



DELIVERY PROGRAM 2017-2021

OPERATIONAL PLAN 2017-2018



# DRAFT

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# PART 1: OVERVIEW

## Introduction

### General Manager's Message

Welcome to the 2017 to 2021 edition of Council's 4-year Delivery Program, and 2017-2018 annual Operational Plan for the first year of this current 4-year term of Council.

This Delivery Program and Operational Plan set out the Principal Activities and annual Actions aimed at progressing the Strategies and achieving the Goals set out in the Community Strategic Plan.

Council plans such as the Community Strategic Plan, Delivery Program and Operational Plan are interconnected and interact so that Council can plan in a holistic way, covering both the short and long term, to ensure a sustainable future for the Uralla Shire.

During 2016/17 Council undertook further reconstruction of the suite of documents to improve accessibility for the community.

The suite of strategic plans allows Council to ensure that a single direction and set of community goals are integrated across the documents; that a detailed program on how they will be achieved and measures is in place; and the resources required to achieve them are both allocated and within Council's means.

In addition to this over the past two years Council has implemented a number of organisation improvement initiatives developed to improve the capacity and capability of the organisation, which will ultimately allow services to be delivered more efficiently into the future.

The operational plan for the coming year includes the continuation of service delivery across the full range of operations currently enjoyed by residents and the following major works.

- New concrete decks to replace the last two timber deck bridges in the shire – Mihi and Munsies;
- Upgrade one kilometre section Bundarra Road at the Barloo Road intersection;
- A new steel can baler for the Uralla Re-cycling Centre;
- A further extension to the shared footpath/cycleway track in Maitland Street (subject to RMS funding);
- Design of the Bundarra low pressure sewerage system and treatment plant;
- and
- Finalisation of asset management plans and strategic business plans for Council's assets.

In addition to this, Council will also deliver through our regular capital renewal programs, including:

- Roads renewal, resealing and resheeting programs;
- Footpath and cycleway program;
- Water Supply infrastructure renewal program;
- Sewerage Service infrastructure renewal program; and
- Buildings renewal program.

Like all of our elected members and staff, I am excited and looking forward to another successful and productive year delivering for the entire community of Uralla Shire.

Andrew Hopkins  
**General Manager**

## Integrated Planning and Reporting

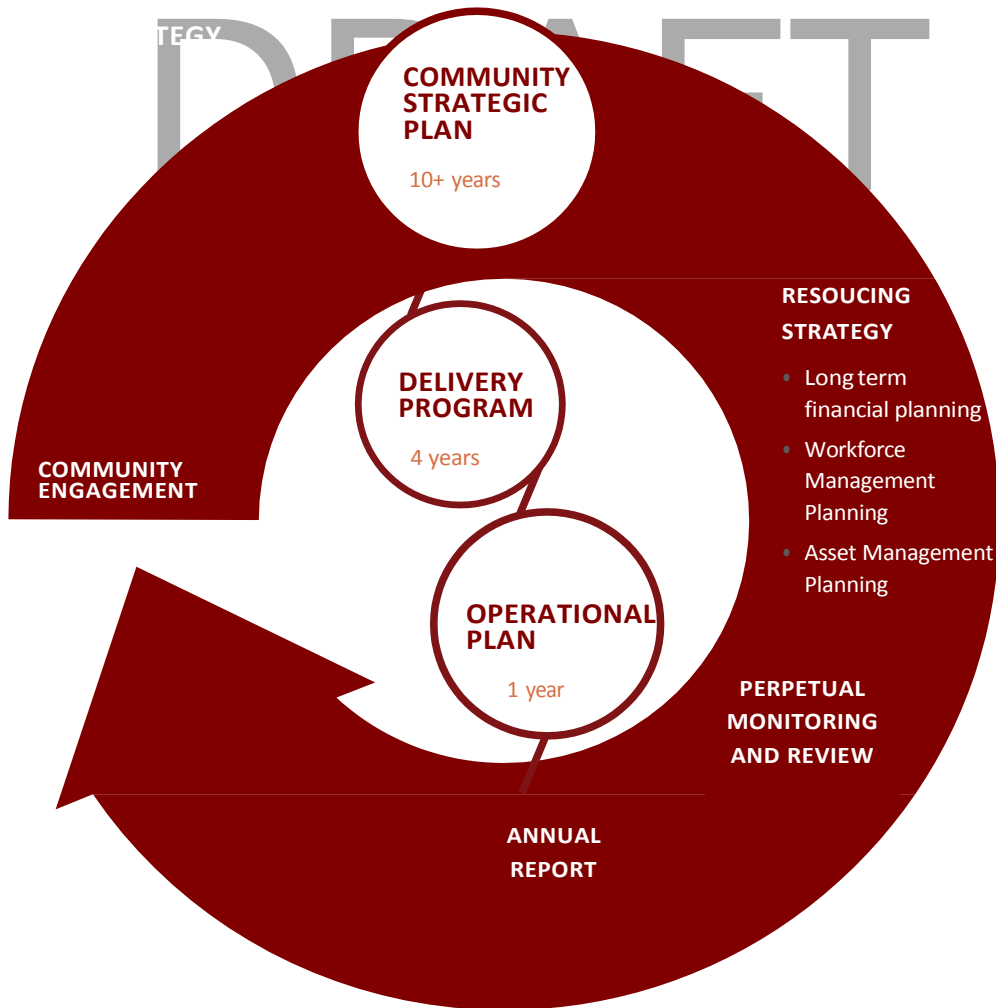
In October 2009, the NSW Government's new framework for strategic planning and reporting for local councils came into effect through the introduction of the Local Government Amendment (Planning & Reporting) Act 2009. This act amended the NSW Local Government Act 1993 with regard to Councils strategic planning and reporting requirements.

The Integrated Planning & Reporting framework requires councils to better integrate their various plans and to plan holistically for the future. It requires councils and their communities to have informed discussions about funding priorities, acceptable service levels and to plan in partnership for a more sustainable future.

The framework is an improved way of doing business and ensures that all of council's plans and policies work together to achieve the community's goals. Each council must prepare a number of plans, which provide details on how the Council intends to deliver services and infrastructure across both the short and long term, based on the community priorities that have been identified through community engagement programs.

The Integrated Planning and Reporting Framework is captured in the diagram below:

*Integrated Planning and Reporting Diagram*



## **Our Planning Framework**

Uralla Shire Council's Delivery Program 2017-2021 and Operational Plan 2017-2018 are two parts of the suite of Integrated Planning and Reporting documents. These documents are linked together by a matrix of actions that details how the community's long term aspirations and outcomes will be achieved.

### **Long Term (10-Years) - Community Strategic Plan 2027**

The Community Strategic Plan 2027 was developed in consultation with the community, the long term community aspirations for the future direction of Uralla Shire have been captured as Community Goals within the Community Strategic Plan. Long Term Strategies have been included and they outline how the Community Goals will be achieved.

### **Medium Term (4-Years) Delivery Program 2017-2021**

The four year program details the Principal Activities that Council will undertake in order to work towards achieving the Community Goals of the Community Strategic Plan

### **Short Term (1-Year) Operational Plan 2017-2018**

The annual Operational Plan lists activities Council will undertake in the coming 12 month period. The Operational Plan also includes the Statement of Revenue Policy, which contains the annual budget, rates and charges, borrowings, and fees and charges.

This Operational Plan has also been prepared in the context of the State Government's Fit for the Future process and therefore includes performance targets contained in Council's Improvement Program to strengthen Council's long term sustainability.

In addition, this suite of documents is underpinned by Council's Resourcing Strategy which consists of a Long Term Financial Plan, Asset Management Plan and Workforce Plan. These documents outline how Council has considered, in the medium to long term, the Shire's finances, assets and workforce to achieve the Community Strategic Plan goals.

## **Addressing the Quadruple Bottom Line**

The Integrated Planning & Reporting framework is designed to help improve the sustainability of the community, the local government area, and the Council using the 'quadruple bottom line' (QBL) approach. This is made up of four themes –Society, Economy, Environment and Leadership.

Society, also commonly referred to as community, is the physical and emotional health of the community and how they interact with each other within the community and with others who use and support the local services and facilities.

Economy is not financial management, it is about where Council spends the money, and how they provide connectivity, support the local economy and encourage investment and employment opportunities to the local government area.

Environment refers to ecological pressures and the state of natural resources. It is important to also remember that all environmental issues are interdependent.

Leadership also commonly known as governance relates not only to the way Council interacts and works with the community but also the way the community and other agencies might become involved with delivering some of the plans objectives. It also relates to democracy and the operations of the elected Council.

### **Disability Inclusion Act 2014 (NSW)**

In the context of disability inclusion and action planning, 'disability' means a functional limitation or impairment, including cognitive, physical, mental, sensory and functional deficits, which may be present from birth, acquired by accident or illness or due to the process of ageing. The impairments or deficits may be temporary or permanent.

The Disability Inclusion Act 2014 (NSW) provides the legislative framework to guide state and local government disability inclusion action planning. The Act supports people with disabilities to access:

- The same human rights as other members of the community;
- Independence and social and economic inclusion within the community; and
- Choice and control in the pursuit of their goals and the planning and delivery of their supports and services.

In meeting the requirements under the Act for disability inclusion and access planning, Council must:

- a) Specify how it will incorporate UN human rights disability principles into its dealings with matters relating to people with disability
- b) Include strategies to support people with disability
- c) Include details of its consultation about the plan with people with disability
- d) Explain how planning supports the goals of the State Disability Inclusion Plan in the four key areas of:
  - Attitudes and behaviours
  - Liveable communities
  - Employment
  - Systems and processes

Other legislation which has relevance to the delivery of disability inclusion action planning includes:

- Commonwealth National Disability Insurance Scheme Act 2013;
- Commonwealth Aged Care (Living Longer Living Better) Act 2013
- Commonwealth Disability Discrimination Act 1992;



- Commonwealth Disability (Access to Premises – Buildings) Standards 2010;
- NSW Anti-Discrimination Act 1997 (ADA);
- NSW Local Government Act 1993 and Local Government (General) Regulation 2005.

The most recent legislation and amendments reflect a shift towards the view that, while a disability may affect the way that a person interacts with others and their environment, it should not define a person and it should not limit their capacity to become an integral part of the community. Although the rights of a person with a disability have been defined as the same rights as those of all people since the early 1990s, it is understood that upholding these rights must include promotion of individual choice about what is important to them, universal access to services and facilities and inclusive communities where individuals can fully participate in social, business and community life.

These cultural and philosophical developments are embedded in the Commonwealth National Disability Insurance Scheme Act 2013 and the NSW Disability Inclusion Act 2014 which are complementary pieces of legislation dealing with funding of specialist supports and community responsibility and response respectively.

The Commonwealth National Disability Insurance Scheme Act 2013 defines how reasonable and necessary supports are provided for all people with a disability, and is administered by the National Disability Insurance Agency (NDIA) which is rolling out the NDIS in the New England Tablelands area in 2016-2017.

The NSW Disability Inclusion Act 2014 promotes the view that 'inclusion' is not only a goal for service providers and public and private sector organisations, it is a responsibility of the whole community. It legislates for the rights of people with a disability to full participation in every-day life, with enhanced community connection, independence, empowerment and wellbeing. It is the role of local government through Disability Inclusion Action Planning to promote and support inclusion in their communities.

In seeking to more fully understand and identify the barriers to inclusion and seek solutions, consultation and engagement activities were undertaken with stakeholders.

An online and hard copy survey was distributed with a total of 14 responses, from people with a disability (8), carers (4), community members (1), service providers (1), sporting or leisure clubs (0). A public meeting was advertised and held on 11 April 2017, with Council staff (1), service providers (2), and community members and volunteers (4) attending. Individual interviews were held with the Community Support Coordinator and the Ability Links provider. These interviews provided an opportunity to drill down on some of the local issues and seek suggestions for improvements. A briefing was provided to Councillors and senior executive staff on the disability inclusion action planning process, and provided an opportunity to ask questions about its development, incorporation into the integrated planning and reporting framework. In all, 39 people provided input into the identification of the barriers to full participation in the Uralla local government area during the consultation period.

In 2016, a Uralla Main Street Disability Access Project was undertaken and a Mobility Map developed. As part of the project a survey of local businesses was undertaken, issues identified and ideas collected for improvement to access. These were included in the disability inclusion action planning.

Returned surveys and consultation meetings presented a clear picture of priorities with suggestions and solutions identified. These priorities are set out below into Uralla Shire Council's four focus areas for disability inclusion action planning:

Attitudes and Behaviours:

The information obtained regarding attitudes and behaviours was generally around a lack of understanding of the physical needs of people with a disability and how this impacted on their ability to participate in activities.

Liveability:

The most often quoted difficulty was access to shops in the main street.

There were also opportunities identified for parks, open spaces and recreational facilities:

- Improvements to picnic table areas and playground equipment to facilitate participation
- Improved access across kerbs to playgrounds, public toilets and recreational facilities
- Outdoor exercise equipment and/or facilitation of private gymnasium operator in the Shire.

There is a need to establish priorities for disability parking and kerb access to medical centres, pharmacies, and other high priority access areas.

Transport was also seen as a high priority and changes to aged care and the introduction of the NDIS has seen a reduction in transport availability.

Employment:

Lack of employment for people with a disability was believed to be more a result of a lack of jobs generally, although businesses could benefit from more information about the benefits of employing people with a disability and how they may make changes in their workplace.

Systems and Processes:

Most people seemed able to get appropriate information, either from the Council website or brochures and other publications. Improvements to accessibility formats and accuracy of information were identified.

Uralla Shire Council has included its disability inclusion action planning, in response to these priorities, into the Integrated Planning and Reporting Framework.

## 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.

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## Our Community Goals

### OUR SOCIETY

1. A proud, unique and inviting community.
2. A safe, active and healthy shire.
3. A diverse and creative culture.
4. Access to and equity of services.

### OUR ECONOMY

5. An attractive environment for business, tourism and industry.
6. Growing and diversified employment, education and tourism opportunities.
7. A safe and efficient network of arterial roads and supporting infrastructure, town streets, footpaths and cycleways that are adequate, interconnected and maintained.
8. Communities that are well serviced with essential infrastructure.

### OUR ENVIRONMENT

9. To preserve, protect and renew our beautiful natural environment.
10. Maintain a healthy balance between development and the environment.
11. Reuse, recycle and reduce wastage.
12. Secure, sustainable and environmentally sound water-cycle infrastructure and services.

### OUR LEADERSHIP

13. A strong, accountable and representative Council.
14. An effective and efficient organisation.
15. Deliver the goals and strategies of the Community Strategic Plan.

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## Delivery Program and Operational Plan Layout

The Delivery Program and Operational Plan is presented in this document in four key parts. As displayed on a previous page, the Integrated Planning and Reporting framework includes a ten year Community Strategic Plan, a four year Delivery Program and a one year Operational Plan.

This document not only includes the Delivery Program and Operational Plan, but it also provides you with our Budget and Statement and Revenue Policy.

The layout and key parts of this document, are:

### **Part 2: Delivery Program 2017-2021 and Operation Plan 2017-2018**

The Delivery Program part of the document provides the Principal Activities Council will undertake over the next four years to achieve the objectives and strategies of the Community Strategic Plan's four major themes.

The Operational Plan sets out Council's proposed Actions which will be undertaken in the first year to meet the four year Actions of the Delivery Program. The Operational Plan also outlines whom is responsible for each Action, Council's primary role each Acton, and a measure and target to determine when the Action is achieved.

### **Part 3: Budget 2017-2018**

This part of the document is laid out by program budget area. It sets out our budget for the year ahead and includes the financial plans and budgets for capital works and where funds and resources come from, and go to, in terms of carrying out day-to-day Council operations and to helping fund capital expenditure items.

### **Part 4: Statement of Revenue Policy 2017-2018**

This part of the document includes Council rates, charges and levies to be applied, and the status and make-up of Council's cash accounts and reserves.

## Elected Members



Back Row (L to R): Cr Kevin Ward, Cr Levi Sampson, Cr Natasha Ledger, Cr Bob Crouch, Cr Mark Dusting.  
Front Row (L to R): Cr Isabel Strutt, Cr Michael Pearce (Mayor), Cr Robert Bell (Deputy Mayor), Cr Tara Toomey.

### Roles and responsibilities

Uralla Shire Council consists of nine councillors, selected by the community during local government elections every four years. The local government elections were held in September 2016 and at that eight Councillors were elected, four from each of two wards and the Mayor was for the first time, popularly elected by the community

The Mayor's roles include chairing meetings of the Council, presiding at civic functions, representing the council to other local governments and other levels of government and, when necessary, exercising Council's policy-making functions in between those meetings.

Each councillor has the responsibility of representing the broader needs and wishes of the whole community when making decisions. Councillors are responsible for making decisions on all areas of policy and strategic priorities which have a direct impact on the projects and services Council carries out.

Decisions are adopted through a majority voting system, with each councillor allocated one vote. In the case of a tied vote, the chairperson (usually the Mayor) must make the casting vote. Council must appoint a General Manager, who is responsible for Council's day-to-day operations and ensures Council policies and decisions are implemented. Council operates within a legislative framework of the *Local Government Act 1993* (NSW) and other NSW and Commonwealth legislation.

The councillors, as the elected body of Council, are responsible for the delivery of programs and services identified in the Delivery Program.

At the end of the current term of Council, an End-of-Term Report (September 2016- August 2020) will be provided to the community detailing Council's overall achievements in implementing the Community Strategic Plan.

## **Council meetings**

Council meetings are held in accordance with Councils Code of Meeting Practice. The Ordinary Meetings of Council are held on the fourth Tuesday of each month from 12.30pm.

Agendas and business papers for meetings are available on Council's website at [www.uralla.nsw.gov.au](http://www.uralla.nsw.gov.au) by Wednesday of the week preceding the meeting. Minutes of Council meetings are released as soon as possible following each Council meeting.

Council's senior staff prepare reports and make recommendations for councilors to consider. Matters can also be raised as Mayoral Minutes and Councillor notices of motion for debate at a Council meeting.

## **Executive Management Team**

**GENERAL MANAGER – Andrew Hopkins**

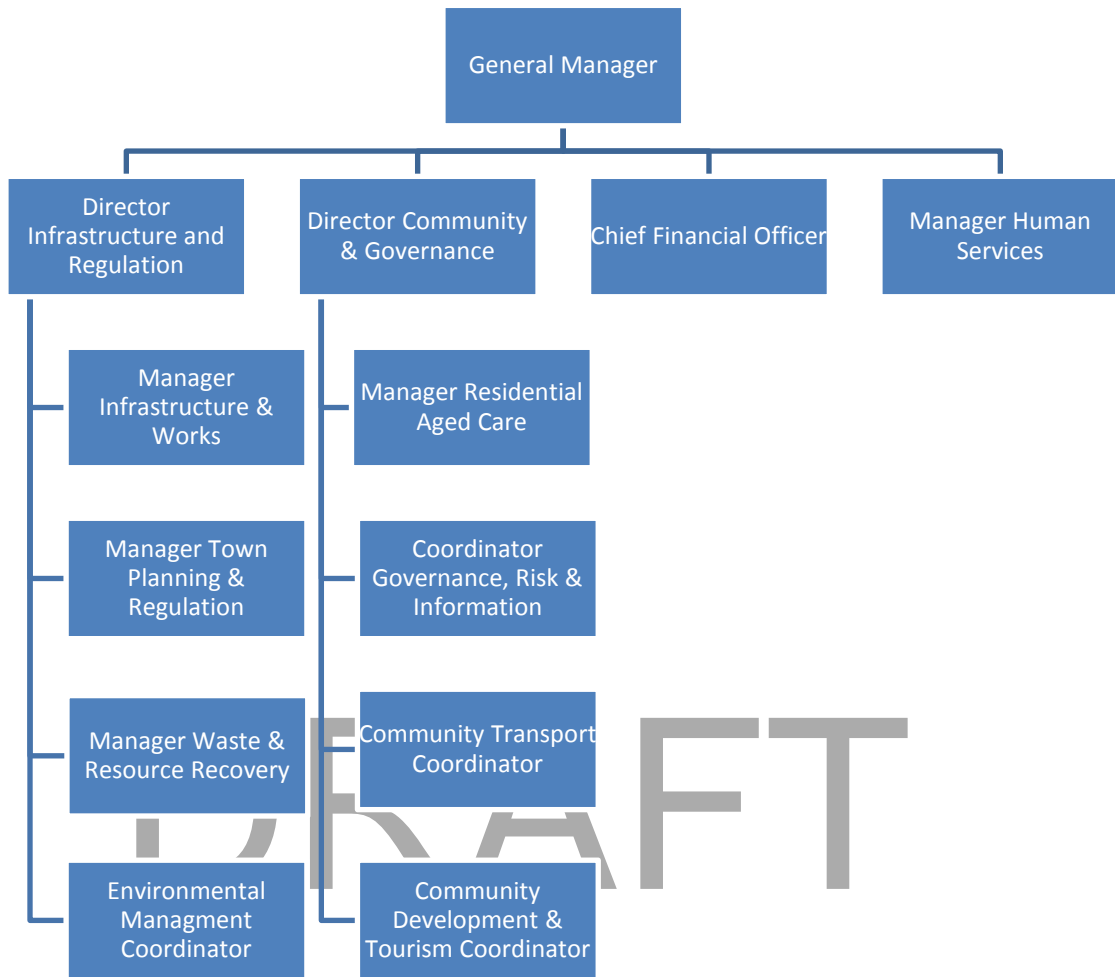
**DIRECTOR COMMUNITY & GOVERNANCE – Trish Kirkland**

**DIRECTOR INFRASTRUCTURE & REGULATION – Terry Seymour**

**CHIEF FINANCIAL OFFICER – Simon Paul**

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# Staff Structure





# PART 2:

DELIVERY PROGRAM 2017-2021

OPERATIONAL PLAN 2017-2018

**A proud, unique and inviting community**  
**Provide vibrant and welcoming town centre, streets and meeting places**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activity	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
1.1.1.1	Maintain parks, gardens and open spaces	Provide	✓	✓	✓	✓	Liaise with volunteers and other community groups to assist in the maintenance of parks, gardens, and open spaces	EMC	Volunteer maintenance activities/increased
							Maintain and renew all parks, gardens and public open spaces in accordance with established service levels	MI&W	Service levels/met



**Strategy 1.1.2** **Embellish our community with parks, paths, cycleways, facilities, and meeting places**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activity	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
1.1.2.1	Prepare Open Space Strategy	Provide	✓				Engage with the community and key stakeholders in developing the Open Spaces Strategy	DI&R	Engagement program/implemented
							Develop an overarching Open Spaces Strategy with an Action Plan guided by community consultation, and including disability inclusion and access provisions (DIAP 2.5) (2.6) (2.7)	DI&R	Strategy and Action Plan/adopted

### Strategy 1.1.3

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
1.1.3.1	Provide cemetery services	Provide	✓	✓	✓	✓	Undertake maintenance of all cemeteries in accordance with established service levels	MI&W	Service Levels/ met
							Seek heritage funding to carry out restoration work at Uralla's Old Cemetery	MI&W	Heritage funding application/ lodged
							Provide family history information and interment services	MI&W	Services/ provided

### Strategy 1.1.4

### Support, encourage and celebrate community participation and volunteerism

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
1.1.4.1	Encourage volunteer participation	Facilitate	✓	✓	✓	✓	Develop a volunteer strategy including an induction and support program to promote participation that encourages involvement by people with a disability (DIAP 3.2)	DC&G	Strategy/ adopted
							Promote volunteer opportunities	CD&TC	Opportunities /increased
							Develop a program to attract more volunteers	CD&TC	Volunteers/ increased

**A safe, active and healthy shire**  
**Provide accessible quality sport and recreation facilities that encourage participation**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
1.2.1.1	Maintain community swimming complex	Provide	✓	✓	✓	✓	Ensure Swimming Complex and surrounds are maintained to established service levels	MI&W	Service levels/met
							Maintain and test pool water quality in compliance with Department of Health guidelines	MI&W	Water quality/compliant
1.2.1.2	Provide shared footpaths and cycleways	Provide	✓	✓	✓	✓	Develop a shared footpath and cycleway plan including disability access provisions (DIAP 2.6)	DI&R	Plan/completed
							Seek annual funding to extend and integrate an cycleway network	DI&R	Funding application/completed
1.2.1.3	Maintain sports and recreation facilities	Provide	✓	✓	✓	✓	Maintain and enhance sporting fields and facilities in accordance with established service levels (DIAP 2.7)	MI&W	Service levels/met

**Strategy 1.2.2**

**Work with key partners and the community to lobby for adequate health services in our region**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activity	Council Role	Year				Annual Action	Responsibility	Measure/ Target
		1	2	3	4			
1.2.2.1 Improve access to regional health services	Advocate	✓	✓	✓	✓	Lobby for health services to meet the needs of our community	DI&R	Number of lobbying activities/ maintained
						Advocate to potential business owners the establishment of an indoor gym as opportunities arise (DIAP)	CD&TC	Opportunities explored/ =>1

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**Strategy 1.2.3**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activity	Council Role	Year				Annual Action	Responsibility	Measure/ Target
		1	2	3	4			
1.2.3.1 Enhance recreational facilities for children	Provide	✓	✓	✓	✓	Establish needs and affordable design for Uralla sporting complex change room and canteen facility	DI&R	Grant funding/ expended

**Strategy 1.2.4**

**Partner with police, community organisations and the community to address crime, anti-social behavior and maintain community safety**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activity		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
1.2.4.1	Preserve community safety	Facilitate	✓	✓	✓	✓	Provide support to police, emergency services, and community groups to preserve community safety	DI&R	NSW Bureau of crime statistics, reported crime instances/ stable or reducing

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**Strategy 1.2.5**

**Provide effective regulatory, compliance and enforcement services for the community**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activity		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
1.2.5.1	Provide effective regulatory, compliance and enforcement services	Provide	✓	✓	✓	✓	Carry out food premises inspections to ensure compliance with the Food Act	MTP&R	Food premises inspected/ annually
							Issue and serve Orders where necessary under relevant legislation		Food premises returns submitted/ annually
							MTP&R	Issued orders compliant with legislation/ 100%	

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activity	Council Role	Year				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
						Register, licence and inspect onsite sewerage treatment systems	MTP&R	Number of inspections/ increased
						Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required	MTP&R	Response to companion animal complaints/ 100%
						Establish a regulation and compliance register (PBPR)	MTP&R	Register/ established
						Develop and implement a trade waste policy	MTP&R	Policy/ implemented

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**A diverse and creative culture**  
**Provide enhanced and innovative library services that support and encourage lifelong learning**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
1.3.1.1	Provide library services	Provide	✓	✓	✓	✓	Manage the service level agreement with Central Northern Regional Library	CD&TC	Service level agreement/ reviewed
							Operate the Uralla library to optimise opening hours within resource and budget allocation	CD&TC	Uralla days open/ 7 days a week
							Provide library recourses to Bundara volunteer managed library services	CD&TC	Rotate physical library items/ quarterly
							Attend Central Northern Regional Library committee meetings	DC&G	Meetings/ attended
							Provide electronic and physical library resources to patrons	CD&TC	Number of resource issues/ maintained
							Maintain accurate library membership records	CD&TC	Number of library members/ maintained
							Provide children story time program	CD&TC	Frequency of children story time/ weekly



DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
							Develop and implement library operating policies and procedures	CD&TC	Policies and procedures / implemented

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
<b>1.3.2.1</b>	<b>Facilitate the development of a range of community and cultural activities</b>	Facilitate	✓	✓	✓	✓	Develop a community event policy and community toolkit	CD&TC	Policy/ developed  Toolkit/ commenced
							Develop a cultural plan	CD&TC	Plan/ completed

**Strategy 1.3.3**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
1.3.3.1	Enhance opportunities for community cultural and creative expression	Advocate					Lobby government to encourage investment in Uralla Shire’s cultural and creative programs	CD&TC	Number of lobbying activities/ maintained
							Provide the annual community grants program	CD&TC	Grants program/ completed



**Access to and equity of services  
Operate and maintain the McMaugh Gardens Aged Care Facility**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
<b>1.4.1.1</b> <b>Operate a residential aged care facility</b>	Provide	✓	✓	✓	✓	Manage McMaugh Gardens Aged Care facility in a financially sustainable manner	FM/DoN	Net profit/achieved
						Establish and implement operational procedures	FM/DoN	Operational procedures/implemented
						Maintain aged care facility accreditation	FM/DoN	Accreditation/achieved

**Strategy 1.4.2** **Provide quality community care, ageing and disability services**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
<b>1.4.2.1</b> <b>Provide aged, disability, and community transport services</b>	Provide	✓	✓	✓	✓	Manage consumer directed aged, disability, and community services in a financially sustainable manner	TCSC	Net profit/achieved
						Manage state and federal funding agreements and grant acquittals for compliance	TCSC	Funding agreements reporting and acquittals/compliant

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Maintain National Disability and Insurance Scheme service accreditation	TCSC	Accreditation/maintained

### Strategy 1.4.3

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
1.4.3.1	Promote Council's services and facilities	Facilitate	✓	✓	✓	✓	Develop website content to promote understanding of Council services	CD&TC	Website content/Improved
							Deliver a local government week program to engage the community and show case services provided by Council	CD&TC	Program/Delivered
							Distribute a regular newsletter to residents	CD&TC	Newsletter published/Monthly
							Review and plan improvements to Council's website content for compliance with Website Content Accessibility Guidelines (DIAP 4.2)	CD&TC	Review & Improvement Plans/Completed
							Review and plan improvements to accessibility of Councils regular newsletter (DIAP 4.2)	CD&TC	Review & Improvement Plans/Completed

**Strategy 1.4.4**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>1.4.4.1</b>	<b>Increase community participation in community and cultural events</b>	Facilitate	✓	✓	✓	✓	Promote community events through Council's Visitor Information Centre and social media platforms	CD&TC	Number of events promoted/maintained

**Strategy 1.4.5**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>1.4.5.1</b>	<b>Enhance transport services</b>	Advocate	✓	✓	✓	✓	Lobby government to maintain community transport funding levels and services (DIAP)	DC&G	Number of lobbying activities/maintained
							Lobby government for new or improved public transport infrastructure and services (DIAP)	DI&P	Number of lobbying activities/maintained

Strategy 1.4.6

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Outcome
			1	2	3	4			
1.4.6.1	Develop and implement a range of strategies to improve access and inclusion to council facilities and services	Provide	✓	✓	✓	✓	Incorporate principles of inclusion into Council’s corporate planning and documentation (DIAP)	DC&G	Principles/ implemented
							Incorporate principles of inclusion into Council’s asset inspection, planning and renewal programs (DIAP)	DI&R	Principles/ implemented
							Finalise the implementation of the Uralla Main Street access project (DIAP)	CD&TC	Project/ completed
							Assess and audit disability parking locations, including ramps and kerb access (DIAP)	DI&R	Review/ completed

**An attractive environment for business, tourism and industry**  
**Promote Uralla Shire and the region as a place to live, work, visit and invest**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
2.1.1.1 Promote Uralla Shire through the visitor information centre	Provide	✓	✓	✓	✓	Operate the Visitor Information Centre to optimise service	CD&TC	Open days = 7
						Provide visitor information and advice about Uralla Shire during open hours	CD&TC	Visitor numbers to the centre/ monthly
						Finalise usage options for the vacant space within the visitor information building	CD&TC	Usage option/ determined
						Maintained product sales information for items sold via the visitor information centre	CD&TC	Number and value of product sales/ monthly

Strategy 2.1.2

Promote the Uralla Shire to business and industry and increase recognition of the areas strategic advantages

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
2.1.2.1	Improve recognition of Uralla Shire and the region's strategic economic advantages	Facilitate					Develop a regional business development prospectus in collaboration with neighbouring councils and Regional Development Australia	CD&TC	Prospectus/commenced
							Partner with neighbouring councils to promote and market the region	CD&TC	Participate in regional marketing activities/ =>2
							Progress the light industrial land project by engage a consultant to: <ul style="list-style-type: none"> <li>i. undertake a market analysis and determine a preferred lot size and infrastructure requirements -</li> <li>ii. provide a preferred option recommendation, including estimated return on investment</li> <li>iii. prepare and marketing and sales strategy to achieve best value for money –</li> </ul>		Preferred lot size and infrastructure/ determined  Referred option/ recommended  Strategy/ completed



**Strategy 2.1.3**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Outcome
			1	2	3	4			
2.1.3.1	Enhance infrastructure to support regional education, transport and health development	Advocate	✓	✓	✓	✓	Lobby government for funding to undertake assessment and necessary upgrades to provide HML capacity	DI&R	Number of lobbying activities/ maintained
							Develop a list of priority transport infrastructure projects to capitalise on grant funding opportunities	DI&R	Priority list/ compiled



**Strategy 2.1.4**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
2.1.4.1	Process building and development application	Provide	✓	✓	✓	✓	Assess and determine development, construction, and other regulatory applications	MTP&R	Applications determined/ = statutory timeframes
							Construction certificates provided in accordance with legislation	MTP&R	Certificates provided/ = statutory timeframes
							Assess online development application service options and determine preferred solution	MTP&R	Preferred option/ determined

**Strategy 2.1.5**

**Develop the skills of businesses to maximise utilisation of new technologies and the emerging broadband and telecommunication networks**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
2.1.5.1	Create a digital business forum	Facilitate	✓				Facilitate the establishment of a digital business forum	CD&TC	Forum/established

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**OUR ECONOMY**

**Goal 2.2**

**Strategy 2.2.1**

**Growing diversified employment, education and tourism opportunities**

**Provide land use planning that facilitates employment creation**

Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
2.2.1.1	Optimise land use planning instruments to support employment creating business and industries	Facilitate	✓	✓	✓	✓	Monitor and review Council's Local Environment Plan and other strategic and supporting planning documents	DI&R	LEP & DCP/maintained

**Strategy 2.2.2**

**Support and encourage exiting business and industry to develop and grow**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
2.2.2.1	Encourage business and industry development	Facilitate	✓	✓	✓	✓	Assess and maintain a sufficient supply of residential, lifestyle, agricultural commercial and industrial zoned land	DI&R	LEP & DCP/maintained

**Strategy 2.2.3**

**Support the attraction of new businesses, including sustainable employment generating projects**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
2.2.3.1 Provide information to support new and existing business operators	Provide	✓	✓	✓	✓	Provide consultation with potential new business operators and pre-development application assistance	MTP&R	Number of consultation and assistance activities/ maintained
	Facilitate					Provide information to local businesses about incentives and supports available for employment of people with a disability (DIAP 3.1)	CD&TC	Number of consultation and assistance activities/ maintained

**Strategy 2.2.4**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
2.2.4.1 Promote Uralla Shire and the region as a tourism destination	Facilitate	✓	✓	✓	✓	Collaborate with other councils and tourism bodies to promote the region with a Uralla Shire focus	CD&TC	Number of promotional activities/ maintained

**Strategy 2.2.5**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
2.2.5.1	Promote Uralla Shire and the region for major events	Facilitate	✓	✓	✓	✓	Collaborate with other councils and tourism bodies to promote Uralla Shire and the region to event managers	CD&TC	Number of promotional activities/maintained

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A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
2.3.1.1 Deliver road and drainage maintenance services and capital works programs	Provide	✓	✓	✓	✓	Deliver sealed roads bitumen maintenance program in line with established service levels and intervention points	MI&W	Service levels/met
						Deliver sealed roads capital renewal program	MI&W	Works/completed
						Deliver sealed road network supporting infrastructure replacement program	MI&W	Works/completed
						Seek funding for transport infrastructure expansion projects	MI&W	Number of funding applications/maintained
						Deliver unsealed roads grading program in line with established service levels and intervention points	MI&W	Service levels/met
						Deliver unsealed roads resheeting program in line with established service levels	MI&W	Service levels/met

**Strategy 2.3.2**

**Maintain, review and replace Council bridges and culverts as required**

DELIVERY PROGRAM 2017-2021				OPERATIONAL PLAN 2017-2018					
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
2.3.2.1	Deliver bridge and culvert maintenance services and capital works programs	Provide	✓	✓	✓	✓	Inspect all bridges and carry out the required maintenance programs	DI&R	Inspections/completed
							Deliver bridge and culvert capital works program	DI&R	Capital works/completed



**Strategy 2.3.3**

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

DELIVERY PROGRAM 2017-2021				OPERATIONAL PLAN 2017-2018					
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
2.3.3.1	Deliver unsealed roads, lighting, signs, guard rail, and posts maintenance and renewal program	Provide	✓	✓	✓	✓	Deliver unsealed road network supporting infrastructure replacement program	MI&W	Replacements/completed
							Renew and maintain lighting, signs, posts, and guard rail assets in line with the Asset Management Plan	MI&W	Service levels/met

**Strategy 2.3.4**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/ Target	
		1	2	3	4				
2.3.4.1	Deliver town and village streets maintenance services and capital works programs	Provide	✓	✓	✓	✓	Deliver town streets maintenance and resealing programs	MI&W	Service levels/ met

**Strategy 2.3.5**

**Maintain existing walking and cycling networks across the region**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/ Target	
		1	2	3	4				
2.3.5.1	Deliver walkways and cycle ways maintenance services and capital works programs	Provide	✓	✓	✓	✓	Inspect footpaths and deliver maintenance and repair program	MI&W	Inspections/ completed
							Upgrade the next stage Bundarra CBD footpath		MI&W
									Works/ completed



**Strategy 2.3.6**

**Facilitate the enhancement and expansion of accessible walking and cycle networks where strategically identified and interconnect them with other transport and recreation facilities**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>2.3.6.1</b>	<b>Expand the Shire's integrated and accessible cycle ways and walkways network</b>	Provide	✓	✓	✓	✓	Seek funding from Roads & Maritime Services to extend cycleway network	MI&W	Number of funding applications/maintained

**Strategy 2.3.7**

**Implement and maintain developer contribution plans**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>2.3.7.1</b>	<b>Develop section 94 and section 64 contribution framework</b>	Provider	✓	✓	✓	✓	Develop section 94 and section 64 development control and contribution plans for consideration	MI&W	Plan/completed

**Strategy 2.3.6**

**Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/ Target	
		1	2	3	4				
2.3.6.1	Enhance Council's public transport infrastructure	Provider	✓	✓	✓	✓	Deliver the renewal and maintenance program for Council bus stops	MI&W	Service levels/ met

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**Communities that are well serviced with essential infrastructure**  
**Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
2.4.1.1	Provide public amenities for residents and visitors	Provide	✓	✓	✓	✓	Deliver maintenance and renewal programs for public amenities	DI&R	Service levels/met

**Strategy 2.4.2** **Implement Council’s strategic asset management plan and continuing to develop asset systems, plans and practices for infrastructure assets to minimize whole of life costs**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
2.4.2.1	Develop and implement asset management plans	Provide	✓	✓	✓	✓	Review and update the plant asset management plan	DI&R	Plan update/completed
							Finalise buildings asset management plan	DI&R	Plan/finalised
							Implement the transport asset management plan	DI&R	Implementation/commenced
							Develop the cemeteries asset management plan	DI&R	Plan/completed

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Review and update the sewer asset management plan	DI&R	Plan update/completed
							Review and updated the water supply asset management plan	DI&R	Plan update/completed
							Review and update the stormwater drainage asset management plan	DI&R	Plan update/completed

**Strategy 2.4.3**

**Provide the infrastructure to embellish public spaces, recreation areas and parkland areas**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
<b>2.4.3.1</b>	<b>Provide connectivity to public spaces</b>	Provide	✓	✓	✓	✓	Connect footpaths and cycle ways	MI&W	Connectivity/improved

**Strategy 2.4.4**

**Ensure adequate public car parking and kerb and gutter infrastructure is provided, maintained and renewed.**

DELIVERY PROGRAM 2017-2021				OPERATIONAL PLAN 2017-2018					
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
2.4.4.1	Maintain kerb and guttering to established service levels	Provide	✓	✓	✓	✓	Inspect all kerb and gutter and undertake the required repair and replacement program	MI&W	Inspections/ completed  Service levels/ maintained

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**OUR ENVIRONMENT**

**Goal 3.1**

**Strategy 3.1.1**

**To preserve, protect and renew our beautiful natural environment**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>3.1.1.1</b>	<b>Preserve Uralla Shire’s heritage</b>	Provide	✓	✓	✓	✓	Continue to implement the recommended actions from the Heritage Strategy within budget allocations	DI&R	Funded strategy actions/implemented

**Strategy 3.1.2**

**Protect the Shire’s historic buildings and sites, recognising their value to the community**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>3.1.2.1</b>	<b>Provide heritage services and support</b>	Provide	✓	✓	✓	✓	Facilitate a Heritage Advisory Service and Local Heritage Assistance Fund	DI&R	Number of service activities/maintained  Value of funded assistance/maintained

Strategy 3.1.3

Protect and maintain a healthy catchment and waterways

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/ Target
		1	2	3	4			
<b>3.1.3.1</b> <b>Maintain compliant catchment and waterways management</b>	Provide	✓	✓	✓	✓	Maintain and renew gross pollution traps	MI&W	Service levels/ met
						Finalise the management plan for Wooldridge fossicking area	EMC	Plan/ completed
						Review dam safety plan	MWW&SS	Plan/ reviewed
						Review service yield study and demand management plan for Bundarra water	MWW&SS	Study/ reviewed  Plan/ revised
						Review service yield study and demand management plan for Uralla water	MWW&SS	Study/ reviewed  Plan/ revised
						Test treated effluent	MWW&SS	Testing regime/ compliant

Strategy 3.1.4

Raise community awareness of environmental and biodiversity issues

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
3.1.4.1	Provide bush regeneration activities and information	Provide	✓	✓	✓	✓	Review the bush regeneration strategy and action plan	EMC	Plan/completed
							Complete the management plan for roadside vegetation	EMC	Plan/completed
							Redevelop website information on environmental management in line with planned website development	EMC	Website content/Updated
							Implement the environmental sustainability action plan priorities	EMC	Implementation of priorities/commenced



**OUR ENVIRONMENT**

**Goal 3.2**

**Strategy 3.2.1**

**Maintain a healthy balance between development and the environment**

**Retain open space and greenbelts that are accessible to everyone**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>3.2.1.1</b>	<b>Preserve sensitive greenbelt lands</b>	Provide	✓	✓	✓	✓	Review and monitor vegetation and environmental protection measures for sensitive land	DI&R	LEP & DCP/maintained

**Strategy 3.2.2**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>3.2.2.1</b>	<b>Raise community awareness of sustainability practices</b>	Facilitate	✓	✓	✓	✓	Collaborate and partner with the Uralla ZNET	EMC	Number of awareness programs/maintained

**Strategy 3.2.3**

**Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfires, major storms and flood events**

DELIVERY PROGRAM 2017-2021		OPERATIONAL PLAN 2017-2018							
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>3.2.3.1</b>	<b>Collaborate with service providers to be emergency response ready</b>	Provide	✓	✓	✓	✓	Participate in natural disaster mitigation and provide local emergency management officer	DI&R	Number of mitigation activities/maintained

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**Reuse, recycle and reduce wastage**  
**Promoting recycling, reusing and providing regular and efficient waste and recycling services**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>3.3.1.1</b> Provide waste removal and recycling services within the Shire	Provide	✓	✓	✓	✓	Providing waste collection services in an efficient and effective manner	MWW&SS	Service levels/met	
						Manage Waste Management facility, landfill sites and transfer station	MWW&SS	Income/increasing Expenditure/reducing Licence requirements/met	

**Strategy 3.3.2**

**Providing education to the community on ways to minimize the waste produced by households**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
3.3.2.1	Enhance community awareness of household waste minimisation	Facilitate	✓	✓	✓	✓	Deliver the waste avoidance, waste reduction, and recycling program	MWW&SS	Program/delivered
							Operate the community recycling centre	MWW&SS	Service levels/met

**Strategy 3.3.3**

**Implementing initiatives to reduce illegal dumping and providing community education to prevent litter**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
3.3.3.1	Promote litter reduction	Facilitate	✓	✓	✓	✓	Develop and implement waste education program	MWW&SS	Program/developed Program/delivered

**Strategy 3.3.4 Identifying and implementing water conservation and sustainable water usage practices in council operations**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
3.3.4.1	Minimise water wastage	Provide	✓	✓	✓	✓	Inspect Council's water network to minimise water loss	MWW&SS	Inspections/completed

**Strategy 3.3.5 Identify technologies in council facilities, infrastructure and service delivery to reduce our ecological footprint**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
3.3.5.1	Reduce Council's environmental footprint	Provide	✓	✓	✓	✓	Collaborate with ZNET to develop projects and explore grant opportunities	EMC	Collaboration meetings held/=4
							Implement criteria to assess environmental management in infrastructure projects	EMC	Criteria/implemented

**Secure sustainable and environmentally sound water-cycle infrastructure and services**  
**Maintain and renew water network infrastructure to ensure the provision of secure, quality and reliable drinking water supplies**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018		
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
3.4.1.1 Provide water supply	Provide	✓	✓	✓	✓	Deliver Uralla and Bundarra water supply in compliance with the Drinking Water Quality Management Plan	MWW&SS	Compliance/achieved
						Review the Service Yield Study and Demand Management Plan	MWW&SS	Review/completed
						Deliver annual water main replacement program	MWW&SS	Program/complete

**Strategy 3.4.2**

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

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
3.4.2.1	Provide sewerage services	Provide	✓	✓	✓	✓	Operate the Uralla sewer treatment plant in an efficient and effective manner	MWW&SS	Licence compliance/met
							Maintain and renew the sewer infrastructure network in-line with established programs	MWW&SS	Service levels/met
							Progress Bundarra Sewerage Scheme	MWW&SS	Scheme implementation progressing to project plan/milestones met

**Strategy 3.4.3**

**Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
3.4.3.1	Provide stormwater and drainage infrastructure	Provide	✓	✓	✓	✓	Maintain and review stormwater and drainage infrastructure	MI&W	Service levels/met

**A strong, accountable and representative Council  
Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program, and Operational Plan**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
4.1.1.1	Improve organisational capacity to deliver integrated strategic planning and reporting requirements	Provide	✓	✓			Resource Council to ensure integrated planning and reporting compliance	GM	Resources/ established
							Increase staff awareness of the Integrated Planning and Reporting Framework	DC&G	IPRF included in staff induction program/ implemented  Coordinator group information session/ completed
4.1.1.2	Deliver integrated strategic planning and reporting requirements	Provide	✓	✓	✓	✓	Review the 10-year community strategic plan	DC&G	Plan/ adopted
							Develop and monitor the 4-year delivery program	DC&G	Program/ adopted  Progress reported/ biannually



DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
							Develop the resourcing strategy in support of the 4-year delivery program, integrating the: <ul style="list-style-type: none"> <li>Asset Management Strategy</li> <li>Workforce Management Plan</li> <li>Long Term Financial Plan</li> </ul>	DI&R MHR CFO	Resourcing strategy/ commenced
							Develop and monitor the annual operational plan	DC&G CFO	Plan/ adopted
							Coordinate and produce the annual return	DC&G	Return/ adopted and provided to the Office of Local Government

**Strategy 4.1.2**

**Engage with the community effectively and use community input to inform decision making**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
<b>4.1.2.1</b>	<b>Incorporate inclusive community consultation and stakeholder engagement in Council decision making</b>	Provide	✓	✓	✓	✓	Implement the community engagement strategy	CD&TC	Implementation/ commenced
							Develop and implement International Association for Public Participation (IAP2) community engagement training for key staff	CD&TC	Training program/ commenced

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Facilitate a workshop for local businesses to promote inclusive responses to customers with a disability (DIAP 1.3)	DC&G	Workshop/held
							Facilitate the delivery of community presentations to Council	GM	Number of community presentations to Council/maintained
							Conduct community engagement and consultation activities	GM	Number of community engagement activities/=3
							Establish an Access & Inclusion Committee to focus on Disability Inclusion and Access planning and promotion (DIAP 1.2)	DC&G	Committee/established

**Strategy 4.1.3**

**Provide open, accountable and transparent decision making for the community**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
4.1.3.1	Implement and maintain a transparent and accountable decision making framework	Provide	✓	✓	✓	✓	Review and update the agency information guide	CGR&I	Guide review/commenced
							Coordinate the publication of identified open access information to the website	CGR&I	Identified open access information published/ =>30%
							Publish the formal access to information disclosure log to the website	CGR&I	Information disclosure log updated and published/ every 45 days
							Develop and maintain the register of government contracts over \$20,000 to the website	CGR&I	Register of government contracts/ established
							Publish the register of government contracts over \$20,000 to the website	CGR&I	Register of government contracts published to the website/ every 20 days
							Establish a priority program of statutory and corporate policies and codes for review and update	DC&G	Priority review program/ established

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Priority statutory and corporate policies and codes reviewed and updated as required	CGR&I	Priority policy and codes updated/ =>50%
							Business papers and minutes are distributed to Councillors and published to the community within agreed service levels	GM	Service levels/ met
							Council ordinary and extraordinary meetings are conducted and open to the public	GM	Adopted schedule of meetings/ conducted

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**Strategy 4.1.4**

**Provide strong representation for the community at the regional, state and federal levels**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
<b>4.1.4.1</b>	<b>Maintain effective partnerships and advocacy activities</b>	Advocate	✓	✓	✓	✓	Advocate the needs of the shire to State and Federal Governments through regional joint organisations of council	GM	Regular advocacy activities/ maintained

**Strategy 4.1.5**

**Undertake the civic duties of Council with the highest degree of professionalism and ethics**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
<b>4.1.5.1</b>	<b>Implement and manage Council's integrity system</b>	Provide	✓	✓	✓	✓	Establish a public interests disclosure and code of conduct complaints register	CGR&I	Public interest disclosures and code of conduct complaints register/ established
							Manage public interest disclosures in accordance with legislation, policy and procedures	CGR&I	Public interest disclosures reporting to the NSW Ombudsman/ compliant
							Coordinate code of conduct complaints in accordance with legislation, policy, and procedures	DC&G	Code of conduct complaints reporting to the OLG/ compliant
							Provide code of conduct training program for Councillors and staff	CGR&I	Training provided/ biennially
							Integrate code of conduct provisions into staff engagement and staff induction program	DC&G	Integration/ complete
							Develop and maintain a register of pecuniary and non-pecuniary interests disclosures to council's website	CGR&I	Interests disclosure register/ established

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Publish a register of pecuniary and non-pecuniary interests disclosures to council's website	CGR&I	Interests disclosure log updated and published/ every 45 days
							Develop and maintain related party disclosures register	CGR&I	Related party disclosures resister/ established
							Complete the fraud prevention plan	CGR&I	Plan/ completed

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**An effective and efficient organisation**

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

DELIVERY PROGRAM 2017-2021				OPERATIONAL PLAN 2017-2018					
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
4.2.1.1	Improve the cost effectiveness and efficiency of community service provision	Provide	✓	✓	✓	✓	Identify priority infrastructure and regulation areas for service level review.	DI&R	Priority areas/identified
							Undertake service level reviews of identified infrastructure and regulation priorities	DI&R	Number of service level reviews completed/ =3
							Develop service level plans for reviewed infrastructure and regulation service level areas	DI&R	Number of service level plans completed/ =3
							Identify priority community and governance areas for service level review.	DC&G	Priority areas/identified
							Undertake service level reviews of identified community and governance priorities	DC&G	Number of service level reviews completed/ =3

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
							Develop service level plans for reviewed community and governance service level areas	DC&G	Number of service level plans completed/ =3
							Identify priority finance and workforce management areas for service level review.	GM	Priority areas/ identified
							Undertake service level reviews of identified finance and workforce management priorities	GM	Number of service level reviews completed/ =3
							Develop service level plans for reviewed finance and workforce management service level areas	GM	Number of service level plans completed/ =3

**Strategy 4.2.2**

**Operate in a financially responsible and sustainable manner**

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
4.2.2.1	Maintain and control financial system and improve long term financial sustainability	Provide	✓	✓	✓	✓	Review and revise the 10-year Long Term Financial Plan	CFO	Reviewed and adopted/ annually
							Complete and report quarterly budget review statements	CFO	Budget review reported/ quarterly



DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
							Ensure adequate and effective internal controls are in place for all financial management and purchasing functions	CFO	Internal audit actions for financial controls/ implemented
							Maintain cash flow and maximise return on investment within the risk parameters provided by the Office Local Government	CFO	Investment returns / Bank Bill Swap Rate/ met
							Model and adopt rate structures to maximize equity across the Council area and between categories	CFO	Rate structure review/ completed
							Collect all rates and charges in-line with payment requirements and undertake debt recovery action for outstanding accounts	CFO	Outstanding debts/ =<6.5%
							Develop and implement a procurement Policy	CFO	Policy/ adopted
							Develop and implement a procurement guide and toolkit	CFO	Guidelines and toolkit/ implemented
							Provide staff workshop session on the procurement guide and toolkit	CFO	Staff workshops/ =>2
							Implement strategies to achieve annual expenditure reduction dividend (FFTF)	CFO	Expenditure reduction =>\$62,500 per annum/ achieved

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Review all fees and charges for full cost recovery where appropriate (FFTF)	CFO	Review/completed
							Review asset valuations and depreciation methodology for all asset classes (FFTF)	CFO	Reviews/completed 50%
							Review Council's borrowing policy and capital expenditure guidelines (FFTF)	CFO	Review/completed
							Determine asset maintenance backlog based on asset management plans (FFTF)	DI&R	Asset maintenance backlog/determined
							Develop asset management strategy, including determined asset maintenance backlog (FFTF)	DI&R	Strategy/commenced
							Review building and land assets to identify surplus assets for disposal (FFTF)	CFO	Disposal program/established
<b>4.2.2.2</b>	<b>Develop and implement business plans for all business areas</b>	Provide	✓	✓	✓	✓	Develop and implement a business plan for McMaugh Gardens (PBPR)	DC&G	Plan/completed  Implementation/commenced
							Develop and implement a business plan for Tablelands Community Support	DI&R	Plan/completed  Implementation/commenced

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target	
			1	2	3	4				
							Develop and implement a business plan for Tablelands Community Transport	DC&G	Plan/ completed  Implementation/ commenced	
							Develop and implement a waste business plan (FFTF)	DI&R	Plan/ completed  Implementation/ commenced	
							Develop and implement a water supply business plan (PBPR)	DI&R	Plan/ completed  Implementation/ commenced	
							Develop and implement a sewer business plan	DI&R	Plan/ completed  Implementation/ commenced	
							Develop and implement a business plan for caravan parks	DI&R	Plan/ completed  Implementation/ commenced	
4.2.2.3	Maximise grant and funding partnership opportunities	Provide	✓	✓	✓	✓	Identify and seek grant funding opportunities for infrastructure and regulation projects or services	DI&R	Number of grant funding opportunities pursued/ maintained	

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Identify partnership funding opportunities for infrastructure and regulation projects or services	DI&R	Number of partnership funding opportunities pursued/ maintained
							Identify and seek grant funding opportunities for community and governance projects or services	DC&G	Number of grant funding opportunities pursued/ maintained
							Identify partnership funding opportunities for community and governance projects or services	DC&G	Number of partnership funding opportunities pursued/ maintained
4.2.2.4	Achieve efficiency gains for internal services with a program of continuous improvement	Provide	✓	✓	✓	✓	Identify priority community and governance processes for review	DC&G	Priority areas/ identified
							Undertake process reviews of identified community and governance priorities	DC&G	Number of process reviews completed/ =3
							Implement process improvements for community and governance reviewed priorities	DC&G	Number of process improvements completed/ =3
							Identify priority infrastructure and regulation processes for review.	DI&R	Priority areas/ identified

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018			
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
							Undertake process reviews of identified infrastructure and regulation priorities	DI&R	Number of process reviews completed/ =3
							Implement process improvements for infrastructure and regulation reviewed priorities	DI&R	Number of process improvements completed/ =3
							Identify priority finance and workforce management processes for review.	GM	Priority areas/ identified
							Undertake process reviews of identified finance and workforce management priorities	GM	Number of process reviews completed/ =3
							Implement process improvements for finance and workforce management reviewed priorities	GM	Number of process improvements completed/ =3

**Strategy 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**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
4.2.3.1	Provide asset revaluation and long term funding scenarios for asset maintenance and renewal	Provide	✓	✓	✓	✓	Develop long term funding scenarios that explore options to fund asset maintenance and renewal	CFO	Long term financial plan scenarios/ developed
							Deliver the asset revaluation program	DI&R	Scheduled revaluations/ completed

**Strategy 4.2.4**

**Establish Uralla Council as an employer of choice that trains, recruits and retains talented staff and facilitates a diverse workforce**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
4.2.4.1	Enhance Council's reputation as an innovative and inclusive	Provide	✓	✓	✓	✓	Develop and implement a corporate staff induction program, including orientation information about what inclusion means (DIAP 1.1)	MHR	Program/ implemented

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Year				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
workplace						Develop a succession planning program for key positions (WMP 2.1 & 5.2)	MHR	Program development/ commenced	
						Review annual staff performance processes to improve effectiveness and efficiencies	MHR	Review/ completed	
						Establish training program for appropriate training to equip staff to carry out their roles (WMP 2.1)	MHR	Program development/ commenced	
						Review and implement staff reward and recognition systems (WMP 3.1)	MHR	Number of systems/ =>2	
						Provide a health and wellbeing program (WMP 1.3)	MHR	Number of programs/ =>2	
						Review recruitment process to focus on attracting the right people, with the right skills and to improve recruitment timeframes (WFP 4.1)	MHR	Days technical & professional positions vacant =<45 days	
						Improve the leadership capability of the current and future leaders (WMP 5.1)	GM	Leadership training program/ commenced	
						Proactively manage the return to work and workers compensation processes (WMP 1.2)	MHR	Number of absentee days/ maintained or reducing	

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Year				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
							Develop and implement clear communication strategies for organisation leaders (WMP 5.3)	GM	Staff communication strategy/ developed  Number of strategies implemented/ => 2
							Develop inclusive recruitment processes and job design which enhance opportunities for employment of people with a disability (DIAP)	MHR	Inclusive principles embedded in recruitment processes / commenced
							Audit operational facilities and plan improvements to enhance disability access to support employment of people with a disability (DIAP)	DI&R	Audit/ completed  Plan/ commenced



**Strategy 4.2.5**

**Provide customer service excellence**

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/ Target
		1	2	3	4			
<b>4.2.5.1</b> <b>Enhance customer service effectiveness</b>		✓	✓			Develop Council's Customer Service Charter	DC&G	Charter/ implemented
						Improve the effectiveness of Council's Customer Request Management System (CRM)	CD&TC	CRM health check and workflows reviewed and improved/ completed
						Develop and implement biennial Customer Satisfaction survey	CD&TC	Survey/ developed
						Improve customer service skills and knowledge, including responding to people with disability, with particular focus on those with language or literacy difficulties (DIAP 4.1)	CD&TC	Staff training/ conducted

Strategy 4.2.6

Identify and manage risk associated with all Council activities and ensures a safe and healthy work environment workforce

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
4.2.6.1	Develop and incorporate a risk management framework which is effective and accessible.	Provide	✓	✓	✓	✓	Resource Council to achieve legislative compliance and an integrated approach to workplace safety, enterprise risk management, and the internal audit program	GM	Resource/established
							Develop a workplace safety system	G&RMO	Workplace Health and Safety System/commenced
							Develop an enterprise wide risk management framework	G&RMO	Risk management framework/commenced
							Facilitate regular meetings of the Audit and Risk Committee	DC&G	Committee meetings held/=>6
							Establish and coordinate internal audit program and provide support to the Audit and Risk Committee	G&RMO	Audit program/commenced
							Coordinate and report on the status of internal audit action recommendations to the executive	G&RMO	Report action status/monthly
							Improve staff risk awareness, and risk management and reporting practices	G&RMO	Risk training workshops/=>2
							Facilitate regular meetings of the Work Health and Safety Committee	G&RMO	Workplace Health and Safety Committee Meetings held/

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/Target
			1	2	3	4			
								=>6	
						Coordinate and report the status of the Work Health and Safety system to the executive	G&RMO	Status report provided/ Monthly	
						Complete the organisations Business Continuity Plan	G&RMO	Plan/ completed	

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**Strategy 4.2.7**

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target	
		1	2	3	4				
4.2.7.1	Improve the corporate governance framework		✓	✓	✓	✓	Undertake a corporate governance gap analyses and develop an improvement action plan	DC&G	Gap analysis/ completed  Improvement action plan/ completed
							Establish a compliance and reporting register in accordance with statutory requirements	DC&G	Compliance register/ established
							Coordinate compliance and reporting requirements to meet statutory obligations, and provide regular status reporting to the executive	DC&G	Compliance status reports/ monthly
							Develop a gifts and benefits register	CGR&I	Register/ established
							Develop a secondary employment register	MHR	Register/ established
							Develop customer complaints management protocols and procedures	CD&TC	Protocols and procedures/ completed
							Report customer complaints status to the executive	CD&TC	Status reports/ monthly

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
						Develop a records management systems and access to information improvement plan	CGR&I	Plan/completed
						Implement records management and access to information improvement action plan	CGR&I	implementation/commenced
						Complete and lodge annual Financial Statements in accordance with statutory requirements	CFO	Statutory requirements/meet
						Complete all taxation returns and grant acquittals as required by external bodies	CFO	Returns and acquittals/provided
						Organise and manage the external audit of Council and address any management letter recommendations	CFO	External audit/completed  Management letter actions/addressed
						Develop an e-based Delegations Register	CGR&I	Register/implemented
						Implement the Office of Local Government's Local Government Act reform program.	CGR&I	Reforms/implemented

Deliver the goals and strategies of the Community Strategic Plan

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

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018				
Principal Activities		Council Role	Years				Annual Action	Responsibility	Measure/ Target
			1	2	3	4			
4.3.1.1	Enhance the effectiveness of Council resourcing strategies and practices	Provide	✓	✓	✓	✓	Review organisation structure to enable delivery of agreed services levels and projects	GM	Structure/ reviewed
							Develop a staff succession planning program and plan	MHR	Program/ developed
							Establish IT Hardware and Software Asset Register	CGR&I	Asset Register/ established
							Develop IT Hardware rolling replacement program	CGR&I	Program/ developed
							Develop and implement Information and Business Systems Strategic Improvement Plan	DC&G	Strategy/ completed  Implementation/ commenced
							Develop an information and communication technology disaster recover plan in support of the business continuity plan	CGR&I	Recover plan/ developed

DELIVERY PROGRAM 2017-2021					OPERATIONAL PLAN 2017-2018			
Principal Activities	Council Role	Years				Annual Action	Responsibility	Measure/Target
		1	2	3	4			
						Offer profit making services for private works to help off-set council cost when plant and staffing capacity exists	DI&R	Private works/ increasing

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# PART 3: FINANCIAL SUMMARY



# Financial Statements

# DRAFT

**URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>CONSOLIDATED</b>			
<b>Income from Continuing Operations</b>			
<i>Revenue</i>			
Rates & Annual Charges	5,719,404	6,009,762	6,265,494
User Charges & Fees	7,754,803	7,934,578	6,882,283
Interest & Investment Revenue	344,031	316,452	248,560
Other Revenues	745,012	617,588	760,629
Grants & Contributions Provided for Operating Purposes	4,784,269	4,639,118	4,193,357
Grants & Contributions Provided for Capital Purposes	1,848,624	331,840	1,250,721
<i>Other Income</i>			
Net Gains from the Disposal of Assets			
Net Share of Interests in Joint Ventures & Associates Using the Equity Method			
<b>Total Income from Continuing Operations</b>	<b>21,196,141</b>	<b>19,849,338</b>	<b>19,601,044</b>
<i>Expenses from Continuing Operations</i>			
Employee Benefits & On-Costs	9,101,490	8,963,577	9,405,876
Borrowing Costs	178,316	148,763	162,621
Materials & Contracts	4,665,842	4,544,443	3,965,328
Depreciation & Amortisation	3,945,257	3,922,156	3,931,900
Impairment			
Other Expenses	2,151,427	1,848,941	1,643,033
Net Losses from the Disposal of Assets			
<b>Total Expenses from Continuing Operations</b>	<b>20,042,332</b>	<b>19,427,880</b>	<b>19,108,759</b>
<i>Discontinued Operations</i>			
Discontinued Operations - Profit/(Loss)	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>1,153,809</b>	<b>421,458</b>	<b>492,285</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-694,815</b>	<b>89,618</b>	<b>-758,436</b>

**URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>GENERAL FUND</b>			
<b>Income from Continuing Operations</b>			
<i>Revenue</i>			
Rates & Annual Charges	4,742,421	5,022,190	5,118,797
User Charges & Fees	4,262,317	4,235,019	3,341,861
Interest & Investment Revenue	170,055	129,076	90,960
Other Revenues	738,407	604,088	758,129
Grants & Contributions Provided for Operating Purposes	4,753,174	4,607,713	4,142,199
Grants & Contributions Provided for Capital Purposes	1,848,624	331,840	1,030,961
<i>Other Income</i>			
Net Gains from the Disposal of Assets	0	0	0
Net Share of Interests in Joint Ventures & Associates Using the Equity Method	0	0	0
<b>Total Income from Continuing Operations</b>	<b>16,514,998</b>	<b>14,929,926</b>	<b>14,482,907</b>
<i>Expenses from Continuing Operations</i>			
Employee Benefits & On-Costs	6,907,115	6,811,404	6,981,763
Borrowing Costs	170,316	144,820	158,216
Materials & Contracts	3,787,459	3,704,411	3,301,792
Depreciation & Amortisation	3,363,432	3,280,200	3,288,200
Impairment			
Other Expenses	1,661,228	918,774	698,685
Net Losses from the Disposal of Assets	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>15,889,550</b>	<b>14,859,609</b>	<b>14,428,656</b>
<i>Discontinued Operations</i>			
Discontinued Operations - Profit/(Loss)	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>625,448</b>	<b>70,317</b>	<b>54,251</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-1,223,176</b>	<b>-261,523</b>	<b>-976,710</b>

**URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>WATER FUND</b>			
<b>Income from Continuing Operations</b>			
<i>Revenue</i>			
Rates & Annual Charges	409,678	411,197	423,827
User Charges & Fees	598,937	518,000	540,499
Interest & Investment Revenue	58,834	59,546	49,040
Other Revenues	0	0	0
Grants & Contributions Provided for Operating Purposes	17,576	17,930	36,768
Grants & Contributions Provided for Capital Purposes	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			
<b>Total Income from Continuing Operations</b>	<b>1,085,024</b>	<b>1,006,673</b>	<b>1,050,134</b>
<i>Expenses from Continuing Operations</i>			
Employee Benefits & On-Costs	232,876	137,863	222,220
Borrowing Costs	0	0	0
Materials & Contracts	161,111	217,250	178,250
Depreciation & Amortisation	274,791	277,246	277,400
Impairment			
Other Expenses	269,025	271,210	278,378
Net Losses from the Disposal of Assets			
<b>Total Expenses from Continuing Operations</b>	<b>937,803</b>	<b>903,569</b>	<b>956,248</b>
<i>Discontinued Operations</i>			
Discontinued Operations - Profit/(Loss)	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>147,221</b>	<b>103,104</b>	<b>93,886</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>147,221</b>	<b>103,104</b>	<b>93,886</b>

**URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>SEWER FUND</b>			
<b>Income from Continuing Operations</b>			
<i>Revenue</i>			
Rates & Annual Charges	567,304	576,375	722,871
User Charges & Fees	12,068	10,000	15,327
Interest & Investment Revenue	47,712	50,112	43,028
Other Revenues	4	0	0
Grants & Contributions Provided for Operating Purposes	13,520	13,475	14,390
Grants & Contributions Provided for Capital Purposes	0	0	219,760
<i>Other Income</i>			
Net Gains from the Disposal of Assets			
Net Share of Interests in Joint Ventures & Associates Using the Equity Method			
<b>Total Income from Continuing Operations</b>	<b>640,608</b>	<b>649,962</b>	<b>1,015,376</b>
<i>Expenses from Continuing Operations</i>			
Employee Benefits & On-Costs	149,499	127,258	143,308
Borrowing Costs	0	0	0
Materials & Contracts	60,271	101,150	124,850
Depreciation & Amortisation	200,034	204,126	204,200
Impairment			
Other Expenses	179,175	175,650	198,347
Net Losses from the Disposal of Assets			
<b>Total Expenses from Continuing Operations</b>	<b>588,979</b>	<b>608,184</b>	<b>670,705</b>
<i>Discontinued Operations</i>			
Discontinued Operations - Profit/(Loss)	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>51,629</b>	<b>41,778</b>	<b>344,670</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>51,629</b>	<b>41,778</b>	<b>124,910</b>

**URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2018**

	2015-2016 Actual	2016-2017 Estimate	2017-2018 Budget
<b>McMAUGH GARDENS FUND</b>			
<b>Income from Continuing Operations</b>			
<i>Revenue</i>			
Rates & Annual Charges	0	0	0
User Charges & Fees	2,881,481	3,171,559	2,984,596
Interest & Investment Revenue	67,429	77,718	65,532
Other Revenues	6,601	13,500	2,500
Grants & Contributions Provided for Operating Purposes	0	0	0
Grants & Contributions Provided for Capital Purposes	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			
<i>Total Income from Continuing Operations</i>	<u>2,955,511</u>	<u>3,262,777</u>	<u>3,052,628</u>
<i>Expenses from Continuing Operations</i>			
Employee Benefits & On-Costs	1,812,000	1,887,052	2,058,586
Borrowing Costs	8,000	3,943	4,405
Materials & Contracts	657,000	521,632	360,436
Depreciation & Amortisation	107,000	160,584	162,100
Impairment			
Other Expenses	42,000	483,307	467,623
Net Losses from the Disposal of Assets			
<i>Total Expenses from Continuing Operations</i>	<u>2,626,000</u>	<u>3,056,518</u>	<u>3,053,150</u>
<i>Discontinued Operations</i>			
Discontinued Operations - Profit/(Loss)	0	0	0
<i>Net Profit/(Loss) from Discontinued Operations</i>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Net Operating Result for the Year</b>	<u>329,511</u>	<u>206,259</u>	<u>-522</u>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<u>329,511</u>	<u>206,259</u>	<u>-522</u>

**URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>CONSOLIDATED</b>			
<b>ASSETS</b>			
<i>Current Assets</i>			
Cash & Cash Equivalents	5,200,000	5,975,614	5,480,812
Investments	5,150,000	4,000,000	3,200,000
Receivables	1,389,000	1,389,000	1,389,000
Inventories	175,000	175,000	175,000
Other	52,000	52,000	52,000
Non-Current Assets Classified as "Held for Resale"	-	-	-
<b>Total Current Assets</b>	<b>11,966,000</b>	<b>11,591,614</b>	<b>10,296,812</b>
<i>Non-Current Assets</i>			
Investments	-	-	-
Receivables	-	-	1,000,000
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	231,517,000	232,110,931	233,684,247
Investments Accounted for Using the Equity Method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
<b>Total Non-Current Assets</b>	<b>231,517,000</b>	<b>232,110,931</b>	<b>234,684,247</b>
<b>TOTAL ASSETS</b>	<b>243,483,000</b>	<b>243,702,545</b>	<b>244,981,060</b>
<b>LIABILITIES</b>			
<i>Current Liabilities</i>			
Payables	3,403,000	3,403,000	3,403,000
Borrowings	202,000	202,000	202,000
Provisions	2,303,000	2,303,000	2,303,000
<b>Total Current Liabilities</b>	<b>5,908,000</b>	<b>5,908,000</b>	<b>5,908,000</b>
<i>Non-Current Liabilities</i>			
Payables	-	-	-
Borrowings	2,845,000	2,643,087	3,429,317
Provisions	943,000	943,000	943,000
<b>Total Non-Current Liabilities</b>	<b>3,788,000</b>	<b>3,586,087</b>	<b>4,372,317</b>
<b>TOTAL LIABILITIES</b>	<b>9,696,000</b>	<b>9,494,087</b>	<b>10,280,317</b>
<b>Net Assets</b>	<b>233,787,000</b>	<b>234,208,458</b>	<b>234,700,743</b>
<b>EQUITY</b>			
Retained Earnings	69,168,000	69,589,458	70,081,743
Revaluation Reserves	164,619,000	164,619,000	164,619,000
<b>Council Equity Interest</b>	<b>233,787,000</b>	<b>234,208,458</b>	<b>234,700,743</b>
Non-Controlling Equity Interests	-	-	-
<b>Total Equity</b>	<b>233,787,000</b>	<b>234,208,458</b>	<b>234,700,743</b>

**URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>GENERAL</b>			
<b>ASSETS</b>			
<i>Current Assets</i>			
Cash & Cash Equivalents	18,000	241,256	202,277
Investments	5,150,000	4,000,000	3,200,000
Receivables	1,009,000	1,009,000	1,009,000
Inventories	175,000	175,000	175,000
Other	52,000	52,000	52,000
Non-Current Assets Classified as "Held for Resale"	-	-	-
<b>Total Current Assets</b>	<b>6,404,000</b>	<b>5,477,256</b>	<b>4,638,277</b>
<i>Non-Current Assets</i>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	201,397,000	202,196,280	203,880,351
Investments Accounted for Using the Equity Method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
<b>Total Non-Current Assets</b>	<b>201,397,000</b>	<b>202,196,280</b>	<b>203,880,351</b>
<b>TOTAL ASSETS</b>	<b>207,801,000</b>	<b>207,673,536</b>	<b>208,518,628</b>
<b>LIABILITIES</b>			
<i>Current Liabilities</i>			
Payables	1,482,265	1,482,265	1,482,265
Borrowings	197,735	197,735	197,735
Provisions	2,303,000	2,303,000	2,303,000
<b>Total Current Liabilities</b>	<b>3,983,000</b>	<b>3,983,000</b>	<b>3,983,000</b>
<i>Non-Current Liabilities</i>			
Payables	-	-	-
Borrowings	2,786,000	2,588,219	3,379,060
Provisions	943,000	943,000	943,000
<b>Total Non-Current Liabilities</b>	<b>3,729,000</b>	<b>3,531,219</b>	<b>4,322,060</b>
<b>TOTAL LIABILITIES</b>	<b>7,712,000</b>	<b>7,514,219</b>	<b>8,305,060</b>
<b>Net Assets</b>	<b>200,089,000</b>	<b>200,159,317</b>	<b>200,213,568</b>
<b>EQUITY</b>			
Retained Earnings	52,012,000	52,082,317	52,136,568
Revaluation Reserves	148,077,000	148,077,000	148,077,000
Council Equity Interest	200,089,000	200,159,317	200,213,568
Non-Controlling Equity Interests	-	-	-
<b>Total Equity</b>	<b>200,089,000</b>	<b>200,159,317</b>	<b>200,213,568</b>



**URALLA SHIRE COUNCIL**  
**STATEMENT OF FINANCIAL POSITION**  
**YEAR ENDED 30 JUNE 2018**

	2015-2016 Actual	2016-2017 Estimate	2017-2018 Budget
<b>WATER</b>			
<b>ASSETS</b>			
<i>Current Assets</i>			
Cash & Cash Equivalents	1,806,000	1,956,350	1,222,386
Investments		-	-
Receivables	343,000	343,000	343,000
Inventories		-	-
Other		-	-
Non-Current Assets Classified as "Held for Resale"		-	-
<b>Total Current Assets</b>	<b>2,149,000</b>	<b>2,299,350</b>	<b>1,565,386</b>
<i>Non-Current Assets</i>			
Investments		-	-
Receivables		-	1,000,000
Inventories		-	-
Infrastructure, Property, Plant & Equipment	18,618,000	18,570,754	18,398,604
Investments Accounted for Using the Equity Method		-	-
Investment Property		-	-
Intangible Assets		-	-
<b>Total Non-Current Assets</b>	<b>18,618,000</b>	<b>18,570,754</b>	<b>19,398,604</b>
<b>TOTAL ASSETS</b>	<b>20,767,000</b>	<b>20,870,104</b>	<b>20,963,990</b>
<b>LIABILITIES</b>			
<i>Current Liabilities</i>			
Payables		-	-
Borrowings		-	-
Provisions		-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>			
Payables		-	-
Borrowings		-	-
Provisions		-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>20,767,000</b>	<b>20,870,104</b>	<b>20,963,990</b>
<b>EQUITY</b>			
Retained Earnings	8,840,000	8,943,104	9,036,990
Revaluation Reserves	11,927,000	11,927,000	11,927,000
<i>Council Equity Interest</i>	20,767,000	20,870,104	20,963,990
Non-Controlling Equity Interests	-	-	-
<b>Total Equity</b>	<b>20,767,000</b>	<b>20,870,104</b>	<b>20,963,990</b>

**URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>SEWER</b>			
<b>ASSETS</b>			
<i>Current Assets</i>			
Cash & Cash Equivalents	1,724,000	1,864,904	2,069,079
Investments		-	-
Receivables	37,000	37,000	37,000
Inventories		-	-
Other		-	-
Non-Current Assets Classified as "Held for Resale"		-	-
<b>Total Current Assets</b>	<b>1,761,000</b>	<b>1,901,904</b>	<b>2,106,079</b>
<i>Non-Current Assets</i>			
Investments		-	-
Receivables		-	-
Inventories		-	-
Infrastructure, Property, Plant & Equipment	6,550,000	6,450,874	6,591,369
Investments Accounted for Using the Equity Method		-	-
Investment Property		-	-
Intangible Assets		-	-
<b>Total Non-Current Assets</b>	<b>6,550,000</b>	<b>6,450,874</b>	<b>6,591,369</b>
<b>TOTAL ASSETS</b>	<b>8,311,000</b>	<b>8,352,778</b>	<b>8,697,448</b>
<b>LIABILITIES</b>			
<i>Current Liabilities</i>			
Payables		-	-
Borrowings		-	-
Provisions		-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>			
Payables		-	-
Borrowings		-	-
Provisions		-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>8,311,000</b>	<b>8,352,778</b>	<b>8,697,448</b>
<b>EQUITY</b>			
Retained Earnings	5,387,000	5,428,778	5,773,448
Revaluation Reserves	2,924,000	2,924,000	2,924,000
<i>Council Equity Interest</i>	8,311,000	8,352,778	8,697,448
Non-Controlling Equity Interests	-	-	-
<b>Total Equity</b>	<b>8,311,000</b>	<b>8,352,778</b>	<b>8,697,448</b>

**URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>McMAUGH GARDENS</b>			
<b>ASSETS</b>			
<i>Current Assets</i>			
Cash & Cash Equivalents	1,652,000	1,913,104	1,987,070
Investments		-	-
Receivables		-	-
Inventories		-	-
Other		-	-
Non-Current Assets Classified as "Held for Resale"		-	-
<b>Total Current Assets</b>	<b>1,652,000</b>	<b>1,913,104</b>	<b>1,987,070</b>
<i>Non-Current Assets</i>			
Investments		-	-
Receivables		-	-
Inventories		-	-
Infrastructure, Property, Plant & Equipment	4,952,000	4,893,023	4,813,923
Investments Accounted for Using the Equity Method		-	-
Investment Property		-	-
Intangible Assets		-	-
<b>Total Non-Current Assets</b>	<b>4,952,000</b>	<b>4,893,023</b>	<b>4,813,923</b>
<b>TOTAL ASSETS</b>	<b>6,604,000</b>	<b>6,806,127</b>	<b>6,800,993</b>
<b>LIABILITIES</b>			
<i>Current Liabilities</i>			
Payables	1,920,735	1,920,735	1,920,735
Borrowings	4,265	4,265	4,265
Provisions		-	-
<b>Total Current Liabilities</b>	<b>1,925,000</b>	<b>1,925,000</b>	<b>1,925,000</b>
<i>Non-Current Liabilities</i>			
Payables		-	-
Borrowings	59,000	54,868	50,257
Provisions		-	-
<b>Total Non-Current Liabilities</b>	<b>59,000</b>	<b>54,868</b>	<b>50,257</b>
<b>TOTAL LIABILITIES</b>	<b>1,984,000</b>	<b>1,979,868</b>	<b>1,975,257</b>
<b>Net Assets</b>	<b>4,620,000</b>	<b>4,826,259</b>	<b>4,825,737</b>
<b>EQUITY</b>			
Retained Earnings	2,929,000	3,135,259	3,134,737
Revaluation Reserves	1,691,000	1,691,000	1,691,000
<i>Council Equity Interest</i>	4,620,000	4,826,259	4,825,737
Non-Controlling Equity Interests		-	-
<b>Total Equity</b>	<b>4,620,000</b>	<b>4,826,259</b>	<b>4,825,737</b>

**URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>CONSOLIDATED FUNDS</b>			
<b>Cash Flows from Operating Activities</b>			
<i>Receipts</i>			
Rates & Annual Charges	5,659,000	6,009,762	6,265,494
User Charges & Fees	5,064,000	7,934,578	6,882,283
Interest & Investment Revenue Received	500,000	316,452	248,560
Grants & Contributions	9,416,000	4,970,958	5,444,078
Bonds & Deposits Received			
Other	1,380,000	617,588	760,629
<i>Payments</i>			
Employee Benefits & On-Costs	(8,954,000)	(8,963,577)	(9,405,876)
Materials & Contracts	(6,354,000)	(4,544,443)	(3,965,328)
Borrowing Costs	(166,000)	(148,763)	(162,621)
Other	(1,407,000)	(1,848,941)	(1,643,033)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>5,138,000</b>	<b>4,343,614</b>	<b>4,424,185</b>
<b>Cash Flows from Investing Activities</b>			
<i>Receipts</i>			
Sale of Investment Securities	13,905,000	1,150,000	800,000
Sale of Infrastructure, Property, Plant & Equipment	38,000	60,000	186,000
<i>Payments</i>			
Purchase of Investment Securities	(18,650,000)	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(3,985,000)	(4,576,087)	(5,691,216)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(8,692,000)</b>	<b>(3,366,087)</b>	<b>(4,705,216)</b>
<b>Cash Flows from Financing Activities</b>			
<i>Receipts</i>			
Proceeds from Borrowings & Advances	0	0	1,000,000
Proceeds from Retirement Home Contributions	593,000		
<i>Payments</i>			
Repayment of Borrowings & Advances	(192,000)	(201,913)	(213,770)
Repayment of Retirement Home Contributions	(822,000)	0	0
Other Financing Activity Payments		0	(1,000,000)
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>(421,000)</b>	<b>(201,913)</b>	<b>(213,770)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(3,975,000)</b>	<b>775,614</b>	<b>(494,802)</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>9,175,000</b>	<b>5,200,000</b>	<b>5,975,614</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>5,200,000</b>	<b>5,975,614</b>	<b>5,480,812</b>
<b>plus: Investments - End of the Year</b>	<b>5,150,000</b>	<b>4,000,000</b>	<b>3,200,000</b>
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>10,350,000</b>	<b>9,975,614</b>	<b>8,680,812</b>
<b>Representing:</b>			
External Restrictions	7,366,000	7,776,572	6,780,148
Internal Restrictions	2,338,000	1,903,839	1,887,802
Unrestricted	646,000	295,203	12,863
	<b>10,350,000</b>	<b>9,975,614</b>	<b>8,680,812</b>

**URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>GENERAL FUND</b>			
<b>Cash Flows from Operating Activities</b>			
<i>Receipts</i>			
Rates & Annual Charges	4,682,018	5,022,190	5,118,797
User Charges & Fees	1,571,514	4,235,019	3,341,861
Interest & Investment Revenue Received	326,025	129,076	90,960
Grants & Contributions	9,384,905	4,939,553	5,173,160
Bonds & Deposits Received			
Other	1,373,395	604,088	758,129
<i>Payments</i>			
Employee Benefits & On-Costs	(6,759,625)	(6,811,404)	(6,981,763)
Materials & Contracts	(5,475,618)	(3,704,411)	(3,301,792)
Borrowing Costs	(158,000)	(144,820)	(158,216)
Bonds & Deposits Refunded			
Other	(916,800)	(918,774)	(698,685)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>4,027,814</b>	<b>3,350,517</b>	<b>3,342,451</b>
<b>Cash Flows from Investing Activities</b>			
<i>Receipts</i>			
Sale of Investment Securities	13,905,000	1,150,000	800,000
Sale of Infrastructure, Property, Plant & Equipment	38,000	60,000	186,000
<i>Payments</i>			
Purchase of Investment Securities	(18,650,000)	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(3,696,000)	(4,139,480)	(5,158,271)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(8,403,000)</b>	<b>(2,929,480)</b>	<b>(4,172,271)</b>
<b>Cash Flows from Financing Activities</b>			
<i>Receipts</i>			
Proceeds from Borrowings & Advances	0	0	1,000,000
Proceeds from Retirement Home Contributions	593,000	0	
Other Financing Activity Receipts	0	0	
<i>Payments</i>			
Repayment of Borrowings & Advances	(188,327)	(197,781)	(209,159)
Repayment of Retirement Home Contributions	(822,000)	0	
Other Financing Activity Payments	0	0	
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>(417,327)</b>	<b>(197,781)</b>	<b>790,841</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(4,792,513)</b>	<b>223,256</b>	<b>(38,979)</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>4,810,513</b>	<b>18,000</b>	<b>241,256</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>18,000</b>	<b>241,256</b>	<b>202,277</b>
<b>plus: Investments - End of the Year</b>	<b>5,150,000</b>	<b>4,000,000</b>	<b>3,200,000</b>
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>5,168,000</b>	<b>4,241,256</b>	<b>3,402,277</b>

**URALLA SHIRE COUNCIL**  
**CASH FLOW STATEMENT**  
**YEAR ENDED 30 JUNE 2018**

	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>WATER FUND</b>			
<b>Cash Flows from Operating Activities</b>			
<i>Receipts</i>			
Rates & Annual Charges	409,678	411,197	423,827
User Charges & Fees	598,937	518,000	540,499
Interest & Investment Revenue Received	58,834	59,546	49,040
Grants & Contributions	17,576	17,930	36,768
Bonds & Deposits Received			
Other	0	0	0
<i>Payments</i>			
Employee Benefits & On-Costs	(232,876)	(137,863)	(222,220)
Materials & Contracts	(161,111)	(217,250)	(178,250)
Borrowing Costs	0	0	0
Bonds & Deposits Refunded			
Other	(269,025)	(271,210)	(278,378)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>422,012</b>	<b>380,350</b>	<b>371,286</b>
<b>Cash Flows from Investing Activities</b>			
<i>Receipts</i>			
Sale of Investment Securities		0	
Sale of Infrastructure, Property, Plant & Equipment		0	0
<i>Payments</i>			
Purchase of Investment Securities		0	
Purchase of Infrastructure, Property, Plant & Equipment	(30,000)	(230,000)	(105,250)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(30,000)</b>	<b>(230,000)</b>	<b>(105,250)</b>
<b>Cash Flows from Financing Activities</b>			
<i>Receipts</i>			
Proceeds from Borrowings & Advances		0	0
Proceeds from Retirement Home Contributions		0	
Other Financing Activity Receipts		0	
<i>Payments</i>			
Repayment of Borrowings & Advances		0	0
Repayment of Retirement Home Contributions		0	
Other Financing Activity Payments		0	(1,000,000)
		0	
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>(1,000,000)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>392,012</b>	<b>150,350</b>	<b>(733,964)</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,413,988</b>	<b>1,806,000</b>	<b>1,956,350</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>1,806,000</b>	<b>1,956,350</b>	<b>1,222,386</b>
<b>plus: Investments - End of the Year</b>			
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>1,806,000</b>	<b>1,956,350</b>	<b>1,222,386</b>

**URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>SEWER FUND</b>			
<b>Cash Flows from Operating Activities</b>			
<i>Receipts</i>			
Rates & Annual Charges	567,304	576,375	722,871
User Charges & Fees	12,068	10,000	15,327
Interest & Investment Revenue Received	47,712	50,112	43,028
Grants & Contributions	13,520	13,475	234,150
Bonds & Deposits Received			
Other	4	0	0
<i>Payments</i>			
Employee Benefits & On-Costs	(149,499)	(127,258)	(143,308)
Materials & Contracts	(60,271)	(101,150)	(124,850)
Borrowing Costs	0	0	0
Bonds & Deposits Refunded			
Other	(179,175)	(175,650)	(198,347)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>251,663</b>	<b>245,904</b>	<b>548,870</b>
<b>Cash Flows from Investing Activities</b>			
<i>Receipts</i>			
Sale of Investment Securities		0	
Sale of Infrastructure, Property, Plant & Equipment		0	0
<i>Payments</i>			
Purchase of Investment Securities		0	
Purchase of Infrastructure, Property, Plant & Equipment	(11,000)	(105,000)	(344,695)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(11,000)</b>	<b>(105,000)</b>	<b>(344,695)</b>
<b>Cash Flows from Financing Activities</b>			
<i>Receipts</i>			
Proceeds from Borrowings & Advances		0	0
Proceeds from Retirement Home Contributions		0	0
Other Financing Activity Receipts		0	0
<i>Payments</i>			
Repayment of Borrowings & Advances		0	0
Repayment of Retirement Home Contributions		0	0
Other Financing Activity Payments		0	0
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>240,663</b>	<b>140,904</b>	<b>204,175</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,483,337</b>	<b>1,724,000</b>	<b>1,864,904</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>1,724,000</b>	<b>1,864,904</b>	<b>2,069,079</b>
<b>plus: Investments - End of the Year</b>			
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>1,724,000</b>	<b>1,864,904</b>	<b>2,069,079</b>

**URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2018**

	<b>2015-2016 Actual</b>	<b>2016-2017 Estimate</b>	<b>2017-2018 Budget</b>
<b>McMAUGH GARDENS FUND</b>			
<b>Cash Flows from Operating Activities</b>			
<i>Receipts</i>			
Rates & Annual Charges		0	0
User Charges & Fees	2,881,481	3,171,559	2,984,596
Interest & Investment Revenue Received	67,429	77,718	65,532
Grants & Contributions	0	0	0
Bonds & Deposits Received			
Other	6,601	13,500	2,500
<i>Payments</i>			
Employee Benefits & On-Costs	(1,812,000)	(1,887,052)	(2,058,586)
Materials & Contracts	(657,000)	(521,632)	(360,436)
Borrowing Costs	(8,000)	(3,943)	(4,405)
Bonds & Deposits Refunded			
Other	(42,000)	(483,307)	(467,623)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>436,511</b>	<b>366,843</b>	<b>161,578</b>
<b>Cash Flows from Investing Activities</b>			
<i>Receipts</i>			
Sale of Investment Securities		0	0
Sale of Infrastructure, Property, Plant & Equipment		0	0
<i>Payments</i>			
Purchase of Investment Securities		0	0
Purchase of Infrastructure, Property, Plant & Equipment	(248,000)	(101,607)	(83,000)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(248,000)</b>	<b>(101,607)</b>	<b>(83,000)</b>
<b>Cash Flows from Financing Activities</b>			
<i>Receipts</i>			
Proceeds from Borrowings & Advances		0	0
Proceeds from Retirement Home Contributions		0	0
Other Financing Activity Receipts		0	0
<i>Payments</i>			
Repayment of Borrowings & Advances	(3,673)	(4,132)	(4,611)
Repayment of Retirement Home Contributions		0	0
Other Financing Activity Payments		0	0
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>(3,673)</b>	<b>(4,132)</b>	<b>(4,611)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>184,838</b>	<b>261,104</b>	<b>73,966</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,467,162</b>	<b>1,652,000</b>	<b>1,913,104</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>1,652,000</b>	<b>1,913,104</b>	<b>1,987,070</b>
<b>plus: Investments - End of the Year</b>			
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>1,652,000</b>	<b>1,913,104</b>	<b>1,987,070</b>



**URALLA SHIRE COUNCIL  
CAPITAL EXPENDITURE  
YEAR ENDED 30 JUNE 2018**

	<b>2017-2018 Budget</b>	<b>Funded from General</b>	<b>New asset or asset renewal</b>
<b>Organisational Services</b>			
<i>HR</i>			
New software	60,000	60,000	New
<i>IT Services</i>			
General infrastructure			
Technology replacement	46,279	46,279	Renewal
<i>Property</i>			
Hill Street Aged Units - Fence	12,000	12,000	Renewal
<b>Infrastructure &amp; Regulation</b>			
<i>I&amp;R Management</i>			
Plant replacement program	1,107,000	1,107,000	Renewal
Depot	39,500	39,500	Renewal
Industrial land redevelopment - advertising & marl	30,000	30,000	Renewal
<i>Works &amp; Civil</i>			
Stormwater drainage			
Rowan Avenue	45,000	45,000	New
Footpaths			
Per program	52,414		New
Kerb & Gutter	62,800		Renewal
Local Urban Streets including Urban Facilities & Bus Sl	285,869	285,869	Renewal
Regional Rural Sealed Roads			
Sealed road reseal program	248,500		Renewal
Rehab MR73 23km to 24km	400,000		Renewal
Repair three sections of MR124	358,686		Renewal
	<u>1,007,186</u>		
Regional Rural Unsealed Roads	15,193		Renewal
Sealed Rural Roads			
Per program	811,521		
	<u>811,521</u>		
Unsealed Rural Roads			
Per program	460,073		
Per program	800,000		
Bike Track			
Bike track extension Maitland Street	56,000	-	New
<i>Facilities &amp; Open Space</i>			
Uralla Parks & Reserves	6,000	6,000	New
Bundarra Parks & Reserves	-		
Sport Grounds & Recreation Facilities	3,236	3,236	New

**URALLA SHIRE COUNCIL  
CAPITAL EXPENDITURE  
YEAR ENDED 30 JUNE 2018**

		<b>2017-2018 Budget</b>	<b>Funded from General</b>	<b>New asset or asset renewal</b>
<i>Waste</i>				
	Sundry	1,000		Renewal
	Equipment for CDS	120,000		New
	Tin can press/baler	25,000		New
	Landfill improvement matching funds	80,000	226,000	New
<i>Environmental Management</i>				
	General	5,000	5,000	New
<i>Water</i>				
	Upgrade electrical/mechanical - Uralla	83,250		Renewal
	Upgrade electrical/mechanical - Bundarra	22,000		Renewal
<i>Sewer</i>				
	Upgrade electrical/mechanical	16,695		Renewal
	Bundarra sewerage system	328,000		New
<b>Community Services</b>				
<i>Community Development</i>				
	Tourism - VIC	2,000	2,000	Renewal
	Library - new chairs	17,200	17,200	Renewal
<i>McMaugh Gardens</i>				
	IT upgrades			
	General furniture & equipment	83,000	83,000	Renewal
		<u>5,683,216</u>	<u>1,968,084</u>	

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# PART 4: REVENUE POLICY

## Rating Policy

### Rate Income

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In accordance with Section 514 of the Local Government Act 1993, each parcel of land within Council's area must be categorised for rating purposes.

Section 497 of the Local Government Act 1993 provides the method for structure of the general rate. The options are:

- a) an ad-valorem;
- b) an ad-valorem with a minimum; or
- c) a base amount plus an ad-valorem.

Uralla Shire Council utilises option c, being the use of a base amount plus an ad-valorem.

A base amount is an amount paid by every rateable property in each land category, regardless of land value. An Ad Valorem amount (c in \$ applied to Land Value) is the amount calculated in addition to the base amount. The base amount and Ad Valorem amount are combined to give the total amount of the rate.

The Valuer General's Department is the agency who determines the unimproved capital value of all properties within a Council area for the purposes of rating and re-values all properties within the Uralla Shire Council area once every five years. A new valuation has been carried out in 2017 and those new valuations will be used for rating purposes in this Operational Plan. Consequently some ratepayers will notice fluctuations in their rates outside the 1.5% general increase. Information on the valuation methodology can be obtained through the Lands Department website [http://www.lpi.nsw.gov.au/valuation/land\\_valuation\\_process](http://www.lpi.nsw.gov.au/valuation/land_valuation_process) and selecting *NSW Land Values*.

### Rate Pegging

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For 2017/18 Council has increased its notional general rate income by the permissible increase of 1.50% announced by the Independent Pricing and Regulatory Tribunal (IPART) on 29 November 2016.

IPART advised that in determining the 2017/18 rate peg, they took into consideration the rise in the Local Government Cost Index. The main contributors to increasing the level of the index over the year ending September 2016 were:

- an increase of 2.3% in employee benefits and on-costs, measured by the ABS wage price index for the NSW public sector
- an increase of 1.5% in other expenses (e.g. miscellaneous expenses such as councillors' and mayoral fees), measured by the ABS consumer price index – all groups Sydney

- an increase of 0.6% in construction works – roads, drains, footpaths, kerbing, bridges costs, measured by the ABS producer price index for roads and bridge construction NSW
- an increase of 2.7% in buildings – non-dwelling costs, measured by the ABS producer price index for non-residential building construction, and
- an increase of 1.9% in other business services costs (e.g. materials and contracts such as other operating leases, contractor and consultancy costs), measured by the ABS producer price index for other administrative services.

Partly offsetting these impacts were decreases in automotive fuels (10.5%), gas (10.4%) and telecommunications and internet services (7.1%).

Annual charges for water and sewerage funds are not subject to rate pegging legislation, however, reflect the requirement to finance the maintenance, renewal and replacement of infrastructure required for effective water supplies and sewerage systems.

### **Rating Categories**

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There are four land categories used for rating purposes, being: Farmland, Residential, Mining and Business. Council has made one sub-category of the Residential Category called Rural Residential.

#### **Farmland Rate**

The Farmland Rate applies to all rateable assessments categorised as farmland under Section 515 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Farmland Rate applies (whole of shire) is included at the end of this document.

#### **Residential Rate**

The Residential Rate applies to all rateable assessments categorised as residential under Section 516 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Residential Rate applies (whole of shire) is included at the end of this document.

#### **Rural Residential Rate**

The Rural Residential Rate applies to all rateable assessments categorised as Rural Residential under Section 529 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Rural Residential Rate applies (whole of shire) is included at the end of this document.

#### **Business Rate**

The Business Rate applies to all rateable assessments categorised as Business under Section 518 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Business Rate applies (whole of shire) is included at the end of this document.

## **Mining Rate**

The Mining Rate applies to all rateable assessments categorised as Mining under Section 517 of the Local Government Act throughout the whole of the Council area. A map of the area to which the Mining Rate applies (whole of shire) is included at the end of this document.

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## Rates Structure – 2016/17

Rate Type	Category	Sub Category	Ad Valorem Amount Cents in \$		Base Amount \$		Base Amount % Yield		Rate Yield \$	
			2017/2018	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017	2017/2018	2016/2017
Ordinary	Farmland		0.3595	0.395	\$277.00	\$272.50	8.07%	8.05%	\$2,008,997	\$1,972,482
Ordinary	Residential	Ordinary	0.3595	0.395	\$277.00	\$272.50	45.78%	45.84%	\$863,974	\$842,366
Ordinary	Residential	Rural	0.3595	0.395	\$277.00	\$272.50	30.73%	30.13%	\$743,551	\$739,870
Ordinary	Business		0.3595	0.395	\$277.00	\$272.50	40.85%	39.84%	\$100,346	\$107,379
Ordinary	Mining		0.3595	0.395	\$277.00	\$272.50	0.00%	0.00%	\$0	\$0

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### Average Rate for each Land Category 2017/2018

	Farmland	Residential	Rural Residential	Business	Mining
Approximate Total Rates from Category	\$2,008,997	\$863,974	\$743,551	\$100,346	\$0
% of Total Rates	54.05%	23.25%	20.00%	2.70%	0
Number of assessments	585	1,428	825	149	0
Average rates per assessment	\$3,434	\$605	\$901	\$673	\$0
Total Land Value of category	\$513,755,720	\$130,297,150	\$143,261,620	\$16,509,010	\$0
% of Total Land Value	63.91%	16.21%	17.82%	2.06%	0

**Average Rate for each Land Category 2016/17**

	<b>Farmland</b>	<b>Residential</b>	<b>Rural Residential</b>	<b>Business</b>	<b>Mining</b>
Approximate Total Rates from Category	\$1,972,482	\$842,366	\$739,870	\$107,379	\$0
% of Total Rates	53.86%	23.00%	20.20%	2.93%	0
Number of assessments	583	1,417	818	158	0
Average rates per assessment	\$3,383	\$594	\$904	\$680	\$0
Total Land Value of category	\$459,142,820	\$115,502,230	\$130,877,230	\$16,353,560	\$0
% of Total Land Value	63.60%	16.00%	18.13%	2.27%	0

**Average Rate for each Land Category 2015/16**

	<b>Farmland</b>	<b>Residential</b>	<b>Rural Residential</b>	<b>Business</b>	<b>Mining</b>
Approximate Total Rates from Category	\$1,973,382	\$767,824	\$743,574	\$101,233	\$0
% of Total Rates	55.03%	21.41%	20.74%	2.82%	0
Number of assessments	578	1401	814	160	0
Average rates per assessment	\$3414	\$548	\$913	\$633	\$0
Total Land Value of category	\$448,036,250	\$97,453,895	\$129,851,540	\$14,464,100	\$0
% of Total Land Value	64.95%	14.13%	18.82%	2.10%	0



## Annual Charges

### Water Supply - Access Charges

In accordance with Section 501 of the Local Government Act 1993, it is proposed to levy a charge on all consumers connected to, or capable of being connected to, the Uralla or Bundarra water supply systems for water services, based on the table below.

Annual Water Access Charges				
Charge	Amount		Yield	
	2017/2018	2016/2017	2017/2018	2016/2017
Uralla Water	\$316.00	\$311.00	\$384,572	\$371,645
Bundarra Water	\$316.00	\$311.00	\$72,680	\$72,152
Total			\$457,252	\$443,797

### Water Supply – Consumption Charges

In accordance with Section 502 of the Local Government Act 1993, it is proposed to levy a charge for the consumption of water for all properties, as detailed in the table below:

Water Usage Charge				
Charge	Amount		Estimated Yield	
	2017/2018	2016/2017	2017/2018	2016/2017
Uralla Water Usage Charge	\$2.30	\$2.25	\$451,000	\$430,000
Bundarra Water Usage Charge	\$2.30	\$2.25	\$70,000	\$60,000
Total			\$521,000	\$490,000

### Sewerage Charges - Residential

In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy a charge on all residential consumers connected to, or capable of being connected to, the Uralla or Bundarra sewer system for sewerage services, as detailed in the table below:

Annual Sewer Charges - Residential				
Charge	Amount		Yield	
	2017/2018	2016/2017	2017/2018	2016/2017
Uralla Sewerage	\$559.00	\$550.00	\$584,155	\$564,300
Bundarra Sewerage	\$559.00	\$0	\$129,688	\$0
Total			\$713,843	\$564,300

## Sewerage Charges – Non - Residential

In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy an access charge (70% of residential charge) plus a usage charge (per kilolitre) on all non-residential consumers connected to, or capable of being connected to, the Uralla or Bundarra sewer systems for sewerage services, as detailed in the table below:

Annual Sewer Charges – Non-Residential				
Charge	Amount		Yield	
	2017/2018	2016/2017	2016/2017	2016/2017
Uralla Sewerage – Access	\$391.00	\$385.00	\$35,190	\$36,575
Uralla Sewerage – Usage	\$1.11	\$1.10		
Bundarra Sewerage – Access	\$391.00	\$0	\$0	\$0
Bundarra Sewerage – Usage	\$1.11	\$0		

## Trade Waste Charges

In accordance with Sections 501 and 502 of the Local Government Act 1993, it is proposed to levy an annual charge plus a usage charge (per kilolitre) on all non-residential consumers connected to, or capable of being connected to, the Uralla or Bundarra sewer systems for sewerage services, as detailed in the table below:

Trade Waste Charges – Non-Residential				
Charge	Amount		Yield	
	2017/2018	2016/2017	2016/2017	2016/2017
Trade Waste - Annual	\$74.00	\$74.00	\$6,000	\$5,000
Trade Waste - Usage	\$1.33	\$1.30		

## Stormwater Management Levy

In accordance with Section 496A of the Local Government Act 1993, it is proposed to levy a charge for the provision of stormwater management services.

The levy applies to all urban residential, business and industrial lots with impervious surfaces, as detailed in the table below:

Stormwater Management Levy				
Charge per lot	Amount		Estimated Yield	
	2017/2018	2016/2017	2017/2018	2016/2017
Urban Residential levy	\$25.00	\$25.00	\$23,525	\$23,225
Urban Strata residential levy	\$12.50	\$12.50	\$213	\$163
Charge per 350m <sup>2</sup>	Amount		Estimated Yield	
Urban Business and industrial	\$25.00	\$25.00	\$5,225	\$5,850

## Waste Facility Fee

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In accordance with Section 501 of the Local Government Act 1993, it is proposed to levy an annual charge on all rateable properties as a Waste Management Facility fee. This charge recognises that all rateable properties potentially produce waste and hence should contribute to the costs of running Council's Waste Management Facilities. Gate charges will apply as per Council's Fees and Charges Policy.

Waste Facility Fee				
Charge	Amount		Yield	
	2017/2018	2016/2017	No of Assess.	Total Yield
Waste Facility Fee	\$212.00	\$206.00	2,987	\$633,244

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### Waste Management Charge (Residential)

In accordance with Section 496 of the Local Government Act 1993 Council proposes to levy annual charges for the provision of waste management collection services on each parcel of rateable land for which services are available. The charges will be made as set out in the table below:

Waste Management Charge - Residential				
Charge	Amount		Yield	
	2017/2018	2016/2017	Services	Total Yield
Uralla Residential	\$324.00	\$315.00	1046	\$343,592
Bundarra Residential	\$324.00	\$315.00	174	\$56,876
Invergowrie Residential	\$324.00	\$315.00	507	\$163,976
Additional Recycling Bin	\$112.00	\$109.00	1	\$112
TOTAL				\$564,556

### Waste Management Charge (Non Rateable)

In accordance with Section 503(2) of the Local Government Act 1993, Council proposes to levy an annual charge for the removal of material from non-rateable properties. The charges will be made as set out in the table below:

Charge	Amount	
	2017/2018	2016/2017
Uralla Non-Rateable	\$324.00	\$315.00
Bundarra Non-Rateable	\$324.00	\$315.00
Additional Recycling Bin	\$112.00	\$109.00

### Waste Management Charge (Non Residential)

In accordance with Section 501 of the Local Government Act 1993, Council proposes to levy an annual charge for the removal of material from non-residential properties. The charges will be made as set out in the table below:

Waste Management Charge – Non-Residential				
Charge	Amount		Yield	
	2017/2018	2016/2017	Services	Total Yield
Uralla Commercial - Large	\$242.00	\$236.00	132	\$31,944
Uralla Commercial - Small	\$187.00	\$182.00	41	\$7,667
Bundarra Commercial	\$242.00	\$236.00	22	\$5,566
TOTAL				\$45,177

## Environmental Levy

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In accordance with Section 501 of the Local Government Act 1993, Council proposes to levy an annual Environmental Levy on every rateable assessment in the Shire. The levy is utilized to continue bush regeneration projects throughout the Shire and to match external funding for environmental management projects that are obtained. The levy is as detailed in the table below:

Environmental Levy				
Charge	Amount		Estimated Yield	
	2017/2018	2016/2017	2017/2018	2016/2017
Environmental Levy	\$77.00	\$75.00	\$230,076	\$223,125

## Borrowings

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The only proposed borrowing included in the operational plan is an internal loan for \$1,000,000 to be utilised for the replacement of plant and equipment.

## Interest on Rates & Charges

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Interest will be charged on overdue rates and charges as regulated by the Office of Local Government. Council will apply the maximum rate determined under this regulation. Interest will be calculated on a simple daily basis. In accordance with section 566(3) of the Act, the Minister has determined that the maximum rate of interest payable on overdue rates and charges for the 2017/18 rating year will be 7.5%

## Fees and Charges

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In accordance with Section 608 of the Local Government Act, 1993, Council proposes a range of fees and charges as contained in the **2017/2018 Fees and Charges Schedule** contained in this document. Council reserves the right to change any of the fees and charges or strike new fees and charges during 2017/2018.

The application of these fees and charges will reduce the level of cross subsidisation required to be funded by ordinary rates.

The following factors have been taken into account in determining the fees:

- the cost of providing the service;
- the importance of the service to the community;
- the price fixed by the relevant industry body;
- any factors specified in the Local Government Regulations;
- National Competition Policy;
- Goods and Services Tax legislation.

Council provides a range of goods and services where statutory charges are set by regulation, examples include:

- section 603 certificates;
- section 149 certificates;
- information supplied under Freedom of Information Act;
- impounding fees;
- dog registrations; and
- building application fees.

## **Pricing Policy**

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Council is committed to providing a variety of goods and services which reflect concern for the individual and the wider community, and which meets the diverse needs of everyone who lives in, works in, or visits the Council area.

Council will ensure that charges are raised as equitably as possible. The charges or fees set have Goods and Services Tax (GST) included where applicable. Those charges or fees subject to GST are indicated in the Fees and Charges Schedule. The principles of competitive neutrality which is part of the National Competition Policy have been taken into consideration in the pricing policy.

Council adopts a user pays principle in the assessing and levying of fees and charges, whilst recognising the need for supplementing income in particular circumstances.

Council will ensure that all rates, charges and fees are set so as to provide adequate cash flows to meet operating costs and to assist in the provision of funding capital renewal and replacement.

Council will pursue all cost effective opportunities in order to maximise its revenue base and to seek an acceptable commercial rate of return on investments, subject to risk parameters.

Council recognises the need to set prices for goods and services in order to provide the most effective level of service to our community and to ensure resources are deployed most efficiently.

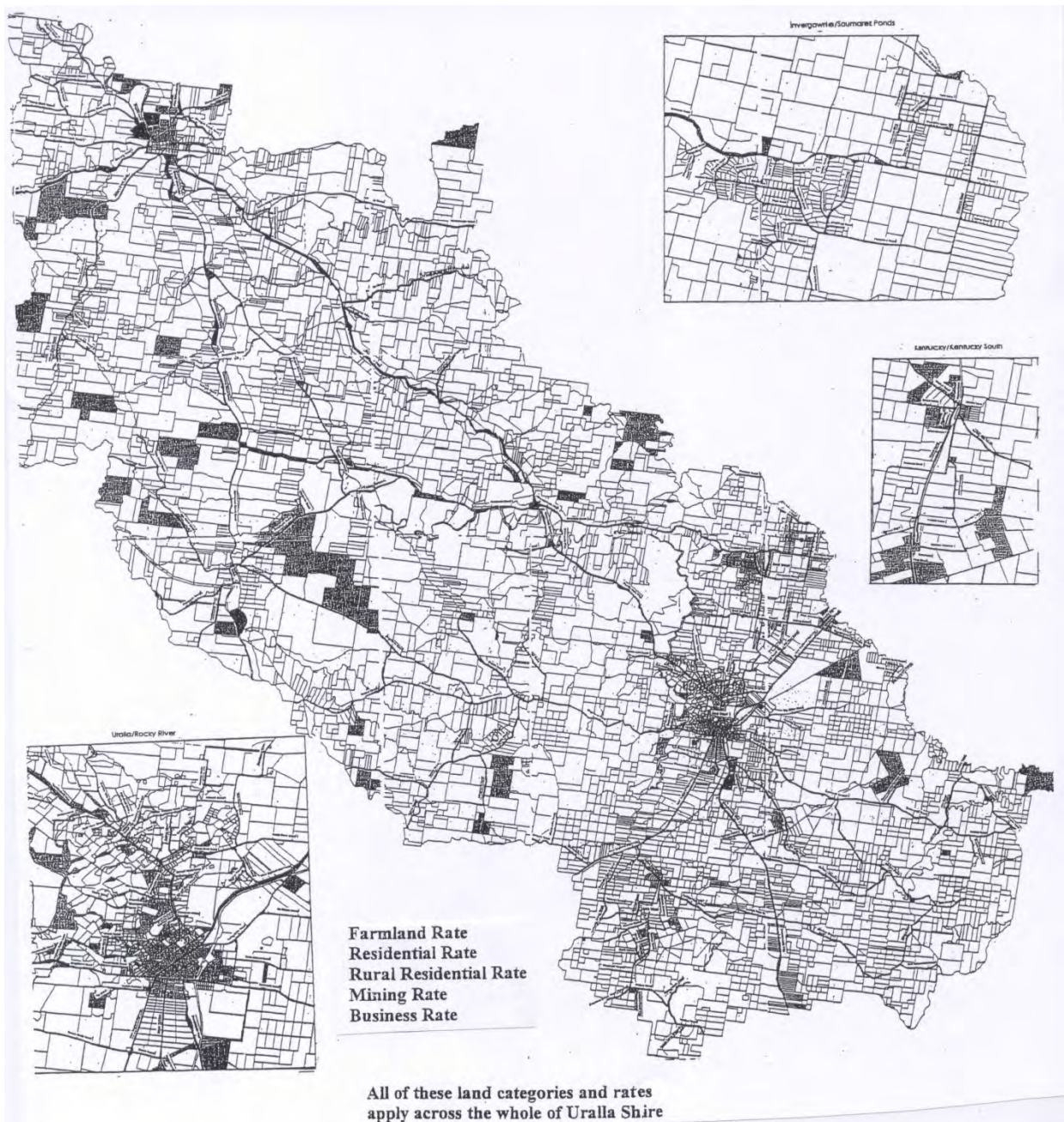
During the next financial year, Council will investigate alternative methods of revenue raising with particular emphasis on user pays principles. Revision of Council's pricing policy will be undertaken during this period.

Council's pricing policy in relation to any particular goods or services may be found in the relevant section of the Fees and Charges Schedule.

Council reserves the right to charge for any additional services or facilities, and to cater for legislative changes which are not identified in the fees and charges schedule.

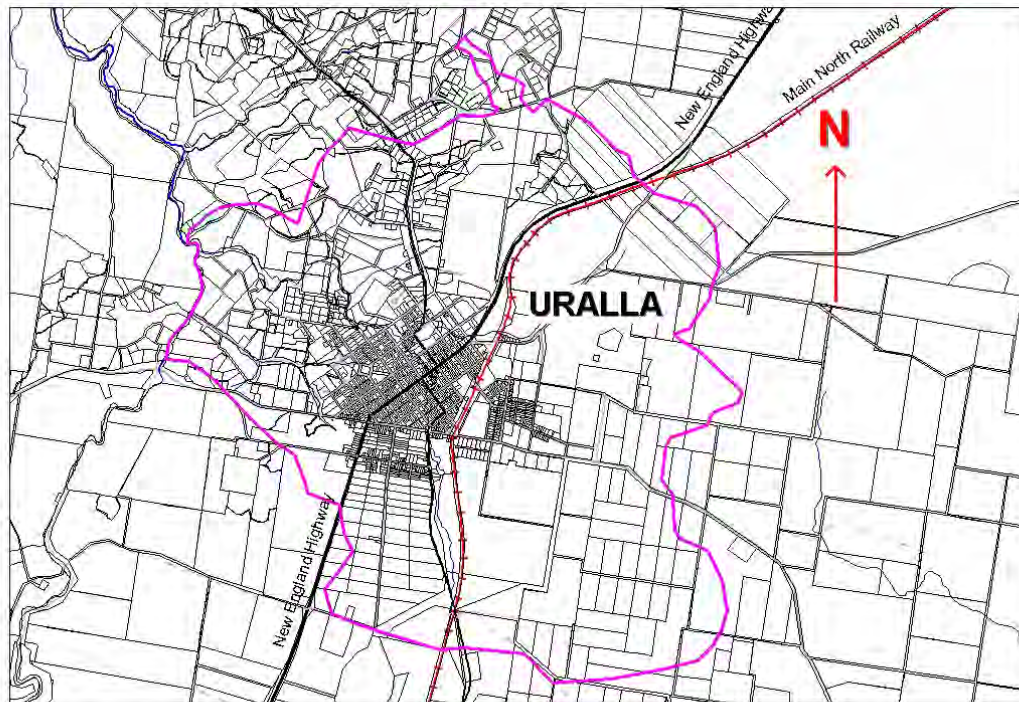
## Rating Maps

### Map of Ordinary Rate Area



## Map of Uralla Stormwater Catchment Area

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**URALLA SHIRE COUNCIL URBAN STORMWATER CATCHMENT AREA**

DRAFT



# Map of Bundarra Water Service Area







# PART 5: FEES & CHARGES

URALLA SHIRE COUNCIL

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
<b><u>Utilities and Engineering Services</u></b>			
<b><u>Utilities</u></b>			
<b>Water Services</b>			
<u>Water Connection Fees</u>			
Uralla and Bundarra Service Charge	Per Connection	<b>\$979.56</b>	<b>\$958.00</b>
<u>Other Water Fees and Charges</u>			
Water Meter supplied and fitted (20 mm)	Per Meter	<b>\$146.00</b>	<b>\$143.00</b>
Water Meter Testing only	Per Meter	<b>\$58.00</b>	<b>\$57.00</b>
Water Meter Special read	Per Read	<b>\$42.00</b>	<b>\$41.00</b>
<u>Water Sales</u>			
Bulk water sales	Per 4.5 kls (1,000 gallons)	<b>\$22.00</b>	<b>\$21.00</b>
<u>Water Restriction Devices</u>			
Installation/Removal during service hours (7.30 am to 3.30 pm)	Installation/Removal	<b>\$153.00</b>	<b>\$149.00</b>
<b>Sewer Charges</b>			
<u>Sewer Connection Charges</u>			
Application Fee and Provision of Connection	per connection	<b>\$552.00</b>	<b>\$540.00</b>
<u>Drainage Fees</u>			
Copy of Drainage Plan	per plan	<b>\$36.00</b>	<b>\$35.00</b>
<b>Waste Sundry Sales</b>			
<u>Product Sales</u>			
240L Wheelie Bin	Each	<b>\$87.00</b>	<b>\$85.00</b>
140L Wheelie Bin	Each	<b>\$77.00</b>	<b>\$75.00</b>
Delivery - Uralla & Bundarra town area	per trip	<b>\$6.50</b>	<b>\$6.00</b>
Delivery - Invergowrie	per trip	<b>\$11.00</b>	<b>\$11.00</b>
<b>Engineering Services</b>			
<b>General Services</b>			
<u>Kerb and Guttering</u>			
Private works (not in conjunction with works program)	Per Metre	<b>Full cost of works per DCP plus 25%</b>	<b>Full cost of works per DCP plus 25%</b>
Adjoining owner charges (in conjunction with works program)	Per Metre	<b>\$98.00</b>	<b>\$96.25</b>
<u>Gutter Bridges</u>			
Gutter Bridge Construction	Per construction	<b>Full cost of works plus 25%</b>	<b>Full cost of works plus 25%</b>
<u>Landscaping: Bonds</u>			
Residential Flats/Units	Per Unit/Minimum	<b>\$660.00</b>	<b>\$645.00</b>
Light Industry/Industry	Per Unit/Minimum (GST)	<b>\$2,715.00</b>	<b>\$2,655.00</b>
<u>Rural Addressing</u>			
Installation of new/replacement numbering post		<b>\$68.00</b>	<b>\$66.00</b>
<u>Plant Hire Charges</u>			
Charges by Plant Item	Per Item	Internal cost plus 25% with a minimum 1 hr applying. Grading of private roads and driveways to be charged at full crew costs (grader, water cart, roller) unless alternative work available	
<u>Truck Hire</u>			
Trucks for Gravelling	Per Vehicle	At Council truck hire rates plus 25%	
<u>Road Restoration Fees</u>			
		As per RMS Schedules	As per RMS Schedules
<u>Engineering Works</u>			
		Estimated full cost of agreed work plus 25% margin (the 25% margin may be varied subject to the nature and value of the work) or at hourly rates for unspecified work (i.e hire of plant only)	

URALLA SHIRE COUNCIL

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
<u>Sale of sand, gravel and topsoil</u>  Unsieved sand *	Per cubic metre	At cost of winning material, plus 25% margin, subject to the following minimums:  <b>\$16.00</b>	<b>\$15.00</b>
<b><u>Utilities and Engineering Services Cont</u></b>			
<b>General Services</b>			
<u>Sale of sand, gravel and topsoil cont.</u> Gravel (Granite) at Depot * Gravel - Carlon at Depot* Topsoil * * Delivery is at Council Truck hire rates (includes driver) plus 25%	Per cubic metre Per cubic metre Per cubic metre	<b>\$40.00</b> <b>\$26.00</b> <b>\$53.00</b>	<b>\$39.00</b> <b>\$25.00</b> <b>\$52.00</b>
<u>Waste Kerbside Collection Fee - Kentucky</u>	Per Annum	as per Invergowrie waste/recycling levy	as per Invergowrie waste/recycling levy
<u>Green Waste Kerbside Collection Fee - Uralla Township</u>	Per Annum	<b>\$80.00</b>	<b>\$78.00</b>
<u>Bundarra Garbage Collection - outside the defined Domestic Waste Collection area</u>			
Wheelie Bin Individual Wheelie Bin	Per Annum Per Bin	as per Bundarra N/A	as per Bundarra N/A
<b><u>Waste Management Facility</u></b>			
<b>Commercial Recycling</b>			
Manual Collection Weekly	pa	<b>\$11.25</b>	<b>\$11.00</b>
Manual Collection bi-weekly	pa	<b>\$17.40</b>	<b>\$17.00</b>
MGB weekly service	pa	<b>\$94.10</b>	<b>\$92.00</b>
Sale of Green Waste (mulched)	per cubic metre	<b>\$12.50</b>	<b>\$12.00</b>
Sorted Waste: Car/sedan	per full load.	N/A	<b>\$2.00</b>
Sorted Waste or Recycling: Car/sedan	per full load.	<b>\$2.00</b>	N/A
Sorted Waste: Car/sedan	per half load	N/A	<b>\$1.00</b>
Sorted Waste or Recycling: Car/sedan	per half load	<b>\$1.00</b>	N/A
Sorted Waste Utility/small trailer/wagon	per full load.	N/A	<b>\$3.00</b>
Sorted Waste or Recycling Utility/small trailer/wagon	per full load.	<b>\$3.00</b>	N/A
Sorted Waste Utility/small trailer/wagon	per half load	N/A	<b>\$2.00</b>
Sorted Waste or Recycling Utility/small trailer/wagon	per half load	<b>\$2.00</b>	N/A
Sorted Waste Large trailer or truck > one tonne	per tonne	N/A	<b>\$31.00</b>
Sorted Waste or Recycling Large trailer or truck	per load	<b>\$31.70</b>	N/A
Unsorted Waste Car/sedan	per full load.	<b>\$9.50</b>	<b>\$9.00</b>
Unsorted Waste Car/sedan	per half load	<b>\$5.00</b>	<b>\$5.00</b>
Unsorted Waste Utility/small trailer/wagon	per full load.	<b>\$17.50</b>	<b>\$17.00</b>
Unsorted Waste Utility/small trailer/wagon	per half load	<b>\$9.50</b>	<b>\$9.00</b>
Unsorted Waste Large trailer or truck > one tonne	per tonne	<b>\$200.50</b>	<b>\$196.00</b>
Untreated Wood Waste Car/sedan	per full load.	<b>\$2.00</b>	<b>\$2.00</b>
Untreated Wood Waste Car/sedan	per half load	<b>\$1.00</b>	<b>\$1.00</b>
Untreated Wood Waste Utility/small trailer/wagon	per full load.	<b>\$3.00</b>	<b>\$3.00</b>
Untreated Wood Waste Utility/small trailer/wagon	per half load	<b>\$2.00</b>	<b>\$2.00</b>
Untreated Wood Waste Large trailer or truck > one tonne	per tonne	N/A	<b>\$31.00</b>
Untreated Wood Waste Large trailer or truck	per load	<b>\$31.70</b>	N/A
Concrete, Brick Car/sedan	per full load.	<b>\$2.00</b>	<b>\$2.00</b>
Concrete, Brick Car/sedan	per half load	<b>\$1.00</b>	<b>\$1.00</b>
Concrete, Brick Utility/small trailer/wagon	per full load.	<b>\$3.00</b>	<b>\$3.00</b>
Concrete, Brick Utility/small trailer/wagon	per half load	<b>\$2.00</b>	<b>\$2.00</b>
Concrete, Brick Larger trailer, utility or truck	per tonne	<b>\$8.50</b>	<b>\$8.00</b>
Concrete, Brick Larger trailer, utility or truck	per load	<b>\$8.50</b>	<b>\$8.00</b>
Mattresses	each	<b>\$7.15</b>	<b>\$7.00</b>
Lounge	each	<b>\$7.50</b>	N/A
Fridges, freezers & airconditioning units containing CFCs	per unit	<b>\$11.50</b>	<b>\$11.00</b>
Electronic Waste - TVs & Computer Monitors	per unit	<b>\$5.00</b>	<b>\$5.00</b>
Other electrical items		<b>No charge</b>	<b>No charge</b>
Small domestic animals	each	<b>\$13.50</b>	<b>\$13.00</b>
Medium animals - goats, sheep, pigs	each	<b>\$32.70</b>	<b>\$32.00</b>
Large animals - horses, cattle	each	<b>\$44.00</b>	<b>\$43.00</b>
Tyres car		<b>\$8.50</b>	<b>\$8.00</b>
Tyres - Light truck		<b>\$19.50</b>	<b>\$19.00</b>
Tyres - Large truck		<b>\$37.80</b>	<b>\$37.00</b>
Tyres - Tractor/grader		<b>\$134.00</b>	<b>\$131.00</b>
Tyres - Other (Depends on size)		<b>Prices by arrangement</b>	<b>Prices by arrangement</b>
Tyres on rim		<b>Double the relevant charge listed above</b>	<b>Double the relevant charge listed above</b>
Shredded rubber per m2		<b>\$204.50</b>	<b>\$200.00</b>

**URALLA SHIRE COUNCIL**

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
		N/A	
Asbestos - domestic bag including disposal cost	per bag	\$18.50	\$18.00
Asbestos - small load <50 kg	per load	\$49.00	\$48.00
Asbestos - large trailer or utility	per tonne	N/A	\$255.00
Asbestos - large trailer or utility	per load	\$260.80	\$255.00
Waste Requiring Special Precautions - 1st tonne	per tonne	N/A	\$578.00
Waste Requiring Special Precautions - 2 tonnes or more	per tonne	N/A	\$282.00
Waste Requiring Special Precautions		<b>Prices by arrangement</b>	<b>N/A</b>

Note: All special wastes must be collected, transported and disposed of strictly in accordance with the requirements of the WorkCover Authority and the Environment Protection Authority.

**Community and Recreational Services**

<b>Recreational Services</b>			
<b>Sporting Fields</b>			
<u>Field Hire</u>			
Hampden Park	Per day	\$52.00	\$51.00
<b>Recreational Services Cont</b>			
<b>Sporting Fields Cont</b>			
<u>Field Hire</u>			
Uralla Sporting Complex	Per day	\$84.00	\$82.00
<b>Parks and Gardens</b>			
<u>Casual Hiring Fee</u>			
Alma Park: Connect power to bandstand	Per day	\$32.00	\$31.00
<b>Aquatic Centre</b>			
<u>Admittance Fees</u>			
Single Admittance Fee	Admission fee, per	\$3.10	\$3.00
Books of 10	per book	\$19.00	\$18.00
Books of 20	per book	\$32.00	\$31.00
Books of 50	per book	\$72.00	\$70.00
<b>Library Services</b>			
<u>Library Fees</u>			
Member overdue fee (begins 1 weeks after due date)	Per Item, Per Week	n/a	n/a
Visitor overdue item fee (begins 1 week after due date)	Per Item	\$1.00 up to \$5.00	\$1.00 up to \$5.00
Lost membership card replacement	Per card	\$3.00	\$3.00
<u>Lost, damaged or stolen books</u>			
* Processing Fee	Per Item	\$11.00	\$11.00
* Item Replacement	Per Item	At cost	At cost
Sale of discarded books	Per Item	Price dependent upon	Price dependent upon
<u>Inter-Library Loan Fee</u>			
Charge 1 (local library search)	Per Item	No charge	No charge
Charge 2 (Central Northern Regional Library Search)	Per Item	\$3.00	\$3.00
Charge 3 (interstate search and supply)	Per Item	\$16.00	\$16.00
<u>Photocopies and Printing:</u>			
A4 Black and White	Per single sided page	\$0.20	\$0.20
A4 Colour	Per single sided page	\$0.40	\$0.40
<u>Tourism</u>			
Gold Pan Hire	per day	\$15.00	\$15.00
Thunderbolt Paintings Postcard Booklet	Each	\$4.00	\$4.00
Old Uralla Cemetery Book	Each	\$9.90	\$9.90
Golden Words and a Golden Landscape book	Each	\$20.00	\$20.00
Printing and Copying			
A4 (Black and White)	Per single sided page	\$0.20	\$0.20
A4 (Colour)	Per single sided page	\$0.40	\$0.40
Fax	Each	\$0.60	\$0.60
<b>Cemeteries</b>			
<b>Record search for burial details</b>			
<u>Uralla and Bundarra Lawn Cemeteries</u>			
Purchase of Double Depth Plot (does not include plaque)	Per Plot	\$1,160.00	\$1,134.00
Interment	Per interment	\$529.00	\$517.00

**URALLA SHIRE COUNCIL**

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
Interment: Saturdays, Sundays and Public Holidays loading Surcharge for digging of grave by hand	Per interment Per Person, Per Hour	\$676.00 \$54.00	\$661.00 \$52.50
<u>Uralla and Bundarra Old Section Cemeteries</u>			
Purchase of plot	Per Plot	\$495.00	\$483.00
Permission to carry out work at existing grave, includes Interment	Per Plot	\$60.00	\$58.00
Interment in an existing monument	Per interment	\$529.00	\$517.00
Interment: Saturdays, Sundays and Public Holidays loading	Per interment	\$676.00	\$476.00
Placement of ashes	Per interment	\$676.00	\$476.00
	Minimum Per Placement	\$142.00	\$139.00
<u>Uralla and Bundarra Niche Wall and Uralla Niche Garden</u>			
Purchase of Niche in wall and Interment of Ashes *	Per Niche	\$372.00	\$364.00
Purchase of Niche in garden	Per Niche	\$564.00	\$551.00
Interment of Ashes	Per interment	\$120.00	\$117.50
Family presence at interment after hours	Per interment	\$67.00	\$65.00
Vase	Per Vase	\$65.00	\$63.00
* Interment includes standard plaque 145mm x 120mm			
Additional lines on plaque	Per line	\$31.00	\$29.70
Removal of plaques		\$160.00	\$0.00
<b>Building Rental Uralla</b>			
<u>Aged Units: Hill Street, Uralla</u>			
Single	Per Fortnight	\$300.00	\$269.00
Couple	Per Fortnight	\$343.00	\$335.00
<u>Alma Park Caravan Park</u>			
Queen Street, Uralla	Per Annum	\$15,053.00	\$14,700.00
<u>Old Court House</u>			
9 Hill Street, Uralla: Lessee Tablelands Community Transport	Per Week	\$135.00	\$131.00
	Per Month	\$580.00	\$566.00
<u>Uralla Pre-School</u>			
5 Hill Street, Uralla	Per Week	\$395.00	\$385.00
<b>Uralla Community Centre</b>			
<u>Tablelands Community Support Options - TCSO</u>			
Office 1 - HACC	Per Week	\$352.00	\$344.00
Office 2 - Joblink Plus	Per Week	\$147.00	\$144.00
	Per day	\$36.00	\$35.25
<u>Large Group Room</u>			
Local Community Groups	Half Day	\$42.00	\$41.00
	Full day	\$79.00	\$77.00
	Per Hour	\$15.00	\$14.00
Affiliated Centre Tennants	Half Day	\$64.00	\$62.00
Commercial Users	Full day	\$116.00	\$113.00
<u>Private Parties/ Commercial Functions</u>			
Booking	Per Day	\$136.00	\$133.00
Cleaning bond (refundable)	Per booking	\$263.00	\$257.00
<u>Small Group Room</u>			
Local Community Groups	Half day	\$26.00	\$25.00
Local Community Groups	Full day	\$42.00	\$41.00
Affiliated Centre Tennants	Per Hour	\$7.00	\$7.00
Commercial Groups	Half day	\$52.00	\$51.00
	Full day	\$74.00	\$72.00
<u>Kitchen (large room only)</u>			
All groups: Including crockery and cutlery	Per Day	Included in room hire	Included in room hire
All breakages will be charged at replacement cost			
<b>Building Rental - Bundarra</b>			
<u>Bundarra School of Arts Hall</u>			
<u>Hall Hire</u>			
General Hall Hire <50	Per Day	\$44.00	\$43.00
General Hall Hire >50	Per Day	\$67.00	\$65.00
Kitchen Use Extra <50	Per Day	\$23.00	\$22.00
Kitchen Use Extra >50	Per Day	\$34.00	\$33.00
<u>Special Events (Kitchen use included in hire fee)</u>			
	Per Day	\$127.00	\$124.00





**URALLA SHIRE COUNCIL**

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST Health schedule of resident fees & charges	Fee or Charge 2016/2017 Inclusive of GST Health schedule of resident fees & charges
Pensioner Non-Pensioner Day Respite	Per Day Per Day Per Day		
<u>Telephone Calls</u> Local STD Fax Transmission	Per Call Per Call Per Page	\$0.55 At Cost \$0.55	\$0.55 At Cost \$0.55
<u>Transport Residents</u> To Armidale From Doctors Surgery or Foot Clinic To and from Uralla CBD	Per Return Trip Per Trip Each Way Per Trip Each Way	\$35.00 \$6.00 \$6.00	\$35.00 \$6.00 \$6.00
<b>McMaugh Gardens Aged Care Centre</b> <u>Transport Residents Cont</u> To Tamworth Staff Escort	Per Trip per hour	<b>By Negotiation</b> \$45.00	<b>By Negotiation</b> \$45.00
<u>Visitors Meals</u>	Per Meal - Lunch Per Meal - dinner	\$10.00 \$10.00	\$10.00 \$10.00
<b>Tablelands Community Transport</b> <u>Vehicle Hire Rate</u> HACC Groups - Per Vehicle Per Day	Mini - bus Car	\$65.00 Between \$35 - \$50 per day	\$65.00 Between \$35 - \$50 per day
HACC Groups Non HACC Groups	Mini - bus Car	\$80.00 Between \$45 - \$60 per day	\$80.00 Between \$45 - \$60 per day
Plus fee for each kilometre - HACC groups Plus fee for each kilometre - Non-HACC groups	Per Kilometre Per Kilometre	\$1.00 \$1.35	\$1.00 \$1.35
<u> Scooter Hire</u> Armidale Bruno Scooter	Per Hour	\$3.00	\$3.00
<b><u>Development and Health Services</u></b> <b>Development Control</b> <u>Section 94 Contributions</u>  Complying Development Certificates - fees based on construction cost 951.9475	to \$5,000 \$5,001 to \$100,000 \$100,001 to \$250,000 over \$250,000	<b>See: Section 94</b>  \$190.00 plus \$5.50 per \$219.00 plus \$3.85 per \$604.00 plus \$2.20 per \$952.00 plus \$1.10 per	<b>See: Section 94</b>  \$186.00 plus \$5.50 per \$214.00 plus \$3.85 per \$591.00 plus \$2.20 per \$931.00 plus \$1.10 per
<u>Bushfire Attack Certification</u>	per assessment	\$285.00	\$278.50
The fees identified as a Statutory Fee in the Council Cost Recovery Policy column will be changed in accordance with the maximum fee payable under the Environmental Planning and Assessment Act 1979 (as amended). The applicable fees at the time of printing are as follows and may be charged without further notice.			
<u>Development Applications - Building Works - Based on cost of works (Environmental Planning &amp; Assessment Regulation 2000 (EPAR) Clause 246B)</u> Less than \$5000 \$5,001 - \$50,000 \$50,001 - \$250,000 \$250,001 - \$500,000	Per Application Per Application Per Application Per Application Per Application	\$110.00 \$170.00 + \$3.00 per \$1,000, or part thereof, above \$5,000 \$352.00 + \$3.64 per \$1,000, or part thereof, above \$50,000 \$1,160.00 + \$2.34 per \$1,000, or part thereof, above \$250,000 \$1,745.00 + \$1.64 per	\$110.00 \$170.00 + \$3.00 per \$1,000, or part thereof, above \$5,000 \$352.00 + \$3.64 per \$1,000, or part thereof, above \$50,000 \$1,160.00 + \$2.34 per \$1,000, or part thereof, above \$250,000 \$1,745.00 + \$1.64 per

**URALLA SHIRE COUNCIL**

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
\$500,001 - \$1,000,000	Per Application	<b>\$1,000, or part thereof,</b>	<b>\$1,000, or part thereof,</b>
\$1,000,001 - \$10,000,000	Per Application	<b>\$2,615.00 + \$1.44 per \$1,000, or part thereof, above \$1,000,000</b>	<b>\$2,615.00 + \$1.44 per \$1,000, or part thereof, above \$1,000,000</b>
Greater than \$10,000,001	Per Application	<b>\$15,875.00 + \$1.19 per \$1,000, or part thereof, above \$10,000,000</b>	<b>\$15,875.00 + \$1.19 per \$1,000, or part thereof, above \$10,000,000</b>
<b>Development Application</b>			
Designated Development -Standard DA Fees plus additional		<b>\$920.00</b>	<b>\$920.00</b>
Erection of dwelling costing less than \$100,000 (c.247)		<b>\$455.00</b>	<b>\$455.00</b>
Residential Flat Development Review Panel under SEPP 65		<b>\$760.00</b>	<b>\$760.00</b>
Development not involving the erection of a building, the carrying	Per Application	<b>\$285.00</b>	<b>\$285.00</b>
Advertising Signs	First Sign	<b>\$285.00</b>	<b>\$285.00</b>
Additional Signs	Per Additional Sign	<b>\$93.00</b>	<b>\$93.00</b>
<b>Miscellaneous Administrative Application Fees</b>			
Section 88B	Per Application	<b>\$57.00</b>	<b>\$57.00</b>
Application for approval of temporary dwelling	Per Application	<b>\$85.00</b>	<b>\$85.00</b>
Application for approval of movable dwelling adjacent to a	Per Document	<b>\$85.00</b>	<b>\$85.00</b>
Stamping additional plans and specs - up to four copies		<b>\$25.00</b>	<b>\$25.00</b>
<b>Development and Health Services</b>			
<b>Development Control cont</b>			
Each additional copy	Per Document	<b>\$10.00</b>	<b>\$10.00</b>
Building Specifications	Per Document	<b>\$20.00</b>	<b>\$19.50</b>
Certified Copy of Document, map or plan as per s, 150(2)	Per Document	<b>\$53.00</b>	<b>\$53.00</b>
<b>Building Entitlement Confirmation Fee</b>			
Per application		<b>\$300.00</b>	<b>\$300.00</b>
<b>Planning Reform Fee</b>			
For cost of work >\$50,000 for each \$1,000		<b>\$0.64 per \$1,000</b>	<b>\$0.64 per \$1,000</b>
<b>Subdivision Fees (EPA R. c. 249)</b>			
Subdivisions - Opening of a New Road	Per Application	<b>\$665.00</b>	<b>\$665.00</b>
Plus fee per additional lot created	Per Additional Lot	<b>\$65.00</b>	<b>\$65.00</b>
Subdivisions - No opening of a New Road	Per Application	<b>\$330.00</b>	<b>\$330.00</b>
Plus fee per additional lot created	Per Additional Lot	<b>\$53.00</b>	<b>\$53.00</b>
Subdivisions - Strata	Per Application	<b>\$330.00</b>	<b>\$330.00</b>
Plus fee per additional lot created	Per Additional Lot	<b>\$65.00</b>	<b>\$65.00</b>
<b>Subdivision Certificate / Title Plan Processing Fee</b>			
Per Application		<b>\$297.00</b>	<b>\$297.00</b>
<b>Refund of DA fee for cancellation of DA</b>			
Processing commenced		<b>1/2 DA fee</b>	<b>1/2 DA fee</b>
Processing largely completed.		<b>Full DA fee</b>	<b>Full DA fee</b>
Processing not commenced			
<b>Development Applications Other</b>			
<b>Review of Determination per s. 82A, EPA Regulations c.257</b>			
Not involving building work	Per Application	<b>50% of original DA fee</b>	<b>50% of original DA fee</b>
Dwelling <\$100,000		<b>\$190.00</b>	<b>\$190.00</b>
<b>All other Development Work EPA R. c.257</b>			
Less than \$5,000	Per Application	<b>\$55.00</b>	<b>\$55.00</b>
\$5,001 - \$250,000	Per Application	<b>\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000</b>	<b>\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000</b>
\$250,001 - \$500,000	Per Application	<b>\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000</b>	<b>\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000</b>
\$500,001 - \$1,000,000	Per Application	<b>\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000</b>	<b>\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000</b>

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**URALLA SHIRE COUNCIL**

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST \$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000	Fee or Charge 2016/2017 Inclusive of GST \$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000
\$1,000,001 - \$10,000,000	Per Application	\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000	\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000
Greater than \$10,000,001	Per Application	\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000	\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000
Plus fee for require Notice under s.82A EPA Regulations	Per Application	\$620.00	\$620.00
<u>Review of Determination per s. 82B, EPA Regulations (Rejection) c.257A</u>			
Less than \$100,000	Per Application	\$55.00	\$55.00
\$100,001 - \$1,000,000	Per Application	\$150.00	\$150.00
Greater than \$1,000,001	Per Application	\$250.00	\$250.00
<u>Modification of Consent at Applicants Request c.258</u>			
96(1) - Minor Error/Discrepancy	Per Application	\$71.00	\$71.00
96(1A) + 96AA(1) - Modification of minor environmental impact	Per Application	\$645.00 or 50% of original fee whichever is lesser	\$645.00 or 50% of original fee whichever is lesser
<u>Other modifications per s.96(2) or 96AA(1) not of minor</u>			
Original fee was less than \$100.00 (c.258)	Per Application	50% of original fee	50% of original fee
Original fee was greater than \$101.00	Per Application	50% of original fee	50% of original fee
No building or work involved			
For dwelling house costing \$100,000 or less	Per Application	\$190.00	\$190.00
<u>All other requests for modifications, based on estimated construction</u>			
Less than \$5,000	Per Application	\$55.00	\$55.00
\$5,001 - \$250,000	Per Application	\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000	\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000

**Development and Health Services Cont**

**Development Applications Other Cont**

All other requests for modifications, based on estimated construction costs cont

\$250,001 - \$500,000 (c. 258)	Per Application	\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000	\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000
\$500,001 - \$1,000,000	Per Application	\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000	\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000
\$1,000,001 - \$10,000,000	Per Application	\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000	\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000
Greater than \$10,000,001	Per Application	\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000	\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000
Modification to consent requiring advertisement per s96(2) or Plus fee for any consent required notice pursuant to SEPP 65	Per application	\$665.00	\$665.00
	Per Application	\$760.00	\$760.00
<u>Designated Development</u>	Per Application	\$920.00	\$715.00
<u>Integrated Development (c.252A/253)</u>			
Standard DA fee plus additional fee	Per Application	\$140.00	\$140.00
Fee to be forwarded to Integrated Authority	Per Application	\$320.00	\$320.00
Standard DA fee plus additional fee	Per Application	\$140.00	\$140.00

**URALLA SHIRE COUNCIL**

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
Fee to be forwarded to Integrated Authority	Per Application	<b>\$320.00</b>	<b>\$320.00</b>
<u>Advertised Development</u> (c.252)	Per Application	<b>\$1,105.00</b>	<b>\$1,105.00</b>
<u>Prohibited Development</u>	Per Application	<b>\$2,200.00</b>	<b>\$830.00</b>
<u>Building Line Variation</u> All premises	Per Application	<b>\$153.00</b>	<b>\$153.00</b>
<u>Other Notice Required</u>	Per Application	<b>\$1,105.00</b>	<b>\$1,105.00</b>
<u>Privately Certified Certificate Registration</u> (c.263) Residential Flat Building		<b>\$36.00</b>	<b>\$36.00</b>
<u>Engineering Plans Checking</u> (design and construction) - based on		<b>\$760.00</b>	<b>\$760.00</b>
Less than \$10,000		<b>\$400.31</b>	<b>\$391.50</b>
\$10,001 - \$100,000		<b>\$500.00</b>	<b>\$489.00</b>
Plus fee for each \$1,000 above \$10,000 to \$100,000		<b>\$19.43</b>	<b>\$19.00</b>
Above \$100,000		<b>\$2,232.63</b>	<b>\$2,183.50</b>
Plus fee for each \$1,000 above \$100,000		<b>\$10.53</b>	<b>\$10.30</b>
The maximum fee payable for a staged development application in relation to a site, and for any subsequent development application for any part of the site, is the maximum fee that would be payable as if a single development application only was required for all the development on the site.			
<b>Planning Proposal</b>	Per Application	At full cost to applicant	At full cost to applicant
Deposit		subject to \$4,500 deposit	subject to \$4,500 deposit
<b>SEPP Applications</b>			
State Environmental Planning Policy 1 Objections: Minimum plus	Per Application	<b>\$110.00</b>	<b>\$110.00</b>
<b>Long Service Levy fee for cost of works &gt; \$25,000</b>	Cost of work	0.35%	0.35%
<b>Construction Certificates</b>			
Last year included Complying Development Certificates	to \$5,000	<b>\$133.00 plus \$5.50 per \$1,000</b>	<b>\$128.75 plus \$5.50 per \$1000</b>
	\$5,001 to \$100,000	<b>\$162.00 plus \$3.85 per \$1,000 above \$5,000</b>	<b>\$157.00 plus \$3.85 per \$1000 above \$5000</b>
893.15375	\$100,001 to \$250,000	<b>\$550.00 + \$2.20 per \$1,000 above \$100,000</b>	<b>\$534.00 + \$2.20 per \$1000 above \$100000</b>
	over \$250,000	<b>\$899.00 plus \$1.10 per \$1,000 above \$250,000</b>	<b>\$873.50 plus \$1.10 per \$1000 above \$250 000</b>
<b>Fee for Basix Certificate (c. 262B)</b>			
Single Detached Dwellings	Per Application	<b>\$50.00</b>	<b>\$50.00</b>
<b><u>Development and Health Services Cont</u></b>			
<b>Fee for Basix Certificate Cont</b>			
Dual occupancies, multi dwelling housing (other than residential (a) for the first 2 dwellings, and (b) for each dwelling more than 2 dwellings	Per Application	<b>\$80.00</b>	<b>\$80.00</b>
Residential flat dwelling: (a) for the first 3 dwellings, and (b) for each dwelling more than 3 dwellings	Per Application	<b>\$35.00</b>	<b>\$35.00</b>
Alterations and additions to Basix affected buildings - for each dwelling	Per Application	<b>\$120.00</b>	<b>\$120.00</b>
		<b>\$20.00</b>	<b>\$20.00</b>
		<b>\$25.00</b>	<b>\$25.00</b>

URALLA SHIRE COUNCIL

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
Certified Copy of Document plan or map (c.262)	Per Application	\$53.00	\$53.00
<b>Section 68 Applications</b> On-site Waste Water management system Sewer supply work Water supply work Stormwater supply work Install a manufactured home, moveable dwelling or associated Management of waste Community land Public Roads Caravan Park/camping ground Amusement Device Domestic oil or solid fuel heating appliance, other than a portable appliance Use a standing vehicle or any article for the purpose of selling any	Per Application Per Application Per Application Per Application Per Application Per Application Per Application Per Application Per Application Per Application Per Application	\$232.00 \$101.00 \$101.00 \$101.00 \$430.00 \$96.00 \$289.00 \$96.00 \$101.00 \$101.00 \$101.00	\$226.00 \$98.50 \$95.50 \$95.50 \$418.00 \$95.50 \$289.00 \$95.50 \$95.50 \$95.50 \$95.50
<b>Development Inspection Fees</b> <u>Building Inspections (including Compliance and Occupation Inspection</u> Inspection Inspection of dwelling for relocation	Per Inspection Per Hour	\$111.00 \$111.00 plus travel @ 75c per km	\$108.00 \$108.00 plus travel @ 75c per km
<b>Building Certificates (EPA R. c.260)</b> <u>Domestic - Includes Initial inspection</u>  <u>Commercial:</u> Building Certificates - building up to 200m2 Building Certificates - Fee for 201 - 2,000m2  Building Certificates - Fee for greater than 2,001m2  Building Certificate - additional inspections (if required) Copy of Building Certificate (c. 261) <u>Additional fee where applicant /owner erected the building and:</u>  Development consent, complying development consent or construction certificate consent was required and not obtained  Penalty notice has been issued for an offence under 76A(1) of the Act in relation to erection of building and the penalty has been paid Where Order No, 2, 12, 13, 15, 18 or 19 in the Table to s, 121B(1) of the Act has been issued  Where a person has been found guilty of an offence under the Act in relation to the erection of a building	Per Dwelling  Per Building  Per Building  Per Copy  Per Certificate  Per Certificate  Per Certificate  Per Certificate	\$250.00  \$250.00 \$250.00 plus \$0.50 per m2 over 200m2 \$1,165.00 plus \$0.075 per m2 over 2000m2  \$90.00 \$13.00  Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding	\$250.00  \$250.00 \$250.00 plus \$0.50 per m2 over 200m2 \$1,165.00 plus \$0.075 per m2 over 2000m2  \$90.00 \$13.00  Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding
<b>Development and Health Services Cont</b>			
<b>Building Certificates Cont</b> <b>Additional Fee where applicant /owner erected the building and:</b>  Where the court has made a finding that the building was erected  <u>Building Indemnity Insurance</u> Solicitor Enquiry	Per Certificate  Per Enquiry	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding  \$56.00	Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding  \$55.00
<b>Environmental Engineering</b> <u>Damage Deposit</u> Kerb and guttering, footpath and roadway	Per Metre	\$190.00	\$180.00

**URALLA SHIRE COUNCIL**

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
<u>Inspection</u>			
Gutter crossing fee (installed by Private Contractor)	Per Application	<b>\$111.00</b>	<b>\$107.00</b>
<b>Licencing Fees</b>			
Advertisement/Advertising Structure Inspection	Per Inspection	<b>\$35.00</b>	<b>\$34.00</b>
Sandwich Board Inspection	Per Inspection	<b>\$26.00</b>	<b>\$25.00</b>
Cooling Tower Inspection (microbial Control)	Per Inspection	<b>\$111.00</b>	<b>\$108.00</b>
Essential Services (Fire Safety) Certificate Registration and	Per Inspection	<b>\$28.00</b>	<b>\$27.00</b>
Hairdresser/Beauty Salon.Skin Penetration Inspection	Per Inspection	<b>\$111.00</b>	<b>\$108.00</b>
<u>Food Premises</u>			
Annual Administration/Registration Fee (includes 1 inspection)	Per Premises	<b>\$200.00</b>	<b>\$200.00</b>
Inspection Fee includes repeat inspection due to non-compliance, Issue of Improvement Notice	Per Premises Per Notice	<b>\$125.00</b> <b>\$330.00</b>	<b>\$125.00</b> <b>\$330.00</b>
<u>Swimming Pools</u>			
Registration on behalf of owner	Per Pool/Spa	<b>\$10.00</b>	<b>\$10.00</b>
Exemption	Per Pool/Spa	<b>\$70.00</b>	<b>\$70.00</b>
Inspection	Per Pool/Spa	<b>\$110.00</b>	<b>\$108.00</b>
Compliance Certification	Per Certificate	<b>\$70.00</b>	<b>\$70.00</b>
<u>Street Vendors</u>			
License/Approval Fee	Per Vendor	<b>\$245.00</b>	<b>\$240.50</b>
<u>Petrol Pump Approval</u>			
	Per Pump	<b>\$74.00</b>	<b>\$72.00</b>
<u>Hoarding Approval Fees</u>			
Type A Hoarding	Per Metre	<b>\$55.00</b>	<b>\$54.00</b>
Type B Hoarding	Per Metre	<b>\$85.00</b>	<b>\$83.00</b>
<u>OnSite Sewerage Management Systems</u>			
Registration	Per system	<b>\$31.00</b>	<b>\$30.00</b>
Inspection	Per Inspection	<b>\$110.00</b>	<b>\$108.00</b>
<b>Administration fee for non-inspected systems</b>	<b>Per estimated system</b>	<b>\$51.00</b>	<b>\$50.00</b>
<b>Development Information</b>			
s149(2) Planning Certificate ( <b>EPA R. c.259</b> )	EPA Regulations 2000	<b>\$53.00</b>	<b>\$53.00</b>
s149(5) Planning Certificate (includes Notices and Orders	EPA Regulations 2000	<b>\$133.00</b>	<b>\$133.00</b>
Multiple copies of Certificates	Per additional copy	<b>\$13.50</b>	<b>\$13.00</b>
Section 735A Certificate	Per Certificate	<b>\$115.00</b>	<b>\$112.00</b>
Section 121ZP Certificate	Per Certificate	<b>\$115.00</b>	<b>\$112.00</b>
<b>Other Information (note: available free of charge on Council's website)</b>			
Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search)	Per Hour	<b>\$112.00</b>	<b>\$109.00</b>
Certified copy of an Environmental Planning Instrument/related	Per Copy	<b>\$45.00</b>	<b>\$44.00</b>
CD Rom of Council LEP, DCP or related Planning/Development Policy		<b>\$18.00</b>	<b>\$17.00</b>
Other copy of Council LEP, DCP or related Planning/Development Pol	Per Document		
Documents <10 pages	Per Document	<b>\$6.50</b>	<b>\$6.10</b>
Documents 10-30 pages	Per Document	<b>\$11.50</b>	<b>\$11.00</b>
<b>Development and Health Services Cont</b>			
<b>Other Information (note: available free of charge on Council's website) Cont</b>			
Documents 31-50 pages	Per Document	<b>\$23.00</b>	<b>\$22.00</b>
Documents >51 pages		<b>\$45.00</b>	<b>\$44.00</b>
Binders and covers (DCP)	Per Document	<b>\$58.00</b>	<b>\$57.00</b>
LEP full size colour map sheet	Per Document	<b>\$45.00</b>	<b>\$44.00</b>
Uralla Shire Biodiversity Strategy 2012	Per Document	<b>\$34.00</b>	<b>\$33.00</b>
Uralla Biodiversity Strategy Planning Outcomes Report 2013	Per Document	<b>\$11.50</b>	<b>\$11.00</b>
<b>Effluent Disposal</b>			
<u>Not allowable in Uralla</u>		<b>\$36.00/tank</b>	<b>\$35.00/tank</b>
<b>Animal Control</b>			
<u>Companion Animal 1998 - registrations (cats and dogs)</u>			
Entire Animal (not desexed)	Per Animal	<b>\$195.00</b>	<b>\$194.00</b>

URALLA SHIRE COUNCIL

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
Desexed	Per Animal	\$53.00	\$53.00
Pensioner	Per Animal	\$22.00	\$21.00
Registered Breeders	Per Animal	\$53.00	\$53.00
Desexed purchased pound/shelter	Per Animal	\$26.50	
<b>Companion Animal Control - Release/Sale/Surrender</b>			
Animal surrender	Each	\$97.00	\$95.00
First Release	Each	\$47.00	\$46.00
Second Release in 12 months,	Each	\$119.00	\$116.00
	Per day	\$19.00	\$18.00
<b>Companion Animals - Microchipping and sales</b>			
Microchip	Per Animal	\$31.00	\$30.00
Pensioner discount	Each	\$23.00	\$22.00
<b>Sale of dogs</b>			
* Crossbred	Per Animal	\$271.00	\$265.00
* Purebred	Per Animal	\$271.00	\$265.00
Sale of cats	Per Animal	\$265.00	\$259.00
<b>Dog Control - Training Aids</b>			
Hire of anti-barking collar (Citronella)	Per fortnight or minimum	\$40.00	\$38.00
Hire of anti-barking collar (Citronella)	Per Collar	\$390.00	\$382.00
Purchase of anti-barking Citronella Collar	Deposit - refundable	\$25.00	\$24.00
Kennel Runs	Per Week	\$31.00	\$30.00
Kennel Runs	Deposit - refundable	\$0.00	\$0.00
Hire of Trap	Per hire	\$9.00	\$9.00
Hire of Trap	Deposit - refundable	\$108.00	\$106.00
Hire of Electronic Containment System	Deposit - refundable	\$115.00	\$111.00
<b>Stock Control - Release Fees</b>			
Impounding Costs	Per Hour	\$115.00	\$111.00
<b>Sheep/Goats</b>			
Impounded between 6.00 am - 6.00 pm Monday to Friday	Per Animal	\$46.00	\$0.00
Impounded between 6.00 am - 6.00 pm or on any time on	Per Animal	\$92.00	\$0.00
<b>Other Animals</b>			
Impounded between 6.00 am - 6.00 pm Monday to Friday	Per Animal	\$46.00	\$45.00
Impounded between 6.00 am - 6.00 pm or on any time on	Per Animal	\$92.00	\$90.00
<b>Sustenance costs:</b>			
* Sheep/Goats	per head / per day	\$9.00	\$9.00
* Other animals	per head / per day	\$20.00	\$19.00
Damages to garden or growing crop	Per Animal	Full Cost Recovery	Full Cost Recovery
Fee for veterinary care	Per Animal	Full Cost Recovery	Full Cost Recovery
Fee for advertising	Per Animal	Full Cost Recovery	Full Cost Recovery
Fee for sale of animals	Per Animal	Full Cost Recovery	Full Cost Recovery
Fee for serving notices	Per Animal	Full Cost Recovery	Full Cost Recovery
Truck/Float Hire	Per Animal	Full Cost Recovery	Full Cost Recovery
<b>Dog obedience classes</b>			
Puppy program (4 weeks)	Per Program	\$80.00	\$74.00
<b>Development and Health Services Cont</b>			
<b>Animal Control Cont</b>			
<b>Dog obedience classes</b>			
Introduction to Obedience Program (4 weeks)	Per Program	\$80.00	\$74.00
Advanced Obedience Training (Saturdays)	Per Session	\$12.50	\$12.00
Puppy picnic	Per Session	\$12.50	\$12.00
Kids and dogs workshop	Per Workshop	\$9.50	\$9.00
<b>Other Regulatory Fees</b>			
Vehicle Impounding			
<b>Corporate</b>			
<b>Administrative Services</b>			
<b>Corporate records</b>			
<b>Printing and copying</b>			
A4 Black and White	Per single sided page	\$0.60	\$0.50
A4 Colour	Per single sided page	\$1.00	\$0.90



URALLA SHIRE COUNCIL

Description of Rate, Fee or Charge	Unit	Fee or Charge 2017/2018 Inclusive of GST	Fee or Charge 2016/2017 Inclusive of GST
Runs in excess of 10 copies, A4 black & white Runs in excess of 10 copies, A4 colour Runs in excess of 10 copies, A4 own paper supplied	Single side per page Single side per page Single side per page	<b>\$5.00 + .45c per copy</b>	<b>\$3.5 + .30c per copy</b>
<u>Printing and copying (internal)</u> Per copy	Single side per copy	<b>\$0.25</b>	<b>\$0.20</b>
<b>Public Access Act (GIPA) Income</b> GIPA Application Fee GIPA Processing Fee GIPA Internal Review	As Regulated Per hour, with 50%	<b>\$30.00</b> <b>\$30.00</b> <b>\$40.00</b>	<b>\$30.00</b> <b>\$30.00</b> <b>\$40.00</b>
<b>Chamber/Office Room Hire</b> <u>Hire of Meeting Rooms and Facilities</u> Council Chambers * Non local groups - includes video, TV, whiteboard Kitchen facilities Tea and coffee provided (excluding service)  <b>Other Miscellaneous Fees and Charges</b>  <u>Sale of document copies</u> Development Control Plan Local Environment Plan (LEP) State of Environment Report	Per day Per day Per Person  Each Each Each Each	  <b>\$265.00</b> <b>\$55.00</b> <b>\$8.00</b>   <b>\$25.00</b> <b>\$35.00</b> <b>\$45.00</b>	  <b>\$260.00</b> <b>\$52.00</b> <b>\$7.50</b>   <b>\$21.00</b> <b>\$31.00</b> <b>\$42.00</b>
<b>Financial Services</b> <b>General Income</b> <u>Rate/Valuation Enquiries</u> Written/complex Copy of rate notice	Per invoice	<b>\$16.00</b> <b>\$16.00</b>	<b>\$15.00</b> <b>\$15.00</b>
<b>Miscellaneous Fees</b> Section 603 Certificates Dishonoured Cheque Fee Refund Fee	Set by Department of per cheque Per Refund	<b>\$80.00</b> <b>\$40.00</b> <b>\$10.00</b>	<b>\$75.00</b> <b>\$40.00</b> <b>\$10.00</b>

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