



EXTRAORDINARY MEETING OF COUNCIL

BUSINESS AGENDA

31 May 2022

Kate Jessep
General Manager

UINT/22/6324

EXTRAORDINARY MEETING

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1. WELCOME - OPENING OF EXTRAORDINARY MEETING

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REQUEST FOR EXTRAORDINARY COUNCIL MEETING

s366 of the Local Government Act

REASON FOR EXTRAORDINARY MEETING for 31 May 2022 at 4:00pm

1. DRAFT LONG TERM FINANCIAL PLAN (LTFP) 2022-2031
2. **CONFIDENTIAL** – SUPPLY AND LAY ASPHALT; VARIOUS ROADS, URALLA SHIRE
COUNCIL - AWARD OF TENDER

REQUESTED BY:

Councillor Name	Councillor Signature	Dated
Cr Bob Crouch		25 May 2022

Councillor Name	Councillor Signature	Dated
Cr Bruce McMullen		25 May 2022

8. REPORT TO COUNCIL



8.1. DRAFT LONG TERM FINANCIAL PLAN (LTFP) 2023-2032

Department: General Manager's Office
Prepared by: General Manager
TRIM Reference: UINT/22/6280
Attachment: UINT/22/6339 – Draft LTFP 2023-2032

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

- 4.2 An effective and efficient organisation
 - 4.2.2 Operate in a financially responsible and sustainable manner
 - 4.2.2.1 Maintain and control financial system and improve long term financial sustainability
 - 4.2.2.1.6 Review and revise the 10 year Long Term Financial Plan
-

SUMMARY:

1. The purpose of this report is to enable Council to place the draft 10-year Long Term Financial Plan (LTFP) 2023-2032 on public exhibition.
2. Council is required to adopt a 10-year LTFP by 30 June 2022 as part of its Resourcing Strategy within the Integrated Planning and Reporting (IP&R) documents required by s 406 of the *Local Government Act 1993 (NSW)* and section 196A of the regulations consisting of:
 - a. Long-term financial planning
 - b. Workforce management planning
 - c. Asset Management Planning
3. The Long-Term Financial Plan (LTFP) is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the Community Strategic Plan (CSP) and commitments of the Delivery Program and Operational Plan will be resourced and funded.

RECOMMENDATION:

That the draft Long Term Financial Plan (LTFP) 2023-2032 be placed on public exhibition noting that concurrent to the exhibition process and over the next six months that Council will undertake the following work to enable a third 'refined' scenario to be developed for the LTFP:

- I. review of the draft budget to identify any further saving and revenue options for the 2022-23 budget;
- II. organisation-wide service review (desktop benchmarking); and
- III. further development of the draft asset management plans.

REPORT:

4. Council has already adopted:
 - a. ten-year Community Strategic Plan 2022-2031
 - b. Asset Management Strategy
 - c. Asset Management Policy

5. At the 24 May 2022 Council Meeting, Council resolved to place the following documents on public exhibition:
 - a. draft Workforce Management Strategy
 - b. draft Disability Inclusion Action Plan
 - c. draft Operational Plan and budget 2022-23, resolving concurrently, to engage an independent financial expert to assist Council with the review of the draft budget to identify any further saving and revenue options for the 2022-23 budget including:
 - i. the forecast fees and charges revenue
 - ii. kerbside collections optimum service delivery method
 - iii. optimised staffing costs
 - iv. retaining services within budget

6. At the 24 May 2022 Council Meeting, Council received draft Asset Management Plans and noted that they require further development over the next 6 months including:
 - a. Review of changes from the previous draft (10 May Finance Advisory Committee Meeting version) to the current version; and
 - b. Budget amounts compared with required maintenance amounts (e.g. Buildings AMP Table 7.1.3 and Graph 7.1.3.1).

7. The legislation requires Council's long term financial planning to follow the IP&R guidelines which specify:

General requirements for long-term financial planning

3.3 Each council must prepare and adopt a Long-Term Financial Plan.

3.4 The Long-Term Financial Plan must be used to inform decision-making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.

3.5 In developing the Long-Term Financial Plan, due regard must be given to promoting the financial sustainability of the council through:

- the progressive elimination of operating deficits
- the establishment of a clear revenue path for all rates linked to specific expenditure proposals
- ensuring that any proposed increase in services and/or assets is within the financial means of the council including a proposed special rate variation
- ensuring the adequate funding of infrastructure maintenance and renewal
- the use of borrowing, where appropriate and financially responsible, and
- the fair and equitable distribution of the rate burden across all rate payers.

The minimum timeframe for the Long-Term Financial Plan

3.6 The Long-Term Financial Plan must be for a minimum of 10 years.

How often the Long-Term Financial Plan must be reviewed

3.7 The key underlying assumptions on which the Long-Term Financial Plan is based, and the projected income and expenditure, balance sheet and cash flow statement contained in the Long-Term Financial Plan, must be reviewed and updated at least annually as part of the development of the Operational Plan.

3.8 The Long-Term Financial Plan must be reviewed in detail as part of the 4-yearly review of the Community Strategic Plan.

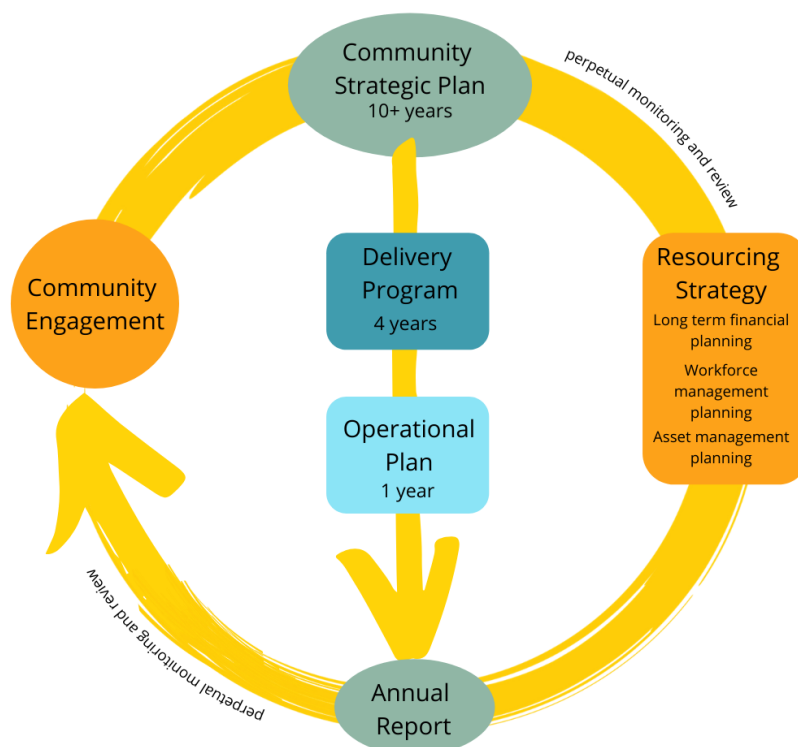
The basic structure of the Long-Term Financial Plan

3.9 The Long-Term Financial Plan must include:

- projected income and expenditure, balance sheet and cash flow statement
- the planning assumptions used to develop the Plan (the "Planning Assumptions Statement")
- sensitivity analysis highlighting factors/assumptions most likely to affect the Plan
- financial modelling for different scenarios e.g. planned/optimistic/conservative
- methods of monitoring financial performance

Public exhibition requirements for the Long-Term Financial Plan

3.10 The Long-Term Financial Plan must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the final Long-Term Financial Plan is adopted by the council.



8. Accordingly, the draft LTFP 2023-2032 is built on the draft 2022-23 budget and presents two scenarios with a third one proposed to be developed (in 2023-24) following the scheduled service reviews and benchmarking as well as development of the asset management plans in 2022-23:
- a. **SCENARIO 1 - planned**
current service levels maintained, revenue increases within anticipated rate cap, no growth and limited new revenue.
 - b. **SCENARIO 2 – conservative**
current service levels maintained, reliant on revenue increases from rate increase (on land component) and increased user charges, no growth and limited new revenue.
 - c. **SCENARIO 3 – refined - *PROPOSED (not yet developed)***
current service levels maintained, service efficiencies and resourcing reviewed, limited new capital upgrade, revenue increases from potential growth, optimised asset renewal timing (based on more developed asset management plans), other revenue increases (smaller rate increase on land component and user charges).
9. The LTFP projects the financial implications for the organisation including asset management and workforce planning. For example, by identifying how additional assets will be funded, or existing assets renewed or upgraded and what provisions are made for changes to service levels.
10. **Adoption of the LTFP does not commit Council resources or provide any budget authority.** Approval to expend resources is set out only in the annual Operational Plan and budget and in specific resolutions of Council from time-to-time.

CONCLUSION:

11. The draft LTFP is presented to Council for public exhibition to enable adoption by 30 June 2022. Following this process Council can further update, re-exhibit and re-adopt the LTFP during the term of office when appropriate, for example, following the update of the draft Asset Management Plans.

COUNCIL IMPLICATIONS

12. **Community Engagement/Communication**
Council undertook previous community engagement which has guided the development of the draft Long Term Financial Plan presented to Council.
The draft LTFP will be placed on public exhibition prior to adoption by Council.
13. **Policy and Regulation**
Local Government Act 1993 and the *Local Government (General) Regulation 2021*
Integrated Planning and Reporting Guidelines
14. **Financial/Long Term Financial Plan**
Completion of the 2022-23 organisation wide service reviews (benchmarking) and the schedule to further develop the suite of asset management plans in 2022-23 will enable Council to prepare the refined LTFP scenario in 2023-24. Council is also pursuing revenue opportunities arising from growth and the development of the New England Regional Energy Zone. New revenue to be realised from the recently adopted s7.11 and s712 policies will be more accurately known next year.

15. Asset management/Asset Management Strategy

Asset Management Plan projections have been included in the LTFP.

Changes to the LTFP may impact life of assets and ability to continue to use infrastructure. See note in the paragraph above.

16. Workforce/Workforce Management Strategy

Work force management plan projections have been included in the LTFP.

17. Legal and Risk Management

Continued review of costs and revenue raising opportunities is necessary to confidently assess the risk of financial sustainability.

18. Performance Measures

Adoption of Long Term Financial Plan

19. Project Management

General Manager, Director Corporate Services/Chief Financial Officer



LONG TERM FINANCIAL PLAN - 2032



Disclaimer Information

Copyright

Prepared By:

Version:

Version no.	Updated by:	Date:	Nature of changes
1	CFO	26 May 2022	First Draft – UINT/22/6297

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Integrated Planning and Reporting Framework

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 opposite:



Introduction

This Long Term Financial Plan has been prepared to:

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

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

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

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

Aim of this plan

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

Background

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

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

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

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

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

Current Financial Position

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

The audited Financial Statements at the 30th June 2021 showed cash and investments of \$17.540 million, being made up of Externally Restricted cash reserves (such as Water, Sewer, Domestic Waste, Developer Contributions and unexpended grants) totalling \$12.690 million, Internally Restricted cash reserves totalling \$4.510 million and Unrestricted cash reserves of \$0.340 million.

The key performance measures for June 2021 upon which council was measured were as follows:

- Operating Performance ratio – (8.92)% (should be greater than 0)
- Unrestricted Current Ratio – 2.22x (above 1.5:1 is considered healthy)
- Debt Service Cover Ratio – 11.26x (above 2.0 is considered healthy)
- Own Source Operating Revenue Ratio – 55.42% (above 60% is the considered acceptable)
- Rates & Annual Charges Outstanding Ratio – 9.00% (below 10% is considered acceptable)
- Cash Expense Cover Ratio – 11.88 months (above 3 months is considered healthy)
- Building and infrastructure renewals ratio – 79.31% (above 100% is considered appropriate)

Major Revenue Source

Rating

Income from rates and annual charges forms a considerable part of Council's total overall revenue, equating to 32.72% of total income for the 2020/21 financial year (excluding capital grants and profits on the disposal of assets). Rating income is generated from three rating categories, being residential, business and farmland.

Uralla Council's rate base consists of approximately 3,054 rateable properties which in 2022/23 are estimated to generate general rates of approximately \$4. million across the three categories. This income constitutes a significant funding source for the delivery of services to the Uralla Shire community.

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

Year	%
2021	24.31
2020	28.01
2019	29.91
2018	28.84
2017	28.63

Other Income

Council has full control over fee for service revenue in commercial activities. This provides an opportunity to assist in providing financial sustainability and reducing their impact upon the general budget.

Revenue Strategy

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

- Review all fees and charges and levels of cost recovery with particular attention to discretionary user fees in non-core service areas and against benchmarked fees and charges so that fees and charges on average are in the second quartile of benchmark;
- Identify and seek additional grant funding;
- Review Council's Borrowing Policy and utilisation of debt;
- Review the level of revenue from the Council's Section 7.11 and s 7.12 policies adopted in 2021/22;
- Investigate opportunities for entrepreneurial activities;
- Pursue the staged expansion of McMaugh Gardens Aged Care Facility;
- Identify opportunities to rationalise Council's asset base;
- Review service levels and service delivery methods;
- Investigate options for collaboration and/or resource sharing; and
- Consult the community about a special rate variation.

Financial Planning Strategies

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

The financial plan is based on the following key strategies:

Sustainability

- Provide spending on infrastructure renewal so that Council's physical assets are maintained to standards that provide functionality and serviceability as noted in the transport asset management plan.
- Rate increases are equitable and not excessive and that the increase can be justified in a positive and transparent manner.
- Provide a pricing strategy for services based on Council's preferred options for service delivery and subsidisation vs user-pays principles.
- New or expansionary community assets to be funded via property development and s64 and s7.11 developer contributions.

Liquidity

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

Key Financial Assumptions

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

Category	Background	Assumption
Rates	Indexed by estimated rises aligned to future CPI estimates & IPART guidance	2.0 to 2.5%
User Charges & Fees	Based on average increase to Council's major operating inputs	1.9 to 2.5%
Interest & Investment Revenue	Average estimated return from prevailing market	1.6 to 3.0%
Grants and Contributions - Operating	Based on estimated rises aligned to future CPI estimates	1.75 to 2.25%
Grants and Contributions - Capital	Based on estimated rises aligned to future CPI estimates	1.75 to 2.25%
Employee Costs	Already established award conditions or estimated wage price index	2.0 to 2.25%
Superannuation	Already established award conditions or estimated wage price index	2.0 to 2.25%
Materials & Contracts	Indexed by estimated rises aligned to future CPI estimates	1.8 to 2.50%
Borrowing Costs	Based on average long term rates and current market quotes	1.85% to 8.75%

- Uralla Shires population has been forecast to continue to remain steady over the period of this plan with no implied dwelling increase over the next ten years. This assumption is based on annual growth estimated by the NSW Department of Planning and Environment.
- Salary increases have been determined based on already adopted award increases for the first year of the plan and an estimated increase of between 2.0 and 2.25% for the remainder.

Financial Performance Measures

Council measures its financial performance reporting in accordance with the Statement of Performance Measures contained within Note G5-1 of the Local Government Code of Accounting Practice and Financial Reporting (Dec 2020).

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

Measure	What it measures	Target	Calculation
Operating Performance Ratio	Council's ability to keep operating expenditure at a level below operating revenue.	>0	Operating revenue- Operating expense/Total Operating Revenue
Debt Service Ratio	The impact that loan principal and interest repayments have on the annual discretionary revenue of Council.	>2x	Debt Service costs/Income from continuing operations less capital income
Unrestricted Current Ratio	To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of council.	1.5:1	Current assets less all external restrictions/Current liabilities less specific purpose liabilities
Rates & Charges Outstanding percentage	The impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery policy and efforts.	<10%	Outstanding rates and annual charges/Revenue from rates and annual charges collectible
Asset Renewals Ratio	Assess Council's ability to renew its Infrastructure assets compared with the consumption (depreciation) of those assets.	>100%	Value of asset renewals/Depreciation expense for the assets

Financial Plan Scenarios

In developing the long term financial plan, two scenarios have been established to model Council’s financial performance and position over the next 10 years. The scenarios either continue maintaining the same approach to improvement or decide to address the underlying challenges through rises to revenue. The scenarios are as follows:

1. Planned case scenario
2. Conservative scenario
3. Refined scenario – not yet developed – to be drafted over the next six months

The scenarios have been informed by prior year costs with existing service levels, known future projects and estimates based on these numbers. This model includes the integration of the Transport Asset Management Plan, Plant and Equipment Asset Management Plan, Stormwater Drainage Asset Management Plan, Water Asset Management Plan, Sewer Asset Management Plan, Open Spaces and Recreation Asset Management Plan and the Building Asset Management Plan. Consideration has been given to Council’s current Workforce Plan.

The options attached can be summarised as follows:

Fund	Option	Description
General	Planned Plan	2.5% rate increase for the 1 st year (2022/23), with a cumulative and ongoing 2.5% increase over all other years from 2023/24 to 2033/32.
	Conservative Scenario	An increase of 25.0% for the 2 nd year (2023/24), and 10% for the next two years.
Water	Planned Plan	For Annual Charges - An increase of 5.0% for the 1 st year (2022/23), and 2.50% for the remaining years, and For User Charges & Fees - An increase of 5.0% for the 1 st year (2022/23), and 2.50% for the remaining years.
	Conservative Scenario	For Annual Charges - An increase of 5.0% for the first year (2022/23) and 10% for the years from 2023/24 to 2027/28, then 2.5% for the remaining years. For User Charges & Fees - An increase of 5.0% for the first year (2022/23) and 10% for the years from 2023/24 to 2027/28, then 2.5% for the remaining years.
Sewer	Planned Plan	For Annual Charges - An increase of 5.0% for the 1 st year (2022/23), and 2.50% for the remaining years, and For User Charges & Fees - An increase of 2.5% for the 1 st year (2022/23), and 2.50% for the remaining years.
	Conservative Scenario	For Annual Charges - An increase of 10% for the 2 nd (2023/24) and 3 rd (2024/25) years, then 2.5% for the remaining years. For User Charges & Fees - An increase of 2.5% for all years from 2022/23 to 2031/32.

1. Planned Case Scenario

This Planned Case Scenario is based on the growth of rating income being limited to the rate pegging percentage as determined by IPART without any variation, whilst continuing with current asset maintenance spending levels set to meet expected performance and service levels and their planned lifecycle. **The Planned Case Scenario highlights the revenue deficiency that Council faces with current service levels. Without reductions in service levels and/or increases in revenue, the planned case scenarios forecasts that Council will have insufficient unrestricted cash to operate by the end of 2023/24.**

The projected Consolidated General Fund net operating result before grants and contributions provided before capital purposes over the 10 year period would be a deficit of over \$15.85 million. The net decrease in cash, cash equivalents and investments for the Consolidated General Fund over the 10 year period is over \$5.47 million. These reductions represent funds used for operational needs and this practice is often referred to as 'living beyond ones means'.

Under this Scenario, Internal & unrestricted funds will be used up by the end of the 2023/2024 financial year. This outlines the difficult position Council faces in aligning current service levels, asset maintenance and improvement with current income levels, especially rates income.

The Planned Case Scenario includes a first year increase in annual charges for water of 5% and sewer of 5% as a first step in delivering Council resolution to "Set a strategic objective for both the Water and Sewer Funds to operate during the next ten years at a balanced operating position including the full funding of depreciation, amortisation and impairment of intangible assets and infrastructure, property, plant, equipment". No further changes to the revenue side of the Water and Sewer Funds have been made in the Planned Case Scenario. As a consequence, it is expected that operational borrowings will be required in the Water Fund from June 2033. Again, this is an indication of 'living beyond ones means'.

The Planned Case Scenario is assessed as high risk as it does not deliver a sustainable position and would in fact require either a significant reduction in levels of service/ discontinuation of services, an increase in the asset backlog ratio and/or significant borrowings in order to establish a balanced operational budget.

An additional risk is that in any of the forward years the Federal Government could decide to cease the prepayment of the Financial Assistance Grant. This would create a further \$1.336M shortfall above what has already been detailed above.

Note: The net operating result before grants and contributions provided for capital purposes is the better measure for income statement purposes because it is assumed that any capital grants will be spent on capital expenditure and should not be used to support operating expenditure.

2. Conservative Scenario

This scenario includes a range of revenue increases aimed at balancing the General, Water and Sewer Funds over the full term of the plan. Each Fund option stands on its own applying user-pay cost recovery to achieve long term sustainability. Alternatively, reductions in expenditure equivalent to the proposed revenue increases could be built into the scenario provided. There is also an opportunity to reconsider a series of expenditure reductions that have previously been reviewed over the past two years. **This scenario requires community engagement to enable council to decide on the preferred option to achieve financial sustainability.**

Alternative Scenarios

One alternative to revenue increases would be to reduce service levels and hence a corresponding reduction in costs.

The Alternative Scenarios are yet to be developed and could emerge through the community engagement process of the Planned Scenarios above, together with changes to service levels. Examples of such service/cost reductions could be to:

- reduce community grants scheme;
- review the plant replacement program;
- reduce operating hours for customer service such as Library opening hours or Visitor Information Centre accreditation;
- reduced/delayed replacement of vacated staff positions with no backfill (temporary reduction/cessation of service);;
- establish shared services with other Councils;
- outsource services such as waste collection; and
- reduce the number of times each class of unsealed road may be graded each period.

The Consolidated Planned Case Scenario identifies that the required reductions from 2022/23 to 2031/32 vary from \$1.8 million up to \$2.2 million. To achieve a financially sustainable future, possible options to deliver a balanced long term financial plan might include Council workshops to further consider the following:

- a) A review of current service standards
- b) Shire continuity and council sustainability including a review of financial performance measures;
- c) Community engagement on the above to address:
 - I. How Council increases revenue by approximately \$2.2million per year,
 - II. How Council decreases service levels by approximately \$2.2 million per year, or
 - III. A combination of I) and II)

3. Refined Scenario to be developed

It is proposed that a third refined scenario will be developed (in 2023-24) following the scheduled service reviews and benchmarking as well as development of the asset management plans in 2022-23.

This scenario will maintain current service levels, review service efficiencies and resourcing, limit any new capital upgrades, revise revenue to align with any potential growth, optimise asset renewal timing (based on more developed asset management plans) and consider any other revenue increases (smaller rate increase on land component and user charges).

Sensitivity Analysis/Risk Assessment

The LTFP 2032 is a continuation of Councils previous long term financial plan under the new Integrated Planning and Reporting Framework requirements. However, it should be noted that some of Councils reconstructed Resourcing Strategy plans still require refinement. The LTFP now incorporates the Transport Asset Management Plan, Plant and Equipment Asset Management Plan, Stormwater Drainage Asset Management Plan, Water Asset Management Plan, Sewer Asset Management Plan, Open Spaces and Recreation Asset Management Plan and the Building Asset Management Plan. Other capital expenditure and maintenance projections in this plan have been based on historical information and some more accurate estimates for the first year of the plan.

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

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

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

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

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

Scenarios by Fund

As attached and marked 'First Draft LTFP'

Planned Case Scenario – All Funds and consolidated

Conservative Scenario – All Funds and consolidated

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - CONSOLIDATED
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,867,000	7,122,291	7,395,141	7,579,194	7,767,848	7,961,218	8,159,422	8,362,582	8,570,821	8,784,265	9,003,046	9,227,296
User Charges & Fees	5,083,000	5,498,890	4,895,658	5,005,076	5,121,364	5,244,877	5,375,999	5,510,399	5,648,159	5,789,363	5,934,097	6,082,449
Other Revenues	651,000	495,995	529,760	541,944	554,409	567,161	580,205	593,550	607,202	621,167	635,454	650,070
Grants & Contributions provided for Operating Purposes	8,222,000	7,501,440	8,281,140	8,196,565	8,389,231	8,567,934	8,750,658	8,937,494	9,128,533	9,339,871	9,539,604	9,743,831
Grants & Contributions provided for Capital Purposes	7,268,000	5,937,588	2,750,110	1,122,291	1,147,543	1,173,363	1,199,763	1,226,758	1,254,360	1,282,583	1,311,441	1,340,949
Interest & Investment Revenue	162,000	94,240	262,161	321,935	352,586	338,155	366,761	405,725	448,105	461,982	463,369	454,776
Other Income:												
Reversal of impairment losses on receivables	1,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	28,254,000	26,650,444	24,113,970	22,767,006	23,332,980	23,852,706	24,432,809	25,036,508	25,657,179	26,279,231	26,887,011	27,499,370
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,498,000	10,834,211	11,221,791	11,474,281	11,752,453	11,996,433	12,266,353	12,542,346	12,844,549	13,113,101	13,408,146	13,709,829
Borrowing Costs	77,000	75,770	60,533	75,393	68,844	64,301	61,371	58,847	55,025	52,488	13,012	10,813
Materials & Contracts	6,618,000	6,266,711	6,129,328	6,188,298	6,557,365	6,497,587	6,679,621	6,811,532	6,881,030	7,017,653	6,969,253	7,136,900
Depreciation & Amortisation	5,273,000	4,875,761	5,298,823	5,454,844	5,591,215	5,730,995	5,874,270	6,021,127	6,171,655	6,325,946	6,484,095	6,646,198
Other Expenses	390,000	464,872	427,595	436,193	446,008	456,043	466,304	476,796	487,524	498,493	509,709	521,177
Net Losses from the Disposal of Assets	502,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	23,358,000	22,517,324	23,138,070	23,629,010	24,415,884	24,745,359	25,347,919	25,910,648	26,439,782	27,007,681	27,384,214	28,024,918
Operating Result from Continuing Operations	4,896,000	4,133,120	975,900	(862,004)	(1,082,904)	(892,652)	(915,110)	(874,140)	(782,602)	(728,450)	(497,203)	(525,547)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,896,000	4,133,120	975,900	(862,004)	(1,082,904)	(892,652)	(915,110)	(874,140)	(782,602)	(728,450)	(497,203)	(525,547)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,372,000)	(1,804,468)	(1,774,210)	(1,984,296)	(2,230,447)	(2,066,015)	(2,114,873)	(2,100,898)	(2,036,962)	(2,011,033)	(1,808,644)	(1,866,496)

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - GENERAL FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,708,000	5,739,282	5,937,417	6,085,027	6,236,326	6,391,408	6,550,368	6,713,301	6,880,308	7,051,489	7,226,951	7,406,799
User Charges & Fees	3,500,000	3,775,904	3,266,512	3,338,375	3,415,158	3,497,122	3,584,550	3,674,163	3,766,018	3,860,168	3,956,672	4,055,589
Other Revenues	571,000	526,153	559,394	572,260	585,422	598,887	612,661	626,752	641,168	655,914	671,001	686,434
Grants & Contributions provided for Operating Purposes	5,901,000	5,072,144	5,569,963	5,594,633	5,728,755	5,847,598	5,969,114	6,093,365	6,220,412	6,366,317	6,499,145	6,634,962
Grants & Contributions provided for Capital Purposes	3,900,000	2,678,088	2,750,110	1,122,291	1,147,543	1,173,363	1,199,763	1,226,758	1,254,360	1,282,583	1,311,441	1,340,949
Interest & Investment Revenue	83,000	54,116	154,024	202,564	204,345	176,576	168,724	169,714	170,906	172,121	161,361	162,311
Other Income:												
Reversal of impairment losses on receivables	1,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,664,000	17,845,687	18,237,420	16,915,150	17,317,549	17,684,953	18,085,180	18,504,054	18,933,170	19,388,593	19,826,570	20,287,042
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,564,000	7,964,622	8,134,227	8,317,247	8,524,385	8,695,734	8,891,388	9,091,444	9,316,002	9,505,162	9,719,028	9,937,706
Borrowing Costs	73,000	70,888	56,273	71,616	65,618	61,655	59,164	56,612	52,739	50,151	10,622	8,370
Materials & Contracts	5,018,000	4,493,147	4,166,185	4,323,884	4,687,371	4,538,005	4,692,660	4,811,140	4,845,374	4,904,638	4,866,748	4,988,673
Depreciation & Amortisation	4,398,000	4,017,481	4,245,763	4,375,457	4,484,844	4,596,965	4,711,889	4,829,686	4,950,428	5,074,189	5,201,044	5,331,070
Other Expenses	383,000	464,872	427,595	436,193	446,008	456,043	466,304	476,796	487,524	498,493	509,709	521,177
Net Losses from the Disposal of Assets	495,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,931,000	17,011,010	17,030,043	17,524,397	18,208,226	18,348,402	18,821,404	19,265,678	19,652,066	20,032,633	20,307,150	20,786,996
Operating Result from Continuing Operations	1,733,000	834,677	1,207,377	(609,247)	(890,677)	(663,449)	(736,224)	(761,624)	(718,896)	(644,040)	(480,580)	(499,954)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,733,000	834,677	1,207,377	(609,247)	(890,677)	(663,449)	(736,224)	(761,624)	(718,896)	(644,040)	(480,580)	(499,954)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,167,000)	(1,843,411)	(1,542,733)	(1,731,539)	(2,038,220)	(1,836,811)	(1,935,988)	(1,988,382)	(1,973,256)	(1,926,623)	(1,792,021)	(1,840,902)

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - WATER FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	473,000	553,622	584,864	599,486	614,473	629,835	645,580	661,720	678,263	695,219	712,600	730,415
User Charges & Fees	531,000	612,018	578,218	592,652	607,454	622,633	638,199	654,154	670,508	687,271	704,453	722,064
Other Revenues	21,000	4,000	5,000	5,115	5,233	5,353	5,476	5,602	5,731	5,863	5,998	6,136
Grants & Contributions provided for Operating Purposes	16,000	196,603	137,862	16,730	17,107	17,491	17,885	18,287	18,699	19,120	19,550	19,990
Grants & Contributions provided for Capital Purposes	58,000	1,150,000	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	27,000	19,492	51,674	53,229	58,362	58,797	62,162	65,194	69,375	69,268	68,490	68,793
Other Income:												
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,126,000	2,535,735	1,357,618	1,267,212	1,302,628	1,334,109	1,369,303	1,404,957	1,442,576	1,476,741	1,511,090	1,547,397
Expenses from Continuing Operations												
Employee Benefits & On-Costs	393,000	413,070	400,070	409,072	418,276	427,687	437,310	447,149	457,210	467,497	478,016	488,772
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	628,000	815,012	800,287	733,848	711,533	736,664	777,011	766,819	771,857	824,374	785,390	801,994
Depreciation & Amortisation	440,000	435,975	450,660	461,927	473,475	485,312	497,444	509,880	522,627	535,693	549,085	562,813
Other Expenses	4,000	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,465,000	1,664,057	1,651,017	1,604,846	1,603,284	1,649,663	1,711,765	1,723,849	1,751,695	1,827,564	1,812,491	1,853,578
Operating Result from Continuing Operations	(339,000)	871,678	(293,399)	(337,634)	(300,656)	(315,554)	(342,462)	(318,892)	(309,119)	(350,823)	(301,402)	(306,181)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(339,000)	871,678	(293,399)	(337,634)	(300,656)	(315,554)	(342,462)	(318,892)	(309,119)	(350,823)	(301,402)	(306,181)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(397,000)	(278,322)	(293,399)	(337,634)	(300,656)	(315,554)	(342,462)	(318,892)	(309,119)	(350,823)	(301,402)	(306,181)

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - SEWER FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	686,000	829,387	872,860	894,681	917,049	939,975	963,474	987,561	1,012,250	1,037,556	1,063,495	1,090,083
User Charges & Fees	13,000	7,530	14,295	14,609	14,946	15,304	15,687	16,079	16,481	16,893	17,315	17,748
Other Revenues	36,000	-	2,000	2,046	2,093	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Grants & Contributions provided for Operating Purposes	13,000	15,737	60,256	15,599	15,950	16,309	16,676	17,051	17,435	17,827	18,228	18,638
Grants & Contributions provided for Capital Purposes	3,125,000	2,109,500	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	24,000	12,960	14,543	15,692	18,600	19,380	24,532	26,563	25,913	25,440	25,367	15,520
Other Income:												
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,897,000	2,975,114	963,954	942,628	968,637	993,109	1,022,560	1,049,495	1,074,371	1,100,061	1,126,805	1,144,443
Expenses from Continuing Operations												
Employee Benefits & On-Costs	236,000	210,522	292,034	298,605	305,323	312,193	319,218	326,400	333,744	341,253	348,931	356,782
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	327,000	317,574	390,018	346,042	358,221	360,559	371,059	375,726	386,562	391,572	399,760	408,129
Depreciation & Amortisation	216,000	213,564	386,891	396,563	406,477	416,639	427,055	437,732	448,675	459,892	471,389	483,174
Other Expenses	3,000	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	782,000	741,660	1,068,943	1,041,210	1,068,022	1,089,391	1,117,332	1,139,857	1,168,981	1,192,717	1,220,080	1,248,085
Operating Result from Continuing Operations	3,115,000	2,233,454	(104,989)	(98,582)	(99,384)	(96,282)	(94,772)	(90,363)	(94,610)	(92,656)	(93,276)	(103,642)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,115,000	2,233,454	(104,989)	(98,582)	(99,384)	(96,282)	(94,772)	(90,363)	(94,610)	(92,656)	(93,276)	(103,642)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,000)	123,954	(104,989)	(98,582)	(99,384)	(96,282)	(94,772)	(90,363)	(94,610)	(92,656)	(93,276)	(103,642)

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - MCMAUGH GARDENS AGED CARE FUND
Scenario: Planned Case

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	1,039,000	1,103,438	1,036,633	1,059,439	1,083,806	1,109,817	1,137,563	1,166,002	1,195,152	1,225,031	1,255,657	1,287,048
Other Revenues	23,000	11,800	9,800	10,025	10,256	10,492	10,733	10,980	11,233	11,491	11,755	12,026
Grants & Contributions provided for Operating Purposes	2,292,000	2,216,956	2,513,059	2,569,603	2,627,419	2,686,536	2,746,983	2,808,790	2,871,988	2,936,607	3,002,681	3,070,241
Grants & Contributions provided for Capital Purposes	185,000	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	28,000	7,672	41,920	50,450	71,279	83,403	111,342	144,255	181,912	195,153	208,152	208,152
Other Income:												
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,567,000	3,339,866	3,601,412	3,689,517	3,792,760	3,890,248	4,006,621	4,130,027	4,260,284	4,368,282	4,478,245	4,577,467
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,305,000	2,245,997	2,395,460	2,449,358	2,504,468	2,560,819	2,618,437	2,677,352	2,737,593	2,799,189	2,862,170	2,926,569
Borrowing Costs	4,000	4,882	4,260	3,777	3,226	2,646	2,207	2,235	2,286	2,337	2,390	2,443
Materials & Contracts	645,000	686,936	819,272	832,027	850,834	912,071	889,747	909,873	930,459	951,515	973,054	995,084
Depreciation & Amortisation	219,000	208,741	215,509	220,897	226,419	232,080	237,882	243,829	249,924	256,172	262,577	269,141
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,180,000	3,146,555	3,434,501	3,506,059	3,584,948	3,707,615	3,748,273	3,833,289	3,920,261	4,009,213	4,100,190	4,193,238
Operating Result from Continuing Operations	387,000	193,311	166,911	183,459	207,812	182,633	258,348	296,738	340,023	359,069	378,055	384,229
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	387,000	193,311	166,911	183,459	207,812	182,633	258,348	296,738	340,023	359,069	378,055	384,229
Net Operating Result before Grants and Contributions provided for Capital Purposes	202,000	193,311	166,911	183,459	207,812	182,633	258,348	296,738	340,023	359,069	378,055	384,229

Uralla Shire Council
Year Ended 30 June 2023
BALANCE SHEET - CONSOLIDATED
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	948,323	782,107	1,128,141	1,585,118	1,872,070	1,843,064	1,287,100	1,409,533	1,417,375	1,820,845	1,648,173
Investments	14,107,000	12,392,045	10,538,854	9,166,157	7,588,033	6,258,588	5,798,075	5,333,376	5,270,969	5,164,691	5,095,988	4,994,489
Receivables	3,293,000	2,397,404	2,451,014	2,214,990	2,253,379	2,289,206	2,337,621	2,391,634	2,446,938	2,506,009	2,563,988	2,623,352
Inventories	261,000	284,458	272,137	281,725	302,801	295,305	304,773	312,241	315,031	319,233	318,038	325,769
Contract assets	1,094,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000
Other	81,000	68,859	65,665	67,899	72,696	71,157	73,384	75,171	75,923	76,991	76,864	78,721
Total Current Assets	18,836,000	16,969,090	14,987,777	13,736,912	12,680,027	11,664,326	11,234,917	10,277,522	10,396,394	10,362,298	10,753,723	10,548,504
Non-Current Assets												
Contract assets	-	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Infrastructure, Property, Plant & Equipment	238,317,000	245,627,487	248,339,369	248,352,850	248,272,829	248,310,374	247,783,189	247,822,610	246,868,679	246,157,200	245,241,796	244,912,780
Right of use assets	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Total Non-Current Assets	238,379,000	245,905,487	248,617,369	248,630,850	248,550,829	248,588,374	248,061,189	248,100,610	247,146,679	246,435,200	245,519,796	245,190,780
TOTAL ASSETS	257,215,000	262,874,577	263,605,146	262,367,762	261,230,856	260,252,700	259,296,106	258,378,132	257,543,072	256,797,499	256,273,519	255,739,284
LIABILITIES												
Current Liabilities												
Payables	6,303,000	5,684,875	5,591,734	5,652,033	5,737,820	5,771,056	5,837,186	5,900,796	5,957,799	6,017,148	6,068,644	6,137,690
Contract liabilities	2,215,000	1,153,575	1,238,392	999,774	1,023,495	1,045,027	1,067,044	1,089,556	1,112,575	1,138,492	1,162,558	1,187,166
Lease liabilities	16,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	266,000	237,007	197,060	163,510	140,272	129,631	129,955	132,479	102,390	102,340	102,340	102,340
Provisions	2,419,000	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133
Total Current Liabilities	11,219,000	9,471,589	9,423,319	9,211,449	9,297,720	9,341,846	9,430,318	9,518,963	9,568,896	9,654,112	9,729,675	9,823,328
Non-Current Liabilities												
Lease liabilities	48,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
Borrowings	1,705,000	1,507,000	1,309,940	1,146,430	1,006,158	876,527	746,572	614,093	511,703	409,363	307,023	204,683
Provisions	2,814,000	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867
Total Non-Current Liabilities	4,567,000	4,407,867	4,210,807	4,047,297	3,907,025	3,777,394	3,647,439	3,514,960	3,412,570	3,310,230	3,207,890	3,105,550
TOTAL LIABILITIES	15,786,000	13,879,457	13,634,126	13,258,746	13,204,745	13,119,241	13,077,757	13,033,923	12,981,466	12,964,343	12,937,565	12,928,879
Net Assets	241,429,000	248,995,120	249,971,020	249,109,016	248,026,111	247,133,459	246,218,349	245,344,208	244,561,606	243,833,156	243,335,953	242,810,406
EQUITY												
Retained Earnings	79,217,000	83,350,120	84,326,020	83,464,016	82,381,111	81,488,459	80,573,349	79,699,208	78,916,606	78,188,156	77,690,953	77,165,406
Revaluation Reserves	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	244,862,000	248,995,120	249,971,020	249,109,016	248,026,111	247,133,459	246,218,349	245,344,208	244,561,606	243,833,156	243,335,953	242,810,406
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	244,862,000	248,995,120	249,971,020	249,109,016	248,026,111	247,133,459	246,218,349	245,344,208	244,561,606	243,833,156	243,335,953	242,810,406

Uralla Shire Council
Year Ended 30 June 2023
BALANCE SHEET - GENERAL FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,353,000	498,880	-	-	-	-	-	-	-	-	-	-
Investments	5,607,000	5,607,000	3,935,969	2,840,396	1,478,986	305,029	-	-	-	-	-	-
Receivables	2,865,000	1,919,313	1,984,310	1,736,708	1,763,226	1,786,878	1,822,808	1,864,027	1,906,217	1,951,848	1,996,054	2,041,302
Inventories	261,000	284,458	272,137	281,725	302,801	295,305	304,773	312,241	315,031	319,233	318,038	325,769
Contract assets	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000
Other	81,000	68,859	65,665	67,899	72,696	71,157	73,384	75,171	75,923	76,991	76,864	78,721
Total Current Assets	12,973,000	9,184,510	7,064,080	5,732,729	4,423,708	3,264,370	3,006,966	3,057,439	3,103,170	3,154,072	3,196,955	3,251,792
Non-Current Assets												
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	207,659,000	210,523,933	213,613,165	213,966,422	214,339,397	214,758,290	214,721,965	214,971,050	214,630,162	214,492,335	214,299,279	214,469,672
Right of use assets	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Total Non-Current Assets	207,721,000	210,585,933	213,675,165	214,028,422	214,401,397	214,820,290	214,783,965	215,033,050	214,692,162	214,554,335	214,361,279	214,531,672
TOTAL ASSETS	220,694,000	219,770,443	220,739,245	219,761,150	218,825,105	218,084,660	217,790,930	218,090,489	217,795,333	217,708,406	217,558,234	217,783,465
LIABILITIES												
Bank Overdraft	-	-	-	-	-	-	482,716	1,587,733	2,063,929	2,638,167	2,995,352	3,729,223
Payables	3,235,000	2,616,875	2,523,734	2,584,033	2,669,820	2,703,056	2,769,186	2,832,796	2,889,799	2,949,148	3,000,644	3,069,690
Contract liabilities	2,073,000	1,153,575	1,238,392	999,774	1,023,495	1,045,027	1,067,044	1,089,556	1,112,575	1,138,492	1,162,558	1,187,166
Lease liabilities	16,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	257,000	230,251	190,528	154,877	131,764	128,369	129,955	132,479	102,390	102,340	102,340	102,340
Provisions	2,419,000	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133
Total Current Liabilities	8,000,000	6,396,833	6,348,787	6,134,816	6,221,212	6,272,585	6,845,034	8,038,696	8,564,826	9,224,279	9,657,027	10,484,551
Non-Current Liabilities												
Lease liabilities	48,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
Borrowings	1,676,000	1,482,065	1,291,537	1,136,660	1,004,896	876,527	746,572	614,093	511,703	409,363	307,023	204,683
Provisions	2,814,000	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867
Total Non-Current Liabilities	4,538,000	4,382,932	4,192,404	4,037,527	3,905,763	3,777,394	3,647,439	3,514,960	3,412,570	3,310,230	3,207,890	3,105,550
TOTAL LIABILITIES	12,538,000	10,779,766	10,541,191	10,172,343	10,126,975	10,049,979	10,492,474	11,553,656	11,977,396	12,534,510	12,864,917	13,590,102
Net Assets	208,156,000	208,990,677	210,198,054	209,588,807	208,698,130	208,034,681	207,298,457	206,536,833	205,817,937	205,173,897	204,693,317	204,193,363
EQUITY												
Retained Earnings	58,590,000	59,424,677	60,632,054	60,022,807	59,132,130	58,468,681	57,732,457	56,970,833	56,251,937	55,607,897	55,127,317	54,627,363
Revaluation Reserves	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	208,156,000	208,990,677	210,198,054	209,588,807	208,698,130	208,034,681	207,298,457	206,536,833	205,817,937	205,173,897	204,693,317	204,193,363
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	208,156,000	208,990,677	210,198,054	209,588,807	208,698,130	208,034,681	207,298,457	206,536,833	205,817,937	205,173,897	204,693,317	204,193,363

Uralla Shire Council
Year Ended 30 June 2023
BALANCE SHEET - WATER FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,000	-	-	-	-	-	-	-	-	-	-	-
Investments	2,600,000	1,716,023	1,571,364	1,333,621	1,116,908	961,419	805,935	341,236	278,829	172,551	103,848	2,349
Receivables	270,000	340,630	329,340	337,565	345,997	354,644	363,510	372,598	381,913	391,461	401,247	411,278
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,880,000	2,056,653	1,900,704	1,671,186	1,462,905	1,316,062	1,169,445	713,834	660,742	564,012	505,096	413,628
Non-Current Assets												
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,017,000	15,570,025	15,432,575	15,324,459	15,232,085	15,063,373	14,867,529	15,004,248	14,748,221	14,494,128	14,251,642	14,036,930
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,017,000	15,570,025	15,432,575	15,324,459	15,232,085	15,063,373	14,867,529	15,004,248	14,748,221	14,494,128	14,251,642	14,036,930
TOTAL ASSETS	16,897,000	17,626,678	17,333,279	16,995,645	16,694,990	16,379,436	16,036,974	15,718,082	15,408,963	15,058,140	14,756,738	14,450,557
LIABILITIES												
Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	142,000	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	142,000	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	142,000	-	-	-	-	-	-	-	-	-	-	-
Net Assets	16,755,000	17,626,678	17,333,279	16,995,645	16,694,990	16,379,436	16,036,974	15,718,082	15,408,963	15,058,140	14,756,738	14,450,557
EQUITY												
Retained Earnings	7,678,000	8,549,678	8,256,279	7,918,645	7,617,990	7,302,436	6,959,974	6,641,082	6,331,963	5,981,140	5,679,738	5,373,557
Revaluation Reserves	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	16,755,000	17,626,678	17,333,279	16,995,645	16,694,990	16,379,436	16,036,974	15,718,082	15,408,963	15,058,140	14,756,738	14,450,557
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	16,755,000	17,626,678	17,333,279	16,995,645	16,694,990	16,379,436	16,036,974	15,718,082	15,408,963	15,058,140	14,756,738	14,450,557

Uralla Shire Council
Year Ended 30 June 2023
BALANCE SHEET - SEWER FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,000	-	-	-	84,461	19,616	34,125	99,769	167,037	193,924	375,495	566,409
Investments	2,300,000	1,469,023	1,431,522	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140
Receivables	74,000	96,161	103,064	105,628	108,260	110,962	113,736	116,580	119,494	122,482	125,544	128,682
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	288,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,671,000	1,637,184	1,606,586	1,569,768	1,656,861	1,594,718	1,612,001	1,680,488	1,750,671	1,780,545	1,965,179	2,159,231
Non-Current Assets												
Contract assets	-	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Infrastructure, Property, Plant & Equipment	12,282,000	15,333,270	15,258,879	15,197,116	15,010,638	14,976,499	14,864,444	14,705,594	14,540,801	14,418,271	14,140,362	13,842,668
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	12,282,000	15,549,270	15,474,879	15,413,116	15,226,638	15,192,499	15,080,444	14,921,594	14,756,801	14,634,271	14,356,362	14,058,668
TOTAL ASSETS	14,953,000	17,186,454	17,081,465	16,982,883	16,883,499	16,787,217	16,692,445	16,602,082	16,507,472	16,414,816	16,321,541	16,217,899
LIABILITIES												
Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	14,953,000	17,186,454	17,081,465	16,982,883	16,883,499	16,787,217	16,692,445	16,602,082	16,507,472	16,414,816	16,321,541	16,217,899
EQUITY												
Retained Earnings	9,164,000	11,397,454	11,292,465	11,193,883	11,094,499	10,998,217	10,903,445	10,813,082	10,718,472	10,625,816	10,532,541	10,428,899
Revaluation Reserves	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	14,953,000	17,186,454	17,081,465	16,982,883	16,883,499	16,787,217	16,692,445	16,602,082	16,507,472	16,414,816	16,321,541	16,217,899
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	14,953,000	17,186,454	17,081,465	16,982,883	16,883,499	16,787,217	16,692,445	16,602,082	16,507,472	16,414,816	16,321,541	16,217,899

Uralla Shire Council
Year Ended 30 June 2023

BALANCE SHEET - MCMAUGH GARDENS AG
Scenario: Planned Case

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	61,000	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702	4,810,987
Investments	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Receivables	84,000	41,300	34,300	35,089	35,896	36,722	37,566	38,430	39,314	40,218	41,143	42,090
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,745,000	4,090,743	4,416,407	4,763,230	5,136,553	5,489,176	5,929,222	6,413,494	6,945,740	7,501,837	8,081,845	8,453,077
Non-Current Assets												
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,359,000	4,200,259	4,034,750	3,864,853	3,690,709	3,512,211	3,329,251	3,141,717	2,949,494	2,752,466	2,550,513	2,563,510
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,359,000	4,200,259	4,034,750	3,864,853	3,690,709	3,512,211	3,329,251	3,141,717	2,949,494	2,752,466	2,550,513	2,563,510
TOTAL ASSETS	8,104,000	8,291,002	8,451,157	8,628,083	8,827,263	9,001,387	9,258,473	9,555,211	9,895,234	10,254,303	10,632,358	11,016,586
LIABILITIES												
Current Liabilities												
Payables	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,000	6,756	6,532	8,633	8,508	1,262	(0)	(0)	(0)	(0)	(0)	(0)
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,077,000	3,074,756	3,074,532	3,076,633	3,076,508	3,069,262	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	29,000	24,935	18,403	9,770	1,262	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	29,000	24,935	18,403	9,770	1,262	-	-	-	-	-	-	-
TOTAL LIABILITIES	3,106,000	3,099,691	3,092,935	3,086,403	3,077,770	3,069,262	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
Net Assets	4,998,000	5,191,311	5,358,222	5,541,680	5,749,493	5,932,125	6,190,473	6,487,211	6,827,234	7,186,303	7,564,358	7,948,587
EQUITY												
Retained Earnings	3,785,000	3,978,311	4,145,222	4,328,680	4,536,493	4,719,125	4,977,473	5,274,211	5,614,234	5,973,303	6,351,358	6,735,587
Revaluation Reserves	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,998,000	5,191,311	5,358,222	5,541,680	5,749,493	5,932,125	6,190,473	6,487,211	6,827,234	7,186,303	7,564,358	7,948,587
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,998,000	5,191,311	5,358,222	5,541,680	5,749,493	5,932,125	6,190,473	6,487,211	6,827,234	7,186,303	7,564,358	7,948,587

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,007,000	7,385,050	7,384,151	7,573,051	7,761,551	7,954,764	8,152,807	8,355,801	8,563,870	8,777,141	8,995,744	9,219,811
User Charges & Fees	5,391,000	5,421,618	4,912,793	4,997,972	5,114,050	5,237,347	5,368,247	5,502,453	5,640,014	5,781,014	5,925,540	6,073,678
Investment & Interest Revenue Received	221,000	62,879	275,229	339,063	365,443	352,156	369,530	404,118	446,458	460,293	461,638	453,002
Grants & Contributions	15,436,000	13,197,879	11,043,812	9,283,516	9,540,287	9,744,486	9,953,682	10,167,586	10,386,303	10,626,293	10,854,610	11,088,424
Other	645,000	628,492	541,527	579,999	546,400	559,313	572,040	585,192	598,647	611,994	626,491	640,894
Payments:												
Employee Benefits & On-Costs	(10,371,000)	(10,854,978)	(11,217,695)	(11,468,312)	(11,746,349)	(11,990,191)	(12,259,971)	(12,535,820)	(12,837,876)	(13,106,278)	(13,401,170)	(13,702,696)
Materials & Contracts	(6,653,000)	(6,213,343)	(6,129,942)	(6,188,842)	(6,559,015)	(6,496,322)	(6,680,069)	(6,811,766)	(6,880,776)	(7,017,531)	(6,968,569)	(7,137,112)
Borrowing Costs	(79,000)	(74,351)	(61,665)	(76,330)	(69,606)	(64,949)	(62,002)	(59,486)	(55,676)	(52,992)	(13,515)	(11,317)
Other	(386,000)	(386,638)	(519,906)	(401,395)	(399,205)	(430,286)	(427,067)	(438,238)	(450,733)	(461,513)	(474,970)	(479,335)
Net Cash provided (or used in) Operating Activities	11,211,000	9,166,609	6,228,305	4,638,722	4,553,558	4,866,318	4,987,197	5,169,840	5,410,230	5,618,422	6,005,798	6,145,350
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	7,805,000	1,714,955	1,853,191	1,372,697	1,578,124	1,329,446	460,513	464,699	62,407	106,278	68,703	101,499
Sale of Infrastructure, Property, Plant & Equipment	183,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(7,955,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,611,000)	(13,139,248)	(8,010,705)	(5,468,325)	(5,511,194)	(5,768,540)	(5,347,085)	(6,060,548)	(5,217,724)	(5,614,468)	(5,568,691)	(6,317,182)
Net Cash provided (or used in) Investing Activities	(9,578,000)	(11,424,293)	(6,157,514)	(4,095,628)	(3,933,070)	(4,439,094)	(4,886,572)	(5,595,849)	(5,155,317)	(5,508,190)	(5,499,988)	(6,215,683)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	1,270,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(218,000)	(226,993)	(237,007)	(197,060)	(163,510)	(140,272)	(129,631)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Repayment of lease liabilities (principal repayments)	(14,000)	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(639,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	399,000	(226,993)	(237,007)	(197,060)	(163,510)	(140,272)	(129,631)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,032,000	(2,484,677)	(166,216)	346,034	456,978	286,952	(29,006)	(555,964)	122,433	7,842	403,470	(172,673)
plus: Cash & Cash Equivalents - beginning of year	1,401,000	3,433,000	948,323	782,107	1,128,141	1,585,118	1,872,070	1,843,064	1,287,100	1,409,533	1,417,375	1,820,845
Cash & Cash Equivalents - end of the year	3,433,000	948,323	782,107	1,128,141	1,585,118	1,872,070	1,843,064	1,287,100	1,409,533	1,417,375	1,820,845	1,648,173
Cash & Cash Equivalents - end of the year	3,433,000	948,323	782,107	1,128,141	1,585,118	1,872,070	1,843,064	1,287,100	1,409,533	1,417,375	1,820,845	1,648,173
Investments - end of the year	14,107,000	12,392,045	10,538,854	9,166,157	7,588,033	6,258,588	5,798,075	5,333,376	5,270,969	5,164,691	5,095,988	4,994,489
Cash, Cash Equivalents & Investments - end of the year	17,540,000	13,340,368	11,320,961	10,294,298	9,173,152	8,130,658	7,641,139	6,620,476	6,680,502	6,582,066	6,916,834	6,642,662
Representing:												
- External Restrictions	12,690,000	10,149,045	9,966,885	10,370,861	10,946,508	11,413,694	12,051,613	12,476,094	13,352,945	14,169,883	15,181,835	15,961,535
- Internal Restrictions	4,510,000	2,985,000	1,336,000	1,362,363	1,390,808	1,421,396	1,454,193	1,489,003	1,524,808	1,561,910	1,561,910	1,561,910
- Unrestricted	340,000	206,323	18,076	(1,438,926)	(3,164,164)	(4,704,433)	(5,864,667)	(7,344,622)	(8,197,250)	(9,149,727)	(9,826,912)	(10,880,783)
	17,540,000	13,340,368	11,320,961	10,294,298	9,173,152	8,130,658	7,641,139	6,620,476	6,680,502	6,582,066	6,916,834	6,642,662

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,037,467	5,934,351	6,082,742	6,233,985	6,389,009	6,547,908	6,710,780	6,877,723	7,048,840	7,224,235	7,404,015
User Charges & Fees	-	3,755,096	3,270,533	3,337,808	3,414,552	3,496,475	3,583,860	3,673,456	3,765,292	3,859,425	3,955,910	4,054,808
Investment & Interest Revenue Received	-	23,657	167,896	220,085	217,605	190,990	171,916	168,540	169,702	170,888	160,096	161,015
Grants & Contributions	-	7,651,083	8,332,635	6,681,584	6,879,811	7,024,149	7,172,138	7,323,457	7,478,181	7,652,739	7,814,150	7,979,555
Other	-	615,950	564,161	611,103	578,220	591,865	605,341	619,258	633,496	647,645	662,962	678,205
Payments:												
Employee Benefits & On-Costs	-	(7,985,389)	(8,130,131)	(8,311,277)	(8,518,281)	(8,689,492)	(8,885,006)	(9,084,919)	(9,309,329)	(9,498,339)	(9,712,052)	(9,930,573)
Materials & Contracts	-	(4,439,779)	(4,166,799)	(4,324,428)	(4,689,022)	(4,536,741)	(4,693,108)	(4,811,374)	(4,845,120)	(4,904,516)	(4,866,065)	(4,988,884)
Borrowing Costs	-	(69,469)	(57,405)	(72,553)	(66,380)	(62,303)	(59,795)	(57,251)	(53,390)	(50,654)	(11,125)	(8,873)
Other	-	(386,638)	(519,906)	(401,395)	(399,205)	(430,286)	(427,067)	(438,238)	(450,733)	(461,513)	(474,970)	(479,335)
Net Cash provided (or used in) Operating Activities	-	5,201,978	5,395,335	3,823,669	3,651,286	3,973,665	4,016,187	4,103,710	4,265,823	4,464,514	4,753,143	4,869,932
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,671,031	1,095,572	1,361,410	1,173,957	305,029	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,835,414)	(7,334,995)	(4,728,714)	(4,857,819)	(5,015,858)	(4,675,564)	(5,078,771)	(4,609,540)	(4,936,361)	(5,007,988)	(5,501,464)
Net Cash provided (or used in) Investing Activities	-	(7,835,414)	(5,663,964)	(3,633,141)	(3,496,409)	(3,841,901)	(4,370,534)	(5,078,771)	(4,609,540)	(4,936,361)	(5,007,988)	(5,501,464)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(220,684)	(230,251)	(190,528)	(154,877)	(131,764)	(128,369)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(220,684)	(230,251)	(190,528)	(154,877)	(131,764)	(128,369)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(2,854,120)	(498,880)	(0)	-	0	(482,716)	(1,105,016)	(476,197)	(574,237)	(357,185)	(733,871)
plus: Cash & Cash Equivalents - beginning of year	-	3,353,000	498,880	(0)	(0)	(0)	(0)	(482,716)	(1,587,733)	(2,063,929)	(2,638,167)	(2,995,352)
Cash & Cash Equivalents - end of the year	-	498,880	(0)	(0)	(0)	(0)	(482,716)	(1,587,733)	(2,063,929)	(2,638,167)	(2,995,352)	(3,729,223)
Cash & Cash Equivalents - end of the year	3,353,000	498,880	(0)	(0)	(0)	(0)	(482,716)	(1,587,733)	(2,063,929)	(2,638,167)	(2,995,352)	(3,729,223)
Investments - end of the year	5,607,000	5,607,000	3,935,969	2,840,396	1,478,986	305,029	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	8,960,000	6,105,880	3,935,969	2,840,396	1,478,986	305,029	(482,716)	(1,587,733)	(2,063,929)	(2,638,167)	(2,995,352)	(3,729,223)
Representing:												
- External Restrictions	4,703,000	3,896,000	3,896,000	4,231,066	4,566,449	4,902,173	5,241,865	5,581,993	5,922,620	6,263,757	6,583,757	6,903,757
- Internal Restrictions	4,510,000	2,985,000	1,336,000	1,362,363	1,390,808	1,421,396	1,454,193	1,489,003	1,524,808	1,561,910	1,561,910	1,561,910
- Unrestricted	(253,000)	(775,120)	(1,296,031)	(2,753,033)	(4,478,271)	(6,018,540)	(7,178,774)	(8,658,729)	(9,511,357)	(10,463,834)	(11,141,019)	(12,194,890)
	8,960,000	6,105,880	3,935,969	2,840,396	1,478,986	305,029	(482,716)	(1,587,733)	(2,063,929)	(2,638,167)	(2,995,352)	(3,729,223)

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	544,743	581,372	597,851	612,798	628,118	643,820	659,916	676,414	693,324	710,657	728,424
User Charges & Fees	-	549,755	593,310	586,208	600,845	615,856	631,249	647,030	663,206	679,786	696,781	714,201
Investment & Interest Revenue Received	-	20,004	51,364	53,084	58,213	58,644	62,006	65,034	69,211	69,100	68,317	68,617
Grants & Contributions	-	1,204,603	137,862	16,730	17,107	17,491	17,885	18,287	18,699	19,120	19,550	19,990
Other	-	4,000	5,000	5,115	5,233	5,353	5,476	5,602	5,731	5,863	5,998	6,136
Payments:												
Employee Benefits & On-Costs	-	(413,070)	(400,070)	(409,072)	(418,276)	(427,687)	(437,310)	(447,149)	(457,210)	(467,497)	(478,016)	(488,772)
Materials & Contracts	-	(815,012)	(800,287)	(733,848)	(711,533)	(736,664)	(777,011)	(766,819)	(771,857)	(824,374)	(785,390)	(801,994)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,095,023	168,551	116,068	164,386	161,111	146,117	181,901	204,193	175,322	237,897	246,601
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	883,977	144,659	237,743	216,714	155,489	155,483	464,699	62,407	106,278	68,703	101,499
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,989,000)	(313,210)	(353,811)	(381,100)	(316,600)	(301,600)	(646,600)	(266,600)	(281,600)	(306,600)	(348,100)
Net Cash provided (or used in) Investing Activities	-	(1,105,023)	(168,551)	(116,068)	(164,386)	(161,111)	(146,117)	(181,901)	(204,193)	(175,322)	(237,897)	(246,601)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(10,000)	(0)	0	(0)	0	0	(0)	(0)	(0)	(0)	0
plus: Cash & Cash Equivalents - beginning of year	-	10,000	0	0	0	0	0	0	0	(0)	(0)	(0)
Cash & Cash Equivalents - end of the year	-	0	0	0	0	0	0	0	(0)	(0)	(0)	0
Cash & Cash Equivalents - end of the year	10,000	0	0	0	0	0	0	0	(0)	(0)	(0)	0
Investments - end of the year	2,600,000	1,716,023	1,571,364	1,333,621	1,116,908	961,419	805,935	341,236	278,829	172,551	103,848	2,349
Cash, Cash Equivalents & Investments - end of the year	2,610,000	1,716,023	1,571,364	1,333,621	1,116,908	961,419	805,935	341,236	278,829	172,551	103,848	2,349
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,610,000	1,716,023	1,571,364	1,333,621	1,116,908	961,419	805,935	341,236	278,829	172,551	103,848	2,349
	2,610,000	1,716,023	1,571,364	1,333,621	1,116,908	961,419	805,935	341,236	278,829	172,551	103,848	2,349

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - SEWER FUND
Scenario: Planned Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	802,840	868,428	892,457	914,768	937,638	961,079	985,106	1,009,733	1,034,977	1,060,851	1,087,372
User Charges & Fees	-	13,329	12,317	14,518	14,847	15,199	15,575	15,964	16,363	16,773	17,192	17,622
Investment & Interest Revenue Received	-	11,546	14,050	15,444	18,346	19,119	24,266	26,289	25,632	25,153	25,073	15,218
Grants & Contributions	-	2,125,237	60,256	15,599	15,950	16,309	16,676	17,051	17,435	17,827	18,228	18,638
Other	-	-	2,000	2,046	2,093	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Payments:												
Employee Benefits & On-Costs	-	(210,522)	(292,034)	(298,605)	(305,323)	(312,193)	(319,218)	(326,400)	(333,744)	(341,253)	(348,931)	(356,782)
Materials & Contracts	-	(317,574)	(390,018)	(346,042)	(356,221)	(360,559)	(371,059)	(375,726)	(386,562)	(391,572)	(399,760)	(408,129)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	2,424,857	274,999	295,418	304,461	317,655	329,509	344,526	351,150	364,249	375,052	376,393
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	830,977	37,501	39,382	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,264,834)	(312,500)	(334,800)	(220,000)	(382,500)	(315,000)	(278,882)	(283,882)	(337,362)	(193,480)	(185,480)
Net Cash provided (or used in) Investing Activities	-	(2,433,857)	(274,999)	(295,418)	(220,000)	(382,500)	(315,000)	(278,882)	(283,882)	(337,362)	(193,480)	(185,480)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(9,000)	-	-	84,461	(64,845)	14,509	65,644	67,268	26,887	181,572	190,913
plus: Cash & Cash Equivalents - beginning of year	-	9,000	-	-	-	84,461	19,616	34,125	99,769	167,037	193,924	375,495
Cash & Cash Equivalents - end of the year	-	-	-	-	84,461	19,616	34,125	99,769	167,037	193,924	375,495	566,409
Cash & Cash Equivalents - end of the year	9,000	-	-	-	84,461	19,616	34,125	99,769	167,037	193,924	375,495	566,409
Investments - end of the year	2,300,000	1,469,023	1,431,522	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140	1,392,140
Cash, Cash Equivalents & Investments - end of the year	2,309,000	1,469,023	1,431,522	1,392,140	1,476,601	1,411,756	1,426,265	1,491,908	1,559,177	1,586,063	1,767,635	1,958,548
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,309,000	1,469,023	1,431,522	1,392,140	1,476,601	1,411,756	1,426,265	1,491,908	1,559,177	1,586,063	1,767,635	1,958,548
	2,309,000	1,469,023	1,431,522	1,392,140	1,476,601	1,411,756	1,426,265	1,491,908	1,559,177	1,586,063	1,767,635	1,958,548

Uralla Shire Council
Year Ended 30 June 2023

CASH FLOW STATEMENT - MCMAUGH GARDENS AGED

Scenario: Planned Case

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,103,438	1,036,633	1,059,439	1,083,806	1,109,817	1,137,563	1,166,002	1,195,152	1,225,031	1,255,657	1,287,048
Investment & Interest Revenue Received	-	7,672	41,920	50,450	71,279	83,403	111,342	144,255	181,912	195,153	208,152	208,152
Grants & Contributions	-	2,216,956	2,513,059	2,569,603	2,627,419	2,686,536	2,746,983	2,808,790	2,871,988	2,936,607	3,002,681	3,070,241
Other	-	54,500	16,800	9,237	9,449	9,666	9,889	10,116	10,349	10,587	10,830	11,079
Payments:												
Employee Benefits & On-Costs	-	(2,245,997)	(2,395,460)	(2,449,358)	(2,504,468)	(2,560,819)	(2,618,437)	(2,677,352)	(2,737,593)	(2,799,189)	(2,862,170)	(2,926,569)
Materials & Contracts	-	(686,936)	(819,272)	(832,027)	(850,834)	(912,071)	(889,747)	(909,873)	(930,459)	(951,515)	(973,054)	(995,084)
Borrowing Costs	-	(4,882)	(4,260)	(3,777)	(3,226)	(2,646)	(2,207)	(2,235)	(2,286)	(2,337)	(2,390)	(2,443)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	444,752	389,420	403,566	433,424	413,887	495,385	539,703	589,063	614,337	639,706	652,424
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(50,000)	(50,000)	(51,000)	(52,275)	(53,582)	(54,921)	(56,294)	(57,702)	(59,144)	(60,623)	(62,139)
Net Cash provided (or used in) Investing Activities	-	(50,000)	(50,000)	(51,000)	(52,275)	(53,582)	(54,921)	(56,294)	(57,702)	(59,144)	(60,623)	(62,139)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(6,309)	(6,756)	(6,532)	(8,633)	(8,508)	(1,262)	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(6,309)	(6,756)	(6,532)	(8,633)	(8,508)	(1,262)	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	388,443	332,664	346,034	372,516	351,797	439,202	483,408	531,362	555,193	579,083	370,285
plus: Cash & Cash Equivalents - beginning of year	-	61,000	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702
Cash & Cash Equivalents - end of the year	-	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702	4,810,987
Cash & Cash Equivalents - end of the year	61,000	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702	4,810,987
Investments - end of the year	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Cash, Cash Equivalents & Investments - end of the year	3,661,000	4,049,443	4,382,107	4,728,141	5,100,657	5,452,454	5,891,656	6,375,064	6,906,426	7,461,618	8,040,702	8,410,987
Representing:												
- External Restrictions	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	593,000	981,443	1,314,107	1,660,141	2,032,657	2,384,454	2,823,656	3,307,064	3,838,426	4,393,618	4,972,702	5,342,987
	3,661,000	4,049,443	4,382,107	4,728,141	5,100,657	5,452,454	5,891,656	6,375,064	6,906,426	7,461,618	8,040,702	8,410,987

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - CONSOLIDATED
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,867,000	7,122,291	7,395,141	8,636,596	9,366,978	10,087,936	10,397,693	10,721,031	10,988,231	11,262,111	11,542,838	11,830,583
User Charges & Fees	5,083,000	5,498,890	4,895,658	5,047,916	5,212,399	5,390,024	5,581,795	5,784,062	5,928,663	6,076,880	6,228,802	6,384,522
Other Revenues	651,000	495,995	529,760	541,944	554,409	567,161	580,205	593,550	607,202	621,167	635,454	650,070
Grants & Contributions provided for Operating Purposes	8,222,000	7,501,440	8,281,140	8,196,565	8,389,231	8,567,934	8,750,658	8,937,494	9,128,533	9,339,871	9,539,604	9,743,831
Grants & Contributions provided for Capital Purposes	7,268,000	5,937,588	2,750,110	1,122,291	1,147,543	1,173,363	1,199,763	1,226,758	1,254,360	1,282,583	1,311,441	1,340,949
Interest & Investment Revenue	162,000	94,240	262,161	321,935	352,586	338,155	366,761	405,725	448,105	461,982	463,369	454,776
Other Income:												
Reversal of impairment losses on receivables	1,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	28,254,000	26,650,444	24,113,970	23,867,248	25,023,145	26,124,572	26,876,875	27,668,620	28,355,095	29,044,595	29,721,509	30,404,730
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,498,000	10,834,211	11,221,791	11,474,281	11,752,453	11,996,433	12,266,353	12,542,346	12,844,549	13,113,101	13,408,146	13,709,829
Borrowing Costs	77,000	75,770	60,533	75,393	68,844	64,301	61,371	58,847	55,025	52,488	13,012	10,813
Materials & Contracts	6,618,000	6,266,711	6,129,328	6,188,298	6,557,365	6,497,587	6,679,621	6,811,532	6,881,030	7,017,653	6,969,253	7,136,900
Depreciation & Amortisation	5,273,000	4,875,761	5,298,823	5,454,844	5,591,215	5,730,995	5,874,270	6,021,127	6,171,655	6,325,946	6,484,095	6,646,198
Other Expenses	390,000	464,872	427,595	436,193	446,008	456,043	466,304	476,796	487,524	498,493	509,709	521,177
Net Losses from the Disposal of Assets	502,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	23,358,000	22,517,324	23,138,070	23,629,010	24,415,884	24,745,359	25,347,919	25,910,648	26,439,782	27,007,681	27,384,214	28,024,918
Operating Result from Continuing Operations	4,896,000	4,133,120	975,900	238,238	607,261	1,379,213	1,528,956	1,757,972	1,915,313	2,036,913	2,337,294	2,379,812
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,896,000	4,133,120	975,900	238,238	607,261	1,379,213	1,528,956	1,757,972	1,915,313	2,036,913	2,337,294	2,379,812
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,372,000)	(1,804,468)	(1,774,210)	(884,053)	(540,282)	205,851	329,193	531,214	660,953	754,330	1,025,853	1,038,864

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - GENERAL FUND
Scenario: Conservative Case

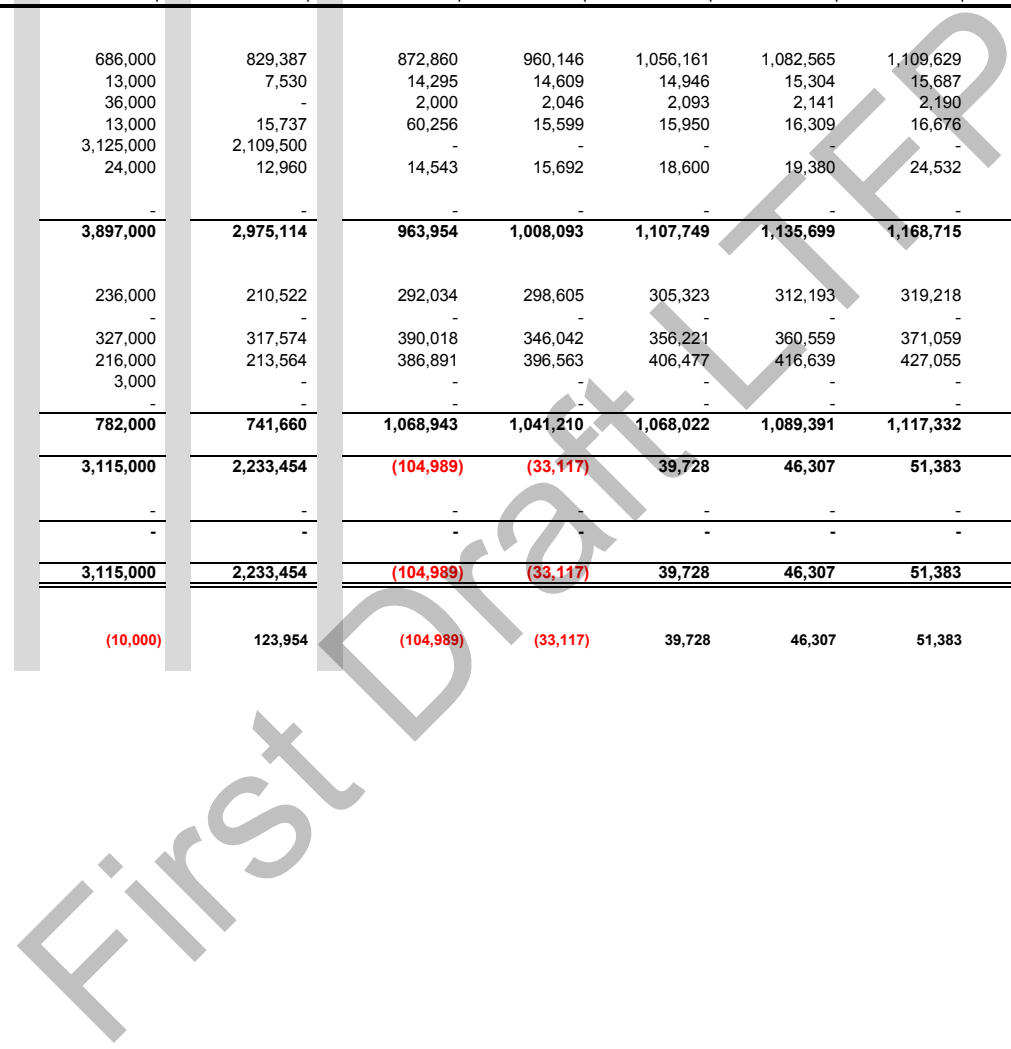
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,708,000	5,739,282	5,937,417	7,033,100	7,603,132	8,226,917	8,431,764	8,641,733	8,856,950	9,077,548	9,303,661	9,535,426
User Charges & Fees	3,500,000	3,775,904	3,266,512	3,338,375	3,415,158	3,497,122	3,584,550	3,674,163	3,766,018	3,860,168	3,956,672	4,055,589
Other Revenues	571,000	526,153	559,394	572,260	585,422	598,887	612,661	626,752	641,168	655,914	671,001	686,434
Grants & Contributions provided for Operating Purposes	5,901,000	5,072,144	5,569,963	5,594,633	5,728,755	5,847,598	5,969,114	6,093,365	6,220,412	6,366,317	6,499,145	6,634,962
Grants & Contributions provided for Capital Purposes	3,900,000	2,678,088	2,750,110	1,122,291	1,147,543	1,173,363	1,199,763	1,226,758	1,254,360	1,282,583	1,311,441	1,340,949
Interest & Investment Revenue	83,000	54,116	154,024	202,564	204,345	176,576	168,724	169,714	170,906	172,121	161,361	162,311
Other Income:												
Reversal of impairment losses on receivables	1,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,664,000	17,845,687	18,237,420	17,863,223	18,684,354	19,520,462	19,966,577	20,432,486	20,909,813	21,414,651	21,903,280	22,415,670
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,564,000	7,964,622	8,134,227	8,317,247	8,524,385	8,695,734	8,891,388	9,091,444	9,316,002	9,505,162	9,719,028	9,937,706
Borrowing Costs	73,000	70,888	56,273	71,616	65,618	61,655	59,164	56,612	52,739	50,151	10,622	8,370
Materials & Contracts	5,018,000	4,493,147	4,166,185	4,323,884	4,687,371	4,538,005	4,692,660	4,811,140	4,845,374	4,904,638	4,866,748	4,988,673
Depreciation & Amortisation	4,398,000	4,017,481	4,245,763	4,375,457	4,484,844	4,596,965	4,711,889	4,829,686	4,950,428	5,074,189	5,201,044	5,331,070
Other Expenses	383,000	464,872	427,595	436,193	446,008	456,043	466,304	476,796	487,524	498,493	509,709	521,177
Net Losses from the Disposal of Assets	495,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,931,000	17,011,010	17,030,043	17,524,397	18,208,226	18,348,402	18,821,404	19,265,678	19,652,066	20,032,633	20,307,150	20,786,996
Operating Result from Continuing Operations	1,733,000	834,677	1,207,377	338,826	476,128	1,172,060	1,145,172	1,166,807	1,257,746	1,382,019	1,596,130	1,628,674
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,733,000	834,677	1,207,377	338,826	476,128	1,172,060	1,145,172	1,166,807	1,257,746	1,382,019	1,596,130	1,628,674
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,167,000)	(1,843,411)	(1,542,733)	(783,466)	(671,415)	(1,303)	(54,591)	(59,951)	3,386	99,436	284,689	287,725

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - WATER FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	473,000	553,622	584,864	643,350	707,685	778,454	856,299	941,929	965,478	989,615	1,014,355	1,039,714
User Charges & Fees	531,000	612,018	578,218	635,492	698,489	767,781	843,995	927,817	951,013	974,788	999,158	1,024,137
Other Revenues	21,000	4,000	5,000	5,115	5,233	5,353	5,476	5,602	5,731	5,863	5,998	6,136
Grants & Contributions provided for Operating Purposes	16,000	196,603	137,862	16,730	17,107	17,491	17,885	18,287	18,699	19,120	19,550	19,990
Grants & Contributions provided for Capital Purposes	58,000	1,150,000	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	27,000	19,492	51,674	53,229	58,362	58,797	62,162	65,194	69,375	69,268	68,490	68,793
Other Income:												
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,126,000	2,535,735	1,357,618	1,353,917	1,486,876	1,627,876	1,785,818	1,958,830	2,010,295	2,058,653	2,107,550	2,158,769
Expenses from Continuing Operations												
Employee Benefits & On-Costs	393,000	413,070	400,070	409,072	418,276	427,687	437,310	447,149	457,210	467,497	478,016	488,772
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	628,000	815,012	800,287	733,848	711,533	736,664	777,011	766,819	771,857	824,374	785,390	801,994
Depreciation & Amortisation	440,000	435,975	450,660	461,927	473,475	485,312	497,444	509,880	522,627	535,693	549,085	562,813
Other Expenses	4,000	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,465,000	1,664,057	1,651,017	1,604,846	1,603,284	1,649,663	1,711,765	1,723,849	1,751,695	1,827,564	1,812,491	1,853,578
Operating Result from Continuing Operations	(339,000)	871,678	(293,399)	(250,929)	(116,408)	(21,787)	74,053	234,981	258,600	231,089	295,058	305,191
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(339,000)	871,678	(293,399)	(250,929)	(116,408)	(21,787)	74,053	234,981	258,600	231,089	295,058	305,191
Net Operating Result before Grants and Contributions provided for Capital Purposes	(397,000)	(278,322)	(293,399)	(250,929)	(116,408)	(21,787)	74,053	234,981	258,600	231,089	295,058	305,191

Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - SEWER FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	686,000	829,387	872,860	960,146	1,056,161	1,082,565	1,109,629	1,137,369	1,165,804	1,194,949	1,224,823	1,255,443
User Charges & Fees	13,000	7,530	14,295	14,609	14,946	15,304	15,687	16,079	16,481	16,893	17,315	17,748
Other Revenues	36,000	-	2,000	2,046	2,093	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Grants & Contributions provided for Operating Purposes	13,000	15,737	60,256	15,599	15,950	16,309	16,676	17,051	17,435	17,827	18,228	18,638
Grants & Contributions provided for Capital Purposes	3,125,000	2,109,500	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	24,000	12,960	14,543	15,692	18,600	19,380	24,532	26,563	25,913	25,440	25,367	15,520
Other Income:												
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,897,000	2,975,114	963,954	1,008,093	1,107,749	1,135,699	1,168,715	1,199,303	1,227,925	1,257,454	1,288,132	1,309,803
Expenses from Continuing Operations												
Employee Benefits & On-Costs	236,000	210,522	292,034	298,605	305,323	312,193	319,218	326,400	333,744	341,253	348,931	356,782
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	327,000	317,574	390,018	346,042	358,221	360,559	371,059	375,726	386,562	391,572	399,760	408,129
Depreciation & Amortisation	216,000	213,564	386,891	396,563	406,477	416,639	427,055	437,732	448,675	459,892	471,389	483,174
Other Expenses	3,000	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	782,000	741,660	1,068,943	1,041,210	1,068,022	1,089,391	1,117,332	1,139,857	1,168,981	1,192,717	1,220,080	1,248,085
Operating Result from Continuing Operations	3,115,000	2,233,454	(104,989)	(33,117)	39,728	46,307	51,383	59,446	58,943	64,737	68,052	61,719
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,115,000	2,233,454	(104,989)	(33,117)	39,728	46,307	51,383	59,446	58,943	64,737	68,052	61,719
Net Operating Result before Grants and Contributions provided for Capital Purposes	(10,000)	123,954	(104,989)	(33,117)	39,728	46,307	51,383	59,446	58,943	64,737	68,052	61,719



Uralla Shire Council
Year Ended 30 June 2023
INCOME STATEMENT - MCMAUGH GARDENS AGED CARE FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	1,039,000	1,103,438	1,036,633	1,059,439	1,083,806	1,109,817	1,137,563	1,166,002	1,195,152	1,225,031	1,255,657	1,287,048
Other Revenues	23,000	11,800	9,800	10,025	10,256	10,492	10,733	10,980	11,233	11,491	11,755	12,026
Grants & Contributions provided for Operating Purposes	2,292,000	2,216,956	2,513,059	2,569,603	2,627,419	2,686,536	2,746,983	2,808,790	2,871,988	2,936,607	3,002,681	3,070,241
Grants & Contributions provided for Capital Purposes	185,000	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	28,000	7,672	41,920	50,450	71,279	83,403	111,342	144,255	181,912	195,153	208,152	208,152
Other Income:												
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,567,000	3,339,866	3,601,412	3,689,517	3,792,760	3,890,248	4,006,621	4,130,027	4,260,284	4,368,282	4,478,245	4,577,467
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,305,000	2,245,997	2,395,460	2,449,358	2,504,468	2,560,819	2,618,437	2,677,352	2,737,593	2,799,189	2,862,170	2,926,569
Borrowing Costs	4,000	4,882	4,260	3,777	3,226	2,646	2,207	2,235	2,286	2,337	2,390	2,443
Materials & Contracts	645,000	686,936	819,272	832,027	850,834	912,071	889,747	909,873	930,459	951,515	973,054	995,084
Depreciation & Amortisation	219,000	208,741	215,509	220,897	226,419	232,080	237,882	243,829	249,924	256,172	262,577	269,141
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	7,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,180,000	3,146,555	3,434,501	3,506,059	3,584,948	3,707,615	3,748,273	3,833,289	3,920,261	4,009,213	4,100,190	4,193,238
Operating Result from Continuing Operations	387,000	193,311	166,911	183,459	207,812	182,633	258,348	296,738	340,023	359,069	378,055	384,229
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	387,000	193,311	166,911	183,459	207,812	182,633	258,348	296,738	340,023	359,069	378,055	384,229
Net Operating Result before Grants and Contributions provided for Capital Purposes	202,000	193,311	166,911	183,459	207,812	182,633	258,348	296,738	340,023	359,069	378,055	384,229

Uralla Shire Council

Year Ended 30 June 2023

BALANCE SHEET - CONSOLIDATED

Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	948,323	782,107	1,146,807	1,734,553	2,898,083	4,798,419	6,358,944	9,091,800	11,734,233	14,875,387	17,482,620
Investments	14,107,000	12,392,045	10,538,854	10,181,057	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821
Receivables	3,293,000	2,397,404	2,451,014	2,340,689	2,467,656	2,598,504	2,703,987	2,811,852	2,895,244	2,981,885	3,071,128	3,157,678
Inventories	261,000	284,458	272,137	281,725	302,801	295,305	304,773	312,241	315,031	319,233	318,038	325,769
Contract assets	1,094,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000	878,000
Other	81,000	68,859	65,665	67,899	72,696	71,157	73,384	75,171	75,923	76,991	76,864	78,721
Total Current Assets	18,836,000	16,969,090	14,987,777	14,896,177	15,555,526	16,840,870	18,858,384	20,536,030	23,355,818	26,090,162	29,319,237	32,022,610
Non-Current Assets												
Contract assets	-	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Infrastructure, Property, Plant & Equipment	238,317,000	245,627,487	248,339,369	248,352,850	248,272,829	248,310,374	247,783,189	247,822,610	246,868,679	246,157,200	245,241,796	244,912,780
Right of use assets	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Total Non-Current Assets	238,379,000	245,905,487	248,617,369	248,630,850	248,550,829	248,588,374	248,061,189	248,100,610	247,146,679	246,435,200	245,519,796	245,190,780
TOTAL ASSETS	257,215,000	262,874,577	263,605,146	263,527,027	264,106,355	265,429,244	266,919,573	268,636,639	270,502,497	272,525,362	274,839,033	277,213,391
LIABILITIES												
Current Liabilities												
Payables	6,303,000	5,684,875	5,591,734	5,711,056	5,822,911	5,885,327	5,954,314	6,020,852	6,080,857	6,143,281	6,197,932	6,270,209
Contract liabilities	2,215,000	1,153,575	1,238,392	999,774	1,023,495	1,045,027	1,067,044	1,089,556	1,112,575	1,138,492	1,162,558	1,187,166
Lease liabilities	16,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	266,000	237,007	197,060	163,510	140,272	129,631	129,955	132,479	102,390	102,340	102,340	102,340
Provisions	2,419,000	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133
Total Current Liabilities	11,219,000	9,471,589	9,423,319	9,270,472	9,382,811	9,456,117	9,547,446	9,639,019	9,691,954	9,780,246	9,858,962	9,955,848
Non-Current Liabilities												
Lease liabilities	48,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
Borrowings	1,705,000	1,507,000	1,309,940	1,146,430	1,006,158	876,527	746,572	614,093	511,703	409,363	307,023	204,683
Provisions	2,814,000	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867
Total Non-Current Liabilities	4,567,000	4,407,867	4,210,807	4,047,297	3,907,025	3,777,394	3,647,439	3,514,960	3,412,570	3,310,230	3,207,890	3,105,550
TOTAL LIABILITIES	15,786,000	13,879,457	13,634,126	13,317,769	13,289,837	13,233,512	13,194,885	13,153,980	13,104,524	13,090,477	13,066,853	13,061,398
Net Assets	241,429,000	248,995,120	249,971,020	250,209,258	250,816,519	252,195,732	253,724,688	255,482,660	257,397,973	259,434,886	261,772,180	264,151,993
EQUITY												
Retained Earnings	79,217,000	83,350,120	84,326,020	84,564,258	85,171,519	86,550,732	88,079,688	89,837,660	91,752,973	93,789,886	96,127,180	98,506,993
Revaluation Reserves	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000	165,645,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	244,862,000	248,995,120	249,971,020	250,209,258	250,816,519	252,195,732	253,724,688	255,482,660	257,397,973	259,434,886	261,772,180	264,151,993
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	244,862,000	248,995,120	249,971,020	250,209,258	250,816,519	252,195,732	253,724,688	255,482,660	257,397,973	259,434,886	261,772,180	264,151,993

Uralla Shire Council
Year Ended 30 June 2023
BALANCE SHEET - GENERAL FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,353,000	498,880	-	-	-	627,007	1,701,487	2,513,151	3,992,841	5,424,608	7,120,573	8,496,040
Investments	5,607,000	5,607,000	3,935,969	3,753,675	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428
Receivables	2,865,000	1,919,313	1,984,310	1,830,526	1,909,753	1,997,130	2,055,089	2,110,987	2,176,933	2,245,695	2,316,614	2,384,384
Inventories	261,000	284,458	272,137	281,725	302,801	295,305	304,773	312,241	315,031	319,233	318,038	325,769
Contract assets	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000	806,000
Other	81,000	68,859	65,665	67,899	72,696	71,157	73,384	75,171	75,923	76,991	76,864	78,721
Total Current Assets	12,973,000	9,184,510	7,064,080	6,739,825	6,823,678	7,529,028	8,673,161	9,549,977	11,099,156	12,604,955	14,370,517	15,823,343
Non-Current Assets												
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	207,659,000	210,523,933	213,613,165	213,966,422	214,339,397	214,758,290	214,721,965	214,971,050	214,630,162	214,492,335	214,299,279	214,469,672
Right of use assets	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Total Non-Current Assets	207,721,000	210,585,933	213,675,165	214,028,422	214,401,397	214,820,290	214,783,965	215,033,050	214,692,162	214,554,335	214,361,279	214,531,672
TOTAL ASSETS	220,694,000	219,770,443	220,739,245	220,768,246	221,225,075	222,349,318	223,457,126	224,583,028	225,791,318	227,159,290	228,731,796	230,355,015
LIABILITIES												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,235,000	2,616,875	2,523,734	2,643,056	2,754,911	2,817,327	2,886,314	2,952,852	3,012,857	3,075,281	3,129,932	3,202,209
Contract liabilities	2,073,000	1,153,575	1,238,392	999,774	1,023,495	1,045,027	1,067,044	1,089,556	1,112,575	1,138,492	1,162,558	1,187,166
Lease liabilities	16,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	257,000	230,251	190,528	154,877	131,764	128,369	129,955	132,479	102,390	102,340	102,340	102,340
Provisions	2,419,000	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133	2,396,133
Total Current Liabilities	8,000,000	6,396,833	6,348,787	6,193,839	6,306,303	6,386,856	6,479,446	6,571,019	6,623,954	6,712,247	6,790,963	6,887,848
Non-Current Liabilities												
Lease liabilities	48,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000
Borrowings	1,676,000	1,482,065	1,291,537	1,136,660	1,004,896	876,527	746,572	614,093	511,703	409,363	307,023	204,683
Provisions	2,814,000	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867	2,836,867
Total Non-Current Liabilities	4,538,000	4,382,932	4,192,404	4,037,527	3,905,763	3,777,394	3,647,439	3,514,960	3,412,570	3,310,230	3,207,890	3,105,550
TOTAL LIABILITIES	12,538,000	10,779,766	10,541,191	10,231,366	10,212,067	10,164,250	10,126,885	10,085,980	10,036,524	10,022,477	9,998,853	9,993,398
Net Assets	208,156,000	208,990,677	210,198,054	210,536,880	211,013,008	212,185,068	213,330,241	214,497,048	215,754,794	217,136,813	218,732,943	220,361,617
EQUITY												
Retained Earnings	58,590,000	59,424,677	60,632,054	60,970,880	61,447,008	62,619,068	63,764,241	64,931,048	66,188,794	67,570,813	69,166,943	70,795,617
Revaluation Reserves	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000	149,566,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	208,156,000	208,990,677	210,198,054	210,536,880	211,013,008	212,185,068	213,330,241	214,497,048	215,754,794	217,136,813	218,732,943	220,361,617
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	208,156,000	208,990,677	210,198,054	210,536,880	211,013,008	212,185,068	213,330,241	214,497,048	215,754,794	217,136,813	218,732,943	220,361,617

Uralla Shire Council
Year Ended 30 June 2023
BALANCE SHEET - WATER FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	10,000	-	-	-	-	107,375	333,770	384,185	885,591	1,357,220	1,880,872	2,386,537
Investments	2,600,000	1,716,023	1,571,364	1,395,860	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871
Receivables	270,000	340,630	329,340	362,030	397,986	437,536	481,038	528,884	542,106	555,659	569,550	583,789
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,880,000	2,056,653	1,900,704	1,757,890	1,733,857	1,880,782	2,150,679	2,248,940	2,763,568	3,248,750	3,786,293	4,306,197
Non-Current Assets												
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,017,000	15,570,025	15,432,575	15,324,459	15,232,085	15,063,373	14,867,529	15,004,248	14,748,221	14,494,128	14,251,642	14,036,930
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,017,000	15,570,025	15,432,575	15,324,459	15,232,085	15,063,373	14,867,529	15,004,248	14,748,221	14,494,128	14,251,642	14,036,930
TOTAL ASSETS	16,897,000	17,626,678	17,333,279	17,082,350	16,965,942	16,944,155	17,018,208	17,253,189	17,511,789	17,742,878	18,037,936	18,343,127
LIABILITIES												
Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	142,000	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	142,000	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	142,000	-	-	-	-	-	-	-	-	-	-	-
Net Assets	16,755,000	17,626,678	17,333,279	17,082,350	16,965,942	16,944,155	17,018,208	17,253,189	17,511,789	17,742,878	18,037,936	18,343,127
EQUITY												
Retained Earnings	7,678,000	8,549,678	8,256,279	8,005,350	7,888,942	7,867,155	7,941,208	8,176,189	8,434,789	8,665,878	8,960,936	9,266,127
Revaluation Reserves	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000	9,077,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	16,755,000	17,626,678	17,333,279	17,082,350	16,965,942	16,944,155	17,018,208	17,253,189	17,511,789	17,742,878	18,037,936	18,343,127
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	16,755,000	17,626,678	17,333,279	17,082,350	16,965,942	16,944,155	17,018,208	17,253,189	17,511,789	17,742,878	18,037,936	18,343,127

Uralla Shire Council
Year Ended 30 June 2023
BALANCE SHEET - SEWER FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	9,000	-	-	18,666	233,896	311,246	471,506	686,544	906,942	1,090,786	1,433,240	1,789,057
Investments	2,300,000	1,469,023	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522
Receivables	74,000	96,161	103,064	113,044	124,020	127,116	130,294	133,551	136,890	140,313	143,820	147,416
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	288,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,671,000	1,637,184	1,606,586	1,635,232	1,861,438	1,941,884	2,105,322	2,323,618	2,547,354	2,734,621	3,080,582	3,439,994
Non-Current Assets												
Contract assets	-	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Infrastructure, Property, Plant & Equipment	12,282,000	15,333,270	15,258,879	15,197,116	15,010,638	14,976,499	14,864,444	14,705,594	14,540,801	14,418,271	14,140,362	13,842,668
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	12,282,000	15,549,270	15,474,879	15,413,116	15,226,638	15,192,499	15,080,444	14,921,594	14,756,801	14,634,271	14,356,362	14,058,668
TOTAL ASSETS	14,953,000	17,186,454	17,081,465	17,048,348	17,088,076	17,134,383	17,185,766	17,245,212	17,304,155	17,368,892	17,436,944	17,498,663
LIABILITIES												
Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	14,953,000	17,186,454	17,081,465	17,048,348	17,088,076	17,134,383	17,185,766	17,245,212	17,304,155	17,368,892	17,436,944	17,498,663
EQUITY												
Retained Earnings	9,164,000	11,397,454	11,292,465	11,259,348	11,299,076	11,345,383	11,396,766	11,456,212	11,515,155	11,579,892	11,647,944	11,709,663
Revaluation Reserves	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000	5,789,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	14,953,000	17,186,454	17,081,465	17,048,348	17,088,076	17,134,383	17,185,766	17,245,212	17,304,155	17,368,892	17,436,944	17,498,663
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	14,953,000	17,186,454	17,081,465	17,048,348	17,088,076	17,134,383	17,185,766	17,245,212	17,304,155	17,368,892	17,436,944	17,498,663

Uralla Shire Council

Year Ended 30 June 2023

BALANCE SHEET - MCMAUGH GARDENS AG

Scenario: Conservative Case

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	61,000	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702	4,810,987
Investments	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Receivables	84,000	41,300	34,300	35,089	35,896	36,722	37,566	38,430	39,314	40,218	41,143	42,090
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,745,000	4,090,743	4,416,407	4,763,230	5,136,553	5,489,176	5,929,222	6,413,494	6,945,740	7,501,837	8,081,845	8,453,077
Non-Current Assets												
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,359,000	4,200,259	4,034,750	3,864,853	3,690,709	3,512,211	3,329,251	3,141,717	2,949,494	2,752,466	2,550,513	2,563,510
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,359,000	4,200,259	4,034,750	3,864,853	3,690,709	3,512,211	3,329,251	3,141,717	2,949,494	2,752,466	2,550,513	2,563,510
TOTAL ASSETS	8,104,000	8,291,002	8,451,157	8,628,083	8,827,263	9,001,387	9,258,473	9,555,211	9,895,234	10,254,303	10,632,358	11,016,586
LIABILITIES												
Current Liabilities												
Payables	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,000	6,756	6,532	8,633	8,508	1,262	(0)	(0)	(0)	(0)	(0)	(0)
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,077,000	3,074,756	3,074,532	3,076,633	3,076,508	3,069,262	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	29,000	24,935	18,403	9,770	1,262	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	29,000	24,935	18,403	9,770	1,262	-	-	-	-	-	-	-
TOTAL LIABILITIES	3,106,000	3,099,691	3,092,935	3,086,403	3,077,770	3,069,262	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
Net Assets	4,998,000	5,191,311	5,358,222	5,541,680	5,749,493	5,932,125	6,190,473	6,487,211	6,827,234	7,186,303	7,564,358	7,948,587
EQUITY												
Retained Earnings	3,785,000	3,978,311	4,145,222	4,328,680	4,536,493	4,719,125	4,977,473	5,274,211	5,614,234	5,973,303	6,351,358	6,735,587
Revaluation Reserves	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000	1,213,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,998,000	5,191,311	5,358,222	5,541,680	5,749,493	5,932,125	6,190,473	6,487,211	6,827,234	7,186,303	7,564,358	7,948,587
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,998,000	5,191,311	5,358,222	5,541,680	5,749,493	5,932,125	6,190,473	6,487,211	6,827,234	7,186,303	7,564,358	7,948,587

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,007,000	7,385,050	7,384,151	8,604,205	9,341,178	10,067,681	10,383,063	10,705,383	10,979,370	11,253,029	11,533,528	11,821,041
User Charges & Fees	5,391,000	5,421,618	4,912,793	5,021,684	5,183,567	5,358,334	5,546,963	5,745,813	5,917,464	6,065,400	6,217,035	6,372,461
Investment & Interest Revenue Received	221,000	62,879	275,229	317,762	343,956	324,276	350,413	392,364	426,337	440,889	438,744	434,395
Grants & Contributions	15,436,000	13,197,879	11,043,812	9,283,516	9,540,287	9,744,486	9,953,682	10,167,586	10,386,303	10,626,293	10,854,610	11,088,424
Other	645,000	628,492	541,527	579,999	546,400	559,313	572,040	585,192	598,647	611,994	626,491	640,894
Payments:												
Employee Benefits & On-Costs	(10,371,000)	(10,854,978)	(11,217,695)	(11,468,312)	(11,746,349)	(11,990,191)	(12,259,971)	(12,535,820)	(12,837,876)	(13,106,278)	(13,401,170)	(13,702,696)
Materials & Contracts	(6,653,000)	(6,213,343)	(6,129,942)	(6,188,842)	(6,559,015)	(6,496,322)	(6,680,069)	(6,811,766)	(6,880,776)	(7,017,531)	(6,968,569)	(7,137,112)
Borrowing Costs	(79,000)	(74,351)	(61,665)	(76,330)	(69,606)	(64,949)	(62,002)	(59,486)	(55,676)	(52,992)	(13,515)	(11,317)
Other	(386,000)	(386,638)	(519,906)	(401,395)	(399,205)	(430,286)	(427,067)	(438,238)	(450,733)	(461,513)	(474,970)	(479,335)
Net Cash provided (or used in) Operating Activities	11,211,000	9,166,609	6,228,305	5,672,288	6,181,214	7,072,342	7,377,053	7,751,028	8,083,059	8,359,291	8,812,184	9,026,756
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	7,805,000	1,714,955	1,853,191	357,797	81,236	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	183,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(7,955,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,611,000)	(13,139,248)	(8,010,705)	(5,468,325)	(5,511,194)	(5,768,540)	(5,347,085)	(6,060,548)	(5,217,724)	(5,614,468)	(5,568,691)	(6,317,182)
Net Cash provided (or used in) Investing Activities	(9,578,000)	(11,424,293)	(6,157,514)	(5,110,528)	(5,429,958)	(5,768,540)	(5,347,085)	(6,060,548)	(5,217,724)	(5,614,468)	(5,568,691)	(6,317,182)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	1,270,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(218,000)	(226,993)	(237,007)	(197,060)	(163,510)	(140,272)	(129,631)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Repayment of lease liabilities (principal repayments)	(14,000)	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(639,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	399,000	(226,993)	(237,007)	(197,060)	(163,510)	(140,272)	(129,631)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,032,000	(2,484,677)	(166,216)	364,700	587,746	1,163,530	1,900,337	1,560,525	2,732,856	2,642,433	3,141,153	2,607,234
plus: Cash & Cash Equivalents - beginning of year	1,401,000	3,433,000	948,323	782,107	1,146,807	1,734,553	2,898,083	4,798,419	6,358,944	9,091,800	11,734,233	14,875,387
Cash & Cash Equivalents - end of the year	3,433,000	948,323	782,107	1,146,807	1,734,553	2,898,083	4,798,419	6,358,944	9,091,800	11,734,233	14,875,387	17,482,620
Cash & Cash Equivalents - end of the year	3,433,000	948,323	782,107	1,146,807	1,734,553	2,898,083	4,798,419	6,358,944	9,091,800	11,734,233	14,875,387	17,482,620
Investments - end of the year	14,107,000	12,392,045	10,538,854	10,181,057	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821	10,099,821
Cash, Cash Equivalents & Investments - end of the year	17,540,000	13,340,368	11,320,961	11,327,864	11,834,374	12,997,904	14,898,240	16,458,765	19,191,621	21,834,054	24,975,208	27,582,441
Representing:												
- External Restrictions	12,690,000	10,149,045	9,966,885	10,491,148	11,354,288	12,226,534	13,392,083	14,481,073	16,074,864	17,626,667	19,391,856	20,943,623
- Internal Restrictions	4,510,000	2,985,000	1,336,000	1,362,363	1,390,808	1,421,396	1,454,193	1,489,003	1,524,808	1,561,910	1,561,910	1,561,910
- Unrestricted	340,000	206,323	18,076	(525,647)	(910,722)	(650,026)	51,964	488,690	1,591,949	2,645,477	4,021,441	5,076,908
	17,540,000	13,340,368	11,320,961	11,327,864	11,834,374	12,997,904	14,898,240	16,458,765	19,191,621	21,834,054	24,975,208	27,582,441

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,037,467	5,934,351	7,016,144	7,594,310	8,217,264	8,428,594	8,638,483	8,853,620	9,074,134	9,300,161	9,531,840
User Charges & Fees	-	3,755,096	3,270,533	3,337,808	3,414,552	3,496,475	3,583,860	3,673,456	3,765,292	3,859,425	3,955,910	4,054,808
Investment & Interest Revenue Received	-	23,657	167,896	199,962	197,443	163,698	153,455	157,516	149,693	151,598	137,320	142,530
Grants & Contributions	-	7,651,083	8,332,635	6,681,584	6,879,811	7,024,149	7,172,138	7,323,457	7,478,181	7,652,739	7,814,150	7,979,555
Other	-	615,950	564,161	611,103	578,220	591,865	605,341	619,258	633,496	647,645	662,962	678,205
Payments:												
Employee Benefits & On-Costs	-	(7,985,389)	(8,130,131)	(8,311,277)	(8,518,281)	(8,689,492)	(8,885,006)	(9,084,919)	(9,309,329)	(9,498,339)	(9,712,052)	(9,930,573)
Materials & Contracts	-	(4,439,779)	(4,166,799)	(4,324,428)	(4,689,022)	(4,536,741)	(4,693,108)	(4,811,374)	(4,845,120)	(4,904,516)	(4,866,065)	(4,988,884)
Borrowing Costs	-	(69,469)	(57,405)	(72,553)	(66,380)	(62,303)	(59,795)	(57,251)	(53,390)	(50,654)	(11,125)	(8,873)
Other	-	(386,638)	(519,906)	(401,395)	(399,205)	(430,286)	(427,067)	(438,238)	(450,733)	(461,513)	(474,970)	(479,335)
Net Cash provided (or used in) Operating Activities	-	5,201,978	5,395,335	4,736,948	4,991,449	5,774,629	5,878,412	6,020,390	6,221,710	6,470,518	6,806,292	6,979,271
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,671,031	182,294	21,247	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,835,414)	(7,334,995)	(4,728,714)	(4,857,819)	(5,015,858)	(4,675,564)	(5,078,771)	(4,609,540)	(4,936,361)	(5,007,988)	(5,501,464)
Net Cash provided (or used in) Investing Activities	-	(7,835,414)	(5,663,964)	(4,546,420)	(4,836,572)	(5,015,858)	(4,675,564)	(5,078,771)	(4,609,540)	(4,936,361)	(5,007,988)	(5,501,464)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(220,684)	(230,251)	(190,528)	(154,877)	(131,764)	(128,369)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(220,684)	(230,251)	(190,528)	(154,877)	(131,764)	(128,369)	(129,955)	(132,479)	(102,390)	(102,340)	(102,340)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(2,854,120)	(498,880)	0	(0)	627,007	1,074,480	811,664	1,479,691	1,431,767	1,695,965	1,375,467
plus: Cash & Cash Equivalents - beginning of year	-	3,353,000	498,880	(0)	(0)	(0)	627,007	1,701,487	2,513,151	3,992,841	5,424,608	7,120,573
Cash & Cash Equivalents - end of the year	-	498,880	(0)	(0)	(0)	627,007	1,701,487	2,513,151	3,992,841	5,424,608	7,120,573	8,496,040
Cash & Cash Equivalents - end of the year	3,353,000	498,880	(0)	(0)	(0)	627,007	1,701,487	2,513,151	3,992,841	5,424,608	7,120,573	8,496,040
Investments - end of the year	5,607,000	5,607,000	3,935,969	3,753,675	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428	3,732,428
Cash, Cash Equivalents & Investments - end of the year	8,960,000	6,105,880	3,935,969	3,753,675	3,732,428	4,359,436	5,433,915	6,245,579	7,725,270	9,157,037	10,853,001	12,228,468
Representing:												
- External Restrictions	4,703,000	3,896,000	3,896,000	4,231,066	4,566,449	4,902,173	5,241,865	5,581,993	5,922,620	6,263,757	6,583,757	6,903,757
- Internal Restrictions	4,510,000	2,985,000	1,336,000	1,362,363	1,390,808	1,421,396	1,454,193	1,489,003	1,524,808	1,561,910	1,561,910	1,561,910
- Unrestricted	(253,000)	(775,120)	(1,296,031)	(1,839,754)	(2,224,829)	(1,964,133)	(1,262,143)	(825,417)	277,842	1,331,370	2,707,334	3,762,801
	8,960,000	6,105,880	3,935,969	3,753,675	3,732,428	4,359,436	5,433,915	6,245,579	7,725,270	9,157,037	10,853,001	12,228,468

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - WATER FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	544,743	581,372	636,813	700,495	770,544	847,598	932,358	962,846	986,917	1,011,590	1,036,879
User Charges & Fees	-	549,755	593,310	609,920	670,362	736,842	809,966	890,391	940,656	964,172	988,277	1,012,984
Investment & Interest Revenue Received	-	20,004	51,364	52,649	57,724	58,095	61,391	64,345	69,142	69,029	68,244	68,542
Grants & Contributions	-	1,204,603	137,862	16,730	17,107	17,491	17,885	18,287	18,699	19,120	19,550	19,990
Other	-	4,000	5,000	5,115	5,233	5,353	5,476	5,602	5,731	5,863	5,998	6,136
Payments:												
Employee Benefits & On-Costs	-	(413,070)	(400,070)	(409,072)	(418,276)	(427,687)	(437,310)	(447,149)	(457,210)	(467,497)	(478,016)	(488,772)
Materials & Contracts	-	(815,012)	(800,287)	(733,848)	(711,533)	(736,664)	(777,011)	(766,819)	(771,857)	(824,374)	(785,390)	(801,994)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,095,023	168,551	178,308	321,110	423,975	527,996	697,015	768,005	753,229	830,252	853,765
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	883,977	144,659	175,503	59,990	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,989,000)	(313,210)	(353,811)	(381,100)	(316,600)	(301,600)	(646,600)	(266,600)	(281,600)	(306,600)	(348,100)
Net Cash provided (or used in) Investing Activities	-	(1,105,023)	(168,551)	(178,308)	(321,110)	(316,600)	(301,600)	(646,600)	(266,600)	(281,600)	(306,600)	(348,100)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(10,000)	(0)	0	(0)	107,375	226,396	50,415	501,405	471,629	523,652	505,665
plus: Cash & Cash Equivalents - beginning of year	-	10,000	0	0	0	(0)	107,375	333,770	384,185	885,591	1,357,220	1,880,872
Cash & Cash Equivalents - end of the year	-	0	0	0	(0)	107,375	333,770	384,185	885,591	1,357,220	1,880,872	2,386,537
Cash & Cash Equivalents - end of the year	10,000	0	0	0	(0)	107,375	333,770	384,185	885,591	1,357,220	1,880,872	2,386,537
Investments - end of the year	2,600,000	1,716,023	1,571,364	1,395,860	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871	1,335,871
Cash, Cash Equivalents & Investments - end of the year	2,610,000	1,716,023	1,571,364	1,395,860	1,335,871	1,443,246	1,669,641	1,720,056	2,221,462	2,693,091	3,216,743	3,722,408
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,610,000	1,716,023	1,571,364	1,395,860	1,335,871	1,443,246	1,669,641	1,720,056	2,221,462	2,693,091	3,216,743	3,722,408
	2,610,000	1,716,023	1,571,364	1,395,860	1,335,871	1,443,246	1,669,641	1,720,056	2,221,462	2,693,091	3,216,743	3,722,408

Uralla Shire Council
Year Ended 30 June 2023
CASH FLOW STATEMENT - SEWER FUND
Scenario: Conservative Case

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	802,840	868,428	951,248	1,046,373	1,079,873	1,106,870	1,134,542	1,162,905	1,191,978	1,221,777	1,252,322
User Charges & Fees	-	13,329	12,317	14,518	14,847	15,199	15,575	15,964	16,363	16,773	17,192	17,622
Investment & Interest Revenue Received	-	11,546	14,050	14,701	17,510	19,080	24,225	26,248	25,590	25,109	25,028	15,172
Grants & Contributions	-	2,125,237	60,256	15,599	15,950	16,309	16,676	17,051	17,435	17,827	18,228	18,638
Other	-	-	2,000	2,046	2,093	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Payments:												
Employee Benefits & On-Costs	-	(210,522)	(292,034)	(298,605)	(305,323)	(312,193)	(319,218)	(326,400)	(333,744)	(341,253)	(348,931)	(356,782)
Materials & Contracts	-	(317,574)	(390,018)	(346,042)	(356,221)	(360,559)	(371,059)	(375,726)	(386,562)	(391,572)	(399,760)	(408,129)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	2,424,857	274,999	353,466	435,230	459,851	475,260	493,920	504,280	521,206	535,933	541,297
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	830,977	37,501	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,264,834)	(312,500)	(334,800)	(220,000)	(382,500)	(315,000)	(278,882)	(283,882)	(337,362)	(193,480)	(185,480)
Net Cash provided (or used in) Investing Activities	-	(2,433,857)	(274,999)	(334,800)	(220,000)	(382,500)	(315,000)	(278,882)	(283,882)	(337,362)	(193,480)	(185,480)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(9,000)	-	18,666	215,230	77,351	160,260	215,038	220,398	183,844	342,453	355,817
plus: Cash & Cash Equivalents - beginning of year	-	9,000	-	-	18,666	233,896	311,246	471,506	686,544	906,942	1,090,786	1,433,240
Cash & Cash Equivalents - end of the year	-	-	-	18,666	233,896	311,246	471,506	686,544	906,942	1,090,786	1,433,240	1,789,057
Cash & Cash Equivalents - end of the year	9,000	-	-	18,666	233,896	311,246	471,506	686,544	906,942	1,090,786	1,433,240	1,789,057
Investments - end of the year	2,300,000	1,469,023	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522	1,431,522
Cash, Cash Equivalents & Investments - end of the year	2,309,000	1,469,023	1,431,522	1,450,188	1,665,418	1,742,768	1,903,028	2,118,066	2,338,464	2,522,308	2,864,762	3,220,579
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,309,000	1,469,023	1,431,522	1,450,188	1,665,418	1,742,768	1,903,028	2,118,066	2,338,464	2,522,308	2,864,762	3,220,579
	2,309,000	1,469,023	1,431,522	1,450,188	1,665,418	1,742,768	1,903,028	2,118,066	2,338,464	2,522,308	2,864,762	3,220,579

**Uralla Shire Council
Year Ended 30 June 2023**

CASH FLOW STATEMENT - MCMAUGH GARDENS AGED

Scenario: Conservative Case

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,103,438	1,036,633	1,059,439	1,083,806	1,109,817	1,137,563	1,166,002	1,195,152	1,225,031	1,255,657	1,287,048
Investment & Interest Revenue Received	-	7,672	41,920	50,450	71,279	83,403	111,342	144,255	181,912	195,153	208,152	208,152
Grants & Contributions	-	2,216,956	2,513,059	2,569,603	2,627,419	2,686,536	2,746,983	2,808,790	2,871,988	2,936,607	3,002,681	3,070,241
Other	-	54,500	16,800	9,237	9,449	9,666	9,889	10,116	10,349	10,587	10,830	11,079
Payments:												
Employee Benefits & On-Costs	-	(2,245,997)	(2,395,460)	(2,449,358)	(2,504,468)	(2,560,819)	(2,618,437)	(2,677,352)	(2,737,593)	(2,799,189)	(2,862,170)	(2,926,569)
Materials & Contracts	-	(686,936)	(819,272)	(832,027)	(850,834)	(912,071)	(889,747)	(909,873)	(930,459)	(951,515)	(973,054)	(995,084)
Borrowing Costs	-	(4,882)	(4,260)	(3,777)	(3,226)	(2,646)	(2,207)	(2,235)	(2,286)	(2,337)	(2,390)	(2,443)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	444,752	389,420	403,566	433,424	413,887	495,385	539,703	589,063	614,337	639,706	652,424
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(50,000)	(50,000)	(51,000)	(52,275)	(53,582)	(54,921)	(56,294)	(57,702)	(59,144)	(60,623)	(62,139)
Net Cash provided (or used in) Investing Activities	-	(50,000)	(50,000)	(51,000)	(52,275)	(53,582)	(54,921)	(56,294)	(57,702)	(59,144)	(60,623)	(62,139)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(6,309)	(6,756)	(6,532)	(8,633)	(8,508)	(1,262)	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(6,309)	(6,756)	(6,532)	(8,633)	(8,508)	(1,262)	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	388,443	332,664	346,034	372,516	351,797	439,202	483,408	531,362	555,193	579,083	370,285
plus: Cash & Cash Equivalents - beginning of year	-	61,000	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702
Cash & Cash Equivalents - end of the year	-	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702	4,810,987
Cash & Cash Equivalents - end of the year	61,000	449,443	782,107	1,128,141	1,500,657	1,852,454	2,291,656	2,775,064	3,306,426	3,861,618	4,440,702	4,810,987
Investments - end of the year	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Cash, Cash Equivalents & Investments - end of the year	3,661,000	4,049,443	4,382,107	4,728,141	5,100,657	5,452,454	5,891,656	6,375,064	6,906,426	7,461,618	8,040,702	8,410,987
Representing:												
- External Restrictions	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000	3,068,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	593,000	981,443	1,314,107	1,660,141	2,032,657	2,384,454	2,823,656	3,307,064	3,838,426	4,393,618	4,972,702	5,342,987
	3,661,000	4,049,443	4,382,107	4,728,141	5,100,657	5,452,454	5,891,656	6,375,064	6,906,426	7,461,618	8,040,702	8,410,987

LONG TERM FINANCIAL PLAN - 2032

9. CONFIDENTIAL MATTERS

9.1. CONFIDENTIAL – SUPPLY AND LAY ASPHALT; VARIOUS ROADS, URALLA SHIRE COUNCIL - AWARD OF TENDER

Department: Infrastructure & Development
Prepared by: Manager Civil Infrastructure
TRIM Reference: UINT/22/6151
Attachments: UINT/22/6171 - 1. Confidential - RFT - evaluation spreadsheet – Supply and Lay Asphalt Tender

This report is presented to the CLOSED section of the 31 May 2022 Extraordinary Council meeting under section 10A (2)(d)(i) of the Local Government Act (NSW) 1993.

- (1) A council, or a committee of the council of which all the members are councillors, may close to the public so much of its meeting as comprises:
 - (a) the discussion of any of the matters listed in subclause (2), or
 - (b) the receipt or discussion of any of the information so listed.

- (2) The matters and information are the following:
 - (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it.

Reason for closing the agenda item: competitive procurement process.

10. COMMUNICATION DECISIONS of COUNCIL

11. CONCLUSION OF MEETING

**END OF BUSINESS AGENDA
FOR
EXTRAORDINARY MEETING**