



# **CORPORATE BUSINESS PLAN**

## **2014-2017**



## Message from the President & CEO

The Western Australian Government introduced the Integrated Planning and Reporting Framework (IPRF) in 2011. The IPRF is designed to strengthen the ability of local governments to plan for the future needs of their communities by improving long term planning processes through:

- ⇒ A long term Strategic Community Plan (SCP) covering at least 10 years, that clearly links the community's aspirations with the Councils vision and long term strategy;
- ⇒ A Corporate Business Plan that integrates resourcing plans and specific Council plans with the Strategic Community Plan, translating community aspirations and priorities into operational strategies and actions.

The Shire has prepared a 10 Year Strategic Community Plan, the result of extensive community consultation which provides the foundation for guiding the Shire's future for the next decade.

The Shire of Beverley Corporate Business Plan covers a 4 year planning cycle and details what services, operations and projects the Council intends to deliver to work towards achieve the community's aspirations captured in our Strategic Community Plan (SCP).



Cr Dee Ridgway  
Shire President



Mr Stephen Gollan  
Chief Executive Officer

## 1.0 STRATEGIC OVERVIEW

### 1.1 PURPOSE OF THE PLAN

The Shire of Beverley Corporate Business Plan (CBP) is one of two cornerstones of Council's Strategic Planning Process and the Integrated Planning and Reporting Framework (IPRF). The CBP is the activating document for achieving the objectives in Council's Strategic Community Plan and is informed by the following resourcing plans:

- ⇒ Long Term Financial Plan;
- ⇒ Asset Management Plans;
- ⇒ Workforce Plan;
- ⇒ Service Plans and project specific business plans.

The Strategic Community Plan details the community's long term aspirations; however those aspirations can only be achieved if they are translated into practical operational strategies and actions with clear outcomes. The Corporate Business Plan describes the actions and strategies the Shire intends to deliver over a 4 year planning period; by way of operations, services and projects.

### 1.2 LEGISLATIVE OBLIGATIONS

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

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

## 1.3 INTEGRATED PLANNING & REPORTING FRAMEWORK

As part of the Western Australian Government's ongoing local government reform process, all WA Councils are required to implement the Integrated Planning and Reporting Framework (IPRF) for the year ending 30 June 2014.

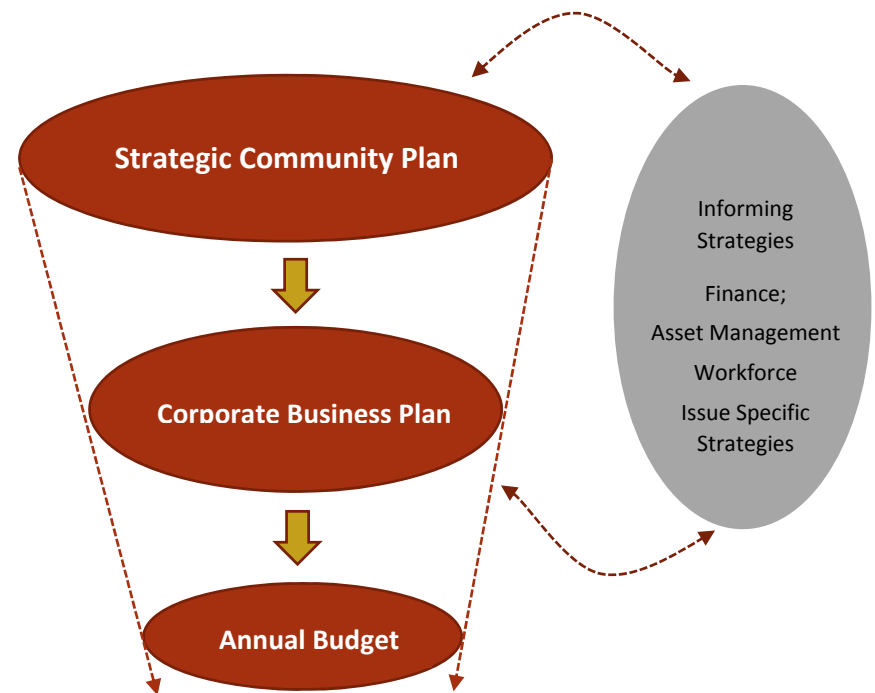
The IPRF is designed to improve local government strategic planning, and consists of a:

- ⇒ Strategic Community Plan (10 years+) - links the community's priorities and aspirations with Council's vision and long-term strategy;
- ⇒ Corporate Business Plan (four years) - incorporates existing Council plans and strategies with the Strategic Community Plan;
- ⇒ Operational Plan (one year) - included within the Corporate Business Plan, the Operational Plan details major projects, actions and activities for the year, aligning with Council's annual budget process.

The IPRF requires that the Corporate Business Plan:

- ⇒ Operates for a minimum of 4 years;
- ⇒ Identifies and prioritises the key strategies, actions, activities that Council will undertake in response to the aspirations and objectives outlined in the Strategic Community Plan;

- ⇒ Outlines the services, operations and projects that the Council will deliver over the 4 year period of the Plan, the method of delivering them, and the associated costs;
- ⇒ References resourcing considerations such as asset management plans, finances and workforce plans.



Outputs: Plans, monitoring and annual reporting

Measurement and Reporting

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## 1.4 STRATEGIC ALIGNMENT

### 1.4.1 Strategic Community Plan

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The Shire of Beverley Strategic Community Plan (SCP) is a Council visionary document for the next 10 years, based on community input.

The Corporate Business Plan is the Shire of Beverley's 4 year Delivery Program in response to the vision and strategy expressed in the Shire of Beverley Strategic Community Plan.

It identifies priorities, in the form of programs and projects, over this timeframe with actions, strategies, targets and key performance indicators to deliver the long term objectives and outcomes specified under each key Focus Area. The financial plan for the delivery of this 4 year program is also identified.

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## 1.5 RESOURCING THE CORPORATE BUSINESS PLAN

To support the community's objectives expressed in the Strategic Community Plan, a long term resourcing strategy is necessary as part of the Integrated Planning and Reporting Framework. The resourcing strategy will both inform and test the aspirations expressed in the Strategic Community Plan and how the objectives may be achieved.

The Resourcing Strategy that informs this Corporate Business Plan consists of the following:

### 1.5.1 Long Term Financial Plan

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Costs for the key programs, projects and strategies undertaken by the Shire of Beverley, including the delivery of existing services at the levels necessary to meet the objectives of the SCP, are encapsulated in the Long Term Financial Plan. This gives a ten year view of the costs, what the Shire can afford to fund and what will be required from external funding sources.

Projections show that over the next ten years the Shire will require revenue from rates to grow at a faster rate than the anticipated Consumer Price Index. Scenario 1 sets the rate increases at 6.0% per annum; this is based on the WALGA LGCI of 3.2% per annum plus 2.8% for future infrastructure provision. The adoption of such a strategy will allow the Shire to keep rates at reasonable levels and maintain existing services.

The financial modelling prepared for Councils Long Term Financial Plan projects the following performance ratios over the life of the Plan-

**CURRENT RATIO**

This is a measure of a local government's liquidity and its ability to meet its short term financial obligations out of unrestricted current assets. It is measured as:

$$\frac{\text{Current Assets less Restricted Assets}}{\text{Current Liabilities less Current Liabilities associated with Restricted Asset}}$$

Target – greater than or equal to 1:1 (or 100%)

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Scenario 1	3.00:1	2.80:1	2.90:1	3.02:1	3.04:1	3.16:1	3.14:1	3.20:1	4.11:1	5.15:1	7.03:1
Scenario 2	3.00:1	2.71:1	2.83:1	2.87:1	2.70:1	2.49:1	2.01:1	1.47:1	1.57:1	1.60:1	2.32:1
Scenario 3	3.00:1	2.84:1	2.93:1	2.99:1	2.89:1	2.82:1	2.54:1	2.27:1	2.74:1	3.23:1	4.48:1

**OPERATING SURPLUS RATIO**

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

$$\frac{\text{Operating Revenue (excludes non-operating revenue) less Operating Expenses}}{\text{Own Source Revenue}}$$

Target – between 0% and 15%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Scenario 1	(20%)	13%	14%	16%	18%	19%	20%	22%	23%	25%	27%
Scenario 2	(20%)	12%	15%	15%	15%	16%	16%	16%	17%	18%	18%
Scenario 3	(20%)	14%	14%	16%	16%	17%	18%	19%	20%	21%	22%

**OWN SOURCE REVENUE COVERAGE RATIO**

This is an indicator of a local government's ability to cover its costs through its own taxing and revenue efforts. It is measured as:

$$\frac{\text{Own Source Operating Revenue}}{\text{Total Operating Expenses}}$$

Target – greater than or equal to 40%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Scenario 1	68%	77%	78%	79%	81%	82%	84%	86%	88%	90%	92%
Scenario 2	68%	76%	78%	79%	79%	79%	80%	80%	80%	81%	81%
Scenario 3	68%	77%	78%	79%	80%	81%	82%	83%	84%	85%	86%

**ASSET SUSTAINABILITY RATIO**

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

$$\frac{\text{Capital Renewal Expenditure}}{\text{Depreciation Expense}}$$

Target – between 90% to 100%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Scenario 1	248%	92%	79%	58%	68%	68%	72%	70%	113%	119%	81%
Scenario 2	248%	92%	79%	58%	68%	68%	72%	70%	113%	119%	81%
Scenario 3	248%	92%	79%	58%	68%	68%	72%	70%	113%	119%	81%

**ASSET CONSUMPTION RATIO**

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

$$\frac{\text{Depreciated Replacement Costs of Assets (Written Down Value)}}{\text{Current Replacement Costs}}$$

Target – between 50% to 75%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Scenario 1	75%	74%	73%	72%	72%	71%	70%	69%	69%	68%	67%
Scenario 2	75%	74%	73%	72%	72%	71%	70%	69%	69%	68%	67%
Scenario 3	75%	74%	73%	72%	72%	71%	70%	69%	69%	68%	67%

**ASSET RENEWAL FUNDING RATIO**

This ratio indicates whether the local government has the financial capacity to fund asset renewal at continued existing service levels. It is measured as:

$$\frac{\text{Net Present Value of Planned Renewal Expenditure}}{\text{Net Present Value of Asset Management Plan Projections}}$$

Target – between 95% and 105%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Scenario 1	65%										
Scenario 2	65%										
Scenario 3	65%										



The financial modelling is summarised in Section 8 at a Function/Service level. Statutory Financial Statements covering the four and ten year planning periods are contained in Appendices 1 to 4. Further detail can be obtained from Councils Long Term Financial Plan.

### 1.5.2 Asset Management Plans

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The Shire’s Asset Management Plans (AMP’s) inform the Corporate Business Plan on what the cost will be to operate, maintain and renew its assets so that levels of service delivery can be sustained over the four year planning period. The AMPS’ also aid in the projection of potential financial implications the addition of new assets may have in the longer term.

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

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

Current financial modelling contained within the Asset Management Plan reveals the following funding gaps based on current renewal expenditure patterns and trends-

ASSET CLASS	RESULTS
<b>BUILDINGS and STRUCTURES</b>	
Short Term (5 Years) Funding Gap per annum	\$137,000
Medium Term (10 Years) Funding Gap per annum	\$176,000
<b>ROADS</b>	
Short Term (5 Years) Funding Gap per annum	\$916,000
Medium Term (10 Years) Funding Gap per annum	\$611,000

However, financial modelling incorporated into Councils Long Term Financial Plan details the following-

1. Buildings and Structures Asset portfolio - Council has 78% of the necessary funding, in the medium term, to meet projected asset renewals for this portfolio class and needs to consider committing additional funding to reduce its funding gap, or rationalise its asset stock to reduce the funding gap. The planned investment in capital renewal of these assets is broadly outlined under the sub-heading ‘Capital Projects and Programs’ in Section 8 at a Function/Service level. Further detail can be obtained from Councils Asset Management Plans and its Long Term Financial Plan.
2. Road Asset Portfolio – The modelling for this asset portfolio indicates a funding gap beyond Councils current financial capacity. The Long Term Financial Plan details that Council can only afford to invest between \$1.3Million and \$1.4Million per year in Road Infrastructure Assets and will be unable to close the funding gap for this asset class. The planned investment in capital renewal of these assets is broadly outlined under the sub-

heading 'Capital Projects and Programs' in Section 8 at a Function/Service level. Further detail can be obtained from Councils Asset Management Plans and its Long Term Financial Plan.

### 1.5.3 Workforce Plan

The Shire's Workforce Plan informs the Corporate Business Plan of the workforce requirements and associated costs for the Council to deliver the community's aspirations and vision contained within the Strategic Community Plan; in relation to additional employees and the necessary skillsets and experience required.

There are no new significant workforce competencies required over the four year period of the Workforce Plan. The most significant workforce resourcing issues are historical and continue to be attracting and retaining skilled and competent personnel to a rural location of WA. The following table details the projected staff number over the next five years-

DESCRIPTION	CURRENT WORKFORCE LEVELS FTE'S	FORECAST STAFF NUMBERS		
		1 YEAR FTE	3 YEAR FTE	5 YEAR FTE
Total No. of Employees	33	33	N/A	N/A
- Internal Workforce	13	13	N/A	N/A
- External Workforce	20	20	N/A	N/A
- Males	22	22	N/A	N/A
- Females	11	11	N/A	N/A
Terminations/Resignations				
- Percentage	3%	3%	N/A	N/A
- Numbers	1	1	N/A	N/A
Retirements				
- Percentage	N/A	N/A	N/A	N/A
- Numbers	N/A	N/A	N/A	N/A

### 1.5.4 Other Plans

The Shire will produce a range of other plans that will inform the Corporate Business Plan of costs relating to specific activities or projects. These plans include:

- ⇒ Feasibility studies – prepared to investigate the feasibility of whether a project or activity is viable, identify what potential funding streams may be available, and whether the project or activity should proceed;

- ⇒ Business Plans – prepared to provide a detailed financial and operational analysis of a project or activity and place more rigour around the estimated costs of a project or activity;
- ⇒ Business Case Plans – prepared to mount a case for grant funding for a specific project or activity;
- ⇒ Service Plans – prepared to measure the level of service provided and the costs associated with sustaining that level of service.

## 2.0 SHIRE OF BEVERLEY LOCAL GOVERNMENT DISTRICT

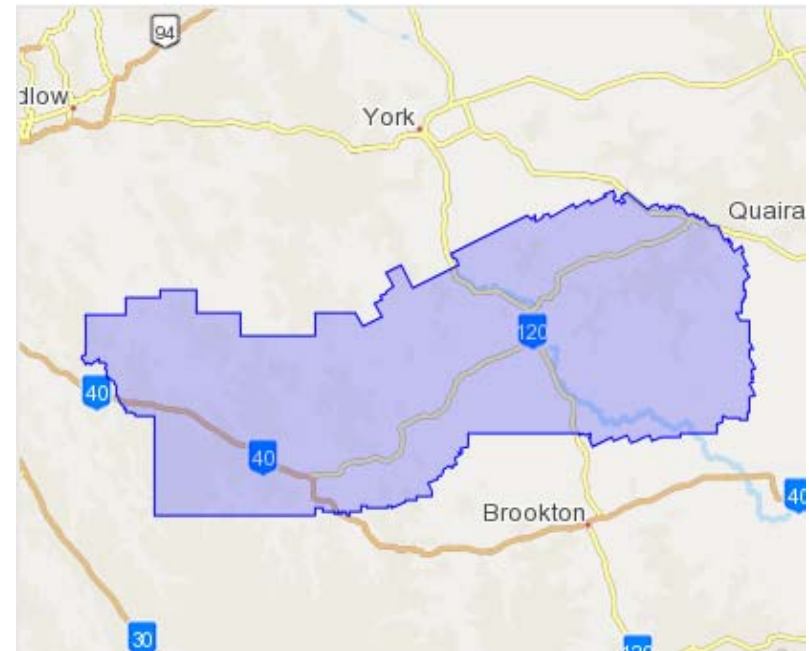
The Shire of Beverley is located 131 kilometres east of Perth, and 69 kilometres south of the regional centre of Northam.

The Shire covers an area of 2,310 square kilometres. The Shire consists of four localities being Beverley, Kokeby, Mawson and West Dale. Beverley contains the majority of the population and provides a range of commercial, recreational and social services. Key features include the sporting complex and swimming pool; the hospital and medical centre, district high school (K to Year 10), Beverley Community Resource Centre, Fail Aged Lodge and Hunt Road village.

The Shire of Beverley adjoins the local governments of York to the north, Quairading to the east, Brookton and Wandering to the south, and Armadale to the west.

The local economy is reliant on agriculture, with wheat, canola and lupins being the main crops, and sheep production being prominent. Although the local industries and services are based around the agricultural sector, Beverley is also home to rural merchandise suppliers, steel fabrication industries, financial services and general retail.

The population over the next 10 years is estimated to increase by 233 persons utilising Band C<sup>1</sup> forecasts. Over the same period it is estimated the number of persons over the age of 65 will increase from 389<sup>2</sup> to 430<sup>1</sup>.



<sup>1</sup> WA Planning Commission, WA Tomorrow 2012 Report.

<sup>2</sup> Australian Bureau of Statistics, 2011 Census, accessed 30 June 2013.

## 3.0 MAKING IT HAPPEN

The Shire of Beverley is governed by the requirements of the Local Government Act (1995) associated Local Government Act Regulations, other written law, and is responsible for providing good government for the people of its district.

Local governments fulfil a range of roles in providing good government to the people of its district, from service provider, regulator and educator, to facilitator, advocator and leader. The Shire has a responsibility to formulate and pursue the community's vision, provide civic leadership, deliver essential services and articulate community ideas and views about significant issues to other levels of government.

There are services all local governments must provide, and some which local governments can choose to make available. In addition there are a range of services provided by Commonwealth and State Government agencies, such as hospitals and education. The Shires roles extend beyond just direct service provision, to one of advocating for a fair allocation of resources (monetary and services) from both Commonwealth and State Governments, to being a leader and leading the community of Beverley towards a more sustainable local government in the future.

The Shires 4 year Corporate Business Plan aligns with its Strategic Community Plan through the Strategic Focus Areas of:

- ⇒ Social
- ⇒ Natural Environment
- ⇒ Built Environment
- ⇒ Economic Development
- ⇒ Governance

Outcomes and objectives have been identified under each Focus Area, which originated from extensive community consultation and the development of Councils vision.

Underpinning each Objective are Priorities, which are broad strategies the Council will undertake to achieve the community aspirations and vision within the Strategic Community Plan.

To activate the Priorities, clearly defined actions have been developed and key projects have been identified detailing the specific activities the Council will aim to deliver over the next 4 years to work towards achieving the objectives of the Strategic Community Plan.



## 4.0 MONITORING PROGRESS

The Shire will monitor its progress towards the community's aspirations expressed in the Strategic Community Plan by conducting a desktop review once every two years and a detailed review once every four years. This will ensure that our objectives and outcomes are attuned to what the community wants.

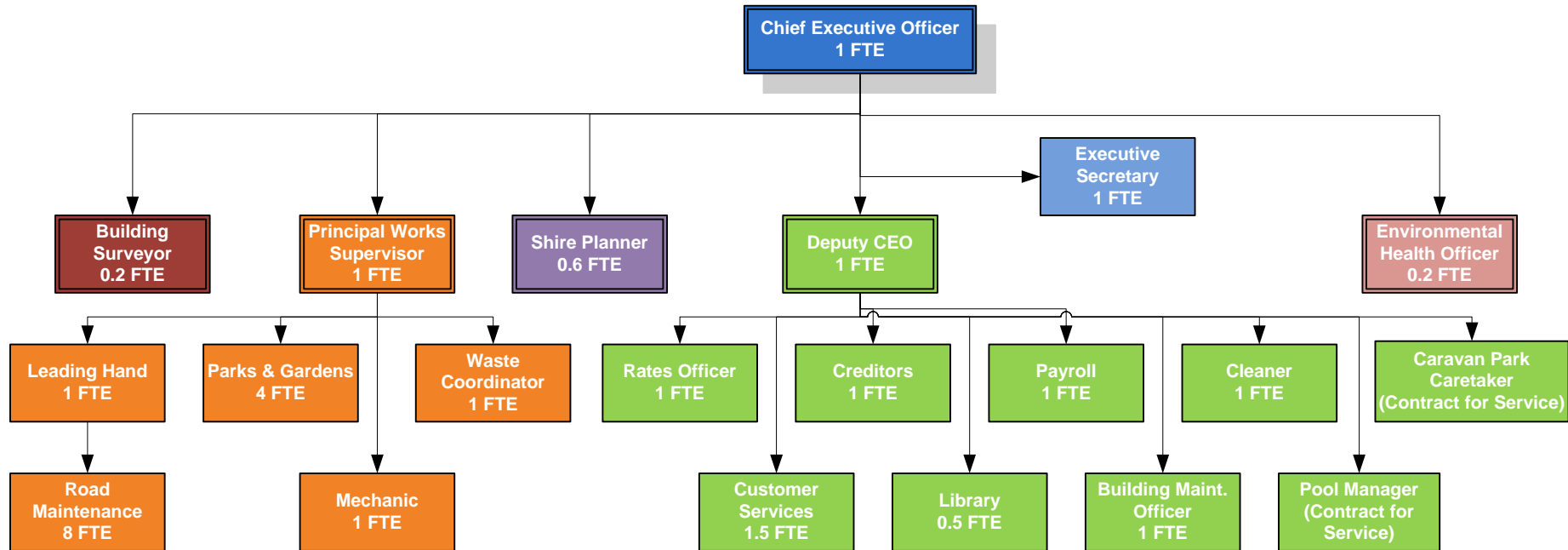
### 4.1 CORPORATE BUSINESS PLAN

The Corporate Business Plan will be monitored via quarterly and annual performance and financial reports to Council. These reports will provide details of our operational performance, and our progress towards our vision and community aspirations.

### 4.2 SUSTAINABILITY PERFORMANCE INDEX

The Shire has also established a Sustainability Performance Index that will measure progress across the aspects of Resource, Capability, Customer and People. The Sustainability Performance Index will be reported on annually, adding an extra dimension to the monitoring and reporting under the Integrated Planning and Reporting Framework.

## 5.0 ORGANISATIONAL STRUCTURE



## 6.0 CORPORATE GOVERNANCE

Corporate governance refers to the processes by which organisations are directed, controlled and held accountable, and reflects the over-arching culture of the organisation. It encompasses authority, accountability, stewardship, leadership, direction and control exercised by the organisation.

In a local government context, corporate governance is the formalised framework established by the Council that provides clear and consistent decision making processes and delegation instruments across the organisation which best meet the strategic and operational needs of the Council.

The Shire of Beverley's strategic direction, policies and major corporate decisions are determined by the elected Council. Day to day operations are largely delegated to the Chief Executive Officer, as provided for in Council's resolutions and/or delegations register, and in accordance with relevant legislation. Corporate performance is monitored through quarterly reports to Council.

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### 6.1 EXTERNAL AUDIT

The Shire of Beverley has appointed Tim Partridge and Maria Cavallo, AMD Chartered Accountants as their external auditor. The External Auditors provide independent audit opinions on both the general and special purpose financial reports of Council, audits statutory returns relating to a number of Council activities (including the Roads to Recovery grant funding, reports to the Council and the Minister of the conduct of the audit, issues a management letter detailing any matters that arise during the course of the audit and provides any supplementary reports where required by the Department of Local Government. The External Auditor also contributes to Council's Audit Committee meetings.

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### 6.2 AUDIT COMMITTEE

The Audit Committee has a pivotal role in the Council's governance framework. The key objectives of the committee are to assist the Council in meeting their obligations relating to:

1. Accounting policies;
2. Financial reporting practices;
3. Providing a forum for communication between the Council, senior management and the external auditor.



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### 6.3 ACCOUNTABILITY AND TRANSPARENCY

The Shire of Beverley takes seriously its responsibility to be open and accountable to its community. The Shire receives requests made in accordance with the Freedom of Information Act and administers privacy policies and functions to ensure that the Council fully complies with the spirit of the legislation as well as our legal requirements. At the same time we respect people's privacy by not releasing personal details where inappropriate.

## 7.0 STRATEGIC VISION AND FOCUS AREAS

### 7.1 VISION

In preparing the Shire of Beverley's Strategic Community Plan, the community and Council developed a vision for the future that can be expressed as follows:

### *A Place for Community*

To assist articulate this Vision, the community described the Shire in the future as a Place:

- ⇒ Of enhanced community.
- ⇒ That values its past and history.
- ⇒ That is welcoming and friendly.
- ⇒ That is safe, relaxed and peaceful.
- ⇒ To live, work and visit.

## 7.2 STRATEGIC FOCUS AREA 1 - SOCIAL

### Vision: Building a Sense of Community

Building a sense of community is central to the Shire of Beverley's future. We will focus our resources on creating a place for community that is friendly, welcoming and safe and ensuring a sustainable community in the future. We will care for each other through networking and events, building on our great community spirit and making sure we have access to necessary services and facilities.

### Shire Goals

- ⇒ Build population growth through employment opportunities.
- ⇒ Strengthen our advocacy role and regional partnerships in the provision of local services.
- ⇒ Maintain and nurture the sense of community.

### Objective 1.1

#### Encourage Youth development.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Implement the Youth Action Plan.	1.1.1	Review Youth Action plan and update.	Section 8.5.1 – Operations – Welfare Services	\$0	\$2,000	\$0	\$0	\$0
	1.1.2	Continue to support the provision of youth events, programs and initiatives.	Section 8.5.1 - Operations Welfare Services	\$22,000	\$10,000	\$10,000	\$10,000	\$10,000

## Objective 1.2

### Foster Community Development.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop Community Development Plan	1.2.1	Prepare Community Development Strategy.		\$0	\$15,000	\$0	\$0	\$0
Support sporting and community needs.	1.2.2	Facilitate training opportunities for sporting clubs and community groups on structure and office bearer roles.	Section 8.8.1 – Operations Other Recreation & Sport	\$0	\$0	\$1,000	\$0	\$1,000
	1.2.3	Implement grant and sponsorship programs to support events and community activities.	Section 8.8.1 – Operations Other Recreation & Sport	\$24,100	\$30,000	\$30,000	\$30,000	\$30,000

## Objective 1.3

### Support the Ageing Population to Maximise Sustainable Independent Living.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Review service requirements and develop Regional Social Plan with focus on the provision of aged care.	1.3.1	Assist the WBDC prepare a regional aged accommodation study for the Wheatbelt Region.	Section 8.5.1 – Operations Welfare Services	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
	1.3.2	Construct Independent Living Units for Aged Accommodation	Section 8.6.1 – Operations Housing	\$0	\$0	\$0	\$600,000	\$600,000
	1.3.3	Build regional relationships to facilitate the provision of Aged Care Services	Section 8.5.1 – Operations Welfare Services	\$0	\$15,000	\$0	\$0	\$0

## Objective 1.4

### Ensure access to services and facilities as needs change within the community.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and implement services plans detailing aim of service, level and frequency of service and partnerships required to deliver services.	1.4.1	Prepare service plans for key services detailing aim of service, level and frequency of service and partnerships required to deliver services.	Section 8.2.1 – Operations Governance	\$0	\$0	\$3,000	\$500	\$500
Advocate for local access to health and education services.	1.4.2	Develop and implement lobby strategy for retention and improvement to a range of State and Commonwealth services, and infrastructure.	Section 8.2.1 – Operations Members of Council	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

## 7.2 STRATEGIC FOCUS AREA 2 – NATURAL ENVIRONMENT

### Vision: Preserving and Sustaining our Natural Environment

Preserving and sustaining our natural environment is a key aspect to the Shire of Beverley's future. We will focus on preserving, enhancing and retaining our natural identity. We value our river foreshore and will aim to enhance it. We see the management of our resources as important and will explore options to reduce, reuse and recycle water, and use energy wisely to protect their sustainability into the future.

### Shire Goals

⇒ Preserve the natural environment.

### Objective 2.1

### Maintain and Protect the Natural Environment and Biodiversity.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop Plans to review and manage areas of environment degradation and risk.	2.1.1	Seek funding to assist with the compilation of a Plan detailing areas of environmental degradation and risk.	Section 8.7.1 – Operations – Protection of Environment	\$0	\$0	\$0	\$1,500	\$0
	2.1.2	Subject to grant funding, engage NRM Officer to prepare Plan.		\$0	\$0	\$0	\$0	\$20,000
Facilitate the regional management of the river.	2.1.3	Engage with the Department of Water and other local governments within the Avon River Catchment regarding the management of the Avon River, including updating and reviewing the management programme report prepared in 1999.	Section 8.7.1 – Operations – Protection of Environment	\$0	\$0	\$0	\$0	\$2,000

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Implement the Regional Natural Resource Management Plan.	2.1.4	Participate in the review of the Wheatbelt NRM Strategy.	Section 8.7.1 – Operations – Protection of Environment	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	2.1.5	Continue to participate in the provision of regional NRM Officers on a fee for service basis.	Section 8.7.1 – Operations – Protection of Environment	\$39,000	\$20,700	\$21,373	\$22,067	\$22,785



## Objective 2.2

### Protect Rural Identity.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Maintain Open Spaces and Reserves.	2.2.1	Maintain and retain active open spaces and recreation areas.	Section 8.8.1 – Operations – Other Sport & Recreation	\$543,318	\$394,853	\$408,200	\$422,009	\$436,296

## Objective 2.3

### Manage Resources Efficiently.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop options to manage use of water and energy.	2.3.1	Prepare a Water Management Plan that investigates water harvesting and water re-use opportunities.		\$0	\$0	\$20,000	\$0	\$0
	2.3.2	Identify priority order of water harvesting measures for implementation and cost for inclusion in LTFP and CBP.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	2.3.3	Identify energy efficiency measures for implementation and cost for inclusion in LTFP and CBP.		\$0	\$50,000	\$0	\$0	\$0

## 7.3 STRATEGIC FOCUS AREA 3 – BUILT ENVIRONMENT

### Vision: Enhanced Lifestyle Choices

Enhancing the lifestyle choices for our residents is focal point in securing the Shire of Beverley's future. The Shire will concentrate on the built environment, land use including local parks and facilities, improving the town centre, creating land use capacity for commercial and industrial opportunities, so we can meet the future needs of our growing community.

### Shire Goals

⇒ Maintain the rural identity of the place.

### Objective 3.1

#### Maintain and Upgrade our Assets and Infrastructure.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and implement asset management plans including parks, reserves, local roads and facilities.	3.1.1	Update existing Road Asset Management Plan by undertaking road inventory and condition data collection and recalculating financial model.		\$0	\$5,000	\$5,000	\$40,000	\$5,000
	3.1.2	Update existing Building & Structures Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purpose, and investigate utilising the Buildings.Plus program.		\$0	\$0	\$10,000	\$3,000	\$3,000

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and implement asset management plans including parks, reserves, local roads and facilities.	3.1.3	Collect footpath inventory and condition data for footpath network and prepare asset management plan.		\$0	\$0	\$10,000	\$0	\$0
Review streetscape plan and identify walking routes.  Improve the town site.	3.1.4	Develop a Landscaping/Street scaping Strategy for Beverley, with a specific themed approach for the Main Street and insert costings into LTFP.		\$0	\$0	\$20,000	\$0	\$0
	3.1.5	Implement Beverley Street-scaping Strategy for Main Street.	Section 8.9.2 – Capital Projects & Programs – Transport	\$0	\$0	\$377,500	\$359,700	\$0
	3.1.6	Obtain cost estimates from Western power to underground power lines in main street.		\$0	\$0	\$0	\$12,500	\$0
	3.1.6	Submit grant application to State Government Underground Power Scheme for funding to undergrounding power lines in main street.	Section 8.9.2 – Capital Projects & Programs – Transport	\$0	\$0	\$0	\$1,000	\$0

## Objective 3.2

### Increase land availability for commercial growth.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Review land-use strategies and plans, whilst protecting viable farming options.	3.2.1	Prepare reviews of Local Planning Strategy and Town Planning Scheme and ensure there is adequate zoning provision for commercial and industrial land.	Section 8.7.1 – Operations - Town Planning	\$2,500	\$0	\$0	\$0	\$0
	3.2.2	Develop a relationship with Landcorp and seek their assistance in preparing a business case for the release of commercial and industrial land.	Section 8.7.1 – Operations - Town Planning	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

### Objective 3.3

#### Enable diverse and affordable housing.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop regional precinct plans with land-use plans to ensure housing and land size choices are available.	3.3.1	Prepare reviews of Local Planning Strategy and Town Planning Scheme and ensure there is adequate zoning provision for various forms of lot sizes for residential and lifestyle purposes, whilst protecting broad-acre farm land.	Section 8.7.1 – Operations - Town Planning	See Item 3.2.1				

## Objective 3.4

### Preserve Our Heritage.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Maintain and protect our heritage buildings and areas of significance.	3.4.1	Undertake comprehensive review of Municipal Heritage inventory.		\$0	\$0	\$0	\$0	\$10,000
	3.4.2	Prepare reviews of Local Planning Strategy and Town Planning Scheme and ensure there is adequate heritage provisions.	Section 8.7.1 – Operations – Town Planning & Development	See Item 3.2.1				
	3.4.3	Review and update Town Planning Scheme Heritage list.	Section 8.7.1 – Operations – Town Planning & Development	See Item 3.2.1				

## 7.4 STRATEGIC FOCUS AREA 4 – ECONOMIC DEVELOPMENT

### Vision: Maximise Development

Ensuring our local economy is as strong as possible is pivotal to securing the Shire of Beverley's future. The Shire will concentrate on creating diversified business and employment opportunities ensuring our economy will thrive. Visitors will be welcomed and encouraged to visit often, assisting develop our tourism industry so we have a bright economic future.

### Shire Goals

- ⇒ Build economic capacity through local business growth.
- ⇒ Value and maintain our heritage and past.

### Objective 4.1

#### Support and facilitate the increase of economic growth.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Participate and develop a Regional Economic Development Plan.	4.1.1	Work with SEAVROC Member Councils to explore the potential of developing a Regional Economic Plan that capitalises on local comparative advantages.	Section 8.10.1 – Operations Economic Development	\$0	\$2,000	\$2,000	\$2,000	\$2,000
	4.1.2	Seek funding assistance and SEAVROC Member Council contributions to develop a Regional Economic Plan.		\$0	\$0	\$10,000	\$0	\$0
Support the development of industry, such as business incubators through advocacy and land-use availability.	4.1.3	Prepare reviews of Local Planning Strategy and Town Planning Scheme and ensure there is adequate zoning provision for commercial and industrial land.	Section 8.7.1 – Operations - Town Planning	See Action 3.2.1				



PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Support the development of industry, such as business incubators through advocacy and land-use availability.	4.1.4	Develop a relationship with Landcorp and seek their assistance in preparing a business case for the release of commercial and industrial land.	Section 8.7.1 – Operations - Town Planning	See Action 3.2.2				
Enhance the town centre, facilitating linkages of Main Street and heritage areas.	4.1.5	Review and update Beverley Trails Plan and cost works and include in LTFP based on priority.	Section 8.8.1 – Operations - Other Sport & Recreation	\$50,000	\$0	\$0	\$0	\$0
	4.1.6	Implement Trail Plan works as funded in LTFP.	Section 8.8.2 – Capital Projects and programs - Other Sport & Recreation	\$0	\$0	\$0	\$0	\$0
	4.1.7	Undertake condition audit of roads, kerbs and footpaths from a safety and access point of view, with a focus on site linkage.	Section 8.9.1 – Operations – Streets, Road & Bridges	See Item 3.1.3				
	4.1.8	Prepare Plan on priority improvement works to footpaths, kerbs and roads, cost improvement works required and include costings in LTFP to improve access and safety.	Section 8.9.1 – Operations – Streets, Road & Bridges	\$0	\$0	\$0	\$0	\$0

## Objective 4.2

### Develop a Regional Approach to Tourism.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Facilitate and promote Beverley as a tourist destination.	4.2.1	Work with SEAVROC Member Councils to explore the potential of developing a Regional Tourism Plan that capitalises on local comparative advantages.	Section 8.10.1 – Operations - Tourism and Area Promotion	\$0	\$0	\$0	\$2,000	\$2,000
	4.2.2	Seek funding to assist with the development of a Regional Tourism Plan.		\$0	\$0	\$0	\$0	\$10,000
	4.2.3	Review and update Beverley Tourism Management Plan (2005), cost actions and include in LTFP for funding consideration.	Section 8.10.1 – Operations - Tourism and Area Promotion	\$0	\$0	\$2,000	\$2,000	\$0
	4.2.4	Construct caravan park chalets to provide accommodation for tourists	Section 8.10.2 – Operations - Tourism and Area Promotion	\$0	\$0	\$200,000	\$0	\$0

## 7.5 STRATEGIC FOCUS AREA 5 – GOVERNANCE

### Vision: Strengthen Shire Leadership

Strong local leadership that is transparent and accountable is essential to securing the Shire of Beverley's future. The Shire will place emphasis on listening to and informing our community, and working in partnership with our community to build our local capability. We will strongly advocate and lobby on behalf of our community, and we will form regional and government partnerships to ensure our community's service needs are met. We will continue to be accountable and make informed decisions that are within our resourcing capabilities and legislative structures.

### Shire Goals

- ⇒ Strong leadership, governance and planning that makes the best use of our physical, financial and human resources.
- ⇒ Manage our assets sustainably.
- ⇒ Financially sustainable and progressive.

### Objective 5.1

#### Provide Leadership on behalf of the Community.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and maintain Strategic and Asset Management Plans to inform decisions.	5.1.3	Review Asset Management Plans by 31 October each year.	Section 8.2.1 – Operations – Governance	See Actions 3.1.1 to 3.1.3				
	5.1.4	Review 10 Year LTFP by 31 March each year.		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Implement service plans detailing roles and service levels.	5.1.5	Prepare service plans for key services detailing aim of service, level and frequency of service and partnerships required to deliver services.	Section 8.2.1 – Operations Governance	See Action 1.4.1				

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop the Human Resource and Workforce Plan within the regional context to ensure human resources are available and future skills and development are identified.	5.1.6	Undertake review of Workforce Plan by 28 February each year.		\$0	\$500	\$3,000	\$500	\$3,000
Develop Risk Management Plan.	5.1.7	Develop Corporate Risk Management Framework and Plan.	Section 8.2.1 – Operations – Governance	\$0	\$5,000	\$1,500	\$1,500	\$1,500
	5.1.8	Cost actions for implementation of Corporate Risk Management Framework and include into LTFP for funding.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Develop and implement Information Technology Plan.	5.1.9	Prepare Information Technology Replacement Plan, cost requirements and include in LTFP for funding.	Section 8.2.1 – Operations – Governance	\$2,200	\$0	\$0	\$0	\$0
Develop and implement Information Technology Plan.	5.1.10	Prepare IT Disaster Recovery Plan, cost actions and include in LTFP for funding.	Section 8.2.1 – Operations – Governance	\$4,000	\$0	\$0	\$0	\$0
Ensure governance and legislative requirements are met.	5.1.11	Develop and implement Annual Compliance Checklist.	Section 8.2.1 – Operations – Governance	\$0	\$3,000	\$1,000	\$1,000	\$1,000
	5.1.12	Complete Annual Compliance Audit.	Section 8.2.1 – Operations – Governance	\$0	\$500	\$500	\$500	\$500
	5.1.13	Complete reviews of local laws.		\$0	\$15,000	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Ensure governance and legislative requirements are met.	5.1.14	Complete annual review of delegations and policies.	Section 8.2.1 – Operations – Governance	\$0	\$500	\$500	\$500	\$500
	5.1.15	Undertake desktop review of Strategic Community Plan.		\$0	\$3,000	\$0	\$7,000	\$0
	5.1.16	Complete systems and procedures review in relation to risk management, internal controls and legislative compliance every 2 years.	Section 8.2.1 – Operations – Governance	\$0	\$15,000	\$3,000	\$3,000	\$3,000
	5.1.17	Complete review of the appropriateness and effectiveness of financial management systems and procedures every 4 years.		\$0	\$0	\$0	\$10,000	\$0

## Objective 5.2

### Foster Community Participation and Collaboration.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop a community engagement strategy.	5.2.1	Prepare community engagement policy that details the level of engagement that will be undertaken with the community on all matters.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$1,000	\$0	\$0
	5.2.2	Prepare community engagement procedure manual on how staff are to undertake community engagement.	Section 8.7.1 – Operations Community Development	\$0	\$0	\$1,000	\$0	\$0
Support Volunteers and encourage community involvement.	5.2.3	Investigate options to support community groups and volunteers.	Section 8.7.1 – Operations Community Development	\$0	\$1,000	\$1,000	\$1,000	\$1,000

## Objective 5.3

### Advocate on Behalf of Community for Service Delivery.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop partnerships with regional and government service providers.	5.3.1	Coordinate quarterly meetings with local police and State Government agencies to discuss local issues of importance.	Section 8.2.1 – Operations – Governance	\$500	\$500	\$500	\$500	\$500
	5.3.2	Maintain SEAVROC membership and continue financial contribution for engagement of Executive Officer.		\$0	\$25,000	\$25,000	\$25,000	\$25,000
Advocate and lobby for improved services and infrastructure.	5.3.3	Develop and implement lobby strategy for retention and improvement to a range of State and Commonwealth services, and infrastructure.	Section 8.2.1 – Operations – Members of Council	See Action 1.4.2				

## 8.0 SERVICES AND FINANCIAL COSTINGS

Local governments in Western Australia deliver a range and variety of services, and the case is no different for the Shire of Beverley. The services provided by the Council are mostly driven by the community's needs and demographics, with the exception of those required by law.

This section analyses the current services provided to the community in terms of the type, level, and associated costs. The analysis is reported at a functional level and not on an individual service basis and details major projects and programs, which link back to key focus areas and objectives.

### 8.1 General Purpose Funding

This area details the services relating to the rating function, general purpose grants received by the Council and interest earnings from deposits and investments, including reserve accounts.

#### 8.1.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Rates	(40,853)	(38,783)	(40,045)	(41,353)	(42,704)
Other General Purpose Funding	(0)	(0)	(0)	(0)	(0)
<b>Sub-Total</b>	<b>(40,853)</b>	<b>(38,783)</b>	<b>(40,045)</b>	<b>(41,353)</b>	<b>(42,704)</b>
<b>Revenue</b>					
Rates	2,331,989	2,479,540	2,625,310	2,779,816	2,943,584
Other General Purpose Funding	753,280	1,411,302	1,452,363	1,494,677	1,538,281
<b>Sub-Total</b>	<b>3,085,269</b>	<b>3,890,842</b>	<b>4,077,673</b>	<b>4,274,493</b>	<b>4,481,865</b>
<b>NET TOTAL</b>	<b>3,044,416</b>	<b>3,852,059</b>	<b>4,037,627</b>	<b>4,233,140</b>	<b>4,439,161</b>

#### 8.1.2 Capital Projects and Programs

There are no capital projects and programs for this Function.



## 8.2 Governance

This area details the services relating to the administration and operation of facilities and services to members of Council, including Council Chamber expenses; it also includes expenses and revenues relating to research and preparation of policy documents and local laws, assisting elected members and residents on matters not related to specific services.

### 8.2.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Members of Council	(208,616)	(197,193)	(207,470)	(206,736)	(217,372)
Other Governance	(13,000)	(0)	(0)	(0)	(0)
<b>Sub-Total</b>	<b>(221,616)</b>	<b>(197,193)</b>	<b>(207,470)</b>	<b>(206,736)</b>	<b>(217,372)</b>
<b>Revenue</b>					
Members of Council	0	0	0	0	0
Other Governance	88,200	14,225	14,225	14,225	14,225
<b>Sub-Total</b>	<b>88,200</b>	<b>14,225</b>	<b>14,225</b>	<b>14,225</b>	<b>14,225</b>
<b>NET TOTAL</b>	<b>(133,416)</b>	<b>(182,968)</b>	<b>(193,245)</b>	<b>(192,511)</b>	<b>(203,147)</b>

### 8.2.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Computer Replacements	(5,500)	(0)	(0)	(0)	(0)
New Projector	(2,000)	(0)	(0)	(0)	(0)
Telephone System Upgrade	(14,000)	(0)	(0)	(0)	(0)
Chambers Air-Conditioning Replacement	(10,000)	(0)	(0)	(0)	(0)
Councillor Ipads	(12,000)	(0)	(0)	(0)	(0)
Computer Software Upgrades	(4,000)	(0)	(0)	(0)	(0)
Administration – Alternative Power Supply	(10,000)	(0)	(0)	(0)	(0)
New Projects (CLGF)	(785,640)	(0)	(0)	(0)	(0)
CEO Vehicle Replacement	(92,000)	(100,000)	(100,000)	(100,000)	(100,000)
Deputy CEO Vehicle Replacement	(0)	(36,500)	(36,500)	(36,500)	(36,500)
<b>NET TOTAL</b>	<b>(935,140)</b>	<b>(136,500)</b>	<b>(136,500)</b>	<b>(136,500)</b>	<b>(136,500)</b>

### 8.3 Law, Order and Public Safety

This area details the services relating to administration and operations of fire prevention services; administration, enforcement and operations relating to control of animals; and administration, promotion, support and operation of services relating to public order and safety.

#### 8.3.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Fire Prevention	(170,567)	(172,675)	(178,578)	(184,794)	(191,236)
Animal Control	(10,002)	(9,504)	(9,811)	(10,131)	(10,462)
Other Law, Order & Public Safety	(0)	(0)	(0)	(0)	(0)
<b>Sub-Total</b>	<b>(180,569)</b>	<b>(182,178)</b>	<b>(188,389)</b>	<b>(194,925)</b>	<b>(201,698)</b>
<b>Revenue</b>					
Fire Prevention	445,742	130,970	134,779	138,703	142,744
Animal Control	2,400	2,460	2,522	2,585	2,651
Other Law, Order & Public Safety	0	0	0	0	0
<b>Sub-Total</b>	<b>448,142</b>	<b>133,430</b>	<b>137,301</b>	<b>141,288</b>	<b>145,395</b>
<b>NET TOTAL</b>	<b>267,573</b>	<b>(48,748)</b>	<b>(51,088)</b>	<b>(53,637)</b>	<b>(56,304)</b>

#### 8.3.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
West Dale 4.4 Broad-Acre Unit	(318,470)	(0)	(0)	(0)	(0)
Install CCTV Network	(80,000)	(0)	(0)	(0)	(0)
<b>NET TOTAL</b>	<b>(398,470)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

## 8.4 Health

This area details the services relating to administration and operation of pre-school dental clinics and infant health centres; administration, implementation and operation of immunisation and inoculation programs; administration, inspection and operation of programs concerned with the general health of the community such as the inspection of eating houses, lodging and boarding houses, itinerant food vendors and stall holders; administration and operation of pest and vermin eradication programs; operation of other preventative health services including fluoride tablets, analytical fees and school health programs; and administration and operation of medical and dental clinics including contributions for medical services, doctors, nurses, RFDS, ambulance services and hospitals.

### 8.4.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Health Administration & Inspection	(18,865)	(17,697)	(18,274)	(18,872)	(19,491)
Maternal & Infant Health	(31,158)	(17,865)	(18,832)	(18,992)	(19,623)
Pest Control	(1,296)	(1,117)	(1,153)	(1,191)	(1,231)
Preventative Services - Other	(799)	(765)	(790)	(816)	(843)
Other Health	(34,488)	(33,779)	(35,153)	(36,588)	(38,084)
<b>Sub-Total</b>	<b>(86,606)</b>	<b>(71,224)</b>	<b>(73,753)</b>	<b>(76,459)</b>	<b>(79,272)</b>
<b>Revenue</b>					
Health Administration & Inspection	0	0	0	0	0
Maternal & Infant Health	0	0	0	0	0
Pest Control	0	0	0	0	0
Preventative Services - Other	0	0	0	0	0
Other Health	0	1,250	0	1,250	0
<b>Sub-Total</b>	<b>0</b>	<b>1,250</b>	<b>0</b>	<b>1,250</b>	<b>0</b>
<b>NET TOTAL</b>	<b>(86,606)</b>	<b>(69,974)</b>	<b>(73,753)</b>	<b>(75,209)</b>	<b>(79,272)</b>

### 8.4.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Medical Equipment	(10,000)	(0)	(0)	(0)	(0)
Computer Replacements	(10,000)	(0)	(0)	(0)	(0)

<b>FUNCTION/SERVICE</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Infant Health Clinic Structural Repairs	(30,000)	(0)	(0)	(0)	(0)
Doctors Vehicle Replacement	(0)	(33,000)	(0)	(33,000)	(0)
<b>NET TOTAL</b>	<b>(50,000)</b>	<b>(33,000)</b>	<b>(0)</b>	<b>(33,000)</b>	<b>(0)</b>

## 8.5 Education & Welfare

This area details the services relating to providing and maintaining pre-school centres; outlays on other educational and institutions, such as school bus services, student hostels, awards and prizes, scholarships and tele-centres; administration, inspection, support and operation of programs and facilities to serve dependent parents and young children, such as child care centres, crèches and play centres; administration and operation of welfare services such as senior citizen centres and home help; administration, support and operation of other welfare services including refuge centres, drop in centres for youth and services for migrants.

### 8.5.1 Operations

<b>FUNCTION/SERVICE</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Expenses</b>					
Education	(16,789)	(14,016)	(14,589)	(15,187)	(15,811)
Other Education	(2,191)	(1,816)	(1,876)	(1,938)	(2,002)
Welfare – Youth	(33,266)	(9,852)	(10,174)	(10,509)	(10,861)
<b>Sub-Total</b>	<b>(52,246)</b>	<b>(25,684)</b>	<b>(26,639)</b>	<b>(27,634)</b>	<b>(28,674)</b>
<b>Revenue</b>					
Education	2,500	2,500	2,500	2,500	2,500
Other Education	0	0	0	0	0
Welfare – Youth	2,000	2,000	2,000	2,000	2,000
<b>Sub-Total</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
<b>NET TOTAL</b>	<b>(47,746)</b>	<b>(21,184)</b>	<b>(22,139)</b>	<b>(23,134)</b>	<b>(24,174)</b>

### 8.5.2 Capital Projects and Programs

There are no capital projects and programs for this Function.

## 8.6 Housing

This area details the services relating to administration and operation of residential housing for Council staff; administration, provision and operation of other housing programs such as aged persons accommodation, unemployed youth, GROH housing and aboriginal housing schemes.

### 8.6.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Council Staff Housing	(112,812)	(114,914)	(119,059)	(123,634)	(128,399)
Other Housing	(110,475)	(110,427)	(113,645)	(117,183)	(120,842)
<b>Sub-Total</b>	<b>(223,557)</b>	<b>(225,341)</b>	<b>(232,704)</b>	<b>(240,817)</b>	<b>(249,241)</b>
<b>Revenue</b>					
Council Staff Housing	17,000	17,510	18,035	18,576	19,134
Other Housing	69,316	71,742	74,074	76,481	78,967
<b>Sub-Total</b>	<b>86,316</b>	<b>89,252</b>	<b>92,109</b>	<b>95,057</b>	<b>98,100</b>
<b>NET TOTAL</b>	<b>(137,241)</b>	<b>(136,089)</b>	<b>(140,595)</b>	<b>(145,759)</b>	<b>(151,141)</b>

### 8.6.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
50 Dawson St – Replace Fence	(12,000)	(0)	(0)	(0)	(0)
Retirement Village – Refurbish Units	(30,000)	(0)	(0)	(0)	(0)
Independent Living Units – Demand & Feasibility Study	(0)	(20,000)	(0)	(0)	(0)
Independent Living Units	(0)	(0)	(0)	(600,000)	(600,000)
<b>NET TOTAL</b>	<b>(42,000)</b>	<b>(20,000)</b>	<b>(0)</b>	<b>(600,000)</b>	<b>(600,000)</b>

## 8.7 Community Amenities

This area details the services relating to administration and operation of general refuse collection and disposal services including the collection of general, recyclable and green waste, transfer stations and refuse sites; operation of facilities for the collection, treatment and disposal of sewerage; administration, inspection and operation of urban storm water drainage systems; administration, inspection and operation of flood mitigation works, beach and river bank restoration, removal of dead animals and abandoned vehicles; administration, inspection and operation of town planning and regional development services including planning control, preparation of planning schemes and rezonings; provision, supervision and operation of community amenities including public conveniences, cemeteries, bus shelters and street furniture.

### 8.7.1 Operations

<b>FUNCTION/SERVICE</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Expenses</b>					
Sanitation – Household Refuse	(297,613)	(300,074)	(309,491)	(319,255)	(329,337)
Sewerage	(0)	(0)	(0)	(0)	(0)
Protection of the Environment	(46,869)	(27,221)	(28,108)	(29,025)	(29,973)
Town Planning & Regional Development	(118,128)	(110,572)	(114,175)	(117,908)	(121,949)
Other Community Amenities	(61,842)	(61,773)	(63,761)	(65,818)	(67,947)
<b>Sub-Total</b>	<b>(524,452)</b>	<b>(499,640)</b>	<b>(515,535)</b>	<b>(532,006)</b>	<b>(549,206)</b>
<b>Revenue</b>					
Sanitation – Household Refuse	161,798	167,461	172,903	178,523	184,325
Sewerage	1,000	1,035	1,069	1,103	1,139
Protection of the Environment	0	0	0	0	0
Town Planning & Regional Development	4,500	4,658	4,809	4,965	5,127
Other Community Amenities	9,309	9,470	9,625	9,784	9,949
<b>Sub-Total</b>	<b>176,607</b>	<b>182,623</b>	<b>188,406</b>	<b>194,376</b>	<b>200,450</b>
<b>NET TOTAL</b>	<b>(347,845)</b>	<b>(317,017)</b>	<b>(327,129)</b>	<b>(337,630)</b>	<b>(348,666)</b>

### 8.7.2 Capital Projects and Programs

There are no capital projects and programs for this Function.

## 8.8 Recreation & Culture

This area details the services relating to the administration, provision and operation of public halls, function rooms, civic centres; administration, provision and coordination of recreation activities; administration and operation of public swimming pools and other recreational swimming areas; administration, provision and maintenance of other recreational facilities and services including indoor and outdoor sporting complexes and facilities; administration, provision and operation of local libraries including books, tapes and audio-visual aids; administration, support, provision and operation of facilities to receive and rebroadcast radio and television signals; administration provision and operation of cultural activities including theatres, concerts, stage productions, art and craft centres and galleries, festivals and exhibitions.

### 8.8.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Public Halls & Civic Centres	(124,227)	(123,736)	(128,031)	(132,630)	(137,405)
Other Sport & Recreation	(834,135)	(687,678)	(697,974)	(716,475)	(735,835)
Swimming Areas	(194,593)	(174,162)	(180,539)	(187,184)	(194,084)
Libraries	(43,066)	(31,650)	(32,664)	(33,714)	(34,798)
TV & Radio Rebroadcasting	(0)	(0)	(0)	(0)	(0)
Other Culture	(27,719)	(25,995)	(26,966)	(27,989)	(29,052)
<b>Sub-Total</b>	<b>(1,223,740)</b>	<b>(1,043,220)</b>	<b>(1,066,175)</b>	<b>(1,097,992)</b>	<b>(1,131,175)</b>
<b>Revenue</b>					
Public Halls & Civic Centres	185,317	5,175	5,343	5,517	5,696
Other Sport & Recreation	1,191,553	72,472	67,136	69,318	71,571
Swimming Areas	11,000	8,280	8,549	8,827	9,114
Libraries	100	100	100	100	100
TV & Radio Rebroadcasting	0	0	0	0	0
Other Culture	40	41	43	44	46
<b>Sub-Total</b>	<b>1,388,010</b>	<b>86,068</b>	<b>81,171</b>	<b>83,806</b>	<b>86,526</b>
<b>NET TOTAL</b>	<b>164,270</b>	<b>(957,151)</b>	<b>(985,004)</b>	<b>(1,014,186)</b>	<b>(1,044,649)</b>



## 8.8.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Gymnasium - New Treadmills & Smith Machine	(13,000)	(0)	(0)	(0)	(0)
Function Centre – 2 x Televisions	(5,000)	(0)	(0)	(0)	(0)
Function Centre – Crockery & Cutlery	(2,500)	(0)	(0)	(0)	(0)
Function Centre – 20 x Tables	(4,000)	(0)	(0)	(0)	(0)
Function Centre – 120 x Chairs	(6,000)	(0)	(0)	(0)	(0)
Town Hall – 50 x Chairs	(7,000)	(0)	(0)	(0)	(0)
Town Hall – Engineer inspection of floor	(0)	(20,000)	(0)	(0)	(0)
Town Hall – Replace Flooring	(0)	(0)	(100,000)	(0)	(0)
Town Hall – Replace Roof	(0)	(0)	(100,000)	(0)	(0)
Lesser Hall – Ceiling & Air Conditioning	(100,000)	(0)	(0)	(0)	(0)
Railway Station Carriage Refurbishment	(10,000)	(0)	(0)	(0)	(0)
Railway Station – Construct New Toilet Block	(0)	(0)	(100,000)	(0)	(0)
Gardener Utility Replacement No.1	(24,000)	(0)	(0)	(0)	(0)
Gardener Utility Replacement No.2	(24,000)	(0)	(0)	(0)	(0)
Slasher Mower Replacement	(2,750)	(0)	(0)	(0)	(0)
Ride On Mower Replacement	(0)	(50,000)	(0)	(0)	(0)
Turf Tractor Replacement	(0)	(60,000)	(0)	(0)	(0)
Recreation Ground Development	(0)	(100,000)	(100,000)	(0)	(0)
Relocation of Netball Courts & Lighting	(54,000)	(0)	(0)	(0)	(0)
Walk Trails Construction	(50,000)	(0)	(0)	(0)	(0)
Recreation Ground – Install Oval Lighting	(215,000)	(0)	(0)	(0)	(0)
Recreation Ground – Electronic Scoreboard	(30,000)	(0)	(0)	(0)	(0)
Recreation Ground – Install New Playground	(150,000)	(0)	(0)	(0)	(0)
Recreation Ground – Picnic Area & Shade Sails	(45,000)	(0)	(0)	(0)	(0)
Lukin Reserve - Development Plan	(0)	(20,000)	(0)	(0)	(0)
Lukin Reserve – Replace Play Equipment	(0)	(0)	(0)	(0)	(17,000)
Lukin Reserve – Replace Picnic Tables	(0)	(0)	(0)	(0)	(7,000)
Lukin Reserve – Replace BBQ & Pergola	(0)	(0)	(0)	(0)	(17,000)

<b>FUNCTION/SERVICE</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Lukin Reserve – Replace Shelters	(0)	(0)	(0)	(0)	(4,000)
Motor Sports Development Plan	(0)	(0)	(40,000)	(0)	(0)
Townscape/Landscape Master Plan	(0)	(30,000)	(0)	(0)	(0)
<b>NET TOTAL</b>	<b>(742,250)</b>	<b>(280,000)</b>	<b>(440,000)</b>	<b>(0)</b>	<b>(45,000)</b>

## 8.9 Transport

This area details the services relating to the administration, regulation, provision, operation and maintenance of streets, roads, bridges under the control of the Council including drainage, kerbing, road verges, median strips, footpaths, road signs, crossovers, street trees, street lighting and street cleaning; administration, provision and operation of airports, runways, terminals and other aerodrome related facilities; administration, provision and sale of aviation fuel; provision of licensing services including vehicle registration and examination;

### 8.9.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Streets, Roads, Bridges, Depots	(1,506,393)	(1,590,932)	(1,638,720)	(1,692,887)	(1,804,691)
Aerodromes & Traffic Control	(41,922)	(41,985)	(43,350)	(44,762)	(46,221)
<b>Sub-Total</b>	<b>(1,548,315)</b>	<b>(1,632,917)</b>	<b>(1,682,070)</b>	<b>(1,737,650)</b>	<b>(1,795,189)</b>
<b>Revenue</b>					
Streets, Roads, Bridges, Depots	704,332	577,324	569,476	606,192	577,317
Aerodromes & Traffic Control	37,000	38,295	39,540	40,825	42,151
<b>Sub-Total</b>	<b>741,332</b>	<b>615,619</b>	<b>609,016</b>	<b>647,017</b>	<b>619,468</b>
<b>NET TOTAL</b>	<b>(806,983)</b>	<b>(1,017,298)</b>	<b>(1,073,055)</b>	<b>(1,090,653)</b>	<b>(1,175,720)</b>

### 8.9.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Mechanic Utility Replacement	(24,000)	(0)	(0)	(0)	(0)
Works Supervisor Vehicle Replacement	(37,000)	(40,000)	(40,000)	(40,000)	(40,000)
Building Maintenance Person Utility Replacement	(0)	(26,500)	(0)	(0)	(0)
Dual Cab Truck Replacement BE016	(0)	(120,000)	(0)	(0)	(0)
Tandem Tip Truck Replacement BE012	(210,000)	(0)	(0)	(0)	(0)
Maintenance Truck Replacement BE037	(90,000)	(0)	(0)	(0)	(0)
Backhoe Replacement BE030	(0)	(0)	(0)	(160,000)	(0)
Grader Replacement BE029	(0)	(0)	(0)	(0)	(360,000)
Grader Replacement BE001	(0)	(340,000)	(0)	(0)	(0)
Vibrating Roller Replacement BE033	(0)	(0)	(0)	(170,000)	(0)

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Community Bus Replacement	(0)	(175,000)	(0)	(0)	(0)
Works Utility Replacement BE000	(0)	(0)	(0)	(0)	(26,500)
Sundry Plant Purchases	(7,800)	(0)	(0)	(0)	(0)
RTR – York Williams Road	(213,773)	(227,667)	(206,808)	(207,518)	(207,518)
RRG - Westdale Road Reseal	(376,232)	(297,766)	(0)	(0)	(0)
RRG - Mawson Road Seal	(72,788)	(0)	(0)	(0)	(0)
RRG – Westdale Road Reconstruction	(0)	(0)	(382,445)	(427,776)	(380,135)
RRG – Mawson Road Reconstruction	(0)	(69,230)	(0)	(0)	(0)
Morbining Road Seal	(241,984)	(221,807)	(299,250)	(119,123)	(119,123)
Yenyenning Lakes Road Gravel Sheet	(74,958)	(68,254)	(44,580)	(44,580)	(0)
Potts Road Second Coat Seal	(15,225)	(0)	(0)	(0)	(0)
Greenhills South Road Second Coat Seal	(55,724)	(55,083)	(0)	(0)	(0)
Springhill Road Gravel Sheet	(43,807)	(69,382)	(79,802)	(0)	(0)
Waterhatch Road Widening	(166,234)	(124,570)	(79,342)	(0)	(0)
Dobaderry Road Gravel Sheet	(54,559)	(41,408)	(0)	(0)	(0)
Dempster Street Construct & Seal	(31,361)	(9,030)	(0)	(0)	(0)
Hutchison Street Construct & Seal	(31,361)	(9,030)	(0)	(0)	(0)
Edison Mill Road Clay Pit Access	(72,959)	(0)	(0)	(0)	(0)
Airstrip Apron – Two Coat Seal	(37,247)	(25,087)	(0)	(0)	(0)
Various Road Reseals	(33,495)	(0)	(0)	(0)	(0)
Edison Mill Road Construct & Seal	(0)	(0)	(113,350)	(54,180)	(0)
Aiken Road Construct & Seal	(0)	(0)	(34,078)	(15,050)	(0)
Lennard road Gravel Sheet	(0)	(0)	(44,020)	(46,520)	(0)
Mandaikon Road Gravel Sheet	(0)	(0)	(0)	(0)	(37,557)
Barrington Road Gravel Sheet	(0)	(0)	(0)	(0)	(83,538)
Railway Street Drainage & Gravel Sheet	(0)	(0)	(0)	(41,772)	(56,645)
Vincent Street – Upgrade Stage 1	(0)	(0)	(0)	(377,500)	(359,700)
Corberding Road Bridge Upgrade	(374,000)	(0)	(0)	(0)	(0)
Westdale Road Bridge Upgrade	(146,000)	(0)	(0)	(0)	(0)
Mawson Road Bridge Upgrade	(64,000)	(0)	(0)	(0)	(0)
Special Bridge project Funding	(88,000)	(0)	(0)	(0)	(0)

<b>FUNCTION/SERVICE</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Forrest Street Footpath East Side	(65,386)	(0)	(0)	(0)	(0)
Harper Street Footpath	(93,369)	(0)	(0)	(0)	(0)
Various Footpath Construction	(0)	(62,000)	(0)	(0)	(0)
Harper Street Drainage	(0)	(77,758)	(49,076)	(0)	(0)
<b>NET TOTAL</b>	<b>(2,721,262)</b>	<b>(2,059,572)</b>	<b>(1,372,751)</b>	<b>(1,704,019)</b>	<b>(1,670,716)</b>

## 8.10 Economic Services

The area details the services relating to the development, promotion, support, research and operation of tourism and area promotion activities, including tourist bureaus, information offices, information bays, scenic lookouts, caravan parks and camping areas; administration, inspection and operations concerned with application of the building standards; provision, supervision and operation of other economic services including public weighbridges, quarries, gravel pits, and community bus services.

### 8.10.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Rural Services	(31,043)	(31,178)	(32,182)	(33,220)	(34,292)
Tourism and Area Promotion	(246,597)	(148,373)	(152,596)	(157,101)	(161,905)
Building Control	(70,032)	(65,189)	(67,314)	(69,521)	(71,800)
Economic Development	(28,574)	(28,218)	(29,137)	(30,087)	(31,069)
Other Economic Services	(34,050)	(34,254)	(35,734)	(37,283)	(38,902)
<b>Sub-Total</b>	<b>(410,296)</b>	<b>(307,211)</b>	<b>(316,963)</b>	<b>(327,212)</b>	<b>(337,968)</b>
<b>Revenue</b>					
Rural Services	0	0	0	0	0
Tourism and Area Promotion	24,000	24,000	24,000	24,000	24,000
Building Control	11,000	11,385	11,755	12,137	12,532
Economic Development	27,000	27,945	28,853	29,791	30,759
Other Economic Services	17,000	17,595	18,167	18,757	19,367
<b>Sub-Total</b>	<b>79,000</b>	<b>80,925</b>	<b>82,775</b>	<b>84,685</b>	<b>86,658</b>
<b>NET TOTAL</b>	<b>(331,296)</b>	<b>(226,286)</b>	<b>(234,188)</b>	<b>(242,526)</b>	<b>(251,310)</b>

### 8.10.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Caravan Park – RV Site Development	(45,000)	(0)	(0)	(0)	(0)
Caravan Park – Develop On-Site Chalets	(85,000)	(0)	(200,000)	(0)	(0)
Community Resource Centre Building Stabilisation	(150,000)	(0)	(0)	(0)	(0)
Industrial Land Development – Headworks Costs	(70,000)	(0)	(0)	(0)	(0)

<b>FUNCTION/SERVICE</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Standpipe Swipe Card Systems x 2	(30,000)	(0)	(0)	(0)	(0)
Entry Statement Construction	(20,000)	(0)	(0)	(0)	(0)
<b>NET TOTAL</b>	<b>(400,000)</b>	<b>(0)</b>	<b>(200,000)</b>	<b>(0)</b>	<b>(0)</b>

## 8.11 Other Property and Services

This area details the services relating to the administration, inspection and operation of work carried out on property not under the care control and management of the Council including road work on private property and fees for service; the maintenance and allocation of general administration overheads; the maintenance and allocation of public works overheads relating to the outside works crew; the maintenance and allocation of expenditure relating to the Councils plant fleet including fuel, tyres, repairs, insurance and registration; administration and allocation of salaries and wages to the various functions and activities performed by Council staff; all other outlays not elsewhere assigned including sale of miscellaneous land, assistance to victims of flood, drought and bushfires, apprenticeships and training programs.

### 8.11.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenses</b>					
Private Works	(15,080)	(14,655)	(15,127)	(15,616)	(16,121)
Public Works Overheads	(0)	(0)	(0)	(0)	(0)
Plant Operation Costs	(0)	(0)	(0)	(0)	(0)
Salaries & Wages	(0)	(0)	(0)	(0)	(0)
Unclassified	(22,300)	(9,936)	(10,259)	(10,592)	(10,937)
<b>Sub-Total</b>	<b>(37,380)</b>	<b>(24,591)</b>	<b>(25,386)</b>	<b>(26,209)</b>	<b>(27,058)</b>
<b>Revenue</b>					
Private Works	12,000	12,420	12,824	13,240	13,671
Public Works Overheads	0	0	0	0	0
Plant Operation Costs	25,000	25,000	25,000	25,000	25,000
Salaries & Wages	9,000	0	0	0	0
Unclassified	21,700	10,263	10,515	10,775	11,044
<b>Sub-Total</b>	<b>67,700</b>	<b>47,683</b>	<b>48,338</b>	<b>49,016</b>	<b>49,715</b>
<b>NET TOTAL</b>	<b>30,320</b>	<b>23,092</b>	<b>22,952</b>	<b>22,807</b>	<b>22,657</b>



### 8.11.2 Capital Projects and Programs

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<b>FUNCTION/SERVICE</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Community Bus Garage Renewal	(0)	(70,000)	(0)	(0)	(0)
<b>NET TOTAL</b>	<b>(0)</b>	<b>(70,000)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

**APPENDIX 1**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**BY FUNCTION**

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>EXPENSES</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Purpose Funding	(40,853)	(38,783)	(40,045)	(41,353)	(42,704)	(44,001)	(45,339)	(46,718)	(48,138)	(49,591)	(51,099)
Governance	(208,616)	(197,193)	(207,470)	(206,736)	(217,372)	(216,676)	(227,342)	(226,989)	(237,986)	(237,891)	(249,258)
Law, Order, Public Safety	(180,569)	(182,178)	(188,389)	(194,925)	(201,698)	(208,464)	(215,466)	(222,759)	(230,214)	(237,644)	(245,649)
Health	(86,606)	(71,224)	(73,753)	(76,459)	(79,272)	(82,220)	(85,284)	(88,507)	(91,784)	(94,965)	(98,524)
Education and Welfare	(52,246)	(25,684)	(26,639)	(27,634)	(28,674)	(29,760)	(30,892)	(32,072)	(33,299)	(34,568)	(35,901)
Housing	(221,741)	(223,525)	(231,190)	(239,625)	(248,392)	(257,554)	(267,057)	(277,133)	(287,154)	(296,206)	(307,076)
Community Amenities	(524,452)	(499,640)	(515,535)	(532,006)	(549,206)	(565,998)	(583,314)	(601,197)	(619,586)	(638,386)	(657,952)
Recreation and Culture	(1,161,515)	(981,999)	(1,013,424)	(1,047,830)	(1,083,501)	(1,119,630)	(1,157,047)	(1,196,166)	(1,235,962)	(1,274,929)	(1,317,776)
Transport	(1,523,815)	(1,632,917)	(1,682,070)	(1,737,650)	(1,795,189)	(1,852,337)	(1,911,070)	(1,973,603)	(2,033,528)	(2,081,538)	(2,145,534)
Economic Services	(408,134)	(305,049)	(315,526)	(326,546)	(337,968)	(349,633)	(361,727)	(374,344)	(387,281)	(400,238)	(414,187)
Other Property and Services	(37,380)	(24,591)	(25,386)	(26,209)	(27,058)	(27,877)	(28,720)	(29,590)	(30,485)	(31,404)	(32,355)
	<b>(4,445,927)</b>	<b>(4,182,784)</b>	<b>(4,319,427)</b>	<b>(4,456,973)</b>	<b>(4,611,033)</b>	<b>(4,754,150)</b>	<b>(4,913,259)</b>	<b>(5,069,079)</b>	<b>(5,235,419)</b>	<b>(5,377,360)</b>	<b>(5,555,310)</b>
<b>REVENUE</b>											
General Purpose Funding	3,085,269	3,890,842	4,077,673	4,274,493	4,481,865	4,700,356	4,930,621	5,173,327	5,429,179	5,698,921	5,983,343
Governance	88,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200
Law, Order, Public Safety	129,672	133,430	137,301	141,288	145,395	149,625	153,981	158,469	163,091	167,852	172,755
Health	0	1,250	0	1,250	0	1,250	0	1,250	0	1,250	0
Education and Welfare	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Housing	86,316	89,252	92,109	95,057	98,100	101,043	104,075	107,197	110,413	113,725	117,137
Community Amenities	176,607	182,623	188,406	194,376	200,540	206,415	212,466	218,699	225,118	231,731	238,541
Recreation and Culture	86,413	86,068	81,171	83,806	86,526	89,119	91,790	94,540	97,374	100,292	103,298
Transport	135,212	137,006	138,730	140,510	142,347	144,099	145,903	147,761	149,675	151,647	153,677
Economic Services	79,000	80,925	82,775	84,685	86,658	88,537	90,473	92,468	94,522	96,637	98,816
Other Property & Services	67,700	47,683	48,338	49,016	49,715	50,381	51,068	51,775	52,503	53,253	54,026
	<b>3,938,889</b>	<b>4,661,779</b>	<b>4,859,203</b>	<b>5,077,181</b>	<b>5,303,847</b>	<b>5,543,526</b>	<b>5,793,078</b>	<b>6,058,186</b>	<b>6,334,574</b>	<b>6,628,007</b>	<b>6,934,294</b>
<i>Increase/(Decrease)</i>	<b>(507,038)</b>	<b>478,995</b>	<b>539,775</b>	<b>620,208</b>	<b>692,813</b>	<b>789,376</b>	<b>879,819</b>	<b>989,107</b>	<b>1,099,156</b>	<b>1,250,647</b>	<b>1,378,983</b>
<b>BORROWING COST EXPENSE</b>											
Housing	(1,816)	(1,816)	(1,513)	(1,192)	(850)	(486)	(100)	0	0	0	0
Recreation & Culture	(62,225)	(61,220)	(52,751)	(50,162)	(47,674)	(45,054)	(42,299)	(39,400)	(36,350)	(33,087)	(30,525)
Economic Services	(2,162)	(2,162)	(1,437)	(666)	0	0	0	0	0	0	0
<i>Total Borrowing Costs</i>	<b>(66,203)</b>	<b>(65,198)</b>	<b>(55,702)</b>	<b>(52,019)</b>	<b>(48,524)</b>	<b>(45,540)</b>	<b>(42,399)</b>	<b>(39,400)</b>	<b>(36,350)</b>	<b>(33,087)</b>	<b>(30,525)</b>

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>NON-OPERATING REVENUE</b>											
Law, Order & Public Safety	318,470	0	0	0	0	0	0	0	0	0	0
Recreation and Culture	1,301,597	0	0	0	0	0	0	0	0	0	0
Transport	601,120	458,438	468,736	498,957	467,196	433,606	405,806	360,906	395,240	415,506	427,240
<i>Total Non-Operating Revenue</i>	2,221,187	458,438	468,736	498,957	467,196	433,606	405,806	360,906	395,240	415,506	427,240
<b>Profit/(Loss) on Sale of Assets</b>											
Governance Loss	(13,000)	6,025	6,025	6,025	6,025	6,025	6,025	6,025	6,025	6,025	6,025
Transport Loss	(24,500)	0	0	0	0	0	0	0	0	0	0
Transport Profit	5,000	20,175	1,550	7,550	9,925	6,300	9,175	13,675	12,425	12,300	12,050
<i>Total Profit/(Loss)</i>	<b>(32,500)</b>	<b>26,200</b>	<b>7,575</b>	<b>13,575</b>	<b>15,950</b>	<b>12,325</b>	<b>15,200</b>	<b>19,700</b>	<b>18,450</b>	<b>18,325</b>	<b>18,075</b>
<b>NET RESULT</b>	<b>1,615,446</b>	<b>898,435</b>	<b>960,385</b>	<b>1,080,721</b>	<b>1,127,435</b>	<b>1,189,767</b>	<b>1,258,426</b>	<b>1,330,314</b>	<b>1,476,496</b>	<b>1,651,391</b>	<b>1,793,773</b>
Rounding	0										
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,615,446</b>	<b>898,435</b>	<b>960,385</b>	<b>1,080,721</b>	<b>1,127,435</b>	<b>1,189,767</b>	<b>1,258,426</b>	<b>1,330,314</b>	<b>1,476,496</b>	<b>1,651,391</b>	<b>1,793,773</b>

**APPENDIX 2**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**BY NATURE/TYPE**

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN					2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>EXPENSES</b>											
Employee Costs	(1,050,841)	(966,980)	(1,000,760)	(1,028,827)	(1,062,120)	(1,089,341)	(1,121,850)	(1,149,857)	(1,185,204)	(1,223,490)	(1,260,527)
Materials & Contracts	(1,471,086)	(1,160,235)	(1,197,515)	(1,236,006)	(1,275,927)	(1,314,181)	(1,353,595)	(1,394,206)	(1,436,048)	(1,479,160)	(1,523,580)
Utilities	(225,511)	(235,506)	(247,002)	(259,064)	(271,720)	(287,268)	(303,722)	(321,135)	(339,563)	(359,067)	(379,709)
Depreciation on Non-Current Assets	(924,853)	(1,129,532)	(1,158,659)	(1,197,506)	(1,237,850)	(1,278,936)	(1,320,891)	(1,367,696)	(1,407,579)	(1,423,483)	(1,466,255)
Interest Expense	(66,203)	(66,204)	(55,702)	(52,019)	(48,524)	(45,540)	(42,399)	(39,400)	(36,350)	(33,087)	(30,525)
Insurances	(194,858)	(202,997)	(213,146)	(223,804)	(234,994)	(246,744)	(259,081)	(272,035)	(285,636)	(299,918)	(314,914)
Other Expenditure	(578,778)	(486,528)	(502,345)	(511,766)	(528,423)	(537,680)	(554,119)	(564,151)	(581,388)	(592,241)	(610,325)
<b>Total Operating Expenses</b>	<b>(4,512,130)</b>	<b>(4,247,982)</b>	<b>(4,375,129)</b>	<b>(4,508,992)</b>	<b>(4,659,557)</b>	<b>(4,799,690)</b>	<b>(4,955,658)</b>	<b>(5,108,478)</b>	<b>(5,271,769)</b>	<b>(5,410,447)</b>	<b>(5,585,835)</b>
<b>REVENUE</b>											
Rates	2,294,689	2,431,890	2,577,323	2,731,483	2,894,892	3,068,105	3,251,711	3,446,334	3,652,634	3,871,312	4,103,111
Operating Grants and Subsidies	856,812	1,428,321	1,468,652	1,510,193	1,552,979	1,597,050	1,642,443	1,689,197	1,737,354	1,786,956	1,838,046
Contributions, Reimbursements and Donations	133,650	125,882	121,414	124,486	127,652	130,869	134,183	137,596	141,112	144,733	148,463
Fees and Charges	468,078	482,710	496,812	511,371	526,401	540,774	555,579	570,827	586,533	602,710	619,372
Interest Earnings	125,360	130,191	132,278	134,450	136,708	139,056	141,498	144,038	146,680	149,427	152,284
Other Revenue	60,300	61,536	62,723	63,949	65,215	66,421	67,664	68,944	70,262	71,620	73,018
<b>Total Operating Revenue</b>	<b>3,938,889</b>	<b>4,660,529</b>	<b>4,859,203</b>	<b>5,075,931</b>	<b>5,303,847</b>	<b>5,542,276</b>	<b>5,793,078</b>	<b>6,056,936</b>	<b>6,334,574</b>	<b>6,626,757</b>	<b>6,934,294</b>
<b>NET OPERATING RESULT</b>	<b>(573,241)</b>	<b>412,547</b>	<b>484,074</b>	<b>566,939</b>	<b>644,289</b>	<b>742,586</b>	<b>837,420</b>	<b>948,458</b>	<b>1,062,806</b>	<b>1,216,310</b>	<b>1,348,458</b>
Non-Operating Grants, Subsidies and Contributions	2,221,187	458,438	468,736	498,957	467,196	433,606	405,806	360,906	395,240	415,506	427,240
Profit on Asset Disposals	5,000	27,450	7,575	14,825	15,950	13,575	15,200	20,950	18,450	19,575	18,075
Loss on Asset Disposals	(37,500)	0	0	0	0	0	0	0	0	0	0
<b>Net Result</b>	<b>2,188,687</b>	<b>485,888</b>	<b>476,311</b>	<b>513,782</b>	<b>483,146</b>	<b>447,181</b>	<b>421,006</b>	<b>381,856</b>	<b>413,690</b>	<b>435,081</b>	<b>445,315</b>
<b>Other Comprehensive Income</b>	<b>1,615,446</b>	<b>898,435</b>	<b>960,385</b>	<b>1,080,721</b>	<b>1,127,435</b>	<b>1,189,767</b>	<b>1,258,426</b>	<b>1,330,314</b>	<b>1,476,496</b>	<b>1,651,391</b>	<b>1,793,773</b>
Changes on revaluation of non-current assets	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,615,446</b>	<b>898,435</b>	<b>960,385</b>	<b>1,080,721</b>	<b>1,127,435</b>	<b>1,189,767</b>	<b>1,258,426</b>	<b>1,330,314</b>	<b>1,476,496</b>	<b>1,651,391</b>	<b>1,793,773</b>

**APPENDIX 3**  
**STATEMENT OF FINANCIAL POSITION**

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Current assets</b>											
Cash and cash equivalents	1,082,645	995,904	1,033,574	1,066,091	1,084,739	1,139,873	1,129,075	1,171,023	1,589,535	2,060,537	2,973,038
Trade and other receivables	390,412	390,412	390,412	390,412	390,412	390,412	390,412	390,412	390,412	390,412	390,412
Inventories	11,478	11,478	11,478	11,478	11,478	11,478	11,478	11,478	11,478	11,478	11,478
<b>Total current assets</b>	<b>1,484,535</b>	<b>1,397,794</b>	<b>1,435,464</b>	<b>1,467,981</b>	<b>1,486,629</b>	<b>1,541,763</b>	<b>1,530,965</b>	<b>1,572,913</b>	<b>1,991,425</b>	<b>2,462,427</b>	<b>3,374,928</b>
<b>Non-current assets</b>											
Trade and other receivables	161,142	149,871	137,876	125,110	125,110	125,110	125,110	125,110	125,110	125,110	125,110
Property, plant and equipment	13,187,634	13,439,150	13,606,279	13,936,303	14,290,234	14,632,474	15,103,452	14,889,203	15,268,681	15,693,742	15,835,016
Infrastructure	38,184,545	38,862,959	39,560,557	40,224,870	40,923,032	41,655,748	42,394,478	43,837,881	44,454,124	45,153,306	45,843,971
<b>Total non-current assets</b>	<b>51,533,321</b>	<b>52,451,980</b>	<b>53,304,712</b>	<b>54,286,283</b>	<b>55,338,376</b>	<b>56,413,332</b>	<b>57,623,040</b>	<b>58,852,195</b>	<b>59,847,915</b>	<b>60,972,157</b>	<b>61,804,097</b>
<b>TOTAL ASSETS</b>	<b>53,017,856</b>	<b>53,849,775</b>	<b>54,740,175</b>	<b>55,754,264</b>	<b>56,825,005</b>	<b>57,955,094</b>	<b>59,154,005</b>	<b>60,425,107</b>	<b>61,839,341</b>	<b>63,434,584</b>	<b>65,179,024</b>
<b>Current liabilities</b>											
Trade and other payables	125,065	125,065	125,065	125,065	125,065	125,065	125,065	125,065	125,065	125,065	125,065
Long Term Borrowings	66,517	69,984	66,632	56,695	59,678	59,515	59,212	62,262	56,148	49,333	51,670
Provisions	303,601	303,601	303,601	303,601	303,601	303,601	303,601	303,601	303,601	303,601	303,601
<b>Total current liabilities</b>	<b>495,183</b>	<b>498,650</b>	<b>495,298</b>	<b>485,361</b>	<b>488,344</b>	<b>488,181</b>	<b>487,878</b>	<b>490,928</b>	<b>484,814</b>	<b>477,999</b>	<b>480,336</b>
<b>Non-current liabilities</b>											
Long Term Borrowings	1,075,217	1,005,233	938,601	881,907	822,229	762,714	703,502	641,240	585,092	535,759	484,089
Provisions	36,619	36,619	36,619	36,619	36,619	36,619	36,619	36,619	36,619	36,619	36,619
<b>Total non-current liabilities</b>	<b>1,111,836</b>	<b>1,041,852</b>	<b>975,220</b>	<b>918,526</b>	<b>858,848</b>	<b>799,333</b>	<b>740,121</b>	<b>677,859</b>	<b>621,711</b>	<b>572,378</b>	<b>520,708</b>
<b>TOTAL LIABILITIES</b>	<b>1,607,019</b>	<b>1,540,502</b>	<b>1,470,518</b>	<b>1,403,886</b>	<b>1,347,192</b>	<b>1,287,514</b>	<b>1,227,999</b>	<b>1,168,787</b>	<b>1,106,525</b>	<b>1,050,377</b>	<b>1,001,044</b>
<b>NET ASSETS</b>	<b>51,410,837</b>	<b>52,309,272</b>	<b>53,269,657</b>	<b>54,350,378</b>	<b>55,477,814</b>	<b>56,667,580</b>	<b>57,926,006</b>	<b>59,256,320</b>	<b>60,732,816</b>	<b>62,384,207</b>	<b>64,177,981</b>
<b>Equity</b>											
Retained Surplus	46,626,974	47,473,219	48,379,325	49,403,596	50,472,324	51,601,035	52,795,963	54,060,239	55,468,055	57,048,020	58,767,509
Asset Revaluation Reserve	3,479,093	3,479,093	3,479,093	3,479,093	3,479,093	3,479,093	3,479,093	3,479,093	3,479,093	3,479,093	3,479,093
Cash Backed Reserves	1,304,770	1,356,961	1,411,239	1,467,689	1,526,396	1,587,452	1,650,950	1,716,988	1,785,668	1,857,095	1,931,378
<b>TOTAL EQUITY</b>	<b>51,410,837</b>	<b>52,309,272</b>	<b>53,269,657</b>	<b>54,350,378</b>	<b>55,477,814</b>	<b>56,667,580</b>	<b>57,926,006</b>	<b>59,256,320</b>	<b>60,732,816</b>	<b>62,384,207</b>	<b>64,177,981</b>



**APPENDIX 4**  
**STATEMENT OF CASH FLOWS**

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Cash Flows from operating activities</b>											
<b>EXPENDITURE</b>											
Employee Costs	(1,050,841)	(966,980)	(1,000,760)	(1,028,827)	(1,062,120)	(1,089,341)	(1,121,850)	(1,149,857)	(1,185,204)	(1,223,490)	(1,260,527)
Materials & Contracts	(1,471,086)	(1,160,235)	(1,197,515)	(1,236,006)	(1,275,927)	(1,314,181)	(1,353,595)	(1,394,206)	(1,436,048)	(1,479,160)	(1,523,580)
Utilities	(225,511)	(235,506)	(247,002)	(259,064)	(271,720)	(287,268)	(303,722)	(321,135)	(339,563)	(359,067)	(379,709)
Interest Expenses	(66,203)	(66,204)	(55,702)	(52,019)	(48,524)	(45,540)	(42,399)	(39,400)	(36,350)	(33,087)	(30,525)
Insurance	(194,858)	(202,997)	(213,146)	(223,804)	(234,994)	(246,744)	(259,081)	(272,035)	(285,636)	(299,918)	(314,914)
Goods and Services Tax	0	0	0	0	0	0	0	0	0	0	0
Other	(578,778)	(486,528)	(502,345)	(511,766)	(528,423)	(537,680)	(554,119)	(564,151)	(581,388)	(592,241)	(610,325)
	<b>(3,587,277)</b>	<b>(3,118,450)</b>	<b>(3,216,470)</b>	<b>(3,311,485)</b>	<b>(3,421,708)</b>	<b>(3,520,754)</b>	<b>(3,634,766)</b>	<b>(3,740,782)</b>	<b>(3,864,189)</b>	<b>(3,986,964)</b>	<b>(4,119,580)</b>
<b>REVENUE</b>											
Rates	2,294,689	2,431,890	2,577,323	2,731,483	2,894,892	3,068,105	3,251,711	3,446,334	3,652,634	3,871,312	4,103,111
Operating Grants & Subsidies	856,812	1,428,321	1,468,652	1,510,193	1,552,979	1,597,050	1,642,443	1,689,197	1,737,354	1,786,956	1,838,046
Contributions and Donations											
Reimbursements	133,650	125,882	121,414	124,486	127,652	130,869	134,183	137,596	141,112	144,733	148,463
Fees and Charges	468,078	482,710	496,812	511,371	526,401	540,774	555,579	570,827	586,533	602,710	619,372
Goods and Services Tax	0	0	0	0	0	0	0	0	0	0	0
Interest Received	125,360	130,191	132,278	134,450	136,708	139,056	141,498	144,038	146,680	149,427	152,284
Other	60,300	61,536	62,723	63,949	65,215	66,421	67,664	68,944	70,262	71,620	73,018
	<b>3,938,889</b>	<b>4,660,529</b>	<b>4,859,203</b>	<b>5,075,931</b>	<b>5,303,847</b>	<b>5,542,276</b>	<b>5,793,078</b>	<b>6,056,936</b>	<b>6,334,574</b>	<b>6,626,757</b>	<b>6,934,294</b>
<b>Net Cash flows from Operating Activities</b>	<b>351,612</b>	<b>1,542,079</b>	<b>1,642,733</b>	<b>1,764,445</b>	<b>1,882,139</b>	<b>2,021,522</b>	<b>2,158,311</b>	<b>2,316,154</b>	<b>2,470,385</b>	<b>2,639,794</b>	<b>2,814,714</b>
<b>Cash flows from investing activities</b>											
<b>Payments</b>											
Inventories	0	0	0	0	0	0	0	0	0	0	0
Investments	0	0	0	0	0	0	0	0	0	0	0
Land and Buildings	(1,327,640)	(110,000)	(500,000)	(600,000)	(600,000)	0	(880,000)	0	(787,000)	(700,000)	(350,000)
Road Infrastructure Assets	(2,352,462)	(1,314,925)	(1,350,811)	(1,334,019)	(1,384,992)	(1,437,317)	(1,461,400)	(1,443,900)	(1,383,850)	(1,485,150)	(1,495,120)
Recreation Infrastructure Assets	(544,000)	(120,000)	(100,000)	0	(45,000)	(600,000)	0	0	0	0	(100,000)
Other Infrastructure Assets	(20,000)	(55,087)	(40,000)	0	0	(60,000)	0	(750,000)	0	0	0
Plant and Equipment	(940,020)	(981,000)	(176,500)	(539,500)	(563,000)	(514,500)	(478,000)	(801,000)	(583,000)	(734,500)	(696,500)
Furniture and Equipment	(105,000)	0	0	0	0	0	0	0	0	0	0

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
<b>Receipts</b>											
Proceeds from Sale of Assets	247,000	549,000	151,500	296,500	319,000	271,500	304,000	419,000	369,000	391,500	361,500
Contributions towards the Development of Assets	2,221,187	458,438	468,736	498,957	467,196	433,606	405,806	360,906	395,240	415,506	427,240
<b>Net cash flows from investing activities</b>	<b>(2,820,935)</b>	<b>(1,573,574)</b>	<b>(1,547,075)</b>	<b>(1,678,062)</b>	<b>(1,806,796)</b>	<b>(1,906,711)</b>	<b>(2,109,594)</b>	<b>(2,214,994)</b>	<b>(1,989,610)</b>	<b>(2,112,644)</b>	<b>(1,852,880)</b>
<b>Cash flows from financing activities</b>											
Loan Repayments - Principal	(66,517)	(66,517)	(69,984)	(66,632)	(56,695)	(59,678)	(59,515)	(59,212)	(62,262)	(56,148)	(49,333)
Loan Borrowings	0	0	0	0	0	0	0	0	0	0	0
SS Loan Principal Payments Rec'd	11,306	11,271	11,996	12,766	0	0	0	0	0	0	0
<b>Net cash flows from financing activities</b>	<b>(55,211)</b>	<b>(55,246)</b>	<b>(57,988)</b>	<b>(53,866)</b>	<b>(56,695)</b>	<b>(59,678)</b>	<b>(59,515)</b>	<b>(59,212)</b>	<b>(62,262)</b>	<b>(56,148)</b>	<b>(49,333)</b>
<b>Net (decrease)/increase in cash held</b>	<b>(2,524,534)</b>	<b>(86,741)</b>	<b>37,670</b>	<b>32,517</b>	<b>18,648</b>	<b>55,133</b>	<b>(10,798)</b>	<b>41,948</b>	<b>418,513</b>	<b>471,002</b>	<b>912,501</b>
Cash at the Beginning of Reporting Period	3,607,179	1,082,645	995,904	1,033,574	1,066,091	1,084,739	1,139,873	1,129,075	1,171,023	1,589,535	2,060,537
<b>Cash at the End of Reporting Period</b>	<b>1,082,645</b>	<b>995,904</b>	<b>1,033,574</b>	<b>1,066,091</b>	<b>1,084,739</b>	<b>1,139,873</b>	<b>1,129,075</b>	<b>1,171,023</b>	<b>1,589,535</b>	<b>2,060,537</b>	<b>2,973,038</b>

**APPENDIX 5**  
**RATE SETTING STATEMENT**

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>OPERATING REVENUE</b>											
General Purpose Funding	790,580	1,458,952	1,500,349	1,543,010	1,586,974	1,632,251	1,678,910	1,726,993	1,776,545	1,827,609	1,880,232
Governance	88,200	14,225	14,225	14,225	14,225	14,225	14,225	14,225	14,225	14,225	14,225
Law, Order Public Safety	129,672	133,430	137,301	141,288	145,395	149,625	153,981	158,469	163,091	167,852	172,755
Health	0	1,250	0	1,250	0	1,250	0	1,250	0	1,250	0
Education and Welfare	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Housing	86,316	89,252	92,109	95,057	98,100	101,043	104,075	107,197	110,413	113,725	117,137
Community Amenities	176,607	182,623	188,406	194,376	200,540	206,415	212,466	218,699	225,118	231,731	238,541
Recreation and Culture	86,413	86,068	81,171	83,806	86,526	89,119	91,790	94,540	97,374	100,292	103,298
Transport	140,212	157,181	140,280	148,060	152,272	150,399	155,078	161,436	162,100	163,947	165,727
Economic Services	79,000	80,925	82,775	84,685	86,658	88,537	90,473	92,468	94,522	96,637	98,816
Other Property and Services	67,700	47,683	48,338	49,016	49,715	50,381	51,068	51,775	52,503	53,253	54,026
	<b>1,649,200</b>	<b>2,256,089</b>	<b>2,289,454</b>	<b>2,359,273</b>	<b>2,424,905</b>	<b>2,487,746</b>	<b>2,556,566</b>	<b>2,631,552</b>	<b>2,700,390</b>	<b>2,775,020</b>	<b>2,849,258</b>
<b>LESS OPERATING EXPENDITURE</b>											
General Purpose Funding	(40,853)	(38,783)	(40,045)	(41,353)	(42,704)	(44,001)	(45,339)	(46,718)	(48,138)	(49,591)	(51,099)
Governance	(221,616)	(197,193)	(207,470)	(206,736)	(217,372)	(216,676)	(227,342)	(226,989)	(237,986)	(237,891)	(249,258)
Law, Order, Public Safety	(180,569)	(182,178)	(188,389)	(194,925)	(201,698)	(208,464)	(215,466)	(222,759)	(230,214)	(237,644)	(245,649)
Health	(86,606)	(71,224)	(73,753)	(76,459)	(79,272)	(82,220)	(85,284)	(88,507)	(91,784)	(94,965)	(98,524)
Education and Welfare	(52,246)	(25,684)	(26,639)	(27,634)	(28,674)	(29,760)	(30,892)	(32,072)	(33,299)	(34,568)	(35,901)
Housing	(223,557)	(225,341)	(232,704)	(240,817)	(249,241)	(258,040)	(267,157)	(277,133)	(287,154)	(296,206)	(307,076)
Community Amenities	(524,452)	(499,640)	(515,535)	(532,006)	(549,206)	(565,998)	(583,314)	(601,197)	(619,586)	(638,386)	(657,952)
Recreation and Culture	(1,223,740)	(1,043,220)	(1,066,175)	(1,097,992)	(1,131,175)	(1,164,683)	(1,199,346)	(1,235,565)	(1,272,312)	(1,308,016)	(1,348,301)
Transport	(1,548,315)	(1,632,917)	(1,682,070)	(1,737,650)	(1,795,189)	(1,852,337)	(1,911,070)	(1,973,603)	(2,033,528)	(2,081,538)	(2,145,534)
Economic Services	(410,296)	(307,211)	(316,963)	(327,212)	(337,968)	(349,633)	(361,727)	(374,344)	(387,281)	(400,238)	(414,187)
Other Property & Services	(37,380)	(24,591)	(25,386)	(26,209)	(27,058)	(27,877)	(28,720)	(29,590)	(30,485)	(31,404)	(32,355)
	<b>(4,549,630)</b>	<b>(4,247,982)</b>	<b>(4,375,129)</b>	<b>(4,508,992)</b>	<b>(4,659,557)</b>	<b>(4,799,690)</b>	<b>(4,955,658)</b>	<b>(5,108,478)</b>	<b>(5,271,769)</b>	<b>(5,410,447)</b>	<b>(5,585,835)</b>
<i>Increase(Decrease)</i>	<b>(2,900,430)</b>	<b>(1,991,892)</b>	<b>(2,085,675)</b>	<b>(2,149,718)</b>	<b>(2,234,652)</b>	<b>(2,311,944)</b>	<b>(2,399,091)</b>	<b>(2,476,926)</b>	<b>(2,571,378)</b>	<b>(2,635,427)</b>	<b>(2,736,578)</b>
<b>ADD</b>											
SS Loans Principal Payment Rec'd	11,306	11,271	11,996	12,766	0	0	0	0	0	0	0
(Profit)/ Loss on the disposal of assets	32,500	(26,200)	(7,575)	(13,575)	(15,950)	(12,325)	(15,200)	(19,700)	(18,450)	(18,325)	(18,075)
Depreciation Written Back	924,853	1,129,532	1,158,659	1,197,506	1,237,850	1,278,936	1,320,891	1,367,696	1,407,579	1,423,483	1,466,255
<i>Sub Total</i>	<b>968,659</b>	<b>1,114,603</b>	<b>1,163,080</b>	<b>1,196,697</b>	<b>1,221,900</b>	<b>1,266,611</b>	<b>1,305,691</b>	<b>1,347,996</b>	<b>1,389,129</b>	<b>1,405,158</b>	<b>1,448,180</b>

	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>LESS CAPITAL PROGRAMME</b>											
Purchase Tools	0	0	0	0	0	0	0	0	0	0	0
Purchase Land & Buildings	(1,327,640)	(110,000)	(500,000)	(600,000)	(600,000)	0	(880,000)	0	(787,000)	(700,000)	(350,000)
Infrastructure Assets - Roads	(2,352,462)	(1,314,925)	(1,350,811)	(1,334,019)	(1,384,992)	(1,437,317)	(1,461,400)	(1,443,900)	(1,383,850)	(1,485,150)	(1,495,120)
Infrastructure Assets - Recreation	(544,000)	(120,000)	(100,000)	0	(45,000)	(600,000)	0	0	0	0	(100,000)
Infrastructure Assets - Other	(20,000)	(55,087)	(40,000)	0	0	(60,000)	0	(750,000)	0	0	0
Purchase Plant and Equipment	(940,020)	(981,000)	(176,500)	(539,500)	(563,000)	(514,500)	(478,000)	(801,000)	(583,000)	(734,500)	(696,500)
Purchase Furniture and Equipment	(105,000)	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Assets	247,000	549,000	151,500	296,500	319,000	271,500	304,000	419,000	369,000	391,500	361,500
Contributions for the Development of Assets	2,221,187	458,438	468,736	498,957	467,196	433,606	405,806	360,906	395,240	415,506	427,240
Repayment of Debt - Loan Principal	(66,517)	(66,517)	(69,984)	(66,632)	(56,695)	(59,678)	(59,515)	(59,212)	(62,262)	(56,148)	(49,333)
Transfer to Reserves	(126,081)	(52,191)	(54,278)	(56,450)	(58,708)	(61,056)	(63,498)	(66,038)	(68,680)	(71,427)	(74,284)
<i>Sub Total</i>	(3,013,533)	(1,692,282)	(1,671,337)	(1,801,144)	(1,922,198)	(2,027,444)	(2,232,608)	(2,340,244)	(2,120,552)	(2,240,219)	(1,976,497)
<b>LESS FUNDING FROM</b>											
Loans	0	0	0	0	0	0	0	0	0	0	0
Reserves	400,000	0	0	0	0	0	0	0	0	0	0
Opening Surplus/(Deficit)	2,250,615	0	0	0	0	0	0	0	0	0	0
Closing (Surplus)/Deficit	0	137,682	16,609	22,682	40,059	4,673	74,296	22,840	(349,833)	(400,825)	(838,217)
<b>TO BE MADE UP FROM RATES</b>	(2,294,689)	(2,431,890)	(2,577,323)	(2,731,483)	(2,894,892)	(3,068,105)	(3,251,711)	(3,446,334)	(3,652,634)	(3,871,312)	(4,103,111)