

Long Term Financial Plan

2024/2025 to 2033/2034

TABLE OF CONTENTS

| 1 | Int | trod | uction | 1 |
|---|-----|------|--|----|
| 2 | Lo | ong | Term Financial Forecasts | 3 |
| | 2.1 | Inf | orming Strategies and Price indicators | 3 |
| | 2.2 | Su | mmary of Financial Plan | 5 |
| | 2.2 | 2.1 | Rate Setting Statement | 6 |
| | 2.2 | 2.2 | Key Performance Indicators/Ratios | 8 |
| | 2.2 | 2.3 | Capital Projects | 10 |
| | 2.3 | De | bt Management | 15 |
| | 2.4 | Ca | sh Reserves | 16 |
| 3 | Im | plei | mentation and Review of the Long Term Financial Plan | 16 |

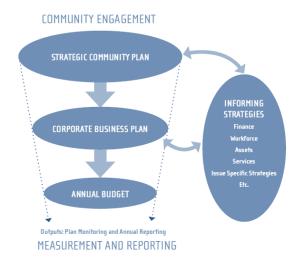
1 Introduction

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) | |
| 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) | | (194,208) | (199,854 |
| Other expenditure | (94,453) | (105,485) | (95,242) | (109,045) | (98,895) | (112,793) | (102,741) | | (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) | (8,10 |
| | (5,529,410) | ., , | ., , | ., , | ., , | ., , | ., , | | ., , | |
| Non-cash amounts excluded from operating activities | (5,525,120) | (5,610,512) | (5,620,652) | (0,055,725) | (0,101,002) | (0,101,700) | (0,577,001) | (0,000,000) | (0,505,025) | (,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |
| 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 | 2,740,002 | 2,855,747 94,662 | 2,903,217 98,261 | 62,860 | 124,611 | 93,588 | 117,669 | | , , | |
| Amount attributable to operating activities | 55,121 | 94,002 | 98,201 | 62,860 | 124,011 | 95,566 | 117,009 | /8,/80 | 111,910 | 114,45 |
| 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 | 867,63 |
| 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 | 137,00 |
| Proceeds from self supporting loans | 2,662 | 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 | | | 275,65 |
| Transfers to cash backed reserves (restricted assets) | (148,588) | (163,304) | (244,141) | (141,246) | (267,316) | (185,956) | (332,235) | - | (849,360) | (348,64) |
| Transfers from cash backed reserves (restricted assets) | 80,000 | 209,718 | (211,212) | 40,126 | 60,000 | 586,669 | (002,200) | | | (010,011 |
| Amount attributable to financing activities | (218,060) | (86,415) | (374,028) | (236,107) | (347,622) | 254,864 | (462,064) | - | (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 | 1,801,16 |
| Net current assets at end of financial year - surplus/(deficit) | 1,500,670 | (0) | 1,400,575 | (0) | (0) | (0) | (0) | 1,070,012 | | |
| = | (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) | | | (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) | | (3,834) |
| | (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 | 5,381,09 |
| 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 | | - 6,985,825 | - 7,213,79 |
| = Net Operating Surplus | - 1,432,342 | - 1,410,792 | - 1,468,242 | | - 1,550,917 | | - 1,672,860 | | - 1,775,062 | |
| 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 | 2,259,19 |
| 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 | 2,259,19 |
| 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 | 7,213,79 |
| 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 | 5,381,0 |
| 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 | - 7,213,7 |
| Except Interest Expense and Depreciation | 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 | 3,743,8 |
| = OSBID | 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 | 1,911,1 |
| Divided by Principal and Interest | 205,823 | 183,188 | 174,719 | 174,831 | 174,953 | 175,078 | 153,497 | 153,636 | 153,777 | 52,9 |
| Ratio target > or = 2 | 6.63 | 8.16 | 8.82 | 8.87 | 9.49 | 9.58 | 11.41 | 11.49 | 12.05 | 36. |
| 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 | 2,080,8 |
| 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 | 3,737,3 |
| Ratio Target 90% to 100% | 66% | 81% | 59% | 66% | 65% | 77% | 64% | 65% | 49% | 56% |
| SSET 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 | 2,080,8 |
| 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 | 1,817,5 |
| 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 | | | | |
| | DFES Grant Funding | | | | | | 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 & ADAM | S ST | | | 16,963 | | | | | | 97,017 |
| | Community Recreation Centre - Trayning Sports Club | | | | | | | | | | 58,063 |
| BC02 | Construct Staff House | | | a la construction de la | | | | | | | 700,000 |
| Total Bui | lding Capex | 182,454 | 38,495 | 98,842 | 141,538 | - | 752,325 | 220,296 | 151,368 | 151,767 | 855,080 |
| Total Cap | ital Grants | | - | | | - | 16,726 | | | - | - |
| Furniture | & Equipment | - | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| - | niture & 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 |

| ReccosMain and and and and and and and and and an | Job No | Description | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 2033/2034 |
|--|------------|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| RC00 Instruction | Infrastruc | ture Roads | | | | | | | | | | |
| RacceImage19/1219/12RC00lenks had19/021 | Council F | unded | | | | | | | | | | |
| RC000Sender Aud19.0219.0319.0419.05 <td>RCC001</td> <td>Walker Street</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>180</td> <td></td> | RCC001 | Walker Street | | | | | | | | | 180 | |
| RC000Instant of the stant of th | RCC005 | Mandiga Trayning Road | | | | | | | 171,295 | | | |
| RC001Mankare fieldR20.07IA.250RC001Mankare field1.7875.8.20RC001Gale frag1.7875.8.20RC001Gale frag138.4895.8.20RC001Gale frag138.4895.8.20RC002Gale frag1.8.205.8.20RC003Gale frag7.3.037.3.03RC004Gale frag7.3.037.3.03RC005Relay frag6.427.3.03RC004Relay frag6.427.3.03RC005Relay frag6.427.3.03RC005Relay frag6.427.3.03RC005Relay frag6.427.3.03RC005Relay frag6.427.3.03RC005Relay frag6.427.3.03RC005Relay frag6.427.3.03RC005Relay frag6.427.3.03RC005Relay frag6.43.137.3.24RC005Relay frag6.43.137.3.24RC005Relay frag6.43.137.3.24RC005Relay frag6.43.137.3.24RC005Relay frag6.43.137.3.24RC005Relay frag11.137.3.24RC005Relay frag11.137.3.24RC005Relay frag11.137.3.24RC006Relay frag11.137.3.24RC007Relay frag7.3.247.3.25RC008Relay frag11.137.3.24RC009Relay frag <t< td=""><td>RCC06</td><td>Smeeton Road</td><td></td><td>19,012</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<> | RCC06 | Smeeton Road | | 19,012 | | | | | | | | |
| RCC02Valent shad142.456142.45615.873RC03Babh Traying Road59.9371.81.84956.32RC03Goad1.81.84957.321.81.84957.32RC03Road5.8577.30.31.81.8497.30.31.81.8497.30.3RC03Road6.427.30.31.81.8497.30.31.81.8497.30.31.81.8497.30.31.81.8497.30.31.81.8497.30.31.81.8497.30.31.81.8497.30.3< | RCC010 | Gents Road | | | | 156,935 | | | | | | |
| RC003Inductiving load10001000Gel koad56,9256,9256,92RC014Gel koad56,9256,92RC015Kay Street56,9273,035RC016May Street73,03556,92RC017Ralper Street73,03556,92RC018Ralper Street73,03555,92RC019Ralper Street46,24175,360RC010Ralper Street46,24175,360RC012Ralper Street46,24175,360RC012Ralper Street45,36916,242RC012Ralper Street16,27372,40RC012Ralper Street16,27372,40RC012Ralper Street16,27372,40RC012Ralper Street16,27372,40RC012Ralper Street16,51431,85RC012Ralper Street147,982164,406RC013Ralper Street147,98246,91RC014Ralper Street11,98246,91RC014Ralper Street11,98246,91RC014Ralper Street12,96472,97RC014Ralper Street13,96573,97RC014Ralper Street14,98214,982RC014Ralper Street14,98214,984RC014Ralper Street14,98214,984RC014Ralper Street14,98214,984RC014Ralper Street14,98214,984RC014Ralper Street | RCC011 | Moujakine Road | | | 82,037 | | | | | | | |
| RC013 constraintabile of payme and p | RCC012 | Yelbeni South East Road | | | | | 142,456 | | | | | 16,852 |
| RCC01 jake ad 138,49 56,40 KCC01 kay Street 73,035 73,035 RCC01 kay Street 73,035 73,035 RCC01 kay Street 73,035 73,035 RCC02 kay Street 73,035 73,035 73,035 RCC02 kay Street 45,241 73,035 75,360 RCC02 kay Kay Street 45,241 75,360 75,360 RCC02 kay Rad 72,724 45,259 72,600 RCC02 kay Rad 85,573 16,254 73,600 RCC02 kay Rad 8,560 16,514 93,185 RCC02 kay Rad 8,560 16,514 93,185 RCC02 kay Rad 1113 147,952 164,406 147,952 RCC03 kay Rad 116,552 144,406 147,952 144,406 147,952 RCC03 kay Rad 116,552 147,952 144,406 147,952 144,406 147,952 144,406 147,952 144,406 147,952 144,406 147,952 144,406 | RCC013 | Minniberri Road | | | | | | | 1,787 | | | |
| RCC01 CO20is and | RCC013 | Gabbin Trayning Road | | 59,597 | | | | | | | 26,912 | |
| RC020 May Street 70,035 R0201 alway Street 2,020 R0202 alway Street 48,082 2,127 R0203 Nation Nath Road 2,724 48,082 75,030 R0204 Nation Nath Road 2,724 48,082 75,030 R0204 Nation Nath Road 2,276 75,030 75,030 R0204 Nation Nath Road 1,276 75,030 <td>RCC014</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>138,489</td> <td></td> <td>56,480</td> <td></td> | RCC014 | | | | | | | | 138,489 | | 56,480 | |
| Reccolswinway6,432ParticleReccolsrayning Morth Road27,72448,08246,24151,573ReccolsMadrare Road27,72448,08246,24175,800ReccolsRecols1,2761,27675,800ReccolsRecols64,5291,6,51475,800ReccolsRecols31,70216,5149,185ReccolsRecols1,17316,1149,185ReccolsRecols1,17916,1149,185ReccolsRecols1,17916,406147,99216,406ReccolsRecols1,17916,406147,99216,406ReccolsReccols1,17916,406147,99216,406ReccolsReccols1,17916,5154,91716,515ReccolsReccols1,17916,5151,1791,179ReccolsReccols1,17916,5151,1791,179ReccolsReccols1,1791,1151,1791,115ReccolsReccols1,1791,1161,1791,116ReccolsRecols1,1151,1151,1171,115ReccolsReccols1,1161,1151,1151,117ReccolsReccols1,1151,1151,1151,115ReccolsRecols1,1161,1151,1151,115ReccolsRecols1,1161,1161,1161,1151,115ReccolsRecols1,11 | RCC015 | Couper Street | | | | 15,857 | | | | | | |
| Reccise alway Street 32,724 44,082 32,734 Reccise 146,741 46,021 32,736 Reccise 146,741 32,736 32,736 Reccise 146,741 32,736 32,736 Reccise 146,741 32,736 32,736 32,736 Reccise 146,741 32,736 | RCC017 | Mary Street | | | | | | | | 73,035 | | |
| Reccond Finding Month Reade 48,082 ************************************ | RCC018 | Swampwell | | 6,432 | | | | | | | | |
| Recciserepring horh hoad27,2448,082 | RCC018 | Railway Street | | | | | | | | | | 29,152 |
| RC0200 Nilvy Road 62,41 75,50 RC0201 Micharew Road 62,624 75,200 RC0202 Link Road 62,563 16,254 RC0203 Nicharew Road 51,573 16,254 RC0204 Nicharew Road 63,070 16,254 RC0205 Nicharew Road 8,565 16,254 91,85 RC0205 Nicharew Road 11,133 16,154 91,85 RC0205 Nicharew Road 147,982 164,466 16,792 16,910 <td>RCC019</td> <td></td> <td>27,724</td> <td></td> <td></td> <td></td> <td></td> <td>48,082</td> <td></td> <td></td> <td></td> <td></td> | RCC019 | | 27,724 | | | | | 48,082 | | | | |
| RC002 Midrate Mod 1,276 2,260 RC024 Midra Mod 45,369 45,249 RC025 Parko Maga 51,573 16,254 RC026 Parko Maga 31,702 16,254 RC026 Parko Maga 31,702 16,154 RC027 Parko Maga 161,702 91,702 RC028 Parko Maga 147,982 164,066 RC030 Hourd Info Road 147,982 164,066 RC030 Hourd Info Road 165,182 46,91 RC030 Hourd Info Road 165,182 46,91 RC030 Hourd Info Road 165,182 45,91 RC030 Hourd Info Road 16,592 45,91 RC040 Info Road 13,266 77,72 RC040 RC040 13,266 77,72 RC040 Info Road 14,484 14,484 RC040 Info Road 14,484 14,484 RC040 Info Road Info Road 14,484 RC040 Info Road Info Road Info Road RC040 | RCC020 | | | | | | | | 46,241 | | | 75,360 |
| RC020 Mukalay Kand 45,869 16,254 RC020 Parks Okaga Road 51,573 14,000 RC020 Forks Okaga Road 8,950 147,982 165,184 9,185 RC020 Hewit Street 147,982 164,406 9,185 147,982 164,406 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 164,006 147,982 165,913 147,922 164,006 147,923 164,913 147,923 147,933 143,93 147,923 | RCC021 | | | | | | | | | | | |
| RCC20 Porkey Road 51,573 RCC20 Porkey Road 31,702 RCC20 Porkey Road 8,561 RCC20 Porkey Road 165,184 9,185 RCC20 Porkey Road 147,982 164,046 147,982 164,046 RCC20 Porkey Road 147,982 164,046 46,591 46,591 RCC20 Porkey Road 111,582 46,591 46,591 46,591 RCC20 Porkey Road 116,582 46,591 46,591 77,172 RCC20 Porkey Road 116,582 77,172 70,681 77,172 RCC20 Porkey Road 13,266 71,145 74,145 74,145 74,145 74,145 74,145 74,145 74,145 <td>RCC022</td> <td>Lairds Road</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2,260</td> | RCC022 | Lairds Road | | | | | | | | | | 2,260 |
| RCC2 9kito ¹ vers avait 31,702 RCC2 9kito ¹ vers avait 55,184 9,185 RCC2 1407,982 147,982 164,005 8,596 RCC3 Redunaling Road 147,982 164,005 8,596 RCC3 Redunaling Road 147,982 164,005 8,596 RCC3 Relung Road 116,582 46,591 46,591 RCC3 Reland Road 116,582 43,20 43,20 RCC4 Reland Road 13,266 13,266 7,712 RCC3 Reland Road 13,266 14,484 14,484 14,484 RCC4 Reland Road 13,266 14,484 14,484 14,484 14,484 14,484 14,484 14,484 14,484 14,484 14,484 14,484 14,48 | RCC024 | Mulcahy Road | | | | | 45,369 | | | | 16,254 | |
| RC020 Bolfeldis Soad 8,950 RC020 Hewit Street 1,13 RC020 Hewit Street 1,57,92 RC030 Hewit Street 1,57,92 RC030 Hewit Street 1,57,92 RC030 Hewit Street 4,600 RC030 Heling Soad 1,57,92 RC030 Heling Soad 1,52,92 RC030 Heling Soad 1,52,92 RC030 Hilpok Road 1,52,92 RC030 Hilpok Road 1,52,92 RC030 Hilpok Road 1,52,92 RC030 Hilpok Road 1,52,66 RC040 RC040 1,32,66 RC040 Street 1,32,66 RC040 RC040 1,32,66 RC040 RC040 1,32,66 RC040 RC040 1,32,66 RC040 Street 3,37,58 RC040 RC040 1,32,66 RC040 RC040 1,32,66 RC040 RC040 3,78,78 RC040 RC040 1,32,66 R | RCC025 | Dunkley Road | | | | | 51,573 | | | | | |
| RC02 livid word 1,113 RC02 Hourdanning Road 147,982 144,06 RC03 Walwaning Road 147,982 144,06 RC03 Walwaning Road 25,172 46,091 RC03 Bilyacating Road 25,172 46,091 RC03 Bilyacating Road 115,882 46,051 RC03 Bilyacating Road 116,882 46,591 RC04 Persender 70,681 4,501 RC05 Heinig Road 15,466 70,681 RC04 Persender 13,266 71,123 RC04 Store Road 13,266 14,484 RC05 Store Road 40,154 14,484 RC05 Store Road 13,266 14,484 RC05 Store Road 13,266 14,484 RC05 Store Road 14,184 14,484 RC05 Store Road 13,266 14,484 RC05 Store Road 13,266 14,484 RC05 Store Road 14,184 14,184 RC05 Store Road 13,266 14,184 RC05 Store Road 13,266 14,184 RC05 Store Road 13,266 14,184 | RCC26 | Perks-O'Meara Road | | | | | 31,702 | | | | | |
| RC029 loy langing 11.13 11.13 RC020 loy langing Road 147,982 164,06 RC030 loy langing Road 25,172 164,06 RC030 loy langing Road 25,172 40,00 RC030 loy langing Road 16,582 40,00 RC030 loy langing Road 16,582 40,501 RC030 loy langing Road 16,582 43,501 RC040 loy langing Road 71,123 71,123 RC040 loy langing Road 16,586 43,501 RC040 loy langing Road 71,123 71,123 RC040 loy langing Road 71,123 71,123 RC040 loy langing Road 13,266 71,123 RC040 loy langing Road 13,266 14,484 14,484 RC040 loy langing Road 13,266 14,484 14,484 14,484 RC040 loy langing Road loy langing Road 14,484 14,484 14,484 RC040 loy langing Road loy langing Road loy langing Road Intee Road Intee Road | RCC027 | Goldfields Road | | 8,956 | | | | | | | | |
| RC029 Heard ansing Road 1,13 RC020 Handanning Road 147,982 164,406 RC030 Hebungin South Road 25,172 4,070 RC030 Billyacathing Road - 4,070 RC030 Billyacathing Road - 115,582 4,591 RC030 Rexander Street - 4,320 - 70,681 RC040 Paleyard Road Kununoppin - 13,266 - 70,172 RC040 Street 13,266 - 70,172 70,681 - 70,172 RC040 Street Road Kununoppin - 13,266 - 71,172 70,681 - 71,172 70,681 - 71,172 70,681 - - 71,172 70,681 - - 71,172 70,681 - 71,172 70,681 - - 71,172 70,681 - - 71,172 71,172 70,681 - - 71,172 71,172 71,172 71,172 71,172 71,172 71,172 71,172 71,172 71,172 71,172 <t< td=""><td>RCC028</td><td>Purdy Road</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>165,184</td><td>93,185</td><td></td></t<> | RCC028 | Purdy Road | | | | | | | | 165,184 | 93,185 | |
| RCG3 Velbugin South Road 25,172 RCG3 Lichford Road 40,591 RCG3 Ilikoak Road 46,591 RCG3 Ilikook Road 46,591 RCG3 Ilikook Road 43,20 RCG4 Appeard Road Kununoppin 43,20 RCG4 Appeard Road Kununoppin 71,172 RCG4 Connation Street 13,266 RCG4 Vison Street 4,484 RCG4 Vison Street 4,484 RCG4 Vison Street 4,484 RCG5 Street Road 36,690 13,266 RCG5 Street Road 40,154 14,484 RCG5 Street Road 6,690 14,484 RCG5 Street Road 33,758 14,484 RCG5 Street Road 33,758 14,484 RCG5 Street Road 33,758 14,484 RCG5 Street Road Road Road Road Road Road Road Road | RCC029 | | | | | 1,113 | | | | | | |
| RC033 Lethford Road 4,070 RC036 Billyacating Road 46,591 RC036 Ilipotok Road 116,582 RC037 Alexander Street 4,320 RC040 Lething Road 50,681 RC041 Agroad Road Road Road Road Road Road Road R | RCC032 | | | | | | | 147,982 | | 164,406 | | |
| RC03 lekhor Road 4000 RC03 lillpoack Road 46,591 RC03 lilpoack Road 116,582 RC03 lilpoack Road 4,320 RC04 leming Road 50,681 RC04 leming Road 50,681 RC04 leming Road 50,681 RC04 conation Stret 70,712 RC04 conation Stret 13,266 RC05 lulins Road 6,690 RC05 coupe Road 6,690 RC05 lulins Road 6,690 RC05 lulins Road 6,690 RC05 lulins Road 6,690 RC05 julins Road 3,758 RC05 julins Road 16,880 RC05 julins Road 3,758 RC05 julins Road 10,335 RC06 julins Road 10,360 RC07 lulins Road 10,360 RC07 lulins Road 10,360 RC07 lulins Road 10,360 RC07 lulins Road 10,360 <tr< td=""><td>RCC35</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr<> | RCC35 | | | | | | | | | | | |
| R003 Billyacting Road - 16,582 R003 Jexander Street - 4,320 R004 Peing Road - 16,582 R004 Peing Road Kunungpin - 70,681 R004 Apley ard Road Kunungpin - 15,466 R004 Corration Street - 71,722 R004 Corration Street - 13,266 R004 Street - 13,266 R005 Street - - R004 Street - 4,342 R005 Street - - R007 Street - - R008 Street - - R009 Street - - R001 Street - - R002 Street - - R003 Street - - R0 | | - | | | | | | | | | | 4,070 |
| RC038 Ílbrok Road - 116,582 RC030 Jexander Street 4,320 RC040 Felming Road - 70,681 RC041 Apleyard Road Kununoppin - 70,712 RC042 Coronato Street 13,666 - 70,712 RC043 Tavers Road - 13,266 - 70,712 RC044 Vison Street 13,266 - - 70,712 RC045 Vison Street 41,484 - | RCC037 | | | | | | | | | | 46,591 | 4010 |
| RC039 Alexander Street 4,320 RC040 Fleming Road 70,681 RC040 Appleyard Road Knunoppin 77,172 RC042 Coronation Street 13,266 RC043 Tavers Road 13,266 RC044 Milson Street 41,484 RC055 Gouper Road 40,154 RC050 Gouper Road 40,154 RC051 Jubile Street 33,758 RC052 Gouper Road 16,380 RC053 Hurdin Street 33,758 RC054 Hurdin Street 33,758 RC055 Street Street 33,758 RC056 Indend Street 33,758 RC057 Street Street 33,758 RC058 Jubile Street Street 10,335 RC0505 Street Street 10,335 RC0507 Nakin Road 30,060 RC0508 Street Street 4,943 RC0509 Street Stree | RCC038 | | - | | 116,582 | | | | | | | |
| RC040 Feining Road 70,681 RC041 Applevard Road Kununoppin 77,172 RC042 Coronation Street 15,466 RC043 Tavers Road 13,266 RC044 Wilson Street 41,484 RC050 Suton Road 56,690 RC051 Suton Road 40,154 RC052 Gouper Road 40,154 RC053 Mulins Road 16,380 RC054 Jubie Street 33,758 RC051 Suton Street 33,758 RC052 Suthan Street 32,166 RC053 Suthan Street 33,758 RC054 Lile Street 33,758 RC055 Suthan Street 10,335 RC050 Suthan Road 10,335 RC050 Nakin Road 30,060 RC050 King Street 30,060 RC050 Sutset 4,943 RC050 Sutset 4,943 RC050 Sutset 4,943 | RCC039 | | | | | | | | | | 4.320 | |
| RC041 Apple vard Road Kununoppin 77,722 RC042 Coronation Street 15,466 RC043 Travers Road 13,266 RC044 Wison Street 41,484 RC051 Suton Road 36,690 RC052 Couper Road 40,154 RC053 Mulins Road 16,380 RC054 Jubie Street 33,758 RC075 Jubie Street 32,166 RC076 Sture Road Street 32,166 RC077 Sture Road Street 32,166 RC078 Runon Street 32,166 RC079 Sture Road 30,060 RC079 Road 30,060 RC079 Street 47,007 RC079 Street 47,963 RC079 Street Atage 4,943 | RCC040 | Fleming Road | | | | | | | | | | |
| RC042 Coronation Street 15,466 RC043 Travers Road 13,266 RC045 Wilson Street 41,484 RC051 Suton Road 36,690 RC052 Couper Road 40,154 RC053 Mulins Road 66,890 RC054 Jubile Street 33,758 RC075 Jubile Street 32,166 RC076 Iley Street 24,943 RC077 Road Street 19,411 RC078 Nain Road 30,600 RC079 Nain Road 19,411 RC070 Street 4,943 RC071 Street 4,943 RC072 Street 30,600 RC073 Street 4,943 RC074 Street 4,943 RC075 Street 4,943 RC076 Street 4,943 RC077 Street 4,943 | | | | | | | | | | | , | 77.172 |
| RC043 Travers Road 13,266 RC046 Wilson Street 41,484 RC051 Sutton Road 36,690 RC052 Coupe Road 40,154 RC053 Mullins Road 6,690 RC054 Mullins Road 33,758 RC055 Jubilee Street 33,758 RC074 Riey Street 32,166 RC075 Nalkin Road 10,335 RC076 Street 4,943 RC077 Street 6,480 RC078 Nalkin Road 10,335 RC079 Street 4,943 RC070 30,060 19,411 RC079 Street 4,904 RC079 Street 4,904 RC079 Juname Road 4,903 | | | | | | 15.466 | | | | | | , |
| RCC046 Wilson Street 41,484 RCC051 Sutton Road 36,690 RCC052 Gouper Road 40,154 RCC053 Mullins Road 16,380 RCC074 Jubilee Street 33,758 RCC075 Suter Industriet 32,166 RCC076 Riley Street 24,943 RCC077 Nalkain Road 19,411 6,480 RCC078 Nalkain Road 30,060 19,411 6,480 RCC079 Sares Road 47,007 47,047 47,047 47,047 RCC079 Junend Road Sonof 47,943 47,943 47,943 | | | | | | | 13.266 | | | | | |
| RCC051 Sutton Road 36,690 RCC052 Gouper Road 40,154 RCC053 Mullins Road 16,380 RCC071 Jubilee Street 33,758 RCC072 Suthand Street 32,166 RCC073 Right Street 32,166 RCC074 Right Street 32,166 RCC075 Suthand Street 32,166 RCC076 Right Street 19,411 6,480 RCC077 Sutian Road 30,060 19,411 6,480 RCC091 King Street 47,007 4,943 4,943 RCC092 Barnes Road 4,943 4,943 4,943 | | | | | | | | | 41,484 | | | |
| RC002 Gouper Road 40,154 RC005 Mullins Road 16,380 RC007 Jubilee Street 33,758 RC007 Stherand Street 32,166 RC007 Rily Street 24,943 RC008 Immediate Street 19,411 RC009 Nakian Road 30,060 RC009 King Street 47,007 RC009 Barnes Road 4,943 RC009 Unnamed Road 15,545 4,993 | RCC051 | | | 36,690 | | | | | | | | |
| RC059Mulins Road16,380RC071Jubies Street33,758RC072Sutherland Street32,166RC073Riley Street24,943RC074Isand Street10,335RC075Nakin Road30,060RC076Street47,007RC077Street49,494RC078Sarrees Road49,904RC079Unamed Road15,5454,99310,494 | | | | | | | | | | | | |
| RCC071 Jubilee Street 33,758 RCC072 Sutherland Street 32,166 RCC074 Riley Street 24,943 RCC081 Lamond Street 19,411 6,480 RCC092 Nalkain Road 30,060 RCC093 Street 47,007 4,943 RCC095 Barnes Road 15,545 4,993 | | | | | | | | | | | | |
| RC072Sutherland Street32,166RC074Riley Street24,943RC081Lamond Street10,355Nakain Road30,060RC092King Street47,007RC093Barnes Road15,545RC09415,5454,993 | | | | 20,000 | | | | | | 33,758 | | |
| RC074Riley Street24,943RC081Lamond Street10,33519,4116,480RC087Nalkain Road30,060111RC091King Street47,00747,0074,946RC095Barnes Road15,5454,9934,993 | | | - | | | | | | | | | |
| RC081Lamond Street10,33519,4116,480RC087Nalkain Road30,060< | | | | | | 24 943 | | | | 52,200 | | |
| RCC087 Nalkain Road 30,060 RCC091 King Street 47,007 RCC095 Barnes Road 5,545 RCC097 Unnamed Road 15,545 | | | | | | | | | | 19 411 | 6 4 8 0 | |
| King Street 47,007 RCC095 Barnes Road 4,946 RCC097 Unnamed Road 15,545 4,993 | | | | 30.060 | | 20,000 | | | | 15,411 | 0,400 | |
| RCC095 Barnes Road 4,946 RCC097 Unnamed Road 15,545 4,993 | | | | 30,000 | | 47.007 | | | | | | |
| RCC097 Unnamed Road 15,545 4,993 | | - | | | | 47,007 | | | | | | 4 946 |
| | | | | | | 15 545 | | | 4 992 | | | 4,540 |
| | | | | | | 10,040 | | 6 496 | 4,333 | | | |
| | 100000 | The house | | | | | | 0,490 | | | | |

| 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 | |
| LRCIP Gro | ant | 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 | | | |
| Roads to | Recovery Grant Funds | 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 |
| Regional | Road Group Grant | 312,211 | 424,977 | 449,663 | 426,303 | 426,373 | 422,253 | 417,604 | 380,736 | 410,375 | 437,362 |
| Footpath | 15 | | | | | | | | | | |
| 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 Roa | · · · · · · · · · · · · · · · · · · · | 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 Roa | ad 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 |
|-----------|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Infrastru | ture 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 |
| | Grant Funding | | | | | | | | | 40,000 | |
| | RECREATION GROUND FENCING | | | | | | | | 117,390 | | |
| 1089 | 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 | | | | | | | |
| | Trails Grant income | 11,000 | | 7,000 | | | | | | | |
| Total Oth | er Infrastructure Capex | 103,790 | 240,608 | 165,115 | 144,540 | 243,000 | 92,250 | 66,403 | 117,390 | 164,808 | 219,808 |
| Total Oth | er Infrastructure Grants | 11,000 | - | 7,000 | - | - | - | - | - | 40,000 | - |
| | | | | | | | | | | | |
| | OPERTY, 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 IN | FRASTRUCTURE 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 CA | APITAL 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 Ren | ewal | 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 Nev | v/Upgrade | 280,631 | 20,000 | 20,000 | 20,000 | 20,000 | 620,000 | 20,000 | 20,000 | 20,000 | 720,000 |
| | | | | | | | | | | | |

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 Capital

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.

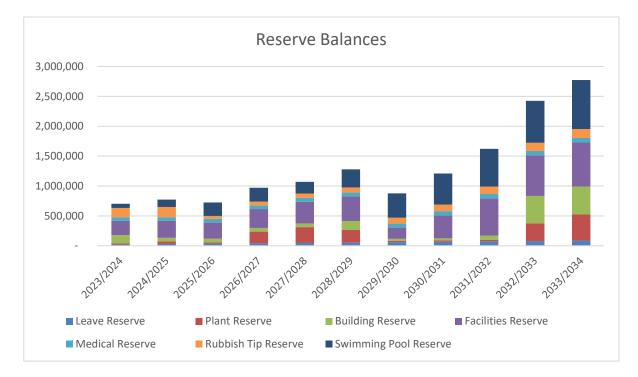
The Shire has low levels of debt and has the capacity to use debt funding in future for large non-recurrent capital works projects that will deliver economic benefits to future generations.

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.



For further information, please contact the Chief Executive Officer

| Address | Railway Street, Trayning Western Australia 6488 |
|-----------|--|
| Telephone | 08 9683 1001 |
| Email | ceo@trayning.wa.gov.au |
| Website | www.trayning.wa.gov.au |