

SHIRE BOYUP BROOK LONG TERM FINANCIAL PLAN 2017-2027

Purpose of the Plan

The Shire of Boyup Brook's Long Term Financial Plan (LTFP) is an important component of Council's strategic planning process, as the Plan:

- ⇒ aligns with Council's Strategic Community Plan;
- ⇒ is an informing document for the Corporate Business Plan; and
- ⇒ will form the basis for the preparation of Council's Annual Budgets.

The Strategic Community Plan details the community's long term aspirations, however they can only be achieved if sufficient resources like: money; people; and assets are allocated. The Long Term Financial Plan (LTFP) costs the community's aspirations against the financial realities.

As this LTFP covers a 10 year planning period (2017-18 to 2026-27), naturally it would not be set in concrete. Rather, the Plan allows for the modelling of various outcomes based on a range of assumptions, and assesses the Council's revenue capacity against community demands and proposed service levels. The Plan will also -

- ⇒ Demonstrate greater accountability and transparency to the community;
- ⇒ Link to various plans, such as the Strategic Community Plan, Corporate Business Plan, Asset Management Plan, Workforce Plan and Annual Budget.
- ⇒ Assess the financial sustainability of the Shire; and
- ⇒ Identify potential financial issues and their long term impact.

Key Statistics

The following table provides a snapshot of the Shire of Boyup Brook at 2017-18:

Distance from Perth (km)	270
Area (sq km)	2,838
Population (est)	1,715
Number of Electors	1,177
Number of Dwellings	811
Total Rates Levied 2017-18	\$2,658,515
-Total Operating Revenue	\$4,953,465
Number of Employees	30

Our Place

The Shire covers an area of 2,838 km² and the town of Boyup Brook is an agricultural service centre with its associated complement of secondary industries (manufacturing), and tertiary or service industries (consumers and government). Also within its boundaries are several small localities such as Wilga, Mayanup, Diminup, Chowrup, Tonebridge and Kulikup.

Our Community

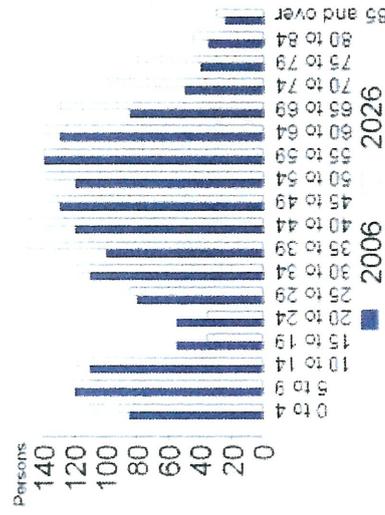
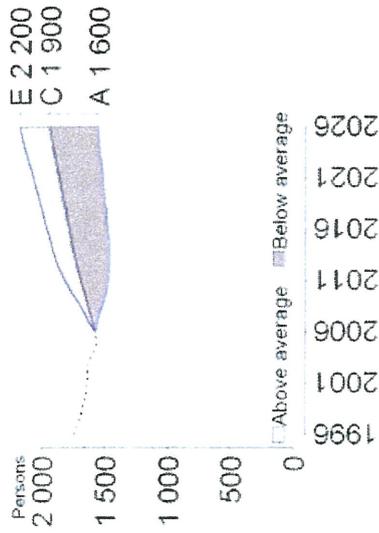
There are an estimated 1,715 people who call the Shire of Boyup Brook home, with many of them living within the town of Boyup Brook itself. They are well supplied by excellent facilities including schools, sporting clubs, swimming pool, health and other community services.

Western Australia Tomorrow Population Report No. 7¹ estimates the population growth as follows:

¹ Western Australia Tomorrow Population Report No. 7. WA Planning Commission, August 2011

Boyup Brook (S)

	Band A	Band C	Band E
2006	1 600	1 600	1 600
2007	1 600	1 600	1 600
2008	1 500	1 600	1 700
2009	1 500	1 600	1 700
2010	1 500	1 700	1 800
2011	1 500	1 700	1 800
2012	1 500	1 700	1 900
2013	1 500	1 700	1 900
2014	1 500	1 800	1 900
2015	1 500	1 800	1 900
2016	1 500	1 800	2 000
2017	1 500	1 800	2 000
2018	1 500	1 800	2 000
2019	1 500	1 800	2 000
2020	1 500	1 800	2 000
2021	1 500	1 900	2 100
2022	1 500	1 900	2 100
2023	1 500	1 900	2 100
2024	1 500	1 900	2 100
2025	1 500	1 900	2 200
2026	1 600	1 900	2 200



Our Services

The Shire of Boyup Brook provides an extensive range of services to the community which fall into the following programs prescribed under the *Local Government (Financial Management) Regulations 1996*. Estimates of expenditure and income have been calculated for each of these programs in this LTFP:

Governance – relates to the support of members of Council (councillors) and administration and operation of services and facilities to support the Council's function.

General Purpose Funding – expenses and income associated with levying and collecting rates, general purpose grants and interest from investments.

Law, Order and Public Safety – covers expenses and income principally associated with Shire Rangers. This includes administration and implementation of various local laws, animal control (licensing and enforcement), fire prevention and emergency services.

Health – operation of child health clinics and immunisation services in Bayview, monitoring of food quality and licensing of food premises and pest control measures (mosquito control).

Education and Welfare - operation of day care centres and pre-schools in Bayview and the senior citizens' centre and meals on wheels services. **Community Amenities** – principally covers operations of waste services (rubbish collection, disposal and recycling), town planning and development and urban stormwater drainage functions.

Recreation and Culture – maintenance of halls, the Bayview Indoor Sports and Aquatic Centre, various sports grounds, ovals, parks and reserves throughout the district. The operation of the three libraries and the cultural centre are also included.

Transport – maintenance of streets, roads, bridges, parking areas and footpaths including street cleaning and lighting of streets. Costs associated with operation of the works depot are also included.

Economic Services – building control services (licences), support for the local tourist centre, area promotion and economic development initiatives under taken by the Shire.

Other Property and Services – private works undertaken by the Shire and operating and maintenance costs of the Shire's plant and equipment used in maintenance and construction works.

Service Delivery

The tables below detail the current (2017-18) services provided by the Shire. Each service has been classified utilising the following legend:

SERVICE FREQUENCY (SF)		SERVICE DELIVERY (SD)		CHARGING ARRANGEMENTS (CA)	
A	Ad-hoc	FO	Fully Outsourced	U	Fee for Service – Fully recouped
D	Daily	PO	Partially Outsourced	UP	Fee for Service – Partially recouped
W	Weekly	LG	Local Government	S	Subsidised Service – government funded
FN	Fortnightly	V	Volunteers	F	Free at point of use - funded from general revenue
M	Monthly			N/A	Not Applicable
Q	Quarterly				
S	Seasonal				
B	Biannual				
Y	Yearly				

SERVICE	DESCRIPTION <small>(The description heading is general in nature and does not represent the actual services provided by the local government).</small>	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE		
		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING	
Members of Council	Administration and operation of facilities and services to members of council. Includes fees, expenses and allowances paid to elected/committee members, election costs, insurance, subscriptions, conference expenses, council chamber expenses, members' entertainment, support staff (secretarial, receptionists etc.), printing, telephones, delivery expenses.		D	LG	N/A	264,265 <u>—(500)</u>	215,430	47,185	1,650	(500)	0
	Also includes the allocation of administration expenses for the Chief Executive Officer and staff in preparation, admin and attendance at meetings and assisting elected members and other committees of Council.					263,765					
Other Governance	Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services. Including civic receptions, refreshments (receptions), naturalisation (citizenship) ceremonies, polls, public relations (newsletters, sister city relationships etc.), Freedom of Information requests and preparation for State visits.					70,775 <u>—(0)</u>	0	70,775	0	(0)	0
	Research, development and preparation of policy documents, development of local laws, strategic planning, principal activity plans, annual budgets, annual financial reports, audit fees and the annual report.	D	LG/PO	UP		70,775					
	The allocation of expenses made to this program, such as meetings, public relations or staff should not include those identified with specific programs or business units.										

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	Rates levied under Division 6 of Part 6 of the Local Government Act 1995. Revenue from a general rate, differential rates, minimum rates, interest and fees on instalment arrangements, interest on arrears, government subsidy for rates deferred by entitled pensioners, less discounts and/or concessions relating to rates levied. Expenditures incurred in administration and maintaining rate records, rating valuations, servicing notices, postage, stationery, advertising, doubtful debt expense, debt collection, printing, indirect administration costs etc. Specified area rates, service charges, sewerage rates and water rates are to be allocated to the service program for which the charge is being levied.	D	LG/PO	U	93,983 <u>(2,716,185)</u>	29,245	88,490	0	(2,716,185)	0
	United Grants from the Western Australian Grants Commission and any other Government Grant of a general purpose nature e.g. general purpose funding and local roads funding. Grants for special projects from the Commission are considered tied grants and should be disclosed under the appropriate program i.e. Transport. Interest earnings from deposits and investments, including reserve accounts. General overdraft expenses on the Municipal Fund. Where overdraft arrangements are made for specific purposes the cost incurred with that purpose is to be allocated to the appropriate program. Interest expenses on borrowing are to be allocated to the program for which purposes the loans were raised.	D	LG/PO	U	5,875 <u>(627,380)</u>	0	5,875	0	(52,335)	(574,845)
Other General Purpose Funding	Interest expenses on borrowing are to be allocated to the program for which purposes the loans were raised.				(621,305)					

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Fire Prevention	Administration and operations on fire prevention services, including volunteer fire brigades, FESA levy, outlays on roadside clearing operations (slashing, clearing, mowing verges, standpipes, insurance) and other protective burning. Revenues include the sale of local laws, maps, materials relating to fire prevention, fines and penalties imposed under relevant Acts and fines, fees or charges for clearing fire breaks.	A	LG/V	UP/S	206,675 <u>(86,725)</u> 119,950	158,210	47,185	1,280	(6,135)	(80,590)
Animal Control	Administration, enforcement and operations relating to the control of animals. Include costs of impounding, destroying and disposal of stray animals. Revenues include dog registration fees, fines and penalties relating to straying dogs, cats, cattle and other livestock and impounding and destruction fees.	D	FO	UP/F	59,390 <u>(6,775)</u> 52,615	41,675	17,715	0	(6,775)	0
Other Law, Order & Public Safety	Administration, promotion, support and operation of services relating to public order and safety that cannot be assigned to one of the two preceding sub-programs. Includes outlays on beach inspectors, lifesaving (including clubhouses) and beach patrols, contributions to State and Voluntary emergency services (civil defence, civil emergency, cyclone preparation, emergency services), the control of off-road vehicles, traffic control by rangers, enforcement of council local laws and impounding vehicles. Where the cost of enforcement of Council local laws cannot be assigned to a specific program those costs should be included under this program. The removal of derelict/abandoned vehicles and dead animals are assigned to the Protection of the Environment.	A	LG	UP/F	67,065 <u>(0)</u> 67,065	850	17,715	43,500	(0)	0

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		SF	SD	CA		NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING
Maternal and Infant Health	Administration and operation of centres concerned with the provision of pre-natal and post-natal care and counselling to mothers and their children, including mother craft nursing services, pre-school dental clinics and infant health centres. Includes Early Learning (Day Care) Centres e.g. Family Stop.	A	FO	N/A	23,875 (4,525) 19,350	9,175	11,840	2,860	(4,525)	0
Preventative Services – Immunisation	Administration, implementation and operation of immunisation and inoculation programs. Includes contract services, donations, subsidies to programs and accommodation costs.	N/A	N/A	N/A	0 0	0	0	0	0	0
Preventative Services – Health Administration and Inspection	Administration, inspection and operations of programs concerned with the general health of the community. Includes the costs and revenues derived from the inspection of eating houses, alfresco dining, lodging and boarding houses, itinerant food vendors, stall holders, offensive trade etc. Also includes providing the services of a Medical Officer of Health, group and regional health schemes and any other outlays concerned with the general health inspection and administration services provided by the council.	D	LG	UP/F	49,315 <u>(2,600)</u> 46,515	37,275	11,840	0	(2,600)	0
Refer: Environmental Protection	Administration and operations for programs concerned with the eradication of noxious insects and vermin such as mosquitoes, flies, rodent etc.	N/A	N/A	N/A	0 0	0	0	0	0	0

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Preventative Services - Other	Operation of preventive services that cannot be assigned to one of the four preceding sub-programs. Includes outlays for the supply of fluoride tablets, analytical fees, school health programs (dental, head lice, etc.). Includes the Medical Centre.	D	LG	U	937,515 (870,920) 66,795	863,865	53,065	20,518	(870,720)	0
Other Health	Administration and operation of medical and dental clinics including contributions, subsidies, donations etc. provision of medical services such as doctors, dentists nursing services, Royal Flying Doctors Service, ambulance services, and hospitals. Subsidies and donations to the Silver Chain, Red Cross, various research appeals such as Huntington's Disease, Heart, Cancer and Arthritis Foundations, etc.	A	LG	F	33,140 <u>(0)</u> 33,140	21,300	11,840	0	0	0
Pre-School	Providing and maintaining pre-school centres having a qualified teacher which are primarily educational institutions (e.g. pre-schools, 4 year old program, kindergartens). Excludes outlays on play centres, crèches etc. which do not have as a main function the role to prepare children for subsequent schooling (see Care of Families and Children).	N/A	N/A	N/A	0 0	0	0	0	0	0
Other Education	Outlays on other than pre-primary school institutions and services. Including improvements to school grounds, school bus services, student hostels, awards, prizes, scholarships, adult education programs, migrant education services, junior council training, tele-centres, education support programs and associations linked to education such as parents and citizens associations.	D	LG/V	F	46,070 (7,875) 38,195	12,480	11,840	21,750	(7,875)	0

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING	
Care of Families and Children	Administration, inspection, support and operation of programs concerned with providing facilities to serve dependent parents and young children, parent and baby centres, child care centres, crèches and play centres at which little or no schooling is provided. Also emergency housekeeping services, out of school child care centres and associations, the operation of home help services for families and children and donations, subsidies, contributions etc. made to centres and associations of welfare services for families and children. Refer Maternal/Infant Health.	N/A	N/A	N/A	0	0	0	0	0	0	0
Aged and Disabled Other	Administration and operations of welfare services that cannot be assigned to one of the preceding two subgroups. Includes home help services provided for senior citizens and disabled persons, subsidies, contributions, donations etc. Housing for the frail aged is to be included in 'Other Housing'.	A	LG	S/F	26,430 (0)	14,590	11,840	0	0	0	0
Other Welfare	Administration, support and operation of other welfare services concerned with family support schemes, refuge centres, drop-in centres for the unemployed or youth, services for migrants, social workers and contributions, subsidies, donations to welfare groups.	A	LG	F	35,685 (0)	200	35,435	50	(0)	(0)	(0)
Staff Housing	Administration and operation of residential housing for council staff. The net costs of these facilities should be assigned to the program for which the employee is engaged e.g. environmental health officer's residence to Health.	D	LG	F	38,295 (0)	17,095	11,840	9,360	0	0	0
					38,295						

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Other Housing	Administration, provision and operation of housing programs other than those for the benefit of council staff. These include housing for aged persons, unemployed youth, aboriginal housing schemes, Homeswest schemes, government and semi government employees.	D	LG	UP	86,945 <u>(56,400)</u> 30,545	39,075	11,935	35,935	(56,400)	0
Sanitation – Household	Administration and operation of general refuse collection and disposal services. These include the collection of general, recyclable and green waste, the delivery to a disposal site or transfer station, provision and maintenance of rubbish disposal sites, regional schemes, recycling depots and transfer stations.	D/W	LG/PO	UP	251,950 <u>(186,050)</u> 65,900	212,615	23,590	15,745	(186,050)	0
Sewerage	The operation of services and facilities for the collection, treatment and disposal of sewerage. Includes the maintenance of deep mains, reticulation, pumps etc., effluent and sullage drainage disposal systems, water treatment systems, septic tank cleaning and inspection and night soil disposal (pan removal). Revenues include, inspection fees, septic tank installation and cleaning fees.	A	LG	U	1,065 <u>(3,100)</u> (2,035)	1,065	0	0	(3,100)	0
Urban Stormwater Drainage	Administration, inspection and operation of urban stormwater drainage systems including the lining or barrelling of creeks and the provision of open or deep drainage systems and other assistance for the development, expansion or operation of such systems. Excludes the construction of drains associated with roadworks (Transport) and flood mitigation works (Protection of the Environment or Rural Services).	D	LG/PO	F	0 <u>—</u> 0	0	0	0	0	0

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING	
Protection of Environment	Administration, inspection and operation of flood mitigation works, beach and river bank restoration, foreshore protection, removal of dead animals, derelict and abandoned vehicles. Includes the development, monitoring and operation of pollution and noise control, soil erosion, contributions etc., to the Swan River Conservation Board and other waterway management authorities. Exclude the cost of destroying animals and the cost of impounding vehicles (Law, Order and Public Safety). Cleaning and maintenance of beaches and foreshore areas is to be shown under 'Recreation and Culture'.	D/F	LG	UP/F	125 <u>(0)</u>	125	0	0	0	(0)	0
Town Planning and Regional Development	Administration, inspection and operation of town planning and regional development services. These include planning control, preparation of town planning development schemes, zoning and rezoning. Includes costs associated with purchase and resumption of land for public open space, community facilities etc. for the expansion or development of this program. Excludes outlays on town planning development schemes as the land owner within the scheme is responsible on a contributory basis for the land development costs incurred by Council in the scheme area.	W	FO	UP/F	42,510 <u>(7,500)</u>	18,920	23,590	0	0	(7,500)	0
Other Community Amenities	The provision, supervision and operation of community amenities not assigned to one of the preceding groups. Includes outlays on public toilets, statues, shopping malls, drinking fountains, cemeteries, crematoriums, rest centres, bus shelters, street seats and other street furniture. Where these facilities are provided in association with another program, e.g. public toilets on recreation grounds,	D	LG/PO	UP/F	63,745 <u>(7,575)</u>	49,625	12,850	1,270	0	(7,575)	0
					35,010						
					56,170						

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING	
											NET COSTS \$
	they classified under <i>Recreation and Culture</i> .										
Public Halls, Civic Centres	Administration, provision and operation of multipurpose venues such as public halls, town halls, function rooms, civic and community centres, including scout halls, Masonic lodges, CWA halls etc. Exclude municipal offices, indoor sporting complexes, art galleries, nurseries, pre-school centres, senior citizen centres.	D	LG/PO	UP/F	107,385 <u>(2,125)</u> 105,260	34,460	23,590	49,335	(2,125)	0	
Swimming Areas & Beaches	Administration and operation of public swimming pools and other recreational swimming areas, including beaches, lakes and foreshore areas. Exclude lifesaving, beach patrols and beach inspectors, which are classified under 'Law, Order and Public Safety'.	S	LG/PO	UP/S	270,695 <u>(59,850)</u> 210,845	181,995	25,515	63,185	(27,850)	(32,000)	
Other Recreation & Sport	Administration, provision and maintenance of other recreational facilities and services. Including indoor & outdoor sporting complexes and facilities such as football & cricket grounds, tennis courts, basketball & netball courts, bowling greens, golf links, squash courts and other recreational areas such as parks and gardens, ovals, playgrounds, barbecue areas, cycleways, dual use paths, showgrounds, race courses, stables etc. Include boat ramps, jetties, wharves, ferries, marinas predominantly used for recreational purposes. Also include recreation programs, recreation officers, donations, subsidies, contributions etc. to swimming clubs, Scout and Girl Guides Associations, Youth Organisations whose activities are predominantly of a sport and recreational nature. (Note, excludes contribution & self-supporting loan to Country Music Festival)	D	LG/PO	UP/F	377,220 <u>(3,900)</u> 373,320	295,555	28,550	53,115	(3,900)	(0)	

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Libraries	Administration, provision and operation of regional and local libraries, lending & reference libraries open to the public & the operation of mobile libraries. Includes books, tapes, records, audio-visual aids, internet & other facilities and services in delivering library services.	D	LG	F	68,150 <u>(25)</u> 68,125	3,250	64,900	0	(25)	0
Other Culture	The administration, provision and operation of cultural activities including facilities and services for the creative and performing arts like theatres, auditoriums, the staging of concerts, stage productions and orchestral recitals. Other Culture also includes art and craft centres, art galleries, zoological and botanical gardens, presentation of festivals, anniversary, centenary and Christmas celebrations, exhibition pavilions, etc.	D	LG	F	44,810 <u>(8,610)</u> 36,200	22,630	11,840	10,340	(8,610)	0
Streets, Roads, Bridges, Depots	Administration, regulation and operation relating to the provision of streets, roads and bridges under the control of the local government and the Commissioner of Main Roads. Includes roads and bridges as well as corresponding drainage works, kerbing, road verges, roundabouts, median strips, footpaths, private streets, crossovers and approaches, overpasses, underpasses, road signs and names, street crossings, line marking, street lighting, street trees and street cleaning.	D	LG/PO	S/F	3,551,152 <u>(90,270)</u> 3,460,882	878,777	314,265	2,358,110	(2,625)	(87,645)
Traffic Control (Vehicle Licensing)	Operations relating to the licensing or regulating of traffic under the control of the local government. Includes vehicle registration (plates, discs, stickers), vehicle examination expenses and examination facilities. Commissions received for the issue of licences should be assigned to Private Works under	D	LG	UP	89,955 <u>(35,975)</u> 53,980	1,465	88,490	0	(35,975)	0

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING	
	'Other Property and Services'.										
Tourism and Area Promotion	The development, promotion, support, research, operation, etc. of tourism and area promotion. Promotion to attract tourist development such as brochures, contributions to tourist promotion schemes. Include tourist bureaus, information offices, information bays, roadside bays, scenic lookouts, caravan parks, chalets and camping areas.	D	LG/PO	UP	400,530 <u>(79,595)</u> 320,835	320,835	53,150	42,970	(79,595)	0	0
Building Control	Administration, inspection and operations concerned with application of the building standards. Includes examination, processing and inspection services, swimming pool inspections, etc.	D	LG	UP	63,405 <u>(12,155)</u> 51,250	51,565	11,840	0	(12,155)	0	0
Saleyards & Markets	Administration, regulation, inspection and operation of saleyards and markets where sales of rural produce, livestock and other goods are conducted.	A	LG	F	14,485 <u>(7,425)</u> 7,060	13,115	0	1,370	(7,425)	0	0
Other Economic Services	The provision, supervision and operation of economic services that cannot be assigned to one of the preceding sub-programs. Includes public weighbridges, quarries and gravel pits, Hot-mix, plants and community bus services.	D	LG	UP	25,605 <u>(19,450)</u> 6,155	9,925	11,840	3,840	(19,450)	0	0
Private Works	Administration, inspection, and operation of work carried out on property or services not under the control/management of the local government. These include road works on private property, commissions for agencies and fees or service. Where revenues are received from the provision of professional services incidental to the program responsibilities of the local	D	LG	U	14,870 <u>(16,600)</u> (1,730)	14,870	0	0	(16,600)	0	0

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING		
	government, then those revenues should be matched with expenses of that program and not private works.				(1,730)							
	All administration overheads are to be assigned to the programs. The amount allocated to other programs should be shown in the sub-program as a reduction of the expenditure on general administration. For the purpose of grouping, allocating and classifying assets this sub-program should be used for administration assets that cannot be readily assigned to another program.	D	LG	N/A	1,228,405 <u>(18,775)</u> (1,212,530)	Allocated	0	28,505	(18,775)	0		0
	Overhead expenditure necessarily incurred as the result of the use of direct labour shall be apportioned to the cost of the appropriate works and services. As far as practicable the calculated proportion of 'overhead' or 'on-cost' expenditure should be such as to absorb the total expenditure. The amount allocated to works and services should be shown in the sub-program as a reduction of the expenditure on 'Public Works Overheads'.	D	LG	N/A	715,150 <u>(724,810)</u>	Allocated	23,590	0	0	0		0
	Expenditure necessarily incurred in the maintenance and operation of plant includes fuel, oil, tyres, insurance and registration, repairs, replacement parts and tools, direct labour of mechanics and plant operators. The hire rates fixed by council should, as far as practicable, absorb the total expenditure of plant running costs and usage.	D	LG	N/A	668,675 <u>(30,000)</u> <u>(631,885)</u> 6,790	Allocated	6,790	291,555	(30,000)	0		0

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		SF	SD	CA		DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Salaries & Wages	The total of salaries and wages incurred during the year is recorded under this sub-Program and allocated over the various works and services to which it relates.	D	LG	N/A	0	0	0	0	0	0
Unclassified	Outlays that cannot be assigned to one of the preceding programs and sub-programs. These will include sale of miscellaneous land, assistance to victims of droughts, floods and bushfires and programs such as unemployment schemes, apprenticeship and training which cannot be assigned to another program.	D	LG	N/A	40,000	40,000	0	0	0	0
TOTAL					2,570,947	5,873,047	1,190,805	3,056,243	(4,193,385)	(775,080)

Note:

Revenue figures stated above have been adjusted to exclude capital grants and contributions, and include operating grants received in advance.

The expenditure and revenue for each service was calculated from estimates contained in the Shire's 2017-18 Annual Budget. Government grants and subsidies of a non-operating (capital) nature were excluded from the external funding estimates.

An assessment of the above financial information reveals that for the 2017-18 financial year, the Shire has an operational deficit of \$2,570,947 (inclusive of depreciation (\$3,056,243)), or a surplus of \$485,296 when depreciation is excluded.

Operating deficits of this order, place the Shire in an unsustainable position (\$2,570,947 deficit divided by Rates revenue of \$2,659,375 = -96.67), where current service delivery levels are maintained and if no alternative revenue sources are identified.

The Shire's modest Operating Surplus before depreciation (\$485,296) highlights Boyup Brook's dependence on Capital Grants and its Reserves to fund assets renewal. The Shire's apparent unsustainable level of "comfort" is based on the sustainability rankings developed by the Financial Sustainability Review Board of South Australia detailed below:

OPERATING SURPLUS/(DEFICIT) RATIO	DESCRIPTION	RESULT
Category 1	Very substantial margin of comfort	>15%
Category 2	Substantial margin of comfort	5% to 15%
Category 3	Moderate margin of comfort	0% to 5%
Category 4	Minimum margin of comfort	0 to -7.5%
Category 5	Vulnerable	-7.5% to -10%
Category 6	Unsustainable	< -10%

The Shire has a range of internal and external services that are either outsourced or provided through shared service arrangements with neighbouring local governments. The services outsourced are detailed in the Table below.

Service Description	Outsource Arrangement
Integrated Planning	Partially Outsourced
Information Technology Support	Partly Outsourced
Street Bins Collection	Fully Outsourced
Building Construction Services	Fully Outsourced
Building Maintenance Services	Partly Outsourced
Road Construction Services	Partly Outsourced
Fleet and Plant Servicing	Partly Outsourced
Environmental Health	Partially Outsourced
Town Planning	Fully Outsourced

Shared services are as follows-

- ⇒ Ranger Services (Shire of Donnybrook/Balingup)

Asset Management

The objective of Asset Management is to detail all the tasks and resources required to manage and maintain Council's infrastructure asset portfolio to an agreed level of service. The costs associated with the provision of infrastructure assets include: operation and maintenance costs; and renewal and upgrading of existing assets cost. These costs are usually projected over a ten year planning period.

Assets maintenance is funded from Council's operating budget, and grants where available. Current and projected asset operating and maintenance expenditure forecasts are based on the local knowledge of Council Officers and from Consultants (ROMANS I assets management software for the Shire's Transport Infrastructure). During 2012 the Shire prepared Asset Management Plans to identify the required operating and maintenance expenditures required for the identified service levels, and subsequently the plans have been updated with addenda. Plan results are summarised below.

The funding gap in providing infrastructure assets is determined by identifying the projected cost of providing the assets at an identified acceptable level of service (e.g. 1 - 3 in a range 1 - 5 where 1 is excellent and 5 is un-serviceable), and then deducting Council's estimated available expenditure for the same period, usually over ten years.

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

ASSET CLASS	FUNDING GAP
BUILDINGS and STRUCTURES	
Short Term (5 Years) Funding Gap per annum	\$5,000
Medium Term (10 Years) Funding Gap per annum	\$66,000
TRANSPORT	
Short Term (5 Years) Funding Gap per annum	\$2,560,000
Medium Term (10 Years) Funding Gap per annum	\$6,078,000

ASSET CLASS	RATIO
BUILDINGS and STRUCTURES	
Asset Consumption Ratio	2.30%
Asset Renewal Ratio	0.40%
Asset Renewal as a percentage of Asset Consumption	16.00%
Asset Renewal Funding Ratio (NPV ² approach)	60.00%
Short Term (5 Years) Sustainability Indicator ³	0.99
Medium Term (10 Years) Sustainability Indicator ⁵	0.89
TRANSPORT	
Asset Consumption Ratio	0.90%
Asset Renewal Ratio	1.10%
Asset Renewal as a percentage of Asset Consumption	118.60%
Asset Renewal Funding Ratio (NPV ⁴ approach)	9.00%
Short Term (5 Years) Sustainability Indicator	0.36
Medium Term (10 Years) Sustainability Indicator ⁵	0.20

⁴ NPV means 'Net Present Value' - it compares the value of a dollar today to the value of that same dollar in the future, taking inflation and returns into account.

⁵ A sustainability indicator of 1.00 shows that a local government has 100% of the funding required to undertake all projected renewals.

So based on information available in the Shire's then ROMAN I data base (now obsolete), in 2012 it was determined:

- ⇒ The Shire has manageable short term funding gaps for the Buildings and Structures Asset Class.
- ⇒ The Shire has 89% of the necessary funding, in the medium term, to meet projected Buildings and Structures Asset service levels, and consideration is to be given to committing additional funds to the renewal of its Buildings and Structures Asset to reduce the gap.
- ⇒ The Shire's perceived, but not widely accepted, 2012 funding gap for Transport Infrastructure Assets (and by inference 80% of these asset classes would have condition scores > 3 i.e. are barely to non-serviceable), is beyond its current financial capacity.

Subsequently, the Shire's Transport Infrastructure (roads, drainage, footpaths etc.) data has been migrated to the ROMAN II software program, and in 2014-15 the inventory and its condition was surveyed. When in 2015-16 the Transport Infrastructure was re-valued for Fair Value purposes, its value appreciated (especially Drainage) substantially. Notwithstanding Drainage Infrastructure's recent inventory and condition survey, there is not consensus on condition for this asset class among Council's Contractors and Officers. So in 2017-18 Drainage will again be surveyed for inventory and condition, and it and the other Transport Infrastructure classes will again be revalued for Fair Value. At the end of this exercise the Shire's Transport Infrastructure funding gap will be re-appraised.

Financial Strategies and Principles

Rating Strategy

In developing the Long Term Financial Plan rates were identified as an important source of revenue, and this is supported by Rates Coverage Ratios ranging from 35.6% in 2017-18 to 43.4% in 2026-27.

Notwithstanding the importance of rates in developing the Plan, at the same time it is also important to balance the imposition of rates with the community's capacity and sensitivity to increases. With rates typically representing 3 – 4% of a Boyup Brook rate payer's taxable income, continuing to increase rates by 5% p.a., as was the case in the period 2015-16 to 2017-18, would not go unnoticed indefinitely particularly given that household incomes have not been increasing at the same rate (typically 1.5 – 2.5% in 2017).

Infrastructure Grant Streams

The Commonwealth government provides the following grants to local government:

1. Financial Assistance Grants (FAG's); and
2. Roads to Recovery Grants (R2R).

The Financial Assistance Grants are distributed by the WA Local Government Grants Commission to local governments each year based on the principles established under the Commonwealth legislation. The general purpose grant and the road grant components are untied.

The Commission uses a “balanced budget” approach for calculating the general purpose grants. The balanced budget is calculated as follows:

$$\text{Equalisations Requirement} = \text{Assessed Expenditure} - \text{Assessed Revenue}$$

Natural weighting has been implemented in calculating the balanced budget, which ensures that the Commission bases its calculations on actual expenditure incurred and actual revenue generated by the local governments. The total allocation for each disability is determined by the Commission based its assessed impact on the local government. This approach has been applied to the 2012-13 grant determinations.

$$\text{Actual Expenditure} = \text{Assessed Expenditure} + \text{Preliminary Standard} + \text{Disabilities}$$

The Table below details the estimated general purpose grant for the Shire for the next 5 financial years.

GENERAL PURPOSE GRANT	ACTUAL					FORECAST				
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Boyup Brook	\$ 210,121	708,356	262,205	762,858	278,890	520,875	536,500	552,600	569,175	586,250

In addition to general purpose grants, local governments also receive general purpose local road grants from the Commonwealth Government, which are untied.

The current allocation methodology provides for 7% of the funding to be allocated for special projects; one third for road servicing Aboriginal communities and two thirds for bridge works.

The remaining 93% of the funding pool is distributed by the Commission using the “Asset Preservation Model”. This model is used to assess the cost of maintaining each local government’s road network, and has the ability to equalise road standards through the application of minimum standards. It takes into account annual and recurrent maintenance costs and the costs of reconstruction at the end of the road’s useful life.

The Table below details the local road grant for the Shire of Boyup Brook for the next 5 financial years.

LOCAL ROAD GRANT	ACTUAL					FORECAST				
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Boyup Brook	\$ 294,273	\$ 985,910	\$ 289,771	\$ 973,986	\$ 295,995	\$ 635,000	\$ 654,070	\$ 673,670	\$ 693,880	\$ 714,700

The Roads to Recovery Program was first implemented in 2000, with further extensions to the Funding Program in 2004, 2009 and 2014. It was introduced to address the issue of local road infrastructure in Australia reaching the end of its useful life, and its replacement being beyond the financial capacity of local governments. The Roads to Recovery Program operates uniformly across Australia. Under current arrangements, each local government is guaranteed a share of the total available funding under the program. Under simple administrative procedures whereby spending decisions are made locally and reported to the government, money is paid directly from the Commonwealth Government to each local government.

Grants provided under the Roads to Recovery Program are not intended to replace the local government's spending on roads, or the funding received from the WA State Government for local road construction and maintenance. Its focus is the renewal of roads to meet safety, transport connectivity, social and economic needs. The current funding program spans five financial years, expiring on 30 June 2014. In the 2012-13 Budget, the Government announced that it will provide a further \$1.75 billion (\$350 million per annum) to extend the Roads to Recovery Program for five years from 2014-15 to 2018-19.

The Table below details the level of funding for the Shire of Boyup Brook over the next five years.

ROADS TO RECOVERY	ACTUAL					FORECAST				
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Boyup Brook	\$ 316,923	\$ 304,019	\$ 889,400	\$ 1,502,961	\$ 814,847	\$ 411,621	\$ 411,621	\$ 411,621	\$ 411,621	\$ 411,621

To assist Local Government in road management, the State provides road funds for a number of programs administered by the State Road Funds to Local Government Advisory Committee.

There are three main categories of State funding for local government roads:

1. Category 1 - Local Government Program
2. Category 2 - Main Roads WA Program
3. Category 3 - State Initiatives Program

Category 1 only requires analysis as it is the only component where funding is provided to local government.

There are three sub-components to Category 1:

1. Strategic and Technical support;

Strategic and technical support covers work for local government, the costs of which cannot be related to a project, and includes road management services for local government roads on either a State or Regional road basis. There is no funding provided to local government under this component.

2. Direct Grants;

Direct Grants are provided annually to all Local Governments. The State Road Funds to Local Government Advisory Committee, using the Asset Preservation Model provided by the Western Australian Local Government Grants Commission, calculates Direct Grant allocations each year.

Given that the allocation is based on the Asset Preservation Model, it is anticipated that the level of direct grant funding will remain at a similar level for the next six years.

3. Road Project Grants.

Each local government in Western Australia is included in an appropriate region as defined by the State Road Funds to Local Government Advisory Committee, known as Regional Road Groups.

The State Road Funds to Local Government Advisory Committee allocates funds for road projects to each Regional Road Group. Allocations are based on a five year program. Each year, the State Road Funds to Local Government Advisory Committee provides Regional Road Groups with an indicative funding level for Road Project Grants.

Road Project Grants may be used for road related works (i.e.: street lighting) that the Regional Road Group wishes to undertake, provided it is assessed and prioritised against other road projects in the region and the State Road Funds to Local Government Advisory Committee approval is given.

The Regional Road Group will determine project priorities and Local Governments shall accept these funding priorities.

RRG FUNDING	ACTUAL							FORECAST				
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
Boyup Brook	118,055	138,964	139,500	149,982	87,645	90,750	93,885	97,175	100,575	104,095		

Budget surpluses

Adopting a balanced budget each year will not affect either the Shire’s financial sustainability or liquidity (liquidity was greater than unity i.e. >1.0 for the term of the plan), and will include an erosion of Council’s Reserves from \$884,580 in 2017-18 to \$369,495 in 2019-20, followed by a steady accumulation to \$567,030 in 2026-27.

Cost recovery of services

Discretionary fees and charges are planned to approximate to CPI (forecast at 3%) to match estimated additional costs in service delivery. The Shire does not recover the full cost of providing all services, but is working towards full cost recovery for services such as waste collection.

Applications fees for building licences and planning and development approvals are limited by regulations preventing full cost recovery of these services.

Prudent use of debt finance

The Shire has low levels of debt and it is proposed to use debt funding (\$250,000) in 2018-19 and 2019-20 to finance refurbishments to the Lodge (Aged Accommodation). The debt funding (\$400,000) in 2025-26 is to finance the replacement of aging executive staff housing. Even with this additional borrowing, the Shire will have relatively low levels of debt to revenue and a strong capacity to repay debt.

Cash reserves

Cash Reserves are maintained by the Shire to ease the impact of future capital expenditures in any one year. So as to finance the LTFP, Reserves are forecast to reduce from \$884,620 in 2017-18 to a low of \$401,787 in 2020-21, and then steadily increase back to \$813,546 in 2026-27. The Shire's principal capital purpose reserves include:

Reserve name	Anticipated date of use	Purpose of the reserve
Leave Reserve	a	- to be used to fund annual, long service leave and redundancy requirements.
Plant Reserve	a	- to be used for the purchase of plant items, including graders, trucks, utes, sedans, rollers etc.
Depot Reserve	30-Jun-17	- was used to fund future requirements relating to upgrade of depot facilities.
Community Housing Reserve	a	- to be used to fund maintenance of the Homeswest Housing Units in Forrest & Proctor Streets.
Emergency Services Reserve	a	- to be used to fund emergency situations outside working hours for example trees on roads, major flooding, car accidents and supply of services/materials deemed necessary in an emergency.
Bushfire Radio Reserve	30-Jun-17	- was used to fund bush fire radio change over, future radio requirements, and to maintain the bush fire radio tower.
Insurance Claims Reserve	a	- to be used to fund the excess on certain insurance claims.
Other Recreation Reserve	a	- to be used to fund improvements to the recreation facilities and grounds.
Commercial Reserve	a	- to be used to fund future economic development, enhancement & promotion of the district.
Infrastructure Reserve	30-Jun-17	- was used to fund the development of infrastructure in the shire.
Bridge Maintenance & Construction	a	- to be used to fund future requirements of bridge works.
Medical Services Reserve	30-Jun-17	- was used to fund medical services requirements.
Swimming Pool Reserve	a	- to be used to fund major improvements/maintenance projects to the swimming pool.
Town Hall Reserve	30-Jun-17	- was used to fund major improvements/maintenance projects.
Administration Centre Reserve	30-Jun-17	- was used to fund major improvements/maintenance projects.
Buildings Reserve	a	- to be used to fund future maintenance of shire owned buildings, including heritage buildings.
Aged Accommodation Reserve	a	- to be used to fund future requirements of aged accommodation.
Road Constructions Reserve	a	- to set aside contributions from developers.
IT/Office Equipment Reserve	a	- to be used to fund future IT requirements.
Transfer Station Reserve	30-Jun-17	- was used to fund future upgrades to the Waste Transfer Station.
Caravan Park Reserve	30-Jun-17	- was used to fund future upgrades to the Caravan Park.
Flaxmill Sheds Reserve	30-Jun-17	- was used to fund future upgrades and maintenance of the large sheds.
Library Reserve	30-Jun-17	- was used to fund future furniture needs.
Civic Receptions Reserve	a	- to be used to fund future receptions needs.
	a	None of these reserves are expected to be used within a set period as further transfers to the accounts are expected as funds are utilised.

Workforce Planning Strategies

The Shire's 2012-13 Workforce Plan proposes that net staff levels will remain effectively unchanged (30 full time equivalents (FTE's) as per the 2016-17 Audited Annual Financial Statements) in line with current service provision levels. Staff numbers will increase by some 2 x FTE's in 2018-19, however, as the Shire's newly established Early Learning Centre becomes fully established. Otherwise, no other new developments or changes in service levels are forecast.

Consequently staff costs are forecast to increase by 4% in 2018-19, and subsequently staffing cost increases will decline and then flatten out at 3.0% from 2022-23 onward in the Plan. In the life of the Plan, Outside Worker Enterprise Agreements are expected to be renegotiated three times as follows: 2021, 2024 and 2027.

Scenario Modelling and Sensitivity Analysis

The number of scenarios which could be developed using different assumptions and changes in variables to deliver services and assets to the community, is effectively endless.

The scenario presented (and detailed in the schedules attached) was prepared using reasonable assumptions on the one hand, while delivering acceptable KPI outcomes on the other. The assumptions on which this scenario was prepared are detailed within the LTFP. Officers consider this scenario to be beneficial in achieving service delivery levels and outcomes required of the Strategic Community Plan and Corporate Business Plan.

The most sensitive criterion in the adopted model is a variation in the level of proposed rate increases. A 1% reduction in rates (to those proposed) over the life of the LTFP would result in:

- Substantially larger operating deficits; and
- Cash short-falls either further impacting restricted cash (Reserves), or triggering overdraft events to cover the cost of maintaining current service levels.

Key Assumptions Underpinning the Long Term Financial Plan

The estimates in the LTFP are based on a number of assumptions and strategies. The base point for the modelling is the adopted 2017-18 budget and assumptions have been applied to the model. The assumptions are:

- Existing service levels will be maintained with a view to improvement in the longer term
- Annual operating deficits are to be minimised as much as is practicable
- Early Learning Centre apart, net staff levels will remain unchanged
- Staff costs will increase between 3.0% and 4% per annum over the life of the LTFP
- CPI will be approximately 3% per annum over the life of the LTFP
- Annual rate increase of 5% is planned for 2018-19, and this will decline in subsequent years flattening out at 3.75% increases in 2024-25 onwards
- The rate base will increase by an average 0.05% per annum through new development and growth (in addition to Council applied increases)
- Discretionary fees and charges will increase by CPI (3%)
- Interest rates for new borrowings (3.1%) will be in line with indicative prices issued by WATC in August 2016
- Interest rates for invested funds will be 1.5% over the life of the LTFP
- Roads to Recovery funding will continue until 2026-27
- Other government grants will increase by CPI in the case of operating grants, and CPI less 0.5% in the case of non-operating grants
- Materials and contracts will increase by CPI per annum
- Utility costs will increase by CPI + 2% to reflect a continuation of recent increases in State electricity and water costs
- Cash reserves will continue to be maintained to fund future commitments

Note: The KPIs detailed in the schedules attached are prescribed and are the minimum that would be required to be reported. Individual local governments may want to report on additional measures such as: rates per capita, revenue growth, employee costs per capita, fees and charges per capita, fees and charges as a percentage of operating revenue, etc.

Measuring Sustainability

Several statutory key performance indicators (KPIs) have been prescribed in the *Local Government (Financial Management) Regulations 1996* to measure the financial sustainability of local governments. The LTFP has been assessed against these KPIs (as detailed in the schedules attached), and can be compared with KPIs measured from the Shire's Annual Financial Statements to provide clear targets for the Shire to report its progress to the community each year.

Projections show that over the next 10 years the Shire will require revenue from rates to grow at a faster rate than the Consumer Price Index (3.0%) set in the Plan. In adopting such a strategy the Shire will approach a greater degree of financial independence, to achieve balanced budgets, and begin addressing infrastructure asset funding gaps, particularly in the latter years of the LTFP.

Risk Assessment

Risk can be simply defined as the effect of uncertainty on the objectives of the Shire. When evaluating risks the following issues⁴ must be understood –

1. An effect may be positive, negative or result in a deviation from the expected.
2. An objective may be financial, related to health and safety, or defined in other terms. In this case, we are examining risks related to financial objectives.
3. Risk is often described by an event, a change in circumstances, a consequence, or a combination of these and how they may affect the achievement of objectives.
4. Risk can be expressed in terms of a combination of the consequences of an event or a change in circumstances, and their likelihood.
5. Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequences, or likelihood.

Risks are assessed using AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines. The following risk rating table has been utilised to categorise risks according to their rating and the potential action required.

⁴ Department of Treasury and Finance, Government of South Australia.

RISK RATING					
Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	M	H	H	E	E
Likely	M	M	H	H	E
Possible	L	M	M	H	E
Unlikely	L	M	M	H	H
Rare	L	L	M	M	H

Risk Rating	Action Required
L Low Risk	Managed by Routine Procedures
M Medium Risk	Planned Action Required
H High Risk	Prioritised action required
E Extreme Risk	Immediate corrective action required

The major risk factors in the financial model include:

⇒ The inability of the Shire to source all the grant funding and contributions for the capital projects detailed in the Plan.

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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⇒ Potential expansion of services required by the community but not included in the Plan.

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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⇒ Imposition of additional regulatory requirements by the Commonwealth and State Governments

Risk Rating:	Medium (Likelihood – Unlikely; Consequences – Minor)
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The above risks apply to the scenario model proposed in this Plan; and should external funding be reduced, not achieved or delayed, then the timing of projects will need to be reviewed.

Financial Projections

The financial projections in this LTFP have been developed in a format that conforms to the *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards. This format has been chosen as it allows projections to feed into the statutory format of the Annual Budget and key performance measures in the LTFP to be compared with Annual Budgets and Annual Financial Reports. The Statutory schedules include:

Statement of Financial Position (Balance Sheet) and Equity Statement

Statement of Comprehensive Income*

Statement of Cash Flows

Rate Setting Statement

The Statement of Comprehensive Income shows what is expected to happen during the year in terms of revenue, expenses and other adjustments from all activities. Excepting years 2017-18, 2021-22 and 2025-26, deficits are projected for each year of the LTFP.

The Statement of Financial Position is a snap-shot of the expected financial position of the Shire at the end of the financial year. It reports what is expected to be owned (assets) and what is expected to be owed (liabilities). The bottom line “Net Assets” represents the net worth of the Council. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. Non-current refers to assets and liabilities that are recoverable or which fall due over a longer period than 12 months.

The Statement of Cash Flows shows what is expected to happen during the year in terms of cash. The net cash provided by operating activities shows how much cash is expected to remain after paying for the services provided to the community. This can be used to fund other activities such as capital works and infrastructure. The information in this statement assists in the assessment of the ability to generate cash flows and meet financial commitments as they fall due, including debt repayments.

The format of the Rate Setting Statement varies from the format of the statement prepared in Annual Budgets. In Annual Budgets, the bottom line of the statement is the amount to be made up from rates. In the LTFP, rates assessed in accordance with relevant assumptions has been shown as a revenue stream with all other sources of revenue, so that if a surplus results, this can be used to fund other services. However, where a shortfall results, this indicates that the Council is unable to fund the services proposed at the planned rating levels and may need to defer works or services, increase debt or increase rates even further to cover the cost of planned service provision. In the LTFP the Rate Setting Statement shows the accumulated surplus carried forward at the end of each year.

The statements are supported by schedules of:

- capital works
- cash reserves
- loan borrowings and repayments
- depreciation calculations
- assumptions used in the LTFP
- calculations and measurement of KPIs

Conclusion - Implementation and Review of the LTFP

Consideration will be given to the content of the LTFP when preparing the Annual Budget for 2018-19 and subsequent years, and it is expected that adopted budgets will be closely aligned with the proposals in the LTFP and assumptions underpinning this.

Some minor review of the LTFP will occur each year as 10 year Works Programs and Plant Replacement Programs, and budgets are prepared to account for performance information and changing circumstances. However, a detailed desktop review is planned for 2019-20 and a full review will be undertaken in 2021-22 in conjunction with formal reviews of the Strategic Community Plan.

There is sufficient confidence that the LTFP will allow the Shire to set priorities within its resourcing capabilities so as to sustainably deliver the assets and services required by the community.

Shire of Boyup Brook Long Term Financial Plan 2017-2027

Statements and Supporting Schedules

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Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Statement of Comprehensive Income by Nature and Type

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INCOME: REVENUES FROM ORDINARY ACTIVITIES										
EXCLUDING PROFIT ON ASSET DISPOSAL, NON-OPERATING GRANTS, SUBSIDIES & CONTRIBUTIONS										
Rates	2,659,375	2,792,342	2,917,997	3,042,012	3,171,298	3,298,150	3,430,076	3,558,704	3,692,155	3,830,611
Rates Growth	1,330	1,396	1,522	1,588	1,648	1,713	1,778	1,844	1,909,770	1,975,326
Operating Grants, Subsidies & Contributions	795,625	1,315,890	1,355,365	1,396,025	1,437,905	1,481,040	1,525,470	1,571,235	1,618,370	1,666,920
Fees & Charges	1,347,175	1,507,590.25	1,552,818	1,599,402	1,647,385	1,696,806	1,747,710	1,800,142	1,854,146	1,909,770
Service Charges										
Interest Earnings	74,940	76,062	77,203	78,361	79,536	80,730	81,940	83,170	84,417	85,683
Other Revenue	76,350	78,258	80,214	82,220	84,275	86,382	88,541	90,755	93,024	95,349
Total Revenue	4,953,465	5,771,472	5,984,993	6,199,478	6,421,921	6,644,695	6,875,386	7,105,717	7,343,890	7,590,178
EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES										
EXCLUDING LOSS ON ASSET DISPOSAL										
Employee Costs	(2,617,510)	(2,780,667)	(2,871,038)	(2,957,169)	(3,045,885)	(3,137,261)	(3,231,379)	(3,320,242)	(3,411,548)	(3,505,366)
Materials & Contracts	(1,220,242)	(1,286,849)	(1,325,455)	(1,365,218)	(1,406,175)	(1,448,360)	(1,491,811)	(1,536,565)	(1,582,662)	(1,630,142)
Utilities	(170,655)	(179,188)	(188,147)	(197,554)	(207,432)	(217,804)	(228,694)	(240,129)	(252,135)	(264,742)
Depreciation	(3,060,245)	(3,028,419)	(3,037,827)	(3,029,002)	(3,051,059)	(3,090,300)	(3,081,233)	(3,074,778)	(3,070,971)	(3,065,438)
Interest Expenses	(21,320)	(26,467)	(30,880)	(35,241)	(42,647)	(49,926)	(58,068)	(67,070)	(76,822)	(87,344)
Insurance	(181,710)	(189,887)	(198,432)	(207,361)	(216,695)	(226,444)	(236,634)	(247,282)	(258,410)	(270,038)
Other Expenditure	(194,590)	(199,455)	(204,441)	(209,552)	(214,791)	(220,161)	(225,665)	(231,306)	(237,089)	(243,016)
Total Expenditure	(7,466,272)	(7,690,931)	(7,856,221)	(8,001,098)	(8,174,681)	(8,370,255)	(8,522,484)	(8,674,372)	(8,833,738)	(9,007,787)
Sub-total	(2,512,807)	(1,919,459)	(1,871,228)	(1,801,621)	(1,752,760)	(1,725,559)	(1,647,098)	(1,568,655)	(1,489,848)	(1,417,609)
Non-Operating Grants, Subsidies & Contributions	7,832,642	1,214,975	1,279,975	1,389,590	4,478,855	1,165,985	1,369,900	739,900	988,675	1,339,375
Profit on Asset Disposals										
Loss on Asset Disposals	(65,100)	(20,175)	(35,680)	(14,255)	(8,700)	(29,320)	(12,880)	(24,620)	(27,655)	(8,700)
Sub-total	7,767,542	1,194,800	1,244,295	1,375,335	4,470,155	1,136,665	1,357,020	715,280	961,021	1,330,675
NET RESULT	5,254,725	(724,659)	(626,933)	(426,286)	2,717,395	(588,894)	(290,078)	(853,375)	(528,827)	(86,934)
Other Comprehensive Income										
Changes in Valuation of non-current assets				152,232			162,599			165,516
Total Other Comprehensive Income				152,232			162,599			165,516
TOTAL COMPREHENSIVE INCOME	5,254,725	(724,659)	(626,933)	(274,053)	2,717,395	(588,894)	(127,479)	(853,375)	(528,827)	78,582

Pages 4, 5 & 6. BLANK - INTENTIONAL

Shire Boyup Brook Long Term Financial Plan 2017 - 2027 Statement of Cash Flows

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
CASH FLOWS FROM OPERATING ACTIVITIES										
RECEIPTS										
Rates	2,664,643	2,791,376	2,916,914	3,056,071	3,170,258	3,297,099	3,429,008	3,558,396	3,692,676	3,832,084
Operating Grants, Subsidies & Contributions	840,621	1,315,890	1,355,365	1,396,025	1,437,905	1,481,040	1,525,470	1,571,235	1,618,370	1,666,970
Fees & Charges	1,347,175	1,387,590	1,429,218	1,472,094	1,516,257	1,561,745	1,608,597	1,656,855	1,706,561	1,757,758
Service Charges										
Interest Earnings	74,940	76,062	77,203	78,361	79,536	80,730	81,940	83,170	84,417	85,683
Goods and Services Tax	38,577	39,734	40,926	42,154	43,419	44,721	46,063	47,445	46,021	44,641
Other Revenue	76,350	78,258	80,214	82,220	84,275	86,382	88,540	90,755	93,024	95,349
Sub-total	5,042,306	5,688,910	5,899,840	6,126,926	6,331,651	6,551,717	6,779,619	7,007,856	7,241,070	7,482,385
PAYMENTS										
Employee Costs (Operating Only)	(2,599,536)	(2,762,019)	(2,851,784)	(2,937,338)	(3,025,458)	(3,116,222)	(3,209,708)	(3,298,699)	(3,387,335)	(3,478,541)
Materials & Contracts	(1,187,318)	(1,222,938)	(1,259,626)	(1,297,414)	(1,336,337)	(1,376,427)	(1,417,720)	(1,460,251)	(1,504,059)	(1,549,181)
Utilities (gas, electricity, water, etc.)	(170,655)	(179,188)	(188,145)	(197,550)	(207,428)	(217,799)	(228,690)	(240,125)	(252,131)	(264,738)
Insurance	(181,710)	(189,887)	(198,432)	(207,360)	(216,692)	(226,443)	(236,633)	(247,281)	(258,409)	(270,037)
Interest	(22,225)	(26,467)	(30,878)	(35,241)	(39,647)	(29,926)	(27,068)	(24,070)	(20,922)	(29,044)
Other Expenditure	(194,590)	(199,455)	(204,441)	(209,552)	(214,791)	(220,161)	(225,665)	(231,306)	(237,089)	(243,016)
Sub-total	(4,356,034)	(4,579,953)	(4,733,306)	(4,884,456)	(5,033,352)	(5,186,977)	(5,345,484)	(5,501,733)	(5,659,945)	(5,834,556)
Net Cash Provided by (Used in) Operating Activities	686,272	1,108,957	1,166,534	1,242,470	1,298,299	1,364,740	1,434,135	1,506,123	1,581,125	1,647,829
CASH FLOWS FROM INVESTING ACTIVITIES										
Payments for Development of Land Held for Resale										
Payments for Purchase of Property, Plant & Equipment	(2,817,900)	(1,206,500)	(1,462,640)	(857,250)	(3,886,585)	(1,256,185)	(620,500)	(659,050)	(1,304,250)	(614,500)
Payments for Construction of Infrastructure	(9,026,975)	(1,678,805)	(1,678,750)	(2,043,750)	(1,708,750)	(1,710,885)	(2,200,885)	(1,732,315)	(1,735,530)	(2,206,250)
Advances to Community Groups										
Proceeds from Advances										
Grants / Contributions for the Development of Assets	7,832,632	1,214,975	1,279,975	1,389,590	4,478,855	1,165,985	1,369,900	739,900	988,675	1,339,375
Proceeds from Sales (excluding Land)	446,380	201,760	356,810	142,570	87,000	293,190	128,810	246,190	276,525	87,000
Proceeds from Sale of Land										
Net Cash Provided by (Used in) Investing Activities	(3,565,863)	(1,468,570)	(1,504,605)	(1,368,840)	(1,029,480)	(1,507,895)	(1,322,675)	(1,405,275)	(1,774,580)	(1,394,375)

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Statement of Cash Flows

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CASH FLOWS FROM FINANCING ACTIVITIES										
Repayment of Debentures	(41,534)	(53,075)	(47,593)	(58,111)	(58,933)	(61,658)	(64,516)	(67,514)	(70,658)	(62,893)
Proceeds from Self Supporting Loans	700,000	250,000	250,000	-	-	-	-	-	400,000	-
Proceeds from New Debentures	658,466	196,925	202,407	(58,111)	(58,933)	(61,658)	(64,516)	(67,514)	329,342	(62,893)
Net Cash Provided by (Used in) Financing Activities										
	(2,221,125)	(162,688)	(135,664)	(184,481)	209,885	(204,813)	46,944	33,334	135,887	190,561
NET INCREASE (DECREASE) IN CASH HELD										
Cash at Beginning of Year	3,106,745	885,620	722,932	587,268	402,787	612,673	407,860	454,804	488,138	624,025
Cash at the End of Year	885,620	722,932	587,268	402,787	612,673	407,860	454,804	488,138	624,025	814,586

Shire of Boyup Brook Long Term Financial Plan 2017 - 2027 Statement of Financial Position

NET CURRENT ASSETS											
CURRENT ASSETS											
Cash and Cash Equivalents	-	885,620	722,932	587,268	402,787	612,673	407,860	454,804	488,138	624,025	814,586
Receivables	-	118,285	128,285	128,285	108,285	108,285	118,285	128,285	118,285	98,285	128,285
Inventories	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Inventories - Land Held for Resale	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	-	1,008,905	856,217	720,553	516,072	725,958	531,145	588,089	611,423	727,310	947,871
CURRENT LIABILITIES											
Payables	-	119,325	129,325	129,325	109,325	109,325	119,325	129,325	119,325	99,325	129,325
Current Portion of Long Term Borrowings	-	53,076	47,593	58,111	58,933	61,658	64,516	67,514	70,658	62,893	62,893
Provisions	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	172,401	176,918	187,436	168,258	170,983	183,841	196,839	189,983	162,218	192,218
NET CURRENT ASSETS	-	836,504	679,299	533,118	347,814	554,975	347,304	391,250	421,440	565,092	755,653
LESS: Restricted Reserves	-	(884,580)	(721,892)	(586,228)	(401,747)	(611,633)	(406,820)	(453,764)	(487,097)	(622,984)	(813,546)
LESS: Inventories	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
ADD: Current Long Term Borrowings	-	53,076	47,593	58,111	58,933	61,658	64,516	67,514	70,658	62,893	62,893
ADD: Cash-backed Leave Reserve	-	-	-	-	-	-	-	-	-	-	-
OPENING/CLOSING FUNDS	-	-	-	-	-	-	-	-	-	-	-

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Statement of Changes in Equity

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EQUITY										
RETAINED SURPLUS										
Balance 1 July	53,547,763	59,557,313	58,995,341	58,504,006	58,262,201	60,769,711	60,385,630	60,048,607	59,161,899	58,497,185
Transfer from / (to) Reserve	754,825	162,688	135,664	184,481	(209,885)	204,813	(46,944)	(33,334)	(135,887)	(190,561)
Net Result	5,254,725	(724,659)	(627,000)	(426,286)	2,717,395	(588,894)	(290,078)	(853,375)	(528,827)	(86,934)
Balance 30 June	59,557,313	58,995,341	58,504,006	58,262,201	60,769,711	60,385,630	60,048,607	59,161,899	58,497,185	58,219,690
CASH BACKED RESERVES										
Balance 1 July	1,639,405	884,580	721,892	586,228	401,747	611,633	406,820	453,764	487,097	622,984
Transfer (from) / to Reserve	(754,825)	(162,688)	(135,664)	(184,481)	209,885	(204,813)	46,944	33,334	135,887	190,561
Balance 30 June	884,580	721,892	586,228	401,747	611,633	406,820	453,764	487,097	622,984	813,546
ASSET REVALUATION RESERVE										
Balance 1 July	126,188,968	126,188,968	126,188,968	126,188,968	126,341,200	126,341,200	126,341,200	126,503,799	126,503,799	126,503,799
Total Other Comprehensive Income	-	-	-	152,232	-	-	162,599	-	-	165,516
Balance 30 June	126,188,968	126,188,968	126,188,968	126,341,200	126,341,200	126,341,200	126,503,799	126,503,799	126,503,799	126,669,315
TOTAL EQUITY										
Balance 30 June	186,630,861	185,906,202	185,279,202	185,005,149	187,722,544	187,133,650	187,006,170	186,152,795	185,623,968	185,702,550
Net Assets as Balance Sheet	186,630,861	185,906,202	185,279,202	185,005,149	187,722,544	187,133,650	187,006,170	186,152,795	185,623,968	185,702,550

Shire Boyup Brook Long Term Financial Plan 2017 - 2027 Rate Setting Statement

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES										
Rate Levies (Under adopted assumptions)	2,658,515	2,793,672	2,919,394	3,043,469	3,172,820	3,299,737	3,431,724	3,560,417	3,693,933	3,832,455
Other Revenue	10,126,722	4,192,775	4,345,575	4,545,599	7,727,956	4,510,943	4,813,562	4,285,201	4,638,632	5,097,098
Revenues Sub-total	12,785,237	6,986,447	7,264,968	7,589,068	10,900,776	7,810,680	8,245,286	7,845,617	8,332,565	8,929,553
EXPENSES										
All Operating Expenses	(7,531,372)	(7,711,106)	(7,891,901)	(8,015,353)	(8,183,381)	(8,399,575)	(8,535,364)	(8,698,992)	(8,861,392)	(9,016,487)
Net Operating Profit/(Loss)	5,253,865	(724,659)	(626,933)	(426,286)	2,717,395	(588,894)	(290,078)	(853,375)	(528,827)	(86,934)
NON CASH ITEMS										
(Profit)/Loss on Asset Disposals	65,100	20,175	35,680	14,255	8,700	29,320	12,880	24,620	27,655	8,700
Movements in Provisions and Accruals	1,721	(1)	(66)	15,089	-	(1)	-	-	1	-
Movement in Non Current Debtors	-	-	-	-	-	-	-	-	-	-
Depreciation on Assets	3,060,245	3,028,419	3,037,827	3,029,002	3,051,059	3,090,300	3,081,233	3,074,778	3,070,971	3,065,438
Sub-total	3,127,066	3,048,593	3,073,441	3,058,346	3,059,759	3,119,619	3,094,113	3,099,398	3,098,627	3,074,138
CAPITAL EXPENDITURE AND REVENUE										
Development of Land Held for Resale	-	-	-	-	-	-	-	-	-	-
Purchase Land and Buildings	(1,597,450)	(695,000)	(595,000)	(395,000)	(3,582,085)	(416,085)	(195,000)	(95,000)	(495,000)	(95,000)
Infrastructure Assets - Roads	(8,785,225)	(1,430,500)	(1,490,500)	(1,890,500)	(1,580,500)	(1,530,500)	(2,090,500)	(1,530,500)	(1,630,500)	(1,990,500)
Infrastructure Assets - Other	(241,750)	(248,305)	(188,250)	(153,250)	(128,250)	(180,385)	(110,385)	(201,815)	(105,030)	(215,750)
Purchase Plant and Equipment	(1,053,550)	(484,000)	(840,140)	(434,750)	(277,000)	(812,600)	(368,000)	(536,550)	(781,750)	(492,000)
Purchase Furniture and Equipment	(166,900)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(57,500)	(27,500)	(27,500)	(27,500)
Proceeds Disposal of Assets	446,380	201,760	356,810	142,570	87,000	293,190	128,810	246,190	276,525	87,000
Repayment of Debentures	(41,535)	(53,076)	(47,593)	(58,111)	(58,933)	(61,658)	(64,516)	(67,514)	(70,658)	(62,893)
Proceeds from New Debentures	700,000	250,000	250,000	-	-	-	-	-	400,000	-
Self-supporting Loan Principal	-	-	-	-	-	-	-	-	-	-
Transfers to Reserves	(1,105,370)	(5,500)	-	-	(209,885)	(3,000)	-	-	(135,887)	(190,561)
Transfers from Reserves	1,860,195	168,188	135,664	184,481	-	207,813	(46,944)	(33,334)	-	-
Net Cash From Investing Activities	(9,985,205)	(2,323,933)	(2,446,509)	(2,632,060)	(5,777,154)	(2,530,725)	(2,804,035)	(2,246,023)	(2,569,800)	(2,987,204)
ESTIMATED SURPLUS/(DEFICIT) JULY 1 B/FWD	1,604,274	-	-	-	-	-	-	-	-	-
ESTIMATED SURPLUS/(DEFICIT) JUNE 30 C/FWD	-	-	-	-	-	-	-	-	-	-
CONTROL = 0	-	-	-	-	-	-	-	-	-	-

Shire of Boyup Brook Long Term Financial Plan 2017 - 2027 Ten Year Capital Works Program

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
LAND AND BUILDINGS										
Land Purchased for Resale										
Renewal/ Upgrade of Buildings	505,250	695,000	595,000	395,000	3,582,085	416,085	195,000	95,000	95,000	95,000
Replacement of Buildings										
New Buildings	1,092,200								400,000	
Total Land and Buildings	1,597,450	695,000	595,000	395,000	3,582,085	416,085	195,000	95,000	495,000	95,000
Proceeds from Sale of Land										
Book Value Assets Sold										
Profit / (Loss) on Sale										
MOTOR VEHICLES										
Existing Fleet	166,100	77,000	243,100	135,000	50,000	340,100	40,000	244,700	100,000	87,000
Additional Vehicles										
Total Motor Vehicle Purchases	166,100	77,000	243,100	135,000	50,000	340,100	40,000	244,700	100,000	87,000
Proceeds of Sale	75,000	27,000	153,000	72,000	15,000	197,000	25,000	158,000	67,000	17,000
Book Value Assets Sold	90,765	29,700	168,300	79,200	16,500	216,700	27,500	173,800	73,700	18,700
Profit / (Loss) on Sale	(15,765)	(2,700)	(15,300)	(7,200)	(1,500)	(19,700)	(2,500)	(15,800)	(6,700)	(1,700)

Shire of Boyup Brook Long Term Financial Plan 2017 - 2027 Ten Year Capital Works Program

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
PLANT AND EQUIPMENT										
Existing Heavy Plant	870,950	388,500	577,000	284,750	212,000	457,500	313,000	276,850	666,750	390,000
Existing Small Plant	16,500	18,500	20,040	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Additional Heavy Plant	-	-	-	-	-	-	-	-	-	-
Additional Small Plant	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	887,450	407,000	597,040	299,750	227,000	472,500	328,000	291,850	681,750	405,000
	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Proceeds of Sale	371,380	174,760	203,810	70,570	72,000	96,190	103,810	88,190	209,525	70,000
Book Value Assets Sold	470,715	192,235	224,190	77,625	79,200	105,810	114,190	97,010	230,480	77,000
Profit / (Loss) on Sale	(49,335)	(17,475)	(20,380)	(7,055)	(7,200)	(9,620)	(10,380)	(8,820)	(20,955)	(7,000)
FURNITURE AND EQUIPMENT										
Furniture & Equipment	166,900	27,500	27,500	27,500	27,500	27,500	57,500	27,500	27,500	27,500
	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
Proceeds of Sale	-	-	-	-	-	-	-	-	-	-
Book Value Assets Sold	-	-	-	-	-	-	-	-	-	-
Profit / (Loss) on Sale	-	-	-	-	-	-	-	-	-	-

Shire of Boyup Brook Long Term Financial Plan 2017 - 2027 Ten Year Capital Works Program

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INFRASTRUCTURE - ROADS (Would be supported by detailed schedules of road projects)										
Regional Road Group Projects	594,300	612,130	612,130	612,130	612,130	612,130	612,130	612,130	612,130	612,130
MRWA Direct Funding Projects	-	-	-	-	-	-	-	-	-	-
MRWA Black Spot Projects	-	-	-	-	-	-	-	-	-	-
Roads to Recovery (R2R) Projects	997,425	456,870	511,870	421,485	583,665	436,795	501,795	331,795	580,570	471,270
Joint R2R/MR Special Bridge Projects	6,759,000	-	-	460,000	-	-	460,000	-	-	460,000
Carried Forward Projects	-	-	-	-	-	-	-	-	-	-
Developers Projects - New	434,500	361,500	366,500	396,885	384,705	481,575	516,575	586,575	437,800	447,100
Local Roadworks - Renewal	-	-	-	-	-	-	-	-	-	-
Total Infrastructure Roads	8,785,225	1,430,500	1,490,500	1,890,500	1,580,500	1,530,500	2,090,500	1,530,500	1,630,500	1,990,500
INFRASTRUCTURE - OTHER (Would be supported by detailed schedules of projects)										
Dept Sport & Rec/ Lotteries: Pool Splash Pad	120,000	-	-	-	-	-	-	-	-	-
Footpath Construction/Renewal	30,000	40,000	40,000	25,000	30,000	32,135	32,135	23,565	26,780	37,500
R4R Reticulation Upgrade	-	-	-	-	-	-	-	-	-	-
Drainage Construction	42,500	38,750	38,750	38,750	38,750	38,750	38,750	38,750	38,750	38,750
R4R Various	-	-	-	-	-	-	-	-	-	-
Other Infrastructure Works	49,250	169,555	109,500	89,500	59,500	109,500	39,500	139,500	39,500	139,500
Total Infrastructure Other	241,750	248,305	188,250	153,250	128,250	180,385	110,385	201,815	105,030	215,750
	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
CAPITAL WORKS TOTAL	11,844,875	2,885,305	3,141,390	2,901,000	5,595,335	2,967,070	2,821,385	2,391,365	3,039,780	2,820,750
TOTAL PROCEEDS OF SALE	446,380	201,760	356,810	142,570	87,000	293,190	128,810	246,190	276,525	87,000
TOTAL BOOK VALE ASSETS SOLD	511,480	221,935	392,490	156,825	95,700	322,510	141,690	270,810	304,180	95,700
TOTAL PROFIT ON SALE	(65,100)	(20,175)	(35,680)	(14,255)	(8,700)	(29,320)	(12,880)	(24,620)	(27,655)	(8,700)
TOTAL (LOSS) ON SALE										
NPV RATE 3.5% (BELOW)										
0.035										
NPV OF CAPITAL WORKS	34,887,707									

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Loan Repayment Schedule (compiled from amortisation schedules)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
LOAN INTEREST REPAYMENTS										
<i>Self Supporting Loans</i>										
Rec'n & Culture										
Loan A	-	-	-	-	-	-	-	-	-	-
Loan B	-	-	-	-	-	-	-	-	-	-
Loan C	-	-	-	-	-	-	-	-	-	-
Total Self Supporting Loans	-	-	-	-	-	-	-	-	-	-
Council Loans										
Governance										
Loan D	-	-	-	-	-	-	-	-	-	-
Loan E	-	-	-	-	-	-	-	-	-	-
Law, Order, Public Safety										
Loan F	-	-	-	-	-	-	-	-	-	-
Loan G	-	-	-	-	-	-	-	-	-	-
Health										
Loan H	-	-	-	-	-	-	-	-	-	-
Loan I	-	-	-	-	-	-	-	-	-	-
Education and Welfare										
Loan 118 Aged Accommodation	16,490	15,768	15,011	14,219	13,387	12,515	11,601	10,643	9,637	8,583
Loan K	-	-	-	-	-	-	-	-	-	-
Housing										
Loan 115 Staff Housing	3,750	3,410	3,051	2,670	2,267	1,840	1,388	908	400	-
Loan 121 2018-19 Lodge Loan	-	-	6,897	6,589	6,272	5,944	5,606	5,258	4,897	4,528
Loan 121A 2019-20 Lodge Loan	-	-	-	6,897	6,589	6,272	5,944	5,606	5,258	4,897
Loan 123 Exec Staff Housing B	-	-	-	-	-	-	-	-	-	11,036
Community Amenities										
Loan 112 Landfill	340	523	362	-	-	-	-	-	-	-
Loan O	-	-	-	-	-	-	-	-	-	-
Recreation and Culture										
Loan 114 Swimming Pool	6,830	6,213	5,559	4,866	4,132	3,354	2,529	1,655	729	-

Shire Boyup Brook Long Term Financial Plan 2017 - 2027
Loan Repayment Schedule (compiled from amortisation schedules)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
Loan Q	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transport										
Loan R	-	-	-	-	-	-	-	-	-	-
Loan S	-	-	-	-	-	-	-	-	-	-
Economic Services										
Loan 106 Flax Mill	105	-	-	-	-	-	-	-	-	-
Loan 109 Flax Mill Water	160	82	-	-	-	-	-	-	-	-
Other Property and Services										
Loan 110 Admin Building	505	471	-	-	-	-	-	-	-	-
Loan W	-	-	-	-	-	-	-	-	-	-
Total Interest on Council Loans	28,180	26,467	30,880	35,241	32,647	29,926	27,068	24,070	20,922	29,044
Total Interest	28,180	26,467	30,880	35,241	32,647	29,926	27,068	24,070	20,922	29,044

Check to reassure all figures are in the total

TRUE TRUE TRUE TRUE TRUE TRUE TRUE TRUE TRUE TRUE

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Loan Repayment Schedule (compiled from amortisation schedules)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
LOAN PRINCIPAL REPAYMENTS										
<i>Self Supporting Loans</i>										
Loan A										
Principal Paid										
Principal Outstanding										
Loan B										
Principal Paid										
Principal Outstanding										
Loan C										
Principal Paid										
Principal Outstanding										
Total New Self-Supporting Loans										
Principal Paid										
Principal Outstanding										
<i>Council Loans</i>										

Shire Boyup Brook Long Term Financial Plan 2017 - 2027
Loan Repayment Schedule (compiled from amortisation schedules)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
Governance										
Loan D										
Principal Paid										
Principal Outstanding										
Loan E										
Principal Paid										
Principal Outstanding										
Law, Order Public Safety										
Loan F										
Principal Paid										
Principal Outstanding										
Loan G										
Principal Paid										
Principal Outstanding										
Health										
Loan 102										
Principal Paid										
Principal Outstanding										
Loan I										
Principal Paid										
Principal Outstanding										
Education and Welfare										
Loan 118 Aged Accommodation										
Principal Paid	347,183	15,567	16,323	17,116	17,947	18,819	19,734	20,692	21,697	22,751
Principal Outstanding	14,846	316,770	300,447	283,331	265,384	246,565	226,831	206,139	184,442	161,691
Loan K										
Principal Paid										
Principal Outstanding										
Housing										
Loan 115 Staff Housing										
Principal Paid										
Principal Outstanding	65,148									

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Loan Repayment Schedule (compiled from amortisation schedules)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Principal Paid	5,677	6,016	6,375	6,755	7,158	7,585	8,038	8,517	9,027	-
Principal Outstanding	59,471	53,455	47,080	40,325	33,167	25,582	17,544	9,027	-	-
Loans 119 & 121 Lodge & GROH House										
Principal Paid	700,000	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Loans 121 & 121A Lodge		250,000	250,000							
Principal Paid Loan 121	-	-	9,936	10,244	10,564	10,892	11,231	11,578	11,936	12,308
Principal Paid Loan 121A	-	-	-	9,936	10,244	10,564	10,892	11,231	11,578	11,936
Principal Outstanding	250,000	490,064	469,883	449,075	427,619	405,497	382,689	359,175	334,931	
Loan 122 Staff Housing										
Principal Paid	-	-	-	-	-	-	-	-	400,000	15,898
Principal Outstanding	-	-	-	-	-	-	-	-	400,000	384,102
Community Amenities										
Loan 112 Landfill	9,773									
Principal Paid	1,491	3,141	3,367	1,774	-	-	-	-	-	-
Principal Outstanding	8,282	5,141	1,774	-	-	-	-	-	-	-
Loan O										
Principal Paid	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Recreation and Culture										
Loan 114 Swimming Pool	118,495									
Principal Paid	10,322	10,939	11,592	12,285	13,020	13,798	14,622	15,497	16,420	-
Principal Outstanding	108,173	97,234	85,642	73,357	60,337	46,539	31,917	16,420	-	-
Loan Q										
Principal Paid	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Transport										
Loan R	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Loan Repayment Schedule (compiled from amortisation schedules)

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Loan S										
Principal Paid	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Economic Services										
Loan 106 Flax Mill	2,979	-	-	-	-	-	-	-	-	-
Principal Paid	2,979	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Loan 109 Flax Mill Water	5,110	2,595	-	-	-	-	-	-	-	-
Principal Paid	2,515	2,595	-	-	-	-	-	-	-	-
Principal Outstanding	2,595	-	-	-	-	-	-	-	-	-
Other Property and Services										
Loan 110 Admin Building	15,928	-	-	-	-	-	-	-	-	-
Principal Paid	1,110	14,818	-	-	-	-	-	-	-	-
Principal Outstanding	14,818	-	-	-	-	-	-	-	-	-
Loan W										
Principal Paid	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	-	-	-	-	-	-	-	-	-	-
Total New Council Loans	1,264,616	250,000	250,000	58,111	58,933	61,658	64,516	67,514	400,000	-
Principal Paid	38,940	53,076	47,593	866,896	807,963	746,305	681,789	614,275	70,658	62,893
Principal Outstanding	525,676	722,600	925,007	866,896	807,963	746,305	681,789	614,275	943,617	880,724
Total All New Loans	1,264,616	250,000	250,000	-	-	-	-	-	400,000	-
Principal Paid	38,940	53,076	47,593	58,111	58,933	61,658	64,516	67,514	70,658	62,893
Principal Outstanding	525,676	722,600	925,007	866,896	807,963	746,305	681,789	614,275	943,617	880,724

Shire of Boyup Brook Long Term Financial Plan 2017 - 2027 Depreciation Schedule

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
LAND AND BUILDINGS										
Dep'n Rate: 0.0215										
Land Purchased for Resale										
Book Value of Land	2,206,803									
Land Acquisition										
Land Disposed										
Total Land	2,206,803									
Book Value of Buildings	10,608,957									
Buildings Acquired	1,597,450	695,000	595,000	395,000	3,582,085	416,085	195,000	95,000	495,000	95,000
Buildings Disposed										
Total Buildings	12,206,407	12,638,969	12,969,702	13,092,250	16,397,098	16,499,153	16,343,894	16,089,596	16,239,691	15,990,859
Depreciation	(262,438)	(264,267)	(272,452)	(277,237)	(314,030)	(350,259)	(349,297)	(344,905)	(343,832)	(342,782)
Book Value of Buildings	11,943,969	12,374,702	12,697,250	12,815,013	16,083,068	16,148,894	15,994,596	15,744,691	15,895,859	15,648,077
MOTOR VEHICLES										
Dep'n Rate: 0.085										
Existing Fleet										
Vehicle Acquisition	166,100	77,000	243,100	135,000	50,000	340,100	40,000	244,700	100,000	87,000
Vehicle Disposal		(29,700)	(168,300)	(79,200)	(16,500)	(216,700)	(27,500)	(173,800)	(73,700)	(18,700)
Total Motor Vehicles	166,100	47,300	76,800	55,800	33,500	223,400	12,500	70,900	26,300	68,300
Depreciation										
Book Value of Motor Vehicles, Plant & Equipment	3,183,033	3,153,970	3,297,827	3,276,960	3,167,946	3,354,225	3,279,786	3,243,940	3,412,551	3,497,874
PLANT AND EQUIPMENT										
Existing Heavy Plant	2,936,655									
Plant & Equipment Acquisition	887,450	407,000	597,040	299,750	227,000	472,500	328,000	291,850	681,750	405,000
Plant & Equipment Disposal	(511,480)	(192,235)	(224,190)	(77,625)	(79,200)	(105,810)	(114,190)	(97,010)	(230,480)	(77,000)
Total Plant & Equipment	3,478,725	3,445,098	3,601,620	3,575,752	3,458,260	3,658,036	3,580,535	3,545,526	3,721,510	3,808,851
Depreciation	(295,692)	(291,128)	(303,793)	(298,792)	(290,314)	(303,811)	(300,749)	(301,585)	(308,959)	(310,977)
Book Value of Motor Vehicles, Plant & Equipment	3,183,033	3,153,970	3,297,827	3,276,960	3,167,946	3,354,225	3,279,786	3,243,940	3,412,551	3,497,874

Shire of Boyup Brook Long Term Financial Plan 2017 - 2027 Depreciation Schedule

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FURNITURE AND EQUIPMENT										
Dep'n Rate: 0.115										
Existing Furniture & Equipment	130,703									
Furniture and Equipment Acquired	166,900	27,500	27,500	27,500	27,500	27,500	57,500	27,500	27,500	27,500
Furniture and Equipment Disposed										
Total Furniture & Equipment	297,603	290,879	286,509	282,642	279,219	276,190	303,510	299,412	294,061	289,325
Depreciation	(34,224)	(31,870)	(31,367)	(30,923)	(30,529)	(30,181)	(31,597)	(32,851)	(32,236)	(31,691)
Book Value of Furniture & Equipment	263,379	259,009	255,142	251,719	248,690	246,010	271,912	266,561	261,825	257,634
TOTAL PROPERTY PLANT AND EQUIPMENT										
New Property Plant and Equipment	2,306,420	984,565	1,070,150	700,425	3,790,885	933,675	478,810	388,240	1,000,070	518,800
Total	18,189,538	18,581,749	19,064,635	19,157,447	22,341,380	22,640,182	22,434,741	22,160,319	22,481,048	22,314,821
Depreciation	(592,354)	(587,264)	(607,613)	(606,952)	(634,873)	(684,250)	(681,644)	(679,341)	(685,027)	(685,450)
Fair Value Adjustment							18,982			19,339
Book Value of Total Property Plant and Equipment	17,597,184	17,994,485	18,457,022	18,550,495	21,706,507	21,955,931	21,772,079	21,480,978	21,796,021	21,648,709
INFRASTRUCTURE (ALL)										
Existing Infrastructure	162,716,810									
New Infrastructure Developed	9,026,975	1,678,805	1,678,750	2,043,750	1,708,750	1,710,885	2,200,885	1,732,315	1,735,530	2,206,250
Total Infrastructure	171,743,785	170,954,699	170,192,294	169,805,830	169,229,674	168,524,374	168,319,210	167,795,552	167,135,645	166,955,951
Depreciation	(2,467,891)	(2,441,155)	(2,430,214)	(2,422,050)	(2,416,186)	(2,406,049)	(2,399,589)	(2,395,437)	(2,385,944)	(2,379,988)
Fair Value Adjustment				137,144			143,617			146,177
Book Value Infrastructure	169,275,894	168,513,544	167,762,080	167,520,924	166,813,489	166,118,325	166,063,237	165,400,115	164,749,701	164,722,140
Total Assets	186,873,078	186,508,029	186,219,102	186,071,419	188,519,995	188,074,256	187,835,316	186,881,093	186,545,722	186,370,849
Total Depreciation	(3,060,245)	(3,028,419)	(3,037,827)	(3,029,002)	(3,051,059)	(3,090,300)	(3,081,233)	(3,074,778)	(3,070,971)	(3,065,438)
Depreciation on New Assets	(417,641)	(384,511)	(384,511)	(535,900)	(374,848)	(401,057)	(589,394)	(442,904)	(409,316)	(584,800)

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Key Performance Indicators

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING SURPLUS RATIO										
Operating Revenue	4,953,465	5,771,472	5,984,993	6,199,478	6,421,921	6,644,695	6,875,386	7,105,717	7,343,890	7,590,178
Less Operating Exp incl interest & depreciation	(7,466,272)	(7,690,931)	(7,856,221)	(8,001,098)	(8,174,681)	(8,370,255)	(8,522,484)	(8,674,372)	(8,833,738)	(9,007,787)
= Net Operating Surplus	(2,512,807)	(1,919,459)	(1,871,228)	(1,801,621)	(1,752,760)	(1,725,559)	(1,647,098)	(1,568,655)	(1,489,848)	(1,417,609)
Divided by Own Source Revenue (Rates)	2,659,375	2,793,672	2,919,394	3,043,469	3,172,820	3,299,737	3,431,724	3,560,417	3,693,933	3,832,455
Ratio Target - (+ve) Between 0% and 15%	-94.49%	-68.71%	-64.10%	-59.20%	-55.24%	-52.29%	-48.00%	-44.06%	-40.33%	-36.99%
CURRENT RATIO										
Current Assets	1,008,905	856,217	720,553	516,072	725,958	531,145	588,089	611,423	727,310	947,871
Less Restricted Assets	(884,580)	(721,892)	(586,228)	(401,747)	(611,633)	(406,820)	(453,764)	(487,097)	(622,984)	(813,546)
= Net Current Assets	124,325	134,325	134,325	114,325	114,325	124,325	134,325	124,325	104,325	134,325
Divided by Current Liabilities less	172,401	176,918	187,436	168,258	170,983	183,841	196,839	189,983	162,218	192,218
Current Liabilities ass'd with Restricted Assets	(49,170)	(54,670)	(54,670)	(54,670)	(60,670)	(63,670)	(63,670)	(63,670)	(63,670)	(63,670)
= Net Current Liabilities	123,231	122,248	132,766	113,588	110,313	120,171	133,169	126,313	98,548	128,548
Ratio Target > or = to 1:1	1.01	1.10	1.01	1.01	1.04	1.03	1.01	0.98	1.06	1.04
Assume Provision 50% of Leave Cash Reserve	49,170	54,670	54,670	54,670	60,670	63,670	63,670	63,670	63,670	63,670
RATES COVERAGE RATIO										
Total Rates Revenue	2,659,375	2,793,672	2,919,394	3,043,469	3,172,820	3,299,737	3,431,724	3,560,417	3,693,933	3,832,455
Divided by Total Expenses	7,466,272	7,690,931	7,856,221	8,001,098	8,174,681	8,370,255	8,522,484	8,674,372	8,833,738	9,007,787
Ratio Target > or = to 40%	35.6%	36.3%	37.2%	38.0%	38.8%	39.4%	40.3%	41.0%	41.8%	42.5%

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Key Performance Indicators

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
DEBT SERVICE COVERAGE RATIO										
Operating Surplus before Interest & Depreciation	4,953,465	5,771,472	5,984,993	6,199,478	6,421,921	6,644,695	6,875,386	7,105,717	7,343,890	7,590,178
= Operating Revenue	(7,466,272)	(7,690,931)	(7,856,221)	(8,001,098)	(8,174,681)	(8,370,255)	(8,522,484)	(8,674,372)	(8,833,738)	(9,007,787)
Less Operating Expenses	3,081,565	3,054,886	3,068,708	3,064,243	3,083,706	3,120,225	3,108,301	3,098,848	3,091,893	3,094,482
Except Interest Expense and Depreciation	568,758	1,135,426	1,197,480	1,262,622	1,330,946	1,394,666	1,461,203	1,530,193	1,602,045	1,676,873
= OS/ID	62,855	79,543	78,473	93,352	91,580	91,583	91,584	91,584	91,580	91,937
Divided by Principal and Interest										
Ratio Target > or = 2	14	15	15	14	15	15	16	17	17	18
ASSET SUSTAINABILITY RATIO										
Capital Renewal Expenditure	10,752,675	2,885,305	3,141,390	2,901,000	5,595,335	2,967,070	2,821,385	2,391,365	2,639,780	2,820,750
Divided by Depreciation Expense	3,060,245	3,028,419	3,037,827	3,029,002	3,051,059	3,090,300	3,081,233	3,074,778	3,070,971	3,065,438
Ratio Target 90% to 100%	351.4%	95.3%	103.4%	95.8%	183.4%	96.0%	91.6%	77.8%	86.0%	92.0%
ASSET CONSUMPTION RATIO										
Deprec'd Replace't Cost Assets (Written Down Value)	186,873,078	186,508,029	186,219,102	186,071,419	188,519,995	188,074,256	187,835,316	186,881,093	186,545,722	186,370,849
Divided by (Assumed) Current Replacement Cost	250,750,000	253,217,664	255,974,543	258,491,875	263,712,363	266,278,376	268,672,965	270,621,426	273,251,890	275,653,356
Ratio Target 50% to 75%	74.5%	73.7%	72.7%	72.0%	71.5%	70.6%	69.9%	69.1%	68.3%	67.6%
Assumed Current Replacement Cost	250,750,000									
New Assets Acquired at Cost		2,885,305	3,141,390	2,901,000	5,595,335	2,967,070	2,821,385	2,391,365	3,039,780	2,820,750
Depreciation on New Assets		(417,641)	(384,511)	(535,900)	(374,848)	(401,057)	(589,394)	(442,904)	(409,316)	(584,800)
Fair Value Revaluation (6% - 3-yearly)				152,232			162,599			165,516
New Current Replacement Cost	250,750,000	253,217,664	255,974,543	258,491,875	263,712,363	266,278,376	268,672,965	270,621,426	273,251,890	275,653,356
ASSET RENEWAL FUNDING RATIO										
Net Present Value of Planned Renewal Expenditure	34,887,707									
Divided by NPV of Asset Mgmt Plan Projections	1,477,600,000									
Ratio Target 95% to 105%	23.6%									

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Cash Reserves

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
LAND PURCHASE AND DEVELOPMENT										
Opening Balance	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	-	-	-	-	-	-	-	-	-	-
PLANT RESERVE										
Opening Balance	482,960	130,790	130,790	71,790	71,790	71,790	71,790	118,734	152,068	152,068
Transfer to Reserve	347,000	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(699,170)	-	(59,000)	-	-	-	46,944	33,334	-	-
Balance 30 June	130,790	130,790	71,790	71,790	71,790	71,790	118,734	152,068	152,068	152,068
BUILDING RESERVE										
Opening Balance	17,830	21,860	21,860	21,860	21,860	81,860	860	860	860	860
Transfer to Reserve	471,120	-	-	60,000	-	-	-	-	-	-
Transfer From Reserve	(467,090)	-	-	-	-	(81,000)	-	-	-	-
Balance 30 June	21,860	21,860	21,860	81,860	81,860	860	860	860	860	860
COMMUNITY HOUSING RESERVE										
Opening Balance	75,195	87,345	87,345	87,345	87,345	87,345	87,345	87,345	87,345	87,345
Transfer to Reserve	30,325	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(18,175)	-	-	-	-	-	-	-	-	-
Balance 30 June	87,345	87,345	87,345	87,345	87,345	87,345	87,345	87,345	87,345	87,345
EMPLOYEE ENTITLEMENTS (LEAVE) RESERVE										
Opening Balance	48,380	49,170	54,670	54,670	54,670	60,670	63,670	63,670	63,670	63,670
Transfer to Reserve	790	5,500	-	6,000	-	3,000	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	49,170	54,670	54,670	60,670	60,670	63,670	63,670	63,670	63,670	63,670

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Cash Reserves

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EMERGENCY SERVICES RESERVE										
Opening Balance	11,795	11,985	11,985	11,985	11,985	11,985	11,985	11,985	11,985	11,985
Transfer to Reserve	190	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	11,985	11,985	11,985	11,985	11,985	11,985	11,985	11,985	11,985	11,985
INSURANCE CLAIMS RESERVE										
Opening Balance	14,380	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615
Transfer to Reserve	235	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615	14,615
OTHER RECREATION RESERVE										
Opening Balance	76,400	67,645	67,645	67,645	67,645	67,645	67,645	67,645	67,645	67,645
Transfer to Reserve	17,745	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(26,500)	-	-	-	-	-	-	-	-	-
Balance 30 June	67,645	67,645	67,645	67,645	67,645	67,645	67,645	67,645	67,645	67,645
COMMERCIAL RESERVE										
Opening Balance	469,930	462,845	294,657	217,993	33,512	177,398	50,585	50,585	50,585	186,472
Transfer to Reserve	139,565	-	-	-	143,885	-	-	-	135,887	190,561
Transfer From Reserve	(146,650)	(168,188)	(76,664)	(184,481)	-	(126,813)	-	-	-	-
Balance 30 June	462,845	294,657	217,993	33,512	177,398	50,585	50,585	50,585	186,472	377,033
BRIDGE MTCE CONSTRUCTION RESERVE										
Opening Balance	145	150	150	150	150	150	150	150	150	150
Transfer to Reserve	5	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	150	150	150	150	150	150	150	150	150	150
SWIMMING POOL RESERVE										
Opening Balance	32,000	520	520	520	520	520	520	520	520	520
Transfer to Reserve	36,520	-	-	-	-	-	-	-	-	-

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Cash Reserves

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Transfer From Reserve	(68,000)	-	-	-	-	-	-	-	-	-
Balance 30 June	520									
AGED ACCOMMODATION RESERVE										
Opening Balance	368,590	5	5	5	5	5	5	5	5	5
Transfer to Reserve	6,025	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(374,610)	-	-	-	-	-	-	-	-	-
Balance 30 June	5									
ROADS CONSTRUCTION RESERVE										
Opening Balance	27,050	27,490	27,490	27,490	27,490	27,490	27,490	27,490	27,490	27,490
Transfer to Reserve	440	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	27,490									
IT/OFFICE EQUIPMENT RESERVE										
Opening Balance	9,750	160	160	160	160	160	160	160	160	160
Transfer to Reserve	50,410	-	-	-	-	-	-	-	-	-
Transfer From Reserve	(60,000)	-	-	-	-	-	-	-	-	-
Balance 30 June	160									
CIVIC RECEPTIONS RESERVE										
Opening Balance	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfer to Reserve	5,000	-	-	-	-	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-	-	-	-	-	-
Balance 30 June	10,000									
TOTAL RESERVES										
Opening Balance	1,639,405	884,580	721,892	586,228	401,747	611,633	406,820	453,764	487,097	622,984
Transfer to Reserve	1,105,370	5,500	-	-	209,885	3,000	-	-	135,887	190,561
Transfer From Reserve	(1,860,195)	(168,188)	(135,664)	(184,481)	-	(207,813)	46,944	33,334	-	-
Total Reserves 30 June	884,580	721,892	586,228	401,747	611,633	406,820	453,764	487,097	622,984	813,546

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Cash Reserves

2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
TRUE	TRUE								

Check to reassure all figures are in the total

NOTE - If additional Reserves are added, don't forget to update the formulas to include these in total lines 49, 50 and 51

Shire Boyup Brook Long Term Financial Plan 2017 - 2027

Variable Assumptions Underpinning the Plan

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27
OPERATING REVENUES										
Rates - Annual Increases	5.0%	5.0%	4.5%	4.25%	4.25%	4.0%	4.0%	3.75%	3.75%	3.75%
Rates - Growth in Rate Base	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%
Operating Grants, Subsidies and Contributions	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Non-operating Grants, Subsidies, Contbns	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Fees and Charges	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Service Charges										
Interest Earnings	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Other revenue	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
OPERATING EXPENSES										
Employee Costs	3.5%	3.75%	3.25%	3.00%	3.00%	3.00%	3.00%	2.75%	2.75%	2.75%
Materials and Contracts	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Utility Charges	8.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Depreciation on Non-current Assets (see below)										
Interest Expense (based on estimated borrowings)	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Insurance Expense	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Other Expenditure	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
CAPITAL ASSETS										
Average Depreciation - Buildings	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Average Depreciation - Other	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Average Depreciation - Infrastructure Roads	1.435%	1.435%	1.435%	1.435%	1.435%	1.435%	1.435%	1.435%	1.435%	1.435%
Average Depreciation - Infrastructure Other	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%