



LONG TERM FINANCIAL PLAN - 2031

Uralla
URALLA SHIRE COUNCIL

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Prepared By:

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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, increased level of services (particularly new capital infrastructure which is grant funded with zero funding for the associated ongoing operating costs), 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. Essentially, every year operating costs are increased in excess of Council's allowed revenue increases. 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 2020 showed cash and investments of \$15.358 million, being made up of Externally Restricted cash reserves (such as Water, Sewer, Developer Contributions and unexpended grants) totalling \$9.365 million, Internally Restricted cash reserves totalling \$4.583 million and Unrestricted cash reserves of \$1.410 million.

The key performance measures for June 2020 upon which council was measured were as follows:

- Operating Performance ratio – (2.40)% (should be greater than 0)
- Unrestricted Current Ratio – 2.36x (above 1.5:1 is considered healthy)
- Debt Service Cover Ratio – 10.92x (above 2.0 is considered healthy)
- Own Source Operating Revenue Ratio – 63.98% (above 60% is considered acceptable)
- Rates & Annual Charges Outstanding Ratio – 11.76% (below 10% is considered acceptable)
- Cash Expense Cover Ratio – 9.99 months (above 3 months is considered healthy)
- Building and infrastructure renewals ratio – 121.8% (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 32.04% of total income for the 2019/20 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 3,046 rateable properties which in 2021/22 are estimated to generate general rates of approximately \$4.115 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	%
2020	28.01
2019	29.91
2018	28.84
2017	28.63
2016	26.61

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 reducing costs and growing our revenue base ultimately increasing income and reducing the reliance on any one revenue source:

- Review all fees and charges and levels of cost recovery with particular attention to discretionary user fees in non-core service areas;
- Identify and seek additional grant funding;
- Review Council's Borrowing Policy and utilisation of debt;
- Review Council's Section 7.11 Plans and Policies;
- Investigate opportunities for entrepreneurial activities;
- Identify opportunities to rationalise Council's asset base;
- Review service levels and service delivery methods;
- Investigate options for collaboration and/or resource sharing with other Councils to achieve more efficient service delivery; 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 adopted and draft management plans.
- Rate increases are equitable and not excessive.
- 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	0.1 to 2.5%
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 26 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 as follows:

1. Base case scenario
2. Planned scenario

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 and the Building Asset Management Plan. It also includes draft Water and Sewer Asset Management Plans. Council has also received a draft report from Sixhills Group Pty Ltd outlining likely capital expenditure on upgrade, renewal and/or refurbishment requirements for McMaugh Gardens that has been integrated within these scenarios. Consideration has been given to Council's current Workforce Plan. The options attached can be summarised as follows:

Fund	Option	Description
General	Base Plan	An increase of 2% for the 1 st year (2021/22), with 2.5% increase over all other years from 2022/23 to 2030/31.
	Planned Scenario	An increase of 2% for the 1 st year (2021/22), with a cumulative and ongoing increase of 25% for the 2022/23 year, 10% increase for the 2023/24 & 2024/25 years, and 2.5% for the remaining years to 2030/31.
Water	Base Plan	For Annual Charges - An increase of 10% for the 1 st year (2021/22), and 2.50% for all years from 2022/23 to 2031/31. For User Charges & Fees - An increase of 10% for the 1 st year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.
	Planned Scenario	For Annual Charges - An increase of 10% up to and including the 2027/28 year, and 2.5% for the remaining years. For User Charges & Fees - An increase of 10% for the 1 st year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.
Sewer	Base Plan	For Annual Charges - An increase of 2% for the 1 st year (2021/22), and a 2.50% increase for the remaining years. For User Charges & Fees - An increase of 2% for the 1 st year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.
	Planned Scenario	For Annual Charges - An increase of 2% for the 1 st year (2021/22), with 10% for the 2022/23 year and 2.5% for the remaining years. For User Charges & Fees - An increase of 2% for the 1 st year (2021/22), followed by a range of increases starting at 1.9% in 2022/23 to 2.5% from 2026/27 onwards.

1. Base Case Scenario

This Base 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 Base Case Scenario highlights the revenue deficiency that Council faces with current service levels. Without reductions in service levels and/or increases in revenue, the base case scenarios forecasts that Council will have insufficient unrestricted cash to operate by the end of 2024/25.**

The projected General Fund net operating result before grants and contributions provided for capital purposes over the 10 year period would be a deficit of over \$19.7 million. The net decrease in cash, cash equivalents and investments for the Consolidated General Fund over the 10 year period is over \$12.6 million. These reductions represent funds used for operational needs and this practice is often referred to as 'living beyond ones means'.

Under this Scenario, the General Fund internal & unrestricted funds will be used up by the end of the 2024/2025 financial year, and an overdraft will first be required from the 2026/27 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 Base Case Scenario includes a first year increase in annual charges for water of 10% , and includes the reintroduction of an annual sewer charge for the residents of Bundarra, as a first step in delivering the 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 increases beyond the rate peg % have been made to the revenue side of the Water and Sewer Funds have been made in the Base Case Scenario. As a consequence, it is expected that operational borrowings will be required in the Water Fund from July 2027. Again, this is an indication of 'living beyond ones means'.

The Base 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 sustain the proposed 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 require council to borrow a further \$1.38M 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. Planned 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 Base Case Scenario identifies that the required reductions from 2021/22 to 2029/31 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)

Sensitivity Analysis/Risk Assessment

The LTFP 2031 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 are still being finalised. The LTFP now incorporates the adopted Transport Asset Management Plan and the Buildings Asset Management Plan. It also incorporates draft Plant & Equipment Asset Management Plan (adjusted), draft Water Asset Management Plan and a draft Sewer 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

Base Case Scenario – All Funds and consolidated

Planned Scenario – All Funds and consolidated

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LONG TERM FINANCIAL PLAN - 2031

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Income from Continuing Operations												2.49%	2.49%
Revenue:												2.50%	2.50%
Rates & Annual Charges	6,644,000	6,710,618	7,122,291	7,299,536	7,481,212	7,667,430	7,858,304	8,053,949	8,254,486	8,460,036	8,670,725	8,886,680	8,886,680
User Charges & Fees	5,075,000	5,508,577	5,498,890	5,606,999	5,732,213	5,865,325	6,006,745	6,156,913	6,310,836	6,468,607	6,630,322	6,796,080	6,796,080
Other Revenues	575,000	400,565	495,995	507,403	519,073	531,012	543,225	555,719	568,501	581,576	594,953	608,637	608,637
Grants & Contributions provided for Operating Purposes	8,089,000	8,264,115	7,501,440	7,472,760	7,627,485	7,803,585	7,965,350	8,130,756	8,299,883	8,472,815	8,665,639	8,846,440	8,846,440
Grants & Contributions provided for Capital Purposes	2,988,000	8,783,071	5,774,553	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293	224,293
Interest & Investment Revenue	352,000	150,300	94,240	152,761	162,294	192,473	177,859	206,281	245,156	287,348	301,034	302,228	302,228
Other Income:													
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,723,000	30,024,979	26,487,409	22,293,178	22,230,221	22,256,087	22,752,161	23,308,811	23,888,672	24,484,913	25,082,029	25,664,359	25,664,359
Expenses from Continuing Operations													
Employee Benefits & On-Costs	9,707,000	10,157,027	10,748,448	10,964,838	11,211,547	11,483,807	11,721,742	11,985,482	12,255,155	12,550,896	12,812,841	13,101,130	13,101,130
Borrowing Costs	149,000	132,103	98,013	109,667	98,139	89,177	82,392	77,077	71,976	65,373	59,870	17,228	17,228
Materials & Contracts	5,142,000	5,093,048	4,868,511	4,805,635	4,909,380	5,250,356	5,161,870	5,314,568	5,416,499	5,455,357	5,560,670	5,480,271	5,480,271
Depreciation & Amortisation	4,750,000	4,912,306	4,875,761	5,132,345	5,260,654	5,392,170	5,526,974	5,665,149	5,806,778	5,951,947	6,100,746	6,253,264	6,253,264
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,484,000	1,874,565	1,948,834	1,980,186	2,024,740	2,070,297	2,116,879	2,164,508	2,213,210	2,263,007	2,313,925	2,365,988	2,365,988
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	955,000	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	22,187,000	22,169,050	22,539,567	22,992,671	23,504,460	24,285,806	24,609,858	25,206,784	25,763,617	26,286,580	26,848,051	27,217,881	27,217,881
Operating Result from Continuing Operations	1,536,000	7,855,929	3,947,842	(699,493)	(1,274,239)	(2,029,719)	(1,857,697)	(1,897,973)	(1,874,945)	(1,801,668)	(1,766,022)	(1,553,523)	(1,553,523)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,536,000	7,855,929	3,947,842	(699,493)	(1,274,239)	(2,029,719)	(1,857,697)	(1,897,973)	(1,874,945)	(1,801,668)	(1,766,022)	(1,553,523)	(1,553,523)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,452,000)	(927,142)	(1,826,711)	(1,953,212)	(1,982,182)	(2,225,981)	(2,058,374)	(2,103,166)	(2,084,755)	(2,016,198)	(1,985,379)	(1,777,816)	(1,777,816)

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31	
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$	
Income from Continuing Operations													2.49%
Revenue:													2.50%
Rates & Annual Charges	5,511,000	5,532,104	5,739,282	5,881,952	6,028,188	6,178,081	6,331,721	6,489,202	6,650,619	6,816,073	6,985,662	7,159,492	2.49%
User Charges & Fees	3,542,000	3,884,830	3,775,904	3,847,646	3,932,294	4,022,737	4,119,283	4,222,265	4,327,822	4,436,017	4,546,918	4,660,590	2.50%
Other Revenues	542,000	423,582	526,153	538,255	550,634	563,299	576,255	589,509	603,067	616,938	631,128	645,643	
Grants & Contributions provided for Operating Purposes	5,495,000	6,138,613	5,072,144	5,172,855	5,275,832	5,399,020	5,506,683	5,616,768	5,729,330	5,844,425	5,978,110	6,098,442	
Grants & Contributions provided for Capital Purposes	2,500,000	4,220,567	2,515,053	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293	
Interest & Investment Revenue	190,000	76,990	54,116	104,815	103,149	104,493	76,577	68,577	69,516	70,557	71,621	60,708	
Other Income:													
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	17,780,000	20,484,419	17,682,652	16,799,242	16,598,041	16,463,891	16,811,195	17,191,513	17,590,164	17,998,541	18,432,795	18,849,168	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	6,729,000	7,324,270	7,964,622	8,103,915	8,286,253	8,492,693	8,663,329	8,858,254	9,057,565	9,281,360	9,469,740	9,682,810	
Borrowing Costs	141,000	123,382	93,131	105,231	94,181	85,767	79,557	74,678	69,543	62,885	57,326	14,627	
Materials & Contracts	3,162,000	3,607,567	3,264,377	3,288,980	3,377,738	3,720,124	3,549,190	3,681,799	3,777,747	3,788,949	3,824,673	3,762,722	
Depreciation & Amortisation	3,857,000	4,016,210	4,017,481	4,117,918	4,220,866	4,326,388	4,434,548	4,545,411	4,659,047	4,775,523	4,894,911	5,017,284	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,435,000	1,622,434	1,693,642	1,709,983	1,748,458	1,787,798	1,828,024	1,869,154	1,911,210	1,954,212	1,998,182	2,043,141	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	745,000	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,069,000	16,693,862	17,033,253	17,326,027	17,727,496	18,412,770	18,554,647	19,029,296	19,475,111	19,862,929	20,244,832	20,520,583	
Operating Result from Continuing Operations	1,711,000	3,790,557	649,399	(526,785)	(1,129,455)	(1,948,879)	(1,743,451)	(1,837,783)	(1,884,947)	(1,864,388)	(1,812,037)	(1,671,415)	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,711,000	3,790,557	649,399	(526,785)	(1,129,455)	(1,948,879)	(1,743,451)	(1,837,783)	(1,884,947)	(1,864,388)	(1,812,037)	(1,671,415)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(789,000)	(430,010)	(1,865,654)	(1,780,504)	(1,837,398)	(2,145,141)	(1,944,129)	(2,042,976)	(2,094,756)	(2,078,919)	(2,031,394)	(1,895,708)	

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - WATER FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	480,000	493,349	553,622	567,463	581,649	596,190	611,095	626,372	642,032	658,083	674,535	691,398
User Charges & Fees	560,000	603,465	612,018	627,276	642,937	658,996	675,463	692,350	709,658	727,400	745,585	764,224
Other Revenues	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
Grants & Contributions provided for Operating Purposes	541,000	55,133	196,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Grants & Contributions provided for Capital Purposes	220,000	376,911	1,150,000	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	62,000	29,730	19,492	21,507	23,032	28,135	28,539	31,873	34,872	39,020	38,879	38,066
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,863,000	1,566,588	2,535,735	1,237,314	1,269,163	1,305,352	1,337,626	1,373,633	1,410,121	1,448,594	1,483,635	1,518,881
Expenses from Continuing Operations												
Employee Benefits & On-Costs	581,000	405,306	413,070	421,331	430,811	440,505	450,416	460,550	470,913	481,508	492,342	503,420
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,109,000	652,530	729,776	608,656	606,345	581,168	603,371	640,720	627,461	629,361	678,665	636,395
Depreciation & Amortisation	451,000	450,615	435,975	446,874	458,046	469,497	481,235	493,266	505,597	518,237	531,193	544,473
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,000	71,549	85,236	87,367	89,333	91,343	93,398	95,499	97,648	99,845	102,092	104,389
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,145,000	1,580,000	1,664,057	1,564,229	1,584,536	1,582,513	1,628,419	1,690,035	1,701,619	1,728,951	1,804,292	1,788,676
Operating Result from Continuing Operations	(282,000)	(13,412)	871,678	(326,915)	(315,373)	(277,161)	(290,793)	(316,402)	(291,498)	(280,357)	(320,657)	(269,795)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(282,000)	(13,412)	871,678	(326,915)	(315,373)	(277,161)	(290,793)	(316,402)	(291,498)	(280,357)	(320,657)	(269,795)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(502,000)	(390,323)	(278,322)	(326,915)	(315,373)	(277,161)	(290,793)	(316,402)	(291,498)	(280,357)	(320,657)	(269,795)

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	653,000	685,165	829,387	850,122	871,375	893,159	915,488	938,375	961,835	985,881	1,010,528	1,035,791
User Charges & Fees	7,000	6,727	7,530	7,673	7,842	8,022	8,215	8,420	8,631	8,846	9,068	9,294
Other Revenues	12,000	1,000	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	13,000	13,235	15,737	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Grants & Contributions provided for Capital Purposes	138,000	4,030,631	2,109,500	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	54,000	24,400	12,960	8,132	9,276	12,179	12,954	18,102	20,127	19,471	18,993	18,914
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	877,000	4,761,158	2,975,114	882,018	904,946	930,184	953,859	982,486	1,008,577	1,032,587	1,057,391	1,083,226
Expenses from Continuing Operations												
Employee Benefits & On-Costs	193,000	196,395	210,522	236,153	241,467	246,900	252,455	258,135	263,943	269,882	275,955	282,164
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	254,000	233,892	247,905	267,261	269,939	278,744	281,678	290,745	293,948	303,289	306,772	313,400
Depreciation & Amortisation	220,000	218,804	213,564	353,593	362,433	371,494	380,781	390,301	400,058	410,060	420,311	430,819
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	7,000	83,693	69,669	80,042	81,843	83,684	85,567	87,492	89,461	91,474	93,532	95,636
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	674,000	732,784	741,660	937,049	955,681	980,821	1,000,481	1,026,673	1,047,410	1,074,704	1,096,569	1,122,019
Operating Result from Continuing Operations	203,000	4,028,374	2,233,454	(55,031)	(50,736)	(50,637)	(46,623)	(44,187)	(38,833)	(42,117)	(39,178)	(38,793)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	203,000	4,028,374	2,233,454	(55,031)	(50,736)	(50,637)	(46,623)	(44,187)	(38,833)	(42,117)	(39,178)	(38,793)
Net Operating Result before Grants and Contributions provided for Capital Purposes	65,000	(2,257)	123,954	(55,031)	(50,736)	(50,637)	(46,623)	(44,187)	(38,833)	(42,117)	(39,178)	(38,793)

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31	
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$	
Income from Continuing Operations													
Revenue:												2.50%	2.50%
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	966,000	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971	1,361,971
Other Revenues	21,000	14,000	11,800	12,071	12,349	12,633	12,924	13,221	13,525	13,836	14,154	14,480	14,480
Grants & Contributions provided for Operating Purposes	2,040,000	2,057,134	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488	2,708,488
Grants & Contributions provided for Capital Purposes	130,000	154,962	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	46,000	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539	184,539
Other Income:													
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,203,000	3,258,830	3,339,866	3,421,619	3,506,165	3,605,862	3,699,815	3,812,671	3,932,486	4,059,078	4,163,335	4,269,478	4,269,478
Expenses from Continuing Operations													
Employee Benefits & On-Costs	2,204,000	2,231,057	2,160,234	2,203,439	2,253,016	2,303,709	2,355,542	2,408,542	2,462,734	2,518,146	2,574,804	2,632,737	2,632,737
Borrowing Costs	8,000	8,721	4,882	4,436	3,958	3,410	2,835	2,399	2,433	2,488	2,544	2,601	2,601
Materials & Contracts	617,000	645,076	672,411	687,753	703,454	719,522	777,966	752,796	770,020	787,647	805,687	824,150	824,150
Depreciation & Amortisation	222,000	226,677	208,741	213,960	219,309	224,791	230,411	236,171	242,076	248,127	254,331	260,689	260,689
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	38,000	96,889	100,287	102,794	105,107	107,472	109,890	112,363	114,891	117,476	120,119	122,822	122,822
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	210,000	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,299,000	3,208,420	3,146,555	3,212,381	3,284,843	3,358,904	3,476,645	3,512,271	3,592,153	3,673,884	3,757,484	3,842,999	3,842,999
Operating Result from Continuing Operations	(96,000)	50,411	193,311	209,238	221,325	246,958	223,170	300,399	340,333	385,195	405,850	426,480	426,480
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(96,000)	50,411	193,311	209,238	221,325	246,958	223,170	300,399	340,333	385,195	405,850	426,480	426,480
Net Operating Result before Grants and Contributions provided for Capital Purposes	(226,000)	(104,551)	193,311	209,238	221,325	246,958	223,170	300,399	340,333	385,195	405,850	426,480	426,480

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,401,000	728,501	424,822	664,709	1,036,614	1,326,814	1,711,760	1,059,102	-	-	-	-
Investments	13,957,000	12,969,874	10,248,090	8,870,827	7,664,977	5,286,791	3,564,463	3,077,041	3,016,169	3,016,169	3,016,169	3,016,169
Receivables	2,929,000	2,313,363	1,990,045	1,882,243	1,851,476	1,806,659	1,827,527	1,868,183	1,911,676	1,956,221	2,003,529	2,050,256
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,859,000	16,719,564	13,346,654	12,105,078	11,250,179	9,150,515	7,820,038	6,734,560	5,668,695	5,716,113	5,768,584	5,811,544
Non-Current Assets												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	233,683,000	243,117,160	249,791,760	250,116,281	249,537,102	249,512,368	248,853,753	247,954,837	247,895,933	247,012,502	245,507,471	243,862,629
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Total Non-Current Assets	233,761,000	243,195,160	250,342,612	250,667,133	250,087,954	250,063,220	249,404,605	248,505,689	248,446,785	247,563,354	246,058,323	244,413,481
TOTAL ASSETS	252,620,000	259,914,724	263,689,266	262,772,211	261,338,133	259,213,735	257,224,643	255,240,249	254,115,481	253,279,467	251,826,906	250,225,025
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	845,591	1,922,131	2,318,988	2,368,925
Payables	5,357,000	5,005,041	5,085,037	5,121,330	5,182,946	5,276,984	5,309,597	5,380,411	5,448,126	5,508,007	5,570,390	5,623,479
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	265,000	238,040	247,468	219,018	186,579	164,624	157,867	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,880,000	7,569,110	7,643,279	7,644,734	7,671,475	7,741,419	7,767,892	7,845,243	8,766,846	9,879,043	10,344,577	10,296,219
Non-Current Liabilities												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,924,000	1,728,703	1,481,235	1,262,217	1,075,638	911,014	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,808,000	4,557,685	4,310,217	4,091,199	3,904,620	3,739,996	3,582,129	3,418,356	3,246,930	3,100,388	2,948,315	2,948,315
TOTAL LIABILITIES	12,688,000	12,126,795	11,953,496	11,735,933	11,576,095	11,481,415	11,350,021	11,263,599	12,013,776	12,979,431	13,292,892	13,244,534
Net Assets	239,932,000	247,787,929	251,735,771	251,036,278	249,762,039	247,732,319	245,874,623	243,976,650	242,101,704	240,300,037	238,534,015	236,980,492
EQUITY												
Retained Earnings	74,321,000	82,176,929	86,124,771	85,425,278	84,151,039	82,121,319	80,263,623	78,365,650	76,490,704	74,689,037	72,923,015	71,369,492
Revaluation Reserves	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	239,932,000	247,787,929	251,735,771	251,036,278	249,762,039	247,732,319	245,874,623	243,976,650	242,101,704	240,300,037	238,534,015	236,980,492
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	239,932,000	247,787,929	251,735,771	251,036,278	249,762,039	247,732,319	245,874,623	243,976,650	242,101,704	240,300,037	238,534,015	236,980,492

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,224,000	373,709	-	-	-	-	-	-	-	-	-	-
Investments	6,757,000	6,757,000	5,257,645	4,305,995	3,488,148	1,458,379	108,301	-	-	-	-	-
Receivables	2,417,000	1,738,677	1,416,328	1,294,504	1,249,355	1,189,798	1,195,559	1,220,733	1,248,362	1,276,656	1,307,314	1,336,982
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,970,000	9,577,212	7,357,671	6,287,798	5,434,615	3,378,427	2,020,148	1,950,967	1,989,213	2,020,379	2,056,200	2,082,101
Non-Current Assets												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	205,744,000	210,372,945	212,601,991	212,934,274	212,505,448	212,525,959	212,017,899	211,290,481	211,404,668	210,705,583	209,398,837	207,970,276
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Total Non-Current Assets	205,822,000	210,450,945	213,152,843	213,485,126	213,056,300	213,076,811	212,568,751	211,841,333	211,955,520	211,256,435	209,949,689	208,521,128
TOTAL ASSETS	216,792,000	220,028,157	220,510,514	219,772,923	218,490,914	216,455,238	214,588,900	213,792,300	213,944,733	213,276,814	212,005,888	210,603,229
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	1,127,099	3,259,892	4,567,248	5,191,755	5,558,805
Payables	2,920,000	2,568,041	2,648,037	2,684,330	2,745,946	2,839,984	2,872,597	2,943,411	3,011,126	3,071,007	3,133,390	3,186,479
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	256,000	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,434,000	5,125,852	5,199,522	5,200,450	5,226,593	5,295,911	5,330,386	6,535,342	8,744,148	10,087,160	10,780,343	11,049,099
Non-Current Liabilities												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,889,000	1,697,766	1,457,055	1,245,321	1,066,624	910,508	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,773,000	4,526,748	4,286,037	4,074,303	3,895,606	3,739,490	3,582,129	3,418,356	3,246,930	3,100,388	2,948,315	2,948,315
TOTAL LIABILITIES	10,207,000	9,652,600	9,485,559	9,274,753	9,122,199	9,035,401	8,912,515	9,953,698	11,991,078	13,187,548	13,728,658	13,997,414
Net Assets	206,585,000	210,375,557	211,024,956	210,498,171	209,368,716	207,419,836	205,676,385	203,838,602	201,953,655	200,089,267	198,277,230	196,605,815
EQUITY												
Retained Earnings	56,855,000	60,645,557	61,294,956	60,768,171	59,638,716	57,689,836	55,946,385	54,108,602	52,223,655	50,359,267	48,547,230	46,875,815
Revaluation Reserves	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	206,585,000	210,375,557	211,024,956	210,498,171	209,368,716	207,419,836	205,676,385	203,838,602	201,953,655	200,089,267	198,277,230	196,605,815
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	206,585,000	210,375,557	211,024,956	210,498,171	209,368,716	207,419,836	205,676,385	203,838,602	201,953,655	200,089,267	198,277,230	196,605,815

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - WATER FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	91,000	302,701	-	-	-	-	-	-	-	-	-	-
Investments	2,300,000	2,300,000	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	-	-	-	-
Receivables	335,000	328,897	339,371	347,836	356,522	365,428	374,561	383,925	393,523	403,361	413,445	423,781
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,726,000	2,931,598	2,250,251	1,856,776	1,494,056	1,168,048	812,187	444,796	393,523	403,361	413,445	423,781
Non-Current Assets												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,251,000	14,031,990	15,585,015	15,651,575	15,698,919	15,747,769	15,812,836	15,863,825	15,915,435	15,968,356	16,022,270	16,077,497
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,251,000	14,031,990	15,585,015	15,651,575	15,698,919	15,747,769	15,812,836	15,863,825	15,915,435	15,968,356	16,022,270	16,077,497
TOTAL ASSETS	16,977,000	16,963,588	17,835,266	17,508,350	17,192,977	16,915,817	16,625,023	16,308,622	16,308,958	16,371,717	16,435,714	16,501,278
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	291,834	634,951	1,019,606	1,354,963
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	291,834	634,951	1,019,606	1,354,963
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	291,834	634,951	1,019,606	1,354,963
Net Assets	16,977,000	16,963,588	17,835,266	17,508,350	17,192,977	16,915,817	16,625,023	16,308,622	16,017,123	15,736,766	15,416,109	15,146,314
EQUITY												
Retained Earnings	8,019,000	8,005,588	8,877,266	8,550,350	8,234,977	7,957,817	7,667,023	7,350,622	7,059,123	6,778,766	6,458,109	6,188,314
Revaluation Reserves	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	16,977,000	16,963,588	17,835,266	17,508,350	17,192,977	16,915,817	16,625,023	16,308,622	16,017,123	15,736,766	15,416,109	15,146,314
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	16,977,000	16,963,588	17,835,266	17,508,350	17,192,977	16,915,817	16,625,023	16,308,622	16,017,123	15,736,766	15,416,109	15,146,314

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,000	-	-	-	-	-	-	-	684	6,022	24,485	43,774
Investments	2,400,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,169	516,169	516,169	516,169
Receivables	104,000	74,373	89,866	92,101	94,397	96,753	99,170	101,649	104,190	106,795	109,465	112,201
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,515,000	1,487,247	669,431	647,993	633,690	622,546	617,705	617,818	621,043	628,986	650,119	672,144
Non-Current Assets												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,257,000	14,313,127	17,364,397	17,330,804	17,294,371	17,254,877	17,213,096	17,168,795	17,126,737	17,076,678	17,016,367	16,955,548
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	9,257,000	14,313,127	17,364,397	17,330,804	17,294,371	17,254,877	17,213,096	17,168,795	17,126,737	17,076,678	17,016,367	16,955,548
TOTAL ASSETS	11,772,000	15,800,374	18,033,828	17,978,797	17,928,061	17,877,424	17,830,801	17,786,614	17,747,780	17,705,663	17,666,485	17,627,692
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	11,772,000	15,800,374	18,033,828	17,978,797	17,928,061	17,877,424	17,830,801	17,786,614	17,747,780	17,705,663	17,666,485	17,627,692
EQUITY												
Retained Earnings	6,049,000	10,077,374	12,310,828	12,255,797	12,205,061	12,154,424	12,107,801	12,063,614	12,024,780	11,982,663	11,943,485	11,904,692
Revaluation Reserves	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,772,000	15,800,374	18,033,828	17,978,797	17,928,061	17,877,424	17,830,801	17,786,614	17,747,780	17,705,663	17,666,485	17,627,692
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	11,772,000	15,800,374	18,033,828	17,978,797	17,928,061	17,877,424	17,830,801	17,786,614	17,747,780	17,705,663	17,666,485	17,627,692

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Investments	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	73,000	171,417	144,480	147,803	151,202	154,680	158,238	161,877	165,600	169,409	173,306	177,292
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,648,000	2,723,508	3,069,302	3,312,511	3,687,817	3,981,494	4,369,997	4,848,078	5,371,053	5,943,455	6,541,193	7,178,362
Non-Current Assets												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,431,000	4,399,098	4,240,357	4,199,628	4,038,364	3,983,763	3,809,922	3,631,734	3,449,093	3,261,885	3,069,998	2,859,309
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,431,000	4,399,098	4,240,357	4,199,628	4,038,364	3,983,763	3,809,922	3,631,734	3,449,093	3,261,885	3,069,998	2,859,309
TOTAL ASSETS	7,079,000	7,122,606	7,309,659	7,512,140	7,726,181	7,965,257	8,179,919	8,479,813	8,820,146	9,205,341	9,611,191	10,037,671
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,000	6,258	6,757	7,284	7,882	8,508	506	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,446,000	2,443,258	2,443,757	2,444,284	2,444,882	2,445,508	2,437,506	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	35,000	30,937	24,180	16,896	9,014	506	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	35,000	30,937	24,180	16,896	9,014	506	-	-	-	-	-	-
TOTAL LIABILITIES	2,481,000	2,474,195	2,467,937	2,461,180	2,453,896	2,446,014	2,437,506	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Net Assets	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671
EQUITY												
Retained Earnings	3,398,000	3,448,411	3,641,722	3,850,960	4,072,285	4,319,243	4,542,413	4,842,813	5,183,146	5,568,341	5,974,191	6,400,671
Revaluation Reserves	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	6,463,000	7,303,044	7,104,643	7,297,945	7,479,581	7,665,759	7,856,590	8,052,193	8,252,686	8,458,191	8,668,833	8,884,742	
User Charges & Fees	5,036,000	5,433,480	5,497,030	5,598,524	5,723,282	5,856,090	5,997,193	6,147,035	6,300,711	6,458,228	6,619,684	6,785,176	
Investment & Interest Revenue Received	428,000	150,365	115,257	163,361	172,704	223,511	196,821	206,643	243,674	285,828	299,476	300,631	
Grants & Contributions	10,511,000	17,175,663	13,493,146	8,817,401	8,370,116	8,030,280	8,157,248	8,326,971	8,500,513	8,677,959	8,874,145	9,060,920	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-	
Other	1,415,000	656,845	601,068	528,154	523,931	534,465	535,680	547,858	560,453	573,337	586,174	600,001	
Payments:													
Employee Benefits & On-Costs	(9,743,000)	(10,166,561)	(10,727,155)	(10,959,583)	(11,205,517)	(11,477,641)	(11,715,438)	(11,979,035)	(12,248,563)	(12,544,156)	(12,805,950)	(13,094,084)	
Materials & Contracts	(6,206,000)	(5,231,661)	(4,858,782)	(4,805,448)	(4,909,239)	(5,255,385)	(5,156,300)	(5,315,191)	(5,416,320)	(5,453,388)	(5,559,154)	(5,476,696)	
Borrowing Costs	(122,000)	(133,075)	(99,337)	(111,043)	(99,349)	(90,198)	(83,284)	(77,977)	(72,912)	(66,352)	(60,707)	(18,097)	
Bonds & Deposits Refunded	(1,000)	-	-	-	-	-	-	-	-	-	-	-	
Other	(1,128,000)	(2,399,734)	(1,890,080)	(1,962,354)	(1,988,961)	(2,020,852)	(2,092,909)	(2,124,477)	(2,174,157)	(2,226,245)	(2,277,103)	(2,332,035)	
Net Cash provided (or used in) Operating Activities	6,653,000	12,788,365	9,235,790	4,566,958	4,066,548	3,466,030	3,695,602	3,784,019	3,946,083	4,163,402	4,345,398	4,710,560	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	16,150,000	987,126	2,721,784	1,377,263	1,205,850	2,378,185	1,722,328	487,422	60,872	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	224,000	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	(15,207,000)	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(7,889,000)	(14,225,733)	(12,023,213)	(5,456,866)	(4,681,475)	(5,367,436)	(4,868,360)	(4,766,232)	(5,747,874)	(5,068,516)	(4,595,714)	(4,608,423)	
Net Cash provided (or used in) Investing Activities	(6,722,000)	(13,238,607)	(9,301,429)	(4,079,603)	(3,475,625)	(2,989,251)	(3,146,032)	(4,278,810)	(5,687,002)	(5,068,516)	(4,595,714)	(4,608,423)	
Cash Flows from Financing Activities													
Receipts:													
Other Financing Activity Receipts	1,120,000	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Repayment of Borrowings & Advances	(238,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)	
Repayment of lease liabilities (principal repayments)	(16,000)	-	-	-	-	-	-	-	-	-	-	-	
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	(134,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)	
Net Increase/(Decrease) in Cash & Cash Equivalents	(203,000)	(672,499)	(303,679)	239,887	371,905	290,200	384,946	(652,658)	(1,904,693)	(1,076,540)	(396,858)	(49,936)	
plus: Cash & Cash Equivalents - beginning of year	1,604,000	1,401,000	728,501	424,822	664,709	1,036,614	1,326,814	1,711,760	1,059,102	(845,591)	(1,922,131)	(2,318,988)	
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	664,709	1,036,614	1,326,814	1,711,760	1,059,102	(845,591)	(1,922,131)	(2,318,988)	(2,368,925)	
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	664,709	1,036,614	1,326,814	1,711,760	1,059,102	(845,591)	(1,922,131)	(2,318,988)	(2,368,925)	
Investments - end of the year	13,957,000	12,969,874	10,248,090	8,870,827	7,664,977	5,286,791	3,564,463	3,077,041	3,016,169	3,016,169	3,016,169	3,016,169	
Cash, Cash Equivalents & Investments - end of the year	15,358,000	13,698,375	10,672,912	9,535,536	8,701,591	6,613,605	5,276,223	4,136,143	2,170,579	1,094,039	697,181	647,244	
Representing:													
- External Restrictions	9,503,000	8,454,661	6,420,329	6,247,703	6,566,671	6,843,838	7,192,257	7,627,269	8,134,626	8,706,068	9,274,855	9,911,969	
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073	
- Unrestricted	1,272,000	1,921,818	1,433,009	443,670	(735,606)	(3,129,203)	(4,845,593)	(6,453,482)	(8,961,213)	(10,645,001)	(11,647,747)	(12,334,797)	
	15,358,000	13,698,375	10,672,912	9,535,536	8,701,591	6,613,605	5,276,223	4,136,143	2,170,579	1,094,039	697,181	647,244	

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,089,718	5,742,001	5,883,825	6,030,108	6,180,048	6,333,737	6,491,269	6,652,738	6,818,244	6,987,888	7,161,773
User Charges & Fees	-	3,819,583	3,778,154	3,846,164	3,930,546	4,020,869	4,117,289	4,220,138	4,325,641	4,433,782	4,544,627	4,658,242
Investment & Interest Revenue Received	-	66,287	76,623	115,659	113,808	135,787	95,800	69,208	68,308	69,320	70,352	59,407
Grants & Contributions	-	10,487,657	7,804,350	6,517,496	6,018,463	5,625,715	5,698,580	5,812,983	5,929,960	6,049,569	6,186,616	6,312,922
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	778,278	604,289	562,329	558,891	570,230	572,267	585,287	598,742	612,508	626,246	640,994
Payments:												
Employee Benefits & On-Costs	-	(7,333,803)	(7,943,329)	(8,098,659)	(8,280,222)	(8,486,527)	(8,657,024)	(8,851,807)	(9,050,973)	(9,274,620)	(9,462,849)	(9,675,763)
Materials & Contracts	-	(3,746,179)	(3,254,648)	(3,288,793)	(3,377,598)	(3,725,153)	(3,543,619)	(3,682,423)	(3,777,568)	(3,786,979)	(3,823,157)	(3,759,147)
Borrowing Costs	-	(124,354)	(94,456)	(106,607)	(95,391)	(86,788)	(80,449)	(75,577)	(70,479)	(63,865)	(58,164)	(15,496)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,147,603)	(1,634,888)	(1,692,151)	(1,712,678)	(1,738,353)	(1,804,054)	(1,829,123)	(1,872,157)	(1,917,450)	(1,961,361)	(2,009,188)
Net Cash provided (or used in) Operating Activities	-	7,889,583	5,078,097	3,739,262	3,185,926	2,495,827	2,732,527	2,739,953	2,804,213	2,940,509	3,110,199	3,373,746
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,499,355	951,650	817,848	2,029,769	1,350,077	108,301	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,524,422)	(6,719,379)	(4,450,201)	(3,792,040)	(4,346,899)	(3,926,488)	(3,817,993)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
Net Cash provided (or used in) Investing Activities	-	(8,524,422)	(5,220,024)	(3,498,551)	(2,974,192)	(2,317,130)	(2,576,411)	(3,709,692)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(850,291)	(373,709)	0	0	0	0	(1,127,099)	(2,132,793)	(1,307,355)	(624,507)	(367,050)
plus: Cash & Cash Equivalents - beginning of year	-	1,224,000	373,709	(0)	-	0	0	0	(1,127,099)	(3,259,892)	(4,567,248)	(5,191,755)
Cash & Cash Equivalents - end of the year	-	373,709	(0)	-	0	0	0	(1,127,099)	(3,259,892)	(4,567,248)	(5,191,755)	(5,558,805)
Cash & Cash Equivalents - end of the year	1,224,000	373,709	(0)	-	0	0	0	(1,127,099)	(3,259,892)	(4,567,248)	(5,191,755)	(5,558,805)
Investments - end of the year	6,757,000	6,757,000	5,257,645	4,305,995	3,488,148	1,458,379	108,301	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	7,981,000	7,130,709	5,257,645	4,305,995	3,488,148	1,458,379	108,301	(1,127,099)	(3,259,892)	(4,567,248)	(5,191,755)	(5,558,805)
Representing:												
- External Restrictions	2,126,000	2,025,086	1,515,884	1,528,984	1,864,050	2,199,433	2,535,157	2,874,849	3,214,977	3,555,604	3,896,741	4,216,741
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,783,727	922,187	(67,152)	(1,246,428)	(3,640,025)	(5,356,415)	(6,964,304)	(9,472,035)	(11,155,823)	(12,158,569)	(12,845,619)
	7,981,000	7,130,709	5,257,645	4,305,995	3,488,148	1,458,379	108,301	(1,127,099)	(3,259,892)	(4,567,248)	(5,191,755)	(5,558,805)

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - WATER FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	504,280	547,383	566,030	580,181	594,685	609,552	624,791	640,411	656,421	672,832	689,652
User Charges & Fees	-	594,388	608,119	620,321	635,798	651,676	667,957	684,652	701,768	719,313	737,296	755,728
Investment & Interest Revenue Received	-	33,979	19,156	21,429	22,953	28,054	28,456	31,788	34,784	38,931	38,788	37,972
Grants & Contributions	-	432,044	1,346,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
Payments:												
Employee Benefits & On-Costs	-	(405,306)	(413,070)	(421,331)	(430,811)	(440,505)	(450,416)	(460,550)	(470,913)	(481,508)	(492,342)	(503,420)
Materials & Contracts	-	(652,530)	(729,776)	(608,656)	(606,345)	(581,168)	(603,371)	(640,720)	(627,461)	(629,361)	(678,665)	(636,395)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(71,549)	(85,236)	(87,367)	(89,333)	(91,343)	(93,398)	(95,499)	(97,648)	(99,845)	(102,092)	(104,389)
Net Cash provided (or used in) Operating Activities	-	443,306	1,297,179	111,494	133,987	183,430	181,309	167,500	204,501	228,042	200,452	264,342
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	389,120	401,940	371,404	334,917	364,993	376,755	60,872	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(231,605)	(1,989,000)	(513,434)	(505,391)	(518,347)	(546,302)	(544,255)	(557,207)	(571,158)	(585,107)	(599,700)
Net Cash provided (or used in) Investing Activities	-	(231,605)	(1,599,880)	(111,494)	(133,987)	(183,430)	(181,309)	(167,500)	(496,335)	(571,158)	(585,107)	(599,700)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	211,701	(302,701)	(0)	-	-	(0)	0	(291,834)	(343,116)	(384,655)	(335,358)
plus: Cash & Cash Equivalents - beginning of year	-	91,000	302,701	-	(0)	(0)	(0)	(0)	(0)	(291,834)	(634,951)	(1,019,606)
Cash & Cash Equivalents - end of the year	-	302,701	-	(0)	(0)	(0)	(0)	(0)	(291,834)	(634,951)	(1,019,606)	(1,354,963)
Cash & Cash Equivalents - end of the year	91,000	302,701	-	(0)	(0)	(0)	(0)	(0)	(291,834)	(634,951)	(1,019,606)	(1,354,963)
Investments - end of the year	2,300,000	2,300,000	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,391,000	2,602,701	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	(291,834)	(634,951)	(1,019,606)	(1,354,963)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,391,000	2,602,701	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	(291,834)	(634,951)	(1,019,606)	(1,354,963)
	2,391,000	2,602,701	1,910,880	1,508,940	1,137,536	802,619	437,627	60,872	(291,834)	(634,951)	(1,019,606)	(1,354,963)

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	709,046	815,259	848,090	869,293	891,025	913,301	936,133	959,537	983,525	1,008,113	1,033,316
User Charges & Fees	-	5,955	7,318	7,635	7,797	7,975	8,164	8,366	8,575	8,790	9,009	9,235
Investment & Interest Revenue Received	-	30,919	11,806	7,966	9,106	12,005	12,775	17,919	19,939	19,279	18,796	18,712
Grants & Contributions	-	4,043,866	2,125,237	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,000	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(196,395)	(210,522)	(236,153)	(241,467)	(246,900)	(252,455)	(258,135)	(263,943)	(269,882)	(275,955)	(282,164)
Materials & Contracts	-	(233,892)	(247,905)	(267,261)	(269,939)	(278,744)	(281,678)	(290,745)	(293,948)	(303,289)	(306,772)	(313,400)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(83,693)	(69,669)	(80,042)	(81,843)	(83,684)	(85,567)	(87,492)	(89,461)	(91,474)	(93,532)	(95,636)
Net Cash provided (or used in) Operating Activities	-	4,276,805	2,431,525	296,327	309,401	318,501	331,742	343,634	358,684	365,338	378,463	389,289
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	987,126	833,309	23,673	16,599	13,499	7,258	2,366	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,274,931)	(3,264,834)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)	(370,000)
Net Cash provided (or used in) Investing Activities	-	(4,287,805)	(2,431,525)	(296,327)	(309,401)	(318,501)	(331,742)	(343,634)	(358,000)	(360,000)	(360,000)	(370,000)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(11,000)	-	(0)	(0)	0	-	(0)	684	5,338	18,463	19,289
plus: Cash & Cash Equivalents - beginning of year	-	11,000	-	-	(0)	(0)	(0)	(0)	(0)	684	6,022	24,485
Cash & Cash Equivalents - end of the year	-	-	-	(0)	(0)	(0)	(0)	(0)	684	6,022	24,485	43,774
Cash & Cash Equivalents - end of the year	11,000	-	-	(0)	(0)	(0)	(0)	(0)	684	6,022	24,485	43,774
Investments - end of the year	2,400,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,169	516,169	516,169	516,169
Cash, Cash Equivalents & Investments - end of the year	2,411,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,853	522,191	540,654	559,943
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,411,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,853	522,191	540,654	559,943
	2,411,000	1,412,874	579,565	555,892	539,293	525,793	518,535	516,169	516,853	522,191	540,654	559,943

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971	
Investment & Interest Revenue Received	-	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539	
Grants & Contributions	-	2,212,096	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	(84,417)	38,737	8,748	8,949	9,155	9,366	9,581	9,802	10,027	10,258	10,494	
Payments:													
Employee Benefits & On-Costs	-	(2,231,057)	(2,160,234)	(2,203,439)	(2,253,016)	(2,303,709)	(2,355,542)	(2,408,542)	(2,462,734)	(2,518,146)	(2,574,804)	(2,632,737)	
Materials & Contracts	-	(645,076)	(672,411)	(687,753)	(703,454)	(719,522)	(777,966)	(752,796)	(770,020)	(787,647)	(805,687)	(824,150)	
Borrowing Costs	-	(8,721)	(4,882)	(4,436)	(3,958)	(3,410)	(2,835)	(2,399)	(2,433)	(2,488)	(2,544)	(2,601)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	(96,889)	(100,287)	(102,794)	(105,107)	(107,472)	(109,890)	(112,363)	(114,891)	(117,476)	(120,119)	(122,822)	
Net Cash provided (or used in) Operating Activities	-	178,671	428,989	419,875	437,233	468,272	450,024	532,931	578,686	629,513	656,285	683,182	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)	
Net Cash provided (or used in) Investing Activities	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)	
Cash Flows from Financing Activities													
Receipts:													
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Repayment of Borrowings & Advances	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-	
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-	
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(22,909)	372,731	239,887	371,905	290,200	384,946	474,441	519,252	568,593	593,842	633,182	
plus: Cash & Cash Equivalents - beginning of year	-	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	
Cash & Cash Equivalents - end of the year	-	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070	
Cash & Cash Equivalents - end of the year	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070	
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	
Cash, Cash Equivalents & Investments - end of the year	2,575,000	2,552,091	2,924,822	3,164,709	3,536,614	3,826,814	4,211,760	4,686,201	5,205,453	5,774,046	6,367,888	7,001,070	
Representing:													
- External Restrictions	2,437,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-	
- Unrestricted	138,000	138,091	510,822	750,709	1,122,614	1,412,814	1,797,760	2,272,201	2,791,453	3,360,046	3,953,888	4,587,070	
	2,575,000	2,552,091	2,924,822	3,164,709	3,536,614	3,826,814	4,211,760	4,686,201	5,205,453	5,774,046	6,367,888	7,001,070	

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - CONSOLIDATED
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,644,000	6,710,618	7,122,291	8,327,408	8,965,516	9,662,650	9,958,669	10,267,616	10,590,365	10,854,312	11,124,857	11,402,167
User Charges & Fees	5,075,000	5,508,577	5,498,890	5,606,999	5,732,213	5,865,325	6,006,745	6,156,913	6,310,836	6,468,607	6,630,322	6,796,080
Other Revenues	575,000	400,565	495,995	507,403	519,073	531,012	543,225	555,719	568,501	581,576	594,953	608,637
Grants & Contributions provided for Operating Purposes	8,089,000	8,264,115	7,501,440	7,472,760	7,627,485	7,803,585	7,965,350	8,130,756	8,299,883	8,472,815	8,665,639	8,846,440
Grants & Contributions provided for Capital Purposes	2,988,000	8,783,071	5,774,553	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293
Interest & Investment Revenue	352,000	150,300	94,240	152,761	162,294	192,473	177,859	206,281	245,156	287,348	301,034	302,228
Other Income:												
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,723,000	30,024,979	26,487,409	23,321,050	23,714,524	24,251,306	24,852,526	25,522,478	26,224,551	26,879,188	27,536,162	28,179,845
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,707,000	10,157,027	10,748,448	10,964,838	11,211,547	11,483,807	11,721,742	11,985,482	12,255,155	12,550,896	12,812,841	13,101,130
Borrowing Costs	149,000	132,103	98,013	109,667	98,139	89,177	82,392	77,077	71,976	65,373	59,870	17,228
Materials & Contracts	5,142,000	5,093,048	4,868,511	4,805,635	4,909,380	5,250,356	5,161,870	5,314,568	5,416,499	5,455,357	5,560,670	5,480,271
Depreciation & Amortisation	4,750,000	4,912,306	4,875,761	5,132,345	5,260,654	5,392,170	5,526,974	5,665,149	5,806,778	5,951,947	6,100,746	6,253,264
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,484,000	1,874,565	1,948,834	1,980,186	2,024,740	2,070,297	2,116,879	2,164,508	2,213,210	2,263,007	2,313,925	2,365,988
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	955,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	22,187,000	22,169,050	22,539,567	22,992,671	23,504,460	24,285,806	24,609,858	25,206,784	25,763,617	26,286,580	26,848,051	27,217,881
Operating Result from Continuing Operations	1,536,000	7,855,929	3,947,842	328,379	210,065	(34,500)	242,668	315,693	460,934	592,608	688,111	961,963
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,536,000	7,855,929	3,947,842	328,379	210,065	(34,500)	242,668	315,693	460,934	592,608	688,111	961,963
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,452,000)	(927,142)	(1,826,711)	(925,340)	(497,879)	(230,762)	41,991	110,500	251,124	378,078	468,753	737,670

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - GENERAL FUND
Scenario: Balanced Case 1

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,511,000	5,532,104	5,739,282	6,806,098	7,360,499	7,967,267	8,165,636	8,368,965	8,577,377	8,790,999	9,009,962	9,234,399
User Charges & Fees	3,542,000	3,884,830	3,775,904	3,847,646	3,932,294	4,022,737	4,119,283	4,222,265	4,327,822	4,436,017	4,546,918	4,660,590
Other Revenues	542,000	423,582	526,153	538,255	550,634	563,299	576,255	589,509	603,067	616,938	631,128	645,643
Grants & Contributions provided for Operating Purposes	5,495,000	6,138,613	5,072,144	5,172,855	5,275,832	5,399,020	5,506,683	5,616,768	5,729,330	5,844,425	5,978,110	6,098,442
Grants & Contributions provided for Capital Purposes	2,500,000	4,220,567	2,515,053	1,253,719	707,943	196,262	200,678	205,193	209,810	214,530	219,357	224,293
Interest & Investment Revenue	190,000	76,990	54,116	104,815	103,149	104,493	76,577	68,577	69,516	70,557	71,621	60,708
Other Income:												
Net Gains from the Disposal of Assets	-	207,733	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	17,780,000	20,484,419	17,682,652	17,723,388	17,930,352	18,253,077	18,645,111	19,071,276	19,516,922	19,973,467	20,457,095	20,924,075
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,729,000	7,324,270	7,964,622	8,103,915	8,286,253	8,492,693	8,663,329	8,858,254	9,057,565	9,281,360	9,469,740	9,682,810
Borrowing Costs	141,000	123,382	93,131	105,231	94,181	85,767	79,557	74,678	69,543	62,885	57,326	14,627
Materials & Contracts	3,162,000	3,607,567	3,264,377	3,288,980	3,377,738	3,720,124	3,549,190	3,681,799	3,777,747	3,788,949	3,824,673	3,762,722
Depreciation & Amortisation	3,857,000	4,016,210	4,017,481	4,117,918	4,220,866	4,326,388	4,434,548	4,545,411	4,659,047	4,775,523	4,894,911	5,017,284
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,435,000	1,622,434	1,693,642	1,709,983	1,748,458	1,787,798	1,828,024	1,869,154	1,911,210	1,954,212	1,998,182	2,043,141
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	745,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,069,000	16,693,862	17,033,253	17,326,027	17,727,496	18,412,770	18,554,647	19,029,296	19,475,111	19,862,929	20,244,832	20,520,583
Operating Result from Continuing Operations	1,711,000	3,790,557	649,399	397,362	202,856	(159,693)	90,464	41,980	41,811	110,538	212,263	403,492
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,711,000	3,790,557	649,399	397,362	202,856	(159,693)	90,464	41,980	41,811	110,538	212,263	403,492
Net Operating Result before Grants and Contributions provided for Capital Purposes	(789,000)	(430,010)	(1,865,654)	(856,358)	(505,087)	(355,955)	(110,214)	(163,213)	(167,999)	(103,992)	(7,095)	179,199

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - WATER FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	480,000	493,349	553,622	608,984	669,883	736,871	810,558	891,614	980,775	1,005,295	1,030,427	1,056,188
User Charges & Fees	560,000	603,465	612,018	627,276	642,937	658,996	675,463	692,350	709,658	727,400	745,585	764,224
Other Revenues	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
Grants & Contributions provided for Operating Purposes	541,000	55,133	196,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Grants & Contributions provided for Capital Purposes	220,000	376,911	1,150,000	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	62,000	29,730	19,492	21,507	23,032	28,135	28,539	31,873	34,872	39,020	38,879	38,066
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,863,000	1,566,588	2,535,735	1,278,836	1,357,396	1,446,033	1,537,089	1,638,875	1,748,864	1,795,806	1,839,527	1,883,671
Expenses from Continuing Operations												
Employee Benefits & On-Costs	581,000	405,306	413,070	421,331	430,811	440,505	450,416	460,550	470,913	481,508	492,342	503,420
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,109,000	652,530	729,776	608,656	606,345	581,168	603,371	640,720	627,461	629,361	678,665	636,395
Depreciation & Amortisation	451,000	450,615	435,975	446,874	458,046	469,497	481,235	493,266	505,597	518,237	531,193	544,473
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	4,000	71,549	85,236	87,367	89,333	91,343	93,398	95,499	97,648	99,845	102,092	104,389
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	2,145,000	1,580,000	1,664,057	1,564,229	1,584,536	1,582,513	1,628,419	1,690,035	1,701,619	1,728,951	1,804,292	1,788,676
Operating Result from Continuing Operations	(282,000)	(13,412)	871,678	(285,393)	(227,139)	(136,480)	(91,330)	(51,160)	47,245	66,855	35,235	94,995
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(282,000)	(13,412)	871,678	(285,393)	(227,139)	(136,480)	(91,330)	(51,160)	47,245	66,855	35,235	94,995
Net Operating Result before Grants and Contributions provided for Capital Purposes	(502,000)	(390,323)	(278,322)	(285,393)	(227,139)	(136,480)	(91,330)	(51,160)	47,245	66,855	35,235	94,995

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - SEWER FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	653,000	685,165	829,387	912,326	935,134	958,512	982,475	1,007,037	1,032,213	1,058,018	1,084,469	1,111,580
User Charges & Fees	7,000	6,727	7,530	7,673	7,842	8,022	8,215	8,420	8,631	8,846	9,068	9,294
Other Revenues	12,000	1,000	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	13,000	13,235	15,737	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Grants & Contributions provided for Capital Purposes	138,000	4,030,631	2,109,500	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	54,000	24,400	12,960	8,132	9,276	12,179	12,954	18,102	20,127	19,471	18,993	18,914
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	877,000	4,761,158	2,975,114	944,222	968,705	995,537	1,020,846	1,051,148	1,078,955	1,104,725	1,131,332	1,159,015
Expenses from Continuing Operations												
Employee Benefits & On-Costs	193,000	196,395	210,522	236,153	241,467	246,900	252,455	258,135	263,943	269,882	275,955	282,164
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	254,000	233,892	247,905	267,261	269,939	278,744	281,678	290,745	293,948	303,289	306,772	313,400
Depreciation & Amortisation	220,000	218,804	213,564	353,593	362,433	371,494	380,781	390,301	400,058	410,060	420,311	430,819
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	7,000	83,693	69,669	80,042	81,843	83,684	85,567	87,492	89,461	91,474	93,532	95,636
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	674,000	732,784	741,660	937,049	955,681	980,821	1,000,481	1,026,673	1,047,410	1,074,704	1,096,569	1,122,019
Operating Result from Continuing Operations	203,000	4,028,374	2,233,454	7,173	13,024	14,716	20,364	24,474	31,545	30,021	34,763	36,997
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	203,000	4,028,374	2,233,454	7,173	13,024	14,716	20,364	24,474	31,545	30,021	34,763	36,997
Net Operating Result before Grants and Contributions provided for Capital Purposes	65,000	(2,257)	123,954	7,173	13,024	14,716	20,364	24,474	31,545	30,021	34,763	36,997

Uralla Shire Council
Year Ended 30 June 2022
INCOME STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	966,000	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971
Other Revenues	21,000	14,000	11,800	12,071	12,349	12,633	12,924	13,221	13,525	13,836	14,154	14,480
Grants & Contributions provided for Operating Purposes	2,040,000	2,057,134	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488
Grants & Contributions provided for Capital Purposes	130,000	154,962	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	46,000	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,203,000	3,258,830	3,339,866	3,421,619	3,506,168	3,605,862	3,699,815	3,812,671	3,932,486	4,059,078	4,163,335	4,269,478
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,204,000	2,231,057	2,160,234	2,203,439	2,253,016	2,303,709	2,355,542	2,408,542	2,462,734	2,518,146	2,574,804	2,632,737
Borrowing Costs	8,000	8,721	4,882	4,436	3,958	3,410	2,835	2,399	2,433	2,488	2,544	2,601
Materials & Contracts	617,000	645,076	672,411	687,753	703,454	719,522	777,966	752,796	770,020	787,647	805,687	824,150
Depreciation & Amortisation	222,000	226,677	208,741	213,960	219,309	224,791	230,411	236,171	242,076	248,127	254,331	260,689
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	38,000	96,889	100,287	102,794	105,107	107,472	109,890	112,363	114,891	117,476	120,119	122,822
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	210,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,299,000	3,208,420	3,146,555	3,212,381	3,284,843	3,358,904	3,476,645	3,512,271	3,592,153	3,673,884	3,757,484	3,842,999
Operating Result from Continuing Operations	(96,000)	50,411	193,311	209,238	221,325	246,958	223,170	300,399	340,333	385,195	405,850	426,479
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(96,000)	50,411	193,311	209,238	221,325	246,958	223,170	300,399	340,333	385,195	405,850	426,479
Net Operating Result before Grants and Contributions provided for Capital Purposes	(226,000)	(104,551)	193,311	209,238	221,325	246,958	223,170	300,399	340,333	385,195	405,850	426,479

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - CONSOLIDATED
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307	9,954,253
Investments	13,957,000	12,969,874	10,248,090	9,845,092	9,556,826	9,356,868	9,184,926	9,066,236	9,044,255	9,044,255	9,017,717	9,017,717
Receivables	2,929,000	2,313,363	1,990,045	1,973,822	1,997,229	2,018,431	2,077,197	2,140,309	2,191,880	2,251,563	2,325,537	2,403,696
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,859,000	16,719,564	13,346,654	13,202,861	13,863,144	13,793,261	14,566,533	15,698,190	16,126,169	17,494,966	19,608,447	22,120,786
Non-Current Assets												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	233,683,000	243,117,160	249,791,760	250,116,281	249,537,102	249,512,368	248,853,753	247,954,837	247,895,933	247,012,502	245,507,471	243,862,629
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Total Non-Current Assets	233,761,000	243,195,160	250,342,612	250,667,133	250,087,954	250,063,220	249,404,605	248,505,689	248,446,785	247,563,354	246,058,323	244,413,481
TOTAL ASSETS	252,620,000	259,914,724	263,689,266	263,869,994	263,951,098	263,856,481	263,971,139	264,203,879	264,572,954	265,058,321	265,666,770	266,534,267
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	5,357,000	5,005,041	5,085,037	5,191,241	5,283,735	5,412,336	5,448,332	5,522,615	5,593,885	5,657,410	5,723,528	5,780,445
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	265,000	238,040	247,468	219,018	186,579	164,624	157,867	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,880,000	7,569,110	7,643,279	7,714,645	7,772,264	7,876,771	7,906,627	7,987,447	8,067,015	8,106,315	8,178,726	8,084,260
Non-Current Liabilities												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,924,000	1,728,703	1,481,235	1,262,217	1,075,638	911,014	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,808,000	4,557,685	4,310,217	4,091,199	3,904,620	3,739,996	3,582,129	3,418,356	3,246,930	3,100,388	2,948,315	2,948,315
TOTAL LIABILITIES	12,688,000	12,126,795	11,953,496	11,805,844	11,676,884	11,616,767	11,488,756	11,405,803	11,313,945	11,206,703	11,127,041	11,032,575
Net Assets	239,932,000	247,787,929	251,735,771	252,064,150	252,274,214	252,239,714	252,482,383	252,798,076	253,259,010	253,851,618	254,539,729	255,501,692
EQUITY												
Retained Earnings	74,321,000	82,176,929	86,124,771	86,453,150	86,663,214	86,628,714	86,871,383	87,187,076	87,648,010	88,240,618	88,928,729	89,890,692
Revaluation Reserves	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000	165,611,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	239,932,000	247,787,929	251,735,771	252,064,150	252,274,214	252,239,714	252,482,383	252,798,076	253,259,010	253,851,618	254,539,729	255,501,692
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	239,932,000	247,787,929	251,735,771	252,064,150	252,274,214	252,239,714	252,482,383	252,798,076	253,259,010	253,851,618	254,539,729	255,501,692

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - GENERAL FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,224,000	373,709	-	-	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744	4,833,164
Investments	6,757,000	6,757,000	5,257,645	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595
Receivables	2,417,000	1,738,677	1,416,328	1,374,962	1,378,727	1,379,298	1,416,372	1,456,647	1,484,156	1,526,477	1,582,663	1,642,597
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,970,000	9,577,212	7,357,671	7,281,855	7,791,861	7,559,421	8,038,442	8,725,393	8,561,159	9,263,540	10,702,887	12,440,474
Non-Current Assets												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	205,744,000	210,372,945	212,601,991	212,934,274	212,505,448	212,525,959	212,017,899	211,290,481	211,404,668	210,705,583	209,398,837	207,970,276
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Total Non-Current Assets	205,822,000	210,450,945	213,152,843	213,485,126	213,056,300	213,076,811	212,568,751	211,841,333	211,955,520	211,256,435	209,949,689	208,521,128
TOTAL ASSETS	216,792,000	220,028,157	220,510,514	220,766,981	220,848,161	220,636,232	220,607,194	220,566,726	220,516,679	220,519,975	220,652,576	220,961,602
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,920,000	2,568,041	2,648,037	2,754,241	2,846,735	2,975,336	3,011,332	3,085,615	3,156,885	3,220,410	3,286,528	3,343,445
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	256,000	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,434,000	5,125,852	5,199,522	5,270,361	5,327,382	5,431,263	5,469,121	5,550,447	5,630,015	5,669,315	5,741,726	5,647,260
Non-Current Liabilities												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,889,000	1,697,766	1,457,055	1,245,321	1,066,624	910,508	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,773,000	4,526,748	4,286,037	4,074,303	3,895,606	3,739,490	3,582,129	3,418,356	3,246,930	3,100,388	2,948,315	2,948,315
TOTAL LIABILITIES	10,207,000	9,652,600	9,485,559	9,344,664	9,222,988	9,170,753	9,051,250	8,968,803	8,876,945	8,769,703	8,690,041	8,595,575
Net Assets	206,585,000	210,375,557	211,024,956	211,422,317	211,625,173	211,465,479	211,555,944	211,597,923	211,639,734	211,750,272	211,962,535	212,366,027
EQUITY												
Retained Earnings	56,855,000	60,645,557	61,294,956	61,692,317	61,895,173	61,735,479	61,825,944	61,867,923	61,909,734	62,020,272	62,232,535	62,636,027
Revaluation Reserves	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	206,585,000	210,375,557	211,024,956	211,422,317	211,625,173	211,465,479	211,555,944	211,597,923	211,639,734	211,750,272	211,962,535	212,366,027
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	206,585,000	210,375,557	211,024,956	211,422,317	211,625,173	211,465,479	211,555,944	211,597,923	211,639,734	211,750,272	211,962,535	212,366,027

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - WATER FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	91,000	302,701	-	-	-	-	-	-	-	3,172	-	28,461
Investments	2,300,000	2,300,000	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	745,095	718,557	718,557
Receivables	335,000	328,897	339,371	352,365	366,147	380,775	396,320	412,860	430,476	441,238	452,269	463,576
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,726,000	2,931,598	2,250,251	1,898,297	1,623,813	1,438,483	1,282,086	1,179,936	1,175,572	1,189,505	1,170,827	1,210,594
Non-Current Assets												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,251,000	14,031,990	15,585,015	15,651,575	15,698,919	15,747,769	15,812,836	15,863,825	15,915,435	15,968,356	16,022,270	16,077,497
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,251,000	14,031,990	15,585,015	15,651,575	15,698,919	15,747,769	15,812,836	15,863,825	15,915,435	15,968,356	16,022,270	16,077,497
TOTAL ASSETS	16,977,000	16,963,588	17,835,266	17,549,872	17,322,733	17,186,252	17,094,922	17,043,762	17,091,007	17,157,861	17,193,096	17,288,091
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	16,977,000	16,963,588	17,835,266	17,549,872	17,322,733	17,186,252	17,094,922	17,043,762	17,091,007	17,157,861	17,193,096	17,288,091
EQUITY												
Retained Earnings	8,019,000	8,005,588	8,877,266	8,591,872	8,364,733	8,228,252	8,136,922	8,085,762	8,133,007	8,199,861	8,235,096	8,330,091
Revaluation Reserves	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000	8,958,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	16,977,000	16,963,588	17,835,266	17,549,872	17,322,733	17,186,252	17,094,922	17,043,762	17,091,007	17,157,861	17,193,096	17,288,091
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	16,977,000	16,963,588	17,835,266	17,549,872	17,322,733	17,186,252	17,094,922	17,043,762	17,091,007	17,157,861	17,193,096	17,288,091

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - SEWER FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,000	-	-	31,940	78,935	130,620	190,175	256,294	327,173	404,462	496,676	591,558
Investments	2,400,000	1,412,874	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565
Receivables	104,000	74,373	89,866	98,692	101,153	103,678	106,268	108,924	111,647	114,439	117,299	120,232
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,515,000	1,487,247	669,431	710,197	759,653	813,863	876,008	944,783	1,018,386	1,098,466	1,193,540	1,291,355
Non-Current Assets												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,257,000	14,313,127	17,364,397	17,330,804	17,294,371	17,254,877	17,213,096	17,168,795	17,126,737	17,076,678	17,016,367	16,955,548
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	9,257,000	14,313,127	17,364,397	17,330,804	17,294,371	17,254,877	17,213,096	17,168,795	17,126,737	17,076,678	17,016,367	16,955,548
TOTAL ASSETS	11,772,000	15,800,374	18,033,828	18,041,001	18,054,024	18,068,740	18,089,104	18,113,578	18,145,123	18,175,144	18,209,907	18,246,903
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	11,772,000	15,800,374	18,033,828	18,041,001	18,054,024	18,068,740	18,089,104	18,113,578	18,145,123	18,175,144	18,209,907	18,246,903
EQUITY												
Retained Earnings	6,049,000	10,077,374	12,310,828	12,318,001	12,331,024	12,345,740	12,366,104	12,390,578	12,422,123	12,452,144	12,486,907	12,523,903
Revaluation Reserves	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000	5,723,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,772,000	15,800,374	18,033,828	18,041,001	18,054,024	18,068,740	18,089,104	18,113,578	18,145,123	18,175,144	18,209,907	18,246,903
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	11,772,000	15,800,374	18,033,828	18,041,001	18,054,024	18,068,740	18,089,104	18,113,578	18,145,123	18,175,144	18,209,907	18,246,903

Uralla Shire Council
Year Ended 30 June 2022
BALANCE SHEET - AGED CARE (MCMAUGH) FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Investments	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Receivables	73,000	171,417	144,480	147,803	151,202	154,680	158,238	161,877	165,600	169,409	173,306	177,292
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,648,000	2,723,508	3,069,302	3,312,511	3,687,817	3,981,494	4,369,997	4,848,078	5,371,053	5,943,455	6,541,193	7,178,362
Non-Current Assets												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,431,000	4,399,098	4,240,357	4,199,628	4,038,364	3,983,763	3,809,922	3,631,734	3,449,093	3,261,885	3,069,998	2,859,309
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,431,000	4,399,098	4,240,357	4,199,628	4,038,364	3,983,763	3,809,922	3,631,734	3,449,093	3,261,885	3,069,998	2,859,309
TOTAL ASSETS	7,079,000	7,122,606	7,309,659	7,512,140	7,726,181	7,965,257	8,179,919	8,479,813	8,820,146	9,205,341	9,611,191	10,037,671
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,000	6,258	6,757	7,284	7,882	8,508	506	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,446,000	2,443,258	2,443,757	2,444,284	2,444,882	2,445,508	2,437,506	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Non-Current Liabilities												
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	35,000	30,937	24,180	16,896	9,014	506	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	35,000	30,937	24,180	16,896	9,014	506	-	-	-	-	-	-
TOTAL LIABILITIES	2,481,000	2,474,195	2,467,937	2,461,180	2,453,896	2,446,014	2,437,506	2,437,000	2,437,000	2,437,000	2,437,000	2,437,000
Net Assets	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671
EQUITY												
Retained Earnings	3,398,000	3,448,411	3,641,722	3,850,960	4,072,285	4,319,243	4,542,413	4,842,813	5,183,146	5,568,341	5,974,191	6,400,671
Revaluation Reserves	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,598,000	4,648,411	4,841,722	5,050,960	5,272,285	5,519,243	5,742,413	6,042,813	6,383,146	6,768,341	7,174,191	7,600,671

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,463,000	7,303,044	7,104,643	8,327,556	8,964,255	9,661,390	9,951,298	10,259,488	10,581,405	10,852,050	11,122,539	11,399,790
User Charges & Fees	5,036,000	5,433,480	5,497,030	5,598,524	5,723,282	5,856,090	5,997,193	6,147,035	6,300,711	6,458,228	6,619,684	6,785,176
Investment & Interest Revenue Received	428,000	150,365	115,257	139,955	149,037	191,644	167,964	194,027	246,310	274,750	276,972	273,466
Grants & Contributions	10,511,000	17,175,663	13,493,146	8,817,401	8,370,116	8,030,280	8,157,248	8,326,971	8,500,513	8,677,959	8,874,145	9,060,920
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,415,000	656,845	601,068	528,154	523,931	534,465	535,680	547,858	560,453	573,337	586,174	600,001
Payments:												
Employee Benefits & On-Costs	(9,743,000)	(10,166,561)	(10,727,155)	(10,959,583)	(11,205,517)	(11,477,641)	(11,715,438)	(11,979,035)	(12,248,563)	(12,544,156)	(12,805,950)	(13,094,084)
Materials & Contracts	(6,206,000)	(5,231,661)	(4,858,782)	(4,805,448)	(4,909,239)	(5,255,385)	(5,156,300)	(5,315,191)	(5,416,320)	(5,453,388)	(5,559,154)	(5,476,696)
Borrowing Costs	(122,000)	(133,075)	(99,337)	(111,043)	(99,349)	(90,198)	(83,284)	(77,977)	(72,912)	(66,352)	(60,707)	(18,097)
Bonds & Deposits Refunded	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,128,000)	(2,399,734)	(1,890,080)	(1,962,354)	(1,988,961)	(2,020,852)	(2,092,909)	(2,124,477)	(2,174,157)	(2,226,245)	(2,277,103)	(2,332,035)
Net Cash provided (or used in) Operating Activities	6,653,000	12,788,365	9,235,790	5,573,163	5,527,554	5,429,793	5,761,452	5,978,698	6,277,438	6,546,183	6,776,601	7,198,443
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	16,150,000	987,126	2,721,784	402,998	288,266	199,958	171,942	118,690	21,981	-	26,538	-
Sale of Infrastructure, Property, Plant & Equipment	224,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(15,207,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,889,000)	(14,225,733)	(12,023,213)	(5,456,866)	(4,681,475)	(5,367,436)	(4,868,360)	(4,766,232)	(5,747,874)	(5,068,516)	(4,595,714)	(4,608,423)
Net Cash provided (or used in) Investing Activities	(6,722,000)	(13,238,607)	(9,301,429)	(5,053,868)	(4,393,209)	(5,167,478)	(4,696,418)	(4,647,543)	(5,725,893)	(5,068,516)	(4,569,176)	(4,608,423)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	1,120,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(238,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(134,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)
Net Increase/(Decrease) in Cash & Cash Equivalents	(203,000)	(672,499)	(303,679)	271,827	915,327	75,736	900,411	1,173,288	387,772	1,306,241	2,060,882	2,437,946
plus: Cash & Cash Equivalents - beginning of year	1,604,000	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307	9,954,253
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307	9,954,253
Investments - end of the year	13,957,000	12,969,874	10,248,090	9,845,092	9,556,826	9,356,868	9,184,926	9,066,236	9,044,255	9,044,255	9,017,717	9,017,717
Cash, Cash Equivalents & Investments - end of the year	15,358,000	13,698,375	10,672,912	10,541,741	11,168,802	11,044,581	11,773,049	12,827,648	13,193,439	14,499,680	16,534,024	18,971,971
Representing:												
- External Restrictions	9,503,000	8,454,661	6,420,329	6,340,308	6,806,008	7,283,318	7,891,601	8,653,163	9,561,441	10,551,123	11,548,605	12,625,131
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,921,818	1,433,009	1,357,270	1,492,268	862,292	951,889	1,212,129	634,831	915,586	1,915,347	3,276,767
	15,358,000	13,698,375	10,672,912	10,541,741	11,168,802	11,044,581	11,773,049	12,827,648	13,193,439	14,499,680	16,534,024	18,971,971

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	6,089,718	5,742,001	6,820,101	7,367,776	7,975,231	8,168,240	8,371,634	8,580,112	8,793,803	9,012,836	9,237,345
User Charges & Fees	-	3,819,583	3,778,154	3,846,164	3,930,546	4,020,869	4,117,289	4,220,138	4,325,641	4,433,782	4,544,627	4,658,242
Investment & Interest Revenue Received	-	66,287	76,623	92,982	90,414	104,225	67,284	56,972	71,368	58,303	47,912	32,307
Grants & Contributions	-	10,487,657	7,804,350	6,517,496	6,018,463	5,625,715	5,698,580	5,812,983	5,929,960	6,049,569	6,186,616	6,312,922
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	778,278	604,289	562,329	558,891	570,230	572,267	585,287	598,742	612,508	626,246	640,994
Payments:												
Employee Benefits & On-Costs	-	(7,333,803)	(7,943,329)	(8,098,659)	(8,280,222)	(8,486,527)	(8,657,024)	(8,851,807)	(9,050,973)	(9,274,620)	(9,462,849)	(9,675,763)
Materials & Contracts	-	(3,746,179)	(3,254,648)	(3,288,793)	(3,377,598)	(3,725,153)	(3,543,619)	(3,682,423)	(3,777,568)	(3,786,979)	(3,823,157)	(3,759,147)
Borrowing Costs	-	(124,354)	(94,456)	(106,607)	(95,391)	(86,788)	(80,449)	(75,577)	(70,479)	(63,865)	(58,164)	(15,496)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,147,603)	(1,634,888)	(1,692,151)	(1,712,678)	(1,738,353)	(1,804,054)	(1,829,123)	(1,872,157)	(1,917,450)	(1,961,361)	(2,009,188)
Net Cash provided (or used in) Operating Activities	-	7,889,583	5,078,097	4,652,862	4,500,201	4,259,448	4,538,514	4,608,083	4,734,647	4,905,051	5,112,706	5,422,216
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,499,355	38,050	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,524,422)	(6,719,379)	(4,450,201)	(3,792,040)	(4,346,899)	(3,926,488)	(3,817,993)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
Net Cash provided (or used in) Investing Activities	-	(8,524,422)	(5,220,024)	(4,412,151)	(3,792,040)	(4,346,899)	(3,926,488)	(3,817,993)	(4,773,233)	(4,076,438)	(3,588,164)	(3,588,723)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(215,452)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)	(152,073)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(850,291)	(373,709)	0	496,427	(266,148)	455,909	632,729	(202,359)	657,187	1,378,000	1,681,420
plus: Cash & Cash Equivalents - beginning of year	-	1,224,000	373,709	(0)	0	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744
Cash & Cash Equivalents - end of the year	-	373,709	(0)	0	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744	4,833,164
Reconciling Items:												
Cash & Cash Equivalents - end of the year	1,224,000	373,709	(0)	0	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744	4,833,164
Investments - end of the year	6,757,000	6,757,000	5,257,645	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595
Cash, Cash Equivalents & Investments - end of the year	7,981,000	7,130,709	5,257,645	5,219,595	5,716,022	5,449,874	5,905,783	6,538,512	6,336,152	6,993,339	8,371,339	10,052,759
Representing:												
- External Restrictions	2,126,000	2,025,086	1,515,884	1,528,984	1,864,050	2,199,433	2,535,157	2,874,849	3,214,977	3,555,604	3,896,741	4,216,741
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,783,727	922,187	846,448	981,446	351,470	441,067	701,307	124,009	404,764	1,404,525	2,765,945
	7,981,000	7,130,709	5,257,645	5,219,595	5,716,022	5,449,874	5,905,783	6,538,512	6,336,152	6,993,339	8,371,339	10,052,759

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - WATER FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	504,280	547,383	603,253	663,579	729,937	802,930	883,223	971,546	1,002,756	1,027,825	1,053,521
User Charges & Fees	-	594,388	608,119	620,321	635,798	651,676	667,957	684,652	701,768	719,313	737,296	755,728
Investment & Interest Revenue Received	-	33,979	19,156	21,198	22,692	27,761	28,128	31,421	34,375	38,883	38,739	37,923
Grants & Contributions	-	432,044	1,346,603	16,977	17,359	17,749	18,148	18,557	18,974	19,401	19,838	20,284
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	8,000	4,000	4,092	4,186	4,282	4,381	4,482	4,585	4,690	4,798	4,908
Payments:												
Employee Benefits & On-Costs	-	(405,306)	(413,070)	(421,331)	(430,811)	(440,505)	(450,416)	(460,550)	(470,913)	(481,508)	(492,342)	(503,420)
Materials & Contracts	-	(652,530)	(729,776)	(608,656)	(606,345)	(581,168)	(603,371)	(640,720)	(627,461)	(629,361)	(678,665)	(636,395)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(71,549)	(85,236)	(87,367)	(89,333)	(91,343)	(93,398)	(95,499)	(97,648)	(99,845)	(102,092)	(104,389)
Net Cash provided (or used in) Operating Activities	-	443,306	1,297,179	148,486	217,125	318,389	374,360	425,565	535,226	574,330	555,397	628,161
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	389,120	364,948	288,266	199,958	171,942	118,690	21,981	-	26,538	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(231,605)	(1,989,000)	(513,434)	(505,391)	(518,347)	(546,302)	(544,255)	(557,207)	(571,158)	(585,107)	(599,700)
Net Cash provided (or used in) Investing Activities	-	(231,605)	(1,599,880)	(148,486)	(217,125)	(318,389)	(374,360)	(425,565)	(535,226)	(571,158)	(558,569)	(599,700)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	211,701	(302,701)	(0)	0	0	0	0	0	3,172	(3,172)	28,461
plus: Cash & Cash Equivalents - beginning of year	-	91,000	302,701	-	(0)	(0)	(0)	(0)	0	0	3,172	0
Cash & Cash Equivalents - end of the year	-	302,701	-	(0)	(0)	(0)	(0)	0	0	3,172	0	28,461
Cash & Cash Equivalents - end of the year	91,000	302,701	-	(0)	(0)	(0)	(0)	0	0	3,172	0	28,461
Investments - end of the year	2,300,000	2,300,000	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	745,095	718,557	718,557
Cash, Cash Equivalents & Investments - end of the year	2,391,000	2,602,701	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	748,267	718,557	747,018
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,391,000	2,602,701	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	748,267	718,557	747,018
	2,391,000	2,602,701	1,910,880	1,545,932	1,257,666	1,057,708	885,766	767,076	745,095	748,267	718,557	747,018

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - SEWER FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	709,046	815,259	904,201	932,900	956,222	980,128	1,004,631	1,029,747	1,055,490	1,081,877	1,108,924
User Charges & Fees	-	5,955	7,318	7,635	7,797	7,975	8,164	8,366	8,575	8,790	9,009	9,235
Investment & Interest Revenue Received	-	30,919	11,806	7,469	9,094	11,992	12,762	17,905	19,925	19,265	18,781	18,698
Grants & Contributions	-	4,043,866	2,125,237	16,091	16,453	16,823	17,202	17,589	17,985	18,389	18,803	19,226
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,000	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(196,395)	(210,522)	(236,153)	(241,467)	(246,900)	(252,455)	(258,135)	(263,943)	(269,882)	(275,955)	(282,164)
Materials & Contracts	-	(233,892)	(247,905)	(267,261)	(269,939)	(278,744)	(281,678)	(290,745)	(293,948)	(303,289)	(306,772)	(313,400)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(83,693)	(69,669)	(80,042)	(81,843)	(83,684)	(85,567)	(87,492)	(89,461)	(91,474)	(93,532)	(95,636)
Net Cash provided (or used in) Operating Activities	-	4,276,805	2,431,525	351,940	372,995	383,685	398,555	412,118	428,880	437,289	452,213	464,883
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	987,126	833,309	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,274,931)	(3,264,834)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)	(370,000)
Net Cash provided (or used in) Investing Activities	-	(4,287,805)	(2,431,525)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)	(370,000)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(11,000)	-	31,940	46,995	51,685	59,555	66,118	70,880	77,289	92,213	94,883
plus: Cash & Cash Equivalents - beginning of year	-	11,000	-	-	31,940	78,935	130,620	190,175	256,294	327,173	404,462	496,676
Cash & Cash Equivalents - end of the year	-	-	-	31,940	78,935	130,620	190,175	256,294	327,173	404,462	496,676	591,558
Cash & Cash Equivalents - end of the year	11,000	-	-	31,940	78,935	130,620	190,175	256,294	327,173	404,462	496,676	591,558
Investments - end of the year	2,400,000	1,412,874	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565	579,565
Cash, Cash Equivalents & Investments - end of the year	2,411,000	1,412,874	579,565	611,505	658,500	710,185	769,740	835,859	906,738	984,027	1,076,241	1,171,123
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,411,000	1,412,874	579,565	611,505	658,500	710,185	769,740	835,859	906,738	984,027	1,076,241	1,171,123
	2,411,000	1,412,874	579,565	611,505	658,500	710,185	769,740	835,859	906,738	984,027	1,076,241	1,171,123

Uralla Shire Council
Year Ended 30 June 2022
CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Balanced Case 1

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971
Investment & Interest Revenue Received	-	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539
Grants & Contributions	-	2,212,096	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(84,417)	38,737	8,748	8,949	9,155	9,366	9,581	9,802	10,027	10,258	10,494
Payments:												
Employee Benefits & On-Costs	-	(2,231,057)	(2,160,234)	(2,203,439)	(2,253,016)	(2,303,709)	(2,355,542)	(2,408,542)	(2,462,734)	(2,518,146)	(2,574,804)	(2,632,737)
Materials & Contracts	-	(645,076)	(672,411)	(687,753)	(703,454)	(719,522)	(777,966)	(752,796)	(770,020)	(787,647)	(805,687)	(824,150)
Borrowing Costs	-	(8,721)	(4,882)	(4,436)	(3,958)	(3,410)	(2,835)	(2,399)	(2,433)	(2,488)	(2,544)	(2,601)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(96,889)	(100,287)	(102,794)	(105,107)	(107,472)	(109,890)	(112,363)	(114,891)	(117,476)	(120,119)	(122,822)
Net Cash provided (or used in) Operating Activities	-	178,671	428,989	419,875	437,233	468,272	450,024	532,931	578,686	629,513	656,285	683,182
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
Net Cash provided (or used in) Investing Activities	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(22,909)	372,731	239,887	371,905	290,200	384,946	474,441	519,252	568,593	593,842	633,182
plus: Cash & Cash Equivalents - beginning of year	-	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888
Cash & Cash Equivalents - end of the year	-	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Cash & Cash Equivalents - end of the year	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Cash, Cash Equivalents & Investments - end of the year	2,575,000	2,552,091	2,924,822	3,164,709	3,536,614	3,826,814	4,211,760	4,686,201	5,205,453	5,774,046	6,367,888	7,001,070
Representing:												
- External Restrictions	2,437,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	138,000	138,091	510,822	750,709	1,122,614	1,412,814	1,797,760	2,272,201	2,791,453	3,360,046	3,953,888	4,587,070
	2,575,000	2,552,091	2,924,822	3,164,709	3,536,614	3,826,814	4,211,760	4,686,201	5,205,453	5,774,046	6,367,888	7,001,070