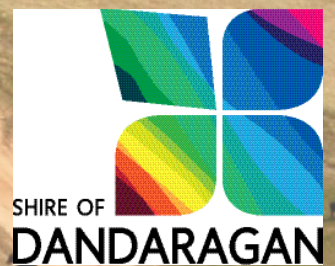


ENVISION 20

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SHIRE OF DANDARAGAN

LONG TERM FINANCIAL PLAN



1. EXECUTIVE SUMMARY

The Long Term Financial Plan (LTFP) is an important planning tool to demonstrate the alignment between the Shire's organisational capacity and Council's strategic aspirations developed in conjunction with the community.

It is a legislative requirement that matters relating to long term financial planning are integrated into the Local Government's obligations to plan for the future.

This plan considers the impact of a range of financial strategies on the Shire of Dandaragan's economic environment over a fifteen-year horizon.

The LTFP is a 15 year rolling plan that informs and is informed by the Corporate Business Plan (CBP) to activate the priorities from the Strategic Community Plan (SCP). As part of the Integrated Planning process, it is a guide to the future direction the Shire of Dandaragan is planning to embark on.

The LTFP is a tool that allows the Shire to set priorities based on the ability to identify resources, for the delivery of various community priorities in a sustainable manner.

The LTFP is a guideline for future action and encourages the Shire to think about the impact decisions made today will have on Council's long-term sustainability. It is a forward planning document that has been developed using financial trends based on a range of assumptions common to local government and reflective of future growth patterns.

As a supporting document to the CBP the LTFP is also reliant on data derived from the SCP 2020 - 2029, the Workforce Development Plan, and the Asset Management Plans.

This LTFP has been developed in conjunction with a major review of the complete suite Integrated Planning and Reporting documents. It uses 1 July 2019 as its base year, but also incorporates the budget review as well as budget amendment made by Council in response to Covid 19 pandemic. It does not include project timeline changes as a result of the Federal Drought Communities Programme Extension or projects related to the Wheatbelt freight network. These will be included during 20/21 deliberations and be incorporated in the next interaction of the LTFP.

It should also be noted that the Shire's developing asset renewal requirements across all asset classes to meet acceptable levels of service and the associated financial implications will likely impact future reviews of this document.

2. INTRODUCTION

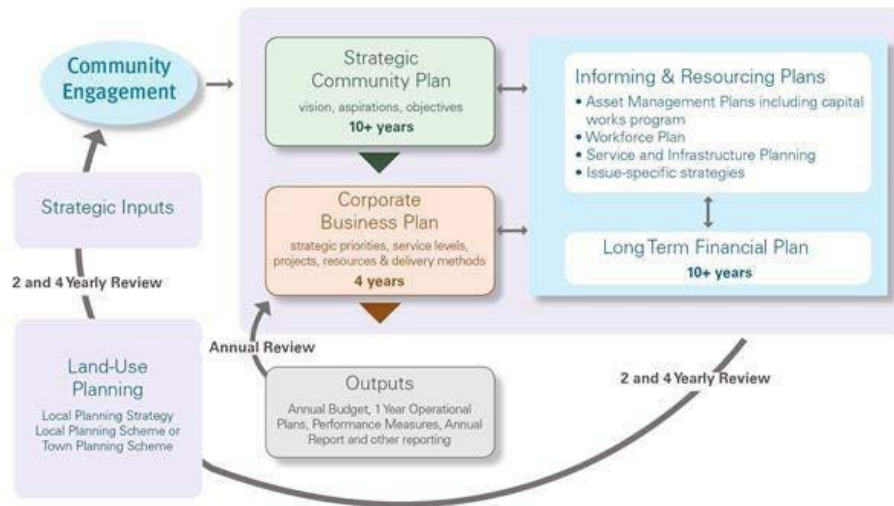
2.1 Integrated Planning and Reporting Framework

In 2010, the Integrated Planning and Reporting Framework (IPRF) and Guidelines were introduced in Western Australia as part of the State Government's Local Government Reform Program. This was supported by amendments to the Local Government (Administration) Regulations 1996, which came into effect on 1 July 2013 requiring all local governments to have developed and adopted a Strategic Community Plan and a Corporate Business Plan - supported and informed by resourcing and delivery strategies. These plans are intended to drive the development of each local government's Annual Budget and through a process of continuous improvement local governments should be better able to plan for and meet the needs of their communities.

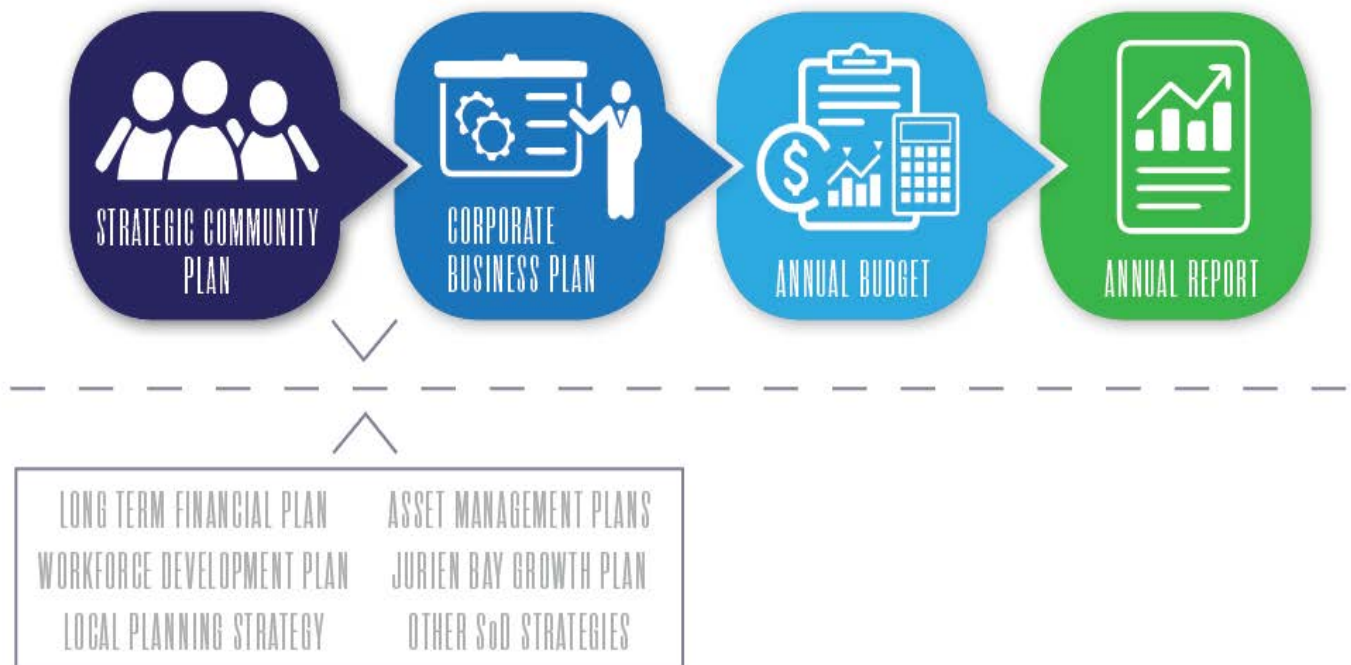
In essence, the IPRF is a process designed to:

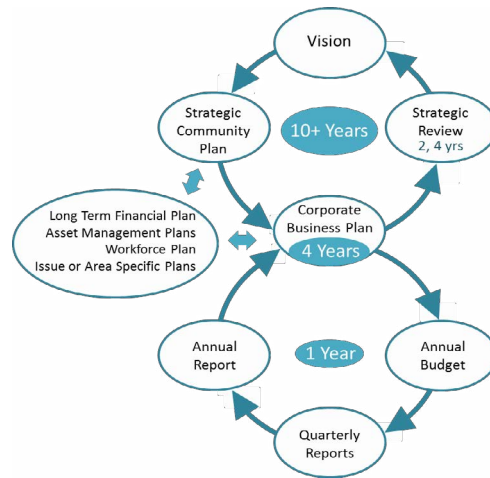
- Articulate the community's vision, outcomes and priorities
- Allocate resources to achieve the vision, striking a considered balance between aspirations and affordability

- Monitor and report progress



Core Components of the IPRF





The IPRF is cyclical. Nominally, it begins with community visioning, which forms the front end of the SCP, containing the community's aspirations for the long and medium term.

Long Term

Minimum ten-year horizon. The SCP and LTFP both operate for at least this time period and ensure capacity to deliver on the vision. Both are regularly reviewed as detailed below to ensure ongoing relevance.

Medium Term

The short to medium term priorities are detailed in the CBP. The first four years of the LTFP are updated accordingly and final changes made to the SCP, Asset Management Plans and Workforce Plan if and as required. It is a highly iterative process as the SCP, CBP and core Informing Strategies ideally settle together and fully integrate.

Annual Cycle

The next part is the annual cycle. It consists of the Annual Budget, monitoring its implementation, and the Annual Report. The Annual Budget is based on the relevant year's works program and corresponding financial year in the CBP and LTFP. The CBP and LTFP are rolling plans and also updated annually, within the context of the SCP.

As both progress, significant revisions are recorded in the Annual Report. The LTFP is also reviewed, with an additional year added.

2.2 Strategic Review

Review

Our SCP will be reviewed on a two-year cycle with alternating 'Minor' and 'Major' reviews.

Minor Review

Every two years following a major review, a 'desktop' review will be implemented in accordance with the following methodology:

1. The review will be undertaken using internal staff resources with technical assistance from appropriately qualified external personnel if required;
2. The review will consider results of Council's community engagement occurring during the measuring, monitoring and reporting phase in the period since the last review. In particular the review will take into account: the impacts of projects completed; issues identified and documented by community members, staff and other key stakeholders; and new aspirations identified; and
3. Elected members are chosen by the community to be their representatives and therefore serve as one of the most important engagement gateways for community. Council will be consulted during the desktop review process as part of a series of briefing sessions. Council will consider, provide feedback and, once satisfied, adopt the reviewed Strategic Community Plan.

Every four years, Council will review the vision, aspirations and priorities of the plan. Wide-ranging community engagement will ensure that the plan reflects contemporary community views.

2.3 Planning for Financial Sustainability

The Long Term Financial Plan (LTFP) is the link between the aspirations and resourcing needs contained in each of the other framework documents and the Shire's financial resourcing capacity. It should allow the Shire to proactively identify potential future financial challenges or distress so that it can develop and implement timely remedial strategies and future funding plans.

This is particularly important to ensure that the community is not adversely impacted by service delivery constraints or a significant deterioration in the condition of community infrastructure in future years. Through the long term financial planning process, a local government can determine if it is meeting both the current and long term needs of its community in a financially responsible manner.

The Department of Local Government, Sport and Cultural Industries has developed an Advisory Standard to provide guidance to local governments to assist them through a process of continuous improvement in integrated planning activities and to allow them to assess their financial performance against industry benchmarks. The Advisory Standard includes a series of key financial indicators (KFI), which are assessed as either:

- not being met
- meeting a basic standard
- meeting an intermediate standard
- meeting an advanced standard

This 15-year LTFP may indicate circumstances where deviation away from the standards occurs, but this deviation may nonetheless be supported where it is believed that the greater benefit of the community can be achieved in what the Shire considers to be a financially sustainable manner over the longer term.

2.4 Long Term Financial Plan

The 15-year Long Term Financial Plan is the high-level strategic document that helps align our community aspirations, strategic intent and organisational capacity. It guides our approach to delivering infrastructure and services to the community and demonstrates our commitment to managing our operations in a responsible and sustainable manner. The plan achieves this objective by projecting our financial position over a 15-year time horizon using a series of realistic, conservative financial assumptions.

This financial modelling provides the Shire with appropriate information to assess our capacity to maintain overall financial sustainability into the long term and, most importantly, ensure that we have in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects.

The Long Term Financial Plan is underpinned by the following principles:

- alignment with strategic aspirations
- responsible stewardship of community assets
- financial sustainability
- financial accountability
- prudence
- transparency

Responsible stewardship of community assets is one of the Shire's most important responsibilities. Through careful planning, effective asset management and timely maintenance interventions, we can ensure that our infrastructure such as roads, paths, drainage networks, parks and streetscapes will continue meet community needs into the future. This responsibility also refers to planning so that community buildings and facilities, technology and equipment are well maintained and fit for purpose into the future.

Financial sustainability refers to how the LTFP ensures the protection of the Shire's assets and financial capacity over the medium to longer term and how it mitigates risk to the community's assets. The plan assumes a balanced budget philosophy each year.

Financial accountability refers to how the Shire demonstrates that it delivers best value outcomes from use of its resources, whether they be financial, equipment or people. Through forward planning to inform decision making, effective monitoring and transparently discharging accountability for the use of those resources, the Shire can ensure that the community enjoys best value from our operations.

Prudence refers to the sound financial judgement that is applied in developing the LTFP by basing it on information and assumptions reasonably known or understood at the time of preparation. Estimates are developed conservatively and based on the best available information at the time. Where strategic projects such as master planning exercises are listed in the CBP, results and recommendations will be considered for inclusion in future iterations of the CBP and LTFP.

Transparency refers to the LTFP fully disclosing the modelling assumptions and other relevant supporting information that is used to build the plan's financial schedules. This allows objective assessment of the modelling assumptions and, therefore, the validity of the model.

2.5 Asset Management Plans

Local governments are custodians of a significant value of community assets including infrastructure assets, buildings, plant and equipment and land. Currently, the Shire has responsibility for planning for the maintenance, renewal and upgrade of approximately:

- \$248M worth of Infrastructure Assets (roads, paths, drainage network, parks and car parks),
- \$30M worth of Community Buildings and Facilities
- \$5M worth of Plant and Equipment
- \$3M worth of Land Assets

Given the significant value of these assets and the need to ensure that they are well maintained and fit for purpose into the future, asset management is an important strategic responsibility of the Shire.

To inform decisions regarding these assets, local governments must develop and integrate matters relating to resources, including asset management.

Asset Management Plans (AMP) are used to help predict when each asset or asset component needs to be renewed, so that Council may then allocate its available funding based on an informed understanding of the highest priorities.

It also allows the Shire to evaluate the funding that it is providing for each asset class for renewal and replacement relative to what the asset management planning is indicating should be required to maintain the assets at an appropriate standard. It can then proactively identify these future funding needs and can initiate strategies to ensure that the funding will be available when required in future years. This action is important to avoid deterioration of community assets and to alleviate the harsh rates fluctuations in individual years resulting from the need to respond to unanticipated asset failures.

The modelling may also identify where an asset class is perhaps being over-maintained, meaning that funds may be able to be re-deployed from that asset group to another more needy asset class to maximise the benefit from each dollar spent on asset renewal.

3. SHIRE OF DANDARAGAN - FINANCIAL PLANNING CONTEXT

The major elements to be considered in the long term financial planning exercise are:

- Operational service delivery
- Asset renewal / upgrade and new
- Discretionary capital projects

In the LTFP context, operational service delivery refers to developing the funding model that ensures that planned services to our community can be consistently and reliably delivered to an agreed standard across the 15 years of the plan. Asset renewal planning refers to ensuring that an appropriate level of funding is provided to maintain fixed assets to an appropriate standard through timely intervention / maintenance to undertake service delivery. The last

element listed above, discretionary capital projects, refers to major new projects that may emerge through planning exercises and are generally included in the CBP.

The Shire of Dandaragan has performed the financial planning associated with its operational service delivery robustly in the past with the result being that services and service levels have been appropriately and responsibly funded and the community has generally enjoyed reliable, value for money services.

Up until now the Shire's long term financial planning in relation to asset renewal and replacement has not reflected the level of rigour or sophistication that the Integrated Planning and Reporting Framework would anticipate, or that our community may expect.

Incomplete or unreliable asset datasets (particularly in relation to asset condition) and the absence of strategically focused AMP's has hampered better practice financial planning for renewal or upgrade of Shire assets. Consequently, investment decisions may have not been strategically prioritised or optimally informed. Funding allocations may have potentially been reactive and ad-hoc rather than strategically planned. The challenge that this has presented is that funding allocations associated with significant future asset renewal or replacement may not be available when needed.

The intent of responsible and sustainable financial planning for asset renewal is that these future funding needs are identified well in advance, allowing financial strategies to be put in place to generate the required funding. It also provides objective evidence of whether the Shire has been investing adequately in asset renewal and replacement.

Having recognised and acknowledged these matters, the Shire will be progressing a program to enhance the asset datasets (particularly condition data) to inform the creation of strategically focused Asset Management Plans. In the interim, the Shire has developed new "first cut" asset management plans incorporating broad assumptions and utilising available data to project renewal need and timeframes. This information has been used in formulating this LTFP. As more accurate asset data becomes available, the AMPs will be refined.

4. LTFP MODELLING

4.1 Informing strategies and modelling information

The LTFP uses the annual financial statements and the annual budget review to reflect the current financial position of the Shire then builds on this base with future information relating to:

- Asset Management Plans for land, roads, paths, parks, drainage and buildings
- Workforce Planning
- Strategic Community Plan initiatives
- Corporate Business Plan initiatives
- Assumptions regarding the proposed catalog of services and service levels
- Discretionary capital revenue projections
- Anticipated government grants and subsidies

The informing strategies and modelling information is also supplemented by state and federal government forecasts in relation to Consumer Price Index, wage indexes and government charges such as utilities. Each of these sources of LTFP modelling information is reviewed annually and assessed for reasonableness.

4.2 Qualifying comments - assumptions and strategies

It should be noted that the LTFP is a high-level strategic document that is used to assist in planning for the future and aligning our community aspirations, strategic intent and organisational capacity. As such, it is primarily intended for use as a planning tool to identify funding challenges and allow proactive interventions.

Included in the financial assumptions are anticipated movements in the consumer price index and wages growth. Unanticipated changes in any of these parameters - or indeed in government policy directions, are likely to have an impact on the financial modelling.

Indicative funding or cost estimates included in this plan may relate to broad proposals that:

- have been approved by Council and are in progress
- have been considered by Council but have yet to be given final approval to proceed
- have only been considered by Council at a strategic or conceptual level
- have only been considered by Shire Administration officers
- are operational in nature and based on the continued delivery of existing services
- are operational in nature and relate to the maintenance of Shire assets in accordance with management plans and maintenance plans.

Any assumptions in relation to the financial modelling parameters, projects or service proposals may subsequently be shown to be less than fully accurate in respect to likely funding requirements, timing or financial estimates - or they may not eventuate at all. However, the Long Term Financial Plan is prepared on a basis of the best available information and knowledge to hand and it is subject to ongoing review and revision.

Endorsement of the Long Term Financial Plan by Council does not constitute an irrevocable commitment to any particular project or service, nor to its timing. Similarly, it does not preclude the possible subsequent inclusion of further initiatives in future years if the financial modelling and strategic direction of Council indicate that it could be supported without adversely impacting on the Shire's financial sustainability.

4.3 Modelling Assumptions & Parameters

There are a number of financial parameters used in modelling this LTFP. Detailed below is some commentary to help readers of this plan understand the assumptions underpinning the financial model. Figures used in the financial model are based on present conditions or known factors and the forward projections allow for known significant legislative changes. At a Special Council Meeting held in April 2020 the Shire introduced support measures to assist ratepayers and businesses through the COVID-19 crisis. Some of these measures have an effect on the 2020/21 assumptions that follow.

The primary modelling assumptions / parameters are:

4.3.1 Consumer Price Index

Australia's monetary policy is the responsibility of The Reserve Bank of Australia (RBA). The policy sets statutory objectives which makes the RBA duty bound to contribute to the stability of the currency, full employment, and the economic prosperity and welfare of the Australian people. To achieve this the RBA has an 'inflation target' and seeks to keep consumer price inflation (CPI) in the economy to 2-3 per cent, on average, over the medium term. Therefore, for the purposes of this LTFP an inflation rate of 2.5% pa has been used.

4.3.2 Rates

As a result of the COVID-19 crisis Council determined that there will be no increase in gross rate yield from 2019/20 to 2020/21.

Legislation requires that a Local Government's budget is to impose rates in order to make up the budget deficiency. Therefore, for years following 2020/21 rates are modelled using an estimated 2% increase above inflation which results in an annual 4.5% rate increase. This document does not commit the Shire to these rate increases rather it identifies the rates required to produce a balanced budget while maintaining the levels of service status quo. As identified earlier, the Shire has opportunities over the life of this document to review its level of service across its suite of services and also develop a more accurate understanding of the renewal and replacement commitments to building and infrastructure assets. As this information is refined, the required rates to be raised to make up the budget deficit will be revised in the plan.

There is no planned increase in rates as a result of a rate base increase if the LTFP. As planning for future subdivision land releases become available future iterations of this document may include additional rate income.

4.3.3 Operating Grants

Operating grants are modelled based on the base year (adjusted for previous year advance payments) which are then indexed by the CPI of 2.5%.

4.3.4 Fees & Charges

As a result of the COVID-19 crisis Council determined that there will be no increase in fees and charges where they are set by Council for the 2020/21 year compared to the preceding year, and for 2020/21 there will be no instalment administration fee.

For years following 2020/21 fees and charges are modelled using the CPI rate of 2.5% annually.

4.3.5 Interest Income

As a result of the COVID-19 crisis Council determined that there will be no interest on overdue rates and interest on instalment plan for 2020/21.

All other interest income is indexed by a rate of 1% less than CPI, therefore, 1.5%.

4.3.6 Other Revenue

These revenues are modelled using the CPI rate of 2.5% annually.

4.3.7 Non Operating Grants & Subsidies

Non operating grants are modelled using the base year as a representative or typical year and the balances are then indexed by CPI of 2.5% increase.

In addition, an estimated additional \$600,000pa indexed by CPI annually towards renewal and replacement of Shire assets is included, which is required to meet asset management funding requirements.

4.3.8 Employee Expenses

These expenses are modelled using the base year which is then indexed by the Australian Bureau of Statistics "Wage Price Index, Australia, September 2019" release of 2.5% per annum. Where known or expected changes in staff establishment are able to be reliably estimated using the Workforce Plan, they will be incorporated into future iterations of this plan..

4.3.9 Materials and Contracts

The model factors in an initial 15% efficiency reduction across material and contracts related to public open space maintenance. All expenses are then modelled using the CPI rate of 2.5% increase on the base (previous) year other than specifically known increases and changes.

4.3.10 Utilities Expenses

Typically, these expenses have increased at a rate of at least twice the rate of CPI - particularly in relation to electricity which represents the majority of this expenditure classification. The WA Council of Social Services "Cost of Living 2018" report reaffirms this observation. Therefore, the rate of 5.64% contained in that report is applied annually within this plan.

4.3.11 Insurance Expenses

In the absence of better forecasting data, these expenses are modelled using the annual CPI figure of 2.5%.

4.3.12 Other Expenditure

These expenses are modelled using the annual CPI figure of 2.5%.

4.3.13 Capital Expenditure

Capital expenditure is modelled to progressively move the Shire's investment in renewal expenditure on its infrastructure assets and property, plant and equipment from its current modest levels to levels that may approach local government key financial indicator benchmarks. This means that the Shire may need to consider its project management capability and / or the outsourcing of some major project delivery in future years to achieve this target.

Projects currently contained in the CBP are also included within their relevant financial year.

5. LTFP FINANCIAL STATEMENTS

5.1 Primary Financial Statements

The fifteen year Long Term Financial Plan is presented as a suite of summarised financial statements:

- FS1 – Rate Setting Statement
- FS2 - Statement of Comprehensive Income by nature or type
- FS3 - Statement of Comprehensive Income by schedule
- FS4 - Statement of Financial Position

An explanation of the purpose of each of these statements is provided below.

FS1 - Rate Setting Statement

This important statutory financial statement includes estimates of all operating and non- operating revenues and expenditures as well as repayments of loan principal, proceeds from loan borrowings, capital expenditure items and transfers to or from cash backed reserves. It does however, exclude all non-cash items.

The purpose of the statement is to demonstrate the calculation of the amount of rates expected to be required to fund the budget each year.

FS2 - Statement of Comprehensive Income by Nature or Type

This financial statement includes estimates of all revenues and expenditures that are included in the operating (normal day to day) activities of the Shire. This also includes non-cash items such as depreciation as well as interest payments on loans. It excludes repayments of loan principal, proceeds from loan borrowings and capital expenditure items - those are all reflected in the aggregated Rate Setting Statement FS1.

Information from the Income Statement is used to calculate the Operating Surplus Ratio which is one of the statutory measures of financial sustainability.

FS3 - Statement of Comprehensive Income by program

This financial statement presents the same information as the - Statement of Comprehensive Income by nature or type FS2 but summarized by statutory operating schedule rather than nature or type.

Information from the Income Statement is used to calculate the Operating Surplus Ratio which is one of the statutory measures of financial sustainability.

FS4 - Statement of Financial Position

This financial statement demonstrates the impact of the proposals in the Long Term Financial Plan on the assets and liabilities of the Shire.

6. COMMENTARY ON THE 2019/20 - 2033/34 LTFP

6.1 Financial Statements

The financial statements contained within the Long Term Financial Plan reflect a “first cut” financial blueprint for the Shire’s future. Information contained in the statements reflect the existing commitments contained in the SCP, CBP and other informing documents. The statements indicate a steady improvement in the Shire’s financial position over the life of the plan and demonstrate progression towards meeting industry benchmarks for key financial indicators.

The Comprehensive Income Statement focuses on revenues and operating expenses only. It generally reflects an operating loss in the early years eventually returning an operating profit in the final 2 years of the plan. A large depreciation line item in each of the years is a significant contributor to the negative results. As the AMP's mature, revised depreciation figures may improve these results in future iterations. All items shown on the Comprehensive Income Statement reflect growth in line with agreed financial indexing parameters mentioned earlier with the exception of grants for the acquisition of assets which are modelled on realistic expectations for external contributions towards specifically identified capital initiatives.

The Statement of Funding (Rate Setting Statement) (FS2) demonstrates the calculation of the amount required to be raised from rates each year (after considering the contribution from all other funding sources excluding rates) and confirms that the proposed rates increases are both appropriate and sustainable over the life of the plan.

The Long Term Financial Plan endeavours to keep rate increases to the most responsible and sustainable levels while maintaining a balanced budget. However, the rate increase can be varied by revising levels of services provided by the Shire and the infrastructure that supports those services. To put downward pressure on rate increases consideration needs to be given to under utilized services and assets.

The rate setting model used in preparing the financial plan represents an average annual rate yield increase of % above CPI. This is the level required to ensure that the balance between the Shire's operational expenditures and its operational revenue generating capacity is maintained at a sustainable level.

The Statement of Financial Position (FS5) demonstrates the cumulative impact of the financial modelling in this plan on the Shire's current assets and liabilities. The Long Term Financial Plan shows negative movements in the Net Asset Position across the life of the plan. However, the decline is not significant over the medium term and with the Shire's commitment to improve asset knowledge and setting reasonable levels of service the Shire can continue providing responsible stewardship of the community's assets.

6.2 Key Financial Indicators

There are a number of statutory financial indicators that a local government must calculate and disclose in their financial reporting documents.

The calculation of each indicator - and the specific inclusions in both the denominator and numerator used in the calculation are strictly prescribed in the Local Government Financial Management Regulations. This ensures that financial indicators published by different local governments are comparable.

However, it must be appreciated that there is no single indicator that demonstrates a local government's financial sustainability - nor does it necessarily mean that it is fatal if a particular local government falls below the Department of Local Government's 'preferred' benchmark for that particular indicator.

It is important to understand not only the trend in a particular indicator but also the circumstances leading to the calculation of that particular indicator value to ensure that it is interpreted 'in context'.

It should also be noted that for some asset classes, financial data used in calculating asset related financial ratios has not yet been subject to the extent of rigorous analysis and modelling that would ideally underpin the asset management plans. The most current asset management plans will continue to be refined over time. These refinements will then flow on to future iterations of this plan.

Current Ratio

This is a modified commercial ratio designed to focus on the liquidity position of a local government that has arisen from past year's transactions.

This ratio is intended to provide information on the ability of a local government to meet its short-term financial obligations out of unrestricted current assets. The standard is not met if the ratio is lower than 1:1 (less than 100%). The standard is met if the ratio is greater than 1:1 (100% or greater).

Year		Current Ratio
2021	✗	0.7
2022	✗	0.8
2023	✗	0.8
2024	✗	0.8
2025	✗	0.8
2026	✗	0.8
2027	✗	0.8
2028	✗	0.8
2029	✗	0.8
2030	✗	0.9
2031	✗	0.9
2032	✗	0.9
2033	✗	0.9
2034	✗	0.9

Legend	
✗	Standard not met
✓	Standard met

Local Government's are required by legislation to prepare a balanced budget. As a result of this at the end of any financial year a Local Government should have limited unrestricted cash available. Having a high level of unrestricted cash at year end would suggest that a Local Government has not met its commitments outlined in its budget during that year.

This plan has been developed under the assumption that budgets will be completed in full by the end of each year. If it weren't for required balance day adjustments that recognize loan repayment commitments in the proceeding year the ratio would be closer to 1 in each of the years in this plan.

Short-term liquidity issues that may arise in the early part of each financial year of the plan can be adequately covered by large restricted cash reserves and overdraft facilities.

Own Source Revenue Ratio

A local government's ability to cover its costs through its own taxing and revenue efforts is measured by the 'Own Source Revenue Coverage Ratio'.

A Basic standard is achieved if the ratio is between 40% and 60% (or 0.4 and 0.6).

An Intermediate standard is achieved if the ratio is between 60% and 90% (or 0.6 and 0.9).

An Advanced standard is achieved if the ratio is greater than 90% (or > 0.9).

Year		Own Source Funding Ratio
2021	●	0.59
2022	●	0.60
2023	●	0.62
2024	●	0.63
2025	●	0.64
2026	●	0.65
2027	●	0.66
2028	●	0.67
2029	●	0.68
2030	●	0.70
2031	●	0.71
2032	●	0.72
2033	●	0.73
2034	●	0.74

Legend	
●	Standard not met
●	Basic Standard
●	Intermediate Standard
●	Advanced Standard

Outside of rates, regional Local Governments have limited revenue raising ability. There will always be a reliance on Federal and State Governments to provide grants to assist in providing services to the community be it operating grants or grants towards asset renewal, replacement and construction.

It is important to note that a significant amount depreciation is included in this calculation. As the Shire's asset management plans mature, there should be a more accurate recording of this figure. This may have a positive effect on this ratio.

Over the life of this plan, the ratio steadily moves from meeting the basic standard through to intermediate standard. This is primarily as a result of the consistent rate increases contained in this plan.

Debt Service Coverage Ratio

This ratio is a measurement of a local governments ability to produce enough cash to cover its debt.

A Basic standard is achieved if the ratio is greater than or equal to two.

An Advanced standard is achieved if the ratio is greater than five.

Year	Debt Service Cover Ratio
2021	12.6
2022	9.4
2023	17.8
2024	14.1
2025	18.1
2026	24.7
2027	34.7
2028	54.2
2029	112.5
2030	10,775.8
2031	N/A
2032	N/A
2033	N/A
2034	N/A

Legend

- Standard not met
- Basic Standard
- Advanced Standard
- N/A No debt

Comparatively to other local governments the Shire has very low levels of debt. Neither the CBP or any other informing document indicates a requirement to raise funds via loan. Therefore, this plan reflects the future repayment of existing loans only.

The ratio in all years it can be calculated in the plan meet the advanced standard. After 2030, the Shire is scheduled to have paid out all existing debt, therefore, a ratio cannot be calculated.

The reality is that during the current period of historically low interest rates, future iterations of this plan will incorporate the loaning of additional funds.

Asset Sustainability Ratio

This ratio is an approximation 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 calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded.

The standard is met if the ratio can be measured and is 90% (or 0.90)

The standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10).

Asset Sustainability		
Year	Ratio	
2021	✗	0.77
2022	✗	0.78
2023	✗	0.80
2024	✗	0.83
2025	✗	0.85
2026	✗	0.88
2027	✓	0.95
2028	✓	0.95
2029	✓	0.96
2030	✓	0.99
2031	✓	1.03
2032	✓	1.07
2033	✓	1.10
2034	✓	1.14

Legend	
✗	0.70 Standard not met
✓	0.90 Standard met

From the beginning of this plan through to 2026 the standard is not met. However, with the rate increases above CPI included in the plan there is constant improvement in this ratio and the standard is eventually met in 2027 onwards.

Asset Renewal Funding Ratio

This ratio 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.

Standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95).

Standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05)

Asset Renewal Funding Ratio		
Year	Ratio	
2021	✗	0.74
2022	✗	0.75
2023	✓	0.76
2024	✓	0.78
2025	✓	0.79

Legend	
✗	Standard not met
✓	Standard met
▲	Standard improving

This ratio requires 10 years of data to calculate therefore, can only be calculated until 2025 in this plan. It shows a steady improvement of this ratio as a result of the rate increases above CPI contained in the plan.

Further refinement of the AMPs will assess unit costs, effective lives and expected levels of service for assets and as a result this ratio will become more meaningful over time.



APPENDICES

FSI - Rate Setting Statement

Law, order & public safety	594,920	377,027	385,987	395,170	404,583	414,231	424,121	434,258	444,648	455,298	466,214	477,403	488,872	500,627	512,677
Health	30,490	0	13,648	13,989	14,339	14,697	15,064	15,441	15,827	16,223	16,628	17,044	17,470	17,907	18,355
Education & welfare	15,000	15,375	15,759	16,153	16,557	16,971	17,395	17,830	18,276	18,733	19,201	19,681	20,173	20,678	21,195
Community amenities	1,445,310	1,347,080	1,380,839	1,415,347	1,450,718	1,486,974	1,524,135	1,562,226	1,601,270	1,641,289	1,682,309	1,724,354	1,767,450	1,811,624	1,856,902
Recreation and culture	408,926	395,717	403,882	412,626	422,532	432,686	443,096	453,768	464,746	476,012	487,562	499,401	511,538	523,980	536,735
Transport	258,007	298,275	305,732	313,375	321,210	329,240	337,471	345,908	354,555	363,419	372,505	381,817	391,363	401,147	411,176
Economic services	245,316	222,542	212,580	217,745	223,039	228,465	234,026	239,727	245,570	251,559	257,698	263,991	270,441	277,052	283,828
Other property and services	116,242	116,774	118,185	119,632	121,115	122,635	124,194	125,839	127,673	129,552	131,478	133,453	135,476	137,551	139,677
	4,192,166	3,667,151	3,818,871.39	3,910,413	4,005,199	4,102,371	4,201,988	4,304,164	4,409,097	4,516,687	4,626,989	4,740,071	4,856,006	4,974,865	5,096,725
Expenditure excluding Depreciation from operating activities															
Governance	(417,465)	(433,384)	(445,416)	(457,894)	(471,088)	(484,648)	(498,587)	(512,913)	(527,638)	(542,774)	(558,331)	(574,323)	(590,760)	(607,657)	(625,025)
General purpose funding	(183,996)	(180,668)	(184,997)	(189,482)	(194,235)	(199,111)	(204,114)	(209,247)	(214,514)	(219,919)	(225,464)	(231,155)	(236,996)	(242,990)	(249,141)
Law, order & public safety	(1,326,336)	(1,375,483)	(1,390,200)	(1,425,278)	(1,461,802)	(1,499,303)	(1,537,809)	(1,577,349)	(1,617,954)	(1,659,654)	(1,702,482)	(1,746,470)	(1,791,654)	(1,838,068)	(1,885,750)
Health	(321,295)	(327,677)	(335,519)	(343,650)	(352,273)	(361,120)	(370,197)	(379,512)	(389,069)	(398,877)	(408,942)	(419,272)	(429,873)	(440,754)	(451,923)
Education & welfare	(144,957)	(139,122)	(141,473)	(143,915)	(146,502)	(149,162)	(151,899)	(154,713)	(157,608)	(160,585)	(163,648)	(166,992)	(171,014)	(175,140)	(179,373)
Community amenities	(2,003,494)	(1,881,346)	(1,928,440)	(1,976,962)	(2,027,346)	(2,079,082)	(2,132,209)	(2,186,767)	(2,242,799)	(2,300,347)	(2,359,456)	(2,420,172)	(2,482,543)	(2,546,618)	(2,612,448)
Recreation and culture	(2,299,698)	(2,178,954)	(2,232,277)	(2,214,931)	(2,263,212)	(2,319,728)	(2,377,863)	(2,437,669)	(2,499,240)	(2,562,606)	(2,627,815)	(2,694,929)	(2,764,011)	(2,835,127)	(2,908,346)
Transport	(2,500,769)	(2,247,121)	(2,236,681)	(2,298,181)	(2,361,897)	(2,427,616)	(2,495,413)	(2,565,366)	(2,637,555)	(2,712,064)	(2,788,984)	(2,868,405)	(2,950,424)	(3,035,143)	(3,122,666)
Economic services	(677,438)	(659,103)	(615,757)	(630,926)	(646,928)	(663,354)	(680,215)	(697,523)	(715,293)	(733,536)	(752,267)	(771,499)	(791,248)	(811,529)	(832,356)
Other property and services	505,203	343,953	348,891	353,815	358,605	363,425	368,277	373,109	377,822	382,558	387,316	392,094	396,891	401,706	406,537
	(9,370,244)	(9,078,903)	(9,161,869)	(9,327,404)	(9,566,677)	(9,819,699)	(10,080,028)	(10,347,951)	(10,623,847)	(10,907,804)	(11,200,073)	(11,501,123)	(11,811,632)	(12,131,318)	(12,460,490)
Depreciation Expense															
Governance	(185,594)	(172,652)	(175,241)	(177,870)	(180,538)	(183,246)	(185,995)	(188,785)	(191,616)	(194,491)	(197,408)	(200,369)	(203,375)	(206,425)	(209,522)
Law, order & public safety	(169,023)	(162,774)	(165,215)	(167,693)	(170,209)	(172,762)	(175,353)	(177,984)	(180,653)	(183,363)	(186,114)	(188,905)	(191,739)	(194,615)	(197,534)
Health	(19,824)	(20,073)	(20,374)	(20,679)	(21,004)	(21,340)	(21,624)	(21,948)	(22,278)	(22,612)	(22,951)	(23,295)	(23,645)	(23,999)	(24,359)
Community amenities	(282,276)	(284,379)	(288,644)	(292,974)	(297,369)	(301,829)	(306,357)	(310,952)	(315,616)	(320,350)	(325,156)	(330,033)	(334,984)	(340,008)	(345,108)
Recreation and culture	(1,197,744)	(1,208,487)	(1,307,279)	(1,329,678)	(1,348,354)	(1,367,309)	(1,386,548)	(1,406,077)	(1,425,898)	(1,446,016)	(1,466,437)	(1,487,163)	(1,508,201)	(1,529,554)	(1,551,227)
Transport	(3,159,181)	(3,167,482)	(3,214,994)	(3,263,219)	(3,312,168)	(3,361,850)	(3,412,278)	(3,463,462)	(3,515,414)	(3,568,145)	(3,621,667)	(3,675,992)	(3,731,132)	(3,787,999)	(3,843,906)
Economic services	(62,856)	(64,761)	(65,732)	(66,718)	(67,719)	(68,735)	(69,766)	(70,813)	(71,875)	(72,953)	(74,047)	(75,158)	(76,285)	(77,430)	(78,591)
Other property and services	(1,211,340)	(752,846)	(764,138)	(775,601)	(787,235)	(799,043)	(811,029)	(823,194)	(835,542)	(848,075)	(860,796)	(873,708)	(886,814)	(900,116)	(913,618)
	(6,287,838)	(5,833,453)	(6,001,619)	(6,094,433)	(6,184,580)	(6,276,078)	(6,368,949)	(6,463,214)	(6,558,892)	(6,656,005)	(6,754,575)	(6,854,624)	(6,956,174)	(7,059,246)	(7,163,865)
Non-cash amounts excluded from operating activities	6,357,657	5,843,078	6,011,485	6,104,546	6,194,945	6,286,703	6,379,839	6,474,376	6,570,333	6,667,733	6,766,596	6,866,945	6,968,803	7,072,191	7,177,133
Amount attributable to operating activities	(3,419,561)	(5,265,892)	(5,333,132)	(5,406,878)	(5,551,113)	(5,706,704)	(5,867,150)	(6,032,625)	(6,203,308)	(6,379,389)	(6,561,064)	(6,748,731)	(6,942,997)	(7,143,508)	(7,350,497)
INVESTING ACTIVITIES															
Non-operating grants, subsidies and contributions	2,502,778	6,753,621	2,951,961.04	5,372,010	2,943,810	3,017,406	3,092,841	3,170,162	3,249,416	3,330,651	3,413,917	3,499,265	3,586,747	3,676,416	3,768,326
Proceeds from disposal of assets	38,373	556,404	570,314	584,572	599,186	614,166	629,520	645,258	661,390	677,924	694,872	712,244	730,050	748,302	767,009
Purchase land and buildings	(1,056,029)	(1,146,000)	(700,188)	(729,592)	(809,732)	(851,770)	(916,956)	(994,748)	(1,028,017)	(1,091,715)	(1,107,070)	(1,092,897)	(1,170,159)	(1,367,260)	(1,505,841)
Purchase furniture and equipment	(164,092)	(131,175)	(84,705)	(101,322)	(92,030)	(95,831)	(99,727)	(103,720)	(107,813)	(112,009)	(116,309)	(120,716)	(125,234)	(129,865)	(174,164)
Purchase plant and equipment	(263,482)	(1,067,767)	(1,094,461)	(1,121,823)	(1,149,869)	(1,178,615)	(1,208,081)	(1,238,283)	(1,269,240)	(1,300,971)	(1,333,495)	(1,366,832)	(1,401,003)	(1,436,028)	(1,471,929)
Purchase infrastructure assets - roads	(3,302,063)	(2,130,352)	(2,211,194)	(4,782,497)	(2,408,813)	(2,490,382)	(2,607,051)	(2,719,769)	(2,814,856)	(2,898,515)	(2,995,810)	(3,120,332)	(3,208,171)	(3,430,527)	(3,592,060)
Purchase infrastructure assets - parks & reserves	(139,500)	(250,000)	(200,609)	(274,240)	(294,282)	(316,137)	(361,480)	(622,456)	(559,424)	(478,294)	(633,640)	(856,579)	(987,154)	(878,191)	(784,527)
Purchase infrastructure assets - other	(904,700)	(4,343,214)	(661,739)	(479,654)	(493,916)	(508,535)	(523,519)	(538,878)	(554,621)	(570,757)	(587,297)	(604,250)	(621,627)	(639,439)	(737,696)
Amount attributable to investing activities	(3,288,715)	(1,758,484)	(1,430,621)	(1,532,547)	(1,705,645)	(1,809,700)	(1,994,453)	(2,402,434)	(2,423,165)	(2,443,685)	(2,664,832)	(2,950,097)	(3,196,551)	(3,456,593)	(3,730,882)
FINANCING ACTIVITIES															
Proceeds from new borrowings	504,053	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	(121,330)	(157,154)	(156,476)	(56,787)	(57,706)	(58,641)	(59,581)	(50,809)	(49,683)	(50,431)	(51,190)	0	0	0	0
Payment of self supporting loan to community group	(25,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-supporting loan principal income	53,279	40,526	35,129	10,681	10,906	11,136	11,371	1,863	0	0	0	0	0	0	0
Community group cash advance principal income	4,152	2,076	0	0	0	0	0	0	0	0	0	0	0	0	0
Payment of right of use lease	(43,338)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to reserves	(384,477)	(94,958)	(105,182)	(311,314)	(94,958)	(156,698)	(149,211)	(94,958)	(94,958)	(94,958)	(94,958)	(94,958)	(94,958)	(94,958)	(94,958)
Transfer from reserves	540,107	927,397	400,000	410,000	201,764	200,000	200,000	366,273	188,853	0	0	0	0	0	0
Amount attributable to financing activities	527,447	717,886	173,471	52,580	60,006	(4,203)	2,569	222,369	44,212	(145,389)	(146,148)	(94,958)	(94,958)	(94,958)	(94,958)
Budgeted deficiency before general rates	(6,180,830)	(6,306,490)	(6,590,282)	(6,886,845)	(7,196,753)	(7,520,607)	(7,859,034)	(8,212,690)	(8,582,261)	(8,968,463)	(9,372,044)	(9,793,786)	(10,234,506)	(10,695,059)	(11,176,337)
Estimated amount to be raised from general rates	6,317,065	6,306,490	6,590,282	6,886,845	7,196,753	7,520,607	7,859,034	8,212,690	8,582,261	8,968,463	9,372,044	9,793,786	10,234,506	10,695,059	11,176,337
Net current assets at end of financial year - surplus/(deficit)	136,235	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

FS2 - Statement of Comprehensive Income by Nature or Type

SHIRE OF DANDARAGAN

STATEMENT OF COMPREHENSIVE INCOME by Nature or Type

	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	2022/2023 Budget	2023/2024 Budget	2024/2025 Budget	2025/2026 Budget	2026/2027 Budget	2027/2028 Budget	2028/2029 Budget	2029/2030 Budget	2030/2031 Budget	2031/2032 Budget	2032/2033 Budget	2033/2034 Budget
Revenue															
Rates	6,318,338	6,307,820	6,591,672	6,888,297	7,198,271	7,522,193	7,860,692	8,214,423	8,584,072	8,970,355	9,374,021	9,795,852	10,236,665	10,697,315	11,178,694
Operating grants, subsidies & contributions	1,516,593	1,153,624	1,164,993	1,192,397	1,221,428	1,251,187	1,281,691	1,313,008	1,345,293	1,378,400	1,412,336	1,447,121	1,482,778	1,519,328	1,556,793
Fees and charges	2,432,083	2,251,424	2,335,155	2,393,053	2,452,399	2,513,229	2,575,579	2,639,488	2,704,994	2,772,139	2,840,962	2,911,505	2,983,812	3,057,927	3,133,895
Interest earnings	128,000	80,215	133,599	136,521	139,527	142,621	145,808	149,089	152,468	155,950	159,537	163,235	167,046	170,977	175,030
Other revenue	114,118	133,263	135,257	137,301	139,396	141,543	143,744	146,001	148,313	150,683	153,113	155,603	158,156	160,772	163,454
	10,509,131	9,926,347	10,360,677	10,747,569	11,151,021	11,570,773	12,007,513	12,462,007	12,935,141	13,427,527	13,939,968	14,473,316	15,028,458	15,606,319	16,207,866
Expenses															
Employee costs	(4,321,781)	(4,400,990)	(4,508,014)	(4,620,714)	(4,736,232)	(4,854,638)	(4,976,003)	(5,100,404)	(5,227,914)	(5,358,612)	(5,492,577)	(5,629,891)	(5,770,639)	(5,914,904)	(6,062,777)
Materials and contracts	(3,370,303)	(2,995,171)	(2,925,098)	(2,925,457)	(2,991,212)	(3,065,479)	(3,141,638)	(3,219,737)	(3,299,824)	(3,381,950)	(3,466,166)	(3,552,524)	(3,641,079)	(3,731,886)	(3,825,002)
Utilities	(449,397)	(477,766)	(501,153)	(528,252)	(556,851)	(587,033)	(618,886)	(652,505)	(687,988)	(725,438)	(764,968)	(806,692)	(850,734)	(897,223)	(946,297)
Insurance	(413,443)	(408,949)	(419,173)	(429,652)	(440,393)	(451,403)	(462,688)	(474,256)	(486,112)	(498,265)	(510,721)	(523,489)	(536,577)	(549,991)	(563,741)
Other expenses	(727,066)	(722,172)	(739,347)	(756,971)	(775,057)	(793,616)	(812,662)	(832,207)	(852,266)	(872,852)	(893,980)	(915,664)	(937,920)	(960,763)	(984,209)
Depreciation	(6,287,838)	(5,833,453)	(6,001,619)	(6,094,433)	(6,184,580)	(6,276,078)	(6,368,949)	(6,463,214)	(6,558,892)	(6,656,005)	(6,754,575)	(6,854,624)	(6,956,174)	(7,059,246)	(7,163,865)
	(15,569,827)	(14,838,501)	(15,094,404)	(15,355,480)	(15,684,325)	(16,028,247)	(16,380,827)	(16,742,322)	(17,112,996)	(17,493,122)	(17,882,987)	(18,282,885)	(18,693,122)	(19,114,014)	(19,545,891)
	(5,060,696)	(4,912,154)	(4,733,727)	(4,607,911)	(4,533,304)	(4,457,474)	(4,373,314)	(4,280,315)	(4,177,855)	(4,065,596)	(3,943,019)	(3,809,569)	(3,664,664)	(3,507,695)	(3,338,025)
Borrowing costs expense	(18,329)	(16,936)	(10,742)	(6,556)	(5,636)	(4,702)	(3,751)	(2,833)	(2,084)	(1,336)	(577)	0	0	0	0
Grants & subsidies (towards non-operating activities)	2,502,778	6,753,621	2,951,961	5,372,010	2,943,810	3,017,406	3,092,841	3,170,162	3,249,416	3,330,651	3,413,917	3,499,265	3,586,747	3,676,416	3,768,326
Profit on disposal of assets	100	47,294	48,477	49,689	50,931	52,204	53,509	54,847	56,218	57,624	59,064	60,541	62,054	63,606	65,196
Loss on disposal of assets	(69,919)	(56,920)	(58,343)	(59,801)	(61,296)	(62,828)	(64,399)	(66,009)	(67,659)	(69,351)	(71,085)	(72,862)	(74,683)	(76,550)	(78,464)
Net result	(2,646,067)	1,814,905	(1,802,374)	747,431	(1,605,495)	(1,455,394)	(1,295,115)	(1,124,149)	(941,965)	(748,008)	(541,699)	(322,625)	(90,546)	155,776	417,033
Other comprehensive income															
Changes on revaluation of non-current assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total other comprehensive income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total comprehensive income	(2,646,067)	1,814,905	(1,802,374)	747,431	(1,605,495)	(1,455,394)	(1,295,115)	(1,124,149)	(941,965)	(748,008)	(541,699)	(322,625)	(90,546)	155,776	417,033

FSS - Statement of Comprehensive Income by program

SHIRE OF DANDARAGAN

STATEMENT OF COMPREHENSIVE INCOME by Department

	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	2022/2023 Budget	2023/2024 Budget	2024/2025 Budget	2025/2026 Budget	2026/2027 Budget	2027/2028 Budget	2028/2029 Budget	2029/2030 Budget	2030/2031 Budget	2031/2032 Budget	2032/2033 Budget	2033/2034 Budget
Revenue															
Governance	32,385	34,157	34,960	35,784	36,629	37,495	38,382	39,292	40,224	41,180	42,159	43,163	44,192	45,247	46,328
General purpose funding	7,362,634	7,166,695	7,537,581	7,857,435	8,191,231	8,539,583	8,903,137	9,282,565	9,678,570	10,091,886	10,523,279	10,973,550	11,443,537	11,934,113	12,446,191
Law, order & public safety	594,920	377,027	385,987	395,170	404,583	414,231	424,121	434,258	444,648	455,298	466,214	477,403	488,872	500,627	512,677
Health	30,490	0	13,648	13,989	14,339	14,697	15,064	15,441	15,827	16,223	16,628	17,044	17,470	17,907	18,355
Education & welfare	15,000	15,375	15,759	16,153	16,557	16,971	17,395	17,830	18,276	18,733	19,201	19,681	20,173	20,678	21,195
Community amenities	1,445,310	1,347,080	1,380,839	1,415,347	1,450,718	1,486,974	1,524,135	1,562,226	1,601,270	1,641,289	1,682,309	1,724,354	1,767,450	1,811,624	1,856,902
Recreation and culture	408,926	395,717	403,882	412,626	422,532	432,686	443,096	453,768	464,746	476,012	487,562	499,401	511,538	523,980	536,735
Transport	258,007	250,981	257,255	263,687	270,279	277,036	283,962	291,061	298,337	305,796	313,441	321,277	329,308	337,541	345,980
Economic services	245,316	222,542	212,580	217,745	223,039	228,465	234,026	239,727	245,570	251,559	257,698	263,991	270,441	277,052	283,828
Other property and services	116,142	116,774	118,185	119,632	121,115	122,635	124,194	125,839	127,673	129,552	131,478	133,453	135,476	137,551	139,677
	10,509,131	9,926,347	10,360,677	10,747,569	11,151,021	11,570,773	12,007,513	12,462,007	12,935,141	13,427,527	13,939,968	14,473,316	15,028,458	15,606,319	16,207,866
Expenses excluding finance costs															
Governance	(581,077)	(598,816)	(617,483)	(635,764)	(651,626)	(667,894)	(684,581)	(701,698)	(719,255)	(737,265)	(755,739)	(774,692)	(794,135)	(814,082)	(834,547)
General purpose funding	(183,996)	(180,668)	(184,997)	(189,482)	(194,235)	(199,111)	(204,114)	(209,247)	(214,514)	(219,919)	(225,464)	(231,155)	(236,996)	(242,990)	(249,141)
Law, order & public safety	(1,495,002)	(1,538,256)	(1,555,416)	(1,592,971)	(1,632,011)	(1,672,065)	(1,713,162)	(1,755,333)	(1,798,607)	(1,843,017)	(1,888,596)	(1,935,376)	(1,983,393)	(2,032,683)	(2,083,284)
Health	(341,119)	(347,749)	(355,893)	(364,329)	(373,262)	(382,424)	(391,821)	(401,460)	(411,347)	(421,489)	(431,893)	(442,567)	(453,518)	(464,754)	(476,282)
Education & welfare	(144,957)	(132,103)	(135,128)	(138,254)	(141,535)	(144,900)	(148,352)	(151,892)	(155,524)	(159,249)	(163,071)	(166,992)	(171,014)	(175,140)	(179,373)
Community amenities	(2,263,363)	(2,165,725)	(2,217,085)	(2,269,936)	(2,324,715)	(2,380,911)	(2,438,565)	(2,497,719)	(2,558,415)	(2,620,697)	(2,684,611)	(2,750,205)	(2,817,526)	(2,886,626)	(2,957,556)
Recreation and culture	(3,492,816)	(3,385,778)	(3,539,198)	(3,544,406)	(3,611,408)	(3,686,927)	(3,764,350)	(3,843,734)	(3,925,137)	(4,008,622)	(4,094,252)	(4,182,092)	(4,272,212)	(4,364,681)	(4,459,573)
Transport	(5,624,326)	(5,357,684)	(5,393,332)	(5,501,599)	(5,612,769)	(5,726,638)	(5,843,292)	(5,962,819)	(6,085,309)	(6,210,858)	(6,339,566)	(6,471,535)	(6,606,873)	(6,745,691)	(6,888,107)
Economic services	(740,294)	(723,864)	(681,489)	(697,645)	(714,648)	(732,089)	(749,981)	(768,336)	(787,167)	(806,489)	(826,314)	(846,657)	(867,534)	(888,958)	(910,947)
Other property and services	(702,884)	(407,858)	(414,383)	(421,094)	(428,117)	(435,287)	(442,609)	(450,085)	(457,720)	(465,517)	(473,480)	(481,614)	(489,922)	(498,410)	(507,081)
	(15,569,834)	(14,838,501)	(15,094,404)	(15,355,480)	(15,684,325)	(16,028,247)	(16,380,827)	(16,742,322)	(17,112,996)	(17,493,122)	(17,882,987)	(18,282,885)	(18,693,122)	(19,114,014)	(19,545,891)
	(5,060,703)	(4,912,154)	(4,733,727)	(4,607,911)	(4,533,304)	(4,457,474)	(4,373,314)	(4,280,315)	(4,177,855)	(4,065,596)	(3,943,019)	(3,809,569)	(3,664,664)	(3,507,695)	(3,338,025)
Finance costs															
Governance	(11,982)	(7,219)	(3,175)	0	0	0	0	0	0	0	0	0	0	0	0
Law, order & public safety	(358)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Education & welfare	0	(7,019)	(6,345)	(5,661)	(4,967)	(4,262)	(3,547)	(2,821)	(2,084)	(1,336)	(577)	0	0	0	0
Recreation and culture	(4,626)	(1,664)	(358)	(204)	(157)	(109)	(61)	(12)	0	0	0	0	0	0	0
Other property and services	(1,364)	(1,034)	(864)	(691)	(513)	(330)	(143)	0	0	0	0	0	0	0	0
	(18,329)	(16,936)	(10,742)	(6,556)	(5,636)	(4,702)	(3,751)	(2,833)	(2,084)	(1,336)	(577)	0	0	0	0
Non- operating grants and subsidies															
Recreation and culture	27,197	4,520,000	662,500	3,025,313	538,445	551,906	565,704	579,847	594,343	609,201	624,431	640,042	656,043	672,444	689,256
Transport	2,475,581	2,233,621	2,289,461	2,346,698	2,405,365	2,465,499	2,527,137	2,590,315	2,655,073	2,721,450	2,789,486	2,859,223	2,930,704	3,003,971	3,079,071
	2,502,778	6,753,621	2,951,961	5,372,010	2,943,810	3,017,406	3,092,841	3,170,162	3,249,416	3,330,651	3,413,917	3,499,265	3,586,747	3,676,416	3,768,326
Profit / (loss) on asset disposal															
Governance	(10,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community amenities	(22,407)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport	(35,624)	(9,625)	(9,866)	(10,112)	(10,365)	(10,624)	(10,890)	(11,162)	(11,441)	(11,727)	(12,021)	(12,321)	(12,629)	(12,945)	(13,268)
Other property and services	(1,788)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	(69,819)	(9,625)	(9,866)	(10,112)	(10,365)	(10,624)	(10,890)	(11,162)	(11,441)	(11,727)	(12,021)	(12,321)	(12,629)	(12,945)	(13,268)
Net result	(2,646,074)	1,814,905	(1,802,374)	747,431	(1,605,495)	(1,455,394)	(1,295,115)	(1,124,149)	(941,965)	(748,008)	(541,699)	(322,625)	(90,546)	155,776	417,033
Other comprehensive income															
Changes on revaluation of non-current ass	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total other comprehensive income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total comprehensive income	(2,646,074)	1,814,905	(1,802,374)	747,431	(1,605,495)	(1,455,394)	(1,295,115)	(1,124,149)	(941,965)	(748,008)	(541,699)	(322,625)	(90,546)	155,776	417,033

FS4 - Statement of Financial Position

SHIRE OF DANDARAGAN STATEMENT OF FINANCIAL POSITION

Description	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS																
Cash and cash equivalents	7,236,030	6,073,940	5,108,449	4,813,632	4,714,946	4,608,140	4,564,838	4,514,049	4,242,734	4,148,839	4,243,797	4,338,755	4,433,714	4,528,672	4,623,630	4,718,588
Trade receivables	708,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012	132,012
Other financial assets at amortised cost	55,721	42,602	35,129	10,681	10,906	11,136	11,371	1,863	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Other current assets	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967
Inventories	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727	31,727
TOTAL CURRENT ASSETS	8,035,457	6,284,248	5,311,285	4,992,019	4,893,558	4,786,983	4,743,916	4,683,619	4,410,441	4,316,546	4,411,504	4,506,462	4,601,420	4,696,378	4,791,336	4,886,294
NON-CURRENT ASSETS																
Other financial assets at amortised cost	187,984	168,672	130,359	119,678	108,772	97,636	86,265	84,402	84,402	84,402	84,402	84,402	84,402	84,402	84,402	84,402
Right of use asset	0	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149	90,149
Property, plant and equipment	38,176,106	37,143,441	36,982,872	36,313,472	35,673,422	35,087,427	34,530,357	34,025,338	33,584,954	33,164,669	32,794,899	32,427,296	32,032,328	31,701,434	31,554,461	31,572,454
Infrastructure	248,197,940	248,707,779	251,537,375	250,577,873	252,017,934	251,058,439	250,155,911	249,368,385	248,906,988	248,429,521	247,905,894	247,585,650	247,563,036	247,708,425	247,916,216	248,220,298
TOTAL NON-CURRENT ASSETS	286,606,530	286,154,541	288,785,255	287,145,671	287,934,776	286,378,151	284,907,182	283,612,773	282,710,993	281,813,240	280,919,844	280,231,997	279,814,414	279,628,910	279,689,727	280,011,802
TOTAL ASSETS	294,641,986	292,438,789	294,096,540	292,137,690	292,828,335	291,165,133	289,651,098	288,296,392	287,121,434	286,129,786	285,331,347	284,738,459	284,415,834	284,325,288	284,481,064	284,898,096
CURRENT LIABILITIES																
Trade and other payables	(461,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)	(431,373)
Borrowings	(119,620)	(112,406)	(156,476)	(56,787)	(57,706)	(58,641)	(59,591)	(50,809)	(49,683)	(50,431)	(51,190)	0	0	0	0	0
Employee related provisions	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)	(594,129)
TOTAL CURRENT LIABILITIES	(1,175,122)	(1,137,908)	(1,181,979)	(1,082,289)	(1,083,208)	(1,084,143)	(1,085,093)	(1,076,311)	(1,075,185)	(1,075,933)	(1,076,693)	(1,025,502)	(1,025,502)	(1,025,502)	(1,025,502)	(1,025,502)
NON-CURRENT LIABILITIES																
Trade and other payables	0	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)	(90,149)
Borrowings	(246,128)	(636,065)	(434,840)	(378,053)	(320,346)	(261,705)	(202,114)	(151,305)	(101,622)	(51,190)	0	0	0	0	0	0
Employee related provisions	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)	(104,024)
TOTAL NON-CURRENT LIABILITIES	(350,151)	(830,237)	(629,013)	(572,225)	(514,519)	(455,878)	(396,287)	(345,478)	(295,795)	(245,363)	(194,173)	(194,173)	(194,173)	(194,173)	(194,173)	(194,173)
TOTAL LIABILITIES	(1,525,273)	(1,968,145)	(1,810,991)	(1,654,515)	(1,597,727)	(1,540,021)	(1,481,380)	(1,421,789)	(1,370,980)	(1,321,297)	(1,270,865)	(1,219,675)	(1,219,675)	(1,219,675)	(1,219,675)	(1,219,675)
TOTAL NET ASSETS	293,116,713	290,470,640	292,285,545	290,483,171	291,230,602	289,625,107	288,169,712	286,874,598	285,750,449	284,808,484	284,060,477	283,518,778	283,196,154	283,105,607	283,261,383	283,678,416
EQUITY																
Retained earnings	(199,357,712)	(196,867,269)	(199,514,613)	(198,007,057)	(198,853,174)	(197,354,485)	(195,942,393)	(194,698,067)	(193,845,233)	(192,997,163)	(192,154,198)	(191,517,541)	(191,099,959)	(190,914,454)	(190,975,272)	(191,297,347)
Reserves - cash backed	(5,830,457)	(5,674,827)	(4,842,388)	(4,547,570)	(4,448,884)	(4,342,078)	(4,298,776)	(4,247,987)	(3,976,672)	(3,882,777)	(3,977,735)	(4,072,693)	(4,167,651)	(4,262,609)	(4,357,567)	(4,452,525)
Revaluation surplus	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)	(87,928,544)
TOTAL EQUITY	293,116,713	290,470,640	292,285,545	290,483,171	291,230,602	289,625,107	288,169,712	286,874,598	285,750,449	284,808,484	284,060,477	283,518,778	283,196,154	283,105,607	283,261,383	283,678,416



SHIRE OF
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