



# **URALLA SHIRE COUNCIL BUSINESS PAPER**

## **BUDGET REVIEW AND FINANCE COMMITTEE MEETING**

**11 December 2018**

Uralla Shire Council  
Budget Review and Finance Committee  
Business Paper – 11 December 2018

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**- A G E N D A -**

# **Budget Review & Finance Committee Meeting**

**11 December 2018, 12:30pm, Council Chambers**

- 1. Opening & Welcome**
- 2. Acknowledgement of Country**
- 3. Apologies, Requests for Leave of Absence**
- 4. Disclosures & Declaration of Interests**
- 5. Announcements**
- 6. Tabling of Reports & Petitions**
- 7. Urgent Supplementary & Late Items of Business**
- 8. Reports to Committee**  
Report 1 - Draft Long Term Financial Plan 2019-28
- 9. Motions on Notice**
- 10. Confidential Business**
- 11. Meeting Close**

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- 1. OPENING & WELCOME**
- 2. ACKNOWLEDGEMENT OF COUNTRY**
- 3. APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE**
- 4. DISCLOSURES & DECLARATIONS OF INTEREST**
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- 7. URGENT SUPPLEMENTARY & LATE ITEMS OF BUSINESS**
- 8. REPORTS TO COMMITTEE**



## REPORT TO COMMITTEE

<b>Department:</b>	<b>General Manager's Office</b>
<b>Submitted by:</b>	<i>GM and CFO</i>
<b>Reference/Subject:</b>	<b>Report 1 - Draft Long Term Financial Plan 2019-28</b>

### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

### SUMMARY:

This report refers the draft Long Term Financial Plan (LTFP) 2019-2028 to the Budget Review and Finance Committee from the November Ordinary Council meeting.

### OFFICER'S RECOMMENDATION:

*That the Committee receive and note resolution 14.11/18 of the November Ordinary Council meeting:*

#### *"That Council:*

- 1. Note the draft Long Term Financial Plan (LTFP) 2019-2028.*
- 2. Refer the draft LTFP 2019-2028 to the Budget Review and Finance Committee for priority review so that the draft LTFP can be recommended for adoption by Council."*

### BACKGROUND:

At the November Ordinary Council meeting Council referred the draft LTFP to the Budget Review and Finance Committee (the Committee) for priority review so that the draft LTFP can be recommended for adoption by Council.

### REPORT:

In accordance with Section 403 of the Local Government Act 1993, Council must:

- Review in detail its Long Term Financial Plan (LTFP) as part of the four yearly review of the Community Strategic Plan; and
- Update its Long Term Financial Plan (LTFP) annually.

The LTFP is a cornerstone element of Council's required Resourcing Strategy and the other elements of the Resourcing Strategy (the Workforce Management Plan and the Asset Management Plans)

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must be integrated with the LTFP. Changes to the LTFP will have consequential changes to the other elements of the Resourcing Strategy.

Setting and adopting a LTFP will bring a greater level of certainty to the other elements of the Resourcing Strategy and will give both Council and the community confidence about how the Resourcing Strategy will facilitate the delivery of the services Council provides and the sustainability of Council.

The Consolidated LTFP combines the LTFPs for the General Fund, the Water Fund, the Sewer Fund and McMaugh Gardens. It would be practical for the Committee to review each of these funds separately, acknowledging there are degrees of influence between the General Fund and McMaugh Gardens and to a lesser extent between the General Fund and the Water and Sewer Funds. This influence is principally around assets and support services (HR, IT, Finance, Governance) for the McMaugh Gardens Fund and around support services for the Water and Sewer Funds.

What is an LTFP? An LTFP is an extrapolation of the annual budget over a period of time – 10 years in this case. The LTFP incorporates assumptions about what components of the annual budget might remain constant and what components might change over that 10 year period.

Assumptions include such things as the:

- Indexation for fees and charges;
- Rate peg amount;
- Interest and investment revenue;
- Grants and contributions (operating and capital);
- Costs of materials and contracts;
- Employee costs;
- Borrowing costs.

It is also informed by such things as:

- The outputs of the Asset Management Plans and Business Plans;
- Identified new capital works;
- Accepted industry standards such as rates of depreciation;

The purpose of constructing an LTFP is to observe the relativities between revenue and expenditure over time, based upon the assumptions and inclusions of the plan, and to determine what adjustments are necessary to ensure sustainable operating performance for the longer term.

Sustainable operating performance can be viewed as the ability of council to fund ongoing service delivery together with renewal and replacement of assets without imposing excessive debt or unplanned rate increases on future generations. This translates into three key financial sustainability principles that Council should be committed to:

- ✓ Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation.
- ✓ Council must maintain sufficient cash reserves and unrestricted cash to ensure that it can meet its short-term working capital requirements.
- ✓ Council must maintain its asset base by renewing ageing infrastructure which is identified and by ensuring cash reserves are set aside for those works which are yet to be identified.

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The draft LTFP identifies three scenarios. These, together with the key financial assumptions, are outlined in the attached report.

**KEY ISSUES:**

Providing required services efficiently and effectively.  
Meeting compliance obligations.  
Meeting required governance obligations.  
Reducing and managing backlog.  
Renewing and maintaining infrastructure assets for current and future users.  
Operating in a financially sustainable manner.  
Community expectations and perceptions.

**CONCLUSION:**

The draft Long Term Financial Plan is attached for review as required by Council resolution 14.11/18.

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TRIM Reference Number:	UINT/18/5840
Approved/Reviewed by Manager:	As above
Department:	General Manager's Office
Attachments:	Attachment A: Draft Long Term Financial Plan 2019-28



# LONG TERM FINANCIAL PLAN - 2028



Disclaimer Information

Copyright

Prepared By:

Version:

<b>Version no.</b>	<b>Updated by:</b>	<b>Date:</b>	<b>Nature of changes</b>
1	CFO	19 October 2018	Initial Draft

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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, whilst at the same time ensuring that rates remain 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 continue to be built up.

The audited Financial Statements at the 30<sup>th</sup> June 2018 showed cash and investments of \$14.993 million, being made up of Externally Restricted cash reserves (such as Water, Sewer, Domestic Waste, Developer Contributions and unexpended grants) totalling \$9.05 million, Internally Restricted cash reserves totalling \$4.894 million and Unrestricted cash reserves of \$1.049 million.

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

- Operating Performance ratio – 2.16% (should be greater than 0)
- Unrestricted Current Ratio – 2.25:1 (above 1.5:1 is considered healthy)
- Debt Service Cover Ratio – 13.18 (above 2.0 is considered healthy)
- Own Source Operating Revenue Ratio – 69.45% (above 60% is the considered acceptable)
- Rates & Annual Charges Outstanding Ratio – 5.38% (below 10% is considered acceptable)
- Cash Expense Cover Ratio – 10.26 months (above 3 months is considered healthy)
- Building and infrastructure renewals ratio – 63.39% (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 31.1% of total income for the 2017/18 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 3,015 rateable properties which in 2018/19 are estimated to generate general rates of approximately \$3.76 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	%
2018	28.84
2017	28.63
2016	26.61
2015	25.22
2014	27.83

### 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 Investment Policy and cash flow processes;
- Review Council's Section 94 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 to ensure that Council's physical assets are maintained to standards that provide functionality and serviceability as noted in the transport asset management plan.
- Ensure 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 s94 developer contributions.

### *Liquidity*

- Ensure 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 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	2.3 to 2.7%
User Charges & Fees	Based on average increase to Council's major operating inputs	1.5 to 2.5%
Interest & Investment Revenue	Average estimated return from prevailing market	1.6 to 3.5%
Grants and Contributions - Operating	Based on estimated rises aligned to future CPI estimates	2.25%
Grants and Contributions - Capital	Based on estimated rises aligned to future CPI estimates	2.25%
Employee Costs	Already established award conditions or estimated wage price index	2.3 to 2.5%
Superannuation	Already established award conditions or estimated wage price index	2.3 to 2.5%
Materials & Contracts	Indexed by estimated rises aligned to future CPI estimates	2.3 to 2.5%
Borrowing Costs	Based on average long term rates and current market quotes	3.68 to 5.68%

- Uralla Shires population has been forecast to continue to grow at a rate of 0.24% per annum over the period of this plan with an implied dwelling increase of 150 over the next ten years. This assumption is based on annual growth rates 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 2.3 and 2.5% 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 26).

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. Conservative scenario
2. Planned scenario
3. Optimistic scenario

The scenarios have been informed by prior year costs, 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.

As part of the budget balancing exercise for 2018/19, some building maintenance items were removed from budgeted expenditure to a value of \$313,889. In addition to this maintenance expenditure reduction, building capital expenditure was also removed totalling \$358,900. These building costs have not been reinstated into this ten year plan.

### 1. Conservative Scenario

This scenario is based on rate growth being limited to the rate pegging percentage as determined by IPART without any variation whilst simultaneously attempting to address Council's asset renewal and replacement backlog and increased asset maintenance spending to levels required to ensure assets meet expected performance levels and their planned lifecycle. This scenario indicates the revenue deficiency that Council faces in terms of sufficiently maintaining assets to required levels and alleviating the pre-existing asset renewal backlog.

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 \$17.45 million. The net increase in cash and cash equivalents for the General Fund over the 10 year plan also shows a surplus of \$0.87 million but this is achieved after redeeming \$7.13 million in investments and borrowing \$8.0 million over the last seven years of the plan because there are insufficient unrestricted cash reserves available. This result clearly outlines the difficult position Council faces in aligning current service levels, asset maintenance and improvement with current income levels, especially rates income.

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.

This scenario also includes increases in annual charges for water and sewer to ensure that neither fund is required to borrow over the course of this ten year plan. This is only achieved by increasing water charges by 26% in 2020 and sewer charges by 5.5% in the same year (instead of the base 2.5%). These increases however leave both funds with cash reserves at the conclusion of 2028 of only \$25,000 and \$7,000 respectively. It is not appropriate to allow cash reserves to be consumed by fund losses and nor is it good practice to allow reserves to fall to this level. This option is not recommended.

This scenario clearly indicates that this is not a suitable or sustainable position and would in fact require either a significant reduction in levels of service, discontinuation of services or significant borrowings in order to establish a balanced budget.

Council also needs to remember that in any of the forward years the Federal Government could decide to discontinue with the prepayment of FAGS. This would add the need to borrow a further \$1.2M above what has already been detailed above.

## 2. Planned Scenario

This scenario includes a range of potential productivity options identified during a horizontal service review. These include increases in revenue items of \$134,000 and reductions in expenditure of \$129,000 providing total profit improvements of \$263,000. Some of these options affect the water and sewer funds.

The projected General Fund net operating result before grants and contributions provided for capital purposes at the end of the 10 year period for this scenario would be a deficit of \$14.62 million. The net increase in cash and cash equivalents for the General Fund over the 10 year plan also shows a surplus of \$0.21 million but this is achieved after redeeming \$6.9 million in investments and borrowing \$5.2 million over the last six years of the plan. This result continues to highlight the need for further action to bring the budget back to surplus.

This scenario continues with the increases in annual charges for water and sewer but at a higher rate that ensures that both funds return to profitability by the end of the ten year program. This is only achieved by increasing water charges by 26% in 2020 and 24.5% in 2021, and sewer charges by 9% in each of 2020 and 2021 (all instead of the base 2.5%). These increases leave both funds with improved cash reserves at the conclusion of the ten year plan.

This scenario also indicates that this is not a suitable or sustainable position for the General Fund and shows that Council still requires either a significant reduction in levels of service or discontinuation of services or significant borrowings in order to establish a balanced budget.

### 3. Optimistic Scenario

This scenario is proposed as Council's preferred option and the first step toward addressing the Council's long term infrastructure needs and sustainability for the Council as a whole. This scenario includes the imposition of a Special Rate Variation – Continuing under s.508 (2) of the Local Government Act, for General fund of 35% (37.7% total increase) in the 2019/20 financial year. Council could also consider four consecutive increases of 9.3% from 2019/20 to 2022/23 (12% total increase in 2019/20 and 11.8% in each of the following three years) which would result in a similar profit and cash flow but would enable implementation of the rate increase over an extended period.

Under the optimistic scenario, 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 surplus of \$0.56 million. The net increase in cash and cash equivalents for the General Fund over the 10 year plan shows a surplus of \$8.2 million.

This scenario continues with the increases in annual charges for water and sewer but at a higher rate than that outlined in scenario 2 that ensures that both funds achieve average profits equivalent to those achieved in the funds over the past eight years. This is only achieved by increasing water charges by 26% in 2020 and 24.5% in both 2021 and 2022, and sewer charges by 9% in each of 2020, 2021 and 2022 (all instead of the base 2.5%). These increases leave both funds with healthy cash reserves at the conclusion of the ten year plan.

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## Sensitivity Analysis/Risk Assessment

The LTFP 2028 is a continuation of Councils previous long term financial plan under the new Integrated Planning and Reporting Framework requirements. However, it should be noted that some of Councils reconstructed Resourcing Strategy plans are still being finalised. The LTFP now incorporates the adopted Transport Asset Management Plan and the Buildings Asset Management Plan. It also incorporates draft Plant & Equipment Asset Management Plan (adjusted), draft Water Asset Management Plan and a draft Sewer Asset Management Plan. Other capital expenditure and maintenance projections in this plan have been based on historical information and some more accurate estimates for the first year of the plan.

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

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

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

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

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

## Scenarios by Fund

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URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	5,938,385	6,159,000	6,429,760	6,728,532	6,930,756	7,138,903	7,353,142	7,573,652	7,800,609	8,034,199	8,274,611	8,522,043
User Charges & Fees	4,891,907	4,856,000	4,958,692	5,074,677	5,193,379	5,314,870	5,439,216	5,566,488	5,696,747	5,830,069	5,966,520	6,106,179
Interest & Investment Revenue	337,581	398,000	312,500	317,346	231,386	177,171	174,843	176,891	179,113	180,958	181,638	184,865
Other Revenues	754,000	630,000	726,543	733,392	746,806	760,527	774,565	788,924	803,617	818,644	834,016	849,745
Grants & Contributions Provided for Operating Purposes	8,807,625	7,761,000	6,539,215	6,683,479	6,834,019	6,987,957	7,145,358	7,306,307	7,470,882	7,639,165	7,811,237	7,987,188
Grants & Contributions Provided for Capital Purposes	16,000	1,552,000	3,472,765	2,258,000	1,056,000	836,000	854,810	874,043	893,709	913,817	934,378	955,402
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>20,745,499</b>	<b>21,356,000</b>	<b>22,439,474</b>	<b>21,795,426</b>	<b>20,992,346</b>	<b>21,215,428</b>	<b>21,741,934</b>	<b>22,286,305</b>	<b>22,844,677</b>	<b>23,416,852</b>	<b>24,002,400</b>	<b>24,605,422</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	8,705,684	9,424,000	10,012,466	10,357,443	10,642,272	10,934,935	11,235,648	11,544,628	11,862,104	12,188,312	12,523,490	12,867,886
Borrowing Costs	190,000	167,000	148,781	156,722	145,759	138,787	148,254	194,249	206,958	263,312	339,456	392,441
Materials & Contracts	3,522,626	3,892,000	4,407,905	3,965,082	4,052,813	4,168,209	4,191,369	4,300,363	4,763,907	4,544,740	4,633,804	4,749,904
Depreciation & Amortisation	3,957,976	4,270,000	4,273,547	4,384,667	4,594,409	4,713,861	4,836,414	4,962,160	5,091,176	5,223,549	5,359,361	5,498,705
Impairment												
Other Expenses	1,954,084	1,623,000	1,711,997	2,063,877	2,106,765	2,319,661	2,377,045	2,443,963	2,472,326	2,456,639	2,531,566	2,575,500
Net Losses from the Disposal of Assets	518,000	84,000	0									
<b>Total Expenses from Continuing Operations</b>	<b>18,848,370</b>	<b>19,460,000</b>	<b>20,554,696</b>	<b>20,927,791</b>	<b>21,542,018</b>	<b>22,275,453</b>	<b>22,788,730</b>	<b>23,445,363</b>	<b>24,396,470</b>	<b>24,676,552</b>	<b>25,387,677</b>	<b>26,084,435</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>1,897,129</b>	<b>1,896,000</b>	<b>1,884,778</b>	<b>867,635</b>	<b>-549,672</b>	<b>-1,060,025</b>	<b>-1,046,796</b>	<b>-1,159,059</b>	<b>-1,551,794</b>	<b>-1,259,700</b>	<b>-1,385,277</b>	<b>-1,479,014</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>1,881,129</b>	<b>344,000</b>	<b>-1,587,987</b>	<b>-1,390,365</b>	<b>-1,605,672</b>	<b>-1,896,025</b>	<b>-1,901,606</b>	<b>-2,033,102</b>	<b>-2,445,503</b>	<b>-2,173,517</b>	<b>-2,319,655</b>	<b>-2,434,416</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	4,965,000	5,063,000	5,274,368	5,404,491	5,566,747	5,733,756	5,905,653	6,082,583	6,264,684	6,452,107	6,645,005	6,843,534
User Charges & Fees	3,629,412	3,305,000	3,592,154	3,673,333	3,756,340	3,841,222	3,928,023	4,016,790	4,107,560	4,200,385	4,295,302	4,392,365
Interest & Investment Revenue	154,789	221,000	147,725	211,643	122,450	66,992	63,603	60,455	66,745	73,568	83,180	92,436
Other Revenues	731,570	615,000	726,543	733,392	746,806	760,527	774,565	788,924	803,617	818,644	834,016	849,745
Grants & Contributions Provided for Operating Purposes	6,496,352	5,524,000	4,232,684	4,324,905	4,422,228	4,521,746	4,623,500	4,727,546	4,833,932	4,942,713	5,053,939	5,167,671
Grants & Contributions Provided for Capital Purposes	16,000	1,454,000	1,623,765	1,120,000	1,056,000	836,000	854,810	874,043	893,709	913,817	934,378	955,402
<i>Other Income</i>												
Net Gains from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>15,993,122</b>	<b>16,182,000</b>	<b>15,597,239</b>	<b>15,467,763</b>	<b>15,670,571</b>	<b>15,760,243</b>	<b>16,150,154</b>	<b>16,550,341</b>	<b>16,970,247</b>	<b>17,401,234</b>	<b>17,845,820</b>	<b>18,301,153</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	6,205,000	6,572,000	7,512,056	7,690,891	7,902,389	8,119,706	8,343,000	8,572,431	8,808,170	9,050,393	9,299,278	9,555,008
Borrowing Costs	180,000	156,000	144,726	153,059	142,542	136,040	146,015	192,557	205,864	262,861	339,447	392,441
Materials & Contracts	2,377,000	2,607,000	3,474,936	3,251,053	3,323,782	3,336,688	3,430,096	3,505,827	3,930,905	3,679,587	3,803,284	3,888,468
Depreciation & Amortisation	3,310,000	3,381,000	3,385,712	3,473,748	3,564,065	3,656,728	3,751,798	3,849,344	3,949,427	4,052,116	4,157,469	4,265,564
Impairment												
Other Expenses	1,435,000	1,567,000	762,864	1,074,247	1,096,063	1,287,445	1,322,850	1,367,318	1,372,749	1,333,636	1,384,637	1,404,134
Net Losses from the Disposal of Assets	518,000	84,000	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>14,025,000</b>	<b>14,367,000</b>	<b>15,280,293</b>	<b>15,642,998</b>	<b>16,028,840</b>	<b>16,536,606</b>	<b>16,993,759</b>	<b>17,487,477</b>	<b>18,267,114</b>	<b>18,378,593</b>	<b>18,984,115</b>	<b>19,505,614</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>1,968,122</b>	<b>1,815,000</b>	<b>316,946</b>	<b>-175,235</b>	<b>-358,269</b>	<b>-776,363</b>	<b>-843,605</b>	<b>-937,136</b>	<b>-1,296,867</b>	<b>-977,360</b>	<b>-1,138,295</b>	<b>-1,204,461</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>1,952,122</b>	<b>361,000</b>	<b>-1,306,819</b>	<b>-1,295,235</b>	<b>-1,414,269</b>	<b>-1,612,363</b>	<b>-1,698,415</b>	<b>-1,811,179</b>	<b>-2,190,576</b>	<b>-1,891,177</b>	<b>-2,072,673</b>	<b>-2,159,863</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	389,871	388,000	438,222	562,655	579,639	597,121	615,115	633,635	652,696	672,315	692,506	713,288
User Charges & Fees	538,305	604,000	527,546	543,043	558,985	575,385	592,257	609,612	627,465	645,829	664,719	684,151
Interest & Investment Revenue	64,140	66,000	63,275	41,779	44,381	47,283	45,731	43,602	39,547	34,600	27,977	22,045
Other Revenues	0	7,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	15,772	18,000	21,031	21,650	22,286	22,941	23,615	24,308	25,021	25,755	26,510	27,286
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>1,008,088</b>	<b>1,083,000</b>	<b>1,050,073</b>	<b>1,169,127</b>	<b>1,205,291</b>	<b>1,242,730</b>	<b>1,276,718</b>	<b>1,311,157</b>	<b>1,344,729</b>	<b>1,378,499</b>	<b>1,411,712</b>	<b>1,446,770</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	266,422	457,000	283,857	355,367	365,140	375,181	385,498	396,100	406,993	418,186	429,686	441,502
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	177,967	349,000	362,920	167,913	170,705	260,700	177,662	197,831	220,971	199,322	192,649	209,193
Depreciation & Amortisation	277,227	485,000	484,327	496,920	509,840	523,096	536,696	550,650	564,967	579,656	594,728	610,191
Impairment												
Other Expenses	277,220	0	343,022	350,344	357,821	365,456	373,258	381,228	389,369	397,690	406,184	414,862
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>998,836</b>	<b>1,291,000</b>	<b>1,474,126</b>	<b>1,370,544</b>	<b>1,403,506</b>	<b>1,524,433</b>	<b>1,473,114</b>	<b>1,525,809</b>	<b>1,582,300</b>	<b>1,594,854</b>	<b>1,623,247</b>	<b>1,675,748</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>9,252</b>	<b>-208,000</b>	<b>-424,052</b>	<b>-201,418</b>	<b>-198,215</b>	<b>-281,703</b>	<b>-196,396</b>	<b>-214,652</b>	<b>-237,571</b>	<b>-216,355</b>	<b>-211,535</b>	<b>-228,978</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>9,252</b>	<b>-208,000</b>	<b>-424,052</b>	<b>-201,418</b>	<b>-198,215</b>	<b>-281,703</b>	<b>-196,396</b>	<b>-214,652</b>	<b>-237,571</b>	<b>-216,355</b>	<b>-211,535</b>	<b>-228,978</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	583,515	708,000	717,171	761,386	784,370	808,026	832,374	857,434	883,229	909,777	937,100	965,221
User Charges & Fees	9,602	9,000	15,827	16,204	16,589	16,984	17,388	17,802	18,225	18,658	19,102	19,556
Interest & Investment Revenue	49,442	54,000	53,550	34,196	27,154	17,823	16,600	16,253	14,322	12,373	10,063	8,049
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	11,853	16,000	16,844	17,223	17,611	18,008	18,413	18,827	19,251	19,684	20,127	20,580
Grants & Contributions Provided for Capital Purposes	0	98,000	1,849,000	1,138,000	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>654,411</b>	<b>885,000</b>	<b>2,652,392</b>	<b>1,967,009</b>	<b>845,724</b>	<b>860,841</b>	<b>884,775</b>	<b>910,316</b>	<b>935,027</b>	<b>960,492</b>	<b>986,392</b>	<b>1,013,406</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	172,262	290,000	182,082	220,765	226,836	233,074	239,484	246,070	252,838	259,792	266,937	274,278
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	146,659	193,000	137,090	120,246	122,703	125,222	127,804	130,451	135,086	135,947	138,796	141,716
Depreciation & Amortisation	205,749	235,000	233,966	240,049	342,031	350,924	360,047	369,409	379,013	388,866	398,977	409,350
Impairment												
Other Expenses	180,864	4,000	229,333	254,583	260,087	265,707	271,449	277,315	283,309	289,432	295,690	302,084
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>705,534</b>	<b>722,000</b>	<b>782,471</b>	<b>835,642</b>	<b>951,657</b>	<b>974,927</b>	<b>998,784</b>	<b>1,023,245</b>	<b>1,050,246</b>	<b>1,074,037</b>	<b>1,100,400</b>	<b>1,127,428</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>-51,123</b>	<b>163,000</b>	<b>1,869,921</b>	<b>1,131,367</b>	<b>-105,933</b>	<b>-114,086</b>	<b>-114,009</b>	<b>-112,929</b>	<b>-115,219</b>	<b>-113,545</b>	<b>-114,008</b>	<b>-114,022</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-51,123</b>	<b>65,000</b>	<b>20,921</b>	<b>-6,633</b>	<b>-105,933</b>	<b>-114,086</b>	<b>-114,009</b>	<b>-112,929</b>	<b>-115,219</b>	<b>-113,545</b>	<b>-114,008</b>	<b>-114,022</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	714,588	938,000	823,164	842,097	861,465	881,279	901,548	922,284	943,497	965,197	987,397	1,010,107
Interest & Investment Revenue	69,211	57,000	47,950	29,729	37,401	45,073	48,909	56,581	58,499	60,417	60,417	62,335
Other Revenues	22,430	8,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	2,283,648	2,203,000	2,268,656	2,319,701	2,371,894	2,425,262	2,479,830	2,535,626	2,592,678	2,651,013	2,710,661	2,771,651
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets		0										
<b>Total Income from Continuing Operations</b>	<b>3,089,878</b>	<b>3,206,000</b>	<b>3,139,770</b>	<b>3,191,527</b>	<b>3,270,760</b>	<b>3,351,614</b>	<b>3,430,287</b>	<b>3,514,491</b>	<b>3,594,674</b>	<b>3,676,627</b>	<b>3,758,475</b>	<b>3,844,093</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	2,062,000	2,105,000	2,034,472	2,090,420	2,147,907	2,206,974	2,267,666	2,330,027	2,394,103	2,459,941	2,527,589	2,597,098
Borrowing Costs	10,000	11,000	4,055	3,662	3,218	2,747	2,238	1,693	1,094	451	9	0
Materials & Contracts	821,000	743,000	432,959	425,871	435,623	445,599	455,807	466,254	476,945	529,884	499,075	510,527
Depreciation & Amortisation	165,000	169,000	169,542	173,950	178,473	183,113	187,873	192,757	197,769	202,911	208,187	213,600
Impairment												
Other Expenses	61,000	52,000	376,779	384,703	392,794	401,053	409,488	418,102	426,899	435,881	445,055	454,420
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>3,119,000</b>	<b>3,080,000</b>	<b>3,017,807</b>	<b>3,078,606</b>	<b>3,158,015</b>	<b>3,239,486</b>	<b>3,323,072</b>	<b>3,408,833</b>	<b>3,496,810</b>	<b>3,629,068</b>	<b>3,679,915</b>	<b>3,775,645</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>-29,122</b>	<b>126,000</b>	<b>121,963</b>	<b>112,921</b>	<b>112,745</b>	<b>112,128</b>	<b>107,215</b>	<b>105,658</b>	<b>97,864</b>	<b>47,559</b>	<b>78,560</b>	<b>68,448</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-29,122</b>	<b>126,000</b>	<b>121,963</b>	<b>112,921</b>	<b>112,745</b>	<b>112,128</b>	<b>107,215</b>	<b>105,658</b>	<b>97,864</b>	<b>47,559</b>	<b>78,560</b>	<b>68,448</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED</b>												
<b>ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	9,782,000	6,343,000	5,297,092	4,410,529	3,848,396	3,680,219	3,587,027	3,597,907	3,594,246	3,583,994	3,623,216	3,595,205
Investments	4,650,000	8,650,000	4,950,000	2,820,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000
Receivables	936,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000
Inventories	178,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000
Other	75,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>15,621,000</b>	<b>17,325,000</b>	<b>12,579,092</b>	<b>9,562,529</b>	<b>7,600,396</b>	<b>7,432,219</b>	<b>7,339,027</b>	<b>7,349,907</b>	<b>7,346,246</b>	<b>7,335,994</b>	<b>7,375,216</b>	<b>7,347,205</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,423,000	231,289,000	237,696,945	241,360,874	242,534,587	241,862,717	241,769,417	240,745,012	240,136,407	240,133,566	239,534,331	239,437,191
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>232,423,000</b>	<b>231,289,000</b>	<b>237,696,945</b>	<b>241,360,874</b>	<b>242,534,587</b>	<b>241,862,717</b>	<b>241,769,417</b>	<b>240,745,012</b>	<b>240,136,407</b>	<b>240,133,566</b>	<b>239,534,331</b>	<b>239,437,191</b>
<b>TOTAL ASSETS</b>	<b>248,044,000</b>	<b>248,614,000</b>	<b>250,276,037</b>	<b>250,923,402</b>	<b>250,134,984</b>	<b>249,294,936</b>	<b>249,108,445</b>	<b>248,094,919</b>	<b>247,482,653</b>	<b>247,469,560</b>	<b>246,909,547</b>	<b>246,784,396</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	3,908,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000
Borrowings	213,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000
Provisions	2,386,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000
<b>Total Current Liabilities</b>	<b>6,507,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,633,000	2,423,000	2,200,260	1,979,989	1,741,243	1,961,219	2,821,524	2,967,057	3,906,585	5,153,191	5,978,455	7,332,318
Provisions	914,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000
<b>Total Non-Current Liabilities</b>	<b>3,547,000</b>	<b>4,664,000</b>	<b>4,441,260</b>	<b>4,220,989</b>	<b>3,982,243</b>	<b>4,202,219</b>	<b>5,062,524</b>	<b>5,208,057</b>	<b>6,147,585</b>	<b>7,394,191</b>	<b>8,219,455</b>	<b>9,573,318</b>
<b>TOTAL LIABILITIES</b>	<b>10,054,000</b>	<b>11,547,000</b>	<b>11,324,260</b>	<b>11,103,989</b>	<b>10,865,243</b>	<b>11,085,219</b>	<b>11,945,524</b>	<b>12,091,057</b>	<b>13,030,585</b>	<b>14,277,191</b>	<b>15,102,455</b>	<b>16,456,318</b>
<b>Net Assets</b>	<b>237,990,000</b>	<b>237,067,000</b>	<b>238,951,778</b>	<b>239,819,413</b>	<b>239,269,741</b>	<b>238,209,716</b>	<b>237,162,921</b>	<b>236,003,862</b>	<b>234,452,069</b>	<b>233,192,368</b>	<b>231,807,091</b>	<b>230,328,078</b>
<b>EQUITY</b>												
Retained Earnings	71,065,000	72,961,000	74,845,778	75,713,413	75,163,741	74,103,716	73,056,921	71,897,862	70,346,069	69,086,368	67,701,091	66,222,078
Revaluation Reserves	166,925,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000
Council Equity Interest	237,990,000	237,067,000	238,951,778	239,819,413	239,269,741	238,209,716	237,162,921	236,003,862	234,452,069	233,192,368	231,807,091	230,328,078
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>237,990,000</b>	<b>237,067,000</b>	<b>238,951,778</b>	<b>239,819,413</b>	<b>239,269,741</b>	<b>238,209,716</b>	<b>237,162,921</b>	<b>236,003,862</b>	<b>234,452,069</b>	<b>233,192,368</b>	<b>231,807,091</b>	<b>230,328,078</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	3,693,000	156,000	86,944	4,514	7,016	18,040	33,125	84,856	146,666	236,747	312,041	342,890
Investments	4,650,000	8,650,000	4,950,000	2,820,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000
Receivables	630,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000
Inventories	178,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000
Other	75,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>9,226,000</b>	<b>10,594,000</b>	<b>6,824,944</b>	<b>4,612,514</b>	<b>3,215,016</b>	<b>3,189,960</b>	<b>3,241,125</b>	<b>3,292,856</b>	<b>3,354,666</b>	<b>3,444,747</b>	<b>3,520,041</b>	<b>3,550,890</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	200,477,000	203,451,000	207,319,222	209,141,501	209,947,781	209,422,720	209,395,031	208,559,021	208,147,793	208,335,525	207,948,297	208,066,850
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>200,477,000</b>	<b>203,451,000</b>	<b>207,319,222</b>	<b>209,141,501</b>	<b>209,947,781</b>	<b>209,422,720</b>	<b>209,395,031</b>	<b>208,559,021</b>	<b>208,147,793</b>	<b>208,335,525</b>	<b>207,948,297</b>	<b>208,066,850</b>
<b>TOTAL ASSETS</b>	<b>209,703,000</b>	<b>214,045,000</b>	<b>214,144,166</b>	<b>213,754,015</b>	<b>213,162,797</b>	<b>212,612,679</b>	<b>212,636,156</b>	<b>211,851,876</b>	<b>211,502,459</b>	<b>211,780,271</b>	<b>211,468,338</b>	<b>211,617,739</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	1,558,559	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947
Borrowings	208,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441
Provisions	2,386,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000
<b>Total Current Liabilities</b>	<b>4,153,000</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,579,000	2,373,612	2,155,833	1,940,916	1,707,967	1,934,213	2,801,295	2,954,151	3,901,601	5,156,773	5,983,134	7,336,997
Provisions	914,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000
<b>Total Non-Current Liabilities</b>	<b>3,493,000</b>	<b>4,614,612</b>	<b>4,396,833</b>	<b>4,181,916</b>	<b>3,948,967</b>	<b>4,175,213</b>	<b>5,042,295</b>	<b>5,195,151</b>	<b>6,142,601</b>	<b>7,397,773</b>	<b>8,224,134</b>	<b>9,577,997</b>
<b>TOTAL LIABILITIES</b>	<b>7,646,000</b>	<b>9,493,000</b>	<b>9,275,221</b>	<b>9,060,304</b>	<b>8,827,355</b>	<b>9,053,601</b>	<b>9,920,683</b>	<b>10,073,539</b>	<b>11,020,989</b>	<b>12,276,161</b>	<b>13,102,522</b>	<b>14,456,385</b>
<b>Net Assets</b>	<b>202,057,000</b>	<b>204,552,000</b>	<b>204,868,946</b>	<b>204,693,711</b>	<b>204,335,442</b>	<b>203,559,078</b>	<b>202,715,473</b>	<b>201,778,337</b>	<b>200,481,470</b>	<b>199,504,110</b>	<b>198,365,815</b>	<b>197,161,354</b>
<b>EQUITY</b>												
Retained Earnings	53,979,000	55,794,000	56,110,946	55,935,711	55,577,442	54,801,078	53,957,473	53,020,337	51,723,470	50,746,110	49,607,815	48,403,354
Revaluation Reserves	148,078,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000
<b>Council Equity Interest</b>	<b>202,057,000</b>	<b>204,552,000</b>	<b>204,868,946</b>	<b>204,693,711</b>	<b>204,335,442</b>	<b>203,559,078</b>	<b>202,715,473</b>	<b>201,778,337</b>	<b>200,481,470</b>	<b>199,504,110</b>	<b>198,365,815</b>	<b>197,161,354</b>
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>202,057,000</b>	<b>204,552,000</b>	<b>204,868,946</b>	<b>204,693,711</b>	<b>204,335,442</b>	<b>203,559,078</b>	<b>202,715,473</b>	<b>201,778,337</b>	<b>200,481,470</b>	<b>199,504,110</b>	<b>198,365,815</b>	<b>197,161,354</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,170,000	2,275,000	1,934,473	1,721,326	1,517,951	1,232,344	1,051,144	852,642	634,038	423,339	232,032	24,745
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	262,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,432,000</b>	<b>2,649,000</b>	<b>2,308,473</b>	<b>2,095,326</b>	<b>1,891,951</b>	<b>1,606,344</b>	<b>1,425,144</b>	<b>1,226,642</b>	<b>1,008,038</b>	<b>797,339</b>	<b>606,032</b>	<b>398,745</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,040,000	14,614,000	14,530,474	14,542,204	14,547,364	14,551,268	14,536,072	14,519,922	14,500,955	14,495,299	14,475,071	14,453,380
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>18,040,000</b>	<b>14,614,000</b>	<b>14,530,474</b>	<b>14,542,204</b>	<b>14,547,364</b>	<b>14,551,268</b>	<b>14,536,072</b>	<b>14,519,922</b>	<b>14,500,955</b>	<b>14,495,299</b>	<b>14,475,071</b>	<b>14,453,380</b>
<b>TOTAL ASSETS</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,637,530</b>	<b>16,439,315</b>	<b>16,157,613</b>	<b>15,961,216</b>	<b>15,746,564</b>	<b>15,508,993</b>	<b>15,292,639</b>	<b>15,081,104</b>	<b>14,852,125</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,637,530</b>	<b>16,439,315</b>	<b>16,157,613</b>	<b>15,961,216</b>	<b>15,746,564</b>	<b>15,508,993</b>	<b>15,292,639</b>	<b>15,081,104</b>	<b>14,852,125</b>
<b>EQUITY</b>												
Retained Earnings	8,850,000	8,642,000	8,217,948	8,016,530	7,818,315	7,536,613	7,340,216	7,125,564	6,887,993	6,671,639	6,460,104	6,231,125
Revaluation Reserves	11,622,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000
<b>Council Equity Interest</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,637,530</b>	<b>16,439,315</b>	<b>16,157,613</b>	<b>15,961,216</b>	<b>15,746,564</b>	<b>15,508,993</b>	<b>15,292,639</b>	<b>15,081,104</b>	<b>14,852,125</b>
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,637,530</b>	<b>16,439,315</b>	<b>16,157,613</b>	<b>15,961,216</b>	<b>15,746,564</b>	<b>15,508,993</b>	<b>15,292,639</b>	<b>15,081,104</b>	<b>14,852,125</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,830,000	2,042,000	1,259,130	644,833	543,385	454,943	373,666	296,795	220,201	148,096	78,600	7,423
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	44,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>1,874,000</b>	<b>2,107,000</b>	<b>1,324,130</b>	<b>709,833</b>	<b>608,385</b>	<b>519,943</b>	<b>438,666</b>	<b>361,795</b>	<b>285,201</b>	<b>213,096</b>	<b>143,600</b>	<b>72,423</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	8,996,000	8,924,000	11,576,791	13,322,455	13,317,970	13,292,326	13,259,594	13,223,536	13,184,911	13,143,471	13,098,959	13,056,114
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>8,996,000</b>	<b>8,924,000</b>	<b>11,576,791</b>	<b>13,322,455</b>	<b>13,317,970</b>	<b>13,292,326</b>	<b>13,259,594</b>	<b>13,223,536</b>	<b>13,184,911</b>	<b>13,143,471</b>	<b>13,098,959</b>	<b>13,056,114</b>
<b>TOTAL ASSETS</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,032,288</b>	<b>13,926,355</b>	<b>13,812,269</b>	<b>13,698,260</b>	<b>13,585,331</b>	<b>13,470,112</b>	<b>13,356,567</b>	<b>13,242,559</b>	<b>13,128,537</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,032,288</b>	<b>13,926,355</b>	<b>13,812,269</b>	<b>13,698,260</b>	<b>13,585,331</b>	<b>13,470,112</b>	<b>13,356,567</b>	<b>13,242,559</b>	<b>13,128,537</b>
<b>EQUITY</b>												
Retained Earnings	5,336,000	5,499,000	7,368,921	8,500,288	8,394,355	8,280,269	8,166,260	8,053,331	7,938,112	7,824,567	7,710,559	7,596,537
Revaluation Reserves	5,534,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000
<b>Council Equity Interest</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,032,288</b>	<b>13,926,355</b>	<b>13,812,269</b>	<b>13,698,260</b>	<b>13,585,331</b>	<b>13,470,112</b>	<b>13,356,567</b>	<b>13,242,559</b>	<b>13,128,537</b>
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,032,288</b>	<b>13,926,355</b>	<b>13,812,269</b>	<b>13,698,260</b>	<b>13,585,331</b>	<b>13,470,112</b>	<b>13,356,567</b>	<b>13,242,559</b>	<b>13,128,537</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS</b>												
<b>ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,089,000	1,870,000	2,016,544	2,039,855	1,780,044	2,010,972	2,129,092	2,363,614	2,593,341	2,775,812	3,000,542	3,220,147
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,089,000</b>	<b>1,975,000</b>	<b>2,121,544</b>	<b>2,144,855</b>	<b>1,885,044</b>	<b>2,115,972</b>	<b>2,234,092</b>	<b>2,468,614</b>	<b>2,698,341</b>	<b>2,880,812</b>	<b>3,105,542</b>	<b>3,325,147</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,910,000	4,300,000	4,270,458	4,354,714	4,721,472	4,596,403	4,578,720	4,442,533	4,302,748	4,159,271	4,012,004	3,860,847
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,910,000</b>	<b>4,300,000</b>	<b>4,270,458</b>	<b>4,354,714</b>	<b>4,721,472</b>	<b>4,596,403</b>	<b>4,578,720</b>	<b>4,442,533</b>	<b>4,302,748</b>	<b>4,159,271</b>	<b>4,012,004</b>	<b>3,860,847</b>
<b>TOTAL ASSETS</b>	<b>6,999,000</b>	<b>6,275,000</b>	<b>6,392,002</b>	<b>6,499,569</b>	<b>6,606,516</b>	<b>6,712,375</b>	<b>6,812,812</b>	<b>6,911,147</b>	<b>7,001,089</b>	<b>7,040,083</b>	<b>7,117,546</b>	<b>7,185,994</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	2,349,441	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053
Borrowings	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,354,000</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	54,000	49,388	44,427	39,073	33,275	27,006	20,229	12,905	4,983	3,582	4,679	4,679
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>54,000</b>	<b>49,388</b>	<b>44,427</b>	<b>39,073</b>	<b>33,275</b>	<b>27,006</b>	<b>20,229</b>	<b>12,905</b>	<b>4,983</b>	<b>3,582</b>	<b>4,679</b>	<b>4,679</b>
<b>TOTAL LIABILITIES</b>	<b>2,408,000</b>	<b>2,054,000</b>	<b>2,049,039</b>	<b>2,043,685</b>	<b>2,037,887</b>	<b>2,031,618</b>	<b>2,024,841</b>	<b>2,017,517</b>	<b>2,009,595</b>	<b>2,001,030</b>	<b>1,999,933</b>	<b>1,999,933</b>
<b>Net Assets</b>	<b>4,591,000</b>	<b>4,221,000</b>	<b>4,342,963</b>	<b>4,455,884</b>	<b>4,568,629</b>	<b>4,680,757</b>	<b>4,787,972</b>	<b>4,893,630</b>	<b>4,991,494</b>	<b>5,039,053</b>	<b>5,117,613</b>	<b>5,186,061</b>
<b>EQUITY</b>												
Retained Earnings	2,900,000	3,026,000	3,147,963	3,260,884	3,373,629	3,485,757	3,592,972	3,698,630	3,796,494	3,844,053	3,922,613	3,991,061
Revaluation Reserves	1,691,000	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
<i>Council Equity Interest</i>	4,591,000	4,221,000	4,342,963	4,455,884	4,568,629	4,680,757	4,787,972	4,893,630	4,991,494	5,039,053	5,117,613	5,186,061
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>4,591,000</b>	<b>4,221,000</b>	<b>4,342,963</b>	<b>4,455,884</b>	<b>4,568,629</b>	<b>4,680,757</b>	<b>4,787,972</b>	<b>4,893,630</b>	<b>4,991,494</b>	<b>5,039,053</b>	<b>5,117,613</b>	<b>5,186,061</b>

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED FUNDS</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	5,897,000	6,087,000	6,429,760	6,728,532	6,930,756	7,138,903	7,353,142	7,573,652	7,800,609	8,034,199	8,274,611	8,522,043
User Charges & Fees	5,274,000	4,995,000	4,958,692	5,074,677	5,193,379	5,314,870	5,439,216	5,566,488	5,696,747	5,830,069	5,966,520	6,106,179
Interest & Investment Revenue Received	277,000	366,000	312,500	317,346	231,386	177,171	174,843	176,891	179,113	180,958	181,638	184,865
Grants & Contributions	8,815,000	8,807,000	10,011,980	8,941,479	7,890,019	7,823,957	8,000,168	8,180,350	8,364,591	8,552,982	8,745,615	8,942,590
Bonds & Deposits Received												
Other	1,544,000	1,369,000	726,543	733,392	746,806	760,527	774,565	788,924	803,617	818,644	834,016	849,745
<i>Payments</i>												
Employee Benefits & On-Costs	(8,919,000)	(9,467,000)	(10,012,466)	(10,357,443)	(10,642,272)	(10,934,935)	(11,235,648)	(11,544,628)	(11,862,104)	(12,188,312)	(12,523,490)	(12,867,886)
Materials & Contracts	(4,261,000)	(4,347,000)	(4,407,905)	(3,965,082)	(4,052,813)	(4,168,209)	(4,191,369)	(4,300,363)	(4,763,907)	(4,544,740)	(4,633,804)	(4,749,904)
Borrowing Costs	(156,000)	(147,000)	(148,781)	(156,722)	(145,759)	(138,787)	(148,254)	(194,249)	(206,958)	(263,312)	(339,456)	(392,441)
Other	(1,559,000)	(1,966,000)	(1,711,997)	(2,063,877)	(2,106,765)	(2,319,661)	(2,377,045)	(2,443,963)	(2,472,326)	(2,456,639)	(2,531,566)	(2,575,500)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>6,912,000</b>	<b>5,697,000</b>	<b>6,158,325</b>	<b>5,252,302</b>	<b>4,044,737</b>	<b>3,653,836</b>	<b>3,789,618</b>	<b>3,803,101</b>	<b>3,539,382</b>	<b>3,963,849</b>	<b>3,974,084</b>	<b>4,019,691</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities	15,800,000	17,850,000	3,600,000	2,130,000	1,400,000	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	185,000	351,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities	(18,294,000)	(21,750,000)	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(3,261,000)	(4,943,000)	(10,681,492)	(8,048,596)	(5,768,123)	(4,041,991)	(4,743,115)	(3,937,755)	(4,482,572)	(5,220,708)	(4,760,127)	(5,401,565)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(5,570,000)</b>	<b>(8,492,000)</b>	<b>(7,081,492)</b>	<b>(5,918,596)</b>	<b>(4,368,123)</b>	<b>(4,041,991)</b>	<b>(4,743,115)</b>	<b>(3,937,755)</b>	<b>(4,482,572)</b>	<b>(5,220,708)</b>	<b>(4,760,127)</b>	<b>(5,401,565)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	0	0	0	0	0	460,000	1,150,000	440,000	1,250,000	1,600,000	1,250,000	1,850,000
Proceeds from Retirement Home Contributions	1,777,000	1,058,000										
<i>Payments</i>												
Repayment of Borrowings & Advances	(201,000)	(202,000)	(222,740)	(220,270)	(238,747)	(240,023)	(289,695)	(294,467)	(310,472)	(353,393)	(424,736)	(496,137)
Repayment of Retirement Home Contributions	(1,336,000)	(1,400,000)	0									
Other Financing Activity Payments		0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>240,000</b>	<b>(544,000)</b>	<b>(222,740)</b>	<b>(220,270)</b>	<b>(238,747)</b>	<b>219,977</b>	<b>860,305</b>	<b>145,533</b>	<b>939,528</b>	<b>1,246,607</b>	<b>825,264</b>	<b>1,353,863</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,582,000</b>	<b>(3,339,000)</b>	<b>(1,145,908)</b>	<b>(886,564)</b>	<b>(562,132)</b>	<b>(168,178)</b>	<b>(93,192)</b>	<b>10,880</b>	<b>(3,661)</b>	<b>(10,252)</b>	<b>39,221</b>	<b>(28,010)</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>8,200,000</b>	<b>9,782,000</b>	<b>6,443,000</b>	<b>5,297,092</b>	<b>4,410,529</b>	<b>3,848,396</b>	<b>3,680,219</b>	<b>3,587,027</b>	<b>3,597,907</b>	<b>3,594,246</b>	<b>3,583,994</b>	<b>3,623,216</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>9,782,000</b>	<b>6,443,000</b>	<b>5,297,092</b>	<b>4,410,529</b>	<b>3,848,396</b>	<b>3,680,219</b>	<b>3,587,027</b>	<b>3,597,907</b>	<b>3,594,246</b>	<b>3,583,994</b>	<b>3,623,216</b>	<b>3,595,205</b>
<b>plus: Investments - End of the Year</b>	<b>4,650,000</b>	<b>8,550,000</b>	<b>4,950,000</b>	<b>2,820,000</b>	<b>1,420,000</b>							
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>14,432,000</b>	<b>14,993,000</b>	<b>10,247,092</b>	<b>7,230,529</b>	<b>5,268,396</b>	<b>5,100,219</b>	<b>5,007,027</b>	<b>5,017,907</b>	<b>5,014,246</b>	<b>5,003,994</b>	<b>5,043,216</b>	<b>5,015,205</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	4,923,615	5,012,000	5,274,368	5,404,491	5,566,747	5,733,756	5,905,653	6,082,583	6,264,684	6,452,107	6,645,005	6,843,534
User Charges & Fees	4,011,505	3,661,000	3,592,154	3,673,333	3,756,340	3,841,222	3,928,023	4,016,790	4,107,560	4,200,385	4,295,302	4,392,365
Interest & Investment Revenue Received	94,207	189,000	147,725	211,643	122,450	66,992	63,603	60,455	66,745	73,568	83,180	92,436
Grants & Contributions	6,503,727	6,472,000	5,856,449	5,444,905	5,478,228	5,357,746	5,478,310	5,601,589	5,727,641	5,856,530	5,988,317	6,123,073
Bonds & Deposits Received												
Other	1,521,570	1,354,000	726,543	733,392	746,806	760,527	774,565	788,924	803,617	818,644	834,016	849,745
<i>Payments</i>												
Employee Benefits & On-Costs	(6,418,316)	(6,615,000)	(7,512,056)	(7,690,891)	(7,902,389)	(8,119,706)	(8,343,000)	(8,572,431)	(8,808,170)	(9,050,393)	(9,299,278)	(9,555,008)
Materials & Contracts	(3,115,374)	(3,009,565)	(3,474,936)	(3,251,053)	(3,323,782)	(3,336,688)	(3,430,096)	(3,505,827)	(3,930,905)	(3,679,587)	(3,803,284)	(3,888,468)
Borrowing Costs	(146,000)	(136,000)	(144,726)	(153,059)	(142,542)	(136,040)	(146,015)	(192,557)	(205,864)	(262,861)	(339,447)	(392,441)
Bonds & Deposits Refunded												
Other	(1,039,916)	(1,910,000)	(762,864)	(1,074,247)	(1,096,063)	(1,287,445)	(1,322,850)	(1,367,318)	(1,372,749)	(1,333,636)	(1,384,637)	(1,404,134)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>6,335,018</b>	<b>5,017,435</b>	<b>3,702,658</b>	<b>3,298,513</b>	<b>3,205,796</b>	<b>2,880,365</b>	<b>2,908,193</b>	<b>2,912,208</b>	<b>2,652,560</b>	<b>3,074,756</b>	<b>3,019,174</b>	<b>3,061,103</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities	15,800,000	17,850,000	3,600,000	2,130,000	1,400,000				0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	185,000	351,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities	(18,294,000)	(21,750,000)	0	0								
Purchase of Infrastructure, Property, Plant & Equipment	(3,092,000)	(4,708,047)	(7,253,934)	(5,296,027)	(4,370,346)	(3,131,667)	(3,724,110)	(3,013,334)	(3,538,200)	(4,239,848)	(3,770,242)	(4,384,117)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(5,401,000)</b>	<b>(8,257,047)</b>	<b>(3,653,934)</b>	<b>(3,166,027)</b>	<b>(2,970,346)</b>	<b>(3,131,667)</b>	<b>(3,724,110)</b>	<b>(3,013,334)</b>	<b>(3,538,200)</b>	<b>(4,239,848)</b>	<b>(3,770,242)</b>	<b>(4,384,117)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	0	0				460,000	1,150,000	440,000	1,250,000	1,600,000	1,250,000	1,850,000
Proceeds from Retirement Home Contributions	1,777,000	0										
Other Financing Activity Receipts	0	0										
<i>Payments</i>												
Repayment of Borrowings & Advances	(197,327)	(197,388)	(217,779)	(214,917)	(232,949)	(233,755)	(282,918)	(287,144)	(302,550)	(344,828)	(423,639)	(496,137)
Repayment of Retirement Home Contributions	(1,336,000)	0										
Other Financing Activity Payments	0	0										
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>243,673</b>	<b>(197,388)</b>	<b>(217,779)</b>	<b>(214,917)</b>	<b>(232,949)</b>	<b>226,245</b>	<b>867,082</b>	<b>152,856</b>	<b>947,450</b>	<b>1,255,172</b>	<b>826,361</b>	<b>1,353,863</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,177,691</b>	<b>(3,437,000)</b>	<b>(169,056)</b>	<b>(82,430)</b>	<b>2,502</b>	<b>(25,056)</b>	<b>51,165</b>	<b>51,731</b>	<b>61,810</b>	<b>90,081</b>	<b>75,294</b>	<b>30,849</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>2,515,309</b>	<b>3,693,000</b>	<b>256,000</b>	<b>86,944</b>	<b>4,514</b>	<b>7,016</b>	<b>(18,040)</b>	<b>33,125</b>	<b>84,856</b>	<b>146,666</b>	<b>236,747</b>	<b>312,041</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>3,693,000</b>	<b>256,000</b>	<b>86,944</b>	<b>4,514</b>	<b>7,016</b>	<b>(18,040)</b>	<b>33,125</b>	<b>84,856</b>	<b>146,666</b>	<b>236,747</b>	<b>312,041</b>	<b>342,890</b>
<b>plus: Investments - End of the Year</b>	<b>4,650,000</b>	<b>8,550,000</b>	<b>4,950,000</b>	<b>2,820,000</b>	<b>1,420,000</b>							
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>8,343,000</b>	<b>8,806,000</b>	<b>5,036,944</b>	<b>2,824,514</b>	<b>1,427,016</b>	<b>1,401,960</b>	<b>1,453,125</b>	<b>1,504,856</b>	<b>1,566,666</b>	<b>1,656,747</b>	<b>1,732,041</b>	<b>1,762,890</b>

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URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	389,871	388,000	438,222	562,655	579,639	597,121	615,115	633,635	652,696	672,315	692,506	713,288
User Charges & Fees	538,305	492,000	527,546	543,043	558,985	575,385	592,257	609,612	627,465	645,829	664,719	684,151
Interest & Investment Revenue Received	64,140	66,000	63,275	41,779	44,381	47,283	45,731	43,602	39,547	34,600	27,977	22,045
Grants & Contributions	15,772	18,000	21,031	21,650	22,286	22,941	23,615	24,308	25,021	25,755	26,510	27,286
Bonds & Deposits Received												
Other	0	7,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(266,422)	(457,000)	(283,857)	(355,367)	(365,140)	(375,181)	(385,498)	(396,100)	(406,993)	(418,186)	(429,686)	(441,502)
Materials & Contracts	(177,967)	(357,228)	(362,920)	(167,913)	(170,705)	(260,700)	(177,662)	(197,831)	(220,971)	(199,322)	(192,649)	(209,193)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	(277,220)	0	(343,022)	(350,344)	(357,821)	(365,456)	(373,258)	(381,228)	(389,369)	(397,690)	(406,184)	(414,862)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>286,478</b>	<b>156,772</b>	<b>60,275</b>	<b>295,503</b>	<b>311,625</b>	<b>241,393</b>	<b>340,300</b>	<b>335,998</b>	<b>327,396</b>	<b>363,301</b>	<b>383,193</b>	<b>381,213</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0										
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0										
Purchase of Infrastructure, Property, Plant & Equipment	(4,000)	(51,772)	(400,801)	(508,650)	(515,000)	(527,000)	(521,500)	(534,500)	(546,000)	(574,000)	(574,500)	(588,500)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(4,000)</b>	<b>(51,772)</b>	<b>(400,801)</b>	<b>(508,650)</b>	<b>(515,000)</b>	<b>(527,000)</b>	<b>(521,500)</b>	<b>(534,500)</b>	<b>(546,000)</b>	<b>(574,000)</b>	<b>(574,500)</b>	<b>(588,500)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Home Contributions		0										
Other Financing Activity Receipts		0										
<i>Payments</i>												
Repayment of Borrowings & Advances		0	0									
Repayment of Retirement Home Contributions		0										
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>282,478</b>	<b>105,000</b>	<b>(340,527)</b>	<b>(213,148)</b>	<b>(203,375)</b>	<b>(285,607)</b>	<b>(181,200)</b>	<b>(198,502)</b>	<b>(218,604)</b>	<b>(210,699)</b>	<b>(191,307)</b>	<b>(207,287)</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,887,522</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,721,326</b>	<b>1,517,951</b>	<b>1,232,344</b>	<b>1,051,144</b>	<b>852,642</b>	<b>634,038</b>	<b>423,339</b>	<b>232,032</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,721,326</b>	<b>1,517,951</b>	<b>1,232,344</b>	<b>1,051,144</b>	<b>852,642</b>	<b>634,038</b>	<b>423,339</b>	<b>232,032</b>	<b>24,745</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,721,326</b>	<b>1,517,951</b>	<b>1,232,344</b>	<b>1,051,144</b>	<b>852,642</b>	<b>634,038</b>	<b>423,339</b>	<b>232,032</b>	<b>24,745</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	583,515	687,000	717,171	761,386	784,370	808,026	832,374	857,434	883,229	909,777	937,100	965,221
User Charges & Fees	9,602	9,000	15,827	16,204	16,589	16,984	17,388	17,802	18,225	18,658	19,102	19,556
Interest & Investment Revenue Received	49,442	54,000	53,550	34,196	27,154	17,823	16,600	16,253	14,322	12,373	10,063	8,049
Grants & Contributions	11,853	114,000	1,865,844	1,155,223	17,611	18,008	18,413	18,827	19,251	19,684	20,127	20,580
Bonds & Deposits Received												
Other	0	0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(172,262)	(290,000)	(182,082)	(220,765)	(226,836)	(233,074)	(239,484)	(246,070)	(252,838)	(259,792)	(266,937)	(274,278)
Materials & Contracts	(146,659)	(229,819)	(137,090)	(120,246)	(122,703)	(125,222)	(127,804)	(130,451)	(135,086)	(135,947)	(138,796)	(141,716)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	(180,864)	(4,000)	(229,333)	(254,583)	(260,087)	(265,707)	(271,449)	(277,315)	(283,309)	(289,432)	(295,690)	(302,084)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>154,626</b>	<b>340,181</b>	<b>2,103,887</b>	<b>1,371,416</b>	<b>236,098</b>	<b>236,838</b>	<b>246,038</b>	<b>256,480</b>	<b>263,794</b>	<b>275,321</b>	<b>284,969</b>	<b>295,328</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0										
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0										
Purchase of Infrastructure, Property, Plant & Equipment	(42,000)	(128,181)	(2,886,757)	(1,985,713)	(337,546)	(325,280)	(327,315)	(333,351)	(340,388)	(347,426)	(354,465)	(366,505)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(42,000)</b>	<b>(128,181)</b>	<b>(2,886,757)</b>	<b>(1,985,713)</b>	<b>(337,546)</b>	<b>(325,280)</b>	<b>(327,315)</b>	<b>(333,351)</b>	<b>(340,388)</b>	<b>(347,426)</b>	<b>(354,465)</b>	<b>(366,505)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0									
Proceeds from Retirement Home Contributions		0	0									
Other Financing Activity Receipts		0	0									
<i>Payments</i>												
Repayment of Borrowings & Advances		0	0									
Repayment of Retirement Home Contributions		0	0									
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>112,626</b>	<b>212,000</b>	<b>(782,870)</b>	<b>(614,297)</b>	<b>(101,448)</b>	<b>(88,442)</b>	<b>(81,277)</b>	<b>(76,871)</b>	<b>(76,594)</b>	<b>(72,105)</b>	<b>(69,496)</b>	<b>(71,177)</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,717,374</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>644,833</b>	<b>543,385</b>	<b>454,943</b>	<b>373,666</b>	<b>296,795</b>	<b>220,201</b>	<b>148,096</b>	<b>78,600</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>644,833</b>	<b>543,385</b>	<b>454,943</b>	<b>373,666</b>	<b>296,795</b>	<b>220,201</b>	<b>148,096</b>	<b>78,600</b>	<b>7,423</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>644,833</b>	<b>543,385</b>	<b>454,943</b>	<b>373,666</b>	<b>296,795</b>	<b>220,201</b>	<b>148,096</b>	<b>78,600</b>	<b>7,423</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 1 - Conservative

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	714,588	833,000	823,164	842,097	861,465	881,279	901,548	922,284	943,497	965,197	987,397	1,010,107
Interest & Investment Revenue Received	69,211	57,000	47,950	29,729	37,401	45,073	48,909	56,581	58,499	60,417	60,417	62,335
Grants & Contributions	2,283,648	2,203,000	2,268,656	2,319,701	2,371,894	2,425,262	2,479,830	2,535,626	2,592,678	2,651,013	2,710,661	2,771,651
Bonds & Deposits Received												
Other	22,430	8,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(2,062,000)	(2,105,000)	(2,034,472)	(2,090,420)	(2,147,907)	(2,206,974)	(2,267,666)	(2,330,027)	(2,394,103)	(2,459,941)	(2,527,589)	(2,597,098)
Materials & Contracts	(821,000)	(750,388)	(432,959)	(425,871)	(435,623)	(445,599)	(455,807)	(466,254)	(476,945)	(529,884)	(499,075)	(510,527)
Borrowing Costs	(10,000)	(11,000)	(4,055)	(3,662)	(3,218)	(2,747)	(2,238)	(1,693)	(1,094)	(451)	(9)	0
Bonds & Deposits Refunded												
Other	(61,000)	(52,000)	(376,779)	(384,703)	(392,794)	(401,053)	(409,488)	(418,102)	(426,899)	(435,881)	(445,055)	(454,420)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>135,878</b>	<b>182,612</b>	<b>291,505</b>	<b>286,871</b>	<b>291,218</b>	<b>295,241</b>	<b>295,088</b>	<b>298,415</b>	<b>295,633</b>	<b>250,470</b>	<b>286,747</b>	<b>282,048</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0	0									
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0	0									
Purchase of Infrastructure, Property, Plant & Equipment	(123,000)	(55,000)	(140,000)	(258,206)	(545,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(123,000)</b>	<b>(55,000)</b>	<b>(140,000)</b>	<b>(258,206)</b>	<b>(545,231)</b>	<b>(58,044)</b>	<b>(170,190)</b>	<b>(56,570)</b>	<b>(57,984)</b>	<b>(59,434)</b>	<b>(60,920)</b>	<b>(62,443)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0									
Proceeds from Retirement Home Contributions		1,058,000	0									
Other Financing Activity Receipts		0	0									
<i>Payments</i>												
Repayment of Borrowings & Advances	(3,673)	(4,612)	(4,961)	(5,354)	(5,798)	(6,269)	(6,778)	(7,323)	(7,922)	(8,565)	(1,097)	0
Repayment of Retirement Home Contributions		(1,400,000)	0									
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>(3,673)</b>	<b>(346,612)</b>	<b>(4,961)</b>	<b>(5,354)</b>	<b>(5,798)</b>	<b>(6,269)</b>	<b>(6,778)</b>	<b>(7,323)</b>	<b>(7,922)</b>	<b>(8,565)</b>	<b>(1,097)</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>9,205</b>	<b>(219,000)</b>	<b>146,544</b>	<b>23,311</b>	<b>(259,811)</b>	<b>230,928</b>	<b>118,120</b>	<b>234,522</b>	<b>229,727</b>	<b>182,471</b>	<b>224,730</b>	<b>219,605</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>2,079,795</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>	<b>3,220,147</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>	<b>3,220,147</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	5,938,385	6,159,000	6,429,760	6,783,964	7,178,733	7,394,360	7,616,297	7,844,731	8,079,843	8,321,826	8,570,877	8,827,198
User Charges & Fees	4,891,907	4,856,000	4,958,692	5,137,677	5,257,838	5,380,822	5,506,695	5,635,529	5,767,386	5,902,344	6,040,468	6,181,839
Interest & Investment Revenue	337,581	398,000	312,500	317,346	240,054	200,713	200,302	206,774	217,871	230,309	241,001	256,180
Other Revenues	754,000	630,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
Grants & Contributions Provided for Operating Purposes	8,807,625	7,761,000	6,539,215	6,713,479	6,864,709	7,019,353	7,177,476	7,339,164	7,504,495	7,673,551	7,846,414	8,023,174
Grants & Contributions Provided for Capital Purposes	16,000	1,552,000	3,472,765	2,258,000	1,056,000	836,000	854,810	874,043	893,709	913,817	934,378	955,402
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>20,745,499</b>	<b>21,356,000</b>	<b>22,439,474</b>	<b>21,955,358</b>	<b>21,355,900</b>	<b>21,603,801</b>	<b>22,142,442</b>	<b>22,701,740</b>	<b>23,279,780</b>	<b>23,873,639</b>	<b>24,480,598</b>	<b>25,107,286</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	8,705,684	9,424,000	10,012,466	10,307,943	10,591,411	10,882,675	11,181,951	11,489,454	11,805,414	12,130,064	12,463,640	12,806,390
Borrowing Costs	190,000	167,000	148,781	156,722	145,759	138,787	126,266	151,570	147,667	187,986	244,353	278,642
Materials & Contracts	3,522,626	3,892,000	4,407,905	3,940,082	4,027,188	4,141,943	4,164,446	4,272,767	4,735,621	4,515,746	4,604,085	4,719,442
Depreciation & Amortisation	3,957,976	4,270,000	4,273,547	4,384,667	4,594,409	4,713,861	4,836,414	4,962,160	5,091,176	5,223,549	5,359,361	5,498,705
Impairment												
Other Expenses	1,954,084	1,623,000	1,711,997	2,009,377	2,051,011	2,262,625	2,318,697	2,384,274	2,411,263	2,394,173	2,467,664	2,510,127
Net Losses from the Disposal of Assets	518,000	84,000	0									
<b>Total Expenses from Continuing Operations</b>	<b>18,848,370</b>	<b>19,460,000</b>	<b>20,554,696</b>	<b>20,798,791</b>	<b>21,409,778</b>	<b>22,139,891</b>	<b>22,627,774</b>	<b>23,260,225</b>	<b>24,191,140</b>	<b>24,451,518</b>	<b>25,139,103</b>	<b>25,813,305</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>1,897,129</b>	<b>1,896,000</b>	<b>1,884,778</b>	<b>1,156,567</b>	<b>-53,878</b>	<b>-536,090</b>	<b>-485,332</b>	<b>-558,486</b>	<b>-911,361</b>	<b>-577,879</b>	<b>-658,505</b>	<b>-706,020</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>1,881,129</b>	<b>344,000</b>	<b>-1,587,987</b>	<b>-1,101,433</b>	<b>-1,109,878</b>	<b>-1,372,090</b>	<b>-1,340,142</b>	<b>-1,432,529</b>	<b>-1,805,070</b>	<b>-1,491,696</b>	<b>-1,592,883</b>	<b>-1,661,422</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	4,965,000	5,063,000	5,274,368	5,408,616	5,570,996	5,738,134	5,910,163	6,087,229	6,269,470	6,457,037	6,650,083	6,848,764
User Charges & Fees	3,629,412	3,305,000	3,592,154	3,731,333	3,815,674	3,901,921	3,990,118	4,080,313	4,172,543	4,266,863	4,363,308	4,461,935
Interest & Investment Revenue	154,789	221,000	147,725	211,643	131,118	89,211	81,280	73,735	80,047	87,539	97,538	106,791
Other Revenues	731,570	615,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
Grants & Contributions Provided for Operating Purposes	6,496,352	5,524,000	4,232,684	4,354,905	4,452,918	4,553,142	4,655,618	4,760,403	4,867,545	4,977,099	5,089,116	5,203,657
Grants & Contributions Provided for Capital Purposes	16,000	1,454,000	1,623,765	1,120,000	1,056,000	836,000	854,810	874,043	893,709	913,817	934,378	955,402
<i>Other Income</i>												
Net Gains from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>15,993,122</b>	<b>16,182,000</b>	<b>15,597,239</b>	<b>15,571,388</b>	<b>15,785,272</b>	<b>15,890,961</b>	<b>16,278,851</b>	<b>16,677,222</b>	<b>17,099,790</b>	<b>17,534,146</b>	<b>17,981,883</b>	<b>18,440,042</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	6,205,000	6,572,000	7,512,056	7,641,391	7,851,528	8,067,446	8,289,303	8,517,257	8,751,480	8,992,145	9,239,428	9,493,512
Borrowing Costs	180,000	156,000	144,726	153,059	142,542	136,040	124,027	149,878	146,573	187,535	244,344	278,642
Materials & Contracts	2,377,000	2,607,000	3,474,936	3,226,053	3,298,157	3,310,422	3,403,173	3,478,231	3,902,619	3,650,593	3,773,565	3,858,006
Depreciation & Amortisation	3,310,000	3,381,000	3,385,712	3,473,748	3,564,065	3,656,728	3,751,798	3,849,344	3,949,427	4,052,116	4,157,469	4,265,564
Impairment												
Other Expenses	1,435,000	1,567,000	762,864	1,019,747	1,040,309	1,230,409	1,264,502	1,307,629	1,311,686	1,271,170	1,320,735	1,338,761
Net Losses from the Disposal of Assets	518,000	84,000	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>14,025,000</b>	<b>14,367,000</b>	<b>15,280,293</b>	<b>15,513,998</b>	<b>15,896,600</b>	<b>16,401,044</b>	<b>16,832,803</b>	<b>17,302,339</b>	<b>18,061,784</b>	<b>18,153,559</b>	<b>18,735,541</b>	<b>19,234,484</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>1,968,122</b>	<b>1,815,000</b>	<b>316,946</b>	<b>57,390</b>	<b>-111,328</b>	<b>-510,083</b>	<b>-553,952</b>	<b>-625,117</b>	<b>-961,995</b>	<b>-619,413</b>	<b>-753,658</b>	<b>-794,442</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>1,952,122</b>	<b>361,000</b>	<b>-1,306,819</b>	<b>-1,062,610</b>	<b>-1,167,328</b>	<b>-1,346,083</b>	<b>-1,408,762</b>	<b>-1,499,160</b>	<b>-1,855,704</b>	<b>-1,533,230</b>	<b>-1,688,036</b>	<b>-1,749,844</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	389,871	388,000	438,222	587,655	742,747	765,148	788,205	811,936	836,361	861,500	887,373	914,002
User Charges & Fees	538,305	604,000	527,546	543,043	558,985	575,385	592,257	609,612	627,465	645,829	664,719	684,151
Interest & Investment Revenue	64,140	66,000	63,275	41,779	44,381	47,871	50,528	54,125	55,852	57,388	57,064	58,944
Other Revenues	0	7,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	15,772	18,000	21,031	21,650	22,286	22,941	23,615	24,308	25,021	25,755	26,510	27,286
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>1,008,088</b>	<b>1,083,000</b>	<b>1,050,073</b>	<b>1,194,127</b>	<b>1,368,399</b>	<b>1,411,345</b>	<b>1,454,605</b>	<b>1,499,981</b>	<b>1,544,699</b>	<b>1,590,472</b>	<b>1,635,666</b>	<b>1,684,383</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	266,422	457,000	283,857	355,367	365,140	375,181	385,498	396,100	406,993	418,186	429,686	441,502
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	177,967	349,000	362,920	167,913	170,705	260,700	177,662	197,831	220,971	199,322	192,649	209,193
Depreciation & Amortisation	277,227	485,000	484,327	496,920	509,840	523,096	536,696	550,650	564,967	579,656	594,728	610,191
Impairment												
Other Expenses	277,220	0	343,022	350,344	357,821	365,456	373,258	381,228	389,369	397,690	406,184	414,862
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>998,836</b>	<b>1,291,000</b>	<b>1,474,126</b>	<b>1,370,544</b>	<b>1,403,506</b>	<b>1,524,433</b>	<b>1,473,114</b>	<b>1,525,809</b>	<b>1,582,300</b>	<b>1,594,854</b>	<b>1,623,247</b>	<b>1,675,748</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>9,252</b>	<b>-208,000</b>	<b>-424,052</b>	<b>-176,418</b>	<b>-35,107</b>	<b>-113,088</b>	<b>-18,509</b>	<b>-25,828</b>	<b>-37,601</b>	<b>-4,382</b>	<b>12,419</b>	<b>8,635</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>9,252</b>	<b>-208,000</b>	<b>-424,052</b>	<b>-176,418</b>	<b>-35,107</b>	<b>-113,088</b>	<b>-18,509</b>	<b>-25,828</b>	<b>-37,601</b>	<b>-4,382</b>	<b>12,419</b>	<b>8,635</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	583,515	708,000	717,171	787,693	864,990	891,078	917,929	945,566	974,012	1,003,289	1,033,421	1,064,432
User Charges & Fees	9,602	9,000	15,827	21,204	21,714	22,237	22,772	23,320	23,881	24,455	25,044	25,646
Interest & Investment Revenue	49,442	54,000	53,550	34,196	27,154	18,558	19,585	22,333	23,472	24,965	25,981	28,109
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	11,853	16,000	16,844	17,223	17,611	18,008	18,413	18,827	19,251	19,684	20,127	20,580
Grants & Contributions Provided for Capital Purposes	0	98,000	1,849,000	1,138,000	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>654,411</b>	<b>885,000</b>	<b>2,652,392</b>	<b>1,998,316</b>	<b>931,469</b>	<b>949,881</b>	<b>978,699</b>	<b>1,010,046</b>	<b>1,040,616</b>	<b>1,072,393</b>	<b>1,104,573</b>	<b>1,138,767</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	172,262	290,000	182,082	220,765	226,836	233,074	239,484	246,070	252,838	259,792	266,937	274,278
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	146,659	193,000	137,090	120,246	122,703	125,222	127,804	130,451	135,086	135,947	138,796	141,716
Depreciation & Amortisation	205,749	235,000	233,966	240,049	342,031	350,924	360,047	369,409	379,013	388,866	398,977	409,350
Impairment												
Other Expenses	180,864	4,000	229,333	254,583	260,087	265,707	271,449	277,315	283,309	289,432	295,690	302,084
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>705,534</b>	<b>722,000</b>	<b>782,471</b>	<b>835,642</b>	<b>951,657</b>	<b>974,927</b>	<b>998,784</b>	<b>1,023,245</b>	<b>1,050,246</b>	<b>1,074,037</b>	<b>1,100,400</b>	<b>1,127,428</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>-51,123</b>	<b>163,000</b>	<b>1,869,921</b>	<b>1,162,674</b>	<b>-20,188</b>	<b>-25,046</b>	<b>-20,085</b>	<b>-13,199</b>	<b>-9,630</b>	<b>-1,644</b>	<b>4,173</b>	<b>11,339</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-51,123</b>	<b>65,000</b>	<b>20,921</b>	<b>24,674</b>	<b>-20,188</b>	<b>-25,046</b>	<b>-20,085</b>	<b>-13,199</b>	<b>-9,630</b>	<b>-1,644</b>	<b>4,173</b>	<b>11,339</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	714,588	938,000	823,164	842,097	861,465	881,279	901,548	922,284	943,497	965,197	987,397	1,010,107
Interest & Investment Revenue	69,211	57,000	47,950	29,729	37,401	45,073	48,909	56,581	58,499	60,417	60,417	62,335
Other Revenues	22,430	8,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	2,283,648	2,203,000	2,268,656	2,319,701	2,371,894	2,425,262	2,479,830	2,535,626	2,592,678	2,651,013	2,710,661	2,771,651
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets		0										
<b>Total Income from Continuing Operations</b>	<b>3,089,878</b>	<b>3,206,000</b>	<b>3,139,770</b>	<b>3,191,527</b>	<b>3,270,760</b>	<b>3,351,614</b>	<b>3,430,287</b>	<b>3,514,491</b>	<b>3,594,674</b>	<b>3,676,627</b>	<b>3,758,475</b>	<b>3,844,093</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	2,062,000	2,105,000	2,034,472	2,090,420	2,147,907	2,206,974	2,267,666	2,330,027	2,394,103	2,459,941	2,527,589	2,597,098
Borrowing Costs	10,000	11,000	4,055	3,662	3,218	2,747	2,238	1,693	1,094	451	9	0
Materials & Contracts	821,000	743,000	432,959	425,871	435,623	445,599	455,807	466,254	476,945	529,884	499,075	510,527
Depreciation & Amortisation	165,000	169,000	169,542	173,950	178,473	183,113	187,873	192,757	197,769	202,911	208,187	213,600
Impairment												
Other Expenses	61,000	52,000	376,779	384,703	392,794	401,053	409,488	418,102	426,899	435,881	445,055	454,420
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>3,119,000</b>	<b>3,080,000</b>	<b>3,017,807</b>	<b>3,078,606</b>	<b>3,158,015</b>	<b>3,239,486</b>	<b>3,323,072</b>	<b>3,408,833</b>	<b>3,496,810</b>	<b>3,629,068</b>	<b>3,679,915</b>	<b>3,775,645</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>-29,122</b>	<b>126,000</b>	<b>121,963</b>	<b>112,921</b>	<b>112,745</b>	<b>112,128</b>	<b>107,215</b>	<b>105,658</b>	<b>97,864</b>	<b>47,559</b>	<b>78,560</b>	<b>68,448</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-29,122</b>	<b>126,000</b>	<b>121,963</b>	<b>112,921</b>	<b>112,745</b>	<b>112,128</b>	<b>107,215</b>	<b>105,658</b>	<b>97,864</b>	<b>47,559</b>	<b>78,560</b>	<b>68,448</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED</b>												
<b>ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	9,782,000	6,343,000	5,297,092	4,469,461	4,153,122	4,298,880	4,353,120	4,659,823	5,009,269	5,332,779	5,770,361	6,180,334
Investments	4,650,000	8,650,000	4,950,000	3,050,000	1,900,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Receivables	936,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000
Inventories	178,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000
Other	75,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>15,621,000</b>	<b>17,325,000</b>	<b>12,579,092</b>	<b>9,851,461</b>	<b>8,385,122</b>	<b>8,280,880</b>	<b>8,335,120</b>	<b>8,641,823</b>	<b>8,991,269</b>	<b>9,314,779</b>	<b>9,752,361</b>	<b>10,162,334</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,423,000	231,289,000	237,696,945	241,360,874	242,534,587	241,862,717	241,769,417	240,745,012	240,136,407	240,133,566	239,534,331	239,437,191
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>232,423,000</b>	<b>231,289,000</b>	<b>237,696,945</b>	<b>241,360,874</b>	<b>242,534,587</b>	<b>241,862,717</b>	<b>241,769,417</b>	<b>240,745,012</b>	<b>240,136,407</b>	<b>240,133,566</b>	<b>239,534,331</b>	<b>239,437,191</b>
<b>TOTAL ASSETS</b>	<b>248,044,000</b>	<b>248,614,000</b>	<b>250,276,037</b>	<b>251,212,334</b>	<b>250,919,710</b>	<b>250,143,597</b>	<b>250,104,538</b>	<b>249,386,835</b>	<b>249,127,676</b>	<b>249,448,345</b>	<b>249,286,692</b>	<b>249,599,525</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	3,908,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000
Borrowings	213,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000
Provisions	2,386,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000
<b>Total Current Liabilities</b>	<b>6,507,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,633,000	2,423,000	2,200,260	1,979,989	1,741,243	1,501,219	1,947,492	1,788,275	2,440,477	3,339,024	3,835,876	4,854,729
Provisions	914,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000
<b>Total Non-Current Liabilities</b>	<b>3,547,000</b>	<b>4,664,000</b>	<b>4,441,260</b>	<b>4,220,989</b>	<b>3,982,243</b>	<b>3,742,219</b>	<b>4,188,492</b>	<b>4,029,275</b>	<b>4,681,477</b>	<b>5,580,024</b>	<b>6,076,876</b>	<b>7,095,729</b>
<b>TOTAL LIABILITIES</b>	<b>10,054,000</b>	<b>11,547,000</b>	<b>11,324,260</b>	<b>11,103,989</b>	<b>10,865,243</b>	<b>10,625,219</b>	<b>11,071,492</b>	<b>10,912,275</b>	<b>11,564,477</b>	<b>12,463,024</b>	<b>12,959,876</b>	<b>13,978,729</b>
<b>Net Assets</b>	<b>237,990,000</b>	<b>237,067,000</b>	<b>238,951,778</b>	<b>240,108,345</b>	<b>240,054,467</b>	<b>239,518,377</b>	<b>239,033,046</b>	<b>238,474,560</b>	<b>237,563,200</b>	<b>236,985,320</b>	<b>236,326,815</b>	<b>235,620,796</b>
<b>EQUITY</b>												
Retained Earnings	71,065,000	72,961,000	74,845,778	76,002,345	75,948,467	75,412,377	74,927,046	74,368,560	73,457,200	72,879,320	72,220,815	71,514,796
Revaluation Reserves	166,925,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000
Council Equity Interest	237,990,000	237,067,000	238,951,778	240,108,345	240,054,467	239,518,377	239,033,046	238,474,560	237,563,200	236,985,320	236,326,815	235,620,796
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>237,990,000</b>	<b>237,067,000</b>	<b>238,951,778</b>	<b>240,108,345</b>	<b>240,054,467</b>	<b>239,518,377</b>	<b>239,033,046</b>	<b>238,474,560</b>	<b>237,563,200</b>	<b>236,985,320</b>	<b>236,326,815</b>	<b>235,620,796</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	3,693,000	156,000	86,944	7,139	6,582	37,805	35,408	23,592	132,949	232,918	364,436	470,294
Investments	4,650,000	8,650,000	4,950,000	3,050,000	1,900,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Receivables	630,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000
Inventories	178,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000
Other	75,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>9,226,000</b>	<b>10,594,000</b>	<b>6,824,944</b>	<b>4,845,139</b>	<b>3,694,582</b>	<b>3,475,805</b>	<b>3,402,592</b>	<b>3,461,592</b>	<b>3,570,949</b>	<b>3,670,918</b>	<b>3,802,436</b>	<b>3,908,294</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	200,477,000	203,451,000	207,319,222	209,141,501	209,947,781	209,422,720	209,395,031	208,559,021	208,147,793	208,335,525	207,948,297	208,066,850
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>200,477,000</b>	<b>203,451,000</b>	<b>207,319,222</b>	<b>209,141,501</b>	<b>209,947,781</b>	<b>209,422,720</b>	<b>209,395,031</b>	<b>208,559,021</b>	<b>208,147,793</b>	<b>208,335,525</b>	<b>207,948,297</b>	<b>208,066,850</b>
<b>TOTAL ASSETS</b>	<b>209,703,000</b>	<b>214,045,000</b>	<b>214,144,166</b>	<b>213,986,640</b>	<b>213,642,363</b>	<b>212,898,525</b>	<b>212,797,623</b>	<b>212,020,613</b>	<b>211,718,742</b>	<b>212,006,442</b>	<b>211,750,733</b>	<b>211,975,144</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	1,558,559	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947
Borrowings	208,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441
Provisions	2,386,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000
<b>Total Current Liabilities</b>	<b>4,153,000</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,579,000	2,373,612	2,155,833	1,940,916	1,707,967	1,474,213	1,927,263	1,775,369	2,435,493	3,342,606	3,840,555	4,859,408
Provisions	914,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000
<b>Total Non-Current Liabilities</b>	<b>3,493,000</b>	<b>4,614,612</b>	<b>4,396,833</b>	<b>4,181,916</b>	<b>3,948,967</b>	<b>3,715,213</b>	<b>4,168,263</b>	<b>4,016,369</b>	<b>4,676,493</b>	<b>5,583,606</b>	<b>6,081,555</b>	<b>7,100,408</b>
<b>TOTAL LIABILITIES</b>	<b>7,646,000</b>	<b>9,493,000</b>	<b>9,275,221</b>	<b>9,060,304</b>	<b>8,827,355</b>	<b>8,593,601</b>	<b>9,046,651</b>	<b>8,894,757</b>	<b>9,554,881</b>	<b>10,461,994</b>	<b>10,959,943</b>	<b>11,978,796</b>
<b>Net Assets</b>	<b>202,057,000</b>	<b>204,552,000</b>	<b>204,868,946</b>	<b>204,926,336</b>	<b>204,815,008</b>	<b>204,304,924</b>	<b>203,750,972</b>	<b>203,125,855</b>	<b>202,163,861</b>	<b>201,544,448</b>	<b>200,790,790</b>	<b>199,996,348</b>
<b>EQUITY</b>												
Retained Earnings	53,979,000	55,794,000	56,110,946	56,168,336	56,057,008	55,546,924	54,992,972	54,367,855	53,405,861	52,786,448	52,032,790	51,238,348
Revaluation Reserves	148,078,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000
<i>Council Equity Interest</i>												
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>202,057,000</b>	<b>204,552,000</b>	<b>204,868,946</b>	<b>204,926,336</b>	<b>204,815,008</b>	<b>204,304,924</b>	<b>203,750,972</b>	<b>203,125,855</b>	<b>202,163,861</b>	<b>201,544,448</b>	<b>200,790,790</b>	<b>199,996,348</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,170,000	2,275,000	1,934,473	1,746,326	1,706,059	1,589,067	1,585,753	1,576,076	1,557,442	1,558,716	1,591,364	1,621,690
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	262,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,432,000</b>	<b>2,649,000</b>	<b>2,308,473</b>	<b>2,120,326</b>	<b>2,080,059</b>	<b>1,963,067</b>	<b>1,959,753</b>	<b>1,950,076</b>	<b>1,931,442</b>	<b>1,932,716</b>	<b>1,965,364</b>	<b>1,995,690</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,040,000	14,614,000	14,530,474	14,542,204	14,547,364	14,551,268	14,536,072	14,519,922	14,500,955	14,495,299	14,475,071	14,453,380
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>18,040,000</b>	<b>14,614,000</b>	<b>14,530,474</b>	<b>14,542,204</b>	<b>14,547,364</b>	<b>14,551,268</b>	<b>14,536,072</b>	<b>14,519,922</b>	<b>14,500,955</b>	<b>14,495,299</b>	<b>14,475,071</b>	<b>14,453,380</b>
<b>TOTAL ASSETS</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,514,335</b>	<b>16,495,826</b>	<b>16,469,998</b>	<b>16,432,397</b>	<b>16,428,016</b>	<b>16,440,435</b>	<b>16,449,071</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,514,335</b>	<b>16,495,826</b>	<b>16,469,998</b>	<b>16,432,397</b>	<b>16,428,016</b>	<b>16,440,435</b>	<b>16,449,071</b>
<b>EQUITY</b>												
Retained Earnings	8,850,000	8,642,000	8,217,948	8,041,530	8,006,423	7,893,335	7,874,826	7,848,998	7,811,397	7,807,016	7,819,435	7,828,071
Revaluation Reserves	11,622,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000
<b>Council Equity Interest</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,514,335</b>	<b>16,495,826</b>	<b>16,469,998</b>	<b>16,432,397</b>	<b>16,428,016</b>	<b>16,440,435</b>	<b>16,449,071</b>
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,514,335</b>	<b>16,495,826</b>	<b>16,469,998</b>	<b>16,432,397</b>	<b>16,428,016</b>	<b>16,440,435</b>	<b>16,449,071</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,830,000	2,042,000	1,259,130	676,140	660,437	661,036	673,683	696,541	725,537	765,333	814,018	868,202
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	44,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>1,874,000</b>	<b>2,107,000</b>	<b>1,324,130</b>	<b>741,140</b>	<b>725,437</b>	<b>726,036</b>	<b>738,683</b>	<b>761,541</b>	<b>790,537</b>	<b>830,333</b>	<b>879,018</b>	<b>933,202</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	8,996,000	8,924,000	11,576,791	13,322,455	13,317,970	13,292,326	13,259,594	13,223,536	13,184,911	13,143,471	13,098,959	13,056,114
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>8,996,000</b>	<b>8,924,000</b>	<b>11,576,791</b>	<b>13,322,455</b>	<b>13,317,970</b>	<b>13,292,326</b>	<b>13,259,594</b>	<b>13,223,536</b>	<b>13,184,911</b>	<b>13,143,471</b>	<b>13,098,959</b>	<b>13,056,114</b>
<b>TOTAL ASSETS</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,018,361</b>	<b>13,998,276</b>	<b>13,985,077</b>	<b>13,975,447</b>	<b>13,973,803</b>	<b>13,977,977</b>	<b>13,989,316</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,018,361</b>	<b>13,998,276</b>	<b>13,985,077</b>	<b>13,975,447</b>	<b>13,973,803</b>	<b>13,977,977</b>	<b>13,989,316</b>
<b>EQUITY</b>												
Retained Earnings	5,336,000	5,499,000	7,368,921	8,531,595	8,511,407	8,486,361	8,466,276	8,453,077	8,443,447	8,441,803	8,445,977	8,457,316
Revaluation Reserves	5,534,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000
<b>Council Equity Interest</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,018,361</b>	<b>13,998,276</b>	<b>13,985,077</b>	<b>13,975,447</b>	<b>13,973,803</b>	<b>13,977,977</b>	<b>13,989,316</b>
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,018,361</b>	<b>13,998,276</b>	<b>13,985,077</b>	<b>13,975,447</b>	<b>13,973,803</b>	<b>13,977,977</b>	<b>13,989,316</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS</b>												
<b>ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,089,000	1,870,000	2,016,544	2,039,855	1,780,044	2,010,972	2,129,092	2,363,614	2,593,341	2,775,812	3,000,542	3,220,147
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,089,000</b>	<b>1,975,000</b>	<b>2,121,544</b>	<b>2,144,855</b>	<b>1,885,044</b>	<b>2,115,972</b>	<b>2,234,092</b>	<b>2,468,614</b>	<b>2,698,341</b>	<b>2,880,812</b>	<b>3,105,542</b>	<b>3,325,147</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,910,000	4,300,000	4,270,458	4,354,714	4,721,472	4,596,403	4,578,720	4,442,533	4,302,748	4,159,271	4,012,004	3,860,847
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,910,000</b>	<b>4,300,000</b>	<b>4,270,458</b>	<b>4,354,714</b>	<b>4,721,472</b>	<b>4,596,403</b>	<b>4,578,720</b>	<b>4,442,533</b>	<b>4,302,748</b>	<b>4,159,271</b>	<b>4,012,004</b>	<b>3,860,847</b>
<b>TOTAL ASSETS</b>	<b>6,999,000</b>	<b>6,275,000</b>	<b>6,392,002</b>	<b>6,499,569</b>	<b>6,606,516</b>	<b>6,712,375</b>	<b>6,812,812</b>	<b>6,911,147</b>	<b>7,001,089</b>	<b>7,040,083</b>	<b>7,117,546</b>	<b>7,185,994</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	2,349,441	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053
Borrowings	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,354,000</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	54,000	49,388	44,427	39,073	33,275	27,006	20,229	12,905	4,983	3,582	4,679	4,679
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>54,000</b>	<b>49,388</b>	<b>44,427</b>	<b>39,073</b>	<b>33,275</b>	<b>27,006</b>	<b>20,229</b>	<b>12,905</b>	<b>4,983</b>	<b>3,582</b>	<b>4,679</b>	<b>4,679</b>
<b>TOTAL LIABILITIES</b>	<b>2,408,000</b>	<b>2,054,000</b>	<b>2,049,039</b>	<b>2,043,685</b>	<b>2,037,887</b>	<b>2,031,618</b>	<b>2,024,841</b>	<b>2,017,517</b>	<b>2,009,595</b>	<b>2,001,030</b>	<b>1,999,933</b>	<b>1,999,933</b>
<b>Net Assets</b>	<b>4,591,000</b>	<b>4,221,000</b>	<b>4,342,963</b>	<b>4,455,884</b>	<b>4,568,629</b>	<b>4,680,757</b>	<b>4,787,972</b>	<b>4,893,630</b>	<b>4,991,494</b>	<b>5,039,053</b>	<b>5,117,613</b>	<b>5,186,061</b>
<b>EQUITY</b>												
Retained Earnings	2,900,000	3,026,000	3,147,963	3,260,884	3,373,629	3,485,757	3,592,972	3,698,630	3,796,494	3,844,053	3,922,613	3,991,061
Revaluation Reserves	1,691,000	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
<i>Council Equity Interest</i>	4,591,000	4,221,000	4,342,963	4,455,884	4,568,629	4,680,757	4,787,972	4,893,630	4,991,494	5,039,053	5,117,613	5,186,061
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>4,591,000</b>	<b>4,221,000</b>	<b>4,342,963</b>	<b>4,455,884</b>	<b>4,568,629</b>	<b>4,680,757</b>	<b>4,787,972</b>	<b>4,893,630</b>	<b>4,991,494</b>	<b>5,039,053</b>	<b>5,117,613</b>	<b>5,186,061</b>

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED FUNDS</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	5,897,000	6,087,000	6,429,760	6,783,964	7,178,733	7,394,360	7,616,297	7,844,731	8,079,843	8,321,826	8,570,877	8,827,198
User Charges & Fees	5,274,000	4,995,000	4,958,692	5,137,677	5,257,838	5,380,822	5,506,695	5,635,529	5,767,386	5,902,344	6,040,468	6,181,839
Interest & Investment Revenue Received	277,000	366,000	312,500	317,346	240,054	200,713	200,302	206,774	217,871	230,309	241,001	256,180
Grants & Contributions	8,815,000	8,807,000	10,011,980	8,971,479	7,920,709	7,855,353	8,032,286	8,213,207	8,398,204	8,587,368	8,780,792	8,978,576
Bonds & Deposits Received												
Other	1,544,000	1,369,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
<i>Payments</i>												
Employee Benefits & On-Costs	(8,919,000)	(9,467,000)	(10,012,466)	(10,307,943)	(10,591,411)	(10,882,675)	(11,181,951)	(11,489,454)	(11,805,414)	(12,130,064)	(12,463,640)	(12,806,390)
Materials & Contracts	(4,261,000)	(4,347,000)	(4,407,905)	(3,940,082)	(4,027,188)	(4,141,943)	(4,164,446)	(4,272,767)	(4,735,621)	(4,515,746)	(4,604,085)	(4,719,442)
Borrowing Costs	(156,000)	(147,000)	(148,781)	(156,722)	(145,759)	(138,787)	(126,266)	(151,570)	(147,667)	(187,986)	(244,353)	(278,642)
Other	(1,559,000)	(1,966,000)	(1,711,997)	(2,009,377)	(2,051,011)	(2,262,625)	(2,318,697)	(2,384,274)	(2,411,263)	(2,394,173)	(2,467,664)	(2,510,127)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>6,912,000</b>	<b>5,697,000</b>	<b>6,158,325</b>	<b>5,541,234</b>	<b>4,540,531</b>	<b>4,177,771</b>	<b>4,351,082</b>	<b>4,403,674</b>	<b>4,179,815</b>	<b>4,645,670</b>	<b>4,700,856</b>	<b>4,792,685</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities	15,800,000	17,850,000	3,600,000	1,900,000	1,150,000	250,000	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	185,000	351,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities	(18,294,000)	(21,750,000)	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(3,261,000)	(4,943,000)	(10,681,492)	(8,048,596)	(5,768,123)	(4,041,991)	(4,743,115)	(3,937,755)	(4,482,572)	(5,220,708)	(4,760,127)	(5,401,565)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(5,570,000)</b>	<b>(8,492,000)</b>	<b>(7,081,492)</b>	<b>(6,148,596)</b>	<b>(4,618,123)</b>	<b>(3,791,991)</b>	<b>(4,743,115)</b>	<b>(3,937,755)</b>	<b>(4,482,572)</b>	<b>(5,220,708)</b>	<b>(4,760,127)</b>	<b>(5,401,565)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	0	0	0	0	0	0	700,000	100,000	900,000	1,200,000	850,000	1,450,000
Proceeds from Retirement Home Contributions	1,777,000	1,058,000										
<i>Payments</i>												
Repayment of Borrowings & Advances	(201,000)	(202,000)	(222,740)	(220,270)	(238,747)	(240,023)	(253,727)	(259,217)	(247,798)	(301,452)	(353,148)	(431,147)
Repayment of Retirement Home Contributions	(1,336,000)	(1,400,000)	0									
Other Financing Activity Payments		0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>240,000</b>	<b>(544,000)</b>	<b>(222,740)</b>	<b>(220,270)</b>	<b>(238,747)</b>	<b>(240,023)</b>	<b>446,273</b>	<b>(159,217)</b>	<b>652,202</b>	<b>898,548</b>	<b>496,852</b>	<b>1,018,853</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,582,000</b>	<b>(3,339,000)</b>	<b>(1,145,908)</b>	<b>(827,632)</b>	<b>(316,338)</b>	<b>145,757</b>	<b>54,240</b>	<b>306,703</b>	<b>349,446</b>	<b>323,510</b>	<b>437,581</b>	<b>409,974</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>8,200,000</b>	<b>9,782,000</b>	<b>6,443,000</b>	<b>5,297,092</b>	<b>4,469,461</b>	<b>4,153,122</b>	<b>4,298,880</b>	<b>4,353,120</b>	<b>4,659,823</b>	<b>5,009,269</b>	<b>5,332,779</b>	<b>5,770,361</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>9,782,000</b>	<b>6,443,000</b>	<b>5,297,092</b>	<b>4,469,461</b>	<b>4,153,122</b>	<b>4,298,880</b>	<b>4,353,120</b>	<b>4,659,823</b>	<b>5,009,269</b>	<b>5,332,779</b>	<b>5,770,361</b>	<b>6,180,334</b>
<b>plus: Investments - End of the Year</b>	<b>4,650,000</b>	<b>8,550,000</b>	<b>4,950,000</b>	<b>3,050,000</b>	<b>1,900,000</b>	<b>1,650,000</b>						
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>14,432,000</b>	<b>14,993,000</b>	<b>10,247,092</b>	<b>7,519,461</b>	<b>6,053,122</b>	<b>5,948,880</b>	<b>6,003,120</b>	<b>6,309,823</b>	<b>6,659,269</b>	<b>6,982,779</b>	<b>7,420,361</b>	<b>7,830,334</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	4,923,615	5,012,000	5,274,368	5,408,616	5,570,996	5,738,134	5,910,163	6,087,229	6,269,470	6,457,037	6,650,083	6,848,764
User Charges & Fees	4,011,505	3,661,000	3,592,154	3,731,333	3,815,674	3,901,921	3,990,118	4,080,313	4,172,543	4,266,863	4,363,308	4,461,935
Interest & Investment Revenue Received	94,207	189,000	147,725	211,643	131,118	89,211	81,280	73,735	80,047	87,539	97,538	106,791
Grants & Contributions	6,503,727	6,472,000	5,856,449	5,474,905	5,508,918	5,389,142	5,510,428	5,634,446	5,761,254	5,890,916	6,023,494	6,159,059
Bonds & Deposits Received												
Other	1,521,570	1,354,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
<i>Payments</i>												
Employee Benefits & On-Costs	(6,418,316)	(6,615,000)	(7,512,056)	(7,641,391)	(7,851,528)	(8,067,446)	(8,289,303)	(8,517,257)	(8,751,480)	(8,992,145)	(9,239,428)	(9,493,512)
Materials & Contracts	(3,115,374)	(3,009,565)	(3,474,936)	(3,226,053)	(3,298,157)	(3,310,422)	(3,403,173)	(3,478,231)	(3,902,619)	(3,650,593)	(3,773,565)	(3,858,006)
Borrowing Costs	(146,000)	(136,000)	(144,726)	(153,059)	(142,542)	(136,040)	(124,027)	(149,878)	(146,573)	(187,535)	(244,344)	(278,642)
Bonds & Deposits Refunded												
Other	(1,039,916)	(1,910,000)	(762,864)	(1,019,747)	(1,040,309)	(1,230,409)	(1,264,502)	(1,307,629)	(1,311,686)	(1,271,170)	(1,320,735)	(1,338,761)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>6,335,018</b>	<b>5,017,435</b>	<b>3,702,658</b>	<b>3,531,138</b>	<b>3,452,737</b>	<b>3,146,645</b>	<b>3,197,846</b>	<b>3,224,227</b>	<b>2,987,432</b>	<b>3,432,703</b>	<b>3,403,811</b>	<b>3,471,122</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities	15,800,000	17,850,000	3,600,000	1,900,000	1,150,000	250,000			0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	185,000	351,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities	(18,294,000)	(21,750,000)	0	0								
Purchase of Infrastructure, Property, Plant & Equipment	(3,092,000)	(4,708,047)	(7,253,934)	(5,296,027)	(4,370,346)	(3,131,667)	(3,724,110)	(3,013,334)	(3,538,200)	(4,239,848)	(3,770,242)	(4,384,117)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(5,401,000)</b>	<b>(8,257,047)</b>	<b>(3,653,934)</b>	<b>(3,396,027)</b>	<b>(3,220,346)</b>	<b>(2,881,667)</b>	<b>(3,724,110)</b>	<b>(3,013,334)</b>	<b>(3,538,200)</b>	<b>(4,239,848)</b>	<b>(3,770,242)</b>	<b>(4,384,117)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	0	0					700,000	100,000	900,000	1,200,000	850,000	1,450,000
Proceeds from Retirement Home Contributions	1,777,000	0										
Other Financing Activity Receipts	0	0										
<i>Payments</i>												
Repayment of Borrowings & Advances	(197,327)	(197,388)	(217,779)	(214,917)	(232,949)	(233,755)	(246,950)	(251,894)	(239,876)	(292,887)	(352,051)	(431,147)
Repayment of Retirement Home Contributions	(1,336,000)	0										
Other Financing Activity Payments	0	0										
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>243,673</b>	<b>(197,388)</b>	<b>(217,779)</b>	<b>(214,917)</b>	<b>(232,949)</b>	<b>(233,755)</b>	<b>453,050</b>	<b>(151,894)</b>	<b>660,124</b>	<b>907,113</b>	<b>497,949</b>	<b>1,018,853</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,177,691</b>	<b>(3,437,000)</b>	<b>(169,056)</b>	<b>(79,805)</b>	<b>(557)</b>	<b>31,224</b>	<b>(73,213)</b>	<b>59,000</b>	<b>109,357</b>	<b>99,969</b>	<b>131,518</b>	<b>105,858</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>2,515,309</b>	<b>3,693,000</b>	<b>256,000</b>	<b>86,944</b>	<b>7,139</b>	<b>6,582</b>	<b>37,805</b>	<b>(35,408)</b>	<b>23,592</b>	<b>132,949</b>	<b>232,918</b>	<b>364,436</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>3,693,000</b>	<b>256,000</b>	<b>86,944</b>	<b>7,139</b>	<b>6,582</b>	<b>37,805</b>	<b>(35,408)</b>	<b>23,592</b>	<b>132,949</b>	<b>232,918</b>	<b>364,436</b>	<b>470,294</b>
<b>plus: Investments - End of the Year</b>	<b>4,650,000</b>	<b>8,550,000</b>	<b>4,950,000</b>	<b>3,050,000</b>	<b>1,900,000</b>	<b>1,650,000</b>						
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>8,343,000</b>	<b>8,806,000</b>	<b>5,036,944</b>	<b>3,057,139</b>	<b>1,906,582</b>	<b>1,687,805</b>	<b>1,614,592</b>	<b>1,673,592</b>	<b>1,782,949</b>	<b>1,882,918</b>	<b>2,014,436</b>	<b>2,120,294</b>

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URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	389,871	388,000	438,222	587,655	742,747	765,148	788,205	811,936	836,361	861,500	887,373	914,002
User Charges & Fees	538,305	492,000	527,546	543,043	558,985	575,385	592,257	609,612	627,465	645,829	664,719	684,151
Interest & Investment Revenue Received	64,140	66,000	63,275	41,779	44,381	47,871	50,528	54,125	55,852	57,388	57,064	58,944
Grants & Contributions	15,772	18,000	21,031	21,650	22,286	22,941	23,615	24,308	25,021	25,755	26,510	27,286
Bonds & Deposits Received												
Other	0	7,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(266,422)	(457,000)	(283,857)	(355,367)	(365,140)	(375,181)	(385,498)	(396,100)	(406,993)	(418,186)	(429,686)	(441,502)
Materials & Contracts	(177,967)	(357,228)	(362,920)	(167,913)	(170,705)	(260,700)	(177,662)	(197,831)	(220,971)	(199,322)	(192,649)	(209,193)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	(277,220)	0	(343,022)	(350,344)	(357,821)	(365,456)	(373,258)	(381,228)	(389,369)	(397,690)	(406,184)	(414,862)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>286,478</b>	<b>156,772</b>	<b>60,275</b>	<b>320,503</b>	<b>474,733</b>	<b>410,008</b>	<b>518,187</b>	<b>524,822</b>	<b>527,366</b>	<b>575,274</b>	<b>607,147</b>	<b>618,826</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0										
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0										
Purchase of Infrastructure, Property, Plant & Equipment	(4,000)	(51,772)	(400,801)	(508,650)	(515,000)	(527,000)	(521,500)	(534,500)	(546,000)	(574,000)	(574,500)	(588,500)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(4,000)</b>	<b>(51,772)</b>	<b>(400,801)</b>	<b>(508,650)</b>	<b>(515,000)</b>	<b>(527,000)</b>	<b>(521,500)</b>	<b>(534,500)</b>	<b>(546,000)</b>	<b>(574,000)</b>	<b>(574,500)</b>	<b>(588,500)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Home Contributions		0										
Other Financing Activity Receipts		0										
<i>Payments</i>												
Repayment of Borrowings & Advances		0	0									
Repayment of Retirement Home Contributions		0										
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>282,478</b>	<b>105,000</b>	<b>(340,527)</b>	<b>(188,148)</b>	<b>(40,267)</b>	<b>(116,992)</b>	<b>(3,313)</b>	<b>(9,678)</b>	<b>(18,634)</b>	<b>1,274</b>	<b>32,647</b>	<b>30,326</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,887,522</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,746,326</b>	<b>1,706,059</b>	<b>1,589,067</b>	<b>1,585,753</b>	<b>1,576,076</b>	<b>1,557,442</b>	<b>1,558,716</b>	<b>1,591,364</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,746,326</b>	<b>1,706,059</b>	<b>1,589,067</b>	<b>1,585,753</b>	<b>1,576,076</b>	<b>1,557,442</b>	<b>1,558,716</b>	<b>1,591,364</b>	<b>1,621,690</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,746,326</b>	<b>1,706,059</b>	<b>1,589,067</b>	<b>1,585,753</b>	<b>1,576,076</b>	<b>1,557,442</b>	<b>1,558,716</b>	<b>1,591,364</b>	<b>1,621,690</b>

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URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	583,515	687,000	717,171	787,693	864,990	891,078	917,929	945,566	974,012	1,003,289	1,033,421	1,064,432
User Charges & Fees	9,602	9,000	15,827	21,204	21,714	22,237	22,772	23,320	23,881	24,455	25,044	25,646
Interest & Investment Revenue Received	49,442	54,000	53,550	34,196	27,154	18,558	19,585	22,333	23,472	24,965	25,981	28,109
Grants & Contributions	11,853	114,000	1,865,844	1,155,223	17,611	18,008	18,413	18,827	19,251	19,684	20,127	20,580
Bonds & Deposits Received												
Other	0	0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(172,262)	(290,000)	(182,082)	(220,765)	(226,836)	(233,074)	(239,484)	(246,070)	(252,838)	(259,792)	(266,937)	(274,278)
Materials & Contracts	(146,659)	(229,819)	(137,090)	(120,246)	(122,703)	(125,222)	(127,804)	(130,451)	(135,086)	(135,947)	(138,796)	(141,716)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	(180,864)	(4,000)	(229,333)	(254,583)	(260,087)	(265,707)	(271,449)	(277,315)	(283,309)	(289,432)	(295,690)	(302,084)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>154,626</b>	<b>340,181</b>	<b>2,103,887</b>	<b>1,402,723</b>	<b>321,843</b>	<b>325,878</b>	<b>339,962</b>	<b>356,210</b>	<b>369,383</b>	<b>387,222</b>	<b>403,150</b>	<b>420,689</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0										
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0										
Purchase of Infrastructure, Property, Plant & Equipment	(42,000)	(128,181)	(2,886,757)	(1,985,713)	(337,546)	(325,280)	(327,315)	(333,351)	(340,388)	(347,426)	(354,465)	(366,505)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(42,000)</b>	<b>(128,181)</b>	<b>(2,886,757)</b>	<b>(1,985,713)</b>	<b>(337,546)</b>	<b>(325,280)</b>	<b>(327,315)</b>	<b>(333,351)</b>	<b>(340,388)</b>	<b>(347,426)</b>	<b>(354,465)</b>	<b>(366,505)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0									
Proceeds from Retirement Home Contributions		0	0									
Other Financing Activity Receipts		0	0									
<i>Payments</i>												
Repayment of Borrowings & Advances		0	0									
Repayment of Retirement Home Contributions		0	0									
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>112,626</b>	<b>212,000</b>	<b>(782,870)</b>	<b>(582,990)</b>	<b>(15,703)</b>	<b>598</b>	<b>12,647</b>	<b>22,859</b>	<b>28,995</b>	<b>39,796</b>	<b>48,685</b>	<b>54,184</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,717,374</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>676,140</b>	<b>660,437</b>	<b>661,036</b>	<b>673,683</b>	<b>696,541</b>	<b>725,537</b>	<b>765,333</b>	<b>814,018</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>676,140</b>	<b>660,437</b>	<b>661,036</b>	<b>673,683</b>	<b>696,541</b>	<b>725,537</b>	<b>765,333</b>	<b>814,018</b>	<b>868,202</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>676,140</b>	<b>660,437</b>	<b>661,036</b>	<b>673,683</b>	<b>696,541</b>	<b>725,537</b>	<b>765,333</b>	<b>814,018</b>	<b>868,202</b>

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URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 2 - Planned

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	714,588	833,000	823,164	842,097	861,465	881,279	901,548	922,284	943,497	965,197	987,397	1,010,107
Interest & Investment Revenue Received	69,211	57,000	47,950	29,729	37,401	45,073	48,909	56,581	58,499	60,417	60,417	62,335
Grants & Contributions	2,283,648	2,203,000	2,268,656	2,319,701	2,371,894	2,425,262	2,479,830	2,535,626	2,592,678	2,651,013	2,710,661	2,771,651
Bonds & Deposits Received												
Other	22,430	8,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(2,062,000)	(2,105,000)	(2,034,472)	(2,090,420)	(2,147,907)	(2,206,974)	(2,267,666)	(2,330,027)	(2,394,103)	(2,459,941)	(2,527,589)	(2,597,098)
Materials & Contracts	(821,000)	(750,388)	(432,959)	(425,871)	(435,623)	(445,599)	(455,807)	(466,254)	(476,945)	(529,884)	(499,075)	(510,527)
Borrowing Costs	(10,000)	(11,000)	(4,055)	(3,662)	(3,218)	(2,747)	(2,238)	(1,693)	(1,094)	(451)	(9)	0
Bonds & Deposits Refunded												
Other	(61,000)	(52,000)	(376,779)	(384,703)	(392,794)	(401,053)	(409,488)	(418,102)	(426,899)	(435,881)	(445,055)	(454,420)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>135,878</b>	<b>182,612</b>	<b>291,505</b>	<b>286,871</b>	<b>291,218</b>	<b>295,241</b>	<b>295,088</b>	<b>298,415</b>	<b>295,633</b>	<b>250,470</b>	<b>286,747</b>	<b>282,048</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0	0									
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0	0									
Purchase of Infrastructure, Property, Plant & Equipment	(123,000)	(55,000)	(140,000)	(258,206)	(545,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(123,000)</b>	<b>(55,000)</b>	<b>(140,000)</b>	<b>(258,206)</b>	<b>(545,231)</b>	<b>(58,044)</b>	<b>(170,190)</b>	<b>(56,570)</b>	<b>(57,984)</b>	<b>(59,434)</b>	<b>(60,920)</b>	<b>(62,443)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0									
Proceeds from Retirement Home Contributions		1,058,000	0									
Other Financing Activity Receipts		0	0									
<i>Payments</i>												
Repayment of Borrowings & Advances	(3,673)	(4,612)	(4,961)	(5,354)	(5,798)	(6,269)	(6,778)	(7,323)	(7,922)	(8,565)	(1,097)	0
Repayment of Retirement Home Contributions		(1,400,000)	0									
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>(3,673)</b>	<b>(346,612)</b>	<b>(4,961)</b>	<b>(5,354)</b>	<b>(5,798)</b>	<b>(6,269)</b>	<b>(6,778)</b>	<b>(7,323)</b>	<b>(7,922)</b>	<b>(8,565)</b>	<b>(1,097)</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>9,205</b>	<b>(219,000)</b>	<b>146,544</b>	<b>23,311</b>	<b>(259,811)</b>	<b>230,928</b>	<b>118,120</b>	<b>234,522</b>	<b>229,727</b>	<b>182,471</b>	<b>224,730</b>	<b>219,605</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>2,079,795</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>	<b>3,220,147</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>	<b>3,220,147</b>

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URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	5,938,385	6,159,000	6,429,760	8,094,645	8,528,977	9,015,822	9,286,620	9,565,343	9,852,214	10,147,471	10,451,351	10,764,102
User Charges & Fees	4,891,907	4,856,000	4,958,692	5,137,677	5,257,838	5,380,822	5,506,695	5,635,529	5,767,386	5,902,344	6,040,468	6,181,839
Interest & Investment Revenue	337,581	398,000	312,500	317,346	279,374	281,720	332,384	371,927	439,268	487,578	531,330	596,252
Other Revenues	754,000	630,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
Grants & Contributions Provided for Operating Purposes	8,807,625	7,761,000	6,539,215	6,713,479	6,864,709	7,019,353	7,177,476	7,339,164	7,504,495	7,673,551	7,846,414	8,023,174
Grants & Contributions Provided for Capital Purposes	16,000	1,552,000	3,472,765	2,258,000	1,056,000	836,000	854,810	874,043	893,709	913,817	934,378	955,402
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>20,745,499</b>	<b>21,356,000</b>	<b>22,439,474</b>	<b>23,266,039</b>	<b>22,745,464</b>	<b>23,306,270</b>	<b>23,944,847</b>	<b>24,587,505</b>	<b>25,273,548</b>	<b>25,956,553</b>	<b>26,651,401</b>	<b>27,384,262</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	8,705,684	9,424,000	10,012,466	10,307,943	10,591,411	10,882,675	11,181,951	11,489,454	11,805,414	12,130,064	12,463,640	12,806,390
Borrowing Costs	190,000	167,000	148,781	156,722	145,759	138,787	126,266	116,710	110,124	104,361	100,884	98,096
Materials & Contracts	3,522,626	3,892,000	4,407,905	3,940,082	4,027,188	4,141,943	4,164,446	4,272,767	4,735,621	4,515,746	4,604,085	4,719,442
Depreciation & Amortisation	3,957,976	4,270,000	4,273,547	4,384,667	4,594,409	4,713,861	4,836,414	4,962,160	5,091,176	5,223,549	5,359,361	5,498,705
Impairment												
Other Expenses	1,954,084	1,623,000	1,711,997	2,009,377	2,051,011	2,262,625	2,318,697	2,384,274	2,411,263	2,394,173	2,467,664	2,510,127
Net Losses from the Disposal of Assets	518,000	84,000	0									
<b>Total Expenses from Continuing Operations</b>	<b>18,848,370</b>	<b>19,460,000</b>	<b>20,554,696</b>	<b>20,798,791</b>	<b>21,409,778</b>	<b>22,139,891</b>	<b>22,627,774</b>	<b>23,225,365</b>	<b>24,153,597</b>	<b>24,367,893</b>	<b>24,995,634</b>	<b>25,632,759</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>1,897,129</b>	<b>1,896,000</b>	<b>1,884,778</b>	<b>2,467,248</b>	<b>1,335,686</b>	<b>1,166,379</b>	<b>1,317,073</b>	<b>1,362,139</b>	<b>1,119,951</b>	<b>1,588,660</b>	<b>1,655,767</b>	<b>1,751,503</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>1,881,129</b>	<b>344,000</b>	<b>-1,587,987</b>	<b>209,248</b>	<b>279,686</b>	<b>330,379</b>	<b>462,263</b>	<b>488,096</b>	<b>226,242</b>	<b>674,843</b>	<b>721,389</b>	<b>796,101</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	4,965,000	5,063,000	5,274,368	6,719,297	6,921,240	7,129,100	7,343,044	7,563,250	7,789,893	8,023,161	8,263,242	8,510,331
User Charges & Fees	3,629,412	3,305,000	3,592,154	3,731,333	3,815,674	3,901,921	3,990,118	4,080,313	4,172,543	4,266,863	4,363,308	4,461,935
Interest & Investment Revenue	154,789	221,000	147,725	211,643	170,438	170,218	213,362	232,088	287,172	322,149	356,822	405,662
Other Revenues	731,570	615,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
Grants & Contributions Provided for Operating Purposes	6,496,352	5,524,000	4,232,684	4,354,905	4,452,918	4,553,142	4,655,618	4,760,403	4,867,545	4,977,099	5,089,116	5,203,657
Grants & Contributions Provided for Capital Purposes	16,000	1,454,000	1,623,765	1,120,000	1,056,000	836,000	854,810	874,043	893,709	913,817	934,378	955,402
<i>Other Income</i>												
Net Gains from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>15,993,122</b>	<b>16,182,000</b>	<b>15,597,239</b>	<b>16,882,070</b>	<b>17,174,836</b>	<b>17,362,934</b>	<b>17,843,814</b>	<b>18,311,596</b>	<b>18,827,338</b>	<b>19,334,881</b>	<b>19,854,326</b>	<b>20,400,480</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	6,205,000	6,572,000	7,512,056	7,641,391	7,851,528	8,067,446	8,289,303	8,517,257	8,751,480	8,992,145	9,239,428	9,493,512
Borrowing Costs	180,000	156,000	144,726	153,059	142,542	136,040	124,027	115,018	109,030	103,910	100,875	98,096
Materials & Contracts	2,377,000	2,607,000	3,474,936	3,226,053	3,298,157	3,310,422	3,403,173	3,478,231	3,902,619	3,650,593	3,773,565	3,858,006
Depreciation & Amortisation	3,310,000	3,381,000	3,385,712	3,473,748	3,564,065	3,656,728	3,751,798	3,849,344	3,949,427	4,052,116	4,157,469	4,265,564
Impairment												
Other Expenses	1,435,000	1,567,000	762,864	1,019,747	1,040,309	1,230,409	1,264,502	1,307,629	1,311,686	1,271,170	1,320,735	1,338,761
Net Losses from the Disposal of Assets	518,000	84,000	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>14,025,000</b>	<b>14,367,000</b>	<b>15,280,293</b>	<b>15,513,998</b>	<b>15,896,600</b>	<b>16,401,044</b>	<b>16,832,803</b>	<b>17,267,479</b>	<b>18,024,241</b>	<b>18,069,934</b>	<b>18,592,072</b>	<b>19,053,938</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>1,968,122</b>	<b>1,815,000</b>	<b>316,946</b>	<b>1,368,071</b>	<b>1,278,235</b>	<b>961,889</b>	<b>1,011,011</b>	<b>1,044,117</b>	<b>803,097</b>	<b>1,264,947</b>	<b>1,262,254</b>	<b>1,346,542</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>1,952,122</b>	<b>361,000</b>	<b>-1,306,819</b>	<b>248,071</b>	<b>222,235</b>	<b>125,889</b>	<b>156,201</b>	<b>170,074</b>	<b>-90,612</b>	<b>351,130</b>	<b>327,876</b>	<b>391,140</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	389,871	388,000	438,222	587,655	742,747	937,013	965,249	994,311	1,024,222	1,055,008	1,086,693	1,119,303
User Charges & Fees	538,305	604,000	527,546	543,043	558,985	575,385	592,257	609,612	627,465	645,829	664,719	684,151
Interest & Investment Revenue	64,140	66,000	63,275	41,779	44,381	47,871	50,528	59,195	66,494	74,284	80,212	89,665
Other Revenues	0	7,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	15,772	18,000	21,031	21,650	22,286	22,941	23,615	24,308	25,021	25,755	26,510	27,286
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>1,008,088</b>	<b>1,083,000</b>	<b>1,050,073</b>	<b>1,194,127</b>	<b>1,368,399</b>	<b>1,583,210</b>	<b>1,631,649</b>	<b>1,687,426</b>	<b>1,743,202</b>	<b>1,800,876</b>	<b>1,858,134</b>	<b>1,920,405</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	266,422	457,000	283,857	355,367	365,140	375,181	385,498	396,100	406,993	418,186	429,686	441,502
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	177,967	349,000	362,920	167,913	170,705	260,700	177,662	197,831	220,971	199,322	192,649	209,193
Depreciation & Amortisation	277,227	485,000	484,327	496,920	509,840	523,096	536,696	550,650	564,967	579,656	594,728	610,191
Impairment												
Other Expenses	277,220	0	343,022	350,344	357,821	365,456	373,258	381,228	389,369	397,690	406,184	414,862
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>998,836</b>	<b>1,291,000</b>	<b>1,474,126</b>	<b>1,370,544</b>	<b>1,403,506</b>	<b>1,524,433</b>	<b>1,473,114</b>	<b>1,525,809</b>	<b>1,582,300</b>	<b>1,594,854</b>	<b>1,623,247</b>	<b>1,675,748</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>9,252</b>	<b>-208,000</b>	<b>-424,052</b>	<b>-176,418</b>	<b>-35,107</b>	<b>58,777</b>	<b>158,535</b>	<b>161,617</b>	<b>160,902</b>	<b>206,022</b>	<b>234,887</b>	<b>244,657</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>9,252</b>	<b>-208,000</b>	<b>-424,052</b>	<b>-176,418</b>	<b>-35,107</b>	<b>58,777</b>	<b>158,535</b>	<b>161,617</b>	<b>160,902</b>	<b>206,022</b>	<b>234,887</b>	<b>244,657</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	583,515	708,000	717,171	787,693	864,990	949,709	978,327	1,007,782	1,038,099	1,069,302	1,101,416	1,134,468
User Charges & Fees	9,602	9,000	15,827	21,204	21,714	22,237	22,772	23,320	23,881	24,455	25,044	25,646
Interest & Investment Revenue	49,442	54,000	53,550	34,196	27,154	18,558	19,585	24,062	27,103	30,729	33,878	38,590
Other Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	11,853	16,000	16,844	17,223	17,611	18,008	18,413	18,827	19,251	19,684	20,127	20,580
Grants & Contributions Provided for Capital Purposes	0	98,000	1,849,000	1,138,000	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets												
<b>Total Income from Continuing Operations</b>	<b>654,411</b>	<b>885,000</b>	<b>2,652,392</b>	<b>1,998,316</b>	<b>931,469</b>	<b>1,008,512</b>	<b>1,039,097</b>	<b>1,073,991</b>	<b>1,108,334</b>	<b>1,144,170</b>	<b>1,180,465</b>	<b>1,219,284</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	172,262	290,000	182,082	220,765	226,836	233,074	239,484	246,070	252,838	259,792	266,937	274,278
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	146,659	193,000	137,090	120,246	122,703	125,222	127,804	130,451	135,086	135,947	138,796	141,716
Depreciation & Amortisation	205,749	235,000	233,966	240,049	342,031	350,924	360,047	369,409	379,013	388,866	398,977	409,350
Impairment												
Other Expenses	180,864	4,000	229,333	254,583	260,087	265,707	271,449	277,315	283,309	289,432	295,690	302,084
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>705,534</b>	<b>722,000</b>	<b>782,471</b>	<b>835,642</b>	<b>951,657</b>	<b>974,927</b>	<b>998,784</b>	<b>1,023,245</b>	<b>1,050,246</b>	<b>1,074,037</b>	<b>1,100,400</b>	<b>1,127,428</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>-51,123</b>	<b>163,000</b>	<b>1,869,921</b>	<b>1,162,674</b>	<b>-20,188</b>	<b>33,585</b>	<b>40,313</b>	<b>50,746</b>	<b>58,088</b>	<b>70,133</b>	<b>80,065</b>	<b>91,856</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-51,123</b>	<b>65,000</b>	<b>20,921</b>	<b>24,674</b>	<b>-20,188</b>	<b>33,585</b>	<b>40,313</b>	<b>50,746</b>	<b>58,088</b>	<b>70,133</b>	<b>80,065</b>	<b>91,856</b>

URALLA SHIRE COUNCIL  
INCOME STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS FUND</b>												
<b>Income from Continuing Operations</b>												
<i>Revenue</i>												
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	714,588	938,000	823,164	842,097	861,465	881,279	901,548	922,284	943,497	965,197	987,397	1,010,107
Interest & Investment Revenue	69,211	57,000	47,950	29,729	37,401	45,073	48,909	56,581	58,499	60,417	60,417	62,335
Other Revenues	22,430	8,000	0	0	0	0	0	0	0	0	0	0
Grants & Contributions Provided for Operating Purposes	2,283,648	2,203,000	2,268,656	2,319,701	2,371,894	2,425,262	2,479,830	2,535,626	2,592,678	2,651,013	2,710,661	2,771,651
Grants & Contributions Provided for Capital Purposes	0	0	0	0	0	0	0	0	0	0	0	0
<i>Other Income</i>												
Net Gains from the Disposal of Assets		0										
<b>Total Income from Continuing Operations</b>	<b>3,089,878</b>	<b>3,206,000</b>	<b>3,139,770</b>	<b>3,191,527</b>	<b>3,270,760</b>	<b>3,351,614</b>	<b>3,430,287</b>	<b>3,514,491</b>	<b>3,594,674</b>	<b>3,676,627</b>	<b>3,758,475</b>	<b>3,844,093</b>
<i>Expenses from Continuing Operations</i>												
Employee Benefits & On-Costs	2,062,000	2,105,000	2,034,472	2,090,420	2,147,907	2,206,974	2,267,666	2,330,027	2,394,103	2,459,941	2,527,589	2,597,098
Borrowing Costs	10,000	11,000	4,055	3,662	3,218	2,747	2,238	1,693	1,094	451	9	0
Materials & Contracts	821,000	743,000	432,959	425,871	435,623	445,599	455,807	466,254	476,945	529,884	499,075	510,527
Depreciation & Amortisation	165,000	169,000	169,542	173,950	178,473	183,113	187,873	192,757	197,769	202,911	208,187	213,600
Impairment												
Other Expenses	61,000	52,000	376,779	384,703	392,794	401,053	409,488	418,102	426,899	435,881	445,055	454,420
Net Losses from the Disposal of Assets												
<b>Total Expenses from Continuing Operations</b>	<b>3,119,000</b>	<b>3,080,000</b>	<b>3,017,807</b>	<b>3,078,606</b>	<b>3,158,015</b>	<b>3,239,486</b>	<b>3,323,072</b>	<b>3,408,833</b>	<b>3,496,810</b>	<b>3,629,068</b>	<b>3,679,915</b>	<b>3,775,645</b>
<i>Discontinued Operations</i>												
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Result for the Year</b>	<b>-29,122</b>	<b>126,000</b>	<b>121,963</b>	<b>112,921</b>	<b>112,745</b>	<b>112,128</b>	<b>107,215</b>	<b>105,658</b>	<b>97,864</b>	<b>47,559</b>	<b>78,560</b>	<b>68,448</b>
<b>Net Operating Result Before Grants and Contributions Provided for Capital Purposes</b>	<b>-29,122</b>	<b>126,000</b>	<b>121,963</b>	<b>112,921</b>	<b>112,745</b>	<b>112,128</b>	<b>107,215</b>	<b>105,658</b>	<b>97,864</b>	<b>47,559</b>	<b>78,560</b>	<b>68,448</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED</b>												
<b>ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	9,782,000	6,343,000	5,297,092	4,480,142	4,403,367	6,001,593	7,158,239	9,339,720	10,884,899	12,310,389	14,406,111	16,091,501
Investments	4,650,000	8,650,000	4,950,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000
Receivables	936,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000	2,065,000
Inventories	178,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000
Other	75,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>15,621,000</b>	<b>17,325,000</b>	<b>12,579,092</b>	<b>11,162,142</b>	<b>11,085,367</b>	<b>12,683,593</b>	<b>13,840,239</b>	<b>16,021,720</b>	<b>17,566,899</b>	<b>18,992,389</b>	<b>21,088,111</b>	<b>22,773,501</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	232,423,000	231,289,000	237,696,945	241,360,874	242,534,587	241,862,717	241,769,417	240,745,012	240,136,407	240,133,566	239,534,331	239,437,191
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>232,423,000</b>	<b>231,289,000</b>	<b>237,696,945</b>	<b>241,360,874</b>	<b>242,534,587</b>	<b>241,862,717</b>	<b>241,769,417</b>	<b>240,745,012</b>	<b>240,136,407</b>	<b>240,133,566</b>	<b>239,534,331</b>	<b>239,437,191</b>
<b>TOTAL ASSETS</b>	<b>248,044,000</b>	<b>248,614,000</b>	<b>250,276,037</b>	<b>252,523,015</b>	<b>253,619,954</b>	<b>254,546,310</b>	<b>255,609,656</b>	<b>256,766,731</b>	<b>257,703,306</b>	<b>259,125,955</b>	<b>260,622,442</b>	<b>262,210,692</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	3,908,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000
Borrowings	213,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000	221,000
Provisions	2,386,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000
<b>Total Current Liabilities</b>	<b>6,507,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>	<b>6,883,000</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,633,000	2,423,000	2,200,260	1,979,989	1,741,243	1,501,219	1,247,492	1,042,428	859,052	693,040	533,761	370,508
Provisions	914,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000
<b>Total Non-Current Liabilities</b>	<b>3,547,000</b>	<b>4,664,000</b>	<b>4,441,260</b>	<b>4,220,989</b>	<b>3,982,243</b>	<b>3,742,219</b>	<b>3,488,492</b>	<b>3,283,428</b>	<b>3,100,052</b>	<b>2,934,040</b>	<b>2,774,761</b>	<b>2,611,508</b>
<b>TOTAL LIABILITIES</b>	<b>10,054,000</b>	<b>11,547,000</b>	<b>11,324,260</b>	<b>11,103,989</b>	<b>10,865,243</b>	<b>10,625,219</b>	<b>10,371,492</b>	<b>10,166,428</b>	<b>9,983,052</b>	<b>9,817,040</b>	<b>9,657,761</b>	<b>9,494,508</b>
<b>Net Assets</b>	<b>237,990,000</b>	<b>237,067,000</b>	<b>238,951,778</b>	<b>241,419,026</b>	<b>242,754,712</b>	<b>243,921,091</b>	<b>245,238,164</b>	<b>246,600,304</b>	<b>247,720,254</b>	<b>249,308,914</b>	<b>250,964,681</b>	<b>252,716,184</b>
<b>EQUITY</b>												
Retained Earnings	71,065,000	72,961,000	74,845,778	77,313,026	78,648,712	79,815,091	81,132,164	82,494,304	83,614,254	85,202,914	86,858,681	88,610,184
Revaluation Reserves	166,925,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000	164,106,000
Council Equity Interest	237,990,000	237,067,000	238,951,778	241,419,026	242,754,712	243,921,091	245,238,164	246,600,304	247,720,254	249,308,914	250,964,681	252,716,184
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>237,990,000</b>	<b>237,067,000</b>	<b>238,951,778</b>	<b>241,419,026</b>	<b>242,754,712</b>	<b>243,921,091</b>	<b>245,238,164</b>	<b>246,600,304</b>	<b>247,720,254</b>	<b>249,308,914</b>	<b>250,964,681</b>	<b>252,716,184</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	3,693,000	156,000	86,944	17,820	256,827	1,510,023	2,301,773	3,984,160	5,023,030	5,942,799	7,434,099	8,498,835
Investments	4,650,000	8,650,000	4,950,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000	4,350,000
Receivables	630,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000	1,521,000
Inventories	178,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000	213,000
Other	75,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>9,226,000</b>	<b>10,594,000</b>	<b>6,824,944</b>	<b>6,155,820</b>	<b>6,394,827</b>	<b>7,648,023</b>	<b>8,439,773</b>	<b>10,122,160</b>	<b>11,161,030</b>	<b>12,080,799</b>	<b>13,572,099</b>	<b>14,636,835</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	200,477,000	203,451,000	207,319,222	209,141,501	209,947,781	209,422,720	209,395,031	208,559,021	208,147,793	208,335,525	207,948,297	208,066,850
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>200,477,000</b>	<b>203,451,000</b>	<b>207,319,222</b>	<b>209,141,501</b>	<b>209,947,781</b>	<b>209,422,720</b>	<b>209,395,031</b>	<b>208,559,021</b>	<b>208,147,793</b>	<b>208,335,525</b>	<b>207,948,297</b>	<b>208,066,850</b>
<b>TOTAL ASSETS</b>	<b>209,703,000</b>	<b>214,045,000</b>	<b>214,144,166</b>	<b>215,297,321</b>	<b>216,342,608</b>	<b>217,070,742</b>	<b>217,834,804</b>	<b>218,681,180</b>	<b>219,308,823</b>	<b>220,416,324</b>	<b>221,520,396</b>	<b>222,703,684</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	1,558,559	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947	2,310,947
Borrowings	208,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441	216,441
Provisions	2,386,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000	2,351,000
<b>Total Current Liabilities</b>	<b>4,153,000</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>	<b>4,878,388</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,579,000	2,373,612	2,155,833	1,940,916	1,707,967	1,474,213	1,227,263	1,029,522	854,068	696,622	538,440	375,187
Provisions	914,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000	2,241,000
<b>Total Non-Current Liabilities</b>	<b>3,493,000</b>	<b>4,614,612</b>	<b>4,396,833</b>	<b>4,181,916</b>	<b>3,948,967</b>	<b>3,715,213</b>	<b>3,468,263</b>	<b>3,270,522</b>	<b>3,095,068</b>	<b>2,937,622</b>	<b>2,779,440</b>	<b>2,616,187</b>
<b>TOTAL LIABILITIES</b>	<b>7,646,000</b>	<b>9,493,000</b>	<b>9,275,221</b>	<b>9,060,304</b>	<b>8,827,355</b>	<b>8,593,601</b>	<b>8,346,651</b>	<b>8,148,910</b>	<b>7,973,456</b>	<b>7,816,010</b>	<b>7,657,828</b>	<b>7,494,575</b>
<b>Net Assets</b>	<b>202,057,000</b>	<b>204,552,000</b>	<b>204,868,946</b>	<b>206,237,017</b>	<b>207,515,253</b>	<b>208,477,142</b>	<b>209,488,153</b>	<b>210,532,270</b>	<b>211,335,367</b>	<b>212,600,313</b>	<b>213,862,567</b>	<b>215,209,109</b>
<b>EQUITY</b>												
Retained Earnings	53,979,000	55,794,000	56,110,946	57,479,017	58,757,253	59,719,142	60,730,153	61,774,270	62,577,367	63,842,313	65,104,567	66,451,109
Revaluation Reserves	148,078,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000	148,758,000
<i>Council Equity Interest</i>	202,057,000	204,552,000	204,868,946	206,237,017	207,515,253	208,477,142	209,488,153	210,532,270	211,335,367	212,600,313	213,862,567	215,209,109
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>202,057,000</b>	<b>204,552,000</b>	<b>204,868,946</b>	<b>206,237,017</b>	<b>207,515,253</b>	<b>208,477,142</b>	<b>209,488,153</b>	<b>210,532,270</b>	<b>211,335,367</b>	<b>212,600,313</b>	<b>213,862,567</b>	<b>215,209,109</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,170,000	2,275,000	1,934,473	1,746,326	1,706,059	1,760,932	1,934,662	2,112,430	2,292,299	2,503,976	2,759,092	3,025,440
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	262,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,432,000</b>	<b>2,649,000</b>	<b>2,308,473</b>	<b>2,120,326</b>	<b>2,080,059</b>	<b>2,134,932</b>	<b>2,308,662</b>	<b>2,486,430</b>	<b>2,666,299</b>	<b>2,877,976</b>	<b>3,133,092</b>	<b>3,399,440</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,040,000	14,614,000	14,530,474	14,542,204	14,547,364	14,551,268	14,536,072	14,519,922	14,500,955	14,495,299	14,475,071	14,453,380
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>18,040,000</b>	<b>14,614,000</b>	<b>14,530,474</b>	<b>14,542,204</b>	<b>14,547,364</b>	<b>14,551,268</b>	<b>14,536,072</b>	<b>14,519,922</b>	<b>14,500,955</b>	<b>14,495,299</b>	<b>14,475,071</b>	<b>14,453,380</b>
<b>TOTAL ASSETS</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,686,200</b>	<b>16,844,735</b>	<b>17,006,352</b>	<b>17,167,254</b>	<b>17,373,276</b>	<b>17,608,163</b>	<b>17,852,820</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,686,200</b>	<b>16,844,735</b>	<b>17,006,352</b>	<b>17,167,254</b>	<b>17,373,276</b>	<b>17,608,163</b>	<b>17,852,820</b>
<b>EQUITY</b>												
Retained Earnings	8,850,000	8,642,000	8,217,948	8,041,530	8,006,423	8,065,200	8,223,735	8,385,352	8,546,254	8,752,276	8,987,163	9,231,820
Revaluation Reserves	11,622,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000	8,621,000
<b>Council Equity Interest</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,686,200</b>	<b>16,844,735</b>	<b>17,006,352</b>	<b>17,167,254</b>	<b>17,373,276</b>	<b>17,608,163</b>	<b>17,852,820</b>
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>20,472,000</b>	<b>17,263,000</b>	<b>16,838,948</b>	<b>16,662,530</b>	<b>16,627,423</b>	<b>16,686,200</b>	<b>16,844,735</b>	<b>17,006,352</b>	<b>17,167,254</b>	<b>17,373,276</b>	<b>17,608,163</b>	<b>17,852,820</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	1,830,000	2,042,000	1,259,130	676,140	660,437	719,667	792,712	879,516	976,229	1,087,801	1,212,379	1,347,079
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	44,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>1,874,000</b>	<b>2,107,000</b>	<b>1,324,130</b>	<b>741,140</b>	<b>725,437</b>	<b>784,667</b>	<b>857,712</b>	<b>944,516</b>	<b>1,041,229</b>	<b>1,152,801</b>	<b>1,277,379</b>	<b>1,412,079</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	8,996,000	8,924,000	11,576,791	13,322,455	13,317,970	13,292,326	13,259,594	13,223,536	13,184,911	13,143,471	13,098,959	13,056,114
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>8,996,000</b>	<b>8,924,000</b>	<b>11,576,791</b>	<b>13,322,455</b>	<b>13,317,970</b>	<b>13,292,326</b>	<b>13,259,594</b>	<b>13,223,536</b>	<b>13,184,911</b>	<b>13,143,471</b>	<b>13,098,959</b>	<b>13,056,114</b>
<b>TOTAL ASSETS</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,076,992</b>	<b>14,117,305</b>	<b>14,168,052</b>	<b>14,226,139</b>	<b>14,296,272</b>	<b>14,376,337</b>	<b>14,468,193</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,076,992</b>	<b>14,117,305</b>	<b>14,168,052</b>	<b>14,226,139</b>	<b>14,296,272</b>	<b>14,376,337</b>	<b>14,468,193</b>
<b>EQUITY</b>												
Retained Earnings	5,336,000	5,499,000	7,368,921	8,531,595	8,511,407	8,544,992	8,585,305	8,636,052	8,694,139	8,764,272	8,844,337	8,936,193
Revaluation Reserves	5,534,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000	5,532,000
<b>Council Equity Interest</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,076,992</b>	<b>14,117,305</b>	<b>14,168,052</b>	<b>14,226,139</b>	<b>14,296,272</b>	<b>14,376,337</b>	<b>14,468,193</b>
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>10,870,000</b>	<b>11,031,000</b>	<b>12,900,921</b>	<b>14,063,595</b>	<b>14,043,407</b>	<b>14,076,992</b>	<b>14,117,305</b>	<b>14,168,052</b>	<b>14,226,139</b>	<b>14,296,272</b>	<b>14,376,337</b>	<b>14,468,193</b>

URALLA SHIRE COUNCIL  
STATEMENT OF FINANCIAL POSITION  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS</b>												
<b>ASSETS</b>												
<i>Current Assets</i>												
Cash & Cash Equivalents	2,089,000	1,870,000	2,016,544	2,039,855	1,780,044	2,010,972	2,129,092	2,363,614	2,593,341	2,775,812	3,000,542	3,220,147
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Assets Classified as "Held for Resale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,089,000</b>	<b>1,975,000</b>	<b>2,121,544</b>	<b>2,144,855</b>	<b>1,885,044</b>	<b>2,115,972</b>	<b>2,234,092</b>	<b>2,468,614</b>	<b>2,698,341</b>	<b>2,880,812</b>	<b>3,105,542</b>	<b>3,325,147</b>
<i>Non-Current Assets</i>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	4,910,000	4,300,000	4,270,458	4,354,714	4,721,472	4,596,403	4,578,720	4,442,533	4,302,748	4,159,271	4,012,004	3,860,847
Investments Accounted for Using the Equity Method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,910,000</b>	<b>4,300,000</b>	<b>4,270,458</b>	<b>4,354,714</b>	<b>4,721,472</b>	<b>4,596,403</b>	<b>4,578,720</b>	<b>4,442,533</b>	<b>4,302,748</b>	<b>4,159,271</b>	<b>4,012,004</b>	<b>3,860,847</b>
<b>TOTAL ASSETS</b>	<b>6,999,000</b>	<b>6,275,000</b>	<b>6,392,002</b>	<b>6,499,569</b>	<b>6,606,516</b>	<b>6,712,375</b>	<b>6,812,812</b>	<b>6,911,147</b>	<b>7,001,089</b>	<b>7,040,083</b>	<b>7,117,546</b>	<b>7,185,994</b>
<b>LIABILITIES</b>												
<i>Current Liabilities</i>												
Payables	2,349,441	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053	2,000,053
Borrowings	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559	4,559
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,354,000</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>	<b>2,004,612</b>
<i>Non-Current Liabilities</i>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	54,000	49,388	44,427	39,073	33,275	27,006	20,229	12,905	4,983	3,582	4,679	4,679
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>54,000</b>	<b>49,388</b>	<b>44,427</b>	<b>39,073</b>	<b>33,275</b>	<b>27,006</b>	<b>20,229</b>	<b>12,905</b>	<b>4,983</b>	<b>3,582</b>	<b>4,679</b>	<b>4,679</b>
<b>TOTAL LIABILITIES</b>	<b>2,408,000</b>	<b>2,054,000</b>	<b>2,049,039</b>	<b>2,043,685</b>	<b>2,037,887</b>	<b>2,031,618</b>	<b>2,024,841</b>	<b>2,017,517</b>	<b>2,009,595</b>	<b>2,001,030</b>	<b>1,999,933</b>	<b>1,999,933</b>
<b>Net Assets</b>	<b>4,591,000</b>	<b>4,221,000</b>	<b>4,342,963</b>	<b>4,455,884</b>	<b>4,568,629</b>	<b>4,680,757</b>	<b>4,787,972</b>	<b>4,893,630</b>	<b>4,991,494</b>	<b>5,039,053</b>	<b>5,117,613</b>	<b>5,186,061</b>
<b>EQUITY</b>												
Retained Earnings	2,900,000	3,026,000	3,147,963	3,260,884	3,373,629	3,485,757	3,592,972	3,698,630	3,796,494	3,844,053	3,922,613	3,991,061
Revaluation Reserves	1,691,000	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
<i>Council Equity Interest</i>	4,591,000	4,221,000	4,342,963	4,455,884	4,568,629	4,680,757	4,787,972	4,893,630	4,991,494	5,039,053	5,117,613	5,186,061
Non-Controlling Equity Interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>4,591,000</b>	<b>4,221,000</b>	<b>4,342,963</b>	<b>4,455,884</b>	<b>4,568,629</b>	<b>4,680,757</b>	<b>4,787,972</b>	<b>4,893,630</b>	<b>4,991,494</b>	<b>5,039,053</b>	<b>5,117,613</b>	<b>5,186,061</b>

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>CONSOLIDATED FUNDS</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	5,897,000	6,087,000	6,429,760	8,094,645	8,528,977	9,015,822	9,286,620	9,565,343	9,852,214	10,147,471	10,451,351	10,764,102
User Charges & Fees	5,274,000	4,995,000	4,958,692	5,137,677	5,257,838	5,380,822	5,506,695	5,635,529	5,767,386	5,902,344	6,040,468	6,181,839
Interest & Investment Revenue Received	277,000	366,000	312,500	317,346	279,374	281,720	332,384	371,927	439,268	487,578	531,330	596,252
Grants & Contributions	8,815,000	8,807,000	10,011,980	8,971,479	7,920,709	7,855,353	8,032,286	8,213,207	8,398,204	8,587,368	8,780,792	8,978,576
Bonds & Deposits Received												
Other	1,544,000	1,369,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
<i>Payments</i>												
Employee Benefits & On-Costs	(8,919,000)	(9,467,000)	(10,012,466)	(10,307,943)	(10,591,411)	(10,882,675)	(11,181,951)	(11,489,454)	(11,805,414)	(12,130,064)	(12,463,640)	(12,806,390)
Materials & Contracts	(4,261,000)	(4,347,000)	(4,407,905)	(3,940,082)	(4,027,188)	(4,141,943)	(4,164,446)	(4,272,767)	(4,735,621)	(4,515,746)	(4,604,085)	(4,719,442)
Borrowing Costs	(156,000)	(147,000)	(148,781)	(156,722)	(145,759)	(138,787)	(126,266)	(116,710)	(110,124)	(104,361)	(100,884)	(98,096)
Other	(1,559,000)	(1,966,000)	(1,711,997)	(2,009,377)	(2,051,011)	(2,262,625)	(2,318,697)	(2,384,274)	(2,411,263)	(2,394,173)	(2,467,664)	(2,510,127)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>6,912,000</b>	<b>5,697,000</b>	<b>6,158,325</b>	<b>6,851,915</b>	<b>5,930,095</b>	<b>5,880,240</b>	<b>6,153,487</b>	<b>6,324,299</b>	<b>6,211,127</b>	<b>6,812,209</b>	<b>7,015,128</b>	<b>7,250,208</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities	15,800,000	17,850,000	3,600,000	600,000	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	185,000	351,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities	(18,294,000)	(21,750,000)	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(3,261,000)	(4,943,000)	(10,681,492)	(8,048,596)	(5,768,123)	(4,041,991)	(4,743,115)	(3,937,755)	(4,482,572)	(5,220,708)	(4,760,127)	(5,401,565)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(5,570,000)</b>	<b>(8,492,000)</b>	<b>(7,081,492)</b>	<b>(7,448,596)</b>	<b>(5,768,123)</b>	<b>(4,041,991)</b>	<b>(4,743,115)</b>	<b>(3,937,755)</b>	<b>(4,482,572)</b>	<b>(5,220,708)</b>	<b>(4,760,127)</b>	<b>(5,401,565)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Home Contributions	1,777,000	1,058,000										
<i>Payments</i>												
Repayment of Borrowings & Advances	(201,000)	(202,000)	(222,740)	(220,270)	(238,747)	(240,023)	(253,727)	(205,064)	(183,376)	(166,011)	(159,279)	(163,253)
Repayment of Retirement Home Contributions	(1,336,000)	(1,400,000)	0									
Other Financing Activity Payments		0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>240,000</b>	<b>(544,000)</b>	<b>(222,740)</b>	<b>(220,270)</b>	<b>(238,747)</b>	<b>(240,023)</b>	<b>(253,727)</b>	<b>(205,064)</b>	<b>(183,376)</b>	<b>(166,011)</b>	<b>(159,279)</b>	<b>(163,253)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,582,000</b>	<b>(3,339,000)</b>	<b>(1,145,908)</b>	<b>(816,951)</b>	<b>(76,774)</b>	<b>1,598,226</b>	<b>1,156,645</b>	<b>2,181,481</b>	<b>1,545,179</b>	<b>1,425,490</b>	<b>2,095,722</b>	<b>1,685,390</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>8,200,000</b>	<b>9,782,000</b>	<b>6,443,000</b>	<b>5,297,092</b>	<b>4,480,142</b>	<b>4,403,367</b>	<b>6,001,593</b>	<b>7,158,239</b>	<b>9,339,720</b>	<b>10,884,899</b>	<b>12,310,389</b>	<b>14,406,111</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>9,782,000</b>	<b>6,443,000</b>	<b>5,297,092</b>	<b>4,480,142</b>	<b>4,403,367</b>	<b>6,001,593</b>	<b>7,158,239</b>	<b>9,339,720</b>	<b>10,884,899</b>	<b>12,310,389</b>	<b>14,406,111</b>	<b>16,091,501</b>
<b>plus: Investments - End of the Year</b>	<b>4,650,000</b>	<b>8,550,000</b>	<b>4,950,000</b>	<b>4,350,000</b>								
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>14,432,000</b>	<b>14,993,000</b>	<b>10,247,092</b>	<b>8,830,142</b>	<b>8,753,367</b>	<b>10,351,593</b>	<b>11,508,239</b>	<b>13,689,720</b>	<b>15,234,899</b>	<b>16,660,389</b>	<b>18,756,111</b>	<b>20,441,501</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>GENERAL FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	4,923,615	5,012,000	5,274,368	6,719,297	6,921,240	7,129,100	7,343,044	7,563,250	7,789,893	8,023,161	8,263,242	8,510,331
User Charges & Fees	4,011,505	3,661,000	3,592,154	3,731,333	3,815,674	3,901,921	3,990,118	4,080,313	4,172,543	4,266,863	4,363,308	4,461,935
Interest & Investment Revenue Received	94,207	189,000	147,725	211,643	170,438	170,218	213,362	232,088	287,172	322,149	356,822	405,662
Grants & Contributions	6,503,727	6,472,000	5,856,449	5,474,905	5,508,918	5,389,142	5,510,428	5,634,446	5,761,254	5,890,916	6,023,494	6,159,059
Bonds & Deposits Received												
Other	1,521,570	1,354,000	726,543	744,892	758,566	772,553	786,862	801,499	816,476	831,792	847,460	863,493
<i>Payments</i>												
Employee Benefits & On-Costs	(6,418,316)	(6,615,000)	(7,512,056)	(7,641,391)	(7,851,528)	(8,067,446)	(8,289,303)	(8,517,257)	(8,751,480)	(8,992,145)	(9,239,428)	(9,493,512)
Materials & Contracts	(3,115,374)	(3,009,565)	(3,474,936)	(3,226,053)	(3,298,157)	(3,310,422)	(3,403,173)	(3,478,231)	(3,902,619)	(3,650,593)	(3,773,565)	(3,858,006)
Borrowing Costs	(146,000)	(136,000)	(144,726)	(153,059)	(142,542)	(136,040)	(124,027)	(115,018)	(109,030)	(103,910)	(100,875)	(98,096)
Bonds & Deposits Refunded												
Other	(1,039,916)	(1,910,000)	(762,864)	(1,019,747)	(1,040,309)	(1,230,409)	(1,264,502)	(1,307,629)	(1,311,686)	(1,271,170)	(1,320,735)	(1,338,761)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>6,335,018</b>	<b>5,017,435</b>	<b>3,702,658</b>	<b>4,841,819</b>	<b>4,842,300</b>	<b>4,618,617</b>	<b>4,762,809</b>	<b>4,893,461</b>	<b>4,752,524</b>	<b>5,317,063</b>	<b>5,419,723</b>	<b>5,612,106</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities	15,800,000	17,850,000	3,600,000	600,000					0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	185,000	351,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities	(18,294,000)	(21,750,000)	0	0								
Purchase of Infrastructure, Property, Plant & Equipment	(3,092,000)	(4,708,047)	(7,253,934)	(5,296,027)	(4,370,346)	(3,131,667)	(3,724,110)	(3,013,334)	(3,538,200)	(4,239,848)	(3,770,242)	(4,384,117)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(5,401,000)</b>	<b>(8,257,047)</b>	<b>(3,653,934)</b>	<b>(4,696,027)</b>	<b>(4,370,346)</b>	<b>(3,131,667)</b>	<b>(3,724,110)</b>	<b>(3,013,334)</b>	<b>(3,538,200)</b>	<b>(4,239,848)</b>	<b>(3,770,242)</b>	<b>(4,384,117)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances	0	0										
Proceeds from Retirement Home Contributions	1,777,000	0										
Other Financing Activity Receipts	0	0										
<i>Payments</i>												
Repayment of Borrowings & Advances	(197,327)	(197,388)	(217,779)	(214,917)	(232,949)	(233,755)	(246,950)	(197,741)	(175,454)	(157,446)	(158,182)	(163,253)
Repayment of Retirement Home Contributions	(1,336,000)	0										
Other Financing Activity Payments	0	0										
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>243,673</b>	<b>(197,388)</b>	<b>(217,779)</b>	<b>(214,917)</b>	<b>(232,949)</b>	<b>(233,755)</b>	<b>(246,950)</b>	<b>(197,741)</b>	<b>(175,454)</b>	<b>(157,446)</b>	<b>(158,182)</b>	<b>(163,253)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,177,691</b>	<b>(3,437,000)</b>	<b>(169,056)</b>	<b>(69,124)</b>	<b>239,006</b>	<b>1,253,196</b>	<b>791,750</b>	<b>1,682,387</b>	<b>1,038,870</b>	<b>919,769</b>	<b>1,491,299</b>	<b>1,064,736</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>2,515,309</b>	<b>3,693,000</b>	<b>256,000</b>	<b>86,944</b>	<b>17,820</b>	<b>256,827</b>	<b>1,510,023</b>	<b>2,301,773</b>	<b>3,984,160</b>	<b>5,023,030</b>	<b>5,942,799</b>	<b>7,434,099</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>3,693,000</b>	<b>256,000</b>	<b>86,944</b>	<b>17,820</b>	<b>256,827</b>	<b>1,510,023</b>	<b>2,301,773</b>	<b>3,984,160</b>	<b>5,023,030</b>	<b>5,942,799</b>	<b>7,434,099</b>	<b>8,498,835</b>
<b>plus: Investments - End of the Year</b>	<b>4,650,000</b>	<b>8,550,000</b>	<b>4,950,000</b>	<b>4,350,000</b>								
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>8,343,000</b>	<b>8,806,000</b>	<b>5,036,944</b>	<b>4,367,820</b>	<b>4,606,827</b>	<b>5,860,023</b>	<b>6,651,773</b>	<b>8,334,160</b>	<b>9,373,030</b>	<b>10,292,799</b>	<b>11,784,099</b>	<b>12,848,835</b>

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URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>WATER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	389,871	388,000	438,222	587,655	742,747	937,013	965,249	994,311	1,024,222	1,055,008	1,086,693	1,119,303
User Charges & Fees	538,305	492,000	527,546	543,043	558,985	575,385	592,257	609,612	627,465	645,829	664,719	684,151
Interest & Investment Revenue Received	64,140	66,000	63,275	41,779	44,381	47,871	50,528	59,195	66,494	74,284	80,212	89,665
Grants & Contributions	15,772	18,000	21,031	21,650	22,286	22,941	23,615	24,308	25,021	25,755	26,510	27,286
Bonds & Deposits Received												
Other	0	7,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(266,422)	(457,000)	(283,857)	(355,367)	(365,140)	(375,181)	(385,498)	(396,100)	(406,993)	(418,186)	(429,686)	(441,502)
Materials & Contracts	(177,967)	(357,228)	(362,920)	(167,913)	(170,705)	(260,700)	(177,662)	(197,831)	(220,971)	(199,322)	(192,649)	(209,193)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	(277,220)	0	(343,022)	(350,344)	(357,821)	(365,456)	(373,258)	(381,228)	(389,369)	(397,690)	(406,184)	(414,862)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>286,478</b>	<b>156,772</b>	<b>60,275</b>	<b>320,503</b>	<b>474,733</b>	<b>581,873</b>	<b>695,231</b>	<b>712,267</b>	<b>725,869</b>	<b>785,678</b>	<b>829,615</b>	<b>854,848</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0										
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0										
Purchase of Infrastructure, Property, Plant & Equipment	(4,000)	(51,772)	(400,801)	(508,650)	(515,000)	(527,000)	(521,500)	(534,500)	(546,000)	(574,000)	(574,500)	(588,500)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(4,000)</b>	<b>(51,772)</b>	<b>(400,801)</b>	<b>(508,650)</b>	<b>(515,000)</b>	<b>(527,000)</b>	<b>(521,500)</b>	<b>(534,500)</b>	<b>(546,000)</b>	<b>(574,000)</b>	<b>(574,500)</b>	<b>(588,500)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0	0	0	0	0	0	0	0	0	0
Proceeds from Retirement Home Contributions		0										
Other Financing Activity Receipts		0										
<i>Payments</i>												
Repayment of Borrowings & Advances		0	0									
Repayment of Retirement Home Contributions		0										
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>282,478</b>	<b>105,000</b>	<b>(340,527)</b>	<b>(188,148)</b>	<b>(40,267)</b>	<b>54,873</b>	<b>173,731</b>	<b>177,767</b>	<b>179,869</b>	<b>211,678</b>	<b>255,115</b>	<b>266,348</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,887,522</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,746,326</b>	<b>1,706,059</b>	<b>1,760,932</b>	<b>1,934,662</b>	<b>2,112,430</b>	<b>2,292,299</b>	<b>2,503,976</b>	<b>2,759,092</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,746,326</b>	<b>1,706,059</b>	<b>1,760,932</b>	<b>1,934,662</b>	<b>2,112,430</b>	<b>2,292,299</b>	<b>2,503,976</b>	<b>2,759,092</b>	<b>3,025,440</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,934,473</b>	<b>1,746,326</b>	<b>1,706,059</b>	<b>1,760,932</b>	<b>1,934,662</b>	<b>2,112,430</b>	<b>2,292,299</b>	<b>2,503,976</b>	<b>2,759,092</b>	<b>3,025,440</b>

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URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SEWER FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges	583,515	687,000	717,171	787,693	864,990	949,709	978,327	1,007,782	1,038,099	1,069,302	1,101,416	1,134,468
User Charges & Fees	9,602	9,000	15,827	21,204	21,714	22,237	22,772	23,320	23,881	24,455	25,044	25,646
Interest & Investment Revenue Received	49,442	54,000	53,550	34,196	27,154	18,558	19,585	24,062	27,103	30,729	33,878	38,590
Grants & Contributions	11,853	114,000	1,865,844	1,155,223	17,611	18,008	18,413	18,827	19,251	19,684	20,127	20,580
Bonds & Deposits Received												
Other	0	0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(172,262)	(290,000)	(182,082)	(220,765)	(226,836)	(233,074)	(239,484)	(246,070)	(252,838)	(259,792)	(266,937)	(274,278)
Materials & Contracts	(146,659)	(229,819)	(137,090)	(120,246)	(122,703)	(125,222)	(127,804)	(130,451)	(135,086)	(135,947)	(138,796)	(141,716)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0	0	0
Bonds & Deposits Refunded												
Other	(180,864)	(4,000)	(229,333)	(254,583)	(260,087)	(265,707)	(271,449)	(277,315)	(283,309)	(289,432)	(295,690)	(302,084)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>154,626</b>	<b>340,181</b>	<b>2,103,887</b>	<b>1,402,723</b>	<b>321,843</b>	<b>384,509</b>	<b>400,360</b>	<b>420,155</b>	<b>437,101</b>	<b>458,999</b>	<b>479,042</b>	<b>501,206</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0										
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0										
Purchase of Infrastructure, Property, Plant & Equipment	(42,000)	(128,181)	(2,886,757)	(1,985,713)	(337,546)	(325,280)	(327,315)	(333,351)	(340,388)	(347,426)	(354,465)	(366,505)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(42,000)</b>	<b>(128,181)</b>	<b>(2,886,757)</b>	<b>(1,985,713)</b>	<b>(337,546)</b>	<b>(325,280)</b>	<b>(327,315)</b>	<b>(333,351)</b>	<b>(340,388)</b>	<b>(347,426)</b>	<b>(354,465)</b>	<b>(366,505)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0									
Proceeds from Retirement Home Contributions		0	0									
Other Financing Activity Receipts		0	0									
<i>Payments</i>												
Repayment of Borrowings & Advances		0	0									
Repayment of Retirement Home Contributions		0	0									
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>112,626</b>	<b>212,000</b>	<b>(782,870)</b>	<b>(582,990)</b>	<b>(15,703)</b>	<b>59,229</b>	<b>73,045</b>	<b>86,804</b>	<b>96,713</b>	<b>111,573</b>	<b>124,577</b>	<b>134,701</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>1,717,374</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>676,140</b>	<b>660,437</b>	<b>719,667</b>	<b>792,712</b>	<b>879,516</b>	<b>976,229</b>	<b>1,087,801</b>	<b>1,212,379</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>676,140</b>	<b>660,437</b>	<b>719,667</b>	<b>792,712</b>	<b>879,516</b>	<b>976,229</b>	<b>1,087,801</b>	<b>1,212,379</b>	<b>1,347,079</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,259,130</b>	<b>676,140</b>	<b>660,437</b>	<b>719,667</b>	<b>792,712</b>	<b>879,516</b>	<b>976,229</b>	<b>1,087,801</b>	<b>1,212,379</b>	<b>1,347,079</b>

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URALLA SHIRE COUNCIL  
CASH FLOW STATEMENT  
YEAR ENDED 30 JUNE 2019

Scenario 3 - Optimistic

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>McMAUGH GARDENS FUND</b>												
<b>Cash Flows from Operating Activities</b>												
<i>Receipts</i>												
Rates & Annual Charges		0	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	714,588	833,000	823,164	842,097	861,465	881,279	901,548	922,284	943,497	965,197	987,397	1,010,107
Interest & Investment Revenue Received	69,211	57,000	47,950	29,729	37,401	45,073	48,909	56,581	58,499	60,417	60,417	62,335
Grants & Contributions	2,283,648	2,203,000	2,268,656	2,319,701	2,371,894	2,425,262	2,479,830	2,535,626	2,592,678	2,651,013	2,710,661	2,771,651
Bonds & Deposits Received												
Other	22,430	8,000	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Employee Benefits & On-Costs	(2,062,000)	(2,105,000)	(2,034,472)	(2,090,420)	(2,147,907)	(2,206,974)	(2,267,666)	(2,330,027)	(2,394,103)	(2,459,941)	(2,527,589)	(2,597,098)
Materials & Contracts	(821,000)	(750,388)	(432,959)	(425,871)	(435,623)	(445,599)	(455,807)	(466,254)	(476,945)	(529,884)	(499,075)	(510,527)
Borrowing Costs	(10,000)	(11,000)	(4,055)	(3,662)	(3,218)	(2,747)	(2,238)	(1,693)	(1,094)	(451)	(9)	0
Bonds & Deposits Refunded												
Other	(61,000)	(52,000)	(376,779)	(384,703)	(392,794)	(401,053)	(409,488)	(418,102)	(426,899)	(435,881)	(445,055)	(454,420)
<b>Net Cash Provided (or used in) Operating Activities</b>	<b>135,878</b>	<b>182,612</b>	<b>291,505</b>	<b>286,871</b>	<b>291,218</b>	<b>295,241</b>	<b>295,088</b>	<b>298,415</b>	<b>295,633</b>	<b>250,470</b>	<b>286,747</b>	<b>282,048</b>
<b>Cash Flows from Investing Activities</b>												
<i>Receipts</i>												
Sale of Investment Securities		0	0									
Sale of Infrastructure, Property, Plant & Equipment		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Purchase of Investment Securities		0	0									
Purchase of Infrastructure, Property, Plant & Equipment	(123,000)	(55,000)	(140,000)	(258,206)	(545,231)	(58,044)	(170,190)	(56,570)	(57,984)	(59,434)	(60,920)	(62,443)
<b>Net Cash Provided (or used in) Investing Activities</b>	<b>(123,000)</b>	<b>(55,000)</b>	<b>(140,000)</b>	<b>(258,206)</b>	<b>(545,231)</b>	<b>(58,044)</b>	<b>(170,190)</b>	<b>(56,570)</b>	<b>(57,984)</b>	<b>(59,434)</b>	<b>(60,920)</b>	<b>(62,443)</b>
<b>Cash Flows from Financing Activities</b>												
<i>Receipts</i>												
Proceeds from Borrowings & Advances		0	0									
Proceeds from Retirement Home Contributions		1,058,000	0									
Other Financing Activity Receipts		0	0									
<i>Payments</i>												
Repayment of Borrowings & Advances	(3,673)	(4,612)	(4,961)	(5,354)	(5,798)	(6,269)	(6,778)	(7,323)	(7,922)	(8,565)	(1,097)	0
Repayment of Retirement Home Contributions		(1,400,000)	0									
Other Financing Activity Payments		0	0									
<b>Net Cash Flow Provided (Used in) Financing Activities</b>	<b>(3,673)</b>	<b>(346,612)</b>	<b>(4,961)</b>	<b>(5,354)</b>	<b>(5,798)</b>	<b>(6,269)</b>	<b>(6,778)</b>	<b>(7,323)</b>	<b>(7,922)</b>	<b>(8,565)</b>	<b>(1,097)</b>	<b>0</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>9,205</b>	<b>(219,000)</b>	<b>146,544</b>	<b>23,311</b>	<b>(259,811)</b>	<b>230,928</b>	<b>118,120</b>	<b>234,522</b>	<b>229,727</b>	<b>182,471</b>	<b>224,730</b>	<b>219,605</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - Beginning of Year</b>	<b>2,079,795</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>
<b>Cash &amp; Cash Equivalents - End of the Year</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>	<b>3,220,147</b>
<b>plus: Investments - End of the Year</b>												
<b>Total Cash, Cash Equivalents &amp; Investments - End of Year</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,016,544</b>	<b>2,039,855</b>	<b>1,780,044</b>	<b>2,010,972</b>	<b>2,129,092</b>	<b>2,363,614</b>	<b>2,593,341</b>	<b>2,775,812</b>	<b>3,000,542</b>	<b>3,220,147</b>

Budget Review and Finance Committee Business Paper - 11 December 2018

Draft

LONG TERM  
FINANCIAL PLAN

2028

**9. MOTIONS ON NOTICE**

There are no Motions on Notice.

**10. CONFIDENTIAL BUSINESS**

There are no Confidential Business Items.

END OF BUSINESS PAPER