



UPPER LACHLAN SHIRE COUNCIL

# LONG-TERM FINANCIAL PLAN

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2026-2035



# Upper Lachlan Shire Council

## Long Term Financial Plan 2026 –2035

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## Executive Summary

Upper Lachlan Shire Council, in partnership with the community, has developed the Upper Lachlan Community Strategic Plan 2042, which identifies community priorities and outlines strategies to achieve these goals.

The Upper Lachlan Community Strategic Plan 2042 is a long-term vision document that outlines the community's aspirations for the future. These 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.
- Transparent and accountable governance.

In working towards delivering these long-term aspirations, Council must ensure that sufficient resources are available and that asset management remains a critical component in achieving sustainable service delivery outcomes. These aspirations are addressed through five identified Strategic Pillars, each supported by defined strategic objectives. The Strategic Pillars are as follows:

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

To support the delivery of the Strategic Pillars and priorities outlined in the Community Strategic Plan, Council has developed a Resourcing Strategy. The Resourcing Strategy forms a key component of the Integrated Planning and Reporting Framework and underpins Council's long-term planning. It comprises the following integrated documents:

- Long Term Financial Plan (LTFP)
- Workforce Plan
- Infrastructure Plan

The Long Term Financial Plan outlines Council's projected income and expenditure, financial position, and cash flows over a ten-year period, and establishes a framework for monitoring financial performance.

The Plan supports informed decision-making and provides a basis for assessing the long-term sustainability and efficiency of Council's operations.

# DRAFT

## Introduction

The preparation of a Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting Framework for NSW local government and forms part of Council's Resource Strategy.

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

The Long Term Financial Plan provides a framework for Upper Lachlan Shire Council to assess its capacity to generate revenue and deliver on the key performance indicators across all principal activity areas, while maintaining appropriate service levels as outlined in the Community Strategic Plan.

The Long Term Financial Plan also aims to:

- Establish greater transparency and accountability to the community
- Provide an opportunity for the early identification of financial issues and any likely long-term impacts
- Provide a mechanism to address financial challenges and understand the financial implications of Council decisions
- Provide a means of measuring Council's success in implementing its strategies

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

Council has identified a number of strategic performance measures that are incorporated into the assessment of its financial performance and financial position. These measures will be monitored regularly to gauge Council's progress in achieving community aspirations and strategic objectives.

The community engagement undertaken to inform the development of the Community Strategic Plan identified roads and bridges infrastructure as the highest priority. In response, Council has allocated the largest proportion of funding to this area each year over the life of the Long Term Financial Plan. Road infrastructure projects will be delivered in accordance with Council's Infrastructure Plan, and associated service levels will be reviewed in consultation with the community.

### **History Related to Financial Assessment of Council**

The Independent Pricing and Regulatory Tribunal (IPART) completed its Assessment of Council Fit for the Future Proposals in October 2015, which was commissioned by the NSW Government.

The IPART assessment concluded that Upper Lachlan Shire Council met the required financial criteria to be considered "Fit for the Future." This assessment included a comprehensive evaluation of Council's performance across key areas such as sustainability, efficiency, infrastructure, and service management.

Following this assessment, on 18 December 2015, Upper Lachlan Shire Council was formally declared Fit for the Future by the NSW Government.

## Financial Sustainability Review and Outcomes

In August 2023, Council engaged AEC Group to undertake a comprehensive financial sustainability review. The review identified the need to increase Council's rate revenue to strengthen the operating result, ensure adequate resourcing for ongoing operations, and support the long term funding of asset management requirements.

Following the review, Council commenced a community engagement program to assess the community's willingness to support a Special Rate Variation (SRV) for general rates. This engagement process was discontinued in November 2023, with Councillors resolving not to proceed with an SRV application to the Independent Pricing and Regulatory Tribunal (IPART) for the 2024/2025 financial year.

In response to the findings of the AEC Group Financial Sustainability Review, Council has taken a number of actions to strengthen its discretionary and unrestricted cash position and improve long term financial sustainability. Key initiatives implemented during 2024 include:

- Service level adjustments adopted by Council in May 2024, including withdrawal from the Taralga Licensed Post Office contract, revised maintenance levels for sportsgrounds, parks and gardens, withdrawal from the Accredited Visitor Information Centre (AVIC) program, and alignment of biosecurity service levels with agreements established with Local Land Services (LLS) and the Weeds Action Program
- Rationalisation of Council assets, including decisions to sell two surplus Council owned buildings, dispose of a parcel of vacant land, and sell plant and equipment items deemed surplus to operational requirements
- Implementation of an organisational restructure in accordance with the Local Government (State) Award, completed in September 2024, resulting in a reduction of 16.7 full time equivalent (FTE) positions

Further to these initiatives, Council continued to progress its financial sustainability agenda through 2025 by implementing a range of efficiency measures and service reviews across the organisation. These actions delivered measurable improvements in Council's financial position, including increased user fee revenue, reduced operating costs and enhanced asset management practices.

As a result, Council's unrestricted cash position improved from \$117,000 in 2023 to \$1.524 million at 30 June 2025, with a target of maintaining a minimum balance of \$2.0 million in line with the recommendations of the AEC Group review. Overall, the combined impact of service level adjustments, organisational efficiencies, asset rationalisation and revenue measures has generated total savings and financial improvements of approximately \$4.15 million over the two-year period, achieved without the implementation of a Special Rate Variation (SRV).

However, it is important to note that ongoing financial pressures continue to impact Council's financial position. Rising costs across key expenditure areas, including materials and services, insurance, and asset maintenance, together with constraints on revenue growth due to rate pegging are expected to place continued pressure on operating results.

## Financial Objectives

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

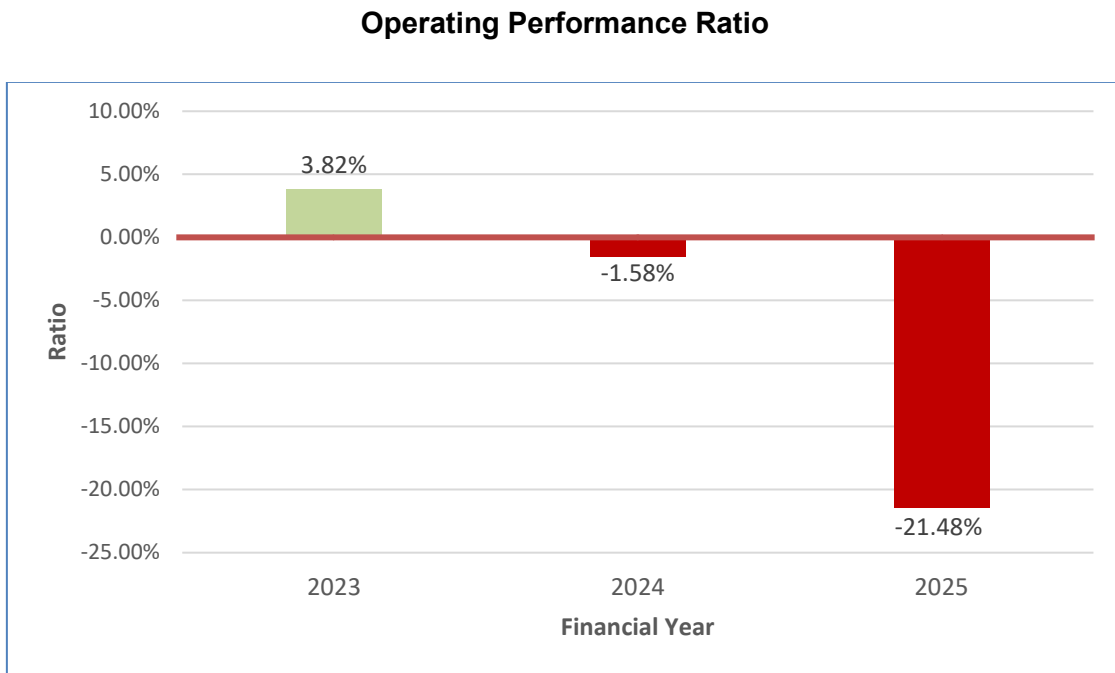
1. Continue to provide a fair and equitable rating structure supported by an appropriate revenue policy.
2. Maximise external funding opportunities by actively seeking government grants, contributions and subsidies to support service delivery and essential community infrastructure.
3. Achieve, where possible, a balanced Net Operating Result before capital grants and contributions each year, supporting financial sustainability. This aligns with maintaining an Operating Performance Ratio above the benchmark of 0.
4. Maintain an Unrestricted Current Ratio of at least 1.50:1 to ensure adequate liquidity and ongoing access to working capital.
5. Fund the asset renewal program in accordance with Council's Infrastructure Plan and Asset Management Plans, with a target Buildings and Infrastructure Renewals Ratio of greater than 100%.
6. Benchmark Council's financial performance against the performance indicators issued by the Office of Local Government NSW.
7. Monitor financial performance through regular reporting, including Quarterly Budget Review Statements (QBRS), and review program activities on a quarterly basis.
8. Report on and monitor Delivery Program implementation through six monthly reviews.
9. Continuously review operating expenditure and pursue efficiency improvements in service delivery.
10. Rationalise Council owned assets that do not align with strategic objectives or impose an unnecessary financial burden on Council and the community.
11. Apply user pays principles to services and assets, except where Council has endorsed community service obligations, with a focus on achieving full cost recovery where appropriate.
12. Maintain and grow Council's discretionary and unrestricted cash reserves, including unrestricted working capital to improve financial resilience and capacity to respond to unforeseen events.
13. Ensure long-term financial decisions are aligned with intergenerational equity principles, so that the cost of today's services and infrastructure is fairly shared with future ratepayers.
14. Strengthen financial governance, transparency and reporting to support informed decision making and community accountability.
15. Maintain prudent debt levels and ensure borrowings are managed within acceptable risk parameters, with a focus on long-term affordability and sustainability.

## Current Financial Position of Council

### Operating Performance Ratio

The Operating Performance Ratio measures Council’s ability to contain operating expenditure within operating income. The benchmark is greater than 0%.

The ratio for the three financial years from 2022/2023 to 2024/2025 is shown in the graph below.

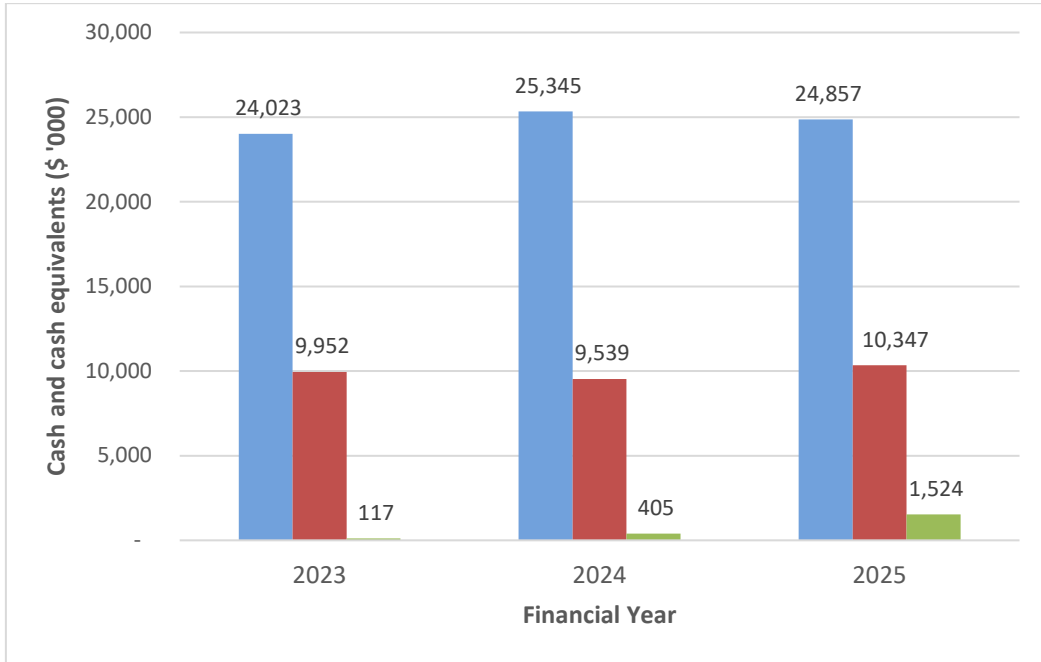


### Financial Performance Indicators

Performance Measures	Indicator	2025	2024	2023	2022
Unrestricted Current Ratio	Ratio	2.15	2.49	2.07	2.88
Own Source Operating Revenue Ratio	Percentage	54.03%	43.51%	44.15%	44.00%
Rates and Annual Charges Outstanding	Percentage	5.08%	4.40%	3.82%	3.18%
Debt Service Cover Ratio	Ratio	2.18	10.46	12.26	10.14
Buildings and Infrastructure Renewals Ratio	Percentage	87.70%	171.32%	63.94%	159.70%
Operating Performance Ratio	Percentage	-21.48%	-1.58%	3.82%	-4.58%

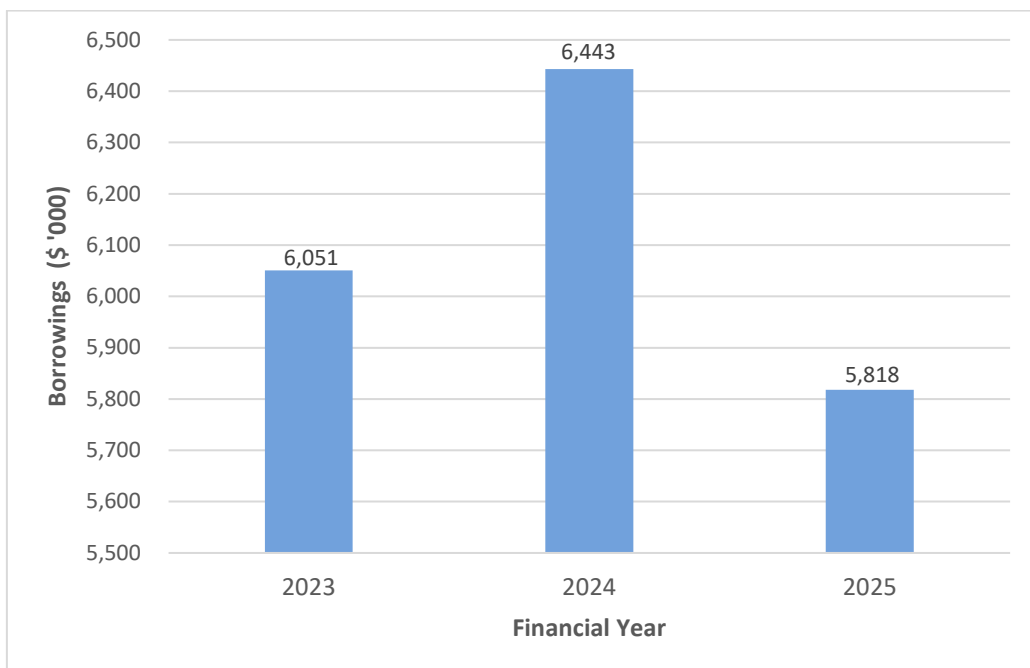
## Cash and Investments

Cash and investments for 2024/2025 total \$36.73 million (2023/2024: \$35.29 million) and comprise unrestricted cash, internally allocated reserves, and externally restricted reserves, including water supply, sewerage, domestic waste management, unexpended grants, and development contributions.



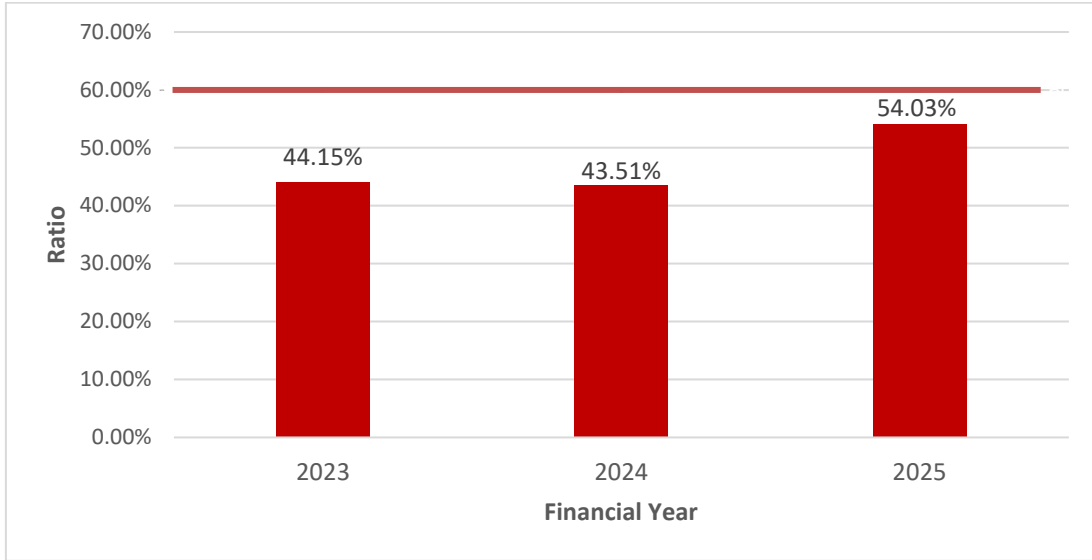
## Borrowings and external debt

A comparison of Council’s borrowings and external debt over the three financial years from 2022/2023 to 2024/2025 is shown in the graph below.



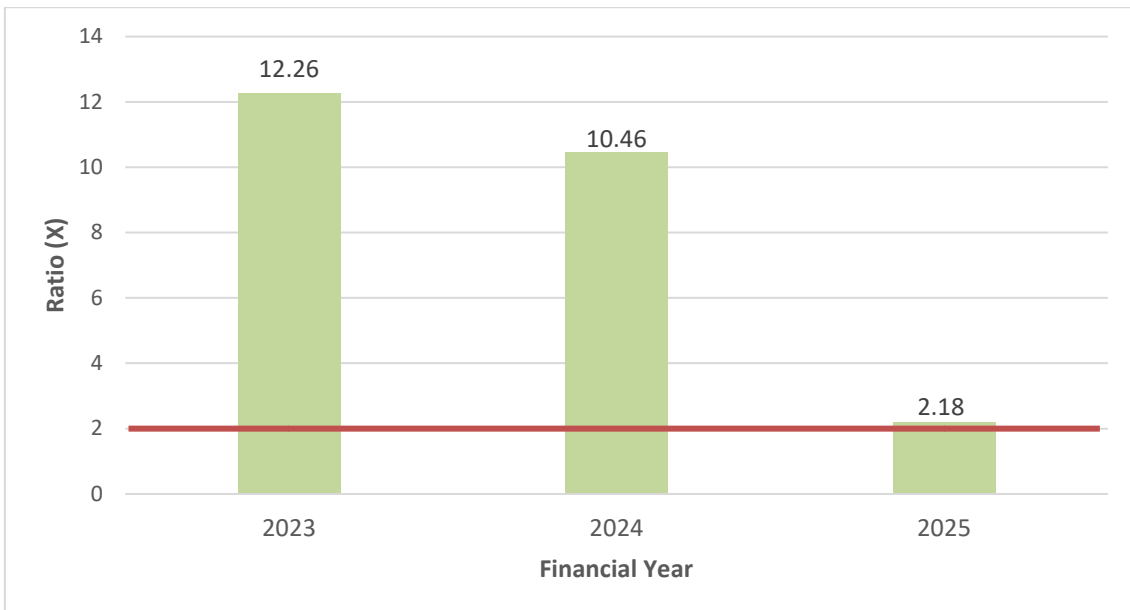
## Own Source Operating Revenue Ratio

This ratio measures Council's reliance on its own operating revenue, excluding external funding such as operating grants and contributions. The benchmark is greater than 60%. The graph below compares Council's performance from 2022/2023 to 2024/2025.



## Debt Service Cover Ratio

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



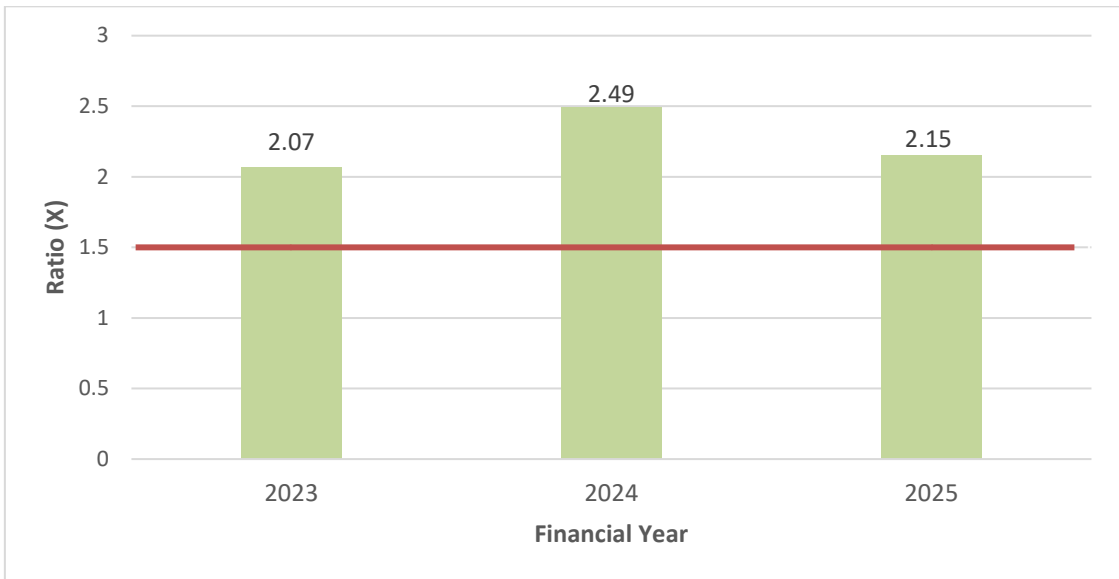
### Rates and Annual Charges Outstanding Ratio

This ratio measures the impact of outstanding rates and charges on Council’s liquidity and the effectiveness of recovery efforts. The graph below shows Council’s performance over the past three financial years. Despite this upward trend the ratio remains well below the benchmark of 10%.



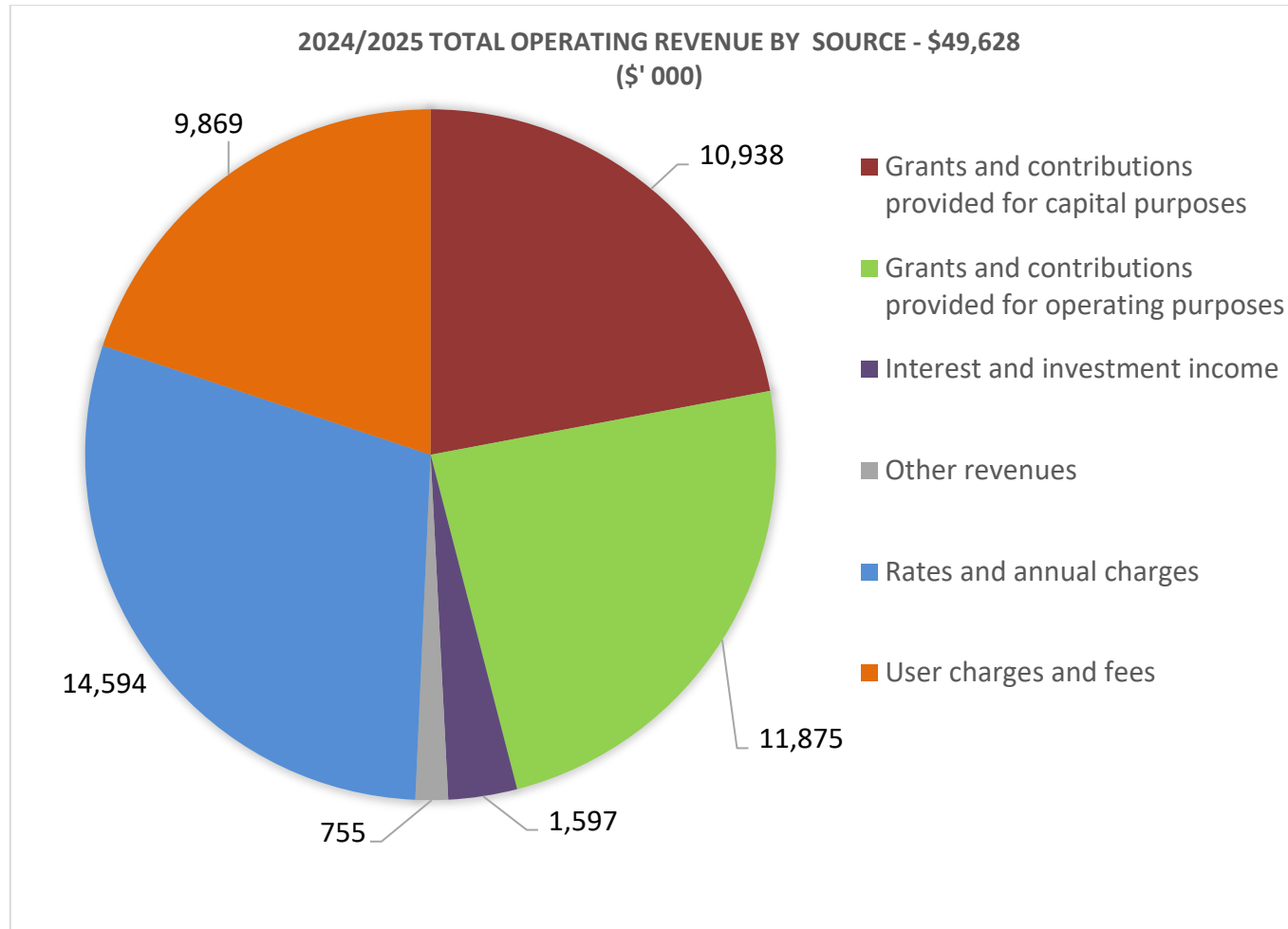
### Unrestricted Current Ratio

This ratio is a key measure of Council’s liquidity and represents the proportion of current assets to current liabilities, excluding externally restricted funds. It assesses the adequacy of working capital and Council’s ability to meet its short-term financial obligations for unrestricted activities. A ratio greater than 1.50 indicates a sound liquidity position.



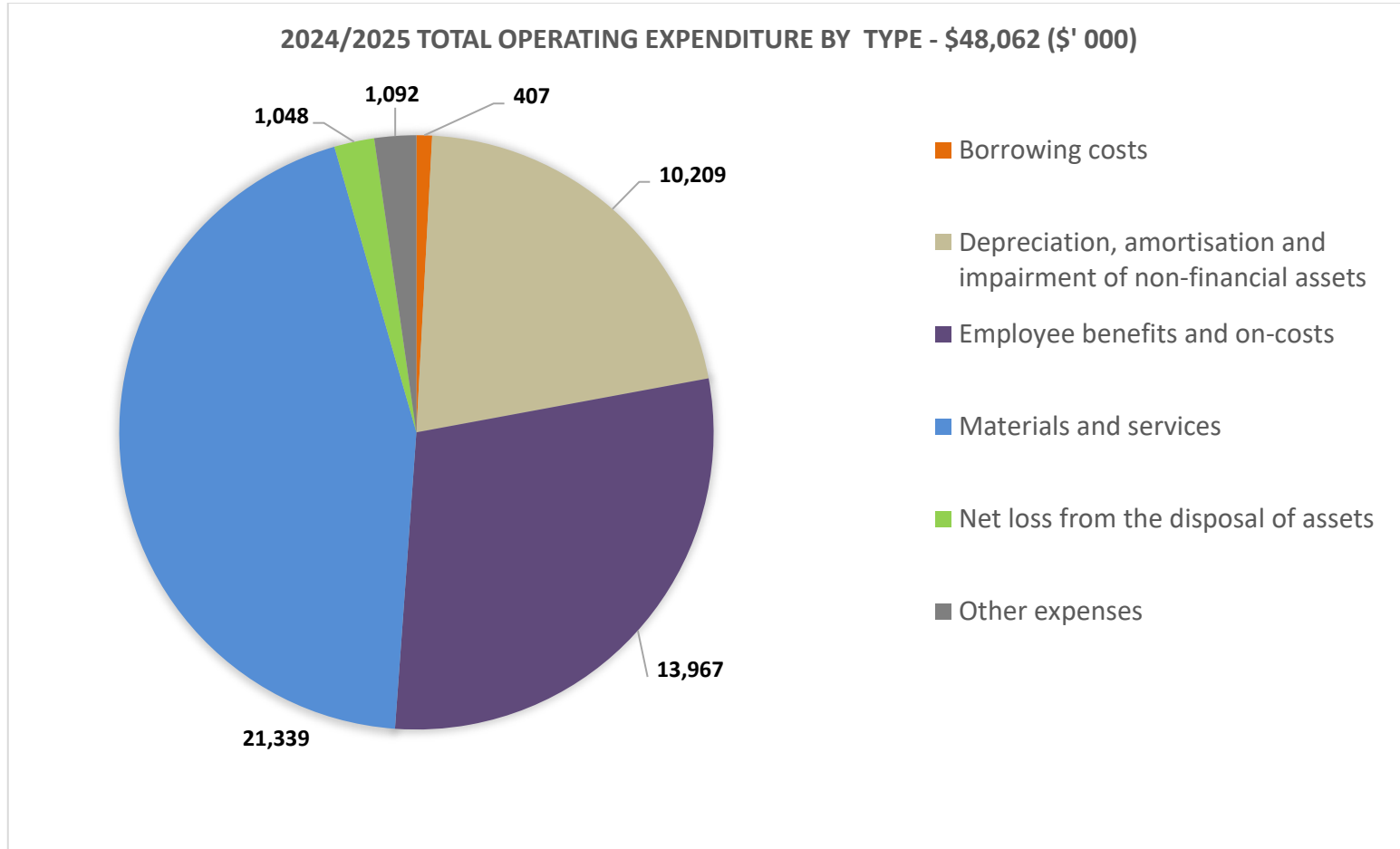
## Operating Revenue by Source

In 2024/2025, total income (including capital grants and contributions) was \$49.63 million (2023/2024: \$57.41 million). The graph below provides a breakdown of income from continuing operations by source.



### Operating Expenditure by Type

In 2024/2025, total expenditure (including capital expenditure) was \$48.06 million (2023/2024: \$47.65 million). The graph below provides a breakdown of expenditure from continuing operations by type.



# Long Term Financial Plan and Its Application

Council's Long Term Financial Plan (LTFP) is a comprehensive financial modelling tool comprising linked spreadsheets that utilise the 2025/2026 adopted budget, the Delivery Program and Operational Plan, together with key long-term planning principles and assumptions to generate ten-year forecasts of income, expenditure, and financial position.

The LTFP encompasses all areas of Council operations, including the General Fund, Domestic Waste Management Fund, Water Supply, and Sewerage Funds. The Plan recognises the significant infrastructure renewal requirements associated with Council's existing asset base and incorporates these into forward projections.

The LTFP is reviewed and updated annually, or as required, to reflect changes in priorities, assumptions, and external factors. This ensures alignment with Council's Community Strategic Plan and broader Resourcing Strategy. The ten-year outlook includes detailed financial statements, comprising the Income Statement, Statement of Financial Position, Statement of Changes in Equity, and Cash Flow Statement.

The Plan is also informed by Council's Infrastructure Strategy, including Asset Management Plans, which establish service levels, intervention thresholds, and capital maintenance and renewal requirements across all asset classes.

The ten-year Long Term Financial Plan has been prepared in accordance with the Office of Local Government's Integrated Planning and Reporting (IP&R) Guidelines and the requirements of the Local Government Act 1993.

## Purpose of the Long Term Financial Plan

- Provide a transparent and accountable overview of Council's financial position to the community.
- Establish and clearly articulate the assumptions underpinning Council's financial projections.
- Support strategic decision-making that aligns with community priorities and long-term objectives.
- Enable benchmarking of financial performance through key performance indicators against comparable NSW councils.
- Assess the financial impact of future scenarios, risks, and opportunities.
- Inform future decision-making, particularly as Council's Infrastructure Strategy and Asset Management Plans evolve.
- Identify key financial sustainability challenges, including emerging risks and opportunities.
- Support the achievement of balanced operating results over the long term, recognising that service levels may need to be reviewed to maintain sustainability.
- Ensure adequate liquidity and cash reserves to meet operational and long-term liabilities.
- Facilitate planning and funding of major capital works, including infrastructure renewal and new asset investment.

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## Key Planning Assumptions

The Long Term Financial Plan (LTFP) is underpinned by a range of key planning assumptions. In preparing this Plan, Council has considered a number of internal and external factors and applied reasonable assumptions to support the development of long-term financial projections.

In developing the LTFP, Council has considered key influences including the demographic profile of the Shire, anticipated population trends, economic conditions, and the level of growth and development within the local government area. Consideration has also been given to service delivery standards, infrastructure requirements, legislative obligations, and other factors that impact Council's revenue streams, expenditure patterns, and capital investment priorities.

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

### Income Forecasts

Income Source	Projected Annual Increase / Assumption
General (Ordinary) Rates Income	4% p.a.
Domestic Waste Charges	5% (full cost recovery, including asset renewal)
Sewerage Charges	4% (full cost recovery, including asset renewal)
Water Supply Charges	5% (full cost recovery, including asset renewal)
Water Supply User Pay Charges	5% (full cost recovery, including asset renewal)
Interest Rate on Investments	Average return of 4.00% over the 10-year period
Interest Rate on Overdue Rates	10.00% (in line with statutory limits)
Operating General Purpose Grants	3.00% p.a. (indexation assumption)
Capital Grants	Variable, dependent on project-specific funding
Development Contributions	3.00% p.a. (aligned with CPI)
Net Gain from Disposal of Assets	Variable, based on plant replacement program
Other Revenues	3.00% p.a.
User Charges and Fees	4.00% p.a., subject to full cost recovery and statutory limitations
Population Growth	1.50% per annum
Service Levels	In accordance with Council's Infrastructure Plan

### Expenditure Forecasts

Expenditure Source	Projected Annual Increase / Assumption
Salaries and Wages	3.75% p.a.
Superannuation Guarantee Contribution	0% (no further increase post 2025/2026)
Workers Compensation	Variable, based on claims history
Consumer Price Index	3.00% p.a.
Interest Rate for Borrowings	6.00% p.a.
Depreciation Expense	Subject to fair value indexation and periodic comprehensive revaluation
Insurances	5-10% p.a. (depending on coverage type)
Electricity and Gas	3.50% p.a.
Materials, Contracts and Services	3.50% p.a.
Major capital works projects	Varies according to project scale, funding status and other factors

## Detailed Income Forecasts

### General (Ordinary) Rates Income

Historically, there has been minimal change in the number of rateable assessments year to year. The total number of rateable assessments increased from 5,604 in 2005/2006 to 6,747 in 2026/2027, representing an average annual growth rate of approximately 0.9%.

Council will continue to apply the maximum annual rates increase allowable under the rate peg determined by IPART and the Office of Local Government.

In recent years, the maximum permissible rate increases have been as follows: 2.40% in 2015/2016, 1.80% in 2016/2017, 1.50% in 2017/2018, 2.30% in 2018/2019, 2.70% in 2019/2020, 2.60% in 2020/2021, 2.00% in 2021/2022, 2.40% in 2022/2023, 3.70% in 2023/2024, 4.50% in 2024/2025, and 5.00% in 2025/2026.

The rate peg determined by IPART for 2026/2027 is 4.90%. For the purposes of the Long Term Financial Plan, Council has adopted an assumed annual rate peg increase of 4.0%, based on historical trends over the past ten years.

The 4.90% increase is estimated to generate approximately \$473,000 in additional general rates revenue compared to 2025/2026, also reflecting growth in the number of rateable assessments. Further details for each rating category are provided in Council's Operational Plan.

No Special Rate Variation (SRV) has been included in the base case projections of Council's Long Term Financial Plan. However, this will continue to be reviewed and considered in future, based on community feedback and Council's funding requirements to sustain service delivery.

Within the Upper Lachlan LGA, several wind farms have been constructed, with additional projects having received development consent for wind farms and solar projects. For rating purposes, these properties are classified under the "Business – General" category.

### Domestic Waste Management Charges

The Domestic Waste Management (DWM) service is provided by Council to residential properties within townships and surrounding areas across the Shire. The service includes kerbside collection of garbage, recycling, and green waste.

The annual DWM charge is set on a full cost recovery basis, incorporating provision for the future replacement and upgrade of plant and equipment, including waste collection vehicles and bins, as well as a contribution towards the rehabilitation of waste facilities and future remediation of landfill sites across the Shire.

The DWM charge is projected to increase annually by 5% over the next ten-year period. Council will continue to complete and publish in the Operational Plan a comprehensive domestic waste reasonable cost calculation in accordance with the Local Government Act 1993 requirements and to ensure any service changes are consulted with and conveyed to the community.

### Sewerage Charges

Upper Lachlan Shire Council operates and manages sewerage systems within the towns of Crookwell, Gunning and Taralga. Council will continue to maintain existing services while progressively improving sewerage infrastructure over the ten-year planning period.

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

Sewerage charges are projected to increase by an average of 4.00% per annum over the ten year period, consistent with full cost recovery principles. Council also aims to achieve a positive real rate of return on capital for sewerage services of greater than 1%. This is supported by a recorded rate of return of 2.8% in the 2024/2025 financial year.

## **Water Supply Charges**

Upper Lachlan Shire Council operates and manages water supply systems within the towns of Crookwell, Gunning, Dalton and Taralga. Council will continue to maintain water supply services while progressively improving infrastructure over the ten-year planning period.

In partnership with the Federal and State Governments, Council completed capital upgrade works totalling \$10.1 million to improve reliability, water quality, and treatment operations for the Gunning and Dalton water supply schemes, with works completed in May 2014. A further \$7 million upgrade to the Crookwell water treatment system was completed in late 2017.

The average annual increase in water supply charges is projected at 5.00% per annum over the ten year period, based on full cost recovery principles. In addition, Council is aiming to achieve a modest positive real rate of return on capital for water supply services of approximately 0.025%. By comparison, the recorded rate of return on capital for the 2024/2025 financial year was -1.4%.

## **Water Supply User Pay Charges**

Water supply user charges are inherently variable due to seasonal conditions and fluctuations in demand. Council has implemented initiatives, including the installation of water bores to supplement existing storages, to improve drought resilience and ensure the security of water supply across the Shire.

Council applies the NSW Best Practice Management Guidelines and pricing principles for water supply and complies with the National Performance Framework administered by the NSW Department of Planning and Environment. Council aims to generate more than 50% of total water supply revenue from user charges.

Water supply user charges are projected to increase by 5.00% per annum over the ten-year period and are based on full cost recovery principles. Charges are applied on a per kilolitre basis under a two-tier tariff structure.

## **Interest Rate on Investments**

Interest rates on investments have varied significantly over time in line with economic conditions and monetary policy settings. The Reserve Bank of Australia (RBA) cash rate was as high as 7.25% in March 2008 and declined to a historic low of 0.10% between March 2021 and March 2022 in response to economic conditions during the COVID-19 period.

Since 2022, interest rates have increased as part of monetary tightening to address inflationary pressures. As at March 2026, the RBA cash rate is 4.10%, following a period of rate increases and subsequent stabilisation. The average interest rate on Council's term deposits as at March 2026 was approximately 4.34%.

For the purposes of the Long Term Financial Plan, an average investment return of 4.00% per annum has been adopted over the ten-year period. It is noted that future movements in interest rates remain uncertain and may impact Council's investment income and overall financial position.

In accordance with Council's Investment Policy and the Ministerial Investment Order, Council invests in term deposits with Australian Authorised Deposit-taking Institutions (ADIs), with staggered maturity profiles to manage liquidity and interest rate risk.

## **Interest Rate on Overdue Rates**

Council has consistently maintained a low Rates and Annual Charges Outstanding Ratio of approximately 5% or less over the past twenty years. This reflects the effective implementation of Council's Debt Recovery Policy and proactive efforts by staff to ensure timely collection and stable cash flow from rates and annual charges.

For the purposes of the Long Term Financial Plan, an average overdue interest rate of 10.00% has been assumed over the ten-year period. Historically, the maximum interest rate set by the Office of Local Government has varied, including 8.50% in 2015/2016, declining to 6.00% in 2021/2022 and 2022/2023, before increasing to 10.50% in both 2024/2025 and 2025/2026.

Changes in the maximum interest rate are not expected to have a material impact on Council's overall revenue, as interest on overdue rates and charges represents a relatively minor component of total income.

## **Operating General Purpose Grants**

Council's most significant recurrent operating grant is the untied Financial Assistance Grants (FAG), provided by the Commonwealth Government and administered by the NSW Local Government Grants Commission. FAG represents approximately 60% of Council's total annual operating grants and contributions.

The FAG comprises both general purpose and local roads components, totalling \$6.66 million in 2024/2025 and \$6.85 million in 2025/2026.

For the purposes of the Long-Term Financial Plan, FAG is projected to increase by 3.50% per annum over the ten-year period, based on historical trends and aligned with estimated movements in the Consumer Price Index (CPI). NSW councils continue to lobby the Federal Government to restore the Financial Assistance Grants as a % of Commonwealth taxation revenue back to 1%. The FAG to local government in Australia has experienced a long-term decline relative to federal taxation revenue, dropping from approximately 1% in 1996 to just over 0.5% in 2024.

Council receives two other material operating grants on an annual basis. The Regional Roads Block Grant, administered by Transport for NSW (formerly Roads and Maritime Services), provides approximately \$1.8 million per annum.

The Federal Government's Roads to Recovery program is also classified as an operating grant; however, it is applied solely to capital works and infrastructure programs. Funding under this program typically ranges between \$1.5 million and \$2.2 million per annum.

A new five-year Roads to Recovery funding program commenced on 1 July 2024. For the purposes of the Long Term Financial Plan, it is assumed that this program will continue over the ten-year planning period.

Council has assumed that all recurrent operating grants and contributions will increase by 3.00% per annum over the ten-year planning period.

## **Capital Grants**

Capital grants are inherently variable from year to year, depending on strategic priorities, community needs, and the availability of government funding programs for major capital works.

Beyond 2026/2027, capital grants and contributions are uncertain, as they are contingent on Council's success in securing funding through competitive grant applications.

Where Council is successful in obtaining capital grant funding, the associated revenue and expenditure are incorporated into the Quarterly Budget Review.

Council actively seeks external funding opportunities, with applications and outcomes monitored and reported through the quarterly Grants Report to Council.

## **User Charges and Fees**

Council derives revenue from a range of user charges and fees, including statutory and discretionary fees. Statutory fees are set by legislation or external agencies, such as Development Application fees, Section 10.7 Planning Certificates, Section 138 approvals, and Section 603 Certificates. No increases have been assumed for statutory fees over the ten-year period.

Discretionary fees represent a significant component of Council's revenue, particularly for private works undertaken on behalf of external parties. This includes works delivered under the Transport for NSW Routine Maintenance Council Contract (RMCC) and works orders for State Road MR54. The MR54 works program is estimated at approximately \$2 million per annum over the ten-year period.

For discretionary fees, an annual increase of 4.00% has been assumed, based on full cost recovery principles and incorporating a margin where applicable.

The Upper Lachlan Local Environmental Plan 2010 supports development within existing townships and identified growth areas across the Shire. Development contributions are therefore influenced by the level of economic activity, subdivision, and population growth, which Council forecasts to be in the low to moderate range over the ten-year period.

Council administers a Section 7.11 Development Contributions Plan, which enables the collection of contributions from developers to fund additional demand placed on public infrastructure and amenities. Contributions are levied across a range of categories, including roads, open space, community facilities, waste management, emergency services, and plan administration. An annual increase of 3.00% has been assumed for Section 7.11 contributions over the planning period.

Council also applies a Section 7.12 Development Contributions Plan, implemented in 2012, which is primarily used for regional and state significant developments, including energy, wind and power generation projects. In addition, Council has established a Community Enhancement Fund (CEF) to support community infrastructure and mitigate the impacts of major developments.

For water supply and sewerage services, Council administers a Section 64 Development Contributions Plan. Contributions under this plan are also projected to increase by 3.50% per annum over the ten-year period.

## **Net Gain from Disposal of Assets**

Council has developed a detailed ten-year motor vehicle, plant and equipment replacement program, supported by its Disposal of Assets Policy. Further details on asset replacement are outlined in Council's Delivery Program.

There is no real estate assets currently identified for sale and no property disposals are planned over the ten-year period.

Net gains from the disposal of assets are variable and depend on the timing and nature of the plant and equipment replacement program. As such, no fixed annual growth rate has been applied to this revenue source.

## **Other Revenues**

Other revenues represent a relatively minor component of Council's overall operating income. These include cemetery burial fees, burial plot sales, property rental income, Service NSW agency commissions, fuel tax credits, and other recoverable charges.

An annual increase of 3.00% has been assumed over the ten-year period, based on full cost recovery principles and incorporating a margin where applicable.

## **Population Growth**

The Long Term Financial Plan incorporates projected population growth within the Upper Lachlan Local Government Area.

Council's Community Strategic Plan and Delivery Program are informed by data from the Australian Bureau of Statistics (ABS), including Census data and the National Regional Profile. The ABS Estimated Resident Population for Upper Lachlan was 8,706 as at June 2023, reflecting an average annual growth rate of approximately 1.82%. For the purposes of the LTFFP, Council has adopted a conservative population growth assumption of 1.50% per annum to 2035.

The cost of Council's services is not highly sensitive to incremental population growth across the towns and villages within the Shire. At the projected growth levels, population increases are expected to have a relatively low material impact on Council's income and expenditure projections.

## **Services Levels**

Council will undertake a review of service levels across all business units, as outlined in the Delivery Program and Operational Plan under each Community Strategic Plan objective. Council will also continue to deliver infrastructure maintenance and renewal in accordance with the Infrastructure Plan.

Current service levels may not fully align with community expectations due to competing priorities and resource constraints. Council is actively working to address the backlog in roads, bridges, and associated infrastructure through a planned and coordinated approach, including the ongoing recovery from natural disasters experienced over the past six years.

## **Other Economic Factors**

There are a number of external economic factors that may adversely impact the long-term financial projections and assumptions underpinning Council's Long Term Financial Plan. In addition, historical flood and bushfire events have had significant economic impacts on the local community and businesses.

These factors include, but are not limited to:

### **Volatility in the Consumer Price Index (CPI)**

Economic pressures, including the rising cost of living, have contributed to the Reserve Bank of Australia (RBA) increasing the cash rate to 4.10% as at March 2026. The RBA continues to target an inflation range of between 2% and 3% over the medium term.

Council's operating budget is sensitive to movements in the Consumer Price Index (CPI), particularly where key cost drivers such as transport and fuel increase at rates exceeding headline CPI. For the purposes of the Long Term Financial Plan, Council has adopted an assumed CPI increase of 3.50% per annum, reflecting a conservative position at the upper end of the RBA target range and allowing for risk.

### **Cost Shifting from State and Federal Governments**

Cost shifting occurs when the responsibility for, or the cost of, providing a service, concession, asset, or regulatory function is transferred to local government by the Commonwealth or State Government without adequate funding or corresponding revenue-raising capacity. Recent analysis by independent consultants Morrison Low (LGNSW 2025 report) estimates that cost shifting to NSW councils totalled approximately \$1.5 billion in 2023/2024, representing a 10% increase from \$1.36 billion in 2021/2022.

This equates to approximately \$497 per ratepayer across NSW, up from \$461 in 2021/2022. The impact varies by council type, ranging from approximately \$430 per ratepayer in regional towns and cities to \$571 per ratepayer in large rural councils. These costs are predominantly imposed by the State Government. This trend highlights the increasing financial burden of cost shifting on the local government sector and reinforces the ongoing pressure on Council's operating budget and long-term financial sustainability.

Key cost shifting areas for Council include; Rural Fire Service contributions, pensioner rate concessions, public libraries, noxious weeds control, contaminated land management, Crown land management, animal control, and State Emergency Services (SES) and cost shifting approximates up to 7% of Upper Lachlan Shire Council's annual operating budget expense.

Over the past decade, cost shifting has imposed a cumulative burden of more than \$11.31 billion on NSW councils, significantly reducing the capacity of local government to invest in essential infrastructure and community services. This diversion of resources limits Council's ability to deliver new facilities, maintain existing assets, and respond to emerging community needs, while also increasing reliance on rates and charges to fund services that are primarily the responsibility of other levels of government.

If cost shifting to local government continues without adequate funding support, Council's financial position will be adversely impacted, and long-term financial sustainability benchmarks may become increasingly difficult to achieve.

## Detailed Expenditure Forecasts

### Salaries and Wages

Upper Lachlan Shire Council employs approximately 141.5 full-time equivalent (FTE) staff. The Workforce Plan outlines key human resource priorities, goals, and strategies, and aligns with the Community Strategic Plan to support the delivery of Council’s services and programs. Employee costs, including salaries, wages, and on-costs, represent Council’s largest single operating expense.

Council reviews all positions upon vacancy to assess operational requirements and opportunities for structural improvement. Council also manages an ageing workforce, with approximately 40% of total leave entitlements internally restricted to a cash reserve to fund future leave liabilities and staff retirements. Provisions for anticipated retirements, based on workforce age profiles, are incorporated into the Operational Plan.

An organisational restructure completed in September 2024 resulted in a reduction of 16.7 FTE positions and ongoing annual savings of approximately \$1.30 million, which have been incorporated into the Long Term Financial Plan.

All staff are employed under the NSW Industrial Relations framework, with terms and conditions governed by the Local Government (State) Award. The Award provides for annual salary increases, with historical increases averaging approximately 2.70% over the past ten years. More recent increases include 3.5% from July 2024 and 3.00% from 1 July 2025, with a projected increase of approximately 4.00% for 2026/2027.

In addition to Award increases, salary costs are influenced by employee progression through Council’s salary structure. An additional allowance of 0.50% per annum has been included to account for these incremental increases. For the purposes of the Long Term Financial Plan, total salaries and wages are projected to increase by 4.00% per annum over the ten-year period.

### Superannuation Guarantee Contribution (SGC)

The Superannuation Guarantee (SG) is a compulsory employer contribution paid by Council on behalf of employees to their nominated superannuation funds. Over the years the SG rate has increased incrementally in accordance with Federal Government legislation.

Financial Year	Contribution Rate
2012/2013	9.00%
2013/2014	9.25%
2014/2015 to 2020/2021	9.50%
2021/2022	10.00%
2022/2023	10.50%
2023/2024	11.00%
2024/2025	11.50%
2025/2026 to 2026/2027	12.00%

The Long Term Financial Plan assumes that the Superannuation Guarantee (SG) rate will increase to 12.00% from 1 July 2025 and remain at this level for the 2026/2027 financial year and across the remainder of the planning period.

In addition, Council commenced making superannuation contributions for elected Councillors from 1 July 2022, and these contributions are expected to continue for the duration of the Long Term Financial Plan.

## **Local Government Superannuation Scheme - Defined Benefit Plan Contribution**

Council participates in an industry-defined benefit superannuation scheme, the Local Government Superannuation Scheme – SASS (Superannuation Accumulation Scheme). This is a multi-employer fund comprising NSW councils, where assets are accumulated to meet members defined benefits in accordance with the Trust Deed.

Following the Global Financial Crisis, the Scheme identified a significant deficit between assets and liabilities in 2009. As a result, increased employer contributions were required from 2009 to 2024 to address the funding shortfall. The Scheme has since confirmed that the additional contribution period has concluded.

Council continues to have employee members within the SASS scheme, with total employer contributions estimated at approximately \$292,000 in 2026/2027.

## **Workers Compensation**

Council's Workers Compensation Insurance premium represents a significant employee-related on-cost. Premiums are determined based on a three-year claims history, projected salary and wage increases, and industry multipliers applied by StateCover Mutual.

Council's Workers Compensation premiums have varied significantly in recent years, reflecting claims experience and market factors, with costs ranging from \$164,571 in 2017/2018 to a peak of \$758,040 in 2024/2025, before reducing to \$483,926 in 2025/2026. The estimated premium for 2026/2027 is approximately \$500,000.

Given the variability in claims experience and external pricing factors, it is difficult to apply a consistent inflationary assumption to forecast future premiums. While Council continues to implement effective return-to-work and rehabilitation programs to minimise lost time and manage costs, the occurrence of serious injury claims in recent years has had a material impact on premium levels.

## **Interest Rate for Borrowings**

Council maintains a Loans and Borrowings Policy which outlines the objectives and criteria for external funding. Council does not borrow to fund operating or maintenance activities and instead limits borrowings to the acquisition of income-generating assets and the renewal or upgrade of infrastructure.

All borrowings are undertaken on fixed terms and at fixed interest rates to minimise exposure to interest rate volatility and repayment uncertainty. In recent years, Council has undertaken the following borrowings:

- \$3.3 million in 2019/2020 for the timber bridge replacement program
- \$1.0 million in 2020/2021 for the timber bridge replacement program
- \$1.2 million in 2021/2022 for the Crookwell Swimming Pool project
- \$1.0 million in 2023/2024 for the Crookwell Swimming Pool project

In 2026/2027, Council proposes to borrow \$1.2 million to fund the construction of a new Water Treatment System (WTS) with a total project cost of \$2.7 million, subject to Council approval, with the loan to be structured over a 20-year term. Future borrowing costs will be influenced by movements in the Reserve Bank of Australia (RBA) cash rate and inflation.

As at March 2026, the RBA cash rate is 4.10%. Current indicative borrowing rates are approximately 5.77% for a 10-year term and 6.37% for a 20-year term.

For the purposes of the Long Term Financial Plan, an average interest rate of 6.00% has been assumed for new borrowings to 2035.

## **Consumer Price Index**

Refer to the economic factors section titled “Volatility in Consumer Price Index” for further detail. For the purposes of the Long Term Financial Plan, CPI is assumed to increase by 3.50% per annum over the ten-year period.

## **Depreciation Expense**

Depreciation of Council’s infrastructure assets is determined in accordance with the useful lives outlined in the relevant Asset Management Plans and is reflected in the Long Term Financial Plan. Further detail on asset useful lives and depreciation methodologies is provided in Council’s Infrastructure Plan and Financial Statements. Council’s asset classes include water supply, sewerage, land, buildings, stormwater, plant and equipment, roads, bridges, and footpaths.

Depreciation is calculated using the straight-line method, allocating the cost of assets over their estimated useful lives. Infrastructure and land assets are subject to annual fair value indexation in line with relevant industry cost indices and are comprehensively revalued on a rolling five-year cycle. Plant and equipment, office equipment, and furniture and fittings are carried at cost and are not subject to fair value revaluation.

For the purposes of the Long Term Financial Plan, fair value adjustments are applied using the Producer Price Index (ABS 6427.0), with assumed annual increases of 4.46% for buildings and structures and 3.74% for other infrastructure asset classes. An additional factor of 0.50% is applied to account for asset capitalisation, reflecting the impact of annual acquisitions and disposals.

## **Other Expenses - Emergency Services Levy and Management Contributions**

The Long Term Financial Plan assumes an annual increase of 3.50% for all other operating expenses over the ten-year period. This category includes contributions to other levels of government, such as the Emergency Services Levy (ESL), Rural Fire Service (RFS), NSW Fire Brigade, and State Emergency Services (SES).

Emergency Services Levy (ESL) contributions are imposed on councils by the NSW Government to assist in funding emergency service agencies, including the Rural Fire Service (RFS), Fire and Rescue NSW, and the State Emergency Service (SES). It also includes donations and financial contributions to community groups and Section 355 Committees.

The Office of Local Government no longer subsidises the increased Emergency Services Levy (ESL) introduced from 1 July 2019. As a result, ESL contributions represent a significant operating expense for Council.

In 2025/2026, Council’s ESL contributions total approximately \$816,000, comprising \$739,000 for the Rural Fire Service (RFS), \$50,000 for Fire and Rescue NSW, and \$27,000 for the State Emergency Service (SES). The total ESL expense is forecast to increase to approximately \$821,000 in 2026/2027.

## Insurances

Insurance expenses have increased significantly over the past seven years, rising from \$693,000 in 2019/2020 to \$1.26 million in both 2023/2024 and 2024/2025. The budget for 2025/2026 is \$1.31 million, with a current forecast of \$1.40 million, reflecting ongoing upward pressure on premiums.

Over the ten-year planning period, insurance expenses are projected to increase by between 5% and 10% annually, depending on the type and level of cover. This assumption is informed by historical cost trends, increased frequency and severity of natural disasters, and broader adverse claims experience across the Australian insurance market.

The increase in natural disaster events and the severity of property damage over the past five years highlights Council's growing exposure to property protection claims. Upper Lachlan Shire Council has experienced several significant insurance claims in previous years, including building damage to the Crookwell Health Care Centre caused by a motor vehicle in 2024, destruction of the Taralga Water Filtration Plant by electrical fire in 2020, storm damage to Crookwell Library in 2017, hail damage to Council's plant and motor vehicle fleet in 2018, and property damage arising from the 2015 snow event. Council has also faced two public liability claims in prior years, relating to a trip and fall incident and an injury sustained by a sporting group volunteer at Gunning Sportsground.

Also contributing to the increase in insurance costs is the annual update of Council's declared building insurance valuations. These valuations typically rise each year, reflecting increasing construction and replacement costs, which in turn drives higher insurance premiums as asset replacement values continue to escalate.

## Electricity and Gas

Electricity and gas prices have been subject to significant volatility in recent years, influenced by national energy policy, carbon reduction targets, and broader market conditions.

While future price movements remain uncertain, Council has assumed an average annual increase of 3.50% over the ten-year period for the purposes of the Long Term Financial Plan.

Council participates in local government procurement panel contracts to secure competitive pricing and manage exposure to energy cost fluctuations.

## Materials, Contracts and Services

For the ten-year period to 2036, the Long Term Financial Plan assumes an annual increase of 3.50% in Materials, Contracts and Services expenditure.

The projected increase is above CPI for certain cost components, reflecting higher cost pressures associated with specific Council operations, including gravel pits, waste facilities, and parks and gardens maintenance activities.

Private works revenue and associated costs are expected to fluctuate from year to year, depending on the level of private development activity within the Shire. Council utilises a combination of internal resources and contracted plant and equipment to deliver these works.

Council has contractual arrangements with Transport for NSW for the maintenance of State Road MR54 (Goulburn–Crookwell–Bathurst Road) under the Routine Maintenance Council Contract (RMCC). For the purposes of the Long Term Financial Plan, expenditure of approximately \$2.0 million per annum has been assumed for RMCC activities and associated works orders over the ten-year period.

No significant legal costs (greater than \$50,000) relating to planning and development matters are projected for 2026/2027.

Other Materials and Services expenses include Councillor allowances, street lighting, printing and stationery, and valuation fees from the Valuer General for rating purposes. The projected increase in these costs is based on historical trends.

Council's projections incorporate existing contractual arrangements with Telstra and TPG for telephony, mobile, internet, and NBN services.

In addition, Councillor allowances are determined annually by the Local Government Remuneration Tribunal. The increase for 2025/2026 was 3.00%, with Council assuming a further annual increase of 3.00% for 2026/2027 and across the Long Term Financial Plan period.

## **Major Capital Works Projects**

The scale and timing of major capital works programs are dependent on a range of factors, including the availability of external funding.

Roads and bridges infrastructure maintenance and renewal remain the most significant challenge for Council in the medium to long term. Council is committed to improving the local road network, including allocating additional resources to gravel resheeting programs.

The Federal Government's Roads to Recovery Program will continue over a five-year period, providing total funding of approximately \$10.6 million for capital works projects. Ongoing weather and environmental conditions continue to accelerate the deterioration of gravel road surfaces, requiring regular intervention to maintain and improve network condition.

Council has delivered its highest priority infrastructure projects, including the reconstruction and bitumen sealing of all previously unsealed sections of Crookwell to Taralga Road (MR248E), completion of bitumen sealing works on the remaining unsealed sections of MR54 (Crookwell to Bathurst Road), and the replacement of all timber bridges across the Shire.

Council's Delivery Program outlines road reconstruction and sealing works scheduled through to 2030, with projects and associated funding sources clearly identified. Across the planning horizon, Council's capital expenditure program is forecast to average approximately \$10 million per annum from 2026 to 2035.

A key capital project in the coming years is the Crookwell landfill remediation, required to meet NSW EPA compliance standards. This project will be partially funded from Domestic Waste Management restricted reserves, supplemented by borrowings from the General Fund and external grant funding.

Significant asset renewal is also required within the water supply and sewerage funds over the next 5 to 10 years, including the replacement of the Crookwell and Gunning sewerage treatment plants. These projects have not yet been incorporated into the Long Term Financial Plan, as reliable cost estimates and delivery timeframes are still being developed. It is anticipated that a combination of grant funding and borrowings will be required to deliver these works.

Capital grant funding assumptions within the LTFP remain conservative, reflecting the irregular, largely unpredictable, and project-specific nature of these funding sources. Recent examples include the Crookwell Swimming Pool project completed in October 2024.

## 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 and recent reviews in 2025 by a Federal Government inquiry and NSW parliamentary inquiry.

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

Within the LTFP model for 2026/2027 and future years, there is currently insufficient information to support a fully funded asset management plan. Council will undertake a comprehensive review of its Asset Management Strategy to develop a fully costed and prioritised works delivery program.

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

Performance Measure	Performance Indicator
Unrestricted Current Ratio of Assets to Liabilities	>=2:1
Net Operating Result (Operating Performance Ratio)	>=0
Consolidated Debt Service Cover Ratio for all Funds	>2% of operating revenue
Rates and Annual Charges Outstanding Ratio	<5%
Own Source Revenue Ratio (General Fund)	>=50%
Buildings and Infrastructure Renewals Ratio	>=100%
Total Unrestricted Cash Reserves	>\$500,000 at financial year end
Employee Leave Entitlements Cash Reserve	>=33% of total liability
Working Capital Result	Surplus maintained annually
Each Fund (Water Supply, Sewerage and DWM)	Full cost recovery and annual operating surplus
Completion of Capital Budget	>=80% completion rate each year
Budget Revote Works Carryovers	<5% of original operating budget
Investment Returns	>90-day BBSW Rate
Utilisation of Section 7.11 Development Plan Funds	Minimum \$250,000 annual expenditure

In addition to the performance measures outlined above, Upper Lachlan Shire Council will continue to apply local government financial health check benchmarks and other relevant efficiency indicators to assess long term financial sustainability.

Council will not undertake borrowings to fund ongoing operating expenditure. Borrowings will be applied in accordance with an established loan program, which is incorporated into the Long Term Financial Plan.

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## Sensitivity Analysis

Long term financial planning is inherently subject to uncertainty. This Long Term Financial Plan is based on a range of key assumptions and principles used to forecast Council's income and expenditure over the ten year planning horizon. Variations in these assumptions over time may have a material impact on the financial projections outlined in the Plan.

The Plan assumes the continuation of all current operational grants and subsidies. Upper Lachlan Shire Council has a significant reliance on external funding, and any reduction or withdrawal of grants or subsidies would require a reassessment of service levels and may necessitate a review of staffing and operational expenditure.

Variations in underlying assumptions will directly impact forecast income and expenditure. To minimise the risk of material variances, Council has adopted assumptions based on the most recent, reliable, and publicly available data from a range of credible sources.

A key area of uncertainty within the Plan relates to future capital expenditure and associated funding requirements for asset renewals and new infrastructure projects. Many of these projects are contingent on securing partial or full grant funding. Additionally, changes in Council's strategic direction may occur over time, particularly in line with the four year election cycle.

The table below summarises the sensitivity of the Long Term Financial Plan to variations in key operational assumptions.

Operating Income and Expenditure Category	2026/2027 Base Year (\$'000)	Likelihood of Variation	Sensitivity to 5% Variation (\$'000)
Rates and Annual Charges	\$16,205	Low Sensitivity	+/- \$810
User Charges and Fees	\$9,569	High Sensitivity	+/- \$478
Other Revenue	\$590	High Sensitivity	+/- \$30
Grants and contributions provided for operating purposes	\$11,673	High Sensitivity	+/- \$584
Interest and Investment Income	\$1,420	Low Sensitivity	+/- \$71
Net gain from the disposal of assets	\$412	Low Sensitivity	+/- \$21
<b>Total Income from Operations</b>	<b>\$39,870</b>		<b>+/- \$1,994</b>
Employee benefits and on-costs	\$16,426	Low Sensitivity	+/- \$821
Materials and services	\$11,960	High Sensitivity	+/- \$598
Borrowing Costs	\$464	Low Sensitivity	+/- \$23
Depreciation & Amortisation	\$11,083	High Sensitivity	+/- \$554
Other Expenses	\$911	Low Sensitivity	+/- \$46
Net loss from the disposal of assets	\$1,112	Low Sensitivity	+/- \$56
<b>Total Expense from Operations</b>	<b>\$41,956</b>		<b>+/- \$2,098</b>

The sensitivity analysis above highlights Council's financial exposure to variations in key underlying assumptions. The base year used for projecting operating income and expenditure is robust, having been developed and refined over a decade of budget preparation cycles. Within the context of the Long Term Financial Plan, these projections are considered reasonable and reliable estimates.

## Financial Modelling Scenario

The Long Term Financial Plan has been developed based on a Base Case Scenario, representing Council's current operating model and underlying financial assumptions.

### Base Case Scenario

The Base Case Scenario reflects a status quo operating environment, with the 2026/2027 adopted budget used as the base year and extrapolated over the ten-year planning horizon. The key assumptions underpinning this scenario are outlined in the preceding sections of this document.

The capital expenditure program and associated cash flows within this scenario are significantly influenced by the level and timing of capital grants and contributions, particularly within the first four years of the Plan. As such, the delivery of the capital works program is dependent on Council's success in securing external funding.

Under the Base Case Scenario, Council will continue to deliver services in accordance with the principal activities outlined in its Integrated Planning and Reporting framework. While operational service levels are assumed to remain broadly consistent, the capital program remains the most variable component of the Plan and may change materially depending on funding outcomes and strategic priorities.

The capital works program is expected to deliver improvements to key infrastructure assets, including roads, water, and sewerage systems. These investments are anticipated to support long-term service delivery outcomes and may contribute to improved operational efficiency and reduced maintenance requirements over time.

Council will continue to review and update the Long Term Financial Plan on an annual basis, including reassessment of key assumptions, to ensure the Plan remains relevant, accurate, and aligned with Council's strategic direction and financial capacity.

Financial statements within the Long Term Financial Plan are presented in whole thousands of dollars and rounded percentages. As a result, minor rounding variances may occur when compared to detailed figures presented in the Operational Plan and Delivery Program. The cash flow projections also incorporate assumptions regarding the timing of receipts and payments, including the settlement of prior year receivables and payables.

## Conclusion

Upper Lachlan Shire Council has prepared a consolidated Long Term Financial Plan incorporating ten-year financial projections based on the 2026/2027 adopted budget and underlying planning assumptions. The Plan reflects Council's ongoing commitment to financial sustainability, prudent financial management, and alignment with the Community Strategic Plan and Resourcing Strategy.

Council will continue to actively monitor all business units and cost centres to identify opportunities for efficiency improvements and service optimisation. While recent organisational and service level adjustments have strengthened Council's financial position, the General Fund remains sensitive to variations in key assumptions, particularly in relation to revenue growth, cost escalation, and external funding.

Council continues to experience expenditure pressures in areas such as insurance, workers compensation, emergency services contributions, and asset-related costs, which have historically increased at rates above CPI. These cost drivers, combined with rate pegging constraints and reliance on external funding, continue to place pressure on Council's ability to consistently achieve a balanced operating result.

The ongoing revaluation of infrastructure assets and the delivery of major capital works programs have resulted in increased depreciation expenses, reflecting the scale and complexity of Council's asset base. While this strengthens the accuracy of financial reporting, it also highlights the long-term funding challenge associated with asset renewal and maintenance.

Council's Long Term Financial Plan recognises the significant infrastructure renewal requirements across roads, bridges, water, and sewerage assets. Continued investment in these areas is essential to maintain service levels and support community expectations. However, this will require careful prioritisation, ongoing external funding support, and potential consideration of additional revenue options.

Cost shifting from other levels of government continues to impose financial pressures on Council, reducing its capacity to invest in core infrastructure and services. Without corresponding funding support, these obligations will continue to impact long-term financial sustainability.

While capital grant funding remains an important source of revenue, it is inherently uncertain and has been conservatively estimated within the Plan. Council will continue to actively pursue grant opportunities to support infrastructure delivery and minimise reliance on internal funding sources.

The Long Term Financial Plan demonstrates that, under current assumptions, Council faces ongoing financial sustainability challenges over the ten-year period. Addressing these challenges will require a combination of continued cost management, service level review, asset rationalisation, and potential revenue strategies, including consideration of a Special Rate Variation where appropriate.

Overall, the Long Term Financial Plan provides a realistic and transparent assessment of Council's financial capacity and highlights the need for ongoing strategic decision-making to ensure the long-term sustainability of Council's operations and service delivery to the community.

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036  
**HISTORICAL INFORMATION - CONSOLIDATED**  
Scenario: Base Case

**Income Statement**

**Income from Continuing Operations**

**Revenue:**

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

2024/25	2023/24	2022/23	2021/22
\$'000	\$'000	\$'000	\$'000

14,594	13,607	12,883	12,221
9,869	9,131	6,736	6,055
755	732	879	775
11,875	18,204	17,920	12,924
10,938	14,222	9,243	11,484
1,597	1,510	972	127

**Other Income:**

Net Gains from the Disposal of Assets	
Fair value increment on investment properties	
Reversal of revaluation decrements on IPPE previously expensed	
Reversal of impairment losses on receivables	
Other Income	
Joint Ventures & Associated Entities - Gain	

-	-	-	336
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
49,628	57,406	48,633	43,922

**Expenses from Continuing Operations**

Employee Benefits & On-Costs	
Borrowing Costs	
Materials & Contracts	
Depreciation & Amortisation	
Impairment of investments	
Impairment of receivables	
Other Expenses	
Interest & Investment Losses	
Net Losses from the Disposal of Assets	
Revaluation decrement/impairment of IPPE	
Fair value decrement on investment properties	
Joint Ventures & Associated Entities - Loss	

13,967	13,576	13,430	12,708
407	256	289	49
21,339	19,190	14,235	11,683
10,209	9,901	9,291	8,522
-	-	-	-
12	39	1	29
1,080	944	639	610
-	-	-	-
1,048	3,739	618	-
-	-	-	-
-	-	-	-
-	-	-	-
48,062	47,645	38,503	33,601

**Operating Result from Continuing Operations**

1,566	9,761	10,130	10,321
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Discontinued Operations - Profit/(Loss)

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

-	-	-	-
-	-	-	-

**Net Operating Result for the Year**

1,566	9,761	10,130	10,321
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**Net Operating Result before Grants and Contributions provided for Capital Purposes**

(9,372)	(4,461)	887	(1,163)
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**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2036**  
**HISTORICAL INFORMATION - CONSOLIDATED**  
**Scenario: Base Case**  
**Balance Sheet**

	2024/25	2023/24	2022/23	2021/22
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	14,728	16,289	10,092	9,895
Investments	22,000	19,000	24,000	21,400
Receivables	3,020	3,680	2,530	7,001
Inventories	1,139	1,105	1,220	1,182
Contract assets and contract cost assets	468	3,271	2,545	-
Contract cost assets	-	-	-	-
Other	165	210	143	152
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>41,520</b>	<b>43,555</b>	<b>40,530</b>	<b>39,630</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	44	60	56	32
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	580,229	572,588	539,144	483,784
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	19	41	182	158
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>580,292</b>	<b>572,689</b>	<b>539,382</b>	<b>483,974</b>
<b>TOTAL ASSETS</b>	<b>621,812</b>	<b>616,244</b>	<b>579,912</b>	<b>523,604</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	4,748	3,986	4,826	3,838
Income received in advance	-	-	-	-
Contract liabilities	925	1,260	2,284	4,522
Lease liabilities	12	24	30	18
Borrowings	562	625	607	583
Employee benefit provisions	4,833	4,712	4,764	4,381
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>11,080</b>	<b>10,607</b>	<b>12,611</b>	<b>13,342</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	1	13	162	148
Borrowings	5,256	5,818	5,444	6,053
Employee benefit provisions	266	-	-	-
Other provisions	7,055	4,417	1,395	1,340
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>12,578</b>	<b>10,248</b>	<b>7,001</b>	<b>7,541</b>
<b>TOTAL LIABILITIES</b>	<b>23,658</b>	<b>20,855</b>	<b>19,612</b>	<b>20,883</b>
<b>Net Assets</b>	<b>598,154</b>	<b>595,389</b>	<b>560,300</b>	<b>502,721</b>
<b>EQUITY</b>				
Retained Earnings	342,449	340,883	331,122	320,992
Revaluation Reserves	255,705	254,506	229,178	181,729
Other Reserves	-	-	-	-
Council Equity Interest	598,154	595,389	560,300	502,721
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>598,154</b>	<b>595,389</b>	<b>560,300</b>	<b>502,721</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036  
INCOME STATEMENT - CONSOLIDATED  
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	14,594	15,356	16,205	16,887	17,599	18,341	19,114	19,920	20,761	21,638	22,551	23,504
User Charges & Fees	9,869	6,048	9,569	9,952	10,350	10,764	11,195	11,643	12,108	12,593	13,096	13,620
Other Revenues	755	537	590	611	632	654	677	701	726	751	777	804
Grants & Contributions provided for Operating Purposes	11,875	16,349	11,673	11,920	12,176	12,440	12,714	12,997	13,291	13,594	13,908	14,233
Grants & Contributions provided for Capital Purposes	10,938	1,184	4,601	4,825	4,969	5,117	5,270	5,427	5,590	5,757	5,929	6,106
Interest & Investment Revenue	1,597	1,378	1,420	1,478	1,539	1,602	1,667	1,736	1,807	1,881	1,958	2,039
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>49,628</b>	<b>41,751</b>	<b>44,059</b>	<b>45,673</b>	<b>47,265</b>	<b>48,918</b>	<b>50,638</b>	<b>52,425</b>	<b>54,282</b>	<b>56,213</b>	<b>58,220</b>	<b>60,307</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	13,967	14,563	16,426	17,042	17,681	18,344	19,032	19,745	20,486	21,254	22,051	22,878
Borrowing Costs	407	223	464	443	421	399	378	357	337	316	295	282
Materials & Contracts	21,339	16,522	11,960	12,391	12,983	13,363	13,879	14,415	15,108	15,553	16,156	16,783
Depreciation & Amortisation	10,209	10,560	11,083	11,458	11,849	12,254	12,674	13,110	13,562	14,031	14,518	15,023
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	12	9	10	10	10	10	10	10	10	10	10	10
Other Expenses	1,080	845	901	933	965	999	1,035	1,071	1,108	1,147	1,188	1,230
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,048	767	700	636	675	662	649	676	620	606	590	509
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>48,062</b>	<b>43,489</b>	<b>41,544</b>	<b>42,913</b>	<b>44,584</b>	<b>46,031</b>	<b>47,656</b>	<b>49,284</b>	<b>51,230</b>	<b>52,916</b>	<b>54,808</b>	<b>56,715</b>
<b>Operating Result from Continuing Operations</b>	<b>1,566</b>	<b>(1,739)</b>	<b>2,515</b>	<b>2,761</b>	<b>2,681</b>	<b>2,887</b>	<b>2,982</b>	<b>3,141</b>	<b>3,052</b>	<b>3,297</b>	<b>3,412</b>	<b>3,592</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,566</b>	<b>(1,739)</b>	<b>2,515</b>	<b>2,761</b>	<b>2,681</b>	<b>2,887</b>	<b>2,982</b>	<b>3,141</b>	<b>3,052</b>	<b>3,297</b>	<b>3,412</b>	<b>3,592</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(9,372)</b>	<b>(2,922)</b>	<b>(2,086)</b>	<b>(2,064)</b>	<b>(2,288)</b>	<b>(2,230)</b>	<b>(2,288)</b>	<b>(2,287)</b>	<b>(2,538)</b>	<b>(2,460)</b>	<b>(2,516)</b>	<b>(2,514)</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036  
BALANCE SHEET - CONSOLIDATED  
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	14,728	4,502	4,591	5,662	6,371	9,267	10,863	13,167	15,378	18,070	20,568	23,899
Investments	22,000	30,615	29,746	29,746	28,687	28,687	28,687	28,687	28,687	28,687	28,687	28,687
Receivables	3,020	4,188	3,150	2,875	2,968	3,092	3,208	3,336	3,467	3,607	3,751	3,908
Inventories	1,139	1,274	866	897	941	966	1,003	1,041	1,092	1,122	1,165	1,210
Contract assets and contract cost assets	468	351	351	351	351	351	351	351	351	351	351	351
Other	165	178	125	129	135	139	144	150	157	161	167	174
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>41,520</b>	<b>41,106</b>	<b>38,829</b>	<b>39,660</b>	<b>39,453</b>	<b>42,502</b>	<b>44,256</b>	<b>46,731</b>	<b>49,133</b>	<b>51,999</b>	<b>54,690</b>	<b>58,229</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	44	57	60	63	65	68	71	74	77	80	84	87
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	117	117	117	117	117	117	117	117	117	117	117
Infrastructure, Property, Plant & Equipment	580,229	600,169	625,165	648,167	672,689	694,762	718,892	743,176	768,120	793,374	820,478	823,509
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	19	19	19	19	19	19	19	19	19	19	19	19
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>580,292</b>	<b>600,362</b>	<b>625,381</b>	<b>648,365</b>	<b>672,871</b>	<b>694,966</b>	<b>719,099</b>	<b>743,366</b>	<b>768,333</b>	<b>793,590</b>	<b>820,698</b>	<b>823,732</b>
<b>TOTAL ASSETS</b>	<b>621,812</b>	<b>641,468</b>	<b>664,209</b>	<b>688,025</b>	<b>712,324</b>	<b>737,468</b>	<b>763,355</b>	<b>790,117</b>	<b>817,465</b>	<b>845,589</b>	<b>875,388</b>	<b>881,961</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,748	5,936	5,202	5,381	5,618	5,781	5,993	6,213	6,488	6,678	6,925	7,181
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	925	1,550	1,142	1,245	1,275	1,306	1,337	1,370	1,404	1,439	1,475	1,512
Lease liabilities	12	-	-	-	-	-	-	-	-	-	-	-
Borrowings	562	580	633	655	582	582	492	512	533	421	168	-
Employee benefit provisions	4,833	5,403	5,607	5,826	6,061	6,314	6,586	6,879	7,193	7,531	7,896	8,291
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>11,080</b>	<b>13,469</b>	<b>12,583</b>	<b>13,107</b>	<b>13,516</b>	<b>13,983</b>	<b>14,409</b>	<b>14,974</b>	<b>15,619</b>	<b>16,070</b>	<b>16,464</b>	<b>16,984</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	1	13	13	13	13	13	13	13	13	13	13	13
Borrowings	5,256	4,675	5,211	4,556	3,994	3,412	2,920	2,408	1,874	1,453	1,285	1,285
Employee benefit provisions	266	72	75	78	81	85	88	92	97	102	107	112
Other provisions	7,055	7,076	7,282	7,487	7,693	7,899	8,105	8,311	8,517	8,723	8,929	9,135
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>12,578</b>	<b>11,836</b>	<b>12,580</b>	<b>12,134</b>	<b>11,782</b>	<b>11,409</b>	<b>11,127</b>	<b>10,824</b>	<b>10,501</b>	<b>10,290</b>	<b>10,334</b>	<b>10,545</b>
<b>TOTAL LIABILITIES</b>	<b>23,658</b>	<b>25,305</b>	<b>25,163</b>	<b>25,241</b>	<b>25,297</b>	<b>25,392</b>	<b>25,535</b>	<b>25,798</b>	<b>26,120</b>	<b>26,361</b>	<b>26,798</b>	<b>27,529</b>
<b>Net Assets</b>	<b>598,154</b>	<b>616,163</b>	<b>639,046</b>	<b>662,784</b>	<b>687,026</b>	<b>712,076</b>	<b>737,820</b>	<b>764,319</b>	<b>791,345</b>	<b>819,229</b>	<b>848,590</b>	<b>854,432</b>
<b>EQUITY</b>												
Retained Earnings	342,449	340,710	343,226	345,966	348,667	351,555	354,536	357,677	360,728	364,026	367,438	371,031
Revaluation Reserves	255,705	275,453	295,820	316,798	338,359	360,521	383,284	406,642	430,616	455,203	481,152	483,401
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	598,154	616,163	639,046	662,784	687,026	712,076	737,820	764,319	791,345	819,229	848,590	854,432
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>598,154</b>	<b>616,163</b>	<b>639,046</b>	<b>662,784</b>	<b>687,026</b>	<b>712,076</b>	<b>737,820</b>	<b>764,319</b>	<b>791,345</b>	<b>819,229</b>	<b>848,590</b>	<b>854,432</b>

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2036**  
**CASH FLOW STATEMENT - CONSOLIDATED**  
**Scenario: Base Case**

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	14,509	15,461	16,189	16,875	17,586	18,327	19,100	19,906	20,746	21,622	22,535	23,487
User Charges & Fees	10,810	5,509	10,642	10,279	10,267	10,698	11,126	11,571	12,034	12,515	13,016	13,537
Investment & Interest Revenue Received	1,551	1,487	1,446	1,460	1,537	1,574	1,651	1,713	1,785	1,855	1,934	2,007
Grants & Contributions	25,281	18,158	15,866	16,848	17,174	17,588	18,016	18,458	18,914	19,386	19,873	20,377
Bonds & Deposits Received	276	-	-	-	-	-	-	-	-	-	-	-
Other	666	634	584	597	625	647	670	693	718	743	769	796
<b>Payments:</b>												
Employee Benefits & On-Costs	(13,848)	(14,024)	(16,159)	(16,809)	(17,431)	(18,076)	(18,744)	(19,437)	(20,155)	(20,899)	(21,668)	(22,465)
Materials & Contracts	(20,409)	(15,700)	(12,356)	(12,292)	(12,844)	(13,278)	(13,760)	(14,292)	(14,945)	(15,453)	(16,017)	(16,639)
Borrowing Costs	(218)	(202)	(258)	(238)	(216)	(193)	(172)	(151)	(131)	(110)	(90)	(76)
Bonds & Deposits Refunded	(405)	-	-	-	-	-	-	-	-	-	-	-
Other	1,552	(854)	(890)	(918)	(950)	(983)	(1,018)	(1,054)	(1,090)	(1,129)	(1,169)	(1,210)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>19,765</b>	<b>10,470</b>	<b>15,063</b>	<b>15,803</b>	<b>15,769</b>	<b>16,304</b>	<b>16,869</b>	<b>17,408</b>	<b>17,875</b>	<b>18,529</b>	<b>19,183</b>	<b>19,813</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	14,900	1,385	869	-	1,059	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,697	595	630	988	717	694	782	772	775	757	871	869
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(17,900)	(10,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(19,375)	(12,114)	(17,061)	(15,087)	(16,182)	(13,541)	(15,472)	(15,384)	(15,926)	(16,061)	(17,135)	(17,183)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(20,678)</b>	<b>(20,134)</b>	<b>(15,562)</b>	<b>(14,099)</b>	<b>(14,406)</b>	<b>(12,847)</b>	<b>(14,690)</b>	<b>(14,612)</b>	<b>(15,151)</b>	<b>(15,304)</b>	<b>(16,264)</b>	<b>(16,314)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	1,200	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(625)	(562)	(612)	(633)	(655)	(562)	(582)	(492)	(512)	(533)	(421)	(168)
Repayment of lease liabilities (principal repayments)	(23)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(648)</b>	<b>(562)</b>	<b>588</b>	<b>(633)</b>	<b>(655)</b>	<b>(562)</b>	<b>(582)</b>	<b>(492)</b>	<b>(512)</b>	<b>(533)</b>	<b>(421)</b>	<b>(168)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(1,561)</b>	<b>(10,226)</b>	<b>89</b>	<b>1,071</b>	<b>708</b>	<b>2,896</b>	<b>1,596</b>	<b>2,304</b>	<b>2,212</b>	<b>2,692</b>	<b>2,498</b>	<b>3,331</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>16,289</b>	<b>14,728</b>	<b>4,502</b>	<b>4,591</b>	<b>5,662</b>	<b>6,371</b>	<b>9,267</b>	<b>10,863</b>	<b>13,167</b>	<b>15,378</b>	<b>18,070</b>	<b>20,568</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>14,728</b>	<b>4,502</b>	<b>4,591</b>	<b>5,662</b>	<b>6,371</b>	<b>9,267</b>	<b>10,863</b>	<b>13,167</b>	<b>15,378</b>	<b>18,070</b>	<b>20,568</b>	<b>23,899</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>14,728</b>	<b>4,502</b>	<b>4,591</b>	<b>5,662</b>	<b>6,371</b>	<b>9,267</b>	<b>10,863</b>	<b>13,167</b>	<b>15,378</b>	<b>18,070</b>	<b>20,568</b>	<b>23,899</b>
<b>Investments - end of the year</b>	<b>22,000</b>	<b>30,615</b>	<b>29,746</b>	<b>29,746</b>	<b>28,687</b>	<b>28,687</b>	<b>28,687</b>	<b>28,687</b>	<b>28,687</b>	<b>28,687</b>	<b>28,687</b>	<b>28,687</b>
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>36,728</b>	<b>35,117</b>	<b>34,337</b>	<b>35,408</b>	<b>35,058</b>	<b>37,954</b>	<b>39,550</b>	<b>41,854</b>	<b>44,065</b>	<b>46,758</b>	<b>49,255</b>	<b>52,587</b>
<b>Representing:</b>												
- External Restrictions	24,857	22,877	21,429	22,691	22,626	25,051	26,472	28,150	29,838	32,037	34,215	36,598
- Internal Restrictions	10,347	10,737	10,985	11,066	11,351	11,639	11,930	12,225	12,424	12,627	12,872	13,184
- Unrestricted	1,524	1,503	1,923	1,651	1,082	1,264	1,148	1,479	1,804	2,094	2,168	2,805
	<b>36,728</b>	<b>35,117</b>	<b>34,337</b>	<b>35,408</b>	<b>35,058</b>	<b>37,954</b>	<b>39,550</b>	<b>41,854</b>	<b>44,065</b>	<b>46,758</b>	<b>49,255</b>	<b>52,587</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036  
EQUITY STATEMENT - CONSOLIDATED  
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance (as at 1/7)	595,389	598,154	616,163	639,046	662,784	687,026	712,076	737,820	764,319	791,345	819,229	848,590
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>595,389</b>	<b>598,154</b>	<b>616,163</b>	<b>639,046</b>	<b>662,784</b>	<b>687,026</b>	<b>712,076</b>	<b>737,820</b>	<b>764,319</b>	<b>791,345</b>	<b>819,229</b>	<b>848,590</b>
Net Operating Result for the Year	1,568	(1,739)	2,515	2,761	2,681	2,887	2,982	3,141	3,052	3,297	3,412	3,592
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>1,568</b>	<b>(1,739)</b>	<b>2,515</b>	<b>2,761</b>	<b>2,681</b>	<b>2,887</b>	<b>2,982</b>	<b>3,141</b>	<b>3,052</b>	<b>3,297</b>	<b>3,412</b>	<b>3,592</b>
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	1,199	19,748	20,367	20,977	21,562	22,162	22,762	23,358	23,974	24,587	25,948	2,249
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other than equity instruments)	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>1,199</b>	<b>19,748</b>	<b>20,367</b>	<b>20,977</b>	<b>21,562</b>	<b>22,162</b>	<b>22,762</b>	<b>23,358</b>	<b>23,974</b>	<b>24,587</b>	<b>25,948</b>	<b>2,249</b>
<b>Total Comprehensive Income</b>	<b>2,765</b>	<b>18,009</b>	<b>22,883</b>	<b>23,738</b>	<b>24,242</b>	<b>25,050</b>	<b>25,744</b>	<b>26,499</b>	<b>27,026</b>	<b>27,884</b>	<b>29,361</b>	<b>5,842</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>598,154</b>	<b>616,163</b>	<b>639,046</b>	<b>662,784</b>	<b>687,026</b>	<b>712,076</b>	<b>737,820</b>	<b>764,319</b>	<b>791,345</b>	<b>819,229</b>	<b>848,590</b>	<b>854,432</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036  
FINANCIAL PERFORMANCE INDICATORS

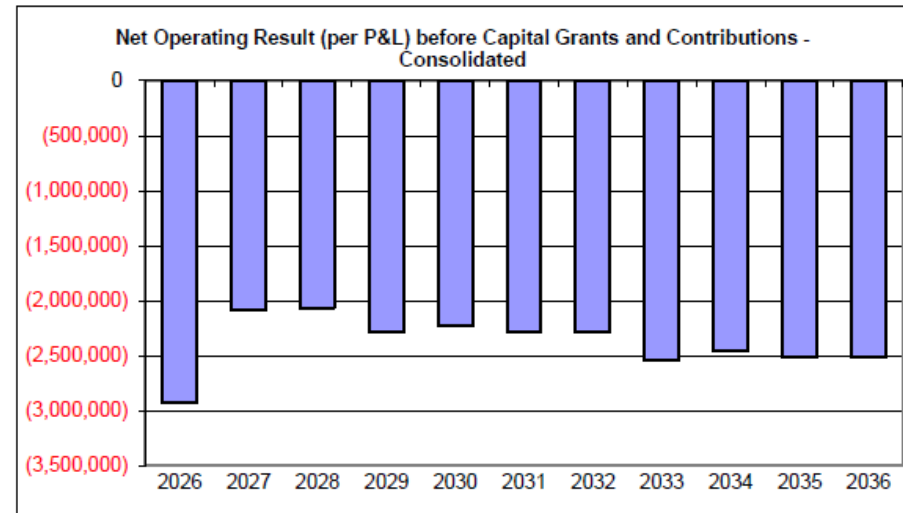
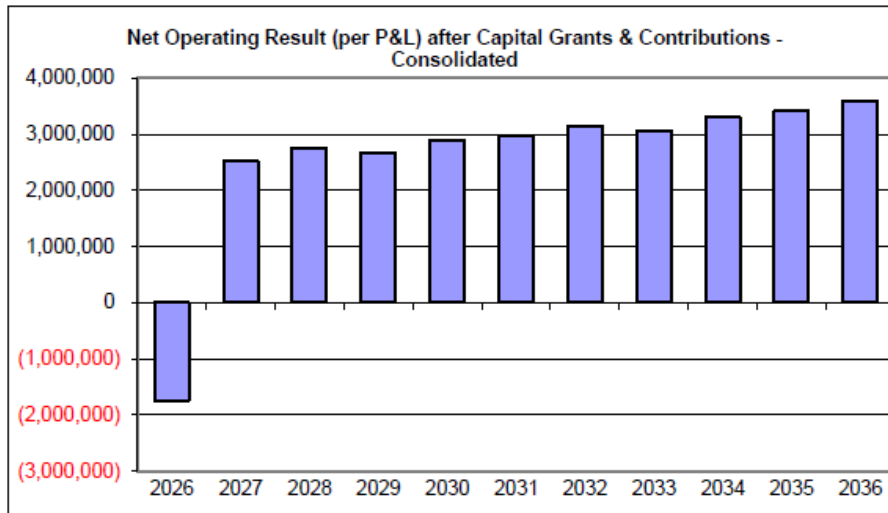
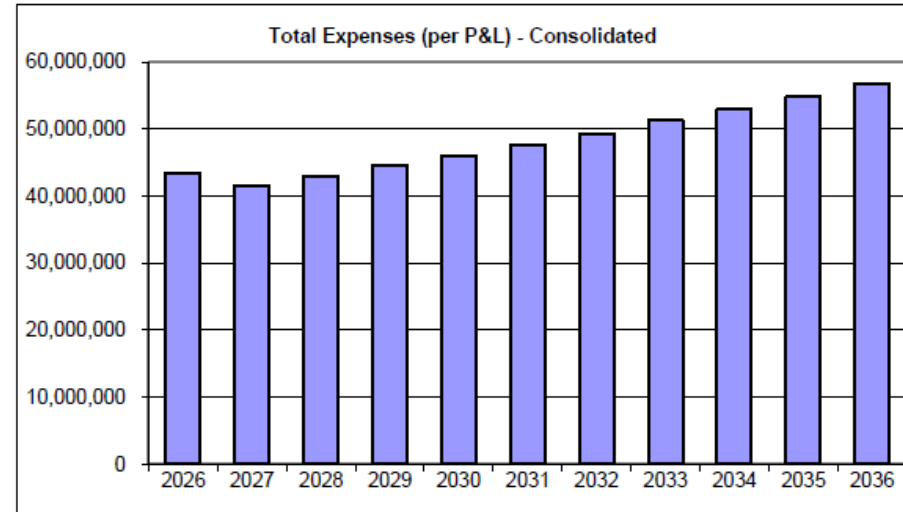
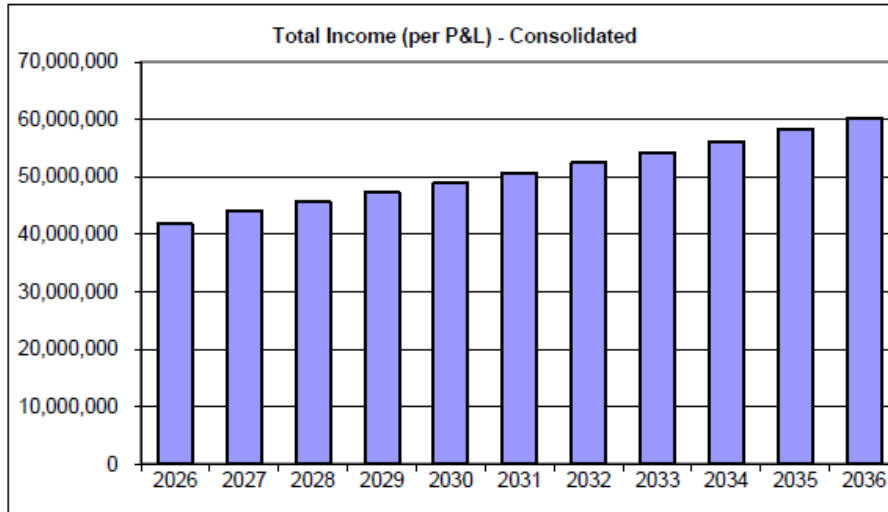
Scenario: Base Case	Past Years				Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	-4.58%	3.82%	-1.58%	-21.48%	-5.31%	-3.51%	-3.50%	-3.81%	-3.58%	-3.61%	-3.64%	-3.94%	-3.67%	-3.88%	-3.70%
Own Source Operating Revenue Ratio 1)	44.00%	44.15%	43.51%	54.03%	58.01%	63.06%	63.34%	63.73%	64.11%	64.48%	64.85%	65.22%	65.58%	65.93%	66.27%
Unrestricted Current Ratio	2.88	2.07	2.49	2.15	1.94	2.00	1.87	1.80	1.81	1.79	1.81	1.79	1.82	1.83	1.88
Debt Service Cover Ratio 1)	10.14	12.26	10.46	2.18	10.99	9.44	9.73	9.90	11.54	11.88	13.84	14.11	14.71	17.98	29.60
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.18%	3.82%	4.40%	5.08%	4.42%	4.40%	4.11%	4.12%	4.12%	4.13%	4.13%	4.13%	4.13%	4.13%	4.13%
Cash Expense Cover Ratio 1)	13.27	14.76	10.72	12.97	7.05	7.27	3.37	3.13	3.36	3.80	4.46	5.01	5.69	6.27	7.07
1) different Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	159.70%	63.94%	171.32%	87.70%	61.07%	64.01%	70.42%	56.97%	49.44%	57.78%	57.30%	56.76%	55.17%	54.49%	53.77%
Infrastructure Backlog Ratio	0.04	0.07	0.08	0.08	0.05	0.04	0.04	0.04	0.03	0.03	0.03	0.03	0.02	0.02	0.02
Asset Maintenance Ratio	1.62	1.38	1.10	1.23	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21
Capital Expenditure Ratio	0.03	0.05	0.06	0.06	1.02	1.42	1.17	1.25	0.99	1.11	1.07	1.07	1.05	1.08	1.05

UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2036  
 KEY PERFORMANCE INDICATORS - CONSOLIDATED  
 Scenario: Base Case

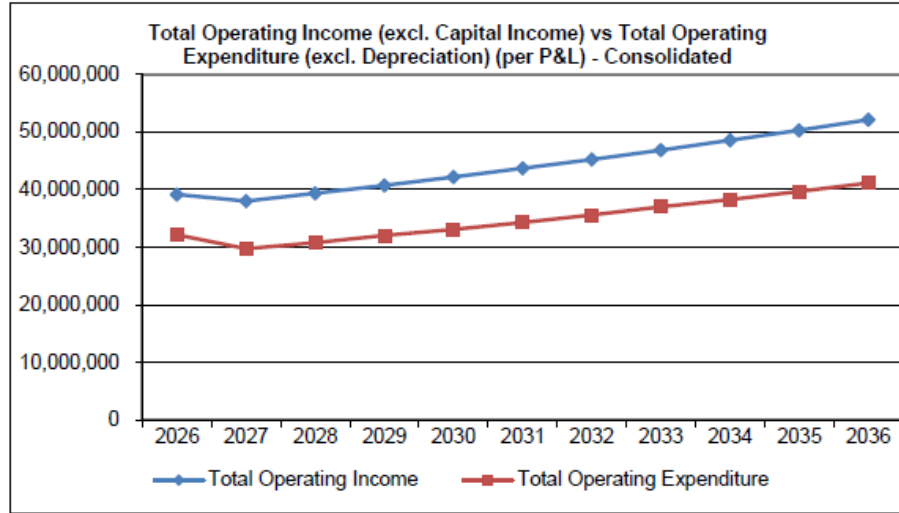
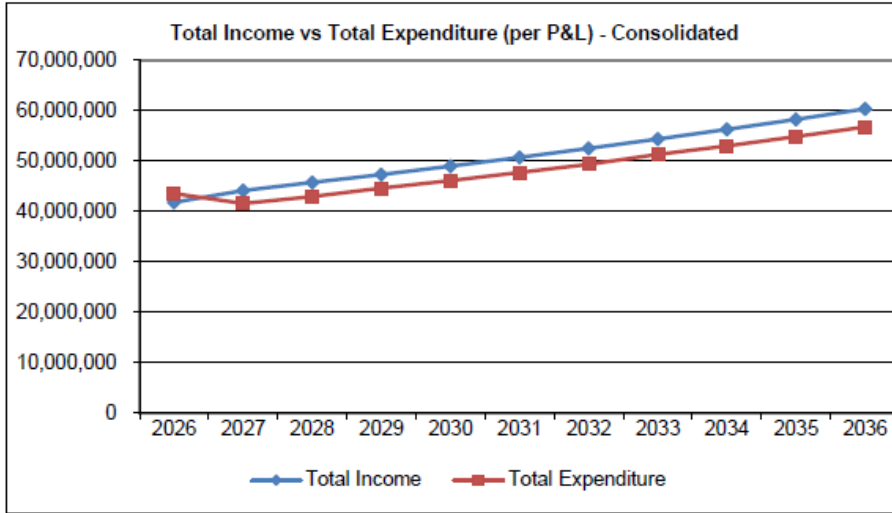
		Current Year	Projected Years									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
				Within green benchmark (green min and/or green max)				Within green benchmark				
				Within amber benchmark (amber min and/or amber max)				above green maximum and below amber maximum				
				Not within benchmark (amber min and/or amber max)				below green minimum and above amber minimum				
								above amber maximum				
								below amber minimum				
<b>Council's Target Benchmarks</b>												
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	-5.31%	-3.51%	-3.50%	-3.81%	-3.58%	-3.61%	-3.64%	-3.94%	-3.67%	-3.68%	-3.70%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	58.01%	63.06%	63.34%	63.73%	64.11%	64.48%	64.85%	65.22%	65.58%	65.93%	66.27%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	1.94	2.00	1.87	1.80	1.81	1.79	1.81	1.79	1.82	1.83	1.88
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	10.99	9.44	9.73	9.90	11.54	11.88	13.84	14.11	14.71	17.98	29.60
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	4.42%	4.40%	4.11%	4.12%	4.12%	4.13%	4.13%	4.13%	4.13%	4.13%	4.13%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	7.05	7.27	3.37	3.13	3.36	3.80	4.46	5.01	5.69	6.27	7.07
1) <b>different</b> Calculation to TCorp's calculation for same ratio												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Asset Renewal Ratio	Snapshot											
	Actual Ratio	61.07%	64.01%	70.42%	56.97%	49.44%	57.78%	57.30%	56.76%	55.17%	54.49%	53.77%

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2036**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Case**

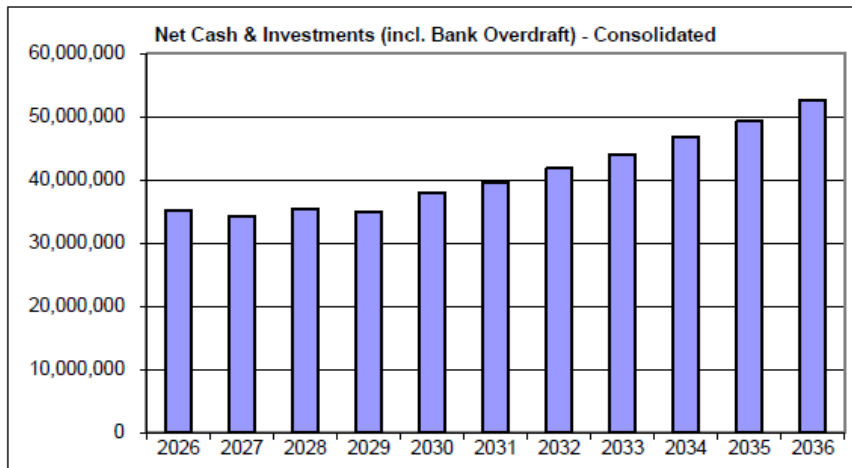
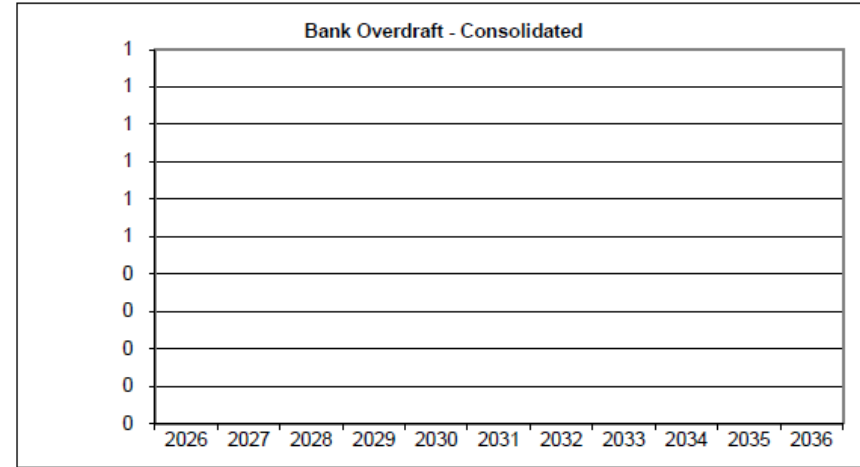
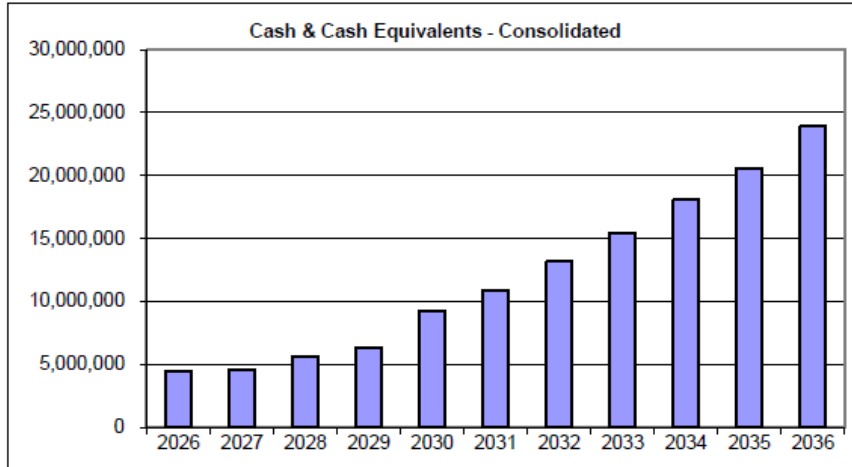
Income Statement Charts



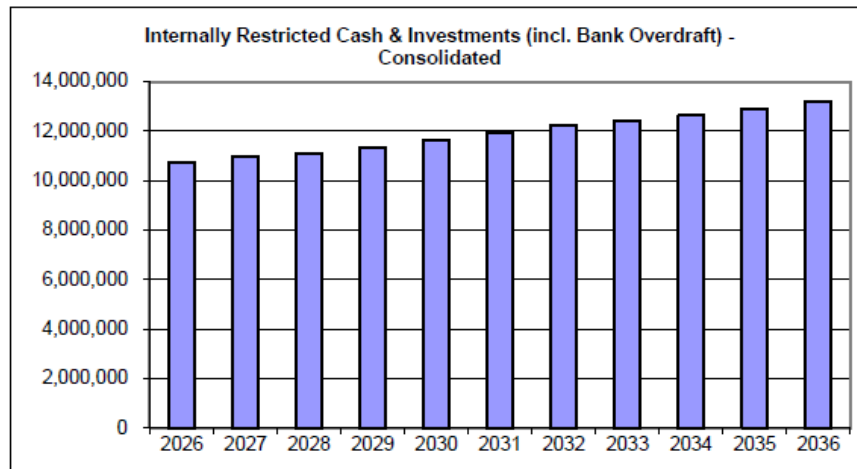
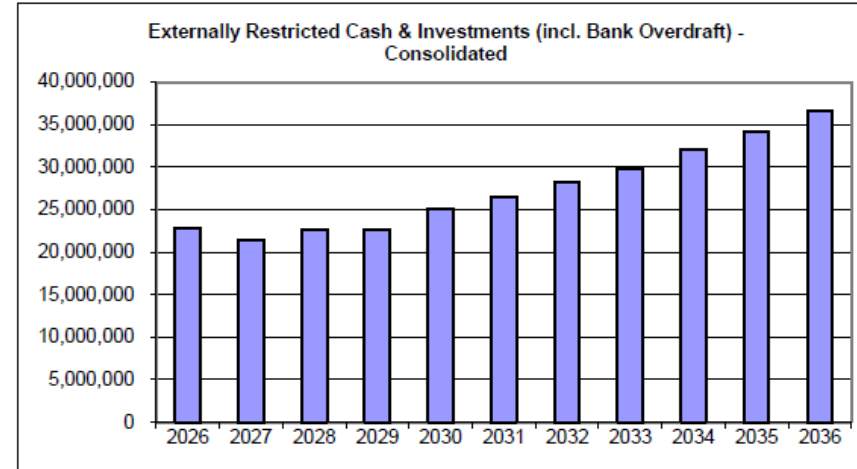
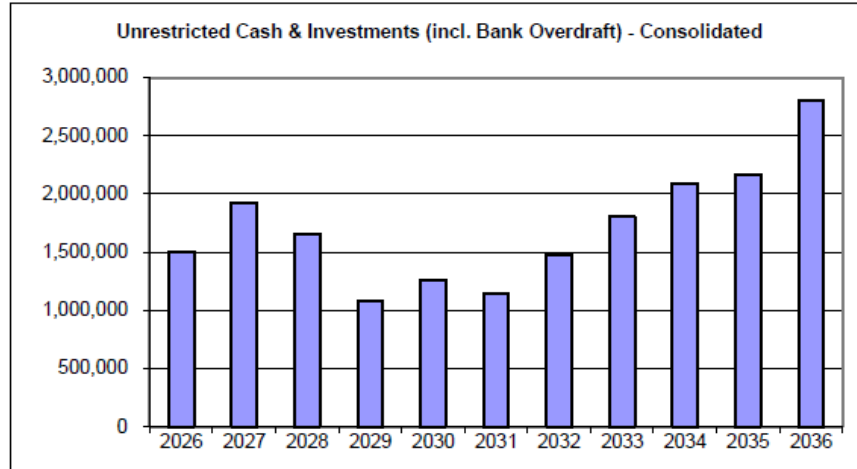
Income Statement Charts



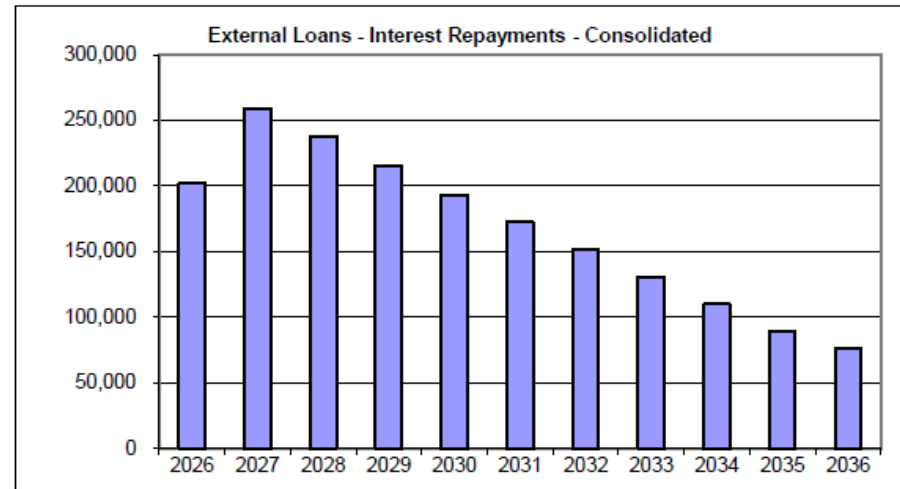
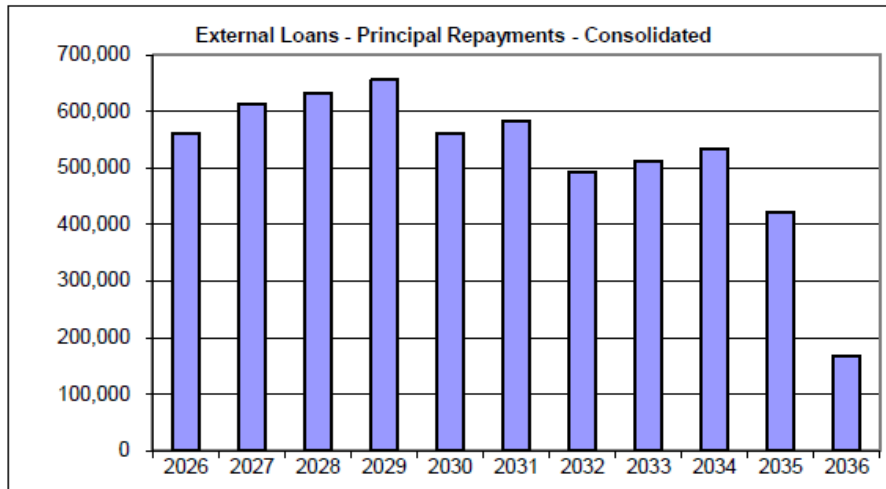
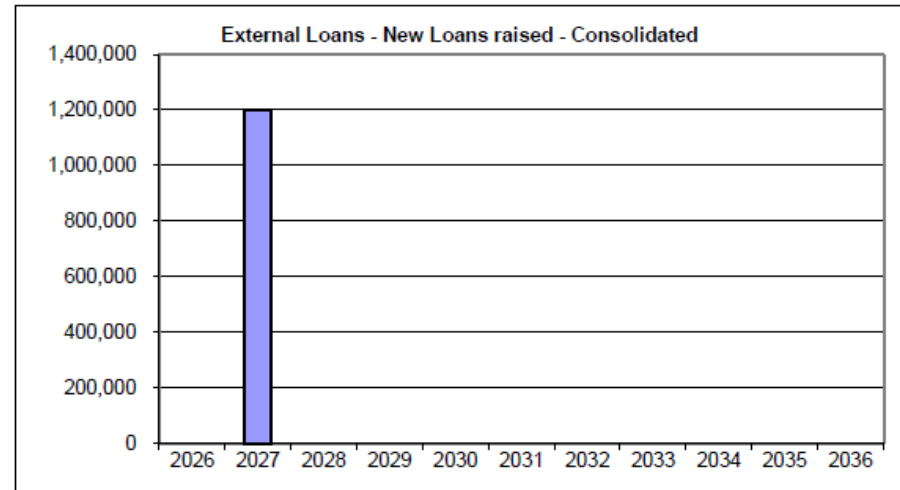
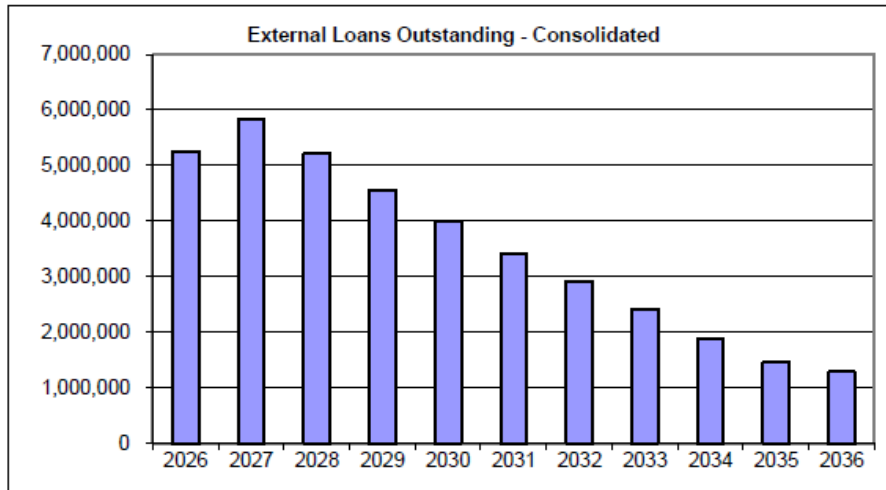
Cash, Investment & Bank Overdraft Charts



#### Cash Restrictions Charts

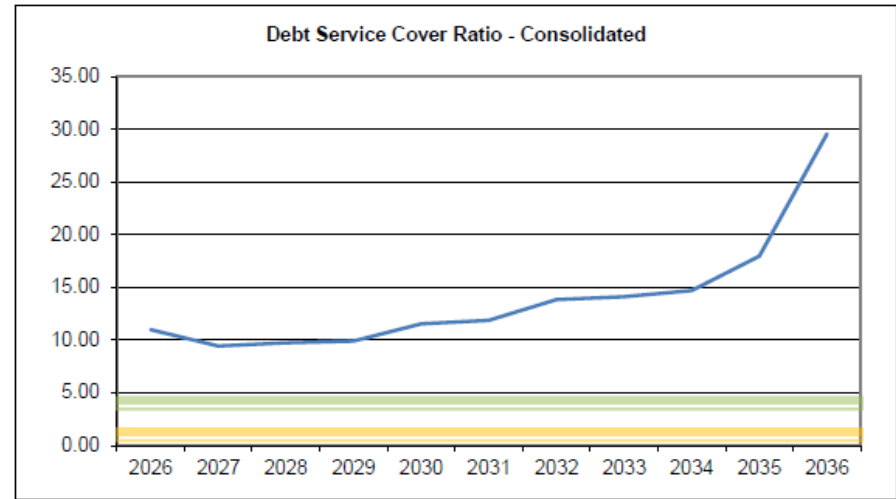
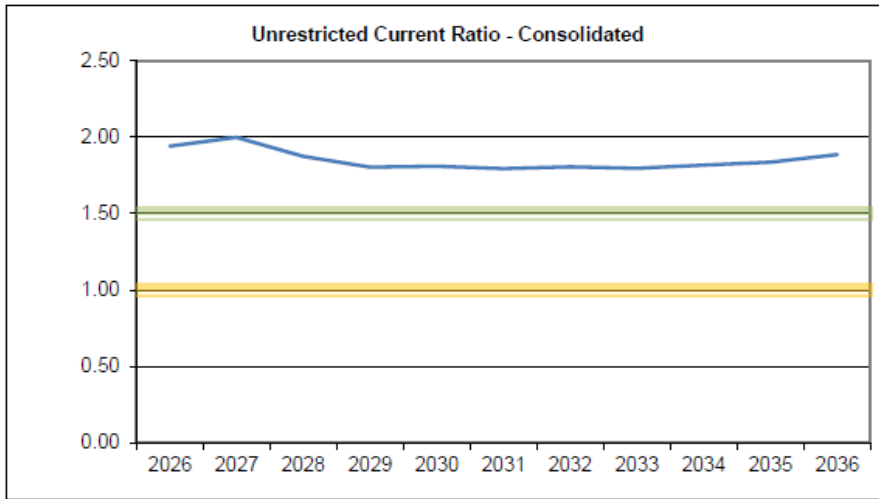
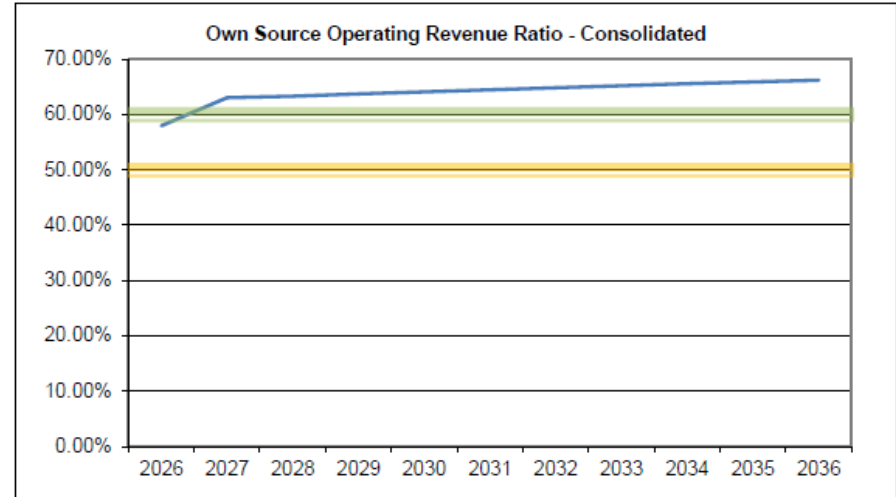
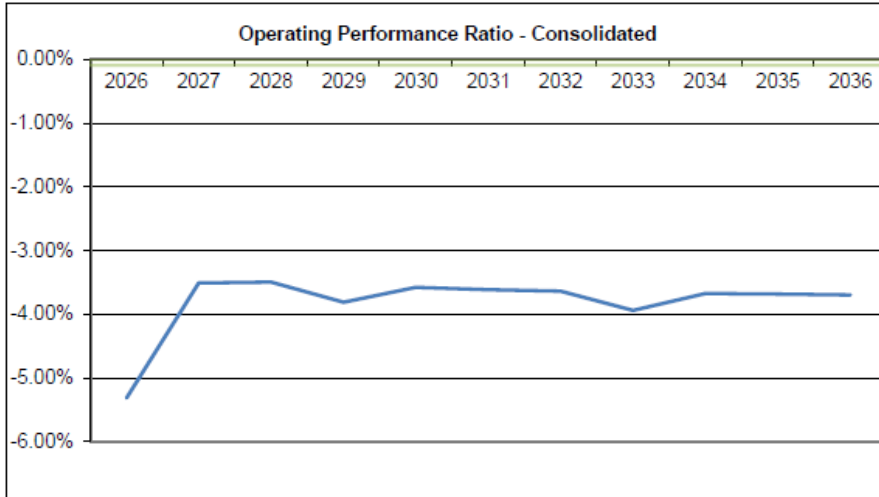


External Loans Charts



**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2036**  
**CHARTS - ALL FUNDS (CONSOLIDATED)**  
**Scenario: Base Case**

New Note 13 Ratios Charts

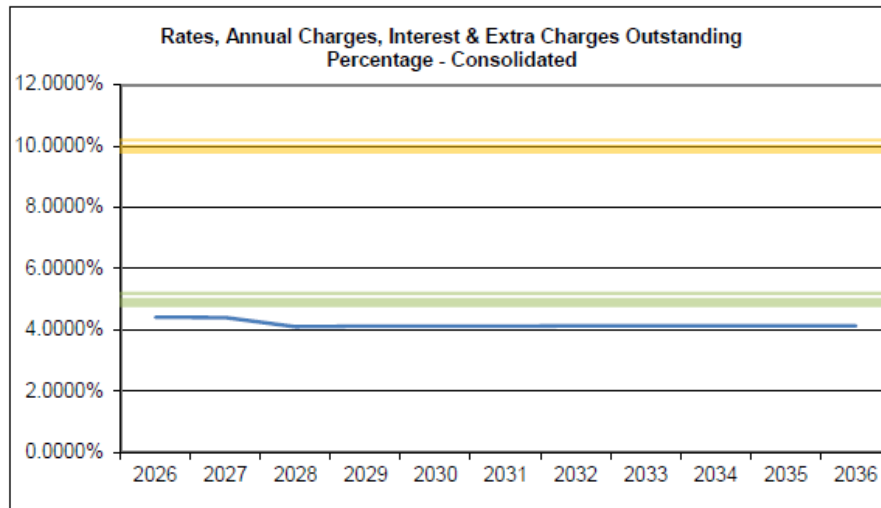


Minimum Amber Minimum Green

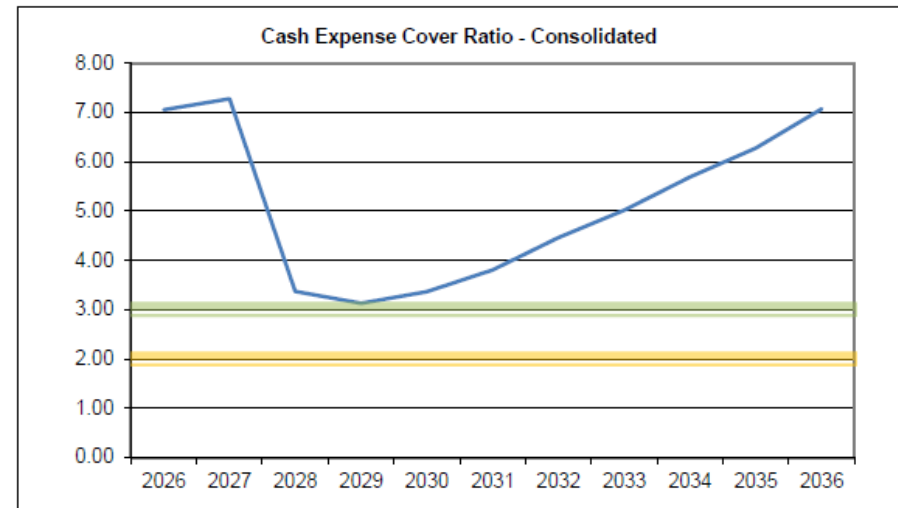
Maximum Green Maximum Amber

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2036**  
**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 2036

**HISTORICAL INFORMATION - GENERAL FUND**

Scenario: Base Case

	2024/25 \$'000	2023/24 \$'000	2022/23 \$'000	2021/22 \$'000
<b>Income Statement</b>				
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
Rates & Annual Charges	11,526	10,918	10,359	9,875
User Charges & Fees	8,284	7,536	5,279	4,626
Other Revenues	663	725	879	664
Grants & Contributions provided for Operating Purposes	11,716	18,170	17,885	12,888
Grants & Contributions provided for Capital Purposes	10,798	14,039	9,095	10,912
Interest & Investment Revenue	982	910	649	94
<b>Other Income:</b>				
Net Gains from the Disposal of Assets	-	-	-	341
Fair value increment on investment properties	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-
Other Income	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>43,969</b>	<b>52,298</b>	<b>44,146</b>	<b>39,400</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	12,587	12,464	12,339	11,575
Borrowing Costs	380	226	258	12
Materials & Contracts	18,866	17,191	11,888	9,920
Depreciation & Amortisation	8,729	8,426	7,862	7,406
Impairment of investments	-	-	-	-
Impairment of receivables	12	39	1	16
Other Expenses	1,066	939	632	610
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	1,048	3,739	601	-
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>42,688</b>	<b>43,024</b>	<b>33,581</b>	<b>29,539</b>
<b>Operating Result from Continuing Operations</b>	<b>1,281</b>	<b>9,274</b>	<b>10,565</b>	<b>9,861</b>
<b>Discontinued Operations - Profit/(Loss)</b>				
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,281</b>	<b>9,274</b>	<b>10,565</b>	<b>9,861</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(9,517)</b>	<b>(4,765)</b>	<b>1,470</b>	<b>(1,051)</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**HISTORICAL INFORMATION - GENERAL FUND**  
Balance Sheet

	2024/25	2023/24	2022/23	2021/22
	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	14,728	16,289	10,092	9,895
Investments	9,591	7,975	14,114	11,913
Receivables	2,357	2,694	1,866	6,709
Inventories	1,139	1,105	1,220	1,182
Contract assets and contract cost assets	468	3,271	2,545	-
Contract cost assets	-	-	-	-
Other	165	210	143	152
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>28,448</b>	<b>31,544</b>	<b>29,980</b>	<b>29,851</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	44	35	33	13
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	527,105	519,432	487,309	434,783
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	19	41	182	158
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>527,168</b>	<b>519,508</b>	<b>487,524</b>	<b>434,934</b>
<b>TOTAL ASSETS</b>	<b>555,616</b>	<b>551,052</b>	<b>517,504</b>	<b>464,785</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	4,742	3,975	4,914	3,826
Income received in advance	-	-	-	-
Contract liabilities	825	688	1,704	4,247
Lease liabilities	12	24	30	18
Borrowings	538	603	586	563
Employee benefit provisions	4,525	4,423	4,338	3,980
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>10,642</b>	<b>9,713</b>	<b>11,572</b>	<b>12,634</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	1	13	162	148
Borrowings	4,859	5,396	4,999	5,587
Employee benefit provisions	266	-	-	-
Other provisions	7,055	4,417	1,385	1,340
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>12,181</b>	<b>9,828</b>	<b>6,556</b>	<b>7,075</b>
<b>TOTAL LIABILITIES</b>	<b>22,823</b>	<b>19,539</b>	<b>18,128</b>	<b>19,709</b>
<b>Net Assets</b>	<b>532,793</b>	<b>531,513</b>	<b>499,376</b>	<b>445,076</b>
<b>EQUITY</b>				
Retained Earnings	300,745	299,464	290,190	279,625
Revaluation Reserves	232,048	232,049	209,186	165,451
Other Reserves	-	-	-	-
Council Equity Interest	532,793	531,513	499,376	445,076
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>532,793</b>	<b>531,513</b>	<b>499,376</b>	<b>445,076</b>

**INCOME STATEMENT - GENERAL FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	11,528	12,219	12,871	13,405	13,962	14,541	15,148	15,775	16,431	17,114	17,825	18,567
User Charges & Fees	8,284	5,282	7,827	8,140	8,465	8,804	9,156	9,522	9,903	10,299	10,711	11,140
Other Revenues	863	537	590	611	632	654	677	701	728	751	777	804
Grants & Contributions provided for Operating Purposes	11,716	16,349	11,873	11,920	12,176	12,440	12,714	12,997	13,291	13,594	13,908	14,233
Grants & Contributions provided for Capital Purposes	10,798	1,074	3,572	4,708	4,848	4,993	5,142	5,298	5,454	5,617	5,785	5,958
Interest & Investment Revenue	982	870	897	933	971	1,011	1,053	1,098	1,141	1,188	1,237	1,288
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>43,969</b>	<b>36,331</b>	<b>37,429</b>	<b>39,717</b>	<b>41,055</b>	<b>42,445</b>	<b>43,888</b>	<b>45,388</b>	<b>46,945</b>	<b>48,563</b>	<b>50,244</b>	<b>51,991</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	12,587	12,967	14,745	15,298	15,872	16,467	17,084	17,725	18,390	19,079	19,795	20,537
Borrowing Costs	380	198	439	419	399	378	360	341	323	305	287	276
Materials & Contracts	18,866	14,705	10,004	10,354	10,862	11,155	11,579	12,020	12,614	12,955	13,451	13,986
Depreciation & Amortisation	8,729	9,033	9,510	9,816	10,133	10,462	10,803	11,158	11,523	11,903	12,297	12,706
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	12	2	2	2	2	2	2	2	2	2	2	2
Other Expenses	1,066	845	876	907	938	971	1,005	1,040	1,077	1,115	1,154	1,194
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,048	778	732	720	709	696	684	671	658	644	630	616
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>42,688</b>	<b>38,526</b>	<b>36,307</b>	<b>37,517</b>	<b>38,915</b>	<b>40,132</b>	<b>41,518</b>	<b>42,957</b>	<b>44,586</b>	<b>46,003</b>	<b>47,615</b>	<b>49,297</b>
<b>Operating Result from Continuing Operations</b>	<b>1,281</b>	<b>(2,195)</b>	<b>1,122</b>	<b>2,200</b>	<b>2,140</b>	<b>2,312</b>	<b>2,370</b>	<b>2,431</b>	<b>2,359</b>	<b>2,560</b>	<b>2,629</b>	<b>2,694</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>1,281</b>	<b>(2,195)</b>	<b>1,122</b>	<b>2,200</b>	<b>2,140</b>	<b>2,312</b>	<b>2,370</b>	<b>2,431</b>	<b>2,359</b>	<b>2,560</b>	<b>2,629</b>	<b>2,694</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(9,517)</b>	<b>(3,268)</b>	<b>(2,449)</b>	<b>(2,507)</b>	<b>(2,708)</b>	<b>(2,681)</b>	<b>(2,773)</b>	<b>(2,865)</b>	<b>(3,095)</b>	<b>(3,057)</b>	<b>(3,156)</b>	<b>(3,264)</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**BALANCE SHEET - GENERAL FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	14,728	4,502	3,899	4,431	4,903	6,165	7,170	8,663	10,063	11,632	13,040	15,120
Investments	9,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591
Receivables	2,357	3,468	2,402	2,103	2,182	2,269	2,356	2,451	2,549	2,651	2,756	2,871
Inventories	1,139	1,274	866	897	941	966	1,003	1,041	1,082	1,122	1,165	1,210
Contract assets and contract cost assets	468	351	351	351	351	351	351	351	351	351	351	351
Other	165	178	125	129	135	139	144	150	157	161	167	174
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>28,448</b>	<b>29,363</b>	<b>27,235</b>	<b>27,501</b>	<b>28,103</b>	<b>29,461</b>	<b>30,615</b>	<b>32,247</b>	<b>33,833</b>	<b>35,508</b>	<b>37,071</b>	<b>39,316</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	44	35	37	38	40	42	43	45	47	49	51	53
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	117	117	117	117	117	117	117	117	117	117	117
Infrastructure, Property, Plant & Equipment	527,105	543,465	565,075	586,110	607,274	628,413	650,446	672,715	695,573	719,022	745,598	746,822
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	19	19	19	19	19	19	19	19	19	19	19	19
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>527,168</b>	<b>543,636</b>	<b>565,248</b>	<b>586,285</b>	<b>607,450</b>	<b>628,591</b>	<b>650,626</b>	<b>672,896</b>	<b>695,756</b>	<b>719,207</b>	<b>745,785</b>	<b>747,011</b>
<b>TOTAL ASSETS</b>	<b>555,616</b>	<b>572,999</b>	<b>592,483</b>	<b>613,786</b>	<b>635,554</b>	<b>658,072</b>	<b>681,241</b>	<b>705,143</b>	<b>729,589</b>	<b>754,715</b>	<b>782,856</b>	<b>786,327</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4,742	5,927	5,192	5,371	5,607	5,770	5,981	6,201	6,476	6,865	6,911	7,167
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	825	1,500	1,142	1,245	1,275	1,306	1,337	1,370	1,404	1,439	1,475	1,512
Lease liabilities	12	-	-	-	-	-	-	-	-	-	-	-
Borrowings	538	554	605	626	531	549	457	474	493	378	122	-
Employee benefit provisions	4,525	5,095	5,299	5,518	5,753	6,006	6,278	6,571	6,885	7,223	7,588	7,983
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>10,642</b>	<b>13,076</b>	<b>12,238</b>	<b>12,760</b>	<b>13,166</b>	<b>13,631</b>	<b>14,054</b>	<b>14,616</b>	<b>15,259</b>	<b>15,706</b>	<b>16,097</b>	<b>16,662</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	1	13	13	13	13	13	13	13	13	13	13	13
Borrowings	4,859	4,304	4,867	4,241	3,711	3,162	2,705	2,231	1,738	1,359	1,238	1,238
Employee benefit provisions	266	72	75	78	81	85	88	92	97	102	107	112
Other provisions	7,055	7,076	7,282	7,487	7,693	7,899	8,105	8,311	8,517	8,723	8,929	9,135
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>12,181</b>	<b>11,464</b>	<b>12,236</b>	<b>11,819</b>	<b>11,498</b>	<b>11,159</b>	<b>10,912</b>	<b>10,647</b>	<b>10,364</b>	<b>10,197</b>	<b>10,286</b>	<b>10,498</b>
<b>TOTAL LIABILITIES</b>	<b>22,823</b>	<b>24,541</b>	<b>24,474</b>	<b>24,579</b>	<b>24,664</b>	<b>24,790</b>	<b>24,966</b>	<b>25,264</b>	<b>25,623</b>	<b>25,903</b>	<b>26,383</b>	<b>27,160</b>
<b>Net Assets</b>	<b>532,793</b>	<b>548,459</b>	<b>568,009</b>	<b>589,207</b>	<b>610,890</b>	<b>633,282</b>	<b>656,275</b>	<b>679,880</b>	<b>703,966</b>	<b>728,812</b>	<b>756,473</b>	<b>759,167</b>
<b>EQUITY</b>												
Retained Earnings	300,745	298,550	299,672	301,873	304,013	306,325	308,695	311,126	313,485	316,045	318,674	321,368
Revaluation Reserves	232,048	249,908	268,336	287,334	306,877	326,957	347,581	368,754	390,482	412,767	437,799	437,799
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	532,793	548,459	568,009	589,207	610,890	633,282	656,275	679,880	703,966	728,812	756,473	759,167
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>532,793</b>	<b>548,459</b>	<b>568,009</b>	<b>589,207</b>	<b>610,890</b>	<b>633,282</b>	<b>656,275</b>	<b>679,880</b>	<b>703,966</b>	<b>728,812</b>	<b>756,473</b>	<b>759,167</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	12,302	12,868	13,403	13,959	14,539	15,143	15,772	16,428	17,111	17,822	18,564
User Charges & Fees	-	3,998	8,925	8,485	8,421	8,758	9,108	9,472	9,851	10,245	10,655	11,081
Investment & Interest Revenue Received	-	933	920	920	962	998	1,042	1,081	1,126	1,172	1,222	1,267
Grants & Contributions	-	18,098	14,887	16,731	17,054	17,464	17,888	18,326	18,779	19,246	19,730	20,229
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	634	584	597	625	647	670	693	718	743	769	796
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(12,427)	(14,478)	(15,066)	(15,622)	(16,199)	(16,797)	(17,417)	(18,059)	(18,724)	(19,412)	(20,124)
Materials & Contracts	-	(13,885)	(10,400)	(10,255)	(10,723)	(11,070)	(11,461)	(11,897)	(12,452)	(12,856)	(13,313)	(13,822)
Borrowing Costs	-	(175)	(233)	(214)	(193)	(173)	(154)	(135)	(117)	(99)	(81)	(70)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(854)	(865)	(892)	(923)	(955)	(989)	(1,023)	(1,059)	(1,096)	(1,134)	(1,174)
<b>Net Cash provided (or used in) Operating Activities</b>	-	8,623	12,207	13,710	13,560	14,010	14,450	14,873	15,215	15,742	16,259	16,747
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	563	586	931	679	694	743	713	735	757	830	803
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	(10,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(8,874)	(14,009)	(13,505)	(13,142)	(12,911)	(13,639)	(13,637)	(14,046)	(14,467)	(15,301)	(15,348)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(18,311)	(13,424)	(12,574)	(12,463)	(12,217)	(12,897)	(12,923)	(13,311)	(13,710)	(14,472)	(14,545)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	1,200	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(538)	(586)	(605)	(626)	(531)	(549)	(457)	(474)	(493)	(378)	(122)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(538)	614	(605)	(626)	(531)	(549)	(457)	(474)	(493)	(378)	(122)
<b>Net Increase(Decrease) in Cash &amp; Cash Equivalents</b>	-	(10,226)	(602)	531	472	1,262	1,005	1,493	1,430	1,539	1,409	2,080
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	14,728	4,502	3,899	4,431	4,903	4,903	6,165	7,170	8,663	10,093	11,632
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>14,728</b>	<b>4,502</b>	<b>3,899</b>	<b>4,431</b>	<b>4,903</b>	<b>6,165</b>	<b>7,170</b>	<b>8,663</b>	<b>10,093</b>	<b>11,632</b>	<b>13,040</b>	<b>15,120</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	14,728	4,502	3,899	4,431	4,903	6,165	7,170	8,663	10,093	11,632	13,040	15,120
<b>Investments - end of the year</b>	9,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591	19,591
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>24,319</b>	<b>24,093</b>	<b>23,490</b>	<b>24,022</b>	<b>24,494</b>	<b>25,756</b>	<b>26,761</b>	<b>28,254</b>	<b>29,684</b>	<b>31,223</b>	<b>32,631</b>	<b>34,711</b>
<b>Representing:</b>												
- External Restrictions	12,448	11,853	10,583	11,305	12,051	12,854	13,683	14,550	15,456	16,503	17,591	18,723
- Internal Restrictions	10,347	10,737	10,985	11,066	11,351	11,639	11,930	12,225	12,424	12,627	12,872	13,184
- Unrestricted	1,524	1,503	1,922	1,651	1,082	1,264	1,148	1,479	1,804	2,094	2,168	2,805
	<b>24,319</b>	<b>24,093</b>	<b>23,490</b>	<b>24,022</b>	<b>24,494</b>	<b>25,756</b>	<b>26,761</b>	<b>28,254</b>	<b>29,684</b>	<b>31,223</b>	<b>32,631</b>	<b>34,711</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**EQUITY STATEMENT - GENERAL FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance (as at 1/7)	531,513	532,793	548,459	568,009	589,207	610,890	633,282	656,275	679,880	703,966	728,812	756,473
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>531,513</b>	<b>532,793</b>	<b>548,459</b>	<b>568,009</b>	<b>589,207</b>	<b>610,890</b>	<b>633,282</b>	<b>656,275</b>	<b>679,880</b>	<b>703,966</b>	<b>728,812</b>	<b>756,473</b>
Net Operating Result for the Year	1,281	(2,195)	1,122	2,200	2,140	2,312	2,370	2,431	2,359	2,560	2,629	2,694
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>1,281</b>	<b>(2,195)</b>	<b>1,122</b>	<b>2,200</b>	<b>2,140</b>	<b>2,312</b>	<b>2,370</b>	<b>2,431</b>	<b>2,359</b>	<b>2,560</b>	<b>2,629</b>	<b>2,694</b>
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	(1)	17,860	18,428	18,997	19,543	20,080	20,624	21,173	21,727	22,286	25,032	-
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>(1)</b>	<b>17,860</b>	<b>18,428</b>	<b>18,997</b>	<b>19,543</b>	<b>20,080</b>	<b>20,624</b>	<b>21,173</b>	<b>21,727</b>	<b>22,286</b>	<b>25,032</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>1,280</b>	<b>15,665</b>	<b>19,550</b>	<b>21,198</b>	<b>21,683</b>	<b>22,392</b>	<b>22,993</b>	<b>23,604</b>	<b>24,086</b>	<b>24,846</b>	<b>27,661</b>	<b>2,694</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>532,793</b>	<b>548,459</b>	<b>568,009</b>	<b>589,207</b>	<b>610,890</b>	<b>633,282</b>	<b>656,275</b>	<b>679,880</b>	<b>703,966</b>	<b>728,812</b>	<b>756,473</b>	<b>759,167</b>

**FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND**

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	-4.82%	5.96%	-2.58%	-25.50%	-7.06%	-5.07%	-5.10%	-5.52%	-5.30%	-5.39%	-5.47%	-5.87%	-5.62%	-5.68%	-5.75%
Own Source Operating Revenue Ratio 1)	39.07%	38.88%	38.41%	48.80%	52.04%	59.27%	58.13%	58.53%	58.93%	59.31%	59.70%	60.07%	60.44%	60.80%	61.16%
Unrestricted Current Ratio	2.88	2.07	2.49	2.15	1.94	2.00	1.87	1.80	1.81	1.79	1.81	1.79	1.82	1.83	1.88
Debt Service Cover Ratio 1)	9.14	11.69	8.96	0.63	9.18	8.03	8.24	8.33	9.74	9.98	11.66	11.79	12.28	15.11	25.97
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	3.92%	3.42%	3.89%	4.46%	3.95%	3.92%	3.54%	3.56%	3.56%	3.56%	3.55%	3.55%	3.55%	3.55%	3.55%
Cash Expense Cover Ratio 1)	13.27	12	8.02	9.71	1.94	1.76	1.97	2.09	2.56	2.87	3.36	3.77	4.20	4.56	5.14
<b>1) different</b> Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	179.45%	78.94%	209.09%	106.20%	60.13%	60.23%	64.72%	59.53%	51.54%	57.43%	56.20%	54.99%	53.78%	52.58%	51.40%

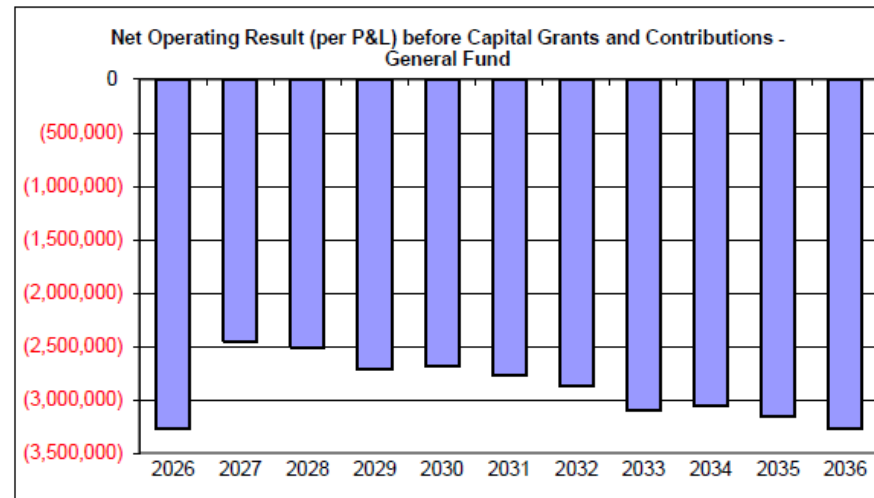
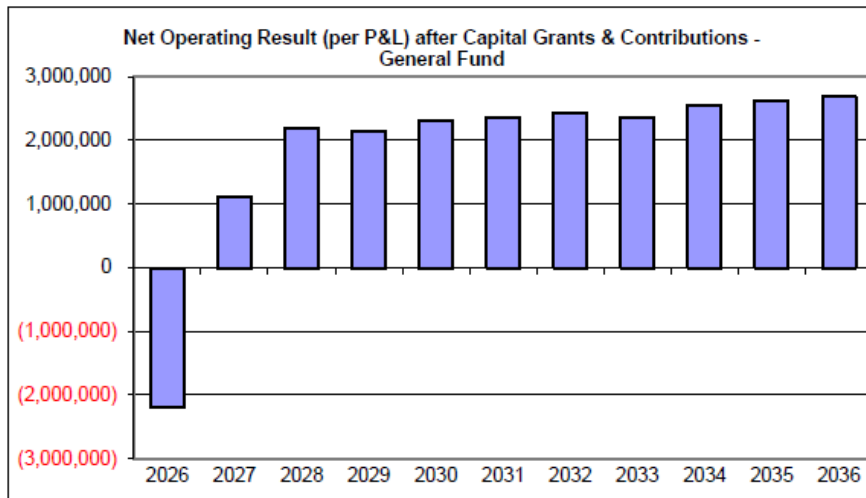
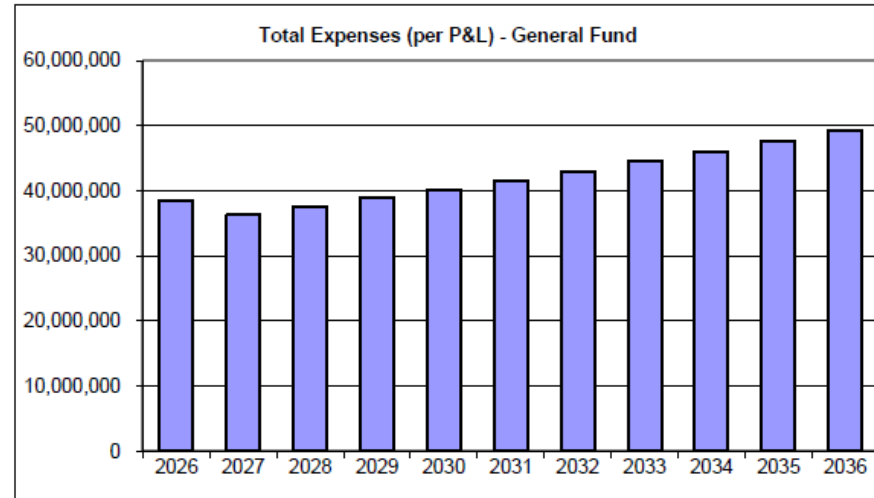
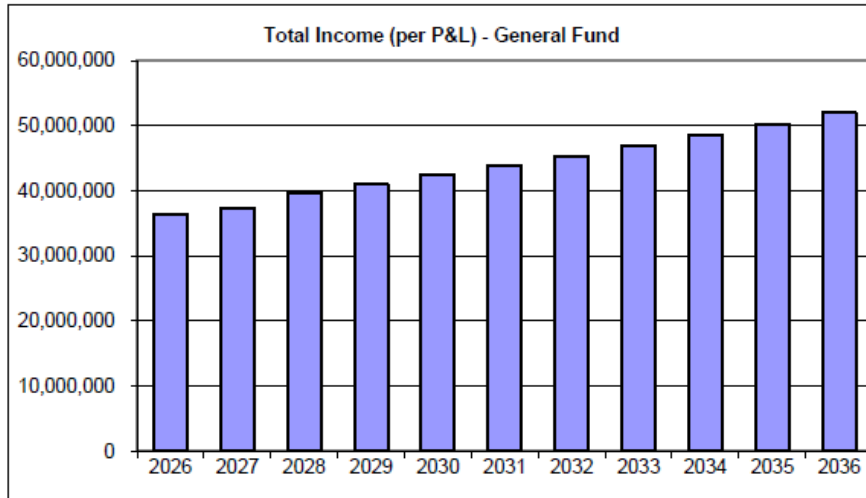
UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2036  
**KEY PERFORMANCE INDICATORS - GENERAL FUND**  
 Scenario: Base Case

		Current Year	Projected Years									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			Within green benchmark (green min and/or green max) Within amber benchmark (amber min and/or amber max) Not within benchmark (amber min and/or amber max)	Within green benchmark above green maximum and below amber maximum below green minimum and above amber minimum above amber maximum below amber minimum								
<b>Council's Target Benchmarks</b>												
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	-7.06%	-5.07%	-5.10%	-5.52%	-5.30%	-5.39%	-5.47%	-5.87%	-5.62%	-5.68%	-5.75%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	52.04%	59.27%	58.13%	58.53%	58.93%	59.31%	59.70%	60.07%	60.44%	60.80%	61.16%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	1.94	2.00	1.87	1.80	1.81	1.79	1.81	1.79	1.82	1.83	1.88
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	9.18	8.03	8.24	8.33	9.74	9.98	11.66	11.79	12.28	15.11	25.97
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	3.95%	3.92%	3.54%	3.56%	3.56%	3.56%	3.55%	3.55%	3.55%	3.55%	3.55%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	1.94	1.76	1.97	2.09	2.56	2.87	3.36	3.77	4.20	4.56	5.14
1) <b>different</b> Calculation to TCorp's calculation for same ratio												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Asset Renewal Ratio	Snapshot											
	Actual Ratio	60.13%	60.23%	64.72%	59.53%	51.54%	57.43%	56.20%	54.99%	53.78%	52.58%	51.40%

**CHARTS - GENERAL FUND**

Scenario: Base Case

Income Statement Charts

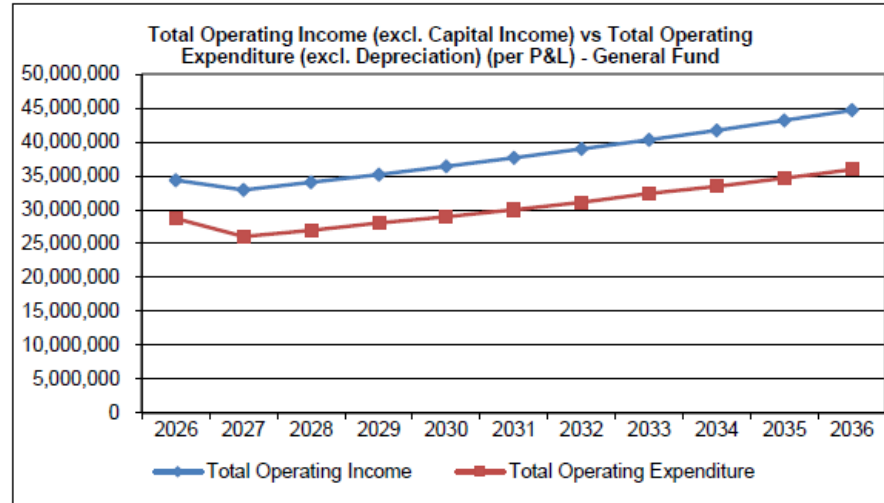
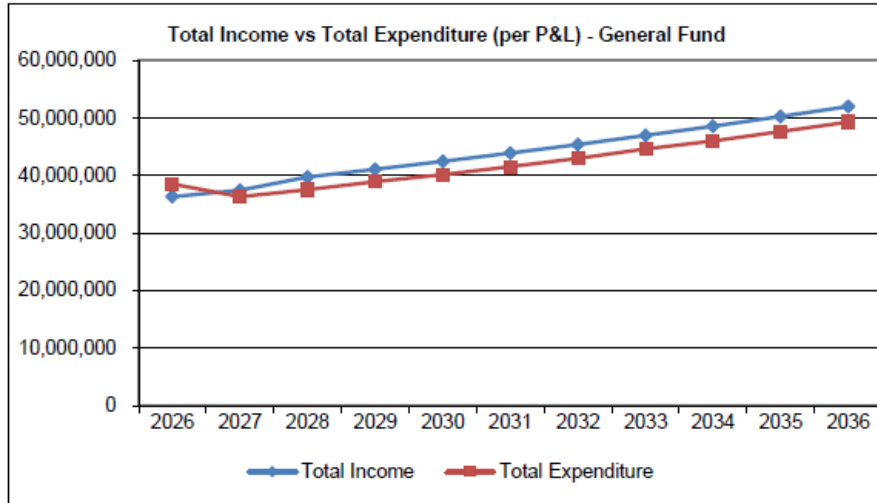


**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2036**

**CHARTS - GENERAL FUND**

**Scenario: Base Case**

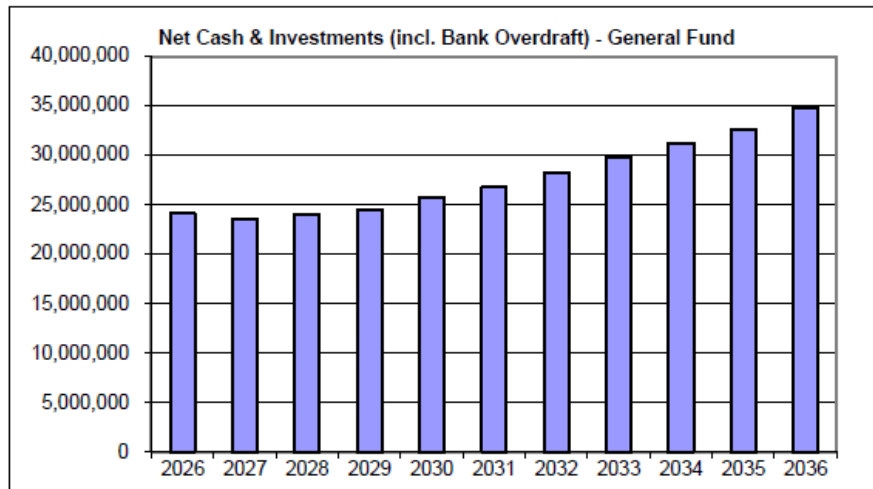
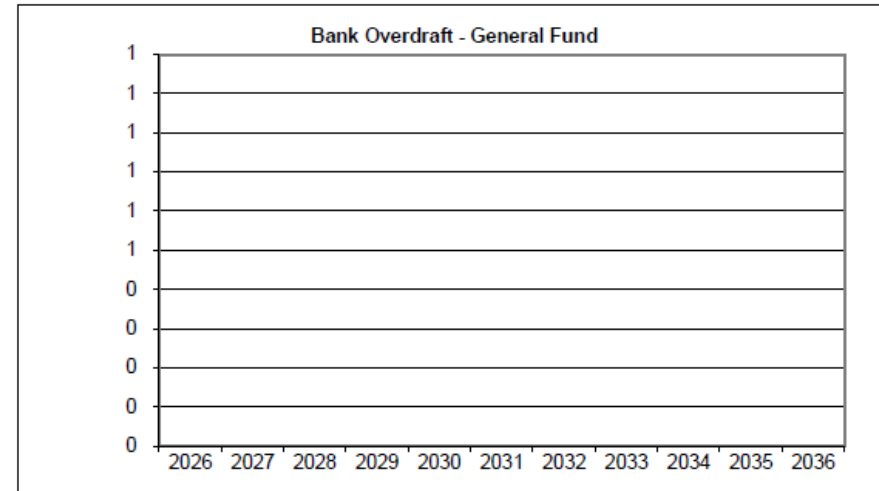
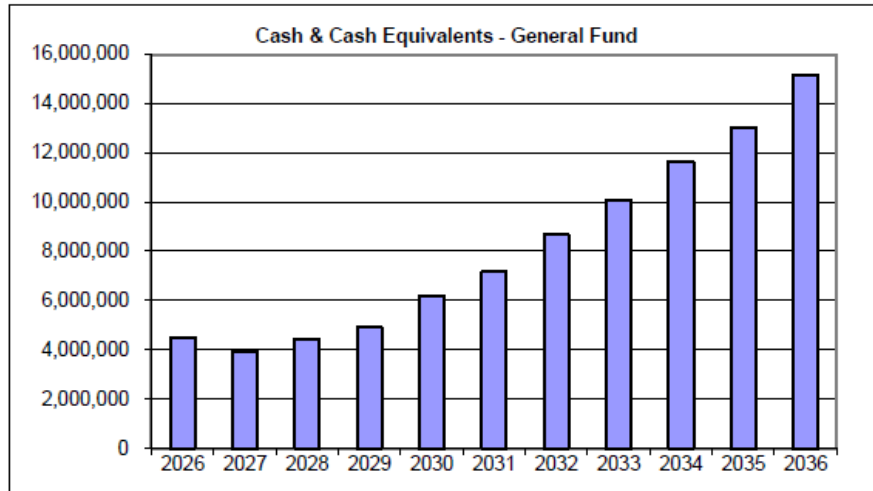
Income Statement Charts



**CHARTS - GENERAL FUND**

Scenario: Base Case

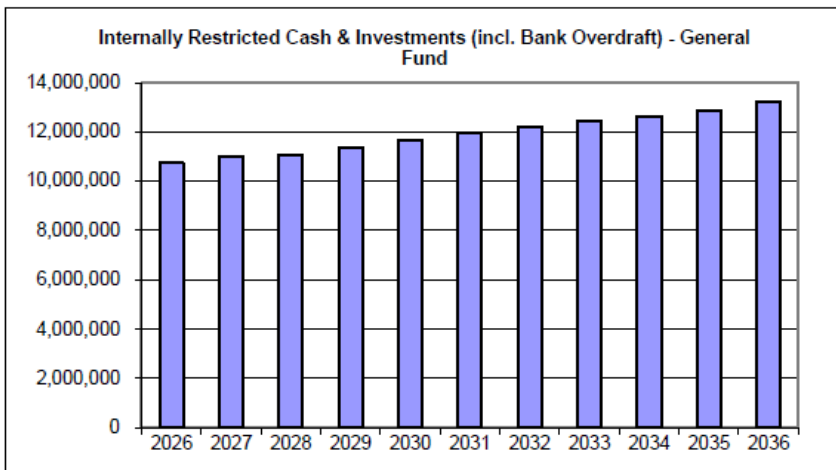
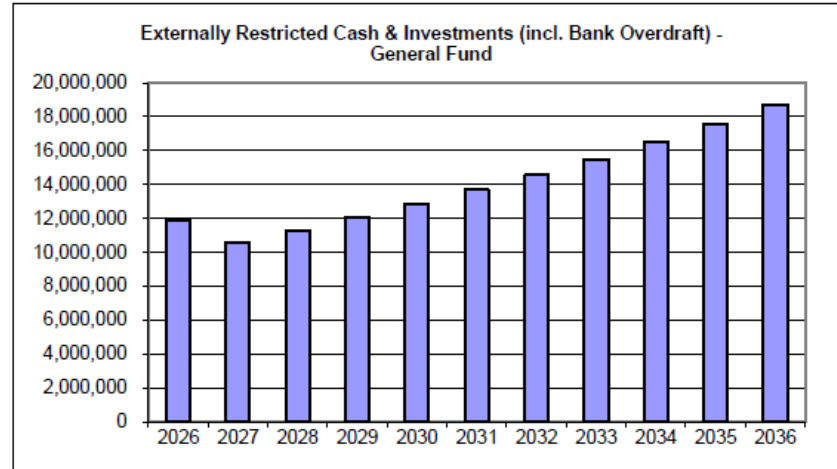
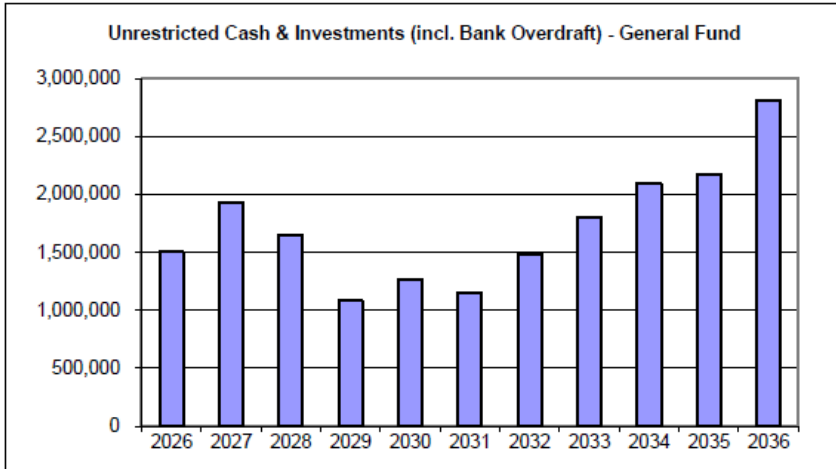
Cash, Investment & Bank Overdraft Charts



**CHARTS - GENERAL FUND**

**Scenario: Base Case**

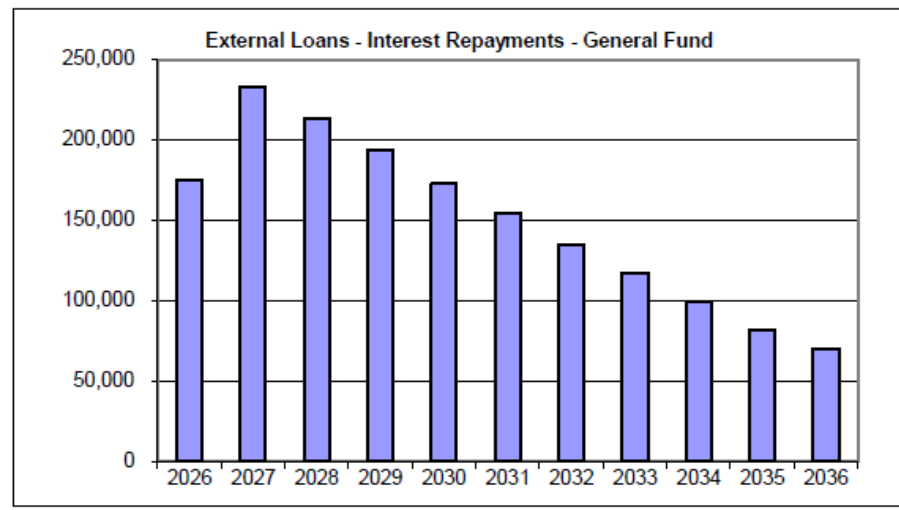
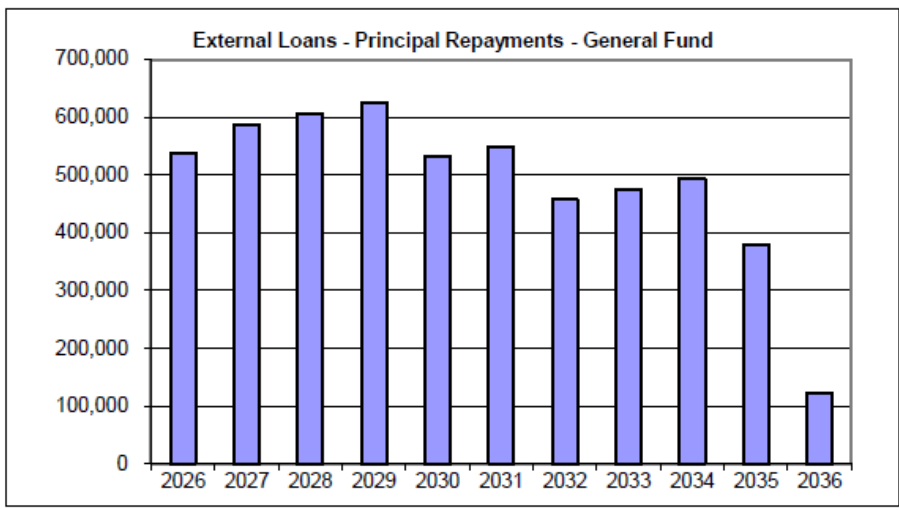
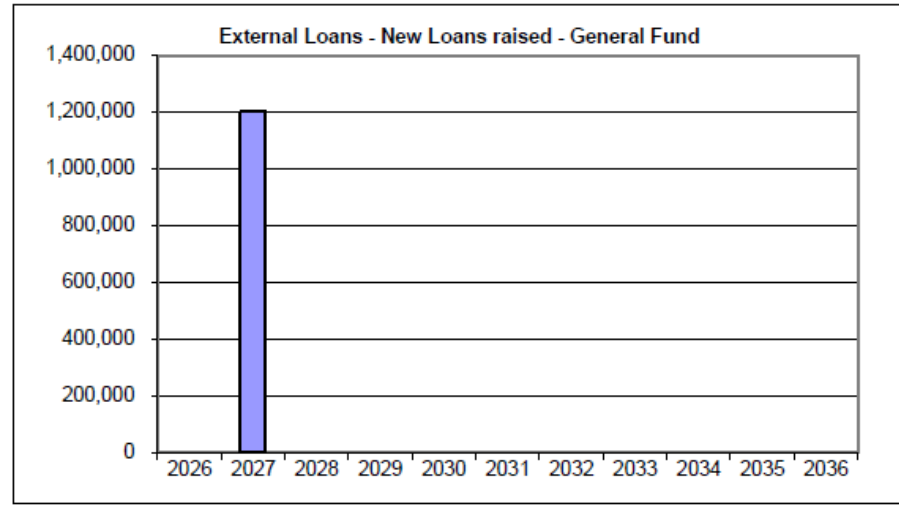
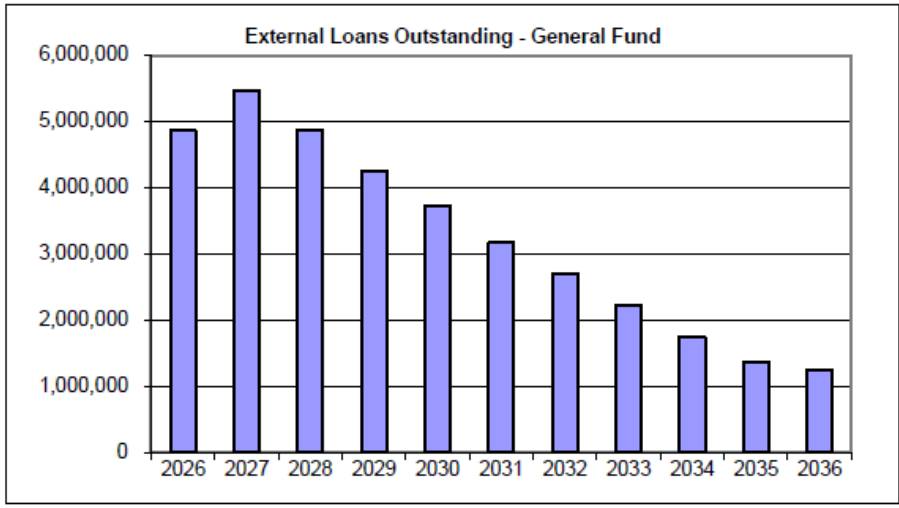
Cash Restrictions Charts



**CHARTS - GENERAL FUND**

Scenario: Base Case

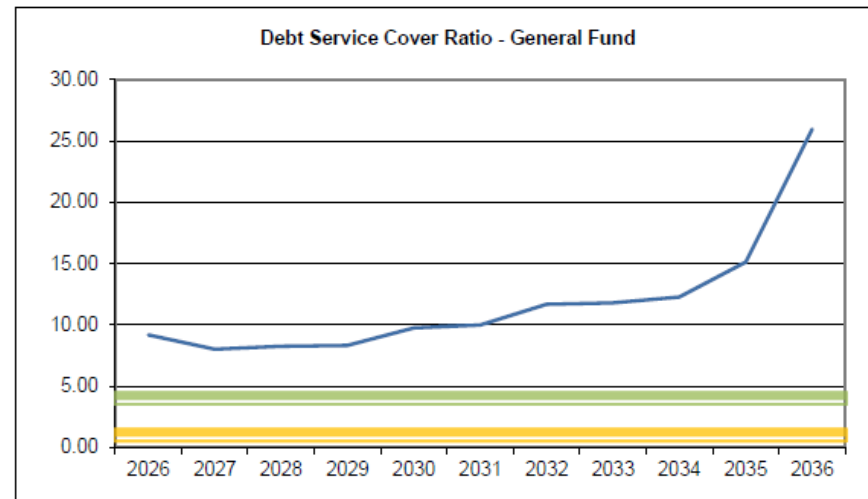
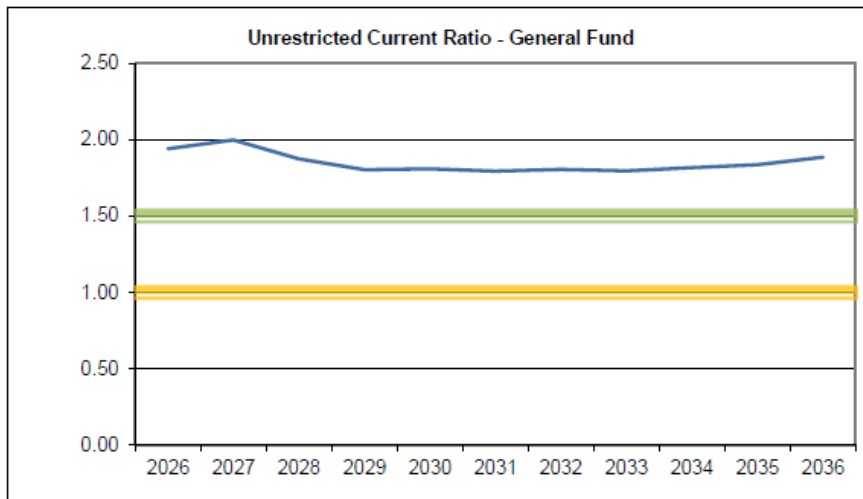
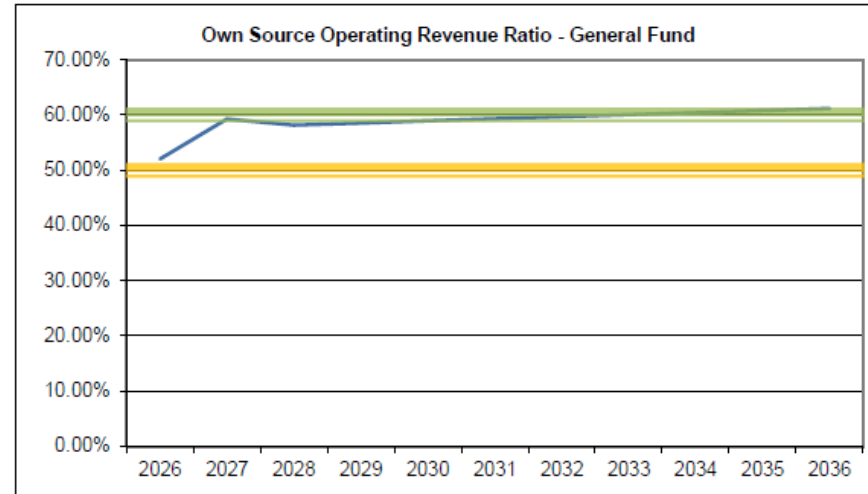
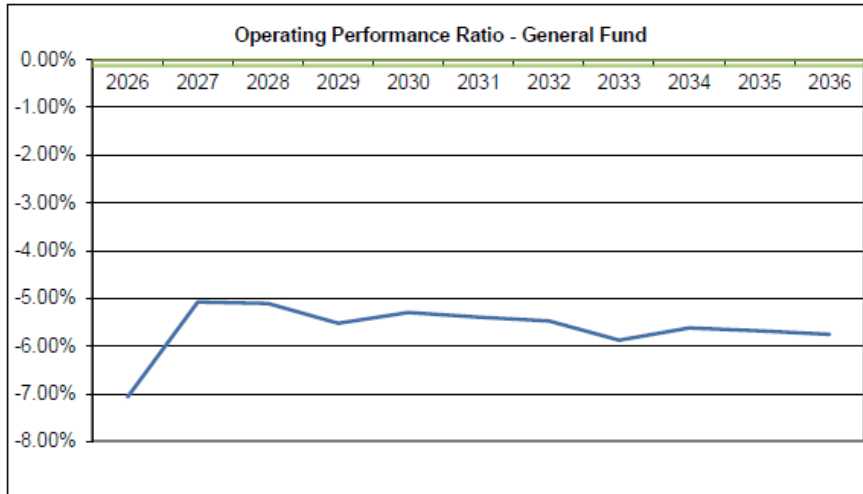
External Loans Charts



**CHARTS - GENERAL FUND**

Scenario: Base Case

New Note 13 Ratios Charts



Minimum Amber Minimum Green

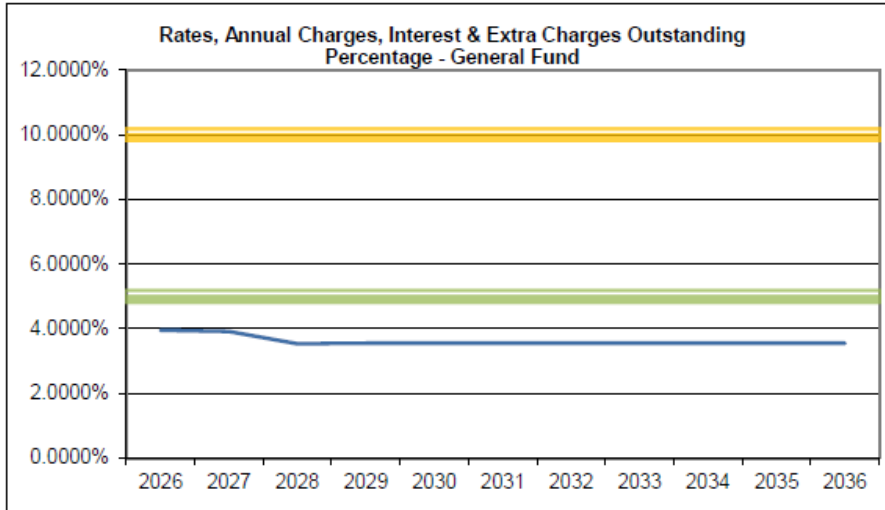
Maximum Green Maximum Amber

**UPPER LACHLAN SHIRE COUNCIL**  
**10 Year Financial Plan for the Years ending 30 June 2036**

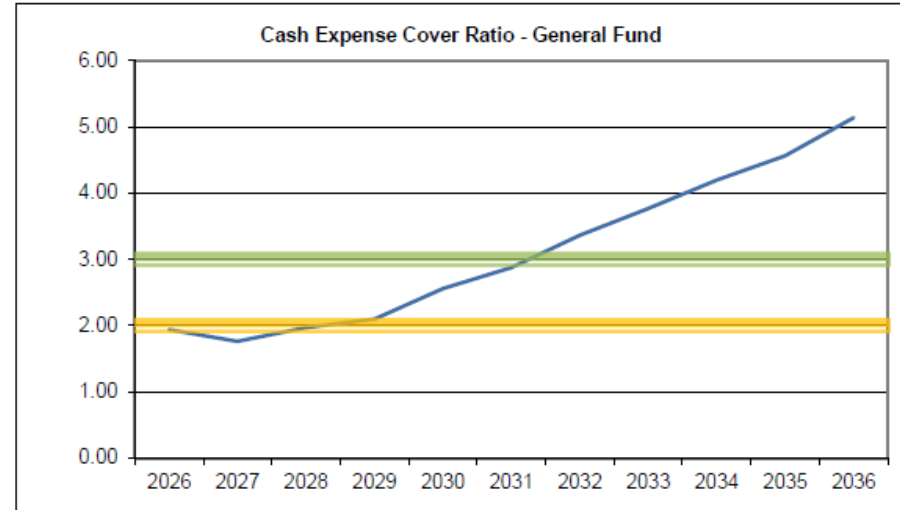
**CHARTS - GENERAL FUND**

**Scenario: Base Case**

New Note 13 Ratios Charts (continued)



Minimum Amber Minimum Green



Maximum Green Maximum Amber

# DRAFT

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**HISTORICAL INFORMATION - WATER FUND**

Scenario: Base Case

	2024/25 \$'000	2023/24 \$'000	2022/23 \$'000	2021/22 \$'000
<b>Income Statement</b>				
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
Rates & Annual Charges	1,341	1,122	1,084	1,012
User Charges & Fees	1,185	1,257	1,124	1,031
Other Revenues	92	7	-	111
Grants & Contributions provided for Operating Purposes	142	18	18	19
Grants & Contributions provided for Capital Purposes	68	99	97	315
Interest & Investment Revenue	222	219	119	13
<b>Other Income:</b>				
Net Gains from the Disposal of Assets	-	-	-	-
Fair value increment on investment properties	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-
Other Income	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,050</b>	<b>2,722</b>	<b>2,442</b>	<b>2,501</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	776	609	673	675
Borrowing Costs	22	24	25	29
Materials & Contracts	1,740	1,240	1,448	1,198
Depreciation & Amortisation	890	885	862	603
Impairment of investments	-	-	-	-
Impairment of receivables	-	-	-	13
Other Expenses	14	5	7	-
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	5
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,442</b>	<b>2,763</b>	<b>3,015</b>	<b>2,523</b>
<b>Operating Result from Continuing Operations</b>	<b>(392)</b>	<b>(41)</b>	<b>(573)</b>	<b>(22)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(392)</b>	<b>(41)</b>	<b>(573)</b>	<b>(22)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(460)</b>	<b>(140)</b>	<b>(670)</b>	<b>(337)</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**HISTORICAL INFORMATION - WATER FUND**

Balance Sheet

	2024/25 \$'000	2023/24 \$'000	2022/23 \$'000	2021/22 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	-	-	-	-
Investments	4,328	3,891	3,582	3,510
Receivables	440	809	518	225
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>4,768</b>	<b>4,700</b>	<b>4,098</b>	<b>3,735</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	10	9	7
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	31,178	31,417	30,684	28,942
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>31,178</b>	<b>31,427</b>	<b>30,693</b>	<b>28,949</b>
<b>TOTAL ASSETS</b>	<b>35,946</b>	<b>36,127</b>	<b>34,791</b>	<b>32,684</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	4	9	9	10
Income received in advance	-	-	-	-
Contract liabilities	100	572	580	275
Lease liabilities	-	-	-	-
Borrowings	19	18	17	16
Employee benefit provisions	142	152	259	229
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>265</b>	<b>751</b>	<b>865</b>	<b>530</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	-	-	-	-
Borrowings	322	342	361	378
Employee benefit provisions	-	-	-	-
Other provisions	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>322</b>	<b>342</b>	<b>361</b>	<b>378</b>
<b>TOTAL LIABILITIES</b>	<b>587</b>	<b>1,093</b>	<b>1,226</b>	<b>908</b>
<b>Net Assets</b>	<b>35,359</b>	<b>35,034</b>	<b>33,565</b>	<b>31,776</b>
<b>EQUITY</b>				
Retained Earnings	24,510	24,902	24,943	25,516
Revaluation Reserves	10,849	10,132	8,622	6,260
Other Reserves	-	-	-	-
Council Equity Interest	35,359	35,034	33,565	31,776
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>35,359</b>	<b>35,034</b>	<b>33,565</b>	<b>31,776</b>

# DRAFT

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

## INCOME STATEMENT - WATER FUND

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,341	1,383	1,480	1,555	1,633	1,715	1,801	1,891	1,986	2,085	2,190	2,300
User Charges & Fees	1,185	1,328	1,407	1,463	1,522	1,583	1,646	1,712	1,780	1,851	1,925	2,002
Other Revenues	92	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	142	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	68	67	651	71	73	75	77	80	82	85	87	90
Interest & Investment Revenue	222	182	187	195	203	211	220	229	238	248	258	269
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	11	31	32	33	34	35	36	37	39	40	41
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,050</b>	<b>2,971</b>	<b>3,757</b>	<b>3,316</b>	<b>3,463</b>	<b>3,618</b>	<b>3,779</b>	<b>3,947</b>	<b>4,123</b>	<b>4,308</b>	<b>4,500</b>	<b>4,701</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	776	949	1,006	1,044	1,083	1,124	1,166	1,209	1,255	1,302	1,351	1,401
Borrowing Costs	22	22	21	19	18	16	15	13	11	9	7	4
Materials & Contracts	1,740	1,148	1,217	1,269	1,323	1,380	1,440	1,502	1,566	1,634	1,704	1,778
Depreciation & Amortisation	890	923	951	994	1,038	1,085	1,133	1,182	1,234	1,287	1,343	1,401
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	7	7	7	7	7	7	7	7	7	7	7
Other Expenses	14	-	25	26	27	28	29	30	32	33	34	36
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>3,442</b>	<b>3,049</b>	<b>3,227</b>	<b>3,359</b>	<b>3,497</b>	<b>3,640</b>	<b>3,789</b>	<b>3,944</b>	<b>4,105</b>	<b>4,272</b>	<b>4,446</b>	<b>4,628</b>
<b>Operating Result from Continuing Operations</b>	<b>(392)</b>	<b>(79)</b>	<b>530</b>	<b>(44)</b>	<b>(34)</b>	<b>(23)</b>	<b>(10)</b>	<b>3</b>	<b>19</b>	<b>35</b>	<b>54</b>	<b>74</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(392)</b>	<b>(79)</b>	<b>530</b>	<b>(44)</b>	<b>(34)</b>	<b>(23)</b>	<b>(10)</b>	<b>3</b>	<b>19</b>	<b>35</b>	<b>54</b>	<b>74</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(460)</b>	<b>(145)</b>	<b>(121)</b>	<b>(114)</b>	<b>(107)</b>	<b>(98)</b>	<b>(88)</b>	<b>(76)</b>	<b>(63)</b>	<b>(49)</b>	<b>(33)</b>	<b>(16)</b>

**BALANCE SHEET - WATER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	-	691	890	1,468	2,128	2,837	3,557	4,367	5,192	6,115	7,056
Investments	4,328	4,251	3,749	3,749	3,749	3,749	3,749	3,749	3,749	3,749	3,749	3,749
Receivables	440	558	583	601	623	647	672	698	727	757	789	822
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>4,768</b>	<b>4,808</b>	<b>5,023</b>	<b>5,239</b>	<b>5,840</b>	<b>6,522</b>	<b>7,258</b>	<b>8,004</b>	<b>8,843</b>	<b>9,698</b>	<b>10,652</b>	<b>11,628</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	9	9	10	10	11	11	12	12	13	14	14
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	31,178	32,090	33,467	34,344	34,871	35,377	35,874	36,409	36,915	37,457	36,521	36,866
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>31,178</b>	<b>32,090</b>	<b>33,476</b>	<b>34,354</b>	<b>34,882</b>	<b>35,387</b>	<b>35,888</b>	<b>36,421</b>	<b>36,928</b>	<b>37,470</b>	<b>36,534</b>	<b>36,881</b>
<b>TOTAL ASSETS</b>	<b>35,946</b>	<b>36,907</b>	<b>38,500</b>	<b>39,593</b>	<b>40,721</b>	<b>41,909</b>	<b>43,143</b>	<b>44,425</b>	<b>45,771</b>	<b>47,168</b>	<b>47,187</b>	<b>48,508</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	4	7	7	8	8	8	9	9	10	10	10	11
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	100	50	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	19	21	22	24	25	27	29	31	33	35	37	-
Employee benefit provisions	142	142	142	142	142	142	142	142	142	142	142	142
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>265</b>	<b>220</b>	<b>172</b>	<b>173</b>	<b>175</b>	<b>177</b>	<b>180</b>	<b>182</b>	<b>184</b>	<b>187</b>	<b>190</b>	<b>153</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	322	301	278	255	230	203	174	143	110	76	38	38
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>322</b>	<b>301</b>	<b>278</b>	<b>255</b>	<b>230</b>	<b>203</b>	<b>174</b>	<b>143</b>	<b>110</b>	<b>76</b>	<b>38</b>	<b>38</b>
<b>TOTAL LIABILITIES</b>	<b>587</b>	<b>520</b>	<b>450</b>	<b>428</b>	<b>405</b>	<b>380</b>	<b>353</b>	<b>325</b>	<b>295</b>	<b>262</b>	<b>228</b>	<b>191</b>
<b>Net Assets</b>	<b>35,359</b>	<b>36,387</b>	<b>38,050</b>	<b>39,165</b>	<b>40,316</b>	<b>41,529</b>	<b>42,790</b>	<b>44,100</b>	<b>45,476</b>	<b>46,905</b>	<b>46,959</b>	<b>48,317</b>
<b>EQUITY</b>												
Retained Earnings	24,510	24,431	24,961	24,917	24,884	24,861	24,851	24,854	24,873	24,908	24,961	25,035
Revaluation Reserves	10,849	11,955	13,089	14,247	15,433	16,668	17,939	19,246	20,604	21,997	21,997	23,282
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	35,359	36,387	38,050	39,165	40,316	41,529	42,790	44,100	45,476	46,905	46,959	48,317
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>35,359</b>	<b>36,387</b>	<b>38,050</b>	<b>39,165</b>	<b>40,316</b>	<b>41,529</b>	<b>42,790</b>	<b>44,100</b>	<b>45,476</b>	<b>46,905</b>	<b>46,959</b>	<b>48,317</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**CASH FLOW STATEMENT - WATER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	-	1,391	1,474	1,550	1,627	1,709	1,795	1,885	1,979	2,078	2,182	2,292
User Charges & Fees	-	1,175	1,381	1,445	1,502	1,563	1,625	1,690	1,758	1,828	1,901	1,977
Investment & Interest Revenue Received	-	193	186	193	198	205	213	222	231	240	250	260
Grants & Contributions	-	17	601	71	73	75	77	80	82	85	87	90
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Employee Benefits & On-Costs	-	(949)	(1,006)	(1,044)	(1,083)	(1,124)	(1,166)	(1,209)	(1,255)	(1,302)	(1,351)	(1,401)
Materials & Contracts	-	(1,145)	(1,216)	(1,269)	(1,323)	(1,380)	(1,439)	(1,501)	(1,566)	(1,633)	(1,704)	(1,778)
Borrowing Costs	-	(22)	(21)	(19)	(18)	(16)	(15)	(13)	(11)	(9)	(7)	(4)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	(25)	(26)	(27)	(28)	(29)	(30)	(32)	(33)	(34)	(36)
<b>Net Cash provided (or used in) Operating Activities</b>	-	660	1,374	900	949	1,004	1,061	1,123	1,186	1,254	1,325	1,400
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	77	502	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	32	44	5	38	-	39	-	40	-	42	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposals Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(750)	(1,207)	(685)	(385)	(320)	(363)	(374)	(385)	(397)	(409)	(421)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(641)	(661)	(680)	(347)	(320)	(324)	(374)	(345)	(397)	(367)	(421)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	-	(19)	(21)	(22)	(24)	(25)	(27)	(29)	(31)	(33)	(35)	(37)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (used in) Financing Activities</b>	-	(19)	(21)	(22)	(24)	(25)	(27)	(29)	(31)	(33)	(35)	(37)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(0)	691	198	578	658	711	720	811	825	923	942
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	-	(0)	691	890	1,468	2,126	2,837	3,557	4,367	5,192	6,115
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	691	890	1,468	2,126	2,837	3,557	4,367	5,192	6,115	7,056
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	(0)	691	890	1,468	2,126	2,837	3,557	4,367	5,192	6,115	7,056
<b>Investments - end of the year</b>	4,328	4,251	3,749	3,749	3,749	3,749	3,749	3,749	3,749	3,749	3,749	3,749
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	4,328	4,251	4,440	4,638	5,217	5,875	6,586	7,306	8,116	8,941	9,864	10,805
<b>Representing:</b>												
- External Restrictions	746	746	746	817	890	965	1,042	1,122	1,204	1,289	1,289	1,289
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	3,582	3,505	3,694	3,822	4,327	4,911	5,544	6,184	6,912	7,652	8,575	9,517
	4,328	4,251	4,440	4,638	5,217	5,875	6,586	7,306	8,116	8,941	9,864	10,805

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**EQUITY STATEMENT - WATER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance (as at 1/7)	35,034	35,359	36,387	38,050	39,165	40,316	41,529	42,790	44,100	45,476	46,905	48,959
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>35,034</b>	<b>35,359</b>	<b>36,387</b>	<b>38,050</b>	<b>39,165</b>	<b>40,316</b>	<b>41,529</b>	<b>42,790</b>	<b>44,100</b>	<b>45,476</b>	<b>46,905</b>	<b>48,959</b>
Net Operating Result for the Year	(392)	(79)	530	(44)	(34)	(23)	(10)	3	19	35	54	74
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>(392)</b>	<b>(79)</b>	<b>530</b>	<b>(44)</b>	<b>(34)</b>	<b>(23)</b>	<b>(10)</b>	<b>3</b>	<b>19</b>	<b>35</b>	<b>54</b>	<b>74</b>
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	717	1,108	1,133	1,159	1,185	1,236	1,271	1,307	1,358	1,394	-	1,284
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>717</b>	<b>1,108</b>	<b>1,133</b>	<b>1,159</b>	<b>1,185</b>	<b>1,236</b>	<b>1,271</b>	<b>1,307</b>	<b>1,358</b>	<b>1,394</b>	<b>-</b>	<b>1,284</b>
<b>Total Comprehensive Income</b>	<b>325</b>	<b>1,028</b>	<b>1,663</b>	<b>1,115</b>	<b>1,152</b>	<b>1,213</b>	<b>1,261</b>	<b>1,310</b>	<b>1,376</b>	<b>1,429</b>	<b>54</b>	<b>1,358</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>35,359</b>	<b>36,387</b>	<b>38,050</b>	<b>39,165</b>	<b>40,316</b>	<b>41,529</b>	<b>42,790</b>	<b>44,100</b>	<b>45,476</b>	<b>46,905</b>	<b>46,959</b>	<b>48,317</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**FINANCIAL PERFORMANCE INDICATORS - WATER FUND**

Scenario: Base Case	Past Years				Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	-15.42%	-28.57%	-5.34%	-15.43%	-5.42%	-4.96%	-4.56%	-4.17%	-3.76%	-3.35%	-2.94%	-2.52%	-2.10%	-1.67%	-1.24%
Own Source Operating Revenue Ratio 1)	86.65%	95.29%	95.70%	93.11%	97.75%	82.53%	97.84%	97.87%	97.90%	97.93%	97.96%	97.99%	98.02%	98.05%	98.08%
Unrestricted Current Ratio	7.05	4.74	6.26	17.99	29.54	47.79	48.48	53.12	58.36	63.87	69.03	74.80	80.30	87.11	146.25
Debt Service Cover Ratio 1)	10.17	8.68	18.76	20.55	15.95	30.31	17.39	18.48	19.64	20.86	22.14	23.50	24.93	26.44	28.04
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	0.00%	4.97%	6.86%	7.76%	6.44%	6.50%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%
Cash Expense Cover Ratio 1)	=	19.83	24.64	20.2	24.48	21.97	19.61	16.62	9.92	12.72	15.34	18.11	20.70	23.44	26.01
1) different Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	55.03%	0.00%	0.00%	0.00%	40.51%	49.90%	72.75%	35.36%	31.25%	42.15%	44.84%	47.19%	49.25%	51.01%	52.52%

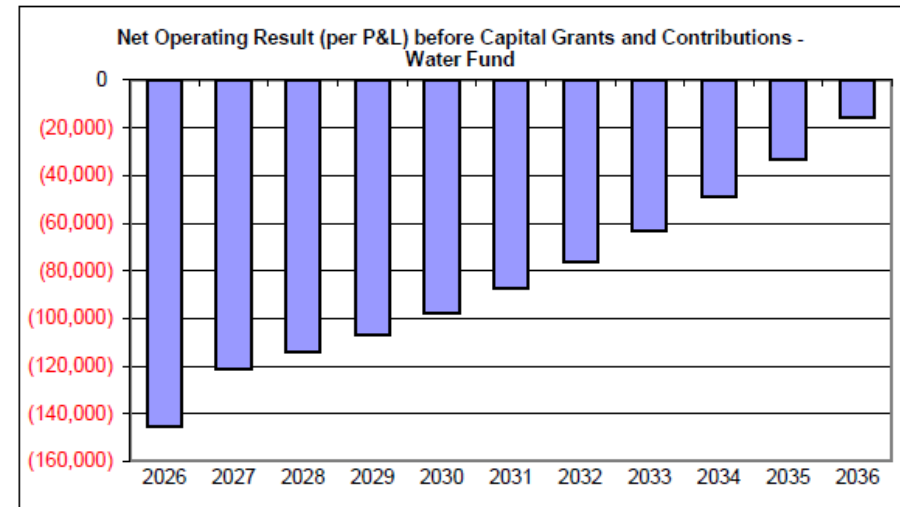
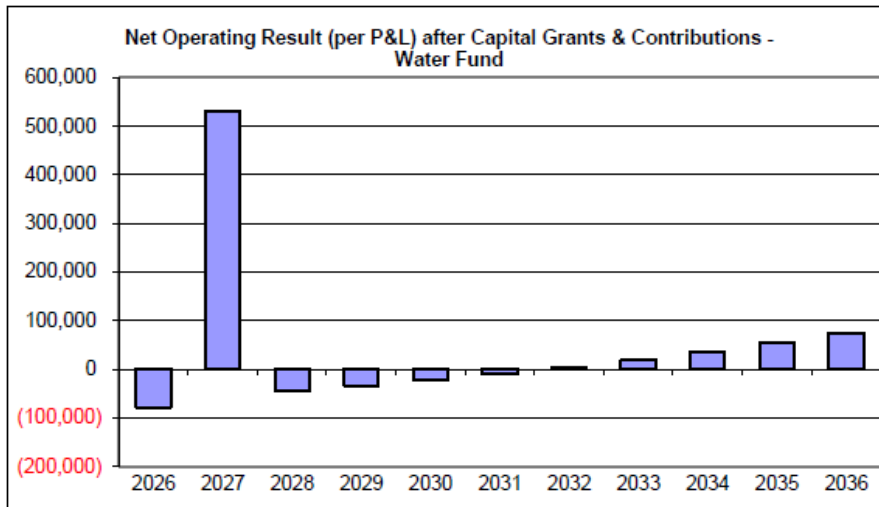
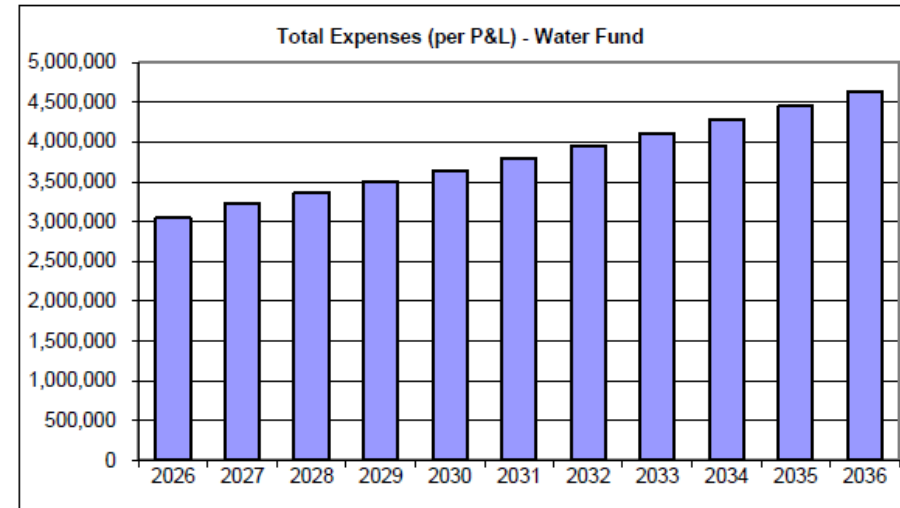
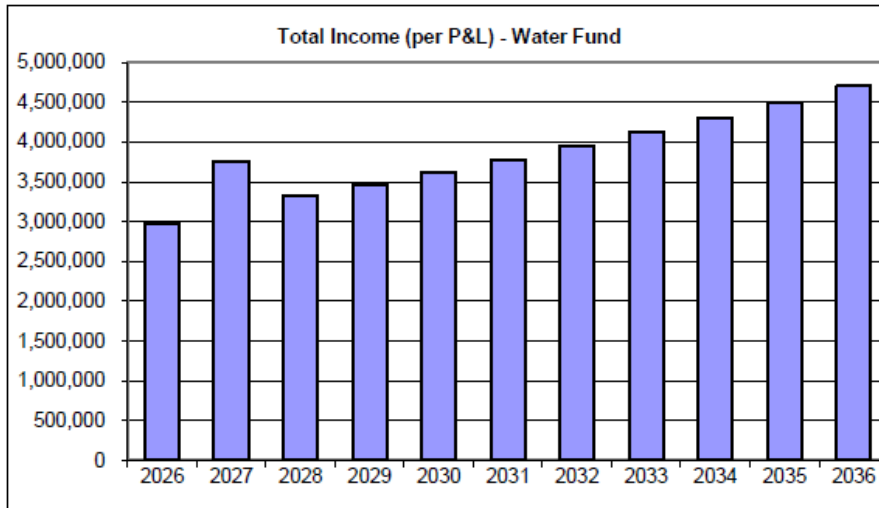
UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2036  
 KEY PERFORMANCE INDICATORS - WATER FUND  
 Scenario: Base Case

		Current Year 2025/26	Projected Years									
			2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Within green benchmark (green min and/or green max)</li> <li><span style="color: orange;">●</span> Within amber benchmark (amber min and/or amber max)</li> <li><span style="color: red;">●</span> Not within benchmark (amber min and/or amber max)</li> <li><span style="color: green;">—</span> Within green benchmark</li> <li><span style="color: orange;">↗</span> above green maximum and below amber maximum</li> <li><span style="color: orange;">↘</span> below green minimum and above amber minimum</li> <li><span style="color: red;">↑</span> above amber maximum</li> <li><span style="color: red;">↓</span> below amber minimum</li> </ul>									
<b>Council's Target Benchmarks</b>												
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>
	Actual Ratio	-5.42%	-4.96%	-4.56%	-4.17%	-3.76%	-3.35%	-2.94%	-2.52%	-2.10%	-1.67%	-1.24%
Own Source Operating Revenue Ratio 1)	Snapshot	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>
	Actual Ratio	97.75%	82.53%	97.84%	97.87%	97.90%	97.93%	97.96%	97.99%	98.02%	98.05%	98.08%
Unrestricted Current Ratio	Snapshot	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>
	Actual Ratio	29.54	47.79	48.48	53.12	58.36	63.87	69.03	74.80	80.30	87.11	146.25
Debt Service Cover Ratio 1)	Snapshot	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>
	Actual Ratio	15.95	30.31	17.39	18.48	19.64	20.86	22.14	23.50	24.93	26.44	28.04
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>
	Actual Ratio	6.44%	6.50%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%	6.49%
Cash Expense Cover Ratio 1)	Snapshot	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>	<span style="color: green;">●</span> <span style="color: green;">—</span>
	Actual Ratio	24.48	21.97	19.61	16.82	9.92	12.72	15.34	18.11	20.70	23.44	26.01
<b>1) different</b> Calculation to TCorp's calculation for same ratio												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Asset Renewal Ratio	Snapshot	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>	<span style="color: red;">●</span> <span style="color: red;">↓</span>
	Actual Ratio	40.51%	49.90%	72.75%	35.36%	31.25%	42.15%	44.84%	47.19%	49.25%	51.01%	52.52%

**CHARTS - WATER FUND**

Scenario: Base Case

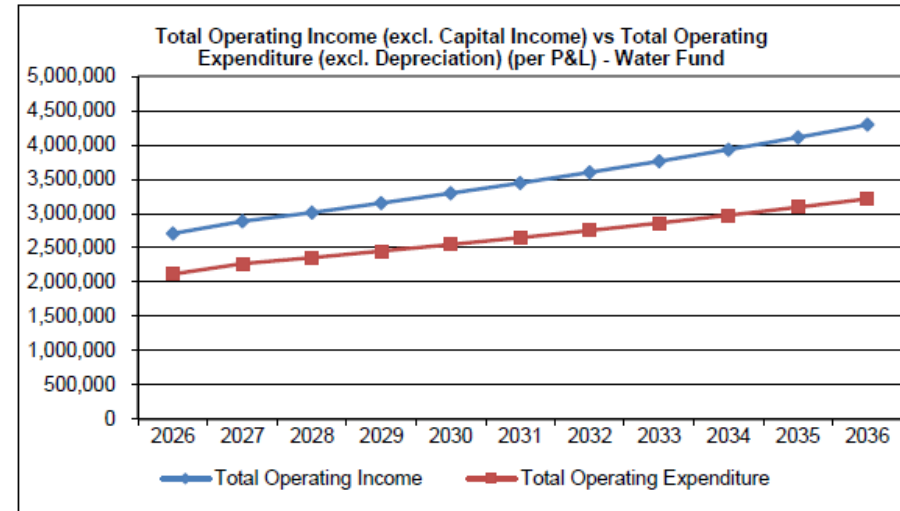
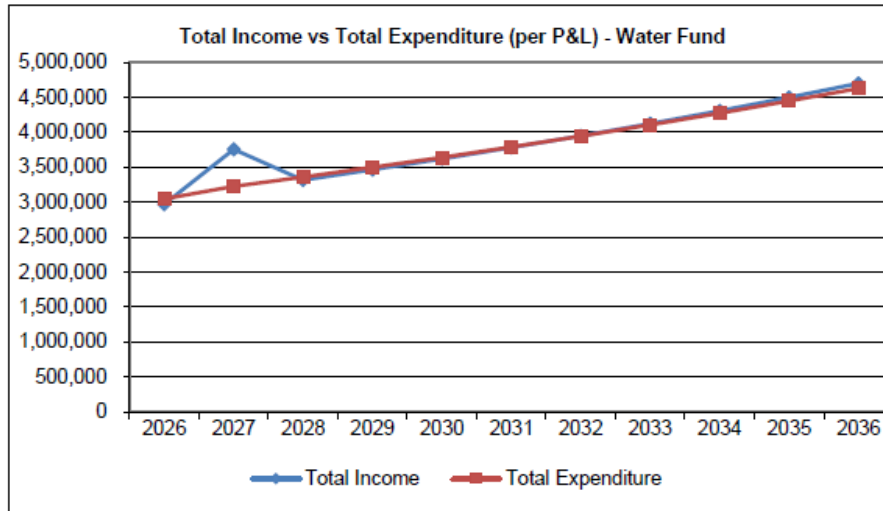
Income Statement Charts



#### CHARTS - WATER FUND

Scenario: Base Case

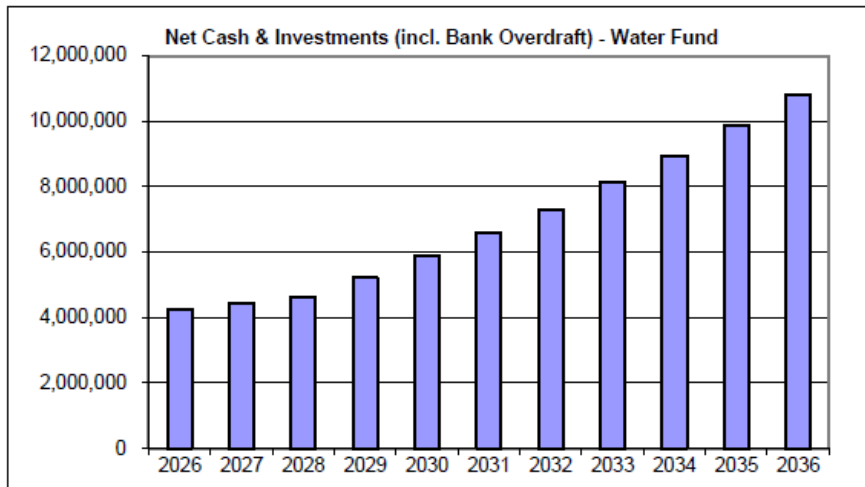
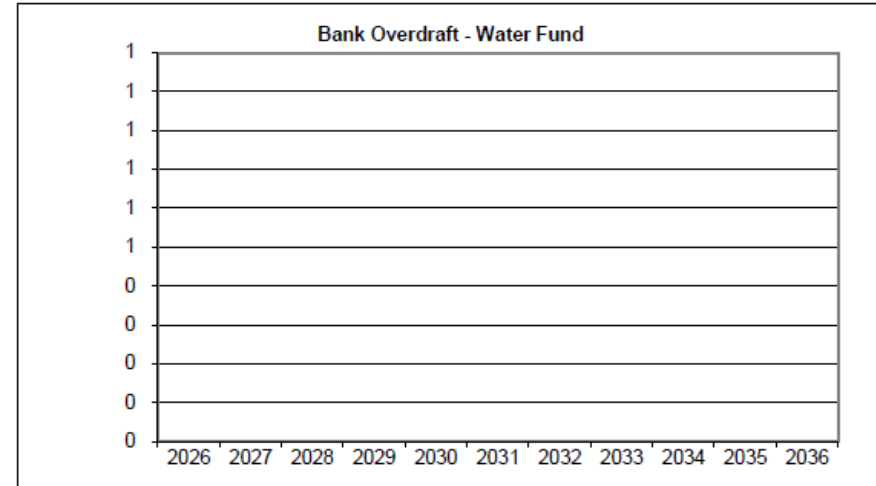
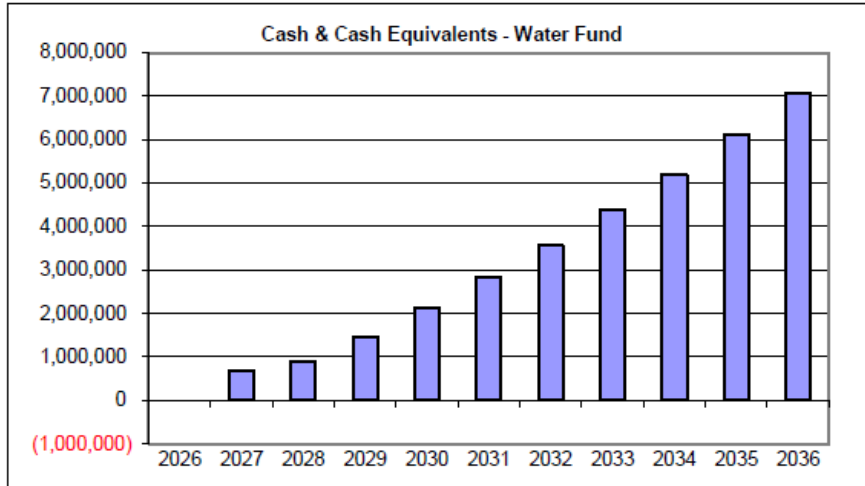
Income Statement Charts



**CHARTS - WATER FUND**

Scenario: Base Case

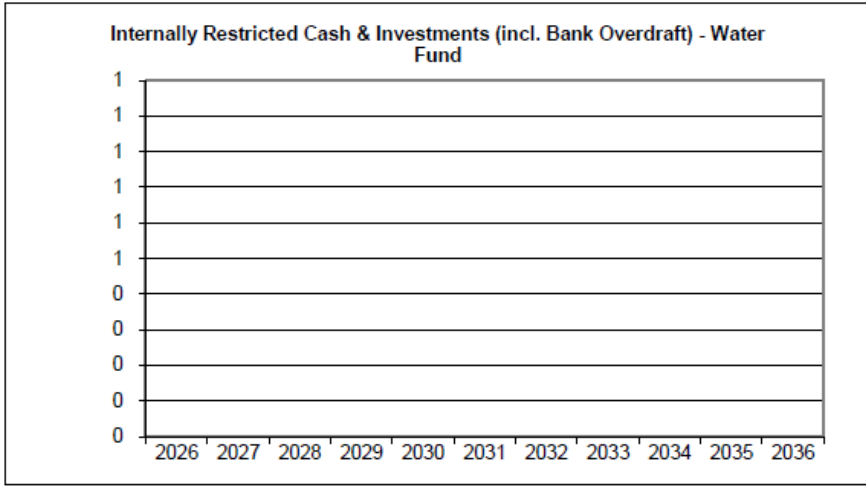
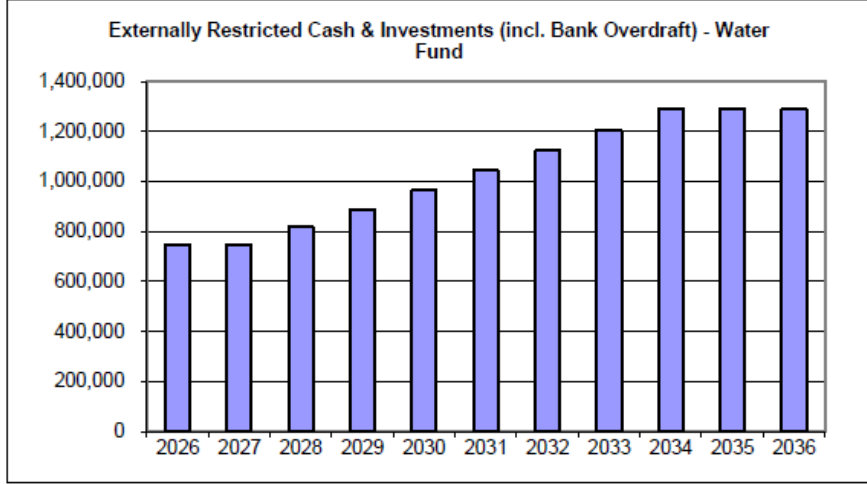
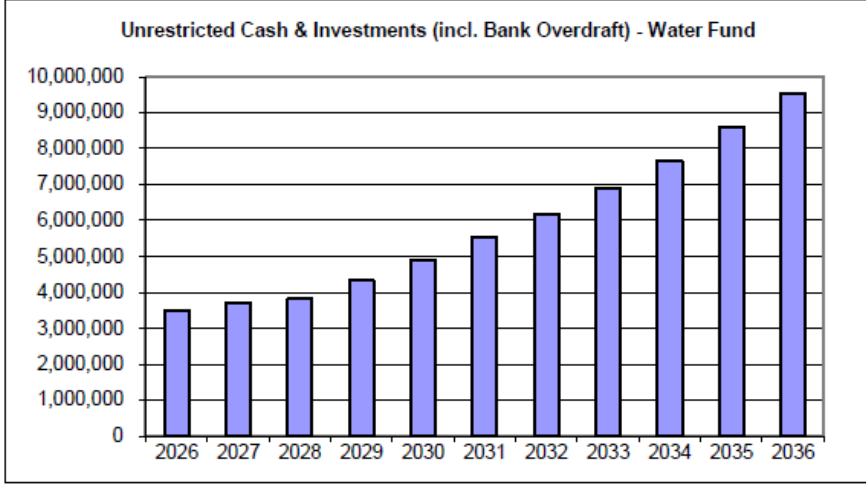
Cash, Investment & Bank Overdraft Charts



**CHARTS - WATER FUND**

Scenario: Base Case

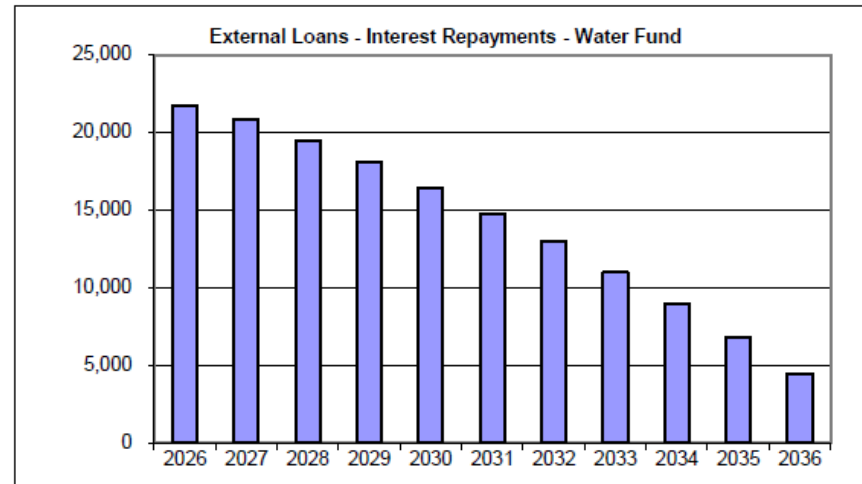
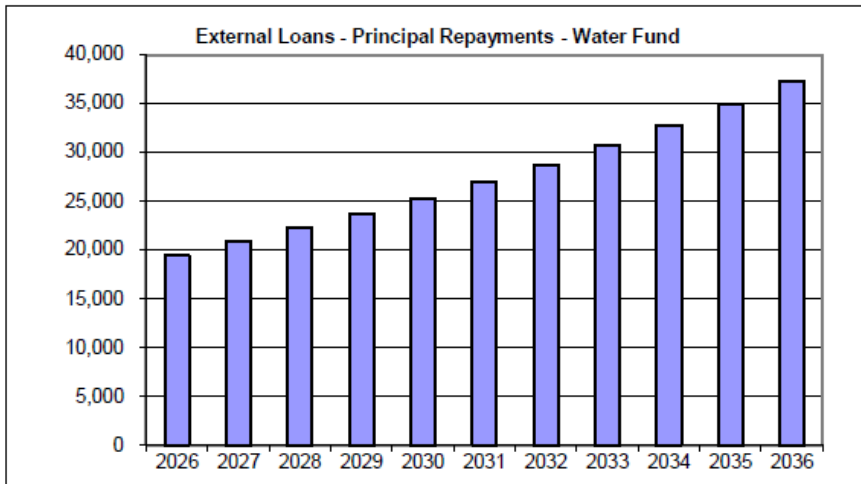
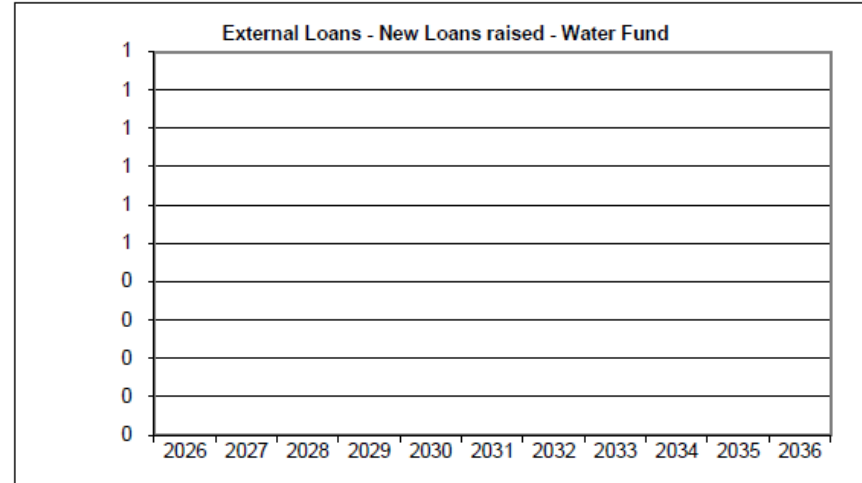
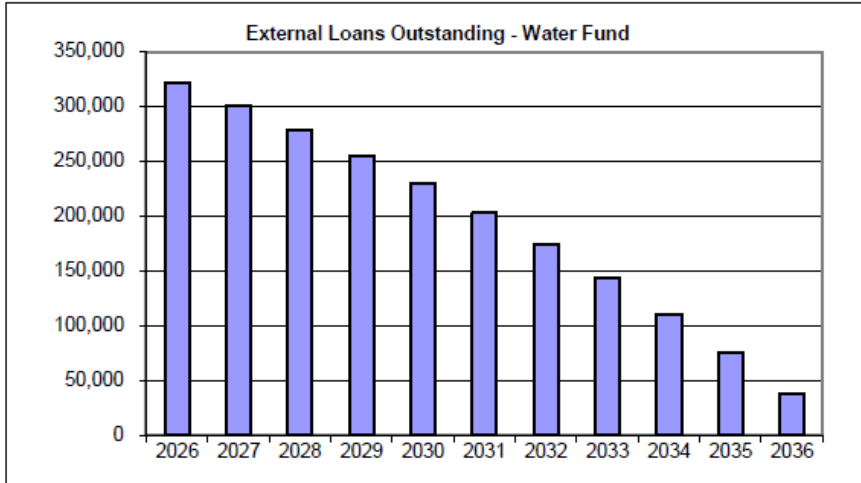
Cash Restrictions Charts



**CHARTS - WATER FUND**

Scenario: Base Case

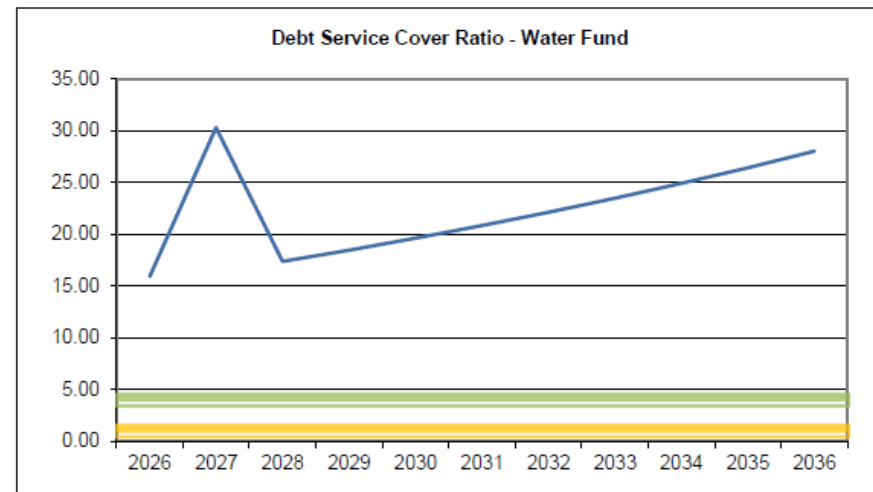
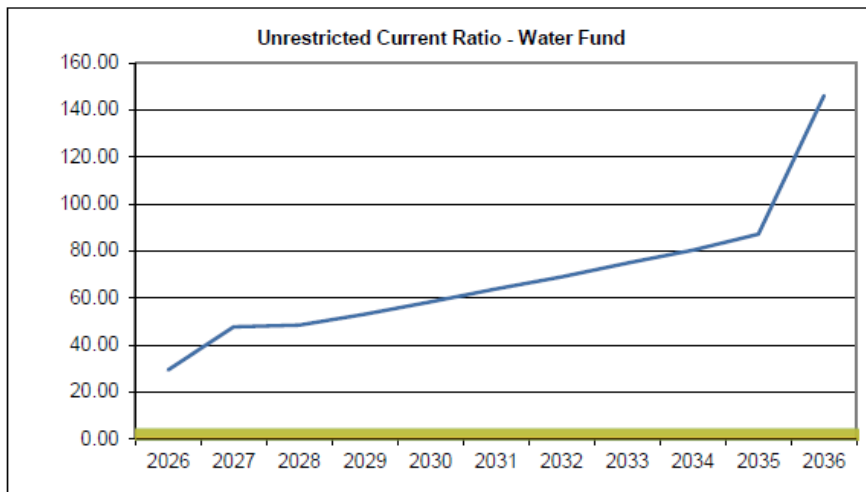
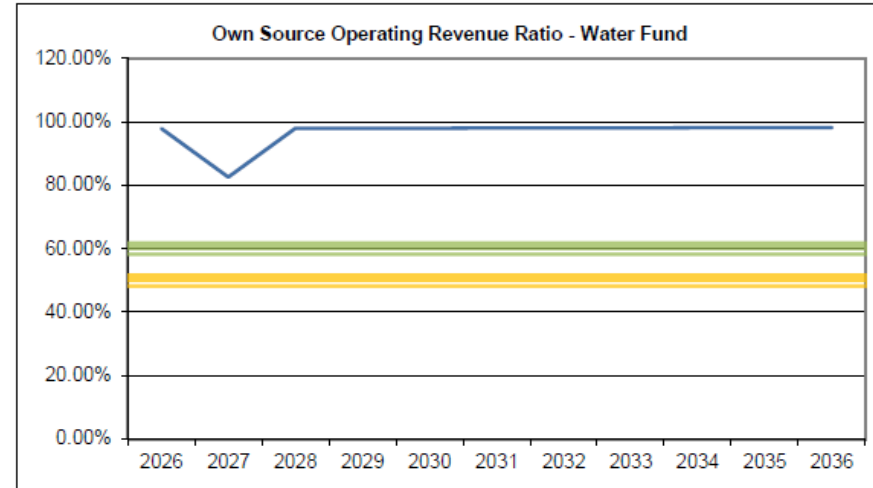
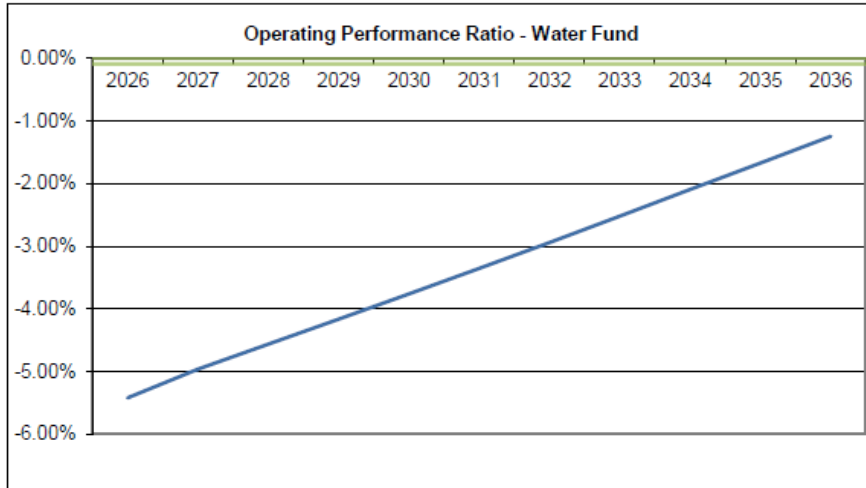
External Loans Charts



**CHARTS - WATER FUND**

Scenario: Base Case

New Note 13 Ratios Charts



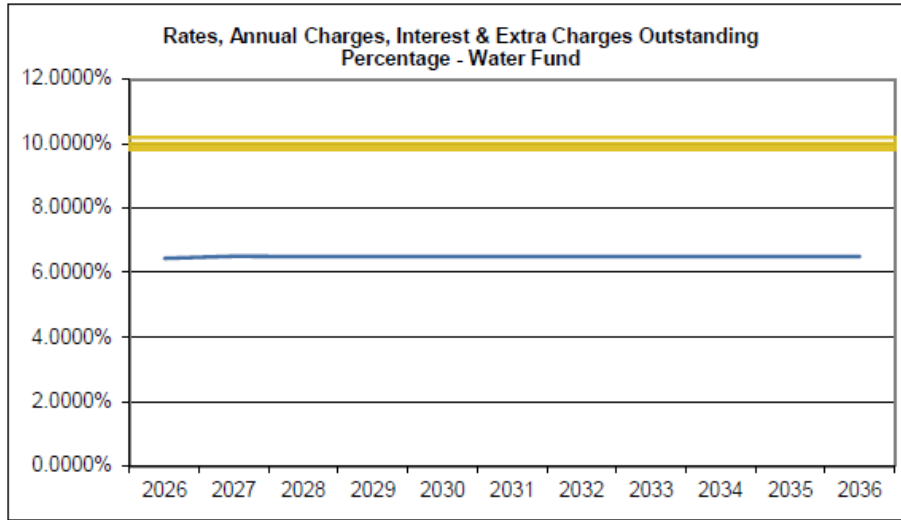
Minimum Amber Minimum Green

Maximum Green Maximum Amber

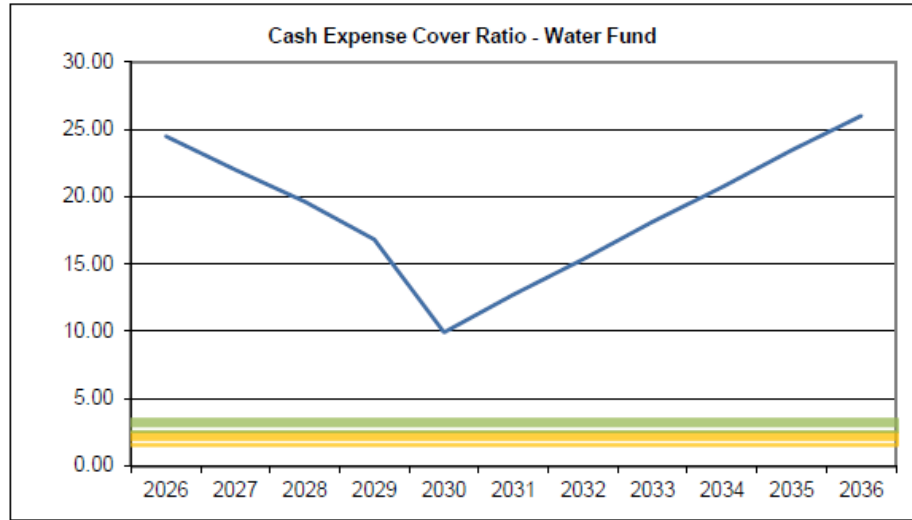
**CHARTS - WATER FUND**

Scenario: **Base Case**

New Note 13 Ratios Charts (continued)



Minimum Amber Minimum Green



Maximum Green Maximum Amber

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**HISTORICAL INFORMATION - SEWER FUND**

Scenario: Base Case

	2024/25 \$'000	2023/24 \$'000	2022/23 \$'000	2021/22 \$'000
<b>Income Statement</b>				
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
Rates & Annual Charges	1,727	1,567	1,440	1,334
User Charges & Fees	400	338	333	398
Other Revenues	-	-	-	-
Grants & Contributions provided for Operating Purposes	17	16	17	17
Grants & Contributions provided for Capital Purposes	72	84	51	257
Interest & Investment Revenue	393	381	204	20
<b>Other Income:</b>				
Net Gains from the Disposal of Assets	-	-	-	-
Fair value increment on investment properties	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-
Other Income	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,609</b>	<b>2,386</b>	<b>2,045</b>	<b>2,026</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	604	503	418	458
Borrowing Costs	5	6	6	8
Materials & Contracts	733	759	899	565
Depreciation & Amortisation	590	590	567	513
Impairment of investments	-	-	-	-
Impairment of receivables	-	-	-	-
Other Expenses	-	-	-	-
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	17	-
Revaluation decrement/impairment of IPPE	-	-	-	-
Fair value decrement on investment properties	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,932</b>	<b>1,858</b>	<b>1,907</b>	<b>1,544</b>
<b>Operating Result from Continuing Operations</b>	<b>677</b>	<b>528</b>	<b>138</b>	<b>482</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>677</b>	<b>528</b>	<b>138</b>	<b>482</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>605</b>	<b>444</b>	<b>87</b>	<b>225</b>

UPPER LACHLAN SHIRE COUNCIL  
 10 Year Financial Plan for the Years ending 30 June 2036  
**HISTORICAL INFORMATION - SEWER FUND**  
 Balance Sheet

	2024/25 \$'000	2023/24 \$'000	2022/23 \$'000	2021/22 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	-	-	-	-
Investments	8,081	7,134	6,304	5,977
Receivables	223	177	148	67
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Other	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
<b>Total Current Assets</b>	<b>8,304</b>	<b>7,311</b>	<b>6,452</b>	<b>6,044</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	15	14	12
Inventories	-	-	-	-
Contract assets and contract cost assets	-	-	-	-
Contract cost assets	-	-	-	-
Infrastructure, Property, Plant & Equipment	21,946	21,739	21,151	20,079
Investment Property	-	-	-	-
Intangible Assets	-	-	-	-
Right of use assets	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
<b>Total Non-Current Assets</b>	<b>21,946</b>	<b>21,754</b>	<b>21,165</b>	<b>20,091</b>
<b>TOTAL ASSETS</b>	<b>30,250</b>	<b>29,065</b>	<b>27,617</b>	<b>26,135</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	2	2	3	2
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	-	-	-	-
Borrowings	5	4	4	4
Employee benefit provisions	166	137	167	172
Other provisions	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Current Liabilities</b>	<b>173</b>	<b>143</b>	<b>174</b>	<b>178</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Income received in advance	-	-	-	-
Contract liabilities	-	-	-	-
Lease liabilities	-	-	-	-
Borrowings	75	80	84	88
Employee benefit provisions	-	-	-	-
Other provisions	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>75</b>	<b>80</b>	<b>84</b>	<b>88</b>
<b>TOTAL LIABILITIES</b>	<b>248</b>	<b>223</b>	<b>258</b>	<b>266</b>
<b>Net Assets</b>	<b>30,002</b>	<b>28,842</b>	<b>27,359</b>	<b>25,869</b>
<b>EQUITY</b>				
Retained Earnings	17,194	16,517	15,989	15,851
Revaluation Reserves	12,808	12,325	11,370	10,018
Other Reserves	-	-	-	-
Council Equity Interest	30,002	28,842	27,359	25,869
Non-controlling equity interests	-	-	-	-
<b>Total Equity</b>	<b>30,002</b>	<b>28,842</b>	<b>27,359</b>	<b>25,869</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**INCOME STATEMENT - SEWER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	1,727	1,755	1,853	1,927	2,004	2,085	2,168	2,255	2,345	2,439	2,538	2,638
User Charges & Fees	400	336	336	349	363	378	393	409	425	442	460	478
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	17	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	72	44	379	46	48	49	50	52	53	55	57	58
Interest & Investment Revenue	393	327	336	350	364	379	395	411	428	445	463	482
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	52	-	-	-	59	-	-	-	66
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,609</b>	<b>2,461</b>	<b>2,904</b>	<b>2,725</b>	<b>2,780</b>	<b>2,891</b>	<b>3,006</b>	<b>3,185</b>	<b>3,251</b>	<b>3,381</b>	<b>3,516</b>	<b>3,722</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	604	648	675	700	726	753	782	811	841	873	906	940
Borrowing Costs	5	5	5	5	4	4	3	3	3	2	2	1
Materials & Contracts	733	669	740	768	797	828	860	893	928	964	1,001	1,040
Depreciation & Amortisation	590	604	622	649	677	707	738	771	805	841	878	917
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,932</b>	<b>1,926</b>	<b>2,041</b>	<b>2,121</b>	<b>2,205</b>	<b>2,293</b>	<b>2,384</b>	<b>2,478</b>	<b>2,577</b>	<b>2,679</b>	<b>2,786</b>	<b>2,897</b>
<b>Operating Result from Continuing Operations</b>	<b>677</b>	<b>535</b>	<b>864</b>	<b>604</b>	<b>574</b>	<b>598</b>	<b>622</b>	<b>706</b>	<b>674</b>	<b>701</b>	<b>730</b>	<b>825</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>677</b>	<b>535</b>	<b>864</b>	<b>604</b>	<b>574</b>	<b>598</b>	<b>622</b>	<b>706</b>	<b>674</b>	<b>701</b>	<b>730</b>	<b>825</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>605</b>	<b>491</b>	<b>485</b>	<b>558</b>	<b>527</b>	<b>549</b>	<b>572</b>	<b>654</b>	<b>621</b>	<b>646</b>	<b>673</b>	<b>766</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**BALANCE SHEET - SEWER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	-	-	342	-	975	856	947	918	1,247	1,413	1,723
Investments	8,081	6,773	6,406	6,406	5,347	5,347	5,347	5,347	5,347	5,347	5,347	5,347
Receivables	223	161	164	171	163	177	180	186	191	199	206	215
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>8,304</b>	<b>6,935</b>	<b>6,570</b>	<b>6,920</b>	<b>5,510</b>	<b>6,499</b>	<b>6,383</b>	<b>6,480</b>	<b>6,456</b>	<b>6,793</b>	<b>6,967</b>	<b>7,285</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	13	14	14	15	15	16	17	17	18	19	20
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	21,946	24,614	26,642	27,712	30,524	30,973	32,571	34,052	35,631	36,895	38,359	39,821
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>21,946</b>	<b>24,627</b>	<b>26,656</b>	<b>27,727</b>	<b>30,539</b>	<b>30,988</b>	<b>32,588</b>	<b>34,069</b>	<b>35,649</b>	<b>36,913</b>	<b>38,378</b>	<b>39,841</b>
<b>TOTAL ASSETS</b>	<b>30,250</b>	<b>31,562</b>	<b>33,226</b>	<b>34,646</b>	<b>36,049</b>	<b>37,487</b>	<b>38,971</b>	<b>40,549</b>	<b>42,105</b>	<b>43,706</b>	<b>45,345</b>	<b>47,126</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2	2	2	2	2	3	3	3	3	3	3	3
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5	5	5	6	6	6	7	7	8	8	9	-
Employee benefit provisions	166	166	166	166	166	166	166	166	166	166	166	166
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>173</b>	<b>173</b>	<b>173</b>	<b>174</b>	<b>174</b>	<b>175</b>	<b>175</b>	<b>176</b>	<b>176</b>	<b>177</b>	<b>178</b>	<b>169</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	75	71	65	60	54	48	41	34	26	18	9	9
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>75</b>	<b>71</b>	<b>65</b>	<b>60</b>	<b>54</b>	<b>48</b>	<b>41</b>	<b>34</b>	<b>26</b>	<b>18</b>	<b>9</b>	<b>9</b>
<b>TOTAL LIABILITIES</b>	<b>248</b>	<b>244</b>	<b>239</b>	<b>234</b>	<b>228</b>	<b>223</b>	<b>216</b>	<b>210</b>	<b>203</b>	<b>195</b>	<b>187</b>	<b>178</b>
<b>Net Assets</b>	<b>30,002</b>	<b>31,318</b>	<b>32,988</b>	<b>34,413</b>	<b>35,821</b>	<b>37,265</b>	<b>38,755</b>	<b>40,339</b>	<b>41,902</b>	<b>43,511</b>	<b>45,158</b>	<b>46,947</b>
<b>EQUITY</b>												
Retained Earnings	17,194	17,729	18,592	19,196	19,771	20,369	20,991	21,697	22,371	23,073	23,803	24,627
Revaluation Reserves	12,808	13,589	14,395	15,216	16,050	16,896	17,764	18,642	19,531	20,438	21,355	22,320
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	30,002	31,318	32,988	34,413	35,821	37,265	38,755	40,339	41,902	43,511	45,158	46,947
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>30,002</b>	<b>31,318</b>	<b>32,988</b>	<b>34,413</b>	<b>35,821</b>	<b>37,265</b>	<b>38,755</b>	<b>40,339</b>	<b>41,902</b>	<b>43,511</b>	<b>45,158</b>	<b>46,947</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**CASH FLOW STATEMENT - SEWER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	1,769	1,847	1,923	1,999	2,079	2,163	2,249	2,339	2,433	2,530	2,631
User Charges & Fees	-	336	336	349	363	378	393	409	425	442	460	478
Investment & Interest Revenue Received	-	361	339	347	377	370	396	410	428	442	462	479
Grants & Contributions	-	44	379	46	48	49	50	52	53	55	57	58
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	-	(648)	(675)	(700)	(726)	(753)	(782)	(811)	(841)	(873)	(906)	(940)
Materials & Contracts	-	(669)	(739)	(768)	(797)	(828)	(860)	(893)	(928)	(964)	(1,001)	(1,040)
Borrowing Costs	-	(5)	(5)	(5)	(4)	(4)	(3)	(3)	(3)	(2)	(2)	(1)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	1,187	1,482	1,193	1,260	1,291	1,357	1,412	1,474	1,533	1,600	1,666
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	1,308	367	-	1,059	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	52	-	-	-	59	-	-	-	66
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,490)	(1,845)	(898)	(2,655)	(310)	(1,470)	(1,373)	(1,495)	(1,197)	(1,425)	(1,414)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(1,182)	(1,477)	(846)	(1,596)	(310)	(1,470)	(1,314)	(1,495)	(1,197)	(1,425)	(1,348)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(5)	(5)	(5)	(6)	(6)	(6)	(7)	(7)	(8)	(8)	(9)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	(5)	(5)	(5)	(6)	(6)	(6)	(7)	(7)	(8)	(8)	(9)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	0	-	342	(342)	975	(119)	91	(29)	329	166	310
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	-	0	0	342	-	975	856	947	918	1,247	1,413
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	0	0	342	-	975	856	947	918	1,247	1,413	1,723
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	0	0	342	-	975	856	947	918	1,247	1,413	1,723
<b>Investments - end of the year</b>	8,081	6,773	6,406	6,406	5,347	5,347	5,347	5,347	5,347	5,347	5,347	5,347
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	8,081	6,773	6,406	6,748	5,347	6,322	6,203	6,294	6,265	6,594	6,760	7,070
<b>Representing:</b>												
- External Restrictions	902	902	902	950	999	1,049	1,101	1,155	1,210	1,267	1,267	1,267
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	7,179	5,871	5,504	5,799	4,349	5,273	5,102	5,140	5,055	5,327	5,493	5,803
	8,081	6,773	6,406	6,748	5,347	6,322	6,203	6,294	6,265	6,594	6,760	7,070

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**EQUITY STATEMENT - SEWER FUND**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000	2035/36 \$'000
Opening Balance (as at 1/7)	28,842	30,002	31,318	32,988	34,413	35,821	37,265	38,755	40,339	41,902	43,511	45,158
Adjustments to opening balance	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated opening Balance (as at 1/7)</b>	<b>28,842</b>	<b>30,002</b>	<b>31,318</b>	<b>32,988</b>	<b>34,413</b>	<b>35,821</b>	<b>37,265</b>	<b>38,755</b>	<b>40,339</b>	<b>41,902</b>	<b>43,511</b>	<b>45,158</b>
Net Operating Result for the Year	677	535	864	604	574	598	622	706	674	701	730	825
Adjustments to net operating result	-	-	-	-	-	-	-	-	-	-	-	-
<b>Restated Net Operating Result for the Year</b>	<b>677</b>	<b>535</b>	<b>864</b>	<b>604</b>	<b>574</b>	<b>598</b>	<b>622</b>	<b>706</b>	<b>674</b>	<b>701</b>	<b>730</b>	<b>825</b>
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-
- Correction of prior period errors	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of IPP&E	483	781	806	821	833	846	868	879	889	907	917	965
- Gain (loss) on revaluation of available for sale investments	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on available for sale investments recognised in operating	-	-	-	-	-	-	-	-	-	-	-	-
- Gain (loss) on revaluation of other reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss from other reserves recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment loss (reversal) – financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Realised (gain) loss on financial assets at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of financial assets at fair value through OCI (other t	-	-	-	-	-	-	-	-	-	-	-	-
- Gain/(loss) on revaluation of equity instruments at fair value through OCI	-	-	-	-	-	-	-	-	-	-	-	-
- Transfers to Income Statement	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (reversal) of available for sale investments to (from) operating res	-	-	-	-	-	-	-	-	-	-	-	-
- Joint ventures and associates	-	-	-	-	-	-	-	-	-	-	-	-
- Other reserves movements	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements (combined)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	<b>483</b>	<b>781</b>	<b>806</b>	<b>821</b>	<b>833</b>	<b>846</b>	<b>868</b>	<b>879</b>	<b>889</b>	<b>907</b>	<b>917</b>	<b>965</b>
<b>Total Comprehensive Income</b>	<b>1,160</b>	<b>1,316</b>	<b>1,670</b>	<b>1,425</b>	<b>1,408</b>	<b>1,444</b>	<b>1,490</b>	<b>1,585</b>	<b>1,563</b>	<b>1,609</b>	<b>1,648</b>	<b>1,790</b>
Distributions to/(contributions from) non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>30,002</b>	<b>31,318</b>	<b>32,988</b>	<b>34,413</b>	<b>35,821</b>	<b>37,265</b>	<b>38,755</b>	<b>40,339</b>	<b>41,902</b>	<b>43,511</b>	<b>45,158</b>	<b>46,947</b>

UPPER LACHLAN SHIRE COUNCIL  
10 Year Financial Plan for the Years ending 30 June 2036

**FINANCIAL PERFORMANCE INDICATORS - SEWER FUND**

Scenario: Base Case

	2021/22	Past Years			Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)	12.72%	4.36%	19.29%	23.85%	20.32%	19.19%	19.25%	19.29%	19.32%	19.35%	19.38%	19.41%	19.44%	19.46%	19.47%
Own Source Operating Revenue Ratio 1)	86.48%	96.67%	95.81%	96.59%	98.23%	86.05%	98.27%	98.29%	98.31%	98.32%	98.34%	98.36%	98.37%	98.39%	98.40%
Unrestricted Current Ratio	33.96	37.08	51.13	48.00	78.72	73.45	76.95	57.80	69.39	66.83	66.69	65.42	68.38	69.96	82.56
Debt Service Cover Ratio 1)	93.25	110	104	240	114.62	114.12	119.01	124.09	129.39	134.92	140.66	146.66	152.90	159.41	166.18
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	0.00%	5.77%	6.32%	7.35%	5.98%	6.04%	6.04%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%
Cash Expense Cover Ratio 1)	=	56.29	67.3	71.99	86.49	86.49	2.78	0.00	7.35	6.22	6.63	6.19	8.10	8.85	10.39
<b>1) different</b> Calculation to TCorp's calculation for same ratio															
<b>New Special Schedule 7 Ratios</b>															
Building & Infrastructure Asset Renewal Ratio	63.52%	0.00%	0.00%	0.00%	99.85%	125.72%	130.45%	57.88%	50.82%	82.41%	85.60%	88.44%	77.75%	79.16%	80.24%

**KEY PERFORMANCE INDICATORS - SEWER FUND**

Scenario: Base Case

		Current Year	Projected Years									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
<b>Council's Target Benchmarks</b>												
<b>New Note 13 Ratios</b>												
Operating Performance Ratio 1)	Snapshot											
	Actual Ratio	20.32%	19.19%	19.25%	19.29%	19.32%	19.35%	19.38%	19.41%	19.44%	19.46%	19.47%
Own Source Operating Revenue Ratio 1)	Snapshot											
	Actual Ratio	98.23%	86.95%	98.27%	98.29%	98.31%	98.32%	98.34%	98.36%	98.37%	98.39%	98.40%
Unrestricted Current Ratio	Snapshot											
	Actual Ratio	78.72	73.45	76.95	57.80	69.39	66.83	66.89	65.42	68.38	69.96	82.56
Debt Service Cover Ratio 1)	Snapshot											
	Actual Ratio	114.62	114.12	119.01	124.09	129.39	134.92	140.66	146.66	152.90	159.41	166.18
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	Snapshot											
	Actual Ratio	5.98%	6.04%	6.04%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%	6.03%
Cash Expense Cover Ratio 1)	Snapshot											
	Actual Ratio	86.49	86.49	2.78	0.00	7.35	6.22	6.63	6.19	8.10	8.85	10.39
<b>1) different</b> Calculation to TCorp's calculation for same ratio												
<b>New Special Schedule 7 Ratios</b>												
Building & Infrastructure Asset Renewal Ratio	Snapshot											
	Actual Ratio	99.85%	125.72%	130.45%	57.88%	50.82%	82.41%	85.69%	88.44%	77.75%	79.16%	80.24%

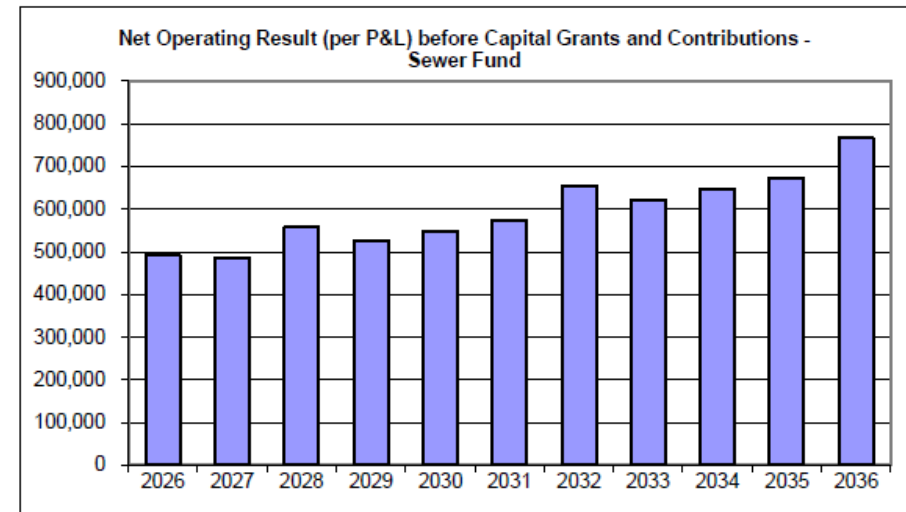
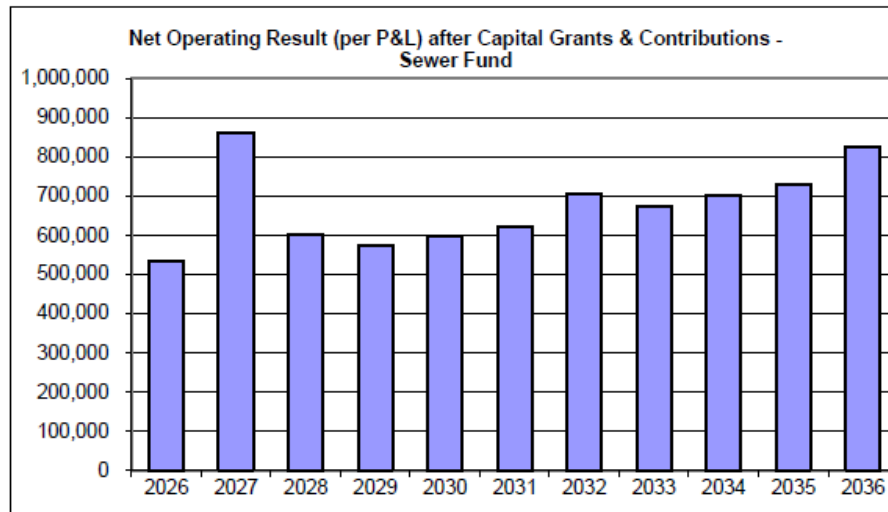
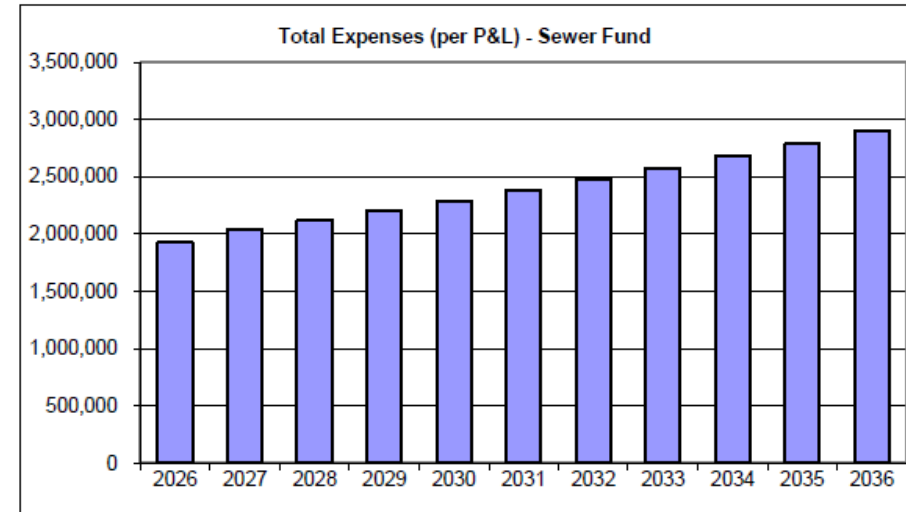
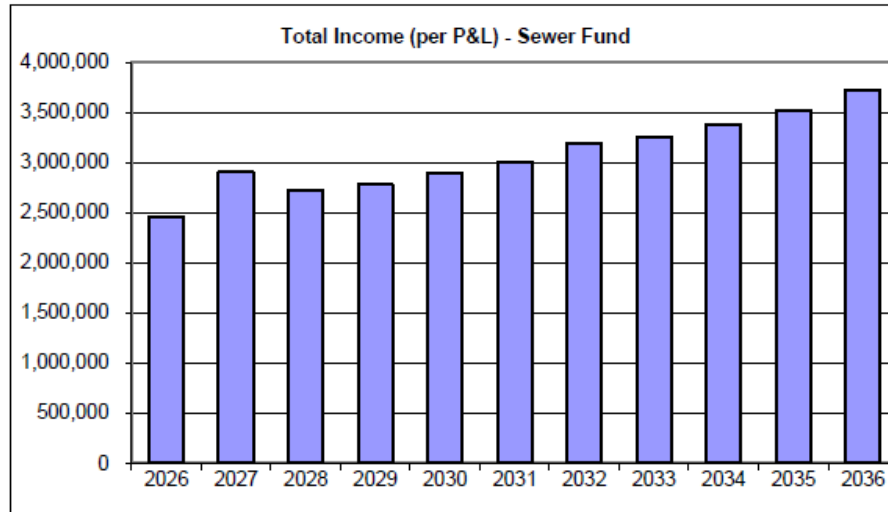
## UPPER LACHLAN SHIRE COUNCIL

10 Year Financial Plan for the Years ending 30 June 2036

### CHARTS - SEWER FUND

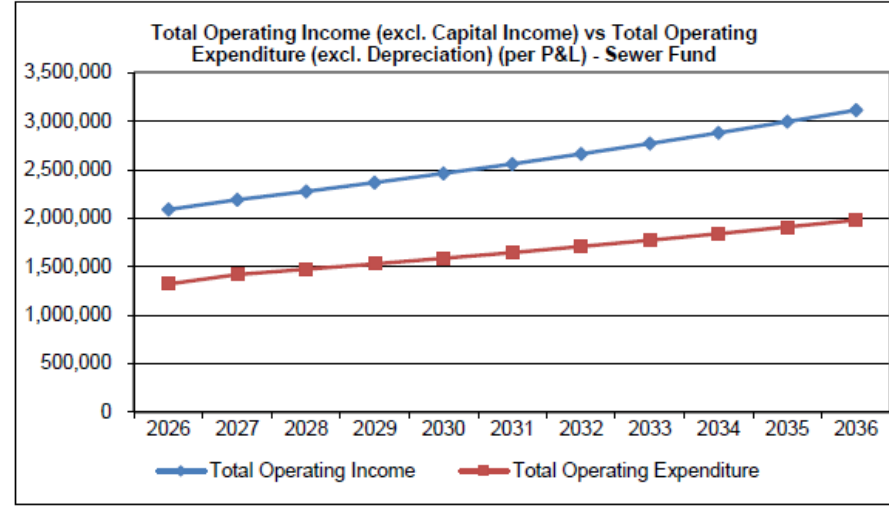
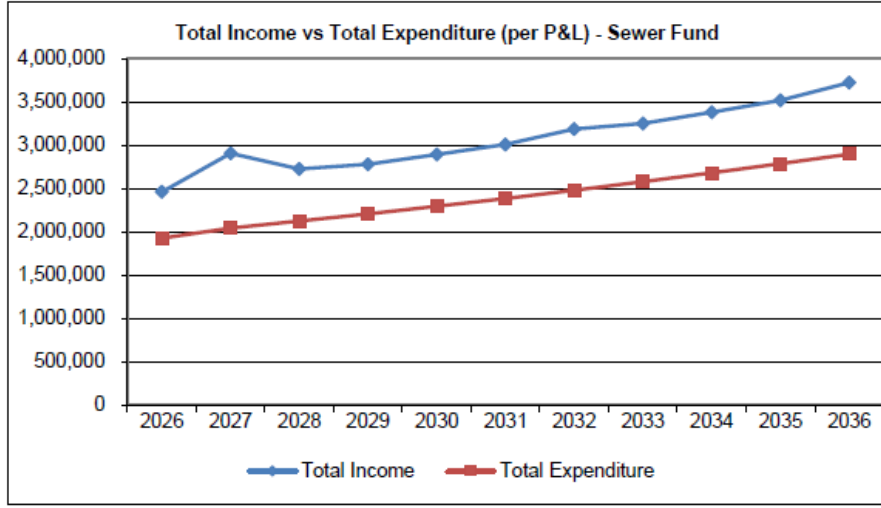
Scenario: Base Case

Income Statement Charts



**CHARTS - SEWER FUND**

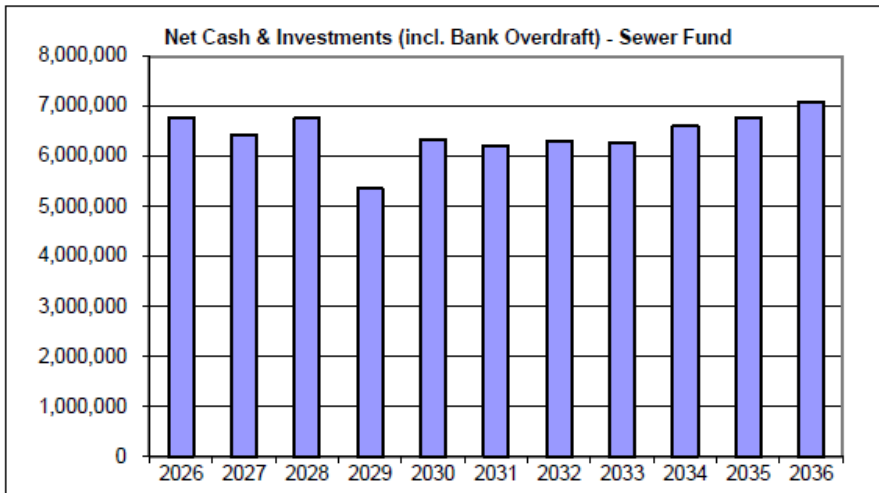
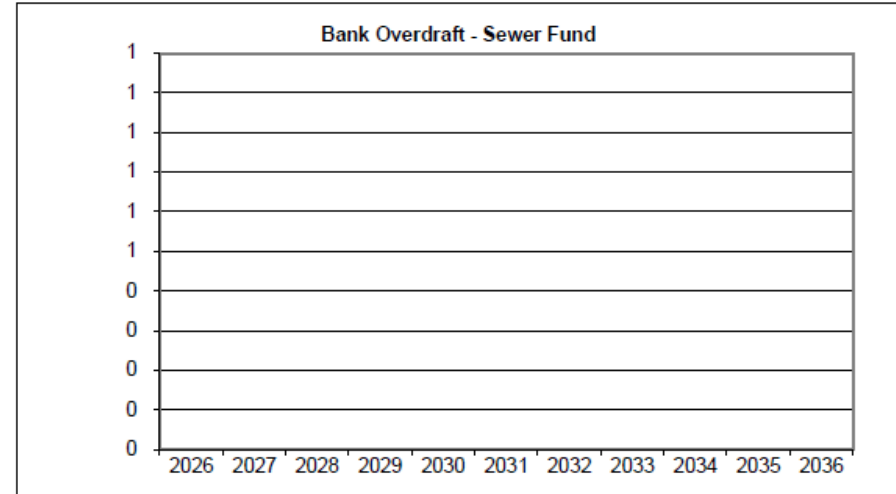
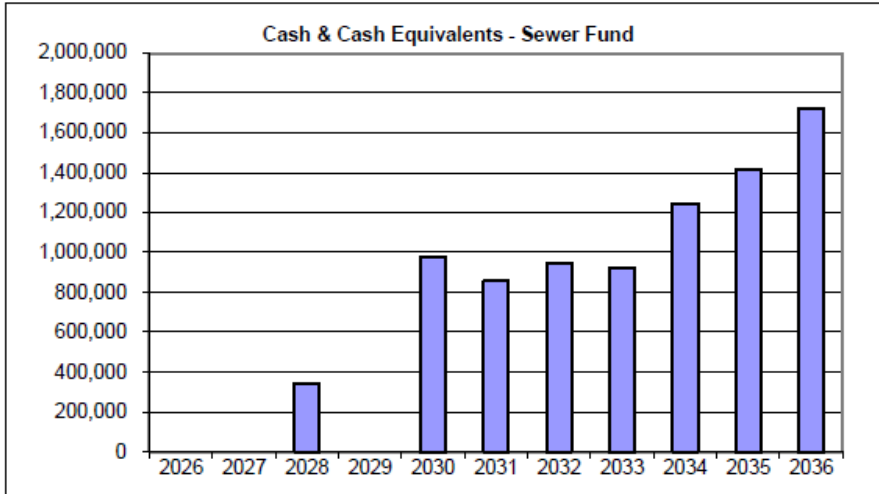
**Scenario: Base Case**  
 Income Statement Charts



**CHARTS - SEWER FUND**

Scenario: Base Case

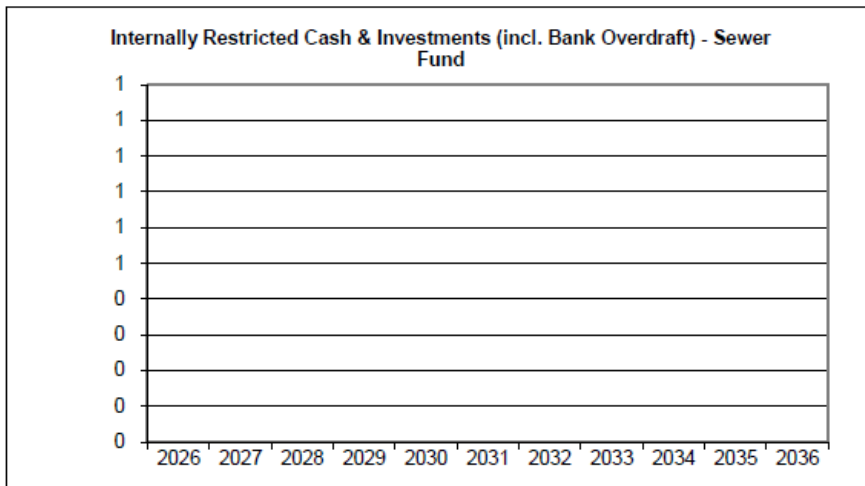
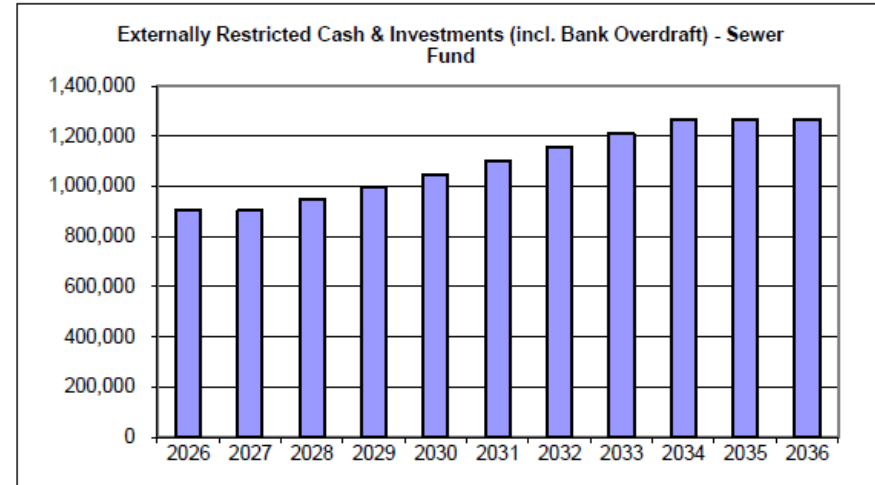
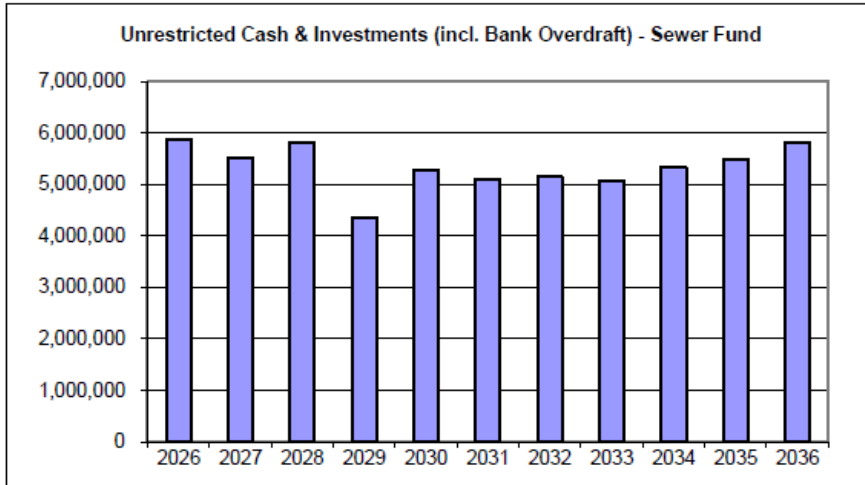
Cash, Investment & Bank Overdraft Charts



#### CHARTS - SEWER FUND

Scenario: Base Case

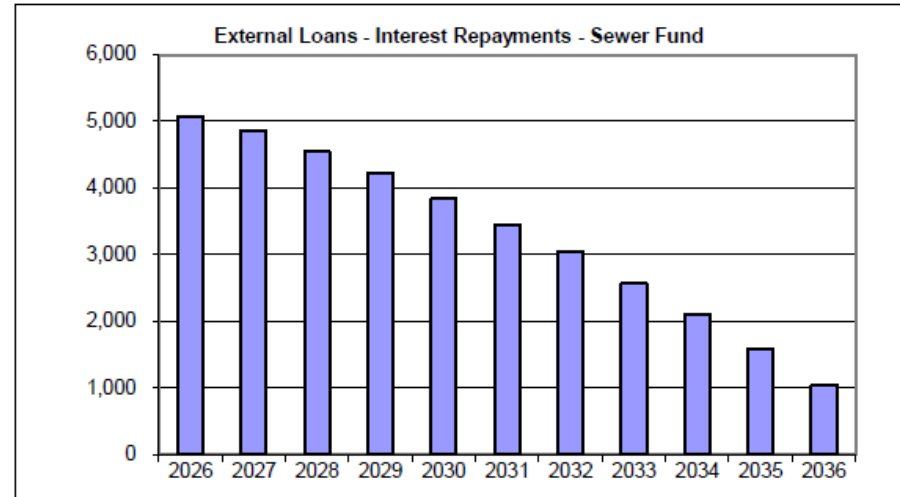
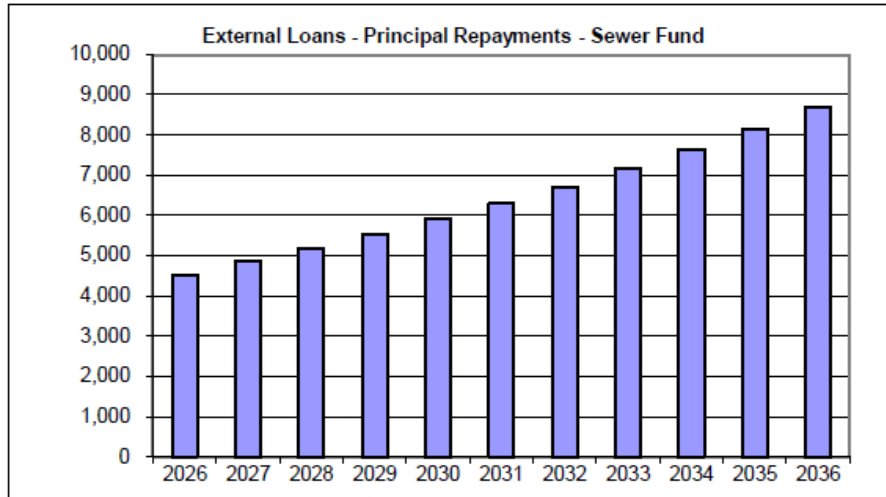
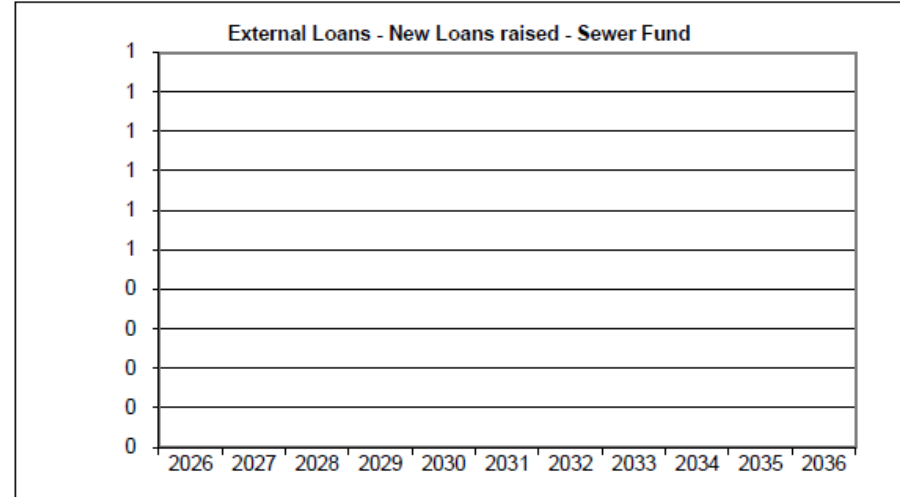
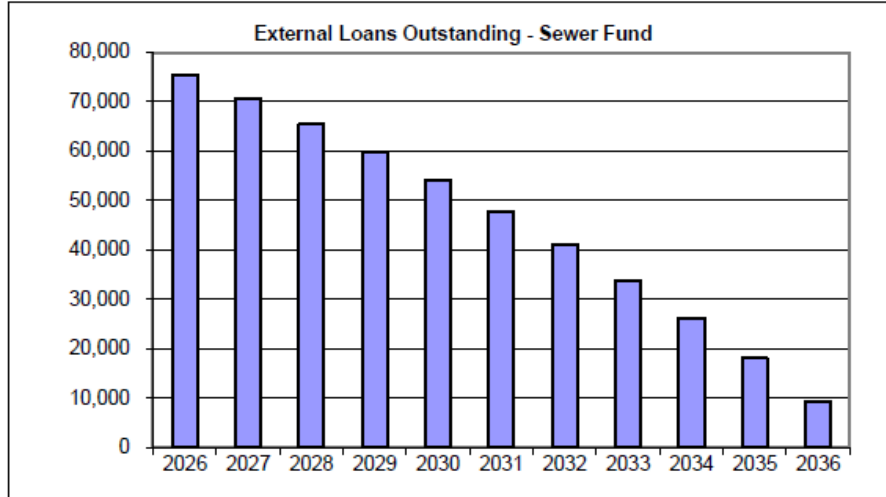
Cash Restrictions Charts



**CHARTS - SEWER FUND**

Scenario: Base Case

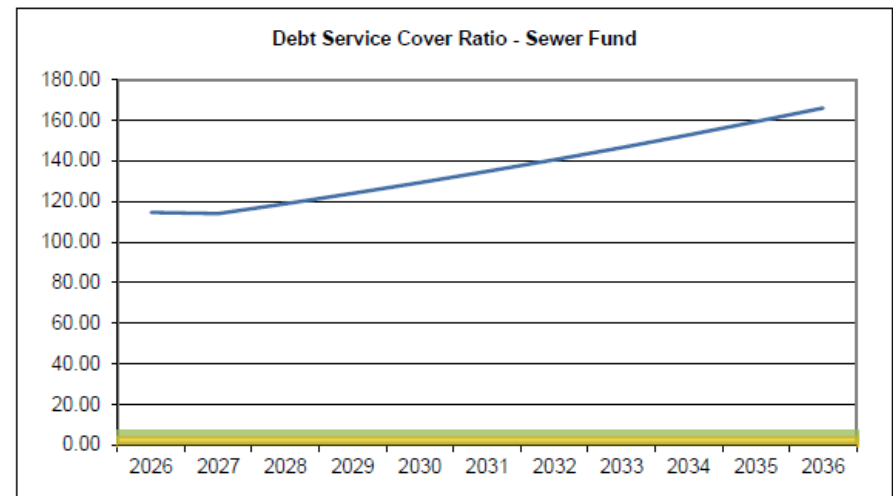
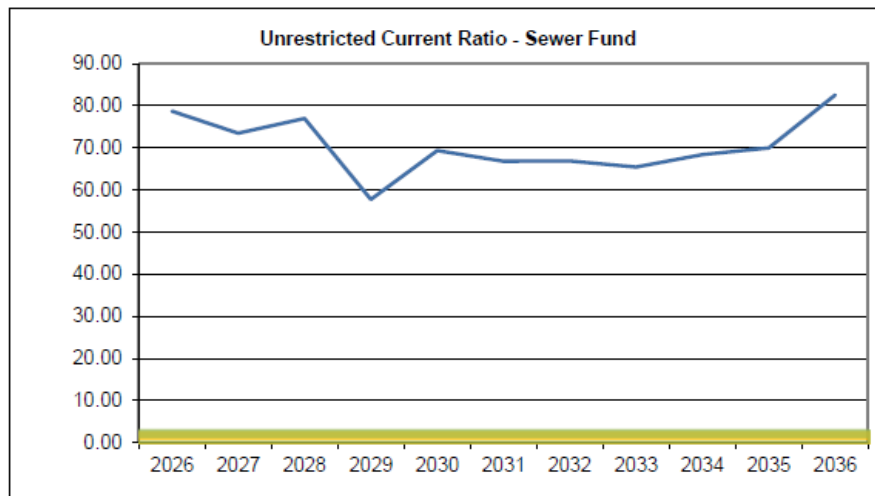
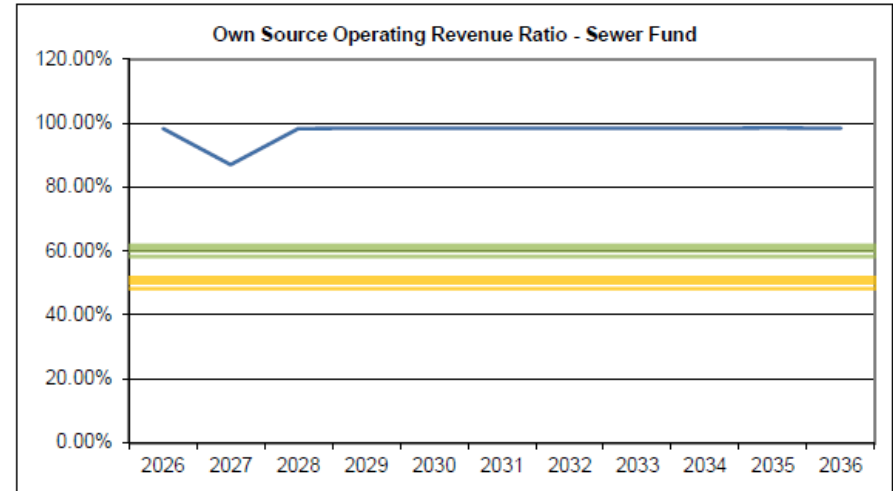
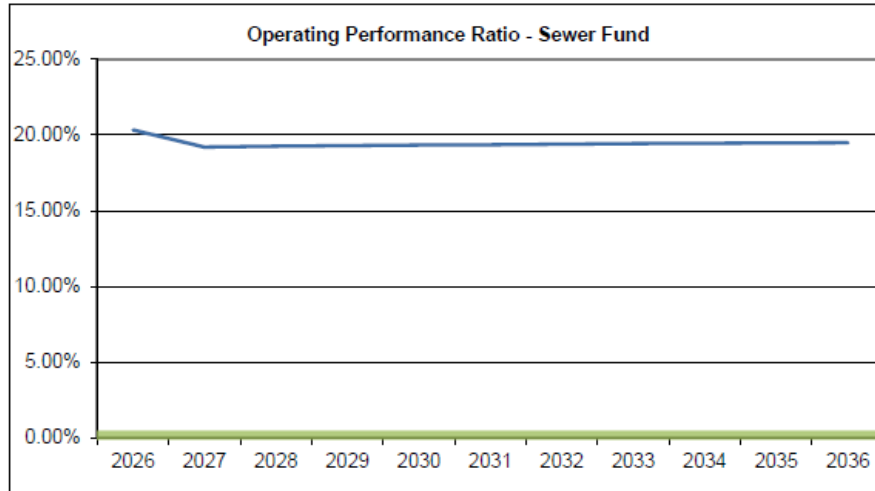
External Loans Charts



**CHARTS - SEWER FUND**

Scenario: Base Case

New Note 13 Ratios Charts

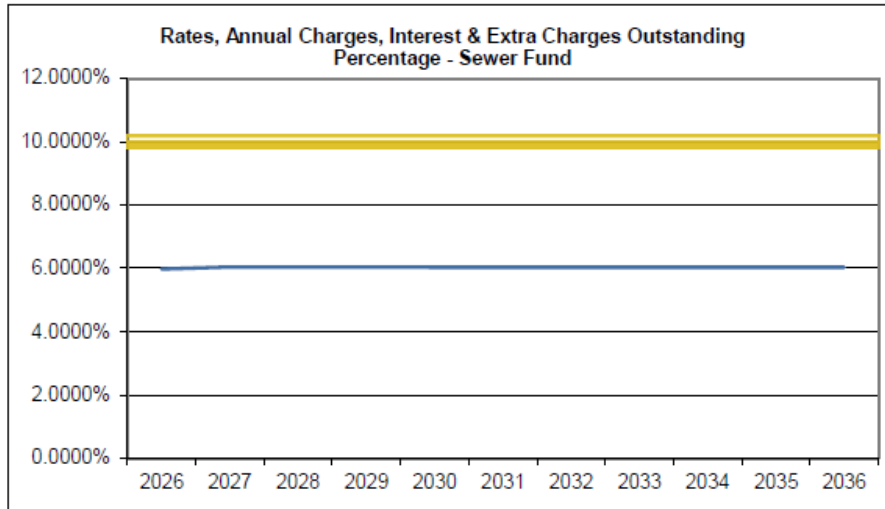


Minimum Amber
  Minimum Green
  Maximum Green
  Maximum Amber

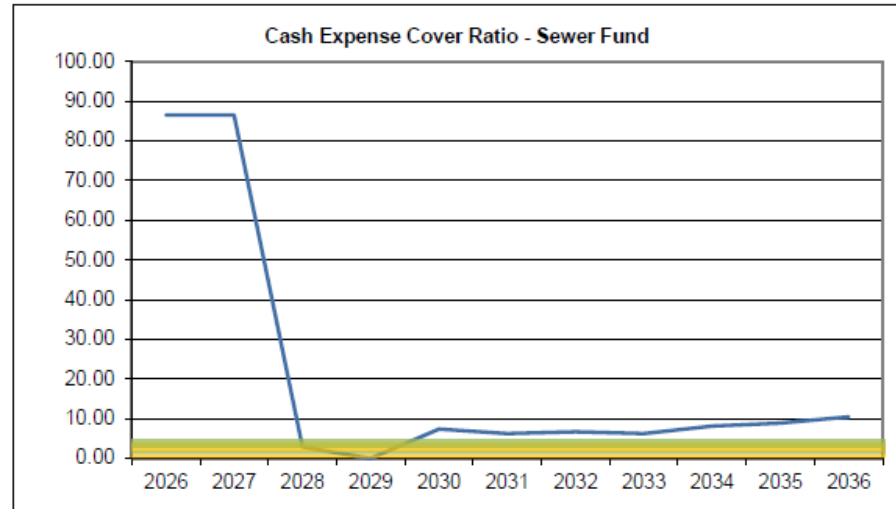
**CHARTS - SEWER FUND**

Scenario: Base Case

New Note 13 Ratios Charts (continued)



Minimum Amber Minimum Green



Maximum Green Maximum Amber