



# Long Term Financial Plan

**2021/22 to 2035/36**



Shire of  
**Bridgetown-Greenbushes**

.... simply beautiful

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## Our Vision

***‘A beautiful place to live’  
Working together with the community to  
achieve our shared objectives***

## Overview and Purpose

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### Overview

The Shire of Bridgetown - Greenbushes' Long Term Financial Plan is an important financial tool as we strive to achieve the strategies set out in the Council's Strategic Community Plan.

The plan will be used with the corporate business plan, asset management plans and workforce plan to achieve our goals and drive the Shire in achieving its vision.

The Shire of Bridgetown-Greenbushes is planning for a positive, sustainable and stable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

The plan is a mechanism in determining financial projections for the period 2021/22 to 2035/36, and has been prepared based on a number of objectives and assumptions that are outlined in this document. The long term financial estimates are an integral part of Council's strategic planning process, informing the Corporate Business Plan which activates Strategic Community Plan priorities. It indicates the long term financial sustainability and allows early identification of financial issues and their longer term impacts.

The overall objectives of Council's LTFP are to:

- Achieve a balance between meeting the service needs of the community and remaining financially sustainable
- Ensure rates and fees are prudent and based on sound analysis that are both manageable and sustainable
- Ensure loan borrowings are able to be serviced
- Maintain a positive cash position
- Ensure Council's asset portfolio is maintained

While the Long Term Financial Plan is a financial plan for the next 15 years, it has been developed with a current state of knowledge. The Long Term Financial Plan is a dynamic document that will be reviewed as part of Council's strategic planning process and annual budget, for each ensuing financial year. This will ensure that the projects included reflect current Council priorities and anticipated funding availability.

### Purpose of the Plan

The purpose of the Long Term Financial Plan is to present a financial analysis of all strategic objectives and goals set out in the integrated planning framework documents. It is an integral part of Council's strategic planning process and is aligned to other core planning documents, including the Strategic Community Plan and the Shire's Corporate Business Plan.

The Long Term Financial Plan is a dynamic document that analyses financial trends over a fifteen (15) year period, based on a range of decisions and assumptions which provide the Shire with information to assess resourcing requirements to achieve its strategic objectives and ensure its future financial viability.

The Long Term Financial Plan covers the period 2021/22 to 2035/36. The plan is based on a higher level of detail in the first four (4) years underpinned by a number of assumptions. The remaining years are shown with indicative forecasts.

The plan includes income, expenditure, cash flow projections, assets, liabilities and equity. Council refers to this model when considering financial decisions, for example new borrowings, long-term operational projections as well as capital expenditure forecasts. The Long Term Financial Plan is revised following formal budget reviews, and in conjunction with the annual Corporate Business Plan development process.



Council is currently undertaking a major review of its Strategic Community Plan with development of a new plan being finalised in 2021. Following adoption of the new Strategic Community Plan a new Corporate Business Plan will also be developed that identifies and prioritises the principal strategies and activities the Council will undertake in response to the key goals and objectives stated in the Strategic Community Plan.

This Long Term Financial Plan (LTFP) has been specifically developed to aid Council in development of its new Community Strategic Plan and Corporate Business Plan, the LTFP will provide information on Council's current and anticipated future resources capacity enabling development of an achievable Corporate Business Plan.

The draft LTFP incorporates a number of high level assumptions regarding ongoing operational expenditure and income sources. It includes funding allocations for asset renewal programs and one-off Corporate Business Plan projects of both an operational and capital nature.

## The Bridgetown-Greenbushes Community

Located in the heart of the Blackwood River valley, the Shire of Bridgetown-Greenbushes is able to boast beautiful scenery, stunning heritage buildings, extensive forests, national parks, wineries and heritage walk trails. The district includes the heritage town of Bridgetown, the town of Greenbushes with a long and proud mining history and other localities such as Catterick, Hester, Hester Brook, Kangaroo Gully, Kingston, Maranup Ford, North Greenbushes, Sunnyside, Wandillup, Winnejup and Yornup.

Known for the lifestyle opportunities it offers, Bridgetown was once a traditional timber and farming based community. Both still remain important economic drivers in the Shire, as our tourism, retail/commerce/service industries and a growing art and cultural movement.

The beautiful landscapes, heritage architecture, strong sense of community and access to services are some of the reasons many people have decided to make a “tree change” and settle in the Shire.

Bridgetown-Greenbushes is known for its lifestyle opportunities. Our community is made up of people from diverse backgrounds with many different interests.

The latest estimate of residential population in the Shire of Bridgetown-Greenbushes as at 30 June 2019 indicates a population of 4,740. The table below illustrates the estimated changes in population since 2014.

Year	2014	2015	2016	2017	2018	2019
Population	4,687	4,727	4,660	4,708	4,722	4,740

*Data Source: Australian Bureau of Statistics*



## Key Services

The Shire delivers a wide range of services and facilities to the community. The revenues and expenditure of the Shire are required to be classified in accordance with legislation. The Local Government (Financial Management) Regulations 1996 (Schedule 1 Part 1) specify the minimum program classifications to be disclosed. A summary of those program and current activities are listed below.

PROGRAM NAME	OBJECTIVE	ACTIVITIES
<b>GOVERNANCE</b>	To provide a decision making process for the efficient allocation of scarce resources.	Administration and operation of facilities and services to members of the council. Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services. Development of policies, strategic planning and long term financial plans.
<b>GENERAL PURPOSE FUNDING</b>	To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
<b>LAW, ORDER, PUBLIC SAFETY</b>	To provide services to help ensure a safer community.	Supervision of various by-laws, fire prevention, emergency services and animal control.
<b>HEALTH</b>	To provide an operational framework for good community health.	Food quality, pest control, and support the operation of child health clinics.
<b>EDUCATION AND WELFARE</b>	To support disadvantaged persons, the elderly, children and youth.	Support with the provision of day care and pre-school facilities; assistance to playgroups, retirement villages, services for senior citizens and youth, and other voluntary services.
<b>HOUSING</b>	Help ensure adequate housing.	Maintenance of staff and rental housing.
<b>COMMUNITY AMENITIES</b>	Provide services required by the community.	Rubbish collection services, operation of refuse sites, environmental protection, administration of the town planning scheme, development of land, maintenance of cemeteries, maintenance and operation of public conveniences and storm water drainage maintenance.
<b>RECREATION AND CULTURE</b>	To establish and manage efficiently infrastructure and resources which will help the social wellbeing of the community.	Maintenance of halls, the leisure centre and various reserves; operation of library, heritage facilities and cultural activities.
<b>TRANSPORT</b>	To provide effective and efficient transport services to the community.	Construction and maintenance of streets, roads, bridges, cleaning and lighting of streets, depot maintenance and parking control.
<b>ECONOMIC SERVICES</b>	To help promote the Shire and improve its economic wellbeing.	The regulation and provision of tourism, area promotion, economic development, building control, and management of water standpipes.
<b>OTHER PROPERTY AND SERVICES</b>	To monitor and control operating accounts.	Private works, plant repairs and operation costs, business unit activities and directorate costs.

## Integrated Planning Framework

All Local Governments in WA are required to comply with the Integrated Planning and Reporting Framework (IPRF). This Long Term Financial 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 of Local Government, Sport and Cultural Industries Framework and Guidelines for Long Term Financial Planning.

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

The following diagram illustrates how the Long Term Financial Plan informs the Integrated Planning and Reporting Framework:





## Scenario Modelling

Scenarios were developed to test the financial impact of various levels of operating funding with modelling occurring to consider the impact on the Shire of these alternate funding levels.

To ascertain the effect of different funding levels through scenario modelling, a base scenario was developed with a rate yield increase of 3% above inflation. Two alternative scenarios were also developed from this base. The two scenarios incorporate rate yield increases of 2.5% and 3.5% above inflation for the duration of the plan. All other assumptions remained the same across the two scenarios.

The base scenario was selected as the most appropriate and has been used for the remainder of the plan. The base scenario includes levels of rate revenue to ensure the current levels of service are maintained with additional funding being allocated to asset renewals.

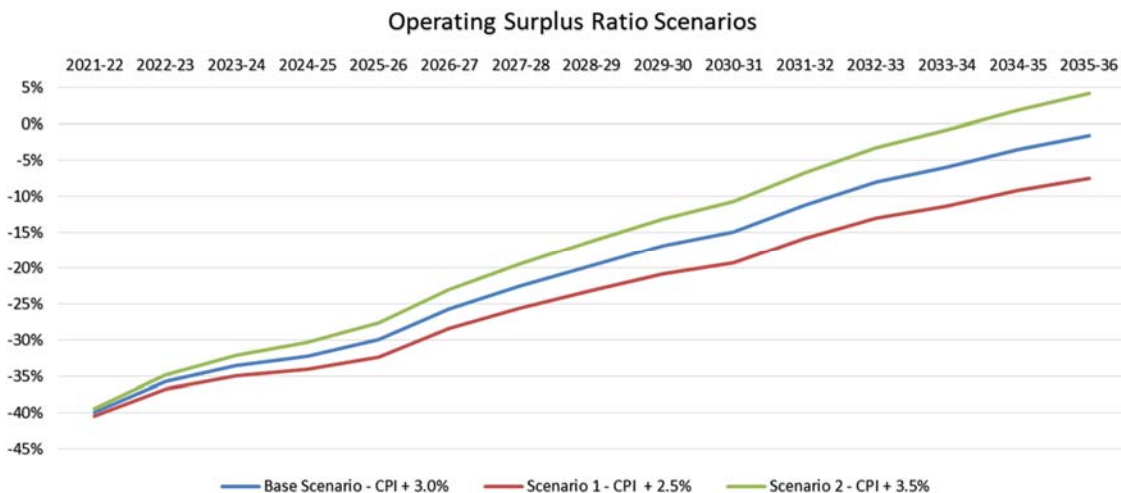
The table below reflects the accumulated impact on funding as a result of each scenario in comparison to the base scenario.

### Additional / (Reduced) Funding Requirements Compared to Base Scenario

Funding Level	Accumulated Variance Over Life of the Plan	Average Variance per Annum
(Scenario one) 2.5% rate increase above inflation	(\$4,422,196)	(\$294,813)
(Scenario two) 3.5% rate increase above inflation	\$4,636,989	\$309,133

The chart below reflects the impact of the same change in total rates revenue on the Operating Surplus Ratio. The base scenario was selected as it achieves an improvement in the operating surplus ratio toward the target ratio levels set out in the Department of Local Government's published Advisory Standard while being mindful of the impact of rate increases on the community. The current target ratio levels contained in the Advisory Standard indicate a base level will be achieved when the ratio is above 0%.

### Scenario Comparison – Operating Surplus Ratio



## Risk Management

The Shire of Bridgetown-Greenbushes recognises that risk management is an integral part of the planning, management and decision-making processes that need to be considered and addressed by everyone. The Shire is committed to ensuring that the effective management of risks remains central to all its operations while delivering a wide and diverse range of services to residents and visitors.

The Shire has developed a risk framework that is based on the AS/NZS ISO 31000:2018 principles, whilst also being specific and fit for purpose.

The Framework provides for:

- Identification, recognition and description of risks that provide opportunity or threaten the delivery of services;
- Analysis to establish an understanding of the sources, causes and consequences of risks should they occur;
- Identification, creation and review of controls and their ongoing effectiveness;
- Evaluation of risks to assist in sound and accountable decision-making;
- Processes to be reviewed to ensure new information is gathered, latest changes and trends are identified, successes and failures are recorded, lessons are learned, changes in internal and external context are detected and emerging risks are captured.

The Chief Executive Officer conducts a review of the Shire’s risk profiles and reports to the Audit Committee every quarter. The Shire’s Risk Management Framework is supported by a Council Policy and Corporate Procedures Manual.

The Shire quantified its risk appetite through the development and endorsement of the Shire’s Risk Assessment and Acceptance Criteria. The Level of Risk, or Risk Rating, is calculated by cross referencing the Consequence and Likelihood ratings. For any risk, there may be a number of different likelihood/consequence scenarios across the different risk categories. It is important to rate the realistic worst-case scenario, which is the worst-case level of risk considering both consequences and likelihood. Where there are multiple ratings for a risk, the highest combination of Consequence/Likelihood is taken as the final rating.

Risk Matrix					
	Consequence				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Moderate	High	High	Extreme	Extreme
Likely	Low	Moderate	High	High	Extreme
Possible	Low	Moderate	Moderate	High	High
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Low	Low	Moderate

## Assumptions

The forecasts contained in the Long Term Financial Plan are based on a number of assumptions and strategies. These assumptions and strategies are based on current economic conditions and should economic conditions alter, these assumptions and strategies will be reviewed as part of the annual budget process to take into account community affordability. It is recognised that community affordability will fluctuate over time and it will be necessary to review these assumptions and strategies on an annual basis.

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

### Prices and Growth Drivers

	Year 1	Year 2	Year 3	Year 4	Years 5 -15
Inflation Estimate (Department of Treasury)	1.50%	1.75%	1.75%	2.00%	2.25%
<b>Assumption Above or Below Inflation</b>					
<b>Income Category</b>					
Rates	3.00%	3.00%	3.00%	3.00%	3.00%
Operating Grants, Subsidies & Contributions	0.00%	0.00%	0.00%	0.00%	0.00%
Fees & Charges - Statutory & Regulatory	-1.50%	-1.75%	-1.75%	-2.00%	-2.25%
Fees & Charges - Other (Discretionary)	2.00%	2.00%	2.00%	2.00%	2.00%
Interest Earnings - Unpaid Rates & Instalment Plans	-1.50%	-1.75%	-1.75%	-2.00%	-2.25%
Interest Earnings – Investments	-0.50%	-0.55%	-0.55%	-0.80%	-1.05%
Other Revenues (Including commissions)	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Expenditure Category</b>					
Employee Costs - Salaries	0.00%	0.00%	0.25%	0.25%	0.25%
Employee Costs - Superannuation	0.00%	0.00%	0.25%	0.25%	0.25%
Employee Costs – Workers Compensation Insurance	0.00%	0.00%	0.25%	0.25%	0.25%
Employee Costs - Training	-0.20%	0.00%	0.25%	0.25%	0.25%
Employee Costs - Other	-1.50%	0.00%	0.00%	0.00%	0.00%
Utilities	1.50%	1.25%	1.25%	1.00%	0.75%
Subscriptions	0.00%	0.00%	0.00%	0.00%	0.00%
Vehicle Registrations and Statutory Charges	0.00%	0.00%	0.00%	0.00%	0.00%
Materials & Contracts	-1.50%	0.00%	0.00%	0.00%	0.00%
Insurance Expense	0.00%	0.00%	0.00%	0.00%	0.00%
Members Allowance	0.00%	0.00%	0.00%	0.00%	0.00%
Other Expenditure	-1.50%	0.00%	0.00%	0.00%	0.00%

## Other Strategic Assumptions

Base operating forecasts for the 2020/21 financial year have been used as the starting point for preparation of the plan.

### Income

- The General Purpose Funding grant will decrease by 2% for Years 1 to 5, increases in line with inflation forecasts have been applied in Years 6 to 15
- The Road General Purpose Funding grant and Main Roads Direct grant will increase by CPI for years 1-15
- It is assumed the Roads to Recovery program will continue for the life of the plan

### Expenditure

- Depreciation expenditure is based on current depreciation rates and asset condition ratings. Any review of these depreciation rates and condition ratings may have a significant impact on future year depreciation expenses
- Council will continue to fund its ongoing capital works plans at the funding levels established in 2019/20 indexed annually by a combination of the CPI and wage price index
- The ongoing funding allocation for 'infrastructure' capital works has been split between asset renewal and upgrade/new at the rate of 75% renewal and 25% upgrade/new
- The ongoing funding allocation for 'building' capital works has been fully allocated to building renewals
- Year 1 of the plan incorporates funding of Corporate Business Plan (CBP) actions as identified in Council's current CBP. Year 2 includes an allocation of \$204,000 and from year 3 onwards an allocation of \$250,000 indexed annually by CPI for the remainder of the plan. Commencing in year 2 these allocations have been split between one-off projects of an operational nature and capital asset expenditure. 60% has been allocated to capital asset projects and 40% for operational projects. Operational projects can include items such as biannual election costs, development of strategic documents, concept plans, one off marketing and area promotion initiatives
- The impact of new capital projects on operating expenditure (i.e. increased: maintenance, repairs, insurance, utilities etc.) estimated at 1.5% of capital expenditure has been included to recognise whole-of-life costs
- Allocation of funds for Community Grants and Services Agreements will increase by 5% in Years 3, 8 and 12

### Other

- Existing service levels will be maintained
- Provision of waste services will be fully funded by the raising of a waste rate under the provisions of the WARR Act. The rate will remain constant throughout the life of the plan with surplus funds being transferred to the Sanitation and Post Closure Reserves as loans are retired
- The same level of internal labor, overheads and plant usage will be allocated to the capital works program each year
- Funding of the plant and light fleet replacement program is fully funded by the use of reserves to ensure a constant level of net funding each year
- Bridges will be renewed at the rate they are depreciating and will be externally fully funded

## Monitoring and Performance

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### Monitoring

The Long Term Financial Plan needs to be reviewed in conjunction with proposed changes to the Strategic Community Plan and Corporate Business Plan. This enables the Shire to determine its capability to deliver any changes in services and assets. As a minimum, a desktop review of the Strategic Community Plan should be undertaken every two years and a full review conducted every four years.

Monitoring of the Shire's financial rigidity and financial position is undertaken by preparing and monitoring various ratios.

### Performance Assessment

A series of performance indicators in the form of financial ratios are utilised to assess the financial performance of the Shire.

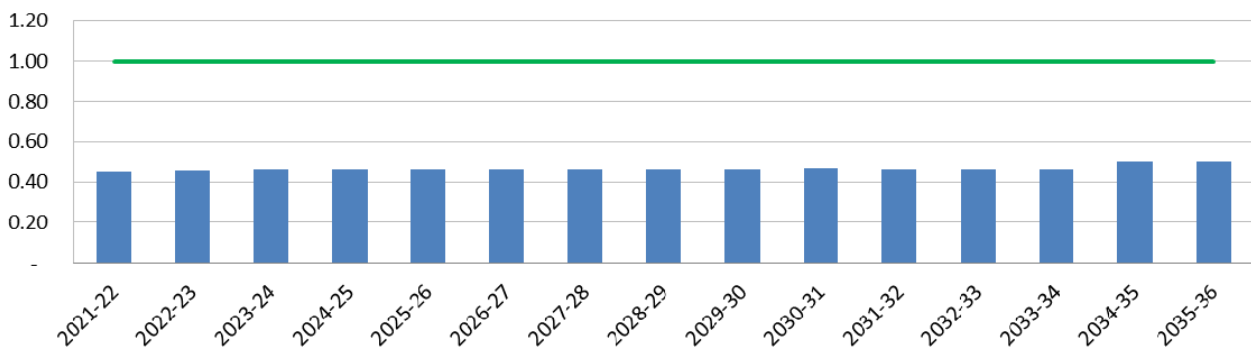
To maintain comparability across the Industry, these ratios and their respective target ranges have been derived from the Department of Local Government, Sport and Cultural Industries Long Term Financial Planning Framework and Guidelines, Department of Local Government, Sport and Cultural Industries Operational Guideline Number 18 - Financial Ratios and Regulation 50 of Local Government (*Financial Management*) Regulations 1996.

### Ratio Targets

The Department of Local Government, Sport and Cultural Industries Advisory Standard provides target levels for each of the ratios. These target levels are represented on the ratio graphs as a red or green line. The red line represents the level at which a 'basic standard' is met, the green line representing the level at which an 'advanced or intermediate standard' is met, noting that for the Current Ratio there is only one standard.

Graphs of these financial ratios are presented on the following pages together with the formula used to calculate the ratio, a brief description of what the ratio indicates, explanation of the standards and an assessment of the impact of the ratio on the Shire's future.

## Current Ratio



$$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets minus liabilities associated with long term borrowings}}$$

**Indication:** A measure of the Shire’s short term liquidity and the capacity to meet short term financial obligations from unrestricted current assets.

**Standard:** **Standard Met – 100% or greater**

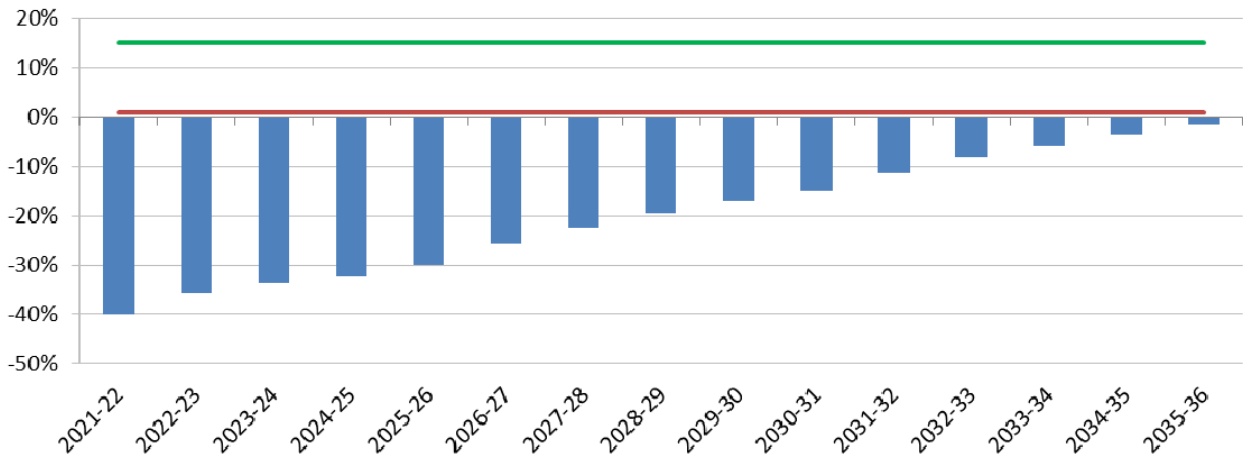
A ratio of greater than 100% indicates the Shire has more current assets than current liabilities.

**Below Standard – Less than 100%**

A ratio of less than 100% means current liabilities are greater than current assets and the Shire may have a short term funding issue.

**Commentary:** As expected for a Shire with a forecast balanced funding surplus position and current borrowing liabilities, the ratio is less than 1.0. In the context of a Long Term Financial Plan the ratio below the target is not considered to indicate a threat to the Shire’s long term financial position. The current ratio is affected by current liabilities such as loan repayments which are funded in the following years Budget and current employee leave provisions.

## Operating Surplus Ratio



$$\frac{\text{operating revenue minus operating expense}}{\text{own source operating revenue}}$$

**Indication:** A measure of the extent to which own source revenues raised cover operational expenses and have revenues available for capital funding or other purposes.

**Standard:** **Advanced Standard – 15% or greater**

A ratio of greater than 15% indicates the Shire is providing a strong operating surplus which will give flexibility in the future in relation to operational service levels and asset base.

**Basic Standard – between 1% and 15%**

Basic Standard is met if the operating surplus ratio is between 0% and 15%.

**Below Standard – 0% or less**

When the ratio starts to drift into negative territory it indicates a deficit and higher risk.

**Commentary:** While the ratio is below target, the ratio is demonstrating a steady improvement over the term of the plan indicating an increasing capacity to renew assets into the future with less reliance on grant funding for this purpose.

## Own Source Revenue Coverage Ratio



$$\frac{\text{own source operating revenue}}{\text{operating expense}}$$

**Indication:** A measure of the extent of the Shire’s ability to cover operating expenses from own source revenue (includes rates, fees and charges, reimbursement and recoveries, interest income, income from property, other revenue and profit on disposal).

**Standard:** **Intermediate Standard – between 60% and 90%**

An intermediate standard is achieved if the ratio is between 60% and 90%.

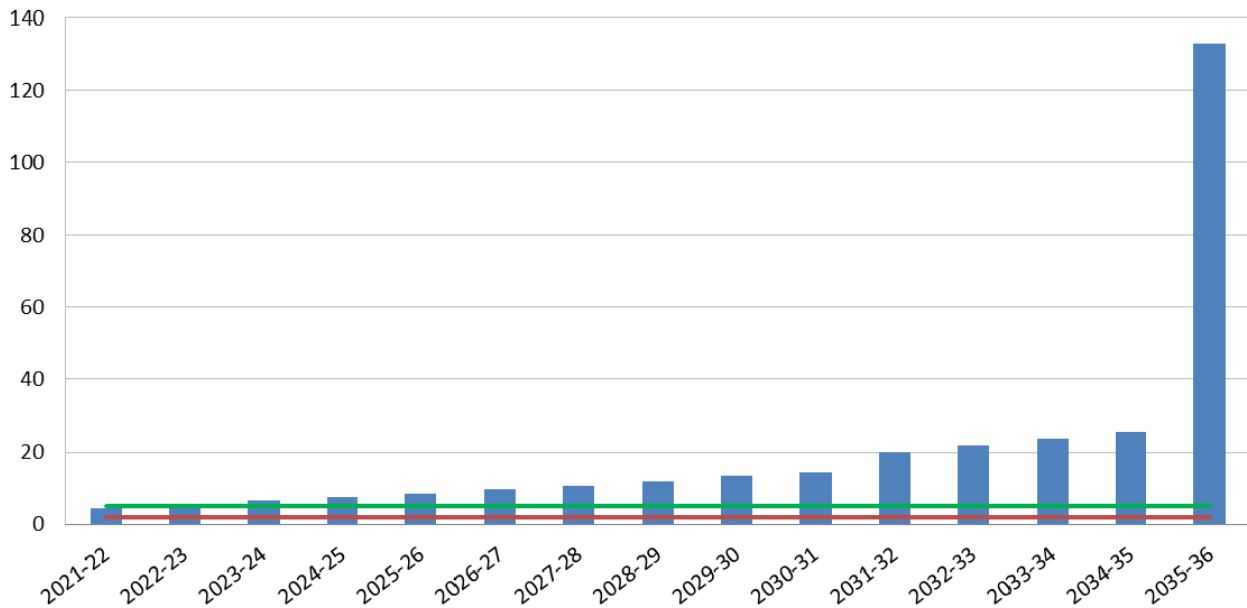
**Basic Standard – between 40% and 60%**

A basic standard is achieved if the ratio is between 40% and 60%

**Commentary:** The ratio is in the acceptable range and improving over time indicating an ability to continue to operate in the event of a sudden loss of grant and other revenue.



## Debt Service Coverage Ratio



$$\frac{\text{annual operating surplus before interest and depreciation}}{\text{principal and interest}}$$

**Indication:** A measure of the Shire’s ability to service debt out of its uncommitted or general purpose fund available from operations.

**Standard:** **Advanced Standard – 5% or greater**

**Intermediate Standard – between 2% and 5%**

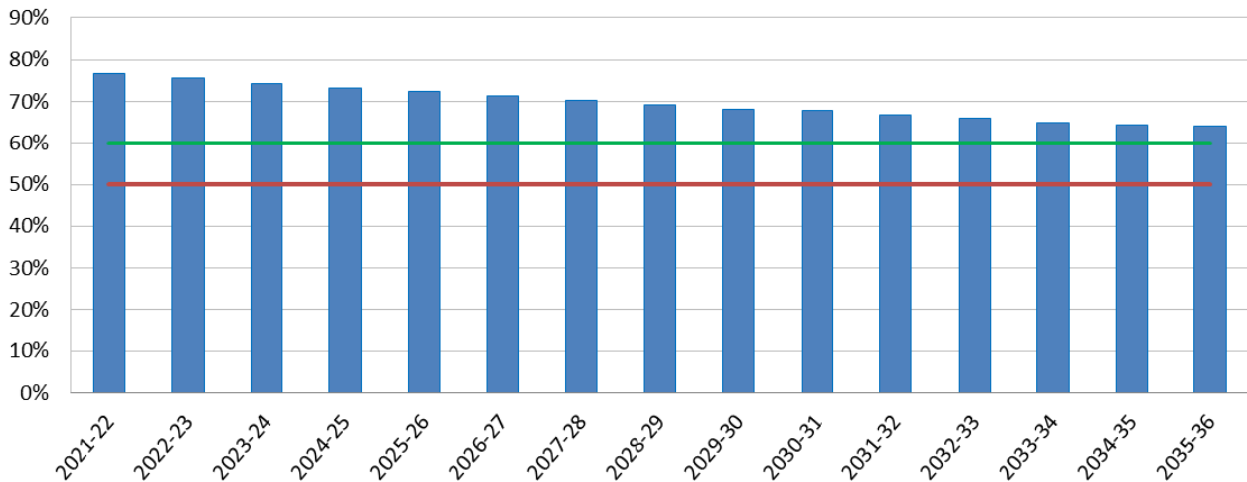
Basic Standard is met if the debt service cover ratio is between 2% and 5%.

**Below Standard – lower than 2%**

Standard is not met and indicates a higher risk.

**Commentary:** The ratio in the short term is in the reasonable range and continues to improve over time as existing borrowings are retired and the operating result improves. This indicates the Shire has some capacity to borrow in the short to medium term with increasing capacity during the longer term.

## Asset Consumption Ratio



$$\frac{\text{depreciated replacement cost of assets}}{\text{current replacement cost of depreciable assets}}$$

**Indication:** A measure of the aged condition of the Shire’s physical assets.

**Standard:** **Standard Met – 50% or greater**

Standard is met if the ratio is 50% or greater.

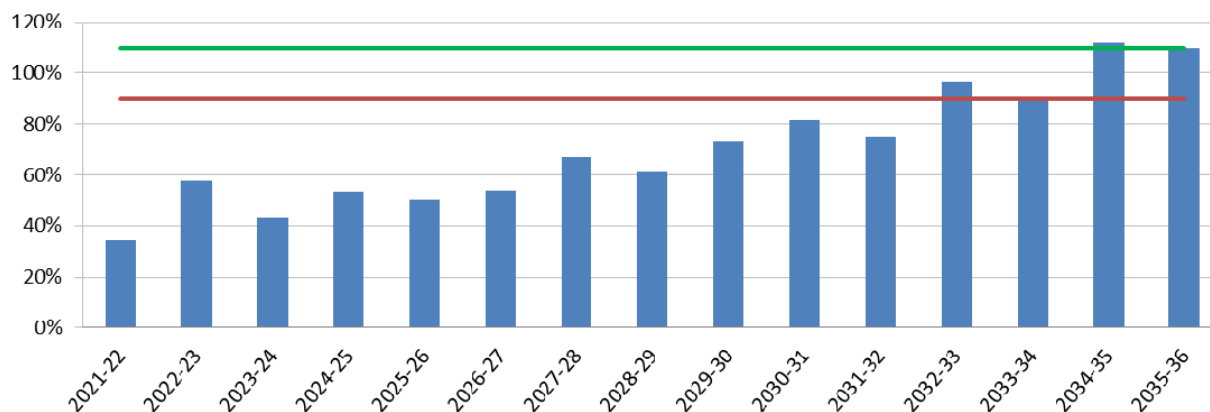
**Standard Not Met – lower than 50%**

Standard is not met if the ratio is lower than 50%.

**Indication:** A measure of the aged condition of the Shire’s physical assets.

**Commentary:** The ratio is above the advanced target range for the life of the plan.

## Asset Sustainability Ratio



$$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation expense}}$$

**Indication:** A measure of the extent to which Shire assets are being renewed/replaced compared to the amount consumed (depreciation).

**Standard:** **Advanced Standard – 110% or greater**

An advanced standard is met when ratio is greater than 110%. It indicates the Shire is investing in asset renewal/replacement to the degree that offsets the current consumption of its assets and provides for the effect of inflation.

**Basic Standard – between 90% and 110%**

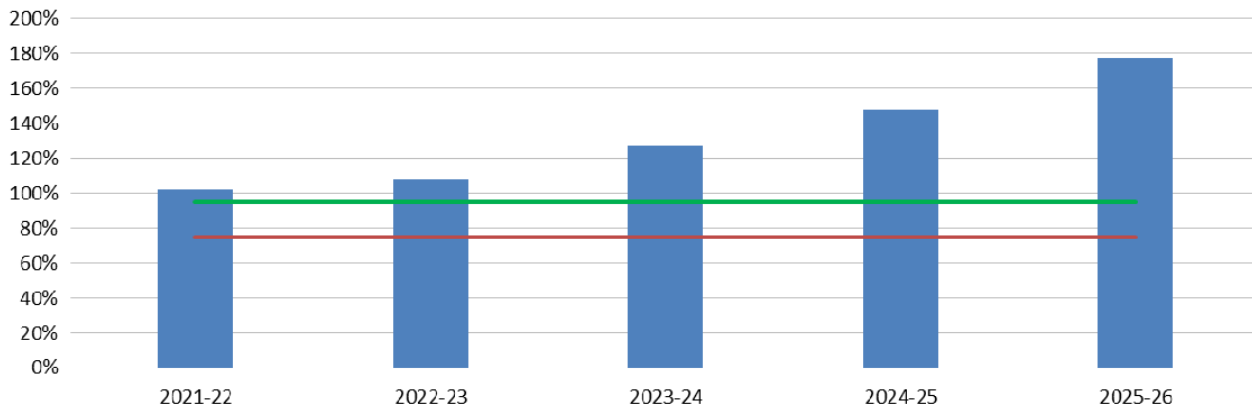
Basic Standard is met if asset sustainability ratio is between 90% and 110%.

**Below Standard – lower than 90%**

Standard is not met, when a ratio is less than 90% a higher risk is evident and indicates the Shire is having difficulty undertaking a sustained capital investment program sufficient to renew/replace assets.

**Commentary:** The ratio is below standard in years 1 to 11 but improves in the later years with increased investment in asset renewals. When this ratio is read in conjunction with the Asset Renewal Funding Ratio and Asset Consumption Ratio the risk level is reduced. Further work is being planned in respect to the current assessment of asset remaining useful lives and residual values. These assessments will ensure Council is depreciating its assets at an appropriate rate.

## Asset Renewal Funding Ratio



NPV of planned capital renewals over 10 years  
NPV of required capital expenditure over 10 years

**Indication:** The Shire’s financial capacity to fund its projected asset renewal/replacements in the future to support existing service levels. (This ratio is based on ten year forecast expenditure and as such is only able to be calculated for the first five years of the plan).

**Standard:** **Intermediate Standard – between 95% and 105%**

An intermediate standard is achieved if the ratio is between 95% and 105%.

**Basic Standard – between 75% and 95%**

A basic standard is achieved if the ratio is between 75% and 95%.

**Below Standard – below 75%**

A ratio below 75% is considered to be in the higher risk zone and indicates the Shire is having difficulty undertaking a sustained capital investment program sufficient to renew assets while negating the effect of inflation on purchasing power over time.

**Commentary:** The ratio is above the intermediate standard with planned asset renewal expenditure being greater than required asset renewal expenditure as set out in Council’s Asset Management Plan.

## Financial Summary

In determining this Long Term Financial Plan a number of important items were given consideration. Not least of these were ratepayer affordability, debt reduction and management of the Shire’s many assets.

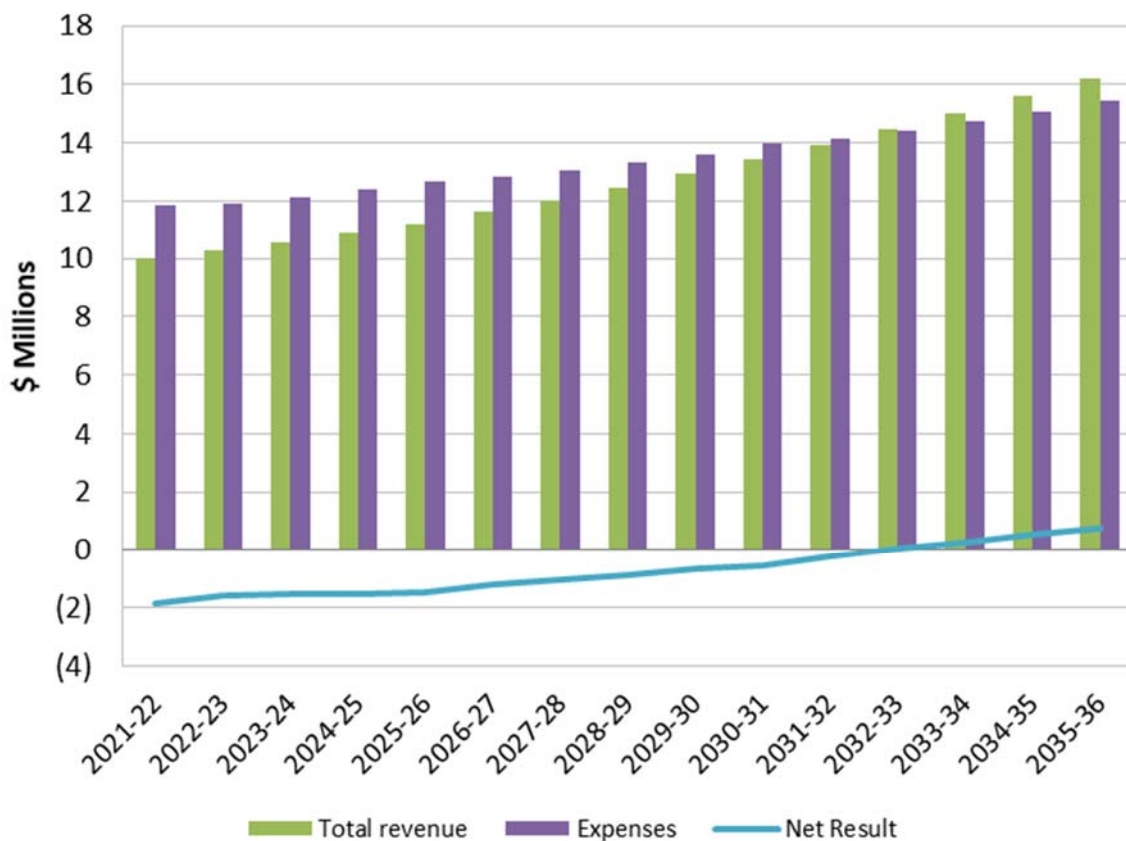
The plan shows a balanced budget for each of the fifteen financial years. There is a steady growth in net funding from operational activities arising from the proposed operating revenues and expenditures that enables funds to flow to the provision and renewal of community assets. These results enhance the long term financial sustainability of the Shire.

### Operations

The chart below shows the operating revenues and operating expenses over the years (as columns) and the net result (being revenues less expenses, excluding asset revaluation changes) as a line.

The Shire is reliant on receiving more than \$39.134m over the 15 years in untied operating grants, program specific grants, subsidies and contributions to maintain its current level of operations and services.

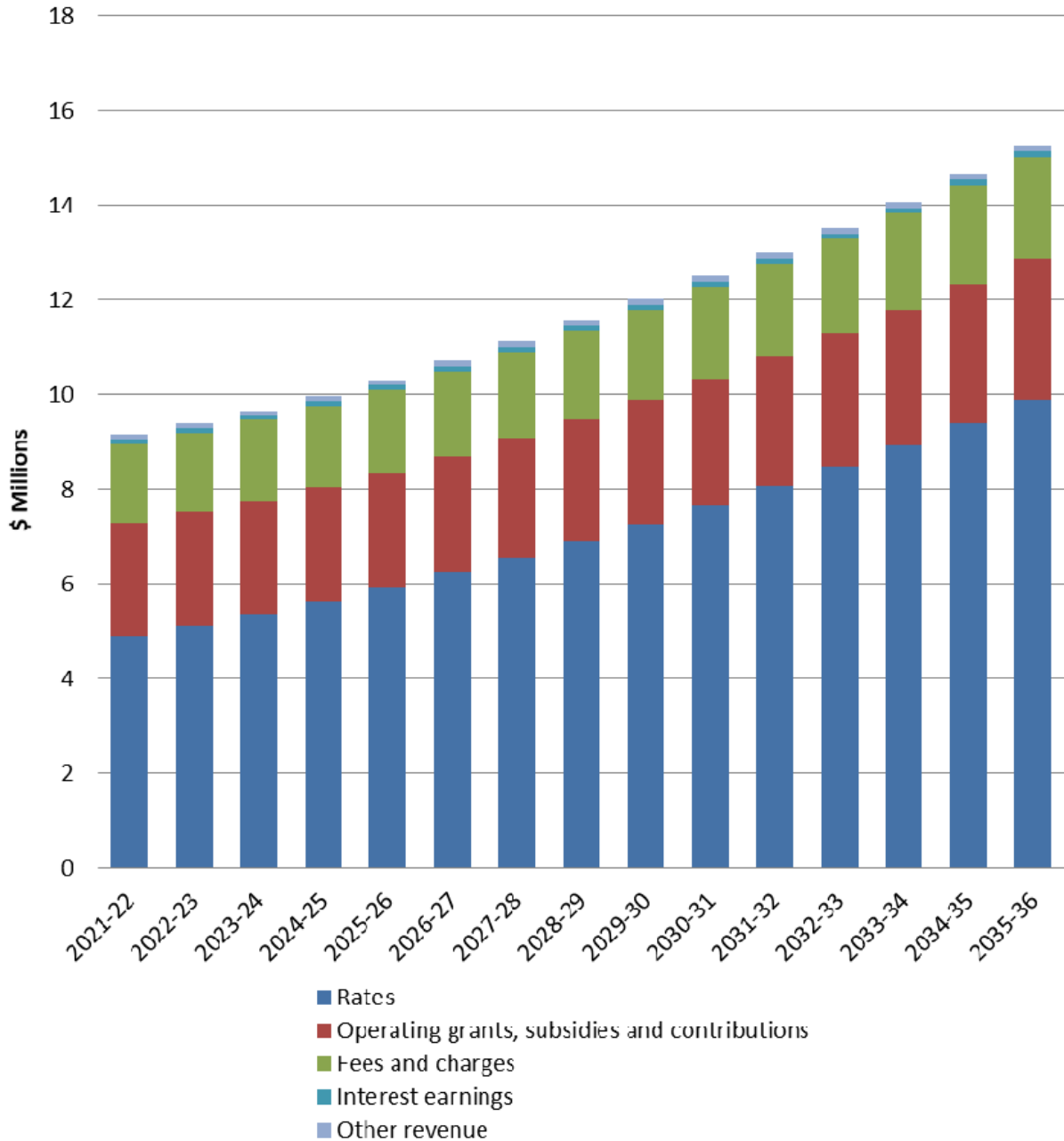
**Forecast Comprehensive Income**



## Revenue

The breakdown of operating revenue in each of the 15 years is shown below. Rate revenue remains the most significant income stream and key to financial sustainability in the long term.

### Forecast Operating Revenues



## Rates

Rates are expected to generate \$4.89m in 2021/22 increasing to \$9.90m in 2035/36. Rate revenue is forecast to increase by 3% per annum above estimated inflation to ensure sufficient provision of services and infrastructure for community needs. These rating increases will be reviewed on an annual basis to consider the various economic drivers.

### Operating Grants

Grants and contributions for operating purposes are planned to increase from \$2.40m in 2021/22 to \$2.98m in 2035/36. Based on indicative advice from the Western Australian Grants Commission received in 2019 it is estimated the Shire will receive a decrease in its operating grants for the first 5 years of the plan. It is estimated the level of operating grant revenue will not reach the levels experienced in 2018/19 until Year 7 of the plan.

There is a high level of uncertainty in relation to this forecast as the actual level of grants allocation has not been determined and is subject to the amount of Federal funds allocated to Western Australia and the allocation methodology adopted by the WA Local Government Grants Commission.

### Capital Grants

It has been forecast that the Roads to Recovery Grant and Regional Road Group funding will be maintained throughout the life of plan in line with historical levels and inflationary increases applied. These grants funds have been allocated to assist with delivery of Council's ongoing roads capital works program.

This Long Term Financial Plan (LTFP) has been specifically developed to aid Council in development of its new Community Strategic Plan and Corporate Business Plan, and will provide information on Council's current and anticipated future resources capacity to enable development of an achievable Corporate Business Plan. During the process of developing the Corporate Business Plan major projects will be identified along with anticipated funding sources. The Long Term Financial Plan will be updated to reflect the identification of capital projects to be funded with the assistance of grant funds.

### Fees and Charges

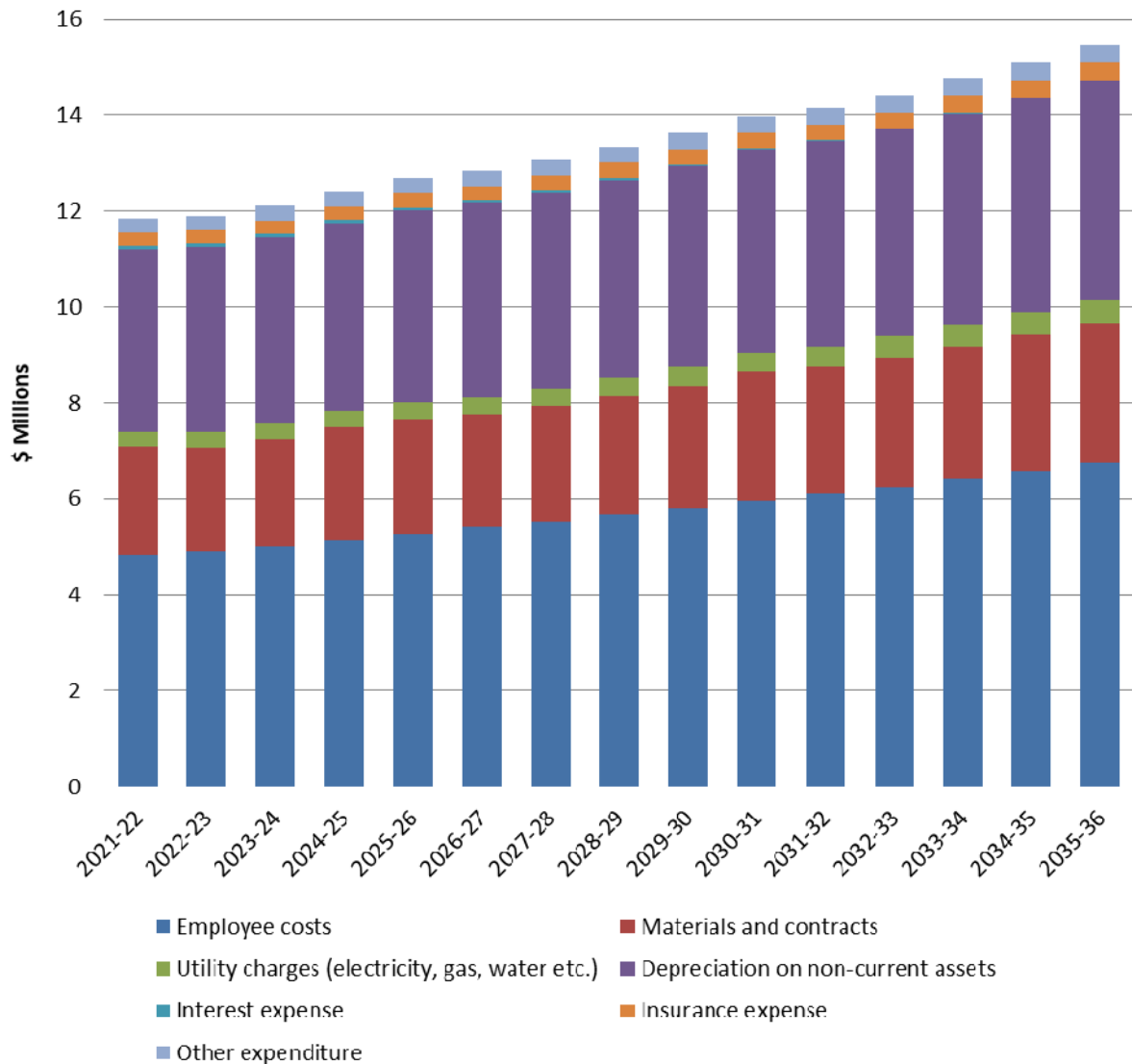
Discretionary fees and charges are planned to increase by 2% per annum above estimated inflation to match estimated additional costs in service delivery.

Statutory controlled fees are limited by regulations preventing full cost recovery of these services. These fees and charges are not estimated to increase throughout the life of the plan.

## Expenses

A breakdown of operating expenses in each of the 15 years is shown below.

### Forecast Operating Expenditure



### Materials and Contracts

Materials and contracts expenditure represents a significant portion of the expenditure and essentially refers to the cost of contracted work, delivery of services such as waste management, maintenance of infrastructure, parks and buildings, all depot material requirements and administrative office consumables etc.

### Utilities

In line with recent trends utility costs are expected to increase greater than inflation estimates. For the life of the plan an annual increase of 3% has been assumed.

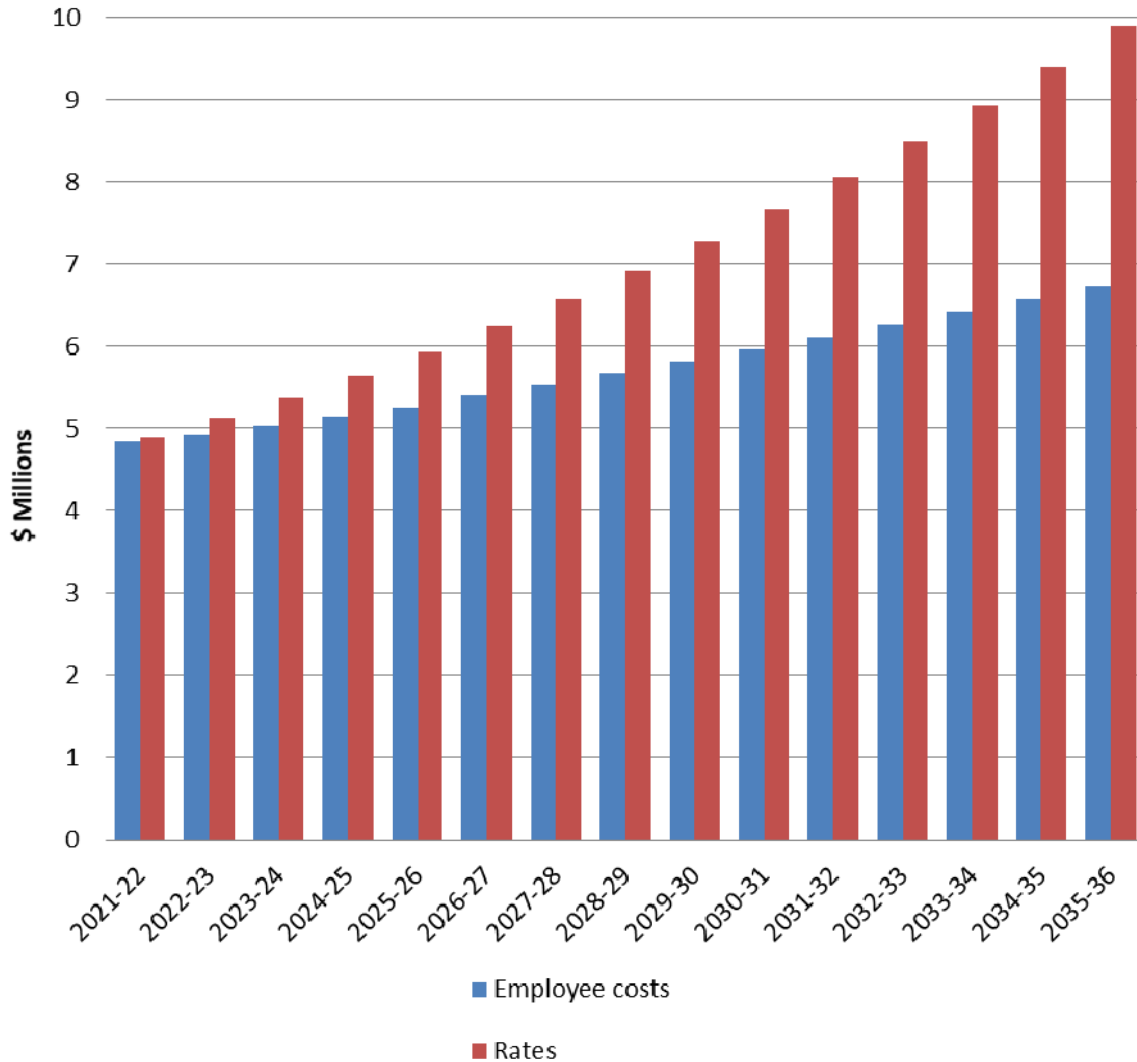


## Employee Costs

Estimates for employee costs are based on current increases as outlined in Council’s two workplace agreements. Both agreements allow for an annual increase in line with Perth’s wage price index.

The following chart shows employee costs versus rate revenue.

### Employee Costs v Rates Revenue



## Insurance

Insurance expenditure included in year one has been based on historical levels of insurance cover. The inflation indexation rate is considered a reasonable estimate to forecast insurance expenses for the remainder of the fifteen year period.

## Depreciation

All assets are valued at fair value and depreciation is based on an assessment of the remaining useful life of each asset. The plan assumes an increase in the fair value of Council’s assets in line with inflation estimates and revaluation timelines as required by the Local Government (*Financial Management*) Regulations. As the fair value of assets increases there is a proportionate increase in depreciation expenditure. Depreciation has also increased in line with estimated new and upgraded asset expenditure.

## Capital Works & Financing

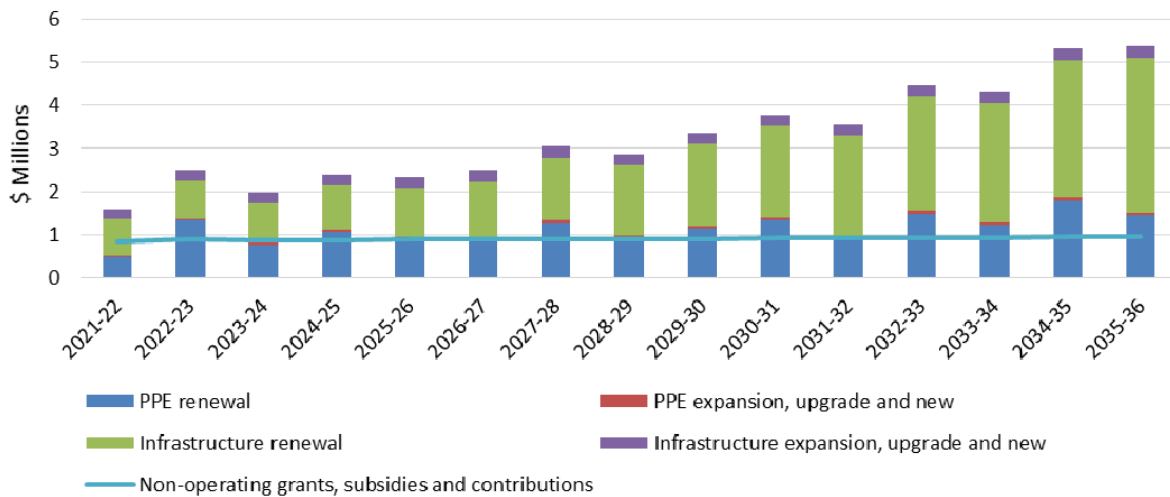
### Forward Capital Works

The plan includes the following capital works funding allocations:

- Allocation for capital works plans at funding levels established in 2019/20 indexed annually by a combination of the CPI and wage price index.
- The ongoing funding allocation for ‘infrastructure’ capital works has been split between asset renewal and upgrade/new at the rate of 75% renewal and 25% upgrade/new.
- The ongoing funding allocation for ‘building’ capital works has been fully allocated to building renewals.
- Year 1 of the plan incorporates funding of Corporate Business Plan (CBP) actions as identified in Council’s current CBP. Year 2 includes an allocation of \$204,000 and from year 3 onwards an allocation of \$250,000 indexed annually by CPI for the remainder of the plan. Commencing in year 2 these allocations have been split between one-off projects of an operational nature and capital asset expenditure. 60% has been allocated to capital works.
- Full funding of the plant and light fleet replacement program.

The Long Term Financial Plan will be updated with additional capital works identified during the development of the Corporate Business Plan along with identified funding sources.

### Forecast Capital Expenditure



## Financing

### Borrowings

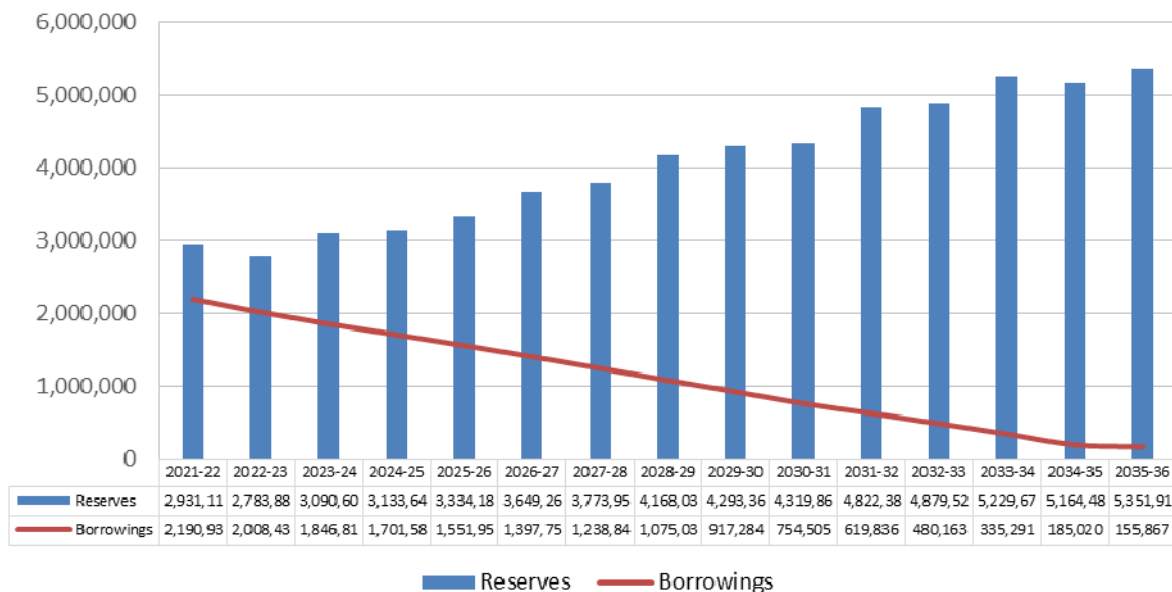
The total principal outstanding on all borrowings reduces over the life of the plan, this provides the Shire with increasing capacity to borrow. There are no new borrowings proposed for the duration of the plan. The Long Term Financial Plan will be updated with new borrowings identified during development of the Corporate Business Plan.

### Cash Reserves

The balance of cash reserves are forecast to increase over the life of the plan. Dips in total reserve balances for individual years are as a result of periodical transfers out of the Plant Reserve and Assets & GRV Revaluations Reserve to fund planned expenditure that has been catered for with annual transfers to these reserves. A statement detailing individual reserves is included in the Forecast Financial Statements.

In general, the finances of the Shire are expected to improve over the term with a reduction in the level of borrowings outstanding and an increase in cash savings in the form of reserves as represented in the following graph.

**Forecast Borrowings and Reserves**



## Summary

The Long Term Financial Plan provides a sound framework that will allow the Council to set priorities within its resourcing capabilities to sustainably deliver the assets and services required by the community.

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

One of the key challenges for the Shire is to ensure it achieves ongoing financial sustainability in order to provide appropriate services and infrastructure for the community into the future. The long term financial estimates are an integral part of Council's strategic planning process and represent a fifteen year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. It indicates the Shire's long term financial sustainability, allows early identification of financial issues and their longer term impacts. This plan addresses the operating and capital needs placed on the Shire over the next 15 years.

## Forecast Financial Statements

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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.

### **Statements of Comprehensive Income (page 27-28)**

Often referred to as the Operating Statement, it shows the revenues and expenses over the periods classified by two methods (by Program and Nature or Type) to disclose a net result.

### **Statement of Financial Position (page 29)**

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 (page 30)**

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 Cash flows (page 31)**

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

### **Statement of Funding (page 32)**

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

### **Composition of Estimated Net Current Asset Position (page 33)**

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

### **Statement of Movements in Fixed Assets (page 34)**

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 Capital Funding (page 35)**

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

### **Reserves Forecast (page 36-39)**

A summary of transfers to and from various cash reserves.

### **Forecast Ratio Analysis (page 40)**

The forecast ratios required by the regulations and discussed earlier under monitoring and performance.

### **Capital Works Summary (page 41-55)**

Information showing the allocation of funds to various capital works programs and corresponding funding sources.

**Shire of Bridgetown-Greenbushes**  
**Forecast Statement of Comprehensive Income - by Nature or Type**  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>															
Rates	4,891,798	5,124,898	5,368,331	5,636,747	5,932,676	6,244,142	6,571,959	6,916,987	7,280,129	7,662,336	8,064,609	8,488,001	8,933,621	9,402,636	9,896,275
Operating grants, subsidies and contributions	2,401,768	2,399,552	2,398,147	2,400,574	2,407,005	2,458,913	2,511,989	2,566,259	2,621,749	2,678,488	2,736,505	2,795,826	2,856,482	2,918,503	2,981,920
Fees and charges	1,661,155	1,670,764	1,697,120	1,726,428	1,758,889	1,792,466	1,827,204	1,861,922	1,897,789	1,934,845	1,973,139	2,012,712	2,053,614	2,095,904	2,139,628
Interest earnings	93,221	96,067	95,038	97,184	97,487	98,890	101,095	101,968	104,729	105,601	105,789	109,308	109,706	112,159	111,705
Other revenue	109,180	110,528	111,897	113,485	115,301	117,160	119,057	121,000	122,986	125,018	127,096	129,220	131,393	133,614	135,885
	9,157,122	9,401,809	9,670,533	9,974,418	10,311,358	10,711,571	11,131,304	11,568,136	12,027,382	12,506,288	13,007,138	13,535,067	14,084,816	14,662,816	15,265,413
<b>Expenses</b>															
Employee costs	(4,842,689)	(4,927,431)	(5,025,761)	(5,138,624)	(5,266,880)	(5,398,335)	(5,533,064)	(5,671,160)	(5,812,711)	(5,957,797)	(6,106,497)	(6,258,907)	(6,415,130)	(6,575,242)	(6,739,349)
Materials and contracts	(2,238,071)	(2,151,333)	(2,209,849)	(2,349,318)	(2,391,390)	(2,356,933)	(2,410,074)	(2,464,416)	(2,549,555)	(2,685,627)	(2,635,389)	(2,695,278)	(2,756,538)	(2,852,603)	(2,917,276)
Utility charges (electricity, gas, water etc.)	(312,855)	(322,237)	(331,904)	(341,860)	(352,117)	(362,682)	(373,564)	(384,770)	(396,315)	(408,204)	(420,452)	(433,068)	(446,059)	(459,440)	(473,222)
Depreciation on non-current assets	(3,817,515)	(3,859,509)	(3,883,883)	(3,925,853)	(4,008,308)	(4,042,139)	(4,079,323)	(4,126,017)	(4,166,097)	(4,223,859)	(4,285,925)	(4,300,081)	(4,409,705)	(4,458,281)	(4,583,191)
Interest expense	(72,862)	(67,094)	(62,135)	(57,631)	(53,226)	(48,666)	(43,945)	(39,054)	(34,045)	(29,020)	(23,908)	(18,904)	(13,705)	(8,306)	(3,964)
Insurance expense	(268,537)	(273,235)	(278,013)	(283,572)	(289,953)	(296,477)	(303,148)	(309,965)	(316,942)	(324,072)	(331,361)	(338,815)	(346,438)	(354,231)	(362,196)
Other expenditure	(301,225)	(303,404)	(314,162)	(316,743)	(319,701)	(322,724)	(325,815)	(337,946)	(341,178)	(344,486)	(347,871)	(351,329)	(364,278)	(367,891)	(371,585)
	(11,853,754)	(11,904,243)	(12,105,707)	(12,413,601)	(12,681,575)	(12,827,956)	(13,068,933)	(13,333,328)	(13,616,843)	(13,973,065)	(14,151,403)	(14,396,382)	(14,751,853)	(15,075,994)	(15,450,783)
	(2,696,632)	(2,502,434)	(2,435,174)	(2,439,183)	(2,370,217)	(2,116,385)	(1,937,629)	(1,765,192)	(1,589,461)	(1,466,777)	(1,144,265)	(861,315)	(667,037)	(413,178)	(185,370)
Non-operating grants, subsidies and contributions	852,704	897,704	880,704	884,704	898,767	902,767	905,767	909,767	913,767	929,069	933,069	937,069	941,069	946,069	961,616
<b>NET RESULT</b>	(1,843,928)	(1,604,730)	(1,554,470)	(1,554,479)	(1,471,450)	(1,213,618)	(1,031,862)	(855,425)	(675,694)	(537,708)	(211,196)	75,754	274,032	532,891	776,246
<b>Other Comprehensive Income</b>	0	0	0	544,486	3,659,792	0	0	0	531,819	3,618,411	0	0	0	528,556	3,684,804
<b>TOTAL COMPREHENSIVE INCOME</b>	(1,843,928)	(1,604,730)	(1,554,470)	(1,009,993)	2,188,342	(1,213,618)	(1,031,862)	(855,425)	(143,875)	3,080,703	(211,196)	75,754	274,032	1,061,447	4,461,050

**Shire of Bridgetown-Greenbushes**  
**Forecast Statement of Comprehensive Income - by Program**  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenue</b>															
Governance	378	388	398	409	421	433	446	459	473	487	502	517	533	549	566
General purpose funding	6,870,712	7,099,027	7,333,649	7,599,111	7,893,041	8,248,939	8,623,008	9,014,001	9,426,065	9,856,402	10,307,244	10,783,688	11,280,420	11,803,812	12,350,159
Law, order, public safety	459,411	465,351	471,397	478,415	486,456	494,685	503,106	511,723	520,541	529,562	538,794	548,239	557,905	567,797	577,922
Health	14,594	15,141	15,709	16,337	17,031	17,755	18,509	19,296	20,116	20,971	21,862	22,792	23,761	24,771	25,823
Education and welfare	5,947	6,051	6,156	6,279	6,420	6,564	6,711	6,862	7,016	7,174	7,335	7,500	7,668	7,840	8,017
Housing	33,098	33,132	33,167	33,203	33,240	33,278	33,317	33,357	33,398	33,441	33,485	33,530	33,577	33,625	33,674
Community amenities	1,091,627	1,086,879	1,098,388	1,111,227	1,125,473	1,140,132	1,155,219	1,169,531	1,184,202	1,199,245	1,214,674	1,230,496	1,246,726	1,263,378	1,280,466
Recreation and culture	261,502	268,885	277,453	286,982	297,549	308,547	319,989	331,895	344,285	357,177	370,593	384,553	399,080	414,203	429,943
Transport	180,970	184,046	187,179	190,812	194,974	199,233	203,594	208,057	212,625	217,299	222,084	226,982	231,995	237,128	242,381
Economic services	126,742	129,055	131,438	134,014	136,794	139,664	142,630	145,690	148,850	152,116	155,488	158,971	162,569	166,285	170,125
Other property and services	112,141	113,854	115,599	117,629	119,959	122,341	124,775	127,265	129,811	132,414	135,077	137,799	140,582	143,428	146,337
	9,157,122	9,401,809	9,670,533	9,974,418	10,311,358	10,711,571	11,131,304	11,568,136	12,027,382	12,506,288	13,007,138	13,535,067	14,084,816	14,662,816	15,265,413
<b>Expenses Excluding Finance Costs</b>															
Governance	(1,116,647)	(1,126,983)	(1,169,696)	(1,194,879)	(1,223,231)	(1,252,246)	(1,281,965)	(1,313,258)	(1,344,432)	(1,376,368)	(1,409,076)	(1,442,551)	(1,477,774)	(1,512,902)	(1,548,916)
General purpose funding	(122,898)	(125,045)	(127,416)	(198,791)	(133,243)	(136,411)	(139,653)	(142,974)	(146,377)	(228,304)	(153,425)	(157,075)	(160,811)	(164,637)	(168,553)
Law, order, public safety	(1,069,090)	(1,084,681)	(1,100,443)	(1,119,418)	(1,142,966)	(1,164,039)	(1,185,774)	(1,208,541)	(1,231,391)	(1,255,784)	(1,280,931)	(1,303,724)	(1,332,748)	(1,358,664)	(1,389,693)
Health	(151,015)	(153,553)	(156,796)	(160,174)	(164,015)	(167,949)	(171,983)	(176,432)	(180,668)	(185,011)	(189,460)	(194,023)	(199,030)	(203,822)	(208,734)
Education and welfare	(166,591)	(168,510)	(173,122)	(175,575)	(178,525)	(181,313)	(184,180)	(189,814)	(192,831)	(195,999)	(199,259)	(202,369)	(208,785)	(212,206)	(216,061)
Housing	(22,528)	(22,853)	(23,082)	(23,399)	(23,944)	(24,252)	(24,582)	(24,963)	(25,317)	(25,763)	(26,236)	(26,477)	(27,197)	(27,619)	(28,424)
Community amenities	(1,748,405)	(1,761,358)	(1,793,694)	(1,829,301)	(1,871,569)	(1,912,531)	(1,954,595)	(2,000,330)	(2,044,517)	(2,090,601)	(2,137,927)	(2,184,125)	(2,238,189)	(2,288,188)	(2,342,857)
Recreation and culture	(2,624,793)	(2,611,562)	(2,655,897)	(2,707,169)	(2,770,088)	(2,811,803)	(2,869,997)	(2,932,102)	(2,993,394)	(3,058,774)	(3,111,294)	(3,172,750)	(3,251,566)	(3,321,717)	(3,404,539)
Transport	(4,089,560)	(4,118,288)	(4,188,854)	(4,258,445)	(4,357,477)	(4,413,400)	(4,487,249)	(4,568,153)	(4,646,307)	(4,736,456)	(4,815,607)	(4,881,881)	(5,007,265)	(5,097,193)	(5,234,693)
Economic services	(639,132)	(636,709)	(632,439)	(645,888)	(661,260)	(676,652)	(692,448)	(709,488)	(726,082)	(743,201)	(760,761)	(778,412)	(798,001)	(816,778)	(836,543)
Other property and services	(30,233)	(27,607)	(22,133)	(42,931)	(102,031)	(38,694)	(32,562)	(28,219)	(51,482)	(47,784)	(43,519)	(34,091)	(36,782)	(63,962)	(67,806)
	(11,780,892)	(11,837,149)	(12,043,572)	(12,355,970)	(12,628,349)	(12,779,290)	(13,024,988)	(13,294,274)	(13,582,798)	(13,944,045)	(14,127,495)	(14,377,478)	(14,738,148)	(15,067,688)	(15,446,819)
<b>Finance Costs</b>															
Community amenities	(4,447)	(2,462)	(1,423)	(979)	(780)	(578)	(371)	(161)	0	0	0	0	0	0	0
Recreation and culture	(68,415)	(64,632)	(60,712)	(56,652)	(52,446)	(48,088)	(43,574)	(38,893)	(34,045)	(29,020)	(23,908)	(18,904)	(13,705)	(8,306)	(3,964)
	(72,862)	(67,094)	(62,135)	(57,631)	(53,226)	(48,666)	(43,945)	(39,054)	(34,045)	(29,020)	(23,908)	(18,904)	(13,705)	(8,306)	(3,964)
<b>Non Operating Grants, Subsidies and Contributions</b>															
Recreation and culture	0	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport	852,704	877,704	880,704	884,704	898,767	902,767	905,767	909,767	913,767	929,069	933,069	937,069	941,069	946,069	961,616
	852,704	897,704	880,704	884,704	898,767	902,767	905,767	909,767	913,767	929,069	933,069	937,069	941,069	946,069	961,616
<b>NET RESULT</b>	(1,843,928)	(1,604,730)	(1,554,470)	(1,554,479)	(1,471,450)	(1,213,618)	(1,031,862)	(855,425)	(675,694)	(537,708)	(211,196)	75,754	274,032	532,891	776,246
<b>Other Comprehensive Income</b>	0	0	0	544,486	3,659,792	0	0	0	531,819	3,618,411	0	0	0	528,556	3,684,804
<b>TOTAL COMPREHENSIVE INCOME</b>	(1,843,928)	(1,604,730)	(1,554,470)	(1,009,993)	2,188,342	(1,213,618)	(1,031,862)	(855,425)	(143,875)	3,080,703	(211,196)	75,754	274,032	1,061,447	4,461,050

**Shire of Bridgetown-Greenbushes**  
**Forecast Statement of Financial Position**  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	30 June 22	30 June 23	30 June 24	30 June 25	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	30 June 36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>															
Unrestricted Cash and Equivalents	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081
Restricted Cash and Cash Equivalent	3,021,113	2,873,883	3,180,602	3,223,647	3,424,186	3,739,265	3,863,956	4,258,039	4,383,360	4,409,869	4,912,386	4,969,526	5,319,672	5,254,480	5,441,910
Trade and Other Receivables	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167
Inventories	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406
<b>TOTAL CURRENT ASSETS</b>	<b>3,744,767</b>	<b>3,597,537</b>	<b>3,904,256</b>	<b>3,947,301</b>	<b>4,147,840</b>	<b>4,462,919</b>	<b>4,587,610</b>	<b>4,981,693</b>	<b>5,107,014</b>	<b>5,133,523</b>	<b>5,636,040</b>	<b>5,693,180</b>	<b>6,043,326</b>	<b>5,978,134</b>	<b>6,165,564</b>
<b>NON-CURRENT ASSETS</b>															
Other Receivables	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742	235,742
Property Plant and Equipment	37,478,368	37,411,538	36,923,737	37,185,468	36,792,064	36,372,505	36,173,660	35,736,504	36,024,178	35,868,391	35,374,357	35,346,080	35,140,599	35,750,704	35,616,858
Infrastructure	167,225,596	165,652,426	164,117,417	162,657,419	164,888,992	163,625,660	162,509,037	161,532,879	160,818,255	163,865,457	163,511,109	163,418,327	163,402,822	163,769,085	168,147,398
<b>TOTAL NON-CURRENT ASSETS</b>	<b>204,939,706</b>	<b>203,299,706</b>	<b>201,276,896</b>	<b>200,078,629</b>	<b>201,916,798</b>	<b>200,233,907</b>	<b>198,918,439</b>	<b>197,505,125</b>	<b>197,078,175</b>	<b>199,969,590</b>	<b>199,121,208</b>	<b>199,000,149</b>	<b>198,779,163</b>	<b>199,755,531</b>	<b>203,999,998</b>
<b>TOTAL ASSETS</b>	<b>208,684,473</b>	<b>206,897,243</b>	<b>205,181,152</b>	<b>204,025,930</b>	<b>206,064,638</b>	<b>204,696,826</b>	<b>203,506,049</b>	<b>202,486,818</b>	<b>202,185,189</b>	<b>205,103,113</b>	<b>204,757,248</b>	<b>204,693,329</b>	<b>204,822,489</b>	<b>205,733,665</b>	<b>210,165,562</b>
<b>CURRENT LIABILITIES</b>															
Trade and Other Payables	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654	813,654
Current Portion of Long-term Liabilities	182,500	161,621	145,229	149,634	154,194	158,915	163,806	157,754	162,779	134,669	139,673	144,872	150,271	29,153	29,806
Provisions	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444	796,444
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,792,598</b>	<b>1,771,719</b>	<b>1,755,327</b>	<b>1,759,732</b>	<b>1,764,292</b>	<b>1,769,013</b>	<b>1,773,904</b>	<b>1,767,852</b>	<b>1,772,877</b>	<b>1,744,767</b>	<b>1,749,771</b>	<b>1,754,970</b>	<b>1,760,369</b>	<b>1,639,251</b>	<b>1,639,904</b>
<b>NON-CURRENT LIABILITIES</b>															
Long-term Borrowings	2,008,437	1,846,816	1,701,587	1,551,953	1,397,759	1,238,844	1,075,038	917,284	754,505	619,836	480,163	335,291	185,020	155,867	126,061
Provisions	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794	57,794
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,066,231</b>	<b>1,904,610</b>	<b>1,759,381</b>	<b>1,609,747</b>	<b>1,455,553</b>	<b>1,296,638</b>	<b>1,132,832</b>	<b>975,078</b>	<b>812,299</b>	<b>677,630</b>	<b>537,957</b>	<b>393,085</b>	<b>242,814</b>	<b>213,661</b>	<b>183,855</b>
<b>TOTAL LIABILITIES</b>	<b>3,858,829</b>	<b>3,676,329</b>	<b>3,514,708</b>	<b>3,369,479</b>	<b>3,219,845</b>	<b>3,065,651</b>	<b>2,906,736</b>	<b>2,742,930</b>	<b>2,585,176</b>	<b>2,422,397</b>	<b>2,287,728</b>	<b>2,148,055</b>	<b>2,003,183</b>	<b>1,852,912</b>	<b>1,823,759</b>
<b>NET ASSETS</b>	<b>204,825,644</b>	<b>203,220,914</b>	<b>201,666,444</b>	<b>200,656,451</b>	<b>202,844,793</b>	<b>201,631,175</b>	<b>200,599,313</b>	<b>199,743,888</b>	<b>199,600,013</b>	<b>202,680,716</b>	<b>202,469,520</b>	<b>202,545,274</b>	<b>202,819,306</b>	<b>203,880,753</b>	<b>208,341,803</b>
<b>EQUITY</b>															
Retained Surplus	112,369,486	110,911,986	109,050,797	107,453,273	105,781,284	104,252,587	103,096,034	101,846,526	101,045,511	100,481,294	99,767,581	99,786,195	99,710,081	100,308,164	100,896,980
Reserves - Cash Backed	2,931,113	2,783,883	3,090,602	3,133,647	3,334,186	3,649,265	3,773,956	4,168,039	4,293,360	4,319,869	4,822,386	4,879,526	5,229,672	5,164,480	5,351,910
Asset Revaluation Surplus	89,525,045	89,525,045	89,525,045	90,069,531	93,729,323	93,729,323	93,729,323	93,729,323	94,261,142	97,879,553	97,879,553	97,879,553	97,879,553	98,408,109	102,092,913
<b>TOTAL EQUITY</b>	<b>204,825,644</b>	<b>203,220,914</b>	<b>201,666,444</b>	<b>200,656,451</b>	<b>202,844,793</b>	<b>201,631,175</b>	<b>200,599,313</b>	<b>199,743,888</b>	<b>199,600,013</b>	<b>202,680,716</b>	<b>202,469,520</b>	<b>202,545,274</b>	<b>202,819,306</b>	<b>203,880,753</b>	<b>208,341,803</b>



**Shire of Bridgetown-Greenbushes**  
Forecast Statement of Changes in Equity  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	30 June 22	30 June 23	30 June 24	30 June 25	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	30 June 36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>RETAINED SURPLUS</b>															
Opening Balance	114,620,144	112,369,486	110,911,986	109,050,797	107,453,273	105,781,284	104,252,587	103,096,034	101,846,526	101,045,511	100,481,294	99,767,581	99,786,195	99,710,081	100,308,164
Net Result	(1,843,928)	(1,604,730)	(1,554,470)	(1,554,479)	(1,471,450)	(1,213,618)	(1,031,862)	(855,425)	(675,694)	(537,708)	(211,196)	75,754	274,032	532,891	776,246
Amount transferred (to)/from Reserves	(406,730)	147,230	(306,719)	(43,045)	(200,539)	(315,079)	(124,691)	(394,083)	(125,321)	(26,509)	(502,517)	(57,140)	(350,146)	65,192	(187,430)
Closing Balance	112,369,486	110,911,986	109,050,797	107,453,273	105,781,284	104,252,587	103,096,034	101,846,526	101,045,511	100,481,294	99,767,581	99,786,195	99,710,081	100,308,164	100,896,980
<b>RESERVES - CASH/INVESTMENT BACKED</b>															
Opening Balance	2,524,383	2,931,113	2,783,883	3,090,602	3,133,647	3,334,186	3,649,265	3,773,956	4,168,039	4,293,360	4,319,869	4,822,386	4,879,526	5,229,672	5,164,480
Amount transferred to/(from) Retained Surplus	406,730	(147,230)	306,719	43,045	200,539	315,079	124,691	394,083	125,321	26,509	502,517	57,140	350,146	(65,192)	187,430
Closing Balance	2,931,113	2,783,883	3,090,602	3,133,647	3,334,186	3,649,265	3,773,956	4,168,039	4,293,360	4,319,869	4,822,386	4,879,526	5,229,672	5,164,480	5,351,910
<b>ASSET REVALUATION SURPLUS</b>															
Opening Balance	89,525,045	89,525,045	89,525,045	89,525,045	90,069,531	93,729,323	93,729,323	93,729,323	93,729,323	94,261,142	97,879,553	97,879,553	97,879,553	97,879,553	98,408,109
Total Other Comprehensive Income	0	0	0	544,486	3,659,792	0	0	0	531,819	3,618,411	0	0	0	528,556	3,684,804
Closing Balance	89,525,045	89,525,045	89,525,045	90,069,531	93,729,323	93,729,323	93,729,323	93,729,323	94,261,142	97,879,553	97,879,553	97,879,553	97,879,553	98,408,109	102,092,913
<b>TOTAL EQUITY</b>	204,825,644	203,220,914	201,666,444	200,656,451	202,844,793	201,631,175	200,599,313	199,743,888	199,600,013	202,680,716	202,469,520	202,545,274	202,819,306	203,880,753	208,341,803

## Shire of Bridgetown-Greenbushes

Forecast Statement of Cashflows - for the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows From Operating Activities</b>															
<b>Receipts</b>															
Rates	4,891,798	5,124,898	5,368,331	5,636,747	5,932,676	6,244,142	6,571,959	6,916,987	7,280,129	7,662,336	8,064,609	8,488,001	8,933,621	9,402,636	9,896,275
Operating grants, subsidies and contributions	2,401,768	2,399,552	2,398,147	2,400,574	2,407,005	2,458,913	2,511,989	2,566,259	2,621,749	2,678,488	2,736,505	2,795,826	2,856,482	2,918,503	2,981,920
Fees and charges	1,661,155	1,670,764	1,697,120	1,726,428	1,758,889	1,792,466	1,827,204	1,861,922	1,897,789	1,934,845	1,973,139	2,012,712	2,053,614	2,095,904	2,139,628
Interest earnings	93,221	96,067	95,038	97,184	97,487	98,890	101,095	101,968	104,729	105,601	105,789	109,308	109,706	112,159	111,705
Other revenue	109,180	110,528	111,897	113,485	115,301	117,160	119,057	121,000	122,986	125,018	127,096	129,220	131,393	133,614	135,885
	9,157,122	9,401,809	9,670,533	9,974,418	10,311,358	10,711,571	11,131,304	11,568,136	12,027,382	12,506,288	13,007,138	13,535,067	14,084,816	14,662,816	15,265,413
<b>Payments</b>															
Employee costs	(4,842,689)	(4,927,431)	(5,025,761)	(5,138,624)	(5,266,880)	(5,398,335)	(5,533,064)	(5,671,160)	(5,812,711)	(5,957,797)	(6,106,497)	(6,258,907)	(6,415,130)	(6,575,242)	(6,739,349)
Materials and contracts	(2,238,071)	(2,151,333)	(2,209,849)	(2,349,318)	(2,391,390)	(2,356,933)	(2,410,074)	(2,464,416)	(2,549,555)	(2,685,627)	(2,635,389)	(2,695,278)	(2,756,538)	(2,852,603)	(2,917,276)
Utility charges	(312,855)	(322,237)	(331,904)	(341,860)	(352,117)	(362,682)	(373,564)	(384,770)	(396,315)	(408,204)	(420,452)	(433,068)	(446,059)	(459,440)	(473,222)
Interest expenses	(72,862)	(67,094)	(62,135)	(57,631)	(53,226)	(48,666)	(43,945)	(39,054)	(34,045)	(29,020)	(23,908)	(18,904)	(13,705)	(8,306)	(3,964)
Insurance expenses	(268,537)	(273,235)	(278,013)	(283,572)	(289,953)	(296,477)	(303,148)	(309,965)	(316,942)	(324,072)	(331,361)	(338,815)	(346,438)	(354,231)	(362,196)
Other expenditure	(301,225)	(303,404)	(314,162)	(316,743)	(319,701)	(322,724)	(325,815)	(337,946)	(341,178)	(344,486)	(347,871)	(351,329)	(364,278)	(367,891)	(371,585)
	(8,036,239)	(8,044,734)	(8,221,824)	(8,487,748)	(8,673,267)	(8,785,817)	(8,989,610)	(9,207,311)	(9,450,746)	(9,749,206)	(9,865,478)	(10,096,301)	(10,342,148)	(10,617,713)	(10,867,592)
<b>Net Cash Provided By (Used In) Operating Activities</b>	<b>1,120,883</b>	<b>1,357,075</b>	<b>1,448,709</b>	<b>1,486,670</b>	<b>1,638,091</b>	<b>1,925,754</b>	<b>2,141,694</b>	<b>2,360,825</b>	<b>2,576,636</b>	<b>2,757,082</b>	<b>3,141,660</b>	<b>3,438,766</b>	<b>3,742,668</b>	<b>4,045,103</b>	<b>4,397,821</b>
<b>Cash Flows from Investing Activities</b>															
Payments for purchase of property, plant & equipment	(521,572)	(1,381,918)	(805,593)	(1,123,700)	(967,425)	(944,877)	(1,330,950)	(979,167)	(1,202,656)	(1,397,351)	(932,407)	(1,552,603)	(1,292,803)	(1,865,531)	(1,516,129)
Payments for construction of infrastructure	(1,061,400)	(1,121,058)	(1,173,824)	(1,264,505)	(1,360,451)	(1,544,275)	(1,711,870)	(1,875,124)	(2,162,784)	(2,373,910)	(2,622,242)	(2,918,717)	(3,032,233)	(3,455,141)	(3,854,965)
Non-operating grants, subsidies and contributions	852,704	897,704	880,704	884,704	898,767	902,767	905,767	909,767	913,767	929,069	933,069	937,069	941,069	946,069	961,616
Proceeds from sale of plant & equipment	51,800	283,467	118,344	205,105	141,191	129,904	278,965	141,588	158,112	274,398	117,106	292,298	136,317	414,579	228,240
<b>Net Cash Provided By (Used In) Investing Activities</b>	<b>(678,468)</b>	<b>(1,321,805)</b>	<b>(980,369)</b>	<b>(1,298,396)</b>	<b>(1,287,918)</b>	<b>(1,456,481)</b>	<b>(1,858,088)</b>	<b>(1,802,936)</b>	<b>(2,293,561)</b>	<b>(2,567,794)</b>	<b>(2,504,474)</b>	<b>(3,241,953)</b>	<b>(3,247,650)</b>	<b>(3,960,024)</b>	<b>(4,181,238)</b>
<b>Cash Flows from Financing Activities</b>															
Repayment of debentures	(203,195)	(182,500)	(161,621)	(145,229)	(149,634)	(154,194)	(158,915)	(163,806)	(157,754)	(162,779)	(134,669)	(139,673)	(144,872)	(150,271)	(29,153)
<b>Net Cash Provided By (Used In) Financing Activities</b>	<b>(203,195)</b>	<b>(182,500)</b>	<b>(161,621)</b>	<b>(145,229)</b>	<b>(149,634)</b>	<b>(154,194)</b>	<b>(158,915)</b>	<b>(163,806)</b>	<b>(157,754)</b>	<b>(162,779)</b>	<b>(134,669)</b>	<b>(139,673)</b>	<b>(144,872)</b>	<b>(150,271)</b>	<b>(29,153)</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>239,220</b>	<b>(147,230)</b>	<b>306,719</b>	<b>43,045</b>	<b>200,539</b>	<b>315,079</b>	<b>124,691</b>	<b>394,083</b>	<b>125,321</b>	<b>26,509</b>	<b>502,517</b>	<b>57,140</b>	<b>350,146</b>	<b>(65,192)</b>	<b>187,430</b>
Cash at beginning of year	3,097,974	3,337,194	3,189,964	3,496,683	3,539,728	3,740,267	4,055,346	4,180,037	4,574,120	4,699,441	4,725,950	5,228,467	5,285,607	5,635,753	5,570,561
<b>Cash and Cash Equivalents at the End of Year</b>	<b>3,337,194</b>	<b>3,189,964</b>	<b>3,496,683</b>	<b>3,539,728</b>	<b>3,740,267</b>	<b>4,055,346</b>	<b>4,180,037</b>	<b>4,574,120</b>	<b>4,699,441</b>	<b>4,725,950</b>	<b>5,228,467</b>	<b>5,285,607</b>	<b>5,635,753</b>	<b>5,570,561</b>	<b>5,757,991</b>
<b>Reconciliation of Net Cash Provided By Operating Activities to Net Result</b>															
Net Result	(1,843,928)	(1,604,730)	(1,554,470)	(1,554,479)	(1,471,450)	(1,213,618)	(1,031,862)	(855,425)	(675,694)	(537,708)	(211,196)	75,754	274,032	532,891	776,246
Depreciation	3,817,515	3,859,509	3,883,883	3,925,853	4,008,308	4,042,139	4,079,323	4,126,017	4,166,097	4,223,859	4,285,925	4,300,081	4,409,705	4,458,281	4,583,191
Grants/Contributions for the development of assets	(852,704)	(897,704)	(880,704)	(884,704)	(898,767)	(902,767)	(905,767)	(909,767)	(913,767)	(929,069)	(933,069)	(937,069)	(941,069)	(946,069)	(961,616)
<b>Net Cash from Operating Activities</b>	<b>1,120,883</b>	<b>1,357,075</b>	<b>1,448,709</b>	<b>1,486,670</b>	<b>1,638,091</b>	<b>1,925,754</b>	<b>2,141,694</b>	<b>2,360,825</b>	<b>2,576,636</b>	<b>2,757,082</b>	<b>3,141,660</b>	<b>3,438,766</b>	<b>3,742,668</b>	<b>4,045,103</b>	<b>4,397,821</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Funding - for the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>															
<b>Revenues</b>															
Rates	4,891,798	5,124,898	5,368,331	5,636,747	5,932,676	6,244,142	6,571,959	6,916,987	7,280,129	7,662,336	8,064,609	8,488,001	8,933,621	9,402,636	9,896,275
Operating grants, subsidies and contributions	2,401,768	2,399,552	2,398,147	2,400,574	2,407,005	2,458,913	2,511,989	2,566,259	2,621,749	2,678,488	2,736,505	2,795,826	2,856,482	2,918,503	2,981,920
Fees and charges	1,661,155	1,670,764	1,697,120	1,726,428	1,758,889	1,792,466	1,827,204	1,861,922	1,897,789	1,934,845	1,973,139	2,012,712	2,053,614	2,095,904	2,139,628
Interest earnings	93,221	96,067	95,038	97,184	97,487	98,890	101,095	101,968	104,729	105,601	105,789	109,308	109,706	112,159	111,705
Other revenue	109,180	110,528	111,897	113,485	115,301	117,160	119,057	121,000	122,986	125,018	127,096	129,220	131,393	133,614	135,885
	9,157,122	9,401,809	9,670,533	9,974,418	10,311,358	10,711,571	11,131,304	11,568,136	12,027,382	12,506,288	13,007,138	13,535,067	14,084,816	14,662,816	15,265,413
<b>Expenses</b>															
Employee costs	(4,842,689)	(4,927,431)	(5,025,761)	(5,138,624)	(5,266,880)	(5,398,335)	(5,533,064)	(5,671,160)	(5,812,711)	(5,957,797)	(6,106,497)	(6,258,907)	(6,415,130)	(6,575,242)	(6,739,349)
Materials and contracts	(2,238,071)	(2,151,333)	(2,209,849)	(2,349,318)	(2,391,390)	(2,356,933)	(2,410,074)	(2,464,416)	(2,549,555)	(2,685,627)	(2,635,389)	(2,695,278)	(2,756,538)	(2,852,603)	(2,917,276)
Utility charges (electricity, gas, water etc.)	(312,855)	(322,237)	(331,904)	(341,860)	(352,117)	(362,682)	(373,564)	(384,770)	(396,315)	(408,204)	(420,452)	(433,068)	(446,059)	(459,440)	(473,222)
Depreciation on non-current assets	(3,817,515)	(3,859,509)	(3,883,883)	(3,925,853)	(4,008,308)	(4,042,139)	(4,079,323)	(4,126,017)	(4,166,097)	(4,223,859)	(4,285,925)	(4,300,081)	(4,409,705)	(4,458,281)	(4,583,191)
Interest expense	(72,862)	(67,094)	(62,135)	(57,631)	(53,226)	(48,666)	(43,945)	(39,054)	(34,045)	(29,020)	(23,908)	(18,904)	(13,705)	(8,306)	(3,964)
Insurance expense	(268,537)	(273,235)	(278,013)	(283,572)	(289,953)	(296,477)	(303,148)	(309,965)	(316,942)	(324,072)	(331,361)	(338,815)	(346,438)	(354,231)	(362,196)
Other expenditure	(301,225)	(303,404)	(314,162)	(316,743)	(319,701)	(322,724)	(325,815)	(337,946)	(341,178)	(344,486)	(347,871)	(351,329)	(364,278)	(367,891)	(371,585)
	(11,853,754)	(11,904,243)	(12,105,707)	(12,413,601)	(12,681,575)	(12,827,956)	(13,068,933)	(13,333,328)	(13,616,843)	(13,973,065)	(14,151,403)	(14,396,382)	(14,751,853)	(15,075,994)	(15,450,783)
	(2,696,632)	(2,502,434)	(2,435,174)	(2,439,183)	(2,370,217)	(2,116,385)	(1,937,629)	(1,765,192)	(1,589,461)	(1,466,777)	(1,144,265)	(861,315)	(667,037)	(413,178)	(185,370)
<b>Funding Position Adjustments</b>															
Depreciation on non-current assets	3,817,515	3,859,509	3,883,883	3,925,853	4,008,308	4,042,139	4,079,323	4,126,017	4,166,097	4,223,859	4,285,925	4,300,081	4,409,705	4,458,281	4,583,191
<b>Net Funding From Operational Activities</b>	<b>1,120,883</b>	<b>1,357,075</b>	<b>1,448,709</b>	<b>1,486,670</b>	<b>1,638,091</b>	<b>1,925,754</b>	<b>2,141,694</b>	<b>2,360,825</b>	<b>2,576,636</b>	<b>2,757,082</b>	<b>3,141,660</b>	<b>3,438,766</b>	<b>3,742,668</b>	<b>4,045,103</b>	<b>4,397,821</b>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>															
<b>Inflows</b>															
Proceeds on disposal	51,800	283,467	118,344	205,105	141,191	129,904	278,965	141,588	158,112	274,398	117,106	292,298	136,317	414,579	228,240
Non-operating grants, subsidies and contributions	852,704	897,704	880,704	884,704	898,767	902,767	905,767	909,767	913,767	929,069	933,069	937,069	941,069	946,069	961,616
<b>Outflows</b>															
Purchase of property plant and equipment	(521,572)	(1,381,918)	(805,593)	(1,123,700)	(967,425)	(944,877)	(1,330,950)	(979,167)	(1,202,656)	(1,397,351)	(932,407)	(1,552,603)	(1,292,803)	(1,865,531)	(1,516,129)
Purchase of infrastructure	(1,061,400)	(1,121,058)	(1,173,824)	(1,264,505)	(1,360,451)	(1,544,275)	(1,711,870)	(1,875,124)	(2,162,784)	(2,373,910)	(2,622,242)	(2,918,717)	(3,032,233)	(3,455,141)	(3,854,965)
<b>Net Funding From Capital Activities</b>	<b>(678,468)</b>	<b>(1,321,805)</b>	<b>(980,369)</b>	<b>(1,298,396)</b>	<b>(1,287,918)</b>	<b>(1,456,481)</b>	<b>(1,858,088)</b>	<b>(1,802,936)</b>	<b>(2,293,561)</b>	<b>(2,567,794)</b>	<b>(2,504,474)</b>	<b>(3,241,953)</b>	<b>(3,247,650)</b>	<b>(3,960,024)</b>	<b>(4,181,238)</b>
<b>FUNDING FROM FINANCING ACTIVITIES</b>															
<b>Inflows</b>															
Transfer from reserves	158,325	746,040	320,523	610,824	459,250	347,866	544,347	278,645	564,085	666,627	193,729	645,609	356,057	776,974	527,101
New borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Outflows</b>															
Transfer to reserves	(565,055)	(598,810)	(627,242)	(653,869)	(659,789)	(662,945)	(669,038)	(672,728)	(689,406)	(693,136)	(696,246)	(702,749)	(706,203)	(711,782)	(714,531)
Repayment of past borrowings	(203,195)	(182,500)	(161,621)	(145,229)	(149,634)	(154,194)	(158,915)	(163,806)	(157,754)	(162,779)	(134,669)	(139,673)	(144,872)	(150,271)	(29,153)
<b>Net Funding From Financing Activities</b>	<b>(609,925)</b>	<b>(35,270)</b>	<b>(468,340)</b>	<b>(188,274)</b>	<b>(350,173)</b>	<b>(469,273)</b>	<b>(283,606)</b>	<b>(557,889)</b>	<b>(283,075)</b>	<b>(189,288)</b>	<b>(637,186)</b>	<b>(196,813)</b>	<b>(495,018)</b>	<b>(85,079)</b>	<b>(216,583)</b>
Estimated Surplus/Deficit July 1 B/Fwd	167,510	0	0	0	0	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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Shire of Bridgetown-Greenbushes**  
Forecast Composition of Estimated Net Current Asset Position  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Estimated Surplus/Deficit July 1 B/Fwd</b>	167,510	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>CURRENT ASSETS</b>															
Unrestricted Cash and Equivalents	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081	316,081
Restricted Cash and Cash Equivalent	3,021,113	2,873,883	3,180,602	3,223,647	3,424,186	3,739,265	3,863,956	4,258,039	4,383,360	4,409,869	4,912,386	4,969,526	5,319,672	5,254,480	5,441,910
Trade and Other Receivables	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167	387,167
Inventories	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406	20,406
<b>CURRENT LIABILITIES</b>															
Trade and Other Payables	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)	( 813,654)
Reserves	( 2,931,113)	( 2,783,883)	( 3,090,602)	( 3,133,647)	( 3,334,186)	( 3,649,265)	( 3,773,956)	( 4,168,039)	( 4,293,360)	( 4,319,869)	( 4,822,386)	( 4,879,526)	( 5,229,672)	( 5,164,480)	( 5,351,910)
<b>Estimated Surplus/Deficit June 30 C/Fwd</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## Shire of Bridgetown-Greenbushes

Forecast Statement of Movements in Fixed Assets - for the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CAPITAL WORKS - INFRASTRUCTURE</b>															
Infrastructure (excluding bridges)	882,400	917,058	966,824	1,053,505	1,145,451	1,325,275	1,489,870	1,649,124	1,932,784	2,138,910	2,383,242	2,675,717	2,785,233	3,203,141	3,597,965
Infrastructure - bridges	179,000	204,000	207,000	211,000	215,000	219,000	222,000	226,000	230,000	235,000	239,000	243,000	247,000	252,000	257,000
<b>Total Capital Works - Infrastructure</b>	<b>1,061,400</b>	<b>1,121,058</b>	<b>1,173,824</b>	<b>1,264,505</b>	<b>1,360,451</b>	<b>1,544,275</b>	<b>1,711,870</b>	<b>1,875,124</b>	<b>2,162,784</b>	<b>2,373,910</b>	<b>2,622,242</b>	<b>2,918,717</b>	<b>3,032,233</b>	<b>3,455,141</b>	<b>3,854,965</b>
<b>Represented by:</b>															
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additions - Expansion, Upgrades and New	224,350	238,445	243,748	244,756	248,526	249,794	251,075	252,372	253,681	257,581	258,918	260,269	261,633	263,010	267,038
Additions - Renewal	837,050	882,613	930,076	1,019,749	1,111,925	1,294,481	1,460,795	1,622,752	1,909,103	2,116,329	2,363,324	2,658,448	2,770,600	3,192,131	3,587,927
<b>Total Capital Works - Infrastructure</b>	<b>1,061,400</b>	<b>1,121,058</b>	<b>1,173,824</b>	<b>1,264,505</b>	<b>1,360,451</b>	<b>1,544,275</b>	<b>1,711,870</b>	<b>1,875,124</b>	<b>2,162,784</b>	<b>2,373,910</b>	<b>2,622,242</b>	<b>2,918,717</b>	<b>3,032,233</b>	<b>3,455,141</b>	<b>3,854,965</b>
<b>Asset Movement Reconciliation</b>															
Total Capital Works Infrastructure	1,061,400	1,121,058	1,173,824	1,264,505	1,360,451	1,544,275	1,711,870	1,875,124	2,162,784	2,373,910	2,622,242	2,918,717	3,032,233	3,455,141	3,854,965
Depreciation Infrastructure	(2,680,247)	(2,694,228)	(2,708,833)	(2,724,503)	(2,788,670)	(2,807,607)	(2,828,493)	(2,851,282)	(2,877,408)	(2,945,119)	(2,976,590)	(3,011,499)	(3,047,738)	(3,088,878)	(3,161,456)
Net Book Value of disposed/Written Off assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revaluation of Infrastructure assets (Inflation)	0	0	0	0	3,659,792	0	0	0	0	3,618,411	0	0	0	0	3,684,804
<b>Net Movement in Infrastructure Assets</b>	<b>(1,618,847)</b>	<b>(1,573,170)</b>	<b>(1,535,009)</b>	<b>(1,459,998)</b>	<b>2,231,573</b>	<b>(1,263,332)</b>	<b>(1,116,623)</b>	<b>(976,158)</b>	<b>(714,624)</b>	<b>3,047,202</b>	<b>(354,348)</b>	<b>(92,782)</b>	<b>(15,505)</b>	<b>366,263</b>	<b>4,378,313</b>
<b>CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT</b>															
Buildings	270,746	345,377	346,693	362,829	379,346	406,922	432,981	458,627	498,283	528,369	564,040	605,258	626,353	681,921	733,966
Furniture and Equipment	29,201	0	8,438	31,778	73,676	10,159	0	37,815	11,295	19,011	35,034	0	48,138	24,022	59,986
Plant and Equipment	221,625	1,036,541	450,462	729,093	514,403	527,796	897,969	482,725	693,078	849,971	333,333	947,345	618,312	1,159,588	722,177
<b>Total Capital Works Property, Plant and Equipment</b>	<b>521,572</b>	<b>1,381,918</b>	<b>805,593</b>	<b>1,123,700</b>	<b>967,425</b>	<b>944,877</b>	<b>1,330,950</b>	<b>979,167</b>	<b>1,202,656</b>	<b>1,397,351</b>	<b>932,407</b>	<b>1,552,603</b>	<b>1,292,803</b>	<b>1,865,531</b>	<b>1,516,129</b>
<b>Represented by:</b>															
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additions - Expansion, Upgrades and New	45,000	42,840	54,354	55,441	56,688	57,964	59,268	60,601	61,965	63,359	64,785	66,242	67,733	69,257	70,815
Additions - Renewal	476,572	1,339,078	751,239	1,068,259	910,737	886,913	1,271,682	918,566	1,140,691	1,333,992	867,622	1,486,361	1,225,070	1,796,274	1,445,314
<b>Total Capital Works Property, Plant and Equipment</b>	<b>521,572</b>	<b>1,381,918</b>	<b>805,593</b>	<b>1,123,700</b>	<b>967,425</b>	<b>944,877</b>	<b>1,330,950</b>	<b>979,167</b>	<b>1,202,656</b>	<b>1,397,351</b>	<b>932,407</b>	<b>1,552,603</b>	<b>1,292,803</b>	<b>1,865,531</b>	<b>1,516,129</b>
<b>Asset Movement Reconciliation</b>															
Total Capital Works Property, Plant and Equipment	521,572	1,381,918	805,593	1,123,700	967,425	944,877	1,330,950	979,167	1,202,656	1,397,351	932,407	1,552,603	1,292,803	1,865,531	1,516,129
Depreciation Property, Plant and Equipment	(1,137,268)	(1,165,281)	(1,175,050)	(1,201,350)	(1,219,638)	(1,234,532)	(1,250,830)	(1,274,735)	(1,288,689)	(1,278,740)	(1,309,335)	(1,288,582)	(1,361,967)	(1,369,403)	(1,421,735)
Net Book Value of disposed/Written Off assets	(51,800)	(283,467)	(118,344)	(205,105)	(141,191)	(129,904)	(278,965)	(141,588)	(158,112)	(274,398)	(117,106)	(292,298)	(136,317)	(414,579)	(228,240)
Revaluation of Property, Plant and Equipment (Inflation)	0	0	0	544,486	0	0	0	0	531,819	0	0	0	0	528,556	0
<b>Net Movement in Property, Plant and Equipment</b>	<b>(667,496)</b>	<b>(66,830)</b>	<b>(487,801)</b>	<b>261,731</b>	<b>(393,404)</b>	<b>(419,559)</b>	<b>(198,845)</b>	<b>(437,156)</b>	<b>287,674</b>	<b>(155,787)</b>	<b>(494,034)</b>	<b>(28,277)</b>	<b>(205,481)</b>	<b>610,105</b>	<b>(133,846)</b>
<b>CAPITAL WORKS - TOTALS</b>															
<b>Capital Works</b>															
Total Capital Works Infrastructure	1,061,400	1,121,058	1,173,824	1,264,505	1,360,451	1,544,275	1,711,870	1,875,124	2,162,784	2,373,910	2,622,242	2,918,717	3,032,233	3,455,141	3,854,965
Total Capital Works Property, Plant and Equipment	521,572	1,381,918	805,593	1,123,700	967,425	944,877	1,330,950	979,167	1,202,656	1,397,351	932,407	1,552,603	1,292,803	1,865,531	1,516,129
<b>Total Capital Works</b>	<b>1,582,972</b>	<b>2,502,976</b>	<b>1,979,417</b>	<b>2,388,205</b>	<b>2,327,876</b>	<b>2,489,152</b>	<b>3,042,820</b>	<b>2,854,291</b>	<b>3,365,440</b>	<b>3,771,261</b>	<b>3,554,649</b>	<b>4,471,320</b>	<b>4,325,036</b>	<b>5,320,672</b>	<b>5,371,094</b>
<b>Fixed Asset Movement</b>															
Net Movement in Infrastructure Assets	(1,618,847)	(1,573,170)	(1,535,009)	(1,459,998)	2,231,573	(1,263,332)	(1,116,623)	(976,158)	(714,624)	3,047,202	(354,348)	(92,782)	(15,505)	366,263	4,378,313
Net Movement in Property, Plant and Equipment	(667,496)	(66,830)	(487,801)	261,731	(393,404)	(419,559)	(198,845)	(437,156)	287,674	(155,787)	(494,034)	(28,277)	(205,481)	610,105	(133,846)
<b>Net Movement in Fixed Assets</b>	<b>(2,286,343)</b>	<b>(1,640,000)</b>	<b>(2,022,810)</b>	<b>(1,198,267)</b>	<b>1,838,169</b>	<b>(1,682,891)</b>	<b>(1,315,468)</b>	<b>(1,413,314)</b>	<b>(426,950)</b>	<b>2,891,415</b>	<b>(848,382)</b>	<b>(121,059)</b>	<b>(220,986)</b>	<b>976,368</b>	<b>4,244,467</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital Expenditure</b>															
Infrastructure (excluding bridges)	882,400	917,058	966,824	1,053,505	1,145,451	1,325,275	1,489,870	1,649,124	1,932,784	2,138,910	2,383,242	2,675,717	2,785,233	3,203,141	3,597,965
Infrastructure - bridges	179,000	204,000	207,000	211,000	215,000	219,000	222,000	226,000	230,000	235,000	239,000	243,000	247,000	252,000	257,000
Buildings	270,746	345,377	346,693	362,829	379,346	406,922	432,981	458,627	498,283	528,369	564,040	605,258	626,353	681,921	733,966
Furniture and Equipment	29,201	0	8,438	31,778	73,676	10,159	0	37,815	11,295	19,011	35,034	0	48,138	24,022	59,986
Plant and Equipment	221,625	1,036,541	450,462	729,093	514,403	527,796	897,969	482,725	693,078	849,971	333,333	947,345	618,312	1,159,588	722,177
<b>Total - Capital Expenditure</b>	<b>1,582,972</b>	<b>2,502,976</b>	<b>1,979,417</b>	<b>2,388,205</b>	<b>2,327,876</b>	<b>2,489,152</b>	<b>3,042,820</b>	<b>2,854,291</b>	<b>3,365,440</b>	<b>3,771,261</b>	<b>3,554,649</b>	<b>4,471,320</b>	<b>4,325,036</b>	<b>5,320,672</b>	<b>5,371,094</b>
<b>Funded By:</b>															
<b>Capital Grants &amp; Contributions</b>															
Infrastructure (excluding bridges)	673,704	673,704	673,704	673,704	683,767	683,767	683,767	683,767	683,767	694,069	694,069	694,069	694,069	694,069	704,616
Infrastructure - bridges	179,000	204,000	207,000	211,000	215,000	219,000	222,000	226,000	230,000	235,000	239,000	243,000	247,000	252,000	257,000
Buildings	0	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total - Capital Grants &amp; Contributions</b>	<b>852,704</b>	<b>897,704</b>	<b>880,704</b>	<b>884,704</b>	<b>898,767</b>	<b>902,767</b>	<b>905,767</b>	<b>909,767</b>	<b>913,767</b>	<b>929,069</b>	<b>933,069</b>	<b>937,069</b>	<b>941,069</b>	<b>946,069</b>	<b>961,616</b>
<b>Own Source Funding</b>															
Infrastructure (excluding bridges)	208,696	243,354	293,120	379,801	461,684	641,508	806,103	965,357	1,249,017	1,444,841	1,689,173	1,981,648	2,091,164	2,509,072	2,893,349
Buildings	270,746	325,377	346,693	362,829	379,346	406,922	432,981	458,627	498,283	528,369	564,040	605,258	626,353	681,921	733,966
Furniture and Equipment	29,201	0	8,438	31,778	73,676	10,159	0	37,815	11,295	19,011	35,034	0	48,138	24,022	59,986
Plant and Equipment	169,825	753,074	332,118	523,988	373,212	397,892	619,004	341,137	534,966	575,573	216,227	655,047	481,995	745,009	493,937
<b>Total - Own Source Funding</b>	<b>678,468</b>	<b>1,321,805</b>	<b>980,369</b>	<b>1,298,396</b>	<b>1,287,918</b>	<b>1,456,481</b>	<b>1,858,088</b>	<b>1,802,936</b>	<b>2,293,561</b>	<b>2,567,794</b>	<b>2,504,474</b>	<b>3,241,953</b>	<b>3,247,650</b>	<b>3,960,024</b>	<b>4,181,238</b>
<b>Borrowings</b>															
<b>Total - Borrowings</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>	<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	51,800	283,467	118,344	205,105	141,191	129,904	278,965	141,588	158,112	274,398	117,106	292,298	136,317	414,579	228,240
<b>Total - Other (Disposals &amp; C/Fwd)</b>	<b>51,800</b>	<b>283,467</b>	<b>118,344</b>	<b>205,105</b>	<b>141,191</b>	<b>129,904</b>	<b>278,965</b>	<b>141,588</b>	<b>158,112</b>	<b>274,398</b>	<b>117,106</b>	<b>292,298</b>	<b>136,317</b>	<b>414,579</b>	<b>228,240</b>
<b>Total Capital Funding</b>	<b>1,582,972</b>	<b>2,502,976</b>	<b>1,979,417</b>	<b>2,388,205</b>	<b>2,327,876</b>	<b>2,489,152</b>	<b>3,042,820</b>	<b>2,854,291</b>	<b>3,365,440</b>	<b>3,771,261</b>	<b>3,554,649</b>	<b>4,471,320</b>	<b>4,325,036</b>	<b>5,320,672</b>	<b>5,371,094</b>

## Shire of Bridgetown-Greenbushes

Reserves Forecast  
For the period 2021 - 2036

Reserve Name/Purpose	Opening	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	Balance	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Closing Reserve Balances</b>															
Leave reserve	186,522	187,828	189,143	190,467	191,800	193,143	194,495	195,856	197,227	198,608	199,998	201,398	202,808	204,228	205,658	207,098
Plant reserve	194,946	371,311	112,413	183,601	27,792	106,615	173,592	128,071	282,836	147,963	161,978	397,116	276,957	368,249	125,418	232,739
Land and building reserve	555,399	559,287	563,202	567,144	571,114	575,112	579,138	583,192	587,274	591,385	595,525	599,694	603,892	608,119	612,376	616,663
Bush fire reserve	20,926	21,072	21,220	21,369	21,519	21,670	21,822	21,975	22,129	22,284	22,440	22,597	22,755	22,914	23,074	23,236
Maranup Ford Road maintenance reserve	5,383	5,421	5,459	5,497	5,535	5,574	5,613	5,652	5,692	5,732	5,772	5,812	5,853	5,894	5,935	5,977
Subdivision reserve	237,901	249,566	261,313	273,142	285,054	297,049	309,128	321,292	333,541	345,876	358,297	370,805	383,401	396,085	408,858	421,720
Sanitation reserve	50,911	108,034	177,380	258,248	347,626	434,507	518,832	600,537	678,952	759,485	836,500	909,881	979,506	1,045,256	1,107,006	1,164,630
Recreation centre floor and solar reserve	214,975	216,480	217,995	219,521	221,058	222,605	224,163	225,732	227,312	228,903	230,505	232,119	233,744	235,380	237,028	238,687
Refuse site post closure reserve	191,330	254,436	329,807	416,742	512,229	605,263	695,783	783,726	868,423	955,282	1,038,668	1,118,464	1,194,549	1,266,804	1,335,105	1,399,326
Drainage reserve	62,648	63,087	63,529	63,974	64,422	64,873	65,327	65,784	66,244	66,708	67,175	67,645	68,119	68,596	69,076	69,560
Community bus replacement reserve	61,627	62,058	62,492	62,929	63,370	63,814	64,261	64,711	65,164	65,620	66,079	66,542	67,008	67,477	67,949	68,425
SBS tower and infrastructure replacement reserve	32,350	32,576	32,804	33,034	33,265	33,498	33,732	33,968	206	207	208	209	210	211	212	213
Playground equipment reserve	38,242	42,360	46,507	50,683	54,888	59,122	63,386	67,680	72,004	76,358	80,743	85,158	89,604	94,081	98,590	103,130
Swimming pool reserve	4,535	4,567	4,599	4,631	4,663	4,696	4,729	4,762	4,795	4,829	4,863	4,897	4,931	4,966	5,001	5,036
Car park reserve	971	978	985	992	999	1,006	1,013	1,020	1,027	1,034	1,041	1,048	1,055	1,062	1,069	1,076
Building maintenance reserve	227,592	229,185	230,789	232,405	234,032	235,670	237,320	238,981	240,654	242,339	244,035	245,743	247,463	249,195	250,939	252,696
Strategic projects reserve	82,548	83,126	83,708	84,294	84,884	85,478	86,076	86,679	87,286	87,897	88,512	89,132	89,756	90,384	91,017	91,654
Matched grants reserve	50,100	50,451	50,804	51,160	51,518	51,879	52,242	52,608	52,976	53,347	53,720	54,096	54,475	54,856	55,240	55,627
Aged care infrastructure reserve	57,371	57,773	58,177	58,584	58,994	59,407	59,823	60,242	60,664	61,089	61,517	61,948	62,382	62,819	63,259	63,702
Equipment reserve	6,155	6,198	6,241	6,285	6,329	6,373	6,418	6,463	6,508	6,554	6,600	6,646	6,693	6,740	6,787	6,835
Assets & GRV Valuations reserve	52,026	76,390	101,345	126,901	58,092	32	26,530	53,810	81,890	81,283	2,201	31,832	62,337	93,737	93,074	92,378
Bridgetown Leisure Centre reserve	41,197	41,485	41,775	42,067	42,361	42,658	42,957	43,258	43,561	43,866	44,173	44,482	44,793	45,107	45,423	45,741
Trails reserve	31,837	32,060	32,284	32,510	32,738	32,967	33,198	33,430	33,664	33,900	34,137	34,376	34,617	34,859	35,103	35,349
Light fleet vehicle reserve	86,540	144,821	59,135	73,430	128,156	99,748	118,040	62,658	115,918	180,494	82,639	137,975	109,618	169,422	187,819	116,714
Blackspot works reserve	30,351	30,563	30,777	30,992	31,209	31,427	31,647	31,869	32,092	32,317	32,543	32,771	33,000	33,231	33,464	33,698
<b>Total</b>	<b>2,524,383</b>	<b>2,931,113</b>	<b>2,783,883</b>	<b>3,090,602</b>	<b>3,133,647</b>	<b>3,334,186</b>	<b>3,649,265</b>	<b>3,773,956</b>	<b>4,168,039</b>	<b>4,293,360</b>	<b>4,319,869</b>	<b>4,822,386</b>	<b>4,879,526</b>	<b>5,229,672</b>	<b>5,164,480</b>	<b>5,351,910</b>
<b>Transfers to/(from) Reserves</b>		389,059	( 167,747)	287,231	21,411	178,602	291,739	99,146	367,665	96,142	( 3,542)	472,278	23,382	315,990	( 101,801)	151,275
<b>Reserve Interest Reinvested</b>		17,671	20,517	19,488	21,634	21,937	23,340	25,545	26,418	29,179	30,051	30,239	33,758	34,156	36,609	36,155

## Shire of Bridgetown-Greenbushes

Reserves Forecast  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Reserve Name/Purpose</b>	<b>Transfers into Reserves</b>														
Leave reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant reserve	293,000	298,128	303,345	309,412	316,373	323,492	330,770	338,213	345,822	353,603	361,560	369,695	378,013	386,518	395,215
Land and building reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bush fire reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maranup Ford Road maintenance reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subdivision reserve	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sanitation reserve	56,767	68,590	79,626	87,570	84,448	81,283	78,073	74,211	75,780	71,699	67,525	63,256	58,893	54,433	49,875
Recreation centre floor and solar reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refuse site post closure reserve	61,767	73,590	84,626	92,570	89,448	86,283	83,073	79,211	80,780	76,699	72,525	68,256	63,893	59,433	54,875
Drainage reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community bus replacement reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SBS tower and infrastructure replacement reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Playground equipment reserve	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850
Swimming pool reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Car park reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Building maintenance reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic projects reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Matched grants reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Aged care infrastructure reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Assets & GRV Valuations reserve	24,000	24,420	24,847	25,344	27,915	26,498	27,094	27,703	28,327	28,964	29,616	30,282	30,964	31,660	32,373
Bridgetown Leisure Centre reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trails reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Light fleet vehicle reserve	98,000	99,715	101,460	103,489	105,818	108,199	110,633	113,122	115,668	118,270	120,931	123,652	126,434	129,279	132,188
Blackspot works reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>547,384</b>	<b>578,293</b>	<b>607,754</b>	<b>632,235</b>	<b>637,852</b>	<b>639,605</b>	<b>643,493</b>	<b>646,310</b>	<b>660,227</b>	<b>663,085</b>	<b>666,007</b>	<b>668,991</b>	<b>672,047</b>	<b>675,173</b>	<b>678,376</b>



## Shire of Bridgetown-Greenbushes

Reserves Forecast  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Reserve Name/Purpose</b>	<b>Transfers from Reserves</b>														
Leave reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant reserve	118,000	559,625	232,944	466,506	237,745	257,261	377,506	184,344	482,675	340,624	127,556	492,634	288,660	631,927	288,772
Land and building reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bush fire reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maranup Ford Road maintenance reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subdivision reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sanitation reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation centre floor and solar reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refuse site post closure reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Drainage reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community bus replacement reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SBS tower and infrastructure replacement reserve	0	0	0	0	0	0	0	34,000	0	0	0	0	0	0	0
Playground equipment reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Swimming pool reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Car park reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Building maintenance reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic projects reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Matched grants reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Aged care infrastructure reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Assets & GRV Valuations reserve	0	0	0	95,041	86,382	0	0	0	29,507	108,615	0	0	0	32,979	33,721
Bridgetown Leisure Centre reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trails reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Light fleet vehicle reserve	40,325	186,415	87,579	49,277	135,123	90,605	166,841	60,301	51,903	217,388	66,173	152,975	67,397	112,068	204,608
Blackspot works reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>158,325</b>	<b>746,040</b>	<b>320,523</b>	<b>610,824</b>	<b>459,250</b>	<b>347,866</b>	<b>544,347</b>	<b>278,645</b>	<b>564,085</b>	<b>666,627</b>	<b>193,729</b>	<b>645,609</b>	<b>356,057</b>	<b>776,974</b>	<b>527,101</b>

## Shire of Bridgetown-Greenbushes

Reserves Forecast  
For the period 2021 - 2036

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Reserve Name/Purpose</b>	<b>Interest Earnings</b>														
Leave reserve	1,306	1,315	1,324	1,333	1,343	1,352	1,361	1,371	1,381	1,390	1,400	1,410	1,420	1,430	1,440
Plant reserve	1,365	2,599	787	1,285	195	746	1,215	896	1,980	1,036	1,134	2,780	1,939	2,578	878
Land and building reserve	3,888	3,915	3,942	3,970	3,998	4,026	4,054	4,082	4,111	4,140	4,169	4,198	4,227	4,257	4,287
Bush fire reserve	146	148	149	150	151	152	153	154	155	156	157	158	159	160	162
Maranup Ford Road maintenance reserve	38	38	38	38	39	39	39	40	40	40	40	41	41	41	42
Subdivision reserve	1,665	1,747	1,829	1,912	1,995	2,079	2,164	2,249	2,335	2,421	2,508	2,596	2,684	2,773	2,862
Sanitation reserve	356	756	1,242	1,808	2,433	3,042	3,632	4,204	4,753	5,316	5,856	6,369	6,857	7,317	7,749
Recreation centre floor and solar reserve	1,505	1,515	1,526	1,537	1,547	1,558	1,569	1,580	1,591	1,602	1,614	1,625	1,636	1,648	1,659
Refuse site post closure reserve	1,339	1,781	2,309	2,917	3,586	4,237	4,870	5,486	6,079	6,687	7,271	7,829	8,362	8,868	9,346
Drainage reserve	439	442	445	448	451	454	457	460	464	467	470	474	477	480	484
Community bus replacement reserve	431	434	437	441	444	447	450	453	456	459	463	466	469	472	476
SBS tower and infrastructure replacement reserve	226	228	230	231	233	234	236	238	1	1	1	1	1	1	1
Playground equipment reserve	268	297	326	355	384	414	444	474	504	535	565	596	627	659	690
Swimming pool reserve	32	32	32	32	33	33	33	33	34	34	34	34	35	35	35
Car park reserve	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Building maintenance reserve	1,593	1,604	1,616	1,627	1,638	1,650	1,661	1,673	1,685	1,696	1,708	1,720	1,732	1,744	1,757
Strategic projects reserve	578	582	586	590	594	598	603	607	611	615	620	624	628	633	637
Matched grants reserve	351	353	356	358	361	363	366	368	371	373	376	379	381	384	387
Aged care infrastructure reserve	402	404	407	410	413	416	419	422	425	428	431	434	437	440	443
Equipment reserve	43	43	44	44	44	45	45	45	46	46	46	47	47	47	48
Assets & GRV Valuations reserve	364	535	709	888	407	0	186	377	573	569	15	223	436	656	652
Bridgetown Leisure Centre reserve	288	290	292	294	297	299	301	303	305	307	309	311	314	316	318
Trails reserve	223	224	226	228	229	231	232	234	236	237	239	241	242	244	246
Light fleet vehicle reserve	606	1,014	414	514	897	698	826	439	811	1,263	578	966	767	1,186	1,315
Blackspot works reserve	212	214	215	217	218	220	222	223	225	226	228	229	231	233	234
<b>Totals</b>	<b>17,671</b>	<b>20,517</b>	<b>19,488</b>	<b>21,634</b>	<b>21,937</b>	<b>23,340</b>	<b>25,545</b>	<b>26,418</b>	<b>29,179</b>	<b>30,051</b>	<b>30,239</b>	<b>33,758</b>	<b>34,156</b>	<b>36,609</b>	<b>36,155</b>

**Shire of Bridgetown-Greenbushes**  
Forecast Ratio Analysis  
For the period 2021 - 2036

	Target	Range	Average	1 2021-22	2 2022-23	3 2023-24	4 2024-25	5 2025-26	6 2026-27	7 2027-28	8 2028-29	9 2029-30	10 2030-31	11 2031-32	12 2032-33	13 2033-34	14 2034-35	15 2035-36
<b>LIQUIDITY RATIOS</b>																		
<b>Current Ratio</b>	> 1.00	> 1.20	0.47	0.45	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.47	0.47	0.47	0.47	0.50	0.51
<b>OPERATING RATIOS</b>																		
<b>Operating Surplus Ratio</b>	> 1.00%	> 15.00%	(20.07%)	(39.92%)	(35.74%)	(33.49%)	(32.21%)	(29.99%)	(25.64%)	(22.48%)	(19.61%)	(16.90%)	(14.92%)	(11.14%)	(8.02%)	(5.94%)	(3.52%)	(1.51%)
<b>Own Source Revenue Coverage Ratio</b>	> 40.00%	> 60.00%	67.81%	56.99%	58.82%	60.07%	61.01%	62.33%	64.33%	65.95%	67.51%	69.07%	70.33%	72.58%	74.60%	76.11%	77.90%	79.50%
<b>BORROWINGS RATIOS</b>																		
<b>Debt Service Cover Ratio</b>	> 2	> 5	21.14	4.32	5.71	6.75	7.61	8.34	9.73	10.77	11.83	13.61	14.53	19.96	21.80	23.69	25.56	132.92
<b>FIXED ASSET RATIOS</b>																		
<b>Asset Sustainability Ratio</b>	> 90.00%	> 110.00%	70.70%	34.41%	57.56%	43.29%	53.19%	50.46%	53.97%	66.98%	61.59%	73.21%	81.69%	75.39%	96.39%	90.61%	111.89%	109.82%
<b>Asset Consumption Ratio</b>	> 50.00%	> 60.00%	69.66%	76.61%	75.52%	74.34%	73.29%	72.40%	71.28%	70.25%	69.15%	68.21%	67.73%	66.71%	65.89%	64.99%	64.28%	64.21%
<b>Asset Renewal Funding Ratio</b>	> 75.00%	> 95.00%	132.51%	102.05%	108.16%	127.18%	147.88%	177.29%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2021-22</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals							
Allocation for CBP Actions - Building Upgrades/New							
CBP Action 2.5.1.6	45,000						45,000
Increase in Asset Renewal Funding Allocation - Buildings							
Annual Works Plan - Building Renewal Works		225,746					225,746
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		29,201					29,201
<b>Plant and Equipment</b>							
Equipment Renewals		11,500					11,500
Plant & Light Fleet Renewals		210,125	158,325			51,800	
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		179,000			179,000		
<b>Infrastructure (excluding bridges)</b>							
CBP Action 1.1.7.4	5,000						5,000
Allocation for CBP Actions - Infrastructure Renewals							
Allocation for CBP Actions - Infrastructure Upgrades/New							
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		658,050			658,050		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	219,350				15,654		203,696
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)							
<b>2021-22 Total</b>	<b>269,350</b>	<b>1,313,622</b>	<b>158,325</b>		<b>852,704</b>	<b>51,800</b>	<b>520,143</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2022-23</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		42,840					42,840
Allocation for CBP Actions - Building Upgrades/New CBP Action 3.2.1.8	42,840	30,000			20,000		10,000
Increase in Asset Renewal Funding Allocation - Buildings Annual Works Plan - Building Renewal Works		229,697					229,697
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals							
<b>Plant and Equipment</b>							
Equipment Renewals		7,034					7,034
Plant & Light Fleet Renewals		1,029,507	746,040			283,467	
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		204,000			204,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		18,360					18,360
Allocation for CBP Actions - Infrastructure Upgrades/New	18,360						18,360
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		660,253			660,253		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	220,085				13,451		206,634
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)							
<b>2022-23 Total</b>	<b>281,285</b>	<b>2,221,691</b>	<b>746,040</b>		<b>897,704</b>	<b>283,467</b>	<b>575,765</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2023-24</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		54,354					54,354
Allocation for CBP Actions - Building Upgrades/New	54,354						54,354
Increase in Asset Renewal Funding Allocation - Buildings		4,269					4,269
Annual Works Plan - Building Renewal Works		233,716					233,716
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		8,438					8,438
<b>Plant and Equipment</b>							
Equipment Renewals		11,595					11,595
Plant & Light Fleet Renewals		438,867	320,523			118,344	
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		207,000			207,000		
<b>Infrastructure (excluding bridges)</b>							
CBP Action 3.2.1.7		10,000					10,000
Allocation for CBP Actions - Infrastructure Renewals		13,294					13,294
Allocation for CBP Actions - Infrastructure Upgrades/New	23,294						23,294
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		661,363			661,363		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	220,454				12,341		208,113
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		38,419					38,419
<b>2023-24 Total</b>	<b>298,102</b>	<b>1,681,315</b>	<b>320,523</b>		<b>880,704</b>	<b>118,344</b>	<b>659,846</b>

**Shire of Bridgetown-Greenbushes**  
Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2024-25</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		55,441					55,441
Allocation for CBP Actions - Building Upgrades/New	55,441						55,441
Increase in Asset Renewal Funding Allocation - Buildings		13,556					13,556
Annual Works Plan - Building Renewal Works		238,391					238,391
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		31,778					31,778
<b>Plant and Equipment</b>							
Equipment Renewals		7,704					7,704
Plant & Light Fleet Renewals		721,389	515,783			205,105	501
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		211,000			211,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		23,760					23,760
Allocation for CBP Actions - Infrastructure Upgrades/New	23,760						23,760
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		662,986			662,986		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	220,996				10,718		210,278
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		122,003					122,003
<b>2024-25 Total</b>	<b>300,197</b>	<b>2,088,008</b>	<b>515,783</b>		<b>884,704</b>	<b>205,105</b>	<b>782,613</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2025-26</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		56,688					56,688
Allocation for CBP Actions - Building Upgrades/New	56,688						56,688
Increase in Asset Renewal Funding Allocation - Buildings		22,215					22,215
Annual Works Plan - Building Renewal Works		243,755					243,755
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		73,676					73,676
<b>Plant and Equipment</b>							
Equipment Renewals							
Plant & Light Fleet Renewals		514,403	372,868			141,191	344
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		215,000			215,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		24,295					24,295
Allocation for CBP Actions - Infrastructure Upgrades/New	24,295						24,295
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		672,691			672,691		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	224,231				11,076		213,155
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		199,939					199,939
<b>2025-26 Total</b>	<b>305,214</b>	<b>2,022,662</b>	<b>372,868</b>		<b>898,767</b>	<b>141,191</b>	<b>915,050</b>



## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2026-27</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		57,964					57,964
Allocation for CBP Actions - Building Upgrades/New	57,964						57,964
Increase in Asset Renewal Funding Allocation - Buildings		41,754					41,754
Annual Works Plan - Building Renewal Works		249,240					249,240
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		10,159					10,159
<b>Plant and Equipment</b>							
Equipment Renewals		49,708					49,708
Plant & Light Fleet Renewals		478,088	347,866			129,904	318
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		219,000			219,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		24,842					24,842
Allocation for CBP Actions - Infrastructure Upgrades/New	24,842						24,842
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		674,855			674,855		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	224,952				8,912		216,040
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		375,784					375,784
<b>2026-27 Total</b>	<b>307,758</b>	<b>2,181,394</b>	<b>347,866</b>		<b>902,767</b>	<b>129,904</b>	<b>1,108,615</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2027-28</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		59,268					59,268
Allocation for CBP Actions - Building Upgrades/New	59,268						59,268
Increase in Asset Renewal Funding Allocation - Buildings		59,597					59,597
Annual Works Plan - Building Renewal Works		254,848					254,848
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals							
<b>Plant and Equipment</b>							
Equipment Renewals		73,976					73,976
Plant & Light Fleet Renewals		823,993	544,347			278,965	681
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		222,000			222,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		25,400					25,400
Allocation for CBP Actions - Infrastructure Upgrades/New	25,400						25,400
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		677,025			677,025		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	225,675				6,742		218,933
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		536,370					536,370
<b>2027-28 Total</b>	<b>310,343</b>	<b>2,732,477</b>	<b>544,347</b>		<b>905,767</b>	<b>278,965</b>	<b>1,313,741</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2028-29</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		60,601					60,601
Allocation for CBP Actions - Building Upgrades/New	60,601						60,601
Increase in Asset Renewal Funding Allocation - Buildings		76,843					76,843
Annual Works Plan - Building Renewal Works		260,582					260,582
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		37,815					37,815
<b>Plant and Equipment</b>							
Equipment Renewals		96,146	34,000				62,146
Plant & Light Fleet Renewals		386,579	244,645			141,588	346
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		226,000			226,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		25,972					25,972
Allocation for CBP Actions - Infrastructure Upgrades/New	25,972						25,972
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		679,198			679,198		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	226,400				4,569		221,831
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		691,582					691,582
<b>2028-29 Total</b>	<b>312,973</b>	<b>2,541,318</b>	<b>278,645</b>		<b>909,767</b>	<b>141,588</b>	<b>1,524,291</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2029-30</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		61,965					61,965
Allocation for CBP Actions - Building Upgrades/New	61,965						61,965
Increase in Asset Renewal Funding Allocation - Buildings		107,908					107,908
Annual Works Plan - Building Renewal Works		266,445					266,445
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		11,295					11,295
<b>Plant and Equipment</b>							
Equipment Renewals							
Plant & Light Fleet Renewals		693,078	534,578			158,112	388
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		230,000			230,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		26,556					26,556
Allocation for CBP Actions - Infrastructure Upgrades/New	26,556						26,556
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		681,374			681,374		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	227,125				2,393		224,732
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		971,173					971,173
<b>2029-30 Total</b>	<b>315,646</b>	<b>3,049,794</b>	<b>534,578</b>		<b>913,767</b>	<b>158,112</b>	<b>1,758,983</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2030-31</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		63,359					63,359
Allocation for CBP Actions - Building Upgrades/New	63,359						63,359
Increase in Asset Renewal Funding Allocation - Buildings		129,211					129,211
Annual Works Plan - Building Renewal Works		272,440					272,440
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		19,011					19,011
<b>Plant and Equipment</b>							
Equipment Renewals		16,890					16,890
Plant & Light Fleet Renewals		833,081	558,012			274,398	671
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		235,000			235,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		27,154					27,154
Allocation for CBP Actions - Infrastructure Upgrades/New	27,154						27,154
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		691,280			691,280		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	230,427				2,789		227,638
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		1,162,895					1,162,895
<b>2030-31 Total</b>	<b>320,940</b>	<b>3,450,321</b>	<b>558,012</b>		<b>929,069</b>	<b>274,398</b>	<b>2,009,782</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2031-32</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		64,785					64,785
Allocation for CBP Actions - Building Upgrades/New	64,785						64,785
Increase in Asset Renewal Funding Allocation - Buildings		155,900					155,900
Annual Works Plan - Building Renewal Works		278,570					278,570
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		35,034					35,034
<b>Plant and Equipment</b>							
Equipment Renewals		22,212					22,212
Plant & Light Fleet Renewals		311,121	193,729			117,106	286
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		239,000			239,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		27,765					27,765
Allocation for CBP Actions - Infrastructure Upgrades/New	27,765						27,765
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		693,460			693,460		
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	231,153				609		230,544
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		1,403,099					1,403,099
<b>2031-32 Total</b>	<b>323,703</b>	<b>3,230,946</b>	<b>193,729</b>		<b>933,069</b>	<b>117,106</b>	<b>2,310,745</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2032-33</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		66,242					66,242
Allocation for CBP Actions - Building Upgrades/New	66,242						66,242
Increase in Asset Renewal Funding Allocation - Buildings		187,936					187,936
Annual Works Plan - Building Renewal Works		284,838					284,838
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals							
<b>Plant and Equipment</b>							
Equipment Renewals		8,723					8,723
Plant & Light Fleet Renewals		938,622	645,609			292,298	715
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		243,000			243,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		28,390					28,390
Allocation for CBP Actions - Infrastructure Upgrades/New	28,390						28,390
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		695,638			694,069		1,569
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	231,879						231,879
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		1,691,420					1,691,420
<b>2032-33 Total</b>	<b>326,511</b>	<b>4,144,809</b>	<b>645,609</b>		<b>937,069</b>	<b>292,298</b>	<b>2,596,344</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2033-34</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		67,733					67,733
Allocation for CBP Actions - Building Upgrades/New	67,733						67,733
Increase in Asset Renewal Funding Allocation - Buildings		199,640					199,640
Annual Works Plan - Building Renewal Works		291,247					291,247
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		48,138					48,138
<b>Plant and Equipment</b>							
Equipment Renewals		125,605					125,605
Plant & Light Fleet Renewals		492,707	356,057			136,317	333
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		247,000			247,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		29,028					29,028
Allocation for CBP Actions - Infrastructure Upgrades/New	29,028						29,028
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		697,814			694,069		3,745
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	232,605						232,605
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		1,796,758					1,796,758
<b>2033-34 Total</b>	<b>329,366</b>	<b>3,995,670</b>	<b>356,057</b>		<b>941,069</b>	<b>136,317</b>	<b>2,891,593</b>



## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2034-35</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		69,257					69,257
Allocation for CBP Actions - Building Upgrades/New	69,257						69,257
Increase in Asset Renewal Funding Allocation - Buildings		245,607					245,607
Annual Works Plan - Building Renewal Works		297,800					297,800
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		24,022					24,022
<b>Plant and Equipment</b>							
Equipment Renewals							
Plant & Light Fleet Renewals		1,159,588	743,995			414,579	1,014
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		252,000			252,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		29,681					29,681
Allocation for CBP Actions - Infrastructure Upgrades/New	29,681						29,681
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		699,987			694,069		5,918
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	233,329						233,329
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		2,210,463					2,210,463
<b>2034-35 Total</b>	<b>332,267</b>	<b>4,988,405</b>	<b>743,995</b>		<b>946,069</b>	<b>414,579</b>	<b>3,216,029</b>

## Shire of Bridgetown-Greenbushes

Forecast Statement of Capital Funding - for the period 2021 - 2036

Row Labels	New Service/ Expansion/ Upgrade Expenditure	Renewal Expenditure	Financing - Reserves Utilised	Financing - New Borrowings	Financing - Grants and Contributions	Financing - Proceeds on Sale of assets	Financing - General Revenue
<b>2035-36</b>							
<b>Buildings</b>							
Allocation for CBP Actions - Building Renewals		70,815					70,815
Allocation for CBP Actions - Building Upgrades/New	70,815						70,815
Increase in Asset Renewal Funding Allocation - Buildings		287,835					287,835
Annual Works Plan - Building Renewal Works		304,501					304,501
<b>Furniture and Equipment</b>							
Furniture & Equipment Renewals		59,986					59,986
<b>Plant and Equipment</b>							
Equipment Renewals							
Plant & Light Fleet Renewals		722,177	493,380			228,240	557
<b>Infrastructure - bridges</b>							
Annual Works Plan - Bridge Renewals		257,000			257,000		
<b>Infrastructure (excluding bridges)</b>							
Allocation for CBP Actions - Infrastructure Renewals		30,349					30,349
Allocation for CBP Actions - Infrastructure Upgrades/New	30,349						30,349
Annual Works Plan - Infrastructure (excluding Bridges) Renewals		710,067			704,616		5,451
Annual Works Plan - Infrastructure (excluding Bridges) Upgrade/New	236,689						236,689
Increase in Asset Renewal Funding Allocation - Infrastructure (excluding bridges)		2,590,511					2,590,511
<b>2035-36 Total</b>	<b>337,853</b>	<b>5,033,241</b>	<b>493,380</b>		<b>961,616</b>	<b>228,240</b>	<b>3,687,858</b>
<b>Grand Total</b>	<b>4,671,508</b>	<b>44,675,673</b>	<b>6,809,757</b>		<b>13,694,612</b>	<b>2,971,414</b>	<b>25,871,398</b>