

Shire of Goomalling

**LONG TERM
FINANCIAL
PLAN**

2013

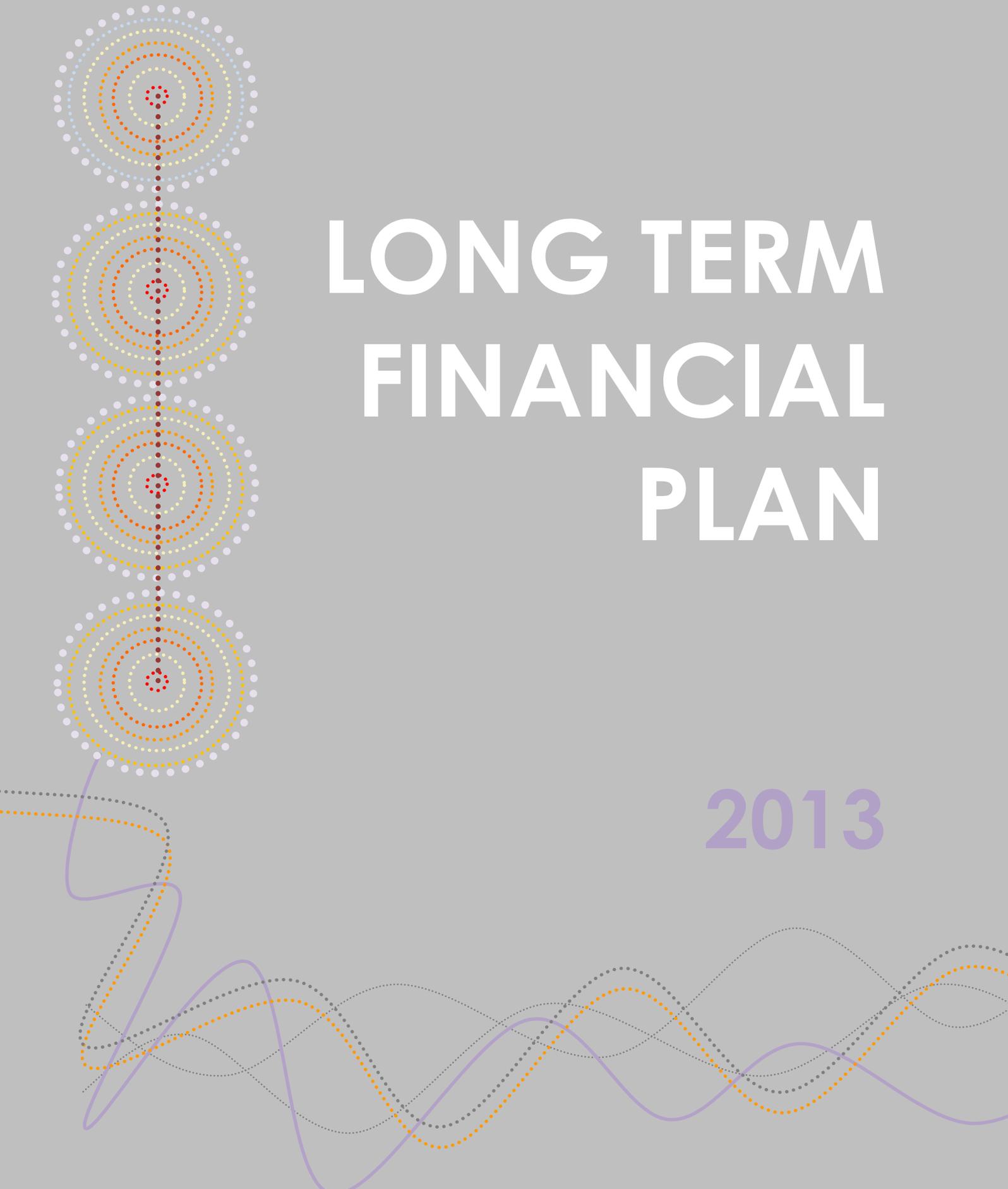


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1 INTRODUCTION

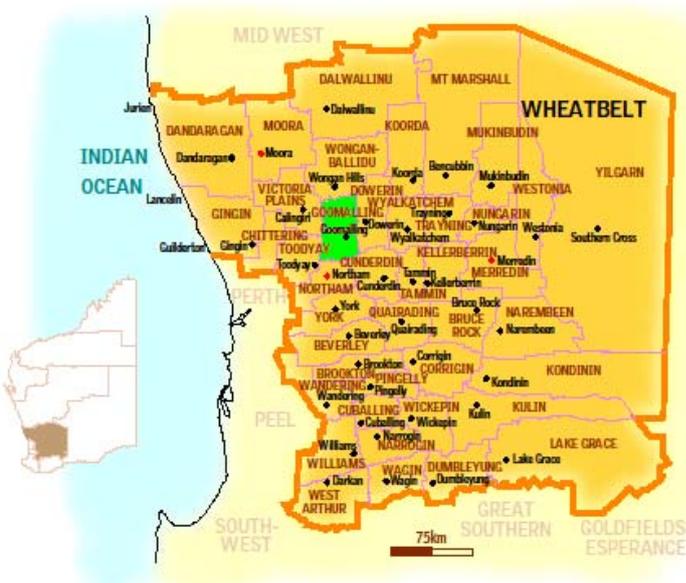
Background

Goomalling is a town in the Wheatbelt region of Western Australia 45 km north east of Northam, Western Australia. The area was first explored by Assistant Government Surveyor Austin in 1854 but there was no great need for a town. The monks at New Norcia, which was about 60 km northeast of the present town, often brought their sheep into the area.

Situated in the Central Wheatbelt, 132 km north east of Perth, Goomalling is a small and friendly rural town with modern sporting and recreational facilities.

Snuggled in the north eastern section of the Avon Valley area, Goomalling is ideally located within a 90 minute drive from Perth via either Northam or Toodyay and is strategically located as the Gateway to the Wildflower areas to the east and north of the Shire.

The name "Goomalling" was derived from the Koomal Possum (silver-grey possum) which inhabited the area when the district was first established in the Wongamine area in the late 1830's.



Goomalling is highly dependent upon the agriculture industry. The industrialisation of agriculture, uncertain weather conditions, opening of global markets and declining terms of trade have been major factors impacting on farm production. This has had implications for businesses dependent on farms for their main source of income and has had a negative economic impact on the Goomalling town and surrounding districts.

Another factor has been the increasing mobility of its community as they have been able to extend the distance range for shopping and access to government services. With modern transport Goomalling is also very accessible to Midland, which has a very diverse retail and business service environment.

In the past 10-15 years Goomalling has been rebuilding and revitalising its community which has resulted in a growing population base. Members of the community are immensely proud of their Shire, positive, proactive, hard-working and willing to support each other and work together for the benefit of all. There is recognition that the future growth is dependent upon the ability to maintain a sense of place that is responsive to the local community.

As the urban drift continues and the town offers excellent medical, hospital, tourist, recreational, banking and local facilities/services it is expected that population growth will be positive at 1-2% pa.



Key Statistics

General

Area (sq km)	1845
Population	985
Dwellings	571
Electors	754
FTE's	35.0
Road length sealed	272
Road length unsealed	470

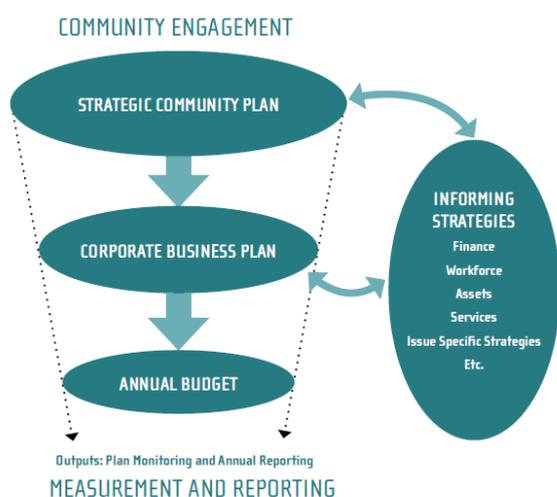
Integrated Planning Framework

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables the Shire to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long term community priorities.

The Long Term Financial Plan is a ten year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. From these planning processes, Annual Budgets that are aligned with strategic objectives can be developed.

This Plan indicates the Shire's long term financial sustainability, allows early identification of financial issues and their longer term impacts, shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the community.

The following figure illustrates how the Long Term Financial Plan informs the Integrated Planning and Reporting Framework.



The Strategic Community Plan sets out the vision, aspirations and objectives for the community over the next 10 years. It is the principal strategy and planning document. This means that it governs all of the work that the Shire undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of the community. The clear direction set by the Council ensures asset and service provision is focused to meet the requirements of the community, now and into the future.

Service programs

The Shire delivers a wide range of services and facilities to the community. The revenues and expenditure of the Shire are required to be classified in accordance with legislation. The Local Government (Financial Management) Regulations 1996 (Schedule 1 Part 1) specify the minimum program classifications to be disclosed.



In order to discharge its responsibilities to the community, Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis and for each of its broad activities/programs.

Statement of Objectives, Reporting Programs and Nature or Type Classifications

The Shire of Goomalling is dedicated to providing high quality services to the community through the various service orientated programs which it has established.

Council operations that are disclosed encompass the following service orientated activities/programs.

Governance

Objective: To provide a decision making process for the efficient allocation of scarce resources.

Activities: Includes the activities of members of council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.

General Purpose Funding

Objective: To collect revenue to allow for the provision of services.

Activities: Rates, general purpose government grants, and interest revenue.

Law, Order, Public Safety

Objective: To provide services to help ensure a safer and environmentally conscious community.

Activities: Supervision and enforcement of various local laws relating to fire prevention, animal control and protection of the environment and other aspects of public safety including emergency services.

Housing

Objective: To provide and maintain elderly residents housing.

Activities: Provision and maintenance of elderly residents housing.

Community Amenities

Objective: To provide services required by the community.

Activities: Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.

Recreation and Culture

Objective: To establish and effectively manage infrastructure and resources which will help the social well being of the community.

Activities: Maintenance of public halls, civic centre, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.



Transport

Objective: To provide safe, effective and efficient transport services to the community.

Activities: Construction and maintenance of roads, streets, footpaths, depots, cycleways, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc.

Economic Services

Objective: To help promote the shire and its economic wellbeing.

Activities: Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes. Building control.

Other Property & Services

Objective: To monitor and control council's overheads operating accounts.

Activities: Private works operation, plant repair and operation costs and engineering operation costs.

Service Levels

It is proposed that existing service levels will be maintained for all operational areas in formulating this plan. However, a key objective in the Corporate Business Plan is to improve existing service levels in the longer term whilst continuing to achieve annual operating surpluses each year to fund the provision of infrastructure.

Asset Management

The Shire has developed a strategic approach to asset management and prepared asset management plans based on the total life cycle of assets. The Asset Management Plans will assist the Council in predicting infrastructure consumption and asset renewal needs, and identify the cost required to renew or preserve the asset (renewal gap). This renewal gap is being addressed in the Long Term Financial Plan and will be the focus of future budgets.

Funding for the renewal of assets has been increased to ensure sustainability in the longer term. The continued allocation of funding towards the renewal of assets and funding for maintenance and upgrades will result in a positive investment for the community in future. Asset acquisitions and capital works projects are funded from rate revenue, specific cash reserves, sale of existing land assets, government grants or external borrowings.



2 Long Term Financial Forecasts

2.1 Informing Strategies and Price indicators

This plan has been prepared to support the strategic planning process for the Shire. The plan addresses the operating and capital needs placed on the Shire over the next 10 years.

The plan will be reviewed every 12 months to reflect the prevailing economic conditions and changing community needs placed on the Shire. In compiling this long term plan, consideration has been given to the economic drivers that will influence the future cost of providing facilities and services. The values disclosed in this plan therefore represent estimated future prices and costs.

This long-term strategic financial plan is set against economic uncertainty. The plan addresses operating and capital renewal of the period 2013/14 and concluding in 2022/23. The changing economic circumstances have meant that projections for growth and therefore community demand as facilities and services are subject to how the Australian and State economies recover from the current position.

This plan represents a financial solution to meeting the competing demands of services and facilities to the community. There are numerous ways that will enable the Shire to achieve its objectives. This plan balances the funding needs of renewal and new infrastructure assts, existing services against rating expectations, reasonable fees, debt leverage and the use of accumulated funds held in reserve accounts.

Australia's real GDP is forecast to grow 3.0% in 2012-13 and 2.75% 2013-14. Federal Government Budget forecasts for 2014/15 to 2016/17 estimate GDP to be at 3.0% per annum.

Informing Plans and Policies

To assist in the implementation and activation of the Shire's Strategic Community Plan this financial plan considers the Shire's current and future financial resources capacity. The Corporate Business Plan will assist in the realisation of our community's vision and aspirations in the medium term. It details the actions, services, operations and projects the Shire will deliver within a 4 year period, the resources available and associated costs. Other critical informing strategies associated with this plan are the Asset Management and Workforce Plans. Other plans include -

- Asbestos Management Plan
- Community Safety and Crime Prevention Plan
- Disability Access and Inclusion Plan
- Strategic Waste Management Plan

The Long Term Financial Plan will guide the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure.



Financial Strategies and Principles

The following assumptions have been applied in formulating the financial strategies underpinning the Long Term Financial Plan. These include:

- Continuous improvement in the financial capacity and sustainability of the Shire through –
 - Strengthening results to ensure financial sustainability;
 - Prudent use of debt;
 - Accumulate funds to meet the cash flow demands for asset renewal etc.
- The maintenance of a fair and equitable rating structure;
- Maintaining or improving service level standards;
- Maintaining/Increasing funding for asset maintenance and renewal;
- Draft Developer Contribution Plans;
- Development of infrastructure and specified area rates.

Economic and Social Environment Indicators

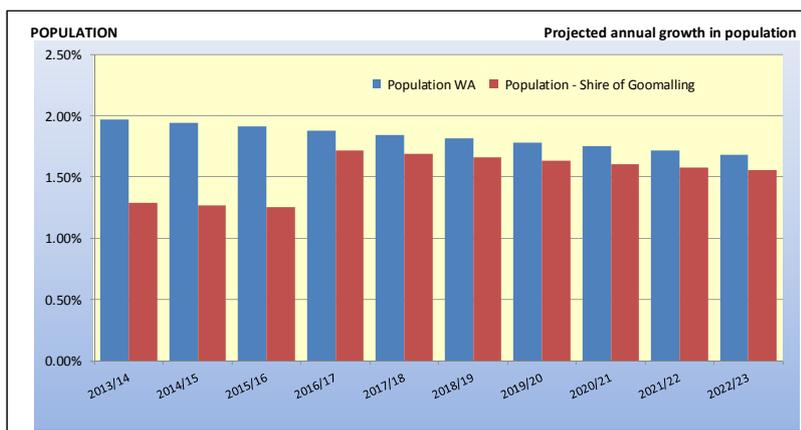
Prices and growth drivers

The following economic and social drivers have been used to develop this plan –

ASSUMPTIONS	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
National Economic and Social Indicators										
Gross Domestic Product (GDP) <small>ABS 5206.0 Australian National Accounts: National Income, Expenditure and Product.</small>	2.75%	3.00%	3.00%	3.25%	3.25%	3.50%	3.75%	3.75%	3.75%	3.75%
Population WA <small>ABS 3218.0 Regional Population Growth, Australia.</small>	1.97%	1.94%	1.91%	1.88%	1.85%	1.81%	1.78%	1.75%	1.72%	1.68%
Price Indices and Cost drivers										
Consumer Price Index Australia <small>ABS Publication - Catalogue No 6401.0.</small>	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Consumer Price Index Perth <small>ABS Publication - Catalogue No 6401.0.</small>	2.35%	2.35%	2.45%	2.45%	2.40%	2.40%	2.64%	2.64%	2.64%	2.64%
Non-residential building construction index <small>ABS 6427.0 Producer Price Indexes, Australia.</small>	2.25%	2.38%	2.62%	2.49%	2.44%	2.47%	2.73%	2.70%	2.71%	2.71%
Road and bridge construction index <small>ABS 6427.0 Producer Price Indexes, Australia.</small>	3.53%	3.53%	3.68%	3.68%	3.60%	3.60%	3.96%	3.96%	3.96%	3.96%
Cash management rates <small>Reserve Bank - F04 Retail Deposit and Investment Rates.</small>	3.10%	3.45%	3.60%	3.61%	3.62%	3.74%	3.79%	3.80%	3.81%	3.81%
WATC 10 year borrowing rate	4.00%	4.50%	4.70%	4.70%	4.70%	4.90%	4.90%	4.90%	4.90%	4.90%

Population

This plan has been developed on the following demographic trends and forecast of residential population.





The following drivers and strategies have been used in developing this plan.

Rates

The plan has applied an increase of 4% all years across this plan.

Fees and Charges

Fees and charges assumptions are based on the CPI Perth indicators, statutory charges and projected increase in population. Discretionary fees and charges are planned to also be increased by CPI to match estimated additional costs in service delivery. The Shire does not recover the full cost of providing services but is working towards full cost recovery for services such as waste collection.

State controlled fees - Applications fees for building licences and planning and development approvals are limited by regulations preventing full cost recovery of these services.

Grants and Contributions

In developing this long term model it is anticipated that using the CPI Perth Indicator to forecast Operating Grants and Contributions is to be a reasonable estimate over the ten year period.

The financial year 2013/14 will see the normalisation of the local government assistance grant as administered by the West Australian Local Government Grants Commission. This follows a number of years in which the Federal Government made advance instalments from one financial year to another. This has resulted in the grant for 2012/13 being adjusted to retract those advances.

The Shire will continue to pursue grant funding for strategic capital works from the State and Federal Government.

Interest Earnings

Forecast on Councils investment portfolio are based on the term deposit rate in line with the Council's Investment Policy.

EXPENDITURES

Employee costs

Estimates for employee costs are based on requirements outlined in the workforce plan and estimates associated or linked to growth drivers. Price escalation is based on the enterprise bargaining agreement of 2.75% per annum over the period of this plan.

Material and Contracts

Various price drivers have been used to escalate materials and contracts on a case-by-case basis. Real increases are based on growth drivers expected over the 10 year period.

Utilities (gas, electricity, water)

Increase in utility costs have been based on commitments made by incoming governments in early 2013. Recent announcements by the State government that cost escalation is expected to be above CPI Perth will, in some cases, be up to twice the indicative rate.



Insurance

CPI Perth inflation rate is considered a reasonable estimate to forecast insurance expenses for the ten year period.

Depreciation

Property, plant, equipment and infrastructure (except for Land) have been depreciated on a straight line method using rates based on 2012/13 depreciation rates. Asset values in this plan have not been adjusted to reflect the application of “fair value” to be applied progressively to asset classes from the 2013/14 onwards.

Interest Expense

Forecast borrowing (interest) costs are based on the forecast 10 year Western Australian Treasury Corporation Indicative Rates.

Service delivery and service levels

Service delivery and service levels will continue at the existing standards. Service level standards from the community strategic plan relate primarily to the creation of new facilities for a growing population. The asset management plans also are based on the provision of existing standards and services.



2.2 Summary of Financial Plan

Overview

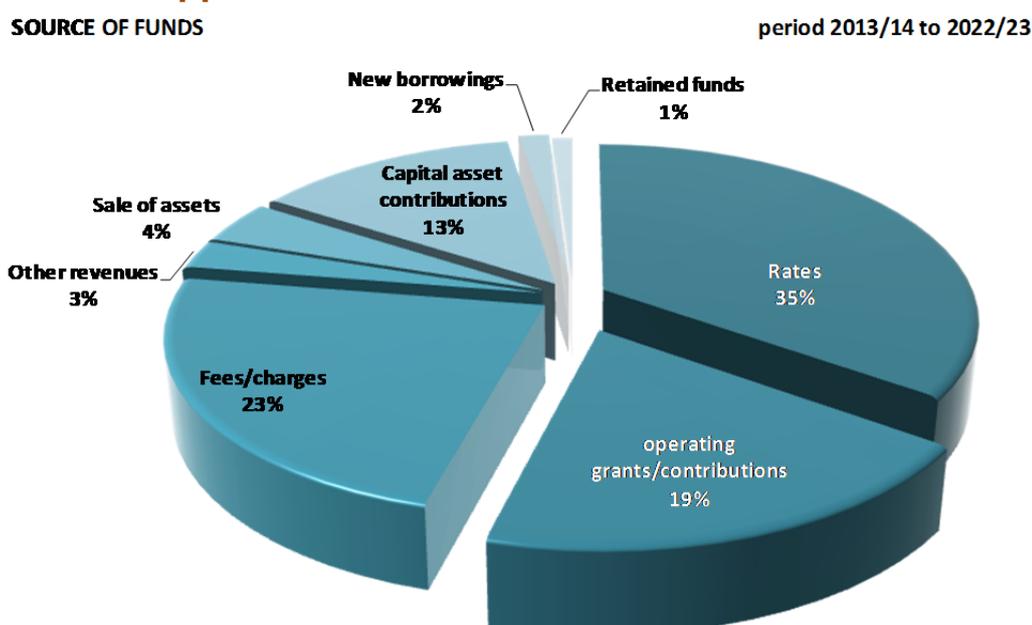
The plan will be continuously reviewed to reflect the prevailing economic conditions and changing community needs placed on the Shire. In compiling the plan, consideration has been given to the economic drivers that will influence the future cost of providing facilities and services. The values disclosed in the plan therefore represent estimated future prices and costs. The plan addresses the Shire's operating and capital requirements from 2013/2014 to 2022/2023.

One of the key challenges for Shire is to ensure it achieves ongoing financial sustainability in order to provide appropriate services and infrastructure for the community into the future. The long term financial estimates are an integral part of Council's strategic planning process, and represent a ten year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. It indicates the Shire's long term financial sustainability, allows early identification of financial issues and their longer term impacts. This plan addresses the operating and capital needs placed on the Shire over the next 10 years. It also shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Shire to the community.

The key financial strategies underpinning the plan are:

- ✓ achieving operating surpluses;
- ✓ continuous improvement in financial position;
- ✓ maintaining a positive unrestricted cash;
- ✓ development of alternative revenue streams other than rates;
- ✓ maintaining and improving service levels;
- ✓ adequately funding for asset renewal/replacement;
- ✓ maintaining a fair and equitable rating structure.

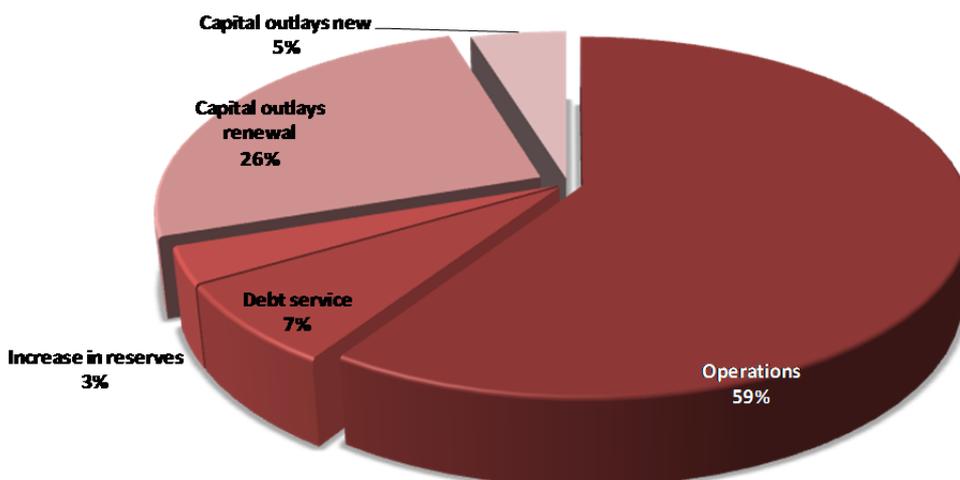
Source and Application of Funds





APPLICATION OF FUNDS

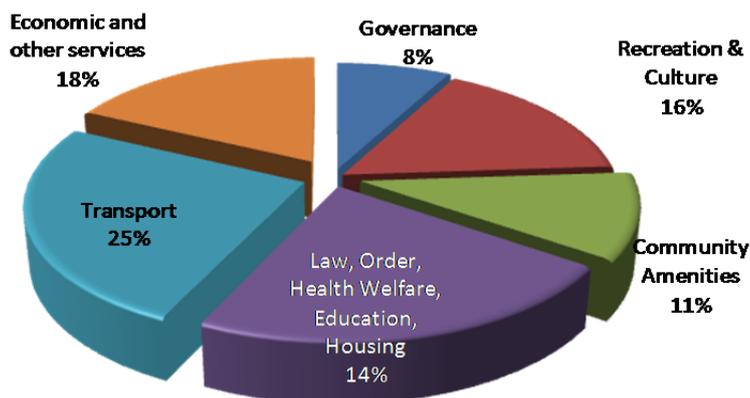
period 2013/14 to 2022/23



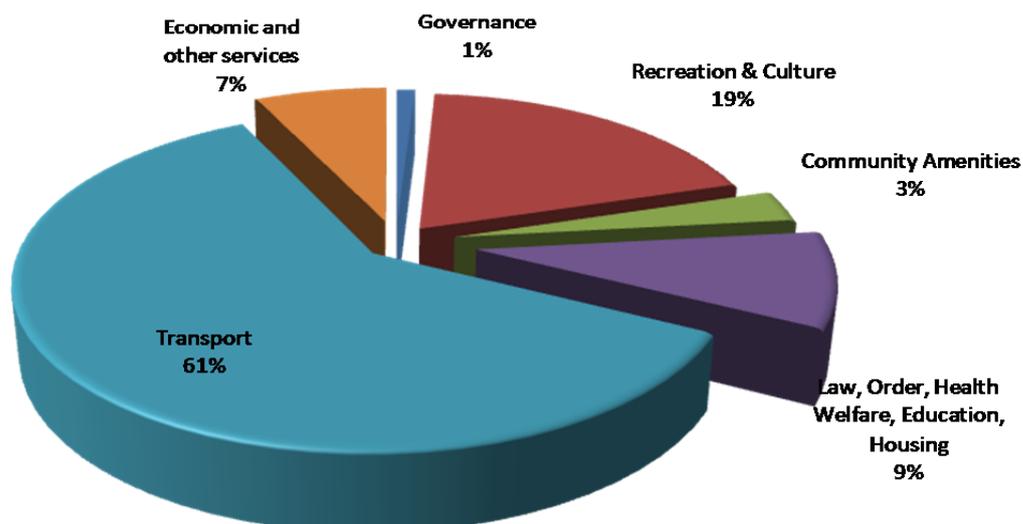
OUTLAYS BY PROGRAM

OPERATING

period 2013/14 to 2022/23



CAPITAL OUTLAYS



Capital Works

These long term financial estimates reflect the growth of new assets in the following eight years, followed by a period of lower activity in the creation of new assets and a shift of focus on asset renewal. The creation of new assets will come from both the Shire's asset



program and new assets created by developers. The plan provides for increased resources to be applied to the renewal or upgrade of existing building and infrastructure assets. The provision of these funds allows the Shire to meet the key financial indicator in relation to expenditures on asset renewal compared to depreciation. A detailed listing of capital works is included at attachment 2.

The key components of the capital works plan are as follows –

Capital Acquisitions - New and Renewal



Operating Results

The plan shows a balanced budget for each financial year. There is steady growth in the operating result arising from the proposed operating revenues and expenditures which enables funds to flow to the provision and renewal of community assets.

2.3 Financial Statements

The following financial statements have been prepared for the 10 years covered in this plan. These estimates have been prepared on the basis of the assumption shown previously in this document.

Statement of Comprehensive Income

The Statement of Comprehensive Income for the Shire has been prepared in two formats; by program and by nature/type.

Statement of Comprehensive Income by Program - identifies the cost of goods and services provided and the extent to which those costs are recovered from revenues. Programs are defined by Regulation under the Local Government Act WA.

Statement of Comprehensive Income by Nature/type - identifies the inputs by nature of the revenue or expense. Descriptions are defined by Regulation under the Local Government Act WA.

The Statement of Comprehensive Income is prepared on an accrual basis. This process recognises income as it is earned and expenses as they are incurred. In addition it makes



adjustments for unearned income, credit sales, re-payments, accrued expenses and non-cash provisions (i.e. depreciation and leave entitlements). This method provides a more accurate reflection of the transactions which actually occurred during the accounting period, and is a better reflection of the actual business activities undertaken by the Shire.

Depreciation, which is an expense charged in the Statement of Comprehensive Income to reflect the value of capital assets consumed during the accounting period.

Accounting Standard AASB 1004 Contributions requires contributions to be recognised as revenue (i.e. in the Statement of Comprehensive Income) when the Shire obtains control over the assets comprising the contributions, notwithstanding that those contributions may be a grant for a capital item. Given this requirement, grants for capital works have the potential to significantly affect the operating result in a particular year.

Rate Setting Statement

This statement summarises the operating, capital, debt and reserves transactions. It utilises the same reporting procedures required formulating the Shire's annual budget under the Local Government Act (WA). The plan identifies the funds necessary to balance the budget in each financial year.

Statement of Financial Position (Balance Sheet)

The purpose of the Statement of Financial Position is to provide a "snap-shot" of the overall financial position of the Shire. This statement is constructed according to well defined accounting principles which are embodied in the Australian Accounting Standards. The ratepayer equity in the Council can be calculated by deducting total liabilities from total assets.

The Statement discloses transactions as current and non-current assets, and current and non-current liabilities and equity.

Statement of Cash Flows

The management of the cash resources is an important part of the financial management of the Shire. This statement discloses the cash generated from operations, non-operational payments/receipts, financing activities (debt) and the amount of the cash/equivalents available to the Shire.



2.3.1 Statement of Comprehensive Income

Statement of Comprehensive Income by nature/type

Ref	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rate revenue	1,655,007	1,717,283	1,782,972	1,851,139	1,921,711	1,994,808	2,071,006	2,151,280	2,234,226	2,319,884
Operating grants/subsidies/contributions	902,838	937,625	976,630	1,019,119	1,063,232	1,109,253	1,158,413	1,209,813	1,263,545	1,319,706
Non-operating grants/contributions	649,071	3,298,827	1,061,882	452,259	429,673	514,244	311,922	256,681	266,301	322,788
Profit on asset disposals	70,538	0	0	0	0	0	0	0	0	0
Fees and Charges	1,172,105	1,201,370	1,232,565	1,265,261	1,298,197	1,331,987	1,369,857	1,408,796	1,448,838	1,490,012
Interest earnings	65,000	69,527	79,403	70,282	78,161	97,388	93,557	117,236	146,415	172,171
Other Revenue	41,500	42,477	44,859	46,092	47,086	48,439	49,582	52,143	52,897	51,887
Operating Revenue	4,556,059	7,267,109	5,178,311	4,704,152	4,838,060	5,096,119	5,054,337	5,195,949	5,412,222	5,676,448
Operating Expenses										
Employee costs	(1,670,778)	(1,718,399)	(1,769,091)	(1,821,278)	(1,874,113)	(1,928,484)	(1,989,058)	(2,051,539)	(2,115,980)	(2,182,444)
Material and Contracts	(754,676)	(773,443)	(798,062)	(819,250)	(840,271)	(863,043)	(889,175)	(915,178)	(942,083)	(986,554)
Utilities (gas elect water)	(292,350)	(299,221)	(306,551)	(314,064)	(321,603)	(329,324)	(338,022)	(346,950)	(356,112)	(365,516)
Depreciation	(521,545)	(547,000)	(563,100)	(597,500)	(619,700)	(637,700)	(691,000)	(705,100)	(716,100)	(736,200)
Insurance	(227,350)	(232,696)	(238,397)	(244,239)	(250,100)	(256,104)	(262,871)	(269,815)	(276,940)	(284,254)
Interest	(182,649)	(114,103)	(120,056)	(126,476)	(113,014)	(105,742)	(99,333)	(92,522)	(85,280)	(77,579)
Other expenses	0	0	0	0	0	0	0	0	0	0
Operating Expenses	(3,649,348)	(3,684,862)	(3,795,257)	(3,922,807)	(4,018,801)	(4,120,397)	(4,269,459)	(4,381,104)	(4,492,495)	(4,632,547)
Profit(Loss) - normal operations	906,711	3,582,247	1,383,054	781,345	819,259	975,722	784,878	814,845	919,727	1,043,901
Other Comprehensive Income										
Revaluation of assets	0	0	0	0	0	0	0	0	0	0
Other Comprehensive Income	0									
Profit/(Loss)	906,711	3,582,247	1,383,054	781,345	819,259	975,722	784,878	814,845	919,727	1,043,901



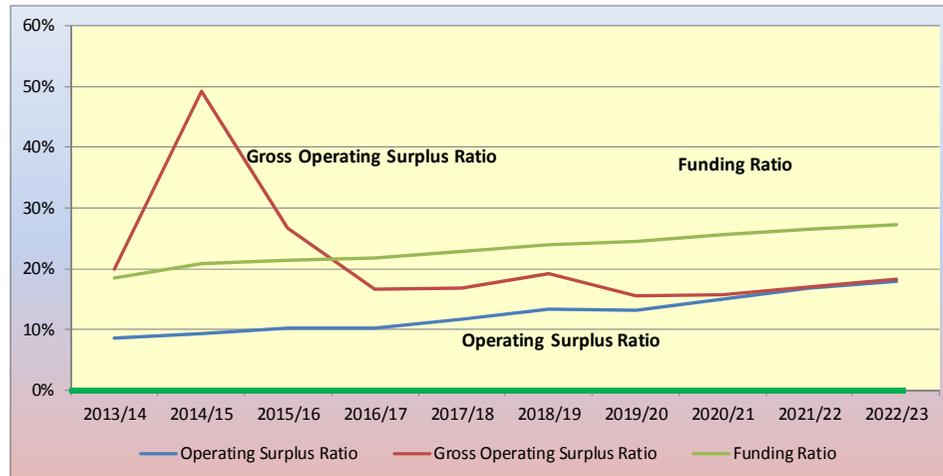
Statement of Comprehensive Income by program

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Revenues	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Purpose Funding	2,229,276	2,321,815	2,426,418	2,517,738	2,629,936	2,757,660	2,867,789	3,011,448	3,165,312	3,320,585
Governance	20,280	20,755	21,265	21,787	22,314	22,853	23,451	24,066	24,696	25,343
Law, Order & Public Safety	64,900	66,413	68,047	69,722	71,410	142,699	75,051	77,012	79,024	81,089
Health	517,350	529,508	542,481	555,772	569,116	582,780	598,172	613,970	630,186	646,830
Education & Welfare	2,500	2,559	2,622	2,686	2,750	2,816	2,890	2,966	3,044	3,124
Housing	228,840	1,155,971	240,742	247,220	253,762	260,476	267,925	275,587	283,466	291,570
Community Amenities	98,285	100,594	103,059	105,584	108,121	110,721	113,641	116,638	119,715	122,873
Recreation & Culture	340,921	1,433,998	857,696	366,716	375,845	385,201	418,521	405,862	416,605	427,632
Transport	616,821	1,259,380	528,065	417,615	394,200	408,363	251,512	218,406	227,011	282,456
Economic Services	246,970	252,751	258,954	265,310	271,705	278,253	285,566	293,072	300,775	308,680
Other Property & Services	189,916	123,365	128,962	134,002	138,901	144,297	149,819	156,922	162,388	166,266
Total	4,556,059	7,267,109	5,178,311	4,704,152	4,838,060	5,096,119	5,054,337	5,195,949	5,412,222	5,676,448
Expenditure										
General Purpose Funding	(22,000)	(22,524)	(23,121)	(23,699)	(24,278)	(24,881)	(25,564)	(26,258)	(26,972)	(27,708)
Governance	(279,225)	(287,068)	(295,845)	(304,503)	(313,235)	(322,325)	(332,512)	(342,939)	(353,705)	(364,830)
Law, Order & Public Safety	(87,800)	(89,946)	(92,388)	(94,757)	(97,131)	(99,603)	(102,398)	(105,244)	(108,172)	(111,191)
Health	(570,150)	(585,306)	(602,067)	(618,759)	(635,572)	(652,997)	(672,557)	(692,587)	(713,234)	(734,533)
Education & Welfare	(8,050)	(8,248)	(8,476)	(8,695)	(8,915)	(9,143)	(9,403)	(9,666)	(9,937)	(10,216)
Housing	(145,500)	(148,652)	(152,184)	(155,416)	(158,628)	(161,950)	(165,752)	(169,611)	(173,565)	(177,621)
Community Amenities	(324,100)	(332,415)	(341,679)	(350,840)	(360,048)	(369,602)	(380,354)	(391,346)	(402,667)	(414,339)
Recreation & Culture	(559,404)	(583,126)	(598,678)	(614,858)	(630,804)	(649,177)	(669,787)	(689,011)	(709,001)	(746,485)
Transport	(868,565)	(893,481)	(919,654)	(963,311)	(995,122)	(1,021,262)	(1,083,802)	(1,109,185)	(1,131,614)	(1,163,134)
Economic Services	(465,470)	(477,594)	(491,060)	(504,416)	(517,850)	(531,784)	(547,449)	(563,474)	(579,984)	(597,009)
Other Property & Services	(136,435)	(142,399)	(150,049)	(157,077)	(164,204)	(171,931)	(180,548)	(189,261)	(198,364)	(207,902)
Total	(3,466,699)	(3,570,759)	(3,675,201)	(3,796,331)	(3,905,787)	(4,014,655)	(4,170,126)	(4,288,582)	(4,407,215)	(4,554,968)
Expenditure (Finance Costs)										
Governance	(3,643)	(949)	(87)	0	0	0	0	0	0	0
Housing	(3,639)	(2,199)	(971)	0	0	0	0	0	0	0
Community Amenities	(126,600)	(73,726)	(71,979)	(70,085)	(68,033)	(65,810)	(63,400)	(60,789)	(57,960)	(54,893)
Recreation & Culture	0	0	(4,607)	(27,257)	(24,945)	(22,522)	(19,984)	(17,326)	(14,541)	(11,624)
Transport	(38,412)	(27,123)	(32,575)	(19,586)	(10,800)	(8,510)	(7,411)	(6,260)	(5,054)	(3,790)
Economic Services	(10,355)	(10,106)	(9,837)	(9,548)	(9,236)	(8,900)	(8,537)	(8,147)	(7,725)	(7,271)
Total	(182,649)	(114,103)	(120,056)	(126,476)	(113,014)	(105,742)	(99,332)	(92,522)	(85,280)	(77,578)
net	906,711	3,582,247	1,383,054	781,345	819,259	975,722	784,879	814,845	919,727	1,043,902



Key Performance Indicators

Financial Performance Indicators (Indexed by price)



Commentary – The Shire meets the zero threshold of the operating surplus ratio.

This ratio excludes non-operating grants from the calculation, however includes the depreciation arising from the creation of assets from those sources.

When those revenues are included the Shire consistently exceeds the zero base line.

Funding ratio shows a consistent improvement over the period.

Operating Surplus Ratio - operating revenue minus operating expense divided by own source operating revenue. Base: .0% to 15.0% Advanced: greater than 15.0%.

Gross Operating Surplus Ratio - Profit/Loss from normal operations divided by Operating revenues from normal operations. Base: .0% to 15.0% Advanced: greater than 15.0%.

Funding Ratio - operating revenue minus operating expense divided by local government revenues. Base: 20.0% to 30.0% Advanced: greater than 30.0%.

Rate Setting Statement

The following table summarises the operating, capital, debt and reserves transactions for the 10 year period of this plan. It utilises the same reporting procedures required formulating the shires annual budget under the Local Government Act (WA). The plan identifies the funds necessary to balance the budget in each financial year. These estimates have been prepared on the basis of the assumption shown previously in this document.



2.3.2 Summary of Financial Activity (Rate Setting Statement)

Ref	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Revenues	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General rate revenue	1,460,786	1,518,498	1,579,317	1,642,494	1,708,056	1,776,023	1,846,443	1,920,786	1,997,644	2,077,054
Specified area rates	194,221	198,785	203,655	208,645	213,655	218,785	224,563	230,494	236,582	242,830
Operating grants/subsidies/contributions	902,838	937,625	976,630	1,019,119	1,063,232	1,109,253	1,158,413	1,209,813	1,263,545	1,319,706
Fees and Charges	1,172,105	1,201,370	1,232,565	1,265,261	1,298,197	1,331,987	1,369,857	1,408,796	1,448,838	1,490,012
Interest earnings	65,000	69,527	79,403	70,282	78,161	97,388	93,557	117,236	146,415	172,171
Other Operating Revenue	41,500	42,477	44,859	46,092	47,086	48,439	49,582	52,143	52,897	51,887
Operating revenues	3,836,450	3,968,282	4,116,429	4,251,893	4,408,387	4,581,875	4,742,415	4,939,268	5,145,921	5,353,660
Operating Expenses										
Employee costs	(1,670,778)	(1,718,399)	(1,769,091)	(1,821,278)	(1,874,113)	(1,928,484)	(1,989,058)	(2,051,539)	(2,115,980)	(2,182,444)
Material and Contracts	(754,676)	(773,443)	(798,062)	(819,250)	(840,271)	(863,043)	(889,175)	(915,178)	(942,083)	(986,554)
Utilities (gas elect water)	(292,350)	(299,221)	(306,551)	(314,064)	(321,603)	(329,324)	(338,022)	(346,950)	(356,112)	(365,516)
Insurance	(227,350)	(232,696)	(238,397)	(244,239)	(250,100)	(256,104)	(262,871)	(269,815)	(276,940)	(284,254)
Interest	(182,649)	(114,103)	(120,056)	(126,476)	(113,014)	(105,742)	(99,333)	(92,522)	(85,280)	(77,579)
Other expenses	0	0	0	0	0	0	0	0	0	0
Operating Expenses	(3,127,803)	(3,137,862)	(3,232,157)	(3,325,307)	(3,399,101)	(3,482,697)	(3,578,459)	(3,676,004)	(3,776,395)	(3,896,347)
Net operating demand	708,647	830,420	884,272	926,586	1,009,286	1,099,178	1,163,956	1,263,264	1,369,526	1,457,313
Capital Transactions										
Non-operating grants/contributions	649,071	3,298,827	1,061,882	452,259	429,673	514,244	311,922	256,681	266,301	322,788
Proceeds from Sale of Non-Current Assets	1,800,000	84,439	10,486	91,678	55,003	3,661	157,986	11,868	0	31,382
Land	(400,000)	0	0	0	0	0	0	0	0	0
Capital Outlays on Property Plant & Equipment	(593,250)	(2,649,037)	(1,231,017)	(571,259)	(357,583)	(330,980)	(914,211)	(268,184)	(220,613)	(371,632)
Capital Outlays on Infrastructure	(1,118,648)	(1,920,436)	(895,593)	(811,444)	(804,746)	(821,833)	(707,362)	(664,241)	(702,223)	(786,469)
Net Capital	337,173	(1,186,207)	(1,054,242)	(838,766)	(677,653)	(634,908)	(1,151,665)	(663,876)	(656,535)	(803,931)
Reserve Transactions										
Transfers (to) Reserves	(41,000)	(48,700)	(163,200)	(59,000)	(165,300)	(376,740)	(223,613)	(476,109)	(582,471)	(610,682)
Transfers from Reserves	0	197,024	0	259,446	0	22,529	327,789	0	0	95,521
Net Transfers (to)/From Reserves	(41,000)	148,324	(163,200)	200,446	(165,300)	(354,211)	104,176	(476,109)	(582,471)	(515,161)
Debt Management										
Proceeds from New Debentures	0	350,000	500,000	0	0	0	0	0	0	0
Repayment of Debentures	(1,583,390)	(142,537)	(166,830)	(288,266)	(166,333)	(110,059)	(116,467)	(123,279)	(130,520)	(138,221)
Repayment of Finance Leases										
Net Debt	(1,583,390)	207,463	333,170	(288,266)	(166,333)	(110,059)	(116,467)	(123,279)	(130,520)	(138,221)
1 July Surplus/(Deficit)	578,570	0	0	0	0	0	0	0	0	0
LESS 30 June Surplus/(Deficit)	0	0	0	0	0	0	0	0	0	0
Budget (Deficit)/Surplus	578,570	0	0	0	0	0	0	0	0	0



Key Performance Indicators

OPERATING RESULTS	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Surplus Ratio										
Operating Surplus Ratio Base: .0% to .0% Advanced: greater than 15.0%	8.6%	9.4%	10.2%	10.2%	11.6%	13.3%	13.2%	15.0%	16.8%	17.9%
Gross Operating Surplus Ratio										
Gross Operating Surplus Ratio Base: .0% to 15.0% Advanced: greater than 15.0%	19.9%	49.3%	26.7%	16.6%	16.9%	19.1%	15.5%	15.7%	17.0%	18.4%
Funding Ratio										
Funding Ratio Base: 20.0% to 30.0% Advanced: greater than 30.0%	18.5%	20.9%	21.5%	21.8%	22.9%	24.0%	24.5%	25.6%	26.6%	27.2%
Own Source Revenue Coverage Ratio										
Own Source Revenue Coverage Ratio Base: 40% to 60% Advanced: greater than 60%	82.3%	82.2%	82.7%	82.4%	83.2%	84.3%	83.9%	85.1%	86.4%	87.1%

● meets base standard
 ● within small margin
 ● Base level not met
 ● not available

Operating Surplus Ratio - An indicator of the extent to which revenue raised not only covers operational expenses, but also provides for capital funding. (Operating revenue (excl capital grants & profit on sales) LESS operating expense (excl loss on sales) DIVIDED BY Own Source Revenue). Statutory KPI - Target is between 0% and 15%

Gross Operating Surplus Ratio - An indicator of the extent to which all revenue raised not only covers operational expenses, but also provides for capital funding. (Operating revenue (including capital grants & profit on sales) LESS operating expense (including loss on sales) DIVIDED BY Operating Revenue). Statutory KPI - Target is between 0% and 15%

Funding Ratio - operating revenue minus operating expense divided by local government revenues. Base: 20% to 30% Advanced: greater than 30.0%. *Meets advanced level*

Own source revenue coverage ratio - means the ratio determined by dividing own source operating revenue by operating expense. Statutory KPI - Target has yet to be determined. Base: 40% to 60% Advanced: greater than 60%.



2.3.3 Capital Outlays

Asset Class	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Land	400,000	0	0	0	0	0	0	0	0	0
Buildings	505,750	2,298,501	1,113,027	121,295	129,833	144,411	130,980	152,462	144,403	160,959
Furniture and equipment	37,500	31,203	25,716	43,515	22,039	22,580	83,900	12,473	29,925	19,380
Plant and Equipment	50,000	319,333	92,274	406,449	205,711	163,989	699,331	103,249	46,285	191,293
Road Infrastructure	998,648	779,180	807,813	726,227	694,742	719,762	595,991	555,060	577,050	669,667
Pathways/Cycleways	110,000	51,763	53,665	55,637	57,641	59,717	62,082	64,542	67,099	69,757
Recreation/Parks Infrastructure	5,000	69,019	13,113	8,057	30,318	19,768	26,092	20,818	33,612	21,924
Other Infrastructure	5,000	1,020,474	21,002	21,523	22,045	22,586	23,197	23,821	24,462	25,121
Total	2,111,898	4,569,473	2,126,610	1,382,703	1,162,329	1,152,813	1,621,573	932,425	922,836	1,158,101
OUTLAYS	-	-	-	-	-	-	-	-	-	-
OUTLAYS - New	425,250	2,138,465	11,782	12,202	12,628	15,613	16,296	14,095	14,638	15,202
OUTLAYS - Upgrade/improvement	573,000	1,263,410	1,108,154	116,805	120,237	146,682	149,999	137,908	130,105	140,655
OUTLAYS - Renewal/Replace	1,113,648	1,167,598	1,006,674	1,253,696	1,029,464	990,518	1,455,278	780,422	778,093	1,002,244
Total	2,111,898	4,569,473	2,126,610	1,382,703	1,162,329	1,152,813	1,621,573	932,425	922,836	1,158,101
FUNDING	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Road Grants	614,071	351,279	364,188	414,660	391,171	405,258	248,330	215,144	223,667	279,028
Grants Funds	0	2,311,725	660,994	0	0	69,560	23,124	0	0	0
Asset Sale	1,800,000	0	0	0	0	0	0	0	0	0
Trade-in	0	84,439	10,486	91,678	55,003	3,661	157,986	11,868	0	31,382
Other Contributions	35,000	635,823	36,700	37,599	38,502	39,426	40,468	41,537	42,634	43,760
Reserve Funds	0	197,024	0	259,446	0	22,529	327,789	0	0	95,521
Loan Funding	0	350,000	500,000	0	0	0	0	0	0	0
Rates/General Funds	(337,173)	639,183	554,242	579,320	677,653	612,379	823,876	663,876	656,535	708,410
Total	2,111,898	4,569,473	2,126,610	1,382,703	1,162,329	1,152,813	1,621,573	932,425	922,836	1,158,101



Key Performance Indicators

Key Performance Indicator Calculation	Standards	Current Performance	Standard Achieved
Asset consumption ratio (ACR) <i>Depreciated replacement cost of assets (written down value) divided by current replacement costs of depreciable assets. Expressed as a percentage.</i>	Standard is not met if ratio data cannot be identified or ratio is less than 50%. Basic standard is met if ratio data can be identified and ratio is 50% or greater. Advanced standard is met if this ratio is between 60% and 75%.	64%	Yes
<i>This shows the written down current value of the Shire's depreciable assets relative to their 'as new' value in up to date prices. The ratio highlights the aged condition of the stock of physical assets.</i>			
Asset sustainability ratio (ASR) <i>Capital expenditure on replacement or renewal of assets divided by the depreciation expense. Expressed as a percentage.</i>	Standard is not met if ratio data cannot be identified or ratio is less than 90%. Basic standard is met if ratio data can be calculated and ratio is 90% or greater. Advanced standard is met if this ratio is between 90% and 110%	188%	Yes
<i>This measures the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives.</i>			
Asset renewal funding ratio <i>Net present value of planned capital expenditure based on current Departmental guidance on renewals over ten years divided by the net present value of the required capital expenditures on renewals over the same period</i>	Standard is not met if ratio data cannot be identified or ratio is less than 75%. Basic standard is met if ratio data can be identified and ratio is between 75% and 95%. Advanced standard is met if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.	89%	Yes
<i>This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without: - additional operating income; or - reductions in operating expenses; or - an increase in net financial liabilities above that currently projected.</i>			

Key Performance Indicator Data and Calculation*	Standards	Current Performance	Standard Achieved
Operating surplus ratio <i>Net operating surplus, divided by own source operating revenue, expressed as a percentage.</i>	Standard is not met if the operating surplus ratio is 0% Basic standard is met if the operating surplus ratio is between 0% and 15%. Advanced standard is met if the operating surplus ratio is greater than 15%	12.9%	Yes
<i>This is an indicator of the extent to which revenues raised cover operational expenses only or available for capital funding purposes.</i>			
<i>This is an indicator of the extent to which revenues raised cover operational expenses only or available for capital funding purposes.</i>			
Current ratio or working capital ratio <i>Current assets divided by current liabilities.</i>	Standard is not met if this ratio is any value lower than 100% Basic standard is met if the ratio is equal to an expression of 100%	77.9%	Yes
<i>This is a modified commercial ratio designed to focus on the liquidity position of a local government that has arisen from past years transaction.</i>			
Debt service cover ratio <i>Annual operating surplus before interest and depreciation divided by annual debt service payments (both principal and interest).</i>	Standard is not met if this ratio is lower than 2. Basic standard is met if this ratio is greater than or equal to 2. Advanced standard is met at a higher level if this ratio is greater than 5.	3	Yes
<i>Also known as 'debt coverage ratio', this is the ratio of cash available for debt servicing to interest, principal and lease payments.</i>			

*Based on 10 year average



2.3.4 Statement of Financial Position

	Ref	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current Assets		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash & Investments		1,277,073	1,128,749	1,291,949	1,091,503	1,256,803	1,611,014	1,506,838	1,982,947	2,565,418	3,080,579
Trade and Other Receivables		225,194	241,963	207,502	243,859	205,503	245,969	203,277	248,316	200,800	250,929
Inventories		39,000	40,360	37,566	40,513	37,403	40,684	37,223	40,875	37,022	41,087
Total Current Assets		1,541,267	1,411,072	1,537,017	1,375,875	1,499,709	1,897,667	1,747,338	2,272,138	2,803,240	3,372,595
Current Liabilities											
Trade and Other Payables		275,341	293,470	256,215	295,519	254,053	297,800	251,647	300,338	248,969	303,163
Provisions		249,923	249,923	249,923	249,923	249,923	249,923	249,923	249,923	249,923	249,923
Borrowings (current)		142,537	166,830	288,266	166,333	110,059	116,467	123,279	130,520	138,221	146,414
Total Current Liabilities		667,801	710,223	794,404	711,775	614,035	664,190	624,849	680,781	637,113	699,500
Net Current Assets/(Current Liabilities)		873,466	700,849	742,613	664,100	885,674	1,233,477	1,122,489	1,591,357	2,166,127	2,673,095
Non-Current Assets											
Receivables		37,483	37,483	37,483	37,483	37,483	37,483	37,483	37,483	37,483	37,483
Total		37,483	37,483	37,483	37,483	37,483	37,483	37,483	37,483	37,483	37,483
Property, Plant, Equipment Infrastructure											
Property Plant and Equipment		19,200,176	21,586,074	22,634,305	22,933,186	23,064,366	23,176,785	23,678,110	23,676,126	23,634,839	23,694,889
Infrastructure		36,107,798	37,659,934	38,164,727	38,559,371	38,915,817	39,314,850	39,586,112	39,803,553	40,051,576	40,382,045
Total		55,307,974	59,246,008	60,799,032	61,492,557	61,980,183	62,491,635	63,264,222	63,479,679	63,686,415	64,076,934
Total Assets		56,886,724	60,694,563	62,373,532	62,905,915	63,517,375	64,426,785	65,049,043	65,789,300	66,527,138	67,487,012
Non-Current Liabilities											
Provisions		40,717	40,717	40,717	40,717	40,717	40,717	40,717	40,717	40,717	40,717
Long Term Borrowings		1,278,401	1,461,571	1,673,305	1,506,972	1,396,913	1,280,446	1,157,167	1,026,647	888,426	742,012
Total Non-Current Liabilities		1,319,118	1,502,288	1,714,022	1,547,689	1,437,630	1,321,163	1,197,884	1,067,364	929,143	782,729
Net Assets		54,899,805	58,482,052	59,865,106	60,646,451	61,465,710	62,441,432	63,226,310	64,041,155	64,960,882	66,004,783
Equity											
Accumulated Surplus		24,080,707	27,811,278	29,031,132	30,012,923	30,666,882	31,288,393	32,177,447	32,516,183	32,853,439	33,382,179
Cash Backed Reserves		1,137,303	988,979	1,152,179	951,733	1,117,033	1,471,244	1,367,068	1,843,177	2,425,648	2,940,809
Asset Revaluation Reserve		29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795
Total Equity		54,899,805	58,482,052	59,865,106	60,646,451	61,465,710	62,441,432	63,226,310	64,041,155	64,960,882	66,004,783



2.3.5 Statement of Equity

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Accumulated Funds										
Balance as at 1 July	23,214,996	24,080,707	27,811,278	29,031,132	30,012,923	30,666,882	31,288,393	32,177,447	32,516,183	32,853,439
Net Result	906,711	3,582,247	1,383,054	781,345	819,259	975,722	784,878	814,845	919,727	1,043,901
Reserve Transfers	(41,000)	148,324	(163,200)	200,446	(165,300)	(354,211)	104,176	(476,109)	(582,471)	(515,161)
Balance as at 30 June	24,080,707	27,811,278	29,031,132	30,012,923	30,666,882	31,288,393	32,177,447	32,516,183	32,853,439	33,382,179
Cash Backed Reserves										
Balance as at 1 July	1,096,303	1,137,303	988,979	1,152,179	951,733	1,117,033	1,471,244	1,367,068	1,843,177	2,425,648
Interest	41,000	44,700	54,200	45,000	52,800	71,700	67,700	91,300	120,400	146,100
Transfers to	0	4,000	109,000	14,000	112,500	305,040	155,913	384,809	462,071	464,582
Funds Utilised	0	(197,024)	0	(259,446)	0	(22,529)	(327,789)	0	0	(95,521)
Balance as at 30 June	1,137,303	988,979	1,152,179	951,733	1,117,033	1,471,244	1,367,068	1,843,177	2,425,648	2,940,809
Revaluation Reserves										
Balance as at 1 July	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795
Increase valuations	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795	29,681,795
Total Equity	54,899,805	58,482,052	59,865,106	60,646,451	61,465,710	62,441,432	63,226,310	64,041,155	64,960,882	66,004,783

Key Performance Indicators

BALANCE SHEET	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Current Ratio										
Current Ratio	74.6%	73.0%	58.7%	74.9%	83.0%	84.7%	83.4%	85.3%	83.9%	85.9%
Base: 100% or greater.	●	●	●	●	●	●	●	●	●	●
Current Asset Ratio (excl debt/employee provn)										
Current Asset Ratio (excl debt/employee provn)	146.7%	143.8%	150.2%	143.5%	150.6%	143.2%	151.1%	142.8%	151.7%	142.4%
Base: 100% or greater.	●	●	●	●	●	●	●	●	●	●
Current Asset Ratio (to meet Liabilities)										
Current Asset Ratio (to meet Liabilities)	70.5%	57.1%	55.1%	53.7%	64.8%	86.6%	85.6%	118.7%	165.7%	212.8%
Base: 100% or greater.	●	●	●	●	●	●	●	●	●	●

● meets base standard ● within small margin ● Base level not met ● not available

Current Ratio - A measure of a Shire's liquidity and its ability to meet its short term financial obligations from unrestricted current assets. (Current assets LESS restricted assets DIVIDED BY Current liabilities LESS liabilities associated with restricted assets). Statutory KPI - Target is greater than or equal to 1:1.

Current Ratio (adjusted for Debt) – adjusted ratio for future principal repayments included in the following years budget. Target is greater than or equal to 1:1.

Current Asset Ratio (to meet Liabilities) – Level of unrestricted current assets (excluding Reserves for grants, specified area rates, service charges etc) to meet current liabilities and non-liabilities for employee entitlements and long term debt. Target is greater than or equal to 1:1.



2.3.6 Statement of Cash Flows

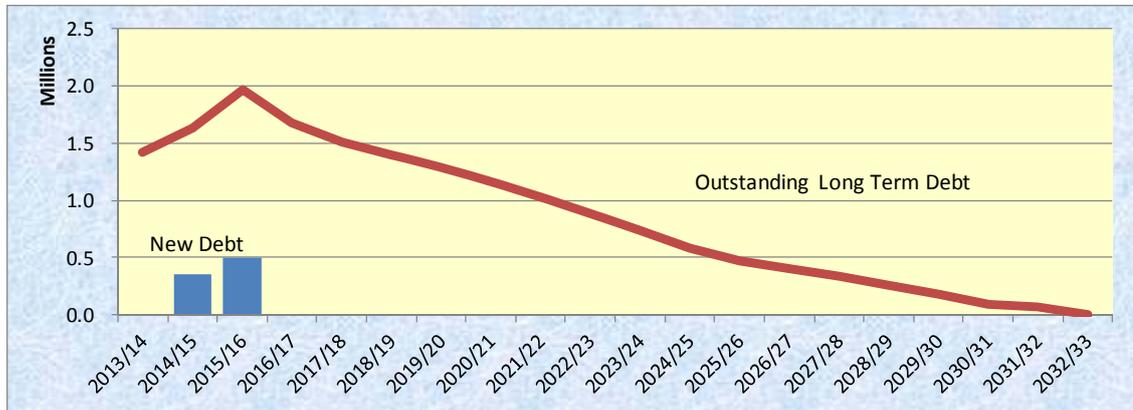
Ref	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Cash Flows From Operating Activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Receipts										
Rate revenue	1,655,007	1,718,643	1,780,178	1,854,086	1,918,601	1,998,089	2,067,545	2,154,932	2,230,373	2,323,949
Operating grants/subsidies/contributions	902,838	937,625	976,630	1,019,119	1,063,232	1,109,253	1,158,413	1,209,813	1,263,545	1,319,706
Fees and Charges	1,172,105	1,183,241	1,269,820	1,225,957	1,339,663	1,288,240	1,416,010	1,360,105	1,500,207	1,435,818
Interest earnings	65,000	69,527	79,403	70,282	78,161	97,388	93,557	117,236	146,415	172,171
Goods and Services Tax	127,440	128,860	137,750	134,120	145,030	140,800	153,280	148,690	162,270	158,620
Other Revenue	41,500	42,477	44,859	46,092	47,086	48,439	49,582	52,143	52,897	51,887
	3,963,890	4,080,373	4,288,640	4,349,656	4,591,773	4,682,209	4,938,387	5,042,919	5,355,707	5,462,151
Payments										
Employee costs	(1,670,778)	(1,718,399)	(1,769,091)	(1,821,278)	(1,874,113)	(1,928,484)	(1,989,058)	(2,051,539)	(2,115,980)	(2,182,444)
Material and Contracts	(754,676)	(756,674)	(832,523)	(782,893)	(878,627)	(822,577)	(931,867)	(870,139)	(989,599)	(936,425)
Utilities (gas elect water)	(292,350)	(299,221)	(306,551)	(314,064)	(321,603)	(329,324)	(338,022)	(346,950)	(356,112)	(365,516)
Insurance	(227,350)	(232,696)	(238,397)	(244,239)	(250,100)	(256,104)	(262,871)	(269,815)	(276,940)	(284,254)
Interest	(182,649)	(114,103)	(120,056)	(126,476)	(113,014)	(105,742)	(99,333)	(92,522)	(85,280)	(77,579)
Goods and Services Tax	(127,440)	(128,860)	(137,750)	(134,120)	(145,030)	(140,800)	(153,280)	(148,690)	(162,270)	(158,620)
	(3,255,243)	(3,249,953)	(3,404,368)	(3,423,070)	(3,582,487)	(3,583,031)	(3,774,431)	(3,779,655)	(3,986,181)	(4,004,838)
Net Cash from Operating Activities	708,647	830,420	884,272	926,586	1,009,286	1,099,178	1,163,956	1,263,264	1,369,526	1,457,313
Cash Flows from Investing Activities										
Payments for										
Land	(400,000)	0	0	0	0	0	0	0	0	0
Property, Plant & Equipment	(593,250)	(2,649,037)	(1,231,017)	(571,259)	(357,583)	(330,980)	(914,211)	(268,184)	(220,613)	(371,632)
Infrastructure	(1,118,648)	(1,920,436)	(895,593)	(811,444)	(804,746)	(821,833)	(707,362)	(664,241)	(702,223)	(786,469)
Proceeds from										
Non Operating Subsidies and Contributions	649,071	3,298,827	1,061,882	452,259	429,673	514,244	311,922	256,681	266,301	322,788
Disposal of assets	1,800,000	84,439	10,486	91,678	55,003	3,661	157,986	11,868	0	31,382
Net Cash Provided By (Used In) Investing Activities	337,173	(1,186,207)	(1,054,242)	(838,766)	(677,653)	(634,908)	(1,151,665)	(663,876)	(656,535)	(803,931)
Cash Flows from Financing Activities										
Proceeds from New Debentures	0	350,000	500,000	0	0	0	0	0	0	0
Repayment of Debentures	(1,583,390)	(142,537)	(166,830)	(288,266)	(166,333)	(110,059)	(116,467)	(123,279)	(130,520)	(138,221)
Repayment of Finance Leases	0	0	0	0	0	0	0	0	0	0
Net Cash Provided By (Used In) Financing Activities	(1,583,390)	207,463	333,170	(288,266)	(166,333)	(110,059)	(116,467)	(123,279)	(130,520)	(138,221)
<i>Net Increase (Decrease) in Cash Held</i>	(537,570)	(148,324)	163,200	(200,446)	165,300	354,211	(104,176)	476,109	582,471	515,161
Cash at Beginning of Year	1,814,643	1,277,073	1,128,749	1,291,949	1,091,503	1,256,803	1,611,014	1,506,838	1,982,947	2,565,418
at the End of the Year	1,277,073	1,128,749	1,291,949	1,091,503	1,256,803	1,611,014	1,506,838	1,982,947	2,565,418	3,080,579



2.4 Debt Management

The use of long-term borrowings is strongly influenced by the competing needs of building new community assets, upgrading infrastructure assets, investment decisions and funding growth projects where insufficient funds are accumulated to meet the capital outlays.

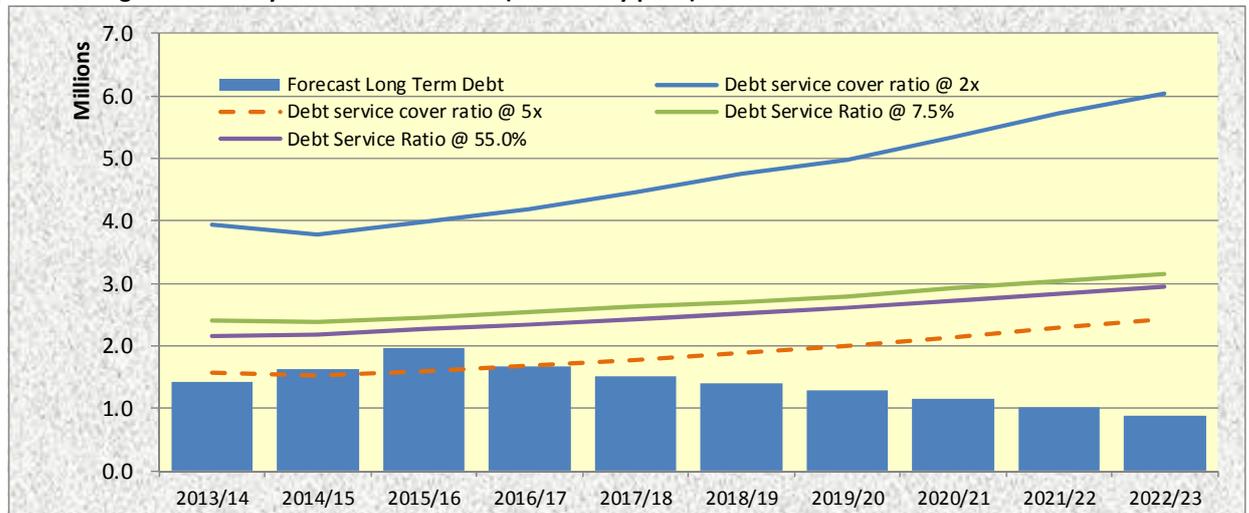
New Debt and Long Term Debt balance (Indexed by price)



Information Source : Long Term Financial Plan forecasts

The Shire has low levels of debt and has the capacity to use debt funding in future for large non-recurrent capital works projects that will deliver economic benefits to future generations.

Debt Ceiling based on key Financial Indicators (Indexed by price)



Information Source : Long Term Financial Plan forecasts, DLG Guidelines, Advisory Standards

The Shire does not exceed the borrowing thresholds applied to the local government industry. This plan will see the Shire's debt peak in 2015/16. All key financial indicators relating to debt continue to be positive.

The Plan has provided for new loan borrowing to upgrade staff housing. If government grants are not forthcoming then the Shire has "unused" capacity to leverage the projects.



Key Performance Indicators

DEBT MANAGEMENT	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Debt Service Cover Ratio Debt Service Cover Ratio Base: 2 or greater. Advanced: greater than 5.	0.5	3.7	3.5	2.5	4.0	5.6	5.9	6.3	6.7	7.1
Debt service cost/LG Revenue Debt service cost/LG Revenue Target: Q1: < 1.3% Q2: 1.3% - 3.3% Q3: 3.3% - 5.6% Q4: > 5.6%	46.0%	6.5%	7.0%	9.8%	6.3%	4.7%	4.6%	4.4%	4.2%	4.0%
Outstanding Debt/LG Revenues Outstanding Debt/LG Revenues Target: Q1: < 6.8% Q2: 6.8% - 16.2% Q3: 16.2% - 28.6% Q4: > 28.6%	37.0%	41.0%	47.7%	39.4%	34.2%	30.5%	27.0%	23.4%	20.0%	16.6%
Debt Service Ratio Debt Service Ratio Target: less than 7.5%. Marginal: 7.5% to 10.0%.	45.2%	6.5%	7.0%	9.8%	6.3%	4.7%	4.6%	4.4%	4.2%	4.0%
Gross debt/Revenue Gross debt/Revenue Target: less than 55%. Marginal: 55% to 60%.	36.4%	41.0%	47.7%	39.4%	34.2%	30.5%	27.0%	23.4%	20.0%	16.6%

● meets base standard
 ● within small margin
 ● Base level not met
 ● not available

Debt service cover ratio - An indicator of a Shire's ability to generate sufficient cash to cover its debt payments. (Operating Revenue LESS Operating Expenses (excl depreciation and interest) DIVIDED BY Debt Service Costs (principal and interest)).
Statutory KPI - Target is greater than or equal to 2

Debt Service Costs/ LG Revenue - Percentage of LG Revenue applied to repay debt interest and principal. (Total Interest and Principal Costs DIVIDED BY LG Revenue)

Debt / LG Revenue - Proportion of LG Revenue provided as security for debt (section 6.20 Local Government Act WA 1996). (Current and Non-current Borrowings (Ex overdraft) DIVIDED BY LG Revenue)

LG Revenue - The core revenues of a local government consist of ordinary revenue less capital grants, profit on disposal of assets and abnormal items.

Debt Service Ratio - (previous Fin Reg 50) - Measures debt services costs against available operating revenue (Debt service costs DIVIDED BY available operating revenue)

Gross Debt/Revenue - (previous Fin Reg 50) Gross Debt (borrowings + overdraft) as a percentage of total revenue. (Gross Debt (borrowings + overdraft) DIVIDED BY Total revenue (Operating Revenue LESS specific purpose grants)).



2.5 Cash Reserves

Cash Reserves are also maintained by the Shire to ease the impact of future capital expenditures in any one year. The principal capital purpose cash reserves are:

Long Service Leave Reserve - to be used to fund long service leave requirements.

Mortlock Lodge Reserve - to be used for maintenance and improvements to the Mortlock Retirement Units.

Office Equipment Reserve - to be used for the purchase of new office equipment.

Plant Replacement Reserve - to be used for the future replacement of plant.

Sanitation Reserve - to be used to maintain and improve sanitation services to the community.

Sport & Recreation Reserve - to be used for the upgrading and improvements to sporting and recreational facilities within the Shire.

Staff Housing Reserve - to be used for the maintenance, upgrading and construction of new housing for Council's employees or public rental housing.

Streetscape Reserve - to be used for the maintenance and improvements of roads & streets within the municipality.

Aged Care Reserve - to be utilised to provide for the needs of the aged.

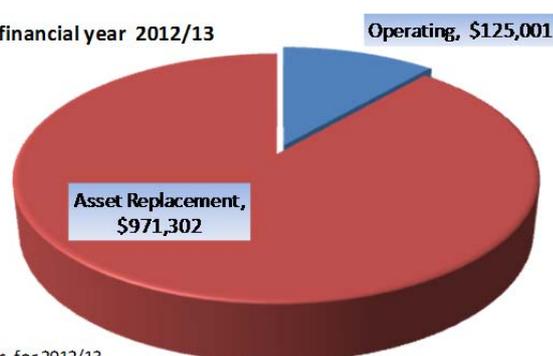
Vehicle Reserve - to be used for the purchase of motor vehicles and utilities if at a future date council ceases to lease the same.

Community Bus Reserve - to be used to fund the purchase of a new community bus.

Sewerage Reserve - to be used to maintain and upgrade the sewerage scheme in the Goomalling townsite.

LCDC Reserve - to be used to fund Landcare Activities

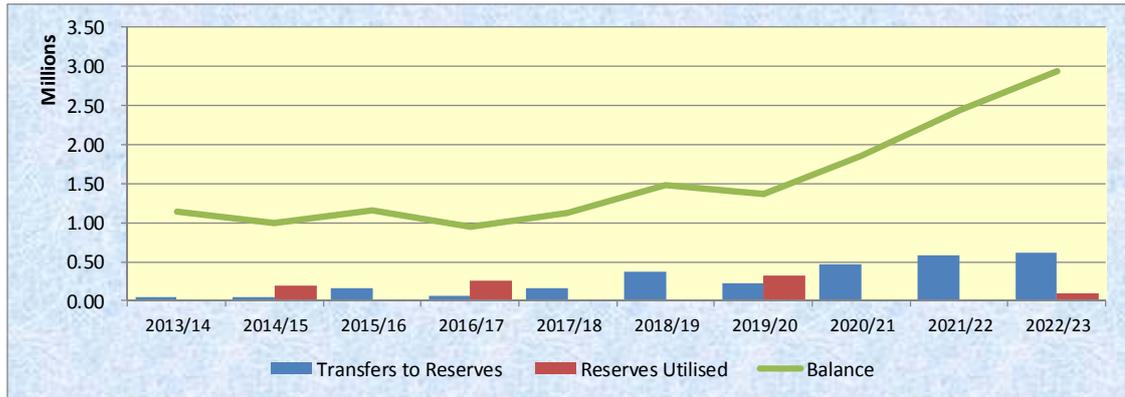
Reserve **accounts** for the financial year 2012/13



Information Source : Forecasts for 2012/13



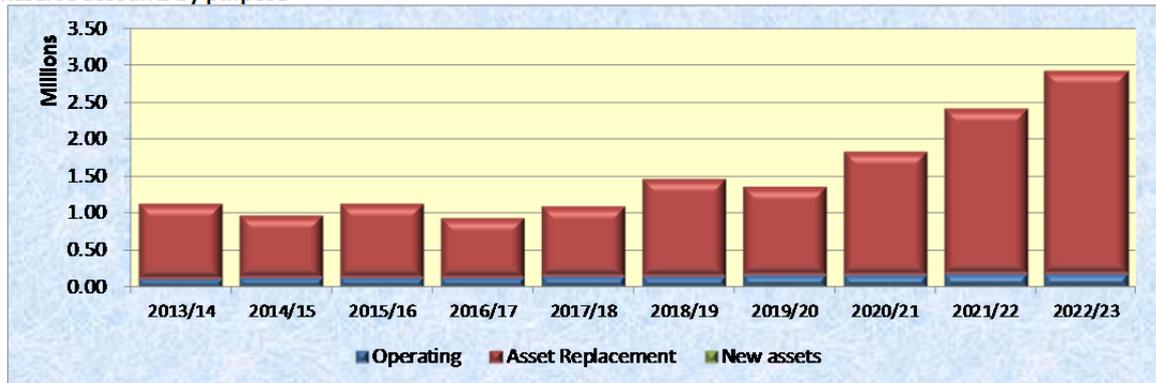
Reserve accounts - transfers and balances



Information Source : Long Term Financial Plan forecasts

Reserve accounts are used to support the construction, operation and/or development of community assets and services. As the growth in the operating revenue base provides net revenue in the years 2017 onwards the reserves are utilised to accumulate funds for major capital refurbishment and replacement.

Reserve accounts by purpose



Information Source : Long Term Financial Plan forecasts

2.6 Scenario modelling and sensitivity analysis

Risk Assessment

The Shire has ensured that effective risk management practices across Council are aligned within a common framework. Councils Risk Management Strategy positions risk management as a critical driver of process and is supported by values that are practiced by all staff.

The Council’s Risk Management Policy (7.6) covers all the operations of the organisation including corporate governance, strategic Planning, Internal and External Communications, Information Technology, Resource Management Financial and human resources as well as operational risks such as legal compliance, business risks, Tenders and contract management, Project Management, Asset Management, Infrastructure Management and Emergency Preparedness and Response.



The purpose of risk management is to develop a culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. It also is designed to reduce the potential costs of risk by reducing liability, preventing litigation and improving loss control.

Risk management is a key process in developing the strategic direction of the organisation.

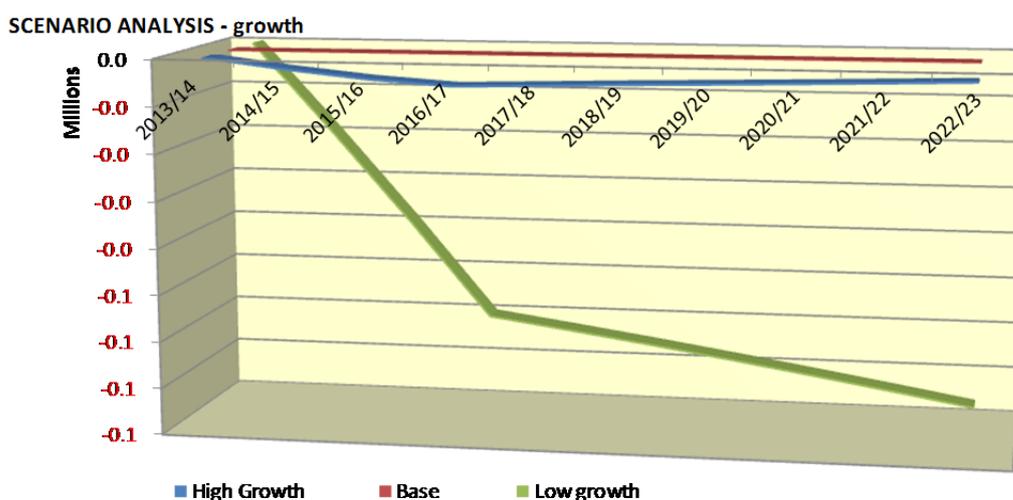
The key drivers for risk management are Management's responsibility for due diligence as good corporate governance practice and the due diligence requirements by the insurance industry which impacts on the cost of insurance.

The policy provides a holistic, strategic and comprehensive approach to risk management that integrates the risk management activities across the Council and further positions risk management as a critical driver of our internal processes.

The Shire's activities are exposed to a funding risk and some projects will be conditional on to the ability to secure grants and contributions from other parties. These risks have been considered in preparing the Long Term Financial Plan. The Asset Management Plan also identifies assets that are critical to the Shire's operations and outline specific risk management strategies for these assets.

Scenario Modelling

Scenario modelling has been considered to determine the level of flexibility in the Long Term Financial Plan to enable alternative considerations to be made to meet community expectations should variations occur in a range of factors or assumptions. Based on the small increase in terms of growth, issues driven by high growth are not considered as reasonable. A decline in population will have a negative impact on the outcomes of this plan.



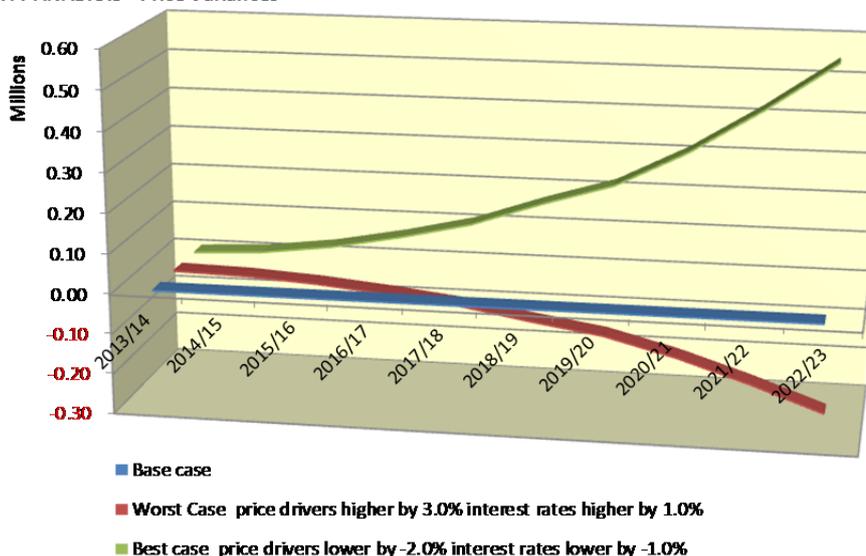
Sensitivity Analysis

Analysis of the plan outcomes have been modelled for high and low changes to key price drivers such as CPI estimates, employee cost increments, interest rates, annual rate increases etc.



The following graph shows the impact of beneficial and negative changes compared to the current plan. The results are for the overall plan surplus or deficit for each financial year.

SENSITIVITY ANALYSIS - Price Variances



This plan is sensitive to price movements. The current low inflation and interest rates means the capacity of price and interest drivers is greater on the upward movement. Rapid upward movements create a financial risk to the Shire and the projects in this plan.

2.7 Implementation and Review of the Long Term Financial Plan

The Council will consider the content of the Long Term Financial Plan when preparing the Annual Budget for 2013/14 and subsequent years, and it is expected that adopted budgets will be closely aligned with the proposals in the Long Term Financial Plan and assumptions underpinning this.

Some minor reviews of the Long Term Financial Plan will occur each year as budgets are prepared to account for performance information and changing circumstances. However, a detailed desktop review is planned for 2015 and a full review will be undertaken in 2017 in conjunction with formal reviews of the Strategic Community Plan.

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



ATTACHMENTS AND SUPPORTING DOCUMENTS



2.8 ATTACHMENT 1 - Glossary

Accounting Standard Framework for the Preparation and Presentation of Financial Statements

Annual operating surplus before interest and depreciation means operating revenue minus net operating expense; ¹

Asset consumption ratio means the ratio determined as follows —

$$\frac{\text{depreciated replacement cost of assets}}{\text{current replacement cost of depreciable assets};^1}$$

Asset renewal funding ratio means the ratio determined as follows —

$$\frac{\text{NPV of planned capital renewals over 10 years}}{\text{NPV of required capital expenditure over 10 years};^1}$$

Asset sustainability ratio means the ratio determined as follows —

$$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation expense};^1}$$

Building Construction Index - Building construction for WA (411) ABS Publication 6427.0 Producer Price Indexes, Australia

Capital Grants/Contributions - Payments made to, or "revenues" received for the specified purpose of acquiring, constructing non-current assets. These can be provided by way of grants from governments or contributions from the private sector.

Capital renewal and replacement expenditure means expenditure to renew or replace existing assets ¹

CPI – Aust - Consumer Price Index for All Capital Cities in ABS Publication - Catalogue No 6401.0

CPI – Perth - Consumer Price Index for Perth in ABS Publication - Catalogue No 6401.0

Current assets means the total current assets as shown in the balance sheet; ¹

Current liabilities means the total current liabilities as shown in the balance sheet; ¹

Current ratio means the ratio determined as follows —

$$\frac{(\text{current assets minus restricted assets})}{(\text{current liabilities minus liabilities associated with restricted assets});^1}$$



Current replacement cost of depreciable assets means the cost of replacing assets at current prices;¹

Debt service cover ratio means the ratio determined as follows —

annual operating surplus before interest and depreciation principal and interest
principal and interest

Depreciable assets has the meaning given in the AAS;¹

Depreciable amount is the cost of an asset, or other amount substituted for cost, less its residual value. Accounting Standard AASB 116 Property, Plant and Equipment

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Accounting Standard AASB 116 Property, Plant and Equipment

The depreciation method used shall reflect the pattern in which the asset's future economic benefits are expected to be consumed by the entity. Accounting Standard AASB 116.60 Property, Plant and Equipment

Depreciated replacement cost of assets has the meaning given in the AAS;¹

Depreciation expense has the meaning given in the AAS;¹

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction. Accounting Standard AASB 116 Property, Plant and Equipment

Financial Sustainability

“Financial sustainability’ therefore can be taken to address whether we can sustain the current practices in financial or economic terms. For Local Government, financial sustainability poses the question: Can we continue the sort of revenue and expenditure patterns of recent years while maintaining the levels of service expected by the community?”

LGA South Australia 'Financial Sustainability' Information Paper- June 2007 Re-issued

“The financial sustainability of a council is determined by its ability to manage expected financial requirements and financial risks and shocks over the long term without the use of disruptive revenue or expenditure measures; which is determined by:

- healthy finances in the current period and long term outlook based on continuation of the council's present spending and funding policies and given likely economic and demographic developments, and
- ensuring infrastructure renewals/replacement expenditure matches forward looking asset management plan expenditure needs.”

ALGA - National financial sustainability study of local government (PwC Report)

“A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards as prioritised through community



engagement and consultation are met without unplanned increases in rates and charges or disruptive cuts to services.”

LOCAL GOVERNMENT AND PLANNING MINISTERS' COUNCIL Local Government Financial Sustainability Nationally Consistent Frameworks Framework 1 CRITERIA FOR ASSESSING FINANCIAL SUSTAINABILITY March 2007

General purpose financial statements (referred to as ‘financial statements’) are those intended to meet the needs of users who are not in a position to require an entity to prepare reports tailored to their particular information needs. Accounting Standard AASB 101 Presentation of Financial Statements

General Funds - As defined in Section 6.21 of the Local Government Act 1995 being: general funds means the revenue or income from - (a) general rates; (b) Government grants which were not given to the local government for a specific purpose; and(c) such other sources as are prescribed.

Gross Domestic Product (GDP) - Economic trend series as shown in the Australian Bureau of Statistics Publication 5206.0 - Australian National Accounts: National Income, Expenditure and Product

Gross Operating Ratio - Gross operating surplus divided by LG revenue

Gross Operating Surplus Ratio - Profit/Loss from normal operations divided by Operating revenues from normal operations

Gross State Product - Table 1. Gross State Product, Chain volume measures and current prices

Income Statement - General purpose financial statements prepared in accordance with the Australian equivalents to International Financial Reporting Standards, issued by the Australian Accounting Standards Board. Previously referred to as Statement of Financial Performance or Operating Statement or Profit and Loss Statement.

LG Revenue - Local Government Revenue - Rates, Grants Commission grants, fees and charges and interest earnings as reported in the income statement.

Liabilities associated with restricted assets means the lesser value of a current liability or the cash component of restricted assets held to fund that liability;¹

Net interest expense means interest expense less interest received from self-supporting loans;¹

Net operating expense means operating expense excluding net interest expense and depreciation expense;¹

NPV means net present value;¹

Operating expense means the expense that is operating expense for the purposes of the AAS, including net interest expense and depreciation expense;¹



Operating revenue means the revenue that is operating revenue for the purposes of the AAS, excluding —

- (a) grants for the development or acquisition of assets; and
- (b) contributions for the development or acquisition of assets; and
- (c) other comprehensive income;¹

Operating surplus ratio means the ratio determined as follows —

$$\frac{\text{operating revenue minus operating expense}}{\text{own source operating revenue};^1}$$

Other comprehensive income has the meaning given in the AAS; ¹

Other comprehensive income comprises items of income and expense (including reclassification adjustments) that are not recognised in profit or loss as required or permitted by other Australian Accounting Standards.

101.7 Presentation of Financial Statements

Accounting Standard AASB

The components of other comprehensive income include:

- (a) changes in revaluation surplus (see AASB 116 Property, Plant and Equipment and AASB 138 Intangible Assets);
- (b) actuarial gains and losses on defined benefit plans recognised in accordance with paragraph 93A of AASB 119 Employee Benefits;
- (c) gains and losses arising from translating the financial statements of a foreign operation (see AASB 121 The Effects of Changes in Foreign Exchange Rates);
- (d) gains and losses on remeasuring available-for-sale financial assets (see AASB 139 Financial Instruments: Recognition and Measurement); and
- (e) the effective portion of gains and losses on hedging instruments in a cash flow hedge (see AASB 139).

Own source operating revenue means revenue from rates and service charges, fees and user charges, reimbursements and recoveries, interest income and profit on disposal of assets; ¹

Own source revenue coverage ratio means the ratio determined as follows —

$$\frac{\text{(f) own source operating revenue}}{\text{(g) operating expense};^1}$$

Planned capital renewals means capital renewal and replacement expenditure as estimated in the long-term financial plan; ¹

Principal and interest means all principal and interest expenses for borrowings under section 6.20 ¹

Required capital expenditure means capital renewal and replacement expenditure as estimated in the asset management plan; ¹



Road/Bridge Construction Index - Road and bridge construction index for WA. (4121)
ABS Publication 6427.0 Producer Price Indexes, Australia

Self-supporting loans means money borrowed for a work or undertaking in respect to which persons or organisations are required to repay all or part of the principal or interest.¹

¹ **Local Government (Financial Management) Regulations 1996** [Regulation 50 amended in Gazette 20 Jun 1997 p. 2842; 31 Mar 2005 p. 1051-2; 20 Jun 2008 p. 2726; 20 Apr 2012 p. 1701-4.]



2.9 ATTACHMENT 2 – Detailed Capital Works Program

Project Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
MEMBERS OF COUNCIL										
Council Chambers										
Minor Furniture/equipment	2,500	10,235	0	0	0	0	11,562	0	0	0
ADMINISTRATION										
Administration Office										
Air-conditioning refurbishment	0	0	0	0	0	25,431	15,675	0	0	0
Building upgrade	16,000	0	0	0	0	0	0	0	0	0
Furniture/equipment replacement	5,000	2,559	2,621	2,686	2,750	2,816	2,891	2,967	3,045	3,126
Minor IT hardware/software	0	0	0	26,857	0	0	28,906	0	0	0
FIRE PREVENTION										
Plant and equipment										
2004 Isuzu Truck +	0	0	0	0	0	73,221	0	0	0	0
ANIMAL CONTROL										
Dog Control										
Plant and Equipment	0	0	1,048	0	0	1,129	0	0	1,215	0
OTHER HEALTH										
Doctor's Residence										
Dwelling - 13 High Street	0	5,119	0	5,384	0	5,651	0	5,962	0	6,290
Doctor's Surgery										
Furniture and equipment	10,000	0	5,253	0	5,515	0	5,805	0	6,124	0
AGED & DISABLED - SENIOR CITIZENS CENTRES										
Senior Citizen's Centre										
Building Upgrade	6,000	0	0	0	5,515	0	0	5,962	0	0
OTHER WELFARE										
CWA Building										
Building Improvements	0	0	5,253	0	0	5,651	0	0	6,124	6,290
STAFF HOUSING										
Staff Housing										
Building Improvements	0	15,356	15,759	16,152	16,545	16,954	17,416	17,887	18,371	18,870
Duplex - 60A & 60B Forrest Street (Lot 401)	15,000	0	0	0	0	0	0	0	0	0
OTHER HOUSING										
Other housing										
Building Improvements	0	0	15,759	16,152	16,545	16,954	17,416	17,887	18,371	18,870
32B Eaton St Chalet - furniture	0	0	0	0	0	0	3,483	0	0	0
Dwelling - Lots 601,602,603 Throssell St 2 x 2 Unit:	10,000	0	0	0	0	0	0	0	0	0
New Units (4x2)	0	1,064,715	0	0	0	0	0	0	0	0
Youth Housing										
Dwelling - 35-45 Throssell Street (Lots 155)	10,000	0	0	0	0	0	0	0	0	0



Capital Works Program Continued

Project Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
SANITATION - OTHER										
Goomalling Refuse Site										
Fencing	0	0	0	0	0	0	0	0	0	0
Refuse Collection										
Street Refuse Bins	5,000	0	0	5,371	0	0	5,781	0	0	6,251
Sewerage Scheme										
Pumping stations (incl all plant & machinery, ancill	10,000	0	0	0	0	0	0	0	0	0
Upgrade facilities	0	15,356	15,759	16,152	16,545	16,954	17,416	17,887	18,371	18,870
TOWN PLANNING & REGIONAL DEVELOPMENT										
Council Property										
Community Building - Throssell Street	20,000	0	0	0	0	0	0	0	0	0
OTHER COMMUNITY AMENITIES										
Cemetery										
Shelters	10,000	0	0	0	0	0	0	0	0	0
Light Fleet										
2002 Toyota Coaster Bus	0	0	0	96,684	0	0	0	0	0	112,525
Public Toilets										
Upgrade	5,000	0	0	0	11,030	11,303	11,611	11,925	12,248	12,580
Street Furniture										
Renewal	0	0	5,253	0	0	5,651	0	0	6,124	0
PUBLIC HALLS, CIVIC CENTRE										
Improvements	0	0	10,481	10,743	11,011	11,286	11,569	11,858	12,154	12,458
Goomalling Town Hall										
Furniture and Equipment	0	0	2,096	0	0	2,257	0	0	2,431	0
Gym Equipment	5,000	10,225	0	0	0	0	11,569	0	0	0
Konongorring Hall										
Improvements	2,500	0	0	0	0	0	0	0	0	0
SWIMMING AREAS										
Swimming Pool										
Upgrades	32,250	0	0	0	0	0	0	0	0	0
Minor furniture and equipment	0	5,113	5,240	5,371	5,506	5,643	5,784	5,929	6,077	6,229



Capital Works Program Continued

Project Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
RECREATION and SPORT										
Goomalling Golf Club										
Improvements	5,000	0	0	0	5,515	0	0	0	6,124	0
Goomalling Sports Complex										
New Building	0	1,144,149	1,000,000	0	0	0	0	0	0	0
Furniture and Equipment	5,000	0	0	0	2,753	2,822	2,314	0	0	0
Grounds	0	0	0	0	11,030	11,303	11,611	11,925	12,248	12,580
Pavilion	7,500	0	0	0	0	0	0	0	0	0
Plant and equipment										
Minor equipment	5,000	2,047	2,097	2,149	2,200	2,253	2,312	2,374	2,436	2,501
Toro Ride-On Mower (Golf Club)	0	0	0	0	0	0	23,124	0	0	0
Toro Ride-On Mower (Oval)	0	0	52,429	0	0	0	0	59,338	0	0
Recreation Parks, Reserves										
Grounds	0	7,669	7,860	8,057	8,258	8,465	8,676	8,893	9,116	9,344
BMX Track/Skate Board Facility	0	61,350	0	0	0	0	0	0	0	0
Jurakine Reserve - Fencing	0	0	0	0	0	0	0	0	0	0
Scouts Go Kart Building	5,000	0	0	0	0	0	0	0	0	0
Veterans Park	0	0	5,253	0	5,515	0	5,805	0	6,124	0
LIBRARIES										
Library										
Furniture and equipment	0	0	2,101	0	2,206	0	2,322	0	2,450	0
HERITAGE										
Goomalling Museum										
Building Improvements	0	5,119	5,253	5,384	5,515	5,651	5,805	5,962	6,124	6,290
Extensions	5,000	0	0	0	0	0	0	0	0	0
Men's Shed	5,000	0	0	0	0	0	0	0	0	0
Historical Buildings										
Old Agriculture Dealer Buildings	0	5,119	5,253	5,384	5,515	5,651	5,805	5,962	6,124	6,290
Old BankWest Building	5,000	5,119	5,253	5,384	5,515	5,651	5,805	5,962	6,124	6,290
Old Municipal Building (Road Board)	2,500	5,119	5,253	5,384	5,515	5,651	5,805	5,962	6,124	6,290
Old Railway Station Building	0	5,119	5,253	5,384	5,515	5,651	5,805	5,962	6,124	6,290
Old School Building	0	5,119	5,253	5,384	5,515	5,651	5,805	5,962	6,124	6,290



Capital Works Program Continued

Project Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Slater Homestead										
Building upgrade	0	15,356	15,759	16,152	16,545	16,954	17,416	17,887	18,371	18,870
Homestead & Outbuildings	25,000	0	0	0	0	0	0	0	0	0
ROAD INFRASTRUCTURE										
Blackspot Program										
Road Works	0	0	0	55,637	0	0	62,082	0	0	69,757
Patterson Road	0	0	0	0	0	0	0	0	0	0
Councils Works Program										
Road Works	200,000	186,345	193,193	200,293	207,507	214,980	223,497	232,351	241,556	251,125
Throssel St Upgrade - L&B	15,000	0	0	0	0	0	0	0	0	0
Regional Road Group										
Road Improvements	566,000	258,813	268,324	278,185	288,204	298,583	310,412	322,709	335,494	348,785
Roads to Recovery										
Road Works	172,648	178,734	185,302	192,112	199,031	206,199	0	0	0	0
BRIDGES										
Bridges										
Upgrade program	20,000	155,288	160,994	0	0	0	0	0	0	0
Pathways/Cycleways										
Entry Statement										
Northam Road	0	0	0	0	0	0	0	0	0	0
Town Entry Statement	25,000	0	0	0	0	0	0	0	0	0
Footpaths/Dual use paths										
Improvement Program	110,000	51,763	53,665	55,637	57,641	59,717	62,082	64,542	67,099	69,757
Road reserve										
Banner Poles Railway Parade	5,000	3,071	3,152	3,230	3,309	3,391	3,483	3,577	3,674	3,774
Christmas lights & Decorations	5,000	5,118	5,243	5,371	5,500	5,632	5,781	5,934	6,091	6,251
DEPOT										
Goomalling Works Depot										
Building Improvements	50,000	5,176	5,366	5,564	5,764	5,972	6,208	6,454	6,710	6,976



Capital Works Program Continued

Project Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
ROAD PLANT/EQUIPMENT										
Light Fleet										
1993 Toyota Ute	0	0	0	0	0	0	0	0	0	32,507
Plant and equipment										
Caterpillar 120G Grader +	0	281,463	0	0	0	0	0	0	0	0
Caterpillar 12E Grader	0	0	0	0	0	0	289,056	0	0	0
2005 Hino Tandem Tip Truck+	0	0	0	0	165,009	0	0	0	0	0
2005 Hino Tandem Tip Truck+	0	0	0	0	0	0	173,433	0	0	0
2007 Case Loader	0	0	0	270,017	0	0	0	0	0	0
Small Truck	0	0	0	0	0	22,529	0	0	0	0
Road Plant and Equipment										
Caterpillar 424 Backhoe Loader +	0	0	0	0	0	0	155,263	0	0	0
AIRPORT										
Goomalling Airstrip										
Development new facility	0	1,000,000	0	0	0	0	0	0	0	0
TOURISM AND AREA PROMOTION										
Caravan Park										
General Improvements	0	10,238	10,506	10,768	11,030	11,303	11,611	11,925	12,248	12,580
Upgrade	264,000	0	0	0	0	0	0	0	0	0
Ablution Block/Amenities/Power Sites	0	0	0	0	0	0	0	0	0	0
Campers Kitchen	10,000	0	0	0	0	0	0	0	0	0
ECONOMIC DEVELOPMENT										
Business Enterprise Centre										
Vehicle	35,000	35,823	36,700	37,599	38,502	39,426	40,468	41,537	42,634	43,760
Property development										
Salmon Gum Way Subdivision	400,000	0	0	0	0	0	0	0	0	0
UNCLASSIFIED										
Council Property										
Agricultural Protection Office	0	5,119	0	5,384	0	5,651	0	5,962	0	6,290
Old Panel Beater Shed	0	2,559	2,626	2,692	2,758	2,826	2,903	2,981	3,062	3,145
Shops	0	0	0	0	0	0	0	0	0	0
Total Outlays	2,111,898	4,569,473	2,126,610	1,382,703	1,162,329	1,152,813	1,621,573	932,425	922,836	1,158,101



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