

Long Term Financial Plan

2026/27 – 2040/41



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Abbreviations	
ABS	Australian Bureau of Statistics
CPI (Perth)	Consumer Price Index - Perth, Western Australia
IFPR	Integrated Financial Planning and Reporting Framework
km	Kilometres
LTFP	Long Term Financial Plan
Shire	Shire of Donnybrook Balingup
WA	Western Australia

1. SHIRE PROFILE

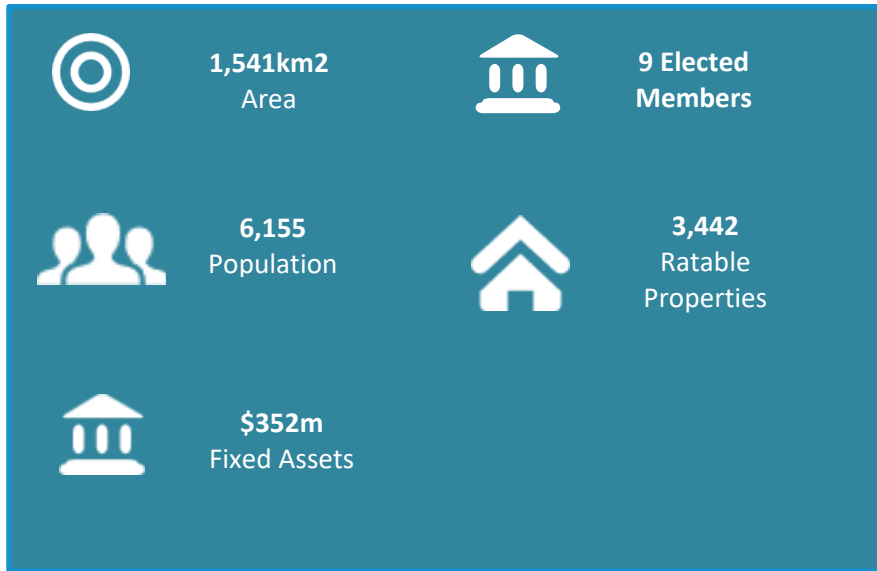
The Donnybrook Balingup region is located among the picturesque Preston and Blackwood Valleys, and is bursting with historic, produce-driven towns and hamlets.

Located 213 kilometres south of Perth and 40 kilometres southeast of Bunbury, the Shire covers 1,541 km² of farmland, forests, mining leases and Crown land. The district includes the towns of Donnybrook, Balingup and Kirup, and the localities of Argyle, Brookhampton, Lowden, Mullalyup, Mumballup, Newlands, Noggerup, Yabberup and many more.

Rich red clay and loam soils provide a fertile environment for fruit orchards and other horticulture and viticulture pursuits as well as livestock farming. A high number of small holdings and hobby farms provide opportunities for couples and families who wish to enjoy a change in lifestyle, with an easy commute to nearby areas for employment, including Bunbury, Busselton, Collie and Greenbushes.



2. KEY STATISTICS



Assets	
<u>Land - Freehold</u>	
Freehold Land Parcels	43 Lots
<u>Buildings</u>	
Buildings	132 Structures
<u>Plant & Equipment</u>	
Vehicles	75 vehicles
<u>Infrastructure</u>	
Roads - Sealed	299.70 km
Roads - Unsealed	356.70 km
Bridges	34 bridges
Drainage - Pipes	23.53 km
Footpaths	27.69 km
Equipment on Parks and Reserves	294 items

3. INTEGRATED FINANCIAL PLANNING

Long Term Financial Planning (LTFP) is an essential plan within the Integrated Financial Planning and Reporting Framework (IFPR). The LTFP is particularly important in Local Government where there is responsibility for a significant amount of long-lived assets and substantial asset management responsibilities. There are long periods with modest levels of asset renewal requirements, and then other periods when very significant outlays are necessary.

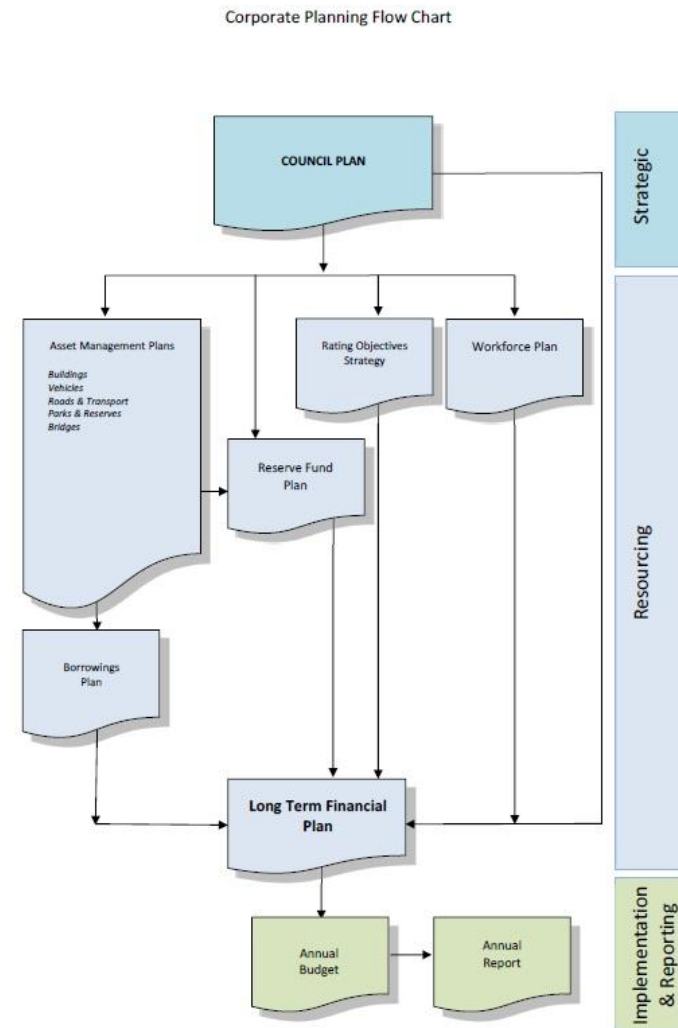
This requires planning to ensure the necessary generation of revenue in a sustainable manner over time to ensure that there is capacity to finance peaks in asset management and other outlays when necessary.

The LTFP consolidates information to guide Council’s decisions about the mix and timings of outlays on operating activities and capital expenditure, together with the funding implications of these. Without a soundly based LTFP, Council with its significant asset management responsibilities, is unlikely to have sufficient information to determine sustainable service levels with affordable asset strategies, appropriate revenue targets and reserve fund management.

The LTFP is reviewed annually and provides a financial plan for the next 15 years.

Figure 1 illustrates how the LTFP informs the IFPR Framework.

Figure 1



4. COUNCIL PLAN

The Shire of Donnybrook Balingup Council Plan sets out our vision, aspirations, and objectives for our community. It is the Shire's principal strategy document. This means that it governs all the work that the Shire undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of our community. The direction set through the Council Plan ensures infrastructure and service provision is focused to meet the requirements of our community, now and into the future.

The Council Plan is a 10-year plan for the future. It combines our Strategic Community Plan and Corporate Business Plan into one succinct document. To keep the Council Plan relevant, Council will undertake a minor review of the actions in this plan on an annual basis. A major review will be undertaken every four years.

Vision

A proud community enjoying our rural lifestyle, cultural heritage and natural environment.

Priorities

People

A healthy, safe and inclusive community.

Planet

Shared commitment to sustainability, leaving each place better than we found it.

Place

A responsibly planned district with a retained sense of community and country charm.

Prosperity

A strong, diverse and resilient economy.

Performance

Open, robust conversations and harmonious outcomes.

5. FINANCIAL SUSTAINABILITY

The LTFP is a planning tool to project a financially sustainable course to meet the Shire's future objectives and obligations. It presents a financial analysis of strategic objectives and goals set out in the IFPR documents over a 15-year period.

It has been prepared based on several objectives and assumptions that are contained in this document. Council priorities, obligations, strategies, together with the future needs of our community are all dynamic influences in relation to developing plans. Combined with future economic uncertainty, the LTFP is therefore reviewed and adjusted annually to reflect material changes.

This plan addresses the operating and capital requirements of the Shire over the next 15 years and illustrates the connection between specific plans and strategies. It enhances the transparency and responsibility of the Shire towards the community by articulating the future sustainable financial requirements necessary for delivering desired community service levels while also meeting future obligations.

This plan represents a financial solution for meeting the demands of services and facilities to the community. There are numerous ways in which the Shire can achieve its objectives. This plan assesses the historical asset renewal funding gap and the necessary funding needs for future asset renewal as well as provision of new community assets.

This LTFP set out the following sustainable objectives.

- A balanced budget for each financial year, shown in the Statement of Financial Activity (page 19).
- Positive annual net cash flows provided from operating activities that is necessary to fund own source obligations for meeting borrowings (Financing Activities) and capital works (Investing Activities) in the Statement of Cash Flows (page 18).
- Meeting asset renewal obligations as identified in the Shire's Asset Management Plans.

- Provision of identified new assets to meet future community needs.
- Meeting reserve fund transfers that meet future financial obligations as identified in the Shire's Reserve Fund Plan.
- Meeting future planned borrowings as identified in the Shire's Borrowings Plan.

Based on the stated assumptions, objectives and known information, the plan identifies the rates yield (Table 1) that is necessary to meet long term objectives and responsibilities of the Shire.

Rates has been used as the metric to measure the sustainable funding gap. The identified funding gap can be mitigated with measures such as (but not limited to).

- Rationalising assets to reduce future asset renewal obligations.
- Reducing existing service levels.
- Increasing cost recovery from user fees.
- Continued efforts to source grants and contributions for capital projects.

The LTFP comprises underlying assumptions and forecast estimates. These do not commit the Shire to the financial details of the LTFP rather it is intended to act as a guide towards structurally steering the Annual Budget towards the financially sustainable foundation necessary to meet identified community service levels and future obligations of the Shire.

Table 1

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Rate Revenue	8,479,018	9,045,941	9,571,125	10,127,405	10,642,262	11,362,842	12,046,689	12,689,425	13,306,325	13,933,236	14,486,902	15,112,657	15,909,971	16,667,603	17,423,063	18,249,557
Change (\$)		566,923	525,184	556,280	514,857	720,580	683,847	642,736	616,900	626,911	553,666	625,755	797,314	757,632	755,460	826,494
Change (%)		6.69%	5.81%	5.81%	5.08%	6.77%	6.02%	5.34%	4.86%	4.71%	3.97%	4.32%	5.28%	4.76%	4.53%	4.74%
Operating Revenue		15,764,869	16,527,895	17,321,145	18,084,373	19,067,241	20,026,448	20,933,622	21,866,412	22,801,723	23,668,751	24,595,102	25,748,636	26,837,710	27,972,602	29,174,106

Figure 2

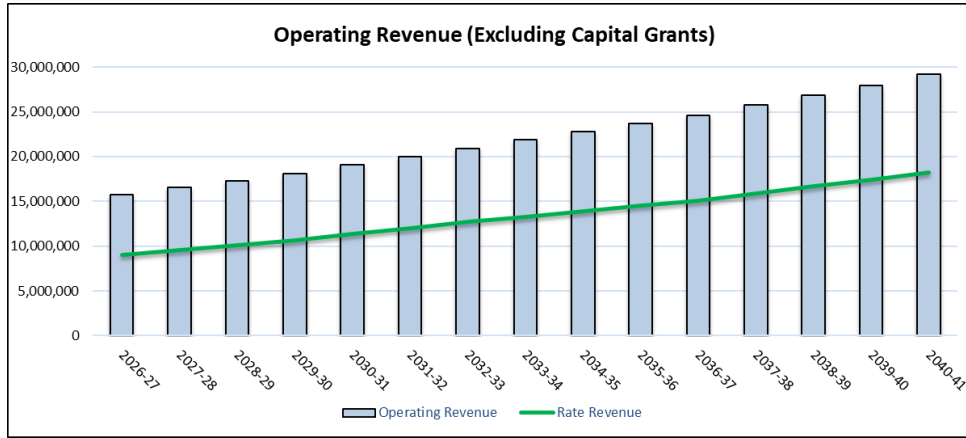
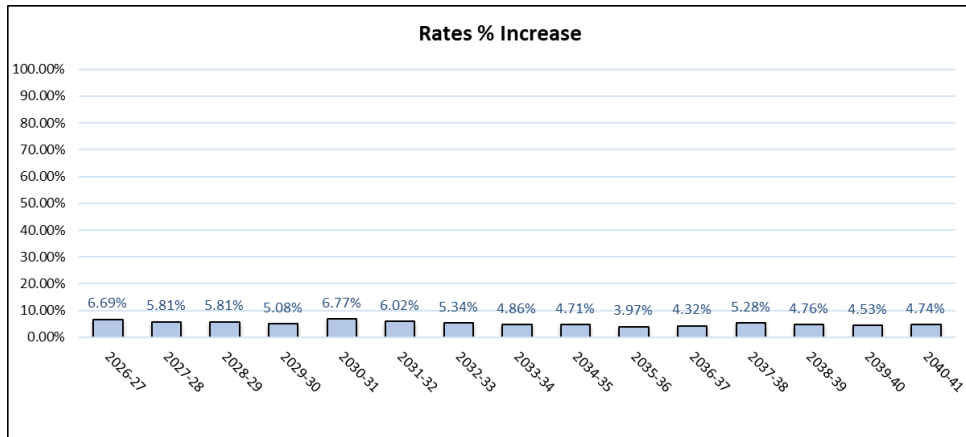


Figure 3



6. ASSET MANAGEMENT

Council possesses a substantial portfolio of physical assets to meet the service needs of the community. These assets are categorised into the following major classes:

- Land - Freehold
- Buildings
- Furniture and Equipment
- Plant and Equipment
- Vehicles
- Infrastructure – Roads
- Infrastructure – Bridges
- Infrastructure – Drainage
- Infrastructure – Footpaths
- Infrastructure – Parks & Reserves

By their nature, constructed or built forms deteriorate over the passage of time. These assets (or their components) require renewal or replacement at the end of their economic useful life to sustain a level of service that maintains an appropriate level of.

- a) Asset Safety
- b) Asset Quality
- c) Asset Functionality

A suite of Asset Management Plans has been developed for major asset classes. These are reviewed and updated annually, to identify and forecast,

- a) What works are required
- b) When the works are required
- c) Cost of the works
- d) Funding sources of the works

This information is incorporated into the LTFP to inform Council of the long-term cost of delivering facilities and services to the community.

Identifying sufficient funding for the maintenance and renewal of assets is an essential part of the LTFP. Historical levels of financial allocations have not been sufficient to achieve this, which leaves the Shire with a shortfall in funding. This position cannot be rectified quickly, but over the life of the LTFP allocations have been made that increases own source funded allocation into asset management reserves to ensure future identified works are able to be sustainably funded.

If this does not occur, the Shire may be faced with future financial challenges. The LTFP enables Council to understand its future financial obligations beyond immediate budget considerations. The LTFP helps Council assess the need for early intervention to reduce future risks and associated revenue raising requirements of future generations.



7. REVENUE

The suite of plans that forms the Shire's IFPR framework identifies a factual cost of managing the Shire's asset portfolio.

Improving the Shire's revenue is a mainstay of being able to deliver sufficient funding for the initiatives in the LTFP.

Rates

The generation of 'own source' revenue through property rates is the mainstay of income for all local governments. The LTFP identifies the level of rate revenue yield necessary to sustainably meet the identified long-term cost of meetings the Shire's future service obligations.

The development of robust asset management and longer-term financial planning is enabling a greater level of informed decision making. This information is reporting that historical rating levels are not sufficient to meet the Shire's future obligations, particularly to funds identified future asset renewal.

Fees and Charges

Fees and charges endeavour to provide either full cost recovery (where applicable) or deliver an equitable contribution to the cost of the service. However, there is a considerable range in the type of services where fees can apply and the level of discretion available to the Shire to set a fee for services.

a) Fees for statutory services (e.g. town planning, building, health) are predominantly prescribed under legislation. The Shire has limited capability to reflect the cost of providing the service into the fee. Annual indexation of a statutory fee by the State Government may not match indexation of costs of delivering the service.

- b) For some fees the Shire has full discretion to set fees for full cost recovery, however, certain fees for community facilities and programs (building leases, hire of sports facilities etc.) have been set to allow for a social element to pricing and may not achieve full cost recovery.
- c) Existing fees and charges are reviewed annually with consideration of statutory limits, inflation, and Wage Price Index. Each fee category is reviewed annually, and a schedule of fees and charges are published as part of the Annual Budget.
- d) Where revenue from fees is lower than the cost of providing a service the funding gap is funded from general revenue sources. This is predominantly by property rates.

Grants and Contributions

Except for the Financial Assistance Grants (FAG) provided by the Commonwealth, grants are project or program specific. Where planned for in respective asset management plans, grants available for the development or construction of asset are included in the LTFP.

The Shire continues to advocate for grants from State and/or Federal government and seek contributions from private companies, developers, and other sources towards specific projects.

The Shire explores and maximises grant and contribution funding from sources such as government departments or Lotterywest where a project or program meets their grant funding guidelines.

8. FORWARD ESTIMATES

Consideration has been given to the economic drivers that will influence the estimated future cost of providing infrastructure, facilities, and services for the period of the LTFP. This plan is set against future periods of economic uncertainty with the values reported representing estimated future prices and costs.

This plan will be reviewed every 12 months to reflect the prevailing economic conditions together with changing community needs.

Table 2

Assumptions	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/25	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Population Growth (Shire) ¹	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
CPI (Perth) ²	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Wage Price Index (WA) ³	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Utilities - Electricity ⁴	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%
Utilities - Water ⁵	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%
Utilities - Sewer ⁶	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Insurance (General) ⁷	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

¹ Management estimates (Mid-range of estimated future population growth of 0.50%pa - 1.00%pa)

² Key Assumptions - 2025/26 WA State Government Mid-Year Financial Projection Statement, December 2025

³ Key Assumptions - 2025/26 WA State Government Mid-Year Financial Projection Statement, December 2025

⁴ Historical Average (5 preceding years) – Shire of Donnybrook Balingup

⁵ Historical Average (5 preceding years) – Shire of Donnybrook Balingup

⁶ Historical Average (5 preceding years) – Shire of Donnybrook Balingup

⁷ Historical Average (5 preceding years) – Shire of Donnybrook Balingup

Informing Plans

Forward estimates used in developing the LTFP include referencing the following endorsed Council plans.

Integrated Planning Framework Documents

- Council Plan
- Asset Management Plans
- Reserve Fund Plan
- Borrowings Plan
- 2024/25 Annual Financial Report
- 2025/26 Annual Budget
- 2025/26 Budget Review



9. PRINCIPLES

The LTFP is underpinned by the following principles:

- a) The Shire seeks to maintain, and where possible, improve future service levels.
- b) Closing the asset renewal funding gap by meeting future asset management financial commitments through the planned annual setting aside of funds into reserves from own source funds.
- c) Careful use of borrowings planned through the Shire's asset management planning process.
- d) Increasing funding for asset maintenance and renewal in accordance with endorsed Asset Management Plans.
- e) Sourcing external grant funds to develop and upgrade intergenerational community assets.
- f) The development of a rating level that sustainably reflects the cost of meeting,
 - a. community service levels
 - b. statutory obligations of the Shire
- g) Rates has been used as the metric to identify the sustainable funding gap.



10. FINANCIAL STATEMENTS

The following Financial Statements have been prepared for the 15 years covered in this plan. These estimates have been prepared based on the assumptions shown previously in this document.

There are 4 key financial statements contained in the LTFP used for reporting the Shire's financial performance over a specific accounting period.

- a) Statement of Comprehensive Income
- b) Statement of Financial Position
- c) Statement of Cash Flow
- d) Statement of Financial Activity

Statement of Comprehensive Income

The Statement of Comprehensive Income (once known as a Profit and Loss Statement) reports the Shire's day to day operating revenues and expenditures over a specified period. For the LTFP this is for the financial year 1st July to 30th June.

It reports aggregated transactions that are only utilised or consumed within the financial year. As such, does not include expenditure that is capital in nature that gives rise to future economic benefits across more than one financial year. For example.

- a) Expenditure incurred for the development and construction of assets.
- b) Borrowing principal repayments

Statement of Financial Position

The Statement of Financial Position (once known as a Balance Sheet) provides an overview of the Shire's;

- a) Assets
- b) Liabilities
- c) Equity

as a snapshot in time. The date at the top of the Statement of Financial Position tells the reader when the snapshot was taken. It reports what the Shire owns and owes at a single point in time. For the LTFP, this is on 30th June.

Statement of Cash Flows

A Statement of Cash Flows is a financial statement that provides aggregate data regarding all cash inflows the Shire receives from its ongoing operations and external investment sources. It also includes all cash outflows that pay for the Shire's activities and investments during a given period.

The Statement of Cash Flows is the most intuitive of all the financial statements because it follows the cash made by the Shire in three main ways

- a) Operating activities
- b) Investing activities
- c) Financing activities

The sum of these three activities reports the Shire's net cash flow in a reporting period.

Cash Flows from Operating Activities

The first section of the Statement of Cash Flows covers cash flows from day-to-day operating activities. The cash flows from the operations section begins with net income (Operating Income less Operating Expenditure), then reconciles all non-cash items to cash items involving operational activities. In other words, it is the Shire's net income, but in a cash version. This section reports cash inflows and outflows that stem directly from the Shire's day to day business activities.

The Statement of Cash Flows excludes transactions such as unpaid debtor and creditor transactions, depreciation, accrued and prepaid transactions bought to account as revenue or expenses, but with no associated cash flow during the reporting period.

Cash Flows from Investing Activities

This section includes cash spent on acquisition and development of infrastructure, property, plant, and equipment. This section is where the reader would look to find capital expenditures (capex).

When capex increases, it generally means there is a cash outflow. This is not necessarily an adverse situation, as it indicates investment in asset renewal and future development of new community assets. Entities with high capex tend to be those that are growing and renewing assets.

While positive cash flows within this section can be considered good, it is preferable that entities generate recurring sustainable net cash inflow from operating activities in conjunction with investing and financing activities. Cash inflow within this section is generated by selling equipment or property.

Cash Flows from Financing

Cash flows from financing activities is the last section of the Statement of Cash Flows. The section provides an overview of net cash used in capital financing activities. The reader can determine how much cash the Shire has obtained or paid out due to capital fundraising, such as borrowings and annual principal repayments.

Statement of Financial Activity

The Statement of Financial Activity reports all revenue and expenditure (capital and operating) that has occurred during a financial period. It further reports.

- a) opening funds for the financial period
- b) the total amount of the general rates imposed
- c) any deficit or surplus (net current assets) remaining after the imposition of the general rates

The format is similar to the Statement of Cash Flows in so far that it reports transactions made by the entity in three main ways.

- a) Operating activities
- b) Capital activities
- c) Financing activities

Unlike the Statement of Cash Flows, all cash and non-cash transactions are included, however, non-cash transactions are eliminated as an aggregated single line item within the report.

The Statement of Financial Activity reports the opening and closing net current assets (surplus or deficit) for the reporting period after the imposition of rates (as opposed to the reporting the balance of total cash in the Statement of Cash Flows).

Forecast Statement of Comprehensive Income - by Nature or Type

Table 3

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues															
Rates	9,045,941	9,571,125	10,127,405	10,642,262	11,362,842	12,046,689	12,689,425	13,306,325	13,933,236	14,486,902	15,112,657	15,909,971	16,667,603	17,423,063	18,249,557
Grants, subsidies and contributions	3,377,282	3,487,044	3,600,373	3,717,388	3,838,202	3,962,942	4,091,739	4,224,720	4,362,024	4,503,790	4,650,161	4,801,290	4,957,331	5,118,445	5,284,794
Fees and charges	2,882,181	3,004,677	3,132,377	3,265,506	3,404,288	3,548,968	3,699,799	3,857,042	4,020,974	4,191,866	4,370,021	4,555,748	4,749,363	4,951,207	5,161,629
Interest revenue	458,947	464,514	460,438	458,647	461,320	467,241	452,031	477,677	484,820	485,502	461,550	480,891	462,653	479,102	477,315
Other revenue	518	535	552	570	589	608	628	648	669	691	713	736	760	785	811
	15,764,869	16,527,895	17,321,145	18,084,373	19,067,241	20,026,448	20,933,622	21,866,412	22,801,723	23,668,751	24,595,102	25,748,636	26,837,710	27,972,602	29,174,106
Expenses															
Employee costs	(7,184,012)	(7,525,251)	(7,882,699)	(8,257,124)	(8,649,339)	(9,060,180)	(9,490,538)	(10,198,842)	(10,413,559)	(10,908,204)	(11,426,342)	(11,969,091)	(12,537,620)	(13,133,153)	(13,756,976)
Materials and contracts	(4,532,552)	(4,359,778)	(4,489,814)	(4,814,894)	(4,867,835)	(5,308,980)	(5,308,662)	(5,558,264)	(5,755,168)	(6,143,258)	(6,404,187)	(6,543,645)	(6,737,824)	(7,103,455)	(7,286,001)
Utility charges	(567,916)	(607,672)	(650,205)	(695,721)	(744,421)	(796,528)	(852,285)	(911,943)	(975,777)	(1,044,081)	(1,117,171)	(1,195,374)	(1,279,052)	(1,368,585)	(1,464,387)
Depreciation	(7,701,922)	(7,918,839)	(8,116,678)	(8,362,610)	(8,594,479)	(8,773,691)	(8,919,126)	(9,144,234)	(9,374,886)	(9,649,029)	(9,890,138)	(10,138,751)	(10,391,014)	(10,650,586)	(10,915,622)
Finance costs	(140,027)	(134,661)	(127,119)	(124,776)	(224,924)	(259,722)	(246,107)	(240,161)	(225,473)	(210,091)	(196,361)	(235,664)	(215,636)	(197,218)	(175,384)
Insurance	(610,105)	(658,914)	(711,626)	(768,556)	(830,044)	(896,449)	(968,166)	(1,045,620)	(1,129,270)	(1,219,612)	(1,317,180)	(1,422,556)	(1,536,362)	(1,659,270)	(1,792,009)
Other expenditure	(154,284)	(159,298)	(164,474)	(169,819)	(175,339)	(181,037)	(186,921)	(192,994)	(199,265)	(205,742)	(212,427)	(219,330)	(226,459)	(233,819)	(241,419)
	(20,890,818)	(21,364,413)	(22,142,615)	(23,193,500)	(24,086,381)	(25,276,587)	(25,971,805)	(27,292,058)	(28,073,398)	(29,380,017)	(30,563,806)	(31,724,411)	(32,923,967)	(34,346,086)	(35,631,798)
	(5,125,949)	(4,836,518)	(4,821,470)	(5,109,127)	(5,019,140)	(5,250,139)	(5,038,183)	(5,425,646)	(5,271,675)	(5,711,266)	(5,968,704)	(5,975,775)	(6,086,257)	(6,373,484)	(6,457,692)
Capital grants, subsidies and contributions	6,940,174	9,435,498	4,962,588	4,535,473	5,838,248	3,934,351	3,953,411	4,043,541	4,164,847	4,289,793	4,418,487	4,606,486	4,687,572	4,844,711	4,973,046
NET RESULT	1,814,225	4,598,980	141,118	(573,654)	819,108	(1,315,788)	(1,084,772)	(1,382,105)	(1,106,828)	(1,421,473)	(1,550,217)	(1,369,289)	(1,398,685)	(1,528,773)	(1,484,646)
Other comprehensive income	5,302,705	5,573,944	5,727,128	5,847,951	6,072,993	6,243,251	6,340,249	6,459,249	6,584,826	6,713,297	6,887,192	7,039,582	7,160,015	7,298,137	7,426,629
TOTAL COMPREHENSIVE INCOME	7,116,930	10,172,924	5,868,246	5,274,297	6,892,101	4,927,463	5,255,477	5,077,144	5,477,998	5,291,824	5,336,975	5,670,293	5,761,330	5,769,364	5,941,983

Forecast Statement of Financial Position

Table 4

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35	30 June 36	30 June 37	30 June 38	30 June 39	30 June 40	30 June 41
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS															
Cash and cash equivalents	4,980,555	4,817,537	5,545,873	5,652,807	5,889,638	5,281,222	6,307,086	6,592,800	6,620,078	5,661,988	6,435,656	5,706,139	6,364,098	6,292,601	6,773,256
Financial assets	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
Trade and other receivables	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567	1,258,567
Inventories	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158	243,158
Contract assets	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191	384,191
Other assets	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009	1,117,009
TOTAL CURRENT ASSETS	7,988,680	7,825,662	8,553,998	8,660,932	8,897,763	8,289,347	9,315,211	9,600,925	9,628,203	8,670,113	9,443,781	8,714,264	9,372,223	9,300,726	9,781,381
NON-CURRENT ASSETS															
Financial assets	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002	180,002
Other receivables	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467	226,467
Inventories	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644	1,950,644
Other assets	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222	683,222
Property plant and equipment	60,736,181	61,803,386	61,955,615	64,525,986	66,272,609	67,346,524	67,204,378	67,897,571	68,950,882	69,628,001	69,514,229	70,506,648	70,579,270	71,585,810	71,794,662
Infrastructure	155,755,276	164,854,341	169,664,810	174,454,550	180,461,951	184,632,921	188,700,072	192,484,275	196,552,966	201,781,656	207,533,304	212,494,667	217,059,357	221,408,128	226,153,217
Intangible assets	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797	353,797
TOTAL NON-CURRENT ASSETS	219,885,589	230,051,859	235,014,557	242,374,668	250,128,692	255,373,577	259,298,583	263,775,979	268,897,981	274,803,791	280,441,666	286,395,448	291,032,760	296,388,071	301,342,012
TOTAL ASSETS	227,874,269	237,877,521	243,568,555	251,035,600	259,026,455	263,662,924	268,613,794	273,376,904	278,526,184	283,473,904	289,885,447	295,109,712	300,404,983	305,688,797	311,123,393
CURRENT LIABILITIES															
Trade and other payables	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501	2,292,501
Lease liabilities	38,266	40,223	39,480	40,087	42,141	44,298	41,735	43,867	46,114	47,173	45,763	48,106	49,110	51,624	0
Current portion of long-term borrowings	131,406	136,989	142,839	192,577	248,853	260,309	272,299	284,851	297,990	311,745	400,265	417,953	436,440	455,763	475,959
Employee provisions	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453	284,453
TOTAL CURRENT LIABILITIES	2,746,626	2,754,166	2,759,273	2,809,618	2,867,948	2,881,561	2,890,988	2,905,672	2,921,058	2,935,872	3,022,982	3,043,013	3,062,504	3,084,341	3,052,913
NON-CURRENT LIABILITIES															
Lease liabilities	15,989	(24,234)	(63,714)	(103,801)	(145,942)	(190,240)	(231,975)	(275,842)	(321,956)	(369,129)	(414,892)	(462,998)	(512,108)	(563,732)	(563,732)
Non-current liabilities	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500	3,932,500
Long-term borrowings	2,585,481	2,448,492	2,305,653	4,488,143	5,570,708	5,310,399	5,038,100	4,753,249	4,455,259	4,143,514	5,176,735	4,758,782	4,322,342	3,866,579	3,390,620
Employee provisions	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524	244,524
Other provisions	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239	2,149,239
TOTAL NON-CURRENT LIABILITIES	8,927,733	8,750,521	8,568,202	10,710,605	11,751,029	11,446,422	11,132,388	10,803,670	10,459,566	10,100,648	11,088,106	10,622,047	10,136,497	9,629,110	9,153,151
TOTAL LIABILITIES	11,674,359	11,504,687	11,327,475	13,520,223	14,618,977	14,327,983	14,023,376	13,709,342	13,380,624	13,036,520	14,111,088	13,665,060	13,199,001	12,713,451	12,206,064
NET ASSETS	216,199,910	226,372,834	232,241,080	237,515,377	244,407,478	249,334,941	254,590,418	259,667,562	265,145,560	270,437,384	275,774,359	281,444,652	287,205,982	292,975,346	298,917,329
EQUITY															
Retained surplus	32,277,135	37,039,133	36,451,915	35,771,327	36,353,604	35,646,232	33,535,595	31,867,776	30,733,670	30,270,286	27,946,402	27,306,630	25,249,986	23,792,710	21,827,409
Reserve accounts	5,696,179	5,533,161	6,261,497	6,368,431	6,605,262	5,996,846	7,022,711	7,308,425	7,335,703	6,377,614	7,151,281	6,421,764	7,079,723	7,008,226	7,488,881
Asset revaluation surplus	178,226,596	183,800,540	189,527,668	195,375,619	201,448,612	207,691,863	214,032,112	220,491,361	227,076,187	233,789,484	240,676,676	247,716,258	254,876,273	262,174,410	269,601,039
TOTAL EQUITY	216,199,910	226,372,834	232,241,080	237,515,377	244,407,478	249,334,941	254,590,418	259,667,562	265,145,560	270,437,384	275,774,359	281,444,652	287,205,982	292,975,346	298,917,329

Forecast Statement of Cashflows

Table 5

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Cash flows from operating activities															
Receipts															
Rates	9,045,941	9,571,125	10,127,405	10,642,262	11,362,842	12,046,689	12,689,425	13,306,325	13,933,236	14,486,902	15,112,657	15,909,971	16,667,603	17,423,063	18,249,557
Grants, subsidies and contributions	3,377,282	3,487,044	3,600,373	3,717,388	3,838,202	3,962,942	4,091,739	4,224,720	4,362,024	4,503,790	4,650,161	4,801,290	4,957,331	5,118,445	5,284,794
Fees and charges	2,882,181	3,004,677	3,132,377	3,265,506	3,404,288	3,548,968	3,699,799	3,857,042	4,020,974	4,191,866	4,370,021	4,555,748	4,749,363	4,951,207	5,161,629
Interest revenue	458,947	464,514	460,438	458,647	461,320	467,241	452,031	477,677	484,820	485,502	461,550	480,891	462,653	479,102	477,315
Other revenue	518	535	552	570	589	608	628	648	669	691	713	736	760	785	811
	15,764,869	16,527,895	17,321,145	18,084,373	19,067,241	20,026,448	20,933,622	21,866,412	22,801,723	23,668,751	24,595,102	25,748,636	26,837,710	27,972,602	29,174,106
Payments															
Employee costs	(7,184,012)	(7,525,251)	(7,882,699)	(8,257,124)	(8,649,339)	(9,060,180)	(9,490,538)	(10,198,842)	(10,413,559)	(10,908,204)	(11,426,342)	(11,969,091)	(12,537,620)	(13,133,153)	(13,756,976)
Materials and contracts	(4,532,552)	(4,359,778)	(4,489,814)	(4,814,894)	(4,867,835)	(5,308,980)	(5,308,662)	(5,558,264)	(5,755,168)	(6,143,258)	(6,404,187)	(6,543,645)	(6,737,824)	(7,103,455)	(7,286,001)
Utility charges	(567,916)	(607,672)	(650,205)	(695,721)	(744,421)	(796,528)	(852,285)	(911,943)	(975,777)	(1,044,081)	(1,117,171)	(1,195,374)	(1,279,052)	(1,368,585)	(1,464,387)
Finance costs	(140,027)	(134,661)	(127,119)	(124,776)	(224,924)	(259,722)	(246,107)	(240,161)	(225,473)	(210,091)	(196,361)	(235,664)	(215,636)	(197,218)	(175,384)
Insurance	(610,105)	(658,914)	(711,626)	(768,556)	(830,044)	(896,449)	(968,166)	(1,045,620)	(1,129,270)	(1,219,612)	(1,317,180)	(1,422,556)	(1,536,362)	(1,659,270)	(1,792,009)
Other expenditure	(154,284)	(159,298)	(164,474)	(169,819)	(175,339)	(181,037)	(186,921)	(192,994)	(199,265)	(205,742)	(212,427)	(219,330)	(226,459)	(233,819)	(241,419)
	(13,188,896)	(13,445,574)	(14,025,937)	(14,830,890)	(15,491,902)	(16,502,896)	(17,052,679)	(18,147,824)	(18,698,512)	(19,730,988)	(20,673,668)	(21,585,660)	(22,532,953)	(23,695,500)	(24,716,176)
Net cash provided by (used in) operating activities	2,575,973	3,082,321	3,295,208	3,253,483	3,575,339	3,523,552	3,880,943	3,718,588	4,103,211	3,937,763	3,921,434	4,162,976	4,304,757	4,277,102	4,457,930
Cash flows from investing activities															
Payments for purchase of property, plant & equipment	(2,704,797)	(1,857,450)	(938,786)	(3,453,332)	(2,645,169)	(2,102,054)	(469,959)	(1,838,746)	(2,007,045)	(1,943,228)	(830,432)	(2,061,832)	(1,246,034)	(2,333,152)	(1,398,815)
Payments for construction of infrastructure	(6,582,186)	(10,902,551)	(6,623,958)	(6,653,404)	(7,879,872)	(6,093,973)	(6,059,369)	(5,845,613)	(6,199,771)	(7,474,670)	(8,006,381)	(7,278,003)	(6,957,480)	(6,827,668)	(7,305,230)
Proceeds from capital grants, subsidies and contributions	6,940,174	9,435,498	4,962,588	4,535,473	5,838,248	3,934,351	3,953,411	4,043,541	4,164,847	4,289,793	4,418,487	4,606,486	4,687,572	4,844,711	4,973,046
Proceeds from self supporting loans	5,346	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from sale of plant & equipment	156,880	248,836	210,496	231,966	249,531	420,702	25,446	521,978	294,754	576,357	195,991	286,884	335,203	453,060	261,111
Net cash provided by (used in) investing activities	(2,184,583)	(3,075,667)	(2,389,660)	(5,339,297)	(4,437,262)	(3,840,974)	(2,550,471)	(3,118,840)	(3,747,215)	(4,551,748)	(4,222,335)	(4,446,465)	(3,180,739)	(3,863,049)	(3,469,888)
Cash flows from financing activities															
Repayment of debentures	(131,420)	(131,406)	(136,989)	(142,839)	(192,577)	(248,853)	(260,309)	(272,299)	(284,851)	(297,990)	(311,745)	(400,265)	(417,953)	(436,440)	(455,763)
Repayment of leases	(34,360)	(38,266)	(40,223)	(39,480)	(40,087)	(42,141)	(44,298)	(41,735)	(43,867)	(46,114)	(47,173)	(45,763)	(48,106)	(49,110)	(51,624)
Proceeds from new debentures	0	0	0	2,375,067	1,331,418	0	0	0	0	0	1,433,486	0	0	0	0
Net cash provided by (used in) financing activities	(165,780)	(169,672)	(177,212)	2,192,748	1,098,754	(290,994)	(304,607)	(314,034)	(328,718)	(344,104)	1,074,568	(446,028)	(466,059)	(485,550)	(507,387)
Net increase (decrease) in cash held	225,610	(163,018)	728,336	106,934	236,831	(608,416)	1,025,865	285,714	27,278	(958,089)	773,667	(729,517)	657,959	(71,497)	480,655
Cash at beginning of year	4,754,945	4,980,555	4,817,537	5,545,873	5,652,807	5,889,638	5,281,222	6,307,086	6,592,800	6,620,078	5,661,988	6,435,656	5,706,139	6,364,098	6,292,601
Cash and cash equivalents at the end of year	4,980,555	4,817,537	5,545,873	5,652,807	5,889,638	5,281,222	6,307,087	6,592,800	6,620,078	5,661,989	6,435,655	5,706,139	6,364,098	6,292,601	6,773,256

Forecast Statement of Financial Activity

Table 6

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
FUNDING FROM OPERATIONAL ACTIVITIES															
Revenues															
Rates	9,045,941	9,571,125	10,127,405	10,642,262	11,362,842	12,046,689	12,689,425	13,306,325	13,933,236	14,486,902	15,112,657	15,909,971	16,667,603	17,423,063	18,249,557
Grants, subsidies and contributions	3,377,282	3,487,044	3,600,373	3,717,388	3,838,202	3,962,942	4,091,739	4,224,720	4,362,024	4,503,790	4,650,161	4,801,290	4,957,331	5,118,445	5,284,794
Fees and charges	2,882,181	3,004,677	3,132,377	3,265,506	3,404,288	3,548,968	3,699,799	3,857,042	4,020,974	4,191,866	4,370,021	4,555,748	4,749,363	4,951,207	5,161,629
Interest revenue	458,947	464,514	460,438	458,647	461,320	467,241	452,031	477,677	484,820	485,502	461,550	480,891	462,653	479,102	477,315
Other revenue	518	535	552	570	589	608	628	648	669	691	713	736	760	785	811
	15,764,869	16,527,895	17,321,145	18,084,373	19,067,241	20,026,448	20,933,622	21,866,412	22,801,723	23,668,751	24,595,102	25,748,636	26,837,710	27,972,602	29,174,106
Expenses															
Employee costs	(7,184,012)	(7,525,251)	(7,882,699)	(8,257,124)	(8,649,339)	(9,060,180)	(9,490,538)	(10,198,842)	(10,413,559)	(10,908,204)	(11,426,342)	(11,969,091)	(12,537,620)	(13,133,153)	(13,756,976)
Materials and contracts	(4,532,552)	(4,359,778)	(4,489,814)	(4,814,894)	(4,867,835)	(5,308,980)	(5,308,662)	(5,558,264)	(5,755,168)	(6,143,258)	(6,404,187)	(6,543,645)	(6,737,824)	(7,103,455)	(7,286,001)
Utility charges (electricity, gas, water etc.)	(567,916)	(607,672)	(650,205)	(695,721)	(744,421)	(796,528)	(852,285)	(911,943)	(975,777)	(1,044,081)	(1,117,171)	(1,195,374)	(1,279,052)	(1,368,585)	(1,464,387)
Depreciation	(7,701,922)	(7,918,839)	(8,116,678)	(8,362,610)	(8,594,479)	(8,773,691)	(8,919,126)	(9,144,234)	(9,374,886)	(9,649,029)	(9,890,138)	(10,138,751)	(10,391,014)	(10,650,586)	(10,915,622)
Finance costs	(140,027)	(134,661)	(127,119)	(124,776)	(224,924)	(259,722)	(246,107)	(240,161)	(225,473)	(210,091)	(196,361)	(235,664)	(215,636)	(197,218)	(175,384)
Insurance	(610,105)	(658,914)	(711,626)	(768,556)	(830,044)	(896,449)	(968,166)	(1,045,620)	(1,129,270)	(1,219,612)	(1,317,180)	(1,422,556)	(1,536,362)	(1,659,270)	(1,792,009)
Other expenditure	(154,284)	(159,298)	(164,474)	(169,819)	(175,339)	(186,921)	(192,994)	(199,265)	(205,742)	(212,427)	(219,330)	(226,459)	(233,819)	(241,419)	
	(20,890,818)	(21,364,413)	(22,142,615)	(23,193,500)	(24,086,381)	(25,276,587)	(25,971,805)	(27,292,058)	(28,073,398)	(29,380,017)	(30,563,806)	(31,724,411)	(32,923,967)	(34,346,086)	(35,631,798)
	(5,125,949)	(4,836,518)	(4,821,470)	(5,109,127)	(5,019,140)	(5,250,139)	(5,038,183)	(5,425,646)	(5,271,675)	(5,711,266)	(5,968,704)	(5,975,775)	(6,086,257)	(6,373,484)	(6,457,692)
Funding position adjustments															
Depreciation	7,701,922	7,918,839	8,116,678	8,362,610	8,594,479	8,773,691	8,919,126	9,144,234	9,374,886	9,649,029	9,890,138	10,138,751	10,391,014	10,650,586	10,915,622
Net funding from operational activities	2,575,973	3,082,321	3,295,208	3,253,483	3,575,339	3,523,552	3,880,943	3,718,588	4,103,211	3,937,763	3,921,434	4,162,976	4,304,757	4,277,102	4,457,930
FUNDING FROM CAPITAL ACTIVITIES															
Inflows															
Proceeds on disposal	156,880	248,836	210,496	231,966	249,531	420,702	25,446	521,978	294,754	576,357	195,991	286,884	335,203	453,060	261,111
Capital grants, subsidies and contributions	6,940,174	9,435,498	4,962,588	4,535,473	5,838,248	3,934,351	3,953,411	4,043,541	4,164,847	4,289,793	4,418,487	4,606,486	4,687,572	4,844,711	4,973,046
Outflows															
Purchase of property plant and equipment	(2,704,797)	(1,857,450)	(938,786)	(3,453,332)	(2,645,169)	(2,102,054)	(469,959)	(1,838,746)	(2,007,045)	(1,943,228)	(830,432)	(2,061,832)	(1,246,034)	(2,333,152)	(1,398,815)
Purchase of infrastructure	(6,582,186)	(10,902,551)	(6,623,958)	(6,653,404)	(7,879,872)	(6,093,973)	(6,059,369)	(5,845,613)	(6,199,771)	(7,474,740)	(8,006,381)	(7,278,003)	(6,957,480)	(6,827,668)	(7,305,230)
Net funding from capital activities	(2,189,929)	(3,075,667)	(2,389,660)	(5,339,297)	(4,437,262)	(3,840,974)	(2,550,471)	(3,118,840)	(3,747,215)	(4,551,748)	(4,222,335)	(4,446,465)	(3,180,739)	(3,863,049)	(3,469,888)
FUNDING FROM FINANCING ACTIVITIES															
Inflows															
Transfer from reserves	1,830,790	2,346,918	1,586,064	2,272,466	2,245,069	3,190,316	1,659,035	2,484,186	2,791,122	3,712,524	1,928,233	3,431,417	2,053,941	2,783,397	2,241,245
New borrowings	0	0	0	2,375,067	1,331,418	0	0	0	0	0	1,433,486	0	0	0	0
Self supporting loan	5,346	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outflows															
Transfer to reserves	(2,056,400)	(2,183,900)	(2,314,400)	(2,379,400)	(2,481,900)	(2,581,900)	(2,684,900)	(2,769,900)	(2,818,400)	(2,754,435)	(2,701,900)	(2,701,900)	(2,711,900)	(2,711,900)	(2,721,900)
Repayment of past borrowings	(131,420)	(131,406)	(136,989)	(142,839)	(192,577)	(248,853)	(260,309)	(272,299)	(284,851)	(297,990)	(311,745)	(400,265)	(417,953)	(436,440)	(455,763)
Principal elements of finance lease payments	(34,360)	(38,266)	(40,223)	(39,480)	(40,087)	(42,141)	(44,298)	(41,735)	(43,867)	(46,114)	(47,173)	(45,763)	(48,106)	(49,110)	(51,624)
Net funding from financing activities	(386,044)	(6,654)	(905,548)	2,085,814	861,923	317,422	(1,330,472)	(599,748)	(355,996)	613,985	300,901	283,489	(1,124,018)	(414,053)	(988,042)
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

11. CAPITAL WORKS PROGRAM

The capital works program aims to meet infrastructure service requirements of the Shire. Renewal or upgrade of existing infrastructure and the creation of new assets identified in the Shire’s asset management plans have been included in developing this plan.

Providing sufficient funding for the maintenance and renewal of assets is an essential part of the LTFP. The development and continued maturing of the Shire’s asset management planning framework has identified that historical funding levels have not been sufficient to meet future asset renewal obligations. Unless this is addressed, it leaves the Shire with a shortfall of sustainable own source funding to adequately maintain its asset portfolio, and to develop new assets to remain responsive to evolving community expectations.

This position cannot be regained quickly, the LTFP identifies a long-term strategy to inform the formulation of future Annual Budgets.

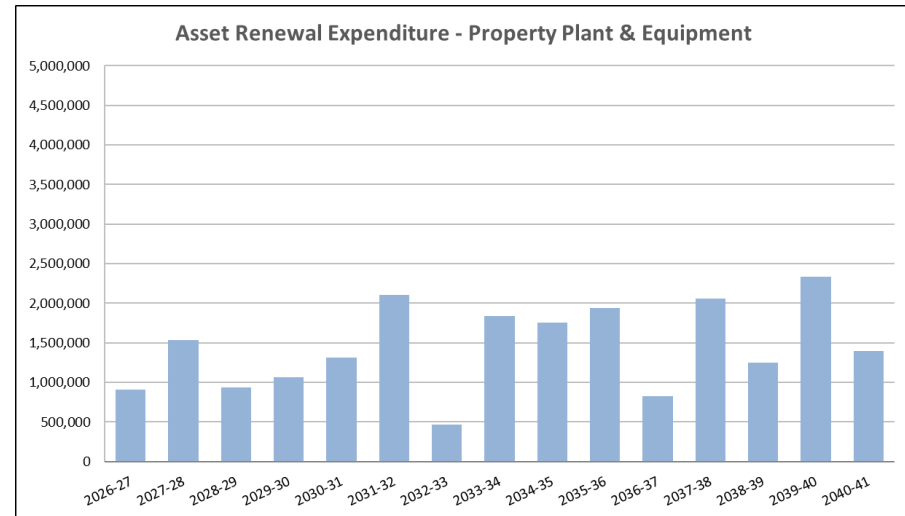


Figure 4

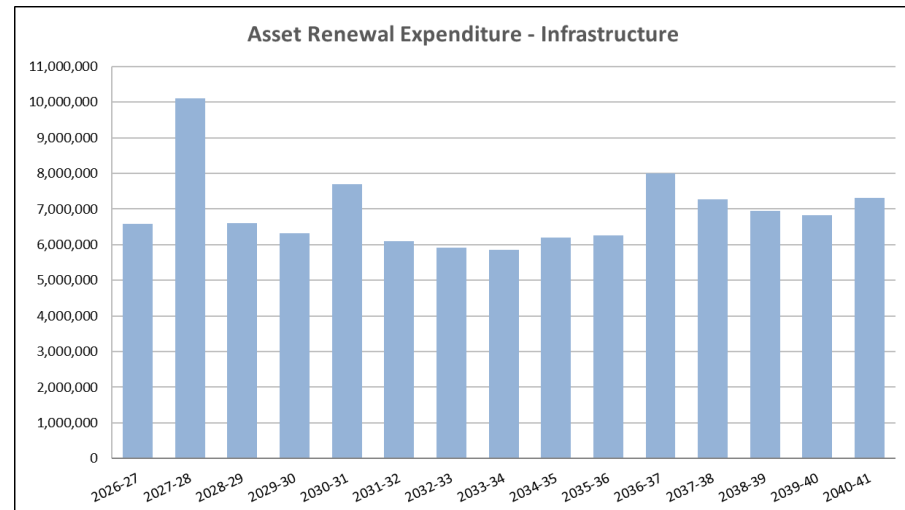


Figure 5

Forecast Statement of Movements in Fixed Assets

Table 7

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
CAPITAL WORKS - INFRASTRUCTURE															
Infrastructure - roads	4,172,769	4,297,952	4,426,891	4,559,697	4,696,488	4,837,383	4,982,504	5,131,980	5,285,939	5,444,517	5,607,853	5,776,088	5,949,371	6,127,852	6,311,688
Infrastructure - footpaths	50,000	75,000	100,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Infrastructure - bridges	2,167,135	5,567,467	1,577,096	1,226,817	2,248,468	262,876	150,116	91,314	366,756	131,397	83,109	147,012	165,107	469,098	190,738
Infrastructure - other	192,282	962,132	519,972	741,890	809,916	868,714	801,749	497,319	422,076	1,773,756	2,190,419	1,229,903	718,002	105,718	677,804
Total capital works - infrastructure	6,582,186	10,902,551	6,623,958	6,653,404	7,879,873	6,093,973	6,059,370	5,845,613	6,199,770	7,474,670	8,006,380	7,278,003	6,957,480	6,827,668	7,305,230
Represented by:															
Additions - expansion, upgrades and new	0	786,997	24,348	327,400	183,507	0	134,976	0	0	1,205,921	0	0	0	0	0
Additions - renewal	6,582,186	10,115,554	6,599,610	6,326,004	7,696,365	6,093,973	5,924,393	5,845,613	6,199,771	6,268,749	8,006,381	7,278,003	6,957,480	6,827,668	7,305,230
Total Capital Works - Infrastructure	6,582,186	10,902,551	6,623,958	6,653,404	7,879,872	6,093,973	6,059,369	5,845,613	6,199,771	7,474,670	8,006,381	7,278,003	6,957,480	6,827,668	7,305,230
Asset movement reconciliation															
Total capital works infrastructure	6,582,186	10,902,551	6,623,958	6,653,404	7,879,873	6,093,973	6,059,370	5,845,613	6,199,770	7,474,670	8,006,380	7,278,003	6,957,480	6,827,668	7,305,230
Depreciation infrastructure	(5,779,095)	(5,950,257)	(6,099,838)	(6,263,436)	(6,426,243)	(6,586,901)	(6,756,150)	(6,925,053)	(7,098,180)	(7,316,522)	(7,499,435)	(7,686,922)	(7,879,094)	(8,076,072)	(8,277,974)
Revaluation of infrastructure assets (inflation)	3,939,863	4,146,771	4,286,349	4,399,772	4,553,772	4,663,898	4,763,932	4,863,643	4,967,100	5,070,542	5,244,702	5,370,282	5,486,304	5,597,175	5,717,833
Net movement in infrastructure assets	4,742,954	9,099,065	4,810,469	4,789,740	6,007,402	4,170,970	4,067,152	3,784,203	4,068,690	5,228,690	5,751,647	4,961,363	4,564,690	4,348,771	4,745,089
CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT															
Buildings - non-specialised	2,153,970	1,296,991	379,333	2,625,566	1,994,046	547,098	419,068	437,154	1,145,973	450,815	399,066	906,476	270,027	880,131	594,488
Plant and equipment	550,827	560,459	559,453	827,766	651,123	1,554,956	50,891	1,401,592	861,072	1,492,413	431,366	1,155,356	976,007	1,453,021	804,327
Total capital works property, plant and equipment	2,704,797	1,857,450	938,786	3,453,332	2,645,169	2,102,054	469,959	1,838,746	2,007,045	1,943,228	830,432	2,061,832	1,246,034	2,333,152	1,398,815
Represented by:															
Additions - expansion, upgrades and new	1,800,000	318,996	0	2,387,690	1,331,418	0	0	0	248,624	0	0	0	0	0	0
Additions - renewal	904,797	1,538,454	938,786	1,065,642	1,313,751	2,102,054	469,959	1,838,746	1,758,421	1,943,228	830,432	2,061,832	1,246,034	2,333,152	1,398,815
Total capital works property, plant and equipment	2,704,797	1,857,450	938,786	3,453,332	2,645,169	2,102,054	469,959	1,838,746	2,007,045	1,943,228	830,432	2,061,832	1,246,034	2,333,152	1,398,815
Asset movement reconciliation															
Total capital works property, plant and equipment	2,704,797	1,857,450	938,786	3,453,332	2,645,169	2,102,054	469,959	1,838,746	2,007,045	1,943,228	830,432	2,061,832	1,246,034	2,333,152	1,398,815
Depreciation property, plant and equipment	(1,879,212)	(1,930,249)	(1,978,507)	(2,058,341)	(2,126,736)	(2,145,290)	(2,121,476)	(2,174,514)	(2,232,039)	(2,287,840)	(2,345,036)	(2,403,662)	(2,463,753)	(2,525,347)	(2,588,481)
Net book value of disposed/written off assets	(156,880)	(248,836)	(210,496)	(231,966)	(249,531)	(420,702)	(25,446)	(521,978)	(294,754)	(576,357)	(195,991)	(286,884)	(335,203)	(453,060)	(261,111)
Revaluation of property, plant and equipment (inflation)	1,362,842	1,427,173	1,440,779	1,448,179	1,519,221	1,579,353	1,576,317	1,595,606	1,617,726	1,642,755	1,642,490	1,669,300	1,673,711	1,700,962	1,708,796
Net movement in property, plant and equipment	2,031,547	1,105,538	190,562	2,611,204	1,788,123	1,115,415	(100,646)	737,860	1,097,978	721,786	(68,105)	1,040,586	120,789	1,055,707	258,019
Asset movement reconciliation															
Depreciation right of use assets	(43,615)	(38,333)	(38,333)	(40,833)	(41,500)	(41,500)	(41,500)	(44,667)	(44,667)	(44,667)	(45,667)	(48,167)	(48,167)	(49,167)	(49,167)
Net movement in right of use assets	(43,615)	(38,333)	(38,333)	(40,833)	(41,500)	(41,500)	(41,500)	(44,667)	(44,667)	(44,667)	(45,667)	(48,167)	(48,167)	(49,167)	(49,167)

Forecast Statement of Movements in Fixed Assets (cont.)

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PLANNED CAPITAL EXPENDITURE															
Expansion, Upgrades and New	1,800,000	1,105,993	24,348	2,715,090	1,514,925	0	134,976	0	248,624	1,205,921	0	0	0	0	0
Renewal	7,486,983	11,654,008	7,538,396	7,391,646	9,010,116	8,196,027	6,394,352	7,684,359	7,958,192	8,211,977	8,836,813	9,339,835	8,203,514	9,160,820	8,704,045
TOTAL CAPITAL EXPENDITURE	9,286,983	12,760,001	7,562,744	10,106,736	10,525,041	8,196,027	6,529,328	7,684,359	8,206,816	9,417,898	8,836,813	9,339,835	8,203,514	9,160,820	8,704,045
CAPITAL WORKS - TOTALS															
Capital works															
Total capital works infrastructure	6,582,186	10,902,551	6,623,958	6,653,404	7,879,873	6,093,973	6,059,370	5,845,613	6,199,770	7,474,670	8,006,380	7,278,003	6,957,480	6,827,668	7,305,230
Total capital works property, plant and equipment	2,704,797	1,857,450	938,786	3,453,332	2,645,169	2,102,054	469,959	1,838,746	2,007,045	1,943,228	830,432	2,061,832	1,246,034	2,333,152	1,398,815
Total capital works	9,286,983	12,760,001	7,562,744	10,106,736	10,525,042	8,196,027	6,529,329	7,684,359	8,206,815	9,417,898	8,836,812	9,339,835	8,203,514	9,160,820	8,704,045

12. BORROWINGS

The majority of the Shire’s assets are long life assets, and the future benefit of these assets are used for future generations. Therefore, borrowings are considered as a funding source to support the provision of these intergenerational projects and distribute the development cost across future periods to those who benefit from the asset.

The LTFP provides for borrowings for the following over the period of the plan.

Table 8

Year	Project	Amount
2029/30	Administration Centre – Upgrade / Extensions	\$2,375,067
2030/31	Transfer Station Development – Donnybrook Waste Management Facility	\$1,331,418
2036/37	Apple Funpark – Renewal of Equipment	\$1,443,486

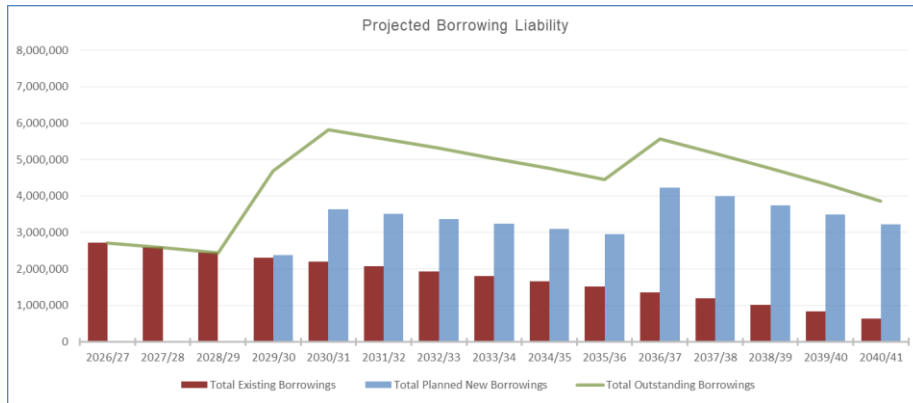


Figure 6

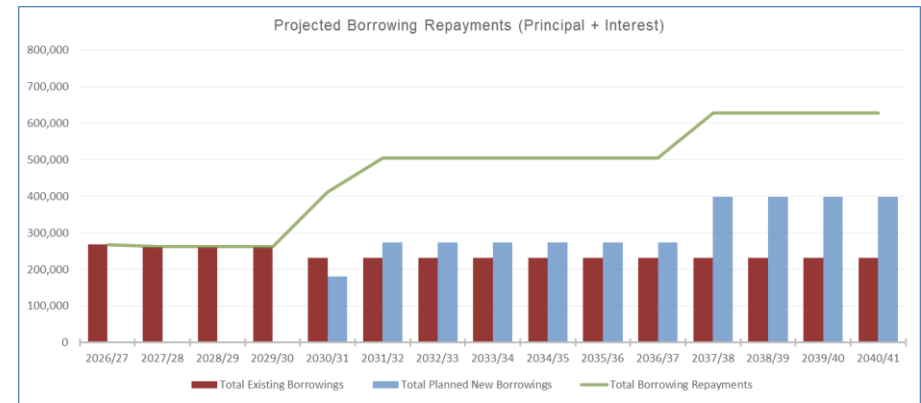


Figure 7

13. CASH RESERVES

The Shire maintains cash reserves for a variety of purposes.

- a) to set aside funds to meet obligations in future financial periods.
- b) to provide funds for future asset renewal / development.
- c) to reduce the reliance on borrowings by accumulating funds for specific projects.

Where relevant, reserves are supported by comprehensive plans that detail future funding requirements and the necessary annual allocations to reserves.

Information Technology Reserve

Purpose - To accumulate funds for the acquisition and replacement of Information Technology equipment and software.

Funding - Per adopted Annual Budget allocation.

Recreation Centre Equipment Reserve

Purpose - To accumulate funds for the acquisition and replacement of fitness equipment at the Recreation Centre.

Funding - Per adopted Annual Budget allocation.

Vehicle Reserve

Purpose - To accumulate funds for the acquisition and replacement of Council's vehicle fleet.

Funding - Per adopted Annual Budget allocation.

Building Reserve

Purpose - To accumulate funds for the construction, renewal and major maintenance of Council buildings.

Funding - Per adopted Annual Budget allocation.

Pathways Reserve

Purpose - To accumulate funds for the construction, renewal and major maintenance of pathways.

Funding - Per adopted Annual Budget allocation.

Small Plant & Equipment (Works) Reserve

Purpose - Established to accumulate funds for the acquisition and replacement of Council's small works plant & equipment.

Funding - Per adopted Annual Budget allocation.

Drainage & Storm Water Reserve

Purpose - Established to accumulate funds for the construction, renewal and major maintenance of drainage infrastructure.

Funding - Per adopted Annual Budget allocation.

Parks & Reserves Reserve

Purpose - Established to accumulate funds for the construction, renewal and major maintenance of parks & reserves infrastructure.

Funding - Per adopted Annual Budget allocation.

Roadworks Reserve

Purpose - Established to accumulate funds for the construction, renewal and major maintenance of road infrastructure.

Funding - Per adopted Annual Budget allocation.

Employee Entitlements Reserve

Purpose - Established to provide for the payment of annual leave, long service leave, personal leave, and grandfathered gratuity scheme entitlements.

Funding - Per adopted Annual Budget allocation.

27 Pay Periods

Purpose - Established to provide funds for the additional cash outlay in each eleventh year when 27 pay fortnights occur instead of the normal 26.

Funding - Per adopted Annual Budget allocation.

Revaluation Reserve

Purpose - Established to accumulate funds for;

a) Asset Revaluations

b) Rates Gross Rental Valuation - General Revaluation

Funding - Per adopted Annual Budget allocation.

Strategic Planning Studies Reserve

Purpose - Established to accumulate funds for engaging strategic studies / reports.

Funding - Per adopted Annual Budget allocation.

Council Elections Reserve

Purpose - Established to accumulate funds for Council postal elections

Funding - Per adopted Annual Budget allocation.

Waste Management Reserve

Purpose - To receive funds collected from Council's Waste Management Levy for the purpose of providing waste management facilities.

Funding - Per adopted Annual Budget allocation.

Arbuthnott Scholarship Reserve

Purpose - To fund the payment of the Arbuthnott Scholarship

Funding - Actual investment interest revenue from funds held in the Arbuthnott Scholarship Reserve account.

Land Development Reserve

Purpose - To fund the purchase of land for future community purposes

Funding - Net surplus from land development activities undertaken by the Shire.

Preston Village Exit Deferred Management Fee Reserve

Purpose - Established to accumulate Preston Village Exit Deferred Management Fees as contribution towards funding the lease liability.

Funding - Net surplus from land development activities undertaken by the Shire.

Preston Village Reserve Fund Contribution Reserve

Purpose - To accumulate the Preston Village Reserve Fund Contribution for purposes prescribed within the Residence Contract.

Funding - Actual Reserve Fund Contribution paid by the resident under the Retirement Villages Regulations 1992 and Residence Contract.

Minninup Cottages 1-4 Surplus Reserve

Purpose - To accumulate surplus income of units 1-4 for the purposes of unit maintenance, renewal and upgrades.

Funding - Actual annual operating surplus of Minninup Cottages 1-4.

Minninup Cottages 5-12 Surplus Reserve

Purpose - To accumulate surplus income of units 5-12 for the purposes of unit maintenance, renewal and upgrades.

Funding - Actual annual operating surplus of Minninup Cottages 5-12.

Langley Villas 1-9 Surplus Reserve

Purpose - To accumulate surplus income of units 1-9 for purposes prescribed in the Joint Venture Agreement.

Funding - Actual annual operating surplus of Langley Villas 1-9.

Minninup Cottages 5-12 Long Term Maintenance Reserve

Purpose - To accumulate funds for units 5-12 prescribed under the Joint Venture Agreement for the purposes of property maintenance.

Funding - Annual Budget allocation per prescribed amount in Joint Venture Agreement for units 5-12.

Langley Villas 1-9 Long Term Maintenance Reserve

Purpose - To accumulate funds for units 1-9 prescribed under the Joint Venture Agreement for the purposes of property maintenance.

Funding - Annual Budget allocation per prescribed amount in Joint Venture Agreement for units 1-9.

POS – Donnybrook

Purpose - To hold payments in lieu of public open space for the general locality of the Donnybrook townsite in accordance with the Planning and Development Act 2005.

Funding - Payments received in lieu of public open space for the general locality of the Donnybrook townsite in accordance with the Planning and Development Act 2005.

POS – Balingup

Purpose - To hold payments in lieu of public open space for the general locality of the Balingup townsite in accordance with the Planning and Development Act 2005.

Funding - Payments received in lieu of public open space for the general locality of the Balingup townsite in accordance with the Planning and Development Act 2005.

POS – Kirup

Purpose - To hold payments in lieu of public open space for the general locality of the Kirup townsite in accordance with the Planning and Development Act 2005.

Funding - Payments received in lieu of public open space for the general locality of the Kirup townsite in accordance with the Planning and Development Act 2005.

Emergency Response & Recovery Reserve

Purpose - To fund initiatives and activities associated with the Shire's response and recovery from the COVID-19 pandemic.

Funding - Per adopted Annual Budget allocation. (Annual Budget informed by the Source Plan).

Carried Forward Projects Reserve

Purpose - Established to accumulate funds from projects carried into future financial years.

Funding - Unspent project funds carried forward into future financial year.

Bridges Reserve

Purpose - Established to accumulate funds for the construction, renewal and maintenance of bridge infrastructure.

Funding - Actual project expenditure funded by the reserve fund per adopted Annual Budget.

Strategic Projects Reserve

Purpose - Established to accumulate funds for strategic projects.

Funding - Actual project expenditure funded by the reserve fund per adopted Annual Budget.



Figure 6

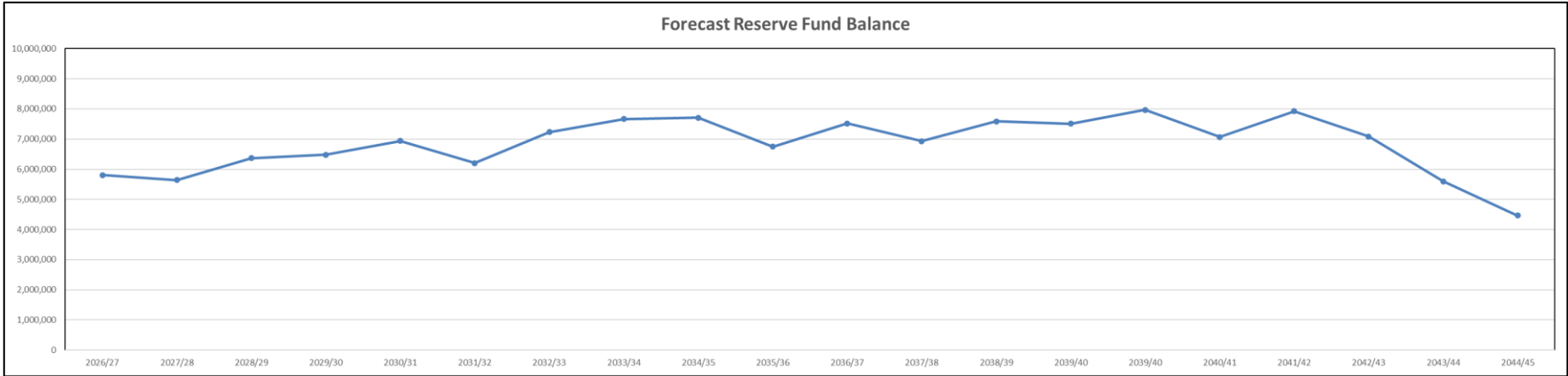


Figure 9



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