



# Shire of CUE

Corporate Business Plan  
2013 to 2017

June 2013

## TABLE OF CONTENTS

<b>1.</b>	<b>PRESIDENT AND CEO MESSAGE .....</b>	<b>2</b>
<b>2.</b>	<b>INTRODUCTION .....</b>	<b>3</b>
<b>3.</b>	<b>COUNCIL VISION AND VALUES .....</b>	<b>4</b>
<b>4.</b>	<b>COMMUNITY PRIORITIES .....</b>	<b>4</b>
<b>5.</b>	<b>STRATEGIC THEMES .....</b>	<b>5</b>
5.1	Economic Development .....	6
5.2	Developing Leadership .....	7
5.3	Social Development .....	10
5.4	Environmental Development .....	12
<b>6.</b>	<b>PRIORITIES IN FUTURE CORPORATE BUSINESS PLANS.....</b>	<b>13</b>
<b>7.</b>	<b>FOUR YEAR BUDGETS .....</b>	<b>13</b>

## 1. PRESIDENT AND CEO MESSAGE

Welcome to the Shire of Cue's first Corporate Business Plan. This plan identifies the projects, services and priorities for the Council in response to what you, the community, identified as important to you when developing the Strategic Community Plan.

We have been mindful in developing this plan that while the community aspirations are broad, and developed with a ten year plus planning horizon this plan has a shorter four year focus so the Council has had to focus on short term priorities that we can achieve within the Shire's reasonable resource limits and without placing undue financial burden on ratepayers.

The most important aspect of this Corporate Business Plan is that it is underpinned by sufficient finances, council workforce and asset based resources to deliver business as usual, and the additional new projects and services identified.

The Shire has a number of roles in the delivery of the Strategic Community Plan, not all of which impact on rates, and in this Corporate Business Plan we have identified the different roles of Council and whether this is accommodated within the current budget or if new funding is required from either from Council or external grants.

While we would like to respond to everything you aspire to some will take longer, requiring more planning, strong partnerships and careful funding for both Council and other agencies. After consideration of your priorities in the Strategic Community Plan, and consideration of our Workforce Plan, Asset Management Plan and Long Term Financial Plan this plan includes actions to progress or address many of your priorities.

While the Shire's response to your priorities is identified in this document, we know the community we live in is constantly changing and evolving and as such we will review this plan annually as we set out budget. We will also review our strategic direction every two years and this will provide an opportunity for you to help confirm or reshape your priorities.

The Council and staff look forward to working together to progressing your goals and aspirations over the next four year and making as many as we can a reality.

President: Roger Le maître	CEO: John McCleary, JP
----------------------------	------------------------



## 2. INTRODUCTION

This is the Shire's first Corporate Business Plan under the new Local Government Act 1995 provisions that introduce an integrated planning and reporting framework to Western Australian local government. Full compliance with the framework is required by 30 June 2013. This plan was adopted by Council on 18<sup>th</sup> of June 2013

The following diagram summaries this framework which requires the adoption of six key documents:

1. A Strategic Community Plan
2. An Asset Management Plan(s)
3. A Workforce Plan
4. A Long Term Financial Plan
5. A four year Corporate Business Plan
6. The Annual Budget



The most important aspect of these plans is that they are integrated so that the Strategic Community Plan sets the long term vision (10+ years) and priorities of the community, The Asset Management Plan, Workforce Plan and Long Term Financial Plan (the informing strategies) set out the physical, human and financial resources delivery the Shire's contribution to achieving this vision, while the Corporate Business Plan contains Council's **affordable** priorities, actions and responsibilities over the next four years to progress the communities priorities that can be accommodated within the informing strategies.

Not all of the Shire's actions will require additional resources. This Corporate Business Plan provides for 'business as usual' for the core services currently delivered by the Shire and includes additional priorities from the Strategic Community Plan. This plan identifies the roles of the Shire and if any additional resources will be required.

The Council's roles include:

- Provider – The action, service or project is directly provided and funded by Council
- Partner –The Council will work in partnership with another provider(s) to deliver the action, service or project.
- Facilitator – The Council will facilitate another provider to deliver the priority, sometime using seed funding, providing facilities or other tools
- Advocate – Some priorities are not a core business of Council but are essential to the continued sustainability and growth of the Shire. In these cases the Council will advocate and lobby for the priority or action to appropriate body.

This Plan indicates which of those roles the Council needs to undertake in relation to the identified priorities.

### 3. COUNCIL VISION AND VALUES

The Shire of Cue comprises a diverse range of people, communities and landscapes. It is imperative that the vision captures the diversity of the area and is inclusive of all as the Shire moves forward. The community's vision has been developed with a range of input received through the community engagement process. It reflects clear community aspirations for the ten-year period of the Strategic Community Plan.

*“Cue – Queen of the Murchison: A prospering community where people want to live, visit and experience.”*

The Shire of Cue's Council vision that was in the *Strategic Plan 2010-2015* is: “The Shire of Cue – Queen of the Murchison, will be a place that is liveable for residents, profitable for local enterprises and welcoming and accessible for visitors.”

The Shire's vision complements the community's vision developed for the Strategic Community Plan.

#### Our Values

A Council and workforce dedicated to working together to provide quality services to the community by embracing the following values:

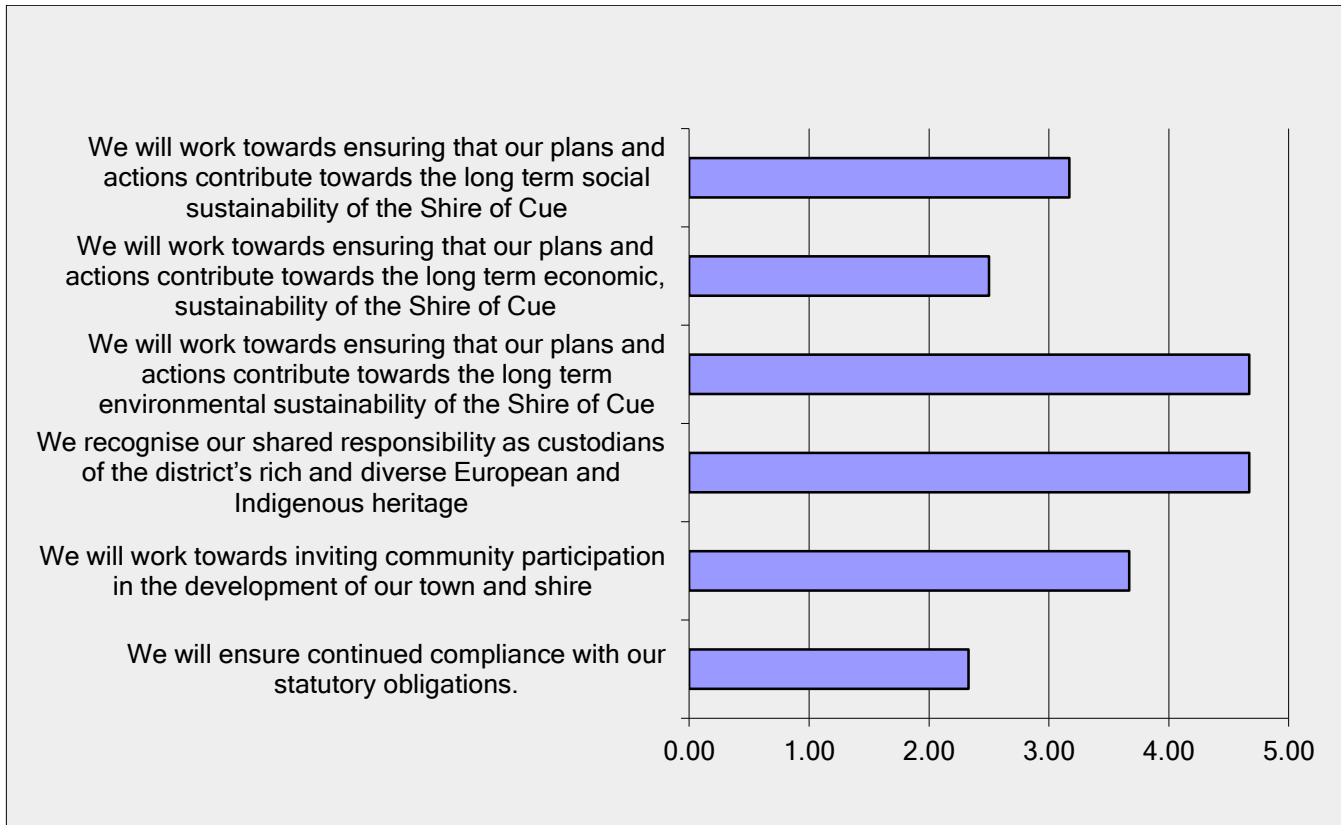
- **Accountability** – We will ensure continued compliance with our statutory obligations.
- **Community Participation** – We will work towards inviting community participation in the development of our town and shire
- **Heritage** – We recognise our shared responsibility as custodians of the district's rich and diverse European and Indigenous heritage
- **Sustainability** – We will work towards ensuring that our plans and actions contribute towards the long term economic, social and environmental sustainability of the Shire of Cue

### 4. COMMUNITY PRIORITIES

Through the Strategic Community planning process, the community identified a number of goals and priorities. The goals captured in the Strategic Community Plan are:

- Goal One: We want to be able to spend our money locally and encourage others to do the same
- Goal Two: Utilise the land available in the area for a range of new businesses to be self-sustaining
- Goal Three: Transparent decision-making is important to us
- Goal Four: We want to strengthen our community's position for the future
- Goal Five: We need good services to support our development as a Shire
- Goal Six: We want to be an inclusive community
- Goal Seven: Sustainability and protection of our resources is important to the future of the area
- Goal Eight: We want to make the most of our environment

The priorities identified specifically through the community survey are identified below:



## 5. STRATEGIC THEMES

### 5.1 Economic Development

Strategic Community Plan link	Strategies	When				Implications for informing strategies	Funding Source	Council role
		2013/14	2014/15	2015/16	2016/17			
<b>Ec Goal One – 1, 2, 3, 4 and Goal Two - 1</b>	Develop and implement an Economic Development Strategy to guide economic growth and develop a local workforce	✓	✓	✓	✓	‡ \$	New	Provider Facilitator Partner Advocate
<b>Ec Goal One - 1</b>	Develop a strategic relationship with local mining operators to align infrastructure development and services to benefit the community	✓	✓	✓	✓	‡	Existing	Provider Facilitator Partner Advocate
<b>Ec Goal One - 3</b>	Support the existing and new local events that promote visitation to the Shire, including marketing	✓	✓	✓	✓	\$	Existing	Partner Facilitator Advocate
<b>Ec Goal One - 3</b>	Develop and maintain Cue's main street, including banners and flower beds	✓	✓	✓	✓	\$	Existing	Provider
<b>Ec Goal One - 3</b>	Explore funding opportunities to maintain and develop heritage buildings for business development		✓	✓		‡ \$	Existing	Partner Facilitator Advocate
<b>Ec Goal One - 4</b>	Investigate and promote overnight and short- stay options in the towns, including renovation of existing facilities	✓	✓	✓	✓	Nil	Existing	Facilitator Partner Advocate
<b>Ec Goal Two - 1</b>	Encourage and support new light industrial and retail businesses in keeping with our vision through enabling planning regulations and advocacy	✓	✓	✓	✓	Nil	Existing	Provider Advocate Facilitator

Service Levels	Success Measures
<b>The Shire has a clear strategy to encourage and grow business and employment</b>	Economic Development Strategy is completed
<b>The Shire actively supports the retention of existing and establishment of new businesses</b>	Number of business in the Shire stays the same or increases New business opportunities emerge in essential retail, short-term accommodation and light industry Visitor enquiries at Council information centres increases Residents are satisfied with the Shires initiatives to support and grow business

### Resourcing considerations

The implementation of the economic development strategies may require the following resources to be considered:


- Funding for economic development activities





## 5.2 Developing Leadership

Strategic Community Plan link	Strategies	When				Implications for informing strategies	Funding Source	Council role
		2013/14	2014/15	2015/16	2016/17			
L Goal Three - 1	Regular Council meetings and forums are held to facilitate transparent and informed decision making, including Cue Parliament	✓	✓	✓	✓	Nil	Existing	Provider, Advocate
L Goal Three - 1	The Shire is represented on key local and regional organisations	✓	✓	✓	✓	Nil	Existing	Provider, Advocate
L Goal Three - 1	Council actively engages and works with key State and strategic partners to advocate on behalf of the Shire	✓	✓	✓	✓	Nil	Existing Grants	Provider, Advocate
L Goal Three - 1	Develop Council appropriate policies that enable good: governance, development, services and growth	✓	✓	✓	✓	Nil	Existing	Provider, Advocate
L Goal Three - 1	Develop a community engagement approach to guide Council engagement with the Shires residents	✓				\$	Existing	Provider
L Goal Three - 1	Use print, electronic and social media to proactively engage with residents	✓	✓	✓	✓	Nil	Existing	Provider, Advocate
L Goal Three - 2	Ensure residents are informed of key decisions, options considered and any implications of decisions	✓	✓	✓	✓	Nil	Existing	Provider, Advocate
L Goal Three - 2	Develop opportunities for improved customer service through the increased use of technology.	✓	✓	✓	✓	Nil	Existing	Provider, Advocate
L Goal Four - 1	Council management, systems and processes enable the delivery of sustainable services and projects	✓	✓	✓	✓	Nil	Existing	Provider, Advocate

Strategic Community Plan link	Strategies	When				Implications for informing strategies	Funding Source	Council role
		2013/14	2014/15	2015/16	2016/17			
L Goal Four - 1	The unique identity and independence of the Shire is preserved through Councils actions and advocacy	✓	✓	✓	✓	Nil	Existing	Provider, Advocate
L Goal Four - 1	Provide and maintain offices, housing and other buildings and facilities for the operation of the Shire	✓	✓	✓	✓	 \$	New and Existing	Provider
L Goal Four - 1	Manage the Shire's finances and financial service activities to ensure the continuous, sustained operation of Council	✓	✓	✓	✓	Nil	Existing	Provider

Service Levels	Success Measures
<b>The Shire is well governed and managed</b>	Number of statutory and non-statutory meetings Meetings are well attended Council strategies policies are up to date Statutory reports and requirements are met The Councils financial sustainability improves Satisfaction with Councils customer service
<b>Council provides opportunities to engage with residents</b>	Number of opportunities for public participation More residents participate in Council engagement processes
<b>Council is responsive, seeking and listening to residents views prior to making important decisions</b>	Residents feel satisfied with their opportunities for input into important decisions

## Resourcing considerations

The implementation of the developing leadership strategies may require the following resources to be considered:

- Resourcing to focus on community engagement and communication activities

### 5.3 Social Development

Strategic Community Plan link	Strategies	When				Implications for informing strategies	Funding Source	Council role
		2013/14	2014/15	2015/16	2016/17			
SD Goal Five - 1	Provide and maintain community buildings and facilities	✓	✓	✓	✓	Nil	Existing	Provider Partner
SD Goal Five - 1	Investigate opportunities to develop transportation options into Cue – air and road		✓	✓		Nil	Existing	Advocate Facilitator
SD Goal Five - 1	Explore the development of facilities to support tourism activities	✓	✓			\$	New	Provider
SD Goal Five - 1	Manage existing building and structures to ensure they are safe and comply with legislative requirements	✓	✓	✓	✓	Nil	Existing	Provider
SD Goal Five - 1	Provide environmental health services to protect public health	✓	✓	✓	✓	Nil	Existing	Provider
SD Goal Five - 1	Provide and maintain waste collection services and transfer stations	✓	✓	✓	✓	Nil	Existing	Provider Partner
SD Goal Five - 1	Work with State Government to improve water quality	✓	✓	✓	✓	Nil	Existing	Facilitator Advocate
SD Goal Five - 1	Provide public library services	✓	✓	✓	✓	Nil	Existing	Provider
SD Goal Five - 2	Provide and maintain a Town Planning Scheme, subdivision and development control services	✓	✓	✓	✓	Nil	Existing	Provider
SD Goal Five - 2	Work with State Government to ensure effective management of local housing	✓	✓	✓	✓	Nil	Existing	Facilitator Advocate
SD Goal Five - 3	Work with State government to improve health services	✓	✓	✓	✓	Nil	Existing	Facilitator Advocate

Strategic Community Plan link	Strategies	When				Implications for informing strategies	Funding Source	Council role
		2013/14	2014/15	2015/16	2016/17			
<b>SD</b> Goal Six - 1	Provide and maintain community sporting and recreational facilities	✓	✓	✓	✓	Nil	Existing	Provider
<b>SD</b> Goal Six - 2	Explore the development of a youth community centre and related activities	✓	✓	✓		\$	New	Provider Partner Facilitator
<b>SD</b> Goal Six - 2	Explore the development and implementation of a strategy to address Aboriginal housing and employment needs and which celebrates culture	✓	✓	✓	✓	\$	New	Partner Facilitator Advocate

Service Levels	Success Measures
<b>The essential services provided by Council help the community to grow and prosper</b>	Provision and management of services, facilities and programs Safe and well maintained roads, pedestrian areas and local road networks Average days to process planning and development applications Effective waste management
<b>To manage assets in a way that maximises asset service delivery, manages related risks and accounts for whole-of-life costs</b>	Asset sustainability ratio Asset renewal funding ratio
<b>The community can more easily access the range of Council services they need</b>	More residents utilise Council's services and facilities
<b>Council is engaging with a range of residents to ensure services meet needs including young people, families and the elderly</b>	Satisfaction with Council's customer services Satisfaction with Council's performance in community involvement Provision of recreational and cultural facilities and programs

## Resourcing considerations

The implementation of the social development strategies may require resources, which will need to be sourced from grant or similar sources.

## 5.4 Environmental Development

Strategic Community Plan link	Strategies	When				Implications for informing strategies	Funding Source	Council role
		2013/14	2014/15	2015/16	2016/17			
En Goal Seven - 1	Explore utilisation of alternative energy sources for the Cue region	✓	✓	✓	✓	\$	Existing	Partner Advocate
En Goal Eight - 1	Provide natural resource management services	✓	✓	✓	✓	Nil	Existing	Provider Partner
En Goal Eight - 1	Provide Ranger services including animal control and bushfire control	✓	✓	✓	✓	Nil	Existing	Provider
En Goal Eight - 1	Provide weed management services	✓	✓	✓	✓	Nil	Existing	Provider Partner
En Goal Eight - 1	Support opportunities to showcase natural and environmental features of the Shire	✓	✓	✓	✓	†	Existing	Partner Advocate

Service Levels	Success Measures
<b>Protection of land to maintain and increase productivity</b>	Measured increase in the time, money or resources contributed to biodiversity conservation by the Council Active management of natural areas through provision of incentives for private land conservation and restoration
<b>Manage protected natural areas for conservation</b>	Active management of 100% of Local Government natural areas of conservation value Proportion of people satisfied with Councils management of natural areas

### Resourcing considerations

The implementation of the environmental development strategies does not require additional resourcing.



## 6. PRIORITIES IN FUTURE CORPORATE BUSINESS PLANS

The Shire of Cue has identified the following strategies from the Strategic Community Plan to be considered for future Corporate Business Plans outside of the current four-year period:

- Increase Shire managed housing options to attract new families
- Active involvement in out-of-area business attraction

## 7. FOUR YEAR BUDGETS

A long term financial plan has been prepared as an informing strategy underpinning the Corporate Business Plan. The long term financial plan is for ten years and includes:

- The planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cash flow statement
- Sensitivity analysis and testing
- Key performance indicators
- Major capital works schedules
- Risk assessment of major projects

### Shire of Cue - Projected Income Statement

Statement of Income by Nature or Type	Base Case	Budget	Projected	Projected	Projected	Projected
		2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
		\$	\$	\$	\$	\$
<b>REVENUE</b>						
Rates		1,579,866	1,658,859	1,741,802	1,828,892	1,920,337
Operating Grants, Subsidies and Contributions		1,590,992	1,955,338	2,015,953	2,082,479	2,140,789
Fees and Charges		238,100	243,854	250,638	258,084	265,699
Interest Earnings		66,000	99,287	90,434	82,567	82,981
Other Revenue		5,500	5,649	5,824	6,016	6,184
		<b>3,480,458</b>	<b>3,962,986</b>	<b>4,104,651</b>	<b>4,258,039</b>	<b>4,415,990</b>
<b>EXPENSES</b>						
Employee Costs		848,638	882,584	917,887	954,602	989,923
Materials and Contracts		2,042,723	2,197,043	2,276,474	2,344,456	2,414,281
Utility Charges		183,400	188,352	194,191	200,599	206,216
Depreciation		1,173,668	1,223,505	1,261,487	1,305,303	1,344,101
Interest Expenses		4,000	2,175	1,011	-	-
Insurance Expenses		131,250	134,794	138,972	143,558	147,578
Other Expenditure		91,500	94,484	97,413	100,628	103,445
		<b>4,475,179</b>	<b>4,722,936</b>	<b>4,887,435</b>	<b>5,049,147</b>	<b>5,205,543</b>
<b>Surplus (Deficit) before Capital Funding</b>		<b>(994,721)</b>	<b>(759,950)</b>	<b>(782,784)</b>	<b>(791,108)</b>	<b>(789,553)</b>
Non-Operating Grants, Subsidies and Contributions		489,979	347,914	362,081	596,784	448,617
Profit on Asset Disposals		8,000	8,216	8,471	8,750	8,995
Loss on Asset Disposals		(34,356)	(35,284)	(36,377)	(37,578)	(38,630)
<b>NET RESULT</b>		<b>(531,098)</b>	<b>(439,104)</b>	<b>(448,610)</b>	<b>(223,151)</b>	<b>(370,571)</b>
<b>Other Comprehensive Income</b>		-	-	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>(531,098)</b>	<b>(439,104)</b>	<b>(448,610)</b>	<b>(223,151)</b>	<b>(370,571)</b>

## Shire of Cue – Projected Rate Setting Statement

Base Case Rate Setting Statement	Budget	Projected	Projected	Projected	Projected
	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
	\$	\$	\$	\$	\$
<b>REVENUE</b>					
Governance	-	-	-	-	-
General Purpose Funding	1,505,469	1,859,011	1,904,708	1,956,713	2,009,610
Law, Order, Public Safety	7,100	7,292	7,518	7,766	7,980
Health	300	308	318	328	328
Education and Welfare	-	-	-	-	-
Housing	8,500	8,730	9,000	9,297	9,557
Community Amenities	103,205	59,309	61,148	63,166	65,250
Recreation and Culture	71,000	1,027	1,059	1,094	57,350
Transport	531,297	508,245	526,607	547,159	565,563
Economic Services	131,700	175,256	180,689	405,407	192,461
Other Property and Services	40,000	41,080	42,353	43,751	45,165
	<b>2,398,571</b>	<b>2,660,257</b>	<b>2,733,400</b>	<b>3,034,681</b>	<b>2,953,265</b>
<b>EXPENSES</b>					
Governance	210,231	215,907	232,600	229,946	236,385
General Purpose Funding	127,656	131,103	135,167	139,627	143,537
Law, Order, Public Safety	84,216	86,490	89,277	92,276	94,859
Health	146,401	150,354	155,015	160,130	164,614
Education and Welfare	9,793	10,057	10,369	10,711	11,011
Housing	158,599	179,440	184,165	189,477	195,240
Community Amenities	391,198	401,862	414,319	427,990	439,973
Recreation and Culture	598,640	616,021	635,111	656,062	674,427
Transport	2,198,347	2,272,112	2,342,563	2,419,849	2,487,647
Economic Services	573,195	672,335	694,679	723,188	750,058
Other Property and Services	11,259	22,538	30,547	37,467	46,423
	<b>4,509,535</b>	<b>4,758,220</b>	<b>4,923,812</b>	<b>5,086,725</b>	<b>5,244,173</b>
<b>Net Operating Result Excluding Rates</b>	(2,110,964)	(2,097,963)	(2,190,412)	(2,052,044)	(2,290,908)
<b>Adjustments for Cash Budget Requirements:</b>					
<b>Non-Cash Expenditure and Revenue</b>					
(Profit)/Loss on Asset Disposals	26,356	27,068	27,907	28,828	29,635
Depreciation on Assets	1,173,668	1,223,505	1,261,487	1,305,303	1,344,101
Movement in Employee Benefit Provisions					
Movement in Accruals	-	-	-	-	-
<b>Capital Expenditure and Revenue</b>					
Purchase Property Plant & Equipment	(1,779,500)	(305,019)	(363,181)	(375,166)	(217,010)
Purchase Infrastructure Assets	(1,003,937)	(652,813)	(659,064)	(736,031)	(781,431)
Proceeds from Disposal of Assets	48,000	30,810	63,530	21,876	22,488
Repayment of Debentures	(17,498)	(20,386)	(23,337)	-	-
Proceeds from New Debentures	-	-	-	-	-
Transfers to Reserves (Restricted Assets)	(30,000)	(63,287)	(54,434)	(46,567)	(46,981)
Transfers from Reserves (Restricted Assets)	420,000	240,359	211,767	38,282	33,732
ADD Estimated Surplus/(Deficit) July 1 B/fwd	1,650,179	(43,830)	(2,697)	13,369	26,743
LESS Estimated Surplus/(Deficit) June 30 C/fwd	(43,830)	(2,697)	13,369	26,743	40,706
<b>Amount Required to be Raised from Rates</b>	<b>(1,579,866)</b>	<b>(1,658,859)</b>	<b>(1,741,802)</b>	<b>(1,828,892)</b>	<b>(1,920,337)</b>

**Note:** The 2012/13 surplus(deficit) has been adjusted to reflect the actual end year balance as at June 2012.

## Shire of Cue – Projected Statement of Financial Position

Statement of Financial Position	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>					
Cash & Cash Equivalents	1,284,911	1,140,533	990,089	1,001,797	1,018,533
Trade and other receivables	150,000	161,949	175,264	189,757	204,214
Inventories	20,000	20,540	21,177	21,876	22,488
<b>Total Current Assets</b>	<b>1,454,911</b>	<b>1,323,022</b>	<b>1,186,530</b>	<b>1,213,430</b>	<b>1,245,235</b>
<b>NON-CURRENT ASSETS</b>					
Property, plant and equipment	8,786,126	8,893,436	9,021,014	9,196,554	9,208,348
Infrastructure	65,481,420	65,050,559	64,592,301	64,171,952	63,762,376
<b>Total Non-Current Assets</b>	<b>74,267,546</b>	<b>73,943,995</b>	<b>73,613,316</b>	<b>73,368,506</b>	<b>72,970,723</b>
<b>Total Assets</b>	<b>75,722,457</b>	<b>75,267,017</b>	<b>74,799,846</b>	<b>74,581,936</b>	<b>74,215,959</b>
<b>CURRENT LIABILITIES</b>					
Trade and other payables	150,000	154,050	158,826	164,067	168,661
Long Term Borrowings	20,386	23,337	-	-	-
Provisions	82,998	82,998	82,998	82,998	82,998
<b>Total current liabilities</b>	<b>253,384</b>	<b>260,385</b>	<b>241,824</b>	<b>247,065</b>	<b>251,659</b>
<b>NON-CURRENT LIABILITIES</b>					
Long Term Borrowings	23,337	-	-	-	-
Provisions	17,103	17,103	17,103	17,103	17,103
<b>Total Non-Current Liabilities</b>	<b>40,440</b>	<b>17,103</b>	<b>17,103</b>	<b>17,103</b>	<b>17,103</b>
<b>Total Liabilities</b>	<b>293,824</b>	<b>277,488</b>	<b>258,927</b>	<b>264,168</b>	<b>268,762</b>
<b>NET ASSETS</b>	<b>75,428,633</b>	<b>74,989,529</b>	<b>74,540,919</b>	<b>74,317,768</b>	<b>73,947,197</b>
<b>EQUITY</b>					
Retained Surplus	14,362,514	14,100,482	13,809,206	13,577,770	13,193,950
Reserves - Cash Backed	1,265,743	1,088,671	931,337	939,622	952,871
Reserves - Asset Revaluation	59,800,376	59,800,376	59,800,376	59,800,376	59,800,376
<b>TOTAL EQUITY</b>	<b>75,428,633</b>	<b>74,989,529</b>	<b>74,540,919</b>	<b>74,317,768</b>	<b>73,947,197</b>



## Shire of Cue – Proposed Capital Works Program

Sub Program	Project	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Animal Control	Dog Pound - Upgrade Facilities			5,000		
Staff Housing	New Staff Housing	870,000				
Staff Housing	Annual Asset Renewals		10,000	10,000	10,000	10,000
Cemetery	Old Cemetery Fence	35,000				
Public conveniences	Victoria Street Toilets security	10,000				
Other Community Amenities	Street Furniture				5,000	
Public Halls/Civic Centres	Upgrade Town Hall Kitchen	120,000				
Recreation & Culture	Public Access ways - renew paving & bollards					10,000
Recreation & Culture	Digital TV switch over	10,000				
Recreation & Culture	New Play Equipment	110,000				
Recreation & Culture	BMX Track	49,500				
Heritage	Historic cottages					50,000
Roads & Depots	Gravel road renewals		185,000	185,000	220,000	230,000
Roads & Depots	Airfield Road upgrade	150,248				
Roads & Depots	Town Bitumen	61,589	30,000	30,000	40,000	47,000
Roads & Depots	Regional Road Group		191,650	196,441	201,925	206,973
Roads & Depots	Roads to Recovery Projects		211,000	211,000	211,000	211,000
Roads & Depots	Sealing of Road Reserve - roadhouse	12,600				
Roads & Depots	Footpaths Austin Street South	200,000				
Airport	Airfield Apron & Taxi way upgrade	240,000				
Airport	Terminal Building	245,000				
Tourism & Area Promotion	Caravan Park facility Renewals				10,000	
Tourism & Area Promotion	Silhouette	20,000				
Tourism & Area Promotion	Chess Set	5,000				
Tourism & Area Promotion	New Tourist Centre/Caravan Park				200,000	
Tourism & Area Promotion	Tourist Park	100,000				
Tourism & Area Promotion	Tourism Signage		5,000	5,000	5,000	5,000
Plant Operations	Replacement Plan & Equipment	529,500	287,000	300,000	100,000	100,000
Administration	Admin Office Building Renewals		5,000	10,000	5,000	5,000
Administration	Furniture & Equipment Renewals		3,000	3,000	3,000	3,000
Administration	Computer Renewals		5,000	10,000	5,000	10,000
Administration	New Website Design	15,000				
	<b>Total</b>	<b>2,783,437</b>	<b>932,650</b>	<b>965,441</b>	<b>1,015,925</b>	<b>887,973</b>

**Note:** The completion of a number of projects in future years is dependent on the receipt of grant funding.