



# **ATTACHMENTS**

**ORDINARY COUNCIL MEETING**

**Tuesday, 26 May 2026**



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## **MINUTES** of

### **ORDINARY COUNCIL MEETING**

**Held on 28 April 2026 at 4:00 PM**

#### **Attendance at Meeting:**

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

**Apologies:** Nil

**Staff:** Ms T Averay, General Manager  
Mr M Raby, Deputy General Manager  
Mr M Ahammed, Chief Financial Officer  
Mr M McLindin, Group Manager Infrastructure Services  
Mr B Dyer, Group Manager Community Services  
Mr S Williams, Group Manager Corporate Services  
Ms M Blyth, Group Support Officer Corporate Services  
Ms H Nicholls, Acting Manager Planning & Development  
Mr D Weiley, Manager of Assets  
Ms E Sims, Strategic Planning Officer

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28 APRIL 2026

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UNCONFIRMED

## ORDINARY COUNCIL MEETING MINUTES

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[WEBCASTING of Ordinary Meeting 28 April 2026 can be seen here.](#)

**1 OPENING & WELCOME**

The Chair declared the meeting opened at 4.03pm.

**2 PRAYER**

The Chair recited the Uralla Shire Council prayer.

**3 ACKNOWLEDGEMENT OF COUNTRY**

The Chair read the acknowledgement of country.

**4 WEBCAST INFORMATION**

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

**5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**

Nil

**6 DISCLOSURE & DECLARATIONS OF INTEREST/S**

Cr Tom O'Connor declared Non-Pecurinary, Less than Significant Interest for item 13.4 due to being an officer of the Rotary Uralla .

Cr Leanne Doran declared Non-Pecurinary, Significant Interest for item 13.4 due to being an organiser of the Thunderbolts festival.

**7 CONFIRMATION OF MINUTES****7.1 CONFIRMATION OF MINUTES ORDINARY MEETING HELD 24 MARCH 2026****RESOLUTION 53.04/26**

**Moved:** Cr Sarah Burrows

**Seconded:** Cr Adam Blakester

That Council adopts the minutes of the Ordinary Meeting held 24 March 2026 as a true and correct record.

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

**Against:** Nil

CARRIED 8/0

## ORDINARY COUNCIL MEETING MINUTES

28 APRIL 2026

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

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

**9 WRITTEN REPORTS FROM DELEGATES****9.1 MAYOR'S ACTIVITY REPORT FOR MARCH 2026****RESOLUTION 54.04/26**

**Moved:** Cr Leanne Doran

**Seconded:** Cr Adam Blakester

That Council receives the Mayor's Activity Report for March 2026.

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

**Against:** Nil

**CARRIED 8/0****9.2 DELEGATE REPORT: ENERGYCO NORTH COMMUNITY REFERENCE GROUP MEETINGS 25 SEPTEMBER 2025 TO 20 MARCH 2026****RESOLUTION 55.04/26**

**Moved:** Cr Sarah Burrows

**Seconded:** Cr Adam Blakester

That Council receives the delegate report from Cr Burrows on the EnergyCo North Community Reference Group (CRG) meetings held from 24 September 2025 to 20 March 2026.

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

**Against:** Nil

**CARRIED 8/0****10 MAYORAL MINUTE**

Nil

**11 NOTICE OF MOTION/QUESTIONS WITH NOTICE**

Nil

## ORDINARY COUNCIL MEETING MINUTES

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**12 REPORT OF COMMITTEES****12.1 BUNDARRA COMMUNITY COMMITTEE - DRAFT MINUTES OF MEETING HELD 15 APRIL 2026****RESOLUTION 56.04/26****Moved:** Cr Jen Philp**Seconded:** Cr Sarah Burrows

That Council receives the Draft Minutes of the Bundarra Community Committee Meeting held on 15 April 2026.

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

**Against:** Nil

**CARRIED 8/0****12.2 HILL STREET AFFORDABLE HOUSING - PROJECT ADVISORY COMMITTEE MEETING MINUTES 7 APRIL 2026****RESOLUTION 57.04/26****Moved:** Deputy Mayor Kath Arnold**Seconded:** Cr Jen Philp

That Council receives and notes the minutes of the Hill Street Project Advisory Committee meeting on the 7 April 2026.

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

**Against:** Nil

**CARRIED 8/0**

## ORDINARY COUNCIL MEETING MINUTES

28 APRIL 2026

**13 REPORTS TO COUNCIL****13.1 DA-9-2026 FOR ALTERATIONS AND ADDITIONS TO AN EXISTING RESIDENTIAL CARE FACILITY AT 39 KING STREET, URALLA****RESOLUTION 58.04/26****Moved:** Cr Sarah Burrows**Seconded:** Cr David Mailler**A DIVISION DECISION was called and resolved as follows:**

1. Approves the Development Application (ref: DA-9-2026) for alterations and additions to an existing residential care facility located upon land described as Lot 4 DP 544099, Lot 1 DP 512959, Lot 3 DP 1148576, Lot 4 DP 1148576 and Lot 202 DP 1148577, and known at 39 King Street, Uralla, subject to the conditions of consent in the attached Notice of Determination.
2. Notes an amendment will be made to the design of the room to accommodate a change in the location of the door in the bathroom and other minor changes to improve comfort for residents and manoeuvrability.

**For:** Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, David Mailler, Jen Philp and Kath Arnold**Against:** Nil**CARRIED 8/0****13.2 STAGED EXPANSION OF MCMAUGH GARDENS****RESOLUTION 59.04/26****Moved:** Cr Sarah Burrows**Seconded:** Deputy Mayor Kath Arnold**That Council:**

1. Receives and notes the report on the proposed staged expansion of McMaugh Gardens to 50 beds and nursing accommodation.
2. Endorses the preparation and lodgement of a concept development application for the staged expansion of McMaugh Gardens to 50 beds.
3. Submits a grant application for the proposed expansion under the next Aged Care Capital Assistance Program round that Uralla Shire Council is eligible to apply for.

**For:** Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Tom O'Connor, David Mailler, Jen Philp and Kath Arnold**Against:** Cr Adam Blakester**CARRIED 7/1**

## ORDINARY COUNCIL MEETING MINUTES

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**13.3 OUTCOME OF PUBLIC EXHIBITION AND PUBLIC HEARING FOR PLAN OF MANAGEMENT FOR 2 THUNDERBOLTS WAY, BUNDARRA | GRACE MUNRO****RESOLUTION 60.04/26****Moved:** Cr Jen Philp**Seconded:** Cr Leanne Doran**That Council:**

1. Notes the outcome of the public exhibition of the Draft Plan of Management for Lot 24 DP 753646, 2 Thunderbolts Way, Bundarra, including that no written submissions were received, and no objections were raised at the public hearing.
2. Receives and notes the Report of the Independent Chair of the Public Hearing (Attachment 1).
3. Determines, in accordance with sections 36, 40 and 40A of the *Local Government Act 1993 (NSW)*, that Lot 24 DP 753646 be categorised as Community Land – General Community Use.
4. Adopts the Plan of Management for Lot 24 DP 753646, 2 Thunderbolts Way, Bundarra, as exhibited (Attachment 2).

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

**Against:** Nil

**CARRIED 8/0****PROCEDURAL MOTION - BREAK****RESOLUTION 61.04/26****Moved:** Cr Sarah Burrows**Seconded:** Cr David Mailler**The Chair called for a short dinner break at 6.05 pm.**

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

**Against:** Nil

**CARRIED 8/0****PROCEDURAL MOTION - RETURN****RESOLUTION 62.04/26****Moved:** Cr Sarah Burrows**Seconded:** Cr David Mailler**The Chair reconvened the meeting after a short break at 6.29pm.**

## ORDINARY COUNCIL MEETING MINUTES

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

**Against:** Nil

CARRIED 8/0

## 13.4 DRAFT TERMS OF REFERENCE - S355 THUNDERBOLT FESTIVAL EVENT COMMITTEE

## RESOLUTION 63.04/26

Moved: Cr Sarah Burrows

Seconded: Cr David Mailler

That Council:

1. Notes that its February 2026 resolution requires staff to progress an Expressions of Interest process for a Section 355 committee, while also noting Council's resolved position regarding capacity for additional events or expenditure.
2. Acknowledges that an Expressions of Interest process can be undertaken; however, the establishment and ongoing operation of a Section 355 committee would require ongoing governance, administrative, and compliance support by Council.
3. Receives this report as satisfying the requirement to progress the Expressions of Interest component of the February 2026 resolution and as providing advice on the implications of further implementation.
4. Notes the draft Terms of Reference attached to this report as indicative of the governance arrangements and support requirements associated with an operational Section 355 committee.
5. Discontinues efforts to convene a Section 355 committee to manage the Thunderbolt Festival having regard to the resource requirements detailed in this report and the Council resolution confirming that Council has no capacity to take on any additional events or expenditure.
6. In conjunction with Rotary Uralla, engage the community via the "Have your Say" platform to gauge if there is appetite for individuals or another organisation(s)/ structure to progress with this event.
7. That a report come back to Council on the outcome of the "Have your Say" feedback.

**For:** Mayor Robert Bell, Crs Sarah Burrows, David Mailler, Jen Philp and Kath Arnold

**Against:** Crs Leanne Doran, Tom O'Connor and Adam Blakester

CARRIED 5/3

## ORDINARY COUNCIL MEETING MINUTES

28 APRIL 2026

## 13.5 COMPLAINTS MANAGEMENT REPORT - HALF YEARLY UPDATE 2025-26

## RESOLUTION 61.04/26

Moved: Cr Jen Philp

Seconded: Cr David Mailler

That Council receive and note the Council's Complaints Management – Half Yearly Report 2025-26.

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

Against: Nil

CARRIED 8/0

## 13.6 DRAFT OPERATIONAL PLAN AND BUDGET 2026 - 2027

## RESOLUTION 62.04/26

Moved: Cr Tom O'Connor

Seconded: Cr David Mailler

That:

1. The Draft Operational Plan 2026-2027 including the draft budget, draft statement of revenue policy and draft fees and charges be placed on public exhibition for a period of 28 day, noting minor amendments to the draft budget documents to address mapping inconsistencies with the published 2024-25 financial statements.
2. Following public exhibition, a further report is provided to Council which addresses any submissions received from the public, and any operational considerations that may arise as a result.

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

Against: Nil

CARRIED 8/0

## ORDINARY COUNCIL MEETING MINUTES

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## 13.7 LOANS AS AT 31 MARCH 2026

## RESOLUTION 63.04/26

Moved: Cr Tom O'Connor

Seconded: Cr Adam Blakester

That Council notes the total loan position as at 31 March 2026 was \$1,056,643.

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

Against: Nil

CARRIED 8/0

## 13.8 INVESTMENTS AS AT 31 MARCH 2026

## RESOLUTION 64.04/26

Moved: Cr Sarah Burrows

Seconded: Cr Adam Blakester

That Council notes:

1. The cash position as at 31 March 2026 consisting of:
  - cash and overnight funds of \$3,567,924
  - term deposits of \$21,000,000; and
  - total cash and term deposits amount to \$24,567,924 as at 31 March 2026.
2. Restrictions are reconciled on a quarterly basis. As at 31 March 2026, total cash and investments were \$24,567,924 comprising \$19,008,509 in external restrictions and \$4,514,070 in internal restrictions, leaving an unrestricted balance of \$1,045,345. This compares to an unrestricted cash balance of \$1,112,649 as at 31 December 2025.

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

Against: Nil

CARRIED 8/0

**13.9 CLOSURE OF COUNCIL PUBLIC ROAD – LOT 221 DP 755814 (ACEN NEW ENGLAND SOLAR PROJECT)****RESOLUTION 65.04/26****Moved:** Cr Tom O'Connor**Seconded:** Cr Sarah Burrows**That Council:**

1. Commences the road closure process under the Roads Act 1993 (NSW) for the Council public road within Lot 221 DP 755814, with the intention that, upon closure and vesting in Council, the land be sold to the adjoining landowner/proponent;
2. Delegates authority to the General Manager to undertake all necessary actions to progress the road closure process, including public notification, consultation, and submission to Crown Lands;
3. Receives a further report following completion of the public notification process to:
  - (a) consider any submissions received;
  - (b) determine whether to proceed with the road closure; and
  - (c) consider the classification and disposal of the land, including sale to the proponent at a value not less than an independent market valuation;
4. Notes that:
  - (a) the road is not formally closed until publication in the NSW Government Gazette;
  - (b) any subsequent sale of the land is subject to the road being formally closed and vested in Council; and
  - (c) all costs associated with the proposed road closure process, including valuation, survey, and legal costs, are to be borne by the Applicant.

**For:** Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, David Mailler, Jen Philp and Kath Arnold**Against:** Nil**CARRIED 8/0**

## ORDINARY COUNCIL MEETING MINUTES

28 APRIL 2026

## 13.10 THREE (3) SITE SPECIFIC CROWN LAND PLANS OF MANAGMENT

## RESOLUTION 66.04/26

Moved: Cr Jen Philp

Seconded: Cr Adam Blakester

That Council:

1. Releases the previous report from the table.
2. Grants staff further time to review and revise the draft Plans of Management for the three site specific Crown Land reserves.
3. Receives a future report on the revised Plans of Management for endorsement.

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

**Against:** Nil

CARRIED 8/0

Councillor Doran left meeting at 7.25 pm

Councillor Doran returned to meeting at 7.26pm.

## 13.11 MAJOR PROJECTS AND CAPITAL WORKS - INFRASTRUCTURE &amp; DEVELOPMENT

## RESOLUTION 67.04/26

Moved: Cr Sarah Burrows

Seconded: Deputy Mayor Kath Arnold

1. Notes the Infrastructure Works Update as at March 2026; and
2. Notes that a number of projects remain high risk following recent procurement outcomes, including significant disparities between market pricing and available funding and constrained delivery timeframes, with mitigation strategies actively being implemented.

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

**Against:** Nil

CARRIED 8/0

## ORDINARY COUNCIL MEETING MINUTES

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## 13.12 REGISTER RESOLUTIONS ACTIONS STATUS AS AT 22 APRIL 2026

## RESOLUTION 68.04/26

Moved: Cr Adam Blakester

Seconded: Cr David Mailler

That Council notes the Resolution Actions Status Report as at 22 April 2026.

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

Against: Nil

CARRIED 8/0

## 14 CONFIDENTIAL MATTERS

## RESOLUTION 69.04/26

Moved: Cr Tom O'Connor

Seconded: Cr Adam Blakester

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 Confidential Report - Community Transport Restricted Fund

This matter is considered to be confidential under Section 10A(2) - g 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 advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

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

Against: Nil

CARRIED 8/0

## ORDINARY COUNCIL MEETING MINUTES

28 APRIL 2026

**RESOLUTION 74.04/26****Moved:** Cr David Mailler**Seconded:** Deputy Mayor Kath Arnold

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

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

**Against:** Nil

CARRIED 8/0

**15 COMMUNICATIONS OF COUNCIL DECISIONS**

The Chair communicated the Council decisions from the closed session.

**14.1 CONFIDENTIAL REPORT - COMMUNITY TRANSPORT RESTRICTED FUND****RESOLUTION 73.04/26****Moved:** Cr Jen Philp**Seconded:** Cr Sarah Burrows**That Council:**

1. Notes the legal advice.
2. Approves the reclassification of \$1.575 million from the externally restricted fund "TCT Funding Delivery Shortfall" to a new internally restricted reserve titled "Community Transport Improvement Reserve".
3. Resolves that the "Community Transport Improvement Reserve" be used solely for the delivery, enhancement, and future development of community transport services delivered by Council.
4. Approves delegated authority to the General Manager to use funds from the "Community Transport Improvement Reserve" for the delivery, enhancement, and future development of community transport services delivered by Council.

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

**Against:** Nil

CARRIED 8/0

**16 CONCLUSION OF MEETING**

The meeting was closed at 8.05pm.



## MINUTES of

# Bundarra Community Committee Meeting

**Held 13 May 2026 at 6:10pm**

Attachments: 1. Works report  
2. Updated Bundarra Contact List  
3. Upcoming event list

### Attendance at Meeting:

#### Committee Members:

Peter Gregory  
Matthew Monk – Chair  
Rebecca McLean  
Jeffrey Dezius  
Angela Iskov

#### Councillors:

Cr Jen Philp – Secretary  
Cr Leanne Doran  
Cr Adam Blakester

#### Staff:

Mick Raby - Acting General Manager  
Steven Head - Acting Director Infrastructure & Development

#### Apologies:

Alison Bayliss  
Jennifer Dezius  
John Layton  
Theresa Layton  
Lindsay Groth  
Rodney Hardgraves  
Toni Averay - General Manager

#### Visitors and guests

Kate Hannan  
Carolyn McMullen  
Deb Cook

## AGENDA

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DRAFT

**1. OPENING AND WELCOME**

The meeting was opened at 6:10pm  
 Introduced Steven Head, who will be joining us for the next few months.

**2. APOLOGIES BY COMMITTEE MEMBERS**

**3. CONFIRMATION OF MINUTES**

**4. ITEMS**

**4.1 Business Arising**

**Business Arising From Previous Minutes**

BUSINESS ARISING FROM PREVIOUS MEETING	WHO	STATUS
4.1.1 Brightening Street lights. Talked to Essential Energy. There is a way forward that is more cost effective. Duplicate the existing the lights that will double the coverage, and it's cheaper. On existing poles a second light will be added. Peter Gregory will work with Mick to select some trial lights to see how it goes.  Action: Picked 4 poles, trialling these. Gone to Essential Energy for confirmation quote. If in the \$650-\$850 range (per pole) will be executed. Will be between 1 week and 3 month time frame. Once we see what they look like the committee will decide on more if it's a good option.	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. Hold off until it rains	BCC	ONGOING
4.1.3 Peter Gregory to follow up on artist to see if they are still able to do community artwork. Ongoing. Lions has ordered some weatherboard and Hannah has a quote for the paint. Once weatherboard has been put up. Hannah will put a graffiti coat over it.  Action: Ready to go once we get the weatherboard put up.	PG	ONGOING
4.1.4 Caravan Park Update: Have found someone for the caretaker role.  Action: Some governance checks have been done, just to safeguard both parties. Should have something in place very soon. Look at ongoing strategies for new caretakers ongoing every 3 months, with the potential to extend (for example) and advertising early to get people interested in advance.	DID	ONGOING
4.1.6 Signs at each end of town – Confirmed that they will be installed soon.  Action: Signs on outside of town, fuel, caravan, food symbols. Smaller directional signs for various things in town. Aim to have them in place before next meeting! Signs at each end of town for water restrictions are good.	MM	ONGOING
4.1.7 Air conditioning for hall – Look for grants. We can put potential evacuation centre on the Hall for grants to be able to get grants.	DID	ONGOING

## MINUTES OF THE BUNDARRA COMMUNITY COMMITTEE MEETING

13 MAY 2026

BUSINESS ARISING FROM PREVIOUS MEETING	WHO	STATUS
Action: Quote received – looking at grants, once there are grants available we can apply for them (now we know a price) and if there is a co payment required the funds in the account for this committee may be used.		
4.1.8 Tip Issue: Council brought up list of complaints since January and there are no logged calls about it being full. Residents need to call the council number at the time to have it logged so there is data to support this issue. Action: If residents don't ring the customer service there is no complaint logged.	DID	ONGOING
4.1.9 Sewerage Smell, still smells. New aerator was installed and is trialling. There has been a few reports in the last month regarding sewer smells. Inspecting the Sewerage Treatment Plant on a daily basis. No odour coming from there in the last month. But still getting complaints of the smell. Action: Some more investigations need to be completed because the smell seems to be around town. With water restrictions less waste going into the pods which means they aren't pumping out as much, causing issues. Spread the word – if you can smell sewer call customer service asap so we can get a staff member there straight away to investigate. MR to contact Lindsay next week to discuss these issues.	DID	ONGOING
4.1.10 Council Newsletter e newsletter is available, library now has internet. Can print and distribute to local businesses.	MM	COMPLETED
4.1.11 Look at structured grant application process and team for Bundarra 4.1.13 Look at structured grant application process and team for Bundarra community. There is a process that could potentially work, council can run the accounting and set up a new account for this committee. Action: Mick is happy to investigate the process and we should be able to get it in the May council meeting. We will need a covering letter of support. Ongoing.	DID	ONGOING
4.1.14 Investigate various ways we can get information to the community better, what will include everyone, how can it work so that no one misses out. Action: See attached community contact list that's been updated. Information to get distributed to this list when required.	BCC	COMPLETED

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

## 4.2 Council Update

Works report – See attached.  
ACTION: Add Telstra pits to Works report.

## 4.3 General Business

- 'Just a farmer' feature film presentation. To be screened in Bundarra 14<sup>th</sup> June. Free lunch and afternoon tea provided. Aim is to bring in the whole community. The P&C have been looking into this as well. P&C were looking at grants for this.
- Would it be possible to have a bike track going through the nature reserve? (Bundarra Downs). Would need to look at the Plan of Management. If council gets a submission from the committee to add it to the POM then it could be added to it.

---

**MINUTES OF THE BUNDARRA COMMUNITY COMMITTEE MEETING****13 MAY 2026**

- Pharmacy has started in Bundarra. Now there is a doctor to potentially come to Bundarra 2 days a week. We need a premises for them to operate out of. The premises needs to be audited before its confirmed.
- Races will be on again. New inside rail is being installed currently. Looking at a golf day on the Sunday, and a Calcutta on the Friday.
- Bundarra open at the end of this month. (golf). Goat races might be coming back to Bundarra.
- CWA 26<sup>th</sup> September spring markets.
- RFS hazard reductions – some staff from Fire Control came here, had a look at 3 areas, they have cadets who might come out for training. Looks like some hazard reduction burning will be happening.

**ACTION:**

1. Someone needs to look at speakers and projector at the hall to check if they work,
2. MM to talk to Bec Kemp about the P&C and movie screening.
3. MM to make a submission to council on the Bundarra Downs Plan of Management to see if a bike path would be able to be put there.
4. MR to ask Blake about where the lease for Grace Munro is up to.
5. JP to add upcoming event list to mins each month.

**5. MEETING CLOSED/NEXT MEETING**

The meeting closed at: 7:45 pm

Next meeting to be held: Wednesday June 10<sup>th</sup> at 6:00pm



## Bundarra Works Update as at 15 May 2026

Works Update Since Last Report			
Location	Works Description	Status at Last Report	Status Now
Sewer	Council to investigate the pre-school sewerage pump. Look at a residential pump not a commercial pump. (MMc)	New Item moved from Business Arising	Ongoing
Sewer	Odour issues at central pump station when Showground is heavily utilised. (MMc)	New Item moved from Business Arising	Ongoing
Street Lighting	As a trial for effect - duplicate the existing the lights (per EE advice) on selected existing poles. Peter Gregory will work with Mick to select trial poles. (PG/DW)	New Item moved from Business Arising	Ongoing
Visitor Signage	Committee to confirm amenity symbols – Petrol; Caravan; Food; Dump Point.  Council will negotiate the approval process and report back. (DC)	New Item moved from Business Arising	Ongoing
Caravan Park Caretaker	Council will proceed with the process. Draft an agreement and execute. (DW)	New Item moved from Business Arising	Ongoing
Water Treatment	Replace with Bundarra Water Restrictions Monthly Report until return to normal. (MR)	New Item	Ongoing
Extend Culvert	Extend culvert to create safe pedestrian access on southern entrance to town.	New Item moved from Business Arising	In the next FY year subject to funding
Multipurpose Facility	<b>COMPLETE Almost</b> Shade sail (complete), exercise equipment perimeter path, kids bike path, kids play equipment (2 x teeter rides) and fence work (DW)	Equipment ordered, due March. All Works set for April.	Ongoing
Baldersleigh Road	Renewal of Drainage Culverts along 20 kms of the road (DC)	To be complete before 30 June 26.	Ongoing
Search for Hall Upgrade Grants	The Hall's role as an evac/safer place can be used to support a Grant application.	New Item moved from Business Arising	Ongoing



## Bundarra Community Email Contact List:

	Camp Draft	badcacampdraft@gmail.com
	Central School	bundarra-c.school@det.nsw.edu.au
	Church	67874015
	Preschool	admin@bundarrapreschool.com.au
	Rugby League Football Club	bundyrlfc@gmail.com
Andrea Robinson	Show Society	bundarrashowsociety@yahoo.com.au
Alison Bayliss		ambayliss123@hotmail.com
Amy Layton	Rural & Remote Assistance	ruralremoteassistance@gmail.com
Andrea Robinson	Images by Andrea	imagesbyandrea@gmail.com
Bec McLean		bec.keithmclean@gmail.com
Carloyn McMullen		carolynmcmullen@gmail.com
Christine Crago	Café	0488 994 556
Danny Tickle	Pony Club	bundarrapclub2359@gmail.com
Deb Cook		deb.bundyrec@gmail.com
Denise Goodall (secretary) & Richard Goodall (president)	Bundarra Residents Association	bundarra.residents.assn.inc@gmail.com
Bill Doak		margie.doak@gmail.com
Nea Roberts	Country Womens Association	cwabundarra@gmail.com
Jackie Stibbard	The Bridge Stores	jds.555@bigpond.com
Jennifer Dezius	Court House & Museum	jendez@hotmail.com.au
John and Theresa Layton	The Common Trust – Crown Lands	jt.layton@bigpond.com
Justin Williamson	Sport & Rec	williamsonruralmarketing@bigpond.com
Kylie Jarmon	General Store	bundygeneralstore@gmail.com
Lindsay Groth	Pre-school & fishing club	Lindsay.brian1@bigpond.com
Matthew Monk	Bundarra Racing Club	matthewmonk@ppmsaus.com
Nicole Baker	Bears Rugby League	nicolemaree02@gmail.com
Peter Gregory	RFS	petergregory147@gmail.com
Rosslyn Mason-Gaudern		rozgaudern@bigpond.com
Ruth Deaves	Pub - Commercial Hotel	ruth.deaves@bigpond.com
Tanya Swan	Bundarra Garden Festival	nursemaid@activ8.net.au
Trent Gregory	Lions Club	trent.gregory15@gmail.com

# BUNDARRA

## Upcoming Events

14 June

'Just A Farmer' Feature Film

26 September

CWA Spring Markets

5 October (long weekend)

**BUNDARRA RACES**

Friday Night    Calcutta

Saturday        Races

Sunday            Golf Day



## **MINUTES** of

### **AGED CARE COMPLIANCE & ASSURANCE COMMITTEE**

**Held on 5 May 2026 at 2:00 PM**

#### **Attendance at Meeting:**

**Members:** Dr M Caelli (Chair)  
Member R D'Angelo (teams)  
Member P Cooper

**Apologies:** Nil

**Staff:** K Arnold, Deputy Mayor  
Mr B Dyer, Group Manager Community Services  
Mr R Raby, Acting General Manager  
J Goodwin, Manager of Community Care  
J Sutherland, Manager McMaugh Gardens  
S McKeown, Nurse  
A Tanner, Clinical Care Coordinator  
W Westbrook, Executive Assistant

Observer: Cr J Philp

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**1 OPENING & WELCOME**

The Chair declared the meeting opened at 1:05pm.

**2 ACKNOWLEDGEMENT OF COUNTRY**

The Chair read the acknowledgement of country.

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

General Manager Toni Averay – Annual Leave

**4 DISCLOSURE & DECLARATION OF INTEREST/S**

Nil

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

The Chair advised there is one late report to be presented in General Business.

**7 REPORTS TO COMMITTEE****7.1 CONFIRMATION OF MEETING MINUTES****COMMITTEE RESOLUTION 11.05/26**

**Moved:** Dr Meredith Caelli

**Seconded:** Member Peta Cooper

**That the Aged Care Compliance and Assurance Committee (Committee) confirms the minutes of the previous meeting of the Committee held on 3 February 2026.**

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

**Against:** Nil

**CARRIED 3/0**

## AGED CARE COMPLIANCE COMMITTEE MINUTES

5 MAY 2026

## 7.2 LEGISLATIVE AND REGULATORY UPDATES

## COMMITTEE RESOLUTION 12.05/26

Moved: Dr Meredith Caelli

Seconded: Member Raffaele D'Angelo

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

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

Against: Nil

CARRIED 3/0

## 7.3 PERFORMANCE AGAINST THE AGED CARE QUALITY STANDARDS

## COMMITTEE RESOLUTION 13.05/26

Moved: Dr Meredith Caelli

Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee notes the review of and discussion regarding 7 of the Aged Care Quality Standards for Council's Residential Aged Care Facility.

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

Against: Nil

CARRIED 3/0

## 7.4 COMPLIANCE AND MONITORING REPORTING

## COMMITTEE RESOLUTION 14.05/26

Moved: Dr Meredith Caelli

Seconded: Member Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee notes the report on Compliance and Monitoring for Council's aged care services acknowledging the strong compliance achievement.

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

Against: Nil

CARRIED 3/0

Page 4

## AGED CARE COMPLIANCE COMMITTEE MINUTES

5 MAY 2026

## 7.5 COMPLAINTS AND FEEDBACK ANALYSIS

## COMMITTEE RESOLUTION 15.05/26

Moved: Dr Meredith Caelli

Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Receives and notes the Complaints and Feedback Analysis report for Council's aged care services,
2. Acknowledges no complaints and a number of compliments on the Uralla Community Care services.

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

**Against:** Nil

CARRIED 3/0

## 7.6 WORKFORCE DEVELOPMENT

## COMMITTEE RESOLUTION 16.05/26

Moved: Dr Meredith Caelli

Seconded: Member Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee:

1. Notes the report on Workforce Development for Council's aged care services.
2. Recommendation to include a specific section for aged care and community care worker in the Council Workforce Strategic Plan.

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

**Against:** Nil

CARRIED 3/0

## 7.7 CONTINUOUS IMPROVEMENT INITIATIVES

## COMMITTEE RESOLUTION 17.05/26

Moved: Dr Meredith Caelli

Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Notes the results of the March 2026 MOA audit for McMaugh Gardens Aged Care Centre, including areas identified as partially met or below benchmark;
2. Endorses the actions being implemented through the Plan for Continuous Improvement to address the identified issues, specifically:
  - Strengthening monitoring and timeliness of resident agreement reviews;
  - Improving documentation consistency and communication with residents and supporters in relation to incident management;
  - Enhancing post-fall clinical follow-up and consumer feedback mechanisms; and
  - Improving documentation and resident feedback processes associated with care and service transitions;
3. Requests that management:
  - Maintain all audit-related actions within the Plan for Continuous Improvement register, including assigned accountability, implementation timeframes, evidence of completion and testing of their effectiveness over time;
  - Monitor the effectiveness of improvement actions through ongoing audits, file reviews and quality governance forums; and
  - Report progress and outcomes to the Committee as part of routine compliance and assurance reporting;
4. Notes that no high-risk non-compliance was identified and that the actions proposed through the Plan for Continuous Improvement are considered appropriate, proportionate and sufficient to maintain ongoing compliance with the Strengthened Aged Care Quality Standards and legislative requirements.

CARRIED

## 7.8 CLINICAL GOVERNANCE

## COMMITTEE RESOLUTION 18.05/26

Moved: Dr Meredith Caelli

Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Note the updates made to the Clinical Governance Framework for McMaugh Gardens following Committee feedback.
2. Note the refinements to the Committee's Terms of Reference that clarify governance roles, responsibilities and reporting arrangements.
3. Endorse the continued implementation of the revised Clinical Governance Framework and its associated governance structures.
4. Recommend to Council that the updated Clinical Governance Framework continue to operate as the governing document for clinical governance at McMaugh Gardens and form part of Council's overall assurance framework for aged care services.

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

Against: Nil

CARRIED 3/0

## 7.9 GENERAL BUSINESS

## COMMITTEE RESOLUTION 19.05/26

Moved: Dr Meredith Caelli

Seconded: Member Peta Cooper

That the Aged Care Compliance and Assurance Committee:

1. Seek the following actions to be completed with the agreed timeframes:
  - i. Notes the meeting dates for 2026/2027FY:
    - a. Tuesday, 4 August 2026;
    - b. Thursday, 5 November 2026;
    - c. Tuesday 2, February 2027; and
    - d. Tuesday, 4 May 2026.
2. Notes the updates made to the Committee's Terms of Reference following feedback from Committee members.
3. Recommends that Council endorse the updated Terms of Reference for placement on public exhibition for comment, prior to final adoption.
4. Notes the Governance for Aged Care – Uralla Shire Council Care Policy document.
5. Recommends that Council resolve for the Governance for Aged Care – Uralla Shire Council Care Policy document to continue to operate as the governing framework for Council's aged care services and form part of Council's overall aged care assurance framework.

## AGED CARE COMPLIANCE COMMITTEE MINUTES

5 MAY 2026

6. Notes the serious funding issues that have arisen from the Australian Government Department of Health, Disability and Ageing not adequately informing providers that 60% of funding only has been approved for some of the new Support at Home packages that were released by the department prior to the commencement of the *Aged Care Act 2024*. The Department neglected to advise the provider (Council) of how the 60% funding would work, and how providers could identify which scheme participants are only funded to 60% as none of this documentation is available on the participant's profile in My Aged Care. No information has been provided by the Department on the completeness of the funding workings. A further report to be provided to the Committee at the next meeting to confirm the impact of this issue, as well as steps taken to resolve this issue with the Department.

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

Against: Nil

CARRIED 3/0

UNCONFIRMED

## 7.10 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE - QUARTERLY REPORT MATTERS

## COMMITTEE RESOLUTION 20.05/26

Moved: Dr Meredith Caelli

Seconded: Member Raffaele D'Angelo

That the Aged Care Compliance and Assurance Committee recommends that Council:

1. Receive and note the minutes and outcomes of the Aged Care Compliance and Assurance Committee meeting held on 5 May 2026.
2. Note the strong overall performance of Council's aged care services, including:
  - Continued compliance with the Aged Care Quality Standards;
  - Positive compliance and monitoring outcomes;
  - Low complaints and positive consumer feedback; and
  - Ongoing strengthening of clinical governance arrangements.
3. Endorse the continued implementation of key governance and quality initiatives, including:
  - The revised Clinical Governance Framework;
  - The Plan for Continuous Improvement addressing audit findings; and
  - Enhanced monitoring, reporting and accountability mechanisms across aged care services.
4. Note the Committee's recommendation to incorporate a dedicated aged care and community care workforce strategy within Council's Workforce Strategic Plan.
5. Note the updated Terms of Reference for the Aged Care Compliance and Assurance Committee and support their public exhibition prior to final adoption.
6. Note the Governance for Aged Care – Uralla Shire Council Care Policy and endorse its continued operation as part of Council's aged care assurance framework.
7. Acknowledge emerging financial risks associated with Commonwealth funding arrangements, including:
  - The reduction and lack of transparency in approved funding levels; and
  - The need for further clarification from the Department.
8. Notes that the Committee has requested a further report on the impacts from some of the Support at Home packages having been funded only to 60%, without providing Aged Care Providers with adequate information about which packages have only been funded to this level.
9. Note that ongoing progress against compliance, audit actions and continuous improvement initiatives will continue to be reported to Council through the Committee's quarterly reporting framework.

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

**Against:** Nil

CARRIED 3/0

**8 CONCLUSION OF MEETING**

The meeting was closed at 3:20pm.

UNCONFIRMED

# Clinical Governance<sup>1</sup>

**POLICY STATEMENT**

**McMaugh Gardens creates and maintains an environment that supports ongoing excellence in clinical care through the implementation of the Clinical Governance Framework that includes a commitment of management to leadership, consumer participation, organisational systems, monitoring and reporting, continuous improvement, accountability and workforce support and development.**

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission 2024 Draft Glossary of Terms **Clinical Governance:** An integrated set of leadership behaviours, policies, procedures, responsibilities, relationships, planning, monitoring and improvement mechanisms that are implemented to support safe, quality clinical care and good clinical outcomes for each older person. The purpose of clinical governance in aged care is to support the workforce and visiting health professionals in a service to provide safe, quality clinical care as part of a holistic approach to aged care that is based on the needs, goals and preferences of the older person (Aged Care Quality and Safety Commission (ACQSC), Glossary).

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## 1 PURPOSE

To provide management and worker guidance in clinical governance.

## 2 SCOPE

Residential

## 3 CLINICAL GOVERNANCE FRAMEWORK <sup>2 3</sup>

Clinical Governance is the set of relationships and responsibilities between the Council, management, clinicians and consumers to ensure good clinical outcomes. *It is a collaborative venture between clinicians, managers and consumers that aims to 'create a culture where quality and safety is everybody's primary goal'.*<sup>4</sup>

McMaugh Gardens' clinical governance framework has six components detailed in Table 1: Clinical Governance Framework.







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<sup>2</sup> Australian Government Aged Care Quality and Safety Commission March 2021 [Clinical Governance in Aged Care Toolkit](#) Website accessed September 2025

<sup>3</sup> Australian Government Aged Care Quality and Safety Commission [Clinical Governance in Aged Care](#) Website accessed September 2025

<sup>4</sup> The Australasian Institute of Clinical Governance (AICG) [What is Clinical Governance?](#) April 2024 Accessed September 2025

Table 1: Clinical Governance Framework

	<p><b>Governance, leadership and culture:</b> We have integrated corporate and clinical governance systems that support the continuous improvement of quality and safety of services for consumers based on our vision and culture of delivering safe and quality services.</p>
	<p><b>Consumer partnership:</b> We partner with consumers in the design, improvement and evaluation of our services, including clinical services, through the resident family meetings, focus groups, surveys and feedback processes.</p>
	<p><b>Organisational systems:</b> We have safety and quality systems that are integrated with our management structure and processes to ensure quality and safe clinical services are delivered through the development of policies, processes and systems embedded in our governance arrangements. These include:</p> <ul style="list-style-type: none"> <li>• Risk management</li> <li>• Incident management systems</li> <li>• Continuous improvement systems</li> <li>• Supporting and developing our workers to understand their role in supporting quality and safety.</li> </ul>
	<p><b>Monitoring and reporting:</b> We have a range of data sources we use to measure our performance in providing quality and safe services, including clinical services.</p> <p>These include client data, risk and incident reporting, feedback, and audits and surveys, to provide data that informs our understanding of performance and processes to effect ongoing improvements.</p> <p>We also participate in the National Aged Care Mandatory Quality Indicator Program (as applicable to our service) and report on key result areas including clinical indicators.</p> <p>We provide performance reports to the Aged Care Compliance and Assurance Committee quarterly and receive feedback to improve our services.</p>
	<p><b>Effective workforce:</b> We have a workforce that is appropriately trained, skilled and developed to optimise the safety, health and wellbeing of consumers and a safe work environment. Our workforce is recruited, orientated, supported, trained and developed to meet the changing needs of consumers. We engage the workforce in identifying improvements to better meet consumer needs.</p> <p>We are aware of the need to comply with mandatory reporting requirements where there are professional conduct concerns regarding health professionals. We provide nursing and allied health services through our Registered Nurses and Allied Health Professionals (within their scope of practice) to support effective clinical governance.</p>
	<p><b>Communication and relationships:</b> We have effective communication processes to understand and communicate consumer needs and requirements (based on expressed consumer goals) with the workforce in consultation with consumers. We also engage with visiting practitioners, share information with people we refer consumers to (with consent), and ensure open and transparent communication with consumers. We have systems to ensure accurate and contemporary record keeping, ensuring clear communication between care providers.</p>

## 4 RESPONSIBILITIES

A clear accountability structure defines clinical governance responsibilities from Council → Aged Care Compliance and Assurance Committee → Leadership Team → Director of Nursing → Clinical Care Committee → Clinicians. Escalation thresholds for clinical risk, adverse events, and material non-compliance are documented and reviewed annually.

We believe strong clinical governance relies on a partnership approach with:

- **Consumers:** We partner with consumers and their supporters<sup>5</sup> to the extent that they choose to be involved in their care and in organisational governance through feedback, focus groups, surveys and committee representation (where practicable)
- **Clinicians:** Clinical systems support our clinicians to provide quality and safe services underpinned by their own professional practice and professional codes of conduct that align with our clinical governance framework. These include:
  - the Care Management System that ensures the consumer's health record is maintained and documents the care and services delivered (See [Care Records Documentation](#))
  - the medication management system that ensures the safe and effective administration of medications and identification and management of medication discrepancies (See [Medication Management Framework](#), [Medication Management in Residential Care](#) and [Medication Management in Home Care](#))
  - handover and communication between team members to ensure accurate and timely care is delivered (See [Communicating for Safety and Quality](#))
  - escalation processes to alert the Registered Nurse to any changes in condition so appropriate care and referral occurs (See [Deterioration and Escalation](#))
  - incident reporting systems to identify when a consumer's condition changes or an adverse event occurs and appropriate actions can be taken to support the consumer and prevent it happening again (See [Incident Management](#) and [SIRS Management](#))
  - referral systems to ensure the most appropriate Health Professional influences consumer care (See [Assessment and Care/Support Planning in Residential Care](#) and [Assessment and Care/Support Planning in Home Care](#))
  - collection and monitoring of clinical indicators to measure our performance and implement improvements
  - reporting and improvement systems to ensure we deliver high quality care and reflect on our practice including liaising with other health professionals and organisations (See [Continuous Improvement](#))
  - access to policy, procedures and other guidance material and training and development opportunities to support the workforce to deliver care and services in line with legislative requirements and contemporary good practice
  - clinicians have regular meetings with colleagues from other aged care providers and participate in professional development opportunities to support their practice. Clinicians seek advice from Medical Practitioners and access collegial support from other clinicians as required
- **Our Workers:** All of our workers are trained and supported to understand the importance of escalating concerns regarding the clinical and care outcomes of consumers to their Supervisor or Registered Nurse
- **Leadership Team:** The leadership team implements the clinical governance framework as part of corporate governance to drive safety and quality improvement by:

<sup>5</sup> Supporters include registered supporters, substitute decision-makers, advocates, and other persons supporting the consumer. Preferred supporters are those nominated by the consumer. See [Consent, Substitute Decision Makers and Advance Care Planning](#) and [Communicating for Safety and Quality](#) regarding the roles of supporters in care planning

- advising and informing the Aged Care Compliance and Assurance Committee and Council on clinical governance performance whilst operating within the strategic and policy frameworks endorsed by the organisation
- ensuring the quality and safety systems support the delivery of care and measurement of outcomes
- ensuring workers providing clinical care are qualified, competent and work within their scope of practice and/or role
- allocating responsibility to the Director of Nursing for the oversight of the clinical governance framework and operations
- **Council:** The Council ensures the organisation is running well and delivers quality and safe services by promoting a culture of safety and improvement by:
  - setting priorities and strategic directions for safe and quality clinical care and ensuring that these are communicated to workers and consumers
  - endorses the Clinical Governance Framework
  - monitors the safety and quality of clinical systems and performance through review and feedback to the organisation on reports provided through the Aged Care Compliance and Assurance Committee.

#### **Workforce Competency, Credentialing & Scope of Practice**

McMaugh Gardens maintains a formal competency framework including annual competency assessments, supervision requirements, credentialing and re-credentialing of Registered Nurses and Allied Health Professionals, and mandatory annual training aligned with the Strengthened Aged Care Quality Standards.

## 5 INTEGRATED SYSTEMS

McMaugh Gardens maintains a digital clinical information system compliant with interoperability, healthcare identifier requirements, cybersecurity, and national digital health infrastructure. The system includes data quality controls, audit trails, and timely clinical documentation processes.

Implementation of the clinical governance framework relies on integrated systems to ensure we are aware of clinical risks; can assure we are delivering clinically safe services, and we are continuously improving. McMaugh Gardens has integrated risk management and continuous improvement processes to ensure clinical safety by:

- Conducting clinical and care operational meetings with workers who deliver direct care to consumers and using these forums to identify risk and determine strategies for promoting clinical and care safety outcomes for consumers
- Delegating responsibility for clinical risk management oversight to the Clinical Care Committee who develops, maintains, and reviews operations to ensure the risk management plans and clinical care systems are adequate and reports trends and analysis to the Aged Care Compliance and Assurance Committee (ACCA) via the Leadership Team
- Reporting clinical data trends and analysis to the ACCA including:
  - clinical governance risks such as the availability of suitably qualified workers
  - suitable policies and procedures to guide workers
  - oversight of care and support services by the Registered Nurses
  - open and accessible communication with consumer's Medical Practitioners and other Health Professionals to source advice and decision making related to clinical care
  - review of adverse events including medication errors and networking and education opportunities for the Registered Nurses to ensure currency of practice and support

- Including improvements to reduce or control risks in the improvement process
- Implementation of a simple clinical governance system led by the health professionals, that ensures a review of the safety and quality of our systems and care delivery.

### Restrictive practices governance

McMaugh Gardens maintains a restrictive practices governance framework including behaviour support planning, consent processes, least-restrictive practice principles, reporting obligations, and quarterly review of restrictive practice use by the Clinical Quality Risk Meeting.

## 6 CLINICAL MEETINGS AND REPORTING

A range of clinical meetings and reporting mechanisms are implemented to ensure clinical risks are identified, mitigated and improvements actioned including the following meeting forums.

The Clinical Governance Framework includes a documented SIRS reporting workflow, investigation procedures, root cause analysis methodology, and escalation thresholds for Priority 1 and Priority 2 incidents. SIRS trends and learnings are reported to the Aged Care Compliance and Assurance committee and incorporated into continuous improvement.

### 6.1 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE (ACCA)<sup>6</sup>

The ACCA reviews, analyses and provides recommendations to management on matters affecting the quality of care to consumers including effectiveness, outcomes, impacts of adverse events, results of audits, continuous improvement, risk management and workforce.

#### 6.1.1 ROLE OF ACCA

The ACCA is an advisory committee of Council and does not have operational or executive decision-making authority.

The Committee's functions include:

- reviewing and monitoring reports from management relating to compliance with the *Aged Care Act 2024 (Cth)* and the Strengthened Aged Care Quality Standards
- providing independent assurance to Council that appropriate clinical governance, quality, and risk management systems are in place and operating effectively
- monitoring trends in clinical risk, quality indicators, incidents, complaints, and audit outcomes
- identifying systemic or material risks and referring these to Council, and where appropriate, to Council's Audit, Risk and Improvement Committee (ARIC)
- providing advice to Council on continuous improvement initiatives relevant to the safety and quality of aged care services.

#### 6.1.2 MEMBERSHIP OF ACCA

The membership, appointment process, and conduct of the AACCA are governed by Council's adopted Terms of Reference for ACCA, as amended from time to time.

Committee membership includes independent aged care and clinical governance experts, with Councillor representation in a non-voting capacity to preserve the independence of the Committee's assurance role.

<sup>6</sup> McMaugh Gardens is operated by Council and is exempt from the requirements of sections 157 and 158 of the *Aged Care Act 2024 (Cth)*, it has established a committee that reports to Council to address similar requirements of these provisions

### 6.1.3 MEETINGS AND REPORTS

The Aged Care Compliance and Assurance Committee meets in accordance with its Terms of Reference.

The Committee reports to Council through:

- the provision of meeting minutes to Council; and
- a quarterly report outlining the Committee's activities, findings, and recommendations.

Any urgent or material issues affecting clinical governance, quality, or compliance are escalated to Council in accordance with Council's governance and reporting frameworks.

## 6.2 RESIDENT AND FAMILY ENGAGEMENT AND PARTICIPATION <sup>7</sup>

McMaugh Gardens is committed to meaningful resident and family participation in the planning, delivery, and continuous improvement of care and services.

As McMaugh Gardens is operated by Uralla Shire Council, the Advisory Body Requirements under section 158 of the *Aged Care Act 2024 (Cth)* do not apply. In place of a Consumer Advisory Body, Council has implemented structured and ongoing resident and family engagement mechanisms to ensure consumer perspectives inform clinical governance and quality improvement activities.

Although exempt from s158, McMaugh Gardens ensures resident and family engagement mechanisms operate with equivalent rigour to a Consumer Advisory Body, including structured representation, documented feedback loops, and transparent reporting to the ACCA and Council.

### 6.2.1 ENGAGEMENT MECHANISMS

Resident and family engagement is undertaken through a range of formal and informal mechanisms, including:

- regular resident meetings at the facility
- scheduled family meetings
- routine resident and family satisfaction surveys
- individual feedback, compliments, and complaints processes
- targeted consultations or focus groups where specific issues or service changes are being considered.

These mechanisms are designed to support inclusive participation and enable residents and their representatives to raise issues important to them.

### 6.2.2 USE OF FEEDBACK

Resident and family engagement is undertaken through a range of formal and informal mechanisms, including:

- regular resident meetings at the facility
- scheduled family meetings
- routine resident and family satisfaction surveys
- individual feedback, compliments, and complaints processes
- targeted consultations or focus groups where specific issues or service changes are being considered.

<sup>7</sup> McMaugh Gardens is exempt from advisory body requirements per section 158 of the *Aged Care Act 2024* because it is run by a Council which is a local government authority under the *Local Government Act 1993 (NSW)*

These mechanisms are designed to support inclusive participation and enable residents and their representatives to raise issues important to them.

### 6.2.3 REPORTING AND COMMUNICATION

Outcomes from resident and family engagement activities, including themes, trends, and actions taken, are reported through Council's internal governance and reporting structures.

Residents and families are informed of outcomes and improvements arising from their feedback through:

- meeting updates
- notices within the facility
- direct communication where appropriate

Engagement processes are reviewed periodically to ensure they remain effective, accessible, and aligned with Council's clinical governance and quality assurance framework.

## 6.3 CLINICAL QUALITY RISK MEETING

Clinical care quality and safety is of paramount importance in McMaugh Gardens. The key committee for clinical care discussion and improvement is the Clinical Quality Risk Meeting that is held weekly to monitor:

- **Regulatory compliance:** Identify and determine actions to address legislative and regulatory changes that impact the care and services delivered
- **Risk and Compliance:**
  - review of accreditation/assessment reports, results and preparation activities prior to the review
  - star ratings and actions to improve residential care
  - review of quality indicators (top 5 risks from incident reporting) and actions to improve
  - review of all quality indicators to identify trends and improvement activity required
  - review of Serious Incident Response Scheme (SIRS) events, priority, type and actions taken
  - review of restrictive practices and psychotropic medication use
  - feedback review including summary of internal feedback, complaints and surveys; summary of complaints to the Commission
  - coronial inquiries including possible coronial reviews/deaths
  - audit results including areas audited, results and recommendations for further action
  - education and training compliance, system, risks and actions
  - workforce availability, education and training compliance and need for additional worker training/development
- **Quality and Continuous Improvement**
  - Plan for Continuous Improvement review
  - Clinical Risk Register review. The Clinical Risk Register uses a documented risk scoring methodology aligned with ISO 31000, includes defined risk appetite and tolerance levels, and integrates with Council's enterprise risk management system. Risks are reviewed monthly and escalated according to defined thresholds
  - National Quality Indicator Program
  - Infection Prevention and Control / Anti-microbial stewardship
- **Document control**

- documents for endorsement
- policy and procedure updates
- review of training materials and alignment with policy and procedures
- **Other Committee/Meeting updates**
  - Medication Advisory Committee
  - multidisciplinary teams
  - care teams
  - Work Health and Safety
- **New business**
  - projects (e.g. data systems, acquisitions, expanding services etc.)
  - assessment of clinical governance framework effectiveness (annual)

### 6.3.1 CLINICAL QUALITY RISK MEETING REPORTING

The Clinical Quality Risk meetings prepare reports on various issues to the ACCA for review and consideration of improvements, risks and controls. Reports on any medication issues are prepared and are addressed in the Medication Advisory Committee.

## 6.4 MEDICATION ADVISORY COMMITTEE

The Medication Advisory Meeting (Residential Care) is held every three months. A Medical Practitioner, Pharmacist, nominated resident (elected by residents at resident meeting), Clinical Care Coordinator and Director of Nursing attend this meeting to review the medication practices in the organisation.

The Medication Advisory Committee oversees medication safety KPIs, polypharmacy review processes, high-risk medication controls, deprescribing protocols, and analysis of medication incidents. An annual pharmacist review is conducted and reported to the ACCA.

## 6.5 MULTIDISCIPLINARY TEAM MEETING

Weekly team meetings are held at McMaugh Gardens. Leadership Work Health Safety and Quality meeting is held at the end of each month, all heads of departments attend this meeting.

## 6.6 OPERATIONAL COMMITTEES

A range of other operational committees contribute to engagement of workers to improve care and services to consumers. (See [Governance](#) / Operational Committees).

# 7 CLINICAL INDICATOR PERFORMANCE

Clinical indicators are measured to demonstrate the safety and quality of care. Success is measured by McMaugh Gardens' ability to prevent and minimise harm. The indicators are constructed to monitor performance and set targets for improvement and to support a comparison with other providers with varying numbers of consumers and levels of care provided.

For each mandatory quality indicator, McMaugh Gardens sets internal performance targets, conducts trend analysis, benchmarks against comparable providers, and develops documented improvement plans where indicators fall below target.

Areas for improvement identified by the indicators are reported to the Clinical Care Committee for review and consideration of improvements for inclusion in the relevant care related Operational Plans.

A formal Antimicrobial Stewardship Program is implemented, including annual pharmacist review, AMS audits, monitoring of antimicrobial use, and staff training. AMS outcomes are reported quarterly to the Aged Care Compliance and Assurance committee.

## 7.1 RESIDENTIAL CARE

Residential care providers are required to report on the National Aged Care Mandatory Quality Indicator Program<sup>8</sup> through submission of data into the My Aged Care Provider Portal. An overview of the Quality Indicator Program quality indicators is shown in Figure 1: Quality Indicator Program Quality Indicators.

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<sup>8</sup> Australian Government Department of Health and Aged Care [National Aged Care Mandatory Quality Indicator Program](#) Website Accessed June 2025

Figure 1: Quality Indicator Program Quality Indicators<sup>9</sup>



All residential care indicators are calculated using the following calculation method:

$$\text{Quality indicator percentage value} = \frac{\text{Raw number of the measure being controlled} \times 100}{\text{Total number of care recipients assessed at the service}}$$

The indicators and the measures currently requiring submission are listed below. Each indicator is hyperlinked to the [Department of Health and Aged Care Quick Reference Guide](#) for that indicator.

We report on these 11 quality indicators for each consumer every 3 months, through the Government Provider Management System (GPMS)<sup>10</sup>.

<sup>9</sup> Australian Government Department of Health, Disability and Ageing [National Aged Care Mandatory Quality Indicator Program Manual 4.0 Part A](#). Figure 2: Summary of QI Program Quality Indicators. Website accessed June 2025

<sup>10</sup> All quality indicator data is to be submitted through GPMS within 21 days of the end of the quarter

### 7.2.1 PRESSURE INJURIES

#### [Pressure injuries](#)

There are six measures:

- Stage 1 pressure injuries
- Stage 2 pressure injuries
- Stage 3 pressure injuries
- Stage 4 pressure injuries
- Unstageable pressure injuries, and
- Suspected deep tissue injuries.

### 7.2.2 USE OF PHYSICAL RESTRAINT

#### [Use of physical restraint](#)

There is one measure: Percentage of consumers who were physically restrained.

### 7.2.3 UNPLANNED WEIGHT LOSS

#### [Unplanned weight loss](#)

There are two measures:

- Significant unplanned weight loss (>5% or more) and
- Consecutive unplanned weight loss.

### 7.2.4 FALLS AND MAJOR INJURIES

#### [Falls and major injuries](#)

There are two measures:

- Percentage of consumers who experienced one or more falls and
- Percentage of consumers who experienced one or more falls resulting in major injury.

### 7.2.5 MEDICATION MANAGEMENT POLYPHARMACY AND MEDICATION MANAGEMENT ANTIPSYCHOTICS

#### [Medication management polypharmacy](#) and [Medication management antipsychotics](#)

There are two measures:

- Percentage of consumers who were prescribed nine or more medications and
- Percentage of consumers who received antipsychotic medications.

### 7.2.6 ACTIVITIES OF DAILY LIVING

#### [Activities of Daily Living](#)

There is one measure: Percentage of consumers who experienced a decline in activities of daily living.

### 7.2.7 INCONTINENCE CARE

#### [Incontinence care](#)

There is one measure: Percentage of consumers who experienced incontinence associated dermatitis.

7.2.8 HOSPITALISATION

[Hospitalisation](#)

There is one measure: Percentage of consumers who had one or more emergency department presentations.

7.2.9 WORKFORCE

[Workforce](#)

There is one measure: Percentage of worker turnover.

7.2.10 CONSUMER EXPERIENCE

[Consumer experience](#)

There is one measure: Percentage of consumers who report 'good' or 'excellent' experience of the service.

7.2.11 QUALITY OF LIFE

[Quality of life](#)

There is one measure: Percentage of consumers who report 'good' or 'excellent' quality of life.

7.2.12 OPTIONAL EXAMPLE PERFORMANCE INDICATORS

Additional residential care example performance indicators that can be considered<sup>11</sup>:

- Number of consumers admitted unexpectedly to hospital (per month)
- Number of wounds that fail to heal in estimated time frame excluding wounds that are assessed as not expected to heal (per month)
- Total medication incidents
- Medication incidents involving high risk medications: narcotics, sedatives, chemotherapeutic agents, anticoagulants, or insulin.

Full details on each indicator, exclusions and how the indicators are collected and submitted are included in the Australian Government Department of Health and Aged Care [National Aged Care Mandatory Quality Indicator Program Manual 3.0](#) Part A<sup>12</sup> and Part B<sup>13</sup>.

7.2.13 ANTIMICROBIAL STEWARDSHIP (AMS) REPORTING

We conduct audits (internal and through AC NAPS bi-annually) to determine AMS performance. (See [Infection Prevention and Control/Antimicrobial Stewardship](#)).

DOCUMENT INFORMATION

<b>Owner**</b>	Director of Nursing
<b>Date Approved</b>	1 August 2024

<sup>11</sup> These indicators are not requirements at this time but are considered good practice

<sup>12</sup> Australian Government Department of Health, Disability and Ageing [National Aged Care Mandatory Quality Indicator Program Manual 4.0 Part A](#). Website Accessed June 2025

<sup>13</sup> Australian Government Department of Health, Disability and Ageing [National Aged Care Mandatory Quality Indicator Program Manual 4.0 Part B](#). Website Accessed June 2025

<b>Applicable Aged Care Programs</b>	CHSP, HCP, Residential Care
<b>Review History</b>	Developed: 1 August 2024
Date of review and summary of changes	September 2025: updated terminology in line with the Aged Care Act 2024, Aged Care Rules 2025
Date of review and summary of changes	<p>23 January 2026 updated to reflect McMaugh Gardens practices and procedures</p> <p>5 May 2026 – Amendments made following consultation with ACCA and then endorsed by ACCA. These changes included:</p> <ul style="list-style-type: none"> <li>• clarification around responsibilities of Council, ARIC, ACCA, McMaugh Gardens Leadership Team and various subcommittees at McMaugh Gardens;</li> <li>• Inclusion of workforce competency and credentialling;</li> <li>• Clarification around digital integrated systems used at McMaugh Gardens;</li> <li>• Confirmation on use of restrictive practices, processes and reporting;</li> <li>• Confirmation on how SIRS reporting is included in clinical meetings and reporting;</li> <li>• Confirmation around the clinical risk register;</li> <li>• Confirmation around the medication advisory committee reporting</li> <li>• Confirming clinical indicator performance</li> <li>• Including a formal Antimicrobial Stewardship Program, and annual report from pharmacist on this, along with a quarterly AMS report</li> </ul>
Date of review and summary of changes	

\*\*The person responsible for ensuring the Procedure is appropriate, followed and maintained up to date.

# Governance<sup>1</sup>

**POLICY STATEMENT**

**Uralla Shire Council ensures effective organisational governance to meet legislative and regulatory compliance, ongoing improvement to care and services and sustainability.**

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission 2024 Draft Glossary of Terms **Governance**: The set of relationships and responsibilities established by an organisation between its executive, workforce and stakeholders (including the older person). Governance incorporates the processes, customs, policy directives, laws and conventions affecting the way an organisation is directed, administered or controlled. Governance arrangements provide the structure for setting the corporate objectives (social, fiscal, legal, human resources) of the organisation and the means to achieve the objectives. They also specify the mechanisms for monitoring performance. Effective governance provides a clear statement of individual accountabilities within the organisation to help align the roles, interests and actions of different participants in the organisation to achieve the organisation’s objectives. Governance includes both corporate and clinical governance. (NSQHS Standards, 2nd ed.).

## 1 PURPOSE

To provide an overview of organisational governance structures and processes to ensure effective organisational governance to meet legislative and regulatory compliance, ongoing improvement to care and services and sustainability.

## 2 SCOPE

Residential and Home Care, NDIS

## 3 A CULTURE OF QUALITY AND SAFETY

The Governing Body leads a culture of safety, inclusion and quality that focuses on continuous improvement, embraces diversity and prioritises the safety, health and wellbeing of consumers and the workforce.

A culture of quality and safety ensures continuous improvement focused on the safety of our consumers. To effectively nurture this, the governing body members and workers have a shared understanding of a culture of quality and safety. Strategies for achieving this include:

- Ensuring the governing body members are aware of our commitment to a culture of safety, inclusion and quality and have familiarity with the requirements of the Strengthened Aged Care Quality Standards and their responsibilities
- Ensuring senior leadership promote and monitor a culture of quality and safety and look for opportunities to continuously improve
- Promoting our culture of quality and safety with consumers and their representatives/substitute decision makers, the workforce, visitors, and the broader community and seeking their input in how we can improve.

### 3.1 QUALITY AND SAFETY REQUIREMENTS

When the governing body is conducting organisational planning or considering changes to organisation operations, they ensure the following requirements of the Strengthened Aged Care Quality Standards that relate to quality and safety are applied:

- A priority is given to the safety, health and wellbeing of consumers and workers
- Care and services are accessible to, and appropriate for, people with specific needs and diverse backgrounds, Aboriginal and Torres Strait Islander peoples and people living with cognitive impairment
- Workers are actively engaged and consulted
- Legislative requirements, organisational and operational risks, workforce needs, and the wider organisational environment are considered.

The Leadership Team and Aged Care Compliance and Assurance Committee are responsible for assessing our performance and reporting to the governing body on the application of these requirements.

### 3.2 QUALITY MANAGEMENT SYSTEM

Our quality management system enables and drives the continuous improvement of the care and services we provide. Our system supports quality care and services for all consumers as follows:

- Sets out accountabilities and responsibilities for supporting quality care and services specific to different roles, including the governing body, senior management and workers and volunteers

- Sets strategic and operational expectations for the delivery of quality care and services (
- Enables the governing body to monitor our performance in delivering quality care and services, informed by:
  - Feedback from consumers, their representatives/substitute decision makers, workers, contractors and the community
  - Analysis of risks, complaints and incidents and their underlying causes
  - Quality Indicator data and contemporary evidence-based practice
- Supports us to meet strategic and operational expectations and identify opportunities for improvement
- We regularly review and improve the effectiveness of the quality system
- The governing body, with input from the Leadership Team and the Aged Care Compliance and Assurance Committee monitors investment in priority areas to deliver quality care and services
- We regularly report on our quality system and performance to consumers and their representatives/substitute decision makers and workers through a newsletter, notices, emails and consumer meetings
- We practice open disclosure and communicate with consumers and their representatives/substitute decision makers and workers when things go wrong
- We maintain and implement policies and procedures that are current, regularly reviewed, informed by contemporary evidence-based practice, and are understood and accessible by workers and relevant parties.

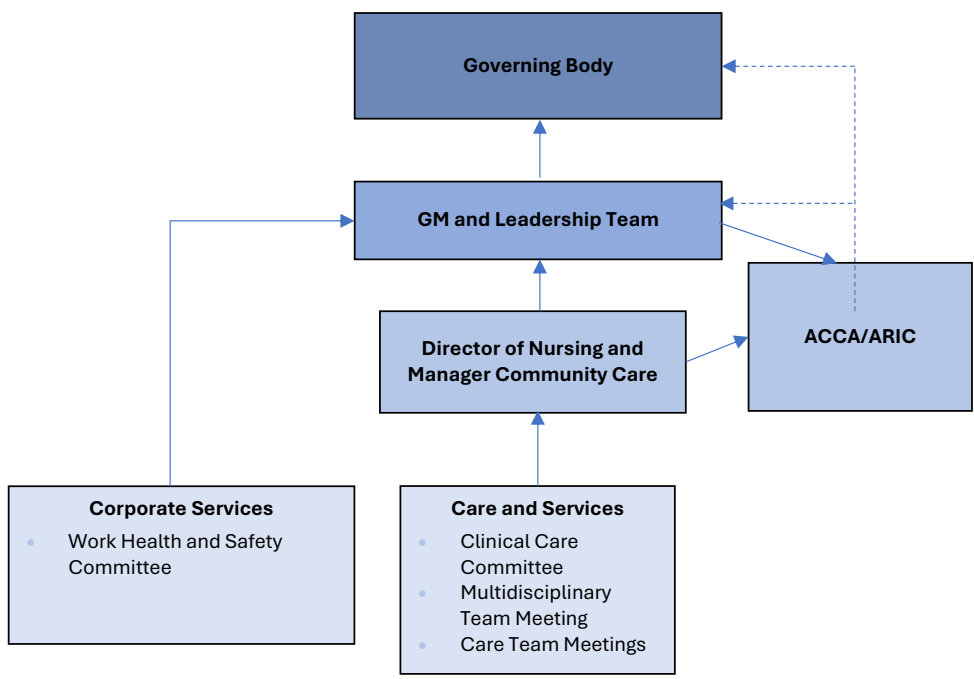
## 4 GOVERNANCE STRUCTURE

Uralla Shire Council's corporate and clinical governance responsibilities include:

- Financial governance
- Clinical governance
- Risk management and
- Other responsibilities including human resource management and legal compliance.

The General Manager (GM) is responsible for managing the governance systems and ensuring appropriate reporting to the governing body. The governance structure is shown below in Figure 1: Governance Structure.

Figure 1: Governance Structure



4.1 THE GOVERNING BODY

Effective governance starts with the governing body. The governing body leads the culture of Uralla Shire Council and sets the expectations for behaviour and performance. These expectations are mirrored by the governing body and reflected throughout the organisation by the GM and other management and supervisory workers.

The role and responsibilities of the governing body are detailed in the *Local Government Act 1993 (NSW)* and the *Aged Care Act 2024 (Cth)* and all governing body members are supported to understand their responsibilities in the delivery of safe and quality services for consumers and the sustainability of the organisation. The Leadership Team provides reports to the governing body at their monthly Council meetings.

4.2 GM AND LEADERSHIP TEAM

The Leadership Team, led by the GM, is responsible for managing the organisation, delivering on the organisation’s strategy and operational plans and ensuring consumers receive quality and safe care from a well-trained, resourced and supported workforce.

The GM reports organisational performance to the governing body, including achievement of the items included in the suite of Integrated Planning and Reporting documents. Specifically regarding aged care, organisational reporting first goes to the Aged Care Compliance and Assurance Committee and the Audit Risk, Improvement Committee that outlines high level organisational improvements being undertaken. The Leadership Team report to the GM and provide regular reports on the performance of their portfolio through governance structures. The Leadership Team comprises:

- The GM
- Group Manager Corporate Services

- Group Manager Community Services
- Director of Nursing
- Manager of Community Services

#### 4.3 AGED CARE COMPLIANCE AND ASSURANCE COMMITTEE

The Aged Care Compliance and Assurance Committee ('ACCA') reviews, analyses and provides recommendations to management on matters affecting the quality of care to consumers including effectiveness, outcomes, impacts of adverse events, results of audits, continuous improvement, risk management and workforce. Uralla Shire Council is exempt from the requirements of section 157 and 158 of the *Aged Care Act 2024 (Cth)*, and it has established ACCA to address similar requirements under those provisions.

#### 4.4 RESIDENT AND FAMILY ENGAGEMENT AND PARTICIPATION

McMaugh Gardens is committed to meaningful resident and family participation in the planning, delivery, and continuous improvement of care and services.

As McMaugh Gardens is operated by Uralla Shire Council, the Advisory Body Requirements under section 158 of the *Aged Care Act 2024 (Cth)* do not apply. In place of a Consumer Advisory Body, Council has implemented structured and ongoing resident and family engagement mechanisms to ensure consumer perspectives inform clinical governance and quality improvement activities.

Although exempt from s158, McMaugh Gardens ensures resident and family engagement mechanisms operate with equivalent rigour to a Consumer Advisory Body, including structured representation, documented feedback loops, and transparent reporting to the ACCA and Council.

#### 4.5 OPERATIONAL COMMITTEES

We have a range of operational committees that contribute to the engagement of the workforce in improving care and services for consumers, supporting a safe work environment and monitoring our performance. The governance processes are built on cooperation and reporting between different levels of Uralla Shire Council management including:

- Corporate Services
  - Corporate Team Meetings
  - Audit Risk Improvement Committee (which reports directly to the governing body similar to ACCA)
  - Work Health and Safety Committee
- Care and Services
  - Clinical Care Committee (inclusive of the Medication Advisory Committee)
  - Multidisciplinary Team Meeting
  - Care Team Meetings.

#### 4.6 GOVERNANCE REPORTING

- The GM and Leadership Team provides a quarterly report to the ACCA on operational performance including activities outlined in the workplan adopted by the ACCA
- A quarterly report from the ACCA with recommendations is provided to the Leadership Team that is provided to the governing body as part of operational reporting

- The ACCA also provides an annual report to the Leadership Team for review and presentation to the governing outlining organisation care and clinical performance
- The ACCA also provides its minutes and quarterly report to Uralla Shire Council's Audit Risk Improvement Committee ('ARIC') which may provide a report or recommendation back to the ACCA or to the governing body as needed.

#### 4.7 KEY PERSONNEL<sup>2</sup>

### 5 MANAGEMENT STRUCTURE

The management structure of Uralla Shire Council is shown below in [Figure 2: Management Structure](#). All reporting and supervision are based on the diagram. These lines of reporting are not varied except where expressly stated in these policies and procedures or with the agreement of the GM and/or the governing body.

### 6 MANAGEMENT MEETINGS

Meetings are an integral part of Uralla Shire Council's operations to ensure communication, decision making (including records of decisions) and governance and operational performance monitoring.

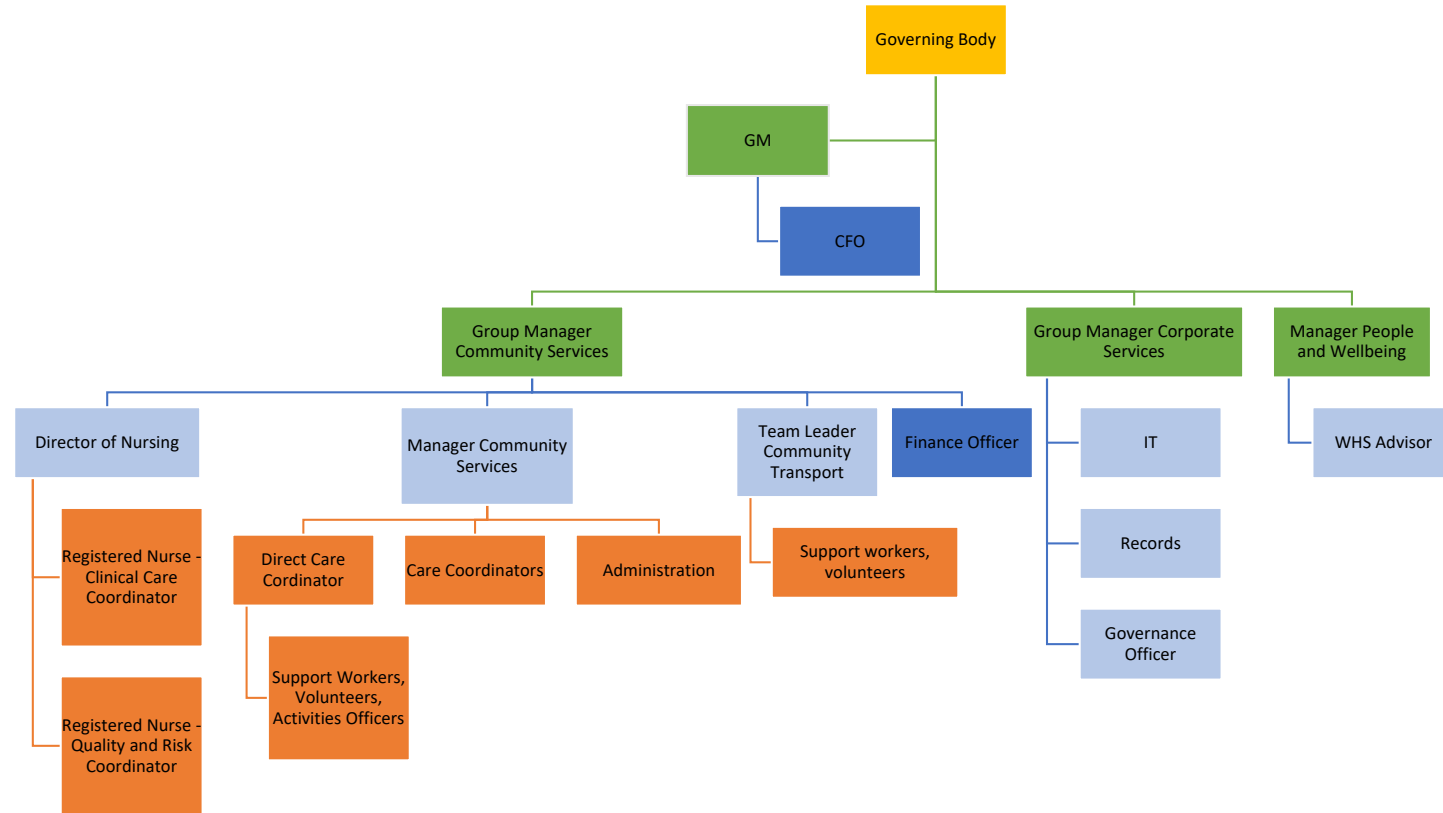
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<sup>2</sup> Key Personnel are the senior management personnel in Approved Providers (providers who deliver Residential Care and/or Home Care Packages). Commonwealth Home Support Program (CHSP) providers who deliver Residential Care and/or Home Care Packages as well as CHSP are Approved Providers. CHSP only providers are not Approved Providers. In these Policies and Procedures the decision makers in CHSP are referred to as Executive Decision Makers.

ACORN AGED CARE POLICIES AND PROCEDURES

GOVERNANCE

Figure 2: Management Structure



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 DATE OF LAST REVIEW: 1 MAY 2024

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## 7 ORGANISATION PERFORMANCE REPORTING

The Managers, with the assistance of the administration team, are responsible for monitoring the delivery of services against any contracted requirements, budgets and performance indicators. The GM and/or the governing body review reports to ensure compliance with requirements, with the Mayor signing the reports. The Managers, with the assistance of the administration team is responsible for preparing reports, having them signed and forwarding them to the funding providers.

## 8 CORPORATE CALENDAR

Managers are responsible for maintaining their corporate calendar in Outlook to prompt meetings and reporting requirements.

### DOCUMENT INFORMATION

<b>Owner**</b>	Group Manager Community Services
<b>Date Approved</b>	1 August 2024
<b>Applicable Aged Care Programs</b>	CHSP, HCP, Residential Care, NDIS
<b>Review History</b>	Developed: 1 August 2024
Date of review and summary of changes	9 April 2026 – adapted GGJ document to reflect operation and organisational structure of Council’s aged care operations. 5 May 2026 – endorsed by ACCA
Date of review and summary of changes	
Date of review and summary of changes	

\*\*The person responsible for ensuring the Procedure is appropriate, followed and maintained up to date.



Terms of Reference:  
Aged Care Compliance and  
Assurance Committee

Version 2

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INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council	24 June 2025	Resolution No.	71.06/25
Document Owner	Manager Governance and Service Centre		
Document Development Officers			
Review Timeframe	Annually		
Last Review Date:	May 2025	Next Scheduled Review Date	May 2026

Document History

Doc No.	Date Amended	Details
1		First draft reviewed by external consultant expert
1.1	May 2025	Second draft amended to include comments and feedback from Councillors
2	24 June 2025	Adoption by Council following exhibition period. No submission received.
2.1	3 May 2026	Review of Adopted Terms of Reference by Aged Care Compliance and Assurance Committee.

Related Legislation	<i>Aged Care Act 2024</i>
Related Policies	Code of Conduct
Related Procedures/ Protocols, Statements, documents	

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*Terms of Reference: Aged Care Compliance and Assurance Committee*

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*Terms of Reference: Aged Care Compliance and Assurance Committee*

**1. Establishment and Authority**

- 1.1. The Aged Care Compliance and Assurance Committee (“the Committee”) is established pursuant to the governing body resolution [Resolution 71.06/25].
- 1.2. The Committee is an assurance advisory body reporting to the governing body. It has the authority to review and monitor the clinical governance and quality of aged care services, request relevant information, and provide recommendations to the governing body.
- ~~1.2.1.3.~~ The Committee does not have executive powers or authority over operational decisions. However, the Committee, but can make recommendations for improvement in the delivery of clinical care and adherence to the Aged Care standards for its aged care services.

**2. Purpose and Objectives**

- 2.1. The purpose of the Committee is as an advisory body to provide assurance to the governing body on compliance with the Strengthened Aged Care Quality Standards under the *Aged Care Act 2024 (Cth)*. The Committee’s role is to independently monitor and report on compliance and clinical governance outcomes. It does not have a role in operational management, performance monitoring of individuals, or detailed service delivery oversight of Council’s aged care services.

**3. Term of Committee**

- 3.1. The Committee shall operate from the date the governing body adopts these Terms of Reference and will conclude six (6) months after the date of the next council election, unless terminated earlier in accordance with these Terms of Reference.
- ~~3.1.3.2.~~ Committee members are appointed for a term of 4 years, and they cannot serve more than 2 consecutive terms.

**4. Functions and Duties**

- 4.1. The functions of the Committee are to:
- 4.1.1. Review and monitor reports from management related to compliance with the Strengthened Aged Care Quality Standards.
- 4.1.2. Provide independent system-level assurance and oversight that Council’s aged care services meet the clinical governance obligations set out in the *Aged Care Act 2024 (Cth)*.
- 4.1.3. Monitor the adequacy and implementation of internal compliance frameworks and policies.
- 4.1.4. Develop a three year work plan and an annual work plan to ensure that the Aged Care Standards are being addressed in a systematic fashion.
- ~~4.1.4.1.5.~~ Meet at least 4 times a year and otherwise as agreed.
- 4.1.6. Report minutes of each Committee meeting to the governing body and to the Audit, Risk, and Improvement Committee (ARIC).
- ~~4.1.5.4.1.7.~~ Provide an annual report on the performance of Council’s aged care services to the governing body and to the ARIC. This annual report is to also include a self-assessment on the performance of the Committee against these terms of reference. This annual report is to include an effectiveness review and a review of expectations about how Committee members are expected to contribute.
- 4.1.8. Refer systemic risks or material non-compliance to the governing body and the Audit, Risk, and Improvement Committee ARIC as appropriate.

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*Terms of Reference: Aged Care Compliance and Assurance Committee*

~~4.1.6.~~

**5. Membership**

- 5.1. Membership of the Committee shall consist of:
- 5.1.1. a senior clinical expert who is an experienced aged care compliance expert (voting);
  - 5.1.2. two aged care compliance experts (voting);
  - 5.1.3. a councillor representative (non-voting).
- 5.2. The governing body shall appoint one of the independent members of the Committee as the Chair of the Committee.
- 5.3. The following Officers of the Council shall be available to attend any Committee meeting, in whole or in part, as is required in a non-voting role:
- 5.3.1. The General Manager;
  - 5.3.2. The Director of Nursing for McMaugh Gardens Aged Care Facility;
  - 5.3.3. The Manager of Community Care;
  - ~~5.3.4.~~ The Manager of Governance;
  - ~~5.3.4-5.3.5.~~ The Group Manager Community Services;
  - ~~5.3.5-5.3.6.~~ Any other officer of the Council requested by the Committee to provide assistance or information on a relevant matter before the Committee.
- 5.4. The Mayor, and any Councillor with approval of the Mayor, can attend any meeting as an observer.

**6. Responsibilities of members**

- 6.1. Committee members must maintain confidentiality regarding sensitive information discussed in Committee meetings.
- 6.2. Any conflicts of interest must be declared and appropriately managed in accordance with the Council's Code of Conduct.
- ~~6.3.~~ No Committee member shall hold an operational role within the aged care services provided by the Council.

~~6.3.~~

**Independent Members**

- 6.4. The Chair and members of the Committee are expected to understand and observe the requirements of the guidelines for risk management for local government in NSW. Members are also expected to:
- 6.4.1. make themselves available as required to attend and participate in meetings;
  - 6.4.2. contribute the time needed to review and understand information provided to it;
  - 6.4.3. apply good analytical skills, objectivity and judgement;
  - 6.4.4. act in the best interests of the community in line with aged care legislation;
  - 6.4.5. have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry;
  - ~~6.4.6.~~ maintain effective working relationships with the Council;

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*Terms of Reference: Aged Care Compliance and Assurance Committee*

6.4.7. upon appointment, undertake induction training to familiarise themselves with relevant Council policies, these terms of reference, and Council's Code of Conduct;

6.4.6-6.4.8. complete annual training to stay current with aged care reforms and regulatory requirements;

6.4.7-6.4.9. have strong leadership qualities (Chair);

6.4.8-6.4.10. lead effective Committee meetings (Chair); and

6.4.9-6.4.11. conduct themselves in a non-partisan and professional manner.

**Councillor appointed observer**

- 6.5. To preserve the independence of the Committee, the Councillor member of the Committee is a non-voting member. Their role is to:
- 6.5.1. relay to the Committee any concerns the governing body may have regarding the Council's aged care operations and issues being considered by the Committee;
  - 6.5.2. provide insights into local issues and the strategic priorities of the Council that would add value to the Committee's consideration of agenda items;
  - 6.5.3. advise the governing body (as necessary) of the work of the Committee and any issues arising from it; and
  - 6.5.4. assist the governing body to review the performance of the Committee.
- 6.6. The Councillor member of the Committee must conduct themselves in a non-partisan and professional manner. The Councillor member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or that could be seen to do so.
- 6.7. If the Councillor member of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the governing body that the councillor member be removed from membership of the Committee. Where the governing body does not agree to the Committee Chair's recommendation, the governing body must give reasons for its decision in writing to the Chair.

**7. Appointment of Members and Office Bearers**

**7.1. Appointment of Members**

- 7.1.1. Committee members shall be appointed by the Council's governing body via a resolution of Council.

**7.2. Vacancies**

- 7.2.1. The General Manager should promptly advise the Council's governing body of any casual vacancy.
- 7.2.2. The filling of any vacancy shall be managed by the General Manager with any filling of a vacancy approved by the Council's governing body via a resolution of Council.

**7.3. Committee Secretary**

- 7.3.1. A Council support staff member will be provided to assist and advise the Committee and Chairperson (e.g. meeting procedure, minutes etc.).

**8. Meeting Practice and Procedure**

**8.1. Meeting Procedure**

- 8.1.1. The Chair should ensure meetings are conducted in an orderly manner.



*Terms of Reference: Aged Care Compliance and Assurance Committee*

- 8.1.2. The first meeting of the Committee for each year shall set out an annual work plan to address compliance against the Aged Care Quality Standards and the *Aged Care Act 2024 (Cth)*.
- 8.1.3. Meetings should follow the Agenda.
- 8.1.4. The Agenda shall address relevant compliance matters as set out in the annual work plan.
- 8.1.5. Matters not listed on the Agenda can be raised in General Business.
- 8.1.6. The motion should first be discussed and, following discussion be voted on.
- 8.1.7. The Committee cannot move a motion that would place the Council in breach of legal and other requirements (i.e. agreements, contracts etc.).
- 8.1.8. Once the motion is voted on and is successful, it becomes a decision of the Committee and, if necessary, the Committee must act on it.
- 8.1.9. If there is a dispute regarding meeting practice and or a resolution, the issue is to be reviewed against the requirements of these Terms of Reference. If the issue is still not resolved, the Council's General Manager will review against the Elected Council's adopted Code of Meeting Practice and their decision is final.
- 8.2. Quorum**
- 8.2.1. The quorum for a Committee meeting is where more than 50% of voting members attend.
- 8.2.2. If a quorum is not present 15 minutes after the scheduled meeting start time, the meeting is to be abandoned.
- 8.2.3. If a quorum is not present, no decisions can be made and the meeting must be either rescheduled to another date or cancelled. In any event, meeting minutes are to be kept of the cancelled meeting and forwarded to the governing body. These minutes should only list those present and state that no quorum was present, and the meeting was abandoned.
- 8.3. Voting Rights**
- 8.3.1. Each voting member shall have one equal vote.
- 8.4. Decision of the Committee**
- 8.4.1. The Committee is an advisory committee and has no financial or operational delegation.
- 8.4.2. A decision supported by a majority of the votes cast at a committee meeting (where there is a quorum) is the decision of the Committee.
- 8.4.3. The decisions and actions arising from those decisions must be lodged in Council's customer request management (CRM) system and assigned to relevant staff for action. Progress against the actions arising from the decisions of the Committee at previous meetings is to be addressed as an Agenda item at each meeting of the Committee.
- Meeting Agenda**
- 8.4.4. An agenda should be prepared by the Committee Secretary for each meeting and circulated to all members at least 5 business days prior to the meeting.
- 8.5. Minutes of Meetings**



*Terms of Reference: Aged Care Compliance and Assurance Committee*

- 8.5.1. Minutes of each meeting should be kept using an approved meeting minutes template.
- 8.5.2. Minutes are a record of decisions or actions only. They are not to detail conversations and deliberations, defamatory statements, personal/private and/or confidential information. They are not meant to be a transcript of discussion.
- 8.5.3. Minutes are to be circulated to all Committee members and Councillors.
- 8.5.4. An example meeting agenda template is at Table 1 below.

**Table 1: Example meeting agenda/minutes template**

Item	Discussion	Action
1. Acknowledgement of Country: <i>We acknowledge the Traditional Custodians of the land on which we live and work, and pay our respects to their elders, past and present.</i>		
2. Apologies:	List any apologies received and remove from attendees listing	Noted
3. Declarations and management of conflicts of interest	List any declarations and management of conflicts of interest.	Noted
4. Confirmation of minutes Date of previous meeting	The minutes of the meeting held on date be confirmed / deferred.  <b>Moved: Mover, Seconded: Seconder</b>	
5. Outstanding Actions Review	Attachment 1 - Reviewed and updated	Noted
6. General Business		
6.1. General Business Item Attachment 1 - Reviewed and updated	Committee decision or recommendation	Mover Seconder Vote
6.2 General Business Item	Committee decision or recommendation	Mover Seconder Vote



*Terms of Reference: Aged Care Compliance and Assurance Committee*

6.3 Other General Business items	As above	As above
Next Meeting:	Date of next meeting	Noted

**9. Code of Conduct and Conflict of Interest**

- 9.1. The Uralla Shire Council Code of Conduct applies to all Committee members.
- 9.2. Committee members and councillor representatives are to declare conflicts of interest when any such interest arises.
- 9.3. Declarations of conflict of interest shall be recorded in the minutes and committee members shall abstain from voting on any matter relating to the declared conflict of interest.

**10. Reporting**

- 10.1. The Committee will report on compliance status, emerging risks related to regulatory requirements, and governance assurance. It will not make operational recommendations or assess individual or program-level performance.
- 10.2. The Committee shall report to Council through the provision of its Minutes.
- 10.3. A Quarterly report outlining the Committee’s activities, findings, and recommendations shall be presented to the governing body.
- ~~10.3.1~~ 10.4. Any urgent issues requiring the governing body’s attention shall be reported immediately through the appropriate channels and actions appropriately recorded.

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**11. Limitation of Powers**

- 11.1. The Committee must not do anything or allow any person acting under its direction to do anything contrary to the interest of the council. For the purposes of this sub-clause, this includes but is not limited to, prohibiting the following:
  - 11.1.1. Advising any person that they may have a legal right or action against the Council or any Council official;
  - 11.1.2. Making any admission of liability or accepting liability on behalf of the Council or the Committee;
  - 11.1.3. Acting contrary to Uralla Shire Council’s Code of Conduct;
  - 11.1.4. Acting outside the limits of the Committee’s Terms of Reference;
  - 11.1.5. Acting or presenting the Committee as independent of the council; and
- 11.2. The Committee shall not involve itself in day-to-day management or decision-making, operational performance issues, or matters relating to individual staff, contractors or aged care residents and service participants. Its role is limited to high-level compliance oversight and assurance reporting.

**12. Operational Support**

- 12.1. Uralla Shire Council will support the Committee through the provision of:
  - 12.1.1. Acting contrary to any direction from the governing body, which includes a direction from the General Manager;



*Terms of Reference: Aged Care Compliance and Assurance Committee*

- 12.1.2. Acting contrary to the council's policies;
- 12.1.3. A meeting place (i.e. at the Uralla Shire Council Chambers or the Mayor's Office);
- 12.1.4. Secretariat support; and
- 12.1.5. Payment of the fees for the independent members of the Committee as adopted by the governing body.

**13. Alteration of Terms of Reference and Committee Dissolution**

- 13.1. These Terms of Reference may only be altered by resolution of the governing body.
- 13.2. The governing body may, at any time and either at its own initiative or upon request of the Committee, alter, delete, or add provisions to these Terms of Reference.
- 13.3. The governing body may, by resolution, terminate the term of the Committee at its discretion.
- 13.4. Where the governing body terminates the Committee term, the Council will provide formal notice to the Committee in writing including the reason for the termination.

**14. Interpretation**

- 14.1. Any ambiguity or difficulty in interpretation of these Terms of Reference shall be referred to the governing body for direction.

**15. Dispute Resolution**

- 15.1. Where the Committee is unable to reach a determination on any issue, the Committee must refer that issue to the Chairperson for determination.
- 15.2. Where the Committee resolves that it is dissatisfied with the resolution of that dispute by the Chairperson it may, by notice in writing, request the General Manager review the issue.
- 15.3. Should the Committee be dissatisfied with the decision by the General Manager it may, by notice in writing to the Mayor, request that the matter be referred to the governing body for determination of the dispute by resolution of the governing body, whose determination of the dispute shall be final and binding upon the Committee.



## CENTRAL NORTHERN REGIONAL LIBRARY (CNRL)

### EXTRAORDINARY MEETING

Thursday 7 May 2026

Online Via Teams

### MEETING MINUTES

#### **Attendees:**

Liverpool Plains Shire Council – Cr Jason Allan  
Narrabri Shire Council – Simon Latchford  
Tamworth Regional Council – Cr Brendon North  
Uralla Council – Blake Dyer  
Walcha Council – Cr Adam Iuston

#### **Staff:**

Kay Delahunt – Tamworth Regional Council  
Caroline Lumley – Liverpool Plains Shire Council  
Shiralee Franks – Liverpool Plains Shire Council

**Meeting opened:** 9.35 am

The meeting was chaired by Cr Adam Iuston from Walcha Council

#### **1. Acknowledgement of Country**

Cr Iuston welcomed everyone. Acknowledgement of Country was taken as read.

*“I would like to acknowledge the Kamilaroi people, the Dhunghutti people and the Anaiwan people who are the Traditional Custodians of the lands on which Central Northern Regional Library operates. I would like to pay respect to Elders past and present, and extend that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting the Region”*

#### **2. Apologies**

Cr Kath Arnold – Uralla Shire Council  
Cr Tiffany Galvin – Gwydir Shire Council  
Cr Ryan Whillas – Narrabri Shire Council

Moved: Cr Brendon North - Seconded: Cr Adam Iuston

### **3. Central Northern Regional Library Agreement 2026-2031**

Kay Delahunt explained that the CNRL Agreement is due for renewal as at 30 June 2026. A fresh copy of the agreement has been emailed to delegates with corrections to the document header.

*Recommendation:* That the current Central Northern Regional Library Agreement be renewed for a period of five years with the continued provision that Gwydir Shire Council shall not be entitled to share in reserves which existed before it became a delegating Council.

Moved: Cr Brendon North Seconded Cr Adam Iuston

### **4. Next CNRL Meeting:** Ordinary Meeting Wednesday 3 June 2026

Meeting closed at 9.38am

**CENTRAL NORTHERN REGIONAL  
LIBRARY**

**AGREEMENT**

**2026**

*Central Northern Regional Library Agreement 2026***CENTRAL NORTHERN REGIONAL LIBRARY AGREEMENT****2026**

**THIS AGREEMENT** is made the first day of July 2026

**BETWEEN:**

**TAMWORTH REGIONAL COUNCIL** of 474 Peel Street, Tamworth in the State of New South Wales;

**LIVERPOOL PLAINS SHIRE COUNCIL** of 60 Station Street, Quirindi in the State of New South Wales;

**NARRABRI SHIRE COUNCIL** of 46-48 Maitland Street, Narrabri in the State of New South Wales;

**URALLA SHIRE COUNCIL** of 32 Salisbury Street Uralla in the State of New South Wales;

**WALCHA COUNCIL** of 2W Hamilton Street, Walcha in the State of New South Wales;

**AND**

**GWYDIR SHIRE COUNCIL** of 33 Maitland Street, Bingara in the State of New South Wales and 52 Hope Street, Wyallda in the State of New South Wales.

**WHEREAS**

- A. On the 1<sup>st</sup> of July 2010 the Councils identified above (with the exception of Gwydir Shire Council) entered the Central Northern Regional Library Agreement dated 1 July 2010 ("the Regional Library Agreement").
- B. The Councils of Liverpool Plains Shire, Narrabri Shire, Uralla Shire and Walcha agreed to delegate their powers and duties relating to the provision, control and management of libraries, library services, library services and information services to Tamworth Regional Council and Tamworth Regional Council accepted this delegation.
- C. The Regional Library Agreement recorded the terms upon which the Tamworth Regional Council would provide library services to the Delegating Councils of Liverpool Plains Shire, Narrabri Shire, Uralla Shire and Walcha.
- D. By clause 9.2 of the Regional Library Agreement, the Gwydir Shire Council sought to join the Central Northern Regional Library ("CNRL") as one of the Delegating Councils and the CNRL Committee approved the request by Gwydir Shire Council to join the CNRL as one of the Delegating Councils by which all parties executed a Variation of the Regional Library Agreement on 1 July 2012.

*Central Northern Regional Library Agreement 2026*

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- E. The Councils who are parties to this Agreement have adopted the *Library Act 1939* (“the Act”) pursuant to Section 8 of the Act.
- F. Councils which have adopted the *Library Act 1939* must comply with and observe the requirements of part 3, Division 2 of the Act. In general terms, these requirements relate to the provision, control and management of library services to the community.
- G. The Councils of Liverpool Plains Shire, Narrabri Shire, Uralla Shire, Walcha and Gwydir Shire (hereafter referred to as “the Delegating Councils”) seek to delegate their powers and duties relating to the provision, control and management of libraries, library services and information services to Tamworth Regional Council. This delegation is made pursuant to section 12(1) of the Act.
- H. Tamworth Regional Council has agreed to accept the delegation and provide library services to the Delegating Councils to the standard required by the Act.
- I. The Parties have recorded the terms upon which the Tamworth Regional Council will provide library services to the Delegating Councils in this Agreement.
- J. All parties to this Agreement expressly agree to the Distribution of Assets outlined in schedule 4 of this Agreement to reflect the introduction of the Gwydir Shire Council to the CNRL on 1 July 2012.

**The parties hereby agree as follows:**

**1. Name of the Library Services**

- 1.1. The library service provided by the Tamworth Regional Council to the Delegating Councils shall be referred to as Central Northern Regional Library (“CNRL”).

**2. Delegation of Powers and Duties**

- 2.1. For the purposes of section 12(1) of the Act, the Delegating Councils hereby delegate all their powers and duties relating to the provision, control and management of libraries, library services and information services to Tamworth Regional Council. Draft Library Policy documents will be submitted to the CNRL Committee for consultation before being presented to Tamworth Regional Council for adoption.
- 2.2. In consideration of the delegation and the terms of this Agreement, Tamworth Regional Council hereby agrees to provide, control and manage the library services described in Schedule 1 as varied from time-to-time in consultation with the Central Northern Regional Library Committee constituted pursuant to this Agreement.

*Central Northern Regional Library Agreement 2026***3. Central Northern Regional Library Committee to be constituted**

- 3.1. In accordance with section 11 of the Act, Tamworth Regional Council shall constitute a library committee which shall be known as the Central Northern Regional Library Committee (CNRL Committee).
- 3.2. The Central Northern Regional Library Committee shall be constituted as follows:
- Each delegating Council shall have the right to nominate one person for appointment to the CNRL Committee subject to clause 3.3
  - Tamworth Regional Council shall appoint one person to the CNRL Committee in addition to the appointments which may be made in the nominations of the Delegating Councils.
- 3.3. A Delegating Council which nominates a person for appointment to the Central Northern Regional Library Committee pursuant to clause 3.2, must indemnify Tamworth Regional Council in relation to all claims and liabilities of any description whatsoever, which may be made at any time by the nominated person in connection with the performance of his/her role on the Central Northern Regional Library Committee.
- This indemnity shall include (but still not be limited to):
- Provision of transport or reimbursement for transport costs;
  - Claims arising from personal injuries or death of the nominated person or caused by the nominated person when performing the CNRL Committee role.
- 3.4. The CNRL Committee will meet at least twice per year in November and February, or more frequently if required, to discuss matters of policy and operational issues.
- 3.5. The Central Northern Regional Library Committee (“the CNRL Committee”) will be subject to the Code of Conduct of Practice and other procedure guidelines and requirements which apply to all Tamworth Regional Council Committees which are established to exercise Council functions under section 355 of the Local Government Act 1993. It is clearly acknowledged and understood by all the parties to this agreement that no bodies created by or under this Agreement are committees established under s 355 of the Local Government Act 1993.
- 3.6. Each member of the CNRL Committee shall have one vote.

*Central Northern Regional Library Agreement 2026*

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- 3.7. Tamworth Regional Council shall from time to time determine the number of members of the CNRL Committee which shall constitute a quorum at meetings of the Committee.

**4. Responsibilities of Tamworth Regional Council**

Tamworth Regional Council has the following responsibilities pursuant to this Agreement:

- 4.1. Tamworth Regional Council, as the administering council, will provide control and manage the CNRL Regional Library Service in accordance with the Library Act 1939 (NSW)
- 4.2. Provision of public library services described in schedule 1 at the location as identified in Schedule 2 (as amended from time-to-time with the consent of the Delegating Councils) at a standard recommended by the Library Council of New South Wales.
- 4.3. The development and maintenance of a concise statement of the vision and aims of Central Northern Regional Library.
- 4.4. The preparation, implementation and monitoring of a five-year Strategic Plan for the overall direction of the Library Service supported by an annual Management Plan.
- 4.5. The preparation and review of policy statements on relevant aspects of providing the library service (after consultation with the Central Northern Regional Library Committee)
- 4.6. The pursuant of co-operative and collaborative projects with libraries and library systems in the wider library network.
- 4.7. Preparation and adoption of a budget for the operation of the Central Northern Regional Library Service including the determination of the contributions payable by Delegating Councils for the provision of library services each financial year.

**5. Budget for Central Northern Regional Library Service**

- 5.1. The Central Northern Regional Library budget for each financial year must address the issues identified in Schedule 3.
- 5.2. Tamworth Regional Council is responsible for preparing the budget for the Central Northern Regional Library.

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5.3. Tamworth Regional Council will use the following process when preparing a budget for the following financial year:

- Tamworth Regional Council must submit a draft budget to the CNRL Committee by 30<sup>th</sup> November;
- The CNRL Committee must review the draft budget and provide written comments to Tamworth Regional Council by 15 January;
- Tamworth Regional Council must review any comments received from the CNRL Committee, and following the incorporation of any amendments which may be required, must forward a copy of the draft budget to each of the Delegating Councils by 28<sup>th</sup> February;
- The Delegating Councils must submit any comments they wish to make on the draft budget to Tamworth Regional Council in writing prior to 31<sup>st</sup> March;
- Tamworth Regional Council must review the comments submitted by any Delegating Council and make any amendments to the draft budget which Tamworth Regional Council considers appropriate; and
- The final Central Northern Regional Library budget must be issued to all Delegating Councils by 30<sup>th</sup> April.

**6. Payments by Delegating Councils**

- 6.1. The Delegating Councils must make a payment to Tamworth Regional Council in consideration of the Central Northern Regional Library service provided by Tamworth Regional Council pursuant to this Agreement.
- 6.2. The amount payable by each Delegating Council to Tamworth Regional Council shall be determined in each annual budget for the operation of Central Northern Regional Library.
- 6.3. Tamworth Regional Council will issue a tax invoice to each Delegating Council for the annual payment to be made by the Delegating Council.
- 6.4. The Delegating Councils must make the payment within 28 days of receiving a tax invoice issued by Tamworth Regional Council.
- 6.5. In the event of a Delegating Council not making payment as set out in clause 6.4 hereof, then interest will become due and payable at the rate of 3% per annum calculated daily on the outstanding balance.

**7. Assets**

DELAHUNT, KAY

*Central Northern Regional Library Agreement 2026*

- 7.1. Tamworth Regional Council shall own the assets acquired from the Central Northern Regional Library's budget subject to the "reimbursement rights" held by each of the Delegating Councils as provided in this Clause.
- 7.2. Tamworth Regional Council must maintain an asset register which records the assets acquired using the Central Northern Regional Library budget.
- 7.3. Upon the termination of this Agreement, proportion of the assets identified in the asset register shall be distributed to the Delegating Councils. The method for determining the asset distribution to each Delegating Council is specified in Schedule 4 to this Agreement.

**8. Facilities and Resources provided by Delegating Councils**

- 8.1. Each Delegating Council must provide the facilities and resources described in this clause in addition to any other payment or obligation described in this Agreement.
- 8.2. Each Delegating Council must provide the library building(s) identified in Part 2 of Schedule 2 ("the Buildings") which are located within the local government area of that Council. The Delegating Council shall be responsible for all costs associated with the proper and prudent management of the Buildings located in their local government area, including, but not limited to:
  - all maintenance costs associated with the building;
  - all service costs (such as waste, water, power and gas, fire control, security); and
  - all insurance premiums (including premiums for building insurance, public liability insurance, contents insurance).
- 8.3. Each Delegating Council must provide library staff as required to operate the library at the Buildings in their own local government area including all costs of every description associated with their employment, including (but not limited to) salaries, workers compensation, taxes, leave entitlements and superannuation, membership of professional associations, expenses for attendance at relevant conferences and training.
- 8.4. Each Delegating Council shall be responsible for any additional costs associated with the provision of any local library services provided in their local government area by CNRL which are services which are additional to the services provided pursuant to the terms of this Agreement.

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8.5. Delegating Councils can provide additional library resources in their branches to those budgeted for in the CNRL annual resources budget. Additional resources must meet the Regional Resources Policy and will be catalogued and processed at no additional cost to that Council.

**9. Terms of Agreement – Councils joining CNRL**

9.1. Joining CNRL as a result of Council amalgamation:

Newly amalgamated Councils made up from at least one existing CNRL member Council can be absorbed into CNRL and with contributions remaining at the same rate per capita as for existing councils.

9.2. Councils joining CNRL other than as a result of Council amalgamation:

Councils wishing to join CNRL will be considered in the first instance by the CNRL Executive who will conduct a cost benefit analysis and make a recommendation to the CNRL Committee. Where Councils are located outside a 200km radius of Tamworth the contribution per capita for that Council will be calculated to reflect any additional costs incurred in servicing this Council.

**10. Terms of Agreement, Withdrawal and Termination**

The term of this Agreement shall be 5 years commencing on 1 July 2026 and termination on 30 June 2031.

10.1. Voluntary Withdrawal

Any party to this Agreement wishing to end this Agreement before the expiry of the Term must raise concerns leading to this action with the Committee in the first instance. CNRL retains the right to invite a mediator or representative of the State Library of New South Wales to attend discussions. Should discussion fail to resolve issues discussed then written notice must be given to each member Council within CNRL. This notice must specify a period, prior to the date upon which the Agreement will end pursuant to the notice and this period must be determined as follows:

10.1.a. If the notice is given between 1<sup>st</sup> July and 31 October of any financial year, the notice must specify that the Agreement shall end on 30 June in that financial year.

10.1.b. If the notice is given between 1<sup>st</sup> November and 30 June in any financial year, the notice must specify that the Agreement will end no sooner than 30 June in the following financial year or at any agreed later date.

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10.1.c. Costs incurred by CNRL as a result of a voluntary withdrawal will be the responsibility of the withdrawing Council. These costs will include but not be limited to, staff redundancy costs, database cleanup, printing and stationery changes and website update.

10.2. Forced Withdrawal

Forced withdrawal as a result of amalgamation with a Council outside of CNRL must be raised with the CNRL Committee for consideration before giving written notice to each other party within CNRL.

10.2.a. If the notice is given between 1<sup>st</sup> July and 31 October of any financial year, the notice must specify that the Agreement shall end on 30 June in that financial year.

10.2.b. If the notice is given between 1<sup>st</sup> November and 30 June in any financial year, the notice must specify that the Agreement will end no sooner than 30 June in the following financial year or an agreed later date.

10.2.c. Costs incurred by CNRL as a result of forced withdrawal in this manner will be shared proportionally by all CNRL Councils including the withdrawing Council. Tamworth Regional Council on behalf of CNRL will formally seek financial assistance to cover the cost from the Library Council of NSW.

10.2.d. Forced withdrawal may also occur as a result of misconduct, insolvency or other matters that are brought to the attention of the CNRL Committee. In that event:

10.2.e. Notice will be given to the Delegating Council of the misconduct, insolvency or any other matter considered by the CNRL Committee, and if the notice is given between 1<sup>st</sup> July and 31 October of any financial year, the notice must specify that the Agreement shall end on 30<sup>th</sup> June in that financial year.

10.2.f. If the notice referred to in 10.2.e is given between 1<sup>st</sup> November and 30<sup>th</sup> June in any financial year, the notice must specify that the Agreement will end no sooner than 30<sup>th</sup> June in the following financial year or an agreed later date.

10.2.g. Costs incurred by CNRL as a result of forced withdrawal in this manner will be the responsibility of the withdrawing Council. Tamworth

*Central Northern Regional Library Agreement 2026*

Regional Council on behalf of CNRL may formally seek financial assistance to cover the cost from the Library Council of NSW.

10.3. Non-renewal of CNRL Agreement

10.3.a. All members Councils agree not to continue with agreement:

Where the member councils of CNRL agree not to continue with a CNRL agreement the costs of dissolving CNRL, after distribution of assets, will be met proportionally by CNRL member Councils.

10.3.b. One or more but not all member councils decide not to renew the CNRL agreement:

After distribution of assets has been calculated non renewing Councils must pay for a proportion of the costs attributed to the non-renewal including but not limited to any staff redundancy costs, database clean-up, printing and stationery changes and website update.

**11. Dispute Resolution**

- 11.1. If a dispute arises out of or relates to this Agreement, or the breach, termination, validity or subject matter thereof, the parties to this Agreement and the dispute expressly agree to endeavour to settle the dispute co-operatively and in good faith.
- 11.2. In the event that the parties are unsuccessful in resolving the dispute the parties agree to submit the dispute to arbitration. Any party to the dispute may ask for the dispute to be settled by arbitration. The arbitrator is to be appointed by the Library Council of New South Wales. The Library Council of New South Wales may also determine the dispute to arbitration without receiving an application from any other party.
- 11.3. The decision of the arbitrator will be final and binding on all the parties to this Agreement.
- 11.4. All the parties to a dispute must contribute equally to the costs associated with the appointment of an arbitrator and the arbitrator itself. It is anticipated that costs such as the arbitrator's fees, venue hire, arbitrator's transport costs and arbitrator's accommodation costs will be shared equally between the disputing parties. Any individual costs incurred by each party (such as transport, accommodation costs and legal fees) shall be the sole responsibility of the party incurring the cost.

*Central Northern Regional Library Agreement 2026*

**IN WITNESS** the parties to this Agreement have hereunto affixed its hand and seal on the day first hereinbefore written.

THE COMMON SEAL OF **TAMWORTH REGIONAL COUNCIL** was hereunto affixed in pursuance of a Resolution duly passed by the said Council

Dated .....

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: **General Manager**

Position of authorised officer: **Mayor**

DELAHUNT, KAY



*Central Northern Regional Library Agreement 2026*

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THE COMMON SEAL OF **LIVERPOOL PLAINS  
SHRE COUNCIL** was hereunto affixed in  
pursuance of a Resolution duly passed by the said  
Council

Dated .....

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: **General Manager**

Position of authorised officer: **Mayor**

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DELAHUNT, KAY

*Central Northern Regional Library Agreement 2026*

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THE COMMON SEAL OF **NARRABRI SHIRE COUNCIL** was hereunto affixed in pursuance of a Resolution duly passed by the said Council

Dated .....

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: **General Manager**

Position of authorised officer: **Mayor**

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DELAHUNT, KAY



*Central Northern Regional Library Agreement 2026*

THE COMMON SEAL OF **URALLA SHIRE COUNCIL** was hereunto affixed in pursuance of a Resolution duly passed by the said Council

Dated .....

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: **General Manager**

Position of authorised officer: **Mayor**

DELAHUNT, KAY

*Central Northern Regional Library Agreement 2026*

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THE COMMON SEAL OF **WALCHA COUNCIL**  
was hereunto affixed in pursuance of a Resolution  
duly passed by the said Council

Dated .....

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: **General Manager**

Position of authorised officer: **Mayor**

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DELAHUNT, KAY



*Central Northern Regional Library Agreement 2026*

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THE COMMON SEAL OF **GWYDIR SHIRE COUNCIL** was hereunto affixed in pursuance of a Resolution duly passed by the said Council

Dated .....

Signature of authorised officer:

Signature of authorised officer:

Name of authorised officer:

Name of authorised officer:

Position of authorised officer: **General Manager**

Position of authorised officer: **Mayor**

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DELAHUNT, KAY



*Central Northern Regional Library Agreement 2026***SCHEDULE 1****SERVICES PROVIDED BY TAMWORTH REGIONAL COUNCIL**

**Tamworth Regional Council will engage professional librarians and support staff to undertake the following duties:-**

1. Consult with Delegating Councils regarding their library service, through the CNRL Committee as detailed in Section 3 of this Agreement headed "Central Northern Regional Library Committee to be constituted".
2. Plan for and manage all aspects of the regional library service.
3. Provide relevant accounts to each of the Delegating Councils for the provision of library services.
4. Select, purchase, catalogue, process and distribute new library materials within the guidelines of the agreed CNRL Library Resources Policy.
5. Withdraw used library materials in accordance with the CNRL Library Resources Policy.
6. Manage and develop the CNRL Computer Library Management System.
7. Provide a database of all regional library materials held by the Delegating Councils.
8. Provide professional advice on library development, local staffing, buildings, grant applications, library trends, etc.
9. Train staff performing regional services and staff from branch libraries in relevant aspects of library services.
10. Provide resources exchange and delivery services of library materials to and between existing libraries with Delegating Councils.
11. Provide information services, support and research to branch libraries.
12. provide a range of library services to children and young adults.
13. Process reservations and intra library loans.
14. Process inter library loans from libraries outside the CNRL region for branch libraries.
15. Initiate and encourage regional and local library promotion in conjunction with Delegating Councils.
16. Meet as required with Delegating Councils to define and progress library service requirements.
17. Provide minutes of all meetings of the CNRL Committee, audited financial reports and an annual report of the Regional Library Service including a specific report outlining the quality of service within each Delegating Council.
18. Report to Delegating Councils quarterly on the progress of library services.

*Central Northern Regional Library Agreement 2026***SCHEDULE 2****LOCATION OF CENTRAL NORTHERN REGIONAL LIBRARY SERVICE POINTS  
AND DELEGATING COUNCIL RESPONSIBILITIES****Part 1 - Tamworth Regional Council Libraries**

- Tamworth City Library, 466 Peel Street, Tamworth NSW 2340
- South Tamworth Library, Robert Street, Tamworth NSW 2340
- Barraba Library, Queen Street, Barraba, NSW 2347
- Kootingal Library, Denman Avenue, Kootingal, NSW 2352
- Manilla Library, Manilla Street, Manilla, NSW 2346
- Nundle Library, Innes Street, Nundle, NSW 2340

**Part 2 – Delegating Council Libraries**

- Quirindi Shire Library, George Street, Quirindi NSW 2343
- Werris Creek Branch Library, 59A Single Street, Werris Creek NSW 2341
- Narrabri Shire Library, 8 Doyle Street, Narrabri NSW 2390
- Boggabri Branch Library, 82 Wee Waa Street, Boggabri NSW 2382
- Wee Waa Branch Library, Rose Street, Wee Waa NSW 2388
- Uralla Shire Library, New England Highway, Uralla NSW 2358
- Bundarra Branch Library (Deposit Station), Court Street, Bundarra NSW 2359
- Walcha Library, Derby Street, Walcha NSW 2354
- Bingara Library, Maitland Street, Bingara NSW 2404
- Warialda Library, 38 Hope Street, Warialda NSW 2402

**Part 3 – Delegating Council Responsibilities**

Delegating Councils must provide grant acquittals to the Library Council of New South Wales on or before the reporting deadline in order not to prejudice the success of grant applications made on behalf of the regional library service.

*Central Northern Regional Library Agreement 2026***SCHEDULE 3****CENTRAL NORTERN REGIONAL LIBRARY BUDGET**

Tamworth Regional Council and the Delegating Councils, within the Central Northern Regional Library budget, will cover the cost of:

**Employment costs and overheads for Tamworth Regional Council staff performing work for Central Northern Regional Library, including:**

- Salaries
- Annual Leave
- Training
- Fringe Benefits Tax
- Long Service Leave
- Public Holidays
- Sick Leave
- Superannuation
- Workers Compensation

**Operational Overheads, including:**

- Insurances
- Office equipment maintenance and repair
- General expenses
- Postage
- Printing and Stationery
- Rent and share of outgoings (Administration Centre)
- Telephone
- Professional association membership
- Vehicle expenses
- Internal plant hire
- Contribution to Tamworth Regional Council's Corporate Overheads

**Exchanges and Deliveries**

- Delivery costs

**Library Resources**

- Library resources – in all formats
- Cataloguing expenses
- Processing of library materials

*Central Northern Regional Library Agreement 2026*

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**Promotions and Programs**

- General promotion and publicity
- Children and Young Adult Programs

**Computer Services**

- Computer maintenance and repair
- Software licences and support
- Systems enhancements and upgrades
- Hardware replacement and upgrades
- Systems training
- Communications expenses

**Income will be derived from:**

- Contributions from Tamworth Regional Council and Delegating Councils
- State Library subsidies as determined by the Library Council of New South Wales
- Grants (when available)
- Donations
- Contributions from Delegating Councils for Book Week Prizes
- Fees and charges, as recommended by the Committee and published in Tamworth Regional Council and Delegating Councils Annual Management Plans.

*Central Northern Regional Library Agreement 2026***SCHEDULE 4****CENTRAL NORTHERN REGIONAL LIBRARY ASSETS**

All Library materials, equipment and other assets held by Central Northern Regional Library prior to the execution of this Agreement shall be so held until the termination of this Agreement.

As per Section 7.2 of this Agreement Tamworth Regional Council will maintain an Asset Register which records the assets acquired using the Central Northern Regional Library Budget.

**Assets will comprise, but not be limited to:**

- Central Northern Regional Library's furniture and fittings housed in the Administration Building at 466 Peel Street, Tamworth
- Central Northern Regional Library's computerised Library Management System
- Office equipment
- Cash reserves and working funds
- Unexpended Grants held in reserve

**Distribution of Assets**

1. Subject to clause 2 of this section, upon termination of this Agreement, the net assets, after payment of all liabilities, shall be apportioned between Tamworth Regional Council and the Delegating Councils in the ratio of the respective contributions made by them over the Adjustment Period.
2. Gwydir Shire Council shall not be entitled to share in Reserves which existed before it became a Delegating Council on 1 July 2012.
3. "Adjustment Period" means the period of three years immediately preceding termination or the period between the date of commencement of this Agreement and termination whichever is the lesser.

**URALLA SHIRE COUNCIL**  
**INCOME STATEMENT & CAPEX SUMMARY**  
For the period ending 30 April 2026 (FY 2025-26)

	Amt in '000			
	Actuals to	Proportionate	QBR Adjusted	Original
	April	Budget	Budget	Budget
<b>Income from continuing operations</b>				
Rates and annual charges	8,953	8,949	8,949	8,949
User charges and fees (1)	4,448	5,179	6,722	6,732
Other revenues (2)	857	761	1,112	583
Grants and contributions provided for operating purposes (3)	7,437	7,157	12,147	11,767
Interest and investment income (4)	1,048	575	687	687
Net loss/(gain) from the disposal of assets	169	169	314	314
<b>Total income from operational activities</b>	<b>22,913</b>	<b>22,789</b>	<b>29,931</b>	<b>29,032</b>
<b>Expenses from continuing operations:</b>				
Employee benefits and on-costs	12,886	13,181	15,648	15,568
Materials and services	8,479	9,029	10,868	7,934
Borrowing costs	50	72	86	86
Councillors and Mayoral fees and associated expenses (Excluding O/H)	147	224	281	201
Audit fees	30	35	153	128
Other expenses	395	414	579	579
<b>Total expenses from continuing operations</b>	<b>21,988</b>	<b>22,956</b>	<b>27,615</b>	<b>24,497</b>
<b>Operating result prior to consideration of capital grants and depreciation</b>	<b>925</b>	<b>(167)</b>	<b>2,315</b>	<b>4,535</b>
Less: Depreciation, amortisation and impairment	6,055	5,742	6,891	6,454
<b>Operating result after depreciation</b>	<b>(5,130)</b>	<b>(5,909)</b>	<b>(4,576)</b>	<b>(1,919)</b>
Add: Grants and contributions provided for capital purposes	2,169	1,709	2,025	1,719
<b>Overall result with capital grants</b>	<b>(2,961)</b>	<b>(4,200)</b>	<b>(2,551)</b>	<b>(199)</b>
<b>Capital Expenditures</b>	<b>Actuals to</b>	<b>Proportionate</b>	<b>QBR Adjusted</b>	<b>Original</b>
	<b>April</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Employee benefits and on-costs	675	1,094	1,330	1,309
Materials and services	5,622	9,670	11,587	10,021
<b>Total Capex</b>	<b>6,297</b>	<b>10,764</b>	<b>12,917</b>	<b>11,331</b>

(1) The change in the user fees and charges are mainly due to Support at Home (SaH) funding reforms. Client's funding allocation has dropped 60% for some packages, as well as underclaiming of care management fees from the pooled 10% allocation. To address the under claim, training has been provided to staff to make sure that the full 10% care management fee is consistently claimed going forward.

2) The user fees and charges are higher primarily due to the recovery of legal fees from overdue ratepayers. Council incurred \$96k in legal costs paid to SR Law, these costs has been ratepayers accounts.

(3) The small increase in grant funding was mainly came from McMaugh Gardens. A number of residents were reclassified from low care category to higher-care categories due to changes in their health conditions. This resulted in increased funding levels associated with greater care needs, generated additional revenue \$188k. Additionally, Council secured a one-off grant \$62k from State Library NSW for the supply and installation of study pods in the library, as well as for the purchase of outdoor furniture for the library courtyard.

(4) A conservative interest rate was used in the budget. However, the actual interest earnings are higher than the originally budgeted. The required adjustment is proposed in the third quarterly budget review.

**URALLA SHIRE COUNCIL**  
**INCOME STATEMENT AND CAPEX BY FUND**  
 For the period ending 30 April 2026 (FY 2025-26)

Amounts in '000

	General Fund			McMaugh Gardens			Water Fund			Sewer Fund		
	Actuals to April	Proportionate Budget	Budget QBR Adjusted	Actuals to April	Proportionate Budget	Budget QBR Adjusted	Actuals to April	Proportionate Budget	Budget QBR Adjusted	Actuals to April	Proportionate Budget	Budget QBR Adjusted
<b>Income from continuing operations</b>												
Rates and annual charges	7,109	7,106	7,106	-	-	-	705	707	707	1,139	1,136	1,136
User charges and fees	2,835	3,406	4,182	1,163	1,230	1,476	406	494	981	44	49	82
Other revenues	826	736	1,082	31	25	30	1	-	-	-	-	-
Grants and contributions provided for operating purposes	3,485	3,302	7,520	3,610	3,421	4,105	343	435	521	-	-	-
Interest and investment income	1,011	268	320	-	134	161	26	99	119	11	73	88
Net loss/(gain) from the disposal of assets	169	169	314	-	-	-	-	-	-	-	-	-
<b>Total income from operational activities</b>	<b>15,435</b>	<b>14,986</b>	<b>20,524</b>	<b>4,804</b>	<b>4,810</b>	<b>5,772</b>	<b>1,480</b>	<b>1,735</b>	<b>2,329</b>	<b>1,194</b>	<b>1,259</b>	<b>1,306</b>
<b>Expenses from continuing operations:</b>												
Employee benefits and on-costs	8,801	9,072	10,717	3,335	3,444	4,133	563	554	665	186	111	133
Materials and services	5,364	5,812	7,018	1,145	1,175	1,405	1,251	1,348	1,612	719	694	833
Borrowing costs	42	66	79	9	6	8	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	147	224	281	-	-	-	-	-	-	-	-	-
Audit fees	26	23	138	4	12	15	-	-	-	-	-	-
Other expenses	395	414	579	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations</b>	<b>14,775</b>	<b>15,611</b>	<b>18,812</b>	<b>4,492</b>	<b>4,638</b>	<b>5,561</b>	<b>1,815</b>	<b>1,902</b>	<b>2,276</b>	<b>906</b>	<b>805</b>	<b>965</b>
<b>Operating result prior to consideration of capital grants and depreciation</b>	<b>660</b>	<b>(625)</b>	<b>1,711</b>	<b>312</b>	<b>172</b>	<b>211</b>	<b>(335)</b>	<b>(167)</b>	<b>52</b>	<b>288</b>	<b>454</b>	<b>341</b>
Less: Depreciation, amortisation and impairment	4,920	4,607	5,529	192	192	230	526	526	631	417	417	500
<b>Operating result after depreciation</b>	<b>(4,260)</b>	<b>(5,232)</b>	<b>(3,818)</b>	<b>119</b>	<b>(20)</b>	<b>(19)</b>	<b>(861)</b>	<b>(693)</b>	<b>(579)</b>	<b>(129)</b>	<b>37</b>	<b>(159)</b>
Add: Grants and contributions provided for capital purposes	2,102	1,135	1,336	0	-	-	67	574	689	-	-	-
<b>Overall result with capital grants</b>	<b>(2,159)</b>	<b>(4,097)</b>	<b>(2,482)</b>	<b>120</b>	<b>(20)</b>	<b>(19)</b>	<b>(793)</b>	<b>(119)</b>	<b>110</b>	<b>(129)</b>	<b>37</b>	<b>(159)</b>
<b>Capital Expenditures</b>												
	Actuals to April	Proportionate Budget	Budget QBR Adjusted	Actuals to April	Proportionate Budget	Budget QBR Adjusted	Actuals to April	Proportionate Budget	Budget QBR Adjusted	Actuals to April	Proportionate Budget	Budget QBR Adjusted
Employee benefits and on-costs	563	783	939	1	10	11	107	286	343	4	16	36
Materials and services	4,308	5,922	7,106	133	580	696	1,153	2,474	2,969	28	694	816
<b>Total Capex</b>	<b>4,871</b>	<b>6,704</b>	<b>8,045</b>	<b>134</b>	<b>589</b>	<b>707</b>	<b>1,260</b>	<b>2,760</b>	<b>3,312</b>	<b>32</b>	<b>710</b>	<b>852</b>

## Uralla Shire Council Statement of Responsible Accounting Officer

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*The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.*

Noting the uncertainty associated with ongoing water main failures and the potential requirement for unplanned emergency repair works, and subject to the recovery of snowstorm-related expenditure and reimbursement of costs associated with the Groundwater and IWCM projects, it is my opinion that the Quarterly Budget Review Statement for the quarter ended 31 March 2026 indicates that Council will be able to maintain a positive cash position as at 30 June 2026, having regard to the revised projected income and expenditure estimates compared with the original adopted budget.



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Mustaq Ahammed  
Responsible Accounting Officer  
Uralla Shire Council  
Date: 19 May 2026

<b>URALLA SHIRE COUNCIL</b>					
<b>Budget review for the quarter ended 31 March 2026</b>					
<b>Financial Year 2025-26</b>					
<b>Profit &amp; Loss (Consolidated) in Council's Internal Reporting Format</b>					
Amounts in \$000					
<b>Revenue &amp; Expenses</b>	<b>Original Budget 2025-26</b>	<b>Revised Budget Q2</b>	<b>Actuals up to Q3</b>	<b>Proposed Revision</b>	<b>Revised Budget</b>
<b>Income from continuing operations</b>					
Rates and annual charges	8,949	8,949	8,954	-	8,949
User charges and fees	6,732	6,722	4,185	(572)	6,149
Other revenues	583	1,112	811	15	1,127
Grants and contributions provided for operating purposes	11,767	12,147	6,935	(1,488)	10,659
Interest and investment income	687	687	943	539	1,227
Proceed from sale of plant	314	314	158	300	614
<b>Total income from operational activities</b>	<b>29,032</b>	<b>29,931</b>	<b>21,986</b>	<b>(1,206)</b>	<b>28,725</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	15,568	15,648	11,731	(11)	15,637
Materials and services including overheads	7,919	10,868	7,964	721	11,588
Borrowing costs	86	86	42	-	86
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	201	281	133	-	281
Audit fees	143	153	30	-	153
Other expenses	579	579	279	-	579
Net loss/(gain) from the disposal of assets	-	-	-	361	361
<b>Total expenses from continuing operations</b>	<b>24,497</b>	<b>27,615</b>	<b>20,179</b>	<b>1,070</b>	<b>28,686</b>
Operating result - Profit/(Loss) before capital grants and depreciation	4,535	2,315	1,807	(2,276)	39
Less: Depreciation, amortisation and impairment	6,454	6,891	5,450	-	6,891
<b>Operating result - Profit/(Loss) after depreciation</b>	<b>(1,919)</b>	<b>(4,576)</b>	<b>(3,643)</b>	<b>(2,276)</b>	<b>(6,852)</b>
Add: Grants and contributions provided for capital purposes	1,719	2,025	1,765	413	2,437
<b>Overall result - Profit/(Loss) with capital grants</b>	<b>(200)</b>	<b>(2,551)</b>	<b>(1,878)</b>	<b>(1,863)</b>	<b>(4,414)</b>
<b>Capital Expenditures</b>	<b>Original Budget 2025-26</b>	<b>Revised Budget Q2</b>	<b>Actuals up to Q3</b>	<b>Proposed Revision</b>	<b>Revised Budget</b>
Employee benefits and on-costs	1,309	1,330	629	-	1,330
Materials and services	10,021	11,587	4,947	(1,818)	9,768
<b>Total Capex</b>	<b>11,331</b>	<b>12,917</b>	<b>5,576</b>	<b>(1,818)</b>	<b>11,099</b>

**URALLA SHIRE COUNCIL**  
**Budget review for the quarter ended 31 March 2026**  
**Financial Year 2025-26**

Profit & Loss (by each fund) in Council's Internal Reporting Format

Amounts in '000

	General Fund					McMaugh Gardens					Water Fund					Sewer Fund						
	Actuals up to Q3	Original Budget	Revised Budget Q2	Proposed Revision	Revised Budget	Actuals up to Q3	Original Budget	Revised Budget Q2	Proposed Revision	Revised Budget	Actuals up to Q3	Original Budget	Revised Budget Q2	Proposed Revision	Revised Budget	Actuals up to Q3	Original Budget	Revised Budget Q2	Proposed Revision	Revised Budget		
<b>Income from continuing operations</b>																						
Rates and annual charges	7,110	7,106	7,106	-	7,106	-	-	-	-	-	705	707	707	-	707	1,139	1,136	1,136	-	1,136		
User charges and fees	2,662	4,192	4,182	(474)	3,708	1,074	1,476	1,476	-	1,476	406	981	981	(98)	883	44	82	82	-	82		
Other revenues	781	581	1,082	15	1,097	31	2	30	-	30	-	-	-	-	-	-	-	-	-	-		
Grants and contributions provided for operating purposes	3,348	7,625	7,520	(1,638)	5,882	3,256	4,105	4,105	150	4,255	330	37	521	-	521	-	-	-	-	-		
Interest and investment income	909	320	320	412	732	-	161	161	70	231	24	119	119	12	131	10	88	88	45	133		
Net loss/(gain) from the disposal of assets	158	314	314	-	314	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Total income from operational activities</b>	<b>14,967</b>	<b>20,137</b>	<b>20,524</b>	<b>-</b>	<b>1,685</b>	<b>18,839</b>	<b>4,361</b>	<b>5,745</b>	<b>5,772</b>	<b>220</b>	<b>5,992</b>	<b>1,464</b>	<b>1,845</b>	<b>2,329</b>	<b>-</b>	<b>86</b>	<b>2,242</b>	<b>1,193</b>	<b>1,306</b>	<b>1,306</b>	<b>45</b>	<b>1,351</b>
<b>Expenses from continuing operations</b>																						
Employee benefits and on-costs	8,032	10,647	10,717	(11)	10,706	2,996	4,133	4,133	-	4,133	529	655	665	-	665	175	133	133	-	133		
Materials and services	5,111	5,010	7,018	565	7,583	1,027	1,405	1,405	56	1,461	1,141	1,026	1,612	100	1,712	686	478	833	-	833		
Borrowing costs	41	79	79	-	79	1	8	8	-	8	-	-	-	-	-	-	-	-	-	-		
Councillor and Mayoral fees and associated expenses	133	201	281	-	281	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Audit fees	26	128	138	-	138	4	15	15	-	15	-	-	-	-	-	-	-	-	-	-		
Other expenses	279	579	579	-	579	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Net loss/(gain) from the disposal of assets	-	-	-	61	61	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-		
<b>Total expenses from continuing operations</b>	<b>13,623</b>	<b>16,645</b>	<b>18,812</b>	<b>615</b>	<b>19,427</b>	<b>4,027</b>	<b>5,562</b>	<b>5,561</b>	<b>56</b>	<b>5,617</b>	<b>1,669</b>	<b>1,682</b>	<b>2,276</b>	<b>100</b>	<b>2,376</b>	<b>860</b>	<b>611</b>	<b>965</b>	<b>-</b>	<b>965</b>		
<b>Operating result prior to consideration of capital grants and depreciation</b>	<b>1,345</b>	<b>3,492</b>	<b>1,711</b>	<b>(2,299)</b>	<b>(588)</b>	<b>334</b>	<b>183</b>	<b>211</b>	<b>165</b>	<b>376</b>	<b>(205)</b>	<b>163</b>	<b>52</b>	<b>(186)</b>	<b>(134)</b>	<b>333</b>	<b>695</b>	<b>341</b>	<b>45</b>	<b>386</b>		
Less: Depreciation, amortisation and impairment	4,428	5,062	5,529	-	5,529	173	233	230	-	230	473	646	631	-	631	375	512	500	-	500		
<b>Operating result after depreciation</b>	<b>(3,084)</b>	<b>(1,570)</b>	<b>(3,818)</b>	<b>(2,299)</b>	<b>(6,117)</b>	<b>161</b>	<b>(50)</b>	<b>(19)</b>	<b>165</b>	<b>145</b>	<b>(678)</b>	<b>(484)</b>	<b>(579)</b>	<b>(186)</b>	<b>(765)</b>	<b>(42)</b>	<b>182</b>	<b>(159)</b>	<b>45</b>	<b>(114)</b>		
Add: Grants and contributions provided for capital purposes	1,704	1,030	1,336	413	1,748	0	-	-	-	-	61	689	689	-	689	-	-	-	-	-		
<b>Overall result with capital grants</b>	<b>(1,380)</b>	<b>(540)</b>	<b>(2,482)</b>	<b>(1,887)</b>	<b>(4,369)</b>	<b>162</b>	<b>(50)</b>	<b>(19)</b>	<b>165</b>	<b>145</b>	<b>(617)</b>	<b>205</b>	<b>110</b>	<b>(186)</b>	<b>(77)</b>	<b>(42)</b>	<b>182</b>	<b>(159)</b>	<b>45</b>	<b>(114)</b>		
<b>Capital Expenditures</b>																						
Employee benefits and on-costs	518	938	939	-	939	1	11	11	-	11	107	323	343	-	343	4	36	36	-	36		
Materials and services	3,661	6,623	7,106	(769)	6,338	118	603	696	(470)	226	1,153	1,999	2,969	(580)	2,389	16	796	816	-	816		
<b>Total Capex</b>	<b>4,178</b>	<b>7,561</b>	<b>8,045</b>	<b>(769)</b>	<b>7,277</b>	<b>119</b>	<b>615</b>	<b>707</b>	<b>(470)</b>	<b>237</b>	<b>1,260</b>	<b>2,322</b>	<b>3,312</b>	<b>(580)</b>	<b>2,733</b>	<b>19</b>	<b>832</b>	<b>852</b>	<b>-</b>	<b>852</b>		

URALLA SHIRE COUNCIL REVENUE, EXPENSES, & CAPEX BUDGET REVIEW SUMMARY KEY VARIANCE IDENTIFIED AS AT 31 MARCH 2026					
Overall Impact			↓	(45,257)	
GL Account	Function/Project	Type	Impact in P/L	Comments	
01430.0110.0110	Other Waste Management	Income	↑	120,000	The revenue budget for Recycling Centre Fees was initially projected based on historical data. However, Council has experienced increased revenue driven by the rise in gate fees adopted in the 2025–26 budget, together with enhanced record-keeping and monitoring processes.
01530.0110.0118	Cemetery	Income	↑	20,000	Cemetery plot revenue increased due to a higher number of plot sales. However, cemetery plot sales are highly unpredictable and can fluctuate significantly from year to year.
01570.0130.0200	Depot Operations	Income	↑	15,000	The additional revenue generated by the Depot primarily relates to the repair and servicing of RFS vehicles, which had not been anticipated at the time the budget was prepared.
03220.0350.0506	Noxious Weeds	OPEX	↑	90,000	Due to the absence of historical data, the 2025-26 budget for noxious weeds equipment and chemicals was conservatively estimated in the first year following the dissolution of NEWA. However, as the year progressed, Council experienced significantly lower costs than initially anticipated, resulting in a reduction in overall expenditure compared to the budgeted amount.
03280.0545.0401	Bridges - Local	OPEX	↓	(45,000)	This is a reallocation of costs from one account to another. The costs associated with the inspection, assessment, and investigation of interim remedial works for Yarrowyck Crossing Road were originally budgeted under the Unsealed Roads program and have now been reallocated to the appropriate account.
03360.0540.0401	Unsealed Rural Roads	OPEX	↑	45,000	
03285.0545.0401	Bridges - Regional	OPEX	↑	10,000	
03285.0545.0506	Bridges - Regional	OPEX	↑	10,000	The budget was originally allocated based on estimates for regular maintenance of regional bridges. However, due to the limited availability of contractors, the planned maintenance works could not be carried out as scheduled, resulting in an adjustment to the expenditure budget.
03550.0980.0975	Plant Hire Recovery	OPEX	↓	(10,000)	
03285.0545.0970	Bridges - Regional	OPEX	↑	10,000	
03420.0622.0530	Domestic Waste	OPEX	↑	7,000	The cost of waste bins and related accessories is recorded in this account. Council originally budgeted \$12,500 for the purchase of waste bins in the 2025–26 financial year. However, due to stock carried forward from the previous financial year, Council does not expect to utilise the full budget allocation for waste bin purchases in 2025–26. Accordingly, a reduction in the budget is proposed.
03430.0476.0410	Other Waste Management	OPEX	↓	(30,000)	This is a reallocation of costs from one account to another within the Waste Management function to ensure actual expenditure is aligned with the appropriate budget allocation.
03430.0623.0401	Other Waste Management	OPEX	↑	30,000	

GL Account	Function/Project	Type	Impact in P/L	Comments
04060.0470.0410	Environmental Management	OPEX	↓ (10,000)	This is a reallocation of budget from one GL account to another within the Environmental Management function to align the costs with the appropriate budget allocation.
04060.0471.0401	Environmental Management	OPEX	↑ 10,000	
03550.0980.0975	Plant Hire Recovery	OPEX	↓ (185,400)	During the budget preparation, the estimate was made for use of nine plants approximately 150 hours per month for waste management services. However, the actual utilisation was seven plants with 140 hours per month, resulting in plant hire costs being lower than originally budgeted. This has an offsetting impact on plant hire income and therefore has no net cash impact on Council.
03430.0621.0970	Other Waste Management	OPEX	↑ 185,400	
03570.0300.0507	Depot Operations	OPEX	↑ 25,000	The inventory issued from the depot needs to be reduced, as some inventory items were purchased directly by the relevant functions, resulting in lower consumption of depot consumable stock.
03570.0310.0644	Depot Operations	OPEX	↑ 11,333	Due to resource constraints, the team has not been able to allocate time to attend the planned training sessions. Accordingly, the training budget has been reduced.
03570.0450.0655	Depot Operations	OPEX	↓ (124,665)	In December 2024, a discrepancy was identified between the Inventory Module and the Inventory GL due to processing stock return entries incorrect. These incorrect entries resulted in the inventory balance in the GL being understated compared to the module balance. The investigation and reconciliation process took considerable time. Following a detailed review and thorough reconciliation, correction journal entries were processed in the current financial year to align the Inventory GL balance with the module balance. The proposed adjustment represents a reduction in non-cash expenses and has no impact on cash movement.
03710.0530.0401	Libraries	OPEX	↓ (11,220)	Library building maintenance and other operational expenses like fire and safety testing, automatic door inspections, monthly security alarm monitoring fees, repairs to bookshelf fixtures were unplanned and had not been included in the original budget, resulting in higher than anticipated expenditure for the financial year.
21000.0110.0102	Uralla Water Supply	Income	↓ (80,504)	Due to the drought conditions, Council has imposed water usage restrictions. As a result, it is expected that water usage revenue will not achieve the original budget target. Accordingly, the budget has been reduced.
21500.0110.0102	Bundarra Water Supply	Income	↓ (17,735)	
23000.0581.0506	Uralla Water Supply	OPEX	↓ (50,000)	The initial budget was prepared based on the previous year's actual expenditure with CPI. However, actual costs for the current financial year have exceeded the budget due to additional unplanned contracted works associated with water main break repairs.
23000.0596.0401	Uralla Water Supply	OPEX	↓ (50,000)	No budget was originally allocated for general maintenance, inspections, and electrical equipment installation works at Kentucky Creek Dam. These unplanned works have contributed to the budget variance for the current financial year.
27000.0700.0401	Uralla Water Supply	CAPEX	↑ 249,600	

GL Account	Function/Project	Type	Impact in P/L	Comments
27000.0700.0506	Uralla Water Supply	CAPEX	↑ 197,600	
03550.0980.0975	Plant Hire Recovery	OPEX	↓ (62,400)	
27000.0700.0970	Uralla Water Supply	CAPEX	↑ 62,400	Due to insufficient reserves in the Water Fund, a number of non-priority projects have been postponed. These include the building extension, the East Street and Hill Street water main replacement, and the Soda Ash Plant works been deferred and carried forward to the next financial year.
27500.0781.0401	Bundarra Water Supply	CAPEX	↑ 10,000	
27500.0781.0506	Bundarra Water Supply	CAPEX	↑ 30,000	
03550.0980.0975	Plant Hire Recovery	OPEX	↓ (30,000)	
27500.0781.0970	Bundarra Water Supply	CAPEX	↑ 30,000	
41000.0115.0170	McMaugh Gardens	Income	↑ 150,000	
43000.0500.0506	McMaugh Gardens	OPEX	↓ (25,000)	
03550.0980.0975	Plant Hire Recovery	OPEX	↑ 30,000	McMaugh plant hire budget was initially estimated using the prior financial year's cost up to February, annualised for the year, plus CPI. However, it appears that the actual costs have exceeded original budget, and the budget adjustment is proposed to reflect the updated estimated costs for the year.
43000.0970.0970	McMaugh Gardens	OPEX	↓ (30,000)	
47000.0700.0506	McMaugh Gardens	CAPEX	↑ 100,000	The budget was primarily estimated for the installation of plant and building materials, including the McMaugh roof upgrade project. However, due to a change in work priorities towards the Stage 1 expansion project, only a small portion of the originally budgeted works was completed during the year. Completed works included CCTV upgrades, retreat wing refurbishments, installation of TVs, air conditioning to hallways, and room extension works, with total costs incurred of \$118k and an additional commitment balance of \$65k against the total budget of \$700k. Of the remaining budget, \$370k has been carried forward to the next financial year for the McMaugh roof upgrade and extension of bed capacity. Accordingly, a budget adjustment of \$470k is required to align the budget with actual project timing and to reflect the carry-forward allocation.
47000.0700.0401	McMaugh Gardens	CAPEX	↑ 370,000	
01866.0115.0170	TCSO	Income	↑ 73,680	As part of the business review and refinement of cost recovery for client services, TCS has commenced charging indirect costs associated with the delivery of services to the clients, including plant hire and staff travel time. Through this process, TCS expects to generate additional revenue through the final acquittal submission.

GL Account	Function/Project	Type	Impact in P/L	Comments
03866.0344.0506	TCSO	OPEX	↓ (19,819)	through the final acquittal submission. In addition, no budget was originally allocated for Support at Home (SaH) materials and consumables, as these costs are reimbursed through client packages. These reimbursable costs have now been incorporated into the budget.
01866.0115.0215	TCSO	Income	↓ (657,835)	This change is primarily due to the Support at Home (SaH) funding reforms, including the 60% funding allocation applied to some client packages, as well as underclaiming of care management fees from the pooled 10% allocation. To address this issue, training has been provided to staff to ensure that at least the full 10% care management fee is consistently claimed going forward.
01866.0140.0211	TCSO	Income	↑ 8,176	During the budget preparation phase, no budget was allocated for private client services as it was not anticipated to have any private client during the financial year. However, TCS has been providing services to two private clients, which will result in small amount of additional revenue.
01866.0140.0217	TCSO	Income	↓ (38,000)	During the financial year, overall service delivery decreased Domestic Assistance and Home Maintenance services, including lawn maintenance and gardening, as well as some clients transitioning to the Support at Home (SaH) program. As a result, total revenue is projected to be lower than originally budgeted, with a corresponding reduction in associated costs also anticipated.
03866.0343.0401	TCSO	OPEX	↑ 30,000	
03360.0540.0506	Unsealed Rural Roads	OPEX	↑ 100,000	The total unsealed roads maintenance budget was originally allocated proportionately across contractors, materials, and plant hire costs. However, as the works were undertaken using internal resources, the majority of expenditure was incurred on plant hire rather than contractors, resulting in increased plant hire costs. This increase has a corresponding offsetting effect on plant recovery income. In addition, delivering the works internally resulted in savings in contractor costs.
03550.0980.0975	Plant Hire Recovery	OPEX	↑ 100,000	
03360.0540.0970	Unsealed Rural Roads	OPEX	↓ (100,000)	
01330.0115.0176	Local Urban Streets	Income	↓ (1,700,000)	The 2025–26 budget included Roads to Recovery (R2R) funding \$1.7 million for resealing of condition 5 sealed roads and gravel resheeting works on unsealed roads. Due to ongoing drought conditions and the restrictions on water usage required for gravel resheeting, gravel resheeting projects have been delayed. As a result of the delayed gravel resheeting program, the capital works has reduced by approximately \$752k for the current financial year. The R2R grant program was previously paid to Council in advance. This is not the case this year, and Council is required to forward fund the work and claim back the costs as the work is completed. This change to the R2R funding arrangements has required Council to expend \$0.947 million of own source to forward fund the planned renewal of Condition 5 roads. This amount will ultimately be claimed back from the R2R grant in future periods, however the timing gap between expenditure and repayment currently negatively distorts Council's actual financial position and increases cashflow pressures by that same amount.

GL Account	Function/Project	Type	Impact in P/L	Comments
07360.0700.0401	Unsealed Rural Roads	CAPEX	↑ 250,000	Due to an inadequate supply of gravel and limited access to water during the drought season, the proposed gravel resheeting works have been postponed. The original budget allocation was intended to undertake gravel resheeting of unsealed rural roads and improve Condition 5 road assets. This was expected to be funded from Roads to Recovery.
07360.0700.0506	Unsealed Rural Roads	CAPEX	↑ 220,000	
03550.0980.0975	Plant Hire Recovery	OPEX	↓ (400,000)	
07360.0700.0970	Unsealed Rural Roads	CAPEX	↑ 400,000	
07400.0700.0401	Stormwater Drainage	CAPEX	↑ 37,500	Council received \$1.0 million grant funding under the Flood Recovery Grant – AGRN 1030/1034 in the financial year 2023-24. The fund was initially allocated across eight projects and incorporated into the 2024-25 and 2025-26 budget, while waiting on the confirmation from the funding body. However, due to delays in finalising projects with the funding body, only \$215,000 of works are expected to be completed by the end of the 2025–26 financial year. Accordingly, the unspent budget from 2025–26 has been carried forward to the next financial year.
07400.0700.0506	Stormwater Drainage	CAPEX	↑ 550,000	
03550.0980.0975	Plant Hire Recovery	OPEX	↓ (15,000)	
07400.0700.0970	Stormwater Drainage	CAPEX	↑ 15,000	
07350.0700.0401	Sealed Rural Roads	CAPEX	↓ (476,680)	Council carried out the Gostwyck Road and Hawthorne Drive Rehabilitation projects under the RERRF program. In addition, the Terrible Vale Road Crossing project was delivered under the LRCI4 program, all these were funded from restricted reserves.
03740.0500.0410	Various GL and Work Orders for Snowstorm Recovery		↓ (2,618)	Council continues to incur expenditure associated with the snowstorm event that occurred last year, with total costs incurred to date reaching approximately \$2.03 million. Council is continuing to assess and undertake remediation works in response to the damage caused by the event. To date, Council has lodged claims totalling \$1.56 million with the Reconstruction Authority, with funding approval decisions still pending. Council also has the opportunity to submit additional claims progressively as payments are made to suppliers. These budget adjustments relate to unplanned remediation and recovery works being undertaken in response to the snowstorm event. Total value of work done after submission of the claim is \$0.47 mil, out of this the budget adjustment is made for \$0.204 mil, excluding wages.
43000.0500.0506		↓ (516)		
04080.0350.0410		↓ (5,085)		
04150.0500.0401		↓ (1,400)		
03230.0500.0401		↓ (34,895)		
03350.0540.0401		↓ (8,950)		
03360.0540.0401		↓ (97)		
03330.0540.0401		↓ (12,228)		
03335.0540.0401		↓ (110,161)		
03340.0540.0401		↓ (7,716)		
03430.0500.0410	↓ (21,039)			
07350.0700.0401	LRCI 3		↓ (227,232)	In September 2025, Council received approval from the department to complete Project 7 – Kingstown Road Rehabilitation from 18.2 km to 19.0 km. under LRCI3 program. The project has now been completed, and Council is currently preparing the relevant documentation for submission to the department. Council is expecting to receive the claim amount within this financial year.
01350.0135.0821		↑ 227,232		
01340.0135.0821	Restart NSW		↑ 185,435	The reimbursement received from the department relating to the job done in previous year.
01110.0100.0026			↑ 16,992	
01120.0120.0190			↑ 356,990	
01420.0100.0026			↑ 649	
01430.0100.0026			↑ 15,000	

GL Account	Function/Project	Type	Impact in P/L	Comments
02015.0120.0190		↑	22,471	
21000.0100.0026	Interest Income Adjustmeents	↓	(2,000)	Adjustment for interest income.
21000.0110.0026		↑	6,349	
21500.0100.0026		↑	7,500	
31000.0100.0026		↑	9,000	
31000.0130.0190		↑	35,567	
31500.0100.0026		↑	439	
41000.0130.0190		↑	70,200	
01710.0115.0171	Library Grant	↑	62,000	Additional library grant of 62000 received which not budgeted
01550.0950.0955	Sale of garbage truck	↑	300,000	The proceed from the sale of Garbage Truck is accounted for
03550.0690.0801	Loss on disposal of garbage truck	↓	(360,574)	The budget adjustment includes the accounting loss on disposal of the garbage truck. While this will impact the accounting result, it will have no impact on Council's cash flow. position.
07310.0746.0301	Kerb & Gutter Capital Work	↓	(1,100)	As per council resolution dated 16 December 2025, \$110k has been added to capital work on 64
07310.0746.0401		↓	(107,800)	Maitland Street funded from developer contribution restricted reserve. The adjustment to the
07310.0746.0970		↓	(1,100)	budget in the GL has already been made based on Council Resolution. This is for information only.

**QBRS Financial Overview**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**

Amounts in '000

Description	Description	Previous Year	CY Original	Approved	Approved	Approved	Revised Budget	Recommended	Projected	Variance Original	Actual YTD
		Actuals	Budget	Changes	Changes	Changes		changes for council	year end	Budget v PYE	Actual YTD
		2024-25	2025-26	Q1	Q2	Q3	2025-26	This Qtr	2025-26	2025-26	2025-26
Net Operating Result Before grants and contributions provided for capital purposes	General Fund	(13,316)	(9,132)	(535)	(2,197)		(11,864)	(1,531)	(13,395)	(4,263)	(7,262)
	Water Fund	(485)	(2,805)	(695)	(392)		(3,880)	393	(3,486)	(682)	(1,938)
	Sewer Fund	204	(649)	(355)	(8)		(1,011)	45	(966)	(318)	(62)
	McMaugh Gardens	257	(664)	27	90		(727)	635	(93)	571	42
	<b>Consolidated</b>	<b>(13,340)</b>	<b>(13,249)</b>	<b>(1,558)</b>	<b>(2,687)</b>		<b>(17,483)</b>	<b>(458)</b>	<b>(17,941)</b>	<b>(4,691)</b>	<b>(9,219)</b>
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	<b>Consolidated</b>	<b>(4,033)</b>	<b>(5,076)</b>	<b>(1,241)</b>	<b>(2,249)</b>		<b>(8,567)</b>	<b>(45)</b>	<b>(8,612)</b>	<b>(3,536)</b>	<b>(2,005)</b>
Borrowings	Total Borrowings	1,155	1,026	-			1,026	-	1,026	-	1,056
	External Restrictions	19,024	15,715	(850)	(496)		14,369	2,028	16,397	682	19,008
Liquidity	Internal Allocations	6,315	2,933				2,933	-	2,933	-	4,515
	Unallocated	2,943	1,828				1,828	-	1,828	-	1,045
	Total Cash and Cash Equivalents	28,282	20,476	(850)	(496)	-	19,130	2,028	21,158	682	24,568
Capital	Capital Funding	1,877	1,719	305	(81)		1,943	226	2,169	450	1,765
	Capital Expenditure	6,153	11,331	1,074	496		12,901	1,802	11,099	232	5,576
	Net Capital	<b>(4,276)</b>	<b>(9,611)</b>	<b>(769)</b>	<b>(577)</b>	-	<b>(10,957)</b>	<b>2,028</b>	<b>(8,929)</b>	<b>682</b>	<b>(3,811)</b>

Amounts in '000

Description	Particulars	Opening	Total	Total	Total	Total internal	Held as Restricted	Cumulative Balance
		Balance	Contributions	Interest	Expended	borrowings	Assets	of Internal
		01/07/2025	As at Q3	As at Q3	As at Q3	As at Q3	As at Q3	(To)/From
Developer Contributions	Total Developer Contributions	1,404	72	45	110	-	1,411	-

**Income and Expenses Budget Review Statement**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**  
**Consolidated (All Funds)**

Amounts in '000

Description	Previous Year	Current Year	Approved Changes	Approved Changes	Approved	Revised Budget	Recommended for	Projected Year	Variance	Actual YTD
	Actual	Budget	Review	Review	Changes Review				Original Budget vs	
	2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
<b>INCOME</b>										
Rates & annual charges	8,433	8,949		-	-	8,949	-	8,949	-	8,954
User charges and fees	5,739	6,732		(10)	-	6,722	(572)	6,149	(582)	4,185
Other revenue	1,060	583	277	251	-	1,112	15	1,127	543	811
Grants and contributions - operating	9,163	11,767	399	(20)	-	12,147	(1,488)	10,659	(1,109)	6,935
Grants and contributions - capital	1,877	1,719	306	-	-	2,025	413	2,438	719	1,765
Interest and investment income	1,495	687		-	-	687	539	1,227	539	943
Other income	-	-		-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	-	314		-	-	314	(61)	253	(61)	158
<b>Total income from continuing operations</b>	<b>27,767</b>	<b>30,752</b>	<b>982</b>	<b>222</b>	<b>-</b>	<b>31,955</b>	<b>(1,154)</b>	<b>30,801</b>	<b>50</b>	<b>23,751</b>
<b>EXPENSES</b>										
Employee benefits and on-costs - Inc Capex	14,764	16,877	70	31	-	16,979	(11)	16,967	90	12,361
Materials & services - Inc Capex	14,018	18,285	2,153	2,440	-	22,878	(1,097)	21,780	3,496	13,074
Borrowing costs	298	86		-	-	86	-	86	-	42
Other expenses	789	579		-	-	579	-	579	-	279
Net loss from disposal of assets	1,931			-	-	-	-	-	-	-
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>31,800</b>	<b>35,828</b>	<b>2,223</b>	<b>2,471</b>	<b>-</b>	<b>40,522</b>	<b>(1,109)</b>	<b>39,413</b>	<b>3,585</b>	<b>25,756</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>(4,033)</b>	<b>(5,076)</b>	<b>(1,241)</b>	<b>(2,249)</b>	<b>-</b>	<b>(8,567)</b>	<b>(45)</b>	<b>(8,612)</b>	<b>(3,536)</b>	<b>(2,005)</b>
Depreciation, amortisation and impairment on non financial assets	7,430	6,454	-	437	-	6,891	-	6,891	437	5,450
<b>Operating result from continuing operations</b>	<b>(11,463)</b>	<b>(11,530)</b>	<b>(1,241)</b>	<b>(2,686)</b>	<b>-</b>	<b>(15,458)</b>	<b>(45)</b>	<b>(15,503)</b>	<b>(3,973)</b>	<b>(7,454)</b>
<b>Net operating results before grants and contributions provided for capital purposes</b>	<b>(13,340)</b>	<b>(13,249)</b>	<b>(1,547)</b>	<b>(2,686)</b>	<b>-</b>	<b>(17,483)</b>	<b>(458)</b>	<b>(17,941)</b>	<b>(4,691)</b>	<b>(9,219)</b>

**Income and Expenses Budget Review Statement**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**  
**General Fund**

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget 2025-26	Approved Changes	Approved Changes	Approved Changes	Revised Budget 2025-26	Recommended for	Projected Year	Variance	Actual YTD 2025-26
				Review	Review	Review		Council Resolution	end Result	Original Budget vs PYE	
				Q1	Q2	Q3					
<b>INCOME</b>											
Rates & annual charges	B2-1	6,687	7,106				7,106	-	7,106	-	7,110
User charges and fees	B2-2	3,562	4,192				4,182	(474)	3,708	(484)	2,662
Other revenue	B2-3	1,051	581	250	251		1,082	15	1,097	516	781
Grants and contributions - operating	B2-4-O	4,634	7,625	(85)	(20)		7,520	(1,638)	5,882	(1,743)	3,348
Grants and contributions - capital	B2-4-C	1,872	1,030	306			1,336	413	1,749	719	1,704
Interest and investment income	B2-5	927	320				320	412	732	412	909
Other income	B2-3	-	-				-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	314				314	(61)	253	(61)	158
<b>Total income from continuing operations</b>		<b>18,733</b>	<b>21,167</b>	<b>471</b>	<b>222</b>	<b>-</b>	<b>21,860</b>	<b>(1,333)</b>	<b>20,527</b>	<b>640</b>	<b>16,671</b>
<b>EXPENSES</b>											
Employee benefits and on-costs - Inc Capex	B3-1	9,793	11,586	70			11,656	(11)	11,644	59	8,550
Materials & services - Inc Capex	B3-2	11,290	11,963	630	1,952		14,545	(203)	14,341	2,379	8,931
Borrowing costs	B3-3	285	79				79	-	79	-	41
Other expenses	B3-5	789	579				579	-	579	-	279
Net loss from disposal of assets	B4-1	1,929					-	-	-	-	-
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>		<b>24,086</b>	<b>24,206</b>	<b>700</b>	<b>1,952</b>	<b>-</b>	<b>26,858</b>	<b>(215)</b>	<b>26,644</b>	<b>2,437</b>	<b>17,801</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>		<b>(5,353)</b>	<b>(3,040)</b>	<b>(229)</b>	<b>(1,730)</b>	<b>-</b>	<b>(4,999)</b>	<b>(1,118)</b>	<b>(6,117)</b>	<b>(3,077)</b>	<b>(1,130)</b>
Depreciation, amortisation and impairment on non financial assets	B3-4	6,091	5,062		467		5,529	-	5,529	467	4,428
<b>Operating result from continuing operations</b>		<b>(11,444)</b>	<b>(8,102)</b>	<b>(229)</b>	<b>(2,197)</b>	<b>-</b>	<b>(10,528)</b>	<b>(1,118)</b>	<b>(11,646)</b>	<b>(3,544)</b>	<b>(5,558)</b>
<b>Net operating results before grants and contributions provided for capital purposes</b>		<b>(13,316)</b>	<b>(9,132)</b>	<b>(535)</b>	<b>(2,197)</b>	<b>-</b>	<b>(11,864)</b>	<b>(1,531)</b>	<b>(13,395)</b>	<b>(4,263)</b>	<b>(7,262)</b>

**Income and Expenses Budget Review Statement**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**  
**Water Fund**

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended for Council Resolution	Projected Year end Result	Variance Original Budget vs PYE	Actual YTD
			2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
<b>INCOME</b>											
Rates & annual charges	B2-1	663	707		-	-	707	-	707	-	705
User charges and fees	B2-2	965	981		-	-	981	(98)	883	(98)	406
Other revenue	B2-3	-	-		-	-	-	-	-	-	-
Grants and contributions - operating	B2-4-O	340	37	484	-	-	521	-	521	484	330
Grants and contributions - capital	B2-4-C	-	689		-	-	689	-	689	-	61
Interest and investment income	B2-5	188	119		-	-	119	12	131	12	24
Other income	B2-3	-	-		-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
<b>Total income from continuing operations</b>		<b>2,156</b>	<b>2,534</b>	<b>484</b>	<b>-</b>	<b>-</b>	<b>3,018</b>	<b>(86)</b>	<b>2,931</b>	<b>398</b>	<b>1,525</b>
<b>EXPENSES</b>											
Employee benefits and on-costs - Inc Capex	B3-1	998	978		30	-	1,008	-	1,008	30	635
Materials & services - Inc Capex	B3-2	1,020	3,025	1,179	377	-	4,581	(480)	4,101	1,076	2,294
Borrowing costs	B3-3	-	-		-	-	-	-	-	-	-
Other expenses	B3-5	-	-		-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	-	-		-	-	-	-	-	-	-
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>		<b>2,018</b>	<b>4,003</b>	<b>1,179</b>	<b>407</b>	<b>-</b>	<b>5,589</b>	<b>(480)</b>	<b>5,110</b>	<b>1,106</b>	<b>2,929</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>		<b>138</b>	<b>(1,470)</b>	<b>(695)</b>	<b>(407)</b>	<b>-</b>	<b>(2,572)</b>	<b>393</b>	<b>(2,178)</b>	<b>(709)</b>	<b>(1,403)</b>
Depreciation, amortisation and impairment on non financial assets	B3-4	623	646		(15)	-	631	-	631	(15)	473
<b>Operating result from continuing operations</b>		<b>(485)</b>	<b>(2,116)</b>	<b>(695)</b>	<b>(392)</b>	<b>-</b>	<b>(3,203)</b>	<b>393</b>	<b>(2,810)</b>	<b>(694)</b>	<b>(1,877)</b>
<b>Net operating results before grants and contributions provided for capital purposes</b>		<b>(485)</b>	<b>(2,805)</b>	<b>(695)</b>	<b>(392)</b>	<b>-</b>	<b>(3,892)</b>	<b>393</b>	<b>(3,498)</b>	<b>(694)</b>	<b>(1,938)</b>

**Income and Expenses Budget Review Statement**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**  
**Sewer Fund**

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget 2025-26	Recommended for Council Resolution	Projected Year end Result 2025-26	Variance Original Budget vs PYE	Actual YTD 2025-26
			2025-26	Q1	Q2	Q3		2025-26		2025-26	
<b>INCOME</b>											
Rates & annual charges	B2-1	1,083	1,136	-	-	-	1,136	-	1,136	-	1,139
User charges and fees	B2-2	76	82	-	-	-	82	-	82	-	44
Other revenue	B2-3	-	-	-	-	-	-	-	-	-	-
Grants and contributions - operating	B2-4-O	11	-	-	-	-	-	-	-	-	-
Grants and contributions - capital	B2-4-C	-	-	-	-	-	-	-	-	-	-
Interest and investment income	B2-5	145	88	-	-	-	88	45	133	45	10
Other income	B2-3	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>		<b>1,315</b>	<b>1,306</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,306</b>	<b>45</b>	<b>1,351</b>	<b>45</b>	<b>1,193</b>
<b>EXPENSES</b>											
Employee benefits and on-costs - Inc Capex	B3-1	259	169	-	-	-	169	-	169	-	178
Materials & services - Inc Capex	B3-2	361	1,273	355	20	-	1,648	-	1,648	375	701
Borrowing costs	B3-3	-	-	-	-	-	-	-	-	-	-
Other expenses	B3-5	-	-	-	-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	2	-	-	-	-	-	-	-	-	-
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>		<b>622</b>	<b>1,442</b>	<b>355</b>	<b>20</b>	<b>-</b>	<b>1,817</b>	<b>-</b>	<b>1,817</b>	<b>375</b>	<b>880</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>		<b>693</b>	<b>(136)</b>	<b>(355)</b>	<b>(20)</b>	<b>-</b>	<b>(511)</b>	<b>45</b>	<b>(466)</b>	<b>(330)</b>	<b>313</b>
Depreciation, amortisation and impairment on non financial assets	B3-4	489	512	-	(12)	-	500	-	500	(12)	375
<b>Operating result from continuing operations</b>		<b>204</b>	<b>(649)</b>	<b>(355)</b>	<b>(8)</b>	<b>-</b>	<b>(1,011)</b>	<b>45</b>	<b>(966)</b>	<b>(318)</b>	<b>(62)</b>
<b>Net operating results before grants and contributions provided for capital purposes</b>		<b>204</b>	<b>(649)</b>	<b>(355)</b>	<b>(8)</b>	<b>-</b>	<b>(1,011)</b>	<b>45</b>	<b>(966)</b>	<b>(318)</b>	<b>(62)</b>

**Income and Expenses Budget Review Statement**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**  
**McMaugh Garden**

Amounts in '000

Description	Mapping	Previous Year Actual 2024-25	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget 2025-26	Recommended for Council Resolution	Projected Year end Result	Variance Original Budget vs PYE	Actual YTD
			2025-26	Q1	Q2	Q3		2025-26	2025-26	2025-26	2025-26
<b>INCOME</b>											
Rates & annual charges	B2-1	-	-	-	-	-	-	-	-	-	-
User charges and fees	B2-2	1,136	1,476	-	-	-	1,476	-	1,476	-	1,074
Other revenue	B2-3	9	2	27	-	-	29	-	29	27	31
Grants and contributions - operating	B2-4-O	4,178	4,105	-	-	-	4,105	150	4,255	150	3,256
Grants and contributions - capital	B2-4-C	5	-	-	-	-	-	-	-	-	0
Interest and investment income	B2-5	235	161	-	-	-	161	70	231	70	-
Other income	B2-3	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) from disposal of assets	B4-1	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>		<b>5,563</b>	<b>5,745</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>5,772</b>	<b>220</b>	<b>5,992</b>	<b>247</b>	<b>4,362</b>
<b>EXPENSES</b>											
Employee benefits and on-costs - Inc Capex	B3-1	3,714	4,145	-	-	-	4,145	-	4,145	-	2,997
Materials & services - Inc Capex	B3-2	1,347	2,024	-	93	-	2,117	(414)	1,702	(321)	1,148
Borrowing costs	B3-3	13	8	-	-	-	8	-	8	-	1
Other expenses	B3-5	-	-	-	-	-	-	-	-	-	-
Net loss from disposal of assets	B4-1	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets		5,074	6,176	-	93	-	6,269	(414)	5,854	(321)	4,146
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>		<b>489</b>	<b>(431)</b>	<b>27</b>	<b>(93)</b>	<b>-</b>	<b>(497)</b>	<b>635</b>	<b>138</b>	<b>569</b>	<b>216</b>
Depreciation, amortisation and impairment on non financial assets	B3-4	227	233	-	(3)	-	230	-	230	(3)	173
<b>Operating result from continuing operations</b>		<b>262</b>	<b>(664)</b>	<b>27</b>	<b>(90)</b>	<b>-</b>	<b>(727)</b>	<b>635</b>	<b>(93)</b>	<b>571</b>	<b>43</b>
<b>Net operating results before grants and contributions provided for capital purposes</b>		<b>257</b>	<b>(664)</b>	<b>27</b>	<b>(90)</b>	<b>-</b>	<b>(727)</b>	<b>635</b>	<b>(93)</b>	<b>571</b>	<b>42</b>

**Capital Budget Review Statement**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**

Amounts in '000

Description	Mapp	Previous Year Actual	Current Year Budget	Approved Changes Review	Approved Changes Review	Approved Changes Review	Revised Budget	Recommended Change for Council Resolution	Projected Year end Result	Variance Original vs PYE	Actual YTD**
		2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
<b>CAPITAL FUNDING</b>											
Rates and other untied funding		1,836	5,246	-			5,246	-	5,246	-	
Capital grants and contributions		1,877	1,500	305	(81)		1,724	226	1,950	450	1,549
Reservers - externally restricted		2,083	4,270	850	496		5,616	(2,028)	3,588	682	2,091
Reservers - internally restricted				-			-	-	-	-	1,409
New loans				-			-	-	-	-	
Proceeds from sale of assets		327	314	-			314	-	314	-	527
Others (specify)				-			-	-	-	-	
				-			-	-	-	-	
<b>Total capital funding</b>		<b>6,123</b>	<b>11,330</b>	<b>1,155</b>	<b>415</b>		<b>12,900</b>	<b>1,802</b>	<b>11,098</b>	<b>232</b>	<b>5,576</b>
<b>CAPITAL EXPENDITURES</b>											
WIP		1,160		-			-	-	-	-	
New Assets		1,983	1,977	224	263		2,464	(573)	1,891	86	1,089
Asset Renewal		2,980	9,354	850	233		10,437	(1,229)	9,208	146	4,487
Others (specify)				-			-	-	-	-	
				-			-	-	-	-	
<b>Total capital expenditure</b>		<b>6,123</b>	<b>11,331</b>	<b>1,074</b>	<b>496</b>		<b>12,901</b>	<b>1,802</b>	<b>11,099</b>	<b>232</b>	<b>5,576</b>
<b>Next Capital Funding - Surplus/(Deficit)*</b>		<b>-</b>	<b>0</b>	<b>81</b>	<b>81</b>		<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>

**Cash and Investments Budget Review Statement**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**

Amounts in '000

Description	Mapping	Previous Year	Current Year	Approved	Approved	Approved	Revised Budget	Recommended	Projected Year	Variance	Actual YTD
		Actual	Budget	Changes Review	Changes Review	Changes Review		Change for Council*	end Result	Original vs Revised Bud	
		2024-25	2025-26	Q1	Q2	Q3	2025-26	2025-26	2025-26	2025-26	2025-26
<b>Total Cash, Cash Equivalents &amp; Investments</b>											
Water fund	1	2,002	1,743	(695)	(391)		657	(393)	264	1,479	932
Sewer fund	2	2,755	2,064	(355)	(8)		1,701	(45)	1,656	408	2,913
Developer contributions - General	3	1,404	1,448	-	(110)		1,338	100	1,438	10	1,411
McMaugh Gardens Bond	4	4,800	5,600	-	-		5,600	600	6,200	(600)	6,250
TCT funding delivery shortfall	5	1,718	1,713	-	-		1,713	(250)	1,463	250	1,796
TCS funding delivery shortfall	6	584	775	-	-		775	(100)	675	100	587
Stormwater management	7	323	154	-	-		154	150	304	(150)	294
Conservation and Ecological Restoration of Racecourse Lagoon	8	101	45	-	-		45	(48)	(3)	48	98
AGRN 1030 and AGRN 1034	9	946	210	-	400		610	210	820	(610)	867
Stronger Communities Fund - SCCF5A0002	10	533	192	-	-		192	(192)	-	192	171
Transport for NSW Contributions	12	2,995	1,225	-	1,559		2,784	(784)	2,000	(775)	3,078
Regional Housing Strategic Planning	13	250	-	-	-		-	-	-	-	94
Unexpended Loans - Industrial Land	14	487	487	-	-		487	-	487	-	487
Trust fund	15	31	31	-	-		31	-	31	-	31
Others	16	63	28	-	-		28	(28)	-	28	-
		-	-	-	-		-	-	-	-	-
<b>Total externally restricted</b>		<b>18,992</b>	<b>15,715</b>	<b>(1,050)</b>	<b>1,450</b>	<b>-</b>	<b>16,115</b>	<b>(780)</b>	<b>15,335</b>	<b>380</b>	<b>19,008</b>
<b>Cash &amp; equivalents not subject to external restrictions</b>		<b>9,290</b>	<b>4,762</b>	<b>1,826</b>	<b>(1,450)</b>	<b>-</b>	<b>6,012</b>	<b>780</b>	<b>7,661</b>	<b>(380)</b>	<b>5,560</b>
<b>Internal Allocations:</b>											
Employee leave entitlements	17	1,093	1,113	-	-		1,113	-	1,113	-	1,093
Plant reserve	18	-	500	-	-		500	(500)	-	500	-
Tip remediation	19	1,265	1,265	-	-		1,265	-	1,265	-	1,265
FAGS received in advance	20	1,880	-	-	-		-	1,900	1,900	(1,900)	470
Commitments	21	2,040	-	1,500	150		1,650	350	2,000	(2,000)	1,650
Others	22	37	55	-	-		55	(27)	28	27	37
		-	-	-	-		-	-	-	-	-
<b>Total internally allocated</b>		<b>6,315</b>	<b>2,933</b>	<b>1,500</b>	<b>150</b>	<b>-</b>	<b>4,583</b>	<b>1,723</b>	<b>6,306</b>	<b>(3,373)</b>	<b>4,515</b>
<b>Unallocated (Unrestricted cash)</b>		<b>2,975</b>	<b>1,829</b>	<b>326</b>	<b>(1,600)</b>	<b>-</b>	<b>1,429</b>	<b>(943)</b>	<b>1,355</b>	<b>2,993</b>	<b>1,045</b>

**Summary of Developer Contribution**  
**Uralla Shire Council**  
**Budget review for the quarter ended 31 March 2026**

Amounts in '000

Purpose	Mapping	Balance As at 1 July	Contribution Received			Total Actual Interest Earned	Total Amounts Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings
			Total Actual Cash	Total Non-Cash Land	Total Non-Cash Other					
			2025-26 As at Q3	As at Q3	As at Q3					
Drainage		-	-	-	-	-	-	-	-	
Roads		864	14	-	27	110	-	794	-	
Traffic facilities		24	-	-	1	-	-	25	-	
Parking		-	-	-	-	-	-	-	-	
Open space		-	-	-	-	-	-	-	-	
Community facilities		97	-	-	3	-	-	100	-	
Fire fighting		56	-	-	2	-	-	58	-	
Other		363	58	-	13	-	-	434	-	
<b>Total S7.11 under plans</b>		<b>1,404</b>	<b>72</b>	-	<b>45</b>	<b>110</b>	-	<b>1,411</b>	-	
S7.11 Not under plans		-	-	-	-	-	-	-	-	
S7.12 Levies		-	-	-	-	-	-	-	-	
S7.4 Planning agreements		-	-	-	-	-	-	-	-	
S64 Contributions		-	-	-	-	-	-	-	-	
Other		-	-	-	-	-	-	-	-	
<b>Net capital funding - surplus/deficit</b>		<b>1,404</b>	<b>72</b>	-	<b>45</b>	<b>110</b>	-	<b>1,411</b>	-	

Local Government Remuneration Tribunal

# Annual Determination

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

23 April 2026



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# Executive Summary

## Functions of the Tribunal

1. Section 241 of the *Local Government Act 1993* (**the Act**) requires the Local Government Remuneration Tribunal (**the Tribunal**), by 1 May each year, to determine for each of the categories of Councils determined under s 239, the maximum and minimum fees to be paid to Mayors and Councillors in the following year. As well as those of Chairpersons and members of County Councils: s 400. The Tribunal may also amend a determination it has made for fees to be paid to the appointed Chairperson and appointed Councillors of a council designated as a Rural and Remote Council: c 12(c), sch 11.
2. Section 239(1) of the Act requires the Tribunal to determine the categories of Councils and mayoral offices at least once every three years. It must then also place each Council and mayoral office into one of those categories. There are presently 135 Councils in the State, including County Councils, which are allocated into 15 different categories, with Central Darling Council being the subject of a 2025 Special Determination.
3. The Tribunal must also report its determination to the Minister within seven days: s 244. The Tribunal's Annual Determination takes effect from 1 July each year.
4. All of the Tribunal's functions must be undertaken in accordance with the purposes of the Act, specified in s 7 to be:
  - (a) *to provide the legal framework for the system of local government for New South Wales,*
  - (b) *to set out the responsibilities and powers of Councils, Councillors and other persons and bodies that constitute the system of local government,*
  - (c) *to provide for governing bodies of Councils that are democratically elected, or for certain rural and remote Councils, part elected and part appointed,*

# Executive Summary

*(d) to facilitate engagement with the local community by Councils, Councillors and other persons and bodies that constitute the system of local government,*

*(e) to provide for a system of local government that is accountable to the community and that is sustainable, flexible and effective.*

## Fees

5. For reasons explained below, the Tribunal has determined that from 1 July 2026 there must be a **3.7%** increase in the current minimum and maximum fees applicable to each category of Council, as well in the fees of the appointed Chairperson and appointed Councillors of Central Darling Shire Council. That reflecting increases in the cost of living. Relevant indicators since the 2025 adjustment, including:

- Consumer Price Index for the 12 months to February 2026 of 3.7%;
- Wage Price Index for the 12 months to December 2025 of 3.4%;
- Full-time average weekly ordinary time earnings for the 12 months to November 2025;
- NSW Public Sector Salaries increases for FY 2025/26 of 3%;
- Local Government State Award increases for FY 2025/26 of 3%;
- IPART Rate Peg Base Cost Change for FY 2025/26 of 3.6%;
- The 2025 Public Service Senior Executive remuneration determinations of the Statutory and Other Offices Remuneration Tribunal; and
- The 2025 State Members of Parliament Basic Salary remuneration determination of the Parliamentary Remuneration Tribunal.

6. The Tribunal has also taken note of the current war in the Middle East, which is likely having an adverse impact on the cost of living. But takes the view that its effects and their potential impact on fee adjustment, cannot reliably be determined at this point.

# Executive Summary

7. What was advanced in submissions included that not only should there be a cost of living increase in 2026. But that there should be a much more significant increase in fees, to reflect that current fees no longer adequately reflect the challenging work which Mayors and Councillors must undertake in their important elected offices. With the result that fees should be increased to reflect those determined by the Tribunal for the Chairperson and appointed Councillors of the Central Darling Council in its 2025 Special Determination. As well as the remuneration and allowances paid to Mayors and Councillors in Queensland and Victoria.
8. The Tribunal accepts that it has the discretion to determine that fees should justly be increased, by more than a cost of living adjustment, as was urged. That permitting its consideration of the adequacy of current fees, given the work which Mayors and Councillors are elected to perform and how that has changed over time.
9. That is because while s 242A of the Act requires the Tribunal to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under s 146C of the *Industrial Relations Act 1996* (NSW) when making or varying awards or orders relating to the conditions of employment of public sector employees. That section has now been repealed, that removing the prior fetter on the Tribunal's discretion to adjust fees in the way urged on this review.
10. The Tribunal also accepts that a greater increase than that which it has determined, may be warranted. But has concluded that the amount of any such increase requires further consideration in light of changes which have taken place over time. Not merely in the amount of the fees fixed by past Determinations, but also in the work Mayors and Councillors have to perform in their elected offices.
11. Understandably, some submissions sought to draw comparisons with the fees fixed by the 2025 Special Determination for the appointed Councillors and Chairperson for the Central Darling Shire Council and those fixed for other Mayors, as well as with payments made to Councillors and Mayors in other States.

# Executive Summary

12. When such comparisons are drawn, consideration can not only be given to the amount of such fees and remuneration. It must also be given to matters such as the nature of the appointments, the work required and the hours and nature of the work performed as a result. As well as to how that compares to what is required of Mayors and Councillors of Local and County Councils in this State and the fees which they receive, as a result. That also requiring an understanding of the applicable statutory schemes and the reasons for the past fixation of the fees and remuneration relied on.
13. The Tribunal was provided with little information or submissions about such matters and so is unable to come to conclusions about whether increases based on the comparisons sought to be drawn, can be entertained.
14. Other submissions about desirable fee adjustment depend on the NSW Parliament amending the Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.
15. Even if such comparisons are presently available to be made, the differences in the statutory regimes, which were not addressed, as well as similarities and differences in the work being compared, would have to be considered. Conclusions about such matters cannot rest merely on opinions advanced in submissions.

## Categories

16. In its 2026 Annual Review, as it has done in past three yearly reviews, the Tribunal undertook a s 239 determination, having invited and received submissions about proposed changes. As a result, it has concluded that it is necessary to rectify a criteria anomaly identified in the Regional Strategic category established by the 2023 Annual Determination, as well as adjusting the population criteria for the Major Strategic Area category, from 300,000 to 200,000.

# Executive Summary

17. The Tribunal also identified that Dungog Shire Council has met the population threshold and Councillor to population ratio criteria for Rural Large and will, as a result, be placed in the Rural Large category.
18. The Tribunal also concluded that in 2026 there should be no other change to the present categories, which will thus continue to be:

Metropolitan	Non-Metropolitan	County Councils
Principal CBD	Major Regional City	Water
Major CBD	Major Strategic Area	Other
Metropolitan Major	Regional Strategic Area	
Metropolitan Large	Regional Centre	
Metropolitan Medium	Regional Rural	
Metropolitan Small	Rural Large	
	Rural	

## 2027 Annual Review

19. For reasons explained further below, in the 2027 Annual Review the Tribunal will invite further submissions from every Council, Local Government NSW and the Minister, about the current categories, criteria and fee structure and whether they remain fit for their statutory purpose. That will provide an opportunity for reliable information and submissions to be provided about claimed changes and available comparisons.
20. The Tribunal will then give further consideration to the current structure of the categories by reference to which it must fix minimum and maximum fees. That consideration may also have an impact on further fee adjustment in 2027, given that the submissions advanced on this review have raised the question of whether the current system of categories and the criteria by which Councils are allocated to them, remain fit for their purpose.

# Executive Summary

21. The new structure and criteria will reflect the requirements of the Act, as will the new criteria adopted and Councils' allocation to the revised categories. The Tribunal will also determine which criteria individual Councils satisfy, which they will have an opportunity to address, having been invited to provide the Tribunal with the relevant, reliable information.

# Section 1 – Introduction

## Methodology

22. The Tribunal's inquiries are regulated by s 243 of the Act, which permit it to make such inquiry as it thinks necessary, before making a determination.
23. Section 248 requires Councils to pay Councillors fees which are fixed by reference to the minimum and maximum fees determined by the Tribunal. Section 239 also requires the Tribunal, at least once every 3 years, to determine categories for Councils and mayoral office and to place Councils into those categories.
24. The Tribunal's 2026 Annual Review commenced in October 2025 with the assistance of its Secretariat, when all Councils and the Association were invited to provide submissions about fees and categorisation. Its invitation asked that submissions be endorsed by Councils. All submissions received from Councils were endorsed. The Tribunal also received a submission from some individual Councillors and the Association.
25. Some twenty-five submissions were received from Councils, only some of which addressed fee increases. In its submissions the Association addressed proposed fee increases, as well as problems with the Determination flowing from the operation of the Act, proposed alterations to Council categories and the criteria by which they are allocated.
26. The Tribunal later met with representatives of 19 Councils, seven Councillors and the Association, who addressed written submissions and, in some cases, provided further data to support the submissions advanced. Not all of that provided was sourced from publicly available sources such as the Australian Bureau of Statistics and its reliability was thus not able to be assessed.
27. The Tribunal also had regard to the other information referred to in this report.

# Section 1 – Introduction

## Summary of submissions

28. Most of the submissions received focused on the inadequacies of the fees and the statutory system which requires them to be fixed as they are. Issues raised including that:
- The remuneration which the fees generate being grossly inadequate, not adequately compensating for the skills, knowledge and responsibilities the Act requires Councillors and Mayors in urban, regional and rural contexts to have and exercise;
  - There has been significant, increasing complexity in the work which has to be undertaken, as well as an increase in the time it requires, without a change in remuneration to compensate for these changes;
  - That including as the result of changes to the Code of Meeting Practice which Councils have to observe, which has resulted in increased expenses having to be born, for which there is no compensation;
  - There is a need for a Deputy Mayor fee to be implemented, to reflect what this role now requires;
  - That the current fee structure and meeting requirements act as a barrier to desirable skilled representation in local government, as well as to desirable diversity in that representation;
  - It has also driven the loss of able and experienced representatives;
  - The existing differences in fees received by Councillors and Mayors in Metropolitan Councils, by comparison to those received by those in Regional and Rural Councils, did not reflect the similarities in their roles and responsibilities. Nor the additional responsibilities which have to be undertaken in Regional and Rural Councils;
  - The Determination drives politicisation of Councils, by requiring them to set their own fees within the minimum and maximum set by the Tribunal, which also put them into an undesirable position of conflict: ss 239 and 248; and

## Section 1 – Introduction

- Fees were out of step with those which are paid to Board members and those who accept appointments to advisory committees, with which comparisons were also sought to be drawn, but no concrete information was provided about.
29. On this review the Tribunal was urged to undertake a similar assessment of fees to that undertaken in 1995 and not to limit its consideration of what fee increase a cost of living adjustment would warrant. It was also urged to also consider the range of factors it has taken into account in the past, in determining what a cost of living adjustment should be.
30. Various submissions also urged the desirability of various other proposed legislative changes. For example:
- Introducing a new model of remuneration for Mayors and Councillors to replace the current fee based structure;
  - Removing the Tribunal’s obligations to fix maximum and minimum fees for Mayors and Councillors;
  - Introducing a separate fixed fee for the Deputy Mayor position;
  - Deputy Mayors receiving mayoral fees while acting as Mayor, but Mayors still continuing to be paid their Mayoral fees;
  - Indexed pro rata remuneration; and
  - Recognition that the work of Mayors and Councillors involves a full time job. As to which, it must be noted, no information provided to the Tribunal established this to be the case.
31. These matters are not within the Tribunal’s control, but they will be drawn to the attention of the Minister.
32. The Tribunal accepting the importance of the various views raised by Councils, Councillors and the Association and as a result, will draw them to the attention of the Minister. But that

## Section 1 – Introduction

it has power to act on some of them on this review, has not been established, given the current statutory scheme.

33. The Tribunal also notes that consideration of future expected developments when Councils are categorised was also urged by some submissions. While others expressed satisfaction with the Council's current categorisation, as the basis for fixing its fees, while not addressing whether it still satisfied the applicable criteria. This will have to be revisited in the 2027 Annual Review.
34. If further submissions are then advanced, which provide a basis for different conclusions being arrived at about any of the above matters, they will of course be considered by the Tribunal. And if the Act is amended in response to what has been urged, the Tribunal will then undertake whatever statutory tasks it is given.

## Section 2 – 2025 Determinations

### 2025 Annual Determination

35. In 2025, the Tribunal received sixteen written submissions, which included two requests for re-categorisation. As a result, it reviewed population and other data relating to those Councils, to ensure categorisation was consistent with the applicable criteria.
36. The Tribunal found that the then current allocation of the Councils remained appropriate, with the exception of Mid Coast Council. As a result of it meeting the population benchmark, it was re-categorised from Regional Centre to Regional Strategic Area: 2025 Annual Determination report at [58]-[59].
37. The Tribunal also determined that the minimum and maximum fees applicable to each category would increase by 3% from 1 July 2025.

### 2025 Special Determination

38. The Tribunal also made a Special Determination in 2025, following the introduction of the *Local Government Amendment (Rural and Remote Councils) Act 2024* and the *Local Government (General) Amendment (Rural and Remote Councils) Regulation 2025*. Having on 6 June 2025 received a direction from the Minister for Local Government under s 242 of the Act, to determine the maximum and minimum fees for Appointed Councillors and the Chairperson for Central Darling Shire Council.
39. The effect of the legislation was to insert Schedule 11 into the Act, cl 3 permitting a Council to be designated as a Rural and Remote Council by regulation, as the Central Darling Shire Council was, when the Minister recommended that it met criteria specified by the regulation: cl 3(2). The Regulations now provide that a Council may be designated as a Rural and Remote Council if, at the time of designation, its area has a population of 5,000 persons or fewer as recorded in data series 1410.0–Data by Region published by the Australian Bureau of Statistics: r 413F.

## Section 2 – 2025 Determinations

40. Central Darling Shire Council is designated as a Rural and Remote Council for 10 years: r 413G. With the result that it must have six Councillors, one elected from each ward, as well as three appointed by the Minister r 413G(3).
41. The Minister must also appoint an appointed Councillor as chairperson of the Council: cl 10(1) sch 11. The Tribunal's determinations under s 241 do not apply to appointed Councillors: cl 12(2)(a) sch 11. But it must determine their maximum and minimum fees and may at any time amend such a determination: cl 12(2)(b) and (c) sch 11.
42. In its Special Determination the Tribunal determined a minimum fee of \$13,830 and a maximum of \$13,930 for appointed Councillors and a minimum of \$72,080 and a maximum of \$72,180 for the appointed Chairperson.
43. This Determination was relied on in this review to advance the Association's submissions that the functions of the appointed chairperson of Central Darling Shire Council are substantially the same as those of Mayors of other Rural Councils. With the result that their fees should be increased to similar amounts. That was supported by submissions advanced by some Councils.

## Section 3 – 2026 Review

### The relevant history

44. The submissions advanced require not only a consideration of the current fees and what the statutory scheme provides for, but also of the history by which they have been arrived at. As well as the impact of changes which have occurred.
45. The history was not addressed by the submissions advanced.
46. Relevantly, it includes that in 1994 the Tribunal undertook wide ranging consultations to establish what was then involved in the roles and functions of elected representatives of local government, conducting public hearings to obtain a representative cross section across the State.
47. It then examined matters such as Councillors' backgrounds and experience; community activities engaged in before and after election; time spent on meetings as well as preparation time; Council's functions and the issues and problems they had to deal with. As well as remuneration levels and ratios between Councillors and Mayors. The Tribunal having received submissions from 66 Councils, 7 County Councils, associations and the public: at page 3 – 5 of the 1994 Determination.
48. The functions of Councils and the roles of their elected officials under the Act were explained, with contrasts drawn with the predecessor 1919 legislation. Under which members of Councils "*were regarded in effect, as performing honorary community roles, with some provision for recompense for prescribed incurred expenses*": at 11 of the 1995 Determination.
49. Existing fees were then found not to adequately recompense those elected for the performance of their duties at regular Council meetings, special community and committee meetings, communication with the community and representing Council at functions: at 11

## Section 3 – 2026 Review

of the 1995 Determination. That requiring lengthy periods to be spent on Council business and associated interviewing, reading and preparation: at 12 of the 1995 Determination.

50. The Tribunal had regard to all such activities in setting fees under the 1993 Act, at a time when they were performed in addition to Mayors and Councillor's normal occupations: at 12 of the 1995 Determination. It then being the common experience that the substantial majority of Councillors and Mayors were involved in some other employment or engagement, either full-time or part-time.
51. The fees then fixed were based on an assumption that Councillors would also be recompensed for expenditure reasonably incurred in relation to their Council duties. That being a matter of discretion for each Council, according to the particular circumstances of that Council. That allowing them to determine the extent of any absorption of expenses in fees: at 16 of the 1995 Determination.
52. The minimum fees were determined on the basis that Councillors and Mayors were *"performing a community service in addition to their normal occupations"*: at 16 of the 1995 Determination. The usual practice being *"to programme the attendance of councillors and mayors outside normal business hours for meetings and other activities to accommodate their other time commitments. Their duties not requiring continuous attendance during the course of each working day."*: at 16 – 17 of the 1995 Determination.
53. And that *"The duties performed as mayor attract an additional fee for extra delegated duties and functions actually performed"*: at 17 of the 1995 Determination. It was further explained at 19 of the 1995 Determination:

*"The minimum fees determined provide the statutory minimum payment for councillors and mayors. They are based on an assessment of the average council in each category. As - with any averaging, the fees may be generous for some councils but modest for others. The maximum fees provide the necessary ambit of discretion to enable each council to assess its performance compared with other councils in its category. Such discretion*

## Section 3 – 2026 Review

*enables each council to determine whether its performance as a whole compared with the other councils justifies a payment in excess of the minimum to its councillors and/or mayor. It is conceivable that because of significant delegations by a council to the mayor, this situation may warrant a fee greater than the minimum for the mayor, but not for councillors. The reverse situation could also apply.”*

54. What was then being evaluated by the Tribunal being “*the knowledge, skills and community interests of councillors and mayors*”: at 19 of the 1995 Annual Determination.
55. This Determination also explained, in detail, how the categories were then arrived at. With various distinctions drawn between Metropolitan and Non-metropolitan Councils, with consideration of matters such as their size, population, assets and expenditure, amongst other factors. Consideration also then being given to the unique position of the Council of the City of Sydney.
56. It also explained how this related to the fees determined, given the relevant history. Which included a change from the original position under the 1919 Act, that Local Government elected officials had traditionally been seen as civic minded citizens providing a voluntary service to the community, being born in mind. As well as what had been recognised when the *Local Government (Payment of Fees) Amendment Act 1993 (NSW)* was introduced. It recognising payment of a fee for attending to Council business, i.e., meetings, inspections, etc, which did not involve the payment of salaries: at 64-66 of the 1995 Annual Determination.
57. Consideration was also given to the statutory roles and responsibilities of Councils in other States and overseas, as well as of comparisons then sought to be drawn with members of Parliament.
58. It was not then accepted that local government representation had progressed to the status of an independent career. Even though some elected officers chose to spend their time, full time, on Council duties: at 69-70 of the 1995 Determination.

## Section 3 – 2026 Review

59. It was also explained that the minimum and maximum fee range fixed required Councils to each evaluate the functions and responsibilities which were actually performed by their Councillors: at 76 of the 1995 Determination.
60. After 1995, over time the fees fixed by the Determination have been increased by the Tribunal, to reflect changes it made to the categories of Councils which the Act required it to review regularly, in order to fix appropriate maximum and minimum fees.
61. In 2017 the Tribunal noted that what the Act required was “a categorisation model in which Councils with the largest number of features in common can be grouped together for remuneration purposes. This is not straightforward, as each Council has challenges and issues which are unique”: at [16].
62. It then found that while the then existing criteria continued to provide an equitable and transparent model by which to differentiate Councils for the purposes of determining remuneration, there was some scope to refine the criteria to address a number of anomalies and to better reflect the composition of Councils after amalgamations: at [18] – [19] 2017 Annual Report.
63. It also sought to improve consistency and transparency in the allocation of Councils into categories, with the result that a number were either recategorised into an existing category, or a new category: at [19].
64. Fees were determined for the new categories, having regard to relativities between the existing groups: [54].
65. Fees were later increased to reflect not only cost of living increases, but also changes which the Tribunal made to Council categories and the applicable criteria. But for a time, the Tribunal’s powers to increase fees were frozen and at other times available fee increases were capped, as the result of steps taken by Governments.

## Section 3 – 2026 Review

66. These changes to its discretions were explained in the Tribunal's various Annual Determinations. They help explain the complaints received on this review about the current fees, which it must be accepted, as a result, do not reflect all increases in the cost of living over time.
67. On the Association's approach, this has resulted in fees which no longer accurately reflect what the Tribunal first assessed, independently, in 1995.
68. In 2020 the Tribunal considered recategorisation proposals it received in 2019, about which it sought and received submissions: at [13]-[19] 2020 Annual Report. Then creating the new category of Regional Centre; renaming Regional City to Major Regional City and also adopting some changed criteria. As well as reordering the Regional Strategic Area criteria, considering that it warranted further differentiation.
69. It also altered the criteria for Metropolitan Medium and Metropolitan Large categories, with resulting changes for other categories: at [23]-[30]. In some cases, additional criteria being significant enough to warrant some Councils' categorisation into a group with a higher population: at [30]. Fees were set to reflect resulting activities: at [69].
70. In 2023 the Tribunal sought to improve consistency of the criteria and also adopted non-resident population criteria for some categories, with resulting reclassification of some Councils: at [23]-[25] 2023 Annual Report. As well as creating two new categories, Rural Large and Metropolitan Major, to bridge identified gaps: [26]-[36].

### 2026 Annual Review process - Fees

71. As explained, this year's submissions pursued various concerns about the current fees. They not being considered to adequately compensate for the skills and knowledge Councillors and Mayors are required to exercise, or the time they have to spend in performing the duties of their offices, given considerable changes over time. In

## Section 3 – 2026 Review

considerable part this having been driven by population increases and changes introduced by Governments.

72. The view repeatedly urged being that current fees result in a considerable barrier to desirable diversity in representation in local government, as well as problems in attracting and retaining suitably qualified people to stand for and remain in office, when elected.
73. The Tribunal accepts that there are such problems, given the information and submissions it has received.
74. There were various submissions that an increase was necessary, given the increased cost of living. But few submissions addressed the quantum of the increase. Narrabri Council urging a 10% increase and Lake Macquarie a 3-4% increase. Another that fees should be doubled. Other submissions urging that Mayoral fees be increased substantially to reflect the 2025 Special Determination. The Association and some Councils also seeking increases which resulted in fees similar to the remuneration paid in Queensland and Victoria.
75. The City of Sydney Council did not seek such increase in the fees payable to the Lord Mayor, but urged very substantial increases for Councillors. Some Councillors also providing, late, further information which the Tribunal did not have the opportunity to give adequate consideration to, given all they have raised and the time frame in which this review must be completed.
76. Some submissions also urged an increase in fees of rural and regional Councillors and Mayors, to assist in addressing low candidature numbers.
77. The Association also urged that a significant increase in fees was needed to:

*“1. Ensure that Councillors and Mayors in New South Wales do not continue to experience fee erosion flowing from the former NSW Public Sector Wages Policy;*

## Section 3 – 2026 Review

*2. Reflect the current economic climate in New South Wales and adjust fees according to recent and relevant economic data; and*

*3. Recognise the increasing demands and time commitment required of elected local government representatives.”*

78. The Association noting that the repeal of s 146C of the *Industrial Relations Act 1996* (NSW) had the result that the Tribunal is no longer constrained by a cap when awarding fee increases. And urging that the Tribunal accept that current fees were manifestly inadequate, not properly reflecting as they needed to, the current responsibilities and role of elected Council officials. That preventing Councils' financial stability and also deterring quality candidates, of all backgrounds, pursuing civic office, which was not in the public interest.
79. It also submitting that fees should now be assessed on the basis that the work of elected officials was valued at more than 8 hours per week, at the rate of the national minimum wage. It also advanced economic and wage data to support these arguments
80. The submissions thus drew comparisons with:
- The salary paid to members of parliament under the *Parliamentary Remuneration Act 1989* (NSW);
  - Remuneration which Mayors and Councillors of Queensland Councils are paid under the *Local Government Act 2009* (QLD) and the *Local Government Regulation 2012* (QLD); and
  - Allowances which Victorian Mayors and Councillors receive, fixed by the Victorian Independent Remuneration Tribunal under s 39 of the *Local Government Act 2020* (VIC).

## Section 3 – 2026 Review

81. Specific examples were also relied on. Including, for example, that Councillors in Townsville are paid a maximum remuneration of \$135,123, while those in Liverpool are paid a maximum fee of only \$34,820. While in the case of Mayors the comparison was \$225,206 to \$136,290.
82. The difficulty with such comparisons is that the other legislative schemes relied on, do not provide for a fee based structure of the kind for which the Act provides for NSW Mayors and Councillors.
83. Parliamentarians in this State, for example, receive a basic salary and an electoral allowance payable as compensation in respect of all incidents of the performance of their parliamentary duties (other than those compensated or reimbursed by other additional entitlements): s 4 and 10(2B) of the *Parliamentary Remuneration Act 1989* (NSW).
84. Still, some submissions relied on an observation in the 2024 Parliamentary Remuneration Tribunal Annual Report, where I, in my capacity as Parliamentary Remuneration Tribunal, said at [28] that:
- “Not only should Members of Parliament be fairly remunerated for their important and challenging work, within the State’s means, but it must also be remembered that such remuneration and the other conditions and entitlements provided by the Determination play a real role in attracting people of high intellect, integrity and vigour to stand for election to the Parliament. People who have the necessary skills to perform such work well and who are prepared to devote their time to serving the public interest, rather than only their own interests. Appropriate salary and conditions also help to ensure that such people are also prepared to continue seeking re-election in order to continue performing the important work of their offices.”*
85. The view urged being that those observations also apply to NSW Councillors and Mayors, given the valuable, time consuming and challenging work which their roles now require them to perform.

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86. While the Tribunal was not provided with information which would provide a basis for the acceptance of these opinions, support for them can be found in s 232 of the Act, which explains the important roles which Councillors play. As well as in s 233A, which specifies the oath of office which they must take after election. By which they promise to undertake the duties of their office in the best interests of the people of their Council area and that they will faithfully and impartially carry out their functions, powers, authorities and discretions.
87. Despite this and no matter how earnestly held, it is not presently apparent how these views can be acted on by the Tribunal, given the current legislative scheme. All of them seeming to depend on the Parliament amending this State's Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.
88. As has been explained in past Annual Determinations, that is not a matter within the Tribunal's control.
89. The 20 May 1993 Second Reading speech to the Act explains how its terms were arrived at. As the result of a lengthy bipartisan reform process, following enquiry into changes required to be made to the then frequently amended predecessor 1919 legislation: Hansard p 2414. The Tribunal's 1994 Determination explains the process by which it initially fixed fees and the subsequent Annual Determinations, how they have been increased over time.
90. Tribunal Determinations have thus explained that Mayors and Councillors are paid a fee for the services which they volunteer to provide when they are elected, not a salary. Section 241 still obliges the Tribunal to fix such a fee. It follows that it does not have the power to determine that they should be paid a salary, or remuneration.
91. Little Information was provided on this review to support the submissions which urged the view that the current statutory fee model is no longer appropriate. The significantly increased and more responsible work which it is widely considered now falls to Councils

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to perform and what that requires of its Mayor and Councillors, helps explain why it is also widely considered that legislative change is now desirable.

92. Such information is relevant to the determination of an increase in fees. But the Tribunal has no power to act on the view that the current statutory fee based model no longer remains appropriate. Nor to determine that a remuneration based model such as that contained in the Queensland and Victorian legislation should be adopted in this State. Nor what such remuneration should be.

### Conclusions about general fee increase in 2026

93. The Tribunal has considered all it has received, together with the other matters referred to in this report, having been assisted by its two assessors: s 236. Meeting with them to consider their views about the submissions the Tribunal received and the exercise of its functions on this review.
94. The result is the Tribunal's conclusions that:
- All fees should be adjusted from 1 July 2026 by **3.7%** to reflect changes in the cost of living, in the expectation that there will be further increases in those costs, driven by the consequences of the war in the Middle East, which is already having adverse impacts on the entire Australian community;
  - To make no other adjustments to fees on this review, but to invite the submissions further explained below, in the 2027 Annual Review. The Tribunal accepting that changes have occurred which ought to be reflected in the fees fixed by the Determination. But also considering that further information and consideration is required, before conclusions can be arrived at about how those changes can be fairly reflected by a further fee adjustment.

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95. The Tribunal thus accepts that it is time to undertake a review of the kind the Association proposed, but has concluded that it cannot be undertaken in this review. That explaining the process which the Tribunal proposes to undertake in 2027, explained in section 4.

### **The same fee structure for all Mayors and Councillors**

96. Remuneration for a Mayor or Councillor not being based on geographical location was also urged by submissions advanced. A number contending that the role of a Mayor and Councillor was fundamentally the same, requiring the same skills, knowledge, experience and responsibilities regardless of location. With the result that the fees of Regional and Rural Mayors should be increased to that of their Metropolitan colleagues.
97. These submissions cannot be accepted. The Act requiring the Tribunal to fix appropriate categories of Council, having regard to specified criteria. The Determination's history and criteria helping to explain differences recognised by the categories. Which the Tribunal must reflect in the minimum and maximum fees fixed for each category.
98. These submissions did not pay necessary regard to these statutory requirements, which are not for the Tribunal to ignore or abandon.
99. The Act does not permit the Tribunal to fix the same fees for all Mayors and Councillors, irrespective of their category. If it were to be found that the fees for Mayors and Councillors of different categories ought to be completely the same, that would necessarily reflect that those Councils ought to fall within the same category.

### **Fees for Deputy Mayors**

100. The Act also does not permit the Tribunal to fix a separate fee for Deputy Mayors. Despite which the issue of a distinct fee within the Determination for the role of Deputy Mayor was once again pressed, as it has been on past reviews. That being supported on this review

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by reports of Mayors being unable to perform the functions of their offices, which had to be taken on by Deputy Mayors, without receiving any resulting additional fees.

101. One submission was that Deputy Mayors undertake significant responsibilities, which the Act fails to adequately recognise or remunerate. Another that a Deputy Mayor must also step in to represent the Mayor when unavailable, chairs committees and plays a pivotal role in decision making and advocacy.
102. The submissions thus urged that the fee structure recognise the additional workload and responsibility that comes with the role of Deputy Mayor.
103. The issue of fees for the role of Deputy Mayor was explained in the 2024 Annual Determination at [53]-[55] and in the 2025 Annual Determination at [62]- [65]. What was there explained was not addressed in the submissions.
104. Section 249 (5) still permits a Council to “pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the office of the Mayor. The amount of the fee so paid must be deducted from the Mayor’s annual fee.” That requires a decision of Council and cannot be dictated by either the Mayor or a Deputy.
105. The submissions advanced reveal that some Councils have chosen not to exercise this power. With the result that the Deputy Mayor who took on functions the Mayor was unable to perform for a period, received no additional fees to reflect the increased duties taken on. That is an available outcome under the Act and remains a matter for each Council to determine. It is not within the control of Mayors.
106. Still, there having been no change to the Act which would permit the Tribunal to determine a distinct fee for the position of Deputy Mayor, must result in the submissions advanced being rejected. It will, however, draw the issues raised to the Minister’s attention.

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### Setting of Fees by Councils

107. Concerns regarding the setting of minimum and maximum fees by Councils, still required by s 241, was also again raised by some submissions. A number calling on the Tribunal to set only one mandatory fee for each category. Another suggesting that the Tribunal could increase the minimum fees to the same amount as the maximum fee level. Another, advocating repeal of s 241 of the Act.
108. Such change was urged because it was considered that this would result in desirable equality of fees and remove the potential for politicisation of fee setting, and potential conflicts of interest. That also enhancing relationships with the community.
109. In the same way as the Court of Appeal recently explained in *Director of Public Prosecutions (NSW) v President of the Legislative Council of New South Wales* [2026] NSWCA 20 [57], the Tribunal is satisfied that it cannot do indirectly, what the Act does not permit it to do directly.
110. It follows that these submissions must also be rejected. But this issue will also be drawn to the Minister's attention.
111. In the 2027 Annual Review, submissions will be invited about the appropriate range between the minimum and maximum fees for the categories then determined.

### 2026 Annual Review process – category review

112. In determining Council categories, the Tribunal is required to have regard to the matters specified in s 240 of the Act, namely:
- The size of areas;
  - The physical terrain of areas;

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- The population of areas and the distribution of the population;
  - The nature and volume of business dealt with by each Council;
  - The nature and extent of the development of areas;
  - The diversity of communities served;
  - The regional, national and international significance of the Council;
  - Such matters as the Remuneration Tribunal considers relevant to the provision of efficient and effective local government; and
  - Such other matters as may be prescribed by the regulations.
113. The categories of County Councils also require regard be paid to the functions of County Councils: s 240(2). They are specified in s 394 of the Act to be any one or more of the functions of a Council under the Act or any other Act, in accordance with a proclamation made for the purpose of Part 5 of the Act.
114. The Tribunal last reviewed the categories of Councils and mayoral offices in 2023. The current categories in 2026 attracting the increased minimum and maximum fees earlier explained. With the result that some of them continue to overlap considerably, others being but little different and some not readily able to be reconciled.
115. This helps explain why the Tribunal has concluded that limited change is warranted on this review, without the more extensive review of categories, criteria and resulting appropriate fees which will be undertaken in 2027. In order to ensure that the statutory intent is achieved by the Determination. On that review all Councils will be asked to provide reliable, comparable and publicly available data, on which the Tribunal's decisions can then fairly be made.
116. The purpose of the categories and the specified criteria is to enable the Tribunal to annually determine the maximum and minimum amounts of fees to be paid to Mayors and Councillors in each of the categories it determines: s 239.

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117. They having no other statutory purpose, it is difficult to see the reason for a number of current categories attracting overlapping fees; there being limited differences between the fees attracted by other categories, while fees for the Chairperson of the Darling Shire Council are very substantially higher than those paid to very many Mayors.
118. This and the submissions advanced also raise the question of whether the categories and criteria provided by the 2023 Annual Determination, adjusted in the limited way explained by this Determination, adequately reflect the requirements of the Act. As well as whether they continue to remain appropriate and fit for purpose or require further review.
119. The matters specified in s 240(1) driving the need to take into account relevant statistical and demographical data, such as that sourced from the Australian Bureau of Statistics and the Office of the Local Government and Planning NSW, to which regard has been paid in the past. As well as to data provided by Councils about their particular areas and operations, which also have to be taken into account.
120. One of the difficulties on this review was that the Tribunal had no up to date data about the position of the majority of Councils, which would enable it to determine whether the current category and criteria continue to be fit for purpose, given the requirements of s 240. As well as whether the categories into which Councils are currently placed, remain appropriate.
121. The history of the categories established by past Determinations began in 1994, when there were more Councils in existence and fees were fixed having regard to past history. In 1995, 5 categories were established, with three special categories then also continuing, S1 – Sydney City Council, S2 Newcastle and Wollongong City Councils and S3 – County Councils.
122. In the Tribunal's ongoing 3 yearly reviews since then, categories have been altered, merged and increased for various reasons, including to reflect Council mergers. A new model being adopted in 2017 when the number of Councils was reduced to 128. That

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having established 5 Metropolitan categories and 4 Non Metropolitan categories. In 2020 criteria for some categories were altered, two new categories created and one renamed.

123. In 2023 a further two new categories were created, three Councils which met the criteria thresholds for existing categories were reclassified and criteria consistency improved by the inclusion of the non-resident population, for a number of categories. A consideration permitted by s 240(1), which enables the Tribunal to have regard to such matters as it considers relevant to the provision of efficient and effective local government. The County Council categories remaining unchanged.
124. Submissions advanced in 2026:
- Sought the creation of 2 new categories;
  - Proposed recategorisation of 7 Councils - Parramatta, Lake Macquarie, Murray River, Port Macquarie-Hastings, Randwick, Shellharbour and Willoughby Councils;
  - Sought that one category revert to a previous name;
  - questioned the suitability of current criteria; and
  - Urged the Tribunal to take into account other matters which Council now consider to be relevant to the determination of categories and their categorisation. Visitor numbers, being the best example.
125. If accepted, these submissions require consideration of how these aims could properly be reflected in the category criteria, which the submissions did not address.
126. It also appears that there may, in 2026, be further Council demergers, which will also necessitate consideration of the categories and Council allocations, in order that appropriate fees are fixed for their Councillors and Mayors in 2027.

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127. This all helped drive the Tribunal's conclusion that further change is required to current categories and criteria. But that the submissions and information it has received on this review, did not enable final views to be formed about what those changes should justly be. That will be revisited in the 2027 Annual Review.

### Correction of an identified anomaly

128. The current category allocations and criteria appear in the 2025 Annual Determination at Section 5 and Appendix 1 respectively.
129. One required change which has been identified results from an anomaly. The criteria for the category Regional Strategic contains the following sentence:

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

130. This is incorrect. There currently being 5 Councils classified as Regional Strategic: Lake Macquarie, Maitland, Mid-Coast, Shoalhaven, and Tweed. As a result, this erroneous statement has been removed from Appendix 1 of the 2026 Annual Determination.

### Proposed renaming of “Principal CBD” as the “Principal City”

131. This change in name was urged in order to revert to a prior category name, the Council submitting that this would properly recognise its regional, national and international significance, which extended beyond the Sydney CBD. As well as reflecting significant increases in the roles and responsibilities of its Councillors, in Australia's only global city and to ensure that fees they receive appropriately reflect their responsibilities.
132. The submission explained alterations, over time, to the area which the Council covers. It now having eight distinct economic precincts, as the result of the area added to the City in

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2004: the Harbour, City North, Pyrmont, City South, Eastern Creative, Tech Centre West, Entertainment and Recreation and Southern Enterprise. That having had an impact on representation and other matters relied on to advance a proposed significant increase in Councillors' fees.

133. It was in 2017 that the name change from Principal City to Principal CBD was introduced as part of a restructure which reflected the evolving shape of local government in the State. That retaining the Council of the City of Sydney in its own category, while recognising the emergence of the second CBD in Sydney at Parramatta.
134. The Tribunal can see no disadvantage from the proposed name change. But is still not persuaded that it should now be adopted, without consideration being given to such a change within the wider review proposed for 2027.
135. No change having been proposed to either the criteria which apply to this category, or to the Major CBD category into which only the Council of the City of Parramatta falls. It recognising Parramatta to be the secondary CBD, which some submissions urged was no longer appropriate.

### **Proposed reclassification of City of Parramatta Council from Major CBD to Principal CBD**

136. Council sought to be recategorised from the Major CBD to Principal CBD category, to better reflect its size, rate of growth, economic influence, operational budget and strategic and geographical importance.
137. Council also submitting that it plays a leading role in Greater Sydney's advancement. With factors relied on including:
  - 30% of Australia's top 500 companies have offices located in Paramatta;

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- The city is accessible to 2.3 million people within 45 minutes, by car or public transport;
- Creative and cultural institutions such as Riverside Theatre, Olympic Park and the upcoming Powerhouse Paramatta museum are located there;
- As is a large Health and research precinct which includes six (6) universities and Westmead Hospital;
- The Engineering and Innovation Hub, as well as Western Sydney Startup Hub also being located within the LGA; and
- It having the second largest economy, which generates a gross regional product of \$32.88 billion, and 33,000 businesses with over 202,000 jobs.

138. What was advanced did not accord with submissions advanced by some other Councils.

139. The Tribunal is not persuaded that the City of Parramatta Council is incorrectly categorised or satisfies the criteria of Principal CBD, which reflect the unique position of the Council of the City of Sydney. Nor did it advance any changed criteria which would fairly capture both its position and that of the Council of the City of Sydney. That the two can fairly be equated, has also not been established.

140. The Determination has long recognised the distinct role which the Council of the City of Sydney plays, with the result the higher fees its Mayor and Councillors receive, which is reflected in the current criteria:

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

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

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

141. The submission and data advanced did not establish that Parramatta satisfies these criteria. Nor a basis for the conclusion that its Mayor and Councillors should receive the same fees as those received by the Mayor and Councillors of the City of Sydney.
142. The criteria which apply to its category, Major CBD, being:

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

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

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

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

143. The assumptions reflected in these criteria were challenged by other Councils as no longer being correct. Blacktown Council relying, for example, on data which showed that its residential population in 2024 was considerably greater than that of Parramatta, 274,956 to 438, 843. As was its total population, including workers not residing within its area.
144. The data received helped drive the conclusion that the current criteria may no longer be fit for purpose. And that further consideration needs to be given to what appropriate categories now are and what criteria should apply to them.
145. But the reclassification proposed on this review, cannot be accepted.

### **Proposed new Metropolitan Major – High Growth Category**

146. Blacktown City Council sought the creation of a new category, Metropolitan Major – High Growth, for which it did not advance either criteria, or proposed fees.
147. It is now classified as a Metropolitan Major Council, together with Canterbury Bankstown. They having both last been assessed as falling below the Major CBD category, into which only the City of Parramatta falls. The current criteria for the Metropolitan Major category are:

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

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

*Other features may include:*

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

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

148. Blacktown contended that the proposed new category would recognise larger, more complex Councils which exceed the criteria of Metropolitan Major. It being relevant that it would continue to outstrip Parramatta in various respects, given its current and expected ongoing growth. This new category thus facilitating fair and appropriate adjustments to the remuneration payable to Mayors and Councillors.

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149. The Council relying on data such as population, budget and asset growth, as well as ‘transformational’ projects and ongoing developments which had driven further change and challenges for it and its officers, reflective of its strategic planning and economic sphere of influence. It claiming now to be the fourth largest economy in NSW, with significant plans for further growth to 2041.
150. It also relied on comparisons which it sought to draw with Canterbury-Bankstown, from which it said it is now differentiated by a range of factors, which it is not necessary to explain.
151. What was not advanced was either proposed criteria for the new category sought, nor fees which might fairly attach to it. The Council placing reliance on what parliamentarians are paid in NSW, a reliance which I have explained is not available under the current statutory scheme.
152. The difficulty with what was proposed is also revealed by the limited difference between the maximum and minimum fees for the existing categories, which reflects an assessment that the work involved cannot be significantly differentiated.
153. Nor can it be accepted that it is appropriate for criteria to be based on anticipated growth in population, infrastructure, assets or budgets, as this and some other submissions urged. That is not embraced by s 240 of the Act. Nor can anticipated developments be accepted to be a reliable basis on which decisions can fairly be made about categories or criteria, depending as they do on assumptions.
154. The basis of what is anticipated at a particular point in time being unlikely to be able to be established by independent, reliable and publicly available data, which will allow relevant comparisons to be drawn. And the adoption of such criteria giving rise to the difficulties which will result, if what is anticipated, does not come to pass.

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155. It may also not be overlooked that when the submissions were received, Major CBD Mayoral fees ranged from \$44,840 to \$126,320, while those in Metropolitan Major Councils ranged from \$44,840 to \$114,300. This helps explain why the view has to be taken that there is little purpose to be served by the adoption of the proposed new category, which would sit between the existing categories.
156. Particularly without identification of criteria which reflect its true differentiation from the existing categories. That such differentiation does not exist, is reflected in the current small differences in fees for the existing categories.
157. The result is that the Tribunal has not been persuaded that the proposed new category can be established.
158. If in the 2027 review the establishment of new categories is pursued, the Tribunal should be provided with a proposal which addresses not only the name of the proposed category, but also appropriate criteria, together with the maximum and minimum fees which are proposed. They will have to have appropriate relationships with other categories, which will also have to be explained by the submission.
159. As will the consequences of their adoption for other Councils which may be affected. Such Councils will also have to be given an opportunity to be heard, before the Tribunal comes to any conclusions about proposed new categories. That will be achieved by service of the proposed change on other affected Councils.

### Metropolitan Major

160. No Council sought any alteration to the criteria or recategorisation to this category.

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### Metropolitan Large

161. Both Randwick and Willoughby Councils sought to be recategorised as Metropolitan Large Councils, currently being categorised as Metropolitan Medium. Despite neither satisfying the population threshold, although Randwick does satisfy the revenue criteria. Their total populations as at 1 July 2025 being, 176,656 and 133,052 respectively, including non-resident workers.
162. Randwick City Council sought to be reclassified from Metropolitan Medium to Metropolitan relying on:
- Population estimates as at 1 July of 201,000, comprising of 156,000 residents and 45,000 non- resident working population;
  - A high population growth that regularly exceeds the Sydney average;
  - An operating revenue of \$221 million;
  - A Gross Regional Product of \$10.55 billion for the year ending June 2024;
  - The provision of regional services, including major education, health, sporting, recreation and cultural facilities; and
  - Significant industrial, commercial and residential centres and development corridors.
163. Willoughby City Council contending that it exceeded the functions of a typical Metropolitan Medium Council, relying on:
- A population as at 30 June 2024 of 79,634 with a growth rate of 5.47% between 2022 and 2024;
  - A forecast for continued population growth due to the planned construction of additional dwellings, the likely impact being an increase of 15,000 to 20,000 people in coming years;

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- A high daily visitation rate driven by the employment and commercial hub of Chatswood with opal data showing in excess of 50,000 entries and exits per day at Chatswood station;
- Total revenue of \$187.9 million for the 2025/2026 financial year;
- A Gross Regional Product of \$13.11 billion for the year ending June 2024; and
- The provision of regional services in health, education, culture, transport and two (2) large retail precincts.

164. The current criteria are:

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

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

*Other features may include:*

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

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

165. It follows that the recategorisation sought by Randwick and Willoughby Councils cannot be accepted, given the current population requirements.
166. The data also suggested that the Inner West Council may no longer satisfy the applicable criteria, it having been reclassified in 2020 from Metropolitan Medium, but having in 2024 non-resident workers of only 43,100 and a residential population of 193,125. In the 2027 review this Council will thus be invited to establish which criteria it then satisfies.
167. The data also shows that Campbelltown Council has a total population over the threshold for the Metropolitan Large category, but that it does not satisfy the non-resident working population criteria and so it also cannot be reclassified.

### Metropolitan Medium

168. No changes were sought to the criteria, which are:

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

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

*Other features may include:*

- total operating revenue exceeding \$100M per annum*

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- *services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*
- *industrial, commercial and residential centres and development corridors • high population growth.*

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

169. Canada Bay, a Metropolitan Small Council, does satisfy the revenue criteria and has a total population of over 100,000, but it does not satisfy the non-resident working population criteria and so also cannot be recategorised.

### **Proposed new Metropolitan Small – Fast Growing category**

170. Burwood Council, categorised as a Metropolitan Small Council, proposed the creation of this new category, in which it sought to be included. It proposing that it be 'aligned' to the Metropolitan Medium category, to recognise its scope, scale and strategic importance, given the challenges of rapid population growth and increasing service demands it faced.

171. The criteria for the Metropolitan Small Council are:

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

*Other features which distinguish them from other Metropolitan Councils include:*

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

*While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic*

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*influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.*

172. Burwood Council pointed to the criteria for Metropolitan Major, Large and Medium categories, which were considered to have regard to population growth, economic influence and impact of services, as well as considerations such as strategic importance. While Metropolitan Small criteria were confined to population size and operating revenue. It contending that its inclusion in the proposed new category was warranted due to:
- Its recognition by the NSW Government as a designated strategic centre;
  - Increased complexity in planning, service delivery, and intergovernmental coordination;
  - A population that is expected to double in the next 10 years due to major developments in the town centre and in close proximity to the new metro station; and
  - Its economic growth and influence across Greater Sydney, specifically its night time economic initiatives.
173. The Tribunal has not concluded that the creation of this proposed new category is warranted, given the existing criteria and the resulting fees which the current categories attract.
174. Given the existing overlap in the fees of the Metropolitan Small and Medium categories and how their criteria are structured, the Tribunal is not persuaded that an intervening category is needed.
175. These submissions did help shed light on the inherent difficulties of the existing fee structures. Which has to be considered in light of the overlaps and small differences in the fee ranges between the differing categories. But that still precludes the adoption of this proposed new category.

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### Metropolitan Small

176. No change to the criteria was proposed. They are:

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

*Other features which distinguish them from other Metropolitan Councils include:*

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

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

### Major Regional City

177. This category applies to Newcastle and Wollongong, and no change was sought to the criteria, which are:

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

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

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

### The proposed change to the Major Strategic Area criteria

178. Lake Macquarie Council proposed a change to the criteria of this category, which would result in its reclassification from Regional Strategic Area to the Major Strategic Area category. By reducing the population threshold from 300,000 to 200,000. That proposal not impacting any other Council.
179. The submissions it advanced were one of the few which directed required attention to matters which have to be considered by the Tribunal, when considering change to categories and criteria. Including the relevant history, the consequences of changes earlier made, relevant comparisons between positions of Councils in the affected category and the consequences of the proposed further change.
180. The current criteria for the two categories are:

#### ***Major Strategic Area***

## Section 3 – 2026 Review

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

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- total operating revenue exceeding \$250M per annum*
- significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- a proximity to Sydney which generates economic opportunities.*

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

### **Regional Strategic Area**

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

## Section 3 – 2026 Review

- *health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding \$250M per annum*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

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

181. In 2023 the Tribunal determined that the population criteria threshold for the Regional Strategic Area had to be adjusted from 200,000 down to 100,000, that resulting in Lake Macquarie Council no longer being the only Council in this category. Council reiterated its views, urged in 2024 and 2025, that this change had distorted the distinction between the Major Strategic Area and Regional Strategic Area categories, given the other Councils which now also fell into the Regional Strategic category.
182. The Council's population statistics in 2024 were of 221,859 residents, plus a non-resident working population of 23,769, totalling 246,095. It drew a comparison with that of the Central Coast Council, which has 354,803 residents, plus a non-resident working population of 11,043, totalling 365,846. While of the four other Councils categorised as Regional Strategic Areas, the greatest total population was Shoalhaven, which has 115,435.

## Section 3 – 2026 Review

183. The Council also relied on it having similar gross regional product to Wollongong Council, a Major Regional City. As well as more than double that of the other Councils now in the Regional Strategic category. Its case that the population threshold for Major Strategic Area should be revised from 300,000 down to 200,000 also being supported by:

- Its population, now making it the second largest Non-metropolitan Council after Central Coast with proximity to Sydney and tourist numbers similar to that Council;
- Its density of some 338/sqm, being considerably more than Maitland at 245, Tweed and 76 and Shoalhaven only 24, while Central Coast was 211 and even Wollongong 324;
- Its predicted population growth to 2046, with resulting ongoing building demand;
- The impact of major NSW Government projects within its LGA, including the Low and Mid-rise Housing reform announced in February 2025;
- The Renewable energy zone and Transport Oriented Development Program;
- An annual economic output of \$30.03 billion, (approximately 20% of the Hunter economy);
- 14,768 active businesses;
- A Gross Regional Product of \$17.39 billion;
- A tourism industry that sees 1.65 million tourists per year; and
- University, shopping, airport and art facilities, as well as Australia's largest power station.

184. The Council thus urged acceptance that its output and scale of operations were now significantly greater than that of other Councils in its category and more akin to Central Coast Council, with the result that the population threshold for the Major Strategic Area category should be reviewed.

## Section 3 – 2026 Review

185. The Tribunal has concluded that the Council's submissions should be accepted. The 2023 changes having had unintended consequences, which ought now to be addressed, rather than awaiting the 2027 further review.
186. The submissions which this Council and some others made, also drew attention to the considerable impact of significant daily visitor numbers, not taken into account by the criteria. This is a matter which should be addressed in the 2027 Annual Review, so that the Tribunal can consider whether and how that might sensibly be reflected in category criteria.

### Regional Strategic Area

187. No change to the criteria was proposed.
188. Port Macquarie-Hastings and Shellharbour sought to be recategorised as Regional Strategic Areas, but neither satisfy the population criteria. Having populations in 2024 respectively of only 92,772 and 89,967 respectively, including non-resident workers. They both still satisfying the criteria for their current category, Regional Centre, which are:

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

*Other features may include:*

- a large city or town providing a significant proportion of the region's housing and employment*
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*

## Section 3 – 2026 Review

- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding \$100M per annum • the highest rates of population growth in regional NSW*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

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

189. Port Macquarie-Hastings Council contended that it met the criteria for Regional Strategic Area, relying on:

- An expectation that Council did exceed the population threshold when non-resident working population was included;
- A projected total operating revenue of \$276 million in 2025/26;
- Gross Regional Product of \$13.287 million;
- An economic output this is underpinned by healthcare, retail, construction, education and training, tourism, professional and technical services;
- Tier 1 regional health services that services a catchment area beyond their LGA boundary;
- Four (4) tertiary education institutions;
- The Council operated Port Macquarie regional airport that services Sydney, Brisbane and Lord Howe Island and a total of 5,013 flights annually;

## Section 3 – 2026 Review

- A tourism industry that attracts over 1.7 million visitors per annum and contributing \$540 million to the economy; and
- Regional commercial and cultural services that include a performing arts theatre, an art gallery, courthouse and major hospitality, entertainment and conference venues.

190. Shellharbour City Council's proposal relied on:

- A residential and non-residential working population in 2024 of approximately 90,000, with expectations that the residential population will hit 100,000 by 2035;
- An annual population growth rate in excess of 1.8%;
- An expected operating revenue of \$262 million in 2025/26;
- A Council owned and operated regional airport;
- A Council owned marina;
- A Tertiary training campus; and
- Construction of the new Shellharbour Hospital which will deliver improved health facilities for the Illawarra Shoalhaven Local Health District.

191. The criteria do not encompass categories being allocated on the basis of anticipated growth in population and revenues and so the recategorisations sought must be refused.

192. It also appears that Armidale Council does not meet the population threshold, but in earlier reviews the Tribunal concluded that it should remain in this category, for specified reasons. In the 2027 Annual Review it will be invited to make a submission about its appropriate categorisation, given the criteria which it then satisfies.

### Regional Centre

193. No change to the criteria was proposed. They are:

## Section 3 – 2026 Review

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

*Other features may include:*

- a large city or town providing a significant proportion of the region's housing and employment*
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- total operating revenue exceeding \$100M per annum*
- the highest rates of population growth in regional NSW*
- significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- a proximity to Sydney which generates economic opportunities.*

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

### Regional Rural

194. Broken Hill Council also no longer satisfies the criteria of this category, which it submitted it should maintain, its population in 2024 only being 17,839. In the 2027 Annual Review it

## Section 3 – 2026 Review

will be invited to address its appropriate categorisation, to ensure that it is then placed into the appropriate category, given the criteria which it then satisfies.

195. The applicable criteria for this category being:

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

*Other features may include:*

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

196. Murray River Council sought to be recategorised as Regional Rural, it being currently classified as Rural Large, despite not satisfying the population criteria, its population in 2025 still only totalling 16,042. It relied on large visitor numbers to support its submissions, which had increased over time, as well as other changes. Referring to matters such as:

- An annual population growth rate of 8-11% in the main centre of Moama, with predicted population numbers reaching over 18,000 by 2046;
- A growing tourism, accommodation and food industry that supports 14.1% of the employment figures in their LGA;

## Section 3 – 2026 Review

- Tourist visitation growing on average by 10% per annum, with the average number of visitors in 2023 and 2024 of 481,595; and
- Significant growth in education, training, health and retail service employment categories.

197. Despite this, the Tribunal has concluded that this submission cannot be accepted. Population is an important aspect of the categorisation system which cannot routinely be overlooked when Councils are categorised. The Act not contemplating subjective categorisation.

### Rural Large

198. No changes were proposed to the criteria, which are:

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

*Other features may include:*

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

199. The Tribunal has identified that Dungog Shire Council now has a residential population greater than 10,000 and a Councillor to resident ratio greater than 1 to 1,200. As a result,

## Section 3 – 2026 Review

Dungog Shire Council will be classified as a Rural Large Council in the 2026 Annual Determination.

### Rural

200. No changes were proposed to these criteria, which are limited to “Councils categorised as Rural will typically have a residential population less than 10,000”.
201. Although Glenn Innes Severn Council observed that this review provided an opportunity to “recalibrate the remuneration and categorisation system to ensure its contemporary, fair, capable of supporting the expectation and responsibilities placed on elected representatives.”

### County Councils

202. A summary of County Council functions produced by the Tribunal Secretariat is:

#### *Castlereagh Macquarie County Council*

*A local government authority for weed management control in the Walgett, Coonamble, Waren, Gilgandra and Warrumbungle Shire Council areas.*

#### *Central Tablelands Water*

*Central Tablelands Water is the trading name adopted by Central Tablelands County Council, a water supply authority constituted under NSW Local Government Legislation.*

*Central Tablelands County Council was first proclaimed in 1944. The county area embraces the Shires of Blayney, Cabonne and Weddin. Bulk water is also supplied to Cowra Shire Council to service rural consumers and the villages of Woodstock and Gooloogong.*

## Section 3 – 2026 Review

### *Goldenfields Water*

*It is responsible for water supply functions within the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai, Hilltops and Narrandera.*

*It also supplies water in bulk to Hilltops and Cootamundra-Gundagai Councils, which distribute the water directly to residents in parts of their local government area.*

*Approximately 11, 974 properties are connected directly to its drinking water supply network in Bland, Coolamon, Junee, Temora and parts of Cootamundra-Gundagai and Narrandera.*

*The facilities it owns and operate include:*

- 34 water pumping stations (including river extraction and Jugiong Water Treatment Plant Pumping Station)*
- 72 water supply reservoir sites with approximately 115 reservoirs*
- Eight bores*
- Six re-chlorination stations*
- 2100 km of water mains*

### *Western Sydney Weeds Authority (formerly Hawkesbury River County Council)*

*Western Sydney Weeds Authority (formally Hawkesbury River County Council) is a special purpose Council, its goal being to administer the Biosecurity Act 2015 (NSW) throughout our Council areas of Blacktown, Hawkesbury, Penrith and the Hills Shire. That involving*

## Section 3 – 2026 Review

*weed management, detection of new incursions and containment of high-risk plant species that impact on biodiversity, agriculture, and property.*

### *Riverina Water County Council*

*It is responsible for the provision of safe, reliable water at the lowest sustainable cost. over an area of approximately 15,400 square kilometres with a population of more than 77,000 people.*

### *Rous County Council*

*Its experts and advisors supply the Northern Rivers with water, weed biosecurity, and rural flood mitigation. It sources, stores, treats and supplies water to the Ballina, Byron, Lismore and Richmond Valley Councils, which on-sell water to their communities.*

*Protecting the region's biodiversity by managing and eradicating high-risk weed species. Working closely with communities and Councils in Ballina, Byron, Lismore, Richmond Valley, Kyogle and Tweed Shire regions.*

*And also managing the rural flood mitigation for the Richmond River floodplain. Including monitoring and managing an 80km network of levees, 750 floodgates, and 180km of drains to reduce inundation and divert flood waters.*

### *Upper Hunter County Council*

*It is the registered trading name of Upper Hunter County Council a single purpose Council which is a Local Control Authority for invasive plants under the NSW Biosecurity Act, 2015 (NSW).*

*Its present area of operation is the local government areas of Upper Hunter, Muswellbrook and Singleton located at the northern end of the Hunter Valley, New South Wales.*

## Section 3 – 2026 Review

*It provides weed management systems utilizing technology to prevent, contain or reduce the biosecurity risk of invasive plants to the environment, economy and community within the area of operation of the County Council.*

*Upper Macquarie County Council*

*It is a local control authority for the Biosecurity Act 2015. Two Councillors are delegated from each of four constituent Councils to form an eight Member Central Tablelands Weeds Authority Council. Its core function being to detect priority weeds and actively encourage landholders to correctly manage the identified priority weed in accordance with the Central Tablelands Local Lands Services Strategic Weed Management Plan.*

*It carries out its functions across Bathurst Regional Council, City of Lithgow Council, Blayney Shire Council and Oberon Council.*

### County Councils – Water

203. No change was proposed for the criteria, which are “County Councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.”
204. The current list of these Councils is accurate.

### County Councils – Other

205. No change was proposed for the criteria which are “*County Councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015 (NSW).*”
206. Two County Councils – Other have been removed from the 2026 Annual Determination, being the Central Murray and the New England Tableland County Councils. The New

## Section 3 – 2026 Review

England Tableland County Council was dissolved on 16 June 2025, by the *Local Government (Dissolution of New England County Council) Proclamation 2025*. The Central Murray County Council was dissolved on 1 July 2019, by a proclamation made under s 397 of the *Local Government Act*, as noted in NSW Government Gazette No 65-2205 of 27 June 2019.

207. The result is that only four Councils now fall into this classification.

## Section 4 – The 2027 Annual Review

### Structure and fee considerations

208. In the 2026 Annual Review, it has come to light that:

- There has been considerable change which has affected the work of those elected or appointed to Council offices, in part driven by Government decisions which have affected Councils over time. Including in the case of Metropolitan Councils those explained in the Governments draft 2026 Sydney Plan and in the case of Non-metropolitan Councils, by various regional plans;
- They and submissions advanced raise for consideration whether the current number of categories remain necessary. Reliance having been placed on Victoria, for example, where there are only 4 categories;
- The current criteria, first fixed in 2017 and amended since then in various Annual Determinations, do not accord entirely with the requirements of s 240, which specifies the matters by which the Tribunal **must** determine the categories of Councils and Mayors;
- Some of the current criteria could better assist transparent classification of Councils into categories;
- There has not for some time been an overall assessment of whether Councils continue to satisfy the criteria of the categories into which they have been placed over time;
- Changes in the fee structure, over time, have resulted in a considerable overlap between the maximum and minimum fees payable in various categories, which may no longer be appropriate, given submissions advanced;
- Some light on which was also shed by the conclusions arrived at in the 2025 Special Determination, in relation to the Central Darling Shire Council, on which reliance has been placed.

## Section 4 – The 2027 Annual Review

209. The results are best explained by the following snapshot of the current categories, fees, overlaps and ratios. It having to be understood that Mayors and Chairpersons are paid both the Councillor fee, as well as the separate fee fixed for their offices. This also helps explain the Tribunal's decision to undertake the further review in 2027.

**Table 1 – Table of Councillor and Mayoral fees, by Council categories**

Category	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		Councillor Fees (Effective 1 July 2025)		Ratio (Mayor: Councillor)	
	Min	Max	Min	Max	Min	Max
Principal CBD	\$193,650	\$254,810	\$31,640	\$46,420	6.1:1	5.5:1
Central Darling Shire Council - Appointed Chairperson	\$72,080	\$72,180	\$13,830	\$13,930	5.2:1	5.2:1
Major CBD	\$44,840	\$126,320	\$21,120	\$39,100	2.1:1	3.2:1
Metropolitan Major	\$44,840	\$114,300	\$21,120	\$36,970	2.1:1	3.1:1
Major Regional City	\$44,840	\$114,300	\$21,120	\$36,690	2.1:1	3.1:1
Major Strategic Area	\$44,840	\$114,300	\$21,120	\$36,690	2.1:1	3.1:1
Metropolitan Large	\$44,840	\$101,470	\$21,120	\$34,820	2.1:1	2.9:1

## Section 4 – The 2027 Annual Review

	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		Councillor Fees (Effective 1 July 2025)		Ratio (Mayor: Councillor)	
Regional Strategic Area	\$44,840	\$101,470	\$21,120	\$34,820	2.1:1	2.9:1
Metropolitan Medium	\$33,630	\$78,480	\$15,830	\$29,550	2.1:1	2.7:1
Regional Centre	\$32,940	\$68,800	\$15,830	\$27,860	2.1:1	2.5:1
Regional Rural	\$22,420	\$50,680	\$10,530	\$23,220	2.1:1	2.2:1
Metropolitan Small	\$22,420	\$50,650	\$10,530	\$23,220	2.1:1	2.2:1
Rural Large	\$16,820	\$40,530	\$10,530	\$18,890	1.6:1	2.1:1
Rural	\$11,210	\$30,390	\$10,530	\$13,930	1.1:1	2.2:1
Water	\$4,490	\$19,080	\$2,090	\$11,620	2.1:1	1.6:1
Other	\$4,490	\$12,670	\$2,090	\$6,930	2.1:1	1.8:1

## Section 4 – The 2027 Annual Review

### The conduct of the 2027 Annual Review

210. In 2027, the Tribunal intends to commence its review earlier than usual, in order to accommodate the detailed review of the Determination's categories which it has concluded it is necessary to pursue. Together with a consideration of appropriate criteria which reflect the requirements of s 240 of the Act. In order to facilitate the adoption of fees appropriate for the revised structure, also having regard to demonstrated change over time, as well as current responsibilities of Mayors and Councillors.
211. That will also require a review of the category into which each Council should then be placed, which s 239 of the Act requires must be undertaken at least once every three years.
212. Submissions will thus be invited in a two stage process.
213. The first, to determine how the Determination should be amended to achieve the category and criteria structure which the Act envisages, as well as the appropriate maximum and minimum fees. That, it must be observed, will not necessarily result in the current number of categories being retained.
214. In the second stage submissions about Councils' placement into the new structure will be sought.
215. The Tribunal will then ask Councils to provide reliable data to support their submissions about which category they fall into. Addressing each of the applicable criteria adopted, as well as relevant comparisons which they seek to draw with other Councils.
216. Categorisation having to be as transparent and fair as possible, the Tribunal intends to rest its decisions on reliable data such as that available from ABS statistics and budgets which Councils adopt year to year. The Tribunal will thus invite those who make submissions to provide reliable data and information, on which its decisions can be made. Not merely the expression of unsupported opinions.

## Section 4 – The 2027 Annual Review

217. As it has in the past, the Tribunal will thus also ask Councils, when inviting submissions, to confirm that the information and submissions advanced have been endorsed by a Council vote.
218. It will thus invite submissions and information which will enable it to examine and determine whether the current categories and criteria remain fit for purpose. Given the requirements of the Act, the data on which the Tribunal's decisions must be based and the problems to which this report has drawn attention, which it will seek to address.
219. If it is considered that categories require adjustment, submissions should address what form the new categories and criteria should take, to reflect the statutory purpose of the categories of Councils and mayoral offices and their role in the fair determination of fees. As well as addressing proposed criteria which adhere to the requirements of s 240(1) of the Act, which will help the Tribunal to determine the maximum and minimum fees appropriate for the new structure, which should thus also be addressed.
220. At the first stage of this process, Councils will be asked to serve proposals which will affect other Councils, on all affected Councils, so that they may have a fair opportunity to address such proposals in their submissions.
221. What is proposed in order to adjust fees to reflect cost of living increases should also be identified at the first stage. As well as the final fees proposed. The submissions should also address changes relied on to warrant their adoption. With reliable information which supports the claimed changes, also being provided.
222. An example of potential revised criteria for the current Metropolitan Major category, which has regard to all of the requirements of s 240 of the Act, as well as to matters which the Tribunal has in the past identified to be relevant to the determination of the category into which Councils follows.

## Section 4 – The 2027 Annual Review

223. What the Tribunal envisages in the 2027 review including the adoption of a structure which, if dollar figures are specified, may have to be adjusted over time, in order to reflect changes over time. As may specified population sizes.

224. A revised category for Metropolitan Major Councils, if it is retained, which has regard to the s 240 requirements, could thus provide:

*Metropolitan Major*

*Councils categorised Metropolitan Major;*

*(1) must have a minimum residential population, or a combined residential and non-resident working population (of at least 50,000), which exceeds 400,000.*

*(2) will typically serve:*

*(a) a dense population occupying a built up physical terrain;*

*(b) a widely diverse community*

*(c) an area at least as large as those of Metropolitan Large Councils of ?,*

*(d) industrial, commercial and residential development which is both at least as significant and as extensive as that of Metropolitan Large Councils, with established development corridors;*

*(3) will also have:*

*(a) to manage a significant volume of business, consistent with its assets and budgets, which is at least as significant and varied as that of Metropolitan Large Councils;*

## Section 4 – The 2027 Annual Review

*(b) operating revenue exceeding, for example, \$394,617,030 per annum, that being \$300 million adjusted by December CPI since December 2016;*

*(c) a sphere of economic influence and significance beyond the Council area, nationally as well as regionally, reflective of their service of:*

*(i) natural and/or developed attractions within the Council area, including sport, recreational and cultural facilities, which daily attracts significant tourism and/or visitors from outside the Council area; and*

*(ii) major health, education and other facilities which support the greater Sydney population; and*

*(d) a continuing high rate of population growth and development for which the Council is planning, evidenced by ?.*

225. After submissions have been received in the second stage, the Tribunal will make its 2027 Annual Determination, which will include the new categories, criteria and increased fees the Tribunal has determined will take effect from 1 July 2027. As well as identifying the category into which each Council will then be placed.

**Local Government Remuneration Tribunal**



**The Hon Acting Justice M Schmidt**

Dated: 23 April 2026

# Section 5 – Determinations

## Determination No. 1 – Allocation of Councils into each of the categories as per section 239 of the Act effective 1 July 2026

### General Purpose Councils – Metropolitan

#### Principal City (1)

- Sydney

#### Major CBD (1)

- Parramatta

#### Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

#### Metropolitan Large (10)

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

#### Metropolitan Medium (8)

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

#### Metropolitan Small (8)

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

# Section 5 – Determinations

## General Purpose Councils - Non-Metropolitan

### Major Regional City (2)

- Newcastle
- Wollongong

### Major Strategic Area (2)

- Central Coast
- Lake Macquarie

### Regional Strategic Area (4)

- Maitland
- Mid-Coast
- Shoalhaven
- Tweed

### Regional Centre (22)

- |                   |                           |
|-------------------|---------------------------|
| • Albury          | • Hawkesbury              |
| • Armidale        | • Lismore                 |
| • Ballina         | • Orange                  |
| • Bathurst        | • Port Macquarie-Hastings |
| • Blue Mountains  | • Port Stephens           |
| • Byron           | • Queanbeyan-Palerang     |
| • Cessnock        | • Shellharbour            |
| • Clarence Valley | • Tamworth                |
| • Coffs Harbour   | • Wagga Wagga             |
| • Dubbo           | • Wingecarribee           |
| • Eurobodella     | • Wollondilly             |

### Regional Rural (14)

- |                     |            |
|---------------------|------------|
| • Bega              | • Griffith |
| • Broken Hill       | • Hilltops |
| • Goulburn Mulwaree | • Kempsey  |

## Section 5 – Determinations

- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

### Rural Large (17)

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

### Rural (37)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling\*
- Cobar
- Coolamon
- Coonamble
- Edward River
- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee

## Section 5 – Determinations

- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

\* Designated as a Rural and Remote Council by the *Local Government (General) Regulations 2021*

### County Councils

#### Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

#### Other (4)

- Castlereagh-Macquarie
- Upper Hunter
- Upper Macquarie
- Western Sydney Weeds Authority  
(formerly Hawkesbury River)

## Section 5 – Determinations

### Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the Act effective from 1 July 2026

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2026 as per section 241 of the *Local Government Act 1993* are determined as follows:

**Table 1: Fees for General Purpose and County Councils**

#### General Purpose Councils – Metropolitan

##### Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Principal City	32,810	48,140
Major CBD	21,900	40,550
Metropolitan Major	21,900	38,340
Metropolitan Large	21,900	36,110
Metropolitan Medium	16,420	30,640
Metropolitan Small	10,920	24,080

##### Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2026

Category	Minimum	Maximum
Principal City	200,820	264,240
Major CBD	46,500	130,990
Metropolitan Major	46,500	118,530
Metropolitan Large	46,500	105,220
Metropolitan Medium	34,870	81,380
Metropolitan Small	23,250	52,520

# Section 5 – Determinations

## General Purpose Councils - Non-Metropolitan

### Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	21,900	38,050
Major Strategic Area	21,900	38,050
Regional Strategic Area	21,900	36,110
Regional Centre	16,420	28,890
Regional Rural	10,920	24,080
Rural Large	10,920	19,590
Rural	10,920	14,450

### Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	46,500	118,530
Major Strategic Area	46,500	118,530
Regional Strategic Area	46,500	105,220
Regional Centre	34,160	71,350
Regional Rural	23,250	52,560
Rural Large	17,440	42,030
Rural	11,620	31,510

## County Councils

### Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	2,170	12,050
Other	2,170	7,190

## Section 5 – Determinations

### Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	4,660	19,790
Other	4,660	13,140

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

# Section 5 – Determinations

## Determination No. 3 - Fees for appointed Councillors and Chairperson as per clause 12(c), Schedule 11 of the Act effective from 1 July 2026

### Councils designated as ‘rural and remote Councils’

The annual fees to be paid to appointed Councillors and the Chairperson of councils designated as a rural and remote Council on and from 1 July 2026, as per clause 12(c), schedule 11 of the *Local Government Act 1993* are determined as follows:

### Table 2: Fees for appointed Councillors and Chairpersons of rural and remote Councils

#### Appointed Councillor Annual Fee (\$) effective 1 July 2026

Council	Minimum	Maximum
Central Darling Shire Council	14,340	14,450

#### Appointed Chairperson Additional Fee\*\* (\$) effective 1 July 2026

Council	Minimum	Maximum
Central Darling Shire Council	74,750	74,850

\*\*This fee must be paid in addition to the fee paid to the Chairperson as an appointed Councillor (s.249(2)).

#### Local Government Remuneration Tribunal



The Hon Acting Justice M Schmidt

Dated: 23 April 2026

# Appendices

## Appendix 1 Criteria that apply to categories

### Principal CBD

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

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

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

# Appendices

## Major CBD

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

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

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

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

# Appendices

## Metropolitan Major

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

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

Other features may include:

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

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

## Metropolitan Large

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

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

Other features may include:

- Total operating revenue exceeding \$200M per annum

# Appendices

- The provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Significant industrial, commercial and residential centres and development corridors
- High population growth.

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

## Metropolitan Medium

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

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

Other features may include:

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

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

# Appendices

## Metropolitan Small

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

Other features which distinguish them from other Metropolitan Councils include:

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

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

# Appendices

## Major Regional City

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

- Are metropolitan in nature with major residential, commercial and industrial areas
- Typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- Provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- Have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- Have significant natural and man-made assets to support diverse economic activity, trade and future investment
- Typically contain ventures which have a broader State and national focus which impact upon the operations of the Council.

## Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 200,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres

# Appendices

- Total operating revenue exceeding \$250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

## Regional Strategic Area

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

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding \$250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

# Appendices

## Regional Centre

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

Other features may include:

- A large city or town providing a significant proportion of the region's housing and employment
- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding \$100M per annum
- The highest rates of population growth in regional NSW
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

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

# Appendices

## Regional Rural

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

Other features may include:

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

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

## Rural Large

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

Other features may include:

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

# Appendices

## Rural

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

## County Councils - Water

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

## County Councils - Other

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



## 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)..

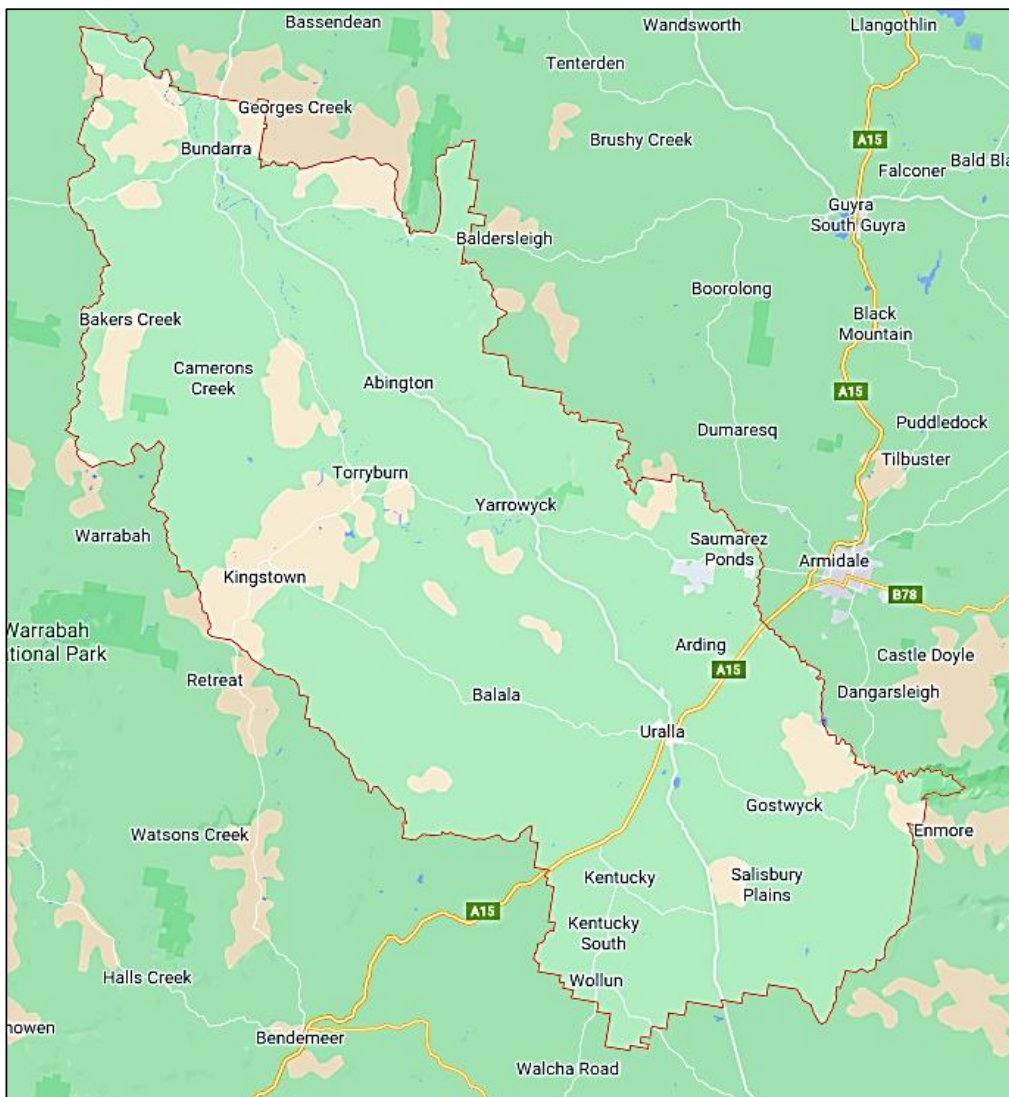


Figure 1: Location Map of Uralla Shire Council (Source: Google Maps)

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**

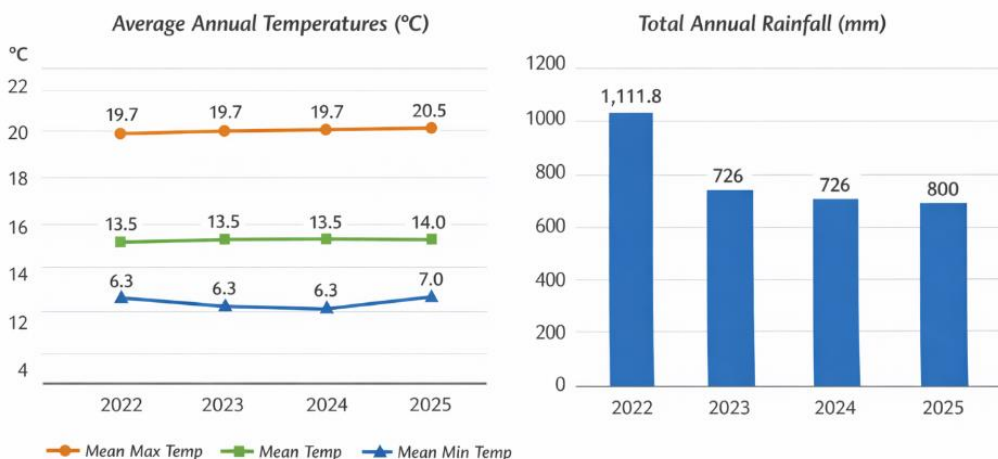
**2.2.1. Climate**

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 jointly 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, a 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, Bundarra 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 serious 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 completely 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 1<sup>st</sup> 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.

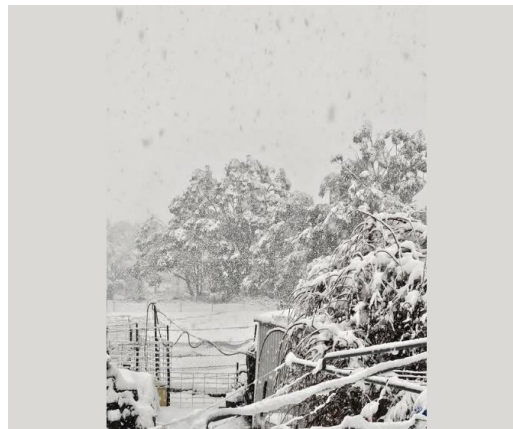
A considerable proportion of the New England Tableland Bioregion (approximately 58%) has been cleared of native canopy vegetation, making it one of the more extensively cleared regions in NSW. Clearing has occurred across most vegetation types, and many landscape communities remain underrepresented in 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 <sup>1</sup>	Usage Target <sup>2</sup>	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.

<sup>1</sup> Secondary triggers may include failure to achieve consumption targets or major water quality incidents.

<sup>2</sup> 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	Taylor's Pond level falls to 74%	117 kL/day ≤300L/person/day (95% average)	Irrigation by adjoining rural landholders ceases.
2 Moderate	Taylor's Pond level falls to 62%	110 kL/day ≤275L/person/day (90% average)	Target 20% reduction in parks and gardens water usage.
3 High	Taylor's 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	Taylor's 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	Taylor's 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<sub>2</sub>S), 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<sub>2</sub>S 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. It is also anticipated that further work will be undertaken during coming months to more accurately highlight the source of odours when they periodically occur and to identify appropriate treatments.

Of note also is a reduction in raw sewage inflows which suggest improvements in inflow and infiltration management, network efficiency, and/or changing climatic conditions which may be impacting upon stormwater ingress into the sewage system.

**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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## 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).



State of the Environment Report for 2022-2025

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~~ 2021 Census, the Shire recorded a population of ~~6,300~~ 5,992 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).

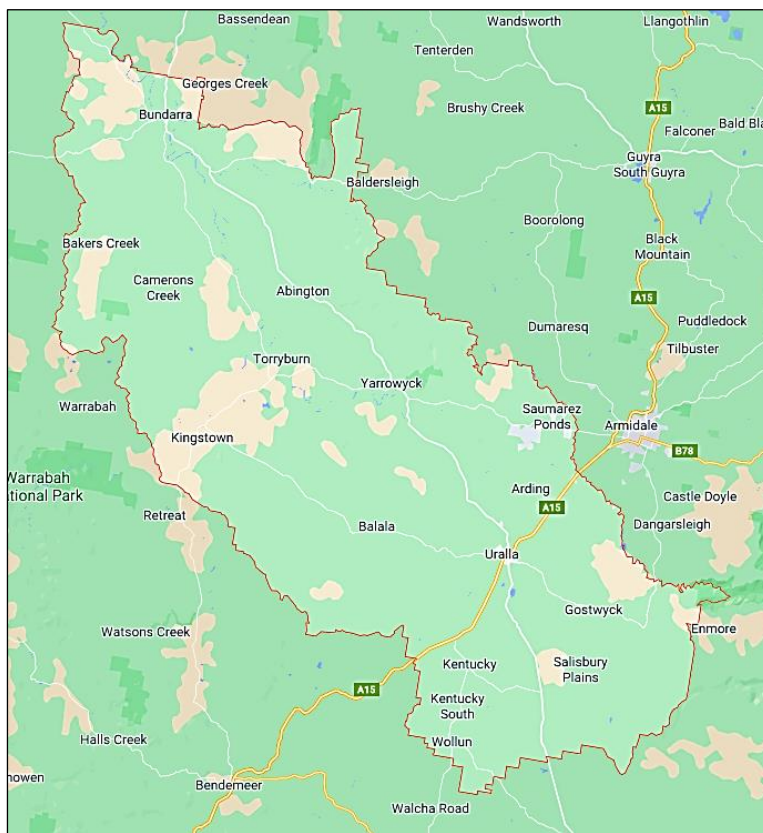


Figure 1: Location Map of Uralla Shire Council (Source: Google Maps)

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.

[The New England Renewable Energy Zone \(REZ\) contributed to economic growth and employment opportunities within Uralla Shire during the reporting period, while also increasing pressure on existing infrastructure and services. Increased population and construction activity placed additional demand on waste services, landfill capacity, water supply, sewerage systems, roads and housing availability. Council has responded through ongoing strategic planning and infrastructure investment to help manage growth sustainably while maintaining reliable community services and protecting environmental values.](#)

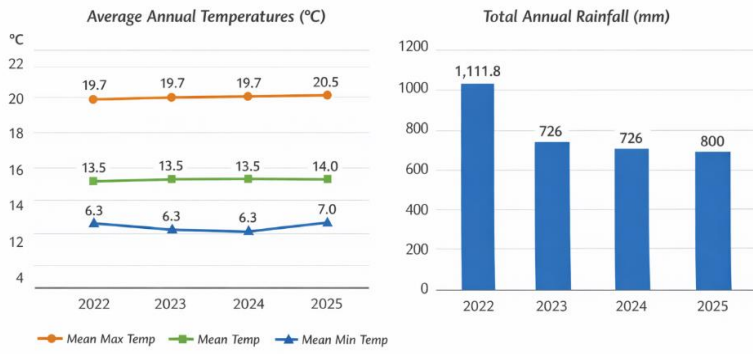
## 2.2. Natural environment

### 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.



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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. Landfill**

[The Uralla landfill is a key component of the Shire's waste management system, providing a controlled and environmentally regulated location for the disposal of residual waste that cannot be recycled or recovered. Current studies indicate that the Uralla landfill is approaching the end of its operational life. The Uralla Landfill Site Master Plan by Talis Consultants in 2024 estimated 20,392m<sup>3</sup> of void space available for landfilling. This according to the report will be used up within 8 years of landfilling. However, the rate of increasing waste contamination resulting in diversion of more recyclable materials to landfill is putting more pressure the remaining landfill life.](#)

#### **2.4.2.5. 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 jointly 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.

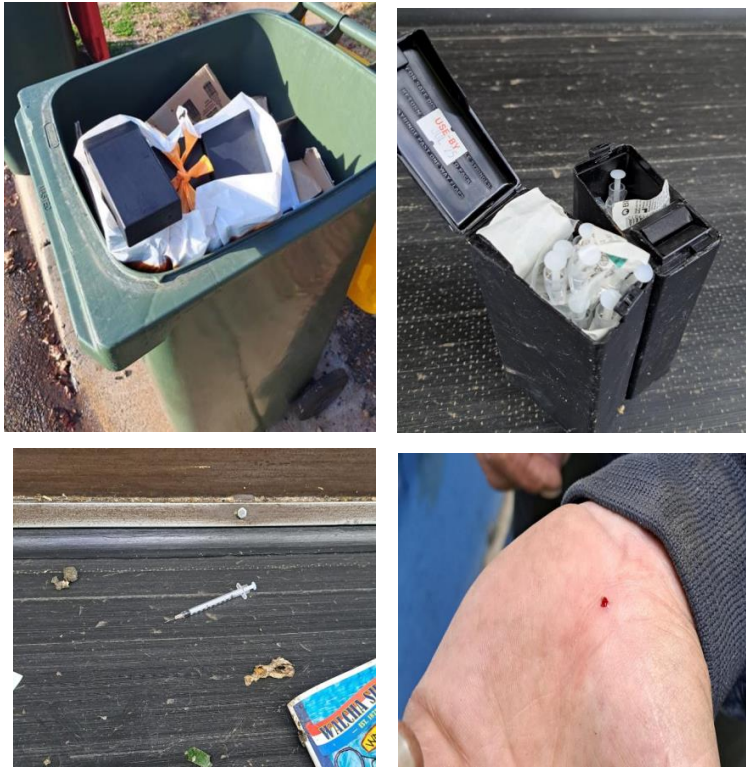


Figure 4: Medical sharp contamination in recycling



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, Bundarra 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 serious 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 completely 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 1<sup>st</sup> 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. [The Mount Mutton Koala habitat is a Council resotation project in partnership with the Southern New England Landcare undertaking to restore Koala habitat on Council owned land.](#)



*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

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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 <sup>1</sup>	Usage Target <sup>2</sup>	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.

<sup>1</sup> Secondary triggers may include failure to achieve consumption targets or major water quality incidents.

<sup>2</sup> 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<sub>2</sub>S), 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<sub>2</sub>S 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 Council

## Demand Management Plan

Final Draft

10 April 2018

Presented by Hunter H<sub>2</sub>O

ABN 16 602 201 552



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## Document History and Status

Revision	Report Status	Prepared by	Reviewed by	Approved by	Issue Date
A	Draft	Cameron Smith	Geoffrey Long	Geoffrey Long	16 Jan 2018
B	Final Draft	Cameron Smith	Uralla Shire Council	Geoffrey Long	10 April 2018

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## Overview & Purpose

This Demand Management Plan has been prepared for Uralla Shire Council based on a template that was prepared for the Namoi Water Alliance to provide a consistent approach to demand management across the Namoi Region.

The Demand Management Plan has been prepared in accordance with NSW Department of Primary Industries – Water (DPI Water) requirements, as documented in their *Best Practice Management of Water Supply and Sewerage Guidelines* (DWE, 2007). With recent changes to best practice requirements, Demand Management can now be considered within Council’s Integrated Water Cycle Management (IWCM) Strategy, and evaluated and updated as part of Council’s Strategic Business Plan (SBP). However, Uralla Shire Council considers it more practical to have a standalone Demand Management Plan, which can be reviewed and updated as required, as updates may not necessarily line up with updates to Council’s IWCM (now required every eight years).

The fundamental objective of preparing and adopting a Demand Management Plan is to encourage efficient water use through the adoption of various demand management measures. This Plan outlines the various demand management measures that Uralla Shire Council will employ in order to ensure town water demand levels in Bundarra and Uralla are both efficient and sustainable. By employing effective demand management measures, Council can expect significant reductions in water supply system capital and operating costs, along with the environmental and social benefits associated with maximising urban water efficiencies.

This Demand Management Plan complements Council’s existing Drought Management Plan (2015). While this Demand Management Plan focuses on a variety of demand management measures that target the sustainable and efficient use of water at all times (i.e. all year round), Council’s Drought Management Plan focuses on demand and supply side measures that should be temporarily employed (only) during drought periods, when water supply sources are depleted and in danger of failing.

A key focus of the Drought Management Plan is the application of temporary water restrictions (sometimes referred to as water conservation measures), which are enforceable. Permanent Water Conservation Measures, that apply all year round, are outlined in the Drought Management Plan. These overlap with the demand management strategies of the Demand Management Plan. Both plans will share the same communications strategy.

The Demand Management Program contained within this document is only applicable to customers connected to the reticulated town water supply of Bundarra and Uralla.

**DEMAND MANAGEMENT PLAN - DOCUMENT CONTROL TABLE**

<b>Revision</b>	<b>Revision Date (from when Revision Applies)</b>	<b>Resolved by Council (date of Council Meeting)</b>
<i>Final Report</i>	Adopted by Council August 2018	June 2018 – Council Resolution 22.06/18
<i>Revision 1</i>		

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# 1 Introduction

Demand Management is an essential component of modern water resource planning and management. The implementation of a comprehensive Demand Management Program provides benefits to customers, council and the environment, including:

- Reduced customer costs due to water savings (lower water & wastewater charges) and energy savings (lower energy charges).
- Reduced long-term costs for providing water due to avoided or delayed water supply infrastructure.
- Reduced environmental impacts due to lower water extractions and lower energy usage.

This Demand Management Plan has been prepared to ensure a structured and consistent approach to the promotion of demand management initiatives across the region. The Plan includes Council's Demand Management Program, which includes a range of water conservation measures that Council will target to ensure that future town water demand levels are both efficient and sustainable.

The Plan is only applicable to customers connected to the reticulated water supply systems operated by Council, which includes systems operated in the following towns:

- Uralla
- Bundarra

Management of water supply in NSW is administered by the *Water Management Act 2000*, *Water Act 1912* and *Local Government Act 1993*. Demand management planning is an essential component of the NSW Government's *Best Practice Management of Water Supply and Sewerage Guidelines* (DWE, 2007) for local water utilities. This Demand Management Plan has been prepared in accordance with these guidelines and the associated Water Conservation and Demand Management Check List.

This Plan contains the following sections:

*Section 2* contains a brief review of historical demands and considers the key influences on demands.

*Section 3* contains a summary of current situation with water demands, including a breakdown of demands, benchmark data for residential consumption, water loss estimates and an overview of current demand management initiatives.

*Section 4* contains demand forecasts for each water supply system.

*Section 5* contains a summary of the Demand Management Program along with further details for each demand management measure.

*Section 6* outlines the steps for implementing and monitoring the Demand Management Program.

*Section 7* outlines future review and update requirements for the Plan.

*Section 8* contains the references to this report.

## 2 Historical Water Use

Historical water consumption is influenced by a variety of factors, including:

- Prevailing climatic conditions and climate change (refer to **Appendix A**)
- Residential and non-residential development
- Planning regulations for new developments
- Demand management measures
- Restriction rules during periods of drought
- Living standards, incomes and lifestyle factors

With most of the above factors influencing demand at any given time, it is difficult to directly attribute changes in historical demand patterns to any one factor. Consequently, a general assessment has been made of the major influences of demand over the last ten years.

The total annual water production for Uralla Shire (combination of Uralla and Bundarra water treatment production) is shown below in Figure 2-1. The average combined water production over the last ten years was around 325 ML/a, with total production ranging from 265 ML in 2011/12 to 363 ML in 2007/08. Average water production for Uralla and Bundarra is around 275 ML/a and 50 ML/a respectively. The figure also includes annual rainfall for a BOM weather station (56028) in Uralla, which is indicative of rainfall in both Uralla and Bundarra. There was only minor growth in the total number of connections over this period (around 0.8% pa) and this had no obvious impact on total water production requirements.

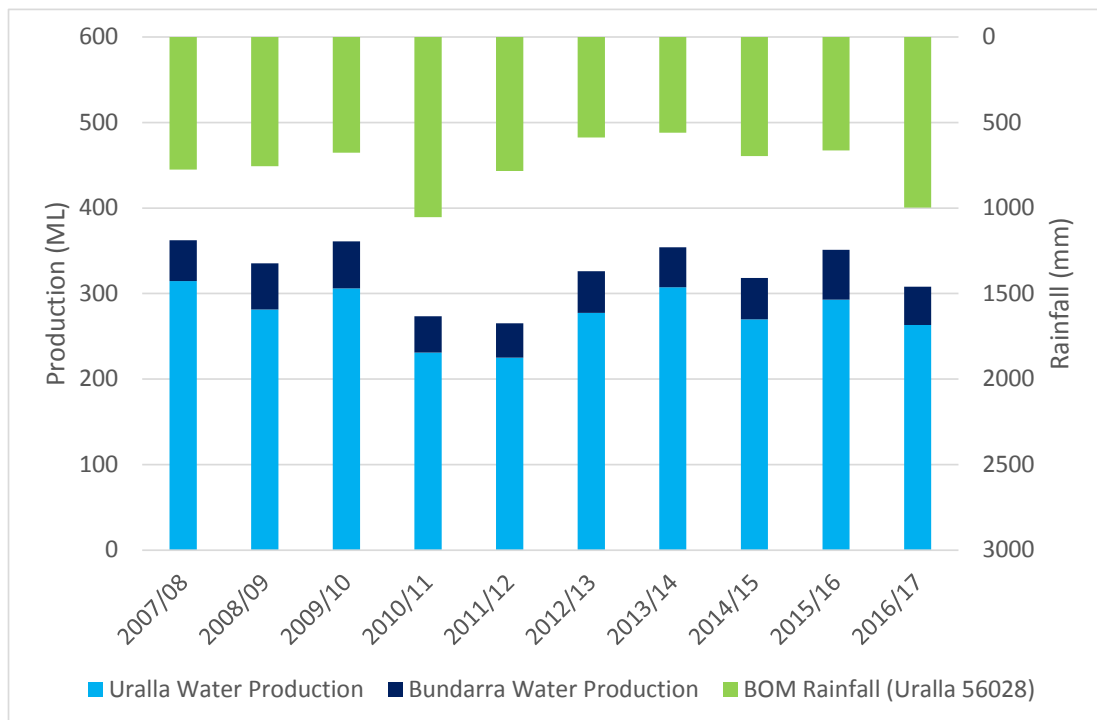
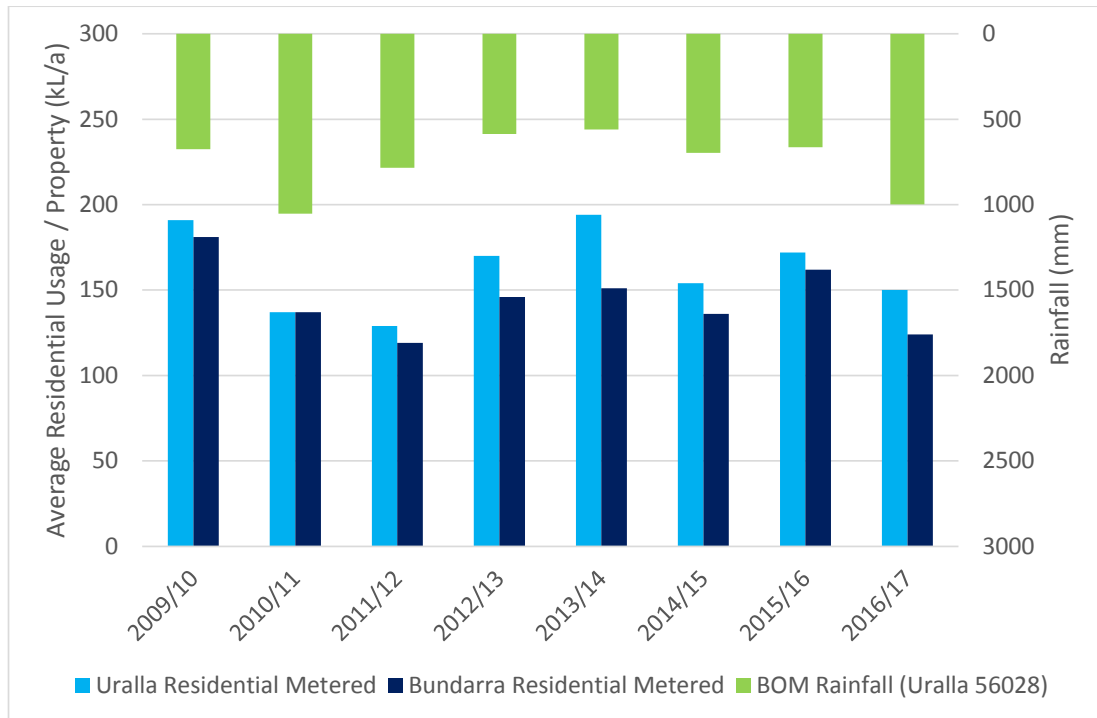


Figure 2-1 Annual Treated Water Production Versus Rainfall (10 years)

The average annual residential usage per property over the past eight years (based on customer metering data) is shown below in Figure 2-2. The figure shows that residential consumption is typically higher in

Uralla than Bundarra, with residential consumption per property averaging around 162 kL/a in Uralla and 145 kL/a in Bundarra (and around 160 kL/a combined). It is not uncommon in smaller communities like Bundarra for residential water usage to be less than nearby larger towns due to a combination of greater awareness of water availability/scarcity and lower household incomes.



**Figure 2-2 Average Annual Residential Usage per Property from Customer Metered Data (8 years)**

Prevailing climatic conditions, particularly maximum temperatures and rainfall during summer months, have a significant impact on water consumption – particularly residential outdoor water usage. Council’s annual water production data (Figure 2-1) and average residential usage per property data (Figure 2-2) indicate that demands are generally influenced by rainfall, with demands typically increasing in drier years and typically decreasing in wetter years. More specifically:

- In wetter years (e.g. Financial Years 2010/11 and 2016/17), total water production typically reduces to 300 ML/a or less and average residential usage per property typically reduces to 150 kL/a or less.
- In drier years (e.g. Financial Years 2009/10, 2013/14 and 2015/16), total water production typically increases up to around 350 ML and average residential usage per property typically increases to 170–190 kL/a (combined).

The Uralla water supply was subject to Level 1 water restrictions during 2016, the Bundarra water supply has been subject to several short periods of water restrictions (ranging from one to three months) in 2013/14, 2015/16 and 2016/17. There is no obvious impact on annual water consumption during the years restrictions applied in Bundarra, most likely due to their relatively short period.

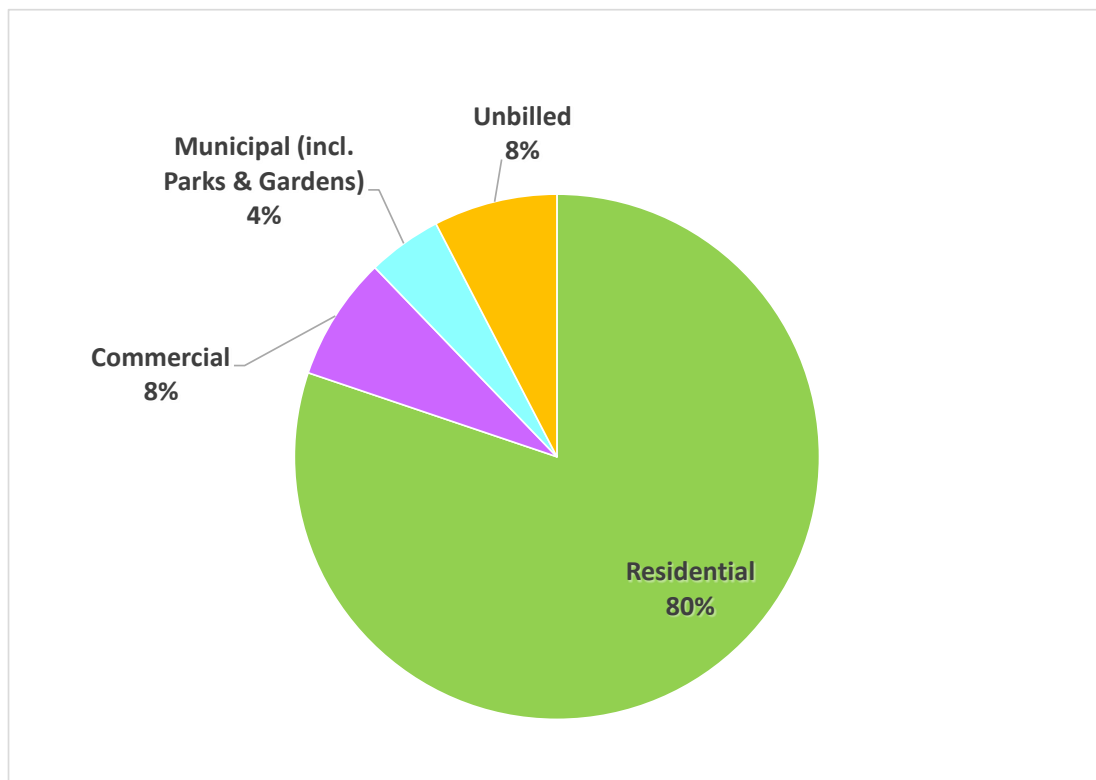
### 3 How Water is Currently Used

A general assessment of how water is currently used in Uralla Shire is summarised below, including a breakdown of consumption by major demand category, a further breakdown in residential consumption, benchmarking of residential consumption, water loss estimates and an overview of current demand management measures.

*Note that water consumption data from 2015/16 has been used throughout Section 3 to assist with benchmarking to the latest available performance reporting information (DPI Water, 2017).*

#### 3.1 Demand Categories

The breakdown of water consumption by major demand type for the combined water supply systems is shown in Figure 3-1 below. Residential consumption is the largest water consumption category and represents 80% of total authorised consumption. Around 12% of consumption is non-residential (commercial and municipal), while 8% is unbilled. Unbilled water consumption includes some parks and gardens watering which is presently unmetered and unmetered standpipe usage (mainly used for dust suppression and construction purposes).



**Figure 3-1 Uralla Shire Water Supply – Consumption by Major Demand Type (2015/16)**

An analysis of metered water consumption by major demand category was undertaken for the Uralla water supply system and Bundarra water supply and is included below on Table 3-1.

Table 3-1 Metered Consumption by Category (2015/16)

Demand Category	2015/16 Consumption (ML/a)	% of Total Consumption	Connections	Consumption per Connection (kL/a/conn.)
<b>URALLA WATER SUPPLY</b>				
Uralla Residential	183.9	80%	1,070	172
Uralla Non-Residential	45.2	20%	114	397
<b>URALLA TOTAL</b>	<b>229.1</b>		<b>1,184</b>	<b>193</b>
<b>BUNDARRA WATER SUPPLY</b>				
Bundarra Residential	29.8	83%	184	162
Bundarra Non-Residential	6.3	17%	28	226
<b>BUNDARRA TOTAL</b>	<b>36.1</b>		<b>212</b>	<b>170</b>
<b>URALLA SHIRE COUNCIL</b>				
Council Residential	213.7	81%	1,254	170
Council Non-Residential	51.5	19%	142	363
<b>COUNCIL TOTAL</b>	<b>265.2</b>		<b>1,396</b>	<b>190</b>

The metered consumption figures for 2015/16 show that residential consumption was up slightly on average, with average residential consumption per property being 172 kL/a in Uralla and 162 kL/a in Bundarra, compared to average figures (over past eight years) of 162 kL/a and 145 kL/a respectively. This was most likely due to below average rainfall in 2015/16. Average residential consumption per property was 170 kL/a for the combined towns (i.e. Uralla Shire).

Average non-residential consumption per property varied between 226 kL/a in Bundarra and 397 kL/a in Uralla, which is most likely due to larger commercial and industrial users being located in Uralla.

### 3.2 Benchmarking of Residential Consumption

Benchmarking of residential consumption was undertaken using performance data from 2015/16 from across the state (DPI Water, 2017) as shown on Figure 3-2 below. Uralla Shire's originally reported residential consumption per property was 189 kL/a (as included in the 2015/16 performance / benchmark reports for NSW). However, as discussed in Section 3.1, average residential consumption per property for 2015/16 is now estimated to be around 170 kL/a, based on metered consumption data. This figure is significantly less than the inland benchmark of 248 kL/a (per property), and only slightly higher than the statewide benchmark of 162 kL/a. While Uralla Shire is an inland council, its climate is generally milder and its rainfall is generally higher than those experienced by inland councils that are further west of the Great Dividing Range and at lower elevations. Therefore, Uralla Shire's residential consumption would be expected to be considerably lower than the inland benchmark. The adjacent Armidale Regional Council's residential consumption of 205 kL/a/property provides a more useful benchmark.

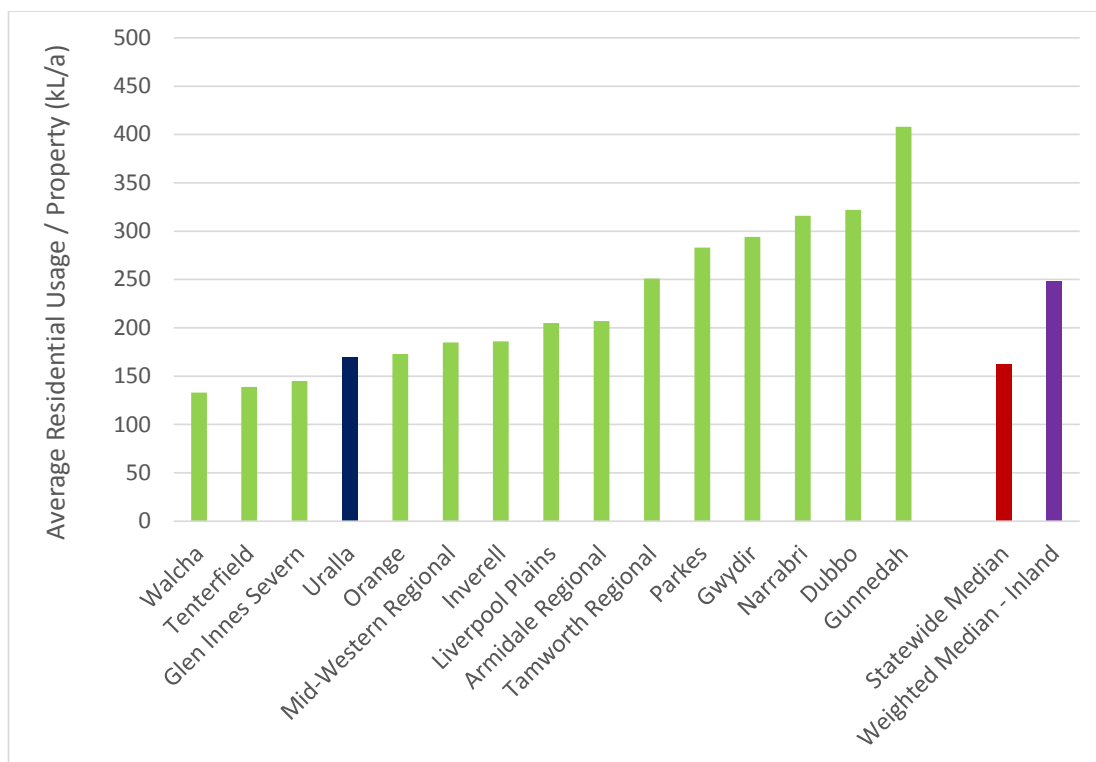


Figure 3-2 2015/16 Benchmarking Data for Residential Consumption (DPI Water, 2017)

### 3.3 Residential End-Use

In the absence of local residential end-use metering data to provide an accurate estimate of end-use consumptions, typical values have been adopted based on recent end-use studies conducted across Australia. These studies have typically been undertaken by large coastal metropolitan water utilities and there is a lack of useful end-use metering data for regional areas in NSW and across Australia. However, while external water usage and evaporative coolers usage can differ substantially across Australia, with external water usage commonly exceeding 50% of total usage in many western NSW towns, the total volume and breakdown of internal usage is generally relatively consistent across water utilities.

The key assumptions used in developing the residential end-use breakdown were:

- Total household usage was assumed to be 170 kL/a (based on 2015/16 residential usage)
- Internal household usage was assumed to be 136 kL/a (i.e. 80% of total consumption) or around 155 L/p/d
- Internal consumption breakdown was based on typical values from recent end-use studies across Australia
- Outdoor water usage (primarily irrigation in summer months) was assumed to be the remainder of water usage after accounting for internal usage – i.e. 34 kL/a or 20% of total consumption. *(By comparison, Tamworth Regional Council’s outdoor water usage is estimated to be around 40% of residential consumption, while Gunnedah Shire Council’s outdoor water usage is estimated to be around 55% of residential consumption)*

Figure 3-3 below shows the assumed breakdown of residential end-use that has been adopted for the purposes of assessing demand management options.

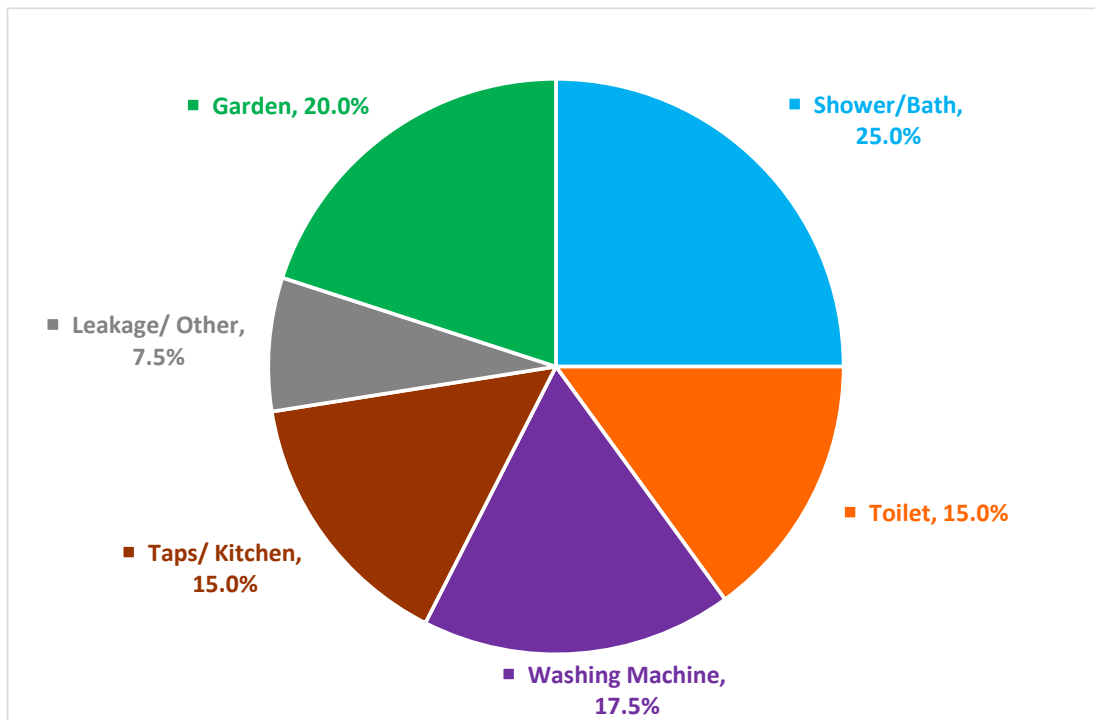


Figure 3-3 End-Use for Residential Properties in Uralla Shire based on 170 kL/a per household (Estimate Only)

It should be noted that the majority of garden usage would be expected to occur during the warmer months of the year (October to March) and therefore the equivalent annual residential usage per household would be closer to 140 kL/a during the colder months (April to September) and 200 kL/a during the warmer months.

### 3.4 Water Losses

For the NSW Water Supply and Sewerage Benchmarking Report (DPI Water, 2017), DPI Water has adopted the following terms used by the International Water Association (IWA) to define key components of losses from a water supply system:

1. **Real losses:** including leakage and overflows from all parts of the water supply system
2. **Apparent losses:** including metering inaccuracies and unauthorised consumption (theft)
3. **Unbilled authorised consumption:** including water used by the local water utility for operational reasons, water used for firefighting and water supplied free of charge

Water losses are generally defined as real losses plus apparent losses, while non-revenue water (NRW) is generally defined as water losses plus unbilled authorised consumption and can be calculated from the difference between water production (metered flow into a water supply system) and metered consumption (metered flow from the water supply system to the end user).

Key water loss indicators included in the 2015/16 NSW Water Supply and Sewerage Benchmarking Report (DPI Water, 2017) are included in Table 3-2 below.

Table 3-2 Water Loss Indicators – Uralla Shire &amp; NSW Benchmarks (2015/16)

Water Loss Indicator	Uralla Shire	NSW State-Wide Benchmarks (2015/16)		
		20 <sup>th</sup> percentile	Median (50 <sup>th</sup> percentile)	80 <sup>th</sup> percentile
Real Loss (L/service connection/day)	<b>20</b>	40	70	100
NRW (L/service connection/day)	<b>70</b>	56	92	133
NRW (% of total production)	<b>11%</b>		10%	

The estimated real water losses for USC are very low compared to benchmarking data. This was confirmed by leakage testing (acoustic high resolution survey) that was undertaken in 2011, which estimated leakage at the time to be very low, around 1.3% of water supplied. However, it is likely that leakage rates have increased over time and Council estimates that current real losses may be around 3-4%. A full water balance assessment would need to be undertaken to better understand the nature of water losses, including a more accurate estimate of the breakdown of water losses into real losses and apparent losses.

Non-revenue water (NRW) is slightly under the benchmark value based on L/connection/day and slightly over the benchmark value based on percentage of total production. NRW for USC is impacted by the relatively high level of unbilled consumption.

It should be noted that the above figures are approximate estimates only and are not supported by annual water balance calculations.

### 3.5 Current Demand Management Measures

USC currently only has limited demand management measures in place, as outlined below.

#### Permanent Water Conservation Measures (PWCM)

USC's Drought Management Plan (USC, 2015) includes the following PWCM:

1. Sprinklers / fixed hoses are not to be used for watering of gardens and lawns between; 8.00am to 6.00pm during Eastern Daylight Saving Time; and between 9.00am and 4.00pm Eastern Standard Time.
2. Hand held hoses fitted with a trigger nozzle may be used at any time for general watering of gardens and vehicle washing.
3. No hosing down of hard surfaces.
4. New turf may be watered at any time with an approved Water Management Plan for up to six weeks from installation of turf.

PWCM's are not currently publicised by Council and are therefore not well known. Council has indicated a desire to review the PWCM in association with this Demand Management Plan with the objective of simplifying the PWCMs and making the measures less restrictive.

### Smart Water Advice Member

USC is a member of Smart Water Advice, which involves an annual fee to provide access to online resources, in association with the six other councils associated with the Namoi Water Alliance. The Smart Water Advice website ([www.smartwatermark.org/Namoi/](http://www.smartwatermark.org/Namoi/)) includes information on water sustainability and water savings tips. However, similar to the PWCM, Council does not currently actively publicise the Smart Water Advice website.

### Best Practice Water Pricing

Council's water rates for 2017/18 include a standard annual access charge of \$316 and a uniform usage charge of \$2.30/kL, which is in line with the NSW state median usage charge (DPI Water, 2017), and provides a strong water conservation signal. Water rates are reviewed annually.

Since 2011, DPI Water has removed the need for local water utilities to use inclining block tariffs and the NSW Government now encourages the use of a two-part tariff with a uniform water usage charge, similar to USC's current water tariff.

## 4 Future Water Use

Estimates of future population levels, dwelling numbers and water usage were prepared in 2014 and documented in *Uralla and Bundarra Water Demand Projections* (NSW Public Works, 2014) and are summarised below.

### 4.1 Population and Dwelling Projections

Population and dwelling projections for Uralla Shire are shown below in Figure 4-1. The rate of population growth over the next 20 years is expected to gradually reduce from around 0.3% pa to 0.1% pa, while dwelling growth rates are expected to reduce from 0.6% pa to 0.1% pa. This is in accordance with the most recent population projections prepared by the NSW Department of Planning & Environment (NSW DP&E, 2018). Population and dwelling growth rates are expected to be similar for Uralla and Bundarra.

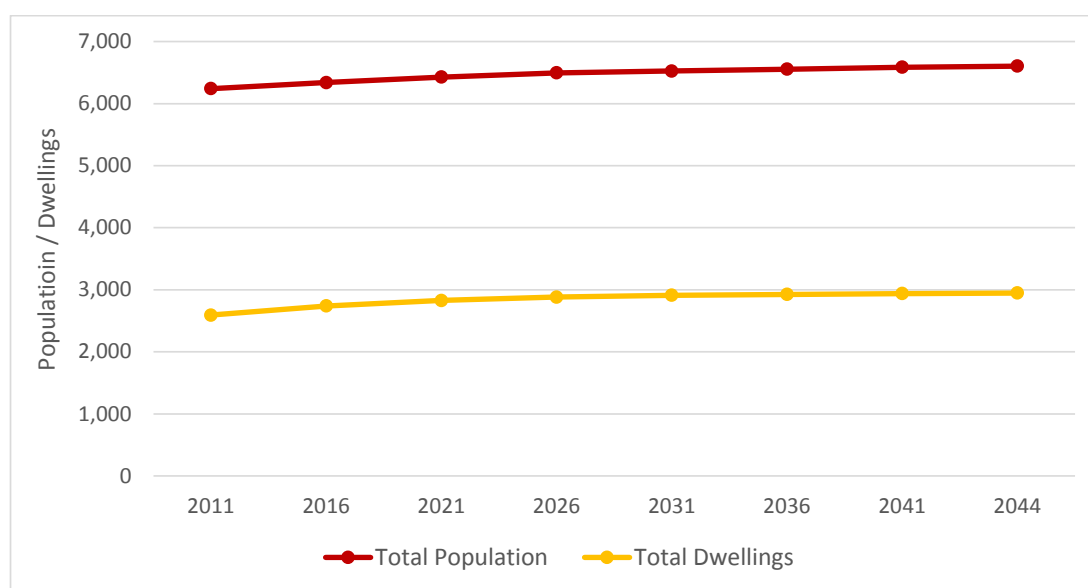


Figure 4-1 Uralla Shire Population and Dwelling Projections (NSW Public Works, 2014)

### 4.2 Demand Projections

Average year demand projections have been determined for both Uralla and Bundarra and are included below in Table 4-1. As shown in the table, only modest increases in demands are projected.

Table 4-1 Projected Bulk Water Demands – Uralla Shire Water Supply Systems (2016 – 2036)

Water Supply System	Annual Demand for Bulk Water (ML/a)				
	2016	2021	2026	2031	2036
Uralla	321	331	337	341	342
Bundarra	54	55	56	57	57

Note: Based on Average Year Demand Projections (NSW Public Works, 2014)

Demand projections for Uralla and Bundarra are also shown graphically below in Figure 4-2. It should be noted that the demand projections assume that non-residential development (and demands) will grow in line with residential dwelling (and demands) growth and no allowance has been made for impacts associated with future climate change. Future demand estimates should include a more detailed assessment of non-residential demand projections and should consider potential impacts on demands due to future climate change.

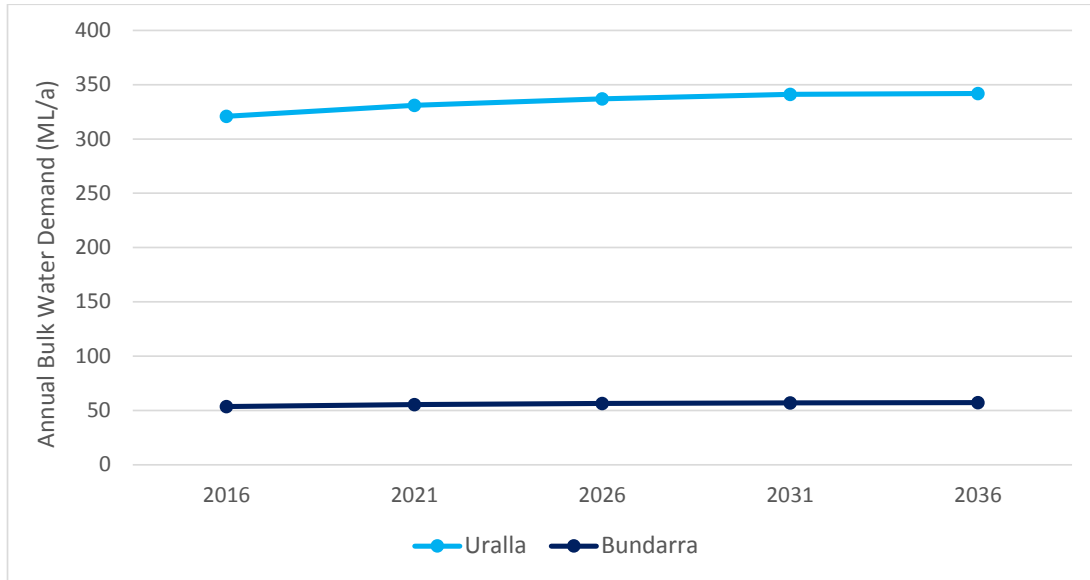


Figure 4-2 Projected Bulk Water Demands – Uralla Shire Water Supply Systems (2016 – 2036)

## 5 Demand Management Program

The proposed Demand Management Program (DMP) is outlined below in Table 5-1.

**Table 5-1 Uralla Demand Management Program**

Demand Management Measure	Details	Timing	Customers Targeted	Estimated Council Program Cost (\$ pa)
<b>Community Awareness Program</b>	<p>Development of a Community Awareness Program, including:</p> <ol style="list-style-type: none"> <li>Incorporating a water information component into the monthly council newsletter/Facebook page/rates notice/website, with information on the current status of Uralla and Bundarra water supplies, PWCMS and general water savings tips.</li> <li>Incorporating a water supply information section into the new council website, with information on the current status of Uralla and Bundarra water supplies, PWCMS, general water savings tips and a link to Smart Water Advice website for more water savings tips.</li> <li>Participation in National Water Week, including providing links on Council’s website to relevant information and working with other Councils on a regional approach to promoting National Water Week.</li> <li>Uralla Shire Mayor to reiterate water supply information that is contained within council newsletter (particularly during dry periods) through bi-weekly radio interviews.</li> <li>All customers, including Council owned properties, are metered and billed 4 times per year and bulk water production is metered daily.</li> <li>Customer water accounts to include comparisons to benchmark usage, year to date consumption and water efficiency tips.</li> </ol>	<p>Monthly</p> <p>Ongoing</p> <p>Annually</p> <p>As required</p> <p>From FY 2019 2020</p> <p>With billing cycle</p>	All	<b>\$3K</b>
<b>Water Pricing</b>	Maintaining strong water conservation signals through the continued use of best practice water pricing, with at least 50% of income generated from usage charges.	Ongoing (reviewed annually)	All	<i>(Costs already included in Water Operations Budget)</i>

Demand Management Measure	Details	Timing	Customers Targeted	Estimated Council Program Cost (\$ pa)
<b>Permanent Water Conservation Measures (PWCM)</b>	<p>PWCM are not enforceable with currently available resources. As per the Drought Management Plan, PWCM are adopted as ongoing education and engagement tools for voluntary uptake. PWCM strategies are incorporated into enforced water restrictions once these are triggered:</p> <ol style="list-style-type: none"> <li>1. Minimise watering during the heat of the day.</li> <li>2. Use a trigger nozzle on hoses to conserve water and avoid waste.</li> <li>3. Wash down hard / paved surfaces with a high-pressure hose only.</li> </ol>	Ongoing	All	<i>(Costs included in Community Awareness Program)</i>
<b>Non-Residential Large User Audits</b>	<ul style="list-style-type: none"> <li>• Large User Audits for Council owned parks (one per year)</li> <li>• Large User Audits of other large water users (during drought periods)</li> </ul>	<p>Annually</p> <p>with application of Level 3 restrictions</p>	<p>Council owned properties</p> <p>Other large users</p>	<b>\$6K(future budget allocation)</b>
<b>Regulation &amp; Planning Controls</b>	<p>The following regulation and planning controls will contribute to water savings over the life of the Program:</p> <ul style="list-style-type: none"> <li>• BASIX</li> <li>• WELS Rating Scheme</li> <li>• Smart Approved WaterMark Program</li> </ul>	Ongoing	New Residential + New Fittings / Appliances	<i>(Costs included in Community Awareness Program)</i>
<b>Water Loss Management</b>	<p>Water Loss Management Program, which includes:</p> <ul style="list-style-type: none"> <li>• Metering of all properties / connections</li> <li>• Meter replacement program</li> <li>• Annual water loss assessment (including calculation of water balance to estimate NRW and components of water losses)</li> <li>• Periodic inspection of key assets for water leaks</li> </ul>	<p>Monitored with each water meter read.</p> <p>Water loss assessment to be conducted least bi-annually</p>	All water supply systems	<b>Costs included in operational program</b>

More details on the estimated program costs and water savings are included in Appendix B.

## 5.1 Current and Proposed Initiatives

### Community Awareness Program

A Community Awareness Program with Communications Strategy will be developed and implemented by Council. The program will relate to Councils Drought and Demand Management Plans. The awareness program will include community education and internet resources. The awareness program will also need to be consistent with similar programs that have been developed and implemented by other Namoi Water Alliance member councils.

The Community Awareness Program will include:

- Setting up of avenues for the community to access information on the status of existing water supplies, as well as resources on PWCMS, water efficiency and water savings tips. The two primary avenues for the community to access this information will be the monthly council newsletter and the council website, which is due to be updated in 2018. Council's website should include a link to the Smart Water Advice website for detailed water savings tips and further educational resources.
- Providing links on Council's website during National Water Week and exploring ways to capitalise on community education during National Water Week. Opportunities to work with other Namoi Water Alliance member councils during National Water week should also be explored.
- Customer water accounts that include water efficiency tips and provide information on customer's water usage relative to water efficient benchmarks, and year to date consumption.

The initial implementation of a comprehensive Community Awareness Program may see water savings of up to 5% reduction in residential usage. Once the program has been implemented, the continuation and ongoing development of the program is needed to maintain the savings associated with the reduction in residential usage. A relaxation of the Community Awareness Program is likely to result in a gradual increase in residential usage over time, as inefficient water habits are once again adopted.

### Best Practice Water Pricing

A strong water conservation signal should be maintained through the continued use of Best Practice Water Pricing, which includes:

- Greater than 50% of residential revenue coming from water usage charges (currently around 60%)
- Continued use of a two-part tariff (i.e. separate access and usage charges) with a uniform water usage charge
- Full cost recovery, with minimal cross subsidies
- Appropriate non-residential water supply charges, including access charge relative to customer's capacity requirements (to be developed)

### Permanent Water Conservation Measures (PWCM)

Permanent Water Conservation Measures (PWCM) have been adopted as a key component of Council's Demand and Drought Management Plans in order to ensure that common sense water use practices are always adopted and to reinforce other demand management measures by developing a culture of water efficiency.

Council's 2015 Drought Management Plan included proposed PWCM; however these rules are now considered to be too specific and have been simplified.

The revised PWCM are:

1. Minimise watering during the heat of the day
2. Use a trigger nozzle on hand held hoses
3. Wash down hard / paved surfaces with a high-pressure hose only

Once the revised PWCMs have been adopted, they should be incorporated into the various components of Council's Community Awareness Program to ensure that all water supply customers are aware of these water savings rules.

### Non-Residential Large User Audits

Council has indicated that non-residential large user audits would be initially restricted to Council owned properties. A non-residential audit program will be implemented with the aim of auditing one Council property per year. The audit program will be based on the guidelines for Water Savings Action Plans, prepared by DPI Water. The purpose of Water Savings Action Plans is to identify and help deliver cost effective water savings in a practical, effective and flexible way. The initial audit and subsequent preparation of the Water Savings Actions Plan would be undertaken by Council.

As one of the LGA's largest users, the Water Saving Actions Plan would set an example to the other large users and the community in general. It is important that Council set the example for water efficiency for the whole community, particularly in high visibility areas such as watering of parks and gardens.

If, during the life of the Demand Management Plan, Level 3 water restrictions are applied in Uralla Shire, Council will also consider undertaking Large User Audits on other large water users in order to identify potential water savings (and associated economic savings) that could be achieved.

### Regulation & Planning Controls

Council should actively support and implement various state and national based regulation and planning controls that promote water efficient products, practices and developments. Key regulation and planning controls that should be supported and promoted by the Community Awareness Program include:

- **BASIX:** The NSW Government has implemented residential building planning controls that require all new homes to be water and energy efficient. New homes are generally required to install water efficient fittings, have indigenous garden species and install a rainwater tank.
- **WELS Rating Scheme:** The State and Federal Government have implemented the Water Efficient Labelling & Standards (WELS) rating scheme which applies national mandatory water efficiency labelling (up to 6 Stars) and minimum performance standards to household water-using products.
- **Smart Approved WaterMark Program:** This program was established by four associations (Australia Water Association, Irrigation Australia, Nursery and Garden Industry and Water Services Association of Australia) as a nationally endorsed, non-compulsory water efficiency labelling scheme for products and services which primarily help reduce outdoor water use.

## Water Loss Management

Real (physical) losses are generally the largest component of water losses. They are primarily an operation and maintenance issue and are therefore generally the losses that are targeted in a demand management program. Water losses are best managed by way of a Water Loss Management Program (which often is a component of a more comprehensive Asset Management Program).

The Water Loss Management Program will focus on the following areas:

- Metering of all properties and connections, including all public facilities, parks and gardens, standpipes and Council's water and sewer facilities (e.g. pumping stations).
- Introduction of a residential Water Meter Replacement Program – water meters are replaced periodically (based on age and/or total volume registered) or if they are shown to be faulty.
- Annual water loss audit (in accordance with IWA Water Audit Methods), which includes an assessment and breakdown of annual water losses for each water supply system based on the preceding 12 months of metering data.
- Where the annual water loss audit has shown an increase in real losses (generally leakage from reservoirs, watermains and service connections), inspections of key assets for the detection and repair of system leaks should occur, including inspection of water reservoirs, water pumping stations, major water system control valves and Council swimming pools.

## 5.2 Future Initiatives

A list of potential demand management initiatives that could be considered in the future (potentially in five years' time when the Demand Management Program is reviewed and updated), is included below:

- Rollout of smart water meters, which allows for automatic and instantaneous water consumption readings and would allow customers to view consumption data online and better track water usage.
- Implement Water Savings Actions Plans at Council owned properties such as parks.
- Development of a Water Supply Information and Water Savings smartphone application.
- Research to better characterise water end-use and household behaviour and attitudes in Bundarra and Uralla. Development of a pilot program with targeted behavioural change strategies to implement water conservation measures.

## 6 Implementation & Monitoring

This Demand Management Plan outlines the various demand management measures that have been adopted by Council and will be employed to encourage water efficiency across the water supply systems that are operated by Council. The development of implementation plans and ongoing monitoring of the individual programs are critical to the success of the Demand Management Plan.

Any new demand management measures will require an implementation plan to be developed and documented by Council to ensure the successful setup and delivery of the specific program. The implementation plan would cover the following key areas:

1. Program objectives and duration
2. Identify key people responsible for implementing the program
3. Identify any specific training needs
4. Develop more detailed budgets, including identifying other resourcing requirements (need to develop annual budgets for the life of the program)
5. Develop a communication strategy (in associated with Community Awareness Program)
6. Scheduling and specific requirements for monitoring and evaluation

For demand management measures that have been previously implemented by Council, these measure are unlikely to need a specific implementation plan unless the nature of the program has changed significantly or other issues such as additional training or monitoring have been identified.

Regular monitoring, evaluation and review will be required for each individual program, as well as the overall Demand Management Program. Monitoring and evaluation of individual programs should include consideration of key outcomes (eg water savings, participation rates, customer satisfaction) and key processes (eg ease of implementation, Council costs / resources to run program). Monitoring and evaluation of the full Demand Management Program should also be undertaken to assess effectiveness of the combined programs and how they relate to each other.

Annual progress reports on the Demand Management Program should be prepared in association with a progress report on Water Loss Management. The progress report should include the outcomes of regular monitoring and an evaluation of the ongoing effectiveness of the programs. Where necessary, adjustments and/or enhancements should be made to the program based on the annual progress reports.

## 7 Plan Review

The Demand Management Plan should be comprehensively reviewed and updated, with community consultation, at least every five years.

Minor revisions, such as an update to information, will be made as required between comprehensive reviews without seeking community comment.

## 8 References

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## Appendix A Location & Climate

## Appendix A – Location & Climate

### Location & Climate

Uralla Shire Council serves a population of over 6,000 people, over an area of around 3,215 km<sup>2</sup> in the New England Region, within the Gwydir River catchment. In addition to the towns and villages that have reticulated water supply systems (Uralla and Bundarra) there are several other villages located within the local government area that do not have formal water supply systems, including Invergowrie, Kentucky, Kingstown, Rocky River and Saumarez Ponds.

The New England Region experiences a dry sub-humid temperate climate. Summers are relatively short and mild and winters are long and cold. Rainfall is generally lower over the autumn and winter months and highest in summer months due to a predominance of summer storms.

Median rainfall in the region is around 780mm per annum, average evaporation is around 1,170mm per annum, and the mean maximum daily temperature is just under 20°C. Monthly climate statistics for Armidale Airport AWS are included below in Table A1.

**Table A1 Climate Statistics – Armidale Airport AWS 56238 (1994 – 2017)**

Climate Statistic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Median Rainfall (mm)	75	85	50	28	32	41	32	34	40	73	101	100	782
10%ile Rainfall (mm)	50	49	6	3	10	6	8	17	11	27	43	41	603
Mean Evap. (mm)	158	120	109	75	53	36	43	65	93	127	132	155	1,166
Mean Max. Temp (°C)	26.0	25.1	23.1	19.7	15.8	12.7	12.1	13.9	17.7	20.5	22.7	24.7	19.5

*Note: Evaporation data was taken from Armidale - Tree Group Nursery 56037 (1997 – 2017)*

It is widely accepted that future climate changes could impact water supply systems through changing frequency and duration of rainfall, as well as an increase in evaporation. While estimating the impacts associated with future climate change is very difficult and is an evolving science, recent studies have started to provide some indication of the potential climate impacts. However, modelling to-date has focused more on changes in average monthly or annual statistics and less on the duration and frequency of extreme events, which is more critical for town water supply security.

According to the Adapt NSW website (setup by the NSW Office of Environment and Heritage), average temperatures have been rising since the 1950s, with the rate of change increasing from about 0.1°C per decade during the 1950s to 1980s, to about 0.5°C per decade in the 1990s and 2000s. The decade from 2001 to 2010 was the hottest on record, while 2014 was the hottest year on record in NSW (OEH, 2018).

The Adapt NSW website includes climate projections for NSW as well as more specific catchment based projections. An extract from the New England North West Climate Change Snapshot (OEH, 2018) is included below:

**Appendix A – Location & Climate**

Based on long-term (1910–2011) observations, temperatures have been noted to have been increasing since about 1970, with higher temperatures experienced in recent decades.

The New England and North West Region is projected to continue to warm during the near future (2020–2039) and far future (2060–2079), compared to recent years (1990–2009). The warming is projected to be on average about 0.7°C in the near future, increasing to about 2.2°C in the far future. The number of high temperature days is projected to increase, with fewer potential frost risk nights anticipated.

The warming trend projected for the region is large compared to natural variability in temperature and is of a similar order to the rate of warming projected for other regions of NSW.

The region currently experiences considerable rainfall variability across the region and from year-to-year and this variability is also reflected in the projections.

Currently, the biggest concern for local water utilities is the potential impact that climate change may have on rainfall patterns and volumes, and in turn how this will impact surface runoff and groundwater recharge rates. The latest estimates of hydrological climate change impacts are included in a recent report by the NSW Office of Environment and Heritage (OEH, 2015), which lists near future (2020 – 2039) and far future (2060 – 2079) estimates for rainfall, surface runoff and groundwater recharge for major river catchments across NSW. Hydrological climate change estimates for the Gwydir River catchment are included in Table A2.

**Table A2 Hydrological Climate Change Impacts – Gwydir River (OEH, 2015)**

Region	Percentage Change in Mean Annual:					
	Rainfall		Surface Runoff		Groundwater Recharge	
	Near Future	Far Future	Near Future	Far Future	Near Future	Far Future
Gwydir River	+0.8%	+7.4%	+3.8%	+22.9%	-4.0%	+4.4%

The table reflects the level of uncertainty surrounding climate change, with rainfall predicted to increase slightly in the near future and then further increase in the far future. Surface runoff is predicted to increase slightly in the near future, but increase significantly (around 23%) in the far future. However, groundwater recharge rates are predicted to fall in the near future, but then increase again in the far future.

While the table gives some indication of the potential changes in mean annual rainfall, streamflow and groundwater recharge rates, the potential impact on water resources is more difficult to predict, as the future nature of rainfall patterns is unknown. Climate change models have been used to estimate changes in seasonal rainfall patterns; however, these models are not currently capable of predicting future extreme rainfall patterns, such as flooding and drought events. Therefore, predictions on the future impact on water resources are currently very limited, as they generally do not consider future climate variability, particularly climate extremes.

## Appendix B

### Estimated Costs & Water Savings

## Appendix B – Estimated Costs &amp; Water Savings

Table B1 Direct Costs &amp; Water Savings Associated with Demand Management Program (over 3 years)

Demand Management Measure	Assumptions (Costs & Benefits)	Council Direct Costs (over 3 years)	Estimated Water Savings (over 3 years)
<b>Community Awareness Program / Pricing</b>	<ul style="list-style-type: none"> <li>Costs include marketing costs (pamphlets, advertising, handouts, etc.) and membership to Smart Water Advice (no additional staff costs have been included)</li> <li>Benefits assumed to be 5% reduction in residential usage in Uralla Shire in the years the community awareness program is operating (i.e. 10 ML/a)</li> </ul>	\$9K	30 ML
<b>Non-Residential Large User Audits &amp; Savings</b>	<ul style="list-style-type: none"> <li>Costs include an allowance for 1 level 3 audit (\$6K). Only triggered with Level 3 Water Restrictions.</li> <li>Benefits are based on an assumed 10% reduction in the consumption of the target user group, Council parks and garden usage, by year 3 (i.e. 10% of 10 ML)</li> </ul>	\$12K	2 ML <i>(plus other flow on benefits that are more difficult to quantify)</i>
<b>Permanent Water Conservation Measures</b>	<ul style="list-style-type: none"> <li>Costs and benefits have been included in the Community Awareness Program</li> </ul>	<i>(Costs included in Community Awareness Program)</i>	<i>(Savings assessed in Community Awareness Program)</i>
<b>Regulation &amp; Planning Controls</b>	<ul style="list-style-type: none"> <li>No direct costs to Council</li> <li>Benefits are based on around 9 new houses pa and a reduction in water consumption of 20% compared to the average house in Uralla Shire</li> </ul>	0	2 ML
<b>Water Loss Management</b>	<ul style="list-style-type: none"> <li>Benefits are based on an assumed 1% reduction in water losses (ie reduce from around 11% to 10%) by year 3 (i.e. 1% of 325 ML)</li> </ul>	<i>(Costs already included in Water Operations Budget)</i>	6ML
<b>TOTALS (over 3 years)</b>		<b>\$21K</b>	<b>40 ML</b>

Assuming total savings of 40 ML over 3 years and direct program costs of \$21k, the unit cost of the program to USC is around \$0.52/kL (based on a simplified analysis). This compares favourably with the current Financial Year (i.e. 2018 2019) water usage charge of \$2.30/kL.

Additional upfront and ongoing costs to the community, businesses and government have not been considered and additional benefits, including the deferral of capital works, reduced energy costs and reduced costs for wastewater treatment have also not been considered.

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## REPORT TO COUNCIL

<b>Department:</b>	<b>Infrastructure and Regulation</b>
<b>Submitted by:</b>	<i>Manager Waste, Water and Sewer Services</i>
<b>Reference/Subject:</b>	<b>Report 10 - Demand Management Plan and updated Drought Management Plan</b>

### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

<b>Goal:</b>	3.4	Secure sustainable and environmentally sound water-cycle infrastructure and services
<b>Strategy:</b>	3.4.1	Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies
<b>Activity:</b>	3.4.1.1	Provide water supply
<b>Action:</b>	3.4.1.1.2	Review the secure Yield Study and Demand Management Plan Finalise the Demand Management Plan update the Drought Management Plan (2015)

### SUMMARY:

The Demand Management Plan has been completed and requires a period of community consultation prior to finalisation and adoption by Council. The Drought Management Plan was originally adopted by Council in 2015. An update to the Drought Management Plan was necessary to account for the development of the Demand Management Plan, and to update data and review core strategies in light of currently available resources. Given the close relationship between the plans it is recommended that they are released for public exhibition as a package.

### OFFICER'S RECOMMENDATION:

#### That Council:

1. **Place the draft Demand Management Plan and the updated 2015 Drought Management Plan on public exhibition for a period of 28 days;**
2. **Adopt the draft Plans subject to no public submissions being received.**

### BACKGROUND:

Drought and Demand Management Planning are an essential part of the NSW Best Practice Management Guidelines for local water utilities.

In Drought Management planning, the fundamental objectives are to minimise the risk of the community running out of water and to ensure there is always sufficient water available to satisfy the basic health needs of the community.

Demand Management Plans encourage the efficient water use through the adoption of various demand management measures.

The Uralla Shire Council Demand Management Plan was prepared for Council by Hunter H2O.

**Uralla Shire Council**  
**Council Business Paper – 26 June 2018**

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**REPORT:**Drought Management Plan

A Drought Management Plan outlines the various demand and supply side drought response actions that should be employed at various stages during a drought. It focuses primarily on response actions to be undertaken during a drought.

There are five drought response levels outlined in the Drought Management Plan: Levels 1 – 5, with 1 being the lowest. Levels are based on the falling capacity of Taylors Pond (Bundarra) or Kentucky Creek Dam (Uralla).

The Drought Management Plan was originally adopted by Council in 2015. An update to the plan has been made in order to:

- update data used in the plan (e.g. Bureau of Meteorology rainfall data);
- relate it to the development of the Demand Management Plan;
- revise trigger levels on the basis of consultation with operational staff;
- review the actions associated with each Drought level to ensure they are appropriate for the level of resources available;
- review the role of Permanent Water Conservation Measures (PWCMS) in light of available resources; and
- revise the Level 5 target residential water allowance from 150 L/person/day to 100 L/person/day.

Consultation with operational staff and consideration of the potentially very short period of time it may take to transition between trigger levels led Council Officers to revise the storage capacity levels at which water restrictions are progressively introduced. The draft presented outlines revised trigger levels at storage capacities 10% above those previously outlined.

Some of the Drought Management Actions listed in the original plan have been removed on the basis that they are not relevant or are not possible to enact with current resourcing levels. For example, Establish a Drought Management Team at Level 1 restrictions; or recalling All Water Management Plans at Level 4 restrictions.

The updated plan presents PWCMS as an educational strategy to promote long term water conservation practice on a voluntary basis by the community.

Finally, the Drought Management Plan outlines any emergency water responses that may be available to Uralla Shire Council in the event that water supplies drop to critically low levels.

Demand Management Plan

The fundamental objective of preparing and adopting a Demand Management Plan is to encourage ongoing efficient water use through the adoption of various demand management measures.

The Demand Management Plan specifically examines water consumption patterns and use and then outlines demand management measures that can be employed in order to ensure that town water demand levels are both efficient and sustainable.

The Uralla Shire Demand Management Plan examines water production, demand and rainfall data; average residential use per property; climatic factors; how water is used; water losses amongst other matters. The Plan outlines a Demand Management Program with a Communications strategy:

The strategies listed include water pricing: maintaining at least 50% of income from usage charges; examining regulation and planning tools; water loss management actions; annual water loss assessment.

**KEY ISSUES:**

- The updated Drought Management Plan proposes that Permanent Water Conservation Measures are promoted for voluntary uptake amongst the community.
- Council will be bound by water level restrictions with flow-on implications for watering in parks and gardens. Restrictions on the use of sprinklers during the day for example are associated with Level 1 water restrictions. Progressively tighter water restrictions mean that watering in parks and gardens becomes impractical and will cease by Level 4.
- The Drought Management Action Plan for Bundarra and Uralla outlines that Council will consider the need to issue warnings and fines for violations of restrictions at Level 2 water restrictions, fines at

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Level 2 will be reserved for the most serious offences. Warnings and fines are to be actively implemented from the commencement of Level 3 restrictions.

- Level 5 residential water allowance has been reduced from a target of 150L/person/day to 100L/person/day based on average consumption for the Bundarra and Uralla communities provided in the Demand Management Plan. This target will be aggregated for each household.
- An estimate of the full financial impact of a prolonged drought period on the community and Council has not been modelled. The Drought Management Plan Actions require that a Drought works order is created at the commencement of Level 1 water restrictions in order to track the costs of implementing the response action plan.

**CONCLUSION:**

Adoption of the Uralla Drought Management Plan and Demand Management Plan assist in Council's endeavour to be compliant with the NSW Best Practice Management Guidelines for Water Supply and Sewerage - 2007.

**COUNCIL IMPLICATIONS:**

- 1. Community Engagement/ Communication (per engagement strategy)**  
The Demand Management and Drought Management Plans requires 28 days public exhibition
- 2. Policy and Regulation**  
Nil
- 3. Financial (LTFP)**  
Not modelled
- 4. Asset Management (AMS)**  
Nil
- 5. Workforce (WMS)**  
Nil
- 6. Legal and Risk Management**  
Nil
- 7. Performance Measures**  
Nil
- 8. Project Management**  
Nil

Prepared by staff member:	Stephanie McCaffrey, Manager Waste, Water and Sewer Services
TRIM Reference Number:	
Approved/Reviewed by Manager:	Terry Seymour, Director Infrastructure and Regulation
Department:	Infrastructure and Regulation
Attachments:	Draft Uralla Demand Management Plan Draft Drought Management Plan 2015, updated



24 April 2026

Myles McLindin  
Group Manager Infrastructure Services  
Uralla Shire Council  
PO Box 106  
Uralla  
NSW, 2358

Dear Myles

**Subject: New England Solar – Closure of USC paper roads within project footprint (Stage 2)**

Further to our letter dated 12 March 2026 requesting the closure of one council managed road within our New England Solar (NES) project Stage 1, ACEN write to formally request the closure of an additional council managed road, which is located within the NES Stage 2 footprint.

The purpose of this letter is to provide all the relevant information required for inclusion in your Report to be submitted at the next General Council Meeting on 26 May 2026, for Councillors to vote on the Resolution to Close the Road.

**NES Stage 2 – Old Gostwyck Road**

Council approved ACEN's Section 138 application in April 2025 concerning two segments of Old Gostwyck Road. These portions of Old Gostwyck Road will be purchased by the adjoining landowner and incorporated into the existing lease that ACEN has with the landowner.

As discussed with Council and adjoining landowners since April 2025, ACEN is also seeking to facilitate the closure of the middle portion of said road and a further section to the south which is wholly within our associated landowner's property and is bound by Salisbury Waters to the south.

The purpose of including these additional sections of Old Gostwyck Road in the closure request is to avoid leaving a portion of the road 'open' within our associated landowners properties, yet islanded and inaccessible as a result of our proposed development or the existing watercourse.

As recently discussed with Council, Stage 2 of NES is currently anticipated to begin construction in early 2027. Solar panel arrays and associated infrastructure will be installed and remain in place for the life of the project, which is not expected to be decommissioned before 2059.

Please refer to the following attached documentation in support of this road closure:

- a. Indicative Plan showing the entire extent of Old Gostwyck Road to be closed
- b. Signed Section 138 dated 1 April 2025 – Council's approval for works and structures on a public road

ACEN Australia  
90 Bridge Street,  
Uralla, NSW 2358  
ACN 616 856 672  
ABN 27 616 856 672



- c. Adjoining landowner consent, northern section – Mr Simon Wood (purchaser)
- d. Adjoining landowner consent, northern section – Mr Cameron Wood
- e. Adjoining landowner consent, southern section Mr Philip Attard (purchaser)
- f. Adjoining landowner consent, southern section – Mr Dudley Frazier

We would be grateful if you could keep us updated as to the outcome of the Council meeting and timing of next steps in the process.

If you have any queries on this matter, please don't hesitate to contact me.

Yours sincerely

*Jesse Dimasi*

**Jesse Dimasi**  
Project Developer  
ACEN Australia



**Attachment A – Indicative Plan showing the entire extent of Old Gostwyck Road to be closed**



Legend

- █ Council-managed road corridor - Old Gostwyk road
- Development Footprint
- Cadastral Parcels

Notes

1. Project features shown are preliminary and subject to change.

Locality



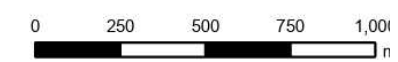
Project

**New England Solar**  
Renewable Energy from ACEN

Title

Council Roads

Drawing no. NESF-P017      Date 10/12/2025



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**Attachment B – Signed Section 138 dated 1 April 2025**



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**What Works and Structures require consent:**

The road reserve includes the footpath and road formation between opposite property boundaries:

Section 138 works and structures that require consent "138 (1) A

person must not:

- (a) erect a structure or carry out a work in, on or over a public road, or
- (b) dig up or disturb the surface of a public road, or
- (c) remove or interfere with a structure, work or tree on a public road, or
- (d) pump water into a public road from any land adjoining the road, or
- (e) connect a road (whether public or private) to a classified road otherwise than with the consent of the appropriate roads authority"

**Advice to applicants for Road Opening Permit**

The following information is provided to assist the applicant:

1. Payment of the application fee is required at the time of lodgement.
2. A Traffic Management Plan (TMP) showing proposed traffic signposting around the construction site in accordance with AS 1742.3 and the RMS manual for Traffic Control at Worksites current at the time of construction is to be submitted to Council at the time of lodgement and prior to approval being granted. The plan must be prepared and certified by a person holding the appropriate RMS accreditation. No work is to commence until the signage is erected in accordance with this TMP. Note that the plan is to address both motor vehicle traffic and pedestrian traffic.  
  
Note: A Speed Zone Reduction (SZR) may need to be obtained from the Responsible Traffic Authority (Ph (02) 6778 6300) for RMS roads or for Council roads (Ph (02) 6778 6300) in order to reduce the existing speed limits to a specified speed limit, adjacent to a construction work site. A minimum of twenty (20) working days should be allowed for obtaining a SZR. No works are to be commenced until a copy of the SZR is forwarded to Council.  
  
All traffic control including the setup and removal of traffic control devices and/or regulation of traffic is to be carried out by persons suitably accredited by the Roads and Maritime Services to Australian Standard AS1742.3 and the RMS Traffic Control at Work Sites. The contractor must produce upon request evidence that all staff involved in the above have such accreditation.
3. Public Liability insurance in an amount of \$20 million is to be maintained for the construction period. Written evidence of a current policy is to be provided at the time of lodgement and prior to approval being granted.
4. Upon request, the contractor must be able to produce evidence that all plant is registered and the subject of third party insurance.
5. The contractor shall meet all obligations under the Work Health and Safety Act 2011 or current equivalent legislation and relevant Work Cover requirements including appropriate traffic controls.
6. The disturbed area is to be restored to at least its original condition at the applicant's cost, and any damage caused to the road or drainage system is to be brought to the notice of Council.
7. The applicant will be responsible for the disposal of any excess material and restoring table drains, shoulder seal and culverts blocked or damaged as a result of the works
8. The works proceed to completion without undue delay.
9. Provision is made for service vehicles, residents etc. to gain access to properties at all times.
10. Affected residents are to be notified in writing indicating, at least seven days in advance of any full road closure, the reason for the road closure, the period of the road closure and a company contact name and a 24 hour contact phone number.
11. Work to be carried out as per the Amidale Engineering Design Codes in force at the commencement of works, otherwise works will be restored by Council at the applicant's cost.
12. Council's Director Infrastructure and Development is to be notified of works before execution.
13. Council is indemnified against all actions, suits, claims, demands, proceedings, losses, damages, compensation, costs (including legal costs), charges and other expenses which may be brought, made or awarded against, incurred or suffered by the Council for or in respect of any claim, loss, damage, accident or injury of whatsoever nature or kind occasioned or done at any time (whether before or after the date of execution hereof and whether to property or persons) by or in connection with the use of the road being occupied by the construction works or howsoever otherwise sustained by anything done or purporting to be done under this approval by or on behalf of relevant contractor, its servants, agents, invitees contractors and subcontractors.

**Important Information**

1. Access to information  
The Government Information (Public Access) (GIPA) Act 2009 provides that persons are entitled to open access information about a Development Application. However, this does not extend to:
  - (a) The plans and specifications for any residential parts of a proposed building, other than plans that merely show its height and its external configuration in relation to the site on which it is proposed to be erected, or
  - (b) Commercial information, if the information would be likely to prejudice the commercial position of the person who supplied it or to reveal a trade secret.

UIN19/3236





**Attachment C – Adjoining landowner consent, northern section – Mr Simon Wood  
(purchaser)**



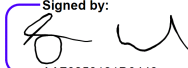
NESF 2 Pty Ltd Pty Ltd (ACN 658 322 368) as trustee for  
the NESF 2 Solar Project Trust (ACN 658 322 368)  
Suite 25.02, Level 25, 25 Bligh Street  
Sydney, NSW, 2000

### NES Stage 2 Crown/Council Interests

S.M. Wood Pty Ltd (ACN 624 693 812) as trustee for the Wood Trust (ABN 65 178 359 962) as Landlord under the Lease entered into with NESF 2 Pty Ltd (ACN 658 322 368) as trustee for NESF 2 Solar Project Trust (ABN 26 733 952 368) (the **Tenant**) on 3 November 2023 (the **Lease**) agrees to follow all reasonable directions of the Tenant with respect to the Crown/council roads associated with the land under the Lease including:

1. purchasing (and paying the purchase price and any relevant duty) the council managed road shown on the plan contained in Annexure 1 to this consent letter and labelled 'Council-managed Road Corridor within Development footprint; and
2. entering into a new lease for New England Solar Stage 2 with the Tenant on substantially the same terms as the Lease but incorporating into the premises the former council managed road referred to above once purchased by the Landlord.

Signed by **S.M. Wood Pty Ltd (ACN 624 693 812) as trustee for the Wood Trust (ABN 65 178 359 962)** in accordance with s. 127 of the *Corporations Act 2001* (Cth) by:

Signed by:  
  
AA76258131D0443...

**Signature of Sole Director and Company Secretary**

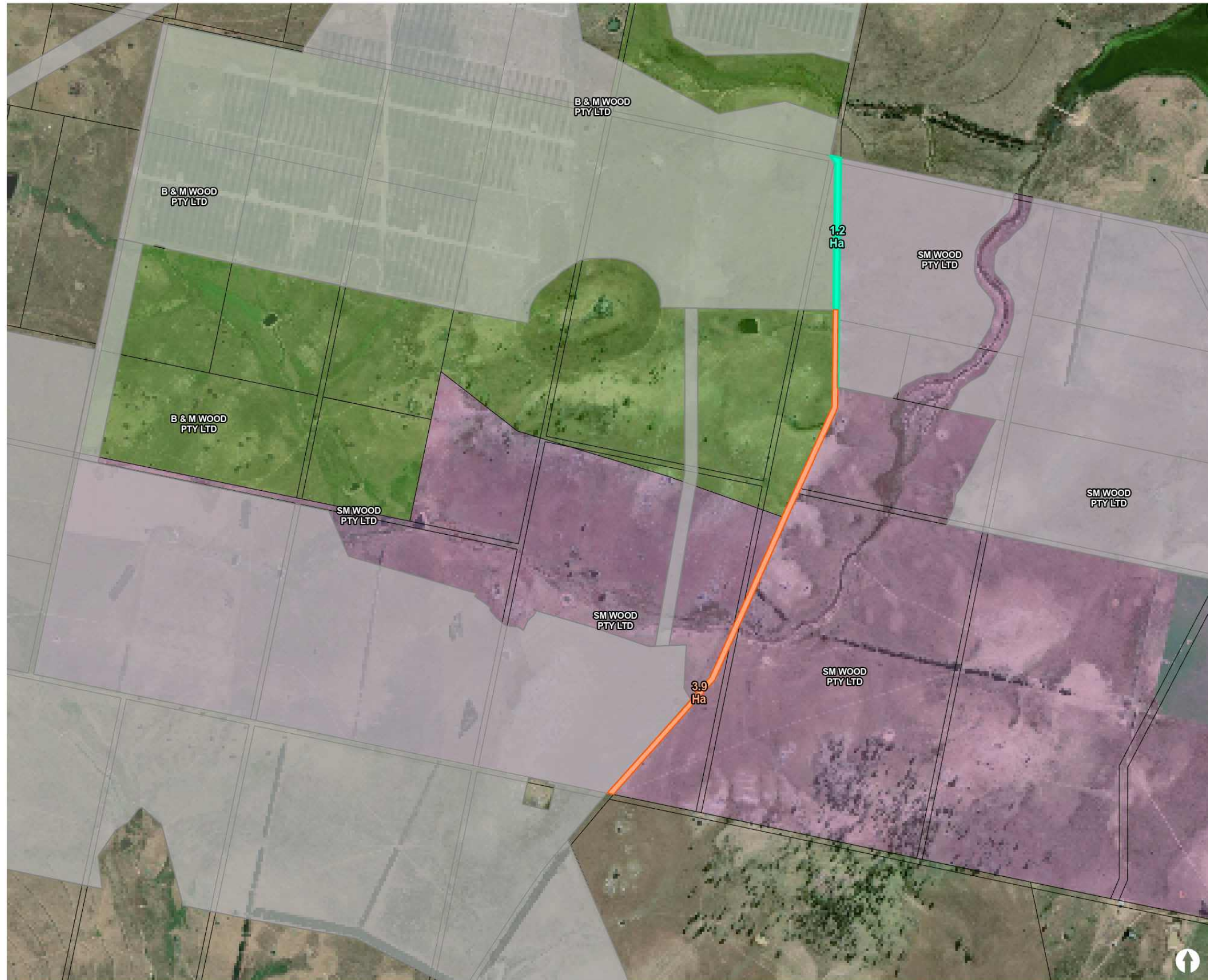
**Simon Mark Wood**

**Date:** 21 April 2026 | 8:27 AM AEST



NESF 2 Pty Ltd Pty Ltd (ACN 658 322 368) as trustee for  
the NESF 2 Solar Project Trust (ACN 658 322 368)  
Suite 25.02, Level 25, 25 Bligh Street  
Sydney, NSW, 2000

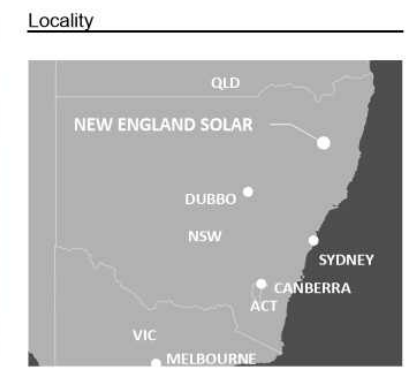
**Annexure 1 – Council-managed Road Plan**



- Legend**
- Council-managed Road Corridor within Development footprint
  - Council-managed Road Corridor outside Development footprint
  - Development Footprint
  - Cadastral Parcels

**Notes**

1. Project features shown are preliminary and subject to change.



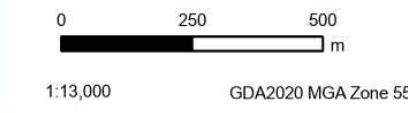
**Project**

**New England Solar**  
Renewable Energy from ACEN

**Title**

B & M WOOD and SM WOOD  
Gostwyk Road

Drawing no. NESF-P017 Date 10/12/2025





**Attachment D – Adjoining landowner consent, northern section – Mr Cameron Wood**




NESF 2 Pty Ltd Pty Ltd (ACN 658 322 368) as trustee for  
the NESF 2 Solar Project Trust (ACN 658 322 368)  
Suite 25.02, Level 25, 25 Bligh Street  
Sydney, NSW, 2000

### NES Stage 2 Crown/Council Interests

B&M Wood Pty Ltd (ACN 001 409 329) (ABN 45 001 409 329) as Landlord under the Lease entered into with NESF 2 Pty Ltd (ACN 658 322 368) as trustee for NESF 2 Solar Project Trust (ABN 26 733 952 368) (the **Tenant**) on 3 November 2023 (the **Lease**) agrees to follow all reasonable directions of the Tenant with respect to the Crown/council roads associated with the land under the Lease and hereby consents to S.M. Wood Pty Ltd (ACN 624 693 812) as trustee for the Wood Trust (ABN 65 178 359 962) purchasing the council managed road shown on the plan contained in Annexure 1 to this consent letter and labelled 'Council-managed Road Corridor within Development footprint' and 'Council-managed Road Corridor outside Development footprint'.

Signed by **B&M Wood Pty Ltd (ACN 001 409 329) (ABN 45 001 409 329)** in accordance with s. 127 of the *Corporations Act 2001* (Cth) by:

Signed by:  
  
93D3E8304A154A1...

**Signature of Sole Director and Company Secretary**

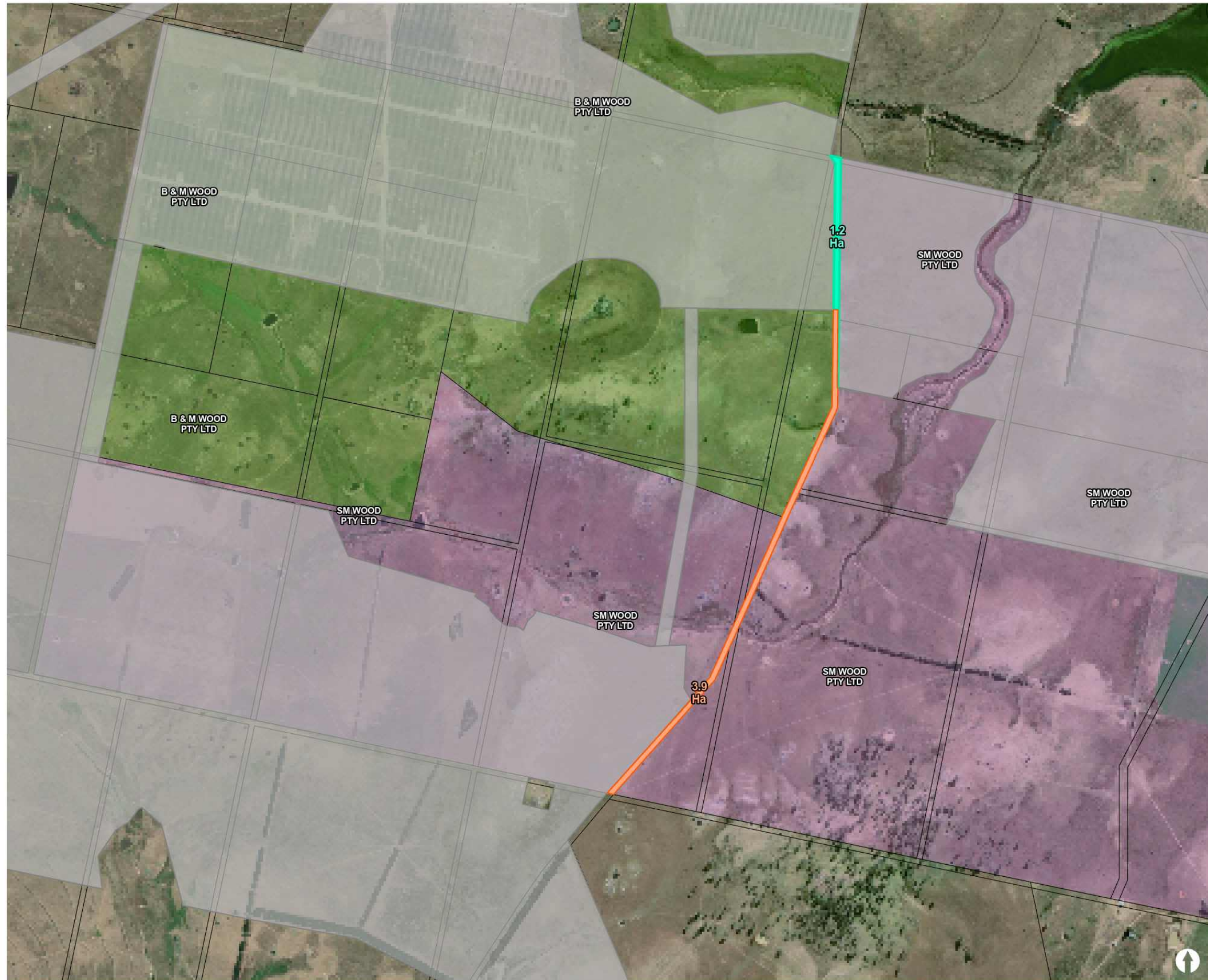
**Cameron James Wood**

**Date:** 21 April 2026 | 9:02 AM AEST



NESF 2 Pty Ltd Pty Ltd (ACN 658 322 368) as trustee for  
the NESF 2 Solar Project Trust (ACN 658 322 368)  
Suite 25.02, Level 25, 25 Bligh Street  
Sydney, NSW, 2000

**Annexure 1 – Council-managed Road Plan**



- Legend**
- Council-managed Road Corridor within Development footprint
  - Council-managed Road Corridor outside Development footprint
  - Development Footprint
  - Cadastral Parcels

**Notes**

1. Project features shown are preliminary and subject to change.

**Locality**



**Project**

**New England Solar**  
Renewable Energy from ACEN

**Title**  
B&M WOOD and SM WOOD  
Gostwyk Road

Drawing no. NESF-P017 Date 10/12/2025



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**Attachment E – Adjoining landowner consent, southern section Mr Philip Attard (purchaser)**

**NES Stage 2 Crown/Council Interests**

I, Philip Maximillian Attard, Landlord under registered Lease number AT347019 entered into with NESF 2 Pty Ltd (ACN 658 322 368) as trustee for NESF 2 Solar Project Trust (ABN 26 733 952 368) (the **Tenant**) and dated 3 February 2023 (the **Lease**) agree to follow all reasonable directions of the Tenant with respect to the crown/council roads associated with the land under the Lease including:

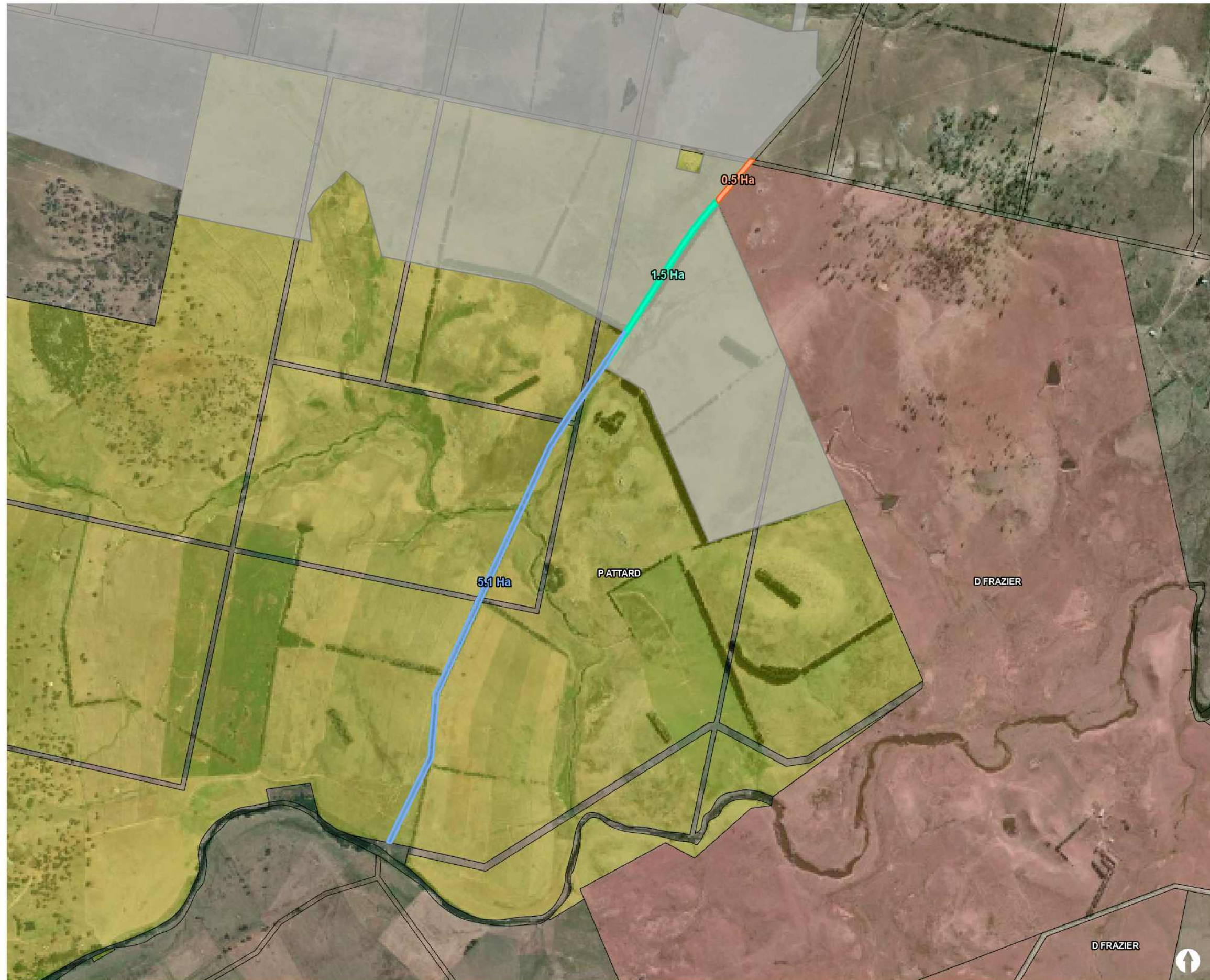
1. purchasing (and paying the purchase price and any relevant duty):
  - a. the council managed road shown on the plan contained in Annexure 1 to this consent letter and labelled 'Council-managed Road Corridor within Development footprint';
  - b. the council managed road shown on the plan contained in Annexure 1 to this consent letter and labelled 'Council-managed Road Corridor outside Development footprint'; and
  - c. the 5 Crown roads shown on the plan contained in Annexure 2 to this consent letter and shown as 'Proposed Land to be included in Application' with the reference numbers 1-5; and
2. entering into a new lease for New England Solar Stage 2 with the Tenant on substantially the same terms as the Lease but incorporating into the premises the former council and crown managed roads referred to above once purchased by the Landlord.

DocuSigned by:  
  
C1EC97398CC8441

**Signature of Philip Maximillian Attard**

**Date:** 07 April 2026 | 2:34 PM AEST

**Annexure 1 – Council-managed Road Plan**



- Legend**
- █ Council-managed Road Corridor within Development footprint
  - █ Council-managed Road Corridor outside Development Footprint
  - █ Council-managed Road Corridor outside Development Footprint (excluded from lease)
  - Development Footprint
  - Cadastral Parcels

**Notes**

1. Project features shown are preliminary and subject to change.

**Locality**

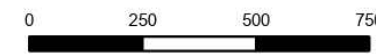


**Project**

**New England Solar**  
Renewable Energy from ACEN

**Title**  
P Attard and D Frazier  
Gostwyk Road

Drawing no. NESF-P017      Date 2/02/2026



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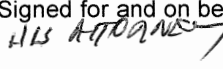


**Attachment F – Adjoining landowner consent, southern section – Mr Dudley Frazier**

**NES Stage 2 Council Interests**

I, Dudley William Raymond Frazier, registered proprietor of Lot 201 in DP 755827, hereby consent to Philip Maximillian Attard purchasing the council managed road shown on the plan contained in Annexure 1 to this consent letter and labelled 'Council-managed Road Corridor outside Development footprint'.

Signed for and on behalf of **Dudley William Raymond Frazier** by:

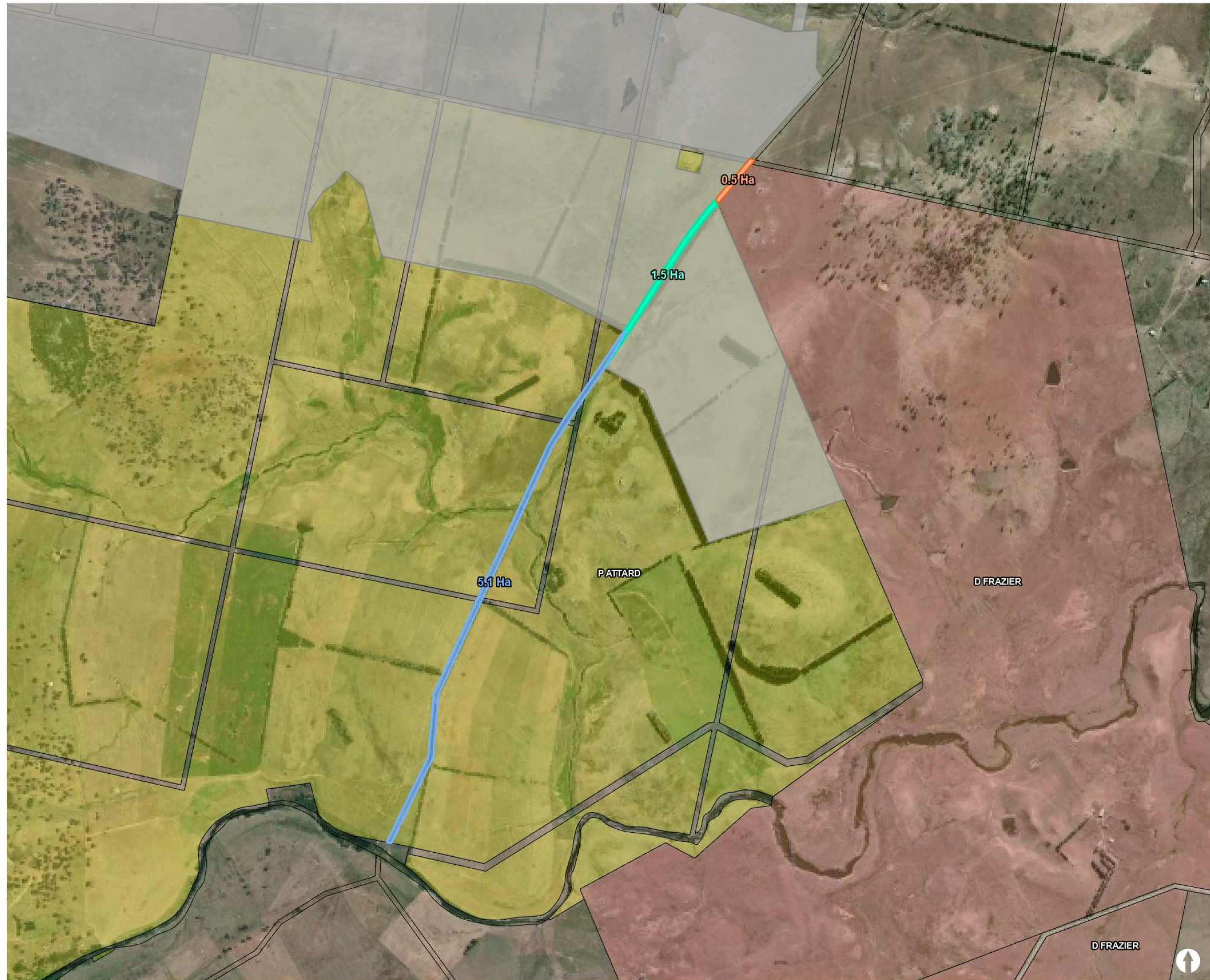
 who is authorised by Enduring Power of Attorney dated 19 March 2024



**Clifford John Edgar**

Date: 25.3.2026

**Annexure 1 – Council-managed Road Plan**



- Legend**
- █ Council-managed Road Corridor within Development footprint
  - █ Council-managed Road Corridor outside Development Footprint
  - █ Council-managed Road Corridor outside Development Footprint (excluded from lease)
  - Development Footprint
  - Cadastral Parcels

**Notes**

1. Project features shown are preliminary and subject to change.

**Locality**

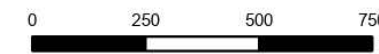


**Project**

**New England Solar**  
Renewable Energy from ACEN

**Title**  
P Attard and D Frazier  
Gostwyk Road

Drawing no. NESF-P017 Date 2/02/2026



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## Major Projects and Capital Works - Infrastructure & Development As at April 26

### Major Works Undertaken

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

Main Road Maintenance	
Bridge St	Resurfacing works on Bridge St are currently on hold until further notice from TfNSW. The aligned grant funded works that USC had identified (Carpark Lanes, Intersections, Line-Marking) will be re-allocated to other projects.  We have been verbally advised that the works will commence in Oct 26
Thunderbolts Way – South of Uralla, near Terrible Vale Road Intersection.	Heavy Patching Works to commence mid-May on Thunderbolts Way triaging worst affected areas. Minimal water usage is involved in this process.
Sealed Roads Maintenance	
Urban Streets	Routine pothole patching continues in Uralla and Bundarra streets.
Rural Sealed Roads	Routine pothole patching continues in rural areas.  Roadside Slashing of vegetation is discontinued as it poses too much of a fire risk.
Unsealed Roads Maintenance Grading	
Rural Unsealed Roads	General maintenance grading has generally ceased across all areas of the unsealed road network, subject to water availability.  Hillview Rd works to be completed utilising water source near border with Walcha Shire. Works Ongoing. Grader Team is making way over to Gostwyck Rd.
Bridges	
Rural bridges	Ongoing maintenance works as required.
Signage	
Signage renewal	Maintenance works ongoing.  Town and Shire Entry Signage works to commence. In-kind Support for Rotary Project whereby they purchased signs.
Stormwater	
Uralla Creek Catchment Project  This Project is broken into 3 Phases: <ul style="list-style-type: none"> <li>• Phase 01: Uralla Creek Catchment Study</li> <li>• Phase 02: Civil and SW Works Identified in Study</li> </ul>	Phase 01: Complete  Phase 02/03: Identifying Packages of Works that can be completed within the Grant Budget and Timeframe. Working directly with Contractors to achieve this.

<ul style="list-style-type: none"> <li>Phase 03: Creek Rehabilitation Works Identified in Study</li> </ul>	
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Town and Parks	
Uralla	<p>Maintenance of recreational facilities is ongoing to maintain open space grounds and park amenities.</p> <p>All works are subject to water availability.</p>
	Green waste at Sports Facilities being mulched by end of May.
Bundarra	<p>Maintenance of recreational facilities is ongoing to maintain open space grounds and park amenities.</p> <p>All works are subject to water availability.</p>

Cemeteries	
Cemetery maintenance	Mowing grass and maintaining cemetery grounds occurs regularly.

Water Mains	
Pressure/Leakage Testing	Works are ongoing and will be for sometime until the whole reticulation system is checked.

Sewer Mains	
	Nil currently.

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	<p>Issued to market with no responses to date.</p> <p>Internal efforts being done to separate works and procure individually.</p>
Gostwyck Rd: 8-10km	RERRF Funding 25/26 Project	\$1M	COB May 2026	<p>Culvert replacements completed.</p> <p>Earthworks tentatively commencing June subject to water availability.</p>
Faulkner Street Drainage extension	Council Funding	\$60,000	20-Dec-2024	<p>To be done post Gostwyck Rd drainage works.</p> <p>Use of own workers.</p>
Hill Street Drainage extension	Council Funding	\$10,000	28-Feb-2025	<p>To be done post Gostwyck Rd drainage works.</p> <p>Use of own workers.</p>
Marble Hill Rd Drainage Works	Council Funding	\$30,000	TBC	PO to be issued to Contractor.
Thunderbolts Way MR73, Two Mile Creek – Culvert Extension Works	Restart NSW Project 2724	\$797,591	30-Jun-25	Works will commence after Gostwyck 8-10km project. Culvert extensions are the remaining works. Nearing completion.

Project	Source of Funds	Budget	Target Date Completion	Status
Thunderbolts Way MR73, Scrubby Gully	Restart NSW Project 2724	\$1,972,262	30-Jun-25	Open drain cleaning still to be done.
Thunderbolts Way MR73, Laura Creek	Restart NSW Project 2724	\$1,172,929	30-Jun-25	Guardrail and Line-marking complete. Final inspections due.
Green Gully	AGRN1211 – EPAR Works	TBC	TBC	Emergency Works are complete. These works are the permanent fixed works, which are deemed as Essential Public Asset Restoration (or Reconstruction) (EPAR).  Pricing received for the final; works from \$110k to 600k. Some tenders were non-conforming  Need approval from RA to fund prior to works starting. This is EPAR Works.

RESOLUTIONS ACTIONS STATUS REPORT					Printed: 20 May 2026
MEETING DATE	ITEM NO.	SUBJECT	MOTION	COMMENTS	
Council 23/11/2015	14.1	Bergen Road Land Acquisition and Exchange for Road Works	<p><b>RESOLUTION 01.11/15</b></p> <p>Moved: Cr K Ward</p> <p>Seconded: Cr L Cooper</p> <p>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.</p> <p>Unanimous</p>	<p><b>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.</b></p> <p><b>12 Feb 2026</b></p> <p>The government gazette has been updated now that registration of the plan of subdivision has been completed., Draft documents are ready for: ,</p> <ol style="list-style-type: none"> <li>1. A proposed gazettal notice.,</li> <li>2. An Erratum Notice; and, ,</li> <li>3. An 11R request form for the LRS.,</li> </ol> <p>The land survey is currently being finalised before the matter returns to Council for final sign off.</p> <p><b>18 Mar 2026</b></p> <p>Solicitor is awaiting technical advice from the surveyor to finalise the documents.</p> <p><b>22 April 2026</b></p> <p>No further update. Still waiting to hear from Solicitor.</p> <p><b>20 May 2026</b></p> <p>Solicitor has again been contacted by Council, to state that their action is imperative to the completion of the matter. Action needed is final lodgement of the Erratum Notice by the Solicitor to the LRS for approval to be considered.</p>	
Council 27/05/2025	14.3	Update - Sewer & Water Debtors in Arrears	<p><b>RESOLUTION 32.05/25</b></p> <p>Moved: Cr Sarah Burrows</p> <p>Seconded: Cr Leanne Doran</p> <p>That Council notes:</p> <ol style="list-style-type: none"> <li>1. The report on Sewer and Water Arrears.</li> <li>2. That a future report will be prepared on the plan to address the backlog and recovery of sewer and water debtor arrears.</li> <li>3. A future report will be prepared on the proposed Smart Meter rollout.</li> </ol>	<p><b>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.</b></p> <p><b>22 Apr 2026</b></p> <p><b>Overdue water accounts are only referred to SR Law twice a year.</b></p> <ul style="list-style-type: none"> <li>- Total amount outstanding overall \$217,258 as at 22 April.</li> <li>- Of this there are 126 Assessments owing more than \$100 each, totalling \$215,214 (note – not all with SR Law) <ul style="list-style-type: none"> <li>o 71 Assessments referred to SR Law since December in total – debt referred \$225,313</li> <li>o Total amount received -3 \$96,878.</li> <li>o 51 Assessments still with SR Law for debt recovery – total outstanding is \$149,762</li> </ul> </li> </ul>	

**RESOLUTIONS ACTIONS STATUS REPORT** Printed: 20 May 2026

	<u>For:</u> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold	<b>20 May 2026</b> All outstanding accounts have been issued with their assessment details to enable payments to be brought up to date. An update on the financial position is anticipated at the June Council meeting.
	<u>Against:</u> Nil	
<b>CARRIED 9/0</b>		

Council 27/05/2025	15.2	Review of Council's Community Care Services	<p><b>RESOLUTION 46.05/25</b></p> <p><b>Moved:</b> Deputy Mayor Tom O'Connor</p> <p><b>Seconded:</b> Cr David Mailler</p> <p><b>That Council</b></p> <ol style="list-style-type: none"> <li>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,</li> <li>2. Delegates authority to the General Manager to implement this option.</li> <li>3. Receives a future report on the implementation of the resolved option, including budget implications.</li> </ol> <p><u>For:</u> Crs Robert Bell, Sarah Burrows, Tom O'Connor, Lone Petrov, David Mailler, Jen Philp and Kath Arnold</p> <p><u>Against:</u> Crs Leanne Doran and Adam Blakester</p> <p style="text-align: right;"><b>CARRIED 7/2</b></p>	<p><b>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.</b></p> <p><b>21 Apr 2026</b> We expect to be able to provide Council with a clearer picture of revenue and the financial position of TCS/TCT at the next quarterly review. We have noticed a reasonable uptick in revenue for March when compared to February this year which is positive.</p> <p><b>19 May 2026</b> TCS/TCT is significantly behind projected revenue, primarily due to the reduction in income following the introduction of SaH. We expect to finish the financial year in a deficit once corporate overheads are applied; however, reserves will be used to top up the position and ensure a break-even outcome after overheads.</p> <p>We will also provide a report to Council in August/September, once the financial year has been finalised. This report will include an analysis of service performance, as well as an assessment of potential headwinds going forward, particularly in light of changes to funding arrangements for the services provided.</p>
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## RESOLUTIONS ACTIONS STATUS REPORT

Printed: 20 May 2026

Council 26/08/2025	14.1	Section 355 Australia Day Committee	<p><b>RESOLUTION 107.08/25</b></p> <p><b>Moved:</b> Deputy Mayor Tom O'Connor</p> <p><b>Seconded:</b> Cr Sarah Burrows</p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Calls for Expressions of Interest for membership of the Committee.</li> <li>3. Receives a future report recommending membership appointments to the new Committee.</li> </ol> <p><b>For:</b> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 9/0</b></p>	<p><b>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.</b></p> <p><b>18 Mar 2026</b> Review to be progressed and report prepared for Council.</p> <p><b>17 Apr 2026</b> No change since last Actions report.</p> <p><b>20 May 2026</b> Australia Day Committee meeting on 27th May to review the event held Jan 2026</p>
Council 25/11/2025	14.3	Proposed Allocation of Developer Contributions to Council Projects	<p><b>RESOLUTION 169.11/25</b></p> <p><b>Moved:</b> Cr Sarah Burrows</p> <p><b>Seconded:</b> Cr Leanne Doran</p> <p><b>1. That Council:</b></p> <ol style="list-style-type: none"> <li>2. 1. <i>Notes the completion of identified community projects in the 7.12 development contributions plan as detailed in this report: <b>Completed</b></i></li> <li>3. 2. <i>Approves the allocation of \$110,00 development contribution funds currently held in restricted funds towards the completion of East Street kerb and guttering. <b>Completed</b></i></li> <li>4. 3. <i>Writes to Crown Lands seeking the removal of the NSW Aboriginal land claim on the Barry Munday/Saumarez Crown Land Reserve. <b>Completed</b></i> <ol style="list-style-type: none"> <li>a. Undertakes community engagement, regarding the construction of public toilets on the Barry Munday/Saumarez Crown Land Reserve.</li> </ol> </li> <li>4. Undertakes community engagement within the</li> </ol>	<p><b>10 Dec 2025</b> Preparation and planning phase only at this time - no concrete outcomes re this item as at 10 December 2025.</p> <p><b>18 Feb 2026</b></p> <ol style="list-style-type: none"> <li>2. <b>East Street works in progress and funds transferred. ,</b></li> <li>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.</li> </ol> <p><b>18 Mar 2026</b> 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.</p> <p><b>22 Apr 2026</b> GM and DID visited the Armidale ALC on 24/3/26 and had a positive meeting with the Acting CEO. A future visit to Uralla was offered and welcomed. Date to be confirmed. Separately, an email response to</p>

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		<p>Invergowrie/Saumarez area regarding community infrastructure needs.</p> <p>5. Receives a further report on the outcome of the community engagement.</p> <p><b>For:</b> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;">CARRIED 9/0</p>	<p>Council's letter was received from the NSWALC on 9/4/26 advising that they do not support the removal of the land claim and referring the request regarding the proposed improvements back to the Armidale ALC for their decision. Further contact made with AJ/CEO Armidale ALC and now awaiting response.</p>
Council 16/12/2025	15.2 Waste Management – Comparative Evaluation of Landfill Options and Update on Previous Waste-Related Actions	<p><b>RESOLUTION 207.12/25</b></p> <p><b>Moved:</b> Cr David Mailler</p> <p><b>Seconded:</b> Cr Jen Philp</p> <p><b>That Council notes:</b></p> <ol style="list-style-type: none"> <li><i>Receipt of the Mike Ritchie and Associates (MRA) draft Report: Comparative Evaluation of Landfill Development Options, dated 19 Nov 2025. <b>Completed</b></i></li> <li><i>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. <b>Completed</b></i></li> <li><b>The intention to progress Tenders in February 2026 as follows:</b> <ol style="list-style-type: none"> <li><i>Putrescible (RED) Waste transport service; <b>Complete</b></i></li> <li><i>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 <b>complete</b></i></li> <li><b>Recyclable (YELLOW) Waste transport and processing service.</b></li> </ol> </li> <li><b>Any future landfill cell development would be dependent on State or Federal funding.</b></li> <li><i>General Manager to provide an additional report to the February 2026 meeting identifying the non-confidential components of the December 2025 waste strategy report. <b>Completed</b></i></li> </ol> <p><b>For:</b> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Lone Petrov, Adam Blakester,</p>	<p><b>record of previous actions can be found on the Infocouncil system for this item or in the March 2026 and subsequent business papers. The following are the last actions taken by staff</b></p> <p><b>18 Mar 2026</b></p> <p>There remains one final action to close out this resolution which is the publication of Council's Recycling Tender to the market. The draft tender is complete and currently undergoing final legal review with the aim of an early April publication.</p> <p><b>30 Mar 2026</b></p> <p>Current Status of Actions ,</p> <ol style="list-style-type: none"> <li><b>Complete,</b></li> <li><b>Complete,</b></li> <li>Currently with USC's external Legal Team for Review,</li> <li>Report pencilled in for April now May.</li> <li><b>Completed,</b></li> </ol> <p><b>21 Apr 2026</b></p> <p>Current Status of Actions as at 21 April:</p> <ol style="list-style-type: none"> <li><b>Completed.</b> Tender closed. Responses are being evaluated.</li> <li><b>Completed.</b> Tender closed. Responses are being evaluated.</li> <li>c) USC Staff are preparing "Request for Quote" Documentation in anticipation of issuing to the market,</li> <li>Report pencilled in for April.</li> <li><b>Completed</b></li> </ol> <p><b>11 May 2026</b></p> <p>Current Status – also refer Waste update to Council in this meeting (May 2026)</p> <ol style="list-style-type: none"> <li>c) Contract has been returned from Legal Advisor. USC Staff are</li> </ol>

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			David Mailler, Jen Philp and Kath Arnold	preparing 'Request for Quote' Documentation, 4) Report pencilled in for April, then May. – CARRIED 9/0 Changed to June due to staffing constraints. Further Feasibility backbriefs have been received from Consultant.
		<b>Against:</b>	Nil	
Council 24/02/2026	14.2	Third Party Agreement - EnergyCo and Uralla Shire Council	<b>RESOLUTION 28.02/26</b> <b>Moved:</b> Cr Sarah Burrows <b>Seconded:</b> Cr Tom O'Connor <b>THAT COUNCIL:</b> 1. <i>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.</i> <b>Completed</b> 2. <i>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;</i> <b>Completed and</b> 3. <b>Receives a future report and final draft Third Party Agreement recommending Council consider entering into such agreement with EnergyCo, if negotiations are successful.</b>  <b>For:</b> Mayor Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, Jen Philp and Kath Arnold  <b>Against:</b> Nil <b>Absent:</b> Cr David Mailler  CARRIED 7/0	<b>Record of previous actions can be found on the Infocouncil system for this item or in the March 2026 and subsequent business papers. The following are the last actions taken by staff</b>  <b>21 Apr 2026</b> Council and Maddocks have jointly prepared a draft TPA, which has been issued to EnergyCo for comment. EnergyCo's timeline has been delayed for external reasons. Awaiting EnergyCo review of draft document and feedback.  <b>11 May 2026</b> 3a - USC has reviewed the TPA and passed on initial comments. It is currently with Maddocks for Review. Council has been formally notified that it is acceptable to work with other Councils to ensure a positive outcome for all with respect to TPA outcomes., Projected not to be reached until at least July 2026.
Council 24/03/2026	13.6	State of Environment Report 2022-2025	<b>RESOLUTION 41.03/26</b> <b>Moved:</b> Cr Sarah Burrows <b>Seconded:</b> Cr David Mailler <b>That Council :</b> 1. <i>Receives the draft State of the Environment Report 2022–2025.</i> 2. <i>Places the draft report on public exhibition for a period of</i>	<b>14 Apr 2026</b> Report is currently on public exhibition.  <b>18 May 2026</b> One submission was received. Council staff have responded to the issues raised in the submission and amended the report accordingly. The amended report is presented to the Council 26 May 2026.  <b>This item is now CLOSED</b>

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<p style="text-align: center;"><i>28 days.</i></p> <p>3. <i>Receives a further report following the exhibition period should submissions be received.</i></p> <p>4. <i>Authorises the General Manager to finalise the report for publication should no submissions requiring amendment be received. <b>Completed</b></i></p> <p><b>For:</b> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><b>Against:</b> Nil <span style="float: right;">CARRIED 8/0</span></p>					
Council 24/03/2026	13.7	Draft Renewable Action Plan (REAP)	Energy	<p><b>RESOLUTION 44.03/26</b></p> <p><b>Moved:</b> Cr David Mailler</p> <p><b>Seconded:</b> Cr Sarah Burrows</p> <p><b>That Council:</b></p> <p>1. <i>Endorses the Draft Uralla Renewable Energy Action Plan for public exhibition for a period of 28 days. <b>Completed</b></i></p> <p>2. <b>Receives a future report following the exhibition period summarising submissions and recommending any final amendments prior to adoption.</b></p> <p><b>For:</b> Crs Robert Bell, Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>	<p><b>14 Apr 2026</b></p> <p>Currently on exhibition.</p> <p>Your Say Page updated. Email sent to workshop participants. Copies distributed to usual locations. Media release issued.</p> <p>The public exhibition period has been extended to 56 days in response to requests from community and farmers.</p> <p><b>15 May 2026</b></p> <p>REAP public exhibition period extended to 31 May. Staff presented REAP to Business Chamber and Uralla NSW Farmers branch. Further report to be taken to June Council meeting.</p>
Council 28/04/2026	13.10	Three (3) Site Specific Crown Land Plans Of Management		<p><b>RESOLUTION 69.04/26</b></p> <p><b>Moved:</b> Cr Jen Philp</p> <p><b>Seconded:</b> Cr Adam Blakester</p> <p><b>That Council:</b></p> <p>1. <b>Releases the previous report from the table.</b></p> <p>2. <b>Grants staff further time to review and revise the draft Plans of Management for the three site specific Crown Land reserves.</b></p> <p>3. <b>Receives a future report on the revised Plans of Management for endorsement.</b></p> <p><b>For:</b> Mayor Robert Bell, Crs Sarah Burrows, Leanne</p>	<p><b>17 Apr 2026</b></p> <p>A report advising Council of recommended process will be considered at the April 2026 Meeting.</p> <p><b>18 May 2026</b></p> <p>Council staffs are still reviewing the documents and will present to Council once completed.</p>

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Doran, Tom O'Connor, Adam Blakester, David Mailler, Jen Philp and Kath Arnold			
<u>Against:</u> Nil			CARRIED 8/0
Council 28/04/2026	13.9	Closure of Council Public Road – Lot 221 DP 755814 (ACEN New England Solar Project)	<p><b>RESOLUTION 68.04/26</b></p> <p><b>Moved:</b> Cr Tom O'Connor</p> <p><b>Seconded:</b> Cr Sarah Burrows</p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li>1. <i>Commences the road closure process under the Roads Act 1993 (NSW) for the Council public road within Lot 221 DP 755814, with the intention that, upon closure and vesting in Council, the land be sold to the adjoining landowner/proponent; <b>Completed</b></i></li> <li>2. <b>Delegates authority to the General Manager to undertake all necessary actions to progress the road closure process, including public notification, consultation, and submission to Crown Lands;</b></li> <li>3. <b>Receives a further report following completion of the public notification process to:</b> <ol style="list-style-type: none"> <li>(a) consider any submissions received;</li> <li>(b) determine whether to proceed with the road closure; and</li> <li>(c) consider the classification and disposal of the land, including sale to the proponent at a value not less than an independent market valuation;</li> </ol> </li> <li>4. <i>Notes that:</i> <ol style="list-style-type: none"> <li>(a) <i>the road is not formally closed until publication in the NSW Government Gazette;</i></li> <li>(b) <i>any subsequent sale of the land is subject to the road being formally closed and vested in Council; and</i></li> <li>(c) <i>all costs associated with the proposed road closure process, including valuation, survey, and legal costs, are to be borne by the Applicant. <b>Noted</b></i></li> </ol> </li> </ol> <p><b>For:</b> Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>
			<p><b>11 May 2026</b></p> <p>1 - <b>Completed</b></p> <p>2a - Preparation of Detailed Survey and Supporting Documentation - With Applicant. Invoice issued for closure of road.,</p> <p>2b - Public Notification - Section 38B Roads Act 1993 (Minimum 28 Days) - Yet to commence.,</p> <p>2c - Assessment of Submissions - Yet to commence.,</p> <p>3 - Yet to commence.,</p> <p>4 - <b>Noted</b></p>

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Council 28/04/2026	13.6	Draft Operational Plan and Budget 2026 - 2027	<p><b>RESOLUTION 65.04/26</b></p> <p><b>Moved:</b> Cr Tom O'Connor</p> <p><b>Seconded:</b> Cr David Mailler</p> <p><b>That:</b></p> <ol style="list-style-type: none"> <li><i>The Draft Operational Plan 2026-2027 including the draft budget, draft statement of revenue policy and draft fees and charges be placed on public exhibition for a period of 28 day, noting minor amendments to the draft budget documents to address mapping inconsistencies with the published 2024-25 financial statements. <b>Completed</b></i></li> <li>Following public exhibition, a further report is provided to Council which addresses any submissions received from the public, and any operational considerations that may arise as a result.</li> </ol> <p><b>For:</b> Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Tom O'Connor, Adam Blakester, David Mailler, Jen Philp and Kath Arnold</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>	<p><b>18 May 2026</b></p> <p>Draft Operation Plan on exhibition till 29 May 2026</p>
Council 28/04/2026	13.2	Staged expansion of McMaugh Gardens	<p><b>RESOLUTION 59.04/26</b></p> <p><b>Moved:</b> Cr Sarah Burrows</p> <p><b>Seconded:</b> Deputy Mayor Kath Arnold</p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li>Receives and notes the report on the proposed staged expansion of McMaugh Gardens to 50 beds and nursing accommodation.</li> <li>Endorses the preparation and lodgement of a concept development application for the staged expansion of McMaugh Gardens to 50 beds.</li> <li>Submits a grant application for the proposed expansion under the next Aged Care Capital Assistance Program round that Uralla Shire Council is eligible to apply for.</li> </ol> <p><b>For:</b> Mayor Robert Bell, Crs Sarah Burrows, Leanne Doran, Tom O'Connor, David Mailler, Jen Philp and Kath Arnold</p> <p><b>Against:</b> Cr Adam Blakester</p> <p style="text-align: right;"><b>CARRIED 7/1</b></p>	<p><b>19 May 2026</b></p> <p>Council has briefed the architect on outcome of Council resolution. Fee estimates have been sought from all experts required to prepare the application. Aim to have the DA lodged before 30 June 2026.</p>

## RESOLUTIONS ACTIONS STATUS REPORT

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Council  
28/04/2026

13.4

Draft Terms of Reference -  
s355 Thunderbolt Festival  
Event Committee**RESOLUTION 63.04/26****Moved:** Cr Sarah Burrows**Seconded:** Cr David Mailler**That Council:**

1. *Notes that its February 2026 resolution requires staff to progress an Expressions of Interest process for a Section 355 committee, while also noting Council's resolved position regarding capacity for additional events or expenditure. **Noted***
2. **Acknowledges that an Expressions of Interest process can be undertaken; however, the establishment and ongoing operation of a Section 355 committee would require ongoing governance, administrative, and compliance support by Council.**
3. **Receives this report as satisfying the requirement to progress the Expressions of Interest component of the February 2026 resolution and as providing advice on the implications of further implementation.**
4. *Notes the draft Terms of Reference attached to this report as indicative of the governance arrangements and support requirements associated with an operational Section 355 committee. **Noted***
5. *Discontinues efforts to convene a Section 355 committee to manage the Thunderbolt Festival having regard to the resource requirements detailed in this report and the Council resolution confirming that Council has no capacity to take on any additional events or expenditure. **Completed***
6. *In conjunction with Rotary Uralla, engage the community via the "Have your Say" platform to gauge if there is appetite for individuals or another organisation(s)/ structure to progress with this event. **Underway***
7. **That a report come back to Council on the outcome of the "Have your Say" feedback.**

**20 May 2026**

1. **Noted**
2. EOI on display until 7 June 2026.
3. Yet to be presented
4. **Noted**
5. **Completed**
6. Underway
7. Yet to be presented

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<u>For:</u>	Mayor Robert Bell, Crs Sarah Burrows, David Mailler, Jen Philp and Kath Arnold
<u>Against:</u>	Crs Leanne Doran, Tom O'Connor and Adam Blakester
CARRIED 5/3	