



CORPORATE BUSINESS PLAN

2014-2017

Message from the President and Chief Executive

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 Cunderdin 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).

It was adopted by the Council on 19 December 2013.



Cr R Carter
Shire President

1.0 STRATEGIC OVERVIEW

1.1 PURPOSE OF THE PLAN

The Shire of Cunderdin 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 Cunderdin 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

1.4 STRATEGIC ALIGNMENT

1.4.1 Strategic Community Plan

The Shire of Cunderdin 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 Cunderdin's 4 year Delivery Program in response to the vision and strategy expressed in the Shire of Cunderdin 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.

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

Costs for the key programs, projects and strategies undertaken by the Shire of Cunderdin, 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 10 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 5.0% per annum; this is based on the WALGA LGCI of 3.2% per annum plus 1.8% 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
Scenario 1	335%	302%	345%	266%	187%	123%	64%	(4%)	(58%)	(123%)
Scenario 2	335%	310%	378%	333%	302%	301%	319%	334%	400%	513%
Scenario 3	335%	317%	411%	403%	422%	488%	590%	720%	902%	1220%

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
Scenario 1	(75%)	(48%)	(42%)	(39%)	(38%)	(36%)	(34%)	(32%)	(31%)	(29%)
Scenario 2	(75%)	(46%)	(38%)	(33%)	(30%)	(26%)	(23%)	(19%)	(16%)	(13%)
Scenario 3	(75%)	(43%)	(34%)	(28%)	(23%)	(17%)	(12%)	(7%)	(3%)	(2%)

RATES COVERAGE RATIO

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

$$\frac{\text{Total Rates Revenue}}{\text{Total Expenses}}$$

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
Scenario 1	34%	35%	36%	37%	38%	38%	39%	40%	41%	41%
Scenario 2	34%	35%	37%	39%	40%	42%	44%	45%	47%	49%
Scenario 3	34%	36%	39%	41%	44%	46%	49%	52%	54%	58%

OWN SOURCE REVENUE COVERAGE RATIO

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

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

Target – Basic: 0.40 to 0.60
 Intermediate: 0.60 to 0.90
 Advanced: greater than 0.90

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	0.47	0.46	0.47	0.48	0.49	0.50	0.50	0.51	0.52	0.53
Scenario 2	0.47	0.46	0.49	0.50	0.52	0.54	0.55	0.57	0.58	0.60
Scenario 3	0.47	0.47	0.50	0.53	0.55	0.58	0.60	0.63	0.66	0.69

DEBT SERVICE COVER RATIO

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

$$\frac{\text{Operating Revenue less Operating Expenses excluding Interest Expense and Depreciation}}{\text{Principal and Interest Expense}}$$

Target – greater than or equal to 2:1

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	(0.47):1	1.79:1	2.44:1	4.62:1	4.81:1	5.18:1	5.45:1	5.83:1	6.11:1	6.57:1
Scenario 2	(0.47):1	1.89:1	2.69:1	5.30:1	5.78:1	6.46:1	7.08:1	7.84:1	8.55:1	9.47:1
Scenario 3	(0.47):1	1.99:1	2.93:1	6.01:1	6.80:1	7.84:1	8.87:1	10.09:1	11.32:1	12.85:1

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
Scenario 1	492%	36%	32%	38%	31%	31%	30%	34%	34%	32%
Scenario 2	492%	36%	32%	38%	31%	31%	30%	34%	34%	32%
Scenario 3	492%	36%	32%	38%	31%	31%	30%	34%	34%	32%

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
Scenario 1	71%	69%	68%	66%	65%	64%	62%	61%	59%	57%
Scenario 2	71%	69%	68%	66%	65%	64%	62%	61%	59%	57%
Scenario 3	71%	69%	68%	66%	65%	64%	62%	61%	59%	57%

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
Scenario 1										57%
Scenario 2										57%
Scenario 3										57%

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

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 4 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 Shire's funding gap on a short and medium term basis is able to be measured across infrastructure asset classes, and expressed as an average per year gap.

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
BUILDINGS and STRUCTURES	
Short Term (5 Years) Funding Gap per annum	\$0
Medium Term (10 Years) Funding Gap per annum	\$231,000
ROADS	
Short Term (5 Years) Funding Gap per annum	\$1,902,000
Medium Term (10 Years) Funding Gap per annum	\$1,225,000

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

1. Buildings and Structures Asset portfolio - Council has 79% 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 \$0.93Million and \$1.09Million 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	22.6	22.6	22.6	22.6
- Internal Workforce	5.6	5.6	5.6	5.6
- External Workforce	17	17	17	17
- Males	16	16	16	16
- Females	6.6	6.6	6.6	6.6
Terminations/Resignations				
- Percentage	22%	22%	0%	0%
- Numbers	6	6	0	0
Retirements				
- Percentage	0%	0%	0%	0%
- Numbers	0	0	0	0

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 CUNDERDIN LOCAL GOVERNMENT DISTRICT

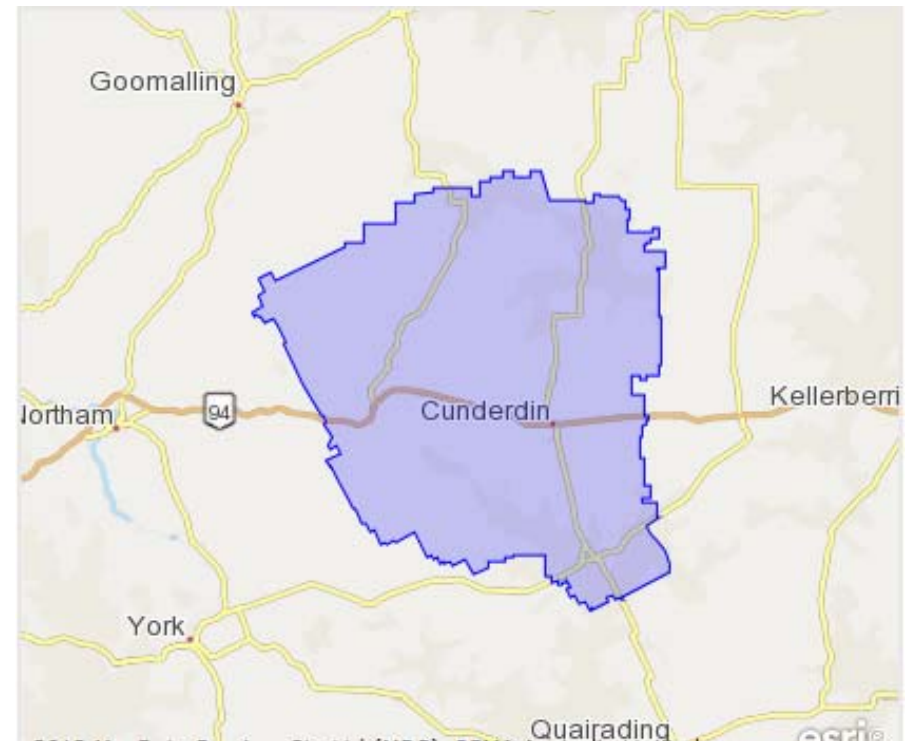
The Shire of Cunderdin is located 158 kilometres east of Perth, and approximately 60 kilometres east of the regional centre of Northam.

The Shire covers an area of 1,872 square kilometres. The Shire consists of two localities being Cunderdin and Meckering. Cunderdin contains the majority of the population. Features of the shire include a wide range of recreational facilities – notably the sporting complex and swimming pool; the hospital and medical centre; the playgroup, Cunderdin District High school (K to Year 10), Meckering Primary School; Cunderdin WA College of Agriculture; the Cunderdin Airfield; the Community Resource Centre, and the Cunderdin Day Care Centre.

The Shire of Cunderdin adjoins the local governments of Goomalling, Dowerin and Wyalkatchem to the north, Tammin to the east, Northam to the west, and York and Quairading to the South.

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, Cunderdin is also home to institutional furniture manufacturing, farm machinery and equipment manufacturing, rural merchandise suppliers, fabrication industries and machinery dealerships. Cunderdin also has only one of six campuses of the Western Australian College of Agriculture in the state.

The population over the next 10 years is estimated to remain relatively constant.



3.0 MAKING IT HAPPEN

The Shire of Cunderdin 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 chose 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 Cunderdin 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.

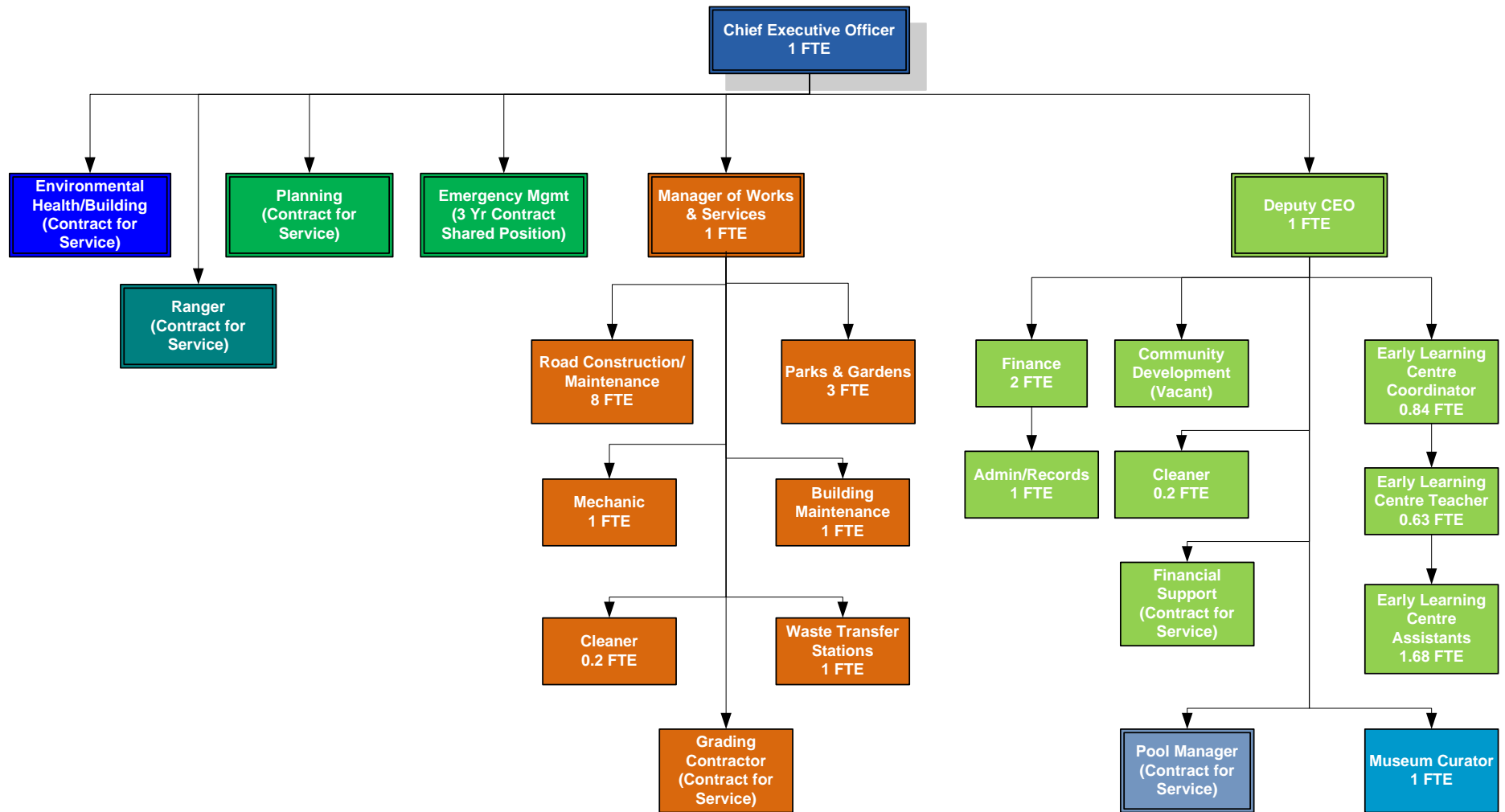
4.1 CORPORATE BUSINESS PLAN

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. 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 Cunderdin'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.

6.1 EXTERNAL AUDIT

The Shire of Cunderdin has appointed Macri Partners as their external auditor. The External Auditor provides 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.

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.

6.3 ACCOUNTABILITY AND TRANSPARENCY

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

Providing Opportunities for Everyone

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

- ⇒ That is progressive, and will provide opportunities, and offers unique lifestyles, and a sense of belonging.
- ⇒ That connects people.
- ⇒ That connects transport.
- ⇒ That connects businesses.

7.2 STRATEGIC FOCUS AREA 1 - SOCIAL

Vision: Building a Sense of Community

Building a sense of community is central to the Shire of Cunderdin's future. Our focus is ensuring our community will grow and be strengthened through community participation and activities, developing a sense of collective ownership and participation. We will deliver services and facilities that meet the community's changing needs and well being.

Shire Goals

- ⇒ Grow and build the population base.
- ⇒ Improve community spirit, collectively caring for each other.
- ⇒ Build an active community, increasing participation and ownership.

Objective 1.1

Strengthen Community Participation and Ownership

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Facilitate events and community projects.	1.1.1	Develop and host events and community based activities.	Section 8.10.1 – Operations – Community Development	\$12,844	\$13,255	\$13,680	\$14,117	\$14,569
	1.1.2	Assist community groups implement promotional strategies for events.	Section 8.10.1 – Operations – Community Development	\$27,641	\$2,500	\$2,580	\$2,663	\$2,748
	1.1.3	Implement grant and sponsorship programs to support events and community activities.	Section 8.10.1 – Operations – Community Development	\$25,324	\$25,324	\$25,324	\$25,324	\$25,324

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Provide activity for youth and aged	1.1.4	Develop and implement programs suitable for the Active Ageing target market, such as Mens Shed, CWA, Community Centre with Cottage Homes.	Section 8.10.1 – Operations – Community Development	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	1.1.5	Partner with WACHS and SIHI to investigate the delivery of future aged accommodation cluster.	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Objective 1.2

Maintain and Build Service Capacity.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Improve Meeting Places for all ages, including aged and youth by providing multi-purpose facility.	1.2.1	Construct Cunderdin Function and Recreation Centre	Section 8.8.1 – Capital Other Sport & Recreation	\$5,716,910	\$0	\$0	\$100,000	\$0
Participate in a regional plan to develop aged care services.	1.2.2	Assist the WBDC prepare a regional aged accommodation study for the Wheatbelt Region.	Section 8.5.1 – Operations – Education & Welfare	\$1,300	\$1,360	\$1,400	\$1,460	\$1,500
	1.2.3	Facilitate the development of an aged care model in conjunction with SIHI and WACHS.	Section 8.5.1 – Operations – Education & Welfare	See Action 1.1.7				
Assist the facilitation of regional health services.	1.2.4	Partner with WACHS for the provision of a pilot regional health centre in Cunderdin.	Section 8.4.1 – Operations – Other Health	\$2,360	\$2,400	\$2,490	\$2,580	\$2,700

7.3 STRATEGIC FOCUS AREA 2 – NATURAL ENVIRONMENT

Vision: Preserve and Sustain our Natural Environment

Preserving and enhancing our natural environment is a key aspect to the Shire of Cunderdin’s future to protecting and maintaining its ‘bush, reserves and recreation areas’ identity. We will focus on displaying responsible stewardship of our natural resources, and effectively managing resource consumption and reducing waste.

Shire Goals

⇒ Maintain and enhance the natural environment and resources.

Objective 2.1

Enhance the Shire’s sustainability through efficient use of natural resources.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop a Water Management Plan that addresses water use, run-off, storm water and water harvesting.	2.1.1	Review Water Management Plan, cost initiatives and include costings in LTFP based on order of priority.	Section 8.7.1 – Operations – Community Amenities	\$0	\$0	\$0	\$0	\$5,000
Continue participating in the SEAVROC Regional Waste Management Strategic Plan	2.1.2	Maintain SEAVROC membership and continue financial contribution for engagement of Executive Officer.	Section 8.2.1 – Operations – Members of Council	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	2.1.3	Evaluate findings in SEAVROC Strategic Waste Management Plan, prioritise recommendations contained in Plan and prepare Implementation Plan based on shared service model.	Section 8.2.1 – Operations – Members of Council	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Objective 2.2

Maintain and enhance the local environment.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Maintain open spaces, trees and areas, considering the highway and recreation areas.	2.2.1	Maintain and retain active open spaces and recreation areas.	Section 8.8.1 – Operations – Other Sport & Recreation	\$108,874	\$100,879	\$104,107	\$107,438	\$110,685

7.4 STRATEGIC FOCUS AREA 3 – BUILT ENVIRONMENT

Vision: Enhanced Lifestyle Choices

We will focus on enhancing our towns' assets, infrastructure and facilities, making sure our community has access to facilities and services as their requirements change. We will also focus on land-use, so that our community has choices as housing needs change and our local economy will thrive with a choice of development areas.

Shire Goals

⇒ Maintain and enhance the area's infrastructure.

Objective 3.1

Balanced Land-Use Planning for Housing and Development

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Review land-use strategy to provide for diverse housing needs, considering affordability, lifestyle and Independent Living Units for the Aged.	3.1.1	Prepare reviews of Local Planning Strategy and town Planning Scheme and ensure there is adequate zoning provision for a range of housing and land choices are available.	Section 8.7.1 – Operations – Community Amenities	\$0	\$0	\$100,000	\$0	\$0
	3.1.2	Continue relationship with Landcorp for the release of residential land.	Section 8.7.1 – Operations – Community Amenities	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
	3.1.3	Partner with aged care providers to develop ageing in place accommodation.	Section 8.6.1 – Operations - Housing	See Action 1.1.7				

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Provide land-use for commercial and industrial growth (light commercial and the airfield).	3.1.4	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 – Community Amenities	See Action 3.1.1				
	3.1.5	Continue relationship with Landcorp for the release of commercial and industrial land.	Section 8.7.1 – Operations – Community Amenities	See Action 3.1.2				

Objective 3.2

Improve Town Centre.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Maintain Town Hall frontage.	3.2.1	Allocate appropriate funding levels in each year of the LTFP to ensure the maintenance of Cunderdin and Meckering Town Halls, including frontages.	Section 8.8.1 – Operations – Public Halls & Civic Centres	\$6,200	\$6,400	\$6,610	\$6,820	\$7,030

Objective 3.3

Maintain Assets and Infrastructure.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop Asset Management Plans for community facilities and assets.	3.3.1	Review existing Road Asset Management Plan by undertaking collection of road inventory and condition data collection, update RAMM database and recalculate Asset financial model.	Section 8.9.1 – Operations – Administration	\$0	\$5,000	\$5,000	\$40,000	\$5,000
	3.3.2	Review existing Building & Structures Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purposes utilising the Buildings.Plus program.	Section 8.2.1 – Operations – Governance	\$0	\$10,000	\$3,000	\$3,000	\$3,000
	3.3.3	Collect footpath inventory and condition data and update RAMM database for footpath network and prepare asset management plan.	Section 8.9.1 – Operations – Transport	\$0	\$0	\$0	\$10,000	\$0

Objective 3.4

Improve Access and Safety.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Review roads, kerbs and footpath safety and access (consider gophers and wheelchairs).	3.4.1	Undertake condition audit of roads, kerbs and footpaths from a safety and access point of view, specifically for gophers.	Section 8.9.1 – Operations – Transport	\$0	\$0	\$10,000	\$0	\$0
	3.4.2	Consult with community on priority gopher and wheelchair routes in town.	Section 8.2.1 – Operations Governance	\$0	\$0	\$1,000	\$0	\$0
	3.4.3	Prepare Plan on priority improvement works including gopher routes, cost improvement works required and include costings in LTFP to improve access and safety.	Section 8.9.1 – Operations – Transport	\$0	\$0	\$0	\$10,000	\$0

Note: Whilst it is recognised that these actions are very important to the Community, they can only be progressed in a coordinated manner once other planning tasks have been completed, such as Primary Health Care Demonstration Site, Aged Accommodation and Cottage Homes.

Objective 3.5

Improve Main Distributor Roads

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Improve the major corridors and entry points to the Shire through weed control and other aesthetic improvements.	3.5.1	Undertake road verge audit of main distributor roads for necessary weed control and vegetation management requirements.	Section 8.9.1 – Operations – Transport	\$2,000	\$3,000	\$0	\$0	\$0
	3.5.2	Prepare action plan on priority weed control and vegetation management works, cost identified works required and include costings in LTFP.	Section 8.9.1 – Operations – Transport	\$500	\$2,000	\$500	\$500	\$500
	3.5.3	Investigate the need for placement/renewal of Shire boundary signage on main distributor roads.	Section 8.9.1 – Operations - Transport	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

7.5 STRATEGIC FOCUS AREA 4 – ECONOMIC DEVELOPMENT

Vision: Maximise Development

Our local economy will thrive and prosper through the leveraging of our strategic transport position. We will focus on attracting light industry and developing employment and skill opportunities for our growing community.

Shire Goals

- ⇒ Strengthen local business and employment capacity.
- ⇒ Support and encourage sustainable business growth.
- ⇒ Position the area as a regional strategic location and transport hub.

Objective 4.1

Maximise Business Development Opportunities.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop Regional Economic 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 8.2.1 – Operations Governance	\$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.	Section 8.10.1 – Operations Economic Development	\$0	\$0	\$10,000	\$0	\$0
Encourage new businesses through information incentives and land use provision.	4.1.3	Develop policy position on incentives Council is prepared to offer to attract new business to the district.	Section 8.10.1 – Operations Economic Development	\$0	\$2,500	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Encourage new businesses through information incentives and land use provision.	4.1.4	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 3.1.1				
	4.1.5	Continue relationship with Landcorp for the release of commercial and industrial land.	Section 8.7.1 – Operations – Town Planning	See Action 3.1.2				

Objective 4.2

Create Youth Skill Based Employment.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Partner with the Agricultural College to create a skill based training centre and apprenticeships at the Cunderdin Airfield.	4.2.1	Coordinate meetings with the Agricultural College to explore the potential for the establishment of a skills based training centre in Cunderdin.	Section 8.2.1 – Operations Governance	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
	4.2.2	In conjunction with the Agricultural College, prepare discussion paper and lobby Minister for Agriculture, Shadow Minister and local member of Parliament on the potential for a skills based training centre in Cunderdin.	Section 8.2.1 – Operations Governance	\$0	\$0	\$0	\$2,000	\$0

Objective 4.3

Strengthen the Transport Corridor.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Facilitate the development of the airport and surrounds.	4.3.1	Seek funding from RADS, private investors to implement the works, in order of priority, identified in the Cunderdin Airport Management Plan.	Section 8.9.1 – Capital Projects and Programs - Transport	\$1,505,660	\$0	\$0	\$0	\$0
Participate in a Regional Tourist Plan (consider aviation, Golden Pipeline, earthquake site).	4.3.2	Work with SEAVROC Member Councils and other regional tourism groups 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	\$1,000	\$2,500	\$2,500	\$2,500	\$2,500
	4.3.3	Seek funding assistance, SEAVROC member Council and other local government contributions to develop a Regional Tourism Plan.	Section 8.10.1 – Operations - Tourism and Area Promotion	\$0	\$0	\$0	\$0	\$10,000

Objective 4.4

Provide Affordable Residential and Industrial Land.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18	
Partner with LandCorp/Regional Development for the release of additional blocks of land.	4.4.1	Continue relationship with Landcorp for the release of additional residential, commercial and industrial land	Section 8.7.1 – Operations – Town Planning	See Action 3.1.2					

7.6 STRATEGIC FOCUS AREA 5 – GOVERNANCE

Vision: Strengthen Shire Leadership

We will provide leadership and build a sustainable place through our regional and government partnerships. We will be accountable, making decisions for the good of our community. We will engage and listening to our community, building a cohesive and inclusive community, supporting community participation in the decision making process.

Shire Goals

⇒ Strong leadership and governance that makes the best use of our physical, financial and human resources.

Objective 5.1

Build Financial Capacity.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and maintain Strategic Financial Plans, Asset Management Plans, and Risk Management Plans.	5.1.1	Review 10 Year LTFP by 31 March each year.	Section 8.2.1 – Operations – Governance	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	5.1.2	Review Asset Management Plans by 31 October each year.	See Actions 3.5.1 to 3.5.3					
	5.1.3	Develop Corporate Risk Management Plan.	Section 8.2.1 – Operations – Governance	\$0	\$5,000	\$1,500	\$1,500	\$1,500
Implement Service Plans, and IT Plans.	5.1.4	Prepare service plans for key services based on model developed in the SEARTG Regional Business Plan, detailing aim of service, level and frequency of service and partnerships required to deliver services.	Section 8.2.1 – Operations – Governance	\$0	\$3,000	\$500	\$500	\$500

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Implement Service Plans, and IT Plans.	5.1.5	Prepare Information Technology Replacement Plan.	Section 8.2.1 – Operations – Governance	\$0	\$500	\$3,000	\$0	\$0
	5.1.6	Prepare IT Disaster Recovery Plan.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$500	\$3,000	\$0
Explore diverse income streams, including grants.	5.1.7	Monitor grant funding opportunities for capital projects and programs.	Section 8.2.1 – Operations Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	5.1.8	In conjunction with LTFP, review business operations with a view of identifying additional revenue streams.	Section 8.2.1 – Operations Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Objective 5.2

Develop Workforce Capability.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop workforce plan and Human Resource Plan.	5.2.1	Undertake review of Workforce Plan by 28 February each year.	Section 8.2.1 – Operations – Governance	\$0	\$500	\$3,000	\$500	\$3,000

Objective 5.3

Provide Leadership.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Lobby and advocate for improved services, infrastructure and transport. Develop partnerships with government and agencies for improved Services.	5.3.1	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

Objective 5.4

Build Community Capacity.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Support, develop and coordinate a strong volunteer base.	5.4.1	Host annual Thank a Volunteer event and promote widely.	Section 8.10.1 – Operations – Community Development	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Develop a Community Participation Plan.	5.4.2	Prepare community engagement policy that details the level of engagement that will be undertaken with the community on all matters.	Section 8.10.1 – Operations – Community Development	\$0	\$500	\$0	\$0	\$0

8.0 LONG TERM FINANCIAL PLAN LINKAGE - 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 Cunderdin. 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 can capital projects and programs 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
Expenses					
Rates	(74,135)	(77,200)	(80,509)	(83,965)	(87,668)
Other General Purpose Funding	(0)	(0)	(0)	(0)	(0)
Sub-Total	(74,135)	(77,200)	(80,509)	(83,965)	(87,668)
Revenue					
Rates	1,669,232	1,751,458	1,837,790	1,928,433	2,023,603
Other General Purpose Funding	806,852	1,463,027	1,494,373	1,543,233	1,589,405
Sub-Total	2,476,084	3,214,485	3,332,164	3,471,666	3,613,008
NET TOTAL	2,401,949	3,137,284	3,251,655	3,387,701	3,525,340

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 and capital projects and programs 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
Expenses					
Members of Council	(190,342)	(189,801)	(197,671)	(197,794)	(206,236)
Other Governance	(228,754)	(233,415)	(241,814)	(250,524)	(262,717)
Sub-Total	(419,096)	(423,215)	(439,485)	(448,318)	(468,953)
Revenue					
Members of Council	0	0	0	0	0
Other Governance	700,198	6,936	9,036	6,936	9,436
Sub-Total	700,198	6,936	9,036	6,936	9,436
NET TOTAL	(281,102)	(416,279)	(430,449)	(441,382)	(459,517)

8.2.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Office Equipment	(10,000)	(5,000)	(6,000)	(6,000)	(7,000)
Ipads for Councillors	(5,570)	(0)	(0)	(0)	(0)
Chief Executive Vehicle	(48,000)	(0)	(48,000)	(0)	(48,000)
Deputy Chief Executive Vehicle	(0)	(0)	(38,000)	(0)	(38,000)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.3 Law, Order and Public Safety

This area details the services and capital projects and programs 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
Expenses					
Fire Prevention	(145,550)	(147,922)	(135,602)	(140,679)	(143,149)
Animal Control	(16,362)	(16,875)	(17,418)	(17,979)	(18,570)
Other Law, Order & Public Safety	(28,223)	(28,664)	(29,382)	(30,189)	(31,214)
Sub-Total	(190,134)	(193,461)	(182,403)	(188,847)	(192,933)
Revenue					
Fire Prevention	94,428	90,530	76,899	77,782	78,701
Animal Control	2,033	2,094	2,157	2,222	2,289
Other Law, Order & Public Safety	0	0	0	0	0
Sub-Total	96,461	92,624	79,056	80,004	80,990
NET TOTAL	(93,673)	(100,836)	(103,347)	(108,843)	(111,944)

8.3.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Fast Fill Fire Trailer	(5,000)	(0)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.4 Health

This area details the services and capital projects and programs relating to 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	2015/1	2016/17	2017/18
Expenses					
Health Administration & Inspection	(45,629)	(46,713)	(48,006)	(49,401)	(50,959)
Preventative Services - Other	(30,686)	(31,749)	(27,889)	(28,911)	(30,062)
Sub-Total	(76,314)	(78,462)	(75,895)	(78,313)	(81,201)
Revenue					
Health Administration & Inspection	515	530	546	563	580
Preventative Services - Other	731	135	1,339	743	747
Sub-Total	1,246	665	1,885	1,306	1,327
NET TOTAL	(75,069)	(77,797)	(74,010)	(77,007)	(79,694)

8.4.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Doctors Surgery Examination Table	(5,000)	(0)	(0)	(0)	(0)
Doctors Surgery/House furniture	(20,000)	(0)	(0)	(0)	(0)
Doctors Surgery Electronic Doors	(5,000)	(0)	(0)	(0)	(0)
Doctor First Vehicle Replacement	(0)	(0)	(22,000)	(22,000)	(0)
Doctor Second Vehicle Replacement	(22,000)	(0)	(22,000)	(0)	(22,000)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.5 Education & Welfare

This area details the services and capital projects and programs 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

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Education	(0)	(0)	(0)	(0)	(0)
Welfare – Aged & Disabled	(0)	(0)	(0)	(0)	(0)
Welfare - Other	(130,698)	(217,394)	(138,897)	(143,890)	(148,912)
Sub-Total	(130,698)	(217,394)	(138,897)	(143,890)	(148,912)
Revenue					
Education	0	0	0	0	0
Welfare - Youth	0	0	0	0	0
Welfare - Other	81,216	71,270	71,325	71,383	71,442
Sub-Total	81,216	71,270	71,325	71,383	71,442
NET TOTAL	(49,752)	(146,125)	(67,572)	(72,507)	(77,470)

8.5.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Day Care Centre furniture & equipment	(1,000)	(0)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.6 Housing

This area details the services and capital projects and programs relating to administration and operation of residential housing for Council staff; administration, provision and operation of other housing programs such as aged person's accommodation and GROH housing.

8.6.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Council Staff Housing	(73,569)	(65,143)	(67,467)	(69,911)	(72,665)
Other Housing	(0)	(0)	(0)	(0)	(0)
Sub-Total	(73,569)	(65,143)	(67,467)	(69,911)	(72,665)
Revenue					
Council Staff Housing	13,080	10,300	10,609	10,927	11,255
Other Housing	0	0	0	0	0
Sub-Total	13,080	10,300	10,609	10,927	11,255
NET TOTAL	(60,489)	(54,843)	(56,858)	(58,984)	(61,410)

8.6.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
20 Egeberg Street Pergola	(15,000)	(0)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.7 Community Amenities

This area details the services and capital projects and programs 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

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Sanitation – Household Refuse	(345,769)	(356,598)	(368,011)	(379,793)	(391,800)
Sewerage	(693)	(716)	(739)	(762)	(787)
Protection of Environment	(0)	(0)	(0)	(0)	(0)
Town Planning & Regional Development	(48,783)	(50,126)	(51,806)	(53,544)	(55,600)
Other Community Amenities	(106,447)	(109,986)	(113,749)	(117,648)	(121,720)
Sub-Total	(501,693)	(517,425)	(534,306)	(551,747)	(569,907)
Revenue					
Sanitation – Household Refuse	118,023	121,563	125,210	128,966	132,835
Sewerage	1,339	1,379	1,421	1,463	1,507
Protection of Environment	0	0	0	0	0
Town Planning & Regional Development	800	824	849	875	901
Other Community Amenities	3,286	3,384	3,486	3,590	3,698
Sub-Total	123,448	127,151	130,966	134,894	138,941
NET TOTAL	(378,245)	(390,274)	(403,340)	(416,853)	(430,966)

8.7.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Cemetery chairs and shades	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Street furniture	(0)	(0)	(0)	(5,000)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.8 Recreation & Culture

This area details the services and capital projects and programs 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
Expenses					
Public Halls & Civic Centres	(29,485)	(30,477)	(31,614)	(32,797)	(34,134)
Other Recreation & Sport	(460,553)	(539,944)	(552,534)	(565,805)	(580,325)
Swimming Areas	(136,926)	(139,173)	(141,629)	(144,752)	(150,207)
Libraries	(19,035)	(19,614)	(20,252)	(20,911)	(21,628)
Other Culture	(105,535)	(97,588)	(101,096)	(104,732)	(108,853)
Sub-Total	(751,534)	(826,795)	(847,125)	(868,996)	(895,147)
Revenue					
Public Halls & Civic Centres	8,077	8,319	8,569	8,826	9,091
Other Recreation & Sport	1,502,475	34,479	35,514	36,579	37,676
Swimming Areas	9,901	10,108	10,321	10,541	10,767
Libraries	0	0	0	0	0
Other Culture	12,107	12,495	12,895	13,307	13,733
Sub-Total	1,532,560	65,401	67,298	69,253	71,267
NET TOTAL	781,027	(761,394)	(779,827)	(799,743)	(823,880)

8.8.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Gym Equipment – Cross Trainer	(2,000)	(0)	(0)	(0)	(0)
Gym Equipment	(0)	(20,000)	(10,000)	(5,000)	(5,000)

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Meckering Town hall Tables & Chairs	(7,000)	(0)	(0)	(0)	(0)
Cunderdin Community & Recreation Centre Tables & Chairs	(0)	(19,500)	(0)	(0)	(1,950)
Cunderdin Community & Recreation Centre Construction	(5,716,910)	(0)	(0)	(0)	(0)
Cunderdin Community & Recreation Centre Relocate Hockey Change Rooms	(0)	(0)	(0)	(100,000)	(0)
Cunderdin Oval Fencing Replacement	(0)	(50,000)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.9 Transport

This area details the services and capital projects and programs 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
Expenses					
Streets, Roads, Bridges, Depots	(2,277,803)	(2,258,086)	(2,314,483)	(2,377,423)	(2,451,340)
Aerodromes	(84,877)	(87,128)	(90,243)	(93,474)	(97,143)
Sub-Total	(2,362,680)	(2,345,214)	(2,404,726)	(2,470,897)	(2,548,482)
Revenue					
Streets, Roads, Bridges, Depots	837,308	645,040	646,903	646,669	649,887
Aerodromes	1,207,345	58,813	60,577	62,395	64,267
Sub-Total	2,044,653	703,853	707,481	709,064	714,153
NET TOTAL	(318,027)	(1,641,361)	(1,697,245)	(1,761,833)	(1,834,329)

8.9.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Depot Storage Shed	(12,000)	(0)	(0)	(0)	(0)
Works Manager Vehicle Replacement	(46,000)	(0)	(46,000)	(0)	(46,000)
Road Broom Purchase	(0)	(0)	(40,000)	(0)	(0)
Minor Plant Replacements	(6,000)	(0)	(9,000)	(10,500)	(12,000)
Rubbish Truck Replacement	(0)	(0)	(0)	(250,000)	(0)
New Holland Mower Replacement	(0)	(0)	(20,000)	(0)	(0)
Iseki Deck Mower Replacement	(0)	(0)	(20,000)	(0)	(0)
Cat 12H Grader Replacement	(0)	(0)	(0)	(0)	(350,000)
Utility CM-1254 Replacement	(0)	(0)	(0)	(0)	(30,000)
Crew Cab Utility CM-6000 Replacement	(0)	(0)	(40,000)	(0)	(0)

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Community Bus Replacement	(35,000)	(0)	(0)	(0)	(0)
R2R - Quellington Road	(133,888)	(0)	(0)	(0)	(0)
R2R - Quelagatting Road	(122,194)	(0)	(0)	(0)	(0)
R2R - Various Roads to Recovery Projects	(0)	(245,979)	(245,979)	(245,979)	(245,979)
RRG – Dowerin Meckering Road	(85,677)	(88,452)	(88,452)	(88,452)	(88,452)
RRG – Cunderdin-Wyalkatchem Road	(85,496)	(88,452)	(88,452)	(88,452)	(88,452)
RRG – Meckering-Goomalling Road	(258,120)	(266,391)	(266,391)	(266,391)	(266,391)
GFN – Cunderdin-Quairading Road	(200,000)	(0)	(0)	(0)	(0)
Ygnaterring Road	(63,556)	(0)	(0)	(0)	(0)
Beebering Road	(60,857)	(0)	(0)	(0)	(0)
Moore Road	(57,169)	(0)	(0)	(0)	(0)
Tree Lopping & Road Verge Clearing	(25,000)	(0)	(0)	(0)	(0)
Various Road Projects	(0)	(206,000)	(212,000)	(218,000)	(224,000)
Town Drainage Projects	(0)	(40,000)	(40,000)	(40,000)	(0)
Various Footpath Projects	(0)	(0)	(0)	(40,656)	(25,000)
Cunderdin Aerodrome Emergency Water Supply	(36,000)	(0)	(0)	(0)	(0)
Cunderdin Aerodrome Pavement & Apron Upgrade & Markings	(1,469,660)	(0)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.10 Economic Services

The area details the services and capital projects and programs 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
Expenses					
Tourism and Area Promotion	(2,070)	(2,136)	(2,205)	(2,275)	(2,348)
Building Control	(8,798)	(9,079)	(9,370)	(9,669)	(9,979)
Saleyards	(0)	(0)	(0)	(0)	(0)
Other Economic Services	(53,035)	(28,585)	(29,542)	(30,532)	(31,700)
Sub-Total	(63,903)	(39,800)	(41,116)	(42,476)	(44,027)
Revenue					
Tourism and Area Promotion	0	0	0	0	0
Building Control	3,127	3,221	3,318	3,417	3,520
Saleyards	0	0	0	0	0
Other Economic Services	2,320	2,136	2,205	2,275	2,348
Sub-Total	5,447	5,357	5,522	5,692	5,868
NET TOTAL	(58,456)	(34,443)	(35,594)	(36,784)	(38,160)

8.10.2 Capital Projects and Programs

There are no capital projects and programs for this Function.

8.11 Other Property and Services

This area details the services and capital projects and programs 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
Expenses					
Private Works	(24,997)	(25,699)	(26,555)	(27,441)	(28,473)
Public Works Overheads	(0)	(0)	(0)	(0)	(0)
Plant Operation Costs	19,085	(0)	(0)	(0)	(0)
Salaries & Wages	(0)	(0)	(0)	(0)	(0)
Unclassified	(45,852)	(39,851)	(33,671)	(31,445)	(30,771)
Sub-Total	(51,764)	(65,550)	(60,227)	(58,886)	(59,244)
Revenue					
Private Works	30,645	31,564	32,511	33,486	34,491
Public Works Overheads	0	0	0	0	0
Plant Operation Costs	0	0	0	0	0
Salaries & Wages	0	0	0	0	0
Unclassified	12,900	12,900	12,900	12,900	12,900
Sub-Total	43,545	44,464	45,411	46,386	47,391
NET TOTAL	(8,220)	(21,806)	(14,816)	(12,500)	(11,853)

8.11.2 Capital Projects and Programs

There are no capital projects and programs for this Function.

APPENDIX 1
STATEMENT OF COMPREHENSIVE INCOME
BY FUNCTION/PROGRAM

STATEMENT OF COMPREHENSIVE INCOME BY PROGRAM

	PROPOSED ESTIMATES									
	LONG TERM FINANCIAL PLAN									
	CORPORATE BUSINESS PLAN					2018-19	2019-20	2020-21	2021-22	2022-23
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EXPENSES										
General Purpose Funding	(74,135)	(77,200)	(80,509)	(83,965)	(87,668)	(91,331)	(95,263)	(99,347)	(103,715)	(108,074)
Governance	(419,096)	(423,215)	(439,485)	(448,318)	(468,953)	(475,238)	(493,418)	(503,286)	(525,035)	(532,565)
Law, Order, Public Safety	(190,134)	(193,461)	(182,403)	(188,847)	(192,933)	(196,583)	(202,595)	(206,741)	(211,316)	(217,617)
Health	(76,314)	(78,462)	(75,895)	(78,313)	(81,021)	(83,679)	(86,513)	(89,431)	(92,530)	(95,647)
Education and Welfare	(130,968)	(217,394)	(138,897)	(143,890)	(148,912)	(154,066)	(159,424)	(164,378)	(169,513)	(174,788)
Housing	(73,569)	(65,143)	(67,467)	(69,911)	(72,665)	(75,339)	(78,227)	(81,211)	(84,417)	(87,590)
Community Amenities	(501,693)	(517,425)	(534,306)	(551,747)	(569,907)	(587,450)	(606,177)	(625,373)	(645,784)	(665,653)
Recreation and Culture	(745,188)	(744,549)	(769,476)	(795,579)	(824,262)	(850,690)	(879,760)	(909,277)	(941,477)	(971,788)
Transport	(2,356,256)	(2,340,996)	(2,402,862)	(2,470,897)	(2,548,482)	(2,624,475)	(2,705,288)	(2,788,075)	(2,875,777)	(2,965,814)
Economic Services	(63,903)	(39,800)	(41,116)	(42,476)	(44,027)	(45,313)	(46,802)	(48,304)	(50,011)	(51,457)
Other Property and Services	(22,315)	(42,429)	(43,873)	(45,370)	(47,254)	(48,482)	(50,119)	(51,729)	(53,747)	(55,115)
	(4,653,572)	(4,740,075)	(4,776,288)	(4,919,313)	(5,086,084)	(5,232,646)	(5,403,585)	(5,567,151)	(5,753,323)	(5,926,108)
REVENUE										
General Purpose Funding	2,476,084	3,214,485	3,332,164	3,471,666	3,613,008	3,760,514	3,914,465	4,075,156	4,242,895	4,418,004
Governance	6,936	6,936	6,936	6,936	6,936	6,936	6,936	6,936	6,936	6,936
Law, Order, Public Safety	91,461	92,624	79,056	80,004	80,990	82,014	83,079	84,186	85,337	86,534
Health	646	665	685	706	727	749	771	794	818	843
Education and Welfare	81,216	71,270	71,325	71,383	71,442	71,503	71,566	71,630	71,697	71,765
Housing	13,080	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Community Amenities	123,448	127,151	130,966	134,894	138,941	143,110	147,403	151,825	156,380	161,071
Recreation and Culture	63,560	65,401	67,298	69,253	71,267	73,343	75,482	77,685	79,956	82,296
Transport	150,466	152,241	154,069	155,952	157,891	159,889	161,946	164,065	166,248	168,496
Economic Services	5,197	5,357	5,522	5,692	5,868	6,048	6,235	6,427	6,625	6,829
Other Property & Services	43,545	44,464	45,411	46,386	47,391	48,425	49,491	50,589	51,720	52,884
	3,055,638	3,790,894	3,904,041	4,053,800	4,205,715	4,364,123	4,529,314	4,701,592	4,881,278	5,068,706
<i>Increase/(Decrease)</i>	(1,597,934)	(949,181)	(872,247)	(865,514)	(880,369)	(868,523)	(874,272)	(865,559)	(872,044)	(857,403)
BORROWING COST EXPENSE										
Recreation & Culture	(6,346)	(82,246)	(77,649)	(73,417)	(70,885)	(68,212)	(65,390)	(62,411)	(59,265)	(55,943)
Transport	(6,424)	(4,218)	(1,864)	-	-	-	-	-	-	-
Other Property & Services	(29,449)	(23,121)	(16,354)	(13,516)	(11,990)	(10,368)	(8,642)	(6,807)	(4,854)	(2,777)
<i>Total Borrowing Costs</i>	(42,219)	(109,585)	(95,867)	(86,933)	(82,875)	(78,580)	(74,032)	(69,218)	(64,119)	(58,720)

STATEMENT OF COMPREHENSIVE INCOME BY PROGRAM

	PROPOSED ESTIMATES									
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
NON-OPERATING REVENUE										
Governance	691,312	0	0	0	0	0	0	0	0	0
Law, Order & Public Safety	5,000	0	0	0	0	0	0	0	0	0
Recreation and Culture	1,469,000	0	0	0	0	0	0	0	0	0
Transport	1,892,587	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612
<i>Total Non-Operating Revenue</i>	4,057,899	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612
Profit/(Loss) on Sale of Assets										
Governance	1,950	0	2,100	0	2,500	0	2,500	0	2,500	0
Health	600	0	1,200	600	600	600	600	600	600	600
Transport	1,600	0	1,800	1,500	4,650	11,750	4,450	10,600	14,650	15,200
Economic Services	250	0	0	0	0	0	0	0	0	0
Other Property & Services	0	0	0	0	0	0	0	0	0	0
<i>Total Profit/(Loss)</i>	4,400	-	5,100	2,100	7,750	12,350	7,550	11,200	17,750	15,800
<u>NET RESULT</u>	2,422,146	(507,154)	(411,402)	(398,735)	(403,882)	(383,141)	(389,142)	(371,965)	(366,801)	(348,711)
Rounding	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	2,422,146	(507,154)	(411,402)	(398,735)	(403,882)	(383,141)	(389,142)	(371,965)	(366,801)	(348,711)

APPENDIX 2
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE/TYPE

STATEMENT OF COMPREHENSIVE INCOME BY NATURE AND TYPE

	PROPOSED ESTIMATES									
	LONG TERM FINANCIAL PLAN									
	CORPORATE BUSINESS PLAN					2018-19	2019-20	2020-21	2021-22	2022-23
	2013-14	2014-15	2015-16	2016-17	2017-18					
EXPENSES										
Employee Costs	(1,258,200)	(1,357,686)	(1,508,336)	(1,559,411)	(1,609,086)	(1,660,337)	(1,713,215)	(1,764,612)	(1,817,550)	(1,872,077)
Materials & Contracts	(1,188,338)	(1,144,905)	(971,795)	(1,002,452)	(1,042,648)	(1,066,927)	(1,100,692)	(1,135,885)	(1,180,651)	(1,209,653)
Utilities	(205,014)	(215,179)	(224,784)	(235,950)	(249,068)	(262,923)	(277,556)	(293,013)	(309,340)	(326,586)
Depreciation on Non-Current Assets	(1,503,150)	(1,523,526)	(1,555,596)	(1,593,391)	(1,639,160)	(1,685,784)	(1,734,394)	(1,784,217)	(1,836,051)	(1,893,034)
Interest Expense	(42,219)	(109,585)	(95,867)	(86,933)	(82,875)	(78,580)	(74,032)	(69,218)	(64,119)	(58,720)
Insurances	(172,695)	(170,137)	(176,421)	(182,947)	(189,727)	(196,769)	(204,086)	(211,688)	(219,586)	(227,794)
Other Expenditure	(326,175)	(328,643)	(339,356)	(345,162)	(356,396)	(359,906)	(373,641)	(377,737)	(390,145)	(396,965)
	(4,695,791)	(4,849,660)	(4,872,155)	(5,006,246)	(5,168,959)	(5,311,226)	(5,477,617)	(5,636,369)	(5,817,442)	(5,984,828)
REVENUE										
Rates	1,596,620	1,676,426	1,760,222	1,848,208	1,940,594	2,037,599	2,139,453	2,246,401	2,358,696	2,476,606
Operating Grants and Subsidies	860,840	1,569,567	1,600,523	1,644,566	1,689,939	1,736,682	1,784,838	1,834,448	1,885,557	1,938,211
Contributions, Reimbursements and Donations	119,878	110,399	99,207	102,640	106,223	109,964	113,868	117,945	122,201	126,646
Fees and Charges	277,874	285,461	293,274	301,323	309,612	318,151	326,945	336,004	345,334	354,944
Interest Earnings	113,676	61,838	63,143	68,908	70,694	72,560	74,510	76,548	78,677	80,903
Other Revenue	86,749	87,203	87,671	88,154	88,653	89,168	89,699	90,247	90,812	91,396
	3,055,638	3,790,894	3,904,041	4,053,800	4,205,715	4,364,123	4,529,314	4,701,592	4,881,278	5,068,706
	(1,640,153)	(1,058,766)	(968,114)	(952,447)	(963,244)	(947,103)	(948,304)	(934,777)	(936,163)	(916,123)
Non-Operating Grants, Subsidies and Contributions	4,057,899	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612
Profit on Asset Disposals	4,400	0	5,100	2,100	7,750	12,350	7,550	11,200	17,750	15,800
Loss on Asset Disposals	0	0	0	0	0	0	0	0	0	0
	4,062,299	551,612	556,712	553,712	559,362	563,962	559,162	562,812	569,362	567,412
Net Result	2,422,146	(507,154)	(411,402)	(398,735)	(403,882)	(383,141)	(389,142)	(371,965)	(366,801)	(348,711)
Other Comprehensive Income										
Changes on revaluation of non-current assets	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	2,422,146	(507,154)	(411,402)	(398,735)	(403,882)	(383,141)	(389,142)	(371,965)	(366,801)	(348,711)

APPENDIX 3
STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION

	PROPOSED ESTIMATES									
	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
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Current assets										
Cash and cash equivalents	1,141,538	911,718	700,300	472,679	237,179	45,097	(139,623)	(358,258)	(538,645)	(727,356)
Trade and other receivables	334,228	334,228	334,228	334,228	334,228	334,228	334,228	334,228	334,228	334,228
Inventories	10,759	10,759	10,759	10,759	10,759	10,759	10,759	10,759	10,759	10,759
Total current assets	1,486,525	1,256,705	1,045,287	817,666	582,166	390,084	205,364	(13,271)	(193,658)	(382,369)
Non-current assets										
Trade and other receivables	73,144	73,144	73,144	73,144	73,144	73,144	73,144	73,144	73,144	73,144
Inventories	386,331	386,331	386,331	386,331	386,331	386,331	386,331	386,331	386,331	386,331
Property, plant and equipment	8,929,336	8,499,236	8,234,893	8,083,429	7,957,754	7,816,669	7,669,344	7,468,955	7,273,364	7,171,463
Infrastructure	40,963,114	40,904,462	40,785,083	40,694,686	40,577,175	40,448,100	40,307,354	40,265,950	40,181,514	40,024,455
Total non-current assets	50,351,925	49,863,173	49,479,451	49,237,590	48,994,404	48,724,243	48,436,173	48,194,380	47,914,353	47,655,393
TOTAL ASSETS	51,838,450	51,119,878	50,524,738	50,055,256	49,576,569	49,114,327	48,641,537	48,181,109	47,720,695	47,273,023
Current liabilities										
Trade and other payables	119,826	119,826	119,826	119,826	119,826	119,826	119,826	119,826	119,826	119,826
Long Term Borrowings	211,418	183,738	70,747	74,805	79,101	83,648	88,463	93,613	98,961	78,336
Provisions	112,686	112,686	112,686	112,686	112,686	112,686	112,686	112,686	112,686	112,686
Total current liabilities	443,930	416,250	303,259	307,317	311,613	316,160	320,975	326,125	331,473	310,848
Non-current liabilities										
Long Term Borrowings	1,819,344	1,635,606	1,564,859	1,490,054	1,410,953	1,327,305	1,238,842	1,145,229	1,046,268	967,932
Provisions	20,141	20,141	20,141	20,141	20,141	20,141	20,141	20,141	20,141	20,141
Total non-current liabilities	1,839,485	1,655,747	1,585,000	1,510,195	1,431,094	1,347,446	1,258,983	1,165,370	1,066,409	988,073
TOTAL LIABILITIES	2,283,415	2,071,997	1,888,259	1,817,512	1,742,707	1,663,606	1,579,958	1,491,495	1,397,882	1,298,921
NET ASSETS	49,555,035	49,047,881	48,636,479	48,237,744	47,833,862	47,450,721	47,061,579	46,689,614	46,322,813	45,974,102
Equity										
Retained surplus	18,613,033	18,073,267	17,627,948	17,189,531	16,744,182	16,317,706	15,883,280	15,463,993	15,047,740	14,647,353
Asset revaluation reserve	30,126,699	30,126,699	30,126,699	30,126,699	30,126,699	30,126,699	30,126,699	30,126,699	30,126,699	30,126,699
Other reserves	815,303	847,915	881,831	921,514	962,982	1,006,316	1,051,600	1,098,922	1,148,374	1,200,050
TOTAL EQUITY	49,555,035	49,047,881	48,636,479	48,237,744	47,833,862	47,450,721	47,061,579	46,689,614	46,322,813	45,974,102

APPENDIX 4
STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS

	PROPOSED ESTIMATES									
	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
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from operating activities										
EXPENDITURE										
Employee Costs	(1,258,200)	(1,357,686)	(1,508,336)	(1,559,411)	(1,609,086)	(1,660,337)	(1,713,215)	(1,764,612)	(1,817,550)	(1,872,077)
Materials & Contracts	(1,188,338)	(1,144,905)	(971,795)	(1,002,452)	(1,042,648)	(1,066,927)	(1,100,692)	(1,135,885)	(1,180,651)	(1,209,653)
Utilities	(205,014)	(215,179)	(224,784)	(235,950)	(249,068)	(262,923)	(277,556)	(293,013)	(309,340)	(326,586)
Interest Expenses	(42,219)	(109,585)	(95,867)	(86,933)	(82,875)	(78,580)	(74,032)	(69,218)	(64,119)	(58,720)
Insurance	(172,695)	(170,137)	(176,421)	(182,947)	(189,727)	(196,769)	(204,086)	(211,688)	(219,586)	(227,794)
Goods and Services Tax	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Other	(326,175)	(328,643)	(339,356)	(345,162)	(356,396)	(359,906)	(373,641)	(377,737)	(390,145)	(396,965)
	(3,442,641)	(3,576,135)	(3,566,559)	(3,662,855)	(3,779,799)	(3,875,442)	(3,993,223)	(4,102,152)	(4,231,390)	(4,341,794)
REVENUE										
Rates	1,596,620	1,676,426	1,760,222	1,848,208	1,940,594	2,037,599	2,139,453	2,246,401	2,358,696	2,476,606
Operating Grants & Subsidies	860,840	1,569,567	1,600,523	1,644,566	1,689,939	1,736,682	1,784,838	1,834,448	1,885,557	1,938,211
Contributions and Donations Reimbursements	119,878	110,399	99,207	102,640	106,223	109,964	113,868	117,945	122,201	126,646
Fees and Charges	277,874	285,461	293,274	301,323	309,612	318,151	326,945	336,004	345,334	354,944
Goods and Services Tax	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Interest Received	113,676	61,838	63,143	68,908	70,694	72,560	74,510	76,548	78,677	80,903
Other	86,749	87,203	87,671	88,154	88,653	89,168	89,699	90,247	90,812	91,396
	3,305,638	4,040,894	4,154,041	4,303,800	4,455,715	4,614,123	4,779,314	4,951,592	5,131,278	5,318,706
Net Cash flows from Operating Activities	(137,003)	464,760	587,482	640,944	675,917	738,681	786,091	849,440	899,888	976,911
Cash flows from investing activities										
Payments										
Land and Buildings	(5,753,910)	0	0	(100,000)	0	0	0	0	0	(52,000)
Road Infrastructure Assets	(1,091,957)	(935,274)	(941,274)	(947,274)	(953,274)	(959,274)	(965,274)	(971,274)	(977,274)	(983,274)
Footpath Infrastructure Assets	0	0	0	(40,656)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Recreation Infrastructure Assets	0	(50,000)	0	0	0	0	0	0	0	0
Airfield Infrastructure Assets	(1,505,660)	0	0	0	0	0	0	(114,000)	(85,000)	(25,000)
Other Infrastructure Assets	0	0	0	0	0	0	0	0	0	0
Plant and Equipment	(162,000)	0	(305,000)	(282,500)	(546,000)	(639,000)	(580,000)	(620,000)	(786,000)	(819,000)
Furniture and Equipment	(55,570)	(49,500)	(22,500)	(21,000)	(18,950)	(27,000)	(19,500)	(24,950)	(20,000)	(30,000)

STATEMENT OF CASH FLOWS

	PROPOSED ESTIMATES									
Receipts										
Proceeds from Sale of Assets	738,000	0	102,000	42,000	155,000	247,000	151,000	224,000	355,000	316,000
Contributions towards the Development of Assets	4,057,899	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612
Net cash flows from investing activities	(3,773,198)	(483,162)	(615,162)	(797,818)	(836,612)	(851,662)	(887,162)	(979,612)	(986,662)	(1,066,662)
Cash flows from financing activities										
Loan Repayments - Principal	(158,639)	(211,418)	(183,738)	(70,747)	(74,805)	(79,101)	(83,648)	(88,463)	(93,613)	(98,961)
Loan Borrowings	1,500,000	0	0	0	0	0	0	0	0	0
Self Supporting Loan Principal Payments Rec'd	0	0	0	0	0	0	0	0	0	0
Net cash flows from financing activities	1,341,361	(211,418)	(183,738)	(70,747)	(74,805)	(79,101)	(83,648)	(88,463)	(93,613)	(98,961)
Net (decrease)/increase in cash held	(2,568,841)	(229,820)	(211,418)	(227,621)	(235,500)	(192,082)	(184,719)	(218,635)	(180,387)	(188,712)
Cash at the Beginning of Reporting Period	3,710,379	1,141,538	911,718	700,300	472,679	237,179	45,097	(139,623)	(358,258)	(538,645)
Cash at the End of Reporting Period	1,141,538	911,718	700,300	472,679	237,179	45,097	(139,623)	(358,258)	(538,645)	(727,356)

APPENDIX 5
RATE SETTING STATEMENT

RATE SETTING STATEMENT

	PROPOSED ESTIMATES									
	CORPORATE BUSINESS PLAN					LONG TERM FINANCIAL PLAN				
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING REVENUE										
General Purpose Funding	879,464	1,538,059	1,571,941	1,623,458	1,672,414	1,722,915	1,775,012	1,828,755	1,884,199	1,941,398
Governance	8,886	6,936	9,036	6,936	9,436	6,936	9,436	6,936	9,436	6,936
Law, Order Public Safety	91,461	92,624	79,056	80,004	80,990	82,014	83,079	84,186	85,337	86,534
Health	1,246	665	1,885	1,306	1,327	1,349	1,371	1,394	1,418	1,443
Education and Welfare	81,216	71,270	71,325	71,383	71,442	71,503	71,566	71,630	71,697	71,765
Housing	13,080	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Community Amenities	123,448	127,151	130,966	134,894	138,941	143,110	147,403	151,825	156,380	161,071
Recreation and Culture	63,560	65,401	67,298	69,253	71,267	73,343	75,482	77,685	79,956	82,296
Transport	152,066	152,241	155,869	157,452	162,541	171,639	166,396	174,665	180,898	183,696
Economic Services	5,447	5,357	5,522	5,692	5,868	6,048	6,235	6,427	6,625	6,829
Other Property and Services	43,545	44,464	45,411	46,386	47,391	48,425	49,491	50,589	51,720	52,884
	1,463,418	2,114,468	2,148,918	2,207,691	2,272,871	2,338,874	2,397,410	2,466,391	2,540,332	2,607,900
LESS OPERATING EXPENDITURE										
General Purpose Funding	(74,135)	(77,200)	(80,509)	(83,965)	(87,668)	(91,331)	(95,263)	(99,347)	(103,715)	(108,074)
Governance	(419,096)	(423,215)	(439,485)	(448,318)	(468,953)	(475,238)	(493,418)	(503,286)	(525,035)	(532,565)
Law, Order, Public Safety	(190,134)	(193,461)	(182,403)	(188,847)	(192,933)	(196,583)	(202,595)	(206,741)	(211,316)	(217,617)
Health	(76,314)	(78,462)	(75,895)	(78,313)	(81,021)	(83,679)	(86,513)	(89,431)	(92,530)	(95,647)
Education and Welfare	(130,968)	(217,394)	(138,897)	(143,890)	(148,912)	(154,066)	(159,424)	(164,378)	(169,513)	(174,788)
Housing	(73,569)	(65,143)	(67,467)	(69,911)	(72,665)	(75,339)	(78,227)	(81,211)	(84,417)	(87,590)
Community Amenities	(501,693)	(517,425)	(534,306)	(551,747)	(569,907)	(587,450)	(606,177)	(625,373)	(645,784)	(665,653)
Recreation and Culture	(751,534)	(826,795)	(847,125)	(868,996)	(895,147)	(918,902)	(945,150)	(971,688)	(1,000,742)	(1,027,731)
Transport	(2,362,680)	(2,345,214)	(2,404,726)	(2,470,897)	(2,548,482)	(2,624,475)	(2,705,288)	(2,788,075)	(2,875,777)	(2,965,814)
Economic Services	(63,903)	(39,800)	(41,116)	(42,476)	(44,027)	(45,313)	(46,802)	(48,304)	(50,011)	(51,457)
Other Property & Services	(51,764)	(65,550)	(60,227)	(58,886)	(59,244)	(58,850)	(58,761)	(58,536)	(58,601)	(57,892)
	(4,695,791)	(4,849,660)	(4,872,155)	(5,006,246)	(5,168,959)	(5,311,226)	(5,477,617)	(5,636,369)	(5,817,442)	(5,984,828)
<i>Increase(Decrease)</i>	(3,232,373)	(2,735,192)	(2,723,237)	(2,798,555)	(2,896,087)	(2,972,352)	(3,080,207)	(3,169,978)	(3,277,110)	(3,376,929)

RATE SETTING STATEMENT

	PROPOSED ESTIMATES									
ADD										
Self Supporting Loans Principal Payment Rec'd	0	0	0	0	0	0	0	0	0	0
(Profit)/ Loss on the disposal of assets	(4,400)	0	(5,100)	(2,100)	(7,750)	(12,350)	(7,550)	(11,200)	(17,750)	(15,800)
Internal Plant Depreciation written back	25,013									
Depreciation Written Back	1,503,150	1,523,526	1,555,596	1,593,391	1,639,160	1,685,784	1,734,394	1,784,217	1,836,051	1,893,034
<i>Sub Total</i>	1,523,763	1,523,526	1,550,496	1,591,291	1,631,410	1,673,434	1,726,844	1,773,017	1,818,301	1,877,234
LESS CAPITAL PROGRAMME										
Tools	0	0	0	0	0	0	0	0	0	0
Land held for Reseal	0	0	0	0	0	0	0	0	0	0
Land & Buildings	(5,753,910)	0	0	(100,000)	0	0	0	0	0	(52,000)
Infrastructure Assets - Roads	(1,091,957)	(935,274)	(941,274)	(947,274)	(953,274)	(959,274)	(965,274)	(971,274)	(977,274)	(983,274)
Infrastructure Assets - Footpaths	0	0	0	(40,656)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Infrastructure Assets - Recreation Facilities	0	(50,000)	0	0	0	0	0	0	0	0
Infrastructure Assets - Airfield	(1,505,660)	0	0	0	0	0	0	(114,000)	(85,000)	(25,000)
Infrastructure Assets - Other	0	0	0	0	0	0	0	0	0	0
Plant and Equipment	(162,000)	0	(305,000)	(282,500)	(546,000)	(639,000)	(580,000)	(620,000)	(786,000)	(819,000)
Furniture and Equipment	(55,570)	(49,500)	(22,500)	(21,000)	(18,950)	(27,000)	(19,500)	(24,950)	(20,000)	(30,000)
Proceeds from Sale of Assets	738,000	0	102,000	42,000	155,000	247,000	151,000	224,000	355,000	316,000
Contributions for the Development of Assets	4,057,899	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612	551,612
Repayment of Debt - Loan Principal	(158,639)	(211,418)	(183,738)	(70,747)	(74,805)	(79,101)	(83,648)	(88,463)	(93,613)	(98,961)
Transfer to Reserves	(93,450)	(32,612)	(33,917)	(39,682)	(41,468)	(43,334)	(45,284)	(47,322)	(49,451)	(51,677)
<i>Sub Total</i>	(4,025,287)	(727,192)	(832,817)	(908,247)	(952,885)	(974,097)	(1,016,094)	(1,115,397)	(1,129,726)	(1,217,300)
LESS FUNDING FROM										
Loans	1,500,000	0	0	0	0	0	0	0	0	0
Reserves	1,389,393	0	0	0	0	0	0	0	0	0
Opening Surplus/(Deficit)	1,267,049	0	0	0	0	0	0	0	0	0
Closing (Surplus)/Deficit	(19,165)	262,432	245,335	267,303	276,969	235,416	230,003	265,957	229,838	240,389
TO BE MADE UP FROM RATES	(1,596,620)	(1,676,426)	(1,760,222)	(1,848,208)	(1,940,594)	(2,037,599)	(2,139,453)	(2,246,401)	(2,358,696)	(2,476,606)