



CORPORATE BUSINESS PLAN
2017-2021



Message from the President and Chief Executive

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

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

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

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

Cr G Aird
Shire
President

Mr A T Lamb
Chief Executive

1.0 STRATEGIC OVERVIEW

1.1 PURPOSE OF THE PLAN

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

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

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

1.2 LEGISLATIVE OBLIGATIONS

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

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

1.3 INTEGRATED PLANNING & REPORTING FRAMEWORK

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

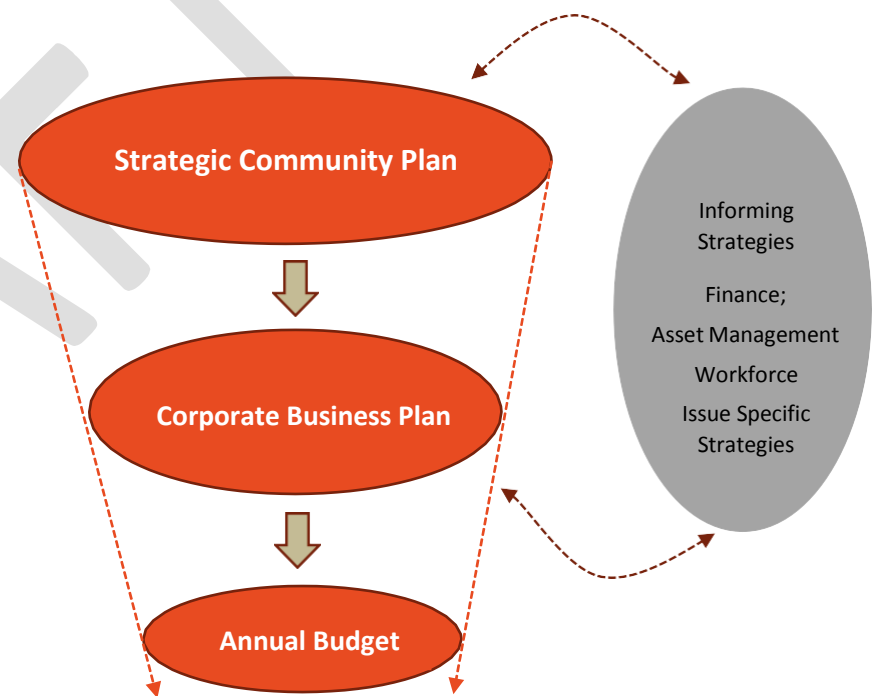
The IPRF is designed to improve local government strategic planning, and consists of a:

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

The IPRF requires that the Corporate Business Plan:

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

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



Outputs: Plans, monitoring and annual reporting

Measurement and Reporting

1.4 STRATEGIC ALIGNMENT

1.4.1 Strategic Community Plan

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

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

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

1.5 RESOURCING THE CORPORATE BUSINESS PLAN

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

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

1.5.1 Long Term Financial Plan

Costs for the key programs, projects and strategies undertaken by the Shire of Boyup Brook, including the delivery of existing services at the levels necessary to meet the objectives of the SCP, are encapsulated in the Long Term Financial Plan. This gives a 10 year view of the costs, what the Shire can afford to fund and what will be required from external funding sources.

Projections show that over the next ten years the Shire will require revenue from rates to grow at a faster rate than the anticipated Consumer Price Index. Scenario 3 sets the rate increases at 5.2% per annum; this is based on the WALGA LGCI of 3.2% per annum plus 2.0% for future infrastructure provision. In adopting such a strategy the Shire will achieve a greater degree of financial independence, with the ability to achieve balanced budgets while being able to begin addressing infrastructure asset funding gaps, particularly in the latter years of the LTFP.

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

CURRENT RATIO

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

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

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

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	36%	11%	-10%	-27%	-49%	-53%	-68%	-86%	-81%	-91%	-77%
Scenario 2	36%	29%	29%	28%	27%	28%	28%	28%	28%	28%	29%
Scenario 3	36%	17%	9%	12%	16%	50%	80%	119%	189%	241%	361%

OPERATING SURPLUS RATIO

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

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

Target – between 0% and 15%

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	-31%	-2%	-8%	-5%	-7%	2%	1%	-9%	-9%	-2%	-2%
Scenario 2	-31%	2%	-4%	-2%	-2%	2%	3%	-6%	-10%	0%	-5%
Scenario 3	-31%	-1%	-5%	-2%	-1%	8%	8%	0%	2%	10%	11%

RATES COVERAGE RATIO

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

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

Target – greater than or equal to 40%

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	39%	45%	43%	45%	45%	45%	45%	45%	44%	45%	45%
Scenario 2	39%	48%	46%	47%	48%	45%	47%	47%	44%	46%	43%
Scenario 3	39%	46%	45%	48%	48%	49%	50%	51%	52%	54%	55%

OWN SOURCE REVENUE COVERAGE RATIO

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

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

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

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	0.64	0.74	0.70	0.70	0.71	0.71	0.64	0.70	0.70	0.70	0.70
Scenario 2	0.64	0.76	0.72	0.74	0.74	0.72	0.73	0.72	0.70	0.73	0.69
Scenario 3	0.64	0.74	0.71	0.74	0.75	0.76	0.77	0.77	0.78	0.79	0.80

DEBT SERVICE COVER RATIO

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

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

Target – greater than or equal to 2:1

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	-4.5:1	6.7:1	5.9:1	6.7:1	5.7:1	7.0:1	8.2:1	6.4:1	6.7:1	8.9:1	8.9:1
Scenario 2	-4.5:1	7.7:1	6.9:1	7.5:1	6.7:1	7.1:1	8.8:1	7.1:1	6.6:1	9.3:1	8.2:1
Scenario 3	-4.5:1	7.1:1	6.5:1	7.6:1	6.9:1	8.4:1	10.1:1	8.7:1	9.6:1	12.3:1	12.9:1

ASSET SUSTAINABILITY RATIO

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

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

Target – between 90% to 100%

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	218%	100%	132%	142%	145%	122%	115%	79%	92%	79%	50%
Scenario 2	218%	100%	132%	142%	145%	122%	115%	79%	92%	79%	50%
Scenario 3	218%	100%	132%	142%	145%	122%	115%	79%	92%	79%	50%

ASSET CONSUMPTION RATIO

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

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

Target – between 50% to 75%

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	72%	73%	72%	72%	71%	71%	70%	70%	69%	68%	67%
Scenario 2	72%	73%	72%	72%	71%	71%	70%	70%	69%	68%	67%
Scenario 3	72%	73%	72%	72%	71%	71%	70%	70%	69%	68%	67%

ASSET RENEWAL FUNDING RATIO

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

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

Target – between 95% and 105%

FORECAST	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1						21%					
Scenario 2						21%					
Scenario 3						21%					

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

1.5.2 Asset Management Plans

The Shire's Asset Management Plans (AMP's) inform the Corporate Business Plan on what the cost will be to operate, maintain and renew its assets so that levels of service delivery can be sustained over the 4 year planning period. The AMPS' also aid in the projection of potential financial implications the addition of new assets may have in the longer term.

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

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

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

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

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

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

1.5.3 Workforce Plan

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

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

DESCRIPTION	CURRENT WORKFORCE LEVELS FTE'S	FORECAST STAFF NUMBERS		
		1 YEAR FTE	3 YEAR FTE	5 YEAR FTE
Total No. of Employees	42	42	42	42
- Internal Workforce	12	12	12	12
- External Workforce	30	30	30	30
- Males	25	25	25	25
- Females	17	17	17	17
Terminations/Resignations				
- Percentage	N/A	0%	0%	0%
- Numbers	N/A	0	0	0
Retirements				
- Percentage	0%	0%	0%	0%
- Numbers	0	0	0	0

1.5.4 Other Plans

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

- ⇒ Feasibility studies – prepared to investigate the feasibility of whether a project or activity is viable, identify what potential funding streams may be available, and whether the project or activity should proceed;
- ⇒ Business Plans – prepared to provide a detailed financial and operational analysis of a project or activity and place more rigour around the estimated costs of a project or activity;
- ⇒ Business Case Plans – prepared to mount a case for grant funding for a specific project or activity;
- ⇒ Service Plans – prepared to measure the level of service provided and the costs associated with sustaining that level of service.

2.0 SHIRE OF BOYUP BROOK LOCAL GOVERNMENT DISTRICT

The Shire of Boyup Brook is located 270 kilometres south of Perth, and approximately 85 kilometres east of the regional centre of Bunbury.

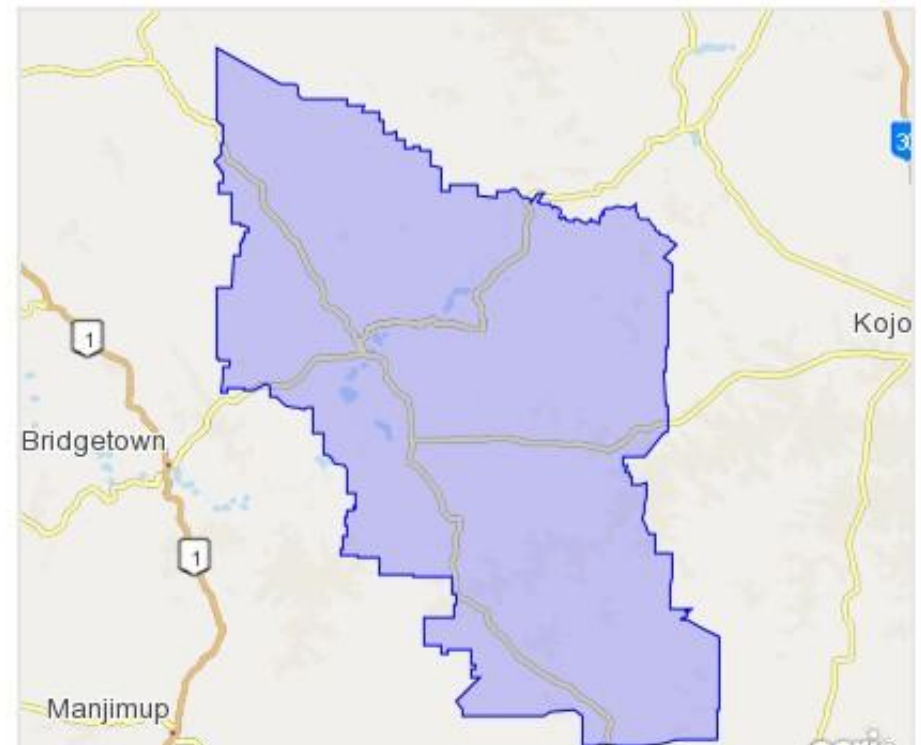
The Shire covers an area of 2,838 square kilometres. The Shire consists of, seven localities being Boyup Brook, Dinninup, Kulikup, Mayanup, Tone Bridge, Wilga and McAlinden. Boyup Brook contains the majority of the population. Features of the Shire include a wide range of recreational facilities – notably the sporting complex and swimming pool; a youth centre, the hospital and medical centre; the playgroup, Catholic Primary School (K to year 7) and District High school (K to Year 10); Rylington Park Institute of Agriculture; the Citizens Lodge for well-aged; the Community Resource Centre, and the Music Park.

The Shire of Boyup Brook adjoins the local governments of Collie and West Arthur to the north, Kojonup to the east, Donnybrook – Balingup and Bridgetown – Greenbushes to the west, Cranbrook and Manjimup to the South.

The local economy relies mostly on agriculture, with a mix of broad acre farming, sheep, cattle, olives, timber plantations and vineyards. Retail services are limited but expanding, and the community is self-served by a variety of tradespersons. There is currently limited mining activity, but recent exploration had indicated the potential for expansion. The area offers many tourist attractions and it provides a variety of lifestyle choices.

The population over the next 10 years is estimated to increase by 200 persons utilising Band c forecasts, (an estimated increase of 11.76% over

the period, or an average annual decrease of 1.18%). Over the same period it is estimated the number of persons over the age of 65 will increase significantly.



3.0 MAKING IT HAPPEN

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

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

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

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

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

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

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

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



4.0 MONITORING PROGRESS

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

4.1 CORPORATE BUSINESS PLAN

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

4.2 SUSTAINABILITY PERFORMANCE INDEX

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

5.0 ORGANISATIONAL STRUCTURE

6.0 CORPORATE GOVERNANCE

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

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

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

6.1 EXTERNAL AUDIT

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

6.2 AUDIT COMMITTEE

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

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

6.3 ACCOUNTABILITY AND TRANSPARENCY

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

DRAFT

**The following, to page 41, is from the plan review
conducted in April 2016**

7.0 STRATEGIC VISION AND FOCUS AREAS

7.1 VISION

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

Growing our Community Together

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

- ⇒ For people, with a sense of community, one that is active, vibrant, engaged and connected.
- ⇒ That is safe and secure.
- ⇒ That nurtures its youth and aging population; and retains its health and medical services.
- ⇒ That grows and has employment opportunities, through commercial diversity, which is based on our local comparative advantage

7.2 STRATEGIC FOCUS AREA 1 - SOCIAL

Vision: Building a Sense of Community

Building a sense of community is central to the Shire of Boyup Brook's future. The Shire of Boyup Brook focus is developing an active, vibrant, safe, caring and secure community, including access to services and facilities that meet our requirements.

Shire Goals

- ⇒ Improve community safety.
- ⇒ Strengthen community participation, interactions and connections
- ⇒ Build and strengthen an active and vibrant community.

Objective 1.1

Build community participation, interactions and connections.

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Engagement with community	1.1.1	Review of Strategic Community Plan. Process to include community survey and specific youth consultation process in 2015/16 and provision for another target group in 2019/20.	Consultants and Admin	\$5,000	\$0	\$2,000	\$15,000	\$5,000
	1.1.2	Unspecified Civic Receptions and other such functions. Establish a Reserve Fund to preserve any under spend and allow for occasional over spends	Admin and function costs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Engagement with community in promotion of Boyup Brook.	1.1.3	Assist Boyup Brook Tourism Association to implement Tourism Strategy to enhance promotion of local tourist attractions & events.	Section 8.10.1 – Operations – Tourism & Area Promotion – annual contribution to operation costs of local	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
			Tourism Association					
	1.1.4	Liaise with community groups on the implementation of promotional strategies for events.	Section 8.10.1 – Operations – Tourism & Area Promotion	See Action 4.3.3				
	1.1.5	Develop policy to support and fund the implementation of a grant program to support events and community activities.	Section 8.2.1 – Operations – Admin Members of Council	\$500	\$5,000	\$5,000	\$5,000	\$5,000
Increase Volunteer Support	1.1.6	Conduct Thank a Volunteer Day Morning Tea and promote volunteering.	Section 8.2.1 – Operations – Members of Council	See Action 1.1.2				
	1.1.7	Provide administrative support to Chief Bush Fire Control Officer and Local fire brigades in the delivery of fire control services.	Section 8.3.1 – Operations – Fire Prevention – Admin allocation	\$43,124	\$43,124	\$43,124	\$43,124	\$43,124
	1.1.8	Conduct Annual Fire Brigade Debrief function to foster and develop volunteer participation in local brigades.	Section 8.3.1 – Operations – Fire Prevention	See Action 1.1.2				

Objective 1.2

Enhance Youth Services.

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Youth Services	1.2.1	Engage a consultant to undertake a study to assess level and type of needs and how these might be addressed.	Section 8.5.1 – Operations Welfare – Other Consultant	See Action 1.1.1				
	1.2.2	Review consultant report on youth needs and commence implementation of what is achievable, over a period, commencing with the highest priority as assessed by Council.	Section 8.5.1 – Operations Welfare – Other Admin and other yet to be specified costs	\$2,000	\$15,000	\$15,000	\$15,000	\$15,000
Investigate collocation of youth centre with sporting facilities	1.2.3	Examine collocation of youth centre at sporting complex as part of Sporting Precinct Plan.	Section 8.2.1 – Operations – Members of Council	See Action 3.1.2				

Objective 1.3

Develop a safe, secure community.

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Advocate for increased access to Police services.	1.3.1	Liaise with OIC of local Police Station on the practicalities of increasing administrative staffing at Boyup Brook Police Station.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	1.3.2	Lobby Minister for Police, Shadow Minister for Police and local member of Parliament on the need to maintain a Police presence in Boyup Brook at current levels.	Section 8.11.1 – Operations Administration	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	1.3.3	Assist Housing Commission with provision of Police Housing in Boyup Brook	Section 8.6.2 - Capital Housing	\$450,000	\$0	\$0	\$0	\$0
Advocate for improved hazard reduction in state forests, national parks and road reserves.	1.3.4	Lobby Minister for Parks and Wildlife, Shadow Minister and local member of Parliament on the need for a strategic approach to hazard reduction in state forest and national parks within the Shire of Boyup Brook.	Section 8.11.1 – Operations Administration	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Objective 1.4

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

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Develop and implement service plans that detail aim of service, level and frequency of service, and partnerships required to deliver services	1.4.1	Prepare service plans for key services detailing aim of service, level and frequency of service and partnerships required to deliver services.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
Advocate for retention and improvement to health, medical and education services.	1.4.2	Develop lobby strategy for retention and improvement to health & education services.	Section 8.11.1 – Operations Administration	\$1,000	\$0	\$0	\$0	\$0
	1.4.3	Implement lobby strategy for health & education services via State and Commonwealth Government meetings with relevant departmental agencies and Ministers/Shadow Ministers.	Section 8.2.1 – Operations Members of Council	\$0	Ongoing	Ongoing	Ongoing	Ongoing
Advocate for improved banking services.	1.4.4	Monitor bank and bank agency service in town and apply political and Council business pressure to resist any mooted reduction to banking services.	Section 8.11.1 – Operations Administration	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Ensure continuity of General Practitioner Services in Boyup Brook noting that the current officer has advised he does not intend to renew the current agreement.	1.4.5	Actively pursue recruitment of replacement GP leading up to the completion of the current contract on 30 June 2019 to ensure there is a hand over.	Section 8.4.1 - Operations Health	\$10,000	\$10,000	\$10,000	\$0	\$0
	1.4.6	Plan to expand Medical Centre into adjacent lot whilst retaining shop front operations for added income.	Section 8.4.2 - Capital Health	\$0	\$0	\$0	\$0	\$20,000
Provide accommodation options in Boyup Brook for aged persons	1.4.7	Renovate Boyup Brook Citizen Lodge accommodation rooms	Section 8.11.1 - Operations Administration Admin, consultants, contractors materials	\$255,000	\$255,000	\$0	\$0	\$0
	1.4.8	Investigate options for Shire to provide well aged accommodation. lease for life for portions of the land and restricted building options.	Section 8.11.1 - Operations Administration Admin and consultants	\$0	\$0	\$0	\$0	\$0
	1.4.9	Implement plan for well aged accommodation stage 1 (lot 1 Forrest Street 5 lots)	Section 8.11.1 - Operations Administration Admin consultants and contractors	\$450,000	\$0	\$0	\$0	\$0
	1.4.10	Up front lease for life payments	INCOME	\$150,000	\$75,000	\$75,000	\$75,000	\$0
	1.4.11	Implement plan for well aged accommodation stage 2 dependant on a sewerage scheme being implemented (lot 1 Forrest Street 3 lots)	Admin consultants and contractors	\$0	\$0	\$0	\$156,000	\$0
	1.4.12	Up front lease for life payments	INCOME	\$0	\$0	\$0	\$75,000	\$75,000

2 STRATEGIC FOCUS AREA 2 – NATURAL ENVIRONMENT

Vision: Preserve and Sustain our Natural Environment

Preserving and enhancing our natural environment is a key aspect to the Shire of Boyup Brook's future to retain its 'river and forest' identity. The Shire will focus on valuing natural resources, managing use of water and energy.

Shire Goals

- ⇒ Maintain and preserve the natural environment, enhancing the 'river and forest' experience of Boyup Brook.
- ⇒ Sustain and promote the natural environment through the use of green energy solutions.

Objective 2.1

Maintain the natural environment

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Beautification of parklands and gardens, utilising native species.	2.1.1	Prepare Reserve Plan highlighting key parks and gardens for landscaping design.	Section 8.2.1 – Operations – Members of Council	\$1,000	\$0	\$0	\$0	\$0

Objective 2.2

Support the use of sustainable, renewable resources.

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Support the use of sustainable and renewable resources.	2.2.1	Develop Policy position on how Council will support the use of sustainable and renewable resources.	Section 8.11.1 – Operations – Administration	\$1,000	\$0	\$0	\$0	\$0
	2.2.2	Develop a timber first policy	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
	2.2.2	Undertake water efficiency audit on Council operational areas that are major water consumers and identify practical water efficiency measures for implementation.	Section 8.11.1 – Operations – Administration	\$1,000	\$0	\$0	\$0	\$0
	2.2.3	Undertake energy efficiency audit on Council operational areas that are major electricity consumers and identify practical energy efficiency measures for implementation.	Section 8.11.1 – Operations – Administration	\$1,000	\$0	\$0	\$0	\$0

7.3 STRATEGIC FOCUS AREA 3 – BUILT ENVIRONMENT

Vision: Enhanced Lifestyle Choices

The shire will focus on enhancing the town through improved streetscaping and infrastructure. The shire will focus on land-use, including local roads, parks, reserves and facilities will meet the future needs of the growing community, and create employment opportunities through commercial and industrial land-use.

Shire Goals

⇒ Improve road infrastructure.

Objective 3.1

Beautification of community spaces

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Develop and implement landscaping/streetscaping plan	3.1.1	Develop a Landscaping/Street scaping Strategy for the entire town, with a specific themed approach for the Main Street.	Section 8.11.1 – Operations – Administration	\$0	\$25,000	\$0	\$0	\$0
Develop and implement an active and passive recreation parklands strategy.	3.1.2	Examine active and passive recreation parklands as part of a Sporting Precinct Plan.	Section 8.2.1 – Operations – Members of Council	\$0	\$0	\$0	\$0	\$0
	3.1.3	Cost active and passive parklands requirements from Sporting Precinct Plan and develop priority works projects listing for inclusion in the LTFP and CBP.	Section 8.8.1 – Operations Other Recreation & Sport	\$0	\$0	\$0	\$0	\$0

Objective 3.2

Strengthen road safety and local infrastructure

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Develop and implement asset management plans for roads, footpaths, and buildings & structures.	3.2.1	Update existing Road asset management plan by undertaking collection of road inventory and condition data collection.	Section 8.9.1 – Operations Transport	\$0	\$50,000	\$0	\$0	\$0
	3.2.2	Update existing Building & Structures Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purposes.	Section 8.11.1 – Operations Administration	\$3,000	\$0	\$0	\$3,000	\$0
	3.2.3	Collect paths, drainage, bridges, recreation infrastructure and parks and gardens infrastructure inventory and condition data for footpath network and prepare asset management plan.	Section 8.9.1 – Operations Transport	\$0	\$13,750	\$0	\$0	\$13,750
Investigate and implement improved rural road maintenance and construction techniques,	3.2.4	Investigate contemporary road maintenance and construction techniques that will extend the life of	Section 8.9.1 – Operations – Transport	\$10,000	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
particularly on school bus routes and commodity routes.		road assets.						
	3.2.5	Undertake review of road maintenance and construction operations and deliver training programs to facilitate implementation of applicable contemporary road maintenance and construction techniques.	Section 8.9.1 – Operations – Transport	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	3.2.6	Improve technical support for works	Section 8.9.1 – Operations – Transport	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Continue to actively seek external funding for road, drainage, bridge and footpath maintenance and improvements	3.2.7	Continue to keep up to date traffic, and other such data, and condition data to use in the quest for funding	Section 8.9.1 – Operations – Transport	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Continue to elevate the importance of roads in the annual budget process	3.2.8	Continue to seek to maximise the annual provision for road works	Transport, operating and capital	\$8,950,000	\$8,950,000	\$6,500,000	\$6,500,000	\$6,500,000
Advocate for reduced restrictions relating to control of road vegetation.	3.2.9	Continue to pursue reduced restrictions relating to control of road vegetation via WALGA Country Zone and Local Member of Parliament.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Implement improved disabled access in town (gopher access and	3.2.10	Prepare report on number and location of existing disabled parking bays in	Section 8.11.1 – Operations – Administration	\$2,000	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
disabled parking).		town and the assessed need for additional bays.						
	3.2.11	Continue to address gopher access on a case by case basis	Section 8.9.1 – Operations – Transport	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Investigate the expansion of street lighting.	3.2.12	Undertake audit of street lighting in town, cost expansion requirements and include costings in LTFP.	Section 8.11.1 – Operations – Administration	\$5,000	\$0	\$0	\$0	\$0

Objective 3.3

Enhanced refuse and recycling opportunities

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Investigate the expansion of the Shire's refuse collection service.	3.3.1	Prepare feasibility study on expansion of waste collection service including service delivery options and estimated cost per service.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
Examine potential to introduce free waste transfer station vouchers as part of annual refuse collection service.	3.3.2	Prepare feasibility study on introduction of free waste transfer station vouchers including funding options for additional costs.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0

Objective 3.4

Create land use capacity for Industry

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Review land-use planning to ensure commercial and industrial opportunities are maximised.	3.4.1	Finalise Local Planning Strategy and Town Planning Scheme Review and ensure there is adequate zoning provision for commercial and industrial land.	Section 8.7.1 – Operations – Town Planning & Regional Development	\$24,000	\$24,000	\$0	\$0	\$0
Advocate for provision of sewerage solutions to permit more intensive land use in town.	3.4.2	Work with South West Development Commission (SWDC), Landcorp and local member to prepare design study on cost effective sewerage solution to permit more intensive land use.	Section 8.2.1 – Operations Members of Council	Completed	\$0	\$0	\$0	\$0
	3.4.3	Advocate and lobby for funding to construct sewerage solution via State Government meetings with relevant departmental agencies and Ministers/Shadow Ministers.	Section 8.2.1 – Operations Governance	Completed but continue to advocate and lobby until scheme is in place				

Objective 3.5

Facilitate affordable and diverse housing options

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21	
Review land-use planning to provide housing and land size choices.	3.5.1	Prepare reviews of Local Planning Strategy and town Planning Scheme and ensure there is adequate zoning provision for a range of housing and land choices are available.	Section 8.7.1 – Operations – Town Planning & Regional Development	See Action 3.4.1					
Develop a range of aged accommodation opportunities.	3.5.2	Renovate Citizens Lodge rooms, commence a well aged initiative.	Section 8.5.1 – Operations Welfare-Aged and Disabled	See Action 1.4.7, 1.4.9 and 1.4.11					

7.4 STRATEGIC FOCUS AREA 4 – ECONOMIC DEVELOPMENT

Vision: Maximise Business and Employment Opportunities

The economy will thrive through diversifying business and employment opportunities, through attracting industrial and commercial opportunities for the growing community, by actively supporting all local businesses.

Shire Goals

⇒ Build the economic base through diversification and actively supporting local businesses.

Objective 4.1

Build and support new businesses.

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Encourage new businesses through information, incentives and land-use provision.	4.1.1	Develop Policy position on incentives Council will offer to attract new business to the district.	Section 8.10.1 – Operations Economic Development	\$1,000	\$0	\$0	\$0	\$0
	4.1.2	Prepare reviews of Local Planning Strategy and town Planning Scheme and ensure there is adequate zoning provision for commercial and industrial land.	Section 8.7.1 – Operations Town Planning & Regional Development	See Action 3.4.1				

Objective 4.2

Promote Commercial Centre

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Investigate development of the music park.	4.2.1	Engage with Country Music Club, as part of the Sporting Precinct Planning, on a long term vision for Music Park.	See Action 3.1.2					
Develop and implement Street/landscaping plan.	4.2.3	Develop a Landscaping/Street scaping Strategy for the entire town, with a specific themed approach for the Main Street.	See Action 3.1.1					
Investigate options to encourage owners of business houses to renovate shop frontages.	4.2.4	Develop Policy position on incentives Council will offer existing business houses to renovate shop frontages.	Section 8.2.1 – Operations Governance	\$2,000	\$0	\$0	\$0	\$0

Objective 4.3

Develop Tourism Industry

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Support tourism capability through events, fairs, arts, produce, history and cultural experiences.	4.3.1	Continue to financially support the Boyup Brook Tourism Association in promotion of the district.	Section 8.10.1 – Operations – Tourism & Area Promotion	See Action 1.1.4				
	4.3.2	Continue to financially support local community organisations in coordination and promotion of local events.	Section 8.2.1 – Operations Members of Council (annual donations). Peg at 2.5% of previous year rate income based on annual budgets note 8 (\$2,400,645 in 2015/16)	\$73,430	\$60,000	\$60,000	\$60,000	\$60,000
	4.3.3	Increase funding for Community Development and Regulatory Services operations.	Section 8.10.1 – Operations Tourism & Area Promotion	\$38,000	\$87,000	\$87,000	\$87,000	\$87,000

Objective 4.4

Attract Permanent Residents

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Promote the family friendly lifestyle of Boyup Brook.	4.4.1	Continue advertising to promote the lifestyle available in Boyup Brook.	Section 8.10.1 – Operations Tourism & Area Promotion	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000

7.5 STRATEGIC FOCUS AREA 5 – GOVERNANCE

Vision: Strengthen Local Leadership

The Shire will focus on sustainability through leadership and regional partners, making informed resource decisions, engaging and listening to community, advocating on the community behalf, be accountable and manage within governance and legislative framework.

Shire Goals

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

Objective 5.1

Provide Leadership on behalf of the Community

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Lobby and advocate for improved services, infrastructure and access.	5.1.1	Continue to maintain political relationship with local member, South West Development Commission and other political affiliations	Section 8.11.1 – Operations – Administration	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Advocate for the regional strengthening of health and education services.	5.1.2	Continue to lobby for retention and improvement to health & education services.	Section 8.11.1 – Operations – Administration	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Develop partnerships with stakeholders to enhance community services and infrastructure.	5.1.3	Coordinate meetings with local police and State Government agencies to discuss local issues of importance on an as needs basis.	Section 8.11.1 – Operations Administration	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Objective 5.2

Foster Community Participation and Collaboration

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Develop a community engagement strategy and provide opportunities for community participation.	5.2.1	Prepare community engagement policy that details the level of engagement that will be undertaken with the community on all matters.	Section 8.11.1 – Operations – Administration	\$0	\$1,000	\$0	\$0	\$0
	5.2.2	Prepare community engagement procedure manual on how staff are to undertake community engagement.	Section 8.10.1 – Operations Community & Economic Development	\$0	\$1,000	\$0	\$0	\$0
Support volunteers and encourage community involvement.	5.2.3	Continue to host and promote the annual Australia Day awards and hold other civic receptions and functions.	Section 8.10.1 – Operations Community & Economic Development	See Action 1.1.2				

Objective 5.3

Manage Resources Effectively

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Develop and maintain strategic financial plan and asset management plans to inform decisions.	5.3.1	Undertake annual review of Long Term Financial Plan and review actual performance against that forecast.	Section 8.11.1 – Operations – Administration	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	5.3.2	Update existing Road asset management plan by undertaking collection of road inventory and condition data collection.	See Action 3.2.1					
	5.3.3	Update existing Building & Structures Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purposes.	See Action 3.2.2					
	5.3.4	Collect paths, drainage, bridges, recreation infrastructure and parks and gardens infrastructure inventory and condition data for footpath network and prepare asset management plan.	See Action 3.2.3					
Develop and implement service plans that detail aim of service, level and	5.3.5	Prepare service plans for key services detailing aim of service, level and frequency	See Action 1.4.1					

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
frequency of service, and partnerships required to deliver service.		of service and partnerships required to deliver services.						
Ensure governance and legislative requirements are met.	5.3.6	Develop and implement Annual Compliance Checklist.	Section 8.11.1 – Operations Administration	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
	5.3.7	Complete Annual Compliance Audit.	Section 8.11.1 – Operations Administration	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
	5.3.8	Undertake Financial Management Review once every 4 years	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$10,000	\$0
	5.3.9	Undertake Risk, Internal Control and Legislative Compliance Review once every 2 years (Audit Reg 17).	Section 8.11.1 – Operations Administration	\$20,000	\$0	\$20,000	\$0	\$20,000
	5.3.10	Complete reviews of local laws.	Section 8.11.1 – Operations Administration	\$10,000	\$10,000	\$0	\$0	\$0
	5.3.11	Complete annual review of delegations.	Section 8.11.1 – Operations Administration	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
	5.3.12	Undertake review of Strategic Community Plan.	Section 8.11.1 – Operations Administration	See Action 1.1.1				

Objective 5.4

Develop Workforce Capability

PRIORITY	ACTION		LTFP LINKAGE	2016/17	2017/18	2018/19	2019/20	2020/21
Develop workforce plan to ensure human resources are available and future skill requirements are identified and developed.	5.4.1	Undertake annual review of workforce plan that meets statutory requirements.	Section 8.11.1 – Operations – Administration	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000

The following is from the CBP adopted in 2013

8.0 SERVICES AND FINANCIAL COSTINGS

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

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

8.1 General Purpose Funding

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

8.1.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Rates	(87,487)	(91,754)	(103,811)	(97,216)	(100,786)
Other General Purpose Funding	(4,618)	(4,863)	(4,962)	(5,150)	(5,349)
Sub-Total	(92,105)	(96,617)	(108,773)	(102,366)	(106,134)
Revenue					
Rates	2,176,371	2,300,010	2,430,755	2,569,050	2,715,314
Other General Purpose Funding	1,116,455	1,164,582	1,192,231	1,234,242	1,598,618
Sub-Total	3,292,826	3,464,592	3,622,986	3,803,292	4,313,932
NET TOTAL	3,200,722	3,367,975	3,514,213	3,700,925	4,207,797

8.1.2 Capital Projects and Programs

There are no capital projects and programs for this Function.

8.2 Governance

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

8.2.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Members of Council	(255,354)	(227,066)	(235,033)	(235,829)	(254,837)
Other Governance	(60,417)	(63,358)	(64,552)	(66,811)	(69,188)
Sub-Total	(285,772)	(290,423)	(299,585)	(302,640)	(324,024)
Revenue					
Members of Council	1,033	1,066	1,098	1,131	1,165
Other Governance	327	335	343	350	358
Sub-Total	1,360	1,401	1,441	1,481	1,523
NET TOTAL	(284,412)	(289,022)	(298,144)	(301,159)	(322,502)

8.2.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Boardroom Computer Hardware	(6,400)	(0)	(4,800)	(0)	(6,200)
NET TOTAL	(6,400)	(0)	(4,800)	(0)	(6,200)

8.3 Law, Order and Public Safety

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

8.3.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Fire Prevention	(95,920)	(101,370)	(104,254)	(107,983)	(111,964)
Animal Control	(50,539)	(52,466)	(53,901)	(55,636)	(57,436)
Other Law, Order & Public Safety	(17,013)	(17,856)	(18,260)	(18,934)	(19,640)
Sub-Total	(163,472)	(171,693)	(176,415)	(182,553)	(189,041)
Revenue					
Fire Prevention	44,825	46,282	47,670	49,100	50,573
Animal Control	11,997	12,366	12,737	13,119	13,513
Other Law, Order & Public Safety	103	107	110	113	116
Sub-Total	56,905	58,755	60,517	62,333	64,203
NET TOTAL	(106,567)	(112,938)	(115,898)	(120,221)	(124,838)

8.3.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Rangers Utility Replacement	(0)	(0)	(0)	(34,000)	(0)
NET TOTAL	(0)	(0)	(0)	(34,000)	(0)

8.4 Health

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

8.4.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/1	2016/17	2017/18
Expenses					
Health Family Stop Centre	(23,149)	(24,524)	(25,264)	(26,218)	(27,238)
Health Administration & Inspection	(27,107)	(28,329)	(29,274)	(30,429)	(31,635)
Medical Services	(629,918)	(662,331)	(687,563)	(742,098)	(764,223)
Preventative Services - Other	(620)	(640)	(659)	(679)	(699)
Other Health	(28,570)	(29,688)	(30,486)	(31,480)	(32,511)
Sub-Total	(709,363)	(745,512)	(773,246)	(830,902)	(856,306)
Revenue					
Health Family Stop Centre	5,468	5,646	5,815	5,990	6,169
Health Administration & Inspection	2,733	2,822	2,907	2,994	3,084
Medical Services	658,231	679,624	1,200,012	721,013	742,643
Preventative Services - Other	0	0	0	0	0
Other Health	0	0	0	0	0
Sub-Total	666,432	688,091	1,208,734	729,996	751,896
NET TOTAL	(42,931)	(57,240)	435,488	(100,906)	(104,410)

8.4.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Purchase Land & Building – Medical Centre	(250,000)	(0)	(0)	(0)	(0)
Medical Centre Upgrades	(0)	(0)	(500,000)	(500,000)	(0)
Doctors Vehicle Replacement	(0)	(55,000)	(0)	(55,000)	(0)
NET TOTAL	(250,000)	(55,000)	(500,000)	(555,000)	(0)

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8.5 Education & Welfare

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

8.5.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Education	(25,623)	(27,934)	(46,839)	(30,002)	(31,297)
Welfare – Aged & Disabled	(13,511)	(14,026)	(14,249)	(14,650)	(15,072)
Welfare - Other	(30,804)	(32,375)	(33,068)	(34,296)	(35,586)
Sub-Total	(69,937)	(74,335)	(94,155)	(78,948)	(81,955)
Revenue					
Education	6,228	6,430	6,623	6,822	7,027
Welfare - Youth	0	0	0	0	0
Welfare - Other	2,168	2,239	2,306	2,375	2,446
Sub-Total	8,396	8,669	8,929	9,197	9,473
NET TOTAL	(61,541)	(65,666)	(85,226)	(69,751)	(72,482)

8.5.2 Capital Projects and Programs

There are no capital projects and programs for this Function.

8.6 Housing

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

8.6.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Council Staff Housing	(21,750)	(30,028)	(24,264)	(40,234)	(26,301)
Other Housing	(71,591)	(93,747)	(81,168)	(91,683)	(108,252)
Sub-Total	(93,341)	(123,775)	(105,432)	(131,917)	(134,553)
Revenue					
Council Staff Housing	0	0	0	0	0
Other Housing	61,060	1,562,921	564,808	566,752	68,755
Sub-Total	61,060	1,562,921	564,808	566,752	68,755
NET TOTAL	(32,282)	1,439,145	459,377	434,835	65,798

8.6.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Construct Independent Living Units	(0)	(1,500,000)	(0)	(0)	(0)
Refurbish Aged Lodge	(0)	(0)	(600,000)	(600,000)	(0)
NET TOTAL	(0)	(1,500,000)	(600,000)	(600,000)	(0)

8.7 Community Amenities

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

8.7.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Sanitation – Household Refuse	(198,856)	(186,366)	(192,465)	(199,180)	(206,233)
Sewerage	(1,424)	(1,470)	(1,514)	(1,560)	(1,606)
Protection of Environment	(681)	(704)	(725)	(746)	(769)
Town Planning & Regional Development	(63,635)	(66,083)	(67,880)	(70,074)	(72,350)
Other Community Amenities	(59,751)	(64,935)	(65,024)	(67,363)	(69,863)
Sub-Total	(324,347)	(319,558)	(327,608)	(338,924)	(350,822)
Revenue					
Sanitation – Household Refuse	103,206	106,302	109,491	112,776	116,159
Sewerage	903,708	3,819	3,934	4,052	4,173
Protection of Environment	681	704	725	746	769
Town Planning & Regional Development	1,700	1,755	1,807	1,862	1,917
Other Community Amenities	5,614	5,782	5,955	6,134	6,318
Sub-Total	1,014,908	118,362	121,913	125,570	129,337
NET TOTAL	690,561	(201,196)	(205,695)	(213,354)	(221,485)

8.7.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Reticulated Sewer Stage 1	(900,000)	(0)	(0)	(0)	(0)
NET TOTAL	(900,000)	(0)	(0)	(0)	(0)

8.8 Recreation & Culture

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

8.8.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Public Halls & Civic Centres	(89,690)	(76,866)	(83,274)	(96,164)	(85,253)
Other Recreation & Sport	(332,667)	(344,876)	(357,214)	(371,104)	(380,404)
Swimming Areas	(201,008)	(211,320)	(218,519)	(226,549)	(237,590)
Libraries	(53,966)	(57,097)	(58,341)	(60,580)	(62,955)
Other Culture	(20,854)	(21,896)	(22,484)	(23,270)	(24,099)
Sub-Total	(698,185)	(712,056)	(739,831)	(777,667)	(790,301)
Revenue					
Public Halls & Civic Centres	1,648	1,697	1,748	1,801	1,855
Other Recreation & Sport	4,436	104,539	104,645	325,840	4,867
Swimming Areas	165,104	46,457	47,851	49,286	50,765
Libraries	52	53	55	56	58
Other Culture	0	0	0	0	0
Sub-Total	171,239	152,746	154,299	376,983	57,545
NET TOTAL	(526,945)	(559,309)	(585,532)	(400,685)	(732,756)

8.8.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
New Fridge – Town Hall	(0)	(1,000)	(1,000)	(1,000)	(0)
Town Hall – Replace Stage Flooring	(15,000)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Swimming Pool – Upgrade Pumps & Filters	(30,000)	(0)	(36,000)	(0)	(36,000)
Swimming Pool – Install heat pumps & solar heating	(120,000)	(0)	(0)	(0)	(0)
Gardener’s Utility Replacement	(36,000)	(0)	(0)	(0)	(0)
Aggregate Spreader	(10,000)	(0)	(0)	(0)	(0)
Hockey Shelter	(0)	(5,910)	(0)	(0)	(0)
Improve Catchment for Water Harvesting Dam	(0)	(100,000)	(100,000)	(100,000)	(0)
River Park Foreshore Access	(0)	(0)	(0)	(166,000)	(0)
River Park Improvements	(0)	(0)	(0)	(55,085)	(0)
NET TOTAL	(211,000)	(106,910)	(137,000)	(322,085)	(36,000)

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8.9 Transport

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

8.9.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Streets, Roads, Bridges, Depots	(1,728,322)	(1,868,067)	(1,937,998)	(2,018,033)	(2,105,971)
Traffic Control	(71,575)	(155,337)	(76,915)	(79,828)	(82,892)
Sub-Total	(1,799,897)	(2,023,403)	(2,014,913)	(2,097,861)	(2,188,863)
Revenue					
Streets, Roads, Bridges, Depots	728,725	687,925	701,087	714,900	1,729,404
Traffic Control	32,278	33,327	34,327	35,357	36,417
Sub-Total	761,003	721,252	735,414	750,257	1,765,821
NET TOTAL	(1,038,895)	(1,302,151)	(1,279,499)	(1,347,604)	(423,042)

8.9.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Depot – Replace Shed	(0)	(0)	(0)	(90,000)	(0)
Traffic Control Utility Replacement	(14,000)	(0)	(0)	(0)	(0)
Tek Steel Bailer	(9,000)	(0)	(0)	(0)	(0)
Other Minor Equipment	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
New Radio System	(15,000)	(0)	(700)	(0)	(700)
Tip Truck Replacement	(0)	(150,000)	(0)	(0)	(150,000)
Tip Truck Replacement	(0)	(0)	(0)	(0)	(0)
Manager of Works Vehicle Replacement	(0)	(40,000)	(0)	(40,000)	(0)
Supervisor Vehicle Replacement	(0)	(35,000)	(0)	(35,000)	(0)
3 Tonne Truck Replacement	(0)	(60,000)	(0)	(0)	(0)

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Grader Replacement	(0)	(320,000)	(0)	(0)	(0)
Works Utility Replacement	(0)	(0)	(26,000)	(0)	(0)
Mower Replacement	(0)	(0)	(8,000)	(0)	(0)
Traffic Control Utility Replacement	(0)	(0)	(16,500)	(0)	(0)
Dual Cab Truck Replacement	(0)	(0)	(65,000)	(0)	(0)
Zero Turn Mower Replacement	(0)	(0)	(0)	(32,000)	(0)
Mechanic Utility Replacement	(0)	(0)	(0)	(0)	(15,000)
Prime Mover Replacement	(0)	(0)	(0)	(0)	(90,000)
Loader Replacement	(0)	(0)	(0)	(0)	180,00(0)
Grader Replacement	(0)	(0)	(0)	(0)	(320,000)
Water Tanks Replacement	(0)	(0)	(0)	(0)	(11,000)
Concrete Saw	(0)	(2,300)	(0)	(0)	(0)
2Kva Generator	(0)	(0)	(0)	(0)	(1,700)
RTR - McAlinden Road Seal	(120,000)	(0)	(0)	(0)	(0)
RTR - Kulikup North Road Seal	(0)	(75,786)	(0)	(0)	(0)
RTR - Scotts Brook Road Seal	(0)	(0)	(50,000)	(0)	(100,000)
RTR- Scotts Brook Road and Shoulder Widen	(0)	(0)	(60,000)	(100,000)	(60,000)
RTR - Scotts Brook Road Reseal & Crack Patching	(0)	(63,230)	(0)	(20,000)	(0)
RTR - Winnejup Road Reseal & Crack Patching	(0)	(45,000)	(0)	(0)	(0)
RTR - Area Road Reseal & Crack Patching	(0)	(0)	(40,000)	(0)	(0)
RTR - Boyup Brook North Road Reseal & Crack Patching	(0)	(0)	(0)	(30,000)	(0)
RTR - Boyup Brook North Road and Shoulder Widening	(0)	(0)	(0)	(0)	(40,000)
RTR - Roads to Recovery Projects Other	(191,621)	(127,605)	(161,621)	(131,621)	(111,621)
RRG - Boyup Brook – Arthur River Road Widen & Seal	(240,000)	(252,000)	(264,600)	(277,830)	(291,720)
RRG - Boyup Brook – Cranbrook Road Widen & Seal	(135,000)	(141,750)	(148,845)	(156,285)	(164,100)
Boyup Brook – Cranbrook Road Black Spot Project	(80,000)	(0)	(0)	(0)	(0)
Scotts Brook Road Reseal & Crack Patching	(0)	(40,000)	(0)	(0)	(0)
Banks Road Reseal & Crack Patching	(0)	(0)	(30,000)	(0)	(0)
Bridge Street Reseal & Crack Patching	(0)	(0)	(0)	(5,000)	(0)
Cowley Street Reseal & Crack Patching	(0)	(0)	(0)	(5,000)	(0)
Inglis Street Reseal & Crack Patching	(0)	(0)	(0)	(5,000)	(0)

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Proctor Street Reseal & Crack Patching	(0)	(0)	(0)	(5,000)	(0)
Boyup Brook – Arthur River Road Reseal & Crack Patching	(0)	(0)	(0)	(0)	(20,000)
Mayanup-Tonebridge Road Reseal & Crack Patching	(0)	(10,000)	(40,000)	(40,000)	(20,000)
Dwalganup Road Shoulder & Road Widen	(0)	(0)	(0)	(0)	(40,000)
Abels Road Shoulder & Road Widen	(0)	(0)	(40,000)	(100,000)	(0)
Greenbushes-Boyup Brook Road Shoulder & Road Widen	(0)	(0)	(50,000)	(0)	(0)
Lodge Road Shoulder & Road Widen	(0)	(40,000)	(0)	(0)	(0)
Boyup Brook-Cranbrook Road Shoulder & Road Widen	(45,000)	(0)	(0)	(0)	(0)
Scotts Brook Road Gravel Sheet	(0)	(0)	(0)	(43,000)	(0)
Camballan Road Gravel Sheet	(22,000)	(0)	(0)	(0)	(0)
Walshaws Road Gravel Sheet	(35,000)	(0)	(0)	(40,000)	(50,000)
Balgarup Road Gravel Sheet	(0)	(40,000)	(0)	(0)	(0)
Eulin Crossing Road Gravel Sheet	(0)	(40,000)	(50,000)	(0)	(0)
Yates Road Gravel Sheet	(0)	(0)	(30,000)	(0)	(0)
W Tree Gully Road Gravel Sheet	(35,000)	(0)	(30,000)	(43,000)	(50,000)
Asplin Siding Road	(0)	(0)	(0)	(30,000)	(0)
Minninup Road Gravel Sheet	(0)	(40,000)	(32,000)	(0)	(0)
Imrie Road Gravel Sheet	(0)	(0)	(42,000)	(0)	(0)
Chapman Road Gravel Sheet	(0)	(40,000)	(0)	(0)	(0)
Sambell Road Gravel Sheet	(0)	(30,000)	(0)	(0)	(0)
Rogers Road Gravel Sheet	(0)	(0)	(0)	(0)	(40,000)
Evaly Road Gravel Sheet	(0)	(0)	(0)	(20,000)	(0)
Horley Road Gravel Sheet	(36,000)	(0)	(0)	(0)	(0)
Unicup Road Gravel Sheet	(0)	(0)	(0)	(20,000)	(0)
Wilga South Road Gravel Sheet	(0)	(0)	(0)	(0)	(21,000)
Terry Road Gravel Sheet	(35,000)	(0)	(0)	(0)	(0)
Aegers Bridge Road Gravel Sheet	(51,000)	(0)	(0)	(0)	(0)
Meredith Road Gravel Sheet	(35,000)	(0)	(0)	(0)	(0)
Woodinbillup Road Gravel Sheet	(0)	(0)	(44,475)	(0)	(0)
Williams Street	(0)	(0)	(7,821)	(0)	(0)
Inglis Street Footpath	(50,000)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Bridge Street Footpath	(0)	(0)	(40,000)	(0)	(0)
Nix Street Footpath	(0)	(25,000)	(0)	(0)	(0)
Jackson Street Footpath	(0)	(0)	(0)	(0)	(30,000)
Wilyarup Crossing Upgrade	(0)	(0)	(0)	(0)	(1,000,000)
NET TOTAL	(1,356,621)	(1,627,671)	(1,287,562)	(1,278,736)	(2,636,841)

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8.10 Economic Services

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

8.10.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Tourism and Area Promotion	(294,176)	(386,398)	(288,498)	(297,336)	(306,608)
Building Control	(37,879)	(39,606)	(41,084)	(42,796)	(44,585)
Saleyards	(103)	(107)	(110)	(113)	(120)
Other Economic Services	(35,997)	(36,375)	(36,304)	(36,401)	(36,510)
Sub-Total	(368,154)	(462,485)	(365,996)	(376,646)	(387,819)
Revenue					
Tourism and Area Promotion	1,549,020	151,907	104,885	107,966	111,151
Building Control	10,681	11,002	11,332	11,672	12,022
Saleyards	0	0	0	0	0
Other Economic Services	3,605	3,713	3,825	3,939	4,057
Sub-Total	1,563,306	166,622	120,041	123,577	127,230
NET TOTAL	1,195,152	(295,863)	(245,955)	(253,070)	(260,590)

8.10.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
New Fridge - Flax mill	(1,000)	(0)	(0)	(0)	(0)
Park Home Development	(1,200,000)	(0)	(0)	(0)	(0)
Caravan Park Ablution Facility	(350,000)	(0)	(0)	(0)	(0)
NET TOTAL	(1,551,000)	(0)	(0)	(0)	(0)

8.11 Other Property and Services

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

8.11.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Private Works	(10,375)	(10,764)	(11,153)	(11,556)	(11,974)
Public Works Overheads	(0)	(0)	(0)	(0)	(0)
Plant Operation Costs	(0)	(0)	(0)	(0)	(0)
Salaries & Wages	(0)	(0)	(0)	(0)	(0)
Administration	(0)	(0)	(0)	(0)	(0)
Sub-Total	(10,375)	(10,764)	(11,153)	(11,556)	(11,974)
Revenue					
Private Works	14,420	14,853	15,298	15,757	16,230
Public Works Overheads	6,000	6,000	6,000	6,000	6,000
Plant Operation Costs	11,471	11,844	12,199	12,565	12,942
Salaries & Wages	0	0	0	0	0
Administration	3,098	3,198	3,294	3,393	3,495
Sub-Total	34,989	35,895	36,791	37,715	38,667
NET TOTAL	24,614	25,130	25,639	26,159	26,693

8.11.2 Capital Projects and Programs

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Upgrade Administration Desktop Computers	(4,400)	(11,376)	(8,430)	(15,933)	(21,363)
New Computer Software	(0)	(0)	(1,800)	(10,871)	(0)
New Refrigerator	(1,000)	(0)	(0)	(0)	(0)
New Computer Server	(0)	(0)	(9,000)	(0)	(0)
Administration Centre – Replace Roof	(0)	(20,000)	(0)	(0)	(321,085)
Building Projects	(0)	(0)	(0)	(0)	(0)
CEO Vehicle Replacement	(0)	(55,000)	(0)	(55,000)	(0)
Manager Administration Vehicle Replacement	(33,000)	(0)	(33,000)	(0)	(33,000)
NET TOTAL	(38,400)	(86,376)	(52,230)	(81,804)	(375,448)

APPENDIX 1
STATEMENT OF COMPREHENSIVE INCOME
BY FUNCTION/PROGRAM

SHIRE OF BOYUP BROOK
COMPREHENSIVE INCOME STATEMENT BY PROGRAM

	PROPOSED ESTIMATES									
	LONG TERM FINANCIAL PLAN									
	CORPORATE BUSINESS PLAN					2018/19	2019/20	2020/21	2021/22	2022/23
2013/14	2014/15	2015/16	2016/17	2017/18						
EXPENDITURE	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Purpose Funding	(92,105)	(96,617)	(108,773)	(102,366)	(106,134)	(119,918)	(114,163)	(118,301)	(132,539)	(126,898)
Governance	(285,772)	(290,423)	(299,585)	(302,640)	(324,024)	(317,450)	(329,752)	(333,759)	(345,916)	(350,268)
Law, Order, Public Safety	(163,472)	(171,693)	(176,415)	(182,553)	(189,041)	(195,459)	(203,049)	(209,887)	(216,730)	(223,645)
Health	(709,363)	(745,512)	(773,246)	(830,902)	(856,306)	(895,066)	(924,011)	(960,773)	(996,898)	(1,034,971)
Education and Welfare	(69,937)	(74,335)	(94,155)	(78,948)	(81,955)	(84,842)	(88,594)	(91,667)	(94,668)	(97,648)
Housing	(93,341)	(123,775)	(105,432)	(131,917)	(134,553)	(138,525)	(131,179)	(169,200)	(134,752)	(141,170)
Community Amenities	(324,347)	(319,558)	(327,608)	(338,924)	(350,822)	(364,174)	(376,474)	(390,348)	(402,230)	(415,547)
Recreation and Culture	(698,185)	(712,056)	(739,831)	(777,667)	(790,301)	(819,959)	(850,706)	(889,147)	(915,548)	(946,250)
Transport	(1,799,897)	(2,023,403)	(2,014,913)	(2,097,861)	(2,188,863)	(2,274,103)	(2,395,339)	(2,483,123)	(2,565,399)	(2,644,460)
Economic Services	(368,154)	(462,485)	(365,996)	(376,646)	(387,819)	(399,563)	(414,100)	(429,545)	(443,597)	(458,383)
Other Property and Services	(10,375)	(10,764)	(11,153)	(11,556)	(11,974)	(12,408)	(12,859)	(13,326)	(13,811)	(14,315)
	(4,614,949)	(5,030,621)	(5,017,107)	(5,231,982)	(5,421,793)	(5,621,466)	(5,840,224)	(6,089,076)	(6,262,088)	(6,453,554)
REVENUE										
General Purpose Funding	3,292,826	3,464,592	3,622,986	3,803,292	4,313,932	4,493,682	4,372,154	4,625,165	5,168,123	5,405,719
Governance	1,360	1,401	1,441	1,481	1,523	1,566	1,610	1,656	1,703	1,751
Law, Order, Public Safety	56,905	58,755	60,517	62,333	64,203	66,129	68,113	70,156	72,261	74,429
Health	666,432	688,091	1,208,734	729,996	751,896	774,453	797,686	821,617	846,266	871,654
Education and Welfare	8,396	8,669	8,929	9,197	9,473	9,757	10,050	10,351	10,662	10,982
Housing	61,060	1,562,921	564,808	566,752	68,755	70,818	72,942	75,130	77,384	79,706
Community Amenities	1,014,908	118,362	121,913	125,570	129,337	133,217	137,214	141,330	145,570	149,937
Recreation and Culture	171,239	152,746	154,299	376,983	57,545	59,241	3,548,073	383,873	64,642	116,551
Transport	761,003	721,252	735,414	750,257	1,765,821	782,143	799,258	817,205	836,026	855,763
Economic Services	1,563,306	166,622	120,041	123,577	127,230	131,005	134,907	138,941	142,208	147,419
Other Property & Services	34,989	35,895	36,791	37,715	38,667	39,647	40,656	41,696	42,767	43,870
	7,632,425	6,979,305	6,635,873	6,587,152	7,328,381	6,561,657	9,982,663	7,127,121	7,407,611	7,757,779
<i>Increase(Decrease)</i>	3,017,475	1,948,684	1,618,766	1,355,171	1,906,587	940,191	4,142,439	1,038,045	1,145,523	1,304,225
DISPOSAL OF ASSETS										
Land	0	0	0	0	0	0	0	0	0	0
Plant and Equipment	3,800	33,200	9,600	15,900	30,800	37,600	10,000	30,600	13,700	4,725
Furniture and Equipment	0	0	0	0	0	0	0	0	0	0

**SHIRE OF BOYUP BROOK
COMPREHENSIVE INCOME STATEMENT BY PROGRAM**

	PROPOSED ESTIMATES									
<i>Gain (Loss) on Disposal</i>	3,800	33,200	9,600	15,900	30,800	37,600	10,000	30,600	13,700	4,725
ABNORMAL ITEMS										
<i>Total Abnormal Items</i>	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	3,021,275	1,981,884	1,628,366	1,371,071	1,937,387	977,791	4,152,439	1,068,645	1,159,223	1,308,950

DRAFT

APPENDIX 2
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE/TYPE

COMPREHENSIVE INCOME STATEMENT BY NATURE/TYPE

	PROPOSED ESTIMATES									
	LONG TERM FINANCIAL PLAN									
	CORPORATE BUSINESS PLAN					2018/19	2019/20	2020/21	2021/22	2022/23
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
EXPENSES										
Employee Costs	(1,665,362)	(1,738,634)	(1,814,420)	(1,894,280)	(1,977,670)	(2,064,789)	(2,155,691)	(2,250,691)	(2,349,920)	(2,453,562)
Materials & Contracts	(1,401,311)	(1,594,922)	(1,447,392)	(1,502,400)	(1,522,633)	(1,571,615)	(1,588,266)	(1,678,400)	(1,695,255)	(1,736,966)
Utilities	(166,519)	(171,930)	(177,088)	(182,401)	(187,873)	(193,509)	(199,314)	(205,294)	(211,453)	(217,796)
Depreciation on Non-Current Assets	(865,547)	(1,025,672)	(1,072,535)	(1,126,910)	(1,191,842)	(1,243,430)	(1,353,725)	(1,401,307)	(1,435,031)	(1,458,751)
Interest Expense	(63,311)	(65,133)	(63,377)	(74,235)	(82,159)	(76,672)	(72,624)	(68,160)	(63,889)	(60,280)
Insurances	(204,164)	(210,800)	(217,124)	(223,638)	(230,347)	(237,257)	(244,375)	(251,706)	(259,257)	(267,035)
Other Expenditure	(248,736)	(223,530)	(225,172)	(228,119)	(229,271)	(234,194)	(226,229)	(233,518)	(247,283)	(259,164)
	(4,614,949)	(5,030,621)	(5,017,107)	(5,231,982)	(5,421,793)	(5,621,466)	(5,840,224)	(6,089,076)	(6,262,088)	(6,453,554)
REVENUE										
Rates	2,140,707	2,264,124	2,394,658	2,532,721	2,678,745	2,833,192	2,996,545	3,169,320	3,352,059	3,545,338
Operating Grants and Subsidies	1,154,693	1,248,594	1,231,255	1,264,895	1,620,630	1,656,319	1,371,995	1,446,574	1,807,759	1,849,063
Contributions, Reimbursements and Donations	107,595	69,759	71,915	74,160	76,487	78,901	81,405	84,001	86,694	89,487
Fees and Charges	999,477	1,030,811	1,061,372	1,092,857	1,125,285	1,158,687	1,193,092	1,228,528	1,265,028	1,302,623
Interest Earnings	135,424	140,756	136,778	146,213	155,946	146,434	146,773	153,351	152,426	157,307
Other Revenue	49,576	51,141	52,644	54,192	55,786	57,428	59,119	60,861	62,656	64,504
	4,587,471	4,805,184	4,948,622	5,165,036	5,712,880	5,930,962	5,848,929	6,142,636	6,726,622	7,008,322
SUB-TOTAL	(27,479)	(225,437)	(68,485)	(66,945)	291,086	309,496	8,705	53,560	464,534	554,768
PROFIT/LOSS ON SALE OF ASSETS										
Profit on Asset Sales	3,800	33,200	9,600	15,900	30,800	37,600	10,000	30,600	13,700	4,725
Loss on Asset Sales		0	0	0	0	0	0	0	0	0
	3,800	33,200	9,600	15,900	30,800	37,600	10,000	30,600	13,700	4,725
NON-OPERATING REVENUE										
Non-Operating Grants & Subsidies	3,044,954	2,174,121	1,687,251	1,422,116	1,615,501	630,695	4,133,734	984,485	680,989	749,457
	3,044,954	2,174,121	1,687,251	1,422,116	1,615,501	630,695	4,133,734	984,485	680,989	749,457
OTHER COMPREHENSIVE INCOME										
Changes on Revaluation of Assets	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	3,021,275	1,981,884	1,628,366	1,371,071	1,937,387	977,791	4,152,439	1,068,645	1,159,223	1,308,950

APPENDIX 3
STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION

	PROPOSED ESTIMATES									
	LONG TERM FINANCIAL PLAN									
	CORPORATE BUSINESS PLAN									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current assets										
Cash and cash equivalents	1,439,899	1,303,191	1,536,536	1,788,447	1,817,383	2,036,099	2,451,858	2,949,981	3,522,872	4,512,876
Trade and other receivables	171,740	171,740	171,740	171,739	171,739	171,739	171,739	171,739	171,739	171,739
Inventories	9685	9685	9685	9685	9685	9685	9685	9685	9685	9685
Other assets										
Total current assets	1,621,324	1,484,616	1,717,961	1,969,871	1,998,807	2,217,523	2,633,282	3,131,405	3,704,296	4,694,300
Non-current assets										
Trade and other receivables	145,141	140,071	134,781	129,261	123,501	117,491	111,219	104,675	97,847	90,721
Property, plant and equipment	7,878,768	8,819,882	8,981,177	9,189,972	8,916,978	8,372,979	10,712,829	9,996,416	9,096,344	8,129,054
Infrastructure	57,249,889	58,360,260	59,621,622	61,044,443	63,122,884	64,343,116	65,653,278	66,853,067	68,249,240	69,441,627
Total non-current assets	65,273,798	67,320,213	68,737,580	70,363,676	72,163,363	72,833,586	76,477,326	76,954,158	77,443,431	77,661,402
Total assets	66,895,122	68,804,829	70,455,541	72,333,546	74,162,169	75,051,109	79,110,608	80,085,564	81,147,728	82,355,701
Current liabilities										
Trade and other payables	256202	256202	256202	256202	256202	256202	256202	256202	256202	256202
Interest-bearing loans and borrowings	72,177	77,654	93,066	108,764	88,851	92,940	93,689	97,059	100,976	62,203
Provisions	350,521	350,521	350,521	350,521	350,521	350,521	350,521	350,521	350,521	350,521
Total current liabilities	678,900	684,377	699,789	715,487	695,574	699,663	700,412	703,782	707,699	668,926
Non-current liabilities										
Interest-bearing loans and borrowings	1,318,593	1,240,939	1,247,873	1,739,109	1,650,258	1,557,318	1,463,629	1,366,570	1,265,594	1,203,391
Provisions	125,652	125,652	125,652	125,652	125,652	125,652	125,652	125,652	125,652	125,652
Total non-current liabilities	1,444,245	1,366,591	1,373,525	1,864,761	1,775,910	1,682,970	1,589,281	1,492,222	1,391,246	1,329,043
Total liabilities	2,123,145	2,050,968	2,073,314	2,580,248	2,471,484	2,382,633	2,289,693	2,196,004	2,098,945	1,997,969
Net assets	64,771,977	66,753,861	68,382,227	69,753,298	71,690,685	72,668,476	76,820,915	77,889,560	79,048,783	80,357,732
Equity										
Retained surplus	55,003,710	57,069,086	58,482,691	59,632,136	61,775,325	62,749,777	66,759,986	67,822,844	68,787,017	69,817,392
Asset revaluation reserve	8,268,949	8,268,949	8,268,949	8,268,949	8,268,949	8,268,949	8,268,949	8,268,949	8,268,949	8,268,949
Other reserves	1,504,862	1,421,370	1,636,131	1,857,757	1,651,955	1,655,294	1,797,524	1,803,311	1,998,361	2,276,936
Total equity	64,777,521	66,759,405	68,387,771	69,758,842	71,696,229	72,674,020	76,826,459	77,895,104	79,054,327	80,363,277

APPENDIX 4
STATEMENT OF CASH FLOWS

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STATEMENT OF CASH FLOWS

	PROPOSED ESTIMATES									
	LONG TERM FINANCIAL PLAN									
	CORPORATE BUSINESS PLAN									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from operating activities										
EXPENDITURE										
Employee Costs	(1,665,362)	(1,738,634)	(1,814,420)	(1,894,280)	(1,977,670)	(2,064,789)	(2,155,691)	(2,250,691)	(2,349,920)	(2,453,562)
Materials & Contracts	(1,401,311)	(1,594,922)	(1,447,392)	(1,502,400)	(1,522,633)	(1,571,615)	(1,588,266)	(1,678,400)	(1,695,255)	(1,736,966)
Utilities	(166,519)	(171,930)	(177,088)	(182,401)	(187,873)	(193,509)	(199,314)	(205,294)	(211,453)	(217,796)
Insurance	(204,164)	(210,800)	(217,124)	(223,638)	(230,347)	(237,257)	(244,375)	(251,706)	(259,257)	(267,035)
Interest Expenses	(63,311)	(65,133)	(63,377)	(74,235)	(82,159)	(76,672)	(72,624)	(68,160)	(63,889)	(60,280)
Other	(248,736)	(223,530)	(225,172)	(228,119)	(229,271)	(234,194)	(226,229)	(233,518)	(247,283)	(259,164)
	(\$3,749,402)	(\$4,004,950)	(\$3,944,572)	(\$4,105,072)	(\$4,229,952)	(\$4,378,036)	(\$4,486,499)	(\$4,687,769)	(\$4,827,057)	(\$4,994,803)
REVENUE										
Rates	2,140,707	2,264,124	2,394,658	2,532,721	2,678,745	2,833,192	2,996,545	3,169,320	3,352,059	3,545,338
Contributions and Donations Reimbursements	107,595	69,759	71,915	74,160	76,487	78,901	81,405	84,001	86,694	89,487
Fees and Charges	999,477	1,030,811	1,061,372	1,092,857	1,125,285	1,158,687	1,193,092	1,228,528	1,265,028	1,302,623
Interest Received	135,424	140,756	136,778	146,213	155,946	146,434	146,773	153,351	152,426	157,307
Other	49,576	51,141	52,644	54,192	55,786	57,428	59,119	60,861	62,656	64,504
	\$3,432,778	\$3,556,590	\$3,717,367	\$3,900,142	\$4,092,250	\$4,274,642	\$4,476,934	\$4,696,061	\$4,918,863	\$5,159,259
Net Cash flows from Operating Activities	(\$316,624)	(\$448,359)	(\$227,205)	(\$204,930)	(\$137,702)	(\$103,393)	(\$9,565)	\$8,293	\$91,806	\$164,455
Cash flows from investing activities										
Payments										
Purchase Tools	0	(2,300)	0	0	(1,700)	0	0	0	0	0
Purchase Land and Buildings	(1,965,000)	(1,520,000)	(1,100,000)	(1,190,000)	(321,085)	(321,085)	(3,487,085)	(321,085)	(321,085)	(421,085)
Purchase Road Infrastructure	(1,110,621)	(1,010,371)	(1,161,362)	(1,101,736)	(2,078,441)	(1,220,232)	(1,310,162)	(1,199,789)	(1,396,173)	(1,192,387)
Purchase Recreation Infrastructure	0	(100,000)	(100,000)	(321,085)	0	0	0	0	0	0
Purchase Other Infrastructure	(900,000)	0	0	0	0	0	0	0	0	0
Purchase Plant and Equipment	(127,000)	(730,910)	(195,200)	(261,000)	(845,700)	(697,000)	(282,710)	(632,000)	(304,000)	(105,000)
Purchase Furniture and Equipment	(12,800)	(12,376)	(25,030)	(27,804)	(27,563)	(19,746)	(13,780)	(7,210)	(33,174)	(7,900)
	(4,115,421)	(3,375,957)	(2,581,592)	(2,901,625)	(3,274,489)	(2,258,063)	(5,093,737)	(2,160,084)	(2,054,432)	(1,726,372)
Receipts										
Disposal of Plant and Equipment	38,000	332,000	96,000	159,000	308,000	376,000	100,000	306,000	137,000	47,250
Contributions from Other Parties	0	0	0	0	0	0	0	0	0	0
	38,000	332,000	96,000	159,000	308,000	376,000	100,000	306,000	137,000	47,250

STATEMENT OF CASH FLOWS

	PROPOSED ESTIMATES									
Net cash flows from investing activities	(\$4,077,421)	(\$3,043,957)	(\$2,485,592)	(\$2,742,625)	(\$2,966,489)	(\$1,882,063)	(\$4,993,737)	(\$1,854,084)	(\$1,917,432)	(\$1,679,122)
Cash flows from financing activities										
Loan Repayments -Principal	(64,588)	(72,177)	(77,654)	(93,066)	(108,764)	(88,851)	(92,940)	(93,689)	(97,059)	(100,976)
Loan Borrowings	250,000	0	100,000	600,000	0	0	0	0	0	0
Principal Repayments Received	4,859	5,070	5,290	5,520	5,760	6,010	6,272	6,544	6,828	7,126
Net cash flows from financing activities	\$190,271	(\$67,107)	\$27,636	\$512,454	(\$103,004)	(\$82,841)	(\$86,668)	(\$87,145)	(\$90,231)	(\$93,850)
Cash flows from government										
Receipts from appropriate grants										
Recurrent	1,154,693	1,248,594	1,231,255	1,264,895	1,620,630	1,656,319	1,371,995	1,446,574	1,807,759	1,849,063
Capital	3,044,954	2,174,121	1,687,251	1,422,116	1,615,501	630,695	4,133,734	984,485	680,989	749,457
Net cash Provided By Government	\$4,199,647	\$3,422,715	\$2,918,506	\$2,687,011	\$3,236,131	\$2,287,014	\$5,505,729	\$2,431,059	\$2,488,748	\$2,598,520
Net (decrease)/increase in cash held	(\$4,128)	(\$136,709)	\$233,345	\$251,909	\$28,936	\$218,717	\$415,759	\$498,123	\$572,891	\$990,003
Cash at the Beginning of Reporting Period	1,444,027	1,439,899	1,303,191	1,536,536	1,788,447	1,817,383	2,036,099	2,451,858	2,949,981	3,522,872
Cash at the End of Reporting Period	\$1,439,899	\$1,303,191	\$1,536,536	\$1,788,446.50	\$1,817,383	\$2,036,099	\$2,451,858	\$2,949,981	\$3,522,872	\$4,512,876

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APPENDIX 5
RATE SETTING STATEMENT

RATE SETTING STATEMENT

	PROPOSED ESTIMATES									
	LONG TERM FINANCIAL PLAN									
	CORPORATE BUSINESS PLAN									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
OPERATING REVENUE										
General Purpose Funding	1,152,120	1,200,468	1,228,328	1,270,571	1,635,186	1,660,490	1,375,608	1,455,845	1,816,064	1,860,381
Governance	1,360	1,401	1,441	1,481	1,523	1,566	1,610	1,656	1,703	1,751
Law, Order Public Safety	56,905	58,755	60,517	62,333	64,203	66,129	68,113	70,156	72,261	74,429
Health	666,432	688,091	1,208,734	729,996	751,896	774,453	797,686	821,617	846,266	871,654
Education and Welfare	8,396	8,669	8,929	9,197	9,473	9,757	10,050	10,351	10,662	10,982
Housing	61,060	1,562,921	564,808	566,752	68,755	70,818	72,942	75,130	77,384	79,706
Community Amenities	1,014,908	118,362	121,913	125,570	129,337	133,217	137,214	141,330	145,570	149,937
Recreation and Culture	171,239	152,746	154,299	376,983	57,545	59,241	3,548,073	383,873	64,642	116,551
Transport	761,003	721,252	735,414	750,257	1,765,821	782,143	799,258	817,205	836,026	855,763
Economic Services	1,563,306	166,622	120,041	123,577	127,230	131,005	134,907	138,941	142,208	147,419
Other Property and Services	34,989	35,895	36,791	37,715	38,667	39,647	40,656	41,696	42,767	43,870
	5,491,718	4,715,181	4,241,215	4,054,432	4,649,635	3,728,465	6,986,118	3,957,801	4,055,552	4,212,441
LESS OPERATING EXPENDITURE										
General Purpose Funding	(92,105)	(96,617)	(108,773)	(102,366)	(106,134)	(119,918)	(114,163)	(118,301)	(132,539)	(126,898)
Governance	(285,772)	(290,423)	(299,585)	(302,640)	(324,024)	(317,450)	(329,752)	(333,759)	(345,916)	(350,268)
Law, Order, Public Safety	(163,472)	(171,693)	(176,415)	(182,553)	(189,041)	(195,459)	(203,049)	(209,887)	(216,730)	(223,645)
Health	(709,363)	(745,512)	(773,246)	(830,902)	(856,306)	(895,066)	(924,011)	(960,773)	(996,898)	(1,034,971)
Education and Welfare	(69,937)	(74,335)	(94,155)	(78,948)	(81,955)	(84,842)	(88,594)	(91,667)	(94,668)	(97,648)
Housing	(93,341)	(123,775)	(105,432)	(131,917)	(134,553)	(138,525)	(131,179)	(169,200)	(134,752)	(141,170)
Community Amenities	(324,347)	(319,558)	(327,608)	(338,924)	(350,822)	(364,174)	(376,474)	(390,348)	(402,230)	(415,547)
Recreation and Culture	(698,185)	(712,056)	(739,831)	(777,667)	(790,301)	(819,959)	(850,706)	(889,147)	(915,548)	(946,250)
Transport	(1,799,897)	(2,023,403)	(2,014,913)	(2,097,861)	(2,188,863)	(2,274,103)	(2,395,339)	(2,483,123)	(2,565,399)	(2,644,460)
Economic Services	(368,154)	(462,485)	(365,996)	(376,646)	(387,819)	(399,563)	(414,100)	(429,545)	(443,597)	(458,383)
Other Property & Services	(10,375)	(10,764)	(11,153)	(11,556)	(11,974)	(12,408)	(12,859)	(13,326)	(13,811)	(14,315)
	(4,614,949)	(5,030,621)	(5,017,107)	(5,231,982)	(5,421,793)	(5,621,466)	(5,840,224)	(6,089,076)	(6,262,088)	(6,453,554)
<i>Increase(Decrease)</i>	876,769	(315,440)	(775,892)	(1,177,550)	(772,158)	(1,893,001)	1,145,893	(2,131,275)	(2,206,536)	(2,241,113)
ADD										
Principal Repayment Received -Loans	4,859	5,070	5,290	5,520	5,760	6,010	6,272	6,544	6,828	7,126
Profit/ Loss on the disposal of assets	3,800	33,200	9,600	15,900	30,800	37,600	10,000	30,600	13,700	4,725
Depreciation Written Back	865,547	1,025,672	1,072,535	1,126,910	1,191,842	1,243,430	1,353,725	1,401,307	1,435,031	1,458,751
Book Value of Assets Sold W/Back	34,200	298,800	86,400	143,100	277,200	338,400	90,000	275,400	123,300	42,525

RATE SETTING STATEMENT

	PROPOSED ESTIMATES									
	908,406	1,362,742	1,173,825	1,291,430	1,505,602	1,625,440	1,459,997	1,713,851	1,578,859	1,513,127
<i>Sub Total</i>	1,785,175	1,047,302	397,933	113,880	733,444	(267,561)	2,605,891	(417,424)	(627,677)	(727,986)
LESS CAPITAL PROGRAMME										
Purchase Tools	0	(2,300)	0	0	(1,700)	0	0	0	0	0
Purchase Land & Buildings	(1,965,000)	(1,520,000)	(1,100,000)	(1,190,000)	(321,085)	(321,085)	(3,487,085)	(321,085)	(321,085)	(421,085)
Road Infrastructure	(1,110,621)	(1,010,371)	(1,161,362)	(1,101,736)	(2,078,441)	(1,220,232)	(1,310,162)	(1,199,789)	(1,396,173)	(1,192,387)
Recreation Infrastructure	0	(100,000)	(100,000)	(321,085)	0	0	0	0	0	0
Other Infrastructure	(900,000)	0	0	0	0	0	0	0	0	0
Purchase Plant and Equipment	(127,000)	(730,910)	(195,200)	(261,000)	(845,700)	(697,000)	(282,710)	(632,000)	(304,000)	(105,000)
Purchase Furniture and Equipment	(12,800)	(12,376)	(25,030)	(27,804)	(27,563)	(19,746)	(13,780)	(7,210)	(33,174)	(7,900)
Repayment of Debt - Loan Principal	(64,588)	(72,177)	(77,654)	(93,066)	(108,764)	(88,851)	(92,940)	(93,689)	(97,059)	(100,976)
Transfer to Reserves	(312,178)	(317,718)	(313,961)	(323,626)	(333,598)	(324,339)	(324,940)	(331,787)	(332,050)	(336,325)
	(4,492,187)	(3,765,852)	(2,973,207)	(3,318,317)	(3,716,851)	(2,671,253)	(5,511,617)	(2,585,560)	(2,483,541)	(2,163,673)
<i>Sub Total</i>	(2,707,012)	(2,718,550)	(2,575,274)	(3,204,437)	(2,983,407)	(2,938,814)	(2,905,726)	(3,002,984)	(3,111,218)	(2,891,659)
LESS FUNDING FROM										
Loans	250,000	0	100,000	600,000	0	0	0	0	0	0
Reserves	189,000	401,210	99,200	102,000	539,400	321,000	182,710	326,000	137,000	57,750
Opening Funds	52,568	0	0	0	0	0	0	0	0	0
Closing Funds	74,738	53,217	(18,584)	(30,283)	(234,738)	(215,378)	(273,529)	(492,336)	(377,841)	(711,428)
	566,306	454,427	180,616	671,717	304,662	105,622	(90,819)	(166,336)	(240,841)	(653,678)
TO BE MADE UP FROM RATES	(2,140,707)	(2,264,124)	(2,394,658)	(2,532,721)	(2,678,745)	(2,833,192)	(2,996,545)	(3,169,320)	(3,352,059)	(3,545,338)