



LONG TERM FINANCIAL PLAN - 2030



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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 below:



Introduction

This Long Term Financial Plan has been prepared to:

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

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

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

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

Aim of this plan

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

Background

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

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

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

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

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

Current Financial Position

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

The audited Financial Statements at the 30th June 2019 showed cash and investments of \$16.504 million, being made up of Externally Restricted cash reserves (such as Water, Sewer, Domestic Waste, Developer Contributions and unexpended grants) totalling \$9.613 million, Internally Restricted cash reserves totalling \$5.592 million and Unrestricted cash reserves of \$1.299 million.

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

- Operating Performance ratio – (0.87)% (should be greater than 0)
- Unrestricted Current Ratio – 2.22:1 (above 1.5:1 is considered healthy)
- Debt Service Cover Ratio – 11.43 (above 2.0 is considered healthy)
- Own Source Operating Revenue Ratio – 70.03% (above 60% is the considered acceptable)
- Rates & Annual Charges Outstanding Ratio – 7.37% (below 10% is considered acceptable)
- Cash Expense Cover Ratio – 11.5 months (above 3 months is considered healthy)
- Building and infrastructure renewals ratio – 95.39% (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 32.17% of total income for the 2018/19 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 3,029 rateable properties which in 2020/21 are estimated to generate general rates of approximately \$4.08 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	%
2019	29.91
2018	28.84
2017	28.63
2016	26.61
2015	25.22

Other Income

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

Revenue Strategy

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

- Review all fees and charges and levels of cost recovery with particular attention to discretionary user fees in non-core service areas;
- 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; and
- Consult the community about a special rate variation.

Financial Planning Strategies

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

The financial plan is based on the following key strategies:

Sustainability

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

Liquidity

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

Key Financial Assumptions

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

Category	Background	Assumption
Rates	Indexed by estimated rises aligned to future CPI estimates & IPART guidance	2.5 to 2.6%
User Charges & Fees	Based on average increase to Council's major operating inputs	1.75 to 2.5%
Interest & Investment Revenue	Average estimated return from prevailing market	0.1 to 3.0%
Grants and Contributions - Operating	Based on estimated rises aligned to future CPI estimates	2.0 to 2.25%
Grants and Contributions - Capital	Based on estimated rises aligned to future CPI estimates	2.0 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	2.5%
Borrowing Costs	Based on average long term rates and current market quotes	2.0 to 3.5%

- 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 28(a) of the Local Government Code of Accounting Practice and Financial Reporting (Update 28).

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.	>2.25x	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, three scenarios have been established to model Council's financial performance and position over the next 10 years. The scenarios are structured as 'layers' where each layer relates to the taking of a more progressive position. The layers are cumulative, so each layer incorporates the assumptions and outcomes of each of the previous layers. The layers are structured as follows:

1. Base case scenario
2. Planned scenarios
3. Alternative scenarios

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.

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 in order to achieve a balanced budget based on current service levels.

The projected General Fund net operating result before grants and contributions provided for capital purposes at the end of the 10 year period would be a deficit of nearly \$15 million. The net decrease in cash and cash equivalents for the General Fund over the 10 year plan is over \$12 million resulting in borrowings of more than \$5.6 million by June 2030. These borrowings represent debt created for operational needs and this practice is often referred to as 'living beyond ones means'. The Base Case Scenario identifies that borrowings will first be required during the 2024/25 financial year and clearly 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 and sewer of 5% as a first step in delivering on 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 changes 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 by June 2025 and in the Sewer Fund by June 2026. 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 establish a balanced operational budget.

An additional risk is that in any of the forward years the Federal Government could decide to cease the prepayment of the Financial Assistance Grant. This would require council to borrow a further \$1.4M 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 Scenarios

These scenarios include 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 scenarios provided. There is also an opportunity to reconsider a series of expenditure reductions that have previously been reviewed over the past twelve months. These scenarios require community engagement to enable council to decide on the preferred option to achieve financial sustainability.

The options attached can be summarised as follows:

Fund	Option	Description
General	1	37.5% rate increase (instead of 2.5% rate peg) in 2021/22. The remaining years apply the 2.5% rate peg.
	2	11% rate increase over each of the first four years plus a 6% increase in year five (instead of 2.5% rate peg), starting in 2021/22. The remaining years apply the 2.5% rate peg.
	3	8.5% rate increase over each of the nine years (instead of 2.5% rate peg) starting in 2021/22.
Water	1	37% increase in both annual charges and usage charges (instead of 2.5%) in 2021/22. The remaining years apply a 2.5% increase.
	2	12.5% increase in both annual charges and usage charges over each of the first four years (instead of 2.5%) plus a 5% increase in year five, starting in 2021/22. The remaining years apply a 2.5% increase.
	3	9% increase in both annual charges and usage charges (instead of 2.5%) over each of the nine years starting in 2021/22.
Sewer	1	17% increase in annual charges (instead of 2.5%) in 2021/22. The remaining years apply a 2.5% increase.
	2	6% increase in annual charges over each of the first four years (instead of 2.5%) plus a 3.5% increase in year five, starting in 2021/22. The remaining years apply a 2.5% increase.
	3	6% increase in annual charges (instead of 2.5%) over each of the nine years starting in 2021/22.

Each of these Planned Scenarios provides differing outcomes based upon the percentages adopted and the timeframe over which they are implemented.

As noted above, one alternative to revenue increases would be to reduce service levels and hence a corresponding reduction in costs. The Base Case Scenario identifies that the required reductions from 2021/22 to 2029/30 vary from \$1.25 million up to \$1.75 million.

Rather than adopting a specific increase as suggested above, Council could consider implementing a more strategic decision similar to that already adopted for the Water and Sewer Funds but with a shorter timeframe. That motion could be to “Set a strategic objective for the General Fund to achieve a balanced operating result by 2022/23 including the full funding of depreciation, amortisation and impairment of intangible assets and infrastructure, property, plant, equipment, and to build reserves of \$4 million over the remaining seven years of the long term financial plan.”

Alternative Scenarios

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 service level changes might include a reduction in the number of times each class of unsealed road may be graded each period. Another might be a review of library opening hours or visitor information centre accreditation.

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:
 - a. How Council increases revenue by approximately \$2 million per year; and/or
 - b. Decreases service levels by approximately \$2 million per year; and/or
 - c. A combination of a) and b)

to achieve a financially sustainable future.

- d) Develop a final draft long term financial plan.

Sensitivity Analysis/Risk Assessment

The LTFF 2030 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 LTFF 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

As attached and marked 'First Draft Reports to First Draft LTFP'

Base Case Scenario – All Funds and consolidated

Planned Scenario 1 – General, Water and Sewer Funds only

Planned Scenario 2 – General, Water and Sewer Funds only

Planned Scenario 3 – General, Water and Sewer Funds only

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,516,000	6,504,332	6,710,618	7,000,715	7,174,982	7,353,607	7,536,696	7,724,364	7,916,722	8,113,890	8,315,987	8,523,136
User Charges & Fees	5,058,000	5,141,135	5,017,577	5,109,842	5,210,583	5,327,089	5,450,893	5,582,370	5,721,929	5,864,977	6,011,602	6,161,892
Interest & Investment Revenue	408,000	255,700	150,300	134,272	133,237	132,336	142,981	120,632	114,902	103,108	102,456	63,920
Other Revenues	612,000	968,921	443,635	445,002	455,237	465,707	476,418	487,376	498,585	510,053	521,784	533,785
Grants & Contributions provided for Operating Purposes	7,659,000	7,535,876	7,779,992	7,817,749	7,675,476	7,834,762	7,997,632	8,177,578	8,347,859	8,521,972	8,700,002	8,882,038
Grants & Contributions provided for Capital Purposes	1,531,000	3,287,541	10,644,675	1,861,869	1,891,579	1,922,530	1,438,177	1,470,536	1,503,623	1,537,454	1,572,047	1,607,418
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	21,784,000	23,693,505	30,746,797	22,369,448	22,541,095	23,036,031	23,042,797	23,562,856	24,103,621	24,651,455	25,223,879	25,772,190
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,519,000	9,923,111	10,127,747	10,358,269	10,565,435	10,803,157	11,046,228	11,294,768	11,548,900	11,808,751	12,074,448	12,346,123
Borrowing Costs	179,000	165,465	132,103	119,117	106,754	95,307	86,428	79,727	74,499	69,486	62,973	57,562
Materials & Contracts	4,619,000	4,037,685	4,770,972	4,581,157	4,589,499	4,696,862	5,110,461	4,944,839	5,144,997	5,226,399	5,383,625	5,545,682
Depreciation & Amortisation	4,523,000	4,473,341	4,855,306	5,111,379	5,239,163	5,370,142	5,504,396	5,642,006	5,783,056	5,927,633	6,075,823	6,227,719
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,589,000	2,360,808	1,849,065	1,925,429	1,982,565	2,027,172	2,072,784	2,119,421	2,167,108	2,215,868	2,265,725	2,316,704
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-	267,051	200,289	133,526	66,763	66,763	12,337	9,869	4,935	2,468
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	21,960,000	20,960,411	21,735,194	22,362,402	22,683,705	23,126,166	23,887,059	24,147,525	24,730,897	25,258,005	25,867,529	26,496,257
Operating Result from Continuing Operations	(176,000)	2,733,094	9,011,603	7,046	(142,610)	(90,135)	(844,262)	(584,669)	(627,276)	(606,550)	(643,650)	(724,067)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(176,000)	2,733,094	9,011,603	7,046	(142,610)	(90,135)	(844,262)	(584,669)	(627,276)	(606,550)	(643,650)	(724,067)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,707,000)	(554,447)	(1,633,072)	(1,854,824)	(2,034,190)	(2,012,665)	(2,282,439)	(2,055,205)	(2,130,899)	(2,144,004)	(2,215,697)	(2,331,485)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,375,000	5,386,846	5,532,104	5,669,656	5,810,647	5,955,163	6,103,292	6,255,124	6,410,751	6,570,270	6,733,776	6,901,370
User Charges & Fees	3,542,000	3,243,462	3,393,830	3,453,222	3,518,833	3,596,248	3,678,961	3,767,257	3,861,438	3,957,974	4,056,923	4,158,346
Interest & Investment Revenue	216,000	118,900	76,990	60,806	72,151	70,301	71,403	43,323	35,156	35,952	36,820	37,706
Other Revenues	599,000	588,848	466,652	476,685	487,649	498,865	510,339	522,077	534,085	546,368	558,935	571,790
Grants & Contributions provided for Operating Purposes	5,308,000	5,429,164	5,674,490	5,688,497	5,498,316	5,608,615	5,721,397	5,850,128	5,968,042	6,088,608	6,211,888	6,337,941
Grants & Contributions provided for Capital Purposes	953,000	2,455,342	4,531,455	1,861,869	1,891,579	1,922,530	1,438,177	1,470,536	1,503,623	1,537,454	1,572,047	1,607,418
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	15,993,000	17,222,563	19,675,521	17,210,736	17,279,176	17,651,721	17,523,568	17,908,443	18,313,094	18,736,627	19,170,389	19,614,573
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,748,000	7,230,631	7,319,990	7,454,758	7,603,853	7,774,939	7,949,876	8,128,748	8,311,644	8,498,656	8,689,876	8,885,399
Borrowing Costs	170,000	155,799	123,382	110,735	98,731	87,681	79,267	73,057	68,178	63,043	56,385	50,826
Materials & Contracts	3,040,000	2,638,500	3,248,491	3,060,577	3,085,571	3,177,747	3,592,546	3,344,254	3,524,089	3,599,262	3,728,573	3,820,770
Depreciation & Amortisation	3,628,000	3,585,506	3,959,210	4,058,190	4,159,645	4,263,636	4,370,227	4,479,483	4,591,470	4,706,257	4,823,913	4,944,511
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,525,000	1,574,857	1,596,934	1,652,340	1,702,649	1,740,959	1,780,130	1,820,183	1,861,137	1,903,013	1,945,831	1,989,612
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-	267,051	200,289	133,526	66,763	66,763	12,337	9,869	4,935	2,468
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,642,000	15,185,293	16,248,006	16,603,651	16,850,738	17,178,489	17,838,809	17,912,487	18,368,856	18,780,100	19,249,513	19,693,585
Operating Result from Continuing Operations	(649,000)	2,037,270	3,427,515	607,084	428,438	473,232	(315,241)	(4,044)	(55,762)	(43,474)	(79,124)	(79,012)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(649,000)	2,037,270	3,427,515	607,084	428,438	473,232	(315,241)	(4,044)	(55,762)	(43,474)	(79,124)	(79,012)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,602,000)	(418,072)	(1,103,940)	(1,254,785)	(1,463,141)	(1,449,297)	(1,753,418)	(1,474,580)	(1,559,385)	(1,580,928)	(1,651,171)	(1,686,430)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	415,000	466,876	493,349	505,683	518,325	531,283	544,565	558,179	572,134	586,437	601,098	616,125
User Charges & Fees	582,000	590,528	603,465	618,483	633,889	649,708	665,931	682,569	699,634	717,124	735,053	753,429
Interest & Investment Revenue	73,000	54,100	29,730	29,839	33,464	31,124	31,028	27,119	19,913	7,272	5,698	5,829
Other Revenues	9,000	421,000	8,000	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17,000	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,096,000	1,570,621	1,169,677	1,171,481	1,203,547	1,230,386	1,260,206	1,286,970	1,311,213	1,330,805	1,362,269	1,396,263
Expenses from Continuing Operations												
Employee Benefits & On-Costs	370,000	351,341	405,306	413,412	421,680	431,168	440,869	450,789	460,932	471,303	481,907	492,750
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	599,000	551,622	689,530	674,518	635,724	634,322	610,078	633,237	671,569	659,318	662,252	712,618
Depreciation & Amortisation	464,000	484,327	450,615	461,880	473,427	485,263	497,395	509,830	522,575	535,640	549,031	562,756
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,000	578,172	71,549	73,159	74,988	76,675	78,400	80,164	81,968	83,812	85,698	87,626
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,438,000	1,965,462	1,617,000	1,622,969	1,605,820	1,627,428	1,626,742	1,674,020	1,737,044	1,750,073	1,778,888	1,855,751
Operating Result from Continuing Operations	(342,000)	(394,841)	(447,323)	(451,489)	(402,273)	(397,042)	(366,536)	(387,050)	(425,831)	(419,268)	(416,619)	(459,488)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(342,000)	(394,841)	(447,323)	(451,489)	(402,273)	(397,042)	(366,536)	(387,050)	(425,831)	(419,268)	(416,619)	(459,488)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(342,000)	(394,841)	(447,323)	(451,489)	(402,273)	(397,042)	(366,536)	(387,050)	(425,831)	(419,268)	(416,619)	(459,488)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	726,000	650,610	685,165	825,376	846,011	867,161	888,840	911,061	933,837	957,183	981,113	1,005,641
User Charges & Fees	10,000	17,109	6,727	6,845	6,975	7,129	7,292	7,467	7,654	7,846	8,042	8,243
Interest & Investment Revenue	64,000	44,340	24,400	24,446	3,647	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Other Revenues	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Grants & Contributions provided for Operating Purposes	15,000	13,138	13,235	13,500	13,803	14,114	14,432	14,756	15,088	15,428	15,775	16,130
Grants & Contributions provided for Capital Purposes	208,000	702,199	6,113,220	0	0	0	0	0	0	0	0	0
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,023,000	1,427,396	6,843,747	871,189	871,481	891,614	913,848	936,645	960,017	983,973	1,008,527	1,033,693
Expenses from Continuing Operations												
Employee Benefits & On-Costs	185,000	219,255	196,395	239,922	244,720	250,227	255,857	261,613	267,500	273,519	279,673	285,965
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	257,000	192,840	233,892	249,882	258,147	260,529	269,031	271,654	280,402	283,278	292,284	295,423
Depreciation & Amortisation	225,000	233,966	218,804	358,964	367,938	377,137	386,565	396,229	406,135	416,288	426,696	437,363
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	9,000	76,495	83,693	100,860	103,382	105,708	108,086	110,518	113,005	115,548	118,147	120,806
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	676,000	722,555	732,784	949,628	974,187	993,600	1,019,539	1,040,015	1,067,042	1,088,632	1,116,799	1,139,557
Operating Result from Continuing Operations	347,000	704,841	6,110,963	(78,439)	(102,706)	(101,987)	(105,691)	(103,371)	(107,025)	(104,659)	(108,273)	(105,864)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	347,000	704,841	6,110,963	(78,439)	(102,706)	(101,987)	(105,691)	(103,371)	(107,025)	(104,659)	(108,273)	(105,864)
Net Operating Result before Grants and Contributions provided for Capital Purposes	139,000	2,642	(2,257)	(78,440)	(102,706)	(101,987)	(105,691)	(103,371)	(107,025)	(104,660)	(108,273)	(105,864)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	924,000	1,290,036	1,013,554	1,031,291	1,050,886	1,074,005	1,098,708	1,125,077	1,153,204	1,182,034	1,211,584	1,241,874
Interest & Investment Revenue	55,000	38,360	19,180	19,180	23,975	28,770	38,360	47,950	57,540	57,540	57,540	17,931
Other Revenues	4,000	4,000	14,000	14,301	14,630	14,966	15,311	15,663	16,023	16,392	16,769	17,154
Grants & Contributions provided for Operating Purposes	2,319,000	2,055,457	2,057,134	2,098,277	2,145,488	2,193,762	2,243,121	2,293,591	2,345,197	2,397,964	2,451,918	2,507,087
Grants & Contributions provided for Capital Purposes	370,000	130,000	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	3,672,000	3,517,853	3,103,868	3,163,049	3,234,979	3,311,504	3,395,500	3,482,281	3,571,964	3,653,929	3,737,811	3,784,046
Expenses from Continuing Operations												
Employee Benefits & On-Costs	2,216,000	2,121,884	2,206,057	2,250,178	2,295,181	2,346,823	2,399,626	2,453,618	2,508,824	2,565,273	2,622,992	2,682,009
Borrowing Costs	9,000	9,666	8,721	8,382	8,023	7,626	7,161	6,670	6,321	6,443	6,588	6,736
Materials & Contracts	723,000	699,651	645,076	643,187	658,145	673,456	689,131	747,177	721,603	738,418	755,633	773,255
Depreciation & Amortisation	206,000	169,542	226,677	232,344	238,153	244,106	250,209	256,464	262,876	269,448	276,184	283,089
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	50,000	131,284	96,889	99,069	101,546	103,831	106,167	108,555	110,998	113,495	116,049	118,660
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	3,204,000	3,132,028	3,183,420	3,233,160	3,301,048	3,375,842	3,452,294	3,572,485	3,610,622	3,693,077	3,777,445	3,863,749
Operating Result from Continuing Operations	468,000	385,825	(79,551)	(70,111)	(66,069)	(64,339)	(56,794)	(90,204)	(38,658)	(39,148)	(39,634)	(79,703)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	468,000	385,825	(79,551)	(70,111)	(66,069)	(64,339)	(56,794)	(90,204)	(38,658)	(39,148)	(39,634)	(79,703)
Net Operating Result before Grants and Contributions provided for Capital Purposes	98,000	255,825	(79,551)	(70,111)	(66,069)	(64,339)	(56,794)	(90,204)	(38,658)	(39,148)	(39,634)	(79,703)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,364,000	6,648,867	6,699,673	6,983,426	7,166,496	7,344,908	7,527,780	7,715,224	7,907,355	8,104,288	8,306,145	8,513,048
User Charges & Fees	5,384,000	5,002,996	5,012,280	5,101,535	5,201,961	5,318,020	5,441,520	5,572,683	5,711,917	5,854,715	6,001,083	6,151,110
Interest & Investment Revenue Received	374,000	342,655	186,611	165,475	134,229	136,025	155,642	119,234	113,468	101,639	100,950	62,377
Grants & Contributions	9,259,000	11,032,947	18,295,862	9,826,963	9,575,959	9,749,455	9,456,425	9,639,176	9,843,104	10,050,860	10,263,290	10,480,500
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	981,000	1,031,679	286,042	479,326	457,166	464,045	481,532	485,697	497,171	508,613	520,318	532,293
Payments:												
Employee Benefits & On-Costs	(9,575,000)	(9,864,961)	(10,128,508)	(10,349,617)	(10,560,834)	(10,797,878)	(11,040,830)	(11,289,249)	(11,543,256)	(11,802,980)	(12,068,547)	(12,340,089)
Materials & Contracts	(5,356,000)	(4,489,806)	(4,740,915)	(4,556,074)	(4,563,572)	(4,671,253)	(5,071,048)	(4,932,231)	(5,114,329)	(5,199,467)	(5,353,924)	(5,516,966)
Borrowing Costs	(134,000)	(166,377)	(133,214)	(120,311)	(107,995)	(96,398)	(87,349)	(80,532)	(75,310)	(70,330)	(63,856)	(58,317)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(1,071,000)	(2,360,808)	(1,849,065)	(1,925,429)	(1,982,565)	(2,027,172)	(2,072,784)	(2,119,421)	(2,167,108)	(2,215,868)	(2,265,725)	(2,316,704)
Net Cash provided (or used in) Operating Activities	6,226,000	7,177,191	13,628,766	5,605,293	5,320,847	5,419,751	4,790,890	5,110,582	5,173,011	5,331,470	5,439,734	5,507,252
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	17,650,000	1,899,936	5,195,907	2,349,434	823,015	821,723	1,321,173	19,811	-	-	-	-
Sale of Real Estate Assets	-	-	-	436,522	327,391	218,261	109,130	109,130	545,652	436,522	218,261	109,130
Sale of Infrastructure, Property, Plant & Equipment	208,000	-	-	(28,109)	7,027	7,027	7,027	-	(28,109)	7,027	14,055	7,027
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(19,000,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,027,000)	(9,780,197)	(18,458,154)	(7,001,305)	(6,242,439)	(6,137,113)	(6,442,763)	(6,646,021)	(6,773,515)	(6,928,204)	(6,623,226)	(6,175,470)
Purchase of Real Estate Assets	-	(32,087)	(492,606)	(1,229,455)	-	-	-	-	(1,047,000)	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,169,000)	(7,912,348)	(13,754,853)	(5,472,913)	(5,085,005)	(5,090,102)	(5,005,432)	(6,517,080)	(7,302,973)	(6,484,655)	(6,390,910)	(6,059,313)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	1,190,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(217,000)	(232,377)	(221,365)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(869,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	104,000	(232,377)	(221,365)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)
Net Increase/(Decrease) in Cash & Cash Equivalents	161,000	(967,535)	(347,452)	(105,660)	(11,626)	110,632	(401,122)	(1,571,122)	(2,287,828)	(1,316,957)	(1,122,602)	(698,603)
plus: Cash, Cash Equivalents & Investments - beginning of year	1,443,000	1,604,000	636,465	289,014	183,354	171,728	282,359	(118,763)	(1,689,884)	(3,977,713)	(5,294,670)	(6,417,272)
Cash & Cash Equivalents - end of the year	1,604,000	636,465	289,014	183,354	171,728	282,359	(118,763)	(1,689,884)	(3,977,713)	(5,294,670)	(6,417,272)	(7,115,875)
Cash & Cash Equivalents - end of the year	1,604,000	636,465	289,014	183,354	171,728	282,359	(118,763)	(1,689,884)	(3,977,713)	(5,294,670)	(6,417,272)	(7,115,875)
Investments - end of the year	14,900,000	13,000,064	7,804,157	5,454,723	4,631,707	3,809,985	2,488,811	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000
Cash, Cash Equivalents & Investments - end of the year	16,504,000	13,636,529	8,093,170	5,638,077	4,803,435	4,092,344	2,370,049	779,116	(1,508,713)	(2,825,670)	(3,948,272)	(4,646,875)
Representing:												
- External Restrictions	10,039,000	8,114,893	5,450,505	4,487,551	3,660,355	3,306,104	2,882,090	2,512,868	2,186,895	1,873,338	1,571,508	1,205,053
- Internal Restrictions	5,992,000	2,715,226	2,534,226	2,213,262	2,056,851	2,012,938	2,305,264	2,492,596	2,902,368	3,010,156	3,011,347	2,867,449
- Unrestricted	873,000	2,806,411	108,439	(1,062,736)	(913,771)	(1,226,698)	(2,817,305)	(4,226,349)	(6,597,975)	(7,709,164)	(8,531,127)	(8,719,377)
	16,504,000	13,636,529	8,093,170	5,638,077	4,803,435	4,092,344	2,370,049	779,116	(1,508,713)	(2,825,670)	(3,948,272)	(4,646,875)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years					2026/27	2027/28	2028/29	2029/30	
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,491,986	5,526,121	5,663,991	5,804,840	5,949,211	6,097,191	6,248,870	6,404,342	6,563,700	6,727,042	6,894,468
User Charges & Fees	-	3,178,197	3,390,712	3,451,990	3,517,473	3,594,642	3,677,246	3,765,425	3,859,485	3,955,972	4,054,871	4,156,243
Interest & Investment Revenue Received	-	210,401	113,547	92,712	73,281	74,130	84,207	42,072	33,874	34,638	35,473	36,326
Grants & Contributions	-	8,094,036	10,077,140	7,697,710	7,398,799	7,523,308	7,180,190	7,311,725	7,463,286	7,617,496	7,775,175	7,936,403
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	620,106	422,809	514,434	493,320	501,030	519,369	524,404	536,768	549,121	561,757	574,685
Payments:												
Employee Benefits & On-Costs	-	(7,172,481)	(7,320,751)	(7,446,105)	(7,599,252)	(7,769,660)	(7,944,477)	(8,123,228)	(8,306,000)	(8,492,886)	(8,683,975)	(8,879,365)
Materials & Contracts	-	(3,091,413)	(3,218,427)	(3,035,489)	(3,059,663)	(3,152,158)	(3,553,154)	(3,331,726)	(3,493,382)	(3,572,352)	(3,698,894)	(3,792,076)
Borrowing Costs	-	(156,711)	(124,493)	(111,929)	(99,971)	(88,772)	(80,188)	(73,862)	(68,989)	(63,887)	(57,268)	(51,581)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,574,857)	(1,596,934)	(1,652,340)	(1,702,649)	(1,740,959)	(1,780,130)	(1,820,183)	(1,861,137)	(1,903,013)	(1,945,831)	(1,989,612)
Net Cash provided (or used in) Operating Activities	-	5,599,263	7,269,726	5,174,973	4,826,177	4,890,772	4,200,254	4,543,498	4,568,245	4,688,789	4,768,350	4,885,491
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,633,363	3,184,674	1,800,961	314,346	341,774	891,882	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	436,522	327,391	218,261	109,130	109,130	545,652	436,522	218,261	109,130
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	(28,109)	7,027	7,027	7,027	-	(28,109)	7,027	14,055	7,027
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,830,172)	(9,746,224)	(5,923,110)	(5,234,231)	(5,246,100)	(5,420,613)	(5,702,500)	(5,823,590)	(5,951,838)	(5,629,385)	(5,166,117)
Purchase of Real Estate Assets	-	(32,087)	(492,606)	(1,229,455)	-	-	-	-	(1,047,000)	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(6,228,896)	(7,054,156)	(4,943,191)	(4,585,466)	(4,679,038)	(4,412,573)	(5,593,370)	(6,353,047)	(5,508,289)	(5,397,069)	(5,049,959)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(856,000)	0	-	-	0	(391,016)	(1,205,987)	(1,942,163)	(983,273)	(800,145)	(311,011)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	856,000	0	0	0	0	0	(391,016)	(1,597,004)	(3,539,166)	(4,522,439)	(5,322,584)
Cash & Cash Equivalents - end of the year	-	0	0	0	0	0	(391,016)	(1,597,004)	(3,539,166)	(4,522,439)	(5,322,584)	(5,633,595)
Cash & Cash Equivalents - end of the year	856,000	0	0	0	0	0	(391,016)	(1,597,004)	(3,539,166)	(4,522,439)	(5,322,584)	(5,633,595)
Investments - end of the year	8,167,000	6,533,637	3,348,962	1,548,002	1,233,656	891,882	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	9,023,000	6,533,637	3,348,962	1,548,002	1,233,656	891,882	(391,016)	(1,597,004)	(3,539,166)	(4,522,439)	(5,322,584)	(5,633,595)
Representing:												
- External Restrictions	2,558,000	1,012,000	706,297	397,476	90,576	105,642	121,025	136,749	156,441	176,569	197,196	218,333
- Internal Restrictions	5,592,000	2,715,226	2,534,226	2,213,262	2,056,851	2,012,938	2,305,264	2,492,596	2,902,368	3,010,156	3,011,347	2,867,449
- Unrestricted	873,000	2,806,411	108,439	(1,062,736)	(913,771)	(1,226,698)	(2,817,305)	(4,226,349)	(6,597,975)	(7,709,164)	(8,531,127)	(8,719,377)
	9,023,000	6,533,637	3,348,962	1,548,002	1,233,656	891,882	(391,016)	(1,597,004)	(3,539,166)	(4,522,439)	(5,322,584)	(5,633,595)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - WATER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	476,083	490,979	504,579	517,193	530,123	543,376	556,960	570,884	585,157	599,785	614,780
User Charges & Fees	-	521,047	597,408	611,452	626,676	642,302	658,335	674,779	691,644	708,935	726,659	744,825
Interest & Investment Revenue Received	-	52,630	29,647	29,800	33,424	31,084	30,986	27,076	19,869	7,227	5,652	5,781
Grants & Contributions	-	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	421,000	8,000	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(351,341)	(405,306)	(413,412)	(421,680)	(431,168)	(440,869)	(450,789)	(460,932)	(471,303)	(481,907)	(492,750)
Materials & Contracts	-	(551,622)	(689,530)	(674,518)	(635,724)	(634,322)	(610,078)	(633,237)	(671,569)	(659,318)	(662,252)	(712,618)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(578,172)	(71,549)	(73,159)	(74,988)	(76,675)	(78,400)	(80,164)	(81,968)	(83,812)	(85,698)	(87,626)
Net Cash provided (or used in) Operating Activities	-	27,742	(5,219)	2,217	62,770	79,614	122,032	113,728	87,462	106,857	122,659	93,273
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	266,573	224,719	500,771	452,207	427,355	376,375	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(544,315)	(219,500)	(502,989)	(514,977)	(506,969)	(519,960)	(547,951)	(545,942)	(558,932)	(572,921)	(586,910)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(277,742)	5,219	(2,217)	(62,770)	(79,614)	(143,585)	(547,951)	(545,942)	(558,932)	(572,921)	(586,910)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(250,000)	0	0	0	0	(21,553)	(434,224)	(458,480)	(452,075)	(450,262)	(493,637)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	250,000	0	0	0	0	0	(21,553)	(455,777)	(914,257)	(1,366,332)	(1,816,594)
Cash & Cash Equivalents - end of the year	-	0	0	0	0	0	(21,553)	(455,777)	(914,257)	(1,366,332)	(1,816,594)	(2,310,231)
Cash & Cash Equivalents - end of the year	250,000	0	0	0	0	0	(21,553)	(455,777)	(914,257)	(1,366,332)	(1,816,594)	(2,310,231)
Investments - end of the year	2,248,000	1,981,427	1,756,708	1,255,937	803,730	376,375	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,498,000	1,981,427	1,756,708	1,255,937	803,730	376,375	(21,553)	(455,777)	(914,257)	(1,366,332)	(1,816,594)	(2,310,231)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,498,000	1,981,427	1,756,708	1,255,937	803,730	376,375	(21,553)	(455,777)	(914,257)	(1,366,332)	(1,816,594)	(2,310,231)
	2,498,000	1,981,427	1,756,708	1,255,937	803,730	376,375	(21,553)	(455,777)	(914,257)	(1,366,332)	(1,816,594)	(2,310,231)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	680,797	682,572	814,857	844,462	865,574	887,213	909,394	932,129	955,432	979,318	1,003,800
User Charges & Fees	-	13,717	10,606	6,801	6,926	7,071	7,231	7,402	7,584	7,774	7,968	8,168
Interest & Investment Revenue Received	-	41,264	24,237	23,783	3,550	2,041	2,088	2,136	2,185	2,235	2,286	2,338
Grants & Contributions	-	715,337	6,126,455	13,500	13,804	14,114	14,432	14,757	15,089	15,428	15,775	16,130
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Payments:												
Employee Benefits & On-Costs	-	(219,255)	(196,395)	(239,922)	(244,720)	(250,227)	(255,857)	(261,613)	(267,500)	(273,519)	(279,673)	(285,965)
Materials & Contracts	-	(192,840)	(233,892)	(249,882)	(258,147)	(260,529)	(269,031)	(271,654)	(280,402)	(283,278)	(292,284)	(295,423)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(76,495)	(83,693)	(100,860)	(103,382)	(105,708)	(108,086)	(110,518)	(113,005)	(115,548)	(118,147)	(120,806)
Net Cash provided (or used in) Operating Activities	-	962,526	6,330,890	269,298	263,538	273,406	279,084	291,021	297,224	309,695	316,441	329,468
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,786,514	47,702	56,462	52,594	52,916	19,811	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(861,500)	(8,442,430)	(317,000)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(861,500)	(6,655,916)	(269,298)	(263,538)	(273,406)	(279,084)	(319,189)	(346,000)	(358,000)	(360,000)	(360,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	101,026	(325,026)	-	-	(0)	0	(28,168)	(48,776)	(48,305)	(43,559)	(30,532)
plus: Cash, Cash Equivalents & Investments - beginning of year	-	224,000	325,026	0	0	0	0	0	(28,168)	(76,944)	(125,249)	(168,808)
Cash & Cash Equivalents - end of the year	-	325,026	0	0	0	0	0	(28,168)	(76,944)	(125,249)	(168,808)	(199,340)
Cash & Cash Equivalents - end of the year	224,000	325,026	0	0	0	0	0	(28,168)	(76,944)	(125,249)	(168,808)	(199,340)
Investments - end of the year	2,016,000	2,016,000	229,486	181,784	125,322	72,727	19,811	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,240,000	2,341,026	229,486	181,784	125,322	72,727	19,811	(28,168)	(76,944)	(125,249)	(168,808)	(199,340)
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,240,000	2,341,026	229,486	181,784	125,322	72,727	19,811	(28,168)	(76,944)	(125,249)	(168,808)	(199,340)
	2,240,000	2,341,026	229,486	181,784	125,322	72,727	19,811	(28,168)	(76,944)	(125,249)	(168,808)	(199,340)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,290,036	1,013,554	1,031,291	1,050,886	1,074,005	1,098,708	1,125,077	1,153,204	1,182,034	1,211,584	1,241,874
Interest & Investment Revenue Received	-	38,360	19,180	19,180	23,975	28,770	38,360	47,950	57,540	57,540	57,540	17,931
Grants & Contributions	-	2,185,457	2,057,134	2,098,277	2,145,488	2,193,762	2,243,121	2,293,591	2,345,197	2,397,964	2,451,918	2,507,087
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	35,500	(99,750)	10,877	10,888	11,139	11,395	11,657	11,925	12,200	12,480	12,767
Payments:												
Employee Benefits & On-Costs	-	(2,121,884)	(2,206,057)	(2,250,178)	(2,295,181)	(2,346,823)	(2,399,626)	(2,453,618)	(2,508,824)	(2,565,273)	(2,622,992)	(2,682,009)
Materials & Contracts	-	(698,859)	(645,083)	(643,192)	(658,125)	(673,437)	(689,111)	(747,096)	(721,642)	(738,397)	(755,611)	(773,233)
Borrowing Costs	-	(9,666)	(8,721)	(8,382)	(8,023)	(7,626)	(7,161)	(6,670)	(6,321)	(6,443)	(6,588)	(6,736)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(131,284)	(96,889)	(99,069)	(101,546)	(103,831)	(106,167)	(108,555)	(110,998)	(113,495)	(116,049)	(118,660)
Net Cash provided (or used in) Operating Activities	-	587,660	33,369	158,804	168,362	175,960	189,519	162,335	220,081	226,129	232,284	199,021
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(544,210)	(50,000)	(258,206)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(544,210)	(50,000)	(258,206)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(6,010)	(5,795)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(6,010)	(5,795)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	37,440	(22,426)	(105,660)	(11,626)	110,632	11,447	97,257	161,591	166,695	171,364	136,578
plus: Cash, Cash Equivalents & Investments - beginning of year	-	274,000	311,440	289,014	183,354	171,728	282,359	293,806	391,064	552,654	719,350	890,713
Cash & Cash Equivalents - end of the year	-	311,440	289,014	183,354	171,728	282,359	293,806	391,064	552,654	719,350	890,713	1,027,291
Cash & Cash Equivalents - end of the year	274,000	311,440	289,014	183,354	171,728	282,359	293,806	391,064	552,654	719,350	890,713	1,027,291
Investments - end of the year	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000
Cash, Cash Equivalents & Investments - end of the year	2,743,000	2,780,440	2,758,014	2,652,354	2,640,728	2,751,359	2,762,806	2,860,064	3,021,654	3,188,350	3,359,713	3,496,291
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,743,000	2,780,440	2,758,014	2,652,354	2,640,728	2,751,359	2,762,806	2,860,064	3,021,654	3,188,350	3,359,713	3,496,291
	2,743,000	2,780,440	2,758,014	2,652,354	2,640,728	2,751,359	2,762,806	2,860,064	3,021,654	3,188,350	3,359,713	3,496,291

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,604,000	636,465	289,014	183,354	171,728	282,359	-	-	-	-	-	-
Investments	14,900,000	13,000,064	7,804,157	5,454,723	4,631,707	3,809,985	2,488,811	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000
Receivables	2,136,000	1,533,166	1,801,853	1,648,645	1,653,475	1,677,648	1,658,621	1,698,072	1,765,931	1,799,615	1,827,255	1,862,931
Inventories	229,000	226,524	266,818	254,345	256,881	264,164	294,184	277,521	291,026	297,177	307,158	314,542
Other	59,000	66,324	74,549	72,865	74,059	76,021	82,464	79,743	82,965	84,753	87,308	89,365
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,928,000	15,462,543	10,236,390	7,613,931	6,787,850	6,110,177	4,524,080	4,524,336	4,608,922	4,650,545	4,690,721	4,735,839
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	32,087	997,545	1,523,427	995,747	643,960	468,067	292,174	781,185	334,794	111,598	-
Infrastructure, Property, Plant & Equipment	230,827,000	235,762,856	248,892,852	250,782,777	251,786,053	252,553,023	253,491,390	254,495,405	255,485,865	256,486,436	257,033,839	256,981,590
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	230,827,000	235,794,943	249,890,397	252,306,204	252,781,800	253,196,983	253,959,457	254,787,579	256,267,050	256,821,230	257,145,437	256,981,590
TOTAL ASSETS	249,755,000	251,257,486	260,126,787	259,920,135	259,569,650	259,307,160	258,483,537	259,311,916	260,875,972	261,471,775	261,836,158	261,717,429
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	118,763	1,689,884	3,977,713	5,294,670	6,417,272	7,115,875
Payables	4,622,000	3,860,965	3,937,670	3,956,053	3,989,072	4,028,114	4,108,467	4,106,406	4,158,634	4,198,432	4,245,685	4,289,122
Income received in advance	567,000	329,804	332,162	338,121	344,695	352,317	360,420	369,030	378,174	387,544	397,147	406,988
Borrowings	233,000	221,365	238,040	247,468	219,018	186,579	164,624	157,867	163,773	171,426	146,542	152,073
Provisions	2,371,000	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,793,000	6,780,525	6,876,263	6,910,034	6,921,177	6,935,401	7,120,665	8,691,579	11,046,684	12,420,463	13,575,038	14,332,449
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,194,000	1,973,258	1,735,218	1,487,750	1,268,732	1,082,153	917,529	759,662	595,889	424,463	277,921	125,848
Provisions	2,536,000	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,730,000	4,511,866	4,273,826	4,026,358	3,807,340	3,620,761	3,456,137	3,298,271	3,134,498	2,963,072	2,816,530	2,664,457
TOTAL LIABILITIES	12,523,000	11,292,392	11,150,090	10,936,392	10,728,517	10,556,163	10,576,802	11,989,850	14,181,182	15,383,535	16,391,568	16,996,906
Net Assets	237,232,000	239,965,094	248,976,697	248,983,743	248,841,133	248,750,997	247,906,735	247,322,066	246,694,790	246,088,240	245,444,590	244,720,523
EQUITY												
Retained Earnings	72,785,000	75,518,094	84,529,697	84,536,743	84,394,133	84,303,997	83,459,735	82,875,066	82,247,790	81,641,240	80,997,590	80,273,523
Revaluation Reserves	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000	164,447,000
Council Equity Interest	237,232,000	239,965,094	248,976,697	248,983,743	248,841,133	248,750,997	247,906,735	247,322,066	246,694,790	246,088,240	245,444,590	244,720,523
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	237,232,000	239,965,094	248,976,697	248,983,743	248,841,133	248,750,997	247,906,735	247,322,066	246,694,790	246,088,240	245,444,590	244,720,523

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	856,000	-	-	-	-	-	-	-	-	-	-	-
Investments	8,167,000	6,533,637	3,348,962	1,548,002	1,233,656	891,882	-	-	-	-	-	-
Receivables	1,719,000	1,109,641	1,257,191	1,081,158	1,072,168	1,082,162	1,048,603	1,073,159	1,125,752	1,143,796	1,155,414	1,174,675
Inventories	229,000	226,524	266,818	254,345	256,881	264,164	294,184	277,521	291,026	297,177	307,158	314,542
Other	59,000	66,324	74,549	72,865	74,059	76,021	82,464	79,743	82,965	84,753	87,308	89,365
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,030,000	7,936,126	4,947,520	2,956,369	2,636,764	2,314,230	1,425,251	1,430,424	1,499,743	1,525,726	1,549,880	1,578,583
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	32,087	997,545	1,523,427	995,747	643,960	468,067	292,174	781,185	334,794	111,598	-
Infrastructure, Property, Plant & Equipment	203,030,000	206,903,666	212,217,828	214,082,747	215,157,332	216,139,796	217,190,182	218,413,198	219,645,318	220,890,899	221,696,371	221,917,976
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	203,030,000	206,935,753	213,215,373	215,606,174	216,153,079	216,783,756	217,658,249	218,705,372	220,426,503	221,225,693	221,807,969	221,917,976
TOTAL ASSETS	214,060,000	214,871,879	218,162,893	218,562,543	218,789,843	219,097,986	219,083,500	220,135,796	221,926,246	222,751,419	223,357,848	223,496,559
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	391,016	1,597,004	3,539,166	4,522,439	5,322,584	5,633,595
Payables	2,305,000	1,543,173	1,619,884	1,638,272	1,671,272	1,710,294	1,790,627	1,788,486	1,840,753	1,880,529	1,927,761	1,971,175
Income received in advance	567,000	329,804	332,162	338,121	344,695	352,317	360,420	369,030	378,174	387,544	397,147	406,988
Borrowings	227,000	215,570	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073
Provisions	2,371,000	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,470,000	4,456,938	4,552,219	4,585,496	4,596,092	4,609,699	5,066,571	6,280,272	8,290,257	9,330,330	10,162,426	10,532,222
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,151,000	1,936,063	1,704,281	1,463,570	1,251,836	1,073,139	917,023	759,662	595,889	424,463	277,921	125,848
Provisions	2,536,000	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,687,000	4,474,672	4,242,890	4,002,179	3,790,445	3,611,748	3,455,632	3,298,271	3,134,498	2,963,072	2,816,530	2,664,457
TOTAL LIABILITIES	10,157,000	8,931,609	8,795,109	8,587,674	8,386,537	8,221,447	8,522,202	9,578,543	11,424,755	12,293,402	12,978,955	13,196,679
Net Assets	203,903,000	205,940,270	209,367,784	209,974,869	210,403,306	210,876,539	210,561,298	210,557,253	210,501,491	210,458,017	210,378,893	210,299,881
EQUITY												
Retained Earnings	55,146,000	57,183,270	60,610,784	61,217,869	61,646,306	62,119,539	61,804,298	61,800,253	61,744,491	61,701,017	61,621,893	61,542,881
Revaluation Reserves	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	203,903,000	205,940,270	209,367,784	209,974,869	210,403,306	210,876,539	210,561,298	210,557,253	210,501,491	210,458,017	210,378,893	210,299,881
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	203,903,000	205,940,270	209,367,784	209,974,869	210,403,306	210,876,539	210,561,298	210,557,253	210,501,491	210,458,017	210,378,893	210,299,881

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	250,000	-	-	-	-	-	-	-	-	-	-	-
Investments	2,248,000	1,981,427	1,756,708	1,255,937	803,730	376,375	-	-	-	-	-	-
Receivables	258,000	319,744	328,254	336,428	344,813	353,420	362,246	371,298	380,580	390,095	399,847	409,843
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,756,000	2,301,171	2,084,963	1,592,365	1,148,543	729,795	362,246	371,298	380,580	390,095	399,847	409,843
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
TOTAL ASSETS	17,134,000	16,739,159	16,291,836	15,840,347	15,438,074	15,041,031	14,696,048	14,743,221	14,775,870	14,808,676	14,842,319	14,876,469
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	21,553	455,777	914,257	1,366,332	1,816,594	2,310,231
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	21,553	455,777	914,257	1,366,332	1,816,594	2,310,231
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	21,553	455,777	914,257	1,366,332	1,816,594	2,310,231
Net Assets	17,134,000	16,739,159	16,291,836	15,840,347	15,438,074	15,041,031	14,674,495	14,287,445	13,861,613	13,442,345	13,025,726	12,566,238
EQUITY												
Retained Earnings	8,299,000	7,904,159	7,456,836	7,005,347	6,603,074	6,206,031	5,839,495	5,452,445	5,026,613	4,607,345	4,190,726	3,731,238
Revaluation Reserves	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	17,134,000	16,739,159	16,291,836	15,840,347	15,438,074	15,041,031	14,674,495	14,287,445	13,861,613	13,442,345	13,025,726	12,566,238
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,134,000	16,739,159	16,291,836	15,840,347	15,438,074	15,041,031	14,674,495	14,287,445	13,861,613	13,442,345	13,025,726	12,566,238

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	224,000	325,026	-	-	-	-	-	-	-	-	-	-
Investments	2,016,000	2,016,000	229,486	181,784	125,322	72,727	19,811	-	-	-	-	-
Receivables	82,000	58,281	57,158	68,384	70,079	71,823	73,613	75,451	77,337	79,270	81,252	83,284
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,322,000	2,399,307	286,644	250,168	195,400	144,550	93,425	75,451	77,337	79,270	81,252	83,284
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
TOTAL ASSETS	11,506,000	12,210,841	18,321,804	18,243,364	18,140,658	18,038,672	17,932,981	17,857,778	17,799,530	17,743,175	17,678,461	17,603,130
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	28,168	76,944	125,249	168,808	199,340
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	28,168	76,944	125,249	168,808	199,340
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	28,168	76,944	125,249	168,808	199,340
Net Assets	11,506,000	12,210,841	18,321,804	18,243,364	18,140,658	18,038,672	17,932,981	17,829,611	17,722,586	17,617,926	17,509,653	17,403,790
EQUITY												
Retained Earnings	5,846,000	6,550,841	12,661,804	12,583,364	12,480,658	12,378,672	12,272,981	12,169,611	12,062,586	11,957,926	11,849,653	11,743,790
Revaluation Reserves	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,506,000	12,210,841	18,321,804	18,243,364	18,140,658	18,038,672	17,932,981	17,829,611	17,722,586	17,617,926	17,509,653	17,403,790
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	11,506,000	12,210,841	18,321,804	18,243,364	18,140,658	18,038,672	17,932,981	17,829,611	17,722,586	17,617,926	17,509,653	17,403,790

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - AGED CARE (MCMAUGH) FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	274,000	311,440	289,014	183,354	171,728	282,359	293,806	391,064	552,654	719,350	890,713	1,027,291
Investments	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000	2,469,000
Receivables	77,000	45,500	159,250	162,674	166,415	170,243	174,158	178,164	182,262	186,454	190,742	195,129
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,820,000	2,825,940	2,917,264	2,815,028	2,807,143	2,921,602	2,936,965	3,038,228	3,203,916	3,374,804	3,550,456	3,691,421
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,235,000	4,609,668	4,432,991	4,458,853	4,393,932	4,207,869	4,127,850	3,927,956	3,723,064	3,513,050	3,297,786	3,077,141
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	4,235,000	4,609,668	4,432,991	4,458,853	4,393,932	4,207,869	4,127,850	3,927,956	3,723,064	3,513,050	3,297,786	3,077,141
TOTAL ASSETS	7,055,000	7,435,608	7,350,255	7,273,881	7,201,075	7,129,471	7,064,815	6,966,184	6,926,980	6,887,854	6,848,242	6,768,562
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,317,000	2,317,793	2,317,786	2,317,781	2,317,800	2,317,820	2,317,840	2,317,920	2,317,881	2,317,902	2,317,924	2,317,947
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,000	5,795	6,258	6,757	7,284	7,882	8,508	506	(0)	(0)	(0)	(0)
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	2,323,000	2,323,588	2,324,044	2,324,538	2,325,084	2,325,702	2,326,348	2,318,426	2,317,881	2,317,902	2,317,924	2,317,947
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	43,000	37,195	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	43,000	37,195	30,937	24,180	16,896	9,014	506	-	-	-	-	-
TOTAL LIABILITIES	2,366,000	2,360,782	2,354,981	2,348,718	2,341,980	2,334,716	2,326,854	2,318,426	2,317,881	2,317,902	2,317,924	2,317,947
Net Assets	4,689,000	5,074,825	4,995,274	4,925,163	4,859,094	4,794,756	4,737,962	4,647,758	4,609,099	4,569,952	4,530,318	4,450,615
EQUITY												
Retained Earnings	3,494,000	3,879,825	3,800,274	3,730,163	3,664,094	3,599,756	3,542,962	3,452,758	3,414,099	3,374,952	3,335,318	3,255,615
Revaluation Reserves	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000	1,195,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	4,689,000	5,074,825	4,995,274	4,925,163	4,859,094	4,794,756	4,737,962	4,647,758	4,609,099	4,569,952	4,530,318	4,450,615
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	4,689,000	5,074,825	4,995,274	4,925,163	4,859,094	4,794,756	4,737,962	4,647,758	4,609,099	4,569,952	4,530,318	4,450,615

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Planned Scenario

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,375,000	5,386,846	5,532,104	7,074,916	7,251,039	7,431,564	7,616,603	7,806,268	8,000,674	8,199,941	8,404,189	8,613,544
User Charges & Fees	3,542,000	3,243,462	3,393,830	3,453,222	3,518,833	3,596,248	3,678,961	3,767,257	3,861,438	3,957,974	4,056,923	4,158,346
Interest & Investment Revenue	216,000	118,900	76,990	60,806	72,151	70,301	71,403	43,323	35,156	35,952	36,820	37,706
Other Revenues	599,000	588,848	466,652	476,685	487,649	498,865	510,339	522,077	534,085	546,368	558,935	571,790
Grants & Contributions provided for Operating Purposes	5,308,000	5,429,164	5,674,490	5,688,497	5,498,316	5,608,615	5,721,397	5,850,128	5,968,042	6,088,608	6,211,888	6,337,941
Grants & Contributions provided for Capital Purposes	953,000	2,455,342	4,531,455	1,861,869	1,891,579	1,922,530	1,438,177	1,470,536	1,503,623	1,537,454	1,572,047	1,607,418
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	15,993,000	17,222,563	19,675,521	18,615,996	18,719,567	19,128,123	19,036,880	19,459,587	19,903,017	20,366,298	20,840,802	21,326,746
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,748,000	7,230,631	7,319,990	7,454,758	7,603,853	7,774,939	7,949,876	8,128,748	8,311,644	8,498,656	8,689,876	8,885,399
Borrowing Costs	170,000	155,799	123,382	110,735	98,731	87,681	79,267	73,057	68,178	63,043	56,385	50,826
Materials & Contracts	3,040,000	2,638,500	3,248,491	3,060,577	3,085,571	3,177,747	3,592,546	3,344,254	3,524,089	3,599,262	3,728,573	3,820,770
Depreciation & Amortisation	3,628,000	3,585,506	3,959,210	4,058,190	4,159,645	4,263,636	4,370,227	4,479,483	4,591,470	4,706,257	4,823,913	4,944,511
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,525,000	1,574,857	1,596,934	1,652,340	1,702,649	1,740,959	1,780,130	1,820,183	1,861,137	1,903,013	1,945,831	1,989,612
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-	267,051	200,289	133,526	66,763	66,763	12,337	9,869	4,935	2,468
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,642,000	15,185,293	16,248,006	16,603,651	16,850,738	17,178,489	17,838,809	17,912,487	18,368,856	18,780,100	19,249,513	19,693,585
Operating Result from Continuing Operations	(649,000)	2,037,270	3,427,515	2,012,345	1,868,830	1,949,634	1,198,070	1,547,100	1,534,161	1,586,197	1,591,288	1,633,161
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(649,000)	2,037,270	3,427,515	2,012,345	1,868,830	1,949,634	1,198,070	1,547,100	1,534,161	1,586,197	1,591,288	1,633,161
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,602,000)	(418,072)	(1,103,940)	150,475	(22,750)	27,104	(240,106)	76,564	30,538	48,743	19,242	25,743

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - WATER FUND
Scenario: Planned Scenario

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	415,000	466,876	493,349	675,888	692,785	710,105	727,858	746,054	764,705	783,823	803,419	823,504
User Charges & Fees	582,000	590,528	603,465	823,516	844,048	865,121	886,730	908,888	931,610	954,900	978,773	1,003,242
Interest & Investment Revenue	73,000	54,100	29,730	29,839	33,464	31,124	31,028	27,119	19,913	7,272	5,698	5,829
Other Revenues	9,000	421,000	8,000	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17,000	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,096,000	1,570,621	1,169,677	1,546,719	1,588,167	1,624,621	1,664,298	1,701,163	1,735,761	1,765,967	1,808,310	1,853,456
Expenses from Continuing Operations												
Employee Benefits & On-Costs	370,000	351,341	405,306	413,412	421,680	431,168	440,869	450,789	460,932	471,303	481,907	492,750
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	599,000	551,622	689,530	674,518	635,724	634,322	610,078	633,237	671,569	659,318	662,252	712,618
Depreciation & Amortisation	464,000	484,327	450,615	461,880	473,427	485,263	497,395	509,830	522,575	535,640	549,031	562,756
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,000	578,172	71,549	73,159	74,988	76,675	78,400	80,164	81,968	83,812	85,698	87,626
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,438,000	1,965,462	1,617,000	1,622,969	1,605,820	1,627,428	1,626,742	1,674,020	1,737,044	1,750,073	1,778,888	1,855,751
Operating Result from Continuing Operations	(342,000)	(394,841)	(447,323)	(76,250)	(17,653)	(2,807)	37,555	27,143	(1,283)	15,894	29,422	(2,295)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(342,000)	(394,841)	(447,323)	(76,250)	(17,653)	(2,807)	37,555	27,143	(1,283)	15,894	29,422	(2,295)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(342,000)	(394,841)	(447,323)	(76,250)	(17,653)	(2,807)	37,555	27,143	(1,283)	15,894	29,422	(2,295)

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND
Scenario: Planned Scenario

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	726,000	650,610	685,165	924,725	947,843	971,539	995,828	1,020,723	1,046,242	1,072,398	1,099,208	1,126,688
User Charges & Fees	10,000	17,109	6,727	7,871	8,020	8,197	8,385	8,587	8,801	9,021	9,247	9,478
Interest & Investment Revenue	64,000	44,340	24,400	24,446	3,647	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Other Revenues	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Grants & Contributions provided for Operating Purposes	15,000	13,138	13,235	13,500	13,803	14,114	14,432	14,756	15,088	15,428	15,775	16,130
Grants & Contributions provided for Capital Purposes	208,000	702,199	6,113,220	0	0	0	0	0	0	0	0	0
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,023,000	1,427,396	6,843,747	971,563	974,359	997,061	1,021,929	1,047,426	1,073,568	1,100,363	1,127,827	1,155,976
Expenses from Continuing Operations												
Employee Benefits & On-Costs	185,000	219,255	196,395	239,922	244,720	250,227	255,857	261,613	267,500	273,519	279,673	285,965
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	257,000	192,840	233,892	249,882	258,147	260,529	269,031	271,654	280,402	283,278	292,284	295,423
Depreciation & Amortisation	225,000	233,966	218,804	358,964	367,938	377,137	386,565	396,229	406,135	416,288	426,696	437,363
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	9,000	76,495	83,693	100,860	103,382	105,708	108,086	110,518	113,005	115,548	118,147	120,806
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	676,000	722,555	732,784	949,628	974,187	993,600	1,019,539	1,040,015	1,067,042	1,088,632	1,116,799	1,139,557
Operating Result from Continuing Operations	347,000	704,841	6,110,963	21,936	172	3,460	2,390	7,411	6,527	11,731	11,027	16,419
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	347,000	704,841	6,110,963	21,936	172	3,460	2,390	7,411	6,527	11,731	11,027	16,419
Net Operating Result before Grants and Contributions provided for Capital Purposes	139,000	2,642	(2,257)	21,935	172	3,460	2,390	7,411	6,526	11,730	11,027	16,418

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Planned Scenario

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,491,986	5,526,121	7,011,375	7,243,785	7,424,129	7,608,982	7,798,456	7,992,668	8,191,734	8,395,777	8,604,921
User Charges & Fees	-	3,178,197	3,390,712	3,451,990	3,517,473	3,594,642	3,677,246	3,765,425	3,859,485	3,955,972	4,054,871	4,156,243
Interest & Investment Revenue Received	-	210,401	113,547	59,284	52,012	51,227	67,352	35,775	38,718	24,745	21,883	14,311
Grants & Contributions	-	8,094,036	10,077,140	7,697,710	7,398,799	7,523,308	7,180,190	7,311,725	7,463,286	7,617,496	7,775,175	7,936,403
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	620,106	422,809	514,434	493,320	501,030	519,369	524,404	536,768	549,121	561,757	574,685
Payments:												
Employee Benefits & On-Costs	-	(7,172,481)	(7,320,751)	(7,446,105)	(7,599,252)	(7,769,660)	(7,944,477)	(8,123,228)	(8,306,000)	(8,492,886)	(8,683,975)	(8,879,365)
Materials & Contracts	-	(3,091,413)	(3,218,427)	(3,035,489)	(3,059,663)	(3,152,158)	(3,553,154)	(3,331,726)	(3,493,382)	(3,572,352)	(3,698,894)	(3,792,076)
Borrowing Costs	-	(156,711)	(124,493)	(111,929)	(99,971)	(88,772)	(80,188)	(73,862)	(68,989)	(63,887)	(57,268)	(51,581)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,574,857)	(1,596,934)	(1,652,340)	(1,702,649)	(1,740,959)	(1,780,130)	(1,820,183)	(1,861,137)	(1,903,013)	(1,945,831)	(1,989,612)
Net Cash provided (or used in) Operating Activities	-	5,599,263	7,269,726	6,488,929	6,243,853	6,342,788	5,695,190	6,086,787	6,161,416	6,306,930	6,423,495	6,573,929
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,633,363	3,184,674	487,005	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	436,522	327,391	218,261	109,130	109,130	545,652	436,522	218,261	109,130
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	(28,109)	7,027	7,027	7,027	-	(28,109)	7,027	14,055	7,027
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,830,172)	(9,746,224)	(5,923,110)	(5,234,231)	(5,246,100)	(5,420,613)	(5,702,500)	(5,823,590)	(5,951,838)	(5,629,385)	(5,166,117)
Purchase of Real Estate Assets	-	(32,087)	(492,606)	(1,229,455)	-	-	-	-	(1,047,000)	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(6,228,896)	(7,054,156)	(6,257,147)	(4,899,812)	(5,020,812)	(5,304,455)	(5,593,370)	(6,353,047)	(5,508,289)	(5,397,069)	(5,049,959)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(856,000)	0	0	1,103,330	1,110,242	212,037	337,302	(348,992)	634,868	855,000	1,377,428
plus: Cash, Cash Equivalents & Investments - beginning of year	-	856,000	0	0	0	1,103,330	2,213,572	2,425,610	2,762,911	2,413,919	3,048,787	3,903,787
Cash & Cash Equivalents - end of the year	856,000	0	0	0	1,103,330	2,213,572	2,425,610	2,762,911	2,413,919	3,048,787	3,903,787	5,281,215
Cash & Cash Equivalents - end of the year	856,000	0	0	0	1,103,330	2,213,572	2,425,610	2,762,911	2,413,919	3,048,787	3,903,787	5,281,215
Investments - end of the year	8,167,000	6,533,637	3,348,962	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957
Cash, Cash Equivalents & Investments - end of the year	9,023,000	6,533,637	3,348,962	2,861,957	3,965,287	5,075,529	5,287,567	5,624,868	5,275,876	5,910,744	6,765,745	8,143,172
Representing:												
- External Restrictions	2,558,000	1,012,000	706,297	397,476	90,576	105,642	121,025	136,749	156,441	176,569	197,196	218,333
- Internal Restrictions	5,592,000	2,715,226	2,534,226	2,213,262	2,056,851	2,012,938	2,305,264	2,492,596	2,902,368	3,010,156	3,011,347	2,867,449
- Unrestricted	873,000	2,806,411	1,084,439	251,219	1,817,860	2,956,949	2,861,278	2,995,523	2,217,067	2,724,019	3,557,202	5,057,390
	9,023,000	6,533,637	3,348,962	2,861,957	3,965,287	5,075,529	5,287,567	5,624,868	5,275,876	5,910,744	6,765,745	8,143,172

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - WATER FUND
Scenario: Planned Scenario

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	476,083	490,979	659,548	691,273	708,555	726,268	744,425	763,036	782,112	801,664	821,706
User Charges & Fees	-	521,047	597,408	720,490	834,435	855,255	876,613	898,514	920,972	943,996	967,596	991,786
Interest & Investment Revenue Received	-	52,630	29,647	29,264	33,411	31,070	30,972	27,062	19,855	7,211	5,636	5,765
Grants & Contributions	-	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	421,000	8,000	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(351,341)	(405,306)	(413,412)	(421,680)	(431,168)	(440,869)	(450,789)	(460,932)	(471,303)	(481,907)	(492,750)
Materials & Contracts	-	(551,622)	(689,530)	(674,518)	(635,724)	(634,322)	(610,078)	(633,237)	(671,569)	(659,318)	(662,252)	(712,618)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(578,172)	(71,549)	(73,159)	(74,988)	(76,675)	(78,400)	(80,164)	(81,968)	(83,812)	(85,698)	(87,626)
Net Cash provided (or used in) Operating Activities	-	27,742	(5,219)	265,689	444,595	470,985	523,188	524,912	508,926	538,857	565,460	547,143
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	266,573	224,719	237,300	70,381	35,984	-	19,812	37,016	20,074	7,461	39,767
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(544,315)	(219,500)	(502,989)	(514,977)	(506,969)	(519,960)	(547,951)	(545,942)	(558,932)	(572,921)	(586,910)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(277,742)	5,219	(265,689)	(444,595)	(470,985)	(519,960)	(528,140)	(508,926)	(538,857)	(565,460)	(547,143)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(250,000)	0	(0)	0	0	3,228	(3,228)	0	(0)	(0)	0
plus: Cash, Cash Equivalents & Investments - beginning of year	-	250,000	0	0	0	0	0	3,228	0	0	0	0
Cash & Cash Equivalents - end of the year	250,000	0	0	0	0	0	3,228	0	0	0	0	0
Cash & Cash Equivalents - end of the year	250,000	0	0	0	0	0	3,228	0	0	0	0	0
Investments - end of the year	2,248,000	1,981,427	1,756,708	1,519,409	1,449,027	1,413,044	1,413,044	1,393,232	1,356,216	1,336,142	1,328,681	1,288,914
Cash, Cash Equivalents & Investments - end of the year	2,498,000	1,981,427	1,756,708	1,519,409	1,449,027	1,413,044	1,416,272	1,393,232	1,356,216	1,336,142	1,328,681	1,288,914
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,498,000	1,981,427	1,756,708	1,519,409	1,449,027	1,413,044	1,416,272	1,393,232	1,356,216	1,336,142	1,328,681	1,288,914
2,498,000	1,981,427	1,756,708	1,519,409	1,449,027	1,413,044	1,416,272	1,393,232	1,356,216	1,336,142	1,328,681	1,288,914	

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - SEWER FUND
Scenario: Planned Scenario

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	680,797	682,572	906,752	946,109	969,761	994,005	1,018,856	1,044,327	1,070,435	1,097,196	1,124,626
User Charges & Fees	-	13,717	10,606	7,444	7,965	8,131	8,315	8,512	8,721	8,939	9,163	9,392
Interest & Investment Revenue Received	-	41,264	24,237	23,313	3,538	2,029	2,076	2,123	2,172	2,221	2,272	2,324
Grants & Contributions	-	715,337	6,126,455	13,500	13,804	14,114	14,432	14,757	15,089	15,428	15,775	16,130
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Payments:												
Employee Benefits & On-Costs	-	(219,255)	(196,395)	(239,922)	(244,720)	(250,227)	(255,857)	(261,613)	(267,500)	(273,519)	(279,673)	(285,965)
Materials & Contracts	-	(192,840)	(233,892)	(249,882)	(258,147)	(260,529)	(269,031)	(271,654)	(280,402)	(283,278)	(292,284)	(295,423)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(76,495)	(83,693)	(100,860)	(103,382)	(105,708)	(108,086)	(110,518)	(113,005)	(115,548)	(118,147)	(120,806)
Net Cash provided (or used in) Operating Activities	-	962,526	6,330,890	361,367	366,211	378,641	386,948	401,580	410,546	425,851	435,500	451,503
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,786,514	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(861,500)	(8,442,430)	(317,000)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)
Net Cash provided (or used in) Investing Activities	-	(861,500)	(6,655,916)	(317,000)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	101,026	(325,026)	44,366	46,210	52,641	54,948	62,580	64,546	67,851	75,500	91,503
plus: Cash, Cash Equivalents & Investments - beginning of year	-	224,000	325,026	0	44,366	90,577	143,218	198,165	260,745	325,291	393,142	468,642
Cash & Cash Equivalents - end of the year	224,000	325,026	0	44,366	90,577	143,218	198,165	260,745	325,291	393,142	468,642	560,145
Cash & Cash Equivalents - end of the year	224,000	325,026	0	44,366	90,577	143,218	198,165	260,745	325,291	393,142	468,642	560,145
Investments - end of the year	2,016,000	2,016,000	229,486	229,486	229,486	229,486	229,486	229,486	229,486	229,486	229,486	229,486
Cash, Cash Equivalents & Investments - end of the year	2,240,000	2,341,026	229,486	273,852	320,062	372,703	427,651	490,231	554,777	622,627	698,127	789,630
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,240,000	2,341,026	229,486	273,852	320,062	372,703	427,651	490,231	554,777	622,627	698,127	789,630
	2,240,000	2,341,026	229,486	273,852	320,062	372,703	427,651	490,231	554,777	622,627	698,127	789,630

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Planned Scenario

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	856,000	-	-	-	1,103,330	2,213,572	2,425,610	2,762,911	2,413,919	3,048,787	3,903,787	5,281,215
Investments	8,167,000	6,533,637	3,348,962	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957	2,861,957
Receivables	1,719,000	1,109,641	1,257,191	1,172,463	1,186,188	1,220,568	1,205,385	1,237,796	1,287,142	1,316,715	1,343,601	1,386,598
Inventories	229,000	226,524	266,818	254,345	256,881	264,164	294,184	277,521	291,026	297,177	307,158	314,542
Other	59,000	66,324	74,549	72,865	74,059	76,021	82,464	79,743	82,965	84,753	87,308	89,365
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,030,000	7,936,126	4,947,520	4,361,629	5,482,416	6,636,283	6,869,600	7,219,929	6,937,009	7,609,390	8,503,812	9,933,677
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	32,087	997,545	1,523,427	995,747	643,960	468,067	292,174	781,185	334,794	111,598	-
Infrastructure, Property, Plant & Equipment	203,030,000	206,903,666	212,217,828	214,082,747	215,157,332	216,139,796	217,190,182	218,413,198	219,645,318	220,890,899	221,696,371	221,917,976
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	203,030,000	206,935,753	213,215,373	215,606,174	216,153,079	216,783,756	217,658,249	218,705,372	220,426,503	221,225,693	221,807,969	221,917,976
TOTAL ASSETS	214,060,000	214,871,879	218,162,893	219,967,803	221,635,495	223,420,039	224,527,848	225,925,302	227,363,512	228,835,083	230,311,780	231,851,654
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,305,000	1,543,173	1,619,884	1,638,272	1,671,272	1,710,294	1,790,627	1,788,486	1,840,753	1,880,529	1,927,761	1,971,175
Income received in advance	567,000	329,804	332,162	338,121	344,695	352,317	360,420	369,030	378,174	387,544	397,147	406,988
Borrowings	227,000	215,570	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073
Provisions	2,371,000	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,470,000	4,456,938	4,552,219	4,585,496	4,596,092	4,609,699	4,675,554	4,683,269	4,751,091	4,807,891	4,839,842	4,898,628
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,151,000	1,936,063	1,704,281	1,463,570	1,251,836	1,073,139	917,023	759,662	595,889	424,463	277,921	125,848
Provisions	2,536,000	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,687,000	4,474,672	4,242,890	4,002,179	3,790,445	3,611,748	3,455,632	3,298,271	3,134,498	2,963,072	2,816,530	2,664,457
TOTAL LIABILITIES	10,157,000	8,931,609	8,795,109	8,587,674	8,386,537	8,221,447	8,131,186	7,981,539	7,885,588	7,770,963	7,656,371	7,563,084
Net Assets	203,903,000	205,940,270	209,367,784	211,380,129	213,248,958	215,198,592	216,396,662	217,943,762	219,477,923	221,064,121	222,655,409	224,288,570
EQUITY												
Retained Earnings	55,146,000	57,183,270	60,610,784	62,623,129	64,491,958	66,441,592	67,639,662	69,186,762	70,720,923	72,307,121	73,898,409	75,531,570
Revaluation Reserves	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	203,903,000	205,940,270	209,367,784	211,380,129	213,248,958	215,198,592	216,396,662	217,943,762	219,477,923	221,064,121	222,655,409	224,288,570
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	203,903,000	205,940,270	209,367,784	211,380,129	213,248,958	215,198,592	216,396,662	217,943,762	219,477,923	221,064,121	222,655,409	224,288,570

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
Scenario: Planned Scenario

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	250,000	-	-	-	-	-	3,228	-	-	-	-	-
Investments	2,248,000	1,981,427	1,756,708	1,519,409	1,449,027	1,413,044	1,413,044	1,393,232	1,356,216	1,336,142	1,328,681	1,288,914
Receivables	258,000	319,744	328,254	448,196	459,374	470,845	482,607	494,668	507,034	519,710	532,703	546,021
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,756,000	2,301,171	2,084,963	1,967,604	1,908,402	1,883,889	1,898,879	1,887,900	1,863,251	1,855,853	1,861,384	1,834,935
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
TOTAL ASSETS	17,134,000	16,739,159	16,291,836	16,215,586	16,197,932	16,195,125	16,232,681	16,259,824	16,258,541	16,274,434	16,303,856	16,301,561
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
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	17,134,000	16,739,159	16,291,836	16,215,586	16,197,932	16,195,125	16,232,681	16,259,824	16,258,541	16,274,434	16,303,856	16,301,561
EQUITY												
Retained Earnings	8,299,000	7,904,159	7,456,836	7,380,586	7,362,932	7,360,125	7,397,681	7,424,824	7,423,541	7,439,434	7,468,856	7,466,561
Revaluation Reserves	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	17,134,000	16,739,159	16,291,836	16,215,586	16,197,932	16,195,125	16,232,681	16,259,824	16,258,541	16,274,434	16,303,856	16,301,561
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,134,000	16,739,159	16,291,836	16,215,586	16,197,932	16,195,125	16,232,681	16,259,824	16,258,541	16,274,434	16,303,856	16,301,561

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Planned Scenario

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	224,000	325,026	-	44,366	90,577	143,218	198,165	260,745	325,291	393,142	468,642	560,145
Investments	2,016,000	2,016,000	229,486	229,486	229,486	229,486	229,486	229,486	229,486	229,486	229,486	229,486
Receivables	82,000	58,281	57,158	76,691	78,591	80,547	82,554	84,615	86,730	88,899	91,121	93,399
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,322,000	2,399,307	286,644	350,543	398,653	453,250	510,205	574,846	641,507	711,526	789,248	883,029
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
TOTAL ASSETS	11,506,000	12,210,841	18,321,804	18,343,739	18,343,911	18,347,371	18,349,762	18,357,173	18,363,700	18,375,430	18,386,457	18,402,876
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
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	11,506,000	12,210,841	18,321,804	18,343,739	18,343,911	18,347,371	18,349,762	18,357,173	18,363,700	18,375,430	18,386,457	18,402,876
EQUITY												
Retained Earnings	5,846,000	6,550,841	12,661,804	12,683,739	12,683,911	12,687,371	12,689,762	12,697,173	12,703,700	12,715,430	12,726,457	12,742,876
Revaluation Reserves	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,506,000	12,210,841	18,321,804	18,343,739	18,343,911	18,347,371	18,349,762	18,357,173	18,363,700	18,375,430	18,386,457	18,402,876
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	11,506,000	12,210,841	18,321,804	18,343,739	18,343,911	18,347,371	18,349,762	18,357,173	18,363,700	18,375,430	18,386,457	18,402,876

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Planned Scenario

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,375,000	5,386,846	5,532,104	6,010,933	6,539,274	7,122,494	7,766,548	8,173,289	8,376,871	8,585,543	8,799,431	9,018,666
User Charges & Fees	3,542,000	3,243,462	3,393,830	3,453,222	3,518,833	3,596,248	3,678,961	3,767,257	3,861,438	3,957,974	4,056,923	4,158,346
Interest & Investment Revenue	216,000	118,900	76,990	60,806	72,151	70,301	71,403	43,323	35,156	35,952	36,820	37,706
Other Revenues	599,000	588,848	466,652	476,685	487,649	498,865	510,339	522,077	534,085	546,368	558,935	571,790
Grants & Contributions provided for Operating Purposes	5,308,000	5,429,164	5,674,490	5,688,497	5,498,316	5,608,615	5,721,397	5,850,128	5,968,042	6,088,608	6,211,888	6,337,941
Grants & Contributions provided for Capital Purposes	953,000	2,455,342	4,531,455	1,861,869	1,891,579	1,922,530	1,438,177	1,470,536	1,503,623	1,537,454	1,572,047	1,607,418
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	15,993,000	17,222,563	19,675,521	17,552,013	18,007,803	18,819,052	19,186,824	19,826,609	20,279,214	20,751,899	21,236,044	21,731,869
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,748,000	7,230,631	7,319,990	7,454,758	7,603,853	7,774,939	7,949,876	8,128,748	8,311,644	8,498,656	8,689,876	8,885,399
Borrowing Costs	170,000	155,799	123,382	110,735	98,731	87,681	79,267	73,057	68,178	63,043	56,385	50,826
Materials & Contracts	3,040,000	2,638,500	3,248,491	3,060,577	3,085,571	3,177,747	3,592,546	3,344,254	3,524,089	3,599,262	3,728,573	3,820,770
Depreciation & Amortisation	3,628,000	3,585,506	3,959,210	4,058,190	4,159,645	4,263,636	4,370,227	4,479,483	4,591,470	4,706,257	4,823,913	4,944,511
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,525,000	1,574,857	1,596,934	1,652,340	1,702,649	1,740,959	1,780,130	1,820,183	1,861,137	1,903,013	1,945,831	1,989,612
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-	267,051	200,289	133,526	66,763	66,763	12,337	9,869	4,935	2,468
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,642,000	15,185,293	16,248,006	16,603,651	16,850,738	17,178,489	17,838,809	17,912,487	18,368,856	18,780,100	19,249,513	19,693,585
Operating Result from Continuing Operations	(649,000)	2,037,270	3,427,515	948,362	1,157,065	1,640,563	1,348,015	1,914,121	1,910,358	1,971,799	1,986,530	2,038,284
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(649,000)	2,037,270	3,427,515	948,362	1,157,065	1,640,563	1,348,015	1,914,121	1,910,358	1,971,799	1,986,530	2,038,284
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,602,000)	(418,072)	(1,103,940)	(913,507)	(734,514)	(281,966)	(90,162)	443,586	406,735	434,345	414,483	430,866

Uralla Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - WATER FUND

Scenario: Planned Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	415,000	466,876	493,349	555,018	624,395	702,444	790,250	829,762	850,506	871,769	893,563	915,902
User Charges & Fees	582,000	590,528	603,465	677,913	761,664	855,893	961,889	1,009,725	1,034,968	1,060,842	1,087,363	1,114,547
Interest & Investment Revenue	73,000	54,100	29,730	29,839	33,464	31,124	31,028	27,119	19,913	7,272	5,698	5,829
Other Revenues	9,000	421,000	8,000	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17,000	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,096,000	1,570,621	1,169,677	1,280,245	1,437,391	1,607,732	1,801,849	1,885,708	1,924,920	1,959,854	2,007,045	2,057,159
Expenses from Continuing Operations												
Employee Benefits & On-Costs	370,000	351,341	405,306	413,412	421,680	431,168	440,869	450,789	460,932	471,303	481,907	492,750
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	599,000	551,622	689,530	674,518	635,724	634,322	610,078	633,237	671,569	659,318	662,252	712,618
Depreciation & Amortisation	464,000	484,327	450,615	461,880	473,427	485,263	497,395	509,830	522,575	535,640	549,031	562,756
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,000	578,172	71,549	73,159	74,988	76,675	78,400	80,164	81,968	83,812	85,698	87,626
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,438,000	1,965,462	1,617,000	1,622,969	1,605,820	1,627,428	1,626,742	1,674,020	1,737,044	1,750,073	1,778,888	1,855,751
Operating Result from Continuing Operations	(342,000)	(394,841)	(447,323)	(342,724)	(168,429)	(19,696)	175,106	211,688	187,876	209,781	228,157	201,408
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(342,000)	(394,841)	(447,323)	(342,724)	(168,429)	(19,696)	175,106	211,688	187,876	209,781	228,157	201,408
Net Operating Result before Grants and Contributions provided for Capital Purposes	(342,000)	(394,841)	(447,323)	(342,724)	(168,429)	(19,696)	175,106	211,688	187,876	209,781	228,157	201,408

Uralla Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - SEWER FUND

Scenario: Planned Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	726,000	650,610	685,165	849,357	900,318	954,337	1,011,598	1,047,004	1,073,179	1,100,008	1,127,508	1,155,696
User Charges & Fees	10,000	17,109	6,727	7,131	7,559	8,012	8,493	8,790	9,010	9,235	9,466	9,703
Interest & Investment Revenue	64,000	44,340	24,400	24,446	3,647	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Other Revenues	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Grants & Contributions provided for Operating Purposes	15,000	13,138	13,235	13,500	13,803	14,114	14,432	14,756	15,088	15,428	15,775	16,130
Grants & Contributions provided for Capital Purposes	208,000	702,199	6,113,220	0	0	0	0	0	0	0	0	0
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,023,000	1,427,396	6,843,747	895,455	926,373	979,674	1,037,807	1,073,910	1,100,714	1,128,187	1,156,347	1,185,209
Expenses from Continuing Operations												
Employee Benefits & On-Costs	185,000	219,255	196,395	239,922	244,720	250,227	255,857	261,613	267,500	273,519	279,673	285,965
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	257,000	192,840	233,892	249,882	258,147	260,529	269,031	271,654	280,402	283,278	292,284	295,423
Depreciation & Amortisation	225,000	233,966	218,804	358,964	367,938	377,137	386,565	396,229	406,135	416,288	426,696	437,363
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	9,000	76,495	83,693	100,860	103,382	105,708	108,086	110,518	113,005	115,548	118,147	120,806
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	676,000	722,555	732,784	949,628	974,187	993,600	1,019,539	1,040,015	1,067,042	1,088,632	1,116,799	1,139,557
Operating Result from Continuing Operations	347,000	704,841	6,110,963	(54,173)	(47,815)	(13,926)	18,268	33,895	33,672	39,555	39,547	45,652
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	347,000	704,841	6,110,963	(54,173)	(47,815)	(13,926)	18,268	33,895	33,672	39,555	39,547	45,652
Net Operating Result before Grants and Contributions provided for Capital Purposes	139,000	2,642	(2,257)	(54,173)	(47,815)	(13,927)	18,267	33,895	33,672	39,555	39,547	45,651

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Planned Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,491,986	5,526,121	5,991,213	6,517,514	7,098,474	7,740,022	8,156,538	8,368,487	8,576,949	8,790,622	9,009,637
User Charges & Fees	-	3,178,197	3,390,712	3,451,990	3,517,473	3,594,642	3,677,246	3,765,425	3,859,485	3,955,972	4,054,871	4,156,243
Interest & Investment Revenue Received	-	210,401	113,547	84,594	59,104	52,832	61,472	28,665	33,042	18,765	15,756	8,031
Grants & Contributions	-	8,094,036	10,077,140	7,697,710	7,398,799	7,523,308	7,180,190	7,311,725	7,463,286	7,617,496	7,775,175	7,936,403
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	620,106	422,809	514,434	493,320	501,030	519,369	524,404	536,768	549,121	561,757	574,685
Payments:												
Employee Benefits & On-Costs	-	(7,172,481)	(7,320,751)	(7,446,105)	(7,599,252)	(7,769,660)	(7,944,477)	(8,123,228)	(8,306,000)	(8,492,886)	(8,683,975)	(8,879,365)
Materials & Contracts	-	(3,091,413)	(3,218,427)	(3,035,489)	(3,059,663)	(3,152,158)	(3,553,154)	(3,331,726)	(3,493,382)	(3,572,352)	(3,698,894)	(3,792,076)
Borrowing Costs	-	(156,711)	(124,493)	(111,929)	(99,971)	(88,772)	(80,188)	(73,862)	(68,989)	(63,887)	(57,268)	(51,581)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,574,857)	(1,596,934)	(1,652,340)	(1,702,649)	(1,740,959)	(1,780,130)	(1,820,183)	(1,861,137)	(1,903,013)	(1,945,831)	(1,989,612)
Net Cash provided (or used in) Operating Activities	-	5,599,263	7,269,726	5,494,077	5,524,675	6,018,737	5,820,350	6,437,758	6,531,559	6,686,165	6,812,213	6,972,365
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,633,363	3,184,674	1,481,857	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	436,522	327,391	218,261	109,130	109,130	545,652	436,522	218,261	109,130
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	(28,109)	7,027	7,027	7,027	-	(28,109)	7,027	14,055	7,027
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,830,172)	(9,746,224)	(5,923,110)	(5,234,231)	(5,246,100)	(5,420,613)	(5,702,500)	(5,823,590)	(5,951,838)	(5,629,385)	(5,166,117)
Purchase of Real Estate Assets	-	(32,087)	(492,606)	(1,229,455)	-	-	-	-	(1,047,000)	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(6,228,896)	(7,054,156)	(5,262,295)	(4,899,812)	(5,020,812)	(5,304,455)	(5,593,370)	(6,353,047)	(5,508,289)	(5,397,069)	(5,049,959)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(856,000)	0	-	384,152	786,191	337,197	688,272	21,151	1,014,103	1,243,718	1,775,864
plus: Cash, Cash Equivalents & Investments - beginning of year	-	856,000	0	0	0	384,152	1,170,343	1,507,540	2,195,813	2,216,963	3,231,066	4,474,785
Cash & Cash Equivalents - end of the year	856,000	0	0	0	384,152	1,170,343	1,507,540	2,195,813	2,216,963	3,231,066	4,474,785	6,250,649
Cash & Cash Equivalents - end of the year	856,000	0	0	0	384,152	1,170,343	1,507,540	2,195,813	2,216,963	3,231,066	4,474,785	6,250,649
Investments - end of the year	8,167,000	6,533,637	3,348,962	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105
Cash, Cash Equivalents & Investments - end of the year	9,023,000	6,533,637	3,348,962	1,867,105	2,251,257	3,037,448	3,374,645	4,062,918	4,084,068	5,098,171	6,341,890	8,117,754
Representing:												
- External Restrictions	2,558,000	1,012,000	706,297	397,476	90,576	105,642	121,025	136,749	156,441	176,569	197,196	218,333
- Internal Restrictions	5,592,000	2,715,226	2,534,226	2,213,262	2,056,851	2,012,938	2,305,264	2,492,596	2,902,368	3,010,156	3,011,347	2,867,449
- Unrestricted	873,000	2,806,411	1,084,399	(743,633)	103,830	918,868	948,356	1,433,573	1,025,259	1,911,446	3,133,347	5,031,972
	9,023,000	6,533,637	3,348,962	1,867,105	2,251,257	3,037,448	3,374,645	4,062,918	4,084,068	5,098,171	6,341,890	8,117,754

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - WATER FUND
Scenario: Planned Scenario 2

	Actuals	Current Year	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	476,083	490,979	549,497	618,184	695,458	782,390	826,225	848,649	869,866	891,612	913,902
User Charges & Fees	-	521,047	597,408	643,057	722,452	811,775	912,262	987,328	1,023,149	1,048,728	1,074,946	1,101,820
Interest & Investment Revenue Received	-	52,630	29,647	29,645	33,246	30,879	30,752	26,995	19,848	7,205	5,629	5,758
Grants & Contributions	-	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	421,000	8,000	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(351,341)	(405,306)	(413,412)	(421,680)	(431,168)	(440,869)	(450,789)	(460,932)	(471,303)	(481,907)	(492,750)
Materials & Contracts	-	(551,622)	(689,530)	(674,518)	(635,724)	(634,322)	(610,078)	(633,237)	(671,569)	(659,318)	(662,252)	(712,618)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(578,172)	(71,549)	(73,159)	(74,988)	(76,675)	(78,400)	(80,164)	(81,968)	(83,812)	(85,698)	(87,626)
Net Cash provided (or used in) Operating Activities	-	27,742	(5,219)	78,586	259,359	414,217	614,738	695,460	696,710	731,336	762,751	749,367
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	266,573	224,719	424,403	255,618	92,752	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(544,315)	(219,500)	(502,989)	(514,977)	(506,969)	(519,960)	(547,951)	(545,942)	(558,932)	(572,921)	(586,910)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(277,742)	5,219	(78,586)	(259,359)	(414,217)	(519,960)	(547,951)	(545,942)	(558,932)	(572,921)	(586,910)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(250,000)	0	(0)	0	(0)	94,778	147,508	150,769	172,405	189,830	162,457
plus: Cash, Cash Equivalents & Investments - beginning of year	-	250,000	0	0	0	0	0	94,778	242,286	393,055	565,460	755,289
Cash & Cash Equivalents - end of the year	250,000	0	0	0	0	0	94,778	242,286	393,055	565,460	755,289	917,746
Cash & Cash Equivalents - end of the year	250,000	0	0	0	0	0	94,778	242,286	393,055	565,460	755,289	917,746
Investments - end of the year	2,248,000	1,981,427	1,756,708	1,332,306	1,076,687	983,936	983,936	983,936	983,936	983,936	983,936	983,936
Cash, Cash Equivalents & Investments - end of the year	2,498,000	1,981,427	1,756,708	1,332,306	1,076,687	983,936	1,078,714	1,226,222	1,376,990	1,549,395	1,739,225	1,901,682
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,498,000	1,981,427	1,756,708	1,332,306	1,076,687	983,936	1,078,714	1,226,222	1,376,990	1,549,395	1,739,225	1,901,682
2,498,000	1,981,427	1,756,708	1,332,306	1,076,687	983,936	1,078,714	1,226,222	1,376,990	1,549,395	1,739,225	1,901,682	

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - SEWER FUND
Scenario: Planned Scenario 2

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	680,797	682,572	837,038	896,495	950,285	1,007,302	1,044,347	1,071,215	1,097,995	1,125,445	1,153,581
User Charges & Fees	-	13,717	10,606	6,980	7,399	7,843	8,313	8,679	8,928	9,151	9,380	9,614
Interest & Investment Revenue Received	-	41,264	24,237	23,670	3,406	1,886	1,920	2,073	2,169	2,218	2,269	2,321
Grants & Contributions	-	715,337	6,126,455	13,500	13,804	14,114	14,432	14,757	15,089	15,428	15,775	16,130
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Payments:												
Employee Benefits & On-Costs	-	(219,255)	(196,395)	(239,922)	(244,720)	(250,227)	(255,857)	(261,613)	(267,500)	(273,519)	(279,673)	(285,965)
Materials & Contracts	-	(192,840)	(233,892)	(249,882)	(258,147)	(260,529)	(269,031)	(271,654)	(280,402)	(283,278)	(292,284)	(295,423)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(76,495)	(83,693)	(100,860)	(103,382)	(105,708)	(108,086)	(110,518)	(113,005)	(115,548)	(118,147)	(120,806)
Net Cash provided (or used in) Operating Activities	-	962,526	6,330,890	291,546	315,899	358,733	400,087	427,189	437,638	453,620	463,963	480,678
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,786,514	25,454	4,101	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(861,500)	(8,442,430)	(317,000)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)
Net Cash provided (or used in) Investing Activities	-	(861,500)	(6,655,916)	(291,546)	(315,899)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	101,026	(325,026)	-	-	32,733	68,086	88,189	91,637	95,619	103,963	120,678
plus: Cash, Cash Equivalents & Investments - beginning of year	-	224,000	325,026	0	0	0	32,733	100,819	189,008	280,646	376,265	480,228
Cash & Cash Equivalents - end of the year	224,000	325,026	0	0	0	32,733	100,819	189,008	280,646	376,265	480,228	600,906
Cash & Cash Equivalents - end of the year	224,000	325,026	0	0	0	32,733	100,819	189,008	280,646	376,265	480,228	600,906
Investments - end of the year	2,016,000	2,016,000	229,486	204,031	199,930	199,930	199,930	199,930	199,930	199,930	199,930	199,930
Cash, Cash Equivalents & Investments - end of the year	2,240,000	2,341,026	229,486	204,031	199,930	232,663	300,749	388,939	480,576	576,195	680,158	800,836
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,240,000	2,341,026	229,486	204,031	199,930	232,663	300,749	388,939	480,576	576,195	680,158	800,836
	2,240,000	2,341,026	229,486	204,031	199,930	232,663	300,749	388,939	480,576	576,195	680,158	800,836

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Planned Scenario 2

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	856,000	-	-	-	384,152	1,170,343	1,507,540	2,195,813	2,216,963	3,231,066	4,474,785	6,250,649	
Investments	8,167,000	6,533,637	3,348,962	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	1,867,105	
Receivables	1,719,000	1,109,641	1,257,191	1,103,332	1,124,472	1,173,832	1,183,433	1,231,895	1,287,295	1,323,236	1,356,645	1,406,328	
Inventories	229,000	226,524	266,818	254,345	256,881	264,164	294,184	277,521	291,026	297,177	307,158	314,542	
Other	59,000	66,324	74,549	72,865	74,059	76,021	82,464	79,743	82,965	84,753	87,308	89,365	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	11,030,000	7,936,126	4,947,520	3,297,646	3,706,669	4,551,466	4,934,727	5,652,078	5,745,354	6,803,338	8,093,001	9,927,990	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Inventories	-	32,087	997,545	1,523,427	995,747	643,960	468,067	292,174	781,185	334,794	111,598	-	
Infrastructure, Property, Plant & Equipment	203,030,000	206,903,666	212,217,828	214,082,747	215,157,332	216,139,796	217,190,182	218,413,198	219,645,318	220,890,899	221,696,371	221,917,976	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	203,030,000	206,935,753	213,215,373	215,606,174	216,153,079	216,783,756	217,658,249	218,705,372	220,426,503	221,225,693	221,807,969	221,917,976	
TOTAL ASSETS	214,060,000	214,871,879	218,162,893	218,903,820	219,859,748	221,335,222	222,592,975	224,357,450	226,171,857	228,029,031	229,900,970	231,845,966	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	2,305,000	1,543,173	1,619,884	1,638,272	1,671,272	1,710,294	1,790,627	1,788,486	1,840,753	1,880,529	1,927,761	1,971,175	
Income received in advance	567,000	329,804	332,162	338,121	344,695	352,317	360,420	369,030	378,174	387,544	397,147	406,988	
Borrowings	227,000	215,570	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073	
Provisions	2,371,000	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	5,470,000	4,456,938	4,552,219	4,585,496	4,596,092	4,609,699	4,675,554	4,683,269	4,751,091	4,807,891	4,839,842	4,898,628	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	2,151,000	1,936,063	1,704,281	1,463,570	1,251,836	1,073,139	917,023	759,662	595,889	424,463	277,921	125,848	
Provisions	2,536,000	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	4,687,000	4,474,672	4,242,890	4,002,179	3,790,445	3,611,748	3,455,632	3,298,271	3,134,498	2,963,072	2,816,530	2,664,457	
TOTAL LIABILITIES	10,157,000	8,931,609	8,795,109	8,587,674	8,386,537	8,221,447	8,131,186	7,981,539	7,885,588	7,770,963	7,656,371	7,563,084	
Net Assets	203,903,000	205,940,270	209,367,784	210,316,146	211,473,211	213,113,775	214,461,789	216,375,911	218,286,269	220,258,068	222,244,598	224,282,882	
EQUITY													
Retained Earnings	55,146,000	57,183,270	60,610,784	61,559,146	62,716,211	64,356,775	65,704,789	67,618,911	69,529,269	71,501,068	73,487,598	75,525,882	
Revaluation Reserves	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	203,903,000	205,940,270	209,367,784	210,316,146	211,473,211	213,113,775	214,461,789	216,375,911	218,286,269	220,258,068	222,244,598	224,282,882	
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	203,903,000	205,940,270	209,367,784	210,316,146	211,473,211	213,113,775	214,461,789	216,375,911	218,286,269	220,258,068	222,244,598	224,282,882	

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
Scenario: Planned Scenario 2

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	250,000	-	-	-	-	-	94,778	242,286	393,055	565,460	755,289	917,746
Investments	2,248,000	1,981,427	1,756,708	1,332,306	1,076,687	983,936	983,936	983,936	983,936	983,936	983,936	983,936
Receivables	258,000	319,744	328,254	368,825	414,465	465,815	523,578	549,636	563,377	577,461	591,897	606,695
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,756,000	2,301,171	2,084,963	1,701,130	1,491,152	1,449,750	1,602,291	1,775,858	1,940,367	2,126,856	2,331,122	2,508,376
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
TOTAL ASSETS	17,134,000	16,739,159	16,291,836	15,949,112	15,780,683	15,760,987	15,936,093	16,147,781	16,335,657	16,545,438	16,773,595	16,975,003
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
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	17,134,000	16,739,159	16,291,836	15,949,112	15,780,683	15,760,987	15,936,093	16,147,781	16,335,657	16,545,438	16,773,595	16,975,003
EQUITY												
Retained Earnings	8,299,000	7,904,159	7,456,836	7,114,112	6,945,683	6,925,987	7,101,093	7,312,781	7,500,657	7,710,438	7,938,595	8,140,003
Revaluation Reserves	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	17,134,000	16,739,159	16,291,836	15,949,112	15,780,683	15,760,987	15,936,093	16,147,781	16,335,657	16,545,438	16,773,595	16,975,003
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,134,000	16,739,159	16,291,836	15,949,112	15,780,683	15,760,987	15,936,093	16,147,781	16,335,657	16,545,438	16,773,595	16,975,003

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Planned Scenario 2

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	224,000	325,026	-	-	-	32,733	100,819	189,008	280,646	376,265	480,228	600,906
Investments	2,016,000	2,016,000	229,486	204,031	199,930	199,930	199,930	199,930	199,930	199,930	199,930	199,930
Receivables	82,000	58,281	57,158	70,404	74,628	79,106	83,852	86,787	88,957	91,181	93,460	95,797
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,322,000	2,399,307	286,644	274,435	274,558	311,769	384,602	475,726	569,533	667,376	773,618	896,633
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
TOTAL ASSETS	11,506,000	12,210,841	18,321,804	18,267,631	18,219,816	18,205,890	18,224,158	18,258,053	18,291,725	18,331,281	18,370,828	18,416,479
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
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	11,506,000	12,210,841	18,321,804	18,267,631	18,219,816	18,205,890	18,224,158	18,258,053	18,291,725	18,331,281	18,370,828	18,416,479
EQUITY												
Retained Earnings	5,846,000	6,550,841	12,661,804	12,607,631	12,559,816	12,545,890	12,564,158	12,598,053	12,631,725	12,671,281	12,710,828	12,756,479
Revaluation Reserves	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,506,000	12,210,841	18,321,804	18,267,631	18,219,816	18,205,890	18,224,158	18,258,053	18,291,725	18,331,281	18,370,828	18,416,479
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	11,506,000	12,210,841	18,321,804	18,267,631	18,219,816	18,205,890	18,224,158	18,258,053	18,291,725	18,331,281	18,370,828	18,416,479

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - GENERAL FUND
Scenario: Planned Scenario 3

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,375,000	5,386,846	5,532,104	5,910,558	6,318,950	6,759,769	7,235,714	7,749,712	8,304,938	8,904,835	9,553,136	10,253,891
User Charges & Fees	3,542,000	3,243,462	3,393,830	3,453,222	3,518,833	3,596,248	3,678,961	3,767,257	3,861,438	3,957,974	4,056,923	4,158,346
Interest & Investment Revenue	216,000	118,900	76,990	60,806	72,151	70,301	71,403	43,323	35,156	35,952	36,820	37,706
Other Revenues	599,000	588,848	466,652	476,685	487,649	498,865	510,339	522,077	534,085	546,368	558,935	571,790
Grants & Contributions provided for Operating Purposes	5,308,000	5,429,164	5,674,490	5,688,497	5,498,316	5,608,615	5,721,397	5,850,128	5,968,042	6,088,608	6,211,888	6,337,941
Grants & Contributions provided for Capital Purposes	953,000	2,455,342	4,531,455	1,861,869	1,891,579	1,922,530	1,438,177	1,470,536	1,503,623	1,537,454	1,572,047	1,607,418
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	15,993,000	17,222,563	19,675,521	17,451,637	17,787,478	18,456,327	18,655,990	19,403,031	20,207,281	21,071,191	21,989,748	22,967,093
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,748,000	7,230,631	7,319,990	7,454,758	7,603,853	7,774,939	7,949,876	8,128,748	8,311,644	8,498,656	8,689,876	8,885,399
Borrowing Costs	170,000	155,799	123,382	110,735	98,731	87,681	79,267	73,057	68,178	63,043	56,385	50,826
Materials & Contracts	3,040,000	2,638,500	3,248,491	3,060,577	3,085,571	3,177,747	3,592,546	3,344,254	3,524,089	3,599,262	3,728,573	3,820,770
Depreciation & Amortisation	3,628,000	3,585,506	3,959,210	4,058,190	4,159,645	4,263,636	4,370,227	4,479,483	4,591,470	4,706,257	4,823,913	4,944,511
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,525,000	1,574,857	1,596,934	1,652,340	1,702,649	1,740,959	1,780,130	1,820,183	1,861,137	1,903,013	1,945,831	1,989,612
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,531,000	-	-	267,051	200,289	133,526	66,763	66,763	12,337	9,869	4,935	2,468
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	16,642,000	15,185,293	16,248,006	16,603,651	16,850,738	17,178,489	17,838,809	17,912,487	18,368,856	18,780,100	19,249,513	19,693,585
Operating Result from Continuing Operations	(649,000)	2,037,270	3,427,515	847,986	936,741	1,277,838	817,181	1,490,544	1,838,425	2,291,091	2,740,235	3,273,508
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(649,000)	2,037,270	3,427,515	847,986	936,741	1,277,838	817,181	1,490,544	1,838,425	2,291,091	2,740,235	3,273,508
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,602,000)	(418,072)	(1,103,940)	(1,013,883)	(954,839)	(644,691)	(620,996)	20,009	334,802	753,637	1,168,188	1,666,090

Uralla Shire Council

10 Year Financial Plan for the Years ending 30 June 2030

INCOME STATEMENT - WATER FUND

Scenario: Planned Scenario 3

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	415,000	466,876	493,349	537,750	586,148	638,901	696,402	759,079	827,396	901,861	983,029	1,071,501
User Charges & Fees	582,000	590,528	603,465	657,112	715,590	779,347	848,838	924,578	1,007,128	1,097,092	1,195,136	1,301,986
Interest & Investment Revenue	73,000	54,100	29,730	29,839	33,464	31,124	31,028	27,119	19,913	7,272	5,698	5,829
Other Revenues	9,000	421,000	8,000	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17,000	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,096,000	1,570,621	1,169,677	1,242,178	1,353,071	1,467,644	1,594,951	1,729,878	1,873,970	2,026,197	2,204,283	2,400,196
Expenses from Continuing Operations												
Employee Benefits & On-Costs	370,000	351,341	405,306	413,412	421,680	431,168	440,869	450,789	460,932	471,303	481,907	492,750
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	599,000	551,622	689,530	674,518	635,724	634,322	610,078	633,237	671,569	659,318	662,252	712,618
Depreciation & Amortisation	464,000	484,327	450,615	461,880	473,427	485,263	497,395	509,830	522,575	535,640	549,031	562,756
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	5,000	578,172	71,549	73,159	74,988	76,675	78,400	80,164	81,968	83,812	85,698	87,626
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,438,000	1,965,462	1,617,000	1,622,969	1,605,820	1,627,428	1,626,742	1,674,020	1,737,044	1,750,073	1,778,888	1,855,751
Operating Result from Continuing Operations	(342,000)	(394,841)	(447,323)	(380,792)	(252,749)	(159,784)	(31,792)	55,857	136,926	276,124	425,395	544,445
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(342,000)	(394,841)	(447,323)	(380,792)	(252,749)	(159,784)	(31,792)	55,857	136,926	276,124	425,395	544,445
Net Operating Result before Grants and Contributions provided for Capital Purposes	(342,000)	(394,841)	(447,323)	(380,792)	(252,749)	(159,784)	(31,792)	55,857	136,926	276,124	425,395	544,445

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
INCOME STATEMENT - SEWER FUND
Scenario: Planned Scenario 3

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	726,000	650,610	685,165	842,505	884,631	928,862	975,305	1,024,070	1,075,274	1,129,038	1,185,489	1,244,764
User Charges & Fees	10,000	17,109	6,727	7,064	7,417	7,788	8,177	8,586	9,015	9,466	9,939	10,436
Interest & Investment Revenue	64,000	44,340	24,400	24,446	3,647	2,141	2,190	2,241	2,292	2,345	2,399	2,454
Other Revenues	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Grants & Contributions provided for Operating Purposes	15,000	13,138	13,235	13,500	13,803	14,114	14,432	14,756	15,088	15,428	15,775	16,130
Grants & Contributions provided for Capital Purposes	208,000	702,199	6,113,220	0	0	0	0	0	0	0	0	0
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,023,000	1,427,396	6,843,747	888,536	910,543	953,974	1,001,198	1,050,773	1,102,815	1,157,448	1,214,801	1,275,010
Expenses from Continuing Operations												
Employee Benefits & On-Costs	185,000	219,255	196,395	239,922	244,720	250,227	255,857	261,613	267,500	273,519	279,673	285,965
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	257,000	192,840	233,892	249,882	258,147	260,529	269,031	271,654	280,402	283,278	292,284	295,423
Depreciation & Amortisation	225,000	233,966	218,804	358,964	367,938	377,137	386,565	396,229	406,135	416,288	426,696	437,363
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	9,000	76,495	83,693	100,860	103,382	105,708	108,086	110,518	113,005	115,548	118,147	120,806
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	676,000	722,555	732,784	949,628	974,187	993,600	1,019,539	1,040,015	1,067,042	1,088,632	1,116,799	1,139,557
Operating Result from Continuing Operations	347,000	704,841	6,110,963	(61,091)	(63,644)	(39,626)	(18,341)	10,757	35,773	68,815	98,001	135,453
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	347,000	704,841	6,110,963	(61,091)	(63,644)	(39,626)	(18,341)	10,757	35,773	68,815	98,001	135,453
Net Operating Result before Grants and Contributions provided for Capital Purposes	139,000	2,642	(2,257)	(61,092)	(63,645)	(39,627)	(18,341)	10,757	35,772	68,815	98,001	135,453

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Planned Scenario 3

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,491,986	5,526,121	5,894,971	6,302,130	6,741,613	7,216,112	7,728,543	8,282,071	8,880,128	9,526,435	10,225,030
User Charges & Fees	-	3,178,197	3,390,712	3,451,990	3,517,473	3,594,642	3,677,246	3,765,425	3,859,485	3,955,972	4,054,871	4,156,243
Interest & Investment Revenue Received	-	210,401	113,547	86,981	63,417	59,501	70,917	34,114	31,248	10,831	831	(14,634)
Grants & Contributions	-	8,094,036	10,077,140	7,697,710	7,398,799	7,523,308	7,180,190	7,311,725	7,463,286	7,617,496	7,775,175	7,936,403
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	620,106	422,809	514,434	493,320	501,030	519,369	524,404	536,768	549,121	561,757	574,685
Payments:												
Employee Benefits & On-Costs	-	(7,172,481)	(7,320,751)	(7,446,105)	(7,599,252)	(7,769,660)	(7,944,477)	(8,123,228)	(8,306,000)	(8,492,886)	(8,683,975)	(8,879,365)
Materials & Contracts	-	(3,091,413)	(3,218,427)	(3,035,489)	(3,059,663)	(3,152,158)	(3,553,154)	(3,331,726)	(3,493,382)	(3,572,352)	(3,698,894)	(3,792,076)
Borrowing Costs	-	(156,711)	(124,493)	(111,929)	(99,971)	(88,772)	(80,188)	(73,862)	(68,989)	(63,887)	(57,268)	(51,581)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(1,574,857)	(1,596,934)	(1,652,340)	(1,702,649)	(1,740,959)	(1,780,130)	(1,820,183)	(1,861,137)	(1,903,013)	(1,945,831)	(1,989,612)
Net Cash provided (or used in) Operating Activities	-	5,599,263	7,269,726	5,400,223	5,313,603	5,668,546	5,305,884	6,015,212	6,443,349	6,981,409	7,533,101	8,165,093
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,633,363	3,184,674	1,575,711	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	436,522	327,391	218,261	109,130	109,130	545,652	436,522	218,261	109,130
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	(28,109)	7,027	7,027	7,027	-	(28,109)	7,027	14,055	7,027
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(7,830,172)	(9,746,224)	(5,923,110)	(5,234,231)	(5,246,100)	(5,420,613)	(5,702,500)	(5,823,590)	(5,951,838)	(5,629,385)	(5,166,117)
Purchase of Real Estate Assets	-	(32,087)	(492,606)	(1,229,455)	-	-	-	-	(1,047,000)	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(6,228,896)	(7,054,156)	(5,168,441)	(4,899,812)	(5,020,812)	(5,304,455)	(5,593,370)	(6,353,047)	(5,508,289)	(5,397,069)	(5,049,959)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(226,367)	(215,570)	(231,782)	(240,711)	(211,734)	(178,697)	(156,116)	(157,361)	(163,773)	(171,426)	(146,542)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(856,000)	0	-	173,080	436,001	(177,268)	265,727	(67,059)	1,309,347	1,964,606	2,968,591
plus: Cash, Cash Equivalents & Investments - beginning of year	-	856,000	0	0	0	173,080	609,081	431,813	697,539	630,480	1,939,827	3,904,434
Cash & Cash Equivalents - end of the year	856,000	0	0	0	173,080	609,081	431,813	697,539	630,480	1,939,827	3,904,434	6,873,025
Cash & Cash Equivalents - end of the year	856,000	0	0	0	173,080	609,081	431,813	697,539	630,480	1,939,827	3,904,434	6,873,025
Investments - end of the year	8,167,000	6,533,637	3,348,962	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251
Cash, Cash Equivalents & Investments - end of the year	9,023,000	6,533,637	3,348,962	1,773,251	1,946,331	2,382,332	2,205,064	2,470,790	2,403,731	3,713,078	5,677,685	8,646,276
Representing:												
- External Restrictions	2,558,000	1,012,000	706,297	397,476	90,576	105,642	121,025	136,749	156,441	176,569	197,196	218,333
- Internal Restrictions	5,592,000	2,715,226	2,534,226	2,213,262	2,056,851	2,012,938	2,305,264	2,492,596	2,902,368	3,010,156	3,011,347	2,867,449
- Unrestricted	873,000	2,806,411	108,439	(837,487)	(201,096)	263,752	(221,225)	(158,555)	(655,078)	526,353	2,469,142	5,560,494
	9,023,000	6,533,637	3,348,962	1,773,251	1,946,331	2,382,332	2,205,064	2,470,790	2,403,731	3,713,078	5,677,685	8,646,276

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - WATER FUND
Scenario: Planned Scenario 3

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	476,083	490,979	533,776	581,816	634,179	691,255	753,468	821,280	895,195	975,763	1,063,582
User Charges & Fees	-	521,047	597,408	631,995	688,211	749,497	816,303	889,117	968,479	1,054,972	1,149,232	1,251,959
Interest & Investment Revenue Received	-	52,630	29,647	29,699	33,312	30,958	30,847	26,922	19,698	7,037	5,442	5,550
Grants & Contributions	-	38,117	35,133	17,476	17,869	18,271	18,682	19,102	19,532	19,972	20,421	20,880
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	421,000	8,000	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(351,341)	(405,306)	(413,412)	(421,680)	(431,168)	(440,869)	(450,789)	(460,932)	(471,303)	(481,907)	(492,750)
Materials & Contracts	-	(551,622)	(689,530)	(674,518)	(635,724)	(634,322)	(610,078)	(633,237)	(671,569)	(659,318)	(662,252)	(712,618)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(578,172)	(71,549)	(73,159)	(74,988)	(76,675)	(78,400)	(80,164)	(81,968)	(83,812)	(85,698)	(87,626)
Net Cash provided (or used in) Operating Activities	-	27,742	(5,219)	51,857	188,815	290,740	427,740	524,418	614,521	762,743	921,001	1,048,977
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	266,573	224,719	451,132	326,162	216,229	92,221	23,533	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(544,315)	(219,500)	(502,989)	(514,977)	(506,969)	(519,960)	(547,951)	(545,942)	(558,932)	(572,921)	(586,910)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(277,742)	5,219	(51,857)	(188,815)	(290,740)	(427,740)	(524,418)	(545,942)	(558,932)	(572,921)	(586,910)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(250,000)	0	(0)	0	0	(0)	(0)	68,579	203,811	348,080	462,067
plus: Cash, Cash Equivalents & Investments - beginning of year	-	250,000	0	0	0	0	0	0	0	68,579	272,390	620,470
Cash & Cash Equivalents - end of the year	250,000	0	0	0	0	0	0	0	68,579	272,390	620,470	1,082,537
Cash & Cash Equivalents - end of the year	250,000	0	0	0	0	0	0	0	68,579	272,390	620,470	1,082,537
Investments - end of the year	2,248,000	1,981,427	1,756,708	1,305,577	979,415	763,186	670,966	647,432	647,432	647,432	647,432	647,432
Cash, Cash Equivalents & Investments - end of the year	2,498,000	1,981,427	1,756,708	1,305,577	979,415	763,186	670,966	647,432	716,011	919,822	1,267,902	1,729,969
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,498,000	1,981,427	1,756,708	1,305,577	979,415	763,186	670,966	647,432	716,011	919,822	1,267,902	1,729,969
2,498,000	1,981,427	1,756,708	1,305,577	979,415	763,186	670,966	647,432	716,011	919,822	1,267,902	1,729,969	

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
CASH FLOW STATEMENT - SEWER FUND
Scenario: Planned Scenario 3

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	680,797	682,572	830,701	881,470	925,544	971,821	1,020,412	1,071,432	1,125,004	1,181,254	1,240,317
User Charges & Fees	-	13,717	10,606	6,938	7,285	7,649	8,032	8,433	8,855	9,298	9,762	10,251
Interest & Investment Revenue Received	-	41,264	24,237	23,702	3,448	1,932	1,971	2,010	2,050	2,091	2,132	2,174
Grants & Contributions	-	715,337	6,126,455	13,500	13,804	14,114	14,432	14,757	15,089	15,428	15,775	16,130
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	1,000	1,022	1,045	1,069	1,094	1,119	1,144	1,171	1,198	1,225
Payments:												
Employee Benefits & On-Costs	-	(219,255)	(196,395)	(239,922)	(244,720)	(250,227)	(255,857)	(261,613)	(267,500)	(273,519)	(279,673)	(285,965)
Materials & Contracts	-	(192,840)	(233,892)	(249,882)	(258,147)	(260,529)	(269,031)	(271,654)	(280,402)	(283,278)	(292,284)	(295,423)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(76,495)	(83,693)	(100,860)	(103,382)	(105,708)	(108,086)	(110,518)	(113,005)	(115,548)	(118,147)	(120,806)
Net Cash provided (or used in) Operating Activities	-	962,526	6,330,890	285,198	300,802	333,844	364,375	402,945	437,664	480,647	520,018	567,903
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	1,786,514	31,802	19,198	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(861,500)	(8,442,430)	(317,000)	(320,000)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)
Net Cash provided (or used in) Investing Activities	-	(861,500)	(6,655,916)	(285,198)	(300,802)	(326,000)	(332,000)	(339,000)	(346,000)	(358,000)	(360,000)	(360,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	101,026	(325,026)	(0)	(0)	7,844	32,375	63,944	91,663	122,647	160,018	207,903
plus: Cash, Cash Equivalents & Investments - beginning of year	-	224,000	325,026	0	0	0	7,844	40,219	104,163	195,827	318,474	478,492
Cash & Cash Equivalents - end of the year	224,000	325,026	0	0	0	7,844	40,219	104,163	195,827	318,474	478,492	686,394
Cash & Cash Equivalents - end of the year	224,000	325,026	0	0	0	7,844	40,219	104,163	195,827	318,474	478,492	686,394
Investments - end of the year	2,016,000	2,016,000	229,486	197,684	178,486	178,486	178,486	178,486	178,486	178,486	178,486	178,486
Cash, Cash Equivalents & Investments - end of the year	2,240,000	2,341,026	229,486	197,684	178,486	186,330	218,705	282,649	374,313	496,960	656,977	864,880
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,240,000	2,341,026	229,486	197,684	178,486	186,330	218,705	282,649	374,313	496,960	656,977	864,880
	2,240,000	2,341,026	229,486	197,684	178,486	186,330	218,705	282,649	374,313	496,960	656,977	864,880

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - GENERAL FUND
Scenario: Planned Scenario 3

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	856,000	-	-	-	173,080	609,081	431,813	697,539	630,480	1,939,827	3,904,434	6,873,025
Investments	8,167,000	6,533,637	3,348,962	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251	1,773,251
Receivables	1,719,000	1,109,641	1,257,191	1,096,810	1,108,697	1,145,523	1,138,756	1,186,186	1,257,862	1,317,850	1,384,077	1,476,256
Inventories	229,000	226,524	266,818	254,345	256,881	264,164	294,184	277,521	291,026	297,177	307,158	314,542
Other	59,000	66,324	74,549	72,865	74,059	76,021	82,464	79,743	82,965	84,753	87,308	89,365
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	11,030,000	7,936,126	4,947,520	3,197,270	3,385,968	3,868,040	3,720,467	4,014,241	4,035,584	5,412,859	7,456,227	10,526,440
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	32,087	997,545	1,523,427	995,747	643,960	468,067	292,174	781,185	334,794	111,598	-
Infrastructure, Property, Plant & Equipment	203,030,000	206,903,666	212,217,828	214,082,747	215,157,332	216,139,796	217,190,182	218,413,198	219,645,318	220,890,899	221,696,371	221,917,976
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	203,030,000	206,935,753	213,215,373	215,606,174	216,153,079	216,783,756	217,658,249	218,705,372	220,426,503	221,225,693	221,807,969	221,917,976
TOTAL ASSETS	214,060,000	214,871,879	218,162,893	218,803,444	219,539,048	220,651,796	221,378,716	222,719,613	224,462,087	226,638,553	229,264,196	232,444,417
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,305,000	1,543,173	1,619,884	1,638,272	1,671,272	1,710,294	1,790,627	1,788,486	1,840,753	1,880,529	1,927,761	1,971,175
Income received in advance	567,000	329,804	332,162	338,121	344,695	352,317	360,420	369,030	378,174	387,544	397,147	406,988
Borrowings	227,000	215,570	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073
Provisions	2,371,000	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391	2,368,391
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,470,000	4,456,938	4,552,219	4,585,496	4,596,092	4,609,699	4,675,554	4,683,269	4,751,091	4,807,891	4,839,842	4,898,628
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,151,000	1,936,063	1,704,281	1,463,570	1,251,836	1,073,139	917,023	759,662	595,889	424,463	277,921	125,848
Provisions	2,536,000	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609	2,538,609
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,687,000	4,474,672	4,242,890	4,002,179	3,790,445	3,611,748	3,455,632	3,298,271	3,134,498	2,963,072	2,816,530	2,664,457
TOTAL LIABILITIES	10,157,000	8,931,609	8,795,109	8,587,674	8,386,537	8,221,447	8,131,186	7,981,539	7,885,588	7,770,963	7,656,371	7,563,084
Net Assets	203,903,000	205,940,270	209,367,784	210,215,770	211,152,511	212,430,349	213,247,530	214,738,074	216,576,499	218,867,590	221,607,825	224,881,332
EQUITY												
Retained Earnings	55,146,000	57,183,270	60,610,784	61,458,770	62,395,511	63,673,349	64,490,530	65,981,074	67,819,499	70,110,590	72,850,825	76,124,332
Revaluation Reserves	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000	148,757,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	203,903,000	205,940,270	209,367,784	210,215,770	211,152,511	212,430,349	213,247,530	214,738,074	216,576,499	218,867,590	221,607,825	224,881,332
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	203,903,000	205,940,270	209,367,784	210,215,770	211,152,511	212,430,349	213,247,530	214,738,074	216,576,499	218,867,590	221,607,825	224,881,332

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - WATER FUND
Scenario: Planned Scenario 3

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24	Projected Years					2029/30
	\$	\$	\$	\$	\$	\$	2024/25	2025/26	2026/27	2027/28	2028/29	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	250,000	-	-	-	-	-	-	-	68,579	272,390	620,470	1,082,537
Investments	2,248,000	1,981,427	1,756,708	1,305,577	979,415	763,186	670,966	647,432	647,432	647,432	647,432	647,432
Receivables	258,000	319,744	328,254	357,486	389,350	424,089	461,952	503,220	548,201	597,221	650,646	708,871
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,756,000	2,301,171	2,084,963	1,663,063	1,368,765	1,187,275	1,132,917	1,150,653	1,264,212	1,517,044	1,918,548	2,438,840
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	14,378,000	14,437,988	14,206,873	14,247,981	14,289,531	14,311,236	14,333,802	14,371,924	14,395,290	14,418,582	14,442,473	14,466,626
TOTAL ASSETS	17,134,000	16,739,159	16,291,836	15,911,044	15,658,295	15,498,511	15,466,719	15,522,576	15,659,502	15,935,626	16,361,021	16,905,466
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
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	17,134,000	16,739,159	16,291,836	15,911,044	15,658,295	15,498,511	15,466,719	15,522,576	15,659,502	15,935,626	16,361,021	16,905,466
EQUITY												
Retained Earnings	8,299,000	7,904,159	7,456,836	7,076,044	6,823,295	6,663,511	6,631,719	6,687,576	6,824,502	7,100,626	7,526,021	8,070,466
Revaluation Reserves	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000	8,835,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	17,134,000	16,739,159	16,291,836	15,911,044	15,658,295	15,498,511	15,466,719	15,522,576	15,659,502	15,935,626	16,361,021	16,905,466
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	17,134,000	16,739,159	16,291,836	15,911,044	15,658,295	15,498,511	15,466,719	15,522,576	15,659,502	15,935,626	16,361,021	16,905,466

Uralla Shire Council
10 Year Financial Plan for the Years ending 30 June 2030
BALANCE SHEET - SEWER FUND
Scenario: Planned Scenario 3

	Actuals	Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	224,000	325,026	-	-	-	7,844	40,219	104,163	195,827	318,474	478,492	686,394
Investments	2,016,000	2,016,000	229,486	197,684	178,486	178,486	178,486	178,486	178,486	178,486	178,486	178,486
Receivables	82,000	58,281	57,158	69,832	73,324	76,990	80,840	84,882	89,126	93,582	98,261	103,174
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,322,000	2,399,307	286,644	267,516	251,810	263,320	299,544	367,531	463,438	590,542	755,239	968,054
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	9,184,000	9,811,534	18,035,160	17,993,196	17,945,258	17,894,121	17,839,557	17,782,328	17,722,193	17,663,905	17,597,209	17,519,846
TOTAL ASSETS	11,506,000	12,210,841	18,321,804	18,260,712	18,197,068	18,157,442	18,139,101	18,149,858	18,185,631	18,254,446	18,352,448	18,487,901
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
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	11,506,000	12,210,841	18,321,804	18,260,712	18,197,068	18,157,442	18,139,101	18,149,858	18,185,631	18,254,446	18,352,448	18,487,901
EQUITY												
Retained Earnings	5,846,000	6,550,841	12,661,804	12,600,712	12,537,068	12,497,442	12,479,101	12,489,858	12,525,631	12,594,446	12,692,448	12,827,901
Revaluation Reserves	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000	5,660,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	11,506,000	12,210,841	18,321,804	18,260,712	18,197,068	18,157,442	18,139,101	18,149,858	18,185,631	18,254,446	18,352,448	18,487,901
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	11,506,000	12,210,841	18,321,804	18,260,712	18,197,068	18,157,442	18,139,101	18,149,858	18,185,631	18,254,446	18,352,448	18,487,901

LONG TERM
FINANCIAL PLAN

2030