

Upper Lachlan Shire Council

Long Term Financial Plan 2023 –2032

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Executive Summary

The Upper Lachlan Shire Council in partnership with our communities developed the Upper Lachlan Community Strategic Plan Towards 2042 document, which identifies the community's priorities for twenty years and outlines strategies to achieve those goals.

The Upper Lachlan Community Strategic Plan Towards 2042 is a long-term visioning document that expresses community's long-term aspirations. The Community Aspirations are as follows:-

- A built environment enhancing the lifestyle of a diverse community;
- Community liaison to preserve and enhance community facilities;
- A healthy natural environment;
- A prosperous economy with the balanced use of our land;
- People attaining health and wellbeing;
- Resilient and adaptable communities:
- Responsible and efficient use of resources; and
- Transparent and accountable governance.

In working towards delivering these long-term aspirations for our community, sufficient resources will need to be provided by Council and asset management will become a critical component in ensuring service delivery success. Council will address community aspirations within the five identified Strategic Pillars and there are strategic objectives identified. The Strategic Pillars are as follows:-

- 1. Our Community
- 2. Our Environment
- 3. Our Economy
- 4. Our Infrastructure
- 5. Our Civic Leadership

To ensure that Upper Lachlan Shire Council addresses the Strategic Pillars priorities in the Community Strategic Plan, a Resourcing Strategy has been prepared. The Resourcing Strategy is a key part of the integrated planning and reporting framework for Council's long term planning. Council's Resourcing Strategy includes the following integrated documents:-

- Long Term Financial Plan (LTFP);
- Workforce Plan; and
- Infrastructure Plan.

The Long Term Financial Plan sets out Council's projected income and expenditure, statement of financial position and cash flows for the coming 10 years and outlines methods of monitoring financial performance.

The Long Term Financial Plan will assist Council to make informed decisions with regard to the future sustainability and efficiency of Council operations.

Introduction

The creation of a Long Term Financial Plan is a requirement under the Integrated Planning and Reporting framework for NSW local government and forms part of the Council Resource Strategy.

The Long Term Financial Plan is a 10-year plan that tests the community's aspirations against its financial capacity. The Long Term Financial Plan will be used as a decision-making tool and will continue to evolve and change as circumstances change and Council decisions are implemented.

A Long Term Financial Plan provides a framework for Upper Lachlan Shire Council to assess its revenue building capacity to deliver upon the key performance indicators for all the principal activity areas and provide suitable level of services outlined in the Council Community Strategic Plan.

The Long Term Financial Plan also aims to:-

- Establish greater transparency and accountability of Council to the community;
- Provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- Provide a mechanism to solve financial problems and understand the financial impact of Council decisions; and
- Provide a means of measuring Council's success in implementing strategies.

The Long Term Financial Plan is a living document and will change as the underlying principles and key assumptions and Council's financial position change over time.

Council has identified a number of strategic performance measures that are incorporated into the assessment of Council's financial performance and financial position. Council will be vigilant in reviewing each performance measure to gauge how Council is progressing to achieve its community aspirations and strategic objectives.

The community engagement period, which informed the development of the Community Strategic Plan, identified roads and bridges infrastructure as priority number one. In response, Council has allocated the largest proportion of funds to this purpose annually over the life of the Long Term Financial Plan. Roads infrastructure projects will be implemented in accordance with Council's Infrastructure Plan and associated services levels will be reviewed in conjunction with the community.

History related to Financial Assessment of Council

In March 2013 a "Financial Assessment, Sustainability and Benchmarking Report" was prepared by NSW Treasury Corporation (TCorp) on Upper Lachlan Shire Council. The TCorp report assessed Upper Lachlan as being in a "Sound" Financial Sustainability Rating position and Outlook for the Council was Neutral.

In addition to this assessment, the Independent Pricing and Regulatory Tribunal (IPART) completed an "Assessment of Council Fit for the Future Proposals" in October 2015 the report was commissioned by the NSW Government. The IPART Report stated that Upper Lachlan Shire Council satisfied the financial criteria to be Fit; which included sustainability, efficiency, infrastructure and service management assessments. On 18 December 2015 Upper Lachlan Shire Council was deemed Fit for the Future by the NSW Government.

Financial Objectives

Council will pursue the following financial objectives for the term of the Long Term Financial Plan:-

- 1. Maintain Council's sound financial performance and financial position for the ten year period;
- 2. Continue to provide a fair and equitable rating structure and revenue policy;
- 3. Attract and maximise government grants, contributions and subsidies as an external funding source to assist in delivering Council services;
- 4. Endeavour to budget for and achieve a balanced Net Operating Result (before capital grants and contributions) each year to ensure financial viability and stability in Council's core operating activities. This performance indicator is an annual Operating Performance Ratio above the benchmark of 0:
- 5. Budget maintain an Unrestricted Current Ratio of at minimum 1.50:1; thereby ensuring access to adequate working funds on a continual basis;
- Annually fund the asset renewal program in line with Council's Infrastructure Plan and Asset Management Plan for all of its assets classes. To maintain a Buildings and Infrastructure Renewals Ratio of greater than 100%;
- 7. Continue to benchmark Upper Lachlan's financial performance against the Office of Local Government ratios:
- 8. Report to Council the Quarterly Budget Review Statements (QBRS) and to review program activities each quarter;
- 9. Report to Council and monitor the six monthly Delivery Program implementation reviews:
- 10. Continually review all operating expenditure and improve efficiency in service delivery where possible;
- 11. Reduce Council-owned assets which do not align with Council's adopted strategic objectives, and place an unnecessary ongoing maintenance burden on Council and the community;
- 12. Implement user-pay principles on service provision and assets, excluding known and Council approved community service obligations. Full cost recovery pricing principles to be implemented where appropriate.

Current Financial Position of Council

Operating Performance Ratio

This ratio is intended to measure Council's ability to contain its operating expenditure within the confines of its operating income. The benchmark is greater than 0%. The Operating Performance Ratio for the past three financial years from 2019/2020 to 2021/2022 is seen in the below graph:-



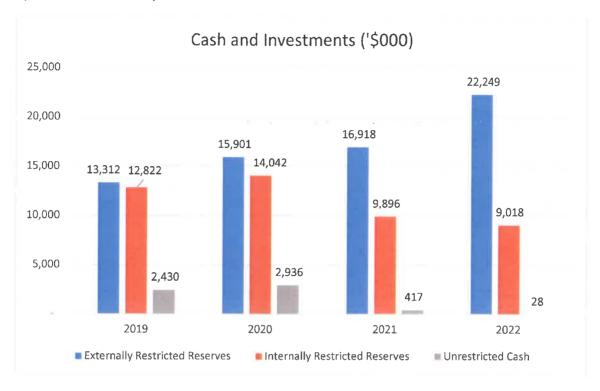


Financial Position Indicators

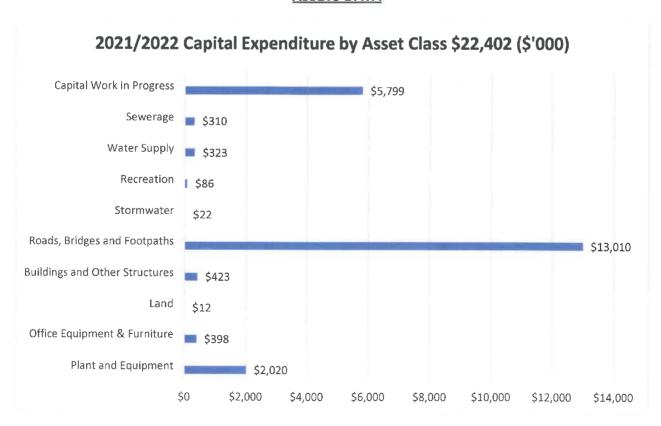
Financial Performance		0000	0004	0000	0040
Measures	Indicator	2022	2021	2020	2019
Unrestricted Current Ratio	Ratio	2.88	2.30	4.56	5.13
Own Source Operating					
Revenue Ratio	Percentage	44.00%	52.79%	52.83%	63.34%
Rates and Annual Charges					
Outstanding	Percentage	3.18%	2.42%	2.67%	2.39%
-					
Debt Service Cover Ratio	Percentage	10.14%	5.75%	13.56%	15.98%
Buildings and Infrastructure					
Renewals Ratio	Percentage	159.70%	107.96%	108.79%	89.50%
Operating Result Surplus					
(before capital grants and					
contributions)	(\$000)	-1,163	-3,890	357	213

Cash and Investments

Cash and investments in 2021/2022 totals \$31.2 million (2020/2021 - \$27.2 million) and is divided into unrestricted cash, internally restricted cash reserves by Council, and externally restricted cash reserves (i.e. water supply, sewerage, domestic waste funds, external grants unexpended and development contributions).



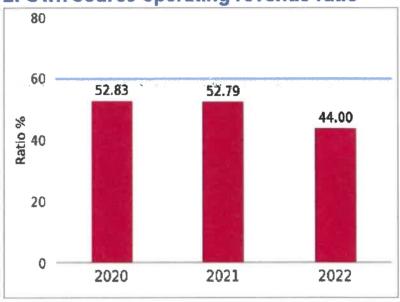
ASSETS DATA



Own Source Operating Revenue Ratio

This ratio measures the degree of reliance on external funding sources such as operating grants and contributions. The Benchmark is greater than 60%. A comparison of Council's Own Source Operating Revenue Ratio for the past three financial years from 2019/2020 to 2021/2022 is seen in the below graph:-

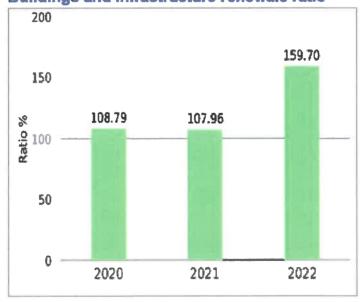




Buildings and Infrastructure Renewals Ratio

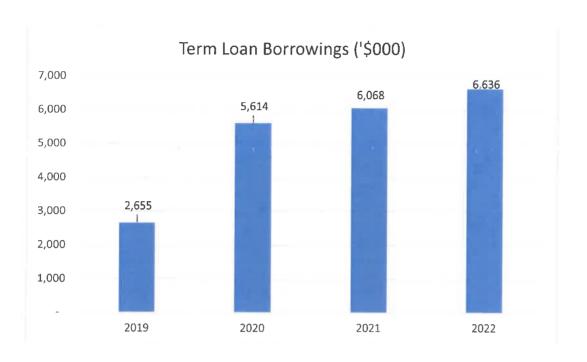
This ratio measures the rate at which assets are being renewed relative to the rate at which the assets are depreciating. The Benchmark is greater than 100%. A comparison of Council's Buildings and Infrastructure Renewals Ratio for the past three financial years from 2019/2020 to 2021/2022 is seen in the below graph:-

Buildings and infrastructure renewals ratio



Borrowings and External Debt

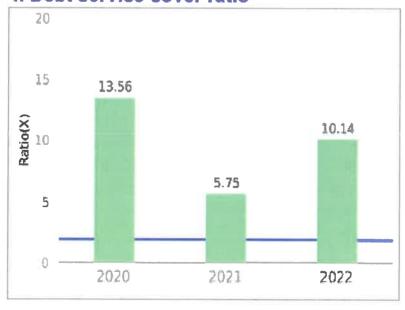
A comparison of Council's External Debt outstanding for the past five financial years is seen in the below graph. The Council Benchmark is less than 10% of total continuing operating income:-



Debt Service Cover Ratio

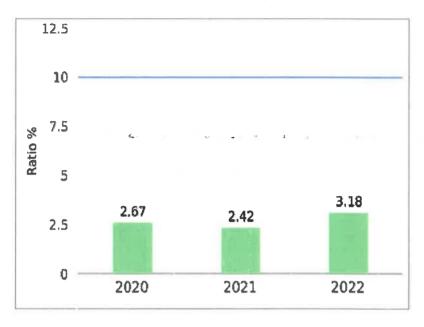
The Debt Service Cover Ratio is a ratio that measures the availability of operating cash to service debt including interest, principal and lease payments. Unlike its predecessor, the Debt Service Ratio, in this measure the higher the number, the greater the ability to service debt. The benchmark is greater than 2%.

4. Debt service cover ratio



Rates and Annual Charges Outstanding Ratio

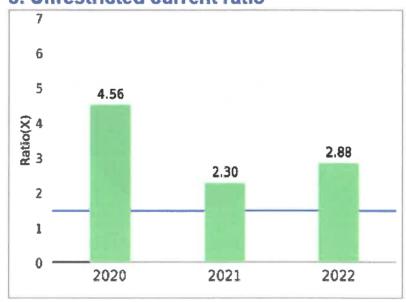
This performance measure assesses the impact of uncollected rates and annual charges on liquidity and reflects the adequacy of recovery efforts by Council. The past 3 financial years in the below graph displays the great efficiency in council debt recovery procedures:-



Unrestricted Current Ratio

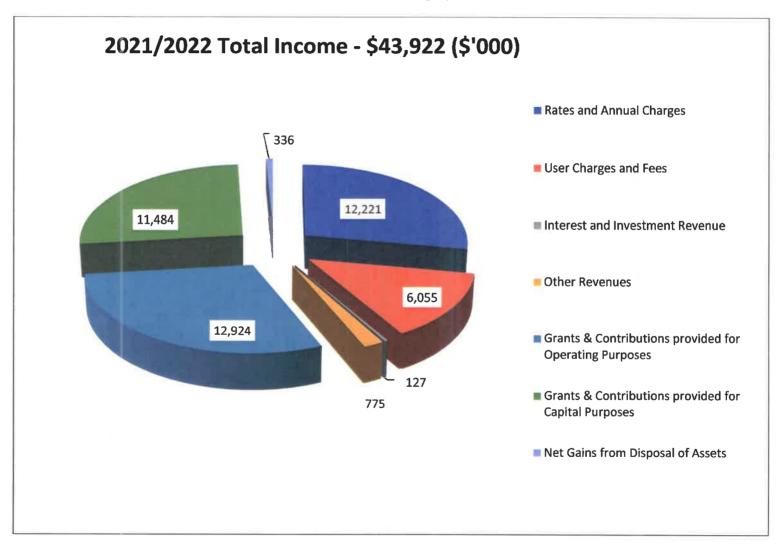
This is a commonly used measure of liquidity. This is a ratio of current assets to current liabilities (excluding external restrictions). This ratio assesses the adequacy of working capital and the ability of Council to satisfy financial obligations in the short term for unrestricted activities. A ratio of greater than 1.50 indicates healthy liquidity.

3. Unrestricted current ratio



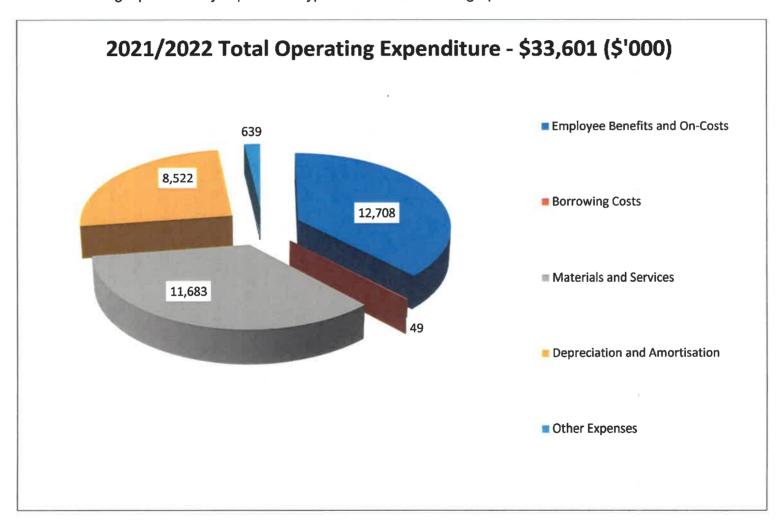
Operating Revenue by Source

In 2021/2022 total income (including capital grants and contributions) was \$43.9 million (2020/2021 – total income was \$37.2 million). A breakdown of Income from Continuing Operations by income source is seen in the below graph:-



Operating Expenditure by Type

In 2021/2022 total expenditure (including capital expenditure) was \$33.6 million (2020/2021 – total expenditure was \$33.8 million). A breakdown of Expenditure from Continuing Operations by expenditure type is seen in the below graph:-



Long Term Financial Plan and how it will be used

Council's Long Term Financial Plan model consists of linked spreadsheets that use the 2023/2024 budget, information contained in the Delivery Program and Operational Plan, as well as long-term key planning principles and assumptions to generate 10-year forecasts of income and expenditure.

Council's Long Term Financial Plan covers all areas of Council operations; including General Fund, Domestic Waste Fund, Water Supply and Sewerage Funds. The plan considers the high degree of infrastructure renewal required for council existing assets.

The Long Term Financial Plan will be subject to review and adjustment annually or as priorities change to align with the Community Strategic Plan and Resourcing Strategy components. The tenyear plan presents an Income Statement, Statement of Financial Position, Equity Statement and Cash Flow Statement.

The Long Term Financial Plan also draws on Council's Infrastructure Plan (incorporating the asset management plan) which defines the service levels, intervention thresholds and capital maintenance and renewal expenditure requirements for their respective asset classes.

The 10 year Long Term Financial Plan has been developed by Upper Lachlan Shire Council in accordance with the Office of Local Government Integrated Planning and Reporting Guidelines and the Local Government Act 1993.

The Purpose of the Long Term Financial Plan

- Provide a transparent account of Council's financial situation to the community;
- Set out the assumptions upon which Council's financial budgets have been structured:
- Provide methodology for strategic decision making that is in the community's best interests;
- Identify Key Performance Indicators upon which Council can benchmark its financial performance against other NSW Councils of a similar size with comparable resources:
- Evaluate the impact of future scenarios upon Council's financial position;
- Provide a basis for future decision making particularly when the Infrastructure Plan and asset management strategy are further refined and developed;
- Identify issues which impact upon the financial sustainability of Council including known opportunities and threats;
- Achieve balanced operational budget result annually acknowledging that minimum service delivery may need to be reviewed while attempting to reduce operating costs in real terms;
- Achieve a working fund surplus result annually and adequate cash at hand to cover all liabilities;
 and
- Assist with planning for major capital infrastructure renewal program and specific capital projects.

Key Planning Assumptions

A Long Term Financial Plan is dependent on a number of planning assumptions. In preparing this plan, it was necessary to consider a range of matters and make appropriate assumptions. These assumptions have been used to model and formulate the plan.

In developing the Long Term Financial Plan Council has considered and made assumptions with regards to demographics of the Shire, projected economic growth and industrial development within the Shire, service delivery standards, and all other major influences on Council's income streams and expenditure patterns and projects.

In summary, the Long Term Financial Plan sets out the following key planning assumptions used to develop the long-term forecasts of income and expenditure for Council:

Income Forecasts

Income Source	Projected Annual Increase
General (Ordinary) Rates Income	2.50%
Domestic Waste Charges	4% - full cost recovery
Sewerage Charges	3% - full cost recovery
Water Supply Charges	4% - full cost recovery
Water Supply User Pay Charges	4% - full cost recovery
Interest Rate on Investments	4% return over 10 year period
Interest Rate on Overdue Rates	7%
Operating General Purpose Grants	2.50%
Capital Grants	2.50%
Development Contributions	2.50%
Net Gain from Disposal of Assets	Variable % based on plant schedule
Other Revenues	2.50%
User Charges and Fees	3.00% - full cost recovery and within
	Statutory limitations
Population Growth	1.50% annually
Service Levels	Refer to Infrastructure Plan

Expenditure Forecasts

Ex	penditure Source	Projected Annual Increase
•	Salaries and Wages	3%
•	Superannuation Guarantee Contribution	0.50% increase (from 2021 to 2025)
•	SASS Defined Benefit Plan Contribution	Increased contribution rate until 2025
•	Workers Compensation	variable based on claims history
•	Consumer Price Index	3%
•	Interest Rate for Borrowings	5%
•	Depreciation Expense	1.90% recurrent only
•	Insurances	5-10%
•	Electricity and Gas	4%
•	Materials, Contracts and Services	4%
•	Major capital works projects	Varies according to projects funding status and other factors

Disclaimer: Noting CPI and wages growth for the next 2 years exceeds long-term projections over the 10 year life of the Long Term Financial Plan. 2022/2023 LTFP Income Statement is after 2nd Quarter budget revision and includes unanticipated operational grants income recognised that year.

Detailed Income Forecasts

General (Ordinary) Rates Income

Historically there is minor change in the number of rateable assessments from year to year. The total number of rateable assessments in 2005/2006 was 5,604. The number of rateable assessments for 2023/2024 is 6,524. There has been an average increase in total rateable assessments annually of 0.80%. This increase equates to minimal additional general rates income to Council.

Council will continue to apply the maximum annual rates increase allowable by IPART and Office of Local Government. The maximum permissible rates increase in recent past years included 2015/2016 was 2.40%, 2016/2017 was 1.80%. 2017/2018 was 1.50%, 2018/2019 was 2.30%, 2019/2020 was 2.70%, 2020/2021 was 2.60%, 2021/2022 was 2% and 2022/2023 was 2.4%. The maximum increase in 2023/2024 is 3.70%. Council has projected the annual rate pegging limit increase to be 2.50% annually. This is based on historical data (past ten years) increase in maximum rate cap for general rates income. A 3.7% increase equates to an additional \$309,381 general rates income. Further details for each individual rating category are available in Council's Operational Plan.

No special variation to general rates income is included in the Council Long Term Financial Plan projections for the Base Case Scenario, however this will continue to be assessed based on community feedback and on the need for additional income to continue to deliver services.

In Upper Lachlan LGA, a number of wind farms have been constructed and a number of wind farms have development consent however, the legal rateability status for these large-scale industrial developments is not clear. These projects are categorised as Business – Other for rating purposes.

Domestic Waste Management Charges

The Domestic Waste Management (DWM) service is provided by Council to the residential properties in townships and the immediate surrounding area of towns within the Shire. The DWM service provides garbage, recycling and green waste kerbside collection services. The basis of the DWM annual charge is on a full cost recovery basis to allow for the future upgrade of the DWM plant fleet, garbage bins, and partial allocation for the rehabilitation of the waste centres (rubbish tips) in the Shire.

The DWM charge is projected to increase annually by 4% over the next ten-year period. Council will continue to complete and publish in the Operational Plan a comprehensive domestic waste reasonable cost calculation in accordance with the Local Government Act 1993 requirements and to ensure any service changes are consulted with and conveyed to the community.

Sewerage Charges

Upper Lachlan Shire Council operates and manages sewerage systems and services within three towns in the Shire, being Crookwell, Gunning and Taralga. Council intends to maintain the sewerage services and improve the sewerage infrastructure in the coming ten-year period.

Council implemented the Department of Water and Energy Best Practice Management Guidelines and pricing principles for sewerage services and complies with the National Performance Framework advocated by the NSW Office of Water and Environment Protection Authority (EPA).

The average annual increase for sewerage charges of 3% is projected over the next ten-year period based on full cost recovery principles. In addition, Council endeavours to achieve an economic real rate of return on the sewerage services of greater than 1%.

Water Supply Charges

Council operates and manages water supply systems within four towns in the Shire, being Crookwell, Gunning, Dalton and Taralga. Council intends to maintain the water supply services and improve the infrastructure for these reticulated water supply systems. Council, in partnership with the Federal and State Government, completed capital upgrade works of \$10.1 million to increase reliability and improve water quality and water treatment operations for the Gunning and Dalton water supply schemes, these works were completed in May 2014. The Crookwell water supply scheme \$7 million upgrade project to the water treatment operations was completed late 2017.

The average annual increase for water supply annual charges of 4% is projected over the next tenyear period based on full cost recovery principles. In addition, Council aims to achieve an economic real rate of return on the water supply services of 1%.

Water Supply User Pay Charges

Water supply user pay charges are highly volatile due to the impact from seasonal conditions. Council has implemented initiatives, such as water bore installations to supplement existing water storages, to assist in drought proofing water resources necessary for the towns in the Shire. Upper Lachlan Shire Council has implemented the former Department of Water and Energy Best Practice Management Guidelines and pricing principles for water supply and comply with the National Performance Framework as advocated by the NSW Department of Planning and Environment. Council will continue to generate greater than 50% of total water supply revenue from water supply user charges.

The water supply user charges are projected to increase annually by 4% over the next ten-year period. All water supply users pay a dollar amount per kilolitre charge with a two-tiered tariff pricing system. The water supply user charges are based on full cost recovery of the service.

Interest Rate on Investments

Interest rates on investments have been variable in recent years. The Reserve Bank of Australia official cash interest rate has fallen from a high of 7.25% in March 2008 to a low of 0.25% from March 2020 to March 2022. Since May 2022, the rate has risen each month to a current rate of 3.60%. The average interest rate on term deposits held by Council at March 2023 is 4.14%. The RBA expectation is further tightening in interest rates will be needed as it seeks to return inflation to the target range of 2.0-3.0%. Term deposit interest rates are anticipated to be in the vicinity of 4.5% for the next year with the interest rate reducing to an average of 4% for the ten-year period. Future changes or volatility in interest rates will have an impact on Council's long-term financial outlook.

In accordance with Council's Investment Policy and Ministerial Investment Order, Council now invests only in term deposits, with varying maturity timeframes, with Australian authorised deposit taking institutions.

Interest Rate on Overdue Rates

Council has sustained a remarkably low rates and annual charges outstanding percentage of less than 3.50% for the past fifteen years. Council staff have enforced Council's Debt Recovery Policy and remained vigilant in assuring regular cash flow from rates and annual charges.

Council has projected an average overdue interest rate of 7% over the ten-year period. The interest rate in 2015/2016 was 8.50%, 8% in 2016/2017, 7.50% in 2017/2018, 2018/2019 and 2019/2020, 7% in 2020/2021 and 6% in 2021/2022 and 2022/2023. The interest revenue from outstanding rates

and annual charges will not be materially affected by any changes in the maximum interest rate as determined each year by the Office of Local Government.

Operating General Purpose Grants

Council's most important and material recurrent operating grant is the untied Financial Assistance Grants (FAG) received from the Federal Government and administered by the NSW Local Government Grants Commission. The FAG grant accounts for around 50% of Council's total operating grants and contributions received annually. The FAG grant has a general and roads component totalling \$5.645 million in 2022/2023. The LTFP has estimated a 2.50% increase annually for the FAG over the ten-year period, which is based in part on the Commonwealth's annual Consumer Price Index (CPI) estimates.

There are two other material operating grants received by Council annually. The operating grants received from the Roads and Maritime Services (RMS) for the Regional Roads Block Grant totals \$1.758 million annually. The Federal Government program Roads to Recovery is classified as an operating grant and is being used by Council solely for capital works projects and programs. The Roads to Recovery is a 5-year program equivalent to \$1.2 million each year. The Roads to Recovery new 5 year funding program began 1 July 2019. It is anticipated to continue for the 10-year period.

Council has assumed that all recurrent grants and contributions for operating purposes will also increase annually by a projection of 2.50%.

Capital Grants

Capital grants are by their nature highly variable from year to year depending on the need and community support for major capital works projects and the availability of other government grant programs to assist in funding major capital improvement projects.

Council's Delivery Program details the road reconstruction and sealing programmed works to 2027.

Council has also made allowance in the LTFP for timber bridges replacement program and has utilised loan funds matched against other government grant funding. All timber bridge replacements will be completed, by late 2023, with new concrete structures. Future borrowings may be utilised for stormwater projects and Crookwell waste centre upgrade and rehabilitation of landfill site.

There are numerous competitive rounds of NSW Government and Federal Government grants programs becoming available in the next 2-3 year period. Council has secured grant funding for the Tablelands Way reconstruction of road segments on Taralga - Oberon Road MR256 (\$6.5 million).

Council has projected an average increase in general fund capital grants income of 2.50% for the ten-year period.

Development Contributions

The Upper Lachlan Local Environment Plan 2010 encourages development around the existing towns and potential growth centres in the Shire. Council development contributions will be impacted by any increased economic development and subdivision activities over the coming ten years. The population and industrial development growth expectations are categorised in the low to moderate range by Council in our long-range forecasts.

Council has a Section 7.11 Development Contributions Plan that allows Council to collect contributions from developers where it is considered that additional demand will be placed on existing public facilities and amenities. Council's Plan contains the following development contributions; Roads, Open Space, Community Facilities, Waste Management, Emergency Services and Plan Administration. Council has projected an annual increase in development contributions of 2.50% for the ten-year period.

Council has implemented a Section 7.12 Development Contributions Plan in 2012 and this plan is designed to collect contributions from developments of regional and state significant developments and energy, wind and power station developments. Council has a Section 7.12 Development Contributions Plan to apply to state significant projects and has also established a Community Enhancement Fund (CEF). These plans are designed to mitigate negative aspects of these projects on the community and to ensure the developments make a reasonable contribution with respect to community infrastructure.

Council has a Section 64 Development Contributions Plan for the Upper Lachlan Shire Council area for water supply and sewerage services. Council has projected an annual increase in Section 64 development contributions of 2.50% for the ten-year period.

Net Gain from Disposal of Assets

Council has developed a detailed ten-year motor vehicle, plant and equipment replacement program and has a Disposal of Assets Policy. The Council Delivery Program provides further detailed information on projected motor vehicle, plant and equipment replacement. There are no real estate assets classified as available for sale and no sales are planned over the ten-year period. The annual increase % is variable and is subject to plant replacement schedule. There is no set % increase or decrease on the net gain from the disposal of assets.

User Charges and Fees

Council has numerous user charges and fees that are statutory fees determined by regulation or by another government agency, for example Development Application fees and Section 149 Certificate fees and Section 603 Certificate fees. In most cases, there is no annual increase in these user charges and fees provided in the relevant legislation. Therefore, no increase is estimated in statutory fees.

For discretionary fees, the most material fees are for private works (contracted work) undertaken by Council on private properties. The Transport for NSW Routine Maintenance Council Contract (RMCC) and Works Orders on State Road MR54 are also a discretionary fee. The State Road MR54 total works program is estimated to be contract works with Transport for NSW estimated at \$2 million each year for the entire ten-year period.

For all discretionary fees an annual increase of 3% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

Other Revenues

Other Revenues are relatively immaterial in Council's operating budget these items include; property rental income, Agency fees (Service NSW and Australia Post Agency), fuel tax credits and other recoverable charges. An annual increase of 2.50% is projected over the next ten-year period based on full cost recovery principles and profit component where applicable.

Population Growth

The Long Term Financial Plan takes into consideration any potential growth in population within the Upper Lachlan local government area.

The Community Strategic Plan and Delivery Program are informed by the Australian Bureau of Statistics (ABS) Census and the ABS National Regional Profile for population growth in Upper Lachlan. The ABS Estimated Resident Population for Upper Lachlan at June 2021 was 8,514, which equates to a 2% annual increase. Council estimates a population increase of 1.50% annually to 2032.

The cost of Council's services is not particularly sensitive to population growth for the towns and villages within the Shire. At the projected increased population levels, the Long Term Financial Plan model assumes that the population growth will not have a significant impact on the income and expenditure projections contained therein.

Services Levels

Council will endeavour to continue maintaining the existing level of services for all the principal activities undertaken by Council as detailed in Councils Delivery Program and Operational Plan under each Community Strategic Plan Strategic Objective Area. In addition, Council will meet the service levels in relation to infrastructure maintenance and renewal as detailed in the Infrastructure Plan.

The service levels delivered at present may not necessarily meet with the community expectations however Council is attempting to address the backlog of roads, bridges and associated infrastructure work in a planned and coordinated manner and dealing with road damage for a number of natural disasters in the past 4 years.

Other Economic Factors

There are a number of economic factors that may potentially adversely affect the long-term financial projections and assumptions used by Council in formulating the current Long Term Financial Plan. In addition, COVID-19 pandemic impacts, floods and bushfire natural disasters have had significant economic impacts on our communities and local businesses.

These include the following items:-

Volatility in the Consumer Price Index (CPI)

Prior to the 2022/2023 year, the Consumer Price Index (CPI) had been relatively stable. The 2023 Financial Year however has seen a significant growth in inflation to the level of 7.8% for the 12 months to December 2022. The Federal Government and Reserve Bank of Australia continue to target an inflation range of between 2% and 3%.

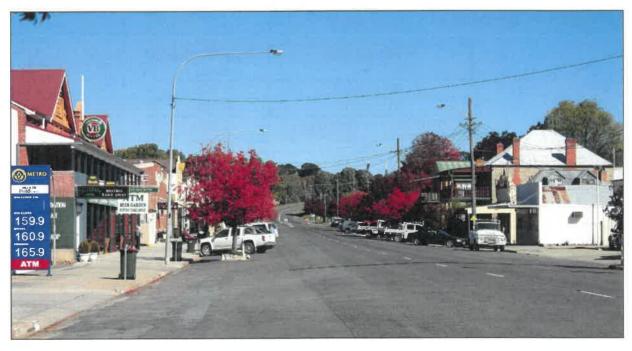
Council's operating budget is particularly sensitive to changes in the CPI, particularly where prices for major consumption items such as transport and petroleum products increase in excess of the average CPI. Council has projected an annual CPI increase of 3% over the life of the Long Term Financial Plan, being the upper limit of the RBA target range.

Cost Shifting from NSW Government

The issue of cost shifting is of significant concern to all NSW Councils. The estimated annual cost shift expense for Upper Lachlan in 2015/2016 was \$1 million or equivalent to 3.50% of total Council income (excluding capital grants and contributions). The cost shift activities include Rural Fire Services, pensioner rates concessions, public libraries, noxious weeds control, contaminated land management, crown land management, animal control, and State Emergency Services (SES).

If this situation of cost shifting to local government is not addressed, Council's financial position is weakened and financial sustainability benchmarks become unattainable. In addition, from 2020/2021, the Emergency Services Levy will have increased by over \$333K annually from the levy paid by Council in 2018/2019 and this added annual expense increase will impact on services provided by Council in future years. In 2023/2024 the levy has increased by \$221K from 2022/2023.





Detailed Expenditure Forecasts

Salaries and Wages

Upper Lachlan employs 143 full-time equivalent employees, this fluctuates with casual staff utilised for peak period roadwork projects. The Workforce Plan identifies human resources key performance areas, goals and strategies and how they interact with Council's Strategic Objectives and Aspirations from the Community Strategic Plan to assist in delivering Council's programs. Council's single largest expense relates to salaries, employee benefits and on-costs.

Council reviews each position upon a vacancy and assesses the need for changes to a position or to the position parameters. Council has projected an increase in the number of employees as part of the organisation restructure which took effect in July 2021. In addition, Council does have an ageing workforce and have allocated 33% of total leave entitlements to an internally restricted cash reserve for this purpose and budgets annually for projected staff retirements, based on an age profile, this is incorporated into the annual Council Operational Plan.

All staff members are employed by Council under the NSW Industrial Relations System. The employment terms and conditions are set out in the Local Government (State) Award 2020. The Award includes, in effect, provision for annual salary increases. The increases mandated are 2.6% from July 2014, 2.7% from July 2015, and 2.8% from July 2016, 2.35% from July 2017, 2.50% from July 2018, 2.50% from July 2019, 1.50% from July 2020, a 2% increase in July 2021 and 2% in July 2022. Over the past 10 years, the average annual Award salary increase has been 2.75%. The projected increase for 2023/204 is 5%.

Salary costs are also affected by individual staff progressing in Council's Salary Structure by achieving productivity and skill step improvements related to their grading and salary steps. Council provides a modest allowance for these additional impacts. Council has forecast an annual increase in total salaries and wages of 3% over the term of the Long Term Financial Plan.

Superannuation Guarantee Contribution

The Superannuation Guarantee is required to be paid by Council to nominated superannuation funds as employer contributions on behalf of individual employees. The Superannuation Guarantee was set at 9% of employee's salary for a long period; however the Federal Government increased the % contribution rate incrementally as set out below:-

Financial Year	Contribution Rate
2012/2013	9.00%
2013/2014	9.25%
2014/2015 to 2020/2021	9.50%
2021/2022	10.00%
2022/2023	10.50%
2023/2024	11.00%
2024/2025	11.50%
2025/2026	12.00%

The Long Term Financial Plan assumes that the Superannuation Guarantee expense will increase incrementally up to 12% in future years. Federal Government confirmed that the superannuation guarantee contribution would increase to 11.00% from 1 July 2023.

In addition, Council commenced making superannuation guarantee contributions to elected Councillors from 1 July 2022.

Local Government Superannuation Scheme - Defined Benefit Plan Contribution

Council is involved in an industry defined benefits superannuation scheme, known as the Local Government SASS Superannuation Retirement Scheme. This superannuation scheme is a multi-employer fund where assets accumulate in the fund to meet member's benefits as defined in a Trust Deed consisting of all NSW Councils.

In 2009, the SASS scheme advised that as a result of the global financial crisis it had a significant deficiency of assets over liabilities. As a result, the Scheme has imposed increased contributions from 2009/2010 up to present date to recover the deficit. SASS has confirmed to Council that the increased contribution will remain in place, until at minimum, 30 June 2024. Council has employee members of SASS scheme and the total employer contribution expense annually is estimated at \$265K in 2023/2024.

The SASS scheme actuary monitors the financial position each year, however despite there being recovery in the financial markets since the global financial crisis; the scheme actuary reviewed the position at 30 June 2020 and advised additional contributions will continue to the scheme.

Workers Compensation

Council's Workers Compensation Insurance premium is a significant employee expenditure on-cost. The premium is calculated based on 3 years of workers compensation claims experience, estimated increases in salaries and wages and various multiplier factors used by StateCover Mutual Ltd. Upper Lachlan Shire Council workers compensation insurance premium costs in 2015/2016 was \$198,957, in 2016/2017 the cost was \$206,639 and in 2017/2018 the cost was \$233,098 (GST Inclusive). The cost in 2018/2019 was \$319,168, and cost in 2019/2020 was \$415,763. The cost estimate for 2023/2024 has increased to \$798K (Ex GST).

It is extremely difficult to calculate an appropriate inflationary index to forecast likely future Workers Compensation premiums. Implementation of an effective return to work and rehabilitation program will assist Council in reducing the amount of workers lost time due to injury. However, there are serious injury claims that will affect premiums in the next 3-year period.

Interest Rate for Borrowings

Council has a Loans/Borrowings Policy that details the objectives and criteria for external funding programs. Council will not borrow to finance annual operating and maintenance activities. Council will borrow for the acquisition of income producing assets or for asset renewal and upgrade programs. All Council loans are for fixed term periods and fixed interest rates to reduce the risk of exposure to variable repayment amounts.

Council has borrowings drawn down in recent years including; in 2019/2020, \$3.3 million loan for timber bridge replacement program, in 2020/2021 borrowings of \$1 million for timber bridge replacement program and in 2021/2022 borrowings of \$1.2 million for contribution to the construction of the Multi-purpose Aquatic and Activity Centre in Crookwell. Council has limited further capacity to borrow in the General Fund after taking up the 2023/2024 loan program. There are anticipated future borrowings forecast in the General Fund for 2023/2024 for the Crookwell Waste Transfer Station and MAAC Heated Pool project.

Any future upward movement in the official cash rate by the Australian Reserve Bank (current cash rate is at 3.60%) and movements in CPI has the potential to increase the borrowing interest rates available from financial institutions for any new loans. The current borrowing rates from financial institutions for loans covering a ten-year period are in the vicinity of 5.00% and a 20-year loan was 5.50%. Council's Long Term Financial Plan estimates an average interest rate of 5% for any new borrowings to 2031.

Consumer Price Index

See comments in economic factors outlined earlier titled "Volatility in Consumer Price Index". The annual CPI is estimated at 3% annually for 10 years in Council's Long Term Financial Plan.

Depreciation Expense

Depreciation of Council's major infrastructure assets is determined within their respective asset management strategies and this is reflected in the Long Term Financial Plan. Council's Infrastructure Plan and Financial Statements details the useful lives and depreciation periods for each class of asset.

The depreciation expense is calculated using the straight-line method to allocate their cost over their estimated useful lives. All assets classes are re-valued at "fair value" every 5 years.

Council has asset classes; including water supply, sewerage, land, buildings, stormwater, plant and equipment, roads, bridges and footpaths. Total depreciation projected in 2021/2022 is \$6.9 million. This has increased to a projected \$8.4 million depreciation expense in 2022/2023. The large increase is directly related to roads and bridges asset classes' revaluation increase of over \$1.1 million annual expense. Other increases are following the completion of Taralga water supply, Crookwell water treatment plant construction, Gunning and Dalton water supply capital improvement and new assets constructed, such as Crookwell Memorial Oval complex and new road construction projects.

In calculating depreciation, an annual provision for revaluation and recurrent depreciation expense increase of 1.90% has been included in the Long Term Financial Plan over the entire ten-year period.

Other Expenses - Emergency Services Levy and Management Contributions

The Long Term Financial Plan estimates a 2.50% increase annually for all other expenses. Other expenses category includes the following; contributions to other levels of government including Emergency Services Levy (ESL), contributions to Rural Fire Service (RFS), NSW Fire Brigade and State Emergency Services (SES) annually. In addition, there are donations and contributions to community groups and Section 355 Council Committees.

Emergency Services Levy Contributions are imposed on Councils by the NSW Government to assist funding the Rural Fire Service (RFS), NSW Fire Brigades and State Emergency Services (SES).

The contributions are a significant Other Expense item for Council with an annual contribution in 2021/2022 to Fire and Rescue NSW of \$34K, SES of \$12K and RFS \$508K. The Office of Local Government is no longer subsidising the large increase in the Emergency Services Levy (ESL) that took effect from 1 July 2019. The forecast expense for 2023/2024 is \$798K.

Insurances

Insurance expenses have significantly increased in the past 5 years. The annual insurance cost in 2019/2020 was \$693,000; in 2020/2021 was \$791,000, and in 2021/2022 the expense was \$878,000. The rate of increase in premiums has reduced since and in 2023/2024, the insurance expense is forecast as \$917,000. The insurance expense is projected to increase annually, of between 5% to 10%, over the ten year period. This projection is based in part on historical data, large-scale property damage from natural disasters and adverse insurance claims events history throughout Australia.

The significant increase in natural disaster events and severity of property damages in the past five years highlights the potential for increased property protection claims. In Upper Lachlan Shire

Council there has been significant recent insurance claims; Taralga water filtration plant destroyed by electrical fire in 2020, including a storm damage incident at Crookwell library in 2017, the 2018 hail damage to Council plant and motor vehicle fleet, the 2015 snow incident property damage claim, and previous years public liability cases x 2 relating to a trip fall incident and injury to a sporting group volunteer at Gunning sportsground.

Also, factored into the insurance costs increase is annual updating of Council's buildings declared insurance valuations. These valuations generally increase which in turn leads to higher insurance premiums as building replacement valuations continue to escalate.

Electricity and Gas

Electricity and Gas price increases were a focal point of Federal Government debate surrounding carbon taxes and meeting carbon credit targets and timeframes.

In 2014/2015, the increase in electricity costs as determined by the Independent Pricing and Regulatory Tribunal (IPART) was a price increase of 2.5%. Analyst projections of future electricity costs vary, however Council has estimated an average annual increase of 4% over the next ten-year period. Council participates in local government panel contracts to guarantee the most competitive electricity expenses tariff.

Materials, Contracts and Services

For the ten years to 2032, the Long Term Financial Plan estimates a 4% increase annually in Materials, Contracts and Services expense. The increase projected for total individual materials and contracts expenses is above the projected CPI due to specific purpose Council operations related to gravel pits, rubbish tips, waste centres, parks and gardens maintenance activities where costs are higher than CPI.

Private works activities will fluctuate from year to year based on private development projects within the Shire. Council does utilise a mix of Council employees and contracted plant hire operators and equipment when undertaking private works.

Council has contract arrangements related to the maintenance of State Road MR54, Goulburn to Crookwell to Bathurst Road. This Routine Maintenance Council Contract (RMCC) is with the Transport for NSW. The budget forward estimate is for \$2 million expense each year under the RMCC contract and Works Orders in the LTFP.

There are no significant (greater than \$50,000) legal costs projected by Council related to planning and development legal costs in 2023/2024. However, one legal proceeding is in mediation now that may proceed to a hearing at the Supreme Court.

Other Materials and Services expenses includes Councillors Allowances, street lighting, printing and stationary, valuation fees for rating purposes, telephones and communications expenses. The increase is largely based on historical data in relation to these expenses.

Council projections are also based on an existing contract with Telstra and TPG for telephony, mobile telephones, internet and NBN services. In addition, the Local Government Remuneration Tribunal determines increases in Councillor Allowances annually and for the past five years; the annual increase has been capped at 2.50%.

Major Capital Works Projects

The number and type of major capital works expenditure programs will depend upon a variety of factors not least of which is external funding arrangements.

The roads and bridges infrastructure maintenance and asset renewal is the largest challenge facing the Council in the medium to long term. Council is committed to local road capital improvements, especially in allocating additional resources to gravel resheeting programs.

Council annually receives a funding allocation of \$1.2 million from the Federal Government Roads to Recovery Program for roads and bridges. Local weather and environment factors continue to exacerbate the deterioration of gravel surfaces on local roads. Council intervention is continually necessary to restore and improve road surfaces.

Council completed the number one priority project being the reconstruction and bitumen sealing of the entire unsealed sections of Crookwell to Taralga Road MR248E and bitumen sealing the remaining unsealed sections of MR54 State Road Crookwell to Bathurst Road.

Council's Delivery Program details the road reconstruction and sealing programmed works to 2027. A significant project is the Transport for NSW Regional Roads Repair program, which will be utilised for the road reconstruction and resealing of regional roads.

A significant capital improvement project to be undertaken in coming years is the Crookwell landfill remediation capital works to meet EPA requirements. The DWM restricted reserve funds will partly fund the Crookwell landfill remediation component of waste centre upgrade in conjunction with funding from the General Fund.

Council's annual capital expenditure program from 2023 to 2032 will range from \$15 million to over \$30 million annually over the ten-year period.

There are significant sewerage and water supply fund asset replacements required in the next 5-10 year period. These include Crookwell and Gunning sewerage treatment plant replacements. These projects have not been included in the LTFP as reliable replacement timeframes and project budgets are yet to be developed. Grant funding and loans will be necessary to fund these projects.



Methods of Monitoring Financial Performance

The financial sustainability of local government has been the subject of independent reviews; including the Treasury Corporation report in 2013 and IPART report in 2015.

The Long Term Financial Plan opens the way for Council to address issues such as constraints on revenue growth (such as rate capping), ageing infrastructure, ageing population, legislative change and cost shifting and, in consultation with the community, set funding priorities and service levels.

In LTFP model for 2023/2024 and future years, there is limited information to provide a fully funded asset management plan. As a result, the unrestricted cash is unable to support the delivery program and capital works expenditure outlined in LTFP for those future years. Council will undertake review of asset management strategy to develop a fully costed works delivery program model.

Council will annually monitor, report, and assess its financial performance using the following measures:-

	rformance Measures nrestricted Current Ratio of Assets to Liabilities	Performance Indicator >2:1
•	Net Operating Result (Operating Performance Ratio)	>=0 (balanced budget annually)
•	Consolidated Debt Service Cover Ratio for all Funds	>=2% of operating revenue
•	Rates and Annual Charges Outstanding Ratio	<5%
•	Own Source Revenue Ratio (General Fund)	>=50%
•	Buildings and Infrastructure Renewals Ratio	>=100%
•	Total Unrestricted Cash Reserves	>\$250,000 at financial year end
•	Employee Leave Entitlements Cash Reserve	>=33% of total liability
•	Working Capital Result	Surplus maintained annually
•	Each Fund (Water Supply, Sewerage and DWM)	Full cost recovery and annual operating Surplus
•	Completion of Capital Budget	>=80% completion rate each year
•	Budget Revote works carryovers	<5% of original operating budget
•	Investment Returns	>90 day BBSW Rate
•	Utilisation of Section 94 Development Plans funds	Minimum \$250,000 annual expenditure

In addition to the above mentioned performance measures, Upper Lachlan Shire Council will continue to use local government financial and governance health check benchmarks and other appropriate efficiency indicators in measuring Council's long-term financial sustainability.

Upper Lachlan Shire Council will not borrow to fund ongoing operating expenditure requirements. Council has developed a loan program, which is implemented into the Long Term Financial Plan.

Sensitivity Analysis

Long term financial planning is inherently uncertain. This Long Term Financial Plan is based on a range of principles and key assumptions to forecast Council's income and expenditure for the 10 years of the Plan. Variations in these assumptions over the life of the Plan may have a significant impact on the projections in the Plan.

The Long Term Financial Plan assumes the continuation of all current operational grants and subsidies. Upper Lachlan Shire Council does have significant reliance on grants and subsidies and any withdrawal of a grant or subsidy would require Council to reconsider the forecast service levels of expenditure and potentially review staffing levels.

Ultimately, any variations to the underlying assumptions will affect income and expenditure forecasts. Using a reliable basis for the assumptions should minimise the potential for significant material variations. Council has used the most recent publicly available and reliable information from a variety of sources in formulating the forecasts used in the Long Term Financial Plan model.

A major variable to the Long Term Financial Plan process is the projected capital expenditure and income required for future asset renewals and new asset and infrastructure projects. A number of Council projects are significantly dependent on matching or full grant funding for a project to proceed. In addition, the change in Council direction or changes in Council strategic objectives is a possibility with an election cycle of four years.

The table below summarises the Long Term Financial Plan's sensitivity to operational activities variations from the various underlying key assumptions:-

Operating Income and Expenditure Categories	2023/2024 Base Year (Rounded \$'000)	Likelihood of Variation	Sensitivity to 5% variation in the key assumptions (Rounded \$'000)
Income	\$33,167	variation	\$1,658
Rates and Annual Charges	\$13,652	Unlikely	+ / - \$682
User Charges and Fees	\$6,358	Possible	+ / - \$318
Operating Grants	\$11,083	Unlikely	+ / - \$554
Interest and Investments	\$1,259	Unlikely	+/- \$63
Other Revenue	\$815	Possible	+/- \$41
Expenditure	\$37,468	variation	\$1,873
Employee Benefits and Oncosts	\$14,153	Unlikely	+ / - \$708
Materials and Services	\$13,048	Possible	+ / - \$652
Borrowing Costs	\$279	Unlikely	+/- \$14
Depreciation	\$8,994	Possible	+ / - \$449
Other Expenses & Loss on Disposal of Assets	\$994	Unlikely	+/- \$50

The Sensitivity Analysis above indicates Council's financial exposure to changes in the underlying assumptions. The base year for projecting operating income and expenditure is sound and has been developed over a decade of budget preparation cycles. In the context of the Long Term Financial Plan, the projections are considered reliable estimates.

Projections of capital expenditure are based on the Upper Lachlan Shire Council Infrastructure Plan. This Plan identifies an optimal level of service delivery based on an assets age profile and condition assessment. These projections will be accurate in the context of the assumed service and asset intervention levels identified in the Infrastructure Plan.

Conclusion

Upper Lachlan Shire Council has prepared a consolidated budget with 10-year financial analysis projections. Council will continue to monitor all business units and functional cost centres to try to achieve efficiencies and productivity improvements. The General Fund financial sustainability over the ten year period is highly susceptible to any adverse material \$ variance and will result in the inability to meet financial sustainability benchmarks. The recent annual increases in insurance premium expenses (15%), workers compensation expenses (60%) and Emergency Services Levy expenses (75% increase over past three years), Audit Fees (168% increase in 2023) are well above CPI forecasts and has impacted Upper Lachlan Shire Council ability to achieve an operational surplus on an annual basis.

Council has completed the revaluation of assets at fair valuation for all the following all asset classes including; operational land, buildings, property, plant and equipment, office equipment, stormwater, roads, bridges, footpaths, water supply and sewerage assets. Since the revaluation of assets, Council now recognises an additional annual amount of \$300,000 for building depreciation expense and has recognised an additional \$1.2 million annually for roads and bridges depreciation expense.

Large infrastructure capital works construction projects were completed in 2012 to 2018; including the Taralga Sewer Scheme (\$6.9 million) and Taralga Water Supply Upgrade \$1.9) the major upgrade of the Gunning and Dalton Water Supply infrastructure (\$10.8 million) and the Crookwell water supply infrastructure (\$7 million) project. These major projects already have and will continue to result in significant increases in depreciation expense for future years. The increase in depreciation expense of greater than \$450,000 annually in the Water Supply Fund highlights the challenge Council will have in funding asset renewal programs into the future. In addition, timber bridge replacement works for 14 structures at a cost of \$9 million has been completed in the past three years and will add to council asset disposal cost and increased annual depreciation expense.

Further obligations imposed upon Councils (cost shifts) by other tiers of government continue to have negative impacts upon Councils' Long Term Financial Plan modelling and financial position. Local Government NSW have demonstrated that the impact of cost shifting upon NSW Councils equates to 3.50% of total income before capital amounts for Council each year. The Long Term Financial Plan model projects overall Council expenses to continue to increase faster than revenue. The outcome from this analysis will have a negative impact on Council's financial position and may adversely affect the level of services that may be provided to our community.

Consideration by Council of a special rates variation application in the near future is necessary to maintain the existing standard of services to the Shire community. In particular, additional revenue source from a special rates variation would assist in funding the backlog of asset renewal programs for the Council's local road and stormwater assets network.

The Long Term Financial Plan does not incorporate any new services to be provided by Council to the community in the next ten-year period, with the exception of the MAAC which is budgeted in future years. If the MAAC project comes to fruition, the operational expense for this service has not been factored into the LTFP.

While grant funding from the other tiers of government is available, from time to time this additional funding source has not been included in the Long Term Financial Plan as these sources are irregular and largely unpredictable. However, Council continues to endeavour to apply for and maximise access to State and Federal Government grants through Council Grants and Projects Officer.

The Independent Review Panel Report "Revitalising Local Government" released in 2013 recommends that the methodology for distribution of Financial Assistance Grants be amended. This recommendation if implemented will be large step in the right direction to allow Council to achieve financial sustainability.

Financial Modelling Scenario

The Long Term Financial Plan has outlined a financial model for a Base Case Scenario.

Base Case Scenario

The Base Case Scenario is the Status Quo operating model with base year 2023/2024 budget extrapolated for the entire 10-year period. All the assumptions are outlined on Pages 12 to 22 of this document. The capital expenditure program and cash flow statement in this Scenario are heavily influenced by the capital grants and contributions budgeted to be received in years one to four of the Long Term Financial Plan.

The Base Case Scenario capital works expenditure program is anticipated to deliver significant improvements to Council infrastructure in particular roads and timber bridge replacements, water and sewerage upgrades for future water security and lower ongoing operating and maintenance costs.

Council will continue to deliver the same services based on the principal activities as outlined in Council's Integrated Planning and Reporting documents. The variable component will be the capital expenditure and capital grants program.

Council will continue to annually review the Long Term Financial Plan and key assumptions contained therein to ensure validity and currency of long-term forward projections.

(The Long Term Financial Plan statements for this scenario are rounded to whole dollars and whole percentages and this means there are minor immaterial rounding balance errors to the Operational Plan and Delivery Program budget. Also, there are assumptions in the cash flow statement for variable % of receipts related to prior year charges and receivables.)



UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 HISTORICAL INFORMATION - CONSOLIDATED				
Scenario: Base Case	2021/22	2020/21	2019/20	2018/19
Income Statement Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	12.221	11,479	11.028	10.580
User Charges & Fees	6.055	6.544	5.155	8.037
Other Revenues	775	1,367	1,622	948
Grants & Contributions provided for Operating Purposes	12.924	10.263	10.036	8,777
Grants & Contributions pro-vided for Capital Purposes	11.484	7.336	6319	2,993
Interest & Investment Revenue	127	289	512	772
Other Income:				
Net Gains from the Disposal of Assets	336	4	7	- 1
Fair value increment on investment properties	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed		-		-
Reversal of impairment losses on receivables		-	-	
Other income	-			-
Joint Ventures & Associated Entities - Gain		-	-	-
Total Income from Continuing Operations	43,922	37,278	34,572	32,107
Expenses from Continuing Operations				
Employee Benefits & On-Costs	12,708	11,847	11,123	11,105
Borrowing Costs	49	282	177	223
Materials & Contacts	11,683	12,564	9,284	10,151
Depreciation & Amortisation	8,522	7,223	6,768	6,682
Impairment of investments	•	•	•	
Impairment of receivables	29	5	28	13
Other Expenses	610	612	529	525
Interest & Investment Losses	-	•		-
Net Losses from the Disposal of Assets		1,299	89	202
Revaluation decrement/impairment of IPPE	-	-	-	
Fair value decrement on in vestment properties	-	-		
Joint Ventures & Associated Entities - Loss			-	
Total Expenses from Continuing Operations	33,601	33,832	27,996	28,901
Operating Result from Continuing Operations	10,321	3,446	6,676	3,206
Discontinued Operations - Profit/Loss\	-		-1	-1
Net Profit/(Loss) from Discontinued Operations				Element -
Mat On and an Darrell Landby Van	40.004	2 2 4 4 5	2070	
Net Operating Result for the Year	10,321	3,446	6,676	3,206
	16 4550	#1 DOC"	new I	49,240
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,163)	(3,890)	357	213

HISTORICAL INFORMATION - CONSOLIDATED Segnanio: Elase Case	2021/22	2020/21	2019/20	2010/1
Balance Sheet AssETs	\$1000	\$1000	\$10 000	\$100
AS SC 1 S Current Aceala				
Cash & Gash Endedonis	9,895 [8.231	7,779	6,264
ryestrocts	21,400	18,000	22.900	18 90
Nocolvidas	7.001	2,743	3,329	3,11
overfolia.	1,182	977	1,053	- 57
Confract assols and corisad dost assols.	-		. 7	
Contract court assets	-	-	-	
Phor .	152	179	26	,di
Von gument assets classified as "moid for spec" Polisi Caprisis I Acasats	39,630	35,130	35,149	29,29
Hom-Construct Appella				
nviolinaris		1,000	2,200	3,400
fanolistiks.	32	64	153	16
monitoring.				
Contract assets and contract cost appets.		-	-	
Montrickys, Poperty, Plant & Boulomant	483,784	448,642	418,122	412.49
neishart Property	4-	1.2	-	- (IBM-12)
Anceftin Fands			-	
icfited see assets	188	175	211	
restmonts Accounted for using the equity method	241			
for exittent assets diamether as "held for sale".	-		-	
orbit New Corning Society		240 000	100.000	***
TOTAL ASSES	928,004	449,885 489,016	420,686 465,836	416,05
LIABILITIE \$				
Surrbill Liebillibes				
apolice.	3,838	4,540	2,800	2,037
home rechied in advance	1 000	2 4 2 2	4.445	
CARRO BOTS THESE	4,522	2,120	118	
risht	583	634	546	341
mulicydd bandiff provietors	4,381	4,123	4,375	4.28
thoy provisions	-	-		
labilities assembled with assets classified as "hold for sale"	-	-	-	
folial Corron E.Esh Mildes	13,342	11,536	7,867	6,66
don-Correct Lizbuides				
hoomic relicatived to activation			_	
Contract liabilities.		-	P	
passo Watsi Vies.	148	166	185	
arowings.	6,053	5,434	5,065	2,314
indergos bomos prientibos.	-	- 4	-	
	1.340	2,860	2,797	2,78
ther processors.	1,50410			
ther problems. Healtherts Accounted for saling the equity incited	1,040	-		
Pour proidsions New Wholarits Accountled for sesing the eastly method labilities associated with associated back to a "methic or saje"		2+	9.050	E Day
Phor gratifishes Newtherste, Accountied for safing the explicy mothod lightlifes as sociated with accounted tradition as "hold for safe" e but 19mm - Durannit S. Latatifishes	7,541	8,460	8,050 15,517	
Poer protessions westmants Accounted for weing the expliquination abilities accounted with accounted that as "noted for saler" what Home-Counted & Lightelines Of F.A., LLASTLE ####	7,541	8,460	8,050 15,917 433,518	11,75
Poer providence in a committee of the equity interior of the equity	7,541 20,883	8,460 19,996	15,917	11,79
Phonyreleidons westenerts Accounted for sessing the ocylly mothod abolities associated with acconscinctified as "hold for sale" of all them. Counter II. Intellifies by ALLIABILL THE 8 STANDETS GUITY	7,541 20,883	8,460 19,996	15,917	433,55°
Pher praisions Pher pher pher pher pher pher pher pher p	7,541 20,883 502,721	8,460 19,996 465,015	15,917 435,518	5,097 11,758 433,553 301,291 132,308

29

502,721

406,019

502,721 465,019 439,918 433,399

439,918

433,550

Other Resonati Council Equity Interest

Non-controlling early bloads Total Equity

UPPER LACHIAN SHIFE COUNCIL												
10 Year Financial Flam for the Years ending 30 June 2003	Actuals	Current Year					Protected Y	form ma				
INCOME STATEMENT - CONSOLIDATED			0000000	40.02 CP	401.517 No.	mar may which	2027/28	2028/29	2025/30	20000101	2/03/1/32	2 03 2/33
Scenario: Base Case	2021/22 \$'000	2022721	20 23 /24 410 00	20 24/25 \$10 00	2025726 \$1000	2026/27 \$1000	\$10.00	\$10,00	\$10,00	200000F	\$1000	\$100
Income from Continuing Operations	-											
Revenue:									F041084.5	0000000		
Rales & Annual Charges	12221	12,982	13,528	13,928	14,339	14,783	15,201	15,652	16,117	16,596	17,091	17,601
User Charges & Férs	8,088	6,311	6,352	6,550	0.753	8,983	71, 10801	7,403	7,633	7,871	6,117	8,370
Cifron Reyonauti	775	717	675	891	709	728	7/45	763	762	602	8.22	842
Grants & Contributions provided for Operating Purposes	12,9/24	14,478	10,968	11,213	11,463	11,719	12,018	12,288	12,564	12,847	13,137	13,435
Grants & Contributions provided for Capital Purposes	11,484	22,004	13,426	1,633	1,130	1, 133	603	621	640	6.59	670	6.45
Interest & Investment Revenue	127	322	1,25/9	1,310	1,364	1,419	1,477	1,537	1,600	1,865	1,733	1,803
O'frer Income:												
Net Gains from the Disposal of Assets	336		36	96	173	142	79	92	106	121	136	153
Fair value increment on investment properties												
Reversal of revoluzion degements on IPPE previously expensed												
Reversal of impairment losses on receivables	4.5				~							
Officer Incoming												
Joint Ventures & Associated Entities - Gain									-			
Total Income from Confinuing Operations	45,922	56,845	46,244	35,420	35,931	36,867	37,502	38,356	33,442	40,561	41,714	42,850
Expenses from Continuing Operations												
Employee Brooks & On-Costs	12,708	12.407	14.150	14.698	15,137	15.591	16.059	16.541	17.037	17.546	18.074	18.616
	46	257	276	30.9	265	263	241	217	195	109	148	126
Barrowing Coals	17,663	12.396	12.82.1	11.095	11.475	11.869	12.278	12698	13,138	13.587	14.055	14.541
Majoriale & Contracto	8,5/22	8,920	8,994	9,180	9, 22 9	9.501	9.677	9.656	10.058	10.224	10.413	10.606
Dépréciation & Amortidation	G SIZE	G, SEU	W, 2014	20, 10,00	(20), e(6C) (2)	St. Own.	20,449.7	20/mmm	19/5/50	* Wys. s-*	- 404 - 12	najoon.
Impairment of investments	445							٥.				
Impairing of receivables	29	658	878	913:	949	987	1.027	1.068	1.110	1.155	1.201	1.249
Other Expenses	610	(900)	ere	2013	2840 20	204	1,067	S/LPGO	1,1 102	1,190	IUE OF I	1,643
livierest & Investment Lucises		-0.0000s										
Net Lesses from the Disposal of Assets		189							-			
Révaluation décrement impainment of IPPD	*	4		*	-				-			
Fair value decrement on investment properties												
Joint Ventures & Associated Entities			#100 - 100 OL	6.65 ATM 81	400 AMA	MM MAG	Atheres	40,378	41.535	42,682	43,832	45,138
Total Expenses from Continuing Operations	33,601	14,735	97, 122	36,173	37,175	38,211	\$9,279	40,378	41,535	42,602	43,032	43,130
Operating Result from Continuing Operations	10,321	22,903	9, 123	(753)	(1,244)	(1,344)	(1,977)	(2,023)	(2,053)	(2,121)	(2.178)	(2,289)
Qistordinus d'Operations - Profit (Loss)	X.	4					q					
Net Profib(Loss) from Discontinued Operations				*	-		Ne		•	-	•	•
Net Operating Hesult for the Year	10,321	22,109	3,123	(753)	(1,244)	(1,344)	(1,577)	(2,623)	(2,053)	(2,121)	(2,178)	(2,289)
Net Operating Result before Grants and Contributions provided for												
Capital Purpo nen	(1,164)	TIS	(4,382)	(2,200)	(2,874)	(2,477)	(2,684)	(2,041)	(2,742)	(2,788)	(2,\$66)	(2,834)

Part	UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033												
Table Tabl	BALANCE SHEET - CONSOLIDATED		200.000.000										
Section Sect	30enano: Base Case												
Carl Special Registrations				4 3 3 2				4 3 3 3		9 99 0	9 99 0	4 494	4 440
Second													
Remember 7,00													
Non-Assemble 1,100 1,205 1,277 1,077 1,144 1,100 1,020 1,205									The second second				
Content content content content access and communic content													
Column 150 1		H., HOAC	1,230	1,611	8,000 8	11,1109	1,144	1,102	1,222	1,253	1,345	1,349	1,394
Mon-contrained consistent on York (formative) Mon-Contrained contrained on York (formative) Mon-Contrained contrained on York (formative) Mon-Contrained Mon-Contraine		152	131	138	118	122	126	130	195	130	1.66	4.05	154
Mon-CurrentLanewigh	Non-careers assets obsession as "held for sale"							1,00	~	2.00	1-01	h-ecs.	9524
Second	Total Current 4easts	39,630	31,863	28,902	27,775	28,801	29,351	30,989	32,531	34,226	35,801	37,409	288,80
Resources:													
Invertionis - Content all months of contract coult assessed in Ministry, Plant of Cipic primers - Mi			1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1.340
Content content and a season of federal statement (referentiation.) Programmer (Programmer) Figure (Progra		32	111	114	118	121	125	129	133	137	142	1.45	151
March Marc													
Investment Prepare Investment Prepare Investment Prepare Investment Accounted for unity the equity method 158		salara (Balan)	Can ma			***	***						
Internation Asserts 150		483,784	508,272	\$23,093	526.097	525,161	523,309	520,049	518,945	517,115	513,878	510,309	506.376
Post 100													
## Non-current sensor for complete on Priet for sale"		158	4430.	1.50	440.0	450	400	4.00	4.50	4/20	4100	4.695	4.00
Non-current seases chamiled an "beld for-sale" Cities Cities City City City City City City City City		DLAG	NGO	100	DUPUP.	8,90	KIND	1515	Sale.	\$20	100	138	100
Clifer													
TOTAL 988FT8 \$28,000 \$41,744 \$83,007 \$85,807 \$88,007		-											
Comment Label New Label		483,974	509,881	524704	527,713	526,780	524.932	521.678	\$20.57B	518,750	515518	511953	504.024
Current Liabilities Liab	TOTAL ASSETS	523,664	541,744	553,607	55 5,48 7								
Current Liabilities Liab	LEARRITIES												
Payables 1,800 1													
### Received in antivance Contract Received in antivance	Blank Overdraft												
florome received in advances (and bibliers (boson buildings) (contact floriblings) (con		3,838	4,159	4,458	3,955	5,406	5.584	5,768	5,959	6, 157	6.361	6.573	6.792
Loans Multi-like 180													
Non-Current Langelline resource Section			39	235	18	18.	19						
Fingly-gap harmelit provisions													
Other provisions Liabilities amount classified us 'Irield for asite' 13,342 9,264 9,844 9,184 10,783 11,113 11,435 11,671 12,032 12,293 12,676 12,610													
Light Ligh		4,381	4,460	4,460	4,58-1	4,707	4.838	4.989	5, 108	5,247	5,393	5,542	5,697
Total Current Liestinies													
Non-Curve of Lie tilities Payables Fayables Faya		43 345	65-70-6	0.044	0.404	10.702	40.000	** ***	44.631	en ann	40.500	4.0.000	
Payables Income received in advance Cardinate field filters Linster filter filter filters Linster filters Linster filter filters Linster filters Linster filter filte		PolyaPile	27,500	75,0044	25, 96346	80,10-3	11,113	11,430	11,071	12,032	12,293	12,676	12,610
Part													
Contract field littles Linsten field littles Littl													
Treatment Trea													
Borrowings G.053 S.466 7.000 G.556 S.804 S.129 4.631 3.636 3.196 2.659 2.098 1.776		149.	198	186	18.8	166	100.00	900	100	400	4.00	4.00	404
Employee barrells provisions Other provisions Other provisions Other provisions I 1,340 I 1,380 I 1,380 I 1,400 I 1,400 I 1,480 I 1,480 I 1,500 I 1,50					-10-00								
Investments Accounted for using the equity method Lab billies associated with asserts classified as Tred for sale* 7,541 6,972 0,832 8,022 7,390 8,735 6,067 5,472 4,864 4,345 1,804 1,502 TUPAL LIAB BUTTES 10,407 17,204 10,172 17,848 17,425 17,142 16,895 16,588 16,480 16,315 Net A specits 530,371 520,500 535,130 535,281 537,409 536,434 535,172 536,683 342,790 340,899 338,491 336,203 Final sales of the expression of the equity method in the expression of	Employee benefit provisions	an quantum	4.44	7.35	Col. Amer.	Andrean	G1, 60C S	- ALZPORTE	43,4820	10, 100	2.10/200	2,0190	1,7 (0
Investments Accounted for using the equity method Laphifies ansociated with asserts classified as Tedd for sale* Tuthal Notice Counter I to builties 7,541 8,972 0,632 8,022 7,390 8,735 8,067 5,472 4,864 4,345 1,804 1,502 TUTAL LIA ERUTRE 8 20,000 16,200 18,477 17,206 10,172 17,400 17,435 17,142 16,695 16,590 16,400 16,313 Net A specits EQUITY Relatived Clamings 320,992 343,101 352,224 351,471 350,227 348,883 346,908 344,683 342,790 340,889 338,491 336,203 Relativation Reserves 181,729 182,407 182,906 186,810 187,182 187,551 108,286 191,134 183,291 194,012 194,391 194,391 Claur Reserves Counted County Interests 502,721 525,506 535,130 538,281 537,409 536,434 535,172 536,018 538,081 534,881 532,862 530,593 Non controlling equity interests	Other provisions	1,340	1,380	1380	1,400	1.420	1.440	1.480	1.480	1.500	1500	1540	1500
Turbut Non-Currient Lie brillies 7,541 6,972 0,832 6,022 7,390 8,735 6,067 5 472 4,864 4,345 1,806 1,502 10,741 1,42 11,895 12,898 16,2								-		1,000	5,000,00	4,43-442	s/septe
TOTAL LIABRUTES 20,000 10,477 17,200 10,172 17,400 17,495 17,142 14,695 16,500 16,313 Net Assets 502,721 522,500 538,210 538,211 337,400 538,214 535,172 538,618 538,681 534,681 532,882 530,585 EQUITY Relatived Contings 320,992 343,101 352,224 351,471 350,227 348,883 346,908 344,683 342,790 340,809 338,491 336,203 fibridization Reserves 181,729 162,407 102,906 186,810 107,102 187,551 108,288 191,134 183,291 194,012 194,391 194,391 Characteristics 502,721 525,506 535,130 538,281 537,409 536,434 535,172 536,018 538,081 534,881 532,862 530,593 Non-controlling equity interests													
Net Assetts 502,721 528,500 535,130 532,821 537,401 536,231 535,172 536,618 531,681 532,882 530,593 ECUNTY Fleathead Carrings 320,992 343,101 352,224 351,471 350,227 348,883 346,993 342,790 340,899 338,491 306,203 Revolutation Reserves 181,729 182,407 182,906 186,810 187,182 187,551 108,286 191,134 180,291 194,091 194,391										4.864	4,345	3.804	3,502
EQUITY Platamed Examings Platamed Examings 181,729 181,407 182,906 184,807 182,906 186,810 187,102 187,551 108,288 191,134 193,291 194,012 194,391 194													
Petanted Carrings 320,992 343,101 352,224 351,471 350,227 348,883 346,508 344,683 342,790 340,889 338,491 336,203 Petanted Carrings 181,729 182,407 182,906 186,810 187,182 187,551 108,286 191,134 183,291 194,012 194,391 194,391 Council Equity interests 502,721 525,506 535,130 538,281 537,409 536,434 535,172 536,018 538,081 534,881 532,862 536,593 Council Equity interests 502,721 525,506 536,130 538,281 537,409 536,434 535,172 536,018 538,081 534,881 532,862 536,593 Council Equity interests 502,721 525,506 536,130 538,281 537,409 536,434 535,172 536,018 536,018 536,018 536,018 Council Equity interests 502,721 525,506 536,130 538,281 537,409 536,434 535,172 536,018 536,018 536,018 536,018 Council Equity interests 502,721 525,506 536,130 538,281 537,409 536,434 535,172 536,018 536,018 536,018 Council Equity interests 502,721 525,506 536,130 538,281 537,409 536,434 535,172 536,018 536,018 536,018 Council Equity interests 502,721 525,506 536,018 536,018 536,018 536,018 536,018 Council Equity interests 502,721 526,018 536,018 536,018 536,018 536,018 Council Equity interests 537,409 536,434 535,172 536,018 536,018 Council Equity interests 537,409 536,434 535,172 536,018 536,018 Council Equity interests 537,409 536,434 536,018 Council Equity interests 537,409 536,434 536,434 536,018 Council Equity interests 537,409 536,434 536,434 536,434 Council Equity interests 537,409 536,434 536,434 536,434 536,434 Council Equity interests 5	Net Assetts	502,721	525,598	535,130	538,283	537,401	536,434	535,172	536,018	536,081	534,881	53 2,8 82	530,553
Reserves 181,729 182,467 182,906 186,810 187,182 187,551 108,268 191,134 150,291 194,091 194,3													
Paradicalization Reserves 181,729 162,467 182,906 186,810 187,182 187,551 108,268 191,134 183,291 194,012 194,391 194,									344,883	342,790	340,669	338,491	336,203
Council Equity Interest 502.721 525.508 535.130 538,281 537,409 538,434 535,172 538,081 534,881 532,812 530,593 Non-controlling equity interests		181,729	192,467	10.2,906	186,810	187,182	187,551	108,268	191, 134	193,291	194,012	194,391	194,391
Non-controlling equity interests		205 554	6 36 600	000 400	250 nn v	£27 400	SAN AN I	Enr ann		***			
Total Equity \$25,500 \$35,100 \$30,201 \$37,400 \$36,45.6 \$35,172 \$36,000 \$36,001 \$36,000 \$36,500	Non-controlling equity interests	ONGTEE		339,130	1 05,040	909, W.C	330,434	505,172	530,018	5,38,081	534,681	532,882	530,593
	Total Equity	902,721	\$25,500	53 5,1 30	538,201	537,403	536,434	595,172	\$36,010	536,001	534,681	532,012	510,533

UPPER LACHLAN SHIRE COUNCIL 10 Year Pinancial Plan for the Years ending 30 June 2058												
CASH FLOW STATEMENT - CONSCIONTED	Adistale	Current Veer					Projected					
Scenario: Base Case	2021/22	29.23/20	202024	202426	202920	20028027	2027/20	2(0(25)/25)	2/0/20/50	2000/511	2/03/1/02	200200
Cs th Flows from Operating Activities	81000	\$1000	81000	8000	8000	6000	6:500	\$100	9000	\$000	8'000	\$1000
Resolds:												
Rales & Annual Charers	12407	12.80%	13511	13,9729	14 930	140,7756	15, 120	155,642	16, 106	16,7996	17,080	17,989
User Charges & Fees	7,814	16.735	6,345	6.406	GEN	6,906	7,121	9.360	7.571	7.907	8.051	8,302
Investment & Interest Revenue Received	171	2/74	1.250	1,312	1,362	1,435	1,478	1,05000	1 312	1,000	1.736	1,808
Grants & Contributions	25,810	32021	24,591	112 828	112(56)4	12.编版	127.025	*(21,0900)	18. 204	101,626	13,816	14,080
Bonds & Daposits Recoived Other	90	471	804	796	708	721	743	757	กลั	766	216	206
Pay mustic:	101260	centr. 8	COLUMN TO A STATE OF THE PERSON NAMED IN COLUMN TO A STATE OF THE PERSON NAMED	1.515	100	Paci	(144.0)	6/3/4	27.40	1970	610	220
Employee Bendiks & On Costs	(12,448)	(12,395)	(14,098)	(14.961)	(15002)	(15,452)	(15,915)	(16,399)	(16,885)	(17,392)	(17.913)	(18,451)
Millioniais & Contracts	(13,465)	(11,431)	(12,690)	(11,396)	(10,088)	(11,796)	(12,169)	(12,577)	(13,010)	(13,468)	(13.921)	(14,402)
Brimswing Costs Biones & Describs Retiringed	(213)	(237)	(259)	(2:85)	(265)	(243)	(221)	(197)	(175)	(149)	(128)	(106)
Citivat	(1.518)	(786)	(820)	ean	(808)	977	(1,015)	(1,095)	(1,099)	(1,143)	(1,188)	(1.296)
Net: Centil provided (or used in)-Operating Authorities	20,441	21,469	18,641	400,8	5,359	60,2091	7.824	7,566	81,0511	9.222	8.340	8,420
Ca sh Flows from into sting Aptivities												
Floorofyle:	D											
Solo of Investment Securities	15,700	976	209	40-	8	502			p.	-	2	Par.
Salig of Investment Property Salig of Real Edute Assets		* S	-	4-	- 5	*	· ·	4		-	4	-
Sale of Infestination, Preparty, Plant & Equipment	95103	543	291	799	990	916	842	267	893	520	548	57.0
Sale of poneurost assets dassited as "hold for sale"			*	-	-	-	-			121		-
Sale of Inlangible Assets	2	-	14	w	200	ph.	100	A.	-	<u></u>	Ann	in.
Sally of Inhorasis in Joint Vantama & Association	Ma.		100		Mr.	de	194	4.4	44-	4-	-	All All
Sale of Disposal Groups		R-	*-	•	40-	-	**	96-	h-	-	***	7.0
Deligrad Deblors Receipts			**	40-	án	**	12	44.	in .	*1	-	-
Distributions Readward from Joint Westums & Associates Other Revesting Additify Receipts		-	*	*	-	-			*-	-	44	-
Part manufact			-	-	_			-	-		_	
Punchase of investment Securities	(15,700)		Ser.	4-	(4.27)			**	to the		No.	-
Planchase of Investment Property		No.	40	***	All	No.		2.6	4-	w-	40-	-
Porchase of intredructure, Property, Plant & Equipment	(17,429)	(33,463)	(23,570)	(8.964)	(8828)	(8053)	(6,465)	(6,899)	(G,899)	(7.065)	(7,277)	(7.495)
Punchano of Papil Erlana Assolu	W-	*	-		- 5	1	*		4	150	4	
Purplane of Interplas Apolis Purplane of Interplas in Joint Verticins & Apolision					91	100	41	-	-	•	R	2
Calliamed Electron & Advantures Mardo			-			12			- 1	- 9		
Contributions Paid to Joint Ventures & Associates	in the second		At .		901	100	-	*	-			-
Other investing Additity Payments.	(2,400)	1 1	-	-	**	-	-	4	-	192	-	*
this destription donused in threstony Authorities	(19,326)	(31,947)	(23,076	(8,165)	(8275)	(6.635)	(5.623)	(5,792)	(5,945)	(5,145)	(5,329)	(6.519)
Cash Flows from Financing Addulber												
Francischem Endowings & Advances	1,200		2,400							-	4	_
Premieral France Laner	Lacina	3	,6/ + (8)	2		3		ű.	2	- 2		
Other Prisinging Autority Resolute			100					- 1				
Per mente:												
Repayment of Borrowings & Advances	(632)	(563)	(676)	(68811)	(630)	(652)	(6791)	(698)	(605)	(629)	(539)	(961)
Riggryment of tease (labilities (principal represents)	(19)	-	N) 1	4	•	**	4	*		H	*	-
Dikiribulians to non-controlling linkwyds Other Pinamoleg Activity Paymonts					- G		9.		- 5		- 2	
			of total and		APP 104			and streets to	an man a	are more	APPROX.	(551)
Net Genin Flow provided (uned in) (Financing Auburber	541	(583)	1,724	(691)	(630)	(652)	(574)	(608)	(605)	(6,28)	(539)	
Net Impressed/Decreece) in Casin & Casin Boulvalerits	1,664	(1,060)	(2710)	(252)	494	2048	1.527	1,476	1,3920	1,449	1,478	11.3850
plost Cash & Conh Equivalents - beginning of year	H.Z.M	9,896	8,836	6,125	北京市	五767	6.710	81,237	5,713	11,293	12,682	140,190
Cach & Cach Equivalents - and of the year	40%	499	912	6270	E,797	6,710	1,247	9,718	11,23	12,202	14,100	18,800
Cash & Cash Soulirations - and of the year	9,496	8,835	6,125	65.2.79	15767	6,710	9.237	51.74. \$1	11.233	12,108(2)	149,9600	15,300
towestments - and of the year Cash, Cash Equivalents & investments - and of the year	21,400 51,286	20,427 21,242	20.224	20,270 26,697	20,651	20,149	20,148	39,840	20,149	20,148) 32,861	34,909	20,149
Representing:												
- Extend Registre	3(2) 2(40)	20.190	17/188	17.176	18,475	12(278)	20,2358	201,20700	29.592	25.259	27,052	29,463
-Internal Residuations	5018	3,998	9(126)	8.290	7.800	70,8794	7,814	7.214	7,714	7,454	7,134	5,714
- Unrestricted	28	89	46	771	1/42	276	279	472	13/6	119	124	72
	31,296	29,292	24,549	25,497	28,418	24,860	25,336	29,882	31,362	32,831	34,309	36,649

UPPER LACHLAIN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 EQUITY STATEMENT - CONSOLIDATED	Anfronto	the second title and										
Scenario: Blase Case	Actuals 202 W22 \$1000	Cumoni Year					Projected	Asimila				
		30 22/23	20 23/24 \$10:00	\$4000 5059152	3,640	20 35 QT \$10 00	202 T/20 \$10 98	202W29 \$7900	2023/30 \$1000	2030/31 \$1000	203 N32	2012/3: \$700
Opening Balance (as at 1/I) Adjustments to opening balance	456.019	502,721	525,508	535, 130	538,281	537,409	536,434	535,172	536,018	536,061	534.681	532.862
Resisted opening Salance (as at 17)	466.019	502,721	526,504	535, 130	538,281	537,409	536,434	535,172	536,018	536,081	534,681	532,882
Net Operating Result for the Year Adjustments to net operating result	10,321	22, 109	9, 123	(753)	(1,244)	(1,344)	(1,977)	(2,023)	(2.093)	(2,121)	(2,178)	(2.289)
Restated Net Operating Result for the Your	10,321	22.109	9, 123	(753)	(1,261)	(1,344)	(1.977)	(2.023)	(2.093)	(2,121)	(2.178)	(2.289)
Officer Comprehessive Income								,,,	1/	America	James 1,004	Talan City
Correction of grior period errors												
Gain (luss) on revaluation of 19940	20.200	470	200.0									
Gain (loss) on revaluation of available for sale investments	26,381	678	500	3,904	372	389	715	2,868	2.157	721	379	
Realised (gain) loss on available for sale investments recognised in												
operating result												
-Gain (luss) on revaluation of other reserves												
Restised (gain) loss from other reserves recognised in operating result		- 1										
Impairment loss (reversal) - financial assets at fair value through OCI												
Realised (gain) loss un financial assets at fair value direigh OCI												
Gain/flors) on revaluation of financial assets at fair value through OCI												
(other than equity instaurments)												
Gain(dons) un revaluation of equity instruments at fair value Snoogh OCI												
Transfers to Income Statement												
Impairment (leas) neversal relating to LPPAL												
Impairment (révessal) ul available for sale investments to direm) que calingres												
Joint ventures and associates												
Office reserves introduced												
- Other Movements (combined)												
O Stor Comprohensi w Incomo	26,381	678	506	3,904	372	389	715	2.668	2,157	721	379	
Tofal Comprehensive Income	38,702	22,767	9,622	2.151	(872)	(975)	(1.282)	845	64	(1A00)	(1,799)	(2,289)
Distributions to (contributions from) non-controlling unterests												
Transfess between Equity												
Equity - Balance at end of the reporting period	502.721	525.4W	535,130	\$10,201	537,405	535,434	\$35,172	535,018	536,0#1	334,681	532,882	530,593

UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 FINANCIAL PERFORMANCE INDICATORS		Past Years					Projected Years									
Scienario: Ease Case	20:19/19	2019(20	2029/21	2021/22	20 22/23	2023/24	20 24725	2025/26	2026/27	2027/28	2020120	20 23/50	20501311	2031/32	200 2/00	
New Note 15 Elebon																
Operating Performance Ratio 1)	1.43%	1.67%	-8.64%	~4.58%	0.70%	-13.23%	-7.37%	-7.38%	-7.38%	7.28%	7.27%	-7.34%	-7.29%	-7.32%	7.34%	
Own Source Operating Revenue Ratio 1)	63.34%	52.03%	52.79%	44.00%	35.77%	47.21%	63.64%	64.78%	65.00%	68.09%	66.26%	66.43%	88,80%	66.77%	67.62%	
Unrestricted Current Ratio	5.13	41.58	2.30	2.86	1.96	1.85	1.82	1.43	1.41	1.38	1.35	131	1.26	1.20	1.15	
Debt Service Cover Flatio 1)	15.983	13.5514	6.75/32	10.14	11.25	5_17	6.99	7.72	7.61	7.93	8.02	926	9.41	11.01	11.12	
Rates, Annual Charges, Interest & Extor Charges Dutstanding Percentage	2.39%	2.67%	2.42%	3.18%	3.0%	3.07%	3.03%	3.06%	3.02%	2.70%	2.71%	2.7 1%	2.72%	2.72%	2.73%	
Cash Expense Cover Ratio 1)	15322	19.0043	13.4796	1327	8.87	7.27	7.67	8.77	8.45	4.50	4.55	4.24	4,64	5.04	5,35	
1) directors Coloubican la TiCona's calculation for some natio																
New Special Schedule 7 Ratios								5			-	4.5.5.50	ALC 4841	ne ages	44 350	
Building & Infratingulant Flaminus Paris	39.57%	108.79%	107.98%	159.70%	74.60%	75.60%	76.67%	77.08%	78.05%	79.03%	90.00%	80.92%	81.46%	82.48%	88.35%	

UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 KEY PERFORMANCE INDICATORS - CONSOLIDATED

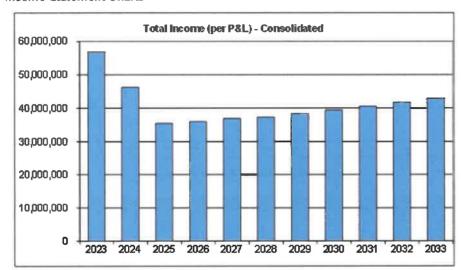
Scenario: Base Case		Current Year 2022/23	2023/24	2024/25	2025/26	2026/27	Projecto 2027/28	ed Years 2028/29	2029/30	2030/31	2031/32	2032/33
Council's Target Benchmarks			○ With	in green bench in amber bench vithin benchmi	hmark (ambe	r min and/or a	mber max)	 → •	above green	meximum ar minimum and rmeximum	d below ambe	
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot Actual Ratio	0.76%	-13.23%	● ↓ -7.37%	● ↓ -7.36%	● ↓ -7.36%	● ↓ -7.26%	● ↓ -7.27%	-7.34%	● ↓ -7.29%	● ↓ -7.32%	● ↓ -7.34%
Own Source Operating Revenue Ratio 1)	Snapshot Adval Ratio	● ↓ 35.77%	47.21%	63.64%	64.78%	6 5.00%	66.09%	66.26%	66.43%	6 6.60%	6 6.77%	67.02%
Unrestricted Current Ratio	Snapshot Actual Ratio	1.96	1.85	1.82	1.43	1.41	1.38	1.35	1.31	1.26	1.20	1.15
Debt Service Cover Ratio 1)	Snapshot Actual Ratio	11.25	5.17	6.99	7.72	7.81	6 – 7.93	8.02	9.26	9.41	• – 11.01	9 –
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot Actual Ratio	3.01%	3.07%	3.03%	3.06%	3.02%	• - 2.70%	2.71%	2.71%	0 – 2.72%	• – 2.72%	● - 2.73%
Cash Expense Cover Ratio 1)	Snapshot Actual Ratio	8.87	● - 7.27	7.67	9 – 8.77	● – 8.45	4.50	4.55	4.24	• – 4.64	5.04	5.35
1) different Calculation to TCorp's calculation for same	ratio		X.						S. Charles	2 a may 20	0.01	0.00
New Special Schedule 7 Ratios Building & Infrastructure Renewals Ratio	Snapshot Adual Ratio	74.66%	75.60%	76.61%	77.06%	78.05%	79.03%	8 0.00%	80.92%	81.45%	© y 82.48%	86.35%

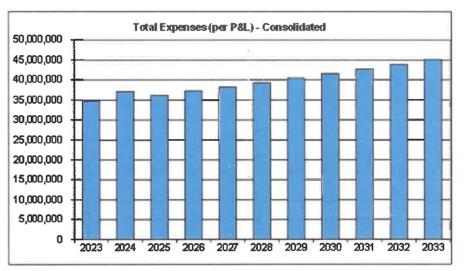
10 Year Financial Plan for the Years ending 30 June 2033

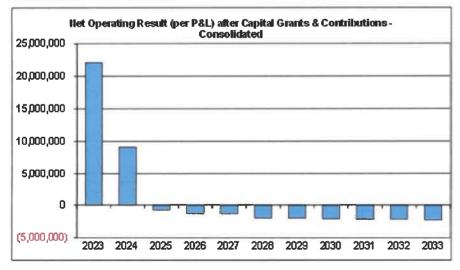
CHARTS - ALL FUNDS (CONSOLIDATED)

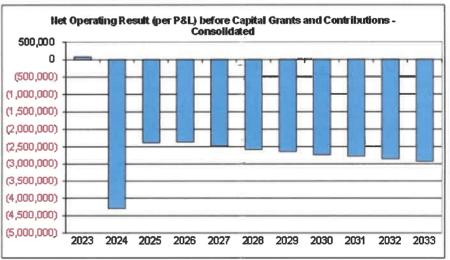
Scenario: Base Case

Income Statement Charts







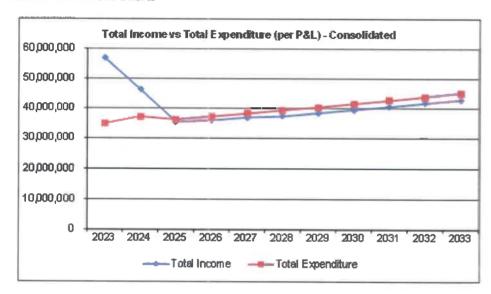


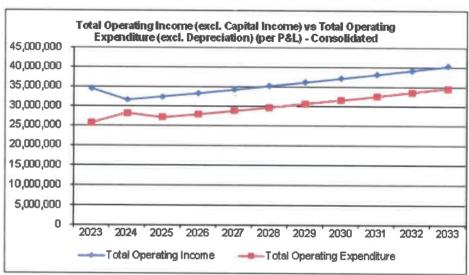
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - ALL FUNDS (CONSOLIDATED)

Scenario: Base Case

Income Statement Charts



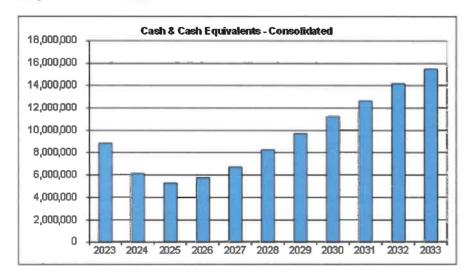


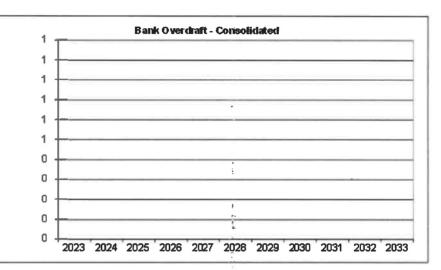
10 Year Financial Plan for the Years ending 30 June 2033

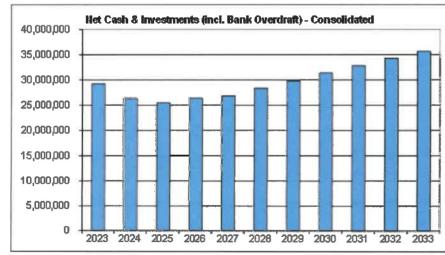
CHARTS - ALL FUNDS (CONSOLIDATED)

Scenario: Base Case

Cash, Investment & Bank Overdraft Charts





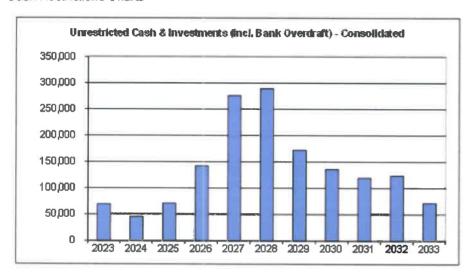


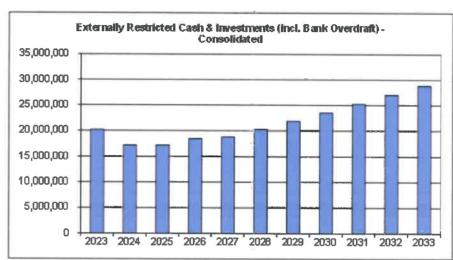
10 Year Financial Plan for the Years ending 30 June 2033

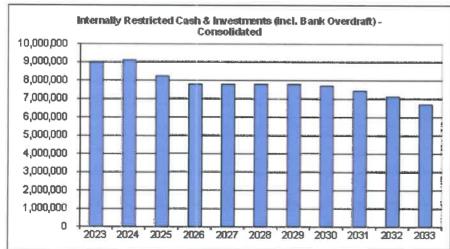
CHARTS - ALL FUNDS (CONSOLIDATED)

Scenario: Base Case

Cash Restrictions Charts



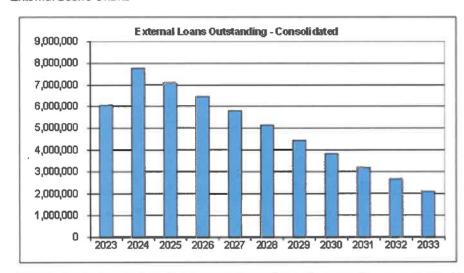


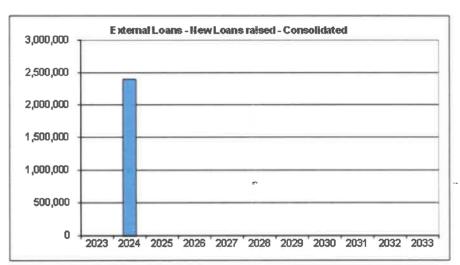


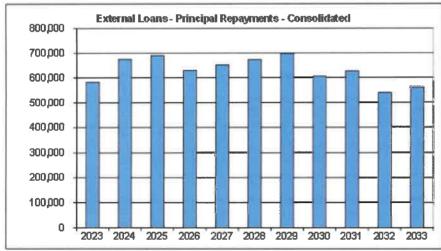
UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 CHARTS - ALL FUNDS (CONSOLIDATED)

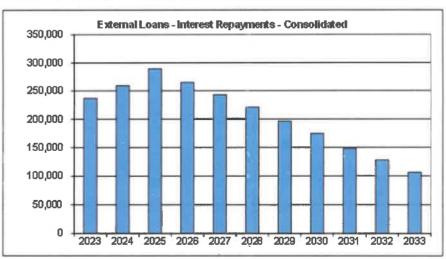
Scenario: Base Case

External Loans Charts







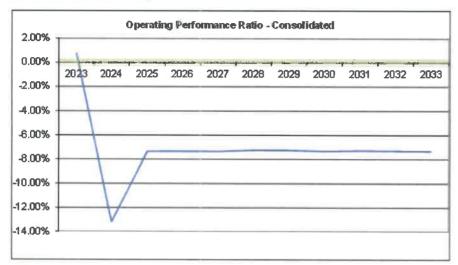


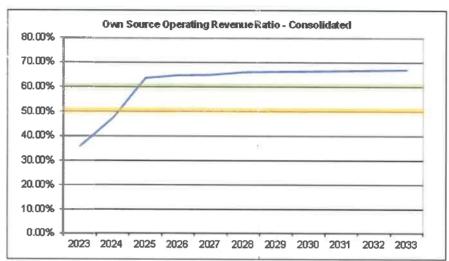
10 Year Financial Plan for the Years ending 30 June 2033

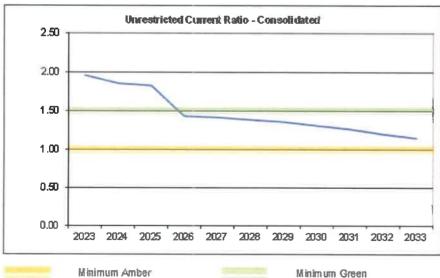
CHARTS - ALL FUNDS (CONSOLIDATED)

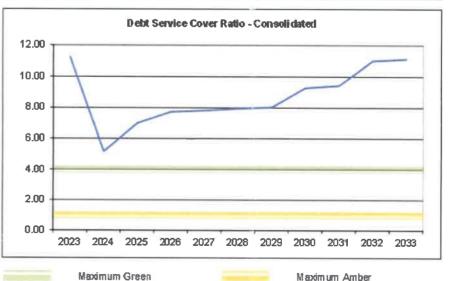
Scenario: Base Case

New Note 13 Ratios Charts





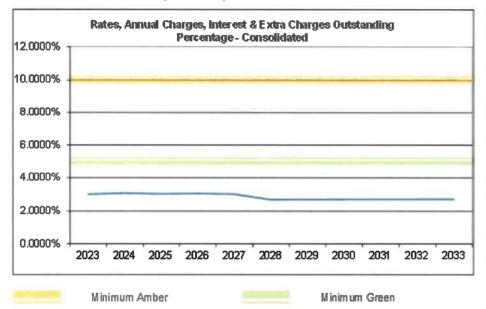


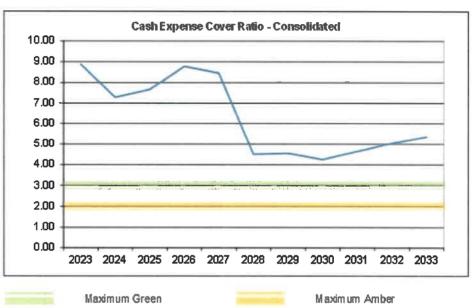


UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 CHARTS - ALL FUNDS (CONSOLIDATED)

Scenario: Base Case

New Note 13 Ratios Charts (continued)





UPPER LACHLAM SHIRE COUNCIL			r	
10 Year Financial Plan for the Years ending 30 June 2033			r	
HISTORICAL INFORMATION - GENERAL FUND				
Scenario: Base Case	2021/22 \$1000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
Income Statement			sels.	
Income from Continuing Operations				
Revenue:				
Rates & Armual Charges	9.875	9,290	8,931	8.624
User Charges & Fees	4.525	5.222	3,940	6.845
Other Revenues	364	850	1,412	838
Grants & Contributions provided for Operating Purposes	12,888	10.227	10,000	8.743
Grants & Contributions provided for Capital Purposes	10.912	7,305	8,107	2,841
Interest & Investment Revenue	34	251	391	583
Other income:		24.	441	000
Net Gains from the Disposal of Assets	341		9	
Fair value increment on investment properties				- 4
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	12.7
Reversal of impairment losses on receivables			- 1	
Other Income				
Joint Ventures & Associated Entities - Gain	-	4	- 1	
Total Income from Continuing Operations	39,400	33,145	30,781	28,474
Expenses from Continuing Operations				
Employee Barrelits & On-Costs	11.575	10.550	10.095	10.149
Borrusian Costs	12	236	123	161
Materials & Contracts	9,920	10,502	7,704	8,760
Depresistion & Americation	7.408	6.214	5,780	5,631
impoinment of investments	1,790	9,2.17	23.40	2/9/21
inpairment of receivables	16	5	28	13
Other Excesses	810	612	529	525
Interest & Investment Losses		171.2	17.4.7	727
Not Lusees from the Dispusal of Assets	-30	1335	89	204
Prevaluation decrement/impoirment of IPPE		1,000	-	
Fair value decrement on investment properties				
Joint Verdures & Associated Enfities - Loss		-		-
Total Expenses from Continuing Operations	29,539	29,454	24,408	25,443
Operating Result from Continuing Operations	9,861	3,691	6,373	3,031
Discontinued Operations - ProfitRices)				
Net Profiti(Loss) from Discontinued Operations			-	-
ners samlessal man manananan Abaranan		*	•	
Net Operating Result for the Year	9,861	3,691	6,373	3,031
Not Operating Result before Grants and Conditionlions provided for Capital Purposes	(1,651)	(3,614)	366	190

10 Year Financial Plan for the Years ending 50 June 2053				
HISTORICAL INFORMATION - GENERAL FUND		V-222-2000		
Balance Sheet	2021/22	9500 31 9500	201 8/20 8/000	2 010/19 87000
ASSETS	4 244	77.44	3,000	2 447
Current Azziela				
Dann & Claim Bay I dronto	0,096	5,231	7,779	6,264
Prototropics.	11 912	9,945	14,543	11,578
Poculm/Sec	6,709	7,875	3,074	2,877
Protestarijani,	1,182	977	1,853	977
Contract assets and contract cost prode Contract cast assets		~		
Citizania (con la sego)	112	179	98	46
Non-gament gaskrás disasified as "Indiction solo"	-	113		
Total Current Assets	28 201	27,207	26,537	21,742
Non-Durrent Ansets				
Encommonts.		1,090	2,200	3,400
Receivables	131	48	142	126
Proortistics.	1	*		
Obnicacija sveta and opnir api sasti se odo Obnicacija sveta sastio	1	-	-	
Contactional State Plant & Early mail	434, 763	4.08.768	377.976	371.896
Transfer of Programy	100	-		
Manatalo Assolu				
Right of civilations.	1958)	:179	211	
THE PROPERTY OF PROPERTY OF THE PROPERTY OF TH	= =		-	
Non-example for so days accessed as a "head for manu"		-	- 1	-
Cher		400 985	385.636	375,422
To builtion Guirrent Accelo TOTAL ACCET 0	434 DS4 484, 786	407,000	407,047	387,184 997,184
Current Lieb Willes	2,826	4,626	2,783	2,019
LIABILITIES Currentil Lab villes Resource Income monitori de advance Contract violation Longo (another) Permittion Permittion	3,626 4,247 18 555 5,660	4,626 2,120 19 501 3,755	2,783 118 28 376 4,030	
Current's Lab Villes Registra International de advance Contract Vabrilles Lance (Sabilles Lance (Sabilles	4.247 18 563	2,120 19 501	118 28 370	2,019
Current'i, lab tilles Repline Innan modeled in selvens Control labelities Lense labelities Lense labelities Burnvilla Emisses benefit previous Char providers Little libration	4.247 18 563	2,120 19 501	118 28 376 4,039	2.019 225 3,074
Current L. lab tilles Regions Income modeled individual Contract lab divis Losse lab divis Losse lab divis Enders	4.247 18 503 3.080	2,120 15 501 3,755	118 28 376 4.030	2.019 225 3.074
Current L. Lab Billes Repolice Chertaci Robilities Chertaci Robilities Lucius Robilities Bernetich Berneti	4.247 18 503 3.080	2,120 15 501 3,755	118 28 376 4.030	2,019 225 3,074 4
Current L. lab tilles Republis Contract included included Contract included Final Current Lie billibes Population Republis Republis Republis	4.247 18 503 3.080	2,120 15 501 3,755	118 28 376 4.030	2,019 225 3,074 4
Current L. Lab Billes Republic Innomination and Indianace Contract Biologist Longe Material Extended to tendina the Contract Biologist Extended to tendina the Contract Biologist China para store Lincolnes accordated with accorda elabatifications "more for contract Biologist To lat Courrent L. Indianace Nom -Ou creat L. Lab Billibes Republic Internation contribud to actening Contract Biologist Contract Biologi	4 247 18 363 3 800 12 804	2,120 15 501 3,755	118 28 376 4.030	2.019 226 3.074 4
Current L Lab Billes Replace Contract Babilities Contract Babilities Latino Installities Employees Senetificantes Charles Babilities Latino Installities Latino Installities Latino Installities Total Courrent L labilities Paylities Replaces Replaces Replaces Latino Installities Contract Babilities Replaces Latino Installities Latino Installities Latino Installities Latino Installities Latino Installities Latino Installities	4.247 18 503 3.080	2,120 19 901 3,755	118 28 376 4030	2.019 226 3.074 4
Current's Lab titles Replace Income monited inadvance Contract liabilities Lance liabilities Lance liabilities Lance liabilities Extended to be replace liabilities Extended to be replace liabilities Lance liabilities Replace to contract Labilities Replace Replac	4 247 (8 383 3 390 12 834	2,120 15 801 3,755 - 11,621	118 28 376 4,039 -	2.015 226 2.014 4 6.218
Current L lab titles Regions Income concled trademote Contract labelities Lasse labelities Lasse labelities Extendible Extendible Extendible Extendible Lasse labelities Chor para store Libration Libration Libration Extendible Libration Extendible Libration Extendible Extendib	4 247 (8 383 3 390 12 834	2,120 15 801 3,755 - 11,621	118 28 376 4039 7.344 185 4.497	2.015 225 2.074 4 4 5.218
Current L lab titles Repaires Intention annotated inadvance Contract tabelities Lunce stabilities Lunce stabilities Lunce stabilities Lunce stabilities Ciber para state Lunce stabilities annotation with decision data final and "more final for sales" To led Current Luncetties a None -Qui creent Luncetties a Repaires Intention contract Luncetties Repaires Intention contract liabilities Lunce liabilities Lunce liabilities Berenning Contract liabilities Berenning Berenning Contract liabilities Lunce liabilities Lun	4 247 18 563 5 180 12 834 148 8 587	2,120 19 501 3,755 11,021	118 28 370 4,030 - 7,344 185 4,497	2.015 225 2.074 4 4 5.218 1,678
Current's Lab tilites Residues Internationalised in advance Contract tractions Extensional Extensional Extensional Extensional Extensional Extensional United States Unite	4 247 18 563 5 300 12 894 148 8 567 1 ,340	2,120 19 601 3,755 - 11,021 166 4,948 - 2,860	118 28 370 4,030 - 7,344 185 4,497	2.015 225 2,074 6,218 1,678
Current L lab titles Repaires Income monited in advance Contract liabilities Latinopliad in advance Contract liabilities Latinopliadities Betweeten Betweete	4 247 18 385 3,000 12,004 148 8,587 1,340	2,120 15 301 3,755 11,021 166 4,948 2,850	118 28 376 4039 - 7.344 135 4.407 2.797	2.015 226 2.074 4.074 1.078
Current's Lab titles Resides Interior analised inadvance Contract tablities Lance tablities Produces Lab titles associated with associate discrifted as "more for sale" To lest Courrent La bettities Programs Interior analised inadvance Contract lab titles Berenders Berenders Berenders Lab titles Lance libbilities Lance libbilities Contract lab titles Berenders Lab titles Lab t	4 247 18 563 5 300 12 894 148 8 567 1 ,340	2,120 19 601 3,755 - 11,021 166 4,948 - 2,860	118 28 370 4,030 - 7,344 185 4,497	2.015 225 2,074 6,218 1,678
Current til lab tilles Residens Unner stockled indrinner Contract tebritise Unner stockled Employed behalf om kkins Chief part store Unit litte stocklen Chief part store Unit litte stocklen Unit litte stock	4 247 18 353 3,990 12,894 148 8,587 1,340 7,375 19,709 443,978	2,120 15 501 3,755 11,021 166 4,948 2,850 5 7,974 18,995 418,207	118 28 376 4.039 - - - - - - - - - - - - - - - - - - -	2.015 225 2.074 4 4.218 1.678 4.336 4.336 10.574
Current L. Lab Billies Registers Income monthed in advance Contract liabilities Lance liabilities Lance liabilities Employed bondificanticities Employed bondificanticities Chair part store Labellities Standablood with advance classified as "healt for sale" To led Current L. labilities Postavia Registers Registers Laste liabilities Laste liabilities Employed bondifications Contract liabilities Employed bondifications Contract liabilities Contract liabilities Employed bondifications Employed bondifications Contract liabilities Employed bondifications Employed bondifica	4 247 18 363 3 300 12 834 148 8 587 1 ,340 1 ,340 443,078	2,120 19 601 3,755 - 11,021 166 4,948 - 2,860 - 8 7,974 18,995 418,007	118 28 370 4,030 - 7,344 185 4,87 2,797 7,479 14,823 392,244	2.010 225 2,074 4 4,578 1,678 2,783 4,556 10,574 381,330
Current L lab titles Replace Replace Contract liabilities Contract liabilities Contract liabilities Contract liabilities Contract liabilities Charpertain Contract liabilities Charpertain Contract Liabilities Replace Replace Replace Replace Replace Replace Replace Replace Replace Contract liabilities Replaces become provided in adverting Contract liabilities Contract liabilities Contract liabilities Contract liabilities Contract liabilities Replaces become provided in adverting Replaces become provided in adverting Replaces become provided in adverting the adverting liabilities Contract liabilities Contract liabilities Replaces become liabilities Replaces become liabilities Replaces accordated with adverting the adverting in a adverting liabilities Replaces accordated with adverting liabilities Replaces accordated l	4 247 18 353 3,990 12,894 148 8,587 1,340 7,375 19,709 443,978	2,120 15 501 3,755 11,021 166 4,948 2,850 5 7,974 18,995 418,207	118 28 376 4.039 - - - - - - - - - - - - - - - - - - -	2.015 225 2.074 4 4.218 1.678 4.336 4.336 10.574
Current L lab tilles Resolves Income bookled in advance Chotact indelices Lasse liabilities Lasse liabilities Extraction Extraction Extraction Extraction Chota processors Liabilities sponsibilities described as "more fair side" To lest Courrent L labilities a Phon-Quirrent Liabilities a Phon-Quirrent Liabilities Phon-Quirrent Liabilities Resolves Internal resolved in advance Contract liabilities Louise liabilities Extraction become contract Contract liabilities Extraction become contract Chota per signs Employees become processors Employees become processors Employees become of processors Employees become of processors The charter and Accounted the using the advance of part of the paint" To last method up method to be only the advance of the paint" To last method up method to be only the advance of the paint" To last method up method to be only the advance of the paint" To last method up the paint of the Court of the paint" To last method up the paint of the Court of the paint o	4 247 18 363 3 300 12 834 148 8 587 1 ,340 1 ,340 443,078	2,120 19 601 3,755 - 11,021 166 4,948 - 2,860 - 8 7,974 18,995 418,007	118 28 370 4,030 - 7,344 185 4,87 2,797 7,479 14,823 392,244	2.015 225 2,074 4.155 4.355 4.355 2.783 2.783 2.783 2.783

UPPER LACHLAIN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033												
INCOME STATEMENT - GENERAL FUND	Actuals	Current Year					Projected 1	ifme ra				
Scenario: Base Case	202 W22 \$1000	20.22.023 \$18.00	20 23 /24 5 0 00	2024/25 \$1000	2025/26 \$1000	20 26 /27 \$1000	2027/28 31000	2023/25 2023/25	2929/30 \$7800	2030/31 \$1000	2931/32 \$100	2092/33 \$100
Income from Continuing Operations								****		7777	****	# FF 9
Revenue:												
Rates & Amual Charges	9,875	10,534	10,891	11,266	11,518	11.845	12.183	12,530	12.868	13.255	13.636	14.027
User Charges & Fores	4.626	4,865	4.900	5,043	5,190	5,341	5,497	5.658	5823	5.993	6.168	6.346
Other Revenues	664	717	675	499 8	799	7.6	745	763	782	802	622	842
Grants & Contributions provided for Operating Purposes	12,848	14,478	10,968	11,213	11 1,48/3	11,719	12.018	12.288	12.564	12.847	13,137	13.435
Grants & Contributions provided for Capital Perposes	10,912	21,853	12,527	1,526	1,020	1,025	557	573	590	608	628	645
Anterior & An vestarion of Stevensor	94	184	76.1	792	825	858	893	930	968	1,067	1,049	1,092
O the r Importe :												
Not Given from the Chaposal of Assots	341		36	46	56	67	79	92	108	121	136	153
Fair value increment on investment properties												
Reversal of revaluation decrements on IPPE previously expensed. Reversal of impairment losses on receivables.												
Other Income												
Joint Ventures & Amoutainst Emillies - Gain												
Total Income from Continuing Operations		22.002										
com access most contentantal observations	39,400	52,635	40,758	30,511	30,790	31,578	31,972	\$2,034	33,721	34,634	35,574	36,542
Expenses from Continuing Operations												
Employee Berrefits & On Costs	11.575	11,161	12.839	13,346	13,746	14.158	14.583	15021	15.471	15.936	16.414	18.906
Burrowing Costs	12	220	249	28.1	256	238	217	195	174	153	133	114
Materials & Cuntracts	9,920	10.751	11.119	9.327	9.638	9.980	10.294	10.639	10.998	11.365	11.747	12.143
Depreziation & Americation	7,408	7,884	7.938	8.089	8.243	8,399	8.559	8.721	8.887	9.056	9.228	9.403
Impainment of investiments						77	1000	-	raporary	9,000	THE REAL PROPERTY.	35,4-03
Impairment of receivables	16											
Other Expenses	610	847	867	902	938	978	1,015	1.055	1.098	1.141	1,187	1,235
Interest & Investment Losses							40.00	2,000	3707 2707	8, 11 = 4 1	24 1 039	RUESER
Not Losses from the Disposal of Assets		190										
Revaluation decrement/impairment of IPPI												
Fair value dearement on investment proporties												
Joint Ventures & Associated Entities - Loss												
Total Expenses from Continuing Operations	29,539	30,235	33,812	31,544	32,823	33,731	34,668	35,531	36,625	37,651	38,763	39,801
Operating Result from Continuing Operations	9,861	21,300	7,745	(1, 433)	(2,843)	(2, 154)	(2,596)	(2,757)	(2,984)	(5,017)	(5,135)	(3.255)
Discontinued Operations - Profit(Loss)												
Nat Profibitions from Discontinued Operations									-			
					140	*	*)		•	3,00	*	•
Net Operating Result for the Year	9,861	21,800	7,745	(1,433)	(2,843)	(2,154)	(2,636)	(2,797)	(2,984)	(3.017)	(3,135)	(3,253)
Het Operating Result betop Grants and Contributions provided for												
Capital Purposes	(1,061)	(61)	(4,781)	(2,800)	(3,003)	(8,178)	(8,262)	(8,870)	(8,494)	(8,026)	(8,782)	(3, 994)
										4-3	2-8:	Man a man

10 Year Financial Plan for the Years ending 30 June 2033 BALANCE SHEET - GENERAL FUND	Actuals	Currenti Year					Projected	Yeare				
Scenario: Base Case	2021/22 \$1000	2022/23 \$1000	2023/24 9100	2024/25 \$1000	2 025/26 \$ 000	2028/27 \$500	20 27/26 \$1000	2028/29 \$1000	2029/30 \$1008	2030/31 \$1000	2031/32 \$1000	2032/55 \$1000
ASSEIS	,,,,,	1,11										
Current Assets												
Crash & Crash Equivalents	9,895	6,635	5,654	4,188	4,207	3,268	3.024	2,641	2,232	1,674	1,068	296
Investments	11,910	16,573	10,573	10,573	10.573	10.573	10.573	10,573	10,573	10,573	10,573	10,573
Proceiveduce	6,706	2,117	2,010	1,943	1,991	2,036	2,097	2,142	2, 197	2,254	2312	2,371
Severation :	1,982	1,235	1,277	1,071	11,107	1,344	1,182	1,222	1,263	1,305	1,349	1,394
Contract assets and contract cost austria. Other	152	131	138	118	122	126	130	135	139	144	149	154
Man-quarted appells obstaclified as "held for sade"	Nat.	PAPE	1.00	8 152	16.4	16.07	8567	700	8534	0.444	. ~ 2	544
Total Current Assets	29,851	22,692	19,652	17,003	18,000	17,149	16,997	16,713	16,405	15,950	15,452	14,791
Non-Current Areads			9999					0.454	222	4.616		
ili procesim temilisi		1,340	1,340	1,346	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
Receivables	13	76	77	80	82	84	83	69	92	94	97	100
inventories Contesti atteti and contrati cost atsets												
Infradructure, Property, Plant & Equipment	434,763	458.025	471,198	474,017	472.954	471.250	468.742	468,065	466,692	463,902	461,182	458,451
Investment Property	- Appropriate as	- County County	49, 74, 630,0	Say Supplied	An included in	A Distance	- Annual Cons	A start arrest	7,000,000	1,000,000,000		
Interpolate Addeds												
Right of unit autolia	193	158	158	150	158	154	150	158	156	158	158	158
Investments Accounted for using the equity method			20	-						90		
Non-current asserts classified as "field for sale" Office	(4)	2.	NI					-			•	
Total Noo-Aument Assests	434,934	459,598	472779	475,694	474,434	472,832	470,328	469,652	466,201	465,493	482,777	480,049
TOTAL A SSETS	464,785	482,490	492,422	453,467	491,454	485,350	407,525	486,564	484,684	481,444	478,229	47 4,0 39
LASILITIES								1				
Current Listifice												
Bank Overdish	a ana	4,144	4,442	3.93-6	5,388	5.586	5.749	5.939	6, 136	6.340	6.551	6.789
Payables	3,826	41, 344	अ,सबद	-3,3640	27,300	27,2000	SHROP	ವಿ, ಇವರ	G, KJU	W/JANG	UASEP	58,8 5109
Income received in autource- Commot liabilities	4,247					-						
Lexity legitles	18											
Son twitter	563	586	689	806	626	647	689	575	595	504	523	321
Employee benefit providence	3,980	4,089	4,059	4,180	4,306	4,435	4,588	4,705	4,848	4,992	5,141	5,296
Dates provisional												
Liabilities appreciated with appear chatelled as "half for safe"												
Tobil Current Lisplittes	12,834	8,788	9,169	8,725	10,326	10,647	10,568	11,219	11,577	11,835	12215	12,358
New Current Linds (Clear)												
Programme reactionabilities reducernous												
Contract liabilities												
Lease lability	143	166	106	168	166	166	196	266	156	186	156	180
Borowings	5,587	5,001	6,664	6,057	5,431	4,784	4,115	3,541	2,946	2,442	1,919	1,598
Employee benefit provisions							~					
Other gravitions	1,340	1,380	1,380	1,400	1.420	1,440	1,480	1,400	1,500	1,5:20	1,540	1,580
Investments Accounted for using the equity method				1								
Liabilities associated with assets classified as "field for sulf"	7.077		for the size	Tel como	7 447	an abstracts	2 Total	5, 107	4.612	4,128	3,625	3,524
Total Non-Current Lieb littles	7,276 19,789	6,507 15,515	8,210 17,378	7,623 76,348	7,017	8,390 17,938	5,741 16,727	19,406	16,183	15,3 64	15.841	15,710
TOTAL LIA SILITIE \$ Not A seets	445,976	451,118	475,045	477,139	475,697	472,343	479,235	453,353	461.437	485,430	462,590	459,129
EQUITY												
Published Exeminat	279.625	364, 425	309.170	207,737	305.694	309.541	300.045	298,046	295, 144	292.127	288,992	285,732
Floreduction Florences	165.451	185,750	165,873	169.402	109.402	109,402	169,750	179,911	173.353	173.353	173,397	173397
Offer Properties	Canada Augling, 3	s away 6 wing	and refer to 40,	- 70 - dist_markets	and the same of		all and	25.446.6	a a range amounts.			15 000 00
Council Squity Interest	445,076	487/, 175/	475,043	407,139	475,027	472,943	470,392	489,959	4 60, 497	465,480	462,388	459,129
Non-constalling equity interiests	445.078	467,175	475,040	477,119	475,097	472,543	470,595	449,959	450,457	465,430	482,358	459,123
Total Equity	4443,501/6	401,113	4/2/40	41 7, 14 3	win ma t	412,343	414,333	443,020	420,427	412(4),9(00)	44 £/2 00	440,123

UPPER LA CHLAN SHIRE COUNCIL. 10 Year Fine folal Plan for the Years ending 30 June 2003												
CASH FLOWSTATEMENT - GENERAL FUND	Aduate	Current Year					Projected 1	Yeers				
Scenario; Elase Case	2021/22	2022/28	2029/20	202426	202920	2020/27	2027/28	22121	2029/10	202001	203142	2022/41
Cash Flows from Operating Activities	8100	\$1000	\$1000	31000	\$100	\$500	2500	\$100	\$1000	8100	#1000	\$100
Rengals:												
Rains & Armsai Charges		10/401	10,888	11,198	11.516	11,843	12,190	17,526	17,885	13.254	13(633	14,074
Liser Charges & Poes Imaziment & InterestRevenue Received	*	9,435	4,801	/5.002	5,148	5,296	5.455	5,612	5,776	5544	6,118	5,296
anesanas a aseesta eneruo mecomes Gands & Contibulions		136	753 23,405	12,735	823 12,483	964 12,739	25% 17.5%	932 12.881	59710	1,010	1,052	1,095
Bands & Dagosits Received:	11	ALCOHO!	23,405	12739	16,7460.3	12,9300	1.6,505	12,861	131.194	13,495	13,764	14,080
Other	-	471	304	795	708	721	7/3	757	776	796	816	836
Payments:											1010	10.00
Employee Benefits 4, On-Cests Majorials 4, Centrads		(11,150) 79,880)	(12,778)	(13211)	(13.611)	(14,020)	(14,440)	(14,874)	(15.320)	(15779)	(16.253)	(16,740)
Demoning Costs		(2001	(229)	(9.628)	(8.252)	(218)	(10,178) (197)	(10.519)	(10.871)	(11,Z37) (133)	(11,614) (113)	(12,005)
Howis & Deposits Robusted		the east of	- Samuel	(201)	causoi	- 101 - 101	5 0000	(112)	7 (04)	£1304	(113)	(94)
CORphr	-1	(776)	(810)	(896)	(928)	(965)	(1,004)	(1.044)	(1,086)	(1,129)	(1,174)	(1,221)
Het Cresh provided (or u cod in). Opending Anholites	-	30,521	16,123	6,538	7,645	5,414	6.036	6.070	6,431	6,181	6.227	6,271
Çesh Migra firge linusalling Aptivities												
Hangista:												
Sale of Immediaent Georgias	-				46	-		_	-	_	-	
Sale of Aveatroen Property Sale of Real Estate Assots	-		-	-	-	-	h-	46	**	-	-	-
Sale of Irinaheuthre, Property, Plant & Equipment	-	543	291	749	-	861	-			-		-
Side of non-commit assets dashified as "heldler sale"		292	201	790	963	385 T	342	2015	203	920	548	976
Sala of Intergible Assals			_	_	_					-	-	-
Sale of Interests in John Ventures & Americales					-	_		_		_	-	
Sale of Disposal Groups	**	la la	-	-	100	-	-	-	-		-	
Datemad Patitios Piopajots Distributions Pennivot from Joint Ventures & Associates	-	-		AP.	-	40-	-	-		-	-	
Sharimestry Adiaby Reports	-	-	-	-	-	_	-	-		-	-	-
Ekzyratoronilo;		*	-		-			_	-	40	*	-
Purchase of Immeanment Securities			_			<u> </u>						
Purdwen of Synostyment Property		_				_			200		-	
Parchaso of Intentructum, Property, Plant & Engineers		(31.562)	(21,211)	(8084)	(7.887)	(7.568)	(6.468)	(6.69)	(6,559)	(7,065)	(7,277)	(7.495)
Purchase of Realistate Assets Purchase of Intervible Assets		-	-	-	-	-		-	17			
Purchase of Interests in John Versions & Associates		3		- 5			- 5	7	19			
Delegard Delgoes & Advances Marie				-		-		- 9			- 2	15
Contributions Make to Joint Vonteres & Associates	_			5		Ę.						
Other knosting Adhiby Paymorts		- 1	97	-	-	+	¥		100	15		
Heli Cash provided (or weed in) in vesting Authoris		(31.018)	(20,950)	(7.336)	(7,024)	(6.727)	(5.623)	(3.7%)	(5,956)	(6,145)	(6,329)	(6,519)
COST TOTAL STORY STREET, A CONTRACTOR												
Reodolic:												
Promotes Irosh Romovings & Adminions Promotes Post Minion Laises	*		2,400	-	-	-		-	-	-		-
Diver Financing Adhery Phonists	-		-	-	-	*	-	0		-		-
Payments:			~		-				-			-
Repayment of Borrowings & Asyumoss		(563)	(655)	69691	(606)	(626)	(647)	(569)	(975)	(595)	/5041	(523)
Repayment of lease liabilities to find all impayments)		8		-					-			,,,,,,,,
Distributions to non-controlling interests. Other Pinancing Activity Paymonts.			p. 1	-	2	-	20			-		
			*1		- 5	*		-				-
Not Conh Pinn provided (uned his Pinanging Autholies	in	(563)	1,745	(669)	(606)	(626)	(647)	(669)	(575)	(595)	(504)	(523)
Het Indrævel(Deordane) in Cook & Certi Equivalents		(1.060)	(3,181)	(1,465)	19	(940)	(244)	(563)	(409)	(566)	(605)	(रगः)
stus: Carsh & Carsh Brotherlands - beginning only ser		9,599	8.895	5,654	4,188	4,707	3,288	3,034	2,641	2.732	1,674	1,068
Cests & Cash Goulvaler is - end of they ear	9,895	THE PARTY	6,854	4,108	4,207	1,210	1,026	2,641	2.252	1,074	1,048	291
Crate & Cash Bouharists - and of the year	9,095	8835	5,654	4,103	4,207	3,268	3,024	2.641	2,292	1574	1,068	298
Probabinatis - and of the year Seek, Cack Equivalents & Directments - and of the year	11,913	11,913 20,740	11,913	11,913	11.013	11,913	11,913	11,913	11,913	11513	11,913	11,513
representing;			4.000	राज्यु राज्य र	IN LAW	1.00 p.m. p.	1-a Tolina	14,404	Section 1	1-0,50011	12901	12,211
Coloral Residents	12,762	15,650	8,401	7,780	2 6 99	· · · · · · · · · · · · · · · · · · ·	2 200	-		-	1	
Replanative statement	9.018	5,998	9,120	7,780 11,750	11,17E	7.091 7.814	E.E30	5.948 7.914	5,295 7,214	7,654	5724	5,425
Unestitoted	28	69	46	71	142	276	700	1/22	136	119	124	72
	21,208	20,748	17,567	19,781	18,129	16,181	14,000	14,654	14,105	19,537	12391	12,211

10 Year Financial Plan for the Years ending 30 June 2033 EQUITY STATEMENT - GENERAL PUND	Actuals	Current Year					Projected	Yeara				
Scamario: Base Case	2 02 W22 \$10 00	20 22/25 \$10 00	2023/24 \$7000	2024/25 \$700	20 23 726 \$ 000	20:25:727 \$10:00	2027/20 \$1000	2020/29 \$7000	2029/30 \$1000	2050/37 \$7000	2:05 1/52 \$10:00	2032/35 \$7000
Opening Balance (as at 1/7) Adjustments to governo belance	416,205	445,078	467, 176	475,043	427,139	475,097	472,943	470,595	489,959	488,497	465,490	462356
Restated opening Balance (as all 1/7)	418,205	445,076	457, 175	475,043	477, 139	475,097	472,943	470,595	489,959	48-5,4 97	485.470	462,388
Not Operating Result for the Year	9,861	21,800	7,745	(1,433)	(2,043)	(2,154)	(2,696)	(2,797)	(2,904)	(3,017)	(3,135)	(3.259)
Adjustments to not operating result	879	m 1				-				-		
Restated Net Operating Result for the Year	9,861	21,800	7,748	(1,433)	(2,043)	(2,154)	(2,696)	(2,797)	(2,904)	(3,017)	(3,135)	(3,259)
Other Comprehensive Instance												
- Controllian of prior period enters												
- Gain (loss) on revaluation of IPP&C	17,010	299	123	3,529			346	2,160	1,442		43	
- Gain (lots) on revaluation of available for sale investments		-						14	44			
- Realised (gain) loss on available for sale investments recognised in operating		- 60										
- Gain (loss) on revaluation of other reserves												
- Realised (pain) loss from other reserves recognised in operating result.												
- Impairment loss (reversal) - financial asisots at fair value through OCI												
- Realised (gain) lots on firencial assets at fair value timough OCI												
- Grain[flots] on revaluation of financial assets at fair value through OCI (other)												
- Gain/loss) on revaluation of equity instruments at fair value through OCI												
- Transfers to income Statement								·				
Impairment (loss) reversal relating to LPP&E												
 Impairment (reversal) of available for sale investments to (from) operating res 												
- Joint ventures and associates												
- Officer restain est movements									-			
- Other Movements (combined)												
Other Comprehensive Income	17,010	299	123	3,529	-	*	348	2,160	1,442	-	43	
Total Comprehensive income	26,071	22,099	7,088	2,096	(2,043)	(2,154)	(2,347)	(837)	(1,462)	(3,017)	(3,092)	(3,259)
Qiàtributions tol[contributions from) non-controlling interests												
Transfers between Equity							4					
Equity - Balance at end of the reporting period	445,076	461,175	475,043	477,139	475.097	472,943	470.535	4(3,35)	453,457	465,030	462,350	450,129

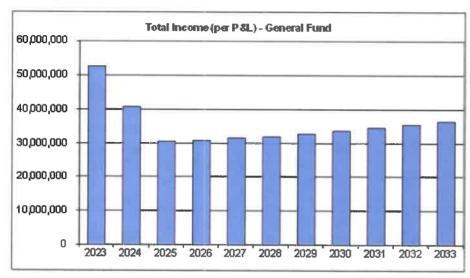
UPPER LACHLAN SHIRE ODUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND		Past Y	ears		Current Year					Piro lecíad	l Vears				
Scenario: Base Case	20 15/19	2019/20	20 20/21	392 1/2 2	20 22/23	3023/24	2024/25	2025/36	2926127	2927/28	2939/29	20 29/10	2039/31	2031/32	203 2/33
New Note 13 Retion															
Operating Performance Ratio 1)	1.53%	1.55%	-8.99%	-4.82%	0.45%	-17.09%	-10.38%	10.50%	10.63%	10.63%	-10.78%	40.90%	11,05%	1-11.20%	-11.35%
Own Source Operating Revinue Ratio 1)	59.32%	47.67%	47.05%	39.07%	30.97%	42,30%	58, 19%	59.37%	59.57%	60.57%	60.72%	60.67%	61.01%	61,18%	61,31%
Unrestricted Current Patio	5. 13	4.56	2.30	2.88	1.98	1.85	1.82	1.43	1.41	1.38	1.35	131	1.26	1.20	1.15
() elst Service (Cover Ratio 1)	15.62	16.67	6.03	9.14	10.51	3.73	5.65	6.23	8.25	8.30	6.31	7.30	7.31	8.58	8.57
Hates, Annual Charges, Interest & Enter Charges Outstanding Percentage	1.08%	2.01%	1,73%	3.92%	2.05%	2.08%	2.03%	2.08%	2.00%	1.59%	1.80%	1,60%	1.80%	1.60%	1.60%
Cesh Expanse Cover Ratio 1)	12.64	18.31	11.49	13.27	4.70	2.66	2.04	214	1.53	1.37	1.16	0.96	0.70	0.43	0.12
1) gille rest. Coloulaion is TCore's criculation for same ratio															
New Special Schedulo 7 Riston															
Building & Infrastructure Harmwale Harlin	91.70%	134,14%	125,49%	179.45%	80.82%	81,74%	82.75%	83,06%	84.67%	65.06%	85.98%	88.81%	87,19%	88,18%	101,91%

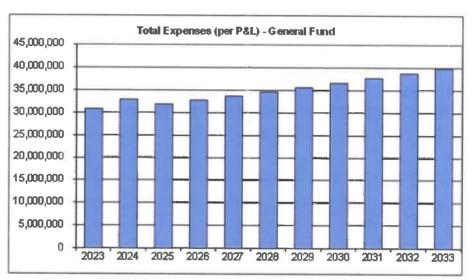
UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 J KEY PERFORMANCE INDICATORS - GENERAL Scenario: Base Case		Current Year 2022/23	Projected Years 2023/24 2024/25 2025/26 2026 /27 2027/28 2028/29 2029/30 2030/31 2031/32 2032/3	33
			Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Within amber benchmark (amber min and/or amber max) Below green minimum and above amber minimum.	
			Not within benchmark (amber min and/or amber max) above amber maximum below amber minimum	
Council's Target Benchmarks				
New Note 13 Ratios Operating Performance Ratio 1)	Snapshot Actual Ratio	0.45%	● ↓ ● ↓ </th <th>↓ 3%</th>	↓ 3%
Own Source Operating Revenue Ratio 1)	Snapshot Actual Ratio	30.97%	42.30% 58.19% 59.57% 60.57% 60.57% 60.87% 61.01% 61.16% 61.31%	%
Unrestricted Current Ratio	Snapshot Adual Ratio	1.96	1.85 1.82 1.43 1.41 1.38 1.35 1.31 1.26 1.20 1.15	9
Debt Service Cover Ratio 1)	Snapshot Actual Ratio	10.51	3.73 5.65 6.23 6.25 6.30 6.31 7.30 7.31 8.58 8.57	
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot Adual Ratio	2.05%	2.08% 2.03% 2.06% 2.00% 1.59% 1.60% 1.60% 1.60% 1.60% 1.60%	%
Cash Expense Cover Ratio 1)	Snapshot Adual Ratio	4.70	2.66 2.04 2.14 1.53 1.37 1.16 0.96 0.70 0.43 0.12	↓
1) different Calculation to TCorp's calculation for same	ratio			
New Special Schedule 7 Ratios Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio	80.82%	81.74% 82.75% 83.06% 84.07% 85.06% 85.96% 86.81% 87.19% 88.16% 101.91	 %

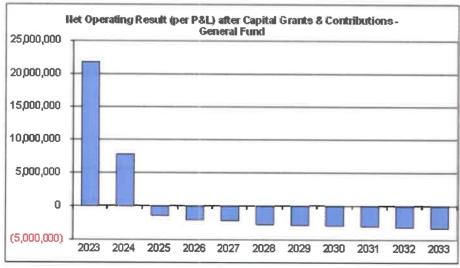
10 Year Financial Plan for the Years ending 30 June 2033

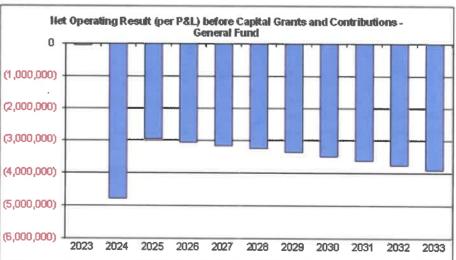
CHARTS - GENERAL FUND

Scenario: Base Case Income Statement Charts





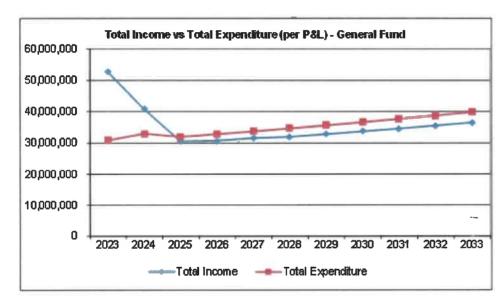


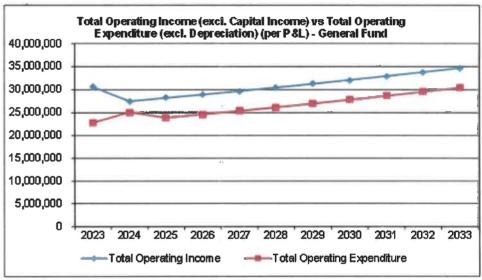


10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - GENERAL FUND

Scenario: Base Case Income Statement Charts

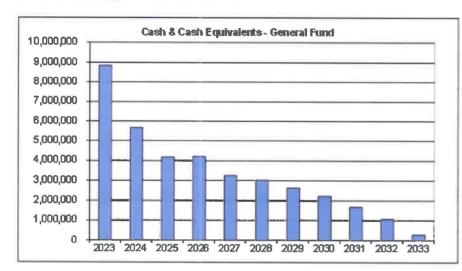


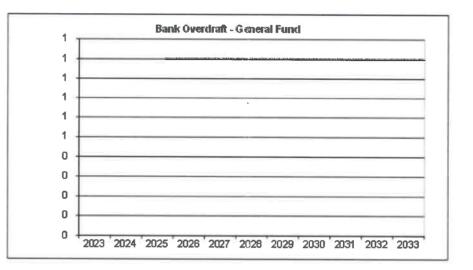


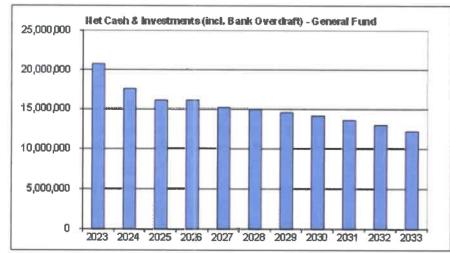
UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 CHARTS - GENERAL FUND

Scenario: Base Case

Cash, Investment & Bank Overdraft Charts



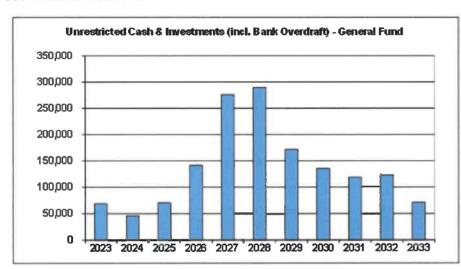


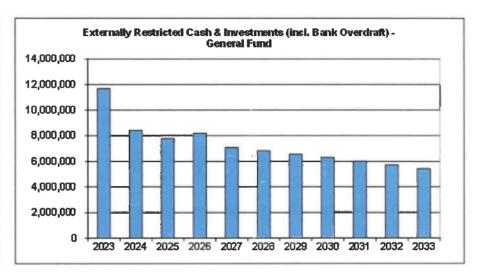


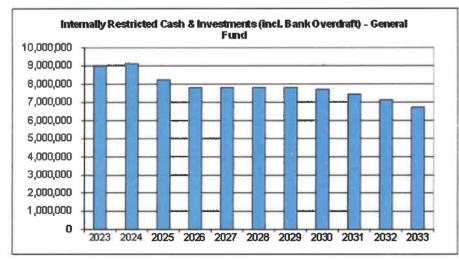
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - GENERAL FUND

Scenario: Base Case Cash Restrictions Charts





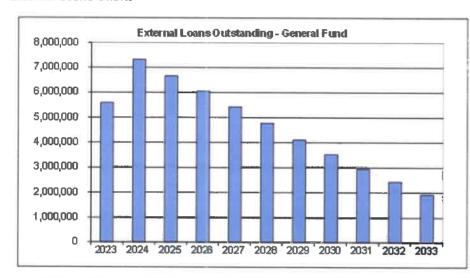


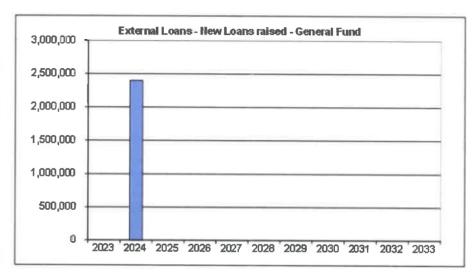
UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending

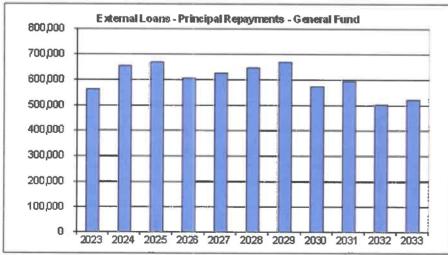
10 Year Financial Plan for the Years ending 30 June 2033

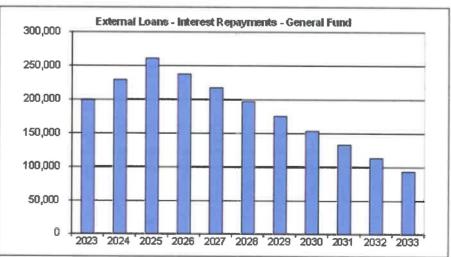
CHARTS - GENERAL FUND

Scenario: Base Case External Loans Charts







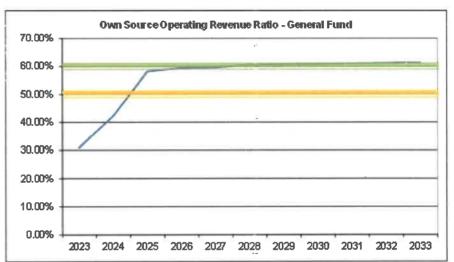


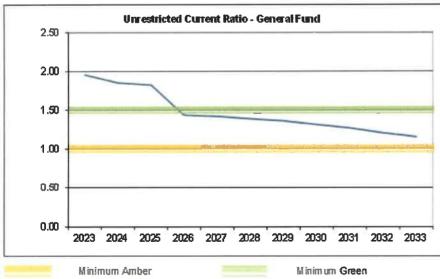
10 Year Financial Plan for the Years ending 30 June 2033

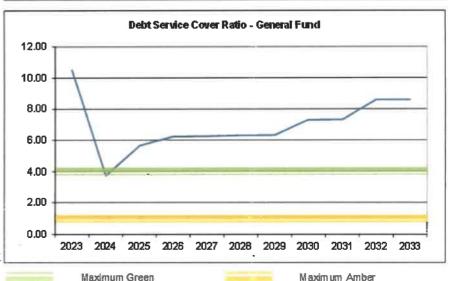
CHARTS - GENERAL FUND

Scenario: Base Case New Note 13 Ratios Charts







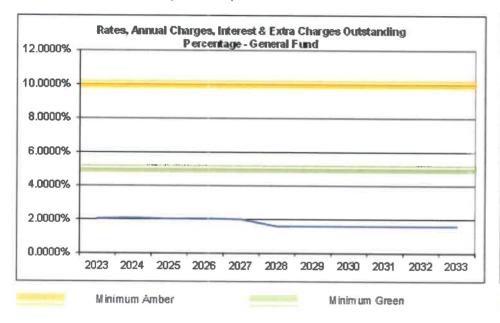


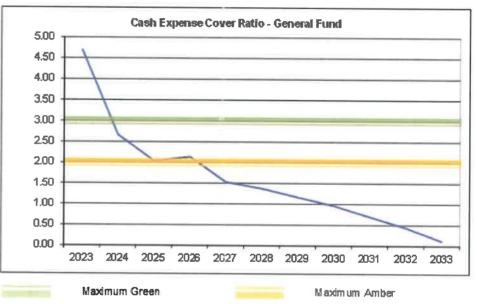
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - GENERAL FUND

Scenario: Base Case

New Note 13 Ratios Charts (continued)





10 Year Financial Plan for the Years ending 30 June 2033

HISTORICAL INFORMATION - WATER FUND

Income Statement

Income from Continuing Operations

Revenue

Rates & Annual Charges User Charges & Fees

Other Revenues

Grants & Contributions provided for Operating Purposes Grants & Contributions provided for Capital Purposes

Interest & Investment Revenue

Other Income:

Net Gains from the Diaposal of Assets

Fair value increment on investment properties

Reversal of revaluation degreenents on IPPE greviously expensed

Reversal of impairment losses on receivables

Cither Importe

Joint Ventures & Associated Entities - Gain

Total Income from Continuing Operations

Expenses from Continuing Operations

Employee Benefits & Chi-Costs

Barrowing Casts

Materials & Contracts

Decrepiation & Amortisation

Impairment of investments

Impairment of receivables

Other Expenses

Interest & Investment Losses

Net Losses from the Disposal of Assets

Revaluation degrament/impairment of IPPE

Fair value decrement on investment properties

Joint Ventures & Associated Entities - Loss

Total Expenses from Continuing Operations

Operating Result from Continuing Operations

Discontinued Operations - Profit (Loss)

Net Profit/(Loss) from Discontinued Operations

Net Operating Result for the Year

Net Operating Result before Grants and Contributions provided for Capital Purposes

1,012	945	900	840
1,031	998	927	938
111	498	200	100
19	19	19	18
315	21	111	9
13	13	43	68

-	14		
-	-	•	-
1.5		-	-
-	-	-	_
11-	-	-	-
-	-	-	-
2,501	2,508	2,200	1,973

584	640	759	675
45	40	35	29
856	960	1,230	1,198
575	492	509	603
-	-	•	-
			13
-	÷ •	-	-
	-		
	- [5
-	- 1	-	-
-	-		-
-			-
2,060	2,132	2,533	2,523

(01)	00	(20)	(22)
-		-	
(87)	68	(25)	(22)

(337)	(46)	(43)	(96)

UPPER LACHLAN SHIPE COUNCIL	
10 Year Firancial Plan for the Years ending 30 June :	2033
HISTORICAL INFORMATION - WATER FUND	
Flatanna Shaat	

TO Year Pirancial Plan for the Years ending 30 June 2033				
HISTORICAL INFORMATION - WATER FUND				
Balance Sheet	2621/22	2020/21	2019/20	2018/19
	\$1000	0000	\$10.00	9"600
ASSETS				
Current Assets				
Cosh & Cash Boulvalents		-	-	in
Investments	3.510	2,656	2,962	2.551
Plocation .	225	37964	159	130
Structionics		-	-	
Contract assots and contract cost assots	1000			-
Contract cost assets				
Other				
Non-current assets disordified as "Poletion salo"				
Tolat Current Assats	3.795	3,440	3,121	2,681
		11000		-
Non-Corrent Assals				
Inemats				$\overline{}$
Moceivatios.	7	6	4	35
Investories		-		20.00
Contract associativel contract cost associa				
Contract cout assets		_		
Infastrutura, Property, Plant & Equipment	28.942	24,904	25,081	25.236
Investment Property	20,244	24,354	4.3,031	40,400
Intangibio Assets	-	-		-
Right of use assets	-	-	-	-
tryostments Accounted for using the equity method	-	_	-	
Non-outert assets dandfied as "held for sols"				-
Other	-	-		-
Total Hon-Current Assists	25 949	71.010	70.000	
YOYAL ANDERD	22,884	24,910	25,055	25,271
IVIA Asses s	92,884	28,860	28,208	27,962
LIABILITIE S				
Current Lighteins				
Payables.	10	- 11	13	167
Income received in advance	H-	-	~	-
Contract liabilities	275	-	*	
LAESO NATIFIES	*		-	6-
Elianovengii.	16	85	114	74
Employee tonestipensions	229	206	188	198
Other predistans		je.	b	_
Liabilities associated with associated as "hold for salid"	-	(6	-	-
Total Current Lightifies	590	302	315	246
				2.75
Non-Gerrand LinksWitter				
8P-ment/Scc.	-	-	- I	-
To booking a special booking in a straighton of the special sp		_		
Curtari Sahitlas	- 2			
Linaso lumities			-	
Henry winers.	378	294	443	997
Kingdewoo baraalihaantiidaa			-	227
Other presidents	-			
hystolinanit Accounted for using the equity method				
Listbillins aroudding with associatelyselfuel as "hold for sale"				_
To let Non-Communit Listations	378	294	445	957
TOTAL MASILIFIES	908	606	758	803
the Assets	31,776	27,654	27,448	27,149
	aditial	AT JOSE	41/440	47,100
EQUITY				
Rotated Barrings	29.5%	25,537	25,564	25,495
Revolution Reserves	6,260	2,117	1,884	1,654
Other Reserves			-	
Coloral Endly Material	31,776	27,654	27,448	27,149
Alon-control ling coulty Interests				-
Total Equity	31,776	27,654	27,448	27,149

UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2003												
INCOME STATEMENT - WATER FUND	Ac funts:	Current Year					Projected '	Vasire				
Scenario: Base Case	2023/22	20 22/28 \$1000	2020/24 \$1000	2024/25 \$1000	20 25/26 \$10 00	20 26 /27 \$10 00	2027/28	2028/28 \$1000	2923/59 \$1000	2030(5) \$'000	20511/52: \$1000	2032/33 \$1000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,012	1,067	1,120	1, 164	1,211	1,259	-1,310	1,362	1,4 17	1,473	1,532	1,594
User Charges & Féres	1,031	1,113	1,106	1,150	1,195	1,243	1,292	1,343	1,397	1,452	1,5/10	1,570
Other Revenues	111											
Grants & Contributions provided for Operating Purposes Grants & Contributions provided for Capital Purposes	19 315	141	858	85	87	69						-
Intérest & Invéstment Révenue	13	55	191	19/9/	207	216	234	234	243	253	263	274
O ther income:								*				
Net Gains from the Disposal of Assets	8	H		50	117	75	~					
Fair value increment on investment proposties											-	
Reversal of revaluation decrements on SPPE previously expensed:		44										-
Reversal of impairment leases on receivables		•										
Cition fractions					40	*						
Joint Ventures & Associated Entities - Gain							-4	9	e e		- 10	
Total Income from Continuing Operations	2,501	2,596	9,275	2,628	2,797	2,062	2,826	2,959	3,086	3,178	3,3195	3,437
Expenses from Continuing Operations												
Employee Benefits & On-Coats	675	633	778	801	825	850	675	901	9/208	958	985	1.015
Brahlening Coals	:29	29	24	23	22	20	19	17	117	12	12	10
Misterials & Cartests	1,198	994	1,066	1, 109	1,153	1, 199	1,247	1,297	1,349	11.4103	1,459	1,515
Depreciation & Amortisation	603	-5333	533	5036	543	5.89	554	560	505	571	577	552
Impaliment of investments							-					
Impairment of receivables	13	4										
Other Expenses		10	10	11	11	11	12	12	13	13	14	15
Instance III & Insvestment Leasters							-					
Net Losses from the Disposal of Assets	5	at I					-					
Revaluation decrement/impairment of IPPE		-	•			-	-					
Fair value decrement on investment properties Joint Ventures & Associated Entities ~ Loss						-		Pha III		•	•	yet
Total Expanses from Continuing Operations	1,523	2,258	2,411	2,491	2,554	2,650	2,760	2,786	2,095	2,356	3,047	3,139
Operating Result from Continuing Operations	(22)	128	894	147	243	232	119	151	163	222	258	230
Discontinued Operations - Profit(Loss)								85				
Nat Profit(Lose) from Discontinued Operations			467		w	•			-		(T)	-
Net Operating Hesult for the Year	(22)	128	864	147	243	232	119	151	163	222	258	258
Net Operating Result before Grants and Contributions provided for												

10 Year Financial Plan for the Years ending 30 June 2033												
BALANCE SHEET - WATER FUND Scenario: Base Case	Achmis 2021/22 \$1000	Current Year 2022/23 5'000	2023Q4 \$7000	2024/25	2025/26	2426/27	Projected 1 20 27/20 9 000	/9 879 20 29/29 5/0 00	2023/30	2030/31	203 1/3 2 Stone	20012/313 \$7000
ASSETS												,,,,,
Current Assets												
Cosh & Cosh Equivalents			471	380	120	1,001	1,616	2,286	2,991	3,739	4,526	5,355
in vestments	3,510	2,001	2,801	2,801	3,228	2,726	2,726	2.728	2,726	2,726	2.726	2,726
Precionation	225	357	358	373	387	403	419	435	453	471	489	509
Invertories												
Contract assets and contract cost acades Other												
Non-current assets classified as "held for sale"												
Total Current Assets	3,735	3, 158	3,631	3,554	3,735	4,130	4,761	5,448	6,170	6.938	7,742	8,590
Non-Current 4 each												
Arrycestrocartes												
Perceivables	7	25	25	26	27	28	29	- 30	32	33	34	36
Inventuies												
Continuct assets and contract cost assets		7.00										
Infrastructure, Property, Plant & Equipment	28,942	29,622	30,437	30,887	30,953	31,011	30,700	30,588	30,451	30,335	29,985	29,404
Investment Property Intergible Assets												
Tight of use assets												
Investments Accounted for using the equity method. Non-current assets classified as "held for sale".												
Officer												
Total Non-Current Assets	28,949	29.647	30.462	30.893	30.980	31,040	30,729	30.615	30,483	30.368	30,020	29,439
TOTALASSETS	32,614	32,805	34,032	34,247	34,714	35,169	35,490	36,064	36,653	37,384	37,762	38,030
LIABILITIES												
Current Listings Bank Overhelt												
Paralies	10	12	13	13	4.4	4.4	445	400	-	-	-	
Income required in advance	ĐŲ.	3.8	13	1.3	14	14	16	15	16	17	17	18
Contact inidities	275	39	235	16	16	19						
Leave labilities	.610	30	di shif	PAD	940	JI 57						
Description	16	17	15	19	21	22	24	25	27	29	31	
Employee henetii grovisions	229	229	229	229	229	229	229	229	229	229	229	229
Other previsions							227		46.0	-		
Lishbilites associated with assets classified as "held for sale"												
Tobi Current Liabilities	530	297	495	279	262	284	267	270	272	274	277	247
Non-Current Lietalities												
Payables												
Income received in advance Contract lightilities												
t earne fabilities												
Bowinings	378	361	342	323	302	280	298	231	204	175	145	145
Employee baretit provisions	718.4%	6858.8	APPLE	485	SHEK.	2000	200	221	209	113	140	140
Officer provisions												
Investments Accounted for using the equity method												
Liabilities associated with assets classified as "held for sale"												
Tobil Non-Current Listalities	378	361	342	323	302	280	256	231	204	175	145	145
TOTAL LIABILITIE \$	500	657	938	002	\$0.4	564	524	501	476	450	422	392
Net Assets	31,776	32,347	31,255	33,514	34,136	34,605	31,53	35, 563	36,177	36,854	37,340	37,638
EGUITY												
Retained Earnings	25,516	25,644	26,508	26,655	26,896	27,130	27,249	27,400	27,363	27,785	28.043	28,341
Revaluation Reteriors	6,280	6,503	6,747	6,990	7.232	7.475	7.710	6, 163	8,614	9,069	9,29/	9,297
Other Reserves												
Council Equity Interest Non-controlling equity interests	31,778	32, 147	33,255	33,644	34,130	34,805	34,985	35,563	36, 177	35.854	37,340	37,838

UPPER LACHLAN SHRE COUNCL 10 Year Financial Plan for the Years ending 50 June 2053												
CASH FLOWSTATEMENT - WATER FUND	Actuals.	Current Veni					Prolesied V	(MITS)				
Scensilo: Base Case	2021/32 8100	202200' 6'000	2020/34 8'000	202426 9700	202629	2028/27 \$700	2027720 3/500	2025/25 9'000	2029/30 81000	2010/01 8/00/0	2031/32 \$1000	2052/88 8'900
Cash Flow & from Operating Activities		7 400	9.440	7 20.0	7 440	+211	7777	2444			,	
Rendric: Roma & Japana Charma		1.050	1,116	1.161	1,268	1,256	1,3000	1.2793	1.613	1,270	1.528	1,599
Liser Chames & Face		571	1,108	1,123	1,183	1.250	1.2081	1.409	1,382	1497	1.454	1_6691
Investment & Higgs: Royana Ropavet		50	191	189	207	216	2734	236	263	259	263	274
Grants & Controllations		- 1961	1,655	(153)	67	(9)	(199)	4	4	*	h	417
Bands & Doposilis Roodinati			•	53	-	-	[4]					
Other			545	96.			4		*	*		
Parmeris:												
Employee Bringfill & On-Casts	4.0	(663)	4778	(801)	(825)	(850)	1575	(901)	(528)	(956)	(985)	(1,015)
Majorials & Sortendo	10.1	(992)	(1,065)	(1,108)	(1,153)	(1,199)	(1,247)	(1,297)	(1,348)	(1,402)	(1,459)	(1,517)
Barowing Casts. Bands & Concellis Refunded		(29)	(24)	(23)	(22)	(20)	(19)	(17)	6171	(12)	(12)	(10)
Other	-	क्षां	(101)	811	सर्गा	(11)	(12)	(12)	(13)	(13)	(14)	(15)
Net-Cenh provided (or used in) Operating Activities		200	1,9802	403	855	C20	536	623	701	775	816	850
Cash Flows from Investing Activities												
Rengols:												
Sale of Investment Securities	to the	709	363	41	- 6	502		-	- 6	100	-	
Sale of investment Property				*	4.	100	7.6		12		-	-
Sale of Real Estate Assots		-	4	41	*				Ou		(9	
Sala of Mindrodice, Property, Plant & Equipment			100	50	447	क			÷'	-		
Sale of ren-current seads carecined as "held for sale"	* 1	*	-	*		de-	1.0	94	b-	16	(6	- 0.
Sale of Intergible Assols. Sale of Interests to John Vertices & Associates	At)		4	*		(m	-					6.
	-	-			4							-
Salo of Cisposal Georgis Delored Delices Receipts	7.0	B.				-		-30	_	- 7	(7)	- 5
Diddebulions Received from Joint Ventures & Associates	*			*		-		*				-
Other levesting Admity Receipts	*	*	*		*-	_		*	*			
Familia:		•				-	•	•		•		
Parchase of Investment Securities					(427)							
Figurian, of Investment Premity				0.00	Same A			Car.				140
Porcides of Information, Property Place & Equipment	4	(959)	(1,104)	(525)	(586)	(365)	1/2	- 2	22	12	141	20
Forebone of Real Estate Results			7.0) e :	*	-	6	9			140	4
Provinces of Europe an Anton					41	-	A-					
Publicas of Interests in Joint Ventures & Associates	× 1	as III	(e)	(+)			(#	(#			(9)	19
Colomod Coltons & Advances Made	Ar .				4.	1.00	78	-			9	9
Contributions Paid to Joint Vantures & Associates	Se .	Jan Jan	4	167		-	200				4	-
Chive Investing Addusty Payments	As .	San San	100			57			*		-	
Net Cash provided (or used in) in weiting Antivities		(250)	(1,104)	(475)	(896)	212	-	-	85.		72	
GERTI HIQHI 6 TTONI HIMBTOINGIA GOVIDERI												
Receipts:												
Promouds from Bernovings & Advances		7.0					-			-		
Propodalitate Finance Leases Other Financing Admitty Recolpts												- 1
Parmente:	•	2	2.5				15		•			
Repayment of Branchings & Advances		(15)	(17)	(18)	(19)	(21)	(22)	(24)	(25)	(27)	(29)	(31)
Repayment of less of subflict (principal repayments)		4104	4444	1,00	100	90.11	4-4-4	(=-1		(,	,	
Distributions to non-controling linerasis		4	*		*						-	
Other Financing Admity Payments			4	266	*		Ç	×	dia	*		-
Nel Canh Flow provided (u and in) Financing Activities	-	(16)	(17)	(18)	(19)	GH1	(22)	(24)	(25)	(27)	(29)	(31)
Hel increptel (Decreate) in Cath & Cath Equivalents		0	471	(91)	(261)	381	515	670	705	748	797	830
glus: Cash & Cade Epolypienis - beginning of year		1	ii)	471	380	120	1,001	1,616	2,286	2991	3,739	4,526
Cash & Cash Equivalents - and of the year		0 1	471	\$50	120	1,001	1,816	2.2%	2.61	4.707	4,628	6.866
Cash & Cash Equivalents - and of the year		10	471	380	120	1,001	1,616	2,285	2,991	2739	4,525	5,355
Introduction and of the year Cash, Cash Equivalents & to estiments—and of the year	3,510	2,801	2,601 5,272	2,991 3,181	3,328 3,348	1,727	4,342	2,725 6,012	2,726 6,718	2,725 6,46£	7,262	2,726 8,082
representing:												
Extend Forbidites Informal Forbit fore	469	463	463	533	607	686	771	671	759	759	759	759
este atras friefret	71047	7908	2.909	2648	2,741	31.041	3.571	4.341	4.959	5,705	6493	7,323
- UTPEST N. III												8,082

UPPER LACHLAN SHIRE COUNCIL. 10 Year Financial Plan for the Years ending 30 June 2033												
EQUITY STATEMENT - WATER FUND	Actuals	Current Year					Projected*	Yeara				
Scenaric: Base Case	202 W22 \$1000	\$10.00 \$10.00	20 23 /24 \$10 00	2024/25 \$1000	20 25 (2); \$ 000	2026/27 \$1000	2027/28 8'000	2028/29 3'900	2925/30 67800	2639/31 \$1000	2631V32 81046	2003/30 6'900
Opening Balance (as at 1/7)	27,655	31,776	32, 147	33,255	33,644	34,130	34,605	34,966	35,563	36,177	36.854	37.340
Adjustments to opening balance Restated opening Balance (as at 1/7)	27,855	31,776	32,147	33,255	33,644	34,130	34,605	34,966	35,563	36,177	36.854	37,340
Net Operating Result for the Year	(22)	128	864	147	243	232	119	151	163	222	258	296
Adjustments to not operating result Restated Net Operating Result for the Year	(22)	128	864	147	243	232	119	151	163	222	256	298
Office Comprehensive Income												
Connection of prior period errors												
Gain (loss) on revaluation of SPPAIC	4.143	243	243	243	243	243	242	446	450	455	228	
Gain (loss) on revaluation of available for sale investments						755	7.7		400	400	4.44	
Realised (quin) lute on available for sale investments recognised in operating												
-Gain (loss) on revaluation of other reserves												
Realised (gain) has from other reserves recognised in operating result												
-Impairment loss (reversal) - financial assets at fair value finough OCI												
Restland (gain) loss on Grancial assets at fair value through OCI												
Gain(Auss) on revolution of functial assets at fair value through OCI (other t												
Gain/Auta) on revoluction of equity instruments at fair value through OCI												
- Transfers to Income Statement												
Impairment (loss) reverse relating to LPP&E												
impairment (revessal) of available for sale investments to from) operating res												
Joint vertures and associates												
Office rederves movements												
Other Movements (combined)	-											
Other Comprehensive Income	4,143	243	243	243	243	243	242	446	450	455	228	
Total Comprehending Income	4,121	371	1, 107	390	486	475	361	597	614	677	486	298
Distributions to/(contributions from) non-combolling interests		- 1										
Transfes between Equity												
Equity - Balance at end of the reporting period	\$1,776	32,147	33,255	33,664	34,130	34,605	34,900	35,563	36,177	36,854	37,349	37,638

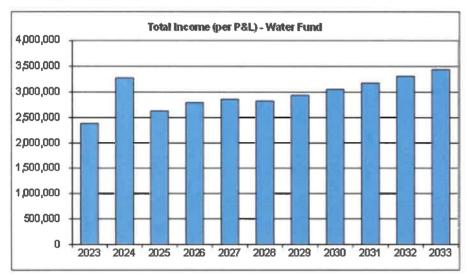
UPPER LACKLAIN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 FINANCIAL PERFORMANCE INDICATORS - WATER FUND		West 4	¥ 2 f 3		Cument Sear					Projectio	Yasın'				
Scenanti; Ease Case	2010/19	3012/30	2020121	202 1/22	2022/25	2025/24	20/24/25	2025/26	2026/27	202 1129	2028/28	20 25/50	2050/91	20 5 1/1 5 2	2092/89
New hote 13 Ratios															
Operating Performance (Ratio 1)	-4.89%	-2.06%	-1.85%	45.42%	1.05%	0.28%	1,20%	2:28%	3,29%	4.20%	5,14%	5.34%	6.99%	7.6 1%	8,67%
Own Source Operating Revenue Ratio 1)	98,63%	94.09%	96.41%	86.65%	94.07%	73.81%	97.49%	97.52%	97.53%	100.00%	100.00%	100.00%	100:00%	100.00%	100,00%
Unrestricted Current Ratio	10.58	9.30	11.39	7.05	16.60	8.77	20.64	21.20	22.98	29.97	35.29	39.31	44.11	49.93	69.49
Detd Service Cover Ratio 1)	11.64	4.29	4.37	10.17	11.93	13.62	14.41	15.20	15.95	16.78	17.74	17.97	20.44	20.70	21.75
Rodes, Annual Charges, Interest & Exita Charges Outstanding Percentage	7.24%	4.59%	4.75%	0/0/0%	6.32%	6.30%	6.30%	8.29%	6.29%	6.29%	6.29%	6.29%	6.29%	8.29%	6.29%
Cash Exponse Cover Ratio 1)	19.7	13.17	12.45 🕶		17.62	22.33	24.69	26.45	25.70	2547	22.84	15.39	18.60	21.74	24.84
(ulthand Cots etonic IComs catos to for some min															
New Special Schedule 7 Ratios															
Building & Infrastructure Renewals Ratio	100 53%	60.00%	20,24%	55.03%	52.97%	53.71%	54.38%	55.04%	55.64%	56.19%	57.14%	58.07%	58.97%	59.85%	59,005

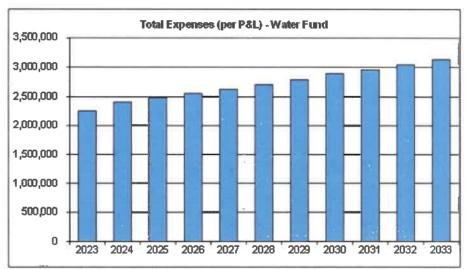
UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 KEY PERFORMANCE INDICATORS - WATER FI Scenario: Base Case		Current Year 2022/23	2023/24	2024/25	2025/26	2026/27		ed Years 2028/29	2029/30	2030/31	2031/32	2032/33
Council's Target Benchmarks			Within	amber bend	hmark (ambe	min and/or gr r min and/or a in and/or amb	mber mex)			meximum an minimum and meximum	nd below ambe	ar meximum
New Note 13 Ratios												
Operating Performance Ratio 1)	Snapshot Actual Ratio	-1.05%	0.26%	• – 1.28%	2.28%	3.25%	4.20%	5.14%	5.34%	6.99%	7.81%	8.67%
Own Source Operating Revenue Ratio 1)	Snapshot Adual Ratio	94.07%	73.81%	97.49%	97.52%	97.53%	100.00%	100.00%	0 -	100.00%	100.00%	100.00%
Unrestricted Current Ratio	Snapshot Actual Ratio	16.60	8.77	20.84	21.20	22.96	9 – 29.97	35.29	9 – 39.31	44.11	48.93	69.49
Debt Service Cover Ratio 1)	Snapshot Actual Ratio	11.93	13.62	14,41	9 – 15.20	15.95	16.78	17.74	17.97	20.44	20.70	21.75
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot Actual Ratio	6.32%	6.30%	6.30%	6.29%	6.29%	6.29%	6.29%	● − 5.29%	6.29%	6.29%	6 .29%
Cash Expense Cover Ratio 1)	Snapshot Actual Ratio	17.62	22.33	24.69	9 – 26.45	25.70	25.47	9 — 22.84	15.39	18.60	● − 21.74	24.84
1) different Calculation to TCorp's calculation for same	ratio											
New Special Schedule 7 Ratios Building & Infrastructure Renewals Ratio	Snapshot Actual Ratio	52,97%	53.71%	● ↓ 54.39%	55.04%	● ↓ 55.64%	56.19%	57.14%	● ↓ 58.07%	● ↓ 58.97%	● ↓ 59.85%	59.00%

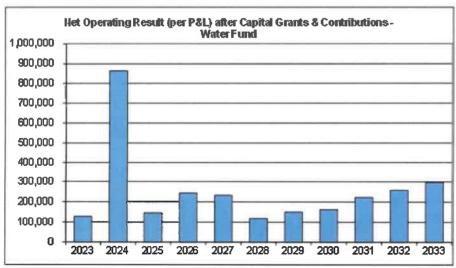
10 Year Financial Plan for the Years ending 30 June 2033

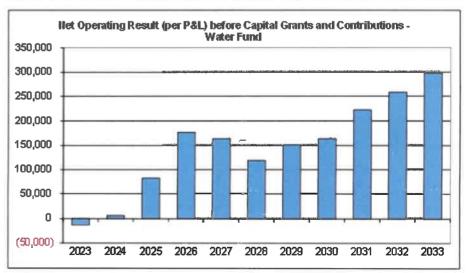
CHARTS - WATER FUND

Scenario: Base Case Income Statement Charts





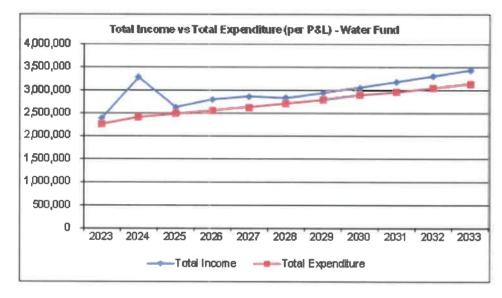


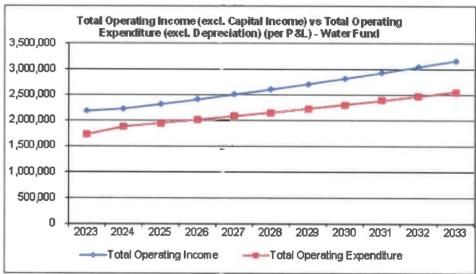


10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

Scenario: Base Case Income Statement Charts



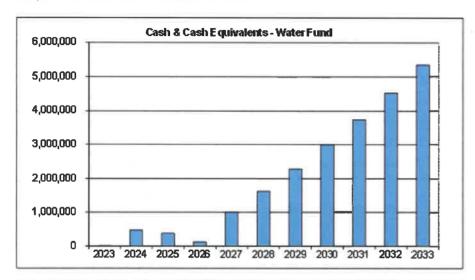


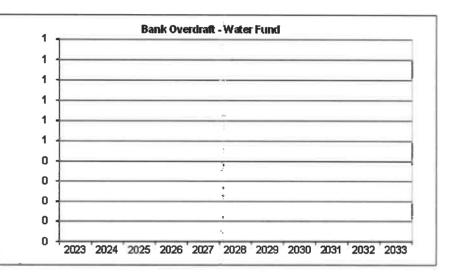
10 Year Financial Plan for the Years ending 30 June 2033

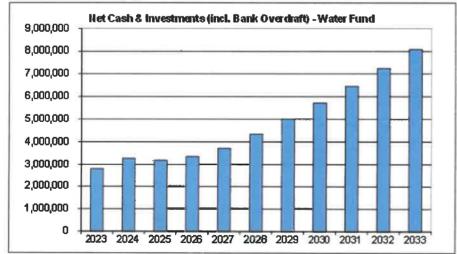
CHARTS - WATER FUND

Scenario: Base Case

Cash, Investment & Bank Overdraft Charts



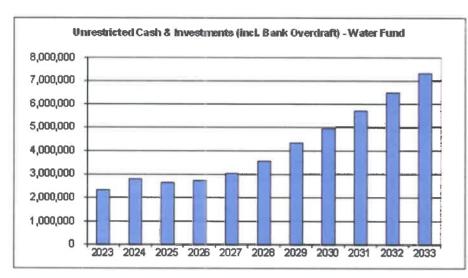


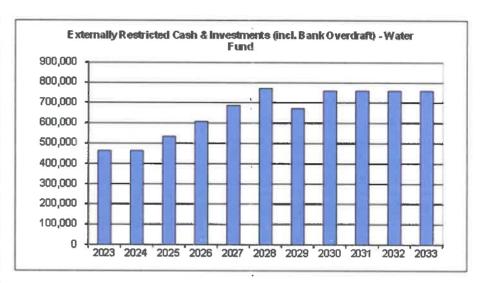


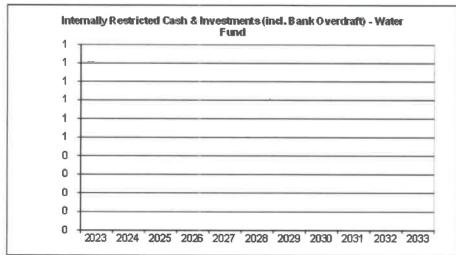
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

Scenario: Base Case Cash Restrictions Charts



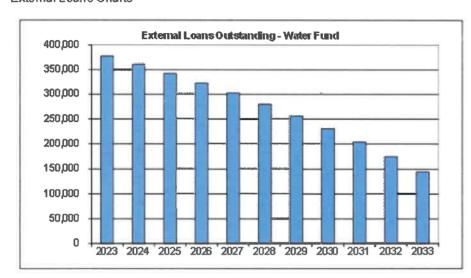


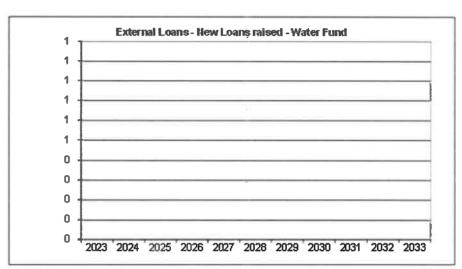


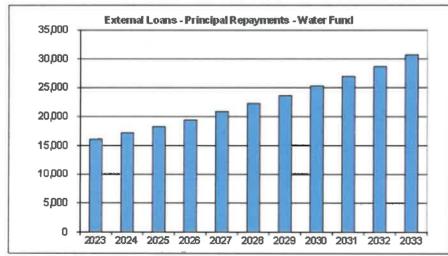
10 Year Financial Plan for the Years ending 30 June 2033

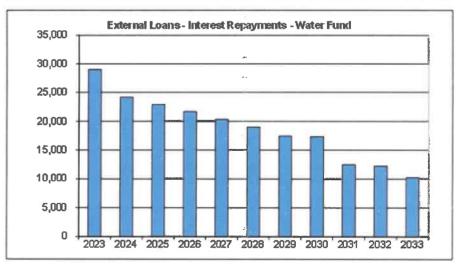
CHARTS - WATER FUND

Scenario: Base Case External Loans Charts





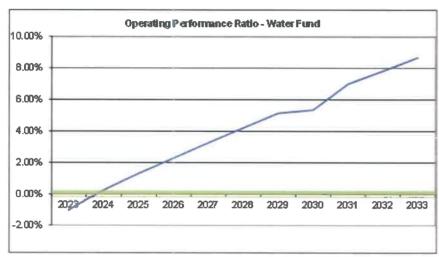


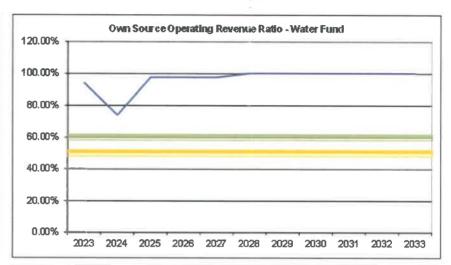


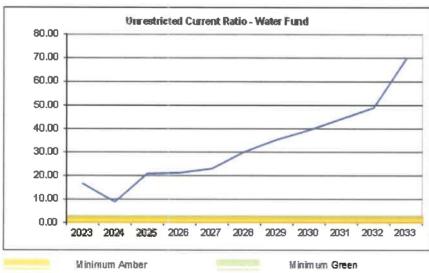
10 Year Financial Plan for the Years ending 30 June 2033

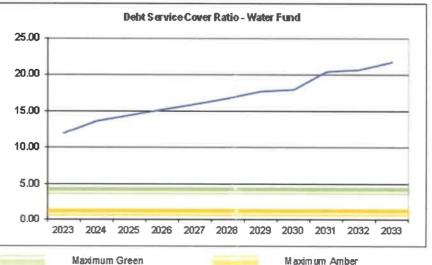
CHARTS - WATER FUND

Scenario: Base Case New Note 13 Ratios Charts







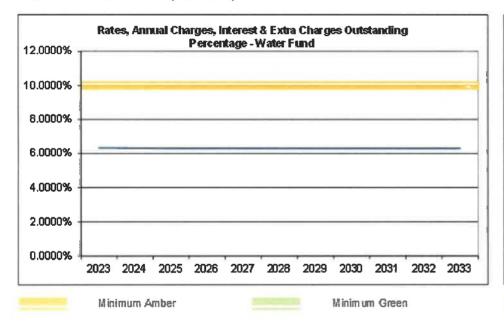


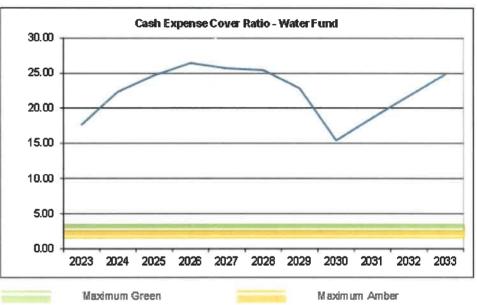
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - WATER FUND

Scenario: Base Case

New Note 13 Ratios Charts (continued)





			800	
UPPER LACHLAN SHIRE COUNCIL				
10 Year Financial Plan for the Years ending 30 June 2033				
HISTORICAL INFORMATION - SEWER FUND				
Scenario: Base Case	2021/22	2020/21	2019/20	2018/19
	\$ 000	5'000	\$1000	\$1000
	4 000	4 000	\$ 000	\$ 000
Income Statement			•	
Income from Continuing Operations				
Revenue:			-	
Hates & Annual Charges	1,334	1244	1.197	1,110
User Charges & Fees	398	324	288	254
Offer Revenues		324 19	10	
Grants & Contributions provided for Operating Purposes	17	17	17	10
Grants & Contributions provided for Capital Purposes	257	10		
Interest & Investment Povenue		25	101	143
Other income:	20	20	78 ;	121
Net Gains from the Disposal of Atasets		- 44		
	-	22		- 10
Fair value increment on investment properties			ir.	(%
Reversal of revaluation decrements on IPPE previously expensed	(4)	i i i		
Steveral of impairment trases on receivables	- 0			
Other Income			·	166
Joint Ventures & Associated Emities - Gain				4
Total Income from Continuing Operations	2,026	1,661	1,691	1,660
Expenses from Continuing Operations				
Employee Bourits & On Costs	4.80	ran I	0.00	a.w.o. 1
Borrowing Casts	458	538	388	372
	8	11	14	17
Waterials & Contracts	585	832	500	535
Depreciation & Amortisation	513	500	494	476
dragoniument of inversion ents	-	-		v
Impairment of receivables	-	19	-9	.9
Other Expenses	-	-		49
Interest & Investment Losses	-			9
Not Losses from the Disposal of Assets		0		(2)
Revolution decrement impairment of IPPC	-	-		
l'air value decrement un investment properties	-	9	-	-
Joint Vertices & Associated Exhibits - Luis	*		4	
Total Expenses from Continuing Operations	1,544	1,881	1,456	1,398
AND THE RESIDENCE OF THE PROPERTY OF THE PROPE				
Operating Result from Continuing Operations	482	(220)	235	262
	77			
Distanditure Operations - Proble (Loss)		No.	-	-
Net Profit/(Loss) from Discontinued Operations		-		Sh.
40.4.69				
Net Operating Result for the Year	482	(220)	235	262
	,			
Het Operating Result betore Grants and Contributions provided for Capital Purposes	225	(230)	134	119

10 Year Financial Plan for the Years ending 30 June 2033				
HISTORICAL INFORMATION - SEVER FUND				
Balance Sheet	2021/22	2020/21	2015/20	2018/19
	\$1000	3100	\$1000	\$1000
ASSETS				
Current Anne is				
Clash Si Cash Beylinderta	4	-	April 1	
Unicolmonic.	5,977	5,399	5,395	4,771
Phonholiss	67	84	96	105
Invertisias.			[4]	
Continuel associa será cominacticant associa	14	4		-
Contract contigends	4		-	н
Chor	4	- 4		
Non-comeniassatis directing as "Indelfor solo"	-	-		
Total Current Accels	6,044	5,483	5,491	4,876
Non-Durrent Assets				
Invalination	-1	·T		4
Stry (T.)	12	10	- 6	8
ininging.		•		
Continual associa and contract cost associa				-
Contract continuencia	-			
Modulare, Province Florit Explorers	20,079	14.570	15,065	15.356
Inscircul Protein			-	100,000
177.5.0 (686)		- 1		-
Reliduseands				
Inestront Areautipe brissing the equity-mailine			4	
Flor-control assisted as "hald for sain"			Al I	
Char	- 1			
Total Non-Querent Acests	30.091	14 500	15,071	15,366
TOTAL ASSETS	29,136	20,463	20,682	20,242
	307.00		4444	
LIABILITIES				
Current Lists Willen				
Profile	2 [3	4	4
Ingrino mobile di In adjento				-
Continual Sala Ritios	 	140		
Last No Phys.				-
Brane at	4	48	56	42
Employee benefit provides	172	162	148	152
Chargesta		-	1,70	13946
Blabilities approbated with assets placeford as "held for suits"			-	-
Talai durrant i jasiida s	178	213	208	198
Non-Gunnerő Liabilibes				
Rig . o		4		
Noomo exclied tradiares		-		
Contract Capitals		4.		4
Leaner (Schiller)		3		
Binner	(88)	92	128	184
Employee benefit providents		4		
Of vor providings		-		46
Residents Accorded through troughymolical		4	- 2	No.
Uabiliks as recipied with also lide disselfue an "held for sale"	4	Α.	- 8	>-
To lat 19 am -Current Litab IIIIbes	59	22	128	184
TOTAL LIABILITIES	255	305	336	382
Ne t.A se ate	29,653	20,150	00.200	12,860
EQUITY			-	
	ন্ধ <u>চাইন</u> T	15 300	is son I	16 25/
Espoint Servings Restricted Reserves	18,864	15,368	15.590	15,354 4,506

Parallalian Reserves Other Reserves Council Equity Interest Moreodicting equipments
Total Equity

28,863	20,158	20,225	13,860
		At .	
25,889	20,156	20,226	19,380
9	-	-	
101.0110	4,790	4,636	4,506
15,851	15,368	15,590	15,354

UPPER LACHLA N SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033												
INCOME STATEMENT - SEWER FUND	Actuate	Current Year					Projected	Man de				
Scenario: Base Case	202 W22 2 W00	20 22 (23	2023/24 \$1000	20 24/25 370 00	2025/26	29.26/27 270.00	2927/28	2028/29	2029/30 37800	2010/31 \$1000	203 1/32 \$1000	2632/33 6100
Income from Continuing Operations									-			
Fla variga;												
Rates & Armusi Charges	1,334	1,361	1,518	1,563	1,610	1,659	1,708	1,760	1.812	1,867	1,923	1,981
User Charges & Fees	396	339	347	357	368	379	390	402	414	426	439	452
Other Revenues						-						
Grants & Contributions provided for Operating Purposes Grants & Contributions provided for Capital Purposes	17 257	40	41	42	44	45	46	48	49	51	52	
Interest & Investment Pervenue	20	83	306	319	33.2	345	359	374	389	406	421	438
O'dheirilmointhe:						Ziwa-	- STANLE	214	Out	-4400	44.1	400
Not Gains from the Disposal of Assets												
Fair value increment on investment properties												
Reversal of revaluation decrements on SPE previously expensed												
Reversal of impairment losses on receivables												
Other Income												
Joint Ventures & Associated Entities - Gen												
Total Income from Continuing Operations	2,026	1,834	2,212	2,252	2,353	2,427	2,584	2,583	2,664	2,741	2,835	2,871
Expenses from Corilinging Operations												
Employee Benefits & Co-Custs	458	582	533	549	566	583	600	6.18	637	858	676	698
Borrowing Costs	8	-8	6	5	5	5	4	4	4	3	3	2
Materials & Contracts	565	563	636	660	684	709	735	762	790	8 19	849	886
Depresiation & Americation	513	523	523	533	543	554	564	575	586	597	508	620
Impairment of investments					-							
Impairment of receivables												
Other Expenses												
Interest & Investment Losses Not Losses from the Disposal of Assets												
Revaluation decrement/impairment of EPPE		9										
Fair value decrement on investment properties												
Joint Ventures & Associated Entities - Local												
Total Expenses from Continuing Operations	1,544	1,053	1,655	1,748	1,798	1,250	1,904	1,959	2,016	2,075	2,135	2,150
Operating Result from Continuing Operations	482	181	513	534	55.5	577	600	624	648	674	6.99	673
Discontinued Operations - Profit (Loss)												
Net Profit(Loss) from Discontinued Operations	-	1.		(4)	*			#	40			
Net Operating Result for the Year	482	181	513	534	555	\$77	600	624	645	674	€99	673
Het Operating Result halom Grants and Contributions provided for								•				
Capital Perposes	236	141	472	492	412	632	464	670	699	628	047	973

10 Year Financial Plan for the Years ending 30 June 2033												
BALANCE SHEET - SEWER PUND Scenario: Base Case	Actuals 2021/22 \$100	Current Year 202323 \$1000	2023(24 \$1000	2024/25	2 025 /2G 4 1000	1025/27 1 000	Projected 1 20 27/28 \$1000	/e are 20 26/20 \$1000	2025/30 \$700	203 0/3 1 \$*000	203 W32 \$*000	2032/35
ASSELS						*		,,,,,	7,220			
Current dies ste												
Clash & Clash Equivalence		- 1		704	1,440	2,442	3,697	4,786	6,009	7.269	8.566	9,847
fuvestments Preceivables	5,977	5,713	5,5 10	5,510	5.510	5.500	5.510	5,510	5,510	5,510	5,510	5.5 10
Invertoire:	87	100	1110	113	117	1210	124	128	121	136	139	144
Contract assets and contract cost assets		24										
Other		-							1			
Non-current assets classified as "held for sale"												
Total Current Assets	6,044	5,813	5,620	8,328	7,086	8,072	9,291	10,424	11,651	12,9 15	14,215	15,500
Non-Current Assets												
Investments												
Restaurabilitis	12	11	12	12	13	13	13	54	14	15	15	15
Inventories								**				
Contract assets and contract out assets	740 APRO	alia anar	and water.	00.000	04.001	-	and the same of	86 55-		40.00		
Infrastructure, Property, Plant & Equipment Investment Property	20,079	20,625	21,460	21,414	21,354	21,046	20,606	20,294	19,972	19,642	19,141	18,521
Intermital Actets												
Right of use assets												
Invesiments Accounted for using the equity method												
Non-current assets classified as "held foresis"												
Officer										-		
Total Non-Current Assets	20,091	20,636	21/172	21,426	21,387	21.061	20,824	20,508	19,996	19.656	19,156	18,537
TOTAL ASSETS	261,105	25,445	27,092	27,753	28,433	29,193	20,852	30,732	31,637	52,571	33,371	34,037
LWBILTIES												
Current Liabilities												
Bank Overdraft												
Payables	2	3	3	4	4	4	4	4	4	4	5	5
Income received in advance		-	w III								44	
Contract liabilities								CT 6	-		*	-
Lexand Tabilities			-									-
Borrowings	4	4	4	5	5	5	6	8	6	7	7	
Employee benefit provisions	172	172	172	172	172	172	172	172	172	172	172	172
Other provisions	~		-									
Liabilities associated with assets classified as "held for sale" Total Current Liabilities	iren.	470	0.00	200.0	200	200.0	400	400	0.00	4.00	444	4.700
	170	179	1:00	1890	16.1	181	162	182	183	183	184	177
Non-Current Lie di II des Plana bles												
processes restainment in requirement									•			
Cords ct. lisbilities												
Leave fobilities								g.e.				
Somowings	-88	84	80	75	71	65	90	54	43.	41	34	34
Employee banafit provisions		128				-		-		-	-	-
Other provisions												
investments Accounted for using the equity method									-			
Listabilità associated with associa classified as "held for sult"												
Total Non-Current Listelline	\$B.	84	80	75	71	65	60	54	48	41	34	34
TOTAL LIABILITIES	266	261	260	25 6	251	346	241	236	250	224	218	211
Net Assets	26,80	26, 186	26,031	27,498	28,782	28,886	23,511	30,4%	31,407	32,347	33,154	22,856
EQUITY												
Relained Earnings	15,851	16,032	16.540	17,060	17.635	18,212	10.012	19, 436	20,053	29,757	21,456	22,129
Révaluation Reserves	80,01	10, 153	10,287	10,418	10.547	10,674	10,799	11,080	11,324	11,590	11,697	11,697
		- 11	1.64				*					
Other Reserves			N 5 N A A S									
Citinar Recognics Claumai Equity Interest Non-controlling equity into results	25,889	26, 166	26,533	27,498	28,182	28,888	29,611	30,498	31,407	32,347	33,154	33,826

UPPER LACHLAN SHITE COUNCIL 10 Year Pleascial Place for the Years ending 30 June 2033												
CASH FLOWSTATEMENT - SEWER PORD	Adusts 2021/22	Custool Your 2022/23	2023/30	202406	202920	2020/27	Projected Y				- DESTRUCTION	
	37000	91000	\$1900	\$1000	\$100	87000	2027/28 5000	\$2000 \$000	2020/30- 97005	203001 37000	200 W22 \$1000	2023/92 8700
Cash Flow a from Operating Activities		-	****	4 440	4000	****	4444	2000	7.500	7 000	77 7000	7777
Revenie: Raios S. Armaal Charges												
User Charges & Rees.	~	1,369	1.97	1,580	1,607	1,655	1,792	1,715	1,7638	1.862	1,918	1,976
brestrort & HowstRayona Received	-	53	306	319	332	345	390 390	375	414 360	426	439 421	452 438
Grants & Contributions		46	41	42	-64	45	46	49	49	51	4.61 52	@.SE
Bonds & Deposits Hamily at	-		-	-				-	-	-	-	
Cition	-	14	-4			9-	-	-	-	-		-
Poymonia: Estaloyan Panalita & On Costa		/5621	(593)	/5491	/5661	MARKE	(EOD)					
Militerals & Contracts		(560)	(696)	(990)	(684)	(709)	(735)	(6·16) (762)	(637) (790)	(666) (619)	(676)	(696)
Removing Costs	-	(8)	(6)	ME (5)	(5)	(5)	449	64	641	GI	(3)	(2)
Ronds & Deposits Refunded Other	-	41	-		-	-	-			-	-	
Circle		*	-		-	_	-			-	-	-
Mail: Could provide the constraint of Operating Address on	30	662	1,026	1,064	1,095	1,127	1,140	1,190	1,229	1266	1,000	1,,258
Canta Piopr a from love sting Ac tivido a												
Homigles: Sale of knodment Securities		264	2013									
Sale of Irresiment Property			ALC:	-	-	- 5		9		-	_	21
Sale of Roaf (State Assoly			14		-			-	-	-	-	
Sale of infrastructure. Property. Plant & Equipment	-		-	-	-	12	~	-			-	
Sale of rost-comed assets disselfed as "holding splo" Sale of historichie Assets	-	*	-	-	-	-	-	0.	-			
Sale of Interests in Joint Vertures & Associates			-	-		-	-	-	-		16	de-
Sale of Disposal Groups			_			8		-		-	-	-
Deferred Deferes Receipts	_		-	*	-	-	-	-		-	-	-
Distributions Received from Joint Ventures & Associates	-	-11		10-			-	-				
Other Invitating Address Recognitis		-	-	-	-	-	-		-	44	-	
Purchase of Investment Sociation											_	
Purchase of Emostront Property			_				-			-	_	_
Purchase of Intradructure, Phononly, Plant & Equipment	-	(943)	(1,225)	(355)	(366)	(120)	4.0	*			4	_
Purchase of Real fistate Assots Purchase of Intercepts Assots	-	*		-	12.	-	-	-	-		-	-
Ps/chare of intends in Joint Venture & Associates				-	- 6	*	*	-	~		-	-
Deferred Delters & Advances Mate							-		-			-
Contributions Paid to Joint Vantums & Associates		1	- 6		- 2	-				_	1	_
Other Investing Activity Payaserts	*					-	-		-	-	-	-
Hat Costs presided (arrested in) teresting Authorities	-	(678)	(1.022)	(355)	(355)	(120)		-	7.	-	-	-
Cash t-air a nith t-matchiga curates												
Rondyla: Processis from Horeowkys & Arthurops									**			
Promeris from Finance Leaves				-	-		-	-			Ž.	
Other ISpanishing AdMilly Receipts			_		_		-	-	_	-	_	
Panali:												
Repayment of Reinovings & Advances Repayment of Jesse Kalsillies iprincipal repayments)	-	(4)	(41	(4)	(51	(5)	(5)	461	463	(6)	(71	(71
Distributions to non-controllers interests				-	-	_	-	-		-	-	-
Other Fistancing Adin'ty Payments	-			-						_	-	-
Net Cash Flour p. Builded for old int Flourising Authories	_	(4)	(4)	(41	Ø I	61	(5)	(6)	<i>(</i> 6)	461	71	(7)
Het inoreboer(Devisous) in Cook & Cook Eguination is	_	a		704	735	1,002	1,196	1,189	1,223	1260	1,7896	1,281
plus: Cash & Cash Bjuhoplants - beginning sity our	-	(4)	0	ø	704	1,440	2,442	1.997	4,786	6,009	7,209	3.566
Costs & Costs Squiseles is - and of Broyear			0	704	1,440	2,442	1,687	4,786	8,009	7289	6,644	9,847
Cash & Cash Sectionaris - and of the year		a	0	7104	1,660	2.442	3.59	4,726	6.009	7269	8.966	9,847
three-bracks - and of the year Cook, Cook Equivales is 5 to section in . and of the year	5,577	5713 E715	5,910	5510 6214	5,510 0,868	5.510 7.862	5,510 9,107	5.510 10.290	5,510 11,618	5510 12778	5.510 14.070	5.510 16,367
	alter -	4,10	Alexander		- miles and	-,544	7,797	10,200	+ 1/med	10/10	t-effe the	
stupine de situitg : - Commel Flore delices	40,000	and the second	-	-	-							
- Izanina Paranja izanja - Antonia Paranja izanja	606	4906	606	636	671	731	666	7101	751	751	751	751
Linesticis	5,371	5.107	4,904	5,570	6,279	7,721	2,491	91,596	10,768	12,028	13,325	14,606
	6,577	5718	6,010	0.214	0,960	7.967	8.167	16.200	11.000	12779	14,070	15,367

10 Year Financial Plan for the Years ending 30 June 2033 EQUITY STATEMENT - SEWER FUND	Actuals	Current Year					Projected 1	Y9491691				
Scemano: Base Case	202:N22 \$1000	2022 (25 \$700	2020124 \$1000	2024/25 \$'000	2025/26 \$*000	20 26/27 \$10 00	2027/20 \$1000	3028/20 \$1000	2023/30 \$10.00	2030/31 \$1000	2031/32 \$1999	2032/33 \$700
Opening Ballance (as all 1/7) Adjustments to opening belance	20,159	25,689	26,166	28,023	27,496	28, 182	28,886	29,611	36,496	31,407	32,347	33,154
Restated opening Balance (sa 41/97)	20,159	25,689	28,186	28,833	27,496	28,182	24,888	29611	30,496	31,407	32,347	33,154
Not Operating Result for the Year	482	181	513	\$13±4	555	577	600	624	648	674	6.99	673
Adjustments to not operating result. Restated Net Operating Result for the Year	482	181	513	534	555	577	600	624	648	674	699	673
Other Comprehensive in come												
- Correction of prior period errors												
- Gain (literal on revaluation of IPP&E	5.228	135	133	13.1	129	127	124	261	264	286	107	
- Gain (loss) on revaluation of available for sale investments				440	A. C.				200	a- w-	- 400	
- Realised (gain) loss on available for sale investments accomised in operating												
- Gain (lass) on revaluation of other reserves												
- Realised (gain) loss from other reserves recognised in operating result	**											
- Impairment loss (reversal) - financial assets at fair value through OCI												
- Realised (gain) loss on financial assets at fair value through OCI								-				
- Grant/los s) on revisigation of financial assets at fair value finough OCI (other I	-											
- Gain(floss) on revaluation of equity instruments at fair value through OCI									-	-		
- Transfers to income Statement												
- Impairment (loss) reversal relating to LPP&D												
- Impairment (inversal) of available for sale investments to (from) operating res												
- Jointy enlures and associates												
Ciffer receives movements	-	m m						-				
- Office Movements (combined)												
Other Comprehensive Income	5,228	135	133	13.1	129	127	124	261	264	266	107	
Total Comprehensive Income	5,710	317	647	665	684	704	724	885	911	940	807	673
Effet bulland teffcontributions from an elembolling interests. Transfers between Equity	-						-					
Equity - Balance at end of the reporting period	25,869	26,406	24,403	27,493	28,182	28,886	29,611	- 30,496	31,407	32,347	33,154	33,826

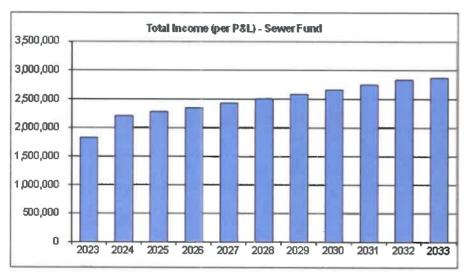
UPPER LACHLAM SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 FINANCIAL PERFORMANCE INDICATORS - SEMENTANO		Paul Years			Current Year					Protected	Vasra				
Scenario: Base Case	2010/19	2019/20	20 20/21	2021/22	202973	2023/24	2024/25	2025/26	2020/27	2027/28	2020/29	2029/30	2000/01	2031/32	203 2732
New Note 13 Ration															
Operating Performance Ratio 1)	7.84%	8,43%	-13.93%	12.72%	8.38%	21.78%	21,96%	22,15%	22.39%	22.53%	22.72%	22.89%	23.10%	23.26%	23,43%
Own Source Operating Revenue Fortio 1)	90.42%	93.02%	98.37%	88.48%	97.82%	98, 14%	98, 15%	98.15%	98, 1916	98.15%	98.16%	98.10%	98.16%	98.16%	100.001
Unrestricted Current Relig	23,48	24.80	25.74	33.96	67.11	64.07	72.36	80.62	92.24	107.11	120.65	134.35	148.90	163.55	195.81
Debt Service Cover Ratio 1)	36	11.08	5.11	93.25	58.44	103.74	107.15	110.48	113.30	116.57	120.50	119.37	132.82	131.64	135.43
Rates, Annual Charges, Interest & Sotial Charges Outstanding Percentage	9,28%	5.89%	5.89%	0.00%	7.57%	7.47%	7,43%	7.43%	7.43%	7.43%	7.43%	7.43%	7.43%	7.42%	7.429
Cash Squarae Cover Ratio ()	59.51	32.5	39.06 -		79.16	82.98	9L21	104,64	117, 15	32.10	41.33	50.20	58.79	67.02	74.54
1) gifferent Celculation to TiCorp's calculation for same ratio															
New Special Schedule 7 Ratios															
Building & Infrastructurie Prenewals Platin	56.03%	40.00%	36.46%	63.52%	24,53%	25.89%	28.81%	27.90%	28.90%	29.98%	31,10%	32.20%	33.28%	34.33%	33,005

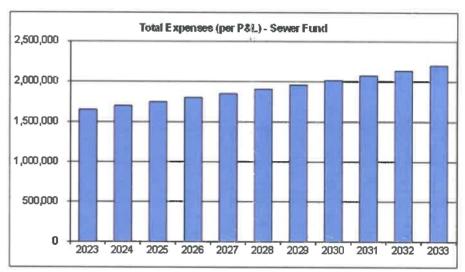
UPPER LACHLAN SHIRE COUNCIL 10 Year Financial Plan for the Years ending 30 June 2033 KEY PERFORMANCE INDICATORS - SEWER FUND Scenario: Base Case		Current Year 2022(23	2023/24	2024/25	2025/26	2026/27	Projecte 2027/28	ed Years 2028/29	2029/30	2030/31	2031/32	2032/33		
		LULELS	Within green benchmark (green min and/or green max) Within amber benchmark (ember min and/or amber max) Not within benchmark (amber min and/or amber max)					2020123 7	Within green benchmark shows green maximum and below amber maximum below green minimum and above amber minimum above amber maximum					
Council's Target Beachmarks														
New Note 13 Ratios Operating Performance Ratio 1)	Snapshot Actual Ratio	8.36%	21.76%	21.96%	22.15%	22.35%	22.53%	22.72%	22.89%	23.10%	23.26%	23.43%		
Own Source Operating Revenue Ratio 1)	Snapshot Actual Ratio	97.82%	98.14%	98.15%	98.15%	98.15%	98.15%	98.15%	98.16%	98.16%	98.16%	100.00%		
Unrestricted Current Ratio	Snapshot Actual Ratio	67.11	64.07	72.36	8 0.82	92.24	107.11	120.65	134.35	148.90	163.55	195.81		
Debt Service Cover Ratio 1)	Snapshot Actual Ratio	58.44	103.74	107.15	110.48	113.30	116.57	120.50	119.37	132.82	131.64	135.43		
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot Actual Ratio	7.57%	7.47%	7.43%	7.43%	7.43%	7.43%	7.43%	7.43%	• – 7.43%	7.42%	• – 7.42%		
Cash Expense Cover Ratio 1)	Snapshot Actual Ratio	79.16	82.56	94.21	104.84	117.15	32.10	41.33	50.20	58.79	6 7.02	74.54		
1) different Calculation to TCorp's calculation for same	ratio													
New Special Schedule 7 Ratios Building & Infrastructure Renewals Ratio	Snapshot Adusi Ratio	● ↓ 24.53%	25.69%	● ↓ 26.81%	27.90%	● ↓ 28.96%	29.98%	31.10%	32.20%	33.28%	34.33%	● ↓ 33.00%		

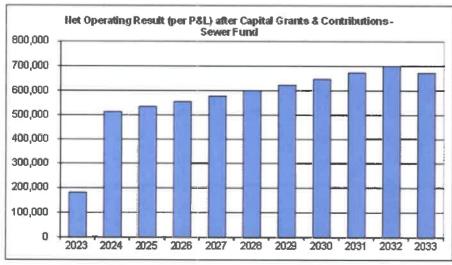
10 Year Financial Plan for the Years ending 30 June 2033

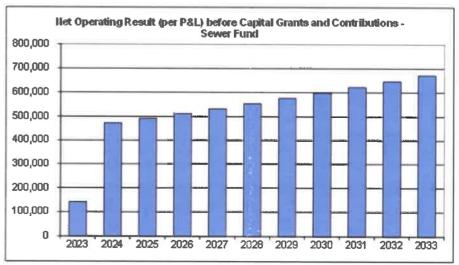
CHARTS - SEWER FUND

Scenario: Base Case Income Statement Charts





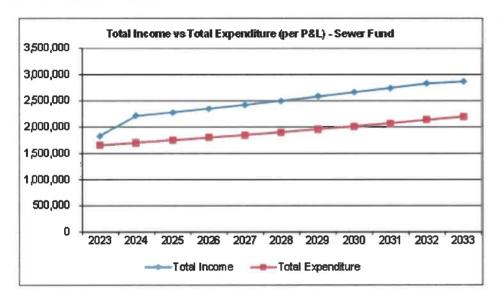


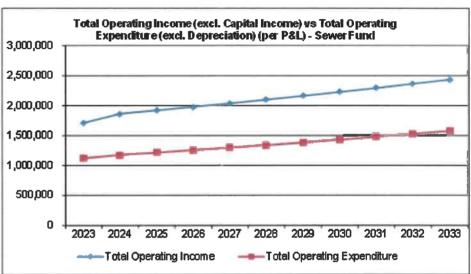


10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

Scenario: Base Case Income Statement Charts



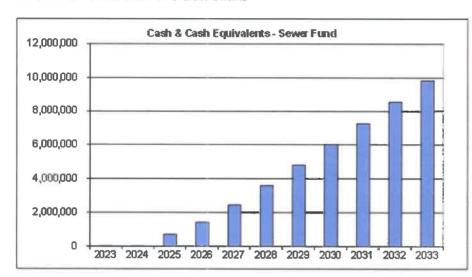


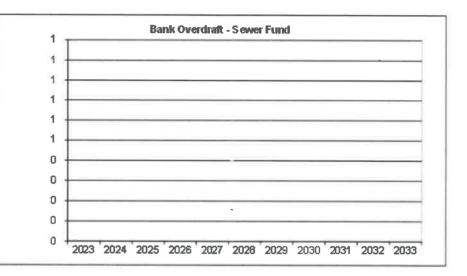
10 Year Financial Plan for the Years ending 30 June 2033

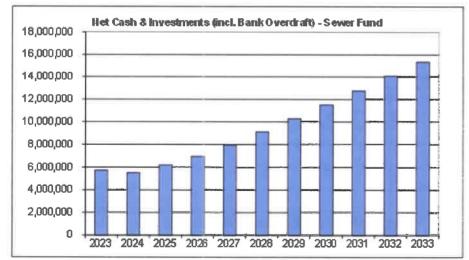
CHARTS - SEWER FUND

Scenario: Base Case

Cash, Investment & Bank Overdraft Charts



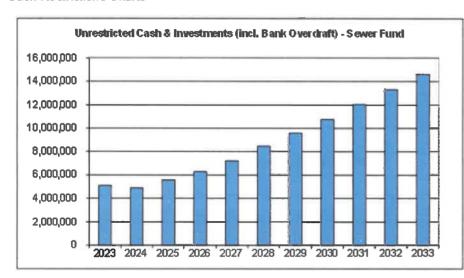


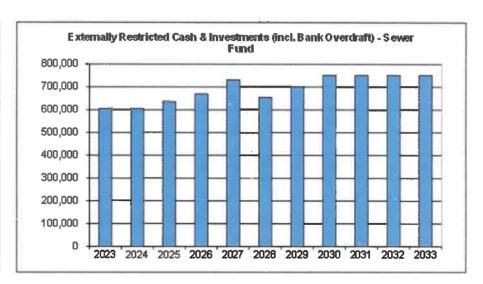


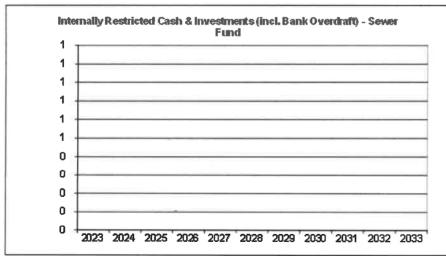
10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

Scenario: Base Case Cash Restrictions Charts



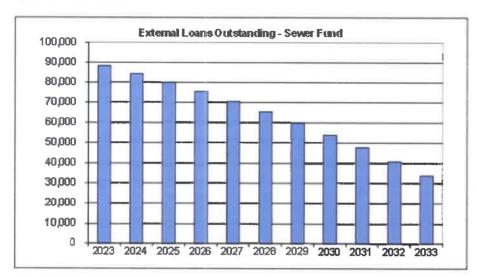


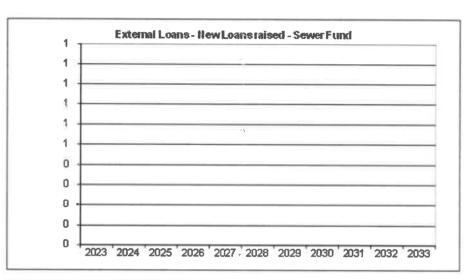


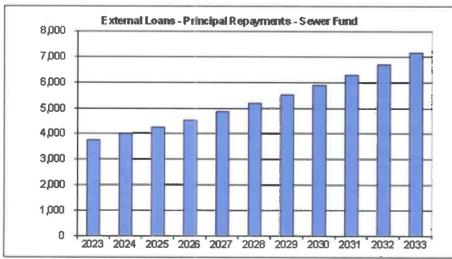
10 Year Financial Plan for the Years ending 30 June 2033

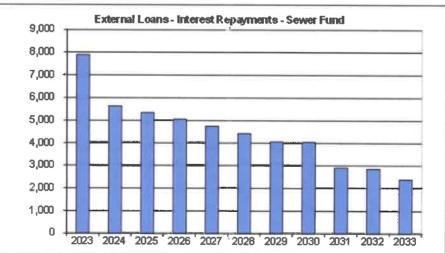
CHARTS - SEWER FUND

Scenario: Base Case
External Loans Charts





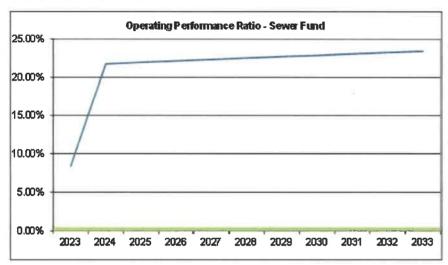


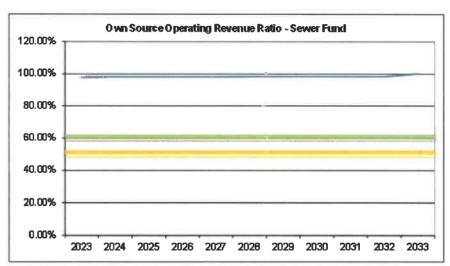


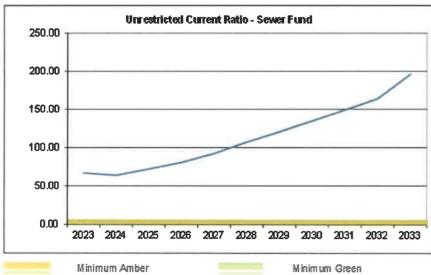
10 Year Financial Plan for the Years ending 30 June 2033

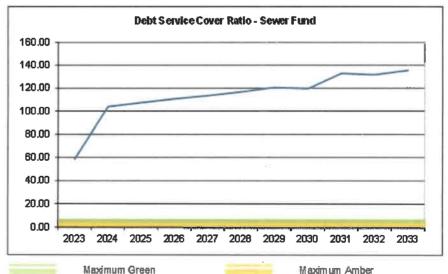
CHARTS - SEWER FUND

Scenario: Base Case New Note 13 Ratios Charts









10 Year Financial Plan for the Years ending 30 June 2033

CHARTS - SEWER FUND

Scenario: Base Case

New Note 13 Ratios Charts (continued)

