



**ALPINE**  
SHIRE COUNCIL

# Financial Plan

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2021/22 to 2030/31



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*Cover image: Bright streetscape blossoms (photography credit: James Davidson)*

# 1. Executive Summary

The Financial Plan provides a 10-year financial projection that supports the commitments and provides the resources necessary to meet the objectives within the Community Vision and Council Plan.

The Financial Plan has been developed in the context of the following strategic planning principles:

1. Council has an integrated approach to planning, monitoring and performance reporting.
2. Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan Strategic Objectives and Strategies have been developed in the context of the Community Vision.
3. The Financial Plan statements articulate the 10-year financial resources necessary to implement the Strategic Objectives and Strategies in the Council Plan to work towards realising the Community Vision.

In addition to planning for the delivery of the Community Vision and the Council Plan, resource planning is important for ensuring that Council remains financially sustainable in the long term and considers the future renewal requirements for significant Council infrastructure.

Alpine Shire Council has prepared this Financial Plan to provide a longer-term perspective on the impact of financial decisions on the ongoing financial sustainability of the Council.

The Financial Plan strategic objectives include:

1. Maintaining a viable cashflow and positive working capital, ensuring that Council remains financially sustainable in both the short and long-term and ensuring that Council can:
  - a. fund and maintain its current operations, including its current level of service provision
  - b. meet the financial requirements needed to deliver the commitments in the Council Plan, and support the aspirations of the Community Vision
2. Maintaining and improving Council's revenue by:
  - a. Setting rate increases in accordance with the Fair Go Rates system (rate cap) and Revenue and Rating Plan
  - b. Continuing to pursue grant funding for additional programs, services, and capital works from the State and Federal governments
  - c. Ensuring that the community make a reasonable contribution to the cost of services through appropriate fees and charges consistent with adopted strategies to offset operational expenses
  - d. Seeking alternative revenue streams and external funding opportunities to strengthen financial sustainability
  - e. Maintaining zero debt funding

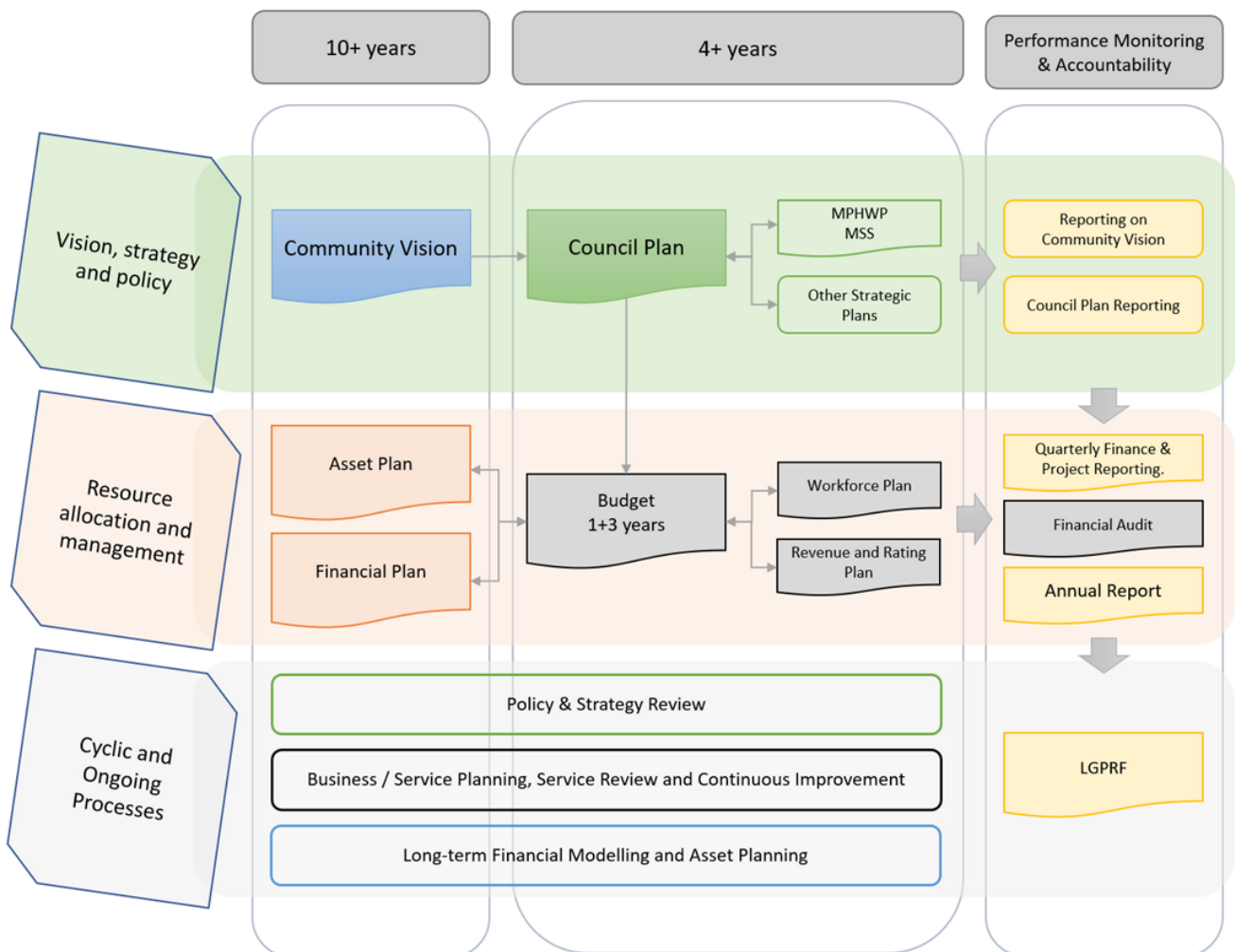
3. Responsible infrastructure management by:
  - a. Renewing assets at the optimum point in their lifecycle to maximise value of the asset to the community; and
  - b. Considering the impact on operational expenditure and future renewals requirements when making decisions about investment in new and upgraded infrastructure.
  - c. Developing a 10-year Asset Plan pursuant to *Local Government Act 2020 (LGA 2020)*

This plan supports the Community Vision and Council Plan, the Alpine Shire Council's Community Panel's recommendations, and our responses to them. It is a responsible plan that provides for the delivery of critical project and services while safeguarding the future sustainability of Council.

## 2. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



## 2.1 STRATEGIC PLANNING PRINCIPLES

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in accordance with the strategic planning principles under section 89 of the LGA 2020. Council has undertaken the following to meet those principles:

1. Council has an integrated approach to planning, monitoring and performance reporting.
2. Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan Strategic Objectives and Strategies have been developed in the context of the Community Vision.
3. The Financial Plan statements articulate the 10-year financial resources necessary to implement the Strategic Objectives and Strategies in the Council Plan to work towards realising the Community Vision.
4. Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 2.2.2 below.
5. The Financial Plan provides for the strategic planning principles of monitoring progress and conducting reviews to identify and adapt to changing circumstances.

## 2.2 FINANCIAL MANAGEMENT PRINCIPLES

The Financial Plan demonstrates the following financial management principles incorporated in section 101 of the LGA:

1. Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
2. Management of the following financial risks:
  - a. the financial viability of the Council (refer to section 3.1 Financial Policy Statements).
  - b. the management of current and future liabilities of Council. The estimated 10 year-liabilities are disclosed in section 4.2 Balance Sheet projections.
  - c. the beneficial enterprises of Council (where appropriate).
3. Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
4. Council maintains accounts and records that explain its financial operations and financial position (refer section 4 Financial Statements)

## 2.3 ENGAGEMENT PRINCIPLES

The Financial Plan identifies the financial resources required to deliver the first 10 years of the Community Vision and the entirety of the Council Plan. Council has implemented the following consultation process in compliance with the engagement principles in section 56 of the LGA as follows:

1. Council commenced engaging the broader community during March and April 2021, to gather feedback using online surveys, inviting attendance at community pop-ups, and workshops. A total of 368 community members contributed to these engagement opportunities, which focused on three key questions: Where are we now? Where do we want to be? How do we get there?
2. Following the broader engagement, four themes were identified, being: Community; Economy; Environment; and Infrastructure. These key areas were used to frame the deliberative engagement process, where Council invited interested community members to become part of a Community Panel. The 46 Community Panel members representing the demographics across the Shire were then invited to take part in six deliberative engagement sessions during May/June 2021 to explore, refine, prioritise and deliberate to develop strategic objectives that would inform the development of the Community Vision, Council Plan and Financial Plan. Participants were provided with induction information including baseline financial information at the commencement of the sessions.
3. The draft Financial Plan was drafted to support the commitments made and provide the resources necessary to meet the objectives within the Community Vision and Council Plan.
4. The draft Financial Plan will be released for public submissions for a period of 28 days following the August Council meeting.
5. Community engagement will be conducted using local news outlets and social media, and a session with the Community Panel.
6. After consideration of those submissions, a final version will be presented to October Council meeting for adoption.

## 2.4 SERVICE PERFORMANCE PRINCIPLES

Council services are designed to be for a purpose, targeted to community needs and value for money. The service performance principles are outlined in section 106 of the LGA 2020. Council has undertaken the following to meet those principles:

1. Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the major initiatives to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
2. Services are accessible to the relevant users within the community.

3. Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
4. Council will seek to continuously improve service delivery.
5. Council is developing a Complaints Policy that will include a fair and effective process for considering and responding to community feedback and complaints regards service provision.

## 2.5 ASSET PLAN INTEGRATION

The *Local Government Act 2020* Section 92 requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. Council must adopt an Asset Plan under Section 92 by 30 June 2022.

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.



### 3. Financial Plan Context

This section describes the context and external / internal environment and considerations in determining the 10-year financial projections and assumptions.

#### 3.1 FINANCIAL POLICY STATEMENTS

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent underlying surplus results	Adjusted underlying surplus (deficit) / Adjusted underlying revenue greater than 0%	0%	-0.6%	-9.7%	-1.8%	-0.9%	-0.2%	-7.4%	0.6%	0.8%	1.0%	1.1%	1.3%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities between 1.20 and 3.50	1.20-3.50	4.59	4.15	4.39	4.08	4.27	3.72	3.66	3.59	3.51	3.51	3.51
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal expenses / Depreciation above 100%	100%	55.5%	105.7%	127.9%	102.7%	102.7%	102.7%	102.6%	102.6%	102.6%	102.5%	102.5%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain at 0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	>80%	398%	355%	377%	352%	365%	365%	315%	306%	299%	293%	292%

## 3.2 STRATEGIC ACTIONS

Council has identified the following strategic actions that support the aspirations of the Council Plan and ensure ongoing financial sustainability. These strategic actions are included to the 10-year Financial Plan.

The Financial Plan strategic objectives include:

2. Maintaining a viable cashflow and positive working capital, ensuring that Council remains financially sustainable in both the short and long-term and ensuring that Council can:
  - a. fund and maintain its current operations, including its current level of service provision
  - b. meet the financial requirements needed to deliver the commitments in the Council Plan, and support the aspirations of the Community Vision
2. Maintaining and improving Council's revenue by:
  - a. Setting rate increases in accordance with the Fair Go Rates system (rate cap) and Revenue and Rating Plan
  - b. Continuing to pursue grant funding for additional programs, services, and capital works from the State and Federal governments
  - c. Ensuring that the community make a reasonable contribution to the cost of services through appropriate fees and charges consistent with adopted strategies to offset operational expenses
  - d. Seeking alternative revenue streams and external funding opportunities to strengthen financial sustainability
  - e. Maintaining zero debt funding
3. Responsible infrastructure management by:
  - a. Renewing assets at the optimum point in their lifecycle to maximise value of the asset to the community; and
  - b. Considering the impact on operational expenditure and future renewals requirements when making decisions about investment in new and upgraded infrastructure.
  - c. Developing a 10-year Asset Plan pursuant to *Local Government Act 2020 (LGA 2020)*

### 3.3 ASSUMPTIONS TO THE FINANCIAL PLAN STATEMENTS

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31.

The assumptions comprise the description and annual escalations for each income and expenditure line item contained in the Comprehensive Income Statement for the 10-year period.

<b>Escalation Factors % movement</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>
CPI	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Growth	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Rates and charges	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Statutory fees and fines	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Operating	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Capital	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributions - monetary	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Contributions - non-monetary	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other income	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee costs	5.00%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials and services	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Depreciation & Amortisation	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other expenses	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

## Rates and charges

The Victorian Government introduced rate capping from 2016 as part of the Fair Go Rates System, requiring all councils to limit their annual rates increase to the state government rate cap. The rate cap for 2021/22 has been set at 1.5% as approved by the Minister for Local Government.

The Financial Plan forecasts are based on Council complying with the expected rate cap, with estimated future annual increases aligned with the Consumer Price Index.

In addition, it is expected that during the 2021/22 year a further \$125k will be collected as a result of supplementary rates.

Waste charges are forecast to increase in 2021/22 by 5.1% as compared to 2020/21 levels to defray the total costs of waste management incurred across the municipal district. Future years waste charges are estimated to increase in line with the CPI% increase to ensure Council continues to recover the full costs of providing waste services.

## Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI. This is often a best-case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

## User fees

Revenue from user fees is expected to increase by 1.5% for the 2021/22 year. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on a conservative annual rate of increase in line with the CPI% increase to reflect, as a minimum, annual increases in line with the state government rate cap.

## Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC) and recognises the importance of actively pursuing grant funding to deliver significant projects and services to the community.

Operating grants are expected to increase on an annual basis in line with CPI% increase for future years.

Council only allows for confirmed capital grant funding in budget allocation. Capital grants are essential for council to deliver projects that will have benefits for generations to come.

## Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

## Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

## Employee costs

Employee costs is one of the largest expenditures for council to support the community and meet organisational commitments. Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, Workcover, leave entitlements, and temporary staff arrangements.

Council has allowed for the new superannuation guarantee rules which came into place from July 2021 to move the Superannuation Guarantee rate to 10% and then progressively moving the rate to 12% by 2025/26.

The employee costs for the 2021/22 year includes a percentage increase to reflect a salary increase for staff pursuant to the proposed Enterprise Bargaining Agreement as well as further staff funding required due to increased staff resources in response to the changing service requirements, including continued Bushfire Recovery support, circular economy and climate action initiatives, statutory planning services, and an increase in project managers required to deliver the Capital Works program.

Longer term, employee costs reflect annual increases in line with CPI. For the years 2022/23 to 2024/25 these costs are offset by a reduction in staff no longer required to provide the service requirements and delivery of the Capital Works program.

Section 46(4) of the *Local Government Act 2020* requires the Council's Chief Executive Officer ("CEO") to develop and maintain a Workforce Plan. The CEO must develop the Workforce Plan under Section 46(7) by 31 December 2021. This plan, available to the Mayor, Councillors and all Council employees must outline the current and future workforce requirements for the organisation and set out the organisation's intended aims to ensure gender equality, diversity, and inclusiveness across the workforce. Staffing increases or decreases determined as a result of the development of the Workforce Plan will feed directly into the Financial Plan.

## **Materials and services**

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths. These costs are currently forecast at CPI.

Other associated costs included under this category are utilities, materials, and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are kept to within CPI levels year on year.

## **Depreciation & amortisation**

Depreciation estimates have been based on the projected capital spending contained within this document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

## **Borrowing costs**

Council repaid all its borrowings in July 2015 and does not forecast to take out any further borrowings.

## **Other expenses**

Other expenses include administration costs such as Councillor allowances, election costs, lease expenditure, community contributions, audit costs and other costs associated with the day to day running of Council. These are expected to increase on an annual basis in line with CPI increase for future years.

### **3.4 OTHER MATTERS IMPACTING THE 10-YEAR FINANCIAL PROJECTIONS**

Council continues to face challenges and expected future events likely to impact the Financial Plan projections. Some of the main factors that may impact the 10-year financial projections are:

#### **Lower rate environment and Financial Assistance Grant**

The overall lower rate environment as part of the Fair Go Rates System and potential freezing or reduction in Financial Assistance Grants may lead to the Council reviewing its future services and capital works programs and to seek alternative revenue sources.

#### **Low Interest Rates**

Low interest rates in the short to medium term are restricting Council's ability to generate earnings on cash and investments.

## **New Local Government Act 2020**

The requirement for an Asset Plan by June 2022 means that asset management planning will be better informed through deliberative community engagement. A potential re-defining of service demand and service levels in respect of community assets and infrastructure may increase asset maintenance and renewal expenditure.

## **2020 Bushfires and COVID-19 Impact**

As the economy recovers from the twin impacts of the 2020 bushfires and the COVID 19 pandemic, our community will continue to recover from these challenges. Council will continue to help our community and businesses transition to more prosperous times where possible as guided by our Economic Development Strategy.

We will continue to strengthen our IT infrastructure to support us in our work and to better provide services to the community.

## **Natural Disasters**

Bushfires, floods, and other natural disasters will continue to occur with unknown timing within the Alpine Shire. Whilst Council does significant work on prevention and recovery, these events have a significant impact on Council resources.

## **Climate Change**

Climate Change is one of the greatest challenges of our time. We recognise that every action our community and Council takes influences our environment. We want to make that influence as positive as possible. Council continues to invest money in climate action projects and takes into consideration how our decisions and actions affect the environment for generations to come.

## **Public Infrastructure maintenance**

Councils are entrusted with the maintenance of public assets including roads, bridges, parks, footpaths and public buildings. Being regional, Alpine Shire consists of a large area with longer road lengths and geographically dispersed infrastructure.

A large proportion of Council's income must be allocated to the maintenance and renewal of these assets to ensure the quality of infrastructure is maintained at satisfactory levels to service our community.

## **Population Growth and Changing demographics**

Population growth and the continued trend to move to regional centres will place stress on Council's resources.

Council has committed funds to developing a Housing Development Strategy.

## 4. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

This Financial Plan will be updated annually to ensure that the most up to date projected figures are being captured.



## 4.1 COMPREHENSIVE INCOME STATEMENT

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	19,144	19,687	20,001	20,508	21,025	21,554	22,097	22,649	23,214	23,794	24,385
Statutory fees and fines	478	614	624	638	652	666	680	694	708	722	737
User fees	1,067	1,101	1,121	1,143	1,166	1,189	1,213	1,237	1,261	1,287	1,314
Grants - Operating	6,949	4,939	4,743	4,839	4,937	2,861	5,137	5,240	5,345	5,453	5,563
Grants - Capital	4,616	8,905	4,470	1,084	1,098	1,113	1,128	1,143	1,159	1,175	1,191
Contributions - monetary	697	668	680	694	708	722	737	752	767	782	798
Contributions - non-monetary	214	430	438	447	456	465	474	483	493	503	513
Other income	740	720	713	821	922	993	1,063	1,095	1,111	1,128	1,146
<b>Total income</b>	<b>33,905</b>	<b>37,064</b>	<b>32,790</b>	<b>30,174</b>	<b>30,964</b>	<b>29,563</b>	<b>32,529</b>	<b>33,293</b>	<b>34,058</b>	<b>34,844</b>	<b>35,647</b>
<b>Expenses</b>											
Employee costs	10,054	10,562	10,494	10,480	10,642	10,802	11,018	11,238	11,463	11,692	11,926
Materials and services	13,314	13,974	11,507	11,787	12,042	12,301	12,566	12,836	13,111	13,392	13,679
Depreciation	5,037	5,093	5,577	5,809	5,968	6,131	6,298	6,465	6,639	6,814	6,992
Amortisation - intangible assets	-	28	47	47	47	47	47	47	47	47	47
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	102	8	8	8	8	9	9	9	9	9	9
Other expenses	758	792	786	791	793	807	822	837	853	867	883
<b>Total expenses</b>	<b>29,265</b>	<b>30,457</b>	<b>28,420</b>	<b>28,922</b>	<b>29,500</b>	<b>30,096</b>	<b>30,759</b>	<b>31,432</b>	<b>32,122</b>	<b>32,822</b>	<b>33,536</b>
<b>Surplus/(deficit) for the year</b>	<b>4,640</b>	<b>6,607</b>	<b>4,370</b>	<b>1,252</b>	<b>1,464</b>	<b>(534)</b>	<b>1,770</b>	<b>1,861</b>	<b>1,936</b>	<b>2,022</b>	<b>2,111</b>
<b>Other comprehensive income</b>											
<b>Items that will not be reclassified to surplus or deficit in future periods</b>											
Net asset revaluation increment	1,042	2,945	4,002	4,760	4,891	5,023	5,162	5,300	5,441	5,588	5,734
<b>Total comprehensive result</b>	<b>5,682</b>	<b>9,552</b>	<b>8,372</b>	<b>6,012</b>	<b>6,355</b>	<b>4,489</b>	<b>6,932</b>	<b>7,161</b>	<b>7,377</b>	<b>7,610</b>	<b>7,845</b>

## 4.2 BALANCE SHEET

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	2,893	1,568	1,815	2,060	2,195	2,037	2,770	2,830	2,963	3,120	3,422
Trade and other receivables	2,276	2,552	2,126	1,850	1,899	1,738	1,994	2,040	2,085	2,131	2,177
Other financial assets	24,000	21,000	19,000	18,000	17,000	15,000	14,000	14,000	14,000	14,000	14,000
Inventories	122	91	100	109	106	102	104	105	104	104	104
Other assets	266	324	333	358	320	334	336	337	332	335	335
<b>Total current assets</b>	<b>29,557</b>	<b>25,535</b>	<b>23,374</b>	<b>22,377</b>	<b>21,520</b>	<b>19,211</b>	<b>19,204</b>	<b>19,312</b>	<b>19,484</b>	<b>19,690</b>	<b>20,038</b>
<b>Non-current assets</b>											
Investments in shared services	129	159	190	222	255	289	324	360	397	435	474
Property, infrastructure, plant & equipment	220,677	233,671	242,873	249,433	256,124	262,947	269,909	277,009	284,250	291,638	299,172
Investment property	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260
Intangible assets	276	474	474	474	474	474	474	474	474	474	474
<b>Total non-current assets</b>	<b>224,342</b>	<b>237,564</b>	<b>246,797</b>	<b>253,389</b>	<b>260,113</b>	<b>266,970</b>	<b>273,967</b>	<b>281,103</b>	<b>288,381</b>	<b>295,807</b>	<b>303,380</b>
<b>Total assets</b>	<b>253,899</b>	<b>263,099</b>	<b>270,172</b>	<b>275,766</b>	<b>281,633</b>	<b>286,181</b>	<b>293,171</b>	<b>300,415</b>	<b>307,865</b>	<b>315,497</b>	<b>323,418</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	2,298	2,414	2,011	2,059	2,104	2,149	2,195	2,242	2,290	2,338	2,388
Trust funds and deposits	434	454	474	494	514	534	554	574	594	614	634
Provisions	2,874	3,249	2,809	2,906	2,395	2,448	2,471	2,544	2,644	2,644	2,671
Income Received in Advance	834	33	32	31	30	29	28	17	16	15	14
<b>Total current liabilities</b>	<b>6,440</b>	<b>6,150</b>	<b>5,326</b>	<b>5,490</b>	<b>5,043</b>	<b>5,160</b>	<b>5,248</b>	<b>5,377</b>	<b>5,544</b>	<b>5,611</b>	<b>5,707</b>
<b>Non-current liabilities</b>											
Provisions	3,903	3,074	2,630	2,080	2,069	2,040	2,038	2,009	1,931	1,901	1,895
Income Received in Advance	425	1,192	1,160	1,129	1,099	1,070	1,042	1,025	1,009	994	980
<b>Total non-current liabilities</b>	<b>4,328</b>	<b>4,266</b>	<b>3,790</b>	<b>3,209</b>	<b>3,168</b>	<b>3,110</b>	<b>3,080</b>	<b>3,034</b>	<b>2,940</b>	<b>2,895</b>	<b>2,875</b>
<b>Total liabilities</b>	<b>10,768</b>	<b>10,416</b>	<b>9,116</b>	<b>8,699</b>	<b>8,211</b>	<b>8,270</b>	<b>8,328</b>	<b>8,411</b>	<b>8,484</b>	<b>8,506</b>	<b>8,582</b>
<b>Net assets</b>	<b>243,131</b>	<b>252,683</b>	<b>261,056</b>	<b>267,067</b>	<b>273,422</b>	<b>277,911</b>	<b>284,843</b>	<b>292,004</b>	<b>299,381</b>	<b>306,991</b>	<b>314,836</b>
<b>Equity</b>											
Accumulated surplus	119,759	126,366	130,736	131,988	133,452	132,918	134,688	136,549	138,485	140,507	142,618
Reserves	123,372	126,317	130,319	135,079	139,970	144,993	150,155	155,455	160,896	166,484	172,218
<b>Total equity</b>	<b>243,131</b>	<b>252,683</b>	<b>261,055</b>	<b>267,067</b>	<b>273,422</b>	<b>277,911</b>	<b>284,843</b>	<b>292,004</b>	<b>299,381</b>	<b>306,991</b>	<b>314,836</b>

## 4.3 STATEMENT OF CHANGES IN EQUITY

	Total	Accumulated	Revaluation	Other
	\$'000	Surplus	Reserve	Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2021 Forecast Actual</b>				
Balance at beginning of the financial year	237,449	115,119	118,206	4,124
Surplus/(deficit) for the year	5,682	4,640	1,042	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	660	-	(660)
<b>Balance at end of the financial year</b>	<b>243,131</b>	<b>120,419</b>	<b>119,248</b>	<b>3,464</b>
<b>2022</b>				
Balance at beginning of the financial year	243,131	120,419	119,248	3,464
Surplus/(deficit) for the year	9,552	6,607	2,945	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	876	-	(876)
<b>Balance at end of the financial year</b>	<b>252,683</b>	<b>127,902</b>	<b>122,193</b>	<b>2,588</b>
<b>2023</b>				
Balance at beginning of the financial year	252,683	127,902	122,193	2,588
Surplus/(deficit) for the year	8,372	4,370	4,002	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>261,055</b>	<b>132,272</b>	<b>126,195</b>	<b>2,588</b>
<b>2024</b>				
Balance at beginning of the financial year	261,055	132,272	126,195	2,588
Surplus/(deficit) for the year	6,012	1,252	4,760	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>267,067</b>	<b>133,524</b>	<b>130,955</b>	<b>2,588</b>
<b>2025</b>				
Balance at beginning of the financial year	267,067	133,524	130,955	2,588
Surplus/(deficit) for the year	6,355	1,464	4,891	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>273,422</b>	<b>134,988</b>	<b>135,846</b>	<b>2,588</b>
<b>2026</b>				
Balance at beginning of the financial year	273,422	134,988	135,846	2,588
Surplus/(deficit) for the year	4,489	(534)	5,023	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>277,911</b>	<b>134,454</b>	<b>140,869</b>	<b>2,588</b>

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2027</b>				
Balance at beginning of the financial year	277,911	134,454	140,869	2,588
Surplus/(deficit) for the year	6,932	1,770	5,162	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>284,843</b>	<b>136,224</b>	<b>146,031</b>	<b>2,588</b>
<b>2028</b>				
Balance at beginning of the financial year	284,843	136,224	146,031	2,588
Surplus/(deficit) for the year	7,161	1,861	5,300	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>292,004</b>	<b>138,085</b>	<b>151,331</b>	<b>2,588</b>
<b>2029</b>				
Balance at beginning of the financial year	292,004	138,085	151,331	2,588
Surplus/(deficit) for the year	7,377	1,936	5,441	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>299,381</b>	<b>140,021</b>	<b>156,772</b>	<b>2,588</b>
<b>2030</b>				
Balance at beginning of the financial year	299,381	140,021	156,772	2,588
Surplus/(deficit) for the year	7,610	2,022	5,588	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>306,991</b>	<b>142,043</b>	<b>162,360</b>	<b>2,588</b>
<b>2031</b>				
Balance at beginning of the financial year	306,991	142,043	162,360	2,588
Surplus/(deficit) for the year	7,845	2,111	5,734	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>314,836</b>	<b>144,154</b>	<b>168,094</b>	<b>2,588</b>

## 4.4 STATEMENT OF CASH FLOWS

	Forecast /											
	Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>												
Rates and charges	19,122	19,662	19,987	20,485	21,002	21,530	22,073	22,624	23,188	23,768	24,359	
Statutory fees and fines	478	614	624	638	652	666	680	694	708	722	737	
User fees	1,067	1,101	1,121	1,143	1,166	1,189	1,213	1,237	1,261	1,287	1,314	
Grants - operating	6,577	4,688	5,183	5,138	4,911	3,046	4,905	5,219	5,326	5,433	5,543	
Grants - capital	3,348	8,905	4,470	1,084	1,098	1,113	1,128	1,143	1,159	1,175	1,191	
Contributions - monetary	697	668	680	694	708	722	737	752	767	782	798	
Interest received	171	121	103	198	286	344	401	419	421	424	428	
Trust funds and deposits taken	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	
Other receipts	542	965	984	1,006	1,028	1,050	1,072	1,095	1,129	1,153	1,177	
Employee costs	(9,518)	(10,432)	(10,512)	(10,483)	(10,602)	(10,761)	(10,962)	(11,183)	(11,405)	(11,634)	(11,866)	
Materials and services	(12,856)	(14,547)	(12,853)	(12,273)	(12,556)	(12,320)	(12,596)	(12,838)	(13,129)	(13,469)	(13,701)	
Trust funds and deposits repaid	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	
Other payments	(667)	(714)	(727)	(741)	(755)	(770)	(785)	(801)	(817)	(833)	(850)	
<b>Net cash provided by operating activities</b>	<b>8,981</b>	<b>11,051</b>	<b>9,080</b>	<b>6,909</b>	<b>6,959</b>	<b>5,829</b>	<b>7,886</b>	<b>8,381</b>	<b>8,628</b>	<b>8,828</b>	<b>9,150</b>	
<b>Cash flows from investing activities</b>												
Payments for property, infrastructure, plant and equipment	(7,369)	(15,476)	(10,934)	(7,768)	(7,929)	(8,094)	(8,264)	(8,433)	(8,609)	(8,787)	(8,967)	
Proceeds from sale of property,	4	100	101	103	106	108	110	112	114	117	119	
Proceeds from sale of investments	-	3,000	2,000	1,000	1,000	2,000	1,000	-	-	-	-	
<b>Net cash provided by/ (used in) investing activities</b>	<b>(7,365)</b>	<b>(12,376)</b>	<b>(8,832)</b>	<b>(6,664)</b>	<b>(6,823)</b>	<b>(5,987)</b>	<b>(7,154)</b>	<b>(8,321)</b>	<b>(8,495)</b>	<b>(8,670)</b>	<b>(8,848)</b>	
<b>Cash flows from financing activities</b>												
Finance costs	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-	
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-	
<b>Net cash provided by/(used in) financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>1,616</b>	<b>(1,325)</b>	<b>247</b>	<b>245</b>	<b>135</b>	<b>(158)</b>	<b>733</b>	<b>60</b>	<b>133</b>	<b>157</b>	<b>302</b>	
Cash and cash equivalents at the beginning of the financial year	1,277	2,893	1,568	1,815	2,060	2,195	2,037	2,770	2,830	2,963	3,120	
<b>Cash and cash equivalents at the end of the financial year</b>	<b>2,893</b>	<b>1,568</b>	<b>1,815</b>	<b>2,060</b>	<b>2,195</b>	<b>2,037</b>	<b>2,770</b>	<b>2,830</b>	<b>2,963</b>	<b>3,120</b>	<b>3,422</b>	

## 4.5 STATEMENT OF CAPITAL WORKS

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	353	-	-	-	-	-	-	-	-	-	-
Buildings	1,315	2,652	1,893	1,926	1,964	2,003	2,043	2,084	2,126	2,169	2,212
<b>Total property</b>	<b>1,668</b>	<b>2,652</b>	<b>1,893</b>	<b>1,926</b>	<b>1,964</b>	<b>2,003</b>	<b>2,043</b>	<b>2,084</b>	<b>2,126</b>	<b>2,169</b>	<b>2,212</b>
<b>Plant and equipment</b>											
Intangibles		226	47	47	47	47	47	47	47	47	47
Plant, machinery and equipment	502	1,060	436	436	437	437	438	438	439	439	440
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	68	363	137	137	137	137	137	137	137	137	137
Library books	79	79	69	70	72	73	75	76	78	79	81
<b>Total plant and equipment</b>	<b>649</b>	<b>1,728</b>	<b>689</b>	<b>690</b>	<b>693</b>	<b>694</b>	<b>697</b>	<b>698</b>	<b>701</b>	<b>702</b>	<b>705</b>
<b>Infrastructure</b>											
Roads	1,025	8,427	5,380	2,107	2,149	2,193	2,237	2,281	2,326	2,374	2,421
Bridges	1,937	496	284	288	294	300	306	312	319	325	331
Footpaths and cycleways	1,255	1,783	307	312	319	325	332	338	345	352	359
Drainage	247	320	214	218	222	227	231	236	241	245	250
Recreational, leisure and community facilities	130	-	171	174	178	181	185	189	193	196	200
Waste management	128	70	73	74	75	77	78	80	81	83	85
Parks, open space and streetscapes	54	-	122	124	126	129	132	134	137	140	142
<b>Total infrastructure</b>	<b>4,776</b>	<b>11,097</b>	<b>6,551</b>	<b>3,297</b>	<b>3,363</b>	<b>3,432</b>	<b>3,501</b>	<b>3,570</b>	<b>3,642</b>	<b>3,715</b>	<b>3,788</b>
Unspecified New	-	-	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Unspecified Renewal	-	-	-	54	109	165	223	281	341	401	463
<b>Total capital works expenditure</b>	<b>7,093</b>	<b>15,476</b>	<b>10,934</b>	<b>7,768</b>	<b>7,929</b>	<b>8,094</b>	<b>8,264</b>	<b>8,433</b>	<b>8,609</b>	<b>8,787</b>	<b>8,967</b>
<b>Represented by:</b>											
New asset expenditure	1,934	3,710	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	2,794	5,381	7,134	5,968	6,129	6,294	6,464	6,633	6,809	6,987	7,167
Asset upgrade expenditure	2,365	6,386	3,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
<b>Total capital works expenditure</b>	<b>7,093</b>	<b>15,476</b>	<b>10,934</b>	<b>7,768</b>	<b>7,929</b>	<b>8,094</b>	<b>8,264</b>	<b>8,433</b>	<b>8,609</b>	<b>8,787</b>	<b>8,967</b>
	0.55										
<b>Funding sources represented by:</b>											
Grants	4,616	8,905	4,470	1,084	1,098	1,113	1,128	1,143	1,159	1,175	1,191
Council cash	2,477	6,571	6,464	6,684	6,831	6,981	7,136	7,290	7,450	7,612	7,776
<b>Total capital works expenditure</b>	<b>7,093</b>	<b>15,476</b>	<b>10,934</b>	<b>7,768</b>	<b>7,929</b>	<b>8,094</b>	<b>8,264</b>	<b>8,433</b>	<b>8,609</b>	<b>8,787</b>	<b>8,967</b>

## 4.6 STATEMENT OF HUMAN RESOURCES

Staff expenditure	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total staff expenditure</b>											
Employee costs - operating	10,054	10,562	10,494	10,480	10,642	10,802	11,018	11,238	11,463	11,692	11,926
Employee costs - capital	804	1,155	1,148	1,146	889	916	943	971	1,000	1,030	1,061
<b>Total staff expenditure</b>	<b>10,858</b>	<b>11,717</b>	<b>11,642</b>	<b>11,626</b>	<b>11,531</b>	<b>11,718</b>	<b>11,961</b>	<b>12,209</b>	<b>12,463</b>	<b>12,722</b>	<b>12,987</b>

Staff numbers	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Total staff numbers</b>											
Employees	112	124	120	118	114	113	113	113	113	113	113
<b>Total staff numbers</b>	<b>112</b>	<b>124</b>	<b>120</b>	<b>118</b>	<b>114</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>

Department	Budget	Permanent		Casual	Temporary
	2021/22	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Asset Development	-	-	-	-	-
Asset Maintenance	3,545	3,033	69	76	367
Bushfire Recovery	271	-	-	38	233
Corporate	1,293	371	720	84	118
Councillor and Executive	949	589	107	53	200
Customer and Digital Projects	1,120	325	557	117	121
Economic and Community Development	1,010	139	363	298	210
Facilities	685	414	-	38	233
Planning and Amenity	1,689	954	352	190	193
<b>Total Staff Expenditure</b>	<b>10,562</b>	<b>5,825</b>	<b>2,168</b>	<b>894</b>	<b>1,675</b>
Capitalised Labour Costs	1,155				
<b>Total Expenditure</b>	<b>11,717</b>				

## 4.7 PLANNED HUMAN RESOURCE EXPENDITURE

For the budget year ended 2021/22

Gender	Budget	Permanent		Casual	Temporary
	Total	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Female	4603	1687	1731	650	535
Male	5392	3941	481	189	781
Vacant	1722	319	279	221	903
Self-described gender	0	0	0	0	0
<b>Total Staff Expenditure</b>	<b>11717</b>	<b>5947</b>	<b>2491</b>	<b>1060</b>	<b>2219</b>

Gender	Budget	Permanent		Casual	Temporary
	Total	Full Time	Part time		
Female	49	16	21	7	5
Male	57	45	4	2	6
Vacant	18	3	2	1	12
Self-described gender	0	0	0	0	0
<b>Total staff full time equivalent</b>	<b>124</b>	<b>64</b>	<b>27</b>	<b>10</b>	<b>23</b>

Council is required to prepare a Gender Equality Action Plan (GEAP) by 31 March 2022. The GEAP is a four-year plan that will include the strategies and measures to improve gender equality in the workplace, based on the results of a workplace gender audit.

Council is also required to develop and maintain a Workforce Plan by 31 December 2021, that describes the organisational structure, projected staffing over the next four years, and includes measures to ensure gender equality, diversity, and inclusiveness.

In future years, Council will use the GEAP and Workforce Plan to inform the statement of human resources and associated planned expenditure. For this Financial Plan, and until the GEAP and Workforce Plans are in place, Council has not attempted to classify human resources by gender for the next ten financial years.



## 5. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Forecast Actual											Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
<i>Operating position</i>													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-0.6%	-9.4%	-1.8%	-0.8%	-0.2%	-7.4%	0.6%	0.8%	1.0%	1.1%	1.3%	+
<i>Liquidity</i>													
Working Capital	Current assets / current liabilities	459%	415%	439%	408%	427%	372%	366%	359%	351%	351%	351%	o
Unrestricted cash	Unrestricted cash / current liabilities	398%	355%	377%	352%	365%	315%	306%	299%	293%	292%	292%	-
<i>Obligations</i>													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue	20.2%	19.3%	16.9%	13.9%	13.3%	12.7%	12.3%	11.8%	11.2%	10.7%	10.4%	o
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	55.5%	105.7%	127.9%	102.7%	102.7%	102.7%	102.6%	102.6%	102.6%	102.5%	102.5%	o
<i>Stability</i>													
Rates concentration	Rate revenue / adjusted underlying revenue	64.3%	69.2%	70.0%	69.8%	69.7%	75.0%	69.7%	69.8%	69.9%	70.0%	70.1%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	o
<i>Efficiency</i>													
Expenditure level	Total expenses/ no. of property assessments	\$3,274	\$3,407	\$3,179	\$3,236	\$3,300	\$3,367	\$3,441	\$3,516	\$3,593	\$3,672	\$3,752	+
Revenue level	Total rate revenue / no. of property assessments	\$2,158	\$2,202	\$2,230	\$2,278	\$2,327	\$2,377	\$2,428	\$2,480	\$2,533	\$2,587	\$2,642	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	17.2%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	+

Key to Forecast Trend:

- + Forecast increase in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast reduction in Council's financial performance/financial position indicator

## 6. Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included in the Financial Plan.

### 6.1 BORROWING STRATEGY

#### **Current Debt Position**

Council repaid all its borrowings in July 2015.

#### **Future Borrowing Requirements**

Council does not forecast to take out any further borrowings. Council is open to considering undertaking debt should circumstances change in the future.

### 6.2 RESERVES STRATEGY

#### **Current Reserves**

##### **Subdivision Recreation Reserve**

- The Recreation Reserve holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.
- Transfers to the reserve comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

##### **Dinner Plain Reserve**

- This reserve is maintained to ensure that all rates raised from Dinner Plain properties are quarantined and invested back into Dinner Plain.
- The surplus or deficit based on the difference between the general and special income attributable to Dinner Plain and the general and Special costs attributable to Dinner Plan are allocated to the reserve.
- The Dinner Plain Reserve has been decreasing in recent years as expenditure exceeds income for projects and services delivered for Dinner Plain rate payers. This is a deliberate strategy, once the reserve is depleted Dinner Plain projects and services will be funded from consolidated revenue, like the rest of the Alpine Shire.

**Waste Reserve**

- This reserve is maintained to fund landfill rehabilitation works and other waste management services.
- Where budgeted rehabilitation projects are not carried out in the financial year, funds are allocated to the reserve to fund future rehabilitation work.

## Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan.

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Public Open Space Reserve</b>												
	<b>Restricted</b>											
Opening balance		178	178	178	178	178	178	178	178	178	178	178
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>	<b>178</b>
<b>Waste</b>												
	<b>Discretionary</b>											
Opening balance		3,247	2,652	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(595)	(764)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>2,652</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>	<b>1,888</b>
<b>Dinner Plain</b>												
	<b>Discretionary</b>											
Opening balance		699	634	522	522	522	522	522	522	522	522	522
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(65)	(112)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>634</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>522</b>	<b>522</b>
<b>Reserves Summary</b>												
	<b>Total Discretionary</b>											
Opening balance		3,946	3,286	2,410	2,410	2,410	2,410	2,410	2,410	2,410	2,410	2,410
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(660)	(876)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>3,286</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>
<b>Reserves Summary</b>												
	<b>Restricted &amp; Discretionary</b>											
Opening balance		4,124	3,464	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(660)	(876)	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>		<b>3,464</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>	<b>2,588</b>