

# Long Term Financial Plan 2013 - 2022



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Date: 28 June 2013  
Status: Version 1.1

Time Period of the Plan: The Long Term Financial Plan covers a 10 year period

The Shire of Dandaragan wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this project.



Department of **Local Government**  
Department of **Regional Development and Lands**



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## 1.0 PURPOSE

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The Long Term Financial Plan (LTFP) is a 10 year rolling Plan that informs the Corporate Business Plan to activate the priorities from the Strategic Community Plan. 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 Corporate Business Plan the LTFP is also reliant on data derived from the Community Strategic Plan 2011 - 2021, the Workforce Development Plan, and the major Asset Management Plans for transport infrastructure, public open space and property.

It is anticipated that during annual budget preparation, priority will also be placed on those objectives identified in the Strategic Community Plan. As the annual budget is currently being developed and still to be adopted by Council, it is acknowledged that variations between the LTFP and final adopted budget of 2013/14 will arise. Significant changes will be noted in the budget.

The Shire of Dandaragan has prepared other forward planning documents such as the Five Year Financial Plan and the Capital Works Program. This LTFP is a dynamic document that will change as the economic climates change and local growth patterns are experienced. As such the document is an initial draft, based on assumptions known at the time and subject to changes.

## 2.0 SHIRE OF DANDARAGAN INFORMATION

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The name Dandaragan comes from the title of a watering hole “Dandaraga” spring which according to local Aboriginal language, meant “good kangaroo” country. The first recorded land lease was in 1848 to William Brockman of Gingin who took out a 6,000 acre lease at “Muchamulla” spring, 6 miles east of Regans Ford. From this time onward the Shire of Dandaragan was gradually settled as more pastoral leases were granted. Dandaragan is located 20 kms inland from the Brand Highway and is surrounded by broad acre agricultural uses, which have started to diversify in recent years.

The name Badgingarra is Aboriginal in origin, “Badgin” meaning Manna Gum which grew in the surrounding flats and “garra” meaning water. While the Hill River area at Badgingarra was initially surveyed in the 1880’s and the first freehold land purchased in 1895, it remained largely undeveloped. In September 1952, the then Midland Railway Company auctioned 24,000 acres. The Lands Department made further releases in subsequent years. Badgingarra is a small service centre which is located on the Brand Highway and services mainly agricultural businesses, as well as passing business, visitor and other traffic.

Cervantes is a fishing village located in close proximity to the Pinnacles Desert, a world famous tourist attraction in Nambung National Park. The name Cervantes comes from the wrecked whaling ship of the same name. Hangover Bay and Kangaroo Point provide fishing opportunities and are ideal places to explore. Coastal wildflowers in Nambung Park are spectacular in spring and the Emu Downs Wind Farm has 48 turbines that can be viewed from the Bibby Road car park.

Jurien Bay, the biggest sheltered bay along the central west coast, is located 220 km north of Perth CBD and 194 km from Joondalup. Jurien Bay has become established as a holiday and retirement location particularly for people from the Wheatbelt region. Jurien Bay is now moving beyond its role as a holiday location and becoming the focus of a growing Central Coast region and is providing regional servicing. The collective inland communities have and will continue to serve as feeder populations to the coastal areas which will in turn support the growth and activity of Jurien Bay. The coastline is characterised by stretches of sandy beaches between low limestone headlands. Lesueur National Park is located 23 km east of Jurien Bay and is one of the key biodiversity hotspots in WA. Offshore is the Jurien Bay Marine Park which includes a number of islands and reefs surrounding the bay. The Marina hosts the rock lobster fleet and moorings for fishing and recreational boating.

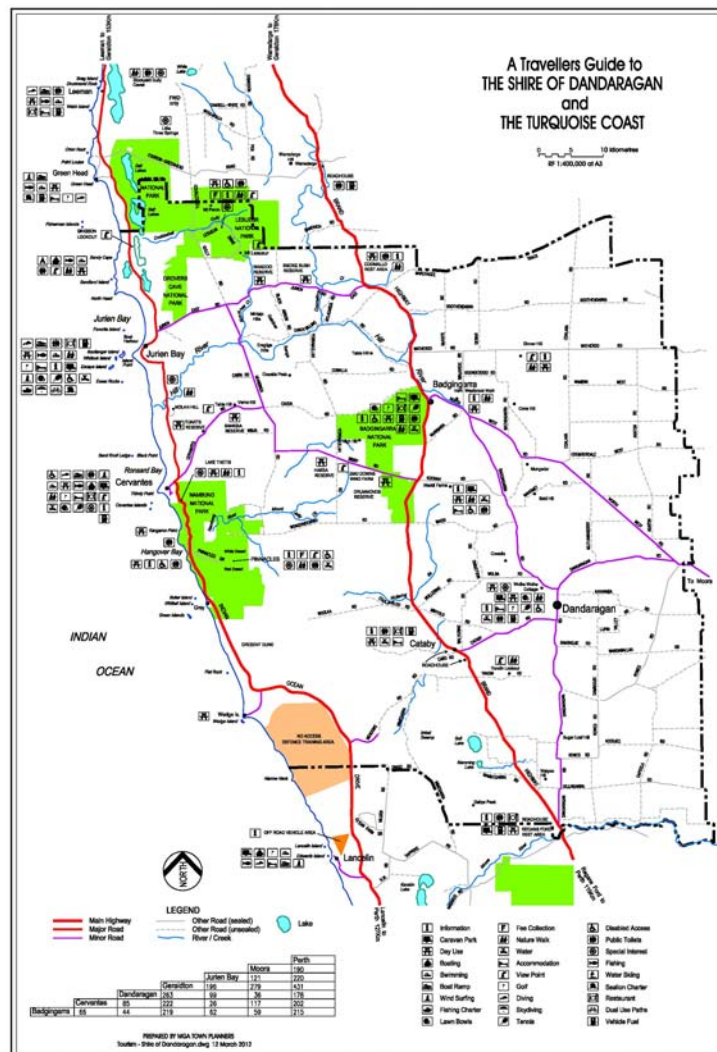
Regans Ford is a small townsite named after a ford over the Moore River, which was named after Edward Regan who built the ford. In the late 1800’s the land was used as a watering place for travellers and stock. It is now a small townsite area on the Brand Highway and services local residents and passing traffic.

Grey and Wedge are coastal sites in the Shire located between the towns of Lancelin and Cervantes. They have been the site of 500 or so recreational squatter shacks, which are being progressively converted to nature based recreation facilities and incorporated into the management of the national parks.

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**Council Statistics (based on 2012 - 2013)**

Area: 6,934 km<sup>2</sup>  
 Distance from Perth: 220km  
 Total Revenue: \$9,110,827  
 Population: 3,185  
 Number of Employees: 50  
 Number of Electors: 2,263  
 Number of Dwellings: 2,577  
 Length of Roads: Sealed 433km, Unsealed 936km  
 Townsites: Badgingarra, Cervantes, Dandaragan, Jurien Bay, Regans Ford



## 3.0 SERVICES AND INFRASTRUCTURE

West Australian local governments provide a range of services and infrastructure to the wider community. The Shire of Dandaragan caters to residents in four larger towns and to a collection of farms and outlying communities connected by a large road network.

Across the district the following functions are delivered:

FUNCTION	OBJECTIVE	ACTIVITIES
<b>GOVERNANCE</b>	To create a decision making process for the efficient allocation of resources.	Cater to the requirements of elected members while acting on behalf of the Shire.  Costs for administrative purpose and ratepayer matters.
<b>GENERAL PURPOSE FUNDING</b>	The collection of revenue to allow for the provision of services.	Raising of rates, collection of interest on investments by the Shire, and grant allocations from State and Federal sources.
<b>LAW, ORDER, AND PUBLIC SAFETY</b>	The provision of services to ensure a safer community.	Creation and enforcement of by-laws, fire prevention, animal control. Support of premises and volunteers assistance for emergency services.
<b>HEALTH</b>	To provide an operational framework for good community health.	Food quality control for the broader community. Contribution to additional medical services. Provisions of premise and support for child care services and play groups.
<b>EDUCATION AND WELFARE</b>	To address and provide for the needs of the community in these areas.	Provision of premise and support for youth groups. Support for home and community services.
<b>HOUSING</b>	Provide and maintain housing for staff and non-staff.	Provision of staff housing and rental houses.



FUNCTION	OBJECTIVE	ACTIVITIES
<b>COMMUNITY AMENITIES</b>	Operation and control of public conveniences, sanitation services and public amenities.	Waste management, collection services and operation of transfer stations and tip.
<b>RECREATION AND CULTURE</b>	Build and maintain halls, community buildings and various reserves.	Public library services in four town sites. Maintenance of public recreation centres in four towns, parks and gardens.
<b>TRANSPORT</b>	Construction and maintenance of roads, footpaths, drainage and clean streets.	Construction and maintenance of streets, roads, bridges culverts. Street cleaning and lighting, depot maintenance and airstrip maintenance.
<b>ECONOMIC SERVICES</b>	Promotion of the Shire and implementation of strategies to improve economic growth and development.	Lead role in tourism promotion, and support enterprise development. Assist with provision of natural resource management. Building services.
<b>OTHER PROPERTY AND SERVICES</b>	Provision of private works, to facilitate growth where market forces are developing.	General services when limited commercial enterprises are available to deliver.



## 4.0 ASSET MANAGEMENT

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Asset management planning is a process to ensure delivery of infrastructure services is provided in a sustainable manner, both from a financial and environmental perspective.

The Asset Management Plans (AMP) detail information about infrastructure assets, buildings and public open space assets including actions required to provide an agreed level of service in the most cost effective manner. The AMP defines the services to be provided, how the services are provided and what funds are required to provide the services.

The Shire exists to provide services to its community. Some of these services are provided by infrastructure assets. Assets have been acquired by; purchase, on contract, in-house construction, donation of assets constructed by developers and others, to meet desired levels of service.

The goal in managing assets is to meet the required level of service in the most cost effective manner for present and future consumers. The goal of asset management is to:

1. document the services/levels of service to be provided and the costs of providing the service;
2. communicate the consequences for levels of service and risk, where desired funding is not available;
3. provide information to assist decision makers in trading off levels of service, costs and risks to provide services in a financially sustainable manner; and
4. provide information to feed into the LTFP and to the Corporate Business Plan.

The key elements of infrastructure asset management are:

- Taking a whole life cycle approach.
- Developing cost-effective management strategies for the long term.
- Providing a defined level of service and monitoring performance.
- Understanding and meeting the demands of growth through demand management and infrastructure investment.
- Managing risks associated with asset failures.
- Sustainable use of physical resources.
- Continuous improvement in asset management practices.

## 5.0 WORKFORCE PLANNING STRATEGIES

The Workforce Development Plan has been developed to capture the current level of human resources used to complete the various day to day functions within the community. It is used to map out future workforce trends and requirements to meet the needs of the district.

Workforce planning is a significant human resource management challenge for the Shire of Dandaragan. The environment with in which we operate has a number of challenges that are characterised by, increased demands for flexibility, responsiveness and performance improvement, and emphasis on innovation and service delivery, devolved employment arrangements, competitive labour markets, skills shortages and an ageing workforce.

### 5.1 Staff Costs

Several key assumptions to the Plan include the increase to employer Superannuation contributions required under Federal legislation, an allowance for the rise to the Consumer Price Index (CPI), and future residential land development proposals and associated road network and public open space.

The table below summarises funding requirements established from the Workforce Development Plan that have been included in this LTFFP.

CODE - Strategy	2013/14 \$	Source of Funds	2014/15 \$	Source of Funds	2015/16 \$	Source of Funds	2016/17 \$	Source of Funds
G5-01-A1	25,000	WALGA	25,000	WALGA	25,000	WALGA	25,000	WALGA
	80,000	Operational Budget						
G5-01-A2	15,000	Operational Budget	15,000	Operational Budget	15,000	Operational Budget	15,000	WALGA
G5-02-A5	0	Operational Budget	0	Operational Budget	0	Operational Budget	0	Operational Budget
G5-04-A1	10,000	LGIS	10,000	LGIS	10,000	LGIS	10,000	LGIS
G5-04-A2	5,000	Operational Budget	5,000	Operational Budget	5,000	Operational Budget	5,000	Operational Budget
G4-02-A5	12,000	NACC West Midland	0	NA	0	NA	0	NA
G5-02-A1	65,000	Operational Budget	65,000	Operational Budget	65,000	Operational Budget	65,000	Operational Budget
<b>Total</b>	<b>\$ 212,000</b>	<b>(Additional Funds Required)</b>						

It is anticipated that the implementation of these strategies may result in short or long term additional costs to Council dependent on the timing of delivery in relation to market costs of professional delivery, the immediate availability of relevant candidates in recruitment strategies, and costs that may be incurred in succession planning or transitions to retirement where there may be some short term overlap of roles to enable knowledge transfer.

Any potential re-structure in the future is likely to cause upward pressure on costs. These possible changes have been factored into this LTFP.



## 6.0 MODELLING

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A number of variables can affect the long term forecasts and proposed replacement patterns. Modelling allows for the opportunity to propose changes and develop alternative cases that may transpire.

The CPI is a common basis upon which a variety of scenarios are based. For the purposes of this document, inflation has been set at 3%. Inflation figures are extremely difficult to predict and therefore, the inflation figure for this document is based on the traditional approach to Australian fiscal policy which aims to maintain inflation within a 2% - 3 % range.

A number of alternative scenarios were explored in the development of this LTFP. The financial reports presented have been chosen as they represent the best case based on past trends and historical decision making principals embraced by the Shire. The analysis is set out to give an indication of what future direction might be considered in order to deal with rising costs, asset replacement requirements and acquisition of new infrastructure.

Details of specific projects for the current periods have been identified in the Corporate Business Plan.



## 7.0 REVENUE RAISING - RATES

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The Western Australian Local Government Act specifies the manner whereby the Shire of Dandaragan is able to raise revenue to meet the cost of carrying out operations. Rates provide the majority of local income and are the vessel that allows core services of the Shire to occur.

An annual rate notice is presented to all landowners with the Shire. The general rates are determined on the basis of raising the revenue required to meet the difference between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates.

Each year the Shire reviews previous annual rate charges and strives to adopt a rate that is balanced between growth projections and the needs of the broader community.

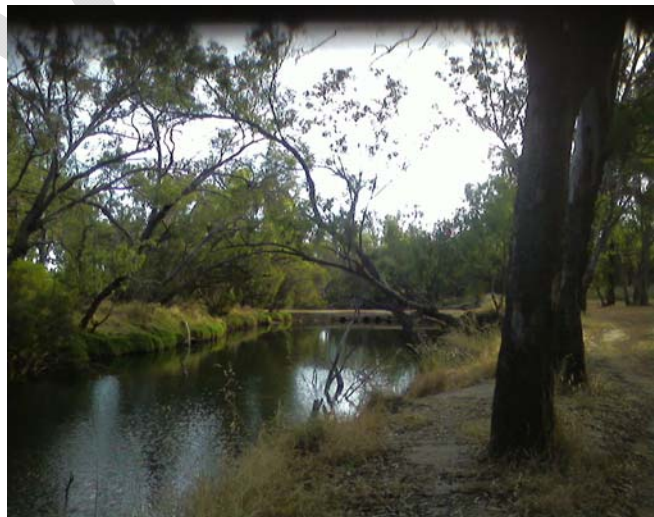
While the Shire of Dandaragan has consistently achieved a rate coverage ratio of greater than 35% in each of its previous financial years, it is clearly of the understanding that its current level of rating is significantly lower than the assessed capacity to rate as calculated by the Grants Commission.

However, Dandaragan is a large Shire in terms of its rate base compared with many country shires. The level of rating being lower than the Grants Commission assessed capacity is an indicator of the strength and sustainability of Shire of Dandaragan and is a product of using a balanced budget. The GRV rate charged compares favourably with metropolitan councils sitting in about a median position.

The modest level of current rates also provides Council with the capacity to increase rates significantly to meet future needs without undue hardship, while keeping a balanced budget.

The Shire of Dandaragan is aware of the balance required between asset preservation, renewal and acquisition and the financial burden placed on ratepayers and its reliance on external grant funding.

In setting the annual budget the Shire's philosophy is to provide a balanced budget and as such carry forward a nil surplus each year.



## 8.0 FUTURE GROWTH PATTERNS

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The estimates in the LTFP are based on growth patterns and assumptions regarding future revenue and expenses. Anticipating economic growth trends is a complicated process and a number of intricate factors will affect outcomes.

The Shire of Dandaragan is considered to be located in a growth region of the Wheatbelt. While a conservative approach underlines the key assumptions listed below, they are based on continued expansion and development of the district.

### 8.1 Key Assumptions - Revenue

- Rates:
  - Maintain current methodology to achieve stability and planned growth patterns.
  - Rates have traditionally been increased in order to achieve a balanced budget.
  - Changes to rate levels will be necessary to carry out both projects identified in the Strategic Community Plan and general operational functions.
- Growth in rate base will be based on:
  - Ardross development proposals using year, number of lots and type of lots (corresponding cost in maintenance of new roads, footpaths, public open spaces of new developments will offset any significant increase).
  - Special Rural developments using year, number of lots and type.
  - Rate revaluations will not be applied immediately as a means of lifting the overall rate revenue.
  - GRV revaluations will occur every five years and are scheduled for 2013/14 and 2018/19.
- Operating grants and subsidies:
  - Based on inflation of 3% (CPI is set at 3% to reflect upward movement of prices).
- Non-operating grants and subsidies:
  - This will be identified on a case by case to determine what is one off or re-occurring, such as Royalties for Regions. (Councillors will need to identify what source of funding is being used to carry out each project.)
- Fees and charges:
  - Is based on CPI plus 1.5%.
  - Rubbish services will be reviewed with respect to 'ASK' Waste Management report on overall waste management services.
  - Consideration of dog licence - based on no increase over past 18 years.
- Services charges:
  - This is set by legislation and no assumptions are being made.

- Interest yield:
  - Conservative rate based on current market trend of 3%. No long term investments are proposed.
- Other revenue:
  - Each case will be evaluated independently. Australia's Monetary Policy will be applied using CPI of 3%.

## 8.2 Key Assumptions - Expenses

- Staff costs:
  - Annual increase of 5.5%.
  - Any new positions identified in the Strategic Community Plan will be brought into the LTFP in the year which the new staff is brought on board.
  - Capitalising of major projects is to be brought in on completion ie Roads 2 Recovery Projects.
- Materials and contracts:
  - CPI plus 1.5%. GRV revaluations will be carried out every five years.
- Utility charges:
  - CPI plus 7% = 10% for next two years of 2013/14 and 2014/15. This is based on current upward movement of water and electricity costs and proposed carbon tax scheme. In the following periods the rate will revert to 3%.
- Telecommunication:
  - Charges will be held at CPI.
- Depreciation:
  - Historically depreciation rates to be applied and specific considerations will be applied for all new fixed assets being brought in.
- Interest expense:
  - Interest will reflect repayment schedules for each loan class.
  - All new loans will be identified in the Corporate Business Plan.
- Insurance expenses:
  - CPI plus 1.5%.
  - The Shire of Dandaragan is a partner to the wider municipal self-insurance scheme. The percentage to be applied is supported by a review of the historical trend over the past four years.
- Other expenses:
  - Reviewed on a case by case basis. The application of CPI will be made unless additional evidence supports otherwise.

## 8.3 Key Assumptions - Other

- Roads to Recovery:



- There will be a 5% increase based on history of previous four years from 2008/09 to present. Revised figures will occur every fourth year.
- Royalties for Regions:
  - Project for 2013/14 is to be included into the LTFP.
  - Following years the Royalties for Regions funding will be based on competitive rounds and is not necessarily a specific allocation. (FILE NOTE: Country Local Government Funding projects will be brought in manually to the LTFP.)
- Regional Road Groups:
  - Based on review of capital works over the last five years the Shire has received. As a guide one third of the project will require a contribution from Shire funds. The Shire will contribute no more than one third towards the cost of the project.
- Other grants:
  - Other grants such as Financial Assistance Grant Scheme will increase by CPI of 3%.
  - One off grants such as those secured from Lotterywest are based on one off, specific projects, and there will be no increase over multiple periods.
- Statutory charges:
  - No CPI will be applied to the likes of Council fees or dog registration fees.
- Election expense:
  - Occurs every second year and increase by CPI plus 1.5%.
- Councillor conference and fact finding excursions:
  - Local Government Week is programmed for Councillors to attend every second year.
  - Councillor's excursion to other local governments occurs every second year.
- Consumer Price Index:
  - Overall assumption is that CPI will be at 3% for cases where a growth factor is expected but there is no hard data to indicate what level is anticipated.
- Emergency Service Levy (ESL):
  - ESL will have a nil financial effect on the LTFP. It will be factored in with growth of CPI and income is offset by reimbursements.
- Health services:
  - Support for medical services provided by a physician.
- Rubbish collection fees collected:
  - Assumption is that an increase is driven by a review of new residential buildings completed in past two years, which is 60 dwellings per year.

- Material and contracts of 1.5% plus CPI = 4.5%.
- Waste management charges:
  - Charges for 2013/14 will be based on the results of the ASK Waste Management Report.
  - For the remaining nine years charges will mirror that of fees and charges at 4.5%.
- Town planning:
  - Based on 4.5%.
  - Local Planning Strategy and Scheme should be reviewed every five years.
- Insurance:
  - Review of last 4 years and provided assumption of 5% increase.
- Contracts:
  - Any formal long term contract will have a component of CPI.
- Reserves:
  - Reserves will be a key consideration to the formation of the budget. Any annual surplus will be brought into reserve and transferred to and from specific accounts to complete identified projects in the next financial period.
- Family Resource Centre :
  - Is based on a lease agreement commencing November 2002 covering a period of 25 years at the annual rate of \$10,000 plus the average CPI movement between each yearly review.
- Superannuation:
  - Based on statutory movement set out by increasing the superannuation guarantee rate from 9% to 12% as follows:

<b>Year</b>	<b>Rate (%)</b>
2013-14	9.25%
2014-15	9.5%
2015-16	10%
2016-17	10.5%
2017-18	11%
2018-19	11.5%
2019-20	12%

- Debentures:
  - The Shire of Dandaragan as at 1 July 2013 has seven loans for varying sums of money, four of which are categorised as Self Supporting Loans. The Shire of Dandaragan has no specific intentions to raise further debentures for the period covered in this LTFP.

## 9.0 RISK ASSESSMENT

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In the process of creating the Asset Management Plans, the Shire made an assessment of risks associated with service delivery associated with transport infrastructure, buildings, and public open space assets. A benchmark has been set out to quarantine an acceptable level of risks with these three major asset categories.

As part of the risk assessment progression, the Shire aims to;

- Protect the quality of the Shire assets.
- Protect users of the Shire assets.
- Protect the Shire's assets and public image.
- Reduce the Shire's exposure to risk.
- Promote effective financial and asset management practices.

A primary financial risk in forward planning for the Shire is the dependence on State and Federal government to allocate sufficient grant funding to regional local governments. In addition, the Shire is cognitive that the collection of property rates has statutory limitations and is not necessarily an appropriate revenue raising mechanism to finance all activities.

The Shire has created a risk matrix to assist in identifying the likelihood of an unfavorable event occurring and the probably consequences. The scale sets out a risk value between 'low' and 'extreme' as a measurement indicator. A process to both identify and mitigate adverse situations will lead to proactive steps to mitigate non-acceptable risks.

Overall, the Shire of Dandaragan's philosophy is to provide a balanced budget and as such carries forward a nil surplus each year. This risk avoidance philosophy has been applied within the process of creating this document and its applications into the development of the Corporate Business Plan.



## 10.0 FINANCIAL TABLES

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The financial projections in the LTFP have been created in accordance with the Local Government Financial Management Regulation 1996 and Australian Account Standards. Five statements have been included within the document.

The 10 year Balance Sheet is created to present a picture of what is owned by the Shire and what are the corresponding obligations that must be met by the organisation. The financial document is divided into short term commitments that may be realised within less than one year and those that will transpire in the longer term, beyond one year.

The 10 year Income Statement lays out the sources of income that are expected and the associated operational expenses that will arise in the next 12 month period. Two Income Statements have been presented, by 1) Nature and Type and by 2) Programs.

The Rate Setting Statement shows how much rates will be required to carry out the operations of the Shire. It is a key document in the budget creation process and is a tool for managing sustainable growth patterns.

The Cash Flow Statement will detail the sources of money coming into the Shire and where it will be used. The Cash Flow Statement can be broken down into three major components; cash for operational activities, cash used in investing activities and cash provided or used in financing activities.

## Balance Sheet 2013 - 2023

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>										
Cash	(8,793,489)	(6,251,543)	(6,466,854)	(6,666,394)	(6,837,985)	(7,077,750)	(7,368,711)	(7,567,373)	(7,770,933)	(8,018,248)
Debtors	(291,820)	(291,820)	(291,820)	(291,820)	(291,820)	(291,820)	(291,820)	(291,820)	(291,820)	(291,820)
Inventories	(30,452)	(30,452)	(30,452)	(30,452)	(30,452)	(30,452)	(30,452)	(30,452)	(30,452)	(30,452)
<b>TOTAL CURRENT ASSETS</b>	<b>(9,115,761)</b>	<b>(6,573,814)</b>	<b>(6,789,126)</b>	<b>(6,988,666)</b>	<b>(7,160,256)</b>	<b>(7,400,022)</b>	<b>(7,690,983)</b>	<b>(7,889,645)</b>	<b>(8,093,205)</b>	<b>(8,340,519)</b>
<b>NON-CURRENT ASSETS</b>										
Land	(759,796)	(759,796)	(759,796)	(759,796)	(759,796)	(759,796)	(759,796)	(759,796)	(759,796)	(759,796)
Buildings and Improvements	(17,130,739)	(19,492,092)	(19,455,360)	(19,418,628)	(19,381,896)	(19,345,164)	(19,308,432)	(19,271,700)	(19,234,968)	(19,198,236)
Furniture and Equipment	(294,176)	(291,475)	(288,774)	(286,073)	(283,372)	(280,671)	(277,970)	(275,269)	(272,568)	(269,867)
Plant and Equipment	(3,533,736)	(3,567,048)	(3,615,813)	(3,680,494)	(3,761,569)	(3,859,529)	(3,974,880)	(4,108,145)	(4,259,861)	(4,430,582)
Tools and Attractive Items	(167,019)	(152,799)	(138,579)	(124,359)	(110,139)	(95,919)	(81,699)	(67,479)	(53,259)	(39,039)
Infrastructure	(181,274,768)	(186,556,284)	(189,257,645)	(190,012,449)	(190,822,440)	(191,689,421)	(192,615,251)	(193,714,415)	(194,876,339)	(196,103,078)
Other Non-Current Assets	(298,822)	(264,085)	(227,245)	(188,169)	(146,717)	(105,348)	(73,726)	(50,232)	(25,564)	(25,564)
<b>TOTAL NON-CURRENT ASSETS</b>	<b>(203,459,055)</b>	<b>(211,083,579)</b>	<b>(213,743,212)</b>	<b>(214,469,968)</b>	<b>(215,265,929)</b>	<b>(216,135,847)</b>	<b>(217,091,754)</b>	<b>(218,247,037)</b>	<b>(219,482,356)</b>	<b>(220,826,162)</b>
<b>TOTAL ASSETS</b>	<b>(212,574,816)</b>	<b>(217,657,394)</b>	<b>(220,532,337)</b>	<b>(221,458,634)</b>	<b>(222,426,185)</b>	<b>(223,535,869)</b>	<b>(224,782,737)</b>	<b>(226,136,682)</b>	<b>(227,575,561)</b>	<b>(229,166,682)</b>
<b>CURRENT LIABILITIES</b>										
Creditors	1,368,235	1,368,235	1,368,235	1,368,235	1,368,235	1,368,235	1,368,235	1,368,235	1,368,235	1,368,235
Retentions	530,503	530,503	530,503	530,503	530,503	530,503	530,503	530,503	530,503	530,503
Provisions	358,788	358,788	358,788	358,788	358,788	358,788	358,788	358,788	358,788	358,788
Loans Leases Overdrafts	214,120	196,271	207,166	102,445	105,794	99,672	95,373	100,593	(0)	(0)
Accruals	98,772	98,772	98,772	98,772	98,772	98,772	98,772	98,772	98,772	98,772
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,570,418</b>	<b>2,552,569</b>	<b>2,563,464</b>	<b>2,458,743</b>	<b>2,462,092</b>	<b>2,455,970</b>	<b>2,451,671</b>	<b>2,456,891</b>	<b>2,356,298</b>	<b>2,356,298</b>
<b>NON-CURRENT LIABILITIES</b>										
Provisions	52,979	52,979	52,979	52,979	52,979	52,979	52,979	52,979	52,979	52,979
Loans Leases and Overdrafts	907,318	711,046	503,880	401,434	295,640	195,967	100,593	0	0	0
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>960,297</b>	<b>764,026</b>	<b>556,859</b>	<b>454,414</b>	<b>348,619</b>	<b>248,946</b>	<b>153,573</b>	<b>52,979</b>	<b>52,979</b>	<b>52,979</b>
<b>TOTAL LIABILITIES</b>	<b>3,530,716</b>	<b>3,316,595</b>	<b>3,120,323</b>	<b>2,913,157</b>	<b>2,810,711</b>	<b>2,704,917</b>	<b>2,605,244</b>	<b>2,509,871</b>	<b>2,409,277</b>	<b>2,409,277</b>
<b>TOTAL NET ASSETS</b>	<b>(209,044,100)</b>	<b>(214,340,799)</b>	<b>(217,412,014)</b>	<b>(218,545,477)</b>	<b>(219,615,474)</b>	<b>(220,830,952)</b>	<b>(222,177,493)</b>	<b>(223,626,811)</b>	<b>(225,166,283)</b>	<b>(226,757,404)</b>
<b>EQUITY</b>										
Reserves	7,266,896	4,608,041	4,805,875	5,007,909	5,214,271	5,425,089	5,640,498	5,860,634	6,085,640	6,315,663
Accumulations	201,777,205	209,732,758	212,606,139	213,537,568	214,401,203	215,405,863	216,536,995	217,766,177	219,080,643	220,441,742
<b>TOTAL EQUITY</b>	<b>209,044,100</b>	<b>214,340,799</b>	<b>217,412,014</b>	<b>218,545,477</b>	<b>219,615,474</b>	<b>220,830,952</b>	<b>222,177,493</b>	<b>223,626,811</b>	<b>225,166,283</b>	<b>226,757,404</b>

## Income Statement by Nature or Type 2013 - 2023

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenue from Ordinary Activities</b>										
Rates	5,186,679	5,389,543	5,595,286	5,785,019	5,894,311	6,073,745	6,312,319	6,470,306	6,724,385	6,988,439
Grants and Subsidies	1,784,077	1,837,958	1,893,471	1,950,667	2,009,596	2,070,311	2,132,867	2,197,319	2,263,726	2,332,148
Contributions Reimbursements Donations	165,747	174,561	162,962	171,575	165,603	174,160	168,361	178,238	173,967	184,650
Service Charges	24,145	24,145	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Fees and Charges	1,497,638	1,596,932	1,698,741	1,763,175	1,830,346	1,900,373	1,973,379	2,049,493	2,128,850	2,211,589
Interest Earnings	257,088	264,801	272,745	280,927	289,355	298,035	306,977	316,186	325,671	335,442
Other Revenue	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
<b>Total Revenue from Ordinary Activities</b>	<b>8,950,374</b>	<b>9,322,939</b>	<b>9,658,205</b>	<b>9,986,363</b>	<b>10,224,210</b>	<b>10,551,624</b>	<b>10,928,902</b>	<b>11,246,541</b>	<b>11,651,600</b>	<b>12,087,268</b>
<b>Expenses from Ordinary Activities</b>										
Employee Costs	(3,113,504)	(3,244,148)	(3,387,942)	(3,538,099)	(3,694,896)	(3,858,626)	(4,029,592)	(4,189,542)	(4,355,889)	(4,528,891)
Materials and Contracts	(2,376,549)	(2,443,592)	(2,528,351)	(2,623,388)	(2,745,047)	(2,742,059)	(2,893,444)	(2,916,744)	(3,032,166)	(3,207,402)
Utilities	(405,298)	(425,024)	(437,774)	(450,908)	(464,435)	(478,368)	(492,719)	(507,500)	(522,725)	(538,407)
Insurance	(367,874)	(384,001)	(400,854)	(418,465)	(436,868)	(456,100)	(476,197)	(497,198)	(519,144)	(542,078)
Other Expenses	(441,049)	(451,271)	(462,608)	(474,315)	(486,404)	(498,888)	(511,780)	(525,094)	(538,845)	(553,046)
Depreciation	(2,616,094)	(2,658,694)	(2,700,694)	(2,700,694)	(2,700,694)	(2,700,694)	(2,700,694)	(2,700,694)	(2,700,694)	(2,700,694)
<b>Total Expenses from Ordinary Activities</b>	<b>(9,320,369)</b>	<b>(9,606,730)</b>	<b>(9,918,224)</b>	<b>(10,205,868)</b>	<b>(10,528,344)</b>	<b>(10,734,735)</b>	<b>(11,104,426)</b>	<b>(11,336,773)</b>	<b>(11,669,464)</b>	<b>(12,070,519)</b>
<b>Sub-total</b>	<b>(369,995)</b>	<b>(283,791)</b>	<b>(260,019)</b>	<b>(219,506)</b>	<b>(304,135)</b>	<b>(183,111)</b>	<b>(175,524)</b>	<b>(90,232)</b>	<b>(17,864)</b>	<b>16,749</b>
Borrowing Costs Expense	(70,088)	(58,925)	(47,518)	(36,623)	(26,626)	(13,668)	(14,598)	(9,312)	(4,092)	(0)
Grants & Subsidies (towards non-operating activities)	2,112,119	5,659,929	3,399,882	1,411,356	1,423,174	1,435,346	1,560,444	1,573,358	1,586,659	1,600,359
Profit / Loss on Disposal of Assets	(19,917)	(20,514)	(21,130)	(21,764)	(22,417)	(23,089)	(23,782)	(24,495)	(25,230)	(25,987)
<b>Sub-total</b>	<b>2,022,114</b>	<b>5,580,489</b>	<b>3,331,234</b>	<b>1,352,969</b>	<b>1,374,131</b>	<b>1,398,589</b>	<b>1,522,064</b>	<b>1,539,550</b>	<b>1,557,336</b>	<b>1,574,372</b>
<b>NET RESULT</b>	<b>1,652,118</b>	<b>5,296,698</b>	<b>3,071,215</b>	<b>1,133,463</b>	<b>1,069,997</b>	<b>1,215,478</b>	<b>1,346,541</b>	<b>1,449,319</b>	<b>1,539,472</b>	<b>1,591,121</b>

## Income Statement by Programme 2013 - 2023

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues from Ordinary Activities</b>										
Governance	14,381	14,547	8,875	8,875	8,875	8,875	8,875	8,875	8,875	8,875
General Purpose Funding	6,902,469	7,160,305	7,422,671	7,670,729	7,955,176	8,196,491	8,498,807	8,722,449	9,044,157	9,377,872
Law, Order, Public Safety	375,111	386,595	398,452	410,693	423,333	436,383	449,858	463,772	478,139	492,975
Health	2,848	2,976	3,110	3,250	3,396	3,549	3,708	3,875	4,050	4,232
Community Amenities	1,054,310	1,141,042	1,229,862	1,280,864	1,334,145	1,389,809	1,447,961	1,508,713	1,572,182	1,638,489
Recreation and Culture	171,857	178,367	170,249	176,617	53,265	59,467	51,015	58,085	50,929	58,644
Transport	167,590	172,649	177,861	183,231	188,765	194,466	200,341	206,394	212,631	219,058
Economic Services	152,759	157,645	162,706	167,949	173,381	179,008	184,838	190,879	197,138	203,624
Other Property and Services	109,048	108,814	84,420	84,155	83,875	83,577	83,500	83,500	83,500	83,500
<b>Total Revenues from Ordinary Activities</b>	<b>8,950,374</b>	<b>9,322,939</b>	<b>9,658,205</b>	<b>9,986,363</b>	<b>10,224,210</b>	<b>10,551,624</b>	<b>10,928,902</b>	<b>11,246,541</b>	<b>11,651,600</b>	<b>12,087,268</b>
<b>Expenses from Ordinary Activities</b>										
Governance	(569,548)	(523,591)	(579,612)	(607,648)	(629,937)	(620,254)	(727,465)	(672,412)	(738,539)	(771,056)
General Purpose Funding	(120,590)	(124,701)	(129,043)	(133,542)	(187,202)	(143,030)	(148,032)	(153,003)	(158,144)	(212,461)
Law, Order, Public Safety	(777,483)	(802,349)	(828,589)	(855,785)	(883,973)	(913,190)	(943,474)	(973,676)	(1,004,932)	(1,037,281)
Health	(324,356)	(332,216)	(340,610)	(349,331)	(358,393)	(367,808)	(377,591)	(387,143)	(397,043)	(407,305)
Community Amenities	(1,822,860)	(1,967,919)	(2,062,348)	(2,132,808)	(2,218,391)	(2,283,241)	(2,363,506)	(2,445,645)	(2,531,386)	(2,634,893)
Recreation and Culture	(2,077,416)	(2,165,821)	(2,224,275)	(2,306,713)	(2,361,319)	(2,446,079)	(2,508,180)	(2,600,929)	(2,665,193)	(2,760,469)
Transport	(3,103,637)	(3,155,777)	(3,205,014)	(3,255,933)	(3,308,591)	(3,363,048)	(3,419,369)	(3,477,617)	(3,537,861)	(3,600,170)
Economic Services	(441,624)	(456,941)	(473,216)	(490,122)	(507,682)	(525,923)	(544,871)	(563,037)	(581,848)	(601,325)
Other Property and Services	(82,855)	(77,414)	(75,516)	(73,986)	(72,857)	(72,163)	(71,938)	(63,311)	(54,517)	(45,558)
<b>Total Expenses from Ordinary Activities</b>	<b>(9,320,369)</b>	<b>(9,606,730)</b>	<b>(9,918,224)</b>	<b>(10,205,868)</b>	<b>(10,528,344)</b>	<b>(10,734,735)</b>	<b>(11,104,426)</b>	<b>(11,336,773)</b>	<b>(11,669,464)</b>	<b>(12,070,519)</b>
<b>Sub-total</b>	<b>(369,995)</b>	<b>(283,791)</b>	<b>(260,019)</b>	<b>(219,506)</b>	<b>(304,135)</b>	<b>(183,111)</b>	<b>(175,524)</b>	<b>(90,232)</b>	<b>(17,864)</b>	<b>16,749</b>
<b>Borrowing Costs Expense</b>										
Governance	(30,101)	(27,344)	(24,432)	(21,355)	(18,106)	(7,674)	(11,049)	(7,219)	(3,175)	(0)
Recreation and Culture	(36,100)	(29,322)	(22,167)	(14,613)	(8,145)	(5,918)	(3,549)	(2,093)	(918)	(0)
Other Property and Services	(3,887)	(2,259)	(920)	(655)	(375)	(77)	(0)	(0)	(0)	(0)
<b>Total Borrowing Costs Expense</b>	<b>(70,088)</b>	<b>(58,925)</b>	<b>(47,518)</b>	<b>(36,623)</b>	<b>(26,626)</b>	<b>(13,668)</b>	<b>(14,598)</b>	<b>(9,312)</b>	<b>(4,092)</b>	<b>(0)</b>
<b>Grants and Subsidies Non-Operating</b>										
General Purpose Funding	904,619	1,254,628	454,628	454,628	454,628	454,628	454,628	454,628	454,628	454,628
Community Amenities	(0)	971,186	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Recreation and Culture	40,000	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Transport	1,167,500	3,434,115	2,945,254	956,728	968,546	980,718	1,105,816	1,118,730	1,132,031	1,145,731
<b>Total Grants and Subsidies Non-Operating</b>	<b>2,112,119</b>	<b>5,659,929</b>	<b>3,399,882</b>	<b>1,411,356</b>	<b>1,423,174</b>	<b>1,435,346</b>	<b>1,560,444</b>	<b>1,573,358</b>	<b>1,586,659</b>	<b>1,600,359</b>
<b>Profit / Loss on Asset Disposal</b>										
Transport	(19,917)	(20,514)	(21,130)	(21,764)	(22,417)	(23,089)	(23,782)	(24,495)	(25,230)	(25,987)
<b>Total Profit / Loss on Asset Disposal</b>	<b>(19,917)</b>	<b>(20,514)</b>	<b>(21,130)</b>	<b>(21,764)</b>	<b>(22,417)</b>	<b>(23,089)</b>	<b>(23,782)</b>	<b>(24,495)</b>	<b>(25,230)</b>	<b>(25,987)</b>
<b>NET RESULT</b>	<b>1,652,118</b>	<b>5,296,698</b>	<b>3,071,215</b>	<b>1,133,463</b>	<b>1,069,997</b>	<b>1,215,478</b>	<b>1,346,541</b>	<b>1,449,319</b>	<b>1,539,472</b>	<b>1,591,121</b>



**Rate Setting Statement 2013 - 2023**

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operating</b>										
<b>Revenues (excluding rates)</b>										
Governance	14,381	14,547	8,875	8,875	8,875	8,875	8,875	8,875	8,875	8,875
General Purpose Funding (excluding Rate Revenue)	2,747,968	3,153,447	2,410,590	2,469,454	2,530,092	2,592,558	2,656,906	2,723,194	2,791,479	2,861,823
Law, Order and Public Safety	375,111	386,595	398,452	410,693	423,333	436,383	449,858	463,772	478,139	492,975
Health	2,848	2,976	3,110	3,250	3,396	3,549	3,708	3,875	4,050	4,232
Community Amenities	1,054,310	2,112,228	1,229,862	1,280,864	1,334,145	1,389,809	1,447,961	1,508,713	1,572,182	1,638,489
Recreation and Culture	211,857	178,367	170,249	176,617	53,265	59,467	51,015	58,085	50,929	58,644
Transport	1,368,480	3,641,156	3,158,539	1,176,446	1,194,891	1,213,893	1,346,026	1,366,189	1,386,959	1,408,355
Economic Services	152,759	157,645	162,706	167,949	173,381	179,008	184,838	190,879	197,138	203,624
Other Property and Services	109,048	108,814	84,420	84,155	83,875	83,577	83,500	83,500	83,500	83,500
<b>Total Revenues (excluding rates)</b>	<b>6,036,762</b>	<b>9,755,775</b>	<b>7,626,802</b>	<b>5,778,303</b>	<b>5,805,253</b>	<b>5,967,117</b>	<b>6,232,687</b>	<b>6,407,081</b>	<b>6,573,251</b>	<b>6,760,517</b>
<b>Expenses</b>										
Governance	(599,649)	(550,935)	(604,044)	(629,004)	(648,043)	(627,928)	(738,513)	(679,631)	(741,714)	(771,056)
General Purpose Funding	(120,590)	(124,701)	(129,043)	(133,542)	(187,202)	(143,030)	(148,032)	(153,003)	(158,144)	(212,461)
Law, Order and Public Safety	(777,483)	(802,349)	(828,589)	(855,785)	(883,973)	(913,190)	(943,474)	(973,676)	(1,004,932)	(1,037,281)
Health	(324,356)	(332,216)	(340,610)	(349,331)	(358,393)	(367,808)	(377,591)	(387,143)	(397,043)	(407,305)
Community Amenities	(1,822,860)	(1,967,919)	(2,062,348)	(2,132,808)	(2,218,391)	(2,283,241)	(2,363,506)	(2,445,645)	(2,531,386)	(2,634,869)
Recreation and Culture	(2,113,516)	(2,195,144)	(2,246,442)	(2,321,326)	(2,369,465)	(2,451,997)	(2,511,729)	(2,603,022)	(2,666,111)	(2,760,469)
Transport	(3,156,944)	(3,210,683)	(3,261,568)	(3,314,183)	(3,368,588)	(3,424,846)	(3,483,020)	(3,543,178)	(3,605,389)	(3,669,723)
Economic Services	(441,624)	(456,941)	(473,216)	(490,122)	(507,682)	(525,923)	(544,871)	(563,037)	(581,848)	(601,325)
Other Property and Services	(86,742)	(76,673)	(76,435)	(74,641)	(73,232)	(72,240)	(71,938)	(63,311)	(54,517)	(45,558)
<b>Total Expenses</b>	<b>(9,443,765)</b>	<b>(9,720,562)</b>	<b>(10,022,296)</b>	<b>(10,300,742)</b>	<b>(10,614,968)</b>	<b>(10,810,200)</b>	<b>(11,182,675)</b>	<b>(11,411,646)</b>	<b>(11,741,084)</b>	<b>(12,140,072)</b>
<b>Sub-total</b>	<b>(3,407,002)</b>	<b>35,213</b>	<b>(2,395,494)</b>	<b>(4,522,439)</b>	<b>(4,809,715)</b>	<b>(4,843,083)</b>	<b>(4,949,988)</b>	<b>(5,004,564)</b>	<b>(5,167,834)</b>	<b>(5,379,555)</b>
<b>Adjustments for Non-Cash Revenue and Expenditure (Revenue) and Expenditure</b>										
(Profit)/Loss on Asset Disposals	19,917	20,514	21,130	21,764	22,417	23,089	23,782	24,495	25,230	25,987
Increase / (Decrease) Accrued Interest	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase / (Decrease) Accrued Salaries and Wages	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase / (Decrease) Employee Provisions	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase / (Decrease) Deferred Rates	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Increase/ (Decrease) Accrued Expenses	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Depreciation on Assets	2,616,094	2,658,694	2,700,694	2,700,694	2,700,694	2,700,694	2,700,694	2,700,694	2,700,694	2,700,694
<b>Total Adjustments for Non-Cash Revenue and Expenditure</b>	<b>2,636,011</b>	<b>2,679,209</b>	<b>2,721,824</b>	<b>2,722,458</b>	<b>2,723,111</b>	<b>2,723,783</b>	<b>2,724,476</b>	<b>2,725,190</b>	<b>2,725,924</b>	<b>2,726,681</b>
<b>Sub-total</b>	<b>(770,991)</b>	<b>2,714,422</b>	<b>326,331</b>	<b>(1,799,981)</b>	<b>(2,086,604)</b>	<b>(2,119,300)</b>	<b>(2,225,512)</b>	<b>(2,279,375)</b>	<b>(2,441,909)</b>	<b>(2,652,874)</b>
<b>Capital Revenue and Expenditure</b>										
Purchase Land and Buildings	(7,397,638)	(2,645,733)	(289,648)	(289,648)	(289,648)	(289,648)	(289,648)	(289,648)	(289,648)	(289,648)
Purchase Furniture and Equipment	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Purchase Plant and Equipment	(813,603)	(837,411)	(861,934)	(887,192)	(913,207)	(940,003)	(967,604)	(996,032)	(1,025,313)	(1,055,472)
Purchase Tools and Attractive Items	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Purchase Infrastructure Assets - Roads	(2,313,484)	(4,360,927)	(3,977,931)	(2,028,534)	(2,080,796)	(2,134,771)	(2,190,517)	(2,329,699)	(2,389,167)	(2,450,589)
Purchase Infrastructure Assets - Parks & Reserves	(1,011,345)	(616,500)	(249,600)	(249,600)	(249,600)	(249,600)	(249,600)	(249,600)	(249,600)	(249,600)
Purchase Infrastructure Assets - Other	(2,986,076)	(2,139,714)	(309,455)	(312,296)	(315,222)	(318,235)	(321,339)	(355,490)	(358,783)	(362,175)
Purchases - Works in Progress (Not Capitalised)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Proceeds from disposal of assets	273,608	281,817	290,271	298,979	307,949	317,187	326,703	336,504	346,599	356,997
Proceeds from Debentures (New)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Repayment of Debentures	(202,958)	(214,121)	(196,272)	(207,167)	(102,446)	(105,795)	(99,673)	(95,374)	(100,593)	(0)
Payment of Self Supporting Loan to Community Group	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Self-Supporting Loan Principal Income	32,757	34,736	36,840	39,076	41,452	41,369	31,622	23,494	24,668	(0)
Transfer to Reserves	(189,796)	(193,756)	(197,834)	(202,035)	(206,362)	(210,818)	(215,408)	(220,137)	(225,006)	(230,022)
Transfer from Reserves	8,950,365	2,852,611	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
<b>Total Capital Revenue and Expenditure</b>	<b>(5,678,171)</b>	<b>(7,858,998)</b>	<b>(5,775,562)</b>	<b>(3,858,416)</b>	<b>(3,827,879)</b>	<b>(3,910,314)</b>	<b>(3,995,464)</b>	<b>(4,195,982)</b>	<b>(4,286,843)</b>	<b>(4,300,510)</b>
<b>Sub-Total</b>	<b>(6,449,161)</b>	<b>(5,144,576)</b>	<b>(5,449,231)</b>	<b>(5,658,397)</b>	<b>(5,914,483)</b>	<b>(6,029,614)</b>	<b>(6,220,976)</b>	<b>(6,475,357)</b>	<b>(6,728,752)</b>	<b>(6,953,384)</b>
Surplus/(Deficit) July 1 B/Fwd	(1,340,168)	49,873	(67,036)	(84,513)	(82,019)	(47,247)	(76,195)	(151,747)	(130,273)	(108,826)
Surplus/(Deficit) June 30 C/Fwd	49,873	(67,036)	(84,513)	(82,019)	(47,247)	(76,195)	(151,747)	(130,273)	(108,826)	(126,119)
<b>Amount raised from rates</b>	<b>5,059,121</b>	<b>5,261,485</b>	<b>5,466,709</b>	<b>5,655,902</b>	<b>5,879,711</b>	<b>6,058,561</b>	<b>6,296,528</b>	<b>6,453,883</b>	<b>6,707,306</b>	<b>6,970,676</b>

## Cash Flow Statement 2013 - 2023

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>										
<b>Receipts</b>										
Rates	5,186,679	5,389,543	5,595,286	5,785,019	5,894,311	6,073,745	6,312,319	6,470,306	6,724,385	6,988,439
Grants and Subsidies (Operating)	1,949,824	2,012,519	2,056,433	2,122,241	2,175,198	2,244,471	2,301,227	2,375,557	2,437,694	2,516,798
Service Charges	24,145	24,145	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Fees and Charges	1,497,638	1,596,932	1,698,741	1,763,175	1,830,346	1,900,373	1,973,379	2,049,493	2,128,850	2,211,589
Interest Earnings	257,088	264,801	272,745	280,927	289,355	298,035	306,977	316,186	325,671	335,442
Other Revenue	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
	<b>8,950,374</b>	<b>9,322,939</b>	<b>9,658,205</b>	<b>9,986,363</b>	<b>10,224,210</b>	<b>10,551,624</b>	<b>10,928,902</b>	<b>11,246,541</b>	<b>11,651,600</b>	<b>12,087,268</b>
<b>Payments</b>										
Employee Costs	(3,113,504)	(3,244,148)	(3,387,942)	(3,538,099)	(3,694,896)	(3,858,626)	(4,029,592)	(4,189,542)	(4,355,889)	(4,528,891)
Materials and Contracts	(2,376,549)	(2,443,592)	(2,528,351)	(2,623,388)	(2,745,047)	(2,742,059)	(2,893,444)	(2,916,744)	(3,032,166)	(3,207,402)
Utilities	(405,298)	(425,024)	(437,774)	(450,908)	(464,435)	(478,368)	(492,719)	(507,500)	(522,725)	(538,407)
Insurance	(367,874)	(384,001)	(400,854)	(418,465)	(436,868)	(456,100)	(476,197)	(497,198)	(519,144)	(542,078)
Interest Expenses	(70,088)	(58,925)	(47,518)	(36,623)	(26,626)	(13,668)	(14,598)	(9,312)	(4,092)	(0)
Other Expenses	(441,049)	(451,271)	(462,608)	(474,315)	(486,404)	(498,888)	(511,780)	(525,094)	(538,845)	(553,046)
	<b>(6,774,363)</b>	<b>(7,006,961)</b>	<b>(7,265,048)</b>	<b>(7,541,797)</b>	<b>(7,854,276)</b>	<b>(8,047,709)</b>	<b>(8,418,329)</b>	<b>(8,645,391)</b>	<b>(8,972,862)</b>	<b>(9,369,824)</b>
<b>Net Cash provided by Operating Activities</b>	<b>2,176,011</b>	<b>2,315,978</b>	<b>2,393,157</b>	<b>2,444,565</b>	<b>2,369,934</b>	<b>2,503,915</b>	<b>2,510,573</b>	<b>2,601,151</b>	<b>2,678,738</b>	<b>2,717,444</b>
<b>Cash Flows from Investing Activities</b>										
Payment for Property, Plant and Equipment	(8,231,242)	(3,503,144)	(1,171,582)	(1,196,840)	(1,222,855)	(1,249,651)	(1,277,252)	(1,305,680)	(1,334,961)	(1,365,120)
Payments for Construction of Infrastructure	(6,310,906)	(7,117,141)	(4,536,986)	(2,590,430)	(2,645,617)	(2,702,606)	(2,761,456)	(2,934,790)	(2,997,550)	(3,062,364)
Grants/Contributions for Assets	2,112,119	5,659,929	3,399,882	1,411,356	1,423,174	1,435,346	1,560,444	1,573,358	1,586,659	1,600,359
Proceeds from Sale of assets	273,608	281,817	290,271	298,979	307,949	317,187	326,703	336,504	346,599	356,997
<b>Net Cash Used in Investing Activities</b>	<b>(12,156,420)</b>	<b>(4,678,540)</b>	<b>(2,018,414)</b>	<b>(2,076,934)</b>	<b>(2,137,350)</b>	<b>(2,199,724)</b>	<b>(2,151,561)</b>	<b>(2,330,608)</b>	<b>(2,399,253)</b>	<b>(2,470,129)</b>
<b>Cash Flows from Financing Activities</b>										
Repayment of Debentures	(202,958)	(214,121)	(196,272)	(207,167)	(102,446)	(105,795)	(99,673)	(95,374)	(100,593)	(0)
Proceeds from Self-Supporting Loans	32,757	34,736	36,840	39,076	41,452	41,369	31,622	23,494	24,668	(0)
<b>Net Cash Provided by (Used in) Financing Activities</b>	<b>(170,201)</b>	<b>(179,384)</b>	<b>(159,431)</b>	<b>(168,091)</b>	<b>(60,994)</b>	<b>(64,426)</b>	<b>(68,051)</b>	<b>(71,880)</b>	<b>(75,925)</b>	<b>(0)</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(10,150,610)</b>	<b>(2,541,946)</b>	<b>215,311</b>	<b>199,540</b>	<b>171,590</b>	<b>239,766</b>	<b>290,961</b>	<b>198,663</b>	<b>203,560</b>	<b>247,315</b>
Cash at Beginning of Year	(18,944,099)	(8,793,489)	(6,251,543)	(6,466,854)	(6,666,394)	(6,837,985)	(7,077,750)	(7,368,711)	(7,567,373)	(7,770,933)
<b>Cash at End of Year</b>	<b>(8,793,489)</b>	<b>(6,251,543)</b>	<b>(6,466,854)</b>	<b>(6,666,394)</b>	<b>(6,837,985)</b>	<b>(7,077,750)</b>	<b>(7,368,711)</b>	<b>(7,567,373)</b>	<b>(7,770,933)</b>	<b>(8,018,248)</b>

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## 11.0 SUMMARY

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The Shire exists to provide services to its community and as such this LTFP is a supporting strategy to be used in the preparation of the annual budget.

The Strategic Community Plan will be the key planning document underpinning this LTFP, which details the vision for the future of places and communities. As expected, the introduction of Integrated Planning has far reaching effects on the current and future level of services each community has come to expect.

The Shire is in the fortunate position of having additional funds recently made available through the Royalty for Regions SuperTown initiative. There is a corresponding need to recognise the future costs associated with maintaining these new assets.

The risks associated with long term planning include a multitude of assumptions that are subject to changes. To address this risk, the Shire will undertake annual reviews of the Corporate Business Plan and consider the details in this LTFP in line with the preparation of future budgets.

As a dynamic document, it will change as the economic climate varies, as local growth patterns evolve, and new opportunities are embraced.



AVAILABLE IN LARGE PRINT UPON REQUEST

