



# **URALLA SHIRE COUNCIL BUSINESS PAPER**

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

**9 April 2019**

Uralla Shire Council  
Budget Review and Finance Committee  
Business Paper – 9 April 2019

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- A G E N D A -

# **Budget Review & Finance Committee Meeting**

**9 April 2019, 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 Budget 2019/20
- 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>	Report 1 - Draft Budget 2019/20

### 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 presents the draft Budget 2019/20 to the Budget Review and Finance Committee.

### OFFICER'S RECOMMENDATION:

***That the Committee receive and note the Draft Budget 2019/20***

### BACKGROUND:

The first draft Budget 2019/20 has been developed in consultation with managers and the Executive team to present a 'business as usual' financial result for Uralla Shire Council. It is expected that there will be variations to this budget as a consequence of reviewing the numerous budget additions that have been proposed by various departments and that they consider necessary to deliver the services and outcomes expected by the community.

### REPORT:

Council is required under section 405(5) of the Act to have an annual Operational Plan adopted at the beginning of each financial year which outlines the planned activities for the year as part of the adopted four year Delivery Program. The annual Operational Plan includes the Budget.

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

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

The foundation of any LTFP is the base year data which represents the first year of the ten year plan. The attached draft budget is therefore the first year of the revised LTFP.

A summary of the significant issues is noted below.

*Prior Year Long Term Financial Plan 2019-2028*

Three scenarios were presented to Council for consideration as part of the 2019-28 LTFP. Each scenario presented different options. The first scenario was based on a conservative approach with no SRV but with a projected net operating deficit before grants and contributions provided for capital purposes of \$17.45 million. This was funded by redeeming \$7.13 million in cash reserves and borrowing \$8 million. This scenario also included increases in annual charges for water and sewer funds of 26% and 5.5% respectively.

Scenarios two and three provided various options for introducing an SRV together with implementation of a range of potential productivity options identified through a horizontal service review.

A review of the prior year LTFP, and in particular, the 2019/20 projection, shows that there are similar underlying amounts to those included in the 2019/20 draft budget. Clearly there is a linkage between last year's LTFP and this year's budget.

#### *Draft Budget 2019/20*

The draft budget for 2019/20 has been built on numerous assumptions, the most significant of these being:

- a) The implementation of a new organisational structure as presented to the 26 March 2019 Council Meeting;
- b) Integration of the current building asset management plan from GHD;
- c) Integration of the proposed capital expenditure for Water and Sewer funds from Morrison & Low;
- d) Integration of the approved Transport Asset Management Plan;
- e) Integration of an updated plant and equipment replacement program;
- f) An IPART approved rate peg of 2.7%;
- g) An agreed Local Government Award wage increase of 2.5%;

The consolidated income statement can be summarised as follows:

	<b>Including Capital Grants</b>	<b>Excluding Capital Grants</b>
General Fund	1,001,941	(751,272)
McMaugh Gardens	258,781	(56,219)
Water Fund	(395,367)	(395,367)
Sewer Fund	3,211,788	9,188
<b>Total</b>	<b>4,077,143</b>	<b>(1,193,670)</b>

Whilst the overall results continue to reflect an unsustainable outcome, they differ from the 2020 year of the 2019-28 LTFP as follows:

- (i) Changes in capital grants, either as a timing result (Bundarra Sewer Scheme) or due to additional available schemes e.g. Stronger Country Communities Fund;
- (ii) Slightly lower income in the draft budget, mostly attributable to McMaugh Gardens change in resident mix; and
- (iii) Slightly lower expenditure in the draft budget, mostly attributable to the new organisational structure.

#### *Cash Flow Summary*

The consolidated cash flow can be summarised as follows:

	<b>Net Cash from Operating Activities</b>	<b>Capital Expenditure</b>	<b>Other Movements</b>	<b>Cash at Year End</b>
General Fund	4,412,465	7,346,047	2,933,581	734,436
McMaugh Gardens	231,448	365,000	(5,350)	1,992,905
Water Fund	79,686	593,900	0	1,158,586
Sewer Fund	3,451,436	4,868,796	0	(156,827)
<b>Total</b>	<b>8,175,035</b>	<b>13,173,743</b>	<b>2,928,231</b>	<b>3,729,100</b>

Based on this first draft budget, the proportion of the cash required to fund the proposed capital expenditure may result in USC holding insufficient cash to fund external restrictions. This may require Council to borrow some funds for planned capital works.

#### *Balance Sheet Summary*

The consolidated balance sheets can be summarised as follows:

	<b>Current Assets</b>	<b>Non-current Assets</b>	<b>Liabilities</b>	<b>Net Equity</b>
General Fund	1,683,375	211,278,860	8,384,069	204,578,166
McMaugh Gardens	2,189,780	4,465,916	2,043,761	4,611,935
Water Fund	1,454,748	15,371,196	0	16,825,944
Sewer Fund	47,475	16,211,621	156,827	16,102,269
<b>Total</b>	<b>5,375,378</b>	<b>247,327,593</b>	<b>10,584,657</b>	<b>242,118,314</b>

Note the cash and net asset position on the summary sheets compared to prior years.

Also note that the consolidated position moves the sewer fund overdraft against the current assets, so the summary above differs to the reports by \$156,827.

#### *Specific Departmental Matters*

<i>Elected Members</i>	
	Increased seminar & conference fees
	Increased community engagement costs
	Increased donations
<i>General Manager</i>	
	Changes to subscriptions for our partnered JO
<i>Human Resources</i>	
	Includes lump sum for organisational training
	Includes new software maintenance costs for Scout software
<i>Rates</i>	
	Includes increased postage costs
<i>Finance</i>	
	Assumes FAGS will not be prepaid
	Includes increased training costs with additional staff
	Does not yet include consulting costs to implement online procurement system
	Includes new software maintenance costs for MAGIQ, LG Solutions LTFP, Analyser and Fees and Charges
<i>Technology &amp; Information</i>	
	Includes software maintenance fees for new web site and Pulse systems
	Includes general consultancy services for electrical, Telstra, HiTech support, GIS
	Includes general IT capital expenditure of \$30,500 for general replacements
<i>Governance &amp; Risk</i>	
	Includes costs for webcasting Council meetings
	Includes \$40,000 for internal audit (same as previous year)
<i>Property</i>	
	Integrates all building AMP items;
	Grace Munro Centre lease based on market assessment;
<i>Engineering Operations</i>	
	Does not include the sale of any industrial estate blocks
	Includes estimated industrial estate construction costs assuming cost benefit analysis is approved
	Includes \$10,000 for industrial estate business case/cost benefit analysis
	Includes \$10,000 for plant/fleet asset management plan
<i>RFS</i>	

	Reduces contribution to RFS as 3 year cost for new shed at Armidale airport expired in 2018/19
<i>Works and Civil</i>	
	Includes \$1,181,817 in 2019/20 and \$794,183 in 2020/21 for Bingara Road upgrade funded from Restart NSW special grant
	Includes maintenance and capital costs per AMP
	Includes one-fifth (\$476,884) of new Roads to Recovery funding program
	Includes \$200K from RMS for capital grants
	Includes 50% funding from RMS (\$46,875) for the bike track works
	Includes 50% funding from RMS (\$7,500) for a combined bike & footpath strategy
	Funding and construction costs for Tolleys Gully bridge have been moved to 2020/21
	Total maintenance costs per the AMP is \$2.595 million
	Total capital expenditure per the AMP is \$3.842 million
	Includes \$20K for roads revaluation and assessment of roads conditions.
	Assumes one-off line-marking in 2018/19 of \$35,000 will not be repeated in 2019/20
<i>Facilities and Open Space</i>	
	Includes Stronger Country Communities funding of \$571,396
	Includes one-off maintenance costs of \$10K for the aquatic centre
	Retains caravan park under approved management arrangement
<i>Development and Planning</i>	
	Assumes no Health and Building Surveyor is appointed, so contractor arrangement continues
<i>Waste</i>	
	Provides for a break-even result
	Includes storm water and leachate dam management plan for Uralla landfill (\$20,000)
	Includes consultant costs for closure/transition plan at Bundarra landfill (\$20,000)
	Includes costs for recalibration of truck for the Container Deposit Scheme
	Includes additional funding costs (depreciation and finance) for rehabilitation of landfill per 2018 report
<i>Environment</i>	
	Provides for a break-even result
<i>Water Fund</i>	
	Allows for better allocation of wages from Works and Civil division
	Includes estimated capital expenditure per Morrison & Low draft AMP
	Assumes higher than expected water treatment costs in 2019 will not be repeated in 2020
<i>Sewer</i>	
	Allows for better allocation of wages from Works and Civil division
	Assumes Bundarra Sewer will be built based on original grants and expenditure estimates until better data is available
<i>McMaugh Gardens</i>	
	Increases fee subsidies based on most recent rates released by Department of Health
	Assumes lower resident income due to mix of residents (based on level of care)
	Changes roster for nursing staff to allow Manager to undertake role of Executive Mgr for Aged and Community Care
	Includes part capital grant and capital expenditure for upgrade of bathrooms (remainder in 2021)
<i>TCS</i>	
	Note that any reference to KADS in any reports relates to TCS Tamworth division

<b>Donations Summary</b>	
Thunderbolts Festival	12,000
Lanterns Festival	3,000
Rotary Art Show	3,000
Next Wave Workshop Tour (previously Rec Ya Shorts)	2,500
Australia Day Activities	2,500
Other Uralla events	2,000
Community Grants Program	15,000
<i>Other Departments</i>	
Street Stall	7,567
Pre-school rent	20,951
Youth Services, NAIDOC & s.355 Bundarra committee & Medical Student CWA scholarship per resolution 17.04/18	6,847
School presentation nights	1,000
Elected member donations	3,000
Arts North West	4,400
	83,765

#### *Fees and Charges*

The review of fees and charges is running behind schedule. Staff could provide Council with the current proposed fees (a 69 page report) but felt that the task would be too great to ask Council to review them twice within a very short timeframe. Staff have therefore held this report back until all fees have been both reviewed and approved internally.

#### **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 Budget 2019/20 is attached for review.

Prepared by staff member:	Andrew Hopkins and Simon Paul
TRIM Reference Number:	UINT/2019/02214
Approved/Reviewed by Manager:	As above
Department:	General Manager's Office
Attachments:	Attachment A: Draft Budget 2019/20

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**INCOME STATEMENT - CONSOLIDATED**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	6,159,000	6,366,524	6,451,967
User Charges & Fees	4,856,000	4,533,600	3,286,785
Interest & Investment Revenue	398,000	312,499	315,200
Other Revenues	630,000	383,493	487,329
Grants & Contributions provided for Operating Purposes	7,761,000	5,715,710	8,889,127
Grants & Contributions provided for Capital Purposes	1,552,000	4,285,580	5,270,813
<b>Other Income:</b>			
Net gains from the disposal of assets	4,000	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>21,360,000</b>	<b>21,597,406</b>	<b>24,701,221</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	9,424,000	10,123,415	10,174,077
Borrowing Costs	167,000	150,716	150,930
Materials & Contracts	3,892,000	4,348,190	4,023,628
Depreciation & Amortisation	4,270,000	4,541,612	4,353,537
Impairment	-	-	-
Other Expenses	1,623,000	1,948,646	1,921,907
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	88,000	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>19,464,000</b>	<b>21,112,579</b>	<b>20,624,078</b>
<b>Operating Result from Continuing Operations</b>	<b>1,896,000</b>	<b>484,827</b>	<b>4,077,143</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,896,000</b>	<b>484,827</b>	<b>4,077,143</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>344,000</b>	<b>(3,800,753)</b>	<b>(1,193,670)</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**INCOME STATEMENT - GENERAL FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	5,063,000	5,211,133	5,371,255
User Charges & Fees	3,305,000	3,167,563	1,788,462
Interest & Investment Revenue	221,000	146,831	147,225
Other Revenues	619,000	407,173	489,829
Grants & Contributions provided for Operating Purposes	5,524,000	3,409,179	6,763,405
Grants & Contributions provided for Capital Purposes	1,454,000	2,436,580	1,753,213
<b>Other Income:</b>			
Net gains from the disposal of assets	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>16,186,000</b>	<b>14,778,459</b>	<b>16,313,389</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	6,572,000	7,623,006	7,569,300
Borrowing Costs	156,000	146,657	147,264
Materials & Contracts	2,607,000	2,691,448	2,514,313
Depreciation & Amortisation	3,381,000	3,653,777	3,457,506
Impairment	-	-	-
Other Expenses	1,567,000	1,639,346	1,623,065
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	88,000	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>14,371,000</b>	<b>15,754,234</b>	<b>15,311,448</b>
<b>Operating Result from Continuing Operations</b>	<b>1,815,000</b>	<b>(975,775)</b>	<b>1,001,941</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,815,000</b>	<b>(975,775)</b>	<b>1,001,941</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>361,000</b>	<b>(3,412,355)</b>	<b>(751,272)</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**INCOME STATEMENT - WATER FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	388,000	438,221	452,524
User Charges & Fees	604,000	527,546	562,978
Interest & Investment Revenue	66,000	64,542	65,475
Other Revenues	7,000	-	7,000
Grants & Contributions provided for Operating Purposes	18,000	21,031	41,005
Grants & Contributions provided for Capital Purposes	-	-	-
<b>Other Income:</b>			
Net gains from the disposal of assets	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,083,000</b>	<b>1,051,340</b>	<b>1,128,981</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	457,000	283,857	307,234
Borrowing Costs	-	-	-
Materials & Contracts	349,000	514,550	433,069
Depreciation & Amortisation	485,000	484,327	492,522
Impairment	-	-	-
Other Expenses	-	299,638	291,524
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,291,000</b>	<b>1,582,372</b>	<b>1,524,348</b>
<b>Operating Result from Continuing Operations</b>	<b>(208,000)</b>	<b>(531,032)</b>	<b>(395,367)</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(208,000)</b>	<b>(531,032)</b>	<b>(395,367)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(208,000)</b>	<b>(531,032)</b>	<b>(395,367)</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**INCOME STATEMENT - SEWER FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	708,000	717,170	628,188
User Charges & Fees	9,000	15,327	16,109
Interest & Investment Revenue	54,000	53,176	54,550
Other Revenues	-	500	1,000
Grants & Contributions provided for Operating Purposes	16,000	16,844	15,833
Grants & Contributions provided for Capital Purposes	98,000	1,849,000	3,202,600
<b>Other Income:</b>			
Net gains from the disposal of assets	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>885,000</b>	<b>2,652,017</b>	<b>3,918,280</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	290,000	182,081	190,306
Borrowing Costs	-	-	-
Materials & Contracts	193,000	170,440	86,320
Depreciation & Amortisation	235,000	233,966	233,966
Impairment	-	-	-
Other Expenses	4,000	206,049	195,900
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>722,000</b>	<b>792,536</b>	<b>706,492</b>
<b>Operating Result from Continuing Operations</b>	<b>163,000</b>	<b>1,859,481</b>	<b>3,211,788</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>163,000</b>	<b>1,859,481</b>	<b>3,211,788</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>65,000</b>	<b>10,481</b>	<b>9,188</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**INCOME STATEMENT - AGED CARE (MCMAUGH) FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	-	-	-
User Charges & Fees	938,000	823,164	919,236
Interest & Investment Revenue	57,000	47,950	47,950
Other Revenues	4,000	-	15,000
Grants & Contributions provided for Operating Purposes	2,203,000	2,268,656	2,068,885
Grants & Contributions provided for Capital Purposes	-	-	315,000
<b>Other Income:</b>			
Net gains from the disposal of assets	4,000	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,206,000</b>	<b>3,139,770</b>	<b>3,366,071</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	2,105,000	2,034,471	2,107,237
Borrowing Costs	11,000	4,059	3,666
Materials & Contracts	743,000	428,160	439,385
Depreciation & Amortisation	169,000	169,542	169,542
Impairment	-	-	-
Other Expenses	52,000	371,385	387,460
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,080,000</b>	<b>3,007,617</b>	<b>3,107,290</b>
<b>Operating Result from Continuing Operations</b>	<b>126,000</b>	<b>132,153</b>	<b>258,781</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>126,000</b>	<b>132,153</b>	<b>258,781</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>126,000</b>	<b>132,153</b>	<b>(56,219)</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**CASH FLOW STATEMENT - CONSOLIDATED**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	6,087,000	6,411,553	6,450,707
User Charges & Fees	4,995,000	4,641,419	3,297,421
Interest & Investment Revenue Received	366,000	414,908	342,588
Grants & Contributions	8,807,000	10,485,204	14,077,661
Bonds & Deposits Received	-	-	-
Other	1,369,000	232,574	296,609
<b>Payments:</b>			
Employee Benefits & On-Costs	(9,467,000)	(9,970,182)	(10,175,146)
Materials & Contracts	(4,347,000)	(4,555,202)	(4,040,801)
Borrowing Costs	(147,000)	(152,113)	(152,098)
Bonds & Deposits Refunded	-	-	-
Other	(1,966,000)	(1,948,646)	(1,921,907)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>5,697,000</b>	<b>5,559,516</b>	<b>8,175,036</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	17,850,000	9,661,989	3,153,574
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	351,000	119,000	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Intangible Assets	-	-	-
Deferred Debtors Receipts	-	-	-
Sale of Disposal Groups	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	(21,750,000)	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(4,943,000)	(11,497,452)	(13,173,743)
Purchase of Real Estate Assets	-	-	-
Purchase of Intangible Assets	-	-	-
Deferred Debtors & Advances Made	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(8,492,000)</b>	<b>(1,716,463)</b>	<b>(10,020,168)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	1,058,000	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	(202,000)	(220,914)	(225,343)
Repayment of Finance Lease Liabilities	-	-	-
Distributions to Minority Interests	-	-	-
Other Financing Activity Payments	(1,400,000)	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(544,000)</b>	<b>(220,914)</b>	<b>(225,343)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(3,339,000)</b>	<b>3,622,138</b>	<b>(2,070,475)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,782,000</b>	<b>1,443,000</b>	<b>5,065,138</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,443,000</b>	<b>5,065,138</b>	<b>2,994,663</b>
Cash & Cash Equivalents - end of the year	1,443,000	5,065,138	2,994,663
Investments - end of the year	13,550,000	3,888,011	734,436
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>14,993,000</b>	<b>8,953,149</b>	<b>3,729,099</b>
<b>Representing:</b>			
- External Restrictions	9,050,000	7,955,402	5,884,927
- Internal Restrictions	4,894,000	4,894,000	4,894,000
- Unrestricted	1,049,000	(3,896,253)	(7,049,828)
	<b>14,993,000</b>	<b>8,953,149</b>	<b>3,729,099</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**CASH FLOW STATEMENT - GENERAL FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	5,012,000	5,241,287	5,365,667
User Charges & Fees	3,661,000	3,185,111	1,815,653
Interest & Investment Revenue Received	189,000	247,237	174,174
Grants & Contributions	6,472,000	6,329,673	8,434,339
Bonds & Deposits Received	-	-	-
Other	1,354,000	151,254	495,984
<b>Payments:</b>			
Employee Benefits & On-Costs	(6,615,000)	(7,469,773)	(7,570,369)
Materials & Contracts	(3,010,000)	(2,898,460)	(2,531,486)
Borrowing Costs	(136,000)	(148,054)	(148,432)
Bonds & Deposits Refunded	-	-	-
Other	(1,910,000)	(1,639,346)	(1,623,065)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>5,017,000</b>	<b>2,998,930</b>	<b>4,412,465</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	17,850,000	9,661,989	3,153,574
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	351,000	119,000	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Intangible Assets	-	-	-
Deferred Debtors Receipts	-	-	-
Sale of Disposal Groups	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	(21,750,000)	-	-
Purchase of Investment Property	(4,708,000)	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(4,708,000)	(7,819,893)	(7,346,047)
Purchase of Real Estate Assets	-	-	-
Purchase of Intangible Assets	-	-	-
Deferred Debtors & Advances Made	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(12,965,000)</b>	<b>1,961,096</b>	<b>(4,192,472)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	(197,000)	(216,025)	(219,993)
Repayment of Finance Lease Liabilities	-	-	-
Distributions to Minority Interests	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(197,000)</b>	<b>(216,025)</b>	<b>(219,993)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(8,145,000)</b>	<b>4,744,000</b>	<b>(0)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>3,693,000</b>	<b>(4,744,000)</b>	<b>-</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>(4,452,000)</b>	<b>-</b>	<b>(0)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>(4,452,000)</b>	<b>-</b>	<b>(0)</b>
<b>Investments - end of the year</b>	<b>13,550,000</b>	<b>3,888,011</b>	<b>734,436</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>9,098,000</b>	<b>3,888,011</b>	<b>734,436</b>
<b>Representing:</b>			
- External Restrictions	2,863,000	2,890,264	2,890,264
- Internal Restrictions	4,894,000	4,894,000	4,894,000
- Unrestricted	1,341,000	(3,896,253)	(7,049,828)
	<b>9,098,000</b>	<b>3,888,011</b>	<b>734,436</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**CASH FLOW STATEMENT - WATER FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	388,000	438,986	451,407
User Charges & Fees	492,000	622,032	546,690
Interest & Investment Revenue Received	66,000	64,597	65,412
Grants & Contributions	18,000	21,031	41,005
Bonds & Deposits Received	-	-	-
Other	7,000	-	7,000
<b>Payments:</b>			
Employee Benefits & On-Costs	(457,000)	(283,857)	(307,234)
Materials & Contracts	(357,000)	(514,550)	(433,069)
Borrowing Costs	-	-	-
Bonds & Deposits Refunded	-	-	-
Other	-	(299,638)	(291,524)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>157,000</b>	<b>48,601</b>	<b>79,686</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	-	-
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Intangible Assets	-	-	-
Deferred Debtors Receipts	-	-	-
Sale of Disposal Groups	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(52,000)	(650,802)	(593,900)
Purchase of Real Estate Assets	-	-	-
Purchase of Intangible Assets	-	-	-
Deferred Debtors & Advances Made	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(52,000)</b>	<b>(650,802)</b>	<b>(593,900)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	-	-	-
Repayment of Finance Lease Liabilities	-	-	-
Distributions to Minority Interests	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>105,000</b>	<b>(602,201)</b>	<b>(514,214)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>2,170,000</b>	<b>2,275,000</b>	<b>1,672,799</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,275,000</b>	<b>1,672,799</b>	<b>1,158,586</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,275,000</b>	<b>1,672,799</b>	<b>1,158,586</b>
Investments - end of the year	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,275,000</b>	<b>1,672,799</b>	<b>1,158,586</b>
<b>Representing:</b>			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	2,275,000	1,672,799	1,158,586
	<b>2,275,000</b>	<b>1,672,799</b>	<b>1,158,586</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**CASH FLOW STATEMENT - SEWER FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	687,000	731,280	633,634
User Charges & Fees	9,000	11,112	15,843
Interest & Investment Revenue Received	54,000	55,124	55,053
Grants & Contributions	114,000	1,865,844	3,218,433
Bonds & Deposits Received	-	-	-
Other	-	500	1,000
<b>Payments:</b>			
Employee Benefits & On-Costs	(290,000)	(182,081)	(190,306)
Materials & Contracts	(230,000)	(170,440)	(86,320)
Borrowing Costs	-	-	-
Bonds & Deposits Refunded	-	-	-
Other	(4,000)	(206,049)	(195,900)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>340,000</b>	<b>2,105,289</b>	<b>3,451,436</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	-	-
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Intangible Assets	-	-	-
Deferred Debtors Receipts	-	-	-
Sale of Disposal Groups	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(128,000)	(2,886,757)	(4,868,796)
Purchase of Real Estate Assets	-	-	-
Purchase of Intangible Assets	-	-	-
Deferred Debtors & Advances Made	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(128,000)</b>	<b>(2,886,757)</b>	<b>(4,868,796)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	-	-	-
Repayment of Finance Lease Liabilities	-	-	-
Distributions to Minority Interests	-	-	-
Other Financing Activity Payments	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>212,000</b>	<b>(781,468)</b>	<b>(1,417,360)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>1,830,000</b>	<b>2,042,000</b>	<b>1,260,532</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,042,000</b>	<b>1,260,532</b>	<b>(156,827)</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>2,042,000</b>	<b>1,260,532</b>	<b>(156,827)</b>
<b>Investments - end of the year</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,042,000</b>	<b>1,260,532</b>	<b>(156,827)</b>
<b>Representing:</b>			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	2,042,000	1,260,532	(156,827)
	<b>2,042,000</b>	<b>1,260,532</b>	<b>(156,827)</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**CASH FLOW STATEMENT - AGED CARE (MCMAUGH) FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates & Annual Charges	-	-	-
User Charges & Fees	833,000	823,164	919,236
Interest & Investment Revenue Received	57,000	47,950	47,950
Grants & Contributions	2,203,000	2,268,656	2,383,885
Bonds & Deposits Received	-	-	-
Other	8,000	105,000	(181,875)
<b>Payments:</b>			
Employee Benefits & On-Costs	(2,105,000)	(2,034,471)	(2,107,237)
Materials & Contracts	(750,000)	(428,160)	(439,385)
Borrowing Costs	(11,000)	(4,059)	(3,666)
Bonds & Deposits Refunded	-	-	-
Other	(52,000)	(371,385)	(387,460)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>183,000</b>	<b>406,695</b>	<b>231,448</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts:</b>			
Sale of Investment Securities	-	-	-
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Intangible Assets	-	-	-
Deferred Debtors Receipts	-	-	-
Sale of Disposal Groups	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
<b>Payments:</b>			
Purchase of Investment Securities	-	-	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(55,000)	(140,000)	(365,000)
Purchase of Real Estate Assets	-	-	-
Purchase of Intangible Assets	-	-	-
Deferred Debtors & Advances Made	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(55,000)</b>	<b>(140,000)</b>	<b>(365,000)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts:</b>			
Proceeds from Borrowings & Advances	-	-	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	1,058,000	-	-
<b>Payments:</b>			
Repayment of Borrowings & Advances	(5,000)	(4,889)	(5,350)
Repayment of Finance Lease Liabilities	-	-	-
Distributions to Minority Interests	-	-	-
Other Financing Activity Payments	(1,400,000)	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(347,000)</b>	<b>(4,889)</b>	<b>(5,350)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(219,000)</b>	<b>261,806</b>	<b>(138,902)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>2,089,000</b>	<b>1,870,000</b>	<b>2,131,806</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,870,000</b>	<b>2,131,806</b>	<b>1,992,905</b>
Cash & Cash Equivalents - end of the year	1,870,000	2,131,806	1,992,905
Investments - end of the year	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>1,870,000</b>	<b>2,131,806</b>	<b>1,992,905</b>
<b>Representing:</b>			
- External Restrictions	-	-	-
- Internal Restrictions	-	-	-
- Unrestricted	1,870,000	2,131,806	1,992,905
	<b>1,870,000</b>	<b>2,131,806</b>	<b>1,992,905</b>

Uralla Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2029  
 BALANCE SHEET - CONSOLIDATED  
 Scenario: Draft 1

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	1,443,000	5,065,138	2,994,663
Investments	13,550,000	3,888,011	734,436
Receivables	2,065,000	1,072,300	1,243,410
Inventories	213,000	202,993	192,476
Other	54,000	55,669	53,565
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>17,325,000</b>	<b>10,284,111</b>	<b>5,218,550</b>
<b>Non-Current Assets</b>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	231,289,000	238,297,461	247,327,593
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>231,289,000</b>	<b>238,297,461</b>	<b>247,327,593</b>
<b>TOTAL ASSETS</b>	<b>248,614,000</b>	<b>248,581,572</b>	<b>252,546,143</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	3,836,000	3,549,906	3,513,657
Income received in advance	475,000	189,553	124,430
Borrowings	221,000	225,343	225,245
Provisions	2,351,000	2,386,911	2,386,911
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>6,883,000</b>	<b>6,351,712</b>	<b>6,250,243</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	2,423,000	2,197,743	1,972,498
Provisions	2,241,000	2,205,089	2,205,089
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,664,000</b>	<b>4,402,832</b>	<b>4,177,587</b>
<b>TOTAL LIABILITIES</b>	<b>11,547,000</b>	<b>10,754,544</b>	<b>10,427,830</b>
<b>Net Assets</b>	<b>237,067,000</b>	<b>237,827,027</b>	<b>242,118,314</b>
<b>EQUITY</b>			
Retained Earnings	72,961,000	73,445,827	77,522,970
Revaluation Reserves	164,106,000	164,381,200	164,595,344
Council Equity Interest	237,067,000	237,827,027	242,118,314
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>237,067,000</b>	<b>237,827,027</b>	<b>242,118,314</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**BALANCE SHEET - GENERAL FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	(4,744,000)	-	-
Investments	13,550,000	3,888,011	734,436
Receivables	1,521,000	740,449	702,897
Inventories	213,000	202,993	192,476
Other	54,000	55,669	53,565
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>10,594,000</b>	<b>4,887,121</b>	<b>1,683,375</b>
<b>Non-Current Assets</b>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	203,451,000	207,394,537	211,278,860
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>203,451,000</b>	<b>207,394,537</b>	<b>211,278,860</b>
<b>TOTAL ASSETS</b>	<b>214,045,000</b>	<b>212,281,658</b>	<b>212,962,234</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	1,836,000	1,549,906	1,513,657
Income received in advance	475,000	189,553	124,430
Borrowings	216,000	219,993	219,451
Provisions	2,351,000	2,386,911	2,386,911
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>4,878,000</b>	<b>4,346,363</b>	<b>4,244,449</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	2,374,000	2,153,982	1,934,531
Provisions	2,241,000	2,205,089	2,205,089
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>4,615,000</b>	<b>4,359,071</b>	<b>4,139,620</b>
<b>TOTAL LIABILITIES</b>	<b>9,493,000</b>	<b>8,705,433</b>	<b>8,384,069</b>
<b>Net Assets</b>	<b>204,552,000</b>	<b>203,576,225</b>	<b>204,578,166</b>
<b>EQUITY</b>			
Retained Earnings	55,795,000	54,819,225	55,821,166
Revaluation Reserves	148,757,000	148,757,000	148,757,000
Council Equity Interest	204,552,000	203,576,225	204,578,166
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>204,552,000</b>	<b>203,576,225</b>	<b>204,578,166</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**BALANCE SHEET - WATER FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	2,275,000	1,672,799	1,158,586
Investments	-	-	-
Receivables	374,000	278,694	296,162
Inventories	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>2,649,000</b>	<b>1,951,493</b>	<b>1,454,748</b>
<b>Non-Current Assets</b>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	14,614,000	15,055,675	15,371,196
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>14,614,000</b>	<b>15,055,675</b>	<b>15,371,196</b>
<b>TOTAL ASSETS</b>	<b>17,263,000</b>	<b>17,007,168</b>	<b>16,825,944</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>17,263,000</b>	<b>17,007,168</b>	<b>16,825,944</b>
<b>EQUITY</b>			
Retained Earnings	8,641,000	8,109,968	7,714,601
Revaluation Reserves	8,622,000	8,897,200	9,111,344
Council Equity Interest	17,263,000	17,007,168	16,825,944
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>17,263,000</b>	<b>17,007,168</b>	<b>16,825,944</b>

**Uralla Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2029**  
**BALANCE SHEET - SEWER FUND**  
**Scenario: Draft 1**

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	2,042,000	1,260,532	-
Investments	-	-	-
Receivables	65,000	53,158	47,475
Inventories	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>2,107,000</b>	<b>1,313,690</b>	<b>47,475</b>
<b>Non-Current Assets</b>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	8,924,000	11,576,791	16,211,621
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>8,924,000</b>	<b>11,576,791</b>	<b>16,211,621</b>
<b>TOTAL ASSETS</b>	<b>11,031,000</b>	<b>12,890,481</b>	<b>16,259,096</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	156,827
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>156,827</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	-	-	-
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>156,827</b>
<b>Net Assets</b>	<b>11,031,000</b>	<b>12,890,481</b>	<b>16,102,269</b>
<b>EQUITY</b>			
Retained Earnings	5,499,000	7,358,481	10,570,269
Revaluation Reserves	5,532,000	5,532,000	5,532,000
Council Equity Interest	11,031,000	12,890,481	16,102,269
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>11,031,000</b>	<b>12,890,481</b>	<b>16,102,269</b>

Uralla Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2029  
 BALANCE SHEET - AGED CARE (MCMAUGH) FUND  
 Scenario: Draft 1

	Actuals 2017/18 \$	Current Year 2018/19 \$	Projected Years 2019/20 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	1,870,000	2,131,806	1,992,905
Investments	-	-	-
Receivables	105,000	-	196,875
Inventories	-	-	-
Other	-	-	-
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>1,975,000</b>	<b>2,131,806</b>	<b>2,189,780</b>
<b>Non-Current Assets</b>			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	4,300,000	4,270,458	4,465,916
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>4,300,000</b>	<b>4,270,458</b>	<b>4,465,916</b>
<b>TOTAL ASSETS</b>	<b>6,275,000</b>	<b>6,402,264</b>	<b>6,655,696</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	-	-	-
Payables	2,000,000	2,000,000	2,000,000
Income received in advance	-	-	-
Borrowings	5,000	5,350	5,794
Provisions	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>2,005,000</b>	<b>2,005,350</b>	<b>2,005,794</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	49,000	43,761	37,967
Provisions	-	-	-
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>49,000</b>	<b>43,761</b>	<b>37,967</b>
<b>TOTAL LIABILITIES</b>	<b>2,054,000</b>	<b>2,049,111</b>	<b>2,043,761</b>
<b>Net Assets</b>	<b>4,221,000</b>	<b>4,353,153</b>	<b>4,611,935</b>
<b>EQUITY</b>			
Retained Earnings	3,026,000	3,158,153	3,416,935
Revaluation Reserves	1,195,000	1,195,000	1,195,000
Council Equity Interest	4,221,000	4,353,153	4,611,935
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>4,221,000</b>	<b>4,353,153</b>	<b>4,611,935</b>

Uralla Shire Council  
10 Year Financial Plan for the Years ending 30 June 2029  
**CAPITAL WORKS - PROGRAM - CONSOLIDATED**  
Scenario: Draft 1

Program	Asset Class	Construction Type: N - New, R - Renewal)	Year proposed	Proposed Budget
Plant and Equipment	Plant & Equipment	Renewal	2019/20	668,700
Office Equipment	Office Equipment	Renewal	2019/20	56,025
Industrial land redevelopment	Operational Land	New	2019/20	333,155
Sporting Complex, Squash Courts and Amenities	Buildings - non-specialised	Renewal	2019/20	40,000
Amenities & Lunchroom, Machinery Parking Bay, Depot, Office and Workshops	Buildings - non-specialised	Renewal	2019/20	4,000
Memorial Hall	Buildings - non-specialised	Renewal	2019/20	20,000
Aged Persons Unit x 4	Buildings - non-specialised	Renewal	2019/20	12,000
Old Treatment Building Uralla	Buildings - non-specialised	Renewal	2019/20	25,000
MR73-Thunderbolts Way_Ch 23000 to 23650	Roads	Renewal	2019/20	260,000
MR73-Thunderbolts Way_Ch 22000 to 23000	Roads	Renewal	2019/20	140,000
Urban Local Rehab - John Street - Bridge to Queen	Roads	Renewal	2019/20	100,000
Urban Local Rehab - Park Street - From Queen Street 100m	Roads	Renewal	2019/20	50,000
Urban Local Rehab - Gilmore Place - AC overlay 00 to 140m	Roads	Renewal	2019/20	40,000
Urban Local - Reseals	Roads	Renewal	2019/20	63,997
Rural Local Upgrade - Bingara Road - Seal 6.68 to 15.0km	Roads	New	2019/20	1,181,817
Rural Local Upgrade - Leece Road - Rehab and realigmt 350m	Roads	New	2019/20	120,000
Rural Local Rehab - Reeves Road - 00 to 1.0km	Roads	Renewal	2019/20	186,000
Rural Local Rehab - Noalimba Avenue - 5.0 to 6.0km	Roads	Renewal	2019/20	345,000
Rural Local - Reseals	Roads	Renewal	2019/20	335,733
Stormwater repalcement	Stormwater Drainage	Renewal	2019/20	29,213
Uralla Parks & Reserves	Other Open Space/Recreational Assets	New	2019/20	380,635
Unsealed Regional Roads - Gravel Resheeting	Roads	Renewal	2019/20	1,790,626
Unsealed Rural Roads Per council works program	Roads	Renewal	2019/20	1,160,146
Network Replacements	Water Supply Network	Renewal	2019/20	85,250
Network Replacements	Water Supply Network	Renewal	2019/20	483,000
Upgrade Water treatment Buliding	Buildings - non-specialised	Renewal	2019/20	25,650
Bundarra sewerage system	Sewerage Network	Renewal	2019/20	4,867,296
Building AMP requirements for sewer fund	Buildings - non-specialised	Renewal	2019/20	1,500
Sixhills Report	Buildings - non-specialised	Renewal	2019/20	300,250
Furniture & Equip Over \$1000 - Assets	Furniture & Fittings	Renewal	2019/20	51,250
Computer Hardware - Assets	Office Equipment	Renewal	2019/20	13,500

**13,173,743**

**9. MOTIONS ON NOTICE**

There are no Motions on Notice submitted.

**10. CONFIDENTIAL BUSINESS**

There are no Confidential Business Items.

**END OF BUSINESS PAPER**