



Shire of Northam
Heritage, Commerce and Lifestyle

Shire of Northam

Long Term Financial Plan

2022 - 2033

Revised May 2024



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Purpose of the Plan

The Shire of Northam's Revised Long Term Financial Plan (LTFP) details the financial strategy Council has put in place to ensure delivery on its Council Plan commitments. While Council understands that the external factors change, as do priorities, this long term financial plan is based on the best information which is currently available to the Shire of Northam. Information contained in other key strategic documents, including various asset management plans and the Shire's workforce plan have informed the LTFP, which will be used as the basis for preparation of future Shire of Northam Annual Budgets.

The LTFP covers the period 2021/22 to 2032/33. There is a high level of accuracy and detail in the first 4 years of the LTFP from the revised budget in the 2023/24 financial year, however it is also underpinned by a number of assumptions which have been made by the Shire of Northam. The remaining 5 years of the LTFP, while based on the available information are believed to be reflective of what may occur, should be viewed in this context as reasonable estimations.

The Shire undertakes a broad review of its Council Plan every two years and a full review is planned every four years. The next full review of the Shire of Northam Council Plan will be undertaken in 2026. This LTFP will be reviewed in conjunction with those reviews to ensure the plan remains reflective of the direction and aspirations of the Council. As Annual Budgets are developed from the LTFP there may be annual variations, these variations will be detailed in our Annual Budgets, to allow our community to track Council against its long term commitments and projections.

Key Statistics

The following table provides a snapshot of the Shire of Northam Revised at 2023/24:

Distance from Perth	96Kms
Area (Sq kms)	1,443 Km ²
Population (est)	12,193
Number of Electors	7,607
Number of Dwellings	5,228
Total Rates Levied (2023/24)	\$11,986,145
Total Revenue (2023/24)	\$24,909,583
Number of Employees (FTE)	102

About the Shire of Northam

The Shire of Northam is located within the picturesque Avon Valley and comprises some 1,400 square kilometres. The western Shire boundary commences 60 kilometres east of Perth, with the townsite of Northam situated a further 35 kilometres to the east.

The Shire has a diverse cultural history which is valued by its community. The Avon River is strongly linked to the Aboriginal heritage and this continues to be acknowledged. European settlement commenced in the mid 1830s, and a diverse migration over time has resulted in a vibrant community base.

Whilst the Shire of Northam has historically been considered to have a mono economy based on agriculture, its economic base has been diversifying to include tourism, retail, manufacturing, light industrial and mineral resources, as well as an expanding service industry. The Shire of Northam maintains a significant local road network, which link to the Great Eastern Highway that joins Perth with the eastern states. The town of Northam is serviced by both freight and passenger train services, as well as a bus service link to Perth.

Our Vision

Shire of Northam is a vibrant growing community that is safe, caring and inclusive. We are recognised as a community that values our heritage, preserves our environment and promotes our commerce.

In order to achieve this Vision, the Council will commit to display;

- **LEADERSHIP**
To recognise the community's expectations to provide leadership
- **RESPECT**
To respect differences in age, culture, values and opinion
- **TEAMWORK**
To achieve through the efforts of the team
- **EXCELLENCE**
To aspire to one standard
- **OPENNESS**
To engender trust through openness

Our Mission

To deliver responsive, sustainable services in a manner that preserves and enhances our environment and lifestyle whilst respecting our heritage and facilitating economic growth.

In order to achieve this Mission, the Organisation will commit to being;

- **SAFE**
Focus on importance of safety in the organisation
- **OPEN**
Engage in two way communication, with transparency and trust
- **ACCOUNTABLE**
Know what you are responsible for, take ownership and deliver accordingly
- **RESPECTFUL**
Demonstrate respect for other's skills, knowledge and differing value systems

In order to deliver on our vision and mission the Shire has developed a Council Plan which has five key focus areas being;

- **People** – A healthy, connected and safe community with access to quality services.
- **Planet** – Leading in sustainability.
- **Place** – Responsibly planned towns and rural communities.
- **Prosperity** – A diverse and growing economy.
- **Performance** – Open and accountable leadership with effective governance.

Service Delivery

Over the past six years there has been a significant focus on improving service standards within the Shire of Northam. The Council has established a range of service level commitments, which have been incorporated into the various asset management plans, and which clearly articulate what the community should expect in the way of service delivery.

This increased commitment has resulted in a range of initiatives, supported by an increase in staffing levels across the organisation. Staff increases over this time have been focused in and around the Engineering Services area, with the addition of engineering technical officers, a rural verge crew, a drainage crew, additional parks & gardens staff and a dedicated traffic management

team. In saying this Council has also invested in areas such as governance, environmental health and information technology.

Asset Management

The Shire of Northam has developed asset management plans based on the total life cycle of assets. The Asset Management Plans have assisted Council in predicting infrastructure consumption and asset renewal needs and identifies the financial requirements to renew or preserve the asset (renewal gap). This renewal gap is being addressed in the LTFP and will continue to be the focus of future annual budgets.

Funding for the renewal of assets is currently considered adequate to ensure sustainability in the longer term. However Council remains mindful of its renewal expenditure and the need to maintain the current level of projected expenditures. The asset management plans clearly indicate that while a level of expansion can be accommodated into the future, these decisions very much need to be in the context of full lifecycle costs and our ability to maintain existing assets.

Financial Plan Considerations

Rates

The Shire of Northam is aware of financial pressures which are currently being experienced within the community. This is expected to result in greater increases in outstanding rates at the end of future financial years. The following table summarises the rate debt outstanding over the previous 5 years.

Outstanding Rates Previous 5 Years Revised 2023/24					
Year	2018/19	2019/20	2020/21	2021/22	2022/23
Rates Outstanding	\$2,281,144	\$2,407,570	\$2,493,261	\$2,433,612	\$2,403,658
Increase/decrease per annum		\$126,426	\$85,691	\$(59,649)	\$(29,954)
Total Increase 2018/19 to 2022/23	\$122,514				

High levels of outstanding rate debt can indicate a range of issues, including affordability and historically poor debt recovery processes. It has been a priority of Council to ensure that the current increases are controlled through an active debt recovery process ensuring that all possible avenues are used to receive the debt including;

- The promotion of payment plans for those residents in financial hardship
- Legal action where necessary

It is projected that the COVID-19 pandemic, and associated financial pressures this has placed on segments of the community, will add further pressure to residents' financial capacity. Council adopted a COVID-19 policy in April 2020, the policy is short-term and covers the 2020/21 financial year only. The Shire of Northam will assess the implications and outcomes of the policy and look to potentially developing a longer-term financial hardship policy to assist any members of our community are facing financial difficulties.

While there has been an increases in rate debt over the 2019-21 period, this increase has been limited largely to the equivalent of the annual penalty interest revenue, with the years 2022-23 have small reductions. This is indicating to Council that the current debt collection strategy has started to stabilise the outstanding debt issue.

It is projected that the Shire of Northam's population growth will present opportunities as well as a range of challenges. With growth being experienced in the western 'rural residential' areas, expectations for services and facilities in areas such as Wundowie are projected to increase. This does have the potential to impact the Shire financially.

The Wundowie, Bakers Hill and Grass Valley Community Plans are fully reflected in the long term financial plan. This ensures that service and infrastructure delivery in these growing areas will be recognised and funded during the annual budget process.

The Shire of Northam also has an extensive Growth Plan for the town site of Northam. This growth plan recognises Northam as the Regional Centre for the Avon Valley and highlights the growth potential of Northam. This plan has been and will continue to be accommodated in the Council's financial planning.

Levying rate increases at, or below, CPI is considered unsustainable in the long term. The recommended Revised (2023/24) LTFP model developed by the Council indicates rate increases based on 3.5% for the life of the plan, with exception of the 2024/25 year that is factored in at 4.5%. In addition to the quoted rate increase, the rate base is estimated to grow by 1% each year through until 2033 as new development in both residential and commercial properties occurs.

Budget Surpluses

The Shire of Northam is aiming to adopt a 'balanced budget' each year, however this does include funds being set aside into reserves for future requirements. Of particular note is the commitment to increase the waste reserve to ensure the Council is positioned to provide for ongoing rehabilitation of the site, whilst also having funds for future site cell development.

Whilst the overall budget is focused on being 'balanced' it is the intention of Council to deliver operating surpluses of between 0% and 10%. Achieving a small operating surplus highlights that Council will generate sufficient revenues to offset asset consumption (i.e. depreciation) and providing opportunities for expansion of existing assets as previously discussed. On average and over time the Shire of Northam will also have sufficient capacity to accommodate asset renewal requirements without the need to raise additional borrowings. Without generating larger ongoing operating surpluses over time, Council will require additional borrowings to facilitate the purchase and development of additional or replacement assets.

The focus on generating small operating surplus results, also reflects the Council's desire to ensure a level of intergeneration equity. That is to say Council is of the view that if it were to generate large ongoing operating surpluses this may indicate an inter-generational inequity in its rating, pricing and service level decisions. Effectively, this would indicate that ratepayers and service recipients during times of 'large' surpluses would be paying more than the costs associated with current service provision.

Cost recovery of services

Discretionary fees and charges are planned to be increased approximately by the forecast CPI (2.5%) to match estimated additional costs in service delivery. The Shire does not recover have a full cost recovery philosophy, except in the area of waste management.

Use of debt as finance

The Shire of Northam currently has a level of debt which is within its financial capacity. Council recognises the importance of debt in its capital structure and has no underlying philosophy to become a debt free Council. Rather Council has a view that debt plays an important role in enabling the Shire of Northam to deliver on the expectations and aspirations of the Community. Within the current plan, Council is projecting that an additional \$3,100,000 in debt will be required around 2025/26 to assist in delivering an expansion of the community water re use scheme \$1,000,000, Wundowie Pool \$1,000,000 and the Administration Centre Redevelopment \$1,100,000. Further debt is expected for \$1,150,000 in 2027/28 for Wundowie Community Hub.

Cash Reserves

Cash Reserves are maintained by the Shire to manage the impact of future capital expenditures in any one year. The principal capital purpose and current level of cash reserves are:

Reserves Cash Backed Budget Revised 2023/24	
Reserve	Closing Balance
Employee leave reserve	\$676,526
Reticulation scheme reserve	\$93,759
Office equipment reserve	\$7,389
Plant & equipment reserve	\$128,025
Roads & bridgeworks reserve	\$527,815
Refuse site reserve	\$424,753
Speedway reserve	\$161,798
Community bus replacement reserve	\$107,432
Septage pond reserve	\$94,717
Killara reserve	\$436,306
Revaluation reserve	\$2,920
Council buildings & amenities reserve	\$257,171
Parking facilities construction reserve	\$107,328
Recreation & community facilities reserve	\$892,417
Total Reserves	\$3,918,356

Over the life of the LTFP cash reserves are projected to remain relatively stable reducing from \$3,918,356 to \$3,776,078. During COVID-19 many reserves balances were transferred to the response package, the Shire of Northam will continue to monitor its level of reserve funds to ensure it has sufficient cash reserves to provide part of the capital structure in delivering community outcomes.

Workforce planning

The Shire of Northam Workforce Plan 2019 proposes that net staff levels will remain relatively stable in line with current service provision levels. Staff numbers will increase over time to maintain service provision levels as new developments and additional growth occurs, noting the current Workforce Plan is currently under review.

Projected additional Employees are shown in the following revised table:

Additional Employees within the LTFP	
Position	Expenditure
Phase 2 (2028/29)	\$257,200

Measuring our Long Term Financial Sustainability

Financial sustainability is critical for the Shire of Northam and the future of our Communities. Several statutory key performance indicators (KPIs) have been prescribed in the Local Government (Financial Management) Regulations 1995 to measure the financial sustainability of local governments. The LTFP has been assessed against these KPIs and will be compared with KPIs measured from the Annual Budgets and Annual Financial Statements to provide clear targets for the Town to report its progress to the community each year.

The KPIs, target rates and results measured from the Revised LTFP are tabled below:

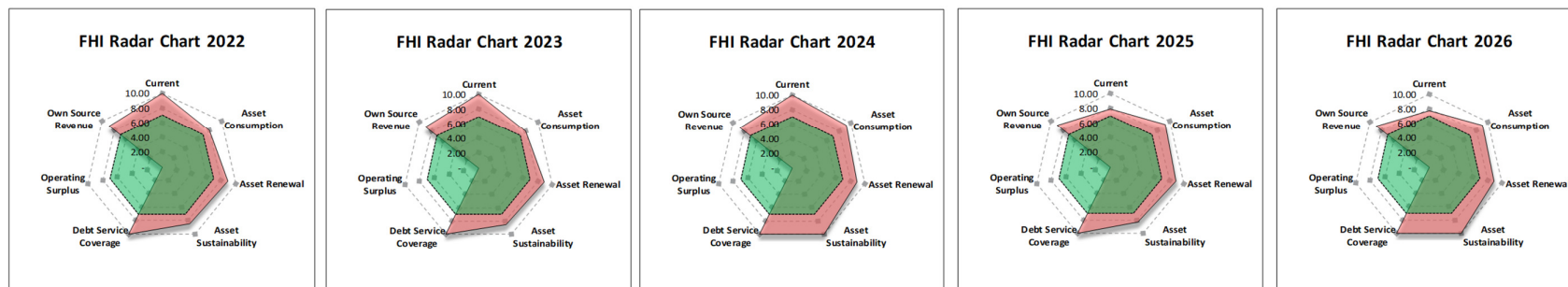
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.67	1.59	2.96	1.16	1.13
Asset Consumption	0.58	0.58	0.69	0.69	0.68
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.05	1.42	1.03	1.34
Debt Service Coverage	5.83	5.82	7.56	7.03	7.29
Operating Surplus	(3.51)	(2.03)	(3.71)	(3.49)	(3.61)
Own Source Revenue	0.72	0.73	0.70	0.74	0.74

Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	10.00	7.96	7.78
Asset Consumption	7.96	7.96	9.28	9.28	9.16
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.50	8.50	10.00	8.30	10.00
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	-
Own Source Revenue	8.92	8.98	8.80	9.04	9.04

Financial Health Indicator

74	74	76	70	71
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Shire of Northam
Revised Long Term Financial Plan 2022-2033



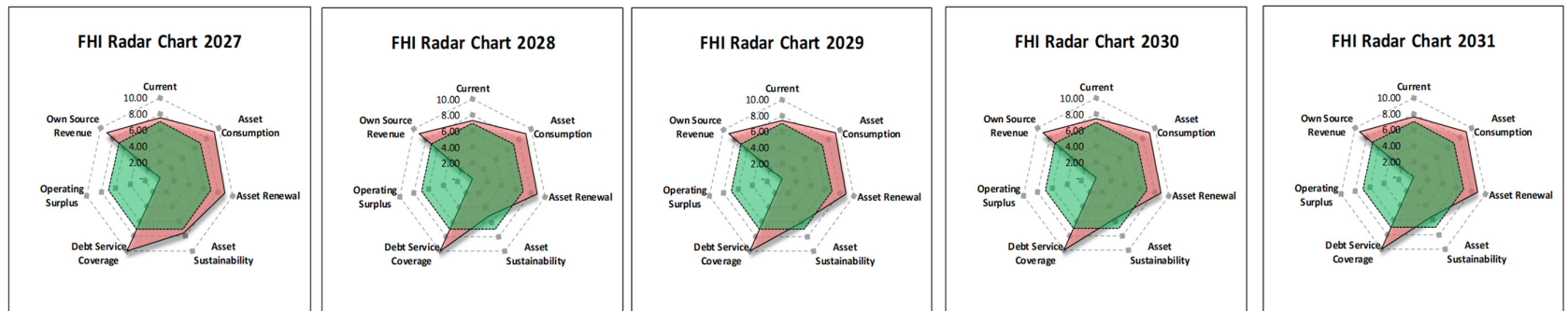
Ratio Names	2027 Raw Ratios	2028 Raw Ratios	2029 Raw Ratios	2030 Raw Ratios	2031 Raw Ratios
Current	1.09	1.05	1.07	1.08	1.10
Asset Consumption	0.69	0.68	0.69	0.68	0.68
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	0.95	0.86	0.88	0.87	0.87
Debt Service Coverage	6.42	5.49	5.21	5.82	6.19
Operating Surplus	(3.34)	(2.95)	(3.23)	(2.22)	(0.86)
Own Source Revenue	0.74	0.75	0.75	0.76	0.77

Standardised Scores (0 to 10)

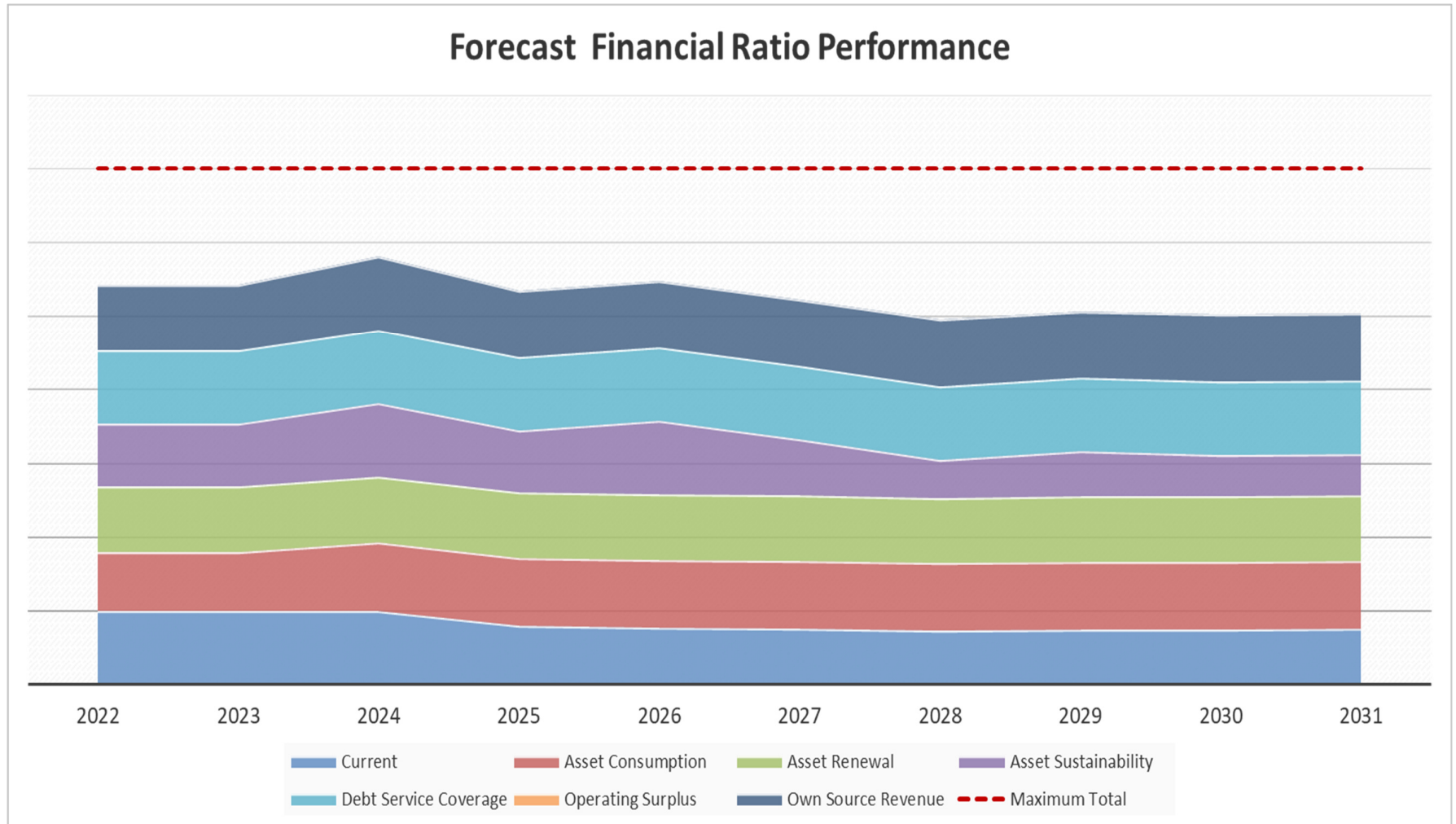
Ratio Names	2027 Standardised Ratios	2028 Standardised Ratios	2029 Standardised Ratios	2030 Standardised Ratios	2031 Standardised Ratios
Current	7.54	7.30	7.42	7.48	7.60
Asset Consumption	9.28	9.16	9.28	9.16	9.16
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	7.50	5.13	6.07	5.60	5.60
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	-
Own Source Revenue	9.04	9.10	9.10	9.16	9.22

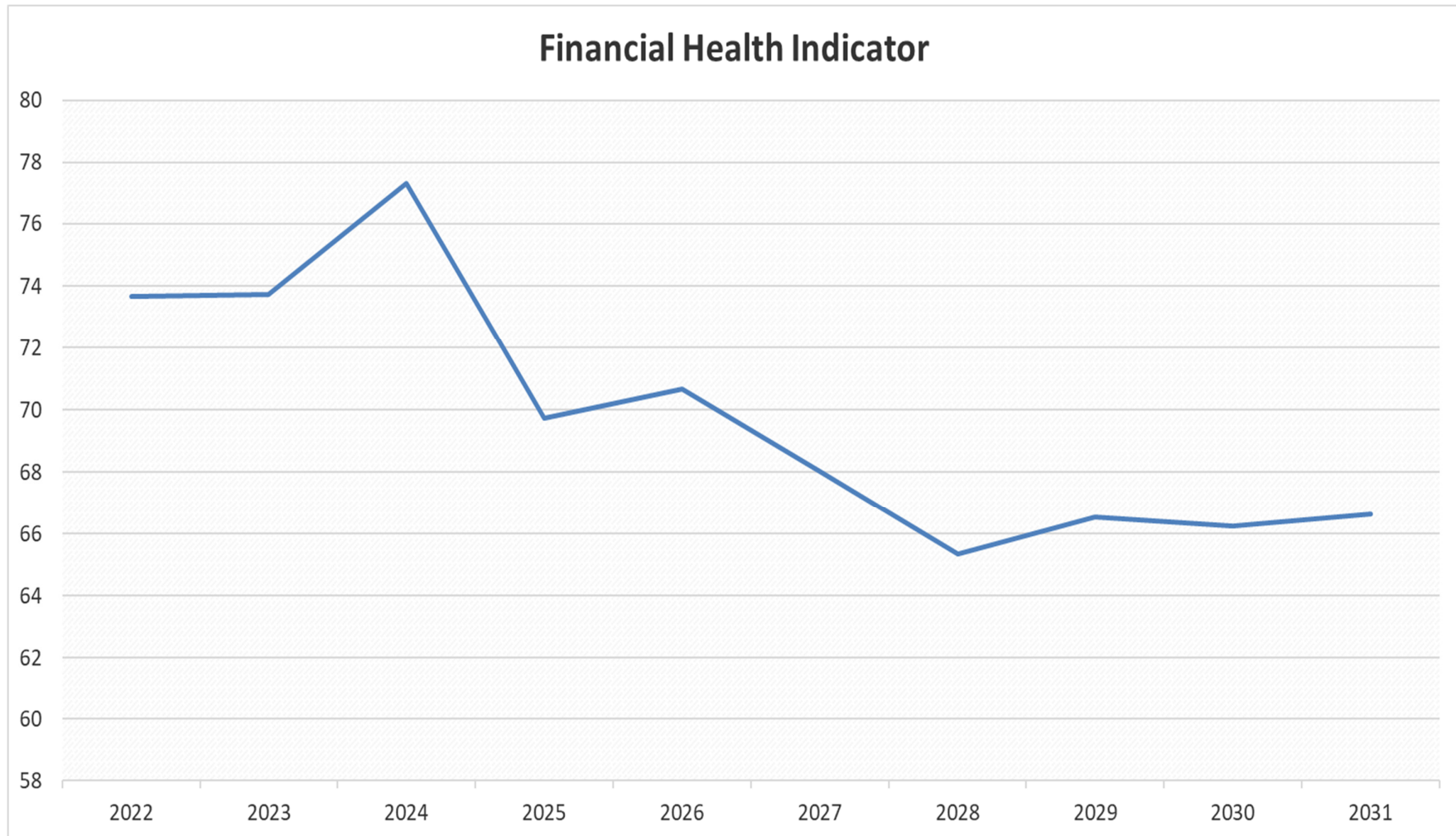
Financial Health Indicator

68	65	67	66	67
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Forecast Financial Ratio Performance





Scenario Modelling and Sensitivity Analysis

While the previous financial indicators are based on the Councils adopted Long Term Financial Plan, it is considered important to also look at a number of scenarios. In developing this LTFP it is recognised that there are a range of variables which could impact the baseline projections. In order to understand these variables and their impacts a number of scenarios have been developed. It is important to recognise that the scenario modelling does not purport to cover every possible scenario or event, it is merely an attempt to highlight the financial exposure Council may have in a range of areas. The results of the modelling are highlighted in the context of the financial sustainability of the Shire of Northam.

The most significant variables identified and modelled are:

- Rate increase/decrease
- Decreases in operational expenditure
- Service levels for infrastructure delivery (increasing and decreasing)
- Inability to secure external funding for major projects

Revised Scenario 1 (5 years provided, full 10 year assessment appended)

The Council is mindful of its financial sustainability. While the recommended financial plan will see the Council strongly positioned, the one area where the Shire of Northam could perform more strongly is in operating results. This scenario includes adjustments designed to give the reader an indication of what would be required to improve the Councils financial ratios to reflect an advanced standard, predominantly focusing on returning operating surpluses.

Variable adjusted:

4.5% rate increase annually from the years 2023 – 2033, 1% growth retained

Increase fees and charges by 4.25% for the life of the plan.

Reduce material expenditure in the 2024/25 financial year by \$300,000

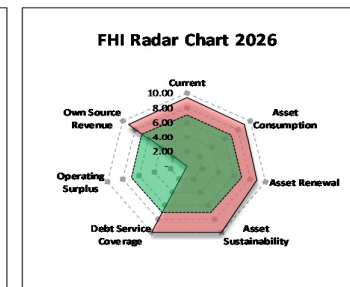
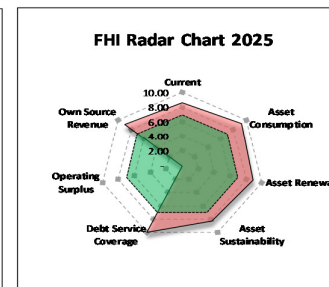
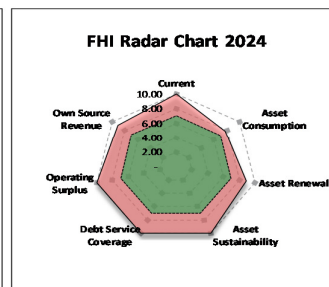
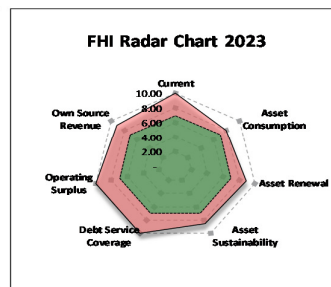
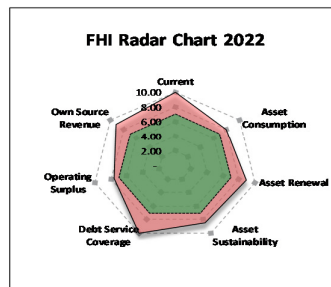
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.87	1.99	2.19	1.27	1.40
Asset Consumption	0.58	0.58	0.57	0.69	0.68
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.05	1.20	1.03	1.34
Debt Service Coverage	6.65	6.61	6.86	7.49	8.05
Operating Surplus	0.04	0.76	0.76	(1.76)	(0.91)
Own Source Revenue	0.75	0.76	0.76	0.74	0.76

Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	10.00	8.62	9.40
Asset Consumption	7.96	7.96	7.84	9.28	9.16
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.50	8.50	10.00	8.30	10.00
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	7.64	10.00	10.00	-	-
Own Source Revenue	9.10	9.16	9.16	9.04	9.16

Financial Health Indicator

90	95	97	71	75
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Revised Scenario 2 (5 years provided, full 10 year assessment appended)

Councils is mindful of its utility consumption, particular around power and water consumption. In addition to the environmental benefits of decreasing these utility charges modelling has been undertaken to project the financial benefits, in the event the Council were to establish a targeted reduction in these.

Variables adjusted

Utilities expenditure reduced 30% by 2027, utilities inflation of 3% retained.

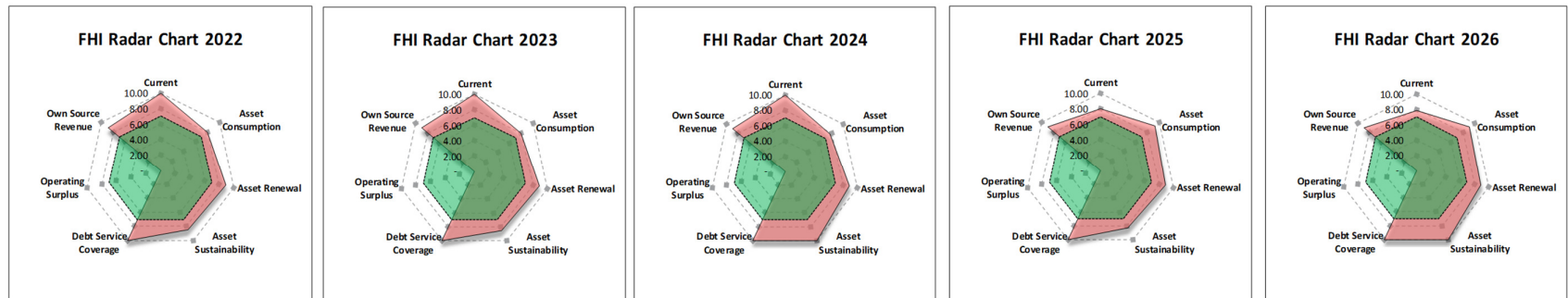
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.69	1.64	1.69	1.17	1.14
Asset Consumption	0.58	0.58	0.57	0.69	0.68
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.05	1.20	1.03	1.34
Debt Service Coverage	5.90	5.98	6.26	7.04	7.32
Operating Surplus	(0.03)	(0.01)	(0.01)	(3.44)	(3.50)
Own Source Revenue	0.72	0.74	0.74	0.74	0.74

Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	10.00	8.02	7.84
Asset Consumption	7.96	7.96	7.84	9.28	9.16
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.50	8.50	10.00	8.30	10.00
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	-
Own Source Revenue	8.92	9.04	9.04	9.04	9.04

Financial Health Indicator

74	74	75	70	71
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Revised Scenario 3 (5 years provided, full 10 year assessment appended)

Rating is always an issue which is widely discussed within the community and reported on. However rating represents the most significant revenue stream for the Council. Scenario 3 has been developed to highlight the implications to Council in the event it wished to reduce projected rate increases by as little as 1% per annum.

Variables adjusted

Rate revenue reduced to an increase of 2.5% for the years 2023 – 2023, 1% growth increase retained.

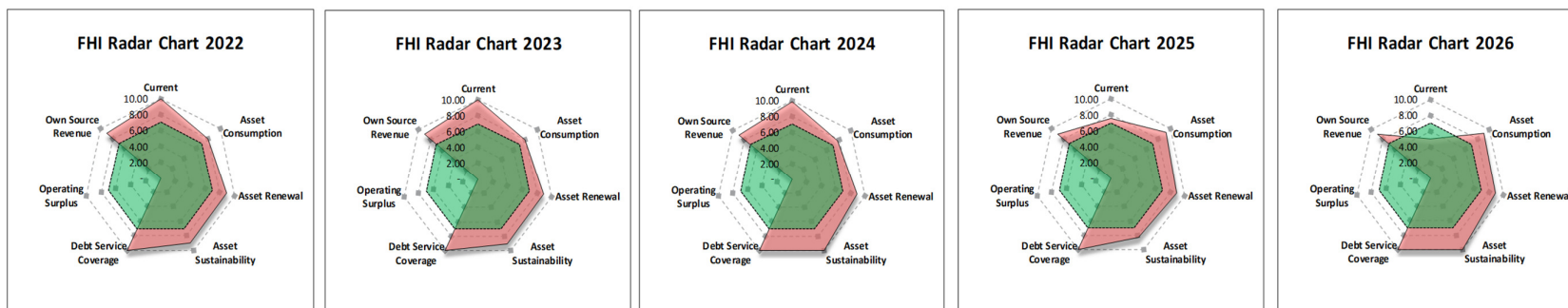
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.67	1.56	1.47	1.09	0.93
Asset Consumption	0.58	0.58	0.57	0.69	0.68
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.10	1.10	1.24	1.03	1.34
Debt Service Coverage	6.16	5.99	6.08	6.68	6.75
Operating Surplus	(0.02)	(0.01)	(0.02)	(4.81)	(5.66)
Own Source Revenue	0.73	0.74	0.73	0.73	0.72

Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	9.82	7.54	5.04
Asset Consumption	7.96	7.96	7.84	9.28	9.16
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	9.00	9.00	10.00	8.30	10.00
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	-
Own Source Revenue	8.98	9.04	8.98	8.98	8.92

Financial Health Indicator

74	74	75	69	64
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Risk Management

The following are the major risks identified as associated with this LTFP;

- Rates
 - Inability of Council to recover
 - Becoming unaffordable
 - Insufficient to cover financial requirements
- Projects
 - The Shire is undertaking a range of projects, which it will be required to underwrite. As a consequence there is an intrinsic risk associated with this. While each project will have its own risk management plan Council needs to be aware that delivery of each project has the potential of impacting the LTFP
- Funding
 - The Council has a reliance on external funding in both the delivery of special projects and the delivery of its annual programs. The risks associated with the special projects has been explored in the previous section, however the risk of reduced government funding for roads has the potential to impact Council significantly.
- Interest Rates
 - Debt
Future interest rate movements up or down (particularly over the medium and longer-term) are always uncertain and a council's exposure to interest rate risks cannot be eliminated. However, interest rate risk can be, and should be, managed.

Council is exposed to interest rate risk whenever it borrows, or lends money, regardless of whether the interest rates are fixed or variable.

Locking into a long-term fixed interest rate borrowing, for example, effectively means that a council is taking a gamble that variable interest rates over the period of the borrowing will be higher than the fixed rate negotiated. If a council takes out a fixed interest rate loan and interest rates on average fall over the duration of the loan, then the council will be worse off than it would have been if it had taken out a variable interest rate loan. Such as Council might not have been intending to gamble on interest rate movements, or it may not realise that it is doing so, but choosing a fixed interest rate borrowing does not obviate risk. It removes only one risk – the risk from higher average variable interest rates for the term of the loan, fixed loans still have a government guarantee fee associated with them, this is variable.

- Alignment
 - An important premise of 'success' for the Shire is to ensure there is a strong alignment between the strategy of the Council and the organisational and financial structure. Whilst the current alignment is relatively strong, there are perceived gaps in the areas of economic development and environmental management.

Key Assumptions Underpinning the Long Term Financial Plan

The estimates in the Revised LTFP are based on a number of assumptions and Council strategies. The base point for the modelling is the adopted 2023/24 budget and assumptions have been applied to the model. The assumptions are:

- Existing service levels will be maintained with a view to improvement in the longer term
- Net staff levels will increase in 2028/29. This increase is aimed at meeting the needs of an increasing population and growth in development within the Shire and increasing statutory compliance, these are in line with the Integrated Workforce Plan 2019.
- CPI will be approximately 2.5% per annum over the life of the LTFP and is based on the current State budget estimates and the local government price index.
- Annual rate increases of 3.5% plus growth per annum are planned for the life of the plan, ensuring that Councils own source revenue remains strong, except for 2024/25 that has a 4.5% increase.
- The rate base will increase by an average 1% per annum through new development and growth.
- Discretionary fees and charges will increase by CPI.
- Full cost recovery for provision of waste and recycling services is achieved with additional revenue of \$20,000 raised per annum in 2024/25-2025/26 and \$50,000 raised per annum for the remainder of the plan.
- Interest rates for new borrowings will be in line with indicative prices issued by WATC, 4.5%.
- Interest rates for invested funds will be 4% over the life of the LTFP
- Roads to Recovery funding is expected to continue.
- Other government grants will increase by up to CPI
- Materials and contracts will increase by CPI per annum
- Utility costs will increase by State Budget future estimates to reflect a continuation of recent increases in energy and water costs
- The Shire's expenditure on renewal of road infrastructure from its own sources is in line with the Council adopted Infrastructure Asset Management Plan.

Shire of Northam

Forecast Statement of Funding For the period 2021 - 2033

	Budget	1	2	Revised Budget 3	4	5	6	7	8	9	10	11	12
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
OPERATING	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues													
Rates	10,152,290	10,757,213	11,222,858	11,985,146	12,621,822	13,166,286	13,734,427	14,327,282	14,945,933	15,591,511	16,265,196	16,968,219	17,701,865
Operating grants, subsidies and contributions	3,664,952	5,564,792	5,657,229	2,365,871	6,141,904	6,247,252	6,368,199	6,491,623	6,617,576	6,746,110	6,877,279	7,011,136	7,147,737
Profit on Asset Disposal	343,039	-	-	36,354	-	-	-	-	-	-	-	-	-
Fees and charges	3,673,118	4,090,466	4,233,082	4,556,982	4,721,034	4,870,684	5,025,183	5,184,689	5,349,370	5,519,396	5,694,942	5,876,191	6,063,333
Service charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earnings - General	88,000	252,682	290,647	302,455	419,517	369,372	319,221	319,063	318,897	318,917	318,931	318,951	318,965
Interest earnings - Reserves	45,000	134,913	141,750	90,000	156,735	126,773	119,765	121,176	124,473	121,852	132,804	159,447	197,883
Other revenue	953,571	828,050	846,267	1,115,053	1,139,584	1,164,655	1,190,277	1,216,463	1,243,225	1,270,576	1,298,529	1,327,097	1,356,293
	18,919,970	21,628,116	22,391,833	20,451,861	25,200,596	25,945,022	26,757,072	27,660,296	28,599,474	29,568,362	30,587,681	31,661,041	32,786,076
Expenses													
Employee costs	(8,455,397)	(8,644,242)	(8,837,336)	(10,469,417)	(10,859,728)	(11,233,884)	(11,567,859)	(11,914,895)	(12,529,542)	(12,905,428)	(13,292,591)	(13,691,369)	(14,102,110)
Materials and contracts	(8,713,671)	(6,694,091)	(6,821,642)	(7,901,622)	(7,345,903)	(7,479,550)	(7,666,539)	(7,858,202)	(8,054,657)	(8,256,024)	(8,462,425)	(8,673,986)	(8,890,836)
Utility charges (electricity, gas, water etc.)	(1,020,182)	(1,046,819)	(1,075,511)	(938,637)	(967,139)	(996,512)	(1,026,783)	(1,057,980)	(1,090,131)	(1,123,265)	(1,157,413)	(1,192,606)	(1,228,876)
Depreciation on non-current assets	(4,680,609)	(4,696,388)	(4,808,257)	(5,164,280)	(5,381,027)	(5,627,541)	(5,794,315)	(5,991,016)	(6,156,513)	(6,320,851)	(6,420,885)	(6,519,433)	(6,690,199)
Loss on Asset Disposal	(187,254)	-	-	(213,764)	-	-	-	-	-	-	-	-	-
Interest Expense	(229,114)	(241,994)	(244,226)	(279,554)	(225,507)	(207,744)	(249,424)	(304,531)	(297,559)	(262,404)	(226,217)	(191,790)	(164,339)
Insurance expense	(516,245)	(523,989)	(555,999)	(652,838)	(692,008)	(705,156)	(718,554)	(732,207)	(746,119)	(760,295)	(774,741)	(789,461)	(804,461)
Other expenditure	(13,751)	(195,660)	(200,552)	(385,413)	(395,048)	(404,924)	(415,047)	(425,423)	(436,059)	(446,960)	(458,134)	(469,587)	(481,327)
	(23,816,223)	(22,043,183)	(22,543,523)	(26,005,525)	(25,866,360)	(26,655,311)	(27,438,521)	(28,284,254)	(29,310,580)	(30,075,227)	(30,792,406)	(31,528,232)	(32,362,148)
NET OPERATIONS	(4,896,253)	(415,067)	(151,690)	(5,553,664)	(665,764)	(710,289)	(681,449)	(623,958)	(711,106)	(506,865)	(204,725)	132,809	423,928
Funding Position Adjustments													
Depreciation on non-current assets	4,680,609	4,696,388	4,808,257	5,164,280	5,381,027	5,627,541	5,794,315	5,991,016	6,156,513	6,320,851	6,420,885	6,519,433	6,690,199
Net profit and losses on Disposal	(155,785)	-	-	177,410	-	-	-	-	-	-	-	-	-
Movement in Accruals	387,631	-	-	-	-	-	-	-	-	-	-	-	-
Change in Accounting Policies	-	-	-	-	-	-	-	-	-	-	-	-	-
Movement in Employee Benefit Provisions	(201,012)	-	-	-	-	-	-	-	-	-	-	-	-
Write-off of assets	-	-	-	-	-	-	-	-	-	-	-	-	-
FUNDING FROM GENERAL OPERATIONS	(184,810)	4,281,321	4,656,567	(211,974)	4,715,263	4,917,252	5,112,866	5,367,058	5,445,407	5,813,986	6,216,160	6,652,242	7,114,127
CAPITAL													
Asset Acquisitions and Construction													
Purchase of land held for resale	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Property Plant and Equipment	(5,661,091)	(2,036,380)	(1,310,000)	(4,865,945)	(1,655,000)	(3,255,000)	(1,505,000)	(3,220,000)	(1,530,000)	(1,540,000)	(1,550,000)	(1,560,000)	(1,570,000)
Infrastructure	(9,006,602)	(4,340,019)	(4,326,393)	(9,420,869)	(5,544,345)	(8,733,334)	(4,804,396)	(4,773,717)	(4,926,470)	(4,775,853)	(4,755,820)	(5,049,195)	(5,083,203)
Proceeds on Disposal	992,500	300,000	300,000	1,603,682	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Non-Operating grants, subsidies and contributions	4,344,290	2,496,805	1,499,715	4,834,745	1,889,718	3,966,930	1,505,051	1,986,934	1,449,907	1,256,444	1,269,994	1,283,842	1,297,995
NET FUNDING BEFORE FINANCING	(9,330,903)	(3,579,594)	(3,836,678)	(7,848,387)	(5,009,627)	(7,721,404)	(4,504,345)	(5,706,783)	(4,706,563)	(4,759,409)	(4,735,826)	(5,025,353)	(5,055,208)
Financing													
Inflows													
Transfer from Reserves	1,449,643	1,059,245	-	520,703	925,733	618,115	134,484	88,738	240,000	-	-	-	-
New Borrowings	3,464,020	-	-	-	-	3,100,000	-	1,150,000	-	-	-	-	-
Self Supporting Loan	20,203	20,850	25,095	22,208	22,920	23,655	12,111	-	-	-	-	-	-
Outflows													
Transfer to Reserves	(1,434,500)	(1,230,158)	(193,750)	(1,185,957)	(176,735)	(442,877)	(169,765)	(171,176)	(174,473)	(273,784)	(666,066)	(960,888)	(1,368,435)
Advances to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Past Borrowings	(345,975)	(509,136)	(565,727)	(460,849)	(477,554)	(494,741)	(585,351)	(727,837)	(804,371)	(780,793)	(814,268)	(666,001)	(690,484)
NET FINANCING	3,153,391	(659,199)	(734,382)	(1,103,895)	294,364	2,804,152	(608,521)	339,725	(738,844)	(1,054,577)	(1,480,334)	(1,626,889)	(2,058,919)
ACCOUNTING PERIOD BALANCES													
Opening Balance	6,362,322	-	42,528	9,164,256	-	-	-	-	-	-	-	-	-
Closing Balance	-	42,528	128,035	-	-	-	-	-	-	-	-	-	-

Shire of Northam

Forecast Statement of Comprehensive Income
For the period 2021 - 2033

			1	2	Revised Budget 3	4	5	6	7	8	9	10	11	12
		Base	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
INCOME STATEMENT	Notes	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues														
Rates		10,152,290	10,757,213	11,222,858	11,985,146	12,621,822	13,166,286	13,734,427	14,327,282	14,945,933	15,591,511	16,265,196	16,968,219	17,701,865
Operating grants, subsidies and contributions		3,664,952	5,564,792	5,657,229	2,365,871	6,141,904	6,247,252	6,368,199	6,491,623	6,617,576	6,746,110	6,877,279	7,011,136	7,147,737
Fees and charges		3,673,118	4,090,466	4,233,082	4,556,982	4,721,034	4,870,684	5,025,183	5,184,689	5,349,370	5,519,396	5,694,942	5,876,191	6,063,333
Service charges		-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earnings - General		88,000	252,682	290,647	302,455	419,517	369,372	319,221	319,063	318,897	318,917	318,931	318,951	318,965
Interest earnings - Reserves		45,000	134,913	141,750	90,000	156,735	126,773	119,765	121,176	124,473	121,852	132,804	159,447	197,883
Other revenue		953,571	828,050	846,267	1,115,053	1,139,584	1,164,655	1,190,277	1,216,463	1,243,225	1,270,576	1,298,529	1,327,097	1,356,293
		18,576,931	21,628,116	22,391,833	20,415,507	25,200,596	25,945,022	26,757,072	27,660,296	28,599,474	29,568,362	30,587,681	31,661,041	32,786,076
Expenses														
Employee costs		(8,455,397)	(8,644,242)	(8,837,336)	(10,469,417)	(10,859,728)	(11,233,884)	(11,567,859)	(11,914,895)	(12,529,542)	(12,905,428)	(13,292,591)	(13,691,369)	(14,102,110)
Materials and contracts		(8,713,671)	(6,694,091)	(6,821,642)	(7,901,622)	(7,345,903)	(7,479,550)	(7,666,539)	(7,858,202)	(8,054,657)	(8,256,024)	(8,462,425)	(8,673,986)	(8,890,836)
Utility charges (electricity, gas, water etc.)		(1,020,182)	(1,046,819)	(1,075,511)	(938,637)	(967,139)	(996,512)	(1,026,783)	(1,057,980)	(1,090,131)	(1,123,265)	(1,157,413)	(1,192,606)	(1,228,876)
Depreciation on non-current assets		(4,680,609)	(4,696,388)	(4,808,257)	(5,164,280)	(5,381,027)	(5,627,541)	(5,794,315)	(5,991,016)	(6,156,513)	(6,320,851)	(6,420,885)	(6,519,433)	(6,690,199)
Interest expense		(229,114)	(241,994)	(244,226)	(279,554)	(225,507)	(207,744)	(249,424)	(304,531)	(297,559)	(262,404)	(226,217)	(191,790)	(164,339)
Insurance expense		(516,245)	(523,989)	(555,999)	(652,838)	(692,008)	(705,156)	(718,554)	(732,207)	(746,119)	(760,295)	(774,741)	(789,461)	(804,461)
Other expenditure		(13,751)	(195,660)	(200,552)	(385,413)	(395,048)	(404,924)	(415,047)	(425,423)	(436,059)	(446,960)	(458,134)	(469,587)	(481,327)
		(23,628,969)	(22,043,183)	(22,543,523)	(25,791,761)	(25,866,360)	(26,655,311)	(27,438,521)	(28,284,254)	(29,310,580)	(30,075,227)	(30,792,406)	(31,528,232)	(32,362,148)
OPERATING RESULT		(5,052,038)	(415,067)	(151,690)	(5,376,254)	(665,764)	(710,289)	(681,449)	(623,958)	(711,106)	(506,865)	(204,725)	132,809	423,928
Revenue (Asset related)														
Non-Operating grants, subsidies and contributions		4,344,290	2,496,805	1,499,715	4,834,745	1,889,718	3,966,930	1,505,051	1,986,934	1,449,907	1,256,444	1,269,994	1,283,842	1,297,995
Profit on disposal of assets		343,039	-	-	36,354	-	-	-	-	-	-	-	-	-
Loss on asset disposal		(187,254)	-	-	(213,764)	-	-	-	-	-	-	-	-	-
NET RESULT		(551,963)	2,081,738	1,348,025	(718,919)	1,223,954	3,256,641	823,602	1,362,976	738,801	749,579	1,065,269	1,416,651	1,721,923
Other Comprehensive Income		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income		(551,963)	2,081,738	1,348,025	(718,919)	1,223,954	3,256,641	823,602	1,362,976	738,801	749,579	1,065,269	1,416,651	1,721,923

Shire of Northam

Forecast Statement of Cashflows
For the period 2021 - 2033

	Base	1	2	Revised Budget	4	5	6	7	8	9	10	11	12
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows From Operating Activities													
Receipts													
Rates	10,152,290	10,757,213	10,168,291	11,985,146	12,621,822	13,166,286	13,734,427	14,327,282	14,945,933	15,591,511	16,265,196	16,968,219	17,701,865
Operating grants, subsidies and contributions	3,664,952	5,564,792	4,579,720	5,365,871	6,141,904	6,247,252	6,368,199	6,491,623	6,617,576	6,746,110	6,877,279	7,011,136	7,147,737
Fees and Charges	2,866,150	4,090,466	4,264,894	4,556,982	4,721,034	4,870,684	5,025,183	5,184,689	5,349,370	5,519,396	5,694,942	5,876,191	6,063,333
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earnings	133,000	387,595	391,500	392,455	576,252	496,145	438,986	440,239	443,370	440,769	451,735	478,398	516,848
Other Revenue	952,571	828,050	846,267	1,115,053	1,139,584	1,164,655	1,190,277	1,216,463	1,243,225	1,270,576	1,298,529	1,327,097	1,356,293
	17,768,963	21,628,116	20,250,672	23,415,507	25,200,596	25,945,022	26,757,072	27,660,296	28,599,474	29,568,362	30,587,681	31,661,041	32,786,076
Payments													
Employee Costs	(8,656,409)	(8,644,242)	(8,063,630)	(10,469,417)	(10,859,728)	(11,233,884)	(11,567,859)	(11,914,895)	(12,529,542)	(12,905,428)	(13,292,591)	(13,691,369)	(14,102,110)
Materials and Contracts	(7,042,132)	(5,694,091)	(5,931,974)	(7,901,622)	(7,345,903)	(7,479,550)	(7,666,539)	(7,858,202)	(8,054,657)	(8,256,024)	(8,462,425)	(8,673,986)	(8,890,836)
Utility Charges	(1,020,182)	(1,046,819)	(1,075,511)	(938,637)	(967,139)	(996,512)	(1,026,783)	(1,057,980)	(1,090,131)	(1,123,265)	(1,157,413)	(1,192,606)	(1,228,876)
Insurance Expenses	(229,114)	(241,994)	(133,094)	(279,554)	(225,507)	(207,744)	(249,424)	(304,531)	(297,559)	(262,404)	(226,217)	(191,790)	(164,339)
Interest expenses	(516,245)	(523,989)	(555,999)	(652,838)	(692,008)	(705,156)	(718,554)	(732,207)	(746,119)	(760,295)	(774,741)	(789,461)	(804,461)
Other Expenditure	(13,751)	(195,660)	(200,552)	(385,413)	(395,048)	(404,924)	(415,047)	(425,423)	(436,059)	(446,960)	(458,134)	(469,587)	(481,327)
	(17,477,833)	(16,346,795)	(15,960,760)	(20,627,481)	(20,485,333)	(21,027,770)	(21,644,206)	(22,293,238)	(23,154,067)	(23,754,376)	(24,371,521)	(25,008,799)	(25,671,949)
Net Cash Provided By (Used In) Operating Activities	291,130	5,281,321	4,289,912	2,788,026	4,715,263	4,917,252	5,112,866	5,367,058	5,445,407	5,813,986	6,216,160	6,652,242	7,114,127
Cash Flows from Investing Activities													
Payments for Development of Land Held for Resale	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments for Purchase of Property, Plant & Equipment	(5,356,882)	(2,036,380)	(1,310,000)	(4,865,945)	(1,655,000)	(3,255,000)	(1,505,000)	(3,220,000)	(1,530,000)	(1,540,000)	(1,550,000)	(1,560,000)	(1,570,000)
Payments for Construction of Infrastructure	(9,006,602)	(4,340,019)	(4,326,393)	(9,420,869)	(5,544,345)	(8,733,334)	(4,804,396)	(4,773,717)	(4,926,470)	(4,775,853)	(4,755,820)	(5,049,195)	(5,083,203)
Advances to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-Operating Grants, Subsidies and Contributions	4,344,290	2,496,805	1,499,715	4,834,745	1,889,718	3,966,930	1,505,051	1,986,934	1,449,907	1,256,444	1,269,994	1,283,842	1,297,995
Proceeds from Sale of Plant & Equipment	992,500	300,000	300,000	1,603,682	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Changes in Accounting policy	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers (to)/from Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Provided By (Used In) Investing Activities	(9,026,694)	(3,579,594)	(3,836,678)	(7,848,387)	(5,009,627)	(7,721,404)	(4,504,345)	(5,706,783)	(4,706,563)	(4,759,409)	(4,735,826)	(5,025,353)	(5,055,208)
Cash Flows from Financing Activities													
Repayment of Debentures	(345,975)	(509,136)	(565,727)	(460,849)	(477,554)	(494,741)	(585,351)	(727,837)	(804,371)	(780,793)	(814,268)	(666,001)	(690,484)
Proceeds from Self Supporting Loans	20,203	20,850	25,095	22,208	22,920	23,655	12,111	-	-	-	-	-	-
Proceeds from New Debentures	3,464,020	-	-	-	-	3,100,000	-	1,150,000	-	-	-	-	-
Net Cash Provided By (Used In) Financing Activities	3,138,248	(488,286)	(540,632)	(438,641)	(454,634)	2,628,914	(573,240)	422,163	(804,371)	(780,793)	(814,268)	(666,001)	(690,484)
Net Increase (Decrease) in Cash Held	(5,597,316)	1,213,441	(87,398)	(5,499,002)	(748,998)	(175,238)	35,281	82,438	(65,527)	273,784	666,066	960,888	1,368,435
Cash at Beginning of Year	9,868,173	4,270,857	5,484,298	9,581,554	4,692,427	3,480,309	3,305,071	3,340,352	3,422,790	3,357,262	3,631,047	4,297,113	5,258,001
Cash and Cash Equivalents at the End of the Year	4,270,857	5,484,298	5,396,900	4,082,552	3,943,429	3,305,071	3,340,352	3,422,790	3,357,263	3,631,046	4,297,113	5,258,001	6,626,436
Reconciliation of Net Cash Provided By Operating Activities to Net Result													
Net Result	(551,963)	2,081,738	1,348,025	(718,919)	1,223,954	3,256,641	823,602	1,362,976	738,801	749,579	1,065,269	1,416,651	1,721,923
Depreciation	4,680,609	4,696,388	4,808,257	5,164,280	5,381,027	5,627,541	5,794,315	5,991,016	6,156,513	6,320,851	6,420,885	6,519,433	6,690,199
Gifted Bridge main roads	-	-	-	-	-	-	-	-	-	-	-	-	-
(Profit)/Loss on Sale of Asset	(155,785)	-	-	177,410	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Receivables	(806,968)	-	(182,001)	3,000,000	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Inventories	(1,000)	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Payables	1,671,539	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Employee Provisions	(201,012)	-	-	-	-	-	-	-	-	-	-	-	-
Grants/Contributions for the Development of Assets	(4,344,290)	(2,496,805)	(1,499,715)	(4,834,745)	(1,889,718)	(3,966,930)	(1,505,051)	(1,986,934)	(1,449,907)	(1,256,444)	(1,269,994)	(1,283,842)	(1,297,995)
Net Cash from Operating Activities	291,130	5,281,321	4,474,566	2,788,026	4,715,263	4,917,252	5,112,866	5,367,058	5,445,407	5,813,986	6,216,160	6,652,242	7,114,127

Shire of Northam

Forecast Statement of Financial Position
For the period 2021 - 2033

		Revised Budget											
		1	2	3	4	5	6	7	8	9	10	11	12
BALANCE SHEET		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
		Base											
CURRENT ASSETS		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Unrestricted Cash and Equivalents	898,000	1,960,528	1,864,034	5,774,101	330,981	330,981	330,981	330,981	380,980	430,981	430,981	430,981	430,981
Restricted Cash and Cash Equivalent	3,372,857	3,523,770	3,717,520	3,918,326	3,149,328	2,974,090	3,009,371	3,091,809	2,976,282	3,200,066	3,866,132	4,827,020	6,195,455
Non-Cash Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables	3,220,631	3,221,300	3,221,989	3,222,701	3,223,436	3,211,892	3,199,781	3,199,781	3,199,781	3,199,781	3,199,781	3,199,781	3,199,781
Inventories	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
TOTAL CURRENT ASSETS	7,492,488	8,706,598	8,804,543	12,916,128	6,704,745	6,517,963	6,541,133	6,623,571	6,558,043	6,831,828	7,497,894	8,458,782	9,827,217
NON-CURRENT ASSETS													
Other Receivables	609,383	587,864	565,656	542,736	519,081	506,970	506,970	506,970	506,970	506,970	506,970	506,970	506,970
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Plant and Equipment	58,355,611	58,431,276	57,730,661	59,109,755	58,518,918	59,442,473	58,562,270	59,311,787	58,316,782	57,277,073	56,257,606	55,265,223	54,229,190
Infrastructure	177,891,593	179,195,939	180,424,690	340,016,649	350,125,804	355,263,043	356,358,326	357,311,511	358,306,473	359,041,183	359,645,586	360,427,731	361,126,768
TOTAL NON-CURRENT ASSETS	236,856,587	238,215,079	238,721,007	399,669,140	409,163,803	415,212,486	415,427,566	417,130,268	417,130,225	416,825,226	416,410,162	416,199,924	415,862,928
TOTAL ASSETS	244,349,075	246,921,677	247,525,550	412,585,268	415,868,548	421,730,449	421,968,699	423,753,839	423,688,268	423,657,054	423,908,056	424,658,706	425,690,145
CURRENT LIABILITIES													
Trade and Other Payables	1,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807
Current Portion of Long-term Liabilities	361,212	509,136	565,727	460,849	477,554	556,786	664,137	785,679	760,870	793,035	666,001	690,484	715,983
Provisions	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838
TOTAL CURRENT LIABILITIES	3,372,857	4,520,781	4,577,372	4,472,494	4,489,199	4,568,431	4,675,782	4,797,324	4,772,515	4,804,680	4,677,646	4,702,129	4,727,628
NON-CURRENT LIABILITIES													
Long-term Borrowings	9,522,548	8,504,276	7,881,958	6,110,674	5,616,415	8,142,442	7,409,598	7,627,205	6,760,851	5,857,152	5,075,047	4,285,375	3,465,691
Provisions	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838
TOTAL NON-CURRENT LIABILITIES	9,912,386	8,894,114	8,271,796	6,500,512	6,006,253	8,532,280	7,799,436	8,017,043	7,150,689	6,246,990	5,464,885	4,675,213	3,855,529
TOTAL LIABILITIES	13,285,243	13,414,895	12,849,168	10,973,006	10,495,452	13,100,711	12,475,218	12,814,367	11,923,204	11,051,670	10,142,531	9,377,342	8,583,157
NET ASSETS	231,063,832	233,506,782	234,676,382	401,612,262	405,373,096	408,629,738	409,493,481	410,939,472	411,765,064	412,605,384	413,765,525	415,281,364	417,106,988
EQUITY													
Retained Surplus	113,711,964	115,984,001	116,959,851	240,974,334	245,484,166	248,916,046	249,744,509	251,108,061	251,999,180	252,565,716	253,059,791	253,614,742	254,071,932
Reserves - Cash Backed	3,372,857	3,543,770	3,737,520	4,402,774	3,653,776	3,478,538	3,513,819	3,596,257	3,530,730	3,804,514	4,470,580	5,431,468	6,799,903
Reserves - Revaluation	113,979,011	113,979,011	113,979,011	156,235,154	156,235,154	156,235,154	156,235,153	156,235,154	156,235,154	156,235,154	156,235,154	156,235,154	156,235,154
TOTAL EQUITY	231,063,832	233,506,782	234,676,382	401,612,262	405,373,096	408,629,738	409,493,481	410,939,472	411,765,064	412,605,384	413,765,525	415,281,364	417,106,989

Key Capital Projects

Capital Expenditure Summary													Funding				
Source	Class	Project	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Total Expenditure	Grant	Reserve	Debt	Other	Total
Wundowie Community Plan	Other Infrastructure	Wundowie Swimming Pool		2,000,000								2,000,000	- 500,000	- 400,000	- 1,000,000	- 100,000	- 2,000,000
Shire Council Plan	Other Infrastructure	Activate Mt Ommaney					450,000					450,000	- 225,000	- 150,000		- 75,000	- 450,000
Shire Council Plan	Other Infrastructure	Improve Bakers Recreation Precinct	30,000									30,000				- 30,000	- 30,000
Shire Council Plan	Other Infrastructure	Lights Bert Hawke Oval	764,000									764,000	- 314,968	- 300,000		- 149,032	- 764,000
Shire Council Plan	Other Infrastructure	Northam Railway Station Precinct		150,000	200,000							350,000	- 175,000			- 175,000	- 350,000
Shire Council Plan	Footpaths	Fitzgerald St Footpaths	350,000		350,000							700,000	- 525,000	- 134,484		- 40,516	- 700,000
Shire Council Plan	Footpaths	Clarke St, Suburan Rd to Inkpen St				250,000						250,000	- 125,000	- 61,245		- 63,755	- 250,000
Shire Council Plan	Footpaths	Tracks and Trails				200,000						200,000	- 100,000			- 100,000	- 200,000
Shire Council Plan	Other Infrastructure	Northam Agricultural Pavilion		650,000								650,000	- 650,000				- 650,000
Shire Council Plan	Other Infrastructure	Expansion Water Reuse Scheme		2,500,000								2,500,000	- 1,500,000		- 1,000,000		- 2,500,000
Shire Council Plan	Other Infrastructure	Entry Statement Light Industrial Area	75,000									75,000	- 37,500			- 37,500	- 75,000
Shire Council Plan	Other Infrastructure	Entry Statement CBD	50,000									50,000	- 25,000			- 25,000	- 50,000
Shire Council Plan	Buildings	Administration Centre		1,100,000								1,100,000			- 1,100,000		- 1,100,000
Wundowie Community Plan	Buildings	Wundowie Pavilion				1,700,000						1,700,000	- 550,000		- 1,150,000		- 1,700,000
N/a	Buildings	Depot Solar and Water Tank	50,000									50,000		- 23,506			- 23,506
N/a	Other Infrastructure	Old Pool Rehabilitation	200,000									200,000		- 200,000			- 200,000
CCTV Strategy	Other Infrastructure	CCTV Stage 1	50,000									50,000				- 50,000	- 50,000
Shire Community Plan	Roads	Roads Program	3,139,231	3,208,294	3,278,877	3,351,012	3,424,734	3,500,079	3,577,080	3,655,776	3,736,206	30,871,289	- 11,129,347	- 427,227		- 19,314,716	- 30,871,289
Shire Community Plan	Drainage	Drainage Program	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	5,373,000				- 5,373,000	- 5,373,000
Shire Community Plan	Footpaths	Footpath Program	225,000		260,000	45,000	280,000	290,000	300,000	310,000	320,000	2,030,000				- 2,030,000	- 2,030,000
Shire Community Plan	Buildings	Renewal/upgrades	690,000	690,000	690,000	700,000	710,000	720,000	730,000	740,000	750,000	6,420,000		- 210,608		- 6,209,392	- 6,420,000
Shire Community Plan	Plant	Plant Replacement	900,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	7,300,000		- 100,000		- 7,200,000	- 7,300,000
Corporate Business Plan	Other Infrastructure	CBD Improvement Works				75,000	75,000	75,000	75,000	75,000	75,000	450,000				- 450,000	- 450,000
Not Applicable	Furniture & Equipment	Renewal/upgrades	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000	165,000				- 165,000	- 165,000
Airport Master Plan	Other Infrastructure	Development		100,000								100,000	- 50,000			- 50,000	- 100,000
Airport Master Plan	Other Infrastructure	Lot Development			10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000				- 70,000	- 70,000
POS & Parks Asset Management Plan	Parks Infrastructure	POS and Parks Improvements	64,114	178,040	108,519	245,705	89,736	303,774	196,740	401,419	345,000	1,933,047				- 1,933,047	- 1,933,047
Total			7,199,345	11,988,334	6,309,396	7,993,717	6,456,470	6,315,853	6,305,820	6,609,195	6,653,206	65,831,336	- 15,906,815	- 2,007,070	- 4,250,000	- 43,640,958	- 65,804,842

Shire of Northam														
Infrastructure Forecast														
For the period 2021 - 2033														
		Base	1	2	3	4	5	6	7	8	9	10	11	12
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Line	Total - Infrastructure	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Infrastructure at cost/valuation	187,032,465	191,372,484	195,698,877	358,603,836	372,148,181	380,881,516	385,685,911	390,459,629	395,386,099	400,161,951	404,917,772	409,966,967	415,050,170
	Accumulated Depreciation Infrastructure	(9,140,872)	(12,176,545)	(15,274,187)	(18,587,187)	(22,022,377)	(25,618,473)	(29,327,585)	(33,148,118)	(37,079,626)	(41,120,768)	(45,272,186)	(49,539,236)	(53,923,402)
	Total - Infrastructure	177,891,593	179,195,939	180,424,690	340,016,649	350,125,804	355,263,043	356,358,326	357,311,511	358,306,473	359,041,183	359,645,586	360,427,731	361,126,768
	Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0
	Additions - Expansion, Upgrades and New	0	666,240	591,525	4,638,212	1,598,345	2,676,856	776,109	1,167,262	1,025,458	798,861	701,399	915,861	869,440
	Additions - Renewal	0	3,673,779	3,734,868	4,782,657	3,946,000	6,056,478	4,028,287	3,606,455	3,901,013	3,976,991	4,054,421	4,133,334	4,213,764
	Total Additions	0	4,340,019	4,326,393	9,420,869	5,544,345	8,733,334	4,804,396	4,773,717	4,926,470	4,775,853	4,755,820	5,049,195	5,083,203
	NBV of Disposals	0	0	0	0	0	0	0	0	0	0	0	0	0
	Write offs	0	0	0	0	0	0	0	0	0	0	0	0	0
	Depreciation Expense	0	(3,035,673)	(3,097,642)	(3,313,000)	(3,435,190)	(3,596,096)	(3,709,112)	(3,820,533)	(3,931,508)	(4,041,142)	(4,151,418)	(4,267,050)	(4,384,166)
Line	Infrastructure	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1	Roads Formation - Cost/Mngt Valuation	21,880,960	21,880,960	21,880,960	21,880,960	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000
	Additions - Assets at no cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Roads Formation - Cost/Mngt Valuation Closing Balance	21,880,960	21,880,960	21,880,960	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000	96,000,000
	Accum. Deprec. -Roads Formation - Cost/Mngt Valuation	0	0	0	0	0	0	0	0	0	0	0	0	0
	Depreciation Rate		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Depreciation Expense		0	0	0	0	0	0	0	0	0	0	0	0
	Accum. Deprec. -Roads Formation - Cost/Mngt Valuation Closin	0	0	0	0	0	0	0	0	0	0	0	0	0
	Roads Pavement - Cost/Mngt Valuation	39,867,328	39,867,328	41,277,381	42,718,455	50,000,000	51,390,231	52,811,048	54,263,122	55,747,142	57,263,810	58,813,845	60,397,981	62,016,968
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New		365,569	373,612	1,525,437	390,231	398,816	407,590	416,557	425,722	435,087	444,659	454,442	464,440
	Additions - Renewal		1,044,484	1,067,463	1,169,871	1,000,000	1,022,000	1,044,484	1,067,463	1,090,947	1,114,948	1,139,477	1,164,545	1,190,165
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Roads Pavement - Cost/Mngt Valuation Closing Balance	39,867,328	41,277,381	42,718,455	50,000,000	51,390,231	52,811,048	54,263,122	55,747,142	57,263,810	58,813,845	60,397,981	62,016,968	63,671,573
	Accum. Deprec. -Roads Pavement - Cost/Mngt Valuation	(1,487,385)	(1,487,385)	(2,003,352)	(2,537,333)	(3,105,005)	(3,690,055)	(4,292,865)	(4,913,826)	(5,553,337)	(6,211,807)	(6,889,652)	(7,587,299)	(8,305,183)
	Depreciation Rate		1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
	Depreciation Expense		(515,967)	(533,981)	(567,672)	(585,050)	(602,810)	(620,961)	(639,511)	(658,470)	(677,845)	(697,647)	(717,884)	(738,567)
	Accum. Deprec. -Roads Pavement - Cost/Mngt Valuation Closin	(1,487,385)	(2,003,352)	(2,537,333)	(3,105,005)	(3,690,055)	(4,292,865)	(4,913,826)	(5,553,337)	(6,211,807)	(6,889,652)	(7,587,299)	(8,305,183)	(9,043,750)
	Roads Seal - Cost/Mngt Valuation	29,475,137	29,475,137	31,207,432	32,977,837	60,000,000	69,749,000	71,536,478	73,363,281	75,230,273	77,138,339	79,088,382	81,081,327	83,118,116
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New													
	Additions - Renewal		1,732,295	1,770,405	1,606,696	1,749,000	1,787,478	1,826,803	1,866,992	1,908,066	1,950,043	1,992,944	2,036,789	2,081,599
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Roads Seal - Cost/Mngt Valuation Closing Balance	29,475,137	31,207,432	32,977,837	60,000,000	69,749,000	71,536,478	73,363,281	75,230,273	77,138,339	79,088,382	81,081,327	83,118,116	85,199,714
	Accum. Deprec. -Roads Seal - Cost/Mngt Valuation	(3,175,024)	(3,175,024)	(4,270,405)	(5,390,987)	(6,604,904)	(7,880,211)	(9,218,259)	(10,620,427)	(12,088,127)	(13,622,800)	(15,225,919)	(16,898,991)	(18,643,554)
	Depreciation Rate		3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%
	Depreciation Expense		(1,095,381)	(1,120,582)	(1,213,917)	(1,275,307)	(1,338,048)	(1,402,168)	(1,467,700)	(1,534,673)	(1,603,119)	(1,673,072)	(1,744,563)	(1,817,627)
	Accum. Deprec. -Roads Seal - Cost/Mngt Valuation Closing Bala	(3,175,024)	(4,270,405)	(5,390,987)	(6,604,904)	(7,880,211)	(9,218,259)	(10,620,427)	(12,088,127)	(13,622,800)	(15,225,919)	(16,898,991)	(18,643,554)	(20,461,181)
2	Footpaths - Cost/Mngt Valuation	5,437,301	5,437,301	5,687,301	5,937,301	6,947,846	7,522,846	7,522,846	8,132,846	8,627,846	8,907,846	9,197,846	9,497,846	9,807,846
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New		50,000	50,000	490,000	225,000		50,000	495,000	50,000	50,000	50,000	50,000	50,000
	Additions - Renewal		200,000	200,000	520,545	350,000		560,000		230,000	240,000	250,000	260,000	270,000
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Footpaths - Cost/Mngt Valuation Closing Balance	5,437,301	5,687,301	5,937,301	6,947,846	7,522,846	7,522,846	8,132,846	8,627,846	8,907,846	9,197,846	9,497,846	9,807,846	10,127,846
3	Accum. Deprec. -Footpaths - Cost/Mngt Valuation	(464,780)	(464,780)	(642,224)	(827,468)	(1,044,241)	(1,278,954)	(1,513,667)	(1,767,412)	(2,036,601)	(2,314,526)	(2,601,499)	(2,897,832)	(3,203,837)
	Depreciation Rate		3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%
	Depreciation Expense	0	(177,444)	(185,244)	(216,773)	(234,713)	(234,713)	(253,745)	(269,189)	(277,925)	(286,973)	(296,333)	(306,005)	(315,989)
	Accum. Deprec. -Footpaths - Cost/Mngt Valuation Closing Balan	(464,780)	(642,224)	(827,468)	(1,044,241)	(1,278,954)	(1,513,667)	(1,767,412)	(2,036,601)	(2,314,526)	(2,601,499)	(2,897,832)	(3,203,837)	(3,519,826)

Shire of Northam														
Infrastructure Forecast														
For the period 2021 - 2033														
		1	2	3	4	5	6	7	8	9	10	11	12	
	Base	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	
Line	Total - Infrastructure	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Infrastructure at cost/valuation	187,032,465	191,372,484	195,698,877	358,603,836	372,148,181	380,881,516	385,685,911	390,459,629	395,386,099	400,161,951	404,917,772	409,966,967	415,050,170
	Accumulated Depreciation Infrastructure	(9,140,872)	(12,176,545)	(15,274,187)	(18,587,187)	(22,022,377)	(25,618,473)	(29,327,585)	(33,148,118)	(37,079,626)	(41,120,768)	(45,272,186)	(49,539,236)	(53,923,402)
	Total - Infrastructure	177,891,593	179,195,939	180,424,690	340,016,649	350,125,804	355,263,043	356,358,326	357,311,511	358,306,473	359,041,183	359,645,586	360,427,731	361,126,768
	Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0
	Additions - Expansion, Upgrades and New	0	666,240	591,525	4,638,212	1,598,345	2,676,856	776,109	1,167,262	1,025,458	798,861	701,399	915,861	869,440
	Additions - Renewal	0	3,673,779	3,734,868	4,782,657	3,946,000	6,056,478	4,028,287	3,606,455	3,901,013	3,976,991	4,054,421	4,133,334	4,213,764
	Total Additions	0	4,340,019	4,326,393	9,420,869	5,544,345	8,733,334	4,804,396	4,773,717	4,926,470	4,775,853	4,755,820	5,049,195	5,083,203
	NBV of Disposals	0	0	0	0	0	0	0	0	0	0	0	0	0
	Write offs	0	0	0	0	0	0	0	0	0	0	0	0	0
	Depreciation Expense	0	(3,035,673)	(3,097,642)	(3,313,000)	(3,435,190)	(3,596,096)	(3,709,112)	(3,820,533)	(3,931,508)	(4,041,142)	(4,151,418)	(4,267,050)	(4,384,166)
Line	Infrastructure	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
4	Drainage - Cost	15,131,612	15,131,612	15,728,612	16,325,612	17,336,157	17,933,157	18,530,157	19,127,157	19,724,157	20,321,157	20,918,157	21,515,157	22,112,157
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New													
	Additions - Renewal		597,000	597,000	1,010,545	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Drainage - Cost Closing Balance	15,131,612	15,728,612	16,325,612	17,336,157	17,933,157	18,530,157	19,127,157	19,724,157	20,321,157	20,918,157	21,515,157	22,112,157	22,709,157
5	Accum. Deprec. -Drainage - Cost	(388,221)	(388,221)	(572,246)	(763,256)	(966,089)	(1,175,907)	(1,392,710)	(1,616,498)	(1,847,271)	(2,085,029)	(2,329,771)	(2,581,498)	(2,840,210)
	Depreciation Rate		1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%
	Depreciation Expense	0	(184,025)	(191,010)	(202,833)	(209,818)	(216,803)	(223,788)	(230,773)	(237,758)	(244,742)	(251,727)	(258,712)	(265,697)
	Accum. Deprec. -Drainage - Cost Closing Balance	(388,221)	(572,246)	(763,256)	(966,089)	(1,175,907)	(1,392,710)	(1,616,498)	(1,847,271)	(2,085,029)	(2,329,771)	(2,581,498)	(2,840,210)	(3,105,907)
6	Infrastructure Other - Cost	33,501,627	33,501,627	33,842,298	34,100,211	86,000,000	87,233,114	92,061,154	92,369,673	92,690,378	93,305,114	93,683,888	93,955,628	94,432,047
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New		240,671	157,913	2,461,442	983,114	2,178,040	308,519	245,705	539,736	303,774	196,740	401,419	345,000
	Additions - Renewal		100,000	100,000	75,000	250,000	2,650,000	-	75,000	75,000	75,000	75,000	75,000	75,000
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Infrastructure Other - Cost Closing Balance	33,501,627	33,842,298	34,100,211	86,000,000	87,233,114	92,061,154	92,369,673	92,690,378	93,305,114	93,683,888	93,955,628	94,432,047	94,852,047
7	Accum. Deprec. -Infrastructure Other - Cost	(2,031,298)	(2,031,298)	(2,538,932)	(3,050,435)	(3,599,985)	(4,168,032)	(4,808,499)	(5,453,594)	(6,103,499)	(6,762,626)	(7,427,434)	(8,096,318)	(8,772,349)
	Depreciation Rate		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
	Depreciation Expense	0	(507,634)	(511,503)	(549,550)	(568,047)	(640,467)	(645,095)	(649,905)	(659,127)	(664,808)	(668,884)	(676,031)	(682,331)
	Accum. Deprec. -Infrastructure Other - Cost Closing Balance	(2,031,298)	(2,538,932)	(3,050,435)	(3,599,985)	(4,168,032)	(4,808,499)	(5,453,594)	(6,103,499)	(6,762,626)	(7,427,434)	(8,096,318)	(8,772,349)	(9,454,680)
8	Bridges & Culverts	41,738,500	41,738,500	41,738,500	41,738,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500
	Additions - Assets at no cost				-									
	Additions - Expansion, Upgrades and New													
	Additions - Renewal				400,000									
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Bridges & Culverts Closing Balance	41,738,500	41,738,500	41,738,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500	42,138,500
9	Accum. Deprec. -Bridges & Culverts	(1,594,164)	(1,594,164)	(2,149,286)	(2,704,408)	(3,264,850)	(3,825,292)	(4,385,734)	(4,946,176)	(5,506,618)	(6,067,060)	(6,627,502)	(7,187,944)	(7,748,386)
	Depreciation Rate		1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%
	Depreciation Expense	0	(555,122)	(555,122)	(560,442)	(560,442)	(560,442)	(560,442)	(560,442)	(560,442)	(560,442)	(560,442)	(560,442)	(560,442)
	Accum. Deprec. -Bridges & Culverts Closing Balance	(1,594,164)	(2,149,286)	(2,704,408)	(3,264,850)	(3,825,292)	(4,385,734)	(4,946,176)	(5,506,618)	(6,067,060)	(6,627,502)	(7,187,944)	(7,748,386)	(8,308,828)
10	Airport Lot development	0	-	10,000	20,000	181,333	181,333	281,333	291,333	301,333	311,333	321,333	331,333	341,333
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New		10,000	10,000	161,333		100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Additions - Renewal													
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Airport Lot development Closing Balance	0	10,000	20,000	181,333	181,333	281,333	291,333	301,333	311,333	321,333	331,333	341,333	351,333
11	Accum. Deprec. -Airport Lot development	0	0	(100)	(300)	(2,113)	(3,926)	(6,739)	(9,652)	(12,665)	(15,778)	(18,991)	(22,304)	(25,717)
	Depreciation Rate		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	Depreciation Expense	0	(100)	(200)	(1,813)	(1,813)	(2,813)	(2,913)	(3,013)	(3,113)	(3,213)	(3,313)	(3,413)	(3,513)
	Accum. Deprec. -Airport Lot development Closing Balance	0	(100)	(300)	(2,113)	(3,926)	(6,739)	(9,652)	(12,665)	(15,778)	(18,991)	(22,304)	(25,717)	(29,230)

Shire of Northam														
Property Plant and Equipment Forecast														
For the period 2021 - 2033														
		1	2	3	4	5	6	7	8	9	10	11	12	
	Base	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	
Line	Total - Property Plant and Equipment	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Property Plant and Equipment at cost/valuation	64,432,709	66,169,089	67,179,089	70,441,352	71,796,352	74,751,352	75,956,352	78,876,352	80,106,352	81,346,352	82,596,352	83,856,352	85,126,352
	Accumulated Depreciation Property Plant and Equipment	(6,077,098)	(7,737,813)	(9,448,428)	(11,331,597)	(13,277,434)	(15,308,879)	(17,394,082)	(19,564,565)	(21,789,570)	(24,069,279)	(26,338,746)	(28,591,129)	(30,897,162)
	Total - Property Plant and Equipment	58,355,611	58,431,276	57,730,661	59,109,755	58,518,918	59,442,473	58,562,270	59,311,787	58,316,782	57,277,073	56,257,606	55,265,223	54,229,190
	Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0
	Additions - Expansion, Upgrades and New	0	801,380	0	2,304,807	50,000	1,750,000	0	1,700,000	0	0	0	0	0
	Additions - Renewal	0	1,235,000	1,310,000	2,561,138	1,605,000	1,505,000	1,505,000	1,520,000	1,530,000	1,540,000	1,550,000	1,560,000	1,570,000
	Total Additions	0	2,036,380	1,310,000	4,865,945	1,655,000	3,255,000	1,505,000	3,220,000	1,530,000	1,540,000	1,550,000	1,560,000	1,570,000
	NBV of Disposals	0	300,000	300,000	1,603,682	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
	Write offs	0	0	0	0	0	0	0	0	0	0	0	0	0
	Depreciation Expense	0	(1,660,715)	(1,710,615)	(1,883,169)	(1,945,837)	(2,031,445)	(2,085,203)	(2,170,483)	(2,225,005)	(2,279,709)	(2,269,467)	(2,252,383)	(2,306,033)
Line	Property Plant and Equipment	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1	Land	11,508,256	11,508,256	11,508,256	11,508,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New													
	Additions - Renewal													
	Disposals - Cost				1,100,000									
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Land Closing Balance	11,508,256	11,508,256	11,508,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256	10,408,256
2	Buildings	42,659,583	42,659,583	43,885,963	44,385,963	47,240,770	47,980,770	50,420,770	51,110,770	53,510,770	54,220,770	54,940,770	55,670,770	56,410,770
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New		801,380		2,304,807	50,000	1,750,000		1,700,000					
	Additions - Renewal		425,000	500,000	550,000	690,000	690,000	690,000	700,000	710,000	720,000	730,000	740,000	750,000
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Buildings Closing Balance	42,659,583	43,885,963	44,385,963	47,240,770	47,980,770	50,420,770	51,110,770	53,510,770	54,220,770	54,940,770	55,670,770	56,410,770	57,160,770
3	Accum. Deprec. -Buildings	(3,115,826)	(3,115,826)	(3,914,551)	(4,722,376)	(5,582,158)	(6,455,408)	(7,373,066)	(8,303,282)	(9,277,178)	(10,263,996)	(11,263,918)	(12,277,126)	(13,303,802)
	Depreciation Rate		1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%
	Depreciation Expense		(798,725)	(807,825)	(859,782)	(873,250)	(917,658)	(930,216)	(973,896)	(986,818)	(999,922)	(1,013,208)	(1,026,676)	(1,040,326)
	Accum. Deprec. -Buildings Closing Balance	(3,115,826)	(3,914,551)	(4,722,376)	(5,582,158)	(6,455,408)	(7,373,066)	(8,303,282)	(9,277,178)	(10,263,996)	(11,263,918)	(12,277,126)	(13,303,802)	(14,344,128)
4	Furniture and Equipment - Cost	1,419,238	1,419,238	1,429,238	1,439,238	1,820,994	1,835,994	1,850,994	1,865,994	1,885,994	1,905,994	1,925,994	1,945,994	1,965,994
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New													
	Additions - Renewal		10,000	10,000	381,756	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000
	Disposals - Cost													
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Furniture and Equipment - Cost Closing Balance	1,419,238	1,429,238	1,439,238	1,820,994	1,835,994	1,850,994	1,865,994	1,885,994	1,905,994	1,925,994	1,945,994	1,965,994	1,985,994
5	Accum. Deprec. -Furniture and Equipment - Cost	(578,604)	(578,604)	(692,943)	(808,082)	(953,762)	(1,100,642)	(1,248,722)	(1,398,002)	(1,548,882)	(1,701,362)	(1,855,442)	(1,945,994)	(1,965,994)
	Depreciation Rate		8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
	Depreciation Expense		(114,339)	(115,139)	(145,680)	(146,880)	(148,080)	(149,280)	(150,880)	(152,480)	(154,080)	(90,552)	(20,000)	(20,000)
	Accum. Deprec. -Furniture and Equipment - Cost Closing Balance	(578,604)	(692,943)	(808,082)	(953,762)	(1,100,642)	(1,248,722)	(1,398,002)	(1,548,882)	(1,701,362)	(1,855,442)	(1,945,994)	(1,965,994)	(1,985,994)
6	Plant and Equipment - Cost	8,845,632	8,845,632	9,345,632	9,845,632	10,971,332	11,571,332	12,071,332	12,571,332	13,071,332	13,571,332	14,071,332	14,571,332	15,071,332
	Additions - Assets at no cost													
	Additions - Expansion, Upgrades and New													
	Additions - Renewal		800,000	800,000	1,629,382	900,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
	Disposals - Cost		300,000	300,000	503,682	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
	Disposals - Accum Depr (enter as negative)													
	Write offs													
	Plant and Equipment - Cost Closing Balance	8,845,632	9,345,632	9,845,632	10,971,332	11,571,332	12,071,332	12,571,332	13,071,332	13,571,332	14,071,332	14,571,332	15,071,332	15,571,332
7	Accum. Deprec. -Plant and Equipment - Cost	(2,382,668)	(2,382,668)	(3,130,319)	(3,917,970)	(4,795,677)	(5,721,384)	(6,687,091)	(7,692,798)	(8,738,505)	(9,824,212)	(10,949,919)	(12,115,626)	(13,321,333)
	Depreciation Rate		8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
	Depreciation Expense		(747,651)	(787,651)	(877,707)	(925,707)	(965,707)	(1,005,707)	(1,045,707)	(1,085,707)	(1,125,707)	(1,165,707)	(1,205,707)	(1,245,707)
	Accum. Deprec. -Plant and Equipment - Cost Closing Balance	(2,382,668)	(3,130,319)	(3,917,970)	(4,795,677)	(5,721,384)	(6,687,091)	(7,692,798)	(8,738,505)	(9,824,212)	(10,949,919)	(12,115,626)	(13,321,333)	(14,567,040)
8	Insert Details	0	-	-	-	-	-	-	-	-	-	-	-	-

Shire of Northam																
Reserves Forecast																
For the period 2021 - 2033																
Reserves Input																
				1	2	3	4	5	6	7	8	9	10	11	12	
				Base	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
						\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Line	Reserve Name/Purpose	Interest Reinvested (Y,N)	Opening Balance \$	Closing Reserve Balances												
1	Employee Liability Reserve	Y	984,584	1,023,967	1,064,926	676,526	703,587	731,730	760,999	791,439	823,097	856,021	890,262	925,872	962,907	
4	Reticulation Scheme Reserve	Y	-			93,759	97,509	101,409	105,465	109,684	114,071	118,634	123,379	128,314	133,447	
5	Office Equipment Reserve	Y	-			7,389	7,685	7,992	8,312	8,644	8,990	9,350	9,724	10,113	10,518	
6	Plant & Equipment Reserve	Y	121,114	125,959	130,997	128,025	33,146	34,472	35,851	37,285	38,776	40,327	41,940	43,618	245,363	
7	Election Reserve	Y	-		16,000											
8	Road & Bridgeworks Reserve	Y	-			527,815	146,701	127,569	132,672	137,979	143,498	149,238	155,208	161,416	367,873	
9	Refuse Sites Reserve	Y	351,310	385,362	420,776	424,753	461,743	500,213	570,222	643,031	718,752	797,502	879,402	964,578	1,053,161	
10	Speedway Reserve	Y	151,160	157,206	163,494	161,798	168,270	175,001	182,001	189,281	196,852	204,726	212,915	221,432	230,289	
12	Community Bus Replacement Reserve	Y	-			107,432	111,729	116,198	120,846	125,680	130,707	135,935	141,372	147,027	152,908	
11	Septage Ponds Reserve	Y	269,482	280,261	291,471	94,717	98,506	102,446	106,544	110,806	115,238	119,848	124,642	129,628	134,813	
12	Killara Reserve	Y	439,869	457,464	475,763	436,306	453,758	471,908	490,784	510,415	530,832	552,065	574,148	597,114	620,999	
13	Recreation and Community Facilities Reserve	Y	-	1,059,245	1,101,615	892,417	528,114	345,343	224,673	172,415	29,312	132,416	420,975	989,255	1,549,377	
18	Council Buildings & Amenities Reserve	Y	-			257,171	243,952	160,595	167,019	146,207	62,055	64,537	267,118	477,803	696,915	
20	Parking Facilities Construction Reserve	Y	-			107,328	111,621	116,086	120,729	125,558	130,580	135,803	141,235	146,884	152,759	
14	Re-valuation Reserve	Y	2,934	19,051	35,813	2,920	3,037	3,158	3,284	3,415	3,552	3,694	3,842	3,996	4,156	
15	COVID-19 Reserve	Y	1,052,404	35,255	36,665											
Total			3,372,857	3,543,770	3,737,520	3,918,356	3,169,358	2,994,120	3,029,401	3,111,839	3,046,312	3,320,096	3,986,162	4,947,050	6,315,485	
Transfers to/(from) Reserves				36,000	52,000	575,254	(905,733)	(302,011)	(84,484)	(38,738)	(190,000)	151,932	533,262	801,441	1,170,552	
Reserve Interest Reinvested				134,913	141,750	90,000	156,735	126,773	119,765	121,176	124,473	121,852	132,804	159,447	197,883	

Shire of Northam
Loan Balance Outstanding Forecast
For the period 2021 - 2033

[Borrowing Input](#)

		Base	1 2021-22 \$	2 2022-23 \$	3 2023-24 \$	4 2024-25 \$	5 2025-26 \$	6 2026-27 \$	7 2027-28 \$	8 2028-29 \$	9 2029-30 \$	10 2030-31 \$	11 2031-32 \$	12 2032-33 \$
Line	Loan Balance Outstanding	External Support. (Y,N)	Opening Balance			Principal Outstanding (End of Year)								
4	Loan 224 Recreation Facilities	N	719,786	666,660	610,035	549,681	485,353	416,789	343,710	265,819	182,799	94,312	-	-
5	Loan 221	N	-	-	-	-	-	-	-	-	-	-	-	-
6	Loan 225 Victoria Oval	N	588,916	545,449	499,120	449,740	397,108	341,310	281,518	217,789	149,864	77,466	-	-
7	Loan 227 Northam Youth Space	N	408,781	361,611	313,369	264,031	213,571	161,964	109,184	55,205	-	-	-	-
8	(New) Wundowie Community Hub	N	-	-	-	-	-	-	1,103,837	1,008,371	908,561	804,209	695,108	581,042
9	(New) COVID-19 Response	N	1,464,020	1,423,498	1,340,928	-	-	-	-	-	-	-	-	-
10	(New) Wundowie Pool	N	-	-	-	-	1,000,000	959,858	876,844	790,052	699,311	604,440	505,252	401,551
11	(New) Administration Centre Redevelopment	N	-	-	-	-	1,100,000	1,055,844	964,529	869,058	769,243	664,885	555,778	441,706
12	(New) Northam Works Depot	N	2,000,000	1,888,594	1,774,385	1,620,370	1,449,318	1,357,511	1,261,244	1,160,301	1,054,455	943,467	827,088	705,055
14	Loan 228 Northam Swimming Pool Development	N	4,217,782	4,025,187	3,828,954	3,629,015	3,425,299	3,217,736	3,006,252	2,790,773	2,571,224	2,347,528	2,119,607	1,887,381
15	Loan 219a Northam Bowling Club	Y	123,263	102,413	80,894	58,686	35,766	12,111	-	-	-	-	-	-
16	Water Reuse Scheme	N	-	-	-	-	1,000,000	959,858	876,844	790,052	699,311	604,440	505,252	401,551
Council Funded Loans			9,399,285	8,910,999	8,366,791	6,512,837	6,058,203	8,687,117	8,073,735	8,412,884	7,521,721	6,650,187	5,741,048	4,975,859
Externally Supported Loans (SSL)			123,263	102,413	80,894	58,686	35,766	12,111	-	-	-	-	-	-
Total			9,522,548	9,013,412	8,447,685	6,571,523	6,093,969	8,699,228	8,073,735	8,412,884	7,521,721	6,650,187	5,741,048	4,975,859
Treasury Maximum Criteria Ratios														
Debt Service to Available Operating		10%	3.47%	3.62%	3.44%	2.79%	2.71%	3.12%	3.73%	3.85%	3.53%	3.40%	2.71%	2.61%
Gross Debt to Total Revenue		60%	35.0%	35.4%	26.0%	22.5%	29.1%	28.6%	28.4%	25.0%	21.6%	18.0%	15.1%	12.3%
Debt Service to Rate Revenue		15%	6.98%	7.22%	5.87%	5.57%	5.34%	6.08%	7.21%	7.37%	6.69%	6.40%	5.06%	4.83%
Current Loan Liability			509,136	565,727	460,849	477,554	556,786	664,137	785,679	760,870	793,035	666,001	690,484	715,983
Non Current Loan Liability			8,504,276	7,881,958	6,110,674	5,616,415	8,142,442	7,409,598	7,627,205	6,760,851	5,857,152	5,075,047	4,285,375	3,465,691
Current Self Supporting Loan Liability			21,519	22,208	22,920	23,655	12,111	-	-	-	-	-	-	-
Non Current Self Supporting Loan Liability			80,894	58,686	35,766	12,111	-	-	-	-	-	-	-	-
Supported Loans Payments Received during year			24,606	24,606	24,606	24,606	24,606	12,302	-	-	-	-	-	-
Current Externally Supported Loans (SSL)			20,850	21,519	22,208	22,920	23,655	12,111	-	-	-	-	-	-
Non-Current Externally Supported Loans (SSL)			102,413	80,894	58,686	35,766	12,111	-	-	-	-	-	-	-
Externally Supported Loans (SSL)			123,263	102,413	80,894	58,686	35,766	12,111	-	-	-	-	-	-