

Annexure A - Detailed financial statements for base model of the Uralla Shire Council LTFP

Uralla Shire Council Long Term Financial Plan 2025-26 to 2034-35 Consolidated Profit & Loss Account

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	8,436	8,942	10,570	12,246	12,689	13,070	13,396	13,815	14,160	14,514	14,967
User charges and fees	5,842	6,445	6,658	6,858	7,064	7,276	7,471	7,672	7,879	8,091	8,309
Other revenue	879	764	810	599	633	661	681	701	722	743	765
Grants and contributions provided for operating purposes	9,968	11,115	11,262	11,560	11,866	12,391	12,716	13,050	13,394	13,749	14,365
Interest and investment income	777	676	577	538	518	518	518	518	518	518	518
Total revenue from operational activities	25,903	27,942	29,878	31,801	32,770	33,916	34,783	35,756	36,673	37,615	38,925
Expenses from continuing operations											
Employee benefits and on-costs	(12,913)	(14,709)	(14,532)	(14,242)	(14,799)	(16,200)	(16,585)	(17,304)	(18,082)	(18,624)	(19,162)
Materials and services	(7,177)	(8,465)	(8,387)	(8,562)	(8,988)	(9,129)	(9,343)	(9,782)	(9,984)	(10,088)	(11,000)
Borrowing costs	(129)	(249)	(249)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(21,080)	(24,385)	(24,159)	(23,866)	(24,873)	(26,440)	(27,068)	(28,255)	(29,265)	(29,943)	(31,427)
Operating result prior to consideration of capital grants and depreciation	4,824	3,557	5,719	7,935	7,897	7,476	7,714	7,501	7,407	7,671	7,498
Depreciation on Non-current assets	(7,511)	(8,165)	(6,721)	(6,926)	(7,170)	(7,381)	(7,567)	(7,756)	(7,924)	(8,107)	(8,299)
Operating profit/(loss) after depreciation	(2,687)	(4,608)	(1,001)	1,009	727	95	148	(255)	(517)	(436)	(802)
Grants and contributions provided for capital purposes	5,450	2,459	4,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Overall result with capital grants	2,763	(2,149)	3,292	3,337	3,090	2,493	2,582	2,216	1,991	2,110	1,782
Capital Investments											
Employee benefits and on-costs	(1,798)	(455)	(1,087)	(1,845)	(1,771)	(868)	(994)	(803)	(568)	(585)	(623)
Materials and services	(10,779)	(6,563)	(6,894)	(9,490)	(9,184)	(7,836)	(7,721)	(6,758)	(7,659)	(7,738)	(9,025)
Total Capex during the year	(12,577)	(7,018)	(7,981)	(11,336)	(10,955)	(8,704)	(8,715)	(7,561)	(8,227)	(8,323)	(9,648)
Cash flow surplus/(deficit) for the year	(2,303)	(1,002)	2,032	(1,073)	(695)	1,170	1,433	2,410	1,688	1,894	433

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Profit & Loss Account - General Fund (Exc. Waste Service)

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	4,565	4,786	6,153	7,571	7,874	8,110	8,312	8,604	8,819	9,039	9,356
User charges and fees	3,156	3,321	3,425	3,527	3,633	3,742	3,849	3,960	4,074	4,190	4,311
Other revenue	826	689	704	468	482	497	509	522	535	548	562
Grants and contributions provided for operating purposes	5,427	6,832	6,851	7,016	7,186	7,571	7,751	7,937	8,128	8,324	8,778
Interest and investment income	404	418	356	331	318	318	318	318	318	318	318
Total revenue from operational activities	14,378	16,046	17,489	18,913	19,494	20,238	20,741	21,340	21,873	22,420	23,324
Expenses from continuing operations											
Employee benefits and on-costs	(7,767)	(8,783)	(8,681)	(8,513)	(8,844)	(9,675)	(9,906)	(10,333)	(10,796)	(11,120)	(11,442)
Materials and services	(2,588)	(4,149)	(3,919)	(3,960)	(4,249)	(4,247)	(4,339)	(4,653)	(4,727)	(4,699)	(5,477)
Borrowing costs	(93)	(53)	(47)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(11,308)	(13,946)	(13,638)	(13,534)	(14,178)	(15,033)	(15,385)	(16,156)	(16,723)	(17,051)	(18,183)
Operating result prior to consideration of capital grants and depreciation	3,071	2,100	3,851	5,379	5,315	5,205	5,356	5,184	5,150	5,369	5,141
Depreciation on Non-current assets	(4,943)	(5,121)	(5,224)	(5,351)	(5,518)	(5,682)	(5,822)	(5,964)	(6,101)	(6,251)	(6,401)
Operating profit/(loss) after depreciation	(1,873)	(3,021)	(1,373)	28	(202)	(477)	(466)	(780)	(951)	(882)	(1,260)
Grants and contributions provided for capital purposes	4,300	2,259	2,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Results with capital grants	2,427	(762)	921	2,356	2,161	1,921	1,968	1,691	1,556	1,663	1,323
Capital Investments											
Employee benefits and on-costs	(1,708)	(340)	(990)	(1,805)	(1,731)	(815)	(951)	(760)	(525)	(530)	(579)
Materials and services	(8,461)	(4,159)	(5,548)	(6,846)	(6,727)	(6,144)	(6,227)	(5,833)	(6,758)	(6,405)	(7,772)
Total Capex during the year	(10,169)	(4,499)	(6,538)	(8,652)	(8,458)	(6,960)	(7,178)	(6,593)	(7,282)	(6,936)	(8,352)
Cash flow surplus/(deficit) for the year	(2,798)	(140)	(393)	(945)	(780)	644	612	1,061	375	979	(627)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Profit & Loss Account - Water Fund

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	675	696	720	742	764	787	806	827	847	868	890
User charges and fees	1,007	1,016	1,052	1,083	1,116	1,149	1,178	1,208	1,238	1,269	1,301
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	824	-	-	-	-	-	-	-	-	-	-
Interest and investment income	136	89	76	71	69	69	69	69	69	69	69
Total revenue from operational activities	2,643	1,801	1,849	1,897	1,949	2,005	2,054	2,103	2,154	2,206	2,260
Expenses from continuing operations											
Employee benefits and on-costs	(396)	(528)	(522)	(512)	(532)	(582)	(595)	(621)	(649)	(668)	(688)
Materials and services	(1,836)	(829)	(858)	(883)	(910)	(937)	(960)	(984)	(1,009)	(1,034)	(1,060)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(2,232)	(1,356)	(1,379)	(1,395)	(1,441)	(1,519)	(1,556)	(1,606)	(1,658)	(1,703)	(1,748)
Operating result prior to consideration of capital grants and depreciation	411	445	469	502	508	487	498	498	496	504	512
Depreciation on Non-current assets	(639)	(669)	(698)	(713)	(726)	(739)	(758)	(771)	(784)	(797)	(811)
Operating profit/(loss) after depreciation	(228)	(224)	(229)	(211)	(218)	(252)	(260)	(273)	(288)	(294)	(299)
Grants and contributions provided for capital purposes	1,150	200	-	-	-	-	-	-	-	-	-
Results with capital grants	922	(24)	(229)	(211)	(218)	(252)	(260)	(273)	(288)	(294)	(299)
Capital Investments											
Employee benefits and on-costs	(82)	(63)	(25)	(18)	(17)	(17)	(18)	(18)	(19)	(19)	(19)
Materials and services	(1,456)	(1,442)	(554)	(400)	(373)	(814)	(380)	(406)	(396)	(404)	(412)
Total Capex during the year	(1,538)	(1,505)	(579)	(418)	(390)	(832)	(397)	(424)	(414)	(423)	(431)
Cash flow surplus/(deficit) in the year	23	(861)	(110)	84	117	(345)	101	74	82	81	81

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Profit & Loss Account - Sewer Fund

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	1,091	1,128	1,168	1,203	1,239	1,276	1,308	1,341	1,374	1,408	1,444
User charges and fees	57	81	84	86	89	91	94	96	98	101	103
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	84	52	44	41	40	40	40	40	40	40	40
Total revenue from operational activities	1,232	1,261	1,296	1,330	1,367	1,407	1,441	1,476	1,512	1,549	1,587
Expenses from continuing operations											
Employee benefits and on-costs	(340)	(263)	(260)	(255)	(265)	(290)	(297)	(310)	(323)	(333)	(343)
Materials and services	(324)	(449)	(464)	(478)	(493)	(507)	(520)	(533)	(546)	(560)	(574)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(664)	(712)	(724)	(733)	(757)	(797)	(817)	(843)	(870)	(893)	(917)
Operating result prior to consideration of capital grants and depreciation	568	549	571	597	610	610	625	634	642	656	670
Depreciation on Non-current assets	(488)	(501)	(510)	(519)	(530)	(540)	(551)	(562)	(573)	(584)	(595)
Operating profit/(loss) after depreciation	80	48	61	78	80	70	73	72	70	72	75
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	80	48	61	78	80	70	73	72	70	72	75
Capital Investments											
Employee benefits and on-costs	-	(10)	(16)	(17)	(17)	(23)	(19)	(18)	(19)	(19)	(19)
Materials and services	(520)	(302)	(306)	(315)	(323)	(383)	(351)	(346)	(353)	(361)	(368)
Total Capex during the year	(520)	(312)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)
Cash flow surplus/(deficit) in the year	48	237	249	265	269	204	254	269	270	276	283

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Profit & Loss Account - McMaugh Gardens

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,109	1,240	1,284	1,322	1,362	1,403	1,438	1,474	1,510	1,548	1,587
Other revenue	5	37	67	91	110	122	129	135	142	149	156
Grants and contributions provided for operating purposes	3,717	4,282	4,411	4,543	4,680	4,820	4,965	5,113	5,267	5,425	5,588
Interest and investment income	131	107	91	84	81	81	81	81	81	81	81
Total revenue from operational activities	4,961	5,667	5,852	6,041	6,232	6,426	6,611	6,802	6,999	7,202	7,411
Expenses from continuing operations											
Employee benefits and on-costs	(3,363)	(4,210)	(4,161)	(4,080)	(4,239)	(4,638)	(4,748)	(4,954)	(5,176)	(5,331)	(5,485)
Materials and services	(1,025)	(1,322)	(1,368)	(1,409)	(1,452)	(1,495)	(1,533)	(1,571)	(1,610)	(1,650)	(1,692)
Borrowing costs	(3)	(1)	(0)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(4,391)	(5,533)	(5,530)	(5,490)	(5,691)	(6,133)	(6,281)	(6,524)	(6,786)	(6,981)	(7,177)
Operating result prior to consideration of capital grants and depreciation	570	135	323	551	541	293	330	278	214	221	234
Depreciation on Non-current assets	(229)	(235)	(248)	(256)	(269)	(279)	(290)	(296)	(302)	(307)	(323)
Operating profit/(loss) after depreciation	342	(100)	75	295	272	13	40	(18)	(89)	(86)	(88)
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Results with capital grants	342	(100)	75	295	272	13	40	(18)	(89)	(86)	(88)
Capital Investments											
Employee benefits and on-costs	(8)	(5)	(5)	(6)	(6)	(6)	(6)	(6)	(6)	(17)	-
Materials and services	(193)	(486)	(290)	(492)	(341)	(384)	(169)	(173)	(91)	(569)	(426)
Total Capex during the year	(200)	(492)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)
Cash flow surplus/(deficit) in the year	370	(357)	28	53	194	(98)	156	99	117	(365)	(191)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Profit & Loss Account - Waste Service

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from continuing operations											
Rates and annual charges	2,105	2,332	2,530	2,731	2,813	2,897	2,970	3,044	3,120	3,198	3,278
User charges and fees	513	787	815	839	864	890	913	935	959	983	1,007
Other revenue	48	37	38	40	41	42	43	44	45	46	47
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	22	10	10	10	10	10	10	10	10	10	10
Total revenue from operational activities	2,689	3,167	3,393	3,620	3,728	3,840	3,935	4,033	4,134	4,237	4,343
Expenses from continuing operations											
Employee benefits and on-costs	(1,048)	(925)	(908)	(883)	(919)	(1,016)	(1,039)	(1,086)	(1,137)	(1,171)	(1,205)
Materials and services	(1,404)	(1,717)	(1,777)	(1,831)	(1,886)	(1,942)	(1,991)	(2,041)	(2,092)	(2,144)	(2,197)
Borrowing costs	(34)	(195)	(202)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	(2,485)	(2,838)	(2,888)	(2,714)	(2,804)	(2,958)	(3,030)	(3,126)	(3,229)	(3,315)	(3,402)
Operating result prior to consideration of capital grants and depreciation	204	329	505	906	924	882	906	907	905	922	940
Depreciation on Non-current assets	(1,212)	(1,639)	(41)	(87)	(128)	(141)	(145)	(163)	(164)	(167)	(169)
Operating profit/(loss) after depreciation	(1,008)	(1,310)	464	819	796	741	760	744	741	755	772
Grants and contributions provided for capital purposes	-	-	2,000	-	-	-	-	-	-	-	-
Results with capital grants	(1,008)	(1,310)	2,464	819	796	741	760	744	741	755	772
Capital Investments											
Employee benefits and on-costs	-	(37)	(51)	-	-	(6)	-	-	-	-	(5)
Materials and services	(150)	(173)	(197)	(1,437)	(1,419)	(111)	(595)	-	(62)	-	(48)
Total Capex during the year	(150)	(210)	(247)	(1,437)	(1,419)	(117)	(595)	-	(62)	-	(53)
Cash flow surplus/(deficit) in the year	54	119	2,258	(530)	(495)	765	311	907	843	922	887
Cash outflow for tip remediation	-	-	(2,535)	-	-	(699)	-	-	-	-	-
Cash flow surplus/(deficit) in the year including remediation	54	119	(277)	(530)	(495)	66	311	907	843	922	887

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Consolidated Cash Flow Statement

Amounts in '000

Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	8,436	8,942	10,570	12,246	12,689	13,070	13,396	13,815	14,160	14,514	14,967
User charges and fees	5,842	6,445	6,658	6,858	7,064	7,276	7,471	7,672	7,879	8,091	8,309
Other revenue	879	764	810	599	633	661	681	701	722	743	765
Grants and contributions provided for operating purposes	9,968	11,115	11,262	11,560	11,866	12,391	12,716	13,050	13,394	13,749	14,365
Grants and contributions provided for capital purposes	5,450	2,459	4,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Interest and investment income	777	676	577	538	518	518	518	518	518	518	518
Payments:											
Employee benefits and on-costs	(12,913)	(14,709)	(14,532)	(14,242)	(14,799)	(16,200)	(16,585)	(17,304)	(18,082)	(18,624)	(19,162)
Materials and services	(7,177)	(8,465)	(8,387)	(8,562)	(8,988)	(9,129)	(9,343)	(9,782)	(9,984)	(10,088)	(11,000)
Borrowing costs	(129)	(249)	(249)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	10,274	6,016	10,013	10,263	10,260	9,874	10,148	9,972	9,915	10,217	10,081
Cash Flows from Investing Activities											
Net change in investments	(11)	779	(31)	247	184	106	182	237	222	221	259
Investment in Infrastructure, Property, Plant & Equipment	(12,577)	(7,018)	(10,517)	(11,336)	(10,955)	(9,403)	(8,715)	(7,561)	(8,227)	(8,323)	(9,648)
Net Cash provided (or used in) Investing Activities	(12,587)	(6,239)	(10,548)	(11,089)	(10,770)	(9,298)	(8,533)	(7,324)	(8,005)	(8,102)	(9,389)
Cash Flows from Financing Activities											
Receipts from loans or borrowings/McM Bonds	700	819	105	380	318	208	284	340	324	324	359
Payment of loans or borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Net Cash provided (or used in) Financing Activities	562	672	(31)	246	184	106	182	237	222	222	257
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(1,752)	449	(566)	(580)	(326)	682	1,797	2,885	2,132	2,337	949
Opening Balance of Cash and Cash Equivalent (including Restrictions)	27,451	25,699	26,148	25,581	25,002	24,675	25,358	27,155	30,040	32,172	34,509
Cash & Cash Equivalents - end of the year	25,699	26,148	25,581	25,002	24,675	25,358	27,155	30,040	32,172	34,509	35,458

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - General Fund

	Amounts in '000										
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	4,565	4,786	6,153	7,571	7,874	8,110	8,312	8,604	8,819	9,039	9,356
User charges and fees	3,156	3,321	3,425	3,527	3,633	3,742	3,849	3,960	4,074	4,190	4,311
Other revenue	826	689	704	468	482	497	509	522	535	548	562
Grants and contributions provided for operating purposes	5,427	6,832	6,851	7,016	7,186	7,571	7,751	7,937	8,128	8,324	8,778
Grants and contributions provided for capital purposes	4,300	2,259	2,293	2,328	2,363	2,398	2,434	2,471	2,508	2,545	2,583
Interest and investment income	404	418	356	331	318	318	318	318	318	318	318
Payments:											
Employee benefits and on-costs	(7,767)	(8,783)	(8,681)	(8,513)	(8,844)	(9,675)	(9,906)	(10,333)	(10,796)	(11,120)	(11,442)
Materials and services	(2,588)	(4,149)	(3,919)	(3,960)	(4,249)	(4,247)	(4,339)	(4,653)	(4,727)	(4,699)	(5,477)
Borrowing costs	(93)	(53)	(47)	(40)	(33)	(27)	(22)	(17)	(13)	(8)	(3)
Councillor and Mayoral fees and associated expenses	(162)	(168)	(173)	(178)	(183)	(189)	(195)	(200)	(206)	(213)	(219)
Audit fees	(161)	(182)	(188)	(195)	(201)	(208)	(215)	(222)	(229)	(237)	(244)
Other expenses	(756)	(611)	(630)	(649)	(668)	(688)	(709)	(730)	(752)	(774)	(798)
Net loss/(gain) from the disposal of assets	220	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	7,371	4,359	6,144	7,707	7,678	7,603	7,790	7,655	7,657	7,914	7,724
Cash Flows from Investing Activities											
Net change in investments	(11)	779	(31)	247	184	106	182	237	222	221	259
Investment in Infrastructure, Property, Plant & Equipment	(10,169)	(4,499)	(6,538)	(8,652)	(8,458)	(6,960)	(7,178)	(6,593)	(7,282)	(6,936)	(8,352)
Net Cash provided (or used in) Investing Activities	(10,179)	(3,720)	(6,569)	(8,405)	(8,274)	(6,854)	(6,996)	(6,356)	(7,060)	(6,714)	(8,093)
Cash Flows from Financing Activities											
Receipts from loans or borrowings/McM Bonds	700	819	105	380	318	208	284	340	324	324	359
Payment of loans or borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Net Cash provided (or used in) Financing Activities	562	672	(31)	246	184	106	182	237	222	222	257
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	(2,247)	1,311	(456)	(452)	(412)	855	976	1,536	820	1,422	(111)
Opening Balance of Cash and Cash Equivalent (including Restrictions)	21,291	19,044	20,355	19,899	19,447	19,035	19,890	20,866	22,402	23,221	24,643
Cash & Cash Equivalents - end of the year	19,044	20,355	19,899	19,447	19,035	19,890	20,866	22,402	23,221	24,643	24,532

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - Water Fund

Amounts in '000

Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	675	696	720	742	764	787	806	827	847	868	890
User charges and fees	1,007	1,016	1,052	1,083	1,116	1,149	1,178	1,208	1,238	1,269	1,301
Other revenue	-	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	824	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	1,150	200	-	-	-	-	-	-	-	-	-
Interest and investment income	136	89	76	71	69	69	69	69	69	69	69
Payments:											
Employee benefits and on-costs	(396)	(528)	(522)	(512)	(532)	(582)	(595)	(621)	(649)	(668)	(688)
Materials and services	(1,836)	(829)	(858)	(883)	(910)	(937)	(960)	(984)	(1,009)	(1,034)	(1,060)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	1,561	644	469	502	508	487	498	498	496	504	512
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(1,538)	(1,505)	(579)	(418)	(390)	(832)	(397)	(424)	(414)	(423)	(431)
Net Cash provided (or used in) Investing Activities	(1,538)	(1,505)	(579)	(418)	(390)	(832)	(397)	(424)	(414)	(423)	(431)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	23	(861)	(110)	84	117	(345)	101	74	82	81	81
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	2,850	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097
Cash & Cash Equivalents - end of the year	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097	2,178

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - Sewer Fund

Particulars of Cash Movement	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	1,091	1,128	1,168	1,203	1,239	1,276	1,308	1,341	1,374	1,408	1,444
User charges and fees	57	81	84	86	89	91	94	96	98	101	103
Other revenue	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	84	52	44	41	40	40	40	40	40	40	40
Payments:											
Employee benefits and on-costs	(340)	(263)	(260)	(255)	(265)	(290)	(297)	(310)	(323)	(333)	(343)
Materials and services	(324)	(449)	(464)	(478)	(493)	(507)	(520)	(533)	(546)	(560)	(574)
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	568	549	571	597	610	610	625	634	642	656	670
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(520)	(312)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)
Net Cash provided (or used in) Investing Activities	(520)	(312)	(323)	(332)	(341)	(406)	(370)	(365)	(372)	(380)	(387)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	48	237	249	265	269	204	254	269	270	276	283
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	2,121	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464
Cash & Cash Equivalents - end of the year	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464	4,747

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - McMaugh Fund

	Amounts in '000										
Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	-	-	-	-	-	-	-	-	-	-	-
User charges and fees	1,109	1,240	1,284	1,322	1,362	1,403	1,438	1,474	1,510	1,548	1,587
Other revenue	5	37	67	91	110	122	129	135	142	149	156
Grants and contributions provided for operating purposes	3,717	4,282	4,411	4,543	4,680	4,820	4,965	5,113	5,267	5,425	5,588
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	131	107	91	84	81	81	81	81	81	81	81
Payments:											
Employee benefits and on-costs	(3,363)	(4,210)	(4,161)	(4,080)	(4,239)	(4,638)	(4,748)	(4,954)	(5,176)	(5,331)	(5,485)
Materials and services	(1,025)	(1,322)	(1,368)	(1,409)	(1,452)	(1,495)	(1,533)	(1,571)	(1,610)	(1,650)	(1,692)
Borrowing costs	(3)	(1)	(0)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	570	135	323	551	541	293	330	278	214	221	234
Cash Flows from Investing Activities											
Investment in Infrastructure, Property, Plant & Equipment	(200)	(492)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)
Net Cash provided (or used in) Investing Activities	(200)	(492)	(295)	(498)	(346)	(390)	(174)	(179)	(97)	(586)	(426)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	370	(357)	28	53	194	(98)	156	99	117	(365)	(191)
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	-	370	13	41	94	288	191	346	445	562	198
Cash & Cash Equivalents - end of the year	370	13	41	94	288	191	346	445	562	198	6

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Cash Flow Statement - Waste Service

Amounts in '000

Particulars of Cash Movement	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Cash Flows from Operating Activities											
Receipts:											
Rates and annual charges	2,105	2,332	2,530	2,731	2,813	2,897	2,970	3,044	3,120	3,198	3,278
User charges and fees	513	787	815	839	864	890	913	935	959	983	1,007
Other revenue	48	37	38	40	41	42	43	44	45	46	47
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for specific purposes	-	-	2,000	-	-	-	-	-	-	-	-
Interest and investment income	22	10	10	10	10	10	10	10	10	10	10
Payments:											
Employee benefits and on-costs	(1,048)	(925)	(908)	(883)	(919)	(1,016)	(1,039)	(1,086)	(1,137)	(1,171)	(1,205)
Materials and services	(1,404)	(1,717)	(1,777)	(1,831)	(1,886)	(1,942)	(1,991)	(2,041)	(2,092)	(2,144)	(2,197)
Borrowing costs	(34)	(195)	(202)	-	-	-	-	-	-	-	-
Councillor and Mayoral fees and associated expenses	-	-	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-	-	-
Remediation of landfill	-	-	-	-	-	-	-	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	204	329	2,505	906	924	882	906	907	905	922	940
Cash Flows from Investing Activities											
Remediation of landfill assets	-	-	(2,535)	-	-	(699)	-	-	-	-	-
Investment in Infrastructure, Property, Plant & Equipment	(150)	(210)	(247)	(1,437)	(1,419)	(117)	(595)	-	(62)	-	(53)
Net Cash provided (or used in) Investing Activities	(150)	(210)	(2,782)	(1,437)	(1,419)	(816)	(595)	-	(62)	-	(53)
Cash Flows from Financing Activities											
Receipts from loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Payment of loans or borrowings	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents during the year	54	119	(277)	(530)	(495)	66	311	907	843	922	887
Plus: Cash & Cash Equivalents - beginning of year (including restricted funds)	1,265	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183
Cash & Cash Equivalents - end of the year	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183	4,071

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Consolidated Balance Sheet

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents	9,335	8,333	7,829	6,757	6,062	6,533	7,966	10,377	12,064	13,958	14,391
Investments	16,343	17,122	17,091	17,337	17,522	17,627	17,809	18,047	18,269	18,490	18,749
Receivables	4,059	3,791	4,171	4,267	4,333	4,475	4,594	4,700	4,816	4,933	5,081
Inventories	324	238	204	289	280	247	253	236	256	260	294
Contract assets	1,498	1,035	1,131	1,431	1,412	1,234	1,250	1,166	1,239	1,263	1,393
Other	111	117	132	120	123	125	123	124	124	124	124
Total current assets	31,671	30,637	30,557	30,202	29,732	30,242	31,995	34,649	36,768	39,027	40,032
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	315,321	318,340	323,467	333,407	341,840	346,549	352,071	356,488	361,666	367,071	373,198
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	315,321	318,340	323,467	333,407	341,840	346,549	352,071	356,488	361,666	367,071	373,198
Total assets	346,992	348,976	354,025	363,608	371,572	376,790	384,067	391,137	398,434	406,099	413,230
Current liabilities											
Payables	(6,850)	(6,452)	(6,461)	(6,922)	(6,931)	(6,743)	(6,756)	(6,674)	(6,850)	(6,879)	(7,231)
Contract liabilities	(6,839)	(8,383)	(4,263)	(4,509)	(3,398)	(3,460)	(3,429)	(3,444)	(3,437)	(3,441)	(3,439)
Lease liabilities	(21)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Employee benefit provisions	(2,431)	(2,479)	(2,454)	(2,455)	(2,462)	(2,457)	(2,458)	(2,459)	(2,458)	(2,458)	(2,459)
Total current liabilities	(16,278)	(17,482)	(13,333)	(14,039)	(12,946)	(12,782)	(12,766)	(12,700)	(12,867)	(12,901)	(13,251)
Non-current liabilities											
Lease liabilities	(141)	(135)	(132)	(136)	(134)	(134)	(135)	(135)	(135)	(135)	(135)
Borrowings	(1,016)	(887)	(757)	(625)	(523)	(420)	(318)	(216)	(113)	(11)	-
Employee benefit provisions	(1,341)	(507)	(642)	(830)	(660)	(711)	(733)	(701)	(715)	(717)	(711)
Provisions for Tip Assets	(4,728)	(2,364)	-	-	-	-	-	-	-	-	-
Total non-current liabilities	(7,227)	(3,894)	(1,532)	(1,591)	(1,317)	(1,265)	(1,186)	(1,051)	(963)	(862)	(846)
Net assets	323,487	327,601	339,160	347,978	357,310	362,743	370,115	377,386	384,604	392,336	399,134
EQUITY											
Accumulated surplus	(91,945)	(88,874)	(92,191)	(95,756)	(99,057)	(101,768)	(104,602)	(107,077)	(109,341)	(111,738)	(113,814)
IPPE revaluation reserve	(231,542)	(238,726)	(246,969)	(252,222)	(258,253)	(260,975)	(265,513)	(270,308)	(275,264)	(280,598)	(285,320)
Total equity	(323,487)	(327,601)	(339,160)	(347,978)	(357,310)	(362,743)	(370,115)	(377,386)	(384,604)	(392,336)	(399,134)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Balance Sheet - General Fund

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents	2,604	2,464	2,071	1,126	345	989	1,601	2,662	3,038	4,016	3,389
Investments	16,343	17,122	17,091	17,337	17,522	17,627	17,809	18,047	18,269	18,490	18,749
Receivables	3,021	2,732	3,091	3,166	3,210	3,329	3,425	3,507	3,600	3,693	3,816
Inventories	324	238	204	289	280	247	253	236	256	260	294
Contract assets	1,077	601	683	970	938	745	746	647	704	713	826
Other	111	117	132	120	123	125	123	124	124	124	124
Total current assets	23,480	23,274	23,271	23,008	22,417	23,062	23,957	25,224	25,990	27,295	27,198
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	268,613	272,400	275,665	284,776	293,431	298,706	303,711	308,685	314,258	320,629	327,510
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	268,613	272,400	275,665	284,776	293,431	298,706	303,711	308,685	314,258	320,629	327,510
Total assets	292,093	295,674	298,936	307,784	315,849	321,768	327,668	333,908	340,248	347,924	354,708
Current liabilities											
Payables	(6,850)	(6,452)	(6,461)	(6,922)	(6,931)	(6,743)	(6,756)	(6,674)	(6,850)	(6,879)	(7,231)
Contract liabilities	(2,775)	(3,771)	(3,273)	(3,522)	(3,398)	(3,460)	(3,429)	(3,444)	(3,437)	(3,441)	(3,439)
Lease liabilities	(21)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Borrowings	(138)	(148)	(135)	(134)	(134)	(102)	(102)	(102)	(102)	(102)	(102)
Employee benefit provisions	(2,431)	(2,479)	(2,454)	(2,455)	(2,462)	(2,457)	(2,458)	(2,459)	(2,458)	(2,458)	(2,459)
Total current liabilities	(12,214)	(12,870)	(12,343)	(13,053)	(12,946)	(12,782)	(12,766)	(12,700)	(12,867)	(12,901)	(13,251)
Non-current liabilities											
Lease liabilities	(141)	(135)	(132)	(136)	(134)	(134)	(135)	(135)	(135)	(135)	(135)
Borrowings	(1,016)	(887)	(757)	(625)	(523)	(420)	(318)	(216)	(113)	(11)	-
Employee benefit provisions	(1,341)	(507)	(642)	(830)	(660)	(711)	(733)	(701)	(715)	(717)	(711)
Provisions for Tip Assets	(4,728)	(2,364)	-	-	-	-	-	-	-	-	-
Total non-current liabilities	(7,227)	(3,894)	(1,532)	(1,591)	(1,317)	(1,265)	(1,186)	(1,051)	(963)	(862)	(846)
Net assets	272,651	278,910	285,061	293,140	301,587	307,721	313,717	320,157	326,418	334,161	340,612
EQUITY											
Accumulated surplus	(68,366)	(67,604)	(68,525)	(70,881)	(73,041)	(74,962)	(76,930)	(78,621)	(80,177)	(81,840)	(83,163)
IPPE revaluation reserve	(204,285)	(211,306)	(216,536)	(222,259)	(228,545)	(232,759)	(236,787)	(241,536)	(246,241)	(252,321)	(257,449)
Total equity	(272,651)	(278,910)	(285,061)	(293,140)	(301,587)	(307,721)	(313,717)	(320,157)	(326,418)	(334,161)	(340,612)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Balance Sheet - Water

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	2,873	2,012	1,903	1,987	2,104	1,759	1,860	1,934	2,016	2,097	2,178
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	696	710	724	739	754	769	784	800	816	832	849
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	422	434	447	461	475	489	503	519	534	550	567
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	3,991	3,157	3,074	3,187	3,332	3,017	3,147	3,252	3,366	3,479	3,593
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	17,133	18,032	18,868	18,749	18,454	18,118	18,211	17,851	17,504	17,134	16,759
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	17,133	18,032	18,868	18,749	18,454	18,118	18,211	17,851	17,504	17,134	16,759
Total assets	21,124	21,189	21,942	21,935	21,786	21,135	21,359	21,103	20,870	20,613	20,353
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	-	-	-	-	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	21,124	21,189	21,942	21,935	21,786	21,135	21,359	21,103	20,870	20,613	20,353
EQUITY											
Accumulated surplus	(8,266)	(7,320)	(7,115)	(7,133)	(7,126)	(7,092)	(7,084)	(7,071)	(7,056)	(7,050)	(7,044)
IPPE revaluation reserve	(12,858)	(13,869)	(14,827)	(14,802)	(14,660)	(14,043)	(14,275)	(14,032)	(13,814)	(13,563)	(13,308)
Total equity	(21,124)	(21,189)	(21,942)	(21,935)	(21,786)	(21,135)	(21,359)	(21,103)	(20,870)	(20,613)	(20,353)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Balance Sheet - Wastewater

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	2,169	2,406	2,655	2,920	3,190	3,394	3,648	3,917	4,188	4,464	4,747
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	217	222	226	231	235	240	245	250	255	260	265
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	2,387	2,628	2,881	3,151	3,425	3,634	3,893	4,167	4,443	4,724	5,012
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	20,767	20,578	20,391	20,203	20,014	19,879	19,698	19,500	19,300	19,096	18,887
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	20,767	20,578	20,391	20,203	20,014	19,879	19,698	19,500	19,300	19,096	18,887
Total assets	23,154	23,206	23,272	23,354	23,439	23,513	23,591	23,668	23,742	23,820	23,899
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	213	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	213	-	-	-	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	23,367	23,206	23,272	23,354	23,439	23,513	23,591	23,668	23,742	23,820	23,899
EQUITY											
Accumulated surplus	(12,043)	(12,091)	(12,152)	(12,230)	(12,310)	(12,380)	(12,453)	(12,525)	(12,594)	(12,666)	(12,741)
IPPE revaluation reserve	(11,324)	(11,115)	(11,119)	(11,124)	(11,129)	(11,133)	(11,138)	(11,143)	(11,148)	(11,153)	(11,158)
Total equity	(23,367)	(23,206)	(23,272)	(23,354)	(23,439)	(23,513)	(23,591)	(23,668)	(23,742)	(23,820)	(23,899)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Balance Sheet - McMaugh Gardens

	Amounts in '000										
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	370	13	41	94	288	191	346	445	562	198	6
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	124	127	129	132	135	137	140	143	146	149	152
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	495	140	171	226	423	328	487	588	708	346	158
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	6,111	5,855	5,807	5,565	5,488	5,376	5,492	5,609	5,814	5,536	5,433
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	6,111	5,855	5,807	5,565	5,488	5,376	5,492	5,609	5,814	5,536	5,433
Total assets	6,606	5,995	5,978	5,791	5,911	5,704	5,978	6,197	6,522	5,882	5,591
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	122	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	122	-	-	-	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	6,728	5,995	5,978	5,791	5,911	5,704	5,978	6,197	6,522	5,882	5,591
EQUITY											
Accumulated surplus	(4,278)	(4,178)	(4,253)	(4,548)	(4,820)	(4,833)	(4,874)	(4,856)	(4,767)	(4,681)	(4,593)
IPPE revaluation reserve	(2,450)	(1,817)	(1,725)	(1,243)	(1,091)	(871)	(1,105)	(1,341)	(1,755)	(1,201)	(998)
Total equity	(6,728)	(5,995)	(5,978)	(5,791)	(5,911)	(5,704)	(5,978)	(6,197)	(6,522)	(5,882)	(5,591)

Uralla Shire Council
Long Term Financial Plan 2025-26 to 2034-35
Balance Sheet - Waste Service

	Amounts in '000										
Particulars	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Current assets											
Cash and cash equivalents (inter-fund amount)	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183	4,071
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total current assets	1,319	1,437	1,160	630	134	200	511	1,418	2,261	3,183	4,071
Non-current assets											
Infrastructure, property, plant and equipment (IPPE)	2,697	1,475	2,736	4,114	4,453	4,469	4,959	4,843	4,791	4,677	4,609
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	2,697	1,475	2,736	4,114	4,453	4,469	4,959	4,843	4,791	4,677	4,609
Total assets	4,015	2,913	3,897	4,744	4,588	4,670	5,470	6,261	7,052	7,860	8,679
Current liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	(4,399)	(4,612)	(990)	(986)	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	(4,399)	(4,612)	(990)	(986)	-	-	-	-	-	-	-
Non-current liabilities											
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-	-
Provisions for Tip Assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	-	-	-	-	-	-	-	-	-
Net assets	(384)	(1,699)	2,907	3,758	4,588	4,670	5,470	6,261	7,052	7,860	8,679
EQUITY											
Accumulated surplus	1,008	2,318	(145)	(964)	(1,760)	(2,501)	(3,261)	(4,005)	(4,746)	(5,501)	(6,272)
IPPE revaluation reserve	(625)	(619)	(2,761)	(2,793)	(2,828)	(2,169)	(2,209)	(2,256)	(2,306)	(2,359)	(2,407)
Total equity	384	1,699	(2,907)	(3,758)	(4,588)	(4,670)	(5,470)	(6,261)	(7,052)	(7,860)	(8,679)