



Part 3
Budget

Operational Plan 2026–2027

Purpose

The purpose of this report is to present to Council the Draft Operational and Capital Budget for the financial year ending 30 June 2027 to Council for consideration and endorsement after public exhibition, in accordance with the requirements of the Local Government Act 1993 and associated regulations.

Background

Under the Integrated Planning and Reporting (IP&R) framework mandated by the NSW Office of Local Government, councils are required to prepare an annual Operational Plan, including a detailed budget and statement of revenue policy. In preparation for the financial year 2026-27, the Council has undertaken a comprehensive budgeting process involving detailed financial planning and consultation across all departments and business units. The budget reflects Council's strategic priorities and financial sustainability objectives, ensuring that resources are allocated effectively to deliver services and projects that meet the needs of our community.

Consultation and Budget Development Process

The draft budget has been developed through extensive consultation and engagement with relevant stakeholders, including budget officers, departmental managers, functional heads, and the executive team members to make sure that the draft budget is realistic and aligns with operational capabilities and strategic goals. A series of meetings and discussions were held to:

- Review prior year performance and current year forecasts.
- Identify cost drivers, service delivery requirements, and new initiatives.
- Assess capital project proposals and funding strategies.
- Forecasting the employee costs, including complex rostering and award structures across aged care and council operations.
- Align proposed budgets with Council's Delivery Program and Operational Plan.

Budget Assumptions

1. Special Rate Variation (SRV)

At the time the draft budget for 2026–27 was prepared, Council's application to IPART for a Special Rate Variation (SRV) was still under assessment. Given the significance of the determination to Council's long-term financial sustainability, the draft budget was developed on the assumption that the application would receive a positive outcome. Accordingly, the rates modelling incorporated the proposed 28.50% SRV for 2026-27. For transparency, the Statement of Revenue also included an alternative rates scenario based on the ordinary rate peg only. Had this scenario been required, Council would have needed to implement significant service level reductions and expenditure savings in order to achieve a balanced budget in the absence of IPART approval for the Special Rate Variation application.

On 2 June 2026, Council received notification from IPART that its application for the Special Rate Variation had been approved in full, allowing an increase of 28.50% in 2026-27 and 23.00% in 2027-28. As the approved determination aligns with the assumptions used in preparing the draft budget, Council is now in a position to formally consider and resolve whether to implement the approved Special Rate Variation as part of the adoption of the 2026–27 Operational Plan and Budget.

2. Introduction of new rating sub-category

Starting from the financial year 2026-27, the Council is proposing to introduce a new subcategory within the Business rating category for Energy (Power) Generation, based on the dominant use of the land. These properties, primarily used for energy generation, are currently categories as Farmland. The proposed change is intended to create a fairer and more equitable distribution of rates across all categories by aligning the rating structure with the actual commercial use of the land. It recognises that land used for energy generation operates differently from traditional agricultural activities and places different demands on local infrastructure, planning, and community services. This reform is designed to improve rating equity, reduce the disproportionate burden on genuine farming properties, and ensure that all sectors make an appropriate contribution to the services and infrastructure that support the local community.

3. Inflationary Assumptions

The CPI assumptions have been based on recent historical trends and do not factor in potential impacts arising from the current conflict in the Middle East. Over the past 12 months, overall CPI was 3.6%. However, the CPI has varied across sectors, with construction and infrastructure costs increasing by 5% to 6%. Accordingly, different CPI have been applied across functions to better reflect expected cost movements. A 5.0% indexation rate has been applied to infrastructure related activities, while a 3.5% rate has been applied to non-infrastructure functions, both revenue and expenditure.

4. Interest Rate Assumptions

Interest income from bank deposits has been estimated based on an average return of 4.0% on investments, reflecting current market conditions and uncertainty regarding upcoming interest rate decisions by the central bank.

5. Fees and Charges

Fees and charges have generally been indexed in line with the regular CPI increase. However, the Environmental Levy and Waste Management Charges have been increased by 7% and 10% respectively, consistent with the assumptions adopted in the Long-Term Financial Plan. In some areas, managers have set fees and charges to achieve the best possible cost recovery and support the sustainability of operations, resulting in increases above CPI. Any changes exceeding CPI and greater than \$5 have been separately identified in the exception report.

Following the public exhibition period, Council staff undertook a further review of the Draft 2026-2027 Fees and Charges Schedule and identified a number of minor amendments requiring revision in the final adopted document. The proposed amendments does not materially impact the overall revenue assumptions incorporated in the 2026-2027 Budget. The detailed list of amendments are attached with the schedule of fees and charges.

6. Grants and Contributions

- Recurrent government grants are assumed to remain at current levels and increased with regular CPI due to not having any specific indexation data from the funding bodies.
- Over the past few years, starting from drought in 2019, followed by COVID and flood recovery programs, Council received significant grant funding from State and Federal Governments,

averaging more than \$2 million per annum. These funds were used to renew existing assets and deliver other capital projects for the community. However, this level of funding now appears to be declining, with no specific commitments identified to date. Accordingly, capital grants have been budgeted at \$1.09 million, adopting a conservative approach to maintain a realistic budget position.

7. Staffing and Employment

- Wage indexation is still under negotiation with the Union, with current indications ranging between 3.9% and 4.1%. The budget has been prepared using a conservative assumption of 4.1%.
- Provisions for shift penalties, casual loadings, and allowances specific to McMaugh Gardens Aged Care 24/7 services, including the requirements of the 215-care minute per resident compliance standard, have been incorporated into the budget. These amounts have been indexed in line with the assumptions applied to local government awards, as no advice has been received from the Department of Health and Aged Care regarding any potential changes to the applicable awards.

8. Service Delivery and Operational

- Service levels have been maintained in accordance with community expectations and Council's Delivery Program.
- Contractual obligations for key services and programs are assumed to continue under current terms unless otherwise noted.

9. Capital Works

Capital projects have been prioritised based on asset condition, risk, and strategic importance in alignment with Long Term Financial Plan and Asset Management Plan.

10. Depreciation

Depreciation for the financial year 2026-27 has been estimated based on forecasts generated from the asset management system, with an additional provision of 5% included for new capital assets expected to be capitalised during 2025–26. Council has undertaken a revaluation of stormwater assets in 2025-26, which will result in an additional depreciation impact of approximately \$83k.

11. Minor rounding adjustments in the schedule of fees and charges

Unless otherwise stated in this report, a 3.5% increase has been applied to fees and charges for non-infrastructure functions, while a 5.0% increase has been applied to infrastructure and development functions, subject to any regulatory limitations. Minor rounding adjustments may have resulted in slight variations from the adopted CPI increases in some instances.

12. A non-material amendment to the draft budget – pensioner concession and pensioner rebate subsidies

During the final review of the 2026–27 draft budget, we have identified that the Pensioner Concession and the corresponding Pensioner Concession Rebate under Rates and Annual Charges were inadvertently omitted from the draft budget.

The estimate of the omission for Pensioner Concession is \$104,280 (Expense) and Pensioner Concession Rebate \$57,354 (Revenue), net effect is \$46,926. The amendment is required to ensure that Rates and Annual Charges revenue and associated concession expenses are presented accurately and consistently with historical reporting and budget for 2026-27. It is therefore recommended that the Draft 2026–27 Budget be amended to include:

- Pensioner Concession Expense: \$104,280; and
- Pensioner Concession Rebate Income: \$57,354.

The Budget Highlights

Particulars	Amounts in \$000			
	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Total income from operational activities	26,217	29,032	29,931	32,551
Total expenses from continuing operations	26,004	24,497	27,615	26,028
Operating result - Profit/(Loss) before capital grants and depreciation	213	4,535	2,315	6,523
Less: Depreciation, amortisation and impairment	7,430	6,454	6,891	7,241
Operating result - Profit/(Loss) after depreciation	(7,217)	(1,919)	(4,576)	(719)
Add: Grants and contributions provided for capital purposes	1,877	1,719	2,025	1,090
Overall result - Profit/(Loss) with capital grants	(5,340)	(200)	(2,551)	371
Capital Expenditures	5,865	11,331	12,807	9,331

Financial summary by each fund (Budget Year 2026-27)

Particulars	Amounts in '000					
	General	Water	Sewer	McMaugh	TCS & TCT	Total
Total operating revenue	19,629	1,968	1,384	6,380	3,190	32,551
Total operating expenses (excl. depreciation)	14,299	1,762	979	5,656	3,332	26,028
Operating cash surplus/(deficits)	5,330	206	404	725	(142)	6,523
Depreciation	5,789	669	535	246	2	7,241
Operating result before capital grants	(459)	(463)	(130)	478	(144)	(719)
Capital grants	1,090	-	-	-	-	1,090
Operating result after capital grants	631	(463)	(130)	478	(144)	371
Capital expenses	7,820	574	235	703	-	9,331

Key Budget Ratios for 2026-27							
Particulars	Benchmark	Overall	General	Water	Sewer	McMaugh	TCT & TCT
Operating Performance Ratio	≥ 0%	180%	173%	190%	171%	189%	204%
Own Source Operating Rev. Ratio*	≥ 60%	60%	59%	92%	100%	33%	81%
Debt Service Cover Ratio	≥ 2.0	37.54	25.99	N/A	N/A	N/A	N/A
Asset Renewals Ratio	≥ 100%	122%	127%	86%	40%	285%	0%

Based on the consolidated Profit and Loss statement, the Council's 2026-27 Budget reflects a modest overall surplus position, supported largely by operating revenues, grant income, and the assumed Special Rate Variation (SRV). The budget demonstrates an improved financial outlook compared with the 2025-26 budget.

The budget projects an overall surplus of \$371k (including capital grants), representing an improvement from the 2025-26 Revised Budget deficit of \$2.08 million. The return to surplus reflects a stronger budget position.

Council is forecasting an operating surplus before depreciation of \$6.52 million, but an operating deficit after depreciation of \$719k. This indicates that day-to-day operations are generating sufficient cash to fund normal service delivery and operating costs, but not enough to fully absorb the annual depreciation expense associated with ageing infrastructure assets. This is a common challenge for infrastructure-intensive councils in NSW, where asset replacement costs continue to rise. Recent sector commentary by LG Debits & Credits noted that NSW councils collectively recognised an additional half a billion dollars in depreciation during 2024-25 following transport asset revaluations, highlighting the increasing financial pressure from infrastructure asset management.

Overall, Council's financial position is improving, but it continues to operate within constrained margins. Long-term sustainability will depend on maintaining revenue growth, exercising disciplined expenditure control, and securing sufficient funding to renew and maintain critical infrastructure assets.

Comments on TCS Operations

The budget for 2026-27 reflects transitional impacts arising from the cessation of Home Care Packages (HCP) and the commencement of Support at Home (SAH), which has created a structural funding shortfall for small regional providers through the reduction of care management fees from 35% to 10%. There is ongoing pressure from industry advocates and service providers for an increase in care management allowances, with an expectation that the current 10% allowance may be revised upward. Any increase would have a positive impact on overall operating result for the service.

Until the TCS operations are fully streamlined under the new funding model, any short-term operational deficits may be temporarily supported through the use of restricted funds while awaiting more sustainable reforms to the SAH funding framework.

Reserve and Cash Movement

As at 31 March 2026, Council held \$24.57 million in cash and investments, comprising \$19.01 million in externally restricted funds and \$4.51 million in internally restricted funds, resulting in an unrestricted cash balance of \$1.045 million. The projected unrestricted cash balance at the end of the

2025-26 financial year is \$1.42 million, and the forecast for unrestricted cash balance for the 2026-27 financial year is \$2.38 million including the recovery of snow event costs.

Key Challenges for 2026-27

- Rising inflationary pressures, together with uncertainty arising from conflict in the Middle East and broader global economic conditions, remain key financial risks for the financial year 2026-27.
- Council's revenue base is limited, relies only on rates income and external grant funding, with no major alternative revenue streams available.
- The growing financial and operational impacts of climate change.
- Water security challenges due to aging infrastructure.
- Strategic planning and infrastructure readiness associated with the New England Renewable Energy Zone (NE REZ).

URALLA SHIRE COUNCIL
BUDGET FOR REVENUE & EXPENSES - CONSOLIDATED FOR
THE FINANCIAL YEAR 2026-27

Amounts in \$000

Particulars	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Income from continuing operations				
Rates and annual charges	8,433	8,949	8,949	10,706
User charges and fees	5,739	6,732	6,722	6,771
Other revenues	1,060	583	1,112	734
Grants and contributions provided for operating purposes	9,163	11,767	12,147	13,111
Interest and investment income	1,495	687	687	904
Proceed from sale of plant	327	314	314	325
Total income from operational activities	26,217	29,032	29,931	32,551
Expenses from continuing operations				
Employee benefits and on-costs	13,653	15,568	15,648	16,484
Materials and services including overheads	8,578	7,919	10,868	8,423
Borrowing costs	298	86	86	241
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	260	201	281	214
Audit fees	168	143	153	173
Other expenses	789	579	579	493
Net loss/(gain) from the disposal of assets	2,258	-	-	-
Total expenses from continuing operations	26,004	24,497	27,615	26,028
Operating result - Profit/(Loss) before capital grants and depreciation	213	4,535	2,315	6,523
Less: Depreciation, amortisation and impairment	7,430	6,454	6,891	7,241
Operating result - Profit/(Loss) after depreciation	(7,217)	(1,919)	(4,576)	(719)
Add: Grants and contributions provided for capital purposes	1,877	1,719	2,025	1,090
Overall result - Profit/(Loss) with capital grants	(5,340)	(200)	(2,551)	371
Capital Expenditures	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Employee benefits and on-costs	1,111	1,309	1,329	604
Materials and services	4,754	10,021	11,478	8,727
Total Capex	5,865	11,331	12,807	9,331

URALLA SHIRE COUNCIL
BUDGET FOR REVENUE & EXPENSES - GENERAL FUND FOR
THE FINANCIAL YEAR 2026-27

Amounts in \$000

Particulars	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Income from continuing operations				
Rates and annual charges	6,660	7,106	7,106	8,747
User charges and fees	1,158	1,280	1,270	1,306
Other revenues	1,050	581	1,082	722
Grants and contributions provided for operating purposes	4,165	7,029	7,022	8,066
Interest and investment income	927	320	320	463
Proceed from sale of plant	327	314	314	325
Total income from operational activities	14,287	16,628	17,113	19,629
Expenses from continuing operations				
Employee benefits and on-costs	7,315	8,533	8,603	9,379
Materials and services including overheads	4,135	3,611	5,499	3,814
Borrowing costs	285	79	79	241
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	260	201	281	214
Audit fees	161	128	138	157
Other expenses	789	579	579	493
Net loss/(gain) from the disposal of assets	2,167	-	-	-
Total expenses from continuing operations	15,112	13,132	15,179	14,299
Operating result - Profit/(Loss) before capital grants and depreciation	(825)	3,496	1,934	5,330
Less: Depreciation, amortisation and impairment	6,075	5,053	5,520	5,789
Operating result - Profit/(Loss) after depreciation	(6,900)	(1,556)	(3,586)	(459)
Add: Grants and contributions provided for capital purposes	1,838	1,030	1,238	1,090
Overall result - Profit/(Loss) with capital grants	(5,062)	(526)	(2,348)	631
Capital Expenditures	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Employee benefits and on-costs	878	938	938	522
Materials and services	4,152	6,623	6,997	7,298
Total Capex	5,030	7,561	7,935	7,820

URALLA SHIRE COUNCIL
BUDGET FOR REVENUE & EXPENSES - WATER FUND FOR
THE FINANCIAL YEAR 2026-27

Amounts in \$000

Particulars	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Income from continuing operations				
Rates and annual charges	678	707	707	747
User charges and fees	965	981	981	1,002
Other revenues	-	-	-	-
Grants and contributions provided for operating purposes	282	37	521	150
Interest and investment income	188	119	119	69
Proceed from sale of plant	-	-	-	-
Total income from operational activities	2,113	1,845	2,329	1,968
Expenses from continuing operations				
Employee benefits and on-costs	846	655	665	647
Materials and services including overheads	1,041	1,026	1,612	1,115
Borrowing costs	-	-	-	-
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	-	-	-	-
Audit fees	-	-	-	-
Other expenses	-	-	-	-
Net loss/(gain) from the disposal of assets	90	-	-	-
Total expenses from continuing operations	1,977	1,681	2,276	1,762
Operating result - Profit/(Loss) before capital grants and depreciation	136	164	52	206
Less: Depreciation, amortisation and impairment	623	646	631	669
Operating result - Profit/(Loss) after depreciation	(486)	(483)	(579)	(463)
Add: Grants and contributions provided for capital purposes	43	689	689	-
Overall result - Profit/(Loss) with capital grants	(443)	206	110	(463)
Capital Expenditures	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Employee benefits and on-costs	179	323	343	53
Materials and services	503	1,999	2,969	521
Total Capex	683	2,322	3,312	574

URALLA SHIRE COUNCIL
BUDGET FOR REVENUE & EXPENSES - SEWER FUND FOR
THE FINANCIAL YEAR 2026-27

Amounts in \$000

Particulars	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Income from continuing operations				
Rates and annual charges	1,095	1,136	1,136	1,212
User charges and fees	76	82	82	48
Other revenues	0	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-
Interest and investment income	145	88	88	124
Proceed from sale of plant	-	-	-	-
Total income from operational activities	1,316	1,306	1,306	1,384
Expenses from continuing operations				
Employee benefits and on-costs	211	133	133	207
Materials and services including overheads	411	478	833	772
Borrowing costs	-	-	-	-
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	-	-	-	-
Audit fees	-	-	-	-
Other expenses	-	-	-	-
Net loss/(gain) from the disposal of assets	2	-	-	-
Total expenses from continuing operations	623	610	965	979
Operating result - Profit/(Loss) before capital grants and depreciation	693	696	341	404
Less: Depreciation, amortisation and impairment	489	512	500	535
Operating result - Profit/(Loss) after depreciation	204	183	(159)	(130)
Add: Grants and contributions provided for capital purposes	-	-	-	-
Overall result - Profit/(Loss) with capital grants	204	183	(159)	(130)
Capital Expenditures	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Employee benefits and on-costs	48	36	36	17
Materials and services	16	796	816	218
Total Capex	64	832	852	235

URALLA SHIRE COUNCIL
BUDGET FOR REVENUE & EXPENSES - MCMAUGH GARDENS FOR
THE FINANCIAL YEAR 2026-27

Amounts in \$000

Particulars	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Income from continuing operations				
Rates and annual charges	-	-	-	-
User charges and fees	1,136	1,476	1,476	1,837
Other revenues	9	2	30	12
Grants and contributions provided for operating purposes	4,178	4,105	4,105	4,283
Interest and investment income	235	161	161	248
Proceed from sale of plant	-	-	-	-
Total income from operational activities	5,558	5,745	5,772	6,380
Expenses from continuing operations				
Employee benefits and on-costs	3,725	4,133	4,133	4,368
Materials and services including overheads	1,308	1,405	1,405	1,272
Borrowing costs	13	8	8	0
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	-	-	-	-
Audit fees	7	15	15	16
Other expenses	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-
Total expenses from continuing operations	5,053	5,561	5,561	5,656
Operating result - Profit/(Loss) before capital grants and depreciation	505	184	211	725
Less: Depreciation, amortisation and impairment	227	233	230	246
Operating result - Profit/(Loss) after depreciation	278	(49)	(19)	478
Add: Grants and contributions provided for capital purposes	(5)	-	-	-
Overall result - Profit/(Loss) with capital grants	273	(49)	(19)	478
Capital Expenditures	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Employee benefits and on-costs	5	11	11	13
Materials and services	83	603	696	690
Total Capex	88	615	707	703

URALLA SHIRE COUNCIL
BUDGET FOR REVENUE & EXPENSES - COMMUNITY SUPPORT SERVICES FOR
THE FINANCIAL YEAR 2026-27

Amounts in \$000

Particulars	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Income from continuing operations				
Rates and annual charges	-	-	-	-
User charges and fees	2,403	2,912	2,912	2,577
Other revenues	1	-	-	-
Grants and contributions provided for operating purposes	539	596	596	613
Interest and investment income	-	-	-	-
Proceed from sale of plant	-	-	-	-
Total income from operational activities	2,943	3,509	3,509	3,190
Expenses from continuing operations				
Employee benefits and on-costs	1,557	2,114	2,114	1,882
Materials and services including overheads	1,683	1,399	1,519	1,450
Borrowing costs	-	-	-	-
Councillor and Mayoral fees and associated expenses (Exc Corp O/H)	-	-	-	-
Audit fees	-	-	-	-
Other expenses	-	-	-	-
Net loss/(gain) from the disposal of assets	-	-	-	-
Total expenses from continuing operations	3,239	3,513	3,633	3,332
Operating result - Profit/(Loss) before capital grants and depreciation	(297)	(5)	(125)	(142)
Less: Depreciation, amortisation and impairment	16	9	9	2
Operating result - Profit/(Loss) after depreciation	(313)	(14)	(134)	(144)
Add: Grants and contributions provided for capital purposes	-	-	-	-
Overall result - Profit/(Loss) with capital grants	(313)	(14)	(134)	(144)
Capital Expenditures	2024-25 Actuals	2025-26 Original Budget	2025-26 Revised Budget	2026-27 Budget
Employee benefits and on-costs	-	-	-	-
Materials and services	-	-	-	-
Total Capex	-	-	-	-

**URALLA SHIRE COUNCIL
CASH FLOW PROJECTION
FOR THE FINANCIAL YEAR 2026-27**

Amounts in '000

Particulars of Cash Movement	GENERAL	WATER	SEWER	MCMAUGH	TCS & TCT	Consolidated
Cash Flows from Operating Activities						
Receipts:						
Rates and annual charges	8,747	747	1,212	-	-	10,706
User charges and fees	1,306	1,002	48	1,837	2,577	6,771
Other revenue	722	-	-	12	-	734
Grants and contributions provided for operating purposes	8,066	150	-	4,283	613	13,111
Grants and contributions provided for capital purposes	1,090	-	-	-	-	1,090
Interest and investment income	463	69	124	248	-	904
Proceed from sale of plant	325	-	-	-	-	325
Expected recovery of projects costs	1,550	845	-	-	-	-
Cash flow timing adjustment for accounts receivables	(196)	88	(4)	(46)	28	(129)
Less: Payments						
Employee benefits and on-costs	9,379	647	207	4,368	1,882	16,484
Materials and services	3,814	1,115	772	1,272	1,450	8,423
Borrowing costs	44	-	-	0	-	44
Councillor and Mayoral fees and associated expenses	214	-	-	-	-	214
Audit fees	157	-	-	16	-	173
Other expenses	493	-	-	-	-	493
Net loss/(gain) from the disposal of assets	-	-	-	-	-	-
Cash flow timing adjustment for accounts payables	12	25	6	1	1	45
Net Cash provided (or used in) Operating Activities	7,959	1,114	395	677	(115)	7,636
Cash Flows from Investing Activities						
Investment in Infrastructure, Property, Plant & Equipment	(7,820)	(574)	(235)	(703)	-	(9,331)
Funding provided from restrictions	954	574	235	-	-	1,763
Cash spent on capital expenses from current year	(6,866)	-	-	(703)	-	(7,569)
Cash Flows from Financing Activities						
Net movement of McMaugh Gardens Bonds	-	-	-	1,050	-	1,050
Less: payment of loans or borrowings	(134)	-	-	(1)	-	(135)
Net Cash provided (or used in) Financing Activities	(134)	-	-	1,049	-	915
Cash increase/(decrease) during the year	959	1,114	395	1,023	(115)	3,377
Projected opening balance 2026-27 *	1,421	189	2,117	6,250	1,654	11,631
Cash & Cash Equivalents - End of Year 2026-27 *	2,380	1,303	2,512	7,273	1,539	15,007

* The Water, Sewer, McMaugh Gardens (resident bonds), TCS and TCT funds reported in this statement are externally restricted, General Fund balance are projected unrestricted cash balance.

URALLA SHIRE COUNCIL
Summary of Revenue and Expenses by Each Function/Department
Financial Year 2025-26 (Revised Budget) and 2026-27 (Draft Budget)

Subtotals	2026-27 Draft Budget									2025-26 Revised Budget							
	32,551	1,090	16,484	9,544	604	8,727	(1,719)	7,241		29,931	2,025	15,648	11,967	1,329	11,478	(8,467)	6,891
Function Name	Operational Plan Headings	Operational Revenue	Capex Grant	Salaries (OPEX)	*Operational Expenses	Salaries (CAPEX)	Capital Expenses	Cash Results	Depreciation	Operational Revenue	Capex Grant	Salaries (OPEX)	*Operational Expenses	Salaries (CAPEX)	Capital Expenses	Cash Results	Depreciation
General Managers Office	Organisational Leadership	-	-	463	112	-	-	(575)	38	-	-	440	116	-	-	(555)	37
Elected Members	Civic Leadership	-	-	-	214	-	-	(214)	-	-	-	-	281	-	-	(281)	-
Other Governance	Governance	1	-	446	526	-	-	(971)	-	0	-	406	425	-	-	(831)	-
Communication	Tourism, Communications & Events	-	-	4	70	-	-	(74)	-	-	-	1	51	-	-	(52)	-
Administration Building	Asset Management	-	-	-	58	-	-	(58)	2	-	-	-	153	-	-	(153)	2
Rates	Finance	6,217	-	196	131	-	-	5,890	-	4,788	-	128	114	-	-	4,546	-
Financial Operations	Finance	2,900	-	613	331	-	-	1,956	-	2,726	-	572	325	-	-	1,829	-
Information Technology	Information Technology	-	-	206	1,192	-	200	(1,598)	15	-	-	195	793	3	147	(1,138)	14
Records Management	Records & Information	-	-	123	18	-	-	(141)	-	-	-	124	8	-	-	(132)	-
Human Resources	Human Resources	75	-	641	134	-	-	(700)	-	-	-	555	118	-	-	(673)	-
Engineering Operations	Works & Civil	-	-	805	178	-	-	(983)	28	-	-	846	56	-	-	(902)	26
Uralla Parks & Reserves	Facilities & Open Space	-	-	170	120	-	-	(290)	171	0	-	135	179	28	273	(614)	159
Bundarra Parks & Reserves	Facilities & Open Space	2	-	41	29	-	-	(68)	7	2	-	33	37	-	-	(67)	6
Sport Grounds & Recreation Facilities	Facilities & Open Space	-	-	25	70	1	28	(125)	97	-	-	20	34	11	179	(245)	88
Bridges - Regional	Works & Civil	65	-	26	15	-	-	24	-	40	-	21	62	-	-	(43)	-
Footpaths	Works & Civil	-	-	32	26	-	-	(57)	52	-	31	25	28	23	55	(100)	75
Kerb & Gutter	Works & Civil	66	-	5	9	16	50	(14)	86	64	-	4	8	2	71	(22)	67
Local Urban Streets	Works & Civil	1,749	-	141	154	-	1,903	(449)	202	1,700	-	116	1,030	7	142	405	219
Regional Rural Sealed Roads	Works & Civil	1,608	1,090	303	216	15	651	1,513	1,114	950	1,030	241	317	312	909	200	1,095
Regional Rural Unsealed Roads	Works & Civil	100	-	55	43	-	-	2	25	60	-	44	90	1	25	(100)	23
Sealed Rural Roads	Works & Civil	1,118	-	549	418	214	799	(863)	1,089	1,080	-	432	467	38	763	(620)	959
Unsealed Rural Roads	Works & Civil	66	-	980	549	188	564	(2,216)	760	67	176	780	712	405	958	(2,611)	902
Bike Track	Works & Civil	66	-	7	-	-	-	59	7	64	-	5	3	-	-	56	7
Road Safety	Works & Civil	50	-	13	60	-	-	(23)	3	49	-	10	64	-	-	(25)	4
Street Lighting	Works & Civil	15	-	-	35	-	-	(20)	-	15	-	-	45	-	-	(30)	-
Stormwater Drainage	Works & Civil	34	-	32	3	-	720	(721)	66	34	-	25	36	91	798	(916)	61
Domestic Waste	Waste Management	1,271	-	406	555	-	-	309	5	1,123	-	347	594	-	-	181	4
Other Waste Management	Waste Management	2,205	-	462	930	-	85	727	230	1,967	98	406	1,025	5	273	357	218
Cemetery	Facilities & Open Space	60	-	118	38	-	-	(97)	3	39	-	94	46	-	15	(116)	2
Plant	Fleet, Stores & Workshop	405	-	268	2,080	-	1,720	497	743	414	-	254	1,780	-	1,448	491	554
Works/Labour Overheads	Finance	-	-	5,091	-	-	-	(5,091)	-	121	-	4,733	-	-	-	(4,612)	-
Private Works	Works & Civil	10	-	13	5	-	-	(8)	-	10	-	11	20	-	-	(21)	-
Libraries	Library	82	-	115	165	-	-	(198)	37	102	-	116	192	-	-	(206)	35
Swimming Pool(s)	Facilities & Open Space	50	-	40	119	-	-	(109)	33	40	-	90	63	-	45	(158)	35
Public Halls	Asset Management	44	-	-	46	-	-	(2)	52	41	-	-	51	-	-	(10)	49
Pre-school	Asset Management	27	-	-	4	-	-	23	14	26	-	-	8	-	-	18	13
Grace Munro Centre	Asset Management	50	-	-	12	-	-	38	62	58	-	-	29	2	14	14	58
Hill Street Aged Units	Asset Management	30	-	-	6	-	-	24	13	30	-	-	16	-	-	14	12
TCSO	Community Care	2,554	-	1,454	831	3	57	210	2	2,880	-	1,720	855	-	-	305	9
TCT	Community Care	636	-	429	197	-	-	10	-	628	-	395	169	-	-	65	-
Uralla Events Promotion	Community Development	73	-	-	67	-	-	6	-	97	-	-	193	-	-	(96)	-
Tourism	Tourism, Communications & Events	26	-	169	83	-	-	(226)	14	14	-	253	55	-	-	(294)	12
Heritage	Development & Planning	-	-	-	2	-	-	(2)	-	-	-	-	1	-	-	(1)	-
Town Planning	Development & Planning	697	-	483	399	-	-	(185)	-	548	-	350	470	-	-	(272)	-
Town Planning - S94 Contributions	Development & Planning	77	-	-	-	-	-	77	-	43	-	-	-	-	-	43	-
Building Control Office	Development & Planning	-	-	-	-	-	-	-	-	-	-	-	31	-	-	(31)	-
Animal Control	Development & Planning	87	-	97	67	-	-	(76)	0	81	-	91	59	-	-	(70)	0
Environmental Management	Environmental Management	24	-	67	123	-	-	(166)	2	-	-	65	123	-	150	(337)	2

Rural Fire Service	Emergency Management	-	-	-	266	-	-	(266)	19	-	-	-	258	-	-	(258)	18
Health Administration & Inspection	Development & Planning	-	-	-	-	-	-	-	-	14	-	-	20	-	-	(6)	-
Caravan Parks & Camping Grounds	Asset Management	154	-	-	179	-	10	(35)	13	152	-	-	168	-	10	(26)	12
Mt Mutton & TV Blackspot	Asset Management	4	-	-	-	-	-	4	1	4	-	-	-	-	-	4	1
Uralla Water Supply	Water Cycle	1,694	-	543	653	53	521	(76)	546	2,064	689	607	1,143	312	2,896	(2,205)	511
Bundarra Water Supply	Water Cycle	274	-	104	68	-	-	103	124	265	-	58	83	31	73	20	121
Uralla Sewerage Services	Water Cycle	1,207	-	174	563	15	200	255	329	1,137	-	103	640	36	796	(438)	309
Bundarra Sewerage Services	Water Cycle	176	-	33	27	2	18	96	206	169	-	29	21	-	20	99	191
McMaugh Gardens	McMaugh Gardens	6,380	-	4,368	900	13	690	409	246	5,772	-	4,133	856	11	696	76	230
Corporate Services	Organisational Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans	Finance	-	-	-	32	-	-	(32)	-	-	-	-	32	-	-	(32)	-
Customer Service	Service Centre	-	-	197	38	-	-	(235)	-	-	-	187	34	-	-	(222)	-
Noxious Weeds	Environmental Management	109	-	200	83	-	-	(174)	-	450	-	271	165	-	-	14	-
Bridges - Local	Works & Civil	-	-	13	12	65	150	(240)	671	-	-	10	13	-	-	(23)	625
Unsealed Urban Streets	Works & Civil	-	-	18	15	-	-	(33)	-	-	-	15	291	-	-	(306)	-
Street Cleaning	Works & Civil	-	-	58	55	-	-	(113)	-	-	-	46	58	-	-	(104)	-
Public Amenities	Facilities & Open Space	-	-	162	38	-	-	(200)	12	-	-	129	71	-	150	(350)	11
Community Properties	Asset Management	-	-	-	14	-	-	(14)	51	-	-	-	13	-	-	(13)	53
Parking Facilities	Works & Civil	-	-	3	3	-	-	(6)	12	-	-	2	4	-	-	(6)	7
Quarries & Pits	Works & Civil	-	-	10	10	-	-	(20)	-	-	-	8	11	-	-	(19)	-
Depot Operations	Fleet, Stores & Workshop	12	-	379	264	19	361	(1,011)	37	4	-	360	275	9	574	(1,213)	48
Works/Labour Overhead Recovery	Finance	-	-	5,091	-	-	-	5,091	-	-	-	4,733	-	-	-	4,733	-
Community Services Operations	Organisational Leadership	-	-	226	2	-	-	(228)	-	-	-	341	2	-	-	(343)	-
Street Stall	Tourism, Communications & Events	-	-	-	14	-	-	(14)	-	-	-	-	13	-	-	(13)	-
State Emergency Service	Emergency Management	-	-	-	25	-	-	(25)	6	-	-	-	23	-	-	(23)	6

* Operational expenses represent cash expenditures before the allocation of overhead costs.

URALLA SHIRE COUNCIL
PROJECTED MOVEMENT OF RESTRICTIONS AND UNRESTRICTED CASH BALANCE
FOR THE FINANCIAL YEAR 2026-27

External Restrictions	Type of Restrictions	Projected for the Financial Year 2025-26				For FY 2026-27		Expected Closing Balance
		Opening Balance	Added during the Year	Release during the Year	Projected YE Balance	Expected to receive	Expected to Release	
Unexpended Loans - Industrial Land	External	486,937	-	-	486,937	-	-	486,937
Trust funds	External	31,296	-	-	31,296	-	-	31,296
McMaugh Fund - Bonds	External	4,800,000	1,450,000	-	6,250,000	1,050,000	-	7,300,000
Developer Contributions - General (Section 94)	External	1,403,663	119,080	110,000	1,412,743	141,274	-	1,554,018
TCT funding delivery shortfall (monthly)	External	1,717,891	569,731	633,955	1,653,667	-	115,000	1,538,667
TCS CHSP funding delivery shortfall (annual)	External	584,111	-	584,111	-	-	-	-
Water Fund	External	1,978,322	-	1,789,427	188,895	1,114,105	-	1,303,000
Sewer Fund	External	2,754,780	158,165	796,000	2,116,945	395,000	-	2,511,945
Stormwater Drainage	External	322,514	33,363	61,843	294,033	33,363	-	327,396
Conservation and Ecological Restoration of Racecourse Lagoon	External	101,282	-	53,625	47,657	-	47,657	-
AGRN 1030 and AGRN 1034	External	945,783	-	155,696	790,087	-	790,087	-
Stronger Communities Fund - SCCF5A0002	External	532,789	-	451,955	80,834	-	80,834	-
Regional NSW Planning Portal	External	33,100	-	33,100	-	-	-	-
Block Grants	External	386,574	1,120,000	1,506,574	-	-	-	-
RERRF + RLRRP Funding	External	2,117,981	-	1,145,729	972,252	-	972,252	-
Regional leak reduction program	External	34,485	-	34,485	-	-	-	-
LRCI3	External	10,566	-	-	10,566	-	10,566	-
LRCI4	External	360,204	-	360,204	-	-	-	-
Events Program Funding	External	-	45,994	45,994	-	-	-	-
Regional Housing Strategic Planning	External	250,000	-	-	250,000	-	-	250,000
LSCA - Sunny Jim Park - Shade Structure	External	28,000	-	28,000	-	-	-	-
Blackspot Program 23/24 - Kingstown Road widening and safety	External	119,326	-	119,326	-	-	-	-
Strong Start Planning Cadetship Program	External	25,000	-	25,000	-	-	-	-
Advanced Operational Support Grant Project	External	-	192,000	192,000	-	-	-	-
ND LR Uralla EPAR P3 FdSep22-Part New AGRN 1034	External	-	338,733	50,000	288,733	-	288,733	-
FAGS received in advance	Internal	1,879,878	1,936,274	1,879,878	1,936,274	1,994,363	1,936,274	1,994,363
Employee leave entitlement (annual)	Internal	1,093,318	1,147,984	-	2,241,302	112,065	-	2,353,367
Tip remediation costs (annual)	Internal	1,265,000	-	-	1,265,000	0	-	1,265,000
Bundarra Rural Transaction Account Centre	Internal	28,210	-	-	28,210	0	-	28,210
Waste Management Consultancy	Internal	8,366	-	8,366	-	-	-	-
Commitments for POs, Contracts and Projects in Progress	Internal	2,039,620	24,672	-	2,064,292	-	-	2,064,292
Unrestricted cash balance	Unrestricted	2,943,081	-	1,522,344	1,420,737	954,920	-	2,375,657
Total Cash Balance		28,282,077	7,135,997	11,587,614	23,830,460	5,795,090	4,241,403	25,384,147