

Upper Lachlan  
Shire Council



# Long Term Financial Plan 2023-2032

# 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:-

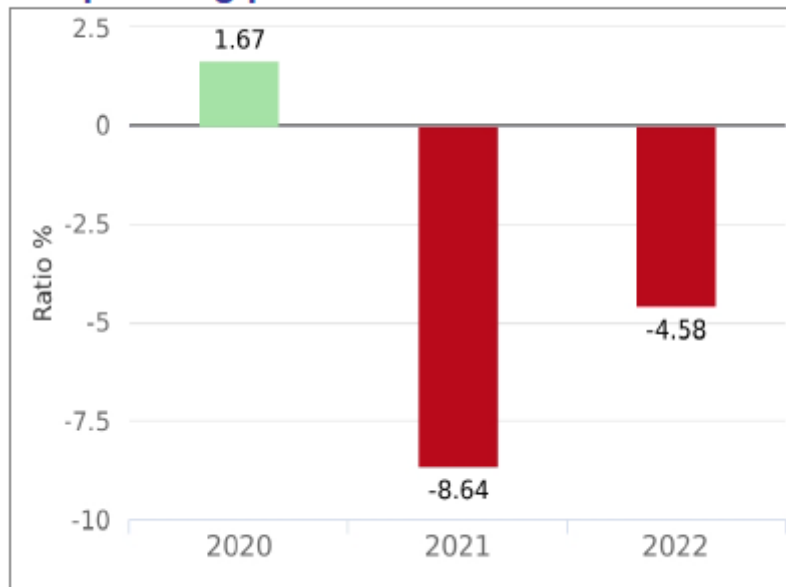
1. Maintain Council's sound financial performance and financial position for the ten year period;
2. Continue to provide a fair and equitable rating structure and revenue policy;
3. Attract and maximise government grants, contributions and subsidies as an external funding source to assist in delivering 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;
6. 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:-

#### 1. Operating performance ratio

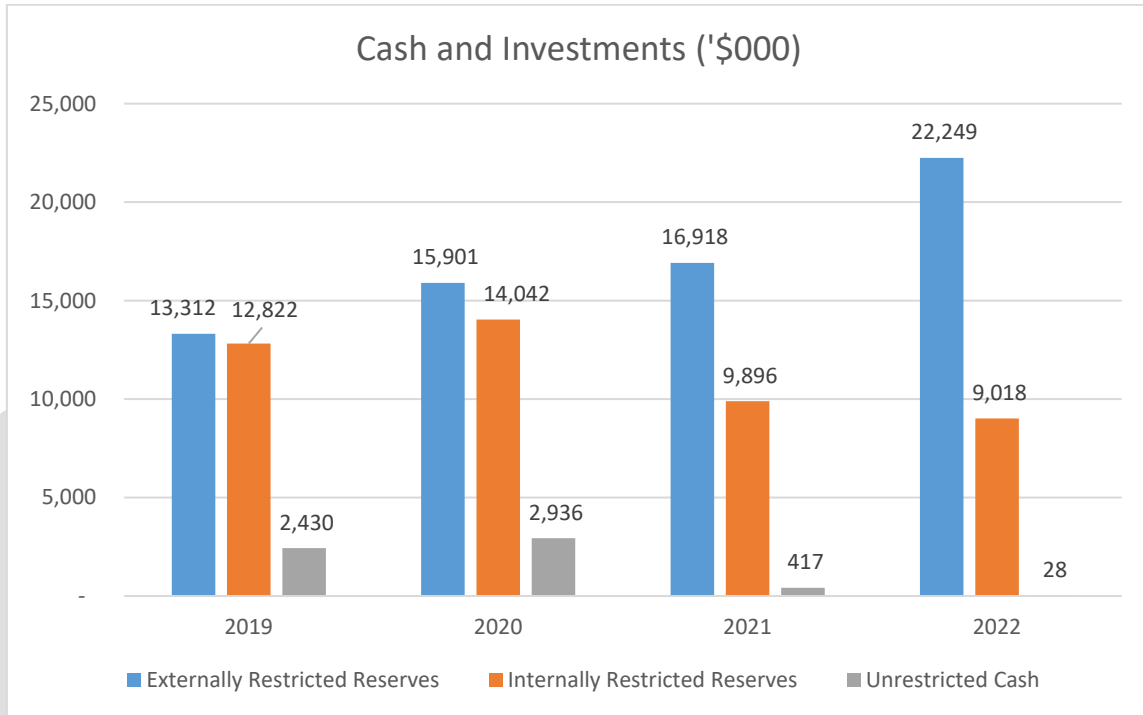


### Financial Position Indicators

Financial Performance 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

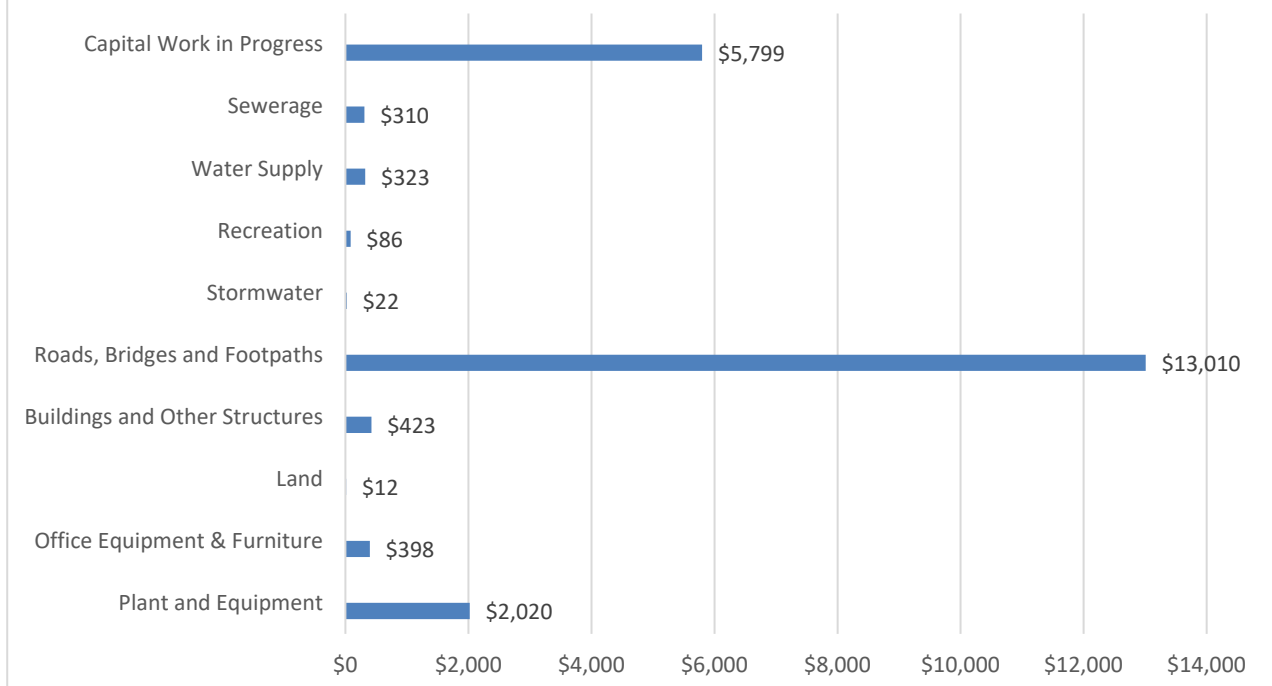
## Cash and Investments

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

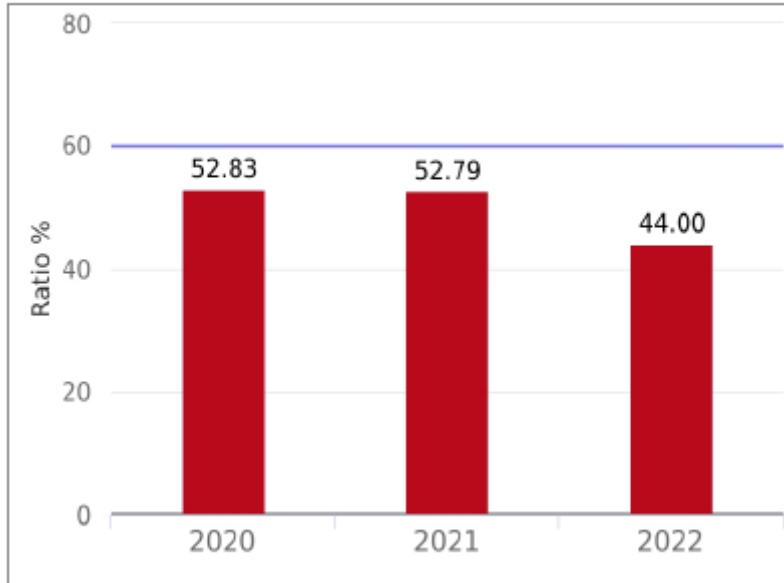
### 2021/2022 Capital Expenditure by Asset Class \$22,402 (\$'000)



## 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:-

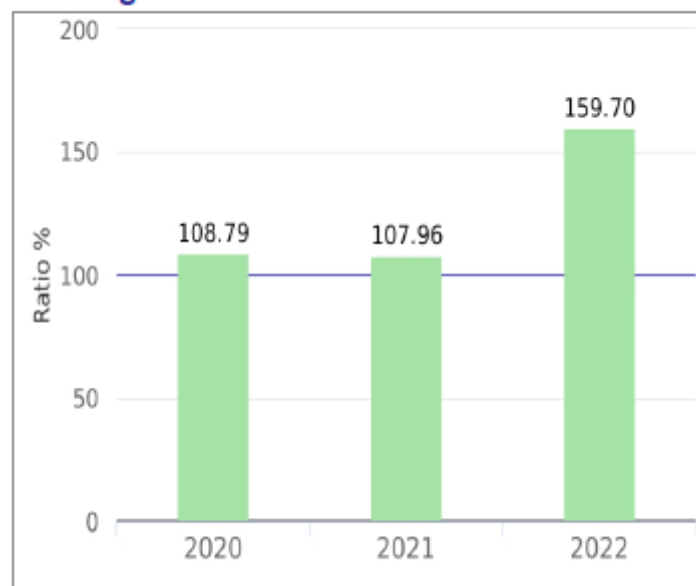
### 2. Own source operating revenue ratio



## 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:-

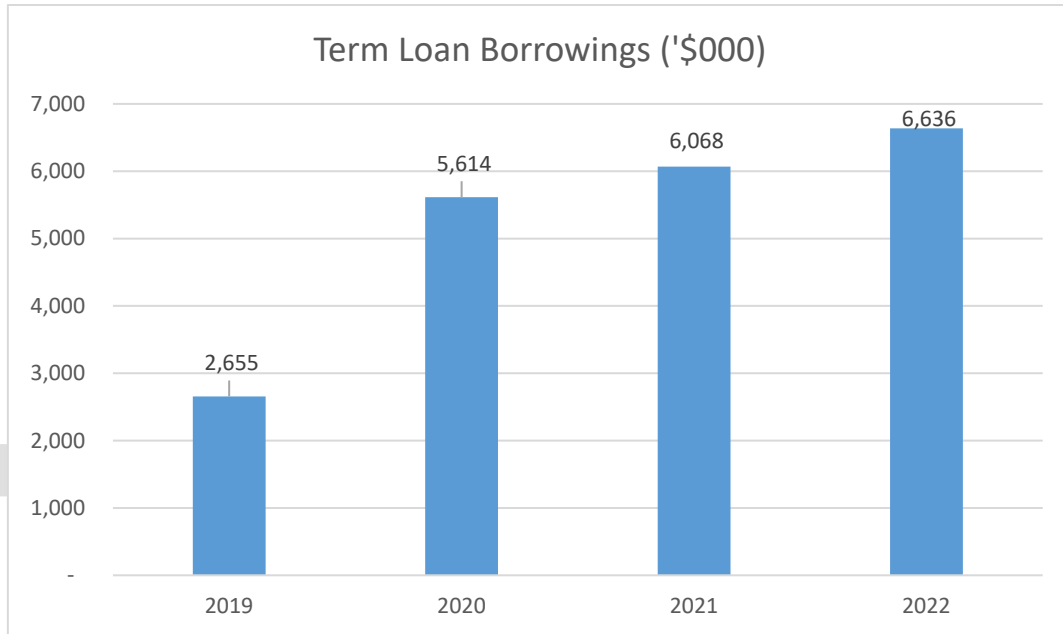
### Buildings and infrastructure renewals ratio





## Borrowings and External Debt

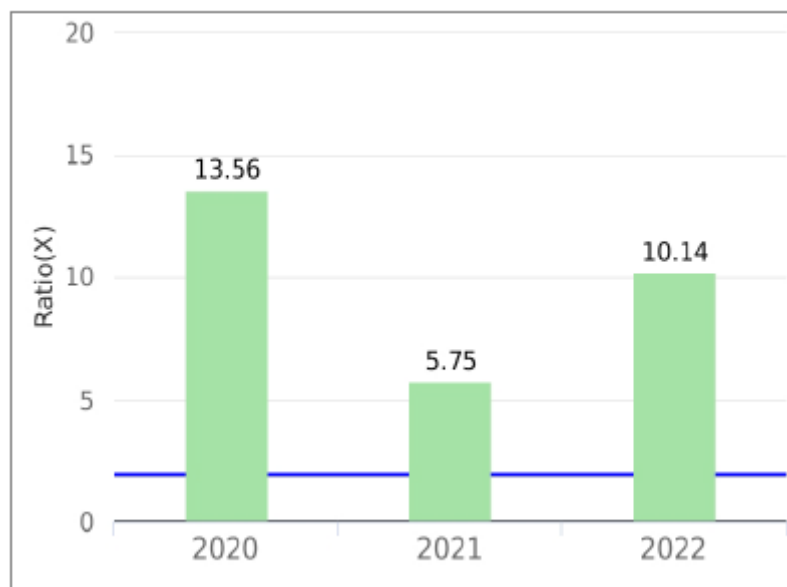
A comparison of Council's External Debt outstanding for the past five financial years is seen in the below graph. The Council Benchmark is less than 10% of total continuing operating income:-



## Debt Service Cover Ratio

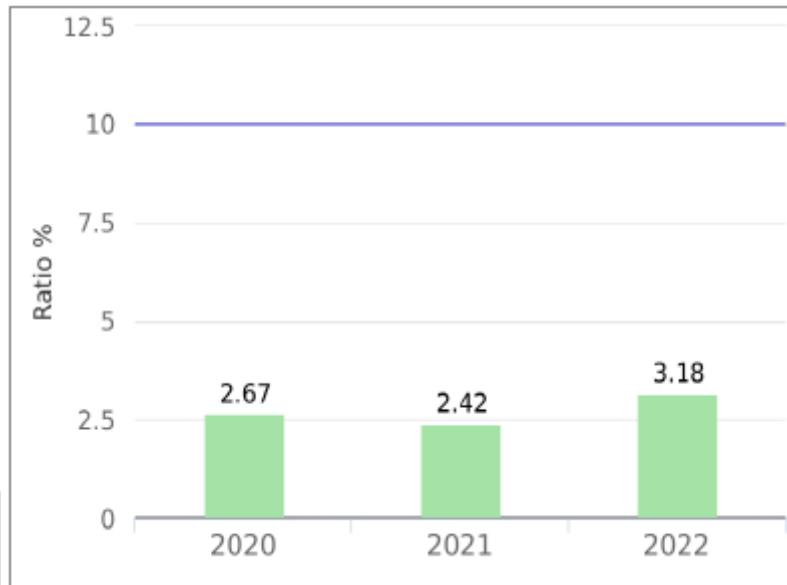
The Debt Service Cover Ratio is a ratio that measures the availability of operating cash to service debt including interest, principal and lease payments. Unlike its predecessor, the Debt Service Ratio, in this measure the higher the number, the greater the ability to service debt. The benchmark is greater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

### 4. Debt service cover ratio



### Rates and Annual Charges Outstanding Ratio

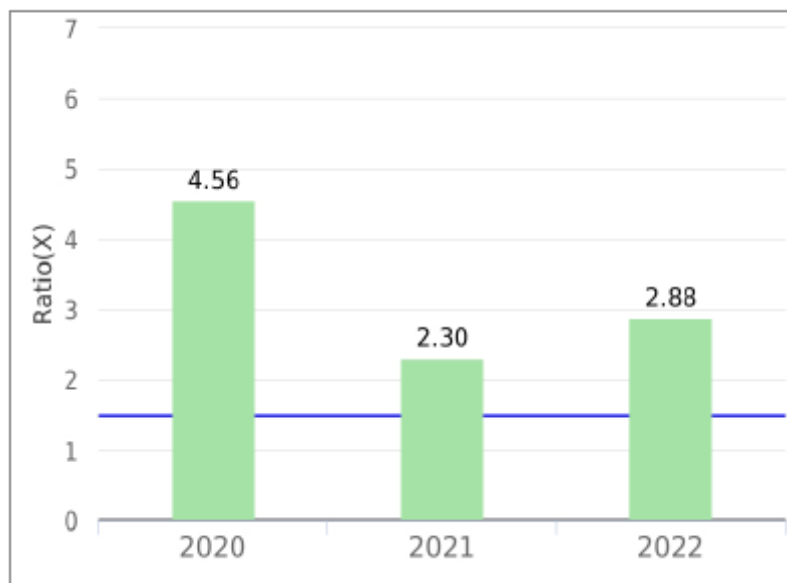
This performance measure assesses the impact of uncollected rates and annual charges on liquidity and reflects the adequacy of recovery efforts by Council. The past 3 financial years in the below graph displays the great efficiency in council debt recovery procedures:-



### Unrestricted Current Ratio

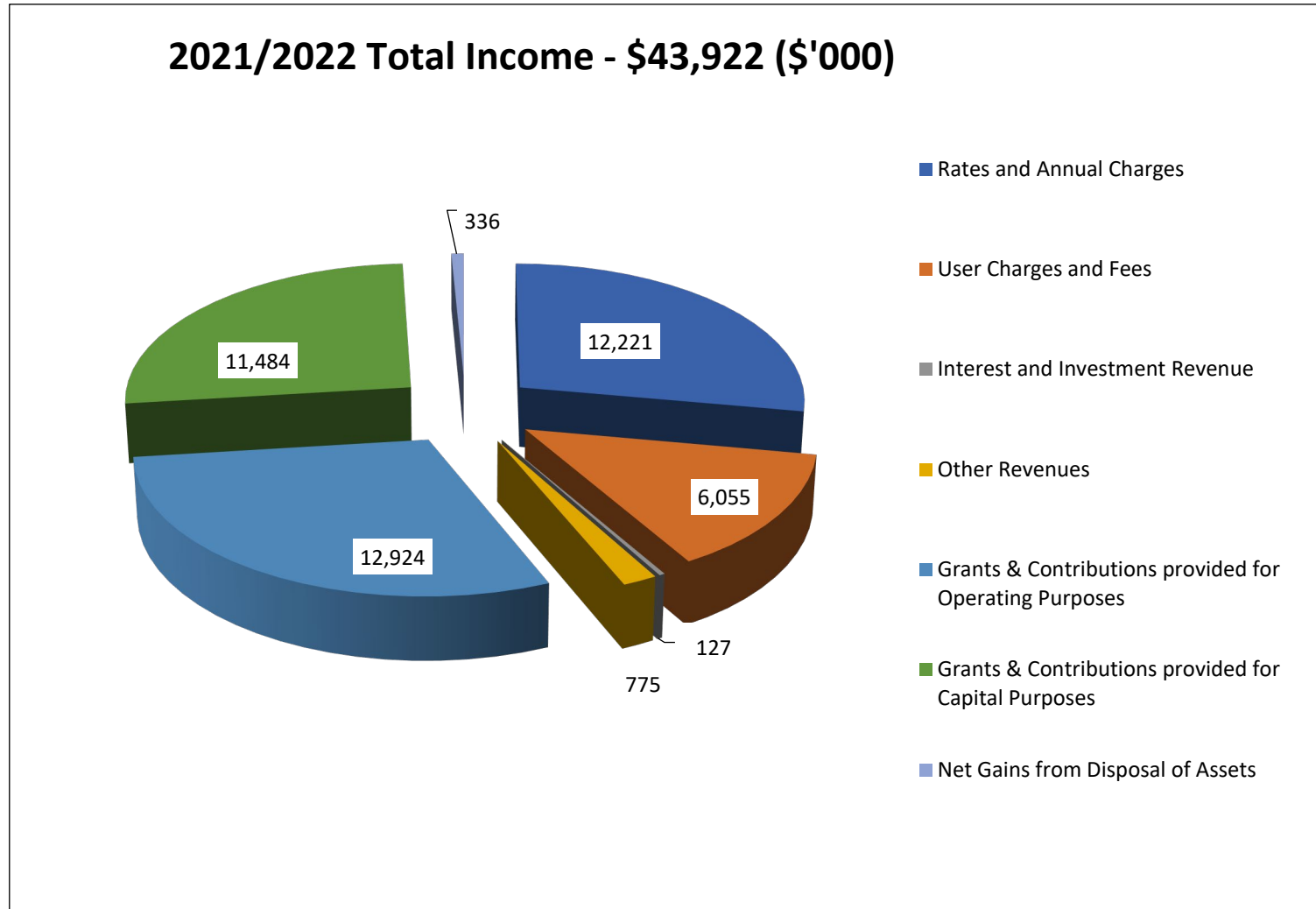
This is a commonly used measure of liquidity. This is a ratio of current assets to current liabilities (excluding external restrictions). This ratio assesses the adequacy of working capital and the ability of Council to satisfy financial obligations in the short term for unrestricted activities. A ratio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

### 3. Unrestricted current ratio



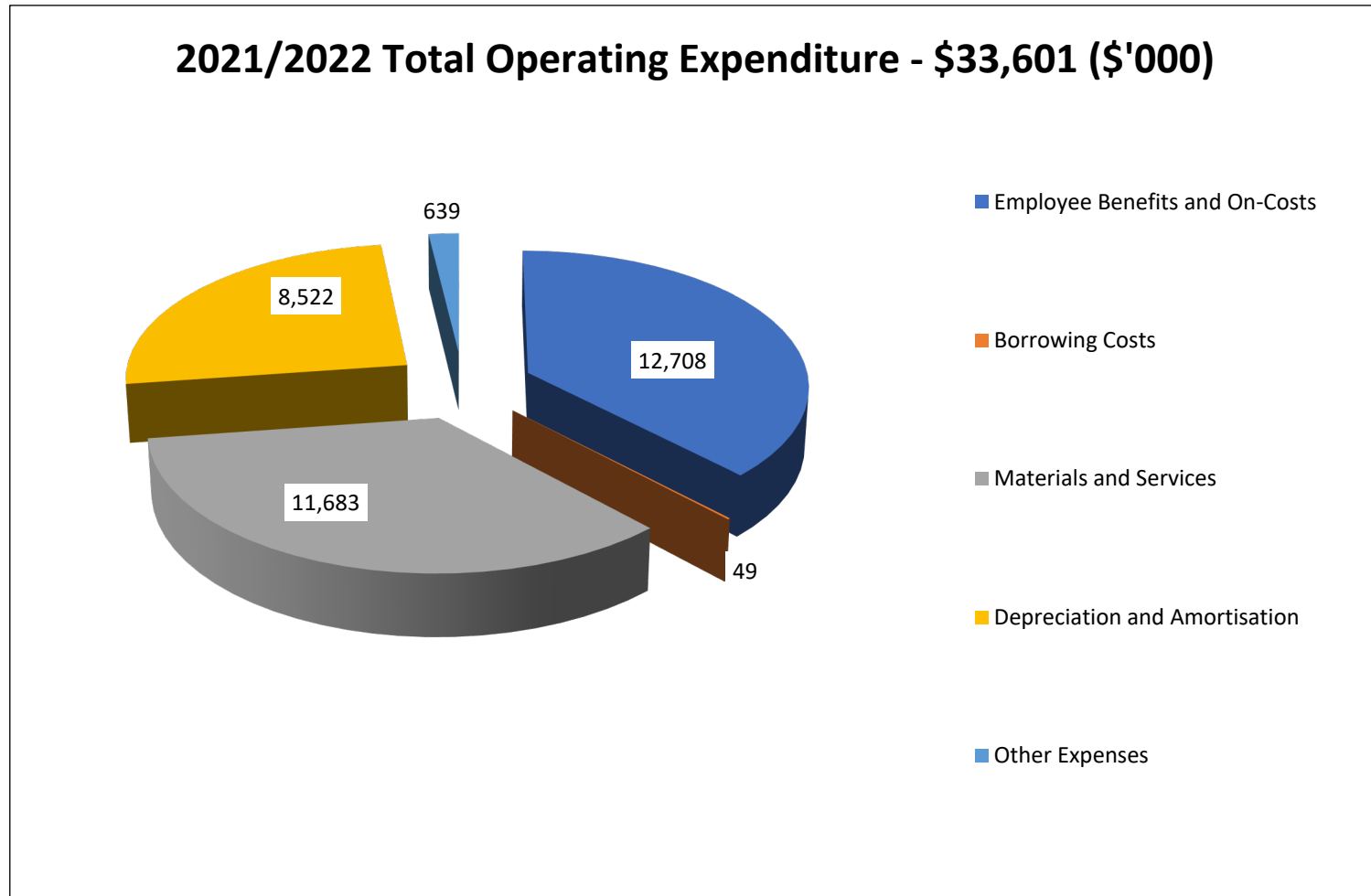
## Operating Revenue by Source

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 ten-year 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

<u>Income Source</u>	<u>Projected Annual Increase</u>
• 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	1.5% annually
• Service Levels	Refer to Infrastructure Plan

### Expenditure Forecasts

<u>Expenditure Source</u>	<u>Projected Annual Increase</u>
• 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 ten-year 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 in 2022/2023 financial year 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 MR258 Wombeyan Caves Road reconstruction (\$5 million) and 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 LTFFP.

There are no significant (greater than \$50,000) legal costs projected by Council related to planning and development legal costs.

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 LTTP 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:-**

<b>Performance Measures</b>	<b>Performance Indicator</b>
Unrestricted Current Ratio of Assets to Liabilities	>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	>=35% 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)
<b>Income</b>	<b>\$33,435</b>	<b>variation</b>	<b>\$1,672</b>
Rates and Annual Charges	\$13,652	Unlikely	+ / - \$682
User Charges and Fees	\$6,351	Possible	+ / - \$318
Operating Grants	\$11,358	Unlikely	+ / - \$568
Interest and Investments	\$1,259	Unlikely	+ / - \$63
Other Revenue	\$815	Possible	+ / - \$41
<b>Expenditure</b>	<b>\$37,419</b>	<b>variation</b>	<b>\$1,871</b>
Employee Benefits and Oncosts	\$14,232	Unlikely	+ / - \$711
Materials and Services	\$12,916	Possible	+ / - \$647
Borrowing Costs	\$279	Unlikely	+ / - \$14
Depreciation	\$8,994	Possible	+ / - \$449
Other Expenses & Loss on Disposal of Assets	\$998	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 two years) 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. The asset revaluation for infrastructure asset classes; including roads and bridges, take effect at 30 June 2021 and every 5 years thereafter for each class of asset.

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 heated swimming pool 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

Income Statement

Income from Continuing Operations

Revenue:

	2021/22	2020/21	2019/20	2018/19
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 provided for Capital Purposes	11,484	7,336	6,319	2,993
Interest & Investment Revenue	127	289	512	772

Other Income:

Net Gains from the Disposal of Assets	336	-	-	-
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	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>43,922</b>	<b>37,278</b>	<b>34,672</b>	<b>32,107</b>

Expenses from Continuing Operations

Employee Benefits & On-Costs	12,708	11,847	11,123	11,105
Borrowing Costs	49	282	177	223
Materials & Contracts	11,683	12,564	9,284	10,151
Depreciation & Amortisation	8,522	7,223	6,766	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 investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>33,601</b>	<b>33,832</b>	<b>27,996</b>	<b>28,901</b>

Operating Result from Continuing Operations

	10,321	3,446	6,676	3,206
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Discontinued Operations - Profit/(Loss)

Net Profit/(Loss) from Discontinued Operations

	-	-	-	-
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Net Operating Result for the Year

	10,321	3,446	6,676	3,206
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Net Operating Result before Grants and Contributions provided for Capital Purposes

	(1,163)	(3,890)	357	213
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UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033  
HISTORICAL INFORMATION - CONSOLIDATED

Scenario: Base Case

Balance Sheet

ASSETS

Current Assets

Cash & Cash Equivalents	9,895	8,231	7,779	6,264
Investments	21,400	18,000	22,900	18,900
Receivables	7,001	8,743	3,329	3,112
Inventories	1,182	977	1,053	977
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	152	179	88	46
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>39,630</b>	<b>36,130</b>	<b>35,149</b>	<b>29,299</b>

Non-Current Assets

Investments	-	1,000	2,200	3,400
Receivables	32	64	153	169
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	483,784	448,642	418,122	412,490
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	158	179	211	-
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>483,974</b>	<b>449,885</b>	<b>420,686</b>	<b>416,059</b>

**TOTAL ASSETS**

LIABILITIES

Current Liabilities

Payables	3,838	4,640	2,800	2,037
Income received in advance	-	-	-	-
Contract liabilities	4,522	2,120	118	-
Lease liabilities	18	19	28	-
Borrowings	583	634	546	341
Employee benefit provisions	4,381	4,123	4,375	4,284
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>13,342</b>	<b>11,536</b>	<b>7,867</b>	<b>6,662</b>

Non-Current Liabilities

Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	148	166	185	-
Borrowings	6,053	5,434	5,068	2,314
Employee benefit provisions	-	-	-	-
Other provisions	1,340	2,860	2,797	2,783
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>7,541</b>	<b>8,460</b>	<b>8,050</b>	<b>5,097</b>

**TOTAL LIABILITIES**

**Net Assets**

**EQUITY**

Retained Earnings	320,992	310,671	307,225	301,291
Revaluation Reserves	181,729	155,348	132,693	132,308
Other Reserves	-	-	-	-
Council Equity Interest	502,721	466,019	439,918	433,599
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>502,721</b>	<b>466,019</b>	<b>439,918</b>	<b>433,599</b>

2021/22	2020/21	2019/20	2018/19
\$'000	\$'000	\$'000	\$'000

9,895	8,231	7,779	6,264
21,400	18,000	22,900	18,900
7,001	8,743	3,329	3,112
1,182	977	1,053	977
-	-	-	-
-	-	-	-
152	179	88	46
-	-	-	-
<b>39,630</b>	<b>36,130</b>	<b>35,149</b>	<b>29,299</b>

-	1,000	2,200	3,400
32	64	153	169
-	-	-	-
-	-	-	-
-	-	-	-
483,784	448,642	418,122	412,490
-	-	-	-
-	-	-	-
158	179	211	-
-	-	-	-
-	-	-	-
-	-	-	-
<b>483,974</b>	<b>449,885</b>	<b>420,686</b>	<b>416,059</b>
<b>523,604</b>	<b>488,016</b>	<b>466,836</b>	<b>446,368</b>

3,838	4,640	2,800	2,037
-	-	-	-
4,522	2,120	118	-
18	19	28	-
583	634	546	341
4,381	4,123	4,375	4,284
-	-	-	-
-	-	-	-
<b>13,342</b>	<b>11,536</b>	<b>7,867</b>	<b>6,662</b>

-	-	-	-
-	-	-	-
-	-	-	-
148	166	185	-
6,053	5,434	5,068	2,314
-	-	-	-
1,340	2,860	2,797	2,783
-	-	-	-
-	-	-	-
<b>7,541</b>	<b>8,460</b>	<b>8,050</b>	<b>5,097</b>
<b>20,883</b>	<b>19,996</b>	<b>15,917</b>	<b>11,759</b>
<b>502,721</b>	<b>466,019</b>	<b>439,918</b>	<b>433,599</b>

320,992	310,671	307,225	301,291
181,729	155,348	132,693	132,308
-	-	-	-
502,721	466,019	439,918	433,599
-	-	-	-
<b>502,721</b>	<b>466,019</b>	<b>439,918</b>	<b>433,599</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033  
INCOME STATEMENT - CONSOLIDATED  
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	12,221	12,982	13,528	13,928	14,339	14,763	15,201	15,652	16,117	16,596	17,091	17,601
User Charges & Fees	6,055	6,311	6,351	6,548	6,751	6,961	7,178	7,401	7,631	7,869	8,114	8,367
Other Revenues	775	717	675	691	709	728	745	763	782	802	822	842
Grants & Contributions provided for Operating Purposes	12,924	14,478	11,238	11,519	11,807	12,103	12,405	12,715	13,033	13,359	13,693	14,035
Grants & Contributions provided for Capital Purposes	11,484	22,034	13,426	1,633	1,130	1,133	46	48	49	51	52	-
Interest & Investment Revenue	127	322	1,259	1,313	1,369	1,427	1,488	1,552	1,618	1,688	1,760	1,835
<b>Other Income:</b>												
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 revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>43,922</b>	<b>56,845</b>	<b>46,513</b>	<b>35,728</b>	<b>36,279</b>	<b>37,256</b>	<b>37,142</b>	<b>38,223</b>	<b>39,337</b>	<b>40,485</b>	<b>41,668</b>	<b>42,834</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	12,708	12,407	14,232	14,781	15,224	15,681	16,151	16,636	17,135	17,649	18,179	18,724
Borrowing Costs	49	257	279	309	285	263	241	217	195	169	148	126
Materials & Contracts	11,683	12,306	12,684	10,944	11,306	11,680	12,067	12,467	12,881	13,309	13,752	14,210
Depreciation & Amortisation	8,522	8,920	8,994	9,160	9,329	9,501	9,677	9,856	10,038	10,224	10,413	10,606
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	29	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	610	658	882	917	953	991	1,031	1,072	1,115	1,159	1,205	1,253
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	189	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>33,601</b>	<b>34,735</b>	<b>37,071</b>	<b>36,111</b>	<b>37,097</b>	<b>38,117</b>	<b>39,167</b>	<b>40,247</b>	<b>41,384</b>	<b>42,510</b>	<b>43,697</b>	<b>44,920</b>
<b>Operating Result from Continuing Operations</b>	<b>10,321</b>	<b>22,109</b>	<b>9,442</b>	<b>(383)</b>	<b>(818)</b>	<b>(660)</b>	<b>(2,025)</b>	<b>(2,025)</b>	<b>(2,047)</b>	<b>(2,025)</b>	<b>(2,029)</b>	<b>(2,086)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>10,321</b>	<b>22,109</b>	<b>9,442</b>	<b>(383)</b>	<b>(818)</b>	<b>(660)</b>	<b>(2,025)</b>	<b>(2,025)</b>	<b>(2,047)</b>	<b>(2,025)</b>	<b>(2,029)</b>	<b>(2,086)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,183)</b>	<b>76</b>	<b>(3,683)</b>	<b>(2,018)</b>	<b>(1,949)</b>	<b>(1,993)</b>	<b>(2,071)</b>	<b>(2,072)</b>	<b>(2,098)</b>	<b>(2,078)</b>	<b>(2,081)</b>	<b>(2,088)</b>



UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033  
BALANCE SHEET - CONSOLIDATED  
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					2032/33 \$'000
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,895	8,835	6,152	5,667	6,566	7,989	9,874	11,760	13,751	15,733	17,810	19,816
Investments	21,400	19,088	18,882	18,882	19,309	18,807	18,807	18,807	18,807	18,807	18,807	18,807
Receivables	7,001	2,575	2,481	2,434	2,503	2,572	2,638	2,715	2,794	2,876	2,960	3,045
Inventories	1,182	1,235	1,261	1,055	1,090	1,127	1,165	1,204	1,244	1,286	1,329	1,374
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	152	131	137	116	120	124	129	133	138	142	147	152
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>39,630</b>	<b>31,863</b>	<b>28,912</b>	<b>28,154</b>	<b>29,588</b>	<b>30,619</b>	<b>32,611</b>	<b>34,619</b>	<b>36,734</b>	<b>38,844</b>	<b>41,053</b>	<b>43,195</b>
<b>Non-Current Assets</b>												
Investments	-	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
Receivables	32	111	114	118	121	125	129	133	137	142	146	151
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	483,784	508,272	523,366	526,370	525,434	523,582	519,918	518,398	516,139	512,461	508,437	504,035
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	158	158	158	158	158	158	158	158	158	158	158	158
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>483,974</b>	<b>509,881</b>	<b>524,977</b>	<b>527,986</b>	<b>527,053</b>	<b>525,205</b>	<b>521,545</b>	<b>520,029</b>	<b>517,774</b>	<b>514,100</b>	<b>510,081</b>	<b>505,684</b>
<b>TOTAL ASSETS</b>	<b>523,604</b>	<b>541,744</b>	<b>553,889</b>	<b>556,140</b>	<b>556,641</b>	<b>555,824</b>	<b>554,157</b>	<b>554,647</b>	<b>554,508</b>	<b>552,944</b>	<b>551,134</b>	<b>548,878</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,838	4,159	4,421	3,918	5,350	5,526	5,709	5,897	6,093	6,295	6,505	6,722
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,522	39	235	18	18	19	-	-	-	-	-	-
Lease liabilities	18	-	-	-	-	-	-	-	-	-	-	-
Borrowings	583	607	691	630	652	674	698	606	626	539	561	321
Employee benefit provisions	4,381	4,480	4,480	4,581	4,707	4,836	4,969	5,106	5,247	5,393	5,542	5,697
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>13,342</b>	<b>9,284</b>	<b>9,807</b>	<b>9,147</b>	<b>10,727</b>	<b>11,055</b>	<b>11,376</b>	<b>11,609</b>	<b>11,968</b>	<b>12,227</b>	<b>12,608</b>	<b>12,740</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	148	166	166	166	166	166	166	166	166	166	166	166
Borrowings	6,053	5,446	7,086	6,456	5,804	5,129	4,431	3,826	3,198	2,659	2,098	1,776
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	1,340	1,380	1,380	1,400	1,420	1,440	1,460	1,480	1,500	1,520	1,540	1,560
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>7,541</b>	<b>6,972</b>	<b>8,632</b>	<b>8,022</b>	<b>7,390</b>	<b>6,735</b>	<b>6,057</b>	<b>5,472</b>	<b>4,884</b>	<b>4,345</b>	<b>3,804</b>	<b>3,502</b>
<b>TOTAL LIABILITIES</b>	<b>20,883</b>	<b>16,256</b>	<b>18,440</b>	<b>17,169</b>	<b>18,117</b>	<b>17,791</b>	<b>17,433</b>	<b>17,081</b>	<b>16,852</b>	<b>16,572</b>	<b>16,412</b>	<b>16,242</b>
<b>Net Assets</b>	<b>502,721</b>	<b>525,508</b>	<b>535,450</b>	<b>538,971</b>	<b>538,524</b>	<b>538,033</b>	<b>536,723</b>	<b>537,566</b>	<b>537,676</b>	<b>536,372</b>	<b>534,722</b>	<b>532,636</b>
<b>EQUITY</b>												
Retained Earnings	320,992	343,101	352,543	352,161	351,342	350,482	348,457	346,432	344,385	342,360	340,331	338,245
Revaluation Reserves	181,729	182,407	182,906	186,810	187,182	187,551	188,266	191,134	193,291	194,012	194,391	194,391
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	502,721	525,508	535,450	538,971	538,524	538,033	536,723	537,566	537,676	536,372	534,722	532,636
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>502,721</b>	<b>525,508</b>	<b>535,450</b>	<b>538,971</b>	<b>538,524</b>	<b>538,033</b>	<b>536,723</b>	<b>537,566</b>	<b>537,676</b>	<b>536,372</b>	<b>534,722</b>	<b>532,636</b>

UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2033  
 CASH FLOW STATEMENT - CONSOLIDATED  
 Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	12,407	12,809	13,511	13,919	14,330	14,754	15,191	15,642	16,106	16,586	17,080	17,589
User Charges & Fees	7,814	10,796	6,344	6,495	6,697	6,905	7,119	7,341	7,569	7,805	8,048	8,299
Investment & Interest Revenue Received	171	274	1,250	1,319	1,365	1,430	1,487	1,552	1,618	1,688	1,760	1,836
Grants & Contributions	26,810	32,029	24,861	12,995	12,988	13,236	12,433	12,763	13,082	13,410	13,745	14,035
Bonds & Deposits Received	50	-	-	-	-	-	-	-	-	-	-	-
Other	833	471	801	794	708	721	749	757	776	795	815	836
<b>Payments:</b>												
Employee Benefits & On-Costs	(12,448)	(12,395)	(14,969)	(14,646)	(15,090)	(15,542)	(16,008)	(16,489)	(16,983)	(17,493)	(18,019)	(18,569)
Materials & Contracts	(13,465)	(11,431)	(12,578)	(11,245)	(9,937)	(11,569)	(11,952)	(12,348)	(12,758)	(13,182)	(13,620)	(14,074)
Borrowing Costs	(213)	(237)	(259)	(289)	(265)	(243)	(221)	(197)	(175)	(149)	(128)	(106)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(1,518)	(786)	(823)	(911)	(943)	(981)	(1,020)	(1,060)	(1,103)	(1,147)	(1,192)	(1,240)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>20,441</b>	<b>31,469</b>	<b>18,969</b>	<b>8,371</b>	<b>9,804</b>	<b>8,711</b>	<b>7,716</b>	<b>7,960</b>	<b>8,133</b>	<b>8,314</b>	<b>8,490</b>	<b>8,616</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	15,700	973	206	-	-	502	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	503	543	291	799	980	916	842	867	898	920	948	976
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(15,700)	-	-	-	(427)	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(17,429)	(33,468)	(23,843)	(8,964)	(8,828)	(8,053)	(6,061)	(6,243)	(6,430)	(6,623)	(6,822)	(7,027)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(2,400)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(9,326)</b>	<b>(31,947)</b>	<b>(23,346)</b>	<b>(8,165)</b>	<b>(8,275)</b>	<b>(6,636)</b>	<b>(5,219)</b>	<b>(5,376)</b>	<b>(5,537)</b>	<b>(5,703)</b>	<b>(5,874)</b>	<b>(6,030)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	1,200	-	2,400	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(632)	(583)	(676)	(691)	(630)	(652)	(674)	(698)	(606)	(628)	(539)	(561)
Repayment of lease liabilities (principal repayments)	(19)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>549</b>	<b>(583)</b>	<b>1,724</b>	<b>(691)</b>	<b>(630)</b>	<b>(652)</b>	<b>(674)</b>	<b>(698)</b>	<b>(606)</b>	<b>(628)</b>	<b>(539)</b>	<b>(561)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,664</b>	<b>(1,060)</b>	<b>(2,653)</b>	<b>(485)</b>	<b>899</b>	<b>1,423</b>	<b>1,885</b>	<b>1,887</b>	<b>1,990</b>	<b>1,983</b>	<b>2,076</b>	<b>2,006</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>8,231</b>	<b>9,895</b>	<b>8,835</b>	<b>6,152</b>	<b>5,667</b>	<b>6,566</b>	<b>7,989</b>	<b>9,874</b>	<b>11,760</b>	<b>13,751</b>	<b>15,733</b>	<b>17,810</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,895</b>	<b>8,835</b>	<b>6,182</b>	<b>5,667</b>	<b>6,566</b>	<b>7,989</b>	<b>9,874</b>	<b>11,760</b>	<b>13,751</b>	<b>15,733</b>	<b>17,810</b>	<b>19,816</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,895</b>	<b>8,835</b>	<b>6,152</b>	<b>5,667</b>	<b>6,566</b>	<b>7,989</b>	<b>9,874</b>	<b>11,760</b>	<b>13,751</b>	<b>15,733</b>	<b>17,810</b>	<b>19,816</b>
<b>Investments - end of the year</b>	<b>21,400</b>	<b>20,427</b>	<b>20,221</b>	<b>20,221</b>	<b>20,648</b>	<b>20,147</b>	<b>20,147</b>	<b>20,147</b>	<b>20,147</b>	<b>20,147</b>	<b>20,147</b>	<b>20,147</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>31,296</b>	<b>29,262</b>	<b>26,373</b>	<b>25,888</b>	<b>27,214</b>	<b>28,136</b>	<b>30,020</b>	<b>31,907</b>	<b>33,897</b>	<b>35,880</b>	<b>37,968</b>	<b>39,963</b>
<b>Representing:</b>												
- External Restrictions	22,249	20,194	17,176	17,177	18,502	19,344	21,175	23,116	25,147	27,280	29,514	31,800
- Internal Restrictions	9,018	8,998	9,170	8,670	8,670	8,670	8,670	8,670	8,670	8,570	8,420	8,120
- Unrestricted	28	69	27	41	42	122	175	121	80	29	22	42
	<b>31,296</b>	<b>29,262</b>	<b>26,373</b>	<b>25,888</b>	<b>27,214</b>	<b>28,136</b>	<b>30,020</b>	<b>31,907</b>	<b>33,897</b>	<b>35,880</b>	<b>37,968</b>	<b>39,963</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033  
EQUITY STATEMENT - CONSOLIDATED  
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Opening Balance (as at 1/7)	466,019	502,721	525,508	535,450	538,971	538,524	538,033	536,723	537,566	537,676	536,372	534,722
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Reiterated opening Balance (as at 1/7)</b>	466,019	502,721	525,508	535,450	538,971	538,524	538,033	536,723	537,566	537,676	536,372	534,722
Net Operating Result for the Year	10,321	22,109	9,442	(383)	(818)	(860)	(2,025)	(2,025)	(2,047)	(2,025)	(2,029)	(2,086)
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Reiterated Net Operating Result for the Year</b>	10,321	22,109	9,442	(383)	(818)	(860)	(2,025)	(2,025)	(2,047)	(2,025)	(2,029)	(2,086)
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	26,381	678	500	3,904	372	369	715	2,868	2,157	721	379	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) 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	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of financial assets at fair value through OCI (other than equity instruments)	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to IPP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	26,381	678	500	3,904	372	369	715	2,868	2,157	721	379	-
<b>Total Comprehensive Income</b>	36,702	22,787	9,942	3,521	(446)	(491)	(1,310)	843	110	(1,304)	(1,651)	(2,086)
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>502,721</b>	<b>525,508</b>	<b>535,450</b>	<b>538,971</b>	<b>538,524</b>	<b>538,033</b>	<b>536,723</b>	<b>537,566</b>	<b>537,676</b>	<b>536,372</b>	<b>534,722</b>	<b>532,636</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

FINANCIAL PERFORMANCE INDICATORS

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	1.43%	1.67%	8.64%	-4.58%	0.76%	-12.16%	-6.21%	-6.07%	-5.94%	-5.81%	-5.68%	-5.62%	-5.45%	-5.35%	-5.25%
Own Source Operating Revenue Ratio 1)	63.34%	52.83%	52.79%	44.00%	35.77%	46.93%	63.09%	64.17%	64.34%	66.40%	66.53%	66.65%	66.78%	66.90%	67.12%
Unrestricted Current Ratio	5.13	4.56	2.30	2.68	1.96	1.66	1.89	1.54	1.51	1.48	1.42	1.39	1.34	1.34	1.31
Debt Service Cover Ratio 1)	15.963	13.5594	5.7532	10.14	11.25	5.50	7.36	8.19	8.34	8.49	8.65	10.06	10.29	12.13	12.36
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	2.39%	2.67%	2.42%	3.18%	3.01%	3.07%	3.03%	3.06%	3.02%	2.70%	2.71%	2.71%	2.72%	2.72%	2.73%
Cash Expense Cover Ratio 1)	15.322	19.0043	13.4796	13.27	8.87	7.29	7.85	9.15	9.00	5.17	5.36	5.22	5.79	6.38	6.88

1) different Calculation to TCop's calculation for same ratio

**New Special Schedule 7 Ratios**

Building & Infrastructure Renewals Ratio	89.51%	108.79%	107.96%	159.70%	74.66%	75.60%	76.61%	77.06%	76.05%	79.03%	80.00%	80.92%	81.46%	82.48%	86.35%
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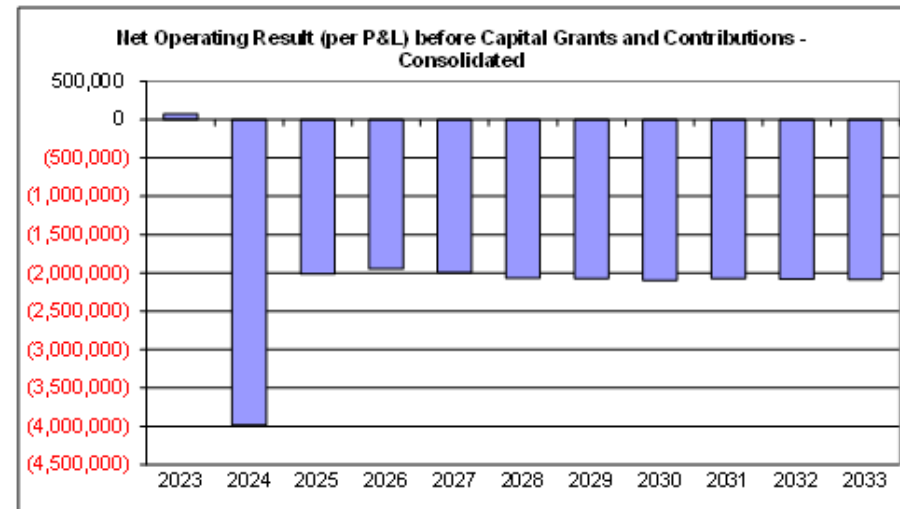
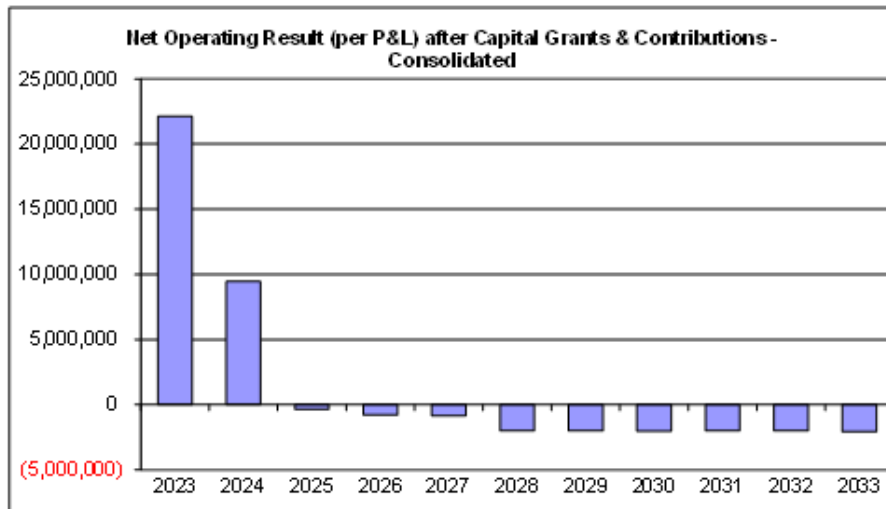
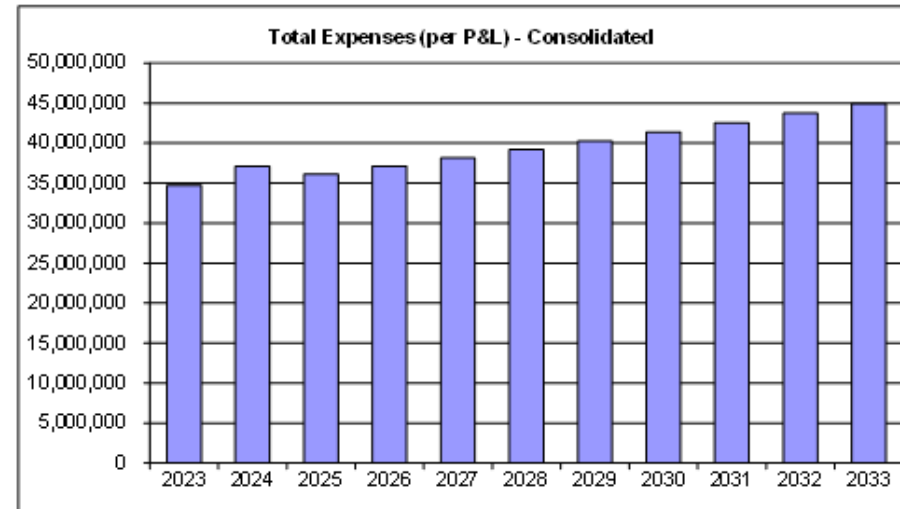
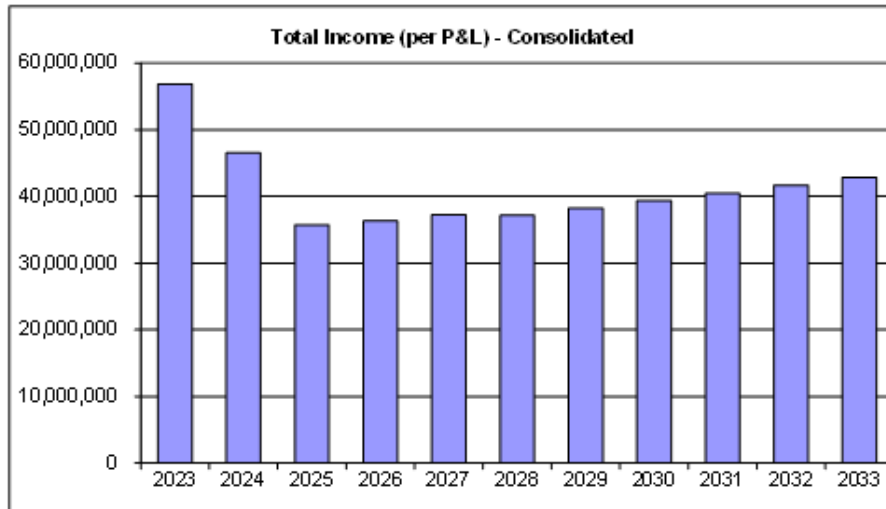
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UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2033  
 KEY PERFORMANCE INDICATORS - CONSOLIDATED  
 Scenario: Base Case

		Current Year 2022/23	Projected Years										
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
			Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)	Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum									
<b>Council's Target Benchmarks</b>													
<b>New Note 13 Ratios</b>													
Operating Performance Ratio 1)	Snapshot	—	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
	Actual Ratio	0.76%	-12.16%	-6.21%	-6.07%	-5.94%	-5.81%	-5.68%	-5.62%	-5.45%	-5.35%	-5.25%	
Own Source Operating Revenue Ratio 1)	Snapshot	↓	↓	—	—	—	—	—	—	—	—	—	
	Actual Ratio	35.77%	46.93%	63.09%	64.17%	64.34%	66.40%	66.53%	66.65%	66.78%	66.90%	67.12%	
Unrestricted Current Ratio	Snapshot	—	—	—	—	↓	↓	↓	↓	↓	↓	↓	
	Actual Ratio	1.96	1.86	1.89	1.54	1.51	1.48	1.46	1.42	1.39	1.34	1.31	
Debt Service Cover Ratio 1)	Snapshot	—	—	—	—	—	—	—	—	—	—	—	
	Actual Ratio	11.25	5.50	7.36	8.19	8.34	8.49	8.65	10.06	10.29	12.13	12.36	
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%	2.72%	2.72%	2.73%	
Cash Expense Cover Ratio 1)	Snapshot	—	—	—	—	—	—	—	—	—	—	—	
	Actual Ratio	8.87	7.29	7.85	9.15	9.00	5.17	5.36	5.22	5.79	6.38	6.88	
1) <b>different</b> Calculation to TCorp's calculation for same ratio													
<b>New Special Schedule 7 Ratios</b>													
Building & Infrastructure Renewals Ratio	Snapshot	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
	Actual Ratio	74.66%	75.60%	76.61%	77.06%	78.05%	79.03%	80.00%	80.92%	81.46%	82.48%	86.35%	

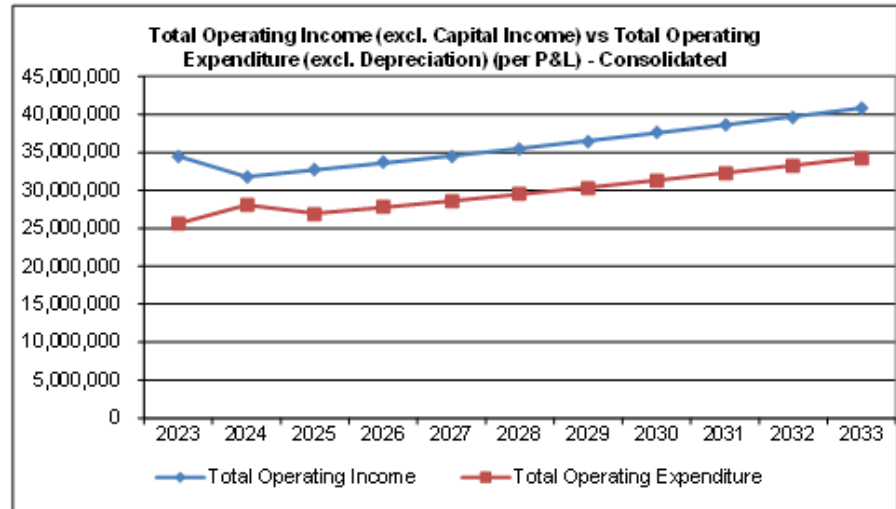
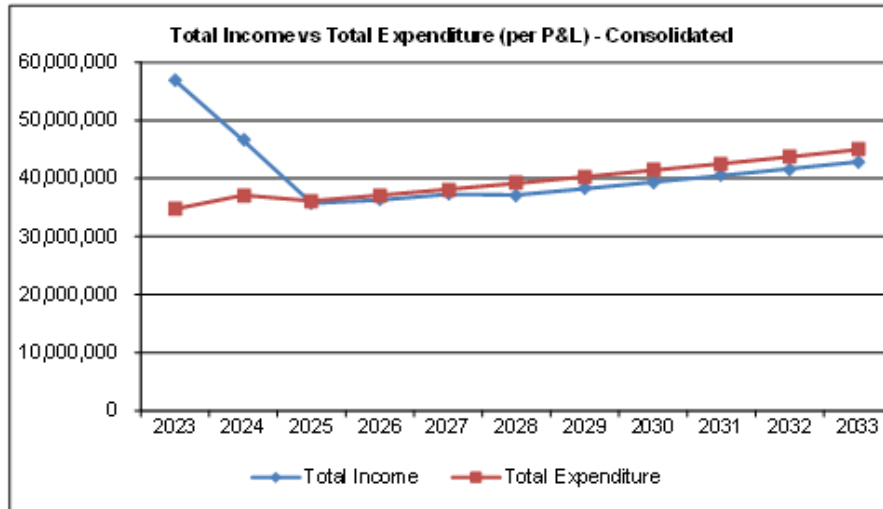
**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Case**

Income Statement Charts



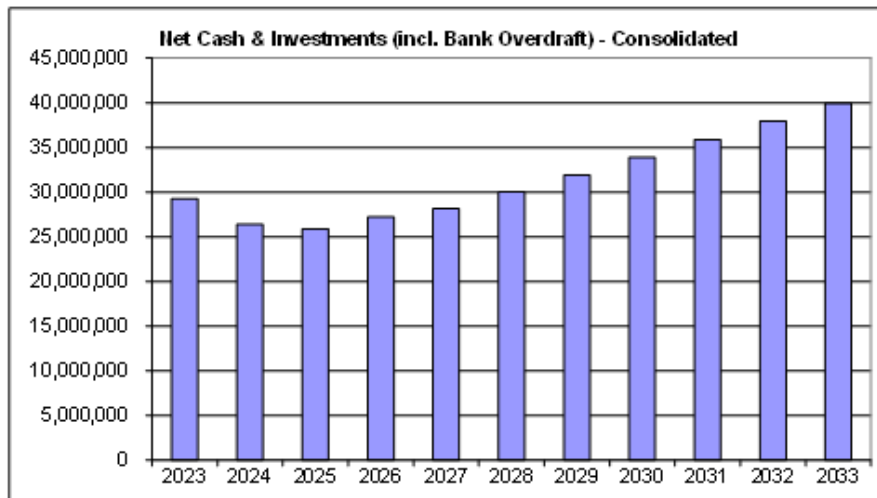
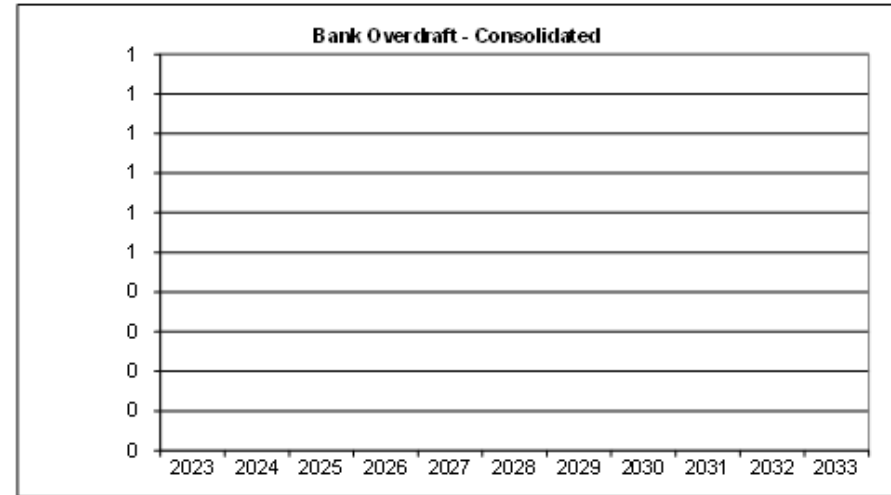
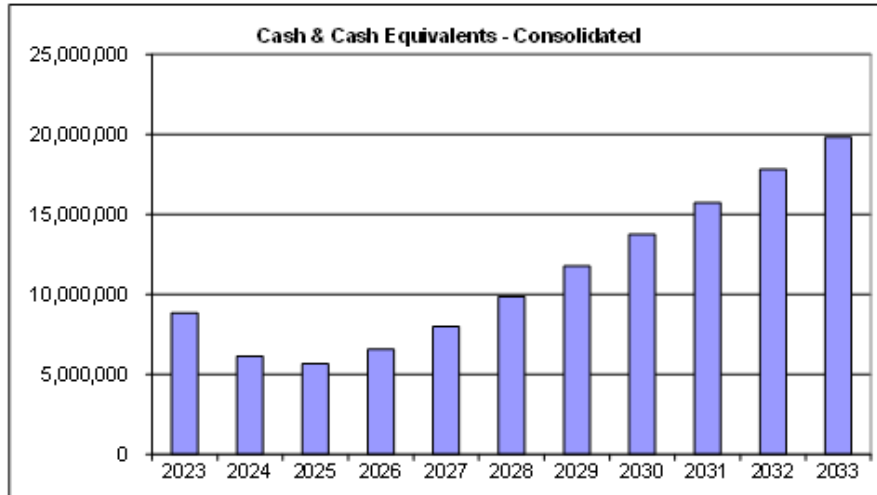
**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Case**

Income Statement Charts



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

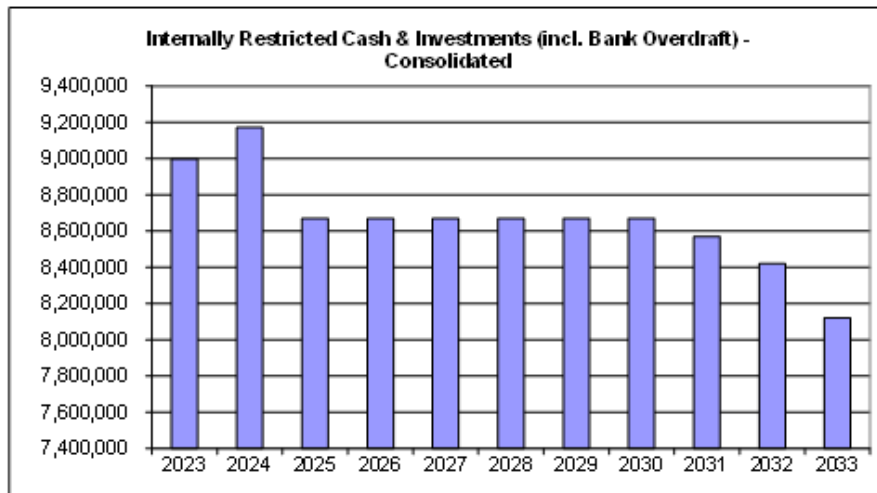
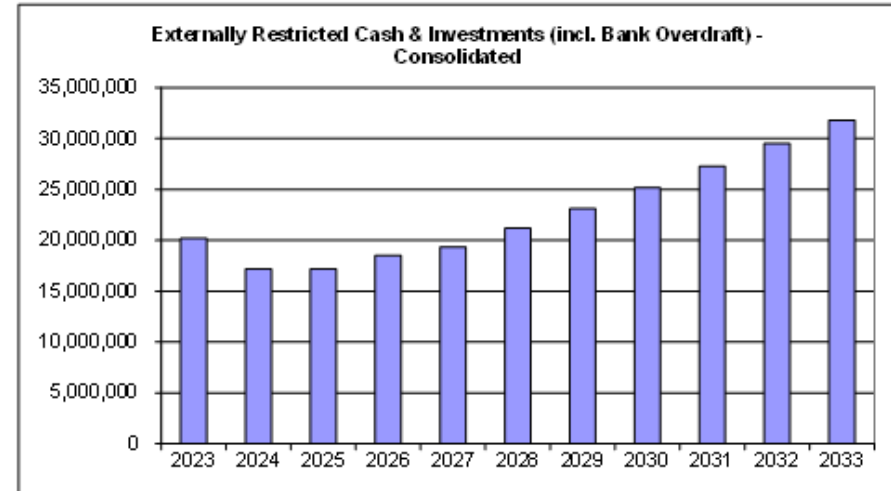
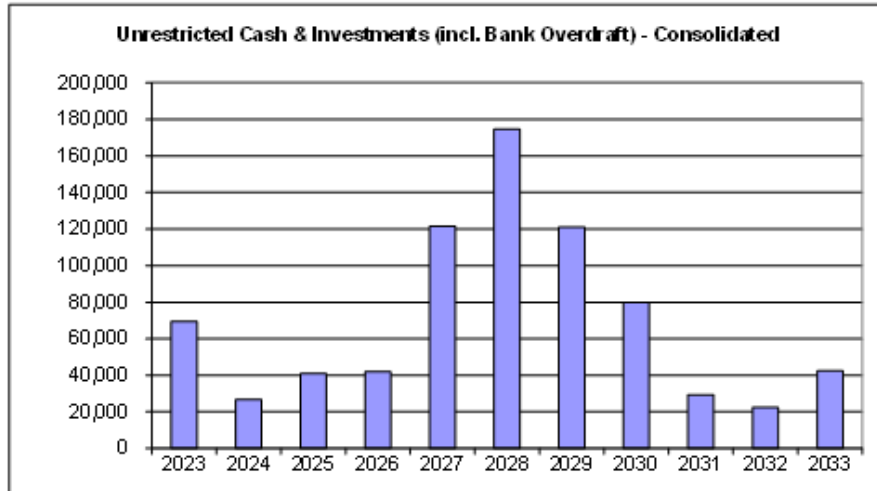
Cash, Investment & Bank Overdraft Charts





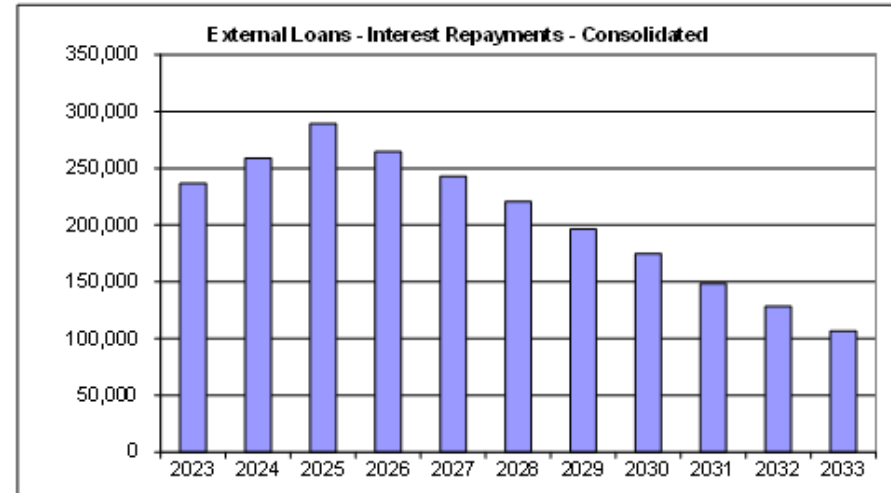
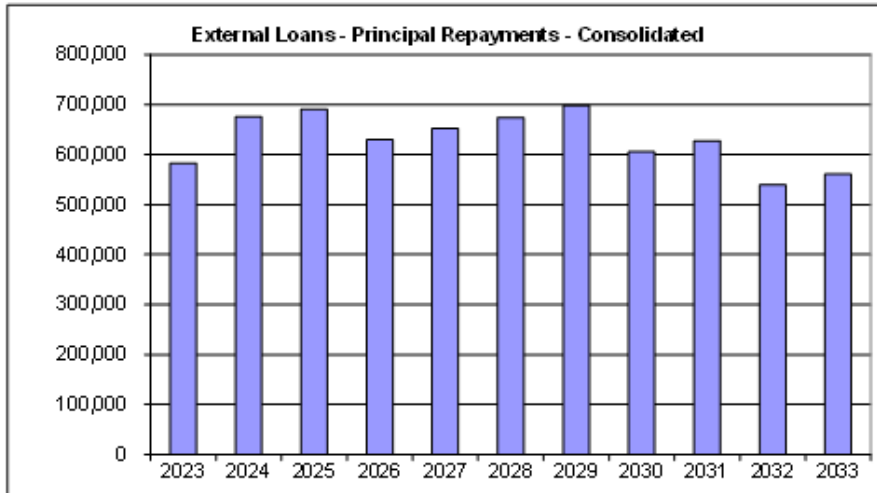
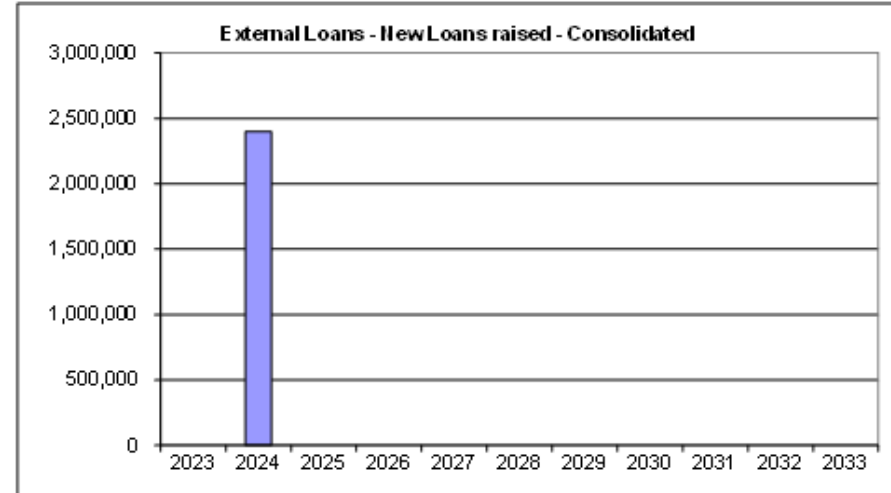
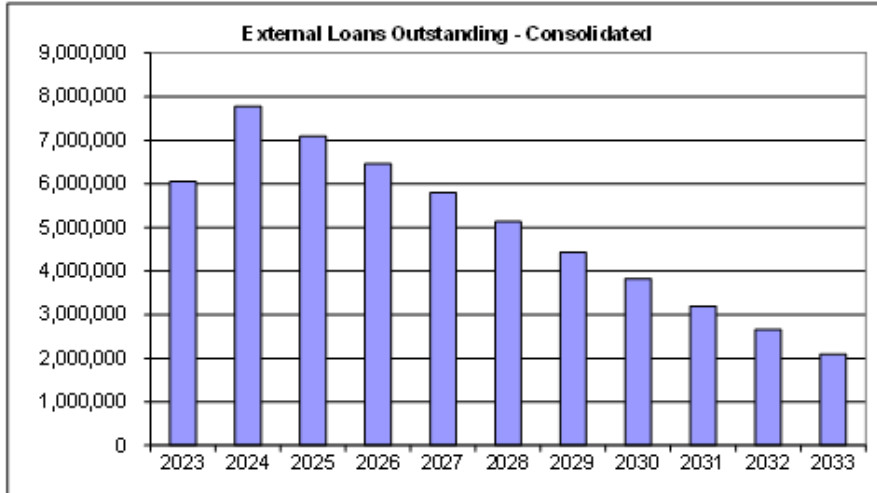
**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Case**

Cash Restrictions Charts



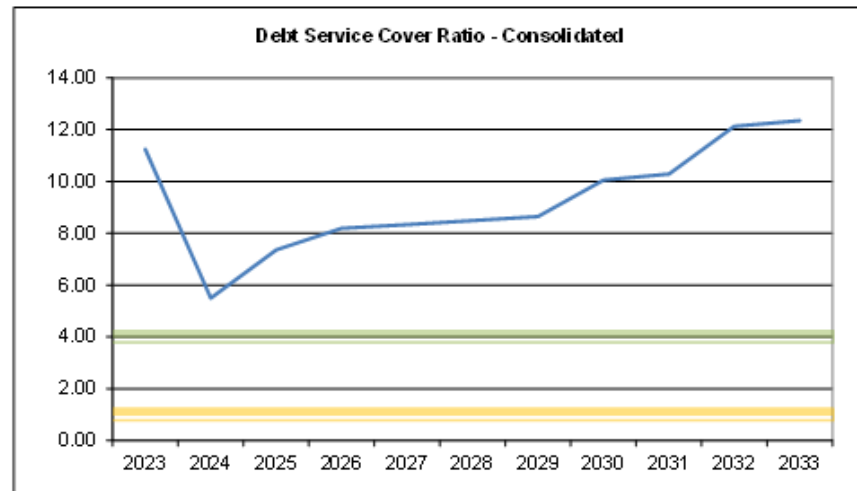
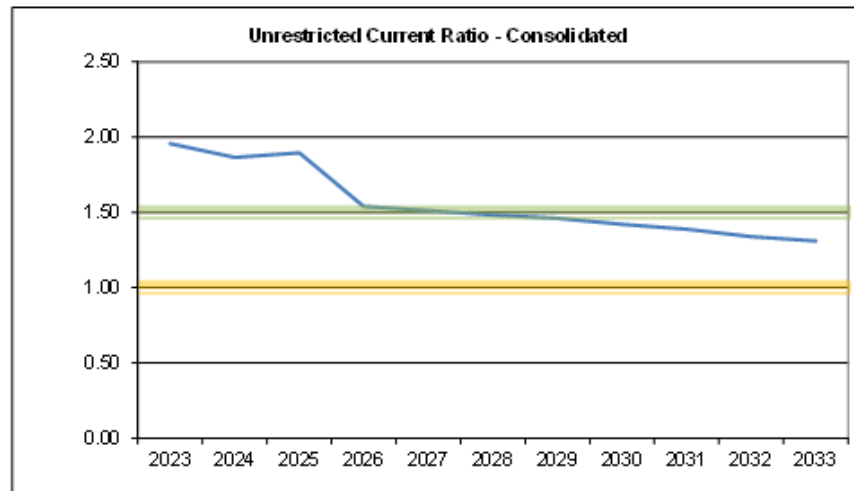
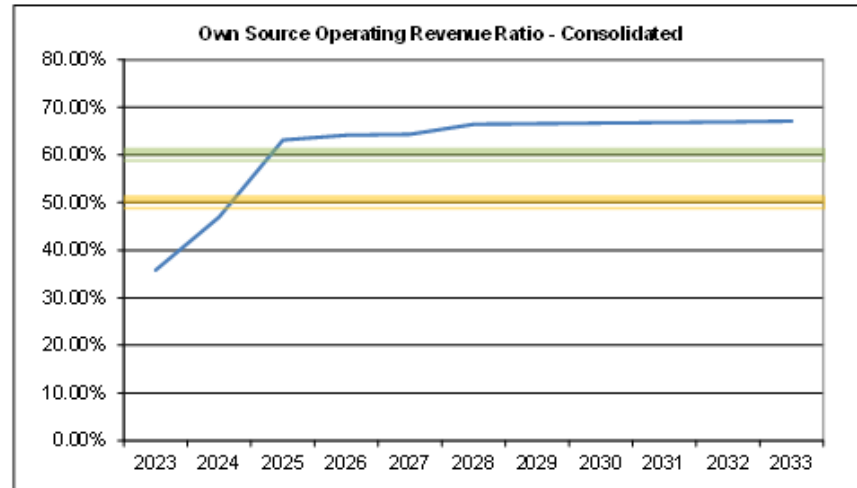
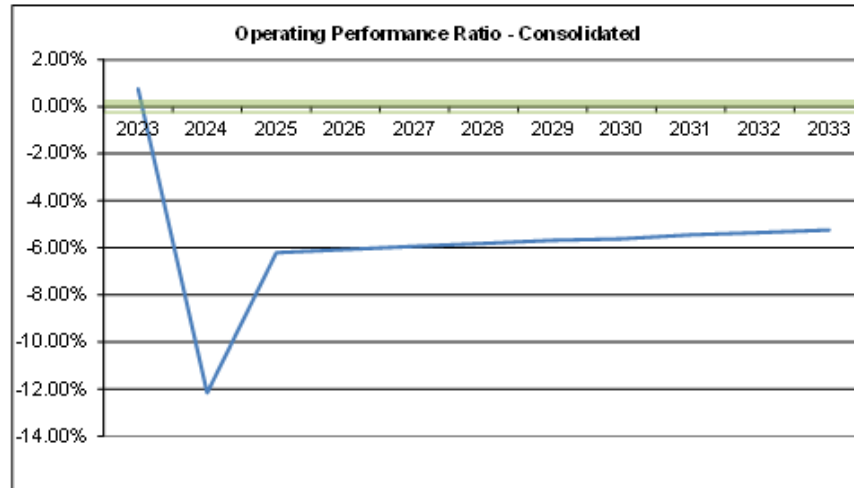
**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Case**

External Loans Charts



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

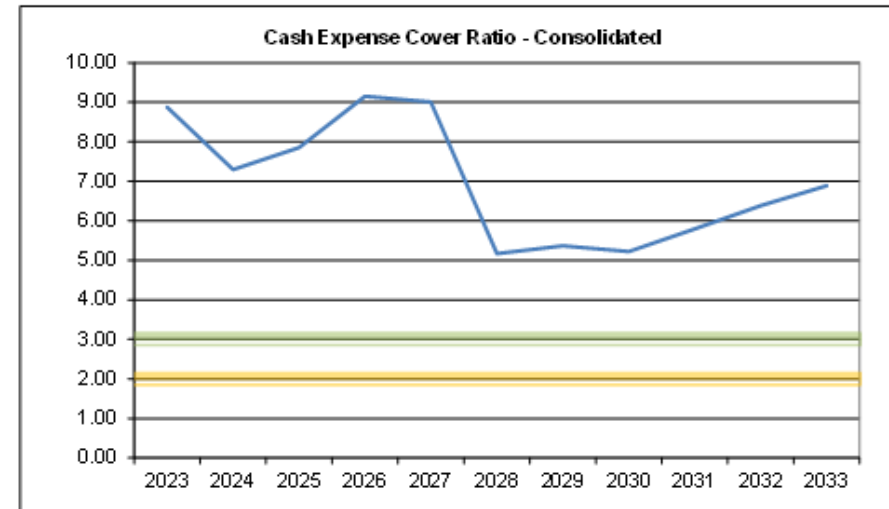
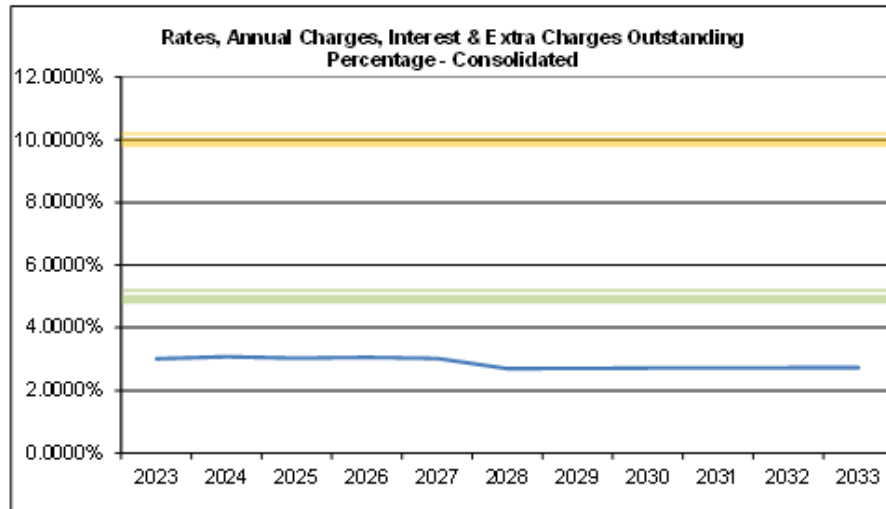
New Note 13 Ratios Charts



Minimum Amber
  Minimum Green
  Maximum Green
  Maximum Amber

**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)



Minimum Amber

Minimum Green

Maximum Green

Maximum Amber

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**HISTORICAL INFORMATION - GENERAL FUND**

Scenario: Base Case

	2021/22 \$'000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
<b>Income Statement</b>				
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
Rates & Annual Charges	9,875	9,290	8,931	8,624
User Charges & Fees	4,628	5,222	3,940	6,845
Other Revenues	664	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	6,107	2,841
Interest & Investment Revenue	94	251	391	583
<b>Other Income:</b>				
Net Gains from the Disposal of Assets	341	-	-	-
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	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>39,400</b>	<b>33,145</b>	<b>30,781</b>	<b>28,474</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	11,575	10,550	10,095	10,149
Borrowing Costs	12	238	123	161
Materials & Contracts	9,920	10,502	7,764	8,760
Depreciation & Amortisation	7,408	6,214	5,780	5,631
Impairment of investments	-	-	-	-
Impairment of receivables	18	5	28	13
Other Expenses	610	612	529	525
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	1,335	89	204
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>29,539</b>	<b>29,454</b>	<b>24,408</b>	<b>25,443</b>
<b>Operating Result from Continuing Operations</b>	<b>9,861</b>	<b>3,691</b>	<b>6,373</b>	<b>3,031</b>
<b>Discontinued Operations - Profit/(Loss)</b>				
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>9,861</b>	<b>3,691</b>	<b>6,373</b>	<b>3,031</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,051)</b>	<b>(3,614)</b>	<b>266</b>	<b>190</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**HISTORICAL INFORMATION - GENERAL FUND**  
**Balance Sheet**

	2021/22	2020/21	2019/20	2018/19
	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	9,895	8,231	7,779	6,264
Investments	11,913	9,945	14,543	11,578
Receivables	6,709	7,875	3,074	2,877
Inventories	1,182	977	1,053	977
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	152	179	88	46
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>29,851</b>	<b>27,207</b>	<b>26,537</b>	<b>21,742</b>
<b>Non-Current Assets</b>				
Investments	-	1,000	2,200	3,400
Receivables	13	48	143	126
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	434,763	408,768	377,976	371,896
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	158	179	211	-
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>434,934</b>	<b>409,995</b>	<b>380,530</b>	<b>375,422</b>
<b>TOTAL ASSETS</b>	<b>484,785</b>	<b>437,202</b>	<b>407,067</b>	<b>397,164</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	3,826	4,626	2,783	2,019
Income received in advance	-	-	-	-
Contract liabilities	4,247	2,120	118	-
Lease liabilities	18	19	28	-
Borrowings	563	501	376	225
Employee benefit provisions	3,980	3,755	4,039	3,974
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>12,634</b>	<b>11,021</b>	<b>7,344</b>	<b>6,218</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	148	166	185	-
Borrowings	5,587	4,948	4,497	1,573
Employee benefit provisions	-	-	-	-
Other provisions	1,340	2,860	2,797	2,783
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>7,075</b>	<b>7,974</b>	<b>7,479</b>	<b>4,356</b>
<b>TOTAL LIABILITIES</b>	<b>19,709</b>	<b>18,995</b>	<b>14,823</b>	<b>10,574</b>
<b>Net Assets</b>	<b>445,076</b>	<b>418,207</b>	<b>392,244</b>	<b>386,590</b>
<b>EQUITY</b>				
Retained Earnings	279,625	269,766	266,071	260,442
Revaluation Reserves	165,451	148,441	126,173	126,148
Other Reserves	-	-	-	-
Council Equity Interest	445,076	418,207	392,244	386,590
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>445,076</b>	<b>418,207</b>	<b>392,244</b>	<b>386,590</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**INCOME STATEMENT - GENERAL FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	9,875	10,534	10,891	11,200	11,518	11,845	12,183	12,530	12,888	13,258	13,636	14,027
User Charges & Fees	4,826	4,888	4,899	5,042	5,189	5,340	5,498	5,657	5,822	5,992	6,167	6,347
Other Revenues	664	717	675	691	709	726	745	763	782	802	822	842
Grants & Contributions provided for Operating Purposes	12,888	14,478	11,238	11,519	11,807	12,103	12,405	12,715	13,033	13,359	13,693	14,035
Grants & Contributions provided for Capital Purposes	10,912	21,853	12,527	1,526	1,020	1,020	-	-	-	-	-	-
Interest & Investment Revenue	94	184	781	792	825	858	893	930	968	1,007	1,049	1,092
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	341	-	36	46	58	67	79	92	106	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 & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>39,400</b>	<b>52,635</b>	<b>41,026</b>	<b>30,816</b>	<b>31,124</b>	<b>31,960</b>	<b>31,801</b>	<b>32,687</b>	<b>33,599</b>	<b>34,537</b>	<b>35,502</b>	<b>36,496</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	11,575	11,181	12,914	13,424	13,826	14,241	14,668	15,108	15,562	16,029	16,509	17,005
Borrowing Costs	12	220	249	281	258	238	217	195	174	153	133	114
Materials & Contracts	9,920	10,751	10,982	9,189	9,496	9,814	10,142	10,482	10,834	11,199	11,576	11,966
Depreciation & Amortisation	7,406	7,864	7,938	8,089	8,243	8,399	8,559	8,721	8,887	9,058	9,228	9,403
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	16	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	610	647	872	906	943	980	1,020	1,060	1,103	1,147	1,193	1,241
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	190	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>29,539</b>	<b>30,835</b>	<b>32,955</b>	<b>31,889</b>	<b>32,765</b>	<b>33,672</b>	<b>34,606</b>	<b>35,568</b>	<b>36,560</b>	<b>37,583</b>	<b>38,639</b>	<b>39,729</b>
<b>Operating Result from Continuing Operations</b>	<b>9,861</b>	<b>21,800</b>	<b>8,072</b>	<b>(1,072)</b>	<b>(1,642)</b>	<b>(1,712)</b>	<b>(2,805)</b>	<b>(2,881)</b>	<b>(2,961)</b>	<b>(3,047)</b>	<b>(3,137)</b>	<b>(3,232)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>9,861</b>	<b>21,800</b>	<b>8,072</b>	<b>(1,072)</b>	<b>(1,642)</b>	<b>(1,712)</b>	<b>(2,805)</b>	<b>(2,881)</b>	<b>(2,961)</b>	<b>(3,047)</b>	<b>(3,137)</b>	<b>(3,232)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(1,061)</b>	<b>(63)</b>	<b>(4,466)</b>	<b>(2,698)</b>	<b>(2,882)</b>	<b>(2,732)</b>	<b>(2,806)</b>	<b>(2,881)</b>	<b>(2,961)</b>	<b>(3,047)</b>	<b>(3,137)</b>	<b>(3,232)</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

BALANCE SHEET - GENERAL FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>A SSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,895	8,835	5,685	4,578	4,977	4,474	4,527	4,474	4,433	4,282	4,125	3,845
Investments	11,913	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573	10,573
Receivables	6,709	2,117	2,012	1,948	1,999	2,049	2,095	2,152	2,210	2,270	2,331	2,393
Inventories	1,182	1,235	1,281	1,055	1,090	1,127	1,165	1,204	1,244	1,286	1,329	1,374
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	152	131	137	116	120	124	129	133	138	142	147	152
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>29,851</b>	<b>22,892</b>	<b>19,668</b>	<b>18,271</b>	<b>18,780</b>	<b>18,348</b>	<b>18,489</b>	<b>18,536</b>	<b>18,598</b>	<b>18,554</b>	<b>18,506</b>	<b>18,338</b>
<b>Non-Current Assets</b>												
Investments	-	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340
Receivables	13	76	77	80	82	84	87	89	92	94	97	100
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	434,763	458,025	471,469	474,290	473,127	471,523	468,611	467,518	465,716	462,484	459,310	456,110
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	158	158	158	158	158	158	158	158	158	158	158	158
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>434,934</b>	<b>459,598</b>	<b>473,043</b>	<b>475,667</b>	<b>474,707</b>	<b>473,105</b>	<b>470,195</b>	<b>469,104</b>	<b>467,305</b>	<b>464,076</b>	<b>460,905</b>	<b>457,708</b>
<b>TOTAL A SSETS</b>	<b>464,785</b>	<b>482,490</b>	<b>492,711</b>	<b>494,138</b>	<b>493,487</b>	<b>491,453</b>	<b>488,684</b>	<b>487,641</b>	<b>485,904</b>	<b>482,630</b>	<b>479,411</b>	<b>476,046</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,826	4,144	4,405	3,901	5,333	5,508	5,890	5,879	6,074	6,275	6,484	6,701
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	4,247	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	18	-	-	-	-	-	-	-	-	-	-	-
Borrowings	563	586	669	606	626	647	669	575	595	504	523	321
Employee benefit provisions	3,980	4,059	4,059	4,180	4,306	4,435	4,568	4,705	4,846	4,992	5,141	5,296
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>12,634</b>	<b>8,788</b>	<b>9,132</b>	<b>8,688</b>	<b>10,265</b>	<b>10,590</b>	<b>10,927</b>	<b>11,158</b>	<b>11,514</b>	<b>11,771</b>	<b>12,149</b>	<b>12,318</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	148	166	166	166	166	166	166	166	166	166	166	166
Borrowings	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 provisions	1,340	1,360	1,380	1,400	1,420	1,440	1,460	1,480	1,500	1,520	1,540	1,560
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>7,075</b>	<b>6,527</b>	<b>8,210</b>	<b>7,623</b>	<b>7,017</b>	<b>6,390</b>	<b>5,741</b>	<b>5,167</b>	<b>4,612</b>	<b>4,128</b>	<b>3,625</b>	<b>3,324</b>
<b>TOTAL LIABILITIES</b>	<b>19,709</b>	<b>15,315</b>	<b>17,342</b>	<b>16,311</b>	<b>17,282</b>	<b>16,980</b>	<b>16,668</b>	<b>16,345</b>	<b>16,127</b>	<b>15,899</b>	<b>15,774</b>	<b>15,642</b>
<b>Net Assets</b>	<b>445,076</b>	<b>467,175</b>	<b>475,369</b>	<b>477,827</b>	<b>476,185</b>	<b>474,473</b>	<b>472,016</b>	<b>471,296</b>	<b>469,777</b>	<b>466,731</b>	<b>463,637</b>	<b>460,405</b>
<b>EQUITY</b>												
Retained Earnings	279,825	301,425	309,497	308,424	306,783	305,070	302,265	299,385	296,424	293,377	290,240	287,008
Revaluation Reserves	165,451	165,750	165,673	169,402	169,402	169,402	169,750	171,911	173,353	173,353	173,397	173,397
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	445,076	467,175	475,369	477,827	476,185	474,473	472,016	471,296	469,777	466,731	463,637	460,405
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>445,076</b>	<b>467,175</b>	<b>475,369</b>	<b>477,827</b>	<b>476,185</b>	<b>474,473</b>	<b>472,016</b>	<b>471,296</b>	<b>469,777</b>	<b>466,731</b>	<b>463,637</b>	<b>460,405</b>



UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**CASH FLOW STATEMENT - GENERAL FUND**

Scenario: Base Case

	Actuals 2021/22	Current Year 2022/23	Projected Years									
	\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	10,401	10,888	11,198	11,516	11,843	12,180	12,528	12,885	13,254	13,633	14,024
User Charges & Fees	-	9,435	4,890	5,001	5,147	5,297	5,452	5,611	5,774	5,943	6,117	6,295
Investment & Interest Revenue Received	-	136	752	759	821	861	892	929	967	1,008	1,049	1,093
Grants & Contributions	-	32,084	23,765	13,046	12,828	13,122	12,405	12,715	13,033	13,369	13,698	14,035
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	471	801	794	708	721	749	757	776	795	815	836
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(11,150)	(12,851)	(13,289)	(13,692)	(14,102)	(14,529)	(14,961)	(15,410)	(15,872)	(16,348)	(16,839)
Materials & Contracts	-	(5,880)	(10,877)	(9,490)	(8,127)	(9,703)	(10,028)	(10,364)	(10,712)	(11,072)	(11,444)	(11,830)
Borrowing Costs	-	(200)	(229)	(261)	(238)	(218)	(197)	(175)	(154)	(133)	(113)	(94)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(776)	(813)	(900)	(932)	(970)	(1,009)	(1,049)	(1,091)	(1,135)	(1,180)	(1,227)
<b>Net Cash provided (or used in) Operating Activities</b>	-	30,521	16,327	6,897	8,029	6,851	5,919	5,991	6,070	6,147	6,221	6,293
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	543	291	749	863	841	842	867	893	920	948	976
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Group	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(31,562)	(21,514)	(8,084)	(7,887)	(7,568)	(6,061)	(6,243)	(6,430)	(6,623)	(6,822)	(7,027)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(31,018)	(21,223)	(7,335)	(7,024)	(6,727)	(5,219)	(5,376)	(5,537)	(5,703)	(5,874)	(6,050)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	2,400	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(563)	(659)	(669)	(606)	(626)	(647)	(669)	(675)	(695)	(604)	(523)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(563)	1,746	(669)	(606)	(626)	(647)	(669)	(675)	(695)	(604)	(523)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(1,060)	(3,150)	(1,107)	399	(503)	59	(53)	(41)	(151)	(157)	(280)
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	9,895	8,835	5,685	4,578	4,977	4,474	4,527	4,474	4,433	4,282	4,125
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>8,835</b>	<b>8,835</b>	<b>5,685</b>	<b>4,578</b>	<b>4,977</b>	<b>4,474</b>	<b>4,527</b>	<b>4,474</b>	<b>4,433</b>	<b>4,282</b>	<b>4,125</b>	<b>3,845</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	9,895	8,835	5,685	4,578	4,977	4,474	4,527	4,474	4,433	4,282	4,125	3,845
<b>Investments - end of the year</b>	11,913	11,913	11,913	11,913	11,913	11,913	11,913	11,913	11,913	11,913	11,913	11,913
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>21,808</b>	<b>20,748</b>	<b>17,698</b>	<b>16,491</b>	<b>16,890</b>	<b>16,387</b>	<b>16,440</b>	<b>16,387</b>	<b>16,348</b>	<b>16,195</b>	<b>16,038</b>	<b>15,763</b>
<b>Representing:</b>												
- External Restrictions	12,762	11,680	8,401	7,780	8,178	7,596	7,596	7,596	7,596	7,596	7,596	7,596
- Internal Restrictions	9,018	8,998	9,170	8,670	8,670	8,670	8,670	8,670	8,670	8,670	8,420	8,120
- Unrestricted	28	69	27	41	42	122	175	121	80	29	22	42
	<b>21,808</b>	<b>20,748</b>	<b>17,698</b>	<b>16,491</b>	<b>16,890</b>	<b>16,387</b>	<b>16,440</b>	<b>16,387</b>	<b>16,348</b>	<b>16,195</b>	<b>16,038</b>	<b>15,763</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**EQUITY STATEMENT - GENERAL FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance (as at 1/7)	418,205	445,076	467,175	475,369	477,827	476,185	474,473	472,016	471,296	469,777	466,731	463,637
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>418,205</b>	<b>445,076</b>	<b>467,175</b>	<b>475,369</b>	<b>477,827</b>	<b>476,185</b>	<b>474,473</b>	<b>472,016</b>	<b>471,296</b>	<b>469,777</b>	<b>466,731</b>	<b>463,637</b>
Net Operating Result for the Year	9,861	21,800	8,072	(1,072)	(1,642)	(1,712)	(2,805)	(2,881)	(2,961)	(3,047)	(3,137)	(3,232)
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>9,861</b>	<b>21,800</b>	<b>8,072</b>	<b>(1,072)</b>	<b>(1,642)</b>	<b>(1,712)</b>	<b>(2,805)</b>	<b>(2,881)</b>	<b>(2,961)</b>	<b>(3,047)</b>	<b>(3,137)</b>	<b>(3,232)</b>
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	17,010	299	123	3,529	-	-	348	2,160	1,442	-	43	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) 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	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>17,010</b>	<b>299</b>	<b>123</b>	<b>3,529</b>	<b>-</b>	<b>-</b>	<b>348</b>	<b>2,160</b>	<b>1,442</b>	<b>-</b>	<b>43</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>26,871</b>	<b>22,099</b>	<b>8,194</b>	<b>2,457</b>	<b>(1,642)</b>	<b>(1,712)</b>	<b>(2,457)</b>	<b>(720)</b>	<b>(1,518)</b>	<b>(3,047)</b>	<b>(3,094)</b>	<b>(3,232)</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - balance at end of the reporting period</b>	<b>445,076</b>	<b>467,175</b>	<b>475,369</b>	<b>477,827</b>	<b>476,185</b>	<b>474,473</b>	<b>472,016</b>	<b>471,296</b>	<b>469,777</b>	<b>466,731</b>	<b>463,637</b>	<b>460,405</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>New No 13 Ratios</b>															
Operating Performance Ratio 1)	1.53%	1.55%	-8.95%	-4.82%	0.45%	-15.78%	-9.04%	-9.05%	-9.07%	-9.09%	-9.12%	-9.16%	-9.20%	-9.26%	-9.32%
Own Source Operating Revenue Ratio 1)	59.32%	47.67%	47.05%	39.07%	30.97%	42.02%	57.60%	58.71%	58.85%	60.89%	60.99%	61.09%	61.18%	61.28%	61.38%
Unrestricted Current Ratio	5.13	4.56	2.30	2.88	1.96	1.86	1.89	1.54	1.51	1.48	1.46	1.42	1.39	1.34	1.31
Debt Service Cover Ratio 1)	15.62	16.67	6.03	9.14	10.51	4.09	6.03	6.69	6.76	6.82	6.88	8.01	8.08	9.56	9.63
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	1.08%	2.01%	1.73%	3.92%	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)	12.84	18.31	11.49	13.27	4.70	2.68	2.23	2.53	2.10	2.06	1.97	1.90	1.78	1.67	1.51
<b>(1) different</b> Calculation to TCop's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Renewals Ratio	91.70%	134.14%	125.49%	179.45%	80.82%	81.74%	82.75%	83.06%	84.07%	85.06%	85.96%	86.81%	87.19%	88.16%	101.91%

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UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2033  
**KEY PERFORMANCE INDICATORS - GENERAL FUND**  
 Scenario: Base Case

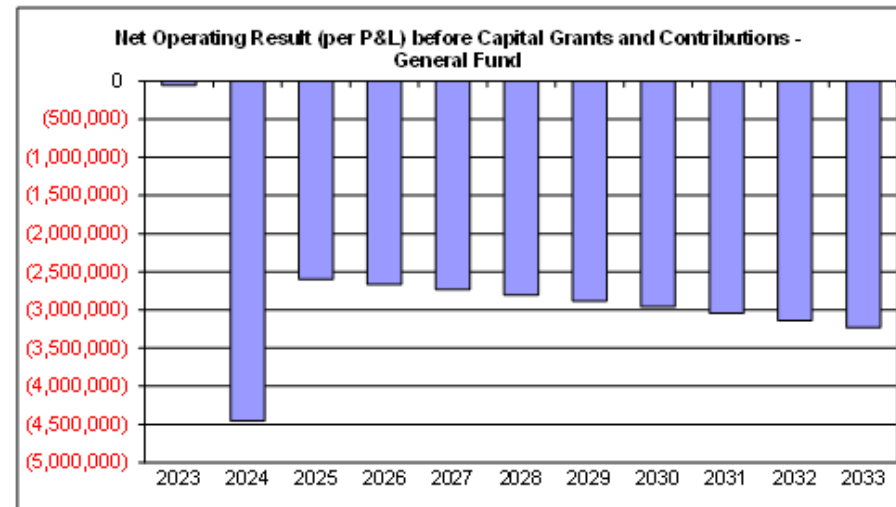
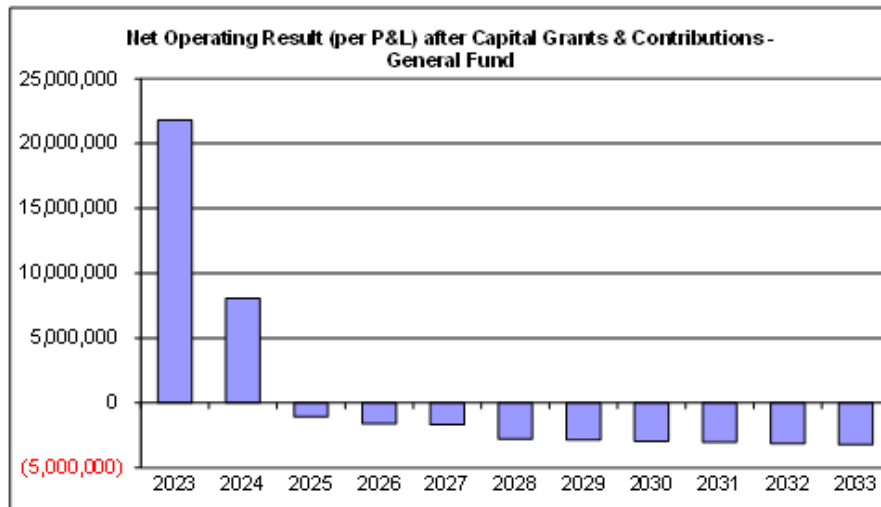
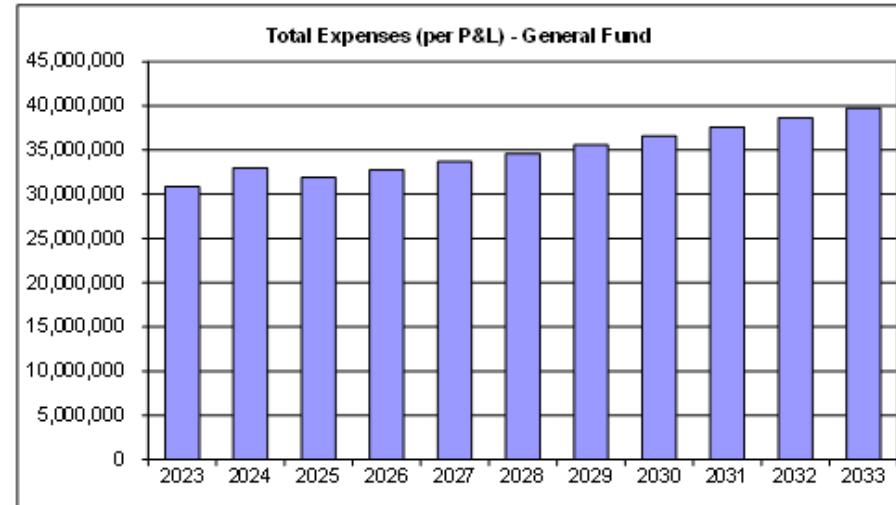
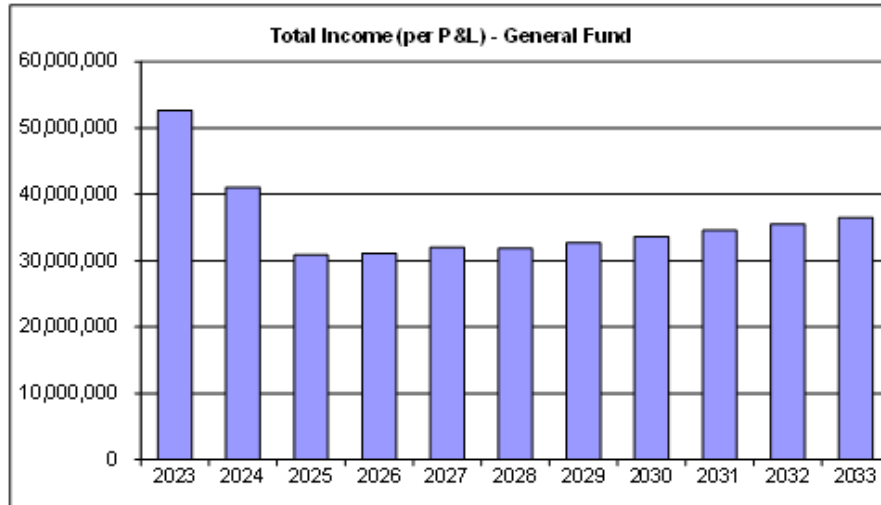
		Current Year 2022/23	Projected Years											
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33		
			Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)		Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum									
<b>Council's Target Benchmarks</b>														
<b>New Note 13 Ratios</b>														
Operating Performance Ratio 1)	Snapshot	—	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓		
	Actual Ratio	0.45%	-15.78%	-9.04%	-9.05%	-9.07%	-9.09%	-9.12%	-9.16%	-9.20%	-9.26%	-9.32%		
Own Source Operating Revenue Ratio 1)	Snapshot	↓	↓	↓	↓	↓	—	—	—	—	—	—		
	Actual Ratio	30.97%	42.02%	57.60%	58.71%	58.85%	60.89%	60.99%	61.09%	61.18%	61.28%	61.38%		
Unrestricted Current Ratio	Snapshot	—	—	—	—	↓	↓	↓	↓	↓	↓	↓		
	Actual Ratio	1.96	1.86	1.89	1.54	1.51	1.48	1.46	1.42	1.39	1.34	1.31		
Debt Service Cover Ratio 1)	Snapshot	—	—	—	—	—	—	—	—	—	—	—		
	Actual Ratio	10.51	4.09	6.03	6.69	6.76	6.82	6.88	8.01	8.08	9.56	9.63		
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	—	—	—	—	—	—	—	—	—	—	—		
	Actual 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	—	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓		
	Actual Ratio	4.70	2.68	2.23	2.53	2.10	2.06	1.97	1.90	1.78	1.67	1.51		
<b>1) different</b> Calculation to TCorp's calculation for same ratio														
<b>New Special Schedule 7 Ratios</b>														
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%		

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - GENERAL FUND**

**Scenario: Base Case**

Income Statement Charts

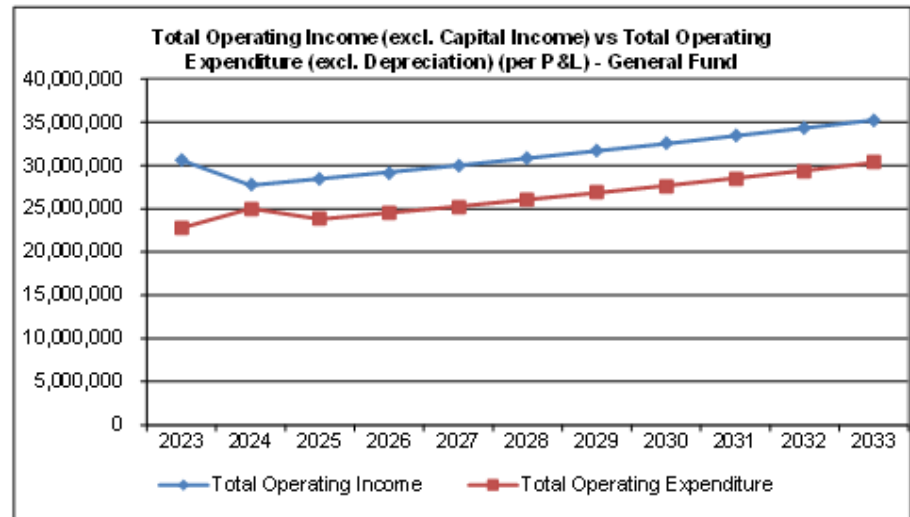
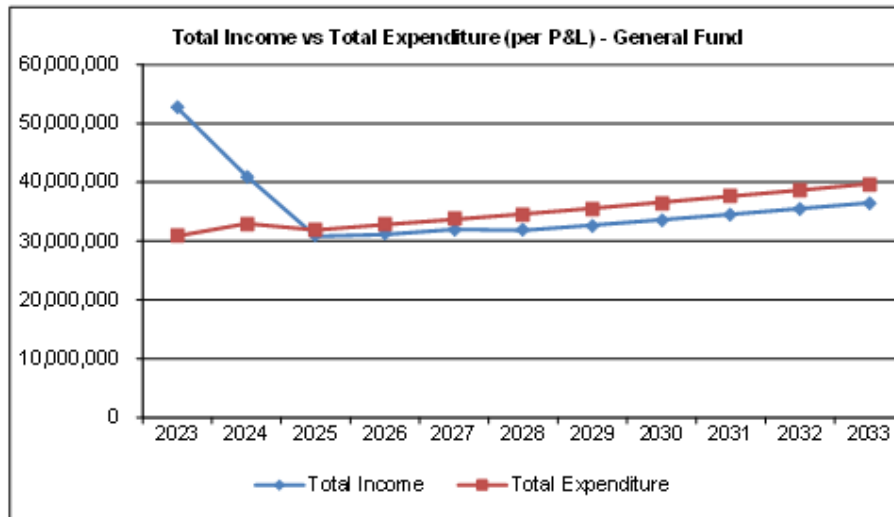


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - GENERAL FUND**

**Scenario: Base Case**

Income Statement Charts

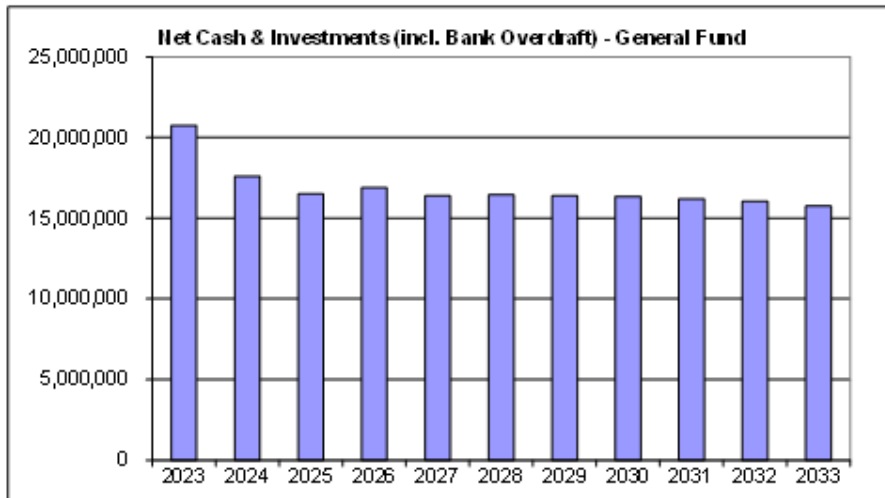
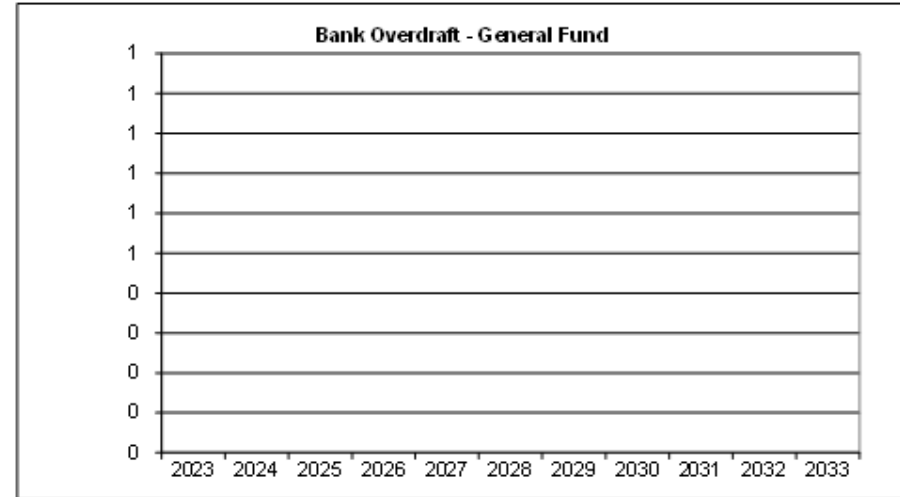
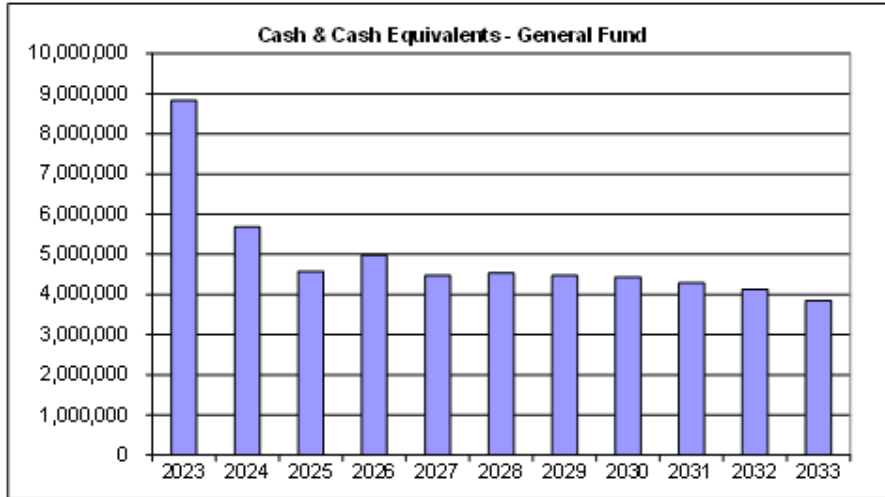


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - GENERAL FUND**

**Scenario: Base Case**

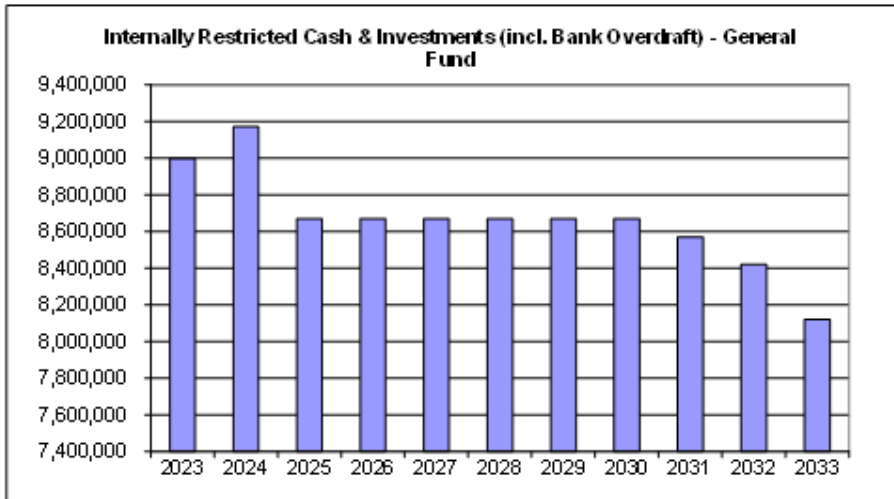
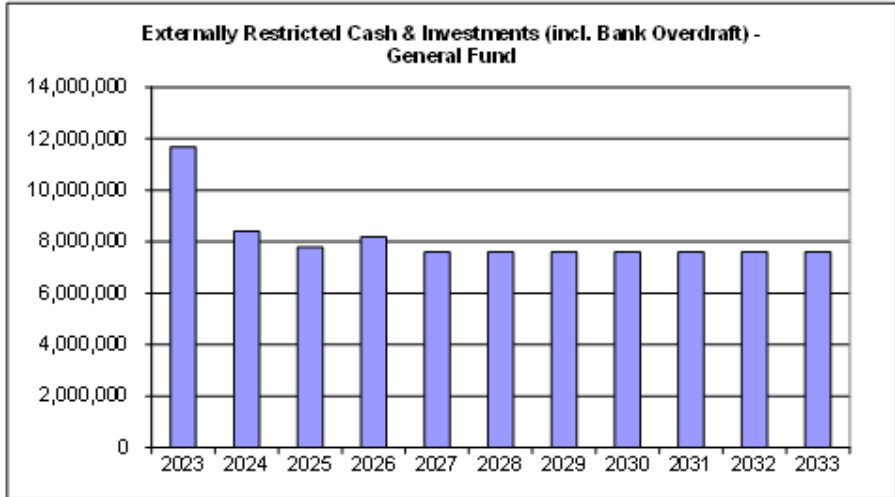
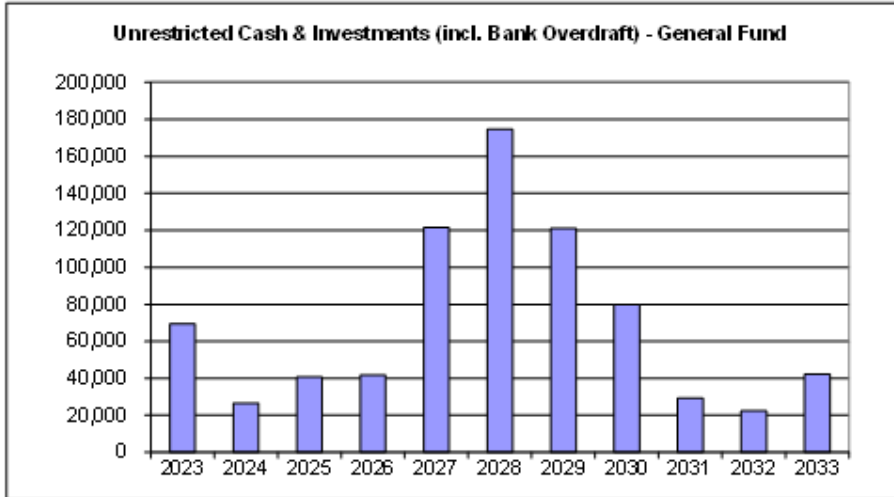
Cash, Investment & Bank Overdraft Charts



**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - GENERAL FUND**

**Scenario: Base Case**  
 Cash Restrictions Charts



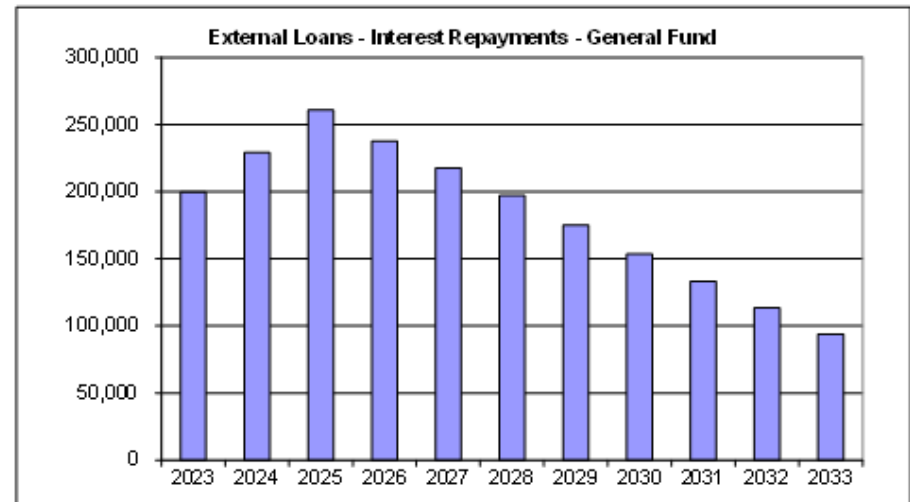
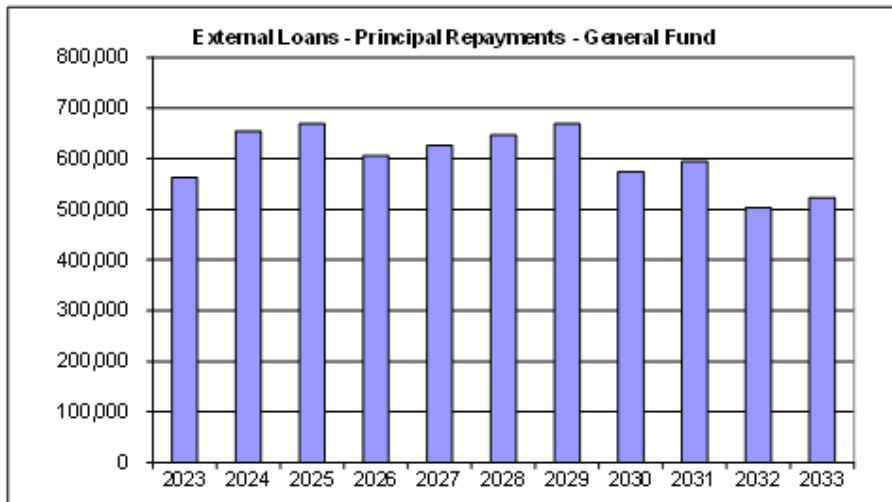
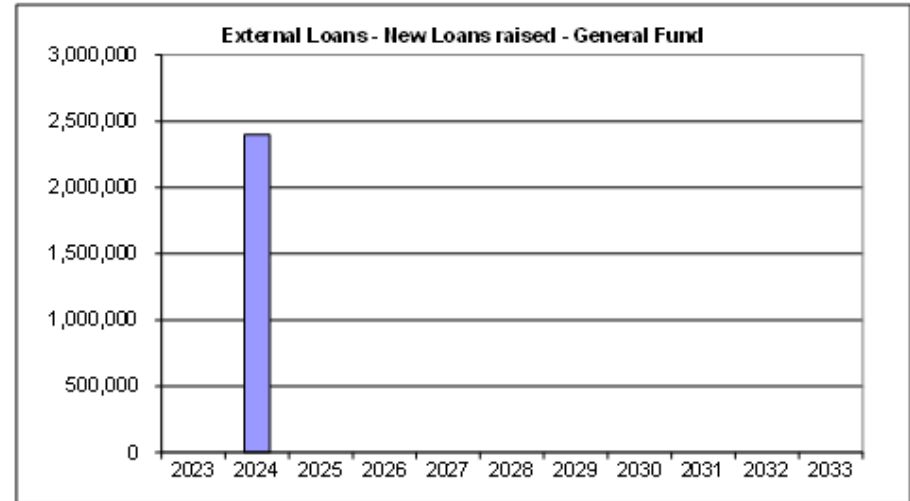
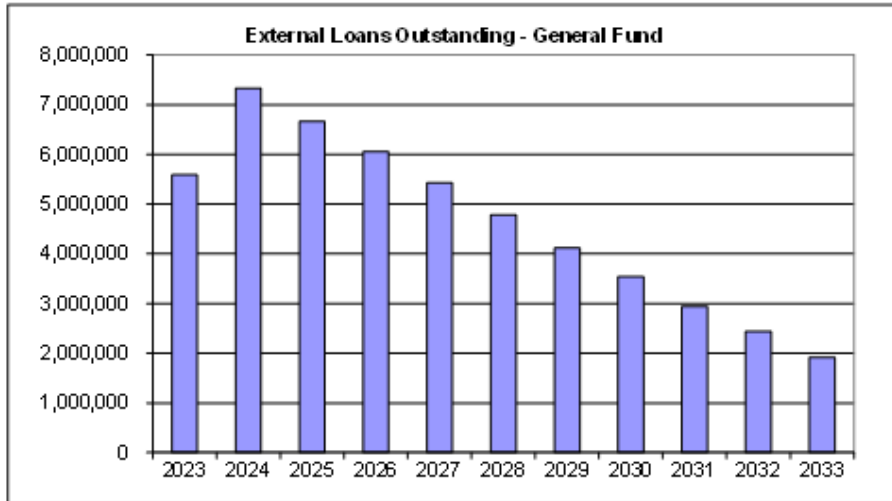


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - GENERAL FUND**

**Scenario: Base Case**

External Loans Charts

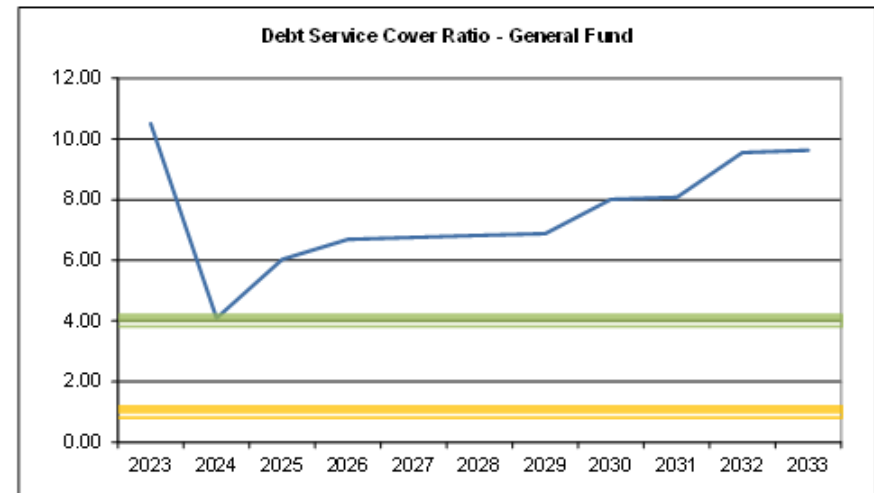
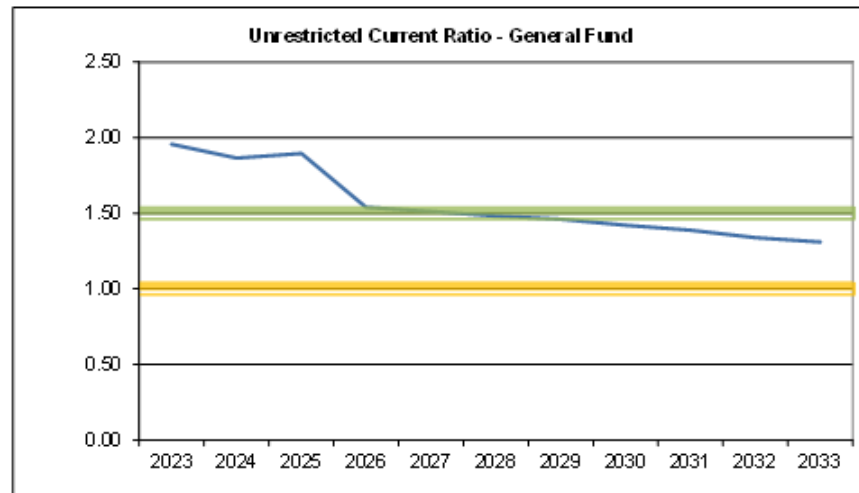
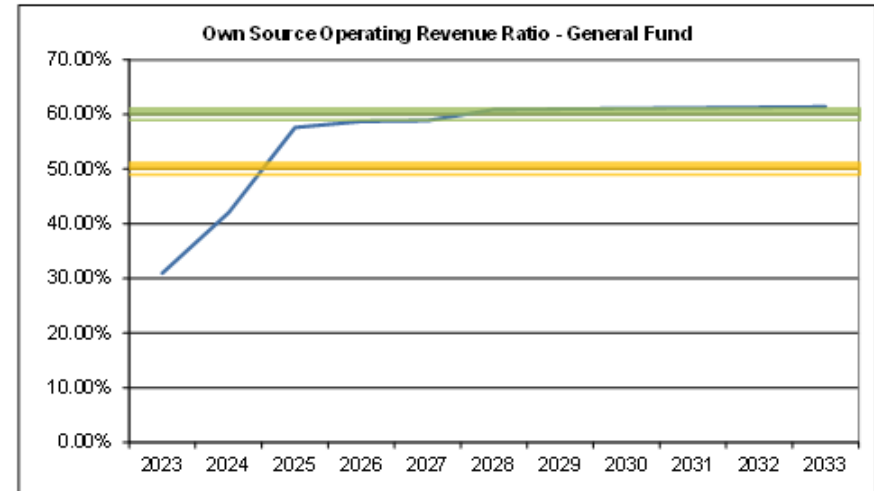
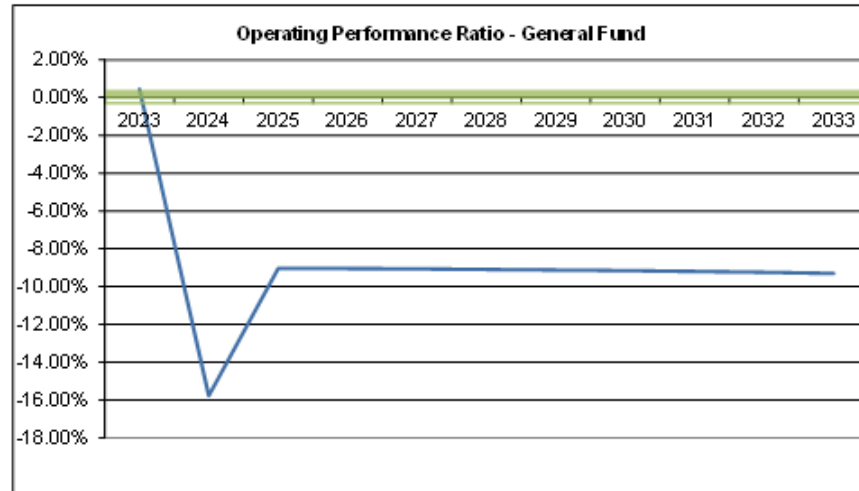


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - GENERAL FUND**

**Scenario: Base Case**

New Note 13 Ratios Charts



Minimum Amber

Minimum Green

Maximum Green

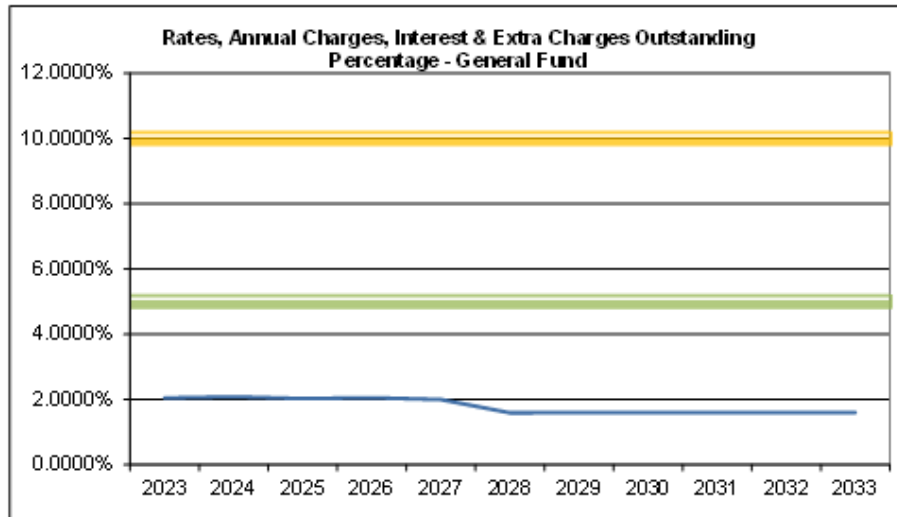
Maximum Amber

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

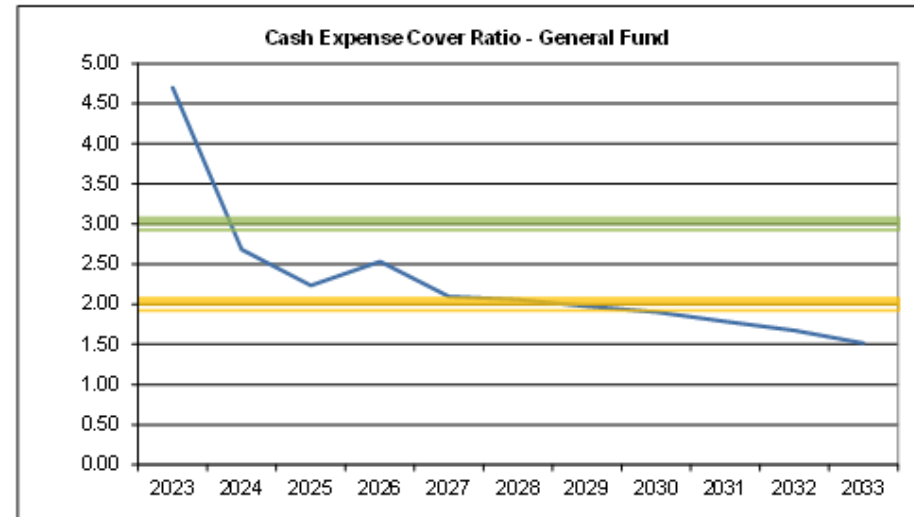
**CHARTS - GENERAL FUND**

**Scenario: Base Case**

New Note 13 Ratios Charts (continued)



Minimum Amber      Minimum Green



Maximum Green      Maximum Amber

UPPER LACHLAN SHIRE COUNCIL  
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	1,012	945	900	840
User Charges & Fees	1,031	998	927	938
Other Revenues	111	498	200	100
Grants & Contributions provided for Operating Purposes	19	19	19	18
Grants & Contributions provided for Capital Purposes	315	21	111	9
Interest & Investment Revenue	13	13	43	68

**Other Income:**

Net Gains from the Disposal of Assets	-	14	-	-
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	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,501</b>	<b>2,508</b>	<b>2,200</b>	<b>1,973</b>

**Expenses from Continuing Operations**

Employee Benefits & On-Costs	675	759	640	584
Borrowing Costs	29	35	40	45
Materials & Contracts	1,198	1,230	960	856
Depreciation & Amortisation	603	509	492	575
Impairment of investments	-	-	-	-
Impairment of receivables	13	-	-	-
Other Expenses	-	-	-	-
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	5	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,523</b>	<b>2,533</b>	<b>2,132</b>	<b>2,060</b>

**Operating Result from Continuing Operations**

	(22)	(25)	68	(87)
--	------	------	----	------

Discontinued Operations - Profit/(Loss)

	-	-	-	-
--	---	---	---	---

**Net Profit/(Loss) from Discontinued Operations**

	-	-	-	-
--	---	---	---	---

**Net Operating Result for the Year**

	(22)	(25)	68	(87)
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**Net Operating Result before Grants and Contributions provided for Capital Purposes**

	(337)	(46)	(43)	(96)
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UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033  
HISTORICAL INFORMATION - WATER FUND  
Balance Sheet

	2021/22 \$'000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	-	-	-	-
Investments	3,510	2,656	2,962	2,551
Receivables	225	784	159	130
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>3,735</b>	<b>3,440</b>	<b>3,121</b>	<b>2,681</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	7	6	4	35
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	28,942	24,904	25,081	25,236
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>28,949</b>	<b>24,910</b>	<b>25,085</b>	<b>25,271</b>
<b>TOTAL ASSETS</b>	<b>32,684</b>	<b>28,350</b>	<b>28,206</b>	<b>27,952</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	10	11	13	14
Income received in advance	-	-	-	-
Contract liabilities	275	-	-	-
Lease liabilities	-	-	-	-
Borrowings	16	85	114	74
Employee benefit provisions	229	206	188	158
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>530</b>	<b>302</b>	<b>315</b>	<b>246</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	-	-	-	-
Borrowings	378	394	443	557
Employee benefit provisions	-	-	-	-
Other provisions	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>378</b>	<b>394</b>	<b>443</b>	<b>557</b>
<b>TOTAL LIABILITIES</b>	<b>908</b>	<b>696</b>	<b>758</b>	<b>803</b>
<b>Net Assets</b>	<b>31,776</b>	<b>27,654</b>	<b>27,448</b>	<b>27,149</b>
<b>EQUITY</b>				
Retained Earnings	25,516	25,537	25,564	25,495
Revaluation Reserves	6,260	2,117	1,884	1,654
Other Reserves	-	-	-	-
Council Equity Interest	31,776	27,654	27,448	27,149
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>31,776</b>	<b>27,654</b>	<b>27,448</b>	<b>27,149</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**INCOME STATEMENT - WATER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,012	1,067	1,120	1,164	1,211	1,259	1,310	1,362	1,417	1,473	1,532	1,594
User Charges & Fees	1,031	1,113	1,106	1,150	1,195	1,242	1,291	1,342	1,395	1,451	1,508	1,568
Other Revenues	111	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	19	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	315	141	858	65	67	69	-	-	-	-	-	-
Interest & Investment Revenue	13	55	191	200	209	219	229	239	250	262	274	286
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	11	-	50	117	75	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,501</b>	<b>2,386</b>	<b>3,275</b>	<b>2,629</b>	<b>2,799</b>	<b>2,864</b>	<b>2,830</b>	<b>2,944</b>	<b>3,062</b>	<b>3,186</b>	<b>3,314</b>	<b>3,448</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	675	693	782	805	829	854	880	906	933	961	990	1,020
Borrowing Costs	29	29	24	23	22	20	19	17	17	12	12	10
Materials & Contracts	1,198	994	1,066	1,099	1,133	1,168	1,204	1,241	1,279	1,318	1,359	1,401
Depreciation & Amortisation	603	533	533	538	543	549	554	560	565	571	577	582
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	13	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	10	10	10	11	11	11	11	12	12	12	13
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	5	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrements/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>2,523</b>	<b>2,258</b>	<b>2,415</b>	<b>2,475</b>	<b>2,538</b>	<b>2,602</b>	<b>2,668</b>	<b>2,735</b>	<b>2,826</b>	<b>2,875</b>	<b>2,950</b>	<b>3,026</b>
<b>Operating Result from Continuing Operations</b>	<b>(22)</b>	<b>128</b>	<b>860</b>	<b>154</b>	<b>261</b>	<b>263</b>	<b>163</b>	<b>209</b>	<b>236</b>	<b>311</b>	<b>364</b>	<b>422</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(22)</b>	<b>128</b>	<b>860</b>	<b>154</b>	<b>261</b>	<b>263</b>	<b>163</b>	<b>209</b>	<b>236</b>	<b>311</b>	<b>364</b>	<b>422</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(337)</b>	<b>(13)</b>	<b>2</b>	<b>88</b>	<b>186</b>	<b>184</b>	<b>183</b>	<b>209</b>	<b>238</b>	<b>311</b>	<b>384</b>	<b>422</b>

UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2033  
**BALANCE SHEET - WATER FUND**  
 Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					2032/33 \$'000
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	-	467	383	140	1,052	1,711	2,439	3,217	4,053	4,946	5,899
Investments	3,510	2,801	2,801	2,801	3,228	2,726	2,726	2,726	2,726	2,726	2,726	2,726
Receivables	225	357	358	373	387	403	419	435	452	470	489	508
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>3,735</b>	<b>3,158</b>	<b>3,627</b>	<b>3,556</b>	<b>3,756</b>	<b>4,161</b>	<b>4,856</b>	<b>5,600</b>	<b>6,395</b>	<b>7,250</b>	<b>8,161</b>	<b>9,134</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	7	25	25	26	27	28	29	30	32	33	34	36
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	28,942	29,622	30,437	30,667	30,953	31,011	30,700	30,586	30,451	30,335	29,986	29,404
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>28,949</b>	<b>29,647</b>	<b>30,462</b>	<b>30,693</b>	<b>30,960</b>	<b>31,040</b>	<b>30,729</b>	<b>30,616</b>	<b>30,483</b>	<b>30,368</b>	<b>30,020</b>	<b>29,439</b>
<b>TOTAL ASSETS</b>	<b>32,684</b>	<b>32,805</b>	<b>34,088</b>	<b>34,249</b>	<b>34,715</b>	<b>35,221</b>	<b>35,585</b>	<b>36,216</b>	<b>36,878</b>	<b>37,618</b>	<b>38,181</b>	<b>38,573</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	10	12	13	13	13	14	14	15	15	16	16	17
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	275	39	235	18	18	19	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16	17	18	19	21	22	24	25	27	29	31	-
Employee benefit provisions	229	229	229	229	229	229	229	229	229	229	229	229
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>530</b>	<b>297</b>	<b>495</b>	<b>279</b>	<b>282</b>	<b>284</b>	<b>267</b>	<b>269</b>	<b>271</b>	<b>273</b>	<b>276</b>	<b>246</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	378	361	342	323	302	280	256	231	204	175	145	145
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>378</b>	<b>361</b>	<b>342</b>	<b>323</b>	<b>302</b>	<b>280</b>	<b>256</b>	<b>231</b>	<b>204</b>	<b>175</b>	<b>145</b>	<b>145</b>
<b>TOTAL LIABILITIES</b>	<b>908</b>	<b>657</b>	<b>838</b>	<b>602</b>	<b>584</b>	<b>564</b>	<b>523</b>	<b>500</b>	<b>475</b>	<b>449</b>	<b>420</b>	<b>390</b>
<b>Net Assets</b>	<b>31,776</b>	<b>32,147</b>	<b>33,251</b>	<b>33,647</b>	<b>34,151</b>	<b>34,657</b>	<b>35,062</b>	<b>35,716</b>	<b>36,403</b>	<b>37,169</b>	<b>37,761</b>	<b>38,183</b>
<b>EQUITY</b>												
Retained Earnings	25,516	25,644	26,504	26,658	26,919	27,182	27,344	27,553	27,789	28,100	28,464	28,866
Revaluation Reserves	6,260	6,503	6,747	6,990	7,232	7,475	7,718	8,163	8,614	9,069	9,297	9,297
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	31,776	32,147	33,251	33,647	34,151	34,657	35,062	35,716	36,403	37,169	37,761	38,183
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>31,776</b>	<b>32,147</b>	<b>33,251</b>	<b>33,647</b>	<b>34,151</b>	<b>34,657</b>	<b>35,062</b>	<b>35,716</b>	<b>36,403</b>	<b>37,169</b>	<b>37,761</b>	<b>38,183</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - WATER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,059	1,116	1,161	1,208	1,256	1,305	1,359	1,413	1,470	1,528	1,589
User Charges & Fees	-	971	1,108	1,137	1,182	1,229	1,278	1,328	1,381	1,435	1,492	1,551
Investment & Interest Revenue Received	-	55	191	200	209	219	229	239	250	262	274	286
Grants & Contributions	-	(95)	1,055	(153)	67	69	(19)	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(693)	(782)	(805)	(829)	(854)	(880)	(906)	(933)	(961)	(990)	(1,020)
Materials & Contracts	-	(992)	(1,069)	(1,099)	(1,132)	(1,167)	(1,203)	(1,240)	(1,278)	(1,318)	(1,358)	(1,400)
Borrowing Costs	-	(29)	(24)	(23)	(22)	(20)	(19)	(17)	(17)	(12)	(12)	(10)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(10)	(10)	(10)	(11)	(11)	(11)	(11)	(12)	(12)	(12)	(13)
<b>Net Cash provided (or used in) Operating Activities</b>	-	266	1,589	409	673	721	681	751	803	863	921	984
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	709	-	-	-	502	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	50	117	75	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	(427)	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(959)	(1,104)	(525)	(586)	(365)	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(250)	(1,104)	(475)	(896)	212	-	-	-	-	-	-
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(16)	(17)	(18)	(19)	(21)	(22)	(24)	(25)	(27)	(29)	(31)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(16)	(17)	(18)	(19)	(21)	(22)	(24)	(25)	(27)	(29)	(31)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	0	467	(84)	(242)	912	659	728	778	896	899	953
plus: Cash & Cash Equivalents - beginning of year	-	-	0	467	383	141	1,052	1,711	2,439	3,217	4,053	4,946
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	0	467	383	141	1,052	1,711	2,439	3,217	4,053	4,946	5,899
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	0	467	383	141	1,052	1,711	2,439	3,217	4,053	4,946	5,899
Investments - end of the year	3,510	2,801	2,801	2,801	3,228	2,726	2,726	2,726	2,726	2,726	2,726	2,726
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>3,510</b>	<b>2,801</b>	<b>3,268</b>	<b>3,184</b>	<b>3,369</b>	<b>3,778</b>	<b>4,427</b>	<b>5,185</b>	<b>5,943</b>	<b>6,779</b>	<b>7,672</b>	<b>8,625</b>
<b>Representing:</b>												
- External Restrictions	463	463	463	533	607	686	771	871	959	1,059	1,169	1,289
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	3,047	2,338	2,805	2,651	2,761	3,092	3,656	4,314	5,184	6,020	6,913	7,866
<b>3,510</b>	<b>2,801</b>	<b>3,268</b>	<b>3,184</b>	<b>3,368</b>	<b>3,778</b>	<b>4,427</b>	<b>5,185</b>	<b>5,943</b>	<b>6,779</b>	<b>7,672</b>	<b>8,625</b>	



UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**EQUITY STATEMENT - WATER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance (as at 1/7)	27,655	31,776	32,147	33,251	33,647	34,151	34,657	35,062	35,716	36,403	37,169	37,761
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>27,655</b>	<b>31,776</b>	<b>32,147</b>	<b>33,251</b>	<b>33,647</b>	<b>34,151</b>	<b>34,657</b>	<b>35,062</b>	<b>35,716</b>	<b>36,403</b>	<b>37,169</b>	<b>37,761</b>
Net Operating Result for the Year	(22)	128	880	154	261	263	163	209	236	311	364	422
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>(22)</b>	<b>128</b>	<b>880</b>	<b>154</b>	<b>261</b>	<b>263</b>	<b>163</b>	<b>209</b>	<b>236</b>	<b>311</b>	<b>364</b>	<b>422</b>
Other Comprehensive Income												
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	4,143	243	243	243	243	243	242	446	450	455	228	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) 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	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>4,143</b>	<b>243</b>	<b>243</b>	<b>243</b>	<b>243</b>	<b>243</b>	<b>242</b>	<b>446</b>	<b>450</b>	<b>455</b>	<b>228</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>4,121</b>	<b>371</b>	<b>1,103</b>	<b>397</b>	<b>504</b>	<b>505</b>	<b>405</b>	<b>655</b>	<b>687</b>	<b>766</b>	<b>592</b>	<b>422</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>31,776</b>	<b>32,147</b>	<b>33,251</b>	<b>33,647</b>	<b>34,151</b>	<b>34,657</b>	<b>35,062</b>	<b>35,716</b>	<b>36,403</b>	<b>37,169</b>	<b>37,761</b>	<b>38,183</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

FINANCIAL PERFORMANCE INDICATORS - WATER FUND

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	-4.89%	-2.06%	-1.85%	-15.42%	-1.05%	0.09%	1.55%	2.97%	4.37%	5.74%	7.09%	7.71%	9.78%	10.99%	12.24%
Own Source Operating Revenue Ratio 1)	98.63%	94.09%	98.41%	86.65%	94.07%	73.81%	97.49%	97.52%	97.54%	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	8.78	20.87	21.38	23.38	30.81	36.60	41.20	46.69	52.31	75.25
Debt Service Cover Ratio 1)	11.64	4.29	4.37	10.17	11.93	13.53	14.57	15.64	16.69	17.84	19.15	19.68	22.69	23.29	24.78
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	7.24%	4.58%	4.75%	0.00%	6.32%	6.30%	6.30%	6.29%	6.29%	6.29%	6.29%	6.29%	6.29%	6.29%	6.29%
Cash Expense Cover Ratio 1)	19.7	13.17	12.45		17.62	22.26	24.78	26.79	28.35	26.48	24.22	17.04	20.67	24.71	28.62
<b>1) different</b> Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Renewals Ratio	100.53%	60.00%	20.24%	55.03%	52.97%	53.71%	54.39%	55.04%	55.64%	56.19%	57.14%	58.07%	58.97%	59.85%	0.00%

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UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2033  
**KEY PERFORMANCE INDICATORS - WATER FUND**  
 Scenario: Base Case

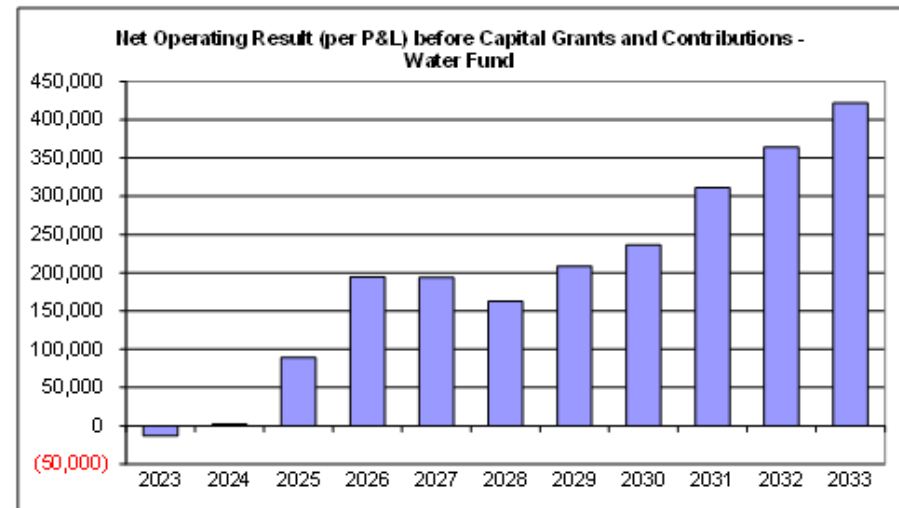
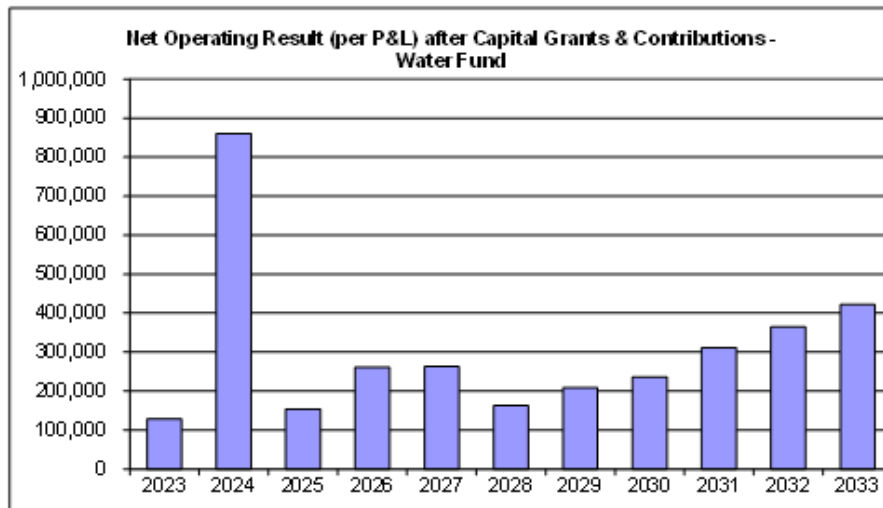
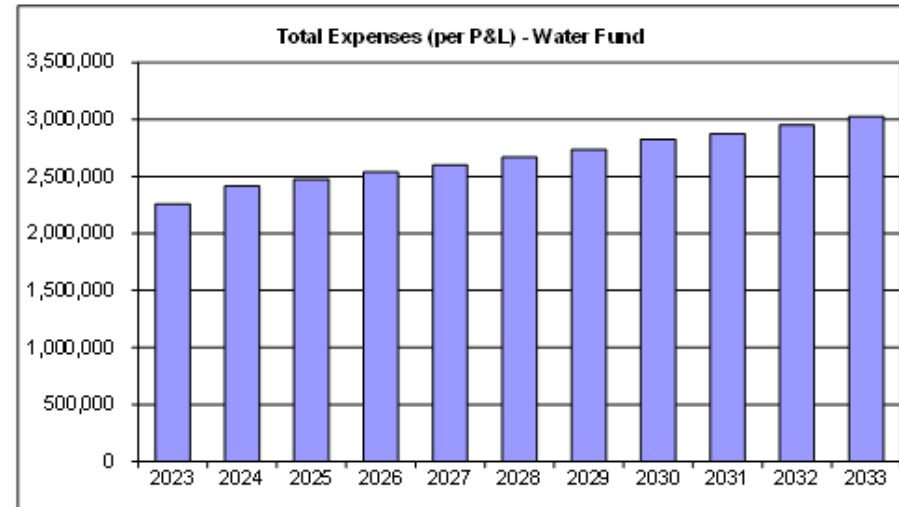
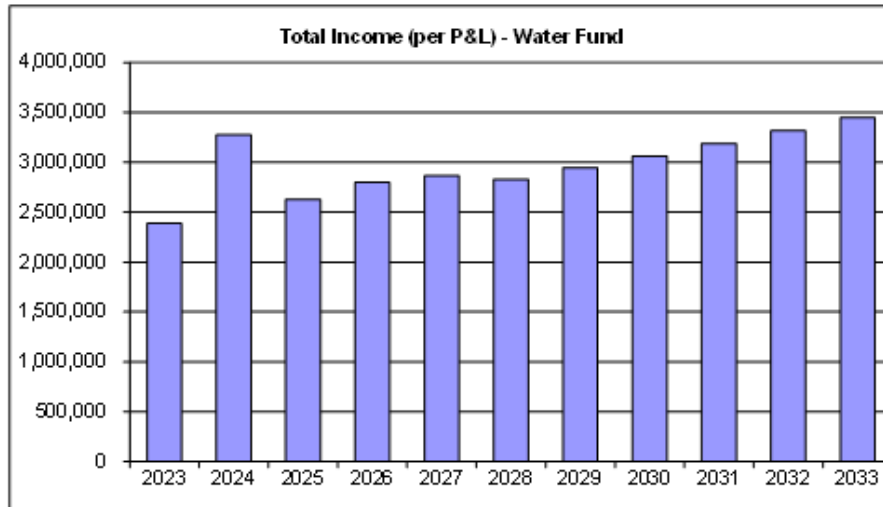
		Current Year 2022/23	Projected Years											
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33		
			Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)		Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum									
<b>Council's Target Benchmarks</b>														
<b>New Note 13 Ratios</b>														
Operating Performance Ratio 1)	Snapshot													
	Actual Ratio	-1.05%	0.09%	1.55%	2.97%	4.37%	5.74%	7.09%	7.71%	9.76%	10.99%	12.24%		
Own Source Operating Revenue Ratio 1)	Snapshot													
	Actual Ratio	94.07%	73.81%	97.49%	97.52%	97.54%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Unrestricted Current Ratio	Snapshot													
	Actual Ratio	16.60	8.76	20.87	21.38	23.36	30.81	36.60	41.20	46.69	52.31	75.25		
Debt Service Cover Ratio 1)	Snapshot													
	Actual Ratio	11.93	13.53	14.57	15.64	16.69	17.84	19.15	19.68	22.69	23.29	24.78		
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%	6.29%	6.29%	6.29%	6.29%		
Cash Expense Cover Ratio 1)	Snapshot													
	Actual Ratio	17.62	22.26	24.78	26.79	26.35	26.48	24.22	17.04	20.87	24.71	28.62		
1) <b>different</b> Calculation to TCorp's calculation for same ratio														
<b>New Special Schedule 7 Ratios</b>														
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%	0.00%		

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - WATER FUND**

**Scenario: Base Case**

Income Statement Charts

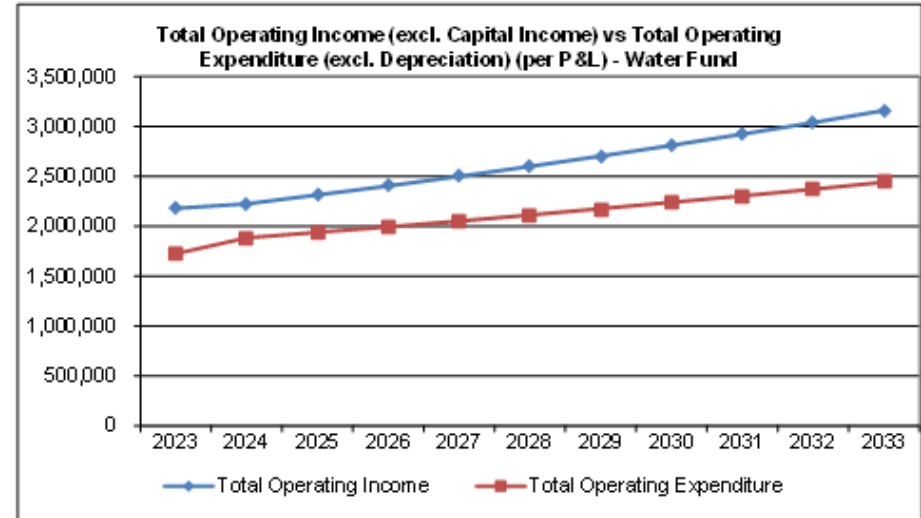
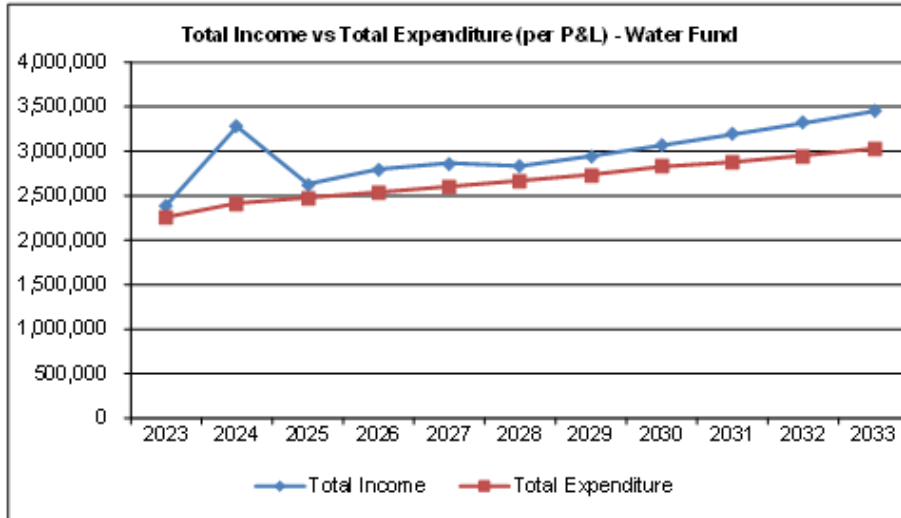


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - WATER FUND**

**Scenario: Base Case**

Income Statement Charts

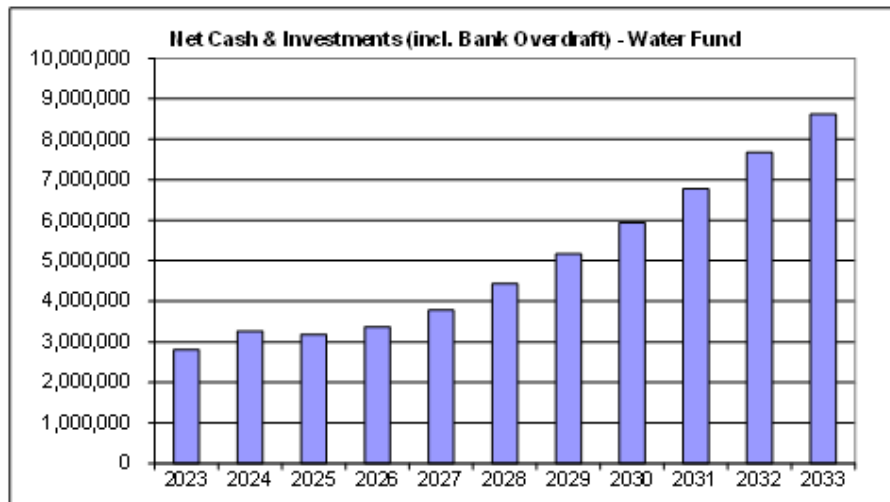
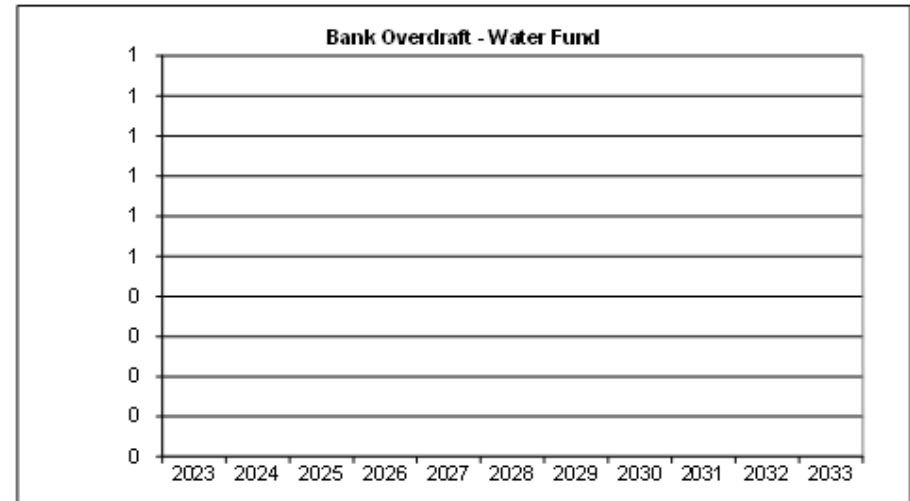
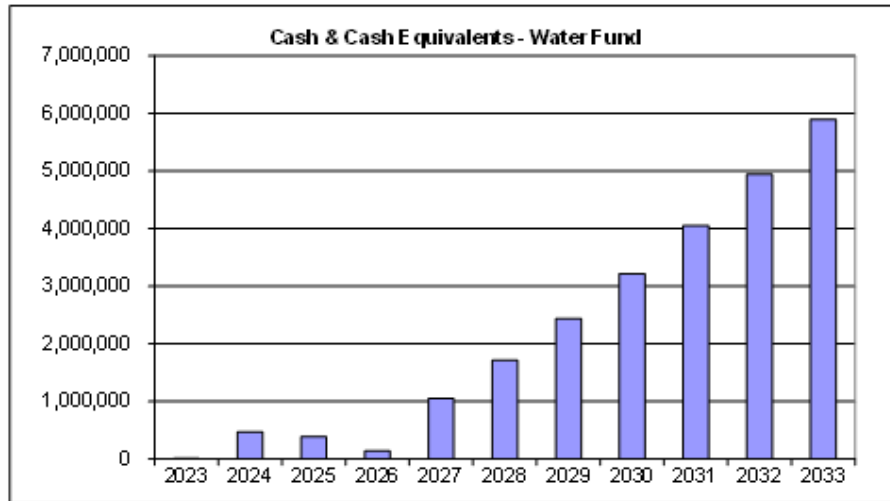


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - WATER FUND**

**Scenario: Base Case**

Cash, Investment & Bank Overdraft Charts

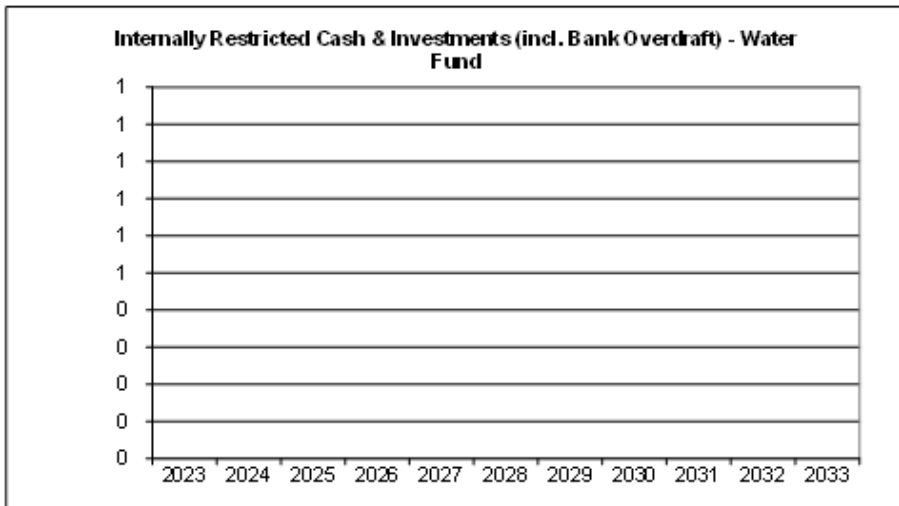
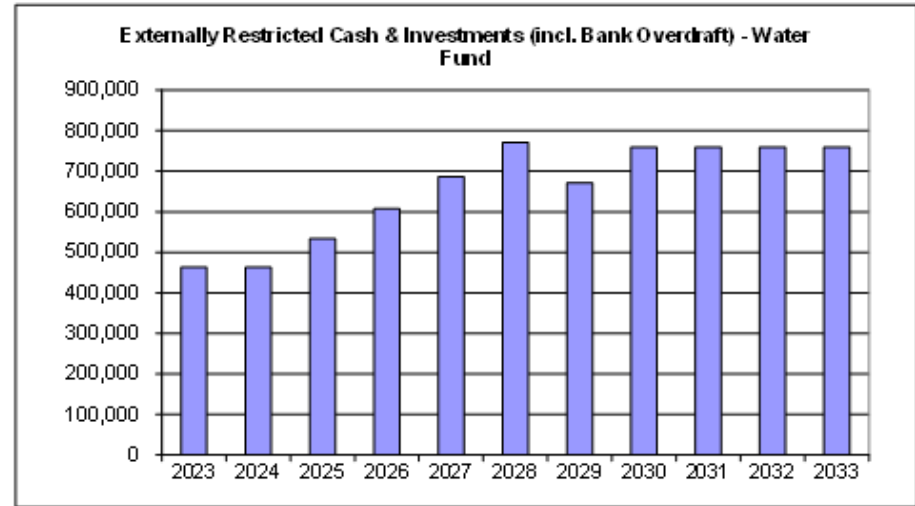
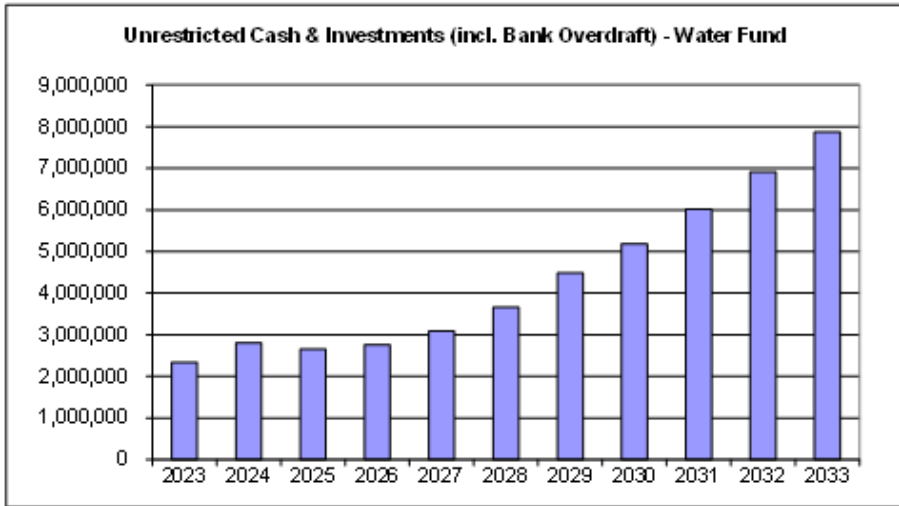


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - WATER FUND**

**Scenario: Base Case**

Cash Restrictions Charts

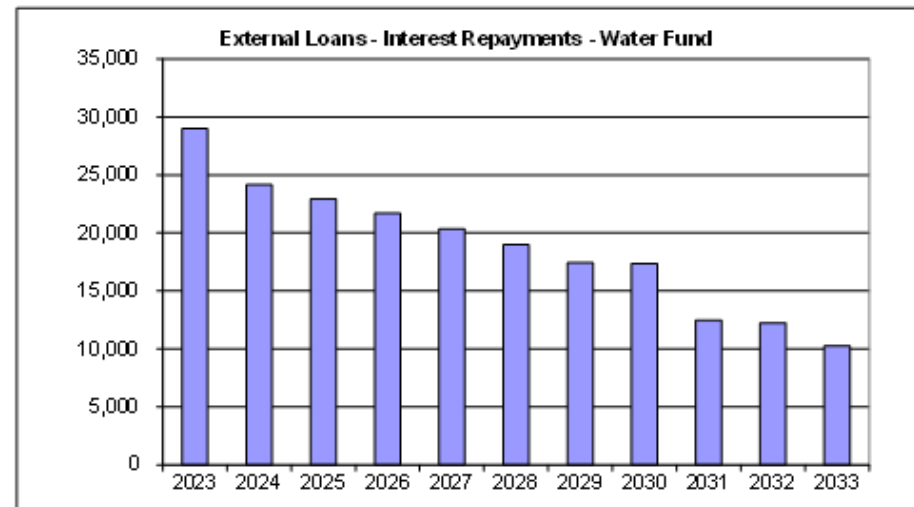
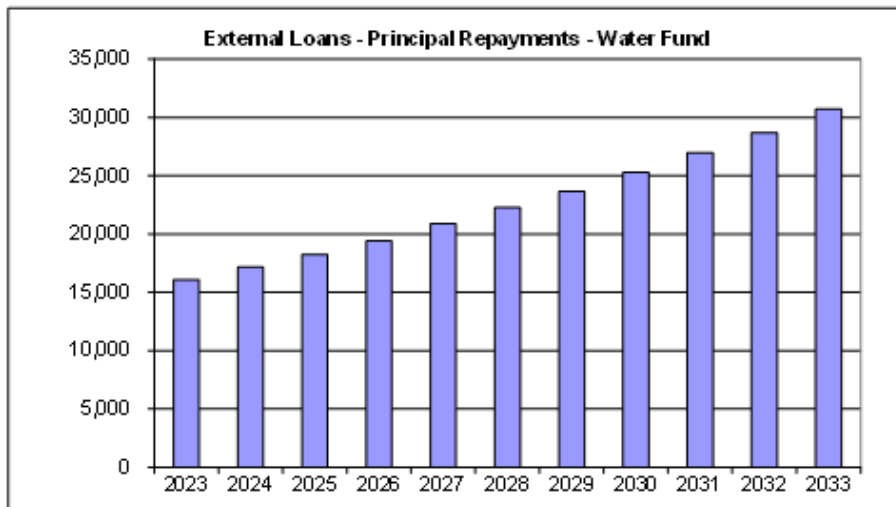
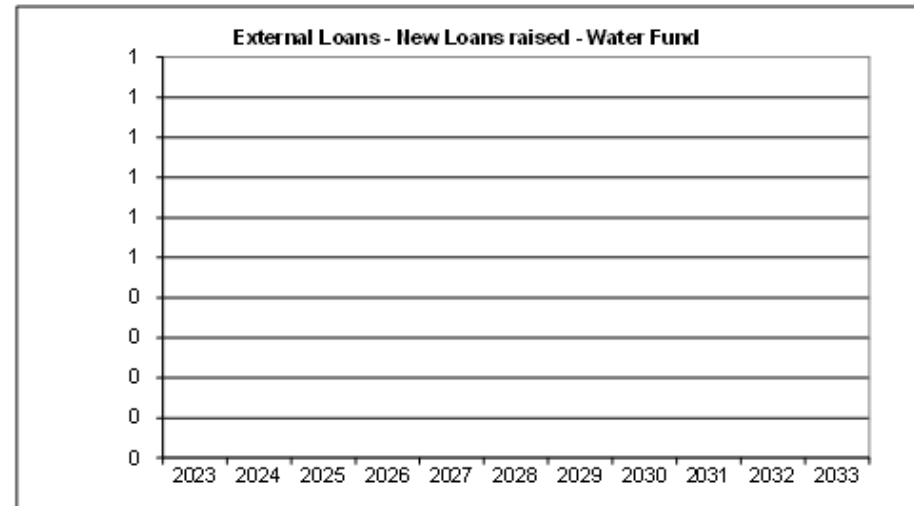
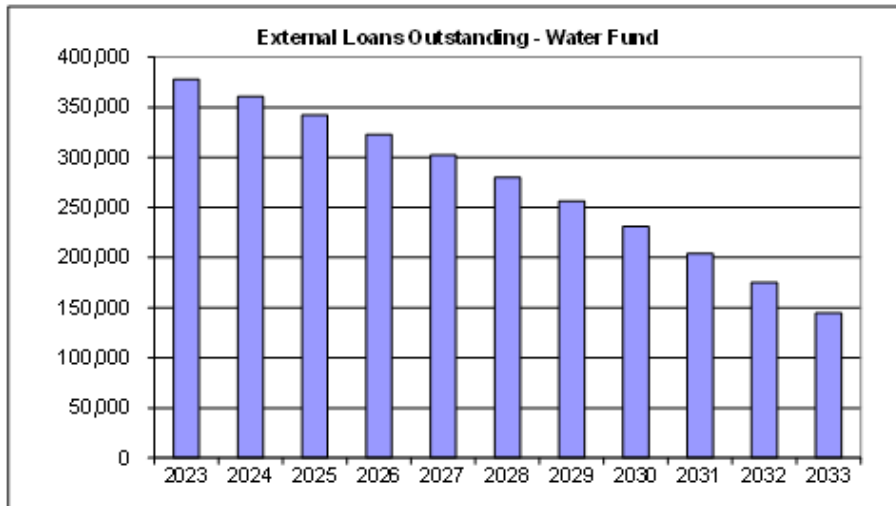


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - WATER FUND**

**Scenario: Base Case**

External Loans Charts



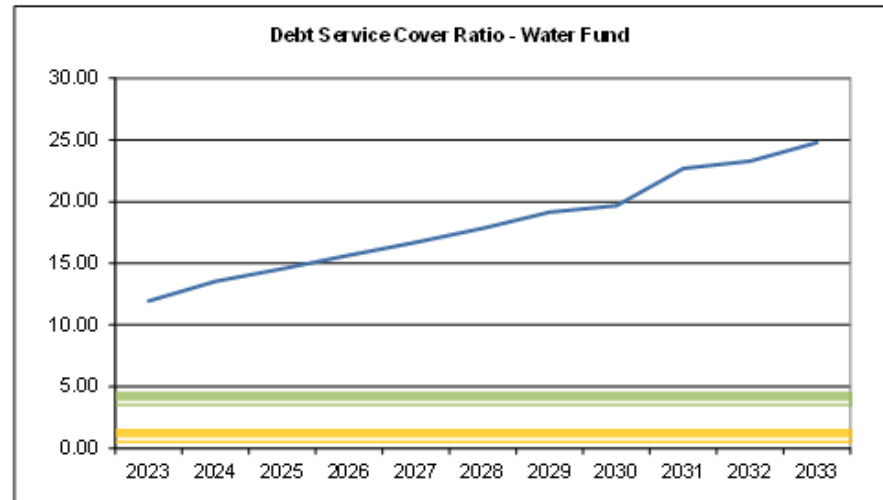
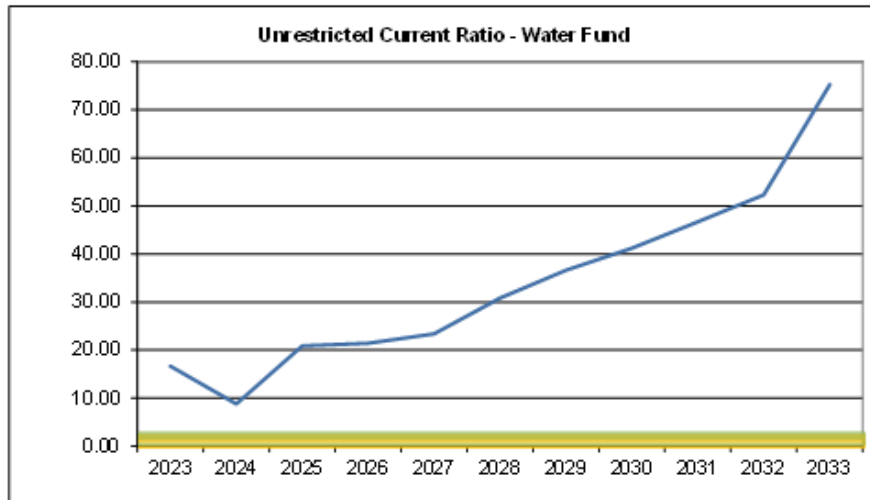
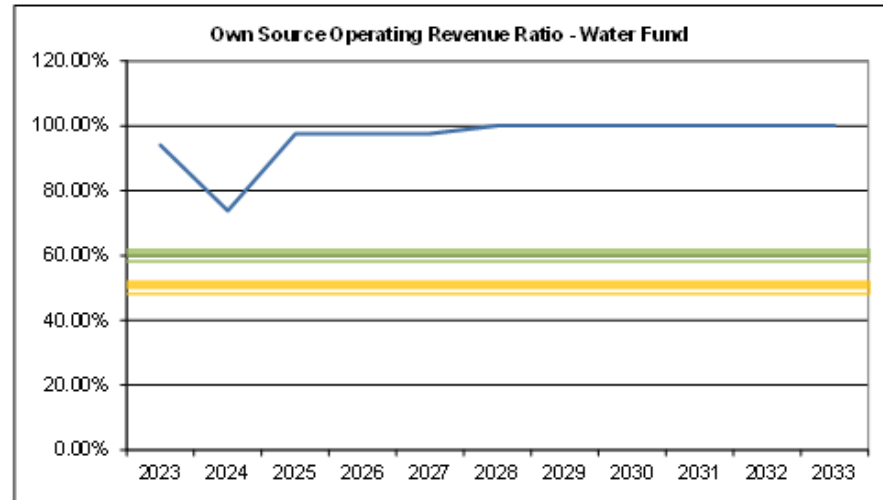
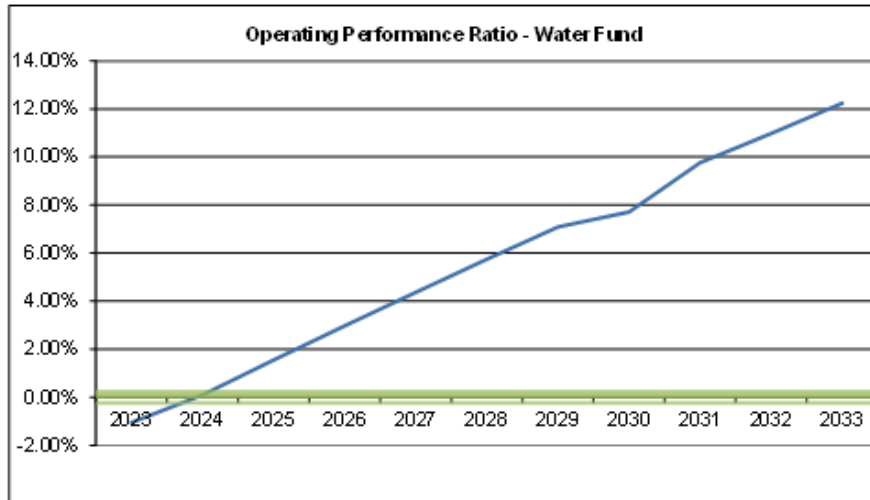


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - WATER FUND**

**Scenario: Base Case**

New Note 13 Ratios Charts



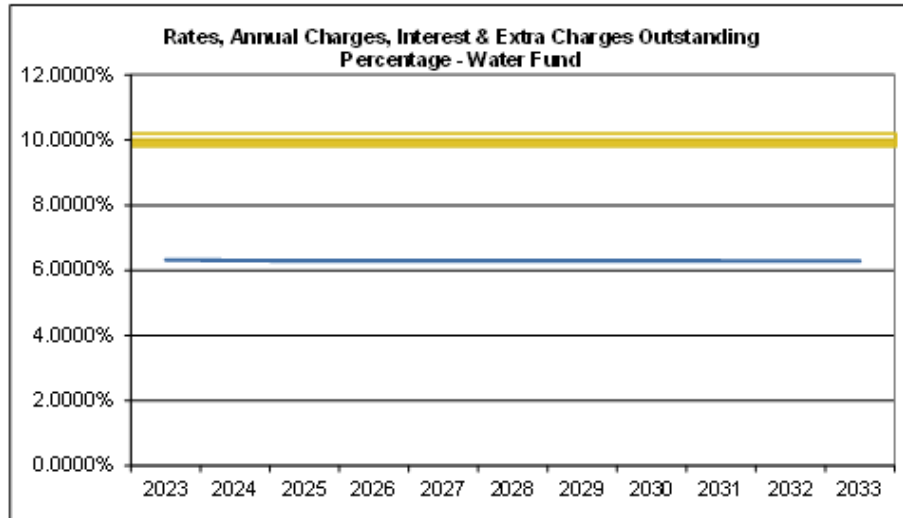
Minimum Amber
  Minimum Green
  Maximum Green
  Maximum Amber

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

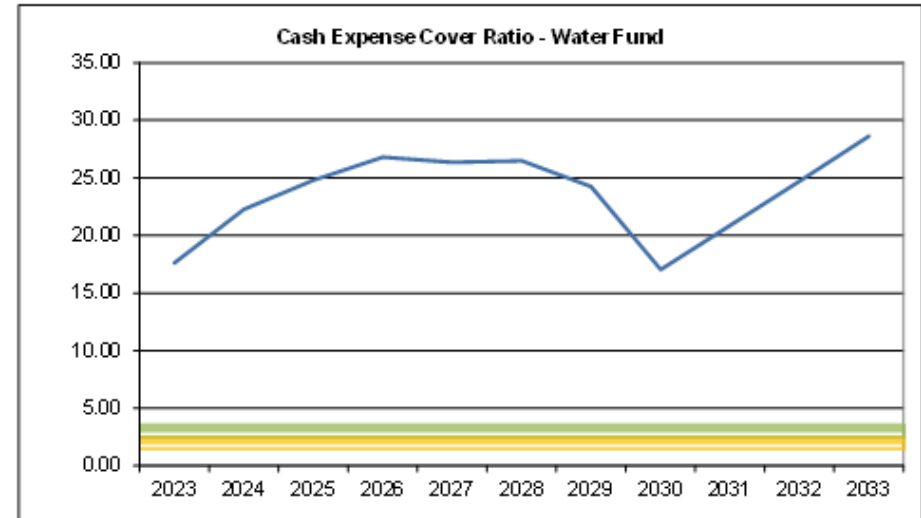
**CHARTS - WATER FUND**

**Scenario: Base Case**

New Note 13 Ratios Charts (continued)



Minimum Amber Minimum Green



Maximum Green Maximum Amber

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**HISTORICAL INFORMATION - SEWER FUND**

Scenario: Base Case

	2021/22 \$'000	2020/21 \$'000	2019/20 \$'000	2018/19 \$'000
<b>Income Statement</b>				
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
Rates & Annual Charges	1,334	1,244	1,197	1,118
User Charges & Fees	398	324	288	254
Other Revenues	-	19	10	10
Grants & Contributions provided for Operating Purposes	17	17	17	18
Grants & Contributions provided for Capital Purposes	257	10	101	143
Interest & Investment Revenue	20	25	78	121
<b>Other Income:</b>				
Net Gains from the Disposal of Assets	-	22	-	-
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	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,026</b>	<b>1,661</b>	<b>1,691</b>	<b>1,660</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	458	538	388	372
Borrowing Costs	8	11	14	17
Materials & Contracts	585	832	580	535
Depreciation & Amortisation	513	500	494	478
Impairment of investments	-	-	-	-
Impairment of receivables	-	-	-	-
Other Expenses	-	-	-	-
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	(2)
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,544</b>	<b>1,881</b>	<b>1,456</b>	<b>1,398</b>
<b>Operating Result from Continuing Operations</b>	<b>482</b>	<b>(220)</b>	<b>235</b>	<b>262</b>
Discontinued Operations - Profit/(Loss)				
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>482</b>	<b>(220)</b>	<b>235</b>	<b>262</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes				
	225	(230)	134	119

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**HISTORICAL INFORMATION - SEWER FUND**

**Balance Sheet**

	2021/22	2020/21	2019/20	2018/19
	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	-	-	-	-
Investments	5,977	5,399	5,395	4,771
Receivables	67	84	96	105
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>6,044</b>	<b>5,483</b>	<b>5,491</b>	<b>4,876</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	12	10	6	8
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	20,079	14,970	15,065	15,358
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>20,091</b>	<b>14,980</b>	<b>15,071</b>	<b>15,366</b>
<b>TOTAL ASSETS</b>	<b>26,135</b>	<b>20,463</b>	<b>20,562</b>	<b>20,242</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	2	3	4	4
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	-	-	-	-
Borrowings	4	48	56	42
Employee benefit provisions	172	162	148	152
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>178</b>	<b>213</b>	<b>208</b>	<b>198</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	-	-	-	-
Borrowings	88	92	128	184
Employee benefit provisions	-	-	-	-
Other provisions	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>88</b>	<b>92</b>	<b>128</b>	<b>184</b>
<b>TOTAL LIABILITIES</b>	<b>266</b>	<b>305</b>	<b>336</b>	<b>382</b>
<b>Net Assets</b>	<b>25,869</b>	<b>20,158</b>	<b>20,226</b>	<b>19,860</b>
<b>EQUITY</b>				
Retained Earnings	15,851	15,368	15,590	15,354
Revaluation Reserves	10,018	4,790	4,636	4,506
Other Reserves	-	-	-	-
Council Equity Interest	25,869	20,158	20,226	19,860
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>25,869</b>	<b>20,158</b>	<b>20,226</b>	<b>19,860</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**INCOME STATEMENT - SEWER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,334	1,381	1,518	1,583	1,610	1,659	1,708	1,760	1,812	1,867	1,923	1,961
User Charges & Fees	398	330	347	357	368	379	390	402	414	426	439	452
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	257	40	41	42	44	45	46	48	49	51	52	-
Interest & Investment Revenue	20	83	306	320	335	350	366	383	400	418	438	457
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,026</b>	<b>1,834</b>	<b>2,212</b>	<b>2,283</b>	<b>2,357</b>	<b>2,432</b>	<b>2,511</b>	<b>2,592</b>	<b>2,676</b>	<b>2,762</b>	<b>2,851</b>	<b>2,890</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	458	552	536	552	569	586	603	622	640	659	679	699
Borrowing Costs	8	8	6	5	5	5	4	4	4	3	3	2
Materials & Contracts	565	581	636	657	677	699	721	744	768	792	818	844
Depreciation & Amortisation	513	523	523	533	543	554	564	575	586	597	608	620
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	9	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,544</b>	<b>1,653</b>	<b>1,701</b>	<b>1,747</b>	<b>1,795</b>	<b>1,843</b>	<b>1,893</b>	<b>1,945</b>	<b>1,998</b>	<b>2,052</b>	<b>2,108</b>	<b>2,165</b>
<b>Operating Result from Continuing Operations</b>	<b>482</b>	<b>181</b>	<b>511</b>	<b>536</b>	<b>562</b>	<b>589</b>	<b>618</b>	<b>647</b>	<b>678</b>	<b>711</b>	<b>744</b>	<b>725</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>482</b>	<b>181</b>	<b>511</b>	<b>536</b>	<b>562</b>	<b>589</b>	<b>618</b>	<b>647</b>	<b>678</b>	<b>711</b>	<b>744</b>	<b>725</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>226</b>	<b>141</b>	<b>470</b>	<b>488</b>	<b>518</b>	<b>544</b>	<b>571</b>	<b>600</b>	<b>629</b>	<b>660</b>	<b>692</b>	<b>726</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033  
BALANCE SHEET - SEWER FUND  
Scenario: Base Case

	Actuals 2021/22 \$'000	Current Year 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Projected Years					2032/33 \$'000
							2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	-	-	706	1,448	2,462	3,635	4,848	6,101	7,398	8,739	10,072
Investments	5,977	5,713	5,507	5,507	5,507	5,507	5,507	5,507	5,507	5,507	5,507	5,507
Receivables	67	100	110	113	117	120	124	128	131	135	139	144
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>6,044</b>	<b>5,813</b>	<b>5,617</b>	<b>6,327</b>	<b>7,072</b>	<b>8,090</b>	<b>9,266</b>	<b>10,483</b>	<b>11,740</b>	<b>13,041</b>	<b>14,366</b>	<b>15,723</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	12	11	12	12	13	13	13	14	14	15	15	15
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	20,079	20,625	21,460	21,414	21,354	21,048	20,608	20,294	19,972	19,642	19,141	18,521
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>20,091</b>	<b>20,636</b>	<b>21,472</b>	<b>21,426</b>	<b>21,367</b>	<b>21,061</b>	<b>20,621</b>	<b>20,308</b>	<b>19,966</b>	<b>19,656</b>	<b>19,156</b>	<b>18,537</b>
<b>TOTAL ASSETS</b>	<b>26,135</b>	<b>26,449</b>	<b>27,089</b>	<b>27,752</b>	<b>28,439</b>	<b>29,150</b>	<b>29,887</b>	<b>30,790</b>	<b>31,726</b>	<b>32,697</b>	<b>33,541</b>	<b>34,259</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2	3	3	4	4	4	4	4	4	4	4	5
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4	4	4	5	5	5	6	6	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"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>178</b>	<b>179</b>	<b>180</b>	<b>180</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>182</b>	<b>182</b>	<b>183</b>	<b>184</b>	<b>177</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	88	84	80	75	71	65	60	54	48	41	34	34
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>88</b>	<b>84</b>	<b>80</b>	<b>75</b>	<b>71</b>	<b>65</b>	<b>60</b>	<b>54</b>	<b>48</b>	<b>41</b>	<b>34</b>	<b>34</b>
<b>TOTAL LIABILITIES</b>	<b>266</b>	<b>263</b>	<b>260</b>	<b>255</b>	<b>251</b>	<b>246</b>	<b>241</b>	<b>236</b>	<b>230</b>	<b>224</b>	<b>217</b>	<b>210</b>
<b>Net Assets</b>	<b>25,869</b>	<b>26,186</b>	<b>26,830</b>	<b>27,497</b>	<b>28,188</b>	<b>28,904</b>	<b>29,646</b>	<b>30,555</b>	<b>31,496</b>	<b>32,473</b>	<b>33,324</b>	<b>34,049</b>
<b>EQUITY</b>												
Retained Earnings	15,851	16,032	16,543	17,079	17,641	18,230	18,848	19,495	20,173	20,883	21,627	22,352
Revaluation Reserves	10,018	10,153	10,287	10,418	10,547	10,674	10,799	11,080	11,324	11,590	11,697	11,697
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	25,869	26,186	26,830	27,497	28,188	28,904	29,646	30,555	31,496	32,473	33,324	34,049
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>25,869</b>	<b>26,186</b>	<b>26,830</b>	<b>27,497</b>	<b>28,188</b>	<b>28,904</b>	<b>29,646</b>	<b>30,555</b>	<b>31,496</b>	<b>32,473</b>	<b>33,324</b>	<b>34,049</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

CASH FLOW STATEMENT - SEWER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,349	1,507	1,560	1,607	1,655	1,704	1,756	1,808	1,862	1,918	1,976
User Charges & Fees	-	330	347	357	368	379	390	402	414	426	439	452
Investment & Interest Revenue Received	-	83	306	320	335	350	366	383	400	418	438	457
Grants & Contributions	-	40	41	42	44	45	46	48	49	51	52	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(552)	(538)	(552)	(569)	(596)	(603)	(622)	(640)	(659)	(679)	(699)
Materials & Contracts	-	(560)	(638)	(657)	(677)	(699)	(721)	(744)	(768)	(792)	(818)	(844)
Borrowing Costs	-	(8)	(6)	(5)	(5)	(5)	(4)	(4)	(4)	(3)	(3)	(2)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	682	1,029	1,065	1,102	1,139	1,178	1,218	1,259	1,303	1,347	1,340
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	264	206	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(943)	(1,229)	(355)	(355)	(120)	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(678)	(1,019)	(355)	(355)	(120)	-	-	-	-	-	-
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(4)	(4)	(4)	(5)	(5)	(5)	(6)	(6)	(6)	(7)	(7)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(4)	(4)	(4)	(5)	(5)	(5)	(6)	(6)	(6)	(7)	(7)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	0	(0)	706	742	1,014	1,173	1,213	1,253	1,297	1,341	1,333
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	-	0	0	706	1,448	2,462	3,635	4,848	6,101	7,398	8,739
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	0	0	706	1,448	2,462	3,635	4,848	6,101	7,398	8,739	10,072
Cash & Cash Equivalents - end of the year	-	0	0	706	1,448	2,462	3,635	4,848	6,101	7,398	8,739	10,072
Investments - end of the year	5,977	5,713	5,507	5,507	5,507	5,507	5,507	5,507	5,507	5,507	5,507	5,507
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>6,977</b>	<b>6,713</b>	<b>6,607</b>	<b>6,213</b>	<b>6,966</b>	<b>7,970</b>	<b>9,142</b>	<b>10,366</b>	<b>11,608</b>	<b>12,905</b>	<b>14,248</b>	<b>16,679</b>
<b>Representing:</b>												
- External Restrictions	606	606	606	636	671	731	696	701	751	751	751	751
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	5,371	5,107	4,901	5,577	6,294	7,239	8,446	9,654	10,857	12,154	13,496	14,828
	<b>6,977</b>	<b>6,713</b>	<b>6,607</b>	<b>6,213</b>	<b>6,966</b>	<b>7,970</b>	<b>9,142</b>	<b>10,366</b>	<b>11,608</b>	<b>12,905</b>	<b>14,248</b>	<b>16,679</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**EQUITY STATEMENT - SEWER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Opening Balance (as at 1/7)	20,159	25,869	26,186	26,830	27,497	28,188	28,904	29,646	30,555	31,496	32,473	33,324
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>20,159</b>	<b>25,869</b>	<b>26,186</b>	<b>26,830</b>	<b>27,497</b>	<b>28,188</b>	<b>28,904</b>	<b>29,646</b>	<b>30,555</b>	<b>31,496</b>	<b>32,473</b>	<b>33,324</b>
Net Operating Result for the Year	482	181	511	536	562	589	618	647	678	711	744	725
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>482</b>	<b>181</b>	<b>511</b>	<b>536</b>	<b>562</b>	<b>589</b>	<b>618</b>	<b>647</b>	<b>678</b>	<b>711</b>	<b>744</b>	<b>725</b>
Other Comprehensive Income												
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	5,228	135	133	131	129	127	124	261	264	266	107	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) 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	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to IPP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>5,228</b>	<b>135</b>	<b>133</b>	<b>131</b>	<b>129</b>	<b>127</b>	<b>124</b>	<b>261</b>	<b>264</b>	<b>266</b>	<b>107</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>5,710</b>	<b>317</b>	<b>644</b>	<b>667</b>	<b>691</b>	<b>716</b>	<b>742</b>	<b>908</b>	<b>942</b>	<b>977</b>	<b>851</b>	<b>725</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>25,869</b>	<b>26,186</b>	<b>26,830</b>	<b>27,497</b>	<b>28,188</b>	<b>28,904</b>	<b>29,646</b>	<b>30,555</b>	<b>31,496</b>	<b>32,473</b>	<b>33,324</b>	<b>34,049</b>



UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

**FINANCIAL PERFORMANCE INDICATORS - SEWER FUND**

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	7.84%	8.43%	-13.93%	12.72%	8.36%	21.63%	22.02%	22.41%	22.80%	23.19%	23.57%	23.94%	24.34%	24.70%	25.08%
Own Source Operating Revenue Ratio 1)	90.42%	93.02%	98.37%	86.48%	97.82%	98.14%	98.15%	98.15%	98.15%	98.16%	98.16%	98.17%	98.17%	98.17%	100.00%
Unrestricted Current Ratio	23.48	24.80	25.74	33.96	67.11	84.04	72.38	80.93	92.52	107.65	121.53	135.65	150.70	165.96	199.28
Debt Service Cover Ratio 1)	36	11.46	5.11	93.25	58.44	103.46	107.34	111.18	114.54	118.40	122.97	122.40	136.83	136.27	140.88
Rates, Annual Charges, Interest & Extra 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%	7.42%	7.42%	7.42%
Cash Expense Cover Ratio 1)	59.51	32.5	39.08	∞	79.16	82.37	94.24	105.22	117.97	32.70	42.30	51.64	60.77	69.62	77.84
<b>1) different</b> Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Renewals Ratio	56.03%	40.00%	36.46%	63.52%	24.53%	25.69%	26.81%	27.90%	28.96%	29.98%	31.10%	32.20%	33.28%	34.33%	0.00%

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UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2033

KEY PERFORMANCE INDICATORS - SEWER FUND

Scenario: Base Case

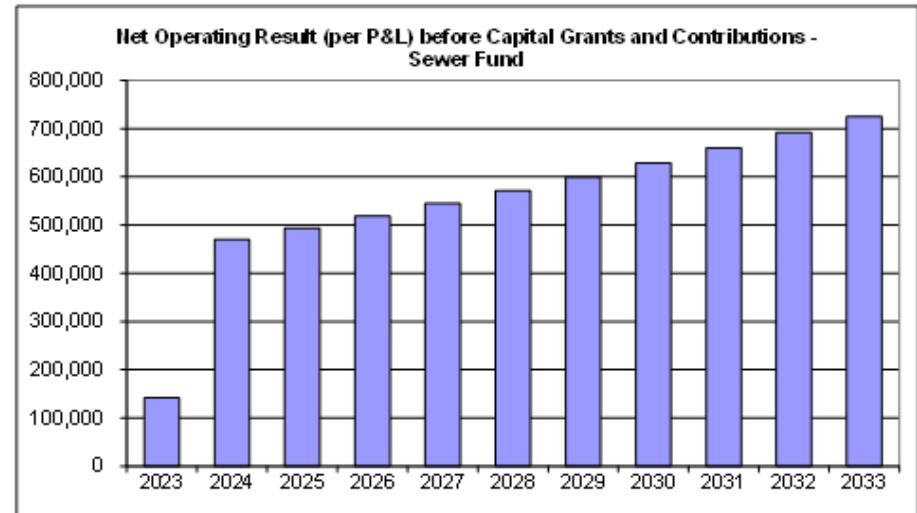
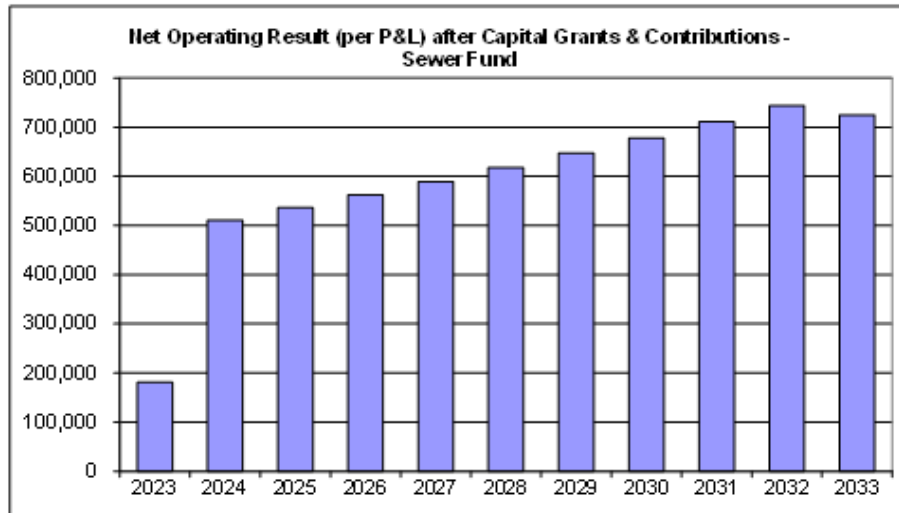
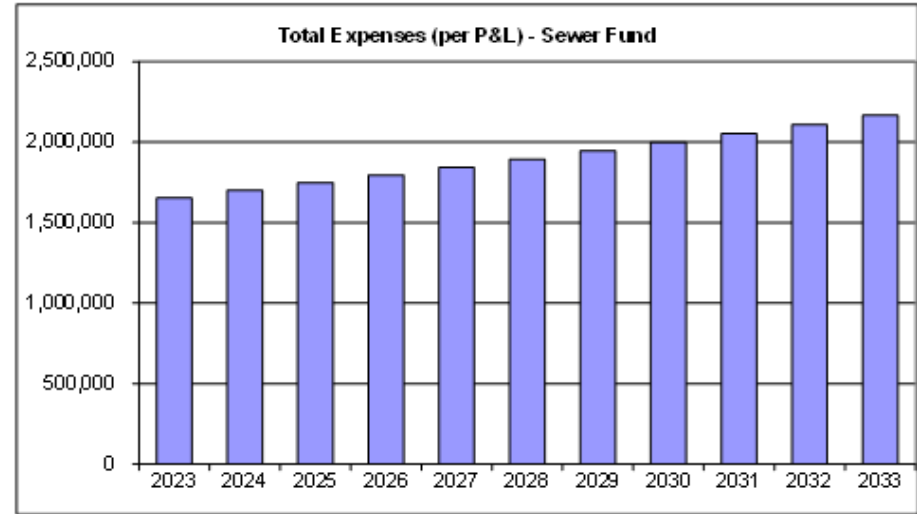
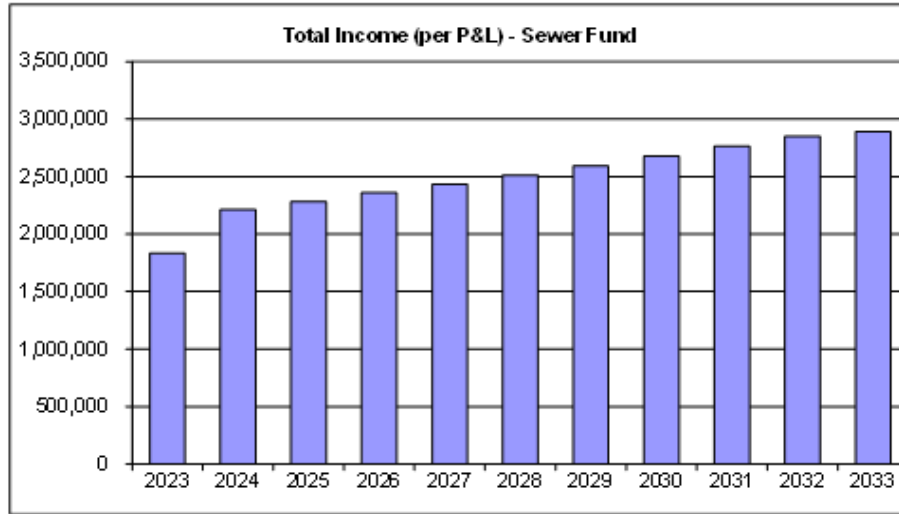
		Current Year 2022/23	Projected Years									
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>Council's Target Benchmarks</b>												
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	8.36%	21.63%	22.02%	22.41%	22.80%	23.19%	23.57%	23.94%	24.34%	24.70%	25.08%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	97.82%	98.14%	98.15%	98.15%	98.15%	98.16%	98.16%	98.17%	98.17%	98.17%	100.00%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	67.11	64.04	72.36	80.93	92.52	107.65	121.53	135.65	150.70	165.96	199.28
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	58.44	103.46	107.34	111.18	114.54	118.40	122.97	122.40	136.83	136.27	140.88
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%	7.42%	7.42%	7.42%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	79.16	82.37	94.24	105.22	117.97	32.70	42.30	51.64	60.77	69.62	77.84
<b>1) different Calculation to TCorp's calculation for same ratio</b>												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Renewals Ratio	Snapshot											
	Actual Ratio	24.53%	25.69%	26.81%	27.90%	28.96%	29.98%	31.10%	32.20%	33.28%	34.33%	0.00%

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - SEWER FUND**

**Scenario: Base Case**

Income Statement Charts

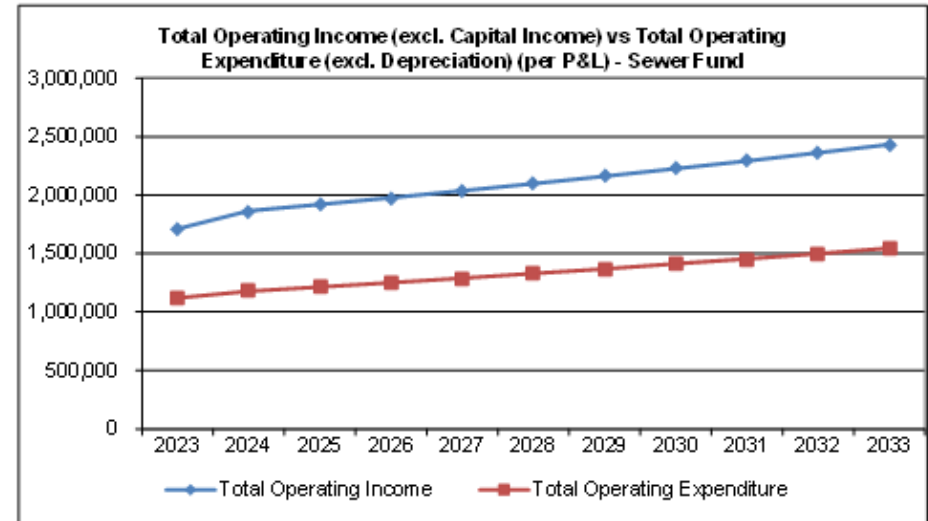
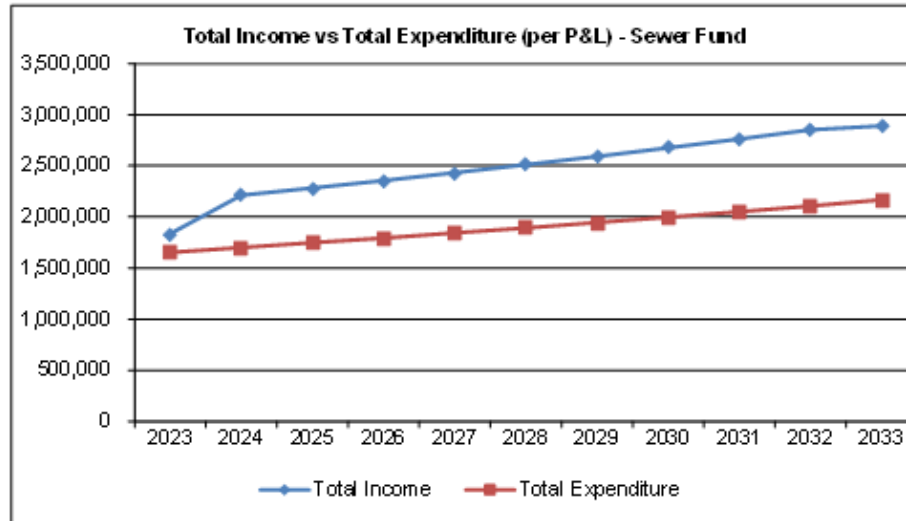


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - SEWER FUND**

**Scenario: Base Case**

Income Statement Charts

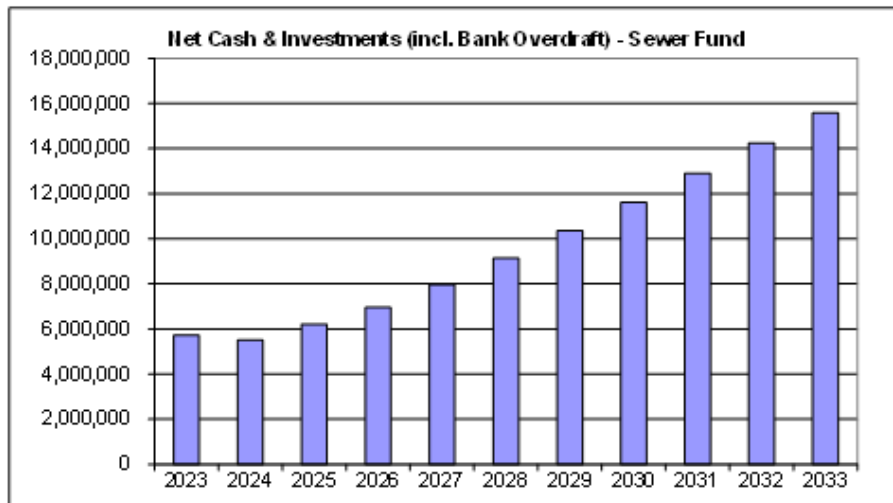
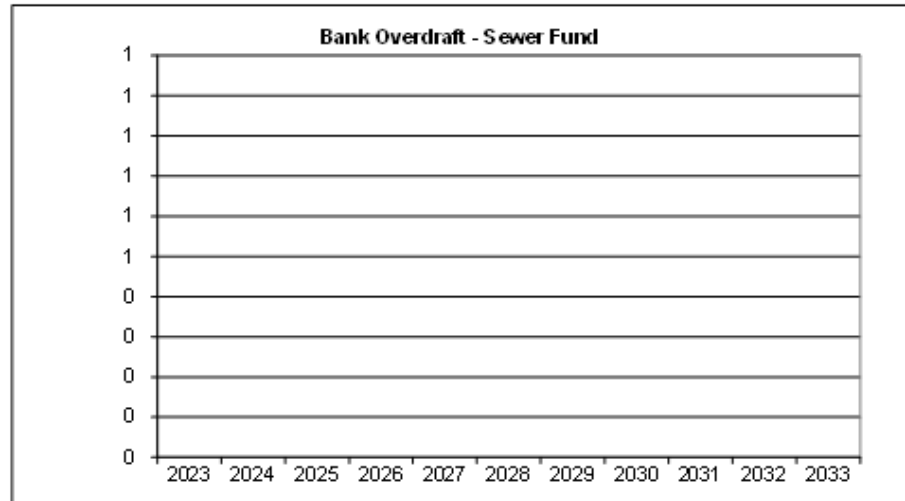
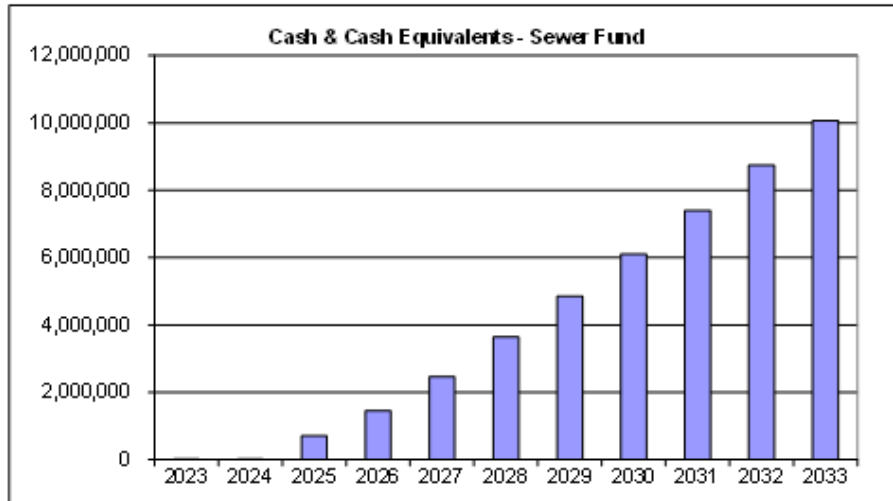


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - SEWER FUND**

**Scenario: Base Case**

Cash, Investment & Bank Overdraft Charts

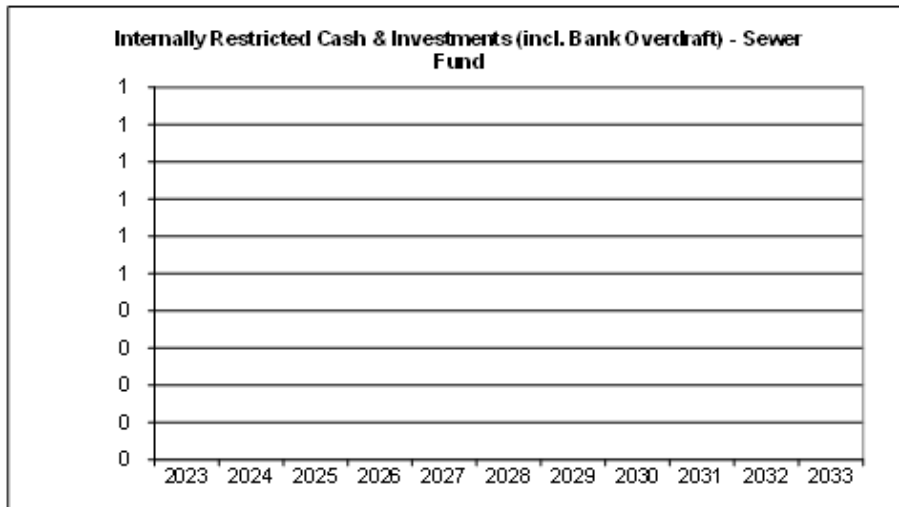
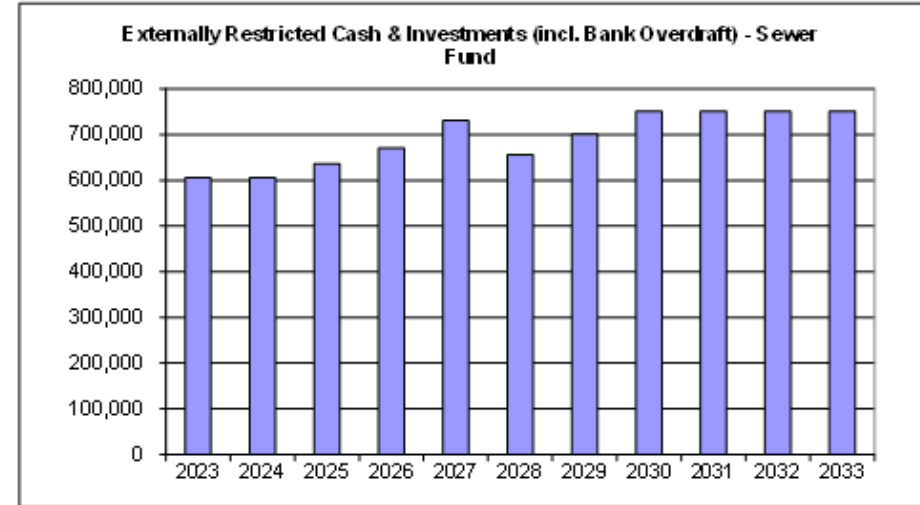
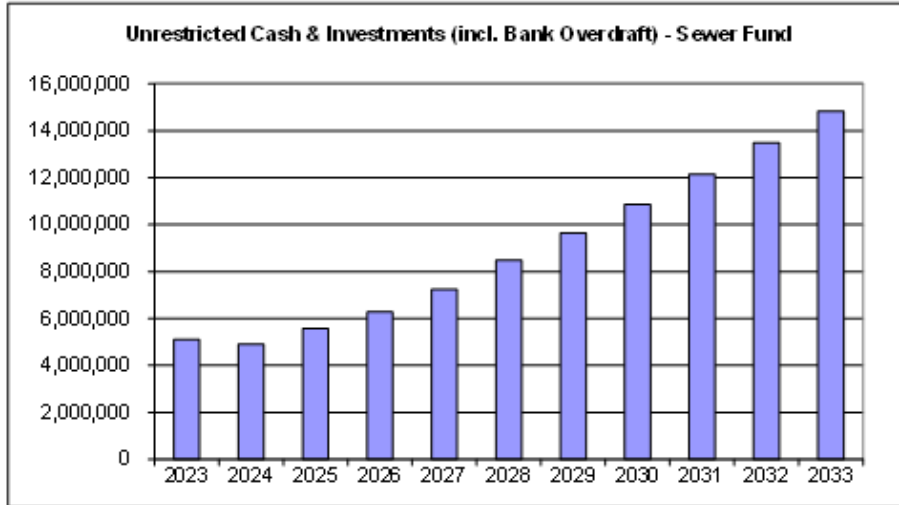


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - SEWER FUND**

**Scenario: Base Case**

Cash Restrictions Charts

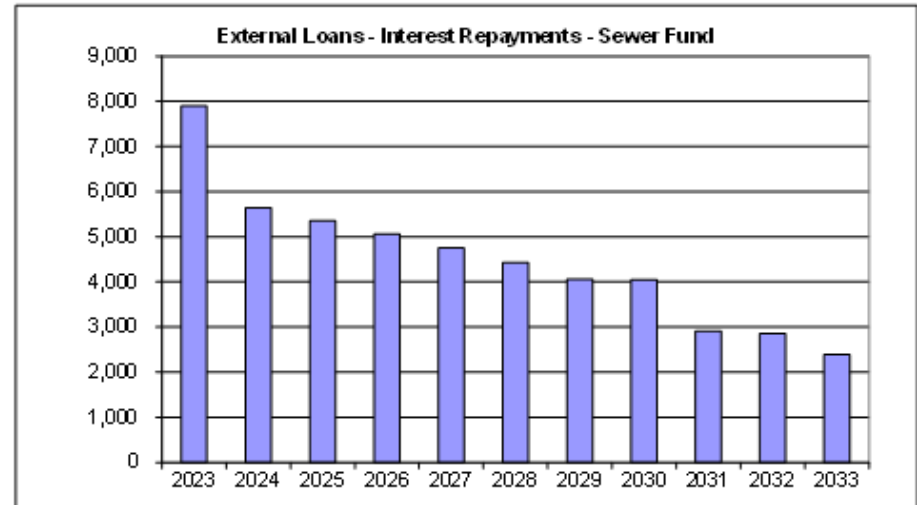
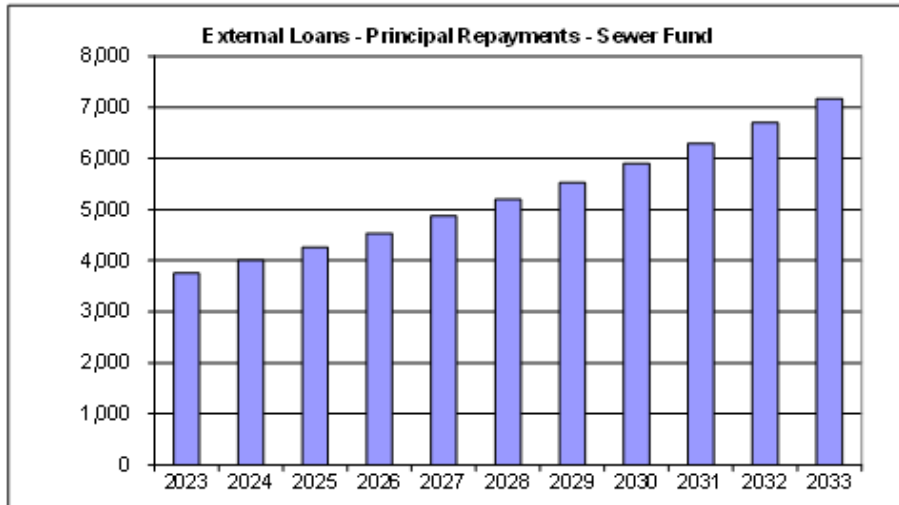
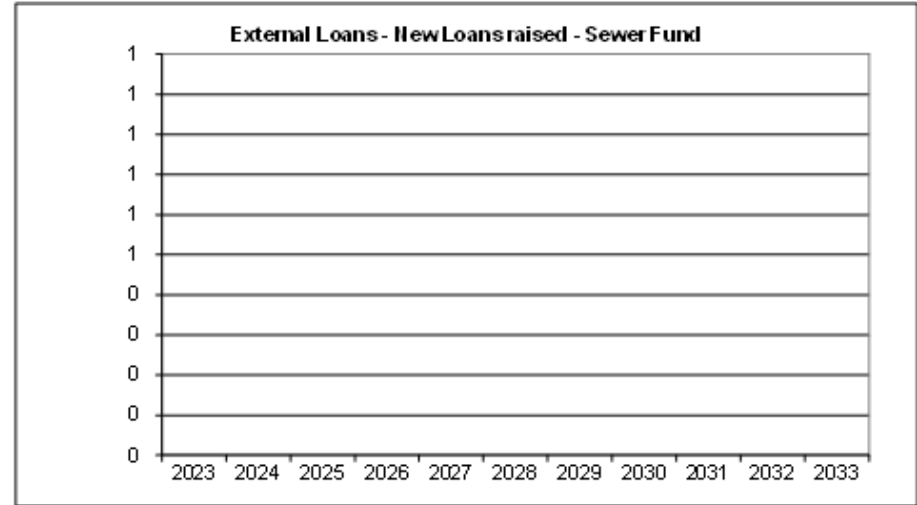
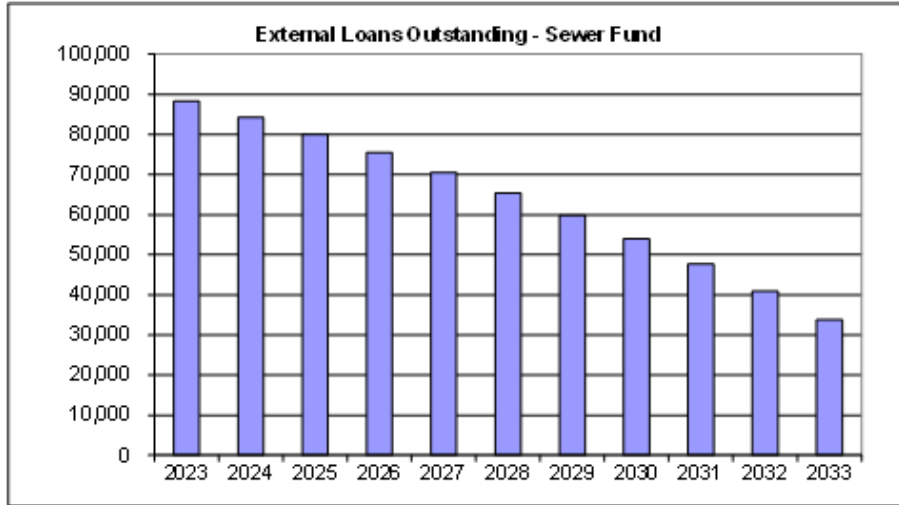


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - SEWER FUND**

**Scenario: Base Case**

External Loans Charts

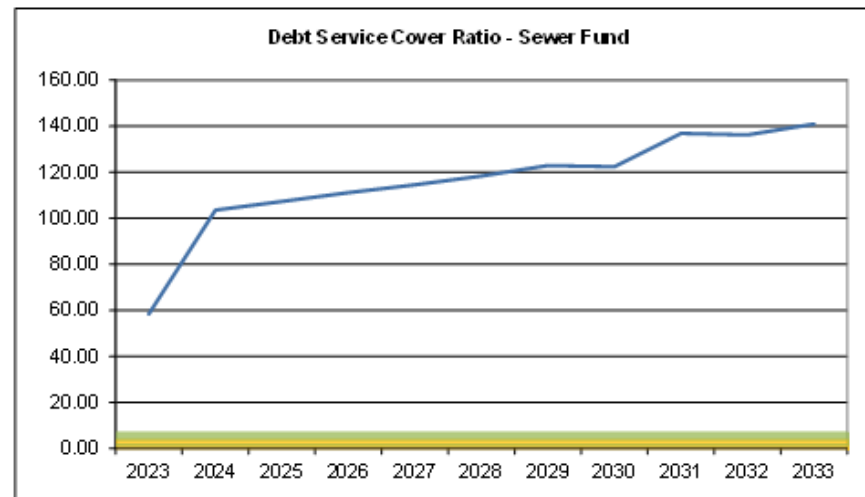
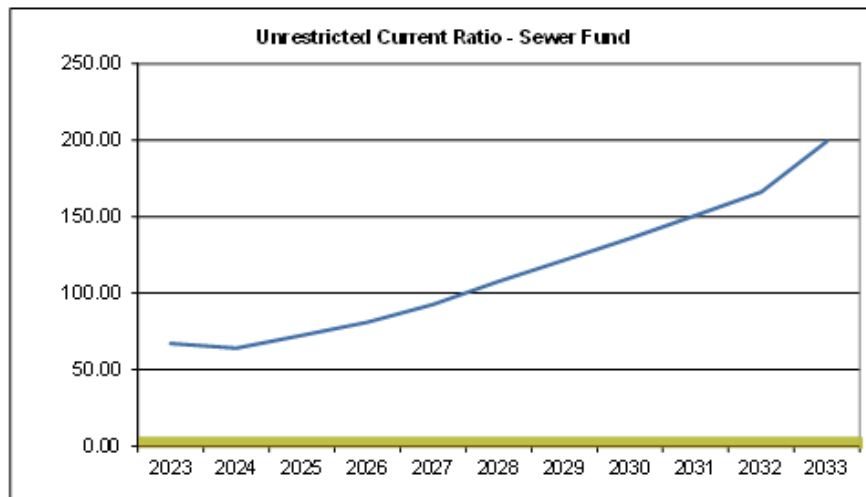
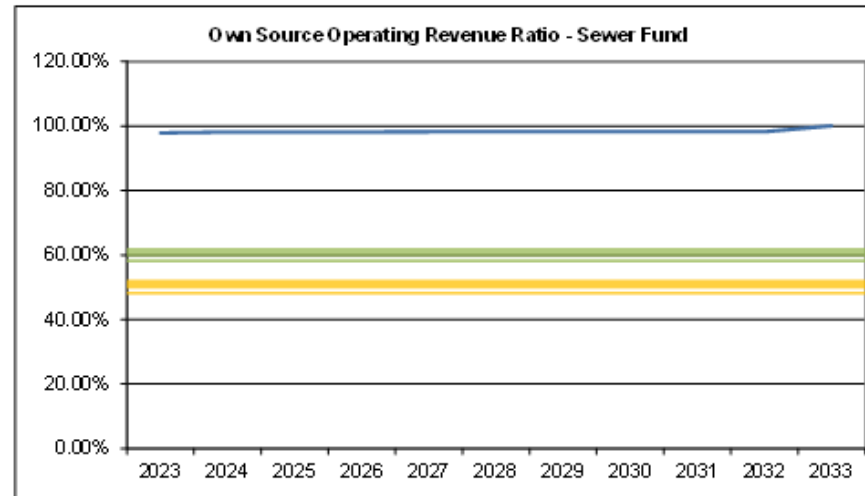
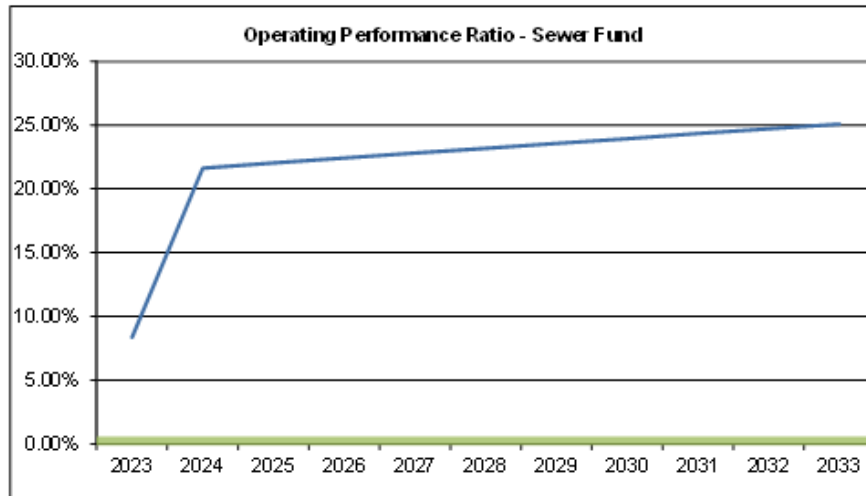


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - SEWER FUND**

**Scenario: Base Case**

New Note 13 Ratios Charts



Minimum Amber
  Minimum Green
  Maximum Green
  Maximum Amber

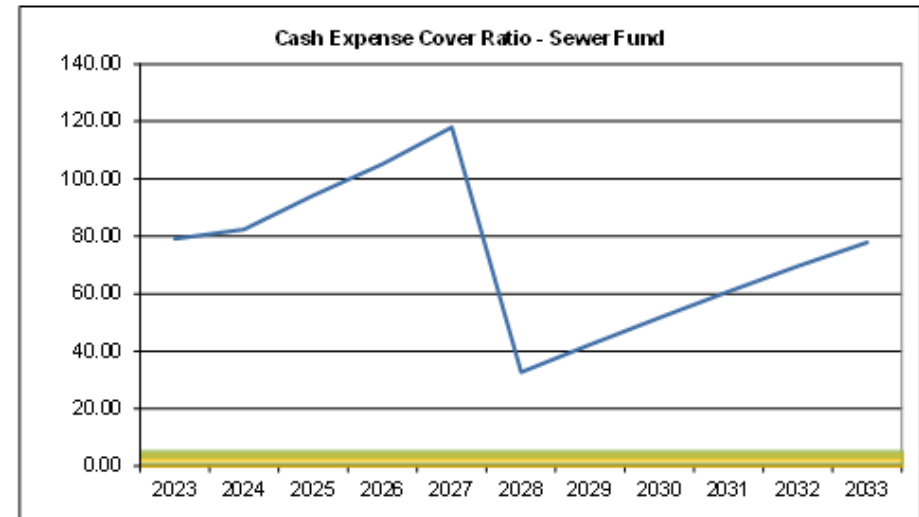
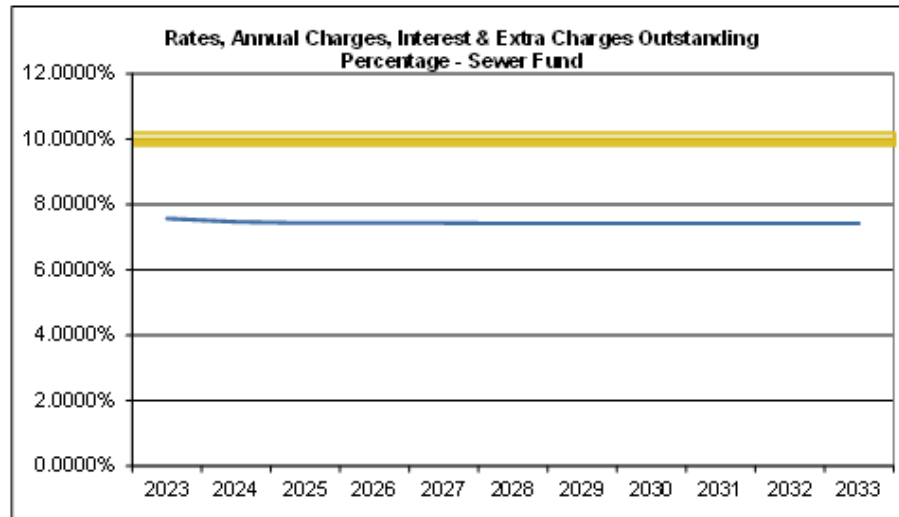


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2033**

**CHARTS - SEWER FUND**

**Scenario: Base Case**

New Note 13 Ratios Charts (continued)



Minimum Amber

Minimum Green

Maximum Green

Maximum Amber