



URALLA SHIRE COUNCIL BUSINESS PAPER

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

BUDGET REVIEW & FINANCE

COMMITTEE MEETING

8 June 2021

Commencing at 12:30pm

Kate Jessep
GENERAL MANAGER

UINT/21/6762

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1 OPENING & WELCOME

2 PRAYER

3 ACKNOWLEDGEMENT OF COUNTRY

4 WEBCAST INFORMATION

5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

6 DISCLOSURES & DECLARATIONS OF INTEREST

To be tabled at the Meeting.

7 CONFIRMATION OF MINUTES

Minutes to be confirmed at the 8 June 2021 Meeting of Committee:

7.1 BUDGET REVIEW & FINANCE COMMITTEE MEETING OF COUNCIL HELD 4 MAY 2021



MINUTES

Budget, Review and Finance Committee Meeting

4 May 2021 – 10:30am, Council Chambers

Attendees:

Cr I Strutt (Deputy Mayor - Chair)

Cr M Disting (departed 11.45 – returned 1:52pm)

Cr R Crouch

Cr N Ledger

Cr L Sampson (arrived 10.44am)

Cr T Toomey

Cr R Bell

General Manager – Kate Jessep

Chief Financial Officer – Simon Paul

Executive Manager, Corporate Services – Christine Valencius (departed 12.45pm)

Coordinator, Governance & Risk

Manager, Planning & Development – Matt Clarkson (item 9.5 only)

Heidi McElnea, Communications Officer

Minute Clerk – Wendy Westbrook

Apologies:

Cr O'Connor on leave

Mayor M Pearce

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1 MEETING OPEN

The Chair declared the meeting open at 12:32pm.

2 WELCOME

The Chair welcomed attendees to the meeting.

3 PRAYER

The Chair read the prayer.

4 ACKNOWLEDGEMENT OF COUNTRY

The Chair acknowledged Country and Elders past and present.

5 WEBCAST INFORMATION

The Chair advised that the meeting is audio recorded and the recording is made available on Council's website after the meeting.

6 APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE AND OBSERVERS

Moved: Cr Dusting/Seconder: Cr Crouch

The chair noted apologies from Cr Pearce (will be absent) Cr Sampson (will be arriving late) and Cr Dusting (leaving at 11:45am)

BRFC01.05/21 CARRIED UNANIMOUSLY

7 DISCLOSURE AND DECLARATIONS OF INTEREST

There were no disclosure or declarations made.

8 CONFIRMATION OF MINUTES

8.1 Minutes from the 13 April 2021 Budget Review & Finance Committee Meeting.

MOTION Moved: Cr Crouch / Seconded: Cr Dusting

Minutes of, Budget, Review and Finance Committee Meeting held 13 April 2021.

MOTION Moved: Cr / Seconded: Cr

That Council adopt the minutes of the Budget, Review and Finance Committee meeting held 13 April 2021, as a true and correct record.

FOR: Crs M Dusting, B Crouch, N Ledger, T Toomey, R Bell, I Strutt

AGAINST: Nil

BRFC02.05/21 CARRIED UNANIMOUSLY

9 REPORTS

9.1 Horizontal Service Review Progress

MOTION Moved: Cr Crouch / Seconded: Cr Dusting

That the Committee note the progress on Horizontal Service Review recommendations from the Committee meeting of 9 February 2021 as detailed in table 1 of this report.

FOR: Crs M Dusting, B Crouch, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC03.05/21 CARRIED UNANIMOUSLY

9.2 Progress on Recommendations from BR&FC Meeting 13 April 2021

MOTION Moved: Cr Crouch / Seconded: Cr Ledger

That the Committee note the progress on recommendations from the Committee meeting of 13 April 2021 as detailed in table 1 of this report.

FOR: Crs M Dusting, B Crouch, N Ledger, I Strutt.

AGAINST: Crs T Toomey, R Bell

BRFC04.05/21 CARRIED

Cr Sampson arrived at meeting 10:44am.

9.3 Review of Councillor Proposals to Help Balance the Budget for 2021/2022

MOTION Moved: Cr Crouch / Seconded: Cr Dusting

That the Committee advise Council that the report on the proposals has been received and will be further considered as part of agenda Item 9.9.

FOR: Crs M Dusting, B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC05.05/21 CARRIED UNANIMOUSLY

9.4 Community Engagement Progress Report

MOTION Moved: Cr Bell / Seconded: Cr Ledger

That the contents of this report and attachment be received by the Committee.

FOR: Crs M Dusting, B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC06.05/21 CARRIED UNANIMOUSLY

9.5 Section 7.12 Plans – Development Consent Levies

Cr Dusting left the meeting as per Item 5 at 11.45am.

MOTION Moved: Cr Crouch / **Seconded:** Cr Bell

The Committee recommend to Council that consideration be given to the application of 7.12

Development Consent levies at:

- 0.0% for all development valued at \$100,000 or less;
- 0.5% for all development valued at \$100,001 up to \$200,000; and
- 1.0% for all development valued in excess of \$200,000;

subject to the development:

- a) not otherwise being covered by an existing development contribution plan; or
- b) not otherwise being exempt from contributions.

FOR: Crs B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC07.05/21 CARRIED UNANIMOUSLY

The Chair called for an adjournment:

The meeting adjourned at 11:53am

The meeting returned at 12:06pm

PROCEDURAL MOTION Moved: Cr Crouch **Seconded:** Cr Ledger

Move Item 9.6 be considered after 9.8 in conjunction with item 9.9.

FOR: Crs B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil.

BRFC08.05/21 CARRIED UNANIMOUSLY

9.7 Explanation of Increase in Water Fund Depreciation Expenditure

MOTION Moved: Cr Crouch / **Seconded:** Cr Sampson

That the Committee note the report.

FOR: Crs B Crouch, L Sampson, N Ledger, I Strutt.

AGAINST: R Bell, T Toomey.

BRFC09.05/21 CARRIED

9.8 Explanation of Increase in Water Fund Operating Expenditure

MOTION Moved: Cr Bell / **Seconded:** Cr Crouch

That the Committee note the report.

FOR: Crs B Crouch, L Sampson, N Ledger, T Toomey, R Bell, I Strutt.

AGAINST: Nil

BRFC10.05/21 CARRIED UNANIMOUSLY

9.6 Draft Operational Plan 2021/22

MOTION Moved: Cr Sampson / Seconded: Cr Bell

That the Committee receive the Draft Operational Plan 2021/22 version 0.1 and recommend that draft version 0.2 be presented to Council at its Ordinary Council meeting in May 2021 including the following amendments:

- a) 4.1.4.1.1 Advocate the needs of the Shire to State and Federal Governments including Telco/mobile service coverage and State Significant Development fees to be paid directly to Council; and
- b) Add an action:
 - a. Customer service - service review (in-house);
 - b. Amend in the 2021/22 Operational Plan an action to undertake consultation for a Special Rate Variation, with timing subject to a decision of the 2021-23 term of council;
 - c. Amend 2.2.2.1.5 'Apply for grant funding and, subject to securing grant funding, commence construction of Stage 1 (or 1A) of the Rowan Avenue, Uralla, light industrial subdivision, together with undertaking community consultation and obtaining approvals as required;

FOR: Crs B Crouch, L Sampson, T Toomey, R Bell, I Strutt

AGAINST: N Ledger

BRFC11.05/21 **CARRIED**

Cr Sampson left the meeting 12:48pm.

Cr Sampson returned to meeting at 12:50pm

The Chair called for a break at 1:00pm

The Chair resumed the meeting at 1:13pm

Cr Bell left the meeting 1:25pm

Cr Bell returned to meeting at 1:26pm

Cr Ledger left the meeting 1:46pm

Cr Ledger returned to the meeting 1:47

Cr Dusting returned to the meeting 1:52pm

9.9 Preparation of Version 0.3 of Draft 2021/22 Budget

MOTION Moved: Cr Dusting / Seconded: Cr Toomey

That the Committee recommends to Council that version 0.3 of the Draft Budget 2021-22 be prepared for public consultation with the following inclusions/exclusions:

- a) Continue to review the service standards to assess the reductions/savings possible.
- b) Reduce community grants scheme to \$10,000 per annum;
- c) Cease provision for restoration of quarries and pits by \$20,000;
- d) Remove budget for COVID related costs saving \$13,000 subject to COVID 19 restrictions;
- e) Review the plant replacement program;
- f) Reduce operating hours for customer service by a minimum of one hour per day in casual staff by closing customer service one hour per day for lunch, saving \$12,900;

- g) Undertake an assessment of:
 - a. staff turnover from termination to recruitment period and possible vacancy dollar (\$) savings; and
 - b. savings in wages in vacancy periods over the past 3 years;
- h) Assessment of the cost benefit of waste collection in-house compared to contracted services;
- i) Not seal gravel roads or build footpaths (not extend the sealed road network or the footpath network) unless fully funded by grant funding.

FOR: Crs B Crouch, L Sampson, T Toomey, R Bell, I Strutt.

AGAINST: N Ledger

BRFC12.05/21 CARRIED

10 CONFIDENTIAL BUSINESS

Nil

11 NEXT MEETING

Date of next BRFC meeting is 8 June 2021 commencing 12:30pm.

12 MEETING CLOSED

Meeting closed at 2:59pm.

13 CONFIRMATION OF MINUTES

COUNCIL MINUTES CONFIRMED BY:	
RESOLUTION NUMBER:	
DATE:	
CHAIR:	Deputy Mayor, Cr Isabel Strutt
Presented to Council	Ordinary Meeting 25 May 2021

8 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS

Nil

9 REPORTS

9.1 DRAFT LONG TERM FINANCIAL PLAN (LTFP) 2022-2031

Department:	Finance
Prepared by:	Chief Financial Officer
TRIM Reference:	UINT/21/6763
Attachments:	Attachment 1 - UINT/21/6776 – LTFP Balanced Case 1

LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

Goal:	4.2	An effective and efficient organisation
Strategy:	4.2.2	Operate in a financially responsible and sustainable manner
Activity:	4.2.2.1	Maintain and control financial system and improve long term financial sustainability
Action:	4.2.2.1.1	Review and revise the 10-year Long Term Financial Plan

SUMMARY:

1. This report provides Councillors with an opportunity to provide feedback and other options to be considered as part of drafting the revised Long Term Financial Plan (LTFP).

RECOMMENDATION:

That the Committee recommends to Council that the draft Long Term Financial Plan 2022-2031 be placed on public exhibition.

REPORT:

2. The purpose of the LTFP is to forecast the financial outcomes for Council over the next ten years.

3. Council has resolved:

OM 04.08/20 :

That Council set a strategic objective for the General Fund to achieve a balanced operating result before capital grants by 2022/2023 - 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 (LTFP).

OM12.02/20:

That Council 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, and the modelling of tiered water pricing.

4. To achieve Council's resolutions, the attached Long Term Financial Plan has been built based on a number of factors, including:

- a. 2019 -2020 actual costs
- b. 2020 - 2021 current operating budget
- c. known capital costs and asset management plan projections

- d. work force management plan projections
- e. resolutions of Council for other specific items
- f. one-off items, e.g. 2021/22 includes \$53,162 for election costs
- g. specific projects, particularly capital; e.g. Bundarra Sewer Scheme
- h. indexation assumptions, generally taken from State or Federal estimates in the initial years and extrapolated
- i. specific indexation variations as noted in table 1 below.
- j. other key issues as noted in table 2 below

Table 1 – Specific LTFP model indexation variations

Fund	Indexation name	Indexation Year	Indexation %
Water Fund	Annual charges	2022/23	10%
		2023/24	10%
		2024/25	10%
		2025/26	10%
		2026/27	10%
		2027/28	10%
Sewer Fund	Annual charges	2022/23	10%
General Fund	Rates – cumulative and ongoing	2022/23	25%
		2023/24	10%
		2024/25	10%
	Interest rates on investments	2021/22	0.4%
		2022/23	0.6%
		2023/24	0.8%
		2024/25	1.3%
		2025/26	1.5%
		2026/27	2.0%
		2027/28	2.5%
		2028/29	3.0%
		2029/30	3.0%
		2030/31	3.0%

Table 2 – Other key issues

Fund	Issue	Amount
Consolidated	No change to full time equivalents	
	No estimated employee grade increases in years beyond 2021/22	
General Fund	Maintenance costs for new infrastructure	
	<i>Capital grants included:</i>	
	RMS Regional Road capital – indexed annually	184,148
	Fixing Local Roads – 2021/22	555,440
	Fixing Local Roads – 2022/23	516,000
	Fixing Local Roads – 2023/24	516,000
	Local Roads and Community Infrastructure Program – 2021/22	810,465
	Local Roads and Community Infrastructure Program – 2022/23	550,000
	Removed industrial land development other than \$490,600 initial costs in 2021/22, awaiting government grant funding to continue	Save \$1 mil
	No maintenance costs for new infrastructure being built under Public Spaces Legacy Fund – no known estimates	
	Specific data on road rehabilitations and reseals is still being developed by our engineer	
Sewer Fund	No capital expenditure for Bundarra sewer scheme other than initial construction cost – no known estimates available	
McMaugh Fund	Estimated capital expenditure relates only to furniture, fixtures and fittings	

Conclusion:

4. Without the annual charge and rate increases noted in table 1, all funds would be in loss for the entirety of the LTFP, resulting in negative unrestricted funds or significant borrowings. Council should never borrow money to support operating losses.
5. The model has therefore been presented to achieve the desired strategic outcomes articulated by the Budget Review and Finance Committee, to balance the Funds over the term of the LTFP.

COUNCIL IMPLICATIONS:**6. Community Engagement/ Communication (per engagement strategy)**

Draft budgets for 2021/22 have been presented to the Budget Review & Finance Committee and Council in relation to financial sustainability. Community feedback on the draft budget has been sought via the Council website and includes community drop-in sessions in Bundarra and Uralla.

7. Policy and Regulation

Local Government Act 1993 (NSW) s 8A Guiding principles for councils; s 8B Principles of sound financial management.

Application to IPART (Independent Pricing and Regulatory Tribunal) for approval to increase rate income above rate peg.

8. Financial (LTFP)

The LTFP forecasts the financial outcomes for Council over the next ten years.

9. Asset Management (AMS)

Asset Management Plan projections have been included in the LTFP.

Changes to the LTFP may impact life of assets and ability to continue to use infrastructure.

10. Workforce (WMS)

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

11. Legal and Risk Management

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

12. Performance Measures

Adoption of draft LTFP.

13. Project Management

Chief Financial Officer.

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

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

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

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

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

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

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

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

Uralla Shire Council

Year Ended 30 June 2022

INCOME STATEMENT - AGED CARE (MCMAUGH) FUND

Scenario: Balanced Case 1

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

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

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

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

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,224,000	373,709	-	-	496,427	230,278	686,188	1,318,916	1,116,557	1,773,744	3,151,744	4,833,164
Investments	6,757,000	6,757,000	5,257,645	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595	5,219,595
Receivables	2,417,000	1,738,677	1,416,328	1,374,962	1,378,727	1,379,298	1,416,372	1,456,647	1,484,156	1,526,477	1,582,663	1,642,597
Inventories	231,000	324,715	303,322	306,204	314,127	341,925	329,557	340,973	349,539	351,492	355,386	351,655
Contract assets	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	36,000	78,110	75,375	76,095	77,985	83,325	81,731	84,261	86,312	87,232	88,500	88,464
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,970,000	9,577,212	7,357,671	7,281,855	7,791,861	7,559,421	8,038,442	8,725,393	8,561,159	9,263,540	10,702,887	12,440,474
Non-Current Assets												
Inventories	-	-	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852	472,852
Infrastructure, Property, Plant & Equipment	205,744,000	210,372,945	212,601,991	212,934,274	212,505,448	212,525,959	212,017,899	211,290,481	211,404,668	210,705,583	209,398,837	207,970,276
Right of use assets	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Total Non-Current Assets	205,822,000	210,450,945	213,152,843	213,485,126	213,056,300	213,076,811	212,568,751	211,841,333	211,955,520	211,256,435	209,949,689	208,521,128
TOTAL ASSETS	216,792,000	220,028,157	220,510,514	220,766,981	220,848,161	220,636,232	220,607,194	220,566,726	220,516,679	220,519,975	220,652,576	220,961,602
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,920,000	2,568,041	2,648,037	2,754,241	2,846,735	2,975,336	3,011,332	3,085,615	3,156,885	3,220,410	3,286,528	3,343,445
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	44,000	57,011	41,756	35,368	32,931	30,793	31,410	32,041	32,686	33,345	34,107	34,797
Lease liabilities	15,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	256,000	231,782	240,711	211,734	178,697	156,116	157,361	163,773	171,426	146,542	152,073	-
Provisions	2,199,000	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018	2,269,018
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,434,000	5,125,852	5,199,522	5,270,361	5,327,382	5,431,263	5,469,121	5,550,447	5,630,015	5,669,315	5,741,726	5,647,260
Non-Current Liabilities												
Lease liabilities	63,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
Borrowings	1,889,000	1,697,766	1,457,055	1,245,321	1,066,624	910,508	753,147	589,374	417,948	271,406	119,333	119,333
Provisions	2,821,000	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982	2,750,982
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,773,000	4,526,748	4,286,037	4,074,303	3,895,606	3,739,490	3,582,129	3,418,356	3,246,930	3,100,388	2,948,315	2,948,315
TOTAL LIABILITIES	10,207,000	9,652,600	9,485,559	9,344,664	9,222,988	9,170,753	9,051,250	8,968,803	8,876,945	8,769,703	8,690,041	8,595,575
Net Assets	206,585,000	210,375,557	211,024,956	211,422,317	211,625,173	211,465,479	211,555,944	211,597,923	211,639,734	211,750,272	211,962,535	212,366,027
EQUITY												
Retained Earnings	56,855,000	60,645,557	61,294,956	61,692,317	61,895,173	61,735,479	61,825,944	61,867,923	61,909,734	62,020,272	62,232,535	62,636,027
Revaluation Reserves	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000	149,730,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	206,585,000	210,375,557	211,024,956	211,422,317	211,625,173	211,465,479	211,555,944	211,597,923	211,639,734	211,750,272	211,962,535	212,366,027
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	206,585,000	210,375,557	211,024,956	211,422,317	211,625,173	211,465,479	211,555,944	211,597,923	211,639,734	211,750,272	211,962,535	212,366,027

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

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

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

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

Uralla Shire Council

Year Ended 30 June 2022

BALANCE SHEET - AGED CARE (MCMAUGH) FUND

Scenario: Balanced Case 1

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

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

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,463,000	7,303,044	7,104,643	8,327,556	8,964,255	9,661,390	9,951,298	10,259,488	10,581,405	10,852,050	11,122,539	11,399,790
User Charges & Fees	5,036,000	5,433,480	5,497,030	5,598,524	5,723,282	5,856,090	5,997,193	6,147,035	6,300,711	6,458,228	6,619,684	6,785,176
Investment & Interest Revenue Received	428,000	150,365	115,257	139,955	149,037	191,644	167,964	194,027	246,310	274,750	276,972	273,466
Grants & Contributions	10,511,000	17,175,663	13,493,146	8,817,401	8,370,116	8,030,280	8,157,248	8,326,971	8,500,513	8,677,959	8,874,145	9,060,920
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,415,000	656,845	601,068	528,154	523,931	534,465	535,680	547,858	560,453	573,337	586,174	600,001
Payments:												
Employee Benefits & On-Costs	(9,743,000)	(10,166,561)	(10,727,155)	(10,959,583)	(11,205,517)	(11,477,641)	(11,715,438)	(11,979,035)	(12,248,563)	(12,544,156)	(12,805,950)	(13,094,084)
Materials & Contracts	(6,206,000)	(5,231,661)	(4,858,782)	(4,805,448)	(4,909,239)	(5,255,385)	(5,156,300)	(5,315,191)	(5,416,320)	(5,453,388)	(5,559,154)	(5,476,696)
Borrowing Costs	(122,000)	(133,075)	(99,337)	(111,043)	(99,349)	(90,198)	(83,284)	(77,977)	(72,912)	(66,352)	(60,707)	(18,097)
Bonds & Deposits Refunded	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,128,000)	(2,399,734)	(1,890,080)	(1,962,354)	(1,988,961)	(2,020,852)	(2,092,909)	(2,124,477)	(2,174,157)	(2,226,245)	(2,277,103)	(2,332,035)
Net Cash provided (or used in) Operating Activities	6,653,000	12,788,365	9,235,790	5,573,163	5,527,554	5,429,793	5,761,452	5,978,698	6,277,438	6,546,183	6,776,601	7,198,443
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	16,150,000	987,126	2,721,784	402,998	288,266	199,958	171,942	118,690	21,981	-	26,538	-
Sale of Infrastructure, Property, Plant & Equipment	224,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(15,207,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,889,000)	(14,225,733)	(12,023,213)	(5,456,866)	(4,681,475)	(5,367,436)	(4,868,360)	(4,766,232)	(5,747,874)	(5,068,516)	(4,595,714)	(4,608,423)
Net Cash provided (or used in) Investing Activities	(6,722,000)	(13,238,607)	(9,301,429)	(5,053,868)	(4,393,209)	(5,167,478)	(4,696,418)	(4,647,543)	(5,725,893)	(5,068,516)	(4,569,176)	(4,608,423)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	1,120,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(238,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)
Repayment of lease liabilities (principal repayments)	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(134,000)	(222,257)	(238,040)	(247,468)	(219,018)	(186,579)	(164,624)	(157,867)	(163,773)	(171,426)	(146,542)	(152,073)
Net Increase/(Decrease) in Cash & Cash Equivalents	(203,000)	(672,499)	(303,679)	271,827	915,327	75,736	900,411	1,173,288	387,772	1,306,241	2,060,882	2,437,946
plus: Cash & Cash Equivalents - beginning of year	1,604,000	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307	9,954,253
Cash & Cash Equivalents - end of the year	1,401,000	728,501	424,822	696,649	1,611,976	1,687,712	2,588,123	3,761,411	4,149,183	5,455,425	7,516,307	9,954,253
Investments - end of the year	13,957,000	12,969,874	10,248,090	9,845,092	9,556,826	9,356,868	9,184,926	9,066,236	9,044,255	9,044,255	9,017,717	9,017,717
Cash, Cash Equivalents & Investments - end of the year	15,358,000	13,698,375	10,672,912	10,541,741	11,168,802	11,044,581	11,773,049	12,827,648	13,193,439	14,499,680	16,534,024	18,971,971
Representing:												
- External Restrictions	9,503,000	8,454,661	6,420,329	6,340,308	6,806,008	7,283,318	7,891,601	8,653,163	9,561,441	10,551,123	11,548,605	12,625,131
- Internal Restrictions	4,583,000	3,321,896	2,819,574	2,844,163	2,870,526	2,898,971	2,929,559	2,962,356	2,997,166	3,032,971	3,070,073	3,070,073
- Unrestricted	1,272,000	1,921,818	1,433,009	1,357,270	1,492,268	862,292	951,889	1,212,129	634,831	915,586	1,915,347	3,276,767
	15,358,000	13,698,375	10,672,912	10,541,741	11,168,802	11,044,581	11,773,049	12,827,648	13,193,439	14,499,680	16,534,024	18,971,971

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

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

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

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

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

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

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

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	1,013,554	1,103,438	1,124,403	1,149,140	1,175,570	1,203,784	1,233,879	1,264,726	1,296,344	1,328,752	1,361,971
Investment & Interest Revenue Received	-	19,180	7,672	18,307	26,837	47,666	59,790	87,729	120,642	158,299	171,540	184,539
Grants & Contributions	-	2,212,096	2,216,956	2,266,838	2,317,841	2,369,993	2,423,318	2,477,842	2,533,594	2,590,600	2,648,888	2,708,488
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(84,417)	38,737	8,748	8,949	9,155	9,366	9,581	9,802	10,027	10,258	10,494
Payments:												
Employee Benefits & On-Costs	-	(2,231,057)	(2,160,234)	(2,203,439)	(2,253,016)	(2,303,709)	(2,355,542)	(2,408,542)	(2,462,734)	(2,518,146)	(2,574,804)	(2,632,737)
Materials & Contracts	-	(645,076)	(672,411)	(687,753)	(703,454)	(719,522)	(777,966)	(752,796)	(770,020)	(787,647)	(805,687)	(824,150)
Borrowing Costs	-	(8,721)	(4,882)	(4,436)	(3,958)	(3,410)	(2,835)	(2,399)	(2,433)	(2,488)	(2,544)	(2,601)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(96,889)	(100,287)	(102,794)	(105,107)	(107,472)	(109,890)	(112,363)	(114,891)	(117,476)	(120,119)	(122,822)
Net Cash provided (or used in) Operating Activities	-	178,671	428,989	419,875	437,233	468,272	450,024	532,931	578,686	629,513	656,285	683,182
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
Net Cash provided (or used in) Investing Activities	-	(194,775)	(50,000)	(173,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)	(50,000)
Cash Flows from Financing Activities												
Receipts:												
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(6,805)	(6,258)	(6,757)	(7,284)	(7,882)	(8,508)	(506)	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(22,909)	372,731	239,887	371,905	290,200	384,946	474,441	519,252	568,593	593,842	633,182
plus: Cash & Cash Equivalents - beginning of year	-	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888
Cash & Cash Equivalents - end of the year	-	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Cash & Cash Equivalents - end of the year	75,000	52,091	424,822	664,709	1,036,614	1,326,814	1,711,760	2,186,201	2,705,453	3,274,046	3,867,888	4,501,070
Investments - end of the year	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Cash, Cash Equivalents & Investments - end of the year	2,575,000	2,552,091	2,924,822	3,164,709	3,536,614	3,826,814	4,211,760	4,686,201	5,205,453	5,774,046	6,367,888	7,001,070
Representing:												
- External Restrictions	2,437,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000	2,414,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	138,000	138,091	510,822	750,709	1,122,614	1,412,814	1,797,760	2,272,201	2,791,453	3,360,046	3,953,888	4,587,070
	2,575,000	2,552,091	2,924,822	3,164,709	3,536,614	3,826,814	4,211,760	4,686,201	5,205,453	5,774,046	6,367,888	7,001,070

Uralla Shire Council
Year Ended 30 June 2022
Global income and expenditure changes
Scenario: Balanced Case 1

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating Income										
Rates - Ordinary	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates - Special	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Charges - Domestic Waste	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Charges - Specific 1	1.90%	2.20%	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees & Charges - Statutory & Regulatory 1	1.90%	2.20%	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees & Charges - Other 1	1.90%	2.20%	2.30%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Revenues - Other 1	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Operating Grants - General Purpose (Untied) 1	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Operating Grants - Specific Purpose 1	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Operating Contributions - General Purpose (Untied) 1	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

Uralla Shire Council
Year Ended 30 June 2022
Global income and expenditure changes
Scenario: Balanced Case 1

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating Contributions - Specific - Developer Contributions	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Operating Contributions - Specific - Other Contributions 1	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Interest & Investment Revenues - o/s Rates & Annual Charges	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Operating Expenditure										
Employee Costs - Salaries	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee Costs - Wages	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee Costs - Casual Wages	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee Costs - Superannuation	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee Costs - Workers Comp	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee Costs - Other 1	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee Costs - Capitalised (contra credit)	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

Uralla Shire Council
Year Ended 30 June 2022
Global income and expenditure changes
Scenario: Balanced Case 1

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Materials & Contracts - Raw Materials & Consumables	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Contracts	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Legal Expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Other 1	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Capitalised (contra credit)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation - IPP&E	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Amortisation - Intangible Assets	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation - Capitalised (contra credit)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses - Insurance	2.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Other Expenses - Utilities	2.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Other Expenses - Statutory & Regulatory	2.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

Uralla Shire Council
Year Ended 30 June 2022
Global income and expenditure changes
Scenario: Balanced Case 1

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Other Expenses - Other 1	2.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Other Expenses - Capitalised (contra credit)	2.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Fair Value Decrements on Investment Property	2.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Capital Income										
Capital Grants - Non-recurrent 1	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Capital Expenditure										
Purchase of I,PP&E - Employee Costs capitalised	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

11 CONCLUSION OF THE MEETING

END OF
Budget, Review & Finance Committee
BUSINESS PAPER