



Long Term Financial Plan 2017-2026



Upper Lachlan Shire Council

Long Term Financial Plan 2017 –2026

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Executive Summary

The Upper Lachlan Shire Council in partnership with Yass Valley Council and Goulburn Mulwaree Council and our communities developed the Tablelands Regional Community Strategic Plan which identifies the community's priorities for twenty years and outlines strategies to achieve those goals.

The Regional Community Strategic Plan 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. The Strategic Pillars are as follows:-

1. **Community;**
2. **Environment;**
3. **Economy;**
4. **Infrastructure; and**
5. **Civic Leadership.**

To ensure that Upper Lachlan Shire Council addresses the Strategic Pillars priorities in the Regional 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 (incorporates Asset Management 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 Regional 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 Tablelands Regional 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.

Financial Assessment of NSW Councils

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 reviewed Council's Financial Statements actual results for the periods 2008/2009 to 2011/2012 and conducted a detailed review of Upper Lachlan's 10 year financial forecasts in the LTFP. 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 IPART Report stated that Upper Lachlan Shire Council satisfied the financial criteria to be Fit; which included sustainability, efficiency, infrastructure and service management assessments. The two stated reports provide vindication that the decisions made by Council since Upper Lachlan came into existence in 2004 were prudent and Council is a financially viable entity.

Financial Objectives

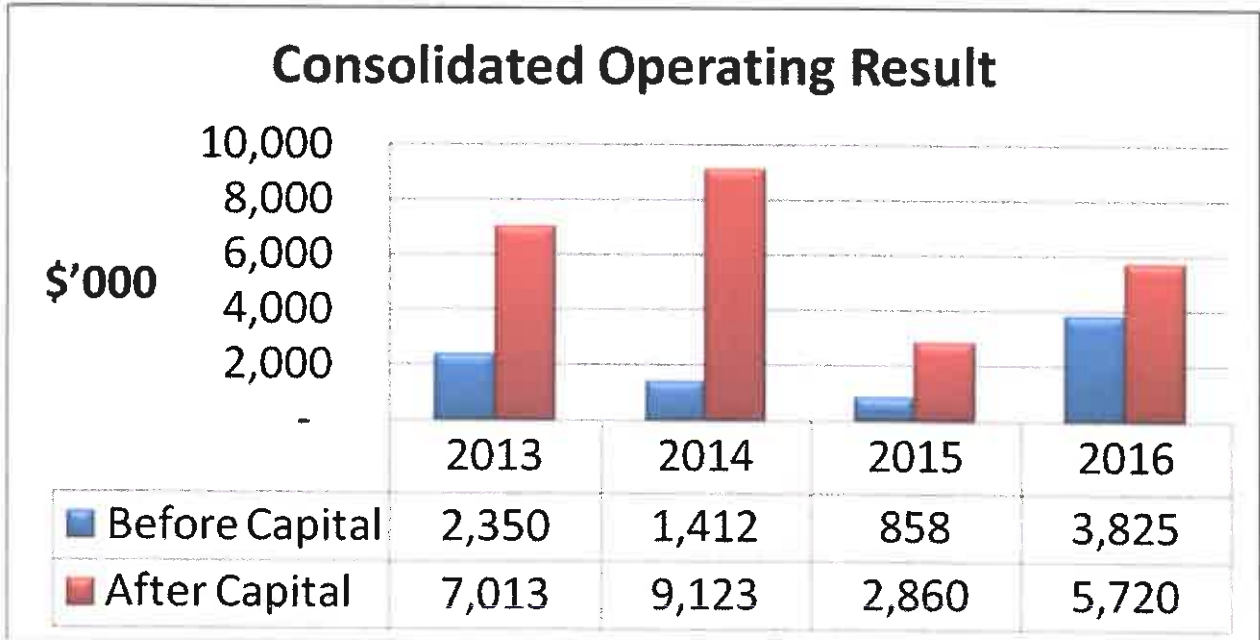
Council will pursue the following financial objectives for the term of the Long Term Financial Plan:-

1. Maintain Council's sound financial performance and sound financial position for the next ten year period. Ensure Council's TCorp Financial Sustainability Rating remains as Sound;
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. Budget for and achieve a surplus 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 2:1; 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 Building, Infrastructure and Other Structures Asset Renewal Ratio of equivalent to or greater than 100%;
7. Continue to benchmark Upper Lachlan's financial performance against the Office of Local Government and TCorp ratios. The goal is to reach the benchmark performance level in all categories;
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

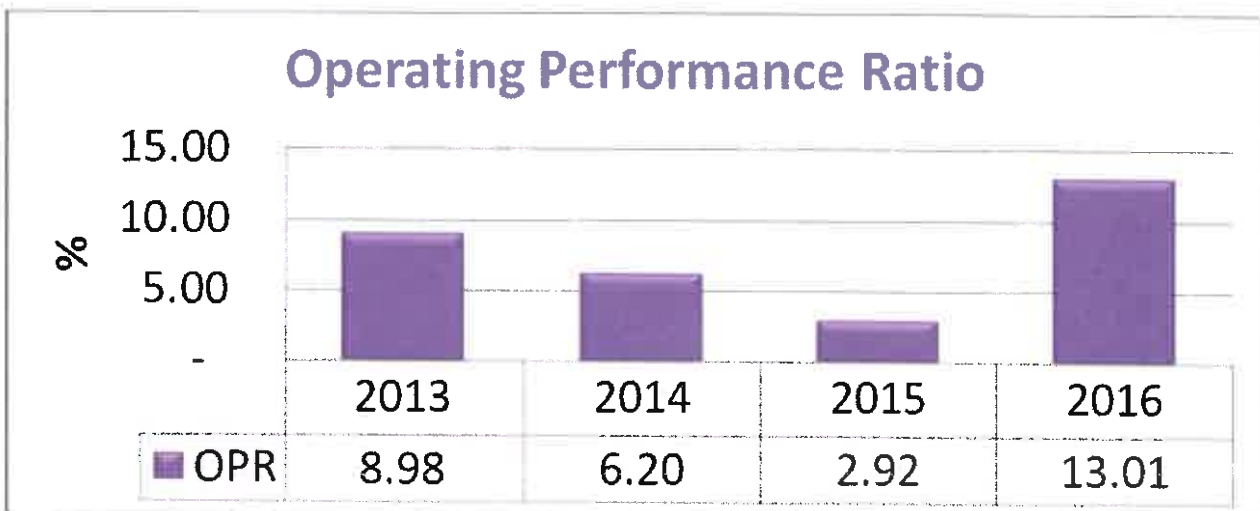
Operating Result

The benchmark is a Net Operating Result Surplus each year. Upper Lachlan Shire Council has achieved an operating surplus for the past eight financial years. The Operating Result (including before and after capital grants and contributions) for the past four financial years from 2012/2013 to 2015/2016 is seen in the below graph:-



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%.

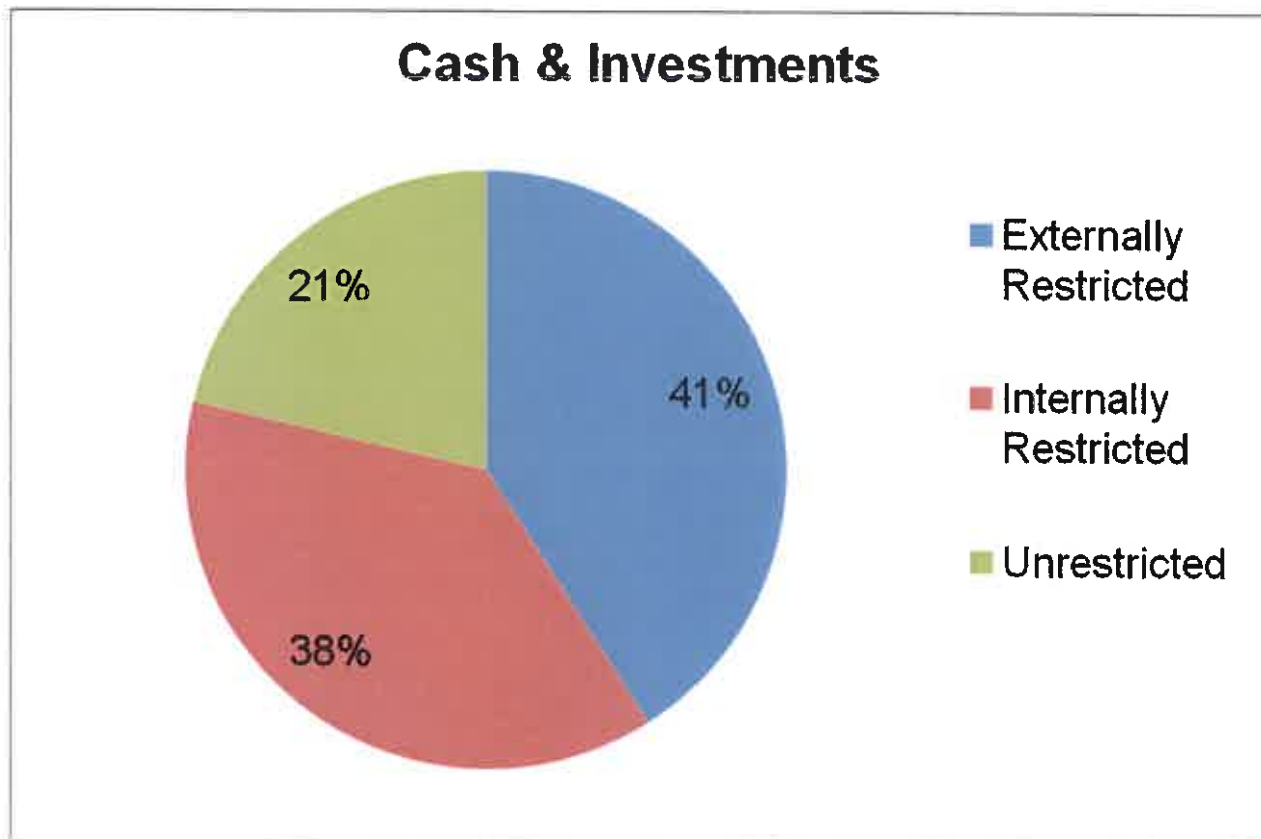


Other Financial Position Information

Financial Performance Measures	Indicator	2016	2015	2014	2013	2012
Unrestricted Current Ratio	Ratio	6.40	5.66	5.62	4.48	4.25
Debt Service Ratio	Percentage	1.48%	1.72%	1.90%	2.15%	4.68%
Own Source Operating Revenue Ratio	Percentage	65.28%	65.81%	57.03%	52.53%	59.05%
Rates and Annual Charges Outstanding	Percentage	2.36%	2.23%	3.21%	2.79%	3.07%
Infrastructure Asset Renewals Ratio	Percentage	148%	122%	105%	93%	79%
Operating Result Surplus (before capital grants and contributions)	(\$000)	3,825	858	1,412	2,350	2,448

Cash and Investments

Cash and investments in 2016 totals \$25.3 million (2015 - \$20.8 million) and is divided into unrestricted cash, internally restricted cash by Council, and externally restricted cash by fund (i.e. water supply, sewerage, and domestic waste funds, external grants unexpended and development contributions).



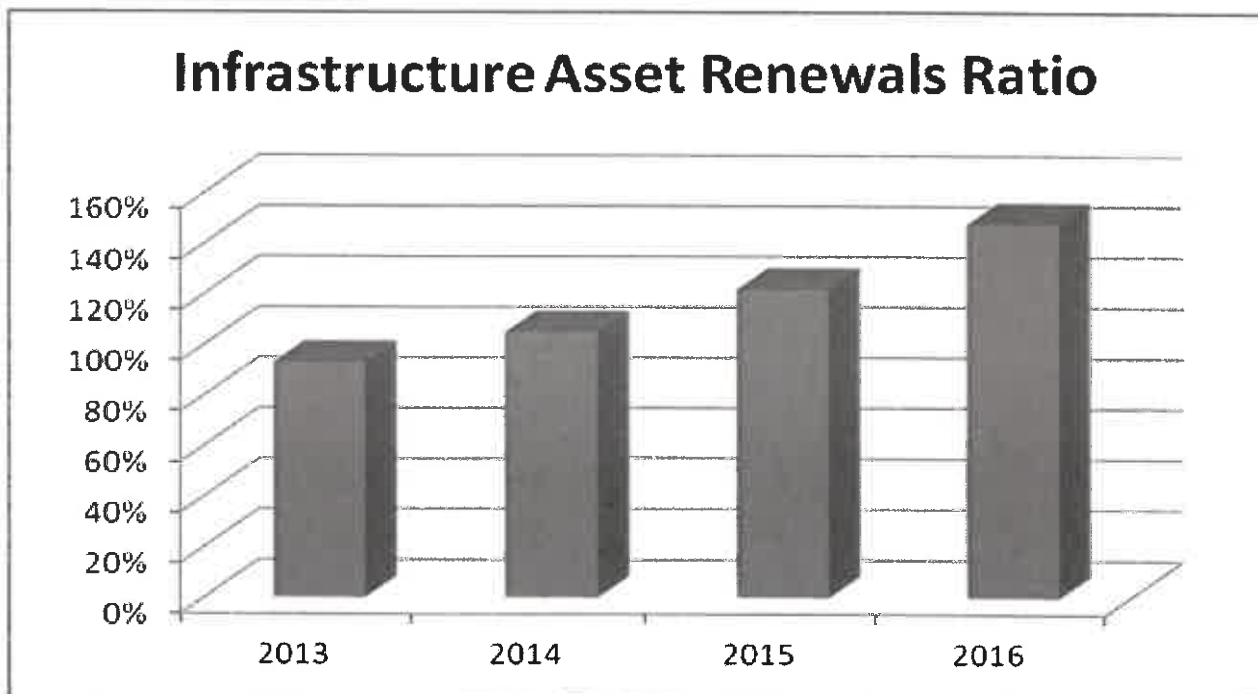
Own Source Operating Revenue Ratio

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 four financial years from 2012/2013 to 2015/2016 is seen in the below graph:-



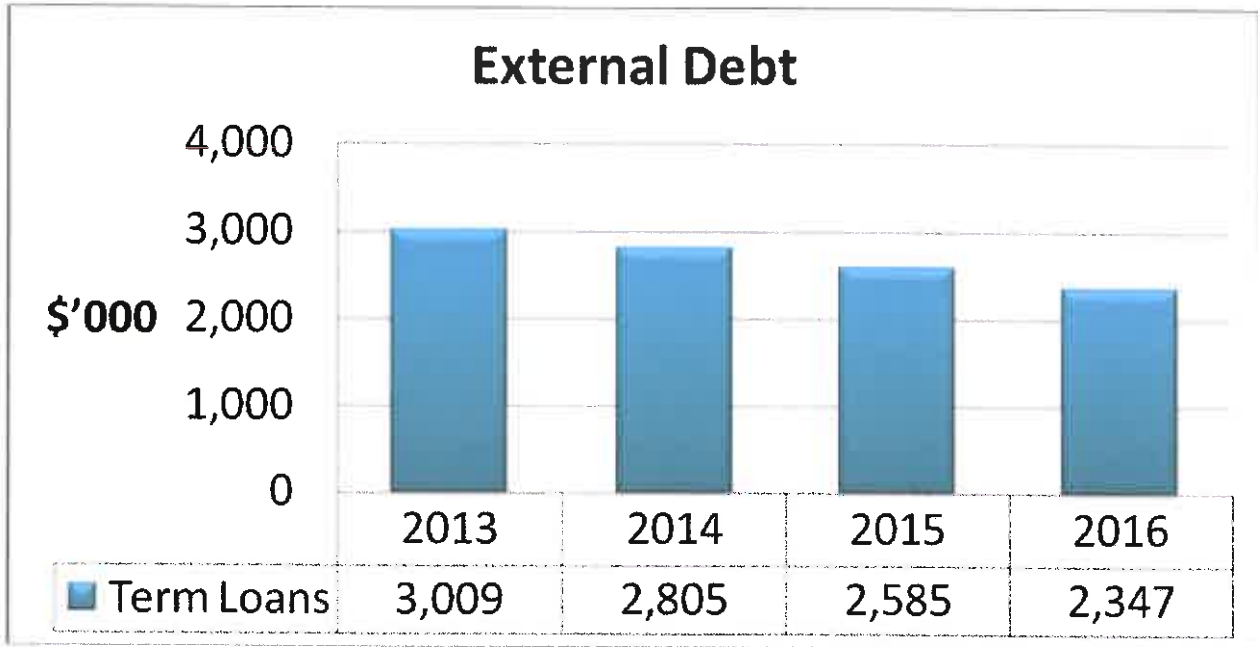
Infrastructure Asset Renewals Ratio

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 Infrastructure Asset Renewals Ratio for the past four financial years from 2012/2013 to 2015/2016 is seen in the below graph:-



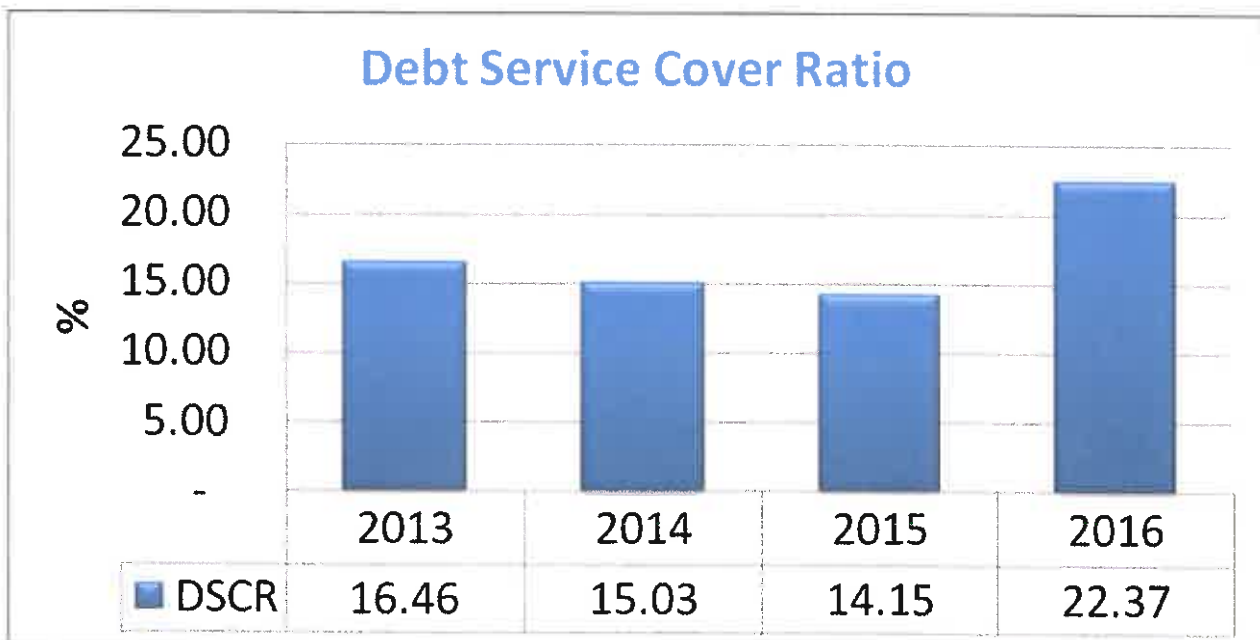
Borrowings and External Debt

A comparison of Council's External Debt outstanding for the past four financial years from 2012/2013 to 2015/2016 is seen in the below graph. The Council Benchmark is less than 10% of total continuing operating income:-



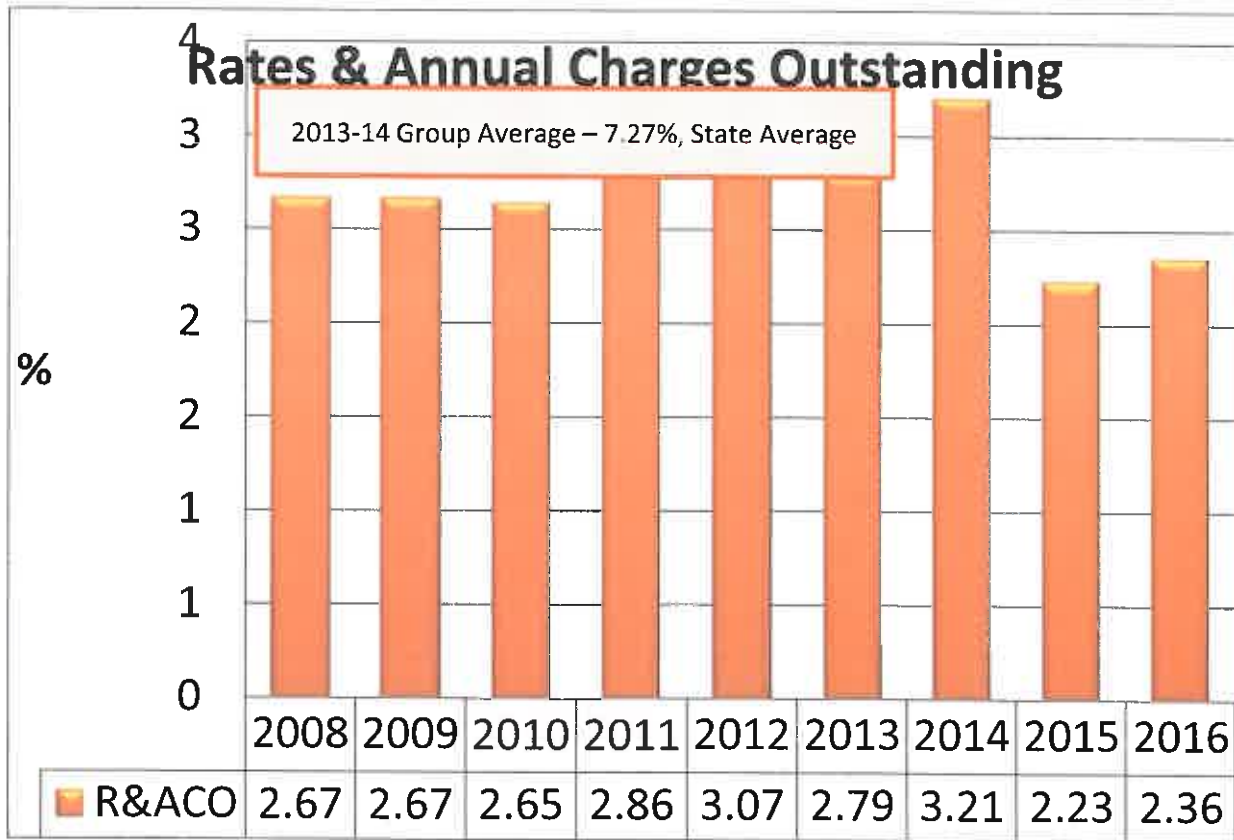
Debt Service Cover Ratio

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



Rates and Annual Charges Outstanding Percentage

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 9 financial years in the below graph display efficiency in debt recovery procedures:-



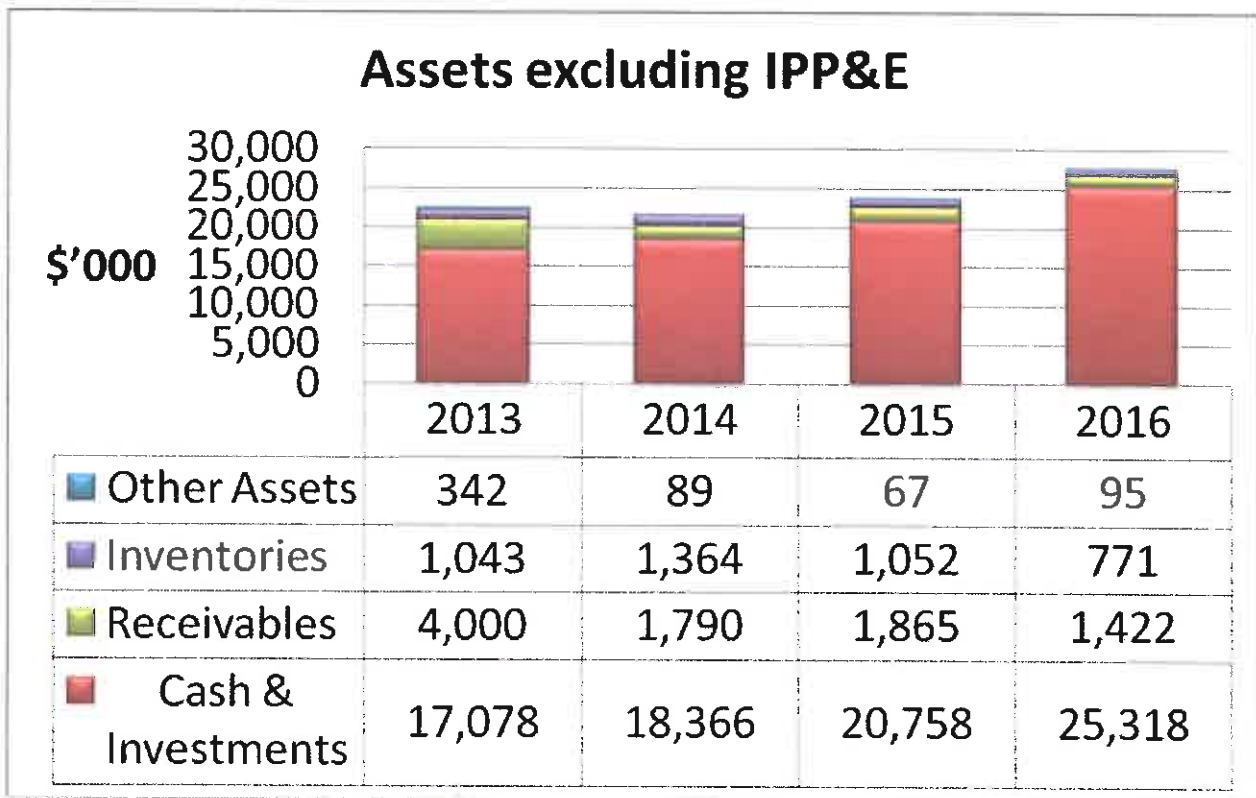
Unrestricted Current Ratio

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 2 indicates healthy liquidity.



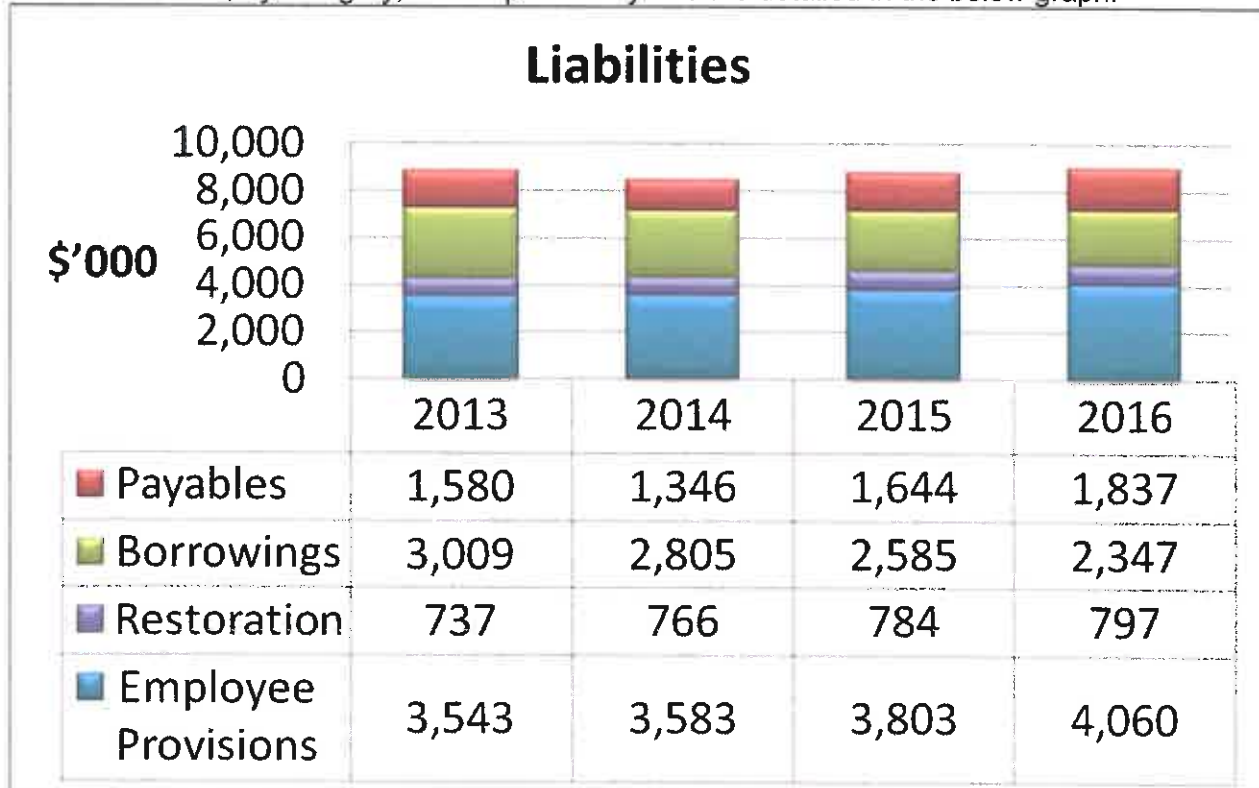
Total Current Assets (excludes Infrastructure, Property and Plant and Equipment)

Council current assets for the past four years are detailed in the below graph:-



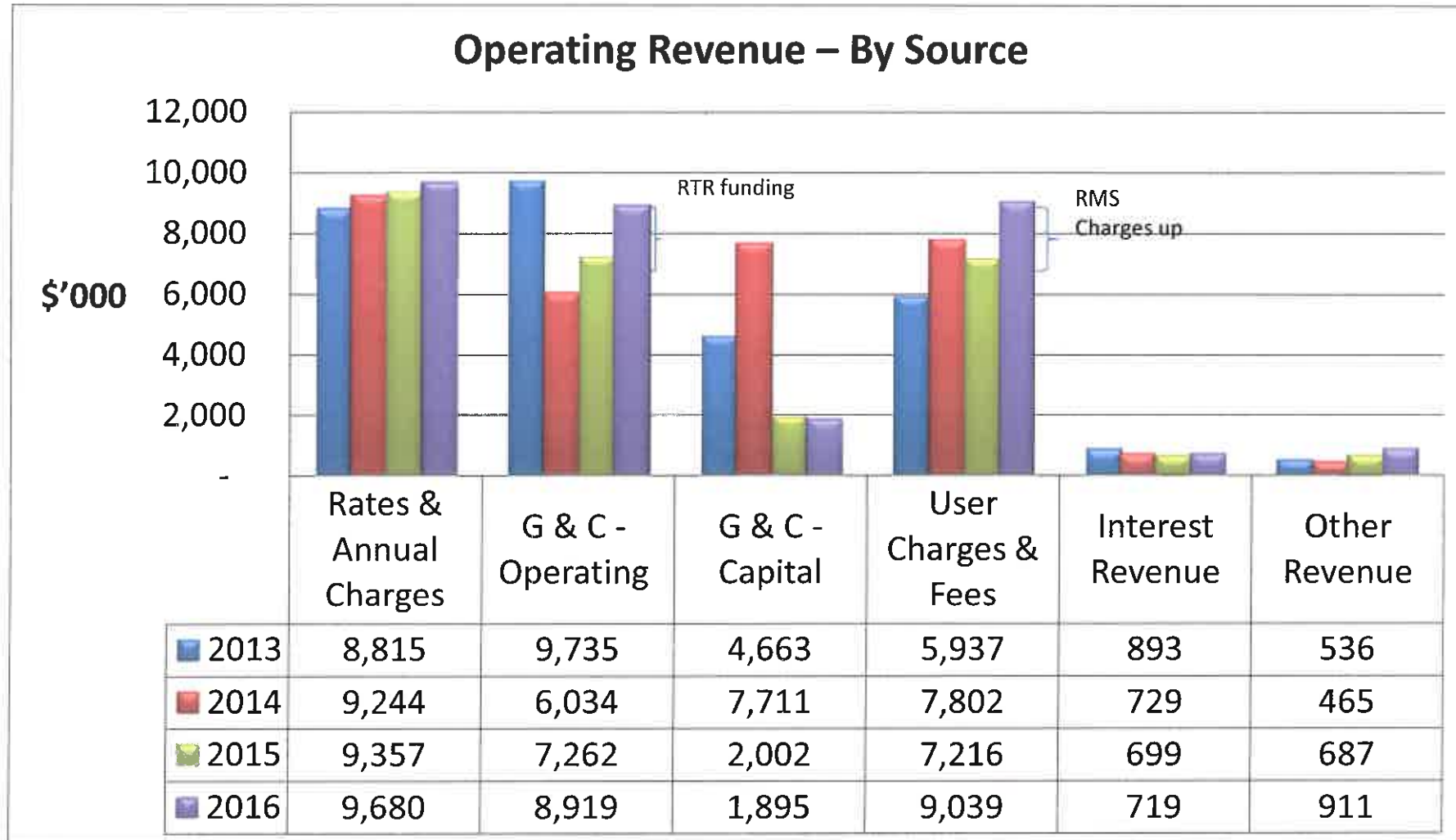
Total Liabilities

Council liabilities, by category, for the past four years are detailed in the below graph:-



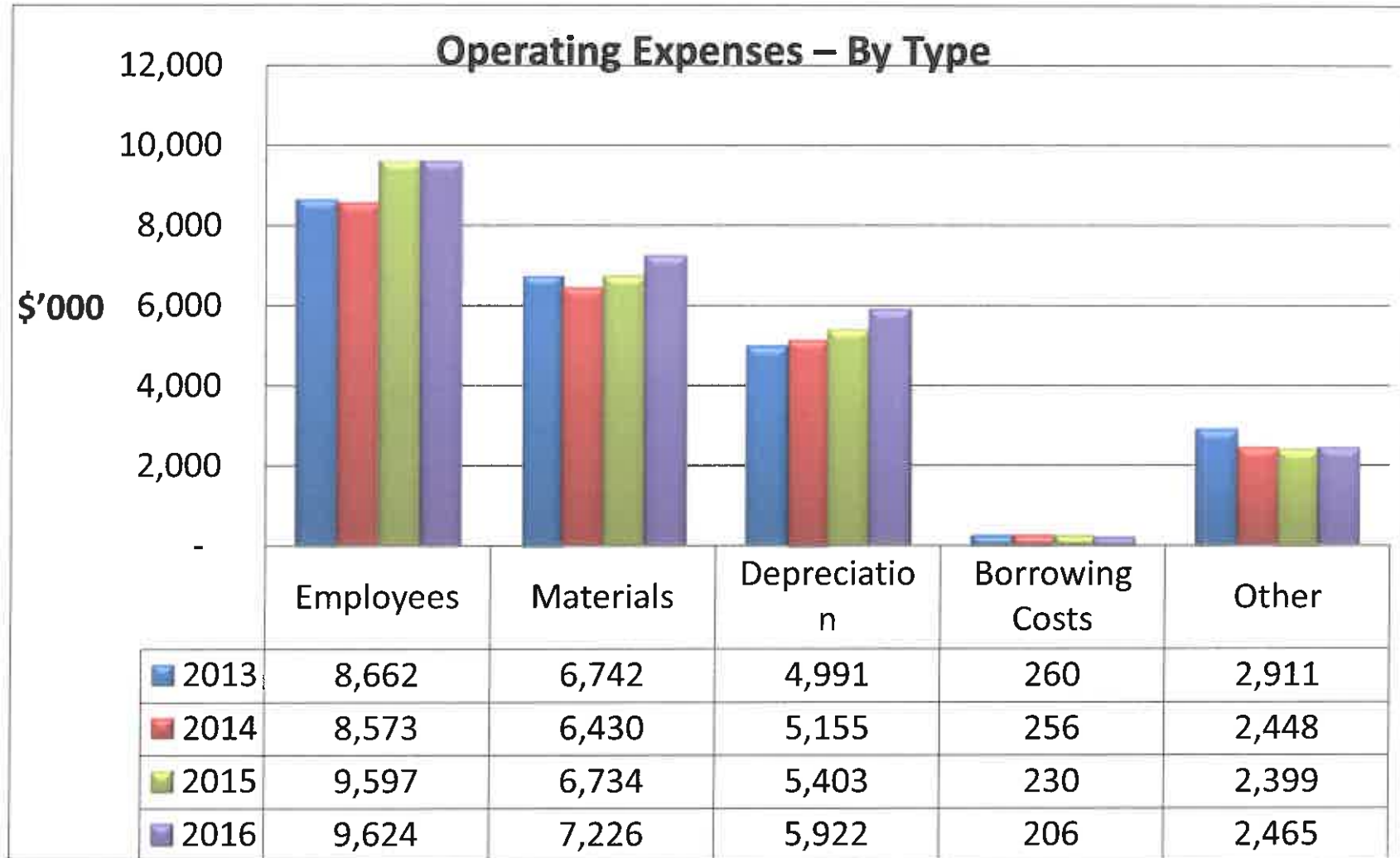
Operating Income by Source

In 2016 total income (including capital grants and contributions) was \$31.1 million (2015 – total income was \$27.2 million). A comparison of Income from Continuing Operations for the past four financial years is seen in the below graph:-



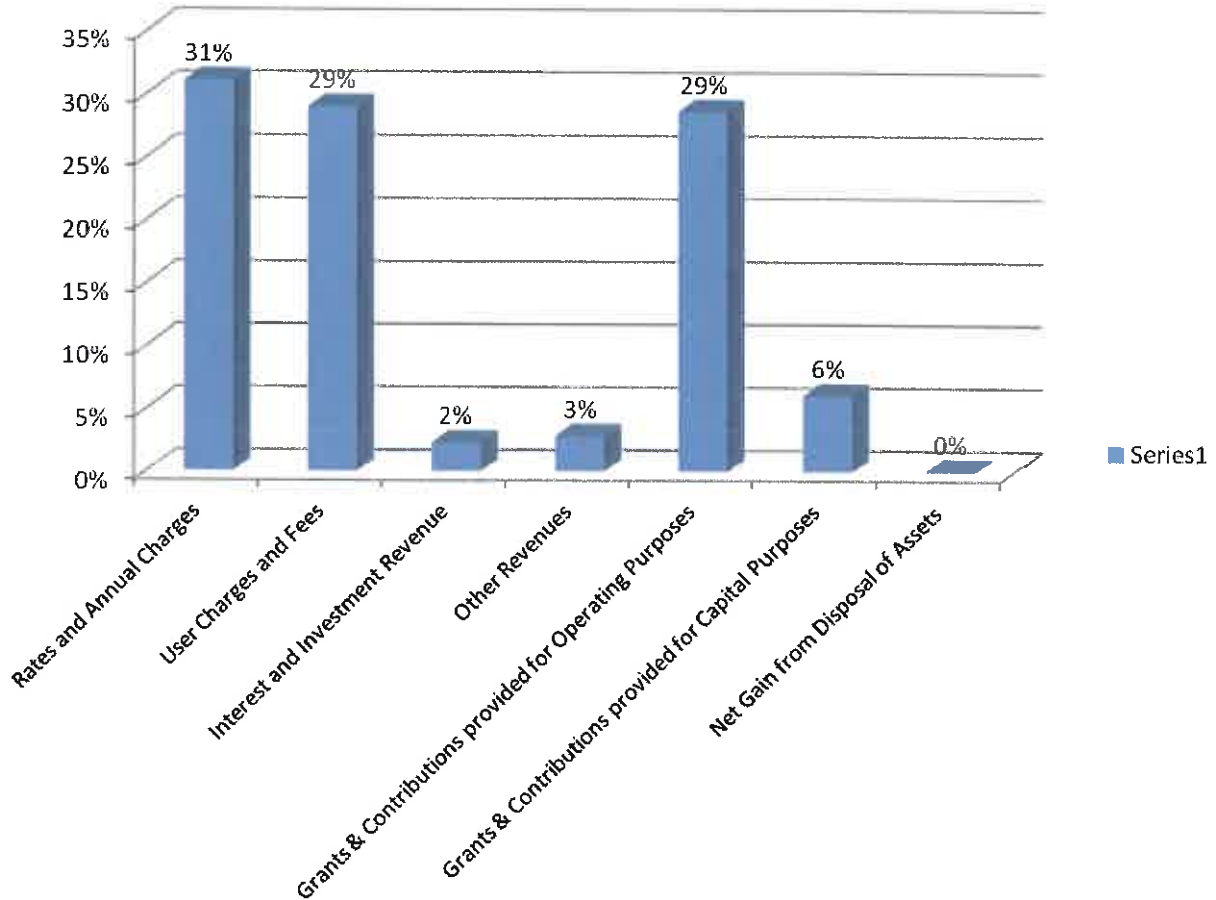
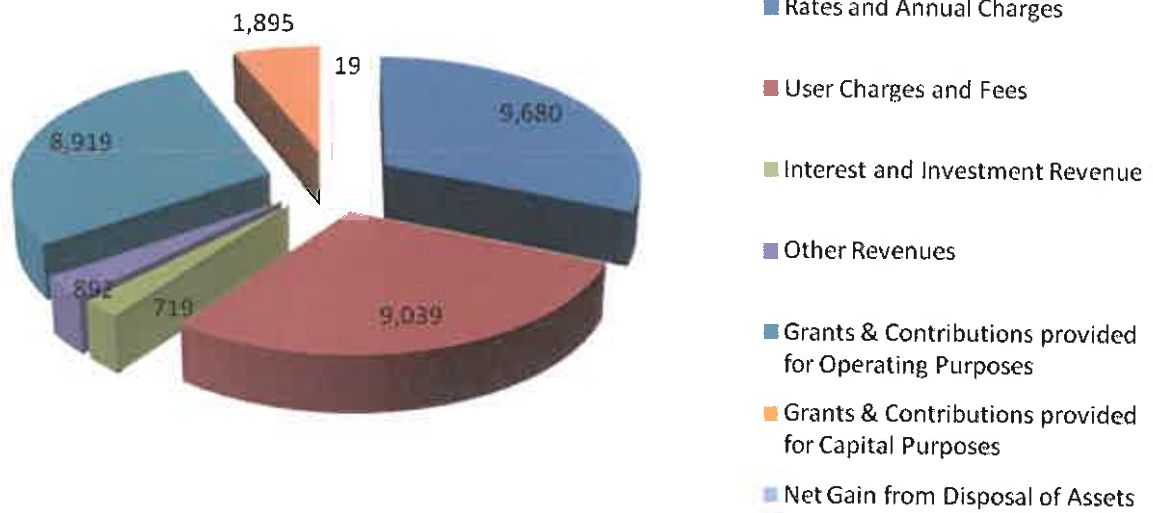
Operating Expenditure by Type

In 2016 total expenditure (including capital expenditure) was \$25.4 million (2015 – total expenditure was \$24.3 million). A comparison of Expenditure from Continuing Operations for the past four financial years is seen in the below graph:-



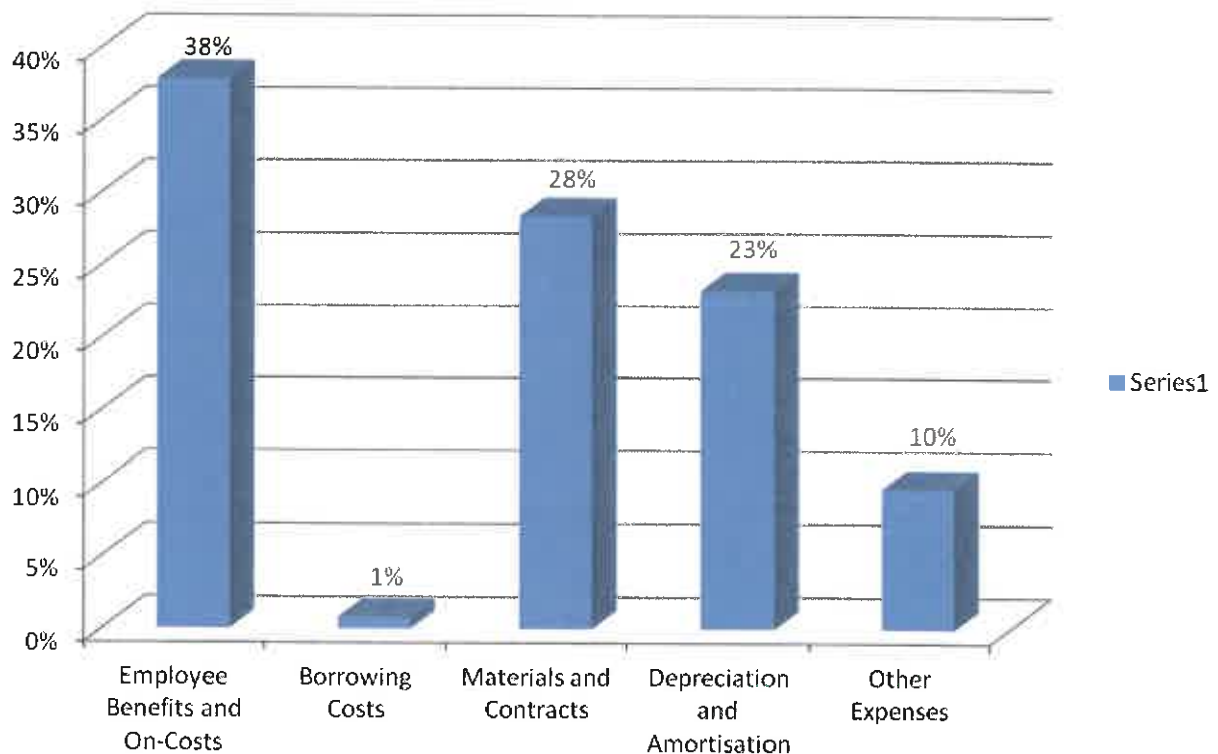
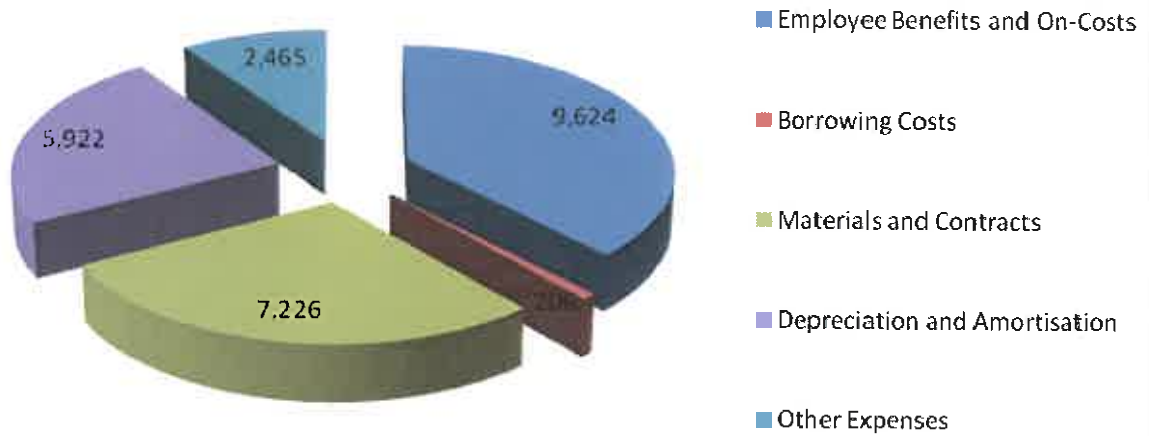
Income from Continuing Operations by Source % - 2016

2015/2016 Total Income - \$31,163 (\$'000)



Expenditure from Continuing Operations by Source % - 2016

2015/2016 Total Operating Expenditure - \$25,443 (\$'000)



Long Term Financial Plan and how it will be used

Council's Long Term Financial Plan model consists of linked spreadsheets that use the 2017/2018 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 particularly in the General Fund and Water Supply Fund.

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.

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 an operational budget surplus 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
- 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	3% - full cost recovery
• Sewerage Charges	2% - full cost recovery
• Water Supply Charges	3% - full cost recovery
• Water Supply User Pay Charges	5% - full cost recovery
• Interest Rate on Investments	4.50% return over 10 year period
• Interest Rate on Overdue Rates	8%
• Operating General Purpose Grants	3.20%
• 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	2.50% - full cost recovery and within Statutory limitations
• Population Growth	1% 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 2019 up to 12%
• SASS Defined Benefit Plan Contribution	Double contribution rate until 2021
• Workers Compensation	2%
• Consumer Price Index	2%
• Interest Rate for Borrowings	6%
• Depreciation Expense	1.90% recurrent only
• Insurances	2.50%
• Electricity and Gas	3%
• Materials and Contracts	3% up to 2019/2020, 3.50% beyond
• Major capital works projects	Varies according to projects funding status and other factors

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 2017/2018 is 6,084. There has been an average increase in total rateable assessments annually of 0.70%. 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 2015/2016 was 2.40%, the rates increase in 2016/2017 was 1.80% and in 2017/2018 the maximum increase is 1.50%. Council has projected the annual rate pegging limit increase to be 2.50% annually. This is based on historical data (past ten years) of a 2.7% increase in maximum rate cap for general rates income. A 2.50% increase equates to an additional \$170,000 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.

A number of wind farms have been constructed and a number of proposed wind farms and may be constructed in the future however the legal rateability status for these large scale industrial developments is not clear. Council has a Section 94A 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.

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 and recycling 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 3% 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 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 2% is projected over the next ten year period based on full cost recovery principles. Also, Council aims 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 commenced in 2016/2017.

The average annual increase for water supply annual charges of 3% is projected over the next ten year period based on full cost recovery principles. Also, Council aims to achieve an economic real rate of return on the water supply services of greater than 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 Office of Water. 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 5% 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 1.50% in August 2016. The average interest rate on term deposits held by Council at February 2016 is 2.77%. With the global economic volatility interest rates will remain low in the short term and the cash rate will be at 1% to 2.50% range over the next twelve months. Term deposit interest rates are anticipated to be in the vicinity of 2.50% to 3.50% for the next two years with the interest rate increasing to the historical average of 4.50% for the ten year period. Council's total cash investment portfolio is estimated to range from \$22 - \$29 million up to 2026/2027. 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 3% or lower for the past nine 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 8% over the ten year period. The interest rate on overdue rates in 2015/2016 was 8.50% and 8% in 2016/2017. The total 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 35% of Council's total operating grants and contributions received annually. The FAG grant has a general and roads component totalling \$4.26 million in 2016/2017. The Federal Government has frozen the indexation of FAG grant for 3 years to 30 June 2017. This is incorporated into the LTFP; however Council 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 \$1.6 million annually. The Federal Government program Roads to Recovery is classified as an operating grant and is used solely for capital works projects and programs. The Roads to Recovery is a 5 year program equivalent to \$840K per year for the life of the existing program. The Roads to Recovery program continues through until 2019 and in 2017/2018 there is an additional \$840K in supplementary funding.

Council has assumed that all recurrent grants and contributions for operating purposes will also increase annually by a projection of 3.20%.

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 capital grant programs to assist in funding major capital improvement projects.

Council's Delivery Program details the road reconstruction and sealing programmed works to 2021. A significant project is the RMS Repair program which will be utilised for the MR52 Gundaroo to Gunning Road reconstruction. In the two years following 2017/2018, road reconstruction under RMS Repair program will centre on MR248E Crookwell to Laggan Road upgrade.

Council has also made allowance in the LTFP for timber bridges replacement program and utilising loan funds matched against capital grant funding. The Kiamma Creek, Crookwell, timber bridge replacement project of \$1.06 million has 50% grant funding from the Fixing Country Roads program estimated in 2017/2018.

Grant funding has been secured from the State Government for the purpose of reconstructing sections of Grabine Road, which predominantly services the Wyangala Dam State Recreation Area. An amount of \$1.5 million will be received over 8 years with a matching contribution by Council for a total capital expenditure of \$3 million. A total expenditure of \$400K per annum has been included in the LTFP until the works are completed in 2020, note \$800K project in 2017/2018.

A major project that commenced in 2016 is the new Crookwell Water Treatment Plant construction for the water supply scheme with a total project cost of \$7 million. Council is sourcing \$3 million funding from the Federal Government under the National Stronger Regions program and also \$3 million from the NSW State Government, through the Infrastructure NSW – Restart NSW program, with the remaining project funding from Council reserve funds.

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 94 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 94A 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 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 Roads and Maritime Services (RMS) Routine Maintenance Council Contract (RMCC) and Works Orders on State Road MR54 are also a discretionary fee. The Junction Point section of RMS contracted works on MR54 is budgeted for \$2.5 million in 2017/2018. The State Road MR54 total works program is estimated to be contract works with RMS for \$2 million each year for the entire ten year period.

For all discretionary fees 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.

Other Revenues

Other Revenues are relatively immaterial in Council's operating budget these items include; property rental income, Agency fees (Service NSW Motor Registry 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 2015 was 7,876 which are a 1.50% increase. Council estimates a population increase of 1% annually to 2026.

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. Also, Council will meet the service levels in relation to infrastructure maintenance and renewal as detailed in the Infrastructure Plan and Asset Management Strategy.

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.

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. These include the following items:-

Volatility in the Consumer Price Index

In recent years, the Consumer Price Index (CPI) has been relatively stable. The Federal Government and Reserve Bank of Australia target inflation range is between 2% to 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 2% over the life of the Long Term Financial Plan.

Cost Shifting from State Government

The issue of cost shifting is of significant concern to all NSW Councils. The estimated annual cost shift expense for Upper Lachlan in 2013/2014 was \$972,300 or equivalent to 4% 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, animal control, and State Emergency Services (SES). If this situation is not addressed Council's financial position is weakened.



Detailed Expenditure Forecasts

Salaries and Wages

Upper Lachlan employs 133 full-time equivalent employees, this fluctuates with casual staff utilised for peak period road work 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 employee costs.

Council reviews each position upon a vacancy and assesses the need for changes to a position or to the position parameters. Council does not anticipate any decrease in the number of employees. Council does have an ageing workforce and have allocated 40% 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 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 2014. 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 respectively. The Award increase for 2017 is undetermined at time of this report. Historically, over the past 10 years, the average annual Award salary increase has been 3.20%.

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 to 9.50% in 2014/2015 and remains at 9.50% at 30 June 2017. The incremental increases (not yet passed by Federal Government parliament) are set out below:-

Financial Year	Rate
2012/2013	9.00%
2013/2014	9.25%
2014/2015	9.50%
2015/2016	9.50%
2016/2017	9.50%
2017/2018	9.50%
2018/2019	10.00%
2019/2020	10.50%
2020/2021	11.00%
2021/2022	11.50%
Future years	12.00%

The Long Term Financial Plan assumes that the Superannuation Guarantee expense will increase by the increment amounts and also increase in line with forecast increases in salaries and wages.

SASS 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 for a period of up to 10 years to recover the deficit. SASS has confirmed to Council that the increased contribution will remain in place until 30 June 2021. Council has 36 employee members, and the total employer contribution expense in 2015/2016 was \$479,811.

The SASS scheme actuary monitors the financial position each year, however despite there being a minor recovery in the financial markets since the global financial crisis; there still exists a deficit in the scheme at 30 June 2015 of which Council's liability is estimated to be \$550,548.

Workers Compensation

Council's Workers Compensation Insurance premium is a significant employee expenditure oncost. 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 costs peaked in 2012/2013 at \$548,267. In 2014/2015 workers compensation premium costs were \$180,946 and in 2015/2016 the cost was \$183,375.

It is extremely difficult to calculate an appropriate inflationary index to forecast likely future Workers Compensation premiums. The Long Term Financial Plan estimates a 2% increase annually over the next 10 years. It is anticipated that based on the improvement in claims experience, injury prevention methods and changes to NSW legislation that large increases will not eventuate going forward into the future. Implementation of an effective return to work and rehabilitation program has assisted Council in reducing the amount of workers lost time due to injury.

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 further capacity to borrow within all Funds, in particular within the General Fund. The General Fund debt service ratio is 1.14% as at 30 June 2016. There are future borrowings forecast in the General Fund for the replacement of timber bridges commencing from 2017/2018 in the LTFP. Council anticipates \$5.6 million total general fund borrowings for the entire 10 year period.

Any future upward movement in the official cash rate by the Australian Reserve Bank (current cash rate is at 1.50%) has the potential to increase the borrowing interest rates available from financial institutions for any new loans taken out.

The current borrowing rates from financial institutions for loans covering a ten year period are in the vicinity of 5.50%. However, Council's Long Term Financial Plan estimates an average interest rate of 6% for any new borrowings to 2026/2027.

Consumer Price Index

See comments in economic factors outlined earlier titled "Volatility in Consumer Price Index". The annual CPI is estimated at 2.40% 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, including the Asset Management Plan 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 completed the asset valuations at "fair value" for all asset classes; this entails water supply, sewerage, land, buildings, stormwater, plant and equipment, roads, bridges and footpaths. Total depreciation projected in 2017/2018 is \$6.05 million. Depreciation expense has risen significantly following the completion of Taralga water supply and Gunning and Dalton water supply capital improvement projects / asset additions as well as roads and bridges revaluation in 2015.

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

The Long Term Financial Plan estimates a 2.50% increase annually for all other expenses, excluding Insurances expenses. Other Expenses includes Councillors Allowances, electricity and gas, street lighting, printing and stationary, valuation fees, telephones and communications expenses. The increase is largely based on historical data in relation to these expenses.

Council projections are also based on our contract with Telstra for telephony, mobile telephones, internet and Wide Area Network (WAN) services. Also, increases in Councillor Allowances are determined by the Local Government Remuneration Tribunal annually and for the past four years the annual increase has been capped at 2.5%.

Insurances

Insurance expenses are the single largest expense categorised as an Other Expense. The annual insurance cost is \$610,000. The insurance expense is projected to increase annually by 2.50% over the next ten year period. This projection is based in part on historical data and claims history.

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 property damage and motor vehicle damage claims from a hail damage incident in 2009, the 2015 snow incident property damage claim, and a 2011 public liability case relating to a trip fall incident.

Also, factored into the 3% 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. The Coalition Federal Government abolished the carbon tax in 2014 which in turn has led to a reduction in electricity expense on an average user account by 7%.

In 2014/2015 the increase in electricity costs as determined by the Independent Pricing and Regulatory Tribunal (IPART) was a price increase of 2.50%. Analyst projections of future electricity costs vary, however Council has estimated an average annual increase of 3% over the next ten year period.

Emergency Management Contributions

Emergency Management Contributions are imposed on local Councils by the NSW State Government to assist with 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 2016/2017 to NSW Fire Brigade of \$29,460, SES of \$14,016 and RFS \$405,566. The projected increase for these contributions is 3% annually over the next ten year period.

Materials and Contracts

For the ten years to 2026, the Long Term Financial Plan estimates a 3% increase annually in Materials and Contracts expense. The increase projected for total materials and contracts expense is above the projected CPI due to specific purpose Council operations related to gravel pits, rubbish tips, waste centres, fuels, parks and gardens maintenance activities where costs are significantly higher than CPI.

Private works activities will fluctuate from year to year based on private development projects within the Shire. Council anticipates the continued construction of State Government approved wind farm developments in the next five year period this may in turn increase Council private works projects. 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 Roads and Maritime Services (RMS). The budget forward estimate is for \$2 million expense each year under the RMCC contract and Works Orders in the LTFP. In 2017/2018, it is anticipated the Junction Point RMS State Road MR54 construction project will exceed \$2.5 million.

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

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. There is a \$7 million capital project of the Crookwell Water Supply Treatment Plant upgrade which is a significant capital works project in the Infrastructure Plan on a scale comparable to the Taralga sewer scheme construction completed in 2012.

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 commits a funding allocation of \$640K of the Federal Government Roads to Recovery Program to gravel resheeting of the local road network. The remaining \$200K grant funding has been allocated to the improvement and reconstruction of sections of Grabine Road. 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 recently completed the number one priority project being the reconstruction and bitumen sealing of the entire unsealed sections of Crookwell to Taralga Road MR248E.

Council's Delivery Program details the road reconstruction and sealing programmed works to 2021. A significant project is the RMS Repair program which will be utilised for the MR52 Gundaroo to Gunning Road reconstruction. In the two years following, road reconstruction under RMS Repair program will centre on MR248E Crookwell to Laggan Road.

An extraordinary new budget item is included in the capital works program as a result of storm damage and wet weather in the winter of 2016. Council is allocating \$1.3 million of unrestricted cash reserves to road damage repair works in the Shire in 2017/2018; this follows expenditure of \$858K in 2016/2017.

A significant capital improvement project is forecast for the Crookwell Waste Centre project to meet EPA requirements commencing 2017/2018. \$3 million is budgeted for these works and further capital works from 2019/2020 are estimated for the other waste transfer stations in the Shire.

Council's annual capital expenditure program from 2017/2018 to 2026/2027 will range from \$7.5 million to \$12.5 million per annum.



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 that set Council on a path to a more sustainable future.

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

Performance Measures	Performance Indicator
• Unrestricted Current Ratio of Assets to Liabilities	>2:1
• Net Operating Result (Operating Performance Ratio)	Achieve operating surplus annually
• Consolidated Debt Service Ratio for all Funds	<=10% of Operating Revenue
• Rates and Annual Charges Outstanding Ratio	<5%
• Own Source Revenue Ratio	>60%
• Building and Infrastructure Asset Renewal Ratio	>=100%
• Total Unrestricted Cash Reserves (Minimum)	>\$500,000 at financial year end
• Employee Leave Entitlements Cash Reserve	>=40% 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 and for the acquisition of non income producing assets. Council has further capacity to borrow within the General Fund; however Council has 19 timber bridges on local roads which will need to be replaced within the next 20 years. Council Works and Operations Department have completed the asset condition assessment for fair valuation for this asset class and has developed a bridge replacement program which will be 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 a 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 impact on 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. Also, 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	2017/2018 Base Year (Rounded \$'000)	Likelihood of Variation	Sensitivity to 5% variation in the key assumptions (Rounded \$'000)
Income	\$28,044	variation	\$1,402
Rates and Annual Charges	\$10,315	Unlikely	+ / - \$516
User Charges and Fees	\$7,385	Possible	+ / - \$369
Operating Grants	\$9,192	Possible	+ / - \$459
Interest and Investments	\$613	Unlikely	+ / - \$31
Other Income	\$539	Unlikely	+ / - \$27
Expenditure	\$27,370	variation	\$1,369
Employee Benefits and Oncosts	\$10,972	Unlikely	+ / - \$549
Materials and Contracts	\$7,495	Possible	+ / - \$375
Borrowing Costs	\$199	Unlikely	+ / - \$10
Depreciation	\$6,048	Possible	+ / - \$302
Other Expenses	\$2,656	Unlikely	+ / - \$133

The Sensitivity Analysis above indicates Council's financial exposure to changes in the underlying assumptions. The 2017/2018 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 to be 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

The Long Term Financial Plan has confirmed that these are changing and financial challenging times. In spite of these challenges, Upper Lachlan Shire Council has prepared a consolidated budget 10 year analysis projections of a Net Operating Surplus, before capital grants and contributions, for the entire period to 2026. However, the General Fund has operational deficits projected from 2024/2025. Council will continue to monitor all business units and functional cost centres to try to achieve efficiencies and productivity improvements.

Council has completed the revaluation of assets at fair valuation for all the following asset classes; 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 \$400,000 annually for roads and bridges depreciation expense.

Large infrastructure capital works projects were completed in 2012 to 2016; including the Taralga Sewer Scheme (\$6.9 million) and Taralga Water Supply Upgrade \$1.9) the major upgrade of the Gunning Water Supply infrastructure (\$10.8 million), The Crookwell water supply infrastructure (\$7 million) project will be completed in 2018. These major projects already have and will continue to result in significant increases in depreciation expense for future years, which commenced in the Water Supply Fund from 2014/2015 an increase of \$200K in depreciation expense. The increase in depreciation expense highlights the challenge Council will have in funding asset renewal programs into the future.

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 4% 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 by 2020/2021 may be 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 gravel resheeting and asset renewal programs for the Council's unsealed local road network.

The Long Term Financial Plan does not incorporate any new services or new buildings to be constructed and provided by Council to the community in the next ten year period.

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 grants through our Grants Officer.

The Long Term Financial Plan clearly illustrates the need for constitutional recognition of local government to pave the way for additional direct funding from the Federal Government.

Also, 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's 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 which has depicted the operating surplus result for base year 2017/2018 and the entire 10 year period and projects forward based on all the assumptions outlined on Pages 14 to 25 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 treatment and storage facilities upgrades for future security and improved potable water quality, 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 2027
HISTORICAL INFORMATION - CONSOLIDATED
Scenario: Base Case

Income Statement

Income from Continuing Operations

Revenue:

Rates & Annual Charges
User Charges & Fees
Interest & Investment Revenue
Other Revenues
Grants & Contributions provided for Operating Purposes
Grants & Contributions provided for Capital Purposes

Other Income:

Net Gains from the Disposal of Assets
Joint Ventures & Associated Entities - Gain

Total Income from Continuing Operations

Expenses from Continuing Operations

Employee Benefits & On-Costs
Borrowing Costs
Materials & Contracts
Depreciation & Amortisation
Impairment
Other Expenses
Interest & Investment Losses
Net Losses from the Disposal of Assets
Joint Ventures & Associated Entities - Loss

Total Expenses from Continuing Operations

Operating Result from Continuing Operations

Discontinued Operations - Profit/(Loss)

Net Profit/(Loss) from Discontinued Operations

Net Operating Result for the Year

Net Operating Result before Grants and Contributions provided for Capital Purposes

	2015/16 \$'000	2014/15 \$'000	2013/14 \$'000	2012/13 \$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	9,680	9,357	9,244	8,815
User Charges & Fees	9,039	7,216	7,802	5,937
Interest & Investment Revenue	719	699	729	893
Other Revenues	892	563	465	447
Grants & Contributions provided for Operating Purposes	8,919	7,262	6,034	9,735
Grants & Contributions provided for Capital Purposes	1,895	2,002	7,711	4,663
Other Income:				
Net Gains from the Disposal of Assets	19	124	-	89
Joint Ventures & Associated Entities - Gain	-	-	-	-
Total Income from Continuing Operations	31,163	27,223	31,985	30,579
Expenses from Continuing Operations				
Employee Benefits & On-Costs	9,624	9,597	8,573	8,662
Borrowing Costs	206	230	256	260
Materials & Contracts	7,226	6,734	6,430	6,742
Depreciation & Amortisation	5,922	5,403	5,155	4,991
Impairment	-	-	-	-
Other Expenses	2,465	2,399	2,356	2,710
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	92	-
Joint Ventures & Associated Entities - Loss	-	-	-	201
Total Expenses from Continuing Operations	25,443	24,363	22,862	23,566
Operating Result from Continuing Operations	5,720	2,860	9,123	7,013
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	5,720	2,860	9,123	7,013
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,825	858	1,412	2,350

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
HISTORICAL INFORMATION - CONSOLIDATED
Scenario: Base Case

Balance Sheet

ASSETS

Current Assets

Cash & Cash Equivalents
Investments
Receivables
Inventories
Other
Non-current assets classified as "held for sale"
Total Current Assets

	2015/16	2014/15	2013/14	2012/13
	\$'000	\$'000	\$'000	\$'000
5,218	5,058	8,266	6,778	
20,100	15,700	10,100	10,300	
1,366	1,833	1,726	3,539	
771	1,052	1,364	1,043	
95	67	89	342	
-	-	-	-	
27,550	23,710	21,545	22,002	

Non-Current Assets

Investments
Receivables
Inventories
Infrastructure, Property, Plant & Equipment
Investments Accounted for using the equity method
Investment Property
Intangible Assets
Non-current assets classified as "held for sale"
Other
Total Non-Current Assets

-	-	-	-
56	32	64	461
-	-	-	-
385,803	383,136	414,556	395,941
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
385,859	383,168	414,620	396,402
413,409	406,878	436,165	418,404

TOTAL ASSETS

LIABILITIES

Current Liabilities

Payables
Borrowings
Provisions
Liabilities associated with assets classified as "held for sale"
Total Current Liabilities

1,837	1,644	1,346	1,580
240	238	220	204
4,060	3,803	3,583	3,543
-	-	-	-
6,137	5,685	5,149	5,327

Non-Current Liabilities

Payables
Borrowings
Provisions
Investments Accounted for using the equity method
Liabilities associated with assets classified as "held for sale"
Total Non-Current Liabilities

-	-	-	-
2,107	2,347	2,585	2,805
797	784	766	737
-	-	-	-
-	-	-	-
2,904	3,131	3,351	3,542
9,041	8,816	8,500	8,869
404,368	398,062	427,665	409,535

TOTAL LIABILITIES

Net Assets

Upper Lachlan Shire Council
 10 Year Financial Plan for the Years ending 30 June 2027
 HISTORICAL INFORMATION - CONSOLIDATED
 Scenario: Base Case

2015/16 2014/15 2013/14 2012/13

EQUITY

Retained Earnings
 Revaluation Reserves
 Council Equity Interest
 Minority Equity Interest
Total Equity

278,805	273,085	270,225	261,102
125,563	124,977	157,440	148,433
404,368	398,062	427,665	409,535
-	-	-	-
404,368	398,062	427,665	409,535

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

INCOME STATEMENT - CONSOLIDATED

Scenario: Base Case

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,680,000	9,872,902	10,314,580	10,581,181	10,869,714	11,166,488	11,471,752	11,785,761	12,108,779	12,441,080	12,782,944	13,134,661
User Charges & Fees	9,039,000	8,757,563	7,384,814	5,562,311	5,725,428	5,893,864	6,067,817	6,247,491	6,433,096	6,624,855	6,822,999	7,027,766
Interest & Investment Revenue	719,000	603,162	613,300	637,439	667,436	682,736	714,990	748,817	784,299	821,521	860,571	901,546
Other Revenues	892,000	512,600	527,100	540,278	553,785	567,629	581,820	596,365	611,275	626,556	642,220	658,276
Grants & Contributions provided for Operating Purposes	8,919,000	9,390,199	9,192,749	8,505,911	7,785,102	8,006,894	8,235,783	8,527,535	8,800,416	9,082,029	9,372,654	9,672,579
Grants & Contributions provided for Capital Purposes	1,895,000	6,395,800	3,178,700	1,637,800	1,373,058	888,081	914,556	939,567	969,129	995,255	1,021,959	1,049,255
Other Income:												
Net gains from the disposal of assets	19,000	-	11,413	38,396	43,468	48,945	54,861	61,250	68,150	73,801	79,490	85,849
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	31,163,000	35,532,226	31,222,656	27,503,316	27,017,990	27,254,639	28,041,579	28,906,786	29,775,144	30,664,898	31,582,837	32,529,932
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,624,000	10,350,700	10,971,925	10,353,613	10,644,180	10,991,730	11,406,851	11,837,016	12,282,781	12,744,718	13,176,611	13,619,473
Borrowing Costs	206,000	207,048	198,640	203,748	274,655	249,474	223,818	228,649	234,800	238,734	250,422	236,960
Materials & Contracts	7,226,000	7,775,840	7,494,651	5,835,227	5,031,784	5,182,737	5,359,860	5,543,054	5,732,527	5,928,496	6,131,184	6,340,822
Depreciation & Amortisation	5,922,000	5,750,817	6,048,342	6,244,892	6,387,921	6,547,194	6,669,595	6,805,596	6,943,300	7,099,243	7,274,781	7,421,305
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,465,000	2,842,900	2,656,485	2,723,589	2,793,670	2,865,575	2,939,350	3,015,046	3,092,714	3,172,405	3,254,172	3,338,071
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	107,700	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	25,443,000	27,035,005	27,370,042	25,361,069	25,132,210	25,836,709	26,599,474	27,429,361	28,286,122	29,183,596	30,087,370	30,956,630
Operating Result from Continuing Operations	5,720,000	8,497,221	3,852,614	2,142,247	1,885,779	1,417,930	1,442,105	1,477,425	1,489,022	1,481,302	1,495,467	1,573,302
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,720,000	8,497,221	3,852,614	2,142,247	1,885,779	1,417,930	1,442,105	1,477,425	1,489,022	1,481,302	1,495,467	1,573,302
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,825,000	2,101,421	673,914	504,447	512,722	529,849	527,549	537,857	519,893	486,047	473,508	524,046

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,218,000	5,606,478	3,505,474	3,130,466	2,319,967	2,921,644	3,013,469	3,739,751	4,140,687	4,926,697	4,807,348	4,997,150
Investments	20,100,000	19,640,497	19,640,497	20,394,497	20,341,297	20,424,797	21,023,322	22,223,322	22,398,322	23,809,572	24,270,009	24,844,512
Receivables	1,366,000	1,437,800	1,223,496	888,348	894,838	911,214	928,336	954,436	970,413	998,830	1,012,200	1,028,891
Inventories	771,000	450,296	424,132	317,799	265,506	273,472	283,043	292,950	303,203	313,815	324,798	336,166
Other	95,000	108,030	101,646	83,281	74,611	76,735	79,165	81,674	84,263	86,937	89,697	92,547
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	27,550,000	27,243,100	24,895,245	24,814,390	23,896,219	24,607,861	25,327,334	27,292,131	27,896,888	30,135,850	30,504,053	31,299,266
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	56,000	54,453	51,204	34,234	35,300	36,402	37,543	38,722	39,942	41,205	42,512	43,864
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	385,803,000	394,844,504	402,027,815	406,769,620	413,104,828	414,101,198	415,129,337	416,511,784	418,200,609	422,897,457	424,415,033	425,566,126
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	385,859,000	394,898,957	402,079,019	406,803,854	413,140,128	414,137,601	415,166,880	416,550,506	418,240,552	422,938,662	424,457,545	425,609,990
TOTAL ASSETS	413,409,000	422,142,057	426,974,264	431,618,244	437,036,347	438,745,462	440,494,214	443,842,638	446,137,439	453,074,512	454,961,598	456,909,257
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,837,000	1,747,291	1,704,612	1,168,580	1,073,503	1,098,083	1,126,131	1,155,085	1,184,975	1,215,832	1,247,687	1,280,528
Borrowings	240,000	217,101	260,322	380,086	406,028	401,063	306,003	404,590	343,237	350,729	365,765	381,216
Provisions	4,060,000	4,275,100	4,498,740	4,727,714	4,962,151	5,202,180	5,450,535	5,707,505	5,973,390	6,248,502	6,533,163	6,823,552
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,137,000	6,239,492	6,463,674	6,276,380	6,441,681	6,701,326	6,882,668	7,267,179	7,501,601	7,815,063	8,146,614	8,485,296
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,107,000	1,873,504	2,144,432	3,828,846	3,422,819	3,021,756	2,715,753	3,773,016	3,429,779	4,540,903	4,175,138	3,793,922
Provisions	797,000	827,400	868,071	909,962	953,110	997,552	1,043,328	1,090,477	1,139,040	1,189,060	1,240,581	1,293,647
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,904,000	2,700,904	3,012,503	4,738,808	4,375,929	4,019,308	3,759,081	4,863,493	4,568,819	5,729,963	5,415,719	5,087,569
TOTAL LIABILITIES	9,041,000	8,940,396	9,476,177	11,015,188	10,817,609	10,720,634	10,641,749	12,130,672	12,070,421	13,545,026	13,562,333	13,572,866
Net Assets	404,368,000	413,201,661	417,498,087	420,603,056	426,218,737	428,024,828	429,852,465	431,711,966	434,067,019	439,529,486	441,399,264	443,336,391
EQUITY												
Retained Earnings	278,805,000	287,302,221	291,154,835	293,297,082	295,182,861	296,600,791	298,042,896	299,520,321	301,009,343	302,490,645	303,986,112	305,559,413
Revaluation Reserves	125,563,000	125,899,440	126,343,252	127,305,973	131,035,876	131,424,036	131,809,569	132,191,645	133,057,675	137,038,841	137,413,153	137,776,977
Council Equity Interest	404,368,000	413,201,661	417,498,087	420,603,056	426,218,737	428,024,828	429,852,465	431,711,966	434,067,019	439,529,486	441,399,264	443,336,391
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	404,368,000	413,201,661	417,498,087	420,603,056	426,218,737	428,024,828	429,852,465	431,711,966	434,067,019	439,529,486	441,399,264	443,336,391

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

EQUITY STATEMENT - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	398,062,000	404,368,000	413,201,661	417,498,087	420,603,056	426,218,737	428,024,828	429,852,465	431,711,966	434,067,019	439,529,486	441,399,264
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	586,000	336,440	443,812	962,722	3,729,902	388,161	385,532	382,076	866,031	3,981,166	374,311	363,825
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	586,000	336,440	443,812	962,722	3,729,902	388,161	385,532	382,076	866,031	3,981,166	374,311	363,825
b. Net Operating Result for the Year	5,720,000	8,497,221	3,852,614	2,142,247	1,885,779	1,417,930	1,442,105	1,477,425	1,489,022	1,481,302	1,495,467	1,573,302
Total Recognised Income & Expenses (c&d)	6,306,000	8,833,661	4,296,426	3,104,969	5,615,682	1,806,091	1,827,637	1,859,501	2,355,053	5,462,468	1,869,778	1,937,126
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	404,368,000	413,201,661	417,498,087	420,603,056	426,218,737	428,024,828	429,852,465	431,711,966	434,067,019	439,529,486	441,399,264	443,336,391

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	9,662,000	9,660,927	10,339,789	10,719,564	10,862,415	11,158,985	11,464,039	11,777,832	12,100,628	12,432,699	12,774,327	13,125,802
User Charges & Fees	9,465,000	8,883,761	7,546,454	5,763,150	5,713,067	5,881,174	6,054,787	6,234,111	6,419,357	6,610,747	6,808,510	7,012,887
Interest & Investment Revenue Received	645,000	655,407	638,531	642,558	679,322	685,773	718,180	743,616	789,762	815,120	869,811	908,074
Grants & Contributions	10,814,000	15,785,999	12,371,449	10,143,711	9,158,160	8,894,976	9,150,339	9,467,102	9,769,545	10,077,284	10,394,613	10,721,834
Bonds & Deposits Received	19,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,001,000	475,879	532,573	548,055	554,002	567,308	581,110	595,597	610,506	625,767	641,410	657,443
Payments:												
Employee Benefits & On-Costs	(9,647,000)	(10,050,426)	(10,721,936)	(10,457,162)	(10,409,743)	(10,751,700)	(11,158,496)	(11,580,046)	(12,016,895)	(12,469,606)	(12,892,151)	(13,329,084)
Materials & Contracts	(6,598,000)	(7,643,049)	(7,531,131)	(5,914,036)	(5,065,899)	(5,168,246)	(5,343,813)	(5,526,515)	(5,715,480)	(5,910,925)	(6,113,073)	(6,322,199)
Borrowing Costs	(193,000)	(176,648)	(157,969)	(161,857)	(231,507)	(205,032)	(178,042)	(181,501)	(186,236)	(188,714)	(198,901)	(183,893)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,386,000)	(2,842,900)	(2,656,485)	(2,723,589)	(2,793,670)	(2,865,575)	(2,939,350)	(3,015,046)	(3,092,714)	(3,172,405)	(3,254,172)	(3,338,071)
Net Cash provided (or used in) Operating Activities	12,782,000	14,748,951	10,361,275	8,560,393	8,466,146	8,197,663	8,348,754	8,515,150	8,678,471	8,819,967	9,030,374	9,252,794
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	15,700,000	-	-	-	1,000,000	1,000,000	500,000	-	1,000,000	-	1,000,000	1,000,000
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	185,000	367,000	288,000	444,000	530,000	352,000	371,241	380,151	389,274	398,617	408,183	420,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(20,100,000)	-	-	(754,000)	(946,800)	(1,083,500)	(1,098,525)	(1,200,000)	(1,175,000)	(1,411,250)	(1,460,438)	(1,574,503)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,169,000)	(14,930,581)	(13,064,428)	(10,429,579)	(9,479,759)	(7,458,459)	(7,628,582)	(8,124,868)	(8,087,219)	(8,139,940)	(8,746,739)	(8,542,725)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(12,384,000)	(14,563,581)	(12,776,428)	(10,739,579)	(8,896,559)	(7,189,959)	(7,855,866)	(8,944,717)	(7,872,945)	(9,152,574)	(8,798,993)	(8,697,228)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	531,250	2,064,500	-	-	-	1,500,000	-	1,500,000	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(238,000)	(256,395)	(217,101)	(260,322)	(380,086)	(406,028)	(401,063)	(344,150)	(404,590)	(381,384)	(350,729)	(365,765)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(238,000)	(256,395)	314,149	1,804,178	(380,086)	(406,028)	(401,063)	1,155,850	(404,590)	1,118,616	(350,729)	(365,765)
Net Increase/(Decrease) in Cash & Cash Equivalents	160,000	(71,025)	(2,101,004)	(375,008)	(810,499)	601,677	91,825	726,282	400,936	786,009	(119,348)	189,801
plus: Cash, Cash Equivalents & Investments - beginning of year	5,058,000	5,218,000	5,146,975	3,045,971	2,670,963	1,860,464	2,462,140	2,553,965	3,280,248	3,681,184	4,467,193	4,347,845
Cash & Cash Equivalents - end of the year	5,218,000	5,146,975	3,045,971	2,670,963	1,860,464	2,462,140	2,553,965	3,280,248	3,681,184	4,467,193	4,347,845	4,537,646
Cash & Cash Equivalents - end of the year	5,218,000	5,146,975	3,045,971	2,670,963	1,860,464	2,462,140	2,553,965	3,280,248	3,681,184	4,467,193	4,347,845	4,537,646

Investments - end of the year	20,100,000	19,640,497	19,640,497	20,394,497	20,341,297	20,424,797	21,023,322	22,223,322	22,398,322	23,809,572	24,270,009	24,844,512
Cash, Cash Equivalents & Investments - end of the year	25,318,000	24,787,471	22,686,467	23,065,459	22,201,760	22,886,937	23,577,287	25,503,569	26,079,506	28,276,765	28,617,854	29,382,158

Representing:

- External Restrictions	10,513,000	11,293,794	12,134,349	12,693,964	13,403,518	14,470,305	15,569,699	16,911,118	17,890,256	19,343,881	20,645,622	21,702,302
- Internal Restrictions	9,393,000	9,581,000	9,381,000	9,043,000	7,043,000	7,025,000	7,007,000	7,025,000	7,007,000	6,989,000	6,971,000	6,989,000
- Unrestricted	5,412,000	3,912,678	1,171,119	1,328,495	1,755,243	1,391,632	1,000,588	1,567,451	1,182,249	1,943,884	1,001,232	690,856
	25,318,000	24,787,471	22,686,467	23,065,459	22,201,760	22,886,937	23,577,287	25,503,569	26,079,506	28,276,765	28,617,854	29,382,158

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

FINANCIAL PERFORMANCE INDICATORS

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios															
Operating Performance Ratio 1)	8.98%	6.20%	2.92%	13.01%	7.58%	2.36%	1.80%	1.83%	1.82%	1.74%	1.70%	1.56%	1.39%	1.29%	1.39%
Own Source Operating Revenue Ratio 1)	52.53%	57.03%	65.81%	65.28%	55.57%	60.39%	63.17%	66.16%	67.42%	67.43%	67.32%	67.26%	67.22%	67.17%	67.13%
Unrestricted Current Ratio	4.48	5.62	5.66	6.40	6.07	4.86	5.13	4.38	4.10	3.78	3.74	3.46	3.60	3.09	2.71
Debt Service Cover Ratio 1)	16.46	15.03	14.15	22.37	17.62	16.67	15.07	11.03	11.25	11.96	13.33	12.15	12.74	13.44	13.72
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	2.79%	3.21%	2.23%	2.36%	3.69%	3.72%	3.05%	3.11%	3.13%	3.03%	3.02%	3.05%	3.00%	3.02%	2.97%
Cash Expense Cover Ratio 1)	11.53	10.89	13.60	15.94	12.45	9.94	13.94	14.62	14.12	14.21	14.82	14.39	14.67	14.55	12.41

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

New Special Schedule 7 Ratios

Building & Infrastructure Renewals Ratio	92.74%	105.29%	122.19%	148.04%	259.02%	299.83%	247.38%	217.04%	166.78%	165.48%	172.45%	164.49%	163.76%	169.13%	161.85%
Infrastructure Backlog Ratio	0.07	0.05	0.02	0.02	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Asset Maintenance Ratio	1.04	0.90	1.06	1.06	1.08	1.00	1.03	1.05	1.06	1.07	1.08	1.09	1.10	1.11	1.11
Capital Expenditure Ratio	1.83	2.86	1.19	2.58	2.51	2.11	1.61	1.41	1.09	1.10	1.15	1.12	1.10	1.16	1.11

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
KEY PERFORMANCE INDICATORS - CONSOLIDATED
Scenario: Base Case

**Current
Year
2016/17**

Projected Years

2017/18 2018/19 2019/20 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27

- 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

Council's Target Benchmarks

New Note 13 Ratios

Operating Performance Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	7.58%	2.36%	1.80%	1.83%	1.82%	1.74%	1.70%	1.56%	1.39%	1.29%	1.39%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↘	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	55.57%	60.39%	63.17%	66.16%	67.42%	67.43%	67.32%	67.26%	67.22%	67.17%	67.13%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	6.07	4.86	5.13	4.38	4.10	3.78	3.74	3.46	3.60	3.09	2.71
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	17.62	16.67	15.07	11.03	11.25	11.96	13.33	12.15	12.74	13.44	13.72
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	3.69%	3.72%	3.05%	3.11%	3.13%	3.03%	3.02%	3.05%	3.00%	3.02%	2.97%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	12.45	9.94	13.94	14.62	14.12	14.21	14.82	14.39	14.67	14.55	12.41

1) **different** Calculation to TCorp's calculation for same ratio

New Special Schedule 7 Ratios

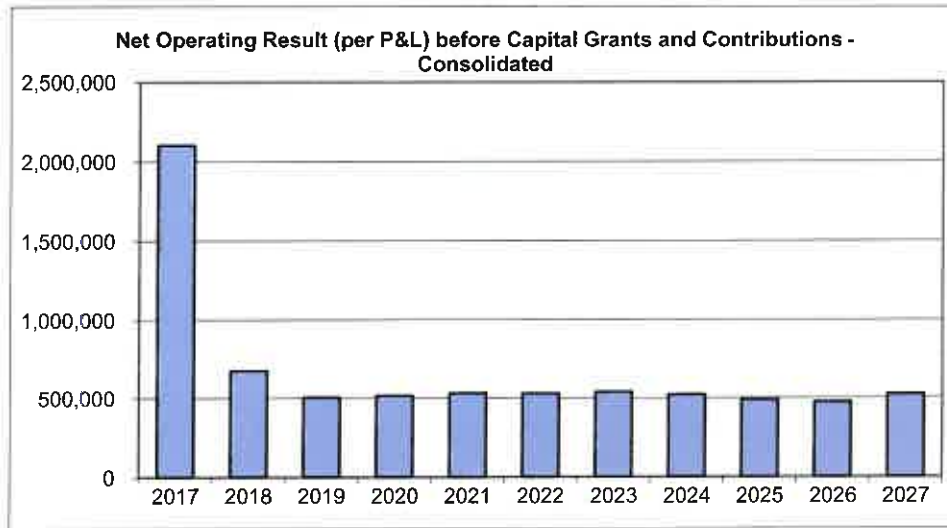
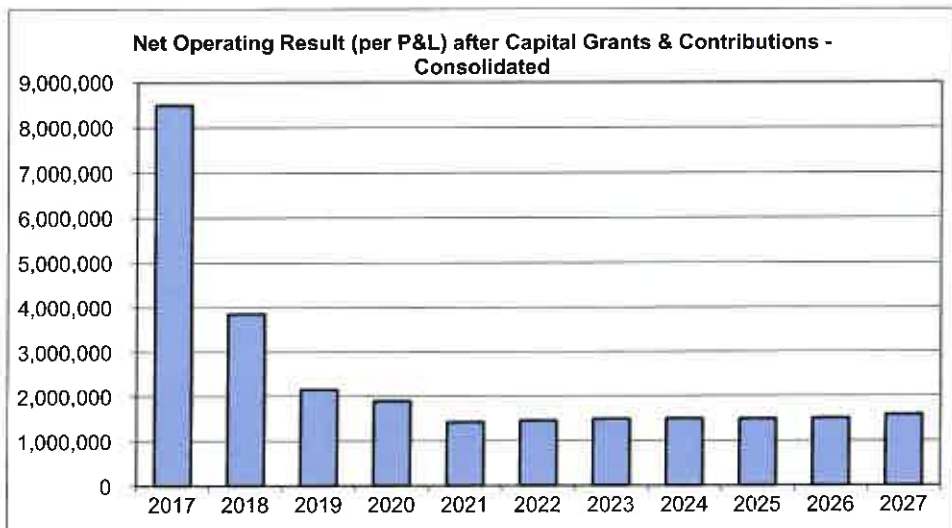
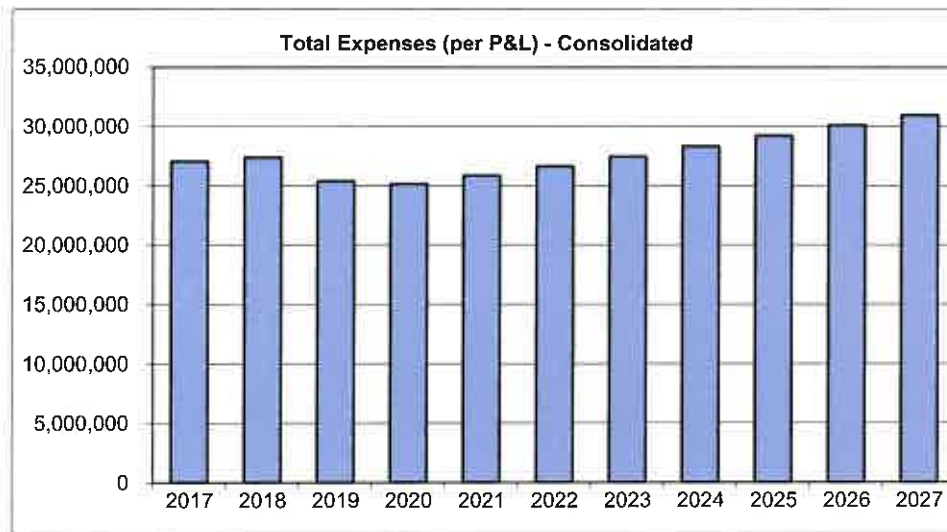
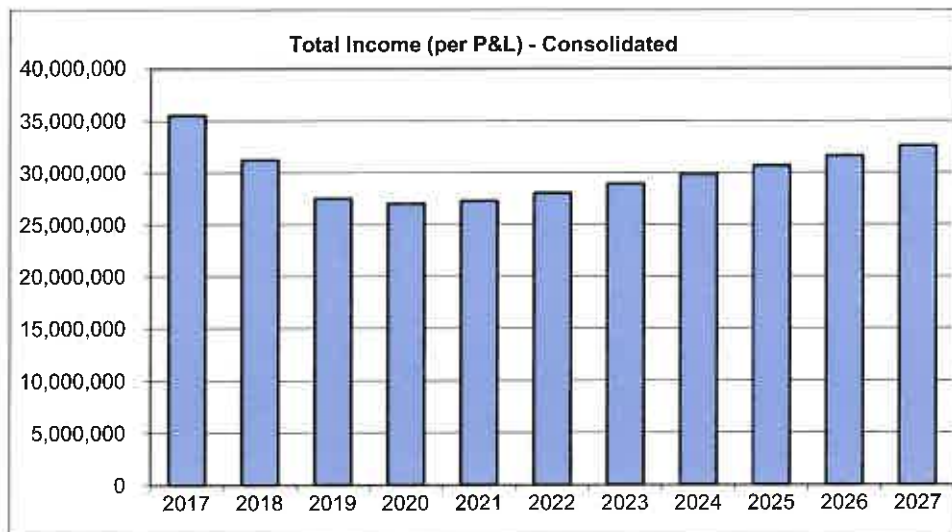
Building & Infrastructure Renewals Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	259.02%	299.83%	247.38%	217.04%	166.78%	165.48%	172.45%	164.49%	163.76%	169.13%	161.85%
Infrastructure Backlog Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Asset Maintenance Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —
	Actual Ratio	1.08	1.00	1.03	1.05	1.06	1.07	1.08	1.09	1.10	1.11	1.11
Capital Expenditure Ratio	Snapshot	● —	● —	● —	● ↘	● ↘	● —	● —	● —	● —	● —	● —
	Actual Ratio	2.51	2.11	1.61	1.41	1.09	1.10	1.15	1.12	1.10	1.16	1.11

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

CHARTS - ALL FUNDS (CONSOLIDATED)

Scenario: Base Case

Income Statement Charts

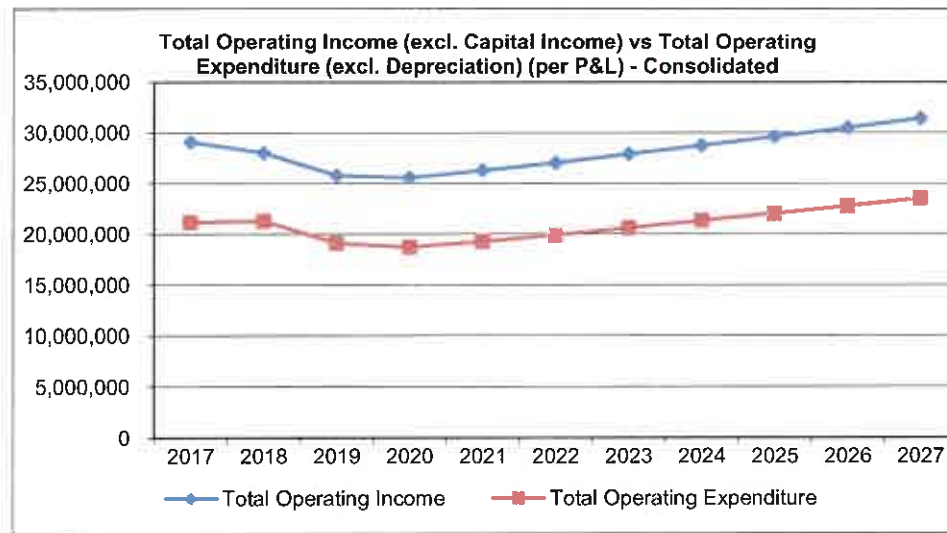
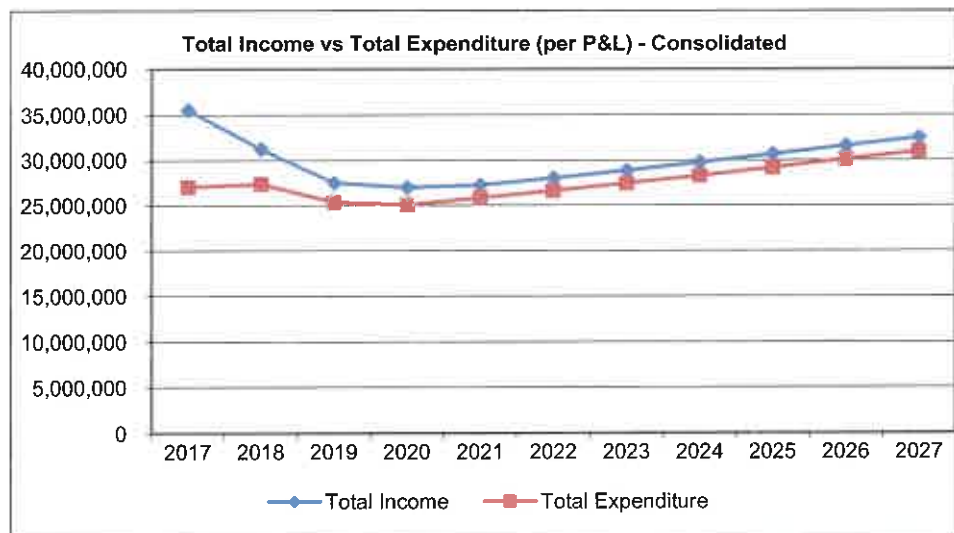


Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

CHARTS - ALL FUNDS (CONSOLIDATED)

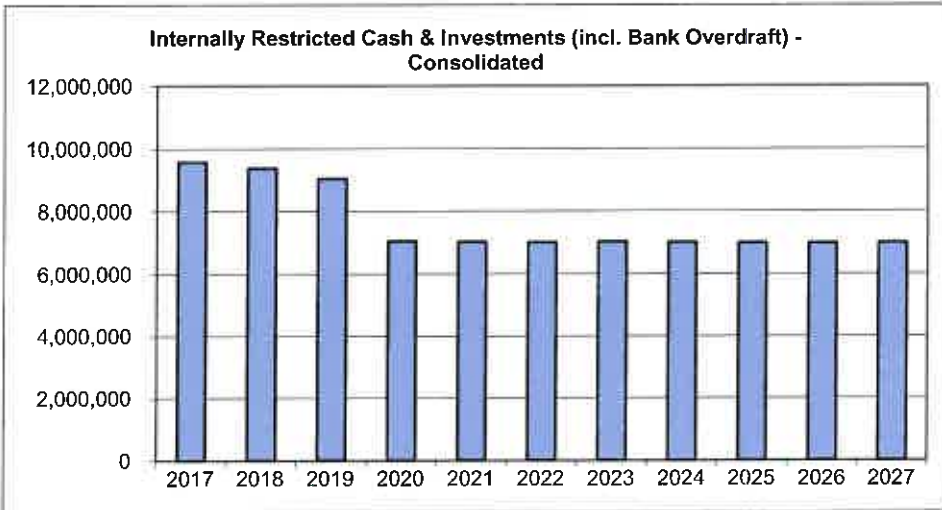
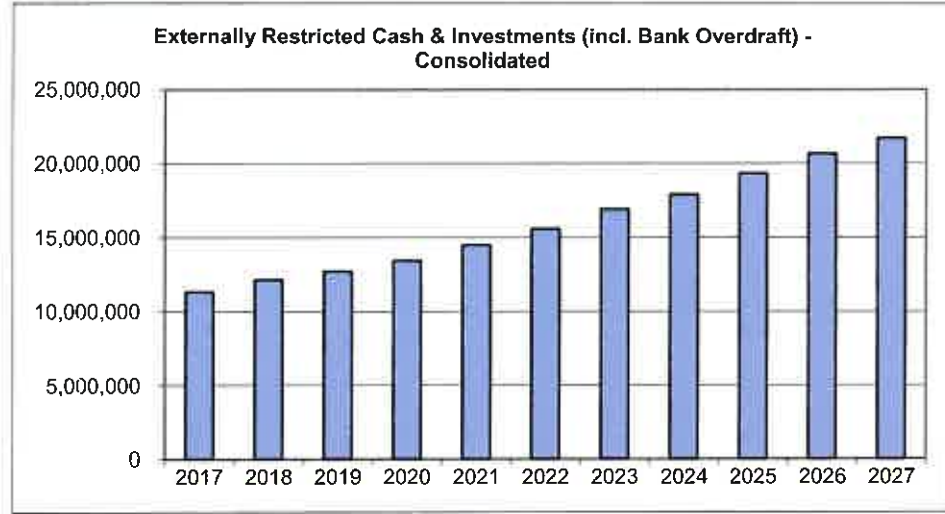
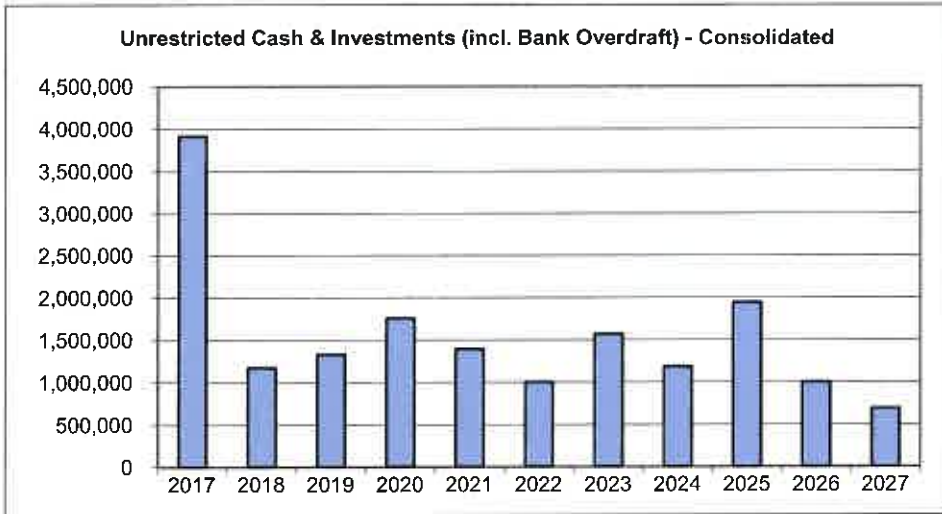
Scenario: Base Case

Income Statement Charts



Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Cash Restrictions Charts

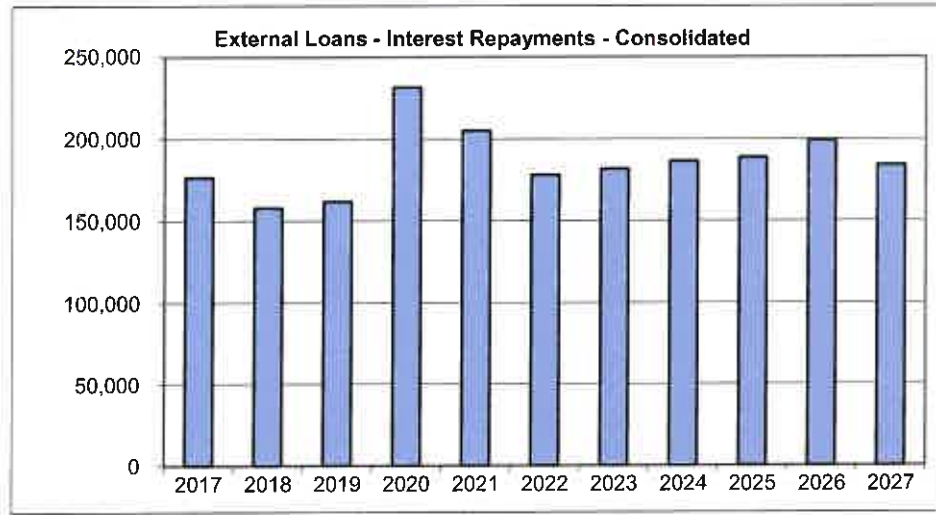
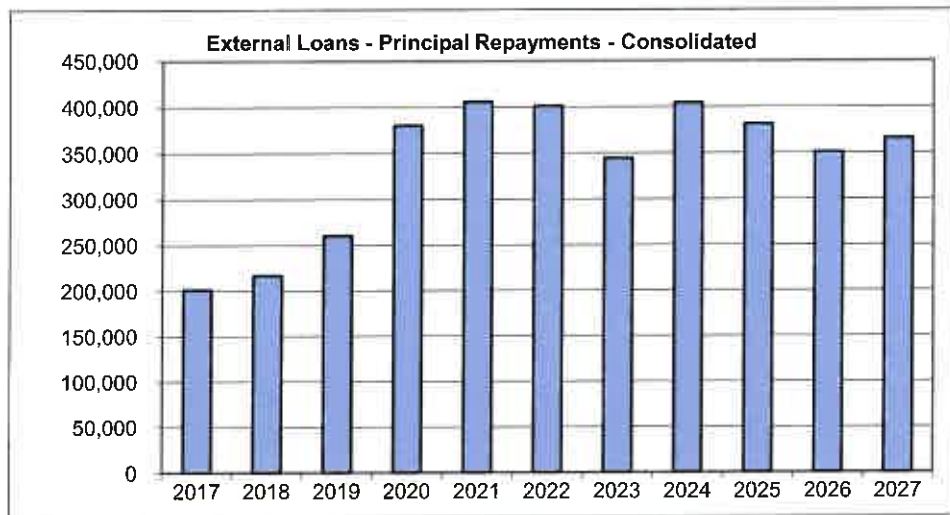
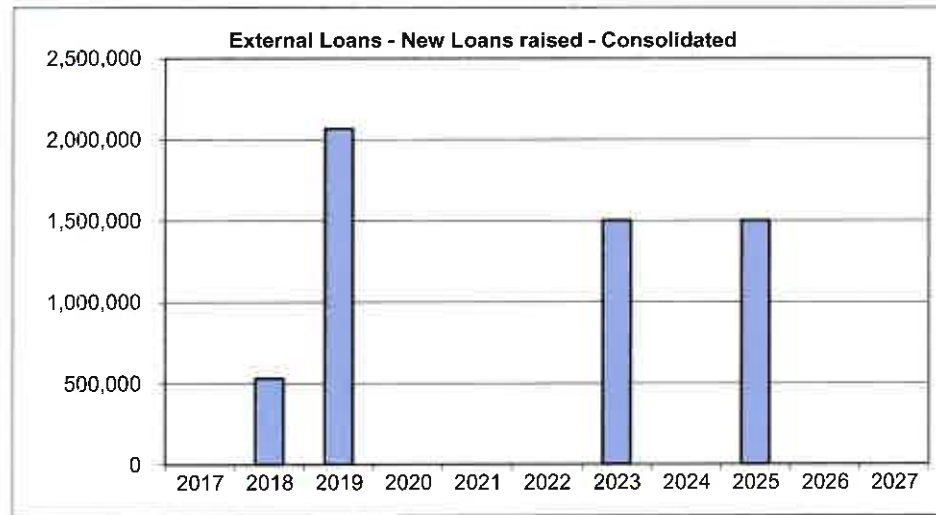
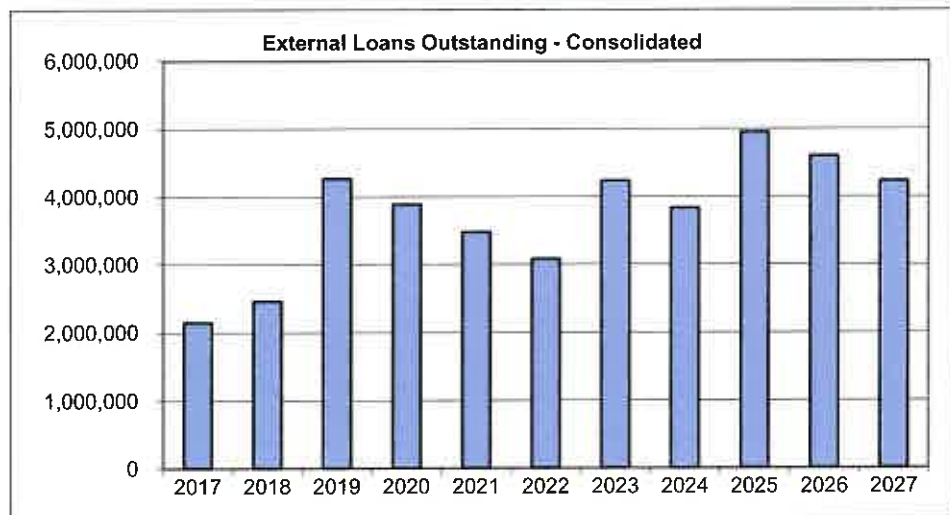


Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

CHARTS - ALL FUNDS (CONSOLIDATED)

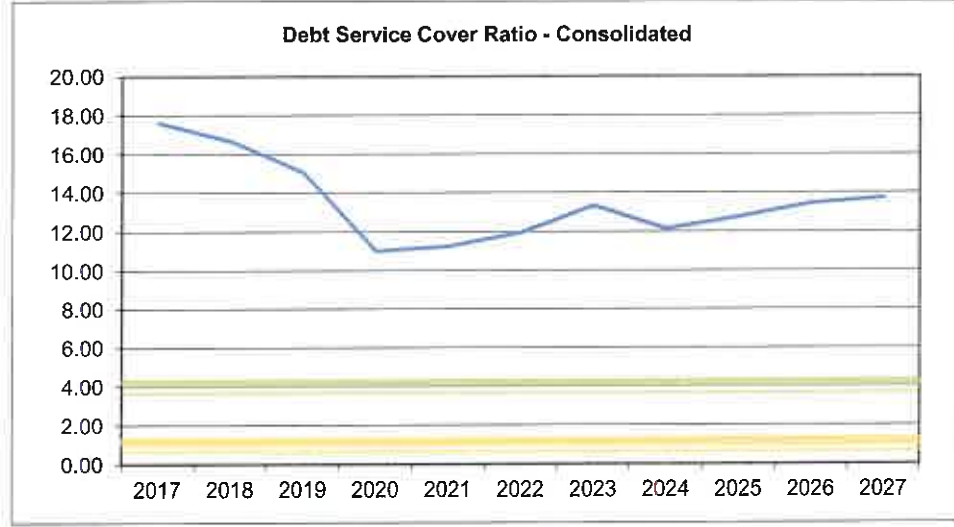
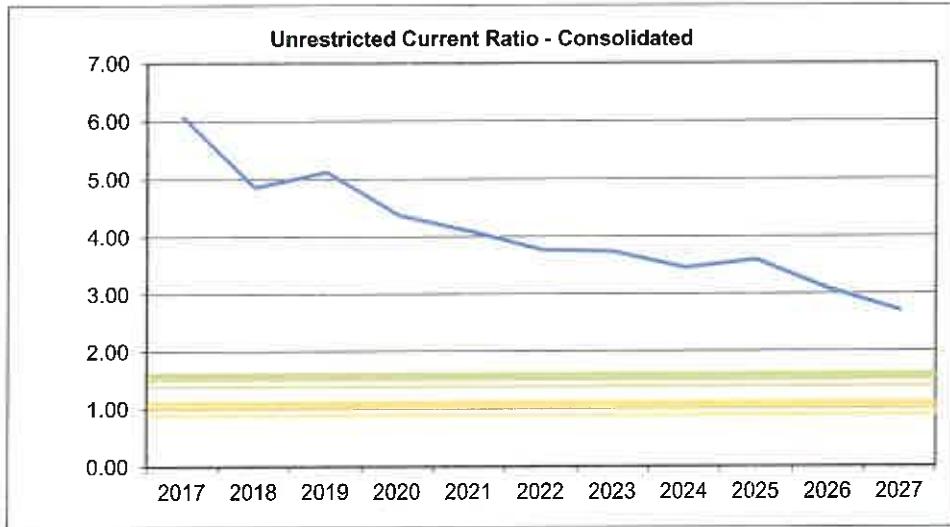
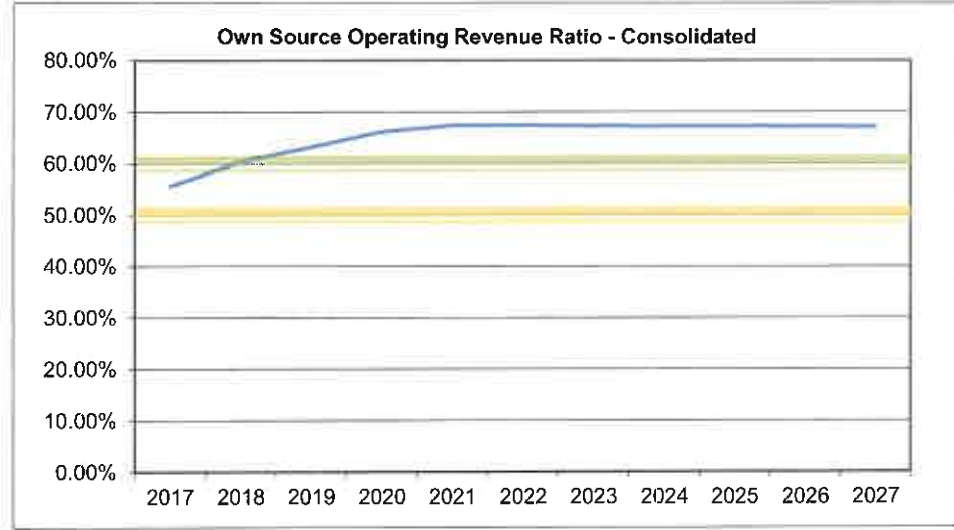
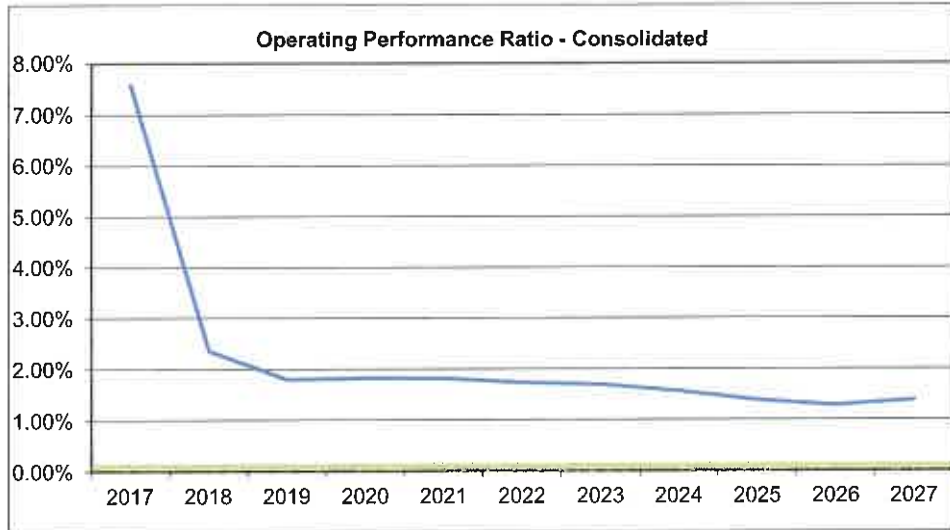
Scenario: Base Case

External Loans Charts



Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

New Note 13 Ratios Charts



Minimum Amber

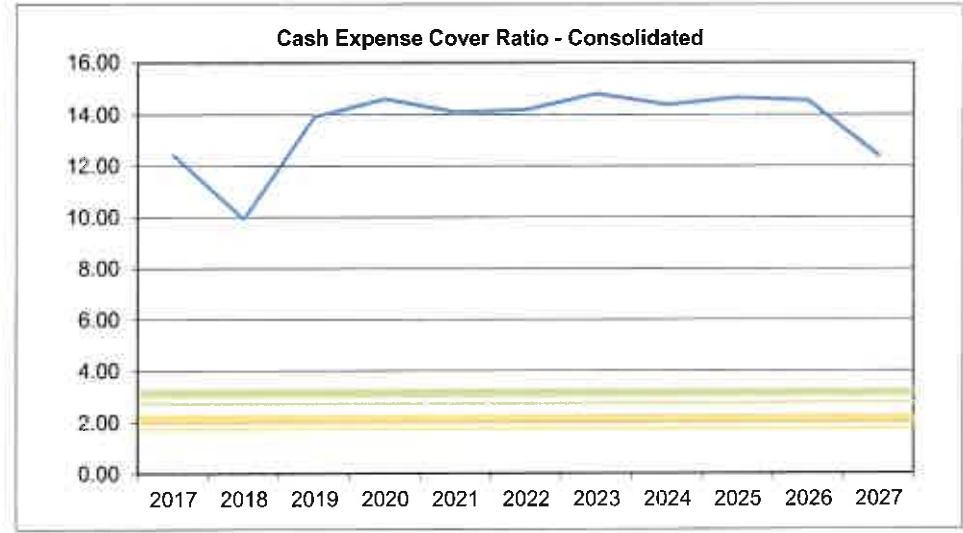
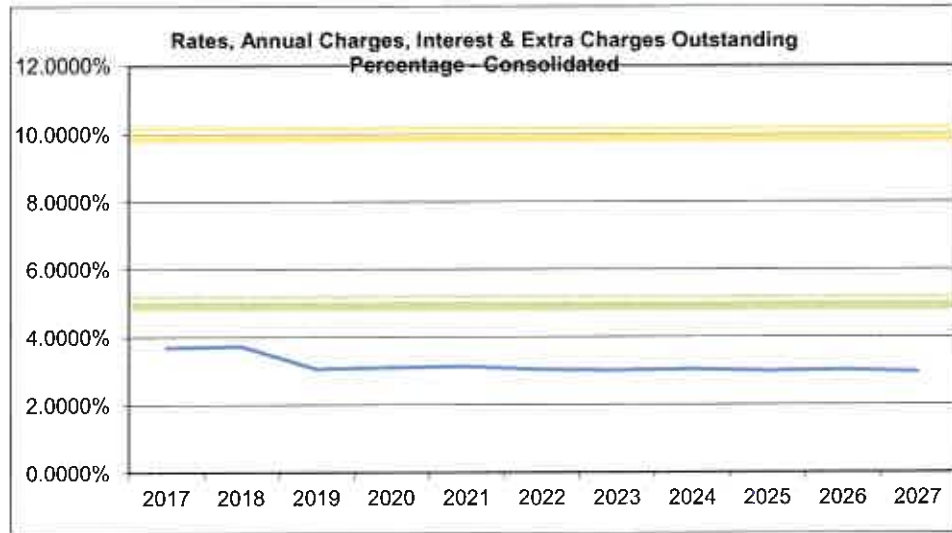
Minimum Green

Maximum Green

Maximum Amber

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

New Note 13 Ratios Charts (continued)



Minimum Amber

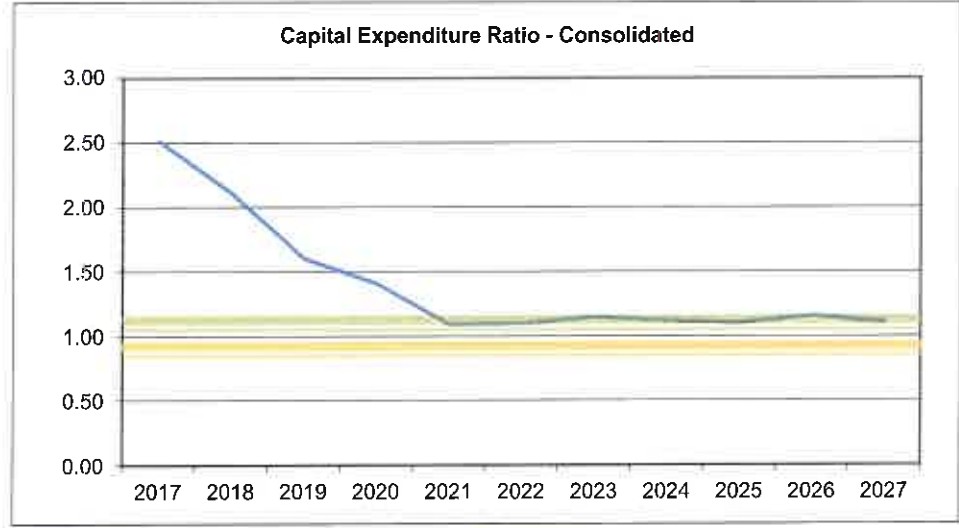
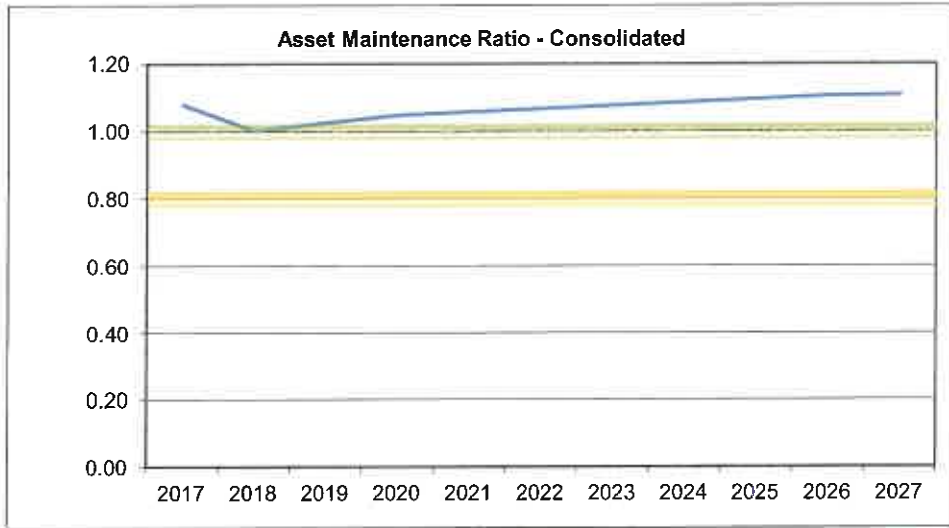
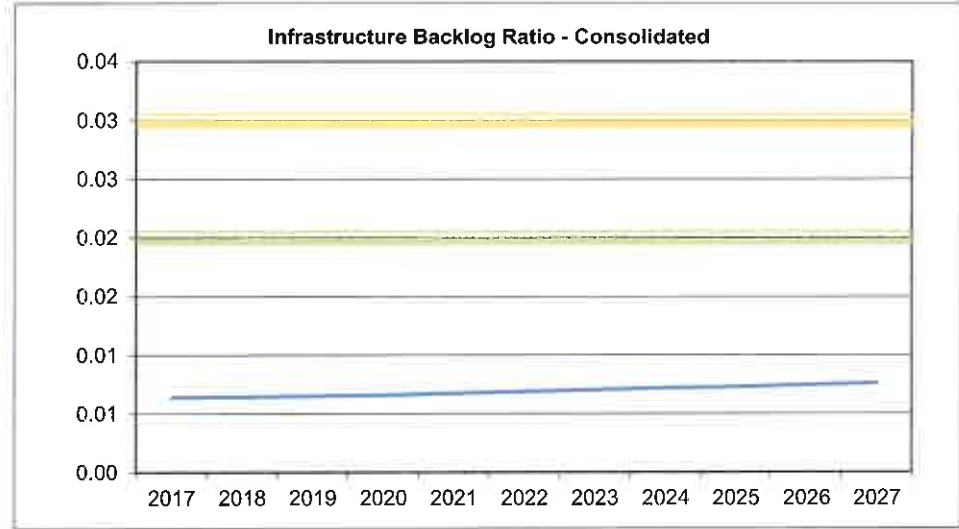
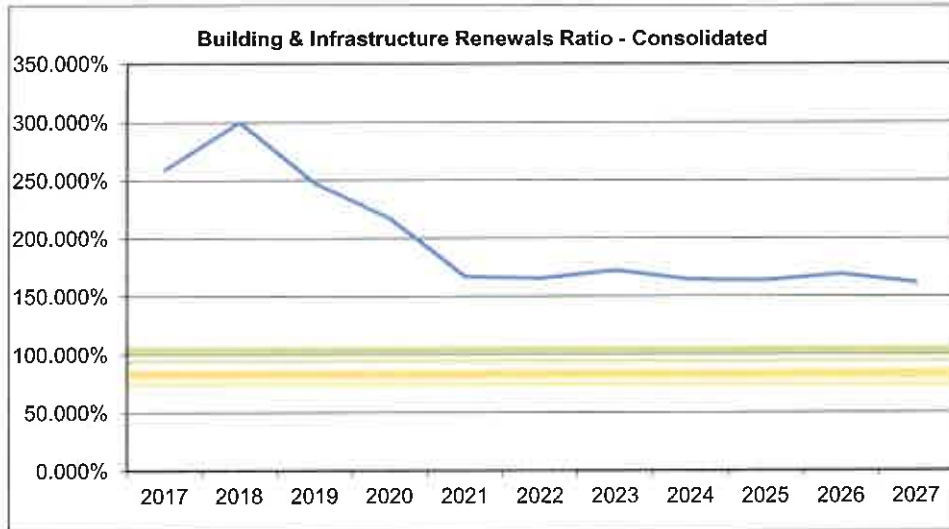
Minimum Green

Maximum Green

Maximum Amber

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

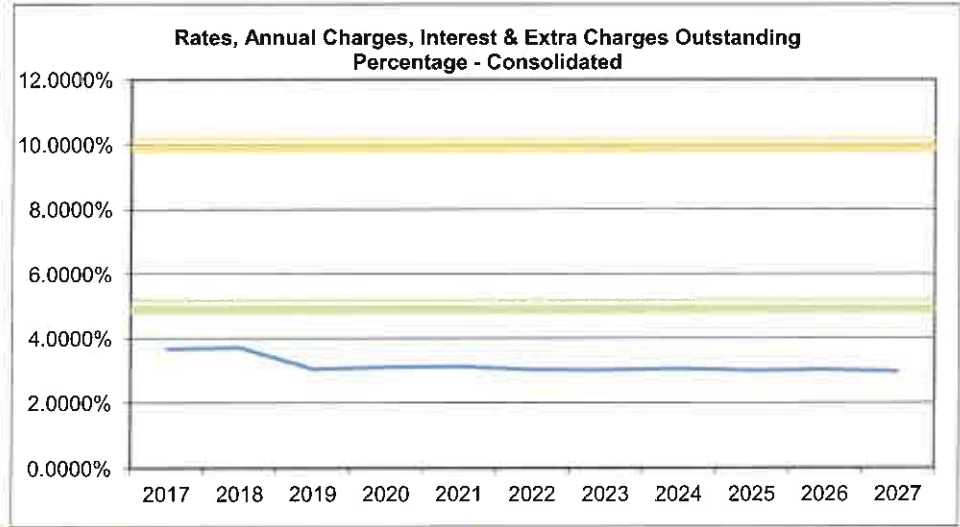
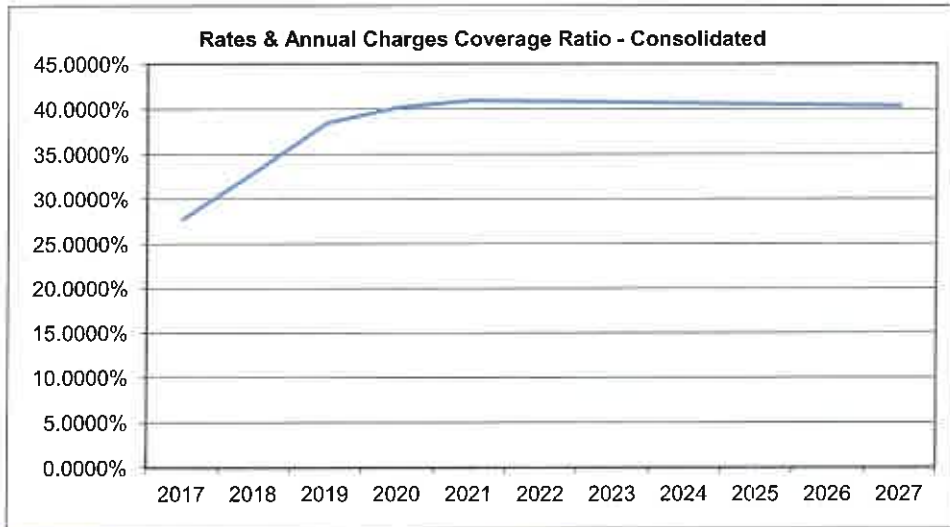
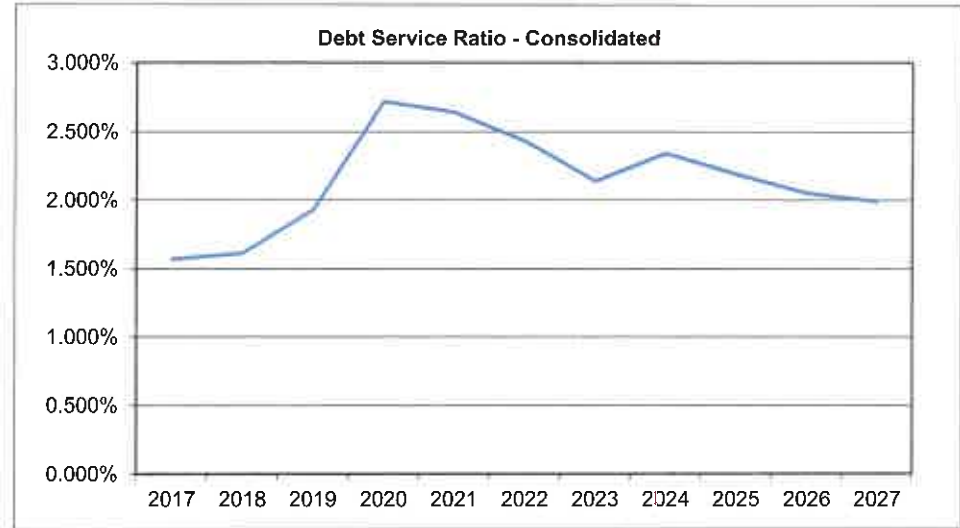
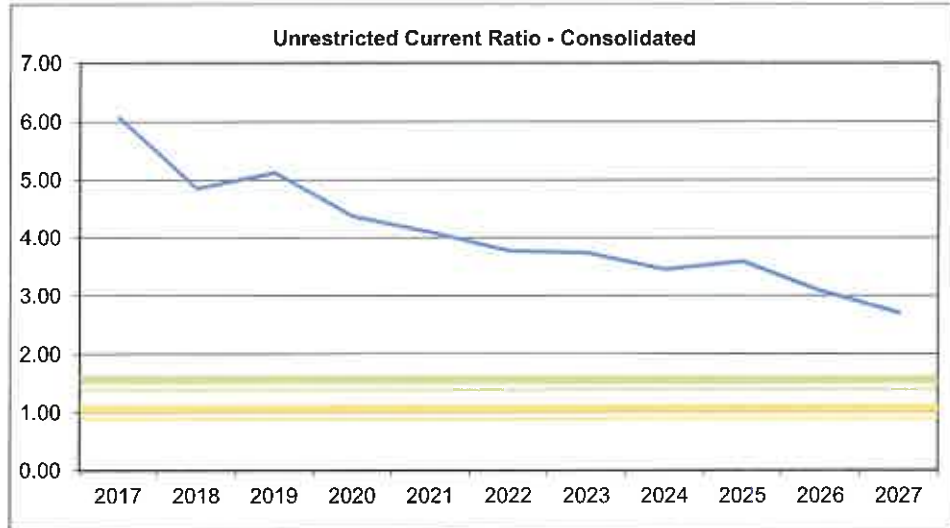
New Special Schedule 7 Ratios Charts



Minimum Amber
 Minimum Green
 Maximum Green
 Maximum Amber

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - ALL FUNDS (CONSOLIDATED)
Scenario: Base Case

Old 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 2027

HISTORICAL INFORMATION - GENERAL FUND

Scenario: Base Case

Income Statement

Income from Continuing Operations

Revenue:

Rates & Annual Charges	
User Charges & Fees	
Interest & Investment Revenue	
Other Revenues	
Grants & Contributions provided for Operating Purposes	
Grants & Contributions provided for Capital Purposes	

Other Income:

Net Gains from the Disposal of Assets	
Joint Ventures & Associated Entities - Gain	

Total Income from Continuing Operations

Expenses from Continuing Operations

Employee Benefits & On-Costs	
Borrowing Costs	
Materials & Contracts	
Depreciation & Amortisation	
Impairment	
Other Expenses	
Interest & Investment Losses	
Net Losses from the Disposal of Assets	
Joint Ventures & Associated Entities - Loss	
Total Expenses from Continuing Operations	

Operating Result from Continuing Operations

Discontinued Operations - Profit/(Loss)

Net Profit/(Loss) from Discontinued Operations

Net Operating Result for the Year

Net Operating Result before Grants and Contributions provided for Capital Purposes

	2015/16 \$'000	2014/15 \$'000	2013/14 \$'000	2012/13 \$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	7,782	7,538	7,534	7,217
User Charges & Fees	7,826	6,330	6,707	4,919
Interest & Investment Revenue	557	535	556	669
Other Revenues	890	553	435	426
Grants & Contributions provided for Operating Purposes	8,883	7,225	5,999	9,683
Grants & Contributions provided for Capital Purposes	1,593	1,673	1,458	1,788
Other Income:				
Net Gains from the Disposal of Assets	19	131	45	87
Joint Ventures & Associated Entities - Gain	-	-	-	-
Total Income from Continuing Operations	27,550	23,985	22,734	24,789
Expenses from Continuing Operations				
Employee Benefits & On-Costs	8,773	8,766	7,855	8,108
Borrowing Costs	124	140	161	161
Materials & Contracts	6,488	5,989	5,806	6,193
Depreciation & Amortisation	4,898	4,417	4,380	4,329
Impairment	-	-	-	-
Other Expenses	2,108	2,012	2,050	2,036
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	201
Total Expenses from Continuing Operations	22,391	21,324	20,252	21,028
Operating Result from Continuing Operations	5,159	2,661	2,482	3,761
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	5,159	2,661	2,482	3,761
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,566	988	1,024	1,973

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
HISTORICAL INFORMATION - GENERAL FUND
Balance Sheet

2015/16	2014/15	2013/14	2012/13
\$'000	\$'000	\$'000	\$'000

ASSETS

Current Assets

Cash & Cash Equivalents	5,218	5,058	8,266	6,778
Investments	14,413	10,760	5,827	3,746
Receivables	1,257	1,729	1,431	3,039
Inventories	771	1,052	1,364	1,043
Other	95	67	89	342
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	21,754	18,666	16,977	14,948

Non-Current Assets

Investments	-	-	-	-
Receivables	40	23	54	440
Inventories	-	-	-	-
Infrastructure, Property, Plant & Equipment	350,592	347,785	379,342	370,599
Investments Accounted for using the equity method	-	-	-	-
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	350,632	347,808	379,396	371,039
TOTAL ASSETS	372,386	366,474	396,373	385,987

LIABILITIES

Current Liabilities

Payables	1,814	1,619	1,321	1,379
Borrowings	146	151	139	128
Provisions	3,789	3,566	3,334	3,316
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Current Liabilities	5,749	5,336	4,794	4,823

Non-Current Liabilities

Payables	-	-	-	-
Borrowings	1,042	1,189	1,339	1,479
Provisions	797	784	766	737
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Non-Current Liabilities	1,839	1,973	2,105	2,216
TOTAL LIABILITIES	7,588	7,309	6,899	7,039
Net Assets	364,798	359,165	389,474	378,948

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
HISTORICAL INFORMATION - GENERAL FUND
EQUITY

Retained Earnings
Revaluation Reserves
Council Equity Interest
Minority Equity Interest
Total Equity

244,718	239,558	236,897	234,590
120,080	119,607	152,577	144,358
364,798	359,165	389,474	378,948
-	-	-	-
364,798	359,165	389,474	378,948

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

INCOME STATEMENT - GENERAL FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,782,000	8,009,548	8,405,514	8,625,669	8,866,578	9,114,522	9,369,714	9,632,380	9,902,750	10,181,061	10,467,559	10,762,499
User Charges & Fees	7,826,000	7,684,100	6,157,101	4,281,029	4,388,054	4,497,756	4,610,200	4,725,455	4,843,591	4,964,681	5,088,798	5,216,018
Interest & Investment Revenue	557,000	440,412	448,700	469,805	491,934	498,985	522,591	547,351	573,324	600,574	629,166	659,170
Other Revenues	890,000	512,600	527,100	540,278	553,785	567,629	581,820	596,365	611,275	626,556	642,220	658,276
Grants & Contributions provided for Operating Purposes	8,883,000	9,349,649	9,153,649	8,465,560	7,743,460	7,963,919	8,191,433	8,481,765	8,753,182	9,033,284	9,322,349	9,620,664
Grants & Contributions provided for Capital Purposes	1,593,000	2,025,800	2,235,100	1,547,335	1,278,631	789,594	808,607	828,094	848,069	868,543	889,529	911,040
Other Income:												
Net gains from the disposal of assets	19,000	-	11,413	38,396	43,468	48,945	54,861	61,250	68,150	73,601	79,490	85,849
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	27,550,000	28,022,109	26,938,577	23,968,071	23,365,909	23,481,350	24,139,224	24,872,660	25,600,340	26,348,300	27,119,111	27,913,516
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,773,000	9,555,500	10,204,584	9,563,344	9,830,296	10,153,525	10,543,597	10,947,964	11,367,158	11,801,729	12,205,637	12,623,422
Borrowing Costs	124,000	130,668	127,480	141,408	219,999	203,339	186,813	197,560	204,994	210,453	223,534	211,869
Materials & Contracts	6,488,000	7,126,640	6,712,551	5,029,664	4,202,054	4,328,115	4,479,599	4,636,385	4,798,659	4,966,612	5,140,443	5,320,359
Depreciation & Amortisation	4,898,000	4,741,217	5,024,401	5,086,595	5,197,433	5,323,928	5,412,955	5,514,974	5,618,078	5,738,789	5,878,453	5,988,449
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,108,000	2,433,500	2,282,685	2,340,310	2,400,670	2,462,604	2,526,153	2,591,362	2,658,272	2,726,930	2,797,382	2,869,674
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	107,700	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	22,391,000	24,095,225	24,351,701	22,161,321	21,850,453	22,471,511	23,149,118	23,888,245	24,647,160	25,444,513	26,245,449	27,013,774
Operating Result from Continuing Operations	5,159,000	3,926,884	2,586,876	1,806,750	1,515,456	1,009,839	990,107	984,415	953,179	903,787	873,663	899,742
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,159,000	3,926,884	2,586,876	1,806,750	1,515,456	1,009,839	990,107	984,415	953,179	903,787	873,663	899,742
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,566,000	1,901,084	351,776	259,415	236,825	220,245	181,500	156,320	105,110	35,244	(15,867)	(11,298)

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - GENERAL FUND
Scenario: Base Case

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,218,000	5,219,181	2,377,622	1,846,409	996,220	1,569,942	1,632,741	2,205,838	2,500,447	3,212,900	3,050,301	3,197,249
Investments	14,413,000	14,413,000	14,413,000	14,413,000	13,413,000	12,413,000	11,913,000	11,913,000	10,913,000	10,913,000	9,913,000	8,913,000
Receivables	1,257,000	1,327,334	1,108,847	770,581	773,861	786,930	800,646	823,235	835,595	860,285	869,813	882,544
Inventories	771,000	450,296	424,132	317,799	265,506	273,472	283,043	292,950	303,203	313,815	324,798	336,166
Other	95,000	108,030	101,646	83,281	74,611	76,735	79,165	81,674	84,263	86,937	89,697	92,547
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,754,000	21,517,840	18,425,247	17,431,070	15,523,198	15,120,079	14,708,595	15,316,896	14,836,508	15,386,936	14,247,610	13,421,507
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	40,000	47,780	43,650	26,356	27,082	27,829	28,598	29,389	30,202	31,039	31,901	32,787
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	350,592,000	354,741,664	361,115,604	366,145,891	372,820,999	374,254,975	375,704,861	377,583,688	379,658,324	384,907,025	386,955,517	388,708,619
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	350,632,000	354,789,444	361,159,254	366,172,247	372,848,081	374,282,804	375,733,459	377,613,077	379,688,527	384,938,065	386,987,418	388,741,406
TOTAL ASSETS	372,386,000	376,307,285	379,584,500	383,603,317	388,371,279	389,402,883	390,442,054	392,929,773	394,325,035	400,325,001	401,235,027	402,162,913
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,814,000	1,726,300	1,682,569	1,145,896	1,050,159	1,074,061	1,101,410	1,129,645	1,158,795	1,188,890	1,219,962	1,252,042
Borrowings	146,000	116,858	152,847	264,915	282,811	268,561	286,169	383,424	320,745	326,798	340,010	353,760
Provisions	3,789,000	4,002,600	4,222,608	4,447,896	4,678,591	4,914,823	5,159,323	5,412,380	5,674,295	5,945,376	6,225,945	6,516,335
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,749,000	5,845,758	6,058,024	5,858,707	6,011,561	6,257,445	6,546,901	6,925,449	7,153,834	7,461,065	7,785,917	8,122,137
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,042,000	909,242	1,287,645	3,087,230	2,804,420	2,535,859	2,249,690	3,328,119	3,007,374	4,142,429	3,802,419	3,448,659
Provisions	797,000	827,400	868,071	909,962	953,110	997,552	1,043,328	1,090,477	1,139,040	1,189,060	1,240,581	1,293,647
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,839,000	1,736,642	2,155,716	3,997,192	3,757,530	3,533,411	3,293,018	4,418,596	4,146,414	5,331,489	5,043,000	4,742,306
TOTAL LIABILITIES	7,588,000	7,582,400	8,213,740	9,855,899	9,769,091	9,790,856	9,839,920	11,344,045	11,300,249	12,792,554	12,828,917	12,864,443
Net Assets	364,798,000	368,724,884	371,370,760	373,747,417	378,602,189	379,612,028	380,602,134	381,585,728	383,024,786	387,532,448	388,406,110	389,298,470
EQUITY												
Retained Earnings	244,718,000	248,644,884	251,231,760	253,038,511	254,553,967	255,563,806	256,553,912	257,538,327	258,491,506	259,395,293	260,268,956	261,168,698
Revaluation Reserves	120,080,000	120,080,000	120,139,000	120,708,907	124,048,222	124,048,222	124,048,222	124,047,401	124,533,280	128,137,154	128,137,154	128,129,772
Council Equity Interest	364,798,000	368,724,884	371,370,760	373,747,417	378,602,189	379,612,028	380,602,134	381,585,728	383,024,786	387,532,448	388,406,110	389,298,470
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	364,798,000	368,724,884	371,370,760	373,747,417	378,602,189	379,612,028	380,602,134	381,585,728	383,024,786	387,532,448	388,406,110	389,298,470

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
EQUITY STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2015/16 \$	Current Year 2016/17 \$	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	Projected Years					2026/27 \$
							2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	
Opening Balance	359,165,000	364,798,000	368,724,884	371,370,760	373,747,417	378,602,189	379,612,028	380,602,134	381,585,728	383,024,786	387,532,448	388,406,110
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	473,000	-	59,000	569,907	3,339,315	-	-	(821)	485,879	3,603,875	-	(7,382)
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	1,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	474,000	-	59,000	569,907	3,339,315	-	-	(821)	485,879	3,603,875	-	(7,382)
b. Net Operating Result for the Year	5,159,000	3,926,884	2,586,876	1,806,750	1,515,456	1,009,839	990,107	984,415	953,179	903,787	873,663	899,742
Total Recognised Income & Expenses (c&d)	5,633,000	3,926,884	2,645,876	2,376,657	4,854,772	1,009,839	990,107	983,594	1,439,058	4,507,662	873,663	892,360
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	364,798,000	368,724,884	371,370,760	373,747,417	378,602,189	379,612,028	380,602,134	381,585,728	383,024,786	387,532,448	388,406,110	389,298,470

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - GENERAL FUND
Scenario: Base Case

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					
	\$	\$	\$	\$	\$	\$	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	7,798,857	8,433,294	8,766,677	8,861,973	9,109,781	9,364,836	9,627,359	9,897,581	10,175,740	10,462,082	10,756,861
User Charges & Fees	-	7,801,152	6,321,235	4,482,684	4,376,550	4,485,964	4,598,113	4,713,066	4,830,893	4,951,665	5,075,457	5,202,343
Interest & Investment Revenue Received	-	492,657	473,931	474,924	503,819	502,022	525,781	542,149	578,787	594,173	638,406	665,699
Grants & Contributions	-	11,375,449	11,368,749	10,012,895	9,022,091	8,753,514	9,000,039	9,309,859	9,601,251	9,901,827	10,211,878	10,531,704
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	475,879	532,573	548,055	554,002	567,308	581,110	595,597	610,506	625,767	641,410	657,443
Payments:												
Employee Benefits & On-Costs	-	(9,256,726)	(9,958,227)	(9,670,579)	(9,599,601)	(9,917,293)	(10,299,097)	(10,694,906)	(11,105,243)	(11,530,648)	(11,925,067)	(12,333,033)
Materials & Contracts	-	(6,991,840)	(6,750,084)	(5,109,114)	(4,236,829)	(4,314,303)	(4,464,252)	(4,620,565)	(4,782,352)	(4,949,803)	(5,123,116)	(5,302,496)
Borrowing Costs	-	(100,268)	(86,809)	(99,517)	(176,851)	(158,897)	(141,037)	(150,412)	(156,430)	(160,433)	(172,013)	(158,802)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(2,433,500)	(2,282,685)	(2,340,310)	(2,400,670)	(2,462,604)	(2,526,153)	(2,591,362)	(2,658,272)	(2,726,930)	(2,797,382)	(2,869,674)
Net Cash provided (or used in) Operating Activities		9,161,662	8,071,977	7,065,714	6,904,484	6,565,492	6,639,340	6,730,786	6,816,719	6,881,359	7,011,654	7,150,043
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	1,000,000	1,000,000	500,000	-	1,000,000	-	1,000,000	1,000,000
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	367,000	288,000	444,000	530,000	352,000	371,241	380,151	389,274	398,617	408,183	420,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(9,365,581)	(11,615,928)	(9,952,579)	(9,019,759)	(7,060,959)	(7,179,222)	(7,713,523)	(7,527,960)	(7,708,631)	(8,255,638)	(8,083,085)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities		(8,998,581)	(11,327,928)	(9,508,579)	(7,489,759)	(5,708,959)	(6,307,981)	(7,333,373)	(6,138,686)	(7,310,014)	(6,847,455)	(6,663,085)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	531,250	2,064,500	-	-	-	1,500,000	-	1,500,000	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(161,900)	(116,858)	(152,847)	(264,915)	(282,811)	(268,561)	(324,316)	(383,424)	(358,892)	(326,798)	(340,010)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities		(161,900)	414,392	1,911,653	(264,915)	(282,811)	(268,561)	1,175,684	(383,424)	1,141,108	(326,798)	(340,010)
Net Increase/(Decrease) in Cash & Cash Equivalents		1,181	(2,841,559)	(531,213)	(850,190)	573,723	62,798	573,097	294,609	712,453	(162,599)	146,948
plus: Cash & Cash Equivalents - beginning of year		5,218,000	5,219,181	2,377,622	1,846,409	996,220	1,569,942	1,632,741	2,205,838	2,500,447	3,212,900	3,050,301
Cash & Cash Equivalents - end of the year	5,218,000	5,219,181	2,377,622	1,846,409	996,220	1,569,942	1,632,741	2,205,838	2,500,447	3,212,900	3,050,301	3,197,249

Cash & Cash Equivalents - end of the year	5,218,000	5,219,181	2,377,622	1,846,409	996,220	1,569,942	1,632,741	2,205,838	2,500,447	3,212,900	3,050,301	3,197,249
Investments - end of the year	14,413,000	14,413,000	14,413,000	14,413,000	13,413,000	12,413,000	11,913,000	11,913,000	10,913,000	10,913,000	9,913,000	8,913,000
Cash, Cash Equivalents & Investments - end of the year	19,631,000	19,632,181	16,790,622	16,259,409	14,409,220	13,982,942	13,545,741	14,118,838	13,413,447	14,125,900	12,963,301	12,110,249
Representing:												
- External Restrictions (includes Sec 94 & Domestic Waste Management)	4,826,000	5,679,000	5,779,000	5,625,000	5,471,000	5,491,000	5,511,000	5,531,000	5,381,000	5,401,000	5,301,000	4,801,000
- Internal Restrictions	9,393,000	9,581,000	9,381,000	9,043,000	7,043,000	7,025,000	7,007,000	7,025,000	7,007,000	6,989,000	6,971,000	6,989,000
- Unrestricted	5,412,000	4,372,181	1,630,622	1,591,409	1,895,220	1,466,942	1,027,741	1,562,838	1,025,447	1,735,900	691,301	320,249
	19,631,000	19,632,181	16,790,622	16,259,409	14,409,220	13,982,942	13,545,741	14,118,838	13,413,447	14,125,900	12,963,301	12,110,249

Upper Lachlan Shire Council
 10 Year Financial Plan for the Years ending 30 June 2027
 FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND
 Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios															
Operating Performance Ratio 1)	6.70%	4.60%	3.90%	13.67%	7.73%	1.38%	0.99%	0.88%	0.76%	0.54%	0.40%	0.15%	-0.15%	-0.36%	-0.36%
Own Source Operating Revenue Ratio 1)	53.26%	67.13%	62.70%	61.95%	59.41%	57.71%	58.16%	61.32%	62.64%	62.63%	62.48%	62.40%	62.31%	62.23%	62.15%
Unrestricted Current Ratio	4.20	5.62	5.66	6.40	6.07	4.86	5.13	4.38	4.10	3.78	3.74	3.46	3.60	3.09	2.71
Debt Service Cover Ratio 1)	22.28	19.57	19.43	31.16	23.52	22.48	18.52	11.57	11.72	12.58	11.13	9.96	10.38	10.91	11.06
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	2.33%	2.73%	1.45%	1.66%	3.31%	3.37%	2.55%	2.61%	2.64%	2.52%	2.51%	2.55%	2.48%	2.52%	2.46%
Cash Expense Cover Ratio 1)	7.98	9.39	11.73	13.90	10.91	9.46	13.03	12.54	11.74	11.20	11.58	10.70	10.79	9.91	9.87
1) different Calculation to TCorp's calculation for same ratio															
New Special Schedule 7 Ratios															
Building & Infrastructure Renewals Ratio	107.34%	128.93%	138.75%	172.78%	320.02%	379.33%	308.08%	266.40%	199.20%	196.85%	205.64%	194.89%	193.56%	199.98%	190.28%
Infrastructure Backlog Ratio	0.09	0.06	0.03	0.02	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Asset Maintenance Ratio	1.10	0.90	1.07	1.12	1.11	1.02	1.05	1.08	1.09	1.10	1.11	1.12	1.13	1.14	1.14
Capital Expenditure Ratio	1.56	1.09	1.32	1.55	1.88	2.26	1.88	1.64	1.27	1.27	1.34	1.28	1.29	1.35	1.29

Upper Lachlan Shire Council
 10 Year Financial Plan for the Years ending 30 June 2027
 KEY PERFORMANCE INDICATORS - GENERAL FUND
 Scenario: Base Case

Current
Year
2016/17

Projected Years

2017/18 2018/19 2019/20 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27

- 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

Council's Target Benchmarks

New Note 13 Ratios

Operating Performance Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● ↓	● ↓	● ↓	
	Actual Ratio	7.73%	1.38%	0.99%	0.88%	0.76%	0.54%	0.40%	0.15%	-0.15%	-0.36%	-0.36%
Own Source Operating Revenue Ratio 1)	Snapshot	● ↘	● ↘	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	59.41%	57.71%	58.16%	61.32%	62.64%	62.63%	62.48%	62.40%	62.31%	62.23%	62.15%
Unrestricted Current Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	6.07	4.86	5.13	4.38	4.10	3.78	3.74	3.46	3.60	3.09	2.71
Debt Service Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	23.52	22.48	18.52	11.57	11.72	12.58	11.13	9.96	10.38	10.91	11.06
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	3.31%	3.37%	2.55%	2.61%	2.64%	2.52%	2.51%	2.55%	2.48%	2.52%	2.46%
Cash Expense Cover Ratio 1)	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	10.91	9.46	13.03	12.54	11.74	11.20	11.58	10.70	10.79	9.91	9.87

1) **different** Calculation to TCorp's calculation for same ratio

New Special Schedule 7 Ratios

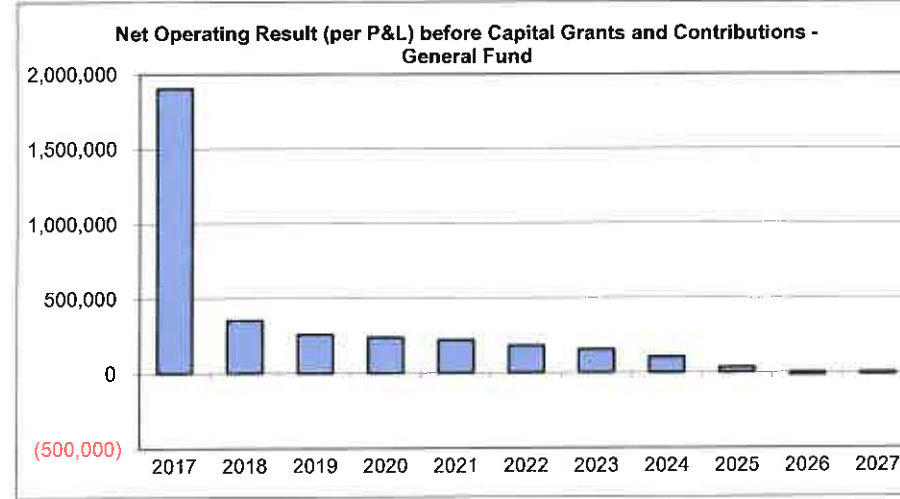
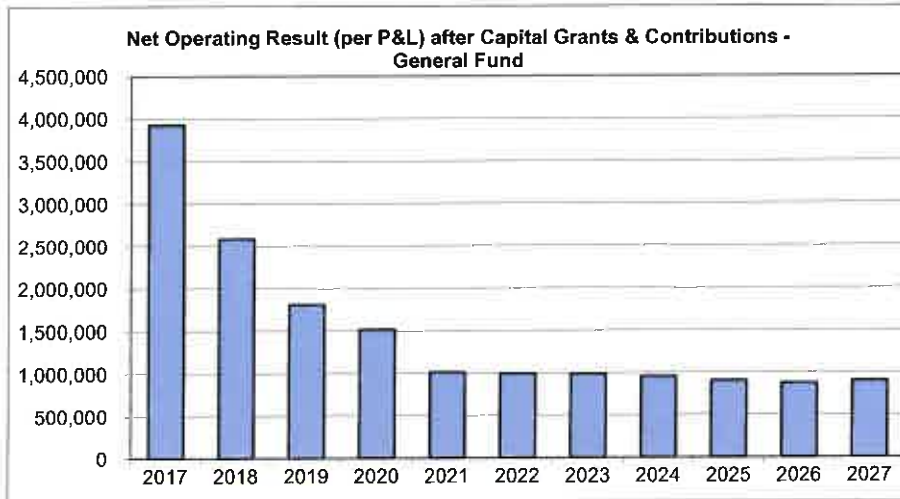
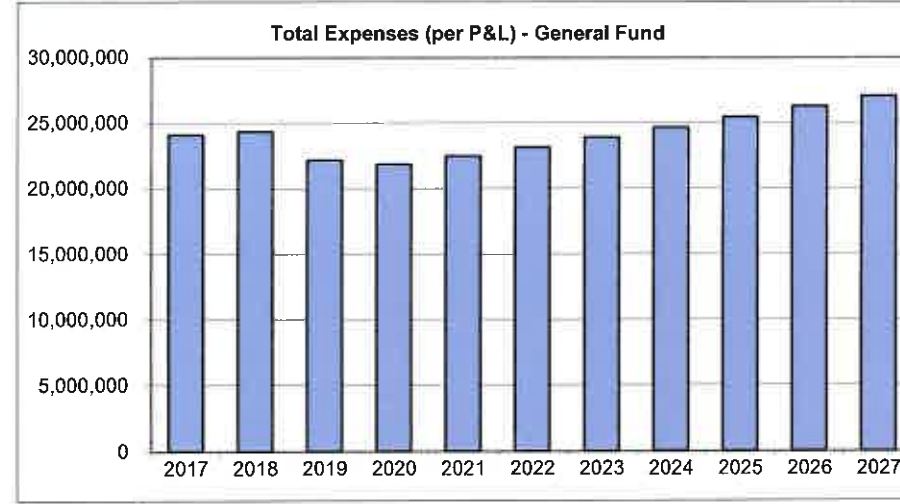
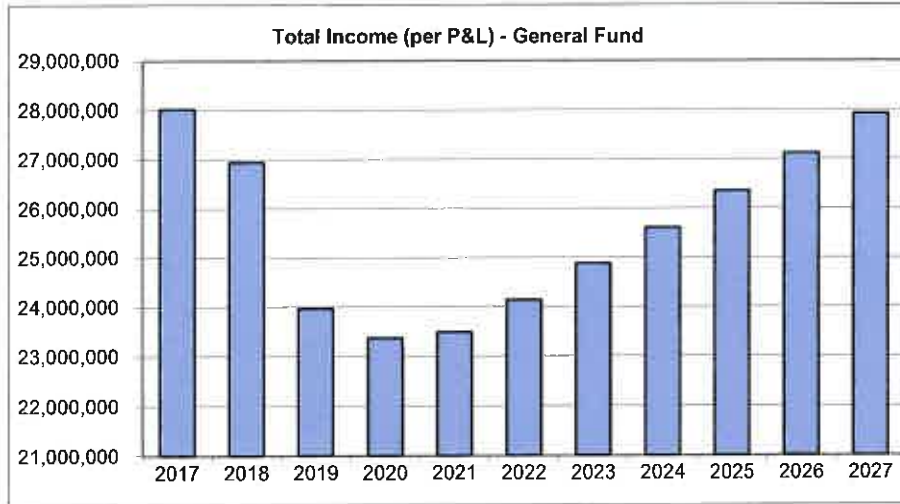
Building & Infrastructure Renewals Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	320.02%	379.33%	308.08%	266.40%	199.20%	196.85%	205.64%	194.89%	193.56%	199.98%	190.28%
Infrastructure Backlog Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Asset Maintenance Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	1.11	1.02	1.05	1.08	1.09	1.10	1.11	1.12	1.13	1.14	1.14
Capital Expenditure Ratio	Snapshot	● —	● —	● —	● —	● —	● —	● —	● —	● —	● —	
	Actual Ratio	1.88	2.26	1.88	1.64	1.27	1.27	1.34	1.28	1.29	1.35	1.29

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

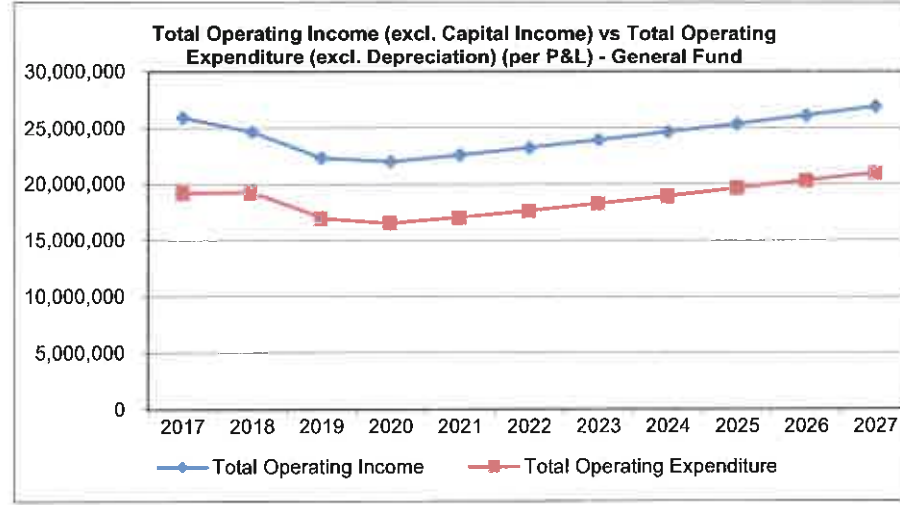
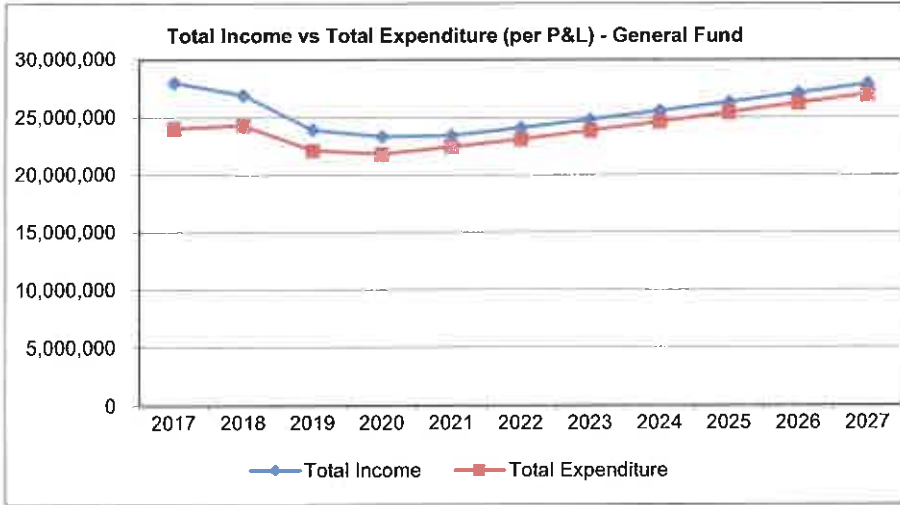
CHARTS - GENERAL FUND

Scenario: Base Case

Income Statement Charts



Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - GENERAL FUND
Scenario: Base Case
Income Statement Charts

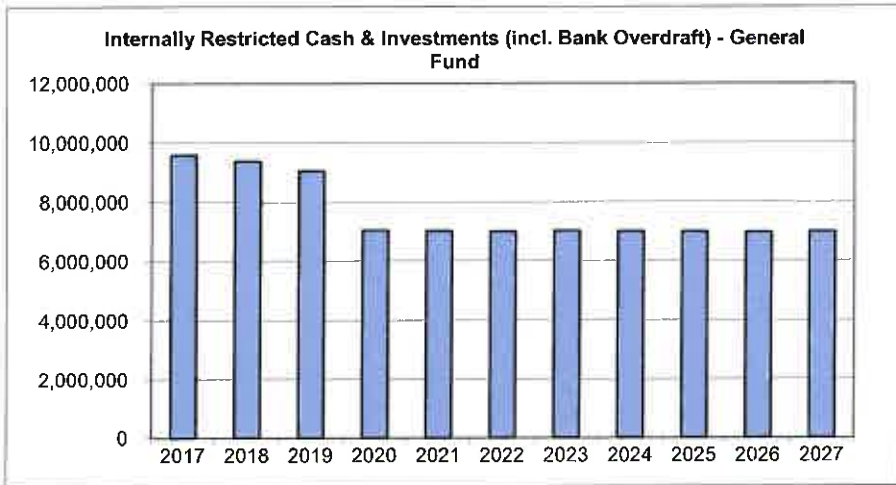
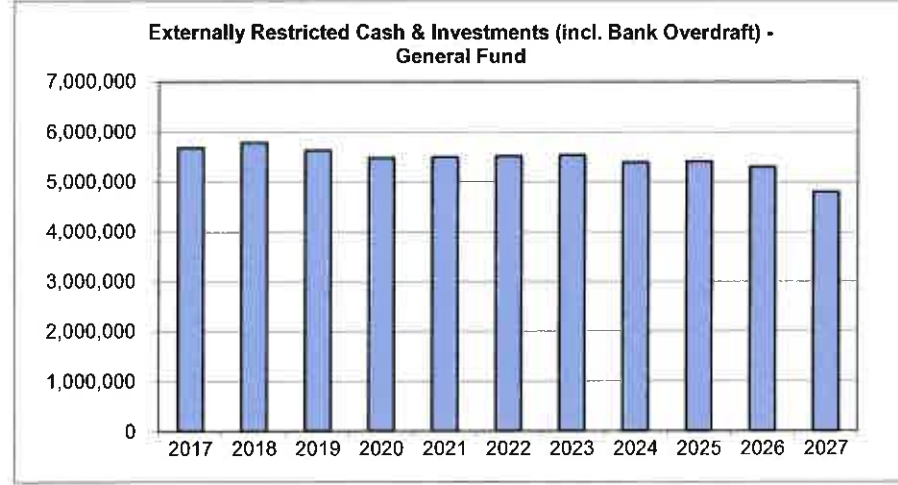
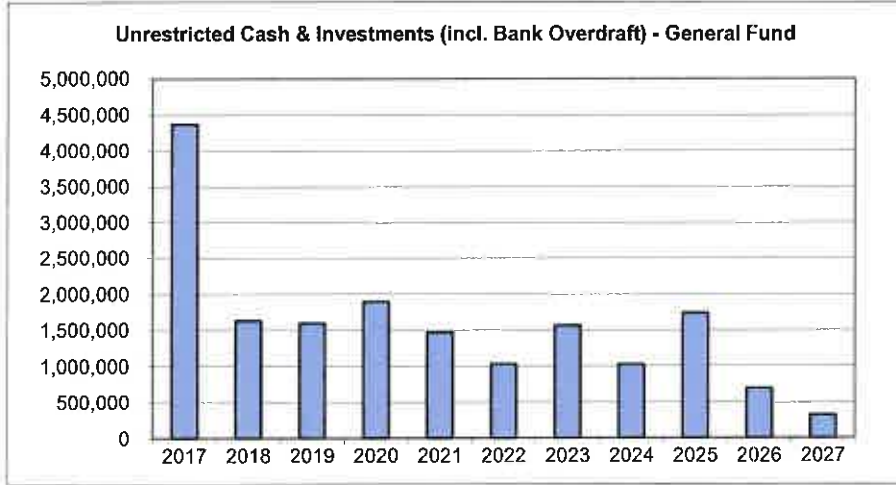


**Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027**

CHARTS - GENERAL FUND

Scenario: Base Case

Cash Restrictions Charts

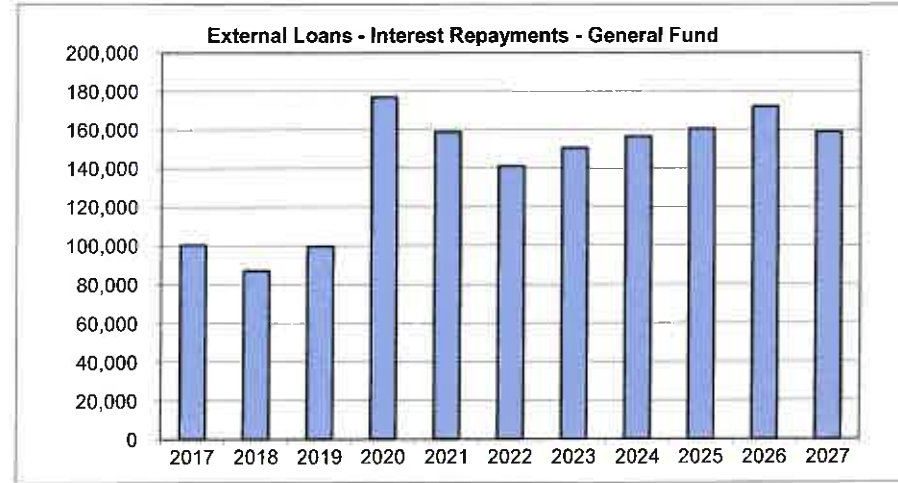
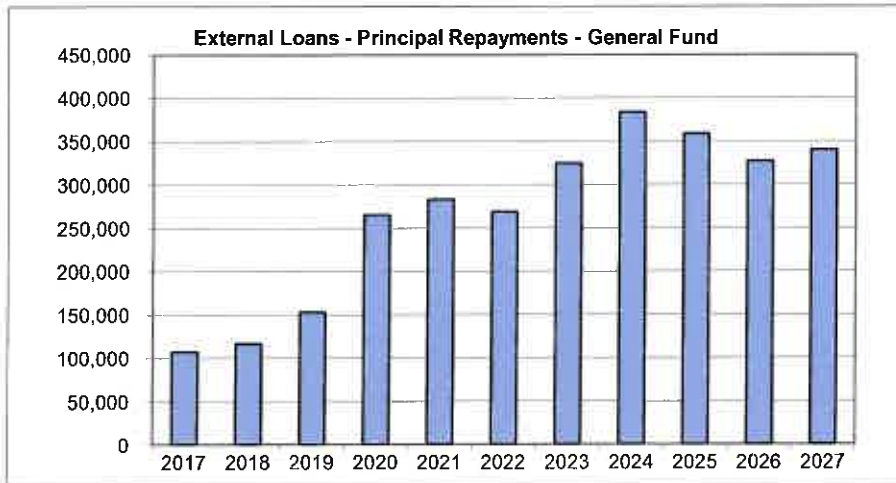
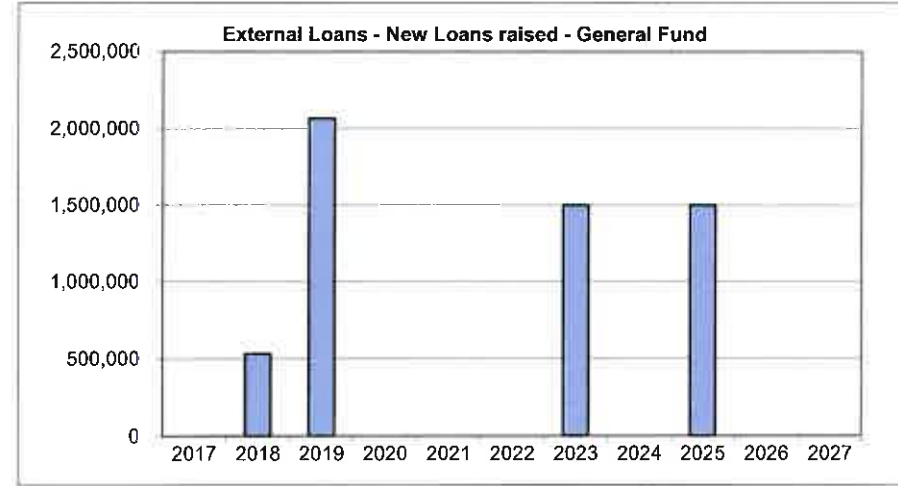
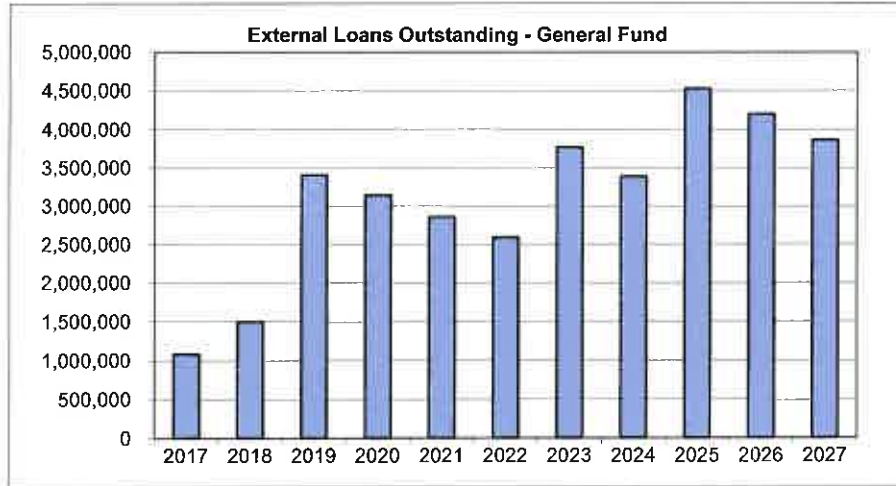


Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

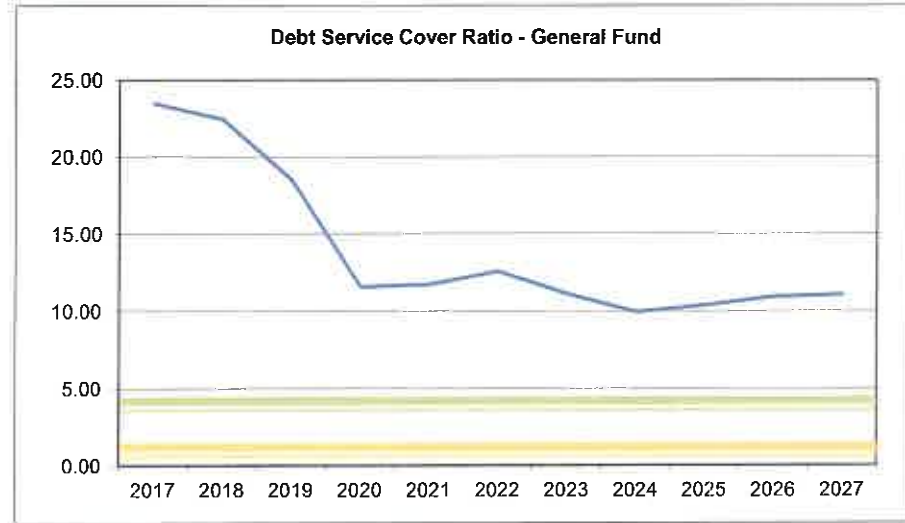
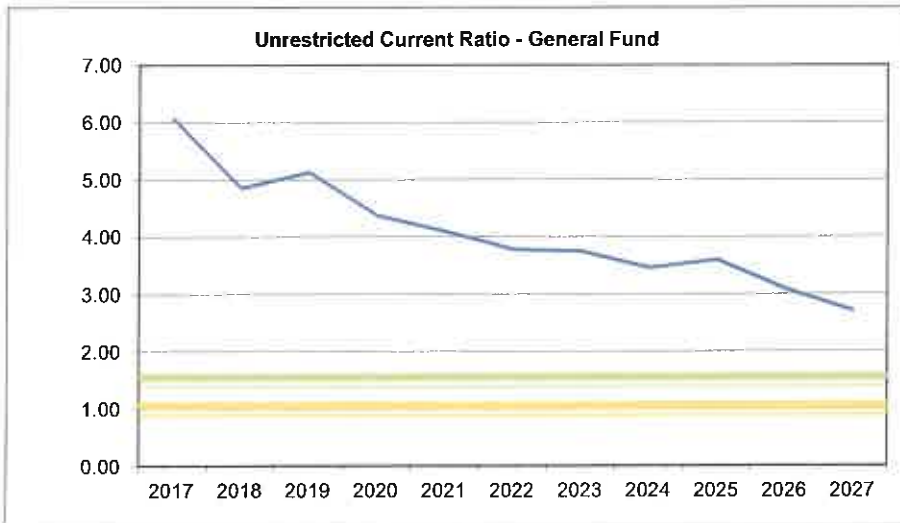
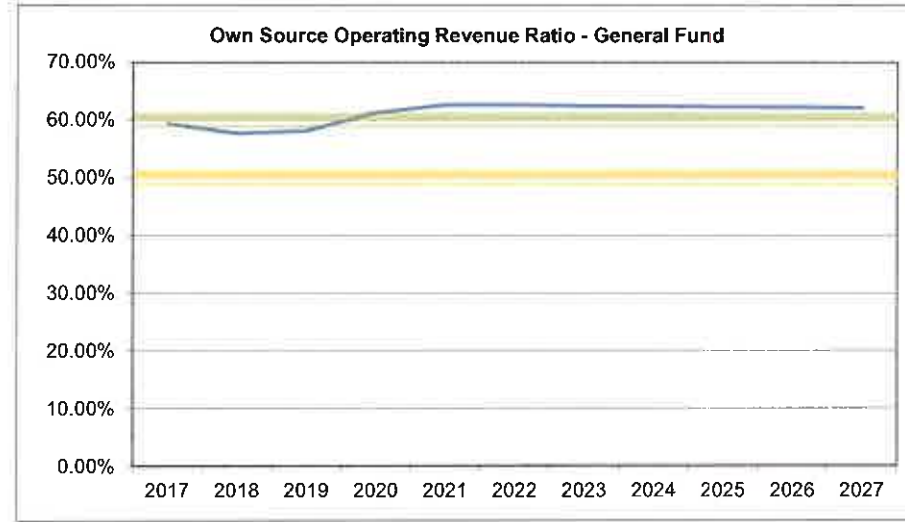
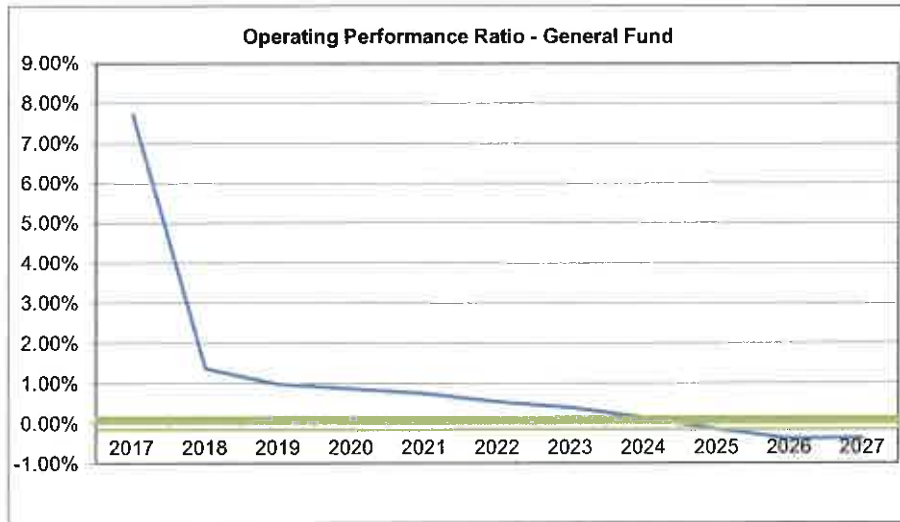
CHARTS - GENERAL FUND

Scenario: Base Case

External Loans Charts



Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - GENERAL FUND
Scenario: Base Case
 New Note 13 Ratios Charts



Minimum Amber

Minimum Green

Maximum Green

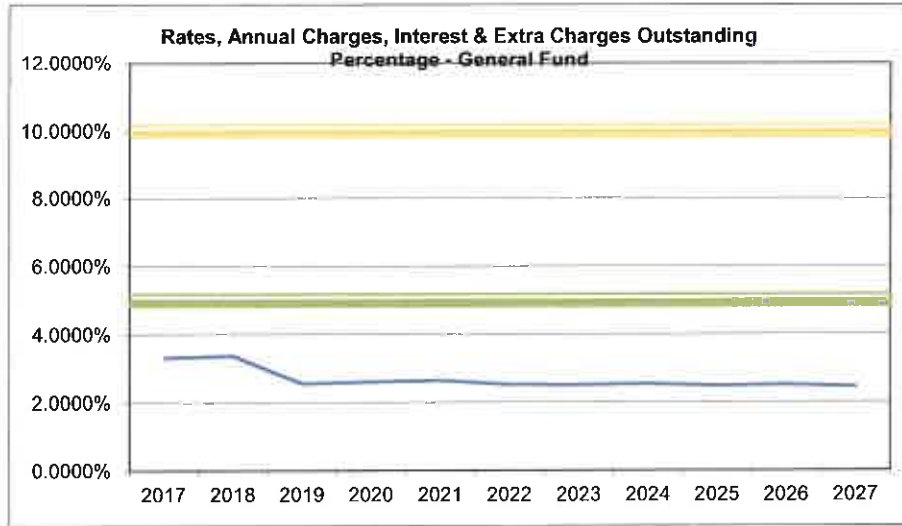
Maximum Amber

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

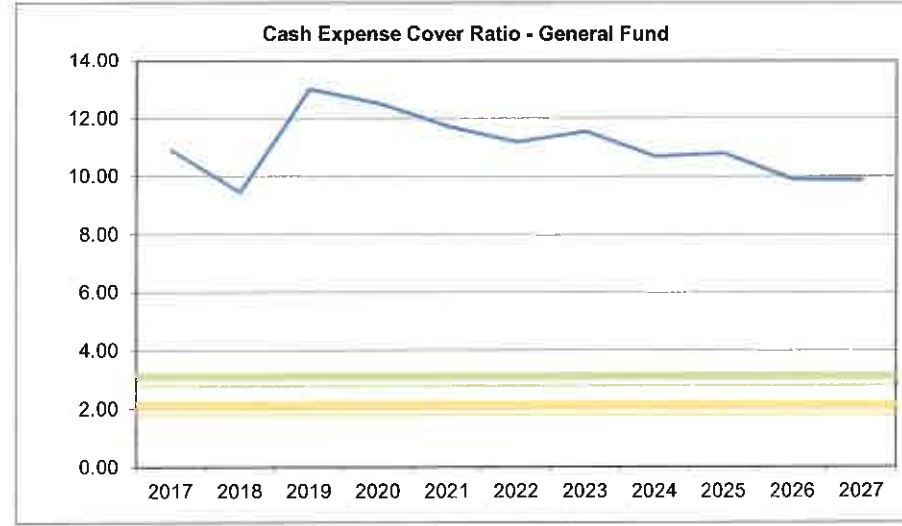
CHARTS - GENERAL FUND

Scenario: Base Case

New Note 13 Ratios Charts (continued)

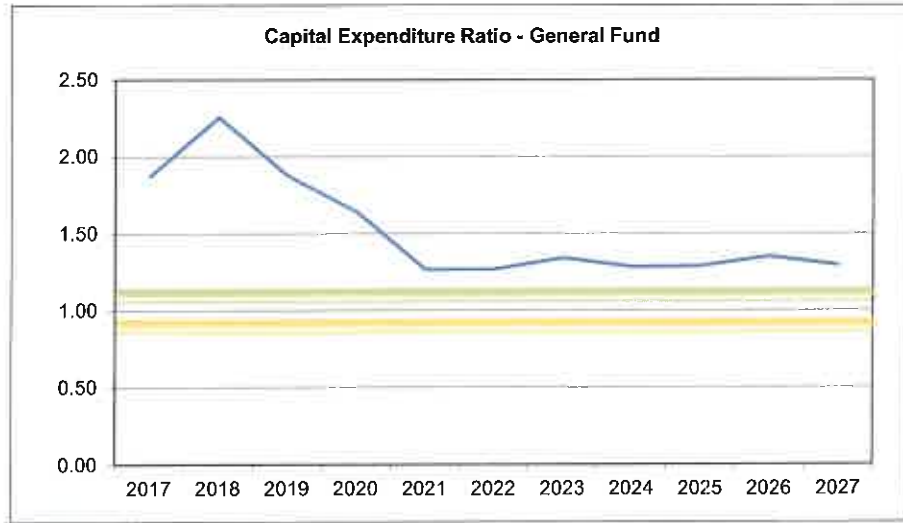
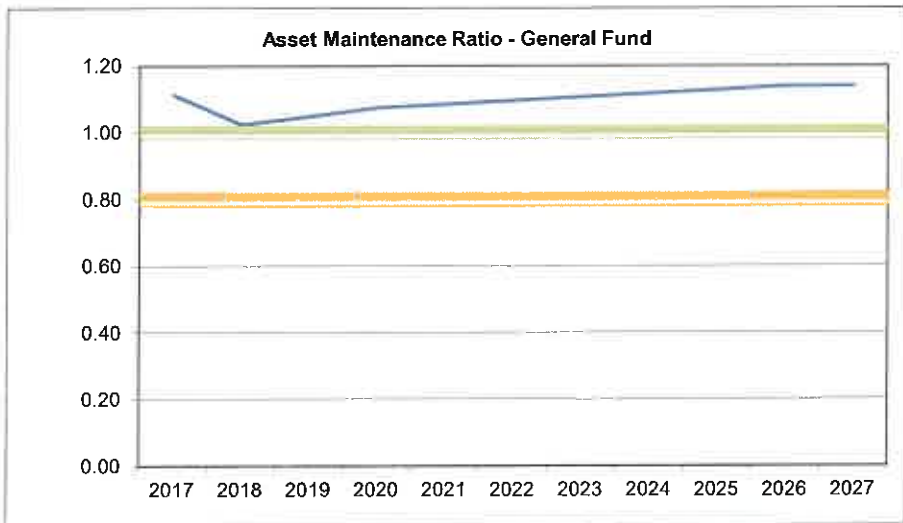
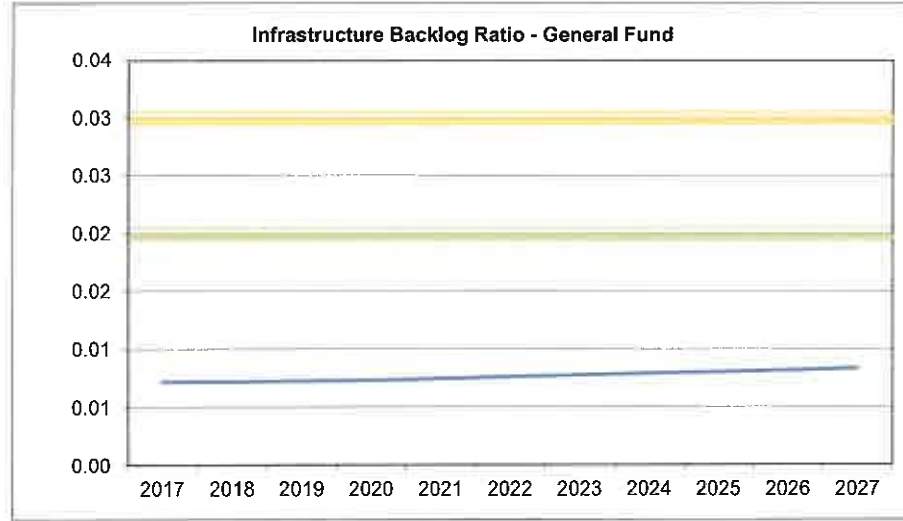
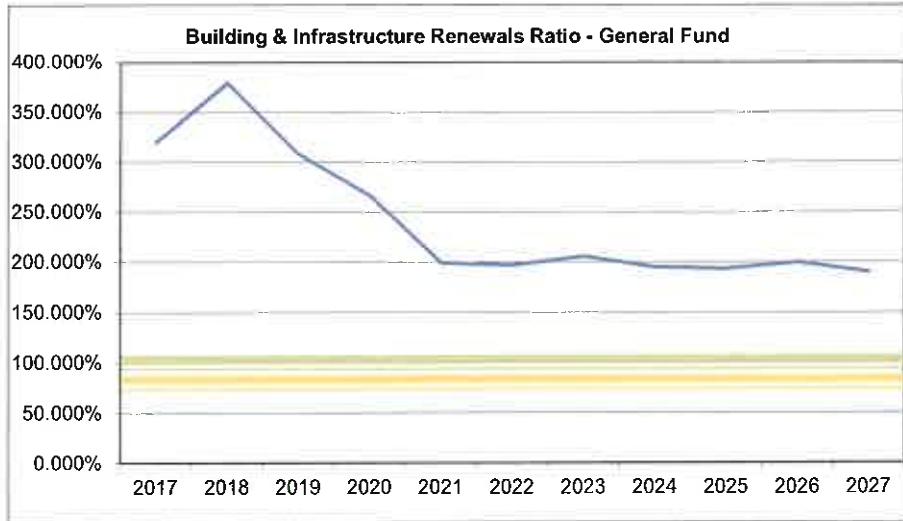


Minimum Amber Minimum Green



Maximum Green Maximum Amber

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - GENERAL FUND
Scenario: Base Case
 New Special Schedule 7 Ratios Charts



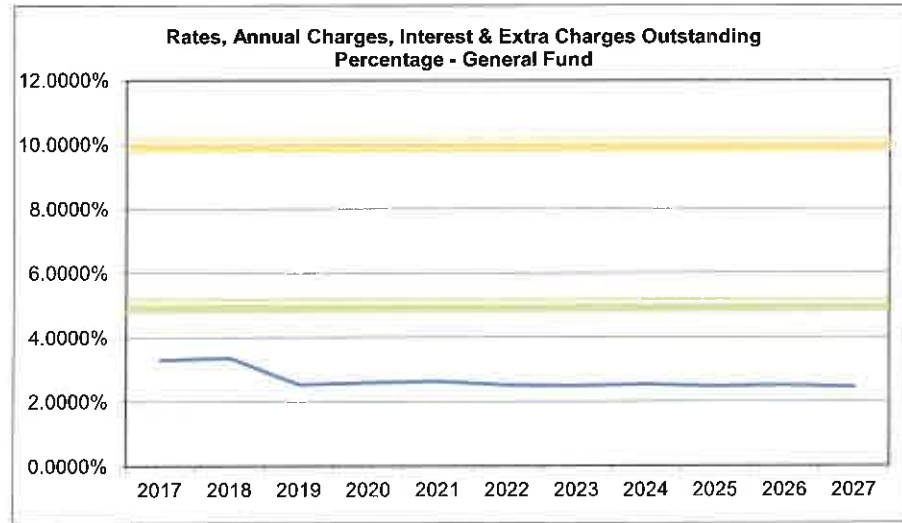
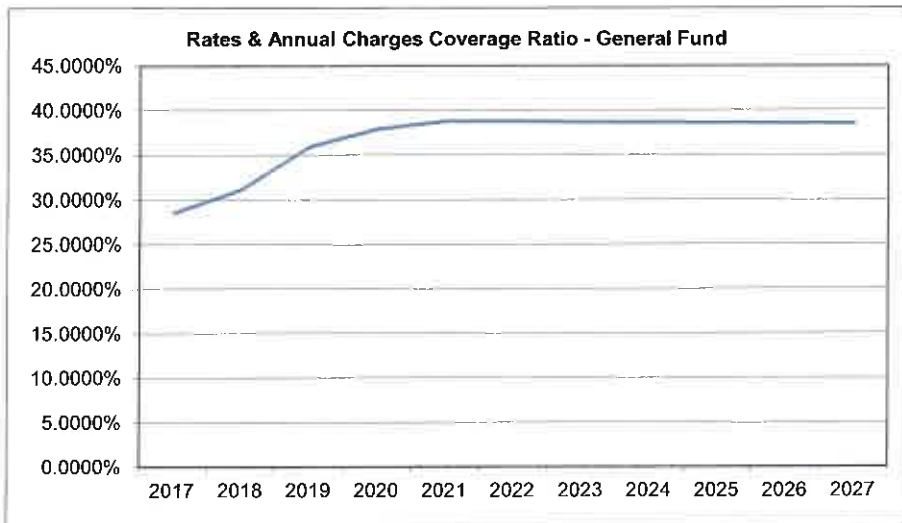
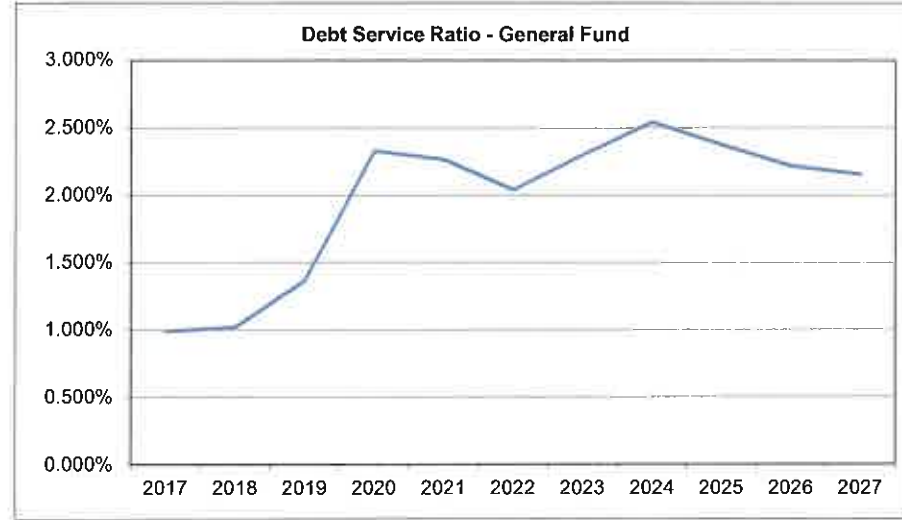
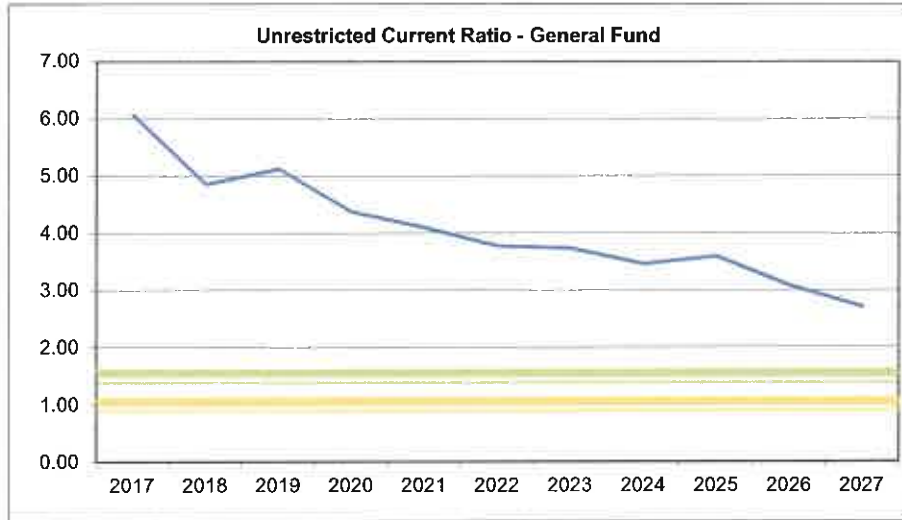
Minimum Amber

Minimum Green

Maximum Green

Maximum Amber

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CHARTS - GENERAL FUND
Scenario: Base Case
 Old 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 2027

INCOME STATEMENT - WATER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	832,000	803,290	826,506	851,301	876,840	903,145	930,240	958,147	986,891	1,016,498	1,046,993	1,078,403
User Charges & Fees	963,000	822,463	970,502	1,018,927	1,069,771	1,123,154	1,179,204	1,238,054	1,299,844	1,364,720	1,432,837	1,504,357
Interest & Investment Revenue	66,000	46,450	52,600	50,412	52,809	55,324	57,964	60,734	63,642	66,695	69,900	73,266
Other Revenues	2,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	19,000	22,150	20,500	21,156	21,833	22,532	23,253	23,997	24,765	25,557	26,375	27,219
Grants & Contributions provided for Capital Purposes	256,000	4,336,800	909,400	55,410	58,495	61,658	68,199	72,779	81,399	86,059	90,760	95,504
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,138,000	6,031,153	2,779,508	1,997,206	2,079,748	2,165,813	2,258,860	2,353,711	2,456,540	2,559,529	2,666,865	2,778,749
Expenses from Continuing Operations												
Employee Benefits & On-Costs	532,000	452,700	457,071	470,755	484,849	499,365	514,316	529,715	545,576	561,912	578,738	593,896
Borrowing Costs	58,000	54,196	50,900	45,231	40,343	34,893	29,075	25,203	24,163	22,927	21,681	20,341
Materials & Contracts	458,000	367,900	477,900	492,237	507,004	522,214	537,881	554,017	570,638	587,757	605,389	623,551
Depreciation & Amortisation	544,000	528,000	544,315	664,923	683,114	701,640	720,504	739,714	759,276	779,199	799,490	820,156
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	225,000	256,100	240,000	246,130	252,419	258,869	265,487	272,275	279,239	286,383	293,711	301,229
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,817,000	1,658,896	1,770,186	1,919,276	1,967,729	2,016,981	2,067,263	2,120,924	2,178,892	2,238,178	2,299,009	2,359,173
Operating Result from Continuing Operations	321,000	4,372,257	1,009,322	77,931	112,020	148,832	191,597	232,787	277,649	321,351	367,856	419,576
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	321,000	4,372,257	1,009,322	77,931	112,020	148,832	191,597	232,787	277,649	321,351	367,856	419,576
Net Operating Result before Grants and Contributions provided for Capital Purposes	65,000	35,457	99,922	22,521	53,525	87,175	123,398	160,008	196,250	235,292	277,096	324,072

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

BALANCE SHEET - WATER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	-	196,589	319,527	384,193	432,351	464,117	616,306	667,487	769,435	830,111	837,526
Investments	2,325,000	1,865,497	1,865,497	2,069,497	2,416,297	2,849,797	3,348,322	3,848,322	4,423,322	5,084,572	5,845,009	6,719,512
Receivables	60,000	57,602	60,663	62,700	64,809	66,993	69,254	71,595	74,020	76,532	79,133	81,828
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,385,000	1,923,098	2,122,749	2,451,723	2,865,299	3,349,140	3,881,692	4,536,222	5,164,829	5,930,538	6,754,253	7,638,866
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	14,000	5,656	6,516	6,820	7,138	7,471	7,821	8,187	8,571	8,973	9,394	9,836
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	21,561,000	26,550,000	27,557,250	27,508,806	27,404,809	27,262,028	27,106,981	26,939,589	26,841,663	26,649,010	26,443,431	26,224,720
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	21,575,000	26,555,716	27,563,766	27,515,625	27,411,947	27,269,499	27,114,802	26,947,776	26,850,234	26,657,983	26,452,825	26,234,557
TOTAL ASSETS	23,960,000	28,478,814	29,686,515	29,967,349	30,277,246	30,618,639	30,996,494	31,483,999	32,015,063	32,588,521	33,207,078	33,873,422
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	17,000	14,488	15,810	16,270	16,743	17,229	17,730	18,246	18,777	19,323	19,885	20,435
Borrowings	60,000	64,148	68,762	73,670	78,770	84,757	16,079	17,157	18,235	19,400	20,879	22,258
Provisions	142,000	142,000	143,899	145,827	147,784	149,770	151,785	153,831	155,908	158,016	160,155	160,155
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	219,000	220,636	228,471	235,767	243,296	251,756	185,595	189,234	192,920	196,739	200,920	202,848
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	764,000	699,861	631,099	557,429	478,659	393,902	377,823	360,666	342,431	323,031	302,152	279,894
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	764,000	699,861	631,099	557,429	478,659	393,902	377,823	360,666	342,431	323,031	302,152	279,894
TOTAL LIABILITIES	983,000	920,497	859,570	793,196	721,955	645,658	563,418	549,900	535,351	519,770	503,072	482,742
Net Assets	22,977,000	27,558,317	28,826,945	29,174,153	29,555,291	29,972,981	30,433,077	30,934,098	31,479,712	32,068,751	32,704,006	33,390,680
EQUITY												
Retained Earnings	19,485,000	23,857,257	24,866,579	24,944,510	25,056,530	25,205,362	25,396,959	25,629,746	25,907,395	26,228,746	26,596,602	27,016,178
Revaluation Reserves	3,492,000	3,701,060	3,960,365	4,229,644	4,498,761	4,767,619	5,036,117	5,304,352	5,572,317	5,840,005	6,107,404	6,374,502
Council Equity Interest	22,977,000	27,558,317	28,826,945	29,174,153	29,555,291	29,972,981	30,433,077	30,934,098	31,479,712	32,068,751	32,704,006	33,390,680
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	22,977,000	27,558,317	28,826,945	29,174,153	29,555,291	29,972,981	30,433,077	30,934,098	31,479,712	32,068,751	32,704,006	33,390,680

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
EQUITY STATEMENT - WATER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	22,652,000	22,977,000	27,558,317	28,826,945	29,174,153	29,555,291	29,972,981	30,433,077	30,934,098	31,479,712	32,068,751	32,704,006
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	5,000	209,060	259,305	269,278	269,118	268,858	268,498	268,234	267,965	267,688	267,400	267,098
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	11,000	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	4,000	209,060	259,305	269,278	269,118	268,858	268,498	268,234	267,965	267,688	267,400	267,098
b. Net Operating Result for the Year	321,000	4,372,257	1,009,322	77,931	112,020	148,832	191,597	232,787	277,649	321,351	367,856	419,576
Total Recognised Income & Expenses (c&d)	325,000	4,581,317	1,268,627	347,209	381,138	417,691	460,095	501,022	545,614	589,039	635,255	686,674
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	22,977,000	27,558,317	28,826,945	29,174,153	29,555,291	29,972,981	30,433,077	30,934,098	31,479,712	32,068,751	32,704,006	33,390,680

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - WATER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	804,887	825,078	849,776	875,270	901,528	928,573	956,431	985,124	1,014,677	1,045,118	1,076,471
User Charges & Fees	-	831,609	968,008	1,018,111	1,068,914	1,122,255	1,178,260	1,237,063	1,298,803	1,363,627	1,431,690	1,503,153
Interest & Investment Revenue Received	-	46,450	52,600	50,412	52,809	55,324	57,964	60,734	63,642	66,695	69,900	73,266
Grants & Contributions	-	4,358,950	929,900	76,566	80,328	84,189	91,452	96,776	106,163	111,616	117,135	122,723
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(452,700)	(455,172)	(468,827)	(482,892)	(497,379)	(512,300)	(527,669)	(543,499)	(559,804)	(576,598)	(593,896)
Materials & Contracts	-	(370,412)	(476,578)	(491,777)	(506,531)	(521,727)	(537,380)	(553,501)	(570,107)	(587,210)	(604,827)	(623,001)
Borrowing Costs	-	(54,196)	(50,900)	(45,231)	(40,343)	(34,893)	(29,075)	(25,203)	(24,163)	(22,927)	(21,681)	(20,341)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(256,100)	(240,000)	(246,130)	(252,419)	(258,869)	(265,487)	(272,275)	(279,239)	(286,383)	(293,711)	(301,229)
Net Cash provided (or used in) Operating Activities	-	4,908,488	1,552,937	742,900	795,137	850,428	912,008	972,355	1,036,724	1,100,291	1,167,025	1,237,144
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	(204,000)	(346,800)	(433,500)	(498,525)	(500,000)	(575,000)	(661,250)	(760,438)	(874,503)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(5,308,000)	(1,292,200)	(347,200)	(310,000)	(290,000)	(296,960)	(304,087)	(393,385)	(318,858)	(326,511)	(334,347)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(5,308,000)	(1,292,200)	(551,200)	(656,800)	(723,500)	(795,485)	(804,087)	(968,385)	(980,108)	(1,086,948)	(1,208,850)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(59,991)	(64,148)	(68,762)	(73,670)	(78,770)	(84,757)	(16,079)	(17,157)	(18,235)	(19,400)	(20,879)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(59,991)	(64,148)	(68,762)	(73,670)	(78,770)	(84,757)	(16,079)	(17,157)	(18,235)	(19,400)	(20,879)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(459,503)	196,589	122,938	64,667	48,158	31,766	152,189	51,182	101,947	60,676	7,415
plus: Cash & Cash Equivalents - beginning of year	-	-	-	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents - end of the year	-	(459,503)	196,589	122,938	64,667	48,158	31,766	152,189	51,182	101,947	60,676	7,415

Upper Lachlan Shire Council
 10 Year Financial Plan for the Years ending 30 June 2027
 CASH FLOW STATEMENT - WATER FUND
 Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash & Cash Equivalents - end of the year	-	(459,503)	196,589	122,938	64,667	48,158	31,766	152,189	51,182	101,947	60,676	7,415
Investments - end of the year	2,325,000	2,325,000	1,865,497	2,069,497	2,416,297	2,849,797	3,348,322	3,848,322	4,423,322	5,084,572	5,845,009	6,719,512
Cash, Cash Equivalents & Investments - end of the year	2,325,000	1,865,497	2,062,085	2,192,434	2,480,963	2,897,954	3,380,087	4,000,510	4,474,503	5,186,519	5,905,685	6,726,927
Representing:												
- External Restrictions (Section 64)	246,000	326,000	406,000	486,000	566,000	646,000	726,000	806,000	886,000	966,000	1,046,000	1,126,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- External Restrictions	2,079,000	1,539,497	1,656,085	1,706,434	1,914,963	2,251,954	2,654,087	3,194,510	3,588,503	4,220,519	4,859,685	5,600,927
	2,325,000	1,865,497	2,062,085	2,192,434	2,480,963	2,897,954	3,380,087	4,000,510	4,474,503	5,186,519	5,905,685	6,726,927

Upper Lachlan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

FINANCIAL PERFORMANCE INDICATORS - WATER FUND

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios															
Operating Performance Ratio 1)	3.50%	6.25%	-16.49%	3.45%	2.09%	5.34%	1.16%	2.65%	4.14%	5.63%	7.02%	8.26%	9.51%	10.76%	12.08%
Own Source Operating Revenue Ratio 1)	40.85%	21.24%	82.76%	87.14%	27.73%	66.54%	96.17%	96.14%	96.11%	95.95%	95.89%	95.68%	95.64%	95.61%	95.58%
Unrestricted Current Ratio	28.69	6.76	8.15	9.77	7.60	8.21	9.36	10.77	12.33	19.56	22.60	25.35	28.66	32.06	36.00
Debt Service Cover Ratio 1)	11.81	4.00	2.88	5.85	5.41	6.04	6.43	6.81	7.25	7.67	22.41	23.71	25.20	26.73	28.25
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	6.07%	5.82%	6.22%	6.01%	5.76%	5.78%	5.78%	5.78%	5.78%	5.78%	5.78%	5.77%	5.77%	5.77%	5.77%
Cash Expense Cover Ratio 1)	58.83	14.25	15.67	20.99	5.08	7.48	10.67	13.62	17.14	21.15	27.29	31.15	36.01	41.04	6.45
1) different Calculation to TCorp's calculation for same ratio															
New Special Schedule 7 Ratios															
Building & Infrastructure Renewals Ratio	2.61%	28.12%	75.55%	45.16%	59.70%	51.48%	49.44%	48.63%	47.84%	50.32%	51.08%	51.81%	52.49%	53.12%	53.72%
Infrastructure Backlog Ratio	0.08	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	0.78	0.94	1.03	0.92	1.26	1.20	1.23	1.19	1.17	1.14	1.12	1.10	1.08	1.06	1.07
Capital Expenditure Ratio	9.87	30.12	0.74	0.45	10.05	2.37	0.52	0.45	0.41	0.41	0.41	0.52	0.41	0.41	0.41

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

INCOME STATEMENT - SEWER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,066,000	1,060,064	1,082,560	1,104,211	1,126,295	1,148,821	1,171,798	1,195,234	1,219,138	1,243,521	1,268,391	1,293,759
User Charges & Fees	250,000	251,000	257,211	262,355	267,602	272,954	278,413	283,982	289,661	295,455	301,364	307,391
Interest & Investment Revenue	96,000	116,300	112,000	117,222	122,694	128,427	134,436	140,733	147,333	154,252	161,505	169,110
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17,000	18,400	18,600	19,195	19,809	20,443	21,098	21,773	22,469	23,188	23,930	24,696
Grants & Contributions provided for Capital Purposes	46,000	33,200	34,200	35,055	35,931	36,830	37,750	38,694	39,662	40,653	41,669	42,711
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,475,000	1,478,964	1,504,571	1,538,038	1,572,332	1,607,476	1,643,495	1,680,415	1,718,264	1,757,069	1,796,860	1,837,667
Expenses from Continuing Operations												
Employee Benefits & On-Costs	319,000	342,500	310,270	319,514	329,035	338,840	348,938	359,337	370,047	381,077	392,437	402,154
Borrowing Costs	24,000	22,184	20,260	17,109	14,313	11,242	7,930	5,886	5,643	5,354	5,207	4,750
Materials & Contracts	280,000	281,300	304,200	313,326	322,726	332,408	342,360	352,651	363,231	374,128	385,352	396,912
Depreciation & Amortisation	480,000	481,600	479,625	493,375	507,373	521,626	536,136	550,908	565,946	581,254	596,838	612,700
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	132,000	153,300	133,800	137,149	140,582	144,101	147,710	151,410	155,203	159,092	163,079	167,167
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,235,000	1,280,884	1,248,155	1,280,472	1,314,029	1,348,217	1,383,094	1,420,192	1,460,070	1,500,905	1,542,912	1,583,684
Operating Result from Continuing Operations	240,000	198,080	256,416	257,566	258,303	259,259	260,401	260,223	258,194	256,164	253,948	253,984
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	240,000	198,080	256,416	257,566	258,303	259,259	260,401	260,223	258,194	256,164	253,948	253,984
Net Operating Result before Grants and Contributions provided for Capital Purposes	194,000	164,880	222,216	222,511	222,372	222,429	222,651	221,529	218,532	215,511	212,279	211,273

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - SEWER FUND
Scenario: Base Case

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	387,297	931,263	964,530	939,555	919,351	916,611	917,608	972,753	944,362	926,937	962,375
Investments	3,362,000	3,362,000	3,362,000	3,912,000	4,512,000	5,162,000	5,762,000	6,462,000	7,062,000	7,812,000	8,512,000	9,212,000
Receivables	49,000	52,865	53,986	55,066	56,167	57,291	58,437	59,605	60,797	62,013	63,254	64,519
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,411,000	3,802,162	4,347,250	4,931,596	5,507,722	6,138,642	6,737,048	7,439,213	8,095,550	8,818,376	9,502,190	10,238,894
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	2,000	1,017	1,038	1,059	1,080	1,102	1,124	1,146	1,169	1,193	1,216	1,241
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	13,650,000	13,552,780	13,354,961	13,114,923	12,879,019	12,584,196	12,317,494	11,988,507	11,700,622	11,341,422	11,016,086	10,632,787
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	13,652,000	13,553,797	13,355,999	13,115,982	12,880,099	12,585,298	12,318,618	11,989,653	11,701,791	11,342,614	11,017,302	10,634,027
TOTAL ASSETS	17,063,000	17,355,958	17,703,249	18,047,578	18,387,821	18,723,939	19,055,666	19,428,866	19,797,341	20,160,990	20,519,492	20,872,921
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	6,000	5,502	6,233	6,414	6,601	6,793	6,990	7,194	7,403	7,618	7,840	8,052
Borrowings	34,000	36,095	38,713	41,501	44,447	47,745	3,755	4,009	4,257	4,531	4,876	5,198
Provisions	129,000	130,500	132,233	133,991	135,776	137,587	139,426	141,293	143,187	145,110	147,062	147,062
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	169,000	173,097	177,179	181,906	186,824	192,125	150,172	152,495	154,847	157,259	159,778	160,311
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	301,000	264,401	225,688	184,187	139,740	91,995	88,240	84,231	79,974	75,443	70,567	65,369
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	301,000	264,401	225,688	184,187	139,740	91,995	88,240	84,231	79,974	75,443	70,567	65,369
TOTAL LIABILITIES	470,000	437,498	402,867	366,093	326,564	284,120	238,412	236,726	234,821	232,702	230,345	225,680
Net Assets	16,593,000	16,918,460	17,300,382	17,681,485	18,061,258	18,439,819	18,817,254	19,192,140	19,562,520	19,928,288	20,289,148	20,647,241
EQUITY												
Retained Earnings	14,602,000	14,800,080	15,056,496	15,314,062	15,572,365	15,831,624	16,092,025	16,352,248	16,610,441	16,866,605	17,120,554	17,374,538
Revaluation Reserves	1,991,000	2,118,380	2,243,886	2,367,423	2,488,893	2,608,195	2,725,229	2,839,892	2,952,079	3,061,682	3,168,594	3,272,703
Council Equity Interest	16,593,000	16,918,460	17,300,382	17,681,485	18,061,258	18,439,819	18,817,254	19,192,140	19,562,520	19,928,288	20,289,148	20,647,241
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	16,593,000	16,918,460	17,300,382	17,681,485	18,061,258	18,439,819	18,817,254	19,192,140	19,562,520	19,928,288	20,289,148	20,647,241

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
EQUITY STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	16,245,000	16,593,000	16,918,460	17,300,382	17,681,485	18,061,258	18,439,819	18,817,254	19,192,140	19,562,520	19,928,288	20,289,148
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	108,000	127,380	125,506	123,537	121,469	119,302	117,034	114,663	112,187	109,603	106,912	104,109
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	108,000	127,380	125,506	123,537	121,469	119,302	117,034	114,663	112,187	109,603	106,912	104,109
b. Net Operating Result for the Year	240,000	198,080	256,416	257,566	258,303	259,259	260,401	260,223	258,194	256,164	253,948	253,984
Total Recognised Income & Expenses (c&d)	348,000	325,460	381,922	381,103	379,773	378,561	377,435	374,886	370,380	365,767	360,860	358,093
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	16,593,000	16,918,460	17,300,382	17,681,485	18,061,258	18,439,819	18,817,254	19,192,140	19,562,520	19,928,288	20,289,148	20,647,241

Upper Lachlan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
CASH FLOW STATEMENT - SEWER FUND
Scenario: Base Case

	Actuals 2015/16	Current Year 2016/17	2017/18	2018/19	2019/20	2020/21	Projected Years					2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges		1,057,183	1,081,416	1,103,111	1,125,173	1,147,676	1,170,630	1,194,042	1,217,923	1,242,282	1,267,127	1,292,470
User Charges & Fees		251,000	257,211	262,355	267,602	272,954	278,413	283,982	289,661	295,455	301,364	307,391
Interest & Investment Revenue Received		116,300	112,000	117,222	122,694	128,427	134,436	140,733	147,333	154,252	161,505	169,110
Grants & Contributions		51,600	52,800	54,250	55,741	57,273	58,848	60,467	62,131	63,841	65,600	67,407
Bonds & Deposits Received		-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs		(341,000)	(308,537)	(317,756)	(327,250)	(337,028)	(347,099)	(357,471)	(368,153)	(379,154)	(390,485)	(402,154)
Materials & Contracts		(280,798)	(304,469)	(313,145)	(322,539)	(332,216)	(342,182)	(352,448)	(363,021)	(373,912)	(385,130)	(396,701)
Borrowing Costs		(22,184)	(20,260)	(17,109)	(14,313)	(11,242)	(7,930)	(5,886)	(5,643)	(5,354)	(5,207)	(4,750)
Bonds & Deposits Refunded		-	-	-	-	-	-	-	-	-	-	-
Other		(153,300)	(133,800)	(137,149)	(140,582)	(144,101)	(147,710)	(151,410)	(155,203)	(159,092)	(163,079)	(167,167)
Net Cash provided (or used in) Operating Activities		678,801	736,361	751,780	766,525	781,743	797,405	812,009	825,028	838,317	851,695	865,606
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities		-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property		-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets		-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates		-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets		-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts		-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups		-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates		-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts		-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities		-	-	(550,000)	(600,000)	(650,000)	(600,000)	(700,000)	(600,000)	(750,000)	(700,000)	(700,000)
Purchase of Investment Property		-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment		(257,000)	(156,300)	(129,800)	(150,000)	(107,500)	(152,400)	(107,258)	(165,874)	(112,451)	(164,590)	(125,292)
Purchase of Real Estate Assets		-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets		-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made		-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates		-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates		-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments		-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities		(257,000)	(156,300)	(679,800)	(750,000)	(757,500)	(752,400)	(807,258)	(765,874)	(862,451)	(864,590)	(825,292)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases		-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts		-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances		(34,504)	(36,095)	(38,713)	(41,501)	(44,447)	(47,745)	(3,755)	(4,009)	(4,257)	(4,531)	(4,876)
Repayment of Finance Lease Liabilities		-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests		-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments		-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities		(34,504)	(36,095)	(38,713)	(41,501)	(44,447)	(47,745)	(3,755)	(4,009)	(4,257)	(4,531)	(4,876)
Net Increase/(Decrease) in Cash & Cash Equivalents		387,297	543,966	33,267	(24,976)	(20,204)	(2,740)	997	55,145	(28,391)	(17,426)	35,438
plus: Cash & Cash Equivalents - beginning of year		-	387,297	931,263	964,530	964,530	939,555	919,351	916,611	917,608	972,753	944,362
Cash & Cash Equivalents - end of the year		387,297	931,263	964,530	939,555	919,351	916,611	917,608	972,753	944,362	926,937	962,375

Cash & Cash Equivalents - end of the year	-	387,297	931,263	964,530	939,555	919,351	916,611	917,608	972,753	944,362	926,937	962,375
Investments - end of the year	3,362,000	3,362,000	3,362,000	3,912,000	4,512,000	5,162,000	5,762,000	6,462,000	7,062,000	7,812,000	8,512,000	9,212,000
Cash, Cash Equivalents & Investments - end of the year	3,362,000	3,749,297	4,293,263	4,876,530	5,451,555	6,081,351	6,678,611	7,379,608	8,034,753	8,756,362	9,438,937	10,174,375
Representing:												
- External Restrictions (Section 64)	201,000	247,000	294,000	341,000	388,000	435,000	482,000	529,000	576,000	623,000	670,000	717,000
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- External Restrictions	3,161,000	3,502,297	3,999,263	4,535,530	5,063,555	5,646,351	6,196,611	6,850,608	7,458,753	8,133,362	8,768,937	9,457,375
	3,362,000	3,749,297	4,293,263	4,876,530	5,451,555	6,081,351	6,678,611	7,379,608	8,034,753	8,756,362	9,438,937	10,174,375

Upper Lachlan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

FINANCIAL PERFORMANCE INDICATORS - SEWER FUND

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios															
Operating Performance Ratio 1)	-16.25%	20.92%	8.68%	13.58%	11.40%	15.11%	14.80%	14.47%	14.16%	13.87%	15.49%	13.02%	12.56%	12.09%	11.77%
Own Source Operating Revenue Ratio 1)	68.30%	94.94%	96.29%	95.73%	96.51%	96.49%	96.47%	96.45%	96.44%	96.42%	96.40%	96.38%	96.37%	96.35%	96.33%
Unrestricted Current Ratio	14.11	17.64	19.61	18.99	20.80	23.40	26.01	28.40	30.91	43.52	47.47	50.98	54.80	58.21	62.62
Debt Service Cover Ratio 1)	2.83	17.35	10.98	12.69	11.80	12.81	13.13	13.33	13.56	13.77	30.73	81.86	83.46	83.62	86.09
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	4.81%	5.01%	5.11%	4.78%	4.82%	4.82%	4.82%	4.82%	4.82%	4.81%	4.81%	4.81%	4.81%	4.81%	4.80%
Cash Expense Cover Ratio 1)	25.52	33.09	46.88	51.33	58.03	77.59	84.14	90.07	96.40	103.22	114.76	121.67	127.66	132.71	138.05

1) **different** Calculation to TCorp's calculation for same ratio

New Special Schedule 7 Ratios

Building & Infrastructure Renewals Ratio	60.00%	24.31%	59.19%	76.20%	88.24%	86.84%	85.46%	84.12%	82.81%	81.52%	80.26%	79.03%	77.82%	76.64%	75.48%
Infrastructure Backlog Ratio	0.01	1.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio	0.60	0.82	0.95	0.64	0.65	0.66	0.67	0.68	0.69	0.70	0.71	0.72	0.73	0.74	0.75
Capital Expenditure Ratio	0.97	0.32	0.51	0.73	0.53	0.33	0.26	0.30	0.21	0.28	0.19	0.29	0.19	0.28	0.20