

Shire of Morawa Corporate Business Plan 2024-2034





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Introduction

The Shire of Morawa Corporate Business Plan (the Plan) provides a 5–10-year overview of the Shire's operations within the context of a strategic and financially integrated planning framework.

The Plan is driven by two overarching goals:

1. Provide a realistic overview of the Shire's resource availability and capability, to provide for long term financial and service delivery sustainability.
2. Provide a concise overview of the work the Shire will undertake to direct Morawa towards the Vision identified in the Strategic Community Plan 2022-2032 by targeting deliverables against key Aspirations and Strategic Focus Areas.

The Plan is informed by all the Shire's specific purpose action plans or strategies, asset management plans, financial planning processes, and service level capabilities. The key aim is to provide a single document that combines the various components of the integrated planning framework into a simple, realistic, and reader centric plan.

Strategic Context

All WA Local Governments are required to prepare a “Plan for the Future” under Section 5.56(1) of the Local Government Act 1995. Under the Integrated Planning and Reporting Framework, the Strategic Community Plan, and the Corporate Business Plan, are the principal documents in a Local Government’s “Plan for the Future”. *Fig 1 demonstrates the Long Term Operational Planning model used by the Shire.*

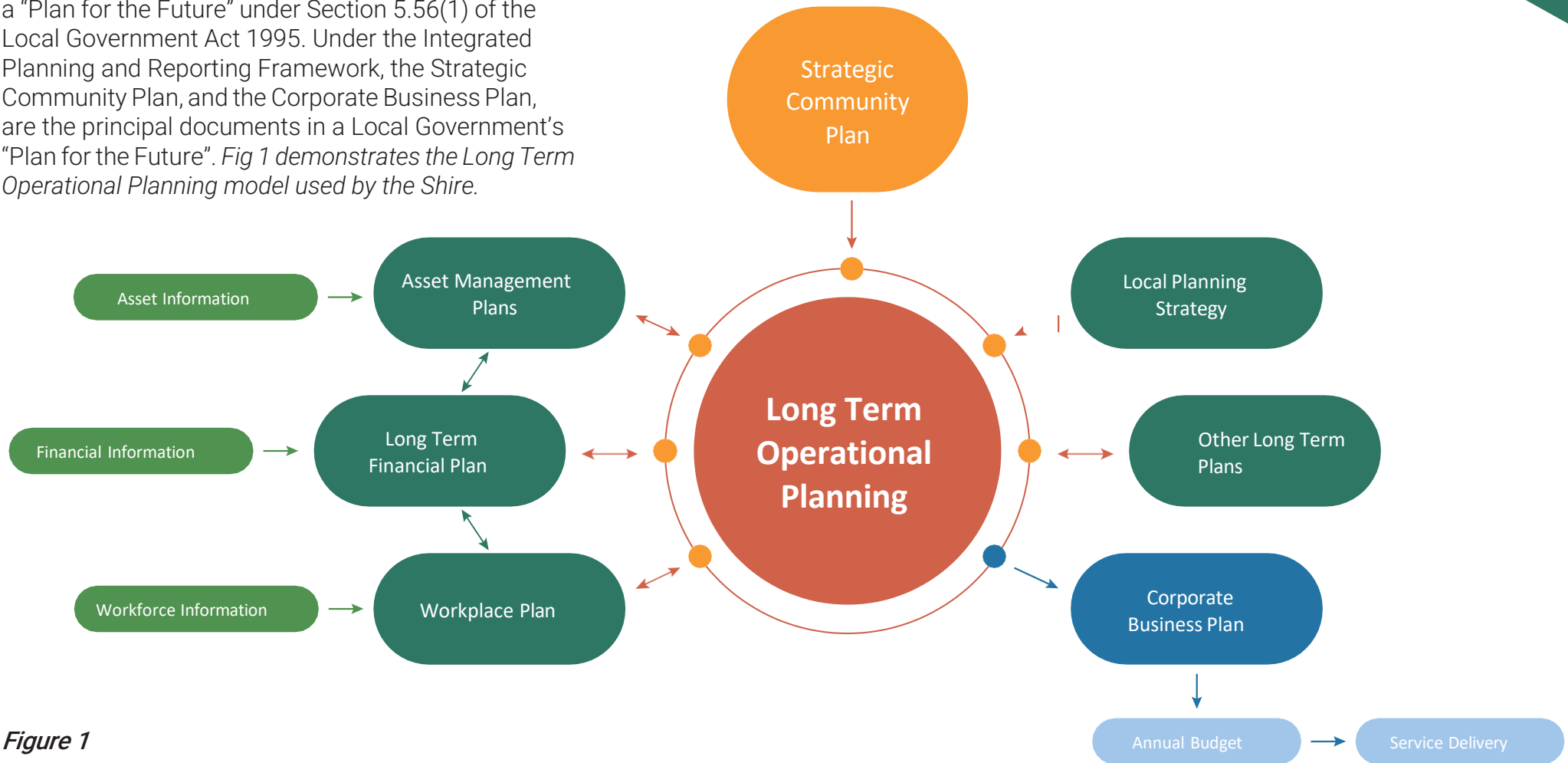


Figure 1

The Shire of Morawa's Strategic Community Plan 2022-2032 was adopted in August 2022 and represents a major review of previous strategic plans and involved significant community engagement. The Strategic Community Plan (2022-2032) endeavors to be a plan for all and moves away from operational or goals specific to the local government and looks more holistically at what the community aspires to be. The community vision has been revised to emphasise the uniqueness of Morawa and place a greater emphasis on liveability. *Fig 2 demonstrates the Community Vision, Aspirations, and Strategic Focus Areas that will drive the Shire's strategic planning.*

The Shire of Morawa Corporate Business Plan is a more internal focused strategic document that ascertains how the Shire will utilise its resources to deliver outcomes that align with the longer-term aspirations of the community as outlined in the Strategic Community Plan whilst acknowledging the Shire's responsibility for sustainable operations, governance, and asset management.

As well as being informed by the Strategic Community Plan, the Corporate Business Plan is also informed by other key strategies or plans, at both a community and internal operation level. The below documents have actively contributed towards the development of this iteration of the Corporate Business Plan. Future iterations will be informed by new plans and strategies as they are developed.

- Strategic Resource Plan 2022-2037 (incorporating Asset Management and Long-Term Financial Planning)
- Shire of Morawa Workforce Plan 2022-2032
- Shire of Morawa Arts and Culture Plan (adopted September 2022)
- Shire of Morawa Tourism Plan (adopted September 2022)
- Town Planning Scheme No.3 and associated town planning documents
- ICT Plan (implemented)
- Greening Plan (under development)
- Business Continuity and Disaster Recovery Plans
- Asset Management Plans

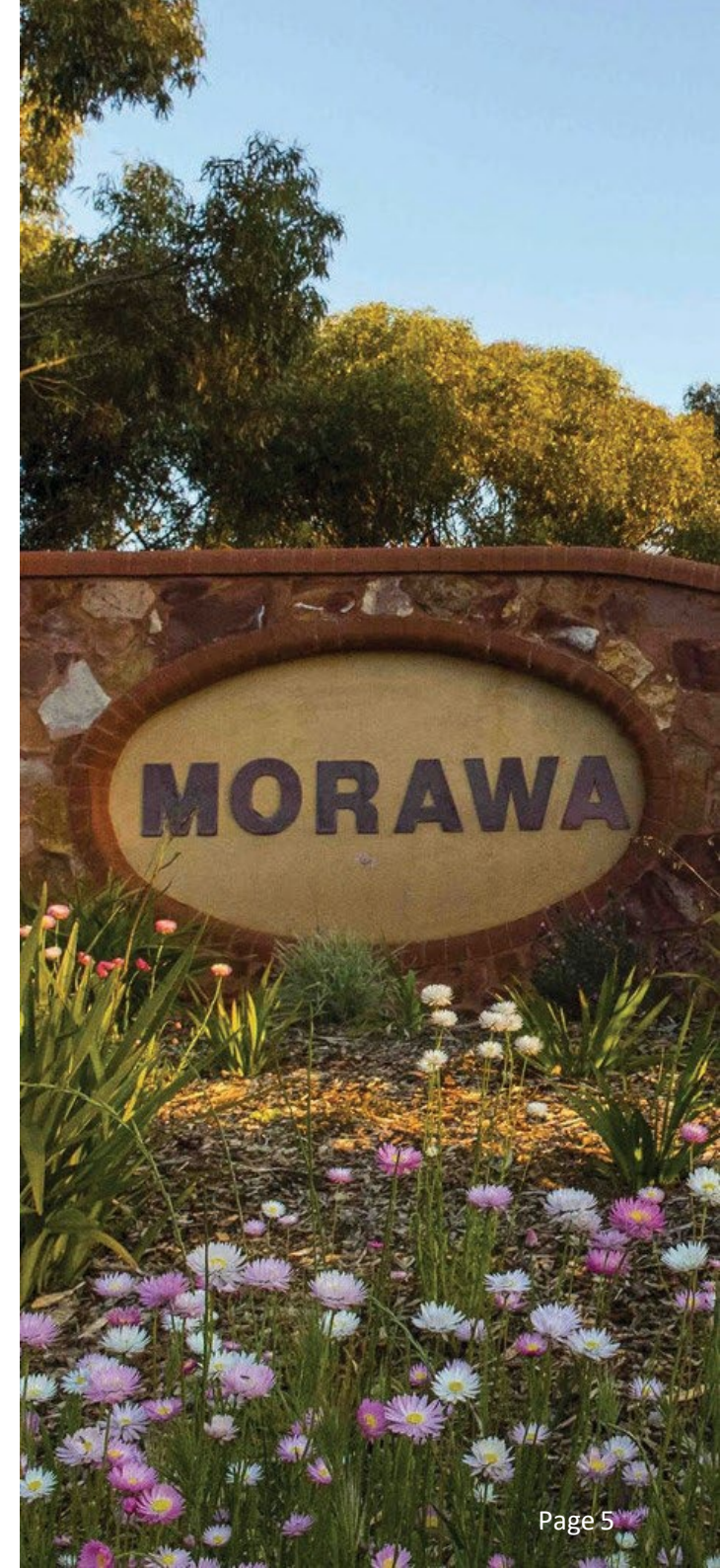


Figure 2: The Plan on a Page

Create a sense of place for visitors

- Factor the visitor experience into planning and design decisions
- Develop and Implement a Tourism Plan
- Embrace a commitment to excellent service
- Ensure the townsite and its services are accessible to all

Activate a vibrant small business sector

- Facilitate and support small business
- Encourage variety and competition
- Maintain strong support systems and services

Take pride in our community and an aesthetically appealing townsite

- Develop and implement a townsite greening plan
- Enhance the appearance of homes, gardens, businesses, public buildings, and open spaces
- Utilise public art
- Celebrate our wins

Embrace cultural and social diversity

- Develop and implement an Arts and Culture plan
- Champion inclusion and engagement
- Invest in socialisation and belonging
- Promote positive aging in place across the community

Cement strong foundations for growth and prosperity

- Safe and suitable road and other transport networks
- Ready to go commercial and industrial facilities
- Enhance partnerships and alliances

Occupy a Safe and Healthy living space

- Build safer neighbourhoods
- Occupy fit for purpose housing
- Increase active living
- Enhance health service provisions

Be future focussed in all we do

- Ensure the Shire and its assets are well resourced and sustainable
- Embrace recycling and renewable energy
- Foster passion and belief in younger residents



The purpose of the integrated planning framework is to ensure that Council decisions deliver the best results for the community with the available resources. The Corporate Business Plan is the key driver for the Shire's annual budget development and service delivery priorities.

Importantly, plans are only effective if adequate resources are dedicated to ensuring they can be delivered. Events beyond the community and Shire's control, such as major storms, or changes to State or Federal government policies may require the Council to rethink the timing of projects, or to reallocate resources to address new issues not necessarily aligned with the Strategic Community Plan or Corporate Business Plan in their current form. As such the Corporate Business Plan will be subject to an annual review to ensure it is working with the most up to date information, has factored in resource constraints, and has built in deliverables associated with strategic plans.

The Morawa community recognised the importance of ensuring the Shire and its assets are well resourced and sustainable in the Strategic Community Plan, and this Plan seeks to work towards this strategic focus area by ensuring resource allocation is factored into future planning and decision making.

By planning correctly and presenting information in a usable format, all parties can dissect information to make informed, appropriate, and rational decisions. A simplified Corporate Business Plan also benefits transparency and aides the community with understanding the Shire's capabilities and resource constraints.



The Shire aims to bring several different factors together into an easy to digest format that allows for improved future planning. The plan has a clear objective to identify:

- Realistic assessments of current and future operational finances, and to determine the level of “discretionary money” available each year.
- Identification of all operational/non-operational financial issues.
- Integration of the Community Plan Aspirations, the Community Plan Strategic Focus Areas, and other Action Plans into a single set of strategic deliverables and resource implications.
- Finance considerations for future directions; in particular, the replacement and renewal of existing assets with estimated costs and proposed years of implementation considered.
- Strategically aligning operations for the continual improvement of services and facilities in line with the Community Plan.
- Proposal of the most appropriate mix of funding options to maximise the services provided and to spread the effects adequately and more evenly across multiple years. Particularly highlighting those projects or initiatives that are dependent on extraordinary funding opportunities.
- Align revenue inflows with expenditure outflows to maximise delivery of both services and construction-based projects.
- Maximise the opportunity to receive external funding (grants) by having worked plans with strategic integration available for the grant submission process for consideration and allocation.
- Maximise the ability to pivot the organisation and its future planning (construction, service, or project) timeframes rapidly based on changing external input, in particular external funding (grant) opportunities or challenges such as cyclones.



Our Shire

The Shire of Morawa is a small rural Local Government with a population of fewer than 1,000 people. The Morawa economy is driven by agricultural exports, supported by medical, retail, and government services, as well as fringe mining activities. The Morawa townsite acts as a sub-regional hub offering Education and Health Care services that benefit residents outside of the Morawa district.

The Morawa Shire Council is made up of seven Councillors representing the district as a single ward.

The Shire operations are managed by the Chief Executive Officer in partnership with the Executive Management and Service Delivery Leadership Teams.

The Chief Executive Officer and the Executive Management Team manage a workforce of approximately 30 full time equivalents.

Council provides and maintains a range of infrastructure, land, buildings, and other assets to enable services to be delivered to the community.

- Transport Infrastructure
 - › Roads comprising 974km of roadways with 195km sealed
 - › culverts (324)
 - › railway crossings (15)
 - › road signs (727)
 - › floodways' (115)
 - › footpaths (13.8 km) and kerbing
- Buildings
 - › 50+ buildings valued at over \$20m – includes but not limited to:
 - » Town Hall
 - » Gutha Hall
 - » Recreation Centre
 - » Oval Function Room
 - » Depot
 - » Medical Centre
 - » 19 Houses
 - » Shire Office
 - » Caravan Park Accommodation

- Recreational and Other Infrastructure
 - › 1800 hectares of reserve to be maintained
 - › 50m swimming pool facility
 - › Airport
 - › Gymnasium
 - › Landfill
 - › Sewerage System

Overall, the Shire is managing close to \$75m of non-current assets for the benefit of the community.

Our Shire *(continued)*

The Shire’s business as usual operations and service delivery areas have pivoted during the 2023/2024 financial year to accommodate the loss of an executive manager and a divisional area.

Office of the CEO	Corporate and Community Services
Human Resource Management including Workplace Health and Safety	Financial Services
Governance and Councillor Support	Compliance, Planning, and Building Services
Strategic Planning and Risk Management	Customer, Library and Youth Services
Road Construction and Maintenance	Community Support and Development
Organisational Development	Facility Management and Maintenance
Emergency Management	ICT, Record Keeping, and other Corporate Functions
Capital Project Management and Delivery	Townsite Amenities (Parks, Gardens, Waste and Sewerage)

Our Shire (continued)

On average the Shire expends approximately 60% of its funds delivering upon operational requirements such as service delivery and asset maintenance, with the rest of its funds going towards capital works (purchase, construction, or renewal of assets) or future planning (reserve transfers or strategic initiatives).

In reviewing the organisation the adjacent SWOT (Strength, Weakness, Opportunity, Threat) analysis was undertaken for the Shire to ensure the Plan was cognisant of key impactors on success.

S

Strengths

- Strong and stable Council
- Committed community focussed employees
- Good understanding of the road and transport network
- A willingness to be a sector leader and change

W

Weaknesses

- Workload impacts on standards and deliverables
- Location impacts on ability to attract staff and contractors
- Minimal community volunteering for Shire events or activities
- Ageing assets
- Reliance on grant and external funding – no significant own source revenue other than rates
- Historic underspending on asset renewal

O

Opportunities

- New executive team implementing a future focussed mindset
- Renewable energy and infrastructure use is growing
- Shire President has strong regional and State networks

T

Threats

- High inflation and Tight Labour Market
- Changing government priorities
- Stagnant population
- Increased community and industry demand/expectations on services and assets

Key Assumptions

To develop the Plan, the Shire has had to make several basic assumptions that underpin its service delivery, financial resources, and future planning as detailed below:

1. The population of Morawa is predicted to remain at under 1,000 people for the next 10 years thus suggesting service demands, the residential rate revenue, and local fee generation base will be relatively consistent.
2. Inflation will average out at 3.5% per annum (noting current short-term inflation is proposed at closer to 5%) – the Shire will seek to counteract this with cost savings and efficiencies and plan for a 1% per annum increase to materials and contract costs – this is also likely to mean service level reductions.
3. Rates income will increase by 4.5% per annum as per the Strategic Resource Plan
4. Anticipated employee award rate increases will average out across the 10-year period at 3.5% per annum with organisational efficiencies aiming to cap employee cost increases at 2% per annum – this will likely result in increased technological investment in the first few years of the business plan.
5. Financial Assistance Grants will not decrease.
6. Fees and charges will be put to Council prior to each budget adoption but the annual yield from Fees and Charges is only predicted to increase by an average of 2% per annum across the period of the Plan.
7. Interest on investments (term deposits) is predicted to remain low for at least for the next 5 years.
8. Utilities are predicted to increase by 2% per annum however this is difficult to predict, and unit rates can increase by more than inflation.
9. Insurances have been calculated to increase by an average of 2% per annum across the life of the plan. It is known that the current insurance market is difficult and given recent natural disasters, costs are likely to increase by closer to 10%. There is potential for insurance costs to increase on average substantially above 2% but this situation is being monitored and may require future changes in assumptions.

As with any strategic document with underlying assumptions over several years there is the likelihood that the assumptions or other aspects of the document are inaccurate. All figures included within the Plan are based upon present conditions with future projections/predictions based on current knowledge informed by past experiences.

As such it is important that the Shire reviews the Plan annually and undertakes a detailed analysis before transitioning the Plan into the Annual Budget.

Key Focus Areas

Given the limits on Shire resources and financial capability, the Shire must be prudent in its focus areas during this Plan to ensure resources deliver the best outcome for the organisation and community.

The below list seeks to prioritise the Shire's top five focus areas over the next five years.

1. Road Maintenance and Renewal
2. Critical Asset Renewal
3. Staff Retention and Attraction
4. Strategic Deliverables
5. Organisational Efficiency

Road Maintenance and Renewal

The Shire has approximately \$40 m worth of road assets spread across over 900km of road network. Sealed roads hold a higher asset value than unsealed roads but also cost more to maintain and renew. Annual road depreciation is around \$800K per annum.

The Shire, Council, and Community have placed a significant weighting on the value of transport infrastructure, as such transport infrastructure renewal is projected to be greater than depreciation throughout the life of the Plan.

This is linked to transport asset renewal involving upgrade works to prepare the asset to handle future demand. In general, the Shire's buildings and other assets are of a suitable size and design to handle expected usage based on current population and demand. The transport network is however failing to withstand the increase in agricultural and industrial operations. Larger trucks carrying heavier weights impact on asset sustainability and although the Shire expends

a significant portion of operational funds on maintenance each year, the transport assets are not likely to withstand future use without renewal or enhancement works.

A critical component of road works is the adequate maintenance and renewal of plant. Plant is critical to Shire operations and with most vehicles having a useful life of 10 years or less, annual depreciation is around \$300K.

The Shire must remain mindful that the maintenance and renewal of transport infrastructure and other assets is highly dependent on Shire employees and plant. When plant and equipment breakdown it impacts the Shire's ability to deliver outcomes. As such ensuring that engineering plant and workforce remains sustainable via regular renewal and upskilling is critical to the long-term sustainability of other assets.

Critical Asset Renewal

Asset renewal represents the replacement of assets as they reach the end of their useful lives.

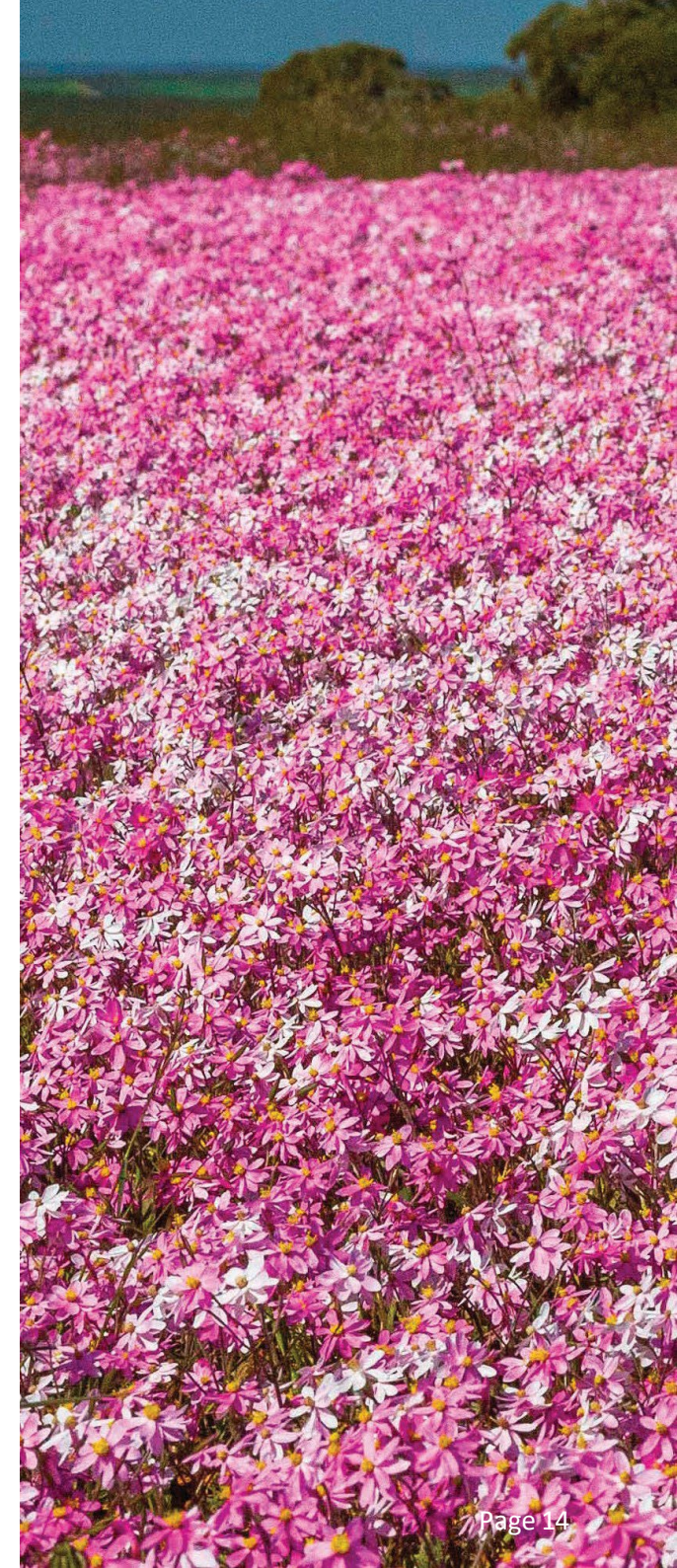
One area of concern highlighted through the Shire's Strategic Resource Plan is that the Shire's infrastructure depreciation and decline is higher than the infrastructure maintenance and renewal expenditure allocated over the next 15 years across all asset areas. Essentially there will be various asset renewal gaps over the next 15 years and the Shire will need to make tough decisions in terms of service or asset continuation unless extraordinary funding can be sourced to assist with maintaining and renewing existing assets. This will be difficult as funding is often tied to new assets or developments. This issue is important to note in the Corporate Business Plan as it highlights the fragility of the Shire's financial and asset resources, which will impact on its ability to deliver upon its strategic goals.

Depreciation expenses represent an estimate of the extent to which the Shire's assets have been consumed during a year. In the financial year 2021/2022 the Shire's depreciation expense was \$1.8M, as such asset sustainability would suggest that the Shire needs to expend \$1.8m on asset renewal and replacement each year to remain sustainable.

A strategic focus area in the Strategic Community Plan is to "Ensure the shire and its assets are well resourced and sustainable." Given the Shire is unlikely to be able to afford to renew all assets at the required levels, the corporate business plan has set a goal for Asset Renewal of critical assets to become a priority. The Shire's current critical assets for continued Shire operation and community way of life are:

- Shire Administration Centre and Depot
- Waste and Landfill Facilities
- Sewerage Infrastructure
- Medical Centre
- Aerodrome

Plant and Roads are also critical assets but have been addressed in focus area one.



Staff Retention and Attraction

To run a well-functioning Local Government, the Shire needs to ensure quality staff are attracted and retained for future success. Many of the Shire's asset renewal and operational areas hinge upon in house delivery and employee skills. Given the lack of readily available skilled contractors, it is unlikely the reliance on staff will fall in the coming years.

One key attraction and retention strategy for the Shire is the provision of fit for purpose and good quality housing. At this stage the Shire owns mostly 3–4-bedroom houses that are suitable for families but do not align well to single workers. The Shire's housing stock is aging, and historic maintenance has been impacted by capital commitments draining maintenance resources into other areas. This Plan proposes to construct smaller dwellings with minimal gardens and maintenance requirements, that are aimed at providing the Shire with the capability to house its entire workforce if needed. Without this capability the Shire is reliant on labour that may not be capable of filling the skill shortage or providing the right cultural fit.

In 2022 the Shire developed a Workforce Plan for the next decade, and a great importance is placed on the delivery of this plan. The Shire will ensure that the Workforce Plan remains well-resourced and prioritised to continue to develop employees and leaders from within the organisation.

Strategic Deliverables

Whilst not being exhaustive the below summary aims to break down strategic deliverables or initiatives that may require resources across the next ten years. Strategic deliverables are resource dependent and whilst their inclusion in this plan represents that the deliverable is being investigated by the Shire, it does not guarantee implementation.

The strategic deliverable initiatives are broken down into the Aspirational areas under the Strategic Community Plan with Strategic Focus Areas noted where relevant.

All the Strategic Deliverables are considered outside of the current Business as Usual (BAU) operations of the Shire – although once implemented they may form part of BAU and whilst not BAU, may be funded from current operational costings with redeployment of resources etc.

All financial and human resource figures are estimated based on current knowledge.

Create a Sense of Place for Visitors

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Mapping, wayfinding, and signage	Tourism Plan	Visitor centre, tourists	Project officer – from BAU funds	\$20-100K	Yr. 2-3	No but grants will be sought
New Events in the Astro, Indigenous and arts space	Tourism Plan	DLGSCI, Astrotourism WA	Events officer	Realignment of existing budgets	Yr. 2-5	No but grants sought based on event
Master Plan and Expand Caravan Park	Tourism Plan	Tourists, Funding bodies, Visitor Centre	Project officer – above BAU, CEO/ EMWA	\$1-3m depending on scope of works	Yr. 3-5	70-100% grant fund dependent
Improvements to entrance and signage around Widimia Trail	Enhance the visitor experience	Indigenous elders, DLGSCI, Trails WA	Project Officer to scope	\$50-100K depending on scope	Yr. 3-5	Not dependent but will aim for 50% funding
General Tourism Plan Actions	Tourism Plan	Visitor Centre, Caravan Park, DLGSCI, Tourism WA, MWDC, Golden Outback	Officer time within BAU resources	\$10-20K per annum to deliver most deliverables	Yr. 1-10	Larger scale items maybe but most small scale may not attract funds.

Activate a Vibrant Small Business Sector

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Set up a buy local campaign with prizes for both locals and tourists	Facilitate and Support Small Business	Local Businesses	Within current resources	\$1,000 (to move into operational budgets)	Yr. 4-8	No but will seek support from Midwest Chamber of Commerce and other initiatives
Upgrade Shire website to include an enhance business directory	Maintain Strong support systems and services	Local Business	Within current resources	Within current website enhancement budgets		
Upgrade town business signage to accompany tourist signage	Encourage variety and coopetition	Local Business	Within current resources	\$5-10K	Yr. 3-4	No

Take Pride in Our Community and an Aesthetically Appealing Townsite

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Master Plan for Solomon Terrace Community Precinct	Take pride in our community and an aesthetically appealing townsite	Community DLGSCI LotteryWest	CEO and EMWA officer time	\$30,000	Adopted	No
Develop Townsite Greening Plan	Develop and implement a townsite greening plan	Parks and Gardens Team Indigenous Elders	Officer time – within normal parameters	\$15,000 (consultant)	Underway	No
Implement Greening Plan	Develop and implement a townsite greening plan	NACC Greening Plan Consultant	Parks and Gardens team within normal parameters each year	\$100,000 – estimate – will be dependent on adopted plan.	Year 3-10	No but will seek grants to assist or bring forward components
Delivery of Solomon Terrace Community Precinct	Take pride in our community and an aesthetically appealing townsite	Project Management above BAU	Outside of BAU project management resource	\$10m over various stages – adopted plan	Year 1-10 (funding dependent)	Yes – likely to be 80-100% grant dependent

Embrace Cultural and Social Diversity

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Develop and adopt a reconciliation action plan	Champion inclusion and engagement	Local Indigenous community Community DLGSCI	Officer time within normal capacity	\$10,000 - consultants	Year 3-5	No

Cement Strong Foundations for Growth and Prosperity

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Undertake master planning, business planning, and cost benefit analysis for Industrial Land	Ready to go commercial and industrial facilities	MWDC Regional Development Australia	Project officer to scope works	\$50,000	Year 3-5	Will be reliant on State or Federal Funding options

Occupy a Safe and Healthy Living Space

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Develop a public safety plan (education, CCTV etc.)	Build safer neighbourhoods	Police School	Project officer to scope – within current parameters	\$25,000	Year 5-10	No
Investigate a neighbourhood watch or similar program	Build safer neighbourhoods	Local police community	Will be reliant on community but will take facilitation time	\$5,000 over various stages	Year 3-5	Will look for funding to support
Increase ranger funding, visits, and education to improve animal control	Build safer neighbourhoods	Contractors		Increase budget by \$2,000	Year 2-5	No – but will likely depend on cost escalation in other areas. After 2 years will become part of operations.
Offer a better homes and gardens grant or prize	Enhance the appearance of homes and gardens	Community Businesses	Employee time to manage	\$20,000 over multiple years	Year 3-8	No but will seek assistance to implement

Occupy a Safe and Healthy Living Space *(continued)*

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Develop an active living plan covering a variety of ages and activities	Increase active living	DLGSCI, community, WACHS	Employee time to manage	\$20,000 (consultants)	Year 3 - 6	Will review if available but develop regardless
Establish a clear demolition or housing renewal program	Occupy fit for purpose housing	Community Contractors	Project officer and contractors to scope and manage	\$50,000 (to become an annual investment for the 4 years)	Year 4-8	No – but will investigate options
Koolanooka Springs Mountain Bike Trail	Increase active living	DLGSCI Sinosteel	Project management above BAU	\$5-8m over various stages	Year 8 -10+	Yes – will need to source at least 80% of the funding externally

Be Future Focussed In All We Do

Deliverable	Strategic Focus Area	Key Partners	Human Resources	Financial Resources	Implementation	Grant Dependent
Install an electric vehicle charging station	Be future focussed in all we do	State Govt. Local Business, Western Power	Officer time within normal parameters	\$25,000	Complete	Will seek grant funding as a State Govt focus area
Implement solar panels at the Shire office (will require roof renewal first)	Embrace recycling and renewable energy		Officer time within normal parameters	\$25,000 roof renewal \$25,000 solar	Year 1-3	
Improve the transfer station and waste operations to maximise recycling	Embrace recycling and renewable energy		Project officer outside BAU	\$100,000	Year 2 - 6	Will need grants to implement full recycling program but transfer station upgrades manageable
Develop a business case and build a ECEC Centre	Foster passion and belief in younger residents	Dept. Ed Morawa High School	Project management above BAU	\$2-4m	Planning Complete Build Year 1-6	Construction will be grant dependent

Key Focus Areas *(continued)*

Other Strategic Deliverable initiatives are not year specific and will be targeted under BAU parameters such as:

- Increasing the number of townsite footpaths
- Youth activities and programs
- Refresh existing public art
- Improve Shire communication and promotion of Morawa
- Lobby government and private providers to ensure Morawa receives fit for purpose infrastructure for Power, Water, Telecommunications, and other essential services



Key Focus Areas (*continued*)

Organisational Efficiency

In most aspects the Shire operates with a modest budget and delivers a wide range of facilities and services with minimal resources. In terms of its core cost areas:

Utilities are a modest cost area for the Shire with most utility costs being associated with recreational infrastructure. It is difficult for the Shire to reduce consumption without impacting service. In general utility charge increases are outside of the Shire's control and will be impacted by State and Federal Government decisions. The Shire will seek to investigate renewable energy options to control utility cost increases, however the capital investment for these solutions will provide an obstacle.

Insurance is a minor cost area for the Shire but is a core requirement. The Shire has very limited ability to manage insurance costs other than reducing its asset portfolio which will in turn have service delivery impacts. The current insurance market is extremely volatile, and the Shire is likely to see significant percentage increases to insurance costs over the coming years.

Almost \$4.5m of the Shire's operating costs come from Employees, and Materials and Contractors. The Shire's Transport program and maintenance operations are heavily reliant on Shire staff, plant, and materials and with 40% of the Shire's operational costs attributed to the Transport program it isn't surprising that this is the Shire's major cost area.

The Shire operates under the State Award system and these Awards are generally subjected to an annual increase, which then flows through to employee cost increases. Materials and Contracts are heavily impacted by inflation and market conditions which can be unpredictable but during 2022 have been between 5% and 15%. To incentivise efficiency and continuous improvement this Plan suggests the average increase in costs in these areas over the 10-year period will be below the State and National averages. This may be difficult to achieve in the short term but over the life of the plan the Shire plans to look to improve operational efficiency year on year.

Given operational expenditure on utilities, insurance, compliance, and key focus areas is relatively fixed it means the Shire will need to seek savings in areas of discretionary expenditure such as:

- Community and Recreational Facilities
- Events and activities
- Tourism and Area Promotion
- Administrative equipment and services
- Support to other agencies and community groups

The Shire will remain mindful that any cuts in these areas will likely impact on a key aspect of the Strategic Community Plan vision, being liveability.

Resource Evaluation

To deliver upon its key focus areas and general operational deliverables the Shire must remain cognisant of resource allocations.

The financial tables aim to demonstrate how the Shire will utilise its resources over the next ten years to continue to achieve its goals in a sustainable manner.

The resource allocations are overarching and strategic and do not represent an Annual Budget allocation but will help assist Annual Budget development.

To better understand its resource constraints, those expenditure items that are dependent on certain income flows such as grants, loans, or other contributions are highlighted based on the below colour coded matrix.

The financial overview provides a snapshot of the next 10 years with funds spread across asset renewal, plant management, strategic initiatives, and operational items. Overall, the Shire is going to be committing all of its resources and will have limited opportunity to increase its discretionary or strategic expenditure without increased external funds from Grants or Other Contributions.

Funding Source	Cell Colour
Normal Shire Funds	
Identified Grant Source	
Unknown Grant Source	
Loan	



1.0 Financial Overview											
		2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
	Additional Information	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
Non-Operating Income											
Loans	See Note 3.1 for Further Information	650	1,500	0	0	0	0	0	0	0	0
Anticipated Road Contributions	See Note 2.4 for Further Information	2,158	1,103	780	815	780	800	773	783	775	793
Transfers To/From Reserves	See Note 3.2 for Further Information	595	-35	-21	-120	-148	-90	-249	-155	-401	-203
<i>Other capital grants and contributions</i>											
LRCIP		399	0	0	0	0	0	0	0	0	
Aerodrome Grants											
CSRFF + Club Contribution		300	0	200	0	0	0	0	0	0	300
ECEC Growing Regions Fed Funding (70%)		2,500									
Strategic Initiative Grant Dependent	Grants yet to be identified (projects dependant on funds)	1	0	1,070	2,020	2,520	0	2,000	2,000	0	2,500
Total Non-Operating Income		6,603	2,568	2,029	2,715	3,152	710	2,524	2,628	374	3,390
Non-Operating Expenditure											
	See Note 2.1 for Further Information										
Strategic Initiatives	See Note 2.2 for further information	-3,927	-2	-1,109	-2,028	-2,597	-256	-2,110	-2,075	-76	-2,500
Asset Renewal	See Notes 2.3-2.7 for further information	-3,325	-3,200	-1,715	-1,520	-1,360	-1,310	-1,650	-1,600	-1,580	-2,385
Plant Management	See notes 2.8-2.9 for further information	-435	-500	-615	-453	-575	-645	-398	-716	-580	-418
Total Non-Operating Expenditure		-7,687	-3,702	-3,439	-4,001	-4,532	-2,211	-4,158	-4,391	-2,236	-5,303
Net Non-Operating Position		-1,085	-1,135	-1,410	-1,286	-1,380	-1,501	-1,634	-1,763	-1,862	-1,913
Shire of Morawa Operating Position											
	See Note 4.0 for Further Information	331	423	519	622	730	844	965	1,092	1,227	1,369
Proceeds from Sale of Plant	25% of replacement cost	109	125	154	113	144	161	100	179	145	105
Rounding											
Balance of uncommitted funds from prior year		500	500	500	500	500	500	500	500	500	500
Final Financial Position		-144	-87	-237	-51	-7	4	-70	8	10	60

2.1 Non-operating Expenditure											
		2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Expenditure Type	Additional Information	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
Strategic Initiative	See Note 2.2										
Create a sense of place for visitors		0	0	0	2,000	10	100	2,015	10	10	2,000
Activate a vibrant small business sector		0	0	1	0	1	0	0	0	1	0
Take Pride in our community and an aesthetically appealing townsite		400	0	1,005	5	2,510	50	15	2,015	15	0
Embrace Cultural and Social Diversity		0	0	10	0	0	0	0	0	0	0
Cement Strong Foundations for Growth and Prosperity		0	0	50	0	0	0	0	0	0	0
Occupy a safe and healthy living space		2	2	43	23	26	56	80	50	50	500
Be future focussed in all we do		3,525	0	0	0	50	50	0	0	0	0
Strategic Initiative Costs		3,927	2	1,109	2,028	2,597	256	2,110	2,075	76	2,500
Asset Renewal											
Building Renewal	See Note 2.3 for dissection	50	1,640	365	150	310	190	535	350	195	815
Road and Footpaths	See Note 2.4 for dissection	2,795	1,525	1,015	1,335	1,015	1,055	1,080	1,100	1,085	1,070
Other Asset Renewal	See Note 2.5 for dissection	480	35	335	35	35	65	35	150	300	500
Asset Renewal Costs (non-plant)		3,325	3,200	1,715	1,520	1,360	1,310	1,650	1,600	1,580	2,385
Plant Management	Additional Information										
Plant Replacement - Passenger Plant	See Note 2.6 for dissection	65	50	95	133	110	175	48	216	120	158
Plant Replacement - Engineering Plant	See Note 2.7 for dissection	370	450	520	320	465	470	350	500	460	260
Total Plant Management Costs		435	500	615	453	575	645	398	716	580	418

2.2 Strategic Planning

Aspiration	Strategic Focus Area	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Create a sense of place for visitors											
Upgrade Visitor Directional and Informational Signage	Factor visitor experience into planning and design decisions										
Masterplan and Expand the Caravan Park	Tourism Plan				2,000,000			2,000,000			2,000,000
Organise whole of town service excellence training and awards	Embrace a commitment to excellent service							5,000			
Improvements to entrance and signage around Widimbia Trail	Enhance the Visitor Experience						100,000				
Deliver upon Tourism Plan	Tourism Plan					10,000		10,000	10,000	10,000	
Total Costs - Create a sense of place for visitors		0	0	0	2,000,000	10,000	100,000	2,015,000	10,000	10,000	2,000,000
Activate a vibrant small business sector											
Develop a bi-annual buy local campaign and prize draw	Incentivise and support small business			1,000		1,000		1,000		1000	
Total Costs - Activate a vibrant small business sector		0	0	1,000	0	1,000	0	0	0	1000	0
Take Pride in our community and an aesthetically appealing townsite											
Implement the greening plan	Develop and implement a townsite greening plan			5,000	5,000	10,000	50,000	15,000	15,000	15000	
Deliver regional community precinct public open space at Solomon Terrace	Take pride in our community and an aesthetically appealing townsite	400,000		1,000,000		2,500,000			2,000,000		
Total Costs - Take Pride in our community and an aesthetically appealing townsite		400,000	0	1,005,000	5,000	2,510,000	50,000	15,000	2,015,000	15,000	0
Embrace Cultural and Social Diversity											
Develop and adopt a reconciliation action plan	Champion inclusion and engagement			10,000							
Total Costs - Embrace Cultural and Social Diversity		0	0	10,000	0	0	0	0	0	0	0

2.2 Strategic Planning

Aspiration	Strategic Focus Area	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Cement Strong Foundations for Growth and Prosperity											
Undertake business planning and masterplanning for development of industrial land	Ready to go commercial and industrial facilities			50,000							
	Total Costs - Cement Strong Foundations for Growth and Prosperity	0	0	50,000	0	0	0	0	0	0	0
Occupy a safe and healthy living space											
Work with Morawa Police and local residents to launch a Neighbourhood watch	Build Safer Neighbourhoods		1,000	1,000	1,000	1,000	1,000				
Develop a public safety plan covering aspects such as community education and CCTV	Build Safer Neighbourhoods							25,000			
Increase Ranger funding, visits, education, and animal control	Build Safer Neighbourhoods	2,000									
Better Homes and Gardens	Enhance the appearance of homes and gardens		1,000	2,000	2,000	5,000	5,000	5,000			
Develop Active Living Plan	Increase Active Living			20,000							
Housing Demolition or Renewal program	Enhance the appearance of homes and gardens						50,000	50,000	50,000	50,000	
Koolanooka Springs Mountain Bike Trail	Increase Active Living			20,000	20,000	20,000					500,000
	Total Costs - Occupy a safe and healthy living space	2,000	2,000	43,000	23,000	26,000	56,000	80,000	50,000	50,000	500,000
Be future focussed in all we do											
Improve the Transfer Station to maximise recycling	Embrace recycling and renewable energy					50,000	50,000				
Install an electric vehicle charging station	Embrace recycling and renewable energy										
Develop ECEC Centre	Foster passion and belief in younger residents	3,500,000									
Shire office Solar	Embrace recycling and renewable energy	25,000									
	Total Costs - Be future focussed in all we do	3,525,000	0	0	0	50,000	50,000	0	0	0	0
Total Expenditure - Strategic Initiatives		3,927,000	2,000	1,109,000	2,028,000	2,597,000	256,000	2,110,000	2,075,000	76,000	2,500,000
Grant Dependent Initiatives		3,900,000	0	1,070,000	2,020,000	2,520,000	0	2,000,000	2,000,000	0	2,500,000

2.3 Building Renewals

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Public Use Buildings										
Old Road Board Building							120,000			
Oval Function Room		40,000					250,000			
Town Hall										
Indoor Rec Centre					150,000					
Town Hall & Old Road Board Building - External painting/woodwork			150,000							
Old Hospital	25,000									
Public Use Building renewals - Yet to be determined		25,000	0	25,000	25,000	25,000	25,000	25,000	50,000	100,000
Sub Total Public Use Buildings	25,000	65,000	150,000	25,000	175,000	25,000	395,000	25,000	50,000	100,000
Staff Housing										
Construct New Staff Housing Units		1,500,000								500,000
Yet to be determined	25,000	25,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Sub Total - Staff Housing	25,000	1,525,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Other Housing										
Aged Care Units		10,000							20,000	
Low Income Units					10,000					15,000
Doctors House			15,000				15,000			
Sub Total - Other Housing	0	10,000	15,000	0	10,000	0	15,000	0	20,000	15,000
Leased Facilities										
Childcare Centre										
Sports Complex - Bowling & Golf Club										
Incubator Units										
Tourist Centre										
Old Railway Station										
Sub Total - Leased Facilities	0	0	0	0	0	0	0	0	0	0

2.3 Building Renewals

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Shire Facilities										
<u>Depot Renewal</u>										
Sheds		40,000								
Shade Structure						40,000				
<u>Admin Building Renewal</u>										
Patch and Paint			100,000							
Roof Renewal										
<u>Caravan Park Renewal</u>										
Caravan Park Ablutions										
Caravan Park Chalets								200,000		
Other yet to be determined				25,000	25,000	25,000	25,000	25,000	25,000	100,000
Sub Total - Shire Facilities	0	40,000	100,000	25,000	25,000	65,000	25,000	225,000	25,000	100,000
Total Expenditure	50,000	1,640,000	365,000	150,000	310,000	190,000	535,000	350,000	195,000	815,000

2.4 ROADS AND FOOTPATHS											
Identifier	DESCRIPTION OF WORKS	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Roads to Recovery Projects											
Gutha West	Gravel Resheeting										
Collins Rd	Gravel Resheeting	150,000	150000								
White Rd	Gravel Resheeting	150,000									
Norton Rd	Gravel Resheeting	150,000	150000								
Arrinooka Rd	Gravel Resheeting		150000	150000	150000	150000					
Pintharuka West Rd	Gravel Resheeting			150000	150000	150000					
Malcom Rd	Gravel Resheeting				150000	150000					
Koolanooka Sth Rd				150000							
Yet to be identified							450,000	450,000	450,000	450,000	450,000
Sum of Road to Recovery Projects		450000	450000	450000	450000	450000	450000	450000	450000	450000	450000
Regional Road Group Projects											
Morawa-Yalgood Road	Widen and seal	450,000	450,000	450,000							
Nanekine Road	Widen and Seal	450,000	450000								
Franco Rd					450000	450000					
Pintharuka West							450000	450,000			
Yet to be identified									450000	450000	450000
Sum of Regional Road Group Projects		900000	900000	450000	450000	450000	450000	450000	450000	450000	450000
Other Capital Roadworks											
Townsite Roads			20,000	20,000	20,000	20,000	20,000	50,000	50,000	50,000	50,000
Morawa South Road	Midwest secondary grain freight widen and seal	500,000									
Other Road Spending Yet to Be Determined								50,000	50,000	50,000	
Total Other Capital Roadworks		500000	20000	20000	20000	20000	20000	100000	100000	100000	50000
Safety Initiatives											
Evaside Intersection	Blackspot Project	550,000									
Total Safety Initiatives		550000	0	0	0	0	0	0	0	0	0

2.4 ROADS AND FOOTPATHS											
Identifier	DESCRIPTION OF WORKS	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Other Auxilliary Works											
General Stormwater Drainage Construction/Improvements		-	20,000	-	20,000	-	20,000	-	20,000	-	20,000
Kerbing Renewal		20,000		20,000		20,000		20,000		20,000	
Winfield St Drainage		250,000			250,000						
Other Auxilliary Works		270000	20000	20000	270000	20000	20000	20000	20000	20000	20000
Footpaths											
Granville Street											
Broad Ave/Gill St	Milloy to Caulfield	125,000									
Prater St	Waddilove/Dreghorn		135000	75000							
Stokes Rd	Valentine/Neagle				145000						
Neagle St	Evans/Stokes					75000	115,000				
Dreghorn	Caulfield/Davis							60000			
Grove St	Evans/Manning								80000		
Milloy St	Broad/Caulfield									65000	
	TO be determined										100,000
Total Footpath Works		125000	135000	75000	145000	75000	115000	60000	80000	65000	100000
Total Road and Footpath Expenditure		2795000	1525000	1015000	1335000	1015000	1055000	1080000	1100000	1085000	1070000
Identifier	Income Source	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2024/2025
Various	Roads to Recovery	450000	450000	450000	450000	450000	450000	450000	450000	450000	450000
Various	Regional Road Group	585000	585000	292500	292500	292500	292500	292500	292500	292500	292500
Evaside Intersection	State Blackspot	330,000									
Winfield Drainage	LRCIP	230,000									
MWSGFF		500,000									
Footpath Grant	Dual Use Footpath Grant	62,500	67,500	37,500	72,500	37,500	57,500	30,000	40,000	32,500	50,000
yet to be determined											
TOTAL INCOME		2,157,500	1,102,500	780,000	815,000	780,000	800,000	772,500	782,500	775,000	792,500

2.5 Other Asset Renewal

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Lighting Renewals										
Changeover to LED/Solar Street Lighting										
Oval Lighting conversion to LED			300,000							
Sub Total - Lighting	0	0	300,000	0	0	0	0	0	0	0
Reserves and recreation										
Cemetery Surrounds										
Wildflower Park										
Caravan Park Surrounds										
Tennis Court Renewal	450,000									
Harris Park									50,000	
Oval Playground								50,000		
Winfield Street Playground										
Netball Court										450,000
Outdoor Basketball Courts									200,000	
Town Centre Playground								50,000		
Sub Total - Reserves and recreation	450,000	0	0	0	0	0	0	100,000	250,000	450,000
Other Asset Renewals										
Sewerage System	0	35,000	35,000	35,000	35,000	35,000	35,000	50,000	50,000	50,000
Aerodrome										
Standpipes										
CCTV	30,000					30,000				
Sub Total - Other Assets	30,000	35,000	35,000	35,000	35,000	65,000	35,000	50,000	50,000	50,000
Total Expenditure	480,000	35,000	335,000	35,000	35,000	65,000	35,000	150,000	300,000	500,000

2.6 PASSENGER PLANT

Asset Code	Plant code	Details	Date purchased	Usefull life	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
251	P251	Toyota Hilux - Gardener	2019	7								33,000		
252	P252	Toyota Prado DSL Wagon - Doctor	2024	5			-	65,000		65,000		65,000	-	
253	P253	CWO - 4x4 Ute	2019	5		-	45,000				48,000			48,000
259	P259	Community Bus	2019	20										
260	P260	Ford Ranger - Double Cab	2019	5								48,000		
564	P241	EMCCS - SUV	2020	5		50,000				55,000				55,000
		EMWA - 4x4 SUV	2021	5		-	50,000			55,000				55,000
574	P243	Nissan Navara RX 4x4	2017	5				38,000				40,000		
606	P247	Hilux 4x2 2.4L DSL Workmate	2017	8				30,000				30,000		
457	P228	P228 Nisson 2012 (Gardener)	2012	12										
		CEO Vehicle	2021	5	65,000				65,000				70,000	
		Road Supervisor Ute	2024	7					45,000				50,000	
		CDO Vehicle												
					65,000	50,000	95,000	133,000	110,000	175,000	48,000	216,000	120,000	158,000

2.7 Engineering Plant

Asset Code	Plant code	Details	Date purchased	Usefull life	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
43	P168	43 P168 2003 IVECO 6700 Truck	2003	22		450,000								
48	P135	48 P135 Mitsubishi T/Top Truck	2000	5										
50	P149	50 P149 Mitsubishi Canter	2002	22										
51	P150	51 P150 Case CX80 Tractor	2000	22	150,000									
53	P154	53 P154 Tri Axle Low Loader	2000	5										120,000
54	P153	54 P153 Tandem Axle Dolly	2000	21										
56	P163	56 P163 Isuzu Truck	2003	18										
57	P164	57 P164 Tri Axle Side Tipper	2003	26						250,000				
61	P172	61 P172 Iveco 6700 Powerstar	2005	20										
62	P174	62 P174 Tri Axle Side Tipper	2004	26							250,000			
63	P173	63 P173 Tandem Axle Dolly 1T	2005	17									50,000	
250	P250	Hitachi ZW180-fB Loader	2019	10					300,000					
254	P254	Broons eTyre Multi Tyre Roller	2019	15										60,000
264	P264	Stand on Aerator	2020	10									20,000	
274	P190	P190 2000L Fuel Trailer	2006	7										
291	P291	Hyundai 34 KVA 3phase Generator	2020	10					15,000					
299	P262	CAT CS64B MDP Vibe Roller 2020	2020	15									200,000	
300	P263	Case Tractor 2020	2020	10									40,000	
301	P261	CAT 140 Motor Grader	2020	10								500,000		
354	P138	354 Isuzu NPR275 Factory Tipp	2010	17					150,000					
378	P167	378 Kubota F3680 & Catcher	2011	15	-						100,000			
	P265	2020 John Deere 620GP Grader	2020	14										
426	P222	426 Portable Traffic Signal t	2011	14						20,000				
427	P223	427 Portable Traffic Signal T	2011	14						20,000				
428	P220	428 Roadserve 3000 Series Sem	2011	16			140,000						150,000	
429	P221	429 2011 Caterpillar CT630B TRUCK	2011	17			380,000							
430	P219	430 Truck Sweeper VS500 Serie	2011	13	220,000									
436	P224	P224 John Deere Grader 670GP 2011	2012	13										
456	P226	Cat Skid Steer (Bobcat) 2011 MO 3615	2012	15				120,000						
469	P227	P227 Cat CW34 Compactor (Roller)	2013	13				200,000						
607	P246	John Deere 315SL Backhoe Loader	2017	17						180,000				
	P266	Tow Road Sweeper	2021	20										
	P140	Compressor												
	P233	Ride on Mower												
	P292	Custom Tandem Axle Trailer												
NEW	NEW	Road Construction Crew Truck	2024	20										
		Free roller												80,000
					\$370,000	\$450,000	\$520,000	\$320,000	\$465,000	\$470,000	\$350,000	\$500,000	\$460,000	\$260,000

3.1 LOANS SUMMARY

NEW LOAN BORROWINGS

Loan Purpose	Amount	Loan Period	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	Total New Borrowings
Resurfacing of the Morawa Tennis Courts - Shire Contribution	150,000	30	150,000										150,000
Construction of ECEC Facility	500,000	30	500,000										500,000
Construction of New Shire Housing	1,500,000	30		1,500,000									1,500,000
Construction of New Shire Housing	0	30											0
Total Borrowed Amount			650,000	1,500,000	0	0	0	0	0	0	0	0	2,150,000

Loan Repayments

	Start Year	Loan Type	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	Expiry Year
New Loan Repayments													
Resurfacing of the Morawa Tennis Courts - Shire Contribution	2025	(P & I Loan)		10,840	10,840	10,840	10,840	10,840	10,840	10,840	10,840	10,840	2055
Construction of ECEC Facility	2025	(P & I Loan)		36,133	36,133	36,133	36,133	36,133	36,133	36,133	36,133	36,133	2055
Construction of New Shire Housing	2026	(P & I Loan)			108,399	108,399	108,399	108,399	108,399	108,399	108,399	108,399	2056
Construction of New Shire Housing	2028	(P & I Loan)					0	0	0	0	0	0	2058
TOTAL NEW LOAN REPAYMENTS			0	46,973	155,372	155,372	155,372	155,372	155,372	155,372	155,372	130,079	
Existing Loan Repayments													
24 Harley Street	2016	(P & I Loan)	25,356	25,356	25,356	25,356	25,356	25,356	25,356	25,356	25,356	25,356	2036
Netball Courts Redevelopment	2021	(P & I Loan)	9,264	9,264	9,264	9,264	9,264	9,264	9,264	9,264	9,264	9,264	2041
TOTAL EXISTING LOAN REPAYMENTS			34,620	34,620	34,620	34,620	34,620	34,620	34,620	34,620	34,620	34,620	
TOTAL ANNUAL SELF SUPPORTING (SS) LOANS													10,840
TOTAL LOAN REPAYMENTS LESS SS LOANS			34,620	81,593	189,992	34,620	34,620	34,620	34,620	34,620	34,620	23,780	
TOTAL ANNUAL BUDGET COSTS OF LOAN REPAYMENTS			34,620	81,593	189,992	189,992	189,992	189,992	189,992	189,992	189,992	153,859	

(Note: This includes Existing Loan Repayments as well as new Loan Repayments)

DEBT SERVICING

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Principal on Debt Outstanding	391,072	1,008,102	2,460,726	2,401,922	2,340,492	2,340,492	2,276,300	2,209,205	2,139,053	2,065,688
Net Loan Repayments	34,620	81,593	189,992	189,992	189,992	189,992	189,992	189,992	189,992	153,859
Net Loan payments as a percent of Available revenue (max 8%)	0.56%	1.29%	2.92%	2.83%	2.75%	2.67%	2.59%	2.51%	2.44%	1.92%
Debt Outstanding as percent of Available Revenue (max 45%)	6.36%	15.92%	37.76%	35.80%	33.87%	32.88%	31.04%	29.24%	27.46%	25.72%
Available Operating Revenue	6,153,558	6,332,150	6,517,528	6,709,977	6,909,798	7,117,305	7,332,823	7,556,694	7,789,275	8,030,937

3.2 CASH RESERVES

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Capital Works Reserve										
Opening Balance	500,000	500,500	501,001	587,519	688,182	802,227	858,332	1,063,242	1,174,135	1,331,287
Transfers TO/FROM Reserve	0	0	85,975	100,025	113,300	55,275	203,950	109,775	155,900	132,575
Interest-transfer TO Reserve	500	501	544	638	745	830	960	1,118	1,252	1,398
Closing Balance	500,500	501,001	587,519	688,182	802,227	858,332	1,063,242	1,174,135	1,331,287	1,465,260
Plant Reserve										
Opening Balance	600,000	480,540	481,021	381,452	381,833	382,215	382,597	382,980	383,363	583,846
Transfers TO/FROM Reserve	(120,000)		(100,000)	0	0	0	0	0	200,000	0
Interest-transfer TO Reserve	540	481	431	381	382	382	383	383	483	584
Closing Balance	480,540	481,021	381,452	381,833	382,215	382,597	382,980	383,363	583,846	584,430
Leave Reserve										
Opening Balance	242,095	242,337	242,579	242,822	243,064	243,308	243,551	243,794	244,038	244,282
Transfers TO/FROM Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	242	242	243	243	243	243	244	244	244	244
Closing Balance	242,337	242,579	242,822	243,064	243,308	243,551	243,794	244,038	244,282	244,526
Sewerage Reserve										
Opening Balance	399,345	414,752	430,174	445,612	461,065	476,534	492,018	517,522	543,052	568,608
Transfers TO/FROM Reserve	15,000	15,000	15,000	15,000	15,000	15,000	25,000	25,000	25,000	50,000
Interest-transfer TO Reserve	407	422	438	453	469	484	505	530	556	594
Closing Balance	414,752	430,174	445,612	461,065	476,534	492,018	517,522	543,052	568,608	619,201
Community and ED Reserve										
Opening Balance	1,267,371	768,388	769,157	769,926	770,696	771,466	772,238	773,010	773,783	774,557
Transfers TO/FROM Reserve	(500,000)	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	1,017	768	769	770	771	771	772	773	774	775
Closing Balance	768,388	769,157	769,926	770,696	771,466	772,238	773,010	773,783	774,557	775,332

3.2 CASH RESERVES

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Future Funds (Principal) Reserve										
Opening Balance	2,040,285	2,042,326	2,044,368	2,046,412	2,048,459	2,050,507	2,052,558	2,054,610	2,056,665	2,058,722
Transfers TO/FROM Reserve										
Interest-transfer TO Reserve	2,040	2,042	2,044	2,046	2,048	2,051	2,053	2,055	2,057	2,059
Closing Balance	2,042,326	2,044,368	2,046,412	2,048,459	2,050,507	2,052,558	2,054,610	2,056,665	2,058,722	2,060,780
Future Funds (Interest) Reserve										
Opening Balance	230,000	230,230	230,460	230,691	230,921	231,152	231,383	231,615	231,846	232,078
Transfers TO/FROM Reserve										
Interest-transfer TO Reserve	230	230	230	231	231	231	231	232	232	232
Closing Balance	230,230	230,460	230,691	230,921	231,152	231,383	231,615	231,846	232,078	232,310
Emergency Response Reserve										
Opening Balance	258,318	258,576	258,835	259,094	259,353	259,612	259,872	260,132	260,392	260,652
Transfers TO/FROM Reserve										
Interest-transfer TO Reserve	258	259	259	259	259	260	260	260	260	261
Closing Balance	258,576	258,835	259,094	259,353	259,612	259,872	260,132	260,392	260,652	260,913
Aged Care Units 1-4 (JVA) Reserve										
Opening Balance	71,017	61,083	61,144	61,205	61,266	61,328	61,389	61,450	61,512	61,573
Transfers TO/FROM Reserve	(10,000)	0	0		0	0	0	0	0	0
Interest-transfer TO Reserve	66	61	61	61	61	61	61	61	62	62
Closing Balance	61,083	61,144	61,205	61,266	61,328	61,389	61,450	61,512	61,573	61,635
Aged Care Units excl 1-4										
Opening Balance	265,129	265,395	265,660	265,926	251,184	251,435	251,687	251,938	252,190	252,443
Transfers TO/FROM Reserve	0	0	0	(15,000)	0	0	0	0	0	0
Interest-transfer TO Reserve	265	265	266	258	251	251	252	252	252	252
Closing Balance	265,395	265,660	265,926	251,184	251,435	251,687	251,938	252,190	252,443	252,695
Swimming Pool Reserve										
Opening Balance	141,194	161,345	181,517	201,708	221,920	242,152	262,404	282,676	302,969	323,282
Transfers TO/FROM Reserve	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Interest-transfer TO Reserve	151	171	192	212	232	252	272	293	313	333
Closing Balance	161,345	181,517	201,708	221,920	242,152	262,404	282,676	302,969	323,282	343,615
Legal Fees Reserve										
Opening Balance	36,265	36,302	36,338	36,374	36,411	36,447	36,484	36,520	36,557	36,593
Transfers TO/FROM Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	36	36	36	36	36	36	36	37	37	37
Closing Balance	36,302	36,338	36,374	36,411	36,447	36,484	36,520	36,557	36,593	36,630

3.2 CASH RESERVES

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
Covid Reserve										
Opening Balance	93,343	93,437	93,530	93,624	93,717	93,811	93,905	93,999	94,093	94,187
Transfers TO/FROM Reserve										
Interest-transfer TO Reserve	93	93	94	94	94	94	94	94	94	94
Closing Balance	93,437	93,530	93,624	93,717	93,811	93,905	93,999	94,093	94,187	94,281
Jones Lake Road Rehab Reserve										
Opening Balance	150,364	150,515	150,665	150,816	150,967	151,118	151,269	151,420	151,571	151,723
Transfers FROM Reserve to FF Grant Reserve	0	0	0	0	0	0	0	0	0	0
Interest-transfer TO Reserve	150	151	151	151	151	151	151	151	152	152
Closing Balance	150,515	150,665	150,816	150,967	151,118	151,269	151,420	151,571	151,723	151,875
Morawa-Yalgoo Road Maint Reserve										
Opening Balance	147,970	148,118	148,266	148,414	148,562	148,711	148,860	149,008	149,157	149,307
Transfers TO/FROM Reserve										
Interest-transfer TO Reserve	148	148	148	148	149	149	149	149	149	149
Closing Balance	148,118	148,266	148,414	148,562	148,711	148,860	149,008	149,157	149,307	149,456
TOTAL - ALL RESERVES										
Opening Balance	6,442,697	5,853,842	5,894,713	5,921,594	6,047,600	6,202,022	6,298,544	6,553,917	6,715,323	7,123,139
Transfers TO/FROM Reserve	(595,000)	35,000	20,975	120,025	148,300	90,275	248,950	154,775	400,900	202,575
Interest-Transfer TO Reserve	6,145	5,871	5,905	5,982	6,122	6,247	6,423	6,631	6,916	7,224
Closing Balance	5,853,842	5,894,713	5,921,594	6,047,600	6,202,022	6,298,544	6,553,917	6,715,323	7,123,139	7,332,939

4.0 Shire of Morawa Operating Position

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
OPERATING INCOME										
Rates including Interims	3,029	3,165	3,307	3,456	3,612	3,774	3,944	4,121	4,307	4,501
Total Grants, Subsidies and Contributions - Operating	1,616	1,632	1,648	1,665	1,682	1,698	1,715	1,733	1,750	1,767
Total Fees & Charges	952	971	990	1,010	1,030	1,051	1,072	1,094	1,115	1,138
Total Interest Earnings	103	105	108	110	113	116	119	122	125	128
Other Income	455	459	464	468	473	478	482	487	492	497
TOTAL OPERATING INCOME	6,154	6,332	6,518	6,710	6,910	7,117	7,333	7,557	7,789	8,031
OPERATING EXPENDITURE										
Total Employee Costs	-2,218	-2,262	-2,308	-2,354	-2,401	-2,449	-2,498	-2,548	-2,599	-2,651
Total Materials & Contracts	-2,382	-2,405	-2,429	-2,454	-2,478	-2,503	-2,528	-2,553	-2,579	-2,605
Utility Charges	-455	-464	-473	-483	-492	-502	-512	-523	-533	-544
Insurance	-265	-271	-276	-281	-287	-293	-299	-305	-311	-317
Interest Payable on existing Loans										
Depreciation	-1,647	-1,680	-1,713	-1,747	-1,782	-1,818	-1,854	-1,891	-1,929	-1,968
Add Back Depreciation - non cash	1,647	1,680	1,713	1,747	1,782	1,818	1,854	1,891	1,929	1,968
Other Expenditure	-468	-473	-477	-482	-487	-492	-497	-502	-507	-512
TOTAL OPERATING EXPENDITURE	-5,788	-5,875	-5,964	-6,054	-6,146	-6,239	-6,334	-6,430	-6,528	-6,628
Net Operating Result	366	457	554	656	764	879	999	1,127	1,261	1,403
Less Principle and Interest on Existing Loans	-35	-35	-35	-35	-35	-35	-35	-35	-35	-35
Less Principle and Interest on Proposed Loans	-47	-155	-155	-155	-155	-155	-155	-155	-130	0
OPERATING SURPLUS	331	423	519	622	730	844	965	1,092	1,227	1,369