



Corporate Business Plan 2022/23 - 2025/26

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1. Planning Framework

Under Local Government (Administration) Regulations 1996 Regulation 19DA (3), a Corporate Business Plan for a district is to:

- set out, consistently with any relevant priorities in the Strategic Community Plan, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- 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
- develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future to comply with Section 6.2(2) of the Local Government Act 1995. Development of the Plan has also been influenced by the Department of Local Government, Sport and Cultural Industries

2. Purpose of the Corporate Business Plan

The Corporate Business Plans defines the facilities, services, programs and projects the Shire will undertake to deliver the community priorities that are detailed in the adopted Community Strategic Plan.

The list of Community Priorities section later in the plan also provides the basis for quarterly reporting using a simple traffic light system. This information will be shared with Council and the Community on a quarterly basis. The Corporate Business Plan is reviewed and updated annually to reflect any changes to the long-term financial plan, service levels and to include any new programs, projects or strategic initiatives.

Assumptions

Population and economy	850 → 770 over 10 years (WA Planning) Generally older and ageing faster (than WA average) Dependent on agriculture
CPI	5.1% in March 2022 Annual average is 3-4% pa
Payroll	3.0% pa on average
External influences	Local Government Act Reform Work Health and Safety Legislation Aboriginal Cultural Heritage reform
External Risks	Increasing costs of contractors and low availability Lack of critical mass in the Wheatbelt and Shire Geographical location of Narembeen Health pandemic / endemic Increasing reliance and compliance on volunteers Mine closure due to economic downturn or end of life Increasing competitive nature of government funds Decreasing and complete loss of government funding for core services in the community

Poor telecommunications infrastructure and services
Ageing population in Narembeen and the Wheatbelt
Low capital return for business owners within the town site
Mental health of the community
Lack of job opportunities / diversity in the Shire and region
Natural disasters

3. Implementation Plan

Community Engagement

Purpose To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.

Guiding Principles Taken from IAP2 drivers of contemporary engagement practice:

- Based on the belief that those who are affected by a decision have the right to be involved in the decision-making process
- Communicates to participants how their input impacts the decision
- Includes the promise that the public's contribution will influence the decision
- Provides participants with the information they need to participate in a meaningful way
- Promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers
- Seeks out and facilitates the involvement of those potentially affected by or interested in a decision
- Seeks input from participants in designing how they participate

Key Inputs Community Engagement Framework: Various engagement techniques that are identified for each engagement activity such as community and stakeholder workshops, surveys, social media, face to face interviews, submissions, pop up engagement hubs

Reviewed By utilising feedback received to inform the decision-making process

Reported Strategic Plan Reference section of ordinary meeting of Council items
Integrated Strategic Plan reports.
Summary of key engagement activities in the Annual Report

Resource Management - Integrating Asset, Finance, and Workforce Planning

Purpose To use our people and resources to protect and enhance our infrastructure and natural environment and to deliver Shire services in a financially sustainable manner

Guiding Principles Demonstrated compliance
Enhanced community consultation
Improved management of risk

Improved social responsibility
Skilled and motivated workforce
Sustainable financial performance
Well informed investment decisions

Key Inputs

Asset condition data
Community service level expectations
Long Term Financial Plan
Technical and quality requirements

Reviewed

Annually to update financial modelling using current data
Major review of the LTFP every 4 years

Reported

Annual Report
Asset Ratios
Plant Replacement and Utilisation reporting
Financial and strategic implications of Ordinary Meeting of Council items

Risk Management

Purpose

To ensure that relevant risks and opportunities have been identified, assessed, and mitigated as part of any decision or action.

Guiding Principles

Based on the best available information
Clarifies uncertainty
Facilitates continual improvement and enhancement of the organisation
Integral part of organisational processes
Informs decision making
Systematic, structured, and timely
Tailored to suit all environment types
Takes human and cultural factors into account
Transparent and adaptive to all areas of risk

Key Inputs

Governance Compliance Calendar
Officer Reports
Risk Reporting Framework
Audit Report

Reviewed

Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire.

Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework.

Regulation 17 review every 3 years
Risk Management profiling tool, reviewed quarterly

The Audit and Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.

How Reported

Audit and Risk committee meeting minutes
Risk section of ordinary Council meeting Items

4. Delivery Plan

The following tables reflect a four-year delivery program which will become the Council's focus to deliver its 10-year Strategic Plan. These deliverables will be reviewed annually and reported against on a quarterly basis.

Develop

Implement

Continue/Maintain

1. COMMUNITY: Happy, safe, healthy and inclusive community					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
1.1 Together with key stakeholders identify and deliver opportunities for young people across the Shire	a. Develop and Implement a Youth Plan				
	b. Maintain a strong supportive relationship with the Narembeen District High School to encourage youth development				
1.2 Facilitate and advocate for quality health services, health facilities and programs in the Shire	a. Continued support for the retention of the Hospital and Police service and Ambulance Service				
	b. Co-ordinate regular schedule of seniors programs and events by the Narembeen CRC				
	c. Develop and Implement Aged Friendly Community Plan				
	d. Implement the Public Health Plan and Community Wellbeing Plan				
	a. Update the Narembeen CRC Business Plan and ensure it				

1.3 Inclusive community activities, events and initiatives	is aligned with Shire priorities and plans				
	b. Source funding and co-ordinate delivery on initiatives that support arts, culture and learning				
	c. Implement the conservation plan for St Paul's Anglican Church and Town Hall (State Heritage listed)				
1.4 Recreational, social and heritage spaces are safe and celebrate our lifestyle and active and healthy pursuits	a. Progressive achievement of the Sport and Recreation Facilities Plan				
	b. Undertake review of green spaces / reserves to maximise usage and identify optimum service levels for ovals and reserves.				
	c. Support and promote local heritage education and maintenance of heritage facilities				
1.5 Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience	a. Investigate and quantify volunteer contributions across our Shire				
	b. Narembeen CRC delivers initiatives to support volunteer organisations				
	c. Offer the Community Grant Scheme with Ramelius Resources				
1.6 Support emergency services planning, risk mitigation, response and recovery	a. Active leadership and participation in Emergency Management				
	b. Update the Animal Welfare Plan				
	c. Undertake review of Bush Fire Brigade management and operation				

2. ECONOMY: Retain and grow existing businesses, employment and attract new industry					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
2.1 Support the diverse industry across the Shire.	a. Townsite intersection improvements completed	Green	White	White	White
	b. Continue to improve townsite attractiveness and work with business/property owners to a set a standard	Yellow	Green	Light Green	Light Green
	c. Develop and Implement Economic Development Plan	Yellow	Yellow	Green	Light Green
	d. Undertake industrial land subdivision	Yellow	Green	White	White
	e. Facilitate expansion of telecommunications networks across the Shire and advocate for reduced number of black spots	Yellow	Green	Light Green	Light Green
	f. Review town planning scheme	White	Yellow	Yellow	Green
	g. Work with Go Narembeen to deliver positive economic outcomes	Light Green	Light Green	Light Green	Light Green
	h. Actively promote commercial spaces to maximise utilisation	White	Yellow	Green	Light Green
	i. Implement a Marketing Plan that promotes Narembeen lifestyle and opportunities	White	White	Yellow	Green
2.2 Safe and efficient transport network enables economic growth	a. RAV Network assessment is completed	Green	Light Green	Light Green	Light Green
	b. Maintain and upgrade infrastructure assets in line with plans.	Yellow	Yellow	Yellow	Yellow
	c. Review 10yr Road Plan	White	Yellow	Green	White

2.3 Coordinated planning and promotion of the visitor and tourist experience	a. Promote and develop tourism opportunities in partnership with Roe Tourism and Go Narembeen.				
	b. Finalise lease of Wadderin Wildlife Sanctuary				
	c. Support the development of the Wadderin Wildlife Sanctuary as a tourism product in collaboration with Wadderin Wildlife Sanctuary Inc				
2.4 Retain and grow our local skills base	a. Develop and Implement Housing Strategy				
	b. Offer apprenticeships and traineeships in our workforce				
	c. Investigate the need for expanded childcare services.				

3. ENVIRONMENT: Care and protection of the environment					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
3.1 Maintain a high standard of environmental health and waste services	a. Participate in the ROE Environmental Health Scheme				
	b. Investigate waste minimisation and education strategies through ROERoc				
	c. Effective Management of the Bending Regional Waste Site and Narembeen Transfer Station site				
3.2 Conservation of our natural environment	a. Effective management of invasive species programs to the community				
	b. Support the conservation and activation of the Wadderin Wildlife Sanctuary				

4. CIVIC LEADERSHIP: Well governed and efficiently managed Local Government					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
4.1 Forward planning and implementation of plans to achieve strategic priorities	a. Continue to implement and monitor the Integrated Planning and Reporting milestones				
	b. Review of Long-Term Financial Plan				
	c. Active participation in ROEROC, GECZ and regional groupings				
	d. Develop, implement and review the community engagement policy / framework				

	e. Develop and Implement Workforce Plan				
4.2 Compliant and resourced Local Government	a. Continue to meet compliance with statutory and regulatory requirements				
	b. Review financial and asset management policies and practices				
	c. Undertake community satisfaction surveying to assess a range of performance measures.				
	d. Ensure Asset Valuations are undertaken in line with relevant Accounting standards				
	e. Review of Workplace Health and Safety processes and procedures to ensure compliance and minimise risk				

5. Community Facilities, Infrastructure and Services

Community Facilities	Service Objective
Caravan Parks	Maintain and enhance the Caravan Park to provide a safe and inviting experience for visitors
Gardens	To manage and maintain gardens so that they are seen as clean, fit for purpose and attractive
Housing	To maintain Shire owned houses to a level that retains their capital value
Library	To provide library services that engage and meet the needs of the local communities
Parks and Playgrounds	To manage and maintain parks and playgrounds that attract community members and visitors
Public Toilets	To maintain public toilets so that they are seen as clean, tidy, and usable
Recreation Grounds & Pavilions	To partner with local communities to manage and maintain to an acceptable standard relevant to current usage
Reserves	To retain and maintain reserves for community use relevant to current usage
Swimming Pool	To manage and maintain to the required standard relevant to current usage
Town Halls/Public Buildings	To manage and maintain to an acceptable standard relevant to current usage
Airport	To plan, renew and maintain infrastructure to a safe operating standard that meets community needs
Sewerage	
Footpaths	
Drainage & Stormwater	
Aged Care	
Childcare Centre	

Roads & Verges	
Community Engagement	To keep the community informed through various communication platforms and to involve them in relevant issues, events, and projects
Customer Service & Payments	To provide a high level of customer service and access to convenient payment options
Economic Development	To promote the shire and region as an attractive place for business
Finance and Governance	To deliver open and transparent systems and reporting that ensure the prudent use of funding streams
Fire & Emergency	To partner with relevant agencies and volunteers to ensure adequate resources to respond to emergencies
Maintenance - Roads	To schedule and deliver maintenance programs in line with resource capacity that support a reliable transport network
Natural Resource Management	To conserve, enhance, promote and rehabilitate the natural environment to ensure appropriate management and use
Public Health	To ensure that public health legislation is understood, managed and complied with
Regional Collaboration	To support regional co-operation and resource sharing opportunities with other LG's
Town Main Streets	To maintain streetscapes that are neat, tidy and welcoming
Town Planning and Building Control	To ensure that legislative requirements and building standards are complied with
Tourism Promotion	To promote and develop tourism and maintain local attractions
Volunteer & Community Group Support	To actively support community groups and volunteers to encourage community driven activities
Waste, Recycling & Refuse Sites	To provide waste services throughout the shire which are convenient to the community while meeting our legislative requirements

6. Financial Management Plan

The Shires Financial Management Plan plays an integral role of aligning the strategic goals and deliverable with the resource available to the Shire. The Financial Management Plan is provided on the subsequent pages and has been delivered with the following key assumptions:

- Inflation to range between 3% and 4% over the next four years
- Employee costs increases averaging 3% over the next four years
- Rates increases of 5% required of the first 2 years of the plan, reducing to 4% in the following 2 years.

- Operating Grants, subsidies won't fall below the current level with the exception of contributions from the Ramelius Mining operation.

The final page of the plan maps the expected movement in key ratios which the Department of Local Government and Communities uses as an indicator of sustainability.

4 Year Financial Summary					
		2022/2023	2023/2024	2024/2025	2025/2026
	Additional Information	\$'000's	\$'000's	\$'000's	\$'000's
Opening Surplus Position		2,708	0	(0)	-0
Net Operating Result	See Note 1	(3,279)	(2,482)	(2,254)	(2,238)
Add back non cash items excluded from Operating Result		2,947	3,153	3,185	3,217
Non-Operating Expenditure	See Note 2				
Plant Replacement (net)		(704)	(306)	(544)	(245)
Community Infrastructure Projects		0	(250)	(2,000)	0
Other Capital Expenditure		(7,745)	(2,636)	(2,556)	(2,638)
Total Non-Operating Expenditure		(8,450)	(3,192)	(5,099)	(2,883)
Non Operating Income	See Note 3				
Anticipated Road Contributions		5,063	1,322	1,169	1,766
Local Roads and Community Infrastructure		998			
Grants yet to be identified			550	1,000	195
Total Non-Operating Income		6,061	1,872	2,169	1,961
Financing Activites	See Note 10				
New Loans		0	0	400	0
Repayment of existing loans		(75)	(80)	(35)	(54)
Proceeds from s/s loans		16	22	22	50
Transfers (to)/from Reserves		72	706	1,614	(52)
Total Financing Activites		13	648	2,000	(57)
Budget Surplus / (Deficit)		0	(0)	(0)	(1)

Note 1 - Operating Position				
	2022/2023	2023/2024	2024/2025	2025/2026
	\$'000's	\$'000's	\$'000's	\$'000's
OPERATING INCOME				
Rates including Interims	1,942	2,039	2,141	2,227
Total Grants, Subsidies and Contributions - Operating	1,478	2,515	2,591	2,668
Total Fees & Charges	596	582	603	621
Total Interest Earnings	37	38	38	38
Other Income	76	76	76	76
Profit on Sale of Asset	199	0	0	0
TOTAL OPERATING INCOME	4,329	5,250	5,448	5,630
OPERATING EXPENDITURE				
Total Employee Costs	(2,108)	(2,172)	(2,237)	(2,293)
Total Materials & Contracts	(1,782)	(1,817)	(1,626)	(1,675)
Utility Charges	(290)	(301)	(313)	(326)
Insurance	(224)	(233)	(240)	(248)
Interest Payable on Loans	(40)	(39)	(84)	(93)
Depreciation	(3,122)	(3,153)	(3,185)	(3,217)
Other Expenditure	(17)	(17)	(18)	(18)
Loss on Sale of Asset	(24)	0	0	0
TOTAL OPERATING EXPENDITURE	(7,608)	(7,733)	(7,703)	(7,869)
NET OPERATING RESULT	(3,279)	(2,482)	(2,254)	(2,238)

Note 2 - Non-operating Expenditure					
		2022/2023	2023/2024	2024/2025	2025/2026
	Additional Information	\$'000's	\$'000's	\$'000's	\$'000's
Plant Replacement	See Notes 8 & 9				
Lght Vehicle Replacement Program		180	175	250	140
Less Trade in		-102	-95	-147	-75
Plant Replacement - Engineering Plant		894	283	800	245
Less Trade in		-269	-58	-360	-65
Total Plant Replacement Costs		704	306	544	245
Community Infrastructure Projects					
Multipurpose Sports Facility	Sports Strategy 2021			1,500	
Netball courts cover	Sports Strategy 2021			500	
Mt Walker Tennis Club lighting	Sports Strategy 2021				
Narembeen Oval Precinct lighting	Sports Strategy 2021		250		
Total Community Infrastructure Projects		0	250	2,000	0
Other Capital Expenditure					
ICT Management	See Note 4	207	41	26	6
Shire Building Asset Preservation	See Note 5	1,354	255	205	170
Road and Footpaths	See Note 3	6,134	2,340	2,195	2,398
Waste and Environment	See Note 6	0	0	130	64
Infrastructure under 50K	See Note 7	50	0	0	0
Total Other Capital Expenditure		7,745	2,636	2,556	2,638

Note 3 - Roads and Footpaths

Identifier	Description of Works	22/23	23/24	24/25	25/26
Roads to Recovery Projects					
Soldiers Road	SLK42.82-50.02 Reseal (6m)		225,000		
Soldiers Road	SLK 41.13-42.82 Reseal (3.7m)		85,000		
Soldiers Road	SLK 35.72-40.72 Gravel Resheet	914,207			
Sloss Road	SLK 0.00-4.30 Gravel Resheet		125,000		
Yeomans Road	SLK 8.70-11.70 Gravel Resheet		85,000		
Dixon Road	SLK 7.92-27.92 Gravel Resheeting			520,000	
to be determined					520,000
Regional Road Group Projects					
Kondinin Narembeen Road	Upgrade road to road type 5 with 7m seal				
Narembeen South Road	Second coat seal	179,481			
Cramphorne Road	37.29-42.29 Reconstruct and Primerseal		520,000		
Cramphorne Road	32.29-37.29 Reconstruct and Primerseal	520,000			
Cramphorne Road	27.29-32.29 Reconstruct and Primerseal				
To be determined				520,000	520,000
Other Capital Roadworks					
Kondinin Narembeen Road - WSN	SLK 10-13.2 Widen seal to 8m	913,000			
Kondinin Narembeen Road - WSN	SLK 14-16 Widen seal to 8m	145,987			
Kondinin Narembeen Road - WSN	SLK 1.4-26.6 clearing of vegetation	110,000			
Corrigin-Narembeen intersection - WSN	South Kuminin Intersection	267,697			
Kondinin Narembeen Road - WSN	SLK 19.5-23 widen and overlay	1,035,871			
Kondinin Narembeen Road - WSN	SLK 4.8-5.4 widen and overlay	186,224			
Kondinin Narembeen Road - WSN	SLK 6-6.3 widen and overlay	104,751			
Kondinin Narembeen Road - WSN	SLK0-2.7 reconstruction		180,000		
Kondinin Narembeen Road - WSN	SLK19.2 Dayman Rd intersection reconstruction		270,000		
Kondinin Narembeen Road - WSN	SLK26-26.8 widen and overlay			250,000	
Kondinin Narembeen Road - WSN	SLK0-26.61 linemarking			55,000	
Kondinin Narembeen Road - WSN	project management, development	35,815	40,000	20,000	
Churchill Street	second stage of street enhancement	350,000			
Laneway seal	Savage to Latham, behind hall	241,065			
Reconstruction works to be determined - damage	form ramelius trucks (offset 50% main/construction)		125,000	230,000	1,133,000
Other					
Townsite intersections Latham, Churchill					
Curral and Longhurst Streets-Blackspot	Widen, realign, improve traffic flows and safety	718,499			
reseals to be determined				50,000	55,000
LIA Development (reserve funded)			585,000	500,000	
Storm/Floodway Repair Works					
Longhurst Street	Floodway upgrades	90,000			

Note 3 - Roads and Footpaths

Identifier	Description of Works	22/23	23/24	24/25	25/26
Stormwater Harvesting Project	Floodway upgrades	30,000			
new culvert on Narembeen-Corrigin Rd	Floodway upgrades	120,000			
Drainage Improvements to be determined				50,000	50,000
Footpaths					
Thomas street	Brown to Churchill	171,761			
Footpath improvements to be determined - grant funded			100,000		120,000
Total Road and Footpath Expenditure		6,134,358	2,340,000	2,195,000	2,398,000

Identifier	Income Source	22/23	23/24	24/25	25/26
Roads to Recovery	Department of Infrastructure and Transport (Federal)	867,841	520,000	520,000	520,000
Regional Road Group	MRD	415,333	346,320	346,320	346,320
Wheatbelt Secondary Freight Network	MRD	2,564,042	455,700	302,250	0
Federal Blackspot	MRD	332,801			
Local Roads and Community Infrastructure	Department of Infrastructure and Transport (Federal)	882,826			
to be determined					900,000
Total Road and Footpath Income		5,062,843	1,322,020	1,168,570	1,766,320

Note 4 - ICT Management

	2022/2023	2023/2024	2024/2025	2025/2026
CCTV System Replacement/Maintenance		15,000		
ICT Hardware Renewal	10,000	6,000	6,000	6,000
Medical Centre Server Replacement			20,000	
Administration Server Replacement		20,000		
Electronic Sign board - LRCI 3	50,000			
Electronic Vehicle Charging Station - LRCI 3A	116,842			
Electronic Fuel Management System	30,000			
Total Expenditure	206,842	41,000	26,000	6,000

Note 5 - Shire Asset Preservation

	2022/2023	2023/2024	2024/2025	2025/2026
Building Renewal				
Administration Building Refurbishment	120,000	35,000		
Cheetham Way New Units/House	500,000			
Depot amenities upgrade	30,000			
Old Church restoration - LRCI 3	115,229			
Town Hall Upgrades - LRCI 3/3A	191,230	200,000		
Cemetery Shade / seating	35,000			
Building renewals - to be determined		20,000	35,000	100,000
Sub Total Buildings	<u>991,459</u>	<u>255,000</u>	<u>35,000</u>	<u>100,000</u>
Lighting Renewals				
Street light renewals			50,000	
Sub Total - Lighting	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>0</u>
Reserves and recreation				
Swimming Pool Heating - LRCI 3A	150,000			
CBH Dam Fence	16,090			
Walker Lake Exercise Equipment - LRCI 3	49,955			
Oval Reticulation upgrade			60,000	60,000
Sub Total - Reserves and recreation	<u>216,045</u>	<u>0</u>	<u>60,000</u>	<u>60,000</u>
Other Asset Renewals				
Narembeen Bowling Club Resurfacing	146,727			
Other Asset Preservation - yet to be determined		0	10,000	10,000
Sub Total - Other Assets	<u>146,727</u>	<u>0</u>	<u>10,000</u>	<u>10,000</u>
Total Preservation Expenditure	<u>1,354,231</u>	<u>255,000</u>	<u>205,000</u>	<u>170,000</u>

Note 6 - Environmental Proposals

	2022/23	2023/24	2024/25	2025/26
Bendering stage 1 closure				64,292
Bendering Stage 2 opening			129,548	
Total Environmental Proposals	0	0	129,548	64,292

Note 7 - Infrastructure under \$50K

	2022/23	2023/24	2024/25	2025/26
Signage Strategy	50,000			
Total Expenditure	50,000	0	0	0

Note 8 - Light Vehicle Replacement Program

Rego No	Plant Description	Date Purchased	Current km at 30 June 2022	Predicted Replacement Price			
				22/23	23/24	24/25	25/26
NB7399	Ford Courier ranger white	2008	131,325				
	<i>less trade in</i>			(4,000)			
NB1	Toyota Prado GXL - Works Manager	2021	67,887	60,000		60,000	
	<i>less trade in</i>			(35,000)		(35,000)	
NB206	Ford Ranger 2019	2019	34,834			25,000	
	<i>less trade in</i>					(12,500)	
1NB	Toyota Prado GXL - CEO	2022	850		60,000		60,000
	<i>less trade in</i>				(35,000)		(35,000)
111NB	Toyota Kluger GXL 2WD	2021	20,000		45,000		45,000
	<i>less trade in</i>				(20,000)		(20,000)
NB613	2.5L T/DSL Nissan Navara Dual Cab	2020	37,242		35,000		35,000
	<i>less trade in</i>				(20,000)		(20,000)
1HAQ077	2.5L Nissan Navara	2016	98,476				
	<i>less trade in</i>			(12,500)			
NB7900	Toyota Hilux - Mechanic	2016	73,968	50,000		50,000	
	<i>less trade in - keep and in boom spray</i>					(35,000)	
NB01	GX Toyota Kluger - EMCS	2019	96,263			45,000	
	<i>less trade in</i>					(24,000)	
NB806	Nissan RX Navara	2017	55,900		35,000		
	<i>less trade in</i>		22		(20,000)		

Note 8 - Light Vehicle Replacement Program

Rego No	Plant Description	Date Purchased	Current km at 30 June 2022	Predicted Replacement Price			
				22/23	23/24	24/25	25/26
NB175	Nissan RX Navara	2020	53,728			35,000	
	<i>less trade in</i>					(20,000)	
NB7289	Nissan RX Navara	2020	47,026			35,000	
	<i>less trade in</i>					(20,000)	
NB7511	Skeleton Weed Vehicle	2020		70,000			
	<i>less trade in</i>			(50,000)			
0NB	Community Bus - Fuso Rosa	2018	36,314				
	<i>less trade in</i>						
NB8000	Community Bus - Toyota	2002	200,000				
	<i>less trade in</i>						
1HAQ076	Nissan Navara	2016	126,658				
	<i>less trade in</i>						
Total Net Cost				78,500	80,000	103,500	65,000
Total Capital Purchases				180,000	175,000	250,000	140,000
Total trade ins				(101,500)	(95,000)	(146,500)	(75,000)

Note 9 - Plant Replacement Program

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2022/23	2023/24	2024/25	2025/26
NB6789	Mac 6x4 Prime Mover	2019				
	<i>less trade</i>					
NB6079	Prime Mover	2012	315,000			
	<i>less trade</i>		(105,000)			
NB7704	Mac Prime Mover	2011	315,000			
	<i>less trade</i>		(100,000)			
NB072	Crown Forklift	2016				
	<i>less trade</i>					
NB7000	Cat Grader 12M	2013			420,000	
	<i>less trade</i>				(160,000)	
NB880	Cat Grader 12M	2018				
	<i>less trade</i>					
NB195	Cat Grader 12M	2016				
	<i>less trade</i>					
NB688	Cat Grader 140	2020				
	<i>less trade</i>					

Note 9 - Plant Replacement Program

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2022/23	2023/24	2024/25	2025/26
NB7108	Volvo Loader	2013			380,000	
	<i>less trade</i>				(200,000)	
NB371	Cat Backhoe	2021				
	<i>less trade</i>					
NB270	John Deere Front End Loader	2009				
	<i>less trade</i>					
NB685	John Deere Compact Tractor	1997				
	<i>less trade</i>					
NB7850	John Deere tractor	2014				130,000
	<i>less trade</i>					(25,000)
NB281	CAT roller	2016				
	<i>less trade</i>					
NB7684	Cat roller	2021				
	<i>less trade</i>					
1DVS509	Cat Vibrating roller	2011		200,000		
	<i>less trade</i>			(55,000)		

Note 9 - Plant Replacement Program

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2022/23	2023/24	2024/25	2025/26
NB3893	Pohlner tow behind roller - modify	1999	15,000			
	<i>less trade</i>					
NB3521	Custom tow behind rubber roller	1961				
	<i>less trade</i>					
NB56	Mitsubishi (Fuso) Canter	2018				
	<i>less trade</i>					
NB3937	Howard Porter Semi Trailer	2002	120,000			
	<i>less trade</i>		(60,000)			
NB5708	Howard Porter Side Tipper	2004				115,000
	<i>less trade</i>					(40,000)
NB5766	Bruce Rock Engineering Side Tipper	2007				
	<i>less trade</i>					
NB5876	Bruce Rock Engineering Side Tipper	2012				
	<i>less trade</i>					
NB1500 2	Bruce Rock Engineering Side Tipper	2019				
	<i>less trade</i>					

Note 9 - Plant Replacement Program

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2022/23	2023/24	2024/25	2025/26
NB15003	Tri Axle Dolly	2019				
	<i>less trade</i>					
1TSF779	Triaxle Low Loader	2017				
	<i>less trade</i>					
NB15055	Triaxle Semi Water Tank Trailer	2021				
	<i>less trade</i>					
NB5868	R/R water tanker	1998 (1970 model)				
	<i>less trade</i>					
NB3736	Bitumen Road Sprayer					
	<i>less trade</i>					
NB3731	Fuel tank trailer	1971				
	<i>less trade</i>					
NB3733	Traffic Light Trailer	1985				
	<i>less trade</i>					
NB3926	Car Trailer	1994				
	<i>less trade</i>					
NB5987	Road Sign Trailer	2017				

Note 9 - Plant Replacement Program

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2022/23	2023/24	2024/25	2025/26
	<i>less trade</i>					
NEW	HD Car Trailer		15,000			
	<i>less trade</i>					
NB5811	Trailer for HD quad bike Wadderin	2008				
	<i>less trade</i>					
	<i>New triaxle Dolly</i>	New	35,000			
Parks Equipment						
KE2604	Vertimower trailer					
	<i>less trade</i>			(2,500)		
NB7536	Toro reelmaster mower	2007	64,010			
	<i>less trade</i>		(3,500)			
NB7943	Toro Groundsmaster 360	2017				
	<i>less trade</i>					
NB3750	Trailer with Ramp (gardens)	1992				
	<i>less trade</i>					

Note 9 - Plant Replacement Program

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2022/23	2023/24	2024/25	2025/26
	John Deere HD Slasher					
NEW	Skidsteer loader with attachments			65,000		
NEW	Ute mounted boom spray		15,170			
NEW	Vertimower reel			18,400		
Total Plant Annual Cost (Net)			\$ 625,680	\$ 225,900	\$ 440,000	\$ 180,000
Passenger Vehicle commitments (net)			\$ 99,500	\$ 80,000	\$ 103,500	\$ 65,000

Note 10 - Loan Summary

New Loans

Start Year	Loan Purpose	Amount	Loan Period	22/23	23/24	24/25	25/26
	Multipurpose Sports Surface s/s	300,000	15			300,000	
	Netball Cover s/s	100000	15			100,000	
Total Borrowed Amount				0	0	400,000	0

Loan Repayments

Loan No		Start Year	Loan Type	22/23	23/24	24/25	25/26
	Loan Repayments						
New Loan	Multipurpose Sports Surface s/s	2024	(P & I Loan)				24,107
New Loan	Netball Cover s/s	2024	(P & I Loan)	0	0		8,035
TOTAL NEW LOAN REPAYMENTS				0	0	0	32,142
	Existing Loan Repayments						
128	Recreation Centre	2014	(P & I Loan)	65,141	65,141	65,141	65,141
127	Homes for Aged	2017	(P & I Loan)	9,108	9,108	9,108	9,108
125	Swimming Pool	2007	(P & I Loan)	31,970	31,970	31,970	31,970
130	MT Walker Tennis Courts	2020	(P & I Loan)	4,018	4,018	4,018	
131	Bowling Club	2021	(P & I Loan)	8,415	8,415	8,415	8,415
Total Existing Loan Payments				118,652	118,653	118,653	114,635
Total Self Supporting Loan Payments				21,541	21,541	21,541	49,665
Total Loan Payments less S/S Loans				97,111	97,112	97,112	97,112
Total Loan Payments				118,652	118,653	118,653	146,777

(Note: This includes Existing Loan Repayments as well as new Loan Repayments)

Note 11 - Cash Reserves				
	2022/23	2023/24	2024/25	2025/26
Employee Leave				
Opening Balance	264,014	264,014	269,294	274,680
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	0	5,280	5,386	5,494
Closing Balance	264,014	269,294	274,680	280,174
Plant Reserve				
Opening Balance	585,940	669,185	747,653	651,282
Transfers TO/FROM Reserve	83,245	63,808	(109,141)	202,390
Interest-transfer TO Reserve	0	14,660	12,770	17,073
Closing Balance	669,185	747,653	651,282	870,746
Infrastructure Reserve				
Opening Balance	1,631,810	1,921,195	1,194,619	453,511
Transfers TO/FROM Reserve	289,385	(750,000)	(750,000)	(100,000)
Interest-transfer TO Reserve	0	23,424	8,892	7,070
Closing Balance	1,921,195	1,194,619	453,511	360,582
Recreation Reserve				
Opening Balance	613,980	613,980	626,260	26,785
Transfers TO/FROM Reserve	0	0	(600,000)	0
Interest-transfer TO Reserve	0	12,280	525	536
Closing Balance	613,980	626,260	26,785	27,320
Housing Reserve				
Opening Balance	479,509	159,832	163,029	166,289
Transfers TO/FROM Reserve	(319,677)	0	0	0
Interest-transfer TO Reserve	0	3,197	3,261	3,326
Closing Balance	159,832	163,029	166,289	169,615

Note 11 - Cash Reserves				
	2022/23	2023/24	2024/25	2025/26
Land Development Reserve				
Opening Balance	373,254	123,254	39,019	39,799
Transfers TO/FROM Reserve	(250,000)	(85,000)	0	0
Interest-transfer TO Reserve	0	765	780	796
Closing Balance	123,254	39,019	39,799	40,595
Avoca Farm Reserve				
Opening Balance	45,761	80,261	56,366	31,994
Transfers TO/FROM Reserve	34,500	(25,000)	(25,000)	0
Interest-transfer TO Reserve	0	1,105	627	640
Closing Balance	80,261	56,366	31,994	32,633
Heritage Reserve				
Opening Balance	20,284	20,284	20,690	21,103
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	0	406	414	422
Closing Balance	20,284	20,690	21,103	21,526
Medical Reserve				
Opening Balance	90,365	90,365	92,172	94,016
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	0	1,807	1,843	1,880
Closing Balance	90,365	92,172	94,016	95,896
Bendering Landfill Reserve				
Opening Balance	28,652	119,211	213,395	85,524
Transfers TO/FROM Reserve	90,559	90,000	(129,548)	(50,000)
Interest-transfer TO Reserve	0	4,184	1,677	710
Closing Balance	119,211	213,395	85,524	36,235
TOTAL - ALL RESERVES				
Opening Balance	4,133,569	4,061,581	3,422,497	1,844,984
Transfers TO/FROM Reserve	(71,988)	(706,192)	(1,613,689)	52,390
Interest-Transfer TO Reserve	0	67,108	36,176	37,947
Closing Balance	4,061,581	3,422,497	1,844,984	1,935,321

Note 12 - Ratio Data

	Historical data		Future Data			
	2019/20	2020/21	2022/23	2023/24	2024/25	2025/26
Asset Sustainability Ratio	1.02	1.25	2.71	1.01	1.60	0.90
Capital renewal and replacement expenditure as a proportion of depreciation expense						
Benchmark Figure of greater than 0.9						
Debt Servicing Ratio	15.2	9.36	24.84	26.58	26.84	21.92
Annual operating surplus before interest and depreciation as a proportion of principal and interest expense						
Benchmark Figure - greater than 2						
Net Loan Payments as a Portion of Available Revenue	2.0%	2.1%	2.7%	2.3%	2.2%	2.6%
Benchmark figure of 8% Maximum						
Debt Outstanding as a percentage of Available Revenue	19.0%	18.5%	17.1%	11.2%	17.5%	15.9%
Benchmark figure of 45% Maximum						
Operating Surplus Ratio	-0.51	-0.75	-1.24	-0.91	-0.79	-0.76
Net Operating position against own source revenue						
Benchmark Figure of greater than 0.01						
Own Source Revenue Coverage ratio	0.38	0.36	0.34	0.34	0.36	0.37
Own source operating revenue divided by operating expense						
Benchmark Figure of minimum 0.40						