

Shire of Wandering Long Term Financial Plan 2025 - 2036

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Foreword

We are very pleased to present to the community the Shire of Wandering Long-Term Financial Plan for the period 2024-2025 to 2035-2036.

This Plan details the services and initiatives the Council proposes to deliver over the next twelve years as a means of ensuring the Shire's financial sustainability. Information contained in other informing strategies, including the Asset Management Plan and Workforce Plan, has informed this Plan, which will be the basis for the preparation of the Shire's Annual Budgets.

The Shire is planning for a positive and stable future, and seeks to 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 are not impacted. This Plan is a dynamic tool which analyses financial trends over a twelve year period on a range of assumptions and provides Council with this information to assess resourcing requirements to achieve strategic objectives and to assist to ensure future financial sustainability.

To assist in understanding the presented information, there is a high level of accuracy and detail in the initial years of the Plan, which are underpinned by a number of assumptions. Later years of the Plan are shown as an overview with reasonable estimates and assumptions.

Broad reviews of this Plan are undertaken regularly with a full

review occurring at least every four years. This Plan will be fully reviewed each time the Strategic Community Plan is also fully reviewed so the two documents may complement each other. As Annual Budgets are developed there may be some variances as relevant information at the time is included.

Broadly, Council aims to -

- Ensure the provision of community infrastructure remains one of the key priorities and major expense for the Shire.
- Ensure road maintenance and renewal remains a high priority due to the strategic economic benefit the road network provides for the District.
- Ensure adequate external funding is sourced to maintain, renew and upgrade the road network.
- Ensure rate increases occur only as a means to assist in the long-term financial stability of the Shire and, where possible, increase the level of services to the community.

Council welcomes comment regarding the Long-Term Financial Plan and invites members of our community to contact Elected Members or Shire Staff if they have questions.

Please Note:

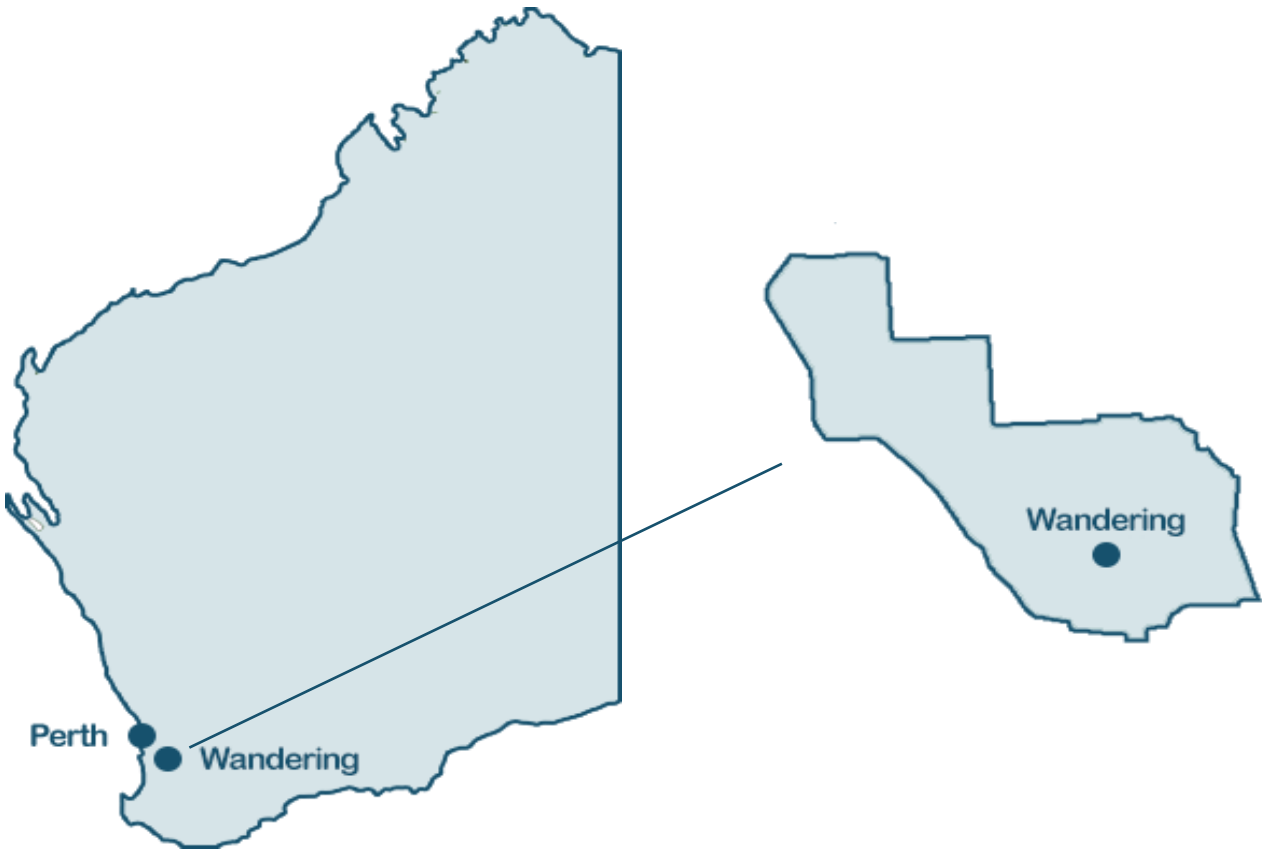
The document was updated in early 2025 prior to the adoption of the FY 2025-2026 budget and hence is not an up-to-date version.

Sheryl Little
Shire President

Dr. Alistair Pinto
CEO

The Shire of Wandering had an estimated resident population in 2021 of 535, with a population density of 3.7 persons per square kilometre.

Situated approximately 120 kilometres to the south east of Perth, the Shire of Wandering is bordered by the local authorities of Armadale, Serpentine-Jarrahdale, Murray, Boddington, Williams, Cuballing, Pingelly, Brookton and Beverley.



Wandering was discovered by members of the George Stedman Watts family when they found their straying wagon team horses grazing in the lush grass around a fresh water spring, known to this day as "Horse Well".

The year was 1859, and the earliest property "Grassdale" (located on the south eastern approach to the Wandering townsite) was selected in 1861. The village was called Wandering to recall the first sighting of the wandering stock.

Today, Wandering is a predominantly agriculturally based, with activities including -

- Cereal crops (oats, wheat, barley),
- Pulse crops (lupins, chickpeas, fava beans),
- Oil seed (canola),
- Sheep (wool and meat),
- Cattle (meat),

- Pigs (meat), and
- Vineyards (fruit and wine).

The Shire of Wandering has an area of 1,955 square kilometres, of which approximately 900 square kilometres is State Forest.

The Wandering townsite is small and provides basic goods and services to town residents and the rural land users surrounding the town.

The population of the District has increased over recent years and is expected to moderately increase into the future.

At the 2011 Census the population was recorded as 437, and at the 2021 Census the population is now 535.

Strategic Community Plan
The Council has developed a Strategic Community Plan which is the overarching plan for the future.

The Strategic Community Plan covers the future years and sets out the Community vision, aspirations, and values.

The Strategic Community Plan translates community aspirations for the future into goals, projects, and programs for the Council and community to jointly deliver. It enables the organisation to plan, manage, and deliver services which will enhance the community.

Supporting the Strategic Community Plan are several informing documents including, although not limited to -

- Corporate Business Plan,
- Long-Term Financial Plan,
- Asset Management Plan/s,
- Workforce Plan, and
- Other Topic Specific Strategies.

Corporate Business Plan
The Corporate Business Plan contains details of the action and resources (human and financial) to achieve outcomes. It is a "rolling plan" continually being revised as new information becomes available.

The financial capacity to undertake these tasks is evidenced in the Long-Term Financial Plan. The Long-Term Financial Plan provides an assurance (if relevant assumptions and risks are managed) the actions contained in the Corporate Business Plan can be adequately financed and resourced over the period of review.

Workforce Plan
A Workforce Plan has been developed and sets out the level of human resources required to achieve the actions contained in the Corporate Business Plan, along with the requisite skills, training and development requirements,

qualifications, and expertise of the organisation's staff.

The financial impact of the current and future levels of human resources has been incorporated into this Long-Term Financial Plan.

Asset Management Plan/s
The Shire's Asset Management Planning has identified all Council assets and the relative condition of each of those assets.

In addition to setting service standards for the Council assets, Asset Management Planning details the financial resources required for the maintenance and renewal of assets into the future.

The financial implications of maintaining existing assets, and the ongoing financial impost of new assets, is included in this Long-Term Financial Plan.

The financial capacity for the Council to meet asset management obligations is significant and forms one of the components in measuring a Council's performance.

Long-Term Financial Plan
The Long-Term Financial Plan plays a crucial role in the financial management of Council. Its primary purpose is to provide a strategic framework for managing financial resources over an extended period of at least ten years. The key aspects of its purpose are -

Financial Sustainability
By forecasting revenues, expenditures, and capital projects over the long term, it helps Council to identify potential financial challenges and develop strategies to address them proactively.

Infrastructure Planning
Councils need to plan for the maintenance, renewal, and expansion of

infrastructure such as roads, utilities, and community facilities. The Plan helps in assessing the long-term funding requirements for infrastructure and in prioritising these projects based on available resources and community needs.

Risk Management
The Plan assists in identifying and managing financial risks which may impact Council's financial health over the long term. Council can better prepare for potential impact of various economic, demographic, and policy changes on their finances and take appropriate mitigation measures.

Resource Allocation
The Plan guides resource allocation decisions by providing a roadmap for allocating financial resources across different programs, services, and capital works. It helps Council in balancing competing priorities and ensuring resources are allocated efficiently and effectively to achieve strategic objectives.

Transparency and Accountability
By documenting long-term financial projections, assumptions, and strategies, the Plan promotes transparency and accountability in financial decision-making. It enables stakeholders the opportunity to understand Council's financial position, challenges, and priorities.

Overall, the Long-Term Financial Plan serves as a critical tool for guiding Council's financial management and decision-making processes, helping to achieve financial sustainability, effectively manage risks, plan for infrastructure needs, allocate resources, and enhance transparency and accountability.

Risk Management and Key Assumptions

Risk Management

Insurance

Council provides a diverse range of services, facilities and infrastructure to the general public which exposes it to many risks.

It is the regular practice of the organisation to review insurance levels and amend accordingly.

Insurance is provided by the Local Government Insurance Scheme which has oversight of all manner of issues facing local governments in Western Australia.

Financial Management

Legislation requires the investment of surplus funds (inclusive of cash reserves) to be in term deposits held by authorised deposit taking institutions or Treasury Bonds.

Investments into high-risk environments are not permitted.

Council seeks to engage experienced and qualified personnel in areas of financial management and, in addition to this, provides ongoing training and access to reliable information to ensure minimal risk to Council and the community occurs.

Asset Management

The Asset Management Plan/s identify assets most critical to Council and outlines the necessary risk management strategies/

Council asset development and management are often high value in nature. Changes in supply pricing can have a marked impact on the affordability of required asset development and management and may compromise the quality or quantity supplied.

Often asset management delivery is

reliant on approvals and funding from various government agencies. Delays in getting approvals and changes in funding models can impact the timing of delivery.

An example of particular note includes the road infrastructure in the District. Council is heavily reliant on external funding for road renewal. If funding is reduced, not made available, or not increased in line with inflationary pressures, then the timing of works will require review and the works themselves may require modification.

Road infrastructure works are also impacted by environmental approvals regarding vegetation clearing which can be delayed if flora of significance is identified.

Interest Rates

Interest rates on borrowings and on investments are predicted to remain relatively constant over the life of the Long-Term Financial Plan.

Given the requirement for Council to review the Plan on a regular basis, any adverse trends which may become evident can be mitigated through early intervention.

The quantum of exposure to risk through interest rate movements is considered relatively low.

Human Resources

Council is reliant on skilled human resources to deliver services and facilities.

The proximity to other larger local governments with a capacity to pay greater salaries means Council must maintain a positive working environment to ensure it is an attractive employment option.

Additionally, the Chief Executive Officer

contract will expire before the conclusion of this Plan and, as such, any change in leadership may change the direction of the Plan.

Council Decision Making

The Long-Term Financial Plan spans a timeframe greater than the length of tenure of the current Council.

As with the situation of the Chief Executive Officer, any change in leadership at a Council level may change the direction of the Plan with any planning and preliminary works already undertaken possibly nullified by any direction changes.

Key Assumptions

The Long-Term Financial Plan is compiled based on a series of assumptions considered during the planning process and applied in a consistent and considered manner.

The impact of the assumptions applied to issues identified as carrying a higher risk have been considered and, where applicable, a risk-adverse approach has been taken.

District Growth

It is assumed population growth and area development will increase in a slow and controlled manner or, at the very least, remain constant at existing levels.

Service Levels

Existing service levels will be maintained with a view to gradual improvement over the life of the Plan.

Staffing Levels

Net staffing levels will remain unchanged other than to accommodate any increases in population and development in the District.

Cash-Backed Reserves

Cash-backed reserves will continue for the current inventory of reserves with no new reserves to be implemented.

Loans and Borrowings

No new loans or borrowings are proposed as part of this Long-Term

Financial Plan.

General Inflation

The Australian Reserve Bank targets an annual inflation rate of between 2% and 3%. Although inflation has been significantly higher than this in recent years, it is assumed this will return to the Reserve Bank's target rate over the life of this Plan.

Asset Management

Council will continue to maintain the current suite of assets with no reductions in assets proposed over the life of this Plan. Asset development will only take place where a defined need can be clearly demonstrated.

Key Financial Assumptions

The following key financial assumptions have been made in the preparation of the Long-Term Financial Plan -

Area of Assumption	Average Annual Movement		
	Yrs 1-4	Yrs 5-8	Yrs 9-12
<u>Revenue</u>			
Rates	7.5%	6.4%	6.0%
Operating Funding	3.0%	3.0%	3.0%
Fees and Charges	3.0%	3.0%	3.0%
Interest Earnings	3.0%	3.0%	3.0%
<u>Expense</u>			
Employee Costs	3.0%	3.0%	3.0%
Materials and Contracts	3.0%	3.0%	3.0%
Utility Charges	3.0%	3.0%	3.0%
Insurance	3.0%	3.0%	3.0%
Capital Works	3.0%	3.0%	3.0%

Financial Activity Statement

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Operating Activities												
Revenue from Operating Activities												
Rates	1,538,572	1,685,000	1,828,400	1,984,400	2,153,700	2,304,700	2,466,200	2,639,000	2,824,200	3,022,400	3,234,400	3,461,100
Grants, Subsidies and Contributions	470,600	1,021,200	1,052,000	1,083,400	1,116,000	1,149,500	1,184,100	1,219,600	1,256,000	1,293,900	1,332,700	1,372,600
Fees and Charges	777,796	856,400	881,700	908,200	935,200	963,600	992,000	1,022,800	1,053,300	1,084,600	1,117,000	1,152,000
Interest Earnings	34,000	21,200	27,500	36,200	40,800	48,800	66,900	83,100	97,300	105,100	126,100	136,200
Other Revenue	524,298	397,100	409,000	421,400	434,000	446,900	460,300	474,300	488,500	503,200	518,300	533,800
Profit on Asset Disposal	63,072	-	-	-	-	-	-	-	-	-	-	-
Total Revenue from Operating Activities	3,408,338	3,980,900	4,198,600	4,433,600	4,679,700	4,913,500	5,169,500	5,438,800	5,719,300	6,009,200	6,328,500	6,655,700
Expenditure from Operating Activities												
Employee Costs	(1,335,562)	(1,376,949)	(1,409,409)	(1,452,786)	(1,577,990)	(1,627,527)	(1,674,245)	(1,723,448)	(1,775,785)	(1,828,819)	(1,883,754)	(1,941,252)
Materials and Contracts	(1,212,653)	(1,600,950)	(1,629,500)	(1,689,704)	(1,735,600)	(1,815,150)	(1,880,600)	(1,960,600)	(2,018,300)	(2,106,050)	(2,158,100)	(2,250,350)
Utility Charges	(41,200)	(46,325)	(53,100)	(58,675)	(66,500)	(73,375)	(82,050)	(90,050)	(97,700)	(105,975)	(113,950)	(122,575)
Depreciation	(1,389,860)	(1,475,066)	(1,563,918)	(1,683,286)	(1,791,878)	(1,887,308)	(1,971,876)	(2,076,012)	(2,220,164)	(2,333,466)	(2,513,958)	(2,628,838)
Finance Costs	(12,693)	(25,491)	(21,158)	(16,651)	(37,266)	(33,299)	(29,147)	(24,905)	(20,370)	(15,789)	(11,286)	(8,200)
Insurance	(104,214)	(110,625)	(119,600)	(128,175)	(138,000)	(147,175)	(158,650)	(168,350)	(178,700)	(188,975)	(199,750)	(210,975)
Other Expense	(48,659)	(46,200)	(47,700)	(49,100)	(50,500)	(52,100)	(53,600)	(55,300)	(57,000)	(58,700)	(60,500)	(62,200)
Loss on Asset Disposal	(7)	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure from Operating Activities	(4,144,848)	(4,681,606)	(4,844,385)	(5,078,377)	(5,397,734)	(5,635,934)	(5,850,168)	(6,098,665)	(6,368,019)	(6,637,774)	(6,941,298)	(7,224,390)
Non-Cash Amounts Excluded from Operating Activities												
Depreciation	1,389,860	1,475,066	1,563,918	1,683,286	1,791,878	1,887,308	1,971,876	2,076,012	2,220,164	2,333,466	2,513,958	2,628,838
Movement in liabilities associated with restricted cash	119	5,600	5,800	5,900	6,100	6,300	6,500	6,700	6,900	7,100	7,300	7,500
Loss on Asset Disposal	7	-	-	-	-	-	-	-	-	-	-	-
Profit on Asset Disposal	(63,070)	-	-	-	-	-	-	-	-	-	-	-
Total Non-Cash Amounts Excluded from Operating Activities	1,326,916	1,480,666	1,569,718	1,689,186	1,797,978	1,893,608	1,978,376	2,082,712	2,227,064	2,340,566	2,521,258	2,636,338
Amount Attributed to Operating Activities	590,406	779,960	923,933	1,044,409	1,079,944	1,171,174	1,297,708	1,422,847	1,578,345	1,711,992	1,908,460	2,067,648
Investing Activities												
Inflows from Investing Activities												
Capital Grants, Subsidies and Contributions	1,933,480	2,632,551	2,005,881	2,568,923	2,335,454	2,797,160	2,924,682	2,911,196	3,244,923	3,093,294	3,397,758	3,422,590
Proceeds from Asset Disposal	365,700	408,500	499,700	767,000	464,100	443,500	235,200	392,300	399,700	429,900	545,300	441,700
Total Inflows from Investing Activities	2,299,180	3,041,051	2,505,581	3,335,923	2,799,554	3,240,660	3,159,882	3,303,496	3,644,623	3,523,194	3,943,058	3,864,290

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Outflows from Investing Activities												
Payments for Property, Plant and Equipment	(1,576,610)	(994,200)	(799,100)	(1,410,500)	(910,500)	(618,600)	(416,400)	(760,300)	(1,093,600)	(853,800)	(1,568,400)	(801,800)
Payments for Infrastructure	(1,978,888)	(2,643,800)	(2,359,600)	(2,982,900)	(2,739,600)	(3,240,000)	(3,388,400)	(3,386,800)	(3,758,100)	(3,573,600)	(3,909,100)	(3,943,500)
Total Outflows from Investing Activities	(3,555,498)	(3,638,000)	(3,158,700)	(4,393,400)	(3,650,100)	(3,858,600)	(3,804,800)	(4,147,100)	(4,851,700)	(4,427,400)	(5,477,500)	(4,745,300)
Amount Attributed to Investing Activities	(1,256,318)	(596,949)	(653,119)	(1,057,477)	(850,546)	(617,940)	(644,918)	(843,604)	(1,207,077)	(904,206)	(1,534,442)	(881,010)
Financing Activities												
Inflows from Financing Activities												
Proceeds from New Loans	350,000	-	-	150,000	-	-	-	-	-	-	-	-
Transfer from Reserves	722,500	347,000	370,500	557,500	523,500	245,500	175,600	308,100	582,100	357,600	747,000	220,500
Total Inflows from Financing Activities	1,072,500	347,000	370,500	707,500	523,500	245,500	175,600	308,100	582,100	357,600	747,000	220,500
Outflows from Financing Activities												
Loan Principal	(4,571)	(35,643)	(37,274)	(38,981)	(60,566)	(63,433)	(66,486)	(69,627)	(72,863)	(66,924)	(48,170)	(28,000)
Lease Principal	(41,456)	(48,100)	(50,800)	(53,600)	(13,900)	-	-	-	-	-	-	-
Transfer to Reserves	(448,700)	(446,268)	(553,240)	(601,850)	(678,432)	(735,301)	(761,904)	(817,716)	(880,505)	(1,098,462)	(1,072,848)	(1,379,138)
Total Outflows from Financing Activities	(494,727)	(530,011)	(641,314)	(694,431)	(752,898)	(798,734)	(828,390)	(887,343)	(953,368)	(1,165,386)	(1,121,018)	(1,407,138)
Amount Attributed to Financing Activities	577,773	(183,011)	(270,814)	13,069	(229,398)	(553,234)	(652,790)	(579,243)	(371,268)	(807,786)	(374,018)	(1,186,638)
Movement in Surplus or (Deficit)												
Surplus or Deficit at the Start of the Financial Year	88,138	(0)	(0)	(0)	0	0	(0)	0	(0)	(0)	(0)	(0)
Amount Attributable to Operating Activities	590,406	779,960	923,933	1,044,409	1,079,944	1,171,174	1,297,708	1,422,847	1,578,345	1,711,992	1,908,460	2,067,648
Amount Attributable to Investing Activities	(1,256,318)	(596,949)	(653,119)	(1,057,477)	(850,546)	(617,940)	(644,918)	(843,604)	(1,207,077)	(904,206)	(1,534,442)	(881,010)
Amount Attributable to Financing Activities	577,773	(183,011)	(270,814)	13,069	(229,398)	(553,234)	(652,790)	(579,243)	(371,268)	(807,786)	(374,018)	(1,186,638)
Surplus or (Deficit) at the End of the Financial Year	(0)	(0)	(0)	0	0	(0)	0	(0)	(0)	(0)	(0)	0

Financial Sustainability

Several statutory Key Performance Indicators have been prescribed in the *Local Government (Financial Management) Regulations 1996* to measure the financial sustainability of local governments. Accounting for the financial assumptions previously outlined, this Plan has been assessed against these Indicators. The results for the prescribed ratios, and the preferred targets, are shown below.

Current Ratio

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

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Current Assets	680,000	1,053,000	1,586,000	1,855,000	2,334,000	3,450,000	4,464,000	5,332,000	5,799,000	7,107,000	7,726,000	9,928,000
Restricted Assets	358,000	554,668	834,808	976,558	1,228,890	1,816,091	2,349,795	2,806,811	3,052,616	3,740,878	4,066,726	5,225,364
Adjusted Current Assets	322,000	498,332	751,192	878,442	1,105,110	1,633,909	2,114,205	2,525,189	2,746,384	3,366,122	3,659,274	4,702,636
Current Liabilities	204,000	315,900	475,800	556,500	700,200	1,035,000	1,339,200	1,599,600	1,739,700	2,132,100	2,317,800	2,978,400
Current Liabilities Associated with Restricted Assets	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted Current Liabilities	204,000	315,900	475,800	556,500	700,200	1,035,000	1,339,200	1,599,600	1,739,700	2,132,100	2,317,800	2,978,400
Target Ratio	- Greater than or equal to 100%	158%	158%	158%	158%	158%	158%	158%	158%	158%	158%	158%
		●	●	●	●	●	●	●	●	●	●	●

Operating Surplus Ratio

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes.

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Net Current Assets	590,406	779,960	923,933	1,044,409	1,079,944	1,171,174	1,297,708	1,422,847	1,578,345	1,711,992	1,908,460	2,067,648
Own Source Operating Revenue	2,937,738	2,959,700	3,146,600	3,350,200	3,563,700	3,764,000	3,985,400	4,219,200	4,463,300	4,715,300	4,995,800	5,283,100
Target Ratio	- Greater than or equal to 1%	20%	26%	29%	31%	30%	31%	33%	34%	35%	36%	38%
		●	●	●	●	●	●	●	●	●	●	●

Own Source Revenue Coverage Ratio

This is an indicator of a local government's ability to cover its costs through its own revenue efforts.

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$	
Own Source Revenue	2,937,738	2,959,700	3,146,600	3,350,200	3,563,700	3,764,000	3,985,400	4,219,200	4,463,300	4,715,300	4,995,800	5,283,100	
Operating Expense	4,144,848	4,681,606	4,844,385	5,078,377	5,397,734	5,635,934	5,850,168	6,098,665	6,368,019	6,637,774	6,941,298	7,224,390	
Target Ratio	- Greater than or equal to 40%	71%	63%	65%	66%	66%	67%	68%	69%	70%	71%	72%	73%
	●	●	●	●	●	●	●	●	●	●	●	●	●

Debt Service Cover Ratio

This is an indicator of a local government's ability to produce enough cash to cover its debt payments.

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$	
Operating Result	590,406	779,960	923,933	1,044,409	1,079,944	1,171,174	1,297,708	1,422,847	1,578,345	1,711,992	1,908,460	2,067,648	
Interest Expense and Depreciation	1,402,553	1,500,557	1,585,076	1,699,937	1,829,144	1,920,607	2,001,023	2,100,917	2,240,534	2,349,255	2,525,244	2,637,038	
Operating Surplus Before Interest and Depreciation	1,992,959	2,280,517	2,509,009	2,744,346	2,909,088	3,091,781	3,298,731	3,523,764	3,818,879	4,061,247	4,433,704	4,704,686	
Principal and Interest	58,719	109,234	109,232	109,232	111,732	96,732	95,633	94,532	93,233	82,713	59,456	36,200	
Target Ratio	- Greater than or equal to 200%	3,394%	2,088%	2,297%	2,512%	2,604%	3,196%	3,449%	3,728%	4,096%	4,910%	7,457%	12,996%
	●	●	●	●	●	●	●	●	●	●	●	●	

Asset Sustainability Ratio

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

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$	
Capital Renewal Expense	2,539,115	2,822,900	2,498,900	3,173,700	3,200,500	3,096,100	2,863,100	3,227,000	3,863,400	3,006,700	3,968,500	3,207,600	
Depreciation Expense	1,389,860	1,475,066	1,563,918	1,683,286	1,791,878	1,887,308	1,971,876	2,076,012	2,220,164	2,333,466	2,513,958	2,628,838	
Target Ratio	- Greater than or equal to 90%	183%	191%	160%	189%	179%	164%	145%	155%	174%	129%	158%	122%
	●	●	●	●	●	●	●	●	●	●	●	●	

Asset Consumption Ratio

This ratio highlights the aged condition of a local government's physical assets.

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$	
Depreciated Replacement Cost of Depreciable Assets	97,272,094	99,197,814	100,464,182	102,578,582	104,143,990	105,843,068	107,462,078	109,162,152	111,415,274	113,100,594	115,540,122	117,236,170	
Current Replacement Cost of Depreciable Assets	141,074,488	144,453,988	147,262,988	151,039,388	154,375,388	157,940,488	161,510,088	165,264,888	169,716,888	173,714,388	178,646,588	182,950,188	
Target Ratio	- Greater than or equal to 50%	69%	69%	68%	68%	67%	67%	67%	66%	66%	65%	65%	64%
	●	●	●	●	●	●	●	●	●	●	●	●	●

Asset Renewal Funding Ratio

Indicates whether the local government has the financial capacity to fund asset renewal at continued existing service levels (10-Year estimation).

		2025 Budget \$	2026 Forecast \$	2027 Forecast \$
Net Present Value of Renewal Expense (Financial Plan)		23,121,493	24,174,768	24,529,794
Net Present Value of Renewal Requirements (Asset Plans)		11,499,747	12,163,026	12,746,857
Target Ratio	- Between 95% and 110%	201%	199%	192%
		●	●	●

Loans

	Outstanding \$	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Loans													
Loan 10 Industrial Estate Development													
Principal		6,335	6,625	6,927	7,244	7,575	7,921	8,284	8,662	9,058	-	-	-
Principal Outstanding	71,000	64,665	58,040	51,113	43,869	36,294	28,373	20,089	11,427	2,369	2,369	2,369	2,369
Interest		3,085	2,796	2,493	2,176	1,845	1,499	1,137	758	362	-	-	-
Loan 11 Industrial Estate Land Development													
Principal		14,029	29,018	30,347	31,737	33,191	34,712	36,302	37,965	39,705	41,524	21,470	-
Principal Outstanding	350,000	335,971	306,953	276,606	244,869	211,678	176,966	140,664	102,699	62,994	21,470	-	-
Interest		7,993	14,895	13,565	12,175	10,721	9,200	7,610	5,947	4,208	2,389	486	
Loan 12 Staff Housing													
New Loans					250,000								
Principal		-				19,800	20,800	21,900	23,000	24,100	25,400	26,700	28,000
Principal Outstanding	-	-	-	-	250,000	230,200	209,400	187,500	164,500	140,400	115,000	88,300	60,300
Interest						12,300	11,300	10,200	9,100	7,900	6,700	5,400	4,100
Loan Summary													
New Loans	-	-	-	-	250,000	-	-	-	-	-	-	-	-
Principal	-	20,364	35,643	37,274	38,981	60,566	63,433	66,486	69,627	72,863	66,924	48,170	28,000
Principal Outstanding	421,000	400,636	364,993	327,719	538,738	478,172	414,739	348,253	278,626	205,763	138,839	90,669	62,669
Interest	-	11,078	17,691	16,058	14,351	24,866	21,999	18,947	15,805	12,470	9,089	5,886	4,100

Reserve Funds

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Reserve Funds												
Leave												
For the payment of long service leave.												
Opening Balance	21,604	21,724	27,324	33,124	39,024	45,124	51,424	57,924	64,624	71,524	78,624	85,924
To Reserve - Interest Earnings	120	600	800	900	1,100	1,300	1,500	1,700	1,900	2,100	2,300	2,500
To Reserve - Municipal Funds	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
From Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	21,724	27,324	33,124	39,024	45,124	51,424	57,924	64,624	71,524	78,624	85,924	93,424
Movement (To) / From Key Initiatives	-	-	-	-	-	-	-	-	-	-	-	-
Total Leave	21,724	27,324	33,124	39,024	45,124	51,424	57,924	64,624	71,524	78,624	85,924	93,424
Land and Building												
For the purchase of land and buildings, and major repairs / upgrading of existing buildings.												
Opening Balance	256,874	83,727	(48,773)	(28,812)	(125,112)	(198,476)	(199,376)	(152,358)	(105,712)	(37,864)	49,712	114,496
To Reserve - Interest Earnings	1,853	2,500	(1,400)	(800)	(3,700)	(5,900)	(5,900)	(4,500)	(3,100)	(1,100)	1,400	3,400
To Reserve - Municipal Funds	-	5,000	21,361	-	3,336	5,000	52,918	51,146	70,948	88,676	63,384	107,202
From Reserve	(175,000)	(140,000)	-	(95,500)	(73,000)	-	-	-	-	-	-	-
Sub Total	83,727	(48,773)	(28,812)	(125,112)	(198,476)	(199,376)	(152,358)	(105,712)	(37,864)	49,712	114,496	225,098
Movement (To) / From Key Initiatives	-	-	-	-	-	-	-	-	-	-	-	-
Total Land and Building	83,727	(48,773)	(28,812)	(125,112)	(198,476)	(199,376)	(152,358)	(105,712)	(37,864)	49,712	114,496	225,098
Plant Replacement												
For the purchase and replacement of plant and equipment												
Opening Balance	169,792	92,810	178,143	141,836	63,369	44,762	258,985	616,798	884,301	952,804	1,287,547	1,290,690
To Reserve - Interest Earnings	1,318	2,700	5,300	4,200	1,900	1,300	7,700	18,500	26,500	28,500	38,600	38,700
To Reserve - Municipal Funds	444,200	289,633	328,893	379,333	429,993	458,423	473,113	504,503	571,503	611,243	711,543	742,023
From Reserve	(522,500)	(207,000)	(370,500)	(462,000)	(450,500)	(245,500)	(123,000)	(255,500)	(529,500)	(305,000)	(747,000)	(220,500)
Sub Total	92,810	178,143	141,836	63,369	44,762	258,985	616,798	884,301	952,804	1,287,547	1,290,690	1,850,913
Movement (To) / From Key Initiatives	-	-	-	-	-	-	-	-	-	-	-	-
Total Plant Replacement	92,810	178,143	141,836	63,369	44,762	258,985	616,798	884,301	952,804	1,287,547	1,290,690	1,850,913

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Reserve Funds (continued)												
Office Equipment												
<i>For the replacement of office equipment.</i>												
Opening Balance	40,927	16,222	21,622	27,222	33,022	38,922	40,022	41,222	42,422	43,622	44,922	46,222
To Reserve - Interest Earnings	295	400	600	800	900	1,100	1,200	1,200	1,200	1,300	1,300	1,300
To Reserve - Municipal Funds	-	5,000	5,000	5,000	5,000	-	-	-	-	-	-	-
From Reserve	(25,000)	-	-	-	-	-	-	-	-	-	-	-
Total Office Equipment	16,222	21,622	27,222	33,022	38,922	40,022	41,222	42,422	43,622	44,922	46,222	47,522
Fuel Facility												
<i>For the renewal or replacement of fuel facility equipment.</i>												
Opening Balance	102,603	103,228	122,228	141,828	162,028	182,828	204,228	226,328	249,028	272,428	296,528	321,328
To Reserve - Interest Earnings	625	3,000	3,600	4,200	4,800	5,400	6,100	6,700	7,400	8,100	8,800	9,600
To Reserve - Municipal Funds	-	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
From Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Total Fuel Facility	103,228	122,228	141,828	162,028	182,828	204,228	226,328	249,028	272,428	296,528	321,328	346,928
WSFN Funding												
<i>To assist in financing Western Secondary Freight Network works.</i>												
Opening Balance	40,000	40,289	53,501	98,287	175,604	273,607	383,249	505,222	641,189	743,543	1,002,086	1,147,207
To Reserve - Interest Earnings	289	1,200	1,600	2,900	5,200	8,200	11,400	15,100	19,200	22,300	30,000	34,400
To Reserve - Municipal Funds	-	12,012	43,186	74,417	92,803	101,442	110,573	120,867	83,154	236,243	115,121	337,313
From Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Total WSFN Funding	40,289	53,501	98,287	175,604	273,607	383,249	505,222	641,189	743,543	1,002,086	1,147,207	1,518,920
Roads & Other Infrastructure												
<i>For the renewal or upgrade of roads and other infrastructure</i>												
Opening Balance	-	-	5,823	25,923	26,623	27,323	43,559	94,859	147,659	202,059	258,059	315,759
To Reserve - Interest Earnings	-	-	100	700	700	800	1,300	2,800	4,400	6,000	7,700	9,400
To Reserve - Municipal Funds	-	5,823	20,000	-	-	15,436	50,000	50,000	50,000	50,000	50,000	50,000
From Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Total Roads & Other Infrastructure	-	5,823	25,923	26,623	27,323	43,559	94,859	147,659	202,059	258,059	315,759	375,159

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Reserve Funds (continued)												
Land Development												
For receiving sale proceeds, repayment of loans, and new opportunities associated with land development												
Opening Balance	-	-	194,800	395,400	602,000	814,800	1,034,000	959,800	883,300	804,500	723,400	745,100
To Reserve - Interest Earnings	-	-	5,800	11,800	18,000	24,400	31,000	28,700	26,400	24,100	21,700	22,300
To Reserve - Municipal Funds	-	97,400	97,400	97,400	97,400	97,400	-	-	-	-	-	-
From Reserve	-	-	-	-	-	-	(52,600)	(52,600)	(52,600)	(52,600)	-	-
Sub Total	-	97,400	298,000	504,600	717,400	936,600	1,012,400	935,900	857,100	776,000	745,100	767,400
Movement (To) / From Key Initiatives	-	97,400	97,400	97,400	97,400	97,400	(52,600)	(52,600)	(52,600)	(52,600)	-	-
Total Land Development	-	194,800	395,400	602,000	814,800	1,034,000	959,800	883,300	804,500	723,400	745,100	767,400
Reserve Funds Summary												
Opening Balance	631,800	358,000	554,668	834,808	976,558	1,228,890	1,816,091	2,349,795	2,806,811	3,052,616	3,740,878	4,066,726
To Reserve - Interest Earnings	4,500	10,400	16,400	24,700	28,900	36,600	54,300	70,200	83,900	91,300	111,800	121,600
To Reserve - Municipal Funds	444,200	435,868	536,840	577,150	649,532	698,701	707,604	747,516	796,605	1,007,162	961,048	1,257,538
From Reserve	(722,500)	(347,000)	(370,500)	(557,500)	(523,500)	(245,500)	(175,600)	(308,100)	(582,100)	(357,600)	(747,000)	(220,500)
Sub Total	358,000	457,268	737,408	879,158	1,131,490	1,718,691	2,402,395	2,859,411	3,105,216	3,793,478	4,066,726	5,225,364
Movement (To) / From Key Initiatives	-	97,400	97,400	97,400	97,400	97,400	(52,600)	(52,600)	(52,600)	(52,600)	-	-
Total Reserve Funds	358,000	554,668	834,808	976,558	1,228,890	1,816,091	2,349,795	2,806,811	3,052,616	3,740,878	4,066,726	5,225,364

Asset Information - Assets

	Prior Year Forecast \$	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Asset Information - Assets													
Land													
Valuation / Historical Cost	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000
Acquisitions - Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000
Accumulated Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation - per annum	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Book Value of Land	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000	1,341,000
Buildings													
Valuation / Historical Cost	4,526,600	5,016,980	5,373,980	5,889,480	5,930,480	6,175,980	6,248,980	6,272,480	6,288,980	6,293,980	6,298,980	6,305,980	6,305,980
Acquisitions - Renewal	490,380	357,000	515,500	41,000	45,500	73,000	23,500	16,500	5,000	5,000	7,000	-	-
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	450,000	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	(250,000)	-	-	-	-	-	-	-	-
Sub Total	5,016,980	5,373,980	5,889,480	5,930,480	6,175,980	6,248,980	6,272,480	6,288,980	6,293,980	6,298,980	6,305,980	6,305,980	6,305,980
Accumulated Depreciation	(163,400)	(232,200)	(318,780)	(415,670)	(513,380)	(616,000)	(720,080)	(824,630)	(929,510)	(1,034,490)	(1,139,570)	(1,244,790)	(1,350,010)
Depreciation 2.0% per annum	(68,800)	(86,580)	(96,890)	(97,710)	(102,620)	(104,080)	(104,550)	(104,880)	(104,980)	(105,080)	(105,220)	(105,220)	(105,220)
Sub Total	(232,200)	(318,780)	(415,670)	(513,380)	(616,000)	(720,080)	(824,630)	(929,510)	(1,034,490)	(1,139,570)	(1,244,790)	(1,350,010)	(1,455,230)
Book Value of Buildings	4,784,780	5,055,200	5,473,810	5,417,100	5,559,980	5,528,900	5,447,850	5,359,470	5,259,490	5,159,410	5,061,190	4,955,970	4,850,750

	Prior Year Forecast \$	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Asset Information - Assets (continued)													
Furniture and Equipment													
Valuation / Historical Cost	115,500	122,500	154,500	161,700	177,500	221,100	237,900	255,200	273,000	322,100	341,000	360,500	380,600
Acquisitions - Renewal	7,000	32,000	7,200	15,800	43,600	16,800	17,300	17,800	49,100	18,900	19,500	20,100	55,300
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	122,500	154,500	161,700	177,500	221,100	237,900	255,200	273,000	322,100	341,000	360,500	380,600	435,900
Accumulated Depreciation	(96,000)	(99,800)	(104,624)	(110,168)	(117,292)	(128,776)	(141,940)	(156,834)	(173,508)	(195,092)	(218,566)	(243,990)	(271,424)
Depreciation 10.0% per annum	(3,800)	(4,824)	(5,544)	(7,124)	(11,484)	(13,164)	(14,894)	(16,674)	(21,584)	(23,474)	(25,424)	(27,434)	(32,964)
Sub Total	(99,800)	(104,624)	(110,168)	(117,292)	(128,776)	(141,940)	(156,834)	(173,508)	(195,092)	(218,566)	(243,990)	(271,424)	(304,388)
Book Value of Furniture and Equipment	22,700	49,876	51,532	60,208	92,324	95,960	98,366	99,492	127,008	122,434	116,510	109,176	131,512
Plant and Equipment													
Valuation / Historical Cost	2,630,700	2,685,700	3,114,600	3,327,600	3,720,200	4,224,600	4,731,200	5,015,500	5,162,400	5,476,300	6,146,300	6,543,700	7,546,700
Acquisitions - Renewal	55,000	735,400	327,500	714,800	871,400	820,700	577,800	286,700	706,200	1,069,700	827,300	1,548,300	746,500
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	45,000	144,000	27,500	-	-	-	95,400	-	-	-	-	-
Disposals	-	(351,500)	(258,500)	(349,700)	(367,000)	(314,100)	(293,500)	(235,200)	(392,300)	(399,700)	(429,900)	(545,300)	(441,700)
Sub Total	2,685,700	3,114,600	3,327,600	3,720,200	4,224,600	4,731,200	5,015,500	5,162,400	5,476,300	6,146,300	6,543,700	7,546,700	7,851,500
Accumulated Depreciation	(934,400)	(1,123,000)	(1,391,333)	(1,680,966)	(2,009,859)	(2,389,192)	(2,819,185)	(3,277,608)	(3,750,721)	(4,255,224)	(4,826,727)	(5,437,970)	(6,149,513)
Depreciation 10.0% per annum	(188,600)	(268,333)	(289,633)	(328,893)	(379,333)	(429,993)	(458,423)	(473,113)	(504,503)	(571,503)	(611,243)	(711,543)	(742,023)
Sub Total	(1,123,000)	(1,391,333)	(1,680,966)	(2,009,859)	(2,389,192)	(2,819,185)	(3,277,608)	(3,750,721)	(4,255,224)	(4,826,727)	(5,437,970)	(6,149,513)	(6,891,536)
Book Value of Plant and Equipment	1,562,700	1,723,267	1,646,634	1,710,341	1,835,408	1,912,015	1,737,892	1,411,679	1,221,076	1,319,573	1,105,730	1,397,187	959,964
Total Valuation / Historical Cost	9,166,180	9,984,080	10,719,780	11,169,180	11,962,680	12,559,080	12,884,180	13,065,380	13,433,380	14,127,280	14,551,180	15,574,280	15,934,380
Total Accumulated Depreciation	(1,455,000)	(1,814,737)	(2,206,804)	(2,640,531)	(3,133,968)	(3,681,205)	(4,259,072)	(4,853,739)	(5,484,806)	(6,184,863)	(6,926,750)	(7,770,947)	(8,651,154)
Total Assets Book Value	7,711,180	8,169,343	8,512,976	8,528,649	8,828,712	8,877,875	8,625,108	8,211,641	7,948,574	7,942,417	7,624,430	7,803,333	7,283,226

Asset Information - Infrastructure

	Prior Year Forecast \$	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Asset Information - Infrastructure													
Roads													
Valuation / Historical Cost	73,358,300	76,598,000	78,543,724	81,187,524	83,547,124	86,530,024	89,269,624	92,509,624	95,898,024	99,284,824	103,042,924	106,616,524	110,525,624
Acquisitions - Renewal	-	1,381,551	1,972,700	1,727,300	2,213,200	2,290,000	2,477,500	2,542,100	2,466,700	2,769,800	2,152,900	2,400,100	2,405,800
Acquisitions - Upgrade	3,239,700	564,173	671,100	632,300	769,700	449,600	762,500	846,300	920,100	988,300	1,420,700	1,509,000	1,537,700
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	76,598,000	78,543,724	81,187,524	83,547,124	86,530,024	89,269,624	92,509,624	95,898,024	99,284,824	103,042,924	106,616,524	110,525,624	114,469,124
Accumulated Depreciation	(13,414,100)	(13,891,300)	(14,417,703)	(14,996,982)	(15,623,453)	(16,309,582)	(17,050,503)	(17,856,224)	(18,729,713)	(19,670,938)	(20,687,325)	(21,775,184)	(22,941,225)
Depreciation 2.0% per annum	(477,200)	(526,403)	(579,279)	(626,471)	(686,129)	(740,921)	(805,721)	(873,489)	(941,225)	(1,016,387)	(1,087,859)	(1,166,041)	(1,244,911)
Sub Total	(13,891,300)	(14,417,703)	(14,996,982)	(15,623,453)	(16,309,582)	(17,050,503)	(17,856,224)	(18,729,713)	(19,670,938)	(20,687,325)	(21,775,184)	(22,941,225)	(24,186,136)
Book Value of Roads	62,706,700	64,126,021	66,190,542	67,923,671	70,220,442	72,219,121	74,653,400	77,168,311	79,613,886	82,355,599	84,841,340	87,584,399	90,282,988
Bridges													
Valuation / Historical Cost	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300
Acquisitions - Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300	31,633,300
Accumulated Depreciation	(8,187,900)	(8,369,800)	(8,738,219)	(9,106,638)	(9,475,057)	(9,843,476)	(10,211,895)	(10,580,314)	(10,948,733)	(11,317,152)	(11,685,571)	(12,053,990)	(12,422,409)
Depreciation 2.0% per annum	(181,900)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)	(368,419)
Sub Total	(8,369,800)	(8,738,219)	(9,106,638)	(9,475,057)	(9,843,476)	(10,211,895)	(10,580,314)	(10,948,733)	(11,317,152)	(11,685,571)	(12,053,990)	(12,422,409)	(12,790,828)
Book Value of Bridges	23,263,500	22,895,081	22,526,662	22,158,243	21,789,824	21,421,405	21,052,986	20,684,567	20,316,148	19,947,729	19,579,310	19,210,891	18,842,472

	Prior Year Forecast \$	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Asset Information - Infrastructure (continued)													
Drainage													
Valuation / Historical Cost	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400
Acquisitions - Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400	4,458,400
Accumulated Depreciation	(2,291,300)	(2,352,600)	(2,409,816)	(2,467,032)	(2,524,248)	(2,581,464)	(2,638,680)	(2,695,896)	(2,753,112)	(2,810,328)	(2,867,544)	(2,924,760)	(2,981,976)
Depreciation 1.0% per annum	(61,300)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)	(57,216)
Sub Total	(2,352,600)	(2,409,816)	(2,467,032)	(2,524,248)	(2,581,464)	(2,638,680)	(2,695,896)	(2,753,112)	(2,810,328)	(2,867,544)	(2,924,760)	(2,981,976)	(3,039,192)
Book Value of Drainage	2,105,800	2,048,584	1,991,368	1,934,152	1,876,936	1,819,720	1,762,504	1,705,288	1,648,072	1,590,856	1,533,640	1,476,424	1,419,208
Footpaths													
Valuation / Historical Cost	487,100	550,300	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464
Acquisitions - Renewal	63,200	33,164	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	550,300	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464	583,464
Accumulated Depreciation	(197,000)	(205,900)	(211,870)	(217,840)	(223,810)	(229,780)	(235,750)	(241,720)	(247,690)	(253,660)	(259,630)	(265,600)	(271,570)
Depreciation 5.0% per annum	(8,900)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)	(5,970)
Sub Total	(205,900)	(211,870)	(217,840)	(223,810)	(229,780)	(235,750)	(241,720)	(247,690)	(253,660)	(259,630)	(265,600)	(271,570)	(277,540)
Book Value of Footpaths	344,400	371,594	365,624	359,654	353,684	347,714	341,744	335,774	329,804	323,834	317,864	311,894	305,924

	Prior Year Forecast \$	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Asset Information - Infrastructure (continued)													
Recreation													
Valuation / Historical Cost	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900
Acquisitions - Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900	1,755,900
Accumulated Depreciation	(659,200)	(702,600)	(753,429)	(804,258)	(855,087)	(905,916)	(956,745)	(1,007,574)	(1,058,403)	(1,109,232)	(1,160,061)	(1,210,890)	(1,261,719)
Depreciation 2.0% per annum	(43,400)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)	(50,829)
Sub Total	(702,600)	(753,429)	(804,258)	(855,087)	(905,916)	(956,745)	(1,007,574)	(1,058,403)	(1,109,232)	(1,160,061)	(1,210,890)	(1,261,719)	(1,312,548)
Book Value of Recreation	1,053,300	1,002,471	951,642	900,813	849,984	799,155	748,326	697,497	646,668	595,839	545,010	494,181	443,352
Other Infrastructure													
Valuation / Historical Cost	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100
Acquisitions - Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions - New	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100	725,100
Accumulated Depreciation	(154,500)	(168,600)	(189,886)	(211,172)	(232,458)	(253,744)	(275,030)	(296,316)	(317,602)	(338,888)	(360,174)	(381,460)	(402,746)
Depreciation 2.0% per annum	(14,100)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)	(21,286)
Sub Total	(168,600)	(189,886)	(211,172)	(232,458)	(253,744)	(275,030)	(296,316)	(317,602)	(338,888)	(360,174)	(381,460)	(402,746)	(424,032)
Book Value of Other Infrastructure	556,500	535,214	513,928	492,642	471,356	450,070	428,784	407,498	386,212	364,926	343,640	322,354	301,068
Total Valuation / Historical Cost	115,721,000	117,699,888	120,343,688	122,703,288	125,686,188	128,425,788	131,665,788	135,054,188	138,440,988	142,199,088	145,772,688	149,681,788	153,625,288
Total Accumulated Depreciation	(25,690,800)	(26,720,923)	(27,803,922)	(28,934,113)	(30,123,962)	(31,368,603)	(32,678,044)	(34,055,253)	(35,500,198)	(37,020,305)	(38,611,884)	(40,281,645)	(42,030,276)
Total Infrastructure Book Value	90,030,200	90,978,965	92,539,766	93,769,175	95,562,226	97,057,185	98,987,744	100,998,935	102,940,790	105,178,783	107,160,804	109,400,143	111,595,012

Asset Information - Financial Plan vs Asset Plan/s

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
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Asset Information - Financial Plan vs Asset Plan/s

Asset Initiatives (Renewal) (Financial Plan)												
Assets	1,124,400	850,200	771,600	960,500	910,500	618,600	321,000	760,300	1,093,600	853,800	1,568,400	801,800
Infrastructure	1,414,715	1,972,700	1,727,300	2,213,200	2,290,000	2,477,500	2,542,100	2,466,700	2,769,800	2,152,900	2,400,100	2,405,800
Total Asset Initiatives (Renewal) (Financial Plan)	2,539,115	2,822,900	2,498,900	3,173,700	3,200,500	3,096,100	2,863,100	3,227,000	3,863,400	3,006,700	3,968,500	3,207,600

10-Year Renewal Works Net Present Value on 5% Rate	23,121,493	24,174,768	24,529,794
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Asset Initiatives (Renewal) (Asset Plans)												
Assets	82,100	94,400	81,200	80,500	107,400	112,700	118,300	124,200	130,400	136,900	143,700	150,800
Infrastructure	1,091,200	1,254,500	1,079,400	1,069,500	1,426,500	1,497,800	1,572,600	1,651,200	1,733,700	1,820,300	1,911,300	2,006,800
Total Asset Initiatives (Renewal) (Asset Plans)	1,173,300	1,348,900	1,160,600	1,150,000	1,533,900	1,610,500	1,690,900	1,775,400	1,864,100	1,957,200	2,055,000	2,157,600

10-Year Renewal Works Net Present Value on 5% Rate	11,499,747	12,163,026	12,746,857
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Depreciable Assets	
Fair Value Depreciated Replacement (excluding Land) at Start (From Financial Plans)	
Buildings	4,784,780
Furniture and Equipment	22,700
Plant and Equipment	1,562,700
Roads	62,706,700
Bridges	23,263,500
Drainage	2,105,800
Footpaths	344,400
Recreation	1,053,300
Other Infrastructure	556,500
Total	96,400,380

Depreciable Assets	
Fair Value Replacement (excluding Land) at Start (From Asset Plans)	
Buildings	6,835,400
Furniture and Equipment	32,400
Plant and Equipment	2,232,400
Roads	89,581,000
Bridges	33,233,600
Drainage	3,008,300
Footpaths	1,054,900
Recreation	1,504,700
Other Infrastructure	795,000
Total	138,277,700

Note
Asset Management details have been sourced from the Shire of Wandering Asset Management Plan 2019-2029.
Details have been assumed for the years beyond 2029.

Current Service Delivery (Net Impact)

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Current Service Delivery (Net Impact)												
General Purpose Funding												
Other General Purpose Funding	63,788	684,627	705,310	726,431	748,077	770,599	793,815	817,515	842,030	867,282	893,340	920,143
Rate Revenue	1,483,677	1,588,007	1,710,158	1,841,465	1,982,715	2,103,812	2,232,237	2,368,236	2,512,848	2,666,104	2,828,566	3,000,779
Total General Purpose Funding	1,547,465	2,272,634	2,415,468	2,567,896	2,730,792	2,874,412	3,026,052	3,185,751	3,354,877	3,533,387	3,721,906	3,920,922
Governance												
Members of Council	(243,427)	(251,078)	(245,564)	(265,989)	(261,321)	(282,120)	(277,203)	(300,353)	(293,929)	(318,825)	(312,292)	(338,042)
Total Governance	(243,427)	(251,078)	(245,564)	(265,989)	(261,321)	(282,120)	(277,203)	(300,353)	(293,929)	(318,825)	(312,292)	(338,042)
Law Order and Public Safety												
Animal Control	(19,785)	(20,069)	(20,612)	(21,246)	(21,877)	(22,554)	(23,302)	(23,903)	(24,596)	(25,323)	(26,048)	(25,503)
Fire Prevention	9,815	(12,709)	(13,016)	(13,579)	(14,000)	(14,328)	(14,559)	(15,162)	(15,860)	(16,279)	(16,696)	(17,232)
Other Law, Order & Public Safety	(9,361)	(9,244)	(9,482)	(9,856)	(10,169)	(10,420)	(10,840)	(11,141)	(11,439)	(11,851)	(12,161)	(12,484)
Total Law Order and Public Safety	(19,331)	(42,022)	(43,110)	(44,680)	(46,046)	(47,302)	(48,701)	(50,206)	(51,895)	(53,453)	(54,905)	(55,218)
Health												
Preventative Services - Administration & Inspection	(10,740)	(12,357)	(12,597)	(13,001)	(13,373)	(13,637)	(14,221)	(14,672)	(15,117)	(15,487)	(15,954)	(16,543)
Preventative Services - Pest Control	(2,773)	(2,780)	(2,848)	(2,934)	(3,039)	(3,113)	(3,221)	(3,320)	(3,418)	(3,522)	(3,626)	(3,735)
Other Health	(2,659)	(2,580)	(2,648)	(2,834)	(2,939)	(3,013)	(3,121)	(3,120)	(3,218)	(3,322)	(3,426)	(3,535)
Total Health	(16,172)	(17,717)	(18,093)	(18,768)	(19,350)	(19,763)	(20,564)	(21,113)	(21,753)	(22,331)	(23,005)	(23,814)
Education and Welfare												
Other Education	(3,331)	(3,180)	(3,248)	(3,334)	(3,439)	(3,513)	(3,621)	(3,820)	(4,018)	(4,122)	(4,226)	(4,435)
Other Welfare	(3,530)	(3,538)	(3,625)	(3,734)	(3,867)	(3,962)	(4,100)	(4,226)	(4,350)	(4,482)	(4,614)	(4,754)
Total Education and Welfare	(6,861)	(6,718)	(6,872)	(7,067)	(7,306)	(7,475)	(7,721)	(8,046)	(8,368)	(8,604)	(8,840)	(9,189)
Housing												
Other Housing	29,006	3,100	29,600	30,500	31,400	29,600	33,400	31,300	32,200	33,100	34,200	35,200
Staff Housing	(17,075)	3,780	(672)	(269)	4,884	(63)	94	(109)	(696)	(1,096)	(990)	(1,087)
Total Housing	11,931	6,880	28,928	30,231	36,284	29,537	33,494	31,191	31,504	32,004	33,210	34,113

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Current Service Delivery (Net Impact) (continued)												
Community Amenities												
Other Community Amenities	(43,315)	(42,644)	(51,782)	(44,656)	(46,569)	(48,220)	(53,240)	(51,841)	(58,139)	(55,251)	(56,861)	(58,484)
Protection of Environment	(8,474)	(8,586)	(8,805)	(9,056)	(9,341)	(9,571)	(9,862)	(10,236)	(10,507)	(10,790)	(11,172)	(11,465)
Sanitation - Household Refuse	(88,266)	(85,129)	(87,508)	(90,313)	(93,054)	(95,880)	(98,844)	(101,743)	(104,731)	(108,067)	(111,199)	(114,773)
Sanitation - Other	(12,779)	(13,231)	(13,487)	(13,912)	(14,510)	(14,792)	(15,302)	(15,777)	(16,246)	(16,741)	(17,233)	(17,649)
Sewerage	-	-	-	-	-	-	-	-	-	-	-	-
Town Planning & Regional Development	(24,778)	(40,411)	(41,535)	(42,946)	(44,248)	(45,505)	(47,023)	(48,297)	(49,864)	(51,363)	(52,959)	(54,484)
Urban Stormwater Drainage	-	-	-	-	-	-	-	-	-	-	-	-
Total Community Amenities	(177,612)	(190,000)	(203,118)	(200,883)	(207,722)	(213,969)	(224,271)	(227,894)	(239,487)	(242,211)	(249,424)	(256,854)
Recreation and Culture												
Libraries	(115)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Other Culture	(8,282)	(8,212)	(8,515)	(8,845)	(9,104)	(9,417)	(9,781)	(9,831)	(10,278)	(10,636)	(10,893)	(11,259)
Other Recreation & Sport	(127,662)	(133,698)	(137,720)	(141,901)	(146,344)	(150,688)	(154,942)	(159,866)	(164,685)	(169,726)	(174,766)	(179,924)
Public Halls & Civic Centres	(62,198)	(62,792)	(68,862)	(70,936)	(68,729)	(72,876)	(75,306)	(77,531)	(79,838)	(82,322)	(84,800)	(87,246)
Total Recreation and Culture	(198,257)	(204,802)	(215,197)	(221,782)	(224,277)	(233,081)	(240,129)	(247,328)	(254,901)	(262,785)	(270,559)	(278,530)
Transport												
Road Plant Purchases	53,674	(7,800)	(5,100)	(2,300)	(100)	-	-	-	-	-	-	-
Streets, Roads, Bridges & Depot Maintenance	802,033	(982,700)	(1,011,600)	(1,039,254)	(1,073,600)	(1,105,900)	(1,138,700)	(1,173,100)	(1,208,300)	(1,244,800)	(1,281,800)	(1,320,800)
Total Transport	855,707	(990,500)	(1,016,700)	(1,041,554)	(1,073,700)	(1,105,900)	(1,138,700)	(1,173,100)	(1,208,300)	(1,244,800)	(1,281,800)	(1,320,800)
Economic Services												
Building Control	(8,741)	(8,724)	(8,930)	(9,190)	(9,508)	(9,634)	(10,062)	(10,462)	(10,757)	(11,073)	(11,287)	(11,719)
Community Resource Centre	(92,625)	(116,441)	(115,323)	(119,058)	(122,658)	(126,097)	(134,725)	(134,274)	(138,010)	(146,803)	(146,492)	(151,032)
Fuel Facility	23,012	40,773	42,273	43,529	44,315	45,986	47,210	48,511	50,142	51,543	52,855	54,652
Other Economic Services	(79,546)	(88,415)	(80,100)	(82,600)	(85,000)	(87,400)	(90,000)	(92,700)	(95,500)	(98,500)	(101,700)	(104,600)
Rural Services	(9,576)	(8,900)	(9,100)	(9,400)	(9,700)	(9,900)	(10,200)	(10,600)	(10,900)	(11,200)	(11,500)	(11,900)
Tourism & Area Promotion	16,945	(20,505)	(22,557)	(23,280)	(20,989)	(21,204)	(24,744)	(25,995)	(26,331)	(27,532)	(28,528)	(29,181)
Total Economic Services	(150,531)	(202,212)	(193,737)	(199,999)	(203,540)	(208,249)	(222,521)	(225,520)	(231,355)	(243,565)	(246,651)	(253,780)

	2025 Budget \$	2026 Forecast \$	2027 Forecast \$	2028 Forecast \$	2029 Forecast \$	2030 Forecast \$	2031 Forecast \$	2032 Forecast \$	2033 Forecast \$	2034 Forecast \$	2035 Forecast \$	2036 Forecast \$
Current Service Delivery (Net Impact) (continued)												
Other Property and Services												
Administration	(4,398)	1,200	1,200	1,300	1,300	1,300	1,400	1,400	1,500	1,500	1,600	1,600
Plant Operation Costs	665,165	384,500	396,000	408,000	420,200	432,800	445,700	459,200	472,900	487,200	501,800	516,800
Private Works	298	3,588	3,685	3,755	3,796	4,083	4,119	4,269	4,522	4,564	4,607	4,841
Public Works Overheads	44,529	4,800	5,000	5,100	5,300	5,400	5,600	5,800	6,000	6,100	6,300	6,500
Salaries & Wages	-	-	-	-	-	-	-	-	-	-	-	-
Unclassified	96,698	(17,691)	(16,058)	(14,351)	(24,866)	(21,999)	(18,947)	(15,805)	(12,470)	(9,089)	(5,886)	(4,100)
Total Other Property and Services	802,292	376,397	389,827	403,804	405,730	421,584	437,872	454,864	472,452	490,275	508,421	525,641
Total Current Service Delivery (Net Impact)	2,405,203	750,860	891,833	1,001,209	1,129,544	1,207,674	1,317,608	1,418,247	1,548,845	1,659,092	1,816,060	1,944,448