



CORPORATE BUSINESS PLAN

2014-2017

ITEM 9.2.6
APPENDIX A

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Message from the President and Chief Executive

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

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

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

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



Cr M Reid
Shire President



Mr R Hooper
Chief Executive

1.0 STRATEGIC OVERVIEW

1.1 PURPOSE OF THE PLAN

The Shire of York 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 York 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 York 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 York's 4 year Delivery Program in response to the vision and strategy expressed in the Shire of York 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 York, 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 7.0% per annum; this is based on the WALGA LGCI of 3.2% per annum plus 3.8% for future infrastructure provision. The adoption of such a strategy will allow the Shire to keep rates at reasonable levels and maintain existing services.

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

CURRENT RATIO

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

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

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

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	73%	55%	38%	32%	13%	-2%	-26%	-21%	-12%	44%
Scenario 2	73%	73%	73%	72%	72%	72%	71%	71%	71%	71%
Scenario 3	73%	66%	72%	102%	135%	189%	253%	367%	511%	724%

OPERATING SURPLUS RATIO

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

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

Target – between 0% and 15%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	-25%	-42%	-14%	15%	5%	8%	10%	10%	11%	12%
Scenario 2	-25%	-42%	-8%	19%	7%	13%	13%	13%	10%	10%
Scenario 3	-25%	-42%	-10%	21%	14%	20%	24%	28%	31%	34%

OWN SOURCE REVENUE COVERAGE RATIO

This is an indicator of the local government's ability to cover operating expenses from own resource revenue.

$$\frac{\text{Own Resource Operating Revenue}}{\text{Operating Expense}}$$

Target – greater than 90%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	66%	76%	86%	82%	84%	85%	86%	87%	87%	84%
Scenario 2	66%	79%	89%	83%	87%	88%	90%	86%	86%	77%
Scenario 3	66%	78%	90%	89%	93%	97%	100%	103%	107%	106%

DEBT SERVICE COVER RATIO

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

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

Target – greater than or equal to 2:1

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	27.6:1	15.5:1	16.1:1	14.5:1	14.6:1	15.2:1	16.1:1	16.7:1	17.6:1	20.7:1
Scenario 2	27.6:1	16.7:1	17.2:1	14.9:1	15.8:1	16.2:1	17.8:1	16.4:1	17.0:1	16.6:1
Scenario 3	27.6:1	16.2:1	17.6:1	16.9:1	18.0:1	19.9:1	22.1:1	24.2:1	26.8:1	32.3:1

ASSET SUSTAINABILITY RATIO

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

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

Target – between 90% to 100%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	104%	92%	85%	86%	83%	87%	86%	75%	69%	55%
Scenario 2	104%	92%	85%	86%	83%	87%	86%	75%	69%	55%
Scenario 3	104%	92%	85%	86%	83%	87%	86%	75%	69%	55%

ASSET CONSUMPTION RATIO

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

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

Target – between 50% to 75%

FORECAST	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Scenario 1	84%	83%	81%	80%	79%	78%	76%	75%	74%	72%
Scenario 2	84%	83%	81%	80%	79%	78%	76%	75%	74%	72%
Scenario 3	84%	83%	81%	80%	79%	78%	76%	75%	74%	72%

ASSET RENEWAL FUNDING RATIO

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

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

Target – between 95% and 105%

FORECAST	2013-14 to 2022-23
Scenario 1	84%
Scenario 2	84%
Scenario 3	84%

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 AMP's also aid in the projection of potential financial implications the addition of new assets may have in the longer term.

The funding gap in providing infrastructure assets is determined by identifying the projected cost of providing the assets at an identified level of service, and then deducting Council's estimated available expenditure for the same period; usually over ten years. The Shire's funding gap on a short and medium term basis is able to be measured across infrastructure asset classes, and expressed as an average per year gap.

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

ASSET CLASS	RESULTS
BUILDINGS and STRUCTURES	
Short Term (5 Years) Funding Gap per annum	\$0
Medium Term (10 Years) Funding Gap per annum	\$136,000
ROADS	
Short Term (5 Years) Funding Gap per annum	\$2,005,000
Medium Term (10 Years) Funding Gap per annum	\$1,814,000

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

1. Buildings and Structures Asset portfolio - The Shire has 87% of the necessary funding, in the medium term, to meet projected Buildings and Structures Asset renewals. Consideration needs to be given by the Shire in either committing additional funding to the renewal of its Buildings and Structures Assets or rationalising its asset stock to reduce the funding gap.
2. Road Asset Portfolio –The Shire has a funding gap for the Transport Infrastructure Asset Class that is beyond its current financial capacity. Consideration needs to be given by the Shire in developing and applying an asset hierarchy that determines the level of renewal investment for each road, to reduce the funding gap.

1.5.3 Workforce Plan

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

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

DESCRIPTION	CURRENT WORKFORCE LEVELS FTE'S	FORECAST STAFF NUMBERS		
		1 YEAR FTE	3 YEAR FTE	5 YEAR FTE
Total No. of Employees	52	52	N/A	N/A
Position Vacancies	3	3	N/A	N/A
- Internal Workforce	29	29	N/A	N/A
- External Workforce	23	23	N/A	N/A
- Males	33	33	N/A	N/A
- Females	19	19	N/A	N/A
Terminations/Resignations				
- Percentage	3.8%	3.8%	N/A	N/A
- Numbers	2	2	N/A	N/A
Retirements				
- Percentage	0%	0%	N/A	N/A
- Numbers	0	0	N/A	N/A

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 YORK LOCAL GOVERNMENT DISTRICT

The Shire of York is located 97 kilometres east of Perth.

The Shire covers an area of 2,010 square kilometres. The Shire consists of twenty localities being York, Burges Siding, Greenhills, Kauring, Talbot Brook, Badgin, Balladong, Caljie, Cold Harbour, Daliak, Flynn, Gilgering, Wilberforce, St Ronans, Gwambygine, Inkpen, Malebelling, Mount Hardey, Mt Observation and Narraloggan. York contains the majority of the population. Features of the shire include a wide range of recreational facilities – notably the Recreation and Convention Centre, sporting complex, and swimming pool; the hospital and medical centre; York Senior High school, York Primary School; the Community Resource Centre; St John Ambulance, Fire and Rescue Services; and Aged Accommodation.

The Shire of York adjoins the local governments of Northam to the north, Cunderdin and Quairading to the east, Armadale, Kalamunda and Mundaring to the west, and Beverley to the South.

Agriculture is a significant contributor to York's economy with grain crops, wine and olive production being prominent. 172,000 tourists visit the Shire on average each year of which 79% are day trippers. York provides an attractive Centre and a destination for tourists and visitors alike. With increased tourism and increases in the local population services and commercial opportunities have expanded and diversified.

The population over the next 10 years is estimated to increase by 1,100 persons, or 2.75% per annum.



3.0 MAKING IT HAPPEN

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

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

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

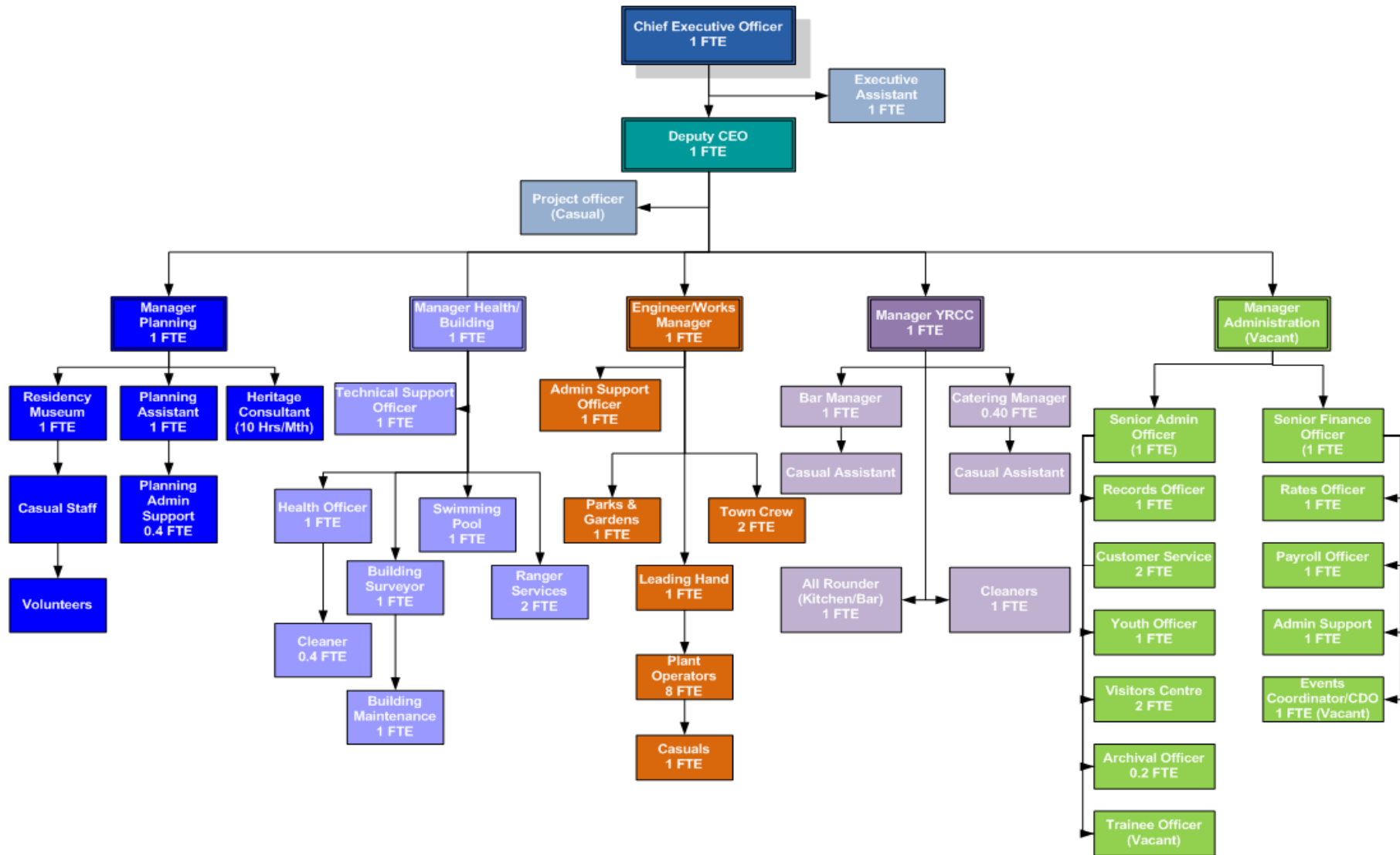
4.1 CORPORATE BUSINESS PLAN

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 York'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 York has appointed Macri Parnters 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 York 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.

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7.0 STRATEGIC VISION AND FOCUS AREAS

7.1 VISION

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

The Rural Gateway

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

- ⇒ To visit, work, play and rest.
- ⇒ For vibrancy and energy, but one of tranquillity and safety.
- ⇒ Of growth, where local businesses find opportunities and thrive.
- ⇒ Of history, and cultural interests, where past history is valued, building a sense of permanency and pride.
- ⇒ Of community, where lifestyle choices are important and where community matters.

7.2 STRATEGIC FOCUS AREA 1 - SOCIAL

Vision: Building a Sense of Community

Building a sense of community is central to the Shire of York's future. Our focus is ensuring our community will be inclusive and interactive making people feel safe and welcomed. We will ensure that our community will be strengthened through relationships and networks, developing a sense of collective ownership and participation. We will deliver services and facilities that meet the community's changing needs and well being.

Shire Goals

- ⇒ Manage population growth through planned provision of services and infrastructure.
- ⇒ Strengthen community interactions and a sense of a united, cohesive and safe community.
- ⇒ Build and strengthen community, culture, vibrancy and energy.

Objective 1.1

Strengthen Community Cohesiveness and Participation

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and participate in a regional social plan to capture and strengthen community development opportunities, such as recreation, social groups, communication and activities.	1.1.1	Investigate level of regional local government support for a coordinated approach to developing a regional social plan via SEAVROC.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	1.1.2	Partner with Department of Sport and Recreation to encourage greater community participation in planning and delivering recreation programs.	Section 8.11.1 – Operations – Other Sport & Recreation	\$0	\$0	\$0	\$0	\$0
	1.1.3	Make provision in LTFP for the employment of a Community Development Officer	Section 8.10.1 – Operations – Community Development	\$70,000	\$72,240	\$74,552	\$76,937	\$79,245

Objective 1.2

Strengthen the Cultural and Historical Significance of York.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop a plan to support cultural experiences, such as events, festivals, crafts and entertainment.	1.2.1	Develop and host events and community based activities.	Section 8.10.1 – Operations – Community Development	\$0	\$0	\$0	\$0	\$0
	1.2.4	Assist community groups implement promotional strategies for events.	Section 8.10.1 – Operations – Community Development	\$0	\$0	\$0	\$0	\$0
	1.2.3	Implement grant and sponsorship programs to support events and community activities - sporting club sponsorship	Section 8.8.1 – Operations – Other Recreation & Sport	\$8,600	\$500	\$500	\$500	\$500
	1.2.4	Implement grant and sponsorship programs to support events and community activities – Chaplain Program	Section 8.5.1 – Operations – Other Welfare	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
	1.2.5	Investigate the need for the development of a Cultural Plan	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0

Objective 1.3

Ensure Access to Services as Needs Change within the Community.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop a regional plan for the provision of Aged Care Services.	1.3.1	Assist the WBDC prepare a regional aged accommodation study for the Wheatbelt Region.	Section 8.2.1 – Operations – Governance	\$5,000	\$0	\$0	\$0	\$0
	1.3.2	Develop and implement programs suitable for the Active Ageing target market.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Develop a Youth Plan to capture specific youth activities and opportunities.	1.3.3	Prepare a Youth Services Strategy.	Section 8.5.1 – Operations – Welfare – Youth	\$0	\$20,000	\$0	\$0	\$0
	1.3.4	Collect data on use of youth services and undertake projections on future use and align with Youth Strategy.	Section 8.5.1 – Operations – Welfare - Youth	\$0	\$0	\$0	\$0	\$0
	1.3.5	Continue to provide sponsorship for Leeuwin Voyages Youth Leadership programs.	Section 8.5.1 – Operations – Welfare - Youth	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Facilitate community safety, security and well being.	1.3.6	Cost recommendations in Community Safety and Crime Prevention Plan and include into LTFP.	Section 8.5.1 – Operations – Other Welfare	\$0	\$0	\$0	\$0	\$0
	1.3.7	Installation of CCTV system in town centre.	Section 8.3.2 – Capital projects and Programs – Other Law & Order	\$93,500	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Facilitate community safety, security and well being.	1.3.8	Installation of CCTV system at Town Hall.	Section 8.8.2 – Capital projects and Programs – Public Halls & Civic Centre	\$4,839	\$0	\$0	\$0	\$0
	1.3.9	Installation of CCTV system at York Recreation & Convention Centre.	Section 8.8.2 – Capital projects and Programs – Other Sport & Recreation	\$66,688	\$0	\$0	\$0	\$0

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Objective 1.4

Develop Quality Capable Services to Manage Community Demand.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop service plans defining role, level of service, and partnerships to delivery.	1.2.1	Prepare service plans for key services based on model developed in the SEARTG Regional Business Plan, detailing aim of service, level and frequency of service and partnerships required to deliver services.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$5,000	\$2,000	\$2,000
Facilitate improved regional health and education services.	1.2.2	Advocate and lobby for improved regional health and education services.	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	1.2.3	Liaise with SIHI on upgrades to the York District Hospital	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

7.2 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 York's future to protecting and maintaining its 'viable rural land' whilst the town of York grows. We will focus on sustaining our rural identity and the natural aspects of our Shire ensuring they are protected and enhanced. We will seek innovative solutions for conserving water, energy and the use of other resources.

Shire Goals

- ⇒ Maintain and preserve the natural environment during growth, enhancing the 'rural' nature of York, and ensuring a sustainable environment for the future.
- ⇒ Support sustainable energy and renewable resource choices.

Objective 2.1

Protect and Enhance Our Natural Environment and Biodiversity.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop a river management plan (consider jetties and resurrection of Mongers Fjord and aeration of river water.	2.1.1	Engage with the Department of Water and other local governments within the Avon River Catchment regarding the management of the Avon River, including updating and reviewing the management programme report prepared in 1999.	Section 8.7.1 – Operations – Community Amenities	\$12,602	\$0	\$0	\$0	\$0
Protect and sustain Mt Bakewell and Mt Brown.	2.1.2	Prepare Reserve Management Plans for Mt Bakewell Reserve.	Section 8.7.1 – Operations – Protection of Environment	\$4,000	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
	2.1.3	Prepare Reserve Management Plans for Mt Brown Reserve.	Section 8.7.1 – Operations – Protection of Environment	\$1,000	\$0	\$0	\$0	\$0
	2.1.4	Cost recommendations contained in Reserve Management Plans and include in LTFP	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$5,000	\$0	\$0	\$0	\$0
Protect our natural reserves and walks.	2.1.5	Construct Greenhills Heritage Trails	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$45,000	\$0	\$0	\$0	\$0
	2.1.6	Avon River Trails Aboriginal Heritage Study	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$23,375	\$0	\$0	\$0	\$0
	2.1.7	Construct Avon River Trails, subject to successful grant application	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$0	\$0	\$0	\$100,000	\$0
	2.1.8	Upgrade Gwambygine Trails, subject to successful grant application	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$0	\$10,000	\$10,000	\$0	\$0
	2.1.9	Construct Mt Brown Walk Trail, subject to successful grant application	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$0	\$90,000	\$60,000	\$0	\$0
	2.1.10	Upgrade York Town Trails, subject to successful grant application	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$0	\$0	\$0	\$0	\$90,000

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Implement Regional Natural Resource Management Plan	2.1.11	Participate in the review of the Wheatbelt NRM Strategy.	Section 8.7.1 – Operations – Protection of Environment	\$0	\$2,000	\$2,000	\$0	\$0
	2.1.12	Continue to participate in the provision of regional NRM Officers on a shared service basis.	Section 8.10.1 – Operations – Rural Services	\$20,400	\$21,053	\$21,726	\$22,422	\$23,139
	2.1.13	Continue to seek funding under the National Landcare Programme for the delivery of sub-regional NRM based projects.	Section 8.7.1 – Operations – Protection of Environment	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
	2.1.14	Construct NRM water re-use project at Forrest Oval	Section 8.8.2 – Capital Projects & Programs – Other Sport & Recreation	\$152,000	\$0	\$0	\$0	\$0
	2.1.15	Become an accredited Waterwise town.	Section 8.7.1 – Operations – Protection of Environment	\$2,000	\$1,000	\$1,000	\$1,000	\$1,000

Objective 2.2

Protect and Enhance Our Rural Land and Spaces.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Ensure parklands and streetscapes reflect our rural identity through the development of an open space strategy.	2.2.1	Prepare Open Space Strategy.	Section 8.7.1 – Operations – Town Planning	\$0	\$0	\$0	\$0	\$0
	2.2.2	Develop Landscaping/Streetscaping Strategy, with a specific themed approach for the Main Street. ^a	Section 8.9.1 – Operations – Roads, Streets & Bridges	\$0	\$0	\$0	\$0	\$0
	2.2.3	Cost Streetscape Strategy priorities and include costings into LTFP.	Section 8.9.1 – Operations – Roads, Streets & Bridges	\$0	\$0	\$0	\$0	\$0

Objective 2.3

Support Sustainable and Renewable Resource Management.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Explore options and improvements in town's energy and water use.	2.3.1	Develop Policy position on how Council will support the use of sustainable and renewable resources.	Section 8.7.1 – Operations – Town Planning	\$0	\$0	\$0	\$0	\$0
	2.3.2	Undertake energy efficiency audit on Council operational areas that are major electricity consumers and identify practical energy efficiency measures for implementation.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0
	2.3.3	Identify priority order of energy efficiency measures for implementation and cost for inclusion in LTFP and CBP.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0
	2.3.4	Upgrade light fittings at Civic & Administration Centre to LED's.	Section 8.2.2 – Capital Projects & Programs – Governance	\$30,000	\$0	\$0	\$0	\$0
	2.3.5	Upgrade Civic & Administration Centre Air Conditioning to Energy Efficient Units.	Section 8.2.2 – Capital Projects & Programs – Governance	\$250,000	\$0	\$0	\$0	\$0

	2.3.6	Install solar panels to Staff Housing.	Section 8.9.2 – Capital Projects & Programs – Planning/Transport	\$8,000	\$8,000	\$16,000	\$0	\$0
	2.3.5	Prepare a Water Management Plan that investigates water harvesting and water re-use opportunities.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	2.3.6	Identify priority order of water efficiency measures for implementation and cost for inclusion in LTFP and CBP.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Participate in a Regional Waste Management Strategy Plan	2.3.7	Evaluate findings in SEAVROC Strategic Waste Management Plan, prioritise recommendations contained in Plan and prepare Implementation Plan based on shared service model.	Section 8.7.1 – Operations – Sanitation	\$0	\$0	\$0	\$0	\$0
	2.3.8	Continue with E-Waste project	Section 8.7.1 – Operations – Sanitation	\$10,422	\$5,596	\$10,775	\$10,959	\$6,138

7.3 STRATEGIC FOCUS AREA 3 – BUILT ENVIRONMENT

Vision: Enhanced Lifestyle Choices

We will ensure our built environment meets our growing needs; making sure our farming land is protected, and people will have a choice in housing options. We will focus on our town centre being a vibrant place where our community can interact. We will pay particular attention to our assets, making sure our facilities, roads and parks are well maintained and meet community requirements.

Shire Goals

⇒ Maintain and enhance the area's infrastructure.

Objective 3.1

Upgrade and Maintain Our Infrastructure.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and implement Asset Management Plans.	3.1.1	Update existing Road Asset Management Plan by undertaking road inventory and condition data collection and recalculating financial model.	Section 8.9.1 – Operations – Streets, Roads & Bridges	\$15,000	\$40,160	\$15,325	\$15,496	\$15,671
	3.1.2	Update existing Building & Structures Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purposes and subscription to the Buildings.Plus program.	Section 8.2.1 – Operations – Governance	\$0	\$1,300	\$1,300	\$46,300	\$1,300

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
	3.1.3	Collect footpath inventory and condition data for footpath network and prepare asset management plan.	Section 8.9.1 – Operations – Streets, Roads & Bridges	\$500	\$7,000	\$500	\$500	\$500
Develop and implement Asset Management Plans.	3.1.4	Conduct follow up asbestos inspections.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0
	3.1.5	Conduct detailed inspections of all building assets with fair minus condition rating to determine renewal requirements.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0
	3.1.6	Assess the first year of the asset management plan against actual costs.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0
	3.1.7	Prepare and prioritise a long term plan and ranking system for renewal, upgrade and new capital expenditure.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0
	3.1.8	Develop and review detailed risk analysis and planning for critical assets.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0
	3.1.9	Review service levels and commence internal and external member consultation on service level provision.	Section 8.10.1 – Operations – Building Control	\$0	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and implement Asset Management Plans.	3.1.10	Conduct detailed inspection of road assets with a Fair-Minus and poor condition rating to determine renewal requirements.	Section 8.11.1 – Operations – Public Works Overheads	\$0	\$0	\$0	\$0	\$0
	3.1.11	Assess the first year of the road asset management plan against actual costs.	Section 8.11.1 – Operations – Public Works Overheads	\$0	\$0	\$0	\$0	\$0
	3.1.12	Prepare and prioritise long term plan and ranking system for renewal & upgrade/new expenditure.	Section 8.11.1 – Operations – Public Works Overheads	\$0	\$0	\$0	\$0	\$0
	3.1.13	Review of road maintenance practices to ensure alignment with service level requirements.	Section 8.11.1 – Operations – Public Works Overheads	\$0	\$0	\$0	\$0	\$0
	3.1.14	Review service levels and commence internal and elected member consultation on service level provision.	Section 8.11.1 – Operations – Public Works Overheads	\$0	\$0	\$0	\$0	\$0
Work towards applying safe system principles to provide safe, efficient transport including roads, footpaths and cycleways, and develop and implement a road safety management plan	3.1.16	Adopt the Safe Systems Guiding Principles for Local Government developed by WALGA.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	3.1.17	Prepare and adopt Safe Systems Policies and Practices.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Provide and maintain facilities	3.1.18	Ongoing maintenance of	Section 8.5.1 –	\$45,583	\$46,756	\$51,258	\$50,134	\$51,899

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
for youth and aged services, and implement initiatives.		the Centennial Units and Pioneer Memorial Lodge.	Operations – Other Welfare					
	3.1.19	Provision of youth centre furniture & equipment.	Section 8.7.2 – Capital Projects & Programs – Other Community Amenities	\$4,600	\$5,000	\$0	\$0	\$0
	3.1.20	Ongoing maintenance of Youth Centre.	Section 8.7.1 – Operations – Other Community Amenities	\$8,120	\$8,117	\$8,426	\$8,748	\$9,605
	3.1.21	Pioneer Memorial Lodge Improvements.	Section 8.5.2 – Capital Projects and Programs – Other Welfare	\$0	\$80,000	\$0	\$0	\$0
	3.1.22	Youth Centre Building improvements	Section 8.7.2 – Capital Projects and Programs – Other Community Amenities	\$7,000	\$30,000	\$0	\$0	\$0
Implement asset plans for skate park, park improvements and pool upgrades and provide local area spaces and parks.	3.1.23	Prepare feasibility study for the development of a Skate Park.	Section 8.7.2 – Capital Projects and Programs – Other Community Amenities	\$25,000	\$0	\$0	\$0	\$0
Implement asset plans for skate park, park improvements and pool upgrades and provide local area spaces and parks.	3.1.24	Swimming pool upgrades	Section 8.7.2 – Capital Projects and Programs – Swimming Pool	\$170,363	\$390,000	\$15,000	\$0	\$0
	3.1.25	Improvements to Memorial	Section 8.8.2 –	\$1,000	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
		Park.	Capital Projects and Programs – Other Recreation & Sport					
	3.1.26	Improvements to Avon Park.	Section 8.8.2 – Capital Projects and Programs – Other Recreation & Sport	\$38,602	\$9,000	\$37,392	\$0	\$0
	3.1.27	Improvements to Candice Bateman Park	Section 8.8.2 – Capital Projects and Programs – Other Recreation & Sport	\$33,500	\$5,000	\$15,000	\$5,000	\$0
	3.1.28	Develop new garden areas	Section 8.8.2 – Capital Projects and Programs – Other Recreation & Sport	\$15,000	\$15,000	\$15,000	\$15,000	\$0
Lobby for the development of infrastructure plans that link to the Land use Planning	3.1.29	Lobby the State Government for a Town By-Pass Link.	Section 8.2.1 – Operations – Governance.	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Objective 3.2

Increased Capacity and Diversity of Housing Choices.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Review land use strategy and policies to ensure housing and land size choices are available.	3.2.1	Review the local planning strategy and Town Planning Scheme to ensure adequate zoning provisions for a range of housing and land choices are available.	Section 8.7.1 – Operations - Town Planning	\$51,035	\$91,068	\$0	\$0	\$0
	3.2.2	Develop a relationship with government agencies and private industry and seek their assistance in preparing a business case for the release of residential land.	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Facilitate affordable and sustainable housing options.	3.2.3	Work with stakeholders to provide sustainable housing options.	Section 8.8.1 – Operations – Public Halls & Civic Centres	\$0	\$0	\$0	\$0	\$0

Objective 3.3

Develop Commercial and Economic Viability to Support Growth Capacity.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Align identified commercial and appropriate service industry opportunities to land use availability, whilst protecting rural and heritage significance.	3.3.1	Undertake annual reviews of demand/supply of commercial and light industrial land.	Section 8.7.1 – Operations – Town Planning	\$0	\$0	\$0	\$0	\$0
	3.3.2	Develop a relationship with Landcorp for the provision of commercial and industrial land.	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Improve Town Centre	3.3.3	Upgrade of Car Parks	Section 8.9.2 – Capital Projects and Programs – Streets, Roads, Bridges.	\$6,000	\$40,000	\$0	\$0	\$0
	3.3.4	Prepare urban Storm Water Management Plan	Section 8.9.2 – Capital Projects and Programs – Streets, Roads, Bridges.	\$50,000	\$0	\$0	\$0	\$0
	3.3.5	Undertake Drainage Works	Section 8.9.2 – Capital Projects and Programs – Streets, Roads, Bridges.	\$310,000	\$0	\$0	\$0	\$0
	3.3.6	Road Infrastructure Works (Reseals, kerbing and drainage).	Section 8.9.2 – Capital Projects and Programs – Streets, Roads, Bridges.	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Improve Town Centre	3.3.7	Avon Terrace Upgrade Works.	Section 8.9.2 – Capital Projects and Programs – Streets, Roads, Bridges.	\$90,000	\$0	\$0	\$0	\$0
	3.3.8	Install Town Centre CCTV	Section 8.3.2- Capital Projects and Programs – Law, Order & Public Safety	\$93,500	\$0	\$0	\$0	\$0
	3.3.9	Prepare Developer Contribution Scheme for drainage, public open space, carparking, footpaths and other development requirements.	Section 8.7.1 – Operations – Town Planning	\$0	\$0	\$0	\$0	\$0

Objective 3.4

Create and support Local Activity Areas as the Town Grows.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Facilitate provision and availability of local community services and retail services.	3.4.1	Prepare feasibility study on development of York to Greenhills 'Rail Trail'.	Section 8.8.1 – Operations – Other Recreation & Sport	\$0	\$0	\$0	\$0	\$0
	3.4.2	Construct Cat Management Facility	Section 8.3.2 – Capital Projects and Programs Law & Order	\$80,000	\$0	\$0	\$0	\$0
	3.4.3	Construct Child Care Centre.	Section 8.5.2 – Capital projects and Programs – Other Welfare	\$600,000	\$0	\$0	\$0	\$0
	3.4.4	Develop Early Childhood Network Hub	Section 8.5.1 Operations – Other Welfare	\$0	\$0	\$0	\$0	\$0
	3.4.5	Employ Early Childhood Services Coordinator	Section 8.5.1 Operations – Other Welfare	\$0	\$0	\$0	\$0	\$0

7.4 STRATEGIC FOCUS AREA 4 – ECONOMIC DEVELOPMENT

Vision: Maximise Development

Our local economy will diversify through commercial growth. We will focus on providing a place where businesses can access rural and metropolitan opportunities and ensure that York grows as a tourist destination, providing a base for tourists to visit surrounding regional and rural areas.

Shire Goals

- ⇒ Build population base through economic prosperity.
- ⇒ Value, protect and preserve our heritage and past.
- ⇒ Grow the economic base and actively support local businesses and service provision.

Objective 4.1

Facilitate Commercial and Service industry Growth.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Participate in the development of a Regional Economic Plan	4.1.1	Progress the Economic Development Actions identified for York in the Avon Sub-Regional Economic Strategy prepared by the WBDC in February 2013.	Section 8.10.1 – Operations Economic Development	\$0	\$0	\$0	\$0	\$0
	4.1.2	Progress the South East Avon Strategic Priorities identified for the region in the South East Avon Action Agenda.	Section 8.10.1 – Operations Economic Development	\$0	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Support industry growth through the provision of land use and encourage value adding tertiary industries to support primary industry.	4.1.3	Lobby for the inclusion of York in the Sewerage infill program.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	4.1.4	Prepare information packs on land, services and facilities available in York.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Actively lobby and facilitate land location and availability for service industries to support population growth.	4.1.5	Investigate options for industrial land development on land adjacent to the State road network and with access to power, water and telecommunications.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Support local business development.	4.1.6	Implement and review local purchasing policy.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	4.1.7	Promote and facilitate training programs for local businesses.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0

Objective 4.2

Facilitate Sustainable and Managed Development.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Protect primary agricultural areas through effective land use management.	4.2.1	Prepare reviews of Local Planning Strategy and Town Planning Scheme to ensure compliance with State Planning Policy on Agricultural Land.	Section 8.7.1 – Operations Town Planning	See Action 3.2.1				
Support farming community through promotion of diversification alternatives to broad acre agriculture.	4.2.2	Coordinate with government agencies on the facilitation of diversification opportunities for rural producers.	Section 8.7.1 – Operations Town Planning	\$0	\$0	\$0	\$0	\$0

Objective 4.3

Improve, Enhance and Grow the Town Centre, Creating a Regional Service Centre.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop the Town Centre Plan, building on the historical significance to celebrate the culture, history and arts.	4.3.1	Upgrade swinging bridge and footpath approaches.	Section 8.8.2 – Capital Projects and Programs – Recreation & Culture	\$33,340	\$0	\$0	\$0	\$0
	4.3.2	Undertaken Town Hall Redevelopment.	Section 8.8.2 – Capital Projects and Programs – Recreation & Culture	\$1,830,224	\$40,000	\$0	\$0	\$0
	4.3.3	Undertake Heritage Trail Infrastructure in York Town.	Section 8.8.2 – Capital Projects and Programs – Recreation & Culture	\$0	\$0	\$0	\$0	\$90,000
	4.3.4	Area Promotion infrastructure.	Section 8.10.2 – Capital Projects and Programs – Tourism & Area Promotion	\$31,000	\$0	\$0	\$0	\$0

Objective 4.4

Support York as a Regional Place to Visit.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop a regional tourism plan.	4.4.1	Continued participation in projects and membership in Avon Valley Tourism Association.	Section 8.10.1 – Operations – Tourism and Area Promotion	\$10,000	\$10,064	\$10,130	\$10,198	\$10,269
Support the local Visitor Centre	4.4.2	Provide continued funding for the service.	Section 8.10.1 – Operations – Tourism and Area Promotion	\$67,094	\$69,396	\$71,781	\$74,249	\$76,779
Build tourism capability through events, arts, heritage walkways and cultural experiences.	4.4.3	Continue to support the operation of the residency museum.	Section 8.8.1 – Operations – Other Culture	\$120,152	\$123,280	\$127,433	\$131,285	\$133,303
	4.4.4	Construct disabled toilet facility at Residency Museum.	Section 8.8.2 – Capital projects and Programs – Other Culture	\$0	\$0	\$0	\$40,000	\$0
	4.4.5	Undertake Town Promotions	Section 8.10.1 – Operations – Tourism and Area Promotion	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	4.4.6	Undertake events support	Section 8.10.1 – Operations – Tourism and Area Promotion	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	4.4.7	Undertake Area promotion	Section 8.10.1 – Operations – Tourism and Area Promotion	\$8,532	\$8,709	\$8,892	\$9,080	\$5,866

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Build tourism capability through events, arts, heritage walkways and cultural experiences.	4.4.8	Undertake Festival Assistance	Section 8.10.1 – Operations – Tourism and Area Promotion	\$54,243	\$47,648	\$48,218	\$49,806	\$47,106
	4.4.9	Install Christmas Decorations and Festivities.	Section 8.10.1 – Operations – Tourism and Area Promotion	\$7,894	\$8,147	\$8,407	\$8,676	\$7,730
	4.4.10	Undertake banner installation and Removal	Section 8.10.1 – Operations – Tourism and Area Promotion	\$3,818	\$3,940	\$4,066	\$4,196	\$704
	4.4.11	Undertake Brochure production	Section 8.10.1 – Operations – Tourism and Area Promotion	\$6,300	\$0	\$0	\$0	\$0
	4.4.12	Undertake marketing and promotion of walk trails.	Section 8.10.1 – Operations – Tourism and Area Promotion	\$30,000	\$0	\$0	\$0	\$0

7.5 STRATEGIC FOCUS AREA 5 – GOVERNANCE

Vision: Strengthen Shire Leadership

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

Shire Goals

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

Objective 5.1

Ensure Resources are Managed Efficiently.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and maintain a strategic financial plan to support the yearly budgeting decisions.	5.1.1	Undertake annual reviews of the Long Term Financial Plan and review actual performance against forecast.	Section 8.2.1 – Operations – Governance	\$0	\$5,000	\$5,000	\$10,000	\$5,000
Develop and implement asset management plans	5.1.2	Update existing Road Asset Management Plan by undertaking road inventory and condition data collection and recalculating financial model.	See Action 3.1.1					
	5.1.3	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 3.1.2					

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop and implement asset management plans	5.1.4	Collect footpath inventory and condition data for footpath network and prepare asset management plan.	See Action 3.1.3					
Develop service and place plans detailing role and level of service.	5.1.3	Update implement service plans for York for the key services detailing aim of service, level and frequency of service, and partnerships required to deliver services, as developed for the SEARTG.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
Develop a Risk Management Plan	5.1.4	Prepare Risk Management Plan.	Section 8.2.1 – Operations – Governance	\$0	\$5,000	\$500	\$500	\$500
Explore opportunities to work with other local governments to deliver services and infrastructure.	5.1.5	Continue and expand resource sharing proposals to provide services to surrounding local governments.	Section 8.2.1 – Operations – Governance	\$0	\$3,000	\$3,000	\$3,000	\$3,000

Objective 5.2

Develop Workforce Capability.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop workforce and human resource plan and contribute to regional capacity by identifying future skill requirements, staff retention and attraction strategies.	5.2.1	Review workforce plan so that it meets the statutory requirements.	Section 8.2.1 – Operations Governance	\$37,028	\$15,000	\$1,500	\$1,500	\$1,500

Objective 5.3

Provide Leadership on Behalf of the Community.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop partnerships and relationships to enhance community services and infrastructure.	5.3.1	Coordinate meetings with government agencies and other stakeholders to discuss local issues of importance.	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Lobby and advocate for improved services, infrastructure and access.	5.3.2	Undertake lobbying with government agencies and other stakeholders for improved services, infrastructure and access	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Advocate for regional strengthening of health and education services and IT infrastructure.	5.3.3	Undertake lobbying with government agencies and other stakeholders regional strengthening of health and education services and IT infrastructure.	Section 8.2.1 – Operations – Governance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Objective 5.4

Develop Community leadership.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop community participation plan and provide opportunities for community participation.	5.4.1	Prepare community engagement policy that details the levels of engagement that will be undertaken with its community on all matters.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	5.4.2	Prepare community engagement procedure manual on how staff are to undertake community engagement.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0
	5.4.3	Coordinate capacity building and skilling programs to equip volunteers with the necessary skills to participate.	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0

Objective 5.5

Ensure Reasonable Decision Making.

PRIORITY	ACTION		LTFP LINKAGE	2013/14	2014/15	2015/16	2016/17	2017/18
Develop Risk Management Plan	5.5.1	Prepare Risk Management Plan.	Section 8.2.1 – Operations – Governance	See Action 5.1.4				
Review roles and accountabilities within a regional framework.	5.5.2	Continue to participate within the South East Avon Regional Transition Group (SEARTG) and South East Avon Voluntary Regional Organisation of Councils (SEAVROC).	Section 8.2.1 – Operations – Governance	\$0	\$0	\$0	\$0	\$0

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 York. 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	(237,358)	(227,577)	(220,049)	(221,696)	(227,520)
Other General Purpose Funding	(2,198)	(2,215)	(2,241)	(2,266)	(2,292)
Sub-Total	(239,556)	(229,792)	(222,290)	(223,962)	(229,811)
Revenue					
Rates	4,140,768	4,459,300	4,803,285	5,267,475	5,778,041
Other General Purpose Funding	844,719	1,569,290	1,615,138	1,667,133	1,724,773
Sub-Total	4,985,487	6,028,590	6,418,423	6,934,609	7,502,814
NET TOTAL	4,745,931	5,798,798	6,196,133	6,710,647	7,273,002

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	(2,546,170)	(1,558,188)	(466,647)	(482,509)	(481,035)
Other Governance	(137,505)	(248,782)	(268,729)	(265,133)	(273,552)
Sub-Total	(2,683,675)	(1,806,970)	(735,376)	(747,642)	(754,587)
Revenue					
Members of Council	1,865,857	1,106,300	300	300	300
Other Governance	147,081	12,143	12,172	12,201	12,231
Sub-Total	2,012,938	1,118,443	12,472	12,501	12,531
NET TOTAL	(670,737)	(688,527)	(722,904)	(735,141)	(742,056)

8.2.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Administration Centre Air Conditioning Replacement	(256,000)	(0)	(0)	(0)	(0)
Administration Centre LED Lighting Upgrade	(30,000)	(0)	(0)	(0)	(0)
Administration Centre Car Park Upgrade	(0)	(40,000)	(0)	(0)	(0)
Forbes Street Residence Solar Panels Installation	(0)	(0)	(0)	(8,000)	(0)
CEO Vehicle Replacement	(88,000)	(90,000)	(90,000)	(90,000)	(90,000)
Deputy CEO Vehicle Replacement	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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	(299,808)	(305,840)	(319,120)	(328,998)	(340,765)
Animal Control	(234,358)	(158,500)	(166,205)	(168,666)	(173,775)
Other Law, Order & Public Safety	(58,196)	(51,318)	(53,330)	(33,350)	(31,104)
Sub-Total	(592,362)	(515,659)	(538,655)	(531,014)	(545,644)
Revenue					
Fire Prevention	52,670	52,670	202,670	52,670	52,670
Animal Control	67,710	69,150	70,633	72,161	73,734
Other Law, Order & Public Safety	96,400	400	400	400	400
Sub-Total	216,780	122,220	273,703	125,231	126,804
NET TOTAL	(375,582)	(393,439)	(264,952)	(405,783)	(418,840)

8.3.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Cat Management Facility	(80,000)	(0)	(0)	(0)	(0)
Relocate Talbot Fire Shed	(20,000)	(20,000)	(0)	(0)	(0)
Install CCTV Mobile Network	(68,500)	(0)	(0)	(0)	(0)
Install CCTV Network	(25,000)	(0)	(0)	(0)	(0)
Air Condition Rangers Office	(4,364)	(0)	(0)	(0)	(0)
Talbot Fire Tender Replacement	(0)	(0)	(150,000)	(0)	(0)
Senior Ranger Vehicle Replacement	(0)	(0)	(43,000)	(0)	(0)
Ranger Vehicle Replacement	(0)	(0)	(0)	(0)	(20,000)
Ranger Vehicle Tray Upgrade	(0)	(0)	(5,000)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.4 Health

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

8.4.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/1	2016/17	2017/18
Expenses					
Health Administration & Inspection	(284,468)	(289,882)	(302,006)	(308,990)	(321,603)
Other Health	(26,210)	(28,177)	(31,996)	(20,687)	(19,633)
Sub-Total	(310,678)	(318,039)	(334,002)	(329,676)	(341,236)
Revenue					
Health Administration & Inspection	80,000	81,440	82,923	84,451	86,024
Other Health	20,800	20,800	20,800	20,800	20,800
Sub-Total	100,800	102,240	103,723	105,251	106,824
NET TOTAL	(209,878)	(215,799)	(230,278)	(224,425)	(234,412)

8.4.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
24 Ford St Residence – Leach Drains	(6,450)	(0)	(0)	(0)	(0)
24 Ford St Residence – Remove Asbestos	(4,200)	(0)	(0)	(0)	(0)
Construct New Residence – Osaburg Rd	(0)	(0)	(320,000)	(0)	(0)
Fraser St Residence – Install Solar Panels	(0)	(0)	(8,000)	(0)	(0)
Manager EHO Vehicle Replacement	(61,000)	(60,000)	(60,000)	(60,000)	(60,000)
EHO Vehicle Replacement	(24,000)	(26,000)	(0)	(26,000)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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 tele-centres; administration, inspection, support and operation of programs and facilities to serve dependent parents and young children, such as child care centres, crèches and play centres; administration and operation of welfare services such as senior citizen centres and home help; administration, support and operation of other welfare services including refuge centres, drop in centres for youth and services for migrants.

8.5.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Education	(0)	(0)	(0)	(0)	(0)
Welfare – Aged & Disabled	(0)	(0)	(0)	(0)	(0)
Welfare - Other	(86,122)	(87,405)	(94,051)	(93,535)	(96,674)
Sub-Total	(86,122)	(87,405)	(94,051)	(93,535)	(96,674)
Revenue					
Education	600,000	0	0	0	0
Welfare - Youth	0	0	0	0	0
Welfare - Other	31,787	31,926	32,072	32,226	32,387
Sub-Total	631,787	31,926	32,072	32,226	32,387
NET TOTAL	545,665	(55,479)	(61,979)	(61,309)	(64,286)

8.5.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Construct Child Care Facility	(600,000)	(0)	(0)	(0)	(0)
Pioneer Memorial Lodge – Renew Wall Finishes	(0)	(80,000)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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. The Shire of York, in accordance with the Australian Accounting Standards, allocates its housing expenses and revenues to the relevant function to which the housing relates, therefore no revenues or expenses are recorded in this functional area.

8.6.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Council Staff Housing	(0)	(0)	(0)	(0)	(0)
Other Housing	(0)	(0)	(0)	(0)	(0)
Sub-Total	(0)	(0)	(0)	(0)	(0)
Revenue					
Council Staff Housing	0	0	0	0	0
Other Housing	0	0	0	0	0
Sub-Total	0	0	0	0	0
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.6.2 Capital Projects and Programs

There are no capital projects or programs for this Functional area.

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 rezonings; provision, supervision and operation of community amenities including public conveniences, cemeteries, bus shelters and street furniture.

8.7.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Sanitation – Household Refuse	(564,347)	(567,352)	(592,685)	(609,430)	(623,640)
Sanitation Other	(1,374)	(1,414)	(1,462)	(1,509)	(1,559)
Sewerage	(0)	(0)	(0)	(0)	(0)
Protection of Environment	(14,420)	(3,420)	(3,420)	(3,420)	(3,420)
Town Planning & Regional Development	(505,317)	(472,615)	(397,257)	(407,763)	(419,167)
Other Community Amenities	(213,464)	(217,394)	(226,311)	(229,994)	(237,407)
Sub-Total	(1,298,923)	(1,262,195)	(1,221,133)	(1,252,117)	(1,285,193)
Revenue					
Sanitation – Household Refuse	548,610	543,610	546,610	546,610	549,610
Sanitation Other	0	0	0	0	0
Sewerage	0	0	0	0	0
Protection of Environment	10	10	10	10	10
Town Planning & Regional Development	234,475	149,681	153,123	156,667	160,318
Other Community Amenities	46,803	42,952	44,135	45,353	46,608
Sub-Total	829,898	736,253	743,877	748,640	756,546
NET TOTAL	(469,025)	(525,942)	(477,256)	(503,476)	(528,647)

8.7.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
New Niche Wall and Patio at Cemetery	(21,800)	(0)	(0)	(0)	(0)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Osnaburg St Residence – Install Solar Panels	(8,000)	(0)	(0)	(0)	(0)
Osnaburg St Residence – Install Driveway	(0)	(0)	(4,000)	(0)	(0)
Waste Transfer Station – Install Ringlock Fencing	(1,000)	(0)	(0)	(0)	(0)
Waste Transfer Station – Power & Phone Upgrades	(20,000)	(0)	(0)	(0)	(0)
Town Planner Vehicle Replacement	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Cemetery Infrastructure Upgrades	(30,000)	(0)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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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	(180,069)	(160,400)	(167,748)	(172,232)	(228,337)
Other Recreation & Sport	(1,799,129)	(1,876,290)	(1,894,316)	(1,934,099)	(1,987,630)
Swimming Areas	(236,189)	(233,918)	(227,724)	(234,638)	(242,738)
Libraries	(78,479)	(79,409)	(82,630)	(84,584)	(87,181)
Other Culture	(130,362)	(132,598)	(136,400)	(139,881)	(141,507)
Sub-Total	(2,424,498)	(2,482,615)	(2,508,818)	(2,565,433)	(2,687,393)
Revenue					
Public Halls & Civic Centres	1,821,691	17,357	17,878	18,414	18,967
Other Recreation & Sport	1,133,551	737,919	674,954	765,500	725,009
Swimming Areas	133,873	161,510	31,510	31,510	31,510
Libraries	321	321	321	321	321
Other Culture	5,045	5,045	5,045	5,045	5,045
Sub-Total	3,098,481	922,153	729,708	820,790	780,852
NET TOTAL	669,983	(1,560,462)	(1,779,110)	(1,744,643)	(1,906,541)

8.8.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Town Hall Furniture & Equipment	(0)	(0)	(15,000)	(0)	(0)
Youth Centre Furniture & Equipment	(4,600)	(5,000)	(0)	(0)	(0)
Gymnasium Equipment	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Candice Bateman Park Furniture & Equipment	(25,000)	(0)	(10,000)	(6,000)	(0)
Youth Centre – construct ramp and parking	(7,000)	(0)	(0)	(0)	(0)
Youth Centre – Outdoor Skate Facilities	(0)	(30,000)	(0)	(0)	(0)
Town Hall – Regional Cultural Centre Development	(1,800,000)	(0)	(0)	(0)	(0)
Town Hall Chamber Upgrade	(0)	(40,000)	(0)	(0)	(0)
Town Hall Shelters	(15,385)	(0)	(0)	(0)	(0)
Town Hall Lift Awning	(10,000)	(0)	(0)	(0)	(0)
Town Hall CCTV and Alarm	(4,839)	(0)	(0)	(0)	(0)
Swimming Pool – Remove Asbestos and Refurbish	(14,363)	(0)	(0)	(0)	(0)
Swimming Pool – Shade Structure & Lighting	(30,000)	(0)	(0)	(0)	(0)
Swimming Pool – Paint Bowl of Pool	(30,000)	(0)	(0)	(0)	(0)
Swimming Pool –Construct Barbecue Area	(8,000)	(0)	(0)	(0)	(0)
Swimming Pool –Construct Storage Shed	(3,000)	(0)	(0)	(0)	(0)
Swimming Pool – New Pool Entry Steps	(55,000)	(0)	(0)	(0)	(0)
Swimming Pool – Plant Room Upgrade	(0)	(390,000)	(0)	(0)	(0)
Swimming Pool – Retile Shower Floor	(0)	(0)	(15,000)	(0)	(0)
Swimming Pool – Replace Piping	(30,000)	(0)	(0)	(0)	(0)
Old Fire Station – Remove Asbestos	(5,000)	(0)	(0)	(0)	(0)
Radio Station – Decommission and Demolition	(0)	(0)	(25,000)	(0)	(0)
Crocket Club – Remove Asbestos	(6,500)	(0)	(0)	(0)	(0)
Old Bowling Club Building – Install Ground Level Drainage	(3,500)	(0)	(0)	(0)	(0)
Scout Hall – Replace Floor Finishes	(0)	(0)	(0)	(6,000)	(0)
Netball Courts – Multi-Court Line Marking	(14,000)	(0)	(0)	(0)	(0)
York Recreation & Community Centre – CCTV Installation	(66,688)	(0)	(0)	(0)	(0)
Pavilion – Refurbish Toilet Facilities	(0)	(0)	(30,000)	(0)	(0)
Pavilion – Refurbish Kitchen	(0)	(0)	(0)	(0)	(25,000)
Recreation Centre – Refurbish Exterior to Match Function Centre	(0)	(0)	(0)	(0)	(60,000)
RSL Memorial Park – Install Shade Shelters	(1,000)	(0)	(0)	(0)	(0)
Avon Park – Install Shade Shelters including Power & Water Connection	(21,000)	(0)	(16,392)	(0)	(0)
Avon Park – Rotunda Ceiling and Floors Renewal	(0)	(9,000)	(0)	(0)	(0)
Avon Park – Seating (Lowe St)	(0)	(0)	(11,000)	(0)	(0)
Avon Park – Benches	(0)	(0)	(10,000)	(0)	(0)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Swinging Bridge – Fix Footpath Approaches	(33,340)	(0)	(0)	(0)	(0)
Candice Bateman Park – Install BMX Track	(27,000)	(5,000)	(0)	(0)	(0)
Candice Bateman Park –Install Additional Playground Equipment	(0)	(0)	(15,000)	(0)	(0)
Candice Bateman Park – Install Child Cycle Area	(0)	(0)	(0)	(5,000)	(0)
Candice Bateman Park – Install Shade Shelters	(6,500)	(0)	(0)	(0)	(0)
Gwambygine Park – Modify Disabled Toilet Access	(0)	(0)	(5,000)	(0)	(0)
Gwambygine Park – Install Shade Shelters	(0)	(8,000)	(0)	(0)	(0)
Forrest Oval Water Supply – Reuse Project	(152,000)	(0)	(0)	(0)	(0)
Residency Museum – Disabled Toilet Facility	(0)	(0)	(0)	(40,000)	(0)
Parks & Gardens Utility Replacement	(0)	(50,000)	(0)	(0)	(0)
Motocross Track Infrastructure	(0)	(12,500)	(0)	(0)	(0)
Mount Brown Park Infrastructure	(15,000)	(0)	(0)	(0)	(0)
Avon Park Infrastructure	(17,602)	(0)	(0)	(0)	(0)
Peace Park Water Fountain & Lighting	(0)	(0)	(11,000)	(0)	(0)
War Memorial Park Flag Poles	(0)	(0)	(0)	(7,000)	(0)
Howick St Park Seating	(0)	(0)	(16,000)	(0)	(0)
Gwambygine Park Picnic Tables Replacement	(0)	(0)	(10,000)	(0)	(0)
Gwambygine Park Barbecue Replacement	(0)	(0)	(30,000)	(0)	(0)
Avon Walk Trail	(0)	(0)	(1,000)	(0)	(0)
Forrest Oval - Car Park Construction	(131,668)	(0)	(0)	(0)	(0)
Forrest Oval - Boundary Fencing Replacement	(30,000)	(30,000)	(30,000)	(0)	(0)
Forrest Oval - Barbecue Area Construction	(25,000)	(0)	(0)	(0)	(0)
Forrest Oval - Playground Construction	(131,000)	(0)	(0)	(0)	(0)
Forrest Oval – Install Aluminium Seating	(0)	(0)	(4,000)	(0)	(0)
Forrest Oval – Remove Bowling Club Shade Structures	(0)	(0)	(5,000)	(0)	(0)
Forrest Oval – Drainage Works	(0)	(0)	(0)	(0)	(120,000)
Heritage Trails – Greenhills Trail Infrastructure	(45,000)	(0)	(0)	(0)	(0)
Heritage Trails – Gwambygine Trail Upgrade	(0)	(10,000)	(10,000)	(0)	(0)
Heritage Trails – Mount Brown Walk Trail	(0)	(90,000)	(60,000)	(0)	(0)
Heritage Trails – Townsite Trails Renewal	(0)	(0)	(0)	(0)	(90,000)
Heritage Trails – Avon River Trails	(23,375)	(0)	(0)	(100,000)	(0)
Construct New Garden Areas	(15,000)	(15,000)	(15,000)	(15,000)	(0)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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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	(3,067,880)	(1,771,017)	(1,909,570)	(1,812,253)	(1,850,128)
Aerodromes	(0)	(0)	(0)	(0)	(0)
Traffic Control	(154,525)	(155,139)	(162,900)	(166,492)	(169,007)
Sub-Total	(3,222,405)	(1,926,156)	(2,072,469)	(1,978,745)	(2,019,135)
Revenue					
Streets, Roads, Bridges, Depots	2,765,951	1,122,377	1,159,126	979,159	831,194
Aerodromes	0	0	0	0	0
Traffic Control	80,340	82,750	85,233	87,790	90,423
Sub-Total	2,846,291	1,205,127	1,244,358	1,066,949	921,617
NET TOTAL	(376,114)	(721,029)	(828,111)	(911,796)	(1,097,518)

8.9.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Roe St Residence – Install Solar Panels	(0)	(8,000)	(0)	(0)	(0)
Roe St Residence – Capital Renewal Works	(0)	(0)	(5,000)	(0)	(0)
Road Broom Replacement	(0)	(35,000)	(0)	(0)	(0)
Street Sweeper Replacement	(0)	(0)	(0)	(120,000)	(0)
Vibrating Roller Replacement	(188,427)	(0)	(0)	(0)	(0)
Cherry Picker Replacement	(0)	(0)	(5,000)	(0)	(0)
Grader Y930 Replacement	(340,000)	(0)	(0)	(0)	(0)
Grader Y710 Replacement	(0)	(0)	(0)	(0)	(340,000)
Utility Y770 Replacement	(0)	(0)	(0)	(25,000)	(0)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Chainsaw Replacements	(3,800)	(3,800)	(3,800)	(3,800)	(3,800)
Whipper Snipper Replacements	(2,000)	(0)	(2,000)	(0)	(2,000)
Truck 13T Y711 Replacement	(0)	(0)	(0)	(215,000)	(0)
Truck 13T Y345 Replacement	(0)	(215,000)	(0)	(0)	(0)
Truck 5T Replacement	(0)	(0)	(0)	(0)	(117,000)
Truck 9T Y641 Replacement	(65,000)	(0)	(0)	(0)	(0)
Truck 3T Y397 Replacement	(0)	(0)	(0)	(60,000)	(0)
Truck Canter Y4099 Replacement	(0)	(0)	(60,000)	(0)	(0)
Front End Loader Y299 Replacement	(0)	(0)	(260,000)	(0)	(0)
Water Tanks for Utilities	(3,500)	(0)	(0)	(3,500)	(1,600)
Slasher Mower Replacement	(0)	(4,500)	(0)	(0)	(0)
Verti-Mower Replacement	(0)	(2,500)	(0)	(0)	(0)
Self Propelled Mower Replacement	(0)	(1,800)	(0)	(1,800)	(0)
Traffic Counters	(3,000)	(0)	(3,000)	(0)	(3,000)
Utility Y4118 Replacement	(25,000)	(25,000)	(0)	(0)	(0)
Spray Unit Pump	(500)	(0)	(0)	(500)	(0)
Blower Vac Replacements	(0)	(1,600)	(0)	(1,600)	(0)
Footpath Sweeper	(44,000)	(0)	(0)	(0)	(0)
Side Tipping Trailer	(0)	(0)	(0)	(0)	(28,000)
Sundry Plant Purchases	(3,000)	(0)	(0)	(0)	(0)
Sundry Tool Purchases	(0)	(3,000)	(3,000)	(3,000)	(3,000)
Howick Street Car Park	(0)	(110,000)	(108,580)	(0)	(0)
Roads to Recovery Projects	(298,000)	(300,000)	(300,000)	(300,000)	(300,000)
Regional Road Group Projects	(445,0200)	(450,000)	(450,000)	(450,000)	(450,000)
Municipal Road Construction Projects	(592,000)	(724,000)	(684,000)	(733,000)	(1,020,000)
Municipal Footpath Construction Projects	(243,682)	(110,000)	(70,000)	(50,000)	(80,000)
Knotts Road Bridge Reconstruction	(78,000)	(0)	(0)	(0)	(0)
Talbot West Rd bridge Reconstruction	(90,000)	(0)	(0)	(0)	(0)
Bridge Works 12/13 Carry-Over	(72,000)	(0)	(0)	(0)	(0)
Bridge 4166 Reconstruction	(20,830)	(0)	(0)	(0)	(0)
Greenhills South Rd Bridge Reconstruction	(10,000)	(0)	(0)	(180,000)	(0)
Bridge Works	(22,000)	(0)	(0)	(0)	(0)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
BSP – Talbot West to Qualen West Rd	(32,649)	(54,201)	(0)	(0)	(0)
BSP – Quellington-Mannavale Rd Intersection	(32,649)	(54,201)	(0)	(0)	(0)
BSP – Quellington Remove crest and realign road	(0)	(150,000)	(0)	(0)	(0)
BSP – Spencers Brook – Wilberforce Rd	(15,000)	(0)	(0)	(0)	(0)
BSP – Northam/Cranbrook – Ovens Rd	(12,000)	(0)	(0)	(0)	(0)
BSP – Other Safety Projects	(0)	(0)	(90,000)	(90,000)	(90,000)
Subdivision Roads	(45,000)	(60,000)	(60,000)	(60,000)	(60,000)
Urban Storm Water Management Plan	(50,000)	(0)	(0)	(0)	(0)
Monger Street Urban Storm Water Drainage Construction	(110,000)	(0)	(0)	(0)	(0)
Railway to River Drainage System Construction	(200,000)	(0)	(0)	(0)	(0)
West Boundary to Railway Drainage System Construction	(150,000)	(150,000)	(150,000)	(150,000)	(0)
School Bus Route Gravel Sheeting	(139,598)	(0)	(0)	(150,000)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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					
Rural Services	(21,900)	(22,553)	(23,226)	(23,922)	(24,639)
Tourism and Area Promotion	(252,036)	(208,941)	(214,537)	(219,258)	(205,117)
Building Control	(343,035)	(329,090)	(341,798)	(338,365)	(335,119)
Saleyards	(0)	(0)	(0)	(0)	(0)
Economic Development	(85,120)	(137,844)	(90,655)	(93,557)	(96,370)
Other Economic Services	(57,268)	(59,412)	(62,244)	(65,061)	(68,038)
Sub-Total	(759,360)	(757,840)	(732,461)	(740,163)	(729,283)
Revenue					
Rural Services	0	0	0	0	0
Tourism and Area Promotion	43,428	25,124	25,877	26,654	27,453
Building Control	71,423	70,605	71,718	72,866	74,048
Saleyards	0	0	0	0	0
Economic Development	1,236	31,236	1,236	1,236	1,236
Other Economic Services	108,716	60,465	62,267	64,123	66,034
Sub-Total	224,803	187,430	161,099	164,878	168,771
NET TOTAL	(534,556)	(570,411)	(571,362)	(575,284)	(560,512)

8.10.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Old Infant Health Clinic – Decommission & Demolition	(0)	(25,000)	(0)	(0)	(0)
Building Surveyor Vehicle Replacement	(26,000)	(0)	(26,000)	(0)	(26,000)
Short Stay Power Heads for Avon Park	(8,000)	(0)	(0)	(0)	(0)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Henrietta Street Entry Statement – Relocate WP Pole	(23,000)	(0)	(0)	(0)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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

8.11.1 Operations

FUNCTION/SERVICE	2013/14	2014/15	2015/16	2016/17	2017/18
Expenses					
Private Works	(25,364)	(26,176)	(27,013)	(27,878)	(28,725)
Public Works Overheads	(0)	(0)	(0)	(0)	(0)
Plant Operation Costs	(0)	(0)	(0)	(0)	(0)
Salaries & Wages	(0)	(0)	(0)	(0)	(0)
Unclassified	(175,500)	(5,500)	(5,500)	(5,500)	(5,500)
Sub-Total	(200,864)	(31,676)	(32,513)	(33,378)	(34,225)
Revenue					
Private Works	53,190	40,000	41,200	42,436	43,709
Public Works Overheads	10,300	9,000	9,000	9,000	9,000
Plant Operation Costs	0	0	0	0	0
Salaries & Wages	0	0	0	0	0
Unclassified	35,000	0	0	0	0
Sub-Total	98,490	49,000	50,200	51,436	52,709
NET TOTAL	(102,374)	17,324	17,687	18,058	18,484

8.11.2 Capital Projects and Programs

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Osnaburg Rd Residence – Capital Renewal Works	(0)	(0)	(5,000)	(0)	(0)
Osnaburg Rd Residence – Install Solar Panels	(0)	(0)	(8,000)	(0)	(0)

CAPITAL PROJECT/PROGRAM	2013/14	2014/15	2015/16	2016/17	2017/18
Purchase Easement (SAT Ruling)	(25,000)	(5,000)	(6,000)	(6,000)	(0)
Acquire Greenhills Lots	(3,231)	(0)	(0)	(0)	(0)
Truck Loading Ramp – Relocate to New Site	(0)	(26,000)	(0)	(0)	(0)
Community Bus Replacement	(130,000)	(0)	(0)	(0)	(0)
Standpipe Swipe Card System	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Works Supervisor Vehicle Y96 Replacement	(30,000)	(60,000)	(60,000)	(60,000)	(60,000)
Building Maintenance Utility Y387 Replacement	(0)	(0)	(0)	(25,000)	(0)
NET TOTAL	(0)	(0)	(0)	(0)	(0)

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APPENDIX 1
STATEMENT OF COMPREHENSIVE INCOME
BY FUNCTION/PROGRAM

COMPREHENSIVE INCOME STATEMENT

	BUDGET	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
EXPENDITURE	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Purpose Funding	(239,556)	(229,792)	(222,290)	(223,962)	(229,811)	(253,736)	(242,527)	(245,638)	(253,323)	(281,291)
Governance	(2,683,675)	(1,806,970)	(735,376)	(747,642)	(758,587)	(765,731)	(804,130)	(823,850)	(844,536)	(859,116)
Law, Order, Public Safety	(592,362)	(515,659)	(538,655)	(531,014)	(545,644)	(564,381)	(586,620)	(601,643)	(623,814)	(675,867)
Health	(310,678)	(318,039)	(334,002)	(329,676)	(341,236)	(352,018)	(362,524)	(369,936)	(382,201)	(400,227)
Education and Welfare	(86,122)	(87,405)	(94,051)	(93,535)	(96,674)	(102,947)	(103,778)	(106,582)	(113,771)	(120,760)
Housing	0	0	0	0	0	0	0	0	0	0
Community Amenities	(1,298,923)	(1,262,195)	(1,221,133)	(1,252,117)	(1,285,193)	(1,326,127)	(1,370,480)	(1,407,495)	(1,453,422)	(1,506,726)
Recreation and Culture	(2,424,498)	(2,482,615)	(2,508,818)	(2,565,433)	(2,687,393)	(2,750,453)	(2,818,096)	(2,884,341)	(2,981,247)	(3,193,325)
Transport	(3,222,405)	(1,926,156)	(2,072,469)	(1,978,745)	(2,019,135)	(2,088,639)	(2,174,989)	(2,249,072)	(2,331,533)	(2,682,953)
Economic Services	(759,360)	(757,840)	(732,461)	(740,163)	(729,283)	(751,301)	(775,295)	(805,206)	(820,101)	(850,499)
Other Property and Services	(200,864)	(31,676)	(32,513)	(33,378)	(34,225)	(35,098)	(35,998)	(36,925)	(37,880)	(38,864)
	(11,818,442)	(9,418,346)	(8,491,769)	(8,495,664)	(8,727,181)	(8,990,431)	(9,274,436)	(9,530,689)	(9,841,828)	(10,609,627)
REVENUE										
General Purpose Funding	4,985,487	6,028,590	6,418,423	6,934,609	7,502,814	8,123,700	8,678,574	9,288,894	9,970,691	10,734,700
Governance	2,012,938	1,118,443	12,472	12,501	12,531	12,562	12,594	12,627	12,660	12,695
Law, Order, Public Safety	216,780	122,220	273,703	125,231	126,804	128,425	130,095	131,814	133,585	135,409
Health	100,800	102,240	103,723	105,251	106,824	108,445	110,115	111,834	113,605	115,429
Education and Welfare	631,787	31,926	32,072	32,226	32,387	32,557	32,734	32,921	33,117	33,323
Housing	0	0	0	0	0	0	0	0	0	0
Community Amenities	829,898	736,253	743,877	748,640	756,546	761,600	769,804	775,165	783,687	789,375
Recreation and Culture	3,094,481	922,153	729,708	820,790	780,852	755,018	774,759	837,593	816,036	977,608
Transport	2,846,291	1,205,127	1,244,358	1,066,949	921,617	924,366	927,197	936,113	939,116	942,210
Economic Services	224,803	187,430	161,099	164,878	168,771	172,780	226,910	181,164	185,545	190,058
Other Property & Services	98,490	49,000	50,200	51,436	52,709	54,020	55,371	56,762	58,195	59,671
	15,041,755	10,503,382	9,769,636	10,062,511	10,461,856	11,073,473	11,718,153	12,364,887	13,046,238	13,990,478
<i>Increase(Decrease)</i>	3,223,313	1,085,036	1,277,867	1,566,847	1,734,675	2,083,042	2,443,716	2,834,198	3,204,410	3,380,851
DISPOSAL OF ASSETS										
Land	1,030,000	690,000	600,000	0	0	0	0	0	0	0
Plant and Equipment	158,300	76,380	87,000	82,300	92,200	72,700	110,300	92,080	101,200	93,000
<i>Gain (Loss) on Disposal</i>	1,188,300	766,380	687,000	82,300	92,200	72,700	110,300	92,080	101,200	93,000
Rounding	(1)									
Total Comprehensive Income	4,411,612	1,851,416	1,964,867	1,649,147	1,826,875	2,155,742	2,554,016	2,926,278	3,305,610	3,473,851

APPENDIX 2
STATEMENT OF FINANCIAL POSITION

	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	1,880,110	1,816,954	2,053,564	2,725,419	3,448,087	4,696,571	5,456,095	7,384,344	9,726,161	13,130,817
Trade and other receivables	1,388,940	1,388,940	1,388,940	1,388,940	1,388,940	1,388,940	1,388,940	1,388,940	1,388,940	1,388,940
Inventories	14,285	17,375	15,901	18,883	16,454	13,952	11,376	13,558	15,806	18,121
Total current assets	3,283,335	3,223,269	3,458,405	4,133,242	4,853,481	6,099,463	6,856,411	8,786,842	11,130,907	14,537,878
Non-current assets										
Trade and other receivables	57,662	45,802	39,554	39,554	39,554	39,554	39,554	39,554	39,554	39,554
Property, plant and equipment	11,456,749	11,992,418	12,414,218	12,301,874	12,235,397	12,031,088	12,698,265	12,532,244	12,412,601	11,411,519
Infrastructure	79,714,416	80,996,356	82,205,038	83,186,751	84,248,904	85,245,643	86,251,464	87,282,132	88,228,270	89,164,749
Total non-current assets	91,228,827	93,034,576	94,658,810	95,528,180	96,523,855	97,316,285	98,989,283	99,853,930	100,680,425	100,615,822
Total assets	94,512,162	96,257,846	98,117,215	99,661,422	101,377,336	103,415,749	105,845,694	108,640,771	111,811,332	115,153,700
Current liabilities										
Trade and other payables	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Interest-bearing loans and borrowings	105,731	105,498	104,940	110,961	117,330	124,070	131,201	135,049	131,485	139,175
Provisions	656,155	656,154	656,154	656,153	656,154	656,154	656,153	656,153	656,153	656,155
Total current liabilities	1,411,886	1,411,652	1,411,094	1,417,114	1,423,484	1,430,224	1,437,354	1,441,202	1,437,638	1,445,330
Non-current liabilities										
Interest-bearing loans and borrowings	1,959,679	1,854,181	1,749,240	1,638,280	1,520,949	1,396,880	1,265,679	1,130,630	999,145	859,970
Provisions	20,178	20,178	20,178	20,178	20,178	20,178	20,178	20,178	20,178	20,178
Total non-current liabilities	1,979,857	1,874,359	1,769,418	1,658,458	1,541,127	1,417,058	1,285,857	1,150,808	1,019,323	880,148
Total liabilities	3,391,743	3,286,011	3,180,512	3,075,572	2,964,611	2,847,282	2,723,211	2,592,010	2,456,961	2,325,478
Net assets	91,120,419	92,971,835	94,936,703	96,585,850	98,412,725	100,568,467	103,122,483	106,048,761	109,354,371	112,828,222
Equity										
Retained surplus	36,212,579	38,023,838	39,841,319	41,247,870	42,826,231	44,522,279	47,245,909	49,899,436	52,920,021	56,096,021
Reserve - asset revaluation	52,651,562	52,651,562	52,651,562	52,651,562	52,651,562	52,651,562	52,651,562	52,651,562	52,651,562	52,651,562
Cash Backed Reserves	2,256,278	2,296,435	2,443,822	2,686,418	2,934,932	3,394,626	3,225,012	3,497,763	3,782,788	4,080,639
Total equity	91,120,419	92,971,835	94,936,703	96,585,850	98,412,725	100,568,467	103,122,483	106,048,761	109,354,371	112,828,222

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APPENDIX 3
STATEMENT OF CASH FLOWS

	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	(3,600,082)	(3,716,079)	(3,829,410)	(3,891,149)	(4,006,474)	(4,100,030)	(4,221,444)	(4,346,508)	(4,475,333)	(4,608,030)
Materials & Contracts	(5,649,295)	(3,366,622)	(2,216,210)	(2,091,901)	(2,107,843)	(2,192,876)	(2,234,264)	(2,281,131)	(2,350,297)	(2,425,919)
Utilities	(357,341)	(368,457)	(387,314)	(399,108)	(420,090)	(442,206)	(465,518)	(490,094)	(516,002)	(543,316)
Insurance	(295,435)	(309,052)	(324,504)	(339,711)	(356,698)	(374,536)	(393,268)	(412,938)	(433,593)	(455,283)
Interest Expenses	(125,889)	(120,003)	(113,766)	(107,854)	(101,834)	(95,462)	(88,724)	(81,593)	(74,032)	(66,455)
GST	0	0	0	0	0	0	0	0	0	0
Other	(136,033)	147,049	152,199	168,708	179,111	192,851	201,760	217,326	230,885	338,567
	(10,164,075)	(7,733,164)	(6,719,005)	(6,661,016)	(6,813,828)	(7,012,259)	(7,201,458)	(7,394,938)	(7,618,372)	(7,760,437)
REVENUE										
Rates	3,999,532	4,317,487	4,660,878	5,124,455	5,634,391	6,195,320	6,688,938	7,222,045	7,797,800	8,419,616
Grants Towards Operating Activities	2,420,919	2,763,843	1,845,734	1,711,096	1,759,820	1,807,944	1,857,513	1,914,568	1,967,156	2,021,321
Contributions and Donations Reimbursements	393,273	262,524	267,153	274,923	276,839	281,906	287,128	292,510	298,058	303,776
Fees and Charges	1,767,753	1,678,036	1,706,532	1,732,793	1,762,279	1,790,122	1,809,502	1,838,671	1,871,716	1,902,663
Interest Received	201,000	182,257	184,064	190,697	201,613	212,796	236,113	261,951	315,075	402,764
GST	0	0	0	0	0	0	0	0	0	0
Other	201,019	112,100	115,276	118,547	121,916	125,386	128,960	132,641	136,433	140,339
	8,983,496	9,316,248	8,779,636	9,152,511	9,756,856	10,413,473	11,008,153	11,662,387	12,386,238	13,190,478
Net Cash flows from Operating Activities	(1,180,579)	1,583,083	2,060,632	2,491,495	2,943,028	3,401,214	3,806,694	4,267,449	4,767,866	5,430,041
Cash flows from investing activities										
Payments										
Purchase Tools	0	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Purchase Land and Buildings	(3,517,660)	(686,000)	(483,392)	(65,000)	(115,000)	(50,000)	(1,061,000)	(434,000)	0	(14,000)
Purchase Road Infrastructure	(2,658,458)	(2,199,702)	(2,092,580)	(1,983,000)	(2,000,000)	(1,939,000)	(1,884,000)	(1,956,000)	(1,900,000)	(2,070,000)
Purchase Recreation Infrastructure	(433,645)	(157,500)	(217,000)	(122,000)	(210,000)	(230,000)	(270,000)	(299,000)	(296,000)	(140,000)
Purchase Other Infrastructure	(61,000)	0	0	0	0	0	(50,000)	0	0	0
Purchase Plant and Equipment	(1,177,227)	(715,200)	(907,800)	(832,200)	(891,400)	(726,900)	(895,600)	(621,900)	(1,222,000)	(906,900)
Purchase Furniture and Equipment	(129,600)	(50,000)	(50,000)	(31,000)	(60,000)	(110,000)	(25,000)	(25,000)	(40,000)	(25,000)
	(7,977,590)	(3,811,402)	(3,753,772)	(3,036,200)	(3,279,400)	(3,058,900)	(4,188,600)	(3,338,900)	(3,461,000)	(3,158,900)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Receipts										
Proceeds from Sale of Land	1,030,000	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Furniture and Equipment	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Plant and Equipment	551,500	1,071,900	1,039,000	411,500	465,000	363,500	555,500	428,400	510,000	465,000
Grants and Subsidies for Development of Assets	6,089,789	1,187,134	990,000	910,000	705,000	660,000	710,000	702,500	660,000	800,000
Contributions from Other Parties	0	0	0	0	0	0	0	0	0	0
	7,671,289	2,259,034	2,029,000	1,321,500	1,170,000	1,023,500	1,265,500	1,130,900	1,170,000	1,265,000
Net cash flows from investing activities	(306,301)	(1,552,368)	(1,724,772)	(1,714,700)	(2,109,400)	(2,035,400)	(2,923,100)	(2,208,000)	(2,291,000)	(1,893,900)
Cash flows from financing activities										
Proceeds from Borrowings										
Loan Repayments -Principal	(99,847)	(105,731)	(105,498)	(104,940)	(110,961)	(117,330)	(124,070)	(131,201)	(135,049)	(131,485)
Principal Repayments Received	11,060	11,860	6,248	0	0	0	0	0	0	0
Net cash flows from financing activities	(88,787)	(93,871)	(99,250)	(104,940)	(110,961)	(117,330)	(124,070)	(131,201)	(135,049)	(131,485)
Net (decrease)/increase in cash held	(1,575,667)	(63,156)	236,610	671,855	722,667	1,248,484	759,524	1,928,248	2,341,817	3,404,656
Cash at the Beginning of Reporting Period	3,455,777	1,880,110	1,816,954	2,053,564	2,725,419	3,448,087	4,696,571	5,456,095	7,384,344	9,726,161
Cash at the End of Reporting Period	1,880,110	1,816,954	2,053,564	2,725,419	3,448,087	4,696,571	5,456,095	7,384,344	9,726,161	13,130,817

APPENDIX 4
RATE SETTING STATEMENT

DRAFT

	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	985,955	1,711,103	1,757,546	1,810,153	1,868,423	1,928,380	1,989,636	2,066,850	2,172,891	2,315,084
Governance	2,012,938	1,118,443	12,472	12,501	12,531	12,562	12,594	12,627	12,660	12,695
Law, Order Public Safety	216,780	122,220	273,703	125,231	126,804	128,425	130,095	131,814	133,585	135,409
Health	100,800	102,240	103,723	105,251	106,824	108,445	110,115	111,834	113,605	115,429
Education and Welfare	631,787	31,926	32,072	32,226	32,387	32,557	32,734	32,921	33,117	33,323
Housing	0	0	0	0	0	0	0	0	0	0
Community Amenities	829,898	736,253	743,877	748,640	756,546	761,600	769,804	775,165	783,687	789,375
Recreation and Culture	3,094,481	922,153	729,708	820,790	780,852	755,018	774,759	837,593	816,036	977,608
Transport	2,846,291	1,205,127	1,244,358	1,066,949	921,617	924,366	927,197	936,113	939,116	942,210
Economic Services	224,803	187,430	161,099	164,878	168,771	172,780	226,910	181,164	185,545	190,058
Other Property and Services	98,490	49,000	50,200	51,436	52,709	54,020	55,371	56,762	58,195	59,671
	11,042,223	6,185,895	5,108,759	4,938,055	4,827,465	4,878,153	5,029,215	5,142,842	5,248,438	5,570,862
LESS OPERATING EXPENDITURE										
General Purpose Funding	(239,556)	(229,792)	(222,290)	(223,962)	(229,811)	(253,736)	(242,527)	(245,638)	(253,323)	(281,291)
Governance	(2,683,675)	(1,806,970)	(735,376)	(747,642)	(758,587)	(765,731)	(804,130)	(823,850)	(844,536)	(859,116)
Law, Order, Public Safety	(592,362)	(515,659)	(538,655)	(531,014)	(545,644)	(564,381)	(586,620)	(601,643)	(623,814)	(675,867)
Health	(310,678)	(318,039)	(334,002)	(329,676)	(341,236)	(352,018)	(362,524)	(369,936)	(382,201)	(400,227)
Education and Welfare	(86,122)	(87,405)	(94,051)	(93,535)	(96,674)	(102,947)	(103,778)	(106,582)	(113,771)	(120,760)
Housing	0	0	0	0	0	0	0	0	0	0
Community Amenities	(1,298,923)	(1,262,195)	(1,221,133)	(1,252,117)	(1,285,193)	(1,326,127)	(1,370,480)	(1,407,495)	(1,453,422)	(1,506,726)
Recreation and Culture	(2,424,498)	(2,482,615)	(2,508,818)	(2,565,433)	(2,687,393)	(2,750,453)	(2,818,096)	(2,884,341)	(2,981,247)	(3,193,325)
Transport	(3,222,405)	(1,926,156)	(2,072,469)	(1,978,745)	(2,019,135)	(2,088,639)	(2,174,989)	(2,249,072)	(2,331,533)	(2,682,953)
Economic Services	(759,360)	(757,840)	(732,461)	(740,163)	(729,283)	(751,301)	(775,295)	(805,206)	(820,101)	(850,499)
Other Property & Services	(200,864)	(31,676)	(32,513)	(33,378)	(34,225)	(35,098)	(35,998)	(36,925)	(37,880)	(38,864)
	(11,818,442)	(9,418,346)	(8,491,769)	(8,495,664)	(8,727,181)	(8,990,431)	(9,274,436)	(9,530,689)	(9,841,828)	(10,609,627)
<i>Increase(Decrease)</i>	(776,219)	(3,232,451)	(3,383,010)	(3,557,609)	(3,899,716)	(4,112,278)	(4,245,222)	(4,387,847)	(4,593,390)	(5,038,765)
ADD										
Principal Repayment Received -Loans	11,060	11,860	6,248	0	0	0	0	0	0	0
Profit/ (Loss) on the disposal of assets	1,188,300	766,380	687,000	82,300	92,200	72,700	110,300	92,080	101,200	93,000
Depreciation Written Back	1,685,255	1,688,272	1,771,290	1,837,631	1,910,924	1,975,670	2,070,402	2,137,933	2,225,705	2,851,503
Book Value of Assets Sold Written Back	393,200	305,520	352,000	329,200	372,800	290,800	445,200	336,320	408,800	372,000

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	3,277,815	2,772,032	2,816,538	2,249,131	2,375,924	2,339,170	2,625,902	2,566,333	2,735,705	3,316,503
<i>Sub Total</i>	2,501,596	(460,418)	(566,472)	(1,308,478)	(1,523,792)	(1,773,108)	(1,619,319)	(1,821,513)	(1,857,686)	(1,722,262)
LESS CAPITAL PROGRAMME										
Purchase Tools	0	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Purchase Land & Buildings	(3,517,660)	(686,000)	(483,392)	(65,000)	(115,000)	(50,000)	(1,061,000)	(434,000)	0	(14,000)
Infrastructure Assets - Roads	(2,658,458)	(2,199,702)	(2,092,580)	(1,983,000)	(2,000,000)	(1,939,000)	(1,884,000)	(1,956,000)	(1,900,000)	(2,070,000)
Infrastructure Assets - Recreation Facilities	(433,645)	(157,500)	(217,000)	(122,000)	(210,000)	(230,000)	(270,000)	(299,000)	(296,000)	(140,000)
Infrastructure Assets - Other	(61,000)	0	0	0	0	0	(50,000)	0	0	0
Purchase Plant and Equipment	(1,177,227)	(715,200)	(907,800)	(832,200)	(891,400)	(726,900)	(895,600)	(621,900)	(1,222,000)	(906,900)
Purchase Furniture and Equipment	(129,600)	(50,000)	(50,000)	(31,000)	(60,000)	(110,000)	(25,000)	(25,000)	(40,000)	(25,000)
Proceeds from Sale of Assets	0	0	0	0	0	0	0	0	0	0
Repayment of Debt - Loan Principal	(99,847)	(105,731)	(105,498)	(104,940)	(110,961)	(117,330)	(124,070)	(131,201)	(135,049)	(131,485)
Transfer to Reserves	(1,705,480)	(515,157)	(546,967)	(536,596)	(542,514)	(753,694)	(579,386)	(571,751)	(584,025)	(596,851)
	(9,782,917)	(4,432,290)	(4,406,237)	(3,677,736)	(3,932,875)	(3,929,924)	(4,892,056)	(4,041,852)	(4,180,074)	(3,887,236)
Plus Rounding										
	(9,782,917)	(4,432,290)	(4,406,237)	(3,677,736)	(3,932,875)	(3,929,924)	(4,892,056)	(4,041,852)	(4,180,074)	(3,887,236)
<i>Sub Total</i>	(7,281,321)	(4,892,708)	(4,972,709)	(4,986,214)	(5,456,667)	(5,703,032)	(6,511,375)	(5,863,365)	(6,037,760)	(5,609,498)
LESS FUNDING FROM										
Reserves	1,054,563	475,000	399,580	294,000	294,000	294,000	749,000	299,000	299,000	299,000
Loans Raised	0	0	0	0	0	0	0	0	0	0
Opening Funds	2,227,226	0	0	0	0	0	0	0	0	0
Closing Funds	0	100,222	(87,749)	(432,241)	(471,724)	(786,288)	(926,562)	(1,657,679)	(2,059,040)	(3,109,118)
	3,281,789	575,222	311,831	(138,241)	(177,724)	(492,288)	(177,562)	(1,358,679)	(1,760,040)	(2,810,118)
TO BE MADE UP FROM RATES	(3,999,531)	(4,317,487)	(4,660,878)	(5,124,455)	(5,634,391)	(6,195,320)	(6,688,938)	(7,222,045)	(7,797,800)	(8,419,616)