



SHIRE OF MOORA

LONG TERM FINANCIAL PLAN

JULY 2019 to JUNE 2029

Shire of Moora

Global Variables

General Information

Local Government Name	<input type="text" value="Shire of Moora"/>
Prepared by:	<input type="text" value="David Trevaskis"/>
Version Number	<input type="text" value="2"/>
Date Prepared	<input type="text" value="28/08/2019"/>
CALCULATION BASE YEAR ENDED 30 JUNE	<input type="text" value="2019"/>
No of Years to be forecast	<input type="text" value="10"/> (Maximum 20 Years)

Inflators and Drivers

Inflation Forecast	<input type="text" value="2.50%"/> (Set inflation to 0 if plan is to be prepared using real values)
Investment Interest Rate	<input type="text" value="3.00%"/>
Default Borrowings Interest Rate	<input type="text" value="3.5%"/>

Standard Model Assumptions

- 1 Deferred Pensioners will remain static throughout the forecast period
- 2 Accrued Interest will remain Static
- 3 Accrued Salaries and Wages will remain static
- 4 Whilst interest rates are expected to fluctuate on a monthly basis the impact of these variations on Councils' Long Term Financial plan are assumed to be negligible and a forecast average interest rate for cash investments is utilised
- 5 General Interest revenue is based on the assumption of the average cash balance for the year being the same level as the previous periods closing cash balance.
- 6 Whilst year on year inflation is expected to vary the impact of these variations on Councils Long Term Financial planning are assumed to be negligible and as such a forecast average rate of inflation is utilised
- 7 It is assumed the local government will not will not incur any interest expense relating to to being overdrawn during the year

Other Assumptions

Rates - 3.0% increase (0.5% above inflation forecast)
Padbury street upgrade \$200k budgeted 2019/20
\$5 mil borrowed in 2020/21 to fund administration building upgrade (\$5.5mil 2020/21)
\$990k transferred from reserves 2020/21 to fund administration building construction
Non-operating capital grant budgeted, 2020-21 150k and 2021-22 100k, to fund new nature play ground construction

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Summary of percentage adjustments on prior year For the period 2019 - 2029

	1	2	3	4	5	6	7	8	9	10
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
OPERATING										
Revenues										
Rates	1.64%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Operating grants, subsidies and contributions	(41.89%)	71.28%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Profit on Asset Disposal	(100.00%)	-	-	-	-	-	-	-	-	-
Fees and charges	0.95%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Service charges	-	-	-	-	-	-	-	-	-	-
Interest earnings - General	(0.58%)	4.38%	1.26%	2.50%	1.28%	2.50%	1.29%	2.50%	1.31%	2.50%
Interest earnings - Reserves	7.97%	61.11%	(37.65%)	(20.05%)	(25.83%)	3.00%	3.01%	2.99%	3.01%	3.00%
Other revenue	(46.29%)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
	(10.95%)	13.49%	2.40%	2.62%	2.61%	2.73%	2.72%	2.73%	2.72%	2.73%
Expenses										
Employee costs	3.48%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and contracts	13.56%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utility charges (electricity, gas, water etc.)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation on non-current assets	0.58%	5.20%	2.03%	1.68%	1.87%	1.91%	1.68%	1.56%	1.49%	1.46%
Loss on Asset Disposal	(100.00%)	-	-	-	-	-	-	-	-	-
Interest Expense	(37.31%)	486.49%	(6.74%)	(7.22%)	(7.13%)	(7.93%)	(8.91%)	(9.62%)	(9.85%)	(11.31%)
Insurance expense	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenditure	36.38%	(6.65%)	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
	2.45%	4.81%	2.15%	2.01%	2.10%	2.13%	2.04%	2.00%	1.99%	1.98%
NET OPERATIONS	101.45%	(23.54%)	0.92%	(0.97%)	(0.46%)	(1.05%)	(1.66%)	(2.18%)	(2.39%)	(2.77%)
CAPITAL										
Borrowings										
Movement in Total Long Term Liabilities %	485.44%	485.44%	(7.12%)	(7.32%)	(8.16%)	(9.19%)	(10.33%)	(9.82%)	(11.27%)	(13.15%)
Movement in Total Long Term Liabilities \$	(\$135,445)	\$4,617,191	(\$396,640)	(\$378,581)	(\$391,237)	(\$404,318)	(\$413,142)	(\$352,073)	(\$364,382)	(\$377,122)
Reserves										
Movement in Total Cash Backed Reserves %	(37.65%)	(37.65%)	(20.05%)	(25.83%)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Movement in Total Cash Backed Reserves \$	\$625,348	\$1,518,289	(\$1,221,391)	(\$618,033)	(\$286,576)	\$54,825	\$56,471	\$58,166	\$59,911	\$61,710
Property, Plant and Equipment										
Movement in WDV. Property, Plant and Equipment %	23.81%	23.81%	(2.31%)	(1.79%)	(2.48%)	(2.54%)	(2.77%)	(2.12%)	(1.77%)	(2.06%)
Movement in WDV. Property, Plant and Equipment \$	(\$90,051)	\$5,146,998	(\$619,237)	(\$468,742)	(\$637,626)	(\$636,449)	(\$676,861)	(\$502,645)	(\$410,917)	(\$469,215)
Infrastructure										
Movement in WDV. Infrastructure %	0.16%	(0.23%)	(0.24%)	(0.33%)	(0.41%)	(0.45%)	(0.45%)	(0.47%)	(0.49%)	(0.48%)
Movement in WDV. Infrastructure \$	\$270,820	(\$380,686)	(\$397,694)	(\$543,748)	(\$672,492)	(\$734,747)	(\$737,742)	(\$760,019)	(\$797,137)	(\$776,965)

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Forecast Statement of Comprehensive Income For the period 2019 - 2029

		2015-16	2016-17	2017-18	Base	1	2	3	4	5	6	7	8	9	10
	Notes	\$	\$	\$	\$	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INCOME STATEMENT															
Revenues															
Rates		3,708,516	3,800,685	3,895,291	4,046,880	4,113,256	4,236,703	4,363,854	4,494,824	4,629,721	4,768,667	4,911,785	5,059,196	5,211,032	5,367,425
Operating grants, subsidies and contributions		1,111,739	2,891,597	1,992,847	2,152,109	1,250,673	2,142,179	2,195,733	2,250,626	2,306,891	2,364,563	2,423,677	2,484,269	2,546,376	2,610,035
Fees and charges		2,193,873	2,350,790	2,363,308	2,586,952	2,611,629	2,676,920	2,743,844	2,812,440	2,882,752	2,954,822	3,028,692	3,104,408	3,182,017	3,261,568
Service charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earnings - General		133,495	109,417	118,331	113,399	112,740	117,682	119,167	122,146	123,706	126,799	128,438	131,649	133,370	136,704
Interest earnings - Reserves		61,555	49,095	47,966	42,000	45,348	73,058	45,551	36,416	27,008	27,817	28,654	29,512	30,399	31,311
Other revenue		148,073	113,004	102,592	262,363	140,922	144,445	148,056	151,757	155,551	159,440	163,426	167,512	171,700	175,993
		<u>7,357,251</u>	<u>9,314,588</u>	<u>8,520,335</u>	<u>9,203,703</u>	<u>8,274,568</u>	<u>9,390,987</u>	<u>9,616,205</u>	<u>9,868,209</u>	<u>10,125,629</u>	<u>10,402,108</u>	<u>10,684,672</u>	<u>10,976,546</u>	<u>11,274,894</u>	<u>11,583,036</u>
Expenses															
Employee costs		(3,466,137)	(3,595,956)	(3,592,844)	(3,560,539)	(3,684,552)	(3,776,666)	(3,871,084)	(3,967,861)	(4,067,057)	(4,168,734)	(4,272,953)	(4,379,776)	(4,489,271)	(4,601,503)
Materials and contracts		(1,519,787)	(1,284,618)	(1,264,021)	(1,626,759)	(1,847,428)	(1,893,613)	(1,940,953)	(1,989,477)	(2,039,214)	(2,090,194)	(2,142,449)	(2,196,010)	(2,250,910)	(2,307,183)
Utility charges (electricity, gas, water etc.)		(324,500)	(373,093)	(366,674)	(393,523)	(403,361)	(413,445)	(423,782)	(434,377)	(445,236)	(456,367)	(467,776)	(479,470)	(491,456)	(503,742)
Depreciation on non-current assets		(3,743,913)	(3,456,624)	(3,944,898)	(4,243,567)	(4,268,065)	(4,489,791)	(4,580,797)	(4,657,582)	(4,744,484)	(4,835,231)	(4,916,627)	(4,993,260)	(5,067,650)	(5,141,807)
Interest expense		(69,201)	(82,663)	(59,899)	(55,807)	(34,986)	(205,188)	(191,358)	(177,538)	(164,881)	(151,799)	(138,275)	(124,972)	(112,663)	(99,924)
Insurance expense		(177,374)	(197,430)	(171,221)	(184,659)	(189,275)	(194,007)	(198,857)	(203,828)	(208,924)	(214,147)	(219,501)	(224,989)	(230,614)	(236,379)
Other expenditure		(231,810)	(573,478)	(236,864)	(280,368)	(382,377)	(356,936)	(365,859)	(375,005)	(384,380)	(393,990)	(403,840)	(413,936)	(424,284)	(434,891)
		<u>(9,532,722)</u>	<u>(9,563,862)</u>	<u>(9,636,421)</u>	<u>(10,345,222)</u>	<u>(10,810,044)</u>	<u>(11,329,646)</u>	<u>(11,572,690)</u>	<u>(11,805,668)</u>	<u>(12,054,176)</u>	<u>(12,310,462)</u>	<u>(12,561,421)</u>	<u>(12,812,413)</u>	<u>(13,066,848)</u>	<u>(13,325,429)</u>
	OPERATING RESULT	<u>(2,175,471)</u>	<u>(249,274)</u>	<u>(1,116,086)</u>	<u>(1,141,519)</u>	<u>(2,535,476)</u>	<u>(1,938,659)</u>	<u>(1,956,485)</u>	<u>(1,937,459)</u>	<u>(1,928,547)</u>	<u>(1,908,354)</u>	<u>(1,876,749)</u>	<u>(1,835,867)</u>	<u>(1,791,954)</u>	<u>(1,742,393)</u>
Revenue (Asset related)															
Non-Operating grants, subsidies and contributions		1,625,734	2,173,152	1,877,880	1,640,433	1,648,845	1,126,832	1,076,832	976,832	976,832	950,000	950,000	950,000	950,000	950,000
Profit on disposal of assets		69,039	13,339	11,629	88,726	-	-	-	-	-	-	-	-	-	-
Loss on asset disposal		(303,967)	(232,684)	(930,846)	(205,828)	-	-	-	-	-	-	-	-	-	-
	NET RESULT	<u>(784,665)</u>	<u>1,704,533</u>	<u>(157,423)</u>	<u>381,812</u>	<u>(886,631)</u>	<u>(811,827)</u>	<u>(879,653)</u>	<u>(960,627)</u>	<u>(951,715)</u>	<u>(958,354)</u>	<u>(926,749)</u>	<u>(885,867)</u>	<u>(841,954)</u>	<u>(792,393)</u>
Other Comprehensive Income		(411,167)	(328,278)	7,838,532	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income		<u>(1,195,832)</u>	<u>1,376,255</u>	<u>7,681,109</u>	<u>381,812</u>	<u>(886,631)</u>	<u>(811,827)</u>	<u>(879,653)</u>	<u>(960,627)</u>	<u>(951,715)</u>	<u>(958,354)</u>	<u>(926,749)</u>	<u>(885,867)</u>	<u>(841,954)</u>	<u>(792,393)</u>

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Forecast Statement of Financial Position For the period 2019 - 2029

BALANCE SHEET	2015-16	2016-17	2017-18	Base	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
CURRENT ASSETS														
Unrestricted Cash and Equivalents	1,785,187	2,011,060	2,556,342	2,124,511	304,037	267,999	321,309	316,662	265,580	255,330	306,018	301,230	272,548	317,903
Restricted Cash and Cash Equivalent	1,666,239	2,067,064	1,634,748	1,809,883	2,435,231	1,518,289	1,213,840	900,256	927,264	955,081	983,735	1,013,247	1,043,646	1,074,957
Non-Cash Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables	496,998	886,101	613,403	578,760	579,008	579,264	579,529	579,802	580,083	575,671	571,041	571,041	571,041	571,041
Inventories	37,231	11,217	47,709	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905
TOTAL CURRENT ASSETS	3,985,655	4,975,442	4,852,202	4,534,059	3,339,181	2,386,457	2,135,583	1,817,625	1,793,832	1,806,987	1,881,699	1,906,423	1,908,140	1,984,806
NON-CURRENT ASSETS														
Other Receivables	295,034	254,359	271,912	245,501	237,534	229,311	220,823	212,062	203,020	198,390	198,390	198,390	198,390	198,390
Inventories	704,317	345,000	345,000	346,472	346,472	346,472	346,472	346,472	346,472	346,472	346,472	346,472	346,472	346,472
Property Plant and Equipment	21,931,122	22,003,087	21,955,003	21,705,902	21,615,851	26,762,849	26,143,612	25,674,870	25,037,244	24,400,795	23,723,934	23,221,289	22,810,372	22,341,157
Infrastructure	157,505,447	157,720,166	165,016,772	166,356,827	166,627,647	166,246,961	165,849,267	165,305,519	164,633,027	163,898,280	163,160,538	162,400,519	161,603,382	160,826,417
TOTAL NON-CURRENT ASSETS	180,435,920	180,322,612	187,588,687	188,654,702	188,827,504	193,585,593	192,560,174	191,538,923	190,219,763	188,843,937	187,429,334	186,166,670	184,958,616	183,712,436
TOTAL ASSETS	184,421,575	185,298,054	192,440,889	193,188,761	192,166,685	195,972,050	194,695,757	193,356,548	192,013,595	190,650,924	189,311,033	188,073,093	186,866,756	185,697,242
CURRENT LIABILITIES														
Trade and Other Payables	698,573	469,438	298,587	525,944	525,944	525,944	525,944	525,944	525,944	525,944	525,944	525,944	525,944	525,944
Current Portion of Long-term Liabilities	311,933	329,636	348,414	135,445	115,717	389,993	401,973	382,476	395,276	408,512	352,073	364,382	377,122	390,306
Provisions	615,529	619,067	591,648	591,648	591,648	591,648	591,648	591,648	591,648	591,648	591,648	591,648	591,648	591,648
TOTAL CURRENT LIABILITIES	1,626,035	1,418,141	1,238,649	1,253,037	1,233,309	1,507,585	1,519,565	1,500,068	1,512,868	1,526,104	1,469,665	1,481,974	1,494,714	1,507,898
NON-CURRENT LIABILITIES														
Long-term Borrowings	1,277,505	947,869	599,456	951,127	835,410	5,178,325	4,769,705	4,410,621	4,006,584	3,589,030	3,232,327	2,867,945	2,490,823	2,100,517
Provisions	101,491	139,249	128,877	128,877	128,877	128,877	128,877	128,877	128,877	128,877	128,877	128,877	128,877	128,877
TOTAL NON-CURRENT LIABILITIES	1,378,996	1,087,118	728,333	1,080,004	964,287	5,307,202	4,898,582	4,539,498	4,135,461	3,717,907	3,361,204	2,996,822	2,619,700	2,229,394
TOTAL LIABILITIES	3,005,031	2,505,259	1,966,982	2,333,041	2,197,596	6,814,787	6,418,147	6,039,566	5,648,329	5,244,011	4,830,869	4,478,796	4,114,414	3,737,292
NET ASSETS	181,416,544	182,792,795	190,473,907	190,855,720	189,969,089	189,157,263	188,277,610	187,316,982	186,365,266	185,406,913	184,480,164	183,594,297	182,752,342	181,959,950
EQUITY														
Retained Surplus	82,820,494	84,087,679	84,362,572	84,569,250	83,057,271	83,162,386	82,587,182	81,940,139	80,961,416	79,975,245	79,019,842	78,104,463	77,232,110	76,408,406
Reserves - Cash Backed	1,629,717	2,067,064	1,634,748	1,809,883	2,435,231	1,518,289	1,213,840	900,256	927,264	955,081	983,735	1,013,247	1,043,646	1,074,957
Reserves - Revaluation	96,966,333	96,638,055	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587
TOTAL EQUITY	181,416,544	182,792,798	190,473,907	190,855,720	189,969,089	189,157,262	188,277,609	187,316,982	186,365,267	185,406,913	184,480,164	183,594,297	182,752,343	181,959,950

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Forecast Statement of Changes in Equity For the period 2019 - 2029

	2015-16	2016-17	2017-18	Base	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RETAINED SURPLUS														
Opening Balance	83,362,577	82,820,494	84,087,680	84,362,573	84,569,250	83,057,271	83,162,386	82,587,182	81,940,139	80,961,416	79,975,245	79,019,842	78,104,463	77,232,110
Net Result	(1,195,832)	1,376,255	7,681,109	381,812	(886,631)	(811,827)	(879,653)	(960,627)	(951,715)	(958,354)	(926,749)	(885,867)	(841,954)	(792,393)
Total Other Comprehensive Income	411,167	328,278	(7,838,532)	-	-	-	-	-	-	-	-	-	-	-
Amount transferred (to)/from Reserves	242,582	(437,347)	432,316	(175,135)	(625,348)	916,942	304,449	313,584	(27,008)	(27,817)	(28,654)	(29,512)	(30,399)	(31,311)
Closing Balance	82,820,494	84,087,680	84,362,573	84,569,250	83,057,271	83,162,386	82,587,182	81,940,139	80,961,416	79,975,245	79,019,842	78,104,463	77,232,110	76,408,406
RESERVES - CASH/INVESTMENT BACKED														
Opening Balance	1,872,299	1,629,717	2,067,064	1,634,748	1,809,883	2,435,231	1,518,289	1,213,840	900,256	927,264	955,081	983,735	1,013,247	1,043,646
Amount transferred to/(from) Retained Surplus	(242,582)	437,347	(432,316)	175,135	625,348	(916,942)	(304,449)	(313,584)	27,008	27,817	28,654	29,512	30,399	31,311
Closing Balance	1,629,717	2,067,064	1,634,748	1,809,883	2,435,231	1,518,289	1,213,840	900,256	927,264	955,081	983,735	1,013,247	1,043,646	1,074,957
ASSET REVALUATION RESERVES														
Opening Balance	97,377,500	96,966,333	96,638,055	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587
Total Other Comprehensive Income	(411,167)	(328,278)	7,838,532	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	96,966,333	96,638,055	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587	104,476,587
TOTAL EQUITY	181,416,544	182,792,799	190,473,908	190,855,720	189,969,089	189,157,262	188,277,609	187,316,982	186,365,267	185,406,913	184,480,164	183,594,297	182,752,343	181,959,950

Shire of Moora

Forecast Statement of Cashflows For the period 2019 - 2029

	2016-17	2017-18	Base	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows From Operating Activities													
Receipts													
Rates	3,800,685	3,895,291	4,046,880	4,113,256	4,236,703	4,363,854	4,494,824	4,629,721	4,768,667	4,911,785	5,059,196	5,211,032	5,367,425
Operating grants, subsidies and contributions	2,891,597	1,992,847	2,152,109	1,250,673	2,142,179	2,195,733	2,250,626	2,306,891	2,364,563	2,423,677	2,484,269	2,546,376	2,610,035
Fees and Charges	1,973,076	2,630,099	2,648,006	2,611,629	2,676,920	2,743,844	2,812,440	2,882,752	2,954,822	3,028,692	3,104,408	3,182,017	3,261,568
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earnings	158,512	166,297	155,399	158,088	190,740	164,718	158,562	150,714	154,616	157,092	161,161	163,769	168,015
Other Revenue	498,335	66,100	287,695	140,922	144,445	148,056	151,757	155,551	159,440	163,426	167,512	171,700	175,993
	9,322,205	8,750,634	9,290,089	8,274,568	9,390,987	9,616,205	9,868,209	10,125,629	10,402,108	10,684,672	10,976,546	11,274,894	11,583,036
Payments													
Employee Costs	(3,554,660)	(3,630,635)	(3,560,539)	(3,684,552)	(3,776,666)	(3,871,084)	(3,967,861)	(4,067,057)	(4,168,734)	(4,272,953)	(4,379,776)	(4,489,271)	(4,601,503)
Materials and Contracts	(1,513,753)	(1,434,872)	(1,399,402)	(1,847,428)	(1,893,613)	(1,940,953)	(1,989,477)	(2,039,214)	(2,090,194)	(2,142,449)	(2,196,010)	(2,250,910)	(2,307,183)
Utility Charges	(373,093)	(366,674)	(393,523)	(403,361)	(413,445)	(423,782)	(434,377)	(445,236)	(456,367)	(467,776)	(479,470)	(491,456)	(503,742)
Interest Expenses	(82,663)	(59,899)	(55,807)	(34,986)	(205,188)	(191,358)	(177,538)	(164,881)	(151,799)	(138,275)	(124,972)	(112,663)	(99,924)
Insurance expenses	(197,430)	(171,221)	(184,659)	(189,275)	(194,007)	(198,857)	(203,828)	(208,924)	(214,147)	(219,501)	(224,989)	(230,614)	(236,379)
Other Expenditure	(573,478)	(236,864)	(280,368)	(382,377)	(356,936)	(365,859)	(375,005)	(384,380)	(393,990)	(403,840)	(413,936)	(424,284)	(434,891)
	(6,295,077)	(5,900,165)	(5,874,298)	(6,541,979)	(6,839,855)	(6,991,893)	(7,148,086)	(7,309,692)	(7,475,231)	(7,644,794)	(7,819,153)	(7,999,198)	(8,183,622)
Net Cash Provided By (Used In) Operating Activities	3,027,128	2,850,469	3,415,791	1,732,589	2,551,132	2,624,312	2,720,123	2,815,937	2,926,877	3,039,878	3,157,393	3,275,696	3,399,414
Cash Flows from Investing Activities													
Payments for Development of Land Held for Resale	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments for Purchase of Property, Plant & Equipment	(1,436,988)	(916,980)	(3,905,920)	(1,531,057)	(6,761,960)	(840,960)	(1,202,214)	(954,460)	(1,152,960)	(1,120,346)	(1,454,076)	(1,365,076)	(1,454,738)
Payments for Construction of Infrastructure	(3,150,899)	(3,463,535)	(1,893,363)	(3,446,777)	(2,837,142)	(2,862,906)	(2,755,878)	(2,662,906)	(2,636,074)	(2,669,678)	(2,684,520)	(2,684,520)	(2,743,888)
Advances to Community Groups	-	(40,000)	-	-	-	-	-	-	-	-	-	-	-
Non-Operating Grants, Subsidies and Contributions	2,173,152	1,877,880	1,640,433	1,648,845	1,126,832	1,076,832	976,832	976,832	950,000	950,000	950,000	950,000	950,000
Proceeds from Sale of Plant & Equipment	296,957	105,909	346,189	529,000	343,000	140,000	313,000	183,000	325,000	288,000	408,000	190,000	303,000
Proceeds from Sale of Land Held for Resale	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers (to)/from Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided By (Used In) Investing Activities	(2,117,778)	(2,436,726)	(3,812,661)	(2,799,989)	(8,129,270)	(2,487,034)	(2,668,260)	(2,457,534)	(2,514,034)	(2,552,024)	(2,780,596)	(2,909,596)	(2,945,626)
Cash Flows from Financing Activities													
Repayment of Debentures	(311,932)	(329,636)	(361,298)	(135,444)	(382,809)	(396,640)	(378,582)	(391,237)	(404,318)	(413,142)	(352,073)	(364,382)	(377,122)
Proceeds from Self Supporting Loans	29,283	28,859	27,803	7,719	7,967	8,223	8,488	8,761	9,042	4,630	-	-	-
Proceeds from New Debentures	-	-	500,000	-	5,000,000	-	-	-	-	-	-	-	-
Net Cash Provided By (Used In) Financing Activities	(282,649)	(300,777)	166,505	(127,725)	4,625,158	(388,417)	(370,094)	(382,476)	(395,276)	(408,512)	(352,073)	(364,382)	(377,122)
Net Increase (Decrease) in Cash Held	626,701	112,966	(230,365)	(1,195,125)	(952,980)	(251,139)	(318,231)	(24,073)	17,567	79,342	24,724	1,718	76,666
Cash at Beginning of Year	3,451,426	4,078,124	4,191,090	3,934,394	2,739,268	1,786,288	1,535,149	1,216,918	1,192,844	1,210,411	1,289,753	1,314,477	1,316,194
Cash and Cash Equivalents at the End of the Year	4,078,127	4,191,090	3,960,725	2,739,269	1,786,288	1,535,149	1,216,918	1,192,845	1,210,411	1,289,753	1,314,477	1,316,195	1,392,860
Reconciliation of Net Cash Provided By Operating Activities to Net Result													
Net Result	1,704,533	(157,423)	381,812	(886,631)	(811,827)	(879,653)	(960,627)	(951,715)	(958,354)	(926,749)	(885,867)	(841,954)	(792,393)
Depreciation	3,456,624	3,944,898	4,243,567	4,268,065	4,489,791	4,580,797	4,657,582	4,744,484	4,835,231	4,916,627	4,993,260	5,067,650	5,141,807
Write off of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
(Profit)/Loss on Sale of Asset	219,345	919,217	117,102	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Receivables	(377,714)	266,791	61,054	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Inventories	385,331	(36,492)	25,332	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Payables	(229,135)	(170,851)	227,357	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Employee Provisions	41,296	(37,791)	-	-	-	-	-	-	-	-	-	-	-
Grants/Contributions for the Development of Assets	(2,173,152)	(1,877,880)	(1,640,433)	(1,648,845)	(1,126,832)	(1,076,832)	(976,832)	(976,832)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)
Net Cash from Operating Activities	3,027,128	2,850,469	3,415,791	1,732,589	2,551,132	2,624,312	2,720,123	2,815,937	2,926,877	3,039,878	3,157,393	3,275,696	3,399,414

Shire of Moora

Forecast Statement of Funding
For the period 2019 - 2029

	2016-17	2017-18	Base	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING													
Revenues													
Rates	3,800,685	3,895,291	4,046,880	4,113,256	4,236,703	4,363,854	4,494,824	4,629,721	4,768,667	4,911,785	5,059,196	5,211,032	5,367,425
Operating grants, subsidies and contributions	2,891,597	1,992,847	2,152,109	1,250,673	2,142,179	2,195,733	2,250,626	2,306,891	2,364,563	2,423,677	2,484,269	2,546,376	2,610,035
Profit on Asset Disposal	13,339	11,629	88,726	-	-	-	-	-	-	-	-	-	-
Fees and charges	2,350,790	2,363,308	2,586,952	2,611,629	2,676,920	2,743,844	2,812,440	2,882,752	2,954,822	3,028,692	3,104,408	3,182,017	3,261,568
Service charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earnings - General	109,417	118,331	113,399	112,740	117,682	119,167	122,146	123,706	126,799	128,438	131,649	133,370	136,704
Interest earnings - Reserves	49,095	47,966	42,000	45,348	73,058	45,551	36,416	27,008	27,817	28,654	29,512	30,399	31,311
Other revenue	113,004	102,592	262,363	140,922	144,445	148,056	151,757	155,551	159,440	163,426	167,512	171,700	175,993
	<u>9,327,927</u>	<u>8,531,964</u>	<u>9,292,429</u>	<u>8,274,568</u>	<u>9,390,987</u>	<u>9,616,205</u>	<u>9,868,209</u>	<u>10,125,629</u>	<u>10,402,108</u>	<u>10,684,672</u>	<u>10,976,546</u>	<u>11,274,894</u>	<u>11,583,036</u>
Expenses													
Employee costs	(3,595,956)	(3,592,844)	(3,560,539)	(3,684,552)	(3,776,666)	(3,871,084)	(3,967,861)	(4,067,057)	(4,168,734)	(4,272,953)	(4,379,776)	(4,489,271)	(4,601,503)
Materials and contracts	(1,284,618)	(1,264,021)	(1,626,759)	(1,847,428)	(1,893,613)	(1,940,953)	(1,989,477)	(2,039,214)	(2,090,194)	(2,142,449)	(2,196,010)	(2,250,910)	(2,307,183)
Utility charges (electricity, gas, water etc.)	(373,093)	(366,674)	(393,523)	(403,361)	(413,445)	(423,782)	(434,377)	(445,236)	(456,367)	(467,776)	(479,470)	(491,456)	(503,742)
Depreciation on non-current assets	(3,456,624)	(3,944,898)	(4,243,567)	(4,268,065)	(4,489,791)	(4,580,797)	(4,657,582)	(4,744,484)	(4,835,231)	(4,916,627)	(4,993,260)	(5,067,650)	(5,141,807)
Loss on Asset Disposal	(232,684)	(930,846)	(205,828)	-	-	-	-	-	-	-	-	-	-
Interest Expense	(82,663)	(59,899)	(55,807)	(34,986)	(205,188)	(191,358)	(177,538)	(164,881)	(151,799)	(138,275)	(124,972)	(112,663)	(99,924)
Insurance expense	(197,430)	(171,221)	(184,659)	(189,275)	(194,007)	(198,857)	(203,828)	(208,924)	(214,147)	(219,501)	(224,989)	(230,614)	(236,379)
Other expenditure	(573,478)	(236,864)	(280,368)	(382,377)	(356,936)	(365,859)	(375,005)	(384,380)	(393,990)	(403,840)	(413,936)	(424,284)	(434,891)
	<u>(9,796,546)</u>	<u>(10,567,267)</u>	<u>(10,551,050)</u>	<u>(10,810,044)</u>	<u>(11,329,646)</u>	<u>(11,572,690)</u>	<u>(11,805,668)</u>	<u>(12,054,176)</u>	<u>(12,310,462)</u>	<u>(12,561,421)</u>	<u>(12,812,413)</u>	<u>(13,066,848)</u>	<u>(13,325,429)</u>
NET OPERATIONS	<u>(468,619)</u>	<u>(2,035,303)</u>	<u>(1,258,621)</u>	<u>(2,535,476)</u>	<u>(1,938,659)</u>	<u>(1,956,485)</u>	<u>(1,937,459)</u>	<u>(1,928,547)</u>	<u>(1,908,354)</u>	<u>(1,876,749)</u>	<u>(1,835,867)</u>	<u>(1,791,954)</u>	<u>(1,742,393)</u>
Funding Position Adjustments													
Depreciation on non-current assets	3,456,624	3,944,898	4,243,567	4,268,065	4,489,791	4,580,797	4,657,582	4,744,484	4,835,231	4,916,627	4,993,260	5,067,650	5,141,807
Net profit and losses on Disposal	219,345	919,217	117,102	-	-	-	-	-	-	-	-	-	-
Movement in Accruals	364,764	169,688	2,608	-	-	-	-	-	-	-	-	-	-
Movement in Deferred Pensioner Rates (Non-Current)	-	3,558	-	-	-	-	-	-	-	-	-	-	-
Movement in Employee Benefit Provisions (Non-current)	37,758	(10,372)	-	-	-	-	-	-	-	-	-	-	-
Write-off of assets	-	-	-	-	-	-	-	-	-	-	-	-	-
FUNDING FROM GENERAL OPERATIONS	<u>3,609,872</u>	<u>2,991,686</u>	<u>3,104,656</u>	<u>1,732,589</u>	<u>2,551,132</u>	<u>2,624,312</u>	<u>2,720,123</u>	<u>2,815,937</u>	<u>2,926,877</u>	<u>3,039,878</u>	<u>3,157,393</u>	<u>3,275,696</u>	<u>3,399,414</u>
CAPITAL													
Asset Acquisitions and Construction													
Purchase of land held for resale	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Property Plant and Equipment	(1,436,988)	(916,980)	(3,905,920)	(1,531,057)	(6,761,960)	(840,960)	(1,202,214)	(954,460)	(1,152,960)	(1,120,346)	(1,454,076)	(1,365,076)	(1,454,738)
Infrastructure	(3,150,899)	(3,463,535)	(1,893,363)	(3,446,777)	(2,837,142)	(2,862,906)	(2,755,878)	(2,662,906)	(2,636,074)	(2,669,678)	(2,684,520)	(2,684,520)	(2,743,888)
Proceeds on Disposal	296,957	105,909	346,189	529,000	343,000	140,000	313,000	183,000	325,000	288,000	408,000	190,000	303,000
Non-Operating grants, subsidies and contributions	2,173,152	1,877,880	1,640,433	1,648,845	1,126,832	1,076,832	976,832	976,832	950,000	950,000	950,000	950,000	950,000
NET FUNDING BEFORE FINANCING	<u>(2,117,778)</u>	<u>(2,396,726)</u>	<u>(3,812,661)</u>	<u>(2,799,989)</u>	<u>(8,129,270)</u>	<u>(2,487,034)</u>	<u>(2,668,260)</u>	<u>(2,457,534)</u>	<u>(2,514,034)</u>	<u>(2,552,024)</u>	<u>(2,780,596)</u>	<u>(2,909,596)</u>	<u>(2,945,626)</u>

Shire of Moora

Forecast Statement of Funding
For the period 2019 - 2029

	2016-17	2017-18	Base	1 2019-20	2 2020-21	3 2021-22	4 2022-23	5 2023-24	6 2024-25	7 2025-26	8 2026-27	9 2027-28	10 2028-29
Financing													
Inflows													
Transfer from Reserves	50,300	620,000	-	-	990,000	350,000	350,000	-	-	-	-	-	-
New Borrowings	-	-	500,000	-	5,000,000	-	-	-	-	-	-	-	-
Self Supporting Loan	29,283	28,859	27,803	7,719	7,967	8,223	8,488	8,761	9,042	4,630	-	-	-
Outflows													
Transfer to Reserves	(487,647)	(187,684)	(175,134)	(625,348)	(73,058)	(45,551)	(36,416)	(27,008)	(27,817)	(28,654)	(29,512)	(30,399)	(31,311)
Advances to Community Groups	-	(40,000)	-	-	-	-	-	-	-	-	-	-	-
Repayment of Past Borrowings	(311,932)	(329,636)	(361,298)	(135,444)	(382,809)	(396,640)	(378,582)	(391,237)	(404,318)	(413,142)	(352,073)	(364,382)	(377,122)
NET FINANCING	(719,996)	91,539	(8,629)	(753,073)	5,542,100	(83,968)	(56,510)	(409,484)	(423,093)	(437,166)	(381,585)	(394,781)	(408,433)

ACCOUNTING PERIOD BALANCES

Opening Balance	1,130,101	1,902,199	2,588,698	1,872,061	51,588	15,550	68,860	64,213	13,132	2,882	53,570	48,782	20,101
Closing Balance	1,902,199	2,588,698	1,872,064	51,588	15,550	68,860	64,213	13,132	2,882	53,570	48,782	20,101	65,456

PROOF OF CLOSING POSITION

CURRENT ASSETS

Unrestricted Cash and Equivalents	2,011,060	2,556,342	2,124,511	304,037	267,999	321,309	316,662	265,580	255,330	306,018	301,230	272,548	317,903
Restricted Cash and Cash Equivalent	2,067,064	1,634,748	1,809,883	2,435,231	1,518,289	1,213,840	900,256	927,264	955,081	983,735	1,013,247	1,043,646	1,074,957
Non-Cash Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables	886,101	613,403	578,760	579,008	579,264	579,529	579,802	580,083	575,671	571,041	571,041	571,041	571,041
Inventories	11,217	47,709	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905	20,905

CURRENT LIABILITIES

Trade and Other Payables	(469,438)	(298,587)	(525,944)	(525,944)	(525,944)	(525,944)	(525,944)	(525,944)	(525,944)	(525,944)	(525,944)	(525,944)	(525,944)
Reserves	(2,067,064)	(1,634,748)	(1,809,883)	(2,435,231)	(1,518,289)	(1,213,840)	(900,256)	(927,264)	(955,081)	(983,735)	(1,013,247)	(1,043,646)	(1,074,957)
Current Self Supporting Loans Receivable	(29,997)	(20,035)	(18,643)	(18,890)	(19,146)	(19,411)	(19,684)	(19,965)	(15,553)	(10,923)	(10,923)	(10,923)	(10,923)
Leave provisions	(619,067)	(591,648)	(591,647)	(591,647)	(591,647)	(591,647)	(591,647)	(591,647)	(591,647)	(591,647)	(591,647)	(591,647)	(591,647)
Add back Leave reserves	112,323	281,514	284,119	284,119	284,119	284,119	284,119	284,119	284,119	284,119	284,119	284,119	284,119
	1,902,199	2,588,698	1,872,061	51,588	15,550	68,860	64,213	13,131	2,881	53,569	48,781	20,099	65,454

Shire of Moora

Forecast Statement of Movements in Fixed Assets For the period 2019 - 2029

	1	2	3	4	5	6	7	8	9	10
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Capital Works - Infrastructure	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Roads	2,310,235	2,200,224	2,200,224	2,200,224	2,200,224	2,173,392	2,173,392	2,173,392	2,173,392	2,173,392
Drainage	213,557	379,656	379,656	379,656	379,656	379,656	379,656	379,656	379,656	379,656
Parks and Gardens	665,408	229,684	255,448	148,420	55,448	55,448	89,052	103,894	103,894	163,262
Footpaths and Cycleways	257,578	27,578	27,578	27,578	27,578	27,578	27,578	27,578	27,578	27,578
Airports	-	-	-	-	-	-	-	-	-	-
Sewerage Scheme	-	-	-	-	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-	-	-	-	-
Total Capital Works - Infrastructure	3,446,778	2,837,142	2,862,906	2,755,878	2,662,906	2,636,074	2,669,678	2,684,520	2,684,520	2,743,888
Represented by:										
Additions - Assets at no cost	-	-	-	-	-	-	-	-	-	-
Additions - Expansion, Upgrades and New	312,000	200,000	200,000	-	-	-	-	-	-	-
Additions - Renewal	3,134,777	2,637,142	2,662,906	2,755,878	2,662,906	2,636,074	2,669,678	2,684,520	2,684,520	2,743,888
Total Capital Works - Infrastructure	3,446,777	2,837,142	2,862,906	2,755,878	2,662,906	2,636,074	2,669,678	2,684,520	2,684,520	2,743,888
Asset Movement Reconciliation										
Total Capital Works Infrastructure	3,446,778	2,837,142	2,862,906	2,755,878	2,662,906	2,636,074	2,669,678	2,684,520	2,684,520	2,743,888
Depreciation Infrastructure	(3,175,957)	(3,217,828)	(3,260,600)	(3,299,626)	(3,335,398)	(3,370,821)	(3,407,420)	(3,444,539)	(3,481,657)	(3,520,854)
Net Book Value of disposed/Written Off assets	-	-	-	-	-	-	-	-	-	-
Net Movement in Infrastructure Assets	270,821	(380,686)	(397,694)	(543,748)	(672,492)	(734,747)	(737,742)	(760,019)	(797,137)	(776,966)
Capital Works - Property, Plant and Equip.										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	889,852	5,589,460	89,460	489,714	89,460	89,460	285,346	330,076	330,076	513,238
Plant and Equipment	613,205	1,047,500	706,000	712,500	845,000	1,040,500	825,000	1,083,500	1,015,000	941,500
Furniture and Equipment	28,000	125,000	45,500	-	20,000	23,000	10,000	40,500	20,000	-
Other non-Infrastructure	-	-	-	-	-	-	-	-	-	-
Total Capital Works Property, Plant and Equipment	1,531,057	6,761,960	840,960	1,202,214	954,460	1,152,960	1,120,346	1,454,076	1,365,076	1,454,738
Represented by:										
Additions - Assets at no cost	-	-	-	-	-	-	-	-	-	-
Additions - Expansion, Upgrades and New	310,000	4,145,987	-	-	-	-	-	-	-	-
Additions - Renewal	1,221,057	2,615,973	840,960	1,202,214	954,460	1,152,960	1,120,346	1,454,076	1,365,076	1,454,738
Total Capital Works Property, Plant and Equipment	1,531,057	6,761,960	840,960	1,202,214	954,460	1,152,960	1,120,346	1,454,076	1,365,076	1,454,738
Asset Movement Reconciliation										
Total Capital Works Property, Plant and Equipment	1,531,057	6,761,960	840,960	1,202,214	954,460	1,152,960	1,120,346	1,454,076	1,365,076	1,454,738
Depreciation Property, Plant and Equipment	(1,092,108)	(1,271,963)	(1,320,197)	(1,357,956)	(1,409,086)	(1,464,410)	(1,509,207)	(1,548,721)	(1,585,993)	(1,620,953)
Net Book Value of disposed/Written Off assets	(529,000)	(343,000)	(140,000)	(313,000)	(183,000)	(325,000)	(288,000)	(408,000)	(190,000)	(303,000)
Net Movement in Property, Plant and Equipment	(90,051)	5,146,997	(619,237)	(468,742)	(637,626)	(636,450)	(676,861)	(502,645)	(410,917)	(469,215)
Capital Works Areas - Total										
Total Capital Works Infrastructure	3,446,778	2,837,142	2,862,906	2,755,878	2,662,906	2,636,074	2,669,678	2,684,520	2,684,520	2,743,888
Total Capital Works Property, Plant and Equipment	1,531,057	6,761,960	840,960	1,202,214	954,460	1,152,960	1,120,346	1,454,076	1,365,076	1,454,738
TOTAL CAPITAL WORKS	4,977,835	9,599,102	3,703,866	3,958,092	3,617,366	3,789,034	3,790,024	4,138,596	4,049,596	4,198,626
Net Asset Movement Reconciliation										
Net Movement in Infrastructure Assets	270,821	(380,686)	(397,694)	(543,748)	(672,492)	(734,747)	(737,742)	(760,019)	(797,137)	(776,966)
Net Movement in Property, Plant and Equipment	(90,051)	5,146,997	(619,237)	(468,742)	(637,626)	(636,450)	(676,861)	(502,645)	(410,917)	(469,215)
NET MOVEMENT IN FIXED ASSETS	180,770	5,253,115	3,503,866	3,958,092	3,617,366	3,789,034	3,790,024	4,138,596	4,049,596	4,198,626

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Forecast Ratio Analysis Graphs
For the period 2019 - 2029

