



Corporate Business Plan 2021 to 2025

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Purpose

The Corporate Business Plans defines the facilities, services, programs and projects the Shire will undertake to deliver the community priorities that are detailed in the adopted Community Strategic Plan. Appended to the plan is a financial forecast for the next 4 years plus the current year, taken from the long-term financial plan.

The list of Community Priorities section later in the plan also provides the basis for quarterly reporting using a simple traffic light system. This information will be shared with Council and the Community on a quarterly basis via an OCM Item and the Shire’s web-site,

The Corporate Business Plan is reviewed and updated annually to reflect any changes to the long-term financial plan, service levels and to include any new programs, projects or strategic initiatives. It is supported by the Asset, Financial and Work-force informing strategies which detail the resources required to deliver the required outcomes.

Revision History

Rev No	Date	Reason for Revision
1.0	09/12/2020	Initial draft for review – format updated to reflect current requirements
1.1	16/12/2020	Final Adopted by Council

OCM2021/060 - COUNCIL RESOLUTION
 MOVED Cr KR Stephens / Cr JN Germain

That Council endorses the Corporate Business Plan 2021- 2025 resulting from the review conducted in accordance with regulation 19DA of the Local Government (Administration) Regulations 1996.

CARRIED 7/0 By Absolute Majority

Strategic Challenges

Economic

- How do we grow our economy sustainably in the jobs of the future?
- How do we improve local technology and communication platforms?
- How do we reduce the number of people leaving the region for work or study opportunities?
- How do we capitalise on our location, assets and people to encourage business investment?
- How do we attract more people to our region and get them to stay longer?

Social

- How do we adapt to changes in the way people live?
- How do we ensure fair and equal access across a diverse community?
- How do we ensure that people feel valued and are proud to be part of our community?
- How do we deal with anti-social behaviour and the illicit drug epidemic?
- How do we protect, manage and preserve our heritage?

Environment

- How do we increase investment in infrastructure from all levels of government?
- How do we improve and “green” our transport network?
- How do we sustainably manage the maintenance and renewal of City assets?
- How do we reduce energy consumption and increase the use of renewable sources?
- How do we protect our local flora and fauna?
- How do we balance providing access to our pristine natural environment while protecting it?
- How do we reduce waste going to landfill and increase reuse and recycling?

Civic Leadership

- How do we balance the differing views and priorities within our community?
- How do we ensure best value for money in everything we do?
- How do we continually improve customer service?
- How do we ensure that leaders and decision makers have the information they need?
- How do we connect with people to explain decisions and the reasons for them?

Community Facilities, Infrastructure and Services

Community Facilities		
Facility	Service Objective	Legislated
Caravan Parks	To manage and maintain shire Caravan Parks to provide a safe and welcome environment for visitors	N
Gardens	To manage and maintain gardens so that they are seen as clean, tidy and inviting	N
Housing	To manage and maintain Shire owned housing	N
Library	To provide a basic library service for local community use	N
Parks and Playgrounds	To manage and maintain parks and playgrounds that attract community members and visitors	N
Public Toilets	To maintain so that public toilets are seen as clean, tidy and usable	N
Recreation Grounds & Pavilions	To manage and maintain to an acceptable standard relevant to current usage	N
Reserves	To retain and maintain for community use	N
Town Halls/Public Buildings	To manage and maintain to an acceptable standard relevant to current usage	N
Community Infrastructure		
Sewerage	To plan, renew and maintain shire infrastructure to a safe operating standard that meets community needs	Y
Footpaths		Y
Street Lighting		Y
Drainage & Stormwater		Y
Roads & Verges		Y

Shire Services		
Service	Service Objective	Legislated
Community Engagement	To keep the community informed through various communication platforms and involving them in relevant issues	Y
Customer Service & Payments	To provide a high of level of customer service and access to convenient payment options	Y
Economic Development	To promote the shire and region as an attractive place for business	N
Finance and Governance	To deliver open and transparent systems that ensure the prudent use of funding streams	Y
Fire & Emergency	To partner with relevant agencies and volunteers to ensure adequate resources to respond to emergencies	Y
Maintenance - Roads	To schedule and deliver maintenance programs in line with resource capacity that support a reliable transport network	Y
Natural Resource Management	To conserve, enhance, promote and rehabilitate the natural environment	Y
Public Health	To ensure that public health legislation is being complied with	Y
Regional Collaboration	To support regional co-operation and share resources with other LG's	N
Town Main Streets	To maintain streetscapes that are neat, tidy and welcoming	N
Town Planning and Building Control	To ensure that legislative requirements and building standards are being complied with	Y
Tourism Promotion	To promote and develop tourism and maintain local attractions	N
Volunteer & Community Group Support	To actively support community groups and volunteers to encourage community driven activities	N
Waste, Recycling & Refuse Sites	To provide waste services throughout the shire which are convenient to the community while meeting our legislative requirements	Y

Financial Management

Purpose	To allocate resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects.
Guiding Principles	<p>Seek Long Term Financial Sustainability. The Shire seeks long term financial sustainability over the 10 Year Financial Plan. This is measured, and reported yearly, by various financial ratios.</p> <p>Maintain a Balanced Budget. Both the 10 Year Financial Plan and the Annual budget are prepared to be balanced meaning the Shire plans to deliver all services and infrastructure from available resources, and not operate at a deficit.</p> <p>Prudent Use of Borrowings. The Shire will be prudent in its use of long-term borrowings to fund asset and infrastructure projects.</p> <p>Prudent Use of Reserves. The Shire maintains a number of financial reserves to assist with maintaining a balanced budget and to support longer term financial planning.</p>
Key Inputs	<ul style="list-style-type: none"> • Strategic Community Plan • Corporate Business Plan • Planned Capital Projects • Long Term Financial Plan
How Reviewed	<ul style="list-style-type: none"> • Twice annually via the budget review process
How Reported	<ul style="list-style-type: none"> • Monthly via Officer Report to Council • Annually via the Annual Report

Asset Management

Purpose	<p>To protect and enhance our natural and built environment in an ever-changing environment and to build, maintain and renew Shire assets in a financially sustainable manner</p>
Guiding Principles	<ul style="list-style-type: none"> • Sustainable financial performance • Well informed investment decisions • Improved management of risk • More efficient service delivery • Improved social responsibility • Demonstrated compliance • Enhanced community consultation
Key Inputs	<ul style="list-style-type: none"> • Asset Management Policy and Framework • Asset condition data • Community Service level expectations • Technical Service levels
How Reviewed	<ul style="list-style-type: none"> • Annually to update financial modelling from new data • Major review of the Policy and Framework every 4 years
How Reported	<ul style="list-style-type: none"> • Asset ratios • Capital works program reporting

Workforce Management

Purpose	To enhance the capacity of the workforce to meet community needs by ensuring the organisation has the required staff, capabilities, and resources to meet current and future service demands.
Guiding Principles	<ul style="list-style-type: none"> • Attract, reward, and retain the best talent • Develop people and build capability • Foster a culture of teamwork, safety, health, and wellbeing. • Connect with local people and local business • Network and resource share within the region and the LG sector
Key Inputs	<ul style="list-style-type: none"> • Employee and community demographics • Service delivery commitments • Current risks and opportunities • Budget and resources available
How Reviewed	<ul style="list-style-type: none"> • Monitored regularly by Management Team • Full review and update every 4 years.
How Reported	<ul style="list-style-type: none"> • Via the annual IPR assessment and Annual Report

Risk Management and Governance

<p>Purpose</p>	<p>To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.</p>
<p>Guiding Principles</p>	<ul style="list-style-type: none"> • Integral part of organisational processes • Informs decision making • Explicitly addresses uncertainty • Systematic, structured, and timely • Based on the best available information • Tailored to suit environment • Takes human and cultural factors into account • Transparent and inclusive • Facilitates continual improvement and enhancement of the organisation
<p>Key Inputs</p>	<ul style="list-style-type: none"> • Risk Reporting Framework • Compliance Calendar • Officer Reports,
<p>How Reviewed</p>	<p>Risk Management and Governance falls on all levels of the organisation including Council, the Management Team (EMT), staff and persons who perform functions or deliver services on behalf of the Shire.</p> <ul style="list-style-type: none"> • Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework. • The Audit & Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.
<p>How Reported</p>	<p>Council's Audit Committee is responsible for 'reviewing the adequacy of accounting, internal control, reporting and other financial management and governance systems and practices of the Council on a regular basis. Specifically, under Regulation 17 of the <i>Local Government (Audit) Regulations 1996</i> it is a responsibility of the Audit & Risk Committee to receive the CEO reviews conducted on the appropriateness of systems and procedures in relation to risk management, internal control and legislative compliance.</p>

Community Engagement

Purpose	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
Guiding Principles	<p>Taken from iap2 seven drivers of contemporary engagement practice):</p> <ul style="list-style-type: none"> • Public participation is based on the belief that those who are affected by a decision have the right to be involved in the decision-making process. • Public participation includes the promise that the public's contribution will influence the decision. • Public promotion promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers. • Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision • Public participation seeks input from participants in designing how they participate. • Public participation provides participants with the information they need to participate in a meaningful way. • Public participation communicates to participants how their input affected the decision.
Key Inputs	<ul style="list-style-type: none"> • Community Engagement Toolkit • Various engagement techniques that are identified for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.
How Reviewed	<ul style="list-style-type: none"> • The framework is constantly monitored with each engagement activity subjected to a lesson's learnt review to consider better ways to engage into the future.
How Reported	<ul style="list-style-type: none"> • Engagement Reports that are appended to Officer Reports to Council. • Summary of key engagement activities in the Annual Report.

Community Priorities (next 4 years)

1 Economy: “Support growth and progress locally and regionally”

#	Community Priority	#	Actions	20 21	21 22	22 23	23 24 25	Status	Quarterly Update
1.1	Growth in business opportunities	1.1.1	Review and update the town planning scheme to introduce more flexibility in land use to enable business growth	✓	✓				
1.1	Growth in business opportunities	1.1.2	Advocate for improved communications infrastructure.	✓	✓	✓	✓		
1.1	Growth in business opportunities	1.1.3	Partner with CBH to develop infrastructure that will increase the availability of short-term accommodation	✓	✓	✓			
1.2	Increased tourism	1.2.1	Partner with GS Treasures and GS Core to develop tourism opportunities.	✓	✓	✓	✓		
1.2	Increased tourism	1.2.2	Deliver upgrades to the Shire Caravan Parks and Camping Grounds	✓	✓				
1.2	Increased tourism	1.2.3	Deliver the Pingrup Silo Walk trail	✓					
1.2	Increased tourism	1.2.4	Design and deliver town main streets enhancement projects	✓	✓	✓	✓		

#	Community Priority	#	Actions	20 21	21 22	22 23	23 24 25	Status	Quarterly Update
1.2	Increased tourism	1.2.5	Investigate the creation or development of a tourism “icon” or theme	✓	✓				
1.3	An effective, well maintained transport network	1.3.1	Investigate funding opportunities to support the delivery of the Long-Term Roads Program	✓	✓	✓	✓		
1.4	Agriculture opportunities maintained and developed	1.4.1	Investigate opportunities to support the agricultural industry	✓	✓	✓	✓		

2 Social “To provide community facilities and promote social interaction”

#	Community Priority	#	Actions	20 21	21 22	22 23	23 24 25	Status	Quarterly Update
2.1	Provision of youth services and facilities	2.1.1	Investigate opportunities and projects that will retain young people in the region.	✓	✓	✓	✓		
2.2	Build a healthier and safer community	2.2.2	Advocate for mental health and social support services within the region.	✓	✓	✓	✓		
2.2	Build a healthier and safer community	2.2.3	Support Junior Sport and Local recreation activities.	✓	✓	✓	✓		
2.3	Existing strong community spirit and pride is fostered promoted and encouraged	2.3.1	Support community events.	✓	✓	✓	✓		
2.4	Cultural and heritage diversity is recognised	2.4.1	Implement a review of the Municipal heritage inventory.		✓	✓			
2.5	A broad range of quality education services and facilities servicing the region	2.5.1	Partner with Government Agencies to provide local housing for primary school staff	✓	✓	✓	✓		
2.5	A broad range of quality education services and facilities servicing the region	2.5.2	Advocate for increased education facilities for the region.	✓	✓	✓	✓		

3 Environment: “Conserve, protect and enhance our natural and built environment”

#	Community Priority	#	Actions	20 21	21 22	22 23	23 24 25	Status	Quarterly Update
3.1	A preserved natural environment	3.1.1	Investigate funding opportunities that enhance or preserve the natural environment	✓	✓	✓	✓		
3.1	A preserved natural environment	3.1.2	Deliver water conservation projects for the Drought Communities Relief program	✓					
3.2	Effective waste services	3.2.1	Implement recommended actions from the strategic waste review	✓	✓				
3.3	Effective use of resources	3.3.1	Partner with surrounding LG’s to enable resource sharing to deliver relevant services	✓	✓	✓	✓		
3.4	A well-maintained built environment	3.4.1	Implement Urban Regeneration Project to purchase property for future development	✓		✓			
3.4	A well-maintained built environment	3.4.2	Investigate options to improve Shire cemeteries		✓	✓	✓		
3.4	A well-maintained built environment	3.4.3	Investigate and develop footpath plans for towns		✓	✓	✓		

4 Civic Leadership “Continually enhance the Shire’s organisational capability to service the needs our community”

#	Community Priority	#	Actions	20 21	21 22	22 23	23 24 25	Status	Quarterly Update
4.1	An efficient and effective organisation	4.1.1	Deliver the statutory review of the Shire Community Strategic Plan and Corporate Business Plan	✓		✓			
4.1	An efficient and effective organisation	4.1.2	Develop and implement a simple Engagement Toolkit to assist with effective community engagement	✓					
4.1	An efficient and effective organisation	4.1.3	Review and update statutory requirements such as local laws and record keeping plan	✓	✓				
4.1	An efficient and effective organisation	4.1.4	Investigate transitioning Elected Member to paperless systems and communications	✓	✓				
4.1	An efficient and effective organisation	4.1.5	Investigate and implement a practical Governance & Compliance Calendar	✓	✓				
4.2	An employer of choice	4.2.1	Review and update the Shire Workforce Plan	✓	✓	✓	✓		

APPENDIX 1

APPENDIX 1

FINANCIAL SUMMARY

2021 - 2025



Shire of Kent
Key Performance Indicators
For the period 2021 to 2025

	BUDGET	FINANCIAL ESTIMATES			
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$	\$
LIQUIDITY RATIO					
<u>(Current assets MINUS restricted assets)</u>	429,031	1,373,199	1,348,457	1,208,664	1,409,981
(Current liabilities MINUS liabilities associated with restricted assets)	491,738	290,779	507,126	495,556	495,137
	0.8725	4.7225	2.6590	2.4390	2.8477
<i>The standard is not met if the ratio is lower than 1:1.</i>					
DEBT SERVICE COVER RATIO					
<u>(Annual operating surplus BEFORE interest and depreciation)</u>	(2,281,613)	27,857	(25,773)	144,751	12,203
(Principal and interest)	78,112	105,450	105,508	105,569	34,281
	29.2095	0.2642	0.2443	1.3711	0.3560
<i>BASIC standard is achieved if the ratio is greater than or equal to 2.</i>					
<i>ADVANCED standard is achieved if the ratio is greater than 5.</i>					
OWN SOURCE REVENUE COVERAGE RATIO					
<u>(Own source operating revenue)</u>	3,130,909	3,307,998	3,248,604	3,314,571	3,390,826
(Operating expense)	5,715,316	5,124,536	5,155,658	5,088,726	5,115,161
	0.5478	0.6455	0.6301	0.6514	0.6629
<i>BASIC standard is achieved if the ratio is between 0.4 and 0.6.</i>					
<i>INTERMEDIATE standard is achieved if the ratio is between 0.6 and 0.9.</i>					
<i>ADVANCED standard is achieved if the ratio is greater than 0.9.</i>					
OPERATING SURPLUS RATIO					
<u>(Operating revenue MINUS operating expense)</u>	(2,281,613)	27,857	(25,773)	144,751	12,203
(Own source operating revenue)	3,130,909	3,307,998	3,248,604	3,314,571	3,390,826
	0.7287	0.0084	0.0079	0.0437	0.0036
<i>BASIC standard is achieved if the ratio is between 0.01 and 0.15.</i>					
<i>ADVANCED standard is achieved if the ratio is greater than 0.15.</i>					
ASSET SUSTAINABILITY RATIO					
<u>Capital renewal and replacement expenditure</u>	5,346,776	2,896,218	2,550,549	2,466,000	2,603,566
Depreciation	1,896,925	1,675,754	1,602,946	1,731,582	1,761,305
	2.8187	1.7283	1.5912	1.4241	1.4782
<i>Standard is achieved if the ratio is 0.90.</i>					
<i>Standard is improving if this ratio is between 0.90 and 1.10.</i>					

Variable Assumptions Underpinning the Plan
For the period 2021 to 2025

	FINANCIAL ESTIMATES			
	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$
OPERATING REVENUES				
Rates Annual Increases	2.0%	2.0%	2.0%	2.0%
Grants, subsidies & contributions - operating	2.0%	2.0%	2.0%	2.0%
Other revenue	2.0%	2.0%	2.0%	2.0%
OPERATING EXPENSES				
Employee costs	2.00%	2.00%	2.00%	-3.06%
Materials & contracts	2.00%	2.00%	2.00%	2.00%
Insurance	2.00%	2.00%	2.00%	2.00%

Shire of Kent
Statement of Comprehensive Income By Nature Type
For the period 2021 to 2025

	BUDGET				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$	\$
Revenue					
Rates	2,352,321	2,399,367	2,447,354	2,496,301	2,546,227
Grants, subsidies & contributions - operating	302,794	1,844,395	1,881,281	1,918,906	1,736,538
Interest earnings	79,463	52,967	50,874	52,886	63,912
Fees & charges	584,225	701,495	715,524	729,835	744,429
Other revenue	44,900	34,169	34,852	35,549	36,258
	3,363,703	5,032,393	5,129,885	5,233,477	5,127,364
Expenses					
Employee costs	(2,024,798)	(1,919,849)	(1,958,190)	(1,975,488)	(1,914,988)
Materials & contracts	(1,130,929)	(888,933)	(836,699)	(924,840)	(843,313)
Utilities	(170,131)	(157,841)	(160,997)	(164,217)	(167,495)
Depreciation	(1,896,925)	(1,675,754)	(1,602,946)	(1,731,582)	(1,761,305)
Insurance	(158,286)	(166,867)	(170,205)	(173,614)	(177,089)
Interest expenses	(15,405)	(17,405)	(13,885)	(10,125)	(7,268)
Other expenses	(290,610)	(297,887)	(412,736)	(108,860)	(243,703)
	(5,687,084)	(5,124,536)	(5,155,658)	(5,088,726)	(5,115,161)
Subtotal	(2,323,381)	(92,143)	(25,773)	144,751	12,203
Operating profit/(loss)					
Grants, subsidies & contributions - non operating	3,655,211	618,000	618,000	550,000	550,000
Profit on asset disposals	70,000	120,000	0	0	0
Loss on asset disposals	(28,232)	0	0	0	0
Fair value investment adjustment	0				
	3,696,979	738,000	618,000	550,000	550,000
Net result	1,373,598	645,857	592,227	694,751	562,203
Other comprehensive income	0	5,416,127	5,525,383	5,641,473	5,752,034
Total comprehensive income	1,373,598	6,061,984	6,117,610	6,336,224	6,314,237

Shire of Kent
Statement of Comprehensive Income By Program
For the period 2021 to 2025

	BUDGET	FINANCIAL ESTIMATES			
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$	\$
Revenue					
General purpose funding	2,438,284	3,840,493	3,914,150	3,993,427	3,862,517
Governance	5,700	18,216	18,579	18,952	19,331
Law, order, public safety	77,054	208,096	212,258	216,503	220,832
Health	7,000	275	281	287	293
Education and welfare	0	552	563	574	585
Housing	101,250	106,544	108,675	110,849	113,066
Community amenities	139,055	174,521	178,010	181,569	185,200
Recreation and culture	9,200	2,703	2,757	2,812	2,868
Transport	390,000	506,110	516,232	526,556	537,087
Economic services	95,200	40,738	41,552	42,384	43,231
Other property and services	100,960	134,145	136,828	139,564	142,354
	3,363,703	5,032,393	5,129,885	5,233,477	5,127,364
Expenses (exc finance costs)					
General purpose funding	(94,484)	(147,243)	(540,477)	(653,222)	(663,224)
Governance	(557,901)	(527,992)	(150,188)	(153,194)	(156,257)
Law, order, public safety	(203,828)	(267,329)	(272,650)	(278,081)	(283,619)
Health	(44,944)	(32,477)	(33,126)	(33,790)	(34,465)
Education and welfare	(29,258)	(18,243)	(18,608)	(18,980)	(19,359)
Housing	(419,953)	(176,381)	(179,586)	(182,911)	(186,301)
Community amenities	(537,554)	(456,077)	(465,024)	(474,181)	(483,525)
Recreation and culture	(743,622)	(664,646)	(679,577)	(794,853)	(710,464)
Transport	(2,513,261)	(2,364,522)	(2,320,886)	(2,020,875)	(2,093,613)
Economic services	(320,337)	(247,508)	(252,407)	(257,411)	(262,517)
Other property and services	(206,537)	(204,713)	(229,244)	(211,103)	(214,549)
	(5,671,679)	(5,107,131)	(5,141,773)	(5,078,601)	(5,107,893)
Finance costs					
Housing	(13,872)	(16,485)	(13,274)	(9,854)	(7,268)
Community amenities	(1,205)	(921)	(611)	(271)	0
Economic services	0	0	0	0	0
Other property and services	(328)	0	0	0	0
	(15,405)	(17,405)	(13,885)	(10,125)	(7,268)
Non operating grants, subsidies & contributions					
General purpose funding	500,000				
Housing	848,116				
Community amenities	183,304				
Recreation and culture	5,500			50,000	50,000
Transport	2,118,291	500,000	500,000	500,000	500,000
Economic services	0	118,000	118,000	0	0
Other property and services	0	0	0	0	0
	3,655,211	618,000	618,000	550,000	550,000
Profit/(loss) on asset disposals					
Housing	0	120,000	0	0	0
Transport	41,768	0	0	0	0
	41,768	120,000	0	0	0
Net result	1,373,598	645,857	592,227	694,751	562,203
Other comprehensive income	0	5,416,127	5,525,383	5,641,473	5,752,034
Total comprehensive income	1,373,598	6,061,984	6,117,610	6,336,224	6,314,237

Shire of Kent
Rate Setting Statement
For the period 2021 to 2025

	BUDGET				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$	\$
Operating Revenue					
Rate levies (under adopted assumptions)	2,352,321	2,399,367	2,447,354	2,496,301	2,546,227
Grants, subsidies & contributions - operating	302,794	1,844,395	1,881,281	1,918,906	1,736,538
Interest earnings	79,463	52,967	50,874	52,886	63,912
Profit on asset disposals	70,000	120,000	0	0	0
Fees & charges	584,225	701,495	715,524	729,835	744,429
Other revenue	44,900	34,169	34,852	35,549	36,258
	3,433,703	5,152,393	5,129,885	5,233,477	5,127,364
Operating Expenditure					
Employee costs	(2,024,798)	(1,919,849)	(1,958,190)	(1,975,488)	(1,914,988)
Materials & contracts	(1,130,929)	(888,933)	(836,699)	(924,840)	(843,313)
Utilities	(170,131)	(157,841)	(160,997)	(164,217)	(167,495)
Depreciation	(1,896,925)	(1,675,754)	(1,602,946)	(1,731,582)	(1,761,305)
Insurance	(158,286)	(166,867)	(170,205)	(173,614)	(177,089)
Interest expenses	(15,405)	(17,405)	(13,885)	(10,125)	(7,268)
Other expenses	(290,610)	(297,887)	(412,736)	(108,860)	(243,703)
Loss on asset disposals	(28,232)	0	0	0	0
	(5,715,316)	(5,124,536)	(5,155,658)	(5,088,726)	(5,115,161)
Non operating grants, subsidies & contributions					
Non operating grants, subsidies & contributions	3,655,211	618,000	618,000	550,000	550,000
Net operating result	1,373,598	645,857	592,227	694,751	562,203
Non cash amounts excluded from operating activities					
Add back depreciation	1,896,925	1,675,754	1,602,946	1,731,582	1,761,305
Movement in contract/employee liabilities	939			(14,454)	(134,783)
Adjust (profit)/loss	(41,768)	(120,000)	0	0	0
	1,856,096	1,555,754	1,602,946	1,717,128	1,626,522
Amount attributable to operating activities	3,229,694	2,201,611	2,195,173	2,411,879	2,188,725
Capital revenues					
Proceeds from sale of assets	350,000	489,867	304,373	326,496	752,516
Acquisition of fixed assets					
Land and buildings	(667,871)	(830,000)	(405,000)	(110,000)	(110,000)
Plant and equipment	(893,901)	(568,000)	(472,489)	(800,000)	(360,000)
Furniture and equipment	(25,000)	0	0	0	0
Infrastructure - roads	(3,201,700)	(1,398,218)	(1,573,060)	(1,456,000)	(1,383,566)
Infrastructure - parks/gardens/reserves	(558,304)	(100,000)	(100,000)	(100,000)	(750,000)
	(5,346,776)	(2,896,218)	(2,550,549)	(2,466,000)	(2,603,566)
Financing/Borrowings					
Repayment of borrowings	(62,707)	(88,044)	(91,623)	(95,444)	(27,013)
	(62,707)	(88,044)	(91,623)	(95,444)	(27,013)
Restricted funding movements					
Opening funds surplus/(deficit)	1,866,252	1,326,227	1,170,463	932,953	808,552
Transfer to reserves	(191,463)	(472,979)	(334,884)	(341,333)	(347,356)
Transfer from reserves	155,000	610,000	240,000	40,000	170,000
	1,829,789	1,463,248	1,075,579	631,620	631,196
Closing funds surplus/(deficit)	0	1,170,463	932,953	808,552	941,858

Shire of Kent
Statement of Cash Flows
For the period 2021 to 2025

	BUDGET				
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts					
Rates	2,344,321	2,391,367	2,447,354	2,488,301	2,546,227
Grants, subsidies and contributions - operating	226,554	1,768,395	1,881,281	1,918,906	1,736,538
Interest earnings	79,463	52,967	50,874	52,886	63,912
Fees and charges	599,225	701,495	715,524	729,835	744,429
Other revenue	44,900	34,169	34,852	35,549	36,258
	3,294,463	4,948,393	5,129,885	5,225,477	5,127,364
Payments					
Employee costs	(2,019,859)	(1,914,849)	(1,958,190)	(1,975,488)	(1,914,988)
Materials & contracts	(1,094,148)	(853,933)	(836,699)	(929,840)	(843,313)
Utilities	(170,131)	(157,841)	(160,997)	(164,217)	(167,495)
Insurance	(158,286)	(166,867)	(170,205)	(173,614)	(177,089)
Interest expenses	(16,405)	(39,621)	(39,621)	(39,621)	(39,621)
Other expenses	(290,610)	(297,887)	(412,736)	(108,860)	(243,703)
	(3,749,439)	(3,430,998)	(3,578,448)	(3,391,640)	(3,386,209)
Net cash provided by operating activities	(454,976)	1,517,395	1,551,437	1,833,837	1,741,155
CASH FLOWS FROM INVESTING ACTIVITIES					
Payments					
Purchase land and buildings	(667,871)	(830,000)	(405,000)	(110,000)	(110,000)
Purchase plant and equipment	(893,901)	(568,000)	(472,489)	(800,000)	(360,000)
Purchase furniture and equipment	(25,000)	0	0	0	0
Purchase infrastructure - roads	(3,201,700)	(1,398,218)	(1,573,060)	(1,456,000)	(1,383,566)
Purchase infrastructure - parks/gardens/reserves	(558,304)	(100,000)	(100,000)	(100,000)	(750,000)
	(5,346,776)	(2,896,218)	(2,550,549)	(2,466,000)	(2,603,566)
Receipts					
Proceeds from sale of assets	350,000	489,867	304,373	326,496	752,516
Non operating grants, subsidies & contributions	3,655,211	618,000	618,000	550,000	550,000
	4,005,211	1,107,867	922,373	876,496	1,302,516
Net cash used in investing activities	(1,341,565)	(1,788,351)	(1,628,176)	(1,589,504)	(1,301,050)
CASH FLOWS FROM FINANCING ACTIVITIES					
Repayment of borrowings	(62,707)	(88,044)	(91,623)	(95,444)	(27,013)
Proceeds from borrowings	0				
Net cash (used in)/provided by financing activities	(62,707)	(88,044)	(91,623)	(95,444)	(27,013)
Net increase/decrease in cash held	(1,859,248)	(359,000)	(168,362)	148,889	413,092
Cash at beginning of year	5,595,869	3,736,621	3,749,572	3,581,210	3,730,099
Cash and cash equivalents at end of year	3,736,621	3,377,621	3,581,210	3,730,099	4,143,191

Shire of Kent
Statement of Financial Position
For the period 2021 to 2025

	BUDGET	FINANCIAL ESTIMATES			
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$	\$
Current assets					
Cash and cash equivalents	3,736,621	3,377,621	3,581,210	3,730,099	4,143,191
Trade and other receivables	130,996	210,796	97,349	110,000	65,581
Inventories	60,268	70,000	50,000	50,000	60,000
Other financial assets	0	0	0	0	0
Total current assets	3,927,885	3,658,417	3,728,559	3,890,099	4,268,772
Non current assets					
Other receivables	72,327	7,844	7,844	7,844	7,844
Infrastructure	266,830,883	269,454,129	275,720,853	282,159,395	288,248,115
Total non current assets	266,903,210	269,461,973	275,728,697	282,167,239	288,255,959
TOTAL ASSETS	270,831,095	273,120,390	279,457,256	286,057,338	292,524,731
Current liabilities					
Trade and other payables	(429,031)	(202,735)	(415,503)	(400,112)	(468,124)
Provisions	(243,916)	(326,038)	(402,707)	(426,038)	(476,038)
Current portion of long term borrowings	(62,707)	(88,044)	(91,623)	(95,444)	(27,013)
Total current liabilities	(735,654)	(616,817)	(909,833)	(921,594)	(971,175)
Non current liabilities					
Provisions	(25,000)	(16,668)	(38,110)	(389,472)	(454,630)
Long term borrowings	(128,779)	(451,970)	(356,769)	(257,505)	(298,923)
Total non current liabilities	(153,779)	(468,638)	(394,879)	(646,977)	(753,553)
TOTAL LIABILITIES	(889,433)	(1,085,456)	(1,304,712)	(1,568,570)	(1,724,728)
NET ASSETS	269,941,662	272,034,934	278,152,544	284,488,768	290,800,004
Equity					
Retained surplus	33,666,406	31,557,187	32,054,530	32,447,948	32,829,794
Reserves - cash backed	3,498,854	2,285,218	2,380,102	2,681,435	2,858,791
Revaluation surplus	232,776,402	238,192,529	243,717,912	249,359,385	255,111,419
	269,941,662	272,034,934	278,152,544	284,488,768	290,800,004

Shire of Kent
Statement of Changes in Equity
For the period 2021 to 2025

	BUDGET	FINANCIAL ESTIMATES			
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$	\$
RETAINED SURPLUS					
Balance as at 1 July	32,329,271	30,774,309	31,557,187	32,054,530	32,447,948
Net result	1,373,598	645,857	592,227	694,751	559,203
Transfer from Reserves	155,000	610,000	240,000	40,000	170,000
Transfer to Reserves	(191,463)	(472,979)	(334,884)	(341,333)	(347,356)
Balance as at 30 June	33,666,406	31,557,187	32,054,530	32,447,948	32,829,794
RESERVES - CASH BACKED					
Balance as at 1 July	3,462,391	2,422,239	2,285,218	2,380,102	2,681,435
Transfer from accumulated surplus	191,463	472,979	334,884	341,333	347,356
Transfer to accumulated surplus	(155,000)	(610,000)	(240,000)	(40,000)	(170,000)
Balance as at 30 June	3,498,854	2,285,218	2,380,102	2,681,435	2,858,791
RESERVES - ASSET REVALUATION					
Balance as at 1 July	232,776,402	232,776,402	238,192,529	243,717,912	249,359,385
Changes on Reval of n/c assets	0	5,416,127	5,525,383	5,641,473	5,752,034
Balance as at 30 June	232,776,402	238,192,529	243,717,912	249,359,385	255,111,419
TOTAL EQUITY	269,941,662	272,034,934	278,152,544	284,488,768	290,800,004

Shire of Kent
Reconciliation of the Closing Position
For the period 2021 to 2025

	FINANCIAL ESTIMATES			
	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$
Current assets				
Cash and cash equivalents	3,377,621	3,581,210	3,730,099	4,143,191
Trade and other receivables	210,796	97,349	110,000	65,581
Inventories	70,000	50,000	50,000	60,000
Other financial assets	0	0	0	0
Total current assets	3,658,417	3,728,559	3,890,099	4,268,772
Current liabilities				
Trade and other payables	(202,735)	(415,503)	(400,112)	(468,124)
Provisions	(326,038)	(402,707)	(426,038)	(476,038)
Current portion - long-term borrowings	(88,044)	(91,623)	(95,444)	(27,013)
Total current liabilities	(616,817)	(909,833)	(921,594)	(971,175)
NET CURRENT ASSET POSITION	3,041,599	2,818,725	2,968,505	3,297,598
Adjustments				
ADD back - Loan borrowings and CB provisions	414,082	494,330	521,482	503,051
LESS - Cash backed reserves	(2,285,218)	(2,380,102)	(2,681,435)	(2,858,791)
Estimated closing funds surplus/(deficit)	1,170,464	932,954	808,552	941,857

**Shire of Kent
Reserve Funds
For the period 2021 to 2025**

RESERVE FUND DETAILS

	FINANCIAL ESTIMATES			
	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$
Leave Reserve				
<i>Purpose: Funds to be used to fund employee leave requirements.</i>				
Opening balance	332,886	337,886	342,886	347,886
Transfer from accumulated surplus	5,000	5,000	5,000	5,000
Transfer to accumulated surplus	0	0	0	0
Closing balance	337,886	342,886	347,886	352,886
Plant Reserve				
<i>Purpose: Funds to be used for the purchase of major plant and equipment.</i>				
Opening balance	464,937	384,821	352,702	519,780
Transfer from accumulated surplus	169,884	167,881	167,078	167,078
Transfer to accumulated surplus	(250,000)	(200,000)	0	(130,000)
Closing balance	384,821	352,702	519,780	556,858
Land and Building Reserve				
<i>Purpose: Funds to be set aside for the construction and/or capital maintenance of building infrastructure, land acquisitions and development.</i>				
Opening balance	534,292	375,292	386,792	397,792
Transfer from accumulated surplus	141,000	11,500	11,000	11,000
Transfer to accumulated surplus	(300,000)	0	0	0
Closing balance	375,292	386,792	397,792	408,792
Sewerage Reserve				
<i>Purpose: Funds to be used for upgrading and/or major maintenance of townsite sewerage schemes.</i>				
Opening balance	342,255	358,155	374,055	389,955
Transfer from accumulated surplus	15,900	15,900	15,900	15,900
Transfer to accumulated surplus	0	0	0	0
Closing balance	358,155	374,055	389,955	405,855
Nyabing Recreation Reserve				
<i>Purpose: Funds to be used to upgrade sporting facilities in Nyabing.</i>				
Opening balance	62,767	69,867	76,967	84,067
Transfer from accumulated surplus	7,100	7,100	7,100	7,100
Transfer to accumulated surplus	0	0	0	0
Closing balance	69,867	76,967	84,067	91,167
Pingrup Recreation Reserve				
<i>Purpose: Funds to be used to upgrade sporting facilities in Pingrup.</i>				
Opening balance	70,054	77,154	84,254	91,354
Transfer from accumulated surplus	7,100	7,100	7,100	7,100
Transfer to accumulated surplus	0	0	0	0
Closing balance	77,154	84,254	91,354	98,454
Water Provision Reserve				
<i>Purpose: Funds to be used for the provision of water services to rural areas of the Shire.</i>				
Opening balance	36,052	37,052	38,052	39,052
Transfer from accumulated surplus	1,000	1,000	1,000	1,000
Transfer to accumulated surplus	0	0	0	0
Closing balance	37,052	38,052	39,052	40,052

Shire of Kent
Reserve Funds
For the period 2021 to 2025

RESERVE FUND DETAILS

Cemetery Reserve

Purpose: Funds to be used for the upgrading of the Nyabing and Pingrup cemeteries.

Opening balance
Transfer from accumulated surplus
Transfer to accumulated surplus
Closing balance

Refuse Disposal Facility Reserve

Purpose: Funds to be used for the rehabilitation of the Nyabing and Pingrup rubbish sites.

Opening balance
Transfer from accumulated surplus
Transfer to accumulated surplus
Closing balance

Admin Vehicle Reserve

Purpose: Funds to be used for the provision of vehicle changeovers for the CEO, DCEO and Works Manager.

Opening balance
Transfer from accumulated surplus
Transfer to accumulated surplus
Closing balance

Road Reserve

Purpose: Funds to be used for capital works on roads within the Shire of Kent for future years.

Opening balance
Transfer from accumulated surplus
Transfer to accumulated surplus
Closing balance

Summary

Opening balance as at 30 June
Total transfers from accumulated surplus
Reserve interest
Total transfers to accumulated surplus

Total reserves as at 30 June

	FINANCIAL ESTIMATES			
	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$
Opening balance	32,767	8,367	8,967	14,567
Transfer from accumulated surplus	5,600	600	5,600	5,600
Transfer to accumulated surplus	(30,000)	0	0	0
Closing balance	8,367	8,967	14,567	20,167
Opening balance	105,885	109,485	113,185	116,785
Transfer from accumulated surplus	3,600	3,700	3,600	3,600
Transfer to accumulated surplus	0	0	0	0
Closing balance	109,485	113,185	116,785	120,385
Opening balance	88,677	99,677	100,677	101,677
Transfer from accumulated surplus	41,000	41,000	41,000	41,000
Transfer to accumulated surplus	(30,000)	(40,000)	(40,000)	(40,000)
Closing balance	99,677	100,677	101,677	102,677
Opening balance	351,667	379,017	407,417	436,767
Transfer from accumulated surplus	27,350	28,400	29,350	29,350
Transfer to accumulated surplus	0	0	0	0
Closing balance	379,017	407,417	436,767	466,117
Opening balance as at 30 June	2,422,239	2,285,218	2,380,102	2,681,435
Total transfers from accumulated surplus	424,534	289,181	293,728	293,728
Reserve interest	48,445	45,703	47,605	53,628
Total transfers to accumulated surplus	(610,000)	(240,000)	(40,000)	(170,000)
Total reserves as at 30 June	2,285,218	2,380,102	2,681,435	2,858,791

Shire of Kent
Loan Facilities
For the period 2021 to 2025

LOAN NO	PARTICULARS	Principal outstanding as at 30 June 2020	BUDGET	FINANCIAL ESTIMATES				
			2020/2021 \$	2021/2022 \$	2022/2023 \$	2023/2024 \$	2024/2025 \$	
	Interest Repayments Due							
	<u>Housing</u>							
	91 Duplexes	233,217	13,872	10,485	6,878	3,036	0	
	94 Principal House - Nyabing	436,578	0	5,999	6,396	6,818	7,268	
	<u>Community amenities</u>							
	54 Nyabing Effluent	14,303	1,205	921	611	271	0	
	<u>Other property and services</u>							
	88 Nyabing General Store	6,688	328	0	0	0	0	
	TOTAL INTEREST PAYABLE	690,786	15,405	17,405	13,885	10,125	7,268	
	Principal Repayments Due							
	<u>Housing</u>							
	91 Duplexes	233,217	52,916	56,356	60,021	63,924	0	
	94 Principal House - Nyabing	436,578	0	28,282	27,885	27,463	27,013	
	<u>Community amenities</u>							
	54 Nyabing Effluent	14,303	3,123	3,407	3,717	4,057	0	
	<u>Other property and services</u>							
	88 Nyabing General Store	6,688	6,688	0	0	0	0	
	TOTAL PRINCIPAL PAYABLE	690,786	62,727	88,044	91,623	95,444	27,013	
	New Loans							
	TOTAL PRINCIPAL OUTSTANDING		628,059	540,015	448,392	352,948	325,936	

Shire of Kent
Movement in Fixed Assets
For the period 2021 to 2025

DESCRIPTION OF ASSET CLASSES	FINANCIAL ESTIMATES			
	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$
LAND AND BUILDINGS				
Additions - Renewal	0	75,000	110,000	110,000
Additions - Expansion, upgrades, new	830,000	330,000	0	0
Total capital works - land and buildings	830,000	405,000	110,000	110,000
FURNITURE AND EQUIPMENT				
Additions - Renewal	0	0	0	0
Additions - Expansion, upgrades, new	0	0	0	0
Total capital works - furniture and equipment	0	0	0	0
PLANT AND EQUIPMENT				
Additions - Renewal	568,000	472,489	800,000	360,000
Additions - Expansion, upgrades, new	0	0	0	0
Total capital works - plant and equipment	568,000	472,489	800,000	360,000
TOTAL PROPERTY, PLANT AND EQUIPMENT				
Total capital works property, plant and equipment	1,398,000	877,489	910,000	470,000
Revaluations	302,606	308,352	317,239	318,042
Disposals	(369,867)	(416,680)	(287,171)	(210,898)
Less: depreciation	(529,753)	(534,025)	(539,282)	(545,159)
Net movement in property, plant and equipment	800,986	235,136	400,786	31,985
INFRASTRUCTURE - ROADS				
Additions - Renewal	1,398,218	1,573,060	1,456,000	1,383,566
Additions - Expansion, upgrades, new	0	0	0	0
Total capital works - Infrastructure	1,398,218	1,573,060	1,456,000	1,383,566
INFRASTRUCTURE - OTHER				
Additions - Renewal	0	0	0	600,000
Additions - Expansion, upgrades, new	100,000	100,000	100,000	150,000
Total capital works - Infrastructure - other	100,000	100,000	100,000	750,000
TOTAL INFRASTRUCTURE				
Total capital works infrastructure	1,498,218	1,673,060	1,556,000	2,133,566
Revaluations	5,113,521	5,217,031	5,324,234	5,433,992
Less: depreciation	(1,146,001)	(1,168,921)	(1,192,300)	(1,216,146)
Net movement in infrastructure	5,465,738	5,721,170	5,687,934	6,351,412

Shire of Kent
Four Year Capital Works Program
For the period 2021 to 2025

	FINANCIAL ESTIMATES			
	2021/2022	2022/2023	2023/2024	2024/2025
	\$	\$	\$	\$
LAND				
Urban redevelopment	100,000	100,000	100,000	0
Industry redevelopment	230,000	230,000	0	0
Total capital works - land	330,000	330,000	100,000	0
BUILDINGS				
House	500,000	0	0	110,000
Upgrade camp kitchen - Pingrup Caravan Park	0	75,000	0	0
Public convenience upgrade	0	0	0	0
Fed/Shed Museum development - Pingrup	0	0	0	0
Nyabing Depot upgrade	0	0	0	0
Pingrup Depot upgrade	0	0	0	0
Settlers Hall - history development	0	0	0	0
Nyabing Admin Centre - upgrade	0	0	0	0
Total capital works - buildings	500,000	75,000	0	110,000
FURNITURE AND EQUIPMENT				
New server and software	0	0	0	0
Total capital works - furniture and equipment	0	0	0	0
PLANT AND EQUIPMENT				
Plant replacement program	568,000	720,000	452,000	360,000
Total capital works - plant and equipment	568,000	720,000	452,000	360,000
INFRASTRUCTURE - ROADS				
Roadworks program	1,108,000	1,212,000	1,156,000	1,104,349
Total capital works - Infrastructure	1,108,000	1,212,000	1,156,000	1,104,349
INFRASTRUCTURE - OTHER				
Cemeteries upgrade	100,000	0	0	0
Upgrade Lions Park - Pingrup	0	100,000	0	0
Upgrade Picnic Park - Nyabing	0	0	50,000	0
Skate Park Development - Nyabing	0	0	150,000	0
Skate Park Development - Pingrup	0	0	0	150,000
Kerbing/drainage - Pingrup	0	0	0	300,000
Kerbing/drainage - Nyabing	0	0	0	300,000
Town beautification projects	0	0	0	0
Upgrade power main street - Nyabing	0	0	0	0
Upgrade power main street - Pingrup	0	0	0	0
Recycling facility - Nyabing	0	0	0	0
Recycling facility - Pingrup	0	0	0	0
Multi-use Rail Trail development	0	0	0	0
Contribution Regional Waste Facility	0	0	0	0
Burston Park Upgrade	0	0	0	0
Memorial Park Upgrade	0	0	0	0
Total capital works - Infrastructure - other	100,000	100,000	200,000	750,000
TOTAL CAPITAL WORKS PROGRAM				
	2,606,000	2,437,000	1,908,000	2,324,349