

CORPORATE BUSINESS PLAN

2017/18 - 2021/22



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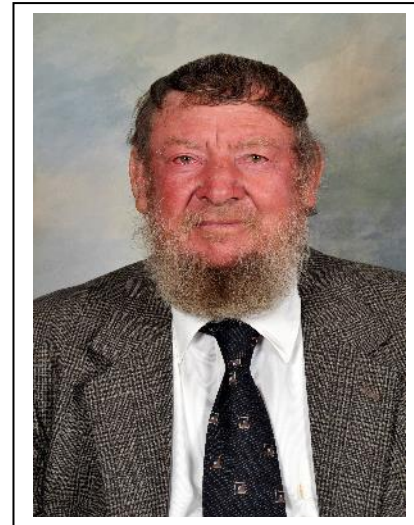
Message from the President & CEO

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



1.0 STRATEGIC OVERVIEW

1.1 PURPOSE OF THE PLAN

The Shire of Meekatharra 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 Meekatharra 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.

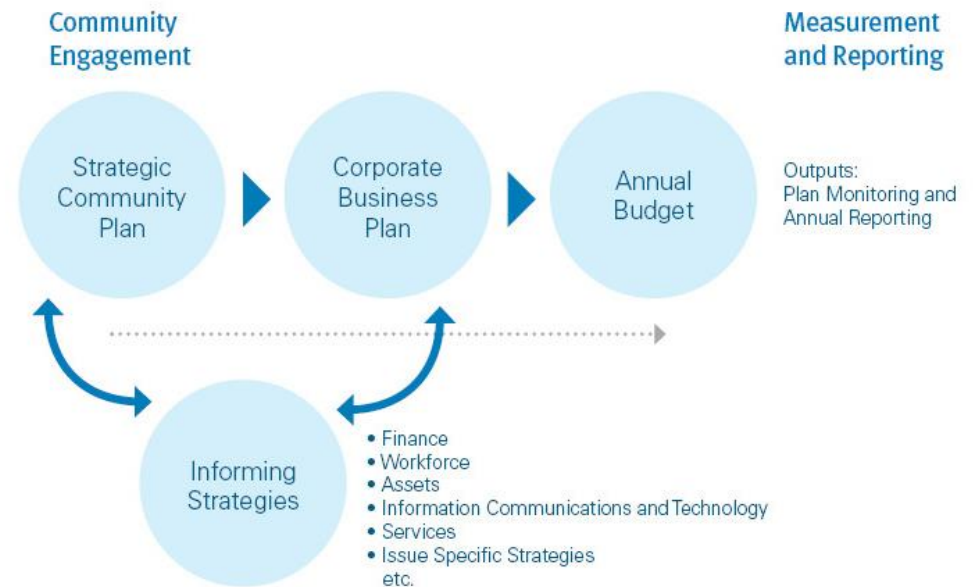
The IPRF is designed to improve local government strategic planning, and consists of a:

- ⇒ 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.



Elements of Integrated Planning and Reporting Framework

1.4 STRATEGIC ALIGNMENT

1.4.1 Strategic Community Plan

The Shire of Meekatharra 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 Meekatharra's 4 year Delivery Program in response to the vision and strategy expressed in the Shire of Meekatharra 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 Meekatharra, 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 ten 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. The Base Scenario sets the rate increases at 5.0% for Year 1 and then at 3.0 % per annum for the remainder of the Plan. In adopting such a strategy, the Shire will achieve a greater degree of financial independence, with the ability to achieve balanced budgets while being able to begin addressing infrastructure asset funding gaps, particularly in the latter years of the LTFP.

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

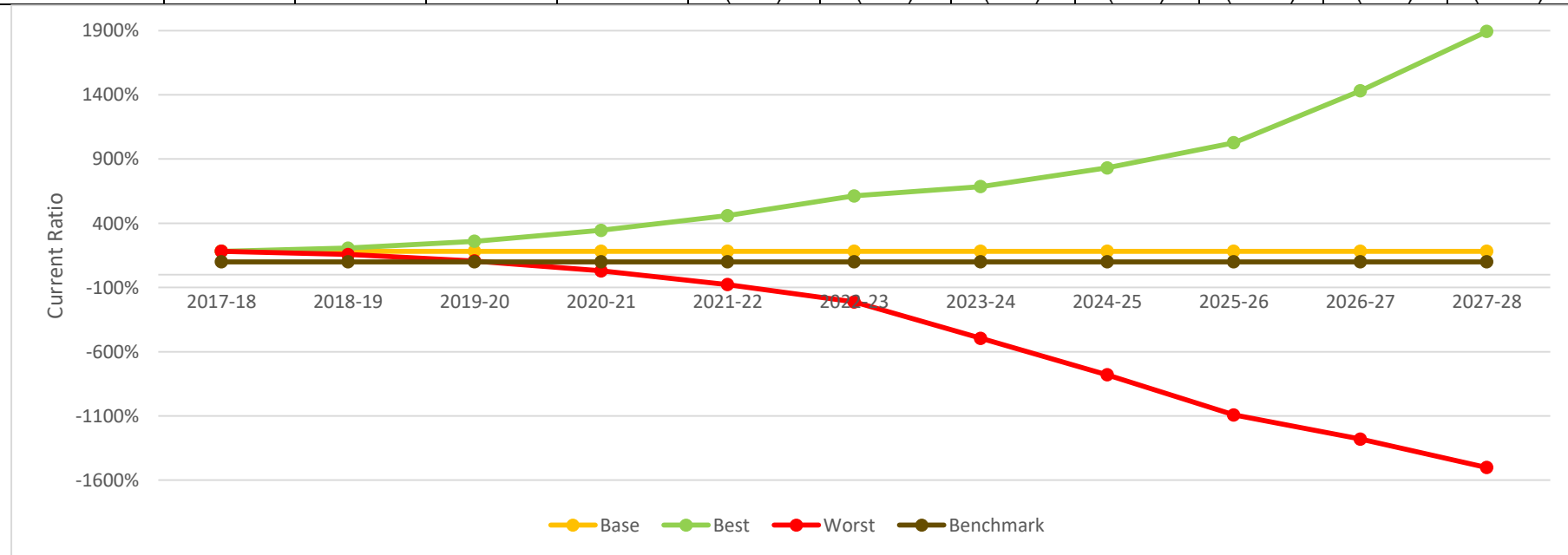
CURRENT RATIO

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

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

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

SCENARIO	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Base	1.82	1.82	1.82	1.82	1.82	1.82	1.82	1.82	1.82	1.82	1.82
Best	1.82	2.07	2.6	3.45	4.6	6.13	6.86	8.31	10.27	14.31	18.93
Worst	1.82	1.57	1.06	0.3	(0.77)	(2.12)	(4.95)	(7.79)	(10.92)	(12.8)	(15.01)



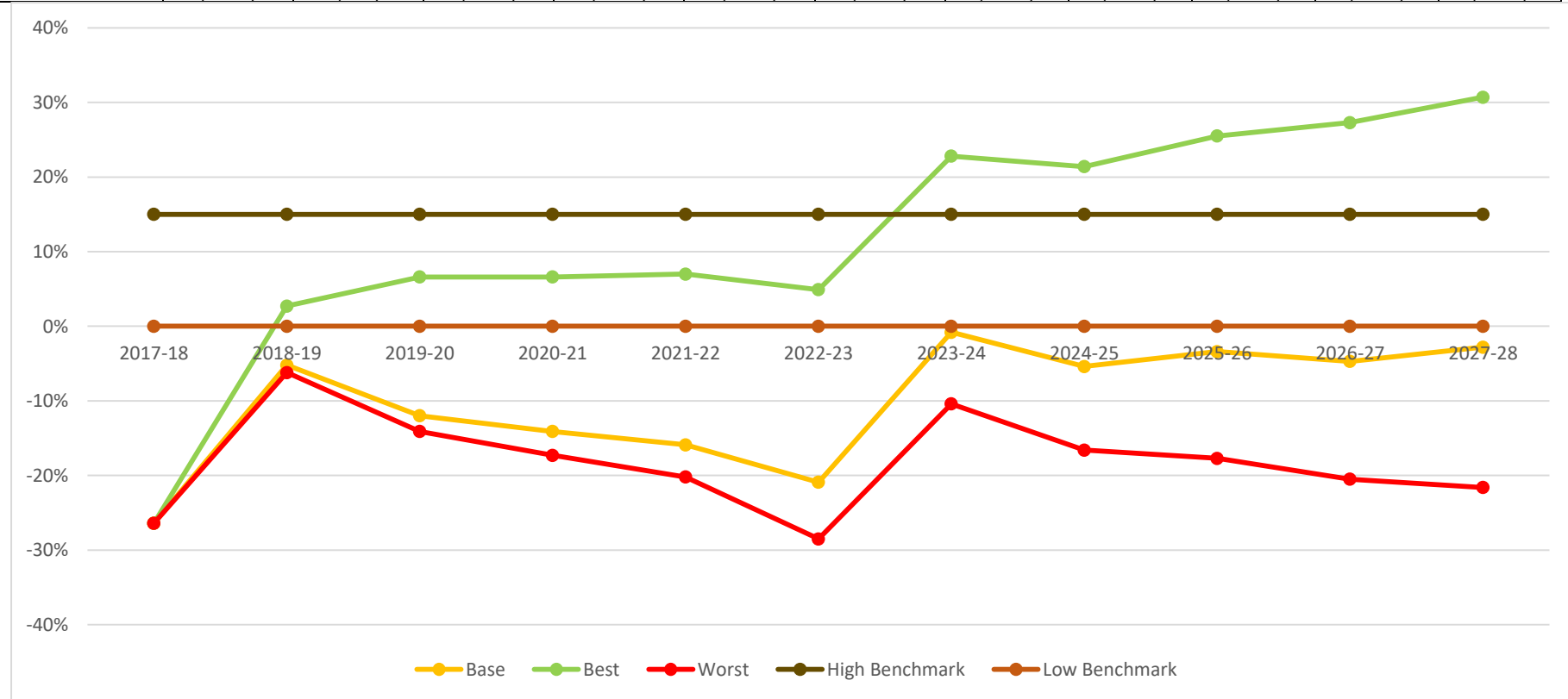
OPERATING SURPLUS RATIO

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%

SCENARIO	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Base	(26%)	(5%)	(12%)	(14%)	(16%)	(21%)	(1%)	(5%)	(3%)	(5%)	(3%)
Best	(26%)	3%	7%	7%	7%	5%	23%	21%	26%	27%	31%
Worst	(26%)	(6%)	(14%)	(17%)	(20%)	(29%)	(10%)	(17%)	(18%)	(21%)	(22%)



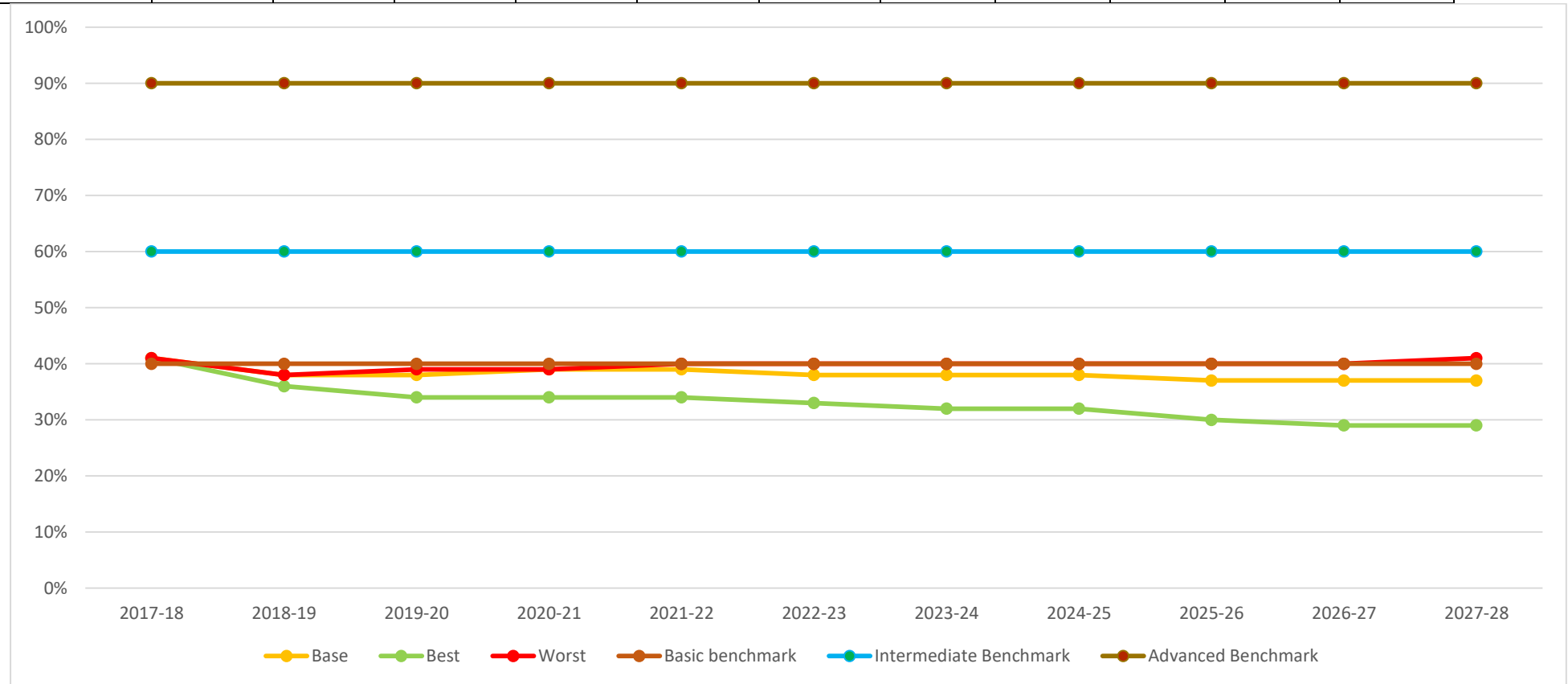
RATES COVERAGE RATIO

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

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

Target – greater than or equal to 40%

SCENARIO	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Base	41%	38%	38%	39%	39%	38%	38%	38%	37%	37%	37%
Best	41%	36%	34%	34%	34%	33%	32%	32%	30%	29%	29%
Worst	41%	38%	39%	39%	40%	40%	40%	40%	40%	40%	41%



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 Basic Standard

Greater than 5 Advanced Standard

SCENARIO	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Base	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Best	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Worst	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

As the Shire has no debt, this ratio is unable to be measured.

ASSET SUSTAINABILITY RATIO

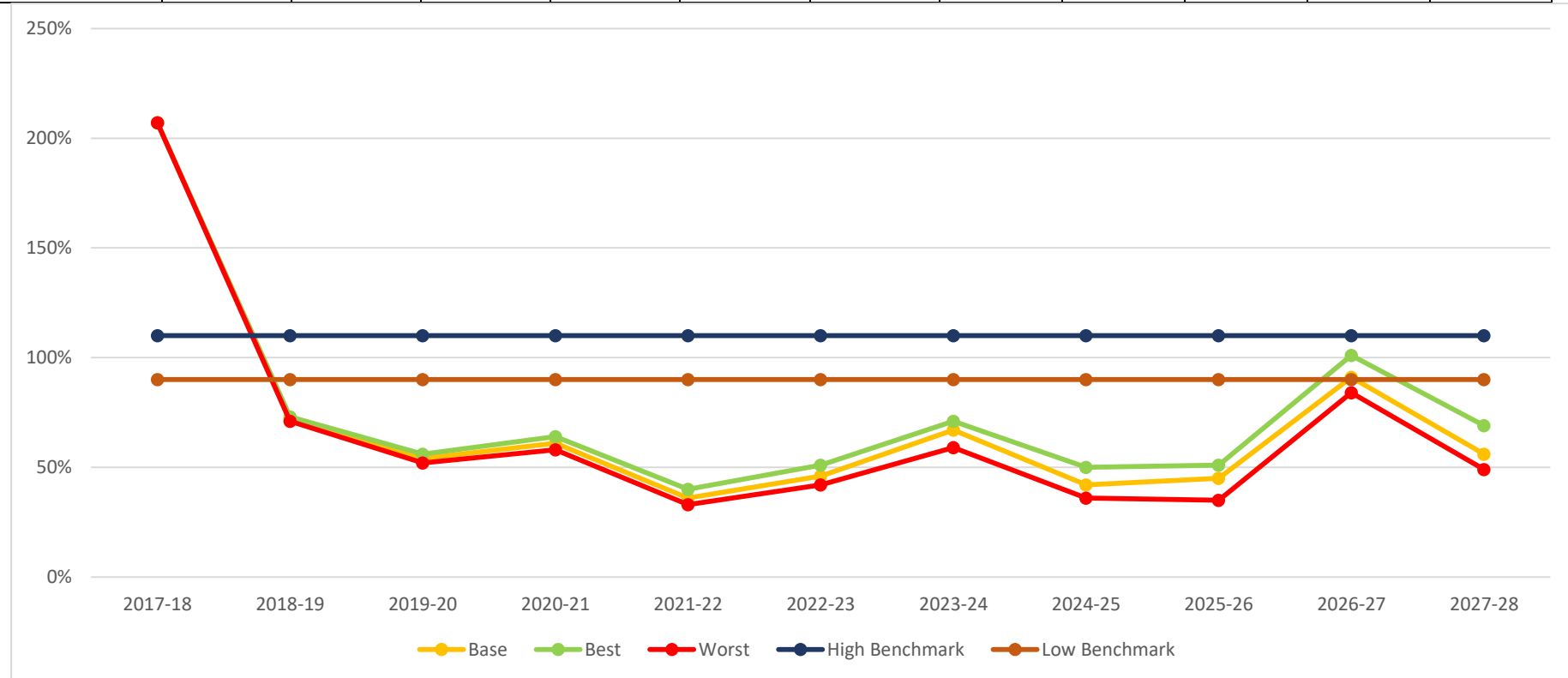
This is an indicator of the extent to which assets managed by a local government are being replaced as these reach the end of their useful lives. It is measured as:

Capital Renewal Expenditure

Depreciation Expense

Target – between 90% to 100%

SCENARIO	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Base	207%	72%	54%	61%	36%	46%	67%	42%	45%	91%	56%
Best	207%	73%	56%	64%	40%	51%	71%	50%	51%	101%	69%
Worst	207%	71%	52%	58%	33%	42%	59%	36%	35%	84%	49%



ASSET CONSUMPTION RATIO

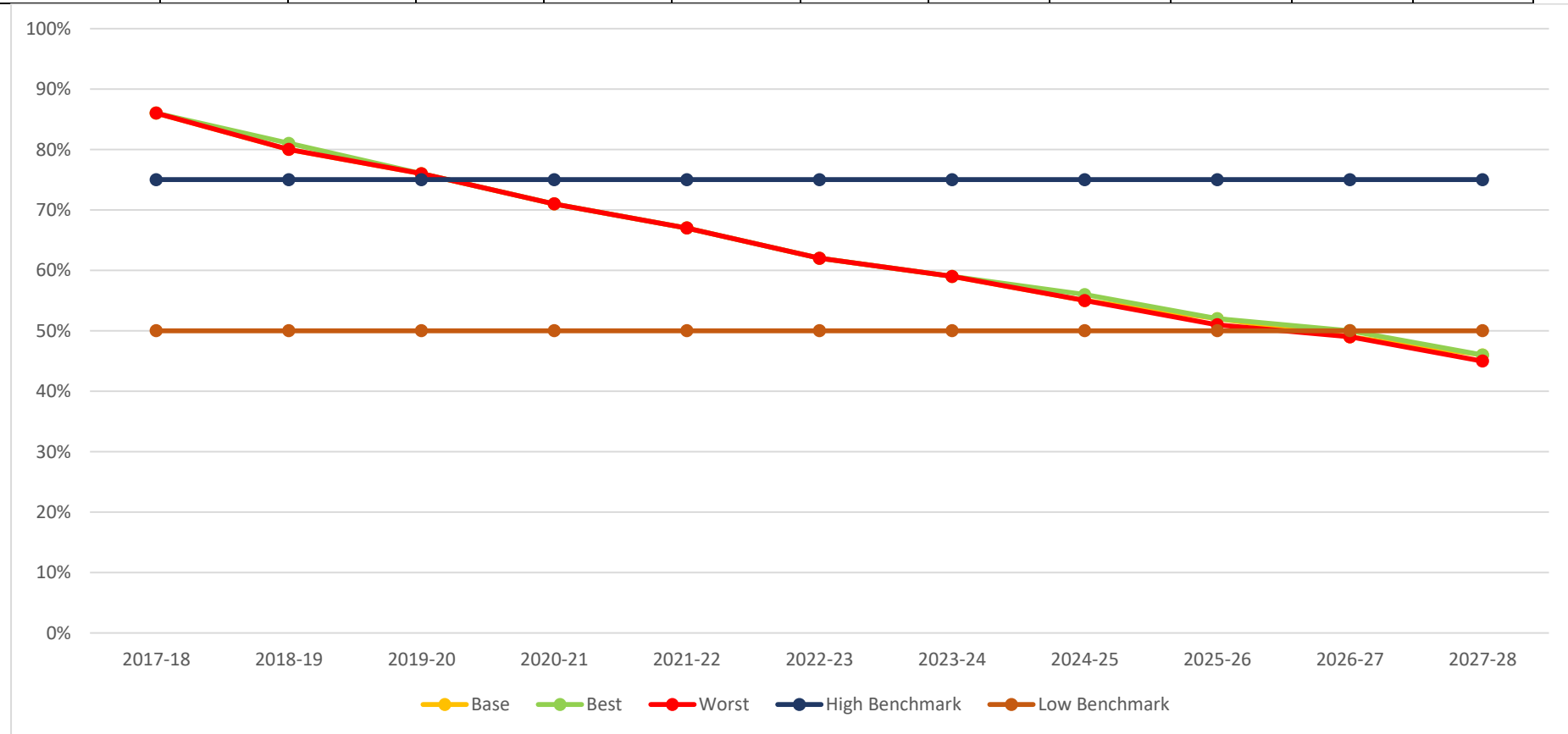
This ratio highlights the aged condition of a local government's physical assets. It is measured as:

Depreciated Replacement Costs of Assets (Written Down Value)

Current Replacement Costs

Target – between 50% to 75%

SCENARIO	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Base	86%	80%	76%	71%	67%	62%	59%	55%	52%	49%	46%
Best	86%	81%	76%	71%	67%	62%	59%	56%	52%	50%	46%
Worst	86%	80%	76%	71%	67%	62%	59%	55%	51%	49%	45%



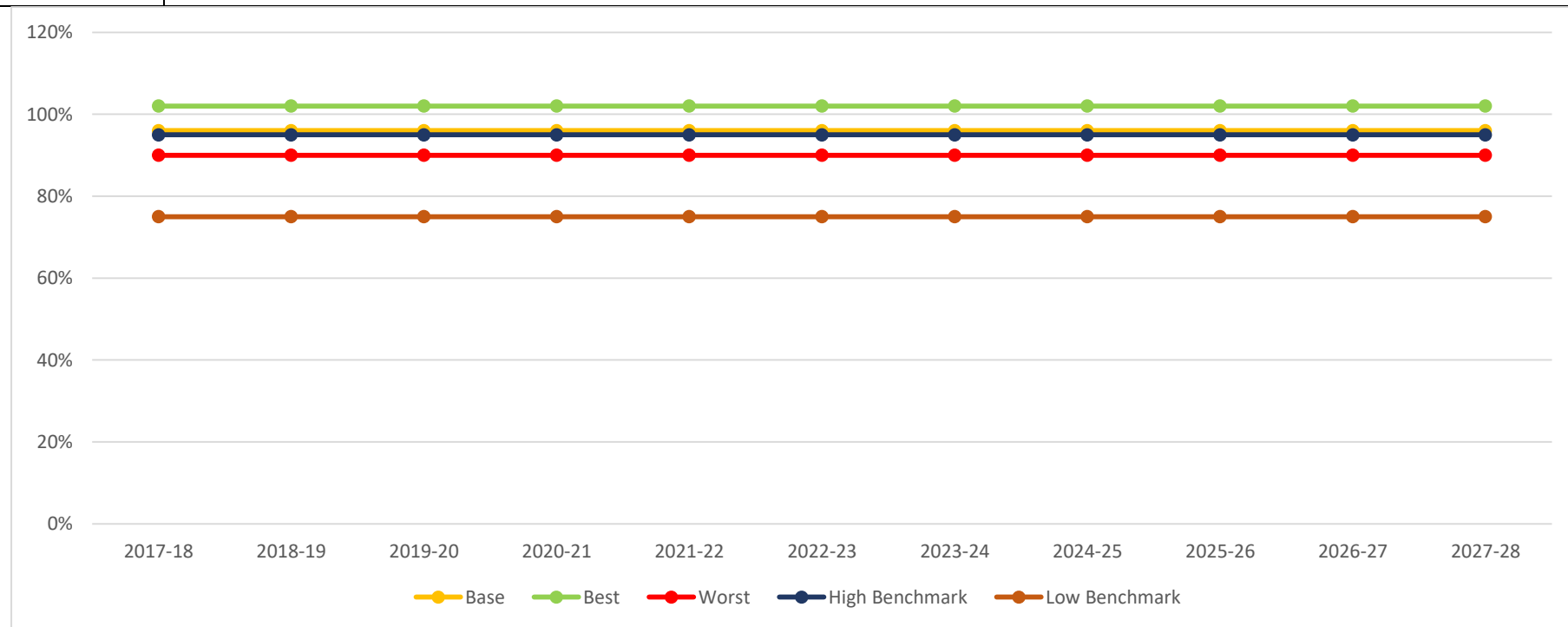
ASSET RENEWAL FUNDING RATIO

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%

SCENARIO	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Base						96%					
Best						102%					
Worst						90%					



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 four year planning period. The AMPS' also aid in the projection of potential financial implications the addition of new assets may have in the longer term.

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

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

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

ASSET CLASS	RESULTS
BUILDINGS	
Short Term (5 Years) Funding Gap per annum	\$0
Medium Term (10 Years) Funding Gap per annum	\$48,000
ROADS	
Short Term (5 Years) Funding Gap per annum	\$1,704,000
Medium Term (10 Years) Funding Gap per annum	\$2,038,000
AIRPORT INFRASTRUCTURE	
Short Term (5 Years) Funding Gap per annum	\$0
Medium Term (10 Years) Funding Gap per annum	\$0
PARKS, OVALS & RESERVES INFRASTRUCTURE	
Short Term (5 Years) Funding Gap per annum	\$0
Medium Term (10 Years) Funding Gap per annum	\$30,000

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

1. Buildings Asset portfolio - The Asset Management Plan identifies the required renewals for buildings that need to be completed over the next 10 years to ensure asset service potential is maintained. The Long Term Financial Plan identifies the planned renewals that are proposed to be completed over the term of the Plan. The LTFP modelling shows the Shire has 114% of the funding required in the medium term to meet projected Buildings Asset

renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to required renewal requirements, which may make funds available for other asset class renewal funding gaps.

2. Road Asset Portfolio – The Asset Management Plan identifies the required renewals for Road assets that need to be completed over the next 10 years to ensure asset service potential is maintained. The Long Term Financial Plan identifies the planned renewals that are proposed to be funded over the term of the Plan. The LTFP modelling shows the Shire has 49.4% of the funding required in the medium term to meet projected Road Asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to the required renewal requirements in the Asset Management Plan. This may assist in reducing the renewals funding gap.
3. Airport Infrastructure Portfolio – The Asset Management Plan identifies the required renewals for furniture and equipment that need to be completed over the next 10 years to ensure asset service potential is maintained. The Long Term Financial Plan identifies the planned renewals that are proposed to be funded over the term of the Plan. The LTFP modelling shows the Shire has 128.1% of the funding required in the medium term to meet projected Furniture and Equipment Asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to required renewal requirements, which may make funds available for other asset class renewal funding gaps.
4. Parks, Ovals and Reserves Infrastructure Asset portfolio - The Asset Management Plan identifies the required renewals for Parks, Ovals and Reserves that need to be completed to ensure asset service potential is maintained. The Long Term Financial Plan identifies the planned renewals that are proposed to be funded over the term of the Plan. The LTFP modelling shows the Shire has 123% of the funding required in the medium term to meet projected Parks, Ovals & Reserves Asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to projected renewal requirements, which may make funds available for other asset class renewal funding gaps.

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. The most critical risk to the Shire is losing trained professional staff and managers. Currently the workforce is stable due to recent robust attraction and recruiting processes in the Administration area.

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 remote, rural location of WA. The following table details the projected staff number over the next five years-

DESCRIPTION	CURRENT WORKFORCE	FORECAST STAFF NUMBERS
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	LEVELS FTE'S	1 YEAR FTE	3 YEAR FTE	5 YEAR FTE
Total No. of Employees	32	32	32	32
- Corporate	7	7	7	7
- Community Development	13	13	13	13
- Works & Services	12	12	12	12
- Males	18	18	18	18
- Females	14	14	14	14
Terminations/Resignations				
- Percentage	22%	30%	30%	30%
- Numbers	7	7	7	7
Retirements				
- Percentage	0%	3%	6%	0%
- Numbers	0	1	2	0

Council accepts that due to its location, skills shortage will exist from time to time and managing those with short term outsourcing is an accepted and embraced practice required to deliver the services to the community at the level of service expected by the community.

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 MEEKATHARRA LOCAL GOVERNMENT DISTRICT

The Shire of Meekatharra is located 764 kilometres north east of Perth, and 535 kilometres east and north of the regional centre of Geraldton.

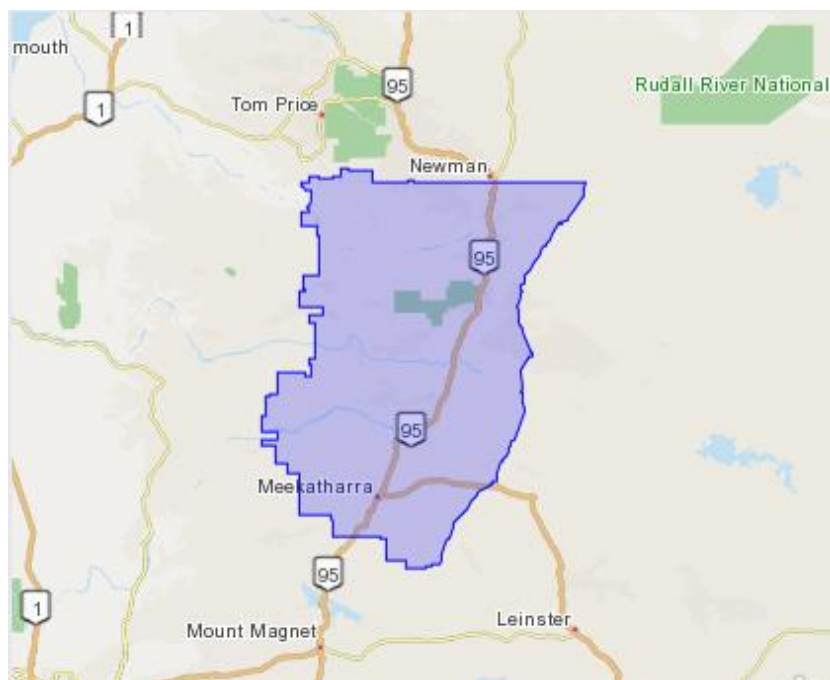
The Shire covers an area of 100,733 square kilometres. The Shire consists of, three localities being Meekatharra, Peak Hill and Nannine; two aboriginal communities of Yulga Jinna and Buttah Windee; and the aboriginal education centre of Karalundi. Meekatharra contains the majority of the population.

The Shire of Meekatharra adjoins the local governments of East Pilbara and Ashburton to the north, Wiluna to the east, Upper Gascoyne and Murchison to the west, and Cue and Sandstone to the South.

The local economy is based on a mix of mining, retail, manufacturing and construction, and pastoral farming. There is limited retail industry, but a sound commercial base, with local businesses remaining relatively constant. The area has a series of tourist attractions and provides a

unique lifestyle choice.

The 2016 Census population was 1,102. Population over the next 10 years is estimated to decrease by 192 persons utilising Band E forecasts, (an estimated decrease of 17.4% over the period), or an average annual decrease of 1.74%. Over the same period it is estimated the number of persons over the age of 65 will increase from 83¹ to 100². However, these figures cannot be just taken in isolation, as the growth and decline of the Shire of Meekatharra population is highly contingent on the mining sector, particularly the world market price for metals (gold and iron ore).



¹ Australian Bureau of Statistics, 2016 Census, accessed 27 March 2018.

² WA Planning Commission, WA Tomorrow 2012 Report.

3.0 MAKING IT HAPPEN

The Shire of Meekatharra 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 Meekatharra 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.

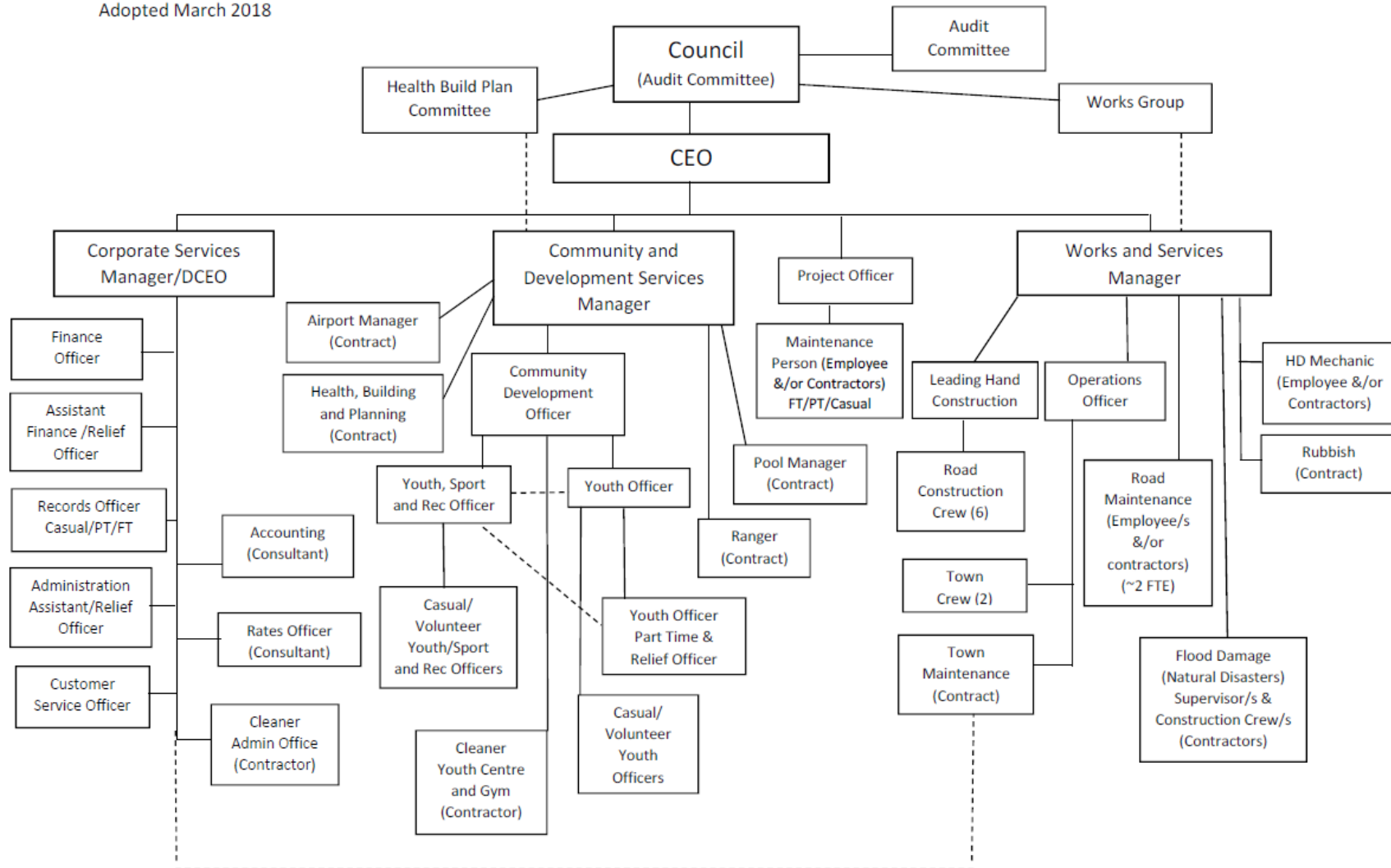
4.2 SUSTAINABILITY PERFORMANCE INDEX

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

Shire of Meekatharra – Organisational Chart

Adopted March 2018



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 Meekatharra'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.

6.1 EXTERNAL AUDIT

The Shire of Meekatharra has appointed Anderson Munro Wyllie 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 Meekatharra 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.

7.0 STRATEGIC VISION AND FOCUS AREAS

7.1 VISION

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

A Place of Opportunities, A Place of Prosperity

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

- ⇒ a place that is safe, clean and has an active and respectful community.
- ⇒ a place that is enterprising and progressive.
- ⇒ the regional hub of the Murchison Region.
- ⇒ a place that maximises its potential through its historical, tourism and cultural attractions.
- ⇒ a place that nurtures its youth and invests in their future.
- ⇒ a place that retains its unique health and medical services.
- ⇒ a place that builds social cohesion and a sense of pride and ownership.

7.2 STRATEGIC FOCUS AREA 1 - SOCIAL

Vision: Building a Sense of Community

Building a sense of community is central to the Shire of Meekatharra's future. The Shire will focus its resources on developing community participation and interactions, and creating a safe and secure environment to ensure a sustainable community in the future.

Shire Goals

- ⇒ Build community safety and a sense of security.
- ⇒ Strengthen community interactions and build a united and cohesive community.
- ⇒ Build and strengthen community, culture, vibrancy and energy.

Objective 1.1

Build community participation, interactions and connections

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Investigate level of interest and capacity for the establishment of Emergency Cadets.	1.1.1	Facilitate the collection of research on Emergency Services Capacity and interest and level of community interest in establishing Emergency Cadets. Advise relevant services of outcomes	Section 8.5.1 – Operations - Community Development	\$0	\$0	\$0	\$0	\$0
Investigate interest and feasibility for the establishment of a Junior Council.	1.1.2	Evaluate Shires capacity to facilitate a Junior Council. If feasible; undertake research on level of community interest in establishing a Junior Council.	Section 8.5.1 – Operations - Community Development	\$0	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Encourage and support community participation in sporting clubs, events and community activities. Encourage and support community to initiate and self manage new sporting and community activities.	1.1.3	Consider annual budget requests for support from local clubs and groups.	Section 8.5.1 – Operations - Community Development	\$0	\$0	\$0	\$0	\$0
	1.1.4	Continue to run and support, programs and events through existing structures (Community, Youth, Sport and Rec).	Section 8.5.1 – Operations - Community Development	\$0	\$0	\$0	\$0	\$0

Objective 1.2

Enhance Youth Services

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop and implement Youth Services Strategy.	1.2.1	Prepare a Youth Services Strategy. Include possibility of a Youth Drop In Centre in the planning process.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	1.2.2	Implement Youth Services Strategy.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
Expand operation of youth services to meet community needs.	1.2.3	Collection of data on use of youth services and undertake projections on future use and align with Youth Strategy. Engage with community during Youth Services Strategy process.	Section 8.5.1 – Operations - Youth	\$0	\$0	\$0	\$0	\$0

Objective 1.3

Develop a safe, secure community

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Investigate feasibility of implementing security patrols.	1.3.1	Prepare feasibility study on implementing security patrols.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$15,000
Monitor the effectiveness and costs of CCTV for the Main Street.	1.3.2	Prepare annual CCTV expenditure and compile reporting statistics to establish baseline data for analysis.	Section 8.11.1 – Operations Administration	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Install CCTV services to other strategic locations.	1.3.3	Investigate feasibility of extension of CCTV network to other strategic locations based on statistical evidence and Police recommendations.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	1.3.4	Implement outcomes of feasibility study on Strategic Locations for expansion of CCTV network.	Section 8.3.2 – Capital Projects & Programs – Other Law, Order & Public Safety	\$0	\$0	\$0	\$0	\$0
Review existing street lighting to ensure adequacy and service.	1.3.5	Review street lighting audit and liaise with Horizon Power for installation of new lights at identified risk locations.	Section 8.9.1 – Operations Transport	\$0	\$0	\$0	\$0	\$0
	1.3.6	Investigate and seek funding to assist with the installation of street lights as identified in audit.	Section 8.9.1 – Capital Projects & Programs Transport	\$0	\$0	\$0	\$0	\$0

Objective 1.4

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

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop and implement services plans detailing aim of service, level and frequency of service and partnerships required to deliver services.	1.4.1	Prepare service plans for key services detailing aim of service, level and frequency of service and partnerships required to deliver services.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
Advocate for retention and improvement to health and education services.	1.4.2	Lobby for reinstatement of services when they are likely to be reduced.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	1.4.3	Identify gaps in services and lobby for improved health & education services via letters and submissions to State and Commonwealth Government and at meetings with relevant departmental agencies and Ministers/Shadow Ministers.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
Advocate widely for the upgrade/replacement of the Meekatharra Hospital.	1.4.4	Develop advocate & lobby strategy for the upgrade/replacement of Meekatharra Hospital.	Section 8.11.1 – Operations Administration	\$0	\$5,000	\$0	\$0	\$0
	1.4.5	Implement lobby strategy for Meekatharra Hospital upgrade/replacement.	Section 8.11.1 – Operations Administration	\$0	\$0	\$5,000	\$2,000	\$2,000
Advocate for improved banking facilities	1.4.6	Develop advocate & lobby strategy for improved banking services in Meekatharra	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0

7.2 STRATEGIC FOCUS AREA 2 – NATURAL ENVIRONMENT

Vision: Preserve and Sustain our Natural Environment

Preserving and sustaining our natural environment is a key aspect to the Shire of Meekatharra's future. The Shire will focus on developing and maintaining attractive parklands, developing options to manage the use of water and energy consumption, and explore options to reduce, reuse and recycle waste to ensure our natural environment is preserved for the future.

Shire Goals

- ⇒ Maintain and preserve the natural environment, enhancing the “remote” experience of Meekatharra.
- ⇒ Build the attractiveness of Meekatharra through the delivery of infrastructure and services.

Objective 2.1

Maintain the natural environment

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop and maintain parklands.	2.1.1	Continue to maintain parklands through appropriate budget allocations.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
Encourage and support environmentally sustainable programs in the community	2.1.2	Consider requests for assistance from community groups for community driven and managed projects.		\$0	\$0	\$0	\$0	\$0

Objective 2.2

Support sustainable, and use of renewable, resources

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop options to manage use of water and energy.	2.2.1	Undertake water efficiency audit on Council operational areas that are major water consumers and identify practical water efficiency measures for implementation.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
	2.2.2	Identify priority order of water efficiency measures for implementation and cost for inclusion in LTFP and CBP.		\$0	\$0	\$0	\$0	\$0
	2.2.3	Undertake energy efficiency audit on Council operational areas that are major electricity consumers and identify practical energy efficiency measures for implementation.	Section 8.11.1 – Operations - Administration	\$0	\$0	\$0	\$0	\$0
	2.2.4	Identify priority order of energy efficiency measures for implementation and cost for inclusion in LTFP and CBP.		\$0	\$0	\$0	\$0	\$0
Investigate options of solar energy potential.	2.2.5	Prepare feasibility study on solar power options for the Shire of Meekatharra.	Section 8.11.1 – Operations - Administration	\$0	\$0	\$0	\$0	\$0

Objective 2.3

Effective Environmental Health Management

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Continue to explore options to reduce, reuse and recycle waste sustainably.	2.3.1	Prepare Waste Management Strategy including cost/benefit analysis of financial and environmental impacts and review of existing plans, waste audits etc.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	2.3.2	Keep up to date with new developments and trends in waste management and recycling.	Section 8.x.1 – Operations -	\$0	\$0	\$0	\$0	\$0

7.3 STRATEGIC FOCUS AREA 3 – BUILT ENVIRONMENT

Vision: Enhanced Lifestyle Choices

Enhancing the lifestyle choices for our residents is focal point in securing the Shire of Meekatharra's future. The Shire will concentrate on the beautification of community spaces, upgrading and maintaining local infrastructure, facilitate the upgrading of State road infrastructure, creating land use capacity for industry, and facilitating affordable and diverse housing options so we can meet the needs of our community in the future.

Shire Goals

- ⇒ Build the economic base through diversification and actively supporting local businesses.
- ⇒ Effective management and planning of transport infrastructure.

Objective 3.1

Beautification of community spaces

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop and implement landscaping/street scaping plan in Main Street area and at strategic locations.	3.1.1	Develop a Landscaping/Street scaping Plan for the Main Street and at strategic locations.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
	3.1.2	Implement Street scaping plan for Main Street.	Section 8.9.1 – Capital Projects & Programs - Transport	\$0	\$0	\$0	\$0	\$0
	3.1.3	Cost the Landscaping/Street scaping Plan for other locations and develop works priority listing for inclusion in LTFP and CBP.	Section 8.9.1 – Capital Projects & Programs - Transport	\$0	\$0	\$0	\$0	\$0
Examine potential and feasibility of introducing waste	3.1.4	See 2.3.1 Prepare feasibility study on	Section 8.11.1 – Operations –	\$0	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
recycling in town.		waste recycling service in town including service delivery options and potential markets for sale of recyclable items and assessment of environmental impact (cost/benefit to environment).	Administration					
Develop active and passive recreation parklands strategy.	3.1.5	See Action 2.1.2	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0

Objective 3.2

Upgrade and maintain local infrastructure

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Provide facilities to support community driven programs and activities.	3.2.1	Continue to hire facilities as resolved each year (budget). Consider requests for alternative/new use of existing facilities and/or creation of new facilities on merit with an emphasis on feasibility, cost/benefit analysis and sustainability.	Section 8.8.1 – Operations - Recreation & Culture	\$0	\$0	\$0	\$0	\$0
Develop a Facilities Use Strategy.	3.2.2	Undertake audit of use of existing facilities and prepare a Facilities Use Strategy based on data collected.	Section 8.5.1 – Operations Community Development	\$0	\$0	\$0	\$0	\$0
Develop and implement asset management plans for Roads, Buildings, Airports, Parks & Ovals Infrastructure, and Footpaths.	3.2.3	Review existing Road asset management plan by undertaking collection of road inventory and condition data collection.	Section 8.11.1 – Operations – Administration	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
	3.2.4	Review existing Building Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purposes, and examine use of Buildings.Plus	Section 8.11.1 – Operations – Administration	\$4,000	\$14,000	\$5,300	\$5,300	\$5,300
Develop and implement asset management plans for Roads,	3.2.5	Review existing Airport Infrastructure asset	Section 8.11.1 – Operations –	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Buildings, Airports, Parks & Ovals Infrastructure, and Footpaths.		management plan and update asset and condition data.	Administration					
	3.2.6	Review existing Parks, Ovals & Reserves Infrastructure asset management plan and update asset and condition data.	Section 8.11.1 – Operations – Administration	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Develop and implement asset management plans for Roads, Buildings & Structures, and Footpaths.	3.2.7	Collect footpath inventory and condition data for footpath network and prepare asset management plan.	Section 8.11.1 – Operations – Administration	\$0	\$4,000	\$3,500	\$3,500	\$3,500
Continue to upgrade and seal Landor-Meekatharra Road and advocate for the sealing of the Wiluna - Meekatharra-Carnarvon regional link	3.2.8	Prepare Business Plan for whole of life construction program for the Landor-Meekatharra Road Meekatharra Shire section with analysis of potential funding options.	Section 8.11.1 – Operations – Administration	\$0	\$20,000	\$0	\$0	\$0
	3.2.9	Develop an advocacy & lobbying strategy for the sealing of the Wiluna-Meekatharra-Carnarvon Regional Link.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
Maintain the Meekatharra Airport to ensure ongoing capability for Regular Passenger Transport Services.	3.2.10	Maintain the Airport to a high standard and respond positively and promptly to all requests and demands by governing authorities.	Section 8.11.1 – Operations – Aerodromes	\$681,470	\$695,058	\$728,747	\$755,956	\$782,190

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Maintain the Meekatharra Airport to ensure ongoing capability for Regular Passenger Transport Services.	3.2.11	Consider development of an Airport Master Plan/Business Unit Plan for the Meekatharra Airport.	Section 8.11.1 – Operations – Aerodromes	\$0	\$0	\$0	\$0	\$0
Advocate widely for the upgrade/replacement of the Meekatharra Hospital.	3.2.12	Develop advocate & lobby strategy for the upgrade/replacement of Meekatharra Hospital.	See Action 1.4.4					
	3.2.13	Implement lobby strategy for upgrade/replacement of the Meekatharra Hospital.	See Action 1.4.5					

Objective 3.3

Facilitate the Upgrading and maintaining of State Road Infrastructure.

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Advocate for the upgrading of the Wiluna-Meekatharra section of the Goldfields Highway to a sealed standard.	3.3.1	Develop an advocacy and lobby strategy for the sealing of the Goldfields Highway.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
	3.3.2	Implement lobby strategy for the sealing of the Goldfields Highway.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0

Objective 3.4

Create land use capacity for Industry

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Review Town Planning Scheme and Local Planning Strategy to ensure commercial and industrial opportunities are maximised.	3.4.1	Seek funding to assist and prepare reviews of Local Planning Strategy and town Planning Scheme and ensure there is adequate zoning provision for commercial and industrial land.	Section 8.7.1 – Operations – Town Planning & Development	\$75,000	\$0	\$0	\$0	\$0
	3.4.2	Develop a relationship with Department of Lands and seek their assistance in preparing a business case for the release of commercial and industrial land.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0

Objective 3.5

Facilitate affordable and diverse housing options

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Review Town Planning Scheme and Local Planning Strategy to ensure housing and land choices are available. Advocate for State to ensure appropriate levels of residential land are available.	3.5.1	See 3.4.1	Section 8.7.1 – Operations – Town Planning & Development	\$0	\$0	\$0	\$0	\$0
	3.5.2	Develop a relationship with Department of Lands and seek their assistance in preparing a business case for the release of residential land.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0

7.4 STRATEGIC FOCUS AREA 4 – ECONOMIC DEVELOPMENT

Vision: Maximise Business and Employment Opportunities

Ensuring our local economy is as strong as possible is pivotal to securing the Shire of Meekatharra's future. The Shire will concentrate on maximising business development opportunities, upgrading and maintaining local infrastructure, creating land use capacity for industry, facilitating affordable and diverse housing options, and developing the tourism industry so we have a bright economic future.

Shire Goals

- ⇒ Build the economic base through diversification and actively supporting local businesses.
- ⇒ Effective management and planning of transport infrastructure.

Objective 4.1

Maximise Business Development Opportunities

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop and implement suitable main street area landscaping/street scaping plan	4.1.1	Develop a Landscaping/Street scaping Plan for the Main Street and at strategic locations.	Section 8.11.1 – Operations – Administration	See Action 3.1.1				
	4.1.2	Implement Street scaping plan for Main Street.	Section 8.9.1 – Capital Projects & Programs - Transport	See Action 3.1.2				
Research potential for horticultural farms and food forests as community based industries.	4.1.3	Prepare feasibility study on potential to establish horticultural farms in the district.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	4.1.4	Prepare feasibility study on potential to establish food forests as community based industries in the district.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Encourage new businesses through information, incentives and land use provision.	4.1.5	Develop incentive strategies for Council's consideration.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	4.1.6	Prepare information packs on land, services and facilities available in Meekatharra.	Section 8.5.1 – Community Development	\$0	\$0	\$0	\$0	\$0
Advocate for mining companies to construct accommodation facilities adjoining the town.	4.1.7	Undertake discussions and negotiations with mining companies when their mining operations are close enough to town to make a town accommodation camp feasible.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
Advocate for passenger transport services to be maintained at adequate levels.	4.1.8	Monitor passenger bus and flight services into and out of Meekatharra. Lobby passenger service companies when service reductions are being proposed.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	4.1.9	Continue to actively participate in the Department of Transport Aviation Community Consultation Group meetings.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0

Objective 4.2

Upgrade and maintain local infrastructure

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Provide facilities to support community driven programs and activities.	4.2.1	See Action 3.2.1	Section 8.x.1 – Operations –	\$0	\$0	\$0	\$0	\$0
Develop and implement asset management plans for Roads, Buildings, Airport Infrastructure, Parks & Ovals Infrastructure, and Footpaths.	4.2.2	Review existing Road asset management plan by undertaking collection of road inventory and condition data collection.	See Action 3.2.3					
	4.2.3	Review existing Building Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purposes, and examine use of Buildings.Plus.	See Action 3.2.4					
	4.2.4	Review existing Airport Infrastructure asset management plan and update asset and condition data.	See Action 3.2.5					
	4.2.5	Review existing Parks, Ovals & Reserves Infrastructure asset management plan and update asset and condition data.	See Action 3.2.6					
Develop and implement asset	4.2.6	Collect footpath inventory	See Action 3.2.7					

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
management plans for Roads, Buildings, Airport Infrastructure, Parks & Ovals Infrastructure, and Footpaths.		and condition data for footpath network and prepare asset management plan.						

Objective 4.3

Create land use capacity for industry.

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Review Town Planning Scheme and Local Planning Strategy to ensure commercial and industrial opportunities are maximised.	4.3.1	Prepare reviews of Local Planning Strategy and town Planning Scheme and ensure there is adequate zoning provision for commercial and industrial land.	See Action 3.4.1					
	4.3.2	Develop a relationship with Landcorp and seek their assistance in preparing a business case for the release of commercial and industrial land.	See Action 3.4.2					
Partner with Landcorp/Regional Development for the release of additional blocks of land.	4.3.3	Develop a relationship with Landcorp and seek their assistance in preparing a business case for the release of commercial industrial and residential land.	See Action 3.4.2					

Objective 4.4

Facilitate Affordable and Diverse Housing Options

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Review Town Planning Scheme and Local Planning Strategy to ensure commercial and industrial opportunities are maximised.	4.4.1	Prepare reviews of Local Planning Strategy and town Planning Scheme and ensure there is adequate zoning provision for a range of housing and land choices are available.	See Actions 3.4.1 and 3.5.1					
	4.4.2	Develop a relationship with Department of Lands and seek their assistance in preparing a business case for the release of commercial and industrial land.	See Action 3.5.2					
Advocate for State to ensure adequate levels of residential land are available.	4.4.3	Develop a relationship with Department of Lands and seek their assistance in preparing a business case for the release of residential land.	See Action 3.5.2					

Objective 4.5

Develop Tourism Industry

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Examine potential and feasibility of establishing a tourist/museum/cultural centre.	4.5.1	Prepare feasibility study on potential to develop a tourist centre/museum/cultural centre that examines operating models, operating locations and funding mechanisms.	Section 8.7.1 – Operations – Town Planning & Development	\$0	\$0	\$0	\$0	\$0
Build tourism capability through events, arts, history and cultural experiences.	4.5.2	Encourage regional stakeholders to explore the potential of establishing a series of cultural events across the region.	Section 8.11.1 – Operations Administration	\$0	\$0	\$0	\$0	\$0
	4.5.3	Develop and build upon the series of localised art and cultural events, focusing on capitalising on the areas local comparative advantages.	Section 8.7.1 – Operations Community Development	\$0	\$0	\$0	\$0	\$0
Encourage and support local businesses to meet recognised customer service standards.	4.5.4	Promote and subsidise customer service training programs to local businesses.	Section 8.7.1 – Operations Community Development	\$0	\$0	\$0	\$0	\$0

7.5 STRATEGIC FOCUS AREA 5 – GOVERNANCE

Vision: Strengthen Local Leadership

Strong local leadership that is transparent and accountable is essential to securing the Shire of Meekatharra's future. The Shire will place emphasis on providing leadership on behalf of the community, fostering community participation and collaboration, managing its resources effectively, developing its workforce capability, and developing a culture of continuous improvement so we lead our community into the future.

Shire Goals

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

Objective 5.1

Provide Leadership on behalf of the Community

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Lobby and advocate for improved services, infrastructure and access.	5.1.1	At Council level; Respond to wider community needs and the prevailing political climate in lobbying for improved services, infrastructure and access.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
Advocate for the regional strengthening of health and education services.	5.1.2	Lobby for retention and improvement to health & education services when opportunities arise and climate is right.	See Action 1.4.2					
Develop partnerships with stakeholders to enhance community services and infrastructure.	5.1.3	Attend meetings with State Government and Federal agencies to discuss local issues of importance.	Section 8.7.1 – Operations Community Development	\$0	\$0	\$0	\$0	\$0

Objective 5.2

Foster Community Participation and Collaboration

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop a community engagement policy and strategy and provide opportunities for community participation.	5.2.1	Prepare community engagement policy that details the level of engagement that will be undertaken with the community on all matters.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$5,000	\$0
	5.2.2	Prepare community engagement procedure manual on how staff are to undertake community engagement.	Section 8.7.1 – Operations Community Development	\$0	\$0	\$0	\$0	\$0
Support Volunteers and encourage community involvement.	5.2.3	Host annual Thank a Volunteer event and promote widely.	Section 8.7.1 – Operations Community Development	\$0	\$0	\$0	\$0	\$0
	5.2.4	Consider funding assistance to local volunteer groups during annual budget deliberations.	Section 8.7.1 – Operations Community Development	\$0	\$0	\$0	\$0	\$0

Objective 5.3

Manage Resources Effectively

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop and maintain Long Term Financial Plan and asset management plans to inform decisions.	5.3.1	Undertake annual review of Long Term Financial Plan and review actual performance against that forecast.	Section 8.11.1 – Operations – Administration	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
	5.3.2	Update existing Road asset management plan by undertaking collection of road inventory and condition data collection.	See Action 3.2.3					
	5.3.3	Update existing Building & Structures Asset Management Plan by undertaking collection of more specific data relating to component works required for financial modelling purposes.	See Action 3.2.4					
	5.3.4	Collect footpath inventory and condition data for footpath network and prepare asset management plan.	See Action 3.2.5					
Develop and implement service plans that detail aim of service, level and frequency of service, and partnerships required to deliver services.	5.3.5	Prepare service plans for key services detailing aim of service, level and frequency of service and partnerships required to deliver services.	See Action 1.4.1					
Ensure governance and legislative requirements are	5.3.6	Develop and implement Annual Compliance Checklist.	Section 8.11.1 – Operations –	\$500	\$500	\$500	\$500	\$500

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
met.			Administration					
	5.3.7	Complete Annual Compliance Audit.	Section 8.11.1 – Operations – Administration	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
	5.3.8	Complete reviews of local laws.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
	5.3.9	Complete annual review of delegations and policies.	Section 8.11.1 – Operations – Administration	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
	5.3.10	Undertake desktop review of Strategic Community Plan.	Section 8.11.1 – Operations – Administration	\$0	\$5,000	\$5,000	\$5,000	\$5,000

Objective 5.4

Develop Workforce Capability

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Develop workforce plan to ensure human resources are available and future skill requirements are identified and developed.	5.4.1	Review workforce plan to ensure that it meets statutory requirements and human resources are available and future skill requirements are identified and developed.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$5,000	\$0	\$0

Objective 5.5

Culture of continual improvement and innovation

PRIORITY	ACTION		LTFP LINKAGE	2017/18	2018/19	2019/20	2020/21	2021/22
Ensure effective systems are in place to monitor and improve performance	5.5.1	Implement annual customer perception survey to measure customer satisfaction levels of services delivered.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
	5.5.2	Consider implementation of a Business Excellence Framework.	Section 8.11.1 – Operations – Administration	\$0	\$0	\$0	\$0	\$0
	5.5.3	Implement community report that measures and reports on actions against outcomes in Community Plan.	Section 8.11.1 – Operations – Administration	\$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 Meekatharra. 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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Rates	(136,234)	(140,678)	(147,455)	(150,846)	(155,058)
Other General Purpose Funding	(60,075)	(61,932)	(64,366)	(65,483)	(66,883)
Sub-Total	(196,309)	(202,610)	(211,821)	(216,329)	(221,941)
Revenue					
Rates	4,071,565	4,266,988	4,390,798	4,518,322	4,649,671
Other General Purpose Funding	2,381,076	4,117,912	4,164,235	4,267,091	4,383,620
Sub-Total	6,452,641	8,384,900	8,555,033	8,785,413	9,033,292
NET TOTAL	6,256,332	8,182,290	8,343,212	8,569,084	8,811,350

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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Members of Council	(571,441)	(575,077)	(601,678)	(608,336)	(629,805)
Other Governance	(0)	(0)	(0)	(0)	(0)
Sub-Total	(571,441)	(575,077)	(601,678)	(608,336)	(629,805)
Revenue					
Members of Council	160	0	0	0	0
Other Governance	0	0	0	0	0
Sub-Total	0	0	0	0	0
NET TOTAL	(571,281)	(575,077)	(601,678)	(608,336)	(629,805)

8.2.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
2 x Split System Air Conditioners	(5,000)	(0)	(0)	(0)	(0)
Council Chamber Table	(8,000)	(0)	(0)	(0)	(0)
Power Connection to Table	(2,000)	(0)	(0)	(0)	(0)
Council Chamber Renewals	(0)	(0)	(0)	(9,000)	(0)
NET TOTAL	(15,000)	(0)	(0)	(9,000)	(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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Fire Prevention	(46,906)	(47,494)	(48,377)	(49,439)	(50,663)
Animal Control	(73,222)	(73,434)	(74,845)	(76,617)	(78,653)
Ranger Services	(36,950)	(38,702)	(40,859)	(41,879)	(43,155)
Other Law, Order & Public Safety	(21,448)	(21,510)	(22,065)	(22,697)	(23,416)
Sub-Total	(178,526)	(181,140)	(186,146)	(190,632)	(195,887)
Revenue					
Fire Prevention	7,890	7,890	7,890	7,890	7,890
Animal Control	4,000	4,000	3,600	3,600	3,600
Ranger Services	0	0	0	0	0
Other Law, Order & Public Safety	3,832	3,947	4,065	4,187	4,313
Sub-Total	15,722	15,837	15,555	15,677	15,803
NET TOTAL	(162,804)	(165,303)	(170,591)	(174,955)	(180,084)

8.3.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
SES Building Renewals	(0)	(0)	(0)	(9,000)	(0)
CCTV & Lighting Upgrade Main St	(0)	(0)	(55,000)	(0)	(0)
SES Replace Western Fence	(6,200)	(0)	(0)	(0)	(0)
NET TOTAL	(6,200)	(0)	(55,000)	(9,000)	(0)

8.4 Health

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

8.4.1 Operations

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Health Administration & Inspection	(76,286)	(78,344)	(80,641)	(82,505)	(84,740)
Preventative Services - Other	(750)	(750)	(750)	(750)	(750)
Pest Control	(3,463)	(3,533)	(3,610)	(3,697)	(3,796)
Sub-Total	(80,499)	(82,627)	(85,001)	(86,952)	(89,286)
Revenue					
Health Administration & Inspection	5,635	5,804	5,812	5,821	5,829
Preventative Services - Other	300	300	300	300	300
Pest Control	0	0	0	0	0
Sub-Total	5,935	6,104	6,112	6,121	6,129
NET TOTAL	(74,564)	(76,523)	(78,889)	(80,831)	(83,157)

8.4.2 Capital Projects and Programs

There are no capital projects or programs for this Function.

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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Education	(37,070)	(26,322)	(25,562)	(28,422)	(29,650)
Welfare - Youth	(436,410)	(427,595)	(431,451)	(448,282)	(461,610)
Community Development	(186,521)	(189,806)	(195,879)	(200,426)	(205,781)
Sub-Total	(660,001)	(643,723)	(659,677)	(677,130)	(697,041)
Revenue					
Education	0	0	0	0	0
Welfare - Youth	134,303	134,303	134,303	134,303	134,303
Community Development	10,600	10,600	10,600	10,600	10,600
Sub-Total	144,903	144,903	144,903	144,903	144,903
NET TOTAL	(515,098)	(498,820)	(514,774)	(532,227)	(552,138)

8.5.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Youth Centre - Electrical Works	(10,000)	(0)	(0)	(0)	(0)
Youth Centre - Line Central Room	(0)	(10,000)	(0)	(0)	(0)
Youth Centre - Insulate West Wall and Line	(15,000)	(0)	(0)	(0)	(0)
Youth Centre - Build-in Computer Desks	(6,000)	(0)	(0)	(0)	(0)
Youth Centre - False Ceiling, Insulate & Clad Room	(15,000)	(0)	(0)	(0)	(0)
Youth Centre - Remove Roller Door & Make Good	(3,000)	(0)	(0)	(0)	(0)
Youth Centre - Install Shadecloth Screens over West Wall Windows	(1,500)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Materials for BBQ Cover/Structure	(4,000)	(0)	(0)	(0)	(0)
Kidz Zone - Replace Floor Main Area	(15,000)	(0)	(0)	(0)	(0)
Kindergarten Renewals (AMP)	(0)	(9,000)	(0)	(0)	(0)
CRC - Renew counter tops/kitchen cupboards	(4,000)	(0)	(0)	(0)	(0)
CRC - Replace light fittings with LED	(2,400)	(0)	(0)	(0)	(0)
CRC - General renewals	(0)	(5,000)	(0)	(9,600)	(0)
Youth Centre - Resurface Basketball Court (AMP)	(0)	(35,000)	(0)	(0)	(0)
Youth Centre - Replace Basketball court railing (AMP)	(0)	(0)	(19,000)	(0)	(0)
Youth Centre - Replace Basketball Court Lighting (AMP)	(7,500)	(0)	(40,000)	(0)	(0)
Youth Centre - Entry Gate Security Flood Light	(1,500)	(0)	(0)	(0)	(0)
Youth Centre - CCTV Cameras x 2	(2,500)	(0)	(0)	(0)	(0)
CDO Vehicle	(30,000)	(0)	(0)	(0)	(30,000)
Youth Hi-Ace Bus	(0)	(0)	(0)	(0)	(55,000)
NET TOTAL	(117,400)	(59,000)	(59,000)	(9,600)	(85,000)

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 persons accommodation, unemployed youth, GROH housing and aboriginal housing schemes.

8.6.1 Operations

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Council Staff Housing	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)
Other Housing	(0)	(0)	(0)	(0)	(0)
Sub-Total	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)
Revenue					
Council Staff Housing	0	0	0	0	0
Other Housing	25,500	25,500	25,500	25,500	25,500
Sub-Total	25,500	25,500	25,500	25,500	25,500
NET TOTAL	(0)	(0)	(0)	(0)	(0)

8.6.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Lot 303 Darlot St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 303 Darlot St - New Patio Deck	(29,000)	(0)	(0)	(0)	(0)
Lot 303 Darlot St - Replace doors with Security Doors	(7,500)	(0)	(0)	(0)	(0)
Lot 303 Darlot St - General renewals	(0)	(9,800)	(9,800)	(0)	(0)
Lot 206 Hill St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Lot 206 Hill St - Replace light fittings with LED	(1,500)	(0)	(0)	(0)	(0)
Lot 206 Hill St - Kitchen renovation	(3,825)	(0)	(0)	(0)	(0)
Lot 206 Hill St - Raise patio concrete slabs	(2,000)	(0)	(0)	(0)	(0)
Lot 206 Hill St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 206 Hill St - General renewals	(0)	(5,000)	(0)	(0)	(0)
Lot 220 Darlot St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Lot 220 Darlot St - Install crossover	(4,000)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Lot 220 Darlot St - Install Built In Robes to 2 bedrooms	(0)	(4,000)	(0)	(0)	(0)
Lot 220 Darlot St - New flooring	(0)	(8,000)	(0)	(0)	(0)
Lot 220 Darlot St - External Paint	(12,500)	(0)	(0)	(0)	(0)
Lot 220 Darlot St - Landscaping	(0)	(5,000)	(0)	(0)	(0)
Lot 220 Darlot St - General Renewals	(0)	(5,000)	(0)	(0)	(0)
Lot 220 Darlot St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 220 Darlot St - Replace Carpet in Lounge,Bedroom 1 & 2	(3,000)	(0)	(0)	(0)	(0)
Lot 213 Darlot St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 213 Darlot St - Unit 3 internal paint	(5,000)	(0)	(0)	(0)	(0)
Lot 213 Darlot St - Unit 2 internal paint	(5,000)	(0)	(0)	(0)	(0)
Lot 213 Darlot St - Unit 1 internal paint	(5,000)	(0)	(0)	(0)	(0)
Lot 213 Darlot St - Paint laundry	(2,500)	(0)	(0)	(0)	(0)
Lot 213 Darlot St - Paint communal area	(1,200)	(0)	(0)	(0)	(0)
Lot 213 Darlot St - Replace light fittings with LED	(3,000)	(0)	(0)	(0)	(0)
Lot 87 Main St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 87 Main St - Units 1 & 2 paint ceiling, wardrobe Unit 2	(2,500)	(0)	(0)	(0)	(0)
Lot 87 Main St - Replace kitchen splashback	(750)	(0)	(0)	(0)	(0)
Lot 87 Main St - Replace oven unit 1	(2,000)	(0)	(0)	(0)	(0)
Lot 87 Main St - Unit Replace Floor Coverings	(1,800)	(0)	(0)	(0)	(0)
Lot 87 Main St - Install Crossovers x 2	(8,000)	(0)	(0)	(0)	(0)
Lot 87 Main St - Paint roof	(4,500)	(0)	(0)	(0)	(0)
Lot 87 Main St - General Renewals	(0)	(5,000)	(0)	(0)	(0)
Lot 408 Hill St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 408 Hill St - Replace light fittings with LED	(1,500)	(0)	(0)	(0)	(0)
Lot 408 Hill St - Internal & External Paint	(15,000)	(0)	(0)	(0)	(0)
Lot 408 Hill St - Resheet Roof	(25,000)	(0)	(0)	(0)	(0)
Lot 408 Hill St - Move pantry & build o/head cupboards	(4,000)	(0)	(0)	(0)	(0)
Lot 408 Hill St - Replace Air conditioners x 2	(5,500)	(0)	(0)	(0)	(0)
Lot 408 Hill St - General renewals	(0)	(5,000)	(0)	(8,600)	(0)
Lot 208 Hill St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 208 Hill St - Landscaping	(6,000)	(0)	(0)	(0)	(0)
Lot 208 Hill St - Fence to separate 2 yards	(10,000)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Lot 208 Hill St - Replace light fittings with LED	(1,500)	(0)	(0)	(0)	(0)
Lot 208 Hill St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Lot 208 Hill St - General renewals	(0)	(11,000)	(0)	(0)	(6,800)
Sports Complex Residence - CCTV	(2,500)	(0)	(0)	(0)	(0)
Sports Complex Residence - Replace light fittings with LED	(1,950)	(0)	(0)	(0)	(0)
Sports Complex Residence - Extend patio	(5,000)	(0)	(0)	(0)	(0)
Sports Complex Residence - General renewals	(0)	(5,000)	(0)	(9,700)	(0)
Lot 304 Darlot St - Basic Works	(20,000)	(0)	(0)	(0)	(0)
Lot 205 Hill St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 205 Hill St - Replace light fittings with LED	(1,950)	(0)	(0)	(0)	(0)
Lot 205 Hill St - Overhead cupboards in kitchen	(3,000)	(0)	(0)	(0)	(0)
Lot 205 Hill St - Rangehood	(2,000)	(0)	(0)	(0)	(0)
Lot 205 Hill St - General Renewals	(0)	(0)	(0)	(0)	(0)
Lot 207 Hill St - CCTV	(2,500)	(0)	(0)	(10,000)	(0)
Lot 207 Hill St - Replace light fittings with LED	(1,950)	(0)	(0)	(0)	(0)
Lot 207 Hill St - Overhead cupboards in Kitchen	(3,000)	(0)	(0)	(0)	(0)
Lot 207 Hill St - Rangehood	(2,000)	(0)	(0)	(0)	(0)
Lot 207 Hill St - Landscape & Reticulation	(8,000)	(0)	(0)	(0)	(0)
Lot 207 Hill St - Fencing for front/rear yard	(5,000)	(0)	(0)	(0)	(0)
Airport Residence - CCTV	(2,500)	(0)	(0)	(0)	(0)
Airport Residence - Replace light fittings with LED	(3,000)	(0)	(0)	(0)	(0)
Airport Residence - External Paint	(10,000)	(0)	(0)	(0)	(0)
Airport Residence - Remove old airconditioner and repair wall	(2,500)	(0)	(0)	(0)	(0)
Airport Residence - Power to Shed	(1,500)	(0)	(0)	(0)	(0)
Airport Residence - Concrete floor to shed	(5,000)	(0)	(0)	(0)	(0)
Airport Residence - General renewals	(0)	(0)	(0)	(8,700)	(0)
Unit 1 - 16 Regan St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Unit 1 - 16 Regan St - Replace carport & Extend	(7,500)	(0)	(0)	(0)	(0)
Unit 1 - 16 Regan St - General Renewals	(0)	(0)	(10,000)	(0)	(0)
Unit 1 - 16 Regan St - Replace light fittings with LED	(1,500)	(0)	(0)	(0)	(0)
Unit 1 - 16 Regan St - Remove old Evap Air Conditioner	(2,000)	(0)	(0)	(0)	(0)
Unit 1 - 16 Regan St - Replace north boundary fence	(6,500)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Unit 1 - 16 Regan St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Unit 2 - 16 Regan St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Unit 2 - 16 Regan St - Replace light fittings with LED	(1,500)	(0)	(0)	(0)	(0)
Unit 2 - 16 Regan St - Sliding gate	(2,000)	(0)	(0)	(0)	(0)
Unit 2 - 16 Regan St - Replace Air Conditioner	(2,500)	(0)	(0)	(0)	(0)
Unit 2 - 16 Regan St - Remove old Evap Air Conditioner	(2,000)	(0)	(0)	(0)	(0)
Unit 2 - 16 Regan St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Unit 3 - 16 Regan St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Unit 3 - 16 Regan St - New Split System Air Conditioners	(2,500)	(4,000)	(0)	(0)	(0)
Unit 3 - 16 Regan St - Replace Laundry Cupboard	(4,000)	(0)	(0)	(0)	(0)
Unit 3 - 16 Regan St - Replace light fittings with LED	(1,850)	(0)	(0)	(0)	(0)
Unit 3 - 16 Regan St - Remove Old Evap Air Conditioner	(2,000)	(0)	(0)	(0)	(0)
Unit 3 - 16 Regan St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Unit 3 - 16 Regan St - General renewals	(0)	(0)	(0)	(7,200)	(0)
Unit 4 - 16 Regan St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Unit 4 - 16 Regan St - Replace light fittings with LED	(1,850)	(0)	(0)	(0)	(0)
Unit 4 - 16 Regan St - Remove Old Evap Air Conditioner	(2,000)	(0)	(0)	(0)	(0)
Unit 4 - 16 Regan St - Replace Patio	(8,000)	(0)	(0)	(0)	(0)
Unit 4 - 16 Regan St - Install gates on carport	(1,500)	(0)	(0)	(0)	(0)
Unit 4 - 16 Regan St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Lot 17 Main St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 17 Main St - Replace Light Fittings with LED	(1,500)	(0)	(0)	(0)	(0)
Lot 17 Main St - Install Crossover	(4,000)	(0)	(0)	(0)	(0)
Lot 204 Hill St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Paint Ceilings	(4,750)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Remove old Evap Air Conditioner	(3,500)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Replace Floor Coverings lounge, dining, Kit.	(5,200)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Resheet carport & raise level	(3,000)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Replace Air Conditioners x 3	(7,500)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Outdoor entertaining area	(23,000)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Lot 204 Hill St - Replace Flooring	(0)	(15,000)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Lot 204 Hill St - Additional Split Systems	(0)	(8,000)	(0)	(0)	(0)
Lot 204 Hill St - Landscaping	(0)	(8,000)	(0)	(0)	(0)
Lot 204 Hill St - General renewals	(0)	(5,000)	(0)	(0)	(13,200)
Lot 927 McCleary St - CCTV	(2,500)	(0)	(0)	(0)	(0)
Lot 927 McCleary St - Lift fence	(4,000)	(0)	(0)	(0)	(0)
Lot 927 McCleary St - Replace front gate	(2,000)	(0)	(0)	(0)	(0)
Lot 927 McCleary St - Reticulation	(5,000)	(0)	(0)	(0)	(0)
Lot 927 McCleary St - Shed	(30,000)	(0)	(0)	(0)	(0)
Lot 927 McCleary St - Paint ceilings	(2,000)	(0)	(0)	(0)	(0)
Lot 927 McCleary St - Install Crossover	(4,000)	(0)	(0)	(0)	(0)
Lot 927 McCleary St - Landscaping	(5,000)	(0)	(0)	(0)	(0)
Construct New Residence	(0)	(0)	(0)	(0)	(650,000)
Caretakers Residence Depot - Renewals (AMP)	(0)	(0)	(0)	(65,000)	(0)
NET TOTAL	(483,975)	(102,800)	(19,800)	(109,200)	(670,000)

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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Sanitation – Household Refuse	(334,944)	(339,960)	(347,104)	(355,080)	(364,291)
Sewerage	(21,444)	(21,947)	(22,718)	(23,277)	(23,942)
Town Planning & Regional Development	(124,974)	(51,900)	(54,305)	(55,619)	(57,235)
Other Community Amenities	(193,801)	(175,195)	(179,923)	(186,832)	(190,191)
Sub-Total	(675,163)	(589,002)	(604,050)	(618,808)	(635,659)
Revenue					
Sanitation – Household Refuse	107,242	110,294	113,438	116,676	120,012
Sewerage	1,500	1,500	1,500	1,500	1,500
Town Planning & Regional Development	200	200	200	200	200
Other Community Amenities	28,000	28,840	29,705	30,596	31,514
Sub-Total	136,942	140,834	144,843	148,972	153,226
NET TOTAL	(538,221)	(448,168)	(459,207)	(469,836)	(482,433)

8.7.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Public Toilets - General renewals	(6,000)	(4,000)	(0)	(0)	(0)
Industrial Park - Develop	(500,000)	(0)	(0)	(0)	(1,300,000)
Sewer Upgrades	(17,000)	(0)	(0)	(0)	(0)
Sewer Renewals	(0)	(17,000)	(0)	(0)	(17,000)
RV Dump Ezy Unit Replacement (AMP)	(0)	(0)	(7,000)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Refuse Site - Replace Boundary Fence (AMP)	(0)	(0)	(0)	(17,000)	(0)
Cemetery - Windmill and Tank	(30,000)	(0)	(0)	(0)	(0)
Nannine Cemetery - Replace steel mesh fencing	(28,000)	(0)	(0)	(0)	(0)
NET TOTAL	(581,000)	(21,000)	(7,000)	(17,000)	(1,305,000)

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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Public Halls & Civic Centres	(114,512)	(126,888)	(130,210)	(134,426)	(139,117)
Recreation Officer	(242,419)	(233,486)	(238,180)	(244,397)	(251,547)
Swimming Areas	(380,065)	(372,317)	(383,137)	(396,792)	(411,673)
Libraries	(55,840)	(52,898)	(55,681)	(57,084)	(58,821)
TV & Radio Rebroadcasting	(9,905)	(10,076)	(10,338)	(10,603)	(10,909)
Other Culture	(203,662)	(53,501)	(55,740)	(57,285)	(59,116)
Other Sport & Recreation	(489,348)	(464,415)	(475,524)	(493,349)	(512,452)
Sub-Total	(1,495,751)	(1,313,581)	(1,348,810)	(1,393,936)	(1,443,635)
Revenue					
Public Halls & Civic Centres	3,700	3,700	3,700	3,700	3,700
Recreation Officer	31,054	30,500	10,500	10,500	10,500
Swimming Areas	13,000	13,375	13,761	14,159	14,569
Libraries	250	250	250	250	250
TV & Radio Rebroadcasting	0	0	0	0	0
Other Culture	45,572	3,072	3,072	3,072	3,072
Other Sport & Recreation	291,898	93,540	95,746	98,019	100,359
Sub-Total	385,474	144,437	127,029	129,700	132,450
NET TOTAL	(1,110,277)	(1,169,144)	(1,221,781)	(1,264,236)	(1,311,185)

8.8.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Town Hall Projector & Screen	(1,600)	(0)	(0)	(0)	(0)
Pool Equipment	(5,000)	(0)	(0)	(0)	(0)
Pool Vacuum Cleaner	(2,500)	(0)	(0)	(0)	(0)
Town Hall - Electrical Works	(10,000)	(0)	(0)	(0)	(0)
Town Hall - Renovate Outside Bar	(10,000)	(0)	(0)	(0)	(0)
Town Hall - Replace Kitchen Flooring	(8,500)	(0)	(0)	(0)	(0)
Town Hall - Replace Front Foyer Vinyl	(3,250)	(0)	(0)	(0)	(0)
Town Hall - Replace Toilet windows and screens	(10,000)	(0)	(0)	(0)	(0)
Town Hall - Replace and repair roof sheeting	(12,000)	(0)	(0)	(0)	(0)
Town Hall - Install 4 x GPO's to columns in hall	(5,000)	(0)	(0)	(0)	(0)
Town Hall - Remove old Air Conditioner	(5,000)	(0)	(0)	(0)	(0)
Town Hall - Replace Toilet Cisterns	(3,000)	(0)	(0)	(0)	(0)
Town Hall - Replace Kitchen Benches	(26,500)	(0)	(0)	(0)	(0)
Town Hall - Upgrade Toilets	(15,000)	(0)	(0)	(0)	(0)
Town Hall - Replace front doors and framing	(4,000)	(0)	(0)	(0)	(0)
Town Hall - Stabilise bricks in outside toilets	(5,000)	(0)	(0)	(0)	(0)
Town Hall - Internal paint	(30,000)	(0)	(0)	(0)	(0)
Town Hall - General renewals	(0)	(4,400)	(0)	(0)	(9,600)
Masonic Lodge - General renewals	(4,000)	(0)	(0)	(8,000)	(0)
Recreation Centre - CCTV	(3,000)	(0)	(0)	(0)	(0)
Recreation Centre - Upgrade Female Changerooms	(15,000)	(0)	(0)	(0)	(0)
Recreation Centre - Major Renewals (AMP)	(0)	(0)	(0)	(8,000)	(0)
Sports Complex - Power to Storage Sea Container	(10,000)	(0)	(0)	(0)	(0)
Sports Complex - Replace old stables (AMP)	(0)	(0)	(0)	(0)	(15,000)
Sports Complex - Replace storage shed (AMP)	(0)	(0)	(0)	(0)	(25,000)
Sports Complex - General renewals	(0)	(0)	(0)	(9,600)	(0)
Swimming Pool Buildings - Changerooms & Kiosk renewals	(0)	(0)	(0)	(0)	(7,600)
Meeka FM Building - Repair South Room	(4,000)	(0)	(0)	(0)	(0)
Meeka FM Building - Replace Flooring Central Room	(1,000)	(0)	(0)	(0)	(0)
Meeka FM Building - Remove sink, Relocate Fridge Nth Room	(500)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Meeka FM Building - Prune Tree in Yard	(1,500)	(0)	(0)	(0)	(0)
Meeka FM Building - Reclad front of building	(800)	(0)	(0)	(0)	(0)
Meeka FM Building - Replace flashing north end	(1,200)	(0)	(0)	(0)	(0)
Meeka FM Building - Remove outside toilet & septic	(750)	(0)	(0)	(0)	(0)
Mount Gould Police Station - Renewals to shop	(102,500)	(0)	(0)	(0)	(0)
Mount Gould Police Station - Cattle Rail	(10,000)	(0)	(0)	(0)	(0)
Lloyds Shop - Major Renewals (AMP)	(800,000)	(2,000,000)	(379,895)	(0)	(0)
Picture Gardens Buildings - Renewals	(0)	(0)	(0)	(9,000)	(9,000)
Welcome Park - Replace gazebo (AMP)	(0)	(0)	(0)	(0)	(4,500)
Indoor Cricket Centre - Ablution Upgrade	(10,000)	(0)	(0)	(0)	(0)
Indoor Cricket Centre - Replace Evap Airconditioning Unit	(12,000)	(0)	(0)	(0)	(0)
Indoor Cricket Centre - Replace Netting	(8,000)	(0)	(0)	(0)	(0)
Museum Shed - Replace shed (AMP)	(0)	(0)	(0)	(0)	(135,000)
Golf Clubhouse - New Ablution Block	(15,000)	(0)	(0)	(0)	(0)
Golf Clubhouse - Replace Door & Frame	(3,000)	(0)	(0)	(0)	(0)
Golf Clubhouse - Electrical audit & replace 4 x GPO's	(10,000)	(0)	(0)	(0)	(0)
Golf Clubhouse - Reclad building	(10,000)	(0)	(0)	(0)	(0)
Golf Clubhouse - Security screens to windows	(3,000)	(0)	(0)	(0)	(0)
Golf Clubhouse - Renewals	(0)	(0)	(0)	(25,000)	(0)
Replace & Relocate cornish lift	(35,000)	(0)	(0)	(0)	(0)
Viewing Platform - Construct new headframe	(36,000)	(0)	(0)	(0)	(0)
Oval - Replace chain mesh boundary fence (AMP)	(0)	(0)	(69,000)	(0)	(0)
Oval - replace reticulation system (Part 1)	(0)	(0)	(87,000)	(0)	(0)
Oval - Replace Lights	(3,500)	(0)	(0)	(0)	(0)
Rec Ground - Replace cricket pitch (AMP)	(0)	(0)	(13,000)	(0)	(0)
Rec Ground - Replace basketball court lighting (AMP)	(0)	(0)	(19,000)	(0)	(0)
Rec Ground - Replace 350Kl Tank	(26,000)	(0)	(0)	(0)	(0)
Rec Ground - Replace 8 bench seats at Tennis Courts	(5,000)	(0)	(0)	(0)	(0)
Rec Ground - Practice Hit-up Wall at Tennis Courts	(7,000)	(0)	(0)	(0)	(0)
New Pumps and fittings	(19,895)	(0)	(0)	(0)	(0)
Parks & Gardens - Renew water supply	(0)	(13,000)	(0)	(11,000)	(19,000)
Lukes Pit - Dam Retention Wall	(50,000)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Pool Basin Gutters - reseal	(0)	(15,000)	(0)	(0)	(0)
Pool - Replace spring board	(5,000)	(0)	(0)	(0)	(0)
Pool - Replace wading pool shelter	(18,000)	(0)	(10,000)	(0)	(0)
Pool - Replace floodlighting (AMP)	(25,000)	(0)	(0)	(0)	(0)
Pool - Replace shade shelters	(18,000)	(0)	(16,000)	(0)	(0)
Pool - Replace boundary fence sections	(7,000)	(0)	(10,000)	(0)	(0)
Picture Gardens - Replace Lighting (AMP)	(0)	(0)	(15,000)	(0)	(0)
Picture Gardens - Replace Concrete Hardstand (AMP)	(0)	(0)	(25,000)	(0)	(0)
Picture Gardens - Replace projection screen (AMP)	(0)	(0)	(25,000)	(0)	(0)
Lions Park - Construct small wheels skate park	(400,000)	(0)	(0)	(0)	(0)
Lions Park - Replace picnic table & shelter (AMP)	(0)	(0)	(0)	(0)	(4,000)
Meeka Race Course - Replace floor coverings Club Room	(5,000)	(0)	(0)	(0)	(0)
Meeka Race Course - Resheet Rotunda Roof	(2,500)	(0)	(0)	(0)	(0)
Meeka Race Course - Resheet stalls	(5,000)	(0)	(0)	(0)	(0)
Replace timber boardwalk and foot bridge (AMP)	(0)	(0)	(65,000)	(0)	(0)
TV Retransmission Site - Replace boundary fence (AMP)	(0)	(0)	(17,000)	(0)	(0)
NET TOTAL	(1,849,495)	(2,032,400)	(750,895)	(70,600)	(228,700)

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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Streets, Roads, Bridges, Depots	(4,869,111)	(4,511,890)	(4,595,178)	(4,808,310)	(5,040,716)
Aerodromes	(681,470)	(668,968)	(687,950)	(712,578)	(739,206)
Sale of Aviation Fuel	(388,573)	(130,750)	(133,801)	(136,782)	(140,280)
Traffic Control	(0)	(0)	(0)	(0)	(0)
Sub-Total	(5,939,154)	(5,311,608)	(5,416,929)	(5,657,670)	(5,920,202)
Revenue					
Streets, Roads, Bridges, Depots	8,348,969	369,798	1,548,484	901,712	904,979
Aerodromes	654,229	631,868	650,767	670,233	690,283
Sale of Aviation Fuel	405,400	136,728	137,805	139,077	140,554
Traffic Control	0	0	0	0	0
Sub-Total	9,408,598	1,138,394	2,337,056	1,711,022	1,753,816
NET TOTAL	3,469,444	(4,173,214)	(3,079,873)	(3,946,648)	(4,184,386)

8.9.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Aerodrome - new computer & printer	(0)	(2,000)	(0)	(0)	(0)
Old Railway Station - General renewals	(0)	(0)	(0)	(8,000)	(0)
Depot Workshop - Replace concrete washdown bay (AMP)	(0)	(4,000)	(0)	(0)	(0)
Depot Workshop - Shed Storage & Covered Parking Area	(100,000)	(0)	(0)	(0)	(0)
Depot Workshop - Replace Fascias	(13,000)	(0)	(0)	(0)	(0)
Depot Workshop - Internal & External Paint of Office	(15,000)	(0)	(0)	(0)	(0)
Depot Workshop - Install Lexan in all windows	(8,000)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Aerodrome Terminal Building - Replace slabs with concrete	(9,000)	(0)	(0)	(0)	(0)
Aerodrome Terminal Building - External & Internal paint	(15,000)	(0)	(0)	(0)	(0)
Aerodrome Terminal Building - Replace all external lights	(3,000)	(0)	(0)	(0)	(0)
Aerodrome Additional Accommodation	(0)	(0)	(0)	(150,000)	(0)
Landor Road (R2R)	(400,000)	(0)	(570,000)	(627,000)	(689,700)
Murchison Downs Road (R2R)	(200,000)	(0)	(0)	(0)	(0)
Mt Clere Road (R2R)	(0)	(0)	(0)	(0)	(600,000)
Sandstone Road (R2R)	(0)	(0)	(600,000)	(0)	(0)
Other Projects (R2R)	(350,000)	(0)	(0)	(0)	(0)
Landor Road (RRG)	(372,500)	(75,000)	(150,000)	(150,000)	(150,000)
Landor Road (CLGFR)	(0)	(0)	(700,000)	(0)	(0)
Landor Road (CLGFI)	(1,727,681)	(0)	(0)	(0)	(0)
Natural Disaster Restoration Works	(6,927,325)	(0)	(0)	(0)	(0)
Landor Road (Council)	(0)	(705,000)	(680,000)	(627,319)	(561,724)
Sandstone Road	(0)	(285,382)	(106,653)	(0)	(0)
Grids Construction	(200,000)	(47,000)	(49,000)	(49,000)	(49,000)
Water Bores	(150,000)	(0)	(35,000)	(0)	(35,000)
Miscellaneous Road Construction	(0)	(614,815)	(1,371,854)	(2,059,865)	(869,828)
Munarra Road	(150,000)	(0)	(0)	(0)	(0)
Main Street	(300,000)	(0)	(0)	(0)	(0)
Sylvania Road	(100,000)	(0)	(0)	(0)	(0)
Minor Road Construction	(0)	(220,000)	(120,000)	(220,000)	(220,000)
Miscellaneous Town Streets Construction	(600,000)	(300,000)	(100,000)	(0)	(0)
Cut Off Walls	(350,000)	(350,000)	(500,000)	(650,000)	(100,000)
Footpath Renewals - Various	(160,000)	(50,000)	(0)	(110,000)	(0)
Aerodrome Power Upgrade	(26,000)	(0)	(0)	(0)	(0)
Runway Lighting Control Equipment (AMP)	(0)	(0)	(0)	(100,000)	(0)
Runway Lighting Cabling (AMP)	(0)	(0)	(0)	(450,000)	(0)
Lighting Switchboard (AMP)	(0)	(0)	(58,000)	(0)	(0)
Arpon Lighting (AMP)	(0)	(0)	(0)	(0)	(35,000)
Replace Windsock Illuminated (AMP)	(0)	(0)	(0)	(0)	(19,000)
Replace Windsock Non-Illuminated (AMP)	(0)	(0)	(0)	(0)	(9,000)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Aerodrome - Trim Off Bitumen Runway 15-33	(0)	(20,000)	(0)	(0)	(0)
Main Street - Activated Speed Sign	(32,000)	(0)	(0)	(0)	(0)
Shire Depot - Underground power to railway station	(55,000)	(0)	(0)	(0)	(0)
Shire Depot - Complete mechanical pit to compliance standard	(15,000)	(0)	(0)	(0)	(0)
Shire Depot - Washdown bay petrol and oil separator	(12,000)	(0)	(0)	(0)	(0)
Shire Depot - additional lighting	(15,000)	(0)	(0)	(0)	(0)
Shire Depot - New External Security Cameras	(12,000)	(0)	(0)	(0)	(0)
Shire Depot - Replace waste oil facility (AMP)	(0)	(0)	(0)	(0)	(31,000)
Minor Plant	(42,500)	(0)	(0)	(0)	(0)
Caravans & Equipment	(78,000)	(0)	(0)	(0)	(0)
Nissan Prime Mover 1CBX525	(100,000)	(0)	(0)	(0)	(0)
Nissan Prime Mover 1CTZ537	(0)	(220,000)	(0)	(0)	(0)
Nissan UD Truck 1DOG751	(0)	(0)	(0)	(225,000)	(0)
Nissan Prime Mover 1DXE973	(0)	(0)	(0)	(0)	(230,000)
Dual Cab Truck 1DAC180	(0)	(0)	(140,000)	(0)	(0)
Medium Tip Truck	(0)	(0)	(88,000)	(0)	(0)
Replace 950 Loader	(0)	(0)	(0)	(0)	(370,000)
Replace Grader 1CBU997	(0)	(0)	(390,000)	(0)	(0)
Replace Grader 1BID657	(0)	(390,000)	(0)	(0)	(0)
Replace CS56 Road Roller	(0)	(0)	(195,000)	(0)	(0)
Replace Bomag Multi Tyre Roller	(0)	(0)	(0)	(0)	(200,000)
Replace Bomag Padfoot Vibe Roller	(190,000)	(0)	(0)	(0)	(0)
Excavator - Hammer attachment	(10,000)	(0)	(0)	(0)	(0)
Engines & Pumps	(20,000)	(0)	(0)	(0)	(0)
Trailer	(5,000)	(0)	(0)	(0)	(0)
Works Manager Vehicle	(0)	(65,000)	(0)	(66,000)	(0)
Leading Hand Vehicle	(0)	(0)	(0)	(0)	(39,000)
Town Maintenance Vehicle	(0)	(0)	(27,000)	(0)	(0)
Operations Officer Vehicle	(0)	(0)	(27,000)	(0)	(0)
Construction Utility	(0)	(0)	(0)	(0)	(32,000)
Airport Plant & Equipment - White Box Trailer (AMP)	(0)	(1,500)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Airport Plant & Equipment - Slasher (AMP)	(0)	(0)	(22,000)	(0)	(0)
Airport Plant & Equipment - Tandem Box Trailer (AMP)	(0)	(0)	(2,000)	(0)	(0)
Airport Plant & Equipment - Pacific Road Broom (AMP)	(0)	(0)	(25,000)	(0)	(0)
Airport Plant & Equipment - Tractor/Loader (AMP)	(0)	(0)	(0)	(110,000)	(0)
Airport Plant & Equipment - Tractor & Boom Spray	(42,000)	(0)	(0)	(0)	(0)
NET TOTAL	(12,805,006)	(3,346,882)	(5,953,937)	(5,598,427)	(4,235,069)

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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Tourism and Area Promotion	(442,088)	(343,178)	(355,541)	(364,205)	(374,567)
Building Control	(47,441)	(34,811)	(36,175)	(37,026)	(38,058)
Other Economic Services	(37,394)	(31,950)	(32,594)	(33,628)	(34,771)
Sub-Total	(526,923)	(409,939)	(424,310)	(434,859)	(447,396)
Revenue					
Tourism and Area Promotion	68,500	41,000	41,000	41,000	41,000
Building Control	22,000	22,480	22,974	23,484	24,008
Other Economic Services	107,783	107,783	108,233	108,697	109,174
Sub-Total	198,283	171,263	172,207	173,181	174,182
NET TOTAL	(328,640)	(238,676)	(252,103)	(261,678)	(273,214)

8.10.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Shop Building - Renewals (AMP)	(0)	(0)	(0)	(432,000)	(6,600)
Meeka North Heritage Drive Upgrade	(90,302)	(0)	(0)	(0)	(0)
Meeka South Heritage Drive Upgrade	(120,016)	(0)	(0)	(0)	(0)
Meeka Town Heritage Drive Upgrade	(70,885)	(0)	(0)	(0)	(0)
Meeka Town Heritage Walk Upgrade	(24,500)	(0)	(0)	(0)	(0)
Canyon Trail and Bridge Planning	(10,000)	(0)	(0)	(0)	(0)
Welcome Park/Information Bay - Clean creek & culvert	(15,000)	(0)	(0)	(0)	(0)
Welcome Park/Information Bay - Landscape rear of park	(10,000)	(0)	(0)	(0)	(0)
Welcome Park/Information Bay - Install seating, tables, plaque	(5,000)	(0)	(0)	(0)	(0)

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Meeka Look-Out - 10 Solar Bollards	(0)	(10,000)	(0)	(0)	(0)
Tourism Infrastructure Displays renewals	(0)	(47,000)	(0)	(17,000)	(0)
Heritage Signage - Replace exiting (AMP)	(0)	(0)	(0)	(13,000)	(0)
Distribution Board for Events	(3,500)	(0)	(0)	(0)	(0)
NET TOTAL	(349,203)	(57,000)	(0)	(462,000)	(6,600)

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 son 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	2017/18	2018/19	2019/20	2020/21	2021/22
Expenses					
Private Works	(1,008,793)	(8,907)	(9,077)	(9,276)	(9,508)
Public Works Overheads	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)
Administration Overheads	(38,337)	(32,900)	(32,900)	(32,900)	(32,900)
Plant Operation Costs	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Salaries & Wages	(1,000)	0	0	0	0
Unclassified	(94,933)	(83,505)	(85,091)	(86,963)	(89,137)
Sub-Total	(1,203,563)	(185,812)	(187,568)	(189,639)	(192,045)
Revenue					
Private Works	1,008,793	8,907	9,077	9,276	9,508
Public Works Overheads	10,500	10,500	10,500	10,500	10,500
Administration Overheads	38,337	32,900	32,900	32,900	32,900
Plant Operation Costs	50,000	50,000	50,000	50,000	50,000
Salaries & Wages	1,000	0	0	0	0
Unclassified	1,500	0	0	0	0
Sub-Total	1,110,130	102,307	102,477	102,676	102,908
NET TOTAL	(93,433)	(83,505)	(85,091)	(86,963)	(89,137)

8.11.2 Capital Projects and Programs

FUNCTION/SERVICE	2017/18	2018/19	2019/20	2020/21	2021/22
Admin Office - Shredder	(19,500)	(0)	(0)	(0)	(0)
Admin Office - Replace Server	(0)	(20,000)	(0)	(0)	(0)
Admin Office - Replacement Furniture	(0)	(6,000)	(6,000)	(6,000)	(6,000)
Administration Building - Replace roof sheets, flashing & relocate split system units	(50,000)	(0)	(0)	(0)	(0)
Administration Building - Staff toilets renovation	(28,000)	(0)	(0)	(0)	(0)
Administration Building - Replace light fittings with LED	(5,200)	(0)	(0)	(0)	(0)
Administration Building - Replace floor coverings Library	(15,000)	(0)	(0)	(0)	(0)
Administration Building - Install auxilliary septic tank	(15,000)	(0)	(0)	(0)	(0)
Administration Building - Cupboard to House Phone Exchange	(10,000)	(0)	(0)	(0)	(0)
Administration Building - Paint and Renovate external	(15,000)	(0)	(0)	(0)	(0)
Administration Building - Renovate staff entrance	(3,000)	(0)	(0)	(0)	(0)
Administration Building - Install smoke alarms	(4,000)	(0)	(0)	(0)	(0)
Administration Building - Staff Lunch area	(7,000)	(0)	(0)	(0)	(0)
Master Key System	(40,000)	(0)	(0)	(0)	(0)
General Building Upgrades	(0)	(116,303)	(256,971)	(181,885)	(209,093)
CEO Vehicle	(65,000)	(0)	(64,000)	(0)	(0)
DCEO Vehicle	(53,000)	(0)	(0)	(54,000)	(0)
CDSM Vehicle	(53,000)	(53,000)	(0)	(0)	(54,000)
Project Officer Vehicle	(53,000)	(0)	(37,000)	(0)	(0)
NET TOTAL	(435,700)	(195,303)	(363,971)	(241,891)	(269,093)

APPENDIX 1

STATEMENT OF COMPREHENSIVE INCOME

BY FUNCTION

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
EXPENSES	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Purpose Funding	(196,309)	(202,610)	(211,821)	(216,329)	(221,941)	(237,011)	(244,175)	(251,642)	(259,385)	(267,170)	(274,960)
Governance	(571,441)	(575,077)	(601,678)	(608,336)	(629,805)	(678,133)	(704,271)	(719,260)	(746,997)	(763,087)	(791,264)
Law, Order, Public Safety	(178,526)	(181,140)	(186,145)	(190,632)	(195,885)	(219,325)	(226,059)	(233,106)	(240,407)	(248,260)	(255,900)
Health	(80,499)	(82,627)	(85,001)	(86,952)	(89,286)	(105,213)	(108,513)	(111,963)	(115,528)	(119,162)	(122,862)
Education and Welfare	(660,001)	(643,723)	(659,678)	(677,130)	(697,041)	(761,245)	(785,616)	(811,250)	(838,072)	(868,067)	(896,280)
Housing	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)
Community Amenities	(675,163)	(589,001)	(604,050)	(618,807)	(635,659)	(666,447)	(684,146)	(706,027)	(728,878)	(752,864)	(777,008)
Recreation and Culture	(1,495,751)	(1,313,582)	(1,348,810)	(1,393,935)	(1,443,633)	(1,675,683)	(1,726,981)	(1,782,526)	(1,841,718)	(1,919,491)	(1,982,156)
Transport	(5,915,820)	(5,311,608)	(5,416,928)	(5,657,670)	(5,920,203)	(6,192,222)	(6,354,244)	(6,547,362)	(6,739,864)	(7,131,174)	(7,367,196)
Economic Services	(526,923)	(409,939)	(424,309)	(434,859)	(447,396)	(477,272)	(492,579)	(508,565)	(525,153)	(542,898)	(560,051)
Other Property and Services	(1,167,108)	(185,812)	(187,568)	(189,639)	(192,045)	(194,758)	(197,799)	(200,931)	(204,157)	(207,480)	(210,902)
	(11,493,041)	(9,520,618)	(9,751,488)	(10,099,790)	(10,498,394)	(11,232,810)	(11,549,883)	(11,898,132)	(12,265,660)	(12,845,154)	(13,264,078)
REVENUE											
General Purpose Funding	6,452,641	8,384,900	8,555,033	8,785,413	9,033,292	9,404,436	9,818,779	10,139,702	10,638,999	11,054,701	11,521,713
Governance	160	0	0	0	0	0	0	0	0	0	0
Law, Order, Public Safety	15,722	15,837	15,955	15,677	15,803	15,932	16,066	16,203	16,344	16,490	16,640
Health	5,935	6,104	6,112	6,121	6,129	6,138	6,148	6,157	6,167	6,177	6,187
Education and Welfare	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903
Housing	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500
Community Amenities	136,942	140,834	144,843	148,973	153,226	157,607	162,119	166,766	171,553	176,484	181,562
Recreation and Culture	184,920	144,437	127,029	129,700	132,450	135,283	138,201	141,206	144,301	147,490	150,774
Transport	1,325,145	1,038,393	1,061,559	1,085,525	1,110,318	1,132,635	1,155,773	1,179,604	1,204,151	1,229,434	1,255,476
Economic Services	198,283	171,263	172,207	173,180	174,182	175,214	176,277	177,372	178,499	179,661	180,857
Other Property & Services	1,104,693	102,307	102,477	102,676	102,908	103,170	103,463	103,765	104,076	104,396	104,726
	9,594,844	10,174,479	10,355,619	10,617,667	10,898,711	11,300,818	11,747,227	12,101,178	12,634,494	13,085,235	13,588,338
<i>Increase/(Decrease)</i>	(1,898,197)	653,861	604,132	517,877	400,317	68,008	197,344	203,046	368,834	240,081	324,260
NON-OPERATING REVENUE											
Education & Welfare	0	0	0	0	0	0	0	0	0	0	0
Recreation and Culture	200,000	0	0	0	0	0	0	0	0	0	0
Transport	8,083,453	100,000	1,275,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497
<i>Total Non-Operating Revenue</i>	8,283,453	100,000	1,275,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497
Profit/(Loss) on Sale of Assets											
Recreation & Culture	554	0	0	0	0	0	0	0	0	0	0

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Transport	(23,334)	0	0	0	0	0	0	0	0	0	0
Administration (OPS)	(31,018)	0	0	0	0	0	0	0	0	0	0
<i>Total Profit/(Loss)</i>	53,798	0	0	0	0	0	0	0	0	0	0
<u>NET RESULT</u>	6,331,458	753,861	1,879,629	1,143,374	1,025,814	693,505	822,841	828,543	994,331	865,578	949,757
TOTAL COMPREHENSIVE INCOME	6,331,458	753,861	1,879,629	1,143,374	1,025,814	693,505	822,841	828,543	994,331	865,578	949,757

APPENDIX 2

STATEMENT OF COMPREHENSIVE INCOME

BY NATURE/TYPE

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
EXPENSES											
Employee Costs	(1,326,120)	(1,300,900)	(1,339,712)	(1,372,522)	(1,414,362)	(1,330,703)	(1,382,505)	(1,435,832)	(1,491,199)	(1,543,120)	(1,597,812)
Materials & Contracts	(3,156,464)	(1,494,748)	(1,556,014)	(1,606,943)	(1,671,114)	(1,591,210)	(1,658,662)	(1,733,670)	(1,791,514)	(1,875,947)	(1,967,177)
Utilities	(299,756)	(254,029)	(262,405)	(271,545)	(280,312)	(289,750)	(299,903)	(310,420)	(322,694)	(335,485)	(348,814)
Depreciation on Non-Current Assets	(5,671,846)	(5,459,837)	(5,561,273)	(5,803,417)	(6,059,061)	(6,289,426)	(6,428,296)	(6,594,308)	(6,779,484)	(7,163,442)	(7,363,151)
Interest Expense	0	0	0	0	0	0	0	0	0	0	0
Insurances	(244,743)	(248,894)	(253,145)	(258,244)	(263,958)	(909,565)	(931,548)	(959,494)	(988,279)	(1,017,927)	(1,048,465)
Other Expenditure	(794,112)	(762,209)	(778,938)	(787,118)	(809,587)	(822,156)	(848,970)	(864,408)	(892,490)	(909,234)	(938,660)
	(11,493,041)	(9,520,618)	(9,751,488)	(10,099,790)	(10,498,394)	(11,232,810)	(11,549,883)	(11,898,132)	(12,265,660)	(12,845,154)	(13,264,078)
REVENUE											
Rates	3,935,465	4,130,988	4,254,798	4,382,322	4,513,671	4,648,962	4,788,310	4,931,840	5,079,675	5,231,945	5,388,784
Operating Grants and Subsidies	2,414,570	4,011,183	4,068,752	4,162,364	4,269,378	4,383,639	4,501,328	4,622,548	4,747,404	4,876,006	5,008,466
Contributions, Reimbursements and Donations	123,000	123,785	125,624	127,517	129,468	131,477	133,546	135,677	137,873	140,134	142,463
Fees and Charges	2,424,287	1,137,003	1,162,825	1,189,209	1,216,990	1,245,771	1,275,591	1,306,305	1,337,941	1,370,525	1,404,087
Interest Earnings	597,797	699,667	671,729	684,322	697,230	818,953	976,391	1,032,702	1,259,449	1,394,424	1,572,289
Other Revenue	99,725	71,853	71,892	71,932	71,974	72,016	72,060	72,106	72,152	72,201	72,250
	9,594,844	10,174,479	10,355,619	10,617,667	10,898,711	11,300,818	11,747,227	12,101,178	12,634,494	13,085,235	13,588,338
<i>Increase/(Decrease)</i>	(1,898,197)	653,861	604,132	517,877	400,317	68,008	197,344	203,046	368,834	240,081	324,260
NON-OPERATING REVENUE											
Non-Operating Grants, Subsidies and Contributions	8,283,453	100,000	1,275,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497
Profit on Asset Disposals	5,991	0	0	0	0	0	0	0	0	0	0
Loss on Asset Disposals	(59,789)	0	0	0	0	0	0	0	0	0	0
	8,229,655	100,000	1,275,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497
Net Result	6,331,458	753,861	1,879,629	1,143,374	1,025,814	693,505	822,841	828,543	994,331	865,578	949,757
Other Comprehensive Income											
Changes on revaluation of non-current assets	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	6,331,458	753,861	1,879,629	1,143,374	1,025,814	693,505	822,841	828,543	994,331	865,578	949,757

APPENDIX 3

STATEMENT OF FINANCIAL POSITION

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN					2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	2017-18	2018-19	2019-20	2020-21	2021-22						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current Assets											
Cash and cash equivalents	18,935,448	19,513,946	20,017,674	20,533,996	21,063,226	22,461,692	24,070,579	26,651,022	30,025,410	30,571,213	32,797,413
Trade and other receivables	910,515	910,515	910,515	910,515	910,515	910,515	910,515	910,515	910,515	910,515	910,515
Inventories	128,814	128,814	128,814	128,814	128,814	128,814	128,814	128,814	128,814	128,814	128,814
Total current assets	19,974,777	20,553,275	21,057,003	21,573,325	22,102,555	23,501,021	25,109,908	27,690,351	31,064,739	31,610,542	33,836,742
Non-Current Assets											
Trade and Other Receivables	46,428	46,428	46,428	46,428	46,428	46,428	46,428	46,428	46,428	46,428	46,428
Property, plant and equipment	20,291,806	21,928,330	22,135,338	22,323,889	24,340,215	24,345,268	23,442,499	24,226,561	24,694,064	24,648,616	25,936,108
Infrastructure	62,201,412	60,740,251	61,909,143	62,347,644	60,827,902	60,117,888	60,234,611	57,698,649	54,851,090	55,216,314	52,652,379
Total non-current assets	82,539,646	82,715,009	84,090,909	84,717,961	85,214,545	84,509,584	83,723,538	81,971,638	79,591,582	79,911,358	78,634,915
TOTAL ASSETS	102,514,423	103,268,284	105,147,912	106,291,286	107,317,100	108,010,605	108,833,446	109,661,989	110,656,321	111,521,900	112,471,657
Current Liabilities											
Trade and other payables	221,877	221,877	221,877	221,877	221,877	221,877	221,877	221,877	221,877	221,877	221,877
Provisions	344,495	344,495	344,495	344,495	344,495	344,495	344,495	344,495	344,495	344,495	344,495
Total current liabilities	566,372	566,372	566,372	566,372	566,372	566,372	566,372	566,372	566,372	566,372	566,372
Non-Current Liabilities											
Provisions	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845
Total non-current liabilities	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845	25,845
TOTAL LIABILITIES	592,217	592,217	592,217	592,217	592,217	592,217	592,217	592,217	592,217	592,217	592,217
NET ASSETS	101,922,206	102,676,067	104,555,695	105,699,069	106,724,882	107,418,387	108,241,228	109,069,772	110,064,104	110,929,683	111,879,440
Equity											
Retained surplus	56,958,395	57,133,758	58,509,657	59,136,709	59,633,293	58,928,332	58,142,287	56,390,387	54,010,332	54,330,109	53,053,666
Asset revaluation reserve	25,393,211	25,393,211	25,393,211	25,393,211	25,393,211	25,393,211	25,393,211	25,393,211	25,393,211	25,393,211	25,393,211
Other reserves	19,570,600	20,149,098	20,652,826	21,169,148	21,698,378	23,096,844	24,705,731	27,286,174	30,660,561	31,206,363	33,432,563
TOTAL EQUITY	101,922,206	102,676,067	104,555,695	105,699,069	106,724,882	107,418,387	108,241,228	109,069,772	110,064,104	110,929,683	111,879,440

APPENDIX 4

STATEMENT OF CASH FLOWS

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Cash Flows from operating activities											
EXPENDITURE											
Employee Costs	(1,326,120)	(1,300,900)	(1,339,712)	(1,372,522)	(1,414,362)	(1,330,703)	(1,382,505)	(1,435,832)	(1,491,199)	(1,543,120)	(1,597,812)
Materials & Contracts	(3,156,464)	(1,494,748)	(1,556,014)	(1,606,943)	(1,671,114)	(1,591,210)	(1,658,662)	(1,733,670)	(1,791,514)	(1,875,947)	(1,967,177)
Utilities	(299,756)	(254,029)	(262,405)	(271,545)	(280,312)	(289,750)	(299,903)	(310,420)	(322,694)	(335,485)	(348,814)
Interest Expenses	0	0	0	0	0	0	0	0	0	0	0
Insurance	(244,743)	(248,894)	(253,145)	(258,244)	(263,958)	(909,565)	(931,548)	(959,494)	(988,279)	(1,017,927)	(1,048,465)
Goods and Services Tax	(950,000)	0	0	0	0	0	0	0	0	0	0
Other	(794,112)	(762,209)	(778,938)	(787,118)	(809,587)	(822,156)	(848,970)	(864,408)	(892,490)	(909,234)	(938,660)
	(6,771,195)	(4,060,781)	(4,190,215)	(4,296,373)	(4,439,333)	(4,943,384)	(5,121,587)	(5,303,824)	(5,486,176)	(5,681,712)	(5,900,927)
REVENUE											
Rates	4,642,182	4,130,988	4,254,798	4,382,322	4,513,671	4,648,962	4,788,310	4,931,840	5,079,675	5,231,945	5,388,784
Operating Grants & Subsidies	2,414,570	4,011,183	4,068,752	4,162,364	4,269,378	4,383,639	4,501,328	4,622,548	4,747,404	4,876,006	5,008,466
Contributions and Donations & Reimbursements	123,000	123,785	125,624	127,517	129,468	131,477	133,546	135,677	137,873	140,134	142,463
Fees and Charges	2,424,287	1,137,003	1,162,825	1,189,209	1,216,990	1,245,771	1,275,591	1,306,305	1,337,941	1,370,525	1,404,087
Goods and Services Tax	950,000	0	0	0	0	0	0	0	0	0	0
Interest Received	597,797	699,667	671,729	684,322	697,230	818,953	976,391	1,032,702	1,259,449	1,394,424	1,572,289
Other	99,725	71,853	71,892	71,932	71,974	72,016	72,060	72,106	72,152	72,201	72,250
	11,251,561	10,174,479	10,355,619	10,617,667	10,898,711	11,300,818	11,747,227	12,101,178	12,634,494	13,085,235	13,588,338
Net Cash flows from Operating Activities	4,480,366	6,113,698	6,165,405	6,321,294	6,459,378	6,357,434	6,625,640	6,797,354	7,148,318	7,403,523	7,687,411
Cash flows from investing activities											
Payments											
Purchase Buildings	(2,593,575)	(2,255,503)	(656,666)	(968,285)	(2,396,393)	(684,016)	(16,012)	(1,299,622)	(913,922)	(358,782)	(1,791,454)
Purchase Infrastructure Assets- Roads	(11,827,506)	(2,597,197)	(4,982,507)	(4,383,184)	(3,275,252)	(2,981,449)	(2,711,338)	(2,785,786)	(2,625,506)	(2,836,436)	(3,528,255)
Purchase Infrastructure Assets- Footpaths	(160,000)	(50,000)	0	(110,000)	0	0	0	0	0	0	0
Purchase Infrastructure Assets - Airports	(26,000)	(20,000)	(58,000)	(550,000)	(63,000)	(1,430,000)	(2,794,900)	(157,000)	(14,000)	0	(100,000)
Purchase Infrastructure Assets - Other	(1,247,298)	(137,000)	(492,000)	(58,000)	(54,000)	(30,000)	(48,000)	(115,000)	(271,000)	(3,650,000)	(75,000)
Purchase Plant and Equipment	(745,000)	(729,500)	(1,017,000)	(455,000)	(1,010,000)	(579,000)	(108,000)	(809,000)	(840,000)	(872,000)	(810,999)
Purchase Furniture and Equipment	(43,600)	(28,000)	(6,000)	(6,000)	(6,000)	(48,000)	(6,000)	(6,000)	(6,000)	(6,000)	(26,000)
Receipts											
Proceeds from Sale of Assets	241,800	182,000	275,000	100,000	249,000	168,000	42,000	330,000	271,000	240,000	245,000
Contributions towards the Dev. of Assets	8,283,453	100,000	1,275,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497
Net cash flows from investing activities	(8,117,726)	(5,535,200)	(5,661,676)	(5,804,972)	(5,930,148)	(4,958,968)	(5,016,753)	(4,216,911)	(3,773,931)	(6,857,721)	(5,461,211)

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Cash flows from financing activities											
Net cash flows from financing activities	0	0	0	0	0	0	0	0	0	0	0
Net (decrease)/increase in cash held	(3,637,360)	578,498	503,729	516,322	529,230	1,398,466	1,608,887	2,580,443	3,374,387	545,802	2,226,200
Cash at the Beginning of Reporting Period	22,572,808	18,935,448	19,513,946	20,017,674	20,533,996	21,063,226	22,461,692	24,070,579	26,651,022	30,025,410	30,571,213
Cash at the End of Reporting Period	18,935,448	19,513,946	20,017,674	20,533,996	21,063,226	22,461,692	24,070,579	26,651,022	30,025,410	30,571,213	32,797,413

APPENDIX 5
RATE SETTING STATEMENT

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
OPERATING REVENUE											
General Purpose Funding	2,517,176	4,253,912	4,300,235	4,403,091	4,519,620	4,755,475	5,030,469	5,207,862	5,559,324	5,822,755	6,132,930
Governance	160	0	0	0	0	0	0	0	0	0	0
Law, Order Public Safety	15,722	15,837	15,955	15,677	15,803	15,932	16,066	16,203	16,344	16,490	16,640
Health	5,935	6,104	6,112	6,121	6,129	6,138	6,148	6,157	6,167	6,177	6,187
Education and Welfare	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903	144,903
Housing	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500	25,500
Community Amenities	136,942	140,834	144,843	148,973	153,226	157,607	162,119	166,766	171,553	176,484	181,562
Recreation and Culture	185,474	144,437	127,029	129,700	132,450	135,283	138,201	141,206	144,301	147,490	150,774
Transport	1,325,145	1,038,393	1,061,559	1,085,525	1,110,318	1,132,635	1,155,773	1,179,604	1,204,151	1,229,434	1,255,476
Economic Services	198,283	171,263	172,207	173,180	174,182	175,214	176,277	177,372	178,499	179,661	180,857
Other Property and Services	1,110,130	102,307	102,477	102,676	102,908	103,170	103,463	103,765	104,076	104,396	104,726
	5,665,370	6,043,490	6,100,821	6,235,345	6,385,040	6,651,857	6,958,917	7,169,338	7,554,819	7,853,290	8,199,555
LESS OPERATING EXPENDITURE											
General Purpose Funding	(196,309)	(202,610)	(211,821)	(216,329)	(221,941)	(237,011)	(244,175)	(251,642)	(259,385)	(267,170)	(274,960)
Governance	(571,441)	(575,077)	(601,678)	(608,336)	(629,805)	(678,133)	(704,271)	(719,260)	(746,997)	(763,087)	(791,264)
Law, Order, Public Safety	(178,526)	(181,140)	(186,145)	(190,632)	(195,885)	(219,325)	(226,059)	(233,106)	(240,407)	(248,260)	(255,900)
Health	(80,499)	(82,627)	(85,001)	(86,952)	(89,286)	(105,213)	(108,513)	(111,963)	(115,528)	(119,162)	(122,862)
Education and Welfare	(660,001)	(643,723)	(659,678)	(677,130)	(697,041)	(761,245)	(785,616)	(811,250)	(838,072)	(868,067)	(896,280)
Housing	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)
Community Amenities	(675,163)	(589,001)	(604,050)	(618,807)	(635,659)	(666,447)	(684,146)	(706,027)	(728,878)	(752,864)	(777,008)
Recreation and Culture	(1,495,751)	(1,313,582)	(1,348,810)	(1,393,935)	(1,443,633)	(1,675,683)	(1,726,981)	(1,782,526)	(1,841,718)	(1,919,491)	(1,982,156)
Transport	(5,939,154)	(5,311,608)	(5,416,928)	(5,657,670)	(5,920,203)	(6,192,222)	(6,354,244)	(6,547,362)	(6,739,864)	(7,131,174)	(7,367,196)
Economic Services	(526,923)	(409,939)	(424,309)	(434,859)	(447,396)	(477,272)	(492,579)	(508,565)	(525,153)	(542,898)	(560,051)
Other Property & Services	(1,203,563)	(185,812)	(187,568)	(189,639)	(192,045)	(194,758)	(197,799)	(200,931)	(204,157)	(207,480)	(210,902)
	(11,552,830)	(9,520,618)	(9,751,488)	(10,099,790)	(10,498,394)	(11,232,810)	(11,549,883)	(11,898,132)	(12,265,660)	(12,845,154)	(13,264,078)
<i>Increase(Decrease)</i>	(5,887,460)	(3,477,128)	(3,650,666)	(3,864,445)	(4,113,354)	(4,580,954)	(4,590,966)	(4,728,794)	(4,710,841)	(4,991,864)	(5,064,524)
ADD											
(Profit)/ Loss on the disposal of assets	53,798	0	0	0	0	0	0	0	0	0	0
Depreciation Written Back	5,671,846	5,459,837	5,561,273	5,803,417	6,059,061	6,289,426	6,428,296	6,594,308	6,779,484	7,163,442	7,363,151
<i>Sub Total</i>	5,725,644	5,459,837	5,561,273	5,803,417	6,059,061	6,289,426	6,428,296	6,594,308	6,779,484	7,163,442	7,363,151

	PROPOSED ESTIMATES										
	LONG TERM FINANCIAL PLAN										
	CORPORATE BUSINESS PLAN										
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
LESS CAPITAL PROGRAMME											
Purchase Buildings	(2,593,575)	(2,255,503)	(656,666)	(968,285)	(2,396,393)	(684,016)	(16,012)	(1,299,622)	(913,922)	(358,782)	(1,791,454)
Infrastructure Assets - Roads	(11,827,506)	(2,597,197)	(4,982,507)	(4,383,184)	(3,275,252)	(2,981,449)	(2,711,338)	(2,785,786)	(2,625,506)	(2,836,436)	(3,528,255)
Infrastructure Assets - Footpaths	(160,000)	(50,000)	0	(110,000)	0	0	0	0	0	0	0
Infrastructure Assets - Airports	(26,000)	(20,000)	(58,000)	(550,000)	(63,000)	(1,430,000)	(2,794,900)	(157,000)	(14,000)	0	(100,000)
Infrastructure Assets - Other	(1,247,298)	(137,000)	(492,000)	(58,000)	(54,000)	(30,000)	(48,000)	(115,000)	(271,000)	(3,650,000)	(75,000)
Purchase Plant and Equipment	(745,000)	(729,500)	(1,017,000)	(455,000)	(1,010,000)	(579,000)	(108,000)	(809,000)	(840,000)	(872,000)	(810,999)
Purchase Furniture and Equipment	(43,600)	(28,000)	(6,000)	(6,000)	(6,000)	(48,000)	(6,000)	(6,000)	(6,000)	(6,000)	(26,000)
Proceeds from Sale of Assets	241,800	182,000	275,000	100,000	249,000	168,000	42,000	330,000	271,000	240,000	245,000
Contributions for the Development of Assets	8,283,453	100,000	1,275,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497	625,497
Repayment of Debt - Loan Principal	(3,403,699)	(578,498)	(503,729)	(516,322)	(529,230)	(1,398,466)	(1,608,887)	(2,580,443)	(3,374,387)	(2,049,578)	(2,226,200)
Transfer to Reserves	(11,521,425)	(6,113,698)	(6,165,405)	(6,321,294)	(6,459,378)	(6,357,434)	(6,625,640)	(6,797,354)	(7,148,318)	(8,907,299)	(7,687,411)
<i>Sub Total</i>	(2,593,575)	(2,255,503)	(656,666)	(968,285)	(2,396,393)	(684,016)	(16,012)	(1,299,622)	(913,922)	(358,782)	(1,791,454)
LESS FUNDING FROM											
Loans	0	0	0	0	0	0	0	0	0	0	0
Reserves	1,394,681	0	0	0	0	0	0	0	0	1,503,776	0
Opening Surplus/(Deficit)	6,353,095	0	0	0	0	0	0	0	0	0	0
Closing (Surplus)/Deficit	0	0	0	0	0	0	0	0	0	0	0
TO BE MADE UP FROM RATES	(3,935,465)	(4,130,988)	(4,254,798)	(4,382,322)	(4,513,671)	(4,648,962)	(4,788,310)	(4,931,840)	(5,079,675)	(5,231,945)	(5,388,784)