



Forbes Shire Council  
**LONG TERM  
FINANCIAL PLAN  
2012 - 2022**



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## FORBES SHIRE VISION

A prosperous rural shire for the whole of community to grow, enjoying a clean safe environment, sustainable services and economic development enhanced by our unique heritage and country lifestyle.



## Forbes Strategic Framework

The new Integrated Planning and Reporting Framework recognises that communities do not exist in isolation – they are part of a larger environment that influences and to a large extent, shapes their future direction. This framework encourages councils to draw their various plans together, to understand how they interact and to get the maximum leverage from efforts. The new framework opens the way for councils and their communities to have important discussions about funding priorities, service levels and preserving local identity and to plan in partnership for a more sustainable future. The new framework has been developed after consultation with the local government sector and other key stakeholders.

### **The principal plans within the new integrated planning and reporting are:**

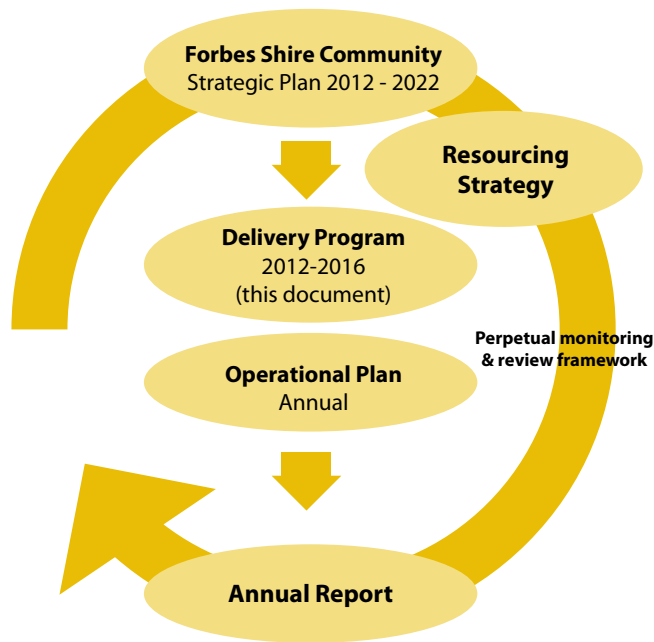
- Forbes Shire Community Strategic Plan 2012-2022 – is the highest level plan that a council will prepare. The purpose of this plan is to identify the core strategic objectives of the community for the future;
- Delivery Program 2012-2016 – sets out the principal activities to be undertaken by Council, for the election term, to implement the strategies identified by the Community

Strategic Plan and within the resources available under the Resourcing Strategy;

- Operational Plan 2012-2013 – is the annual plan detailing Council's activities and budget for the immediate next year under the Delivery Program;
- Resourcing Strategy is the point where Council assists the community by distilling who is responsible for what, in terms of the challenges identified in the Community Strategic Plan. Some challenges will be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community organisations. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council, and looks generally at matters that are the responsibility of others.

Council's strategic direction is provided by the Forbes Shire Community Strategic Plan 2012-2022 which has evolved from extensive community consultation and engagement late in 2011 and follows public exhibition. This plan can be found on the Forbes Shire Council website.

## Integrated Planning and Reporting - process flow



## Resourcing Strategy

The Community Strategy Plan provides a vehicle for expressing long term community aspirations. However these will not be achieved without sufficient resources – time, money, assets and people to actually carry them out. The Resource Strategy consists of:

- Long Term Financial Plan; (this document)
- Workforce Management Plan;
- Asset Management Plan.

## Reporting on Progress

Council will report periodically to the Forbes Shire community on the progress of the activities undertaken by Council in achieving the strategic objectives.

Key accountability reporting points are:

- Six monthly reports by the General Manager to the Council on the year's progress in achieving the outcomes of the Delivery Program and Operational Plan, available with the Business Papers of Council,
- Annual Report by Council which is prepared after the end of the financial year and reports the results and achievements for the year against the Operational Plan and Delivery Program,
- Every four years tied to the Council election cycle, the Delivery Program must be reported upon by the outgoing Council as to the outcomes achieved during the last four years, and
- The incoming Council must undertake a review of the Community Strategic Plan and develop its own Delivery Program for the next four years.

## Long Term Financial Plan

The Long Term Financial Plan is a 10 year plan that provides a framework for the Council to assess its revenue capabilities to delivery upon the key strategic goals identified in the Community Strategic Plan.

The detailed activities for each elected Council are assessed against the capabilities of the long term financial plan – the 4 Year Delivery Program.

The infrastructure renewal and replacement program within the Asset Management Plan is informed by the financial capacity identified within the Long Term Financial Plan.

## OVERVIEW OF SCENARIOS

### Underlying Financial Principle

Long term financial sustainability is a challenge facing most Councils in NSW. With an ever increasing demand for better services by ratepayers, additional service obligations being placed on local government by both the State and Federal Government and restrictions on Council's ability to raise additional revenue due to rate pegging, the job of Council to keep meeting the community's needs is becoming more and more difficult. Add to this the reality that much of Council's roads, drains, footpaths, buildings and water and sewerage systems, generally constructed over 50 years ago with funding originally provided from other levels of government.

In order to meet these challenges and remain a viable service delivery organization the Council has adopted across all scenarios a consistent financial goal to maintain a balanced operational budget surplus. This is reflected in the buildup of cash reserves within the Base Case Scenario which provides Council with the flexibility to respond to unforeseen future community requirements or opportunities as they may arise.

Council is intent on maintaining prudent financial management to ensure the Council's base line financial position remains strong.

## SCENARIO 1 – BASE CASE



### KEY ASSUMPTIONS

The following assumptions have been used as the basis for preparing the Long Term Financial Plan for Scenario 1 – Base Case, which is based predominately on ***keeping a conservative status quo***:-

Specific Assumptions:	
<b>Ordinary Rates</b>	Ordinary Rates are based on an average of 3.0% increase per annum due to the restriction of Independent Pricing & Regulatory Tribunals Rate Pegging
<b>Annual &amp; User Chargers</b>	3.0% CPI Increase for all future years
<b>Statutory Charges</b>	3.0% CPI Increase for all future years
<b>Interest &amp; Investment Revenue</b>	No increase has been allowed for in budgeted Interest & Investment Revenue due to the current economic climate.
<b>Other Revenues</b>	3.0% CPI Increase for all future years
<b>Operating Grants &amp; Contributions</b>	2.0% increase has been allowed for in operating grants & contributions due to the unpredictability and availability of grant funding
<b>Employee Costs</b>	3.0% Wage Indexation increase for all future years
<b>Materials &amp; Contracts</b>	3.0% CPI Increase for all future years
<b>Other Expenses</b>	3.0% CPI Increase for all future years
<b>Depreciation</b>	Based on Current Fair Value / Total Life

## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### INCOME STATEMENT - CONSOLIDATED Projected Years

SCENARIO: BASE CASE	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	10,020,531	10,321,147	10,630,781	10,949,705	11,278,196	11,616,542	11,965,038	12,323,989	12,693,709	13,074,520
User Charges & Fees	10,112,344	10,412,096	10,720,750	11,038,571	11,365,832	11,702,813	12,049,804	12,407,102	12,775,014	13,153,856
Interest & Investment Revenue	741,200	807,908	880,620	959,875	1,046,264	1,140,428	1,243,067	1,354,943	1,476,887	1,609,807
Other Revenues	489,524	504,210	519,336	534,916	550,964	567,493	584,517	602,053	620,115	638,718
Grants & Contributions provided for Operating Purposes	6,824,036	6,959,747	7,098,172	7,239,366	7,383,383	7,530,281	7,680,117	7,832,950	7,988,839	8,147,846
Grants & Contributions provided for Capital Purposes	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other Income:										
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>29,387,635</b>	<b>30,205,107</b>	<b>31,049,659</b>	<b>31,922,433</b>	<b>32,824,639</b>	<b>33,757,556</b>	<b>34,722,543</b>	<b>35,721,036</b>	<b>36,754,563</b>	<b>37,824,747</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	6,643,505	6,817,484	6,996,608	7,181,032	7,370,913	7,566,416	7,767,708	7,974,962	8,188,358	8,408,078
Borrowing Costs	1,792,022	1,737,350	1,694,859	1,652,481	1,606,696	1,551,083	1,484,714	1,406,167	1,314,179	1,206,774
Materials & Contracts	10,491,516	10,873,912	11,267,780	11,673,464	12,091,318	12,521,709	12,965,010	13,421,611	13,891,910	14,376,318
Depreciation & Amortisation	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877
Impairment	0	0	0	0	0	0	0	0	0	0
Other Expenses	2,250,407	2,287,814	2,326,342	2,366,027	2,406,902	2,449,003	2,492,367	2,537,032	2,583,037	2,630,422
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>31,169,327</b>	<b>31,708,437</b>	<b>32,277,467</b>	<b>32,864,881</b>	<b>33,467,706</b>	<b>34,080,087</b>	<b>34,701,676</b>	<b>35,331,649</b>	<b>35,969,361</b>	<b>36,613,470</b>
Operating Result from Continuing Operations	-1,781,692	-1,503,329	-1,227,807	-942,447	-643,067	-322,531	20,867	389,386	785,202	1,211,277
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0
Net Operating Result for the Year	-1,781,692	-1,503,329	-1,227,807	-942,447	-643,067	-322,531	20,867	389,386	785,202	1,211,277
Net Operating Result before Grants and Contributions provided for Capital Purposes	-2,981,692	-2,703,329	-2,427,807	-2,142,447	-1,843,067	-1,522,531	-1,179,133	-810,614	-414,798	11,277

## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### BALANCE SHEET - CONSOLIDATED Projected Years

SCENARIO: BASE CASE	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	5,540,244	7,056,197	8,682,374	9,940,742	11,092,209	12,416,157	13,918,316	15,608,009	17,489,336	18,888,670
Investments	26,325,417	25,035,716	23,809,533	22,905,285	22,162,534	21,448,211	20,764,567	20,114,050	19,499,328	19,491,500
Receivables	2,781,931	2,871,445	2,966,717	3,064,856	3,166,987	3,273,270	3,383,826	3,498,832	3,618,382	3,740,844
Inventories	2,743,156	2,773,377	2,804,505	2,836,567	2,869,590	2,903,605	2,938,640	2,974,725	3,011,894	3,050,177
Other	450,889	463,726	476,948	490,567	504,594	519,042	533,923	549,251	565,039	581,300
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>37,841,637</b>	<b>38,200,460</b>	<b>38,740,078</b>	<b>39,238,016</b>	<b>39,795,914</b>	<b>40,560,285</b>	<b>41,539,271</b>	<b>42,744,867</b>	<b>44,183,978</b>	<b>45,752,491</b>
<b>Non-Current Assets</b>										
Investments	1,803,652	1,330,244	897,636	762,500	762,500	762,500	762,500	762,500	762,500	762,500
Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	288,248,066	286,423,846	284,600,088	282,776,292	280,952,456	279,128,579	277,304,660	275,480,698	273,656,691	271,832,638
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>290,051,718</b>	<b>287,754,090</b>	<b>285,497,724</b>	<b>283,538,792</b>	<b>281,714,956</b>	<b>279,891,079</b>	<b>278,067,160</b>	<b>276,243,198</b>	<b>274,419,191</b>	<b>272,595,138</b>
<b>TOTAL ASSETS</b>	<b>327,893,356</b>	<b>325,954,550</b>	<b>324,237,802</b>	<b>322,776,808</b>	<b>321,510,870</b>	<b>320,451,364</b>	<b>319,606,432</b>	<b>318,988,065</b>	<b>318,603,169</b>	<b>318,347,629</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Bank Overdraft	0	0	0	0	0	0	0	0	0	0
Payables	2,275,565	2,314,415	2,362,426	2,411,858	2,462,753	2,515,153	2,569,103	2,624,646	2,681,829	2,740,699
Borrowings	474,326	536,952	567,979	673,765	789,376	919,748	1,063,296	1,227,281	1,525,687	1,992,919
Provisions	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>5,138,460</b>	<b>5,239,936</b>	<b>5,318,974</b>	<b>5,474,192</b>	<b>5,640,698</b>	<b>5,823,470</b>	<b>6,020,968</b>	<b>6,240,496</b>	<b>6,596,085</b>	<b>7,122,187</b>
<b>Non-Current Liabilities</b>										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	18,645,896	18,108,944	17,540,965	16,867,200	16,077,824	15,158,076	14,094,780	12,867,499	11,341,812	9,348,893
Provisions	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0



## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### BALANCE SHEET - CONSOLIDATED Projected Years CONTINUED

SCENARIO: BASE CASE	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Total Non-Current Liabilities</b>	<b>19,409,327</b>	<b>18,872,375</b>	<b>18,304,396</b>	<b>17,630,631</b>	<b>16,841,255</b>	<b>15,921,507</b>	<b>14,858,211</b>	<b>13,630,930</b>	<b>12,105,243</b>	<b>10,112,324</b>
<b>TOTAL LIABILITIES</b>	<b>24,547,787</b>	<b>24,112,311</b>	<b>23,623,370</b>	<b>23,104,823</b>	<b>22,481,953</b>	<b>21,744,977</b>	<b>20,879,179</b>	<b>19,871,426</b>	<b>18,701,328</b>	<b>17,234,511</b>
<b>Net Assets</b>	<b>303,345,569</b>	<b>301,842,239</b>	<b>300,614,432</b>	<b>299,671,984</b>	<b>299,028,917</b>	<b>298,706,386</b>	<b>298,727,253</b>	<b>299,116,639</b>	<b>299,901,841</b>	<b>301,113,118</b>
<b>EQUITY</b>										
Retained Earnings	183,702,569	182,199,239	180,971,432	180,028,984	179,385,917	179,063,386	179,084,253	179,473,639	180,258,841	181,470,118
Revaluation Reserves	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000
Council Equity Interest	303,345,569	301,842,239	300,614,432	299,671,984	299,028,917	298,706,386	298,727,253	299,116,639	299,901,841	301,113,118
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0
<b>Total Equity</b>	<b>303,345,569</b>	<b>301,842,239</b>	<b>300,614,432</b>	<b>299,671,984</b>	<b>299,028,917</b>	<b>298,706,386</b>	<b>298,727,253</b>	<b>299,116,639</b>	<b>299,901,841</b>	<b>301,113,118</b>

## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### CASH FLOW STATEMENT - CONSOLIDATED Projected Years

SCENARIO: BASE CASE	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	9,966,291	10,291,771	10,600,524	10,918,540	11,246,096	11,583,479	11,930,984	12,288,913	12,657,581	13,037,308
User Charges & Fees	10,055,093	10,389,533	10,697,542	11,014,698	11,341,275	11,677,553	12,023,820	12,380,374	12,747,520	13,125,574
Interest & Investment Revenue Received	710,105	782,543	850,837	929,122	1,013,468	1,105,486	1,205,918	1,315,469	1,435,057	1,567,317
Grants & Contributions	7,999,633	8,155,993	8,294,343	8,435,460	8,579,399	8,726,217	8,875,972	9,028,722	9,184,526	9,343,447
Bonds & Deposits Received	0	0	0	0	0	0	0	0	0	0
Other	388,137	497,550	512,476	527,851	543,686	559,997	576,796	594,100	611,923	630,281
<b>Payments:</b>										
Employee Benefits & On-Costs	-6,641,719	-6,825,263	-6,996,608	-7,181,032	-7,370,913	-7,566,416	-7,767,708	-7,974,962	-8,188,358	-8,408,078
Materials & Contracts	-10,473,582	-10,869,950	-11,263,700	-11,669,261	-12,086,990	-12,517,250	-12,960,418	-13,416,881	-13,887,038	-14,371,300
Borrowing Costs	-1,792,435	-1,737,791	-1,695,331	-1,652,986	-1,607,236	-1,551,660	-1,485,332	-1,406,828	-1,314,886	-1,207,530
Bonds & Deposits Refunded	0	0	0	0	0	0	0	0	0	0
Other	-2,250,407	-2,287,814	-2,326,342	-2,366,027	-2,406,902	-2,449,003	-2,492,367	-2,537,032	-2,583,037	-2,630,422
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,961,115</b>	<b>8,396,572</b>	<b>8,673,741</b>	<b>8,956,366</b>	<b>9,251,884</b>	<b>9,568,404</b>	<b>9,907,666</b>	<b>10,271,875</b>	<b>10,663,289</b>	<b>11,086,596</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	1,842,132	1,763,109	1,658,791	1,039,384	742,751	714,323	683,644	650,517	614,722	7,828
Sale of Investment Property	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Sale of Interests in Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
Sale of Intangible Assets	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Sale of Disposal Groups	0	0	0	0	0	0	0	0	0	0
Distributions Received from Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Property	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-8,522,748	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Intangible Assets	0	0	0	0	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0	0	0	0	0
Purchase of Interests in Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
Contributions Paid to Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0

## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### CASH FLOW STATEMENT - CONSOLIDATED Projected Years CONTINUED

SCENARIO: BASE CASE	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-6,350,616</b>	<b>-6,406,294</b>	<b>-6,510,612</b>	<b>-7,130,019</b>	<b>-7,426,652</b>	<b>-7,455,080</b>	<b>-7,485,759</b>	<b>-7,518,886</b>	<b>-7,554,681</b>	<b>-8,161,575</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Finance Leases	0	0	0	0	0	0	0	0	0	0
Other Financing Activity Receipts	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Repayment of Borrowings & Advances	-441,857	-474,326	-466,352	-365,502	-390,991	-418,256	-447,424	-478,625	-512,001	-547,704
Repayment of Finance Lease Liabilities	0	0	-70,600	-202,477	-282,774	-371,120	-472,324	-584,671	-715,280	-977,983
Distributions to Minority Interests	0	0	0	0	0	0	0	0	0	0
Other Financing Activity Payments	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>-441,857</b>	<b>-474,326</b>	<b>-536,952</b>	<b>-567,979</b>	<b>-673,765</b>	<b>-789,376</b>	<b>-919,748</b>	<b>-1,063,296</b>	<b>-1,227,281</b>	<b>-1,525,687</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,168,642</b>	<b>1,515,952</b>	<b>1,626,177</b>	<b>1,258,368</b>	<b>1,151,467</b>	<b>1,323,948</b>	<b>1,502,160</b>	<b>1,689,693</b>	<b>1,881,326</b>	<b>1,399,334</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,371,603</b>	<b>5,540,244</b>	<b>7,056,197</b>	<b>8,682,374</b>	<b>9,940,742</b>	<b>11,092,209</b>	<b>12,416,157</b>	<b>13,918,316</b>	<b>15,608,009</b>	<b>17,489,336</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>5,540,244</b>	<b>7,056,197</b>	<b>8,682,374</b>	<b>9,940,742</b>	<b>11,092,209</b>	<b>12,416,157</b>	<b>13,918,316</b>	<b>15,608,009</b>	<b>17,489,336</b>	<b>18,888,670</b>
Cash & Cash Equivalents - end of the year	5,540,244	7,056,197	8,682,374	9,940,742	11,092,209	12,416,157	13,918,316	15,608,009	17,489,336	18,888,670
Investments - end of the year	28,129,069	26,365,960	24,707,169	23,667,785	22,925,034	22,210,711	21,527,067	20,876,550	20,261,828	20,254,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>33,669,313</b>	<b>33,422,156</b>	<b>33,389,543</b>	<b>33,608,527</b>	<b>34,017,243</b>	<b>34,626,868</b>	<b>35,445,383</b>	<b>36,484,559</b>	<b>37,751,164</b>	<b>39,142,670</b>
Representing:										
- External Restrictions	9,964,162	8,285,854	6,711,864	5,332,127	4,020,511	2,780,945	1,617,652	535,174	508,415	482,995
- Internal Restrictions	15,680,226	11,964,237	12,562,449	13,190,572	13,850,100	14,542,605	15,269,735	16,033,222	16,834,883	17,676,628
- Unrestricted	8,024,926	13,172,065	14,115,230	15,085,828	16,146,632	17,303,318	18,557,995	19,916,163	20,407,865	20,983,048
	33,669,313	33,422,156	33,389,543	33,608,527	34,017,243	34,626,868	35,445,383	36,484,559	37,751,164	39,142,670

## SCENARIO 2 – FUTURE ECONOMIC DEVELOPMENT CONTRIBUTIONS



### KEY ASSUMPTIONS

The following assumptions have been used as the basis for preparing the Long Term Financial Plan for Scenario 2, which is based predominately on keeping a conservative status quo and including ***allowing for future contributions to economic development:-***

#### Specific Assumptions:

<b>Ordinary Rates</b>	Ordinary Rates are based on an average of 3.0% increase per annum due to the restriction of Independent Pricing & Regulatory Tribunals Rate Pegging
<b>Annual &amp; User Chargers</b>	3.0% CPI Increase for all future years
<b>Statutory Charges</b>	3.0% CPI Increase for all future years
<b>Interest &amp; Investment Revenue</b>	No increase has been allowed for in budgeted Interest & Investment Revenue due to the current economic climate.
<b>Other Revenues</b>	3.0% CPI Increase for all future years
<b>Operating Grants &amp; Contributions</b>	2.0% increase has been allowed for in operating grants & contributions due to the unpredictability and availability of grant funding
<b>Employee Costs</b>	3.0% Wage Indexation increase for all future years
<b>Materials &amp; Contracts</b>	3.0% CPI Increase for all future years
<b>Other Expenses</b>	3.0% CPI Increase for all future years plus allowance made for possible contribution towards future economic development from 2013/14
<b>Depreciation</b>	Based on Current Fair Value / Total Life

## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### INCOME STATEMENT - CONSOLIDATED Projected Years

SCENARIO 2	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	10,020,531	10,321,147	10,630,781	10,949,705	11,278,196	11,616,542	11,965,038	12,323,989	12,693,709	13,074,520
User Charges & Fees	10,112,344	10,412,096	10,720,750	11,038,571	11,365,832	11,702,813	12,049,804	12,407,102	12,775,014	13,153,856
Interest & Investment Revenue	741,200	650,408	708,945	772,750	842,297	918,104	1,000,733	1,090,799	1,188,971	1,295,979
Other Revenues	489,524	504,210	519,336	534,916	550,964	567,493	584,517	602,053	620,115	638,718
Grants & Contributions provided for Operating Purposes	6,824,036	6,959,747	7,098,172	7,239,366	7,383,383	7,530,281	7,680,117	7,832,950	7,988,839	8,147,846
Grants & Contributions provided for Capital Purposes	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Other Income:</b>										
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>29,387,635</b>	<b>30,047,607</b>	<b>30,877,984</b>	<b>31,735,307</b>	<b>32,620,672</b>	<b>33,535,232</b>	<b>34,480,209</b>	<b>35,456,893</b>	<b>36,466,647</b>	<b>37,510,918</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	6,643,505	6,817,484	6,996,608	7,181,032	7,370,913	7,566,416	7,767,708	7,974,962	8,188,358	8,408,078
Borrowing Costs	1,792,022	1,737,350	1,694,859	1,652,481	1,606,696	1,551,083	1,484,714	1,406,167	1,314,179	1,206,774
Materials & Contracts	10,491,516	10,873,912	11,267,780	11,673,464	12,091,318	12,521,709	12,965,010	13,421,611	13,891,910	14,376,318
Depreciation & Amortisation	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877
Impairment	0	0	0	0	0	0	0	0	0	0
Other Expenses	2,250,407	6,787,814	2,326,342	2,366,027	2,406,902	2,449,003	2,492,367	2,537,032	2,583,037	2,630,422
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>31,169,327</b>	<b>36,208,437</b>	<b>32,277,467</b>	<b>32,864,881</b>	<b>33,467,706</b>	<b>34,080,087</b>	<b>34,701,676</b>	<b>35,331,649</b>	<b>35,969,361</b>	<b>36,613,470</b>
Operating Result from Continuing Operations	-1,781,692	-6,160,829	-1,399,482	-1,129,573	-847,035	-544,855	-221,467	125,243	497,286	897,448
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0
<b>Net Operating Result for the Year</b>	<b>-1,781,692</b>	<b>-6,160,829</b>	<b>-1,399,482</b>	<b>-1,129,573</b>	<b>-847,035</b>	<b>-544,855</b>	<b>-221,467</b>	<b>125,243</b>	<b>497,286</b>	<b>897,448</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	-2,981,692	-7,360,829	-2,599,482	-2,329,573	-2,047,035	-1,744,855	-1,421,467	-1,074,757	-702,714	-302,552

## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### BALANCE SHEET - CONSOLIDATED Projected Years

SCENARIO 2	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	5,540,244	2,880,043	3,927,191	5,001,214	5,951,840	7,056,868	8,320,406	9,750,001	11,347,821	12,438,133
Investments	26,325,417	25,035,716	23,809,533	22,905,285	22,162,534	21,448,211	20,764,567	20,114,050	19,499,328	19,491,500
Receivables	2,781,931	2,805,549	2,892,725	2,988,082	3,087,088	3,189,967	3,296,811	3,407,771	3,522,912	3,640,567
Inventories	2,743,156	2,773,377	2,804,505	2,836,567	2,869,590	2,903,605	2,938,640	2,974,725	3,011,894	3,050,177
Other	450,889	619,743	476,948	490,567	504,594	519,042	533,923	549,251	565,039	581,300
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>37,841,637</b>	<b>34,114,428</b>	<b>33,910,903</b>	<b>34,221,715</b>	<b>34,575,646</b>	<b>35,117,693</b>	<b>35,854,346</b>	<b>36,795,799</b>	<b>37,946,994</b>	<b>39,201,678</b>
<b>Non-Current Assets</b>										
Investments	1,803,652	1,330,244	897,636	762,500	762,500	762,500	762,500	762,500	762,500	762,500
Receivables	-19,049	-20,795	-22,079	-23,401	-24,763	-26,166	-27,611	-29,099	-30,632	-32,211
Inventories	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	288,267,115	286,444,641	284,622,167	282,799,693	280,977,219	279,154,745	277,332,271	275,509,797	273,687,323	271,864,849
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>290,051,719</b>	<b>287,754,090</b>	<b>285,497,724</b>	<b>283,538,792</b>	<b>281,714,956</b>	<b>279,891,079</b>	<b>278,067,160</b>	<b>276,243,198</b>	<b>274,419,191</b>	<b>272,595,138</b>
<b>TOTAL ASSETS</b>	<b>327,893,356</b>	<b>321,868,518</b>	<b>319,408,627</b>	<b>317,760,507</b>	<b>316,290,602</b>	<b>315,008,772</b>	<b>313,921,506</b>	<b>313,038,997</b>	<b>312,366,184</b>	<b>311,796,816</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Bank Overdraft	0	0	0	0	0	0	0	0	0	0
Payables	2,275,565	2,885,883	2,362,426	2,411,858	2,462,753	2,515,153	2,569,103	2,624,646	2,681,829	2,740,699
Borrowings	474,326	536,952	567,979	673,765	789,376	919,748	1,063,296	1,227,281	1,525,687	1,992,919
Provisions	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>5,138,460</b>	<b>5,811,404</b>	<b>5,318,974</b>	<b>5,474,192</b>	<b>5,640,698</b>	<b>5,823,470</b>	<b>6,020,968</b>	<b>6,240,496</b>	<b>6,596,085</b>	<b>7,122,187</b>

Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

BALANCE SHEET - CONSOLIDATED Projected Years CONTINUED

SCENARIO 2	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Non-Current Liabilities</b>										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	18,645,896	18,108,944	17,540,965	16,867,200	16,077,824	15,158,076	14,094,780	12,867,499	11,341,812	9,348,893
Provisions	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>19,409,327</b>	<b>18,872,375</b>	<b>18,304,396</b>	<b>17,630,631</b>	<b>16,841,255</b>	<b>15,921,507</b>	<b>14,858,211</b>	<b>13,630,930</b>	<b>12,105,243</b>	<b>10,112,324</b>
<b>TOTAL LIABILITIES</b>	<b>24,547,787</b>	<b>24,683,779</b>	<b>23,623,370</b>	<b>23,104,823</b>	<b>22,481,953</b>	<b>21,744,977</b>	<b>20,879,179</b>	<b>19,871,426</b>	<b>18,701,328</b>	<b>17,234,511</b>
<b>Net Assets</b>	<b>303,345,569</b>	<b>297,184,739</b>	<b>295,785,257</b>	<b>294,655,684</b>	<b>293,808,649</b>	<b>293,263,794</b>	<b>293,042,328</b>	<b>293,167,571</b>	<b>293,664,857</b>	<b>294,562,305</b>
<b>EQUITY</b>										
Retained Earnings	183,702,569	177,541,739	176,142,257	175,012,684	174,165,649	173,620,794	173,399,328	173,524,571	174,021,857	174,919,305
Revaluation Reserves	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000
Council Equity Interest	303,345,569	297,184,739	295,785,257	294,655,684	293,808,649	293,263,794	293,042,328	293,167,571	293,664,857	294,562,305
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0
<b>Total Equity</b>	<b>303,345,569</b>	<b>297,184,739</b>	<b>295,785,257</b>	<b>294,655,684</b>	<b>293,808,649</b>	<b>293,263,794</b>	<b>293,042,328</b>	<b>293,167,571</b>	<b>293,664,857</b>	<b>294,562,305</b>

Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

CASH FLOW STATEMENT - CONSOLIDATED Projected Years

SCENARIO 2	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	9,966,291	10,291,771	10,600,524	10,918,540	11,246,096	11,583,479	11,930,984	12,288,913	12,657,581	13,037,308
User Charges & Fees	10,055,093	10,389,533	10,697,542	11,014,698	11,341,275	11,677,553	12,023,820	12,380,374	12,747,520	13,125,574
Interest & Investment Revenue Received	710,105	690,939	687,259	744,777	812,626	886,567	967,296	1,055,372	1,151,551	1,258,295
Grants & Contributions	7,999,633	8,155,993	8,294,343	8,435,460	8,579,399	8,726,217	8,875,972	9,028,722	9,184,526	9,343,447
Bonds & Deposits Received	0	0	0	0	0	0	0	0	0	0
Other	388,137	497,550	512,476	527,851	543,686	559,997	576,796	594,100	611,923	630,281
<b>Payments:</b>										
Employee Benefits & On-Costs	-6,641,719	-6,825,263	-6,996,608	-7,181,032	-7,370,913	-7,566,416	-7,767,708	-7,974,962	-8,188,358	-8,408,078
Materials & Contracts	-10,473,582	-10,454,499	-11,679,151	-11,669,261	-12,086,990	-12,517,250	-12,960,418	-13,416,881	-13,887,038	-14,371,300
Borrowing Costs	-1,792,435	-1,737,791	-1,695,331	-1,652,986	-1,607,236	-1,551,660	-1,485,332	-1,406,828	-1,314,886	-1,207,530
Bonds & Deposits Refunded	0	0	0	0	0	0	0	0	0	0
Other	-2,250,407	-6,787,814	-2,326,342	-2,366,027	-2,406,902	-2,449,003	-2,492,367	-2,537,032	-2,583,037	-2,630,422
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,961,115</b>	<b>4,220,419</b>	<b>8,094,712</b>	<b>8,772,021</b>	<b>9,051,042</b>	<b>9,349,485</b>	<b>9,669,044</b>	<b>10,011,778</b>	<b>10,379,782</b>	<b>10,777,574</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	1,842,132	1,763,109	1,658,791	1,039,384	742,751	714,323	683,644	650,517	614,722	7,828
Sale of Investment Property	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Sale of Interests in Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
Sale of Intangible Assets	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Sale of Disposal Groups	0	0	0	0	0	0	0	0	0	0
Distributions Received from Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Property	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-8,522,748	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Intangible Assets	0	0	0	0	0	0	0	0	0	0
Deferred Debtors & Advances Made	0	0	0	0	0	0	0	0	0	0
Purchase of Interests in Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0



Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

CASH FLOW STATEMENT - CONSOLIDATED Projected Years CONTINUED

SCENARIO 2	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Contributions Paid to Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-6,350,616</b>	<b>-6,406,294</b>	<b>-6,510,612</b>	<b>-7,130,019</b>	<b>-7,426,652</b>	<b>-7,455,080</b>	<b>-7,485,759</b>	<b>-7,518,886</b>	<b>-7,554,681</b>	<b>-8,161,575</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Finance Leases	0	0	0	0	0	0	0	0	0	0
Other Financing Activity Receipts	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Repayment of Borrowings & Advances	-441,857	-474,326	-466,352	-365,502	-390,991	-418,256	-447,424	-478,625	-512,001	-547,704
Repayment of Finance Lease Liabilities	0	0	-70,600	-202,477	-282,774	-371,120	-472,324	-584,671	-715,280	-977,983
Distributions to Minority Interests	0	0	0	0	0	0	0	0	0	0
Other Financing Activity Payments	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>-441,857</b>	<b>-474,326</b>	<b>-536,952</b>	<b>-567,979</b>	<b>-673,765</b>	<b>-789,376</b>	<b>-919,748</b>	<b>-1,063,296</b>	<b>-1,227,281</b>	<b>-1,525,687</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,168,642</b>	<b>-2,660,201</b>	<b>1,047,148</b>	<b>1,074,023</b>	<b>950,625</b>	<b>1,105,029</b>	<b>1,263,538</b>	<b>1,429,595</b>	<b>1,597,820</b>	<b>1,090,312</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,371,603</b>	<b>5,540,244</b>	<b>2,880,043</b>	<b>3,927,191</b>	<b>5,001,214</b>	<b>5,951,840</b>	<b>7,056,868</b>	<b>8,320,406</b>	<b>9,750,001</b>	<b>11,347,821</b>
Cash & Cash Equivalents - end of the year	5,540,244	2,880,043	3,927,191	5,001,214	5,951,840	7,056,868	8,320,406	9,750,001	11,347,821	12,438,133
Cash & Cash Equivalents - end of the year	5,540,244	2,880,043	3,927,191	5,001,214	5,951,840	7,056,868	8,320,406	9,750,001	11,347,821	12,438,133
Investments - end of the year	28,129,069	26,365,960	24,707,169	23,667,785	22,925,034	22,210,711	21,527,067	20,876,550	20,261,828	20,254,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>33,669,313</b>	<b>29,246,003</b>	<b>28,634,360</b>	<b>28,668,999</b>	<b>28,876,874</b>	<b>29,267,580</b>	<b>29,847,473</b>	<b>30,626,552</b>	<b>31,609,650</b>	<b>32,692,133</b>
<b>Representing:</b>										
- External Restrictions	9,964,162	8,285,854	6,711,864	5,332,127	4,020,511	2,780,945	1,617,652	535,174	-461,600	-1,367,407
- Internal Restrictions	15,680,226	11,964,237	12,562,449	13,190,572	13,850,100	14,542,605	15,269,735	16,033,222	15,864,868	15,826,226
- Unrestricted	8,024,926	8,995,912	9,360,047	10,146,300	11,006,262	11,944,029	12,960,085	14,058,155	16,206,381	18,233,315
	33,669,314	29,246,003	28,634,360	28,668,999	28,876,873	29,267,579	29,847,473	30,626,551	31,609,649	32,692,133

## SCENARIO 3 – SPENDING ON INFRASTRUCTURE IMPROVEMENTS



### KEY ASSUMPTIONS

The following assumptions have been used as the basis for preparing the Long Term Financial Plan for Scenario 3, which is based predominately on keeping a conservative status quo for income streams but applying an ***increase in spending on infrastructure improvements from the 2014/15 financial year.***

Specific Assumptions:	
<b>Ordinary Rates</b>	Ordinary Rates are based on an average of 3.0% increase per annum due to the restriction of Independent Pricing & Regulatory Tribunals Rate Pegging
<b>Annual &amp; User Chargers</b>	3.0% CPI Increase for all future years
<b>Statutory Charges</b>	3.0% CPI Increase for all future years
<b>Interest &amp; Investment Revenue</b>	No increase has been allowed for in budgeted Interest & Investment Revenue due to the current economic climate.
<b>Other Revenues</b>	3.0% CPI Increase for all future years
<b>Operating Grants &amp; Contributions</b>	2.0% increase has been allowed for in operating grants & contributions due to the unpredictability and availability of grant funding
<b>Employee Costs</b>	3.0% Wage Indexation increase for all future years.
<b>Materials &amp; Contracts</b>	3.0% CPI Increase for 2012/13 and 2013/14, \$2,000,000 increase 2014/15 and additional 3% increase (ongoing) from 2015/16 to fund infrastructure improvement gap.
<b>Other Expenses</b>	3.0% CPI Increase for all future years plus allowance made for possible contribution towards future economic development from 2013/14
<b>Depreciation</b>	Based on Current Fair Value / Total Life

## Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

### INCOME STATEMENT - CONSOLIDATED Projected Years

SCENARIO 3	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates & Annual Charges	10,020,531	10,321,147	10,630,781	10,949,705	11,278,196	11,616,542	11,965,038	12,323,989	12,693,709	13,074,520
User Charges & Fees	10,112,344	10,412,096	10,720,750	11,038,571	11,365,832	11,702,813	12,049,804	12,407,102	12,775,014	13,153,856
Interest & Investment Revenue	741,200	650,408	653,120	711,900	775,972	845,809	921,932	1,004,906	1,095,347	1,193,928
Other Revenues	489,524	504,210	519,336	534,916	550,964	567,493	584,517	602,053	620,115	638,718
Grants & Contributions provided for Operating Purposes	6,824,036	6,959,747	7,098,172	7,239,366	7,383,383	7,530,281	7,680,117	7,832,950	7,988,839	8,147,846
Grants & Contributions provided for Capital Purposes	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other Income:										
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0
<b>Total Income from Continuing Operations</b>	<b>29,387,635</b>	<b>30,047,607</b>	<b>30,822,159</b>	<b>31,674,458</b>	<b>32,554,346</b>	<b>33,462,937</b>	<b>34,401,408</b>	<b>35,370,999</b>	<b>36,373,023</b>	<b>37,408,868</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits & On-Costs	6,643,505	6,817,484	6,996,608	7,181,032	7,370,913	7,566,416	7,767,708	7,974,962	8,188,358	8,408,078
Borrowing Costs	1,792,022	1,737,350	1,694,859	1,652,481	1,606,696	1,551,083	1,484,714	1,406,167	1,314,179	1,206,774
Materials & Contracts	10,491,516	10,873,912	13,267,780	13,733,464	14,213,118	14,707,163	15,216,028	15,740,160	16,280,015	16,836,066
Depreciation & Amortisation	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877	9,991,877
Impairment	0	0	0	0	0	0	0	0	0	0
Other Expenses	2,250,407	6,787,814	2,326,342	2,366,027	2,406,902	2,449,003	2,492,367	2,537,032	2,583,037	2,630,422
Interest & Investment Losses	0	0	0	0	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0	0	0	0	0
Joint Ventures & Associated Entities	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>31,169,327</b>	<b>36,208,437</b>	<b>34,277,467</b>	<b>34,924,881</b>	<b>35,589,506</b>	<b>36,265,541</b>	<b>36,952,694</b>	<b>37,650,198</b>	<b>38,357,466</b>	<b>39,073,218</b>
<b>Operating Result from Continuing Operations</b>	<b>-1,781,692</b>	<b>-6,160,829</b>	<b>-3,455,307</b>	<b>-3,250,422</b>	<b>-3,035,160</b>	<b>-2,802,604</b>	<b>-2,551,286</b>	<b>-2,279,199</b>	<b>-1,984,443</b>	<b>-1,664,350</b>
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0	0	0	0	0
<b>Net Operating Result for the Year</b>	<b>-1,781,692</b>	<b>-6,160,829</b>	<b>-3,455,307</b>	<b>-3,250,422</b>	<b>-3,035,160</b>	<b>-2,802,604</b>	<b>-2,551,286</b>	<b>-2,279,199</b>	<b>-1,984,443</b>	<b>-1,664,350</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>										
<b>Capital Purposes</b>	<b>-2,981,692</b>	<b>-7,360,829</b>	<b>-4,655,307</b>	<b>-4,450,422</b>	<b>-4,235,160</b>	<b>-4,002,604</b>	<b>-3,751,286</b>	<b>-3,479,199</b>	<b>-3,184,443</b>	<b>-2,864,350</b>

Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

BALANCE SHEET - CONSOLIDATED Projected Years

SCENARIO 3	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	5,540,244	2,880,043	1,907,903	893,665	0	0	0	0	0	0
Investments	26,325,417	25,035,716	23,809,533	22,905,285	22,162,534	21,448,211	20,566,908	19,511,113	18,531,740	18,091,492
Receivables	2,781,931	2,805,549	2,860,863	2,923,772	2,989,294	3,057,623	3,128,815	3,202,981	3,280,145	3,358,598
Inventories	2,743,156	2,773,377	2,984,476	3,021,936	3,060,521	3,100,263	3,141,198	3,183,361	3,226,788	3,271,518
Other	450,889	619,743	546,289	561,988	578,158	594,812	611,967	629,636	647,835	666,581
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
<b>Total Current Assets</b>	<b>37,841,637</b>	<b>34,114,428</b>	<b>32,109,063</b>	<b>30,306,646</b>	<b>28,790,507</b>	<b>28,200,910</b>	<b>27,448,888</b>	<b>26,527,090</b>	<b>25,686,508</b>	<b>25,388,189</b>
<b>Non-Current Assets</b>										
Investments	1,803,652	1,330,244	897,636	762,500	762,500	762,500	754,768	738,914	724,649	707,732
Receivables	-19,049	-20,795	-22,079	-23,401	-24,763	-26,166	-27,611	-29,099	-30,632	-32,211
Inventories	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	288,267,115	286,444,641	284,622,167	282,799,693	280,977,219	279,154,745	277,332,271	275,509,797	273,687,323	271,864,849
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>290,051,719</b>	<b>287,754,090</b>	<b>285,497,724</b>	<b>283,538,792</b>	<b>281,714,956</b>	<b>279,891,079</b>	<b>278,059,428</b>	<b>276,219,611</b>	<b>274,381,339</b>	<b>272,540,370</b>
<b>TOTAL ASSETS</b>	<b>327,893,356</b>	<b>321,868,518</b>	<b>317,606,787</b>	<b>313,845,438</b>	<b>310,505,463</b>	<b>308,091,989</b>	<b>305,508,315</b>	<b>302,746,702</b>	<b>300,067,847</b>	<b>297,928,559</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Bank Overdraft	0	0	0	0	310,207	1,428,229	2,253,314	2,770,076	3,236,929	4,219,709
Payables	2,275,565	2,885,883	2,616,412	2,673,463	2,732,207	2,792,690	2,854,966	2,919,085	2,985,101	3,053,069
Borrowings	474,326	536,952	567,979	673,765	789,376	919,748	1,063,296	1,227,281	1,525,687	1,992,919
Provisions	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569	2,388,569
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>5,138,460</b>	<b>5,811,404</b>	<b>5,572,960</b>	<b>5,735,797</b>	<b>6,220,358</b>	<b>7,529,237</b>	<b>8,560,145</b>	<b>9,305,011</b>	<b>10,136,286</b>	<b>11,654,267</b>
<b>Non-Current Liabilities</b>										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	18,645,896	18,108,944	17,540,965	16,867,200	16,077,824	15,158,076	14,094,780	12,867,499	11,341,812	9,348,893
Provisions	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431	763,431
Investments Accounted for using the equity method	0	0	0	0	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0	0	0	0	0

Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

BALANCE SHEET - CONSOLIDATED Projected Years

SCENARIO 3	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>TOTAL LIABILITIES</b>	24,547,787	24,683,779	23,877,356	23,366,428	23,061,613	23,450,744	23,418,356	22,935,941	22,241,529	21,766,591
Net Assets	303,345,569	297,184,739	293,729,432	290,479,009	287,443,849	284,641,245	282,089,960	279,810,761	277,826,318	276,161,968
<b>EQUITY</b>										
Retained Earnings	183,702,569	177,541,739	174,086,432	170,836,009	167,800,849	164,998,245	162,446,960	160,167,761	158,183,318	156,518,968
Revaluation Reserves	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000	119,643,000
Council Equity Interest	303,345,569	297,184,739	293,729,432	290,479,009	287,443,849	284,641,245	282,089,960	279,810,761	277,826,318	276,161,968
Minority Equity Interest	0	0	0	0	0	0	0	0	0	0
Total Equity	303,345,569	297,184,739	293,729,432	290,479,009	287,443,849	284,641,245	282,089,960	279,810,761	277,826,318	276,161,968

Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022

CASH FLOW STATEMENT - CONSOLIDATED Projected Years

SCENARIO 3	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	9,966,291	10,291,771	10,600,524	10,918,540	11,246,096	11,583,479	11,930,984	12,288,913	12,657,581	13,037,308
User Charges & Fees	10,055,093	10,389,533	10,697,542	11,014,698	11,341,275	11,677,553	12,023,820	12,380,374	12,747,520	13,125,574
Interest & Investment Revenue Received	710,105	690,939	663,296	716,376	779,784	848,822	924,147	1,006,272	1,095,904	1,195,447
Grants & Contributions	7,999,633	8,155,993	8,294,343	8,435,460	8,579,399	8,726,217	8,875,972	9,028,722	9,184,526	9,343,447
Bonds & Deposits Received	0	0	0	0	0	0	0	0	0	0
Other	388,137	497,550	512,476	527,851	543,686	559,997	576,796	594,100	611,923	630,281
<b>Payments:</b>										
Employee Benefits & On-Costs	-6,641,719	-6,825,263	-6,996,608	-7,181,032	-7,370,913	-7,566,416	-7,767,708	-7,974,962	-8,188,358	-8,408,078
Materials & Contracts	-10,473,582	-10,454,499	-13,674,476	-13,729,121	-14,208,645	-14,702,555	-15,211,282	-15,735,271	-16,274,980	-16,830,880
Borrowing Costs	-1,792,435	-1,737,791	-1,695,331	-1,652,986	-1,607,236	-1,551,660	-1,485,332	-1,406,828	-1,314,886	-1,207,530
Bonds & Deposits Refunded	0	0	0	0	0	0	0	0	0	0
Other	-2,250,407	-6,787,814	-2,326,342	-2,366,027	-2,406,902	-2,449,003	-2,492,367	-2,537,032	-2,583,037	-2,630,422
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,961,115</b>	<b>4,220,419</b>	<b>6,075,424</b>	<b>6,683,760</b>	<b>6,896,545</b>	<b>7,126,434</b>	<b>7,375,031</b>	<b>7,644,288</b>	<b>7,936,193</b>	<b>8,255,145</b>
<b>Cash Flows from Investing Activities</b>										
<b>Receipts:</b>										
Sale of Investment Securities	1,842,132	1,763,109	1,658,791	1,039,384	742,751	714,323	889,036	1,071,649	993,638	457,164
Sale of Investment Property	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Sale of Interests in Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
Sale of Intangible Assets	0	0	0	0	0	0	0	0	0	0
Deferred Debtors Receipts	0	0	0	0	0	0	0	0	0	0
Sale of Disposal Groups	0	0	0	0	0	0	0	0	0	0
Distributions Received from Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Purchase of Investment Securities	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Property	0	0	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	-8,522,748	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403	-8,499,403
Purchase of Real Estate Assets	0	0	0	0	0	0	0	0	0	0
Purchase of Intangible Assets	0	0	0	0	0	0	0	0	0	0

**Forbes Shire Council 10 Year Financial Plan for the Years ending 30 June 2022 CONTINUED**
**CASH FLOW STATEMENT - CONSOLIDATED Projected Years**

<b>SCENARIO 3</b>	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Deferred Debtors & Advances Made	0	0	0	0	0	0	0	0	0	0
Purchase of Interests in Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
Contributions Paid to Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
<b>Net Cash provided (or used in) Investing Activities</b>	<b>-6,350,616</b>	<b>-6,406,294</b>	<b>-6,510,612</b>	<b>-7,130,019</b>	<b>-7,426,652</b>	<b>-7,455,080</b>	<b>-7,280,367</b>	<b>-7,097,754</b>	<b>-7,175,765</b>	<b>-7,712,239</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	0	0	0	0	0	0	0	0	0	0
Proceeds from Finance Leases	0	0	0	0	0	0	0	0	0	0
Other Financing Activity Receipts	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Repayment of Borrowings & Advances	-441,857	-474,326	-466,352	-365,502	-390,991	-418,256	-447,424	-478,625	-512,001	-547,704
Repayment of Finance Lease Liabilities	0	0	-70,600	-202,477	-282,774	-371,120	-472,324	-584,671	-715,280	-977,983
Distributions to Minority Interests	0	0	0	0	0	0	0	0	0	0
Other Financing Activity Payments	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>-441,857</b>	<b>-474,326</b>	<b>-536,952</b>	<b>-567,979</b>	<b>-673,765</b>	<b>-789,376</b>	<b>-919,748</b>	<b>-1,063,296</b>	<b>-1,227,281</b>	<b>-1,525,687</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>1,168,642</b>	<b>-2,660,201</b>	<b>-972,140</b>	<b>-1,014,238</b>	<b>-1,203,872</b>	<b>-1,118,022</b>	<b>-825,085</b>	<b>-516,762</b>	<b>-466,853</b>	<b>-982,780</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,371,603</b>	<b>5,540,244</b>	<b>2,880,043</b>	<b>1,907,903</b>	<b>893,665</b>	<b>-310,207</b>	<b>-1,428,229</b>	<b>-2,253,314</b>	<b>-2,770,076</b>	<b>-3,236,929</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>5,540,244</b>	<b>2,880,043</b>	<b>1,907,903</b>	<b>893,665</b>	<b>-310,207</b>	<b>-1,428,229</b>	<b>-2,253,314</b>	<b>-2,770,076</b>	<b>-3,236,929</b>	<b>-4,219,709</b>
Cash & Cash Equivalents - end of the year	5,540,244	2,880,043	1,907,903	893,665	-310,207	-1,428,229	-2,253,314	-2,770,076	-3,236,929	-4,219,709
Investments - end of the year	28,129,069	26,365,960	24,707,169	23,667,785	22,925,034	22,210,711	21,321,675	20,250,026	19,256,388	18,799,224
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>33,669,313</b>	<b>29,246,003</b>	<b>26,615,072</b>	<b>24,561,450</b>	<b>22,614,827</b>	<b>20,782,482</b>	<b>19,068,362</b>	<b>17,479,950</b>	<b>16,019,459</b>	<b>14,579,515</b>
<b>Representing:</b>										
- External Restrictions	9,964,162	8,285,854	6,711,864	5,332,127	4,020,511	2,780,945	1,617,652	535,174	0	0
- Internal Restrictions	15,680,226	11,964,237	11,562,449	12,190,572	12,850,100	13,542,605	12,865,475	12,222,201	11,611,091	11,030,537
- Unrestricted	8,024,926	8,995,912	8,340,759	7,038,751	5,744,216	4,458,931	4,585,235	4,722,575	4,408,367	3,548,978
	33,669,313	29,246,003	26,615,072	24,561,450	22,614,827	20,782,482	19,068,362	17,479,950	16,019,459	14,579,515