



Shire of West Arthur  
**Long Term Financial  
Report**

2023/2024 – 2032/2033



*Forest to Wheatbelt*

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## **EXECUTIVE SUMMARY**

The Shire of West Arthur's Long Term Financial Plan (LTFP) is an important part of Council's Integrated Planning process. The LTFP is aligned with Council's Strategic Community Plan and Corporate Business Plan and will form the basis for the preparation of Council's annual budgets. The Long Term Financial Plan covers a 10 year planning period, from 2023-24 to 2032-33 and therefore cannot be set in concrete. The Plan includes the modelling of three scenarios based on a range of assumptions and assesses the Council's revenue capacity against community demands and service levels.

Three scenarios have been modelled:

- (a) Base Case Scenario
- (b) Best Case Scenario
- (c) Worst Case Scenario

Projections contained in the schedules attached to this Plan reveal that over the next 10 years the Shire will require revenue from rates to grow at an estimated to average 6.0% per annum over the life of the Plan.

In adopting such a strategy, the Shire will achieve a greater degree of financial independence with the ability to achieve balanced budgets, continue to improve performance ratios towards the minimum benchmark requirements of the Department of Local Government and Communities, and begin to address infrastructure asset funding gaps in the latter years of the Plan.

## STRATEGIC OVERVIEW

### Purpose of the Plan

The Shire of West Arthur's Long Term Financial Plan is an important part of Council's strategic planning process. The Plan is aligned to the Council's Strategic Community Plan and the Corporate Business Plan and will form the basis for the preparation of the Council's Annual Budget.

The Strategic Community Plan details the community's long term aspirations; however, they can only be achieved if sufficient resources like, money, people and assets are allocated. The Long Term Financial Plan (LTFP) costs the community's aspirations against the financial realities.

The LTFP covers a 10 year planning period, from 2023-2024 to 2032-2033; and is a long term planning tool. It allows for the modelling of various scenarios based on a range of assumptions and assesses the Council's revenue capacity against community demands and service levels. Years 1 to 4 of the Long Term Financial Plan link to the Shires Corporate Business Plan, giving some certainty to those projects and services to be delivered within that 4 year time frame. The modelling outside the CBP 4-year time frame do not represent a binding commitment to raise any of the funds identified, or undertake any of the expenditure identified, nor is it an authorisation for any of the projects considered.

The Plan does-

- ⇒ Link to various plans, such as the Strategic Community Plan, Corporate Business Plan, Asset Management Plan, Workforce Plan and Annual Budget.
- ⇒ Assess the financial sustainability of the Shire; and
- ⇒ Identify potential financial issues and their long-term impact.

### Legislative Obligations

The Shire of West Arthur is required, under Section 5.56 of the *Local Government Act 1995*, to plan for the future of its district. In doing so, the Shire needs to comply with Regulation 19DA of the *Local Government (Financial Management) Regulations 1996*, which states-

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the Plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to-
  - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
  - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
  - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long term financial planning.

## **Strategic Alignment**

### **Strategic Community Plan**

The Shire of West Arthur's Strategic Community Plan (SCP) is a Council visionary document for the next 10 plus years, based on community input. The Long Term Financial Plan activates the SCP priorities.

### **Corporate Business Plan**

The Long Term Financial Plan informs the Corporate Business Plan (CBP) to activate the SCP priorities.

### **Strategic Financial Direction**

The Shire of West Arthur, in developing the LTFP, and in undertaking subsequent annual reviews, will develop and align the LTFP to the following-

- ⇒ Borrowing Strategy
- ⇒ Rating Strategy
- ⇒ Asset Management Plans
- ⇒ Workforce Plan
- ⇒ Cash Reserve Strategy
- ⇒ Revenue Raising Strategy
- ⇒ Capital Works Program
- ⇒ Range and level of services
- ⇒ Business plans and other studies developed in relation to specific projects.

## **THE SHIRE IN PROFILE**

### **Our Area**

The Shire covers an area of 2,580 square kilometres. Townsites and locations include Darkan, Duranillin, Arthur River, Moodiarrup, Bowelling and Bokal. Within the Shire there are numerous facilities, including swimming pool, community gym, bowling greens, tennis courts, basketball/netball courts, grassed sports oval, and golf course.

### **Our Economy**

The local economy is primarily mixed agricultural farming with a highly efficient livestock, cropping and meat production industry, and timber and forestry industry. There is a sound small commercial industry base, including general store, hotel, roadhouse, Elders branch, Darkan Agri (Nutrien) store, hair salon, two engineering businesses, mechanical services, post office and gift store, as well as a variety of contractors. The area has a series of natural tourist attractions, is part of the Astrotourism WA network, and provides a unique lifestyle choice.

## Our People

The estimated residential population for the Shire of West Arthur is 799<sup>1</sup>, with many of them living within the town of Darkan. They are well supported with high quality facilities including school, sporting clubs, swimming pool, and other community services.

Western Australia Tomorrow Population Report No. 11<sup>2</sup> contains the latest population forecasts by age and sex, for Western Australia and its regions. They represent the official Western Australian Government forecasts to 2031. The WA Tomorrow forecast comprises five bands: Band A – low, Band B – medium-low, Band C – median, Band D – medium-high, and Band E – high.

The report estimates the following population forecasts:

Year	Band A	Band B	Band C	Band D	Band E
2021	510	695	790	855	1,090
2026	425	655	770	855	1,135
2031	400	625	735	825	1,110

The population over the next 10 years is estimated to decrease utilising Band C forecasts.

## Our Environment

Our natural assets are valued and need to meet the needs of the community. The community expects us to maintain and improve our key natural assets, ensure our water resources are well defined and used sustainably, ensure our natural biodiversity is valued and maintained, and ensure that waste is minimised and environmentally sustainable practices are employed.

## Our Key Drivers

The following key drivers been identified from the Strategic Community Plan and considered within this Plan.

- ⇒ Our community is safe, friendly, and inclusive.
- ⇒ Agricultural industry is stable, sustainable and support by a dynamic and growing business sector.
- ⇒ Natural assets are valued and managed to meet the needs of the community.

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<sup>1</sup> Estimated Resident Population, ABS, 10 November 2023, [West Arthur | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#)

<sup>2</sup> Western Australia Tomorrow Population Report No. 11, Department of Planning, Lands and Heritage, August 2019

- ⇒ Roads and town facilities are maintained and reflect our rural identity and heritage.
- ⇒ Inspirational, dynamic leaders providing transparent governance.

## STATISTICAL SNAPSHOT

STATISTIC DESCRIPTION <sup>3</sup>	ITEM
Distance from Perth	204 kms
Area	2,850 km <sup>2</sup>
Length of Sealed Roads	208 kms
Length of Unsealed Roads	652 kms
Population	799
Number of Electors	582
Number of Dwellings	504
Total Rates Levied	\$1,727,022
Total Revenue	\$4,493,894
Number of Employees	25

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<sup>3</sup> Source – WALGA Local Government Directory 2021



## OUR SERVICES

The type and range of services to be provided by the Shire are detailed below.

### Current Services

The tables below detail the current services provided by the Shire based on its 2022/23 budget. Each service has been classified utilising the following legend.

SERVICE FREQUENCY (SF)		SERVICE DELIVERY (SD)		CHARGING ARRANGEMENTS (CA)	
A	Ad-hoc	FO	Fully Outsourced	U	Fee for Service – Fully recouped
D	Daily	PO	Partially Outsourced	UP	Fee for Service – Partially recouped
W	Weekly	LG	Local Government	S	Subsidised Service – government funded
FN	Fortnightly	V	Volunteers	F	Free at point of use - funded from general revenue
M	Monthly			N/A	Not Applicable
Q	Quarterly				
S	Seasonal				
B	Biannual				
Y	Yearly				

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Members of Council	Administration and operation of facilities and services to members of council. Includes fees, expenses and allowances paid to elected and committee members, election costs, insurance, subscriptions, conference expenses, council chamber expenses, members' entertainment, support staff (orderly, secretarial, receptionists etc.), printing, telephones, faxes, delivery expenses.	D	LG	N/A	223,142	185,179	37,963	0	(0)	(0)
	-0									
	Also includes the allocation of administration expenses for the Chief Executive Officer and staff in preparation, administration and attendance at meetings and assisting elected members and other committees of Council.				223,142					
Other Governance	Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services. Including civic receptions, refreshments (receptions), naturalisation (citizenship) ceremonies, polls,	D	LG/PO	N/A	399,785 -9,000	329,237	70,548	0	(0)	(500)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	<p>referendums, public relations (newsletters, sister city relationships etc.), Freedom of Information requests and preparation for State visits.</p> <p>Research, development and preparation of policy documents, development of local laws, strategic planning, principal activity plans, annual budgets, annual financial reports, audit fees and the annual report.</p> <p>The allocation of expenses made to this program, such as meetings, public relations or staff should not include those identified with specific programs or business units.</p>				399,285					
Rates	Rates levied under Division 6 of Part 6 of the Local Government Act 1995. Revenue from a general rate, differential rates, minimum rates, interest and fees on instalment arrangements, interest on arrears, government subsidy for rates deferred by entitled pensioners, less discounts and/or concessions relating to	D	LG/PO	U	108,730 -1,910,223	90,280	18,450	0	(1,910,223)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	rates levied. Expenditures incurred in administration and maintaining rate records, rating valuations, servicing notices, postage, stationery, advertising, doubtful debt expense, debt collection, printing, indirect administration costs etc. Specified area rates, service charges, sewerage rates and water rates are to be allocated to the service program for which the charge is being levied.				-1,801,493					
	Amounts receivable from the Western Australian Grants Commission and any other Government Grant of a general	D	LG/PO	UP/S	9,787 -225,521	8,864	923	0	(90,521)	(135,000)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Other General Purpose Funding	purpose nature and generally referred to as untied grants. The funds allocated by the Grants Commission and referred to as general purpose funding and local roads funding are considered untied grants. Grants for special projects from the Commission are considered tied grants and should be disclosed under the appropriate program i.e. Transport. Interest earnings from deposits and investments, including reserve accounts. General overdraft expenses on the Municipal Fund. Where overdraft arrangements are made for specific purposes, the cost incurred with that purpose is to be allocated to the appropriate program. Interest expenses on borrowing are to be allocated to the program for which purposes the loans were raised. Repayments of interest by community groups or self-supporting loans are to be treated as revenue in the corresponding program.				-215,734					

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	Interest expenses on borrowing are to be allocated to the program for which purposes the loans were raised. Repayments of interest by community groups or self-supporting loans are to be treated as revenue in the corresponding program.									
Fire Prevention	Administration and operations on fire prevention services, including volunteer fire brigades, FESA levy, outlays on roadside clearing operations (slashing, clearing, mowing verges, standpipes, insurance) and other protective burning. Revenues include the sale of local laws, maps, materials relating to fire prevention, fines and penalties imposed under relevant Acts and fines, fees, or charges for clearing fire breaks.	A	LG/V	UP/S	189,989 -53,493  136,496	102,487	9,840	77,662	(0)	(53,493)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
ESL Bushfire Brigade	Administration and operations on fire prevention services, including volunteer fire brigades, generally recorded under Fire Prevention.	A	LG/V	UP/S	0 -0 0	0	0	0	(0)	(0)
Animal Control	Administration, enforcement and operations relating to the control of animals. Include costs of impounding, destroying and disposal of stray animals. Revenues include dog registration fees, fines and penalties relating to straying dogs, cats, cattle and other livestock and impounding and destruction fees.	A	LG	UP/F	25,804 -2,200 23,604	22,114	3,690	0	(2,200)	(0)
Other Law, Order & Public Safety	Administration, promotion, support and operation of services relating to public order and safety that cannot be assigned to one of the two preceding sub-programs.	A	LG	UP/S	16,495 -13,498	12,005	4,490	0	(0)	(13,498)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	Includes outlays on beach inspectors, lifesaving (including clubhouses) and beach patrols, contributions to State and Voluntary emergency services (civil defence, civil emergency, cyclone preparation, emergency services), the control of off-road vehicles, traffic control by rangers, enforcement of council local laws and impounding vehicles. Where the cost of enforcement of Council local laws cannot be assigned to a specific program those costs should be included under this program. The removal of derelict/abandoned vehicles and dead animals are assigned to the Protection of the Environment.				2,997					
Emergency Management SES	Administration, promotion, support and operation of services relating to public order and safety, generally recorded under Other Law, Order & Public Safety.	A	LG	UP/S	0 -0	0	0	0	(0)	(0)



SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
					0					
Preventative Services – Health Administration and Inspection	Administration, inspection and operations of programs concerned with the general health of the community. Includes the costs and revenues derived from the inspection of eating houses, alfresco dining, lodging and boarding houses, itinerant food vendors, stall holders, offensive trade etc. Also includes providing the services of a Medical Officer of Health, group and regional health schemes and any other outlays concerned with the general health inspection and administration services provided by the council.	FN	FO	UP/F	13,916 -700  13,216	12,255	1,661	0	(700)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Preventative Services – Pest Control	Administration and operations for programs concerned with the eradication of noxious insects and vermin such as mosquitoes, flies, rodent etc.	A	LG	F	9,521 -0 9,521	9,521	0	0	(0)	(0)
Other Health	Administration and operation of medical and dental clinics including contributions, subsidies, donations etc. provision of medical services such as doctors, dentists nursing services, Royal Flying Doctors Service, ambulance services, and hospitals. Subsidies and donations to the Silver Chain, Red Cross, various research appeals such as Huntington's Disease, Heart, Cancer and Arthritis Foundations, etc.	D	FO	F	98,409 -6,384 92,025	55,208	1,538	41,663	(6,384)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Other Education	Outlays on other than pre-primary school institutions and services. Including improvements to school grounds, school bus services, student hostels, awards, prizes, scholarships, adult education programs, migrant education services, junior council training, tele-centres, education support programs and associations linked to education such as parents and citizens associations.	A	PO/LG	U	9,206 -0 9,206	8,837	369	0	(500)	(0)
Care of Families and Children	Administration, inspection, support and operation of programs concerned with providing facilities to serve dependent parents and young children, parent and baby centres, childcare centres, crèches and play centres at which little or no schooling is provided. Also, emergency housekeeping services, out of school childcare centres and associations, the operation of home help services for families and children and donations,	A	PO/LG	UP/F	4,944 -500 4,444	3,837	1,107	0	(500)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	subsidies, contributions etc. made to centres and associations of welfare services for families and children.									
Aged and Disabled					48,483 -15,000  33,483	40,488	7,995	0	(15,000)	(0)
Welfare					10,772 -5,000  5,772	9,573	1,199	0	(0)	(5,000)
Staff Housing	Administration and operation of residential housing for council staff. The net costs of these facilities should be assigned to the	D	LG/PO	UP	0 -0	0	0	0	(0)	(0)

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		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	program for which the employee is engaged e.g. environmental health officer's residence to Health.				0					
Other Housing	Administration, provision and operation of housing programs other than those for the benefit of council staff. These include housing for aged persons, unemployed youth, aboriginal housing schemes, Homeswest schemes, government and semi government employees.	N/A	N/A	N/A	101,098 -91,245 9,853	78,536	3,137	19,425	(91,245)	(0)
Sanitation – Household	Administration and operation of general refuse collection and disposal services. These include the collection of general, recyclable and green waste, the delivery to a disposal site or transfer station, provision and maintenance of rubbish disposal sites, regional schemes, recycling depots and transfer stations.	D/W	LG/PO	UP/F	165,788 -33,715 132,073	152,468	11,070	2,250	(33,715)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Sanitation - Other	Administration and operation of industrial, commercial and other waste, and collection of street litter bins.	W	LG/PO	UP	29,805 -16,285 13,520	21,025	246	8,534	(16,285)	(0)
Sewerage	The operation of services and facilities for the collection, treatment and disposal of sewerage. Includes the maintenance of deep mains, reticulation, pumps etc., effluent and sullage drainage disposal systems, water treatment systems, septic tank cleaning and inspection and night soil disposal (pan removal). Revenues include sewerage rates, inspection fees, septic tank installation and cleaning fees.	D	LG/PO	UP/F	0 -0 0	0	0	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Urban Stormwater Drainage	Administration, inspection and operation of urban stormwater drainage systems including the lining or barrelling of creeks and the provision of open or deep drainage systems and other assistance for the development, expansion or operation of such systems. Excludes the construction of drains associated with roadworks (Transport) and flood mitigation works (Protection of the Environment or Rural Services).	A	LG/PO	F	0 -0 0	0	0	0	(0)	(0)
Protection of Environment	Administration, inspection and operation of flood mitigation works, beach and riverbank restoration, foreshore protection, removal of dead animals, derelict and abandoned vehicles. Includes the development, monitoring and operation of pollution and noise control, soil erosion, contributions etc., to the Swan River Conservation Board and other	A	LG	UP	16,870 -0	16,197	673	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	waterway management authorities. Exclude the cost of destroying animals and the cost of impounding vehicles (Law, Order and Public Safety). Cleaning and maintenance of beaches and foreshore areas is to be shown under 'Recreation and Culture'.				16,870					
Town Planning and Regional Development	Administration, inspection and operation of town planning and regional development services. These include planning control, the preparation of town planning development schemes, zoning and rezoning. Includes costs associated with the purchase and resumption of land for public open space, community facilities etc. for the expansion or development of this program. Excludes outlays on town planning development schemes wherein the owners of land within the particular schemes are responsible on a contributory	W	FO	UP	51,483 -1,500 49,983	43,488	7,995	0	(1,500)	(0)



SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	basis for the land development costs incurred by Council in the scheme area.									
Other Community Amenities	The provision, supervision and operation of community amenities that cannot be assigned to one of the preceding groups. Includes outlays on public conveniences, statues, pedestrian shopping malls, drinking fountains, cemeteries, crematoriums, rest centres, bus shelters, street seats and other street furniture. Where these facilities are provided in association with another program, e.g. public toilets on recreation grounds, they should be classified under 'Recreation and Culture'.	D	LG/PO	UP	75,885 -2,000  73,885	67,485	3,260	5,140	(2,000)	(0)
Public Halls, Civic Centres	Administration, provision and operation of multipurpose venues such as public halls, town halls, function rooms, civic and community centres, including scout halls,	D	LG/PO	UP/F	81,141 -4,200	45,156	1,230	34,755	(200)	(4,000)

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		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	Masonic lodges, CWA halls etc. Exclude municipal offices, indoor sporting complexes, art galleries, nurseries, pre-school centres, senior citizen centres.				76,941					
Swimming Areas & Beaches	Administration and operation of public swimming pools and other recreational swimming areas, including beaches, lakes and foreshore areas. Exclude lifesaving, beach patrols and beach inspectors, which are classified under 'Law, Order and Public Safety'.	S	LG/PO	UP/S	361,580 -293,175 68,405	341,007	7,380	13,193	(9,000)	(284,175)
Other Recreation & Sport	Administration, provision and maintenance of other recreational facilities and services. Including indoor & outdoor sporting complexes and facilities such as football & cricket grounds, tennis courts, basketball & netball courts, bowling greens, golf links, squash courts and other recreational areas such as parks and gardens, ovals,	D	LG/PO	UP/F	403,444 -426,969	252,161	10,228	141,055	(24,600)	(402,369)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	playgrounds, barbecue areas, cycleways, dual use paths, showgrounds, race courses, stables etc. Include boat ramps, jetties, wharves, ferries, marinas predominantly used for recreational purposes. Also include recreation programs, recreation officers, donations, subsidies, contributions etc. to swimming clubs, Scout and Girl Guides Associations, Youth Organisations whose activities are predominantly of a sport and recreational nature.				-23,525					
TV & Radio Rebroadcasting	Administration, support, provision and operation of facilities to receive and re-broadcast radio and television signals in a district or a defined portion of a district.	A	LG/PO	UP/S	0 -0 0	0	0	0	(0)	(0)
Libraries	Administration, provision and operation of regional and local libraries, lending & reference libraries open to the public & the operation of mobile libraries. Includes	D	LG	F	17,676 -0	17,491	185	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	books, tapes, records, audio-visual aids, internet & other facilities and services in delivering library services.				17,676					
Other Culture	The administration, provision and operation of cultural activities including facilities and services for the creative and performing arts like theatres, auditoriums, the staging of concerts, stage productions and orchestral recitals. Other Culture also includes art and craft centres, art galleries, zoological and botanical gardens, presentation of festivals, anniversary, centenary and Christmas celebrations, exhibition pavilions, etc.	D	LG	S/F	94,633 -1,550 93,083	70,013	16,440	8,180	(50)	(1,500)
Streets, Roads, Bridges, Depots	Administration, regulation and operation relating to the provision of streets, roads and bridges under the control of the local government and the Commissioner of Main Roads. Includes roads and bridges as well as corresponding drainage works, kerbing, road verges, roundabouts, median	D	LG/PO	S/F	2,566,590 -851,527	1,062,099	20,078	1,484,413	(0)	(851,527)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	strips, footpaths, private streets, crossovers and approaches, overpasses, underpasses, road signs and names, street crossings, line marking, street lighting, street trees and street cleaning.				1,715,063					
Aerodromes	Administration, provision and operation of airports, runways, terminals and other facilities associated with the provision of aerodromes.	D	LG/PO	S/F	0 -0 0	0	0	0	(0)	(0)
Purchase Road Plant					24,094 -20,676 3,418	22,556	1,538	0	(20,676)	(0)
Traffic Control (Vehicle Licensing)	Operations relating to the licensing or regulating of traffic under the control of the local government. Includes vehicle registration, vehicle examination expenses and examination facilities. Commissions	D	LG	U	99,930 -0 99,930	75,883	24,047	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	received for the issue of licences should be assigned to Private Works under 'Other Property and Services'.									
Rural Services	Agricultural drainage schemes, flood mitigation and the eradication of fruit fly, noxious weeds, (pest plants) and vermin control in rural areas.	A	LG/PO	F	7,776 -0 7,776	7,284	492	0	(0)	(0)
Tourism and Area Promotion	The development, promotion, support, research, operation, etc. of tourism and area promotion to attract tourists, promotion to attract tourist development such as brochures, contributions to tourist promotion schemes. Include tourist bureaus, information offices, information bays, roadside bays, scenic lookouts, caravan parks, chalets and camping areas.	D	LG/PO	UP/F	143,849 -95,000 48,849	114,794	10,455	18,600	(95,000)	(0)
Building Control	Administration, inspection and operations concerned with application of the building	D	FO	U/F	18,856 -500	16,396	2,460	0	(500)	0

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	standards. Includes examination, processing and inspection services, swimming pool inspections.				18,356					
Plant Nursery	The provision and operation of a plant nursery used to raise plants for sale or use in the community and the local government's operations.	A	LG	F	0 -0 0	0	0	0	(0)	(0)
Saleyards & Markets					1,652 -0 1,652	223	0	1,429	(0)	(0)
Economic Development	The provision of economic development activities that cannot be assigned to one of the preceding sub-programs. Includes	D	LG	F	74,000 -0	64,775	9,225	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	public weighbridges, quarries, gravel pits, and community bus services.				74,000					
Public Utility Services					34,236 -9,600 24,636	31,494	1,846	896	(9,600)	(0)
Private Works	Administration, inspection, and operation of work carried out on property or services not under the care, control and management of the local government. These include road works on private property, commissions for agencies and fees or service. Where revenues are received from the provision of professional services incidental to the program responsibilities of the local government, then those revenues should be matched	D	LG	UP	58,678 -13,300 45,378	46,378	12,300	0	(13,300)	(0)



SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	with expenses of that program and not private works.									
Administration Overheads					0 -0 0	330,541	(361,057)	30,516	(0)	(0)
Public Works Overheads	Overhead expenditure necessarily incurred as the result of the use of direct labour shall be apportioned to the cost of the appropriate works and services. As far as practicable the calculated proportion of 'overhead' or 'on-cost' expenditure should be such as to absorb the total expenditure. The amount allocated to works and services should be shown in the sub-program as a reduction of the expenditure on 'Public Works Overheads'.	D	LG	N/A	13,000 -13,000 0	(61,623)	56,395	18,228	(13,000)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Plant Operation Costs	Expenditure necessarily incurred in the maintenance and operation of plant includes fuel, oil, tyres, insurance and registration, repairs, replacement parts and tools, direct labour of mechanics and plant operators. The hire rates fixed by council should, as far as practicable, absorb the total expenditure of plant running costs and usage.	D	LG	N/A	32,000 -32,000 0	(280,117)	615	311,502	(32,000)	(0)
Salaries & Wages	The total of salaries and wages incurred during the year is recorded under this sub-Program and allocated over the various works and services to which it relates.	D	LG	N/A	0 -0 0	0	0	0	(0)	(0)
Business Unit					1,000 -600 400	1,000	0	0	(600)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Unclassified	Outlays that cannot be assigned to one of the preceding programs and sub-programs. These will include sale of miscellaneous land, assistance to victims of droughts, floods and bushfires and programs such as unemployment schemes, apprenticeship and training which cannot be assigned to another program.	D	LG	N/A	0 -0 0	0	0	0	(0)	(0)
TOTAL					1,504,186	3,426,595	11	2,217,441	(2,388,799)	(1,751,062)

**Note:** Revenue figures stated above have been adjusted to exclude non-operating grants, subsidies & contributions.

Expenditure stated above has been adjusted to exclude expenditure funded from grants received in previous years and loan borrowings raised (if any).

The expenditure and revenue for each service was calculated utilising the estimates contained in the 2022-23 Annual Budget.

### Findings

An analysis of the above financial information reveals that for the 2022-23 financial year the Shire will have estimated operational deficit of \$4.84M inclusive of depreciation, or an operational deficit of \$0.44M excluding depreciation.

Utilising the deficit result and dividing it by Councils Own Source Revenues, the Shire's Operating Surplus Ratio is (167%).

The Shire's current Operating Surplus Ratio does not meet the minimum benchmark established by the Department of Local Government and Communities of between 1% and 15%. Modelling shows that this ratio improves over the life of the LTFP but does not meet the desired benchmark set by the Department.

### Outsourced Service Delivery Arrangements

The Shire has a range of internal and external services that are outsourced. The services outsourced are detailed in the Table below.

SERVICE DESCRIPTION	OUTSOURCE ARRANGEMENT
Integrated Planning	Fully Outsourced
Information Technology Support	Fully Outsourced
Ranger Services	Partially Outsourced
Health Inspection	Fully Outsourced
Refuse Collection	Fully Outsourced
Town Planning	Fully Outsourced
Building Construction Services	Fully Outsourced
Building Maintenance Services	Partially Outsourced
Road Construction Services	Partially Outsourced
Fleet and Plant Servicing	Fully Outsourced

### Future Services

Current services will continue to be delivered for the term of this Long Term Financial Plan. The future services provision will explore the quality and cost effectiveness of each service.

## INFRASTRUCTURE ASSET MANAGEMENT

### Asset Management Plans

The Shire has prepared core level Asset Management Plans for a range of asset classes. These plans disclose the required operating and maintenance expenditures, and renewal requirements, at the identified service levels. The Asset Management Plans were completed in December 2020, and the results are summarised below.

### Funding Gap

The objective of Asset Management is to detail all the tasks and resources required to manage and maintain Council's infrastructure asset portfolio to an agreed level of service. There are costs associated with the provision of infrastructure assets. These costs include operation and maintenance costs, renewal and upgrading of existing assets, and are usually projected over a ten year planning period.

The funding gap in providing infrastructure assets is determined by identifying the projected cost of providing the assets at an identified level of service, and then deducting Council's estimated available expenditure for the same period, usually over ten years.

The table below details the funding gap, per year, for the Shire across infrastructure asset classes on a short and medium term basis.

ASSET CLASS	RESULTS
PROPERTY	
Medium Term (10 Years) Funding Gap per annum	\$1,740,061
2020-21 Property Asset Consumption Ratio	50%
2020-21 Property Asset Sustainability Ratio	338%
10 Year Property Asset Renewal Funding Ratio (NPV <sup>4</sup> )	59%

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<sup>4</sup> NPV means 'Net Present Value' - it compares the value of a dollar today to the value of that same dollar in the future, taking inflation and returns into account.

ASSET CLASS	RESULTS
<b>FLEET, EQUIPMENT &amp; INFORMATION TECHNOLOGY</b>	
Medium Term (10 Years) Funding Gap per annum	\$684,300
2020-21 Plant & Equipment Asset Consumption Ratio	Unknown
2020-21 Plant & Equipment Asset Sustainability Ratio	152%
10 Year Plant & Equipment Asset Renewal Funding Ratio (NPV)	71%
<b>TRANSPORT</b>	
Medium Term (10 Years) Funding Gap per annum	\$11,321,410
2020-21 Transport Asset Consumption Ratio	53%
2020-21 Transport Asset Sustainability Ratio	12%
10 Year Transport Asset Renewal Funding Ratio (NPV)	23%
<b>RECREATION</b>	
Medium Term (10 Years) Funding Gap per annum	\$772,500
2020-21 Recreation Asset Consumption Ratio	57%
2020-21 Recreation Asset Sustainability Ratio	0%
10 Year Recreation Asset Renewal Funding Ratio (NPV)	27%

The above results will have to be revised utilising the funding available in this Long Term Financial Plan for asset renewal/replacement.

### **Asset Management Plan Findings**

1. Property Assets – The LTFP modelling shows the Shire has 219% of the funding required in the medium term to meet projected Buildings asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to the required renewal requirements in the Asset Management Plan. This may assist in reducing the renewals funding gap in other asset classes.
2. Fleet, Equipment & Information Technology Assets - The LTFP modelling shows the Shire has 152% of the funding required in the medium term to meet projected Fleet, Equipment and Information Technology asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to the required renewal requirements in the Asset Management Plan. This may assist in reducing the renewals funding gap in other asset classes.

3. Transport (Roads, Footpaths, Drainage, Airstrip) Infrastructure Assets – The LTFP modelling shows the Shire has 95% of the funding required in the medium term to meet projected Transport Asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to required renewal requirements.
4. Recreation Assets - The LTFP modelling shows the Shire has 60% of the funding required in the medium term to meet projected Recreation asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to projected renewal requirements.
5. As further asset data collection takes place better understanding of the required annual asset renewal spend will occur, which will assist to identify the renewal funding gap more accurately and achieve better alignment between the LTFP and the AMP's.

## FINANCIAL SUSTAINABILITY

### What is Long Term Financial Sustainability

In order for the Shire to be financially sustainable it needs to fund ongoing service delivery and the replacement of assets without imposing excessive debt or rate increases on future generations; in other words, it needs to maintain intergenerational equity.

The key financial sustainability principles are-

1. The Shire must achieve a fully funded operational position; that is, it must collect sufficient revenue to fund operational expenditure, depreciation, and interest on borrowings.
2. The Shire needs to ensure that it maintains sufficient cash reserves to meet its short-term working capital requirements.
3. The Shire must have a fully funded Capital Infrastructure Program, where each source of funding is identified and secured. The Capital Infrastructure Program is for both capital renewal and new projects.
4. The Shire must maintain its asset base, through the renewal of aging infrastructure and build on its cash reserves to fund future works.

### How is Long Term Financial Sustainability Measured

One of the elements in assessing financial sustainability is to measure the operating surplus or deficit of a local government. The Table below analyses the Shire's Statement of Comprehensive Income for 2022-23 (Budget) and includes adjustments detailed in section 3.1.

	2022-23 Budget
Net Operating Result	(\$1,504,186)
Own Source Revenue	\$2,388,799
Operating Surplus Ratio	(62.96%)

The table above shows that the Shire has a negative funding ratio. Councils' long term financial sustainability is dependent upon ensuring that, on average over time, its expenses are less than its associated revenues.

The Shire, in developing its Long Term Financial Plan, needs to set targets over the life of the Plan to ensure that current residents fully meet the cost of services provided to them by the Shire. The Shire will also need to undertake reviews to identify efficiency gains, revenue generation, change in service levels, introduction of new services, discontinuation of existing services, and new modes of service delivery.



## **FINANCIAL PRINCIPLES AND STRATEGIES**

### **Financial Principles**

In preparing the Long Term Financial Plan, the following principles have been applied.

- ⇒ Council to maintain its existing services and service levels to residents.
- ⇒ The Council to maintain its capacity to fund recurrent operations and a positive net operating ratio over the life of the Plan.
- ⇒ Council to maintain identified assets in a condition that will sustain existing service levels to its residents.
- ⇒ Council to continually explore options for increasing revenue opportunities.
- ⇒ New services and infrastructure to be provided when they are affordable.
- ⇒ Borrowings not to be used to fund ongoing operations.

### **Financial Strategies**

#### **Rating Strategy**

In developing the Long Term Financial Plan rates were identified as an important source of revenue, accounting for approximately 61% of the total operating revenue received by the Shire annually, (based on the 2022-23 annual Budget Rates Levied of \$2,161,104 divided by the total operating revenue of \$3,569,852).

However, it is necessary to balance the importance of the rate revenue as a funding source with community capacity to pay, and sensitivity to increases. The Australian Bureau of Statistics provides the following information in relation to the Shire of West Arthur local government area.

STATISTIC <sup>5</sup>	2016	2017	2018	2019
No. of Taxable Individuals – West Arthur Local Government Area	517	547	562	503
Average Taxable Income Individuals – West Arthur Local Government Area	\$37,760	\$49,635	\$50,636	\$51,095
Average Taxable Income Individuals – Wheatbelt	\$44,182	\$44,855	\$46,454	\$48,480
Average Taxable Income Individuals – Western Australia	\$52,504	\$51,450	\$52,671	\$54,220

The average taxable income for the West Arthur local government area is higher than the average for the Wheatbelt Statistical Area, but lower than the average for the State.

The Shire of West Arthur rate in the dollar and minimum rate for the 2022-23 financial year can be further compared to neighbouring local governments, as detailed in the table below:

RATE	WEST ARTHUR	BOYUP BROOK	COLLIE	NARROGIN	KOJONUP	WILLIAMS	WAGIN	WOODANILLING
GRV Townsites Rate in Dollar	\$0.078570	\$0.148100	\$0.102447	\$0.121642	\$0.13815	\$0.08000	\$0.086830	\$0.127910

<sup>5</sup> [Western Australia - Wheat Belt | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#), 10 November 2023

[West Arthur | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#), 10 November 2023

[Western Australia | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#), 10 November 2023

UV Rate in Dollar	\$0.004623	\$0.006662	\$0.006121	\$0.086640	\$0.00742	\$0.00548	\$0.005683	\$0.004770
Minimum Rate GRV	\$563	\$1,102	\$1,044	\$1,190	\$780	\$790	\$625	\$500
Minimum Rate UV	\$563	\$997	\$884	\$953	\$780	\$1,010	\$625	\$500

## Cash Investments

Section 6.14 of the Local Government Act 1995 provides that money held in the Municipal Fund or the Trust Fund of a local government that is not required for any other purpose may be invested in accordance with Part III of the Trustees Act 1962. of The *Local Government (Financial Management) Regulations 1996* provides for the establishment of internal control procedures for the control of investments, and disclosure requirements in the Annual Budget and the Annual Financial Report. Additional disclosure requirements are provided under the *Australian Accounting Standards*.

## Shire's Investment Policy

**Purpose:** To adopt a prudent approach to investments, in full compliance with all statutory requirements.

**Scope:** This policy applies to funds surplus to cash flow requirements, including operating accounts, investment accounts and funds managed under a trust.

Definitions:

Authorised institution:

- (a) An authorised deposit-taking institution as defined in the Banking Act 1959 (Cwth) section 5, or
- (b) The Western Australian Treasury Corporation established by the Western Australian Treasury Corporation Act 1986.

## Policy Statement:

The Shire of West Arthur's investment management strategy is to invest funds surplus to immediate requirements to be deposited into an authorised institution. Investments shall be spread across at least two institutions to ensure that no single institution holds more than 70% of the Shire's invested funds.

Consideration

While exercising the power to invest, consideration is to be given in preservation of capital, liquidity, and the return of investment.

- (a) Preservation of capital is the principal objective of the investment portfolio. Investments are to be performed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- (b) The investment portfolio should ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of investment.
- (c) The investment is expected to achieve a predetermined market average rate of return that considers the Shire's risk tolerance. Any additional return target set by the Shire should also consider the risk limitation and prudent investment principles.

Approved Investments

Investments are limited to:

- (a) State/Commonwealth Government Bonds with a term of maturity not exceeding three years.
- (b) Fixed term deposits placed with an authorised institution for a term not exceeding 12 months.
- (c) Interest bearing deposits placed with an authorised institution.

#### Prohibited Investments

This Policy prohibits any investment carried out for speculative purposes including the following:

- (a) Derivative based instruments.
- (b) Principle only investments or securities that provide potentially nil or negative cash flow.
- (c) Stand-alone securities issued that have underlying futures, options, forward contracts, and swaps of any kind.
- (d) The use of leverage (borrowing to invest) of any investment.

#### Investment in a foreign currency

##### Risk Management Guidelines:

Investments are restricted to authorised institution investments only. The term of the investment is based on forward cash flow requirements to ensure investment return on available surplus funds.

##### Reporting and Review Compliance Requirements:

- (a) A summary of investments, including amount, maturity date and interest rate is contained within the Monthly Financial Statement presented at the Ordinary Meetings of Council.
- (b) Documentary evidence is held for each investment and details thereof maintained in the Investment Register.
- (c) Certificates are obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

Interest received on investments is received on two types of funding-

- ⇒ Municipal fund revenues raised through the year from all sources of revenue, excluding Reserve Funds.
- ⇒ Restricted investments held until expended.

The interest the Shire earns on Municipal Fund revenue is untied and forms part of Council's consolidated revenue for distribution across the services it provides.

**Impact on Interest Earned**

Council’s current investments are held in term deposits. Council has chosen to remain conservative in forecasting interest rates for investments and has set forecast rates as follows:

	BUDGET	FORECAST									
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Interest Rate	2.4%	4.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%

**Fees and Charges**

Council has the ability to raise revenue through the adoption of fees and charges for services and facilities. Fees and charges are reviewed on an annual basis, in conjunction with the preparation of the Annual Budget.

In determining its fees and charges, the Shire takes into account the user’s capacity to pay. The Council has set forecast rates of increases in fees and charges as follows:

	BUDGET	FORECAST									
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Percentage Increase	2.00%	2.80%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

**Grants**

The Commonwealth Government provides the following grants to local government:

1. Financial Assistance Grants (FAG’s); and
2. Roads to Recovery Grants (R2R).

### Financial Assistance Grants

The Financial Assistance Grants are distributed by the WA Local Government Grants Commission to local governments each year based on the principles established under the Commonwealth legislation. The general purpose grant and the road grant components are untied.

#### General Purpose Grant Component

The Commission uses a “balanced budget” approach for calculating the general purpose grants. The balanced budget is calculated as follows:

Equalisations Requirement = Assessed Expenditure – Assessed Revenue

Natural weighting has been implemented in calculating the balanced budget, which ensures that the Commission bases its calculations on actual expenditure incurred and actual revenue generated by the local governments. The total allocation for each disability is determined by the Commission based its assessed impact on the local government. This approach has been applied to the 2015-16 grant determinations.

Actual Expenditure = Assessed Expenditure = Preliminary Standard + Disabilities

The Table below details the forecast general purpose grant for the Shire based on indexation of between 1% and 2% over the life of the Plan.

	BUDGET	FORECAST									
GENERAL PURPOSE GRANT	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	688,197	763,207	770,839	778,547	794,118	810,001	826,201	842,725	859,579	876,771	894,306

**Note:** The actual/budget grant amount received by the Shire in 2022/23 differs from other financial years as a result of advance payment made by the WA Local Government Grants Commission in 2021/22.

#### Local Road Grant Component

In addition to general purpose grants, local governments also receive general purpose local road grants from the Commonwealth Government, which are untied.

The current allocation methodology provides for 7% of the funding to be allocated for special projects; one third for roads servicing Aboriginal communities and two thirds for bridge works.

The remaining 93% of the funding pool is distributed by the Commission using the “Asset Preservation Model”. This model is used to assess the cost of maintaining each local government’s road network and has the ability to equalise road standards through the application of minimum standards. It takes into account annual and recurrent maintenance costs and the costs of reconstruction at the end of the road’s useful life. The Table below details the forecast local road grant for the Shire of West Arthur based on 2% indexation.

	BUDGET	FORECAST									
LOCAL ROAD GRANT	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	602,956	676,266	683,029	689,859	703,656	717,729	732,084	746,726	761,660	776,893	792,431

**Note:** The actual/budget grant amount received by the Shire in 2022/23 differs from other financial years as a result of advance payment made by the WA Local Government Grants Commission in 2021/22.

***Roads to Recovery Grants***

The Roads to Recovery Program was first implemented in 2000. It was introduced to address the issue of local road infrastructure in Australia reaching the end of its useful life, and its replacement being beyond the financial capacity of local governments. The Roads to Recovery Program operates uniformly across Australia. Under current arrangements, each local government is guaranteed a share of the total available funding under the program. Under simple administrative procedures whereby spending decisions are made locally and reported to the government, money is paid directly from the Commonwealth Government to each local government.

Grants provided under the Roads to Recovery Program are not intended to replace the local government’s spending on roads, or the funding received from the WA State Government for local road construction and maintenance. Its focus is the renewal of roads to meet safety, transport connectivity, social and economic needs. The current funding program spans five financial years, expiring on 30 June 2024. It is anticipated that the funding program will continue for the life of this Plan.



The Table below details the level of funding anticipated for the Shire of West Arthur over the life of the Plan.

	BUDGET	FORECAST									
ROADS TO RECOVERY	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877

**State Road Funds to Local Government**

To assist Local Government in road management, the State provides road funds for a number of programs administered by the State Road Funds to Local Government Advisory Committee.

There are three main categories of State funding for local government roads:

1. Category 1 - Local Government Program
2. Category 2 - Main Roads WA Program
3. Category 3 - State Initiatives Program

Category 1 only requires analysis as it is the only component where funding is provided to local government.

There are three sub-components to Category 1:

1. Strategic and Technical support.

Strategic and technical support covers work for local government, the costs of which cannot be related to a project and includes road management services for local government roads on either a State or Regional road basis. There is no funding provided to local government under this component.

2. Direct Grants.

Direct Grants are provided annually to all Local Governments. The State Road Funds to Local Government Advisory Committee, using the Asset Preservation Model provided by the Western Australian Local Government Grants Commission, calculates Direct Grant allocations each year. Given that the allocation is based on the Asset Preservation Model, it is anticipated that the level of direct grant funding will remain at a similar level for the next six years.

### 3. Road Project Grants.

Each local government in Western Australia is included in an appropriate region as defined by the State Road Funds to Local Government Advisory Committee, known as Regional Road Groups.

The State Road Funds to Local Government Advisory Committee allocates funds for road projects to each Regional Road Group. Allocations are based on a five year program. Each year, the State Road Funds to Local Government Advisory Committee provides Regional Road Groups with an indicative funding level for Road Project Grants.

Road Project Grants may be used for road related works (i.e.: street lighting) that the Regional Road Group wishes to undertake, provided it is assessed and prioritised against other road projects in the region and the State Road Funds to Local Government Advisory Committee approval is given.

The Regional Road Group will determine project priorities and Local Governments shall accept these funding priorities.

	BUDGET	FORECAST									
RRG FUNDING	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	377,394	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353

**Other Grants and Capital Contributions**

Local Roads and Community Infrastructure

The LRCI Program aim is to stimulate additional infrastructure construction activity in local communities across Australia to assist communities to manage the economic impacts of COVID-19.

The Shire will receive funding from the Department of Infrastructure, Transport, Regional Development and Communications for projects that meet the eligibility criteria.

	BUDGET	FORECAST									
LRCI FUNDING	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	0	210,000	0	0	0	0	0	0	0	0	0

A phase 4 LRCI funding round will open in 2023 with the Department. At the time of the LTFP modelling allocation amounts were not available.

## **Borrowings**

The Shire will be prudent and fiscally responsible when considering any proposals for new debt to deliver Council's objectives.

The Plan contains no new borrowings.

For further information on existing Borrowings, please see Section 9.3.7 of this Plan.

## **Reserves (Cash Backed)**

Section 6.11 of the *Local Government Act 1995* allows a local government to set aside money for use for a purpose in a future financial year. The local government is to establish and maintain a reserve account for each such purpose.

The Shire has established the following reserve funds:

<b>Leave Reserve</b> - annual leave requirements.	To be used to fund long service leave and
<b>Plant Reserve</b> - plant.	To be used to fund the purchase of major
<b>Building Reserve</b> - maintenance of Council buildings.	To be used to fund the construction and
<b>Town Development Reserve</b> -	To be used to enhance town infrastructure.
<b>Recreation Reserve</b> - infrastructure.	To be used to enhance recreation
<b>Heritage Reserve</b> - heritage buildings of the Shire.	To be used to maintain and improve the
<b>Community Housing Reserve</b> - provision of housing within the Shire.	To be used for the maintenance and
<b>Waste Management Reserve</b> - infrastructure requirements for waste management.	To be used assist with funding future
<b>Darkan Swimming Pool Reserve</b> - the Darkan swimming pool.	To be used to assist with funding works at
<b>Information Technology Reserve</b> - office equipment.	To be used for upgrades to computers and
<b>Darkan Sport &amp; Community Centre Reserve</b> - Darkan Sport and Community Centre.	To be used to maintain and improve the
<b>Arthur River Country Club Reserve</b> - Arthur River Country Club.	To be used to maintain and improve the
<b>Museum Reserve</b> - displays in the Museum.	To be used to maintain and to provide new
<b>Moodiarrup Sports Club Reserve</b> - Moodiarrup Sports Club Reserve.	To be used to maintain and improve the
<b>Landcare Reserve</b> - of the Shire.	To be used to fund the landcare expenditure

<b>Corporate Planning &amp; Valuation Reserve</b> - and valuation expenditure of the Shire.	To be used to fund the corporate planning
<b>Kids Central Reserve</b> - equipment and infrastructure.	To be used to fund the renewal of
<b>The Shed Reserve</b> - equipment and infrastructure.	To be used to fund the renewal of
<b>Recreation Trails Reserve</b> - maintenance of recreation trails.	To be used for the construction and
<b>Community Gym Reserve</b> - equipment and activities.	To be used for the renewal of gym
<b>Economic Development Reserve</b> - initiatives that benefit the Shire.	To be used for economic development
<b>Road Reserve</b> - urgent repairs	To be used to fund road improvements or

RESERVE NAME	OPENING BALANCE 01/07/2022	INTEREST	TRANSFER TO RESERVE	TRANSFER FROM RESERVE	CLOSING BALANCE 30/6/2023
Leave Reserve	121,150	0	3,634	0	124,784
Plant Reserve	454,017	0	303,798	(194,650)	563,165
Building Reserve	734,309	0	22,029	(565,000)	191,338
Town Development Reserve	1,529	0	46	0	1,575
Recreation Reserve	163,285	0	4,899	0	168,184
Heritage Reserve	6,091	0	483	0	6,574
Community Housing Reserve	169,135	0	25,074	(50,000)	144,209
Waste Management Reserve	122,753	0	3,683	(100,000)	26,436
Darkan Swimming Pool Reserve	49,219	0	6,477	0	55,696
Information Technology Reserve	66,548	0	4,996	(14,000)	57,544
Darkan Sport And Community Centre Reserve	325,421	0	39,763	0	365,184
Arthur River Country Club Reserve	40,151	0	7,205	0	47,356

RESERVE NAME	OPENING BALANCE 01/07/2022	INTEREST	TRANSFER TO RESERVE	TRANSFER FROM RESERVE	CLOSING BALANCE 30/6/2023
Museum Reserve	128,701	0	3,861	(5,000)	127,562
Moodiarrup Sports Club Reserve	17,581	0	5,527	0	23,108
Landcare Reserve	32,987	0	990	(5,000)	28,977
Corporate Planning And Valuation Reserve	19,945	0	598	(16,000)	4,543
Kids Central Reserve	7,156	0	215	0	7,371
The Shed Reserve	12,824	0	385	0	13,209
Recreation Trails Reserve	1,218	0	37	0	1,255
Community Gym Reserve	12,004	0	1,360	(9,000)	4,364
Economic Development Reserve	113,847	0	3,415	(35,000)	82,262
Road Reserve	234,149	0	7,024	0	241,173
	\$2,834,020	0	\$445,499	(\$993,650)	\$2,285,869

Cash-backed reserves are projected to increase by \$2,191,111 to \$4,476,980 by 2032-33. Projected Cash Reserve balances over the life of the Plan are detailed in Appendix "3".

### **Budget Surpluses**

Section 6.34 of the *Local Government Act 1995* restricts local governments on the surplus or deficit they are permitted to carry forward to not more than 110%, or not less than 90%, of the total budget deficiency to be made up from rates. The Shire in 2022-23 budgeted for a surplus of \$0. In compiling this Long Term Financial Plan, a similar 'balanced budget' approach has been used.



### Capital Works Investments

The following table summarises the capital works program by Asset Class during the life of this Plan.

ASSET CLASS	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Land	0	0	0	0	0	0	0	0	0	0
Buildings	191,800	96,250	294,250	77,250	141,250	129,250	149,250	227,750	109,250	142,250
Plant & Equipment	339,000	608,000	157,500	437,500	435,500	768,500	40,500	891,500	1,051,500	233,500
Furniture & Equipment	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000
Roads	1,058,197	1,058,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197
Footpaths	0	0	0	0	0	0	0	26,500	33,500	15,000
Parks and Ovals	20,000	0	14,000	0	0	102,000	105,500	82,000	20,000	40,000
Other Infrastructure	20,000	0	36,350	1,350	1,350	29,350	1,350	1,350	1,350	19,350
TOTAL	1,628,997	1,762,447	1,577,797	1,579,297	1,641,297	2,104,797	1,372,297	2,317,297	2,291,297	1,538,297

More comprehensive detail on the forecast capital works over the life of this plan is attached at Appendix “2”.

## WORKFORCE PLANNING

The Shire's Workforce Plan is currently under review.

### Forecast Growth in Labour Costs

The labour costs forecasts in the Workforce Plan are outlined in the table below.

INDICATOR	BUDGET	FORECASTS			
	2022-23	2023-24	2024-25	2025-26	2026-27
Wage Price Index (WPI)	3.50%	5.75%	3.00%	3.00%	3.00%

## **LONG TERM FINANCIAL PLAN – SCENARIO MODELLING**

The three scenario models proposed in this plan consider the range and level of service, workforce planning and asset management requirements, and capital works programs. The Council's Strategic Community Plan has identified community aspirations over the long term and the models provide the community with an understanding of the outcomes based on different assumptions.

### **Scenario 1 (Baseline)**

This model provides for:

- ⇒ No change in the range and level of services;
- ⇒ Roads to Recovery grants continuing for the life of the Plan;
- ⇒ Balanced budgets or small surpluses across the life of the Plan;
- ⇒ An affordable capital works program;
- ⇒ Rate increases to be 6.0% or greater for the first 5 years, and then averaging over 5.0% per annum for the remainder of the Plan;

The findings in relation to this model are as follows:

- ⇒ The liquidity of the Shire, after deducting restricted assets (cash backed reserves), will be below the benchmark of 100% until year nine of the Plan.
- ⇒ The operating surplus ratio over the forecast period moves from (122%) in 2022-23 to (34%) by 2032-33, well below the Basic Standard of financial performance according to the Department of Local Government, Sport and Cultural Industries ratio guidelines;
- ⇒ The Shire will have retired all of its debt by 2032-33;
- ⇒ Over the life of the Plan, the Shire is spending an average of \$1.2M on capital renewal expenditure, with investment levels varying from year to year between 61% – 77% of required renewal expenditure;
- ⇒ The consumption of the Shire's asset base is tracking downwards, and falls to 83% by Year 2032-33;
- ⇒ The Asset Renewal Funding Ratio is 51% for the 10 years of the plan.

### **Scenario 2 (Best Case)**

This model provides for:

- ⇒ No change in the range and level of services;
- ⇒ Roads to Recovery grants being available for the life of the Plan;
- ⇒ An affordable capital works program;
- ⇒ Forecast surpluses across each year of the Plan;
- ⇒ Rate increases to be set at 6% for the first year and then at 10.0% per annum for the remainder of the term of the plan.

The findings in relation to this model are as follows:

- ⇒ The liquidity of the Shire after deducting restricted assets (cash backed reserves) is projected to improve over the life of the Plan, attaining 1521% by 2032-33, meaning that significant additional funds will be available for infrastructure investment;

- ⇒ The operating surplus ratio over the forecast period moves from (122%) in 2022-23 to 0% by 2032-33, meeting the Basic Standard of financial performance according to the Department of Local Government, Sport and Cultural Industries ratio guidelines;
- ⇒ The Shire has sufficient funds to meet its obligations;
- ⇒ The Shire will have retired all of its debt by 2032-33;
- ⇒ Over the life of the Plan, the Shire is spending an average of \$1.2M on capital renewal expenditure, with investment levels varying from year to year between 61% – 77%. This investment level could be increased significantly with additional funding available.
- ⇒ The consumption of the Shire’s asset base is tracking slightly downwards and falls to 83% by Year 2032-33. This ratio trend could be reversed with an injection of additional investment in renewal works from funding available.
- ⇒ The Asset Renewal Funding Ratio is 51% for the 10 years of the plan.

### **Scenario 3 (Worst Case)**

This model provides for:

- ⇒ No change in the range and level of services;
- ⇒ Roads to Recovery grants being available for the life of the Plan;
- ⇒ An affordable capital works program;
- ⇒ Forecast surpluses across each year of the Plan;
- ⇒ Rate increases to be set at 6% for the first year and then at 4.0% per annum for the remainder of the term of the plan.

The findings in relation to this model are as follows:

- ⇒ The liquidity of the Shire after deducting restricted assets (cash backed reserves) is projected to decline over the life of the Plan, attaining (627%) by 2032-33, meaning that significant additional funds will be available for infrastructure investment;
- ⇒ The operating surplus ratio over the forecast period moves from (122%) in 2022-23 to (54%) by 2032-33, below the Basic Standard of financial performance according to the Department of Local Government, Sport and Cultural Industries ratio guidelines;
- ⇒ The Shire does not have sufficient funds to meet its obligations;
- ⇒ The Shire will have retired all of its debt by 2032-33;
- ⇒ Over the life of the Plan, the Shire is spending an average of \$1.2M on capital renewal expenditure, with investment levels varying from year to year between 61% – 77%. This investment level would not be able to maintained with a 4% increase in rates.
- ⇒ The consumption of the Shire’s asset base is tracking slightly downwards and falls to 83% by Year 2032-33. This ratio trend would decline further if rates were only increased by 4% per annum.
- ⇒ The Asset Renewal Funding Ratio is 51% for the 10 years of the plan

## **LONG TERM FINANCIAL PLAN ASSUMPTIONS**

In preparing the Long Term Financial Plan (LTFP), the 2022-23 Annual Budget has been used as the forecasting base, together with the following assumptions.

### **External Influences**

- ⇒ Cost indices (i.e., Consumer Price Index (CPI), Local Government Cost Index (LGCI), and Wage Price Index (WPI);
- ⇒ Government grants from the Commonwealth and State governments;
- ⇒ Prevailing economic conditions impacting the financial markets for the investment and borrowing of funds; and
- ⇒ Demand for Shire services.

### **Internal Influences**

- ⇒ Budget surplus/deficit for the 2022-23 financial year; and
- ⇒ Shire workforce requirements (i.e., staff turnover, employment contract negotiations, wages and salary increases).

## ASSUMPTIONS

### Population Growth

Section 2.3 of this Plan details that the Shire’s projected population of 799 will slightly decline over the life of the Plan.

It is considered that the Shire’s current services and facilities will cater for the projected populations needs.

### Cost Indices

#### *Consumer Price Index*

The projected Consumer Price Index (CPI) increases for the next 10 years are estimated as follows:

COST INDEX	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
CPI	5.20%	3.70%	3.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

The forecast CPI is to be utilised in the financial modelling of the following:

- ⇒ Revenues, excluding rates, specific grants, and interest on investments; and
- ⇒ Expenditures, excluding wages and salaries.

#### *Local Government Cost Index*

Indicative forecasts for the Local Government Cost Index (LGCI) are detailed below:

COST INDEX	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
LGCI	5.00%	4.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

### ***Wage Price Index and Enterprise Bargaining Agreement***

Salary and wages increases over the life of the Plan have been estimated as follows:

COST INDEX	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Wage Price Index	5.75%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

### **Rates**

#### ***Natural Growth***

Additional rates levied through the development and subdivision of land may be measured by analysing the interim rates raised by the Shire in each financial year.

No natural growth has been provided for in the Plan.

#### ***Rate Increases***

Projected rate increases over the life of the Plan are detailed in the Scenario Modelling in Sections 8.1 to 8.3.

#### ***Interest Charges on Late Payment of Rates, Instalment Interest and Administration Fees***

The Council for the 2022-23 Annual Budget adopted the following charges:

- ⇒ Interest on the late payment of rates                    7.0%
- ⇒ Interest on instalment payments for rates            3.0%
- ⇒ Administration Fee per instalment                    \$5.00

### **Cash Investments**

Section 6.2.2 of this Plan details Council's investment policy, which provides for approximately 70% of the funds to be retained with Council's banker and the balance to be invested with alternative, secure financial institutions in accordance with Regulation 19C of the *Local Government (Financial Management) Regulations 1996*. In forecasting returns on Council's investments, it is proposed to utilise the 180 day term deposit rates for investments greater than \$100,000.

LOCAL BANK	INTEREST RATE
Westpac Bank	3.75%
Commonwealth Bank	3.75%
National Australia Bank	4.00%
ANZ Bank	4.10%
Bendigo Bank	4.00%

The following cash interest rates have been used over the life of the Plan.

CASH RATES	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Cash Interest Rates	4.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

### **Fees and Charges**

Section 6.2.3 details the forecasted increase of Council controlled fees and charges by an average of 3.0% per annum over the life of the Plan.

### **Grants**

Please refer to Section 6.2.4 of this Plan for forecasts relating to grant funding.

### **Loan Borrowings**

#### ***Current Borrowings***

The Shires current loan borrowings are as follows.



LOAN NO.	PURPOSE	INTEREST RATE	TERM OF LOAN	EXPIRY DATE	YEARS REMAINING	PRINCIPAL OUTSTANDING 2022/23
70	GROH Housing	6.56%	10	31/03/2025	2	\$96,079
72	Industrial Land	3.30%	10	31/12/2025	2	\$28,059
73	WA Cottage Homes*	3.30%	15	30/06/2032	9	\$309,375
74	Loader**	3.50%	10	30/06/2032	9	\$258,616

Note \* - Self-supporting loans

Note \*\* - Proposed new loan for 2022/2023 budget.

The loan repayments as disclosed in the debenture schedules have been incorporated into the financial modelling.

***New Borrowings***

Section 6.2.5 of this Plan details that no new loans are proposed over the life of the Plan  
Appendix 4 provides more details on the loan repayments over the life of this Plan.

**Type and Range of Services**

Section 3.2 of this Plan states that all current services will continue to be delivered for the life of this Plan.

**Asset Renewal Funding Levels**

Section 4.2 of this Plan details that the Shire has a medium term (ten years) estimated asset renewal funding requirement of \$28,528,480, or \$2,852,848 per annum.

Further data needs to be collected to allow Council to develop an advanced understanding of its asset portfolio and accurately identify its renewal funding gap for each asset class and ensure there is alignment between the asset class funding gap and the renewal funding provided for in the Long Term Financial Plan.

**Balanced Budget Approach**

The Long Term Financial Plan has been prepared on the basis that either a balanced budget, or small surpluses, will be achieved for each year of the Plan if the Base Scenario is followed.

**Cash Reserves**

The Shire will continue to prudently manage its cash reserves to ensure that appropriate levels of funds are maintained to meet future commitments.

**Depreciation**

The Shire calculates depreciation on a straight line basis and utilises the following depreciation periods.

ASSET CLASS	DEPRECIATION RATE
Buildings (Specialised and Non-Specialised)	30 to 50 years
Furniture and equipment	4 to 10 years
Plant and equipment	5 to 15 years
Sealed Roads	
- Formation	Not depreciated
- Pavement	50 Years
- Seal	
Bituminous seals	15 to 25 Years

ASSET CLASS	DEPRECIATION RATE
Asphalt surfaces	15 to 25 Years
Gravel Roads	
- Formation	Not depreciated
- Pavement	50 Years
- Gravel sheet	10 to 15 Years
Formed Roads	
- Formation	Not depreciated
Footpaths - Slab	20 Years
Sewerage piping	100 Years
Water supply piping & drainage systems	75 Years
Bridges	60 to 90 Years

Whilst the financial modelling has incorporated the above rates of depreciation, it has not taken into account the impact of any revaluations of assets. More detail on depreciation allocations over the life of this plan can be found at Appendix "5".

## RATIO ANALYSIS AND LONG-TERMAINABILITY

The ratios are an industry accepted measure of financial health. This section summarises the financial ratio results for each of the 3 models presented in this Plan.

### Current Liquidity Ratio

<p>This is a measure of a local government’s liquidity and its ability to meet its short term financial obligations out of unrestricted current assets. It is measured as:</p> <p>Current Assets less Restricted Assets</p> <p>Current Liabilities less Current Liabilities associated with Restricted Asset</p>											
<p>Target – Standard not met if ratio is lower than 1:1 (less than 100%), Standard is met if ratio is greater than 1:1 (100% or greater)</p>											
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	0.53	0.70	0.78	0.80	0.80	0.82	0.82	0.829	0.840	1.01	1.05
Best	0.53	0.70	0.93	1.26	1.74	2.50	3.50	4.92	6.94	11.06	15.21
Worst	0.53	0.70	0.68	0.47	0.08	(0.47)	(1.14)	(1.94)	(2.90)	(4.64)	(6.27)

## Operating Surplus Ratio

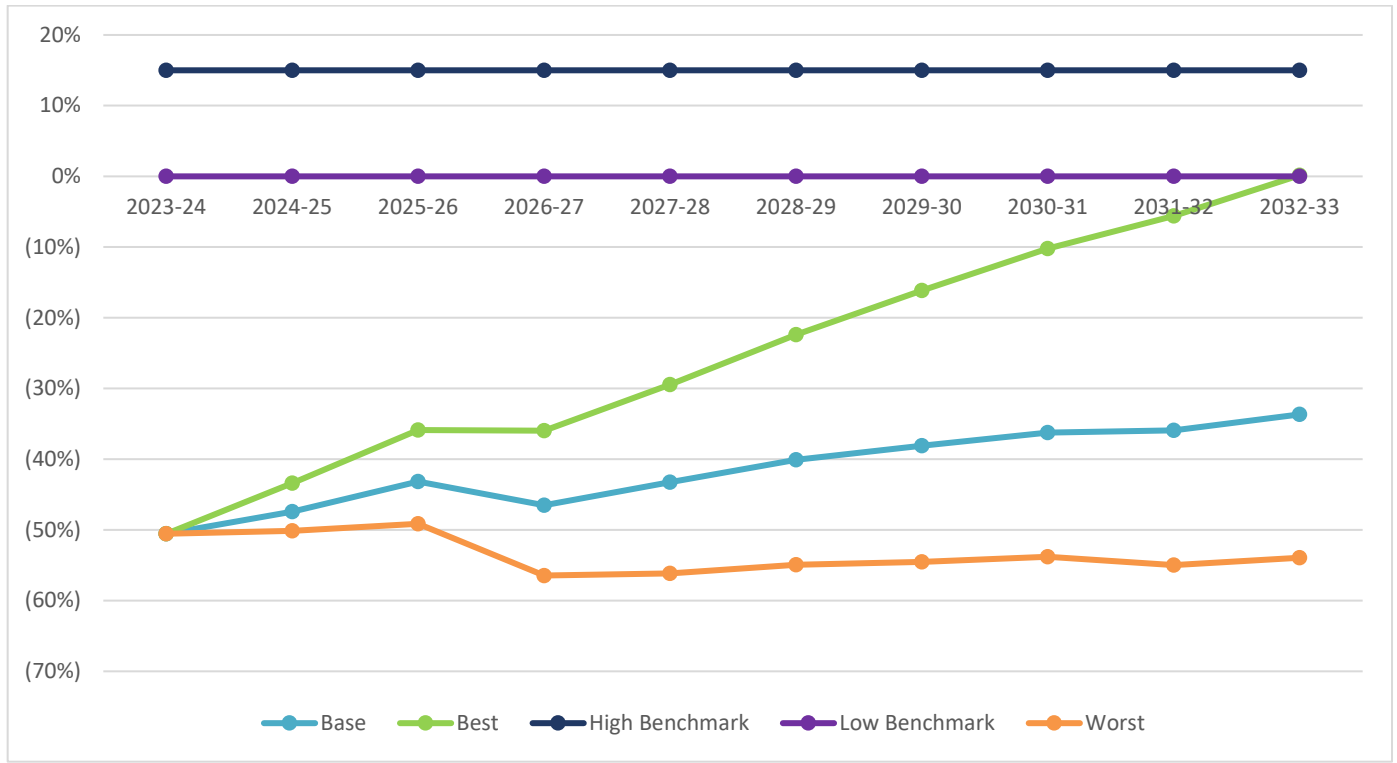
This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. It is measured as:

Operating Revenue (excludes non-operating revenue) less Operating Expenses

Own Source Revenue

Target – Between 1% and 15% Basic Standard, Greater than 15% Advanced Standard

FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	(122%)	(51%)	(47%)	(43%)	(46%)	(43%)	(40%)	(38%)	(36%)	(36%)	(34%)
Best	(122%)	(51%)	(43%)	(36%)	(36%)	(29%)	(22%)	(16%)	(10%)	(6%)	0%
Worst	(122%)	(51%)	(50%)	(49%)	(56%)	(56%)	(55%)	(55%)	(54%)	(55%)	(54%)



## Rates Coverage Ratio

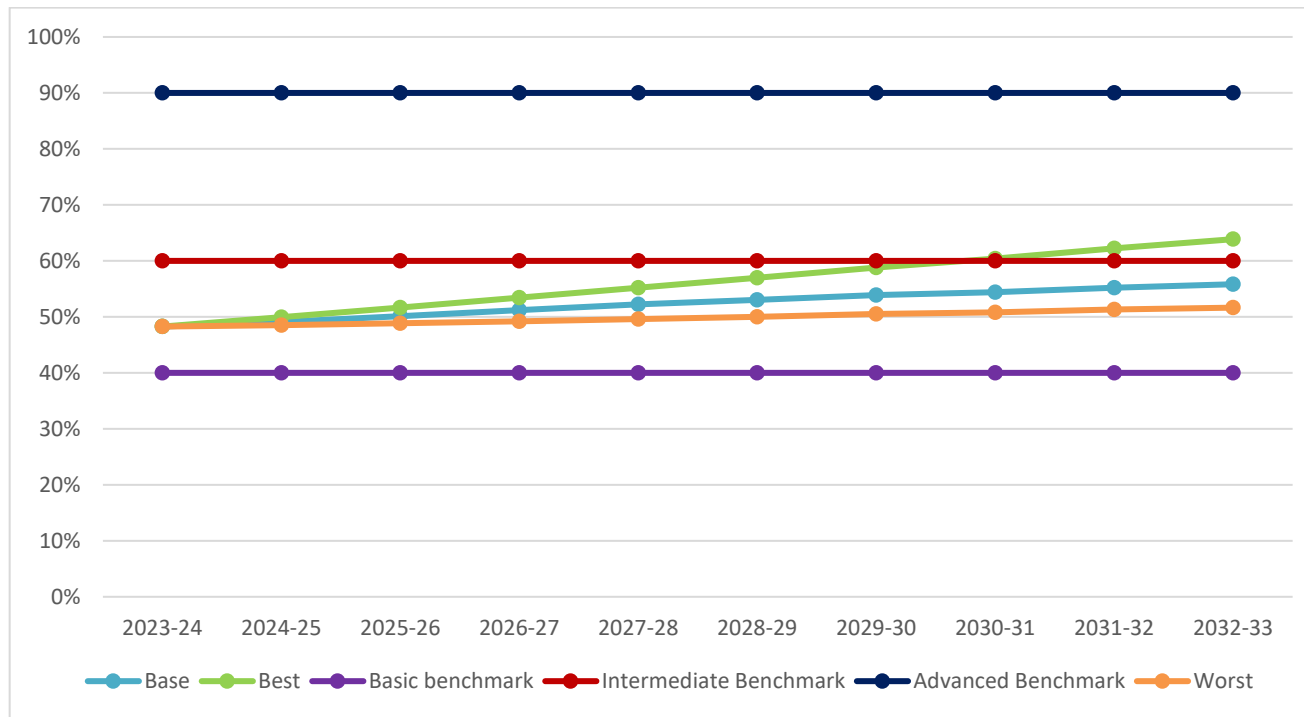
This is an indicator of a local government's dependence on rate revenue to fund its operations. It is measured as:

Total Rates Revenue

Total Operating Revenue

Target – greater than or equal to 60%

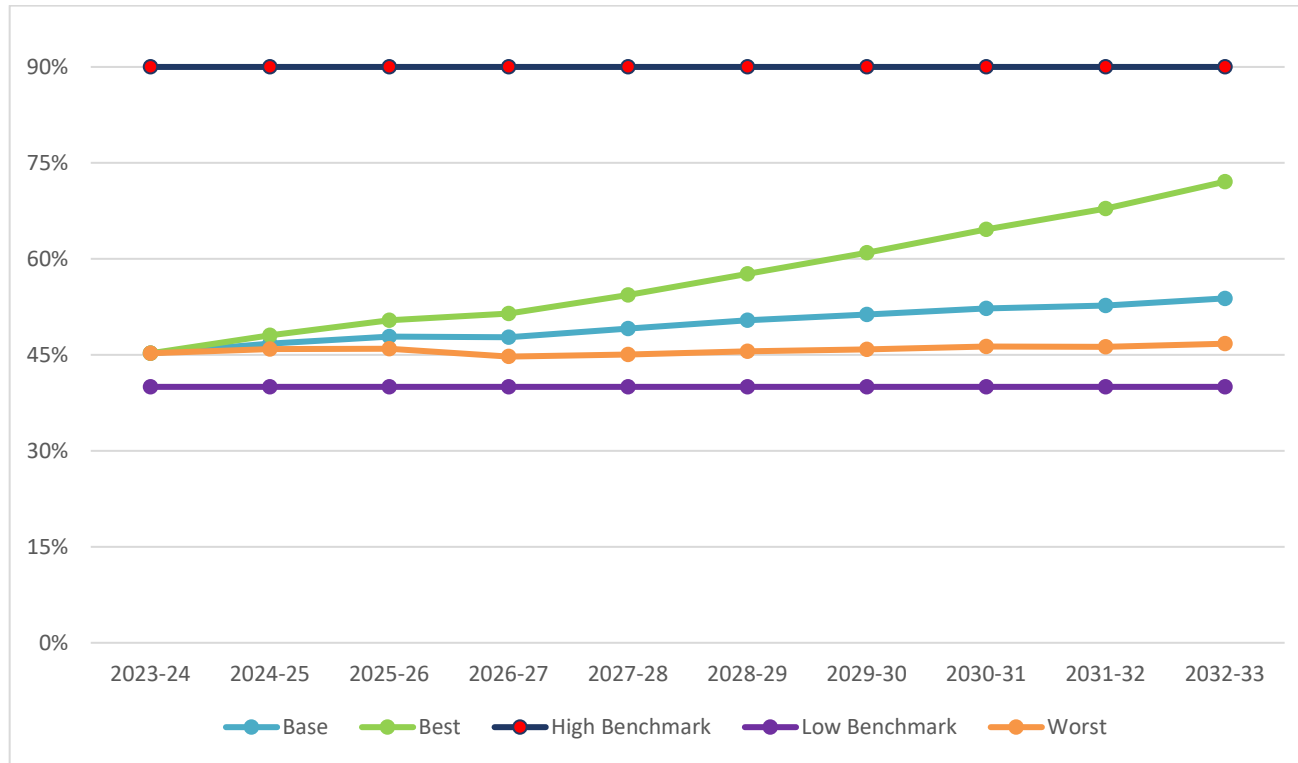
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Base	71%	48%	49%	50%	51%	52%	53%	54%	54%	55%
Best	71%	48%	50%	52%	53%	55%	57%	59%	60%	62%
Worst	71%	48%	49%	49%	49%	50%	50%	51%	51%	51%





### Own Source Revenue Coverage Ratio

This is an indicator of a local government’s ability to cover its costs through its own tax revenue effort. It is measured as:											
Own Source Revenue											
Total Expenses											
Target – Between 40% to 60% Basic Standard				Between 60% to 90% Intermediate Standard				90% or greater Advanced Standard			
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	42%	45%	47%	48%	48%	49%	50%	51%	52%	53%	54%
Best	42%	45%	48%	50%	51%	54%	58%	61%	65%	68%	72%
Worst	42%	45%	46%	46%	45%	45%	46%	46%	46%	46%	47%



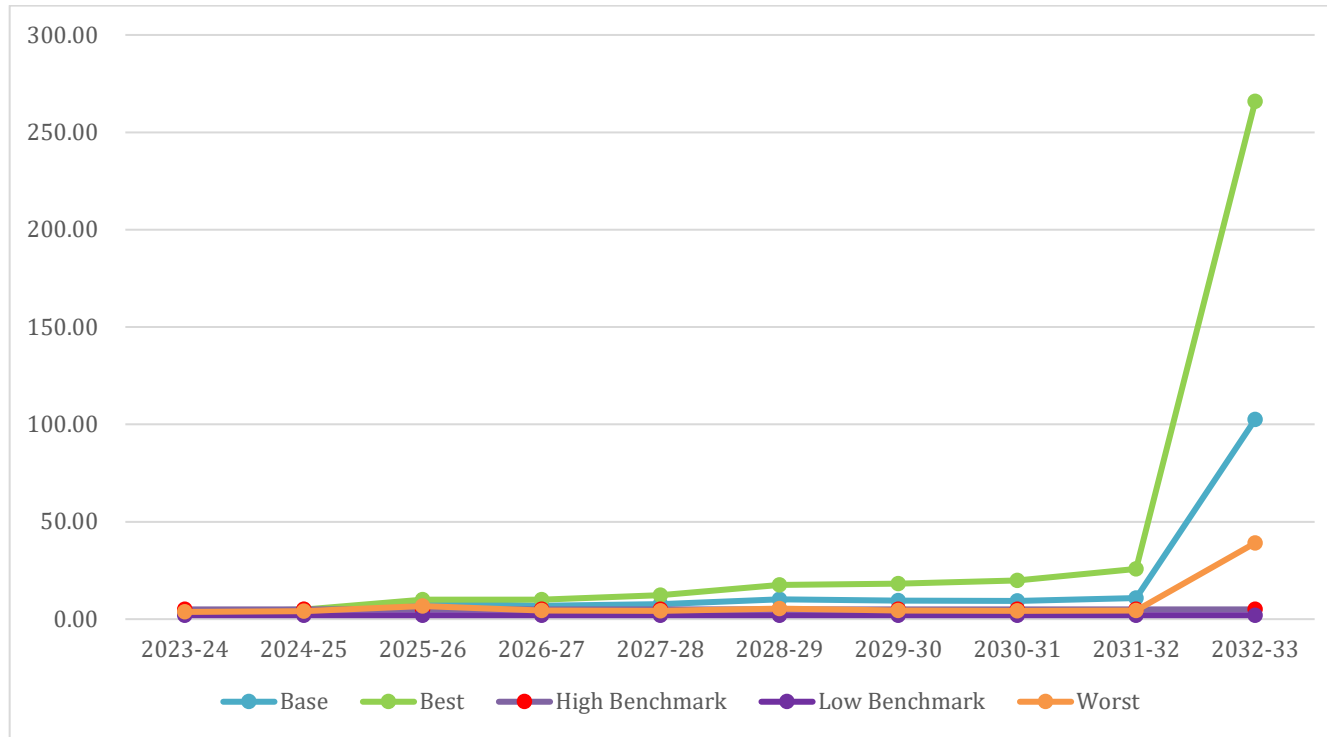
**Debt Service Cover Ratio**

This is an indicator of a local government’s ability to produce enough cash to cover its debt payments. It is measured as:

Operating Revenue less Operating Expenses excluding Interest Expense and Depreciation  
Principal and Interest Expense

Target – greater than or equal to 2 Basic Standard      Greater than 5 Advanced Standard

FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	(5.35)	3.70	4.42	8.17	6.92	7.73	10.22	9.43	9.35	10.85	102.54
Best	(5.35)	3.70	4.99	10.04	10.02	12.27	17.54	18.30	19.85	25.72	265.82
Worst	(5.35)	3.70	4.06	6.78	4.37	4.21	5.38	4.43	4.27	4.49	39.11



### Asset Sustainability Ratio

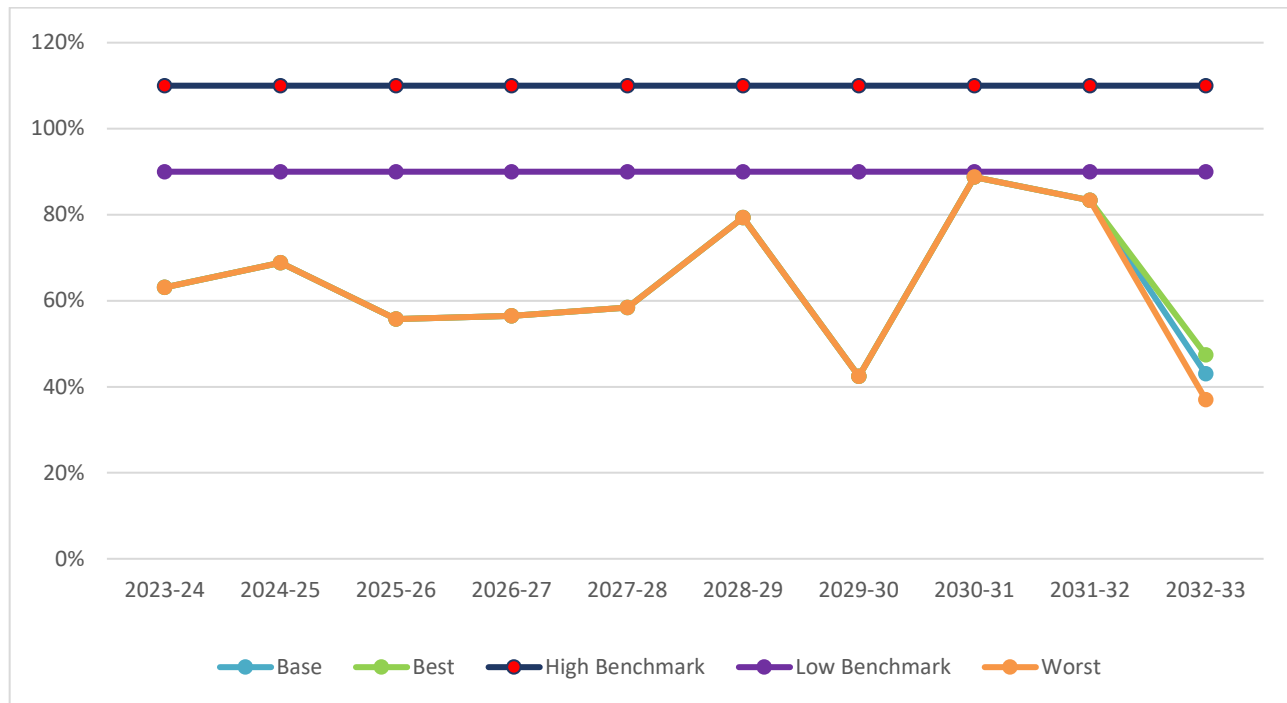
This is an indicator of the extent to which assets managed by a local government are being replaced as these reach the end of their useful lives. It is measured as:

Capital Renewal Expenditure

Depreciation Expense

Target – Standard is met if the ratio can be measured and is 90%    Standard is improving if the ratio is between 90% and 110%

FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	67%	63%	69%	56%	56%	58%	79%	42%	89%	83%	43%
Best	67%	63%	69%	56%	56%	58%	79%	42%	89%	83%	47%
Worst	67%	63%	69%	56%	56%	58%	79%	42%	89%	83%	40%



### Asset Consumption Ratio

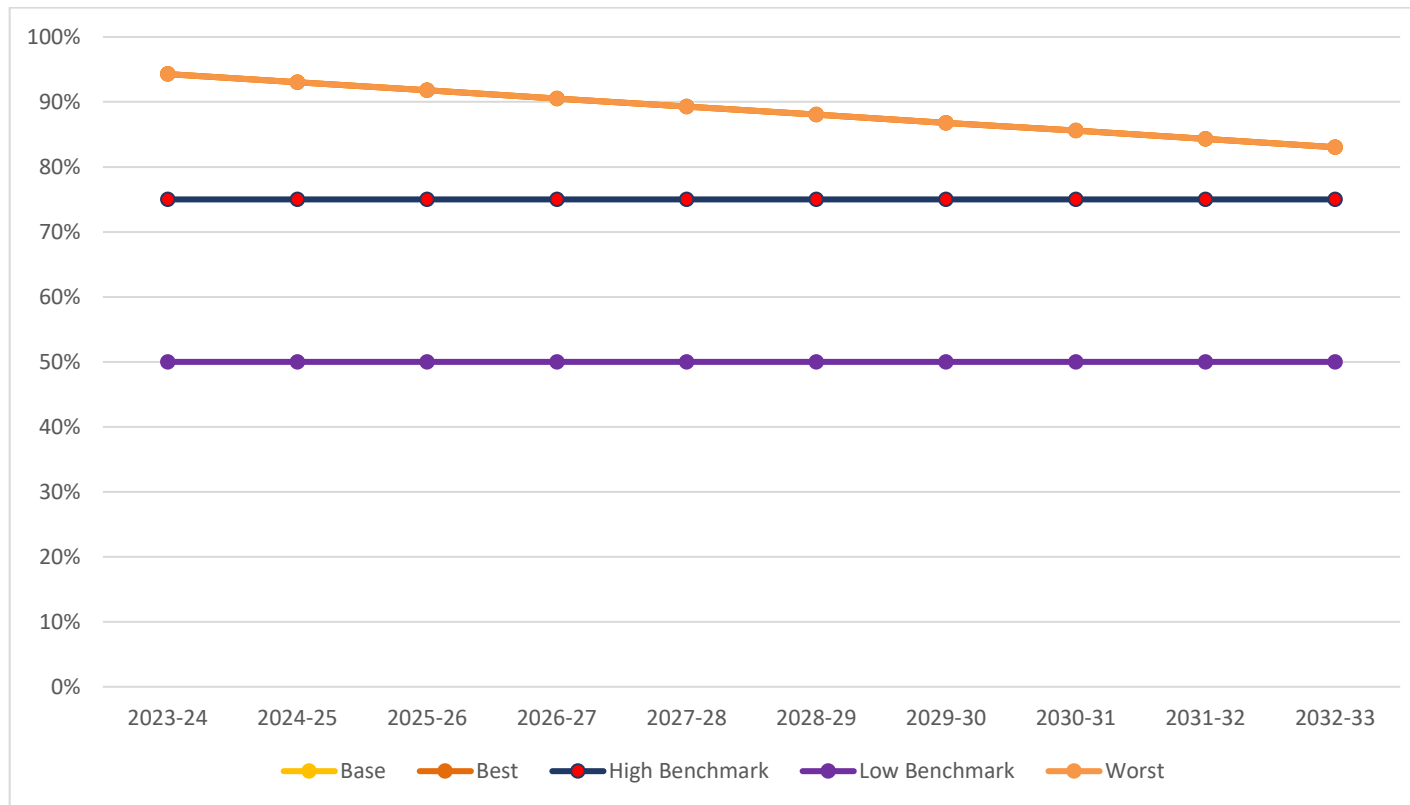
This ratio highlights the aged condition of a local government’s physical assets. It is measured as:

Depreciated Replacement Costs of Assets (Written Down Value)

Current Replacement Costs

Target – Standard is met if the ratio can be measured and is 50% or greater      Standard is improving if the ratio is between 60% and 75%

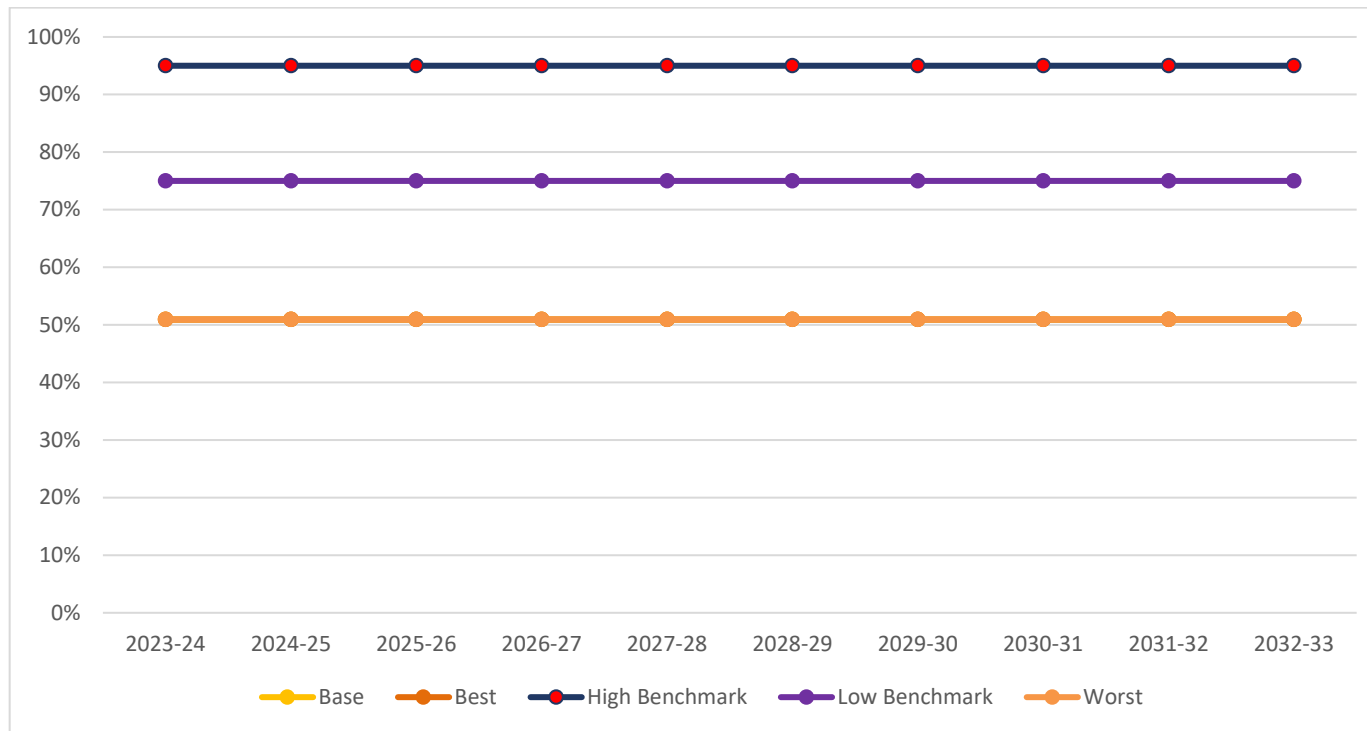
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	96%	94%	93%	92%	91%	89%	88%	87%	86%	84%	83%
Best	96%	94%	93%	92%	91%	89%	88%	87%	86%	84%	83%
Worst	96%	94%	93%	92%	91%	89%	88%	87%	86%	84%	83%





### Asset Renewal Funding Ratio

<p>This ratio indicates whether the local government has the financial capacity to fund asset renewal at continued existing service levels. It is measured as:</p> <p>Net Present Value of Planned Renewal Expenditure          Net Present Value of Asset Management Plan Projections</p>	
<p>Target – Standard is met if the ratio is between 75% and 95%          Standard is improving if the ratio is between 95% and 105% and the ASR is between 90% to 100%, and the ACR is between 50% and 75%.</p>	
<b>FORECAST</b>	<b>2023-24 to 2032-33</b>
Base	51%
Best	51%
Worst	51%



## **SUMMARY**

Projections show that over the next 10 years the Shire will require revenue from rates to grow at more than 5% per annum to ensure that the majority of performance ratios continue to move towards to minimum benchmark.

Whilst the base case will allow Council to achieve balanced budgets, further action will need to be taken to address infrastructure asset funding gaps, through increasing funding and realigning planned renewal expenditure to required renewal expenditure outlined in the Asset Management Plans.

## RISK ASSESSMENT

Risk can be simply defined as the effect of uncertainty on the objectives of the Shire. When evaluating risks, the following issues<sup>6</sup> must be understood –

1. An effect may be positive, negative or result in a deviation from the expected.
2. An objective may be financial, related to health and safety, or defined in other terms. In this case, we are examining risks related to financial objectives.
3. Risk is often described by an event, a change in circumstances, a consequence, or a combination of these and how they may affect the achievement of objectives.
4. Risk can be expressed in terms of a combination of the consequences of an event or a change in circumstances, and their likelihood.
5. Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequences, or likelihood.

Risks are assessed using AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines. The following risk rating table has been utilised to categorise risks according to their rating and the potential action required.

RISK RATING					
Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	M	H	H	E	E
Likely	M	M	H	H	E
Possible	L	M	M	H	E
Unlikely	L	M	M	H	H
Rare	L	L	M	M	H

Risk Rating		Action Required
L	Low Risk	Managed by Routine Procedures
M	Medium Risk	Planned Action Required
H	High Risk	Prioritised action required

<sup>6</sup> Department of Treasury and Finance, Government of South Australia.

<b>E</b>	<b>Extreme Risk</b>	Immediate corrective action required
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The major risk factors in each of the financial models are:

- ⇒ Whether general purpose and local road grants increases will maintain pace within inflation be over the life of the Plan.

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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- ⇒ The inability of the Shire to source other grant funding and contributions for the capital projects detailed in the Plan.

Risk Rating:	High (Likelihood – Possible; Consequences – Major)
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- ⇒ Potential expansion of services required by the community not included in the Plan.

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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- ⇒ Imposition of additional regulatory requirements by the Commonwealth and State Governments

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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The above risks apply to all three scenario models proposed in this Plan; and should external funding be reduced, not achieved, or delayed, then the timing of capital projects will need to be reviewed.

## FINANCIAL PROJECTIONS

The financial projections in this LTFP have been developed in a format that conforms to the *Local Government (Financial Management) Regulations 1996* and the Australian Accounting Standards. This format has been chosen as it allows projections to feed into the statutory format of the Annual Budget and key performance measures into the LTFP to be compared with Annual Budgets and annual Financial Reports. The statutory schedules include:

- ⇒ Statement of Comprehensive Income;
- ⇒ Statement of Financial Position (Balance Sheet) and Equity Statement;
- ⇒ Statement of Cash Flows; and
- ⇒ Rate Setting Statement.

The Statement of Comprehensive income shows what is expected to happen during the year in terms of revenue, expenses, and other adjustments from all activities. A small surplus is estimated for each year of the LTFP.

The Statement of Financial Position is a snapshot of the expected financial position of the Shire at the end of the financial year. It reports what is expected to be owned (assets) and what is expected to be owed (liabilities). The bottom line "Net Assets" represents the net worth of the Council. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. Non-current refers to assets and liabilities that are recoverable or which fall due over a longer period than 12 months.

The Statement of Cash Flows shows what is expected to happen during the year in terms of cash. The net cash provided by operating activities shows how much cash is expected to remain after paying for the services provided to the community. This can be used to fund other activities such as capital works and infrastructure. The information in this statement assists in the assessment of the ability to generate cash flows and meet financial commitments as they fall due, including debt repayments.

The Closing Balance detailed in the Rate Setting Statement reveals the net surplus/deficit for each year. The surplus/deficit for each year has not been carried forward, but rather represents funds that are available to fund additional expenditure or funds required by the Shire to deliver a balanced budget.

The Statements are supported by schedules for:

- ⇒ Capital works;
- ⇒ Cash reserves;
- ⇒ Loan repayment schedules; and
- ⇒ Depreciation calculations.

## **CONCLUSION – IMPLEMENTATION AND REVIEW OF THE LTFP**

The Council will consider the content of the LTFP when preparing the Annual Budget for 2023-24 and subsequent years, and it is expected that adopted budgets will be closely aligned with the proposals in the LTFP and assumptions underpinning this.

A desktop review of the LTFP will occur each year as budgets are prepared to account for performance information and changing circumstances.

The Council is confident that the LTFP will allow the Shire to set priorities within its resourcing capabilities to sustainably deliver the assets and services required by the community.

## **APPENDIX 1**

**Base Case Scenario Model**

**Statutory Statements**



**COMPREHENSIVE INCOME STATEMENT BY FUNCTION/ACTIVITY**

	FORWARD PROJECTIONS									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>EXPENDITURE</b>										
General Purpose Funding	(124,466)	(129,053)	(133,201)	(137,187)	(141,296)	(145,546)	(150,245)	(155,509)	(160,960)	(166,567)
Governance	(654,450)	(678,492)	(700,453)	(721,632)	(743,366)	(765,842)	(790,661)	(818,417)	(847,185)	(876,750)
Law, Order, Public Safety	(223,891)	(232,553)	(239,742)	(247,102)	(254,458)	(262,913)	(270,246)	(280,102)	(290,514)	(299,506)
Health	(116,839)	(121,207)	(124,722)	(128,334)	(132,078)	(136,398)	(140,117)	(145,169)	(150,505)	(155,125)
Education & Welfare	(77,142)	(79,941)	(82,499)	(84,968)	(87,511)	(90,143)	(93,055)	(96,317)	(99,692)	(103,166)
Housing	(80,872)	(83,835)	(86,414)	(89,036)	(91,733)	(94,731)	(97,529)	(101,038)	(104,723)	(108,148)
Community Amenities	(353,262)	(366,271)	(377,889)	(389,130)	(400,725)	(412,865)	(425,954)	(440,914)	(456,438)	(472,114)
Recreation and Culture	(955,223)	(995,241)	(1,020,080)	(1,049,889)	(1,080,718)	(1,114,674)	(1,160,979)	(1,188,180)	(1,230,932)	(1,270,785)
Transport	(2,410,850)	(2,489,104)	(2,547,325)	(2,853,108)	(2,956,236)	(3,027,955)	(3,098,372)	(3,210,694)	(3,330,783)	(3,421,327)
Economic Services	(287,738)	(297,887)	(307,104)	(316,227)	(325,734)	(335,782)	(346,345)	(358,542)	(371,223)	(383,962)
Other Property and Services	(67,550)	(77,159)	(82,357)	(85,358)	(88,199)	(91,400)	(94,233)	(97,794)	(101,548)	(104,951)
<b>Total Expenses</b>	<b>(5,352,283)</b>	<b>(5,550,743)</b>	<b>(5,701,787)</b>	<b>(6,101,971)</b>	<b>(6,302,055)</b>	<b>(6,478,251)</b>	<b>(6,667,737)</b>	<b>(6,892,676)</b>	<b>(7,144,502)</b>	<b>(7,362,401)</b>
<b>REVENUE</b>										
General Purpose Funding	3,556,588	3,732,981	3,870,153	4,075,516	4,274,590	4,463,286	4,639,208	4,842,509	5,026,134	5,243,313
Governance	505	510	515	525	536	547	558	569	580	592
Law, Order, Public Safety	52,604	53,175	71,027	72,471	73,945	75,450	76,985	78,552	80,150	81,782
Health	7,167	7,254	7,341	7,495	7,653	7,814	7,979	8,147	8,319	8,494
Education & Welfare	20,984	21,513	39,329	40,285	41,264	42,269	43,299	44,355	45,438	46,549
Housing	93,757	96,522	99,369	102,326	105,371	108,507	111,736	115,062	118,487	122,014
Community Amenities	54,989	56,629	58,317	60,062	61,858	63,709	65,614	67,577	69,599	71,681
Recreation and Culture	39,937	40,557	58,464	59,750	61,066	62,412	63,788	65,196	66,635	68,108
Transport	145,699	147,156	148,627	151,600	154,632	157,724	160,879	164,096	167,378	170,726
Economic Services	108,043	111,284	114,623	118,061	121,603	125,251	129,009	132,879	136,865	140,971
Other Property & Services	59,973	61,126	62,307	63,846	65,426	67,045	68,707	70,411	72,159	73,953
<b>Total Revenues</b>	<b>4,140,246</b>	<b>4,328,707</b>	<b>4,530,071</b>	<b>4,751,937</b>	<b>4,967,944</b>	<b>5,174,013</b>	<b>5,367,761</b>	<b>5,589,353</b>	<b>5,791,745</b>	<b>6,028,183</b>
<b>NET RESULT</b>	<b>(1,212,036)</b>	<b>(1,222,037)</b>	<b>(1,171,716)</b>	<b>(1,350,034)</b>	<b>(1,334,111)</b>	<b>(1,304,238)</b>	<b>(1,299,976)</b>	<b>(1,303,324)</b>	<b>(1,352,757)</b>	<b>(1,334,218)</b>
<b>BORROWING COST EXPENSE</b>										
Housing	(14,903)	(10,294)	(7,849)	(6,771)	(5,657)	(4,506)	(3,316)	(2,086)	(815)	0
Economic Services	(784)	(422)	(71)	0	0	0	0	0	0	0
Other Property & Services	(9,790)	(8,851)	(7,875)	(6,859)	(5,801)	(3,631)	(3,846)	(3,143)	(1,124)	(81)
<b>Total Borrowing Costs</b>	<b>(15,687)</b>	<b>(10,716)</b>	<b>(7,920)</b>	<b>(6,771)</b>	<b>(5,657)</b>	<b>(4,506)</b>	<b>(3,316)</b>	<b>(2,086)</b>	<b>(815)</b>	<b>0</b>
<b>NON-OPERATING REVENUE</b>										
Law, Order & Public Safety	13,633	13,769	13,907	14,185	14,469	14,758	15,053	15,354	465,662	15,975
Recreation & Culture	498,739	520,039	537,848	553,983	570,602	587,720	606,600	627,376	648,865	671,093
Transport	687,230	687,230	687,230	687,230	687,230	687,230	687,230	687,230	687,230	687,230
<b>Total Non-Operating Revenue</b>	<b>1,199,602</b>	<b>1,221,038</b>	<b>1,238,985</b>	<b>1,255,398</b>	<b>1,272,301</b>	<b>1,289,709</b>	<b>1,308,884</b>	<b>1,329,961</b>	<b>1,801,757</b>	<b>1,374,298</b>
<b>PROFIT/(LOSS) ON SALE OF ASSETS</b>										
Transport Profit	0	0	0	0	0	0	0	0	0	0
Transport Loss	0	0	0	0	0	0	0	0	0	0
<b>Total Profit(Loss)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(28,121)</b>	<b>(11,715)</b>	<b>59,349</b>	<b>(101,407)</b>	<b>(67,467)</b>	<b>(19,035)</b>	<b>5,592</b>	<b>24,551</b>	<b>448,185</b>	<b>40,080</b>

COMPREHENSIVE INCOME STATEMENT BY NATURE & TYPE

	FORWARD PROJECTIONS									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>REVENUE</b>										
Rates	1,998,430	2,125,402	2,270,629	2,433,491	2,593,951	2,744,280	2,892,365	3,041,224	3,197,747	3,365,520
Operating Grants/Subsidies/Contributions	1,711,621	1,728,737	1,797,843	1,833,800	1,870,476	1,907,885	1,946,043	1,984,964	2,024,663	2,065,157
Interest Earnings	126,474	161,734	139,380	152,761	161,674	169,750	166,691	189,624	184,589	201,218
Fees & Charges	303,723	312,834	322,219	331,886	341,842	352,098	362,661	373,540	384,747	396,289
Other Income	0	0	0	0	0	0	0	0	0	0
	<b>4,140,246</b>	<b>4,328,707</b>	<b>4,530,071</b>	<b>4,751,937</b>	<b>4,967,944</b>	<b>5,174,013</b>	<b>5,367,761</b>	<b>5,589,353</b>	<b>5,791,745</b>	<b>6,028,183</b>
<b>EXPENSES</b>										
Employee Costs	(2,108,917)	(2,177,961)	(2,245,312)	(2,548,783)	(2,625,247)	(2,704,004)	(2,797,884)	(2,889,600)	(2,990,736)	(3,095,412)
Materials & Contracts	(1,231,531)	(1,298,257)	(1,345,026)	(1,390,308)	(1,459,598)	(1,477,887)	(1,539,075)	(1,584,949)	(1,640,780)	(1,704,603)
Utilities	(93,117)	(95,911)	(98,788)	(101,752)	(105,313)	(108,999)	(112,814)	(116,762)	(120,849)	(125,683)
Depreciation on Non-Current Assets	(1,731,711)	(1,781,402)	(1,806,439)	(1,847,095)	(1,891,196)	(1,960,813)	(1,982,730)	(2,057,886)	(2,141,383)	(2,177,336)
Interest Expenses	(25,477)	(19,567)	(15,795)	(13,630)	(11,458)	(8,137)	(7,162)	(5,229)	(1,939)	(81)
Insurances	(126,817)	(135,694)	(143,836)	(151,027)	(157,069)	(163,351)	(169,885)	(176,681)	(183,748)	(191,098)
Other Expenditure	(50,400)	(52,668)	(54,511)	(56,147)	(57,831)	(59,566)	(61,502)	(63,655)	(65,882)	(68,188)
	<b>(5,367,970)</b>	<b>(5,561,459)</b>	<b>(5,709,707)</b>	<b>(6,108,742)</b>	<b>(6,307,712)</b>	<b>(6,482,757)</b>	<b>(6,671,053)</b>	<b>(6,894,762)</b>	<b>(7,145,317)</b>	<b>(7,362,401)</b>
Net Result	<b>(1,227,723)</b>	<b>(1,232,753)</b>	<b>(1,179,636)</b>	<b>(1,356,805)</b>	<b>(1,339,768)</b>	<b>(1,308,744)</b>	<b>(1,303,292)</b>	<b>(1,305,410)</b>	<b>(1,353,572)</b>	<b>(1,334,218)</b>
<b>NON-OPERATING REVENUE</b>										
Non-Operating Grants & subsidies	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
Profit on Asset Disposals	0	0	0	0	0	0	0	0	0	0
Loss on Asset Disposals	0	0	0	0	0	0	0	0	0	0
	<b>1,199,602</b>	<b>1,221,038</b>	<b>1,238,985</b>	<b>1,255,398</b>	<b>1,272,301</b>	<b>1,289,709</b>	<b>1,308,884</b>	<b>1,329,961</b>	<b>1,801,757</b>	<b>1,374,298</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(28,121)</b>	<b>(11,715)</b>	<b>59,349</b>	<b>(101,407)</b>	<b>(67,467)</b>	<b>(19,035)</b>	<b>5,592</b>	<b>24,551</b>	<b>448,185</b>	<b>40,080</b>

## STATEMENT OF FINANCIAL POSITION

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Current assets</b>										
Unrestricted Cash - Municipal	115,031	115,114	115,106	115,160	115,204	115,410	116,008	116,172	119,181	119,785
Restricted Cash - Reserves	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608	4,476,980
Restricted Cash - Grant Liability	0	0	0	0	0	0	0	0	0	0
Trade and other receivables	154,905	154,905	154,905	154,905	154,905	154,905	154,905	154,905	154,905	154,905
Self Supporting Loans	29,031	29,031	29,031	29,031	29,031	29,031	29,031	29,031	29,031	29,031
Inventories	17,256	17,256	17,256	17,256	17,256	17,256	17,256	17,256	17,256	17,256
Other assets	63,166	63,166	63,166	63,166	63,166	63,166	63,166	63,166	63,166	63,166
<b>Total current assets</b>	<b>2,884,691</b>	<b>2,920,041</b>	<b>3,221,157</b>	<b>3,409,378</b>	<b>3,575,467</b>	<b>3,462,008</b>	<b>3,997,395</b>	<b>3,831,740</b>	<b>4,209,147</b>	<b>4,861,124</b>
<b>Non-current assets</b>										
Self Supporting Loans	280,345	280,345	280,345	280,345	280,345	280,345	280,345	280,345	280,345	280,345
Trade Receivables - Pensioners	0	0	0	0	0	0	0	0	0	0
Other Financial Assets	58,352	58,352	58,352	58,352	58,352	58,352	58,352	58,352	58,352	58,352
Inventories	0	0	0	0	0	0	0	0	0	0
Property, plant and equipment	19,966,381	19,883,941	19,611,082	19,355,065	19,164,947	19,179,016	18,599,668	18,712,178	18,793,227	18,248,910
Infrastructure	105,816,108	105,742,597	105,710,814	105,618,032	105,513,251	105,537,164	105,521,082	105,522,986	105,441,851	105,366,127
<b>Total non-current assets</b>	<b>126,121,186</b>	<b>125,965,235</b>	<b>125,660,593</b>	<b>125,311,794</b>	<b>125,016,895</b>	<b>125,054,877</b>	<b>124,459,447</b>	<b>124,573,861</b>	<b>124,573,775</b>	<b>123,953,734</b>
<b>Total assets</b>	<b>129,005,877</b>	<b>128,885,276</b>	<b>128,881,750</b>	<b>128,721,172</b>	<b>128,592,362</b>	<b>128,516,885</b>	<b>128,456,842</b>	<b>128,405,601</b>	<b>128,782,922</b>	<b>128,814,858</b>
<b>Current liabilities</b>										
Trade and other payables	301,748	301,748	301,748	301,748	301,748	301,748	301,748	301,748	301,748	301,748
Contract liabilities	0	0	0	0	0	0	0	0	0	0
Borrowings	108,890	62,875	59,171	61,343	56,440	65,638	75,795	70,864	8,142	0
Provisions	257,665	257,665	257,665	257,665	257,665	257,665	257,665	257,665	257,665	257,665
<b>Total current liabilities</b>	<b>668,303</b>	<b>622,288</b>	<b>618,584</b>	<b>620,756</b>	<b>615,853</b>	<b>625,051</b>	<b>635,208</b>	<b>630,277</b>	<b>567,555</b>	<b>559,413</b>
<b>Non-current liabilities</b>										
Borrowings	465,618	402,743	343,572	282,229	225,789	160,151	84,356	13,492	5,350	5,350
Provisions	52,407	52,407	52,407	52,407	52,407	52,407	52,407	52,407	52,407	52,407
<b>Total non-current liabilities</b>	<b>518,025</b>	<b>455,150</b>	<b>395,979</b>	<b>334,636</b>	<b>278,196</b>	<b>212,558</b>	<b>136,763</b>	<b>65,899</b>	<b>57,757</b>	<b>57,757</b>
<b>Total liabilities</b>	<b>1,186,328</b>	<b>1,077,438</b>	<b>1,014,563</b>	<b>955,392</b>	<b>894,049</b>	<b>837,609</b>	<b>771,971</b>	<b>696,176</b>	<b>625,312</b>	<b>617,170</b>
<b>Net assets</b>	<b>127,819,550</b>	<b>127,807,835</b>	<b>127,867,184</b>	<b>127,765,777</b>	<b>127,698,310</b>	<b>127,679,275</b>	<b>127,684,867</b>	<b>127,709,418</b>	<b>128,157,602</b>	<b>128,197,682</b>
<b>Equity</b>										
Retained surplus	9,737,588	9,690,605	9,448,831	9,159,257	8,925,745	9,020,375	8,491,178	8,681,549	8,755,334	8,144,042
Asset revaluation reserve	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660
Other reserves	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608	4,476,980
<b>Total equity</b>	<b>127,819,550</b>	<b>127,807,835</b>	<b>127,867,184</b>	<b>127,765,777</b>	<b>127,698,310</b>	<b>127,679,275</b>	<b>127,684,867</b>	<b>127,709,418</b>	<b>128,157,602</b>	<b>128,197,682</b>

STATEMENT OF CHANGES IN EQUITY

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Retained surplus</b>										
Balance as at 1 July	9,985,142	9,737,588	9,690,605	9,448,831	9,159,257	8,925,745	9,020,375	8,491,178	8,681,549	8,755,334
Total comprehensive Income	(28,121)	(11,715)	59,349	(101,407)	(67,467)	(19,035)	5,592	24,551	448,185	40,080
Tfr Prior Yr Increment to Retained Surplus										
Transfer from /(to) reserves	(219,433)	(35,268)	(301,123)	(188,167)	(166,045)	113,665	(534,789)	165,820	(374,398)	(651,373)
<b>Balance as at 30 June</b>	<b>9,737,588</b>	<b>9,690,605</b>	<b>9,448,831</b>	<b>9,159,257</b>	<b>8,925,745</b>	<b>9,020,375</b>	<b>8,491,178</b>	<b>8,681,549</b>	<b>8,755,334</b>	<b>8,144,042</b>
<b>Reserves - cash backed</b>										
Balance as at 1 July	2,285,869	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608
Transfer from /(to) retained surplus	219,433	35,268	301,123	188,167	166,045	(113,665)	534,789	(165,820)	374,398	651,373
<b>Balance as at 30 June</b>	<b>2,505,302</b>	<b>2,540,570</b>	<b>2,841,693</b>	<b>3,029,860</b>	<b>3,195,905</b>	<b>3,082,240</b>	<b>3,617,029</b>	<b>3,451,209</b>	<b>3,825,608</b>	<b>4,476,980</b>
<b>Reserves - asset revaluation</b>										
Balance as at 1 July	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660
Changes on revaluation of N/C Assets	0	0	0	0	0	0	0	0	0	0
Tfr Prior Yr Increment to Retained Surplus	0	0	0	0	0	0	0	0	0	0
<b>Balance as at 30 June</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>	<b>115,576,660</b>
<b>Total Equity</b>	<b>127,819,550</b>	<b>127,807,835</b>	<b>127,867,184</b>	<b>127,765,777</b>	<b>127,698,310</b>	<b>127,679,275</b>	<b>127,684,867</b>	<b>127,709,418</b>	<b>128,157,602</b>	<b>128,197,682</b>

## STATEMENT OF CASH FLOWS

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Cash Flows from operating activities</b>										
<b>EXPENDITURE</b>										
Employee Costs	(2,108,917)	(2,177,961)	(2,245,312)	(2,548,783)	(2,625,247)	(2,704,004)	(2,797,884)	(2,889,600)	(2,990,736)	(3,095,412)
Materials & Contracts	(1,231,531)	(1,298,257)	(1,345,026)	(1,390,308)	(1,459,598)	(1,477,887)	(1,539,075)	(1,584,949)	(1,640,780)	(1,704,603)
Utilities	(93,117)	(95,911)	(98,788)	(101,752)	(105,313)	(108,999)	(112,814)	(116,762)	(120,849)	(125,683)
Insurance	(126,817)	(135,694)	(143,836)	(151,027)	(157,069)	(163,351)	(169,885)	(176,681)	(183,748)	(191,098)
Interest Expenses	(25,477)	(19,567)	(15,795)	(13,630)	(11,458)	(8,137)	(7,162)	(5,229)	(1,939)	(81)
Goods & Services Tax	0	0	0	0	0	0	0	0	0	0
Other	(50,400)	(52,668)	(54,511)	(56,147)	(57,831)	(59,566)	(61,502)	(63,655)	(65,882)	(68,188)
	<b>(3,636,259)</b>	<b>(3,780,057)</b>	<b>(3,903,268)</b>	<b>(4,261,647)</b>	<b>(4,416,516)</b>	<b>(4,521,944)</b>	<b>(4,688,323)</b>	<b>(4,836,876)</b>	<b>(5,003,934)</b>	<b>(5,185,065)</b>
<b>REVENUE</b>										
Rates	1,998,430	2,125,402	2,270,629	2,433,491	2,593,951	2,744,280	2,892,365	3,041,224	3,197,747	3,365,520
Operating Grants	1,711,621	1,728,737	1,797,843	1,833,800	1,870,476	1,907,885	1,946,043	1,984,964	2,024,663	2,065,157
Fees and Charges	303,723	312,834	322,219	331,886	341,842	352,098	362,661	373,540	384,747	396,289
Interest Received	126,474	161,734	139,380	152,761	161,674	169,750	166,691	189,624	184,589	201,218
Goods & Services Tax	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
	<b>4,140,246</b>	<b>4,328,707</b>	<b>4,530,071</b>	<b>4,751,937</b>	<b>4,967,944</b>	<b>5,174,013</b>	<b>5,367,761</b>	<b>5,589,353</b>	<b>5,791,745</b>	<b>6,028,183</b>
<b>Net Cash flows from Operating Activities</b>	<b>503,988</b>	<b>548,649</b>	<b>626,803</b>	<b>490,290</b>	<b>551,428</b>	<b>652,069</b>	<b>679,438</b>	<b>752,476</b>	<b>787,811</b>	<b>843,118</b>
<b>Cash flows from investing activities</b>										
<b>Payments</b>										
Payment for Land and Buildings	(191,800)	(96,250)	(294,250)	(77,250)	(141,250)	(129,250)	(149,250)	(227,750)	(109,250)	(142,250)
Payment for Purchase of Plant and Equipment	(339,000)	(608,000)	(157,500)	(437,500)	(435,500)	(768,500)	(40,500)	(891,500)	(1,051,500)	(233,500)
Payment for Purchase of Furniture and Equipment	0	0	(12,500)	0	0	(12,500)	(12,500)	(25,000)	(12,500)	(25,000)
Payment for Infrastructure Assets- Roads	(1,058,197)	(1,058,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)
Payment for Infrastructure Assets- Footpaths	0	0	0	0	0	0	0	(26,500)	(33,500)	(15,000)
Payment for Infrastructure Assets- Drainage	0	0	0	0	0	(15,000)	(15,000)	(45,000)	(30,000)	(30,000)
Payment for Infrastructure Assets - Parks & Ovals	(20,000)	0	(14,000)	0	0	(102,000)	(105,500)	(82,000)	(20,000)	(40,000)
Payment for Infrastructure Assets - Other	(20,000)	0	(36,350)	(1,350)	(1,350)	(29,350)	(1,350)	(1,350)	(1,350)	(19,350)
<b>Receipts</b>										
Proceeds from financial assets at amortised cost	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Assets	350,000	137,000	76,000	81,000	45,000	121,000	0	190,000	180,000	11,000
Contributions towards Development of Assets	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
<b>Net cash flows from investing activities</b>	<b>(79,395)</b>	<b>(404,409)</b>	<b>(262,812)</b>	<b>(242,899)</b>	<b>(323,996)</b>	<b>(709,088)</b>	<b>(78,413)</b>	<b>(842,336)</b>	<b>(339,540)</b>	<b>(182,999)</b>
<b>Cash flows from Financing Activities</b>										
Loan Repayments -Principal	(117,620)	(108,890)	(62,875)	(59,171)	(61,343)	(56,440)	(65,638)	(75,795)	(70,864)	(8,142)
Proceeds from New Debentures	0	0	0	0	0	0	0	0	0	0
Self Supporting Loan Principal Payments Rec'd	0	0	0	0	0	0	0	0	0	0
<b>Net cash flows from financing activities</b>	<b>(117,620)</b>	<b>(108,890)</b>	<b>(62,875)</b>	<b>(59,171)</b>	<b>(61,343)</b>	<b>(56,440)</b>	<b>(65,638)</b>	<b>(75,795)</b>	<b>(70,864)</b>	<b>(8,142)</b>
<b>Net (decrease)/increase in cash held</b>	<b>306,973</b>	<b>35,350</b>	<b>301,116</b>	<b>188,220</b>	<b>166,089</b>	<b>(113,459)</b>	<b>535,387</b>	<b>(165,655)</b>	<b>377,407</b>	<b>651,977</b>
<b>Cash at the Beginning of Reporting Period</b>	<b>2,313,360</b>	<b>2,620,333</b>	<b>2,655,683</b>	<b>2,956,799</b>	<b>3,145,020</b>	<b>3,311,109</b>	<b>3,197,650</b>	<b>3,733,037</b>	<b>3,567,382</b>	<b>3,944,789</b>
<b>Cash at the End of Reporting Period</b>	<b>2,620,333</b>	<b>2,655,683</b>	<b>2,956,799</b>	<b>3,145,020</b>	<b>3,311,109</b>	<b>3,197,650</b>	<b>3,733,037</b>	<b>3,567,382</b>	<b>3,944,789</b>	<b>4,596,766</b>

RATE SETTING STATEMENT

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>OPERATING REVENUE</b>										
General Purpose Funding	1,561,969	1,611,505	1,603,567	1,646,189	1,684,928	1,723,423	1,751,393	1,805,971	1,833,214	1,882,766
Governance	505	510	515	525	536	547	558	569	580	592
Law, Order Public Safety	52,604	53,175	71,027	72,471	73,945	75,450	76,985	78,552	80,150	81,782
Health	7,167	7,254	7,341	7,495	7,653	7,814	7,979	8,147	8,319	8,494
Education and Welfare	20,984	21,513	39,329	40,285	41,264	42,269	43,299	44,355	45,438	46,549
Housing	93,757	96,522	99,369	102,326	105,371	108,507	111,736	115,062	118,487	122,014
Community Amenities	54,989	56,629	58,317	60,062	61,858	63,709	65,614	67,577	69,599	71,681
Recreation and Culture	39,937	40,557	58,464	59,750	61,066	62,412	63,788	65,196	66,635	68,108
Transport	145,699	147,156	148,627	151,600	154,632	157,724	160,879	164,096	167,378	170,726
Economic Services	108,043	111,284	114,623	118,061	121,603	125,251	129,009	132,879	136,865	140,971
Other Property and Services	59,973	61,126	62,307	63,846	65,426	67,045	68,707	70,411	72,159	73,953
<b>TOTAL REVENUE</b>	<b>2,145,627</b>	<b>2,207,230</b>	<b>2,263,485</b>	<b>2,322,611</b>	<b>2,378,282</b>	<b>2,434,151</b>	<b>2,479,946</b>	<b>2,552,815</b>	<b>2,598,826</b>	<b>2,667,636</b>
<b>LESS OPERATING EXPENDITURE</b>										
General Purpose Funding	(124,466)	(129,053)	(133,201)	(137,187)	(141,296)	(145,546)	(150,245)	(155,509)	(160,960)	(166,567)
Governance	(654,450)	(678,492)	(700,453)	(721,632)	(743,366)	(765,842)	(790,661)	(818,417)	(847,185)	(876,750)
Law, Order, Public Safety	(223,891)	(232,553)	(239,742)	(247,102)	(254,458)	(262,913)	(270,246)	(280,102)	(290,514)	(299,506)
Health	(116,839)	(121,207)	(124,722)	(128,334)	(132,078)	(136,398)	(140,117)	(145,169)	(150,505)	(155,125)
Education and Welfare	(77,142)	(79,941)	(82,499)	(84,968)	(87,511)	(90,143)	(93,055)	(96,317)	(99,692)	(103,166)
Housing	(95,775)	(94,129)	(94,263)	(95,807)	(97,390)	(99,237)	(100,845)	(103,124)	(105,538)	(108,148)
Community Amenities	(353,262)	(366,271)	(377,889)	(389,130)	(400,725)	(412,865)	(425,954)	(440,914)	(456,438)	(472,114)
Recreation and Culture	(955,223)	(995,241)	(1,020,080)	(1,049,889)	(1,080,718)	(1,114,674)	(1,160,979)	(1,188,180)	(1,230,932)	(1,270,785)
Transport	(2,410,850)	(2,489,104)	(2,547,325)	(2,853,108)	(2,956,236)	(3,027,955)	(3,098,372)	(3,210,694)	(3,330,783)	(3,421,327)
Economic Services	(288,522)	(298,309)	(307,175)	(316,227)	(325,734)	(335,782)	(346,345)	(358,542)	(371,223)	(383,962)
Other Property & Services	(67,550)	(77,159)	(82,357)	(85,358)	(88,199)	(91,400)	(94,233)	(97,794)	(101,548)	(104,951)
<b>TOTAL EXPENSES</b>	<b>(5,367,970)</b>	<b>(5,561,459)</b>	<b>(5,709,707)</b>	<b>(6,108,742)</b>	<b>(6,307,712)</b>	<b>(6,482,757)</b>	<b>(6,671,053)</b>	<b>(6,894,762)</b>	<b>(7,145,317)</b>	<b>(7,362,401)</b>
<i>Increase(Decrease)</i>	<b>(3,222,342)</b>	<b>(3,354,230)</b>	<b>(3,446,221)</b>	<b>(3,786,131)</b>	<b>(3,929,430)</b>	<b>(4,048,606)</b>	<b>(4,191,107)</b>	<b>(4,341,947)</b>	<b>(4,546,491)</b>	<b>(4,694,765)</b>
<b>ADD</b>										
(Profit) on the disposal of assets	0	0	0	0	0	0	0	0	0	0
Loss on the disposal of assets	0	0	0	0	0	0	0	0	0	0
Depreciation Written Back	1,731,711	1,781,402	1,806,439	1,847,095	1,891,196	1,960,813	1,982,730	2,057,886	2,141,383	2,177,336
<i>Sub Total</i>	1,731,711	1,781,402	1,806,439	1,847,095	1,891,196	1,960,813	1,982,730	2,057,886	2,141,383	2,177,336
<b>INVESTING ACTIVITIES</b>										
Purchase Buildings/Renewals	(191,800)	(96,250)	(294,250)	(77,250)	(141,250)	(129,250)	(149,250)	(227,750)	(109,250)	(142,250)
Purchase Plant and Equipment	(339,000)	(608,000)	(157,500)	(437,500)	(435,500)	(768,500)	(40,500)	(891,500)	(1,051,500)	(233,500)
Purchase Furniture and Equipment	0	0	(12,500)	0	0	(12,500)	(12,500)	(25,000)	(12,500)	(25,000)
Infrastructure Assets - Roads	(1,058,197)	(1,058,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)
Infrastructure Assets - Footpaths	0	0	0	0	0	0	0	(26,500)	(33,500)	(15,000)
Infrastructure Assets - Drainage	0	0	0	0	0	(15,000)	(15,000)	(45,000)	(30,000)	(30,000)
Infrastructure Assets - Parks & Ovals	(20,000)	0	(14,000)	0	0	(102,000)	(105,500)	(82,000)	(20,000)	(40,000)
Infrastructure Assets - Other	(20,000)	0	(36,350)	(1,350)	(1,350)	(29,350)	(1,350)	(1,350)	(1,350)	(19,350)
Proceeds from Sale of Assets	350,000	137,000	76,000	81,000	45,000	121,000	0	190,000	180,000	11,000
Contributions for the Development of Assets	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
<b>Amount Attributable to Investing Activities</b>	<b>(79,395)</b>	<b>(404,409)</b>	<b>(262,812)</b>	<b>(242,899)</b>	<b>(323,996)</b>	<b>(709,088)</b>	<b>(78,413)</b>	<b>(842,336)</b>	<b>(339,540)</b>	<b>(182,999)</b>
<b>FINANCING ACTIVITIES</b>										
Repayment of Debt - Loan Principal	(117,620)	(108,890)	(62,875)	(59,171)	(61,343)	(56,440)	(65,638)	(75,795)	(70,864)	(8,142)
Transfer to Reserves	(472,433)	(506,268)	(382,623)	(544,667)	(510,695)	(533,835)	(575,289)	(535,680)	(569,048)	(846,023)
Transfers From Reserves	253,000	471,000	81,500	356,500	344,650	647,500	40,500	701,500	194,650	194,650
<b>Amount Attributable to Financing Activities</b>	<b>(337,053)</b>	<b>(144,158)</b>	<b>(363,998)</b>	<b>(247,338)</b>	<b>(227,388)</b>	<b>57,225</b>	<b>(600,427)</b>	<b>90,025</b>	<b>(445,262)</b>	<b>(659,515)</b>
<b>FUNDING SOURCES</b>										
Loans	0	0	0	0	0	0	0	0	0	0
Opening Surplus/ (Deficit)	0	0	0	0	0	0	0	0	0	0
Closing (Surplus)/Deficit	0	0	0	0	0	0	0	0	0	0
<b>TO BE MADE UP FROM GENERAL RATES</b>	<b>(1,907,079)</b>	<b>(2,121,394)</b>	<b>(2,266,593)</b>	<b>(2,429,273)</b>	<b>(2,589,618)</b>	<b>(2,739,657)</b>	<b>(2,887,218)</b>	<b>(3,036,373)</b>	<b>(3,189,911)</b>	<b>(3,359,943)</b>

## **APPENDIX 2**

### **Capital Works Program**

#### **Base Case Scenario Model**

CAPITAL WORKS PROGRAM – LAND & BUILDINGS

LAND AND BUILDINGS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	0	0	0	0	0	0	0	0	0	0
Emergency Services - Renewal Allowance (AMP)	10,000	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450
Health Building Renewal Allowance (AMP)	0	0	0	30,000	0	0	60,000	0	0	0
Community housing Renewal Allowance (AMP)	94,000	20,000	140,000	0	57,000	50,000	0	70,000	40,000	73,000
Renewal Allowance (AMP)	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
Renewal Allowance (AMP)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	73,500	10,000	10,000
Renwal Allowance (AMP)	0	5,000	45,000	10,000	10,000	20,000	10,000	15,000	10,000	10,000
Renewal Allowance (AMP)	15,000	5,000	15,000	13,000	15,000	15,000	15,000	27,000	15,000	15,000
Darkan Sports Precinct Renewal Allowance (AMP)	50,000	42,000	70,000	0	20,000	20,000	20,000	28,000	20,000	20,000
Renewal Allowance (AMP)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Staff Housing Improvements New Staff House	0	0	0	0	0	0	0	0	0	0
Office - Shire depot	0	0	0	0	0	0	0	0	0	0
Administration Centre	0	0	0	0	15,000	0	20,000	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>191,800</b>	<b>96,250</b>	<b>294,250</b>	<b>77,250</b>	<b>141,250</b>	<b>129,250</b>	<b>149,250</b>	<b>227,750</b>	<b>109,250</b>	<b>142,250</b>

LAND & BUILDINGS FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
Commonwealth Government Grant	0	0	0	0	0	0	0	0	0	0
Commonwealth Government Grant	0	0	0	0	0	0	0	0	0	0
Commonwealth Government Grant	0	0	0	0	0	0	0	0	0	0
<b>Council Municipal Funds</b>	<b>191,800</b>	<b>96,250</b>	<b>294,250</b>	<b>77,250</b>	<b>141,250</b>	<b>129,250</b>	<b>149,250</b>	<b>227,750</b>	<b>109,250</b>	<b>142,250</b>
<b>TOTAL FUNDING</b>	<b>191,800</b>	<b>96,250</b>	<b>294,250</b>	<b>77,250</b>	<b>141,250</b>	<b>129,250</b>	<b>149,250</b>	<b>227,750</b>	<b>109,250</b>	<b>142,250</b>



CAPITAL WORKS PROGRAM – PLANT & EQUIPMENT

PLANT & EQUIPMENT ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Generators	0	0	0	0	0	0	0	0	0	0
Loader	0	0	0	0	0	0	0	0	0	0
Water tanker	0	0	0	0	0	0	0	0	0	0
Passenger vehicles	0	0	0	0	0	0	0	0	0	0
Mower	0	0	0	0	0	0	0	0	0	0
Trailer	0	0	0	0	0	0	0	0	0	0
Plant Replacement (AMP)	339,000	608,000	157,500	437,500	435,500	768,500	40,500	891,500	1,051,500	233,500
<b>TOTAL EXPENDITURE</b>	<b>339,000</b>	<b>608,000</b>	<b>157,500</b>	<b>437,500</b>	<b>435,500</b>	<b>768,500</b>	<b>40,500</b>	<b>891,500</b>	<b>1,051,500</b>	<b>233,500</b>

PLANT & EQUIPMENT FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Proceeds from Sale of Plant	350,000	137,000	76,000	81,000	45,000	121,000	0	190,000	180,000	11,000
Plant Reserve Fund Transfers	0	0	0	0	0	0	0	0	0	0
Municipal Funds	(11,000)	471,000	81,500	356,500	390,500	647,500	40,500	701,500	871,500	222,500
<b>TOTAL FUNDING</b>	<b>339,000</b>	<b>608,000</b>	<b>157,500</b>	<b>437,500</b>	<b>435,500</b>	<b>768,500</b>	<b>40,500</b>	<b>891,500</b>	<b>1,051,500</b>	<b>233,500</b>

CAPITAL WORKS PROGRAM – FURNITURE & EQUIPMENT

FURNITURE & EQUIPMENT ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Governance</b>										
Other Property F&E General Renewal Allowance (AMP)	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>12,500</b>	<b>12,500</b>	<b>25,000</b>	<b>12,500</b>	<b>25,000</b>

FURNITURE & EQUIPMENT FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Reserve Funds	0	0	0	0	0	0	0	0	0	0
Council Funds	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000
<b>TOTAL FUNDING</b>	<b>0</b>	<b>0</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>12,500</b>	<b>12,500</b>	<b>25,000</b>	<b>12,500</b>	<b>25,000</b>

CAPITAL WORKS PROGRAM – ROAD INFRASTRUCTURE

ROADS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Boyup Brook Arthur Road	388,909	381,030	200,000	200,000	203,030	436,030	436,030	436,030	436,030	436,030
Darkan Williams Road	147,121	25,000	0	0	100,000	100,000	100,000	100,000	100,000	100,000
Bowellling Duranillin Road	0	130,000	336,030	336,030	233,000	0	0	0	0	0
Trigwell Bridge Road	0	0	0	0	0	0	0	0	0	0
Howie Road	0	0	0	0	0	0	0	0	0	0
Dust Suppression	0	0	0	0	0	0	0	0	0	0
To be determined	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877
Gravel Sheeting Renewal (AMP)	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000
Crossover Rural Renewal (AMP)	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290
Kerb Replacement Renewal (AMP)	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>TOTAL EXPENDITURE</b>	<b>1,058,197</b>	<b>1,058,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>

ROADS & BRIDGES FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Roads to Recovery Grant Funding	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877
Regional Road Group Grant Funding	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
Municipal Funds	370,967	370,967	375,967	375,967	375,967	375,967	375,967	375,967	375,967	375,967
<b>TOTAL FUNDING</b>	<b>1,058,197</b>	<b>1,058,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>	<b>1,063,197</b>

CAPITAL WORKS PROGRAM – FOOTPATHS INFRASTRUCTURE

FOOTPATHS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
CE2 - Footpaths and town paving Renewal (AMP)	0	0	0	0	0	0	0	26,500	33,500	15,000
	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,500</b>	<b>33,500</b>	<b>15,000</b>

FOOTPATHS FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Footpath Grant Funding	0	0	0	0	0	0	0	0	0	0
LRCI Phase 3.5 Funding	0	0	0	0	0	0	0	0	0	0
Municipal Fund	0	0	0	0	0	0	0	26,500	33,500	15,000
<b>TOTAL FUNDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CAPITAL WORKS PROGRAM – PARKS & OVALS INFRASTRUCTURE

PARKS & OVALS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
General Allowance Renewal (AMP)	0	0	5,000	0	0	73,500	15,000	60,500	15,000	30,000
CE8 Playground Grant Renewals (AMP)	0	0	0	0	0	0	20,000	0	0	0
CE8 Playground Muni Renewals (AMP)	0	0	0	0	0	0	40,000	0	0	0
New and Renewal of Infrastructure Renewal (AMP)	20,000	0	0	0	0	0	0	0	0	0
CE8 Lighting Improvements Upgrades (AMP)	0	0	0	0	0	0	10,000	0	0	0
General Allowance Renewal (AMP)	0	0	4,000	0	0	28,500	5,000	11,000	5,000	10,000
General Allowance Renewal (AMP)	0	0	5,000	0	0	0	15,500	10,500	0	0
<b>TOTAL EXPENDITURE</b>	<b>20,000</b>	<b>0</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>102,000</b>	<b>105,500</b>	<b>82,000</b>	<b>20,000</b>	<b>40,000</b>

PARKS & OVALS FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
LRCI Phase 3.5 Funding	0	0	0	0	0	0	0	0	0	0
Municipal Fund	20,000	0	14,000	0	0	102,000	105,500	82,000	20,000	40,000
<b>TOTAL FUNDING</b>	<b>20,000</b>	<b>0</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>102,000</b>	<b>105,500</b>	<b>82,000</b>	<b>20,000</b>	<b>40,000</b>

CAPITAL WORKS PROGRAM – OTHER INFRASTRUCTURE

OTHER INFRASTRUCTURE ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Darkan Refuse Site	0	0	0	0	0	0	0	0	0	0
Potable Water Infrastructure	0	0	0	0	0	0	0	0	0	0
Lake Towerrinning	0	0	0	0	0	0	0	0	0	0
Darkan Railway Reserve - Family Space	0	0	0	0	0	0	0	0	0	0
Lake Towerrinning	0	0	0	0	0	0	0	0	0	0
Car Park Renewals (AMP)	0	0	35,000	0	0	28,000	0	0	0	0
Boat Ramp Maintenance (AMP)	0	0	0	0	0	0	0	0	0	18,000
Road Sign Renewals (AMP)	20,000	0	0	0	0	0	0	0	0	0
General Allowance Renewal	0	0	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>20,000</b>	<b>0</b>	<b>36,350</b>	<b>1,350</b>	<b>1,350</b>	<b>29,350</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>	<b>19,350</b>

OTHER INFRASTRUCTURE FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Other Grants	0	0	0	0	0	0	0	0	0	0
Municipal Fund	20,000	0	36,350	1,350	1,350	29,350	1,350	1,350	1,350	19,350
<b>TOTAL FUNDING</b>	<b>20,000</b>	<b>0</b>	<b>36,350</b>	<b>1,350</b>	<b>1,350</b>	<b>29,350</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>	<b>19,350</b>

## **APPENDIX 3**

### **Base Case Scenario Model**

#### **Cash Reserves**

LEAVE RESERVE

Purpose - To be used to fund long service leave and annual leave requirements.

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	124,784	129,775	136,264	141,715	147,384	153,279	159,410	172,786	179,697	186,885
Transfer from Accumulated Surplus										
- Interest Earned	4,991	6,489	5,451	5,669	5,895	6,131	6,376	6,911	7,188	7,475
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>129,775</b>	<b>136,264</b>	<b>141,715</b>	<b>147,384</b>	<b>153,279</b>	<b>159,410</b>	<b>172,786</b>	<b>179,697</b>	<b>186,885</b>	<b>194,360</b>

PLANT RESERVE

Purpose - To be used to fund the purchase of major plant

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	563,165	632,692	493,327	631,560	650,322	631,685	309,452	589,330	221,403	385,609
Transfer from Accumulated Surplus										
- Interest Earned	22,527	31,635	19,733	25,262	26,013	25,267	12,378	23,573	8,856	15,424
- Other Transfers	300,000	300,000	200,000	350,000	300,000	300,000	308,000	310,000	350,000	406,000
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	(253,000)	(471,000)	(81,500)	(356,500)	(344,650)	(647,500)	(40,500)	(701,500)	(194,650)	(194,650)
CLOSING BALANCE	632,692	493,327	631,560	650,322	631,685	309,452	589,330	221,403	385,609	612,383

**BUILDING RESERVE**

Purpose - To be used to fund the construction and maintenance of Council Buildings

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	191,338	238,992	290,942	342,580	396,283	452,134	510,219	570,628	633,453	698,791
Transfer from Accumulated Surplus										
- Interest Earned	7,654	11,950	11,638	13,703	15,851	18,085	20,409	22,825	25,338	27,952
- Other Transfers	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	146,000

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	238,992	290,942	342,580	396,283	452,134	510,219	570,628	633,453	698,791	872,743

TOWN DEVELOPMENT RESERVE

Purpose - To be used to enhance town infrastructure

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	1,575	1,638	1,720	1,789	1,860	1,935	27,012	28,093	29,216	30,385
Transfer from Accumulated Surplus										
- Interest Earned	63	82	69	72	74	77	1,080	1,124	1,169	1,215
- Other Transfers	0	0	0	0	0	25,000	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0

CLOSING BALANCE	1,638	1,720	1,789	1,860	1,935	27,012	28,093	29,216	30,385	31,600
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RECREATION RESERVE

Purpose - To be used to enhance recreation infrastructure.

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	168,184	174,911	183,657	191,003	198,643	206,589	214,853	223,447	232,385	241,680
Transfer from Accumulated Surplus										
- Interest Earned	6,727	8,746	7,346	7,640	7,946	8,264	8,594	8,938	9,295	9,667
- Other Transfers	0	0	0	0	0	0	0	0	0	100,000
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	174,911	183,657	191,003	198,643	206,589	214,853	223,447	232,385	241,680	351,347

HERITAGE RESERVE

Purpose - To be used to maintain and improve the heritage buildings of the Shire.



PROPOSED ESTIMATES										
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	6,574	6,837	7,179	7,466	7,765	8,075	8,398	8,734	9,084	9,447
Transfer from Accumulated Surplus										
- Interest Earned	263	342	287	299	311	323	336	349	363	378
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>6,837</b>	<b>7,179</b>	<b>7,466</b>	<b>7,765</b>	<b>8,075</b>	<b>8,398</b>	<b>8,734</b>	<b>9,084</b>	<b>9,447</b>	<b>9,825</b>

COMMUNITY HOUSING RESERVE

Purpose - To be used for the maintenance and provision of housing within the Shire

PROPOSED ESTIMATES										
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	144,209	149,977	157,476	163,775	170,326	177,139	184,224	191,593	199,257	207,227
Transfer from Accumulated Surplus										
- Interest Earned	5,768	7,499	6,299	6,551	6,813	7,086	7,369	7,664	7,970	8,289
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>149,977</b>	<b>157,476</b>	<b>163,775</b>	<b>170,326</b>	<b>177,139</b>	<b>184,224</b>	<b>191,593</b>	<b>199,257</b>	<b>207,227</b>	<b>215,517</b>

WASTE MANAGEMENT RESERVE

Purpose - To be used to assist with funding future infrastructure requirements for waste management

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	26,436	27,493	28,868	30,022	31,223	32,472	33,771	35,122	36,527	37,988
Transfer from Accumulated Surplus										
- Interest Earned	1,057	1,375	1,155	1,201	1,249	1,299	1,351	1,405	1,461	1,520
- Other Transfers	0	0	0	0	0	0	0	0	0	0

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	27,493	28,868	30,022	31,223	32,472	33,771	35,122	36,527	37,988	39,507

DARKAN SWIMMING POOL RESERVE

Purpose - To be used to assist with funding works at the Darkan swimming pool

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	55,696	57,924	60,820	63,253	65,783	68,414	71,151	73,997	76,957	80,035
Transfer from Accumulated Surplus										
- Interest Earned	2,228	2,896	2,433	2,530	2,631	2,737	2,846	2,960	3,078	3,201
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	57,924	60,820	63,253	65,783	68,414	71,151	73,997	76,957	80,035	83,237

INFORMATION TECHNOLOGY RESERVE

Purpose - To be used to for upgrades to computers and office equipment

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	57,544	59,846	62,838	65,352	67,966	79,184	82,351	85,645	89,071	92,634
Transfer from Accumulated Surplus										
- Interest Earned	2,302	2,992	2,514	2,614	2,719	3,167	3,294	3,426	3,563	3,705
- Other Transfers	0	0	0	0	8,500	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>59,846</b>	<b>62,838</b>	<b>65,352</b>	<b>67,966</b>	<b>79,184</b>	<b>82,351</b>	<b>85,645</b>	<b>89,071</b>	<b>92,634</b>	<b>96,339</b>

DARKAN SPORT AND COMMUNITY CENTRE RESERVE

Purpose - To be used to maintain and improve the Darkan Sport and Community Centre

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	365,184	409,791	460,281	508,692	559,040	611,402	665,858	722,492	781,392	842,648
Transfer from Accumulated Surplus										
- Interest Earned	14,607	20,490	18,411	20,348	22,362	24,456	26,634	28,900	31,256	33,706
- Other Transfers	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>409,791</b>	<b>460,281</b>	<b>508,692</b>	<b>559,040</b>	<b>611,402</b>	<b>665,858</b>	<b>722,492</b>	<b>781,392</b>	<b>842,648</b>	<b>906,354</b>

ARTHUR RIVER COUNTRY CLUB RESERVE

Purpose - To be used to maintain and improve the Arthur River Country Club

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	47,356	55,250	64,013	72,574	81,477	90,736	100,365	110,380	120,795	131,627
Transfer from Accumulated Surplus										
- Interest Earned	1,894	2,763	2,561	2,903	3,259	3,629	4,015	4,415	4,832	5,265
- Other Transfers	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	55,250	64,013	72,574	81,477	90,736	100,365	110,380	120,795	131,627	142,892

MUSEUM RESERVE

Purpose - To be used to maintain and to provide new displays at the museum

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	127,562	132,664	139,297	144,869	150,664	156,691	162,959	169,477	176,256	183,306
Transfer from Accumulated Surplus										
- Interest Earned	5,102	6,633	5,572	5,795	6,027	6,268	6,518	6,779	7,050	7,332
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0

CLOSING BALANCE	132,664	139,297	144,869	150,664	156,691	162,959	169,477	176,256	183,306	190,638
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MOODIARRUP SPORTS CLUB RESERVE

Purpose - To be used to maintain and improve the Moodiarrup Sports Club reserve

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	23,108	29,032	35,484	41,903	48,579	55,522	62,743	70,253	78,063	86,186
Transfer from Accumulated Surplus										
- Interest Earned	924	1,452	1,419	1,676	1,943	2,221	2,510	2,810	3,123	3,447
- Other Transfers	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	29,032	35,484	41,903	48,579	55,522	62,743	70,253	78,063	86,186	94,633

LANDCARE RESERVE

Purpose - To be used to fund landcare expenditure of the Shire

PROPOSED ESTIMATES

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	28,977	30,136	31,643	32,909	34,225	35,594	37,018	45,499	47,319	49,212
Transfer from Accumulated Surplus										
- Interest Earned	1,159	1,507	1,266	1,316	1,369	1,424	1,481	1,820	1,893	1,968
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>30,136</b>	<b>31,643</b>	<b>32,909</b>	<b>34,225</b>	<b>35,594</b>	<b>37,018</b>	<b>45,499</b>	<b>47,319</b>	<b>49,212</b>	<b>51,180</b>

CORPORATE PLANNING AND VALUATION RESERVE

Purpose - To be used to fund the corporate planning and valuation expenditure of the Shire

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	4,543	4,725	4,961	5,159	5,365	5,580	5,803	13,035	13,556	14,098



Transfer from Accumulated Surplus

- Interest Earned	182	236	198	206	215	223	232	521	542	564
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>4,725</b>	<b>4,961</b>	<b>5,159</b>	<b>5,365</b>	<b>5,580</b>	<b>5,803</b>	<b>13,035</b>	<b>13,556</b>	<b>14,098</b>	<b>14,662</b>

KIDS CENTRAL RESERVE

Purpose - To be used to fund the renewal of equipment and infrastructure

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	7,371	7,666	8,049	8,371	8,706	9,054	9,416	16,793	17,465	18,163
Transfer from Accumulated Surplus										
- Interest Earned	295	383	322	335	348	362	377	672	699	727
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	7,666	8,049	8,371	8,706	9,054	9,416	16,793	17,465	18,163	18,890

THE SHED RESERVE

Purpose - To be used to fund the renewal of equipment and infrastructure

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	13,209	13,737	14,424	15,001	15,601	16,225	16,874	24,549	25,531	26,552
Transfer from Accumulated Surplus										
- Interest Earned	528	687	577	600	624	649	675	982	1,021	1,062
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	13,737	14,424	15,001	15,601	16,225	16,874	24,549	25,531	26,552	27,614

RECREATION TRAILS RESERVE

Purpose - To be used for the construction and maintenance of recreation trails

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	1,255	1,305	1,370	1,425	1,482	1,541	1,603	8,667	9,013	9,374
Transfer from Accumulated Surplus										
- Interest Earned	50	65	55	57	59	62	64	347	361	375
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>1,305</b>	<b>1,370</b>	<b>1,425</b>	<b>1,482</b>	<b>1,541</b>	<b>1,603</b>	<b>8,667</b>	<b>9,013</b>	<b>9,374</b>	<b>9,749</b>

COMMUNITY GYM RESERVE

Purpose - To be used for the renewal of gym equipment and activities

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	4,364	4,539	4,766	4,957	5,155	5,361	5,575	12,798	13,310	13,842
Transfer from Accumulated Surplus										
- Interest Earned	175	227	191	198	206	214	223	512	532	554
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
<b>CLOSING BALANCE</b>	<b>4,539</b>	<b>4,766</b>	<b>4,957</b>	<b>5,155</b>	<b>5,361</b>	<b>5,575</b>	<b>12,798</b>	<b>13,310</b>	<b>13,842</b>	<b>14,396</b>

#### ECONOMIC DEVELOPMENT RESERVE

Purpose - To be used for economic development initiatives that benefit the Shire

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	82,262	85,552	89,830	93,423	97,160	101,047	105,088	116,292	120,944	125,781
Transfer from Accumulated Surplus										
- Interest Earned	3,290	4,278	3,593	3,737	3,886	4,042	4,204	4,652	4,838	5,031
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	85,552	89,830	93,423	97,160	101,047	105,088	116,292	120,944	125,781	130,813

ROAD RESERVE

Purpose - To be used to fund road improvements or urgent repairs

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	241,173	250,820	263,361	273,895	284,851	296,245	308,095	327,419	340,516	354,136
Transfer from Accumulated Surplus										
- Interest Earned	9,647	12,541	10,534	10,956	11,394	11,850	12,324	13,097	13,621	14,165
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0

CLOSING BALANCE	250,820	263,361	273,895	284,851	296,245	308,095	327,419	340,516	354,136	368,302
TOTAL RESERVES	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608	4,476,980

## **APPENDIX 4**

**Base Case Scenario Model**

**Loan Repayment Schedules**

2023-24		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.23	2023-24	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	96,079	0	5,003	53,559	42,520
WA Cottage Homes	73	309,375		9,900	30,007	279,368
Economic Services						
Industrial land	72	28,059	0	784	10,950	17,109
Other Property & Services						
New Loader	74	258,616	0	9,790	23,104	235,512
		692,129	0	25,477	117,620	574,509

2024-25		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.24	2024-25	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	42,520	0	1,402	42,520	0



WA Cottage Homes	73	279,368	0	8,892	31,016	248,352
Economic Services						
Industrial land	72	17,109	0	422	11,312	5,797
Other Property & Services						
New Loader	74	235,512	0	8,851	24,042	211,470
		574,509	0	19,567	108,890	465,619

2025-26		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.25	2025-26	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	248,352	0	7,849	32,059	216,293
Economic Services						
Industrial land	72	5,797	0	71	5,797	0
Other Property & Services						
New Loader	74	211,470	0	7,875	25,019	186,451

	465,619	0	15,795	62,875	402,744
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2026-27 LOAN DESCRIPTION	LOAN No.	PRINCIPAL 01.07.26	NEW LOANS 2026-27	INTEREST REPAYMENT	PRINCIPAL REPAYMENT	CLOSING BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	216,293	0	6,771	33,136	183,157
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	186,451	0	6,859	26,035	160,416
		402,744	0	13,630	59,171	343,573

2027-28 LOAN DESCRIPTION	LOAN No.	PRINCIPAL 01.07.27	NEW LOANS 2027-28	INTEREST REPAYMENT	PRINCIPAL REPAYMENT	CLOSING BALANCE
Housing						

GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	183,157	0	5,657	34,250	148,907
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	160,416	0	5,801	27,093	133,323
		343,573	0	11,458	61,343	282,230

2028-29		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.28	2028-29	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	148,907	0	4,506	35,401	113,506
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						

New Loader	74	133,323	0	3,631	21,039	112,284
		282,230	0	8,137	56,440	225,790

2029-30		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.29	2029-30	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	113,506	0	3,316	36,591	76,915
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	112,284	0	3,846	29,047	83,237
		225,790	0	7,162	65,638	160,152

2030-31		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.30	2030-31	REPAYMENT	REPAYMENT	BALANCE

Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	76,915	0	2,086	37,821	39,094
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	83,237	0	3,143	37,974	45,263
		160,152	0	5,229	75,795	84,357

2031-32		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.31	2031-32	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	39,094	0	815	39,094	0
Economic Services						
Industrial land	72	0	0	0	0	0

Other Property & Services						
New Loader	74	45,263	0	1,124	31,770	13,493
		84,357	0	1,939	70,864	13,493

2032-33		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.32	2032-33	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	0	0	0	0	0
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	13,493	0	81	8,142	5,351
		13,493	0	81	8,142	5,351

2033-34		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
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LOAN DESCRIPTION	LOAN No.	01.07.33	2033-34	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	0	0			0
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	5,351	0		5,351	0
		5,351	0	0	5,351	0

## **APPENDIX 5**

**Base Case Scenario Model**

**Depreciation Schedule**



## DEPRECIATION SCHEDULE

2023-24

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	16,689,094	43,127	5,103,000	0	86,200,119	19,098,000	4,166,056	132,126,496
Assets Acquired during the year	0	191,800	0	339,000	20,000	1,058,197	0	20,000	1,628,997
Assets Disposed during the year	0	0	0	(350,000)	0	0	0	0	(350,000)
Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	16,880,894	43,127	5,092,000	20,000	87,258,316	19,098,000	4,186,056	133,405,493
Depreciation at the beginning of the year	0	(209,160)	(26,768)	(2,048,911)	0	(969,195)	(2,499,205)	(138,054)	(5,891,293)
Depreciation Expense Raised	0	(211,564)	(4,833)	(395,504)	0	(981,093)	0	(138,717)	(1,731,711)
Depreciation Expense Written Back on Disposals	0	0	0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0

Depreciation at the end of Year	0	(420,724)	(31,601)	(2,444,415)	0	(1,950,288)	(2,499,205)	(276,771)	(7,623,004)
Net Asset Values at the end of the year	827,100	16,460,170	11,526	2,647,585	20,000	85,308,028	16,598,795	3,909,285	125,782,489

## DEPRECIATION SCHEDULE

2024-25

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	16,880,894	43,127	5,092,000	20,000	87,258,316	19,098,000	4,186,056	133,405,493
Assets Acquired during the year	0	96,250	0	608,000	0	1,058,197	0	0	1,762,447
Assets Disposed during the year	0		0	(137,000)	0	0	0	0	(137,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	16,977,144	43,127	5,563,000	20,000	88,316,513	19,098,000	4,186,056	135,030,940
Depreciation at the beginning of the year	0	(420,724)	(31,601)	(2,444,415)	0	(1,950,288)	(2,499,205)	(276,771)	(7,623,004)
Depreciation Expense Raised	0	(212,770)	(4,833)	(432,087)	0	(992,991)	0	(138,717)	(1,781,398)

Depreciation Expense Written Back on Disposals	0	0	0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0
Depreciation at the end of Year	0	(633,494)	(36,434)	(2,876,502)	0	(2,943,279)	(2,499,205)	(415,488)	(9,404,402)
Net Asset Values at the end of the year	827,100	16,343,650	6,693	2,686,498	20,000	85,373,234	16,598,795	3,770,568	125,626,538

## DEPRECIATION SCHEDULE

2025-26

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	16,977,144	43,127	5,563,000	20,000	88,316,513	19,098,000	4,186,056	135,030,940
Assets Acquired during the year	0	294,250	12,500	157,500	0	1,063,197	0	50,350	1,577,797
Assets Disposed during the year	0		0	(76,000)	0	0	0	0	(76,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,271,394	55,627	5,644,500	20,000	89,379,710	19,098,000	4,236,406	136,532,737

Depreciation at the beginning of the year	0	(633,494)	(36,434)	(2,876,502)	0	(2,943,279)	(2,499,205)	(415,488)	(9,404,402)
Depreciation Expense Raised	0	(216,458)	(6,234)	(438,417)	0	(1,004,945)	0	(140,385)	(1,806,439)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(849,952)	(42,668)	(3,314,919)	0	(3,948,224)	(2,499,205)	(555,873)	(11,210,841)
Net Asset Values at the end of the year	827,100	16,421,442	12,959	2,329,581	20,000	85,431,486	16,598,795	3,680,533	125,321,896

## DEPRECIATION SCHEDULE

2026-27

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,271,394	55,627	5,644,500	20,000	89,379,710	19,098,000	4,236,406	136,532,737
Assets Acquired during the year	0	77,250	0	437,500		1,063,197	0	1,350	1,579,297
Assets Disposed during the year	0	0	0	(81,000)	0	0	0	0	(81,000)

Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,348,644	55,627	6,001,000	20,000	90,442,907	19,098,000	4,237,756	138,031,034
Depreciation at the beginning of the year	0	(849,952)	(42,668)	(3,314,919)	0	(3,948,224)	(2,499,205)	(555,873)	(11,210,841)
Depreciation Expense Raised	0	(217,426)	(6,234)	(466,107)	0	(1,016,899)	0	(140,430)	(1,847,096)
Depreciation Expense Written Back on Disposals	0		0	0		0	0	0	0
Revaluation Increments/(decrements)	0		0	0		0	0	0	0
Depreciation at the end of Year	0	(1,067,378)	(48,902)	(3,781,026)	0	(4,965,123)	(2,499,205)	(696,303)	(13,057,937)
Net Asset Values at the end of the year	827,100	16,281,266	6,725	2,219,974	20,000	85,477,784	16,598,795	3,541,453	124,973,097

## DEPRECIATION SCHEDULE

2027-28

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,348,644	55,627	6,001,000	20,000	90,442,907	19,098,000	4,237,756	138,031,034

Assets Acquired during the year	0	141,250	0	435,500	0	1,063,197	0	1,350	1,641,297
Assets Disposed during the year	0		0	(45,000)	0	0	0	0	(45,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,489,894	55,627	6,391,500	20,000	91,506,104	19,098,000	4,239,106	139,627,331
Depreciation at the beginning of the year	0	(1,067,378)	(48,902)	(3,781,026)	0	(4,965,123)	(2,499,205)	(696,303)	(13,057,937)
Depreciation Expense Raised	0	(219,196)	(6,234)	(496,438)	0	(1,028,853)	0	(140,475)	(1,891,196)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,286,574)	(55,136)	(4,277,464)	0	(5,993,976)	(2,499,205)	(836,778)	(14,949,133)
Net Asset Values at the end of the year	827,100	16,203,320	491	2,114,036	20,000	85,512,128	16,598,795	3,402,328	124,678,198

## DEPRECIATION SCHEDULE

2028-29

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
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	\$		\$		\$		\$		\$
Asset Balance at the beginning of the year	827,100	17,489,894	55,627	6,391,500	20,000	91,506,104	19,098,000	4,239,106	139,627,331
Assets Acquired during the year	0	129,250	12,500	768,500	0	1,063,197	15,000	131,350	2,119,797
Assets Disposed during the year	0		0	(121,000)	0	0	0	0	(121,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,619,144	68,127	7,039,000	20,000	92,569,301	19,113,000	4,370,456	141,626,128
Depreciation at the beginning of the year	0	(1,286,574)	(55,136)	(4,277,464)	0	(5,993,976)	(2,499,205)	(836,778)	(14,949,133)
Depreciation Expense Raised	0	(220,816)	(7,635)	(546,730)	0	(1,040,807)	0	(144,827)	(1,960,815)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,507,390)	(62,771)	(4,824,194)	0	(7,034,783)	(2,499,205)	(981,605)	(16,909,948)
Net Asset Values at the end of the year	827,100	16,111,754	5,356	2,214,806	20,000	85,534,518	16,613,795	3,388,851	124,716,180

## DEPRECIATION SCHEDULE

2029-30

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,619,144	68,127	7,039,000	20,000	92,569,301	19,113,000	4,370,456	141,626,128
Assets Acquired during the year	0	149,250	12,500	40,500	0	1,063,197	15,000	106,850	1,387,297
Assets Disposed during the year	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,768,394	80,627	7,079,500	20,000	93,632,498	19,128,000	4,477,306	143,013,425
Depreciation at the beginning of the year	0	(1,507,390)	(62,771)	(4,824,194)	0	(7,034,783)	(2,499,205)	(981,605)	(16,909,948)
Depreciation Expense Raised	0	(222,687)	(9,035)	(549,876)	0	(1,052,761)	0	(148,368)	(1,982,727)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,730,077)	(71,806)	(5,374,070)	0	(8,087,544)	(2,499,205)	(1,129,973)	(18,892,675)
Net Asset Values at the end of the year	827,100	16,038,317	8,821	1,705,430	20,000	85,544,954	16,628,795	3,347,333	124,120,750



DEPRECIATION SCHEDULE

2030-31

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,768,394	80,627	7,079,500	20,000	93,632,498	19,128,000	4,477,306	143,013,425
Assets Acquired during the year	0	227,750	25,000	891,500	0	1,089,697	45,000	83,350	2,362,297
Assets Disposed during the year	0		0	(190,000)	0	0	0	0	(190,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,996,144	105,627	7,781,000	20,000	94,722,195	19,173,000	4,560,656	145,185,722
Depreciation at the beginning of the year	0	(1,730,077)	(71,806)	(5,374,070)	0	(8,087,544)	(2,499,205)	(1,129,973)	(18,892,675)
Depreciation Expense Raised	0	(225,541)	(11,837)	(604,362)	0	(1,065,013)	0	(151,130)	(2,057,883)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,955,618)	(83,643)	(5,978,432)	0	(9,152,557)	(2,499,205)	(1,281,103)	(20,950,558)

Net Asset Values at the end of the year

827,100 16,040,526 21,984 1,802,568 20,000 85,569,638 16,673,795 3,279,553 124,235,164

DEPRECIATION SCHEDULE

2031-32

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,996,144	105,627	7,781,000	20,000	94,722,195	19,173,000	4,560,656	145,185,722
Assets Acquired during the year	0	109,250	12,500	1,051,500	0	1,096,697	30,000	21,350	2,321,297
Assets Disposed during the year	0		0	(180,000)	0	0	0	0	(180,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	18,105,394	118,127	8,652,500	20,000	95,818,892	19,203,000	4,582,006	147,327,019
Depreciation at the beginning of the year	0	(1,955,618)	(83,643)	(5,978,432)	0	(9,152,557)	(2,499,205)	(1,281,103)	(20,950,558)
Depreciation Expense Raised	0	(226,910)	(13,238)	(672,053)	0	(1,077,344)	0	(151,838)	(2,141,383)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0

Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0
Depreciation at the end of Year	0	(2,182,528)	(96,881)	(6,650,485)	0	(10,229,901)	(2,499,205)	(1,432,941)	(23,091,941)
Net Asset Values at the end of the year	827,100	15,922,866	21,246	2,002,015	20,000	85,588,991	16,703,795	3,149,065	124,235,078

## DEPRECIATION SCHEDULE

2032-33

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	18,105,394	118,127	8,652,500	20,000	95,818,892	19,203,000	4,582,006	147,327,019
Assets Acquired during the year	0	142,250	25,000	233,500	0	1,078,197	30,000	59,350	1,568,297
Assets Disposed during the year	0		0	(11,000)	0	0	0	0	(11,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	18,247,644	143,127	8,875,000	20,000	96,897,089	19,233,000	4,641,356	148,884,316
Depreciation at the beginning of the year	0	(2,182,528)	(96,881)	(6,650,485)	0	(10,229,901)	(2,499,205)	(1,432,941)	(23,091,941)

Depreciation Expense Raised	0	(228,693)	(16,039)	(689,335)	0	(1,089,467)	0	(153,804)	(2,177,338)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(2,411,221)	(112,920)	(7,339,820)	0	(11,319,368)	(2,499,205)	(1,586,745)	(25,269,279)
Net Asset Values at the end of the year	827,100	15,836,423	30,207	1,535,180	20,000	85,577,721	16,733,795	3,054,611	123,615,037

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