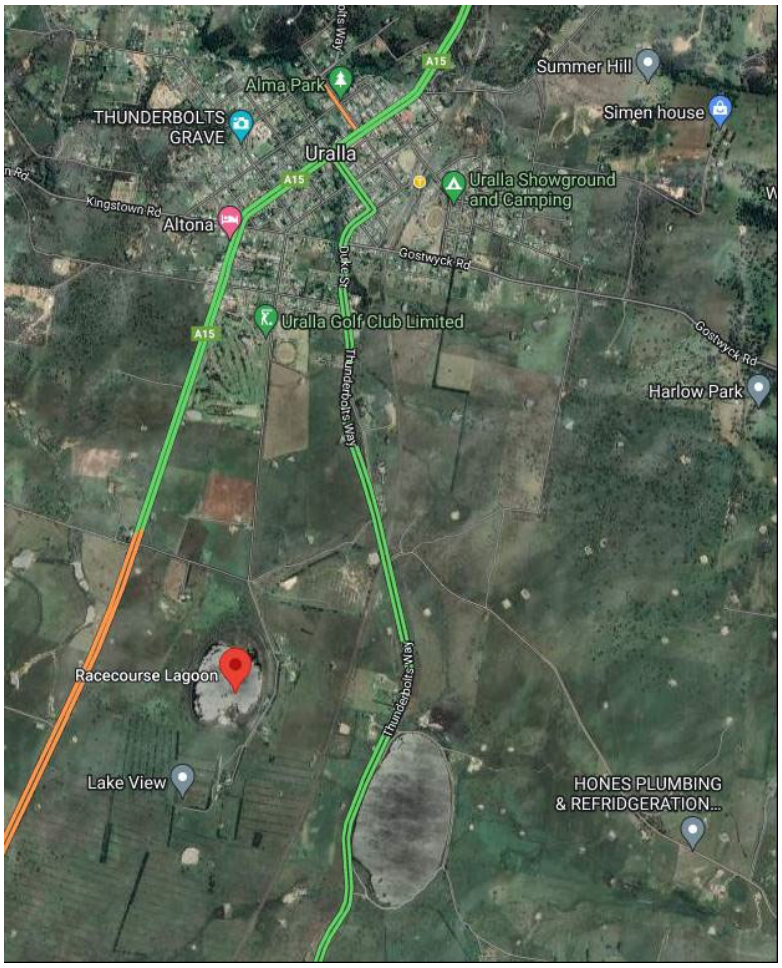
6.8.3 External funding

As the manager of the site, Council can apply for funding under the Crown Reserves Improvement Fund (CRIFP) from Crown Lands on an annual basis. These funds are competitively awarded and therefore are not guaranteed.

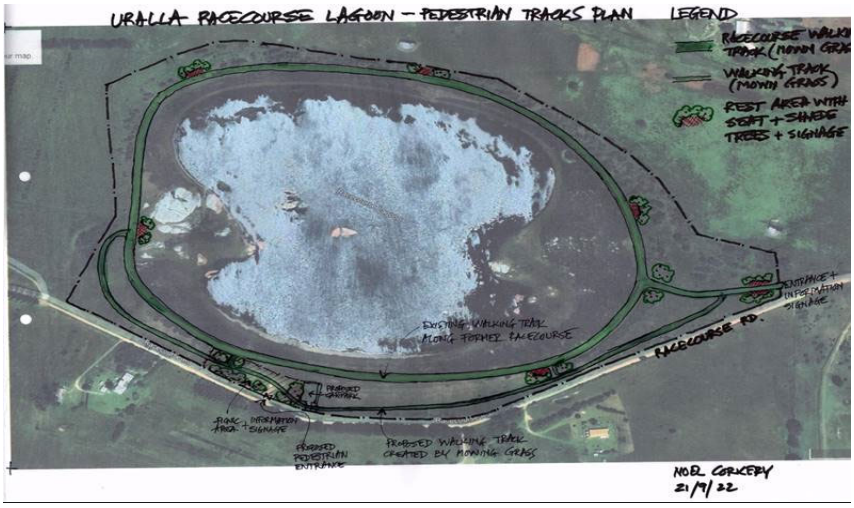
Council will continue to seek funding from various other sources as the opportunity arises. External funding applications will be more successful where the community can demonstrate and contribute in-kind to the project.

7. APPENDICES

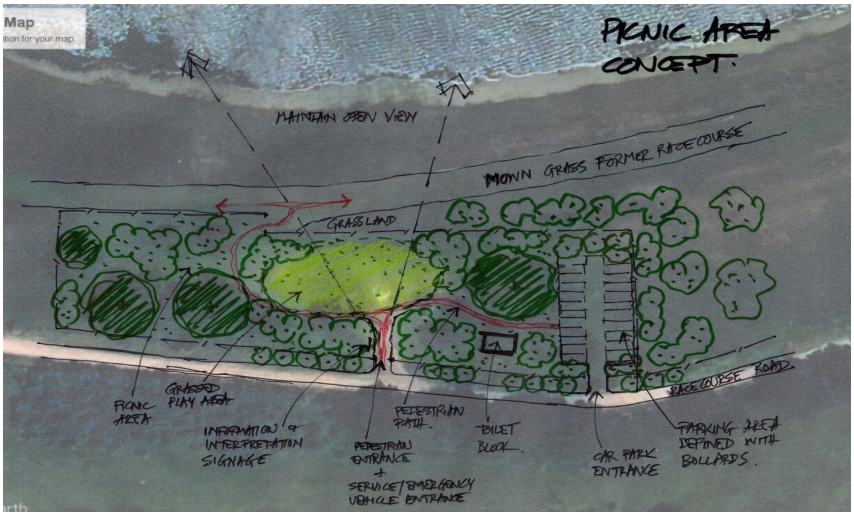
7.1 Appendix 1: Location map of Racecourse Lagoon



7.2 **Appendix 2: Proposed concept plan of pedestrian track**



7.3 **Appendix 3: Proposed concept plan for the picnic area**



7.4 **Appendix 4: Aboriginal heritage information management system search result**

AHIMS Web Services (AWS)
Search Result

Your Ref/PO Number : n/a
Client Service ID : 735736

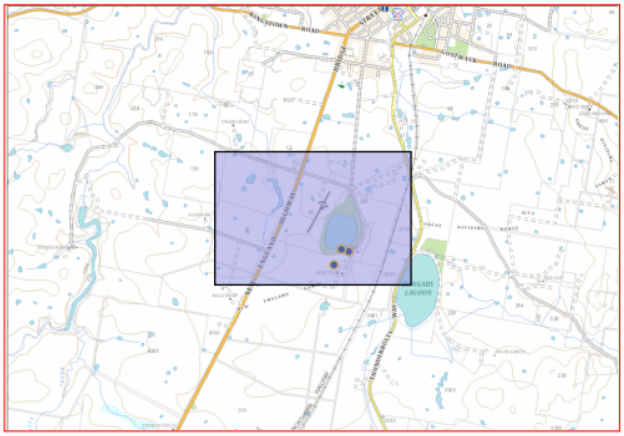
Uralla Shire Council
32 Salisbury St
Uralla New South Wales 2358
Attention: Benjamin Kogo
Email: bkogo@uralla.nsw.gov.au

Date: 25 November 2022

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lat, Long From : -30.681, 151.472 - Lat, Long To : -30.6626, 151.5029, conducted by Benjamin Kogo on 25 November 2022.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of Heritage NSW AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

3	Aboriginal sites are recorded in or near the above location.
0	Aboriginal places have been declared in or near the above location. *

7.5 **Appendix 5: Site photos of Racecourse lagoon**



Granite outcrop landmark



Wetland edge to lagoon & planted trees beyond



Northern entrance gate & track to lagoon



Picknic area with planted exotic trees



Birdlife information panel



Black swan at the lagoon

7.6 **Appendix 6: Voluntary Conservation Agreement**

Voluntary Conservation Agreement, 2km south of Uralla

By Lachlan Copeland & Natasha Noble 15 May 1999

The vegetation of the Racecourse Lagoon VCA consists of three vegetation communities, namely grassland on the higher areas, a herb community lining the waters edge and a waterplant community within the water itself.

Grassland

The grassland is dominated by a variety of native and exotic and herb species and is typical of the surrounding area south of Uralla. The large proportion of weeds is a reflection of the racecourse's long history of land use such as public recreation, horse-racing, grazing and cultivation. Although a few scattered trees remain within the VCA the disturbed gassland is of a low conservation value and is unlikely to improve until the native trees planted in recent years reach maturity.

Herbland

As the landscape around the lagoon is relatively flat a wide band of moist soil too wet for most grass species surrounds the body of water. This muddy area is well covered by wetland plants which are adapted to being partially inundated during wetter periods. A number of naüve rushes (Juncus spp.) and Tall Sedge (Carex tereticaulis) dominate most of the mudflat along with smaller herbs such as Common Nardoo (Mårsilea drummondit), Water Buttercup (Ranunculus inundatus) and Water Milfoil (Myriophyllum sp.). This community is in a relatively natural state and is yet to be invaded by the weeds so common in the surrounding grassland.

Waterplant Community

Growing within the water itself are small patches of true waterplants such as Tall Spike Rush (Eleocharis sphacelata), Floating Pondweed (Potomageton tricarinatus) and Water Ribbons (Triglochin multifructum). This community provides habitat for the aquatic invertebrates which feed many of the visiting waterbirds and is an especially important component of the VCA.

Species List of Vascular Plants

The following species list was compiled after a single day's fieldwork in May, 1999. Plants are at Tanged alphabetically within their broad lifeform categories. Introduced species are indicated with an asterisk Note that there were no rare or threatened plant species observed during the survey. .

Plant Species List Arranged by Growth Forms

SPECIES NAME	COMMON NAME
Trees	
Angophora floribunda	Rough-barked Apple
E. bridgesiana	Apple Box
E. da/rympleana ssp. heptantha	Mountain Gum
E. melliodora	Yellow Box
Shrubs	
Crataegus monogyna ssp. nordjca	Hawthorn
Rosa rubiginosa	Sweet Briar
Rubus fruticosus sp. agg.	Blackberry
R. parviflorus	Native Raspberry
Climbers	
Glycine tabacina species complex	Variable Glycine
Ferns	
Cheilanthes sieberi ssp. sieberi	Mulga Fern
Grasses	
Agrostis avenacea	Blown Grass
Andropogon virginicus	Whisky Grass
Anthoxanthum odoratum	Sweet Vernal Grass
Aristida sp.	Wiregrass
Austrodanthonja pilosa	Wallaby Grass
Bromus catharticus	Prairie Grass
B. diandrus	Great Brome
Cynodon dactylon	Couch Grass
Eleusine tristachya	Goose Grass
Eragrostis cilianensis	Stinkgrass
Festuca sp.	Fescue
Holcus lanatus	Yorkshire Fog
Imperata cylindrica	Blady Grass
Microlaena stipojdes var. stipoides	Meadow Rice Grass
Panicum sp.	Millet
Paspalum dilatatum	Paspalum
distichum	Water Couch
Pennisetum allopecurojdes	Swamp Foxtail
p. clandestinum	Kikuyu
Phalaris aquatica	Phalaris
Poa sieberiana	Snow Grass
Setaria pumjla	Pigeon Grass

SPECIES NAME	COMMON NAME
Sporobo/us creber	Slender Rat's Tail Grass
Themeda australis	Kangaroo Grass
Herbs (on dry land or in most areas but NOT in the water)	
Acaena ovina	Sheep's Burr
Acetoselia vulgaris	Sheeps Sorrel
Alternathera denticulate	Common Joyweed
Ammi majus	Bishops Weed
Ammobium alatum	Winged Everlasting
Asperula conferta	Common Woodruff
Aster subulatus	Wild Aster
Carex tereticaulis	Tall Sedge
Centaurium erythraea	Common Centaury
Chenopodim pumillio	Fishweed
Chrysocephalum apiculatum	Clustered Everlasting
Cirslum vulgare	Black Thistle
Conyza Bonariensis	Flax-leaf Fleabane
Crepis capillaris	Smooth Hawkweed
Cymbonotus lawsonianus	Bears Ear
Cyperus compressus	Sedge
C. eragrostis	Unbrella Sedge
C. sanguinolentus	Sedge
C. sphaeriodeus	Sedge
Drosera spatulate	Red Sundew
Epilobium billardieranum ssp. Cinereum	Robus Willow Herb
Erodium cicutarium	Common Storksbill
Euchiton involuctrata	Common Cudweed
Fimbristylis dichotoma	Common Fringe Rush
Gamochaeta spicatum	Spiked Cudweed
Geranium solanderi	Australian Cransbill
Gratiola peruviana	Austral Brooklime
Haloragis heterophylia	Variable Raspwort
Hypericum gramineum	Small St Johns Wort
Hypochaeris glabra	Small-leaf Catsear
H. radicata	Catsear
Juncus bufonius	Toad Rush
J. falcatus	Rush
J. planifolius	Rush
J prismatocarpus	Rush
J. Usitatus	Pin Rush

SPECIES NAME	COMMON NAME
J. sp.	Rush
Lipocarpha microcephala	Small Sedge
Microtis unifolia	Common Onion Orchid
Modiola caroliniana	Red-flowreed Mallow
Oxalis exilis	Yellow Wood Sorrel
Paronychia brasiliana	Chilean Witlow Wort
Persicaria hydropiper	Knotweed
P. prostrata	Spreading Knotweed
Petrorhagia nanteuilii	Proliferous Pink
Picris hlearachloides	Hawkweed
Plantago lanceolata	Lambs Tongue
Portulacca oleracea	Pigweed
Pseudognaphalium luteoalbum	Jersey Cudweed
Rumex Brownlii	Swamp Dock
R. crispus	Curled Dock
Sisyrinchium sp.A	Sisyrinchium
Solanum chenopodioides	Nightshade
Solenogyne bellioides	Solenogyne
Sonchus asper spp. Glaucecens	Prickly Sow Thistle
S. oleraceus	Common Sow Thistle
Trifolium arvense	Hare's Foot Clover
T. campestre	Hop Clover
T. repens	White Clover
Verbascum Thapsus	Aaron's Rod
Verbena bonariensis	Purpletop
Xanthium spinosum	Bathurst Burr
Waterplants	
Azolla filiculoides var. rubra	Azolla
Crassula helmsii	Swamp Stonecrop
Elatine gratioloides	Water Wort
Eleocharis sphacelate	Tall Spike Rush
Hypericum japonicum	Matted St John's Wort
Limoselia australis	Australian Mudwort
Lythrum hyssopifolia	Hyssop Loosestrife
Marsilea drummondi	Common Nardoo
Myriophylium sp.	Water Millfoil
Potomageton tricarinatus	Floating Pondweed
Ranunculus inundates	Water Buttercup
R. sp.	Buttercup

SPECIES NAME	COMMON NAME
Rorippa palustris	Watercress
Triglochin multifructum	Water Ribbons

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URALLA SHIRE COUNCIL



State of the Environment Report

UINT/26/5349

2022 - 2025

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1. Introduction

1.1. State of the Environment Reporting- overview

The NSW State of the Environment (SoE) report is a comprehensive, independent, scientific assessment of the state's natural resources, environmental trends, and health.

Mandated by the Protection of the Environment Administration Act 1991 and produced by the NSW EPA, the report provides crucial data on topics like climate, biodiversity, and water to guide government policy and inform the public.

The NSW *Local Government Act 1993* requires all councils to also produce a State of the Environment (SoE) Report as part of their reporting requirements at the local Council levels

The State of the Environment Reporting is undertaken every four years by the Uralla Shire Council to coincide with council elections.

As per Section 428A (3) of the Local Government Act 1993, the State of the Environment Report is meant to:

(a) Establish relevant environmental indicators for each environmental objective;

(b) Report on, and update trends in, each such environmental indicator; and

(c) Identify all major environmental impacts (being events and activities that have a major impact on environmental objectives).



This report covers the period 2022 – 2025 and showcases how successfully Uralla Shire Council is progressing towards achievement of the environmental goals in the Community Strategic Plan (CSP), and in doing so helps identify new pathways and actions (where required) toward achieving improved environmental outcomes across the Shire. The report showcases the responses which Council, in partnership with our residents, community groups and other agencies, is implementing.



1.2. SoE Themes

To help us understand the achievement of CSP goals, the Report examines data and trends for various environmental indicators based on the following broad themes:

- Waste Management
- Biodiversity and vegetation management
- Sustainable roads and shared paths
- Water and Sewerage

These environmental themes are consistent with the goals that have been identified in Uralla Shire CSP 2017-2027 and the Delivery Plan 2022-2025. Topics within each theme provide detailed information about the status of projects and activities aimed at promoting environmental management in the Shire.

This report acknowledges that without partnerships with our community and state / federal agencies, Council would be unable to provide the levels of environmental management that it currently maintains.

2. Uralla Shire Council- Profile

2.1. Overview

Uralla Shire is situated on the Northern Tablelands of New South Wales. At the 2016 Census, the Shire recorded a population of 6,300 people, with approximately 2,750 residents living in the township of Uralla, the principal urban centre. The Shire encompasses an area of approximately 3,230 square kilometres and includes several villages and rural localities, including Bundarra (north-west), Invergowrie (east), Kingstown (west) and Kentucky (south)..

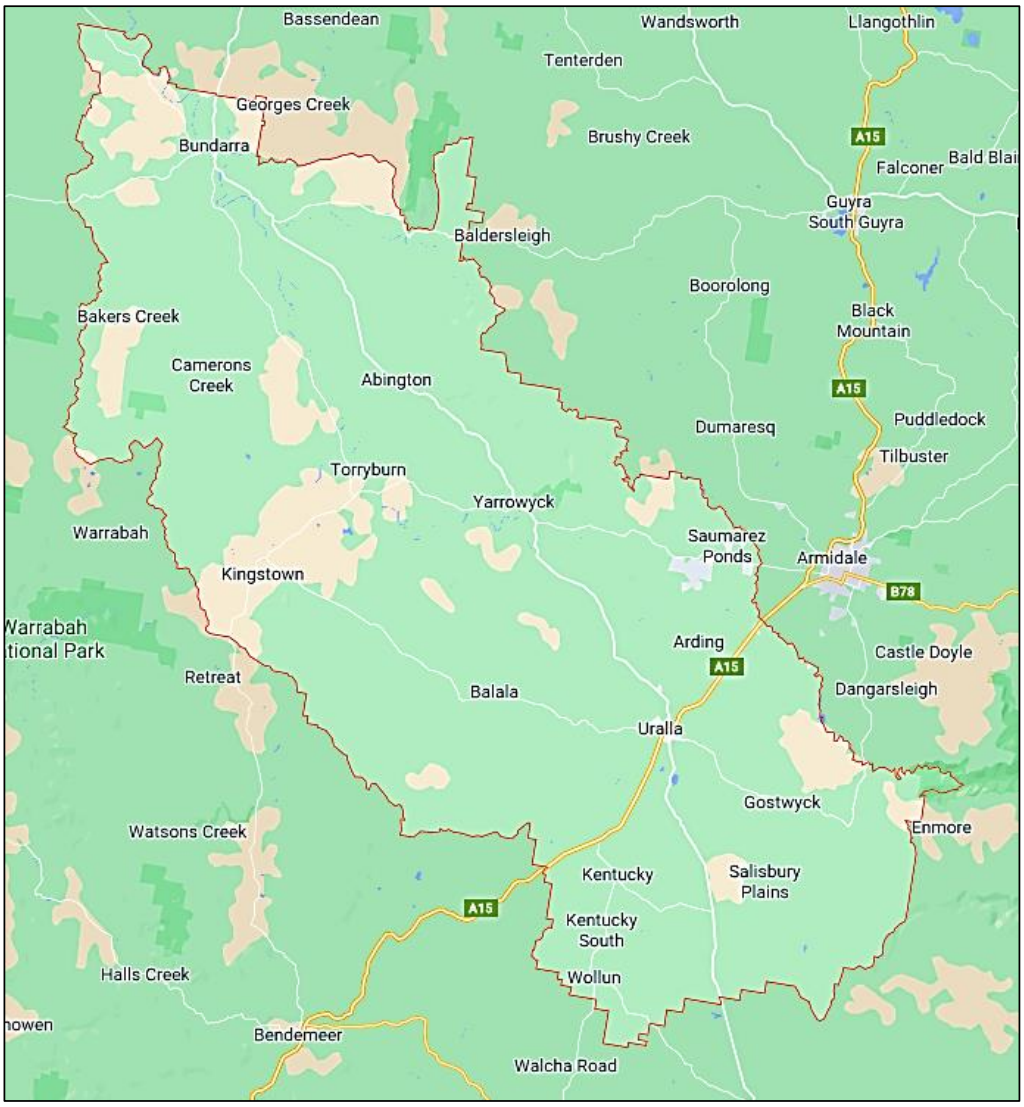


Figure 1: Location Map of Uralla Shire Council (*Source: Google Maps)*

Uralla Shire contains rich biodiversity, significant cultural heritage and productive agricultural landscapes. The area includes national parks, nature reserves and state heritage sites, including parts of the World Heritage-listed Oxley Wild Rivers National Park. The Shire provides habitat for threatened species such as the critically endangered Regent Honeyeater

(Xanthomyza phrygia), which is largely dependent on remnant Box Gum and Ironbark woodlands in the west of the Shire.

While agriculture remains central to the local economy, tourism and service industries are growing. Council supports initiatives promoting locally sourced produce, including "paddock to plate" experiences, to enhance tourism and regional branding. Small-scale industries, such as metal manufacturing, provide local employment and workforce development through apprenticeships and training. Council continues to encourage these economic activities to expand employment opportunities and support emerging industries.

2.2. Natural environment

2.2.1. Climate

Mean annual temperatures in the region range from approximately 13.5 °C to 14.0 °C. Average maximum temperatures vary between 19.7 °C and 20.5 °C, while minimum temperatures are generally between 6.3 °C and 7.0 °C. These temperature values are based on long-term climate normals and regional estimates where official annual data were unavailable.

In 2022, rainfall was notably high, reaching 1,111.8 mm, reflecting above-average conditions for the Shire. Rainfall in 2023 and 2024 was closer to the long-term average, recorded at 726 mm, with 2025 estimated at 800 mm. Annual rainfall shows significant variability from year to year. This variability underscores the challenges of managing water resources effectively.

Drought preparedness remains a key consideration for the Council's environmental planning. Understanding temperature and rainfall trends is essential for sustainable land and water management. Effective planning ensures the community is better equipped to respond to both wet and dry conditions. By understanding these climate patterns, the Shire can support the resilience of its community, infrastructure, and natural resources.

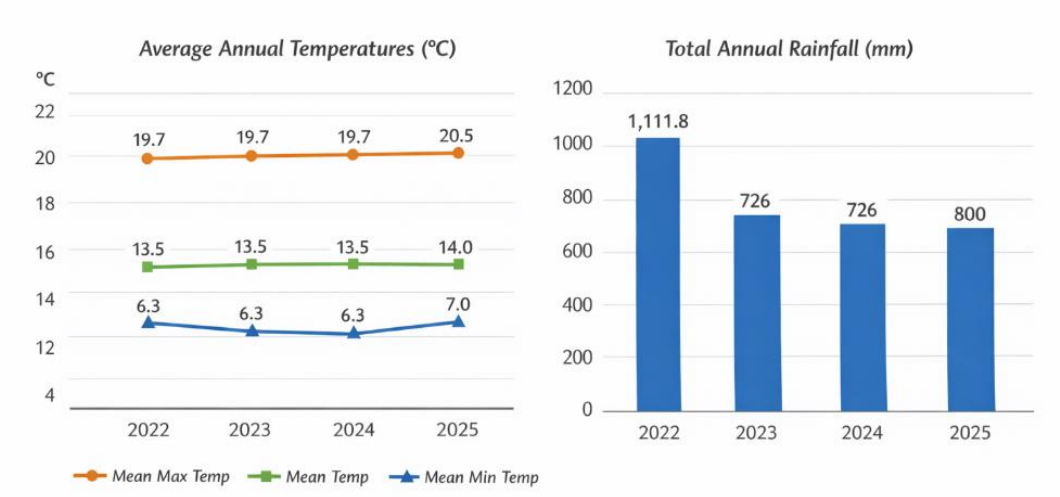


Figure 2: Weather averages for Uralla

Note: Temperature values for 2022–2025 are estimated based on long-term climate normals for Uralla (BOM station 056034). Rainfall for 2022 and 2023–24 is taken from official BOM summaries and local environmental monitoring.

2.2.2. Rivers

Uralla Shire is traversed by several major rivers, significant streams, and local creeks. The Gwydir River is a major inland river of the Barwon catchment in the Murray–Darling Basin. It rises in the New England Tablelands near Uralla and flows generally northwest, providing an important water source for the Shire and the Bundarra area. The upper reaches of the Macleay River also lie within the Shire, originating on the eastern side of the Great Dividing Range and flowing east toward the coast.

Among the significant tributaries of the Gwydir River is the Rocky River, which rises west of Uralla and runs north/northwest to join Boorolong Creek. Kentucky Creek is another important tributary, and a weir on this creek supplies water to Uralla township. Other smaller tributaries in the Gwydir catchment include Copes, Moredun, Georges, and Laura Creeks, which all contribute to the broader river system.

Local waterways such as Rocky Creek and Uralla Creek are often studied for flood planning within the Shire. These rivers and creeks play a crucial role in water supply, flood management, and environmental planning. Understanding their location, flow, and catchment connections is essential for sustainable management of the Shire's water resources. Key threats to these river bodies include weed management, modification of channels, sedimentation and chemical use. On site sewerage management is particularly relevant to catchment water quality health.

2.2.3. Wetlands

Uralla is home to a number of wetlands which form a complex of at least 58 surviving wetlands distributed around the New England Tablelands (Bell *et al.,* 2008). This group of wetlands is known as the 'Upland wetlands of the drainage divide of the New England Tablelands Bioregion.'

Upland wetlands are important habitat for birds, including international migrating species, mammals, reptiles and fish. Notable upland wetlands include Dangar's Lagoon, Racecourse Lagoon, Thomas Lagoon, Barleyfield's Lagoon, Kentucky and Taylors Lagoons.

Species known to be present at Racecourse Lagoon include the eastern water rat, dragonfly, tiger snake, yellow-spotted bell frog, eastern snake-necked turtle, Australian grebe, and Latham's Snipe. International visitors include red-necked Phalarope from the Arctic and Marsh Sandpipers from Austria. Many of these species have been sighted in the nearby Dangar's lagoon, including different bird species such as Great Crested Grebes, Blue-billed Ducks, Whiskered Terns, Swamp Harriers, Whistling Kites and Nankeen Night Herons.

Very few of the wetlands of this type have any formalised protection. Regionally the number of wetlands lost as a consequence of changes to their hydrology, landscape disturbance, landscape clearing, feral animals (e.g. rabbits, foxes, mosquito fish/gambusia), and weeds (e.g. blackberry), changes in rainfall patterns, aquifer extraction, and poor management. The majority of remaining wetlands are highly modified, and their vegetation communities are under threat (Bell *et al*., 2008).

The NSW Scientific Committee believed that listing the wetlands as an Endangered Ecological Communities was warranted given that "*they are likely to become extinct in nature in NSW unless factors threatening their survival or evolutionary development cease to operate*".

In 2005 Racecourse lagoon was included in a listing for the 'Upland wetlands of the New England Tablelands and Monaro Plateau', under the Environment Protection and Biodiversity Conservation Act, 1999. This was due to "*their restricted distribution and vulnerability to ongoing threats."* Their listing *"recognises that their long-term survival is under threat"* and aims to *"prevent further decline, and assist community and land manager efforts toward the recovery of the ecological community*."

2.2.4. Threats to ecological communities in the Shire

Ecological communities in Uralla Shire face a range of significant threats that impact their biodiversity and resilience. Habitat loss and fragmentation from land clearing for agriculture, urban development, and infrastructure reduces native vegetation and isolates wildlife populations. Wetlands, riparian zones, and forests are particularly affected, limiting movement and breeding opportunities for many species. Altered hydrology, including water extraction from aquifers, damming, and diversion for agriculture, changes natural flow patterns and affects water-dependent habitats. This has serious consequences for rivers, creeks, and wetlands, reducing water availability for plants and animals.

Invasive species pose another major threat, with feral animals such as foxes, cats, and rabbits preying on native species or damaging habitats. Invasive plants, including blackberry and willows, can displace native vegetation and alter ecosystem processes. Aquatic invasives like mosquito fish (Gambusia) disrupt native fish populations and wetland food webs. Climate variability and drought further stress ecosystems, with changes in rainfall and temperature reducing wetland extent and altering vegetation patterns.

Pollution and declining water quality from agricultural runoff, sediments, and pesticides also impact rivers, wetlands, and soil health, making habitats less suitable for wildlife. Changes to fire regimes, including fires that are too frequent, infrequent, or occur at the wrong time of year, can damage sensitive vegetation communities.



Human disturbance, such as off-road vehicles, trampling, litter, and recreational activities, can degrade fragile habitats and disturb wildlife. The cumulative impacts of these threats often intensify ecological stress, with multiple pressures interacting to reduce resilience.

Many of Uralla's wetlands, rivers, and forests are highly modified and vulnerable to ongoing pressures. Protecting and managing these ecological communities requires a coordinated approach to control invasive species, maintain hydrological flows, manage fire, and conserve habitat connectivity. Failure to address these threats could result in further loss of biodiversity, degradation of ecosystems, and decline in ecological services across the Shire.

2.3. Waste and recycling

Waste production and management are closely linked to population growth and economic prosperity. Generally, the more affluent a society becomes, the more waste it generates. Waste encompasses both organic and inorganic materials that we discard, ranging from everyday items like cotton buds and kitchen scraps, to objects stored in garages, and even weeds pulled from gardens.
The environmental and health impacts of waste occur throughout the life cycle of these materials. To fully understand the effects of waste, it is important to consider:

- The environmental consequences of extracting the minerals and resources used to make products.
- The impact of transporting these materials through various stages of production.
- The energy and water consumed during manufacturing at each stage.

Assessing the impact of waste is incomplete without also considering how discarded products are managed. Waste disposal affects land, water, and air quality, and places increasing economic and environmental burdens on local communities responsible for waste management and disposal. Effective recycling and waste management strategies can help reduce these impacts. By separating and

processing recyclable materials, composting organic waste, and reducing overall consumption, communities can conserve resources, lower greenhouse gas emissions, and reduce the burden on landfills. Local councils play a crucial role in implementing policies, providing infrastructure, and educating residents to promote sustainable waste practices.

2.4. Stakeholders

Partnership with stakeholders is essential to our ability to achieve positive environmental change. It makes creative, financial and logistical sense to combine our resources. Many projects that Council is involved with over time have originated from community ideas or partnerships. Our partners include community groups; schools, education centres, regional councils; state and federal departments as well as businesses. Many residents also participate and volunteer their time on projects. Indeed, many of the project ideas and activities undertaken over recent years have been generated from within the community.

Council works primarily with urban-based residents and groups in implementing conservation and rehabilitation projects on public lands. Key project sites include Alma Park, Uralla and Rocky Creeks, Mt Mutton, The Glen, Bundarra Nature Park, Racecourse Lagoon.

The support provided by the Council to any project varies from staff time to help with funding applications, project design/planning or communication on behalf of a group. Where possible, Council provides direct contributing funding, and/or in-kind support with machinery and/or materials.

Uralla Shire Council also worked in partnership with the New England Weeds Authority to control noxious weeds across the Shire until the end of June 2025 when the weed authority was dissolved.

During the reporting period, Council in partnership with the Southern New England Landcare, Z-NET and Landscape Foundation has completed the first phase of about 400 tree planting at the Racecourse Lagoon which was funded by the NSW Environment Trust.



Figure 3: A field day jpintly organised by the Southern New England Landcare, Tablelands Local Land Services, Landscape Foundation Australia Z-NET Uralla and Uralla Shire Council for Local landholders under the theme *"Wetlands in Thunderbolt Country: Ecological restoration of Racecourse Lagoon"*

3. Waste Management

CSP Goal: Reuse, recycle and reduce waste
Strategies:

- Promoting recycling and reuse and providing regular and efficient waste and recycling services.
- Providing education to the community on ways to minimise the waste produced by households and reduce contamination in recycling.
- Implementing initiatives to reduce illegal dumping and provide community education to prevent litter.

3.1. Overview

Waste management refers to the practice of collecting, transporting, processing or disposing of, managing and monitoring various waste materials. It is important to improve sustainability in this respect so that every bit of waste can be managed efficiently rather than simply landfilling it.

Waste management is a major responsibility for councils and is significant for social, environmental and economic factors.

The sustainable waste management practices being promoted by Uralla Shire Council are:

- **Avoid-** By identifying ways of carrying out a function or task without using materials that generate waste. An example is sending information electronically instead of on paper.
- **Reduce**- Using less in the first place and avoiding waste. An example of this is purchasing in bulk to reduce packaging.
- **Reuse**- Using the same item more than once and extending the useful life of products and equipment before replacing an item.
- **Recycle**- Purchasing products that contain recycled materials or those that have or can be re-manufactured. Recycling saves energy keeps materials out of landfills and provides raw materials for new products.
  Council aims to increase recycling rates and reduce waste to landfill in line with State targets.

3.2. Waste management services

Uralla Shire Council currently offers the following waste services:

- Kerbside waste in both 140L and 240L bins.
- Kerbside recycling in comingled 240L bins.
- Drop off recycling points at Uralla, Bundarra and Kingstown waste management facilities.
- Recycling station at Kentucky.
- Kerbside commercial recycling collection.
- Voluntary kerbside garden organics collection (240L bins) only in Uralla Township.
- Participation in the annual EPA/CRC domestic chemical collection.
- Collection of batteries, motor and non-motor oils, e-waste, ferrous and non-ferrous metal, non-putrescible garden organic waste, wood waste, Virgin Excavated Natural Material (VENM) and Excavated Natural Material (ENM), tyres (all sizes), mattresses, dead animal disposal, and asbestos disposal (Uralla Landfill only).

Council does not charge for self-hauled e-waste, metal waste, domestic chemicals, batteries, uncontaminated recycling materials or Op-Shop suitable items.

Council operates a licensed landfill in Uralla, an transfer stations in both Bundarra and Kingstown. There is also an unmanned community recycling material drop-off point in Kentucky.

The Uralla Shire Landfill and Community Recycling Centre operates a small Op-Shop,

owned and run internally by Council. The Computer Bank New England (CBNE) are a not-for-profit organisation that recover materials from all forms of e-waste. CBNE integrate their activities into the National Computer & Television Recycling Scheme and assist Waste Services by loading PCs and TVs into stillages ready for collection.

Council undertakes all kerbside collection services for the Shire and has the contract for Walcha Council domestic kerbside collection services. All recyclable material collected at kerbside and from commercial services in Walcha and Uralla is processed at the Uralla waste management facility.

Kerbside recycling contamination has been on the increase during the reporting year. Contaminants, such as baby nappies, dead animals, asbestos, used medical sharps, grass clippings and cement dust are normally put in the recycling bins which poses health and safety hazards to staff. Figure 4 shows a bag full of used medical sharps found in a recycling bin whilst those that ended up the processing facility causing injury to staff.



Figure 4: Medical sharp contamination in recycling

All self-hauled waste collected at both Bundarra and Kingstown transfer stations are taken to the Uralla landfill for processing/landfilling. Estimates of the quantities of waste received at Uralla, Bundara and Kingstown waste facilities are provided in Table 1. Below.

Landfill fires has also been a major concern for Uralla Shire Council just like in many other NSW Councils towards the end of the reporting period. The Uralla Landfill recorded about 15 fires in less than 2 months. Figure 5 shows fire incident at the Uralla Landfill site which resulted in a call out to the Fire and Rescue Team.

These fires do not only cause serios environmental impact but also results in loss of resources and man hours as all staff and customers on site during a fire incident must be evacuated until the fire is completed extinguished.

Table1: Solid waste collected at USC facilities, 2024/2025

Waste category	Volume of waste (tonnes)		
	Uralla Landfill and Recycling Facility	Bundarra Transfer Station	Kingstown Transfer Station
General Waste	1,225.00	67.60	45.00
Mixed Recycling	820.00	21.30	6.70
Cardboard Recycling	212.00	14.10	5.10
Steel Recycling	884.50	124.60	15.60
Green waste	845.00	56.40	-
Commercial and Industrial	673.00	-	-
Construction & Demolition	286.00	-	-

- *Source: USC WARRP Annual Report 2024/2025 Reporting Period*



Figure 5: Landfill fires at the Uralla landfill site

4. CASE STUDY: Underground Petroleum Storage Systems (UPSS)

4.1. Overview

Underground Petroleum Storage Systems (UPSS) are integrated systems comprising one or more tanks, along with associated pipes, valves, and ancillary equipment, that are entirely or partially buried underground to store petroleum products (such as petrol, diesel, or waste oil). UPSS are most common at service stations but may be found where fuel is used, for example at marinas, work depots, airports, car dealerships, or government facilities. Operators of UPSS must have systems in place to prevent, report, and fix leaks if they happen.

4.2. Compliance regulations of UPSS

Under the Protection of the Environment Operations (Underground Petroleum Storage System) Regulation 2019, the regulation of UPSS sites was transferred from the NSW Environment Protection Authority (EPA) to Local Councils on 1st September 2019. Local councils are therefore to enforce compliance with the Regulation for sites within their local areas.

The Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 aims to ensure all UPSS are constructed, operated and maintained to prevent fuel leaks. It also requires close monitoring for fuel leaks so that they are detected and fixed early, minimising contamination.

4.3. Compliance self-evaluation for UPSS operators

The EPA has developed a self-evaluation that allows UPSS operators to review their compliance with UPSS requirements in NSW. Operators of UPSS who complete the self-evaluation are more likely to identify issues and take appropriate action before it develops into a major environmental problem. Council facilitated this self-evaluation for UPSS operators in the Shire.

4.4. Decommissioning of UPSS

Where a UPSS has not been used to store fuel for two or more years or where it is not intended to be used to store fuel again, it is deemed to be abandoned and must be decommissioned using industry best practice.

Council supervised the decommissioning of unused UPSS which was located on 36 Bridge Street - Uralla. This was done in accordance to the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 (UPSS Regulation) and Work Health and Safety Regulation 2017 (WHS Regulation).



Figure 6: Council staff inspecting decommissioned tanks

5. Biodiversity and Vegetation Management

CSP Goal: To preserve, protect and renew our beautiful natural environment
Strategies:

- Protect and maintain a healthy catchment and waterways
- Raise community awareness of environmental and biodiversity issues

5.1. Overview

Uralla Shire spans a geographic transition from the New England Tablelands landscape in the east to the edge of the Western Slopes and Plains. This complex and distinctive landscape, part of the New England Tableland Bioregion, extends across physical, social and administrative boundaries that shape the Shire's environmental assets and management challenges.

The region remains botanically significant due to its high plant species diversity and level of endemism. Approximately one third of the region's eucalypt species are endemic to the bioregion. A significant number of plant species remain listed under the *NSW Biodiversity Conservation Act 2016*, including species classified as endangered or vulnerable. Protecting remnant vegetation and ecological communities continues to be a priority across the Shire.

A considerable proportion of the New England Tableland Bioregion (approximately 58%) has been cleared of native canopy vegetation, making it one of the more extensively cleared regions in NSW. Clearing has occurred across most vegetation types, and many landscape communities remain underrepresented in the National Parks and Nature Reserves system. As a result, the conservation of remaining native vegetation on both public and private land is critical to maintaining biodiversity and landscape resilience.

Portions of the Shire remain well timbered, particularly on Crown land and some freehold properties in the western areas. Vegetation communities vary across the landscape. The central Shire is dominated by White Box (sometimes Grey Box), with Mugga Ironbark on stony rises, and Yellow Box and Blakely's Red Gum on lower slopes. Areas north along the New England Highway feature Yellow Box, Blakely's Red Gum, Rough-barked Apple and Apple Box. Hill country supports New England Stringybark, New England Peppermint, Ribbon Gum and Mountain White Gum.

Council has ongoing obligations to protect and conserve biodiversity on public land under its management. These lands include wetlands, riparian corridors, native bushland, parks, travelling stock reserves and roadside vegetation, all of which provide important habitat connectivity across the Shire.

Between 2022 and 2025, environmental conditions across Uralla Shire have been influenced by climate variability, including periods of high rainfall and flooding following earlier drought conditions, as well as ongoing risks associated with bushfire and extreme weather such as the August 2025 snow disaster event. These conditions have affected vegetation health, erosion risk, weed spread and habitat stability, increasing the importance of active land and ecosystem management.



Trees dropping limbs one after the other from the weight of the August 2025 snow event Photo by Lynette via New South Wales STORM WATCH



Council staff cleaning up falling trees after the snow disaster.

5.2. Weed invasion and control

Invasion by weeds is one of Australia's most serious and expensive land degradation problems. A weed is generally characterised as a plant growing where it is not wanted or where it was not originally present that will cause an impact on agriculture, human health or the environment. A weed is declared noxious because its control will provide a benefit to the community over and above the cost of implementing control programs.

The Biosecurity Act 2015 streamlines and modernises the way weeds are managed in NSW as it:

- Embeds the principle of shared responsibility for biosecurity risks (including weeds) across government, community and industry.
- Applies equally to all land in the state regardless of whether it is publicly or privately owned.
- Is premised on the concept of risk so that weed management investment and response is appropriate to the risk.
- Supports regional planning and management for weeds as recommended by the Review of Weeds Management in NSW.

The Biosecurity Act 2015 requires that any person dealing with plant matter must take measures to prevent, minimise or eliminate the biosecurity risk (as far as is reasonably practicable).

Uralla Shire Council was a member of the New England Weeds Authority (NEWA), a single purpose County Council which was a Local Control Authority for priority and invasive weeds under the NSW Biosecurity Act, 2015.

NEWA's major role was to assist in reducing the impacts from weeds declared noxious in the New England & Northern Tablelands region. Weeds treated by NEWA are Serrated Tussock, Chilean Needle Grass, St John's Wort, Paterson's Curse, Vipers Bugloss, Blackberry/Sweet Briar, Giant

Parramatta Grass, African Lovegrass, Cape/English Broom, Grass, Lantana, Privet among others.

Strategies adopted by NEWA included:

- Identification and management of high-risk weed species and the pathways they utilize within the region;
- Formulation of weed detection systems to improve the capacity to find new weeds early;
- Ensuring they have the resources and procedures in place to undertake strategic weed control measures and rapid response against new weed incursions;
- Continual analysis of weed management programs to ensure they are directing resources to where benefits will be the greatest; and
- Increasing the community commitment and involvement in proactive weed management and control approaches.

NEWA conducted an extensive spraying program across the region's roads, as well as on private and public lands. NEWA provided advice on weed control and weed identification, undertook private works on request, and answered general inquiries from the public. NEWA also offered their expertise to Council staff and often advised on other projects.
NEWA, however, was dissolved on 30 June 2025. Council therefore assumed the Biosecurity role following dissolution.

Environmental weeds like privet, hawthorns, pyracantha, cotoneaster were controlled on rural and urban roadsides by Council's Biosecurity Team.

5.3. Weeds controlled/removed in USC LGA in 2022-2025

Invasive grass control on roadsides for Serrated Tussock and Chilean Needle Grass and also for widespread species such as African Love Grass, Coolatai Grass, Whiskey Grass in area where they were in low numbers and not established.

Control was undertaken for Blackberries, Sweet Briars, St Johns Wort, Paterson's Curse and Vipers Bugloss on rural roads and on council land.

5.4. Ecological Restoration

During the 2022–2025 reporting period, Uralla Shire Council continued to implement ecological restoration programs aimed at improving the condition, extent and connectivity of native vegetation across the Shire. Restoration activities focused on protecting high-value ecosystems, rehabilitating degraded sites and strengthening habitat for native flora and fauna.

A major achievement during this period was the ongoing restoration of Racecourse Lagoon, an endangered upland wetland. Works included large-scale planting of locally native species, weed removal, proposed installation of fauna habitat structures and ongoing site monitoring under a dedicated management framework. This project was delivered in partnership with regional organisations such as the Southern New England Landcare, Z-NET Uralla and the Landscape Foundation Australia and funded by NSW Environmental Trust Fund.

Council also undertook revegetation and habitat enhancement works across public reserves, roadside corridors and priority conservation areas. Projects included tree planting to improve wildlife corridors, restoration of native grasslands and woodland communities, and targeted rehabilitation of sites with high biodiversity value, including koala habitat areas such as Mt Mutton.



Street trees replacement after snow storm damage



Cotoneaster infestation at Mt Mutton before commencement of revegetation program



Restoration planting at the racecourse lagoon

6. Sustainable Roads and Shared Paths

CSP Goal: A safe, active and healthy shire.
Strategies:

- Maintain Council's footpath network.
- Upgrade/expand Council's footpath network.
- Maintain Council's road network.

6.1. Overview

Uralla Shire Council is responsible for the maintenance of 458 km of sealed roads and streets, 464 km of unsealed roads, 42 road bridges, 36 culverts, 9 floodways and 4 pedestrian bridges.

Council is continually reforming, grading and resealing many of its local roads to improve drainage, road safety and traffic movement. All local roads are maintained by Council using funds made available by the Commonwealth and NSW State Governments as well as locally raised revenue.





6.2. Upgrade of roads from unsealed to sealed

Since 2022, the Council has upgraded more than 2 km of unsealed roads to sealed (Table 2).

Table 2: Roads sealed by USC at LGA between 2022 and 2025

Road Project	Year	Key milestones	Status
Old Gostwyck Road (1.1 km)	2023	Road sealed	Completed
Corey Road (0.77 km)	2023	Road sealed	Completed
Harriet Gully Road (0.48 km)	2023	Road sealed	Completed
Old Gostwyck Road (1.1 km)	2023	Road sealed	Completed

6.3. Construction of footpaths/cycle ways

Council completed construction of 1.5 km of concrete footpaths/shared pathways across the Shire area (Table 3).

Table 3: Footpaths constructed by USC at LGA between 2022 and 2025

Name	Year	Width (m)	Length(m)
The Glen	2023	1.8	156
Rotary Park	2023	1.8	295
Plane Avenue - East Street to Rowan Avenue	2023	2.0	390
Plane Avenue - Rowan Avenue to Uralla Sports Complex	2024	2.0	280
John St - Bridge Street to Maitland Street	2024	1.2	200
Park St - Bridge Street to Maitland Street	2025	1.2	200

The construction of the above paths has provided improved access for cyclists and pedestrians. Council is continuing to pursue funding to extend the active commuting network which will link key community locations.



Plane avenue footpath



The Pioneer Park walking track

7. Water and Sewerage

CSP Goal: To secure sustainable and environmentally sound water-cycle infrastructure and services
Strategies:

- Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies.
- Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally sound sewerage services.
- Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.

7.1. Water supply status and trends

The townships of Uralla and Bundarra are serviced by reticulated water supply systems. Properties located outside these urban boundaries are not connected to the reticulated network and rely on private water sources including rainwater tanks, farm dams and groundwater bores.

Uralla's reticulated supply is sourced from a nominal 500 megalitre (ML) off-stream storage dam located on Kentucky Creek, approximately 5 kilometres south-west of the township. The storage was constructed to provide bulk water security for the urban population and to buffer seasonal variability in creek inflows. However, progressive sediment deposition has significantly reduced the available storage volume. The dam is currently estimated to be approximately 30% silted, reducing the effective storage capacity to approximately 350 ML of usable water. This reduction in active storage capacity diminishes system yield and reduces drought contingency reserves, increasing vulnerability during extended dry periods.

In addition to reduced capacity, the raw water source has experienced periodic water quality challenges. These include algal blooms and the presence of inorganic arsenic within the storage. During the 2020 drought event, the source water also recorded elevated levels of organic arsenic species. While the existing water treatment plant is capable of treating inorganic arsenic to comply with the Australian Drinking Water Guidelines (ADWG), it is not designed to effectively remove organic arsenic compounds.

As a result of the water quality deterioration during the 2020 drought, the township was placed under strict water restrictions, including a precautionary "do not drink" advisory. Bottled water was imported to supply potable drinking needs until water quality could be stabilised.

Subsequent upgrades and operational modifications to the treatment process have included the introduction of potassium permanganate dosing, powdered activated carbon (PAC), and granular activated carbon (GAC) filtration. These measures have improved the plant's capacity to manage algal events and enhance the removal of inorganic arsenic, improving overall treatability of the source water. However, no reliable treatment solution has yet been identified for the removal of organic arsenic species should they recur under similar drought conditions.

Council maintains a comprehensive water quality monitoring and testing regime to ensure compliance with the Australian Drinking Water Guidelines. Ongoing sampling and verification processes are in place to confirm that treated water supplied to the community remains safe for human consumption.

Table 4: Annual treated water supplied to reticulation in USC (Volumes in kL)

Year	Uralla	Bundarra
2021/22	37531.33	-
2022/23	40045.69	-
2023/24	45393.99	-
2024/25	43390.46	-

7.2. Water conservation measures during droughts

Drought management planning is an essential component of the *NSW Government's Best Practice Management of Water Supply and Sewerage Guidelines - 2007.* Council has a Drought Management Plan aimed at minimising the risk of the community running out of water, and ensuring that there is always sufficient water available to satisfy the basic community needs in Bundarra and Uralla.

During drought seasons, Council responds by implementing water restrictions that are informed by remaining storage, weather and climate forecasts as well as the impact the restrictions may have in relation to maintaining compliance with the *Australian Drinking Water Guideline 2011 and Public Health Act (NSW) 2010.* The drought response strategies by Council range from Level 1 (Low) to Level 5 (Emergency), with each level having a set of actions to be undertaken during that phase of the drought, including an associated set of water conservation measures/ restrictions (Table 5 and 6).

In considering the easing of water restrictions, Council takes into consideration water supply demand, projected demand, level and security of bulk water sources, catchment parameters, seasonal conditions, and seasonal outlook.

Table 5: Water conservation measures at Uralla during drought

Drought Response Level	Primary Trigger[1]	Usage Target[2]	Additional Actions
1 Low	Kentucky Creek Dam level falls to 74%	760 kL/day ≤300L/person/day (95% average)	Permanent water conservation measures that can apply include minimising watering during the heat of the day, using a trigger nozzle on hand held hoses and washing down hard/paved surfaces with a high-pressure hose only.
2 Moderate	Kentucky Creek Dam level falls to 62%	720 kL/day ≤275L/person/day (90% average)	Implement Parks and Gardens Water Management Plan and target 30% reduction in water usage.
3 High	Kentucky Creek Dam level falls to 54%	680 kL/day ≤250L/person/day (85% average)	Target 50% reduction in parks and gardens water usage.
4 Very High	Kentucky Creek Dam level falls to 42%	600 kL/day ≤200L/person/day (75% average)	Target 25%overall usage reduction. Investigate availability of tankers to transport potable water from Armidale.
5 Emergency	Kentucky Creek Dam level falls to 35%	400 kL/day ≤150L/person/day (50% average)	Target 50% non-residential usage reduction Implement transport of potable water from Armidale to supplement supply.
	Trigger 1: Day Zero ≤ 100 Days	363 kL/day ≤130L/person/day (43% average)	Target 57% non-residential usage reduction. Target usage ≤130L per person per day.
	Trigger 2: Day Zero ≤ 40 Days	242 kL/day ≤100L/person/day (30% average)	Target 70% overall usage reduction to maintain water supply for emergency firefighting. Target usage ≤100L per person per day.

[1] Secondary triggers may include failure to achieve consumption targets or major water quality incidents.
[2] Usage targets are average annual consumptions and should be adjusted for seasonal variations. Target values are approximate.

Table 6: Water conservation measures at Bundarra during drought

Drought Response Level	Primary Trigger	Usage Target	Additional Actions
1 Low	Taylors Pond level falls to 74%	117 kL/day ≤300L/person/day (95% average)	Irrigation by adjoining rural landholders ceases.
2 Moderate	Taylors Pond level falls to 62%	110 kL/day ≤275L/person/day (90% average)	Target 20% reduction in parks and gardens water usage.
3 High	Taylors Pond level falls to 54%	104 kL/day ≤250L/person/day (85% average)	Target 50% reduction in parks and gardens water usage. Prepare to draw on Warrabinda Pond.
4 Very High	Taylors Pond level falls to 42%	92 kL/day ≤200L/person/day (75% average)	Draw on Warrabinda Pond (if supply available). Investigate availability of tankers to transport potable water from Gilgai.
5 Emergency	Taylors Pond level falls to 32%	61 kL/day ≤150L/person/day (50% average)	Target ≥50% overall usage reduction. Implement transport of potable water from Gilgai to supplement supply.
	Trigger 1: Day Zero ≤ 100 Days	53 kL/day ≤130L/person/day (43% average)	Target ≥57% overall usage reduction. Target usage ≤130L per person per day.
	Trigger 2: Day Zero ≤ 40 Days	40 kL/day ≤100L/person/day (32% average)	Target ≥68% overall usage reduction to maintain water supply for emergency firefighting. Target usage ≤100L per person per day.

7.3. Sewerage

Uralla Shire Council provides a sewerage collection and treatment system for the Uralla township. The sewage generated is collected in the sewer network and transported to the Uralla sewerage treatment plant (STP) on Rifle Range Road. At the STP, wastewater is treated to acceptable discharge standards and released back into the catchment.

Construction on the Bundarra Sewerage Scheme project was completed in March 2022. Four years after commissioning, the Bundarra Sewage Treatment Plant is a fully operational facility providing a reliable, long-term wastewater solution for the Bundarra community. The plant treats sewage collected via a low-pressure reticulation network from approximately 174 connected properties that were previously reliant on individual on-site systems, delivering improved public health protection and significantly reducing environmental impacts on the township and the Gwydir River catchment. As a modern, centralised treatment facility, it forms a critical piece of infrastructure supporting environmental compliance, sustainable effluent management, and the ongoing growth and resilience of the community.

Notwithstanding its overall performance, there have been periodic odour issues associated with the treatment process. Oxidation ponds, by their nature, will emit odour under certain adverse conditions, including particular weather patterns, temperature fluctuations, process conditions, and during pond turnover events. These events can result in the release of accumulated gases, including hydrogen sulphide (H_2S), which can cause noticeable odours. In addition, the barometric loop fitted to the inlet of the primary oxidation pond may act as a potential odour source if venting to atmosphere via the air valve, releasing H_2S and exacerbating odour impacts.

To address these matters, Council has implemented operational and infrastructure improvements at the plant. A recirculation and aeration system has been introduced to improve pond performance and reduce the likelihood and intensity of odour events. During pond turnover associated with weather changes or process conditions, chemical treatment is applied to assist in odour control.

In addition, a carbon canister has been installed on the air valve associated with the barometric loop to minimise odour emissions from potential gassing points. Together, these measures are aimed at proactively managing odour risks while maintaining the plant's overall treatment performance and compliance objectives.

Table 7: Annual inflows of sewage to Uralla Sewage Treatment Plant

Year	**Volume of raw sewage (kL)**
2021/22	258,000
2022/23	244,000
2023/24	138,000
2024/25	171,000



Ledonne Construction of the Bundarra Sewerage Treatment Plant in February 2021. equipment.

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Uralla Shire Renewable Energy Action Plan

A local plan for navigating the energy transition

March 2026

URALLA SHIRE COUNCIL

The Next Economy

Acknowledgement of Country

The Next Economy acknowledges the Traditional Custodians of the land and sea in the regions where we work. We pay our respects to their Elders, past and present, and offer our solidarity and support to First Nations groups across the country working towards economic sovereignty and justice.

About The Next Economy

The Next Economy (TNE) works with regions, government, industry and civil society leaders to build climate-safe, regenerative and socially just economies.

Find out more at: www.nexteconomy.com.au

Acknowledgement

We are grateful to all the individuals and organisations who have directly contributed insights to help inform the development of this report (see Appendix C) - as well as other stakeholders The Next Economy has engaged with through our regional place-based work overtime and whose activities have also informed the report findings.

The authors would also like to acknowledge members of the broader TNE project team,

This report was made possible with support from Boundless Earth.

Document Information

Report Authors: Saideh Kent and Lyndsay Walsh

Citation: The Next Economy. (2026). Uralla Shire Renewable Energy Action Plan. The Next Economy, Brisbane. February 2026.

Front cover image: Balala landscape. Source: Cr Sarah Burrows

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Foreword

Uralla Shire is a place people care about deeply. Our towns and villages are built on strong community connections, a proud agricultural base and a shared respect for the land. As the New England Renewable Energy Zone develops around us, our region is entering a period of significant change.

This will offer a once in a lifetime opportunity, however how that change is managed will impact generations to come. Renewable energy brings real opportunities for our community, from new jobs and skills to investment in infrastructure and services. It also brings challenges, including pressure on housing, land use, roads, water and the natural environment.

While Council does not make all the decisions about large-scale renewable energy projects, we do have a responsibility to help our community be ready for what is coming and to make sure local voices are heard.

This Renewable Energy Action Plan is one way we are doing that. It sets out how Council will work with residents, government and industry to guide renewable energy development in a way that reflects what Uralla values. It provides a shared framework to support planning, advocacy and decision-making, so that change can be managed in a coordinated and thoughtful way rather than project by project.

The Plan has been developed through the Striking a New Deal project, in partnership with The Next Economy. Over the past year, more than 150 people across the Shire have shared their views through interviews, workshops, school sessions and surveys. Those conversations have shaped the focus areas, strategies and actions in this document, and they reflect the care people have for this place and its future.

This Plan is not about taking a position for or against individual projects. It is about being clear on what good development looks like for Uralla Shire, and how we can work together to protect what makes this Shire special while making the most of new opportunities.

Thank you to everyone who has contributed their time, ideas and experience. Your involvement gives this Plan its strength and helps ensure that as renewable energy development continues, we can help ensure it does so in a way that supports a strong, connected and resilient Uralla Shire.

Mayor Robert Bell



Mayor Robert Bell
Source: Uralla Shire Council

Executive Summary

Uralla Shire is a place defined by strong connections, deep care for the land and a shared commitment to protecting what makes the region special. As the New England Renewable Energy Zone (NE REZ) develops, people across the Shire have been clear that they want change to strengthen – rather than unsettle – the Shire's rural character, social cohesion and local livelihoods. Although the NE REZ spans six local government areas, the Uralla Shire will be at the centre of construction activity, making early thoughtful planning essential.

The scale of the NE REZ brings both opportunities and challenges. The project will unlock up to 8GW of renewable energy generation – half of the NSW Government's 2030 16GW Renewable Energy target – and storage, and attract as much as $24 billion in private investment.[1] With three of the five energy hubs, alongside new transmission lines, batteries and multiple generation projects located within the Shire, 1500 temporary workers may live locally at the height of construction. This influx will place pressure on housing, water, roads, services and the natural environment, while the investment offers the chance to strengthen the local infrastructure, grow the economy and build new training pathways for young people.

> *'With renewable energy development accelerating, the community faces real choices. This is a chance to shape not just what gets built, but what kind of future we build with it.'* – **community member**

In response, Uralla Shire Council partnered with The Next Economy through the Striking a New Deal (SaND) project to make sure community experience and knowledge leads the planning process. More than 150 residents participated in workshops, interviews, school sessions and surveys, offering honest reflections on transparent communication and early engagement. This process included careful siting of infrastructure, coordinated housing and water planning, strong biosecurity practices, fair benefit distribution and protection of farmland and biodiversity. Their insights broadly align with EnergyCo's major infrastructure studies, which highlighted the urgent need for coordinated investment in water security, housing diversity, waste and recycling capacity, service delivery and transport routes.

> *At the centre of the process was a core question: what does good economic development look like for Uralla Shire?*

A shared vision for 'good development' sits at the heart of this Renewable Energy Action Plan (REAP). Community members emphasised that development must be transparent, respectful and shaped by local knowledge. The REAP reflects this by setting out practical actions across six focus areas: community cohesion; nature and agriculture; infrastructure; local economy and business; jobs, skills and training; and health and community services.

> ***Vision:*** *Uralla Shire Council is a thriving rural Shire where the renewable energy transition has strengthened community life, supported local livelihoods, and protected the Shire's unique identity.*

The REAP provides a coordinated local framework to guide planning, investment and engagement as the NE REZ progresses. Summarised in the table below, the Plan brings together clear **outcomes**, **strategies** and **actions** to help manage impacts and deliver lasting benefits for the Shire. The Plan clarifies community expectations, strengthens Council's advocacy, supports government and industry to align their work with local priorities and offers residents a way to track progress. It also encourages coordinated infrastructure planning, ensures impacts and benefits are managed fairly and helps avoid the project-by-project responses that can overwhelm small communities. Together these elements shift the Shire from reactive responses to strategic, place-based planning that protects community values and sets the region up for long-term success.

Many of the REAP actions are already underway, showing the Shire's proactive response to change. Uralla Shire Council is working closely with EnergyCo and neighbouring Councils, and in consultation with the community, progressing long-term water planning and identifying suitable land for temporary workforce accommodation. Council is also updating strategic documents to guide future land use. In another example, local biodiversity experts are sharing their knowledge to improve the ecological outcomes of projects through the Biodiversity Reference Group.

Looking ahead, Uralla Shire Council will embed the REAP into its strategic and operational work to ensure ongoing community leadership. This includes reflecting community priorities through the EnergyCo Steering Committee and infrastructure negotiations. Progress will be shared through regular Council reporting, and continued community engagement. As construction activity ramps up, the focus will remain on ensuring the transition strengthens community life, supports local livelihoods and protects the unique character of Uralla Shire for generations to come.

A visual summary of Uralla Shire's Renewable Energy Action Plan:

Vision

Uralla Shire Council is a thriving rural Shire where the renewable energy transition has strengthened community life, supported local livelihoods, and protected the Shire's unique identity.

Focus area	Outcome	Strategy
1. Community cohesion	United, inclusive community deeply connected to its heritage, celebrating First Nations custodianship and a strong shared identity.	1.1 Engage the community as a long-term partner. 1.2 Foster an inclusive community 1.3 Deliver real community benefit from REZ-related investment
2 Nature & agriculture	Protected biodiversity, farmland and rural way of life, with any development shaped by care the land.	2.1 Protect and enhance agriculture 2.2 Protect and enhance biodiversity
3 Infrastructure	Infrastructure, including roads, housing, water and waste services support community growth and daily life, protecting affordability, safety, local character, and environmental resilience.	3.1 Coordinate and leverage infrastructure planning and investment 3.2 Maintain and improve housing availability and affordability 3.3 Improve water security 3.4 Manage waste and recover resources
4 Local economy, business and innovation	Diverse, locally owned and innovative economy, with thriving main-street businesses, new industries and career pathways, and an affordable cost of living and doing business.	4.1 Maximize local economic participation in REZ delivery 4.2 Strengthen the resilience and long-term diversity of the local economy
5 Jobs, skills and training	Stable, meaningful jobs supported by accessible local training pathways – creating opportunities for young people to stay in the community and benefit directly from renewable energy growth.	5.1 Develop a skilled workforce
6 Health & community services	Reliable, well-resourced health, aged-care and community services that keep pace with a growing and changing population, with development actively supporting local wellbeing, safety and emergency readiness.	6.1 Improve access to GP and allied health services 6.2 Maintain a safe community environment

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1. Introduction

The Uralla Shire community is strongly connected and committed to protection of its region's land, character and livelihoods. Residents value the rural lifestyle, creative culture and community history that define local identity, with these shared strengths guiding how people imagine the Shire's future.

Like many regional communities across Australia, Uralla Shire is navigating significant change as new energy infrastructure is developed, industries decarbonise and climate pressures intensify. While each region is unique, many are asking what good economic development looks like in this context.

The New England Renewable Energy Zone (NE REZ) will influence housing, roads, water, services and the rural landscape for our region. For a small community, planning ahead is essential to manage these impacts and take advantage of new opportunities.

The Renewable Energy Action Plan (REAP) sets out how to do this. Developed by Uralla Shire Council in partnership with The Next Economy – through the Striking a New Deal (SaND) project – the Plan reflects the priorities of more than 150 residents and articulates what good development looks like for the Shire. It outlines clear **outcomes**, **strategies** and **actions** across six focus areas, from community cohesion and nature protection to infrastructure, skills, services and the local economy.

Already, a great deal is happening. For example, the Council is working on temporary workers accommodation, critical water infrastructure and the development of recycling options to divert waste from landfill.

While Council is not the approval authority for major renewable energy projects, it plays a central role in how development is experienced locally – through planning, roads, water and waste services, community wellbeing and the coordination of benefit arrangements. The Plan strengthens Council's ability to represent local values in discussions with government and industry and to guide economic development in support of Uralla Shire's long-term liveability and resilience.

As the NE REZ progresses, this Plan will serve as a shared reference point to help ensure change is approached in a coordinated, transparent and community-centred way – keeping Uralla a place where people want to live, work and belong.



Community members show the outcomes of engagement.

Source: The Next Economy

FAQs: Uralla Shire's Renewable Energy Action Plan (REAP)

What is the Renewable Energy Action Plan (REAP)	The Renewable Energy Action Plan (REAP) helps Uralla Shire prepare, adapt and benefit from the development of the New England Renewable Energy Zone (NE REZ). It aligns development with community priorities and sets out outcomes, strategies and actions across six focus areas, providing a practical framework for coordinated planning and engagement.
Why do we need the REAP	NE REZ development is critical to provide reliable, affordable and clean electricity for the people of NSW as coal-fired power stations retire over the next 10 to 15 years. Already underway, it will affect housing, infrastructure, land use, services and the environment. The Plan ensures Uralla Shire anticipate and respond to impacts, highlight local values and advocate for decisions that support long-term community wellbeing.
How was REAP developed?	The Plan was developed by Uralla Shire Council and The Next Economy through extensive engagement with more than 150 residents over a year. This process – delivered through the Striking a New Deal (SaND) project – brought together a wide cross-section of the community to identify priorities and shape practical strategies and actions.
How was the community involved?	Engagement activities were held across the Shire in different locations and formats to reach a broad mix of residents, including First Nations people, farmers, businesses, young people, environmental groups and service organisations. Key organisations involved included RED4NE, NSW Farmers Federation, ZNet, Uralla Central School, and New England Family Support Service, alongside other community groups and individuals. This ensured the plan reflects a diversity of perspectives. A full list of the organisations engaged are captured in **Appendix A** with initial community feedback captured in the Striking a new deal for Uralla Shire available via Council's website.
How can the Plan be used?	The Plan guides Council's strategic and operational planning and provides a clear reference point for government, industry and the community. It supports coordinated decision-making, clearer communication and better alignment of development with local priorities.

Snapshot: Uralla Shire Council

Uralla Shire is a picturesque region characterised by its rural landscapes, historic villages and vibrant creative community. Located in the New England tablelands, between Armidale and Tamworth in NSW, the region is home to around 6000 residents.

This small population resides in the main township of Uralla as well as an array of smaller villages dispersed across the Council area including Invergowrie, Saumarez, Arding, Bundarra, Rocky River, Kentucky, Kingstown and Wollun.

Uralla Shire's main industry is agriculture, with most of the land used for sheep and cattle breeding, wool and meat production. Tourism is also a significant driver of the local economy, attracting visitors from nearby regional centres to artisanal shops and cafes, boutique breweries and distilleries. The NE REZ will create new opportunities and bring an influx of people to the area.

The community itself is vibrant with a full calendar of festivals and events, from the whimsical Fairy Festival, the celebration of local producers through the Seasons of New England Expo, to the annual Rotary Art Show. It has an older age profile, with most residents aged 50 to 79; yet there remains a strong cohort of school-age children (5 to 19).[2] Several villages have retained small primary schools that feed into Uralla Central School, a kindergarten to year 12 school that supports 285 students.[3]

This blend of generations reflects the community's depth and continuity, and highlights the need for development that supports families, young people and older residents alike. Currently, Uralla's main street covers everyday needs such as banking, chemist, grocery and hairdressing services, with the nearby regional centre of Armidale providing access to more extensive health, education, supermarket and retail services.



Uralla township has significant first nation and European history. It is known as Thunderbolt country after local bushranger Captain Thunderbolt.
Source: EnergyCo

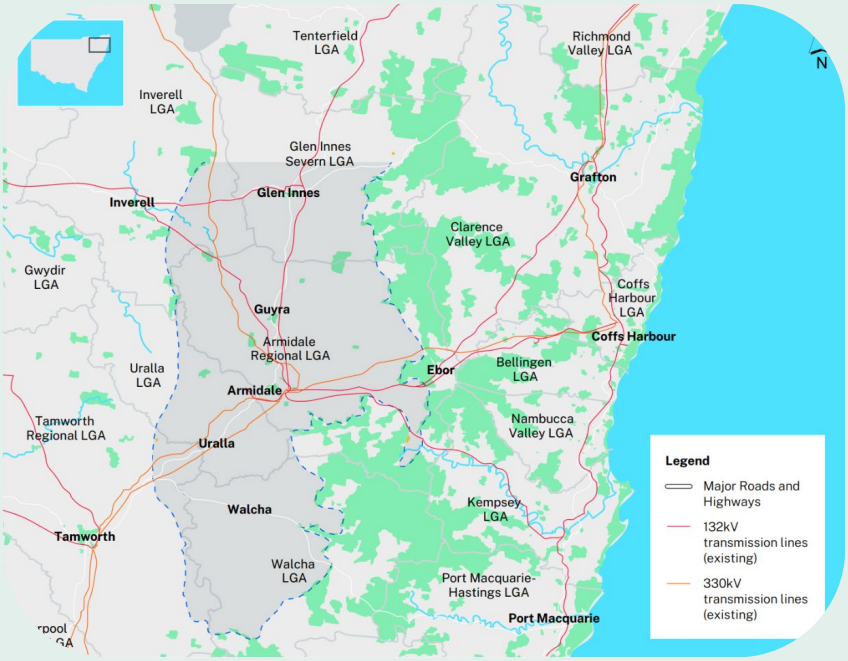
Uralla Shire Council statistics[4]	
Item	Statistic
Geographic area	3,230 square km
Population	6047
Unemployment	1.8%
Participation rate	62.4%
Median rent per week	$400

3

Snapshot: New England Renewable Energy Zone

The New England Renewable Energy Zone (NE REZ) will connect renewable energy generation and storage projects to the electricity network, enabling 8 gigawatts (GW) of capacity (equivalent to three Bayswater Power Stations)[4] and attracting up to $24 billion dollars in private investment.[5]

Covering six local government areas – including Glen Innes Severn in the north through to Armidale, Uralla and Walcha shire councils, and smaller areas of Inverell and Tamworth – the zone represents one of the largest regional infrastructure opportunities in NSW.



New England Renewable Energy Zone. ***Source:*** *EnergyCo February 2025*

While Armidale and Tamworth are recognised as the major service centres for the region, Uralla Shire is expected to be the epicentre of construction. It will host three of the five energy hubs alongside substations, three batteries and solar and wind farms. This concentration of activity represents significant local economic potential but also sharpens existing capacity pressures across workforce, housing and services.

The Energy Corporation New South Wales (EnergyCo) is leading the development of network infrastructure, including new 500 and 330-kilovolt (KV) transmission lines, five energy hubs, roads, storage areas and workforce accommodation.[6] Construction is scheduled to begin in 2027 and will roll out in two stages: Stage 1 will deliver 2.4GW by 2032, with Stage 2 adding 3.6GW by 2034. A further 2GW may be unlocked by 2043.[7]

Together, these developments position the NE REZ as a transformational economic opportunity for the region – one that requires coordinated planning to ensure communities can manage construction impacts and fully benefit from the investment in essential infrastructure.

Snapshot: The role of local government

Local government play a strategic role in supporting the community to prepare, adapt and benefit from the NE REZ development. As key stakeholders, they convey the community expectations to government and industry and work collaboratively to manage local impacts.

Although local government do not have the power to approve or reject major renewable energy infrastructure, they do have the authority for much of the enabling infrastructure and services, including land use planning, zoning, road services and waste services. In regional and rural areas, they often own and operate water and sewer services. As such, **Uralla Shire Council** is a critical partner in determining:

- the transport and access routes to site,
- areas appropriate for lay down and storage of construction materials,
- areas appropriate for housing required for the construction and operation of renewable projects,
- access to water and sewer services,
- waste management and disposal, and
- to negotiate and coordinate community benefit funds.

The **NSW Government** has approval authority for the NE REZ, which has been nominated as a critical state significant project. The REZ and all accompanying renewable energy generation, storage and transmission projects, will be assessed by the NSW Department of Planning, Housing and Infrastructure. Environmental, social and technical elements will be considered under the Renewable Energy Planning Framework.

The **Australian Government** also has a role, including assessing impacts on threatened plants and animals under the Environmental Protection and Biodiversity Act (1999).



Uralla Shire Council and Squadron Energy discuss proposed wind farm projects.
Source: The Next Economy

The following table shows the responsibilities each level of government has in relation to the NE REZ.

A summary of national, state and local government policies and responsibilities

National: **Australian Government** **AEMO** **Climate Change Authority** **Net Zero Economy Authority**	State - New South Wales: **NSW Government** **EnergyCo** **Department of Planning, Housing and Infrastructure**	Local: **Uralla Shire Council**
Policies and Key Plans		
• Net Zero Plan • Sector plans • National Climate Risk Assessment • Future Made In Australia • AEMO ISP 2026 • NZEA Act 2024 • EPBC Act 1999 and Regulations 2025	• Climate Change (Net Zero Future) Act • NSW Electricity Infrastructure Roadmap	• Renewable Energy Action Plan • Community Strategic Plan • Local Environment Plan • Growth Management Strategy • Local Housing Strategy • Uralla Shire Integrated Water Cycle Management Strategy
Responsibilities		
• Set National Net Zero targets and policies • Plan national infrastructure • Assessment of environmental impact under the EPBC Act	• Assessment and approval of significant projects under the Renewable Energy Planning Framework • Development of transmission infrastructure and the renewable energy zones.	Land use planning including • Zoning for housing/ industrial areas • Roads • Waste • Water and Sewer • Community benefit funds

2. Uralla Shire's Renewable Energy Action Plan

The Uralla Shire Council wants to prepare for the development of the NE REZ and ensure development contributes to the ongoing sustainability of Uralla's economy, unique character and way of life.

The NE REZ is expected to attract up to $24 billion in private sector investment[8]. This presents opportunities for infrastructure investment, industry diversification, and new jobs, but also raises critical questions regarding community cohesion, housing, land use and water demand.

This REAP will guide Council's strategic and operational planning and provides a clear reference point for government, industry and the community. It supports coordinated decision-making, clearer communication and better alignment of development with local priorities.

This section outlines the **vision** and **outcomes** the community would like to see across six **focus areas** post development. It provides the **strategies** and **actions** to deliver them.



Figure 1. The structure of the Renewable Energy Action Plan.

The structure moves from the community vision, through each of the six focus areas providing the outcome the community would like to see post development. It provides the strategies and actions the Uralla Shire Council and other key stakeholders will need to implement to deliver them.

Vision

Community members across Uralla have shared a range of views about how they would like to see the region change over time.

While perspectives differ, many emphasised the importance of supporting the area's long-term liveability, including access to reliable services, affordable housing, a strong sense of community, and care for farmland and local biodiversity.

There was a strong interest in development that aligns with these focus areas, particularly where it builds lasting value for the whole community by strengthening community life, supporting local livelihoods, and protecting the Shire's unique character.

Community Vision Statement

Uralla is a thriving rural Shire where the renewable energy transition has strengthened community life, supported local livelihoods, and protected the Shire's unique identity.

Growth is planned with people at the centre; housing is affordable and diverse, roads are safe and reliable, water and waste systems are resilient, and public transport connects towns and villages.

The community is united, inclusive, and proud of its heritage. First Nations custodianship is respected and embedded in decision-making. Newcomers are welcomed and actively involved, with events, spaces, and programs that bring people together.

Nature and farmland are well cared for, with renewable energy and other development designed to protect landscapes, biodiversity, and water.

The local economy is diverse and resilient, built on clean energy, agriculture, tourism, and creative industries, with education and training linking people to new opportunities.

Development is carefully managed so that growth enhances Uralla's character, delivers lasting local benefits, and keeps the Shire a place where people want to live, work, and belong.

Focus Area 1: Community cohesion

The rollout of renewable energy infrastructure is bringing major change to the community's structure, identity and social connections. Uralla Shire Council and the community are focussed on managing this transition in a way that strengthens, rather than fragments, the local economy and social fabric.

Outcome 1: Uralla Shire is a united, inclusive community deeply connected to its heritage, celebrating First Nations custodianship and a strong shared identity.

Although views differ on the suitability, scale and pace of the NE REZ development, the community is committed to proactive engagement with government and developers. Residents want to engage as respected partners whose local knowledge can shape project design, construction and long-term outcomes for their community. Through the development of the Plan, Council is reflecting community priorities back to government and industry and articulating what good development looks like for the Shire.

Maintaining social cohesion throughout the NE REZ rollout is a central community focus, particularly given division experienced in other communities. Many residents feel delays and unclear communication around renewable energy projects have contributed to misinformation and distrust. By creating opportunities for respectful, open discussions informed by clear, fact-based information, Uralla Shire Council is working to build community trust and increase transparency.

> *'My hope is that the town looks back and is happy it went ahead, not divided by it.'* – **community member**

Social cohesion is also affected by the way land access agreements are negotiated. Many landholders have expressed concern about non-disclosure agreements (NDAs) that prevent neighbouring landholders from discussing commercial terms. This lack of transparency can heighten mistrust and cause friction between neighbours.

> *'NDAs should be outlawed. This would prevent so much conflict.'* – **community member**

Balancing inclusive, transparent engagement with commercial confidentiality requirements (NDAs), remains a challenge. To support open and equitable negotiations, the NSW Farmers Federation, with support from EnergyCo, has developed the NSW Renewable Energy Transmission Landholder Guide to help landholders navigate fair and equitable access agreements.

This section outlines the **strategies** and **key actions** community organisations, Council and project partners can take to support social cohesion. These include engaging the community as a long-term partner, fostering inclusion and shaping long-term outcomes that reflect local aspirations.

Strategy 1.1 Engage the community as a long-term partner

A key strategic action for achieving community cohesion is engaging the community as a long-term partner. This is centred on evidence-based timely information, and respect for landholders and local knowledge.

Actions to engage the community as a long-term partner (1.1)

Priority key	Ongoing	Now	Next	Later

	What needs to happen	Community & Partners	What Council can do	Priority
1.1.1	Improved community understanding of REZ activity in Uralla Shire and reduced misinformation.	Local media e.g. Wordsworth *(report verified information)* EnergyCo & RE Proponents *(project updates)* Universities & schools e.g. UNE *(independent research and public education)* Community advocates e.g. Community Power Agency *(facilitate information collation and sharing)*	• Maintain a dedicated REZ information page with plain-English summaries and FAQs. • Publish quarterly REZ activity updates summarising project status and known impacts. • Facilitate opportunities for community information sessions with relevant agencies and proponents.	
1.1.2	Fair, transparent and informed engagement between proponents and landholders.	RE Proponents & industry peak bodies *(primary engagement with landholders)* NSW Farmers Federation *(advisory support and advocacy)* Community advocates e.g. NSW Water and Energy Ombudsman *(independent information and education)*	• Promote the use of the Renewable Energy and Transmission Landholder guide • Share 'best practice' examples (e.g. landholder collectives) with industry and potential host landholder	
1.1.4	Ensure local knowledge informs REZ-related planning and delivery	Community members & local organisations e.g. Southern New England Landcare *(local knowledge and lived experience)* EnergyCo & proponents *(project design and delivery decisions)* State agencies *(statutory approvals and oversight)*	• Facilitate opportunities for local knowledge holders to participate in REZ coordination forums • Document key themes emerging from community discussions and share with relevant agencies and proponents.	
1.1.5	Reflect community priorities and concerns to government and industry	Community members *(provide input and local insight)* State agencies and industry *(decision-makers)*	• Track recurring local concerns and raise them in REZ coordination forums e.g. CoREM • Report back to the community on how local input has been represented.	

Strategy 1.2 Foster an inclusive community

Uralla Shire Council has a small population of 6,047, with 1.8 per cent unemployment and a growing number of people in retirement. As such, workers from outside the region will be needed to meet workforce requirements to construct the renewable energy generation, storage, batteries and transmission associated with the NE REZ.

> *'The influx of workers will change the nature of the community, unless there is an ability to integrate those folks into community life.'*
> – **community member**

It is anticipated 2,919 temporary workers are needed at the peak of construction in 2030.[9] This could increase the population of Uralla Shire by 48 per cent, changing the diversity and nature of the community. The community want to be proactive in welcoming workers to their community, sharing their values and engaging them in community life.

Actions to foster an inclusive community (1.2)

What needs to happen		Community & Partners	What Council can do	Priority
1.2.1	Support the integration of temporary workers and new residents into community life.	Employers and project developers *(workforce management and induction)* Local sporting clubs and community groups e.g. Uralla Tigers *(social connection and participation)* Chamber of Commerce / local businesses *(informal integration and daily interaction)* Volunteer and service organisations e.g. Rotary *(community events and support)* Schools and training providers *(education and youth engagement)*	• Work with employers and community groups to share information about local events, services and clubs. • Support community-led Welcome Program initiatives and social activities. • Promote pathways for new residents to connect with local organisations and events.	
1.2.2	Promote respectful behaviour and manage social impacts associated with REZ activity.	Employers and project developers *(workforce management and induction)* Workforce accommodation providers *(on-site management)* NSW Police *(law enforcement)* Local pubs & clubs *(responsible service environments)* Community members *(reporting concerns and modelling respectful behaviour)*	• Promote clear expectations of respectful conduct for workers and contractors operating in the Shire. • Clarify referral pathways and responsibilities for responding to antisocial behaviour. • Raise emerging social concerns through REZ coordination forums where relevant.	

Case study: Helping new workers become part of the community



RDA Northern Inland NSW staff support the Welcome Experience.
Source: RDA Northern Inland

As Uralla attracts more essential workers and project staff through the REZ, how people are welcomed will shape whether they stay, contribute and settle into the community.

The NSW Government's Welcome Experience, delivered locally by Regional Development Australia Northern Inland, supports people who have recently moved or are considering moving to Uralla, Armidale and Tamworth. It provides practical help with housing, schools, healthcare, jobs for partners and connections to local clubs and community groups. In its first month, more than 40 people across the three LGAs were already being supported.

Programs like this reduce the risk that incoming workers remain disconnected or place extra strain on services. By linking newcomers into schools, sport, volunteering and local business early, Uralla can turn workforce growth from the REZ into longer-term community strength rather than short-term disruption.

Strategy 1.3 Deliver real community benefit from REZ-related investment

To help offset the impacts of the NE REZ, EnergyCo has created a community and employment benefit program to support community-led projects, separate from landholder and neighbour payments made directly to property owners. Uralla Shire Council can also negotiate voluntary planning agreements with developers to secure funding for local initiatives.

The community is interested in pooling contributions from individual projects so investment can be directed toward long-term legacy outcomes that reflect local aspirations, rather than dispersed across one-off activities. Establishing open and transparent governance will build confidence in how funding decisions are made and ensure benefits are delivered in a fair and trusted way.

Actions to deliver real community benefit from REZ-related investment. (1.3)

	What needs to happen	Community & Partners	What Council can do	Priority
1.3.1	Transparent and trusted governance of community benefit arrangements.	EnergyCo *(benefit program administration)* RE proponents *(VPA and negotiated contributions)* NSW Department of Planning, Housing and Infrastructure *(statutory framework oversight)*	• Establish and maintain clear governance arrangements for community benefit funding. • Clearly communicate funding criteria and decision-making processes. • Report publicly on benefit allocation and outcomes.	

	What needs to happen	Community & Partners	What Council can do	Priority
1.3.2	Community benefit initiatives are financially and operationally sustainable.	EnergyCo *(program funding parameters)* RE proponents *(negotiated contributions)* Community Benefit Advisory Committee *(assessment and recommendations)* Service providers and Community organisations *(project delivery and ongoing management)*	• Develop financial and operational sustainability criteria for assessing proposals. • Consider lifecycle costs and ongoing maintenance obligations. • Avoid projects that create unfunded long-term liabilities.	
1.3.3	Investment delivers meaningful, long-term benefit aligned with community priorities.	Community Benefit Advisory Committee *(advice and prioritisation)* Neighbouring councils & Regional bodies *(strategic alignment and co-funding opportunities)* Community organisations *(project proposals and delivery)* EnergyCo *(program funding streams)* RE proponents *(VPA and in-kind contributions)* NSW Government e.g. Treasury *(co-investment opportunities)*	• Identify priority investment themes aligned with adopted strategies. • Seek opportunities to leverage benefit contributions toward catalytic or co-funded projects. • Consider both financial and in-kind contributions from Renewable Energy projects that deliver enduring value	

Focus Area 2: Protecting agriculture and biodiversity

As Uralla Shire navigates the development of the NE REZ land use and biodiversity have emerged as central concerns. How development is managed will shape both ecological health and the agricultural economy.

Outcome 2: Uralla Shire Council is protecting its biodiversity, farmland, and rural way of life - with any development shaped by care for the land.

Strategy 2.1 Protect and enhance agriculture

Agriculture is central to both the economy and identity of the New England region. The Northern Tablelands is widely recognised for its superfine merino and high-quality beef cattle, with generations of farming families managing mixed farms across the Uralla Shire Council. As the region plans for change, it is critical to support agricultural livelihoods to remain viable, alongside other emerging land uses.

Farmers in the council area expressed mixed views about hosting renewable energy infrastructure, some see it as an opportunity to diversify and/or gain a reliable income, others are concerned productive farmland will be lost and/or the visual amenity of the rural landscape will be marred. The Uralla Shire Council can provide formal comments to the Department of Planning, Housing and Infrastructure (DPHI) on the site, design and impact of renewable energy infrastructure projects through the Environmental Impact Statement planning process. However, the Council prefer to engage with developers early so community priorities are reflected in the design and development of the project.



New England is recognised for its superfine Merino and famous woolsheds, like, Deeargee Station.
Source: Bush Journal

Many practical concerns were raised about the impact of the construction phase on agricultural production, with significant numbers of truck movements impacting the condition of roads and blocking major highways carrying stock to market. Already, Council has provided feedback on transport routes, recommending alternatives to avoid local assets such as the avenue and bridge approaching Gostwyck Church.

With construction workers and machinery moving from property to property there are significant biosecurity risks. These, together with pest management issues, can be addressed through management practices that support good neighbour relationships between projects and landholders. These actions are outlined in the table below.

2.1 Actions to protect and enhance agriculture

	What needs to happen	Community & Partners	What Council can do	Priority
2.1.1	Renewable energy infrastructure is sited and designed to minimise impact on productive farmland and rural landscape character.	DPHI *(statutory approvals)* RE proponents *(site selection and design)* EnergyCo *(coordination)* Host landholders *(local agricultural knowledge)*	• Provide formal submissions on land capability, cumulative impact and landscape considerations. • Advocate for avoidance or mitigation of impacts on high-value productive land where feasible. • Identify and protect locally significant agricultural areas and landscape features.	
2.1.2	REZ development does not add to local weed or feral animal problems and, where possible, contributes to broader pest control efforts.	RE proponents *(project-level pest and biosecurity management)* Local Land Services *(regional expertise and program delivery)* Landholders/ farmers *(property-level management and local knowledge)* New England Regional Councils *(regional coordination)*	• Support weed and pest management plans for REZ developments that reflect local biosecurity priorities • Work with proponents and Local Land Services to coordinate weed and feral animal control activities. • Identify opportunities for REZ-related on-ground environmental management to contribute to regional pest control programs	
2.1.3	Construction traffic does not disrupt farm operations or rural access.	RE proponents *(construction logistics and funding of upgrades)* Transport for NSW *(state road approvals and OSOM access)* EnergyCo *(regional coordination)* Landholders *(property access and seasonal movements)*	• Provide input into preferred haulage routes and traffic management plans to protect agricultural movements and sensitive local assets. • Raise seasonal access issues. • Monitor impacts on rural road condition. • Advocate for strategic upgrades to rural roads and remediation where required.	

Case Studies: Local initiatives safeguarding land, water and agricultural livelihoods

Balala landholders working together



Farmers in Balala are working together to engage with developers and share their priorities.
Source: Cr Sarah Burrows

In the Balala area of Uralla Shire, neighbouring landholders formed a group to engage collectively with EnergyCo and a proposed wind farm developer, rather than negotiating one-by-one. By sharing information and using joint legal advice, they agreed on common priorities for how projects should be planned across their properties.

The landholder group includes farmers, some of whom are also council representatives and Rural Fire Service volunteers. All are hosts, or potential hosts, of infrastructure, and all are concerned about impacts on land, water, roads and the landscape. Working as a collective has allowed them to raise issues early, suggest alternative layouts, and push for clearer commitments on construction and environmental monitoring. It has also assisted with ensuring EnergyCo infrastructure is better placed for both the landholders and ease of construction. They say it has helped keep the community connected and reduced the risk of projects creating long-term division.

Investing in Uralla's fine wool future



ACEN and Sports Shearing teams at Uralla Show.
Source: ACEN

In early 2025, renewable energy developer ACEN Australia provided $65,000 to sponsor a new portable shearing facility at the Uralla Showgrounds. The modular yards will support training and competition for shearers and wool handlers and can be transported for use in other towns across the region.

Fine wool production is a cornerstone of the local economy, and this facility gives local and regional producers a permanent training resource. It also strengthens connections between agriculture, education and community events, with TAFE NSW and Australian Wool Innovation Limited welcoming the expanded capacity .By investing in a practical, locally relevant facility rather than one-off giveaways, this initiative shows how renewable energy investment can support skills development beyond construction, build regional capability and help sustain industries that are part of Uralla's identity.

Strategy 2.2 Protect and enhance biodiversity

There is strong community support for aligning climate and biodiversity goals, alongside concern that ecological risks are often understated when multiple projects proceed without coordinated oversight. There are calls for stronger safeguards and better recognition of local ecological knowledge.

> *'We want to see that, at the end of this renewable energy rollout, the environment is in a better place than before.'* – **community member**

During engagement, community members were keen to share on-ground biodiversity insights to guide project siting, offset planning and long-term monitoring. With expertise from the University of New England, local ecological consultants and an active landcare network, the region has substantial knowledge to help avoid unnecessary tree clearing, habitat loss and disruption of wildlife corridors. The Biodiversity Reference Group – convened by the Community Power Agency and the University of New England – provides a forum for these experts to collaborate and share information with EnergyCo.

Many community members also highlighted opportunities to enhance native vegetation and wildlife corridors through strategic use of biodiversity offsets. The New England Landcare network is prepared to help coordinate landholder involvement, but there is concern that the NSW Government's new process for managing offsets under strategic offset delivery agreements may not fully engage local networks. Involving these groups will help identify landholders willing to undertake conservation work and protect local species and ecological communities.

Four core actions have been identified to protect and enhance the natural environment; these are outlined in the table below.

Actions to protect and enhance biodiversity (2.2)

	What needs to happen	Community & Partners	What Council can do	Priority
2.2.1	Renewable Energy Zone projects are planned and coordinated so that important habitat and wildlife corridors are not broken up across the landscape.	DCCEEW *(biodiversity policy oversight and offset obligation)* EnergyCo *(regional coordination)* RE proponents *(site design and offset obligations)* NE REZ Biodiversity Reference Group *(local ecological expertise)* DPHI *(statutory approval and offset framework)*	• Advocate for regional or bioregional approaches to biodiversity planning • Advocate for avoidance of high-value habitat and wildlife corridors	
2.2.2	Local landholder experience and local ecological expertise inform REZ planning, biodiversity offset design, and ongoing monitoring.	NE REZ Biodiversity Reference Group *(local ecological expertise)* Universities and research organisations *(research and monitoring)* Local ecological consultants *(technical expertise)* New England Landcare Network *(landholder coordination and expertise)* Anaiwan cultural knowledge holders	• Support information-sharing between proponents and local ecological experts (e.g. NE REZ Biodiversity Reference Group). • Encourage early engagement with local knowledge holders in project planning. • Strengthen Council's access to locally held ecological information to inform our own policies and practices, and our EIS submissions.	
2.2.3	Biodiversity offset investment supports lasting improvements to local habitat and ecological connectivity.	DCCEEW *(biodiversity policy oversight and offset obligations)* EnergyCo *(regional coordination)* Biodiversity Reference Group *(local ecological expertise)* Universities and research organisations *(research and monitoring)* Local ecological consultants *(technical expertise)* New England Landcare Network *(landholder coordination and expertise)* Anaiwan cultural knowledge holders	• Advocate for biodiversity offsets that deliver measurable local ecological benefit. • Support the identification of biodiversity offset sites within Uralla Shire. • Seek alignment between offset investment and regional biodiversity priorities.	

Case Study: Local ecological knowledge as an asset for project planning



Balala Brushgrove Landcare Group conduct landholders walk.
Source: Southern New England Landcare (SNEL)

Across Uralla and the wider Southern New England region, many landholders and community groups have spent decades restoring farmland and bushland, protecting waterways and rebuilding wildlife corridors. This has created deep local knowledge about how landscapes function and how land use can support or undermine biodiversity.

One example is Southern New England Landcare, a long-standing community network spanning Walcha, Armidale, Uralla and the high elevation portions of Tamworth local government areas. For more than 34 years, its members have led work on vegetation, soil and water management in areas now affected by renewable energy proposals.

As projects have emerged, Landcare members have been approached by neighbours and developers for advice on koalas, microbats, water flows and habitat connectivity. Bringing this local knowledge into earlier, better resourced and more participatory planning would lead to stronger, more nature positive outcomes.

Focus Area 3: Infrastructure

To meet the requirements of the NE REZ, investment is needed across housing, water security, road upgrades, waste management and telecommunications. With coordinated planning, these investments can deliver long-term benefits for the community.

EnergyCo commissioned five major infrastructure studies covering workforce accommodation, water and wastewater, waste and circular economy, as well as local supply chains and training and skills. Released in December 2025, these studies assess the infrastructure needs for the development and operation of the NE REZ against the region's current capacity. The findings reinforce community views that existing infrastructure and essential services do not have the capacity to support the scale of development associated with the NE REZ. And that any investment in local infrastructure must be designed to meet the short-term needs of developers and the long-term needs of the Uralla Shire.

Uralla Shire Council is already working closely with EnergyCo and the five other NE REZ councils to identify and address infrastructure constraints. Council is also developing a long-term Growth Management Strategy to guide future land use.

Outcome 3: Infrastructure, including roads, housing, water and waste services, support community growth and daily life, protecting affordability, safety, local character, and environmental resilience.

This section outlines additional requirements for housing, water, waste management and telecommunications, and shows how early, coordinated planning can address existing constraints and deliver lasting benefits – beginning with the essential strategy of aligning infrastructure planning across stakeholders.

Strategy 3.1 Coordinate and leverage infrastructure planning and investment

Effective coordination across government, industry and service providers will ensure infrastructure upgrades are planned in the right locations and sequenced at the right time. This avoids duplication, manages cumulative impacts and creates the foundations for long-term community benefit.



Coordinating infrastructure upgrades and development can provide lasting benefits for community, such as new transport routes and improved roads.
Source: Uralla Shire Council

Actions to Coordinate and leverage infrastructure planning and investment (3.1)

	What needs to happen	Community & Partners	What Council can do	Priority
3.1.1	Enabling infrastructure (water, wastewater, roads, waste) is delivered in advance of or in parallel with peak construction.	EnergyCo *(regional REZ coordination and infrastructure interface)* Transport for NSW (TfNSW) *(state road approvals and OSOM access)* Neighbouring councils *(cross-boundary infrastructure planning)* Regulators e.g. NHVR, EPA *(statutory approvals and compliance oversight)* RE Proponents *(project-driven infrastructure demand and funding)* DCCEEW (water, *environmental and biodiversity policy oversight)* WaterNSW *(bulk water planning and approvals)*	• Participate actively in coordination forums and identify gaps in responsibility or sequencing. • Convene relevant parties where coordination gaps are identified. • Clarify access arrangements for key local road corridors and, where appropriate, assume ownership. • Identify and raise risks where infrastructure delivery lags development approvals or construction timelines • Identify the cost to Council of necessary infrastructure upgrades and advocate for these to be offset. • Share information on infrastructure capacity constraints and forward works programs.	
3.1.2	REZ-related infrastructure investment leaves the region better serviced than before construction began.	EnergyCo *(REZ infrastructure coordination and funding interface)* TfNSW *(state transport network planning and upgrades)* Neighbouring councils *(regional alignment and shared-use opportunities)* RE Proponents *(capital investment and upgrade delivery)*	• Put forward clear priority projects (e.g. road upgrades, servicing capacity, housing-enabling infrastructure) • Seek to align REZ-triggered upgrades with adopted Council strategies and infrastructure plans to avoid one-off or stranded investments. • Facilitate and support shared-use, co-investment or transitional design approaches (where feasible). • Participate in regional negotiations to secure funding for enabling water infrastructure.	

Strategy 3.2 Maintain and improve housing availability and affordability

The NE REZ presents an opportunity to address the current shortfall in mixed housing options across the Shire, while meeting the accommodation needs of a growing workforce.

The Workforce accommodation study anticipates increased demand as renewable energy construction and operation reshape population and workforce patterns. Temporary workforce accommodation will be required for between 1500 to 3000 workers at the peak of construction, and an estimated 240 additional homes will be needed for ongoing roles.[10] (REMPLAN, 2024)

The community has expressed strong concern about the lack of capacity to absorb incoming workers. Housing supply is already tight, with limited diversity in dwelling types contributing to affordability pressures. Rental increases experienced during Stage 1 of the New England Solar Farm could continue if housing needs are not proactively planned for as part of the NE REZ.

> *'Where is the temporary workforce going to live? Housing availability [is low], rental prices [are] increasing, additional people will place a strain on the existing housing stock.'* – **community member**

Council has completed a Local Housing Strategy 2025-2045 to address this issue and is working with developers to determine new accommodation options that reflect the heritage character of the area while addressing current capacity constraints and delivering legacy benefits.

Case studies: Maintaining and improving housing in the region

Local modular home builder allows for quick and versatile construction



Temporary workers accommodation could provide more mixed housing options for residents.
Source: Uniplan Website

One practical way to reduce pressure on housing during construction is to use high quality modular buildings that can be installed quickly and with less disruption than conventional builds.

Uniplan Group is an Australian owned modular builder based in Armidale. They market a 'Made for your farm' range aimed at worker accommodation, built off site and able to be on site in under three months, including options like cabins and motel style units.

For regions facing short, sharp workforce spikes, models like this can help create additional rooms quickly. The key question for councils and proponents would then be what happens next: whether units can be retained locally and converted into longer term housing or community uses, depending on design, approvals, and the commercial arrangements.

The Uralla Shire Council has conducted a Local Housing Strategy to identify long term housing needs and how temporary workers accommodation could address the shortfall in mixed housing options.

Actions to maintain and improve housing availability and affordability (3.2)

	What needs to happen	Community & Partners	What Council can do	Priority
3.2.1	Sufficient zoned and serviced land is available to support long-term housing growth	Private landowners / developers *(land release and housing delivery)* Local builders and construction firms *(delivery capacity)* NSW Government e.g. DPHI *(funding programs and planning frameworks)* Essential Energy *(servicing capacity and approvals)* Financial institutions / investors *(development feasibility and finance)*	• Implement Local Housing Strategy and (forthcoming) Growth Management Strategy • Develop forward capital works program to determine required infrastructure servicing capacity • Advocate for appropriate headworks funding mechanisms. • Develop and apply Developer Servicing Plans.	
3.2.2	Temporary workforce accommodation is delivered in line with construction demand and does not displace local housing supply	EnergyCo *(regional coordination of workforce demand)* RE Proponents *(construction workforce planning and funding)* Accommodation providers *(supply and operation)* Landowners *(potential sites)* Neighbouring councils *(spillover workforce accommodation)*	• Identify preferred workforce camp locations aligned with long-term growth areas. • Work with EnergyCo and proponents to coordinate shared accommodation delivery. • Connect potential accommodation providers with private landholders of preferred sites. • Ensure temporary accommodation proposals consider legacy reuse where feasible.	
	Existing housing and accommodation stock is used efficiently, and innovative housing models are embraced	Property owners (hotels, caravan parks, vacant dwellings) *(underutilised stock)* Community housing providers *(affordable housing delivery)* Developers / social impact investors *(innovative models)* Local community organisations *(identify local need and partnerships)* Other regional councils & networks e.g. Rural Housing Alliance *(shared learning on innovative approaches)*	• Identify underutilised accommodation and facilitate connections between owners and potential investors. • Explore innovative housing delivery models suitable for small regional markets - identify what's worked in other places and could be adapted for Uralla.	

First Nations housing in Uralla

In Uralla, MOYCH is an Aboriginal community housing organisation that has been operating since the late 1980s. Run entirely by local volunteers, it is one of the few Aboriginal organisations in the region registered to hold and manage housing on behalf of Aboriginal families.

MOYCH is currently developing 11 new seniors' homes and planning further family housing in response to rising rents that are pushing local Aboriginal families out of town. It is also working in partnership with the Anaiwan Aboriginal Corporation to strengthen governance and plan for the next ten years.

Local leaders say stable, community-owned housing is essential if Uralla is to retain families, support Elders and ensure local people can benefit from future development rather than being displaced by it.

Strategy 3.3 Improve water security

Water security is a foundational issue for the Shire. Recent drought conditions demonstrated the vulnerability of the Kentucky Creek and Gwydir River supply schemes, with potable water required to be trucked into Uralla during the 2017–2019 drought. Council currently supplies approximately 5 ML/day of potable water to Uralla and Bundarra. This system has limited resilience under sustained peak demand or prolonged dry conditions.

Council is preparing an Integrated Water Cycle Management Strategy (IWCM) to address existing supply and wastewater system constraints and to identify long-term, resilient solutions for both towns. This work responds to known system vulnerabilities and is required regardless of REZ development.



Water security is essential for communities, agriculture and new development.
Source: Uralla Shire Council

The New England Renewable Energy Zone (NE REZ) introduces a further layer of cumulative demand during the construction phase. EnergyCo's Water and Wastewater Security Study indicates that construction-related water demand — largely driven by concrete production and associated civil works — could increase demand in the Uralla LGA by up to 379% at the projected 2030 peak (approximately 27–28 ML/day).

Water demand for NE REZ construction

Year	2027	2028	2029	2030	2031	2032	2033
ML/d	0.4	1.7	19.9	27.8	26.5	12.1	10.3

Uralla LGA Summary of change in annual water demand (potable and non-potable) between the base case and NE REZ development case, by year (ML/d)[11]

While this demand is temporary in duration, it is intense in magnitude. Without careful sequencing and enabling infrastructure, peak construction demand risks exceeding both supply and treatment capacity, with implications for households, agriculture and essential services.

Improving water security in the context of the REZ therefore requires alignment between project staging and infrastructure delivery, alongside continued regional collaboration to identify and fund sustainable, long-term solutions.

Water security is both a community priority in its own right and a critical enabling condition for REZ delivery.

Actions to improve water security (3.3)

What needs to happen		Community & Partners	What Council can do	Priority
3.3.1	Water supply and sewerage treatment capacity are sufficient to meet cumulative REZ construction demand without compromising households, agriculture, essential services or nature.	EnergyCo (regional demand modelling and staging coordination) RE proponents (project-level water demand and batching logistics) NSW Government / DPHI (infrastructure funding and sequencing oversight) Regional councils (shared supply planning where relevant)	• Clearly articulate drought vulnerability, local supply and treatment capacity limits in REZ coordination forums and submissions. • Seek transparent, project-level water demand profiles, including peak timing and batching assumptions. • Advocate for supply upgrades or alternative sourcing arrangements to be in place ahead of peak construction demand.	
3.3.2	Construction water use is planned and staged to reflect local system constraints.	RE Proponents (water sourcing and batching decisions) EnergyCo (regional coordination) DPHI (conditions of development consent) DCCEEW/ Water NSW (capacity support and planning) NSW Natural Resources Access Regulator (regulatory oversight)	• Encourage proponents to confirm concrete volumes, batching methods and water quality requirements early in project design. • Advocate for the use of less water intensive designs (e.g. wind turbine footings), non-potable and/or alternative water sources where feasible and safe. • Raise risks where project staging assumptions do not align with known system constraints.	

Strategy 3.4 Manage waste and recover resources

Construction activity associated with the NE REZ is expected to generate significant volumes of waste, including spoil, packaging, steel, concrete, timber and other construction materials. EnergyCo's Waste Management and Circular Economy Study confirms that construction waste will increase markedly during peak activity periods and that existing landfill capacity across the region is limited.

Several local landfills are nearing or exceeding their licensed capacity. Without coordinated planning, increased waste volumes risk accelerating landfill exhaustion, increasing transport distances for disposal, and placing additional financial and regulatory pressure on councils.

At the same time, the scale of projected construction waste presents an opportunity to embed circular economy principles from the outset. With appropriate planning, large volumes of construction materials can be diverted from landfill through reuse, recycling and recovery. New or expanded material recovery facilities will likely be required, along with clearly identified pathways for managing non-recyclable waste.

Council is working with regional partners and universities to explore resource recovery and circular economy options, alongside investigating longer-term landfill solutions where required. Managing waste in the context of the REZ means ensuring sufficient disposal pathways exist, maximising recovery opportunities, and clarifying responsibilities early.

Actions to manage waste and recover resources (3.4)

	What needs to happen	Community & Partners	What Council can do	Priority
3.4.1	Construction waste volumes are coordinated regionally to avoid overwhelming local landfill capacity	EnergyCo (regional coordination and aggregation of project waste forecasts) RE Proponents (project-level waste generation and logistics decisions) Regional Councils (landfill operators and capacity managers) NSW EPA (licensing and compliance oversight)	• Clearly communicate local landfill capacity limits in REZ coordination forums. • Seek transparent project-level waste forecasts, including peak construction volumes and disposal pathways. • Participate in regional coordination of waste logistics to avoid unmanaged cumulative impacts.	
3.4.2	Appropriate resource recovery and disposal infrastructure is identified and planned ahead of peak construction activity.	Regional Councils (waste planning and infrastructure investment) Resource Recovery Operators (delivery of material recovery facilities) NSW EPA (approvals and licensing) Universities (technical modelling and circular economy research)	• Explore opportunities for new or expanded material recovery facilities in partnership with regional councils and universities. • Investigate long-term landfill options, including repurposing suitable former sites, subject to feasibility. • Align REZ waste planning with adopted regional waste strategies.	

What needs to happen		Community & Partners	What Council can do	Priority
		Peak industry bodies (e.g. Circular PV Alliance, product stewardship schemes) (end-of-life system design and recycling pathways) NSW Government (capital funding pathways)		
3.4.3	Construction waste is managed in line with clear recovery, recycling and site rehabilitation obligations.	RE Proponents (implementation and contractor oversight) DPHI (conditions of approval and compliance settings) NSW EPA (regulatory enforcement) Regional Councils (local waste system interface) Peak industry bodies / stewardship schemes (recycling standards and product pathways)	• Seek robust waste management and recycling requirements in project approvals. • Encourage proponents to prioritise reuse and recycling of construction materials where feasible. • Monitor and raise concerns where site clean-up and disposal obligations are unclear.	

Strategy 3.5 Improve access to affordable energy and telecommunications

While substantial investment is planned for transmission infrastructure to support the NE REZ, complementary investment in local energy distribution can unlock new commercial and industrial opportunities for the Shire.

The transition also presents an opportunity to improve telecommunications infrastructure. Reliable connectivity is essential for construction activities and for the ongoing monitoring and operation of wind and solar farms.

Actions to improve access to affordable energy and telecommunications (3.5)

	What needs to happen	Community & Partners	What Council can do	Priority
3.5.1	Local energy distribution capacity supports new housing, industry and community facilities.	Essential Energy (distribution network planning and upgrades) Large energy users / industry (demand drivers and co-investment potential) RE proponents (embedded generation and local supply opportunities)	• Share growth forecasts and strategic land use plans with network providers. • Advocate for capacity upgrades aligned with planned housing and employment land. • Explore opportunities for local energy initiatives (e.g. embedded networks, community energy) where feasible.	
3.5.2	Mobile and broadband coverage supports construction activity, business growth and community resilience.	Telecommunications providers (network rollout and upgrades) NBN Co (fixed broadband infrastructure) NSW Government / Commonwealth (blackspot funding programs) RE proponents (connectivity infrastructure)	• Coordinate with proponents to ensure temporary construction connectivity can support broader community benefit where feasible.	

Focus Area 4: Local economy, business and innovation

The community is enthusiastic about the economic opportunities the NE REZ will bring to the local economy, business and innovation.

EnergyCo's local supply chain study identified potential opportunities across construction services, plant and equipment, cement and concrete materials, road aggregates, steel fabrication, warehousing and storage, transportation, catering, cleaning and hospitality[12].

While many of these industries are expected to be serviced through Armidale and Tamworth, Uralla Shire will be the hub for workforce accommodation. This means the bulk of catering, cleaning and hospitality services will be required locally. Local businesses have expressed strong interest in tendering for this work but will need support to scale and meet procurement requirements.[13]

The community is also keen to capture the economic benefits associated with the influx of workers. Council's 'buy local' initiative, where participating stores accept 'Uralla Bucks', is seen as an effective way to support local spending. Some community members would like to see developers provide 'Uralla Bucks' to workers to encourage them to shop locally.



Buy local with Uralla Bucks.
Source: The Next Economy

'We want companies and workers to buy locally as much as possible; we want workers to shop at Foodworks and drink at the local pubs.'
– **community member**

At the same time, the community has expressed concern about a potential boom-and-bust cycle. Many fear that commercial rent increases during construction could push out local businesses or repeat the fly-in fly-out patterns seen in mining regions.

'There is no reason why Uralla Shire has to repeat the FIFO mistakes of the mining boom.' – **community member**

Overall, residents want to maintain the unique character of the local economy, with its strong base of independent, family-owned businesses.

Outcome 4. Diverse, locally owned and innovative economy, with thriving main-street businesses, new industries and career pathways, and an affordable cost of living and doing business.

The following sections outline actions to support local procurement and strengthen the competitiveness and resilience of Uralla's local businesses.

Strategy 4.1 Maximise local economic participation in REZ delivery

The NE REZ presents significant opportunities for Uralla Shire businesses. To ensure benefits flow locally, businesses need early visibility of procurement pipelines, accessible pathways to engage with contractors, and practical support to participate. Maximising local economic participation will help translate construction activity into tangible benefits for the Shire.

Actions to maximise local economic participation in REZ delivery (4.1)

	What needs to happen	Community & Partners	What Council can do	Priority
4.1.1	Local businesses have early visibility of REZ procurement pipelines.	RE Proponents (project-level procurement schedules) Tier 1 Contractors (forward work packages and subcontracting timelines) Local Business Networks / Chamber (information dissemination to members)	• Participate in the New England Skills and Workforce Working Group • Request and share forward procurement information from proponents where available. • Support local procurement briefings	
4.1.2	Procurement processes and support pathways enable local businesses to participate in REZ supply chains.	Department of Primary Industry and Regional Development (DPIRD)/ Regional Development Australia (RDA) (business advisory and capability programs) RE Proponents and Tier 1 Contractors (work packaging and supplier selection) Industry Capability Network (ICN) (supplier matching and capability registers) Local Businesses (tender participation and compliance readiness)	• Connect local businesses with Industry Capability Network and relevant state business advisory services. • Facilitate introductions between local suppliers and major contractors.	
4.1.3	REZ workforce spending supports local businesses.	Workforce Accommodation Providers (on-site services and worker engagement) RE Proponents (workforce policies and incentives) Local Retailers and Hospitality Operators (service delivery) Business Networks (collective promotion initiatives)	• Promote voluntary initiatives that encourage local spending (e.g. participation in Uralla Bucks). • Work with workforce accommodation providers to connect workers with local businesses. • Support campaigns that highlight local retail and hospitality offerings during peak construction periods.	



The community are keen to support a thriving local economy.
Source: Uralla Shire Council

Strategy 4.2 Strengthen the resilience and long-term diversity of the local economy To capture the full economic benefits of the NE REZ, local businesses need the capability and confidence to scale in line with construction demand. Other regions such as the Central West Orana have demonstrated that innovative business models can enable scaling without overextending – for example, tyre fitters establishing mobile fleet-service workshops rather than expanding fixed premises.

To scale sustainably and avoid boom-and-bust effects, businesses need strong commercial foundations, including a clear understanding of their value proposition and the risks associated with growth. RDA Northern Inland, for example, provides business support services that help develop capable, resilient and adaptable local businesses.

The following actions aim to strengthen local business competitiveness and prepare the Shire for long-term economic success.

Actions to Strengthen the resilience and long-term diversity of the local economy (4.2)

	What needs to happen	Community & Partners	What Council can do	Priority
4.2.1	Local businesses scale flexibly during construction without overextending or creating long-term vulnerability.	RDA Northern Inland / DPIRD (small business programs) Local Business Networks / Chamber (peer support and intelligence)	• Provide timely and accurate pre-lodgement advice on proposals for use and development • Connect businesses with financial, legal and advisory services. • Share information about projected construction timelines to support realistic business planning.	

	What needs to happen	Community & Partners	What Council can do	Priority
4.2.2	REZ-related commercial growth strengthens rather than distorts the long-term stability of the local economy.	Commercial property owners and real estate agents (rental market influence) RE proponents (office siting and workforce models)	• Monitor commercial vacancy and rental pressures. • Ensure planning controls provide appropriate commercial and light industrial capacity. • Encourage co-location of RE offices, and/or location in areas that do not compete with main street trading • Advocate Accommodation and Employment Strategies (AES) that support local participation, without white-anting existing business (e.g. training school-leavers) as part of the EIS process	

Focus Area 5: Jobs, skills and training

The NE REZ development creates a significant opportunity to invest in training pathways that encourage more school leavers and younger residents to stay in the region.

Uralla Shire has a small population with a growing number of retirees. A large proportion of working-aged people have left the region to pursue careers elsewhere. There is a strong cohort of 15 to 19-year-olds who could be encouraged to remain in the area by engaging them in trades and roles linked to renewable energy development, supported by effective school-to-work pathways.[14]

> *'While the industry is booming and money is flowing, there's a real opportunity to invest in local kids – not just the apprentices companies need today, but a future workforce. If they're already training their own, why not widen the net? That's how you win hearts and leave something behind.'* – **community member**

Outcome: Stable, meaningful jobs supported by accessible local training pathways – creating opportunities for young people to stay in the community and benefit directly from renewable energy growth.

Strategy 5.1 Develop a skilled workforce



Training facilities in the region will provide opportunities for local young people.
Source: Simon Scott, Backtrack

EnergyCo's Training and skills study highlighted the region's existing strength in education and training. Multiple TAFE campuses and training providers support the development of the NE REZ, with Armidale TAFE focusing on construction and carpentry, and Tamworth TAFE offering specialist electrical training. Council is also aware of Essential Energy's plans to establish a training academy in Tamworth.

These training pathways offer substantial opportunities for local young people. However, community members identified several systemic barriers that limit participation in training and work. Lack of transport, driver licences and access to a vehicle can make training and employment difficult to access. Culturally appropriate mentoring programs such as those delivered by Steven Ahoy and Backtrack (see the case study, below) demonstrate the significant outcomes possible when young people are supported to build skills and gain accreditation.

The New England REZ workforce and skills group, coordinated by the Department of Primary Industries and Regional Development (DPIRD), is bringing together industry, government and training organisations to improve local employment and training outcomes. Actions proposed by the community and Uralla Shire Council for consideration by the workforce and skills group and other core organisations are outlined in the table below.

Actions to develop a skilled workforce (5.1)

	What needs to happen	Community & Partners	What Council can do	Priority
5.1.1	Workforce development is coordinated across industry, training providers and government.	DPIRD (REZ Workforce & Skills Group) (regional coordination and industry interface) EnergyCo / RE proponents (workforce forecasts and training needs) TAFE NSW & training providers (course delivery and accreditation) Local schools (school-to-work transition pathways)	• Participate in and contribute local intelligence to the New England REZ Workforce and Skills Group. • Share projected workforce demand information with local schools and training providers. • Advocate for alignment between REZ construction schedules and regional training delivery.	
5.1.2	Young people have accessible pathways from school to accredited training and apprenticeships. (white cards & first aid, computer skills through to apprenticeships)	Local secondary schools (career guidance and VET pathways) TAFE NSW / RTOs (delivery of accredited training) Essential Energy / RE proponents (apprenticeships and traineeships) Group Training Organisations (apprenticeship management and placements)	• Facilitate connections between local schools, training providers and RE proponents. • Promote apprenticeship and traineeship opportunities linked to REZ delivery, including within Council. • Support local careers events and industry exposure programs.	
5.1.3	Job readiness and foundation skills support are available to those who need them.	TAFE NSW (foundation skills programs) Employment services providers (job readiness and mentoring) Community organisations (localised support delivery)	• Connect local job seekers with relevant employment and mentoring services. • Support partnerships with organisations delivering culturally appropriate mentoring programs.	
5.1.4	Practical barriers to training and employment (e.g. transport, licences) are reduced.	Developers / major contractors (site access requirements and scheduling) Employment services providers (licence and transport assistance programs) Transport providers / community transport services (access to training locations)	• Explore opportunities to align community transport services with training needs. • Incorporate employment access considerations into broader community planning.	

	What needs to happen	Community & Partners	What Council can do	Priority
5.1.5	First Nations training and employment pathways are culturally appropriate and locally led.	Local First Nations leaders and organisations (community leadership and cultural guidance) RE proponents / EnergyCo (employment targets and program design) Mentoring organisations (e.g. BackTrack-style programs) (supported pathways)	• Engage local First Nations leaders in workforce planning discussions. • Encourage RE proponents to work with locally trusted mentoring organisations.	

Case studies: Locals leading skilled workforce growth

Cultural heritage, jobs and training through local leadership: Steven Ahoy



Taking a break from learning new fencing skills.
Source: Backtrack

In Uralla and across the surrounding region, local Aboriginal cultural heritage practitioners are working on the ground as renewable energy projects take shape. Steven Ahoy, a local Anaiwan man, carries out cultural heritage assessments for multiple solar, wind and transmission projects and manages a heritage maintenance crew at an operating solar farm. He has also helped set up an Aboriginal work crew that employs both Indigenous and non-Indigenous people.

Through this work, local people are being trained in site management, monitoring and heritage protection, while also linking into university biodiversity research and school based cultural education. Steven points to the heavy reliance on FIFO labour during construction, despite strong local interest from people in Uralla, Armidale and surrounding towns.

Earlier engagement, local recruitment and clear training pathways could turn renewable energy projects into long-term jobs in heritage management, land care and cultural tourism, rather than short-term construction work that leaves little behind

Keeping young people connected in New England: BackTrack

Across the Northern Tablelands, BackTrack works with young people who are dealing with school disengagement, housing instability, trauma and contact with the justice system. Based in Armidale, the organisation provides a mix of youth work, training, accommodation and employment pathways, wrapped around long-term relationships rather than short programmes.

BackTrack's approach is built around belonging, practical skills, independence and giving back. Young people are not pushed out when things go wrong, they are supported to keep turning up and building confidence through work, learning and community life. As the REZ brings new workers and more pressure on housing, transport and families, services like BackTrack become even more important. Community benefit funding and local procurement linked to renewable energy projects could help strengthen youth services, training pathways and safe spaces for young people, so the social side of the transition keeps pace with the physical build.

Focus Area 6: Community health and safety

There is widespread agreement that health and community services are not keeping pace with current needs let alone the growth expected with the NE REZ. Community members consistently stressed that health, aged care, and wellbeing should be central to REZ-related community investment – not an afterthought.

> *'We want projects to bring services that stay.'* – **community member**

Through engagement activities, the community repeatedly identified opportunities to develop innovative health-service models that can meet the needs of both residents and temporary workers, while leaving a legacy. This is reflected in the outcome and actions below.

Outcome 6: Reliable, well-resourced health, aged-care and community services that keep pace with a growing and changing population, with development actively supporting local wellbeing, safety and emergency readiness.

Health and safety emerged as core priorities for the community.

Strategy 6.1 Improve access to GP and allied health services

Armidale provides essential hospital and specialist services; however, access to local GP and allied health services is already constrained, with most practices unable to accept new patients. Peak NE REZ construction is expected to bring up to 3,000 workers to the Shire, placing additional pressure on primary care, mental health and community services.

The community has been clear that health and wellbeing must be central to REZ-related planning and investment. There is interest in exploring innovative service delivery models — including mobile and co-funded practitioner arrangements — that meet the needs of both residents and temporary workers while strengthening long-term local capacity.

The following actions focus on improving access, expanding capacity and ensuring that REZ growth contributes to enduring health outcomes.



Health transport supports local residents to get to medical appointments.
Source: The Next Economy

Actions to improve access to GP and allied health services (6.1)

	What needs to happen	Community & Partners	What Council can do	Priority
6.1.1	Local health workforce capacity is strengthened to meet increased demand.	NSW Health / Hunter New England Health (workforce planning and service delivery) Primary Health Network (PHN) (GP attraction and coordination) EnergyCo / RE proponents (peak workforce forecasts and potential co-funding) Local health providers (service delivery) UNE (training and accreditation)	• Advocate for additional GP and allied health positions aligned with REZ peak demand. • Raise workforce pressures through REZ coordination forums. • Support attraction initiatives that position Uralla as a desirable place for health professionals.	
6.1.2	Innovative service delivery models expand access to GP and allied health services.	Hunter New England Health (clinical oversight and service integration) NSW Health (funding and program settings) RE proponents (temporary co-funding or shared service models) Private providers / mobile health services (delivery mechanisms)	• Explore partnership models where developers contribute to expanded service delivery during peak construction. • Facilitate discussions between NSW Health, Hunter New England Health and proponents. • Support feasibility investigations for mobile or shared health hub models.	
6.1.3	Health and community support services (including mental health, drug and alcohol) keep pace with population growth.	NSW Health (mental health and drug & alcohol services) Community service providers (local support delivery) EnergyCo / proponents (accommodation and workforce management interface) NSW Police (where relevant to safety impacts)	• Advocate for increased mental health, drug and alcohol support services during construction. • Monitor service demand and escalate risks early. • Encourage inclusion of community wellbeing commitments within accommodation and employment strategies.	

Strategy 6.2 Maintain a safe community environment

Many community members raised concerns about social disruption and safety risks associated with the large influx of male construction workers. Although three police officers are now permanently based in the region, Council is keen for developers to implement clear behavioural expectations for workers and ensure strong management of any antisocial behaviour.



A local police presence supports community safety.
Source: The Next Economy

During the construction of the New England Solar Farm, the developer, ACEN, responded quickly to antisocial incidents, helping to maintain cohesion among workers and with the broader community. This model is seen as a useful precedent for future projects.

A lack of recreational options was also identified as a concern, with the community wanting to create alternatives to the pub and gambling-focused activities.

Two key actions aim to maintain a safe and welcoming community environment.

Actions to maintain a safe community environment (6.2)

	What needs to happen	Community & Partners	What Council can do	Priority
6.2.1	Policing and incident response capacity keeps pace with increased population and activity.	NSW Police (law enforcement and incident response) NSW Ambulance (medical emergency response capacity) NSW Fire and Rescue / RFS (fire and emergency response preparedness) Local Emergency Management Committee (LEMC) (cross-agency coordination and emergency planning) RE Proponents and major contractors (workforce management and site-based controls)	• Advocate for policing and enforcement capacity aligned with peak workforce numbers. • Maintain direct communication channels with NSW Police and proponents during construction. • Monitor and escalate emerging safety concerns early.	

What needs to happen		Community & Partners	What Council can do	Priority
6.2.2	Recreational and community activities provide positive alternatives to pokies and pubs during peak construction	Local sporting and community clubs (activity delivery) Developers / accommodation providers (promotion and participation support) Community organisations (program coordination)	• Partner with local sporting and community organisations to scale inclusive activities. • Support funding applications for temporary event programming during peak construction. • Encourage workforce accommodation providers to promote participation in local activities	

Case Study: New England Family Support Services

Vital behind the scenes community support: New England Family Support Services

New England Family Support Service runs neighbourhood centres in Uralla and Walcha that support people dealing with housing stress, family breakdown, mental health, domestic violence and financial crisis. For many, it is the first place they go when they need help navigating services or finding safe support. The service already works with people facing acute housing and wellbeing pressures. As the REZ brings a large construction workforce into the region, demand on rentals, health care, ambulances and community services is likely to rise, as seen in mining regions with FIFO and DIDO workforces.

Linking community benefit funding to services like this would help Uralla keep pace with change, rather than being left to absorb the social impacts on its own.

Conclusion

Uralla Shire is preparing for a period of significant change as the NE REZ is developed. This Plan reflects community priorities and desire to ensure development strengthens community life, supports local livelihoods and protects the Shire's rural character. It provides a shared framework for Council, government, industry and the community to work together, ensuring impacts are managed fairly, benefits are long-lasting and decisions reflect what people across the Shire value most.

Council is engaging proactively to ensure community priorities are heard by government and industry. Through ongoing dialogue, formal advocacy and transparent communication, Council is reflecting community values back into project design, infrastructure sequencing and benefit arrangements so local knowledge helps shape decisions on the ground.

Implementation is underway. Council has already begun collaborating with EnergyCo and neighbouring councils, progressed work on long-term water solutions and identified options for workforce accommodation that can transition into permanent homes. These early actions show the Shire's commitment to moving from reactive responses to coordinated, place-based planning.

Alongside the community, Council will continue working closely with all levels of government, including EnergyCo, developers and neighbouring Councils to address existing and emerging infrastructure constraints early and plan for the long-term benefit of the Shire and its residents. This includes progressing priority actions in housing, water scarcity, waste and recycling, local jobs, health services and community cohesion. Further work will be staged as development progresses.

The success of this Plan relies on the collective effort of many stakeholders, including EnergyCo, developers and all levels of government. Uralla Shire Council sincerely thanks everyone who contributed their time, knowledge and lived experience throughout the REAP development process, and those who will continue to shape what comes next as this new era of development continues.

What comes next is an opportunity to turn planning into action and ensure the NE REZ delivers lasting value for generations of residents.

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Appendix A: Community engagement

In developing the REAP, local residents were invited to participate in a series of engagement activities, held at different locations in the Uralla Shire Council, including the Uralla Central School, Uralla Bowls Club, Invergowrie Store, Uralla Courthouse and Kentucky Hall. These activities were held at different times and in different formats, to provide the opportunity for a wide cross section of the resident population to attend. The engagement activities were planned to:

- Provide the opportunity for the community to be heard
- Support respectful discussion between community members with differing views
- Focus on the future the community wants
- Focus on solutions – seek the best outcomes without dismissing the impacts
- Support community cohesion by building collective commitment to agreed outcomes

More than 150 members of the community participated in these engagement activities, including members of the following community, business and interest groups:

Sector	Organisation/group
First Nations	Moych Aboriginal Corporation Iwatta Aboriginal Corporation
Environment	New England Landcare ZNet Stringybark ecological services
Local Business Community	Uralla Business Chamber Main street businesses Seasons Of New England Sunhill Dairy Goats Townes Contracting
Agriculture	NSW Farmers Federation
Young people	Uralla Central School
Health and social services	New England Family Support Service
Community groups	Rotary Uralla Historical Society Red4NE
Uralla Shire Council	Councillors Staff

URALLA SHIRE COUNCIL
INCOME STATEMENT & CAPEX SUMMARY
For the period ending 28 Feb 2026 (FY 2025-26)

Amt in '000

Income from continuing operations	Actuals to February	Proportionate Budget	QBR Adjusted Budget	Original Budget
Rates and annual charges	8,951	8,949	8,949	8,949
User charges and fees (1)	3,702	4,145	6,722	6,732
Other revenues	766	741	1,112	583
Grants and contributions provided for operating purposes	6,237	6,241	12,147	11,767
Interest and investment income (2)	891	462	687	687
Net loss/(gain) from the disposal of assets	117	117	314	314
Total income from operational activities	**20,665**	**20,654**	**29,931**	**29,032**
Expenses from continuing operations:				
Employee benefits and on-costs (3)	10,497	10,433	15,648	15,568
Materials and services	7,049	7,312	10,949	7,919
Borrowing costs	41	58	86	86
Councillors and Mayoral fees and associated expenses (Excluding O/H)	119	126	201	201
Audit fees	22	27	153	143
Other expenses	264	270	579	579
Total expenses from continuing operations	**17,992**	**18,226**	**27,617**	**24,497**
Operating result prior to consideration of capital grants and depreciation	**2,673**	**2,429**	**2,314**	**4,535**
Less: Depreciation, amortisation and impairment	4,844	4,594	6,891	6,454
Operating result after depreciation	**(2,172)**	**(2,165)**	**(4,577)**	**(1,919)**
Add: Grants and contributions provided for capital purposes	1,598	1,352	2,025	1,719
Overall result with capital grants	**(574)**	**(813)**	**(2,552)**	**(200)**

Capital Expenditures	Actuals to February	Proportionate Budget	QBR Adjusted Budget	Original Budget
Employee benefits and on-costs (3)	521	887	1,330	1,309
Materials and services (4)	4,414	7,724	11,586	10,021
Total Capex	**4,935**	**8,611**	**12,916**	**11,331**

(1)The unfavourable variance in User Charges and Fees primarily arose from the transition of TCS Home Care Programs to Support at Home. The most significant impact of this change was the reduction of the Package Management/Care Management fee from 35% to 10%. In addition, service delivery in December and January declined by 40% due to lower client demand and Council operations being closed over the holiday period. Despite the decrease in revenue, the overall impact on the bottom line is $97k. Service providers are working with the Department of Health to seek an increase in the package management fee.

(2) 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.

(3) At the start of the year, during the budget phase, salaries were allocated to operations and capital based on estimates. To date, operational salary expenditure has exceeded the budget, while capital (capex) salary spending is below budget. Overall, total employee benefits and on-costs remain within budget, as the variances offset each other.

(4) The underspend in capital expenditure is primarily driven by shortages of internal staff and contractors, along with delays in plant acquisition, which typically occur later in the financial year. At the end of February, $2.5 million capital works remained in the pipeline sitting as commitments. As these projects progress, it is expected that actual capital expenditure will move closer to the annual target by year-end. The $1.7 million R2R funding in the revenue and CAPEX budget has not yet been received or spent.

URALLA SHIRE COUNCIL
INCOME STATEMENT AND CAPEX BY FUND
For the period ending 28 Feb 2026 (FY 2025-26)

Amounts in '000

	General Fund			McMaugh Gardens			Water Fund			Sewer Fund		
Income from continuing operations	**Actuals to February**	**Proportionate Budget**	**Budget QBR Adjusted**	**Actuals to February**	**Proportionate Budget**	**Budget QBR Adjusted**	**Actuals to February**	**Proportionate Budget**	**Budget QBR Adjusted**	**Actuals to February**	**Proportionate Budget**	**Budget QBR Adjusted**
Rates and annual charges	7,110	7,106	7,106	-	-	-	702	707	707	1,139	1,136	1,136
User charges and fees	2,312	2,629	4,182	953	984	1,476	396	490	981	42	41	82
Other revenues	734	721	1,082	32	20	30	-	-	-	-	-	-
Grants and contributions provided for operating purposes	2,954	3,156	7,520	2,957	2,737	4,105	327	348	521	-	-	-
Interest and investment income	861	216	320	-	107	161	22	80	119	9	59	88
Net loss/(gain) from the disposal of assets	117	117	314	-	-	-	-	-	-	-	-	-
Total income from operational activities	**14,087**	**13,946**	**20,524**	**3,942**	**3,848**	**5,772**	**1,446**	**1,624**	**2,329**	**1,190**	**1,236**	**1,306**
Expenses from continuing operations:												
Employee benefits and on-costs	7,179	7,145	10,717	2,684	2,756	4,133	477	443	665	158	88	133
Materials and services	4,539	4,746	7,099	887	937	1,405	984	1,075	1,612	640	555	833
Borrowing costs	40	53	79	0	5	8	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	119	126	201	-	-	-	-	-	-	-	-	-
Audit fees	18	17	138	4	10	15	-	-	-	-	-	-
Other expenses	264	270	579	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	**12,159**	**12,357**	**18,813**	**3,574**	**3,708**	**5,561**	**1,461**	**1,518**	**2,276**	**798**	**644**	**965**
Operating result prior to consideration of capital grants and depreciation	**1,927**	**1,590**	**1,710**	**368**	**141**	**211**	**(15)**	**106**	**52**	**392**	**592**	**341**
Less: Depreciation, amortisation and impairment	3,936	3,686	5,529	154	154	230	421	421	631	333	333	500
Operating result after depreciation	**(2,009)**	**(2,096)**	**(3,819)**	**214**	**(13)**	**(19)**	**(436)**	**(315)**	**(579)**	**58**	**259**	**(159)**
Add: Grants and contributions provided for capital purposes	1,536	893	1,336	0	-	-	61	459	689	-	-	-
Overall result with capital grants	**(472)**	**(1,204)**	**(2,483)**	**215**	**(13)**	**(19)**	**(375)**	**145**	**110**	**58**	**259**	**(159)**

Capital Expenditures	General Fund			McMaugh Gardens			Water Fund			Sewer Fund		
	Actuals to February	**Proportionate Budget**	**Budget QBR Adjusted**	**Actuals to February**	**Proportionate Budget**	**Budget QBR Adjusted**	**Actuals to February**	**Proportionate Budget**	**Budget QBR Adjusted**	**Actuals to February**	**Proportionate Budget**	**Budget QBR Adjusted**
Employee benefits and on-costs	410	626	939	1	8	11	106	229	343	4	24	36
Materials and services	3,210	4,737	7,105	117	464	696	1,071	1,979	2,969	16	544	816
Total Capex	**3,620**	**5,363**	**8,044**	**118**	**472**	**707**	**1,178**	**2,208**	**3,312**	**19**	**568**	**852**

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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 surveyors final confirmation that the Lot and DP's 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. **18 Mar 2026** Solicitor is awaiting technical advice from the surveyor to finalise the documents.
Council 25/03/2025	15.3	McMaugh Gardens Aged Care Facility - Strategic Direction	**RESOLUTION 19.03/25** **Moved: Cr David Mailler** **Seconded: Deputy Mayor Tom O'Connor** **That Council:** 1. *Endorses Option 2 as discussed in this report as the basis of for seeking grant funding, detailed design, and business planning. Noted.* 2. *Submits a grant application for grant funding under the Aged Care Capital Assistance (ACCA) Program. Completed.* 3. *Prepares a detailed design for Option 2 to support the grant application. Completed.* **4. Undertakes a revised financial analysis in the context of the new aged care legislative and funding provisions.** **5. Receives a further report on the financial analysis and the outcome of the grant application.**	**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 Council in 2026.

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			For: **Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold** **Against:** **Crs Leanne Doran and Adam Blakester** **CARRIED 7/2**	**18 Mar 2026** Item 4 - Report is being prepared for the April Council meeting. Item 5 – Awaiting opening of 2026 grant round.
Council 27/05/2025	14.3	Update - Sewer & Water Debtors in Arrears	**RESOLUTION 32.05/25** **Moved:** **Cr Sarah Burrows** **Seconded:** **Cr Leanne Doran** **That Council notes:** **1. The report on Sewer and Water Arrears.** **2. That a future report will be prepared on the plan to address the backlog and recovery of sewer and water debtor arrears.** **3. A future report will be prepared on the proposed Smart Meter rollout.** **For:** **Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold** **Against:** **Nil** **CARRIED 9/0**	**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. **18 March 2026** ***Water bills update:*** As of 18 February 2026, 251 assessments were outstanding with a total amount owing of $297,351.73. As of 18 March, the number of outstanding assessments had been reduced to 215, with a total amount owing of $233,115.63. This represents a reduction in outstanding charges of $64,236.10. Of the 215 assessments that remain outstanding, 15 individual properties have sought reviews. Two of the 15 requests have been finalised, and revised or confirmed Water Charge Notices issued. A further 11 of the 15 have been reviewed, and notification of the

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				outcome to each customer is in progress, with confirmatory Water Bills to follow. The remaining two are still under review and will be finalised by 31 March 2026. 18 assessments of the uncontested 200 outstanding bills have been referred to SR Law for recovery in accordance with Council's Debt Recovery policy, with a total value of $63,709.42.
Council 27/05/2025	15.2	Review of Council's Community Care Services	**RESOLUTION 46.05/25** **Moved: Deputy Mayor Tom O'Connor** **Seconded: Cr David Mailler** **That Council** 1. *Proceeds with an option that makes necessary operational and structural changes to retain, improve and operate TCS and TCT under the umbrella of the proposed Uralla Community Care identification. Completed.* 2. *Delegates authority to the General Manager to implement this option. Completed.* 3. **Receives a future report on the implementation of the resolved option, including budget implications.** **For: Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold** **Against: Crs Leanne Doran and Adam Blakester** **CARRIED 7/2**	**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** 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 up for rural and regional providers which Council will be applying for in early January 2026. This is an additional contribution per package holder per day. This is to go towards subsidising aged care operations in Thin Markets. , We will apply in January 2026 as we should have more packages by then, which will increase the amount that the grant will pay. **13 Feb 2026** 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 is still being considered. **18 Mar 2026** There has been a noticeable difference in revenue following the commencement of SaH. This will likely lead to a need to increased service prices, and look for further efficiencies. There will also need to be some advocacy work done on increasing care management allowable service costs from 10% to 20% as the rate of 10% is unsustainable for many providers, particularly in regional areas.

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Council 26/08/2025	14.1	Section 355 Australia Day Committee	**RESOLUTION 107.08/25** **Moved:** Deputy Mayor Tom O'Connor **Seconded:** Cr Sarah Burrows **That Council:** **1. Retains and adopts the existing Terms of Reference for the Australia Day Committee for the period 26 August 2025 through to the next election in September 2028.** **2. Calls for Expressions of Interest for membership of the Committee.** **3. Receives a future report recommending membership appointments to the new Committee.** **For:** Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold **Against:** Nil **CARRIED 9/0**	**28 Aug 2025** Next Steps:, 1. Publicly call for Expressions of Interest for membership of the Committee., 2. Present a future report recommending membership appointments to the new Committee. **17 Sep 2025** Exhibition notice calling for volunteers open from 29 August 2025 - remains on exhibition until 17 November 2025. No submissions to date (17/9/2025). **22 Oct 2025** No change to previous status. Call for EOI remains open until November 2025. **19 Nov 2025** No EOI's for membership have been received as at 19/11/25. Committee meeting to discuss options. **04 Dec 2025** As per Australia Day Committee Minutes - a review of the committee and event is to be undertaken early 2026. **18 March 2026** Review to be progressed and report prepared for Council.
Council 28/10/2025	14.1	Hill Street Affordable Housing Project – Update and Governance	**RESOLUTION 145.10/25** **Moved:** Cr Sarah Burrows **Seconded:** Cr David Mailler **That Council** *1. Receives and notes the outcomes of community engagement on the Hill Street Affordable Housing Project. 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	**18 Nov 2025** Currently seeking EOIs for the Project Advisory Committee. Closes 19 Dec 2025 **13 Feb 2026** EOIs received. Awaiting further advice from Homes North with regards to HAFF acceptance before progressing to stand up the committee. **18 Mar 2026** Outcome of EOI process to be reported to next meeting.

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			CARRIED 7/2	
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. Completed* *2. Approves the allocation of $110,00 development contribution funds currently held in restricted funds towards the completion of East Street kerb and guttering. Completed.* **3.** *Writes to Crown Lands seeking the removal of the NSW Aboriginal land claim on the Barry Munday/Saumarez Crown Land Reserve. Complete* **a. Undertakes community engagement, regarding the construction of public toilets on the Barry Munday/Saumarez Crown Land Reserve.** **4. Undertakes community engagement within the Invergowrie/Saumarez area regarding community infrastructure needs.** **5. Receives a further report on the outcome of the community engagement.** **For: Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold** **Against: Nil** **CARRIED 9/0**	**10 Dec 2025** Preparation and planning phase only at this time - no concrete outcomes re this item as at 10 December 2025. **18 Feb 2026** 2. East Street works in progress and funds transferred. , 3. Council has written (19 December 2025) to the NSW Aboriginal Lands Council to request 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. **18 March 2026** Discussions with Crown Lands regarding Aboriginal Land Claim held on 17/3/26. Contact made with local Aboriginal Land Council and meeting to be scheduled to discuss further.
Council 16/12/2025	15.3	Staces Road and Travelling Stock Route (TSR)	**RESOLUTION 208.12/25** **Moved: Cr Lone Petrov**	**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

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			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**	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. **18 Mar 2026** The draft Third Party Agreement will be reported to the April meeting.
Council 16/12/2025	15.2	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:**	**13 Feb 2026** There remains one final action to complete this resolution which is the open market publication of Council's new Recycling Tender. That document is in final draft form and is currently undergoing final legal review prior to release in April 2026., Review this item in April 2026. **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.

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			(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* **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**	(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. **18 Mar 2026** There remains one final action to close out this resolution which is the publication of Council's Recycling and FOGO Tender to the market. The draft tender is complete and currently undergoing final legal review with the aim of an early April publication.
Council 24/02/2026	13.13	Thunderbolt's Festival	**RESOLUTION 24.02/26** **Moved:** **Cr Leanne Doran** **Seconded:** **Cr Adam Blakester** **That Council:** 1. *Writes to Uralla Rotary acknowledging their withdrawal from future Thunderbolt's Festival events and recognise their past contribution. Completed.* 2. *Notes the advice in this report regarding cash and in-kind support provided by Council for previous Festivals.* **3. Confirms Council has no capacity to take on any additional events or expenditure.** **4. Calls for expressions of interest for a section 355 committee to run Thunderbolt's festival.** **For:** **Mayor Robert Bell, Crs Leanne Doran and Adam**	**18 Mar 2026** 1. Letter sent to Rotary thanking the team for their support since 2016 and advising of the resolution of Council from 24 Feb Ordinary Meeting., 3 and 4. Report to be prepared for the April meeting.

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			Blakester **Against:** **Crs Sarah Burrows, Jen Philp and Kath Arnold** **Absent:** **Crs Tom O'Connor and David Mailler** **3/3** **The vote being EQUAL the Chair exercised his Casting Vote in FAVOUR of the Motion.**	
Council 24/02/2026	14.2	Third Party Agreement - EnergyCo and Uralla Shire Council	**RESOLUTION 28.02/26** **Moved:** **Cr Sarah Burrows** **Seconded:** **Cr Tom O'Connor** **THAT COUNCIL:** **1.** *Endorses the draft framework and draft key principles for a potential Third-Party Agreement (TPA) between Uralla Shire Council and EnergyCo for works on Council-owned and Council-managed land and local roads associated with the New England Renewable Energy Zone project.* *Noted* **2.** **Delegates authority to the General Manager to conduct negotiations leading to a final recommended TPA arrangement with EnergyCo, including any associated Deed Poll(s) and Independent Certifier arrangements, subject to external legal advice; and** **3.** **Receives a future report and final draft Third Party Agreement recommending Council consider entering into such agreement with EnergyCo, if negotiations are successful.** **For:** **Mayor Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, Jen Philp and Kath Arnold** **Against:** **Nil** **Absent:** **Cr David Mailler**	**27 Feb 2026** Actions items:, 1a - GMIS to formally advise EnergyCo in writing that Council has endorsed: the draft TPA framework; and the draft negotiation principles., - Complete, 2a - No formal actions. All action lead to Resolution 3., 3a - Finalise draft TPA and issued to Councillors for review., 3b - Develop Council Report addressing: summary of negotiations;, - key departures from draft principles (if any); financial implications;, - risk analysis strategic risks, - financial exposure asset impacts, - operational implications reputational considerations., - recommendation whether Council should enter into agreement. **18 Mar 2026** The draft TPA document is now with Council's legal advisors for review following Council feedback.

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CARRIED 7/0

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Council 24/02/2026	13.1	Councillor Vacancy	**RESOLUTION 10.02/26** **Moved:** Cr Sarah Burrows **Seconded:** Cr Jen Philp **That Council:** ***1. Engages the NSW Electoral Commission to undertake the by-election required as a consequence of the current vacancy of civil office.*** *2. Authorises the General Manager to progress the by-election in accordance with statutory requirements, and approve all associated costs.* ***3. Notes the fee estimate from the NSW Electoral Commission of $140,000 to conduct the by-election.*** **4. Notes the exact costs of the by-election will be reported to Council in the next QBRS report.** *5. Appoints Cr Kath Arnold as the delegate to the Central Northern Regional Library Board.* ***6. Authorises the Mayor to write to the local State member, the NSW Electoral Commissioner and the Minister for Local Government expressing our disgust at the cost quoted for this by-election.*** **For:** Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, Jen Philp and Kath Arnold **Against:** Nil **Absent:** Cr David Mailler **CARRIED 7/0**	**18 Mar 2026** 1. Council has engaged with the NSW Electoral Commission to undertake the by-election required as a consequence of the current vacancy of civil office. 3. Negotiations have been had with NSW Electoral Commission on the amount of $140,000 to conduct the by-election resulting in the estimate to be downgraded to around $111,000, 5. Central Northern Regional Library Board has been advised of Kath Arnold now being the delegate., 6. The Mayor has written to the local State member, the NSW Electoral Commissioner and the Minister for Local Government expressing our disgust at the cost quoted for this by-election., A report will be prepared for Council on exact costs post the election.
Council 24/02/2026	13.7	Draft Plan of Management for Community Land - Bundarra - Grace Munro Site	**RESOLUTION 16.02/26** **Moved:** Cr Jen Philp **Seconded:** Cr Tom O'Connor **That Council:** *1. Resolves to place the Draft Plan of Management for Lot 24*	**18 Mar 2026** Currently on public exhibition. The public hearing is set for 21 April 2026 in Bundarra. Independent person appointed.

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in DP 753646, 2 Thunderbolts Way, Bundarra, on public exhibition in accordance with sections 36, 40 and 40A of the Local Government Act 1993 (NSW).

2. Appoints an independent person to preside at the required public hearing.

3. Schedules a public hearing to be held at the Bundarra School of Arts Hall in late April or early May 2026.

4. Receives a further report regarding the Draft PoM following completion of the statutory process for consideration of adoption.

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

Against: **Nil**

Absent: **Cr David Mailler**

CARRIED 7/0