



URALLA SHIRE COUNCIL BUSINESS PAPER

Notice is hereby given, in accordance with the provision of the Local Government Act 1993 that a **Meeting of Uralla Shire Council** will be held in the **Council Chambers, 32 Salisbury Street, Uralla**, commencing at **1:00pm**.

ORDINARY COUNCIL MEETING

22 August 2016

George Cowan
Acting General Manager



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1. AGENDA



- BUSINESS AGENDA -

Ordinary Meeting of Council

22 August 2016

1:00pm

1. **Opening & Welcome**
 - Prayer
 - Acknowledgement of Country
 - Apologies/Requests for Leave of Absence
 - Disclosures & Declaration of Interests
2. **Confirmation of Minutes of Previous Meeting**
 - Announcements
3. **Tabling of Reports & Petitions**
4. **Presentations**
5. **Deputations**
6. **Urgent Supplementary & Late Items of Business**
 - Supplementary Information to Report 2.15.08.05
7. **Written Reports from Delegates**
8. **Mayoral Minute**

Recommendations for Items to be Considered in Confidential Section - Nil

9. Reports from the General Manager

Item 1	Adoption of draft Long Term Financial Plan 2017-26
Item 2	General Manager Delegations
Item 3	Community Strategic Plan - End of Term Report 201-2016

10. Reports from the Corporate & Community Committee

1.15.08.01	Cash at Bank and Investments
1.15.08.02	Request for assistance – Uralla Driver Reviver
1.15.08.03	In – Kind Request for assistance – Uralla Thunderbolt Rodeo 2016

11. Reports from the Environment, Development & Infrastructure Committee

2.15.08.01	Works Progress Report to 31 July 2016
2.15.08.02	Works Planning Report August 2016
2.15.08.03	Development Approvals and Refusals for July 2016
2.15.08.04	Heritage Advisory Services Summary – August 2016
2.15.08.05	DA-27-2012-3 S96 (2) Modification of Development Consent. Staged 42 Lot low density residential subdivision – 114 Barleyfields Road Uralla – Applicant – T & S Bower
2.15.08.06	Uralla Development Control Plan 2011 Amendment No 4
2.15.08.07	Tenders for Replacement of Bogie Drive Water Truck, Light Tipper Truck, Smooth Drum Roller and Backhoe Loader

12. Motions on Notice - Nil

13. Schedule of Actions – As at 17/08/2016

14. Confidential Business – Nil

15. Authority to Affix the Common Seal - Nil

16. Meeting Close

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2. CONFIRMATION OF MINUTES

Minutes to be confirmed or received and noted at Council Meeting held on 22 August 2016

- Council Meeting held 25 July 2016 (to be confirmed)
- Council Meeting held 25 July 2016 – Closed Session (to be confirmed)
- Extraordinary Council Meeting held 18 July 2016 (to be confirmed).
- Extraordinary Council Meeting held 18 July 2016 – Closed Session – (to be confirmed).

3. TABLING OF REPORTS & PETITIONS

No reports or petitions to be tabled.

4. URGENT SUPPLEMENTARY & LATE ITEMS OF BUSINESS

No urgent supplementary or late items of business.

5. WRITTEN REPORTS FROM DELEGATES

No reports submitted prior to the Council Meeting.

6. PRESENTATIONS

There are no speakers registered to make a presentation to Council.

7. DEPUTATIONS

There are no speakers registered to make a deputation to Council.

8. MAYORAL MINUTE

There is no Mayoral Minute

9. REPORTS FROM THE GENERAL MANAGER

Department:	Organisational Services – Finance
Submitted by:	Chief Financial Officer
Reference:	Item 1
Subject:	Adoption of draft Long Term Financial Plan 2017-26

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objectives:	4.2 An effective and efficient organisation
Strategy:	4.2.2 Operate in a financially responsible and sustainable manner 4.2.3 Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability
Action:	4.2.2.1 Review, revise and maintain Councils Long Term Financial Plan

SUMMARY:

The purpose of this report is for Council to adopt the draft Long Term Financial Plan.

OFFICER'S RECOMMENDATION:

That Council:

1. **Adopt the draft Long Term Financial Plan 2017-2026;**

BACKGROUND:

In line with the NSW Local Government Integrated Planning and Reporting (IP&R) legislation, Council should update the Long Term Financial Plan every year.

REPORT:

Over the last three months Council has reconstructed the ten year financial plan, integrating it with the current Workforce Management Plan, the 2017 Operational Plan and providing the ability to integrate asset management plans as they are finalised.

COUNCIL IMPLICATIONS:

1. **Community Engagement/ Communication**

N/A

2. **Policy and Regulation**

- NSW Local Government Act (1993);
- NSW Local Government (General) Regulations 2005;
- Integrated Planning and Reporting Guidelines;
- Local Government Code of Accounting Practice and Financial Reporting.

3. **Financial (LTFP)**

This report addresses a new draft Long Term Financial Plan.

4. Asset Management (AMS)

Councils draft Asset Management Strategy and Plans have not been completed at this time.

5. Workforce (WMS)

This report integrates the current Workforce Management Strategy.

6. Legal and Risk Management

This plan has been constructed giving due consideration to Councils strategic and operational risks. Various risk factors have been considered in the development of this long term financial plan.

7. Performance Measures

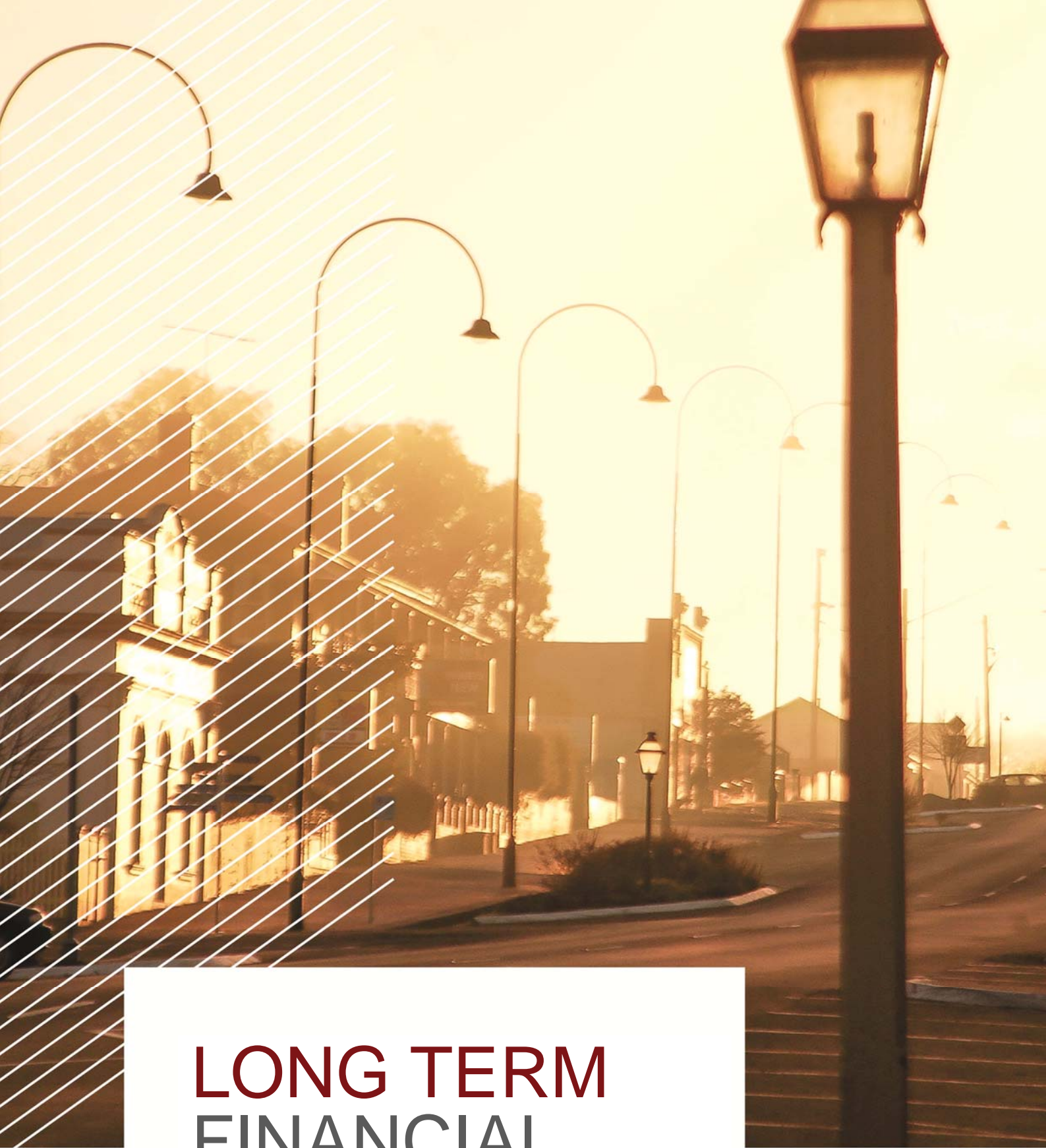
Long Term Financial Plan revised and modelled to meet sustainability criteria

8. Project Management

N/A

George Cowan
Acting General Manager

Prepared by staff member:	Simon Paul
Approved/Reviewed by Manager:	George Cowan
Department:	General Managers Office
Attachments:	A. Draft Long Term Financial Plan 2017-2026



LONG TERM FINANCIAL PLAN

2026



Disclaimer Information

Copyright

Prepared By:

Version:

Version no.	Updated by:	Date:	Nature of changes
1	CFO	4 August 2016	Initial Draft

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Integrated Planning and Reporting Framework

As from 1 July 2011, Uralla Shire Council commenced participation in a new integrated planning and reporting framework for NSW Local Government.



The framework provides for a 10 year Community Strategic Plan, a four year Delivery Program and an annual Operational Plan linked to longer term specific strategic plans collectively referred to as the Resourcing Strategy, it comprises:

- Long Term Financial Plan (10 years);
- Strategic Asset Management Plans (10 years); and
- Workforce Management Plan (4 years).

The Resourcing strategy informs, influences and ultimately reflects Council's Community Strategic Plan which outlines the needs and aspirations of the people of Uralla Shire both now and into the future. Accordingly all of the plans contained within the resourcing strategy provide key input in shaping both the Delivery Program (4 years) and Operational Plans (annual) of Council.

Introduction

This Long Term Financial Plan has been prepared to:

- confirm and communicate Council's financial objectives and forecasts for the planning period to the community and all of Council's stakeholders; and
- guide the preparation of Council's Annual Budget and Delivery Program within the context of long term financial sustainability.

The Plan provides a framework for sustainable financial management balancing our environmental, social, economic and governance objectives whilst delivering services and facilities to the people of the Uralla Shire Council area.

The Plan provides direction for future service planning and is a critical tool in identifying, leveraging and managing Council's key strengths, risks and opportunities with regard to Council's ongoing capacity and long term financial stability. It also provides a prudent and sustainable financial framework for the longer term from which Council will develop its Operating and Delivery Programs.

The plan is not a static document and will be reviewed annually as part of Council's strategic planning and budget process to ensure it remains reflective of the prevailing internal and external environment.

Aim of this plan

- Establish a long term financial direction encompassing appropriate performance measures against which Council's strategies, policies, plans and financial performance can be measured.
- Establish a robust and prudent financial framework, to which strategies can be integrated to achieve planned outcomes.
- Assist in eliminating strategic financial risks and identify Council's financial strengths and opportunities to be leveraged.
- Ensure that Council complies with sound financial management principles, as required by legislation and adopted plans for the long-term financial sustainability of Council.

Background

Like the majority of Councils in NSW, Uralla Council faces a major challenge in funding its ongoing services whilst simultaneously maintaining and replacing its community assets in a manner which maintains their capacity into the future, whilst at the same time ensuring that rates remain at an equitable and affordable level throughout the community.

The combination of increased costs for labour and materials, increasing demand for services, the shifting of costs from other levels of government, together with a legislative cap on revenue generated from rates (rate pegging), all contribute to a challenging financial environment within which to operate. Therefore, at the core of Uralla Shires future financial sustainability will be the ability to adapt and respond to the challenges we face in delivering services more efficiently, providing increased operational productivity and developing opportunities to generate additional revenue sources.

Long Term Financial Planning (LTFP) is vital for informing Council, our community and other stakeholders about the long term financial position and sustainability of our organisation. The aim of our plan is not only to ensure the financial sustainability of Council over the longer term, but also to provide for the appropriate maintenance and replacement of Council's assets into the future.

The long term financial plan will provide (but not be limited to) the following key benefits:

- An indication of the future financial position and performance of Council;
- A projection of the holistic long term costs of decisions to fully inform debate and ultimately strategic decision making;
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels;
- A method to determine the risks in adopting future strategic directions;
- The capability for Council and the community to test the outcomes of scenarios resulting from different policy settings and service levels;
- A mechanism to test the robustness and sensitivity of key assumptions underpinning a range of strategic planning alternatives; and
- A vital contribution to the development of Council's Asset Management Strategy and all of Council's plans.

Current Financial Position

Council's current financial position continues to be moderate with a General fund operating deficit that needs to be rectified in the near term and an unrestricted cash balance that needs to be built up.

The audited Financial Statements at the 30th June 2015 showed cash and investments of \$9.58 million, being made up of Externally Restricted cash reserves (such as Water, Sewer, Domestic Waste, Developer Contributions and unexpended grants) totalling \$5.24 million, Internally Restricted cash reserves totalling \$3.48 million and Unrestricted cash reserves of \$859,000.

The key performance measures upon which council is measured were as follows:

- Operating Performance ratio – -1.94% (should be greater than 0)
- Unrestricted Current Ratio – 2.08:1 (above 1.5:1 is considered healthy)
- Debt Service Cover Ratio – 14.21 (above 2.0 is considered healthy)
- Own Source Operating Revenue Ratio – 53.08% (above 60% is the considered acceptable)
- Rates & Annual Charges Outstanding Ratio – 4.77% (below 10% is considered acceptable)
- Cash Expense Cover Ratio – 7.34 months (above 3 months is considered healthy)

Major Revenue Source

Rating

Income from rates and annual charges forms a considerable part of Council's total overall revenue, equating to 31.33% of total income for the 2014/15 financial year (excluding capital grants and profits on the disposal of assets). Rating income is generated from three rating categories, being residential, business and farmland.

Uralla Council's rate base consists of approximately 2,950 rateable properties which in 2015/16 are estimated to generate general rates of approximately \$3.58 million across the three categories. This income constitutes a significant funding source for the delivery of services to the Uralla Shire community.

Council's rates and annual charges revenue as a proportion of total revenue over the past 5 years were as follows:

Year	%
2015	31.33
2014	30.57
2013	30.26
2012	31.17
2011	29.08

Revenue Strategy

The following items are to be pursued as a strategic means of growing our revenue base ultimately increasing income and reducing the reliance on any one revenue source:

- Review all fees and charges and levels of cost recovery with particular attention to discretionary user fees in non-core service areas;
- Identify and seek additional grant funding;
- Review Council's Borrowing Policy and utilisation of debt;
- Review Council's Investment Policy and cash flow processes;
- Review Council's Section 94 Plans and Policies;
- Investigate opportunities for entrepreneurial activities;
- Identify opportunities to rationalise Council's asset base;
- Review service levels and service delivery methods;
- Investigate options for collaboration and/or resource sharing; and
- Consult the community about a special rate variation.

Financial Planning Strategies

The key objective of the long term financial plan remains the achievement of financial sustainability across the short, medium and longer term whilst still achieving Council's broader vision and community goals.

The financial plan is based on the following key strategies:

Sustainability

- Provide spending on infrastructure renewal to ensure that Council's physical assets are maintained to standards that provide functionality and serviceability.
- Ensure rate increases are equitable and not excessive and that the increase can be justified in a positive and transparent manner.
- Provide a pricing strategy for services based on Council's preferred options for service delivery and subsidisation vs user-pays principles.
- New or expansionary community assets to be funded via property development and s64 and s94 developer contributions.

Liquidity

- Ensure Council has sufficient available cash to meet its debts as and when they fall due.
- Avoid budgets where the liquidity ratios fall below target.
- Utilise loan funds for renewal and replacement capital purposes and to achieve inter-generational equity in the absence of pre-established reserves to fund this expenditure.
- Utilise a range of reserves to smooth cash flow, particularly in relation to large asset classes and unpredictable outlays such as Employee Leave Entitlement, Waste Management, Plant Replacement and Community Care functions.

Key Financial Assumptions

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contained within this plan:

Category	Background	Assumption
Rates	Indexed by estimated rises aligned to future CPI estimates	1.80 to 3.0%
User Charges & Fees	Based on average increase to Council's major operating inputs	1.80 to 3.0%
Interest & Investment Revenue	Average estimated return from prevailing market	1.8 to 4.3%
Grants and Contributions - Operating	Based on estimated rises aligned to future CPI estimates	2.0 to 3.0%
Grants and Contributions - Capital	Based on estimated rises aligned to future CPI estimates	2.0 to 3.0%
Employee Costs	Already established award conditions or estimated wage price index	2.8 to 3.5%
Superannuation	Already established award conditions or estimated wage price index	2.8 to 3.50%
Materials & Contracts	Indexed by estimated rises aligned to future CPI estimates	2.0 to 3.0%
Borrowing Costs	Based on average long term rates and current market quotes	3.83 to 5.38%

- Uralla Shires population has been forecast to continue to grow at a rate of 0.24% per annum over the period of this plan with an implied dwelling increase of 100 over the next ten years. This assumption is based on annual growth rates estimated by the NSW Department of Planning and Environment.
- Salary increases have been determined based on already adopted award increases for the first year of the plan and an estimated increase of between 2.8 and 3.50% for the remainder.

Financial Performance Measures

Council measures its financial performance reporting in accordance with the Statement of Performance Measures contained within Note 13 of the Local Government Code of Accounting Practice and Financial Reporting.

Council will review the long term financial Plan each year as part of the development of the next annual Operating Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made compared with the actual results. The outcome will be used to improve the accuracy of the LTFP over the longer term. The major indicators include:

Measure	What it measures	Target	Calculation
Operating Performance Ratio	Council's ability to keep operating expenditure at a level below operating revenue.	>0	Operating revenue- Operating expense/Total Operating Revenue
Debt Service Ratio	The impact that loan principal and interest repayments have on the annual discretionary revenue of Council.	<7%	Debt Service costs/Income from continuing operations less capital income
Rates Coverage Ratio	The degree of dependence upon revenue from rates and charges and to assess the security of Council's income.	35 to 40%	Rates and Annual Charges/ Revenue from continuing operations
Rates & Charges Outstanding percentage	The impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery policy and efforts.	<6.5%	Outstanding rates and annual charges/Revenue from rates and annual charges collectible
Asset Renewals Ratio	Assess Council's ability to renew its Infrastructure assets compared with the consumption (depreciation) of those assets.	100%	Value of asset renewals/Depreciation expense for the assets

Financial Plan Scenarios

In developing the long term financial plan, three scenarios have been established to model Council's financial performance and position over the next 10 years. The scenarios are structured as 'layers' where each layer relates to the taking of a more progressive position. The layers are cumulative, so each layer incorporates the assumptions and outcomes of each of the previous layers. The layers are structured as follows:

1. Conservative scenario
2. Planned scenario
3. Optimistic scenario

The scenarios have been informed by prior year asset management costs, known future projects and estimates based on these numbers. No connection has been made with draft Asset Management Plans as these have not yet been finalised or fully costed. Consideration has been given to Council's current Workforce Plan.

1. Conservative Scenario

This scenario is based on rate growth being limited to the rate pegging percentage as determined by IPART without any variation whilst simultaneously attempting to address Council's asset renewal and replacement backlog and increased asset maintenance spending to levels required to ensure assets meet expected performance levels and their planned lifecycle. This scenario indicates the revenue deficiency that Council faces in terms of sufficiently maintaining assets to required levels and alleviating the pre-existing asset renewal backlog.

The projected General Fund net operating result before grants and contributions provided for capital purposes at the end of the 10 year period would be a deficit of \$9.95 million. The cash flow result for the General Fund over the 10 year plan also shows a deficit of \$0.56 million but this is achieved after borrowing \$10 million over the last nine years of the plan. This result clearly outlines the difficult position Council faces in aligning current service levels, asset maintenance and improvement with current income levels, especially rates income. Note: The net operating result before grants and contributions provided for capital purposes is the better measure for income statement purposes because it is assumed that the capital grant will be spent on capital expenditure.

This scenario clearly indicates that this is not a suitable or sustainable position and would in fact require either a significant reduction in levels of service or discontinuation of services or significant borrowings in order to establish a balanced budget.

2. Planned Scenario

This scenario includes an efficiency program in the amount of \$125,000 p.a. indexed to inflation for the full ten year plan. This means that a program to obtain an indexed \$125,000 reduction in expenditure will take place beginning in the 2016/17 financial year.

The projected General Fund net operating result before grants and contributions provided for capital purposes at the end of the 10 year period for this scenario would be a deficit of \$8.47 million. The cash flow result for the General Fund over the 10 year plan also shows a deficit of \$0.6 million but this is achieved after borrowing \$8.3 million over the last nine years of the plan. This result continues to highlight the need for further action to bring the budget back to surplus.

This scenario also indicates that this is not a suitable or sustainable position and shows that Council still requires either a significant reduction in levels of service or discontinuation of services or significant borrowings in order to establish a balanced budget.

3. Optimistic Scenario

This scenario is proposed as Council's preferential option and the first step toward addressing the Council's long term infrastructure needs and sustainability for the Council as a whole. This scenario includes the imposition of a Special Rate Variation – Continuing under s.508 (2) of the Local Government Act, for General fund of 23% (25.25% total increase) in the 2017/18 financial year. Council could also consider three consecutive increases of 8% from 2017/18 to 2019/20 which would result in a smaller profit and cash flow but would enable implementation of the rate increase over an extended period.

Under the optimistic scenario, the projected General Fund net operating result before grants and contributions provided for capital purposes at the end of the 10 year period would be a surplus of \$1.39 million. The cash flow result for the General Fund over the 10 year plan also shows a surplus of \$0.45 million. Using the three rate increases of 8% results in a net operating surplus of \$1.3 million and a cash flow surplus of \$0.37 million.

Sensitivity Analysis/Risk Assessment

The LTFP 2026 is a continuation of Councils previous long term financial plan under the new Integrated Planning and Reporting Framework requirements. However, it should be noted that all of Councils reconstructed Resourcing Strategy plans are still being finalised. None of the actual projections for any of the twelve asset management plans have been integrated into this ten year plan. Capital expenditure and maintenance projections in this plan have been based on historical information and some more accurate estimates for the first year of this plan. For example, preliminary indications show that there is still a significant shortfall between projected expenditure in this plan and the required expenditure on maintenance and capital for all roads and bridges.

The following risk factors have been considered in the development of this long term financial plan and whilst some factors would only have a minor impact on the projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructure renewal, replacement and significant on-going asset maintenance being inaccurate;
- Rates increase being lower than anticipated;
- Construction costs being higher than anticipated;
- Utility expenses being higher than estimated;
- Significant fluctuations in the rate of return for investments;
- Workers compensation insurance costs;
- Further spikes in the payments required to the Defined Benefit Superannuation scheme;
- Award determined staff related expenses increasing more than anticipated.

There are also external factors beyond the influence of Council which could also impact on the model, including:

- Further cost shifting from other levels of Government;
- Freezes to the indexation of recurrent operating grants;
- Changes to the taxation regime;
- Changes to the superannuation guarantee legislation;
- Forced amalgamation of Councils;
- Natural Disasters.

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
CONSOLIDATED												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	5,367,000	5,650,838	5,927,262	6,081,069	6,254,052	6,431,880	6,620,405	6,820,263	7,026,079	7,244,274	7,475,610	7,720,913
User Charges & Fees	6,451,000	5,167,408	7,954,579	8,135,068	8,339,991	8,550,071	8,773,992	9,012,550	9,257,592	9,518,551	9,796,378	10,092,112
Interest & Investment Revenue	236,000	401,977	316,450	256,849	264,978	274,867	337,839	393,700	433,155	492,472	541,471	598,383
Other Revenues	771,000	1,090,187	597,588	481,181	493,210	505,538	518,683	532,692	547,078	562,400	578,712	596,075
Grants & Contributions Provided for Operating Purposes	4,306,000	5,513,240	4,585,218	4,505,164	4,166,814	4,271,285	4,382,649	4,501,301	4,623,164	4,752,945	4,891,127	5,038,215
Grants & Contributions Provided for Capital Purposes	4,152,000	2,210,547	507,840	179,960	184,459	189,070	193,986	199,224	204,603	210,332	216,432	222,925
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	21,283,000	20,034,197	19,888,937	19,639,291	19,703,504	20,222,711	20,827,554	21,459,730	22,091,671	22,780,974	23,499,730	24,268,623
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	7,808,000	8,824,755	8,947,778	9,257,844	9,729,964	10,070,514	10,412,914	10,761,745	11,116,884	11,483,741	11,862,702	12,254,174
Borrowing Costs	124,000	228,912	148,763	149,519	136,430	122,921	149,095	184,993	203,079	242,798	282,201	331,842
Materials & Contracts	4,587,000	3,711,700	4,751,910	4,477,308	4,589,255	4,703,973	4,888,157	4,947,937	5,081,533	5,223,815	5,449,060	5,536,554
Depreciation & Amortisation	3,533,000	3,557,487	3,587,636	3,659,388	3,732,578	3,807,228	3,883,370	3,961,037	4,040,255	4,121,063	4,203,487	4,287,561
Impairment	0	0										
Other Expenses	1,411,000	2,109,030	1,699,514	1,663,257	1,704,909	1,747,601	1,793,152	1,841,683	1,891,506	1,944,624	2,001,170	2,061,369
Net Losses from the Disposal of Assets	56,000											
Total Expenses from Continuing Operations	17,519,000	18,431,884	19,135,601	19,207,316	19,893,136	20,452,237	21,126,688	21,697,395	22,333,257	23,016,041	23,798,620	24,471,500
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	3,764,000	1,602,313	753,336	431,975	-189,632	-229,526	-299,134	-237,665	-241,586	-235,067	-298,890	-202,877
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	-388,000	-608,234	245,496	252,015	-374,091	-418,596	-493,120	-436,889	-446,189	-445,399	-515,322	-425,802

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	4,437,000	4,669,483	4,939,690	5,067,853	5,211,996	5,360,176	5,517,220	5,683,652	5,855,042	6,036,685	6,229,211	6,433,302
User Charges & Fees	3,687,000	2,447,658	4,255,019	4,350,776	4,459,563	4,571,066	4,689,924	4,816,562	4,946,617	5,085,126	5,232,593	5,389,564
Interest & Investment Revenue	68,000	267,977	129,075	111,283	115,145	105,963	129,120	146,811	164,629	192,117	214,206	241,484
Other Revenues	540,000	1,024,687	584,088	467,377	479,061	491,036	503,804	517,410	531,383	546,265	562,109	578,974
Grants & Contributions Provided for Operating Purposes	4,276,000	5,482,990	4,553,813	4,473,053	4,133,900	4,237,548	4,348,035	4,465,752	4,586,655	4,715,414	4,852,507	4,998,436
Grants & Contributions Provided for Capital Purposes	4,152,000	2,210,547	507,840	179,960	184,459	189,070	193,986	199,224	204,603	210,332	216,432	222,925
<i>Other Income</i>												
Net Gains from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
Net Share of Interests in Joint Ventures & Associates Using the Equity Method	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	17,160,000	16,103,342	14,969,525	14,650,302	14,584,124	14,954,859	15,382,089	15,829,411	16,288,929	16,785,938	17,307,057	17,864,685
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	5,597,000	6,881,121	6,788,325	7,039,006	7,439,013	7,699,380	7,961,161	8,227,858	8,499,379	8,779,859	9,069,593	9,368,893
Borrowing Costs	106,000	224,698	144,820	145,850	133,054	119,848	146,363	182,616	201,080	241,198	281,036	331,136
Materials & Contracts	3,672,000	3,110,827	3,919,157	3,779,128	3,873,617	3,970,444	4,135,853	4,175,622	4,288,364	4,408,437	4,610,034	4,672,360
Depreciation & Amortisation	3,015,000	3,037,051	3,065,836	3,127,152	3,189,698	3,253,490	3,318,558	3,384,928	3,452,624	3,521,679	3,592,116	3,663,963
Impairment												
Other Expenses	1,348,000	1,657,170	769,348	713,554	734,317	755,654	778,974	804,357	830,497	858,948	889,793	923,206
Net Losses from the Disposal of Assets	56,000	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	13,794,000	14,910,867	14,687,486	14,804,690	15,369,699	15,798,816	16,340,909	16,775,381	17,271,944	17,810,121	18,442,572	18,959,558
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	3,366,000	1,192,475	282,039	-154,388	-785,575	-843,957	-958,820	-945,970	-983,015	-1,024,183	-1,135,515	-1,094,873
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	-786,000	-1,018,072	-225,801	-334,348	-970,034	-1,033,027	-1,152,806	-1,145,194	-1,187,618	-1,234,515	-1,351,947	-1,317,798

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
WATER FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	388,000	404,584	411,197	421,875	433,883	446,227	459,292	473,121	487,361	502,435	518,393	535,291
User Charges & Fees	516,000	543,000	518,000	531,146	545,953	561,168	577,366	594,605	612,354	631,242	651,340	672,728
Interest & Investment Revenue	49,000	31,000	59,546	53,413	50,737	57,882	72,384	87,267	96,969	110,887	123,369	137,286
Other Revenues	0	1,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	17,000	16,500	17,930	18,333	18,792	19,262	19,763	20,297	20,845	21,428	22,050	22,712
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	970,000	996,084	1,006,673	1,024,767	1,049,365	1,084,539	1,128,805	1,175,290	1,217,529	1,265,992	1,315,152	1,368,017
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	313,000	215,116	137,863	141,654	146,258	151,377	156,524	161,768	167,106	172,620	178,316	184,200
Borrowing Costs	0		0	0	0	0	0	0	0	0	0	0
Materials & Contracts	245,000	245,479	217,250	171,043	175,324	179,706	184,198	188,988	194,092	199,526	205,314	211,472
Depreciation & Amortisation	215,000	216,715	218,600	222,972	227,431	231,980	236,620	241,353	246,180	251,103	256,125	261,247
Impairment	0	0										
Other Expenses		77,281	271,210	276,897	282,973	289,180	295,642	302,368	309,246	316,407	323,864	331,632
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	773,000	754,591	844,922	812,566	831,986	852,243	872,984	894,477	916,624	939,656	963,619	988,551
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	197,000	241,493	161,750	212,201	217,379	232,296	255,821	280,813	300,905	326,336	351,533	379,466
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	197,000	241,493	161,750	212,201	217,379	232,296	255,821	280,813	300,905	326,336	351,533	379,466

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
SEWER FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	542,000	576,771	576,375	591,341	608,173	625,477	643,893	663,490	683,676	705,154	728,006	752,320
User Charges & Fees	30,000	16,750	10,000	10,226	10,482	10,744	11,024	11,322	11,628	11,954	12,300	12,670
Interest & Investment Revenue	45,000	33,000	50,112	33,043	37,429	44,866	59,897	74,771	84,026	97,289	108,934	121,811
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	13,000	13,750	13,475	13,778	14,122	14,475	14,851	15,252	15,664	16,103	16,570	17,067
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	630,000	640,271	649,962	648,388	670,206	695,562	729,665	764,835	794,994	830,500	865,810	903,868
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	260,000	159,842	127,258	130,757	135,007	139,732	144,483	149,323	154,251	159,341	164,599	170,031
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	149,000	76,001	101,150	52,328	53,636	54,978	56,352	57,817	59,378	61,041	62,810	64,694
Depreciation & Amortisation	202,000	202,500	202,000	206,040	210,161	214,365	218,652	223,025	227,485	232,035	236,676	241,410
Impairment	0											
Other Expenses		73,273	175,650	179,367	183,365	187,454	191,723	196,179	200,740	205,503	210,479	215,677
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	611,000	511,616	606,058	568,492	582,169	596,529	611,210	626,344	641,854	657,920	674,564	691,812
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	19,000	128,655	43,904	79,896	88,037	99,033	118,455	138,491	153,140	172,580	191,246	212,056
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	19,000	128,655	43,904	79,896	88,037	99,033	118,455	138,491	153,140	172,580	191,246	212,056

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
McMAUGH GARDENS FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	2,218,000	2,160,000	3,171,560	3,242,920	3,323,993	3,407,093	3,495,678	3,590,061	3,686,993	3,790,229	3,900,145	4,017,150
Interest & Investment Revenue	74,000	70,000	77,718	59,111	61,667	66,156	76,439	84,851	87,532	92,180	94,963	97,802
Other Revenues	231,000	64,500	13,500	13,804	14,149	14,502	14,879	15,282	15,695	16,135	16,603	17,101
Grants & Contributions Provided for Operating Purposes	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	2,523,000	2,294,500	3,262,777	3,315,835	3,399,809	3,487,751	3,586,996	3,690,194	3,790,220	3,898,544	4,011,711	4,132,053
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	1,638,000	1,568,676	1,894,333	1,946,427	2,009,686	2,080,025	2,150,746	2,222,796	2,296,148	2,371,921	2,450,194	2,531,050
Borrowing Costs	18,000	4,214	3,943	3,669	3,376	3,073	2,732	2,377	1,999	1,600	1,165	706
Materials & Contracts	521,000	279,393	514,353	474,809	486,678	498,845	511,754	525,510	539,699	554,811	570,902	588,028
Depreciation & Amortisation	101,000	101,221	101,200	103,224	105,288	107,393	109,540	111,731	113,966	116,246	118,570	120,941
Impairment												
Other Expenses	63,000	301,306	483,306	493,439	504,254	515,313	526,813	538,779	551,023	563,766	577,034	590,854
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	2,341,000	2,254,810	2,997,134	3,021,568	3,109,282	3,204,649	3,301,585	3,401,193	3,502,835	3,608,344	3,717,865	3,831,579
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	182,000	39,690	265,643	294,267	290,527	283,102	285,411	289,001	287,385	290,200	293,846	300,474
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	182,000	39,690	265,643	294,267	290,527	283,102	285,411	289,001	287,385	290,200	293,846	300,474

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
CONSOLIDATED												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	7,175,000	5,867,464	6,163,115	6,366,988	7,162,879	8,298,168	8,885,762	9,660,099	10,625,093	11,526,962	12,569,250	13,720,665
Investments	2,405,000	2,405,000	1,605,000	1,405,000	405,000	-	-	-	-	-	-	-
Receivables	1,335,000	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561
Inventories	187,000	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796
Other	19,000	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,121,000	10,434,642	9,930,293	9,934,166	9,730,057	10,460,346	11,047,940	11,822,277	12,787,271	13,689,140	14,731,428	15,882,843
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	350,000	320,718	290,411	259,043	226,578	192,976	158,198	122,203	84,948	46,389
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	228,107,000	230,784,861	231,840,633	232,055,379	231,848,814	231,664,357	231,503,561	231,370,155	231,266,844	231,198,241	231,169,272	231,185,200
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	228,107,000	230,784,861	232,190,633	232,376,097	232,139,225	231,923,400	231,730,139	231,563,131	231,425,042	231,320,444	231,254,220	231,231,589
TOTAL ASSETS	239,228,000	241,219,503	242,120,926	242,310,263	241,869,282	242,383,746	242,778,079	243,385,408	244,212,313	245,009,584	245,985,648	247,114,432
LIABILITIES												
<i>Current Liabilities</i>												
Payables	3,874,000	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953
Borrowings	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000
Provisions	2,387,000	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716
Total Current Liabilities	6,379,000	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,121,000	3,451,996	3,600,083	3,357,445	3,106,096	3,850,086	4,543,553	5,388,547	6,457,037	7,489,376	8,764,330	10,095,991
Provisions	916,000	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525
Total Non-Current Liabilities	4,037,000	4,377,521	4,525,608	4,282,970	4,031,621	4,775,611	5,469,078	6,314,072	7,382,562	8,414,901	9,689,855	11,021,516
TOTAL LIABILITIES	10,416,000	10,805,190	10,953,277	10,710,639	10,459,290	11,203,280	11,896,747	12,741,741	13,810,231	14,842,570	16,117,524	17,449,185
Net Assets	228,812,000	230,414,313	231,167,649	231,599,624	231,409,992	231,180,466	230,881,332	230,643,667	230,402,082	230,167,014	229,868,124	229,665,247
EQUITY												
Retained Earnings	68,014,000	69,616,313	70,369,649	70,801,624	70,611,992	70,382,466	70,083,332	69,845,667	69,604,082	69,369,014	69,070,124	68,867,247
Revaluation Reserves	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000
<i>Council Equity Interest</i>	228,812,000	230,414,313	231,167,649	231,599,624	231,409,992	231,180,466	230,881,332	230,643,667	230,402,082	230,167,014	229,868,124	229,665,247
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	228,812,000	230,414,313	231,167,649	231,599,624	231,409,992	231,180,466	230,881,332	230,643,667	230,402,082	230,167,014	229,868,124	229,665,247

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,409,000	628,822	650,508	84,301	98,491	431,543	169,622	44,201	75,131	5,457	6,684	72,953
Investments	2,405,000	2,405,000	1,605,000	1,405,000	405,000	-	-	-	-	-	-	-
Receivables	1,101,000	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561
Inventories	187,000	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796
Other	19,000	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,121,000	4,962,000	4,183,686	3,417,479	2,431,669	2,359,721	2,097,800	1,972,379	2,003,309	1,922,721	1,934,862	2,001,131
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	198,253,000	200,993,665	202,206,237	202,579,824	202,533,409	202,510,392	202,512,303	202,542,446	202,603,067	202,698,286	202,832,495	203,010,383
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	198,253,000	200,993,665	202,206,237	202,579,824	202,533,409	202,510,392	202,512,303	202,542,446	202,603,067	202,698,286	202,832,495	203,010,383
TOTAL ASSETS	204,374,000	205,955,665	206,389,923	205,997,303	204,965,078	204,870,113	204,610,103	204,514,825	204,606,376	204,621,007	204,767,357	205,011,514
LIABILITIES												
<i>Current Liabilities</i>												
Payables	1,694,000	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953
Borrowings	118,000	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139
Provisions	2,387,000	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716
Total Current Liabilities	4,199,000	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,058,000	3,392,857	3,545,076	3,306,844	3,060,194	3,809,186	4,507,996	5,358,688	6,433,254	7,472,068	8,753,932	10,092,962
Provisions	916,000	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525
Total Non-Current Liabilities	3,974,000	4,318,382	4,470,601	4,232,369	3,985,719	4,734,711	5,433,521	6,284,213	7,358,779	8,397,593	9,679,457	11,018,487
TOTAL LIABILITIES	8,173,000	8,562,190	8,714,409	8,476,177	8,229,527	8,978,519	9,677,329	10,528,021	11,602,587	12,641,401	13,923,265	15,262,295
Net Assets	196,201,000	197,393,475	197,675,514	197,521,126	196,735,551	195,891,594	194,932,774	193,986,804	193,003,789	191,979,606	190,844,092	189,749,219
EQUITY												
Retained Earnings	51,386,000	52,578,475	52,860,514	52,706,126	51,920,551	51,076,594	50,117,774	49,171,804	48,188,789	47,164,606	46,029,092	44,934,219
Revaluation Reserves	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000
<i>Council Equity Interest</i>	196,201,000	197,393,475	197,675,514	197,521,126	196,735,551	195,891,594	194,932,774	193,986,804	193,003,789	191,979,606	190,844,092	189,749,219
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	196,201,000	197,393,475	197,675,514	197,521,126	196,735,551	195,891,594	194,932,774	193,986,804	193,003,789	191,979,606	190,844,092	189,749,219

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
WATER												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,559,000	1,856,208	1,656,558	1,885,723	2,119,667	2,368,110	2,639,633	2,935,431	3,250,305	3,589,275	3,951,765	4,340,142
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,757,000	2,054,208	1,854,558	2,083,723	2,317,667	2,566,110	2,837,633	3,133,431	3,448,305	3,787,275	4,149,765	4,538,142
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	350,000	320,718	290,411	259,043	226,578	192,976	158,198	122,203	84,948	46,389	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,557,000	18,501,285	18,512,685	18,525,003	18,538,745	18,553,967	18,570,729	18,589,346	18,610,155	18,633,516	18,659,814	18,689,462
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,557,000	18,501,285	18,862,685	18,845,721	18,829,156	18,813,010	18,797,307	18,782,322	18,768,353	18,755,719	18,744,762	18,735,851
TOTAL ASSETS	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
LIABILITIES												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
EQUITY												
Retained Earnings	8,693,000	8,934,493	9,096,243	9,308,444	9,525,823	9,758,120	10,013,940	10,294,753	10,595,658	10,921,994	11,273,527	11,652,993
Revaluation Reserves	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000
<i>Council Equity Interest</i>	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
SEWER												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,485,000	1,713,155	1,854,059	2,032,580	2,220,678	2,421,223	2,642,656	2,885,490	3,144,229	3,423,546	3,722,535	4,043,200
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,521,000	1,749,155	1,890,059	2,068,580	2,256,678	2,457,223	2,678,656	2,921,490	3,180,229	3,459,546	3,758,535	4,079,200
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	6,554,000	6,454,500	6,357,500	6,258,875	6,158,814	6,057,302	5,954,324	5,849,981	5,744,382	5,637,646	5,529,903	5,421,294
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	6,554,000	6,454,500	6,357,500	6,258,875	6,158,814	6,057,302	5,954,324	5,849,981	5,744,382	5,637,646	5,529,903	5,421,294
TOTAL ASSETS	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
LIABILITIES												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
EQUITY												
Retained Earnings	5,336,000	5,464,655	5,508,559	5,588,455	5,676,492	5,775,525	5,893,980	6,032,471	6,185,611	6,358,192	6,549,438	6,761,494
Revaluation Reserves	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000
Council Equity Interest	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
McMAUGH GARDENS												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,743,000	4,835,411	4,764,211	4,691,677	4,617,846	4,542,696	4,466,205	4,388,382	4,309,240	4,228,793	4,147,060	4,064,061
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,743,000	4,835,411	4,764,211	4,691,677	4,617,846	4,542,696	4,466,205	4,388,382	4,309,240	4,228,793	4,147,060	4,064,061
TOTAL ASSETS	6,465,000	6,504,690	6,766,201	7,056,061	7,341,889	7,619,988	7,900,056	8,183,358	8,464,667	8,748,391	9,035,327	9,328,431
LIABILITIES												
<i>Current Liabilities</i>												
Payables	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000
Borrowings	-	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,180,000	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	63,000	59,139	55,007	50,601	45,902	40,900	35,557	29,859	23,783	17,308	10,398	3,029
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	63,000	59,139	55,007	50,601	45,902	40,900	35,557	29,859	23,783	17,308	10,398	3,029
TOTAL LIABILITIES	2,243,000	2,243,000	2,238,868	2,234,462	2,229,763	2,224,761	2,219,418	2,213,720	2,207,644	2,201,169	2,194,259	2,186,890
Net Assets	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541
EQUITY												
Retained Earnings	2,599,000	2,638,690	2,904,333	3,198,599	3,489,126	3,772,227	4,057,638	4,346,638	4,634,023	4,924,222	5,218,068	5,518,541
Revaluation Reserves	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000
Council Equity Interest	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541

**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

Scenario 1 - Conservative

CONSOLIDATED FUNDS

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	5,398,000	5,640,841	5,927,262	6,081,069	6,254,052	6,431,880	6,620,405	6,820,263	7,026,079	7,244,274	7,475,610	7,720,913
User Charges & Fees	6,710,000	5,162,802	7,954,579	8,135,068	8,339,991	8,550,071	8,773,992	9,012,550	9,257,592	9,518,551	9,796,378	10,092,112
Interest & Investment Revenue Received	239,000	394,039	316,450	256,849	264,978	274,867	337,839	393,700	433,155	492,472	541,471	598,383
Grants & Contributions	8,493,000	7,726,855	5,093,058	4,685,124	4,351,273	4,460,355	4,576,635	4,700,525	4,827,767	4,963,277	5,107,559	5,261,140
Bonds & Deposits Received												
Other	2,550,000	579,805	597,588	481,181	493,210	505,538	518,683	532,692	547,078	562,400	578,712	596,075

Payments

Employee Benefits & On-Costs	(8,275,000)	(8,876,157)	(8,947,778)	(9,257,844)	(9,729,964)	(10,070,514)	(10,412,914)	(10,761,745)	(11,116,884)	(11,483,741)	(11,862,702)	(12,254,174)
Materials & Contracts	(4,283,000)	(3,693,454)	(4,751,910)	(4,477,308)	(4,589,255)	(4,703,973)	(4,888,157)	(4,947,937)	(5,081,533)	(5,223,815)	(5,449,060)	(5,536,554)
Borrowing Costs	(121,000)	(228,912)	(148,763)	(149,519)	(136,430)	(122,921)	(149,095)	(184,993)	(203,079)	(242,798)	(282,201)	(331,842)
Other	(1,973,000)	(2,109,003)	(1,699,514)	(1,663,257)	(1,704,909)	(1,747,601)	(1,793,152)	(1,841,683)	(1,891,506)	(1,944,624)	(2,001,170)	(2,061,369)

Net Cash Provided (or used in) Operating Activities

	8,738,000	4,596,816	4,340,972	4,091,363	3,542,946	3,577,702	3,584,236	3,723,372	3,798,669	3,885,996	3,904,597	4,084,684
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities	1,000,000		800,000	200,000	1,000,000	405,000	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	241,000	365,000	60,000	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298	71,704

Payments

Purchase of Investment Securities	(2,405,000)		0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(7,921,000)	(6,600,348)	(4,703,408)	(3,935,334)	(3,588,437)	(3,686,443)	(3,787,519)	(3,893,875)	(4,004,513)	(4,121,380)	(4,244,816)	(4,375,193)

Net Cash Provided (or used in) Investing Activities

	(9,085,000)	(6,235,348)	(3,843,408)	(3,674,134)	(2,526,013)	(3,217,771)	(3,722,574)	(3,827,631)	(3,936,944)	(4,052,460)	(4,174,518)	(4,303,489)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances	2,000,000	500,000	350,000	29,282	30,307	1,031,368	1,032,465	1,233,602	1,534,778	1,535,995	1,837,255	2,038,559
Proceeds from Retirement Home Contributions	698,000											
Other Financing Activity Receipts												

Payments

Repayment of Borrowings & Advances	(110,000)	(169,004)	(201,913)	(242,638)	(251,349)	(256,010)	(306,533)	(355,006)	(431,510)	(467,661)	(525,046)	(668,339)
Repayment of Retirement Home Contributions	(896,000)											
Other Financing Activity Payments			(350,000)	0	0	0	0	0	0	0	0	0

Net Cash Flow Provided (Used in) Financing Activities

	1,692,000	330,996	(201,913)	(213,356)	(221,042)	775,358	725,932	878,596	1,103,268	1,068,334	1,312,209	1,370,220
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Net Increase/(Decrease) in Cash & Cash Equivalents

	1,345,000	(1,307,536)	295,651	203,873	795,891	1,135,289	587,594	774,337	964,993	901,870	1,042,288	1,151,415
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	5,830,000	7,175,000	5,867,464	6,163,115	6,366,988	7,162,879	8,298,168	8,885,762	9,660,099	10,625,093	11,526,962	12,569,250
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Cash & Cash Equivalents - End of the Year

	7,175,000	5,867,464	6,163,115	6,366,988	7,162,879	8,298,168	8,885,762	9,660,099	10,625,093	11,526,962	12,569,250	13,720,665
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plus: Investments - End of the Year

	2,405,000	2,405,000	1,605,000	1,405,000	405,000	0	0	0	0	0	0	0
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Total Cash, Cash Equivalents & Investments - End of Year

	9,580,000	8,272,464	7,768,115	7,771,988	7,567,879	8,298,168	8,885,762	9,660,099	10,625,093	11,526,962	12,569,250	13,720,665
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Representing:

External Restrictions	6,565,000	7,372,500	7,353,487	7,771,988	7,567,880	8,298,168	8,885,762	9,660,099	10,495,478	11,169,083	11,889,253	12,660,651
Internal Restrictions	3,015,000	899,964	414,628	0	(0)	0	(0)	0	129,615	357,879	679,997	1,060,014
Unrestricted	0	0	0	0	0	0	0	0	0	0	0	0

URALLA SHIRE COUNCIL

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	9,580,000	8,272,464	7,768,115	7,771,988	7,567,880	8,298,169	8,885,762	9,660,099	10,625,093	11,526,963	12,569,250	13,720,665
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**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 1 - Conservative											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL FUND												
Cash Flows from Operating Activities												
<i>Receipts</i>												
Rates & Annual Charges	4,468,000	4,659,486	4,939,690	5,067,853	5,211,996	5,360,176	5,517,220	5,683,652	5,855,042	6,036,685	6,229,211	6,433,302
User Charges & Fees	3,946,000	2,443,052	4,255,019	4,350,776	4,459,563	4,571,066	4,689,924	4,816,562	4,946,617	5,085,126	5,232,593	5,389,564
Interest & Investment Revenue Received	71,000	260,039	129,075	111,283	115,145	105,963	129,120	146,811	164,629	192,117	214,206	241,484
Grants & Contributions	8,463,000	7,696,605	5,061,653	4,653,013	4,318,359	4,426,618	4,542,021	4,664,976	4,791,258	4,925,746	5,068,939	5,221,361
Bonds & Deposits Received												
Other	2,319,000	514,305	584,088	467,377	479,061	491,036	503,804	517,410	531,383	546,265	562,109	578,974
<i>Payments</i>												
Employee Benefits & On-Costs	(6,064,000)	(6,932,523)	(6,788,325)	(7,039,006)	(7,439,013)	(7,699,380)	(7,961,161)	(8,227,858)	(8,499,379)	(8,779,859)	(9,069,593)	(9,368,893)
Materials & Contracts	(3,368,000)	(3,092,581)	(3,919,157)	(3,779,128)	(3,873,617)	(3,970,444)	(4,135,853)	(4,175,622)	(4,288,364)	(4,408,437)	(4,610,034)	(4,672,360)
Borrowing Costs	(103,000)	(224,698)	(144,820)	(145,850)	(133,054)	(119,848)	(146,363)	(182,616)	(201,080)	(241,198)	(281,036)	(331,136)
Bonds & Deposits Refunded												
Other	(1,910,000)	(1,657,143)	(769,348)	(713,554)	(734,317)	(755,654)	(778,974)	(804,357)	(830,497)	(858,948)	(889,793)	(923,206)
Net Cash Provided (or used in) Operating Activities	7,822,000	3,666,542	3,347,875	2,972,764	2,404,123	2,409,533	2,359,738	2,438,958	2,469,609	2,497,496	2,456,601	2,569,090
Cash Flows from Investing Activities												
<i>Receipts</i>												
Sale of Investment Securities	1,000,000	0	800,000	200,000	1,000,000	405,000	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	241,000	365,000	60,000	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298	71,704
<i>Payments</i>												
Purchase of Investment Securities	(2,405,000)	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(7,776,793)	(6,142,716)	(4,338,408)	(3,561,939)	(3,205,707)	(3,294,145)	(3,385,414)	(3,481,315)	(3,580,814)	(3,685,818)	(3,796,623)	(3,913,555)
Net Cash Provided (or used in) Investing Activities	(8,940,793)	(5,777,716)	(3,478,408)	(3,300,739)	(2,143,283)	(2,825,473)	(3,320,469)	(3,415,071)	(3,513,245)	(3,616,898)	(3,726,325)	(3,841,851)
Cash Flows from Financing Activities												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	2,000,000	500,000	350,000			1,000,000	1,000,000	1,200,000	1,500,000	1,500,000	1,800,000	2,000,000
Proceeds from Retirement Home Contributions	698,000	0										
Other Financing Activity Receipts	0	(3,861)										
<i>Payments</i>												
Repayment of Borrowings & Advances	(106,327)	(165,143)	(197,781)	(238,232)	(246,650)	(251,008)	(301,190)	(349,308)	(425,434)	(461,186)	(518,136)	(660,970)
Repayment of Retirement Home Contributions	(896,000)	0										
Other Financing Activity Payments	0	0										
Net Cash Flow Provided (Used in) Financing Activities	1,695,673	330,996	152,219	(238,232)	(246,650)	748,992	698,810	850,692	1,074,566	1,038,814	1,281,864	1,339,030
Net Increase/(Decrease) in Cash & Cash Equivalents	576,880	(1,780,178)	21,686	(566,207)	14,190	333,052	(261,921)	(125,421)	30,930	(80,588)	12,140	66,269
Plus: Cash, Cash Equivalents & Investments - Beginning of Year	1,832,120	2,409,000	628,822	650,508	84,301	98,491	431,543	169,622	44,201	75,131	(5,457)	6,684
Cash & Cash Equivalents - End of the Year	2,409,000	628,822	650,508	84,301	98,491	431,543	169,622	44,201	75,131	(5,457)	6,684	72,953
plus: Investments - End of the Year	2,405,000	2,405,000	1,605,000	1,405,000	405,000	0	0	0	0	0	0	0
Total Cash, Cash Equivalents & Investments - End of Year	4,814,000	3,033,822	2,255,508	1,489,301	503,491	431,543	169,622	44,201	75,131	(5,457)	6,684	72,953

URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017

WATER FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	388,000	404,584	411,197	421,875	433,883	446,227	459,292	473,121	487,361	502,435	518,393	535,291
User Charges & Fees	516,000	543,000	518,000	531,146	545,953	561,168	577,366	594,605	612,354	631,242	651,340	672,728
Interest & Investment Revenue Received	49,000	31,000	59,546	53,413	50,737	57,882	72,384	87,267	96,969	110,887	123,369	137,286
Grants & Contributions	17,000	16,500	17,930	18,333	18,792	19,262	19,763	20,297	20,845	21,428	22,050	22,712
Bonds & Deposits Received												
Other	0	1,000	0	0	0	0	0	0	0	0	0	0

Payments

Employee Benefits & On-Costs	(313,000)	(215,116)	(137,863)	(141,654)	(146,258)	(151,377)	(156,524)	(161,768)	(167,106)	(172,620)	(178,316)	(184,200)
Materials & Contracts	(245,000)	(245,479)	(217,250)	(171,043)	(175,324)	(179,706)	(184,198)	(188,988)	(194,092)	(199,526)	(205,314)	(211,472)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	0	(77,281)	(271,210)	(276,897)	(282,973)	(289,180)	(295,642)	(302,368)	(309,246)	(316,407)	(323,864)	(331,632)

Net Cash Provided (or used in) Operating Activities

	412,000	458,208	380,350	435,173	444,810	464,276	492,441	522,166	547,085	577,439	607,658	640,713
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities												
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0

Payments

Purchase of Investment Securities												
Purchase of Infrastructure, Property, Plant & Equipment	(30,000)	(161,000)	(230,000)	(235,290)	(241,173)	(247,202)	(253,382)	(259,970)	(266,989)	(274,464)	(282,423)	(290,895)

Net Cash Provided (or used in) Investing Activities

	(30,000)	(161,000)	(230,000)	(235,290)	(241,173)	(247,202)	(253,382)	(259,970)	(266,989)	(274,464)	(282,423)	(290,895)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances			0	29,282	30,307	31,368	32,465	33,602	34,778	35,995	37,255	38,559
Proceeds from Retirement Home Contributions												
Other Financing Activity Receipts												

Payments

Repayment of Borrowings & Advances			0									
Repayment of Retirement Home Contributions												
Other Financing Activity Payments			(350,000)									

Net Cash Flow Provided (Used in) Financing Activities

	0	0	(350,000)	29,282	30,307	31,368	32,465	33,602	34,778	35,995	37,255	38,559
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Net Increase/(Decrease) in Cash & Cash Equivalents

	382,000	297,208	(199,650)	229,165	233,944	248,442	271,524	295,798	314,874	338,970	362,490	388,377
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	1,177,000	1,559,000	1,856,208	1,656,558	1,885,723	2,119,667	2,368,110	2,639,633	2,935,431	3,250,305	3,589,275	3,951,765
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Cash & Cash Equivalents - End of the Year

	1,559,000	1,856,208	1,656,558	1,885,723	2,119,667	2,368,110	2,639,633	2,935,431	3,250,305	3,589,275	3,951,765	4,340,142
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plus: Investments - End of the Year

Total Cash, Cash Equivalents & Investments - End of Year

	0	0	0	0	0	0	0	0	0	0	0	0
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**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

SEWER FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	542,000	576,771	576,375	591,341	608,173	625,477	643,893	663,490	683,676	705,154	728,006	752,320
User Charges & Fees	30,000	16,750	10,000	10,226	10,482	10,744	11,024	11,322	11,628	11,954	12,300	12,670
Interest & Investment Revenue Received	45,000	33,000	50,112	33,043	37,429	44,866	59,897	74,771	84,026	97,289	108,934	121,811
Grants & Contributions	13,000	13,750	13,475	13,778	14,122	14,475	14,851	15,252	15,664	16,103	16,570	17,067
Bonds & Deposits Received												
Other	0	0	0	0	0	0	0	0	0	0	0	0

Payments

Employee Benefits & On-Costs	(260,000)	(159,842)	(127,258)	(130,757)	(135,007)	(139,732)	(144,483)	(149,323)	(154,251)	(159,341)	(164,599)	(170,031)
Materials & Contracts	(149,000)	(76,001)	(101,150)	(52,328)	(53,636)	(54,978)	(56,352)	(57,817)	(59,378)	(61,041)	(62,810)	(64,694)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	0	(73,273)	(175,650)	(179,367)	(183,365)	(187,454)	(191,723)	(196,179)	(200,740)	(205,503)	(210,479)	(215,677)

Net Cash Provided (or used in) Operating Activities

221,000 331,155 245,904 285,936 298,198 313,398 337,107 361,516 380,625 404,615 427,922 453,466

Cash Flows from Investing Activities

Receipts

Sale of Investment Securities												
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0

Payments

Purchase of Investment Securities												
Purchase of Infrastructure, Property, Plant & Equipment	(43,000)	(103,000)	(105,000)	(107,415)	(110,100)	(112,853)	(115,674)	(118,682)	(121,886)	(125,299)	(128,933)	(132,801)

Net Cash Provided (or used in) Investing Activities

(43,000) (103,000) (105,000) (107,415) (110,100) (112,853) (115,674) (118,682) (121,886) (125,299) (128,933) (132,801)

Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances			0									
Proceeds from Retirement Home Contributions			0									
Other Financing Activity Receipts			0									

Payments

Repayment of Borrowings & Advances			0									
Repayment of Retirement Home Contributions			0									
Other Financing Activity Payments			0									

Net Cash Flow Provided (Used in) Financing Activities

0 0 0 0 0 0 0 0 0 0 0 0 0

Net Increase/(Decrease) in Cash & Cash Equivalents

178,000 228,155 140,904 178,521 188,098 200,545 221,433 242,834 258,739 279,316 298,989 320,665

Plus: Cash, Cash Equivalents & Investments - Beginning of Year

1,307,000 1,485,000 1,713,155 1,854,059 2,032,580 2,220,678 2,421,223 2,642,656 2,885,490 3,144,229 3,423,546 3,722,535

Cash & Cash Equivalents - End of the Year

1,485,000 1,713,155 1,854,059 2,032,580 2,220,678 2,421,223 2,642,656 2,885,490 3,144,229 3,423,546 3,722,535 4,043,200

plus: Investments - End of the Year

Total Cash, Cash Equivalents & Investments - End of Year

0 0 0 0 0 0 0 0 0 0 0 0 0

**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

McMAUGH GARDENS FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	2,218,000	2,160,000	3,171,560	3,242,920	3,323,993	3,407,093	3,495,678	3,590,061	3,686,993	3,790,229	3,900,145	4,017,150
Interest & Investment Revenue Received	74,000	70,000	77,718	59,111	61,667	66,156	76,439	84,851	87,532	92,180	94,963	97,802
Grants & Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Received												
Other	231,000	64,500	13,500	13,804	14,149	14,502	14,879	15,282	15,695	16,135	16,603	17,101

Payments

Employee Benefits & On-Costs	(1,638,000)	(1,568,676)	(1,894,333)	(1,946,427)	(2,009,686)	(2,080,025)	(2,150,746)	(2,222,796)	(2,296,148)	(2,371,921)	(2,450,194)	(2,531,050)
Materials & Contracts	(521,000)	(279,393)	(514,353)	(474,809)	(486,678)	(498,845)	(511,754)	(525,510)	(539,699)	(554,811)	(570,902)	(588,028)
Borrowing Costs	(18,000)	(4,214)	(3,943)	(3,669)	(3,376)	(3,073)	(2,732)	(2,377)	(1,999)	(1,600)	(1,165)	(706)
Bonds & Deposits Refunded		0										
Other	(63,000)	(301,306)	(483,306)	(493,439)	(504,254)	(515,313)	(526,813)	(538,779)	(551,023)	(563,766)	(577,034)	(590,854)

Net Cash Provided (or used in) Operating Activities

	283,000	140,911	366,843	397,491	395,815	390,495	394,951	400,732	401,351	406,446	412,416	421,415
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities			0									
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0

Payments

Purchase of Investment Securities			0									
Purchase of Infrastructure, Property, Plant & Equipment	(71,207)	(193,632)	(30,000)	(30,690)	(31,457)	(32,243)	(33,049)	(33,908)	(34,824)	(35,799)	(36,837)	(37,942)

Net Cash Provided (or used in) Investing Activities

	(71,207)	(193,632)	(30,000)	(30,690)	(31,457)	(32,243)	(33,049)	(33,908)	(34,824)	(35,799)	(36,837)	(37,942)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances			0									
Proceeds from Retirement Home Contributions			0									
Other Financing Activity Receipts		3,861	0									

Payments

Repayment of Borrowings & Advances	(3,673)	(3,861)	(4,132)	(4,406)	(4,699)	(5,002)	(5,343)	(5,698)	(6,076)	(6,475)	(6,910)	(7,369)
Repayment of Retirement Home Contributions			0									
Other Financing Activity Payments			0									

Net Cash Flow Provided (Used in) Financing Activities

	(3,673)	0	(4,132)	(4,406)	(4,699)	(5,002)	(5,343)	(5,698)	(6,076)	(6,475)	(6,910)	(7,369)
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Net Increase/(Decrease) in Cash & Cash Equivalents

	208,120	(52,721)	332,711	362,395	359,659	353,250	356,559	361,126	360,451	364,172	368,669	376,104
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	1,513,880	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267
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Cash & Cash Equivalents - End of the Year

	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
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plus: Investments - End of the Year

Total Cash, Cash Equivalents & Investments - End of Year

	0	0	0	0	0	0	0	0	0	0	0	0
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**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
CONSOLIDATED												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	5,367,000	5,650,838	5,927,262	6,081,069	6,254,052	6,431,880	6,620,405	6,820,263	7,026,079	7,244,274	7,475,610	7,720,913
User Charges & Fees	6,451,000	5,167,408	7,954,579	8,135,068	8,339,991	8,550,071	8,773,992	9,012,550	9,257,592	9,518,551	9,796,378	10,092,112
Interest & Investment Revenue	236,000	401,977	316,450	256,849	268,429	282,472	351,580	414,816	453,368	500,735	542,363	601,537
Other Revenues	771,000	1,090,187	597,588	608,994	624,218	639,821	656,457	674,186	692,393	711,783	732,428	754,402
Grants & Contributions Provided for Operating Purposes	4,306,000	5,513,240	4,585,218	4,505,164	4,166,814	4,271,285	4,382,649	4,501,301	4,623,164	4,752,945	4,891,127	5,038,215
Grants & Contributions Provided for Capital Purposes	4,152,000	2,210,547	507,840	179,960	184,459	189,070	193,986	199,224	204,603	210,332	216,432	222,925
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	21,283,000	20,034,197	19,888,937	19,767,104	19,837,963	20,364,599	20,979,069	21,622,340	22,257,199	22,938,620	23,654,337	24,430,104
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	7,808,000	8,824,755	8,947,778	9,257,844	9,729,964	10,070,514	10,412,914	10,761,745	11,116,884	11,483,741	11,862,702	12,254,174
Borrowing Costs	124,000	228,912	148,763	149,519	136,430	122,921	149,095	184,993	195,119	215,327	240,186	284,076
Materials & Contracts	4,587,000	3,711,700	4,751,910	4,477,308	4,589,255	4,703,973	4,888,157	4,947,937	5,081,533	5,223,815	5,449,060	5,536,554
Depreciation & Amortisation	3,533,000	3,557,487	3,587,636	3,659,388	3,732,578	3,807,228	3,883,370	3,961,037	4,040,255	4,121,063	4,203,487	4,287,561
Impairment	0	0										
Other Expenses	1,411,000	2,109,030	1,699,514	1,663,257	1,704,909	1,747,601	1,793,152	1,841,683	1,891,506	1,944,624	2,001,170	2,061,369
Net Losses from the Disposal of Assets	56,000											
Total Expenses from Continuing Operations	17,519,000	18,431,884	19,135,601	19,207,316	19,893,136	20,452,237	21,126,688	21,697,395	22,325,297	22,988,570	23,756,605	24,423,734
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	3,764,000	1,602,313	753,336	559,788	-55,173	-87,638	-147,619	-75,055	-68,098	-49,950	-102,268	6,370
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	-388,000	-608,234	245,496	379,828	-239,632	-276,708	-341,605	-274,279	-272,701	-260,282	-318,700	-216,555

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	4,437,000	4,669,483	4,939,690	5,067,853	5,211,996	5,360,176	5,517,220	5,683,652	5,855,042	6,036,685	6,229,211	6,433,302
User Charges & Fees	3,687,000	2,447,658	4,255,019	4,350,776	4,459,563	4,571,066	4,689,924	4,816,562	4,946,617	5,085,126	5,232,593	5,389,564
Interest & Investment Revenue	68,000	267,977	129,075	111,283	118,596	113,568	142,861	167,927	184,842	200,380	215,098	244,638
Other Revenues	540,000	1,024,687	584,088	595,190	610,069	625,319	641,578	658,904	676,698	695,648	715,825	737,301
Grants & Contributions Provided for Operating Purposes	4,276,000	5,482,990	4,553,813	4,473,053	4,133,900	4,237,548	4,348,035	4,465,752	4,586,655	4,715,414	4,852,507	4,998,436
Grants & Contributions Provided for Capital Purposes	4,152,000	2,210,547	507,840	179,960	184,459	189,070	193,986	199,224	204,603	210,332	216,432	222,925
<i>Other Income</i>												
Net Gains from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
Net Share of Interests in Joint Ventures & Associates Using the Equity Method	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	17,160,000	16,103,342	14,969,525	14,778,114	14,718,583	15,096,747	15,533,604	15,992,022	16,454,456	16,943,585	17,461,665	18,026,166
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	5,597,000	6,881,121	6,788,325	7,039,006	7,439,013	7,699,380	7,961,161	8,227,858	8,499,379	8,779,859	9,069,593	9,368,893
Borrowing Costs	106,000	224,698	144,820	145,850	133,054	119,848	146,363	182,616	193,120	213,727	239,021	283,370
Materials & Contracts	3,672,000	3,110,827	3,919,157	3,779,128	3,873,617	3,970,444	4,135,853	4,175,622	4,288,364	4,408,437	4,610,034	4,672,360
Depreciation & Amortisation	3,015,000	3,037,051	3,065,836	3,127,152	3,189,698	3,253,490	3,318,558	3,384,928	3,452,624	3,521,679	3,592,116	3,663,963
Impairment												
Other Expenses	1,348,000	1,657,170	769,348	713,554	734,317	755,654	778,974	804,357	830,497	858,948	889,793	923,206
Net Losses from the Disposal of Assets	56,000	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	13,794,000	14,910,867	14,687,486	14,804,690	15,369,699	15,798,816	16,340,909	16,775,381	17,263,984	17,782,650	18,400,557	18,911,792
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	3,366,000	1,192,475	282,039	-26,576	-651,116	-702,069	-807,305	-783,359	-809,528	-839,065	-938,892	-885,626
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	-786,000	-1,018,072	-225,801	-206,536	-835,575	-891,139	-1,001,291	-982,583	-1,014,131	-1,049,397	-1,155,324	-1,108,551

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
WATER FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	388,000	404,584	411,197	421,875	433,883	446,227	459,292	473,121	487,361	502,435	518,393	535,291
User Charges & Fees	516,000	543,000	518,000	531,146	545,953	561,168	577,366	594,605	612,354	631,242	651,340	672,728
Interest & Investment Revenue	49,000	31,000	59,546	53,413	50,737	57,882	72,384	87,267	96,969	110,887	123,369	137,286
Other Revenues	0	1,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	17,000	16,500	17,930	18,333	18,792	19,262	19,763	20,297	20,845	21,428	22,050	22,712
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	970,000	996,084	1,006,673	1,024,767	1,049,365	1,084,539	1,128,805	1,175,290	1,217,529	1,265,992	1,315,152	1,368,017
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	313,000	215,116	137,863	141,654	146,258	151,377	156,524	161,768	167,106	172,620	178,316	184,200
Borrowing Costs	0		0	0	0	0	0	0	0	0	0	0
Materials & Contracts	245,000	245,479	217,250	171,043	175,324	179,706	184,198	188,988	194,092	199,526	205,314	211,472
Depreciation & Amortisation	215,000	216,715	218,600	222,972	227,431	231,980	236,620	241,353	246,180	251,103	256,125	261,247
Impairment	0	0										
Other Expenses		77,281	271,210	276,897	282,973	289,180	295,642	302,368	309,246	316,407	323,864	331,632
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	773,000	754,591	844,922	812,566	831,986	852,243	872,984	894,477	916,624	939,656	963,619	988,551
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	197,000	241,493	161,750	212,201	217,379	232,296	255,821	280,813	300,905	326,336	351,533	379,466
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	197,000	241,493	161,750	212,201	217,379	232,296	255,821	280,813	300,905	326,336	351,533	379,466

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
SEWER FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	542,000	576,771	576,375	591,341	608,173	625,477	643,893	663,490	683,676	705,154	728,006	752,320
User Charges & Fees	30,000	16,750	10,000	10,226	10,482	10,744	11,024	11,322	11,628	11,954	12,300	12,670
Interest & Investment Revenue	45,000	33,000	50,112	33,043	37,429	44,866	59,897	74,771	84,026	97,289	108,934	121,811
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	13,000	13,750	13,475	13,778	14,122	14,475	14,851	15,252	15,664	16,103	16,570	17,067
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	630,000	640,271	649,962	648,388	670,206	695,562	729,665	764,835	794,994	830,500	865,810	903,868
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	260,000	159,842	127,258	130,757	135,007	139,732	144,483	149,323	154,251	159,341	164,599	170,031
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	149,000	76,001	101,150	52,328	53,636	54,978	56,352	57,817	59,378	61,041	62,810	64,694
Depreciation & Amortisation	202,000	202,500	202,000	206,040	210,161	214,365	218,652	223,025	227,485	232,035	236,676	241,410
Impairment	0											
Other Expenses		73,273	175,650	179,367	183,365	187,454	191,723	196,179	200,740	205,503	210,479	215,677
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	611,000	511,616	606,058	568,492	582,169	596,529	611,210	626,344	641,854	657,920	674,564	691,812
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	19,000	128,655	43,904	79,896	88,037	99,033	118,455	138,491	153,140	172,580	191,246	212,056
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	19,000	128,655	43,904	79,896	88,037	99,033	118,455	138,491	153,140	172,580	191,246	212,056

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
McMAUGH GARDENS FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	2,218,000	2,160,000	3,171,560	3,242,920	3,323,993	3,407,093	3,495,678	3,590,061	3,686,993	3,790,229	3,900,145	4,017,150
Interest & Investment Revenue	74,000	70,000	77,718	59,111	61,667	66,156	76,439	84,851	87,532	92,180	94,963	97,802
Other Revenues	231,000	64,500	13,500	13,804	14,149	14,502	14,879	15,282	15,695	16,135	16,603	17,101
Grants & Contributions Provided for Operating Purposes	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	2,523,000	2,294,500	3,262,777	3,315,835	3,399,809	3,487,751	3,586,996	3,690,194	3,790,220	3,898,544	4,011,711	4,132,053
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	1,638,000	1,568,676	1,894,333	1,946,427	2,009,686	2,080,025	2,150,746	2,222,796	2,296,148	2,371,921	2,450,194	2,531,050
Borrowing Costs	18,000	4,214	3,943	3,669	3,376	3,073	2,732	2,377	1,999	1,600	1,165	706
Materials & Contracts	521,000	279,393	514,353	474,809	486,678	498,845	511,754	525,510	539,699	554,811	570,902	588,028
Depreciation & Amortisation	101,000	101,221	101,200	103,224	105,288	107,393	109,540	111,731	113,966	116,246	118,570	120,941
Impairment												
Other Expenses	63,000	301,306	483,306	493,439	504,254	515,313	526,813	538,779	551,023	563,766	577,034	590,854
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	2,341,000	2,254,810	2,997,134	3,021,568	3,109,282	3,204,649	3,301,585	3,401,193	3,502,835	3,608,344	3,717,865	3,831,579
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	182,000	39,690	265,643	294,267	290,527	283,102	285,411	289,001	287,385	290,200	293,846	300,474
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	182,000	39,690	265,643	294,267	290,527	283,102	285,411	289,001	287,385	290,200	293,846	300,474

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
CONSOLIDATED												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	7,175,000	5,867,464	6,163,115	6,294,801	7,075,151	8,702,328	9,441,437	10,178,384	10,826,634	11,548,200	12,642,601	13,677,279
Investments	2,405,000	2,405,000	1,605,000	1,605,000	755,000	-	-	-	-	-	-	-
Receivables	1,335,000	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561
Inventories	187,000	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796
Other	19,000	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,121,000	10,434,642	9,930,293	10,061,979	9,992,329	10,864,506	11,603,615	12,340,562	12,988,812	13,710,378	14,804,779	15,839,457
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	350,000	320,718	290,411	259,043	226,578	192,976	158,198	122,203	84,948	46,389
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	228,107,000	230,784,861	231,840,633	232,055,379	231,848,814	231,664,357	231,503,561	231,370,155	231,266,844	231,198,241	231,169,272	231,185,200
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	228,107,000	230,784,861	232,190,633	232,376,097	232,139,225	231,923,400	231,730,139	231,563,131	231,425,042	231,320,444	231,254,220	231,231,589
TOTAL ASSETS	239,228,000	241,219,503	242,120,926	242,438,076	242,131,554	242,787,906	243,333,754	243,903,693	244,413,854	245,030,822	246,058,999	247,071,046
LIABILITIES												
<i>Current Liabilities</i>												
Payables	3,874,000	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953
Borrowings	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000
Provisions	2,387,000	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716
Total Current Liabilities	6,379,000	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,121,000	3,451,996	3,600,083	3,357,445	3,106,096	3,850,086	4,543,553	5,188,547	5,766,806	6,433,724	7,564,169	8,569,846
Provisions	916,000	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525
Total Non-Current Liabilities	4,037,000	4,377,521	4,525,608	4,282,970	4,031,621	4,775,611	5,469,078	6,114,072	6,692,331	7,359,249	8,489,694	9,495,371
TOTAL LIABILITIES	10,416,000	10,805,190	10,953,277	10,710,639	10,459,290	11,203,280	11,896,747	12,541,741	13,120,000	13,786,918	14,917,363	15,923,040
Net Assets	228,812,000	230,414,313	231,167,649	231,727,437	231,672,264	231,584,626	231,437,007	231,361,952	231,293,854	231,243,904	231,141,636	231,148,006
EQUITY												
Retained Earnings	68,014,000	69,616,313	70,369,649	70,929,437	70,874,264	70,786,626	70,639,007	70,563,952	70,495,854	70,445,904	70,343,636	70,350,006
Revaluation Reserves	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000
Council Equity Interest	228,812,000	230,414,313	231,167,649	231,727,437	231,672,264	231,584,626	231,437,007	231,361,952	231,293,854	231,243,904	231,141,636	231,148,006
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	228,812,000	230,414,313	231,167,649	231,727,437	231,672,264	231,584,626	231,437,007	231,361,952	231,293,854	231,243,904	231,141,636	231,148,006

**URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,409,000	628,822	650,508	12,113	10,762	835,703	725,297	562,486	276,673	15,781	80,035	29,567
Investments	2,405,000	2,405,000	1,605,000	1,605,000	755,000	-	-	-	-	-	-	-
Receivables	1,101,000	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561
Inventories	187,000	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796
Other	19,000	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,121,000	4,962,000	4,183,686	3,545,291	2,693,940	2,763,881	2,653,475	2,490,664	2,204,851	1,943,959	2,008,213	1,957,745
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	198,253,000	200,993,665	202,206,237	202,579,824	202,533,409	202,510,392	202,512,303	202,542,446	202,603,067	202,698,286	202,832,495	203,010,383
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	198,253,000	200,993,665	202,206,237	202,579,824	202,533,409	202,510,392	202,512,303	202,542,446	202,603,067	202,698,286	202,832,495	203,010,383
TOTAL ASSETS	204,374,000	205,955,665	206,389,923	206,125,115	205,227,349	205,274,273	205,165,778	205,033,110	204,807,918	204,642,245	204,840,708	204,968,128
LIABILITIES												
<i>Current Liabilities</i>												
Payables	1,694,000	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953
Borrowings	118,000	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139
Provisions	2,387,000	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716
Total Current Liabilities	4,199,000	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,058,000	3,392,857	3,545,076	3,306,844	3,060,194	3,809,186	4,507,996	5,158,688	5,743,023	6,416,416	7,553,771	8,566,817
Provisions	916,000	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525
Total Non-Current Liabilities	3,974,000	4,318,382	4,470,601	4,232,369	3,985,719	4,734,711	5,433,521	6,084,213	6,668,548	7,341,941	8,479,296	9,492,342
TOTAL LIABILITIES	8,173,000	8,562,190	8,714,409	8,476,177	8,229,527	8,978,519	9,677,329	10,328,021	10,912,356	11,585,749	12,723,104	13,736,150
Net Assets	196,201,000	197,393,475	197,675,514	197,648,938	196,997,822	196,295,754	195,488,449	194,705,089	193,895,562	193,056,496	192,117,604	191,231,978
EQUITY												
Retained Earnings	51,386,000	52,578,475	52,860,514	52,833,938	52,182,822	51,480,754	50,673,449	49,890,089	49,080,562	48,241,496	47,302,604	46,416,978
Revaluation Reserves	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000
<i>Council Equity Interest</i>	196,201,000	197,393,475	197,675,514	197,648,938	196,997,822	196,295,754	195,488,449	194,705,089	193,895,562	193,056,496	192,117,604	191,231,978
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	196,201,000	197,393,475	197,675,514	197,648,938	196,997,822	196,295,754	195,488,449	194,705,089	193,895,562	193,056,496	192,117,604	191,231,978

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
WATER												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,559,000	1,856,208	1,656,558	1,885,723	2,119,667	2,368,110	2,639,633	2,935,431	3,250,305	3,589,275	3,951,765	4,340,142
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,757,000	2,054,208	1,854,558	2,083,723	2,317,667	2,566,110	2,837,633	3,133,431	3,448,305	3,787,275	4,149,765	4,538,142
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	350,000	320,718	290,411	259,043	226,578	192,976	158,198	122,203	84,948	46,389	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,557,000	18,501,285	18,512,685	18,525,003	18,538,745	18,553,967	18,570,729	18,589,346	18,610,155	18,633,516	18,659,814	18,689,462
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,557,000	18,501,285	18,862,685	18,845,721	18,829,156	18,813,010	18,797,307	18,782,322	18,768,353	18,755,719	18,744,762	18,735,851
TOTAL ASSETS	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
LIABILITIES												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
EQUITY												
Retained Earnings	8,693,000	8,934,493	9,096,243	9,308,444	9,525,823	9,758,120	10,013,940	10,294,753	10,595,658	10,921,994	11,273,527	11,652,993
Revaluation Reserves	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000
Council Equity Interest	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
SEWER												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,485,000	1,713,155	1,854,059	2,032,580	2,220,678	2,421,223	2,642,656	2,885,490	3,144,229	3,423,546	3,722,535	4,043,200
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,521,000	1,749,155	1,890,059	2,068,580	2,256,678	2,457,223	2,678,656	2,921,490	3,180,229	3,459,546	3,758,535	4,079,200
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	6,554,000	6,454,500	6,357,500	6,258,875	6,158,814	6,057,302	5,954,324	5,849,981	5,744,382	5,637,646	5,529,903	5,421,294
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	6,554,000	6,454,500	6,357,500	6,258,875	6,158,814	6,057,302	5,954,324	5,849,981	5,744,382	5,637,646	5,529,903	5,421,294
TOTAL ASSETS	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
LIABILITIES												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
EQUITY												
Retained Earnings	5,336,000	5,464,655	5,508,559	5,588,455	5,676,492	5,775,525	5,893,980	6,032,471	6,185,611	6,358,192	6,549,438	6,761,494
Revaluation Reserves	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000
Council Equity Interest	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
McMAUGH GARDENS												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,743,000	4,835,411	4,764,211	4,691,677	4,617,846	4,542,696	4,466,205	4,388,382	4,309,240	4,228,793	4,147,060	4,064,061
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,743,000	4,835,411	4,764,211	4,691,677	4,617,846	4,542,696	4,466,205	4,388,382	4,309,240	4,228,793	4,147,060	4,064,061
TOTAL ASSETS	6,465,000	6,504,690	6,766,201	7,056,061	7,341,889	7,619,988	7,900,056	8,183,358	8,464,667	8,748,391	9,035,327	9,328,431
LIABILITIES												
<i>Current Liabilities</i>												
Payables	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000
Borrowings	-	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,180,000	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	63,000	59,139	55,007	50,601	45,902	40,900	35,557	29,859	23,783	17,308	10,398	3,029
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	63,000	59,139	55,007	50,601	45,902	40,900	35,557	29,859	23,783	17,308	10,398	3,029
TOTAL LIABILITIES	2,243,000	2,243,000	2,238,868	2,234,462	2,229,763	2,224,761	2,219,418	2,213,720	2,207,644	2,201,169	2,194,259	2,186,890
Net Assets	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541
EQUITY												
Retained Earnings	2,599,000	2,638,690	2,904,333	3,198,599	3,489,126	3,772,227	4,057,638	4,346,638	4,634,023	4,924,222	5,218,068	5,518,541
Revaluation Reserves	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000
Council Equity Interest	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541

**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

Scenario 2 - Planned

CONSOLIDATED FUNDS

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	5,398,000	5,640,841	5,927,262	6,081,069	6,254,052	6,431,880	6,620,405	6,820,263	7,026,079	7,244,274	7,475,610	7,720,913
User Charges & Fees	6,710,000	5,162,802	7,954,579	8,135,068	8,339,991	8,550,071	8,773,992	9,012,550	9,257,592	9,518,551	9,796,378	10,092,112
Interest & Investment Revenue Received	239,000	394,039	316,450	256,849	268,429	282,472	351,580	414,816	453,368	500,735	542,363	601,537
Grants & Contributions	8,493,000	7,726,855	5,093,058	4,685,124	4,351,273	4,460,355	4,576,635	4,700,525	4,827,767	4,963,277	5,107,559	5,261,140
Bonds & Deposits Received												
Other	2,550,000	579,805	597,588	608,994	624,218	639,821	656,457	674,186	692,393	711,783	732,428	754,402

Payments

Employee Benefits & On-Costs	(8,275,000)	(8,876,157)	(8,947,778)	(9,257,844)	(9,729,964)	(10,070,514)	(10,412,914)	(10,761,745)	(11,116,884)	(11,483,741)	(11,862,702)	(12,254,174)
Materials & Contracts	(4,283,000)	(3,693,454)	(4,751,910)	(4,477,308)	(4,589,255)	(4,703,973)	(4,888,157)	(4,947,937)	(5,081,533)	(5,223,815)	(5,449,060)	(5,536,554)
Borrowing Costs	(121,000)	(228,912)	(148,763)	(149,519)	(136,430)	(122,921)	(149,095)	(184,993)	(195,119)	(215,327)	(240,186)	(284,076)
Other	(1,973,000)	(2,109,003)	(1,699,514)	(1,663,257)	(1,704,909)	(1,747,601)	(1,793,152)	(1,841,683)	(1,891,506)	(1,944,624)	(2,001,170)	(2,061,369)

Net Cash Provided (or used in) Operating Activities

	8,738,000	4,596,816	4,340,972	4,219,176	3,677,405	3,719,590	3,735,751	3,885,982	3,972,157	4,071,113	4,101,219	4,293,931
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities	1,000,000		800,000	0	850,000	755,000	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	241,000	365,000	60,000	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298	71,704

Payments

Purchase of Investment Securities	(2,405,000)		0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(7,921,000)	(6,600,348)	(4,703,408)	(3,935,334)	(3,588,437)	(3,686,443)	(3,787,519)	(3,893,875)	(4,004,513)	(4,121,380)	(4,244,816)	(4,375,193)

Net Cash Provided (or used in) Investing Activities

	(9,085,000)	(6,235,348)	(3,843,408)	(3,874,134)	(2,676,013)	(2,867,771)	(3,722,574)	(3,827,631)	(3,936,944)	(4,052,460)	(4,174,518)	(4,303,489)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances	2,000,000	500,000	350,000	29,282	30,307	1,031,368	1,032,465	1,033,602	1,034,778	1,135,995	1,637,255	1,638,559
Proceeds from Retirement Home Contributions	698,000											
Other Financing Activity Receipts												

Payments

Repayment of Borrowings & Advances	(110,000)	(169,004)	(201,913)	(242,638)	(251,349)	(256,010)	(306,533)	(355,006)	(421,741)	(433,082)	(469,555)	(594,323)
Repayment of Retirement Home Contributions	(896,000)											
Other Financing Activity Payments			(350,000)	0	0	0	0	0	0	0	0	0

Net Cash Flow Provided (Used in) Financing Activities

	1,692,000	330,996	(201,913)	(213,356)	(221,042)	775,358	725,932	678,596	613,037	702,913	1,167,700	1,044,236
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Net Increase/(Decrease) in Cash & Cash Equivalents

	1,345,000	(1,307,536)	295,651	131,686	780,350	1,627,177	739,109	736,947	648,250	721,566	1,094,401	1,034,678
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	5,830,000	7,175,000	5,867,464	6,163,115	6,294,801	7,075,151	8,702,328	9,441,437	10,178,384	10,826,634	11,548,200	12,642,601
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Cash & Cash Equivalents - End of the Year

	7,175,000	5,867,464	6,163,115	6,294,801	7,075,151	8,702,328	9,441,437	10,178,384	10,826,634	11,548,200	12,642,601	13,677,279
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plus: Investments - End of the Year

	2,405,000	2,405,000	1,605,000	1,605,000	755,000	0	0	0	0	0	0	0
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Total Cash, Cash Equivalents & Investments - End of Year

	9,580,000	8,272,464	7,768,115	7,899,801	7,830,151	8,702,328	9,441,437	10,178,384	10,826,634	11,548,200	12,642,601	13,677,279
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Representing:

External Restrictions	6,565,000	7,372,500	7,353,487	7,796,883	7,830,151	8,702,327	9,282,959	9,870,330	10,495,478	11,169,083	11,889,253	12,660,651
Internal Restrictions	3,015,000	899,964	414,628	102,917	(0)	0	158,478	308,054	331,156	379,117	753,348	1,016,628
Unrestricted	0	0	0	0	0	0	0	0	0	0	0	0

URALLA SHIRE COUNCIL

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	9,580,000	8,272,464	7,768,115	7,899,800	7,830,151	8,702,328	9,441,437	10,178,384	10,826,634	11,548,201	12,642,601	13,677,279
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**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL FUND												
Cash Flows from Operating Activities												
<i>Receipts</i>												
Rates & Annual Charges	4,468,000	4,659,486	4,939,690	5,067,853	5,211,996	5,360,176	5,517,220	5,683,652	5,855,042	6,036,685	6,229,211	6,433,302
User Charges & Fees	3,946,000	2,443,052	4,255,019	4,350,776	4,459,563	4,571,066	4,689,924	4,816,562	4,946,617	5,085,126	5,232,593	5,389,564
Interest & Investment Revenue Received	71,000	260,039	129,075	111,283	118,596	113,568	142,861	167,927	184,842	200,380	215,098	244,638
Grants & Contributions	8,463,000	7,696,605	5,061,653	4,653,013	4,318,359	4,426,618	4,542,021	4,664,976	4,791,258	4,925,746	5,068,939	5,221,361
Bonds & Deposits Received												
Other	2,319,000	514,305	584,088	595,190	610,069	625,319	641,578	658,904	676,698	695,648	715,825	737,301
<i>Payments</i>												
Employee Benefits & On-Costs	(6,064,000)	(6,932,523)	(6,788,325)	(7,039,006)	(7,439,013)	(7,699,380)	(7,961,161)	(8,227,858)	(8,499,379)	(8,779,859)	(9,069,593)	(9,368,893)
Materials & Contracts	(3,368,000)	(3,092,581)	(3,919,157)	(3,779,128)	(3,873,617)	(3,970,444)	(4,135,853)	(4,175,622)	(4,288,364)	(4,408,437)	(4,610,034)	(4,672,360)
Borrowing Costs	(103,000)	(224,698)	(144,820)	(145,850)	(133,054)	(119,848)	(146,363)	(182,616)	(193,120)	(213,727)	(239,021)	(283,370)
Bonds & Deposits Refunded												
Other	(1,910,000)	(1,657,143)	(769,348)	(713,554)	(734,317)	(755,654)	(778,974)	(804,357)	(830,497)	(858,948)	(889,793)	(923,206)
Net Cash Provided (or used in) Operating Activities	7,822,000	3,666,542	3,347,875	3,100,576	2,538,582	2,551,421	2,511,253	2,601,569	2,643,096	2,682,614	2,653,224	2,778,337
Cash Flows from Investing Activities												
<i>Receipts</i>												
Sale of Investment Securities	1,000,000	0	800,000		850,000	755,000	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	241,000	365,000	60,000	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298	71,704
<i>Payments</i>												
Purchase of Investment Securities	(2,405,000)	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(7,776,793)	(6,142,716)	(4,338,408)	(3,561,939)	(3,205,707)	(3,294,145)	(3,385,414)	(3,481,315)	(3,580,814)	(3,685,818)	(3,796,623)	(3,913,555)
Net Cash Provided (or used in) Investing Activities	(8,940,793)	(5,777,716)	(3,478,408)	(3,500,739)	(2,293,283)	(2,475,473)	(3,320,469)	(3,415,071)	(3,513,245)	(3,616,898)	(3,726,325)	(3,841,851)
Cash Flows from Financing Activities												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	2,000,000	500,000	350,000			1,000,000	1,000,000	1,000,000	1,000,000	1,100,000	1,600,000	1,600,000
Proceeds from Retirement Home Contributions	698,000	0										
Other Financing Activity Receipts	0	(3,861)										
<i>Payments</i>												
Repayment of Borrowings & Advances	(106,327)	(165,143)	(197,781)	(238,232)	(246,650)	(251,008)	(301,190)	(349,308)	(415,665)	(426,607)	(462,645)	(586,954)
Repayment of Retirement Home Contributions	(896,000)	0										
Other Financing Activity Payments	0	0										
Net Cash Flow Provided (Used in) Financing Activities	1,695,673	330,996	152,219	(238,232)	(246,650)	748,992	698,810	650,692	584,335	673,393	1,137,355	1,013,046
Net Increase/(Decrease) in Cash & Cash Equivalents	576,880	(1,780,178)	21,686	(638,395)	(1,351)	824,940	(110,406)	(162,810)	(285,814)	(260,891)	64,254	(50,468)
Plus: Cash, Cash Equivalents & Investments - Beginning of Year	1,832,120	2,409,000	628,822	650,508	12,113	10,762	835,703	725,297	562,486	276,673	15,781	80,035
Cash & Cash Equivalents - End of the Year	2,409,000	628,822	650,508	12,113	10,762	835,703	725,297	562,486	276,673	15,781	80,035	29,567
plus: Investments - End of the Year	2,405,000	2,405,000	1,605,000	1,605,000	755,000	0	0	0	0	0	0	0
Total Cash, Cash Equivalents & Investments - End of Year	4,814,000	3,033,822	2,255,508	1,617,113	765,762	835,703	725,297	562,486	276,673	15,781	80,035	29,567

URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
WATER FUND												
Cash Flows from Operating Activities												
<i>Receipts</i>												
Rates & Annual Charges	388,000	404,584	411,197	421,875	433,883	446,227	459,292	473,121	487,361	502,435	518,393	535,291
User Charges & Fees	516,000	543,000	518,000	531,146	545,953	561,168	577,366	594,605	612,354	631,242	651,340	672,728
Interest & Investment Revenue Received	49,000	31,000	59,546	53,413	50,737	57,882	72,384	87,267	96,969	110,887	123,369	137,286
Grants & Contributions	17,000	16,500	17,930	18,333	18,792	19,262	19,763	20,297	20,845	21,428	22,050	22,712
Bonds & Deposits Received												
Other	0	1,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(313,000)	(215,116)	(137,863)	(141,654)	(146,258)	(151,377)	(156,524)	(161,768)	(167,106)	(172,620)	(178,316)	(184,200)
Materials & Contracts	(245,000)	(245,479)	(217,250)	(171,043)	(175,324)	(179,706)	(184,198)	(188,988)	(194,092)	(199,526)	(205,314)	(211,472)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	0	(77,281)	(271,210)	(276,897)	(282,973)	(289,180)	(295,642)	(302,368)	(309,246)	(316,407)	(323,864)	(331,632)
Net Cash Provided (or used in) Operating Activities	412,000	458,208	380,350	435,173	444,810	464,276	492,441	522,166	547,085	577,439	607,658	640,713
Cash Flows from Investing Activities												
<i>Receipts</i>												
Sale of Investment Securities												
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities												
Purchase of Infrastructure, Property, Plant & Equipment	(30,000)	(161,000)	(230,000)	(235,290)	(241,173)	(247,202)	(253,382)	(259,970)	(266,989)	(274,464)	(282,423)	(290,895)
Net Cash Provided (or used in) Investing Activities	(30,000)	(161,000)	(230,000)	(235,290)	(241,173)	(247,202)	(253,382)	(259,970)	(266,989)	(274,464)	(282,423)	(290,895)
Cash Flows from Financing Activities												
<i>Receipts</i>												
Proceeds from Borrowings & Advances			0	29,282	30,307	31,368	32,465	33,602	34,778	35,995	37,255	38,559
Proceeds from Retirement Home Contributions												
Other Financing Activity Receipts												
<i>Payments</i>												
Repayment of Borrowings & Advances			0									
Repayment of Retirement Home Contributions												
Other Financing Activity Payments			(350,000)									
Net Cash Flow Provided (Used in) Financing Activities	0	0	(350,000)	29,282	30,307	31,368	32,465	33,602	34,778	35,995	37,255	38,559
Net Increase/(Decrease) in Cash & Cash Equivalents	382,000	297,208	(199,650)	229,165	233,944	248,442	271,524	295,798	314,874	338,970	362,490	388,377
Plus: Cash, Cash Equivalents & Investments - Beginning of Year	1,177,000	1,559,000	1,856,208	1,656,558	1,885,723	2,119,667	2,368,110	2,639,633	2,935,431	3,250,305	3,589,275	3,951,765
Cash & Cash Equivalents - End of the Year	1,559,000	1,856,208	1,656,558	1,885,723	2,119,667	2,368,110	2,639,633	2,935,431	3,250,305	3,589,275	3,951,765	4,340,142
plus: Investments - End of the Year												
Total Cash, Cash Equivalents & Investments - End of Year	0	0	0	0	0	0	0	0	0	0	0	0

**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 2 - Planned											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
SEWER FUND												
Cash Flows from Operating Activities												
<i>Receipts</i>												
Rates & Annual Charges	542,000	576,771	576,375	591,341	608,173	625,477	643,893	663,490	683,676	705,154	728,006	752,320
User Charges & Fees	30,000	16,750	10,000	10,226	10,482	10,744	11,024	11,322	11,628	11,954	12,300	12,670
Interest & Investment Revenue Received	45,000	33,000	50,112	33,043	37,429	44,866	59,897	74,771	84,026	97,289	108,934	121,811
Grants & Contributions	13,000	13,750	13,475	13,778	14,122	14,475	14,851	15,252	15,664	16,103	16,570	17,067
Bonds & Deposits Received												
Other	0	0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(260,000)	(159,842)	(127,258)	(130,757)	(135,007)	(139,732)	(144,483)	(149,323)	(154,251)	(159,341)	(164,599)	(170,031)
Materials & Contracts	(149,000)	(76,001)	(101,150)	(52,328)	(53,636)	(54,978)	(56,352)	(57,817)	(59,378)	(61,041)	(62,810)	(64,694)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	0	(73,273)	(175,650)	(179,367)	(183,365)	(187,454)	(191,723)	(196,179)	(200,740)	(205,503)	(210,479)	(215,677)
Net Cash Provided (or used in) Operating Activities	221,000	331,155	245,904	285,936	298,198	313,398	337,107	361,516	380,625	404,615	427,922	453,466
Cash Flows from Investing Activities												
<i>Receipts</i>												
Sale of Investment Securities												
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities												
Purchase of Infrastructure, Property, Plant & Equipment	(43,000)	(103,000)	(105,000)	(107,415)	(110,100)	(112,853)	(115,674)	(118,682)	(121,886)	(125,299)	(128,933)	(132,801)
Net Cash Provided (or used in) Investing Activities	(43,000)	(103,000)	(105,000)	(107,415)	(110,100)	(112,853)	(115,674)	(118,682)	(121,886)	(125,299)	(128,933)	(132,801)
Cash Flows from Financing Activities												
<i>Receipts</i>												
Proceeds from Borrowings & Advances			0									
Proceeds from Retirement Home Contributions			0									
Other Financing Activity Receipts			0									
<i>Payments</i>												
Repayment of Borrowings & Advances			0									
Repayment of Retirement Home Contributions			0									
Other Financing Activity Payments			0									
Net Cash Flow Provided (Used in) Financing Activities	0	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash & Cash Equivalents	178,000	228,155	140,904	178,521	188,098	200,545	221,433	242,834	258,739	279,316	298,989	320,665
Plus: Cash, Cash Equivalents & Investments - Beginning of Year	1,307,000	1,485,000	1,713,155	1,854,059	2,032,580	2,220,678	2,421,223	2,642,656	2,885,490	3,144,229	3,423,546	3,722,535
Cash & Cash Equivalents - End of the Year	1,485,000	1,713,155	1,854,059	2,032,580	2,220,678	2,421,223	2,642,656	2,885,490	3,144,229	3,423,546	3,722,535	4,043,200
plus: Investments - End of the Year												
Total Cash, Cash Equivalents & Investments - End of Year	0	0	0	0	0	0	0	0	0	0	0	0

**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

McMAUGH GARDENS FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	2,218,000	2,160,000	3,171,560	3,242,920	3,323,993	3,407,093	3,495,678	3,590,061	3,686,993	3,790,229	3,900,145	4,017,150
Interest & Investment Revenue Received	74,000	70,000	77,718	59,111	61,667	66,156	76,439	84,851	87,532	92,180	94,963	97,802
Grants & Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Received												
Other	231,000	64,500	13,500	13,804	14,149	14,502	14,879	15,282	15,695	16,135	16,603	17,101

Payments

Employee Benefits & On-Costs	(1,638,000)	(1,568,676)	(1,894,333)	(1,946,427)	(2,009,686)	(2,080,025)	(2,150,746)	(2,222,796)	(2,296,148)	(2,371,921)	(2,450,194)	(2,531,050)
Materials & Contracts	(521,000)	(279,393)	(514,353)	(474,809)	(486,678)	(498,845)	(511,754)	(525,510)	(539,699)	(554,811)	(570,902)	(588,028)
Borrowing Costs	(18,000)	(4,214)	(3,943)	(3,669)	(3,376)	(3,073)	(2,732)	(2,377)	(1,999)	(1,600)	(1,165)	(706)
Bonds & Deposits Refunded		0										
Other	(63,000)	(301,306)	(483,306)	(493,439)	(504,254)	(515,313)	(526,813)	(538,779)	(551,023)	(563,766)	(577,034)	(590,854)

Net Cash Provided (or used in) Operating Activities

	283,000	140,911	366,843	397,491	395,815	390,495	394,951	400,732	401,351	406,446	412,416	421,415
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities			0									
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0

Payments

Purchase of Investment Securities			0									
Purchase of Infrastructure, Property, Plant & Equipment	(71,207)	(193,632)	(30,000)	(30,690)	(31,457)	(32,243)	(33,049)	(33,908)	(34,824)	(35,799)	(36,837)	(37,942)

Net Cash Provided (or used in) Investing Activities

	(71,207)	(193,632)	(30,000)	(30,690)	(31,457)	(32,243)	(33,049)	(33,908)	(34,824)	(35,799)	(36,837)	(37,942)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances			0									
Proceeds from Retirement Home Contributions			0									
Other Financing Activity Receipts		3,861	0									

Payments

Repayment of Borrowings & Advances	(3,673)	(3,861)	(4,132)	(4,406)	(4,699)	(5,002)	(5,343)	(5,698)	(6,076)	(6,475)	(6,910)	(7,369)
Repayment of Retirement Home Contributions			0									
Other Financing Activity Payments			0									

Net Cash Flow Provided (Used in) Financing Activities

	(3,673)	0	(4,132)	(4,406)	(4,699)	(5,002)	(5,343)	(5,698)	(6,076)	(6,475)	(6,910)	(7,369)
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Net Increase/(Decrease) in Cash & Cash Equivalents

	208,120	(52,721)	332,711	362,395	359,659	353,250	356,559	361,126	360,451	364,172	368,669	376,104
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	1,513,880	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267
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Cash & Cash Equivalents - End of the Year

	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
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plus: Investments - End of the Year

Total Cash, Cash Equivalents & Investments - End of Year

	0	0	0	0	0	0	0	0	0	0	0	0
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**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
CONSOLIDATED												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	5,367,000	5,650,838	5,927,262	6,898,315	7,094,536	7,296,254	7,510,203	7,737,118	7,970,802	8,218,649	8,481,536	8,760,408
User Charges & Fees	6,451,000	5,167,408	7,954,579	8,135,068	8,339,991	8,550,071	8,773,992	9,012,550	9,257,592	9,518,551	9,796,378	10,092,112
Interest & Investment Revenue	236,000	401,977	316,450	256,895	291,057	332,372	407,846	479,803	526,478	589,471	646,886	707,255
Other Revenues	771,000	1,090,187	597,588	608,994	624,218	639,821	656,457	674,186	692,393	711,783	732,428	754,402
Grants & Contributions Provided for Operating Purposes	4,306,000	5,513,240	4,585,218	4,524,204	4,186,396	4,291,424	4,403,381	4,522,664	4,645,177	4,775,649	4,914,566	5,062,438
Grants & Contributions Provided for Capital Purposes	4,152,000	2,210,547	507,840	179,960	184,459	189,070	193,986	199,224	204,603	210,332	216,432	222,925
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	21,283,000	20,034,197	19,888,937	20,603,435	20,720,657	21,299,012	21,945,865	22,625,545	23,297,044	24,024,435	24,788,226	25,599,540
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	7,808,000	8,824,755	8,947,778	9,257,844	9,729,964	10,070,514	10,412,914	10,761,745	11,116,884	11,483,741	11,862,702	12,254,174
Borrowing Costs	124,000	228,912	148,763	149,519	136,430	122,921	109,295	107,337	80,989	66,800	55,440	45,651
Materials & Contracts	4,587,000	3,711,700	4,751,910	4,477,308	4,589,255	4,703,973	4,888,157	4,947,937	5,081,533	5,223,815	5,449,060	5,536,554
Depreciation & Amortisation	3,533,000	3,557,487	3,587,636	3,659,388	3,732,578	3,807,228	3,883,370	3,961,037	4,040,255	4,121,063	4,203,487	4,287,561
Impairment	0	0										
Other Expenses	1,411,000	2,109,030	1,699,514	1,663,257	1,704,909	1,747,601	1,793,152	1,841,683	1,891,506	1,944,624	2,001,170	2,061,369
Net Losses from the Disposal of Assets	56,000											
Total Expenses from Continuing Operations	17,519,000	18,431,884	19,135,601	19,207,316	19,893,136	20,452,237	21,086,888	21,619,739	22,211,167	22,840,043	23,571,859	24,185,309
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	3,764,000	1,602,313	753,336	1,396,119	827,521	846,775	858,977	1,005,806	1,085,877	1,184,392	1,216,367	1,414,231
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	-388,000	-608,234	245,496	1,216,159	643,062	657,705	664,991	806,582	881,274	974,060	999,935	1,191,306

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	4,437,000	4,669,483	4,939,690	5,885,099	6,052,480	6,224,550	6,407,018	6,600,507	6,799,765	7,011,060	7,235,137	7,472,797
User Charges & Fees	3,687,000	2,447,658	4,255,019	4,350,776	4,459,563	4,571,066	4,689,924	4,816,562	4,946,617	5,085,126	5,232,593	5,389,564
Interest & Investment Revenue	68,000	267,977	129,075	111,329	141,224	163,468	199,127	232,914	257,952	289,116	319,621	350,356
Other Revenues	540,000	1,024,687	584,088	595,190	610,069	625,319	641,578	658,904	676,698	695,648	715,825	737,301
Grants & Contributions Provided for Operating Purposes	4,276,000	5,482,990	4,553,813	4,492,093	4,153,482	4,257,687	4,368,767	4,487,115	4,608,668	4,738,118	4,875,946	5,022,659
Grants & Contributions Provided for Capital Purposes	4,152,000	2,210,547	507,840	179,960	184,459	189,070	193,986	199,224	204,603	210,332	216,432	222,925
<i>Other Income</i>												
Net Gains from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
Net Share of Interests in Joint Ventures & Associates Using the Equity Method	0	0	0	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	17,160,000	16,103,342	14,969,525	15,614,446	15,601,277	16,031,160	16,500,400	16,995,226	17,494,302	18,029,400	18,595,554	19,195,602
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	5,597,000	6,881,121	6,788,325	7,039,006	7,439,013	7,699,380	7,961,161	8,227,858	8,499,379	8,779,859	9,069,593	9,368,893
Borrowing Costs	106,000	224,698	144,820	145,850	133,054	119,848	106,563	104,960	78,990	65,200	54,275	44,945
Materials & Contracts	3,672,000	3,110,827	3,919,157	3,779,128	3,873,617	3,970,444	4,135,853	4,175,622	4,288,364	4,408,437	4,610,034	4,672,360
Depreciation & Amortisation	3,015,000	3,037,051	3,065,836	3,127,152	3,189,698	3,253,490	3,318,558	3,384,928	3,452,624	3,521,679	3,592,116	3,663,963
Impairment												
Other Expenses	1,348,000	1,657,170	769,348	713,554	734,317	755,654	778,974	804,357	830,497	858,948	889,793	923,206
Net Losses from the Disposal of Assets	56,000	0	0	0	0	0	0	0	0	0	0	0
Total Expenses from Continuing Operations	13,794,000	14,910,867	14,687,486	14,804,690	15,369,699	15,798,816	16,301,109	16,697,725	17,149,854	17,634,123	18,215,811	18,673,367
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	3,366,000	1,192,475	282,039	809,756	231,578	232,344	199,291	297,501	344,448	395,277	379,743	522,235
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	-786,000	-1,018,072	-225,801	629,796	47,119	43,274	5,305	98,277	139,845	184,945	163,311	299,310

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
WATER FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	388,000	404,584	411,197	421,875	433,883	446,227	459,292	473,121	487,361	502,435	518,393	535,291
User Charges & Fees	516,000	543,000	518,000	531,146	545,953	561,168	577,366	594,605	612,354	631,242	651,340	672,728
Interest & Investment Revenue	49,000	31,000	59,546	53,413	50,737	57,882	72,384	87,267	96,969	110,887	123,369	137,286
Other Revenues	0	1,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	17,000	16,500	17,930	18,333	18,792	19,262	19,763	20,297	20,845	21,428	22,050	22,712
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	970,000	996,084	1,006,673	1,024,767	1,049,365	1,084,539	1,128,805	1,175,290	1,217,529	1,265,992	1,315,152	1,368,017
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	313,000	215,116	137,863	141,654	146,258	151,377	156,524	161,768	167,106	172,620	178,316	184,200
Borrowing Costs	0		0	0	0	0	0	0	0	0	0	0
Materials & Contracts	245,000	245,479	217,250	171,043	175,324	179,706	184,198	188,988	194,092	199,526	205,314	211,472
Depreciation & Amortisation	215,000	216,715	218,600	222,972	227,431	231,980	236,620	241,353	246,180	251,103	256,125	261,247
Impairment	0	0										
Other Expenses		77,281	271,210	276,897	282,973	289,180	295,642	302,368	309,246	316,407	323,864	331,632
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	773,000	754,591	844,922	812,566	831,986	852,243	872,984	894,477	916,624	939,656	963,619	988,551
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	197,000	241,493	161,750	212,201	217,379	232,296	255,821	280,813	300,905	326,336	351,533	379,466
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	197,000	241,493	161,750	212,201	217,379	232,296	255,821	280,813	300,905	326,336	351,533	379,466

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
SEWER FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges	542,000	576,771	576,375	591,341	608,173	625,477	643,893	663,490	683,676	705,154	728,006	752,320
User Charges & Fees	30,000	16,750	10,000	10,226	10,482	10,744	11,024	11,322	11,628	11,954	12,300	12,670
Interest & Investment Revenue	45,000	33,000	50,112	33,043	37,429	44,866	59,897	74,771	84,026	97,289	108,934	121,811
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	13,000	13,750	13,475	13,778	14,122	14,475	14,851	15,252	15,664	16,103	16,570	17,067
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	630,000	640,271	649,962	648,388	670,206	695,562	729,665	764,835	794,994	830,500	865,810	903,868
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	260,000	159,842	127,258	130,757	135,007	139,732	144,483	149,323	154,251	159,341	164,599	170,031
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	149,000	76,001	101,150	52,328	53,636	54,978	56,352	57,817	59,378	61,041	62,810	64,694
Depreciation & Amortisation	202,000	202,500	202,000	206,040	210,161	214,365	218,652	223,025	227,485	232,035	236,676	241,410
Impairment	0											
Other Expenses		73,273	175,650	179,367	183,365	187,454	191,723	196,179	200,740	205,503	210,479	215,677
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	611,000	511,616	606,058	568,492	582,169	596,529	611,210	626,344	641,854	657,920	674,564	691,812
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	19,000	128,655	43,904	79,896	88,037	99,033	118,455	138,491	153,140	172,580	191,246	212,056
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	19,000	128,655	43,904	79,896	88,037	99,033	118,455	138,491	153,140	172,580	191,246	212,056

**URALLA SHIRE COUNCIL
INCOME STATEMENT
YEAR ENDED 30 JUNE 2017**

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
McMAUGH GARDENS FUND												
Income from Continuing Operations												
<i>Revenue</i>												
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	2,218,000	2,160,000	3,171,560	3,242,920	3,323,993	3,407,093	3,495,678	3,590,061	3,686,993	3,790,229	3,900,145	4,017,150
Interest & Investment Revenue	74,000	70,000	77,718	59,111	61,667	66,156	76,439	84,851	87,532	92,180	94,963	97,802
Other Revenues	231,000	64,500	13,500	13,804	14,149	14,502	14,879	15,282	15,695	16,135	16,603	17,101
Grants & Contributions Provided for Operating Purposes	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
Net Share of Interests in Joint Ventures & Associates Using the Equity Method												
Total Income from Continuing Operations	2,523,000	2,294,500	3,262,777	3,315,835	3,399,809	3,487,751	3,586,996	3,690,194	3,790,220	3,898,544	4,011,711	4,132,053
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	1,638,000	1,568,676	1,894,333	1,946,427	2,009,686	2,080,025	2,150,746	2,222,796	2,296,148	2,371,921	2,450,194	2,531,050
Borrowing Costs	18,000	4,214	3,943	3,669	3,376	3,073	2,732	2,377	1,999	1,600	1,165	706
Materials & Contracts	521,000	279,393	514,353	474,809	486,678	498,845	511,754	525,510	539,699	554,811	570,902	588,028
Depreciation & Amortisation	101,000	101,221	101,200	103,224	105,288	107,393	109,540	111,731	113,966	116,246	118,570	120,941
Impairment												
Other Expenses	63,000	301,306	483,306	493,439	504,254	515,313	526,813	538,779	551,023	563,766	577,034	590,854
Net Losses from the Disposal of Assets												
Total Expenses from Continuing Operations	2,341,000	2,254,810	2,997,134	3,021,568	3,109,282	3,204,649	3,301,585	3,401,193	3,502,835	3,608,344	3,717,865	3,831,579
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	182,000	39,690	265,643	294,267	290,527	283,102	285,411	289,001	287,385	290,200	293,846	300,474
Net Operating Result Before Grants and Contributions Provided for Capital Purposes	182,000	39,690	265,643	294,267	290,527	283,102	285,411	289,001	287,385	290,200	293,846	300,474

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
CONSOLIDATED												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	7,175,000	5,867,464	6,163,115	7,131,132	7,944,176	8,750,765	9,545,313	10,446,697	11,384,668	12,430,566	13,494,880	14,729,226
Investments	2,405,000	2,405,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000
Receivables	1,335,000	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561	1,933,561
Inventories	187,000	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796
Other	19,000	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,121,000	10,434,642	9,930,293	10,898,310	11,711,354	12,517,943	13,312,491	14,213,875	15,151,846	16,197,744	17,262,058	18,496,404
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	350,000	320,718	290,411	259,043	226,578	192,976	158,198	122,203	84,948	46,389
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	228,107,000	230,784,861	231,840,633	232,055,379	231,848,814	231,664,357	231,503,561	231,370,155	231,266,844	231,198,241	231,169,272	231,185,200
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	228,107,000	230,784,861	232,190,633	232,376,097	232,139,225	231,923,400	231,730,139	231,563,131	231,425,042	231,320,444	231,254,220	231,231,589
TOTAL ASSETS	239,228,000	241,219,503	242,120,926	243,274,407	243,850,579	244,441,343	245,042,630	245,777,006	246,576,888	247,518,188	248,516,278	249,727,993
LIABILITIES												
<i>Current Liabilities</i>												
Payables	3,874,000	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953	4,008,953
Borrowings	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000	118,000
Provisions	2,387,000	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716
Total Current Liabilities	6,379,000	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669	6,427,669
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,121,000	3,451,996	3,600,083	3,357,445	3,106,096	2,850,086	2,592,395	2,320,966	2,034,970	1,791,878	1,573,601	1,371,085
Provisions	916,000	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525
Total Non-Current Liabilities	4,037,000	4,377,521	4,525,608	4,282,970	4,031,621	3,775,611	3,517,920	3,246,491	2,960,495	2,717,403	2,499,126	2,296,610
TOTAL LIABILITIES	10,416,000	10,805,190	10,953,277	10,710,639	10,459,290	10,203,280	9,945,589	9,674,160	9,388,164	9,145,072	8,926,795	8,724,279
Net Assets	228,812,000	230,414,313	231,167,649	232,563,768	233,391,289	234,238,063	235,097,041	236,102,846	237,188,724	238,373,116	239,589,483	241,003,714
EQUITY												
Retained Earnings	68,014,000	69,616,313	70,369,649	71,765,768	72,593,289	73,440,063	74,299,041	75,304,846	76,390,724	77,575,116	78,791,483	80,205,714
Revaluation Reserves	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000	160,798,000
<i>Council Equity Interest</i>	228,812,000	230,414,313	231,167,649	232,563,768	233,391,289	234,238,063	235,097,041	236,102,846	237,188,724	238,373,116	239,589,483	241,003,714
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	228,812,000	230,414,313	231,167,649	232,563,768	233,391,289	234,238,063	235,097,041	236,102,846	237,188,724	238,373,116	239,589,483	241,003,714

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
GENERAL												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,409,000	628,822	650,508	848,445	879,787	884,140	829,172	830,799	834,706	898,147	932,314	1,081,513
Investments	2,405,000	2,405,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000
Receivables	1,101,000	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561	1,699,561
Inventories	187,000	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796	203,796
Other	19,000	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821	24,821
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,121,000	4,962,000	4,183,686	4,381,623	4,412,965	4,417,318	4,362,350	4,363,977	4,367,884	4,431,325	4,465,492	4,614,691
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	198,253,000	200,993,665	202,206,237	202,579,824	202,533,409	202,510,392	202,512,303	202,542,446	202,603,067	202,698,286	202,832,495	203,010,383
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	198,253,000	200,993,665	202,206,237	202,579,824	202,533,409	202,510,392	202,512,303	202,542,446	202,603,067	202,698,286	202,832,495	203,010,383
TOTAL ASSETS	204,374,000	205,955,665	206,389,923	206,961,447	206,946,374	206,927,710	206,874,653	206,906,423	206,970,951	207,129,611	207,297,987	207,625,074
LIABILITIES												
<i>Current Liabilities</i>												
Payables	1,694,000	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953	1,828,953
Borrowings	118,000	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139	114,139
Provisions	2,387,000	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716	2,300,716
Total Current Liabilities	4,199,000	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808	4,243,808
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,058,000	3,392,857	3,545,076	3,306,844	3,060,194	2,809,186	2,556,838	2,291,107	2,011,187	1,774,570	1,563,203	1,368,056
Provisions	916,000	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525	925,525
Total Non-Current Liabilities	3,974,000	4,318,382	4,470,601	4,232,369	3,985,719	3,734,711	3,482,363	3,216,632	2,936,712	2,700,095	2,488,728	2,293,581
TOTAL LIABILITIES	8,173,000	8,562,190	8,714,409	8,476,177	8,229,527	7,978,519	7,726,171	7,460,440	7,180,520	6,943,903	6,732,536	6,537,389
Net Assets	196,201,000	197,393,475	197,675,514	198,485,270	198,716,847	198,949,191	199,148,482	199,445,983	199,790,431	200,185,708	200,565,451	201,087,685
EQUITY												
Retained Earnings	51,386,000	52,578,475	52,860,514	53,670,270	53,901,847	54,134,191	54,333,482	54,630,983	54,975,431	55,370,708	55,750,451	56,272,685
Revaluation Reserves	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000	144,815,000
Council Equity Interest	196,201,000	197,393,475	197,675,514	198,485,270	198,716,847	198,949,191	199,148,482	199,445,983	199,790,431	200,185,708	200,565,451	201,087,685
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	196,201,000	197,393,475	197,675,514	198,485,270	198,716,847	198,949,191	199,148,482	199,445,983	199,790,431	200,185,708	200,565,451	201,087,685

**URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017**

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
WATER												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,559,000	1,856,208	1,656,558	1,885,723	2,119,667	2,368,110	2,639,633	2,935,431	3,250,305	3,589,275	3,951,765	4,340,142
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000	198,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,757,000	2,054,208	1,854,558	2,083,723	2,317,667	2,566,110	2,837,633	3,133,431	3,448,305	3,787,275	4,149,765	4,538,142
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	350,000	320,718	290,411	259,043	226,578	192,976	158,198	122,203	84,948	46,389	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,557,000	18,501,285	18,512,685	18,525,003	18,538,745	18,553,967	18,570,729	18,589,346	18,610,155	18,633,516	18,659,814	18,689,462
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,557,000	18,501,285	18,862,685	18,845,721	18,829,156	18,813,010	18,797,307	18,782,322	18,768,353	18,755,719	18,744,762	18,735,851
TOTAL ASSETS	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
LIABILITIES												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
EQUITY												
Retained Earnings	8,693,000	8,934,493	9,096,243	9,308,444	9,525,823	9,758,120	10,013,940	10,294,753	10,595,658	10,921,994	11,273,527	11,652,993
Revaluation Reserves	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000	11,621,000
<i>Council Equity Interest</i>	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,314,000	20,555,493	20,717,243	20,929,444	21,146,823	21,379,120	21,634,940	21,915,753	22,216,658	22,542,994	22,894,527	23,273,993

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
SEWER												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,485,000	1,713,155	1,854,059	2,032,580	2,220,678	2,421,223	2,642,656	2,885,490	3,144,229	3,423,546	3,722,535	4,043,200
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,521,000	1,749,155	1,890,059	2,068,580	2,256,678	2,457,223	2,678,656	2,921,490	3,180,229	3,459,546	3,758,535	4,079,200
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	6,554,000	6,454,500	6,357,500	6,258,875	6,158,814	6,057,302	5,954,324	5,849,981	5,744,382	5,637,646	5,529,903	5,421,294
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	6,554,000	6,454,500	6,357,500	6,258,875	6,158,814	6,057,302	5,954,324	5,849,981	5,744,382	5,637,646	5,529,903	5,421,294
TOTAL ASSETS	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
LIABILITIES												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
EQUITY												
Retained Earnings	5,336,000	5,464,655	5,508,559	5,588,455	5,676,492	5,775,525	5,893,980	6,032,471	6,185,611	6,358,192	6,549,438	6,761,494
Revaluation Reserves	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000	2,739,000
Council Equity Interest	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	8,075,000	8,203,655	8,247,559	8,327,455	8,415,492	8,514,525	8,632,980	8,771,471	8,924,611	9,097,192	9,288,438	9,500,494

URALLA SHIRE COUNCIL
BALANCE SHEET
YEAR ENDED 30 JUNE 2017

	Scenario 3 - Optimistic											
	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
McMAUGH GARDENS												
ASSETS												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,743,000	4,835,411	4,764,211	4,691,677	4,617,846	4,542,696	4,466,205	4,388,382	4,309,240	4,228,793	4,147,060	4,064,061
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,743,000	4,835,411	4,764,211	4,691,677	4,617,846	4,542,696	4,466,205	4,388,382	4,309,240	4,228,793	4,147,060	4,064,061
TOTAL ASSETS	6,465,000	6,504,690	6,766,201	7,056,061	7,341,889	7,619,988	7,900,056	8,183,358	8,464,667	8,748,391	9,035,327	9,328,431
LIABILITIES												
<i>Current Liabilities</i>												
Payables	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000	2,180,000
Borrowings	-	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861	3,861
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,180,000	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861	2,183,861
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	63,000	59,139	55,007	50,601	45,902	40,900	35,557	29,859	23,783	17,308	10,398	3,029
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	63,000	59,139	55,007	50,601	45,902	40,900	35,557	29,859	23,783	17,308	10,398	3,029
TOTAL LIABILITIES	2,243,000	2,243,000	2,238,868	2,234,462	2,229,763	2,224,761	2,219,418	2,213,720	2,207,644	2,201,169	2,194,259	2,186,890
Net Assets	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541
EQUITY												
Retained Earnings	2,599,000	2,638,690	2,904,333	3,198,599	3,489,126	3,772,227	4,057,638	4,346,638	4,634,023	4,924,222	5,218,068	5,518,541
Revaluation Reserves	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000	1,623,000
<i>Council Equity Interest</i>	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,222,000	4,261,690	4,527,333	4,821,599	5,112,126	5,395,227	5,680,638	5,969,638	6,257,023	6,547,222	6,841,068	7,141,541

**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

Scenario 3 - Optimistic

CONSOLIDATED FUNDS

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	5,398,000	5,640,841	5,927,262	6,898,315	7,094,536	7,296,254	7,510,203	7,737,118	7,970,802	8,218,649	8,481,536	8,760,408
User Charges & Fees	6,710,000	5,162,802	7,954,579	8,135,068	8,339,991	8,550,071	8,773,992	9,012,550	9,257,592	9,518,551	9,796,378	10,092,112
Interest & Investment Revenue Received	239,000	394,039	316,450	256,895	291,057	332,372	407,846	479,803	526,478	589,471	646,886	707,255
Grants & Contributions	8,493,000	7,726,855	5,093,058	4,704,164	4,370,855	4,480,494	4,597,367	4,721,888	4,849,780	4,985,981	5,130,998	5,285,363
Bonds & Deposits Received												
Other	2,550,000	579,805	597,588	608,994	624,218	639,821	656,457	674,186	692,393	711,783	732,428	754,402

Payments

Employee Benefits & On-Costs	(8,275,000)	(8,876,157)	(8,947,778)	(9,257,844)	(9,729,964)	(10,070,514)	(10,412,914)	(10,761,745)	(11,116,884)	(11,483,741)	(11,862,702)	(12,254,174)
Materials & Contracts	(4,283,000)	(3,693,454)	(4,751,910)	(4,477,308)	(4,589,255)	(4,703,973)	(4,888,157)	(4,947,937)	(5,081,533)	(5,223,815)	(5,449,060)	(5,536,554)
Borrowing Costs	(121,000)	(228,912)	(148,763)	(149,519)	(136,430)	(122,921)	(109,295)	(107,337)	(80,989)	(66,800)	(55,440)	(45,651)
Other	(1,973,000)	(2,109,003)	(1,699,514)	(1,663,257)	(1,704,909)	(1,747,601)	(1,793,152)	(1,841,683)	(1,891,506)	(1,944,624)	(2,001,170)	(2,061,369)

Net Cash Provided (or used in) Operating Activities

	8,738,000	4,596,816	4,340,972	5,055,507	4,560,099	4,654,003	4,742,347	4,966,843	5,126,132	5,305,455	5,419,854	5,701,792
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities	1,000,000		800,000	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	241,000	365,000	60,000	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298	71,704

Payments

Purchase of Investment Securities	(2,405,000)		0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(7,921,000)	(6,600,348)	(4,703,408)	(3,935,334)	(3,588,437)	(3,686,443)	(3,787,519)	(3,893,875)	(4,004,513)	(4,121,380)	(4,244,816)	(4,375,193)

Net Cash Provided (or used in) Investing Activities

	(9,085,000)	(6,235,348)	(3,843,408)	(3,874,134)	(3,526,013)	(3,622,771)	(3,722,574)	(3,827,631)	(3,936,944)	(4,052,460)	(4,174,518)	(4,303,489)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances	2,000,000	500,000	350,000	29,282	30,307	31,368	32,465	33,602	34,778	35,995	37,255	38,559
Proceeds from Retirement Home Contributions	698,000											
Other Financing Activity Receipts												

Payments

Repayment of Borrowings & Advances	(110,000)	(169,004)	(201,913)	(242,638)	(251,349)	(256,010)	(257,691)	(271,429)	(285,996)	(243,092)	(218,277)	(202,516)
Repayment of Retirement Home Contributions	(896,000)											
Other Financing Activity Payments			(350,000)	0	0	0	0	0	0	0	0	0

Net Cash Flow Provided (Used in) Financing Activities

	1,692,000	330,996	(201,913)	(213,356)	(221,042)	(224,642)	(225,226)	(237,827)	(251,218)	(207,097)	(181,022)	(163,957)
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Net Increase/(Decrease) in Cash & Cash Equivalents

	1,345,000	(1,307,536)	295,651	968,017	813,044	806,590	794,547	901,385	937,970	1,045,898	1,064,314	1,234,346
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	5,830,000	7,175,000	5,867,464	6,163,115	7,131,132	7,944,176	8,750,176	8,750,176	9,545,313	10,446,697	11,384,668	12,430,566
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Cash & Cash Equivalents - End of the Year

	7,175,000	5,867,464	6,163,115	7,131,132	7,944,176	8,750,176	9,545,313	10,446,697	11,384,668	12,430,566	13,494,880	14,729,226
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plus: Investments - End of the Year

	2,405,000	2,405,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000
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Total Cash, Cash Equivalents & Investments - End of Year

	9,580,000	8,272,464	7,768,115	8,736,132	9,549,176	10,355,765	11,150,313	12,051,697	12,989,668	14,035,566	15,099,880	16,334,226
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Representing:

External Restrictions	6,565,000	7,372,500	7,353,487	7,796,883	8,256,523	8,745,553	9,282,959	9,870,330	10,495,478	11,169,083	11,889,253	12,660,651
Internal Restrictions	3,015,000	899,964	414,628	939,249	1,292,653	1,610,212	1,867,354	2,181,367	2,494,190	2,866,482	3,210,627	3,673,574
Unrestricted	0	0	0	0	0	0	0	0	0	0	0	0

URALLA SHIRE COUNCIL

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	9,580,000	8,272,464	7,768,115	8,736,132	9,549,176	10,355,766	11,150,313	12,051,697	12,989,668	14,035,566	15,099,880	16,334,225
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URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017

Scenario 3 - Optimistic

GENERAL FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	4,468,000	4,659,486	4,939,690	5,885,099	6,052,480	6,224,550	6,407,018	6,600,507	6,799,765	7,011,060	7,235,137	7,472,797
User Charges & Fees	3,946,000	2,443,052	4,255,019	4,350,776	4,459,563	4,571,066	4,689,924	4,816,562	4,946,617	5,085,126	5,232,593	5,389,564
Interest & Investment Revenue Received	71,000	260,039	129,075	111,329	141,224	163,468	199,127	232,914	257,952	289,116	319,621	350,356
Grants & Contributions	8,463,000	7,696,605	5,061,653	4,672,053	4,337,941	4,446,757	4,562,753	4,686,339	4,813,271	4,948,450	5,092,378	5,245,584
Bonds & Deposits Received												
Other	2,319,000	514,305	584,088	595,190	610,069	625,319	641,578	658,904	676,698	695,648	715,825	737,301

Payments

Employee Benefits & On-Costs	(6,064,000)	(6,932,523)	(6,788,325)	(7,039,006)	(7,439,013)	(7,699,380)	(7,961,161)	(8,227,858)	(8,499,379)	(8,779,859)	(9,069,593)	(9,368,893)
Materials & Contracts	(3,368,000)	(3,092,581)	(3,919,157)	(3,779,128)	(3,873,617)	(3,970,444)	(4,135,853)	(4,175,622)	(4,288,364)	(4,408,437)	(4,610,034)	(4,672,360)
Borrowing Costs	(103,000)	(224,698)	(144,820)	(145,850)	(133,054)	(119,848)	(106,563)	(104,960)	(78,990)	(65,200)	(54,275)	(44,945)
Bonds & Deposits Refunded												
Other	(1,910,000)	(1,657,143)	(769,348)	(713,554)	(734,317)	(755,654)	(778,974)	(804,357)	(830,497)	(858,948)	(889,793)	(923,206)

Net Cash Provided (or used in) Operating Activities

	7,822,000	3,666,542	3,347,875	3,936,908	3,421,276	3,485,834	3,517,849	3,682,429	3,797,072	3,916,956	3,971,859	4,186,198
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities	1,000,000	0	800,000	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	241,000	365,000	60,000	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298	71,704

Payments

Purchase of Investment Securities	(2,405,000)	0	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(7,776,793)	(6,142,716)	(4,338,408)	(3,561,939)	(3,205,707)	(3,294,145)	(3,385,414)	(3,481,315)	(3,580,814)	(3,685,818)	(3,796,623)	(3,913,555)

Net Cash Provided (or used in) Investing Activities

	(8,940,793)	(5,777,716)	(3,478,408)	(3,500,739)	(3,143,283)	(3,230,473)	(3,320,469)	(3,415,071)	(3,513,245)	(3,616,898)	(3,726,325)	(3,841,851)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances	2,000,000	500,000	350,000									
Proceeds from Retirement Home Contributions	698,000	0										
Other Financing Activity Receipts	0	(3,861)										

Payments

Repayment of Borrowings & Advances	(106,327)	(165,143)	(197,781)	(238,232)	(246,650)	(251,008)	(252,348)	(265,731)	(279,920)	(236,617)	(211,367)	(195,147)
Repayment of Retirement Home Contributions	(896,000)	0										
Other Financing Activity Payments	0	0										

Net Cash Flow Provided (Used in) Financing Activities

	1,695,673	330,996	152,219	(238,232)	(246,650)	(251,008)	(252,348)	(265,731)	(279,920)	(236,617)	(211,367)	(195,147)
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Net Increase/(Decrease) in Cash & Cash Equivalents

	576,880	(1,780,178)	21,686	197,937	31,343	4,353	(54,968)	1,627	3,907	63,441	34,167	149,200
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	1,832,120	2,409,000	628,822	650,508	848,445	879,787	884,140	829,172	830,799	834,706	898,147	932,314
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Cash & Cash Equivalents - End of the Year

	2,409,000	628,822	650,508	848,445	879,787	884,140	829,172	830,799	834,706	898,147	932,314	1,081,513
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plus: Investments - End of the Year

	2,405,000	2,405,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000
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Total Cash, Cash Equivalents & Investments - End of Year

	4,814,000	3,033,822	2,255,508	2,453,445	2,484,787	2,489,140	2,434,172	2,435,799	2,439,706	2,503,147	2,537,314	2,686,513
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**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

WATER FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	388,000	404,584	411,197	421,875	433,883	446,227	459,292	473,121	487,361	502,435	518,393	535,291
User Charges & Fees	516,000	543,000	518,000	531,146	545,953	561,168	577,366	594,605	612,354	631,242	651,340	672,728
Interest & Investment Revenue Received	49,000	31,000	59,546	53,413	50,737	57,882	72,384	87,267	96,969	110,887	123,369	137,286
Grants & Contributions	17,000	16,500	17,930	18,333	18,792	19,262	19,763	20,297	20,845	21,428	22,050	22,712
Bonds & Deposits Received												
Other	0	1,000	0	0	0	0	0	0	0	0	0	0

Payments

Employee Benefits & On-Costs	(313,000)	(215,116)	(137,863)	(141,654)	(146,258)	(151,377)	(156,524)	(161,768)	(167,106)	(172,620)	(178,316)	(184,200)
Materials & Contracts	(245,000)	(245,479)	(217,250)	(171,043)	(175,324)	(179,706)	(184,198)	(188,988)	(194,092)	(199,526)	(205,314)	(211,472)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	0	(77,281)	(271,210)	(276,897)	(282,973)	(289,180)	(295,642)	(302,368)	(309,246)	(316,407)	(323,864)	(331,632)

Net Cash Provided (or used in) Operating Activities

412,000 458,208 380,350 435,173 444,810 464,276 492,441 522,166 547,085 577,439 607,658 640,713

Cash Flows from Investing Activities

Receipts

Sale of Investment Securities												
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0

Payments

Purchase of Investment Securities												
Purchase of Infrastructure, Property, Plant & Equipment	(30,000)	(161,000)	(230,000)	(235,290)	(241,173)	(247,202)	(253,382)	(259,970)	(266,989)	(274,464)	(282,423)	(290,895)

Net Cash Provided (or used in) Investing Activities

(30,000) (161,000) (230,000) (235,290) (241,173) (247,202) (253,382) (259,970) (266,989) (274,464) (282,423) (290,895)

Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances			0	29,282	30,307	31,368	32,465	33,602	34,778	35,995	37,255	38,559
Proceeds from Retirement Home Contributions												
Other Financing Activity Receipts												

Payments

Repayment of Borrowings & Advances			0									
Repayment of Retirement Home Contributions												
Other Financing Activity Payments			(350,000)									

Net Cash Flow Provided (Used in) Financing Activities

0 0 (350,000) 29,282 30,307 31,368 32,465 33,602 34,778 35,995 37,255 38,559

Net Increase/(Decrease) in Cash & Cash Equivalents

382,000 297,208 (199,650) 229,165 233,944 248,442 271,524 295,798 314,874 338,970 362,490 388,377

Plus: Cash, Cash Equivalents & Investments - Beginning of Year

1,177,000 1,559,000 1,856,208 1,656,558 1,885,723 2,119,667 2,368,110 2,639,633 2,935,431 3,250,305 3,589,275 3,951,765

Cash & Cash Equivalents - End of the Year

1,559,000 1,856,208 1,656,558 1,885,723 2,119,667 2,368,110 2,639,633 2,935,431 3,250,305 3,589,275 3,951,765 4,340,142

plus: Investments - End of the Year

Total Cash, Cash Equivalents & Investments - End of Year

0 0 0 0 0 0 0 0 0 0 0 0

URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017

Scenario 3 - Optimistic

SEWER FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges	542,000	576,771	576,375	591,341	608,173	625,477	643,893	663,490	683,676	705,154	728,006	752,320
User Charges & Fees	30,000	16,750	10,000	10,226	10,482	10,744	11,024	11,322	11,628	11,954	12,300	12,670
Interest & Investment Revenue Received	45,000	33,000	50,112	33,043	37,429	44,866	59,897	74,771	84,026	97,289	108,934	121,811
Grants & Contributions	13,000	13,750	13,475	13,778	14,122	14,475	14,851	15,252	15,664	16,103	16,570	17,067
Bonds & Deposits Received												
Other	0	0	0	0	0	0	0	0	0	0	0	0

Payments

Employee Benefits & On-Costs	(260,000)	(159,842)	(127,258)	(130,757)	(135,007)	(139,732)	(144,483)	(149,323)	(154,251)	(159,341)	(164,599)	(170,031)
Materials & Contracts	(149,000)	(76,001)	(101,150)	(52,328)	(53,636)	(54,978)	(56,352)	(57,817)	(59,378)	(61,041)	(62,810)	(64,694)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	0	(73,273)	(175,650)	(179,367)	(183,365)	(187,454)	(191,723)	(196,179)	(200,740)	(205,503)	(210,479)	(215,677)

Net Cash Provided (or used in) Operating Activities

	221,000	331,155	245,904	285,936	298,198	313,398	337,107	361,516	380,625	404,615	427,922	453,466
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities												
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0

Payments

Purchase of Investment Securities												
Purchase of Infrastructure, Property, Plant & Equipment	(43,000)	(103,000)	(105,000)	(107,415)	(110,100)	(112,853)	(115,674)	(118,682)	(121,886)	(125,299)	(128,933)	(132,801)

Net Cash Provided (or used in) Investing Activities

	(43,000)	(103,000)	(105,000)	(107,415)	(110,100)	(112,853)	(115,674)	(118,682)	(121,886)	(125,299)	(128,933)	(132,801)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances			0									
Proceeds from Retirement Home Contributions			0									
Other Financing Activity Receipts			0									

Payments

Repayment of Borrowings & Advances			0									
Repayment of Retirement Home Contributions			0									
Other Financing Activity Payments			0									

Net Cash Flow Provided (Used in) Financing Activities

	0	0	0	0	0	0	0	0	0	0	0	0
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Net Increase/(Decrease) in Cash & Cash Equivalents

	178,000	228,155	140,904	178,521	188,098	200,545	221,433	242,834	258,739	279,316	298,989	320,665
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	1,307,000	1,485,000	1,713,155	1,854,059	2,032,580	2,220,678	2,421,223	2,642,656	2,885,490	3,144,229	3,423,546	3,722,535
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Cash & Cash Equivalents - End of the Year

	1,485,000	1,713,155	1,854,059	2,032,580	2,220,678	2,421,223	2,642,656	2,885,490	3,144,229	3,423,546	3,722,535	4,043,200
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plus: Investments - End of the Year

Total Cash, Cash Equivalents & Investments - End of Year

	0	0	0	0	0	0	0	0	0	0	0	0
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**URALLA SHIRE COUNCIL
CASH FLOW STATEMENT
YEAR ENDED 30 JUNE 2017**

Scenario 3 - Optimistic

McMAUGH GARDENS FUND

Cash Flows from Operating Activities

Receipts

	2015 Actual	2016 Estimate	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	2,218,000	2,160,000	3,171,560	3,242,920	3,323,993	3,407,093	3,495,678	3,590,061	3,686,993	3,790,229	3,900,145	4,017,150
Interest & Investment Revenue Received	74,000	70,000	77,718	59,111	61,667	66,156	76,439	84,851	87,532	92,180	94,963	97,802
Grants & Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Received												
Other	231,000	64,500	13,500	13,804	14,149	14,502	14,879	15,282	15,695	16,135	16,603	17,101

Payments

Employee Benefits & On-Costs	(1,638,000)	(1,568,676)	(1,894,333)	(1,946,427)	(2,009,686)	(2,080,025)	(2,150,746)	(2,222,796)	(2,296,148)	(2,371,921)	(2,450,194)	(2,531,050)
Materials & Contracts	(521,000)	(279,393)	(514,353)	(474,809)	(486,678)	(498,845)	(511,754)	(525,510)	(539,699)	(554,811)	(570,902)	(588,028)
Borrowing Costs	(18,000)	(4,214)	(3,943)	(3,669)	(3,376)	(3,073)	(2,732)	(2,377)	(1,999)	(1,600)	(1,165)	(706)
Bonds & Deposits Refunded		0										
Other	(63,000)	(301,306)	(483,306)	(493,439)	(504,254)	(515,313)	(526,813)	(538,779)	(551,023)	(563,766)	(577,034)	(590,854)

Net Cash Provided (or used in) Operating Activities

	283,000	140,911	366,843	397,491	395,815	390,495	394,951	400,732	401,351	406,446	412,416	421,415
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Cash Flows from Investing Activities

Receipts

Sale of Investment Securities			0									
Sale of Infrastructure, Property, Plant & Equipment			0	0	0	0	0	0	0	0	0	0

Payments

Purchase of Investment Securities			0									
Purchase of Infrastructure, Property, Plant & Equipment	(71,207)	(193,632)	(30,000)	(30,690)	(31,457)	(32,243)	(33,049)	(33,908)	(34,824)	(35,799)	(36,837)	(37,942)

Net Cash Provided (or used in) Investing Activities

	(71,207)	(193,632)	(30,000)	(30,690)	(31,457)	(32,243)	(33,049)	(33,908)	(34,824)	(35,799)	(36,837)	(37,942)
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Cash Flows from Financing Activities

Receipts

Proceeds from Borrowings & Advances			0									
Proceeds from Retirement Home Contributions			0									
Other Financing Activity Receipts		3,861	0									

Payments

Repayment of Borrowings & Advances	(3,673)	(3,861)	(4,132)	(4,406)	(4,699)	(5,002)	(5,343)	(5,698)	(6,076)	(6,475)	(6,910)	(7,369)
Repayment of Retirement Home Contributions			0									
Other Financing Activity Payments			0									

Net Cash Flow Provided (Used in) Financing Activities

	(3,673)	0	(4,132)	(4,406)	(4,699)	(5,002)	(5,343)	(5,698)	(6,076)	(6,475)	(6,910)	(7,369)
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Net Increase/(Decrease) in Cash & Cash Equivalents

	208,120	(52,721)	332,711	362,395	359,659	353,250	356,559	361,126	360,451	364,172	368,669	376,104
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Plus: Cash, Cash Equivalents & Investments - Beginning of Year

	1,513,880	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267
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Cash & Cash Equivalents - End of the Year

	1,722,000	1,669,279	2,001,990	2,364,384	2,724,043	3,077,292	3,433,851	3,794,976	4,155,427	4,519,598	4,888,267	5,264,370
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plus: Investments - End of the Year

Total Cash, Cash Equivalents & Investments - End of Year

	0	0	0	0	0	0	0	0	0	0	0	0
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LONG TERM FINANCIAL PLAN

2026

Department:	General Manager's Office
Submitted by:	General Manager
Reference:	Item 2
Subject:	General Manager Delegations – Mr A Hopkins

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective:	4.2 an effective and efficient organisation.
Strategy:	4.2.7 Ensure compliance with regulatory and statutory requirements
Action:	4.3.1 resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in the community strategic plan. .

SUMMARY:

The purpose of this report is to seek a resolution of the Council under section 377 of the Local Government Act 1993 to delegate functions of the Council to the recently appointed General Manager, Mr Andrew Hopkins.

OFFICER'S RECOMMENDATION

1. That in accordance with Section 377 of the Local Government Act 1993 Council Delegate the Functions of Council identified below to the General Manager, Mr Andrew Hopkins, on and from 22 August 2016.

REPORT:

The new General Manager, Mr Andrew Hopkins will commence his role with Uralla Shire Council on Monday, 22 August 2016. This report recommends the passing of a resolution of the Council to confer certain and specific functions of the Council held by the previous General Manager, Mr George Cowan upon the take up of the position by Mr Hopkins on and as from 22 August 2016 so as to ensure a seamless transfer of discharge of Council functions to the continuing position of General Manager.

The functions of the Council delegated to the General Manager are extensive, comprehensive and provide for the effective and efficient functioning of the Council, without undue delay and in accordance with adopted Council management plans, strategies and policy. The functions delegated to the General Manager, in some instances, provide for conditions and limitations and are exercised in good faith, with due diligence, probity and accountability.

The General Manager has authority under the Act to delegate any of the functions delegated by the Council, other than the power of delegation, to any person or body (including another employee of the council).

The Council Functions proposed to be delegated to Mr Andrew Hopkins as from 22 August 2016 are as follows:

FUNCTIONS OF THE GENERAL MANAGER

The function of the General Manager, as determined by Section 335 of the Local Government Act, is:

- (1) The general manager is generally responsible for the efficient and effective operation of the council's organisation and for ensuring the implementation, without undue delay, of decisions of the council.
- (2) The general manager has the following particular functions:
 - to assist the council in connection with the development and implementation of the community strategic plan and the council's resourcing strategy, delivery program and operational plan and the preparation of its annual report and state of the environment report
 - the day-to-day management of the council
 - to exercise such of the functions of the council as are delegated by the council to the general manager
 - to appoint staff in accordance with an organisation structure and resources approved by the council
 - to direct and dismiss staff
 - to implement the council's equal employment opportunity management plan.
- (3) The general manager has such other functions as may be conferred or imposed on the general manager by or under this or any other Act.

Council confirms the roles and duties of the General Manager as set out in the current employment contract.

DELEGATIONS OF AUTHORITY TO GENERAL MANAGER

In accordance with the provisions of Sections 377, 378, 379 and 381 of the Local Government Act 1993, as amended, Council delegates to the General Manager the following functions:

1. To carry out the regular services and operations of the Council within the sums voted by the Council for expenditure thereon and in accordance with the resolutions of the Council. To authorise variations of expenditure on individual line items and jobs which make up voted project/program items in Council's adopted budget, subject to the total voted expenditure in the project/program items not being exceeded.
2. To exercise and implement the powers, authorities, duties and functions of the Council under the Local Government Act and any other Act of Parliament or any rule, regulation, ordinance or by-law under or pursuant to any such Act but subject to Section 377 of the Local Government Act.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

N/A

2. Policy and Regulation

N/A

3. Financial (LTFP)

N/A

4. Asset Management (AMS)

N/A

5. Workforce (WMS)

N/A

6. Legal and Risk Management

N/A

7. Performance Measures

N/A

8. Project Management

N/A

Prepared by staff member:

George Cowan

TRIM Reference Number:

Approved/Reviewed by Manager:

General Manager

Department:	General Manager's Office
Submitted by:	General Manager
Reference:	Item 3
Subject:	Community Strategic Plan - End of Term Report

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective:	4.2 an effective and efficient organisation.
Strategy:	4.2.7 Ensure compliance with regulatory and statutory requirements
Action:	4.3.1 resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in the community strategic plan. .

SUMMARY:

The purpose of this report is to present the end of term report for the current Council.

OFFICER'S RECOMMENDATION

1. *That the end of term report 2012 – 2016 be received and noted.*

REPORT:

In 2009 the NSW Government introduced the Integrated Planning and Reporting legislation that changed the way in which local councils operated. Former management planning instruments were replaced with community lead processes designed to ensure that Councils were meeting the goals and aspirations of residents.

Uralla Shire adopted its first Community Strategic Plan in June 2011 and this document was revised and rewritten by Council for adoption in 2015.

The plan outlines 15 Community Goals embodying four general themes – Our Society; Our Economy; Our Environment; and Our Leadership. This report provides details of progress towards satisfaction of those community goals using two techniques. Firstly major milestones are shown graphically were possible and more detail is provided in the sections which utilises traffic lights technology to indicate progress against more specific targets.

This Council was elected in 2012 and concludes its term in September of 2016 and for much of that time has been under threat of amalgamation via the Fit For The Future process or more recently the merger proposals put forward firstly by the Minister and then by Armidale Dumaresq Council.

Despite those impositions significant progress has been made on implementing the community objectives and this report celebrates those achievements. Major initiatives have included...

Our Society

- Maintained a vibrant and welcoming town centre
- Programs to respect and develop the heritage of the shire
- Continued to support community participation and volunteerism
- Community Store
- Maintained accessible and quality sport and recreation facilities
- Programs to support a diverse and creative culture

- Maintained McMaugh Gardens Aged Care facilities and not only met accreditation but implemented programs designed to significantly improve the quality of experience for residents

Our Economy

- Maintained an attractive environment for business tourism and industry
- Purchased and rezoned land to enable future Councils to develop and market industrial land
- Provide an effective road network servicing the community by replacing the two remaining timber bridges on the Thunderbolts Way at Emu Crossing and Abington's

Our Environment

- Recording and promoting the regions heritage
- Protect and maintain healthy catchments and waterways
- Promoting recycling and re-use
- Developed and adopted the Fossickers Reserve Management Plan

Our Leadership

- Operate in a financially sustainable manner
- Successfully management the Fit For the Future examination
- Effectively lead the community through the merger debates
- Commenced a services of organisation and service level reviews

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

N/A

2. Policy and Regulation

N/A

3. Financial (LTFP)

N/A

4. Asset Management (AMS)

N/A

5. Workforce (WMS)

N/A

6. Legal and Risk Management

N/A

7. Performance Measures

N/A

8. Project Management

N/A

Prepared by staff member:

George Cowan

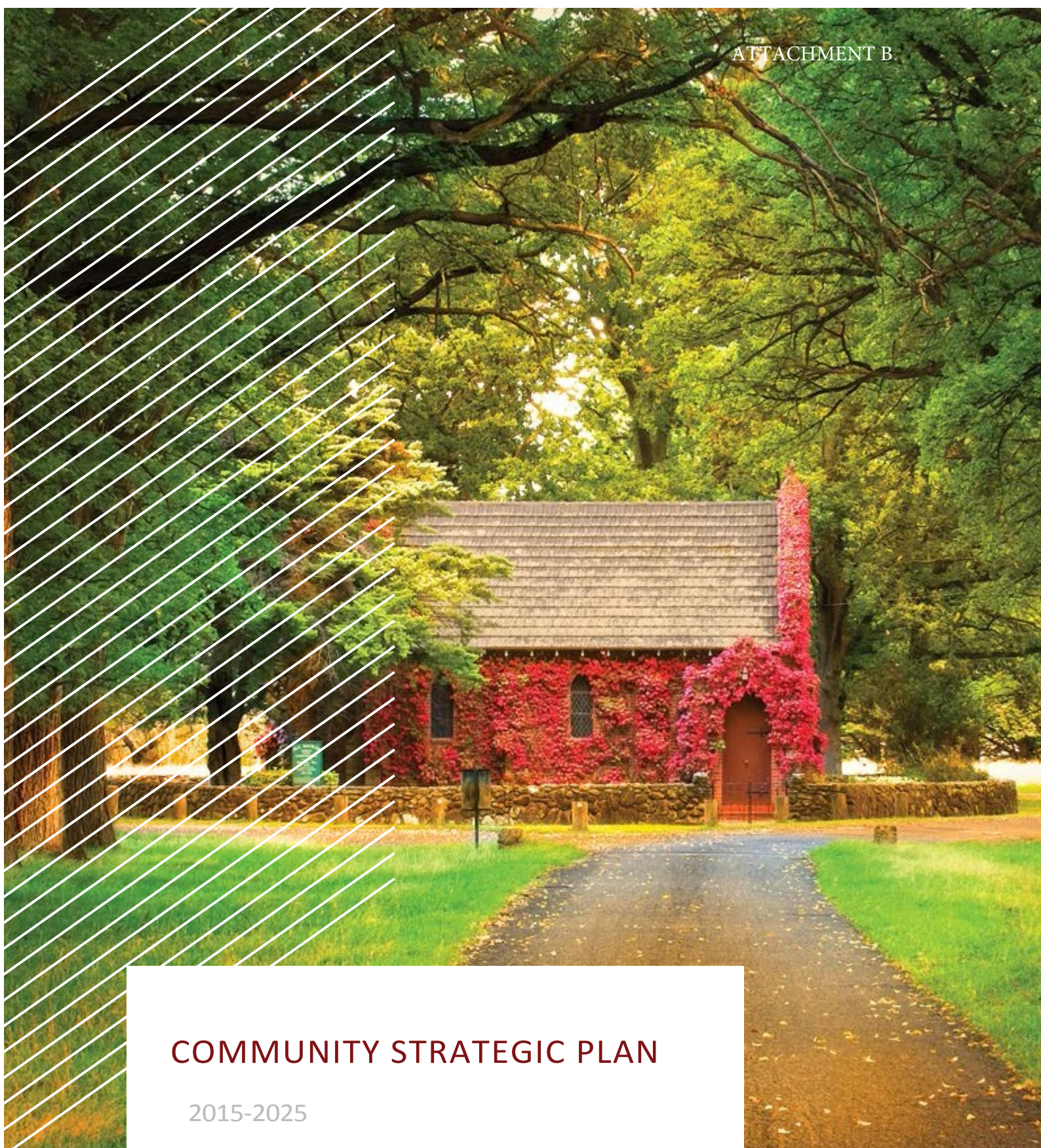
TRIM Reference Number:

Approved/Reviewed by Manager:

General Manager

Attachments

B. End of Term Report



COMMUNITY STRATEGIC PLAN

2015-2025

2012  2016

END OF TERM REPORT

OUR MISSION

“The Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people”

OUR VALUES

The Uralla Shire Community strives to:

- Enjoy a high quality of life
- Have thriving business centres
- Have educational and job opportunities available for people with a wide range of skills and aptitudes
- Have an innovative adaptive and diverse economy
- Have access to good public services and relevant infrastructure
- Have a continuing improvement in its socio-economic status
- Treasure its natural and built heritage and continue to be progressive
- Ensure sustainability
- Provide security and safety for its residents
- Have a growing population and a sound demographic structure; and
- Retain its own independent community based local government authority



Introduction

In 2009 the NSW Government introduced the Integrated Planning and Reporting legislation that changed the way in which local councils operated. Former management planning instruments were replaced with community lead processes designed to ensure that Councils were meeting the goals and aspirations of residents.

Uralla Shire adopted its first Community Strategic Plan in June 2011 and this document was revised and rewritten by Council for adoption in 2015.

The plan outlines 15 Community Goals embodying four general themes – Our Society; Our Economy; Our Environment; and Our Leadership. This report provides details of progress towards satisfaction of those community goals using two techniques. Firstly major milestones are shown graphically were possible and more detail is provided in the sections which utilises traffic lights technology to indicate progress against more specific targets.

This Council was elected in 2012 and concludes its term in September of 2016 and for much of that time has been under threat of amalgamation via the Fit For The Future process or more recently the merger proposals put forward firstly by the Minister and then by Armidale Dumaresq Council.

Despite those impositions significant progress has been made on implementing the community objectives and this report celebrates those achievements.

Clr Michael Pearce Mayor



Councillors 2012-2016

Back Row: Isabel Strutt, Kevin Ward, Bob Crouch, Mark Dusing, Fred Geldof.
Front Row: Karen Dusing, Michael Pearce, Daphne Field

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STATUS KEY



Action or Program is progressing within budget, on-time, to the standard required



Program is not progressing within budget, or within timeframes or to standard required; however remedial action is within the control of the responsible manager to bring the program back 'on-track'.



Program is not progressing within budget, or within timeframes or to standard required; however remedial action is not within the control of the responsible manager to bring the program back 'on-track'.

RESPONSIBILITY LEGEND

CIVIC BUSINESS	GENERAL MANAGERS OFFICE	
	Civic Leadership	General Manager
	Organisation Leadership	
	Communication	

ORGANISATIONAL SERVICES	FINANCIAL MANAGEMENT	
	Financial Management	Chief Financial Officer
	Rates & Revenue	
	HUMAN SERVICES	
	Human Resources	Manager - Human Services
	Customer Service	
	GOVERNANCE & INFORMATION	
	Governance	Manager - Governance & Information
	Technology	
	Records & Information	

COMMUNITY & CULTURAL SERVICES	COMMUNITY SERVICES	
	Community & Culture Management	Executive Manager - Community & Culture
	Tourism & Promotion	
	Library Services	
	Community Development	
	COMMUNITY CARE & SUPPORT	
	Ageing & Disability Services	Executive Manager - Community & Culture
	Community Transport	
	Aged Care Facilities	

INFRASTRUCTURE & REGULATORY SERVICES	INFRASTRUCTURE & REGULATION MANAGEMENT	
	Infrastructure & Regulation Management	Director - Infrastructure & Regulation
	Plant & Equipment	
	Depots	
	Private Works	
	Emergency Services	
	WORKS & CIVIL	
	Sealed Roads	Manager – Infrastructure and Works
	Unsealed Roads	
	Transport Facilities	
	Bridges & Culverts	
	Kerb & Gutter	
	Stormwater & Drainage	
	Footpaths & Cycleways	
	Quarries & Pits	
	FACILITIES & OPEN SPACE	
	Swimming Complex	Manager – Infrastructure and Works
	Parks, Gardens and Open Space	
	Sporting Grounds & Facilities	
	Public Buildings & Amenities	
	Operational Buildings	
	Cemeteries	
	PLANNING & REGULATION	
	Land-Use Planning	Manager - Planning & Regulation
	Development Control	
	Public Health	
	Regulation & Enforcement	
	ENVIRONMENT	
	Waste Management	Manager - Waste Services
Environmental Management	Coordinator - Environmental Mgt	
WATER-CYCLE		
Uralla Water Supply	Director - Infrastructure & Regulation	
Bundarra Water Supply		
Sewerage Services		

CIVIC BUSINESS – Civic Leadership

Goal: 4.1 A strong, accountable and representative Council

Strategies:

- 4.1.2 Engage with the community effectively and use community input to inform decision making
- 4.1.3 Provide open, accountable and transparent decision making for the community
- 4.1.4 Provide strong representation for the community at the regional, state and federal levels
- 4.1.5 Undertake the civic duties of Council with the highest degree of professionalism and ethics

MAJOR ACHIEVEMENTS 2012-2016

Delivery of outstanding Local Government Week Programs

Over 200 community members attended the event promoting Council.

Council had a tremendous response to the Photography & Art Contests, especially in the Primary School Art Competition, and people enjoyed viewing the all creative work on display.

Uralla Shire Council Open Day 2014 was a finalist in the RH Dougherty Awards for Innovation in Special Events, which recognises a special event produced and owned by a NSW Council.



Citizenship Ceremonies







An important part of Council’s civic duties include conferring Australian Citizenship for such candidates in our Shire. Feedback from our new Australian citizens is always positive, with Council receiving many compliments on our efficiency in organising ceremonies and the personal and welcoming atmosphere we are able to provide.







Newsletter to Residents

Council’s monthly newsletter to residents has been modernised and updated in both design and content. Council believes that this form of community engagement continues to remain an important communication tool within the Uralla Shire.

ACTIONS & PROGRAMS	STATUS ● ● ●	COMMENTARY
1. 4.1.2.3 Deliver a Local Government Week Program.	●	Program successfully held in August each year. Councils Open Day Event and Mayor for a Day was a finalist in the LGNSW Community and Engagement Awards in 2015.
2. 4.1.2.4 Conduct regular Community Consultative Panel meetings.	●	Consultative Panels established and being conducted quarterly. Meetings not held in the last quarter of 2015/2016 due to staff shortages

3.	4.1.2.5	Distribute monthly newsletter to residents.		Newsletter distributed every month. Residents value the opportunity to receive Council and community news regularly
4.	4.1.3.2	Develop and implement a Councillor Training and development program.		Program constructed and the Institute of Company Directors selected to deliver 4 part development program. Modules 1 and 2 successfully delivered in November, modules 3 and 4 scheduled for deliver with the new Council
5.	4.1.3.3	Council and Standing Committee Meetings are conducted and open to the public.		Council and Standing Committees held every month to date.
6.	4.1.4.1	Advocate the needs of the shire to State and Federal Governments.		Various matters advocated to both the State and Federal Government. Most specifically the FFTF program.
7.	4.1.4.5	Business papers and minutes are distributed to Councillors and uploaded onto Councils website in a timely manner.		Business Papers distributed more than 5 full days before meetings and minutes distributed the day following meetings.
8.	4.1.5.1	Councillors understand and comply with the Code of Conduct.		Code of Conduct training undertaken and a copy of the Code of Conduct provided to all Councillors in their key strategy, codes and policies folders.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
1. Council meetings conducted as scheduled	Meetings advertised and held in-line with parameters	100%	100%	100%	
2. Business Papers constructed and made public	Business papers constructed and distributed within timeframe parameters	>3 full days	>5 full days	>5 full days	
3. Policy review program	Review program completed	>95%	100%	100%	
4. Public interest requirements met	All PID requirements met	100%	100%	100%	

CIVIC BUSINESS – Organisational Leadership

Goal: 4.1 A strong, accountable and representative Council

Strategies:

- 4.1.1 Provide clear direction to the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan
- 4.1.2 Engage with the community effectively and use community input to inform decision making
- 4.1.3 Provide open, accountable and transparent decision making for the community

Goal: 4.2 An effective and efficient organisation

Strategies:

- 4.2.1 Provide a range of services that meet benchmarks determined with the community, having regard to quality and cost
- 4.2.6 Identify and manage risk associated with all Council activities and ensure a safe and healthy work environment
- 4.2.7 Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance.

Goal: 4.3 Deliver the goals and strategies of the Community Strategic Plan





Strategies:
















- 4.3.1 Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in the community strategic plan
- 4.3.2 Implement and maintain a performance management framework to enable clear reporting on the progress against milestones and key indicators in Councils strategic documents

MAJOR ACHIEVEMENTS 2012-2016






Integrated Planning and Reporting Documents

Council's suite of Integrated Planning and Reporting Documents have been developed to a high standard providing details on how the council intends to deliver services and infrastructure in the short and long term, based on community priorities that have been identified through community consultation and engagement.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.2.3.1 Lobby the State Government to delivery on the funding commitment for the Armidale Hospital		State Government confirmed funding towards the regional hospital. Design and approval stages underway.
2. 4.1.1.1 Review the Community Strategic Plan		CSP reviewed and adopted by Council in June 2015
3. 4.1.1.2 Implement, monitor and review the Delivery Program		Progress is reported to Council six monthly

4.	4.1.1.3 Construct Councils annual Operational Plan		Operational Plans constructed and adopted by Council following community consultation
5.	4.1.2.1 Develop, implement and review Council community engagement framework and community consultative panels		Community Engagement framework reviewed and being adhered to.
5.	4.1.2.2 Facilitate the delivery of community presentations to Council and deputations on business before them.		Deputations made to Council as requested.
7.	4.1.3.4 Council's Code of Meeting Practice and policies are maintained and reviewed.		Code of Meeting Practice reviewed and implemented. A program of policy review is in place
8.	4.1.5.1 Annual pecuniary interest declarations are completed and updated as necessary.		Interest Declarations completed by all designated people and presented to Council. Register available for viewing at Council.
9.	4.2.1.1 Develop, implement and review Business Plans for all of Councils Service areas		This work has not been carried out due to the impact of the FFTF and merger processes. The Operational Plan for 2016/2017 includes significant targets in this area.
10.	4.2.7.1 Ensure that Council has in place a robust and adequate Governance framework		Conformance, controls and performance systems in place and reviewed regularly.
11.	4.2.7.2 Resource and administer Councils Audit and Risk Committee		Audit and Risk Committee established and commenced meeting. The committee has not met in 2016 but will resume in the next period.
12.	4.3.1.1 Implement and review Councils strategic resourcing strategies (LTFP, AMS & WMS)		Resourcing strategies not reviewed as part of annual process in February/March but are being further developed during the 4 th quarter
13.	4.3.1.2 Ensure Councils organisation structure is aligned to the most efficient and effective delivery of services		Organisation Structure review suspended due to the merger process.
14.	4.3.2.1 Develop and implement Councils Performance Management framework		Integrated performance management systems in development.
15.	4.3.2.2 Report on actions delivered and progress made in the implementation of Councils Delivery Program		Delivery program progress report presented to Council six monthly.
16.	4.3.2.3 Complete and lodge Councils Annual Report		Annual Report completed, adopted by Council and lodged with the OLG.
17.	4.3.2.4 Develop and implement a key reporting suite for regular review by the Executive Management team		Reporting suite implemented into Executive Business Paper. Further development of the outputs provided within such is on-going
18.	2.4.4.1 Partner with Armidale Council and other New England Councils to lobby for funding for the upgrade of the Armidale Regional Airport		Funding for the regional airport announced in early December.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
1. Integrated Plans reviewed and constructed	IP&R documents reviewed and operational plan constructed before 30 June	All met	All met	Majority met. Asset management plans are incomplete but have been budgeted in the 16/17 Financial Year. LTF Plan has been reviewed following the development of the 16/17 Operational Plan	 
2. Successful delivery of the Operational Plan	% of Actions completed	>90%	>95%	On-going	
3. Senior Management meet regularly	Executive meet monthly	All met	All met	All met	
4. Audit and Risk Committee operating successfully	Audit & Risk Committee administered to meet quarterly	All met	All met	All met	

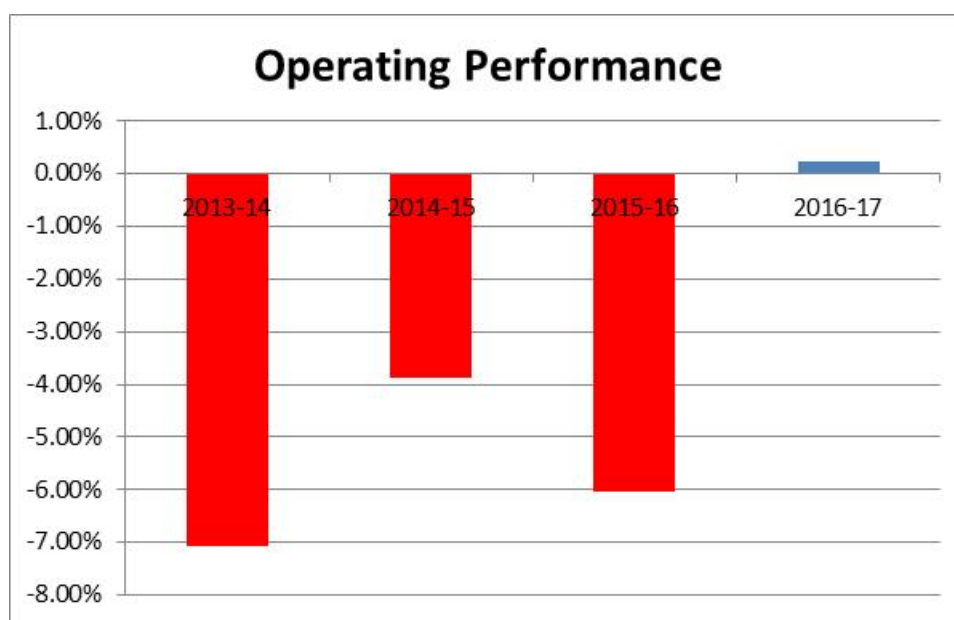
ORGANISATIONAL SERVICES-FINANCIAL MANAGEMENT – Financial Management





Goal: 4.2: An effective and efficient organisation








Strategies:

- 4.2.2: Operate in a financially responsible and sustainable manner
- 4.2.3: Develop and consistently apply and asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability
- 4.2.7: Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance.






MAJOR ACHIEVEMENTS 2012-2016



ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.2.1 Review, revise and maintain Councils Long Term Financial Plan		Plans constantly being reviewed, used and updated.
2. 4.2.2.2 Complete quarterly budget review statements in-line with statutory requirements		Reviews being undertaken in accordance with statutory requirements
3. 4.2.2.3 Provide financial reports to Management and staff to assist in budget control and decision making		A new monthly and quarterly report is now being developed that aligns with our new budget format. Until this is implemented we will continue to use the QBRS reports each quarter and the reporting available in our current software system (Civica).

4.	4.2.2.4	Process payroll on a fortnightly basis in-line with the appropriate Awards and Council policy		Payroll being processed correctly and on a timely basis.
5.	4.2.2.5	Ensure adequate and effective internal controls are in place for all financial management and purchasing functions		Work is continuing on strengthening internal controls with outcomes expected to be fully realised towards the end of the 2016/17 year.
6.	4.2.2.6	Process accounts payable in-line with Councils protocols and suppliers terms of trade		Accounts payable being processed correctly and on a timely basis.
7.	4.2.3.1	Develop funding models that ensure all of Councils infrastructure can be maintained and renewed as required.		Still awaiting finalisation of asset management plan upon which funding models can be based. Some deficiencies exist in current asset register set-up that will also need to be addressed to make the funding model process workable. Auditors have completed the special schedule 7 audit preparedness assessment and their report has identified areas for improvement. The long term financial plan 2026 has been prepared using estimates for asset maintenance and renewal based on prior year costs and extrapolated for future years.
8.	4.2.7.3	Complete and lodge annual Financial Statements in accordance with statutory requirements		Annual financial statements completed and lodged on time in accordance with statutory requirements.
9.	4.2.7.4	Complete all taxation returns and grant acquittals as required by external bodies		Taxation returns and grant acquittals completed and lodged on time in accordance with external requirements.
10.	4.2.7.5	Organise and manage the external audit of Council and address any management letter issues		External audit managed appropriately for 2014/15 with minimal issues being raised in audit management letter. Management items are being addressed as required. The 2015/16 audit will commence one month earlier than the 2014/15 audit.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Long Term Financial Plan constructed	Long Term Financial Plan revised and modelled to meet sustainability criteria by 30 June		By 30 June	LTFP 2026 finalised by early August 2016. Development of the plan was delayed due to the introduction of a new budget model.	
2. Budget Management Reporting completed			All met	Budget management reporting was met using the QBRS statements. However, a new monthly and quarterly budget reporting system is being developed to provide more accurate and timely reports to managers based on the new LTFP and financial statement models.	
3. Statutory compliance			All met	All met	
4. Payment obligations met			All met	All met	

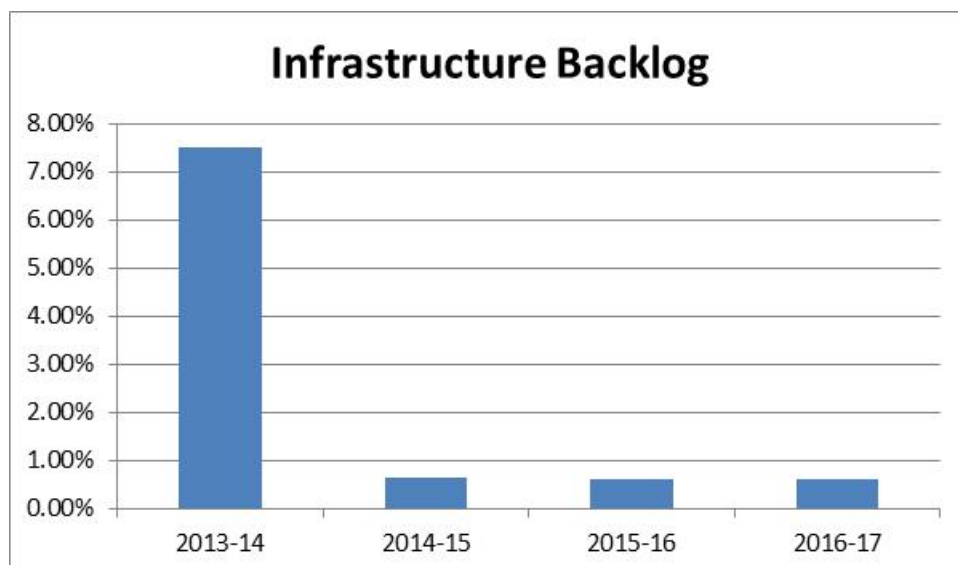
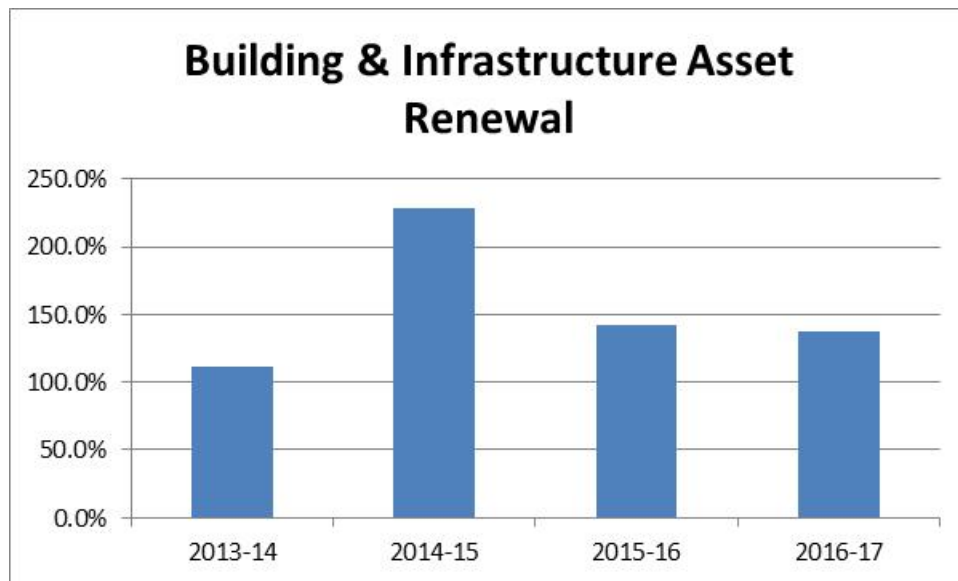
ORGANISATIONAL SERVICES-FINANCIAL MANAGEMENT – Rates & Revenue






Goal: 4.2 An effective and efficient organisation

Strategy:





4.2.2 Operate in a financially responsible and sustainable manner

MAJOR ACHIEVEMENTS 2012-2016



ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.2.9 Invest surplus funds to maximize the return to Council whilst complying with Councils Investment Policy risk parameters		Daily monitoring of cash requirements has been implemented with surplus amounts invested in short to medium term deposits.
2. 4.2.2.10 Model and adopt rate structures to maximize equity across the Council area and between categories		Completed as part of 2016/17 Operational Plan.
3. 4.2.2.11 Levy rates and charges in compliance with all regulatory requirements		Rates levied as required.
4. 4.2.2.12 Collect all rates and charges in-line with payment requirements and undertake debt recovery action for outstanding accounts		Rates collected in accordance with current policies. New policies being developed to streamline debt collection processes.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Rating statutory compliance	Rates levied in accordance with statutory requirements	Comply with legislative requirements	All met	All met	
2. Collection of accounts	Outstanding collections percentage	Better than 5%	<6.5%	Currently 4.31%	
3. Return on Investments	Average return on invested funds	Achieve target or better	>2.75%	Currently 2.95%	

ORGANISATIONAL SERVICES-HUMAN SERVICES – Human Resources

Goal: 4.2 An effective and efficient organisation

Strategies:

- 4.2.4 Establish Uralla Council as an employer of choice that trains, recruits and retains talented staff and facilitates a diverse workforce
- 4.2.6 Identify and manage risk associated with all Council activities and ensures a safe and healthy work environment

Goal: 4.3 Deliver the goals and strategies of the Community Strategic Plan

Strategy:

- 4.3.1 Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan

MAJOR ACHIEVEMENTS 2012-2016

Regional Trainee of the Year recipient












Council is proud that Bridget Doran, Human Services Officer (Undergraduate) was recognised 2016 New England Regional Training Awards held in Tamworth, as being the regions Trainee of the Year. More than 400 people attended the event held in Tamworth, where seven major category awards were presented to the best apprentices, trainees and vocational students.

The training awards are a recognition of Bridget's hard work over the last 18 months where she has completed a Certificate III in Business Administration and Certificate IV in Business.






Bridget is now enrolled at the University of New England to undertake a Bachelor of Business majoring in Human Resources. Bridget and other award winners will go on to be considered for selection to compete at the NSW Training Awards in September.



- Increase in technical expertise across Executive areas of Council
- Bullying and Harassment training delivered for all staff
- Delivery of Customer Services training
- Integrated Performance review process linking into strategic objectives of Council
- Reduction on Workers Compensation costs by approximately \$130,000
- Reduction in Workers Compensation Claims overall
- Regular recognition
- Review and implementation for all Position Descriptions
- Review and update of recruitment practices, including website and advertising campaigns
- Review and update of all separation practices
- Support for 11 Trainees/Apprentices

ACTIONS & PROGRAMS	STATUS   	COMMENTARY
1. 4.2.4.1 Develop and implement a corporate staff induction program		Induction program is currently in DRAFT. Plan to review in February 2016.
2. 4.3.1.4 Develop a succession planning program		Succession Plan development has not yet commenced pending a decision on Fit for the Future reform. The program development will be recommended post a final decision being determined.
3. 4.2.4.3 Review and implement a staff appraisal program		Staff appraisal program has been implemented with reviews completed as at 2015 and currently underway in 2016.
4. 4.2.4.4 Construct an integrated training plan across all Council		Corporate and Individual Training plan development has not yet commenced. Expected to be commenced by February 2016.
5. 4.2.4.5 Develop and implement reward and recognition protocol		Recognition protocol in pace
6. 4.2.6.5 Implement systems and procedures to manage risk associated with all Council activities and ensures a safe and healthy work environment		Draft documentation currently being reviewed. Workplace Health and Safety (WHS) action plan to be finalised following the appointment of WHS Officer.
7. 4.2.6.1 Oversee Return to Work and Workers Compensation processes		Continue review of current Return to Work processes. Review to be incorporated into WHS action plan.
8. 4.3.1.3 Implement volunteer management protocol and procedures		Documentation reviewed and adopted

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Staff Appraisals completed for all staff by April 2016					
2. Regular Workplace Health and Safety Meetings held			>6	6	
3. Key HR policy, protocol and procedures reviewed and updated					
4. Workplace Health and Safety Management Plan completed					

ORGANISATIONAL SERVICES-HUMAN SERVICES – Customer Service






Goal 4.2 An effective and efficient organisation

Strategy:





4.2.5 Provide customer service excellence

MAJOR ACHIEVEMENTS 2012-2016

- Review of procedures and practices including cash handling
- Introduction of complaints handling assessment/review/analysis processes
- Finalisation of Customer Service Charter

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.5.1 Implementation of Customer Service Charter		Customer Service Charter has been finalised. Further implementation required and expected
2. 4.2.5.2 Review of customer service procedures for better practice		All current Customer Service procedures for Council's administration have been reviewed.
3. 4.2.5.3 Implement bi-annual Customer Service survey		Customer Service survey undertaken as part of the FFTF process.
4. 4.2.5.4 Assist service areas to improve customer service practices.		Customer Service training is being sourced and schedule for completion by end of February 2016.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Customer service procedures reviewed and finalised				100%	
2. Customer service survey completed					
3. Customer Service Charter benchmarks met			>95%		

ORGANISATIONAL SERVICES-GOVERNANCE & INFORMATION – Governance







Goal: 4.2 An effective and efficient organisation

Strategies:






- 4.2.6 Identify and manage risk associated with all Council activities and ensures a safe and healthy work environment.
- 4.2.7 Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance.
- 4.2.2 Operate in a financially responsible and sustainable manner

MAJOR ACHIEVEMENTS 2012-2016

- Manager - Rechelle Leahy awarded a scholarship to the Women on Boards - Commonwealth Bank Program Leadership Program – Next Generation of Corporate Female Leadership for 2016.
- Training provided by Local Government Procurement regarding Vendor Panel and the Namoi JO collaborative procurement project.
- Full policy and procedure review completed and annual review program in place moving forward
- Integrity Management Review of governance framework completed with Echelon and risk management practices implemented from review.
- Insurance review completed and lowering of policy costs achieved
- Business Continuity Planning Workshop with Echelon completed.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.2.7 Undertake review of procurement		Review of Procurement has started. Delayed due to merger proposal. Draft RFT/RFQ/Evaluation Plan documentation has been completed. Training providing by Local Government Procurement on the use of Vendor Panel and the way forward for the Namoi JO collaborative procurement model.
2. 4.2.6.2 Implement Council's Audit and Risk Committee and facilitate regular meetings		Audit and Risk Committee implemented with two meetings having been held. Forward calendar complete next meeting is February 2016.
3. 4.2.6.3 Undertake Internal Audit program		Internal Audit needs to be planned with CFO – further discussion required regarding scope and outcomes.
4. 4.2.6.4 Further develop Council's risk practices and risk register		Risk policy and procedures have been developed and approved by Council. Broader Risk Management training has been sourced and is to be implemented through Echelon.
5. 4.2.7.7 Ensure compliance with regulatory / statutory requirements as public officer		Statutory Reporting Calendar has been met as required.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Governance framework implemented			100%	80%	
2. Central risk register implemented and populated			100%	80%	
3. Procurement review completed.			100%	80%	
4. Audit and Risk Committee met quarterly.			100%	100%	

ORGANISATIONAL SERVICES-GOVERNANCE & INFORMATION – Technology








Goal: 4.3 – Deliver the goals and strategies of the Community Strategic Plan.

Strategy:





4.3.1 Resource the organization of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan.

MAJOR ACHIEVEMENTS 2012-2016

- Monitors installed in Council Chambers
- Rolling replacement program has seen significant improvements throughout the organisation in IT equipment/services
- Wireless Internet installed across the organisation
- New technology installed in the Council Chambers to allow remote conferencing

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.3.1.5 Delivery of Council's IT rolling replacement program		New PC's have been sourced to replace all older versions of operating licences, including docking stations and laptops. New phones and printers have been sourced as required for TCSO business area and Waste Management.
2. 4.3.1.6 Develop Technology Strategic Plan		Review of IT Strategy will be delivered in the final quarter, delays due to the merger proposal. Draft Asset Register has been completed and Allcom has provided details of the previous Audit conducted of systems.
3. 4.3.1.7 Solidify managed service arrangements to ensure Business Continuity		Managed services contracts have had a preliminary reviewed. Business Continuity Planning conducted and further workshops planned
4. 4.3.1.8 Provide helpdesk support to all customers		Hot Ticket system implemented and working, providing more settled and managed review of IT FAQ's and helpdesk requirements recommenced
5. 4.3.1.9 Implement wireless network over Administration building		Wireless has been finalised through Allcom site visit of 9-11 November. Passwords available for Staff and Visitors under a controlled provision.
6. 4.3.1.10 Implement monitors and cabling in Council Chambers		In - use

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Technology Strategic Plan completed			100%	80%	
2. Replacement program completed	Ongoing		100%	100%	
3. Capital works completed/implemented successfully			100%	100%	

ORGANISATIONAL SERVICES-GOVERNANCE & INFORMATION –

Records & Information







Goal: Goal: 4.2 An effective and efficient organization.

Strategy:





4.2.7 Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance

MAJOR ACHIEVEMENTS 2012-2016

- Completed all statutory reporting requirements, on time and cleared backlog
- Review of complaints management and log of complaints created
- GIPA reports met as required

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.7.8 Review Councils GIPA/PID requirements – and associated plans and procedures		Completed and Statutory reporting including backlogged reports all submitted and USC up to date with all GIPA and PID requirements.
2. 4.2.7.9 Review Councils complaints management protocol and procedures		Completed – with Complaints Register implemented for monitor and reporting to Executive.
3. 4.2.7.10 Ensure records are kept in-line with the State Records Act, the PIPPA and GIPA Acts		Review of records conducted and ongoing monitoring occurring. Records storage and disposal project initiated.
4. 4.2.7.11 Provide GIPA reports as required		GIPA reports and access have been completed and managed as required under Statutory Regulation.
5. 4.2.7.12 Provide correspondence management reports		This was put on hold due to merger proposal and Acting General Manager status.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Compliance with State Records Act, PIPPA & GIPA			100%	100%	
2. Complaints Management procedures reviewed and implemented			100%	100%	
3. Records Management reports to Executive monthly			100%	60%	






COMMUNITY & CULTURAL SERVICES-COMMUNITY SERVICES –

Community & Culture Management







Goal: 4.2 An effective and efficient organisation

Strategies:

- 4.2.1 Provide a range of services that meet benchmarks determined by the community, having regard to quality and cost
- 4.2.2 Operate in a Financially responsible and sustainable manner
- 4.2.7 Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate governance.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.1.9 Implement and maintain the Services Plans for Tourism and Promotion, Libraries, Aged & Disability Services, Community Transport, Community Development and Aged Care Facilities.		All plans written and being followed
2. 4.2.1.2 Develop an asset management plan for the McMaugh Gardens aged care facility.		Finding provided in the 16/17 budget
3. 4.2.2.8 Oversee management of the Community & Culture budgets in line with Councils Long Term Financial Plan.		Ongoing budget reviews with CFO
4. 4.2.7.7 Ensure compliance with the regulatory requirements of Councils grant agreements from State and Federal Government for all Community Care and Aged Care Facilities.		Ongoing Requirements met including financial, reporting, accreditation and client regulations

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Services plans reviewed annually	All plans reviewed	100% reviewed	100%	100%	
2. McMaugh Gardens asset management plan – completed	Asset plan completed	100% completed	100%	0%	
3. Community & Culture operational plan actions completed	All actions completed as per plans	85%	100%	100%	
4. Contracted obligations of grant funds met	All contractual obligations met	100%	100%	100%	
5. Community & Culture finances contained within budgets	All programs managed as per budgets	100%	100%	100%	

COMMUNITY & CULTURAL SERVICES-COMMUNITY SERVICES –

Tourism & Promotion

Goal: 1.1 A proud, unique and inviting community

Strategy:

1.1.4 Support, encourage and celebrate community participation and volunteerism

Goal: 1.3 A diverse and creative culture

Strategy:

1.3.2 Work with the community and other partners to develop major cultural and community events and festivals

Goal: 1.4 Access to and equity of services

Strategy:

1.4.4 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities

Goal: 2.1 An attractive environment for business, tourism and industry

Strategy:

2.1.1 Promote the New England region as a wonderful place to live, work, visit and invest

Goal: 2.2 Growing and diversified employment, education and tourism opportunities

Strategies:

2.2.4 Partner with neighbouring Councils to effectively market the unique natural characteristics and diverse tourism opportunities available within the New England region








2.2.5 Facilitate major social and cultural events being staged in our shire and our region

MAJOR ACHIEVEMENTS 2012-2016





Seasons of New England Stall

Stall at Seasons of New England, the event provided the VIC with an opportunity to highlight services, maps and products, and promote the many tourist attractions within the area.



ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.1.4.1 Develop a volunteer strategy including an induction and support program		HR Manager leading and has sourced information from various departments. Volunteer numbers have increased.
2. 1.3.2.1 Work with Councils consultative panels and other partners to encourage events in the Shire		Community panels operational. Tourism Panel meeting held: October 2015 February 2016 Support provided by Council to major events in the shire
3. 1.4.4.1 Promote community events through Councils Visitor Information Centre, digital and social media platforms		Promotion occurring on website, social media and print. Focus article on Uralla January 2016, inclusion in Tamworth brochure July 2016.
4. 2.1.1.1 Operate Councils Visitor Information Centre		Open 7 days a week.
5. 2.2.4.1 Work with members of the New England Councils group and the New England high country to effectively market the entire region		2015-16 NEHC campaign completed. 2016-17 campaign has a focus on touring. Combined advertisements placed in magazines and maps.
6. 2.2.5.1 Link events organisers with opportunities for grant funding		Underway

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Volunteer program completed and adopted	Program completed and adopted	Completed	100%	10%	
2. Tourism & Promotion panel meeting	Panel meets quarterly	Meetings held	100%	50%	
3. VIC Visitor numbers quarterly	Visitor statistics reported against last year's quarter	Stats reported	100%	100%	

COMMUNITY & CULTURAL SERVICES-COMMUNITY SERVICES –

Library Services

Goal: 1.3 A diverse and creative culture

Strategy:

- 1.3.1 Provide enhanced and innovative library service that support and encourage lifelong learning

MAJOR ACHIEVEMENTS 2012-2016

Regular Activities

Book Discussion Group

Do you enjoy reading, meeting people and sharing your ideas and opinions about books and authors? Join us at Uralla Library for a lively and inclusive discussion. New members are always welcome. Copies of each month's book are to borrow from the library.

Lego Club

Lego Club is a great place to be creative, have fun and meet other Lego fans aged between 5 – 12 years. The building theme changes each month.

Storytime

Storytime offers singing, reading, and age related craft experiences for preschool aged children.

Knattering Knitters

Visit Uralla library every Tuesday. Meet friendly locals in a relaxed and casual environment. Help each other learn, design and produce some wonderful creations. An entertaining morning of craft, conversation and coffee – all welcome

Technology

Installation of a new computer booking system at Uralla Library. The system is called Pharos – it is an automated computer queuing system that allows users to book library computer time and controls daily usage, this system ensures all library members have equal access to public computers.

Free internet and Wi-Fi for locals and visitors.

Improvements

Public Access Computers repositioned to improve access for wheelchairs and mobility scooters.

New shelving installed at Uralla Library has increased capacity for non fiction, talking books, CDs and Reference/Local Studies. New signage for junior area.

Law Week Promotion

Law Week is held annually and provides an opportunity for public libraries to promote the variety of law resources in the Find Legal Answers Tool Kit, a collection of easy-to-read, practical books on the law. These books are carefully selected and regularly updated to help community members make informed decisions about legal issue sand understand rights and responsibilities about a wide range of everyday legal situations.

The Law Check-up was developed by Legal Aid NSW to diagnose legal problems and refer people to free legal help in their community. Civil law problems are everyday life problems, including housing, social security, fines, immigration, consumer, employment, family law, wills and money worries. Many people don't realise their everyday problem could be a legal issue and that help is available. Civil Lawyers from Tamworth Legal visited the library in May and assisted community members with their law enquiries.



Law Week Promotion – visit from Legal Aid



The day became Library Lovers' Week due to popularity!

Life Cycle of a chicken








Uralla Library successfully incubated chicken eggs throughout the month of March. This fascinating process generated considerable interest from all generations – toddlers, teenagers and beyond. During the 21 day hatch countdown, library staff created an educational display that provided excellent information about the lifecycle of a chicken, and promoted a large variety of chicken themed library resources.

The twelve chicks are enjoying free range life on a local farm.





3D Printer Demonstration

One of the many benefits of the Central Northern Regional Libraries partnership is the sharing of resources. The CNRL 3D printer visited Uralla Library during the month of April and provided local community members with a chance to see the printer in action. The creation of 3D objects generated many discussions regarding technology, design, creating and building. The material used to create the objects is PLA filament, a 3D printer melts the filament and extrudes it in successive layers to create a three-dimensional object.



ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.3.1.1 Operate the Uralla Library 7 days a week and Bundarra Library		Open 7 days. New shelving installed at Bundarra Library.
2. 1.3.1.2 Host the Uralla History Hub		Hosted in Library. One to One training for Ancestry.com, Photo Scanning and Family Research delivered by volunteers. Increased usage of computers for family research purposes.
3. 1.3.1.3 Apply for grants to increase the range of services offered at Uralla Library		No grants applied for in 2015/2016 – review of relevant grants underway. Supported CNRL in grant.
4. 1.3.1.4 Participate in the Central Northern Regional Libraries to deliver new and innovative services		Participating as an active member of CNRL . Public Access computer usage – increased by 11.96%. Door count – increased by 26.93%. Pharos public computer booking system installed in Library. Operating System upgraded to Spydus 10. 3D Printer – on loan for 2 x 4 week periods. Formal agreement extended in June 2016

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Number of books circulated annually	Increase on previous year	100%	99%	19397	
2. Number of DVDs circulated annually	Increase on previous year	100%	99%	837	
3. Number of library members	Increase on previous year	100%	100%	2905	

COMMUNITY & CULTURAL SERVICES-COMMUNITY SERVICES –

Community Development

Goal 1.2 A safe, active and healthy shire

Strategies:

- 1.2.4 Work with key partners and the community to lobby for adequate health services in our region
- 1.2.5 Provide, maintain and develop children’s play and recreational facilities that encourage active participation

Goal 1.3 A diverse and creative culture







Strategy:





- 1.3.3 Lobby government, companies and other individuals to secure funding for cultural and creative expression fields

Goal 1.4 Access to and equity of services






Strategies:

- 1.4.3 Create a better understanding with the community of the services council provides
- 1.4.6 Work towards achieving the status of a Disability Friendly community through the provision of accessible facilities and services

ACTIONS & PROGRAMS	STATUS	COMMENTARY
1. 1.2.4.1 Lobby for health services to meet the needs of our community		Lobbying to occur with development of Armidale Hospital;
2. 1.2.5.1 Develop grant applications for facilities to enable active participation in sport and other recreational activities		Grant application for new facilities at the Sporting complex prepared and lodged. Project now deferred on the basis of insufficient budget.
3. 1.3.3.1 Lobbying government to encourage investment in Uralla Culture and creative areas		Review of grants available with Uralla Arts and other community groups
4. 1.3.3.2 Development of a cultural/community grant application assistance program to support events and community projects		2 rounds completed
5. 1.4.3.1 Development of website content to promote understanding of the Council services available		Community Services website launched http://communityservices.uralla.com
6. 1.4.6.1 Develop Access & Disability Plan		Due June 2017 – Access and Disability Plan started with consultation regarding the proposed report structure. Main Street Access Project is a base for the Access and Disability Plan so there 50% project related work completed.

7.	1.4.6.2	Deliver Main Street Access Project		Completed and rated by participants as successful
8.	2.1.2.1	Develop a New England business development prospectus in collaboration with New England Councils and Regional Development Australia.		This project has been delayed due to merger proposal.
9.	2.1.5.1	Liaise with local businesses and government agencies to organise information workshops on New Technologies.		To be arranged when NBN comes to Uralla
10.	2.2.6.1	Develop a Cultural Plan for Uralla Shire and submit funding application to deliver on the identified events hosting infrastructure needs.		Meetings held and funding applied for – no plan developed

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
					  
1. Access & Disability Plan completed	Endorsed by Council and meets guidelines	Completed	100%	50%	
2. Number of funding applications submitted	% of successful applications	50% funded	50%	100%	

COMMUNITY & CULTURAL SERVICES-COMMUNITY CARE & SUPPORT –

Ageing & Disability Services

Goal: 1.4 Access to and Equity of Services

Strategy:

1.4.2 Provide Quality Community Support. Ageing and Disability Services

MAJOR ACHIEVEMENTS 2012-2016

Tablelands Community Support





- Tablelands Community Support commenced with 5 Home Care Packages over 20 years and today we currently have 103 packages which service Guyra, Uralla, Walcha and Armidale areas.
- 2014 saw the introduction to (CDC) Consumer Directed Care which gave the client flexibility and choice.
- Late in 2014 TCS commenced employing our own Direct Support Workers to provide services to our clients in Uralla, Walcha, Armidale and Guyra areas. By employing our own staff we have been able to meet the ongoing needs of the community and be competitive in the provision of services.
- Employ 10 fulltime Staff to run TCS
- Employ 12 Direct Support Workers (9 that live in Uralla)
- A fleet of 6 cars (advertising USC TCS services)
- Provide an average of 200 hours of service per week.








- Uralla/ Armidale Aboriginal Elders meet every Tuesday to socialise, have a meal and participate in activities. They have been attending the annual Aboriginal Elders Olympics yearly. This gives them an opportunity to represent their area as well as catch with other Elders from around the state.



PHOTO: Assistance provided to residents in their own homes.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.4.2.1 Develop and implement a plan for the provision of Consumer Direct Care services through Direct Support Workers		15 DSW providing services to clients in the community (280 approx hours a week)
2. 1.4.2.2 Implement a new consumer focused database		Research was conducted on many different data bases and with all the changes coming to the Community Service delivery it was considered more financially viable to upgrade the system currently in use, which was completed July 2016.
3. 1.4.2.3 Explore new opportunities to gain contracts for the provision of funded community support services		New contracts from DSS and brokered services arrangements. Provide private services. Promotional materials delivered to Medical centres, hospitals and chemist.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Number of clients receiving consumer direct care packages	Packages filled currently 85 .	105 HCP	90%	87%	
2. Number of direct support worker services	Currently we are providing direct service to of our clients	75% clients receiving USC services	75%	50%	
3. New database incorporated across Community Support Services	New database implemented that is client focused	Implemented by June 2016	100% of clients on DB	20%	
4. Accreditation and NDS requirements are met	NDS Verification and Accreditation successfully completed,	Meeting funding bodies standards		Verified	

COMMUNITY & CULTURAL SERVICES-COMMUNITY CARE & SUPPORT –

Community Transport

Goal 1.1 A proud, unique and inviting community

Strategies:

1.1.4 Support, encourage and celebrate community participation and volunteerism

Goal 1.4 Access to and equity of services

Strategies:

1.4.2 Provide quality Community Care, Ageing and Disability services

1.4.3 Create a better understanding within the community of the services and facilities council provides







1.4.5 Lobby government to maintain and improve community and public transport services and infrastructure

1.4.6 Work towards achieving the status of a Disability Friendly community through the provision of accessible facilities and services






MAJOR ACHIEVEMENTS 2012-2016

- TCT fleet has grown with the purchase of another mini bus to be able to provide transport to Uralla locals and surrounding areas.
- TCT provide a weekly bus service from Uralla into Armidale, as well a service from Walcha into Armidale.
- Volunteers are available to assist transport clients to medical appointments in the surrounding areas.
- Social events are organised to transport people to Ag Quip and Guyra Lamb and Potato Festival.
- TCT Employ 4 staff members and numerous local volunteers to provide these services (see photo attached.)



ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.1.4.3 Develop a program to attract more volunteer drivers for community transport		More volunteers used. Training made available.
2. 1.4.3.2 Promote community transport services to community members and other service providers		Promotion of service on track and ongoing.
3. 1.4.6.3 Contribute to the development of Councils Access and Disability Plan		Development yet to commence – plan not due until June 2017
4. 1.4.2.4 Allocate Community Transport resources in an efficient and effective manner		Transport outputs meeting contractual arrangements.
5. 1.4.5.1 Lobby Government to maintain community transport funding levels		CTO (peak Community Transport body in NSW) continues to lobby government on behalf of CT providers in NSW. Additional funding received

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Number of volunteer hours	Recorded volunteer hours	100%	100%	100%	
2. Number of transport trips provided	Have met contractual obligations (number of trips) for the quarter.	100%	100%	105%	
3. National Disability Scheme requirements met	Third Party Verification completed	100%	100%	100%	
4. Access and Disability Plan completed	Access and Disability Plan	100%	100%	15%	

COMMUNITY & CULTURAL SERVICES-COMMUNITY CARE & SUPPORT –

Aged Care Facilities

Goal:

Strategy:

Goal: 1.4 Access to and equity of services

Strategy:

- 1.4.1 provide and maintain McMaugh Gardens Aged Care Facility to allow older residents to remain closer to their families

MAJOR ACHIEVEMENTS 2012-2016

Leisure and Lifestyle Coordinator

The full-time Leisure and Lifestyle position at McMaugh Gardens enables residents to be engaged in a wide variety of activities throughout the day. The morning programme begins with a dedicated movement group and the reading of the local newspapers. After the residents finish their morning tea, they actively participate in a group activity. Some of the residents favourite activities during this time is our brand new shuffle board game, basketball, darts, and of course bingo! After lunch residents again meet together in our craft room for afternoon tea, which includes fresh hot bread cooked at the facility each morning by the Leisure and Lifestyle Coordinator, along with Nescafé mocha, cappuccino, hot chocolate or other beverage of the residents choice. This time allocated allows residents to socialise with one another and enjoy another activity, often involving craft, and music therapy and word or dice games. From here the Leisure and Lifestyle Coordinator engages with residents 1:1 with Dementia, assisting with sundowning symptoms.








Every Wednesday afternoon McMaugh Gardens hosts Happy Hour, which includes live music from local performers, and a delicious banquet of food for the residents to enjoy. The Leisure and Lifestyle Coordinator also sources entertainment that may be travelling through the New England Region. The Leisure and Lifestyle Coordinator also communicates with activity offices from other facilities, to allow residents to visit and socialise from local communities.

Each month residents are taken on an outing of the residents choice. For example, recently residents were taken to Walcha to enjoy morning tea at Café Graze. Residents were treated with scones straight from the oven with lashing of jam and cream, before a takeaway lunch from Marta's Kitchen. The residents enjoyed lunch out at Apsley Falls, taking in the spectacular view of the waterfall and bush surroundings. With the weather about to warm up throughout spring/summer, residents are looking forward to spending more time outdoors in our brand new pergola, enjoying activities and time with family and friends.



ACTIONS & PROGRAMS	STATUS ● ● ●	COMMENTARY
1. 1.4.1.1 Operate the McMaugh Gardens facility in a financially sustainable manner	●	ACFI funding review and revision of services completed. On track with regular ACFI funding reviews on a monthly basis. Significant improvement in funding levels as per budget 16/17
2. 1.4.1.2 Develop an asset management plan for Aged Care Facilities	●	Included in 2016-17 budget – delayed to have input from Newly appointed General Manager August 16
3. 1.4.1.3 Maintain aged care facilities to a standard that meets all accreditation requirements	●	Accreditation met plus 2 support visits since October 15 04/08/16 – Agency Support visit 21/06/16 success with No Further Recommendations achieved. Very successful feedback on transition to Higher Care Needs Home.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Operating result of McMaugh Gardens	Financially self sufficient	100%	100%	100%	
2. Accreditation requirements met	Met	100%	100%	100%	
3. Asset management plan completed	Plan approved by Executive- Painter & Dixon to commence 16/17	100%	100%	50%	
4. Resident satisfaction score	Annual survey completed due end 2016 – questions prepared	85%	80%	n/a	

Infrastructure & Regulation Management

Goal 2.4: Communities that are well serviced with essential infrastructure

Strategy:









2.4.2 Implement Council’s strategic asset management plans and continuing to develop asset systems, plans and practises for infrastructure assets to minimise whole of life costs.

Goal 4.2: An effective and efficient organisation

Strategies:

4.2.1 Provide a range of services that meet benchmarks determined with the community, having regard to quality and cost

4.2.3 Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 2.4.2.1 Complete all asset plans to update Councils Asset Management Strategy		Transport & Plant and Equipment drafted. Asset summary’s complete, update of Transport Plan underway.
2. 2.4.2.2 Develop and implement an electronic asset management system for all Council assets		To be completed once asset management plans finalised. Budgeted 2016/17
3. 4.2.1.3 Implement and maintain all Service Plans for the Infrastructure & Regulation Department		In progress
4. 4.2.1.4 Develop a training plan in consultation with Human Resources for all Infrastructure & Regulation staff		Draft plan with HR for review.
5. 4.2.3.2 Participate in Regional and Local transport planning meetings		Ongoing – Participant of the Namoi Joint Organisation, Roads & Transport Working Group and participant I Roads & Maritime Services Transport forums.
6. 4.2.3.3 Undertake the Council asset revaluation program		Roads, Bridges, footpaths and stormwater completed.
7. 2.1.3.2 Continue to lobby State & Federal Governments for funding for transport infrastructure.		Submissions made for a number of state and federal funded programs. Successful in obtaining funding for Blackspot works on MR 1325 Barraba Road 2014/15 and MR 124 Rocklea Road 2016/17. Obtained funds for replacement of Emu Crossing Bridge, Abington Bridge and Mihi Bridge. Obtained funding for extension of

		shared cyclepaths in King St, Bridge St and Maitland St, Uralla. Obtained Federal funds for improvement works on MR73 Thunderbolts Way including Francis Hill.
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PERFORMANCE MEASURES





INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
1. Complete all asset plans	Plans completed				
2. Funding obtained	Number of successful applications			8	
3. Asset valuations completed	Acceptance by Auditor	100%	100%	100%	

Plant & Equipment




Goal: 4.2 An effective and efficient organisation

Strategy:

4.2.1 Provide a range of services that meet benchmarks determined with the community having regard to quality and cost.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.1.5 All plant and equipment maintained to requirements		As per maintenance program
2. 4.2.1.6 Undertake the plant replacement program		Slight delay. Tenders for 3 major items to be finalised August 2016.
3. 4.2.1.7 Plant Asset Management Plan completed and implemented		Version 3 adopted April 2014, replacement values to be updated 2016/17

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Plant replacement program completed	Plant replacement completed	100	100	85%	
2. Plant asset management plan completed	Updated 2015/16	Plan completed	100	Draft plan completed April 2014	





INFRASTRUCTURE & REGULATORY SERVICES – INFRASTRUCTURE & REGULATION MANAGEMENT

Depots





Goal: 4.3 Deliver the goals and strategies of the Community Strategic Plan

Strategy:

4.3.1 Resource the organisation and Council adequately to provide the services and support functions required.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.3.1.11 Develop a Depot Asset Management Plan.		To be completed 2016/17
2. 4.3.1.12 Control stock effectively to enable service delivery		6 monthly review completed each year.
3. 4.3.1.13 Provide secure storage and garaging facilities for plant and equipment		Ongoing

PERFORMANCE MEASURES



INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Stock write off	Stock write ups and write downs.		< \$1,500 per annum	<\$300.00 Write up	
2. Depot Asset Management Plan completed.					
3. Level of stock loss and write –off					

Private Works



Goal: 4.3 Deliver the goals and strategies of the Community Strategic Plan

Strategy

4.3.1. Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.3.1.14 Offer profit making services for private works to help off-set council cost when plant and staffing capacity exists.		Ongoing – Private grading works completed when maintenance crews are in the area. Private works carried out for developers, e.g. kerb, gutter & drainage and road sealing.

PERFORMANCE MEASURES



INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Average profit on private works	Income/ Expenditure +20%			Within current budget	

Emergency Services



Goal: 3.2 Maintain a healthy balance between development and the environment

Strategy

3.2.3 Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfire, major storms and flood events.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 3.2.3.1 Provide annual contribution to the RFS, SES and NSW Fire and Rescue in-line with budget allocations.		Ongoing. Review has been announced for emergency service funding to commence within 18 months.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Annual contributions within budget allocations	Contributions paid as due	100%	100%	100%	

INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL

Sealed Roads

Goal: 2.1 An attractive environment for business, tourism and industry

Strategy:

2.1.3 Lobby for government-funded infrastructure and services to match business and industry development in the region (education, transport, health).

Goal: 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained

Strategies:

2.3.1 Provide an effective road network that balances asset conditions with available resources and asset utilisation.

2.3.3 Ensure road network supporting assets (signs, posts, lighting, guardrails etc) are maintained adequately and renewed as scheduled.

2.3.4 Provide a network of town and village streets that balances asset conditions with available resources and asset utilisation.

MAJOR ACHIEVEMENTS 2012-2016

MR132 Barraba Road – Bundarra

The western 1.8km section at the boundary with Tamworth Regional Council was funded via the Federal Backspot Program.

MR73 Thunderbolts Way

Upgrades including Francis Hill reconstruction at Rocky Rive, reconstruction adjacent to Everton Vale Road, reconstruction east of Maitland Point Bridge, Abington Bridge road realignment. Emu Crossing Bridge road realignment and commencement of reconstruction work 2.7km north of Bundarra.

MR124 Bundarra Road - Pavement rehabilitation works adjacent to Saumarez Creek

Bergen Bridge Road - Upgrading and bitumen sealing of the last unsealed 4km section.







Arding Road - Pavement rehabilitation and strengthening 1.3km

Mount Butler Road – Pavement rehabilitation and strengthening 0.2km





Kareela Road Invergowrie - Upgrade and bitumen seal 0.84km

Bingara Road - Upgrade and bitumen seal 2.0km

The training awards are recognition of Bridget's hard work over the last 18 months where she has completed a Certificate III in Business Administration and Certificate IV in Business.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 2.3.1.1 Undertake bitumen maintenance program in line with established service levels and intervention points.		Ongoing
2. 2.3.1.2 Undertake sealed roads capital renewal program		Works program on track
3. 2.3.4.1 Undertake town streets maintenance and resealing programs		Maintenance ongoing, reseal programs completed.
4. 2.3.3.1 Undertake sealed road network supporting infrastructure replacement program		Ongoing
5. 2.1.3.3 Apply for funding for transport infrastructure expansion projects		Applications completed as per government timetables

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Sealed Road satisfactorily maintained	4 yearly roughness and rutting survey of all bitumen roads			Complete June 2014	
2. Bitumen Reseal Program completed	March 2016	20 kms /annum resealed		Completed April 2016, 27.385km	
3. MR73 Thunderbolts Way Rehabilitation 2.7 – 3.22km North of Bundarra completed within budget.	Work programmed	Work completed within budget.		Works commenced 2015/16 year to be completed 2016/17	

INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL





Unsealed Roads

Goal: **2.3** **A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained.**




Strategies:

2.3.1 Provide an effective road network that balances asset conditions with available resources and asset utilisation.

2.3.3 Ensure road network supporting assets (signs, posts, lighting, guardrails etc) are maintained adequately and renewed as scheduled.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 2.3.1.5 Undertake maintenance grading program in line with established service levels and intervention points		Ongoing
2. 2.3.1.6 Undertake gravel resheeting program in line with established service levels.		Gravel resheeting on Bendemeer Road and Gostwyck completed
3. 2.3.3.1 Undertake unsealed road network supporting infrastructure replacement program		Ongoing

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Unsealed roads satisfactorily maintained	Number of road condition complaints	<2/ month		<2/ month	
2. Gravel resheeting program completed	Resheeting program completed	10 kms/annum	10km/ annum	11.2 km completed	

INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL

Transport Facilities

Goal: 1.4 Access to and equity of services





Strategy:

1.4.5 Lobby government to maintain and improve community and public transport services and infrastructure.



Goal: 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained.

Strategy:

2.3.3 Ensure road network supporting assets (signs, posts, lighting, guardrails, etc) are maintained adequately and renewed as scheduled.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.4.5.2 Lobby government for new or improved community and public transport infrastructure in Uralla and Bundarra		Ongoing
2. 2.3.3.2 Renew and maintain Councils transport facilities in-line with the Asset Management Plan		Footpath maintenance works carried out however Asset management Plans not complete
3. 2.3.8.1 Undertake the renewal and maintenance program for Public Transport facilities.		Maintenance works completed

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Transport Facilities satisfactorily maintained.	Number of complaints received	<2/ month	<2/ month	1 received	

INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL

Bridges & Causeways

Goal: 2.1 An attractive environment for business, tourism and industry.

Strategy:

2.1.3 Lobby for government-funded infrastructure and services to match business and industry development in the region (education, transport, health).

Goal: 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained.

Strategy:

2.3.2 Maintain, renew and replace Council bridges and culverts as required.

Goal: 2.4 Communities that are well-serviced with essential infrastructure.

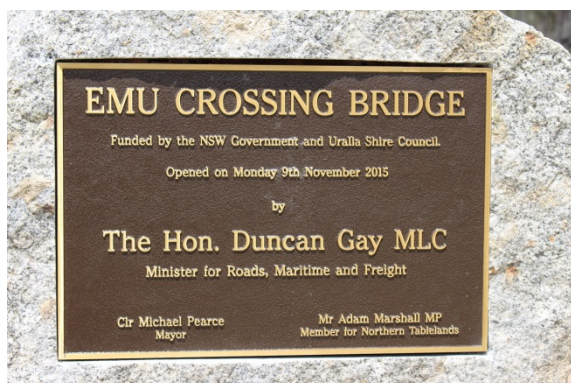
Strategy:

2.4.2 Implement Council's strategic asset management plans and continuing to develop asset systems, plans and practices for infrastructure assets to minimize whole of life costs.

MAJOR ACHIEVEMENTS 2012-2016

Emu Crossing Bridge

MR73 Thunderbolts Way Bundarra – Construction of the 150m long Emu Crossing Bridge co funded by the State Government and Uralla Shire Council. Opened November 2015, the completion of the Emu Crossing Bridge and associated road realignment, has been a major achievement of Council. This project has eliminated the frequently flooded single lane low level crossing and provided a much improved and safer high level bridge.





Abington Bridge

MR73 Thunderbolts Way, Abington – Construction of the new 45m long two lane bridge on an improved road alignment opened in June 2016. This project was co funded by the Federal and State Governments and Uralla Shire Council. The completion of the Abington Creek Bridge and associated road realignment replaced the old single lane timber bridge and two low speed curves. This was the last timber bridge on Thunderbolts Way between Walcha and Inverell.



PHOTO: Abington Bridge – opened 28 June 2016

Kingstown Road

Purlieu Bridge upgrade. The single lane timber components have been replaced with two lane recast concrete units.

Torryburn Road

Gwydir River low level bridge. The single lane timber components have been replaced with two lane precast concrete units.






Enmore Road – Mihi Bridge

State funding obtained for 50% of cost to replace single lane timber components with two lane precast concrete units in 2016/17.





Gostwyck Road – Musie Bridge

Indication of Federal funding to replace single lane timber components with single lane recast concrete units.

The replacement of the timber components of the Mihi and Munsie bridges will complete the replacement of all timber bridges in the Uralla Shire.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 2.3.2.1 Inspect all bridges and carry out the required maintenance programs		Timber bridge inspections completed
2. 2.3.2.2 Replace Abington Creek Bridge		Completed and opened 28 June 2016
3. s2.1.3.1 Lobby government for the funding of timber bridge replacement on local roads.		State and Federal funding obtained for Mihi and Munsies Bridge.
4. 2.4.2.3 Implement and maintain Councils Bridges Asset Management Plan		Asset Management Plan under development

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Timber bridges condition assessment completed	Inspections completed	2	2	100%	
2. Concrete bridge and culvert inspections completed	Inspections completed		50%	70%	
3. Abington Creek Bridge and approaches completed	Bridge and approaches completed on time and on budget	May 2016		Completed June 2016	




INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL

Kerb & Gutter



Goal: 2.4 Communities that are well serviced with essential infrastructure

Strategy:

2.4.5 Ensure adequate public car-parking and kerb and guttering infrastructure is provided, maintained and renewed.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 2.4.5.1 Inspect all kerb and gutter and undertake the required repair and replacement program.		Inspections carried out. Repairs completed.
2. 2.3.7.1 Implement and maintain developer contribution plan for kerb and guttering expansion projects.		Developer work in John Street, Marsh Lane and Gostwyck Street completed

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Kerb and gutter inspection and repair program completed	Number of repairs identified and repaired	<2/month	<2/month	2	

INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL

Stormwater & Drainage

Goal: 3.1 To preserve, protect and renew our beautiful natural environment






Strategy:

3.1.4 Protect and maintain a healthy catchment and waterways.




Goal: 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure services

Strategy:

3.4.3 Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 3.4.3.1 Maintain and renew stormwater and drainage infrastructure		Ongoing
2. 3.1.4.1 Maintain and renew gross pollution traps		Cleaned twice this year
3. 3.4.3.2 Stormwater Drainage Management Plan to be completed		To be completed by December 2017. Asset valuation and summary completed.
4. 3.4.3.3 Implement and maintain a Stormwater Asset Management Plan		To be developed

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Number of times Gross Pollutant serviced	Traps cleaned out.	2/ annum	3/ annum	4	
2. Stormwater Asset Management Plan implemented	Plan completed.			Plan not completed	

INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL

Footpaths & Cycleways

Goal: 1.2 A safe, active and healthy shire

Strategy:

1.2.1 Provide and maintain accessible quality sport and recreation facilities that encourage participation.

Goal: 2.3 A safe and efficient network of arterial roads and supporting infrastructure; and towns streets, footpaths and cycleways that are adequate, interconnected and maintained.

Strategy:

2.3.5 Maintain existing walking and cycling networks across the region.






MAJOR ACHIEVEMENTS 2012-2016

Bundarra





Completion of footpath upgrades on western side of Bendemeer St from Oliver St to Bowline St and the south eastern corner of Oliver and Bendemeer Sts.

Uralla

Completion of shared cycle paths, co funded by the State Government, in King St (Queen St to Bridge St), Bridge St (north of King St), King St (Maitland St to Railway Bridge) and Maitland St (King St to Hill St).

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 2.3.5.1 Undertake annual inspections of all footpaths and the required maintenance and repair program		Inspection and revaluation completed
2. 2.3.5.2 Construction of the next stage of the Bundarra CBD footpath		Work completed.
3. 1.2.1.1 Apply for funding for the extension of Councils cycle-way network		Application submitted and approved for 50/ 50 funding. King St from Maitland St to Railway bridge plus 100% funding Maitland St from King St to Hill St. Both completed.
4. 2.3.6.1. Submit funding applications to the RMS for extension of the cycleway network.		Application submitted and approved. King St from Maitland St to Railway bridge and Maitland St from King St to Hill St.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Number of footpaths / cycleways complaints received - per month	CRM	<1 /month	<1/month	1	
2. Construction of Bundarra CBD footpath completed	Footpath completed.			100%	
3. Annual cycleway / footpath inspections completed.	Inspection has been carried out August 2015	100%	100%	100%	



INFRASTRUCTURE & REGULATORY SERVICES – WORKS & CIVIL

Quarries & Pits



Goal: 4.2 An effective and efficient organisation

Strategy:

4.2.1 Provide a range of services

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.2.1.8 Manage Councils gravel pit in order to supply sand and gravel in a consistent and cost effective manner.		Ongoing

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Extracted cost of gravel per tonne	7,900 m3 extracted from Bingara Road pit.	<\$2.00/ m3		\$1.50/ m3	







INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Swimming Complex




Goal: 1.2 A safe, active and healthy shire

Strategies:

- 1.2.1 Provide and maintain accessible quality sport and recreation facilities that encourage participation.
- 1.2.2 Partner with health agencies and community organisations in promoting healthy lifestyles and better health outcomes.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.2.1.2 Maintain the Swimming Complex and surrounds in accordance with established service levels.		Pool opened 17/10/2015
2. 1.2.1.3 Test and maintain pool water quality in compliance with Department of Health guidelines.		
3. 1.2.1.4 Implement and maintain a Swimming Complex Asset Management Plan.		Asset summary completed. Asset Management Plan to be prepared by November 2016.
4. 1.2.2.1 Promote the Uralla Swimming complex and encourage participation in aquatic recreation.		Utilising Newsletter and encouraging school and learn to swim groups.
5. 2.4.3.1 Undertake the maintenance and renewal program for Council's parks, gardens & open space facilities.		Ongoing

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Water testing meets Department of Health standards.	Number of compliant results	100%	100%	100%	
2. Asset Management Plan implemented and maintained.	Completed and up to date			To be completed December 2016	

INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE







Parks, Garden & Open Space

Goal: 1.2 A safe, active and healthy shire




Strategies:

1.2.5 Provide, develop and maintain children’s play and recreational facilities that encourage active participation.

1.2.6 Provide, maintain and develop passive recreational facilities and parklands to encourage greater utilisation and participation.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.2.6.1 Maintain and renew all parks, gardens and public open spaces in accordance with established service levels.		Ongoing
2. 1.1.2.1 Develop an overarching Open Spaces Strategy for the Uralla Shire guided by consultation with the community and key stakeholders.		2 Community meetings have been held. Strategy to be prepared.
3. 1.1.1.1 Liaise with volunteers and other community groups to assist in the maintenance of parks, gardens and open spaces.		Council working with a number of individuals and groups
4. 1.2.5.1 Seek external funding partnerships for the renewal and upgrade of parks, play equipment and public spaces as identified in the Open Spaces Strategy.		Applications submitted Secured funding for a Liberty Swing in Alma Park
5. 3.1.2.1 Develop an Open Space Strategy for the ongoing improvement of Councils parks, gardens, town entrances, street scapes and open spaces.		Strategy to be prepared.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Open Space Strategy completed	Strategy completed				
2. Parks, gardens and open spaces satisfactorily maintained	Number of complaints received		<2 / month	Nil to date	







INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Sporting Grounds & Facilities





Goal: 1.2 A safe, active and healthy shire

Strategies:

- 1.2.1 Provide and maintain accessible quality sport and recreation facilities that encourage participation.
- 1.2.5 Provide, maintain and develop children’s play and recreational facilities that encourage active participation.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.2.5.3 Construct a changeroom and canteen facility at the Uralla Sporting Complex.		No tender accepted. Proposal to be reviewed.
2. 1.2.5.4 Construction of all weather court for basketball / netball at the Uralla Sporting Complex.		Hot mix surfacing completed.
3. 1.2.1.5 Seek external funding partnerships for the renewal and upgrade of sporting fields and facilities of identified in the Open Space Strategy.		Ongoing
4. 1.2.1.6 Engage with the community and key stakeholders in order to guide the development of an overarching Open Space Strategy.		Positive community feedback to current development. Overarching Strategy to be prepared.
5. 1.2.1.7 Maintain and renew all sporting fields and facilities in accordance with established service levels.		Ongoing

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Construction of canteen / change room completed within budget.	Change rooms / canteen completed within budget		March 2016	To be reviewed	
2. Sporting fields and facilities maintained in accordance with established service levels - < 1 complaint / month.			<1 /month	Nil to date	
3. Open Space Strategy completed.			May 2016	To be prepared.	





INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Public Buildings and Amenities




Goal: 1.4 Access to and equity of services

Strategy:

1.4.4 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.4.4.2 Implement and maintain a Buildings Asset Management Plan.		Contract for asset management plan let. Consultant to complete by end October 2016.
2. 1.4.4.3 Undertake the Buildings Maintenance and Renewal Program.		Ongoing
3. 2.4.1.1 Undertake the maintenance and renewal program for Councils public amenities.		Ongoing

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Public buildings and amenities maintained in line with established service plans.					
2. Public Buildings renewal program completed.					




INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Operational Buildings



Goal: Deliver the goals and strategies of the Community Strategic Plan

Strategy:

4.3.1. Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 4.3.1.15 Undertake the Operational Buildings maintenance and renewal program.		Ongoing
2. 4.3.1.16 Maintain Councils Buildings Asset Management Plan.		Asset summary completed, Asset management Plan to be prepared. Consultant to be engaged in 2016.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Maintenance and renewal program completed.					

INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Cemeteries

Goal: 1.1 A proud, unique and inviting community

Strategy:

1.1.3 Respect the heritage of the region and highlight and enhance our unique characteristics

MAJOR ACHIEVEMENTS 2012-2016

History Hub






Uralla will go into the future with more of an eye to the past now the town has its own local studies and family history centre.






RESEARCH: Uralla Shire Council's Patrick Dogan with Tricia McCrossin-Stewart at the hub. Photo Barry Blair.

Research will be made easier after the official launch of the Uralla History Hub at the library. Uralla Shire Council community development officer Patrick Dogan said the establishment of the hub followed several months of preparation.

Tricia McCrossin-Stewart said the hub was a great asset to the town. "Uralla is steeped in history with descendants of pioneers still living here or having moved to the town in recently," she said. Ms McCrossin-Stewart descends from flour miller John McCrossin and John Danvers Leece, Uralla's first shire clerk.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.1.3.1 Undertake maintenance of all cemeteries in accordance with established service levels		Cemetery grounds are maintained as per seasonal needs. Additional concerns raised by community are addressed as they arise. Annual reports of shire interments records forwarded to Cemeteries & Crematoria NSW as required.
2. 1.1.3.2 Seek heritage funding to carry out restoration work at Uralla's Old Cemetery		Application prepared if suitable funding opportunity arises.
3. 1.1.3.3 Provide family history information		Information and other potential contacts are supplied on request. A dedicated History Hub area has been created in Uralla's Library that collects and holds local history records accessible by members of the public.
4. 1.1.3.4 Undertake grave digging and interment services		Internment and grave digging were carried out as required in both Uralla and Bundarra Council controlled cemeteries. Burial and grave digging services were also provided for burials on private properties as necessary. Reservations of plots and niches continue to be available for purchase.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Cemeteries satisfactorily maintained	Complaints included concerns over damaged plaques and headstones (4) and the cemeteries general appearance (3). 7 received in 4 years.	2 / annum	0	1.75/ per annum	
2. Number of interments	There were 108 interments of human remains in two council cemeteries in four years. An additional three burials were undertaken on private land, one as a single plot burial, the remaining two were interred into private cemeteries created through council development approval.	100%		In total 111 Interments, 85 Burials, 23 Ashes placement, and 3 Burials on private land	

INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Land-Use Planning

Goal: **2.2 Growing and diversified employment, education and tourism opportunities**

Strategy:

2.2.1 Provide land use planning that facilitates employment creation.

Goal: **3.2 Maintain a healthy balance between development and the environment**

Strategy:



3.2.1 Retain open space and greenbelts.






Goal: **3.1 To preserve, protect and renew our beautiful natural environment**

Strategies:

3.1.1 Record and promote the region’s heritage in partnership with the community.




3.1.3 Protect the Shire’s historic buildings and sites, recognizing their value to the community.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
<p>1. 2.2.1.1 Monitor and review Council’s Local Environment Plan and other strategic and supporting planning documents.</p>		<ul style="list-style-type: none"> • Uralla’s Local Environmental Plan was gazetted 23 March 2012. In the past four years, five amendments have been made. The rezoning of Panhandle/Devoncourt Road (August 2013), reclassification of land on Bingara Road and Muirhead Street, Bundarra and Kliendienst Road, Uralla (Feb 2015), mapping of Uralla Flood Planning Levels (April 2016), inclusion of Rural Dual Occupancy and Boundary Adjustment clause (April 2016), and rezoning and minimum lot size change of land in Rowan Avenue (June 2016). • Uralla’s DCP has also been amended to reflect changes to the LEP. In addition, the DCP has been amended to include EPA Regulatory Provisions for Timber Treatment Plant (August 2012), emerging land use changes and general house keeping (2015). • Further a Biodiversity study has been undertaken over 4 strategic areas to align for future upzoning as per Council’s 30 year development strategy (New England Development Strategy 2010). • A Community Based Heritage Study has been undertaken with a new conservation area and 287 proposed heritage items yet to be included within the LEP. • Flood study has been undertaken for the

		<p>Uralla and Rocky Creek Catchment. The identified areas have been included along with the Flood Planning Level undertaken by survey has been included within the LEP.</p> <ul style="list-style-type: none"> • Extensive community consultation was undertaken for the Flood Study, Heritage Study and Biodiversity Study.
2. 2.2.2.1 Assess and maintain a sufficient supply of residential, lifestyle, agricultural, commercial and industrial zoned land.		<ul style="list-style-type: none"> • The NSW Department of Planning & Infrastructure Land Monitoring Report has been undertaken as per their requirements. This monitors the land needs. • To release the monopoly supply a planning proposal was submitted for rezoning and minimum lot size change for land in Rowan Avenue.
3. 3.2.1.1 Review and monitor environmental protection measures for sensitive land.		<ul style="list-style-type: none"> • The subdivision of recognised Ecologically Sensitive Community in Panhandle Road land was completed. Vegetation inspection was undertaken by private contractor as required. This will continue being monitored under the EPBC Act for a period of 10 years. • A community based heritage study has been completed which identifies items and areas of natural being scenic & scientific heritage significance with Uralla Shire. • A biodiversity study has been undertaken with regime classifications being placed against recognised areas of environmentally sensitive and critically endangered vegetation.
4. 3.1.1.1 Continue to implement the recommendations of Council's Heritage Strategy within budget allocations.		<ul style="list-style-type: none"> • A Heritage Officer continues to be employed by Council. Annual reports have been completed as required. A funding application for 2017 assistance from Office of Heritage has been completed.
5. 5. 3.1.3.1 Administer a Heritage Advisory Service and Local Heritage Assistance Fund.		<ul style="list-style-type: none"> • Heritage Advisory Service operates the first Tuesday of each month. • Funding as given in 2012/13 with 2 projects being assisted with a project value of \$14,707. • Funding as given in 2013/14 with 2 projects being assisted with a project value of \$9,454. • Funding as given in 2014/16 with no projects being assisted as the fund not taken up due to the minimal amount offered. • Funding for 2017 assistance from Office of Heritage has been completed.
6. 2.2.3.1 Provide consultation with potential new business operators and pre-development application assistance.		<ul style="list-style-type: none"> • Potential developers and business operators continue to be encouraged to discuss development ideas with qualified staff. • New Electronic Housing Code (EHC) program allows potential developers and

		general public to investigate ideas on line, in a simple, private and non-confronting manner.
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PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
1. Heritage funding reports lodged by due date	Annual heritage funding reports completed and lodged with Office of Heritage. Funding for 2017 applied for.	Completion and submission	Completion and submission	100%	
2. LEP maintained satisfactorily	LEP has been amended to support community driven planning outcomes.	As Required		100%	
3. DCP current and maintained	DCP is reviewed regularly to effectively support LEP.	As Required		100%	

INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Development Control

Goal: **2.2 Growing and diversified employment, education and tourism opportunities**

Strategy:

2.1.4 Implement tools to simplify development processes and encourage quality commercial, industrial and residential development.

Goal: **3.2 Maintain a healthy balance between development and the environment**



Strategy:



3.2.2 Educate the community about sustainable practices in the home, at work and in public areas

MAJOR ACHIEVEMENTS 2012-2016








Development Control Totals 2012-2016

	2012/13	2013/14	2014/15	2015/16	Total
Total Applications	539	1043	1056	645	3283
Development Applications Assessed	67	71	89	73	300
Complying Development Certificates Assessed	54	38	35	26	153
Total Development Value	\$12,339,996	\$7,791,911	\$9,779,535	\$7,560,263	\$37,471,705
Subdivision Certificates Released	8	9	10	14	41

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 2.1.4.1 Assess and determine regulatory applications, including development applications, complying development certificates, construction certificates, Section 68 certificates, Bushfire Attack Level (BAL) Certificates, and Conveyancing Certificates.		Council staff and qualified consultants continue to assess applications as required.

2. 3.2.2.1 Promote and provide pre-lodgement advice on all aspects of development.		Council staff and consultants, on behalf of Council, continue to provide assistance. The public can also access development advice through the Electronic Housing Code (EHC).
3. 2.1.4.2 Ensure that building certification and inspection is carried out as per National Construction and the requirements of the Building Professionals Board.		Qualified consultant and Council staff continue to provide appropriate certification and compliance.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
					  
1. Control plans and policies for local development and regulatory functions are reviewed.	Planning Proposals completed and LEP amendments reflected in DCP along with associated and non associated legislative changes	As Required	Reactive to issue or legislative change	100%	
2. Approvals and inspections completed within statutory time frames	<ul style="list-style-type: none"> A total of 3,283 Applications assessed by staff during 4 years. Total Development Value assessed \$37,471,705 Performance Monitoring undertaken by the NSW Planning Department reflects and that Council is well ranges from 19 – 14 days for approval turn around 	Net 40 days	Reactive to numbers submitted	100%	
3. Compliance matters are enforced per the relevant Acts	Council had no compliance matters to be dealt with.	100%		100%	
4. NSW Department of Planning annual benchmarking reports	Performance Monitoring, Clause 4.6 Reporting, Affordable Housing and Political Gifts and Donation reporting all completed and lodged as required.	Regulatory Due Dates	30 July	100%	





INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Public Health





Goal: 1.2 A safe, active and healthy shire

Strategy

1.2.8 Provide effective regulatory, compliance and enforcement service for the community

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.2.8.1 Carry out food premises inspections to ensure compliance with the Food Act.		<ul style="list-style-type: none"> Annual inspections completed as per Food Act. Annual Food Surveillance report completed and lodged with NSW Food Authority. A well attended information night for food handling businesses was held 2016.
2. 1.2.8.2 Orders to be issued or served where necessary as per the Local Government Act, EP&A Act and POEO Act and Associated Regulations		<ul style="list-style-type: none"> 403 orders were issued with the majority being in relation to dogs and vegetation. 13 dogs were declared dangerous. There were no orders issued under the POEO Act.
3. 1.2.8.3 Register, license and inspect on site sewerage treatment systems.		<ul style="list-style-type: none"> A three tier licencing program was implemented to monitor all on-site sewerage management systems within Uralla Shire. All systems categorised as high risk have been inspected. Inspection of systems categorised as medium commenced August 2016. A total of 1661 systems are recorded as of 30 June 2016. 780 systems still to be inspected. (468 medium, 312 low)

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Food premises inspected annually	All required premises inspected annually. In 2015/2016 year 29 businesses and 4 childcare centres were inspected.	100%	100%	100%	
2. Annual food premises return submitted to Food Authority	Annual Food Authority Return submitted on time.	Completion and submission	Completion and submission	100%	
3. Number of registrations and inspections of sewerage treatment services	<ul style="list-style-type: none"> 1661 systems recorded as of 30 June 2016. 985 inspections carried out as of 30 June 2016. 468 Medium systems, and 312 Low systems to be inspected in future by 2019/20 	All High risk sites inspected	100%	100%	





INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Regulation & Enforcement




Goal **1.2 A safe active and healthy Shire**

Strategy:

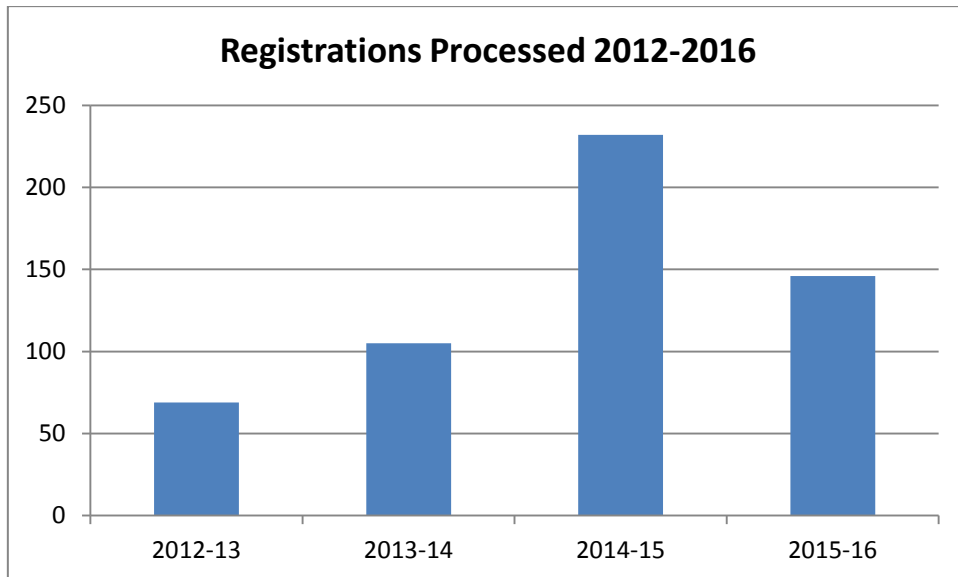
1.2.8 Provide effective regulatory compliance and enforcement services for the community.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 1.2.8.4 Undertake animal registrations		<ul style="list-style-type: none"> Registrations increased in 2014/15 due to increased monitoring and enforcement of recognised breeder registrations. Registrations in 2015/16 were again boosted by the Responsible Pet Ownership Grant Program for desexing and microchipping, where owners participating also had to register their animal. (see table and graph next page)
2. 1.2.8.5 Undertake remedial action for animal noise complaints		<ul style="list-style-type: none"> Council continues to provide ranger services. All complaints were investigated with a variety of solutions undertaken for individual situations. Shared service provisions with Walcha Council.
3. 1.2.8.6 Undertake impounding of animals and stray stock		<ul style="list-style-type: none"> The seizure statistics were obtained from the New England Regional Companion Animals Shelter where all animals not returned to their owners are impounded.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Number of animals registered				2012-13 69 2013-14 105 2014-15 232 2015-16 146	
2. Number of animals impounded				See Table below.	

Month	Year			
	2012-13	2013-14	2014-15	2015-16
July	7	3	14	18
August	2	7	36	18
September	16	4	27	9
October	3	2	7	24
November	4	1	5	8
December	1	10	6	2
January	10	5	6	11
February	4	7	7	7
March	4	0	5	13
April	8	1	15	10
May	3	35	87	8
June	7	30	17	18
Total	69	105	232	146







INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE



Waste Management

Goal: 3.3 Reuse, recycle and reduce wastage.








Strategies:

- 3.3.1 Promoting recycling, reusing and providing regular and efficient waste and recycling services
- 3.3.2 Providing education to the community on ways to minimize the waste produced by households
- 3.3.3 Implementing initiatives to reduce illegal dumping and providing community education to prevent litter

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 3.3.1.1 Provide waste collection services in an efficient and effective manner		<p>Services continue to be provided to the community. Individual collection of waste, recycling and optional greenwaste occur in the major centres of the shire.</p> <p>Fees and operating hours of the public landfill sites have been re-aligned to improve operational efficiency.</p> <p>Uralla Shire is contracted by Walcha Council to provide waste collection services to Walcha Shire. Waste collected in Walcha Shire is deposited into Walcha's landfill. Recycling is taken to Uralla's recycling centre.</p>
2. 3.3.1.2 Manage Councils Waste Management facility, landfill sites and transfer station		<p>Management focussed on providing services to the community. Annual licencing landfill reports completed and lodged as required.</p> <p>A garbage compactor was purchased in 2015 to expand the life of the Uralla landfill.</p> <p>Council has received an Environmental Improvement Grant in 2016 to improve Uralla's landfill with secure fencing and site environmental controls.</p>
3. 3.3.2.1 Undertake the Waste avoidance, waste reduction and recycling program		<p>Involvement in the Hey Tosser campaign saw 12 months of billboard advertisement, production and distribution of advertisement material in the form of stickers, bar mats, placement of 24 new bins in hotspots.</p> <p>A total of 29 bins were placed around Uralla's main street. 14 of these included images of Uralla's history to visually enhance the main street whilst providing garbage collection points.</p>

		Uralla Council was involved with Waste to Art Competition and Garage Sale Trail initiatives. Preschool education program undertaken.
4. 3.3.2.2 Operate Councils community recycling centre		Recycling services continue to be provided to the community. A new Community Recycling Centre was constructed and opened in April 2015.
5. 3.3.3.1 Develop and implement a waste education program		Waste education messages undertaken on regular basis and recycling contamination program commenced. On average, 200 recycling bins inspected each month.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
					  
1. Litter and illegal dumping compliance program approved by Executive Dec 2015	Completion of report and submission to Executive	Completion and submission	Completion and submission	In progress, waiting on NIRW report. Expected to be reported to executive by March 2016	
2. Implement waste management asset plan	Implementation	Completion and implementation	Completion and implementation	Waiting on additional information internally. Expected to be completed by June 2016	
3. Kerbside service review	Undertake and complete regular kerbside services. 200 a month Uralla	Completion	Completion	Working with external consultant on this project. Project budget to be report to executive.	
4. Waste diversion rates and targets	Data recorded , rates and targets identified	Report to executive	Targets identified	Quantity of Product redirected for recycling 2015/2016 year Glass: 206.56t Cardboard: 205.38t HDPE: 20.92t Aluminium Cans: 16.24t	

				Steel Cans: 19.26t PET: 17.02t Mixed plastics12.28t Scrap Metal : 295.27t	
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INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Environmental Management

Goal: 3.1 To preserve, protect and renew our beautiful natural environment

Strategies:

3.1.4 Protect and maintain a healthy catchment and waterways.

3.1.5 Raise community awareness of environmental and biodiversity issues.

Goal: 3.2 Maintain a healthy balance between development and the environment

Strategy:

3.2.2 Educate the community about sustainable practices in the home, at work and in public places.

Goal: 3.3 Reuse, recycle and reduce wastage

Strategy:

3.3.5 Identifying technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint.

MAJOR ACHIEVEMENTS 2012-2016

Z Net Project

The Z-NET Uralla implementation phase began in earnest in March 2016 with the election and establishment of the project Executive. From March the project has been awarded funds with which two part time staff have been hired, the project opened an office on Bridge Street in Uralla and have launched two major project streams with a series of activities focused on the energy efficiency of our local business and householders.

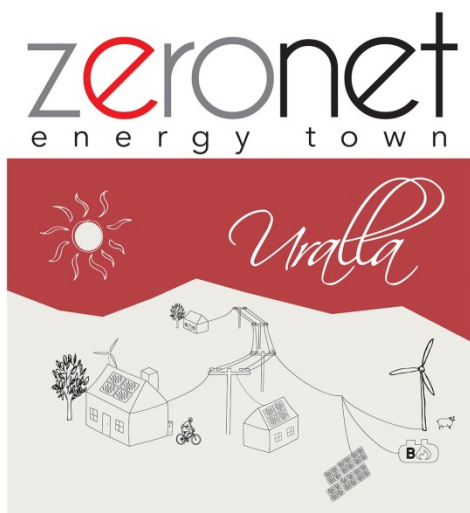


PHOTO: Trish Rasmussen (Z-NET Uralla) going through Home Energy Review with Uralla Shire resident, Glenn Maisey.








Bush Regeneration Team







Council has 20 high conservation value road side vegetation sites (on both sealed and unsealed roads) that require special, or modified, practices either during maintenance or construction work. As the expert practitioners in road maintenance it is vital that all road maintenance crews are involved in the management of vegetation on these sites. Internal consultation continues as improved management requires a long term behavioural change approach. The Roadside Management approach is a blend of bush regeneration and engineering practice.

PHOTO: Senior Bush Regenerator Kate Boyd explains how to identify Coolatai grass to the Mt Mutton volunteers.

ACTIONS & PROGRAMS	STATUS ● ● ●	COMMENTARY
1. 3.1.5.1 Create a Bush Regeneration Strategy and Action Plan	●	The Bush Regeneration program has been in place from 2011. Initially a part-time and grant funded activity, the program has established the need for continuing bush regeneration projects and is now funded as part of the Environmental Levy. Bush Regeneration 'Action Plans' are given by individual site Management Plans; a Bush Regeneration policy is however needed to outline the philosophy and future direction of the program. A Draft version of this policy has been prepared.
2. 3.1.5.2 Complete the Management Plan for Roadside Vegetation. 2015/16	●	Council has 20 high conservation value road side vegetation sites (on both sealed and unsealed roads) that require special, or modified, practices either during maintenance or construction work. As the expert practitioners in road maintenance it is vital that all road maintenance crews are involved in the management of vegetation on these sites. Internal consultation continues as improved management requires a long term behavioural change approach. The Roadside Management approach is a blend of bush regeneration and engineering practice. The Draft Management Plan requires continual reappraisal for its suitability and usefulness. The Bush Regeneration staff network with other road side vegetation practitioners around the state.
3. 3.1.5.3 Redevelop website information on Environmental Management in line with planned website development. 2016/17	●	A website redevelopment timeline has not been advised. The Environmental Management Coordinator continues to add new material to the website and revise old material as project and management needs require.
4. 3.1.5.4 Implement priority strategies as identified by the	●	Electricity data shows that year on year our energy consumption is increasing: 3 of Councils sites account for

Sustainability Action Plan.		approximately 64% of that consumption; the next 6 largest sites account for a further 20%. A combination of energy efficiency gains (through lighting retrofits, insulation, behavioural change) and alternative energy generation (solar PV systems) will be used to reduce our energy consumption and then shift the remaining demand to alternative sources. Council is working with local and regional partners to achieve this.
5. 3.1.4.2 Develop a Management Plan for Wooldridge Recreation and Fossicking Reserve. 2015/16		The Plan was developed to outline how best to accommodate the increasing number of visitors with out need to protect the site and to address some long standing issues around vandalism. The Plan was adopted by Council after a period of community consultation in June 2016.
6. 3.2.2.2 Engage and collaborate with the Uralla Z-NET Uralla project through participation on the Community reference panel.		The Z-NET Uralla implementation phase began in earnest in March 2016 with the election and establishment of the project Executive. From March the project has been awarded funds with which two part time staff have been hired, the project opened an office on Bridge Street in Uralla and have launched two major project streams with a series of activities focused on the energy efficiency of our local business and householders.
7. 3.3.5.1 Develop grants and projects in partnership with the Uralla ZNET project.		Ongoing: Projects are continuously in development and lodged as funding opportunities allow. Projects are normally based on partnerships with other agencies or groups (for example Southern New England Landcare, Z-NET Uralla). Example grant sources include the Environmental Trust and Crown Lands.
8. 3.3.5.2 Develop sound criteria to assess Environmental Management in infrastructure projects.		This is ongoing and that involves working with engineers and works crews. Use and application of Review of Environmental Factors as part of due diligence and best practice management of certain projects, along with the development of sensitive grading techniques on high conservation value road sides has advanced. Rehabilitation planning and practice is also advancing well.
9. 3.2.2.3 Develop appropriate Environmental Management Policy, protocols and procedures.		Other environmental management developments include: urban forestry and in addition Council hosts an Environmental Consultative Panel.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS
1. Bush Regeneration Strategy completed.	Completion.	Completion.	One plan completed.	In process.	  
2. Management Plans for the Wooldridge Fossicking Area and Roadside Vegetation Reserves completed.	Completion.	Completion.	Two plans completed.	Complete	
3. Information on the Uralla Shire Council website.	Completion.	Completion.	All relevant information available on the website.	Ongoing.	
4. Number of grants and projects developed	Apply for two grants a quarter.	None prescribed.	2 per quarter as funding opportunities allow	Await notification of award.	

INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Uralla Water Supply

Goal: 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure services







Strategy: 3.4.1 Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies.

Goal: 3.1 To preserve, protect and renew our beautiful natural environment





Strategy: 3.1.4 Protect and maintain a healthy catchment and waterways.

Goal: 3.3 Reuse, recycle and reduce waste

Strategy: 3.3.4 Identifying and implementing water conservation and sustainable water usage practices in Council operations.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 3.4.1.1 Uralla Water supply is provided and maintained in compliance with the Drinking Water Quality Management Plan.		Ongoing compliance
2. 3.4.1.2 Review Councils Service Yield Study and Demand Management Plan.		Yield study adopted. Demand Management Plan being prepared.
3. 3.4.1.3 Complete annual water main replacement program.		Uralla completed
4. 3.1.4.3 Review Dam Safety Plan.		Awaiting new guidelines. Visual inspection completed July 2015. No major concerns identified.
5. 3.3.4.1 Inspect Councils water network to minimise water loss		

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Department of Health standards met.	Meet current standards	100%	100%	100%	
2. Main Replacement Program completed.	Replacement completed	100 metres	100 metres	120 metres	
3. Water main breaks	Number of breaks and causes identified.	<2/month	<2/month	2	





INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Bundarra Water Supply





Goal: 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure services

Strategies:

- 3.4.1 Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies.
- 3.1.4 Protect and maintain a healthy catchment and waterways.

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 3.4.1.4 Bundarra water supply is provided and maintained in compliance with the Drinking Water Quality Management Plan.		Ongoing compliance
2. 3.4.1.5 Complete annual water main replacement program for Bundarra water.		No main replacement required.
3. 3.1.4.4 Review Councils Service Yield Study and Demand Management Plan for Bundarra water.		Yield Study adopted. Demand management plan being prepared.

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. Department of Health standards met.	Meet current standards	100%	100%	100%	
2. Main Replacement Program completed.	Replacement completed	Mains replaced as required	20 metres	Nil required.	
3. Water main breaks	Number of breaks	<1/ month	<1/month	0	

INFRASTRUCTURE & REGULATORY SERVICES – FACILITIES & OPEN SPACE

Sewerage Services

Goal: 3.1 To preserve, protect and renew our beautiful natural environment





Strategy:

3.1.4 Protect and maintain a healthy catchment and waterways.




Goal: 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure services

Strategy:

3.4.2 Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally-sound sewerage services

ACTIONS & PROGRAMS	STATUS 	COMMENTARY
1. 3.4.2.1 Operate the sewer treatment plant in an efficient and effective manner		Ongoing
2. 3.4.2.2 Maintain and renew the sewer infrastructure network in-line with established programs		Sewer main maintenance in progress
3. 3.1.4.5 Undertake environment and health testing of treated effluent.		Meeting current standards

PERFORMANCE MEASURES

INDICATOR	MEASURE	BENCHMARK	TARGET	RESULT	STATUS 
1. EPA Licence conditions met		100%	100%	100%	
2. Number of blockages per km of main		<4/month	<4/month	3	



**END OF TERM REPORT
2012-2016**

10. REPORTS FROM THE CORPORATE & COMMUNITY COMMITTEE

Department:	Organisational Services - Finance
Submitted by:	<i>Simon Paul – Chief Financial Officer</i>
Reference:	1.15.08.01
Subject:	Cash at Bank and Investments

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective:	<i>Council is operating efficiently and effectively. To invest surplus funds for the best advantage of Council, within Council's</i>
Strategy:	<i>Policies and Local Government Guidelines.</i>
Action:	<i>Invest surplus funds principally in term deposits with a spread of risk.</i>

SUMMARY:

Attached is a summary of bank accounts, term deposits, cash management account and investments in structured credit instruments. The investments have been made in accordance with the Act, the Regulations and Council's actual Investment Policy.

COMMITTEE'S RECOMMENDATION:

That:

Council note the cash position as at 31 July, 2016 consisting of cash and overnight funds of \$2,257,656, term deposits of \$8,500,000 totalling \$10,757,656 of readily convertible funds.

OFFICER'S RECOMMENDATION:

That:

Council note the cash position as at 31 July, 2016 consisting of cash and overnight funds of \$2,257,656, term deposits of \$8,500,000 totalling \$10,757,656 of readily convertible funds.

BACKGROUND:

In accordance with Regulation 212 of the Local Government (General) Regulations 2005, the following report is prepared on monies not currently required for use by Council, invested in forms of investment approved by Order of the Minister.

REPORT:

Current Term Deposits of \$8,500,000 spread over the next six months will receive a range of interest from 2.7% to 3.16% with an average rate of 2.95%. Diary of maturing dates and amounts is attached.

Council's General Fund bank balances (listed in the attachments) have been reconciled to the bank statement as at 31 July, 2016.

KEY ISSUES:

Interest rates have again dropped by between 10 and 16 basis points since the RBA's decision to reduce interest rates on 2 August 2016. Future expectations are that interest rates are likely to fall again within the next twelve months putting further pressure on our investment returns.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

N/A

2. Policy and Regulation

Local Government Act 1993

Local Government (General) Regulations 2005

Order of the Minister re Investments

3. Financial (LTFP)

Current interest rates affect Council's ability to meet projected investment returns therefore reducing forecast revenue in the long term.

4. Asset Management (AMS)

N/A

5. Workforce (WMS)

N/A

6. Legal and Risk Management

Risk management involves ensuring compliance with the Minister's Orders regarding approved type of investments thus reducing risk of future losses on investments made.

7. Performance Measures

N/A

8. Project Management

N/A

Prepared by staff member: Simon Paul

TRIM Reference Number: U15/287

Approved/Reviewed by
Manager: Chief Financial Officer

Department: Organisational Services - Finance

Attachments: C. Council's Investments as 31 July, 2016

Uralla Shire Council
Investments at 31 July, 2016

Cash at Bank – Operating Accounts:

Institution	Account	Bank Statement
National Australia Bank	Main Account	\$411,032.92
National Australia Bank	Trust Account	\$31,296.33
Community Mutual	Bundarra RTC	\$23,671.96
Total		\$466,001.21

Business Investment (Cash Management) Account

Institution	Interest rate	Balance
National Australia Bank	0.01%	\$0.00
Professional Funds	0.15% above RBA cash rate	\$1,791,655.05
Total		\$1,791,655.05

Term Deposits:

Institution	Interest rate	Maturity	Balance
Commonwealth Bank of Australia	2.82%	6/10/2016	\$600,000.00
Westpac Banking Corporation	2.95%	17/10/2016	\$1,300,000.00
ANZ	2.70%	4/10/2016	\$500,000.00
Westpac Banking Corporation	3.00%	25/01/2017	\$600,000.00
Newcastle Permanent	2.70%	25/01/2017	\$250,000.00
ANZ	2.98%	23/08/2016	\$800,000.00
Newcastle Permanent	2.85%	24/08/2016	\$600,000.00
National Australia Bank	3.00%	26/08/2016	\$600,000.00
National Australia Bank	3.05%	7/09/2016	\$500,000.00
National Australia Bank	3.16%	15/09/2016	\$500,000.00
Westpac Banking Corporation	3.05%	30/09/2016	\$1,000,000.00
Commonwealth Bank of Australia	2.88%	25/10/2016	\$250,000.00
National Australia Bank	2.95%	30/11/2016	\$1,000,000.00
Total			\$8,500,000.00

Loans:

Loan no.	Purpose	Balance
165	MGH Property	\$62,585.59
167	Rear Service Lane Land	\$7,669.62
168	Community Centre	\$53,389.61
176	Library Extensions	\$261,986.03
177	Grace Munro Centre	\$209,605.96
181	Creative Village Works	\$16,214.63
185	Public Toilets Alma Park	\$20,892.61
186	Public Toilets Pioneer Park	\$27,313.68
187	Undergrounding Power and Mainstreet Upgrade	\$188,447.36
188	Paving and Power Undergrounding	\$44,010.51
189	Bridge Construction	\$244,007.97
190	Bridge construction & industrial land development	\$1,912,410.87
Total		\$3,048,534.44

Department:	Governance & Information and Community & Culture
Submitted by:	Manager Governance and Information
Reference:	1.15.08.02
Subject:	Request for assistance – Uralla Driver Reviver

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective:	Access to and equity of services.
Strategy:	Create a better understanding with the community of the services Council provides.
Action:	Development of a cultural/community grant application assistance program to support events and community projects.

SUMMARY:

The purpose of this report is to present to Council the request for assistance from Council received from the Uralla Driver Reviver Co-ordinator, Merle Wilkinson. Uralla Driver Reviver previously applied for a Community Grant and were unsuccessful. They now request that Council review the rates paid by Uralla Driver Reviver as a consideration of support in lieu of eligibility for the Community Grants Program.

COMMITTEE'S RECOMMENDATION:

That:

Council agree to provide support for Uralla Driver Reviver in the form of a donation of \$1000 in recognition of the service provided to the community. The donation will be funded from Council's Community Grants Program.

OFFICER'S RECOMMENDATION:

That:

Council agree to provide support for Uralla Driver Reviver in the form of:
(a) Rates assistance;

BACKGROUND:

A request for support for the Uralla Driver Reviver Group has been received to Council.

The Group applied for a Community Grant in Round 1 of the 2015-16 Grants Round. Documentation indicates that the Group failed to meet Grant Criteria and were refused.

REPORT:

Uralla Driver Reviver has requested that consideration is made by Council to review the rates paid to Council for the facility. Mr Wilkinson states that the overheads of the facility are high and any assistance is appreciated.

Details of the rates paid are broken down as follows:

General Rates	368.54
Base Rate	272.50
Commercial Waste 240L	236.00
Sewerage Access Charge	385.00
Storm Water Management	25.00
Water Access Charge	311.00
Environmental Levy	281.00
Total Rates Charge:	1879.04

The General Manager has indicated that some support from Council may be appropriate due to the importance of the service to the community.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication

N/A

2. Policy and Regulation

- *Local Government Act 1993;*
- *Local Government Regulations (General) 2005;*

3. Financial (LTFP)

N/A

4. Asset Management (AMS)

N/A

5. Workforce (WMS)

N/A

6. Legal and Risk Management

N/A.

7. Performance Measures

N/A

8. Project Management

N/A

George Cowan
Acting General Manager

Prepared by staff member: Rechelle Leahy
Approved/Reviewed by Manager: George Cowan
Department: Governance and Information & Community and Culture
Attachments: D. Letter of Request from Uralla Driver Reviver



Uralla Driver Reviver Inc



Co-ordinator: Merle Wilkinson
"Lilyfield"
Uralla 2358
Ph: 67753141

22.7.16

Mayor Uralla Shire Council
P.O. Box 106
Uralla 2358.

Dear Cr Pearce and Councillors'

We acknowledge your letter of reply to our previous correspondence and for the enclosed Uralla Shire Community Grants application form.

Uralla Driver Reviver site was unsuccessful in previous application. It was apparent we did not meet the required criteria for assistance. We felt that our application demonstrated a significant contribution in helping to prevent road fatality and promoting road safety. This has been and will continue to be our goal. It was also felt that operational costs mentioned in our previous application were not considered. We feel further application through Community Grants programme would receive the same response.

To sustain this valuable service, we are requesting your consideration to a review of our Shire Rates payment.

Yours Sincerely

Merle Wilkinson
Site Coordinator
Uralla Driver Reviver

*Phil
Train & Rebble
please
Gorman*

Department:	Governance & Information and Community & Culture
Submitted by:	Manager Governance and Information
Reference:	1.15.08.03
Subject:	In – Kind Request for assistance – Uralla Thunderbolt Rodeo 2016

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective:	Commercial and Tourism opportunities are promoted and supported to attract visitors and residents to events and ensure economic strength and viability.
Strategy:	Work with the community and other partners to develop major cultural and community events and festivals.
Action:	Provide financial support to major events in the Shire.

SUMMARY:

The purpose of this report is to present to Council the in-kind request for assistance from Council received from the Uralla Thunderbolt Rodeo Committee for 2016. The Uralla Thunderbolt Rodeo Committee have set the date for the event as 22 October 2016.

COMMITTEE'S RECOMMENDATION:

That:

1. Council provide in-kind support for Uralla Thunderbolt Rodeo in the form of:
 - (a) Water truck for 30 minutes on the morning of 22 October 2016;
 - (b) Loan of barrier mesh, fence posts, witches hats;
 - (c) Loan of wheelie bins, including recycling bins for recycling including the removal of rubbish from the Coachwood and Cedar Hotel (Top Pub) after

OFFICER'S RECOMMENDATION:

That:

1. Council provide in-kind support for Uralla Thunderbolt Rodeo in the form of:
 - (b) Water truck for 30 minutes on the morning of 22 October 2016;
 - (c) Loan of barrier mesh, fence posts, witches hats;
 - (d) Loan of wheelie bins, including recycling bins for recycling including the removal of rubbish from the Coachwood and Cedar Hotel (Top Pub) after the event.

BACKGROUND:

A request for in-kind support for the Uralla Thunderbolt Rodeo has been received to Council.

The Uralla Thunderbolt Rodeo is incorporated with NSW Fair Trading and affiliated with the Australian Bushman's Campdraft & Rodeo Association (ABCRA).

Friends of McMaugh have been a community partner in the event and the major beneficiary of funds raised. In the four years that the Rodeo has been running \$8550 has been raised for Friends of McMaugh.

REPORT:

Previously the Rodeo has run in conjunction with the Thunderbolt Festival and has had in-kind support provided by Council.

This year the Uralla Thunderbolt Rodeo requests the following in-kind assistance:

- Water Truck at 11.30am for 30 minutes to wet the arena for dust suppression (Saturday, 22 October 2016);
- Barrier mesh, fence posts, witches hats to manager people and traffic on the day;
- Capacity to recycle cardboard, aluminium cans and any glass with bins and a pick up service to the back of the Coachwood and Cedar Hotel (Top Pub) after the event.

A basic costing of the requested support is as follows:

Water Truck	\$70.00
Bins and Rubbish Removal	\$150.00
Delivery and Collection of Posts / Mesh (this does not include installation)	\$100.00
Total	\$320.00

The Uralla Thunderbolt Rodeo also states that if Council continues to assist with in-kind support they will be recognised in the programme as a sponsor of the Rodeo.

COUNCIL IMPLICATIONS:**1. Community Engagement/ Communication**

N/A

2. Policy and Regulation

- *Local Government Act 1993;*
- *Local Government Regulations (General) 2005;*

3. Financial (LTFP)

N/A

4. Asset Management (AMS)

N/A

5. Workforce (WMS)

N/A

6. Legal and Risk Management

N/A.

7. Performance Measures

N/A

8. Project Management

N/A

George Cowan

Acting General Manager

Prepared by staff member:

Rechelle Leahy

Approved/Reviewed by Manager:

George Cowan

Department:

Governance and Information & Community and Culture

Attachments:

E. Letter of Request from Uralla Thunderbolt Rodeo
Committee

Uralla Thunderbolt Rodeo

PO Box 183
Uralla NSW 2358
ABN: 76 727 083 253



27th July 2016

Uralla Council
C/- Mr George Cowan
Acting General Manager
PO Box 106
Uralla NSW 2358

Dear Mr Cowan

Re: Request for in kind support from Uralla Council

Background

Uralla Thunderbolt Rodeo is incorporated with NSW Fair Trading and affiliated with Australian Bushman's Campdraft & Rodeo Association (ABCRA). This year, the committee will be running our fifth rodeo on the 22nd October 2016. In the first year the committee decided that Friends of McMaugh should be our community partner and the major beneficiary of the event. In four years the Uralla Rodeo has managed to raise \$8550 for Friends of McMaugh. The success of the Uralla Thunderbolt Rodeo is down to the business and community support for this event as good community entertainment.

In kind request

Committee would like to request in kind support to run the 2016 Uralla Thunderbolt Rodeo. In past years in conjunction with the Thunderbolt Festival Committee the council has extended the rodeo, services that have included

- Saturday morning of the event day, a water truck at 11.30am for half an hour to wet the arena for dust suppression.
- Barrier mesh, fence posts, witches hats to manage people and traffic on the day.

This year we would additionally ask if council could assist in providing capacity to recycle cardboard, aluminium cans and any glass with bins and a pick service to the back of the Coachwood and Cedar Hotel (Top Pub) after the event.

While the Rodeo is contained within private property the Committee values the past support of Uralla Council and its contribution to the success of the event. In line with all our supporters and partners, if Council continues in kind support it will be recognised in the programme as a sponsor of the Uralla Thunderbolt Rodeo.

Risk management

The Uralla Thunderbolt Rodeo has comprehensive public liability insurance and employs Beneficial Safety to provide first aid service to competitors and public at the event. The Coachwood and Cedar Hotel (Top Pub) provides security services for the event. Livestock are supplied by registered professional stock contractors and all competitors are registered with ABCRA.

Looking forward to Councils consideration.

Regards



Adam Hone
President
0429160223



David Mailler
Treasurer
0487765229

11. REPORTS FROM THE ENVIRONMENT, DEVELOPMENT & INFRASTRUCTURE COMMITTEE

Department:	Infrastructure & Regulation
Submitted by:	Acting Director Infrastructure & Regulation
Reference:	2.15.08.1
Subject:	Works Progress Report to 31 July 2016

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	2.3	A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained
Strategy:	2.3.1	Provide an effective road network that balances asset conditions with available resources and asset utilisation
Action:	2.3.1.1	Undertake bitumen maintenance program in line with established service levels and intervention points
	2.3.1.5	Undertake maintenance grading program in line with established service levels and intervention points

SUMMARY:

The purpose of this report is to inform Council of the works that have been completed or progressed for the previous month.

COMMITTEE'S RECOMMENDATION:

That the report be received and noted for the works completed or progressed during July 2016.

OFFICER'S RECOMMENDATION:

That the report be received and noted for the works completed or progressed during July 2016.

BACKGROUND:

Council is kept informed on the progress of maintenance and construction works within the Shire.

REPORT:

- 1. Main Road Maintenance**

MR73 Thunderbolts Way North and South	Patching, Guide posts
MR124 Bundarra Road	Patching, Guide posts
MR132 Barraba Road	Maintenance
- 2. Sealed Roads Maintenance**

Uralla Streets	Patching
Bundarra Town Area	Patching
Invergowrie Area	Patching
Kentucky/Wollun Area	Patching
Sealed Rural Roads	Patching

- | | |
|--------------------------------------|--|
| 3. Unsealed Roads Maintenance | |
| Grading | |
| Spring Gully Road | Graded |
| Ross Road | Graded |
| Ingledale Road | Graded |
| Mount Drummond Road | Graded |
| Bakers Creek Road | Grading |
| Balala Road | Grading |
| Allinghams Road | Graded |
| Dalveen Road | Graded |
| Warrane Road | Graded |
| Retreat Road | Graded |
| 4. Construction Crew | |
| MR73 Thunderbolts Way | Abington Creek Bridge remove old bridge
Continue construction north of Bundarra Sports Ground |
| 5. Bridge / Sign Crew | |
| Uralla | Abington Creek remove old bridge. |
| 6. Town Area | |
| Uralla | General maintenance. |

KEY ISSUES:

NIL

COUNCIL IMPLICATIONS:

- 1. Community Engagement/ Communication (per engagement strategy)**
Nil
- 2. Policy and Regulation**
Nil
- 3. Financial (LTFFP)**
In accordance with budget
- 4. Asset Management (AMS)**
In accordance with asset management plan
- 5. Workforce (WMS)**
Council staff and contractors
- 6. Legal and Risk Management**
Maintaining Council assets to minimise legal and risk exposure.
- 7. Performance Measures**
Works completed to appropriate standards

8. Project Management

Manager Infrastructure and Works and Overseer

Prepared by staff member:	Manager Infrastructure & Works
Approved/Reviewed by Manager:	Acting Director Infrastructure & Regulation
Department:	Infrastructure & Regulation
Attachments:	Nil

Department:	Infrastructure & Regulation
Submitted by:	Acting Director Infrastructure & Regulation
Reference:	2.15.08.2
Subject:	Works Planning Report August 2016

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	2.3	A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycleways that are adequate, interconnected and maintained
Strategy:	2.3.1	Provide an effective road network that balances asset conditions with available resources and asset utilisation
Action:	2.3.1.1	Undertake bitumen maintenance program in line with established service levels and intervention points
	2.3.1.5	Undertake maintenance grading program in line with established service levels and intervention points

SUMMARY:

The following works are proposed to be carried out or continued in the next month.

COMMITTEE'S RECOMMENDATION:

That the report be received and noted for the works planned for August 2016.

OFFICER'S RECOMMENDATION:

That the report be received and noted for the works planned for August 2016.

BACKGROUND:

Council is informed of the planned maintenance and construction works within the Shire.

REPORT:

1. Main Road Maintenance
 - Bitumen patching
 - Guide posting
 - Sign maintenance

2. Sealed Roads Maintenance
 - Bitumen patching
 - Guide posting

3. Unsealed Roads Maintenance

Bundarra Area	Grade
Balala Area	Grade
Kentucky Area	Grade

- | | | |
|----|---------------------------------------|--|
| 4. | Bridge/Sign Crew

Bridges | Maintenance |
| 5. | Construction
MR73 Thunderbolts Way | Continue rehabilitation works north of Bundarra. |
| 6. | Town Works
Routine maintenance | |

KEY ISSUES:

- Nil

COUNCIL IMPLICATIONS:

- 1. Community Engagement/ Communication (per engagement strategy)**
Nil
- 2. Policy and Regulation**
Nil
- 3. Financial (LTFP)**
In accordance with budget
- 4. Asset Management (AMS)**
In accordance with asset management plan
- 5. Workforce (WMS)**
Council staff and contractors
- 6. Legal and Risk Management**
Maintaining Council assets to minimise legal and risk exposure.
- 7. Performance Measures**
Works completed to appropriate standards
- 8. Project Management**
Manager Infrastructure and Works and Overseer

Prepared by staff member:	Manager Infrastructure & Works
Approved/Reviewed by Manager:	Acting Director Infrastructure & Regulation
Department:	Infrastructure & Regulation
Attachments:	Nil

Department:	Infrastructure & Regulation
Submitted by:	Acting Director of Infrastructure & Regulation
Reference:	2.15.08.3
Subject:	Development Approvals and Refusals for July 2016

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	2.1	An attractive environment for business, tourism and industry
Strategy:	2.1.4	Implement tools to simplify development processes and encourage quality commercial, industrial and residential development
Action:	2.1.4.1	Assess and determine regulatory applications, including development applications, complying development certificates, construction certificates, Section 68 certificates, Bushfire Attack Level (BAL) Certificates, and Conveyancing Certificates

SUMMARY:

The following details the development approvals issued by Council and by private certification for July 2016 for the entire local government area. A listing of development applications outstanding with a status as at the end of July 2016 has also been provided.

For information purposes a summary of the development values is provided from January 2006 until the end of July 2016. Similarly, a summary of the number of dwellings approved within the local government area from 1 January 2006 until the end of July 2016 is provided.

The number of applications lapsing in January 2017 is also listed for information purposes.

COMMITTEE'S RECOMMENDATION:

That Council receive and note the development approvals and refusals for July 2016.

OFFICER'S RECOMMENDATION:

That Council receive and note the development approvals and refusals for July 2016.

REPORT:**Development Applications****Approvals:**

Development Application Number	Applicant	Property	Development
DA-23-2016-2	Mr B Sharpe & Ms K Reed	7056 New England Highway, Kentucky	Modification to Relocate Dwelling & Shed
DA-26-2016	Mr R Jones	Lot 223 Balala Road, Balala	Proposed Dwelling Under Clause 4.6 of the Uralla LEP
DA-29-2016	Mrs J Hull	42 Bridge Street, Uralla	Free Standing Billboard & Signage
DA-32-2016	Mr W Schalk	215 Thunderbolts Way, Uralla	Shed
DA-33-2016	Mr G & Mrs P Khan	7 Faulkner Street, Uralla	Dwelling & Shed
DA-35-2016	Mr I & Mrs D Douglas	48 Rowan Avenue, Uralla	Carport
DA-36-2016	Ms T McClenahan	130 Gostwyck Road, Uralla	Extension to Existing Shed
DA-37-2016	Mr A & Mrs K Nyssen	20 Faulkner Street, Uralla	Garage & Carport
DA-39-2016	Mr I & Mrs A Hawkins	65 Rocklea Road, Invergowrie	4 Bay Shed
Monthly Estimated Value of Approvals: \$415,473.00			

Refusals: Nil

DAs Withdrawn: Nil

Comparison to July 2015:

July 2015:	\$790,634.00	July 2016:	\$415,473.00
Year to date:	\$3,641,572.00	Year to date:	\$2,679,646.00
(Calendar Year)		(Calendar Year)	

Development Applications Outstanding

Application Number	Applicant	Property	Development	Status
DA-27-2012-3	Croft Surveying & Mapping	114 Barleyfields Road, Uralla	Modification Staged 42 Lot Low Density Residential Subdivision	Under Assessment
DA-8-2016-2	New England Surveying & Engineering	13 Stringybark Ridge Road, Invergowrie	Modification 4 Lot Staged Subdivision	Under Notification
DA-30-2016	SES	Depot Road, Uralla	Double Carport	Awaiting Applicant
DA-38-2016	Mr T Hunt	9 Park Street, Uralla	Home Industry - Online Fruit & Vegetable Business	Under Assessment

Application Number	Applicant	Property	Development	Status
DA-40-2016	Mr D Ryan	103 Rowan Avenue, Uralla	Compressed Earth Brick Manufacturing Plant	Under Assessment
DA-41-2016	Mrs M H Evans	42 Bridge Street, Uralla	Balcony Repair	Awaiting Applicant
DA-42-2016	Mr J Chen	49 Bridge Street, Uralla	Staged – Restaurant, Signage & Alterations	Under Assessment
DA-43-2016	Mr C & Mrs E Foster	1 Wilkens Street, Uralla	2 Lot Subdivision	Under Notification
DA-44-2016	Mr I & Mrs M Moore	226 Sanctuary Drive, Uralla	Verandah Roof	Under Assessment
				Total: 9

Construction Certificates

Approved: Nil

Application Number	Applicant	Property	Construction
CC-462-2007	Mr M Batt	131 Barleyfields Road, Uralla	Stage 1 – 9 Lot Subdivision
CC-35-2016	Mr I & Mrs D Douglas	48 Rowan Avenue, Uralla	Carport
Monthly Estimated Value of Approvals: \$216,985.00			

Refused: Nil

Issued by Private Certifier:

Application Number	Applicant	Property	Construction
CC-37-2016	Mr A & Mrs K Nyssen	20 Faulkner Street, Uralla	Garage & Carport
Monthly Estimated Value of Approvals: \$11,094.00			

Complying Development Applications

Approvals:

Application Number	Applicant	Property	Development
CDC-16-2011-2	Mr G McCann	73 Macleay Way, Saumarez Ponds	Amended Plans – Dwelling & Garage
Monthly Estimated Value of Approvals: \$0.00			

Refusals: Nil

Withdrawal: Nil

Issued by Private Certifier:

Application Number	Applicant	Property	Development
CDC-14-2016	Mr D & Mrs R Stace	1009 Bundarra Road, Invergowrie	Dwelling Alterations & Additions
CDC-16-2016	J R & J G Dezius Pty Ltd	64 Bendemeer Street, Bundarra	Garage
Monthly Estimated Value of Approvals: \$35,347.00			

Comparison to July 2015:

July 2015:	\$410,387.00	July 2016:	\$35,347
Year to date: (Calendar Year)	\$1,952,187.00	Year to date: (Calendar Year)	\$587,110.00

Calendar Year Development Values

Year	Total Development Value \$	Average Development Value \$	Development Application Value \$	Complying Development Value \$
2006	6,310,059	42,349	6,310,059	-
2007	7,211,361	44,515	7,211,361	-
2008	9,155,533	50,030	7,393,239	1,762,294
2009	9,290,046	72,016	5,749,162	3,540,884
2010	10,586,972	86,073	5,958,887	4,628,085
2011	6,584,483	53,101	3,449,607	3,134,876
2012	11,390,780	102,620	6,158,718	5,232,062
2013	9,259,318	91,676	4,678,720	4,580,598
2014	8,246,689	70,485	5,657,845	2,588,844
2015	9,137,065	98,248	6,980,198	2,156,867
2016	3,266,757	85,967	2,679,646	587,110

2016 to date

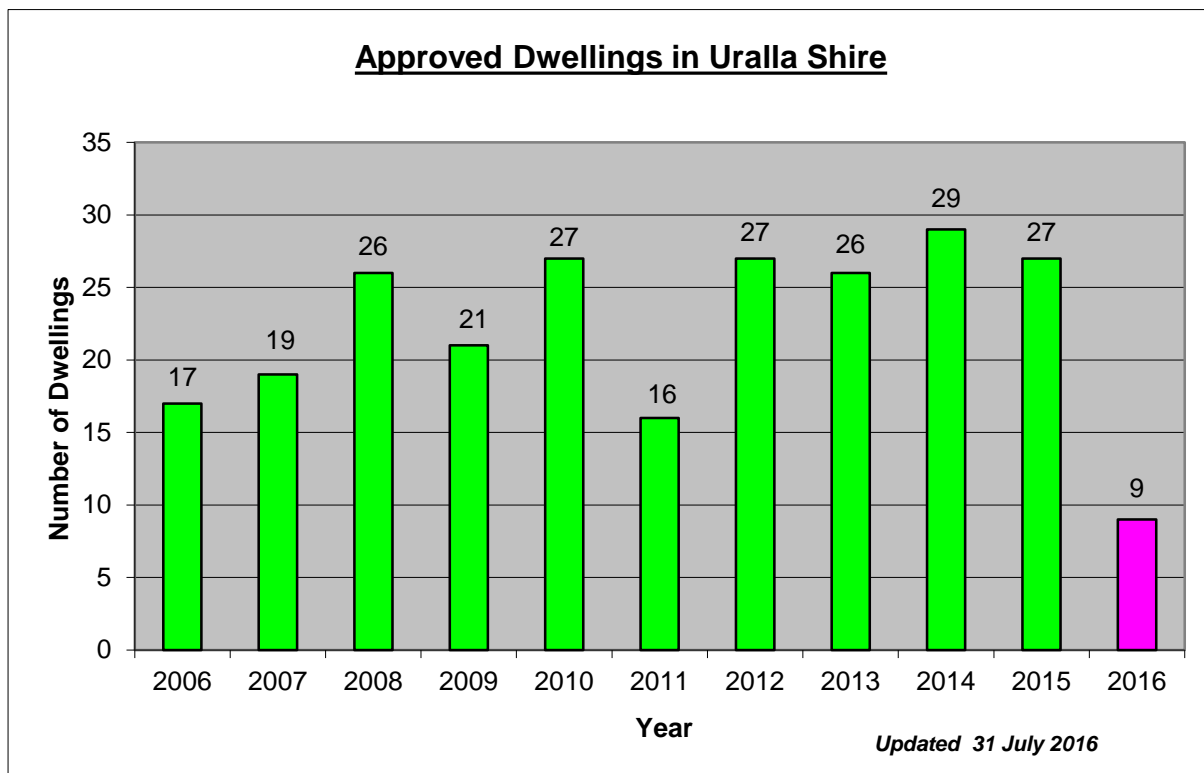
Financial Year Development Values

Year	Total Development Value \$	Average Development Value \$	Development Application Value \$	Complying Development Value \$
2005-2006	6,090,640	39,808	6,090,640	-
2006-2007	6,302,833	38,668	6,302,833	-
2007-2008	8,128,806	52,444	8,128,806	-
2008-2009	8,095,812	61,332	4,588,050	3,507,762
2009-2010	12,395,113	77,469	7,121,590	5,273,523
2010-2011	8,212,500	73,986	5,023,347	3,189,153
2011-2012	5,986,330	53,449	3,667,764	2,318,566
2012-2013	12,339,996	101,983	6,100,857	6,239,139
2013-2014	8,296,829	76,118	4,653,404	3,643,425
2014-2015	9,779,535	109,917	6,392,261	3,387,274
2015-2016	7,560,263	76,366	6,393,433	1,166,830
2016-2017	450,820	40,984	415,473	35,347

2016-2017 to date

Lapsing Applications

The review on expiring development and complying development applications has been carried out for those applications lapsing during January 2017. In January 2012 eleven (11) applications were approved, with four (4) application identified as possibly not commencing as at the end of July 2016.



KEY ISSUES:

- *Development Applications approved by Council for July 2016 – 9*
- *Development Applications refused by Council for July 2016 – 0*
- *Development Applications withdrawn by Applicant for July 2016 – 0*
- *Outstanding Development Applications as at 31 July 2016 – 9*
- *Construction Certificates approved by Council for July 2016 – 2*
- *Construction Certificates refused by Council for July 2016 – 0*
- *Construction Certificates issued by private certification for July 2016 – 1*
- *Complying Development Applications approved by Council for July 2016 – 0*
- *Complying Development Applications refused by Council for July 2016 – 0*
- *Complying Development Applications issued by private certification – 2*
- *Total Development Value for 2016 as at 31 July 2016 – \$3,266,757*
- *Average Development Value for 2016 as at 31 July 2016 – \$85,967*
- *Development Application Value for 2016 as at 31 July 2016 – \$2,679,646*
- *Complying Development Application Value for 2016 as at 31 July 2016 – \$587,110*
- *Applications lapsing in July 2016 that may not have commenced – 4*
- *Approved dwellings as at 31 July 2016 – 9*

COUNCIL IMPLICATIONS:

1. **Community Engagement/ Communication (per engagement strategy)**

The Development Approvals and Refusals for July will be placed in the next available newsletter and uploaded to the Uralla Shire Council website.

2. **Policy and Regulation**

Environmental Planning & Assessment Act, 1979.

Environmental Planning & Assessment Regulations, 2000.

3. **Financial (LTFP)**

Nil

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:

Administration Officer

TRIM Reference Number:

U12/168

Approved/Reviewed by Manager:

Acting Director Infrastructure & Regulation

Department:

Infrastructure & Regulation

Attachments:

Nil

Department:	Infrastructure & Regulation
Submitted by:	Acting Director Infrastructure & Regulation
Reference:	2.15.08.4
Subject:	Heritage Advisory Services Summary – August 2016

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Objective:	3.1	To preserve, protect and renew our beautiful natural environment
Strategy:	3.1.3	Protect the shires historic buildings and sites, recognising their value to the community
Action:	3.1.3.1	Administer a Heritage Advisory Service and Local Heritage Assistance Fund

SUMMARY:

This is a report summarising the report from Council's Heritage Advisor, Mr Mitch McKay, of his monthly visit undertaken for August on 2 August 2016. His next visit will be 30 August 2016.

OFFICER'S RECOMMENDATION:

That the Heritage Advisory Services Summary dated 2 August 2016 be received and noted by Council.

BACKGROUND:

The Heritage Advisory Services Summary is put to Council for information purposes each month. The Heritage Advisor's services are offered free to all residents of Uralla Shire to discuss heritage conservation and development within Uralla Shire.

REPORT:

A summary of the Heritage Advisor's August 2016 visit is attached.

KEY ISSUES:

Nil

COUNCIL IMPLICATIONS:

1. **Community Engagement/ Communication (per engagement strategy)**
Nil
2. **Policy and Regulation**
Nil
3. **Financial (LTFP)**
Nil
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:

Regulatory Services Office Manager

TRIM Reference Number:

U12/6769

Approved/Reviewed by Manager:

Acting Director Infrastructure & Regulation

Department:

Infrastructure & Regulation

Attachments:

F. Heritage Advisory Services Summary dated 2 August 2016



research | interpretation | education | tours | project management

HERITAGE ADVISORY SERVICES SUMMARY

No. 42

Date: 2 August 2016

ITEM 1: 13 Bridge Street, Uralla

I had a telephone conversation with Mr. Chris Jones owner regarding a boundary fence between his property and 18 King St.

The property which is a Californian Bungalow c1920s is listed as a heritage item of local significance in Uralla LEP 2012 (I19) and is within the Uralla CBD Conservation Area. It has also been identified in the Stage 2 of the Uralla Community Based Heritage Study (SHI 2540005).

ITEM 2: 35 Maitland Street, Uralla

Visited 35 Maitland St Uralla and met with Carolyn Belmont owner.

The property is listed as a heritage item of local significance in Uralla LEP 2012 (I46) and is within the Uralla CBD Conservation Area. The property has also been identified in Stage 2 of Uralla Community Based Heritage Study (SHI 2540013).

The property is unusual in that it is believed to be one of the earliest semi-detached houses in the New England. However, Ms. Belmont not being the owner of the other semi-detached at number 37 – the properties being separated by a common party wall.

ITEM 3: Chinese Cemeteries, Uralla

Reviewed documentation provided by Jann Karp following our meeting on 5 July 2016.

ITEM 4: 49 Bridge Street, Uralla (DA-42-2016)

Council has received a Development Application for the Chinese Restaurant that I had visited previously.

As I understand it will be a stage DA and the proposal I was requested to look at was retention of the existing awning and boxing it to match that of the adjoining property to the south. The signage for the restaurant would be located along the fascia of the awning over the proposed new street entry door. There will also be another sign affixed above the entry door and below the awning.

PO Box 9495 Port Macquarie NSW 2444
M: 0447 429 016 E: mitch@pmheritage.com.au
www.pmheritage.com.au



research | interpretation | education | tours | project management

ITEM 5: 80A Bridge Street, Uralla

I had a telephone conversation with Ms. Rhonda Ellem, prospective lessee of the property.

Ms. Ellem will be lodging a Development Application with Council for signage for the building and wished to discuss the types of signage, including sandwich board, that Council would consider acceptable.

ITEM 6: Pioneer Cemetery – John Street, Uralla

I had a telephone conversation with Mr. Tony King who is wanting to carry out conservation work to the headstone and grave surrounds of John O'Connor who is interred in the Pioneer Cemetery which is also known as the Old Cemetery, John St, Uralla.

The cemetery is a heritage item of local significance in Uralla LEP 2012 (I55) and has also been identified in Stage 2 of the Uralla Community Based Heritage Study (SHI 2540034).

ITEM 7: Correspondence from Ms. Betty Foran

Council has received a letter dated 12 July 2016 from Ms. Betty Foran who is seeking funding to have a monument erected recognising Aboriginals who are buried in unmarked graves.

Ms. Foran has previously written to Council seeking the location of where her late uncle George Herbert Bloomfield, who is believed to have died on 16 September 1964 at Balala Road, is interred. I understand that Council has never been able to find any information in its records for this person but has previously forwarded information of other Bloomfields it has in its records to Ms. Foran.

Department:	Infrastructure & Regulation
Submitted by:	Consultant Town Planner
Reference:	2.15.08.5
Subject:	DA-27-2012-3 S96 (2) Modification of Development Consent. Staged 42 Lot low density residential subdivision – 114 Barleyfields Road Uralla – Applicant – T & S Bower

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	2.1	Uralla Shire’s natural beauty and distinct natural environment are protected for future generations.
Strategy:	2.1.4	Provide balanced and environmentally sensitive development.
Action:	2.1.4.1	Assess and determine regulatory applications, including development applications, complying development certificates, construction certificates, Section 68 certificates, Bushfire Attack Level (BAL) Certificates, and Conveyancing Certificates.

SUMMARY:

The purpose of this report is for Council to determine Development Application Modification of Consent 27-2012-3.

The reason the development is submitted for Council determination is that two submissions from surrounding land owners have been received.

The development was originally approved by Council on 22 October 2012. The development was later modified to enable a staged development (two stages) and approved on 12 February 2013.

Since then, the proponents for the development, Mr and Mrs Bower, have found that the development, as approved and modified, is economically unfeasible in terms of the cost to develop the land and holding costs of a large residential subdivision.

It is now proposed to subdivide the land into eight ‘development lots’ ranging in size from 2.024 ha to 5.35 ha that may be re-subdivided into 41 residential lots over seven stages plus a residual lot.

The modified development is substantially the same development as previously approved. The road network has altered, however, the lot yield remains the same, accounting for Development Lot 8 which will be consolidated with the adjoining property (Lot 1 DP 1192269).

The subdivision layout has been modified to enable the residential subdivision to proceed sequentially over seven (7) stages. A masterplan, staging plan and servicing plan has been prepared by the applicant. A draft chapter of the Uralla Development Control Plan 2011 has been prepared to provide additional controls and guidelines for the staged development of the ‘Barleyfields’ subdivision.

COMMITTEE’S RECOMMENDATION:

That Council:

Approve the Development Application Modification of Consent DA 27-2012-3 subject to the conditions in the report to Council.

OFFICER'S RECOMMENDATION:

That Council:

Approve the Development Application Modification of Consent DA 27-2012-3 subject to the following conditions.

Schedule of Development Consent Conditions:

PRESCRIBED CONDITIONS (under Environmental Planning and Assessment Regulation 2000)

Nil

GENERAL CONDITIONS

1. MODIFIED

This approval is for the development to proceed in the following stages:

Stage A

8 Development Lots Proposed Lots 1 to 8 and residual lot (Proposed Lot 90 - 64.3 hectares) (no new roads).

Stage A is to occur in accordance with the Plan prepared by Croft Surveying and Mapping Sheet 2/7 12640 -4E dated 22 April 2016.

Stage B

Stage 1	Six (6) lots Lots 11, 12, 13,14,15 and 16
Stage 2	Five (5) lots Lots 21, 22, 23, 24 and 25
Stage 3	Six (6) lots Lots 31, 32, 33, 34, 35 and 36
Stage 4	Six (6) lots Lots 51, 52, 53, 55, 56, 57
Stage 5	Five (5) lots Lots 71, 72, 73, 74 and 75
Stage 6	Seven (7) lots Lots 61, 62, 63, 64, 65, 66 and 67
Stage 7	Seven (7) lots Lots 41, 42, 43, 44, 45 and 46

Stage B is to occur in accordance with the Staging Plan prepared by Croft Surveying and Mapping Sheet 7/7 12640 -4E dated 22 April 2016.

2. MODIFIED

The development must take place in accordance with the approved plans (bearing the Uralla Council approval stamp) prepared by Croft Surveying & Mapping – Job No. 12640 – Sheets 2 to 7 – dated 22 April 2016, and subject to the conditions below to ensure the development is consistent with Council's consent.

3. All Engineering works to be designed by a competent person, endorsed by a Certified Practicing Engineer, and carried out in accordance with Council's Engineering Code, unless otherwise indicated in this consent, to ensure that these works are of a sustainable and safe standard.

4. A Construction Certificate shall be submitted to and approved by the relevant Certifying Authority prior to construction commencing.
5. The utility lot (Lot 85 DP746291) containing the proposed water reservoir is to be dedicated to Council.
6. An easement is to be created for access the water reservoir. This is to allow for the construction and future maintenance of the water reservoir.
7. MODIFIED
No individual lot created in Stage B of the development is to take access off Barleyfields Road, Rocky Abbey Road or Warwick Street. This is to be ensured by way of provision within a Section 88b Instrument under the *Conveyancing Act 1919*.
8. The land within the E4 zoning, within the residue lot (Lot 90) is to be fenced off to control stock grazing, trampling and compaction.
9. A Section 88b Instrument under the Conveyancing Act 1919 is to be prepared to ensure that all Lots:
 - a) Ensure management of weed control including follow-up weed suppression;
 - b) Retain all fallen timber and other potential habitat features
 - c) Retain all mature canopy trees with a diameter at breast height (dbh) of greater than 200mm.
10. MODIFIED
A Restriction as to User is to be created over the western boundary of Proposed Lot 8 stating that:
 - A 50 metre wide landscaped buffer of soft plantings is to be established adjacent to the western boundary of Lot 842 DP 857745.
 - Buildings are to be excluded within the buffer area.
 - The buffer area is to be landscaped, however, the landscaping is to be in accordance with APZ requirements, ie, as an Inner Protection Area for a distance of 10 m from the boundary. Council will be listed as an authority to the restrictive covenant to ensure it is carried forward into Stage B of the development.

Reason: To maintain the amenity of Lot 842 DP 857745.
11. All plantings in the buffer areas are to be maintained for a twelve month period or until they are well established.
12. MODIFIED
The method and type of fencing material used for boundary fencing is to be in accordance with the Uralla Development Control Plan 2011. Council will not allow paling or Colorbond fencing as boundary fencing.
13. NEW CONDITION
Proposed Lot 8 (Stage A) is to be consolidated with Lot 1 DP1192269 in the first stage of the development.

Reason: Proposed Lot 8, on its own, does not have a suitable access to Rock Abbey Road.

14. NEW CONDITION

An upgraded road extension from Barleyfields Road to the intersection with the cul de sac adjoining Proposed Lot 41 to service the Council Water Reservoir (Lot 85 DP746291) will be designed and implemented by mutual agreement between Council and the owner of the land prior to the commencement of Stage B(8) of the development.

15. NEW CONDITION

Rural road access crossings servicing development lots (Stage A - Lots 2, 3, 4, 5, 6, and 7) are to be dismantled prior to issue of the Subdivision Certificate for each relevant stage of the low density residential lots created in Stage B.

To clarify this condition, Proposed Lots 11, 12, 13, 14, 16, 15, 25, 21, 22, 23, 24, 31, 32, 33, 34, 35, 41, 42, 42, 44, 45, 46, 51, 52, 53, 55, 56, 57, 61, 62, 63, 64, 65, 66, 67, 71, 72, 73, 74 and 75 must not gain access from either Warwick Street, Barleyfields Road or the Easement for Access, 10 wide created by DP 746291.

16. NEW CONDITION

Discovery of a Relic

The development is to proceed with caution. If any Aboriginal objects are found, works are to stop and the NSW Office of Environment and Heritage (OEH) notified. If human remains are found work is to stop, the site is to be secured and the NSW Police and OEH are to be notified.

Reason. Aboriginal cultural heritage items are listed on the Aboriginal Heritage Information Management System (AHIMS) as occurring within the site or within a 50 m radius of the site.

17. NEW CONDITION

Masterplan

Future dwellings and buildings within the development lots (Lots 1 to 7):

- a) must be located within the lot boundaries of the Masterplan subdivision layout.;
- b) be set out by a surveyor.
- c) Serviced by an aerated rather than a transpiration wastewater system

Reason. To ensure the location of buildings does not impact the re-subdivision of that land in accordance with the masterplan lot layout.

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE OF CONSTRUCTION CERTIFICATE

18. MODIFIED

Stage B Civil Works

Prior to the issue of a Construction Certificate, the applicants shall have prepared, by a suitably qualified person, detailed engineering drawings, submitted for Council's approval for the construction of the all internal roads and intersections with Council's public roads in accordance with the following requirements:

- a) Pavement design for all new internal roads shall be based on a design traffic load of 3×10^5 ESA's with subgrade testing on 10 day soaked CBR's.
- b) The internal access roads to the development shall be constructed with a minimum 2 coat hot bitumen sealed pavement width of 6 metres with kerb and gutter, including all necessary underground drainage.
- c) The cul-de-sac heads to be constructed at the end of the proposed new internal roads with a minimum radius of 12 metres.
- d) Typical T intersections are required at the intersection of the proposed internal roads and Warwick Street and Barleyfields Road.

All the above works are to be designed and completed generally in accordance with Council's DCP 2011, and professional practical standards, before the issue of a Subdivision Certificate.

19. MODIFIED

Stage B Civil Works - Stormwater

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

20. MODIFIED

Stage B Civil Works

Prior to the issue of a Construction Certificate the applicants shall have prepared a plan demonstrating the protection of the development by provision of underground drainage pipelines (within easements or roadways) to cater for a stormwater flood frequency of 20% Annual Exceedence Probability (AEP) and fail-safe aboveground floodways to cater as a minimum for a flooding frequency of 1% AEP, to connect to the existing drainage gully adjacent to the site. Details to be provided to the relevant Certifying Authority for approval before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the relevant Certifying Authority or works secured for an amount approved by Council's Development Engineer or nominee, before the issue of a Subdivision / Occupation Certificate.

21. **MODIFIED**

Stage B Civil Works – Inter-allotment drainage

Prior to the issue of a Construction Certificate the applicants shall have prepared an Inter-allotment drainage design for all lots which do not drain naturally to a public road, to protect those lots and adjoining property. All inter-allotment drainage is to be contained within a suitably located easement (minimum width 2m). Details to be provided to Council's Director of Engineering Services or nominee for approval before the issue of a Construction Certificate for the development. Completed works are to be inspected and approved by the Council's Director of Engineering Services or nominee or works secured for an amount approved by Council's Development Engineer or nominee, before the issue of a Subdivision Certificate.

Title Plan submissions are to confirm easement details before the issue of a Subdivision Certificate for the development.

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

22. **MODIFIED**

Stage B Civil Works

Prior to the issue of a Construction Certificate the applicants shall have prepared a design for the extension of sewer reticulation mains from the existing infrastructure downstream of the site to serve each of the proposed allotments within the development. Detailed Engineering drawings prepared by a suitably qualified person must be submitted for the approval of Council's Director of Engineering Services or nominee before the issue of a Construction Certificate for the development. Completed works are to be inspected, tested and approved by the Council's Director of Engineering Services or nominee or works secured for an amount approved by Council's Director of Engineering Services or nominee, before the issue of a Subdivision Certificate.

23. **MODIFIED**

Stage B Civil Works

Prior to the issue of a Construction Certificate the applicants shall have prepared a design for the extension of water supply mains to serve the proposed development. Detailed engineering drawings, prepared by a suitably qualified person, must be submitted for the approval of Council's Director of Engineering Services or nominee before the issue of a Construction Certificate for the development. Completed works are to be tested and approved by the Council's Development Engineer or nominee or works secured for an amount approved by Council's Director of Engineering Services or nominee, before the issue of a Subdivision Certificate. Works are to be inspected and tested upon completion before the issue of a Subdivision Certificate.

The internal water mains within the estate are to form a looped system with no dead ends. Water supply design is to for sustainable cost effective operation by Council in the future. Fire flows required are 11L/sec at a pressure of not less than 275 kPa (28 m). These flows are to be supplied in addition to peak instantaneous demands for a typical residential water demand.

CONDITIONS TO BE COMPLETED PRIOR TO ISSUE OF SUBDIVISION CERTIFICATE

24. At the time of the issue of a Subdivision Certificate, the applicants shall have prepared documentation for the dedication to Council of any required drainage easements, in order to protect the area from inadvertent filling or destruction that could change the flow characteristics of the flow regime.
25. **MODIFIED**
Stage A Development Lots
New access crossings are required for proposed Lots 1 to 7, consisting of 4 metre wide gravelled dish crossings, bitumen sealed from the edge of the existing bitumen to the boundary of each proposed development Lot. Access crossings are to be constructed to a standard approved by the Director of Engineering at the expense of the developer.
26. Prior to the issue of a Subdivision Certificate, an Application for a Subdivision Certificate is to be submitted to Council with three (3) copies of the Title Plan and appropriate fees. The applicant/developer is to ensure that a summary of compliance with all conditions of consent is completed and lodged with the application.
27. Prior to the issue of a Subdivision Certificate the applicants shall provide written advice from telecommunications and electricity providers, confirming that satisfactory arrangements have been made for the provision of telecommunications and electricity services.
28. **NEW CONDITION**
Stage A Development Lots
Rural Address numbering posts are to be provided at the access to proposed Lots 1 to 7 clearly indicating the identity of each lot for emergency service attendance. Installation of new Rural Address numbering posts will be at a cost of \$66 for the financial year 2016-2017.
29. **NEW CONDITION**
Stage A Development Lots
A Section 88B Instrument and one copy is to be submitted with the application for a subdivision certificate for Stage A (Lots 1 to 8). The final plan of subdivision and accompanying Section 88B Instrument is to provide for the following items listed:
a) Easement to drain water 20 m wide and variable
b) Easement for sewage and services 3 wide
30. **MODIFIED**
Stage B Residential Lots – Street Lighting
Prior to the issue of a Subdivision Certificate the applicants shall have made arrangements and paid for the provision of new street lighting to be provided to all new footways and streets, and thus maintain visibility and safety for pedestrians. The developer is to liaise with Essential Energy with regard to street light location. Completed works are to be inspected and approved by the Council's Director of Engineering Services or nominee before the issue of a Subdivision Certificate/release of any bond for incomplete works.

31. MODIFIED

Stage B Residential Lots – Road Names

Developer's suggestions for the name of the new road, together with the reasons for the name proposed, should be submitted at least 3 months before issue of the Subdivision Certificate for the development, for Council's consideration. Council favours names with historical, zoological, botanical or geographic association with the locality.

32. MODIFIED

Stage B Residential Lots – Bond for Civil Works

Prior to the issue of a Subdivision Certificate the applicants shall lodge with Council a monetary security for civil works, to cover the cost of carrying out rectification work in public areas in connection with the proposal should any defect arise within 12 months of completion of the works. Security shall be in the form of cash or bank guarantee for an amount determined by Council. Application for a 90% refund of the security may be made on documented completion of the works, with full refund of the remaining 10% upon satisfactory completion of the 12 months' defects liability period.

33. MODIFIED

Stage B Residential Lots – Work as Executed Drawings

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

34. MODIFIED

Stage B Residential Lots – Bus Shelter

Provision is to be made for a bus shelter within the development. The type and location is to be approved by Council prior to installation..

35. Approval is to be gained from the NSW Livestock Health & Pest Authority to cross the section of Crown Reserve 22252 being part of a Travelling Stock Route, and this section of crown reserve is to be dedicated as public road on the plan of subdivision.

CONDITIONS TO BE COMPLETED PRIOR TO CONSTRUCTION COMMENCING

STAGE B - RESIDENTIAL LOTS

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

37. Before construction commences on the site and throughout the construction phase of the development, erosion control measures are to be installed to prevent soil erosion, water pollution or the discharge of loose sediment on surrounding land, as follows:
- divert contaminated run-off away from disturbed areas,
 - erect silt fencing along the downhill side of the property boundary,
 - prevent tracking of sediment by vehicles onto roads by limiting access to the site and, where necessary, installing a temporary driveway and
 - stockpile all topsoil, excavated material and construction debris on the site, erecting silt fencing around the pile where appropriate.

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

38. No storage of building materials, soil or equipment is to occur on Council's property or roads without the written consent of Council's Director of Engineering Services. No unfenced, potentially dangerous activity or material to be located in close proximity to the street boundary or pedestrian walkway adjoining the site. No unsupervised transit of plant, equipment or vehicles across public areas or other obstruction of those areas is permitted.
39. Under-road conduits are to be provided to cater for electricity, telecommunications, gas supply or other underground utility services. Utility crossings of public roads are to be under-road bored and Council's Director of Engineering Services advised of the intention to commence work at least 48 hours in advance. The developer and its agents are responsible for ascertaining the location of existing underground services before commencing work. Any damage to existing services or to the road construction is to be made good at the expense of the developer.

CONDITIONS TO BE COMPLETED DURING CONSTRUCTION

STAGE B - RESIDENTIAL LOTS

40. Action being taken by the developer and contractors to ensure that public safety is maintained on roadways under construction at all times, by the provision of effective barriers to distinguish between adjacent public roadways and the roadways under construction.
41. Effective dust control measures to be maintained during construction to maintain public safety/amenity and construction activities are to be restricted solely to the subject site.
- ADVISING: Failure to take effective action may render the developer liable to prosecution under the NSW Protection of the Environment Operations Act.*
42. Materials must not be burned on-site. All waste generated on site must be disposed of at Council's Waste Disposal Depot or Waste Transfer Station, to protect the amenity of the area and avoid the potential of air pollution.
43. Any fill which is placed on the site shall be free of any contaminants and placed in accordance with the requirements of AS 3798-1990 *Guidelines on Earthworks for Commercial and Residential Developments*. The developer's structural engineering consultant shall:
- identify the source of the fill and certify that it is free from contamination; and
 - classify the area within any building envelope on any such filled lot in accordance with the requirements of "Residential Slabs and Footings" AS 2870.1.

INTEGRATED GENERAL TERMS OF APPROVAL AS PART OF THIS CONSENT

These conditions are in accordance with Section 91 of the Environmental Planning & Assessment Act 1979 by the NSW Rural Fire Service.

This response is to be deemed a bush fire safety authority as required under section 100B of the *Rural Fires Act 1997* and is issued subject to the following numbered conditions

44. MODIFIED

The development proposal is to comply with the subdivision layout identified on the drawing: prepared by Croft Surveying and Mapping, numbered 12640-4E, titled 'Master Plan' and dated 22 April 2016.

45. MODIFIED

Asset Protection Zones

The intent of measures is to provide sufficient space and maintain reduced fuel loads so as to ensure radiant heat levels of buildings are below critical limits and to prevent direct flame contact with a building. To achieve this, the following conditions shall apply:

46. MODIFIED

A restriction to the land use, pursuant to section 88B of the *Conveyancing Act 1919*, shall be placed on the following identified lots within the subdivision, requiring the provision of 10 metre wide asset protection zones (APZs) that are to be managed as Inner Protection Zones:

- (a) Located upon any residual land that is directly adjacent to completed stages of the approved subdivision (Subdivision Certificate issued). These APZs may be extinguished following the completed development of the adjacent residual lot(s) if they are part of the staged development.
- (b) The APZs are to be located directly adjacent to the completed lots or stages of the approved subdivision.

The required APZs shall be managed as Inner Protection Zones and as outlined within section 4.1.3 and Appendix 5 of '*Planning for Bush Fire Protection 2006*' and the NSW Rural Fire Service's document 'Standards for asset protection zones'.

47. MODIFIED

A restriction to the land use, pursuant to section 88B of the *Conveyancing Act 1919*, shall be placed on the following identified lot within the subdivision, requiring the provision of a 20 metre wide asset protection zone (APZ) that is to be managed as an Inner Protection Zone:

- (a) The Southern part of the residual Lot 90, that is located North of and adjacent to proposed Lots 11, 14, 15, 36, 41 and 46. These APZs may be extinguished following the completion of the road servicing proposed Stage 8.

The required APZ shall be managed as an Inner Protection Zone, as outlined within section 4.1.3 and Appendix 5 of '*Planning for Bush Fire Protection 2006*' and the NSW Rural Fire Service's document 'Standards for asset protection zones'.

48. MODIFIED

A restriction to the land use pursuant to section 88B of the *Conveyancing Act 1919* shall be placed on all lots within the subdivision (other than the proposed residual Lot 90) which specifies that the proposed lots cannot be sold until they are hazard reduced with vegetation managed as an Outer Protection Area (OPA) as outlined within section 4.1.3 and Appendix 5 of '*Planning for Bush Fire Protection 2006*' and the NSW Rural Fire Service's document 'Standards for asset protection zones'.

49. **Water and Utilities**

The intent of measures is to provide adequate services of water for the protection of buildings during and after the passage of a bush fire, and to locate gas and electricity so as not to contribute to the risk of fire to a building. To achieve this, the following conditions shall apply:

Water, electricity and gas are to comply with the following requirements of section 4.1.3 of *'Planning for Bush Fire Protection 2006'*.

50. **MODIFIED**

Access

The intent of measures for public roads is to provide safe operational access to structures and water supply for emergency services, while residents are seeking to evacuate from an area. To achieve this, the following conditions shall apply:

Public road access shall comply with the following requirements of section 4.1.3 (1) of *'Planning for Bush Fire Protection 2006'*:

- (a) Road(s) shall be two-wheel-drive, all weather roads.
- (b) Traffic management devices are constructed to facilitate unobstructed access by emergency services vehicles.
- (c) Public roads have a cross fall not exceeding 3 degrees.
- (d) Non perimeter road widths comply with Table 4.1 in *'Planning for Bush Fire Protection 2006'*.
- (e) Curves of roads (other than perimeter roads) are a minimum inner radius of 6 metres.
- (f) The minimum distance between inner and outer curves is 6 metres.
- (g) Maximum grades for sealed roads do not exceed 15 degrees and an average grade of not more than 10 degrees or other gradient specified by road design standards, whichever is the lesser gradient.
- (h) There is a minimum vertical clearance to a height of 4 metres above the road at all times.
- (i) The capacity of road surfaces and bridges is sufficient to carry fully loaded fire fighting vehicles (approximately 15 tonnes for areas with reticulated water, 28 tonnes or 9 tonnes per axle for all other areas). Bridges clearly indicate load rating.
- (j) Public roads greater than 6.5 metres wide locate hydrants outside of parking reserves to ensure accessibility to reticulated water supply for fire suppression.
- (k) Public roads between 6.5 metres and 8 metres wide are 'No Parking' on one side with services (hydrants) located on this side to ensure accessibility to reticulated water for fire suppression.
- (l) Public roads 5.5 to 6.5 metres wide (kerb to kerb) provide parking within parking bays located outside the kerb to kerb space and located services outside of the parking bays to ensure accessibility to reticulated water for fire suppression.
- (m) Parking bays are a minimum of 2.6 metres wide from kerb to edge of road pavement. No services are located within the parking bays.
- (n) Dead end roads shall incorporate a 12 metre outer radius turning circle and be clearly signposted as a dead end.

51. A restriction to the land use, pursuant to section 88B of the *Conveyancing Act 1919*, shall be placed on the following identified land within the subdivision, requiring the provision of temporary vehicle turning areas. The temporary vehicle turning area(s) shall include a 12 metre radius turning circle:
- (a) Upon any residual land (or development lot) where a public road has not been completed. These temporary vehicle turning areas may be removed following the completion of the cul-de-sacs.

General Advice

Any future development application lodged within this subdivision under section 79BA of the *Environmental Planning & Assessment Act 1979* will be subject to requirements as set out in 'Planning for Bush Fire Protection 2006'.

- (a) The 'battleaxed' handles, to proposed Lots 24 and 36, shall have sufficient width to permit access to fire fighting water supplies, should they be required with future dwelling approvals. The compliant property access would need to permit a Rural Fire Service Category 1 Fire Tanker to access the water supply, turn on site and egress.
- (b) This approval is for the subdivision of the land only. Any further development application for class 1, 2 & 3 buildings as identified by the 'National Construction Code' must be subject to separate application under section 79BA of the *Environmental Planning and Assessment Act 1979* and address the requirements of 'Planning for Bush Fire Protection 2006'.

The proposed subdivision is noted as proceeding via staging. The above conditions, specific to temporary APZs and temporary vehicle turning areas, are required in recognition that undeveloped land may present possible grassland fire impact to completed lots within the subdivision and that incomplete roads will require compliant turning areas to be provided in the interim period until the roads have been completed.

BACKGROUND:

1. Development Application Modification of Consent 27-2012-3 to enable Staging of a 41 lot low density residential development (plus residual lot) was received by Council on 8 April 2016.
2. The development was notified to surrounding land owners in accordance with Chapter 13 Notification Procedures of the Uralla Development Control Plan (DCP) 2011 with two submission received. Matters raised in the submissions are resolved in the conditions of development consent.
3. Draft Chapter 17 'Barleyfields' of the Uralla Development Control Plan 2011 has been prepared to provide additional controls and guidelines to ensure the logical and sequential development of the Barleyfields residential subdivision over eight stages.

REPORT:

The subject DA Modification involves alterations to the approved 42 lot residential subdivision of Lot 102 DP 1177852 (98.32 ha) to enable staging of the development. The approved subdivision layout involved the creation of 16 lots within Stage 1 and 23 lots in Stage 2, with a residual lot and a separate lot for the water reservoir. The modified subdivision layout is similar; however, it proposes:

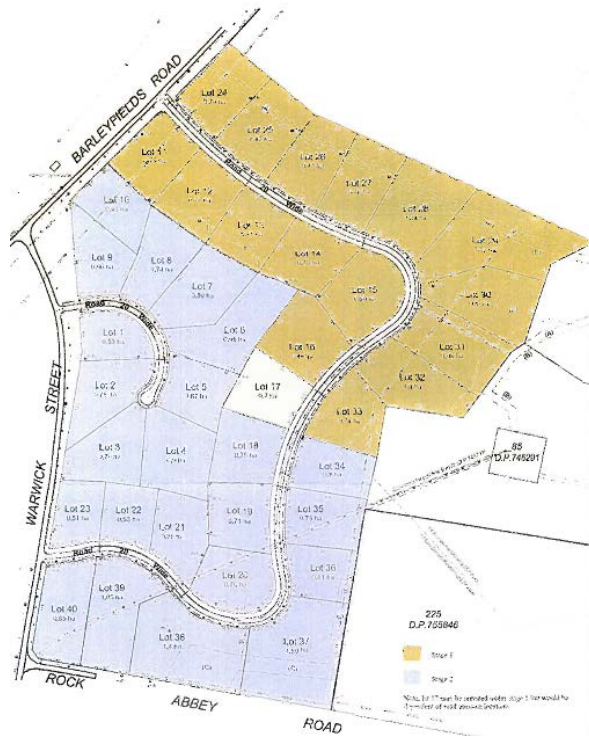
- Eight (8) 'development lots' capable of re-subdivision into 41 low density lots
- A residual lot of 64.3 ha.
- Five short cul-de-sacs rather than a ring road system with fire trails for compliance with bushfire requirements.

Amended subdivision layout plans are provided as an Attachment B to this report. The subject land is shown below:

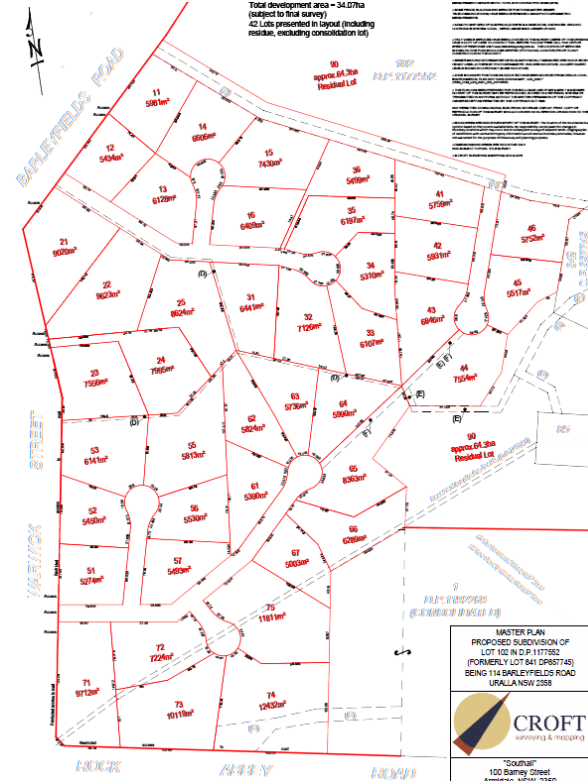


Subject Land
Lot 223 DP 844146

APPROVED SUBDIVISION LAYOUT



MODIFIED SUBDIVISION LAYOUT



FULL COPIES OF THE MODIFIED SUBDIVISION DRAWINGS ARE ANNEXED TO THE REPORT

The subject land will firstly be subdivided into eight (8) Development Lots ranging in size from 2.024 ha to 5.35 ha. These lots may then be re-subdivided to create 41 low density residential lots approved under this modification.

The reasons for the modification are as follows:

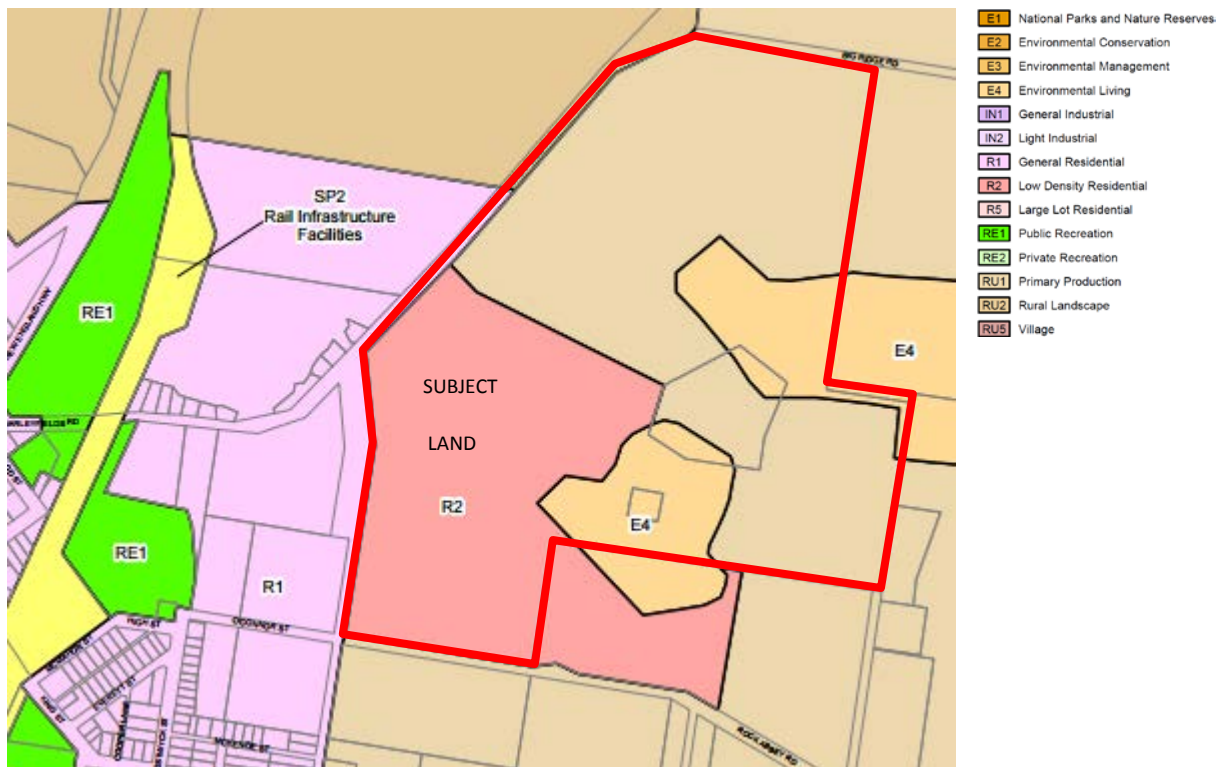
- To create ‘development lots’ to enable the land to be subdivided into large lots that are capable of re-subdivision by separate land owners;
- To establish a Master Plan for re-subdivision of the development lots, including;
 - Road network
 - Servicing network
 - Dwelling location
 - Fencing

Draft Chapter 17 “Barleyfields” of the Uralla Development Control Plan (DCP) 2011 has been prepared setting out the subdivision Master Plan and providing controls for the location of future dwellings within the ‘development lots’, servicing of the residential subdivision and guidelines to maintain the semi-rural character of the neighbourhood. The draft DCP controls will ensure the orderly and sequential development of the land.

As shown in the extract from the Uralla Local Environmental Plan 2011 zone map below, the site is zoned R2 Low Density Residential with a minimum lot size of 5,000 m². The revised residential lots range in area from 5,310 m² to 12,432 m² and are therefore compliant. The minimum lot size for the E4 and RU1 zoned land is 40 ha. The residual land comprising the E4 and RU1 zoned land will be held in one lot of 64.3 ha and is therefore compliant. The residual lot has one dwelling entitlement and does not fragment the remaining high ecological value land within the E4 zoned area of the site.

Extract from Uralla LEP land zone map

LEGEND



S96(2) of the *Environmental Planning and Assessment Act* provides that the consent authority (Council) may modify a consent if:

it is satisfied that the development to which the consent as modified relates is substantially the same development as the development for which consent was originally granted and before that consent as originally granted was modified (if at all),

The subject S96(2) Modification of Consent is substantially the same development as the development for which consent was granted on 22 October 2012 and (DA-27-2012) modified on 12 February 2013.

Staging of the development will enable the orderly and sequential release of the land, firstly as 'Development Lots', and then as a staged low density residential subdivision.

Two submissions were received following neighbour notification of the development, copies are annexed to this report. Matters raised in submissions are addressed as follows:

1. Stormwater run-off

Stage A of the subdivision proposes large lots. Existing stormwater run-off volume, velocity and natural over flow paths will not be impacted. A detailed Stormwater Management Plan is required with the Construction Certificate documentation for Stage B of the subdivision.

2. Landscaped buffer adjacent to the western boundary of Lot 842 DP 857745

A condition of consent requires that a Restrictive Covenant is to be created over Proposed Lot 4 (Stage A). Dwellings are to be excluded from a 50 metre wide buffer adjoining the western boundary of Lot 842 and the buffer area is to be landscaped. The landscaping is to be maintained in accordance with APZ requirements, ie, as an Inner Protection Area for a distance of 10 m from the boundary. Council will be listed as an authority to the restrictive covenant to ensure it is carried forward into Stage B of the development

3. Increased traffic over the easement for access to the water reservoir

Proposed Lots 1 and 3 gain access from Barleyfields Road. Lot 4 will gain access from the existing Easement for Access. Presently, there is a dwelling entitlement applicable to the subject land and a right to use the easement for access. Therefore, there will be no additional traffic generated within Stage A of the development.

In Stage B of the development, none of the lots will gain access from the Easement for Access. In the final stage of the development, the easement will be upgraded to a public road to the intersection of the cul-de-sac serving proposed Lots 41 to 46 of the development.

4. Solid fencing (Colourbond)

A consent condition provides that Colorbond or paling fencing will not be permitted as boundary fencing. The draft Barleyfields DCP includes controls for fencing. Colourbond fencing is not compatible with semi-rural locations and will not be permitted.

5. Potential for the larger lots to be used for storage of cars, machinery, building materials, earthmoving equipment and the like.

Permissible land uses within the larger lots (Stage A Development Lots) are the same as the smaller lots. The LEP provides for permissible land uses within the proposed lots. There are a very limited range of commercial or industrial land uses permitted in the R2 zone. The draft Barleyfields DCP will provide additional controls and guidelines for the future development of the land.

6. Access arrangements to the water reservoir.

Access by Council to the water reservoir will not be altered as a result of Stage A of the subdivision. Council's former Director Infrastructure & Regulation, Mr Robert Bell, agreed with the proponents that Council and the developers would be jointly responsible for upgrading the access road to the water reservoir to public road standard in the final stages of the development.

7. Easement for sewer and water to benefit Lot 842 DP 857745.

Presently Lot 842 is serviced with an onsite wastewater system and tank water. Should the owners of Lot 842 wish to connect to reticulated sewer and water, when the service become available in the later stages of the development, appropriate easement(s) for access to services can be arranged privately between Mr and Mrs Uloth and the proponent.

CONCLUSION:

The overall objective of the modification is to enable the staged release of the land by separate development lot owners. A draft chapter of the Uralla Development Control Plan has been prepared to guide the development of Barleyfields in accordance with this consent, the approved Master Plan and controls and guidelines aimed at the orderly release of the land and maintaining the semi-rural character of the development.

The application is recommended for approval subject to the consent conditions listed above.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

Adjoining neighbours were notified of the proposed Modification of Consent.

2. Policy and Regulation

Uralla Local Environmental Plan 2012

Uralla Development Control Plan 2011

Environmental Planning & Assessment Act 1979

3. Financial (LTFP)

Nil

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: Keiley Hunter, Consultant Urban Planner
TRIM Reference: DA-27-2012-3
Approved/Reviewed by Manager: Acting Director Infrastructure & Regulation
Department:
Attachments: G. Modified subdivision plans by Croft Surveying and Mapping Sheets 2/7 to 7/7
H. Submissions (x2)

SUPPLEMENTARY INFORMATION REPORT ON NEXT PAGE

Department:	Infrastructure & Regulation
Submitted by:	Contract Planner
Reference:	2.15.08.05
Subject:	DA-27-2012-3 S96 (2) Modification of Development Consent. Staged 42 Lot low density residential subdivision – 114 Barleyfields Road Uralla – Applicant – T & S Bower

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

- Goal:** 2.1 Uralla Shire’s natural beauty and distinct natural environment are protected for future generations.
- Strategy:** 2.1.4 Provide balanced and environmentally sensitive development.
- Action:** 2.1.4.1 Assess and determine regulatory applications, including development applications, complying development certificates, construction certificates, Section 68 certificates, Bushfire Attack Level (BAL) Certificates, and Conveyancing Certificates.

SUMMARY:

The purpose of this report is for clarification on certain issues raised in report 2.15.08.5 to aid Council in its determination of Development Application Modification of Consent 27-2012-3

The reason the development is submitted for Council determination is that two submissions from surrounding land owners have been received.

OFFICER’S RECOMMENDATION:

That Council:

- a) **Approve the Development Application Modification of Consent DA 27-2012-3 including the modified condition 25 being:**

25. MODIFIED

Stage A Development Lots

New access crossings are required for proposed Lots 1 to 7, consisting of 4 metre wide gravelled dish crossings, bitumen sealed from the edge of the existing bitumen to the boundary of each proposed development Lot. Access crossings are to be constructed to a standard approved by the Director of Infrastructure & Regulation at the expense of the developer.

b) Add an additional requirement to Condition 34 so that it reads as follows:

34. MODIFIED

Stage B Residential Lots – Bus Shelter/Pedestrian Walkway & Firetrail

Provision is to be made for a bus shelter within the development. The type and location is approved by the Director of Infrastructure & Regulation at the expense of the developer, prior to installation.

A pedestrian walkway being 6 metres wide with a 2 metre concrete footpath is to be provided between proposed lots 45 and 65 and is to be constructed at the time of development of development lots 6 and 7. The construction is to be to a standard approved by approved by the Director of Infrastructure & Regulation and at the expense of the developer. The pedestrian walkway is to be dedicated to Council and is to serve a dual purpose of pedestrian walkway and firetrail.

BACKGROUND:

1. Development Application Modification of Consent 27-2012-3 to enable Staging of a 41 lot low density residential development (plus residual lot) was received by Council on 8 April 2016.
2. The development was notified to surrounding land owners in accordance with Chapter 13 Notification Procedures of the Uralla Development Control Plan (DCP) 2011 with two submission received. Matters raised in the submissions are resolved in the conditions of development consent.
3. Draft Chapter 17 'Barleyfields' of the Uralla Development Control Plan 2011 has been prepared to provide additional controls and guidelines to ensure the logical and sequential development of the Barleyfields residential subdivision over eight stages.
4. The application was put to the Environment, Development & Infrastructure Committee on 15 August 2016.

REPORT:

The subject DA Modification involves alterations to the approved 42 lot residential subdivision of Lot 102 DP 1177852 (98.32 ha) to enable staging of the development. The approved subdivision layout involved the creation of 16 lots within Stage 1 and 23 lots in Stage 2, with a residual lot and a separate lot for the water reservoir. The modified subdivision layout is similar; however, it proposes:

- Eight (8) 'development lots' capable of re-subdivision into 41 low density lots
- A residual lot of 64.3 ha.
- Five short cul-de-sacs rather than a ring road system with fire trails for compliance with bushfire requirements.

The subject land will firstly be subdivided into eight (8) Development Lots ranging in size from 2.024 ha to 5.35 ha. These lots may then be re-subdivided to create 41 low density residential lots approved under this modification.

Issues for further clarification are as follows:

Condition 25

Reads:

MODIFIED

Stage A Development Lots

New access crossings are required for proposed Lots 1 to 7, consisting of 4 metre wide gravelled dish crossings, bitumen sealed from the edge of the existing bitumen to the boundary of each proposed development Lot. Further the access handle for Lots 3, 6 and 7 are to be bitumen sealed for its full length. All works are to be constructed to a standard approved by the Director of Infrastructure & Regulation at the expense of the developer.

Proposed:

MODIFIED

Stage A Development Lots

New access crossings are required for proposed Lots 1 to 7, consisting of 4 metre wide gravelled dish crossings, bitumen sealed from the edge of the existing bitumen to the boundary of each proposed development Lot. Access crossings are to be constructed to a standard approved by the Director of Engineering at the expense of the developer.

Single Dwelling Status

A single dwelling is permissible on each of the development lots but will need to be located in such a position as to not impede any further subdivision, i.e within a proposed future lot within the development lot.

These dwellings would have the same planning and building restrictions as do other dwelling built on this lots of this area.

Water & Sewer

Reticulated water and sewer does not have to be connected to the land until such time as the development lots are developed. This is one of the main purposes of Chapter 17 of the Uralla DCP.

The preferred use of an aerated onsite sewer management system in comparison to a septic system is that:

- Effluent from all systems run down slope and will end up in some form in waterways. It is a cleaner effluent waste result from an aerated system as there are only 2 elements not destroyed in the aerated treatment process. Yet with treatment with sunlight, they are destroyed. This is one of the purposes of an aerated system.
- Septic systems are more difficult to remove fully and rehabilitate.
- Aerated systems encourage water reuse, where as a septic system does not.

Loop Road

There is no loop road in this development. Each lot has been designed to allow for frontage to either Barleyfields or Rocky Abbey Roads or Warwick Street. Lots 3, 6 & 7 are battleaxe lots which have been designed to allow the battleaxe to become a road when the lot is developed. To follow the development pattern for the remainder lots, each road is taken off a battleaxe. The affected part of the battleaxe would become part of the road network, and would require negotiation between the development lot owners.

Firetrail/Pedestrian Path

To provide better linkage between lots, a further alternative would be to utilise the proposed firetrail between proposed lots 45 and 65 as a pedestrian walkway. This would mean that when development lots 6 and 7 are developed, the firetrail would become a pedestrian walkway 6 metres wide, with a 2 metre wide concrete footpath. Each developer would be required to construct their part of the footpath and dedicate the walkway to Council who would then maintain. The pedestrian walkway being 6 metres wide would still be trafficable for a 3 wheel vehicle in the event of a fire emergency. Hence it will have a dual purpose of fire trail and pedestrian walkway.

If agreed to, this can be conditioned.

CONCLUSION:

The overall objective of the modification is to enable the staged release of the land by separate development lot owners. A draft chapter of the Uralla Development Control Plan has been prepared to guide the development of Barleyfields in accordance with this consent, the approved Master Plan and controls and guidelines aimed at the orderly release of the land and maintaining the semi-rural character of the development.

The application is recommended for approval subject to the consent conditions listed above.

COUNCIL IMPLICATIONS:

1. Community Engagement/ Communication (per engagement strategy)

Adjoining neighbours were notified of the proposed Modification of Consent.

2. Policy and Regulation

Uralla Local Environmental Plan 2012

Uralla Development Control Plan 2011

Environmental Planning & Assessment Act 1979

3. Financial (LTFP)

Nil

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:

TRIM Reference:

Approved/Reviewed by Manager:

Department: Infrastructure & regulation

Attachments:

Libby Cumming, Contract Planner

DA-27-2012-3

Acting Director Infrastructure & Regulation

Nil

NOTES

- SPOT HEIGHTS DENOTED BY 'x' WITH LIMITED HEIGHTS SHOWN. CONTOUR INTERVAL DISPLAYED AT 0.20m. A.M.D. LEVELS BASED ON SEAMLESS LIGNET 110 & 658.111 R.L. 647.89M (SOURCE: LPI SCANS). HEIGHTS UNDERMINED BY DIRECT PROGRAMMATIC MEASUREMENT USING ROBOTIC TOTAL STATION AND PHOTOGRAMMETRIC SURVEYS.
- ALL FENCE, BUILDING AND SERVICE POSITIONS (WATER, SEWER, COMMUNICATIONS) HAVE BEEN DETERMINED USING PHOTOGRAMMETRIC SURVEYS.
- AZIMUTH MAP GRID OF AUSTRALIA (ZONES 54 & AUSGEOID) DISTANCES: GROUND COORDINATE SYSTEM: LOCAL, AERIAL IMAGE: SIX VIEWER (PI 2010).
- ONLY VISIBLE SERVICES HAVE BEEN LOCATED IN THIS SURVEY. USER OF THIS DRAWING HAVE A DUTY OF CARE TO CONTACT 'DAL' BEFORE YOU DO ANYTHING TO AVOID SPEED OF RESPONSE VISIT www.dal.nsw.gov.au. WHILE SERVICES SHOWN ON THIS PLAN SHOULD BE VERIFIED (POTHOLING, LOCATING) BEFORE ANY CONSTRUCTION IN THE VICINITY.
- SEWER MAIN AND STORMWATER DETAILS AS PHYSICALLY MEASURED AND INDICATED BY HEIGHT LABEL (OTHERS BY PHOTOGRAMMETRY, AND ARE INDICATIVE). CLIMATE RISK LEVELS SHOWN ACCORDINGLY (SOME INDICATIVE).
- ZONE BOUNDARY POSITIONS AS INDICATED HAVE BEEN SOURCED FROM ENVIRONMENTAL PLAN 2011 LAND ZONING MAP - LZN_0042* (7560.COM.LZN_0042_020_20110505)
- THIS PLAN HAS BEEN PREPARED FOR THE EXCLUSIVE USE OF MR & MRS T.A. ANDERSON. NO PART OF THIS SURVEY MAY BE REPRODUCED, STORED IN A RETRIEVABLE MEDIUM, TRANSMITTED IN ANY FORM OR BY ANY MEANS, WITHOUT THE WRITTEN PERMISSION OF THE SURVEYOR OR OWNER EXCEPT AS PERMITTED BY THE COPYRIGHT ACT 1968.
- ANY PERMITTED DOWN LOADING, ELECTRONIC STORAGE, DISPLAY, PRINT OUT OR REPRODUCTION OF THIS SURVEY SHALL CONTAIN NO ALTERATION TO THE ORIGINAL SURVEY.
- BOUNDARIES ARE INDICATIVE AS PART OF THIS SURVEY. The location of boundaries is opinion based on the current available facts. The possibility can be taken that the boundary locations which may occur due to subsequent surveys of adjacent lots. Any conflict of information with Land and Property information would resolve boundary disputes, however not warranted for the purposes of this survey and planning purposes.
- DIMENSIONS AND AREAS ARE INDICATIVE ONLY AND SUBJECT TO FINAL TITLE SURVEY.
- © CROFT SURVEYING & MAPPING 2016 & 2015



STAGED PLAN
PROPOSED SUBDIVISION OF
LOT 102 IN D.P.1177552
(FORMERLY LOT 841 DP857745)
BEING 114 BARLEYFIELDS ROAD
URALLA NSW 2358



"Southall"
 100 Barney Street
 Armidale NSW 2350
 p: 02 6772 1077
 m: 0414 782 867
 e: office@croftsurveying.com

Date: 22.04.16
 Sheet 2/7
 216 12640 - 4E

0 25 50 75 100 125 175m
 SCALE 1:2500 (A3)

URALLA SHIRE COUNCIL

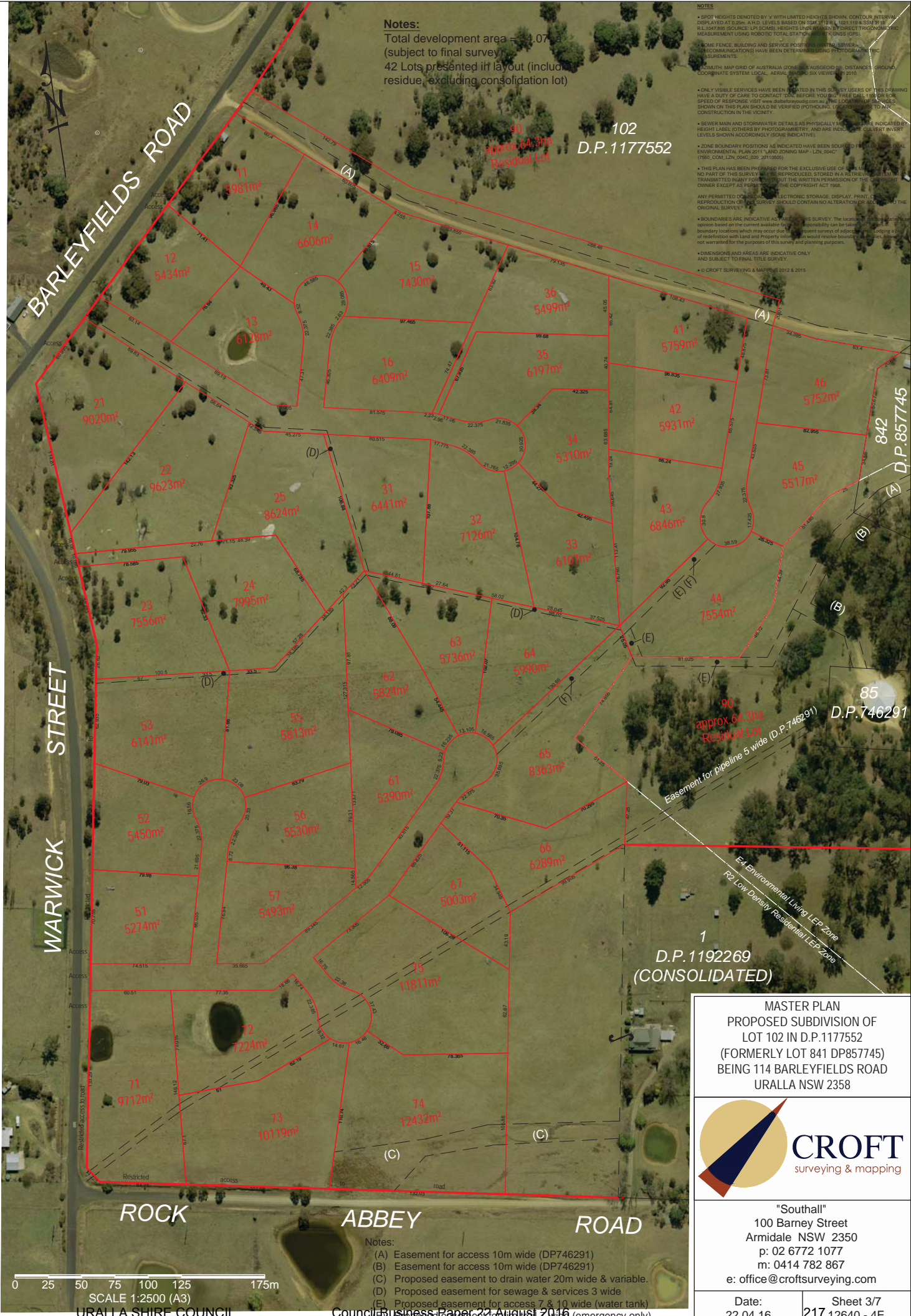
Easement for access 10m wide (DP746291)
 Easement for access 10m wide (DP746291)
 (C) Proposed easement to drain water 20m wide & variable.
 (D) Council Business Paper 22 August 2016

Notes:

Total development area = 4.07
 (subject to final survey)
 42 Lots presented in layout (including
 residue, excluding consolidation lot)

NOTES

- * SPOK HEIGHTS IS DENOTED BY 'V' WITH LIMITED HEIGHTS SHOWN. CONTOUR INTERVAL DISPLAYED AT 0.25m. A.H.D. LEVELS BASED ON SGM '11' (4, 102, 119 & 524 BY 19 R.L. 1047896 (SOURCE: LPI SCANS), HEIGHTS UNDER 10m BY DIRECT TRIGONOMETRIC MEASUREMENT USING ROBOTIC TOTAL STATION (SOURCE: LPI SCANS).
- * SOME FENCE, BUILDING AND SERVICE POSITIONS (WATER SERVICES, TELECOMMUNICATIONS) HAVE BEEN DETERMINED USING PHOTOGRAMMETRIC MEASUREMENTS.
- * 20MUTH MAP GRID OF AUSTRALIA ZONE 56 AUSGEOD 94. DISTANCES (GROUND COORDINATE SYSTEM LOCAL ACTUAL) BY S.A. VEVEY & CO. 2010
- * ONLY VISIBLE SERVICES HAVE BEEN LOCATED IN THIS SURVEY. USERS OF THIS DRAWING HAVE A DUTY OF CARE TO CONTACT S.A. BEFORE YOU BUY. FREE CALL 1300 638 888. SPEED OF RESPONSE VISIT www.daltonpropertygroup.com.au. THE LOCATION OF SERVICES SHOWN ON THIS PLAN SHOULD BE VERIFIED (POTHOLING, LOCATING SERVICES TO ANY CONSTRUCTION IN THE VICINITY).
- * SEWER MAIN AND STORMWATER DETAILS AS PHYSICALLY MEASURED ARE INDICATED BY HEIGHT LABEL (OTHERS BY PHOTOGRAMMETRY), AND ARE INDICATED BY CULVERT INVERT LEVELS SHOWN ACCORDING TO SLOPE INDICATORS.
- * ZONE BOUNDARY POSITIONS AS INDICATED HAVE BEEN SOURCED FROM THE LOCAL ENVIRONMENTAL PLAN 2011 'LAND ZONING MAP - L21_0542' (7592_C0M_L21_0042_020_2011.0505)
- * THIS PLAN HAS BEEN PREPARED FOR THE EXCLUSIVE USE OF THIS PLAN. NO PART OF THIS SURVEY OR THE REPRODUCTIONS STORED IN A REPRODUCIBLE MEDIUM TRANSMITTED IN ANY FORM WITHOUT THE WRITTEN PERMISSION OF THE COPYRIGHT OWNER EXCEPT AS PERMITTED BY THE COPYRIGHT ACT 1988.
- * ANY PERMITTED ONLINE OR ELECTRONIC STORAGE, DISPLAY, PRINT OR REPRODUCTION OF THIS SURVEY SHOULD CONTAIN NO ALTERATION OF ANY KIND TO THE ORIGINAL SURVEY.
- * BOUNDARIES ARE INDICATIVE AS PART OF THIS SURVEY. THE LOCATION OF BOUNDARIES IS AN OPINION BASED ON THE CURRENT AVAILABLE INFORMATION. LIABILITY CAN BE EXCLUDED BY BOUNDARY LOCATIONS WHICH MAY OCCUR DUE TO SUBSEQUENT SURVEYS OF ADJACENT PROPERTIES OR REDEFINITION WITH LAND AND PROPERTY INFORMATION WHICH WOULD RESOLVE BOUNDARY UNCERTAINTY. NOT WARRANTED FOR THE PURPOSES OF THIS SURVEY AND PLANNING PURPOSES.
- * DIMENSIONS AND AREAS ARE INDICATIVE ONLY AND SUBJECT TO FINAL TITLE SURVEY.
- * © CROFT SURVEYING & MAPPING 2012 & 2015



**MASTER PLAN
 PROPOSED SUBDIVISION OF
 LOT 102 IN D.P.1177552
 (FORMERLY LOT 841 DP857745)
 BEING 114 BARLEYFIELDS ROAD
 URULLA NSW 2358**



"Southall"
 100 Barney Street
 Armidale NSW 2350
 p: 02 6772 1077
 m: 0414 782 867
 e: office@croftsurveying.com

Date: 22.04.16 Sheet 3/7
 217 12640 - 4E

Notes:

- (A) Easement for access 10m wide (DP746291)
- (B) Easement for access 10m wide (DP746291)
- (C) Proposed easement to drain water 20m wide & variable.
- (D) Proposed easement for sewage & services 3 wide
- (E) Proposed easement for access 7 & 10 wide (water tank)

0 25 50 75 100 125 175m
 SCALE 1:2500 (A3)
 URULLA SHIRE COUNCIL

EXTEND TO EXISTING SEWER MAIN PER DA 27-2012

EXTEND TO EXISTING SEWER MAIN PER DA 27-2012

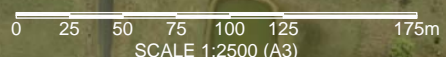
BARLEYFIELDS ROAD

WARWICK STREET

ROCK

ABBEY

ROAD



URALLA SHIRE COUNCIL

Council Business Paper 22 August 2016

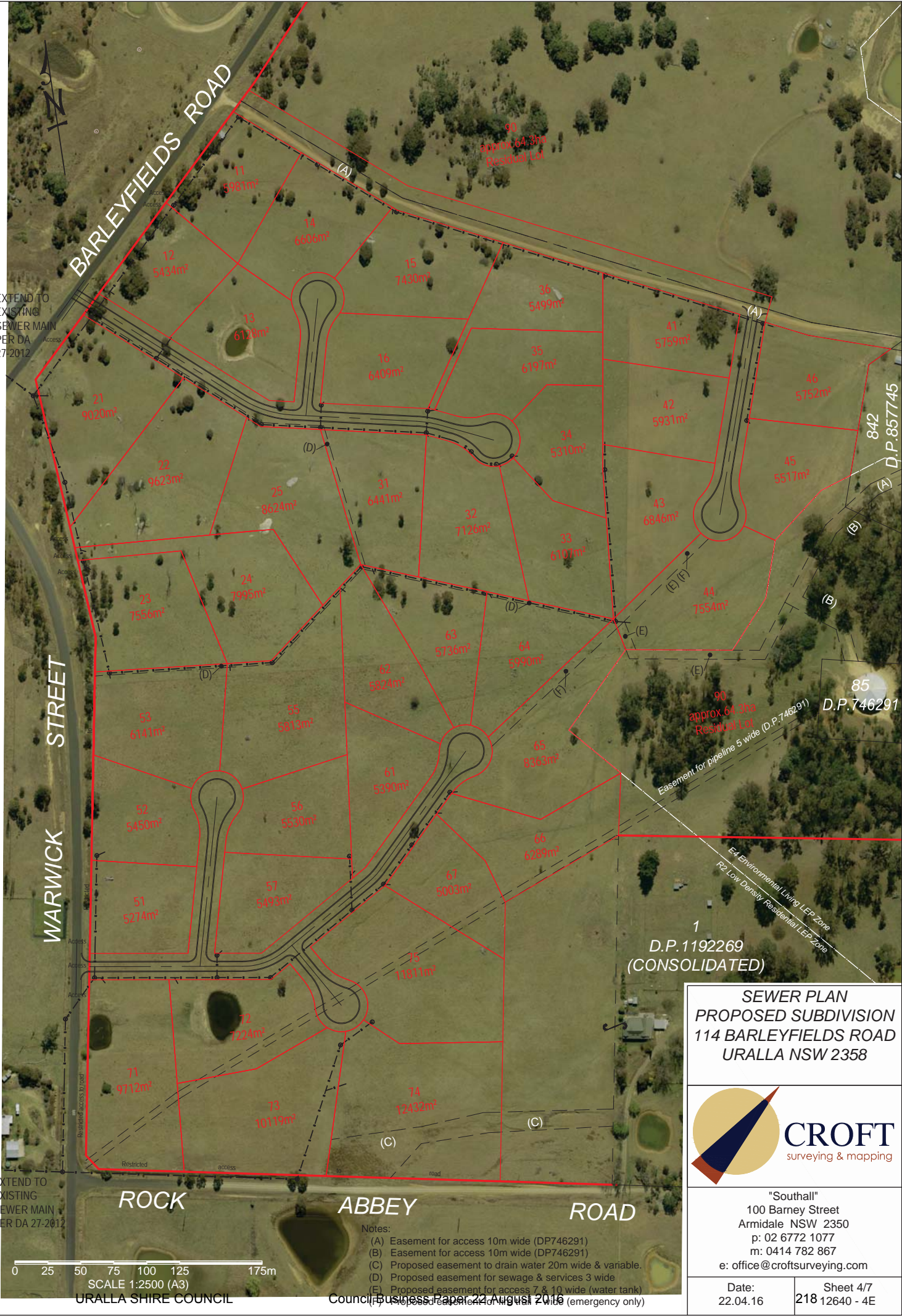
- Notes:
- (A) Easement for access 10m wide (DP746291)
 - (B) Easement for access 10m wide (DP746291)
 - (C) Proposed easement to drain water 20m wide & variable.
 - (D) Proposed easement for sewage & services 3 wide
 - (E) Proposed easement for access 7 & 10 wide (water tank)
 - (F) Proposed easement for access 7 wide (emergency only)

**SEWER PLAN
PROPOSED SUBDIVISION
114 BARLEYFIELDS ROAD
URALLA NSW 2358**



"Southall"
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Armidale NSW 2350
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e: office@croftsurveying.com

Date: 22.04.16	Sheet 4/7 218 12640 - 4E
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approx. 64.3ha Residential Lot

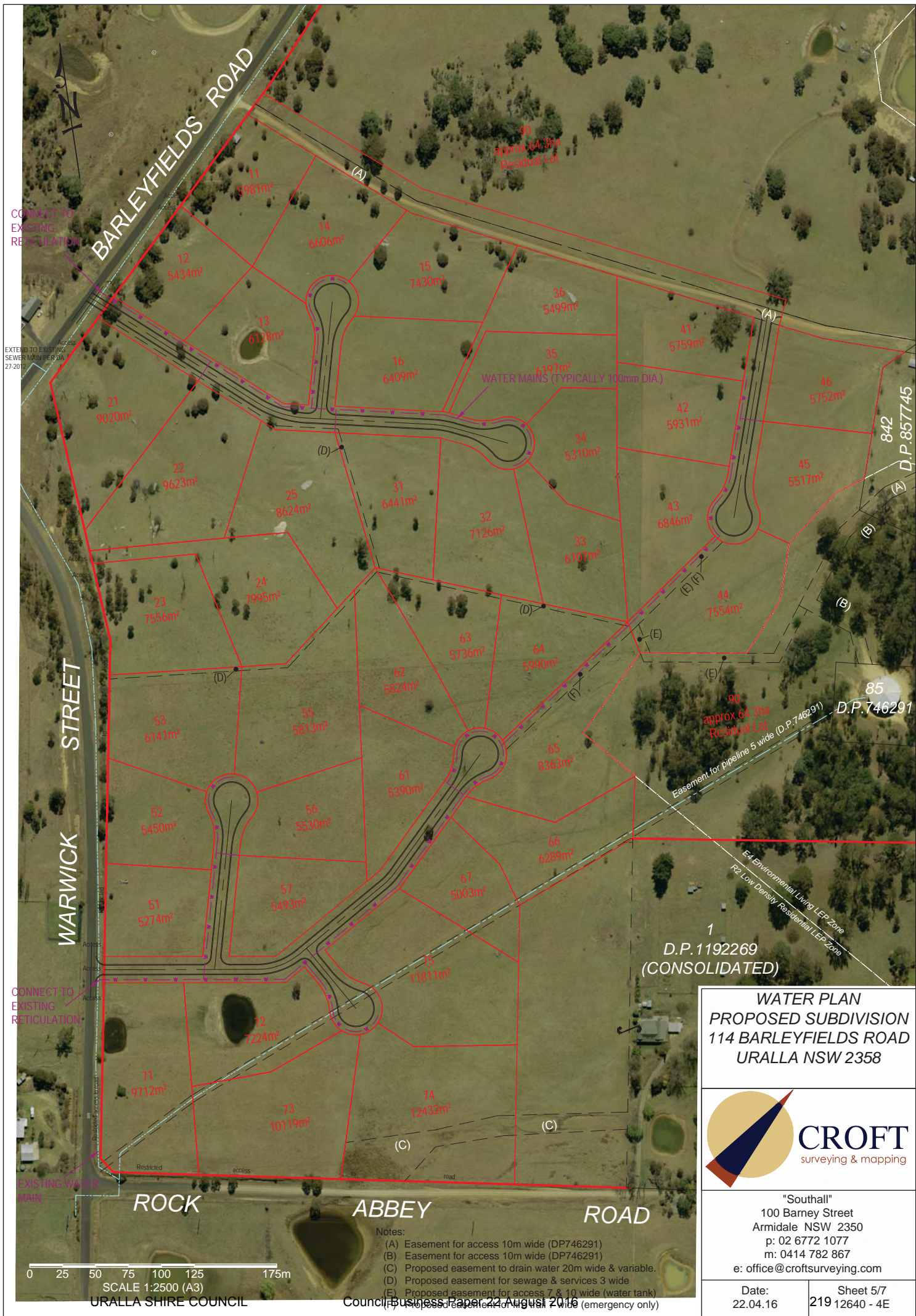
Easement for pipeline 5 wide (D.P.746291)

E4 Environmental Living LEP Zone
R2 Low Density Residential LEP Zone

1
D.P.1192269
(CONSOLIDATED)

85
D.P.746291

842
D.P.857745



WATER PLAN
PROPOSED SUBDIVISION
114 BARLEYFIELDS ROAD
URALLA NSW 2358

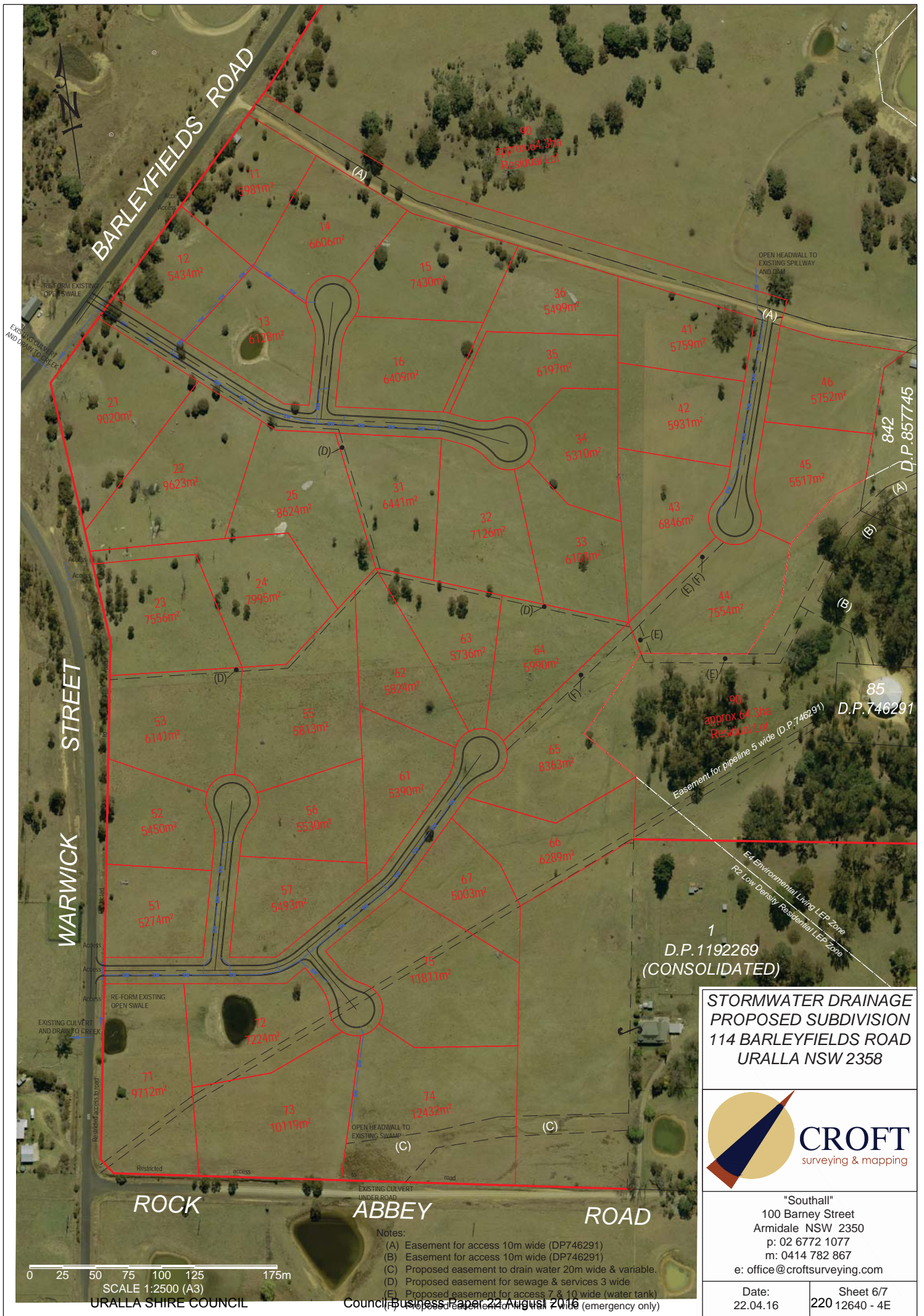


"Southall"
 100 Barney Street
 Armidale NSW 2350
 p: 02 6772 1077
 m: 0414 782 867
 e: office@croftsurveying.com

Date: 22.04.16
 Sheet 5/7
 219 12640 - 4E

- Notes:
- (A) Easement for access 10m wide (DP746291)
 - (B) Easement for access 10m wide (DP746291)
 - (C) Proposed easement to drain water 20m wide & variable.
 - (D) Proposed easement for sewer & services 3 wide
 - (E) Proposed easement for access 7 & 10 wide (water tank)
 - (F) Proposed easement for access 7 wide (emergency only)

0 25 50 75 100 125 175m
 SCALE 1:2500 (A3)
 URALLA SHIRE COUNCIL



**STORMWATER DRAINAGE
PROPOSED SUBDIVISION
114 BARLEYFIELDS ROAD
URALLA NSW 2358**



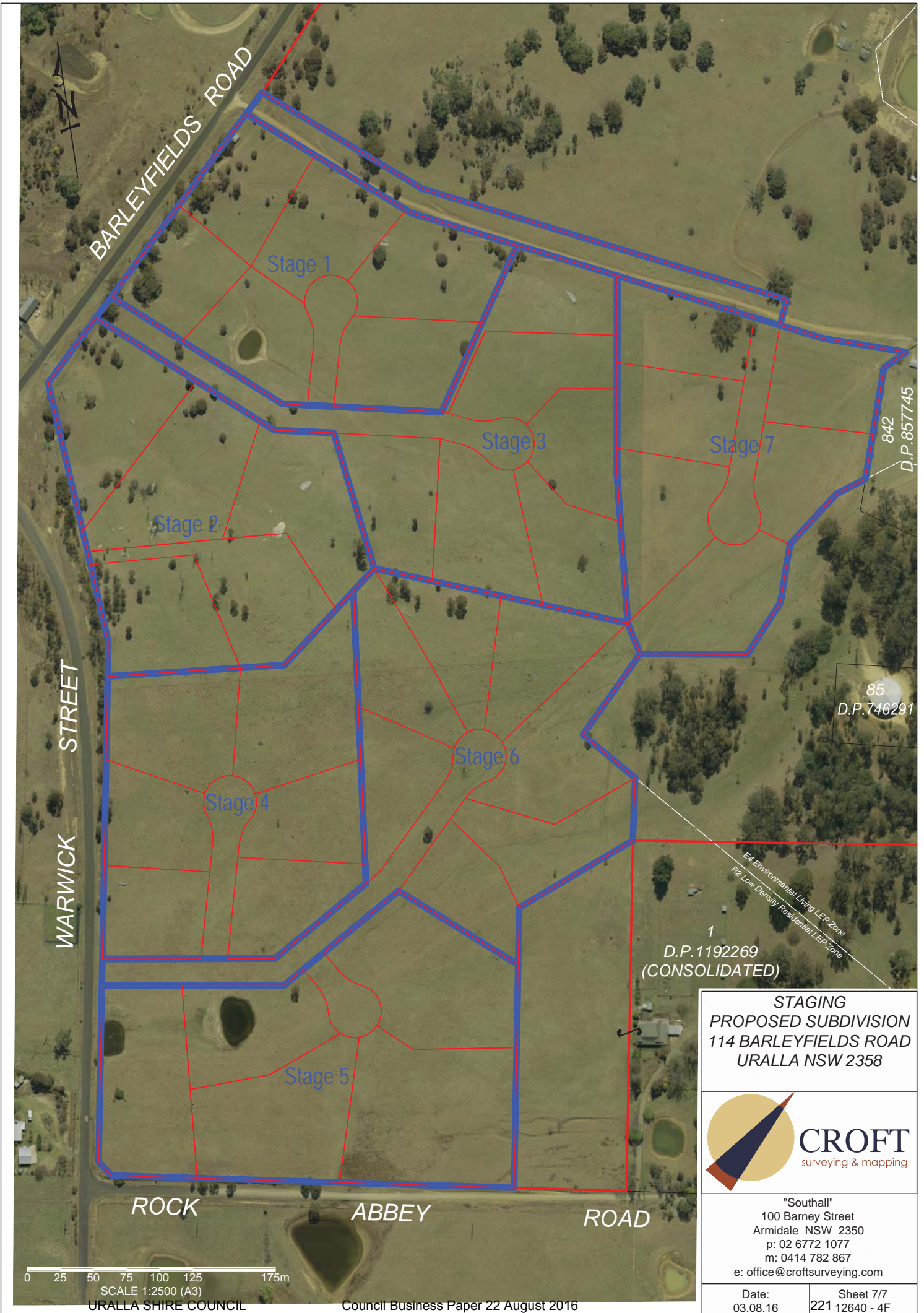
"Southall"
100 Barney Street
Armidale NSW 2350
p: 02 6772 1077
m: 0414 782 867
e: office@croftsurveying.com

Date: 22.04.16 Sheet 6/7
220 12640 - 4E

- Notes:
- (A) Easement for access 10m wide (DP746291)
 - (B) Easement for access 10m wide (DP746291)
 - (C) Proposed easement to drain water 20m wide & variable.
 - (D) Proposed easement for sewage & services 3 wide
 - (E) Proposed easement for access 7 & 10 wide (water tank)

0 25 50 75 100 125 175m
SCALE 1:2500 (A3)
URALLA SHIRE COUNCIL

Council Business Paper 22 August 2016
City of Uralla Council 22 August 2016 (emergency only)



**STAGING
PROPOSED SUBDIVISION
114 BARLEYFIELDS ROAD
URALLA NSW 2358**



"Southall"
100 Barney Street
Armidale NSW 2350
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e: office@croftsurveying.com

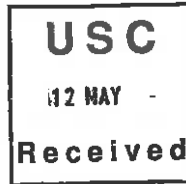
Date: 03.08.16	Sheet 7/7 221 12640 - 4F
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0 25 50 75 100 125 175m
SCALE 1:2500 (A3)

Mr P Uloth & Mrs J Uloth

"Summerhill"

112 Barley Fields Road



Uralla 2358

10th May 2016

Submission relating to Development Application No. DA-27-2012/3

Staged 42 Lot Low density Residential Subdivision Modification

ATTN: Elizabeth Cumming - Manager of Planning

C.c. Owen Johns Acting Director - Infrastructure & Regulation

Please find set out below points relating to above proposal in our letter of submission relating to the proposed development (DA-27-2012/3 made by Mr Tim Bower. The original DA-27-2012 was approved and discussion have taken place between Mr T. Bower and Peter and Jenny Uloth of 112 Barleyfields Road for that proposal.

The property mentioned above is directly impacted by both the original DA and the subsequent changes and now new DA-27-2012/3.

1. I wish to bring to the attention of council the letter Ref U11/6758 (RE: Uralla Environmental Plan 2012) which states in part.. *that any development of land zoned R2 which immediately adjoins your land have a buffer area of 50 metres. This was supported by NSW Department of Planning & Infrastructure gazetted 23 March 2012...It will not be overlooked for any future development.*

Once the buffer zone has been reinstated on the plans, this makes the future subdivision of block 4 (4.13ha) in the master plan unviable. We believe that this block should not be subdividable as is suggested in the master plan.

It should be noted that with the inclusion of the buffer zone the proposed entry to this block (4) will need to be relocated further down.

2. We are concerned about the rear access being available from easement A to blocks 1, 3 or 4 on either the staged or master development plan of the proposed subdivision of Lot 102 in DP 1177552. The reason being is that the extra vehicle traffic on the easement will create maintenance issues, dust issues and stock safety issues.
3. We would object to solid fencing (colour bond) being used throughout the subdivision (the existing proposal or any future subdivision) due to the aesthetics. To put up solid fencing would detract from the rural vista this subdivision is trying to take advantage of.
4. Further it would be very disappointing and unsightly if the larger lots are used for storage of cars, machinery, building materials, earthmoving equipment and the like. This is to be a residential subdivision and it should not look like an industrial storage site. We request Council to take this into account and place suitable restrictive covenants on the land to prevent this and to put in place vegetation screening along the access easement fence line.

5. We request that the access route to be taken by Council to the water supply DP746291 on both the staged and master plan, proposed subdivision Lot 102 in DP1177552 be made so that we can have some input if it affects us. At the moment the route is uncertain as the easement is on our land but currently physical access is taken through Bower's land. We request clarification as to the intended future physical access arrangements.
6. In the past Council has maintained this easement with no expense to us, to a decent standard which we appreciate. We wish to have it confirmed in writing as to the future maintenance and responsibility requirements of each future user with confirmation that current access (Easement A) through DP 1177552 (102) and DP 857745 (842) will still be maintained by Council.
7. It is our understanding that **when** the easement is made into a public road it will be "named" and our address will change. It will then cause us significant inconvenience and in some cases cost, to change our address with various service providers and authorities

Eg. Power, motor vehicle registration and licences, banks. We would like to request that our address remain the same.

8. We are asking for an easement to be provided so that DP 857745 have reasonable future access to both sewerage and town water; in that it can be extended at the discretion of the owner of DP857745. This would make provision for services to be available in the future with out conflict between land owners.

If further clarification is required to any of the points please do not hesitate to contact either Peter or Jenny Uloth.

Peter Uloth



Jenny Uloth



From: Michael Batt <battfarm@hotmail.com>
Sent: Wednesday, 4 May 2016 2:44 PM
Subject: Development application DA-27-2012-3 114 Barleyfields Rd

Owen Johns
Acting Director

Dear Owen

I am responding to this application on behalf of the joint owners of an adjoining development.

Our main concern relating to this development is the increase in stormwater runoff. We already have issues with the runoff from this holding during high intensity rain events. The increase of paved areas and roofing, as well as the higher ground saturation from on-site wastewater systems, will make the runoff more intense, and increase the overall volume. We are happy to discuss potential solutions which will be to the mutual benefit of ourselves and the applicant.

Yours faithfully

Michael Batt
32 Bridge St
Uralla

Department:	Infrastructure & Regulation
Submitted by:	Acting Director of Infrastructure & Regulation
Reference:	2.15.08.6
Subject:	Uralla Development Control Plan 2011 Amendment No 4

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	2.2	Growing and diversified employment, education and tourism opportunities
Strategy:	2.2.1	Provide land use planning that facilitates employment creation
Action:	2.2.1.1	Monitor and review Council’s Local Environmental Plan and other strategic and supporting planning documents

SUMMARY:

The purpose of this report is to recommend that Council endorse and resolve to publicly exhibit the draft chapter of the Uralla Development Control Plan (DCP) 2011 for a period of 28 days, which will provide additional controls and guidelines for the staged development of the ‘Barleyfields’ subdivision.

COMMITTEE’S RECOMMENDATION:

That Council:

- 1. Endorse the draft Chapter 17 ‘Barleyfields’ of the Uralla Development Control Plan 2011 for public exhibition for a period of no less than 28 days; and**
- 2. Give the General Manager delegated authority to adopt the Uralla Development Control Plan 2011 as amended if no submissions are received.**

OFFICER’S RECOMMENDATION:

That Council:

- 1. Endorse the draft Chapter 17 ‘Barleyfields’ of the Uralla Development Control Plan 2011 for public exhibition for a period of no less than 28 days; and**
- 2. Give the General Manager delegated authority to adopt the Uralla Development Control Plan 2011 as amended if no submissions are received.**

BACKGROUND:

The Uralla DCP was prepared in 2011. The DCP was amended in August 2012 for minor housekeeping reasons and to include a section concerning regulatory advice to Council regarding the land known as the former Koppers Timber Treatment Site. The DCP was amended again recently (Amendment No 2) to provide controls for emerging land uses such as the use of shipping containers, secondary dwellings and bed and breakfast accommodation; new flood planning controls based on the Rocky and Uralla Creeks Flood Study, 2014; and general housekeeping amendments to correct typographical errors and to update the document to Council’s documentation standards. The DCP was amended for a third time to support rural detached dual occupancy and boundary adjustment clauses included in the Uralla Local Environmental Plan (LEP) 2012.

The draft Chapter 17 ‘Barleyfields’ of the Uralla Development Control Plan 2011 has been prepared to provide additional controls and guidelines to ensure the logical and sequential development of the Barleyfields residential subdivision over seven stages being presented to Council this month.

REPORT:

The Draft Chapter 17 “Barleyfields” of the Uralla Development Control Plan (DCP) 2011 has been prepared setting out the subdivision Master Plan and providing controls for the location of future dwellings within the ‘development lots’, servicing of the residential subdivision and guidelines to maintain the semi-rural character of the neighbourhood. The draft DCP controls will ensure the orderly and sequential development of the land.

A copy of the Draft Chapter 17 “Barleyfields” of the Uralla Development Control Plan (DCP) 2011 is attached to this report.

KEY ISSUES:

- The Uralla DCP has been amended to include additional controls and guidelines for the Barleyfields residential subdivision.

CONCLUSION:

That Council endorse the Draft DCP Chapter 17 and resolve to publicly exhibit for a period of not less than 28 days.

COUNCIL IMPLICATIONS:**1. Community Engagement/ Communication (per engagement strategy)**

The Draft DCP Chapter will be placed on Public Exhibition for a minimum of 28 days (Cl 18 (2) Division 2 Public Participation of *Environmental Planning and Assessment Regulation 2000*).

2. Policy and Regulation

Uralla Local Environmental Plan 2012
Uralla Development Control Plan 2011
Environmental Planning & Assessment Act 1979

3. Financial (LTFP)

Nil

4. Asset Management (AMS)

Nil

5. Workforce (WMS)

Nil

6. Legal and Risk Management

Ensuring that Council Codes meet the current state legislative standard improves Council’s risk management.

7. Performance Measures

Nil

8. Project Management

Nil

Prepared by staff member:

Regulatory Services Office Manager

Approved/Reviewed by Manager:

Acting Director Infrastructure & Regulation

Department:

Infrastructure & Regulation

Attachments:

I. Draft Chapter 17 of Uralla Development Control Plan 2011

Chapter 17 Barleyfields

About this Chapter

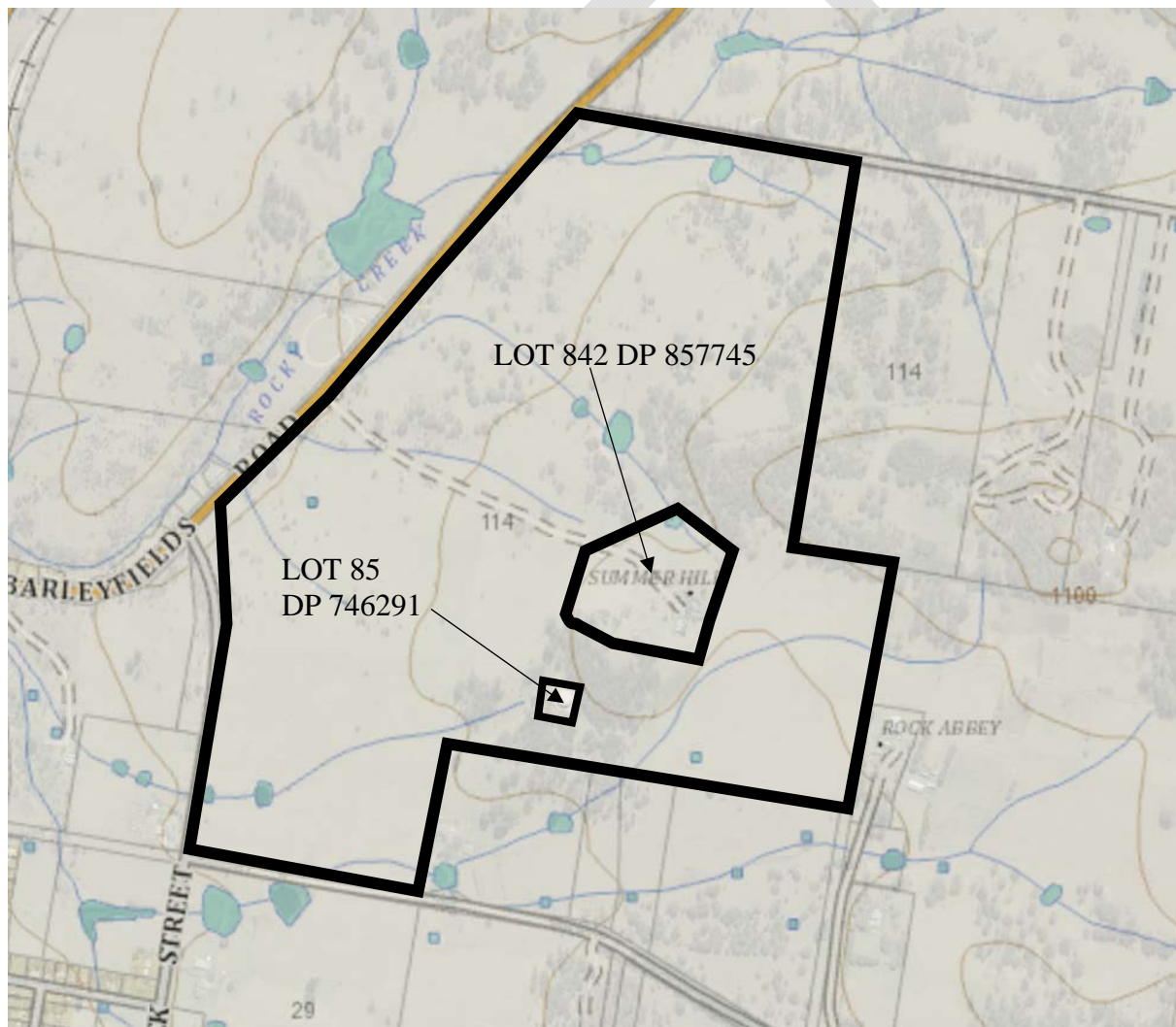
This chapter provides the development Masterplan, principles and site controls for development within the land known as ‘Barleyfields’.

The purpose of this chapter is to provide a logical, master planned framework for the efficient staged release of low density residential land in a socially, economically and environmentally sustainable manner.

Where this Chapter applies

This Chapter applies to the land within the heavy black edging shown in **MAP 1**.

MAP 1 Land to which Chapter 17 applies



Lot 842 DP 857745 and Lot 85 DP 746291 are excluded from the land to which this Chapter applies.

Masterplan

A Masterplan has been prepared for Barleyfields that sets out a logical subdivision layout in consideration of the following key elements:

- Efficient staging of the subdivision
- Road network
- Stormwater and servicing strategy
- Urban design controls

The preferred subdivision layout Masterplan is shown in **MAP 2 Barleyfields Masterplan**.

Development Lots

Development lots are also known as ‘super lots’. Development lots can be further subdivided into smaller lots. The Barleyfields developments lots are:

Lot 1	4.04 ha
Lot 2	4.28 ha
Lot 3	4.42 ha
Lot 4	4.13 ha
Lot 5	4.21 ha
Lot 6	5.07 ha
Lot 7	5.35 ha

These lots are shown on **MAP 3 Development Lots**.

Objectives

- To maintain the semi-rural residential character of the area;
- To enable low density residential development;
- To maintain the integrity of the Barleyfields Masterplan low density subdivision layout; and
- To ensure that development does not compromise future development for low density residential purposes in accordance with the Barleyfields Masterplan.

Controls

- Future dwellings and buildings within the development lots:
 - o Must be located within the lot boundaries of the Barleyfields Masterplan low density subdivision layout.
 - o Be set out by a surveyor.
 - o Serviced by an aerated rather than a transpiration wastewater system.
- Metal (colourbond) or paling fencing is not permitted as lot boundary fencing.
- Access driveways are to be to Council’s minimum rural residential standards.
- All mature native canopy trees with a diameter at breast height (dbh) greater than 200 mm are to be retained.

MAP 2 Masterplan Subdivision Layout



MAP 3 Masterplan Development Lots



Low Density Residential Lots

The Barleyfields Masterplan provides for the creation of 41 low density residential lots over eight (8) stages. Development proposals are to be consistent with the Barleyfields Masterplan and the staging strategy shown in MAP 4.

Objectives

- Barleyfields will provide a variety of low density lot sizes to facilitate housing diversity and to meet the housing needs and choice for rural character living within a low density residential environment.
- Residential development is to be of a scale and character consistent with a low density residential environment.

Principles

- to create a road and lot layout suitable for low density detached residential housing;
- to retain and enhance existing stands of trees as remnant native vegetation;
- to integrate stormwater management into landscape approaches for the site;
- to create a landscape of a high visual amenity with a distinct landscape character;
- to consider the interface between future residential lots and the adjacent rural land; and
- to utilise plant species with a low water requirement and longevity.

Staging

Objectives

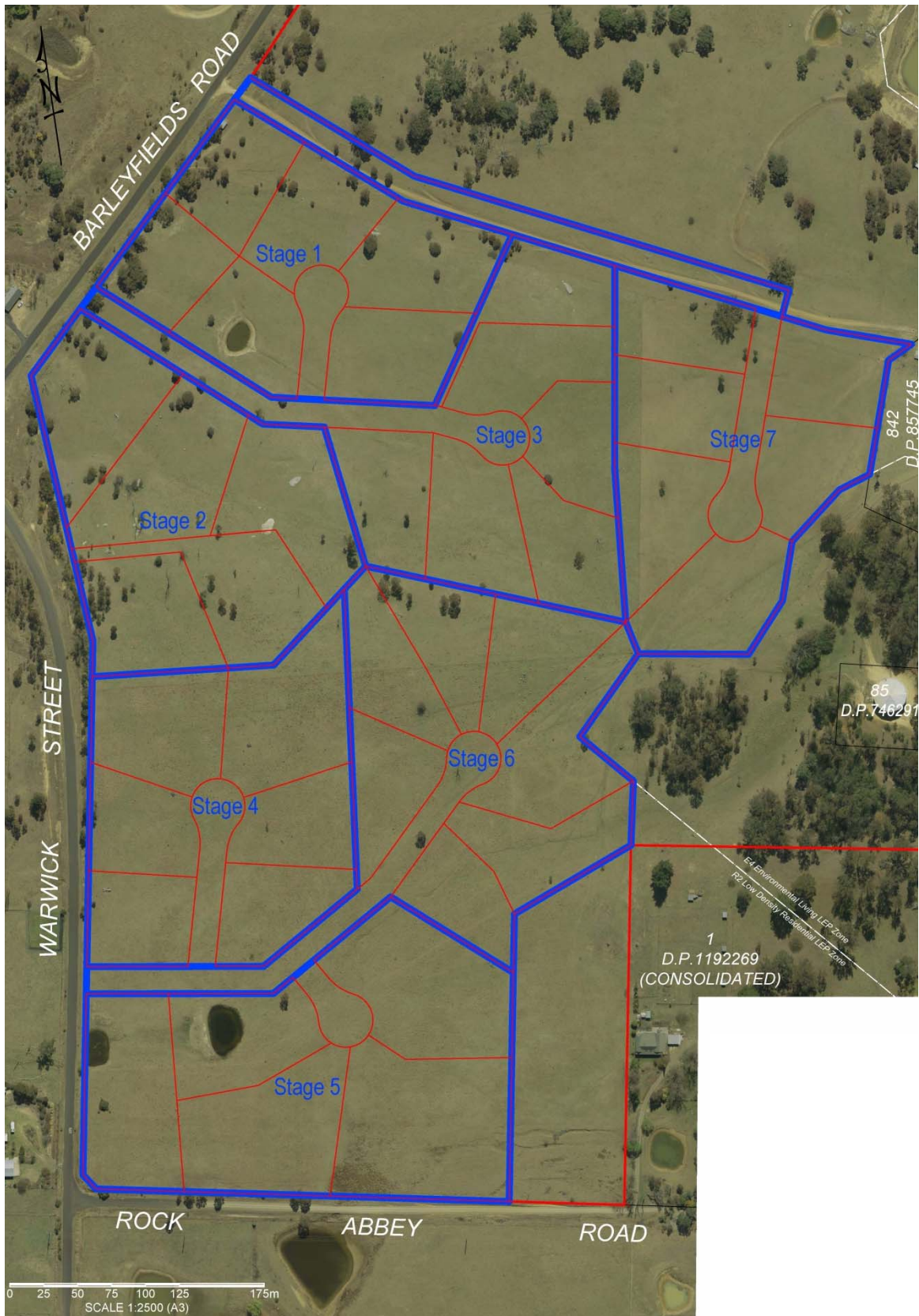
Development staging aims to:

1. Enable the gradual release of land to meet the low density housing needs of the Uralla area.
2. Enable the progressive provision of internal road, sewer and water reticulation connections.
3. Enable the progressive provision of stormwater detention measures.

Controls

1. Development is to occur in logical stages, generally as shown in MAP 4.

MAP 4 Masterplan Staging



Servicing

Objectives

- To incorporate best practice urban water management techniques relating to stormwater quality and quantity.
- Ensure that the provision and management of servicing is in accordance with “best practice” standards.

Controls

- Developers will be required to extend water and sewer infrastructure as identified in MAPS 5 and 6.
- Stormwater infrastructure will be provided as shown in MAP 7A and 7B.
- Where services identified in MAPS 5, 6 and 7(A & B) are not in place, it will be the developer’s responsibility to forward fund these services.
- Existing dams are to be retained for stormwater detention and water quality purposes.

Street Trees

Objective

- Street tree planting will comprise “New England” species and will provide Autumn colour and reflect the character of Uralla streetscapes.

Controls

- One (1) street tree will be planted every 20 metres of road frontage.
- Street trees will be selected from the following species:
 - o *Acer x freemanii* ‘Celzam’ Celebration (Red Maple).
 - o *Fagus sylvatica* f. *purpurea* (Copper Beech).
 - o *Quercus palustris* (Pin Oak).
 - o *Fraxinus* ‘pennsylvanica Wasky’ Skyward (Green Ash).
 - o *Pyrus calleryana* Chanticleer (Ornamental Pear)
 - o *Pistacia chinensis* (Pistacio)
 - o *Prunus cerasifera* ‘Nigra’ (Flowering Plum)
 - o *Acer negundo* ‘Sensation’ (Box Elder)

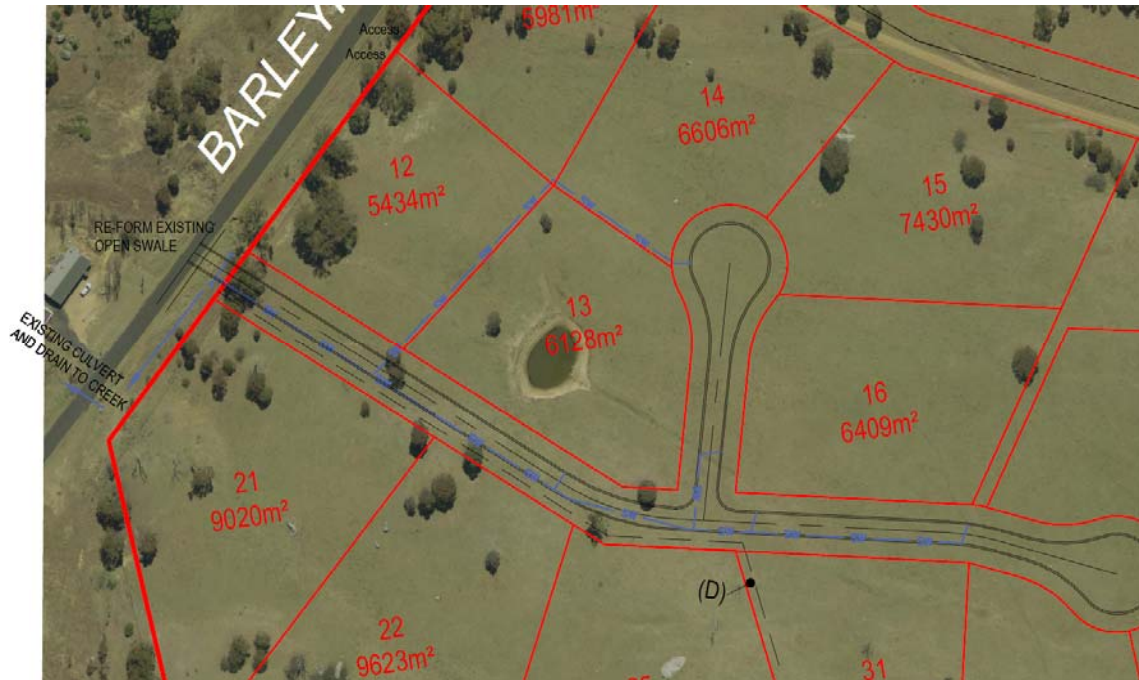
MAP 5 Water Servicing Plan



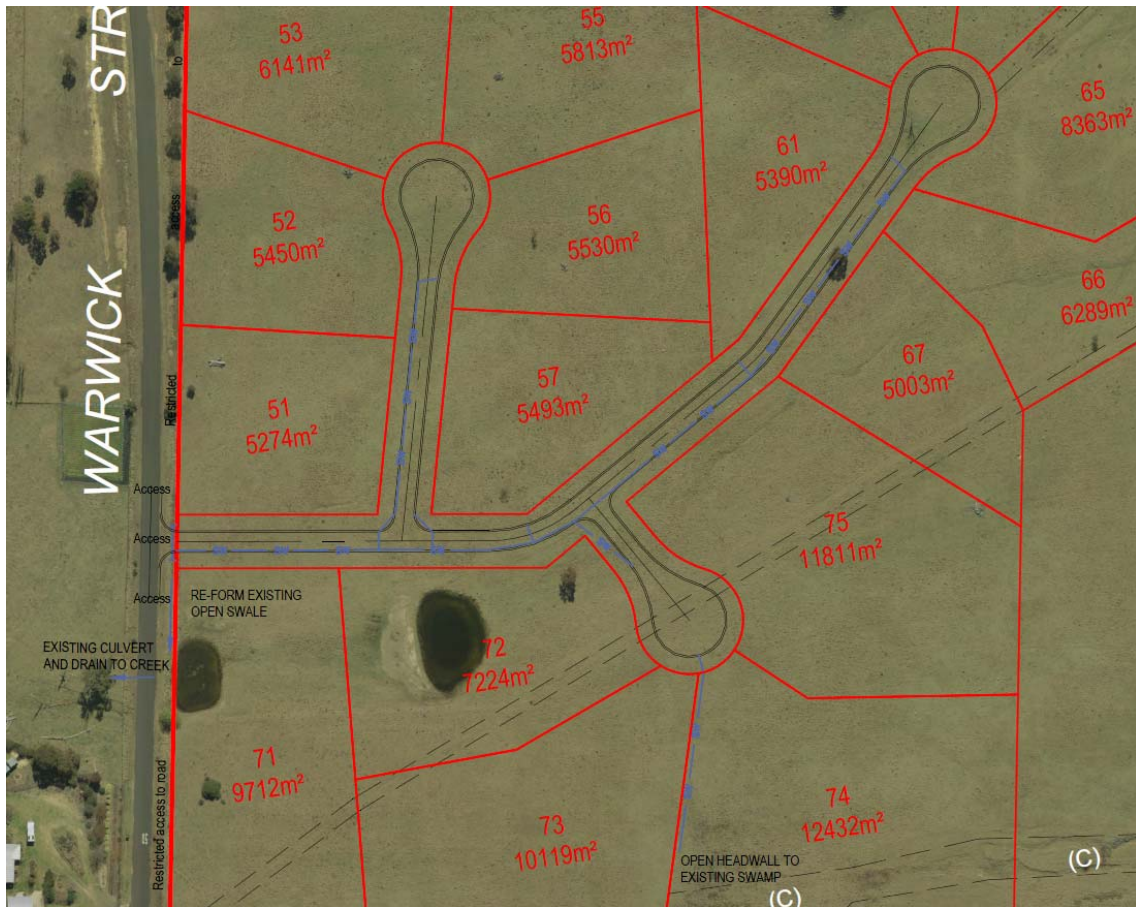
MAP 6 Sewer Servicing Plan



MAP 7A Stormwater Servicing Plan



MAP 7B Stormwater Servicing Plan



Low Density Residential Development

‘Dwellings’ and ‘dual occupancies’ (attached and detached) are permissible with consent in the R2 Low Density Residential zone.

Objective

Residential development is to be of a scale and character consistent with a low density residential environment.

Controls

1. Density

Minimum site area per:	
Dwelling	2,500 m ²
Dual Occupancy – Detached	2,500 m ²
Dual Occupancy - Attached	2,500 m ²

2. Building Setbacks

STREET	SIDE/REAR
10 m to main frontage –if corner allotment 6 m to secondary frontage.	3 m

3. Height of buildings - must not exceed two storeys (8.5 m).

Boundary Fencing

Objectives

- To maintain the semi-rural character of the neighbourhood.
- To encourage permeable fencing to maintain view lines within the Barleyfields DCP area.

Controls

- These controls apply equally to the development lots and the low density residential lots.
 - o Metal or paling fencing is not permitted within the Barleyfields DCP area.

Acceptable Solutions

The following types of fencing are considered suitable within the Barleyfields DCP area.



Street front fencing

DRAFT



Side and rear fencing

Department:	Infrastructure & Regulation
Submitted by:	Acting Director Infrastructure and Regulation
Reference:	2.15.08.7
Subject:	Tenders for Replacement of Bogie Drive Water Truck, Light Tipper Truck, Smooth Drum Roller and Backhoe Loader.

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	4.2	An effective and efficient organisation
Strategy:	4.2.1	Provide a range of services that meet benchmarks determined with the community having regard to quality and cost
Action:	4.2.1.6	Undertake the plant replacement program

SUMMARY:

The purpose of this report is for Council to consider the tenders for the replacement of one bogie drive water truck (U16/7267), one light tipper truck (U16/7268), one smooth drum roller (U16/7269) and one backhoe loader (U16/7270).

COMMITTEE'S RECOMMENDATION:

That:

- (i) Council purchase 1 only Isuzu FVZ 260-300 MWB Auto bogie drive water truck and trade Plant Number 4038 with Peel Valley Trucks and
- (ii) Council purchase 1 only Fuso Canter 815 FEC71 light tipper truck and trade Plant Number 4021 with J.T.Fossey Sales Pty Ltd and
- (iii) Council purchase 1 only Ammann ASC150D smooth drum roller and trade Plant Number 4057 with Conplant Pty Ltd and
- (iv) Council purchase 1 only Caterpillar 432F2 backhoe loader and trade Plant Number 4044 with WestTrac Pty Ltd.

OFFICER'S RECOMMENDATION:

That:

- (v) Council purchase 1 only Isuzu FVZ 260-300 MWB Auto bogie drive water truck and trade Plant Number 4038 with Peel Valley Trucks and
- (vi) Council purchase 1 only Fuso Canter 815 FEC71 light tipper truck and trade Plant Number 4021 with J.T.Fossey Sales Pty Ltd and
- (vii) Council purchase 1 only Ammann ASC150D smooth drum roller and trade Plant Number 4057 with Conplant Pty Ltd and
- (viii) Council purchase 1 only Caterpillar 432F2 backhoe loader and trade Plant Number 4044 with WestTrac Pty Ltd.

BACKGROUND:

Council invited tenders for one bogie drive water truck, one light tipper truck, one self propelled smooth drum vibrating roller and one backhoe loader. These tenders closed 6 July 2016. A short list was then drawn up for the Works Manager, Overseer and Plant Superintendent together with an operator from each machine.

A Tender Panel meeting of the Acting Director Infrastructure and Regulation, Works Manager and Plant Superintendent was held to consider the options and report to Council.

REPORT:

The purchase and trade of the bogie drive water truck was a unanimous agreement. The Isuzu truck is comfortable to operate, has a more powerful motor and a larger fuel tank. The tenderer withdrew the comparable sized Hino truck tender.

The purchase and trade of the light tipper truck was a unanimous agreement. The body and tipper mechanism proposed for the cheaper Isuzu truck was considered too light for Councils work. The Hino 717 truck did not comply with the specifications. The Fuso Canter 815 is considered best value for money.

The purchase and trade of the smooth drum vibrating roller was a unanimous agreement. The Ammann roller is considered best value for money. The three Ammann rollers that Council has operated have proven to be reliable and the service and support provided by Conplant Pty Ltd has been very good.

The purchase and trade of the back hoe loader was a unanimous agreement. The WestTrac tender for a Caterpillar machine is considered best value for money. The service and support provided by WestTrac for Councils two current backhoes has been very good.

KEY ISSUES :

- Performance of equipment
- Comfort for operators
- Reliability of equipment
- Support in the event of major breakdowns (while Council can hire in replacement machines it is costly and inconvenient to do so).
- Organisational value on operators opinion in ensuring plant performs well.
- That these machines are within Council's Plant Replacement budget.

CONCLUSION

The decision on the bogie drive water truck purchase was based on the most efficient and effective truck with reliable support.

The decision on the bogie light tipper truck purchase was based on the most efficient and effective truck with reliable support.

The decision on the roller purchase was based on the most efficient and effective roller with proven reliable support.

The decision on the backhoe loader purchase was based on the most efficient and effective backhoe loader with proven reliable support.

COUNCIL IMPLICATIONS:

- 1. Community Engagement/ Communication (per engagement strategy)**
Nil
- 2. Policy and Regulation**
As per Local Government Act
- 3. Financial (LTFFP)**
\$616,744.10 less trades of \$150,550.00 (All GST inclusive)
- 4. Asset Management (AMS)**
As per Plant and Fleet Asset Management Plan.
- 5. Workforce (WMS)**
Nil
- 6. Legal and Risk Management**
Tender Panel to assist staff in meeting the legal and risk exposures.
- 7. Performance Measures**
Performance of Plant to be monitored on an annual basis.
- 8. Project Management**
Nil

Prepared by staff member:

Works Manager

Approved/Reviewed by Manager:

Acting Director Infrastructure and Regulation

Department:

Infrastructure and Regulation

Attachments:

(Confidential Attachments)

- J. Bogie drive water truck summary of tenders received
- K. Light tipper truck summary of tenders received
- L. Self propelled smooth drum vibrating roller summary of tenders received
- M. Backhoe loader summary of tenders received

12. MOTIONS ON NOTICE

There are no motions on notice.

13. SCHEDULE OF COUNCIL RESOLUTIONS

As at 17 August 2016.

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
	26.06/15	<p>Uralla Local Traffic Committee That:</p> <p>(i) Traffic calming in Uralla’s CBD- Council staff prepare a report for the next Traffic Committee</p> <p>(ii) Plane Avenue – Speed review – That Council staff place a traffic classifier at the 50/100 signage to determine 85th percentile speed and AADT; note that does not meet warrant for extension of 50km/hr zone; and erect Pedestrian warning signs at either end of Plane Avenue</p> <p>(iii) Request for automatic speed board at Kentucky- That Council place a traffic classifier near 40km/hr school sign& erect 4 x 50km/hr advance warning signs for Kentucky Village.</p> <p>(iv) Bundarra Central School – that Council arranges signage for bus zones and “no parking” zone.</p> <p>(v) Kingstown Road – that Council reviews the size of the Cemetery warning sign and investigates additional parking in Quartz Gully Road</p> <p>(vi) Corner of Bridge Street/ East Street- relocate “no stopping” sign to south of access to 158 Bridge Street.</p>	DIR					Letter sent to RMS requesting funding support to design traffic calming and 40 KPH signage in CBD. Site Meeting held with RMS reps on 20 June 2016. RMS to return with advice on possible funding for design, signage etc.	B C C C B C	
24 AUGUST 2015	6.08/15	<p>Bridge Naming: New Bridges Over The Gwydir River and Abington Creek That Council, after considering the content and views of the public submissions:</p>	DIR							

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
		1. Names the new bridge over the Gwydir River as "The Emu Crossing Bridge." 2. Names the bridge, under construction over the Abington Creek, as the "Abington Bridge". 3. Places a plaque/s to honour the work of Nurse May Yarrowyck at a location to be determined.						Location to be determined	C C B	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
	29.09/15	<p>Planning Proposal – D & J Heagney - Part Lot 12 DP 529709 – Rowan Avenue, Uralla – Exhibition Completion</p> <p>That Council:</p> <p>1. Amend the Uralla Local Environmental Plan 2012 by amending the Zoning and Minimum Lot Size maps applicable to Part Lot 2 DP 529709:</p> <p>a) from Zone RU1 Primary Production and RU2 Rural Landscape to RU4 Primary Production Small Lots; and</p> <p>b) to reduce the current minimum lot size of 400 ha and 200 ha to 40 ha.</p> <p>2. Forward planning proposal to NSW Department of Planning & Environment under section 58(2) of the Environmental Planning & Assessment Act 1979, to determine whether any further consultation is required or if a new Gateway Determination is required to be issued.</p> <p>3. If no further consultation or a New Gateway Determination is not required to be issued, Council requests the NSW Department of Planning & Environment to amend the Uralla Local Environmental Plan 2012 in that:</p> <p>a) a draft Local Environmental Plan be prepared under section 59(1) of the Environmental Planning & Assessment Act 1979,</p> <p>b) Consultation be undertaken with the Director General on the content of the draft Local Environmental Plan,</p> <p>c) Obtain an Opinion from Parliamentary Counsel that the plan can be made, and</p>	DIR				<p>October 2015</p> <p>December 2015</p>		<p>B</p> <p>C</p> <p>C</p> <p>C</p>	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
		<p>d) Request the Minister to make the plan under section 59(2) and (3) of the Environmental Planning & Assessment Act 1979.</p> <p>4. The General Manager be given delegated authority to make any minor alterations requested by the NSW Department of Planning & Environment or Parliamentary Counsel.</p> <p>5. The Committee note the content of the addendum report in regards to the late submission by NSW Department of Transport Roads and Maritime Services, and</p> <p>6. If the planning proposal is to proceed, the access be relocated to Rowan Avenue as a requirement of the Planning Proposal.</p>						<p>Planning approval given and LEP Amendment gazetted. Purchase of industrial land to proceed.</p> <p>Further minor changes to LEP will be made after the initial advertising and purchase of land</p>	<p>C</p> <p>A</p>	
	37.02/16	<p>Uralla Sporting Complex</p> <p>That the report be received and noted, and further that:</p> <p>(i) The capital budget be reviewed to include all projected costs and that additional grant funding be sought to complete the construction of the Uralla Sporting Complex and that the building be delayed until adequate funding is sourced; and further that</p> <p>(ii) Consultation be undertaken with the Open Space and Recreation Panel on other suitable options if additional grant funding is unable to be</p>	DIR					<p>Build delayed pending available grants to meet increased cost of construction.</p> <p>Need to try again to convene meeting of panel.</p>	<p>B</p> <p>A</p> <p>A</p>	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
		7 Tulong Road - 1.15 kms gravel and bitumen seal \$200,000 8 Eastern Avenue from causeway to Glenroy Road 2.1 kms - rehabilitation - single lane, very weak material, may need extra pavement \$320,000 9 Burtons Lane 1.39 kms - rehabilitation-single lane \$250,000 10 Gilmore Place, Uralla - rehabilitation-AC overlay \$40,000 11 Park Street, Uralla, from Queen Street towards Uralla Street - rehabilitation-100metresx 10.2 metres \$50,000 12 John Street, Uralla, from Bridge Street to Queen Street - rehabilitation 205 metres x 13.7 metres \$100,000 13 Leece Road - west of Wilkins Street - realign and rehabilitate-350 metres \$120,000	DIR						A A A A A	
	19.03/16	Allocation of Administration Overheads to Capital Projects The Chief Financial Officer prepare a report to Council on the rationale for the change of accounting treatment of administrative overhead expense as a period cost to a component of capital expense for own constructed assets, using the construction of Emu Crossing Bridge as an example.	CFO					A report will be prepared once the draft budgets are completed.	A	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
23 MAR	26.03/15	<p>Land Disposal - Karava Place, Uralla</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Notify all affected landowners of the completion to Amendment 2 of the Uralla Local Environmental Plan 2012; 2. Offer Option 5 to all affected landowners being purchaser payment consisting of a peppercorn payment of \$1.00, conveyancing costs and a percentage of the surveying relating to the area of land being purchased; 3. Give the General Manager delegation to negotiate payment options; and 4 .Endorse the fixing of the Council Seal on any necessary documentation relating to the subdivision and sale. 	MTPR/DIR				23/3/15	Letter sent	C	
							2/6/15	Offer sent with contract of sale for consideration by affected parties	C	
							2/6/15	Negotiations between all parties not yet completed.	B	
							27/5/15	Plan of Subdivision	C	
							2/6/15	Contract of Sale – Herbert	B	
							2/6/15	Contract of Sale – O’Halloran	B	
							2/6/15	Contract of Sale – Chapman	B	
							2/6/15	Contract of Sale – Hudson	B	
							2/6/15	Contract of Sale – Carter	B	
							2/6/15	Contract of Sale – Ackling	B	
							20/7/15	Titles have been received and forward to solicitors.		
							5/8/15	Title transfers signed and forwarded to solicitors.		

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
23 NOV 15	24.11/15	Bergen Road Land Acquisition and Exchange For Road Works 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.	DIR / GM						A	
	09.04/16	D&J Heagney – Rowen Avenue That the following be received and noted in regards to the Planning Proposal affecting land known as Part Lot 12 DP 529709, Rowan Avenue, Uralla: 1. Public Exhibition has been finalised. 2. A section 59 report is currently being drafted for NSW Planning approval.	DIR DIR							
	11.04/16	2.18.04.06 / Standard Instrument LEP amendments 1. That the NSW Planning and Environment Media Release and information provided in this report be received and noted. 2. That Council’s website is updated to link to the Uralla LEP 2012 as published on the NSW Legislation website and that an amended LEP Land Use Matrix is uploaded to the website. 3. That Council endorse a minor amendment to the Uralla Development Control Plan (DCP) 2011 to ensure consistency with the Uralla LEP 2012 as part of the next advertised amendment	DIR							

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
		to the DCP.								
23 MAY 2016	6.05/16	<p>COUNCIL RESOLUTION:</p> <p>That:</p> <p>1) Council receive the report for information;</p> <p>2) Staff investigate the ongoing operational savings and costs relating to the proposed relocation of the VIC and prepare a business case for Council to consider.</p>	DIR/GM						C	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
	09.06/16	<p>That Council: DA-26-2016 Dwelling under Clause 4.6 Uralla Local Environmental Plan – Caretaker’s Dwelling – Balala Composting – Mr R & Mr P Jones</p> <p>a) Support the Clause 4.6 exception to a development standard for Development Application 26/2016 being for a 15% variation of minimum lot size to enable the erection of a rural dwelling on land described as Lot 233 DP 844146 Balala Road, Balala; and</p> <p>b) Request concurrence from the Director General of the NSW Office of Planning & Environment subject to the consent conditions listed in the schedule below; and</p> <p>c) Subject to receiving concurrence of the Director General, the General Manager is authorised to grant development consent to Development Application 26-2016 subject to the consent conditions listed in the schedule below.</p>	DIR							
	12.06/16	<p>Adoption of 2016-17 Operational Plan and Revenue Statements COUNCIL RESOLUTION: That Council: 1. Adopt the 2016/2017 Operational Plan and Revenue Statement subject to the following amendments: a) The grant income from the Roads to Recovery program be reduced to \$429,783</p>	CFO GM						C C	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
		<p>b) The grant income from the Fixing Country Roads program be increased by \$260,000</p> <p>c) The Stormwater Management Levy (p105) be reduced to \$25.00 and \$12.50 respectively</p> <p>d) The performance indicators for Water and Sewerage Service Summaries be amended to remove the words relating to dividend payments to General Fund</p> <p>e) The Sewerage Service Summary be amended to reflect the inclusion of both Uralla and Bundarra sewerage schemes</p> <p>f) The budget for McMaugh Gardens be amended to include an additional wages cost of \$298,512</p> <p>g) The financial statements showing a revised Operating Result (\$245,647), Balance Sheet (\$231,167,000) and Cash Flows (\$245,647) for the consolidated position and the respective funds; subject to (h).</p> <p>h) That the provision for capital expenditure on plant purchases be increased to \$700,000.</p> <p>2. Make and levy all of the rates, fees and charges for the 2016-17 financial year, as detailed in the adopted Revenue Policy and Schedule of Fees and Charges sections of the 2016-17 Operational Plan.</p> <p>3. Thank the author of the submission for his efforts and advise of Councils actions.</p>							C C C C C c	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
	15.06/16	<p>Remuneration for Councillors and the Mayor 2016-17</p> <p>COUNCIL RESOLUTION: That:</p> <ol style="list-style-type: none"> The report and determination of the New South Wales Remuneration Tribunal 2016 be noted; Council increase the fees payable to Councillors and the Mayor by 1.8% over the 2015-2016 amount. 	GM						C	
	24.06/16	<p>Sponsorship Request - Thunderbolts Festival – Workshop Outcome</p> <p>COUNCIL RESOLUTION: That:</p> <p>Council issue an approval under Section 68 Local Government Act for the Thunderbolts Festival for a period of four years, subject to the following conditions:</p> <ol style="list-style-type: none"> Council enter into a 4 year sponsorship agreement in the value of \$12,000 per year for the next 4 years, plus in-kind support as listed up to the value of \$5000, with the Thunderbolts Festival Committee, commencing upon resolution of the same, conditional on items (a) to (d) and (2) to (4) below; <p>(a) A requirement that Uralla Shire Council be showcased as the major sponsor on all event and promotional material;</p>	Gov Mgr CFO GM						C	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

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		<p>(b) A requirement that Uralla Shire Council be permitted to set-up a pop-up visitor information centre in a high traffic location in Alma Park for the Thunderbolts Festival;</p> <p>(c) A full Event Management Plan, Risk Management Plan and Traffic Management Plan be satisfactorily completed and supplied to Council along with any other Council required documents before the end of September; each year;</p> <p>d) The Committee provide annually - copy of Certificates of Currency for all insurances covering the Festival;</p> <p>(d) A written annual report and financials be provided to Council following the completion of the event, including a summary of the economic benefits to the Uralla Shire from the event covering matters such as participant numbers and demographic information of visitors.</p> <p>2. Council provide annually - non-cash sponsorship up to a maximum of \$5,000 in the form of the following:</p> <p>(a) the provision of and collection of garbage bins;</p> <p>(b) the erection and removal of promotional banners on Council's flag poles;</p>								

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		<p>(c) the supply and pick up of barrier mesh including star pickets and dolly; (d) traffic control and road closures as per approved traffic control plan; e) the hire fee for Alma Park be waived f) supply marking paint up to a cost of \$50 g) include festival program in October Council Newsletter h) provide envelopes, photocopying and provide drop off point for entries i) access and supply of electricity in Alma Park j) provide an emergency contact person to be on call.</p> <p>1. The Thunderbolt Festival Committee become a NSW incorporated body, or under the auspices of a Uralla established incorporated body whose constitution is community focused and whose members are committed to continue to drive and develop the Thunderbolt Festival as a successful and sustainable annual community event.</p> <p>2. The Thunderbolts Committee change the name of the bank account to remove all reference to Uralla Shire Council.</p>								
	25.06/16	<p>2015/16 – Third Quarter Budget Review Statements</p> <p>COUNCIL RESOLUTION: 1. That the third quarter budget review summary for the 2015/16 financial year be received and noted; and</p>	CFO						C – ongoing C	

SCHEDULE OF ACTIONS – COUNCIL MEETINGS

Key A: Action Required B: Being Processed C: Completed

Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
		<p>2. That the adjustments to budget allocations, including transfers to and from reserves, be adopted.</p> <p>3. That Council agree to the recommendations outlined in the Statement by the Responsible Accounting Officer, specifically:</p> <p>a. That Councils financial processes be enhanced so that future management of expenditure in both ongoing operations and capital works include more emphasis on accurate estimating and closer monitoring and adherence to budgets so that remedial action can be taken when appropriate;</p> <p>b. That Council review the sustainability criteria arising from the FFTF process and the Annual Financial Statements and establish benchmarks for the future long term sustainability of the council.</p>							c c \ B b	
	30.06/16	<p>Subject: Uralla Fire and Rescue COUNCIL RESOLUTION: That: Council support the Regional Fire Fighter Championship to held in 2017 or 2018.</p>	DIR							
	21.06/16	<p>Request from Z-NET Uralla to support project implementation COUNCIL RESOLUTION: That Council agree to support the Destination Uralla – Vibrant Renewable and Growing, by offering to administer the grant.</p>	DIR							

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25 July 2016	03.07/16	<p>2.18.06.12</p> <p>Review Request on Development Consent 28/2016 – 54 Budumba Road, Invergowrie</p> <p>COUNCIL RESOLUTION:</p> <p>1. That the matter be lifted from the table for Council to address;</p> <p>2. That Council modify Development Consent 28/2016 condition 22 to read:</p> <p>22. Prior to occupation commencing: Planting of trees/shrubs or the like is to be established along the southern side of the access handle and for a distance of 30 metres past the end of the access handle adjacent to the boundary line. The plantings must be maintained or replanted in the event of a plant or plants dying.</p>	DIR							

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25 July 2016	15.07/16	<p>2.18.06.7</p> <p>Grace Munro Aged Care Facility Sprinkler System</p> <p>COUNCIL RESOLUTION:</p> <p>That Council</p> <p>1. Accept the tender from Dominico Blue Building for the provision of Fire Sprinkler Upgrade at Grace Munro Aged Care Centre, Bundarra,</p> <p>2. Authorise a variation to the budget provision for the 2016/2017 in the amount of \$26,000 to complete all NCC and other statutory requirements in the Grace Munro Aged Care Centre.</p>	<p>DIR</p> <p>CFO</p>							

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25 July 2016	17.07/16	<p>2.18.06.9 Gazetting of Compulsorily Acquired Land for Thunderbolts Way Realignment</p> <p>COUNCIL RESOLUTION: That Council:</p> <p>1. Proceed with the compulsory acquisition of the Land described as Lot 1, 2, 3 and 7 in Deposited Plan 1184102 (and formerly known as Part Lots 234, 383 and 268 in Deposited Plan 755846) for the purpose of a public road realignment in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.</p> <p>2. Make an application to the Minister and the Governor for approval to acquire the Land described as Lot 1, 2, 3 and 7 in Deposited Plan 1184102 (and formerly known as Part Lots 234, 383 and 268 in Deposited Plan 755846) by compulsory process under Section 177 of the Roads Act 1993.</p>	DIR							

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Meeting Date	Business Minute Item No.	Report Title and Council Resolution	Responsible Officer	Community Engagement Assessment Completed	Media Release Required	Budget Variation Completed	Action Date	Comments	Status	Minute No. TRIM
25 July 2016	18.07/16	<p>2.18.06.10</p> <p>Gazetting of Land Acquired for approaches to new Emu Crossing Bridge</p> <p>COUNCIL RESOLUTION:</p> <p>That Council:</p> <p>1. Proceed with the compulsory acquisition of the Land described as Lot 1, 2 and 3 in Deposited Plan 1208204 (and formerly known as part of Lot 38 in Deposited Plan 753662 and part of the Crown Land described as Lot 110 in Deposited Plan 753656) for the purpose of a public road in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.</p> <p>2. Make an application to the Minister and the Governor for approval to acquire the Land described as Lot 1, 2 and 3 in Deposited Plan 1208204 (and formerly known as part of Lot 38 in Deposited Plan 753662 and part of the Crown Land described as Lot 110 in Deposited Plan 753656) by compulsory process under Section 177 of the Roads Act 1993.</p>	DIR							

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25 July 2016	19.07/16	<p>2.18.06.11</p> <p>Road Closure Request – Lot 32 DP 813093</p> <p>COUNCIL RESOLUTION:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Agree to undertake the necessary steps to close the road; 2. Subject to the necessary statutory requirements Lot 32 DP 813093 be sold to A & L McLean upon completion of the road closure on the basis that the purchase price is based on the value of the land plus the full cost of the road closure application; and 3. Delegation be given to the General Manager to: <ol style="list-style-type: none"> a. Complete the road closure, and b. Undertake any necessary negotiations to complete the sale. 4. Approve the fixing of the Council Seal to all necessary documents. 	DIR							

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25 July 2016	21.07/16	<p>2.18.06.14 Purchase of Automatic Electric Defibrillator</p> <p>COUNCIL RESOLUTION: That Council support in principal, the purchase of an AED and that discussions be held with the First Response group to determine the best location for the equipment to be held.</p>	DIR							
25 July 2016	22.07/16	<p>2.18.06.15 Mid North Weight of Loads Group Membership</p> <p>COUNCIL RESOLUTION: That: Council continue membership of Mid North Weight of Loads Group and the General Manager be authorised to sign the appropriate documentation including authorisations and Memorandums of Agreement for the Inspectors.</p>								

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25 July 2016	23.07/16	<p>Amendment of Delegation of Authority Register</p> <p>COUNCIL RESOLUTION:</p> <p>That: Council amend PART A DELEGATIONS TO THE MAYOR paragraph (d) of the Delegations of Authority Register to read:</p> <p>(d) To exercise general supervision, control and direction of the General Manager within the constraints of policies approved by Council</p>	<p>GM</p> <p>Gov Mngr</p>							

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25 July 2016	27.07/16	<p>Code of Conduct – Councillors Report</p> <p>COUNCIL RESOLUTION: Resolved That Council note the final report and recommendations of the Conduct reviewer</p> <p>(a) Council resolve not to adopt the recommendations in full but resolve as follows...</p> <p>1. That Councillors Ward and Cooper be formally censured for the breaches found and the matters falling under Part 8 of the Code of Conduct be referred to the Office of Local Government for further action under the misconduct provisions of the Act;</p> <p>2. That the findings of inappropriate conduct of Councillors Ward and Cooper be made public by way of this resolution;</p> <p>3. That Councillors Ward and Cooper:</p> <p>(i) Acknowledge the findings of breach of the Model Code and also give an undertaking to Council that they will avoid similar breaches in future;</p> <p>(ii) Give an undertaking that they will not make any comments regarding the complaint, the outcome or the Code of Conduct process publicly including to the media.</p> <p>(iii) That this action be undertaken before the 22 August 2016</p>	GM GM Cr Ward Cr Cooper						C C	

14. CONFIDENTIAL BUSINESS

There is no confidential business.

15. AUTHORITY TO AFFIX THE COMMON SEAL

There are no authority to affix the common seal.

END OF BUSINESS PAPER