2016 - 2026

LONG TERM FINANCIAL PLAN

Adopted XX June 2016

SY051-05/16
APPENDIX C

CONTENTS

MESSAGE FROM THE PRESIDENT 4

INTRODUCTION 5

Key Points of the Long Term Financial Plan 6

CONTEXT 9

FINANCIAL CHALLENGES 11

FINANCIAL MANAGEMENT PRINCIPLES 13

STRATEGY FOR FINANCIAL SUSTAINABILITY 14

ASSUMPTIONS 15

FINANCIAL RISK ASSESSMENT 17

SUMMARY OF PROJECTED FINANCIAL POSITION 18

SUMMARY OF OUR WORKFORCE PLAN 19

LINK TO ASSET MANAGEMENT PLANS 20

SENSITIVITY ANALYSIS AND SCENARIO MODELLING 21

CAPITAL WORKS PROGRAM 23

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING? 31

DETAILED FINANCIAL PROJECTIONS 33

MESSAGE FROM THE PRESIDENT

The Shire of York, along with many other rural local governments in Western Australia, faces dual community expectations of maintaining or improving levels of service while limiting rates impacts and maintaining financial sustainability.

This is a major challenge, especially in the context of relatively low levels of growth in the Shire rating base, a history of shift in costs from other levels of government and ageing infrastructure. The current York community like many others, has also inherited a legacy of deferred investment in maintaining and renewing assets such that some are starting to fail.

This plan represents the Council's best judgement on the spread of investment in infrastructure, services and activiites to deliver results that will significantly contribute to achieving the community's aspirations and the Council's objectives in delivering the Strategic Community Plan over the next ten years.

The biggest risk faced by the Council in seeking a sustainable financial plan for the future is the extent to which there is a gap between the infrastructure requirements for renewals and the level of funding that is available without overburdening the ratepayers of the Shire. We know there is a gap, we just don't know how big that gap is. This plan provides the resources to quantify the gap and start to develop strategies to narrow it along with instituting better practices for the management of assets.. This will be further addressed in the next strategic review (in 2 years) when we should have far better knowledge of our assets and our options than we do at this time. While assets are a big focus of attention so are the other people oriented services that the Shire is involved in.

I commend this plan to you along with the Strategic Community Plan, and Corporate Business Plan which together set the direction and provide the resources for a bright future for York town and country.

Cr David Wallace
President, Shire of York

INTRODUCTION

Welcome to the Shire of York's Long Term Financial Plan (LTFP). The LTFP is a the document which sets out the Council's ten year investment program and its overall approach to maintaining financial sustainability. The Corporate Plan provides a more detailed program for the first four years of this ten year plan.

The purpose of the LTFP is to guide and inform decision-making by establishing the framework upon which sound financial decisions can be made. It is a financial modelling tool used to assess capacity to implement the Strategic Community Plan and to provide transparency and accountability to the community in relation to the Shire's finances. It also provides an opportunity for early identificaiton of financial management issues.

The LTFP informs decisions about the speed at which a community can achieve its strategic aspirations. It provides a mechanism by which the Council can test the extent to which the community wishes to use different financial levers to fund any program, including rates revenue, fees and charges and debt. It will also highlight, in conjunction with information on asset maintanence and renewal costs, any gaps in funding and risks to asset value, and to levels of service delivery in the long term.

This LTFP sets out:

- the strategic context
- financial goals and challenges
- strategies for financial sustainability
- projected financial position
- assumptions, adjustments and risk assessment
- the capital works program
- finanancial performance monitoring
- sensitivity analysis and performance monitoring
- financial implications

This plan was adopted on XX June2016. It will be reviewed in 2017/18 with and every two years thereafter. The two yearly cycles will alternate between a mini strategic review and a major strategic review, as shown in the planning cycle diagram on page X.

Key Points of the Long Term Financial Plan

OVERVIEW

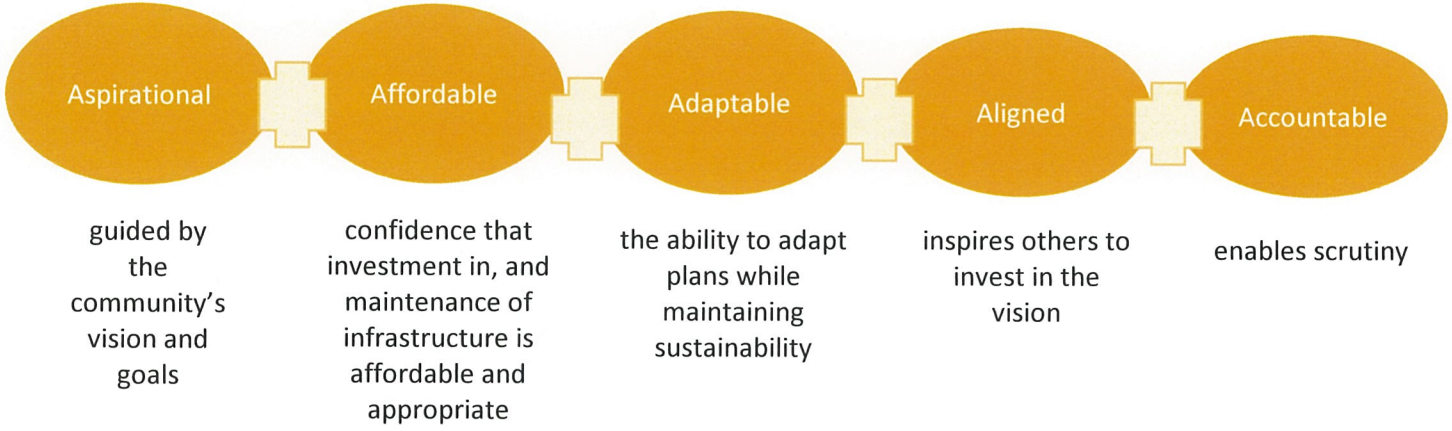
- Total Council rates revenue increase over the first four years of the plan will be will be as follows:
    - 2016/17 3.50%
    - 2017/18 3.75%
    - 2018/19 4.00%
    - 2019/20 4.25%

    Thereafter the forecasts are based on rates revenue increases of around 5% per annum (subject to future reviews adddressing the real costs of asset renewal when known
- Levels of service are largely maintained at current levels with a small increase in some targetted areas
- Funding of an asset reserve account pending improved knowledge of asset condition and renew requirements to be devloped in the first two years
- Conservative use of debt to fund major new assets or significant upgrades
- Review of land and property portfolio to ascertain highest and best use, create new income streams and release equity for reinvestment if possible
- Very minimal increase in staff over the life of the plan

WESTERN AUSTRALIA LOCAL GOVERNMENT INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is shown in the diagram on the next page. The idea behind the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten year period. The '5 As' set out below identify the qualities which a good Strategic Community Plan should exhibit.



THE PLANNING CYCLE

The Strategic Community Plan is a ten year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a "rolling" plan which is reviewed every two years, as shown in the diagram below. The two yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

The plan is continuously looking ahead, so each review keeps a ten year horizon. This is to ensure that the best decisions are made in the short to medium term.

The detailed implementation for the frist four years is covered in the Corporate Business Plan. The Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

CONTEXT

THE COMMUNITY'S VISION

The following vision was distilled from the 2015 community survey results and the subsequent 2016 engagement processes.

"A vibrant and inviting agricultural, heritage and tourist town and a Shire community that is focused on and works collaboratively to improve and promote the [town and the Shire] of York as a destination and wonderful place to live"

THE COMMUNITY'S ASPIRATIONS: FIVE THEMES

- `THE PLACE TO LIVE: To be a place which is attractive and accessible for the young and elderly and attracts people in the middle age groups to work and settle in the Shire. The York community aspires to a balanced population structure in the short and long term.
- A LEADER IN CULTURAL HERITAGE AND ENVIRONMENT: To be a place which is renowned for its cultural heritage and the quality of its natural environment, and for the care taken by the community of both.
- DRIVING THE YORK ECONOMY FORWARD: To have a vital, diverse and prosperous local economy which is sustainable in the long term, makes sustainable use of its natural and built heritage and community assets and delivers benefit in the form of local jobs, business opportunities and a positive image for the Shire.
- BUILT FOR RESILIENCE: To have secured an infrastructure base (e.g. buildings, roads, footpaths, parks, commnications, water and energy ...) which is affordable, is managed at a level of risk accepted by the community, supports a sustainable environment, increases rural and town resilience, and is responsive to community needs.
- LEADERSHIP AND GOVERNANCE: To be a community where there is effective and responsive leadership and govenance, a sense of collective purpose and shared direction and a willingness and desire to work together for that future.

COUNCIL'S STRATEGIC PRIORITIES

The Council's strategic priorities over the next ten years are:

- building a strong economic future
- infrastructure: investing to retain asset value and positioning the community to be able to maintain the value of existing assets in the long term and reduce exposure of assets and associated services to the risk of decline
- being development ready
- maintaining levels of service with some limited levels of service increases where these deliver against strong community aspirations and can be accommodated with minimal overall rates impact
- advancing selected community partnership based projects
- achieving change via strong community networks and action
- signficant advocacy on key issues facing the Shire
- developing strong governance and leadership capability
- exploring additional revenue sources

FINANCIAL CHALLENGES

LOCAL GOVERNMENT: AN ASSET INTENSIVE BUSINESS

This is THE GREATEST FINANCIAL AND STRATEGIC CHALLENGE for the local government sector and particularly for smaller rural Shires. Assets underpin almost all aspects of Shire services from roads, to parks, recreation facilities, buildings, footpaths, street lights, bridges, drainage and waste facilities.

The quality of a service is hugely dependent on the quality of the asset itself. The successful functioning of the local economy and community is heavily dependent on the efficiency and quality of infrastructure.

To maintain service levels, the assets need to be maintained and replaced at that optimal time before they start to signficantly decline. Central to this is ensuring funding of maintenance and the renewal of assets is sufficient and available at the right time.

The level of funding required consumes a very large part of the total Shire budget. Faced with demands from the community to keep rates low, it is very easy to postpone necessary expenditure when the signs of decline are incremental and hard to see in the short term.

This is the situation that the York community faces. The community has inherited a funding gap and must, along with all the other pressures on the Shire budget, try to close that gap before services decline. If it cannot, the community will have to re-set and make clear the service levels it can afford.

Work has been undertaken in the last three years to improve asset information, mainly in the road and drainage areas (hydraulic model and condition rating) but further work is needed to finalise costs against standards across all assset types The time to make a full decision on levels of service versus affordability is in 2018/19 when there is better information about what it really costs to maintain and renew assets.

Significant investments have been made for this to occur over the next two years. Although the outcome of this investment will not be obvious in the short term, it will stand the community in good stead to have this work done well now.

LIMITED REVENUE SOURCES

- a heavy reliance on rates revenue and external funding grants. This constrains the ability of the community to address significant issues and deliver new programs.

INFRASTRUCTURE FUNDING GAPS AND SERVICE RISKS

- funding gaps for replacement of Council assets with some assets facing decline and risk to service levels.

  The 2012/13 LTFP identified a significant gap between the level of funding needed to replace assets at the optimal time and the amount of funding proposed to be set aside. The LTFP noted that the quality ofinformation about actual asset condition and renewals needs was limited and that work of asset plan imporvement was needed.

GRANTS UNCERTAINTY

- uncertainty about future external grants funding levels (Federal Assistance Grants, Roads to Recovery, Regional Roads Grants and Blackspots Grants) which makes it difficult to plan in the long term for stable levels of service.
- constrained capacity to plan and apply for external funding for large comprehensive projects receiving external funding (e.g. Royalties for Regions projects) which will allow the Council to drive major change projects forward.

BALANCING RISK WITH AFFORDABILITY

- exposure to risk, particularly in the infrastructure area can bring additional costs in the longer term but the capacity to address those risks, either because of immediate impacts of limited or asset knowledge, is a problem for York as it is for many other small rural communities.

INTER-GENERATIONAL EQUITY

- Like many small communities, the Shire of York has inherited deferred funding of assets. This is at a time of increased pressure on existing services from more frequent and intense storm events.
- Finding ways to avoid passing the same issues on to future communities while making sure that future generations pay a fair share of the cost of new works and infrastructure is a challenge.

HOW TO USE DEBT?

- Borrowing to pay for new works is a tool that can help smooth costs and ensure intergenerational equity. At the same time, it is important to constrain the level of debt within the capacity to pay.
- The Shire has relatively low levels of debt and has some capacity to use this tool to address impacts of major projects. Clarity about the level of comfort in using debt over time is needed.

FINANCIAL MANAGEMENT PRINCIPLES

The Council has adopted a Financial Planning and Sustainability Policy (G4.3)which sets out a framework for financial management. The key points are that the Shire must:

- plan for a balanced budget
- maintain sufficent cash reserves to meet short-term working capital requirements
- have a fully funded capital infrastructure program where each source of funding is identified and secured.
- Give priority to renewals funding in a situation of constrained resources
- Maintain its asset base and build cash reserves to fund future works
- Operate without imposing excessive debt or rates increases on future geneations
- Balance rates increases to community capacity and sensitivity to increases

INTERGENERATIONAL EQUITY

- The full cost of providing new assets will be met equitably by all generations of ratepayers who enjoy the benefits of those services or assets.
- Current generations will not be called upon to fully fund the acquisition of assets or services benefit or will be used by future generations.
- Current generations will not enjoy the consumption of services or assets at less than their real cost, thereby leaving an unfunded financial burden (liability) to future generations

APPROACH TO BORROWING

- Borrowings must only serve as a funding source for the acquisition or construction of new assets or significant upgrade of existing assets.
- Borrowings must never be used to fund operational expenditure.
- Capacity to pay must be assessed prior to borrowing and the Shire must ensure that the community is not burdened by unnecessary risk.
- Appropriate levels of indebtedness must be maintained (guided by the results of debt ratios).
- Any borrowing period will relate to the life of the asset.

STRATEGY FOR FINANCIAL SUSTAINABILITY

The Council has adopted the following strategy for the ten year period:

- levels of service: largely maintain current levels of service with small number of targeted increases to service levels in limited areas.
- continue to improve asset knowledge such that asset renewals investment can be optimised.
- build an infrastructure funding 'place holder' or reserve which allows more detailed allocation to asset renewal once asset planning and review is completed
- keep rates increases at around 5% per year (2-3% real increase over inflation). Note: future reviews will need to address real costs of asset renewal on budgets once this is known.
- use borrowings to fund selected major new asset creation and/or major upgrades to existing assets where:
    - there is high risk of existing asset or service failure and the works could not otherwise be funded without significant rates increases. Note: this must include a significant new level of service;
    - a new asset service or network is being created which will significantly benefit future generations

The following two asset classes and service have been identified as being eligible for debt funding over the period:

- swimming pool upgrade (Years 1-3)
- funding of the new catchment based drainage system from Year 4.

- Keep debt levels to 10% below statutory ratios to allow future generations 'head-room' for new decisions.

- review land and property portfolio management (Year 2) to see how it can be managed to provide the Council with alternative revenue sources. This will need to be carefully considered so that property that is strategically signficant is retained and that disposal, if any, is optimal in terms of returns. Full community consultation will be undertaken on this strategy.

ASSUMPTIONS

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ASSUMPTIONS										
EXPENSES										
Wage Price Index Percentage Increase	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Consumer Price Index Percentage Increase	1.50%	1.50%	1.80%	2.00%	2.20%	2.50%	2.50%	2.50%	2.50%	2.50%
Local Government Cost Index Percentage Increase	2.70%	2.70%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%
REVENUES										
Rates - Annual Increases Percentage	0.00%	3.75%	4.00%	4.25%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Rates - Natural Growth in Rate Base Percentage	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Interest Earnings	2.50%	2.50%	2.70%	2.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees and Charges Percentage Increase	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Operating Grants, Subsidies and Contributions % Increase	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Non-operating Grants, Subsidies, Contbns % Increase	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Direct Maintenance Grant % Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Others for Consideration										
Electricity Utility Charges Percentage Increase	6.40%	6.40%	6.40%	6.40%	6.40%	6.40%	6.40%	6.40%	6.40%	6.40%
Water Utility Charges Percentage Increase	6.70%	6.70%	6.70%	6.70%	6.70%	6.70%	6.70%	6.70%	6.70%	6.70%
Interest Expense (based on estimated borrowings)	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Insurance Expense Percentage Increase	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other Expenditure	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CAPITAL ASSETS										
Depreciation on Non-current Assets (see below)										
Average Depreciation - Buildings	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Average Depreciation - Other	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Average Depreciation - Infrastructure Roads	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Average Depreciation - Infrastructure Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Shire Population	Current 2011 3396 Projected 2021 4600 2026 5100
Property base growth	0.5%
Interest rate	3.5%
Local Government Cost Index (LGCI)	2.7% (2016/17) 2.7% (2017/18) 2.9% (2018/19) 2.9% (2019/20)
Payroll	1.5% annually over four year
The wider policy or legislative environment	Royalties for Regions reduction to 2013/14 levels from 2016/17 Roads to Recovery reduction to 2013/14 levels from 2016/17 State approach to growth management will continue No major change to legislative environment other than in the area of building control.
Staffing levels	1 new FTE from 2016/17 – asset management data capture, maintenance and renewals costings, asset plans development (reduced external consultants costs apart from technical guidance and review) Note: the currently funded community/ economic development officer position will be filled from 2016/17.
Other	Assumed level of external funding for some key operating and capital projects. These projects will not proceed at budgeted time if funding not granted. No assumptions in relation to land sales.

FINANCIAL RISK ASSESSMENT

The Shire of York has adopted a Risk Assessment and Management Policy that requires the development and adoption of a risk management framework. In the meantime, the Council has undertaken a preliminary assessment of the risks to sustainable financial management. These are outlined in the following table.

Risk Category (where risk arises)	Risk Description	Risk Controls
Financial Risks		
External revenue sources	▪ Revenue shortfall from such factors as external grants/ funding, fees and charges, rates and cost shifting from State and/or Federal government to local government	▪ Long Term Financial Plan ▪ Budget process ▪ Lobbying and advocacy ▪ External grants management and acquittal processes ▪ IPR communication plan
Project costing and management	▪ Capital costs above assumptions	▪ Long Term Financial Plan ▪ Budget process ▪ Capacity building ▪ Asset Management Plans ▪ Rigour of project management
Staff costs	▪ Employee costs above assumptions	▪ Long Term Financial Plan ▪ Workforce Plan (WFP) ▪ Operational reviews
Interest rates	▪ Higher than anticipated (low risk)	▪ Maintain overview of interest rates and consider at each point in review cycle.

SUMMARY OF PROJECTED FINANCIAL POSITION

SUMMARY OF OUR WORKFORCE PLAN

A review of the Shire's service delivery structure is currently underway, taking into account the direction set by the Strategic Community Plan and the Corporate Business Plan. The Chief Executive Officer will be presenting a business case to Council for consideration in the coming weeks.

LINK TO ASSET MANAGEMENT PLANS

The Shire of York is responsible for the following assets:

- roads
- footpaths and trails
- bridges
- heritage buildings
- buildings and land
- recreation facilities
- drainage (stormwater)
- public open space
- public health – septic ponds and waste

The Shire is not in a position to provide detailed information on proposed asset/ infrastructure, either technical service levels or fully tested and documented renewals and upgrades needs, such that there is a clear relationship between expenditure needs and proposed spend. The roads and bridges asset plan is the most advanced but still requires further condition data and clearly specified technical levels of service standards. In the meantime, general levels of service are specified in the Summary of Service Plans. The budget provides for developing improved information for the following asset classes is available for the 2017/18 minor strategic review: roads and bridges, footpaths and trails, heritage, public open space and buildings.

SENSITIVITY ANALYSIS AND SCENARIO MODELLING

Scenario modelling was undertaken in the course of preparing the LTFP. All three scenarios modelled indicated that in order to fund asset renewals, replacements and upgrades, increases to council controlled revenue are needed in excess of CPI. The Table below outlines the scenarios and broad results.

GENERAL CONCLUSIONS:

- The Council has a legislative responsibility to maintain asset value or make clear statements that services will be reduced. There is no appetite to make any definitive decision on asset deline and levels of service until better information on costs is available.
- Given the size of the budget expenditure on asset driven services, Council must invest in developing a better understanding of asset renewal costs to be able to make informed strategic decisions about levels of service investment across the board and questions of lowering or changing service level expectations.
- Until that clear information is available, the preferred path is to maintain rates revenue at a level which allows for some progress on risk and strategic objectives, particularly where the latter helps build the local economy (Scenario C).
- The level of funding under Scenario C explicily does not eliminate underpinning structural issues and the community will continue to face signficant funding gaps and associated risk. During the course of this LTFP it will be moving where possible to close those gaps.

Scenarios	Key Features	Levels of Service Impacts	Risk Implications
A: Business as Usual	■ existing expenditure only plus inflation	■ significant further decline in all asset areas and levels of service ■ able to deliver on CDO and EDO activities	■ does not address funding gaps or long term asset and service risks
B: Positioning to Address Risk	■ inclusion of all **known** risk expenditure in addition to existing levels of service, other than for roads which retained current rates/ priorities for addressing Condition 4 and 5 roads. ■ Investment in improved asset planning to reduce risk ■ Incusion of infrastructure reserve for allocation within ten year period and for Year 4 onward stomrwater investment	■ slows decline for some built assets and aspects of parks ■ Provides community with a higher level of service around asst planning and certainty of costs ■ able to deliver on CDO and EDO activities	■ positions the community to better cost and make decisions on funding gaps ■ begins to address funding gaps but not at level to signficantly reduce the current level of risk in the short term ■ reduces risks from funding gap in the longer term but unlikely to be sufficient to address all risks ■ relies on external funding to make significant progress on roads renewals backlog
C: Progress on Risk and Some Strategic Objectives	■ inclusion of all **known** risk expenditure in addition to existing levels of service, other than for roads which retained current rates/ priorities for addressing Condition 4 and 5 roads. ■ investment in improved asset planning to reduce risk ■ provision for future infrastructure renewals ■ inclusion of small level of service increases to advance key projects ■ smoothing and optimisation of timing to rates reduce impacts ■ reduced immediate rates increase . ■ altered timing for some projects to allow for rates impact and organisation capacity to deliver	■ slows decline for some built assets and aspects of parks ■ Provides community with a higher level of service around asset planning and certainty of costs ■ able to deliver on CDO and EDO activities ■ advances small incremental/ community based projects focused on long term community objectives ■ increases capability to seek more comprehensive external funding for major projects.	■ positions the community to better cost and make decisions on funding gaps ■ begins to address funding gaps but not at level to signficantly reduce the current level of risk in the short term ■ reduces risks from funding gap in the longer term but unlikely to be sufficient to address all risks ■ relies on external funding to make significant progress on roads renewals backlog

CAPITAL WORKS PROGRAM

PROJECT	DESCRIPTION OF WORKS	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ROADS INFRASTRUCTURE											
Car Park Development		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**
Carpark Renewals	To be determined	$0	$0	$0	$0	$0	$0	$0	$0	$0	$100,000
Roads To Recovery Projects		**$1,094,990**	**$283,202**	**$283,202**	**$283,202**	**$283,202**	**$283,202**	**$283,202**	**$283,202**	**$283,202**	**$283,202**
Leeming Road	Gravel Sheeting 0.00 - 2.50	$57,250	$0	$0	$0	$0	$0	$0	$0	$0	$0
Station Road	Gravel Sheeting 0.00 - 2.00	$46,529	$0	$0	$0	$0	$0	$0	$0	$0	$0
Piccadilly Road	Gravel Sheeting 1.00 - 3.00	$46,529	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cameron Road	Gravel Sheeting 0.00 - 2.00	$46,529	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wambyn Road	Gravel Sheeting 0.00 - 2.00	$46,529	$0	$0	$0	$0	$0	$0	$0	$0	$0
Talbot Hall Road	Gravel Sheeting 3.37 - 5.37	$46,529	$0	$0	$0	$0	$0	$0	$0	$0	$0
Duck Pool Road	Gravel Sheeting 0.00 - 2.00	$46,529	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gwambygine East Road	Gravel Sheeting	$56,956	$0	$0	$0	$0	$0	$0	$0	$0	$0
Seal Roads - various	Shoulder Reinstatements	$50,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Mackie Road	Gravel Sheeting 6.80 - 8.80	$46,529	$0	$0	$0	$0	$0	$0	$0	$0	$0
Various Roads	Tree Pruning	$114,279	$0	$0	$0	$0	$0	$0	$0	$0	$0
Waterfall Road	Replace culvert	$107,476	$0	$0	$0	$0	$0	$0	$0	$0	$0
Greenhills South Road	Upgrade Gravel to Seal - 1.40 - 4.13	$223,326	$0	$0	$0	$0	$0	$0	$0	$0	$0
Quellington Road	Carry Fwd works 15-16	$160,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Wrights Road	Gravel Sheeting	$0	$17,500	$0	$0	$0	$0	$0	$0	$0	$0
Mount Hardey Road	Gravel Sheeting	$0	$46,500	$0	$0	$0	$0	$0	$0	$0	$0
Mannavale Road	Reseal	$0	$29,600	$0	$0	$0	$0	$0	$0	$0	$0
Mannavale Road	Reconstruct and Seal	$0	$130,000	$0	$0	$0	$0	$0	$0	$0	$0
Urban Roads	Verge and Drain Reinstatement	$0	$59,602	$40,000	$0	$0	$0	$0	$0	$0	$0
Mackie Road	Gravel Sheeting	$0	$0	$46,500	$0	$0	$0	$0	$0	$0	$0
Piccadilly Road	Gravel Sheeting	$0	$0	$66,702	$0	$0	$0	$0	$0	$0	$0
Mannavale Road	Reconstruct and Seal	$0	$0	$130,000	$0	$0	$0	$0	$0	$0	$0
Cameron Road	Gravel Sheeting	$0	$0	$0	$46,500	$0	$0	$0	$0	$0	$0
Seal Roads - various	Shoulder Reinstatements	$0	$0	$0	$50,000	$0	$0	$0	$0	$0	$0
Flea Pool Road	Gravel Sheeting	$0	$0	$0	$46,500	$0	$0	$0	$0	$0	$0
Waterfall Road	Gravel Sheeting	$0	$0	$0	$46,500	$0	$0	$0	$0	$0	$0
Badgin Road	Gravel Sheeting	$0	$0	$0	$46,500	$0	$0	$0	$0	$0	$0
Attfield Road	Gravel Sheeting	$0	$0	$0	$47,202	$0	$0	$0	$0	$0	$0
Mokine Road	Reseal	$0	$0	$0	$0	$103,202	$0	$0	$0	$0	$0
Ulster Road	Reseal	$0	$0	$0	$0	$64,000	$0	$0	$0	$0	$0
Mackie Siding Road	Gravel Sheeting	$0	$0	$0	$0	$20,000	$0	$0	$0	$0	$0
Wilberforce Road	Gravel Sheeting	$0	$0	$0	$0	$20,000	$0	$0	$0	$0	$0
Karabine Road	Gravel Sheeting	$0	$0	$0	$0	$20,000	$0	$0	$0	$0	$0
Cut Hill Road	Reseal	$0	$0	$0	$0	$56,000	$0	$0	$0	$0	$0
Cut Hill Road	Widen and Seal	$0	$0	$0	$0	$0	$83,202	$0	$0	$0	$0

PROJECT	DESCRIPTION OF WORKS	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Qualen West Road	Reseal	$0	$0	$0	$0	$0	$80,000	$0	$0	$0	$0
Mackie Road	Extend Seal	$0	$0	$0	$0	$0	$120,000	$0	$0	$0	$0
Cut Hill Road	Final Seal	$0	$0	$0	$0	$0	$0	$40,000	$0	$0	$0
Mackie Road	Final Seal	$0	$0	$0	$0	$0	$0	$70,000	$0	$0	$0
North Road	Reseal	$0	$0	$0	$0	$0	$0	$30,000	$0	$0	$0
Eleventh Road	Reseal	$0	$0	$0	$0	$0	$0	$60,000	$0	$0	$0
Wambyn Road	Extend Seal	$0	$0	$0	$0	$0	$0	$83,202	$0	$0	$0
Projects require identification	To be determined	$0	$0	$0	$0	$0	$0	$0	$283,202	$283,202	$283,202
Regional Road Group Projects		**$570,168**	**$550,000**	**$550,000**	**$550,000**	**$550,000**	**$550,000**	**$550,000**	**$550,000**	**$550,000**	**$550,000**
Top Beverley Road	Final Seal 15/16 works 11.78 - 14.08	$70,500	$0	$0	$0	$0	$0	$0	$0	$0	$0
Top Beverley Road	Widen and seal 9.78 - 11.78	$222,512	$0	$0	$0	$0	$0	$0	$0	$0	$0
Spencers Brook Road	Final Seal 15/16 works 1.60 - 3.60	$57,200	$0	$0	$0	$0	$0	$0	$0	$0	$0
Spencers Brook Road	Widen and Seal 0.00 - 1.60	$219,956	$0	$0	$0	$0	$0	$0	$0	$0	$0
Top Beverley Road	Reseal		$45,000	$45,000	$0	$0	$0	$0	$0	$0	$0
York-Tammin Road	Reseal	$0	$45,000	$45,000	$45,000	$45,000	$45,000	$45,000	$45,000	$45,000	$45,000
Top Beverley Road	Widen and seal	$0	$230,000	$230,000	$0	$0	$0	$0	$0	$0	$0
York-Tammin Road	Widen and seal	$0	$230,000	$230,000	$230,000	$230,000	$230,000	$230,000	$230,000	$230,000	$230,000
Quellington Road	Widen and seal	$0	$0	$0	$230,000	$230,000	$230,000	$230,000	$230,000	$230,000	$230,000
Quellington Road	Reseal	$0	$0	$0	$45,000	$0	$45,000	$0	$45,000	$0	$45,000
Projects require identification	To be determined	$0	$0	$0	$0	$45,000	$0	$45,000	$0	$45,000	$0
Municipal Road Construction Projects		**$498,977**	**$450,000**	**$459,000**	**$471,505**	**$480,935**	**$490,554**	**$500,365**	**$510,372**	**$520,580**	**$776,662**
Talbot Road	Final Seal 13 -14 works 8.80 - 9.60	$21,480	$0	$0	$0	$0	$0	$0	$0	$0	$0
Penny Drive	Reseal 0.25 - 3.00	$48,375	$0	$0	$0	$0	$0	$0	$0	$0	$0
Ulster Road	Reseal 0.00 - 2.52	$37,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Qualen West Road	Reseal 6.00 - 9.60	$52,700	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cut Hill Road	Widen and Seal 0.10 - 1.08	$123,060	$0	$0	$0	$0	$0	$0	$0	$0	$0
Talbot Road	Widen and Seal	$216,362	$0	$0	$0	$0	$0	$0	$0	$0	$0
Greenhills South Road	Upgrade Gravel to Seal to Boundary	$0	$127,699	$0	$0	$0	$0	$0	$0	$0	$0
Knotts Road	Reseal 0.00 - 4.64	$0	$45,000	$0	$0	$0	$0	$0	$0	$0	$0
South Street	Asphalt Overlay	$0	$107,301	$0	$0	$0	$0	$0	$0	$0	$0
Various Town Streets	Kerbing	$0	$25,000	$0	$0	$0	$0	$0	$0	$0	$0
Tree Pruning		$0	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Forrest Road	Reseal 0.47 - 0.80	$0	$0	$10,000	$0	$0	$0	$0	$0	$0	$0
Doodenanning Road	Reconstruct and Seal	$0	$0	$140,000	$0	$0	$0	$0	$0	$0	$0
Urban Roads	Verge and Drain Reinstatement	$0	$0	$40,000	$0	$40,000	$0	$40,000	$0	$40,000	$0
Urban Roads - various	Edge Repairs	$0	$15,000	$0	$15,000	$0	$15,000	$0	$15,000	$0	$15,000
Rural Roads - various	Edge Repairs	$0	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Asset Renewals and School Bus Routes	Gravel Resheeting	$0	$0	$139,000	$140,000	$140,000	$180,000	$180,000	$180,000	$180,000	$180,000
Various Town Streets	Reseals & Drainage	$0	$0	$0	$0	$0	$0	$0	$0	$0	$245,671
Projects require identification	To be determined	$0	$0	$0	$186,505	$170,935	$165,554	$150,365	$185,372	$170,580	$205,991

PROJECT	DESCRIPTION OF WORKS	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Municipal Footpath Construction Projects		**$80,000**	**$75,000**	**$75,000**	**$90,000**	**$100,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**
York Townsites Footpaths	To be determined	$70,000	$70,000	$70,000	$85,000	$95,000	$130,000	$130,000	$130,000	$130,000	$130,000
Street Trees	To be determined	$10,000	$5,000	$5,000	$5,000	$5,000	$10,000	$10,000	$10,000	$10,000	$10,000
Municipal Bridge Construction Projects		**$30,077**	**$0**	**$0**	**$90,000**	**$0**	**$0**	**$90,000**	**$0**	**$0**	**$90,000**
Mackie Siding Road Bridge 4166		$20,077	$0	$0	$0	$0	$0	$0	$0	$0	$0
Greenhills South Road Bridge 4165		$10,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Bridge Renewals	To be determined	$0	$0	$0	$90,000	$0	$0	$90,000	$0	$0	$90,000
Blackspot Projects		**$40,000**	**$90,000**	**$90,000**	**$90,000**	**$90,000**	**$90,000**	**$90,000**	**$90,000**	**$90,000**	**$90,000**
Berry Brow/Chidlow Road	Intersection upgrades	$40,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Projects require identification	Subject to Safety Audits	$0	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000
Townsite Drainage		**$10,000**	**$30,000**	**$30,000**	**$70,000**	**$100,000**	**$100,000**	**$100,000**	**$200,000**	**$100,000**	**$300,000**
Various Drainage Renewals	To be determined	$10,000	$30,000	$30,000	$70,000	$100,000	$100,000	$100,000	$200,000	$100,000	$300,000
TOTAL EXPENDITURE		**$2,324,212**	**$1,478,202**	**$1,487,202**	**$1,644,707**	**$1,604,137**	**$1,653,756**	**$1,753,567**	**$1,773,574**	**$1,683,782**	**$2,329,864**

INFRASTRUCTURE - OTHER

Mt Bakewell Infrastructure	Renew fencing around reserves	$5,000	$5,000	$7,500	$0	$0	$0	$0	$0	$0	$0
Cemetery Infrastructure	Renew internal roads and drainage	$15,000	$15,000	$0	$15,000	$0	$0	$0	$0	$0	$0
Cemetery Infrastructure	York Cemetery - Upgrades	$0	$0	$25,000	$0	$15,000	$0	$0	$0	$0	$0
Community Amenities - Infrastructure	Septic Ponds - Renewals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000
Area Promotion Infrastructure	RV Relocation - Stage 1	$0	$20,000	$20,000	$0	$0	$0	$0	$0	$0	$0
Area Promotion Infrastructure	RV Relocation - Stage 2	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Area Promotion Infrastructure	Town Entry Statements	$0	$0	$0	$10,000	$0	$10,000	$0	$0	$10,000	$0
Area Promotion Infrastructure	YRCC Entry Statements	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL EXPENDITURE		**$20,000**	**$40,000**	**$52,500**	**$25,000**	**$15,000**	**$10,000**	**$0**	**$0**	**$10,000**	**$50,000**

INFRASTRUCTURE - RECREATION FACILITIES

Swimming Pool	Major Upgrades - Stage 1 - Pump House & Infrastructure	$530,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Swimming Pool	Major Upgrades - Stage 2 incl Wetdeck	$0	$600,000	$600,000	$0	$0	$0	$0	$0	$0	$0
Swimming Pool	Major Upgrades - Children's Pool Stage 3	$0	$0	$0	$0	$0	$0	$250,000	$250,000	$0	$0
Motocross Track Infrastructure	Composting toilet	$0	$0	$0	$45,000	$0	$0	$0	$0	$0	$0
Mount Brown Park Infrastructure	Safety rails/disabled access	$5,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Avon Park Infrastructure	Soft Fall for Avon Park Swings	$0	$0	$0	$0	$40,000	$0	$0	$0	$0	$0
Avon Park Infrastructure	Avon Park - Install new play equipment	$0	$0	$0	$80,000	$0	$0	$0	$0	$0	$0
Peace Park	Drainage Plan and Construction	$6,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Peace Park	Seating	$4,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Peace Park	Lighting	$6,000	$0	$0	$0	$0	$10,000	$0	$0	$0	$0

PROJECT	DESCRIPTION OF WORKS	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
War Memorial Park	Flag Poles	$0	$7,000	$0	$0	$0	$0	$0	$0	$0	$0
Howick St Park	Fencing (Drain)	$10,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Howick St Park	Seating	$0	$2,000	$0	$0	$0	$2,000	$0	$0	$0	$0
Howick St Park	Disabled access upgrades	$8,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Avon Ascent - Gwambygine Park	Picnic Tables	$0	$5,000	$0	$0	$0	$0	$0	$0	$0	$0
Avon Ascent - Gwambygine Park	Boardwalk Renewals	$10,000	$0	$0	$0	$0	$10,000	$0	$0	$0	$0
Avon Ascent - Gwambygine Park	BBQ Replacement	$0	$0	$5,000	$0	$0	$0	$0	$5,000	$0	$0
Forrest Oval Infrastructure	Drainage - Forrest Oval	$0	$0	$0	$0	$0	$120,000	$0	$0	$0	$0
Forrest Oval Infrastructure	Construct car park - ADD LIGHTING	$0	$15,000	$0	$0	$0	$0	$0	$0	$0	$0
Forrest Oval Infrastructure	Landscaping of precinct	$0	$0	$5,000	$0	$0	$0	$0	$0	$0	$0
Forrest Oval Infrastructure	Replace 4 x Plexipave Netball Courts & Lights	$0	$0	$0	$0	$88,000	$0	$0	$0	$0	$0
Forrest Oval Infrastructure	Replace 2 x 7 Rink Bowling Greens (synthetic) & Lights	$0	$0	$0	$0	$0	$84,000	$84,000	$0	$0	$0
Forrest Oval Infrastructure	Replace 8 Synthetic Tennis Courts & Lights	$176,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Forrest Oval Infrastructure	Replace Oval Lights and Reticulation	$0	$0	$0	$0	$63,000	$63,000	$0	$0	$0	$0
Forrest Oval Infrastructure	Boundary Fencing	$0	$0	$0	$0	$30,000	$0	$0	$0	$0	$0
Heritage Trails Infrastructure	Avon River Trails incl. aboriginal heritage 1	$0	$0	$20,000	$50,000	$0	$0	$50,000	$50,000	$54,000	$0
Heritage Trails Infrastructure	In town heritage trails Revamp 2	$0	$0	$0	$0	$0	$29,600	$63,000	$0	$0	$0
Heritage Trails Infrastructure	Mt Brown Walk Trail 3	$0	$0	$0	$0	$0	$21,600	$0	$58,200	$0	$0
Heritage Trails Infrastructure	Equestrian Precinct Trails 4	$0	$0	$0	$0	$0	$0	$0	$0	$18,600	$0
Heritage Trails Infrastructure	Wildflower Trail 6	$0	$0	$0	$0	$0	$0	$0	$20,600	$25,000	$50,000
Old Convent School	Code upgrades	$50,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Old Convent School	Facilities upgrades	$0	$0	$0	$0	$0	$0	$0	$50,000	$0	$0
Old Convent School	Appearance upgrades	$0	$0	$0	$0	$0	$0	$0	$0	$48,000	$0
Regional Skate Park	Concept Plan - Town Skate Park C/FWD	$10,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Regional Skate Park	Construction of skate park	$0	$0	$0	$40,000	$60,000	$50,000	$0	$0	$0	$0
TOTAL EXPENDITURE		**$815,000**	**$629,000**	**$630,000**	**$215,000**	**$281,000**	**$390,200**	**$447,000**	**$433,800**	**$145,600**	**$50,000**

PLANT AND EQUIPMENT

Plant And Equipment - Administration	CEO's vehicles x 2	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000	$90,000
Plant And Equipment - Administration	DCEO's vehicles x 2	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000
Plant And Equipment - Fire Control	Talbot Fire Tender	$150,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Plant And Equipment - Animal Control	Purchase of Ranger's vehicle	$0	$0	$36,000	$0	$0	$36,000	$0	$0	$36,000	$0
Plant And Equipment - Animal Control	Upgrade Ranger vehicle - Remove Fire Fighting equip to Trailer	$0	$0	$0	$0	$0	$5,000	$0	$0	$0	$0
Plant And Equipment - Health	Purchase of Manager EHO vehicle x2	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000
Plant And Equipment - Health	Purchase EHO Vehicle	$0	$26,000	$0	$26,000	$0	$26,000	$0	$26,000	$0	$26,000
Plant And Equipment - Transport	Road Broom	$0	$0	$40,000	$0	$0	$0	$0	$0	$40,000	$0

PROJECT	DESCRIPTION OF WORKS	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Plant And Equipment - Transport	Street Sweeper (Replace Footpath Sweeper)	$0	$0	$0	$0	$85,000	$0	$0	$0	$0	$0
Plant And Equipment - Transport	Multi Tyre Roller	$0	$0	$0	$0	$0	$0	$140,000	$0	$0	$0
Plant And Equipment - Transport	Vibrating roller	$0	$0	$0	$0	$0	$225,000	$0	$0	$0	$0
Plant And Equipment - Transport	Chipper Mulcher	$0	$0	$0	$65,000	$0	$0	$0	$0	$0	$0
Plant And Equipment - Transport	Cherry Picker	$0	$45,000	$0	$0	$0	$0	$0	$0	$0	$0
Plant And Equipment - Transport	Grader -Volvo G930 Y205	$0	$0	$0	$0	$0	$0	$340,000	$0	$0	$0
Plant And Equipment - Transport	Grader -Volvo G930 Y130	$0	$0	$0	$0	$340,000	$0	$0	$0	$0	$0
Plant And Equipment - Transport	Grader Utility Y482	$0	$0	$26,000	$0	$0	$0	$26,000	$0	$0	$0
Plant And Equipment - Transport	Chainsaws	$3,800	$3,800	$3,800	$3,800	$3,800	$4,000	$4,000	$4,000	$4,000	$4,000
Plant And Equipment - Transport	Whippersnippers	$0	$2,000	$0	$2,000	$0	$2,000	$0	$2,000	$0	$2,000
Plant And Equipment - Transport	Blower Vacs	$1,600	$0	$1,600	$0	$1,600	$0	$1,600	$0	$1,600	$0
Plant And Equipment - Transport	Truck 13T Y711	$0	$0	$210,000	$0	$0	$0	$0	$0	$210,000	$0
Plant And Equipment - Transport	Hino Ranger 13 Tonne Y345	$0	$0	$0	$0	$0	$210,000	$0	$0	$0	$0
Plant And Equipment - Transport	Maintenance Truck 5 tonne Y1660	$90,000	$0	$0	$0	$0	$0	$0	$90,000	$0	$0
Plant And Equipment - Transport	Hino 9 T Truck Y641	$0	$0	$0	$135,000	$0	$0	$0	$0	$0	$0
Plant And Equipment - Transport	Hino Truck 3T Y397	$60,000	$0	$0	$0	$0	$0	$60,000	$0	$0	$0
Plant And Equipment - Transport	Mitsubishi Canter Y4099	$0	$0	$80,000	$0	$0	$0	$0	$0	$80,000	$0
Plant And Equipment - Transport	Parks Vehicle Y3777	$60,000	$0	$0	$0	$0	$0	$0	$60,000	$0	$0
Plant And Equipment - Transport	Replace Kubota tractor with Loader/ Tractor Y299	$0	$0	$0	$75,000	$0	$0	$0	$0	$0	$0
Plant And Equipment - Transport	John Deere Loader	$0	$310,000	$0	$0	$0	$0	$0	$0	$310,000	$0
Plant And Equipment - Transport	Water Tanks for utilities	$0	$1,600	$0	$3,500	$0	$0	$3,500	$0	$0	$3,500
Plant And Equipment - Transport	Replace trailers	$3,500	$0	$0	$0	$0	$0		$0	$0	$0
Plant And Equipment - Transport	Deutcher Slasher mower	$0	$0	$4,500	$0	$0	$0	$4,500	$0	$0	$0
Plant And Equipment - Transport	SM Self Propelled Mower	$0	$0	$1,800	$0	$0	$1,800	$0	$0	$1,800	$0
Plant And Equipment - Transport	Turf tech Verti mower	$0	$0	$0	$0	$2,500	$0	$0	$0	$0	$0
Plant And Equipment - Transport	Mower - Gianni Ferrari Y1328	$0	$0	$0	$0	$65,000	$0	$0	$0	$0	$0
Plant And Equipment - Transport	Mower - John Deere	$40,000	$0	$0	$0	$0	$0	$40,000	$0	$0	$0
Plant And Equipment - Transport	Traffic Counters	$0	$4,500	$0	$4,500	$0	$4,500	$0	$4,500	$0	$4,500
Plant And Equipment - Transport	Spray Utility - Y770	$0	$0	$35,000	$0	$0	$0	$35,000	$0	$0	$0
Plant And Equipment - Transport	Spray Unit pump	$500	$0	$0	$500	$0	$0	$500	$0	$0	$500
Plant And Equipment - Transport	Posi-Trak/Excavator 5.5T with ramps	$0	$0	$0	$0	$0	$0	$0	$0	$0	$85,000
Plant And Equipment - Transport	Misc Equip - incl c'saws, w'snippers, blowers, gen sets and similar. Laser/Survey equipment - SCISSOR LIFT	$32,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000
Plant And Equipment - Building Services	Building Surveyor Vehicle	$26,000	$0	$26,000	$0	$26,000	$0	$26,000	$0	$26,000	$0
Plant And Equipment -Community Bus	Commuter bus with wheelchair access	$140,000	$0	$0	$0	$0	$0	$0	$0	$0	$140,000
Plant & Equipment - Standpipes	Standpipe swipe card systems	$15,000	$0	$0	$0	$15,000	$15,000	$0	$15,000	$0	$15,000
Plant & Equipment - Works	Works Supervisor's Vehicle Y96	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000	$35,000
Plant & Equipment - Works	Engineer's vehicle	$37,000	$37,000	$37,000	$37,000	$37,000	$37,000	$37,000	$37,000	$37,000	$37,000
Plant & Equipment - Works	Building Mtc Utility Y387	$0	$25,000	$0	$0	$0	$25,000	$0	$0	$0	$25,000
TOTAL EXPENDITURE		**$889,400**	**$696,900**	**$743,700**	**$594,300**	**$817,900**	**$833,300**	**$960,100**	**$480,500**	**$988,400**	**$584,500**

PROJECT	DESCRIPTION OF WORKS	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
LAND AND BUILDINGS											
Administration Centre	Upgrade Car Parking - Hotmix	$0	$0	$0	$0	$0	$0	$0	$40,000	$0	$0
Administration Centre	Upgrade Car Parking - Shades	$0	$0	$0	$0	$0	$0	$0	$30,000	$0	$0
Administration Centre	51 - Replace floor coverings - part	$0	$0	$10,000	$0	$0	$0	$0	$0	$0	$0
Administration Centre	Upgrade Kitchen	$0	$0	$0	$0	$0	$0	$15,000	$0	$0	$0
Land & Buildings - Forbes Street House	Renewals	$0	$0	$0	$0	$0	$0	$0	$10,000	$0	$0
Pound upgrade	Divide existing bays plus additional 4	$0	$0	$0	$0	$0	$0	$0	$0	$5,000	$5,000
Pioneer Memorial Lodge	Renewals - Internal/External - c/fwd unfinished works R	$43,614	$0	$0	$0	$0	$0	$0	$0	$0	$0
Toilets - South Street	Refurbish Toilet Facilities- South St	$0	$0	$0	$0	$30,000	$0	$0	$0	$0	$0
Town Hall Building	Replace roof plumbing - east side	$0	$10,000	$0	$0	$0	$0	$0	$0	$0	$0
Town Hall Building	Re-stumping Main Hall Floor	$0	$0	$0	$30,000	$0	$0	$0	$0	$0	$0
Town Hall Building	Paint internal wall	$0	$0	$0	$0	$0	$40,000	$0	$0	$0	$0
Town Hall Building	Paint external wall	$0	$60,000	$0	$0	$0	$0	$0	$0	$0	$0
Town Hall Building	Disabled Toilet upgrades	$0	$0	$0	$0	$0	$0	$0	$36,000	$0	$0
Town Hall Building	Green Room Upgrades	$0	$0	$0	$0	$0	$0	$0	$600,000	$0	$0
Town Hall Building	Safety Balustrade	$0	$0	$0	$0	$0	$0	$45,000	$0	$0	$0
Town Hall Building	Airconditioning upgrades	$0	$0	$0	$0	$0	$0	$0	$0	$300,000	$0
Swimming Pool	Tiling Shower Floor	$0	$0	$0	$15,000	$0	$0	$0	$0	$0	$0
Radio Station - 24 Barker St	Decommisison & demolition	$0	$0	$0	$25,000	$0	$0	$0	$0	$0	$0
Scout Hall	Floor Finishes	$0	$0	$0	$6,000	$0	$0	$0	$0	$0	$0
Netball Courts & Lights	Dual mark Netball courts and backboards for basketbal	$0	$0	$0	$0	$0	$0	$14,000	$0	$0	$0
Cricket Club - Nets	Materials & Contracts	$0	$0	$0	$0	$7,500	$0	$0	$0	$0	$0
Forrest Oval Redevelopment / Pavilion Buildi	Refurbish Toilet Facilities- Pavilion	$0	$0	$15,000	$15,000	$0	$0	$0	$0	$0	$0
RSL Memorial Park Upgrade	Shade Shelters	$0	$0	$0	$15,000	$0	$0	$0	$0	$0	$0
Avon Park Capital - Buildings	Shade Shelters	$0	$0	$0	$7,000	$0	$0	$0	$10,000	$0	$0
Avon Park Capital - Buildings	Benches	$1,500	$1,500	$1,500	$0	$0	$0	$0	$0	$0	$0
Avon Park Capital - Buildings	Sound System (with relocatable sound shell)	$0	$0	$0	$0	$0	$0	$0	$0	$32,000	$0
Avon Park Capital - Buildings	Carpark reclamation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$80,000
Swinging Bridge	Upgrades to swinging bridge	$0	$0	$0	$0	$10,000	$0	$0	$0	$0	$0
Candice Bateman Park Capital	Playground Equip Renewals	$0	$0	$0	$0	$20,000	$0	$0	$0	$0	$0
Residency Museum - Buildings Capital	Renewals	$0	$0	$0	$0	$0	$0	$110,000	$0	$0	$0
Residency Museum - Buildings Capital	Disabled Toilet Facility, Temp Exhib Space & Workroom	$20,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Depot	Renewals - Remove asbestos	$0	$0	$0	$12,000	$0	$0	$12,000	$0	$0	$0
Housing - Roe Street	Renewal repairs	$6,000	$0	$0	$0	$0	$0	$10,000	$0	$0	$0
Housing - Osnaburg Road	Renewal repairs	$0	$0	$0	$0	$0	$0	$10,000	$0	$0	$0
TOTAL EXPENDITURE		**$71,114**	**$71,500**	**$26,500**	**$125,000**	**$67,500**	**$40,000**	**$216,000**	**$726,000**	**$337,000**	**$85,000**

PROJECT	DESCRIPTION OF WORKS	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
FURNITURE AND EQUIPMENT											
Furniture & Equipment - Chambers	Replace Chairs - Chambers	$5,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Admin	Laptop computers with software x 2	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Furniture & Equipment - Admin	Upgrade IT - Hardware including Servers	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Admin	Outsourced Payroll Implementation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Admin	Office Furniture	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Furniture & Equipment - Admin	Purchase Photocopier	$0	$0	$35,000	$0	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Town Hall	Acoustics - Curtains	$0	$0	$0	$0	$25,000	$25,000	$0	$0	$0	$0
Furniture & Equipment - Youth Centre	Floor coverings	$6,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Library	Furniture and shelving	$0	$0	$0	$10,000	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Museum	ANZAC grant expenditure - Museum	$18,287	$13,000	$0	$0	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Other Culture	ANZAC grant expenditure	$30,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gym Equipment - Forrest Oval	Gym Equipment	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Peace Park Light & Furniture	Seating	$0	$1,500	$0	$1,500	$0	$0	$0	$0	$0	$0
Rec Complex Furniture & Equipment	Straight line Buffer for Rec Centre	$0	$0	$5,000	$0	$0	$0	$5,000	$0	$0	$0
Furniture & Equipment - Candice Bateman Pa	Furniture & equipment (Seats & equip)	$1,500	$0	$0	$0	$0	$0	$0	$0	$0	$0
Furniture & Equipment - Candice Bateman Pa	Shade Covers	$0	$0	$4,000	$4,000	$0	$0	$0	$0	$0	$0
Furniture and Equipment - Recreation Conven	Furniture and Fittings incl. IT and kitchen utensils	$3,000	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000
Furniture and Equipment - Recreation Conven	Point of Sales	$15,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Christmas Decorations and Poles	Avon Terrace	$20,000	$10,000	$10,000	$10,000	$5,000	$5,000	$20,000	$5,000	$5,000	$5,000
TOTAL EXPENDITURE		**$108,787**	**$39,500**	**$79,000**	**$50,500**	**$55,000**	**$55,000**	**$50,000**	**$30,000**	**$30,000**	**$30,000**

TOTAL PROPOSED CAPITAL EXPENDITURE	**$4,228,513**	**$2,955,102**	**$3,018,902**	**$2,654,507**	**$2,840,537**	**$2,982,256**	**$3,426,667**	**$3,443,874**	**$3,194,782**	**$3,129,364**

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

	Indicator	Desired Trend/Target
	Financial Sustainability	
H	Operating Surplus Ratio The extent to which revenues raised cover operational expense only or are available for capital funding purposes.	10% or greater
H	Current Ratio The liquidity position of a local government that has arisen from the past year's transactions.	1:1 or greater
H	Debt Service Cover Ratio The ratio of cash available for debt servicing to interest, principal and lease payments.	2 or greater
H	Own Source Revenue Coverage Ratio An indicator of a local government's ability to cover its costs through its own revenue efforts.	Between 40% and 60%
	Asset Management	
H	Asset Consumption Ratio The ratio highlights the aged condition of the local government's stock of physical assets.	50% or greater
H	Asset Sustainability Ratio This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.	90% or greater

	Indicator	Desired Trend/Target
H	Asset Renewal Funding Ratio This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without: - additional operating income; - reductions in operating expenses; or - an increase in net financial liabilities above that currently projected.	Between 75% - 95%.

DETAILED FINANCIAL STATEMENTS

RATE SETTING STATEMENT

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
OPERATING REVENUE										
General Purpose Funding	1,739,498	1,735,111	1,757,073	1,770,788	1,801,013	1,823,656	1,850,273	1,879,224	1,913,746	1,946,247
Governance	13,887	13,982	14,082	14,185	14,292	14,404	14,520	14,641	14,767	14,897
Law,Order Public Safety	229,625	81,288	83,075	84,937	86,875	88,894	90,996	93,187	95,470	97,849
Health	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500
Education and Welfare	33,158	33,766	34,480	35,274	36,153	37,153	38,182	39,242	40,335	41,460
Community Amenities	734,383	736,040	749,866	765,307	782,445	802,064	822,210	842,897	864,142	885,959
Recreation and Culture	1,022,697	586,777	591,765	624,014	620,660	668,812	806,160	1,138,440	764,368	766,892
Transport	1,554,611	924,260	925,842	1,017,456	928,404	930,086	1,021,802	933,555	935,343	1,027,168
Economic Services	193,026	125,408	127,839	130,318	134,499	140,070	145,951	152,161	158,722	165,654
Other Property and Services	82,840	80,622	82,460	84,359	86,318	88,341	90,430	92,587	94,814	96,294
	5,622,224	**4,335,755**	**4,384,983**	**4,545,138**	**4,509,159**	**4,611,979**	**4,899,025**	**5,204,435**	**4,900,205**	**5,060,920**
LESS OPERATING EXPENDITURE										
General Purpose Funding	(264,372)	(382,358)	(386,196)	(311,258)	(272,604)	(273,898)	(278,591)	(331,288)	(287,691)	(289,392)
Governance	(705,273)	(630,404)	(621,718)	(668,140)	(658,858)	(678,087)	(676,020)	(734,865)	(707,366)	(732,750)
Law, Order, Public Safety	(545,644)	(549,634)	(559,151)	(567,862)	(583,350)	(590,199)	(601,484)	(614,214)	(624,278)	(634,312)
Health	(342,046)	(346,798)	(355,210)	(351,690)	(360,940)	(368,569)	(372,548)	(380,281)	(386,573)	(392,759)
Education and Welfare	(105,935)	(99,218)	(106,169)	(102,016)	(104,331)	(111,272)	(107,222)	(109,218)	(113,302)	(112,465)
Community Amenities	(1,427,216)	(1,282,916)	(1,307,561)	(1,306,799)	(1,340,767)	(1,364,180)	(1,403,653)	(1,445,677)	(1,472,816)	(1,501,703)
Recreation and Culture	(3,000,360)	(3,048,426)	(3,137,201)	(3,169,037)	(3,227,009)	(3,262,560)	(3,327,025)	(3,380,565)	(3,425,231)	(3,474,112)
Transport	(2,724,601)	(2,757,696)	(2,799,891)	(2,838,862)	(2,886,700)	(2,927,237)	(2,975,880)	(3,023,875)	(3,075,965)	(3,125,622)
Economic Services	(891,345)	(874,623)	(887,717)	(894,444)	(904,642)	(919,716)	(938,473)	(959,747)	(972,073)	(991,753)
Other Property & Services	(48,377)	(48,348)	(49,123)	(49,937)	(50,792)	(51,702)	(52,632)	(53,585)	(54,559)	(31,441)
	(10,055,170)	**(10,020,422)**	**(10,209,936)**	**(10,260,045)**	**(10,389,993)**	**(10,547,420)**	**(10,733,530)**	**(11,033,317)**	**(11,119,855)**	**(11,286,309)**
Increase(Decrease)	**(4,432,946)**	**(5,684,666)**	**(5,824,954)**	**(5,714,907)**	**(5,880,834)**	**(5,935,441)**	**(5,834,505)**	**(5,828,882)**	**(6,219,650)**	**(6,225,389)**
ADD										
Profit/ (Loss) on the disposal of assets	(6,100)	254,675	9,150	1,550	21,300	6,375	11,375	(20,375)	67,100	(21,625)
Depreciation Written Back	2,578,414	2,578,414	2,578,414	2,578,414	2,578,414	2,578,414	2,578,414	2,578,414	2,578,414	2,578,414
Book Value of Assets Sold Written Back	296,000	331,625	389,850	299,850	341,500	372,925	399,725	286,575	421,700	267,825
	2,868,314	**3,164,714**	**2,977,414**	**2,879,814**	**2,941,214**	**2,957,714**	**2,989,514**	**2,844,614**	**3,067,214**	**2,824,614**
Sub Total	**(1,564,632)**	**(2,519,952)**	**(2,847,540)**	**(2,835,093)**	**(2,939,620)**	**(2,977,727)**	**(2,844,991)**	**(2,984,268)**	**(3,152,436)**	**(3,400,775)**

RATE SETTING STATEMENT

Continued....

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
LESS CAPITAL PROGRAMME										
Purchase Tools	-	-	-	-	-	-	-	-	-	-
Purchase Land & Buildings	(71,114)	(71,500)	(26,500)	(125,000)	(67,500)	(40,000)	(216,000)	(726,000)	(337,000)	(85,000)
Infrastructure Assets - Roads	(2,324,212)	(1,478,202)	(1,487,202)	(1,644,707)	(1,604,137)	(1,653,756)	(1,753,567)	(1,773,574)	(1,683,782)	(2,329,864)
Infrastructure Assets - Recreation Facilities	(815,000)	(629,000)	(630,000)	(215,000)	(281,000)	(390,200)	(447,000)	(433,800)	(145,600)	(50,000)
Infrastructure Assets - Other	(20,000)	(40,000)	(52,500)	(25,000)	(15,000)	(10,000)	-	-	(10,000)	(50,000)
Purchase Plant and Equipment	(889,400)	(696,900)	(743,700)	(594,300)	(817,900)	(833,300)	(960,100)	(480,500)	(988,400)	(584,500)
Purchase Furniture and Equipment	(108,787)	(39,500)	(79,000)	(50,500)	(55,000)	(55,000)	(50,000)	(30,000)	(30,000)	(30,000)
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-
Repayment of Debt - Loan Principal	(214,312)	(239,941)	(264,311)	(282,826)	(295,181)	(304,427)	(252,379)	(264,286)	(276,798)	(253,015)
Transfer to Reserves	(778,820)	(648,298)	(481,897)	(527,162)	(512,178)	(640,590)	(709,254)	(888,219)	(1,323,789)	(1,570,117)
	(5,221,645)	**(3,843,341)**	**(3,765,110)**	**(3,464,496)**	**(3,647,896)**	**(3,927,273)**	**(4,388,301)**	**(4,596,379)**	**(4,795,369)**	**(4,952,496)**
ABNORMAL ITEMS										
Plus Rounding	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	(5,221,645)	**(3,843,341)**	**(3,765,110)**	**(3,464,496)**	**(3,647,896)**	**(3,927,273)**	**(4,388,301)**	**(4,596,379)**	**(4,795,369)**	**(4,952,496)**
Sub Total	**(6,786,276)**	**(6,363,294)**	**(6,612,649)**	**(6,299,588)**	**(6,587,516)**	**(6,905,001)**	**(7,233,292)**	**(7,580,648)**	**(7,947,805)**	**(8,353,271)**
LESS FUNDING FROM										
Reserves	453,157	483,830	486,610	301,563	289,589	292,177	289,827	290,010	292,635	315,342
Loans Raised	530,000	400,000	400,000	-	-	-	-	-	-	-
Opening Funds	547,039	-	-	-	-	-	-	-	-	-
Closing Funds										
	1,530,196	**883,830**	**886,610**	**301,563**	**289,589**	**292,177**	**289,827**	**290,010**	**292,635**	**315,342**
TO BE MADE UP FROM RATES	**(5,256,080)**	**(5,479,463)**	**(5,726,039)**	**(5,998,025)**	**(6,297,927)**	**(6,612,824)**	**(6,943,465)**	**(7,290,638)**	**(7,655,170)**	**(8,037,929)**

STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
EXPENDITURE	$	$	$	$	$	$	$	$	$	$
General Purpose Funding	(264,372)	(382,358)	(386,196)	(311,258)	(272,604)	(273,898)	(278,591)	(331,288)	(287,691)	(289,392)
Governance	(705,273)	(630,404)	(621,718)	(668,140)	(658,858)	(678,087)	(676,020)	(734,865)	(707,366)	(732,750)
Law, Order, Public Safety	(545,644)	(549,634)	(559,151)	(567,862)	(583,350)	(590,199)	(601,484)	(614,214)	(624,278)	(634,312)
Health	(342,046)	(346,798)	(355,210)	(351,690)	(360,940)	(368,569)	(372,548)	(380,281)	(386,573)	(392,759)
Education and Welfare	(105,935)	(99,218)	(106,169)	(102,016)	(104,331)	(111,272)	(107,222)	(109,218)	(113,302)	(112,465)
Housing	-	-	-	-	-	-	-	-	-	-
Community Amenities	(1,427,216)	(1,282,916)	(1,307,561)	(1,306,799)	(1,340,767)	(1,364,180)	(1,403,653)	(1,445,677)	(1,472,816)	(1,501,703)
Recreation and Culture	(3,000,360)	(3,048,426)	(3,137,201)	(3,169,037)	(3,227,009)	(3,262,560)	(3,327,025)	(3,380,565)	(3,425,231)	(3,474,112)
Transport	(2,724,601)	(2,757,696)	(2,799,891)	(2,838,862)	(2,886,700)	(2,927,237)	(2,975,880)	(3,023,875)	(3,075,965)	(3,125,622)
Economic Services	(891,345)	(874,623)	(887,717)	(894,444)	(904,642)	(919,716)	(938,473)	(959,747)	(972,073)	(991,753)
Other Property and Services	(48,377)	(48,348)	(49,123)	(49,937)	(50,792)	(51,702)	(52,632)	(53,585)	(54,559)	(31,441)
	(10,055,170)	**(10,020,422)**	**(10,209,936)**	**(10,260,045)**	**(10,389,993)**	**(10,547,420)**	**(10,733,530)**	**(11,033,317)**	**(11,119,855)**	**(11,286,309)**
REVENUE										
General Purpose Funding	6,995,578	7,214,574	7,483,112	7,768,814	8,098,940	8,436,479	8,793,738	9,169,862	9,568,916	9,984,175
Governance	13,887	13,982	14,082	14,185	14,292	14,404	14,520	14,641	14,767	14,897
Law, Order, Public Safety	229,625	81,288	83,075	84,937	86,875	88,894	90,996	93,187	95,470	97,849
Health	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500
Education and Welfare	33,158	33,766	34,480	35,274	36,153	37,153	38,182	39,242	40,335	41,460
Housing	-	-	-	-	-	-	-	-	-	-
Community Amenities	734,383	736,040	749,866	765,307	782,445	802,064	822,210	842,897	864,142	885,959
Recreation and Culture	1,022,697	586,777	591,765	624,014	620,660	668,812	806,160	1,138,440	764,368	766,892
Transport	1,554,611	924,260	925,842	1,017,456	928,404	930,086	1,021,802	933,555	935,343	1,027,168
Economic Services	193,026	125,408	127,839	130,318	134,499	140,070	145,951	152,161	158,722	165,654
Other Property & Services	82,840	80,622	82,460	84,359	86,318	88,341	90,430	92,587	94,814	96,294
	10,878,304	**9,815,219**	**10,111,022**	**10,543,164**	**10,807,086**	**11,224,802**	**11,842,489**	**12,495,073**	**12,555,375**	**13,098,848**
Increase(Decrease)	**823,134**	**(205,203)**	**(98,914)**	**283,119**	**417,094**	**677,382**	**1,108,960**	**1,461,756**	**1,435,520**	**1,812,539**
DISPOSAL OF ASSETS										
Gain (Loss) on Disposal	**(6,100)**	**254,675**	**9,150**	**1,550**	**21,300**	**6,375**	**11,375**	**(20,375)**	**67,100**	**(21,625)**
ABNORMAL ITEMS										
Total Comprehensive Income	**817,034**	**49,472**	**(89,764)**	**284,669**	**438,394**	**683,757**	**1,120,335**	**1,441,381**	**1,502,620**	**1,790,914**

STATEMENT OF COMPREHENSIVE INCOME
BY NATURE & TYPE

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
EXPENDITURE	$	$	$	$	$	$	$	$	$	$
Employee Costs	(3,987,231)	(4,067,741)	(4,132,065)	(4,198,302)	(4,265,962)	(4,334,906)	(4,405,009)	(4,476,776)	(4,549,134)	(4,619,491)
Materials and Contracts	(2,515,886)	(2,245,061)	(2,337,262)	(2,446,452)	(2,477,198)	(2,546,448)	(2,619,587)	(2,810,408)	(2,785,397)	(2,853,871)
Utility Charges	(293,744)	(313,186)	(328,541)	(349,986)	(372,836)	(397,186)	(423,130)	(450,773)	(480,225)	(511,563)
Depreciation	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)
Interest Expense	(143,452)	(150,785)	(154,893)	(150,560)	(138,204)	(125,260)	(112,535)	(101,442)	(88,933)	(74,973)
Insurance	(213,303)	(213,345)	(223,899)	(234,988)	(246,636)	(258,871)	(271,715)	(285,199)	(299,342)	(314,117)
Other Expenditure	(323,139)	(451,890)	(454,862)	(301,343)	(310,742)	(306,335)	(323,139)	(330,304)	(338,410)	(333,882)
	(10,055,170)	**(10,020,422)**	**(10,209,936)**	**(10,260,045)**	**(10,389,993)**	**(10,547,420)**	**(10,733,530)**	**(11,033,317)**	**(11,119,855)**	**(11,286,309)**
REVENUE										
General Rates	5,281,180	5,499,563	5,746,139	6,018,126	6,318,027	6,632,924	6,963,565	7,310,738	7,675,270	8,058,028
Op Grants, Subsidies and Contributions	1,760,962	1,716,473	1,726,311	1,736,295	1,752,971	1,770,612	1,788,524	1,806,715	1,825,192	1,828,742
Fees and Charges	1,562,486	1,599,541	1,639,798	1,682,135	1,728,432	1,779,709	1,832,835	1,887,882	1,944,106	2,002,378
Interest Earnings	177,558	177,026	190,628	195,901	210,357	217,035	227,488	240,070	258,017	288,951
Other Revenue	95,349	82,747	88,277	85,838	87,429	89,053	90,709	92,398	94,121	95,879
	8,877,535	**9,075,350**	**9,391,153**	**9,718,295**	**10,097,217**	**10,489,333**	**10,903,120**	**11,337,804**	**11,796,706**	**12,273,979**
	(1,177,635)	**(945,072)**	**(818,783)**	**(541,750)**	**(292,775)**	**(58,087)**	**169,591**	**304,487**	**676,851**	**987,670**
Non-operating Grants and Subsidies	$2,000,769	$739,869	$719,869	$824,869	$709,869	$735,469	$939,369	$1,157,269	$758,669	$824,869
Loss on Revaluation of Fixed Assets										
Profit on Asset Disposal		$254,675	$9,150	$1,550	$21,300	$6,375	$11,375		$67,100	
Loss on Asset Disposal	($6,100)	$0	$0	$0	$0	$0	$0	($20,375)	$0	($21,625)
	1,994,669	**994,544**	**729,019**	**826,419**	**731,169**	**741,844**	**950,744**	**1,136,894**	**825,769**	**803,244**
NET RESULT	**817,034**	**49,472**	**(89,764)**	**284,669**	**438,394**	**683,757**	**1,120,335**	**1,441,381**	**1,502,620**	**1,790,914**
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Changes on Revaluation of Non-current asset	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	**817,034**	**49,472**	**(89,764)**	**284,669**	**438,394**	**683,757**	**1,120,335**	**1,441,381**	**1,502,620**	**1,790,914**