



Long Term Financial Plan

2024/2025 to 2033/2034

TABLE OF CONTENTS

1	Introduction	1
2	Long Term Financial Forecasts	3
2.1	Informing Strategies and Price indicators.....	3
2.2	Summary of Financial Plan.....	5
2.2.1	Rate Setting Statement.....	6
2.2.2	Key Performance Indicators/Ratios.....	8
2.2.3	Capital Projects.....	10
2.3	Debt Management	15
2.4	Cash Reserves	16
3	Implementation and Review of the Long Term Financial Plan.....	16

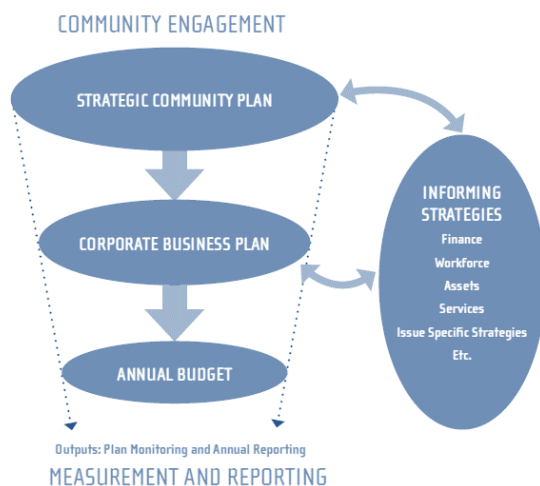
1 Introduction

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables the Shire to set priorities, based on its resourcing capabilities, for the delivery of short, medium and long term community priorities.

The Long Term Financial Plan is a ten year rolling plan that informs the Strategic Community and Corporate Business Plan priorities. From these planning processes, Annual Budgets that are aligned with strategic objectives can be developed.

This Plan indicates the Shire’s long term financial sustainability, allows early identification of financial issues and their longer term impacts, shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the community.

The following figure illustrates how the Long Term Financial Plan informs the Integrated Planning and Reporting Framework.



The Shire of Trayning’s Strategic Community and Corporate Business Plan sets out the vision, aspirations and objectives for the community over the next 10 years. It is the principal strategy and planning document. This means that it governs all of the work that the Shire undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of the community. The clear direction set by the Council ensures asset and service provision is focused to meet the requirements of the community, now and into the future.

Shire of Trayning Vision

The Shire of Trayning is an active, safe and vibrant community that works together with honesty and is respectful of the values of all. We are committed to a progressive, diverse and profitable community that supports healthy lifestyles sustained by good social values. Our natural assets are valued, protected and enhanced for future generations.

Shire of Trayning Reporting Programs

GOVERNANCE

Administration and operation of facilities and services to members of Council. Other costs relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific Council services.

GENERAL PURPOSE FUNDING

Rates, general purpose government grants and interest revenue.

LAW, ORDER, PUBLIC SAFETY

Supervision and enforcement of various local laws, fire prevention, animal control and other aspects of public safety including emergency services.

HEALTH

Food quality and pest control, immunisation services and community health service inspection.

EDUCATION AND WELFARE

Operation of Home and Community Care services, assistance to playgroups and other voluntary services.

HOUSING

Control and maintenance of staff and other rental housing, including aged accommodation units.

COMMUNITY AMENITIES

Refuse collection services, operation of refuse sites, maintenance of cemeteries, septic tank inspection, storm water drainage maintenance and regional development.

RECREATION AND CULTURE

Maintenance of public halls, community centres, aquatic centre, recreation facilities and reserves, operation of library and preparation of Shire history.

TRANSPORT

Construction and maintenance of streets and roads, cleaning and lighting of streets, depot maintenance, airstrip maintenance and vehicle licensing services.

ECONOMIC SERVICES

Regulation and provision of tourism, area promotion, building control, noxious weeds, vermin control and economic services.

OTHER PROPERTY & SERVICES

Private works operations, plant repair and operation costs and engineering operation costs.

Service Levels

It is proposed that existing service levels will be maintained for all operational areas in formulating this plan. However, the Strategic Community and Corporate Business Plan does include the review of a number of service areas which has yet to occur which may impact on future versions of the long term financial plan, eg public halls, recreational precinct, road works, police licencing and resource sharing.

Asset Management

The Shire has developed a strategic approach to asset management and prepared an asset management plan based on the total life cycle of assets. The Asset Management Plan will assist the Council in predicting infrastructure consumption and asset renewal needs, and identify the cost required to renew or preserve the asset (renewal gap).

Asset acquisitions and capital works projects included in the Long Term Financial Plan are funded from rate revenue, specific cash reserves and government grants.

2 Long Term Financial Forecasts

2.1 Informing Strategies and Price indicators

This plan has been prepared to support the strategic planning process for the Shire. The plan addresses the operating and capital needs placed on the Shire over the next 10 years.

The plan will be reviewed internally every 12 months to reflect the prevailing economic conditions and changing community needs placed on the Shire. In compiling this long term plan, consideration has been given to the economic drivers that will influence the future cost of providing facilities and services. The values disclosed in this plan therefore represent estimated future prices and costs.

This long-term strategic financial plan is set against economic uncertainty. The plan addresses operating and capital renewal of the period 2024/25 and concluding in 2034/35.

This plan represents a financial solution to meeting the competing demands of services and facilities to the community. There are numerous ways that will enable the Shire to achieve its objectives. This plan balances the funding needs of renewal and new infrastructure assets, existing services against rating expectations, reasonable fees, debt leverage and the use of accumulated funds held in reserve accounts.

The following estimated increases in key local government income and costs over the next three years have been used:

	2024/2025	2025/2026	2026/2027 onwards
CPI	3.6%	3.1%	2.6%
Employee costs	3.8%	3.5%	3.3%
Rates (as per existing LTFP)	CPI + 1%	CPI + 1%	CPI + 1%
Regular Grants	CPI	CPI	CPI
Regional Road Group & Roads to Recovery Capital Grants	No change	No change	No change

Informing Plans and Policies

To assist in the implementation and activation of the Shire's Strategic Community and Corporate Business Plan this financial plan considers the Shire's current and future financial resources capacity.

The Asset Management Plan was developed at the same time as the Long Term Financial Plan to ensure that planned asset renewal is reflected and available within both Plans.

The Long Term Financial Plan will guide the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure.

Financial Strategies and Principles

The following assumptions have been applied in formulating the financial strategies underpinning the Long Term Financial Plan. These include:

- Continuous improvement in the financial capacity and sustainability of the Shire through:
 - Strengthening results to ensure financial sustainability
 - Prudent use of debt
 - Accumulate funds to meet the cash flow demands for asset renewal etc
- The maintenance of a fair and equitable rating structure
- Maintaining or improving service level standards
- Maintaining/Increasing funding for asset maintenance and renewal

Key Income/Expenditure Increase Assumptions

Component	2024/25	2025/26	2026/27	2027 onwards
Employee costs	3.8%	3.5%	3.3%	3.3%
Materials & contracts	3.6%	3.1%	2.6%	2.6%
Other Costs	3.6%	3.1%	2.6%	2.6%
Rates	4.6%	4.1%	3.6%	3.6%
Regular Grants	3.6%	3.1%	2.6%	2.6%

2.2 Summary of Financial Plan

Rate Setting Statement

This statement summarises the operating, capital, debt and reserves transactions. It utilises the same reporting procedures required formulating the Shire's annual budget under the Local Government Act 1995. The plan identifies the funds necessary to balance the budget in each financial year.

The Rate Setting Statement for the Shire has been prepared in two formats; by nature/type and by program.

Rate Setting Statement by Nature/type - identifies the inputs by nature of the revenue or expense. Descriptions are defined by Regulation under the Local Government Act 1995.

Rate Setting Statement by Program - identifies the cost of goods and services provided and the extent to which those costs are recovered from revenues. Programs are defined by Regulation under the Local Government Act 1995.

The Rates Setting Statement is prepared on an accrual basis. This process recognises income as it is earned and expenses as they are incurred. In addition it makes adjustments for unearned income, credit sales, re-payments, accrued expenses and non-cash provisions (ie depreciation and leave entitlements). This method provides a more accurate reflection of the transactions which actually occurred during the accounting period, and is a better reflection of the actual business activities undertaken by the Shire.

2.2.1 Rate Setting Statement

Rates Setting Statement - By Nature & Type											
	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	
OPERATING ACTIVITIES											
Net current assets at start of financial year - surplus/(deficit)	-	-	0	0	0	0	0	0	0	0	0
Revenue from operating activities (excluding rates)											
Operating grants, subsidies and contributions	2,465,936	2,542,380	2,608,481	2,676,302	2,745,886	2,817,279	2,890,528	2,965,682	3,042,789	3,121,902	
Fees and charges	258,821	267,922	276,149	287,602	299,353	306,410	318,650	326,208	333,963	341,919	
Interest earnings	31,737	33,320	32,271	38,492	41,137	46,437	36,540	44,967	55,377	75,611	
Other revenue	29,564	30,357	31,042	31,745	32,467	33,207	33,966	34,745	35,545	36,365	
Profit on asset disposals	4,133	4,133	4,133	4,133	4,133	4,133	4,133	4,133	4,133	4,133	
	2,790,190	2,878,111	2,952,076	3,038,274	3,122,975	3,207,466	3,283,817	3,375,735	3,471,806	3,579,929	
Expenditure from operating activities											
Employee costs	(1,125,719)	(1,164,922)	(1,205,837)	(1,242,042)	(1,289,886)	(1,329,524)	(1,367,585)	(1,403,735)	(1,446,587)	(1,501,234)	
Materials & contracts	(1,203,267)	(1,173,744)	(1,208,805)	(1,277,365)	(1,259,577)	(1,318,504)	(1,339,628)	(1,416,886)	(1,443,519)	(1,476,716)	
Utility charges	(130,715)	(133,968)	(137,303)	(140,720)	(144,223)	(147,814)	(151,494)	(155,266)	(159,133)	(163,096)	
Depreciation on non-current assets	(2,740,662)	(2,855,747)	(2,965,217)	(3,070,309)	(3,176,380)	(3,277,579)	(3,401,014)	(3,502,019)	(3,615,136)	(3,737,334)	
Interest expenses	(56,351)	(50,359)	(44,832)	(39,844)	(34,647)	(29,229)	(23,668)	(18,129)	(12,345)	(6,562)	
Insurance expenses	(146,031)	(156,578)	(163,546)	(168,295)	(173,184)	(178,216)	(183,394)	(188,723)	(194,208)	(199,854)	
Other expenditure	(94,453)	(105,485)	(95,242)	(109,045)	(98,895)	(112,793)	(102,741)	(116,739)	(106,789)	(120,892)	
Loss on asset disposals	(32,212)	(8,109)	(8,109)	(8,109)	(8,109)	(8,109)	(8,109)	(8,109)	(8,109)	(8,109)	
	(5,529,410)	(5,648,912)	(5,828,892)	(6,055,729)	(6,184,902)	(6,401,768)	(6,577,631)	(6,809,605)	(6,985,825)	(7,213,797)	
Non-cash amounts excluded from operating activities											
Less: Profit on asset disposals	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	
Less: Movement in employee liabilities associated with restricted	5,600	5,740	5,883	6,030	6,181	6,335	6,494	6,656	6,823	6,993	
Add: Loss on disposal of assets	32,212	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	
Add: Depreciation on assets	2,740,662	2,855,747	2,965,217	3,070,309	3,176,380	3,277,579	3,401,014	3,502,019	3,615,136	3,737,334	
Amount attributable to operating activities	35,121	94,662	98,261	62,860	124,611	93,588	117,669	78,780	111,916	114,436	
INVESTING ACTIVITIES											
Non-operating grants, subsidies and contributions	924,599	665,489	629,026	637,889	622,026	878,958	844,007	864,932	884,007	867,632	
Purchase property, plant and equipment	(432,454)	(578,495)	(168,842)	(450,538)	(485,000)	(1,545,325)	(660,296)	(684,368)	(171,767)	(1,158,080)	
Purchase and construction of infrastructure	(1,710,346)	(1,752,250)	(1,604,989)	(1,604,989)	(1,600,024)	(1,589,095)	(1,540,271)	(1,606,291)	(1,617,321)	(1,642,812)	
Proceeds from disposal of assets	91,600	297,000	12,000	132,000	175,000	342,000	80,000	215,000	0	137,000	
Proceeds from self supporting loans	2,662	0	0	0	0	0	0	0	0	0	
Amount attributable to investing activities	(1,123,939)	(1,368,256)	(1,132,805)	(1,285,639)	(1,287,998)	(1,913,462)	(1,276,560)	(1,210,727)	(905,081)	(1,796,260)	
FINANCING ACTIVITIES											
Repayment of borrowings	(149,472)	(132,829)	(129,887)	(134,987)	(140,306)	(145,849)	(129,829)	(135,507)	(141,432)	(46,354)	
Proceeds from new loans	0	0	0	0	0	0	0	0	0	275,656	
Transfers to cash backed reserves (restricted assets)	(148,588)	(163,304)	(244,141)	(141,246)	(267,316)	(185,956)	(332,235)	(411,458)	(849,360)	(348,641)	
Transfers from cash backed reserves (restricted assets)	80,000	209,718	0	40,126	60,000	586,669	0	0	45,000	0	
Amount attributable to financing activities	(218,060)	(86,415)	(374,028)	(236,107)	(347,622)	254,864	(462,064)	(546,965)	(945,792)	(119,339)	
Estimated amount to be raised from general rates	1,306,878	1,360,009	1,408,573	1,458,885	1,511,009	1,565,010	1,620,954	1,678,912	1,738,957	1,801,163	
Net current assets at end of financial year - surplus/(deficit)	(0)	(0)	0	(0)	(0)	(0)	(0)	0	0	0	

Rates Setting Statement - By Program

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
OPERATING ACTIVITIES										
Net current assets at start of financial year - surplus/(deficit)	0	(0)	(0)	0	(0)	(0)	(0)	(0)	0	0
Revenue from operating activities (excluding rates)										
Governance	10,744	11,077	11,365	11,660	11,963	12,274	12,594	12,921	13,257	13,602
General purpose funding	1,687,972	1,741,144	1,784,489	1,836,259	1,885,637	1,938,885	1,978,183	2,037,083	2,099,278	2,172,645
Law, order, public safety	6,172	6,236	6,292	6,349	6,407	6,467	6,529	6,592	6,657	6,723
Health	118,036	120,858	123,299	125,802	128,371	131,007	133,711	136,486	139,332	142,253
Education and welfare	10,643	10,973	11,259	11,551	11,852	12,160	12,476	12,800	13,133	13,475
Housing	107,775	111,116	114,005	121,969	125,140	128,394	136,732	140,287	143,934	147,677
Community amenities	56,923	60,632	64,197	65,866	67,578	69,335	71,138	72,987	74,885	76,832
Recreation and culture	7,280	7,249	7,438	7,631	7,829	8,033	8,242	8,456	8,676	8,901
Transport	726,208	748,592	767,948	787,807	808,183	829,088	850,537	872,544	895,122	918,288
Economic services	33,859	34,893	35,788	36,705	42,646	43,742	44,866	46,020	47,204	48,418
Other property and services	24,578	25,340	25,999	26,675	27,368	28,080	28,810	29,559	30,328	31,116
	2,790,190	2,878,111	2,952,076	3,038,274	3,122,975	3,207,466	3,283,817	3,375,735	3,471,806	3,579,929
Expenditure from operating activities										
Governance	(478,355)	(526,588)	(505,493)	(549,652)	(526,915)	(571,448)	(560,178)	(611,556)	(598,715)	(637,176)
General purpose funding	(80,321)	(78,726)	(79,926)	(94,429)	(83,755)	(91,246)	(89,358)	(92,894)	(95,706)	(97,042)
Law, order, public safety	(102,391)	(105,324)	(106,726)	(109,046)	(110,305)	(112,638)	(115,757)	(118,865)	(121,469)	(123,026)
Health	(189,158)	(194,543)	(198,831)	(203,508)	(207,942)	(212,830)	(217,944)	(223,303)	(228,610)	(233,692)
Education and welfare	(97,977)	(100,599)	(101,895)	(104,002)	(105,196)	(107,319)	(109,762)	(112,562)	(114,928)	(116,396)
Housing	(209,555)	(212,271)	(213,353)	(214,804)	(215,638)	(219,200)	(220,771)	(222,534)	(224,872)	(235,571)
Community amenities	(266,112)	(319,916)	(368,932)	(379,039)	(388,419)	(401,996)	(413,249)	(425,042)	(436,606)	(447,443)
Recreation and culture	(828,569)	(847,962)	(863,047)	(879,494)	(895,297)	(912,305)	(930,474)	(950,071)	(969,035)	(987,432)
Transport	(3,050,297)	(3,031,690)	(3,155,554)	(3,281,083)	(3,406,347)	(3,521,971)	(3,648,087)	(3,773,931)	(3,910,719)	(4,045,631)
Economic services	(223,685)	(228,164)	(231,967)	(237,402)	(241,788)	(247,414)	(268,524)	(275,170)	(281,371)	(286,554)
Other property and services	(2,989)	(3,128)	(3,167)	(3,270)	(3,299)	(3,400)	(3,526)	(3,678)	(3,793)	(3,834)
	(5,529,410)	(5,648,912)	(5,828,892)	(6,055,729)	(6,184,902)	(6,401,768)	(6,577,631)	(6,809,605)	(6,985,825)	(7,213,797)
Non-cash amounts excluded from operating activities										
Less: Profit on asset disposals	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)	(4,133)
Less: Movement in employee liabilities associated with restricted cash	5,600	5,740	5,883	6,030	6,181	6,335	6,494	6,656	6,823	6,993
Add: Loss on disposal of assets	32,212	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109	8,109
Add: Depreciation on assets	2,740,662	2,855,747	2,965,217	3,070,309	3,176,380	3,277,579	3,401,014	3,502,019	3,615,136	3,737,334
Amount attributable to operating activities	35,121	94,662	98,261	62,860	124,611	93,588	117,669	78,780	111,916	114,436

Rates Setting Statement - By Program Continued

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
INVESTING ACTIVITIES										
Non-operating grants, subsidies and contributions	924,599	665,489	629,026	637,889	622,026	878,958	844,007	864,932	884,007	867,632
Governance	0	0	0	0	0	0	0	0	0	0
Health	0	13,500	0	15,863	0	18,225	0	20,925	0	23,625
Housing	0	0	0	0	0	0	0	0	0	0
Recreation and culture	11,000	0	7,000	0	0	0	0	0	0	0
Transport	913,599	651,989	622,026	622,026	622,026	844,007	844,007	844,007	884,007	844,007
Purchase property, plant and equipment	(432,454)	(578,495)	(168,842)	(450,538)	(485,000)	(1,545,325)	(660,296)	(684,368)	(171,767)	(1,158,080)
Purchase and construction of infrastructure	(1,710,346)	(1,752,250)	(1,604,989)	(1,604,989)	(1,600,024)	(1,589,095)	(1,540,271)	(1,606,291)	(1,617,321)	(1,642,812)
Proceeds from disposal of assets	91,600	297,000	12,000	132,000	175,000	342,000	80,000	215,000	0	137,000
Proceeds from self supporting loans	2,662	0	0	0	0	0	0	0	0	0
Amount attributable to investing activities	(1,123,939)	(1,368,256)	(1,132,805)	(1,285,639)	(1,287,998)	(1,913,462)	(1,276,560)	(1,210,727)	(905,081)	(1,796,260)
FINANCING ACTIVITIES										
Repayment of borrowings	(149,472)	(132,829)	(129,887)	(134,987)	(140,306)	(145,849)	(129,829)	(135,507)	(141,432)	(46,354)
Proceeds from new loans	0	0	0	0	0	0	0	0	0	275,656
Transfers to cash backed reserves (restricted assets)	(148,588)	(163,304)	(244,141)	(141,246)	(267,316)	(185,956)	(332,235)	(411,458)	(849,360)	(348,641)
Transfers from cash backed reserves (restricted assets)	80,000	209,718	0	40,126	60,000	586,669	0	0	45,000	0
Amount attributable to financing activities	(218,060)	(86,415)	(374,028)	(236,107)	(347,622)	254,864)	(462,064)	(546,965)	(945,792)	(119,339)
Estimated amount to be raised from general rates	1,306,878	1,360,009	1,408,573	1,458,885	1,511,009	1,565,010	1,620,954	1,678,912	1,738,957	1,801,163
Net current assets at end of financial year - surplus/(deficit)	(0)	(0)	0	(0)	(0)	(0)	(0)	0	0	0

2.2.2 Key Performance Indicators/Ratios

Ratios

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
OPERATING SURPLUS RATIO										
Operating Revenue	4,097,068	4,238,119	4,360,649	4,497,159	4,633,985	4,772,475	4,904,771	5,054,647	5,210,763	5,381,093
Less Operating Exp including interest & depn	- 5,529,410	- 5,648,912	- 5,828,892	- 6,055,729	- 6,184,902	- 6,401,768	- 6,577,631	- 6,809,605	- 6,985,825	- 7,213,797
= Net Operating Surplus	- 1,432,342	- 1,410,792	- 1,468,242	- 1,558,570	- 1,550,917	- 1,629,293	- 1,672,860	- 1,754,958	- 1,775,062	- 1,832,704
Divided by Own Source Revenue (Excl Grants)	1,631,132	1,695,740	1,752,168	1,820,858	1,888,099	1,955,196	2,014,243	2,088,965	2,167,974	2,259,191
Ratio target (+ve) Between 0% and 15%	-88%	-83%	-84%	-86%	-82%	-83%	-83%	-84%	-82%	-81%
OWN SOURCE REVENUE COVERAGE RATIO										
Own source operating revenue	1,631,132	1,695,740	1,752,168	1,820,858	1,888,099	1,955,196	2,014,243	2,088,965	2,167,974	2,259,191
Divided by total expenses	5,529,410	5,648,912	5,828,892	6,055,729	6,184,902	6,401,768	6,577,631	6,809,605	6,985,825	7,213,797
Ratio target > or = to 40%	29%	30%	30%	30%	31%	31%	31%	31%	31%	31%
DEBT SERVICE COVERAGE RATIO										
Operating Surplus before Interest & Depreciation = Operating Revenue	4,097,068	4,238,119	4,360,649	4,497,159	4,633,985	4,772,475	4,904,771	5,054,647	5,210,763	5,381,093
Less Operating Expenses	- 5,529,410	- 5,648,912	- 5,828,892	- 6,055,729	- 6,184,902	- 6,401,768	- 6,577,631	- 6,809,605	- 6,985,825	- 7,213,797
Except Interest Expense and Depreciation = OSBID	2,797,013	2,906,106	3,010,049	3,110,153	3,211,027	3,306,808	3,424,682	3,520,147	3,627,481	3,743,896
Divided by Principal and Interest	1,364,671	1,495,314	1,541,807	1,551,583	1,660,110	1,677,515	1,751,821	1,765,189	1,852,419	1,911,192
Ratio target > or = 2	6.63	8.16	8.82	8.87	9.49	9.58	11.41	11.49	12.05	36.12
ASSET SUSTAINABILITY RATIO										
Capital Renewal Expenditure	1,816,538	2,310,745	1,753,831	2,035,527	2,065,024	2,514,420	2,180,567	2,270,659	1,769,088	2,080,892
Divided by Depreciation Expense	2,740,662	2,855,747	2,965,217	3,070,309	3,176,380	3,277,579	3,401,014	3,502,019	3,615,136	3,737,334
Ratio Target 90% to 100%	66%	81%	59%	66%	65%	77%	64%	65%	49%	56%
ASSET RENEWAL FUNDING RATIO										
Planned Renewal Expenditure	1,816,538	2,310,745	1,753,831	2,035,527	2,065,024	2,514,420	2,180,567	2,270,659	1,769,088	2,080,892
Asset Management Plan Projections	1,713,327	1,749,431	1,779,100	1,754,495	1,786,091	1,749,970	1,783,994	1,740,249	1,742,850	1,817,515
Ratio target 95% to 105%	106%	132%	99%	116%	116%	144%	122%	130%	102%	114%

2.2.3 Capital Projects

Job No	Description	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Buildings											
BC92	House Lot 60 Glass Street - blinds & floor coverings	4,336									
BC01	Provision for Solar Panel Projects (subject to Grant Funding)	55,000			44,705		122,161	220,296			
BC34	YELBENI MUSEUM WYALKATCHEM-TRAYNING RD	1,408		2,583	2,416						
	BOWLING CLUB EQUIPMENT SHED RECREATION GROUND SUTHERLAND ST						9,759				
4121540	New Crib & Safety Infrastructure for Depot	80,000		83,317	51,886				151,368	151,767	
	FIRE BRIGADE SHED LAMOND ST						16,726				
	<i>DFES Grant Funding</i>						16,726				
BC52	Aged Persons Units - Split Systems for Bedroom 1	13,200									
BC91	PUBLIC TOILET INFORMATION BAY RESERVE OFF MAIN RD	1,458	6,684		1,648		3,679				
BC36	CARAVAN PARK - CHALETS						600,000				
BC06	NINGHAN FITNESS CENTRE KELLERBERRIN/BENCUBBIN RD		15,187		4,747						
BC16	Kununoppin Sports Ground Pavilion Flooring	20,000									
	CHEMICAL SHED RECREATION GROUND SUTHERLAND ST		16,624		890						
BC85	Trayning Recreation Ground Ablution Block	7,052		12,942	12,105						
	SIGNAGE & GARDENS SHED WORKS DEPOT CNR RAILWAY & ADAMS ST				6,178						
	MACHINERY SHED & ENGINEERING SHED WORKS DEPOT CNR RAILWAY & ADAMS ST				16,963						97,017
	Community Recreation Centre - Trayning Sports Club										58,063
BC02	Construct Staff House										700,000
Total Building Capex		182,454	38,495	98,842	141,538	-	752,325	220,296	151,368	151,767	855,080
Total Capital Grants		-	-	-	-	-	16,726	-	-	-	-
Furniture & Equipment											
Total Furniture & Equipment		-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000

Job No	Description	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035
Plant & Equipment												
	Steel Roller								170,000			
	Trade In								60,000			
	Loader						315,000					
	Trade In						120,000					
	Utility KTY1890				50,000						55,000	
	Trade In				10,000						15,000	
	Skid Steer Loader	230,000						250,000				
	Trade In	5,000						40,000				
	8 Wheel Truck		270,000									
	Trade In		160,000									
	Side Tipper											100,000
	Trade In											20,000
	Tandem Dolly											40,000
	Trade In											5,000
	4x4 Dual Cab Utility KTY077				40,000							50,000
	Trade In				8,000							12,000
	Grader					370,000						390,000
	Trade In					150,000						160,000
	Tractor											
	Trade In	70,000										
	4x4 Crew Cab Ute KTY080			50,000					55,000			
	Trade In			12,000					14,000			
	Single cab ute KTY4180		30,000						35,000			
	Trade In		7,000						7,000			
	CEO Prado Wagon		65,000		68,500		72,000		76,000		80,000	
	Trade In		45,000		45,000		45,000		45,000		45,000	
	Dr Prado Wagon	-	65,000	-	68,500	-	72,000	-	76,000	-	80,000	-
	Trade In		45,000		45,000		45,000		45,000		45,000	
	Works Supervisor Dual Cab Hilux		60,000		62,000		64,000		66,000		68,000	
	Trade In		30,000		32,000		32,000		32,000		32,000	
	Excavator					95,000						
	Trade In					25,000						
	Multi Tyred Roller							170,000				
	Trade In							40,000				
	4x2 Utility KTY1700		30,000						35,000			
	Trade In		10,000						12,000			
	Wood chipper	20,000										80,000
	Flail mower											
	Trade In	12,000										
	Water Truck											50,000
	Trade In											20,000
	Loader						250,000					
	Trade In						100,000					
Total Capital Expenditure - Plant & Equipment		250,000	520,000	50,000	289,000	465,000	773,000	420,000	513,000	-	283,000	710,000
Total Proceeds - Plant & Equipment		87,000	297,000	12,000	132,000	175,000	342,000	80,000	215,000	-	137,000	205,000

Job No	Description	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Infrastructure Roads											
Council Funded											
RCC001	Walker Street									180	
RCC005	Mandiga Trayning Road							171,295			
RCC006	Smeeton Road		19,012								
RCC010	Gents Road				156,935						
RCC011	Moujakine Road			82,037							
RCC012	Yelbeni South East Road					142,456					16,852
RCC013	Minniberri Road							1,787			
RCC013	Gabbin Trayning Road		59,597							26,912	
RCC014	Gale Road							138,489		56,480	
RCC015	Couper Street				15,857						
RCC017	Mary Street								73,035		
RCC018	Swampwell		6,432								
RCC018	Railway Street										29,152
RCC019	Trayning North Road	27,724					48,082				
RCC020	Riley Road							46,241			75,360
RCC021	McAndrew Road							1,276			
RCC022	Lairds Road										2,260
RCC024	Mulcahy Road					45,369				16,254	
RCC025	Dunkley Road					51,573					
RCC26	Perks-O'Meara Road					31,702					
RCC027	Goldfields Road		8,956								
RCC028	Purdy Road								165,184	93,185	
RCC029	Hewitt Street				1,113						
RCC032	Huandanning Road						147,982		164,406		
RCC35	Welbungin South Road						25,172				
RCC033	Letchford Road										4,070
RCC037	Billyacatting Road									46,591	
RCC038	Tilbrook Road	-		116,582							
RCC039	Alexander Street									4,320	
RCC040	Fleming Road									70,681	
RCC041	Appleyard Road Kununoppin										77,172
RCC042	Coronation Street				15,466						
RCC043	Travers Road					13,266					
RCC046	Wilson Street							41,484			
RCC051	Sutton Road		36,690								
RCC052	Couper Road		40,154								
RCC059	Mullins Road		16,380								
RCC071	Jubilee Street								33,758		
RCC072	Sutherland Street	-							32,166		
RCC074	Riley Street				24,943						
RCC081	Lamond Street				10,335				19,411	6,480	
RCC087	Nalkain Road		30,060								
RCC091	King Street				47,007						
RCC095	Barnes Road										4,946
RCC097	Unnamed Road				15,545			4,993			
RCC098	Wright Road						6,496				

Job No	Description	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Roads to Recovery											
RTR007	Doodlakine Kununoppin Road	420,959	451,741		436,891					31,145	
	<i>LRCIP Grant</i>	269,673	29,963	-	-	-	-	-	-	-	-
RTR012	Yelbeni South East Road						189,471				
RTR015	Kellerberrin Yelbeni Road			394,088		433,099					
RTR016	Stapleton Road						179,543				262,465
RTR017	Sherzinger Road	332,536	155,684	129,116							
RTR022	Lairds Road								196,187		
RTR024	Mulcahy Road								184,121		
RTR028	Purdy Road									199,714	
RTR031	Foord Road									247,974	
RTR033	Letchford Road						204,481				227,308
RTR038	Tilbrook Road						25,767	191,610			
RTR095	Barnes Road							197,907			
	<i>Roads to Recovery Grant Funds</i>	292,096	292,096	292,096	292,096	292,096	514,077	514,077	514,077	514,077	514,077
Regional Road Group											
RRG014	Kununoppin-Mukinbudin Road		230,696								
RRG002	Harrod Road	734,737									
RRG001	Kellerberrin Bencubbin Road		406,770	674,495	582,501	639,559	633,379	626,406	469,856	615,562	520,459
RRG077	Leake Street	53,320									
RRG100	Twine Street				56,953				101,248		135,584
	<i>Regional Road Group Grant</i>	312,211	424,977	449,663	426,303	426,373	422,253	417,604	380,736	410,375	437,362
Footpaths											
FCC83	Adam Street Footpath, Kununoppin		49,470		19,012						
FCC05	Hughes Street Footpath, Kununoppin	13,280			29,391						
FCC69	George Street Footpath, Trayning	15,200									
FCC78	Alexander Street, Kununoppin			43,556							
FCC79	Scadden Street Footpath, Kununoppin								27,529	37,035	
FCC81	Lamond Street, Kununoppin						36,472	32,010			
FCC100	Twine Street, Trayning	8,800			12,610				22,000		67,376
FCC101	Kellerberrin-Bencubbin Road, Trayning				35,890						
FCC104	Railway Street, Trayning							20,370			
Total Road Capex		1,606,556	1,511,642	1,439,874	1,460,449	1,357,024	1,496,845	1,473,868	1,488,901	1,452,513	1,423,004
Total Road Grants		873,980	747,036	741,759	718,399	718,469	936,330	931,681	894,813	924,452	951,439

Job No	Description	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Infrastructure Other											
BC75	KUNUNOPPIN COMMUNITY CENTRE PLAYGROUND	10,000						10,216			
BC55	Transfer Station		100,000								
BC04	Waste Oil Facility		41,402								
	CARAVAN PARK & 7 SERVICED GRAVEL CARAVAN BAYS					123,000	92,250				
	SWIMMING POOL CHLORINATOR			93,840	104,540						
BC98	Pioneer Park & Playground	48,159						10,216			
BC80	Multipurpose Courts										100,000
AC01	Airstrip	-	-	-	-	-	-	-	-	119,808	119,808
	<i>Grant Funding</i>									40,000	
	RECREATION GROUND FENCING								117,390		
IO89	RECREATION GROUND LIGHTING		37,188								
BC88	SWIMMING POOL 25M POOL				40,000					45,000	
	SWIMMING POOL FENCING & SHADE SAILS							45,971			
	Bowling Green Shade Sails		62,018								
CEM001	Cemetery Infrastructure Assets					120,000					
	Wheatbelt Rail Trail	45,631		71,275							
	<i>Trails Grant Income</i>	11,000		7,000							
Total Other Infrastructure Capex		103,790	240,608	165,115	144,540	243,000	92,250	66,403	117,390	164,808	219,808
Total Other Infrastructure Grants		11,000	-	7,000	-	-	-	-	-	40,000	-
TOTAL PROPERTY, PLANT & EQUIPMENT CAPEX		432,454	578,495	168,842	450,538	485,000	1,545,325	660,296	684,368	171,767	1,158,080
TOTAL INFRASTRUCTURE CAPEX		1,710,346	1,752,250	1,604,989	1,604,989	1,600,024	1,589,095	1,540,271	1,606,291	1,617,321	1,642,812
TOTAL CAPITAL PROJECTS		2,142,800	2,330,745	1,773,831	2,055,527	2,085,024	3,134,420	2,200,567	2,290,659	1,789,088	2,800,892
Total Renewal		1,816,538	2,310,745	1,753,831	2,035,527	2,065,024	2,514,420	2,180,567	2,270,659	1,769,088	2,080,892
Total New/Upgrade		280,631	20,000	20,000	20,000	20,000	620,000	20,000	20,000	20,000	720,000
Total Capital		2,142,800	2,330,745	1,773,831	2,055,527	2,085,024	3,134,420	2,200,567	2,290,659	1,789,088	2,800,892

2.3 Debt Management

The use of long-term borrowings is strongly influenced by the competing needs of building new community assets, upgrading infrastructure assets, investment decisions and funding projects where insufficient funds are accumulated to meet the capital outlays.

The Shire has low levels of debt and has the capacity to use debt funding in future for large non-recurrent capital works projects that will deliver economic benefits to future generations.

The Shire does not exceed the borrowing thresholds applied to the local government industry. There is one new loan proposed in 2033/2034 for the construction of staff housing.

2.4 Cash Reserves

Cash Reserves are also maintained by the Shire to ease the impact of future capital expenditures in any one year. The principal capital purpose cash reserves are:

Leave Reserve - to be used to fund annual and long service leave requirements

Plant Reserve - to be used for the purchase of major plant

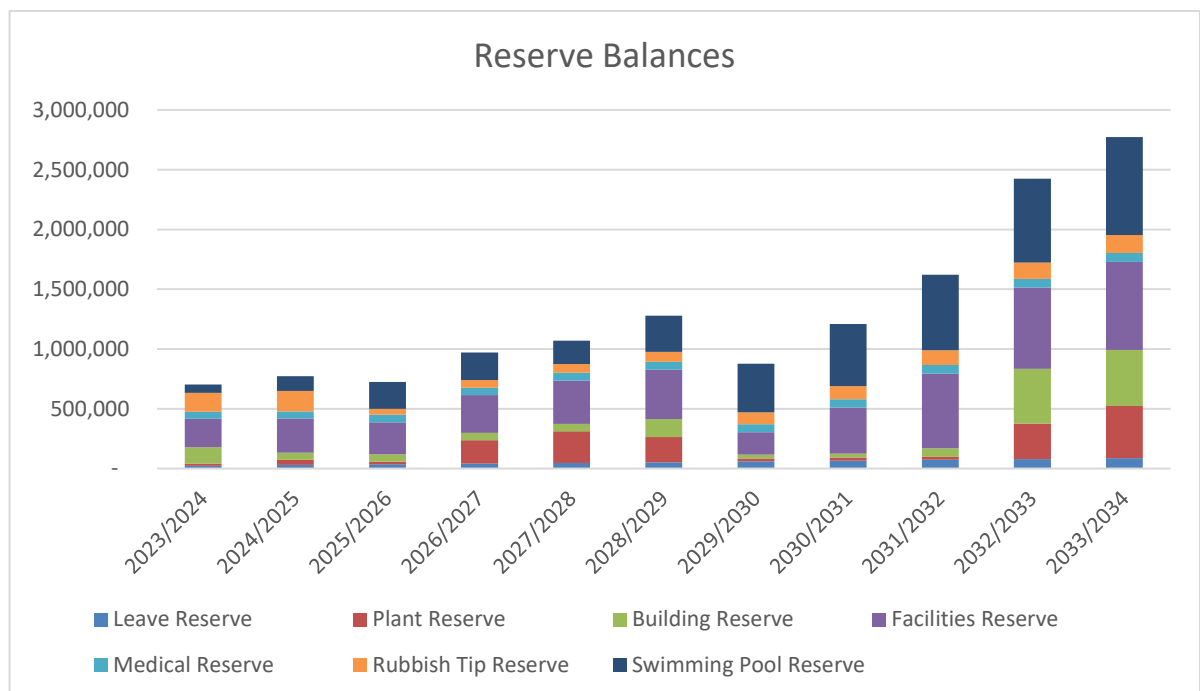
Building Reserve - to be used for the construction or renewal of buildings

Facilities Reserve - to be used for the construction or renewal of facilities

Medical Reserve - to be used to maintain the services of a doctor and other medical services

Rubbish Tip Reserve - to be used to upgrade, expand or close rubbish tips

Swimming Pool Reserve - to be used upgrade or renew the swimming pool and aquatic centre facilities



3 Implementation and Review of the Long Term Financial Plan

The Council will consider the content of the Long Term Financial Plan when preparing the Annual Budget for 2024/2025 and subsequent years, and it is expected that adopted budgets will be closely aligned with the proposals in the Long Term Financial Plan and assumptions underpinning this.

Some minor reviews of the Long Term Financial Plan will occur each year as budgets are prepared to account for performance information and changing circumstances. However, a detailed review is planned for 2026 after the formal review of the Strategic Community and Corporate Business Plan.

The Council is confident that the Long Term Financial Plan will allow the Shire to set priorities within its resourcing capabilities to sustainably deliver the assets and services required by the community.



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