

**Our Vision: Together we create the opportunity to grow**



## **Our Goals:**

1. Focus upon our local economic drivers to retain and grow existing businesses, employment and to attract new industry
2. Internal and external relationships actively grow our Shire population and positive financial position
3. We contribute to a healthy community

# **CORPORATE BUSINESS PLAN**

**2020/2021 – 2023/2024**



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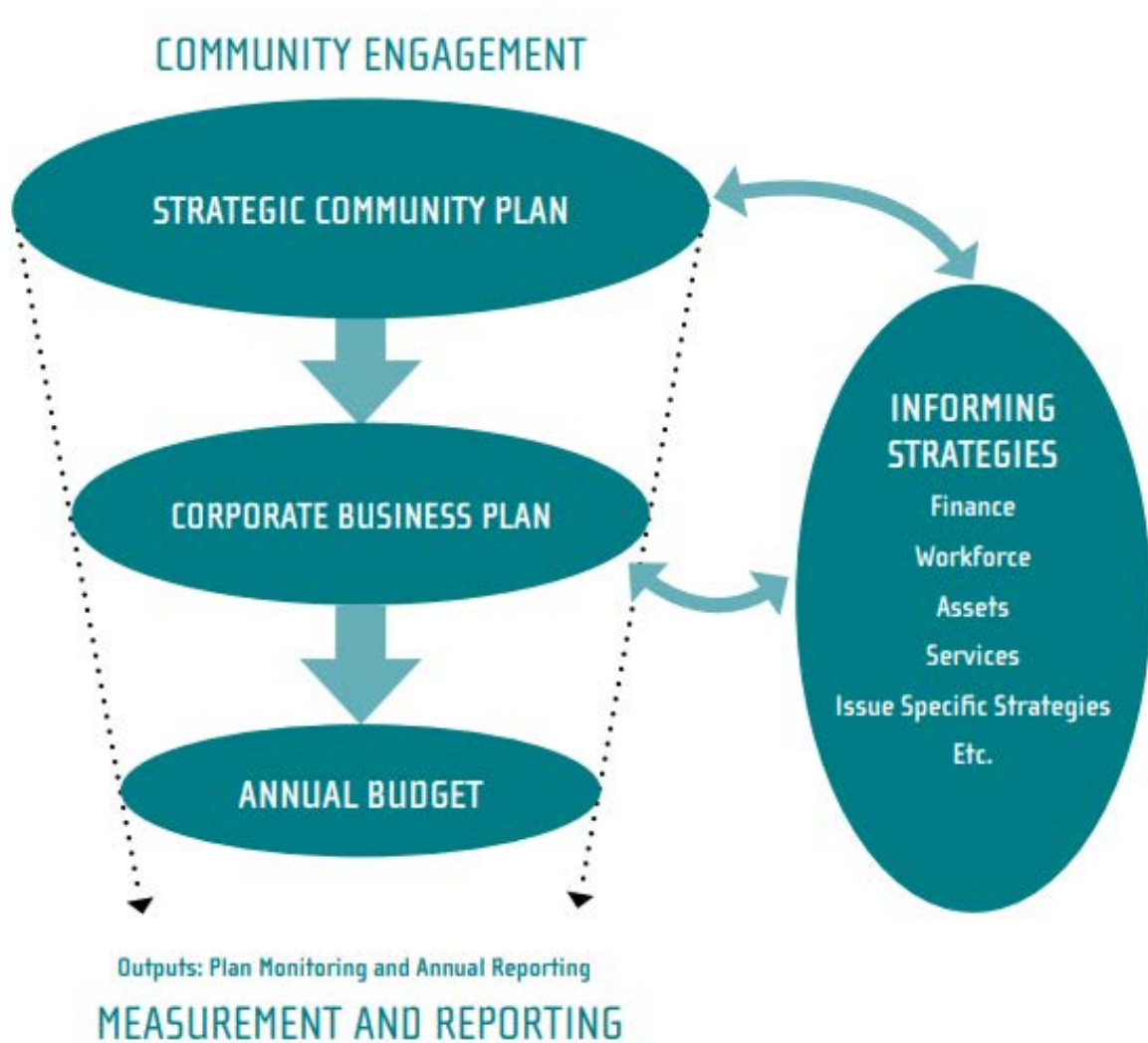
## 1. ROLE OF THE CORPORATE BUSINESS PLAN

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The Corporate Business Plan is an internal business planning tool that translates the Council's priorities from the Strategic Community Plan into operations and deliverables, aligned to the annual budget process.

The Corporate Business Plan should be read in conjunction with the Shire's Strategic Community Plan and informing strategic documents –

Elements of the Integrated Planning Framework



## 2. STRATEGIC ALIGNMENT

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The Strategic Community Plan 2017-2027 sets a clear vision for the Shire of Narembeen that:

**Together We Create The Opportunity to Grow**

This clearly establishes the Shire as a facilitator and enabler of growth for all aspects of the community. The Shire aims to reach the 10 year vision by focussing on three main priority areas:

1. Growing our community and visitor population
2. Creating and capturing positive economic opportunities
3. Our partnerships and networks return us tangible financial, economic, social and environmental benefits

The Strategic Community Plan also identified three goals with accompanying strategic outcome areas to drive success.

<b>Goal 1: Focus upon local economic drivers to retain and grow existing businesses, employment and to attract new industry</b>	
<i>After 10 years, we will have achieved:</i>	Current road infrastructure is maintained and continually improved upon to meet community and business needs
	Improved telecommunications data capacity and mobile coverage through innovative partnerships and advocacy
	Shire assets are ready for opportunities to grow local employment
	The Shire and local businesses communicate and work together to capture opportunities
	We will demonstrate best practice local purchasing practices
<b>Goal 2: Internal and external relationships actively grow our Shire population and positive financial position</b>	
<i>After 10 years, we will have achieved:</i>	Our organisational structure and partnerships deliver tangible economic results, environmental and social benefits to our community and Shire's financial position
	Significant tourist, historical and the environmental projects are achieved in partnership with community groups
	Our permanent and visiting population grows through our partnership with Go Narembeen
	Shire service delivery is enhanced through a recognised and formal partnership with the Narembeen CRC
	All public services are retained, used, relevant and have a permanent place in our community
<b>Goal 3: We contribute to a healthy community</b>	
<i>After 10 years, we will have achieved:</i>	Shire and community owned health infrastructure and services complement the public and private health systems in the Shire. They support all life stages and attract new patronage into our community.
	Sport, recreation and leisure facilities are of a high standard and traditional sporting activities and seasons are extended
	We own and participate in best practice waste management

The Shire of Narembeen's Corporate Business Plan will devise a four year operational plan to achieve deliverables in each goal area that align with the priorities and vision of the Strategic Community Plan.

### 3. OUR ORGANISATION

The Shire of Narembeen is a small rural Local Government with a population of fewer than 1,000 people. The Narembeen economy is driven by agricultural and engineering industries supported by medical, retail and government services.

The Narembeen Shire Council is made up of eight Councillors representing the district as a single ward. The current Councillors are:

Shire President Cr RM (Rhonda) Cole	<u>Expiry</u> 2021
Deputy President Cr KM (Kellie) Mortimore	2023
Cr AB (Alan) Wright	2021
Cr PD (Peter) Lines	2021
Cr SW (Scott) Stirrat	2021
Cr RD (Regina) DeLuis	2023
Cr WH (Warren) Milner	2023
Cr AM (Amy) Hardham	2023

The Shire operations are managed by the Chief Executive Officer and an Executive Management Team made up of the Executive Manager Corporate Services and the Works Manager.

The Chief Executive Officer and the Executive Management Team manage a workforce of 25 full time equivalents.

The Councillors, the Chief Executive Officer, the Executive Management Team and the staff through a combined effort are responsible for successfully leading and managing the Shire of Narembeen. The organisation feels accountable to its community and publishes the performance reports annually through an annual report for review.

Summarised in the table below are the Shire's business as usual service areas:

UNIT	Business as Usual Services
Infrastructure	<ul style="list-style-type: none"> <li>- Project Delivery (projects, design, management)</li> <li>- Major development assessments and oversights</li> <li>- Parks and gardens</li> <li>- Waste services</li> <li>- Fleet and workshop</li> <li>- Civil engineering – roads, footpaths and drainage</li> <li>- Traffic and transport</li> <li>- Ranger Services</li> <li>- Asset/Building management</li> </ul>
Corporate	<ul style="list-style-type: none"> <li>- Governance</li> <li>- Support for Councillors</li> <li>- Human Resource Management – culture, organisational development and training</li> <li>- Risk and Audit, Compliance</li> <li>- Strategy and Planning</li> <li>- Policies</li> <li>- Tenders and procurement</li> <li>- Occupational Health and Safety</li> <li>- Customer Service</li> </ul>

	<ul style="list-style-type: none"> <li>- Financial services</li> <li>- Information management and technology</li> <li>- Ranger Services</li> <li>- Fire and Emergency Services (LEMC)</li> </ul>
Environment	<ul style="list-style-type: none"> <li>- Health and Regulation, Public Health</li> <li>- Environmental Health</li> <li>- Building compliance</li> <li>- Land Planning and Development</li> <li>- Skeleton Weed Management</li> </ul>
Shire Services	<ul style="list-style-type: none"> <li>- Economic and business development</li> <li>- Community Services and Community Resource Centre</li> <li>- Lobbying and working with State and Federal Government, regional organisations and agencies</li> <li>- Sport and recreation centres and services</li> <li>- Library and early years development activities</li> <li>- Property services and Facility Management</li> <li>- Tourism, promotion and development</li> </ul>

#### 4. RISK MANAGEMENT


The below Strength, Weakness, Opportunity and Threat (S.W.O.T) analysis has been conducted to support the development of the Corporate Business Plan and to identify areas where modifications may be needed.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• A strong and stable Council</li> <li>• Attractive and functional community recreational facilities</li> <li>• An ability to deliver high quality infrastructure and facilities with minimal resources</li> <li>• A commitment to growth, change and improvement</li> <li>• Community engagement and the quality of volunteers</li> <li>• The value of the Narembeen Community Resource Centre to the community</li> </ul>	<ul style="list-style-type: none"> <li>• Reliance on grant/external funding</li> <li>• Ageing assets</li> <li>• ICT management issues</li> <li>• Overburden on administrative employees – ever increasing compliance requirements</li> <li>• Ability to attract and retain quality employees</li> <li>• The number of road assets owned and managed solely by the Shire</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Solar Farm and renewable energy options</li> <li>• Potential Mining Camp to stimulate the economy</li> <li>• Industrial Land Subdivision</li> <li>• Secondary Freight Routes funding to drive improvement of road assets</li> <li>• Potential of better use of natural assets and attractions</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing and stagnant population</li> <li>• Drought and environmental impacts on the economy and Shire assets</li> <li>• Poor telecommunications infrastructure limits economic and social growth</li> <li>• Increasing costs of doing business – utilities, valuations, audits and other regulated costs</li> <li>• Overburden and ageing of existing volunteers meaning services may require extra Shire input</li> <li>• Economic downturn driven by the impacts of COVID-19</li> </ul>



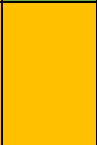
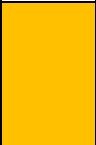

## 5. DELIVERABLES

The delivery program of the Corporate Business Plan is a four-year plan that covers the term of an elected Council. To create the program, we looked at the Strategic Community Plan and asked what we could achieve over the next four years to bring us closer to the community's vision and values.

The four-year delivery program is to be reviewed annually to determine which objectives set out in Strategic Community Plan can be achieved within Council's available resources and it ensures that Council's long-term planning is consistent with the current and future needs of the community. The delivery program has been split across Council's three goal areas and the plan delineates when the activities will commence and complete and predict the type of resources that may be required.

Key:  = complete  = planning/development stage

### Goal Area 1. Focus upon local economic drivers to retain and grow existing businesses, employment and to attract new industry

Deliverable	20/21	21/22	22/23	23/24	Resources
Partner with Go Narembeen to audit the districts telecommunication needs and potential solutions					Officer time. Consultancy work \$10K
Develop an Economic Development Strategy					Officer time
Undertake Industrial Land Subdivision					Various consultants plus works project cost could be up to \$4m. Significant officer time needed to project manage.
Undertake improvements to the Shire Depot to provide facilities for female or disabled workers					Yet to be scoped - \$50-100K
Sell off old Shire houses to fund new development and reduce long term maintenance costs					At least 2 Shire houses are reaching the stage where significant investment would be needed and selling could bring in \$200K to be used towards new housing.
Improve the usage of vacant lots on Cheetham Way (build new shire housing and undertake private sales by marketing and price reduction)					Yet to be scoped – potential for duplex or unit style houses to accommodate workers without children.
Undertake a subdivision or body of work to link the proposed mining camp to the town site – Avoca Farm Lots					Yet to be scoped – presents a natural progression from the Cheetham Way development and provides scope for the town to further expand.
Finalise the improvements to the Emu Hill Cemetery					Landscaping and signage works are estimated to cost close to \$50K

Develop a S.O.C.K Week Strategy					Officer time.
Promote and drive road safety initiatives across the district					Officer time and annual budget allocation for road safety activities - \$5K - would also seek grant funding.
Finalise Wadderin Lease					Officer time and legal costs.
Complete town site intersections improvement work					\$600-650K contracted road works – Blackspot Funding allocated
Improve town site attractiveness and work with business/property owners to set a standard					As well as annual maintenance budget a yet to be scoped beautification project is needed - \$100K-\$200K

## Goal Area 2. Internal and external relationships actively grow our Shire population and positive financial position

Deliverable	20/21	21/22	22/23	23/24	Resources
Solar Farm Lease finalised					Officer time
Investigate use of Solar Farm power across the town site					Officer time to develop a relationship with Solar Farm
Narembeen Caravan Park and Apex Park Area is improved (landscaping, toilet block and other amenities)					\$500K-\$1m – Officer time needed and funding – works will vary depending on budget and might be staged.
Actively promote commercial spaces to maximise utilisation – offices and old café facilities					Officer time and marketing budget – may need to offer reduced fees to increase utilisation.
Work to identify and take advantage of at least two new revenue streams					Officer time.
Implement an ICT Plan 2020-2025					Developing a plan will be achievable through the operational budget but the plan is likely to recommend expenditure on assets of \$40K per annum.
Undertake a Full Review of the Strategic Community Plan					It is likely the Shire currently has the in-house skills to undertake this work but it depends on business as usual time constraints – consultants may be required estimated to cost \$20K
Undertake a review of Council operations and identify cost reduction areas					Officer time.
Work with Go Narembeen to deliver positive outcomes – potentially using Economic Development Strategy and					Officer time.

Sport and Recreation Plan					
Work with the Aged Homes Committee to understand their future goals and where the Shire can support their needs					
The Narembeen CRC Business Plan is developed and aligns with the Shire's Strategic Community Plan					Officer time – funds may be required in future years to fund the outcomes of the plan.
Ensure the Community Wellbeing Plan is delivered in a coordinated manner with achievements reported to Council Annually					Annual budget allocation against this area - \$5K plus officer time to actively source grant funding.
Undertake a review of the shire workforce plan					Officer time. \$10K-\$20K consultancy to establish corporate culture.
We place value on our role as part of ROEROC and Great Eastern Country Zone and will investigate opportunities to work collaboratively to achieve goals					Projects yet to be identified.
Work collaboratively with the mine to maximise the benefit to the Shire and District					Officer time.
Council will lobby and support the retention and development of essential law enforcement, health and education services					Projects yet to be identified.
Road standards are above average for the region and ensure safe travel across the district for businesses and commuters					In collaboration with the Regional Road Group, Roads to Recovery and Financial assistance grants – the Shire aims to perform \$1m-\$1.5m worth of road works each year.

### Goal Area 3. We contribute to a healthy community

Deliverable	20/21	21/22	22/23	23/24	Resources
In collaboration with key stakeholders develop a Sport and Recreation Plan					Officer time.
Implement a Sport and Recreation Plan including forward planning capital projects such as playing surface and amenities enhancements.					This is likely to vary depending on the plan but the potential projects could require \$500K worth of funding.



Undertake a contract review with the Dentist to ensure the service is maintained with adequate parameters					
Upgrade and improve the Dentist building					Yet to be scoped - \$50K-\$100K
Narembeen Town Hall is restored/upgraded					Yet to be scoped - \$100K – \$200K
Review conservation plan for St Pauls Anglican Church (State Heritage Listed)					Officer time and consultancy/architect costs
Replace Gym Equipment					\$10K-\$20K small grants may be available but equipment is dated and damaged.
Expand and improve the Narembeen Gym Facilities					Yet to be scoped – it is likely the mining camp may increase demand for these facilities.
Implement a recycling education program					Program to be scoped but likely to require an annual budget allocation of approximately \$5K
Investigate participation in the Better Bins Program					Yet to be scoped.
Implement environmental initiative such as energy reduction, alternate energy across Shire infrastructure, water use reduction					Annual budget allocation of \$25K to undertake projects.
Disability Access and Inclusion and Aged Friendly Community initiatives are identified and implemented as part of projects					All Shire projects need to incorporate these aspects moving forward and this could lead to project costs being increased – grant funding will be sought where possible.

## 6. Financial Management Plan

The Corporate Business Plan's Financial Management Plan plays an integral role of aligning the strategic goals and deliverables with the resources available to the Shire. The Financial Management Plan is provided on the subsequent pages and has been developed with the below assumptions in mind:

- The Shire population is to remain stable with a minimal increase in demand for services
- The economic impacts of COVID-19 are not expected to significantly impact the ratepayers of Narembeen
- Most assets are expected to be used at a rate in line with previous years
- Operating grants, subsidies and contributions won't fall below the current level
- The Narembeen economy will not be significantly affected by drought.

<b>6.1 4 Year Financial Overview</b>					
		2020/2021	2021/2022	2022/2023	2023/2024
<b>Additional Information</b>		\$'000's	\$'000's	\$'000's	\$'000's
<b>Non-Operating Income</b>					
Loans	See Note 8.1 for Further Information	80	0	0	0
Anticipated Road Contributions	See Note 7.4 for Further Information	3,655	4,041	3,836	2,423
Transfers from Reserves	See Note 8.2 for Further Information	290	350	225	130
<i>Other capital grants and contributions</i>					
Drought Communities Funding		500			
Narembeen Bowling Club Contribution		70			
Grants yet to be identified				150	
<b>Total Non-Operating Income</b>		<b>4,595</b>	<b>4,391</b>	<b>4,211</b>	<b>2,553</b>
<b>Non-Operating Expenditure</b>					
See Note 7.1 for Further Information					
Plant Replacement		-580	-610	-535	-570
Community Infrastructure Projects		-500	0	-150	0
Other Capital Expenditure		-4,360	-4,604	-4,365	-2,885
<b>Total Non-Operating Expenditure</b>		<b>-5,440</b>	<b>-5,214</b>	<b>-5,050</b>	<b>-3,455</b>
<b>Net Non-Operating Position</b>		<b>-845</b>	<b>-823</b>	<b>-839</b>	<b>-902</b>
<b>Shire of Narembeen Operating Position</b>					
See Note 9.0 for Further Information		<b>52</b>	<b>100</b>	<b>133</b>	<b>184</b>
Capital Works Operating Costs Offset		600	600	600	600
Proceeds from Sale of Plant	20% of replacement cost	116	122	107	114
Balance of uncommitted funds from prior year	Curral Street Footpath, Thomas Street Repaint	79			
<b>Final Financial Position</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 7.1 Non-operating Expenditure

		2020/2021	2021/2022	2022/2023	2023/2024
		\$'000's	\$'000's	\$'000's	\$'000's
<b><u>Plant Replacement</u></b>	<b>Additional Information</b>				
Plant Replacement - Passenger Plant	See Note 7.7 for dissection	180	100	95	270
Plant Replacement - Engineering Plant	See Note 7.8 for dissection	400	510	440	300
<b>Total Plant Replacement Costs</b>		<b>580</b>	<b>610</b>	<b>535</b>	<b>570</b>
<b><u>Community Infrastructure Projects</u></b>					
Stage 3 - Cemetary Upgrade					
Apex Park/Caravan Park Renovation		500			
Narembeen Town Hall				150	
<b>Total Community Infrastructure Projects</b>		<b>500</b>	<b>0</b>	<b>150</b>	<b>0</b>
<b><u>Other Capital Expenditure</u></b>					
ICT Management	See Note 7.2 for dissection	50	30	20	35
Shire Asset Preservation	See Note 7.3 for dissection	225	80	60	10
Road and Footpaths	See Note 7.4 for dissection	4,055	4,484	4,285	2,840
Waste and Environment	See Note 7.5 for dissection	20	10	0	0
Infrastructure under 50K	See Note 7.6 for dissection	10	0	0	0
<b>Total Other Capital Expenditure</b>		<b>4,360</b>	<b>4,604</b>	<b>4,365</b>	<b>2,885</b>

## 7.2 ICT MANAGEMENT

	2020/2021	2021/2022	2022/2023	2023/2024
CCTV System Replacement/Maintenance			10,000	
ICT Hardware Renewal		20,000		25,000
ICT Plan Initiatives	10,000	10,000	10,000	10,000
Medical Centre Server Replacement	15,000			
Administration Server Replacement	25,000			
<b>Total Expenditure</b>	<b>50,000</b>	<b>30,000</b>	<b>20,000</b>	<b>35,000</b>

## 7.3 Shire Asset Preservation

	2020/2021	2021/2022	2022/2023	2023/2024
<b><u>Building Renewal</u></b>				
26 Thomas Street - Repaint	10,000			
Administration Building Refurbishment	15,000	40,000		
Sale of 2 shire houses	-200,000			
Cheetham Way New Units/House	250,000			
Depot amenities upgrade			30,000	
Dentist Building Upgrade		30,000		
Sub Total Buildings	<u>75,000</u>	<u>70,000</u>	<u>30,000</u>	<u>0</u>
<b><u>Reserves and recreation</u></b>				
Townsite Beautification				
Sub Total - Reserves and recreation	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Other Asset Renewals</u></b>				
Narembeen Bowling Club Resurfacing	150,000			
Other Asset Preservation - yet to be determined		10,000	30,000	10,000
Sub Total - Other Assets	<u>150,000</u>	<u>10,000</u>	<u>30,000</u>	<u>10,000</u>
<b>Total Expenditure</b>	<b><u>225,000</u></b>	<b><u>80,000</u></b>	<b><u>60,000</u></b>	<b><u>10,000</u></b>

## 7.4 ROADS AND FOOTPATHS

Identifier	DESCRIPTION OF WORKS	2020/2021	2021/2022	2022/2023	2023/24
<b>Roads to Recovery Projects</b>					
Soldiers Road	SLK 50.02-55.25 Reconstruct and Primerseal	580,000			
Soldiers Road	SLK14.63-30.12 Gravel Resheet		309,800		
Soldiers Road	SLK 55.35-63.58 Gravel Resheet		164,600		
Soldiers Road	SLK42.82-50.02 Reseal (6m)			170,000	
Soldiers Road	SLK 41.13-42.82 Reseal (3.7m)			25,000	
Soldiers Road	SLK 35.72-40.72 Gravel Resheet			100,000	
Sloss Road	SLK 0.00-4.30 Gravel Resheet			100,000	
Yeomans Road	SLK 8.70-11.70 Gravel Resheet			60,000	
Dixon Road	SLK 7.92-27.92 Gravel Resheeting				350,000
<b>Regional Road Group Projects</b>					
Kondinin Narembeen Road	Upgrade road to road type 5 with 7m seal	510,988			
Narembeen South Road	SLK 10.90-14.82 Reconstruct, Primerseal and shoulders		515,000		
Narembeen South Road	Second coat seal			80,000	
Cramphorne Road	37.29-42.29 Reconstruct and Primerseal			520,000	
Cramphorne Road	32.29-37.29 Reconstruct and Primerseal				520,000
<b>Other Capital Roadworks</b>					
Merredin Narembeen Road - WSFR	SLK 11.7-12.3 Widen seal to 8m	393,500			
Merredin Narembeen Road - WSFR	SLK 24.5-30.06 Widen Seal to 8m	1,800,000			
Merredin Narembeen Road - WSFR	SLK 18.5-24.5 Widen Seal to 8m		1,800,000		
Merredin Narembeen Road - WSFR	SLK 12.3-18.50 Widen Seal to 8m			1,860,000	
Merredin Narembeen Road - WSFR	SLK 5.50-11.70 Widen Seal to 8m				1,860,000
Mount Walker Road - WSFR	SLK 0.05-5.2 Widen Seal to 8m		1,670,000		
Mount Walker Road -WSFR	SLK 5.20-9.80 Widen Seal to 8m			1,350,000	
Northmore Street	Patch and Reseal		20,000		
Cheetham Way	Reseal		5,000		
Longhurst Street	Asphalt to entry of town (match with Blackspot project)				90,000
<b>Safety Initiatives</b>					
Townsite intersections Latham, Churchill					
Currall and Longhurst Streets-Blackspot	Widen, realign, improve traffic flows and safety	625,000			
<b>Storm/Floodway Repair Works</b>					
To be determined	Floodway upgrades			10,000	10,000

## 7.4 ROADS AND FOOTPATHS

Identifier	DESCRIPTION OF WORKS	2020/2021	2021/2022	2022/2023	2023/24
<b>Footpaths</b>					
Narembeen Townsite	Expand and improve the town footpath network			10,000	10,000
Curral Street	Dual Use Footpath	146,000			
<b>Total Road and Footpath Expenditure</b>		<b>4,055,488</b>	<b>4,484,400</b>	<b>4,285,000</b>	<b>2,840,000</b>

Identifier	Income Source	2020/2021	2021/2022	2022/2023	2023/24
Soldiers Road	Roads to Recovery	580,000	474,400	295,000	0
Sloss Road	Roads to Recovery			100,000	
Yeomans Road	Roads to Recovery			60,000	
Dixon Road	Roads to Recovery				350,000
Kondinin Narembeen Road	Regional Road Group	337,252			
Narembeen South Road	Regional Road Group		339,900	52,800	
Cramphorne Road	Regional Road Group			343,200	343,200
Merredin - Narembeen Road	WSFR	2,039,955	1,674,000	1,729,800	1,729,800
Mount Walker Road	WSFR		1,553,100	1,255,500	
Townsite Intersection	Blackspot Funding	625,000			
Curral Street	Dual Use Footpath Grant	73,000			
<b>TOTAL INCOME</b>		<b>3,655,207</b>	<b>4,041,400</b>	<b>3,836,300</b>	<b>2,423,000</b>

## 7.5 ENVIRONMENTAL PROPOSALS

	2020/2021	2021/2022	2022/2023	2023/2024
Solar Power at CEO,EMCS and Works houses	20,000			
Solar Power at Narembeen Gym		10,000		
<b>Total</b>	<b>20,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>



## 7.6 Infrastructure under \$50K

	2020/2021	2021/2022	2022/2023	2023/2024
Replace Various Gym Equipment	10,000			
<b>Total Expenditure</b>	10,000	0	0	0

## 7.7 PASSENGER PLANT

Rego No	Plant Description	Date Purchased	Predicted Replacement Price			
			2020/21	2021/22	2022/23	2023/24
NB7399	Ford Courier ranger white	2008			35,000	
NB1	2018 Toyota Prado GXL - Works Manager	2019	60,000		60,000	
NB206	Ford Ranger 2019	2019				25,000
1NB	Lexus ES300H F Sport - CEO	2019				70,000
NB295	FORD TRANSIT VAN	2005	Disposal			
111NB	Toyota Kluger GXL 2WD - Doctor	2015	40,000			
NB7298	2.5L T/DSL Nissan Navara Dual Cab	2020				35,000
NB613	2.5L Nissan Navara	2016		30,000		
NB7900	Toyota Hilux - Mechanic	2016	40,000			
NB01	GX Toyota Kluger - EMCS	2017	40,000			
NB806	Nissan RX Navara	2017				35,000
NB175	Nissan RX Navara	2020				35,000
NB7511	Skeleton Weed Vehicle	2020		70,000		70,000
0NB	Community Bus	2018				
<b>Total Annual Cost</b>			<b>180,000</b>	<b>100,000</b>	<b>95,000</b>	<b>270,000</b>

## 7.8 Engineering Plant

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2020/21	2021/22	2022/23	2023/24
NB6789	Prime Mover	2019				
NB6079	Prime Mover	2012			410,000	
NB7704	Prime Mover	2010		400,000		
NB072	Crown Forklift	2016				
NB7000	Cat Grader 12M	2013				
NB880	Cat Grader 12M	2018				
NB195	Cat Grader 12M	2015				
NB688	Cat Grader 140	2020				
NB7108	Volvo Loader	2013				
NB371	Case Backhoe	2005	90,000			
NB270	John Deere Tractor	2018				
NB685	John Deere Compact Tractor	1997				
NB7850	John Deere tractor	2014				
NB281	CAT roller	2016				
NB7684	Ammann roller	2009	200,000			

## 7.8 Engineering Plant

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2020/21	2021/22	2022/23	2023/24
1DVS509	Cat Vibrating roller	2011				200,000
NB3893	Pohlner tow behind roller	1999				100,000
NB3521	Custom tow behind rubber roller	1961				
NB56	Mitsubishi (Fuso) Canter	2018				
NB3937	Howard Porter Side Tipper	2002		110,000		
NB5708	Howard Porter Side Tipper	2004				
NB5766	Bruce Rock Engineering Side Tipper	2007				
NB5876	Bruce Rock Engineering Side Tipper	2012				
NB15002	Bruce Rock Engineering Side Tipper	2019				
NB15003	Tri Axle Dolly	2019				
NB7536	Toro reelmaster mower	2007			30,000	
NB7943	Toro Groundsmaster	2017				
1TSF779	Haulmore Low Loader	2007				
NB5868	R/R water tanker	1998 (1970 model)	110,000			
	Street Sweeper					

## 7.8 Engineering Plant

Rego No.	Plant Description	Date Purchased	Predicted Replacement Price			
			2020/21	2021/22	2022/23	2023/24
NB3926	Car Trailer	1994				
NB3770	Car Trailer	1993				
NB3750	Trailer with Ramp (gardens)	1992				
NB3700	Dual axle yellow top trailer	1990				
NB3731	Fuel tank trailer	1971				
NB3733	Traffic Light Trailer	1985				
NB5987	Road Sign Trailor	2017				
	<b>Total Annual Cost</b>		<b>400,000</b>	<b>510,000</b>	<b>440,000</b>	<b>300,000</b>

## 8.1 LOANS SUMMARY

### NEW LOAN BORROWINGS

Start Year	Loan Purpose	Amount	Loan Period	2020/2021	2021/2022	2022/2023	2023/2024	Total New Borrowings
2021	SSL Narembeen Bowling Club	80,000	20	80,000				80,000
								0
<b>Total Borrowed Amount</b>				<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>

### Loan Repayments

Loan No	Loan Purpose	Start Year	Loan Type	2020/2021	2021/2022	2022/2023	2023/2024	Expiry Year
<b>Loan Repayments</b>								
New Loan	SSL Narembeen Bowling Club	2021	(P & I Loan)	5,232	5,232	5,232	5,232	2041
<b>TOTAL NEW LOAN REPAYMENTS</b>				<b>5,232</b>	<b>5,232</b>	<b>5,232</b>	<b>5,232</b>	
<b>Existing Loan Repayments</b>								
129	Solar Panels	2017	(P & I Loan)	15,702	15,702	15,702		2022
128	Recreation Centre	2014	(P & I Loan)	65,141	65,141	65,141	65,141	2034
127	Homes for Aged	2017	(P & I Loan)	9,108	9,108	9,108	9,108	2027
125	Swimming Pool	2007	(P & I Loan)	31,970	31,970	31,970	31,970	2027
130	MT Walker Tennis Courts	2020	(P & I Loan)	4,018	4,018	4,018	4,018	2025
<b>TOTAL EXISTING LOAN REPAYMENTS</b>				<b>125,940</b>	<b>125,940</b>	<b>125,940</b>	<b>110,238</b>	
<b>TOTAL ANNUAL SELF SUPPORTING (SS) LOANS</b>				<b>18,358</b>	<b>18,358</b>	<b>18,358</b>	<b>18,358</b>	
<b>TOTAL LOAN REPAYMENTS LESS SS LOANS</b>				<b>112,813</b>	<b>112,813</b>	<b>112,813</b>	<b>97,112</b>	
<b>TOTAL ANNUAL BUDGET COSTS OF LOAN REPAYMENTS</b>				<b>131,172</b>	<b>131,172</b>	<b>131,172</b>	<b>115,470</b>	

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

### DEBT SERVICING

	2020/2021	2021/2022	2022/2023	2023/2024
Principal on Debt Outstanding	877,197	875,867	788,987	713,639
Net Loan Repayments	131,172	131,172	131,172	115,470
Net Loan payments as a percent of Available revenue (max 8%)	<b>3.14%</b>	<b>3.04%</b>	<b>2.96%</b>	<b>2.54%</b>
Debt Outstanding as percent of Available Revenue (max 45%)	<b>20.98%</b>	<b>20.31%</b>	<b>17.81%</b>	<b>15.68%</b>
Available Operating Revenue	4,181,832	4,312,128	4,429,373	4,551,534

## 8.2 CASH RESERVES

	2020/21	2021/22	2022/23	2023/24
<b>Employee Leave</b>				
Opening Balance	257,807	260,385	262,988	265,618
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	2,578	2,604	2,630	2,656
<b>Closing Balance</b>	<b>260,385</b>	<b>262,988</b>	<b>265,618</b>	<b>268,275</b>
<b>Plant Reserve</b>				
Opening Balance	550,757	465,815	359,923	363,522
Transfers TO/FROM Reserve	(90,000)	(110,000)		
Interest-transfer TO Reserve	5,058	4,108	3,599	3,635
<b>Closing Balance</b>	<b>465,815</b>	<b>359,923</b>	<b>363,522</b>	<b>367,157</b>
<b>Infrastructure Reserve</b>				
Opening Balance	1,340,080	1,202,731	973,558	757,169
Transfers TO/FROM Reserve	(150,000)	(240,000)	(225,000)	(130,000)
Interest-transfer TO Reserve	12,651	10,827	8,611	6,922
<b>Closing Balance</b>	<b>1,202,731</b>	<b>973,558</b>	<b>757,169</b>	<b>634,091</b>
<b>Recreation Reserve</b>				
Opening Balance	143,014	144,444	145,889	147,347
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	1,430	1,444	1,459	1,473
<b>Closing Balance</b>	<b>144,444</b>	<b>145,889</b>	<b>147,347</b>	<b>148,821</b>
<b>Housing Reserve</b>				
Opening Balance	172,033	123,504	124,739	125,986
Transfers TO/FROM Reserve	(50,000)	0	0	0
Interest-transfer TO Reserve	1,470	1,235	1,247	1,260
<b>Closing Balance</b>	<b>123,504</b>	<b>124,739</b>	<b>125,986</b>	<b>127,246</b>
<b>Land Development Reserve</b>				
Opening Balance	21,330	21,543	21,759	21,977
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	213	215	218	220
<b>Closing Balance</b>	<b>21,543</b>	<b>21,759</b>	<b>21,977</b>	<b>22,196</b>

## 8.2 CASH RESERVES

	2020/21	2021/22	2022/23	2023/24
<b>Avoca Farm Reserve</b>				
Opening Balance	45,553	46,009	46,469	46,933
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	456	460	465	469
<b>Closing Balance</b>	<b>46,009</b>	<b>46,469</b>	<b>46,933</b>	<b>47,403</b>
<b>Heritage Reserve</b>				
Opening Balance	10,182	10,284	10,386	10,490
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	102	103	104	105
<b>Closing Balance</b>	<b>10,284</b>	<b>10,386</b>	<b>10,490</b>	<b>10,595</b>
<b>Medical Reserve</b>				
Opening Balance	84,949	85,799	86,657	87,523
Transfers TO/FROM Reserve	0	0	0	0
Interest-transfer TO Reserve	849	858	867	875
<b>Closing Balance</b>	<b>85,799</b>	<b>86,657</b>	<b>87,523</b>	<b>88,398</b>
<b>TOTAL - ALL RESERVES</b>				
Opening Balance	2,625,705	2,360,512	2,032,367	1,826,566
Transfers TO/FROM Reserve	(290,000)	(350,000)	(225,000)	(130,000)
Interest-Transfer TO Reserve	24,807	21,855	19,199	17,616
<b>Closing Balance</b>	<b>2,360,512</b>	<b>2,032,367</b>	<b>1,826,566</b>	<b>1,714,182</b>



<b>9.0 Shire of Narembeen Operating Position</b>				
	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000's	\$'000's	\$'000's	\$'000's
<b>OPERATING INCOME</b>				
Rates including Interims	1,783	1,872	1,965	2,064
Total Grants, Subsidies and Contributions - Operating	1,727	1,744	1,762	1,779
Total Fees & Charges	597	621	627	634
Total Interest Earnings	75	75	75	75
<b>TOTAL OPERATING INCOME</b>	<b>4,182</b>	<b>4,312</b>	<b>4,429</b>	<b>4,552</b>
<b>OPERATING EXPENDITURE</b>				
Total Employee Costs	-2,080	-2,122	-2,164	-2,207
Total Materials & Contracts	-1,403	-1,431	-1,459	-1,489
Utility Charges	-288	-297	-306	-315
Insurance	-216	-220	-225	-229
Depreciation	-2,892	-2,949	-3,008	-3,069
Add Back Depreciation - non cash	2,892	2,949	3,008	3,069
Other Expenditure	-17	-17	-17	-17
<b>TOTAL OPERATING EXPENDITURE</b>	<b>-4,004</b>	<b>-4,086</b>	<b>-4,171</b>	<b>-4,257</b>
Net Operating Result	178	226	259	294
Less Principle and Interest on Existing Loans	-126	-126	-126	-110
Less Principle and Interest on Proposed Loans	-5	-5	-5	-5
<b>OPERATING SURPLUS</b>	<b>52</b>	<b>100</b>	<b>133</b>	<b>184</b>