

# Strategic Resource Plan

2025-2035



# Contents

<b>1.0 Foreword .....</b>	<b>2</b>
<b>2.0 Key Information .....</b>	<b>3</b>
<b>3.0 Community Profile, Vision and Objective .....</b>	<b>4</b>
<b>4.0 Executive Summary .....</b>	<b>5</b>
<b>5.0 Long Term Financial Planning Overview .....</b>	<b>7</b>
<b>6.0 Asset Management Planning Overview .....</b>	<b>12</b>
<b>7.0 Workforce Planning Overview .....</b>	<b>17</b>
<b>8.0 Scenario Modelling.....</b>	<b>20</b>
<b>9.0 Strategic Planning and Policies with Other Plans.....</b>	<b>22</b>
<b>10.0 Risk Management .....</b>	<b>23</b>
<b>11.0 Assumptions, Risks, Uncertainties and Sensitivity .....</b>	<b>24</b>
<b>12.0 Monitoring and Performance .....</b>	<b>29</b>
<b>13.0 Improvement Plan .....</b>	<b>30</b>
<b>Appendices .....</b>	<b>31</b>



## 1.0 Foreword

The Shire of Boddington Strategic Resource Plan for 2025–2035 is presented as part of the Shire’s ongoing commitment to an integrated approach to planning for the district’s future. Despite the current uncertain times, the Plan provides Council and the community with a picture of the Shire’s long-term financial, asset management, and workforce circumstances, and supports the achievement of strategic outcomes and objectives.

The Shire of Boddington’s Strategic Resource Plan is an important planning tool to support delivery of the strategies set out in the Shire of Boddington Council Plan 1 July 2025 to 30 June 2035 (a combined Strategic Community Plan and Corporate Business Plan). This Plan will be used alongside the Council Plan to guide actions, achieve key goals, and support progress toward the Shire’s vision of “A vibrant and connected community with excellent lifestyle and employment opportunities in a beautiful natural environment.”

The Shire has recently devoted significant resources to strengthening its strategic planning. This work continues as part of an ongoing commitment to continuous improvement in systems and service delivery.

Over the next 10 years, the Shire will face many challenges and opportunities. Changes in population levels and demographics will bring evolving community needs and expectations. Council will require a clear understanding of its capacity to meet these service expectations while maintaining a strong focus on sound financial management.

Community participation in the planning process is encouraged, as Council continues to follow the strategic direction for a promising future for the district. Members of the community are invited to contact a councillor or write to the Chief Executive Officer with any questions.



Eugene Smalberger  
Shire President



Julie Burton  
Chief Executive Officer

## 2.0 Key Information

### Assumptions



**3.5%**  
Inflation Rate



**Increasing**  
Population



**Stable**  
Levels of Service



**Stable**  
Operations



**Balanced**  
Annual Budget



**3.5% →**  
Rates



**3.5% →**  
Fees and Charges



**6.5% 2025/26**  
**4.5% 2026/27 →**  
Employee Costs

### Statistics <sup>1</sup> | <sup>2</sup>



**7**  
Council Members



**50**  
Employees  
(headcount)



**1,284**  
Electors



**585**  
Dwellings



**123km**  
Distance from Perth



**1,901km**  
Area



**1,708**  
Population

<sup>1</sup>WALGA Online Local Government Directory 2023/24, Shire of Boddington

<sup>2</sup>Australian Bureau of Statistics Boddington (S) (LGA50630) 2021 Census of Population and Housing, viewed 12 June 2024

## 3.0 Community Profile, Vision and Objective

### Location

Located 15 minutes west of Albany Highway, in the Gnaala Karla Booja region and sitting on the banks of the picturesque Hotham River, Boddington is a hidden gem that is fast becoming a popular location for tourists looking for a weekend getaway.

### Heritage

Boddington was originally gazetted in 1912. The name Boddington comes from Henry Boddington a shepherd who grazed his sheep on the banks of the Hotham River in the late 1800's.

The rise of the timber industry saw the construction of the Railway Line from Dwellingup to Boddington, that eventually linked with Narrogin to the east. A railway bridge was built over the upper reaches of the Murray River in 1949, then known as "Asquith Bridge", and was used for carting railway timber to the Banksiadale Sawmill.

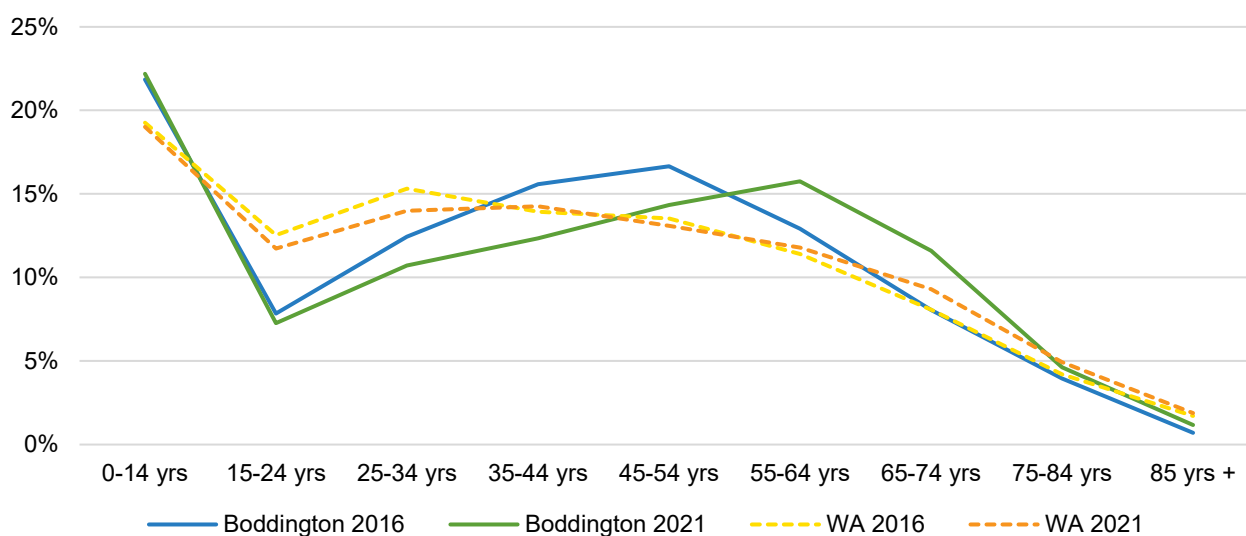
Marradong became the centre of the district with the local Road Board being founded there in 1892. In 1961 the Marradong Road Board was renamed as Shire of Boddington.

### People

The following statistics reflect the Shire's population in comparison to the population of the state of Western Australia.

Population	2016		2021
Shire of Boddington	1,849	↓	1,708
WA	2.2m	↑	2.5m

The age demographic of the districts population is reflected by the blue (2016 Census) and green (2021 Census) lines in the chart below.



The West Australian population is reflected by the dotted lines, it is apparent the Shire of Boddington has a lower percentage of younger (under 30 years) residents than the State average.

## Vision

The Shire's strategic vision, as stated in the adopted Council Plan 1 July 2025 to 30 June 2035 (combined Strategic Community Plan and Corporate Business Plan): **A vibrant and connected community with excellent lifestyle and employment opportunities in a beautiful natural environment.**

## Strategic Objectives

The following core performance areas are identified in the Shire's Council Plan 1 July 2025 to 30 June 2035 and are considered within this Strategic Resource Plan:

- **People:** A connected, inclusive community with excellent access to local health services and residential care for our elderly.
- **Planet:** Everyone is committed to climate action and our future sustainability.
- **Place:** Attractive, liveable towns and rural communities with affordable, accessible housing for all stages of life.
- **Prosperity:** The Shire of Boddington is attracting growing numbers of investors, businesses, visitors, and workers who choose to live locally.
- **Performance:** Local leaders are trusted and respected for listening to diverse community views and making well informed, responsible decisions.

## 4.0 Executive Summary

The following information provides a brief summary of the Strategic Resource Plan 2025-2035, this should be read in conjunction with the underlying assumptions detailed in this Plan.

### Planning for a Progressive and Stable Future

The Shire of Boddington is planning for a positive future with strong growth in the district. The Shire seeks to, where possible, improve service levels into the future while ensuring a healthy financial position.

Long term maintenance and renewal of the Shire's infrastructure remains a significant challenge and requires external funding to ensure the economic and social benefits of the Shire's infrastructure to the broader region and Western Australia are not impacted.

### Significant Issues

The continued provision of community infrastructure remains one of the key priorities and major expenditure items for the Shire.

Road maintenance and renewal remain a high priority for the Shire due to the strategic economic benefit the road network provides to the district and broader region. Associated with the road network is the maintenance and renewal of drainage infrastructure.

Adequate maintenance, renewal and upgrading of the road network remains highly dependent on the receipt of external grants and contributions.

Rate revenue is forecast to increase at 5.5% for the life of the Plan. These increases are to assist in the long-term financial stability of the Shire and to increase the level of services to the community. These increases will be reviewed annually when setting future budgets.

## Forecast Capital Projects

A capital works program has been planned over the term of the Plan with a mixture of new/upgrade assets and asset renewals aimed at ensuring the continued provision of high-quality community infrastructure to residents of the Shire. External funding is essential to undertaking these works.

Project	2025-2035 (\$)
Gym Equipment	30,877
Computer Equipment	806,765
<b>Furniture Equipment – Total</b>	<b>837,642</b>
Plant Renewal Program	3,996,346
Mobile Generator	30,000
<b>Plant and Equipment – Total</b>	<b>4,026,346</b>
Building Renewal Program	4,435,221
Caravan Park – Cabins	2,540,817
Caravan Park – Amenities	959,183
Housing	4,030,628
Accessible Toilets	150,000
Solar Panel Program	43,274
Swimming Pool Buildings	158,873
Power upgrades – Recreation	65,000
Old School Precinct	3,240,871
Childcare Centre	614,628
<b>Buildings – Total</b>	<b>16,238,495</b>
Public Open Space	245,851
<b>Land – Total</b>	<b>245,851</b>
Footpath Renewal Program	786,956
Rail Trail Project	4,430,000
Bicycle Path Program	225,000
Footpath to Ranford	500,000
Bannister Rd Rejuvenation	855,169
<b>Footpaths – Total</b>	<b>6,797,125</b>

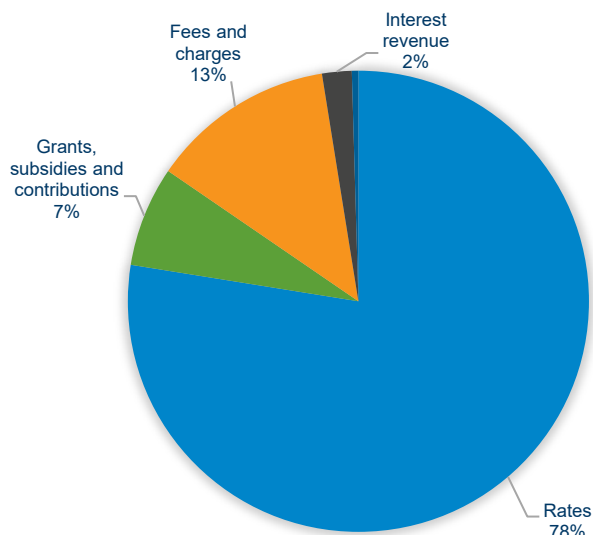
Project	2025-2035 (\$)
Regional Road Group Program	11,491,537
Roads to Recovery Program	2,638,117
Shire Funded Program	5,275,523
Parking Bays – Wuraming Ave	142,522
<b>Roads – Total</b>	<b>19,547,699</b>
Kerbing – Town Roads	51,930
Drainage – Town	421,744
Swales Reserves & Parks	98,340
<b>Kerb and Drainage – Total</b>	<b>572,014</b>
Parks & Ovals Renewal	1,152,581
Street Art/Mural Project	67,535
Inclusive Play Equipment	80,000
Caravan Park Upgrades	1,000,000
Swimming Pool Renewal	344,393
EV Charging Stations	60,000
Upgrade Central Park	280,855
Upgrade 32 Bannister Rd	595,000
Solar feature Lighting	80,000
Lions Weir Maint. Program	166,373
Seating/Lighting River & Parks	20,000
Wayfinding Main Attractions	50,000
Yarning Circle	358,000
Dump Truck	517,500
History Boards – Main Street	150,000
Mountain Bike Trail	1,000,000
<b>Infrastructure Other – Total</b>	<b>5,922,237</b>

## 5.0 Long Term Financial Planning Overview

### Forecast Revenue

Rates are expected to generate \$7.34m in 2025/26, increasing by 5.5% each year to \$11.9m in 2034/35. Over the term of the Plan, rates are projected to comprise 78% of operating revenue. The Shire is reliant on receiving more than \$8.6m over the next 10 years in grants, subsidies and contributions to maintain the current level of operations and services. Capital grants are expected to remain relatively stable for road renewal with significant fluctuations for footpaths and other infrastructure as Council seeks to increase the level of service of community infrastructure.

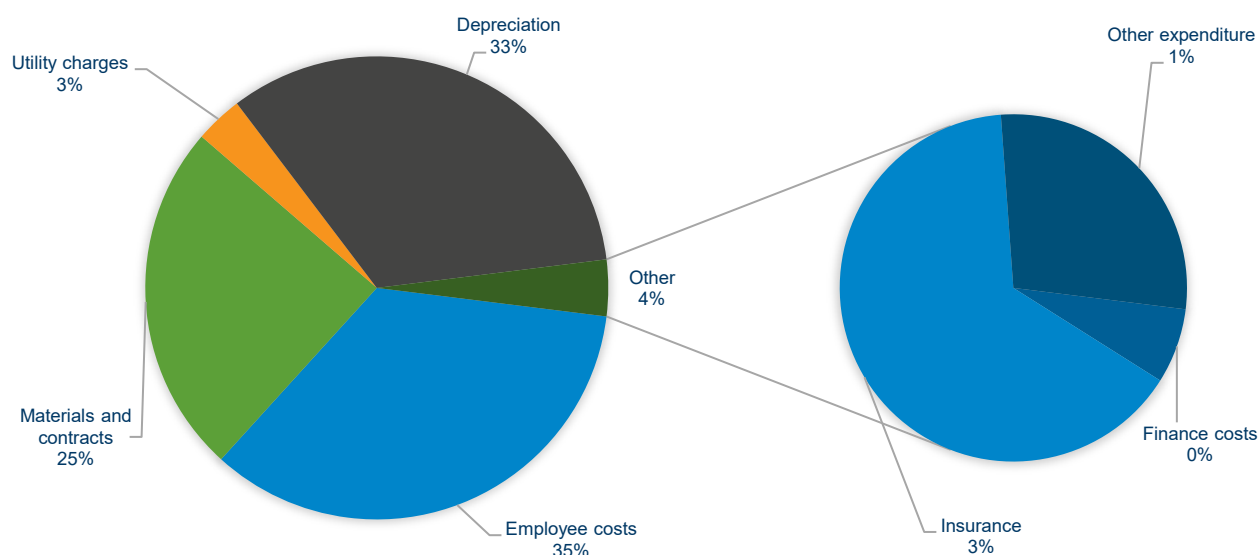
The graph represents the revenue composition over the life of the Plan – Year 1 to 10.



### Forecast Expenditure

Expenditure is forecast to increase on average in line with inflation with the exception of depreciation expense, which is impacted by the addition of assets over the term of the Plan.

The following graph represents the expenditure composition over the life of the Plan – Year 1 to 10.

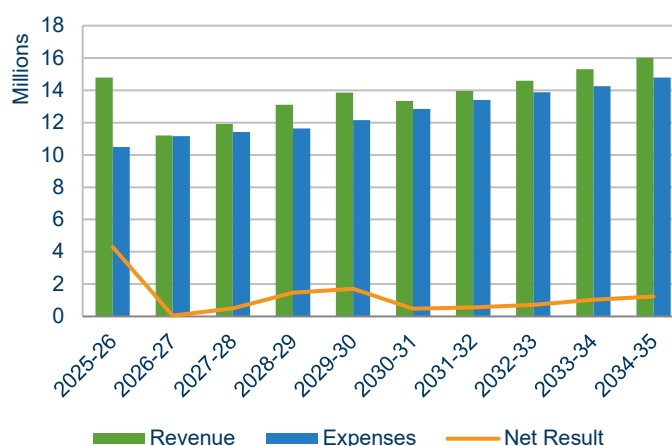




## Net Result

The chart below reflects in the columns the steady increase in operating revenue (green) and expenditure (blue) forecast over the 10 years, with the orange line reflecting the net result.

A positive net result over the long term indicates net asset values will increase faster than depreciation expenses erodes asset values. This may be masked by continuous revaluation of assets. Improved asset funding or changes to expected useful lives of assets as they are better understood may impact the net result



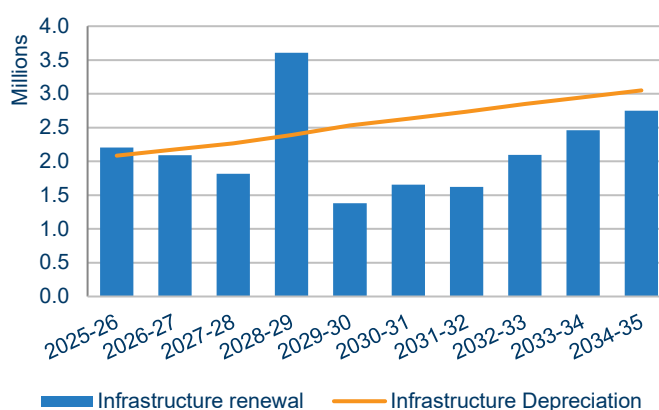
## Depreciation Expense

Ideally, the average asset renewal should be in line with depreciation expense over the long term, to ensure the value of assets is maintained. On average, the Shire is planning to renew its infrastructure assets at a lower level than they are depreciating over the term of the Plan.

Where the planned asset renewals are lower than depreciation, the written down value of these assets will decrease over time as depreciation erodes the value of the assets. Revaluation of assets in line with inflation may mask a real decrease in value where planned asset renewals are lower than depreciation.

## Infrastructure Depreciation Expense -v- Asset Renewal Expenditure

Depreciation expense increases throughout the Plan from \$2.1m in year 1 to \$3.1m in year 10 as assets are revalued and renewed. Depreciation of infrastructure over the 10 years is \$26.2m, shown by the orange line in the chart below. The planned level of infrastructure asset renewal expenditure at \$22.2m (reflected by the blue columns) increases over the term of the Plan to above the level of depreciation.

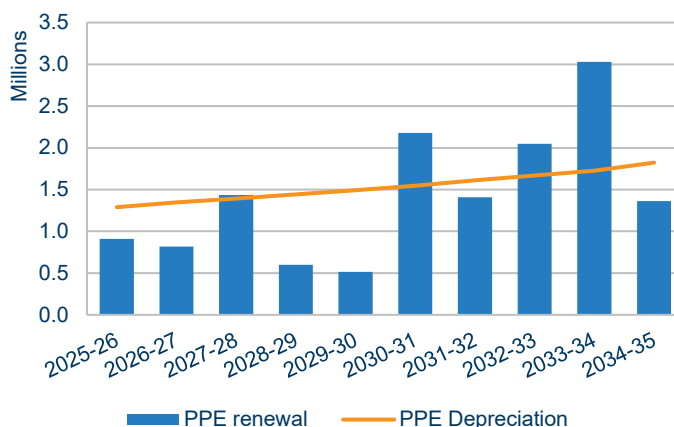


Increases in rate revenue higher than CPI over the life of the Plan, allows for increased expenditure for road renewals. This will decrease the funding gap in the initial years and allow for adequate renewal of roads in the later years. Further review of asset useful lives for infrastructure assets may be required as changes in the construction techniques occur and traffic loads vary.

## Property, Plant and Equipment Depreciation Expense -v- Asset Renewal Expenditure

Planned property, plant and equipment asset renewals of \$14.4m (reflected by the blue columns) over the 10 years is slightly less than the depreciation expense of \$15.3m (reflected by the orange line) over the same period as shown in the chart below.

Ongoing improvements in asset data and the estimation of depreciation expense, along with the future renewal of long-lived assets are expected to support a closer alignment between asset renewals and depreciation expense.



## Maintenance Expenditure

The current maintenance expenditure allocated in the annual operating budget is expected to continue at current levels, with inflationary increases occurring each year.

## Forecast New/Upgrade Asset Expenditure

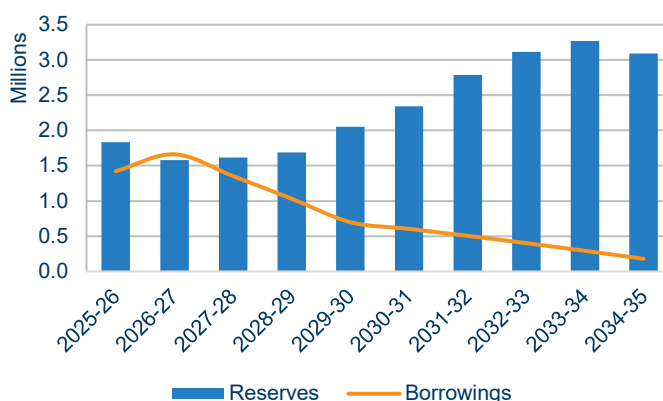
As the Shire seeks to complete its strategic objectives in providing road and other infrastructure to its community, a significant spend is currently planned to upgrade existing unsealed roads, either through sealing the roads or improving the weight capacity of the roads. A significant spend is currently planned for priority projects, and the development and upgrade of the footpath and trails network.

In the first few years of the Plan, the Shire is aiming to improve accommodation options through the development of six new cabins and upgrades within the caravan park. The Housing Strategy completed in 2024/2025 identified a shortage of housing within the Shire, and as a result, the Shire is working to increase housing stock throughout the life of the Plan.

## Forecast Borrowing and Cash Reserves

In general, the funding finances of the Shire are expected to improve over the long term. Reserve growth throughout the life of the Plan will strengthen the Shire's capacity to fund future capital works and manage risks.

New borrowings are included to support Housing Strategy projects to be undertaken within the first 2 years of the plan. No further borrowings are planned, allowing for debt reduction and greater flexibility to respond to sudden or unexpected expenditure requirements or leverage future grant opportunities. This strategy also provides scope to leverage off future grant funding opportunities when, and if, they become available and includes the use of cash backed reserves to save for significant future asset renewal spikes.



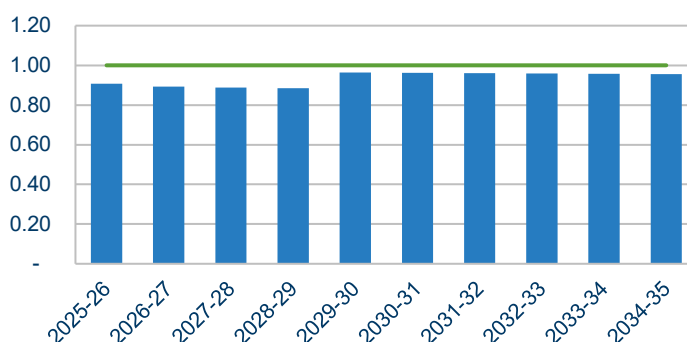
## Forecast Operating Ratios 2025-2035

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios. The green line reflects the Department of Local Government, Industry Regulation and Safety (the Department) minimum target level of the ratio.

### Current Ratio

This ratio is a measure of the Shire's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.

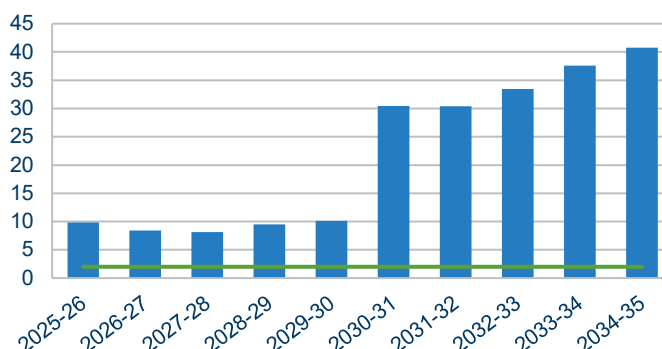
As expected for a Shire with a forecast balanced funding surplus position and current borrowing liabilities, the ratio is less than 1.0 until the borrowings are repaid. The trend is not considered to indicate a threat to the Shire's long term financial position.



### Debt Service Cover Ratio

Measures the extent of the Shire's capacity to generate sufficient cash to cover debt payments.

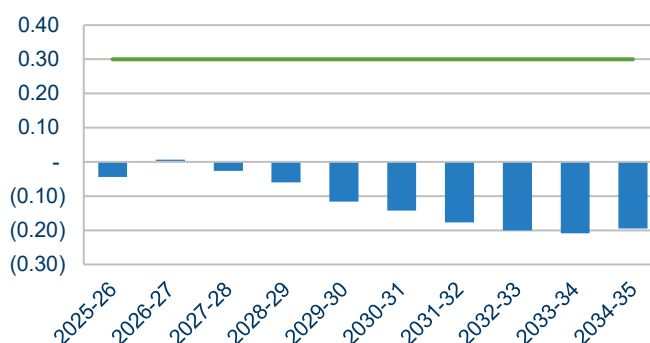
The ratio is in the advanced range and continues to improve over time as existing borrowings are paid off. The ratio indicates the Shire has a capacity to borrow in the short term with increasing capacity for the term of the Plan.



### Net Liabilities Ratio

Measures the extent to which net financial liabilities can be serviced by operating revenues. It is a potential indicator of the capacity to access new or additional debt to meet future capital funding requirements. A decreasing ratio represents an improvement in financial position.

The ratio demonstrates a strong financial position and indicates a high capacity to borrow in the future, if required.

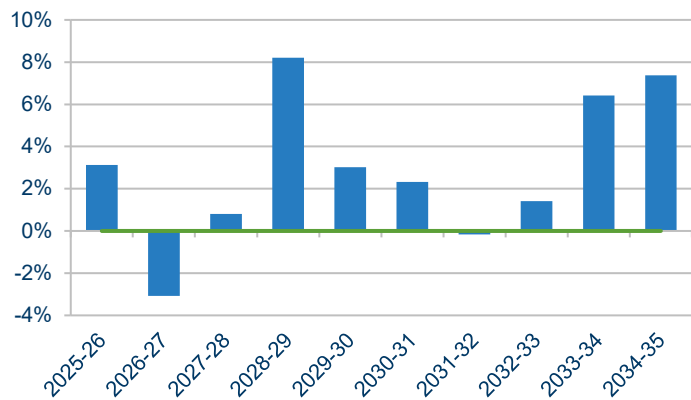


## Operating Surplus Ratio

This ratio measures the extent to which revenue raised not only covers operational expenses but also provides for capital funding, debt repayment and transfers to reserves.

The graph demonstrates that over the next ten years, the Shire is generally able to meet its operating expenditure. However, in Year 2 (2026–27), there is a shortfall primarily due to increased operating costs associated with the upgrade of the Shire’s corporate software. To fund the required operating expenditure for this year, a transfer from reserves is planned.

An explanation of all ratios is provided at Section 12.



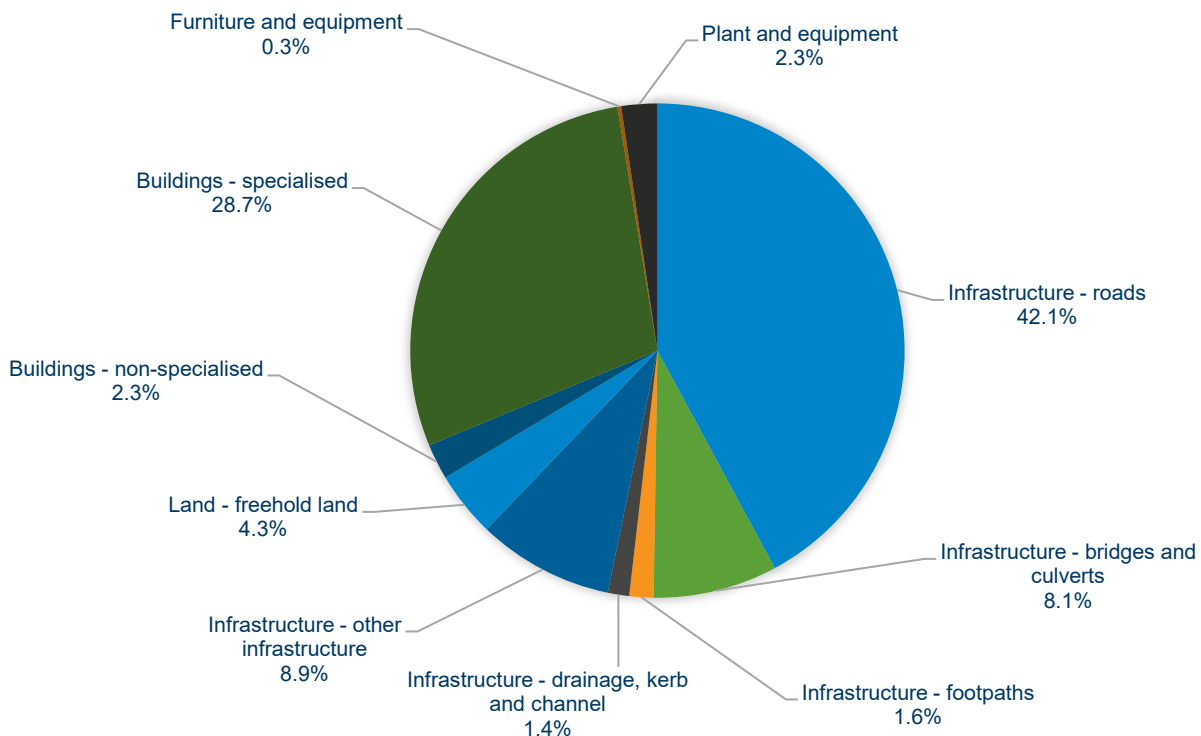


## 6.0 Asset Management Planning Overview

### Key Asset Information

As at June 2024, the Shire controls an asset network with a written down value of \$101.5m, of which roads infrastructure constitutes the largest component values as reflected in the chart below.

### Written Down Value by Asset Class



### Asset Management Policy

The purpose of an asset management policy is to:

- Provide a framework for the sustainable management of the Shire's asset portfolio.
- Ensure an organisation wide and inclusive approach is taken to asset management.
- Ensure adequate provision is made for the maintenance and replacement of assets in accordance with the assessed levels of service.

The asset management policy is intended to provide clear direction in relation to Council's expectations for the sustainable management of its assets and applies to Elected Members, Employees and Contractors/Consultants engaged by the Shire.

## Asset Management Strategy

Developing an asset management strategy is a planned process of continuous improvement across all its components. Key improvements for each class of asset are discussed at the end of each section in Appendix A.

When planning for the future renewal of Shire assets, a condition-based estimation of remaining useful life was applied (where possible) as it was viewed as the most appropriate methodology. Where condition information was unavailable, an age based estimation of remaining useful life was applied.

Modelling was undertaken to determine the long term funding required for asset maintenance and renewal. By adjusting the estimated useful life of assets, the balance between the risk of loss of asset service and the financial costs of asset renewal and maintenance was determined.

Detailed long term planning is required for the renewal of building assets, due to the scale of expenditure in relation to these assets and the likelihood of usage/design upgrades when renewal occurs. Unfortunately, planning for the renewal of long-lived assets carries with it a high level of uncertainty. This is due to the uncertainty associated with the allocation of future external contributions and the potential for a sudden and unexpected change in grant funding.

It is important to note, capital works identified in this Plan, funded by external contributions, may be postponed or reduced in scale should external funding not eventuate. Postponing asset renewal past forecast estimated useful life and an optimum intervention point increases the risk associated with sudden unexpected asset failure, bringing with it the potential for a loss of service.

Recognising a proportion of assets have been constructed with the assistance of external financial contributions, the Shire seeks to, within its financial capacity, maintain these assets into the future. A strategy of alignment of estimated asset useful lives with the forecast financial capacity aims to ensure the long term affordability of Shire assets. By focusing resources and efforts on a small number of key critical assets, the Shire has achieved its targeted asset management outcomes, integrated with financial planning within its forecast financial capacity based on an annual rate increase of 5.5% throughout the life of the Plan.

## Level of Service

The level of service for roads, at its most basic, is reflected in the speed and weight ratings across the road network. As a measure, the lengths of sealed and unsealed road for each speed and weight rating is viewed as the most appropriate indicator of the level of service of the road network and will continue to be monitored into the future.

Level of service measures are defined for most asset classes within Appendix A.

## Financial Management Strategy for Assets

Based on the 2023/24 Annual Financial Statements and 2024/25 Annual Budget, a financial baseline was determined for operating revenue and expenditure. Modifications to this baseline were made over the 10 year term to predict forecast changes in operating revenue and expenditure.

Impacts of the global financial instability and worldwide supply chain issues have created a high level of uncertainty. Revenue and expenditure for 2025/26 are expected to align with 2024/25. Should the need arise for additional funding to meet the impacts of current supply issues and other influencing factors, these will be drawn from Reserves. Structuring operational revenues and expenditure to ensure adequate provision for asset renewal into the future is a cornerstone of the Shire's overall financial strategy. To achieve this strategy, rate increases higher than the consumer price index (CPI) are forecast to occur, combined with the maintenance of operating expenditure in line with the CPI forecast.

## Forecast Planned and Required Asset Renewals

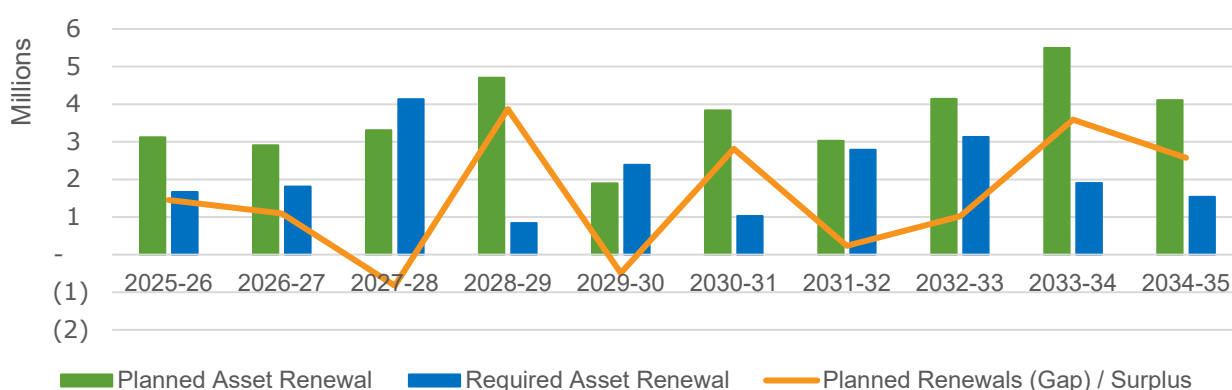
Forecast planned and required asset renewals for the life of the Plan are shown as columns in the below chart, with the values in the table on the right. Planned renewals reflect budgeted expenditure, while required renewals are based on current estimates of replacement cost and remaining useful life, determined by asset condition or age.

The Shire aims to renew all assets at the end of their useful life. Buildings are maintained for continued use beyond standard life, while further data is needed to improve life estimates for road assets.

The difference between planned and required renewal, referred to as the asset renewal funding surplus/(deficit), is shown by the line in the chart and corresponding column in the table.

These forecasts are based on assumptions and estimates that may differ from actual outcomes.

Year	Planned Asset Renewal \$	Required Asset Renewal \$	Asset Renewal Surplus/ (Deficit) \$
2025-26	3,115,610	1,665,561	1,450,049
2026-27	2,908,392	1,813,333	1,095,059
2027-28	3,303,309	4,128,705	(825,396)
2028-29	4,706,658	837,103	3,869,555
2029-30	1,895,847	2,385,616	(489,769)
2030-31	3,836,013	1,024,051	2,811,962
2031-32	3,029,416	2,791,566	237,850
2032-33	4,144,305	3,129,903	1,014,402
2033-34	5,490,409	1,898,745	3,591,664
2034-35	4,108,893	1,532,769	2,576,124
<b>Total</b>	<b>36,538,852</b>	<b>21,207,352</b>	<b>15,331,500</b>



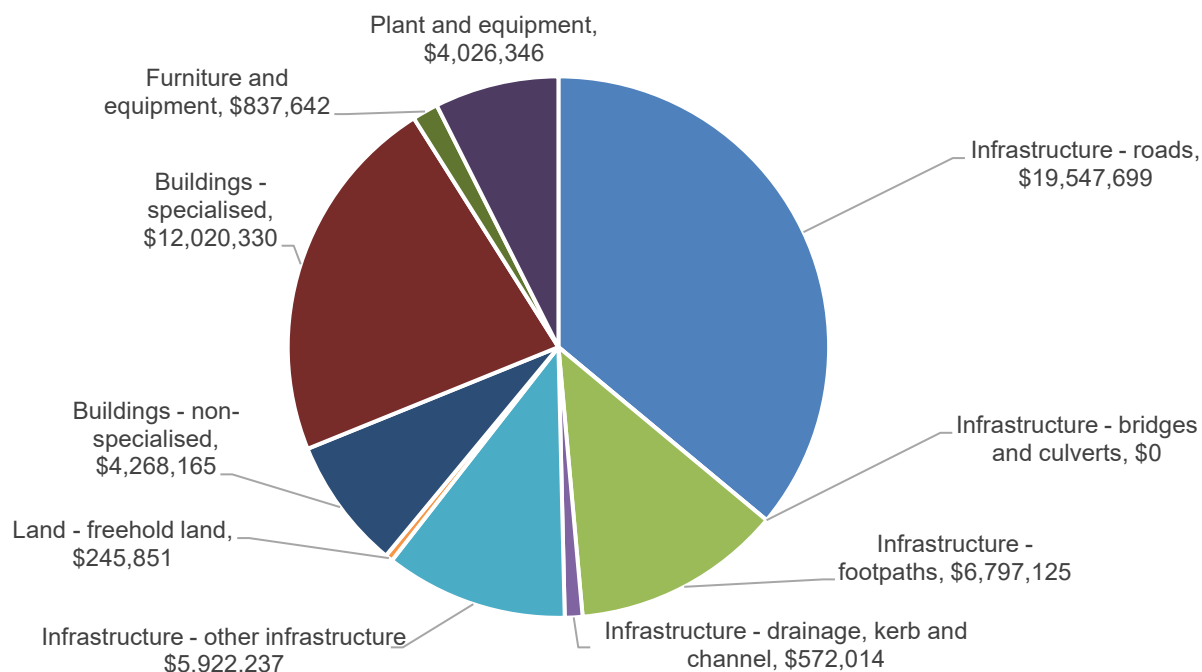
The spike in 2028/29 is planned upgrades to the Caravan Park infrastructure and Rail Trail, while the spike in 2030/31 onwards is due to road and various building renewal requirements. Further review and update of this asset information should address this theoretical renewal requirement.

As assets approach their initial estimated asset renewal, the timing and need for renewal will be re-assessed and may well vary, enabling the reallocation of limited resources between asset classes and years, using cash backed reserves.

## Planned Asset Expenditure

Renewal asset expenditure of \$36.5m has been planned as per the previous table with \$17.7m of new and expansion of asset planned.

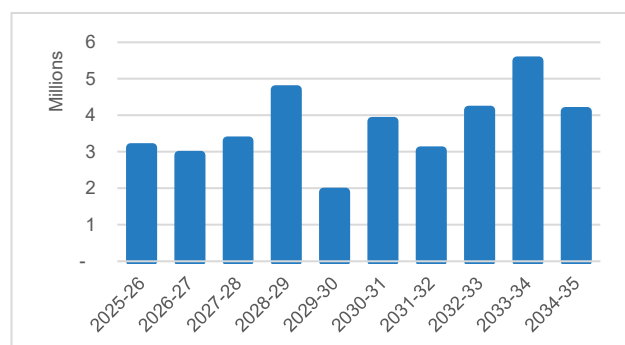
## Planned Capital Expenditure 2025-2035



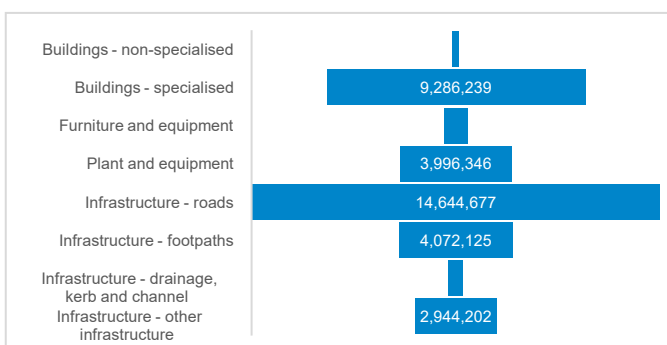
## Planned Asset Renewal

Planned asset renewal expenditure has been determined by allocating the expected funds available for capital expenditure. Allocation of these funds between the various asset classes was undertaken to best match the required asset renewal expenditure. The timing and level of planned asset renewal expenditure for each asset class is summarised in the charts below.

### Planned Asset Renewal Expenditure



### Planned Asset Renewal Expenditure by Class



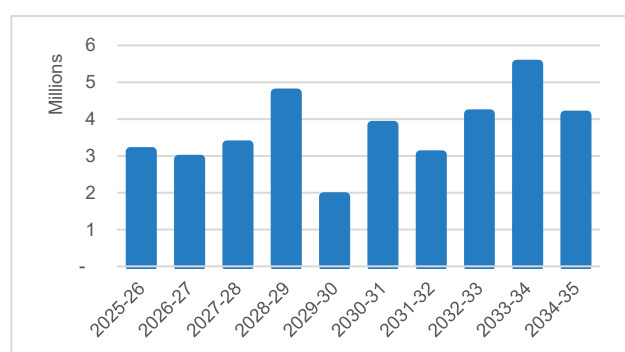
Planned asset renewals by asset class over the 10 years of the Plan, reflected in the chart above, shows the major renewal spend relates to road infrastructure.



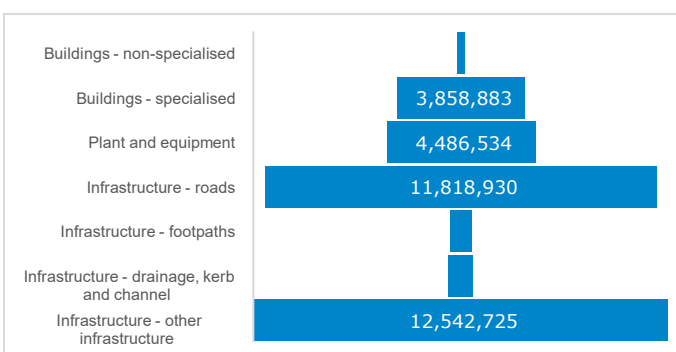
## Required Renewal Expenditure

Required asset renewal expenditure for the road network has been estimated based on road conditions and forecast estimated standard useful lives. For other asset classes, forecast asset renewals have been based on the age of the assets and their estimated remaining useful life (determined during recent revaluations) combined with current replacement costs. Required asset renewal expenditure has been estimated based on forecast renewal costs and timings. Total asset renewals of \$34.4m are forecast to be required over the 10 years of the Plan, based on existing asset data.

### Required Renewal Expenditure



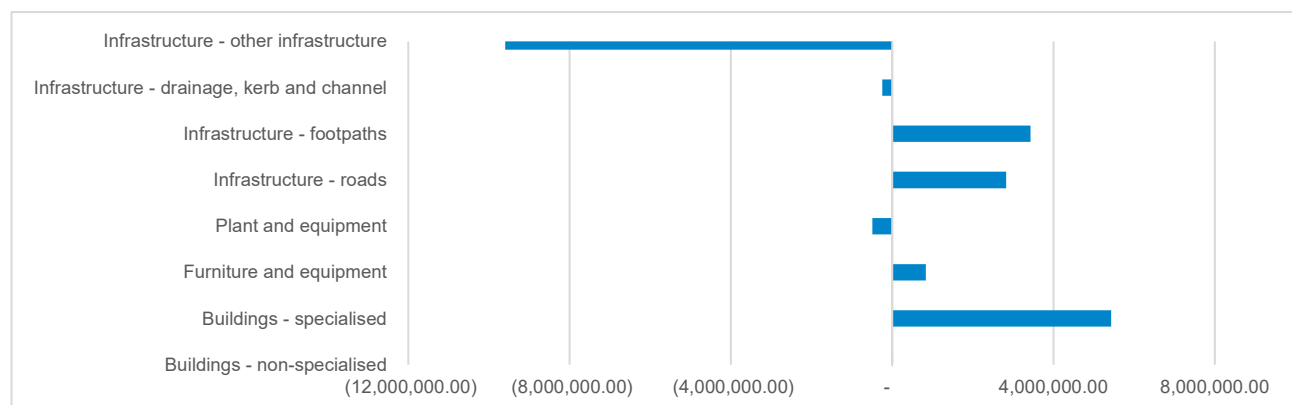
### Required Asset Renewal Expenditure by Class



Renewal of roads infrastructure dominate the forecast required asset renewals over the 10 years.

## Asset Renewal Funding Surplus / (Gap)

Differences between the forecast planned and required asset renewals for all each asset class over the 10 years of the Plan exist, as shown in the chart below.



While planned renewals are lower than theoretical requirements for other infrastructure, drainage, and bridges, it is higher for footpaths, roads and buildings. These differences in planned asset expenditure are not considered to be of long-term significance, as required renewal forecasts are highly dependent on a number of factors, such as maintenance expenditure. Given the Shire has planned to spend more overall on asset renewal than current forecast asset renewal requirements it has the capacity to reallocate planned renewal expenditure between asset classes if required in the future.

Further analysis and revision of asset valuation information and associated underlying assumptions and estimates is required to confirm true required asset renewal expenditure. Required renewal expenditure for road assets will also be heavily influenced by future road usage and maintenance.

## 7.0 Workforce Planning Overview

The Shire faces a range of workforce opportunities and challenges with a diverse mix of demographics in the workplace.

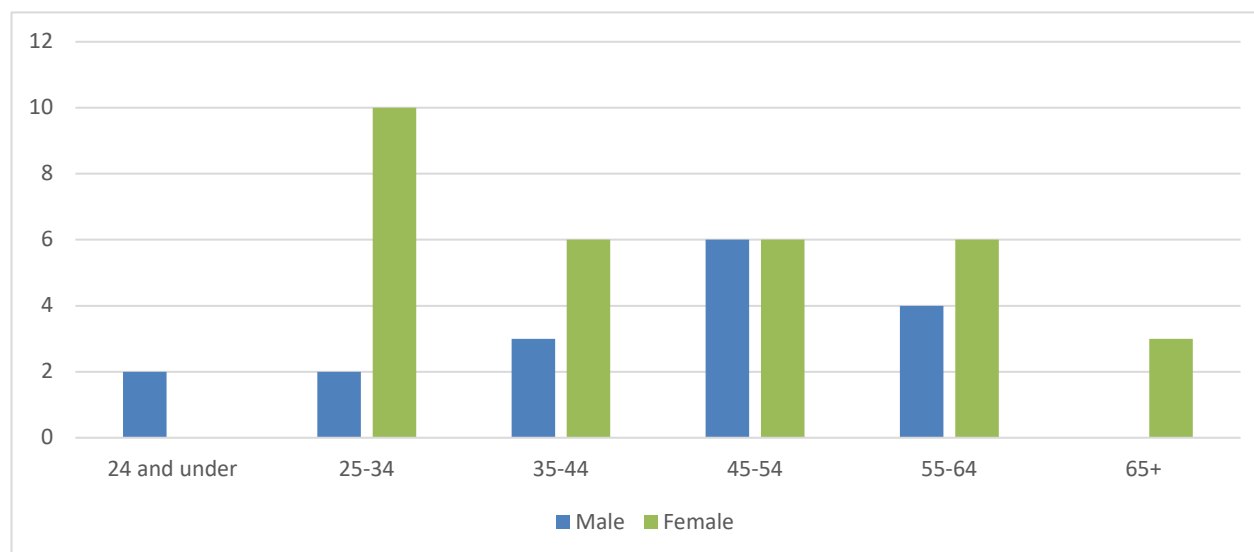
The Shire continues striving to meet the changing service demands of its community. This requires a skilled, flexible and productive workforce across the organisation to deliver the Shire's Council Plan objectives.

### Workforce Profile

Information	As at 30 June 2025	Project	As at 30 June 2025
Number of Employees	50 Headcount 34 FTE	Annual/LSL Liability	Current \$280,500 Non-Current \$37,105
Status of employment	21 Full Time 16 Part Time 13 Casual	Age Profile	The average age of current employees is 48 years
Gender	65% (33) female 35% (17) male	Years of Service	The average length of service is 2 years
Total employee costs	\$3,488,641	Award and Agreement	Local Government Officers (WA) Award 2021  Municipal Employees (WA) 2021
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed		

### Workforce Demographics

The current age distribution is mostly within the 30-62 age range with five employees under 30 years, as shown in the chart below. This includes full-time, part-time and casual staff.



## Turnover Rate

Over the period 2020/2021 to 2024/2025 the average annual staff turnover rate is 36%, including full-time, part-time and casual staff. A peak occurred between 2022/23 and 2023/24 due to the transfer of the Early Learning Centre and its staff to Regional Early Education and Development (REED).

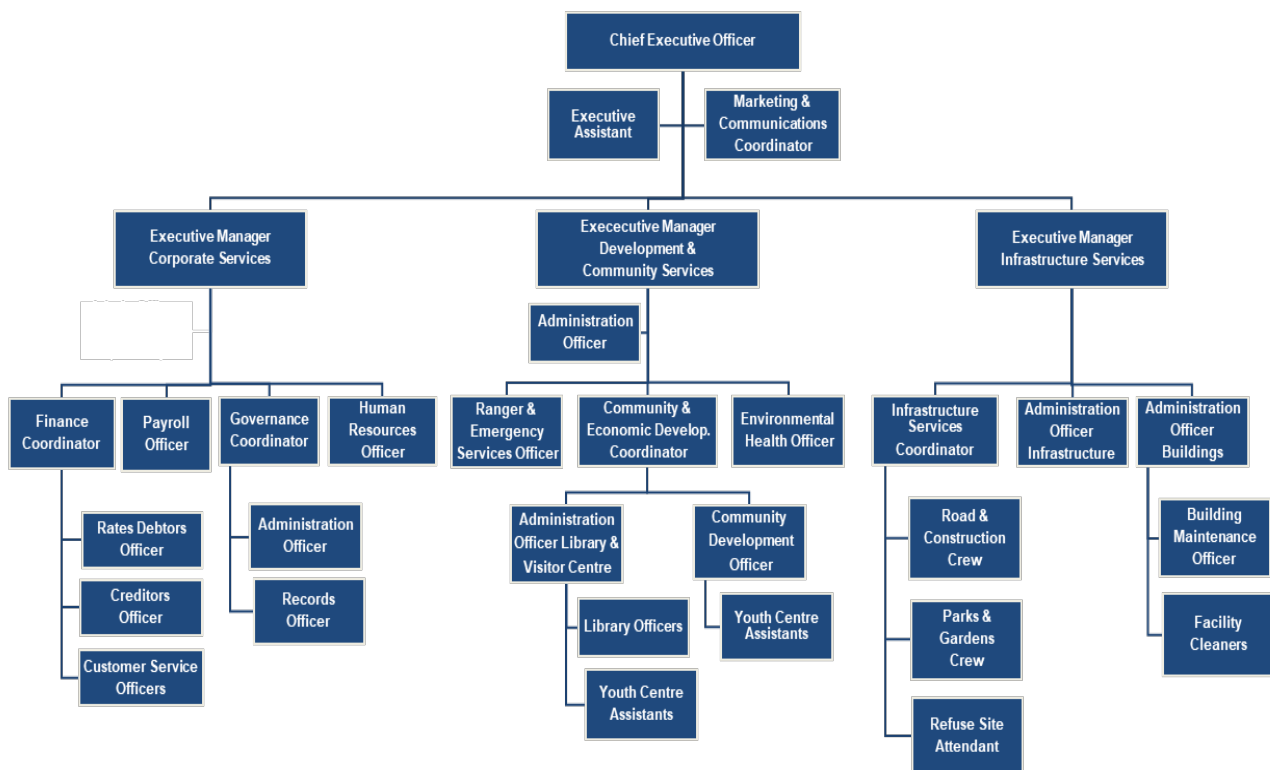
Given the Shire's regional location and workforce size, this turnover rate is not considered a significant concern. Ongoing monitoring will support future workforce planning.

## Workforce Supply Demand Analysis

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing and collaborations. This is further discussed in Appendix D.

## Organisation Structure

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire, the current structure is not expected to change significantly during the term of this Plan.



## Workforce Risk Assessment

Risk Issues	Likelihood	Consequences			Risk Category
		Strategic	Operational	Combined	
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High
Physical and financial constraints limit staff numbers	Likely	Minor	Major	Major	High
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	High
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	High
High staff turnover due to organisational cultural issues	Possible	Major	Major	Major	High
Selection, recruitment and training costs increase	Possible	Insignificant	Minor	Minor	Moderate
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate
Long leave absences of key staff due to large accrued leave entitlement	Unlikely	Minor	Minor	Minor	Low



## 8.0 Scenario Modelling

Scenarios were developed to test the financial impact of increased levels of operating funding from rates. To ascertain the effect of increased and decreased funding levels, modelling of various scenarios was undertaken.

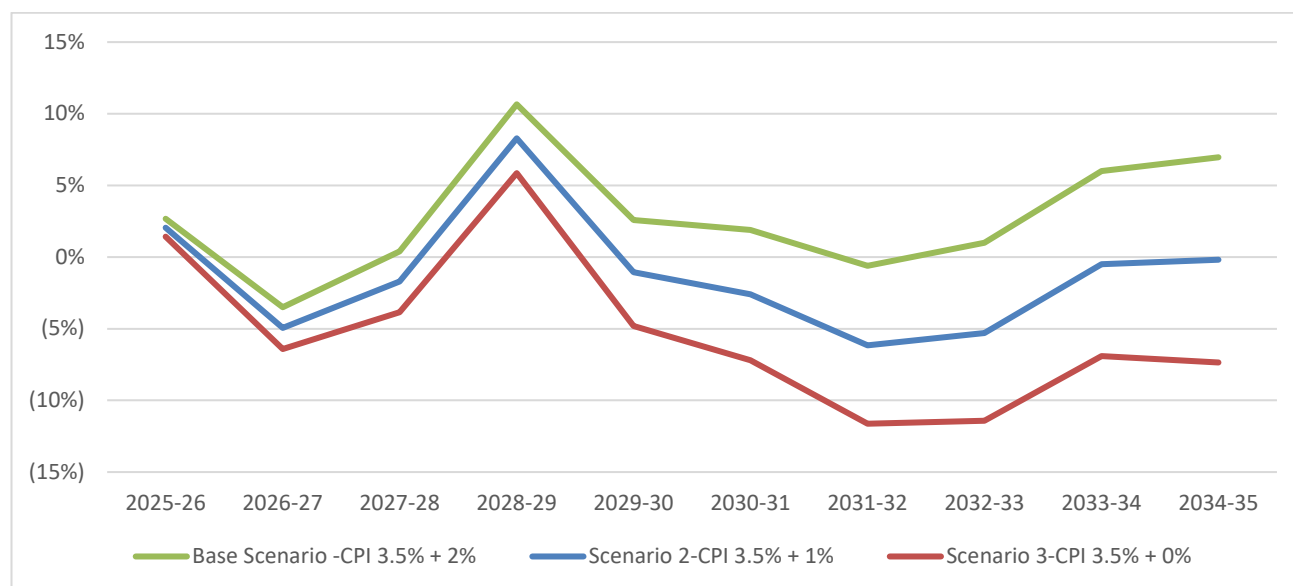
A base scenario was established, assuming a rates yield of 5.5% (comprising CPI at 3.5% plus a 2% increase) sustained over the life of the Plan. Two alternative scenarios were also developed from this base as shown in the table below. All other assumptions remained the same across the three scenarios.

Scenario	Rates 2025/2026		
	Increase above 3.5%	Total Increase	Variance from Base Level in Year 10
Base Scenario	2.0%	5.5%	0
Scenario 2	1.0%	4.5%	(5,498,374)
Scenario 3	0.0%	3.5%	(10,447,996)

The base scenario was selected as the most appropriate for the Plan. It provides for levels of rate revenue and fees and charges that support the ongoing delivery of current service levels and the renewal of community assets.

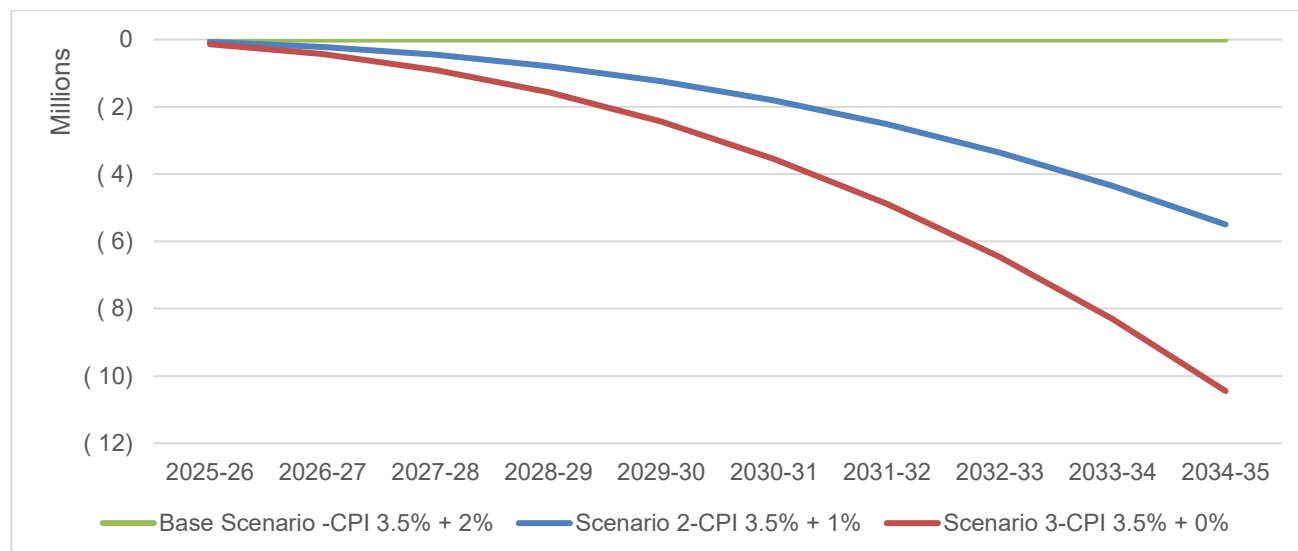
### Scenario Comparison – Operating Surplus Ratio

The chart below shows the impact of the same change in total rates yield on the Shire's Operating Surplus Ratio (other assumptions remaining the same). The base scenario was selected as it strengthens the Shire's financial position and allows the Shire to meet its asset renewal expectations.



## Estimated Surplus (Deficit) June 30 Carried Forward

The chart below reflects the impact of a change in total rates yield on the estimated surplus (deficit) at June 30 from the base scenario (other assumptions remaining the same).



The cumulative impact of the changes in rates along with fees and charges results in the surplus (deficit) shown in the table below.

Year	Estimated Surplus / (Deficit)		
	Base Scenario CPI + 2% \$	Scenario 2 CPI + 1% \$	Scenario 3 CPI + 0% \$
2025-26	0	(69,580)	(139,161)
2026-27	0	(217,786)	(434,182)
2027-28	0	(454,458)	(903,122)
2028-29	0	(790,291)	(1,565,495)
2029-30	0	(1,236,895)	(2,442,370)
2030-31	0	(1,806,867)	(3,548,544)
2031-32	0	(2,513,857)	(4,883,027)
2032-33	0	(3,362,572)	(6,464,363)
2033-34	0	(4,353,323)	(8,312,327)
2034-35	0	(5,498,374)	(10,447,996)

## 9.0 Strategic Planning and Policies with Other Plans

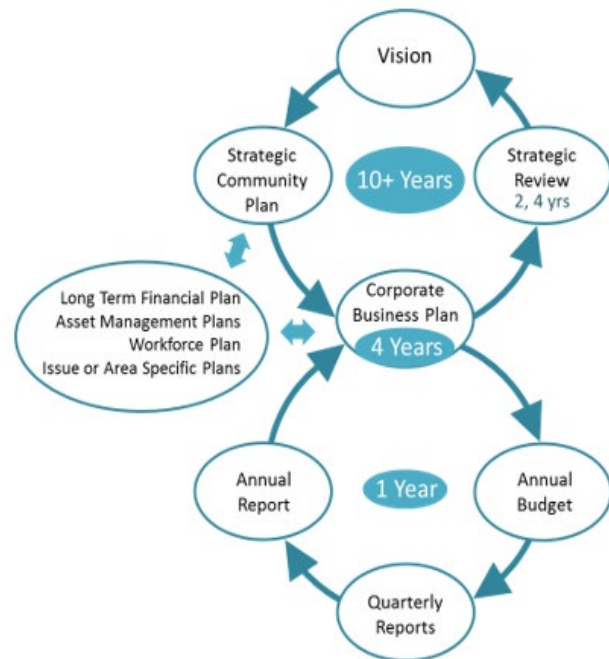
### Linkage

The Strategic Resource Plan is one component of a number of integrated strategic planning practices the Shire has developed. Combining asset management planning and long term financial planning into one document, the Strategic Resource Plan considers, and influences, workforce planning along with other key strategic plans. This Strategic Resource Plan has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Development of the Plan has also been influenced by the Department's Integrated Planning Framework and Guidelines.

### Strategic Documents Linkage

This Plan includes, and influences, other strategic planning activities as a mechanism to action the strategies contained in the Shire's Council Plan 1 July 2025 to 30 June 2035, an integrated Strategic Community Plan and Corporate Business Plan, as illustrated in the diagram to the right.



### Council Plan 1 July 2025 to 30 June 2025

The Shire has taken the approach of a combined Strategic Community Plan and Corporate Business Plan, delivering a Council Plan. The Council Plan has been prepared to cover a period of 10 years and sets out the community's vision, aspirations and objectives for the Shire. To achieve the vision, a series of priorities, objectives and strategies were developed. Many strategies may be required to achieve a single objective and many objectives are needed to achieve a single priority.

Individual strategies all require actions involving extra human, physical and financial resources. Achieving the Shire's strategic priorities requires careful operational planning and prioritisation. The Council Plan also contains details of the actions and resources (human, asset and financial) to achieve each strategy and acts as an organisational guide for the Council and management.

The financial capacity and asset management practices to support the Council Plan are set out in the Strategic Resource Plan for the period. This planning provides an assurance the actions contained in the Council Plan can be adequately resourced over the next four years and highlights the long term consequences of the application of resources to undertake various projects.

### Workforce and Other Strategic Plans

The Workforce Plan and other strategic plans integrate with the Strategic Resource Plan through the workforce requirement for assets and financial resources along with the requirements for a workforce to manage the Shire's assets and financial resources. As far as possible, these requirements are met in the Plan.

The Shire's Workforce Plan has been developed as part of this Strategic Resource Plan.

## 10.0 Risk Management

The Shire provides a diverse range of services and facilities to the general public which exposes it to risks. As part of the implementation of Integrated Planning and Reporting, the Shire intends to formalise its risk based management practices to improve the management of identified risks.

The Shire has a practice of conducting a regular review of insurance levels of assets by the Chief Executive Officer to ensure the level is adequate. The Shire's insurer is LGIS.

The Financial Management Regulations require the investment of surplus funds (including cash reserves) to be in term deposits held by authorised deposit taking institutions or Treasury bonds.

The Shire seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the community and the Shire.

### Certainty of Assumptions

Included in the Plan is a detailed analysis of the assumptions used as part of the planning process and the level of risk associated with each assumption.

The impact of the assumptions applied to issues identified as carrying a high risk have been separately disclosed, as has the sensitivity of movements in these assumptions on the financial forecasts set out in this Plan.

### Sensitivity Analysis

Where an assessment has been made that a high level of uncertainty applies to the assumptions, sensitivity analysis has been used to help quantify the potential financial impact of a change in the assumption.

Assumptions with a high level of uncertainty and a higher dollar value present the greatest risk that a movement will result in unexpected and detrimental consequences. The details of this analysis are shown adjacent to each assumption on the following pages.



# 11.0 Assumptions, Risks, Uncertainties and Sensitivity

## Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>District Growth in Population:</b> The number of residents in the Shire is expected to remain stable.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Rates Level Increase:</b> Annual rates have been based on an increase in the total rate yield of 2% higher than forecast inflation rate of 3.5%.	Medium High	Mining rates constitute 68% of the Shire rate yield. A significant downturn in mining activity may impact the ability of the Shire to raise forecast rates.	Medium	± \$945,142 to the value of rates per 1% movement in the value over the life of the Plan.
<b>Grants and Contributions:</b> Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Capital Grants and Contributions:</b> Remain in line with funding requirements identified for various capital works.	High	The forecast capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	± \$175,586 to the value of capital grants and contributions per 1% movement in the value over the life of the Plan.
<b>Fees and Charges:</b> Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Interest Revenue:</b> Interest earning of an average rate of 3% per annum.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Revenue:</b> Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Profit on Asset Disposal:</b> Profit on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

## Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Employee Costs:</b> Increased annually by forecast inflation plus 3% in 2025/26 then reducing to 1% + CPI for the remainder of the Plan.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Materials and Contracts:</b> Increased annually by forecast inflation.	High	The road preservation program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet projected service levels.	High	± \$320,025 to the value of materials and contracts per 1% movement in the value over the life of the Plan. A high level of uncertainty exists in relation to the costs to address impacts of current global events.
<b>Depreciation:</b> Depreciation has been calculated using an average depreciation rate based on the estimated useful lives on individual assets.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Insurance:</b> Increased annually by forecast inflation plus 2.5%.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Expenditure:</b> Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Loss on Asset Disposal:</b> A loss on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan no loss on asset disposals has been included in the Plan.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

## Assets – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Revaluations:</b> In line with annual inflation.	Low	The revaluation of assets may result in changes in asset ratio analysis and depreciations leading to a change in the net result. The revaluation of assets will have no impact on Cashflows.	High	±\$4,920,711 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$8,952,970 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.
<b>Impairment of Assets:</b> No impairment of assets has been assumed over the life of the Plan. Impairment of assets usually occurs due to unplanned or unforeseen events such as natural disasters.	High	A widespread major impairment event may result in a requirement for high levels of expenditure to maintain service levels.	Medium	Unable to be quantified.
<b>Infrastructure Assets:</b> Roads infrastructure expenditure is based on the 10 Year Road Expenditure Program and all other infrastructure assets are base on 10 Year Capital Plan.	High	The capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately on service levels.	High	±\$175,586 to the value of infrastructure assets per 1% movement in the capital grants received over the life of the Plan.
<b>Property, Plant and Equipment:</b> Building expenditure is in accordance with the 10 Year Capital Plan, and plant expenditure is based on the Plant Replacement Program.	Medium	Not assessed as high financial risk as the frequency of capital grants for buildings is not as pervasive as roadwork's and plant and equipment replacement is not influenced by external grant funds.	Medium	Not assessed as high level of uncertainty.

## Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Borrowings:</b> New borrowings to be considered for capital works where required.	High	If the Shire is not able to secure borrowings in the future, the likely impact will be the cancellation or postponement of related asset acquisitions leading to a reduction in service levels over the short to medium term.	Low	Not assessed as high level of uncertainty.
<b>Employee Entitlements:</b> It has been assumed the Shire will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

## Equity– Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Cash Backed Reserves:</b> It has been assumed the Shire will invest cash reserves in term deposits with banking institutions and these funds will be available for use during the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Revaluation Surplus:</b> Increasing in line with inflation based revaluation.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	±\$4,920,711 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$8,952,970 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.

## Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Ownership of Strategic Assets:</b> The Shire has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
<b>Inflators:</b> Forecast inflation at 3.5% per annum.	Medium	Not assessed as high financial risk.	High	± \$1,218,738 to operating revenue per 1% movement in the inflators over the life of the Plan. ± \$1,264,947 to operating expenditure per 1% movement in the inflators over the life of the Plan.
<b>Commercial Activities:</b> The Shire has no plans to undertake a significant commercial activity during the period of the Plan.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>General Economic Forecasts for State:</b> The economic forecast for the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short term with a corresponding stability of the state economy.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>General Economic Forecasts for Region:</b> Historically, the region's economy is heavily dependent on agriculture, mining and tourism and this remains the assumption for the term of this Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

## 12.0 Monitoring and Performance

### Monitoring

The Plan will be the subject of a desktop review each year to consider changing circumstances, with a full revision scheduled every two years in line with the review of the Council Plan.

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios.

### Ratio Targets

The financial ratios set out in the table below, have been used to assess the financial performance of the Shire.

To maintain comparability across the industry, these ratios and their respective target ranges, have been derived from the Department's Long Term Financial Indicator guidelines.

The Department's Advisory Standard also provides target levels for each of the ratios.

Ratio	Calculations	Indication	Minimum Score
Current Ratio	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$	Measurement of the Shire's liquidity and its ability to meet its short-term financial obligations.	1
Debt Service Coverage Ratio	$\frac{\text{Operating Revenues plus Federal Assistance Grant Adjustment less Operating expenses less Depreciation and Interest Expense}}{\text{Debt Service Costs including principal and interest}}$	Measurement of the Shire's ability to service its debt (including lease obligations).	1
Net Liabilities Ratio	$\frac{\text{Total Liabilities less Financial Assets, including current cash \& cash equivalents, current trade \& other receivables, current other financial assets, non-current trade \& other receivables and non-current financial assets}}{\text{Operating Revenues plus Federal Assistance Grant Adjustment}}$	An indicator of the extent to which the net financial liabilities of the Shire can be serviced by its operating revenues. Potential indicator of the Shire's capacity to access new/additional debt to meet future capital funding requirements.	1
Operating Surplus Ratio	$\frac{\text{Operating Revenue plus capital grants for asset renewal less Operating Expenses}}{\text{Operating Revenues plus capital grants for asset renewal}}$	An indicator of the extent to which revenue raised by the Shire not only covers operational expenses but also provides for capital funding, debt repayment and transfers to reserves	1



## 13.0 Improvement Plan

### Strategic Resource Improvement Plan

All strategic plans require continuous development in order to improve the quality of planning. The following asset management areas are suggested as worthy of focus in the future.

**Road Asset data:** Road asset data requires review to better reflect the estimated remaining life of each unsealed road sector.

**Hierarchy:** A hierarchy exists for road assets and should be further developed for other asset classes.

**Level of Service:** Level of service measures were defined within the previous Asset Management Plan. No systems are currently in place to record and report against these levels of service.

**Risk Management:** Risk management is used as a decision making tool to define and treat risks facing the Shire when seeking to meet its defined objectives. The Shire is improving utilising risk techniques and as risk management is further developed, a greater understanding of risks will be formalised.

**Operation and Maintenance:** The Shire does not have a current documented Operation and Maintenance Strategy.

**Renewal and Replacement:** A key component of understanding long term asset funding requirements is determination of the extent and timing of likely costs to refurbish or replace an asset in future in order to maintain a consistent level of service to the community. Constant review and improvement to these forecasts is likely to result in improved planning outcomes.

**New, Upgrade and Disposal:** The Shire does not have a current documented Capital Investment Plan to address future asset demands or Asset Disposal Plan (other than the disposal of plant and equipment).

**Standard Useful Life Estimates:** Improvements in road asset records should enable better estimation of standard useful lives of road assets components based on the method of construction used.

There are a number of improvement actions as per the Asset Management Improvement Plan, some key improvement actions resulting from this Strategic Resourcing Plan are to:

- Report levels of service for key assets.
- Improve the accuracy of future financial forecasts through improved forecasting of operational, maintenance, renewal, new and upgrade costs.
- Maintain formal asset maintenance and renewal programs for all assets.

# Appendices

## List of Appendices

<b>Appendix A1 – Critical Assets .....</b>	<b>33</b>
<b>Appendix A2 – Infrastructure Roads .....</b>	<b>34</b>
<b>Appendix A3 – Buildings.....</b>	<b>45</b>
<b>Appendix A4 – Other Infrastructure .....</b>	<b>50</b>
<b>Appendix A5 – Plant and Equipment.....</b>	<b>54</b>
<b>Appendix A6 – Estimated Asset Life and Residual Value.....</b>	<b>57</b>
<b>Appendix B1 – Forecast Financial Statements.....</b>	<b>59</b>
<b>Appendix B2 - Forecast Statement of Comprehensive Income by Nature 2025-2035.....</b>	<b>60</b>
<b>Appendix B3 - Forecast Statement of Financial Position 2025-2035.....</b>	<b>61</b>
<b>Appendix B4 – Forecast Statement of Changes in Equity 2025-2035 .....</b>	<b>62</b>
<b>Appendix B5 – Forecast Statement of Cashflows 2025-2035 .....</b>	<b>63</b>
<b>Appendix B6 – Forecast Statement of Financial Activity 2025-2035.....</b>	<b>64</b>
<b>Appendix B7 – Forecast Statement of Net Current Asset Composition 2025-2035 .....</b>	<b>65</b>
<b>Appendix B8 – Forecast Statement of Fixed Asset Movements 2025-2035.....</b>	<b>66</b>
<b>Appendix B9 – Forecast Statement of Capital Funding 2025-2035 .....</b>	<b>67</b>
<b>Appendix B10 – Asset Renewals 2025-2035 .....</b>	<b>68</b>
<b>Appendix B11 – Forecast Significant Accounting Policies .....</b>	<b>69</b>
<b>Appendix C1 - Glossary .....</b>	<b>74</b>
<b>Appendix D1 – Workforce Planning .....</b>	<b>78</b>
<b>Appendix D2 – Shire of Boddington Analysis .....</b>	<b>79</b>
<b>Appendix D3 – Council Plan Workforce Implications .....</b>	<b>85</b>
<b>Appendix D4 – Strategies to Meet Future Workforce Needs .....</b>	<b>87</b>
<b>Appendix D5 – Monitoring and Evaluation of Outcomes.....</b>	<b>92</b>
<b>Appendix D6 – Risk Assessment and Acceptance Criteria .....</b>	<b>93</b>
<b>Other Matters .....</b>	<b>95</b>

## Appendix A1 – Critical Assets

### Description

Along with regional and local distributor roads, a number of other assets have been nominated as critical to the Shire providing services to the community. These assets will be prioritised when allocating annual funding to help ensure they are maintained to an acceptable condition.

A list of these assets (excluding roads) is provided below along with their relevant estimated current replacement cost.

Asset	Current Replacement Cost (\$)
Administration Centre	3,716,000
Health – Medical Centre	3,501,000
Recreation (Evacuation) Centre	6,907,000
Heavy Plant	1,600,000
<b>Total</b>	<b>15,724,000</b>

Maintenance requirements for these assets will be identified annually and prioritised through the Annual Budget cycle.

Road assets are discussed further in Appendix A2 with regional and local distributor roads being given funding prioritisation over other road assets as required

## Appendix A2 – Infrastructure Roads

### Significant Matters

The continued provision of the road network remains one of the key priorities for the Shire. A number of rural roads within the Shire are currently utilised as key mining access and tourist routes. The continued planning for future road infrastructure renewals, influenced by condition-based estimation of the remaining useful life, is not currently considered important due to the extent of road upgrades currently planned. The planned upgrades will provide improved service to the community, and will be given funding prioritisation over other road assets.

### Road Inventory

The Shire of Boddington has a road network servicing an area of 1,901<sup>1</sup> square kilometres.

Road asset information is recorded in a dedicated road inventory database. In 2022, an external consultant conducted a road infrastructure condition assessment and valuation, which forms the basis for current measurements and replacement cost estimates. A similar review is scheduled for the 2025–2026 financial year and is planned to be undertaken every four years.

Using dimension data from the Shire's road asset database and applying standard unit rates, management has estimated the current replacement cost of road assets as shown in the table below. The table outlines the various road components and their associated replacement costs.

Infrastructure Road Assets	Current Replacement Cost (\$)
<b>Roads</b>	
Pavement	20,518,204
Subgrade	22,303,680
Surface	7,684,188
<b>Road Total</b>	<b>50,506,072</b>
<b>Drainage, Kerb &amp; Channel</b>	
Kerbing	715,410
Open Drain (Excavated)	510,606
Table Drain (Shallow)	40,872
<b>Drainage, Kerb &amp; Channel Total</b>	<b>2,263,688</b>

Infrastructure Road Assets	Current Replacement Cost (\$)
<b>Bridges &amp; Culverts</b>	
Bridges	8,890,603
Culverts	5,506,529
<b>Bridges &amp; Culverts Total</b>	<b>14,397,132</b>
<b>Footpaths</b>	
Footpath	2,581,868
<b>Footpath Total</b>	<b>2,581,868</b>

<sup>1</sup> Australian Bureau of Statistics Boddington (S) (LGA50630) 2021 Census of Population and Housing, viewed 12 June 2024

## Financial Summary

Financial impacts of managing the Shire road assets are broken down into maintenance, new and renewal expenditure, each of which is examined separately as follows.

### Maintenance Expenditure

Road maintenance expenditure includes maintenance of associated infrastructure such as drainage and footpaths. Road maintenance expenditure is primarily related to the grading of unsealed roads and associated drainage clearing within the district, along with reactionary minor repair works and minor flood damage repairs. As far as possible the road maintenance program is scheduled annually, based on staff knowledge of road conditions and expected traffic volumes.

Road maintenance expenditure is comprised of the following estimated costs in 2025/26.

Expenditure by Nature		\$
<b>Road Maintenance</b>		
Materials & Contracts		156,869
Employee & Plant Costs		315,734
<b>Road Maintenance Total</b>		<b>472,603</b>
<b>Drainage, Kerb &amp; Channel Maintenance</b>		
Materials & Contracts		2,070
Employee & Plant Costs		2,700
<b>Drainage, Kerb &amp; Channel Maintenance Total</b>		<b>4,770</b>

Expenditure by Nature		\$
<b>Bridges &amp; Culverts Maintenance</b>		
Materials & Contracts		34,673
Employee & Plant Costs		4,230
<b>Bridges &amp; Culverts Total</b>		<b>38,903</b>
<b>Footpath Maintenance</b>		
Materials & Contracts		5,000
Employee & Plant Costs		16,633
<b>Footpath Maintenance Total</b>		<b>21,633</b>

### New Expenditure

Road safety related projects will be prioritised where issues are identified. External grant funding is essential to achieve any safety upgrades and road upgrades.

Project		\$
<b>Road Upgrades</b>		
Road Program – RRG		4,760,500
Parking Bays Wuraming Ave		142,522
<b>Road Upgrade Total</b>		<b>4,903,022</b>
<b>Drainage, Kerb &amp; Channel Upgrades</b>		
Provide kerbing alongside townsites roads		51,930
<b>Drainage, Kerb &amp; Channel Upgrade Total</b>		<b>51,930</b>

Project		\$
<b>Footpaths</b>		
Implement Bicycle Plan		225,000
Rail Trail – Stage 2		2,500,000
<b>Footpath Upgrade Total</b>		<b>\$2,725,000</b>



## Renewal Expenditure

Road works are prioritised based on staff knowledge of the conditions of roads and expected usage patterns and this is conducted during the budget process. All planned works are funded through a combination of internal funds and external grants.

In the chart's below, planned expenditure is shown as green columns, with required renewals as the blue columns. The orange line shows the difference between the two expenditure levels.

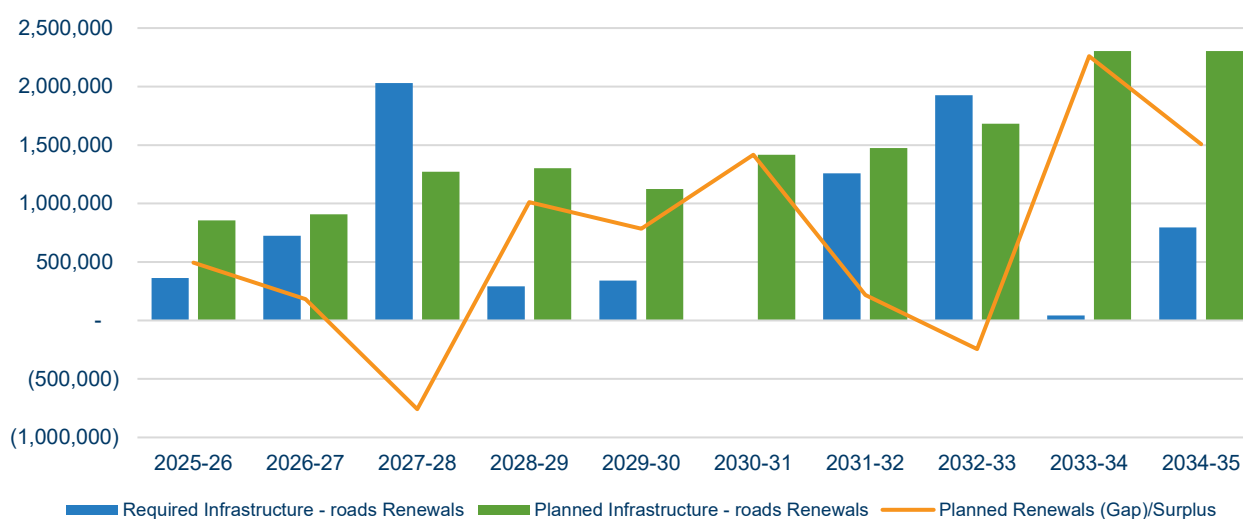
Planned road renewal over the term totals \$14,644,677. Required road renewal is calculated at \$7,771,616 for the term, overall, there is a \$6,873,061 renewal surplus for the Shire's road assets.

Planned renewal is spread across the term to mitigate the required renewal spikes. This is discussed further over the page.

Planned drainage, kerbing and channel infrastructure renewal over the term totals \$520,084. Required drainage, kerbing and channel infrastructure renewal is calculated at \$763,145 for the term, overall, there is a \$243,061 renewal deficit for the Shire's drainage, kerbing and channel infrastructure assets.

Planned footpath infrastructure renewal over the term totals \$4,072,125. Required footpath infrastructure renewal is calculated at \$558,112 for the term, overall, there is a \$3,514,013 renewal surplus for the Shire's footpath infrastructure assets

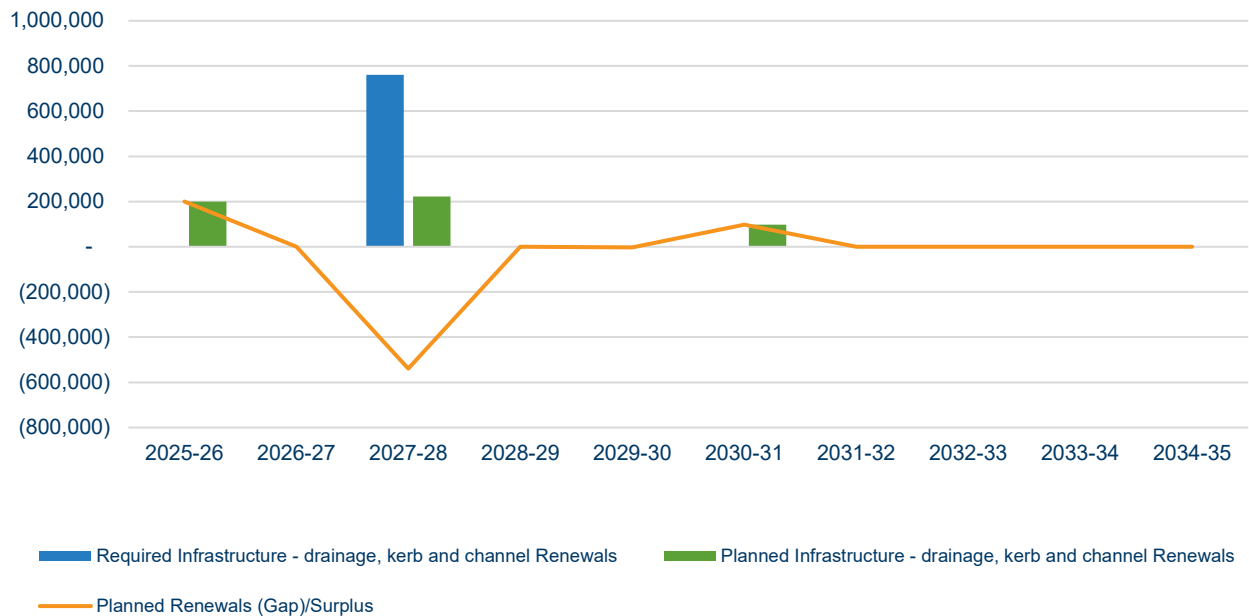
## Required v Planned Asset Renewals – Roads Infrastructure



The values represented in the chart above are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	363,257	856,954	493,697
2026-2027	725,075	908,734	183,659
2027-2028	2,030,088	1,271,821	(758,267)
2028-2029	290,485	1,302,984	1,012,499
2029-2030	340,569	1,123,850	783,281
2030-2031	-	1,417,453	1,417,453
2031-2032	1,256,692	1,474,691	217,999
2032-2033	1,925,338	1,681,538	(243,800)
2033-2034	43,503	2,303,326	2,259,823
2034-2035	796,609	2,303,326	1,506,717

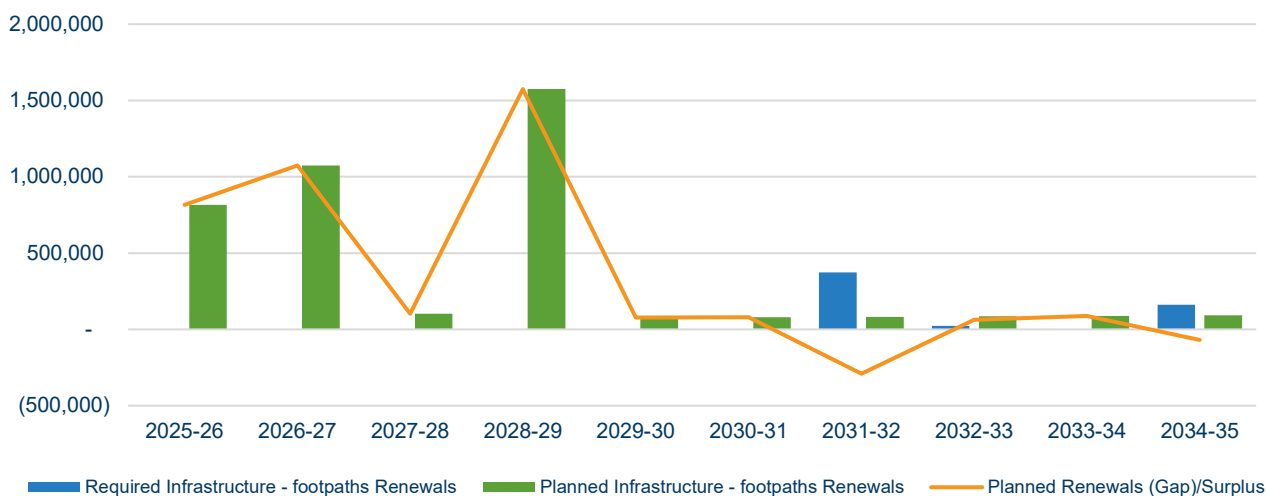
## Required v Planned Asset Renewals – Drainage, Kerbing and Channel Infrastructure



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	-	200,000	200,000
2026-2027	-	-	-
2027-2028	760,934	221,744	(539,190)
2028-2029	-	-	-
2029-2030	2,211	-	(2,211)
2030-2031	-	98,340	98,340
2031-2032	-	-	-
2032-2033	-	-	-
2033-2034	-	-	-
2034-2035	-	-	-

## Required v Planned Asset Renewals – Footpaths Infrastructure



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	-	816,750	816,750
2026-2027	-	1,073,049	1,073,049
2027-2028	-	102,067	102,067
2028-2029	-	1,574,589	1,574,589
2029-2030	-	77,200	77,200
2030-2031	-	79,902	79,902
2031-2032	373,134	82,698	(290,436)
2032-2033	23,387	85,593	62,206
2033-2034	-	88,588	88,588
2034-2035	161,591	91,689	(69,902)

## Forecast Planned and Required Road Renewal Expenditure

The level and extent of the renewal surplus is dependent on the accuracy of unit cost estimates and remaining useful life estimates for each road component. An improvement in this information once current upgrade works are complete will result in improved planning outcomes and enable the scheduling of works to minimise the negative impact of renewal spikes.

One of the largest impacts on road component lives is the volume and weight of traffic traversing a road length. Where this exceeds the roads construction capabilities, sudden unexpected road failure may occur. Whilst road renewals may be forecast based on the age and condition of the asset, expected traffic volumes and weights are an important factor and difficult to forecast within Western Australian rural areas.

Many assumptions have been utilised in arriving at the remaining useful life of each individual road asset by the external valuers. Remaining useful life of sheeted roads has not been determined by measurement of the remaining level of sheeted material with an annual rate of wear applied but has rather been based on a worst-case estimate. For this reason, management has not planned to replace the unsealed roads in accordance with the valuation information.

Asset preservation for the road network remains a key priority for the Shire and ensuring appropriate funds are available to renew the road network when required is a key consideration of all planning.

## Level of Service

Level of service measures have not been routinely recorded or reported on. Detailed performance measures and performance targets for road construction and maintenance have been developed through the review of the previously identified road level of service indicators and are shown in the following tables.

Speed and weight ratings of the road network are considered the best overall indicator of the level of service of the road network as a whole.

## Road Construction

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Gravel Road Construction</b>			
Condition	Gravel roads are constructed to a high standard	Customer Complaints	One complaint per road per year
Safety	To ensure that all roads are being constructed in a safe manner and road is made safe and signed correctly when unmanned	Customer Complaints	One per road
		Number of damage/injury claims	0 claims
Cost Effectiveness	Efficient capital works program.	Projects completed within the timeframe and on budget	100% completed within timeframe and on budget
<b>Bitumen Road Construction</b>			
Condition	Bitumen roads are constructed to a high standard.	Customer complaints.	One complaint per road per year.
Safety	To ensure that all roads are being constructed in a safe manner and road is made safe and signed correctly when unmanned.	Customer complaints.	One per road.
		Number of damage/injury claims.	0 claims.
Cost Effectiveness	Efficient capital works program.	Projects completed within the timeframe and on budget.	100% completed within timeframe and on budget.

## Road Maintenance

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Gravel Road Maintenance</b>			
Condition	Gravel roads are maintained to a high standard and on a regular basis. Drainage is also assessed in order to minimise the risk of flooding and damage	Customer Complaints	One complaint per road per year
		Routine road inspection	One complaint per year with managers
Function	To ensure that all gravel roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	One complaint per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed
Safety	To provide a gravel road network that is free of hazards.	Hazard removed within 2 hours of notification.	95% Addressed
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.
<b>Bitumen Road Maintenance/Drainage</b>			
Condition	Bitumen roads are maintained to a high standard and on a regular basis. Drainage is also to be assessed, and drains cleaned in order to minimise the risk of flooding and damage.	Customer complaints.	One complaint per road per year.
		Routine road inspection.	Two per year with managers.
Function	To ensure that all bituminised roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	One complaint per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed.
Safety	To provide a bituminised road network that is free of hazards.	Hazard removed within 2 hours of notification.	95% addressed.
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

## Drainage Maintenance

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Infrastructure – Drainage Maintenance</b>			
Condition	Drainage is to be assessed, and drains cleaned in order to minimise the risk of flooding and damage.	Customer complaints.	Two complaints per road per year.
		Routine road inspection.	Two per year with managers.
Function	To ensure that all roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	Two complaint per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 5 working days of notification.	95% addressed.
Safety	To provide a road network that is free of hazards.	Hazard mitigation implemented (signage/barricades) within 2 hours of notification. Hazard removed/rectified as soon as possible.	95% addressed.
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

## Footpath Maintenance

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Infrastructure – Footpath Maintenance</b>			
Condition	Footpaths are maintained to a reasonable standard and on a regular basis.	Customer complaints.	One complaint per year.
		Routine footpath inspection.	Two per year with managers.
Function	To ensure that all footpaths are maintained in order to provide a useable and safe footpaths network for users.	Customer complaints.	One complaint per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 5 working days of notification.	95% addressed.
Safety	To provide a footpath network that is free of hazards.	Hazard mitigation implemented (signage/barricades) within 24 hours of notification. Hazard removed/rectified as soon as possible.	95% addressed.
Cost Effectiveness	Efficient footpath maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.



## Risk Management

An assessment of risks associated with the delivery from road assets has identified the following risks and treatment strategies.

Risk	Consequence	Risk Rating	Risk Treatment
Increased truck sizes, and increased pressure on to run larger, heavier trucks over road assets	Likelihood of severe damage increases.	High	Increased truck sizes, and increased pressure on to run larger, heavier trucks over road assets
Asset condition decreases due to flood damage.	Desired level of service not maintained.	Medium	Ensure adequate drainage in road design and maintenance to mitigate risk of flood damage.
Climate change.	Likelihood of severe storm damage increases.	Medium	Consider climate change when managing assets.
Significant unforeseen increases in maintenance or renewal costs.	Desired level of service not maintained.	Medium	Monitor costs and adjust long-term plans accordingly.
Asset condition decreases due to inadequate renewal program.	Desired level of service not maintained.	Medium	Determine maintenance priorities based on lifecycle cost.
Sudden significant changes in population.	Sudden increase in level of service requirements.	Medium	Monitor population trends and industry developments in the region.
Asset condition decreases due to inadequate maintenance program.	Desired level of service not maintained.	Low	Determine maintenance priorities based risk assessment and lifecycle cost.
Traffic incident attributable to sub-standard road conditions or road layout.	Liability risk.	Low	Ensure road network is maintained in compliance with applicable standards.
Health and safety incident whilst working on assets causing fatality or serious injury.	Prosecution risk.	Low	Ensure Council has compliant Health and Safety policy. Ensure staff and contractors are trained in policy and all procedures are complied with.
Trip incident attributable to sub-standard footpath conditions.	Liability risk.	Low	Footpath network is maintained in compliance with applicable standards and inspected annually.

## Improvement

Monitoring and reporting of the key performance measures is important to help ensure levels of service are maintained.

Continued improvement in the knowledge of the road network (including road conditions) and forecasting of road renewal timing and costs is essential for managing the road network. As renewal timing and cost forecasting improves, opportunities for efficiency gains may be identified and included within future plans.

Monitoring of actual renewal costs against estimated renewal costs will improve the accuracy of future unit cost estimates. Routine monitoring of traffic volumes and road conditions will further improve the ability of the Shire to forecast future road renewal priorities.

## Appendix A3 – Buildings

### Significant Matters

The Shire controls building assets which are vital to the provision of administrative and recreational facilities to the community.

The long life and high cost of renewing buildings results in significant spikes in future funding requirements as a building reaches a stage in its lifecycle when it can no longer provide the desired level of service. New design criteria usually result in buildings being constructed to a different standard on renewal which often results in the need for additional funding. Planning for adequate future funding of building renewals is one of the most significant long-term challenges for the Shire as it seeks to preserve assets for future generations.

### Inventory

Land and buildings were valued by independent professional valuers at 30 June 2023, based on an inspection undertaken. The replacement costs of major buildings contained within the valuation report is shown in the table below.

### Composition of Estimated Current Replacement Cost of Building Assets

Building	Current Replacement Cost (\$)
Administration	3,716,000
Civic - Amenities	1,680,500
Civic - Clubs/Community Groups	3,273,000
Civic - Emergency Services	305,000
Civic - Town/Community Hall	3,601,000
Demountable Amenities	790,600
Education - Child Care	634,000
Education - Classroom	2,057,000
Health - Medical Centre	3,501,000
Industrial - Awnings/Canopy	15,700
Recreation - Clubhouse	4,450,000
Recreation - Hall/Sports Centre	6,907,000
Recreation - Kiosk	180,100
Recreation - Picnic Shelter/Rotunda	139,700
Residential Dwellings	7,133,000
Sheds	2,194,010
Judges Box	75,900
<b>Buildings Total</b>	<b>40,653,510</b>

## Financial Summary

The financial impacts of managing the Shire building assets has been broken down into maintenance, new and renewal expenditure, each of which is examined separately.

### Maintenance Expenditure

Routine maintenance expenditure is forecast to increase in line with inflation. A detailed building maintenance plan has been developed to help ensure buildings are maintained at a level to maximise their useful life and minimise the need to renew entire building structures.

Building operating and maintenance expenditure is comprised of the estimated costs shown for 2025/26 in the table on the right.

Expenditure by Nature	\$
Materials and Contracts	234,693
Insurance	93,472
Utility Costs	194,123
Employee & Plant Costs	326,687
<b>Building Maintenance Totals</b>	<b>848,975</b>

### New/Upgrade Asset Expenditure

A number of projects are planned over the life of the 10-year plan, with a total of \$6.7 million allocated to new buildings and building improvements. The caravan park cabins are scheduled for 2025/26 with the tender being awarded and construction commencing in the first half of the financial year. New housing is also forecast to begin in 2025/26 with \$500,000 being allocated to the project. The remaining building expenditure is planned for the later years of the 10-year period.

The table on the right shows new/upgrade building expenditure is currently planned over the life of the 10-year plan.

Project	\$
Caravan Park – Cabins	2,540,817
New Housing Investment	2,874,015
Improvements to Buildings	1,156,613
Solar Panels	43,274
Accessible Toilets in Town Hall	150,000
<b>New/Upgrade Building Total</b>	<b>6,764,719</b>

### Renewal Expenditure

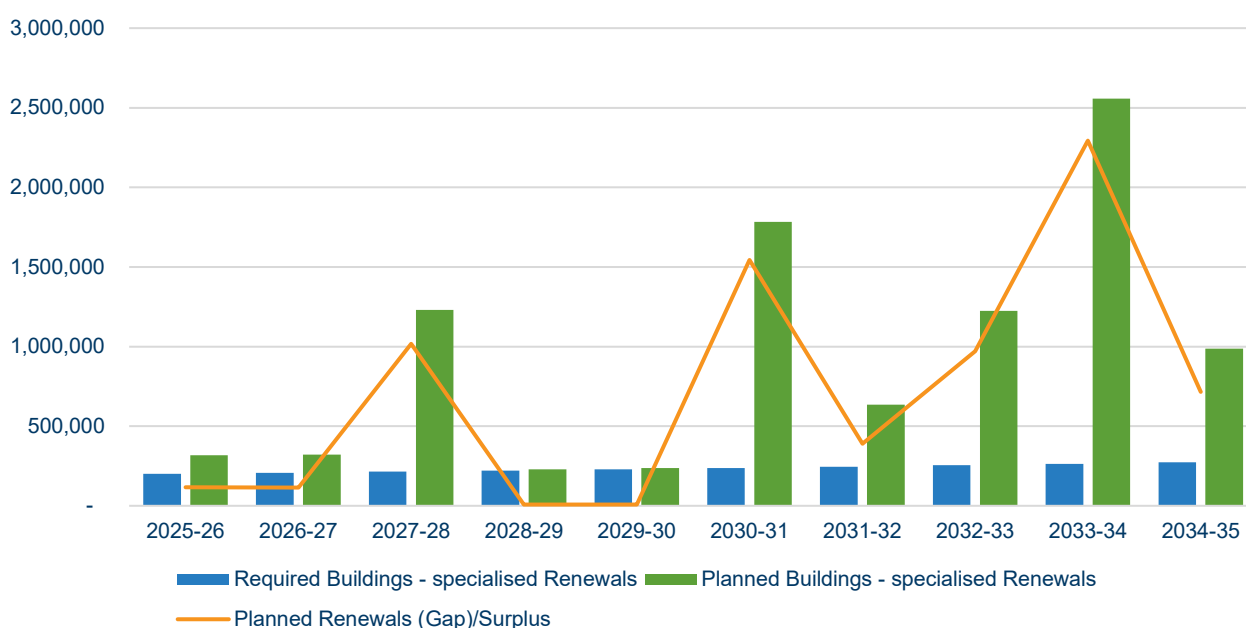
Using the estimated remaining useful life and the 'reinstatement with new' values provided in the independent valuation report, the timing and extent of future required property renewals has been forecast (adjusted for inflation). Whilst the valuation indicates the required renewal timings, given the forecast level of planned maintenance, building assets are expected to last well beyond the indicated renewal timings.

Maintaining borrowing capacity or funds in an appropriate reserve is important to ensure funds are available in future years when buildings are required to be renewed due to the high level of expenditure in renewing building assets.

## Forecast Planned and Required Building Renewal Expenditure

The chart below outlines the required building renewals based on the most recent building valuations. The Shire's planned renewal works exceed the minimum required levels, as many buildings are being renewed prior to reaching the end of their useful life.

Renewal of the existing swimming pool ablutions is scheduled across 2025/26 and 2026/27. The spike in 2027/28 reflects planned renewal works at the Caravan Park, including upgrades to the camp kitchen. Increases in 2030/31 and beyond account for potential renewal works to the Childcare Centre Building and Old School buildings, subject to the outcomes of the Old School Precinct Strategy.



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	199,987	316,750	116,763
2026-2027	206,986	321,368	114,382
2027-2028	214,231	1,230,927	1,016,696
2028-2029	221,729	229,505	7,776
2029-2030	229,490	237,537	8,047
2030-2031	237,522	1,782,421	1,544,899
2031-2032	245,835	636,140	390,305
2032-2033	254,439	1,224,967	970,528
2033-2034	263,344	2,556,742	2,293,398
2034-2035	272,562	987,419	714,857

## Level of Service

Detailed performance measures and performance targets for buildings are defined in the table below.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
Condition	The building's meets the expectations of the community.	Customer complaints.	One per year per building.
Function	To provide the communities with a facility that can be utilised for the purpose it was designed for.	Customer complaints.	One per year per building.
Safety	The building is safe and suitable for its intended use.	Number of injury claims	0 claims.

## Risk Management

Risk	Consequence	Risk Rating	Risk Treatment
Public Liability incident attributable to sub-standard property conditions or property layout.	Liability Risk.	Medium	Ensure property assets are maintained in compliance with applicable standards.
Climate Change.	Likelihood of severe storm damage increases.	Medium	Consider climate change impacts when designing and managing assets.
Significant unforeseen increases in maintenance or renewal costs.	Desired level of service not maintained.	Medium	Monitor costs and adjust long-term plans accordingly.
Asset condition decreases due to inadequate renewal program.	Desired level of service not maintained.	Medium	Determine maintenance priorities based risk and on lifecycle cost.
Asset condition decreases due to inadequate maintenance program.	Desired level of service not maintained.	Low	Determine maintenance priorities based risk assessment and lifecycle cost.
Sudden significant increase in population.	Sudden increase in level of service requirements.	Low	Monitor population trends and industry developments in the region.
Health and safety incident whilst working on assets causing fatality or serious injury.	Prosecution risk.	Low	Ensure council has compliant Health and Safety policy. Ensure staff and contractors are trained in policy and all procedures are complied with.

## Improvement

The Shire recognises the importance of strengthening asset management planning for its building portfolio and is committed to improving this area. As part of this commitment, the Shire is currently investigating fit-for-purpose asset management software to enhance its ability to track, manage, and forecast building maintenance and renewal needs. This technology will support more informed decision-making and help optimise the timing and allocation of resources for building upgrades and replacements.

A review of the Building Asset Management Plan developed in 2022/2023 is scheduled to identify opportunities for improvement and ensure the plan remains current and fit for purpose. The updated plan will be aligned with evolving community needs, legislative requirements, and industry best practices. Although demand for building assets is expected to remain relatively stable in the near term, the Shire is focused on maintaining these assets to a high standard. Enhanced monitoring and reporting of key performance indicators will be prioritised to support the ongoing functionality, safety, and sustainability of the Shire's building infrastructure.



## Appendix A4 – Other Infrastructure

### Significant Matter

The Shire controls a number of other infrastructure assets, which are significant to the community.

The nature of these assets is varied. Changing requirements due to community expectations will require further analysis to fully consider future funding requirements as individual assets require expenditure.

Availability of grant funding will significantly impact the timing and extent of expenditure on these assets.

### Inventory

Other Infrastructure assets were valued by independent professional valuers effective as at 30 June 2023, based on an inspection undertaken. The Shire's Other Infrastructure assets current replacement cost at the time of valuation at 30 June 2023 was \$13.5 million and is detailed in the below table.

### Composition of Estimated Current Replacement Cost of Other Infrastructure Assets

Building	Current Replacement Cost (\$)
Fences	646,340
Hardstand and Internal Roads	4,082,100
Lighting	655,010
Marine Improvements	71,200
Miscellaneous	887,748
Park Assets	2,056,650
Pool Assets	1,365,600
Retaining Walls	849,620
Sporting Equipment	2,533,160
Waste	324,700
<b>Other Infrastructure Total</b>	<b>13,472,128</b>

### Financial Summary

The financial impact of managing the Shire's other infrastructure assets is broken down into maintenance, new and renewal expenditure, each of which is examined separately.

## Maintenance Expenditure

Other infrastructure assets maintenance expenditure is forecast to increase in line with inflation.

Other Infrastructure operating and maintenance expenditure is comprised of the estimated costs shown for 2025/26 in the table on the right.

Expenditure by Nature	\$
Materials and Contracts	326,197
Insurance	15,210
Utility Costs	270,465
Employee & Plant Costs	357,641
<b>Other Infrastructure Maintenance Totals</b>	<b>969,513</b>

## New Expenditure

The following new/upgrade projects are planned during the term of this Plan. These projects will be reassessed during the annual budget process and will require external funding to be undertaken.

Project	\$
Street Art/Mural Project	67,535
Inclusive Play Equipment	80,000
Yarning Circle	358,000
EV Charging Station	60,000
Seating and lighting river and parks	20,000
Upgrades to 32 Bannister Rd	595,000
Solar feature lighting park and bridge	80,000
Mountain Bike Trail	1,000,000
History of Boddington on Main Street	150,000
Dump Truck Display	517,500
Wayfinding Signage Main Attractions and Parking	50,000
<b>Other Infrastructure New/Upgrade Total</b>	<b>2,978,035</b>

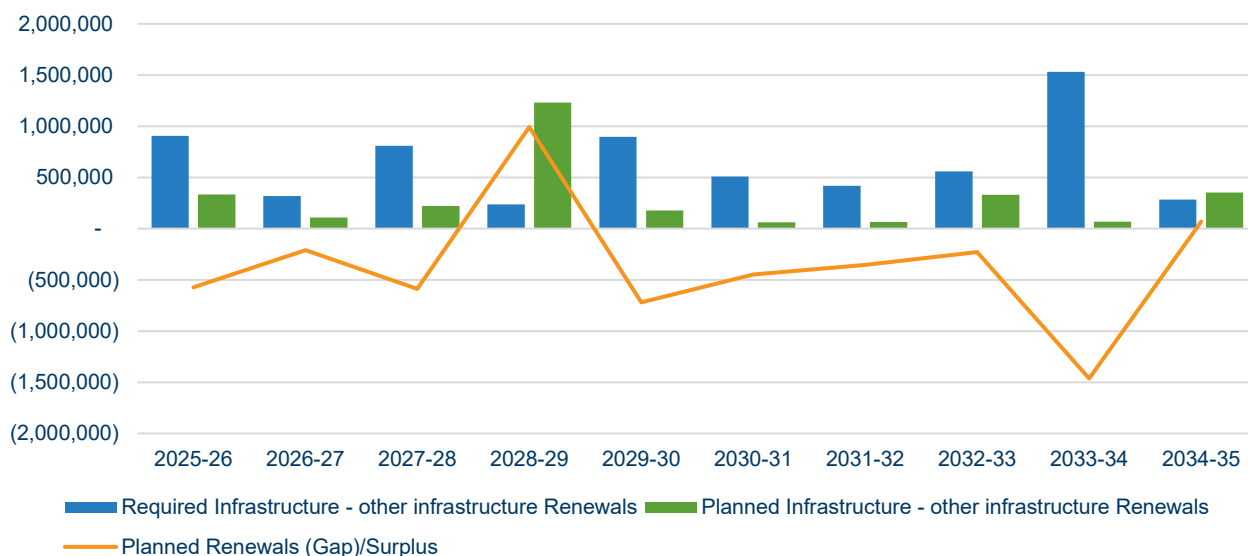
## Renewal Expenditure

Using the estimated remaining useful life and the 'reinstatement with new' values provided in the independent valuation report, the timing and extent of future required renewals has been forecast (adjusted for inflation). Minor asset renewals will be determined and funded within the annual budget cycle. Renewal of other infrastructure assets will be considered on a case by case basis at the time the asset is viewed as requiring renewal.

## Forecast Planned and Required Other Infrastructure Renewal Expenditure

The chart below outlines the required Other Infrastructure renewals based on the most recent valuations. Planned expenditure is shown as the green columns with forecast required renewals shown as the blue columns. The orange line shows the variation between the two levels

A significant portion of the required renewals relates to hardstands and internal roads. The extent of the renewal shortfall depends on the accuracy of unit cost estimates and the remaining useful life data for each asset. As asset information improves, so too will the ability to plan effectively allowing the Shire to better schedule works and minimise the impact of renewal spikes.



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	906,822	332,605	(574,217)
2026-2027	317,463	107,122	(210,341)
2027-2028	809,515	221,744	(587,771)
2028-2029	237,212	1,229,504	992,292
2029-2030	896,889	178,153	(718,736)
2030-2031	508,254	61,463	(446,791)
2031-2032	416,641	63,614	(353,027)
2032-2033	558,112	329,202	(228,910)
2033-2034	1,531,563	68,145	(1,463,418)
2034-2035	284,893	352,650	67,757

## Level of Service

Detailed performance measures and performance targets for other infrastructure assets are defined in the table below.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
Condition	Well maintained community facilities.	Customer complaints.	Under 5 per year
	Community satisfaction with asset.	Community survey.	90% satisfaction
Function	Fit for purpose.	Customer complaints.	Under 5 per year
	Community importance with asset.	Customer survey.	90% satisfaction
Safety	To ensure that any maintenance issues or hazards are dealt with promptly.	Issue or hazard is dealt with within one working day of notification. If hazard is serious to be addressed within 2 hours of notification.	95% addressed

## Improvement

The improvement of asset management planning for other infrastructure assets is not currently viewed as a priority as risks are able to be managed through annual operational planning.

## Appendix A5 – Plant and Equipment

### Significant Matters

The Shire has a large plant and equipment portfolio which includes items such as graders, tractors, utility vehicles, trailers and passenger vehicles. It also owns an extensive listing of furniture and equipment, such as office furniture, IT and communication equipment, to support operations.

A 10-year plant replacement program is updated on an annual basis as part of the Shire's annual budget process. Heavy plant is considered a critical asset, given the part it plays in responding to any natural emergency within the Shire.

### Inventory

The table below separates the Shire's plant and equipment into the major asset types and shows the current replacement cost as per the Shire's internally produced plant replacement program. A register of plant and equipment is maintained within the financial reporting system

### Composition of Estimated Current Replacement Costs of Plant and Equipment Assets

Asset	Current Replacement Cost (\$)
Diggers	225,000
Grader	375,000
Loaders	465,000
Mowers	127,000
Rollers	150,000
Sweeper	75,000
Tractors	140,000
Trailer	50,000
Trucks	535,000
Utility Vehicles	340,000
Vehicles	155,000
<b>Total</b>	<b>2,637,000</b>

### Financial Summary

The financial impacts of managing the Shire plant and equipment assets are broken down into maintenance, new and renewal expenditure, each of which is examined separately.

Maintenance is undertaken in accordance with manufacturers' guidelines and is provided for within the annual budget and this Plan. No significant changes to maintenance or operating expenditure are forecast.

## New Expenditure

The following new plant and equipment items are included in the Plant Replacement Program and are scheduled for acquisition during the life of the Plan.

Asset	\$
Vibrating Drum Roller	80,000
Twin Drum Roller	50,000
500g Plate Compactor	15,000
UTV Side by Side	32,000
Trailer and dolly	100,000
<b>Total</b>	<b>277,000</b>

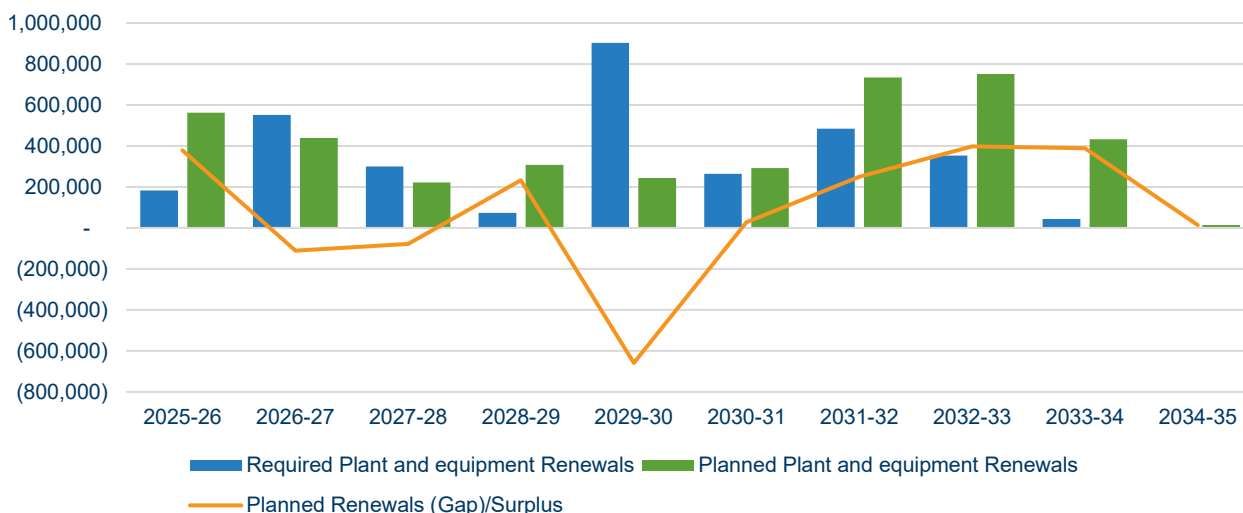
## Renewal Expenditure

The Shire has allocated funding for the replacement of IT related equipment, as well as gym equipment, however, there is no formal replacement or renewal program in place. These items are considered on an annual basis as part of the Shire's budget process and are not planned in detail.

The plant replacement program is updated annually and is expected to remain fully funded by annual allocations to the Plant Replacement Cash Reserve.

## Forecast Planned and Required Other Infrastructure Renewal Expenditure

The chart below outlines the required plant and equipment renewals based on the most recent valuations. Planned expenditure is shown as the green columns with forecast required renewals shown as the blue columns. The orange line shows the variation between the two levels



## Plant Disposal

This Plan incorporates the Shire's 10-year Plant Replacement Program. The Plant Replacement Program outlines the purchase, disposal and funding elements for plant and equipment

## Level of Service

Level of service measures are defined below.

Detailed performance measures and performance targets for plant and equipment replacement and maintenance are defined in the following table.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
Function	To ensure Council employees are able to meet Council requirements.	Council plant and equipment is serviceable for all Council programs.	90% satisfaction.
	To ensure that Councils Capital Works Program is completed.	Capital Works Program completed on time and within budget.	100% completed and within budget.
	To ensure that any maintenance requirements are carried out.	Maintenance schedule adhered to.	100% completed and on time.
Compliance	To ensure Council employees are able to meet Council requirements.	Council plant and equipment is serviceable for all Council programs.	90% satisfaction.

## Risk Management

An assessment of risks associated with holding plant and equipment items has identified the following risks and the treatment strategy for each risk.

Risk	Consequence	Risk Rating	Risk Treatment
Inadequate funding for renewal and maintenance resulting in deterioration of plant and equipment and an increase in maintenance and operating costs.	Desired level of service not maintained.	High	Ensure funding for renewals included within the plant replacement program and budgets.
Existing plant and equipment assets do not comply with regulations.	Prosecution risk.	High	Regular scheduled inspection and maintenance on all plant and equipment. Ensure safety systems in line with regulations.

## Improvement Plan

Improving asset management planning for plant and equipment is not currently viewed as a priority as risks are sufficiently managed through the 10 year plant replacement program. Demand for plant and equipment assets is expected to remain relatively stable into the future.



## Appendix A6 – Estimated Asset Life and Residual Value

The table below lists the estimated useful life and residual value of assets to sub-class level. These values were used to calculate the planned renewal and depreciation of an asset

Asset Class	Asset Sub-Class	Pavement Type	Estimated Useful Life	Estimated Residual Value
Roads	Pavement	Pavement - Sealed - Access Rd	60	
Roads	Pavement	Pavement Structure - Unsealed Road	40	
Roads	Pavement	Pavement Structure - Unsealed Road	20	
Roads	Pavement	Pavement - Sealed - Distributor Rd	60	
Roads	Subgrade	Subgrade Structure - Access Road	100	100%
Roads	Subgrade	Subgrade Structure - Distributor Road	100	100%
Roads	Surface	Surface Structure - Single Seal	10	
Roads	Surface	Surface Structure - Brick Paving	50	
Roads	Surface	Surface Structure - Double Seal	20	
Roads	Surface	Surface Structure - Asphalt	25	
Roads	Surface	Surface Structure - Cement Concrete	80	
Footpaths	Footpath	Brick Paving Footpath	50	
Footpaths	Footpath	In situ Concrete Footpath	60	
Footpaths	Footpath	Asphalt Footpath	30	
Footpaths	Footpath	Concrete Slabs Footpath	50	
Drainage, kerb and channel	Kerbing		75	
Drainage, kerb and channel	Open Drain (Excavated)		15	
Drainage, kerb and channel	Table Drain (Shallow)		15	
Drainage, kerb and channel	Underground Pipe		100	
Bridges and culverts	Bridge	Round Timber with Concrete Deck	100	
Bridges and culverts	Culvert	Concrete	100	
Bridges and culverts	Culvert	Helicore (Corrugated Steel)	100	
Bridges and culverts	Culvert	Timber constructions	100	
Bridges and culverts	Culvert	Aluminium	100	
Bridges and culverts	Culvert	High Density Polyethyl	100	
Plant and equipment	Construction		15	
Plant and equipment	Light Vehicle		6	
Plant and equipment	Parks		10	
Plant and equipment	Trucks and Trailers		10	

Asset Class	Asset Sub-Class	Hierarchy	Estimated Useful Live	Estimated Residual Value
Land - freehold land	Commercial	Town	100	100%
Land - freehold land	Industrial	Town	100	100%
Land - freehold land	Industrial	Town Fringe	100	100%
Land - freehold land	Residential	Town	100	100%
Land - freehold land	Residential	Town Fringe	100	100%
Land - freehold land	Rural	Town Fringe	100	100%
Buildings - non-specialised	Residential - Detached House	Standard	60.58	
Buildings - specialised	Administration	Standard	61.38	
Buildings - specialised	Civic - Amenities	Basic	86.89	
Buildings - specialised	Civic - Amenities	Standard	77.12	
Buildings - specialised	Civic - Amenities	Superior	70.97	
Buildings - specialised	Civic - Clubs/Community Groups	Superior	66.92	
Buildings - specialised	Civic - Clubs/Community Groups	Basic	62.39	
Buildings - specialised	Civic - Clubs/Community Groups	Standard	45.43	
Buildings - specialised	Civic - Emergency Services	Standard	86.95	
Buildings - specialised	Civic - Town/Community Hall	Standard	71.16	
Buildings - specialised	Civic - Town/Community Hall	Superior	64.9	
Buildings - specialised	Demountable - Amenities	Standard	54.24	
Buildings - specialised	Demountable - Other Transportable	Standard	64.07	
Buildings - specialised	Demountable - Other Transportable	Superior	63.11	
Buildings - specialised	Demountable - Other Transportable	Basic	50.87	
Buildings - specialised	Education - Child Care/Kindergarten	Standard	65.28	
Buildings - specialised	Education – Classroom	Standard	55.45	
Buildings - specialised	Education - Classroom	Superior	53.16	
Buildings - specialised	Health - Medical Centre	Standard	100.2	
Buildings - specialised	Industrial - Awnings/Canopy	Basic	61.73	
Buildings - specialised	Recreation - Clubhouse	Standard	59.53	
Buildings - specialised	Recreation - Clubhouse	Basic	68.63	
Buildings - specialised	Recreation - Hall/Sports Centre	Standard	66.65	
Buildings - specialised	Recreation - Kiosk	Standard	76.87	
Buildings - specialised	Recreation - Kiosk	Basic	102.54	
Buildings - specialised	Recreation - Picnic Shelter/Rotunda	Superior	108.76	
Buildings - specialised	Recreation - Picnic Shelter/Rotunda	Standard	61.84	
Buildings - specialised	Residential - Detached House	Standard	57.26	
Buildings - specialised	Residential - Semi Detached/Duplex	Standard	76.65	
Buildings - specialised	Shed - Earth Floor	Standard	81.64	
Buildings - specialised	Shed - Earth Floor	Basic	87.21	
Buildings - specialised	Shed - Fully Enclosed	Superior	83.21	
Buildings - specialised	Shed - Fully Enclosed	Standard	87.86	
Buildings - specialised	Shed - Fully Enclosed	Basic	85.61	
Buildings - specialised	Shed - Partly Walled	Standard	93.36	
Buildings - specialised	Shed - Partly Walled	Basic	83.98	
Buildings - specialised	Shed - Partly Walled	Superior	83.78	

# Appendix B1 – Forecast Financial Statements

## Financial Statements

The following forecast financial statements have been prepared and are included at the end of the Plan.

These forecast statements have been prepared within a framework which accords with the Australian Accounting Standards.

The statements have been prepared based on a number of forecasts and estimates, and readers should ensure they have read and understood the reliance section under Other Matters at the end of the document.

### **Statements of Comprehensive Income**

Often referred to as the operating statement, it shows the revenues and expenses over the periods classified by Nature to disclose a net result.

### **Statement of Financial Position**

More commonly referred to as the Balance Sheet, this statement discloses the forecast changes in the balance of assets and liability accounts over the periods.

### **Statement of Changes in Equity**

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in cash backed and revaluation reserves.

### **Statement of Cashflows**

Represents the forecast cash inflows and outflows and discloses the changes to the balance of cash over the period.

### **Statement of Financial Activity**

A statement combining operating and capital revenues and expenses and discloses the opening and closing net current forecast surplus (deficit) funding position for each year.

### **Statement of Net Current Asset Composition**

A statement showing how the closing estimated surplus/deficit has been calculated.

### **Statement of Fixed Asset Movements**

A summary of the impact of the Plan on the value of fixed assets over the period. It discloses the movements in the net value of property, plant, and equipment and infrastructure.

### **Statement of Fixed Asset Funding**

A summary of the capital expenditure by asset class and the source of funding for each class.

### **Nature**

A number of statements in the Plan are disclosed using nature descriptors of revenue and expenditure (for example Rates and Employee Costs). This classification is in accordance with Schedule 1 of the Local Government (Financial Management) Regulation 1996

## Appendix B2 - Forecast Statement of Comprehensive Income by Nature 2025-2035

	2021-22	2022-23	2023-24	Base	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>														
Rates	5,228,314	6,124,419	6,539,478	6,958,013	7,340,704	7,744,443	8,170,388	8,619,759	9,093,846	9,594,008	10,121,678	10,678,370	11,265,681	11,885,293
Grants, subsidies and contributions	916,167	973,317	723,784	541,216	729,863	755,407	781,845	809,210	837,531	866,846	897,185	928,588	961,088	994,726
Fees and charges	1,530,187	1,690,231	1,391,319	1,308,890	1,341,940	1,388,904	1,437,514	1,487,821	1,539,894	1,593,791	1,649,577	1,707,311	1,767,065	1,828,910
Interest revenue	24,712	176,304	380,062	355,094	253,746	240,224	232,603	232,194	231,314	242,007	250,574	263,865	273,434	277,885
Other revenue	166,285	285,303	250,512	160,850	47,458	49,118	50,836	52,616	54,456	56,362	58,337	60,378	62,490	64,678
	7,865,665	9,249,574	9,285,155	9,324,063	9,713,711	10,178,096	10,673,186	11,201,600	11,757,041	12,353,014	12,977,351	13,638,512	14,329,758	15,051,492
<b>Expenses</b>														
Employee costs	(2,824,713)	(3,136,188)	(3,190,598)	(3,441,443)	(3,565,643)	(3,726,096)	(3,893,769)	(4,068,989)	(4,252,093)	(4,443,441)	(4,643,401)	(4,852,350)	(5,070,709)	(5,298,883)
Materials and contracts	(2,573,370)	(2,608,481)	(2,969,296)	(3,080,792)	(2,758,151)	(3,079,990)	(2,952,759)	(2,781,028)	(2,881,080)	(3,205,403)	(3,595,102)	(3,623,291)	(3,535,068)	(3,590,607)
Utility charges	(325,231)	(354,802)	(349,460)	(347,150)	(358,276)	(370,815)	(383,792)	(397,229)	(411,124)	(425,515)	(440,409)	(455,818)	(471,768)	(488,277)
Depreciation	(3,013,436)	(2,707,158)	(2,483,450)	(2,445,800)	(3,416,949)	(3,567,776)	(3,705,744)	(3,881,346)	(4,075,560)	(4,226,770)	(4,398,609)	(4,569,689)	(4,731,239)	(4,930,256)
Finance costs	(74,880)	(66,165)	(53,182)	(43,043)	(35,257)	(49,551)	(62,832)	(51,836)	(40,364)	(30,390)	(26,072)	(21,556)	(16,836)	(11,901)
Insurance	(279,029)	(218,803)	(227,069)	(231,301)	(244,327)	(258,986)	(274,527)	(290,998)	(308,460)	(326,971)	(346,590)	(367,388)	(389,433)	(412,803)
Other expenditure	(132,254)	(25,245)	(20,155)	(107,402)	(118,945)	(123,106)	(127,415)	(131,875)	(136,491)	(141,268)	(146,212)	(151,330)	(156,627)	(162,108)
	(9,222,913)	(9,116,842)	(9,293,210)	(9,696,931)	(10,497,548)	(11,176,320)	(11,400,838)	(11,603,301)	(12,105,172)	(12,799,758)	(13,596,395)	(14,041,422)	(14,371,680)	(14,894,835)
	(1,357,248)	132,732	(8,055)	(372,868)	(783,837)	(998,224)	(727,652)	(401,701)	(348,131)	(446,744)	(619,044)	(402,910)	(41,922)	156,657
Capital grants, subsidies and contributions	989,573	1,216,850	1,429,885	3,119,178	6,068,734	1,030,890	1,231,050	2,306,000	2,103,330	977,200	973,248	944,871	961,659	961,659
Fair value adjustments to financial assets at fair value through profit or loss	1,998	1,843	840	0	0	0	0	0	0	0	0	0	0	0
Profit on asset disposals	4,870	26,028	31,103	138,251	0	0	0	0	0	0	0	0	0	0
Loss on asset disposal	0	0	(6,417)	(17,526)	0	0	0	0	0	0	0	0	0	0
<b>NET RESULT</b>	(360,807)	1,377,453	1,447,356	2,867,035	5,284,897	32,666	503,398	1,904,299	1,755,199	530,456	354,204	541,961	919,737	1,118,316
<b>Other comprehensive income</b>	6,086,095	9,141,543	0	0	3,670,922	4,002,306	4,175,985	4,379,530	4,491,772	4,751,127	4,882,838	5,087,356	5,317,020	5,484,833
<b>TOTAL COMPREHENSIVE INCOME</b>	5,725,288	10,518,996	1,447,356	2,867,035	8,955,819	4,034,972	4,679,383	6,283,829	6,246,971	5,281,583	5,237,042	5,629,317	6,236,757	6,603,149

## Appendix B3 - Forecast Statement of Financial Position 2025-2035

	2022	2023	2024	Base	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>														
Unrestricted cash and cash equivalents	4,699,548	5,968,283	5,826,194	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971
Restricted cash and cash equivalent	1,629,000	2,041,385	2,571,946	2,280,211	1,829,501	1,575,468	1,561,845	1,532,490	1,888,926	2,174,466	2,617,516	2,936,555	3,084,931	2,905,035
Trade and other receivables	436,069	635,929	554,121	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516
Other assets	119,792	7,883	41,018	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT ASSETS</b>	<b>6,884,409</b>	<b>8,653,480</b>	<b>8,993,279</b>	<b>4,840,698</b>	<b>4,389,988</b>	<b>4,135,955</b>	<b>4,122,332</b>	<b>4,092,977</b>	<b>4,449,413</b>	<b>4,734,953</b>	<b>5,178,003</b>	<b>5,497,042</b>	<b>5,645,418</b>	<b>5,465,522</b>
<b>NON-CURRENT ASSETS</b>														
Financial assets	38,902	40,745	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585
Other receivables	12,846	23,375	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912
Property plant and equipment	30,930,672	38,372,382	38,434,877	38,882,592	42,778,565	44,161,281	45,589,818	46,132,546	46,572,716	48,850,888	50,769,820	52,628,607	55,618,742	59,001,440
Infrastructure	60,795,584	62,263,509	63,087,338	67,321,895	73,096,292	76,242,136	79,196,798	84,646,453	89,764,541	92,387,518	95,163,366	98,511,129	101,500,927	104,787,891
<b>TOTAL NON-CURRENT ASSETS</b>	<b>91,778,004</b>	<b>100,700,011</b>	<b>101,592,712</b>	<b>106,274,984</b>	<b>115,945,354</b>	<b>120,473,914</b>	<b>124,857,113</b>	<b>130,849,496</b>	<b>136,407,754</b>	<b>141,308,903</b>	<b>146,003,683</b>	<b>151,210,233</b>	<b>157,190,166</b>	<b>163,859,828</b>
<b>TOTAL ASSETS</b>	<b>98,662,413</b>	<b>109,353,491</b>	<b>110,585,991</b>	<b>111,115,682</b>	<b>120,335,342</b>	<b>124,609,869</b>	<b>128,979,445</b>	<b>134,942,473</b>	<b>140,857,167</b>	<b>146,043,856</b>	<b>151,181,686</b>	<b>156,707,275</b>	<b>162,835,584</b>	<b>169,325,350</b>
<b>CURRENT LIABILITIES</b>														
Trade and other payables	558,532	911,908	963,127	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348
Contract liabilities	2,885,730	3,386,114	3,474,279	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089
Current portion of long-term liabilities	356,511	369,416	228,376	236,162	260,445	309,807	320,801	332,277	94,894	99,212	103,728	108,448	113,383	118,541
Provisions	245,615	203,240	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,046,388</b>	<b>4,870,678</b>	<b>4,897,834</b>	<b>2,796,651</b>	<b>2,820,934</b>	<b>2,870,296</b>	<b>2,881,290</b>	<b>2,892,766</b>	<b>2,655,383</b>	<b>2,659,701</b>	<b>2,664,217</b>	<b>2,668,937</b>	<b>2,673,872</b>	<b>2,679,030</b>
<b>NON-CURRENT LIABILITIES</b>														
Non-current liabilities	300,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Long-term borrowings	1,756,075	1,386,659	1,158,283	922,124	1,161,679	1,351,872	1,031,071	698,794	603,900	504,688	400,960	292,512	179,129	60,588
Provisions	48,232	65,440	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,104,307</b>	<b>1,452,099</b>	<b>1,210,087</b>	<b>973,928</b>	<b>1,213,483</b>	<b>1,403,676</b>	<b>1,082,875</b>	<b>750,598</b>	<b>655,704</b>	<b>556,492</b>	<b>452,764</b>	<b>344,316</b>	<b>230,933</b>	<b>112,392</b>
<b>TOTAL LIABILITIES</b>	<b>6,150,695</b>	<b>6,322,777</b>	<b>6,107,921</b>	<b>3,770,579</b>	<b>4,034,417</b>	<b>4,273,972</b>	<b>3,964,165</b>	<b>3,643,364</b>	<b>3,311,087</b>	<b>3,216,193</b>	<b>3,116,981</b>	<b>3,013,253</b>	<b>2,904,805</b>	<b>2,791,422</b>
<b>NET ASSETS</b>	<b>92,511,718</b>	<b>103,030,714</b>	<b>104,478,070</b>	<b>107,345,103</b>	<b>116,300,925</b>	<b>120,335,897</b>	<b>125,015,280</b>	<b>131,299,109</b>	<b>137,546,080</b>	<b>142,827,663</b>	<b>148,064,705</b>	<b>153,694,022</b>	<b>159,930,779</b>	<b>166,533,928</b>
<b>EQUITY</b>														
Retained surplus	33,054,705	34,019,773	34,936,570	38,095,338	43,830,945	44,117,644	44,634,665	46,568,319	47,967,082	48,211,998	48,123,152	48,346,074	49,117,435	50,415,647
Reserves - cash backed	1,629,000	2,041,385	2,571,944	2,280,209	1,829,499	1,575,466	1,561,843	1,532,488	1,888,924	2,174,464	2,617,514	2,936,553	3,084,929	2,905,033
Asset revaluation surplus	57,828,013	66,969,556	66,969,556	66,969,556	70,640,478	74,642,784	78,818,769	83,198,299	87,690,071	92,441,198	97,324,036	102,411,392	107,728,412	113,213,245
<b>TOTAL EQUITY</b>	<b>92,511,718</b>	<b>103,030,714</b>	<b>104,478,070</b>	<b>107,345,103</b>	<b>116,300,922</b>	<b>120,335,894</b>	<b>125,015,277</b>	<b>131,299,106</b>	<b>137,546,077</b>	<b>142,827,660</b>	<b>148,064,702</b>	<b>153,694,019</b>	<b>159,930,776</b>	<b>166,533,925</b>

## Appendix B4 – Forecast Statement of Changes in Equity 2025-2035

	2022	2023	2024	Base	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>RETAINED SURPLUS</b>														
Opening balance	33,415,512	33,054,705	34,019,773	34,936,568	38,095,338	43,830,945	44,117,644	44,634,665	46,568,319	47,967,082	48,211,998	48,123,152	48,346,074	49,117,435
Net result	(360,807)	1,377,453	1,447,356	2,867,035	5,284,897	32,666	503,398	1,904,299	1,755,199	530,456	354,204	541,961	919,737	1,118,316
Amount transferred (to)/from reserves	0	(412,385)	(530,559)	291,735	450,710	254,033	13,623	29,355	(356,436)	(285,540)	(443,050)	(319,039)	(148,376)	179,896
Closing balance	33,054,705	34,019,773	34,936,570	38,095,338	43,830,945	44,117,644	44,634,665	46,568,319	47,967,082	48,211,998	48,123,152	48,346,074	49,117,435	50,415,647
<b>RESERVES ACCOUNTS</b>														
Opening balance	1,629,000	1,629,000	2,041,385	2,571,944	2,280,209	1,829,499	1,575,466	1,561,843	1,532,488	1,888,924	2,174,464	2,617,514	2,936,553	3,084,929
Amount transferred to/(from) retained surplus	0	412,385	530,559	(291,735)	(450,710)	(254,033)	(13,623)	(29,355)	356,436	285,540	443,050	319,039	148,376	(179,896)
Closing balance	1,629,000	2,041,385	2,571,944	2,280,209	1,829,499	1,575,466	1,561,843	1,532,488	1,888,924	2,174,464	2,617,514	2,936,553	3,084,929	2,905,033
<b>ASSET REVALUATION SURPLUS</b>														
Opening balance	51,741,918	57,828,013	66,969,556	66,969,556	66,969,556	70,640,478	74,642,784	78,818,769	83,198,299	87,690,071	92,441,198	97,324,036	102,411,392	107,728,412
Total other comprehensive income	6,086,095	9,141,543	0	0	3,670,922	4,002,306	4,175,985	4,379,530	4,491,772	4,751,127	4,882,838	5,087,356	5,317,020	5,484,833
Closing balance	57,828,013	66,969,556	66,969,556	66,969,556	70,640,478	74,642,784	78,818,769	83,198,299	87,690,071	92,441,198	97,324,036	102,411,392	107,728,412	113,213,245
<b>TOTAL EQUITY</b>	92,511,718	103,030,714	104,478,070	107,345,103	116,300,922	120,335,894	125,015,277	131,299,106	137,546,077	142,827,660	148,064,702	153,694,019	159,930,776	166,533,925



## Appendix B5 – Forecast Statement of Cashflows 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
<b>Receipts</b>										
Rates	7,340,704	7,744,443	8,170,388	8,619,759	9,093,846	9,594,008	10,121,678	10,678,370	11,265,681	11,885,293
Grants, subsidies and contributions	729,863	755,407	781,845	809,210	837,531	866,846	897,185	928,588	961,088	994,726
Fees and charges	1,341,940	1,388,904	1,437,514	1,487,821	1,539,894	1,593,791	1,649,577	1,707,311	1,767,065	1,828,910
Interest revenue	253,746	240,224	232,603	232,194	231,314	242,007	250,574	263,865	273,434	277,885
Other revenue	47,458	49,118	50,836	52,616	54,456	56,362	58,337	60,378	62,490	64,678
	9,713,711	10,178,096	10,673,186	11,201,600	11,757,041	12,353,014	12,977,351	13,638,512	14,329,758	15,051,492
<b>Payments</b>										
Employee costs	(3,565,643)	(3,726,096)	(3,893,769)	(4,068,989)	(4,252,093)	(4,443,441)	(4,643,401)	(4,852,350)	(5,070,709)	(5,298,883)
Materials and contracts	(2,758,151)	(3,079,990)	(2,952,759)	(2,781,028)	(2,881,080)	(3,205,403)	(3,595,102)	(3,623,291)	(3,535,068)	(3,590,607)
Utility charges	(358,276)	(370,815)	(383,792)	(397,229)	(411,124)	(425,515)	(440,409)	(455,818)	(471,768)	(488,277)
Finance costs	(35,257)	(49,551)	(62,832)	(51,836)	(40,364)	(30,390)	(26,072)	(21,556)	(16,836)	(11,901)
Insurance	(244,327)	(258,986)	(274,527)	(290,998)	(308,460)	(326,971)	(346,590)	(367,388)	(389,433)	(412,803)
Other expenditure	(118,945)	(123,106)	(127,415)	(131,875)	(136,491)	(141,268)	(146,212)	(151,330)	(156,627)	(162,108)
	(7,080,599)	(7,608,544)	(7,695,094)	(7,721,955)	(8,029,612)	(8,572,988)	(9,197,786)	(9,471,733)	(9,640,441)	(9,964,579)
<b>Net cash provided by (used in) operating activities</b>	2,633,112	2,569,552	2,978,092	3,479,645	3,727,429	3,780,026	3,779,565	4,166,779	4,689,317	5,086,913
<b>Cash flows from investing activities</b>										
Payments for purchase of property, plant & equipment	(4,111,118)	(1,515,812)	(1,497,020)	(611,056)	(516,644)	(2,424,706)	(2,176,236)	(2,047,972)	(3,130,350)	(3,367,420)
Payments for construction of infrastructure	(5,468,809)	(2,736,760)	(2,535,681)	(4,973,797)	(4,690,725)	(2,105,743)	(2,273,503)	(2,846,333)	(2,460,059)	(2,747,665)
Proceeds from capital grants, subsidies and contributions	6,068,734	1,030,890	1,231,050	2,306,000	2,103,330	977,200	973,248	944,871	961,659	961,659
Proceeds from sale of plant & equipment	163,530	158,542	119,743	90,654	65,323	153,657	239,188	205,422	196,257	0
<b>Net cash provided by (used in) investing activities</b>	(3,347,663)	(3,063,140)	(2,681,908)	(3,188,199)	(3,038,716)	(3,399,592)	(3,237,303)	(3,744,012)	(4,432,493)	(5,153,426)
<b>Cash flows from financing activities</b>										
Repayment of debentures	(236,159)	(260,445)	(309,807)	(320,801)	(332,277)	(94,894)	(99,212)	(103,728)	(108,448)	(113,383)
Proceeds from new debentures	500,000	500,000	0	0	0	0	0	0	0	0
<b>Net cash provided by (used in) financing activities</b>	263,841	239,555	(309,807)	(320,801)	(332,277)	94,894	(99,212)	(103,728)	(108,448)	(113,383)
<b>Net increase (decrease) in cash held</b>	(450,710)	(254,033)	(13,623)	(29,355)	356,436	285,540	443,050	319,039	148,376	(179,896)
Cash at beginning of year	4,458,182	4,007,472	3,753,439	3,739,816	3,710,461	4,066,897	4,352,437	4,795,487	5,114,526	5,262,902
<b>Cash and cash equivalents at the end of year</b>	4,007,472	3,753,439	3,739,816	3,710,461	4,066,897	4,352,437	4,795,487	5,114,526	5,262,902	5,083,006
<b>Reconciliation of net cash provided by operating activities to net result</b>										
Net result	5,284,897	32,666	503,398	1,904,299	1,755,199	530,456	354,204	541,961	919,737	1,118,316
Depreciation	3,416,949	3,567,776	3,705,744	3,881,346	4,075,560	4,226,770	4,398,609	4,569,689	4,731,239	4,930,256
Grants/contributions for the development of assets	(6,068,734)	(1,030,890)	(1,231,050)	(2,306,000)	(2,103,330)	(977,200)	(973,248)	(944,871)	(961,659)	(961,659)
<b>Net cash from operating activities</b>	2,633,112	2,569,552	2,978,092	3,479,645	3,727,429	3,780,026	3,779,565	4,166,779	4,689,317	5,086,913

## Appendix B6 – Forecast Statement of Financial Activity 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>										
<b>Revenues</b>										
Rates	7,340,704	7,744,443	8,170,388	8,619,759	9,093,846	9,594,008	10,121,678	10,678,370	11,265,681	11,885,293
Grants, subsidies and contributions	729,863	755,407	781,845	809,210	837,531	866,846	897,185	928,588	961,088	994,726
Fees and charges	1,341,940	1,388,904	1,437,514	1,487,821	1,539,894	1,593,791	1,649,577	1,707,311	1,767,065	1,828,910
Interest revenue	253,746	240,224	232,603	232,194	231,314	242,007	250,574	263,865	273,434	277,885
Other revenue	47,458	49,118	50,836	52,616	54,456	56,362	58,337	60,378	62,490	64,678
	9,713,711	10,178,096	10,673,186	11,201,600	11,757,041	12,353,014	12,977,351	13,638,512	14,329,758	15,051,492
<b>Expenses</b>										
Employee costs	(3,565,643)	(3,726,096)	(3,893,769)	(4,068,989)	(4,252,093)	(4,443,441)	(4,643,401)	(4,852,350)	(5,070,709)	(5,298,883)
Materials and contracts	(2,758,151)	(3,079,990)	(2,952,759)	(2,781,028)	(2,881,080)	(3,205,403)	(3,595,102)	(3,623,291)	(3,535,068)	(3,590,607)
Utility charges (electricity, gas, water etc.)	(358,276)	(370,815)	(383,792)	(397,229)	(411,124)	(425,515)	(40,409)	(455,818)	(471,768)	(488,277)
Depreciation	(3,416,949)	(3,567,776)	(3,705,744)	(3,881,346)	(4,075,560)	(4,226,770)	(4,398,609)	(4,569,689)	(4,731,239)	(4,930,256)
Finance costs	(35,257)	(49,551)	(62,832)	(51,836)	(40,364)	(30,390)	(26,072)	(21,556)	(16,836)	(11,901)
Insurance	(244,327)	(258,986)	(274,527)	(290,998)	(308,460)	(326,971)	(346,590)	(367,388)	(389,433)	(412,803)
Other expenditure	(118,945)	(123,106)	(127,415)	(131,875)	(136,491)	(141,268)	(146,212)	(151,330)	(156,627)	(162,108)
	(10,497,548)	(11,176,320)	(11,400,838)	(11,603,301)	(12,105,172)	(12,799,758)	(13,596,395)	(14,041,422)	(14,371,680)	(14,894,835)
	(783,837)	(998,224)	(727,652)	(401,701)	(348,131)	(446,744)	(619,044)	(402,910)	(41,922)	156,657
<b>Funding position adjustments</b>										
Depreciation	3,416,949	3,567,776	3,705,744	3,881,346	4,075,560	4,226,770	4,398,609	4,569,689	4,731,239	4,930,256
<b>Net funding from operational activities</b>	2,633,112	2,569,552	2,978,092	3,479,645	3,727,429	3,780,026	3,779,565	4,166,779	4,689,317	5,086,913
<b>FUNDING FROM CAPITAL ACTIVITIES</b>										
<b>Inflows</b>										
Proceeds on disposal	163,530	158,542	119,743	90,654	65,323	153,657	239,188	205,422	196,257	0
Capital grants, subsidies and contributions	6,068,734	1,030,890	1,231,050	2,306,000	2,103,330	977,200	973,248	944,871	961,659	961,659
<b>Outflows</b>										
Purchase of property plant and equipment	(4,111,118)	(1,515,812)	(1,497,020)	(611,056)	(516,644)	(2,424,706)	(2,176,236)	(2,047,972)	(3,130,350)	(3,367,420)
Purchase of infrastructure	(5,468,809)	(2,736,760)	(2,535,681)	(4,973,797)	(4,690,725)	(2,105,743)	(2,273,503)	(2,846,333)	(2,460,059)	(2,747,665)
<b>Net funding from capital activities</b>	(3,347,663)	(3,063,140)	(2,681,908)	(3,188,199)	(3,038,716)	(3,399,592)	(3,237,303)	(3,744,012)	(4,432,493)	(5,153,426)
<b>FUNDING FROM FINANCING ACTIVITIES</b>										
<b>Inflows</b>										
Transfer from reserves	615,062	315,527	150,861	130,453	240,000	132,228	131,681	142,873	241,060	650,997
New borrowings	500,000	500,000	0	0	0	0	0	0	0	0
<b>Outflows</b>										
Transfer to reserves	(164,352)	(61,494)	(137,238)	(101,098)	(596,436)	(417,768)	(574,731)	(461,912)	(389,436)	(471,101)
Repayment of past borrowings	(236,159)	(260,445)	(309,807)	(320,801)	(332,277)	(94,894)	(99,212)	(103,728)	(108,448)	(113,383)
<b>Net funding from financing activities</b>	714,551	493,588	(296,184)	(291,446)	(688,713)	(380,434)	(542,262)	(422,767)	(256,824)	66,513
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Appendix B7 – Forecast Statement of Net Current Asset Composition 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Estimated surplus/deficit July 1 B/Fwd</b>	0	0	0	0	0	0	0	0	0	0
<b>CURRENT ASSETS</b>										
Unrestricted cash and equivalents	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971
Restricted cash and cash equivalent	1,829,501	1,575,468	1,561,845	1,532,490	1,888,926	2,174,466	2,617,516	2,936,555	3,084,931	2,905,035
Trade and other receivables	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516
Other assets	0	0	0	0	0	0	0	0	0	0
<b>CURRENT LIABILITIES</b>										
Trade and other payables	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)
Contract liabilities	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)
Reserves	(1,829,499)	(1,575,466)	(1,561,843)	(1,532,488)	(1,888,924)	(2,174,464)	(2,617,514)	(2,936,553)	(3,084,929)	(2,905,033)
Movement in accrued salaries and wages	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)
<b>Estimated surplus/deficit June 30 C/Fwd</b>	0	0	0	0	0	0	0	0	0	0

## Appendix B8 – Forecast Statement of Fixed Asset Movements 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CAPITAL WORKS - INFRASTRUCTURE</b>										
Infrastructure - roads	1,456,954	1,523,734	1,901,821	1,947,984	1,860,372	1,841,453	2,127,191	2,281,538	2,303,326	2,303,326
Infrastructure - drainage, kerb and channel	816,750	1,073,049	177,067	1,649,589	2,652,200	79,902	82,698	85,593	88,588	91,689
Infrastructure - footpaths	212,000	12,855	235,049	13,770	0	98,340	0	0	0	0
Infrastructure - other infrastructure	2,983,105	127,122	221,744	1,362,454	178,153	86,048	63,614	479,202	68,145	352,650
<b>Total capital works - infrastructure</b>	<b>5,468,809</b>	<b>2,736,760</b>	<b>2,535,681</b>	<b>4,973,797</b>	<b>4,690,725</b>	<b>2,105,743</b>	<b>2,273,503</b>	<b>2,846,333</b>	<b>2,460,059</b>	<b>2,747,665</b>
<b>Represented by:</b>										
Additions - expansion, upgrades and new	3,262,500	647,855	718,305	866,720	3,311,522	448,585	652,500	750,000	0	0
Additions - renewal	2,206,309	2,088,905	1,817,376	4,107,077	1,379,203	1,657,158	1,621,003	2,096,333	2,460,059	2,747,665
<b>Total Capital Works - Infrastructure</b>	<b>5,468,809</b>	<b>2,736,760</b>	<b>2,535,681</b>	<b>4,973,797</b>	<b>4,690,725</b>	<b>2,105,743</b>	<b>2,273,503</b>	<b>2,846,333</b>	<b>2,460,059</b>	<b>2,747,665</b>
<b>Asset movement reconciliation</b>										
Total capital works infrastructure	5,468,809	2,736,760	2,535,681	4,973,797	4,690,725	2,105,743	2,273,503	2,846,333	2,460,059	2,747,665
Depreciation infrastructure	(2,127,901)	(2,222,400)	(2,313,102)	(2,439,777)	(2,583,535)	(2,682,525)	(2,787,953)	(2,902,659)	(3,004,253)	(3,109,401)
Revaluation of infrastructure assets (inflation)	2,433,489	2,631,484	2,732,083	2,915,635	3,010,898	3,199,759	3,290,298	3,404,089	3,533,992	3,648,700
<b>Net movement in infrastructure assets</b>	<b>5,774,397</b>	<b>3,145,844</b>	<b>2,954,662</b>	<b>5,449,655</b>	<b>5,118,088</b>	<b>2,622,977</b>	<b>2,775,848</b>	<b>3,347,763</b>	<b>2,989,798</b>	<b>3,286,964</b>
<b>CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT</b>										
Buildings	3,488,567	1,017,693	1,242,014	240,980	237,537	1,782,421	1,403,963	1,224,967	2,656,742	2,993,611
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	591,501	439,202	221,744	306,962	243,476	291,948	734,105	750,581	432,721	14,106
<b>Total capital works property, plant and equipment</b>	<b>4,111,118</b>	<b>1,515,812</b>	<b>1,497,020</b>	<b>611,056</b>	<b>516,644</b>	<b>2,424,706</b>	<b>2,176,236</b>	<b>2,047,972</b>	<b>3,130,350</b>	<b>3,367,420</b>
<b>Represented by:</b>										
Additions - expansion, upgrades and new	3,201,817	696,325	11,087	11,475	0	245,851	767,823	0	100,000	2,006,192
Additions - renewal	909,301	819,487	1,485,933	599,581	516,644	2,178,855	1,408,413	2,047,972	3,030,350	1,361,228
<b>Total capital works property, plant and equipment</b>	<b>4,111,118</b>	<b>1,515,812</b>	<b>1,497,020</b>	<b>611,056</b>	<b>516,644</b>	<b>2,424,706</b>	<b>2,176,236</b>	<b>2,047,972</b>	<b>3,130,350</b>	<b>3,367,420</b>
<b>Asset movement reconciliation</b>										
Total capital works property, plant and equipment	4,111,118	1,515,812	1,497,020	611,056	516,644	2,424,706	2,176,236	2,047,972	3,130,350	3,367,420
Depreciation property, plant and equipment	(1,289,048)	(1,345,376)	(1,392,642)	(1,441,569)	(1,492,025)	(1,544,245)	(1,610,656)	(1,667,030)	(1,726,986)	(1,820,855)
Net book value of disposed/written off assets	(163,530)	(158,542)	(119,743)	(90,654)	(65,323)	(153,657)	(239,188)	(205,422)	(196,257)	0
Revaluation of property, plant and equipment (inflation)	1,237,433	1,370,822	1,443,902	1,463,895	1,480,874	1,551,368	1,592,540	1,683,267	1,783,028	1,836,133
<b>Net movement in property, plant and equipment</b>	<b>3,895,973</b>	<b>1,382,716</b>	<b>1,428,537</b>	<b>542,728</b>	<b>440,170</b>	<b>2,278,172</b>	<b>1,918,932</b>	<b>1,858,787</b>	<b>2,990,135</b>	<b>3,382,698</b>
<b>CAPITAL WORKS - TOTALS</b>										
<b>Capital works</b>										
Total capital works infrastructure	5,468,809	2,736,760	2,535,681	4,973,797	4,690,725	2,105,743	2,273,503	2,846,333	2,460,059	2,747,665
Total capital works property, plant and equipment	4,111,118	1,515,812	1,497,020	611,056	516,644	2,424,706	2,176,236	2,047,972	3,130,350	3,367,420
<b>Total capital works</b>	<b>9,579,927</b>	<b>4,252,572</b>	<b>4,032,701</b>	<b>5,584,853</b>	<b>5,207,369</b>	<b>4,530,449</b>	<b>4,449,739</b>	<b>4,894,305</b>	<b>5,590,409</b>	<b>6,115,085</b>
<b>Fixed asset movement</b>										
Net movement in infrastructure assets	5,774,397	3,145,844	2,954,662	5,449,655	5,118,088	2,622,977	2,775,848	3,347,763	2,989,798	3,286,964
Net movement in property, plant and equipment	3,895,973	1,382,716	1,428,537	542,728	440,170	2,278,172	1,918,932	1,858,787	2,990,135	3,382,698
<b>Net movement in fixed assets</b>	<b>9,670,370</b>	<b>4,528,560</b>	<b>4,383,199</b>	<b>5,992,383</b>	<b>5,558,258</b>	<b>4,901,149</b>	<b>4,694,780</b>	<b>5,206,550</b>	<b>5,979,933</b>	<b>6,669,662</b>

## Appendix B9 – Forecast Statement of Capital Funding 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital expenditure</b>										
Infrastructure - roads	1,456,954	1,523,734	1,901,821	1,947,984	1,860,372	1,841,453	2,127,191	2,281,538	2,303,326	2,303,326
Infrastructure - drainage, kerb and channel	12,420	816,750	1,073,049	177,067	1,649,589	2,652,200	79,902	82,698	85,593	88,588
Infrastructure - footpaths	212,000	12,855	235,049	13,770	0	98,340	0	0	0	0
Infrastructure - other infrastructure	2,983,105	127,122	221,744	1,362,454	178,153	86,048	63,614	479,202	68,145	352,650
Buildings	3,488,567	1,017,693	1,242,014	240,980	237,537	1,782,421	1,403,963	1,224,967	2,656,742	2,993,611
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	591,501	439,202	221,744	306,962	243,476	291,948	734,105	750,581	432,721	14,106
<b>Total - Capital expenditure</b>	<b>9,579,927</b>	<b>4,252,572</b>	<b>4,032,701</b>	<b>5,584,853</b>	<b>5,207,369</b>	<b>4,530,449</b>	<b>4,449,739</b>	<b>4,894,305</b>	<b>5,590,409</b>	<b>6,115,085</b>
<b>Funded by:</b>										
<b>Capital grants &amp; contributions</b>										
Infrastructure - roads	973,734	1,030,890	1,193,550	1,216,500	1,065,830	977,200	973,248	944,871	961,659	961,659
Infrastructure - footpaths	250,000	0	37,500	1,037,500	1,037,500	0	0	0	0	0
Infrastructure - other infrastructure	2,370,000	0	0	52,000	0	0	0	0	0	0
Buildings	2,475,000	0	0	0	0	0	0	0	0	0
<b>Total - Capital grants &amp; contributions</b>	<b>6,068,734</b>	<b>1,030,890</b>	<b>1,231,050</b>	<b>2,306,000</b>	<b>2,103,330</b>	<b>977,200</b>	<b>973,248</b>	<b>944,871</b>	<b>961,659</b>	<b>961,659</b>
<b>Own source funding</b>										
Infrastructure - roads	483,220	492,844	708,271	731,484	794,542	864,253	1,153,943	1,336,667	1,341,667	1,341,667
Infrastructure - drainage, kerb and channel	566,750	1,073,049	139,567	612,089	1,614,700	79,902	82,698	85,593	88,588	91,689
Infrastructure - footpaths	212,000	12,855	235,049	13,770	0	98,340	0	0	0	0
Infrastructure - other infrastructure	613,105	127,122	221,744	1,310,454	178,153	86,048	63,614	479,202	68,145	352,650
Buildings	513,567	517,693	1,242,014	240,980	237,537	1,782,421	1,403,963	1,224,967	2,656,742	2,993,611
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	427,971	280,660	102,001	216,308	178,153	138,291	494,917	545,159	236,464	14,106
<b>Total - Own source funding</b>	<b>2,847,663</b>	<b>2,563,140</b>	<b>2,681,908</b>	<b>3,188,199</b>	<b>3,038,716</b>	<b>3,399,592</b>	<b>3,237,303</b>	<b>3,744,012</b>	<b>4,432,493</b>	<b>5,153,426</b>
<b>Borrowings</b>										
Infrastructure - other infrastructure	0	0	0	0	0	0	0	0	0	0
Buildings	500,000	500,000	0	0	0	0	0	0	0	0
<b>Total - Borrowings</b>	<b>0</b>	<b>2,821,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other (disposals &amp; C/Fwd)</b>										
Plant and equipment	163,530	158,542	119,743	90,654	65,323	153,657	239,188	205,422	196,257	0
<b>Total - Other (disposals &amp; C/Fwd)</b>	<b>163,530</b>	<b>158,542</b>	<b>119,743</b>	<b>90,654</b>	<b>65,323</b>	<b>153,657</b>	<b>239,188</b>	<b>205,422</b>	<b>196,257</b>	<b>0</b>
<b>Total Capital Funding</b>	<b>9,579,927</b>	<b>4,252,572</b>	<b>4,032,701</b>	<b>5,584,853</b>	<b>5,207,369</b>	<b>4,407,524</b>	<b>4,449,739</b>	<b>4,894,305</b>	<b>5,590,409</b>	<b>6,115,085</b>

## Appendix B10 – Asset Renewals 2025-2035

### Required Asset Renewals

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Asset Class</b>										
Buildings	212,288	219,718	227,409	235,368	243,606	252,132	260,957	270,090	279,543	289,327
Furniture and equipment	-	-	-	-	-	-	-	-	-	-
Plant and equipment	182,938	550,811	300,485	73,755	902,048	263,361	483,828	352,650	43,799	-
Infrastructure - roads	363,257	725,075	2,030,088	290,485	340,569	-	1,256,692	1,925,338	43,503	796,609
Infrastructure - drainage, kerb and channel	-	-	760,934	-	2,211	-	-	-	-	-
Infrastructure - footpaths	-	-	-	-	-	-	373,134	23,387	-	161,591
Infrastructure - other infrastructure	906,822	317,463	809,515	237,212	896,889	508,254	416,641	558,112	1,531,563	284,893
<b>Total</b>	<b>1,665,305</b>	<b>1,813,068</b>	<b>4,128,431</b>	<b>836,820</b>	<b>2,385,323</b>	<b>1,023,747</b>	<b>2,791,251</b>	<b>3,129,577</b>	<b>1,898,408</b>	<b>1,532,421</b>

### Planned Asset Renewals

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Asset Class</b>										
Buildings	316,750	32,1368	1,230,927	229,505	237,537	1,782,421	636,140	1,224,967	2,556,742	987,419
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	1,04,486	38,168	72,424	40,887	359,703
Plant and equipment	561,501	439,202	221,744	306,962	243,476	291,948	734,105	750,581	432,721	14,106
Infrastructure - roads	856,954	908,734	1,271,821	1,302,984	1,123,850	1,417,453	1,474,691	1,681,538	2,303,326	2,303,326
Infrastructure - drainage, kerb and channel	200,000	-	221,744	-	-	98,340	-	-	-	-
Infrastructure - footpaths	816,750	1,073,049	102,067	1,574,589	77,200	79,902	82,698	85,593	88,588	91,689
Infrastructure - other infrastructure	332,605	107,122	221,744	1,229,504	178,153	61,463	63,614	329,202	68,145	352,650
<b>Total</b>	<b>3,115,610</b>	<b>2,908,392</b>	<b>3,303,309</b>	<b>4,706,658</b>	<b>1,895,847</b>	<b>3,836,013</b>	<b>3,029,416</b>	<b>4,144,305</b>	<b>5,490,409</b>	<b>4,108,893</b>

### Asset Renewal Funding Surplus (Deficit)

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Asset Class</b>										
Buildings	104,462	101,650	1,003,518	(5,863)	(6,069)	1,530,289	375,183	954,877	2,277,199	698,092
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	378,563	(111,609)	(78,741)	233,207	(658,572)	28,587	250,277	397,931	388,922	14,106
Infrastructure - roads	493,697	183,659	(758,267)	1,012,499	783,281	1,417,453	217,999	(243,800)	2,259,823	1,506,717
Infrastructure - drainage, kerb and channel	200,000	-	(539,190)	-	(2,211)	98,340	-	-	-	-
Infrastructure - footpaths	816,750	1,073,049	102,067	1,574,589	77,200	79,902	(290,436)	62,206	88,588	(69,902)
Infrastructure - other infrastructure	(574,217)	(210,341)	(587,771)	992,292	(718,736)	(446,791)	(353,027)	(228,910)	(1,463,418)	67,757
<b>Total</b>	<b>1,450,305</b>	<b>1,095,324</b>	<b>(825,122)</b>	<b>3,869,838</b>	<b>(489,476)</b>	<b>2,812,266</b>	<b>238,165</b>	<b>1,014,728</b>	<b>3,592,001</b>	<b>2,576,472</b>

# Appendix B11 – Forecast Significant Accounting Policies

## Basis of Preparation

The Long-Term Financial Plan, as part of this Strategic Resource Plan (the Plan), comprises forecast financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the shire to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this Plan have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities

## Judgements, Estimates and Assumptions

The preparation of the Plan in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about future carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

## The Local Government Reporting Entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of the Plan.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the trust fund are excluded from the forecast financial statements.

## Base Year Balances

Balances shown in the Plan as Base Year are as forecast at the time of preparation of the Plan and are based on the current budget and prior year annual financial reporting and may be subject to variation

## Rounding Off Figures

All figures shown in the Plan are rounded to the nearest dollar.

## Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation.

## Forecast Fair Value Adjustments

All fair value adjustments relating to re-measurement of financial assets at fair value through profit or loss (if any) and changes on revaluation of non-current assets are impacted upon by external forces and not able to be reliably estimated at the time preparation.

Fair value adjustments relating to the re-measurement of financial assets at fair value through profit or loss will be assessed at the time they occur and have not been estimated within the Plan.

It is anticipated, in all instances, any changes upon revaluation of non-current assets will relate to non-cash transactions, and as such have been estimated as an inflation adjustment to Other Comprehensive Income, based on the value of the non-current assets forecasted to be held by the Shire.

## Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

## Superannuation

The Shire contributes to a number of superannuation funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans

## Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

## Trade and Other Receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short-term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The Shire applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable is separated from other trade receivables due to the difference in payment terms and security for rates receivable.

## Inventories

### General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

### Land held for resale

Land purchased for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Land held for sale is classified as current except where it is held as non-current based on Council's intention to release for sale.



## Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

### Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

### Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

An effective average depreciation rate for each class of asset has been utilised to estimate the forecast depreciation expense for each year. These are provided in the following table.

Asset Class	Effective average depreciation rate
Buildings - non-specialised	1.65%
Buildings - specialised	1.61%
Furniture and equipment	2.96%
Plant and equipment	9.54%
Infrastructure - roads	1.77%
Infrastructure - bridges & culverts	1.00%
Infrastructure - drainage, kerb and channel	2.49%
Infrastructure - footpaths	1.76%
Infrastructure - other infrastructure	4.34%

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount

### Gains and Losses on Disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise

## Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.



## Employee Benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

### Short-Term Employee Benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and personal leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and personal leave are recognised as a part of current trade and other payables in the statement of financial position.

### Other Long-Term Employee Benefits

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

## Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

## Provisions

Provisions are recognised when the Shire has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result, and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

## Current and Non-Current Classification

An asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the shire's intentions to release for sale.

## Appendix C1 - Glossary

### Funding Gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

### Infrastructure Assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. properties, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and often have no separate market value.

### Key Performance Indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

### Level of Service

The defined service quality for a particular activity or service area (i.e. street lighting) against which service performance can be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environment, acceptability and cost.

### Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal. Maintenance occurs on a routine (at least annual) basis.

### Planned Maintenance

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

### Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

## **Significant Maintenance**

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance budget.

## **Unplanned Maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

## **Maintenance Expenditure**

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure which was anticipated in determining the asset's useful life.

## **Materiality**

The notion of materiality guides the margin of error acceptable, the degree of precision required, and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

## **Modern Equivalent Asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and improvements and efficiencies in production and installation techniques

## **Net Present Value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

## **Non-Revenue Generating Investments**

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Shire, for example parks and playgrounds, footpaths, properties and bridges, libraries, etc

## **Operations Expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses

## **Pavement Management System**

A systematic process for measuring and predicting the condition of property pavements and wearing surfaces over time and recommending corrective actions.

## **Recoverable Amount**

The higher of an asset's fair value, less costs to sell and its value in use.

## **Recurrent Expenditure**

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

## **Recurrent Funding**

Funding to pay for recurrent expenditure.

## **Remaining Useful Life**

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

## **Renewal**

Works to upgrade refurbish or replace existing facilities with facilities of equivalent capacity or performance capability.

## **Residual Value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

## **Revenue Generating Investments**

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

## **Risk Management**

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

## **Section or Segment**

A self-contained part or piece of an infrastructure asset.

## **Service Potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

## **Service Potential Remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

## **Specific Maintenance**

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

## **Sub-Component**

Smaller individual parts that make up a component part.

## **Useful Life**

May be expressed as either:

- (a) The period over which a depreciable asset is expected to be used; or
- (b) The number of production or similar units (i.e. intervals, cycles) that is expected to be obtained from the asset.

# Appendix D1 – Workforce Planning

## Induction

The Shire of Boddington Workforce Plan 2025–2029 forms an integral part of our integrated Strategic Resource Plan 2025-2035. The Plan assists the Shire to respond to its workforce challenges in a strategic way as we work with the community to build a bright future and a capable workforce.

The Shire's Council Plan 1 July 2025 to 30 June 2035, outlines the community's hopes and aspirations, with detailed strategies and actions to progress these identified. The Workforce Plan plays an important part as we seek to ensure the Shire has the right people, in the right place, at the right time, to meet the needs of our community.

The Shire continues its journey to meet the changing service demands of its community. This requires a skilled, flexible and productive workforce across the organisation to deliver the Shire's Council Plan objectives. It also requires the organisation to build a culture of discipline, innovation and continual improvement to make it happen.

## What is workforce planning?

Workforce planning is a process of analysis to ensure the Shire has the right people, in the right place, at the right time to achieve the objectives set out in the Shire's Council Plan.

Workforce planning assists management to anticipate change, identify the important issues driving workforce activity and implement the strategies to support positive workforce development and strategic outcomes.

## Key principles of workforce planning

- Building workforce strategies aligned to and supporting the Shire's strategic direction and values.
- Ensuring the workforce planning process is part of the Shire's integrated planning process.
- Actively involve managers and employees in developing, communicating and implementing the workforce strategies.
- Utilising a risk management approach to workforce planning and identifying 'mission critical' areas of operations.
- Establishing effective implementation processes to ensure the successful execution of core strategies.
- Continually monitoring and evaluating the progress towards implementing the workforce strategies and measuring its contribution towards meeting the Shire's strategic goals.

## Integration with the Integrated Planning and Reporting Framework

Workforce planning responds to the requirements under the State Integrated Planning and Reporting Framework which is a planning obligation on all local governments in Western Australia. The key elements of the framework are reflected in the diagram to the right.



# Appendix D2 – Shire of Boddington Analysis

## The External Environment

There are a range of external trends and challenges that influence and determine the key strategies developed in this Workforce Plan. These key trends include:

### Socio Demographic Trends

- A multi-generational workforce, each with their own needs, aspirations, and expectations.
- High percentage of 0-14 years old's within the district<sup>2</sup>. 54% of the resident population are between 35 and 74 years old.
- Greater work/life balance expectations.
- Regional location.
- Accommodation shortage.

### Competition

- Projected talent and skill shortage.
- Demand for mining workforce competing for talent.

### Economic

- Cost of living and inflationary pressures within WA.
- Global and national economic uncertainty resulting in a reducing availability of external grants and contributions.

### Political

- The implementation of initiatives in relation to the Integrated and Reporting Framework may require additional local resources as well as new capabilities.
- Increasing expectation in relation to corporate governance standards and transparency of decision making, bringing with it a range of workforce considerations.
- Ongoing increasing statutory requirements for local government.

### Technology

- The pace of change and emerging technology trends present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making.
- Technology provides a range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations.
- Trends such as social media, cloud-based applications, robotic automation will be of particular importance and application in the future.

### Industry

- There is an increasing lack of sustainability in financing renewal of assets, with ageing community infrastructure playing a major role. There is a heavy reliance on state or federal funding.
- Significant cost shifting from other levels of government to the local level without the associated resources.

### Customers

- Many customers are becoming better informed and assertive about their rights.

<sup>2</sup> Australian Bureau of Statistics Boddington (S) (LGA50630) 2021 Census of Population and Housing, viewed 12 June 2024

## The External Labour Market

The external labour market demand indicates difficulties in attracting and retaining skilled staff in key occupations across the State, due mainly to continuing labour demand in the mining, construction and professional services, scientific and technical service, public service, community and health sectors. This is based on the occupations in high and medium demand in the WA State Priorities Occupation List<sup>3</sup> produced by the Department of Training and Workforce Development. In this case, there is the additional challenge of the regional location that further impact recruitment and retention to the district.

Some of the specific positions that are regarded as being in high demand in Western Australia, which may impact the Shire in regard to recruitment and retention include:

- Chief Executive Officer.
- Environmental Health Officer.
- Accountant / Finance Manager.
- Human Resource Manager.
- Plant Operators.
- Engineers.

It is noted, the external market is somewhat volatile due to changing economic conditions in the mining, manufacturing and construction industries. There are also ongoing impacts from recent global events and disruptions, which are yet to be fully reflected in the data collection process.

The Shire identified the following skills as challenging to source:

- Accounting / Finance.
- Plant Operators / Labourers.
- Grader Operators.
- Rangers.
- Multi-skilled local government experienced staff.
- Governance / Compliance.

Due to the regional location, it is challenging to attract and retain skilled staff in all areas. As needs arise, identifying alternative opportunities include potential for shared services, virtual or remote options.

<sup>3</sup>Department of Training & Workforce Development: SPOL year: 2023



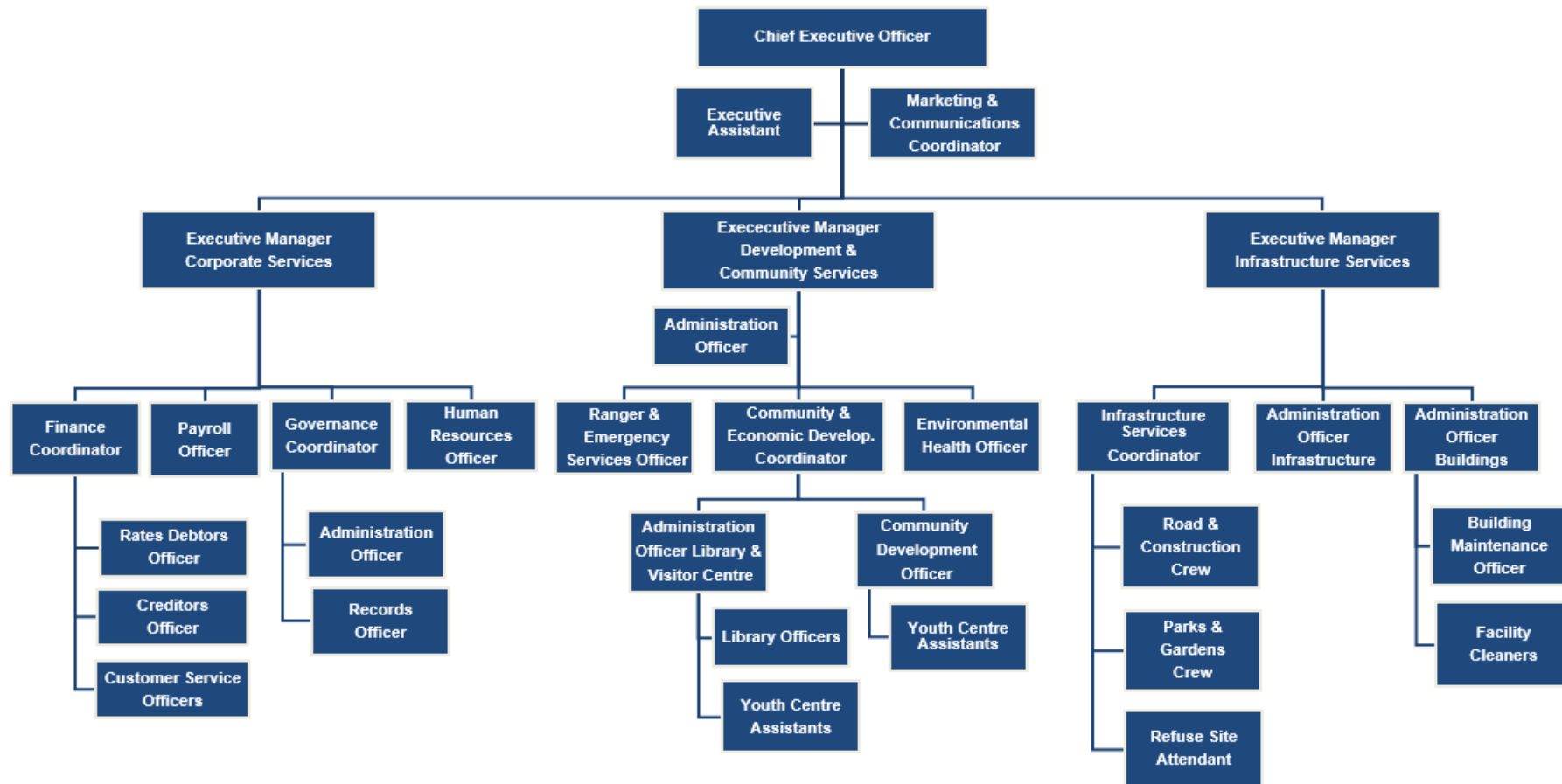
## Shire of Boddington Internal Operating Environment

The Shire provides a number of services to the community as listed below:

- Co-ordination of Shire activities and functions.
- Co-ordination of management functions.
- Liaison with Government and Ministerial offices.
- Corporate | strategic planning.
- Business | economic development.
- Statutory compliance.
- Executive support to Council.
- Special projects.
- Financial administration.
- Human resources | work, health and safety.
- Information | communication.
- Community development.
- Library | information services.
- Procurement.
- Asset management.
- Sport | recreation facilities and services.
- Caravan park.
- Retirement Village | affordable housing.
- Support for volunteers.
- Information | tourism services.
- Event support.
- Roads | streets.
- Shire buildings maintenance | heritage assets.
- Parks | gardens | reserves.
- Waste services.
- Cleaning.
- Ranger services.
- Emergency services.
- Cemetery.
- Health administration | inspection services.
- Building | planning services.
- Private works.

## Organisation Structure

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire, however the current structure is not expected to change significantly during the term of this Plan. It is expected that there will be a number of vacancies at any given time due to staff turnover



## Workforce Profile

Information	As at 30 June 2025	Project	As at 30 June 2025
Number of Employees	50 Headcount 34 FTE	Annual/LSL Liability	Current \$280,500 Non-Current \$37,105
Status of employment	21 Full Time 16 Part Time 13 Casual	Age Profile	The average age of current employees is 48 years
Gender	65% (33) female 35% (17) male	Years of Service	The average length of service is 2 years
Total employee costs	\$3,488,641	Award and Agreement	Local Government Officers (WA) Award 2021  Municipal Employees (WA) 2021
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed		

## Workforce Demographics

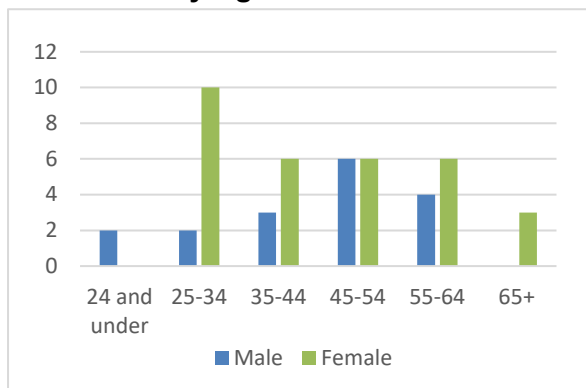
This section contains an analysis of some key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave, including long service and maternity leave, however contractors, agency staff and group apprentices are excluded.

The workforce gender balance composition at June 2025 was 65% female and 35% male. As indicated above, this composition includes full time, part time and casual staff.

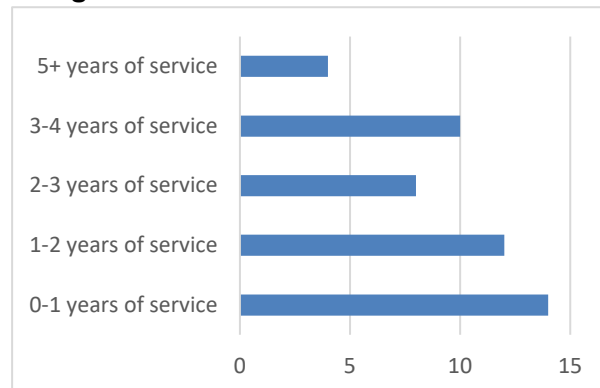
A considerable proportion (71%) of employees are over 35 years of age. Attracting and retaining younger employees is an important challenge as this cohort are often a source of innovation as well as representing the talent pool for the future.

Of the Shire's 50 employees, 26 are aged 45+, and 44% are aged 50+. This demographic profile presents potential risks to knowledge retention and business continuity if experienced staff were to leave the organisation at short notice. Addressing this risk could include identifying and training potential successors for business-critical roles, as well as developing broader strategies to retain mature workers. The Shire already supports flexible working arrangements and has introduced a four-day work week roster for outside works staff, providing a foundation for further retention initiatives.

### Workforce by Age and Gender



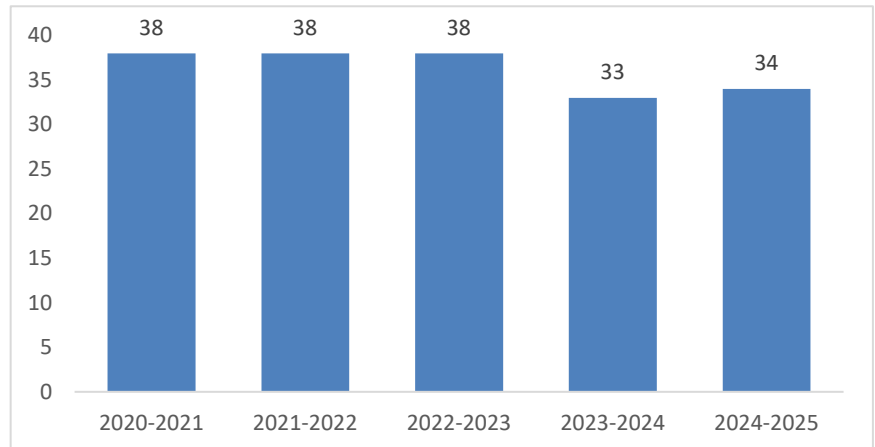
### Length of Service



## Historical Employee Information

### Full time Equivalent

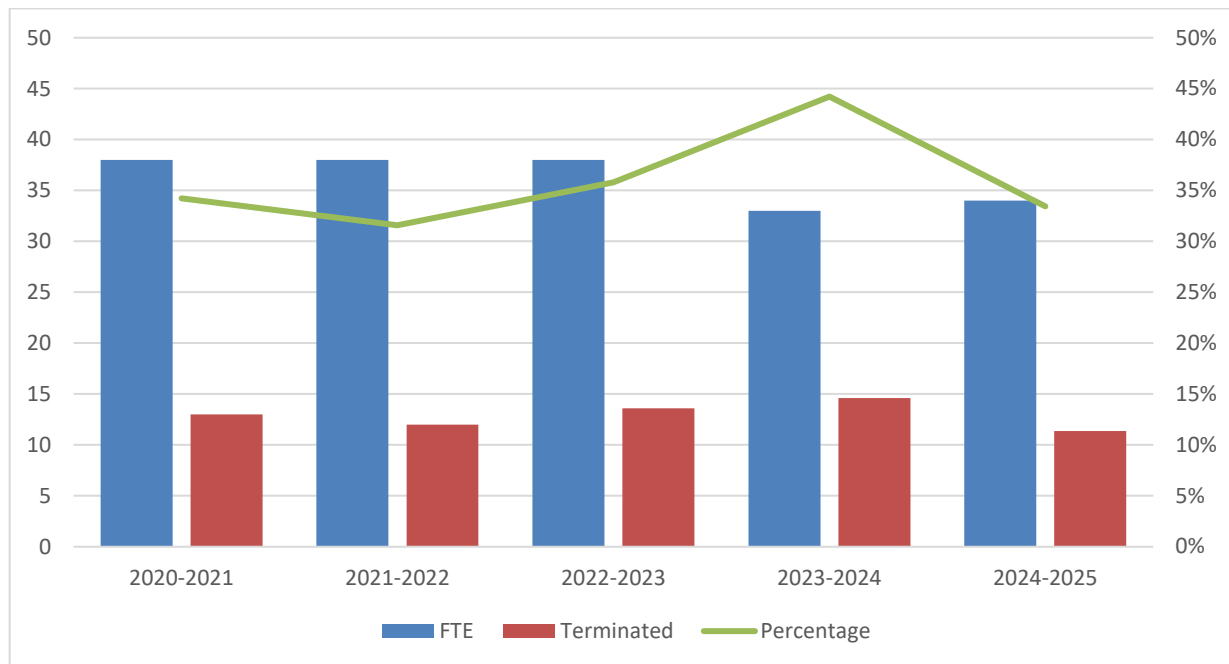
Employee levels fluctuate throughout the year as staff are recruited and terminated. The drop from 38 FTE in 2022–23 to 33 FTE in 2023–2024 is largely due to the transfer of Early Childcare staff to REED, as shown in the chart to the right.



### Turnover Rate

The following graph showing the exit rates for the Shire of Boddington for the period 2020/21 to 2024/25. These need to be considered in the context of the size of the workforce and overall length of service. Over this period the average annual turnover rate is 36%.

In light of the regional location and size of the workforce this rate is not considered to be of significant concern. Ongoing monitoring of this rate will assist the organisation with future planning.



# Appendix D3 – Council Plan Workforce Implications

## Overview

This section addresses:

- Council Plan (*Strategic Community Plan and Corporate Business Plan*).
- Key risk areas.
- Future workforce demand and requirements.
- Workforce Supply Demand Analysis.

## Council Plan

In 2022, the Shire adopted a revised approach to strategic planning, replacing separate Strategic Community and Corporate Business Plans with an integrated Council Plan covering the period 1 July 2022 to 30 June 2032. The Council Plan is reviewed annually, with the most recent review extending its horizon to 1 July 2025 to 30 June 2035. Each review is informed by community consultation, with feedback used to refine priorities and guide the strategies within the updated Council Plan.

The Workforce Plan is part of a broader integrated planning framework aimed at achieving the Shire of Boddington's vision as identified in the Council Plan. This Plan identifies five core performance areas:

- **People:** A connected, inclusive community with excellent access to local health services and residential care for our elderly.
- **Planet:** Everyone is committed to climate action and our future sustainability.
- **Place:** Attractive, liveable towns and rural communities with affordable, accessible housing for all stages of life.
- **Prosperity:** The Shire of Boddington is attracting growing numbers of investors, businesses, visitors, and workers who choose to live locally.
- **Performance:** Local leaders are trusted and respected for listening to diverse community views and making well informed, responsible decisions.

There are a range of challenges impacting on the Shire and potential strategic shifts in business operations that may occur which will directly impact the way services are delivered and resourced.

## Core Business and Service Delivery

Over recent years, the Shire has experienced a substantial increase in both core and non-core services required to be delivered. This growth has been driven by a combination of natural population growth, higher ratepayer expectations, and significant cost shifting from other levels of government to local government. While these factors have placed sustained pressure on existing resources to deliver current services, they have also constrained the Shire's capacity to focus on emerging strategic priorities such as community development, economic development, and strengthening its advocacy, strategic leadership, and facilitation roles.

As part of the overall planning process, Council and the Executive have reviewed and redefined the range of core and non-core services that underpin service delivery to the community. This review has also identified services that could potentially be:

- Outsourced to external providers.
- Insourced from other local governments.
- Delivered collaboratively with neighbouring councils on a shared-service basis.

## Core Business and Service Delivery (continued)

To support the implementation of these strategies and to manage the increasing workload generated by new projects, Council and the Executive have resolved to add a Project Officer position to the workforce. This role will be pivotal in coordinating, monitoring, and delivering key projects, ensuring that strategic initiatives are implemented effectively and within required timeframes.

These strategic directions have significant implications for workforce planning, including:

- Reallocation of resources as collaborative, insourcing, and outsourcing arrangements are implemented.
- Development of new or enhanced skills to operate in a more collaborative environment and to manage projects and contracts within new delivery models.
- Effective management of staff through associated change processes.

## Key Risk Areas

An analysis of the current workforce identified the following risks areas. These risks have been assessed using the risk based approach as set out in Appendix D3. A scoring system was used to determine a risk category of extreme, high, moderate, low or very low.

The risk events are scored according to their likelihood, and consequence and risk mitigation strategic actions have been developed.

## Workforce Risk Assessment

Risk Issues	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequences	Risk Category
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High
Physical and financial constraints limit staff numbers	Likely	Minor	Major	Major	High
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	High
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	High
High staff turnover due to organisational cultural issues	Possible	Major	Major	Major	High
Selection, recruitment and training costs increase	Possible	Insignificant	Minor	Minor	Moderate
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate

# Appendix D4 – Strategies to Meet Future Workforce Needs

## Workforce Supply Demand Analysis

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing and collaborations.

The initiatives identified below will have an impact upon the corporate services section, in terms of:

- Reviewing internal processes and procedures with the goal of gaining greater transactional efficiencies.
- Providing strong reporting outcomes and operational advice to the council members and the executive.

To effectively manage the increasing workload associated with new projects, Council and the Executive have approved the creation of a dedicated Project Officer role. This position will enhance the Shire's capacity to coordinate, manage, and deliver projects efficiently while maintaining service quality across other core functions.

Overall, staffing levels within Corporate Services are expected to remain largely stable over the term of the Plan, with the exception of a new Project Officer position. Service provision and demand will be regularly reviewed to ensure resources continue to align with community needs and organisational objectives.

Demand for Community Services is anticipated to remain steady, with ongoing consideration given to maintaining the appropriate level of resources to meet service requirements. Infrastructure Services are also forecast to remain stable; however, due to the Shire's regional location, attracting and retaining employees in this area remains a challenge. This will continue to be addressed through a balanced approach, utilising a combination of local contractors and permanent staff to ensure adequate resource capacity.

## Strategic Shifts

There has been a significant shift over the last few years in the delivery of core and non-core business of Local Government, due to federal and state government cost shifting and this is being evidenced within the Shire.

As part of the workforce planning process, the Shire has redefined its core and non-core services, this is an ongoing process, with constant review and development required.

Whilst the core businesses of the Shire still take precedence as a fundamental service delivery priority, there has been growth in what has been considered non-core services such as community development, economic development and tourism.

These changes bring with them a significant shift in the role of the Shire - a more facilitative, advocacy, project manager role than a "doer" or direct deliverer of services.

This will have significant implications for the Shire in the mid-term. It may result in new or changing job roles, skills and additional allocation of resources to meet some of the changing requirements. Some of the emerging capability requirements will be in areas such as project management, economic development, community development, asset managers and specialised planning.

## Equal Opportunities

As an Equal Opportunity Employer, the Shire is dedicated to diversity in the workplace, providing merit-based employment opportunities on the basis of qualifications, values and business needs.

## Service Delivery Models

Along with the business shifts and growth opportunities identified in the Council Plan, there is a significant need and opportunity for the Shire to analyse how it delivers services to add to efficiency and effectiveness. This may include the review and updating of processes for greater efficiency, automating, considering alternative delivery models and collaborative approaches. This will have significant implications for the corporate and community services area as they will be required to drive these processes. It will also impact on infrastructure services that have a significant number of projects to deliver.

Some of the strategies to be considered include systematically reviewing job roles and functions to gain greater efficiencies and effectiveness, realigning resources and redesigning jobs and delivery structures.

## Succession Management

Currently, succession planning is managed by developing multi-skilled employees to ensure in the event of sudden loss of staff, key positions are covered to limit service delivery impact. Some succession gaps are evident, and a formal succession management process is not currently active. Permanent on the job training and skills development of young staff is required to cover the succession of senior operational staff. Due to the regional location of the Shire, long term retention of staff is limited, however the Shire is keen to increase attractiveness and retention of employees

## Developing Young Local Talent

The Shire, where possible, identifies and is open to developing local talent. Traineeship opportunities are made available when a suitable opportunity arises.

The Shire has a history of sourcing local talent, representing not only a valuable workforce pool, but it also contributes to the economic development of the district. Workforce strategies available to promote this aim include providing student work experience opportunities and offering apprenticeships and traineeships where opportunities arise.

## Additional Incentives

The Shire currently offers complimentary gym and pool membership and additional co-contribution superannuation. A relocation allowance is available for certain positions and is negotiated through the recruitment process. Whilst the Shire is committed to providing these incentives, the challenges in maintaining them should be considered due to the lack of housing accommodation available within the Shire.

## Performance Outcomes and Measures

The following diagram identifies the Shire's strategic objectives and how the Shire intends to assess the effectiveness of the actions.

### Diagram: Workforce Plan Performance Measurement

The key strategic objectives identified drive the core strategies of the Workforce Plan, these are in the tables following.

The prioritisation of the actions is identified in the following tables, with forecast timing when the action is planned to be undertaken indicated.





## Workforce Objectives and Strategies

### Objective 1 – Attracting and selecting the right people

Attracting and retaining people with the capability and commitment to contribute to the Shire of Boddington

Strategy	Action	2025/26	2026/27	2027/28	2028/29	Future
1.1 Customised recruitment strategies that meet the needs and expectations of the organisation.	1.1.1 As vacancies arise consider opportunities within organisation structure and bespoke recruitment to the new role requirements	✓	✓	✓	✓	✓
1.2 Identify and market the benefits of working for the Shire of Boddington	1.2.1 Maintain list of financial and non-financial rewards and benefits offered to employees	✓	✓	✓	✓	✓
1.3 Ensure an appropriate induction and orientation process	1.3.1 Review the current induction and orientation process	✓	✓	✓	✓	✓
1.4 Continue to focus on local employment where opportunities exist	1.4.1 Promote the Shire as an employer to the local community	✓	✓	✓	✓	✓
1.5 Review selection process to facilitate best candidate selection outcomes	1.5.1 Review the selection process to ensure people with the right skills sets and most suitable candidate are selected for the future needs and growth of the Shire	✓	✓	✓	✓	✓

### Objective 2 – Retaining and engaging our valued workforce

Building and retaining a highly engaged workforce, committed and connected to our Shire and community

Strategy	Action	2025/26	2026/27	2027/28	2028/29	Future
2.1 Support development and upskilling	2.1.1 Identify relevant training needs and opportunities	✓	✓	✓	✓	✓
2.2 Provide sufficient job role clarity, work direction, workload management, feedback on performance and support in role.	2.2.1 Ensure current job descriptions are in place and provided at commencement in roles	✓	✓	✓	✓	✓
	2.2.2 Undertake performance reviews as per policy and employment agreements	✓	✓	✓	✓	✓
2.3 Regular communication with the workforce	2.3.1 Continue regular meetings between executive, supervisors and staff	✓	✓	✓	✓	✓

### Objective 3 – A strategic workforce, with the capability and capacity to meet strategic objectives

Building a flexible, innovative, and capable workforce

Strategy	Action	2025/26	2026/27	2027/28	2028/29	Future
3.1 Appropriate organisational structure	3.1.1 Regular assessment of organisation structure, seeking to meet the needs of the organisation whilst recognising the funding restrictions	✓	✓	✓	✓	✓
	3.1.2 Continue to seek external funding where possible and look for opportunities for resource sharing where appropriate	✓	✓	✓	✓	✓
3.2 Recognised critical positions and critical position management	3.2.1 Recruit skilled personnel as required, recognising opportunities for alternative work arrangements and/or contractors to meet essential skills if appropriate	✓	✓	✓	✓	✓
	3.2.2 Ensure appropriate policies and procedures documented to assist in mitigating knowledge loss risk due to staff turnover	✓	✓	✓	✓	✓
	3.3.1 Job descriptions reviews conducted as part of the induction and performance review process	✓	✓	✓	✓	✓
3.3 Ensure appropriate job descriptions	3.1.1 Regular assessment of organisation structure, seeking to meet the needs of the organisation whilst recognising the funding restrictions	✓	✓	✓	✓	✓

## Key Performance Indicators

Key performance indicators are listed below.

Strategic Workforce Objective	Workforce Outcomes	Assessment	Ratio Or Measure
Attracting and selecting a capable and committed workforce	Adequate staff levels with appropriate skills	Effectiveness of recruitment processes	Average number of vacancies annually
Retaining and engaging our valued workforce	Staff turnover	The percentage of employee initiated separation rate	Gross number of staff resignations divided by total staff
	Employee leave	Accrued leave liability	Number of employees with accrued annual leave exceeding 150 hours
	Sick leave	The number of workplace absences due to health related reasons	Number of sick day absences divided by number of available working days
	Training and development	The average level of investment in training	Training expense divided by number of FTE employees
A strategic workforce, with the capability and capacity to meet strategic objectives	Appropriate policies and procedures in plan	Review of policies and procedures (Audit Regulation 17 Review)	Non-compliance noted
	Occupational Health and Safety	Frequency and cost of lost time injuries	Total hours lost due to injury divided by number of work hours available

## **Appendix D5 – Monitoring and Evaluation of Outcomes**

### **Evaluation**

The ongoing evaluation of the Workforce Plan is required to address the following:

- The progress towards meeting the performance indicator targets.
- The progress towards meeting strategic actions of the Workforce Plan.

### **Implementation**

Implementation of the Workforce Plan may be impacted by competitive priorities and the need for the application of dedicated resources. For a return to be achieved on the current planning investment, these matters will need to continue to be a focus in the future.

### **Review**

Regular review of the Workforce Plan, particularly the strategies and actions contained in the tables, is required to ensure they are being achieved. The preferred timing is a review at least annually. The Strategic Resource Plan will need to be reviewed annually, and its financial impact included in the Council Plan and Annual Budget.

## Appendix D6 – Risk Assessment and Acceptance Criteria

Shire of Boddington Measure of Consequence								
Rating (Level)	Compliance	Environment	Financial	Health / People	Property	Reputational	Service Interruption	Projects
Insignificant (1)	No noticeable regulatory or statutory impact	Contained, reversible impact managed by on-site response	Less than \$10,000	Near miss Minor first aid injuries	Inconsequential damage	Unsubstantiated, low impact, low profile or 'no news' item	No material service interruption < 3 hours	< 5% deviation in project outputs (time, cost, scope and quality) or funding
Minor (2)	Some temporary non-compliances	Contained, reversible impact managed by internal response	\$10,000 - \$50,000	Medical – type injuries	Localised damage rectified by routine internal procedures	Un/Substantiated, low impact, low news item	Short-term temporary interruption – backlog cleared < 1 day	5-10% deviation in project outputs (time, cost, scope and quality) or funding
Moderate (3)	Short term non-compliance but with significant regulatory requirements imposed	Contained, reversible impact managed by internal and external agencies	\$50,001 to \$500,000	Lost-time physical or mental injury <30 days / Multiple staff morale problems	Localised damage requiring internal and external resources to rectify	Un/Substantiated, public embarrassment, moderate impact, moderate news profile	Medium-term temporary interruption – backlog cleared by additional resources < 1 week	10-25% deviation in project outputs (time, cost, scope and quality) or funding
Major (4)	Non-compliance results in termination of services or imposed penalties	Uncontained, reversible impact managed by a coordinated response from external agencies	\$500,001 to \$1,000,000	Lost-time physical or mental injury <30 days / Widespread staff morale problems	Significant and / or widespread damage requiring internal and external resources to rectify	Substantiated, public embarrassment, high impact, high news profile, third party actions	Prolonged interruption of services – additional resources required; performance affected < 1 month	25-50% deviation in project outputs (time, cost, scope and quality) or funding
Catastrophic (5)	Non-compliance results in litigation, criminal charges, significant damages and / or penalties	Uncontained, irreversible impact	> \$1,000,000	Fatality, permanent disability Shire no longer an employer of choice. Loss of key staff	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment and building	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Indeterminate prolonged interruption of services – non-performance > 1 month	More than 50% deviation in project outputs (time, cost, scope and quality) or funding

Shire of Boddington Measures of Likelihood				
Level	Rating	Description	In the Past	Control Effectiveness
1	Rare	The event may only occur in exceptional circumstances (<5% chance)	Less than once in 10 years	Controls are very strong and operating as intended. There is no scope for improvement
2	Unlikely	The event could occur at some time (<10% chance)	Once in 10 years	Controls are strong and operating as intended
3	Possible	The event should occur at some time (20% chance)	Once in 3 years	Controls are operating as intended, but there is scope for improvement
4	Likely	The event will probably occur in most circumstances (>50% chance)	Once per year	Controls are operating; however, inadequacies exist
5	Almost Certain	The event is expected to occur in most circumstances (> 90% chance)	More than once per year	Controls are weak, do not exist, or are not being complied with

Shire of Boddington Risk Rating						
		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)

Shire of Boddington Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
Low	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Coordinator / Team Leader
Moderate	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Executive Team Member
High	Urgent Attention Required	Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring	CEO and Executive
Extreme	Unacceptable in most circumstances	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous documented monitoring	Council

## Other Matters

### References

Reference to the following documents or sources were made during the preparation of this Strategic Resource Plan.

- Shire of Boddington draft Council Plan 1 July 2025 to 30 June 2035;
- Shire of Boddington Council Plan 1 July 2024 to 30 June 2034;
- Shire of Boddington Employee information, extracted June 2025;
- Shire of Boddington Annual Financial Report 2022-23;
- Shire of Boddington Annual Financial Report 2024-25;
- Shire of Boddington Adopted Annual Budget 2024-25; and
- Council website: [www.boddington.wa.gov.au](http://www.boddington.wa.gov.au)

### Document Management

Version	2025-2035   V2.0
Status	Final   Adopted
Date	9 August 2024
Date of Adoption	28 August 2024
Council Resolution	126/24

