



**Pyrenees**  
Shire Council

# Draft Financial Plan

2021-22 to 2030-31

Adopted by Council TBA

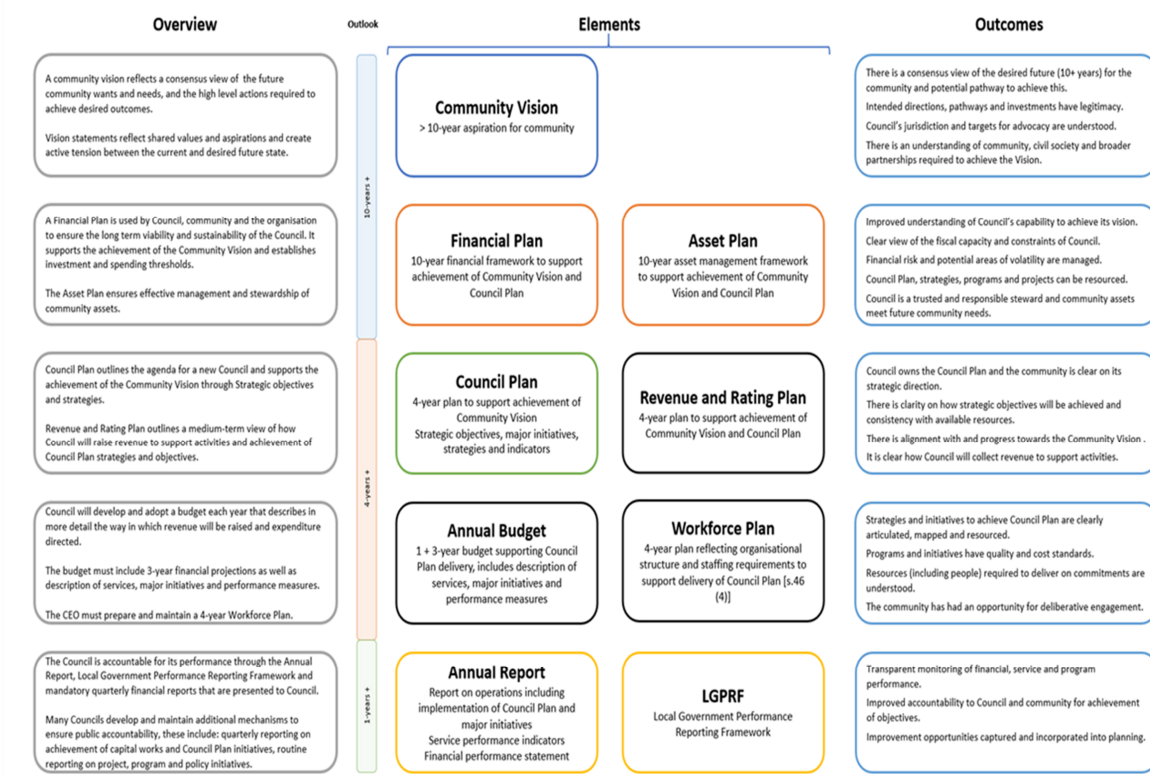
## **Financial Plan Reports**

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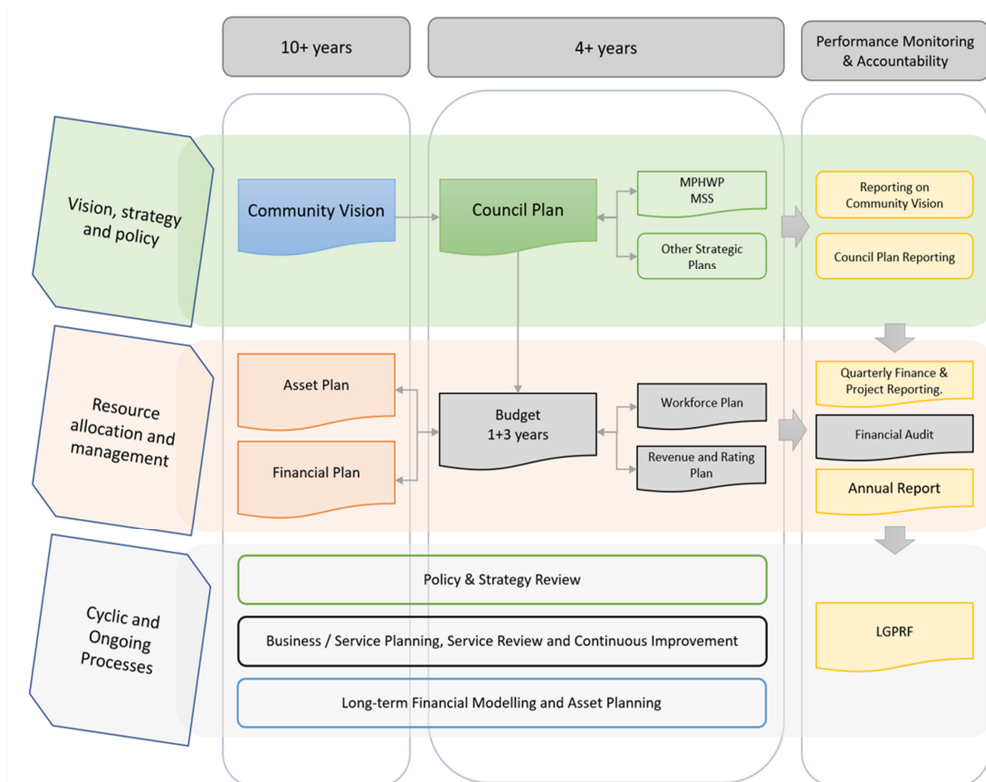
## 1. Legislative Requirements

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 diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



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



## 1.1 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 the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.b below.
- The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to

## 1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
  - the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
  - the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
  - the beneficial enterprises of Council (where appropriate).
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

### 1.3 Engagement Principles

Council is in the process of developing a comprehensive community engagement framework. In the interim, Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

Draft Financial Plan prepared by management;

- a) Draft Financial Plan placed on public exhibition at (September) Council meeting for a period of 28 days and calling for public submissions;
- b) Community engagement is conducted using local news outlets, Council's website and social media;
- c) Hearing of public submissions to the Financial Plan (October);
- d) Draft Financial Plan, including any revisions, presented to (October) Council meeting for adoption.

### 1.4 Service Performance Principles

Council services are designed to be purpose, targeted to community needs and value for money. The service performance principles are listed below:

- a) 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 key services and projects 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.
- b) Services are accessible to the relevant users within the community.
- c) 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.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

### 1.5 Asset Plan Integration

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.

### 1.6 Workforce Plan

Workforce planning is intrinsically linked with strategic and business planning and forms part of Council's normal business planning process, enabling Council to identify the workforce implications (current and future workforce) of strategic and business planning. Through workforce planning Council identifies the human resources needed to deliver Council's strategic and business plans.

Council's Workforce Plan is future focussed to gain an understanding of what Council's workforce might look like in four and 10 years. As part of the annual planning and budget processes, Council reviews our Workforce Plan to ensure its currency and relevance and to address any gaps.

## 2. Financial Plan Context

The long-term financial plan serves as the key ten-year planning document providing a long-term view of the resources that are expected to be available to Council and the proposed/predicted application/use of those resources. This plan contains a series of financial strategies and accompanying performance indicators that council considers when making significant strategic decisions about resource allocation. This plan supports the council in its endeavours towards the vision of being a shire with sustainable and welcoming places and natural environments that create inclusive, happy and healthy connected communities.

The Long-Term Financial Plan is integral to the strategic planning process and will drive future Council Budgets.

### 2.1 Financial Policy Statements

This section defines the measures that demonstrates Council's financial sustainability in order 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 - 2%	-2%	20%	28%	-6%	-6%	-5%	-5%	6%	3%	-5%	-5%	-5%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	1.80	1.22	1.22	1.21	1.21	1.20	1.20	1.19	1.19	1.18	1.18
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 85%	100%	110%	214%	83%	83%	88%	90%	82%	102%	89%	89%	88%
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 below 60%	60%	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%	160%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%

## 2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The strategic actions are included to the 10-year financial plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

- a) Increase investment in renewal capital to reduce the escalating risk and maintenance of aging infrastructure.
- b) Implement an asset renewal funding strategy to maintain fit-for-purpose assets for the community.
- c) Council will continually advocate for and seek opportunities to benefit from grants, for both capital and operating expenditure.
- d) Ensure that any new borrowings are for either inter-generational assets or for commercially viable business undertakings.
- e) That council adopt the budgeted statement of financial performance (Comprehensive Income Statement); statement of financial position (Balance Sheet); statement of cash flows (Cash Flow) as an integral part of the budget setting process for current and future budgets.
- f) Council reviews, develops and implements optimal pricing models and fees to ensure appropriate fees and charges for Council Services.
- g) Assess and recommend opportunities for the strategic acquisition of land for development.
- h) Undertake strategic procurement activities which analyse and benchmark contract costs to identify opportunities for savings.
- i) Council progressively reviewing all of its key services to ensure that the community is receiving value for money.
- j) Council will consider whole of life costs before undertaking any project.
- k) Prior to introducing any new or expanded services, Council will affirm that there is an external funding source or identify the reduction or cessation of services/activities required to allow existing resources to be redirected to the new service.
- l) Council will annually review the need for rate cap variations.

2.3 Assumptions to the financial plan statements

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

Description and table of annual escalations, for the 10 year period, for each income and expenditure line item contained in the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.50%	1.50%	1.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%
Rates and charges	2.03%	2.03%	2.03%	2.03%	2.03%	3.03%	3.03%	3.03%	3.03%	3.03%
Statutory fees and fines	1.50%	1.50%	1.50%	1.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	1.50%	1.50%	1.50%	1.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	1.50%	1.50%	1.50%	1.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital	Linked to identified projects									
Contributions - monetary										
Contributions - non-monetary										
Interest	0.00%	0.00%	0.00%	0.00%	233.33%	0.00%	0.00%	0.00%	0.00%	0.00%
Other income	2.50%	2.50%	1.50%	1.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	2.50%	2.50%	1.50%	1.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and services	0.50%	0.50%	0.50%	0.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation	2.50%	2.50%	2.50%	2.50%	2.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Other expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%



### 3. Financial Plan Statements

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

#### 3.1 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	11,393	12,357	12,592	12,842	13,096	13,356	13,754	14,163	14,585	15,020	15,467
Statutory fees and fines	212	225	228	231	235	238	244	251	257	263	270
User fees	809	824	836	849	861	874	896	918	941	965	989
Grants - Operating	9,568	7,094	7,198	7,304	7,411	7,520	7,705	7,893	8,087	8,286	8,489
Grants - Capital	4,967	9,932	1,395	1,395	1,395	1,395	2,845	2,395	1,500	1,500	1,500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	110	(40)	(40)	(40)	(40)	(56)	(56)	(56)	(56)	(56)	(56)
Other income	282	189	192	194	197	270	274	279	283	288	292
<b>Total income</b>	<b>27,341</b>	<b>30,581</b>	<b>22,401</b>	<b>22,775</b>	<b>23,155</b>	<b>23,597</b>	<b>25,662</b>	<b>25,843</b>	<b>25,597</b>	<b>26,266</b>	<b>26,951</b>
<b>Expenses</b>											
Employee costs	8,798	8,930	9,141	9,278	9,416	9,558	9,797	10,042	10,293	10,550	10,814
Materials and services	8,350	12,477	7,747	7,784	7,572	7,684	7,873	8,068	8,267	8,471	8,680
Depreciation	6,646	6,471	6,633	6,798	6,968	7,143	7,393	7,651	7,919	8,196	8,483
Amortisation - right of use assets	13	13	-	-	-	-	-	-	-	-	-
Bad and doubtful debts	43	30	30	30	30	31	32	32	33	34	35
Finance Costs - leases	2	6	-	-	-	-	-	-	-	-	-
Other expenses	258	265	269	273	277	281	289	296	303	311	318
<b>Total expenses</b>	<b>24,110</b>	<b>28,192</b>	<b>23,820</b>	<b>24,163</b>	<b>24,263</b>	<b>24,697</b>	<b>25,384</b>	<b>26,089</b>	<b>26,815</b>	<b>27,562</b>	<b>28,330</b>
<b>Surplus/(deficit) for the year</b>	<b>3,231</b>	<b>2,389</b>	<b>(1,419)</b>	<b>(1,388)</b>	<b>(1,108)</b>	<b>(1,100)</b>	<b>278</b>	<b>(246)</b>	<b>(1,218)</b>	<b>(1,296)</b>	<b>(1,379)</b>
<b>Other comprehensive income</b>											
Net asset revaluation increment / (decrement)	-	-	900	-	-	-	-	-	-	-	-
<b>Total comprehensive result</b>	<b>3,231</b>	<b>2,389</b>	<b>(519)</b>	<b>(1,388)</b>	<b>(1,108)</b>	<b>(1,100)</b>	<b>278</b>	<b>(246)</b>	<b>(1,218)</b>	<b>(1,296)</b>	<b>(1,379)</b>

#### 3.2 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	12,933	6,586	6,586	6,586	6,586	6,586	6,586	6,586	6,586	6,586	6,586
Trade and other receivables	994	964	934	904	874	843	811	779	746	712	677
Other financial assets	20	-	-	-	-	-	-	-	-	-	-
Inventories	4	-	-	-	-	-	-	-	-	-	-
Other assets	166	190	190	190	190	190	190	190	190	190	190
<b>Total current assets</b>	<b>14,117</b>	<b>7,740</b>	<b>7,710</b>	<b>7,680</b>	<b>7,650</b>	<b>7,619</b>	<b>7,587</b>	<b>7,555</b>	<b>7,522</b>	<b>7,488</b>	<b>7,453</b>
<b>Non-current assets</b>											
Trade and other receivables	33	33	33	33	33	33	33	33	33	33	33
Property, infrastructure, plant & equipment	243,673	250,926	250,434	249,076	247,997	246,928	247,238	247,023	245,838	244,575	243,231
Right-of-use assets	29	19	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>243,735</b>	<b>250,978</b>	<b>250,467</b>	<b>249,109</b>	<b>248,030</b>	<b>246,961</b>	<b>247,271</b>	<b>247,056</b>	<b>245,871</b>	<b>244,608</b>	<b>243,264</b>
<b>Total assets</b>	<b>257,852</b>	<b>258,718</b>	<b>258,177</b>	<b>256,789</b>	<b>255,680</b>	<b>254,580</b>	<b>254,858</b>	<b>254,611</b>	<b>253,393</b>	<b>252,096</b>	<b>250,717</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	5,018	3,505	3,505	3,505	3,505	3,505	3,505	3,505	3,505	3,505	3,505
Trust funds and deposits	374	374	374	374	374	374	374	374	374	374	374
Provisions	2,457	2,457	2,457	2,457	2,457	2,457	2,457	2,457	2,457	2,457	2,457
Lease liabilities	14	14	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>7,863</b>	<b>6,350</b>	<b>6,336</b>	<b>6,336</b>	<b>6,336</b>	<b>6,336</b>	<b>6,336</b>	<b>6,336</b>	<b>6,336</b>	<b>6,336</b>	<b>6,336</b>
<b>Non-current liabilities</b>											
Provisions	132	132	132	132	132	132	132	132	132	132	132
Lease liabilities	17	7	-	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>149</b>	<b>139</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>	<b>132</b>
<b>Total liabilities</b>	<b>8,012</b>	<b>6,489</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>
<b>Net assets</b>	<b>249,840</b>	<b>252,229</b>	<b>251,709</b>	<b>250,321</b>	<b>249,212</b>	<b>248,112</b>	<b>248,390</b>	<b>248,143</b>	<b>246,925</b>	<b>245,628</b>	<b>244,249</b>
<b>Equity</b>											
Accumulated surplus	94,201	96,590	95,170	93,782	92,673	91,573	91,851	91,604	90,386	89,089	87,710
Reserves	155,639	155,639	156,539	156,539	156,539	156,539	156,539	156,539	156,539	156,539	156,539
<b>Total equity</b>	<b>249,840</b>	<b>252,229</b>	<b>251,709</b>	<b>250,321</b>	<b>249,212</b>	<b>248,112</b>	<b>248,390</b>	<b>248,143</b>	<b>246,925</b>	<b>245,628</b>	<b>244,249</b>

### 3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021 Forecast Actual</b>				
Balance at beginning of the financial year	246,609	90,970	155,630	9
Surplus/(deficit) for the year	3,231	3,231	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>249,840</b>	<b>94,201</b>	<b>155,630</b>	<b>9</b>
<b>2022</b>				
Balance at beginning of the financial year	249,840	94,201	155,630	9
Surplus/(deficit) for the year	2,389	2,389	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Transfers from other reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at end of the financial year</b>	<b>252,229</b>	<b>96,590</b>	<b>155,630</b>	<b>9</b>
<b>2023</b>				
Balance at beginning of the financial year	252,229	96,590	155,630	9
Surplus/(deficit) for the year	(1,419)	(1,419)	-	-
Net asset revaluation increment/(decrement)	900	-	900	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>251,709</b>	<b>95,170</b>	<b>156,530</b>	<b>9</b>
<b>2024</b>				
Balance at beginning of the financial year	251,709	95,170	156,530	9
Surplus/(deficit) for the year	(1,388)	(1,388)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>250,321</b>	<b>93,782</b>	<b>156,530</b>	<b>9</b>
<b>2025</b>				
Balance at beginning of the financial year	250,321	93,782	156,530	9
Surplus/(deficit) for the year	(1,108)	(1,108)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>249,212</b>	<b>92,673</b>	<b>156,530</b>	<b>9</b>
<b>2026</b>				
Balance at beginning of the financial year	249,212	92,673	156,530	9
Surplus/(deficit) for the year	(1,100)	(1,100)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>248,112</b>	<b>91,573</b>	<b>156,530</b>	<b>9</b>
<b>2027</b>				
Balance at beginning of the financial year	248,112	91,573	156,530	9
Surplus/(deficit) for the year	278	278	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>248,390</b>	<b>91,851</b>	<b>156,530</b>	<b>9</b>

### 3.3 Statement of Changes in Equity (Continued)

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2028</b>				
Balance at beginning of the financial year	248,390	91,851	156,530	9
Surplus/(deficit) for the year	(246)	(246)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>248,143</b>	<b>91,604</b>	<b>156,530</b>	<b>9</b>
<b>2029</b>				
Balance at beginning of the financial year	248,143	91,604	156,530	9
Surplus/(deficit) for the year	(1,218)	(1,218)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>246,925</b>	<b>90,386</b>	<b>156,530</b>	<b>9</b>
<b>2030</b>				
Balance at beginning of the financial year	246,925	90,386	156,530	9
Surplus/(deficit) for the year	(1,296)	(1,296)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>245,628</b>	<b>89,089</b>	<b>156,530</b>	<b>9</b>
<b>2031</b>				
Balance at beginning of the financial year	245,628	89,089	156,530	9
Surplus/(deficit) for the year	(1,379)	(1,379)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>244,249</b>	<b>87,710</b>	<b>156,530</b>	<b>9</b>

### 3.4 Statement of Cash Flows

	Forecast / Actual										
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
	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	11,382	12,357	12,592	12,842	13,096	13,356	13,754	14,163	14,585	15,020	15,467
Statutory fees and fines	212	225	228	231	235	238	244	251	257	263	270
User fees	1,266	824	836	849	861	874	896	918	941	965	989
Grants - operating	9,568	7,094	7,198	7,304	7,411	7,520	7,705	7,893	8,087	8,286	8,489
Grants - capital	4,636	8,419	1,395	1,395	1,395	1,395	2,845	2,395	1,500	1,500	1,500
Contributions - monetary	-	-	-	-	-	-	-	-	-	-	-
Interest received	39	30	30	30	30	101	101	101	101	101	101
Trust funds and deposits taken	-	26	27	28	29	30	31	32	33	34	35
Other receipts	243	159	162	164	167	169	173	178	182	187	191
Net GST refund / payment	(11)	-	-	-	-	-	-	-	-	-	-
Employee costs	(8,564)	(8,930)	(9,141)	(9,278)	(9,416)	(9,558)	(9,797)	(10,042)	(10,293)	(10,550)	(10,814)
Materials and services	(7,749)	(12,477)	(7,747)	(7,784)	(7,572)	(7,684)	(7,873)	(8,068)	(8,267)	(8,471)	(8,680)
Trust funds and deposits repaid	226	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)
Other payments	(258)	(265)	(269)	(273)	(277)	(281)	(289)	(296)	(303)	(311)	(318)
<b>Net cash provided by/(used in) operating activities</b>	<b>10,990</b>	<b>7,436</b>	<b>5,284</b>	<b>5,480</b>	<b>5,930</b>	<b>6,130</b>	<b>7,759</b>	<b>7,493</b>	<b>6,790</b>	<b>6,990</b>	<b>7,195</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(12,724)	(13,985)	(5,486)	(5,682)	(6,132)	(6,412)	(8,041)	(7,775)	(7,072)	(7,272)	(7,477)
Proceeds from sale of property, infrastructure, plant and equipment	328	202	202	202	202	282	282	282	282	282	282
<b>Net cash provided by/ (used in) investing activities</b>	<b>(12,396)</b>	<b>(13,783)</b>	<b>(5,284)</b>	<b>(5,480)</b>	<b>(5,930)</b>	<b>(6,130)</b>	<b>(7,759)</b>	<b>(7,493)</b>	<b>(6,790)</b>	<b>(6,990)</b>	<b>(7,195)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(2)	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(13)	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(15)</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>(1,421)</b>	<b>(6,347)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash and cash equivalents at the beginning of the financial year	14,354	12,933	6,586	6,586	6,586	6,586	6,586	6,586	6,586	6,586	6,586
<b>Cash and cash equivalents at the end of the financial year</b>	<b>12,933</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>	<b>6,586</b>

### 3.5 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	1,504	100	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	<b>1,504</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings	2,406	232	166	170	174	178	2,152	187	192	197	202
Heritage buildings											
Building improvements	15	-	-	-	-	-	-	-	-	-	-
Leasehold improvements											
<b>Total buildings</b>	<b>2,421</b>	<b>232</b>	<b>166</b>	<b>170</b>	<b>174</b>	<b>178</b>	<b>2,152</b>	<b>187</b>	<b>192</b>	<b>197</b>	<b>202</b>
<b>Total property</b>	<b>3,925</b>	<b>332</b>	<b>166</b>	<b>170</b>	<b>174</b>	<b>178</b>	<b>2,152</b>	<b>187</b>	<b>192</b>	<b>197</b>	<b>202</b>
<b>Plant and equipment</b>											
Heritage plant and equipment											
Plant, machinery and equipment	1,300	797	777	777	896	1,078	1,096	1,096	1,096	1,096	1,096
Fixtures, fittings and furniture	239	38	23	24	24	25	25	26	26	26	26
Computers and telecommunications	210	152	154	156	159	161	165	169	173	178	182
Library books	28	24	24	24	24	24	24	24	24	24	24
<b>Total plant and equipment</b>	<b>1,777</b>	<b>1,011</b>	<b>978</b>	<b>981</b>	<b>1,103</b>	<b>1,288</b>	<b>1,310</b>	<b>1,315</b>	<b>1,319</b>	<b>1,324</b>	<b>1,328</b>
<b>Infrastructure</b>											
Roads	4,365	3,756	2,881	3,045	3,356	3,432	2,993	3,358	4,160	4,326	4,497
Bridges	668	2,950	762	777	784	790	801	812	869	880	892
Footpaths and cycleways	613	128	28	30	31	32	33	34	35	36	37
Drainage	105	594	599	604	609	614	622	631	361	370	379
Recreational, leisure and community facilities	983	310	10	10	10	10	60	1,366	62	63	64
Waste management	-	60	62	64	66	68	70	72	74	76	78
Other infrastructure	288	-	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>7,022</b>	<b>7,798</b>	<b>4,342</b>	<b>4,530</b>	<b>4,856</b>	<b>4,946</b>	<b>4,579</b>	<b>6,273</b>	<b>5,561</b>	<b>5,751</b>	<b>5,947</b>
<b>Total capital works expenditure</b>	<b>12,724</b>	<b>9,141</b>	<b>5,486</b>	<b>5,681</b>	<b>6,133</b>	<b>6,412</b>	<b>8,041</b>	<b>7,775</b>	<b>7,072</b>	<b>7,272</b>	<b>7,477</b>
<b>Represented by:</b>											
New asset expenditure	5,418	106	6	6	6	6	1,976	6	6	6	6
Asset renewal expenditure	5,921	13,611	5,209	5,403	5,850	6,126	5,781	7,481	6,707	6,903	7,104
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	1,385	268	271	273	276	280	284	288	359	363	367
<b>Total capital works expenditure</b>	<b>12,724</b>	<b>13,985</b>	<b>5,486</b>	<b>5,682</b>	<b>6,132</b>	<b>6,412</b>	<b>8,041</b>	<b>7,775</b>	<b>7,072</b>	<b>7,272</b>	<b>7,477</b>
<b>Funding sources represented by:</b>											
Grants	4,967	4,723	1,395	1,395	1,395	1,395	2,845	2,395	1,500	1,500	1,500
Contributions	-	-	-	-	-	-	50	-	-	-	-
Council cash	7,757	9,060	3,889	4,085	4,535	4,735	4,864	5,098	5,290	5,490	5,695
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total capital works expenditure</b>	<b>12,724</b>	<b>13,783</b>	<b>5,284</b>	<b>5,480</b>	<b>5,930</b>	<b>6,130</b>	<b>7,759</b>	<b>7,493</b>	<b>6,790</b>	<b>6,990</b>	<b>7,195</b>

### 3.6 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>											
Male	-	4,611	4,714	4,785	4,855	4,926	5,047	5,171	5,298	5,429	5,562
Female	-	4,265	4,372	4,437	4,504	4,571	4,686	4,803	4,923	5,046	5,172
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total staff expenditure</b>	-	8,876	9,086	9,222	9,359	9,497	9,732	9,974	10,221	10,474	10,734
<b>Permanent full time</b>											
Male		4,362	4,459	4,526	4,592	4,659	4,773	4,890	5,011	5,134	5,260
Female		1,935	1,983	2,013	2,043	2,074	2,126	2,179	2,233	2,289	2,347
Self-described gender		-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	6,297	6,442	6,539	6,635	6,733	6,899	7,069	7,244	7,423	7,607
<b>Permanent part time</b>											
Male		249	255	259	263	267	274	280	287	295	302
Female		2,330	2,388	2,424	2,460	2,497	2,560	2,624	2,689	2,757	2,826
Self-described gender		-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	2,579	2,643	2,683	2,723	2,764	2,833	2,904	2,977	3,051	3,127

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>											
Male	49	44	44	44	44	44	44	44	44	44	44
Female	46	44	44	44	44	44	44	44	44	44	44
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total staff numbers</b>	95	88	88	88	88	88	88	88	88	88	88
<b>Permanent full time</b>											
Male	47	42	42	42	42	42	42	42	42	42	42
Female	15	17	17	17	17	17	17	17	17	17	17
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	62	59	59	59	59	59	59	59	59	59	59
<b>Permanent part time</b>											
Male	2	3	3	3	3	3	3	3	3	3	3
Female	31	27	27	27	27	27	27	27	27	27	27
Self-described gender	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	33	29	29	29	29	29	29	29	29	29	29
Employees	108	108	108	108	108	108	108	108	108	108	108
<b>Total staff numbers</b>	108.0	108.0	108.0	108.0	108.0	108.0	108.0	108.0	108.0	108.0	108.0

# Summary of Planned Human Resources Expenditure

For the 10 years ending 30 June 2031

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Aged Care Services</b>										
Permanent - Full time	69	71	72	73	74	76	78	80	82	84
Female	69	71	72	73	74	76	78	80	82	84
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	949	973	987	1,002	1,017	1,043	1,069	1,095	1,123	1,151
Female	931	954	969	983	998	1,023	1,048	1,075	1,101	1,129
Male	18	18	19	19	19	20	20	21	21	22
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Aged Care Services</b>	1,018	1,043	1,059	1,075	1,091	1,118	1,146	1,175	1,204	1,234
<b>Assets</b>										
Permanent - Full time	336	344	350	355	360	369	378	388	398	407
Female	80	82	83	84	86	88	90	92	95	97
Male	256	262	266	270	274	281	288	295	303	310
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Assets</b>	336	344	350	355	360	369	378	388	398	407
<b>CEO &amp; Council</b>										
Permanent - Full time	340	349	354	359	364	374	383	392	402	412
Female	108	111	112	114	116	119	122	125	128	131
Male	232	238	241	245	249	255	261	268	274	281
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	102	105	106	108	109	112	115	118	121	124
Female	73	75	76	77	78	80	82	84	86	89
Male	29	30	30	31	31	32	33	33	34	35
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total CEO &amp; Council</b>	442	453	460	467	474	486	498	510	523	536

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Community Wellbeing</b>										
Permanent - Full time	479	491	498	506	513	526	539	553	567	581
Female	223	229	232	235	239	245	251	257	264	270
Male	256	262	266	270	274	281	288	295	303	310
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	276	283	287	291	296	303	311	319	327	335
Female	276	283	287	291	296	303	311	319	327	335
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Community Wellbeing</b>	<b>755</b>	<b>774</b>	<b>785</b>	<b>797</b>	<b>809</b>	<b>829</b>	<b>850</b>	<b>871</b>	<b>893</b>	<b>916</b>
<b>Corporate &amp; Community Services</b>										
Permanent - Full time	180	185	187	190	193	198	203	208	213	218
Female	180	185	187	190	193	198	203	208	213	218
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	34	35	35	36	36	37	38	39	40	41
Female	34	35	35	36	36	37	38	39	40	41
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Corporate &amp; Community Services</b>	<b>214</b>	<b>219</b>	<b>223</b>	<b>226</b>	<b>229</b>	<b>235</b>	<b>241</b>	<b>247</b>	<b>253</b>	<b>260</b>
<b>Director Assets &amp; Development</b>										
Permanent - Full time	184	189	191	194	197	202	207	212	218	223
Female	0	0	0	0	0	0	0	0	0	0
Male	184	189	191	194	197	202	207	212	218	223
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	34	35	35	36	36	37	38	39	40	41
Female	34	35	35	36	36	37	38	39	40	41
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Director Assets &amp; Development</b>	<b>218</b>	<b>223</b>	<b>227</b>	<b>230</b>	<b>234</b>	<b>239</b>	<b>245</b>	<b>252</b>	<b>258</b>	<b>264</b>



# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Economic Development &amp; Tourism</b>										
Permanent - Full time	148	152	154	156	159	163	167	171	175	179
Female	0	0	0	0	0	0	0	0	0	0
Male	148	152	154	156	159	163	167	171	175	179
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	207	212	215	219	222	227	233	239	245	251
Female	127	130	132	134	136	140	143	147	150	154
Male	80	82	83	84	86	88	90	92	95	97
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Economic Development &amp; Tourism</b>	355	364	369	375	380	390	400	410	420	430
<b>Engineering</b>										
Permanent - Full time	318	326	331	336	341	349	358	367	376	386
Female	0	0	0	0	0	0	0	0	0	0
Male	318	326	331	336	341	349	358	367	376	386
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Engineering</b>	318	326	331	336	341	349	358	367	376	386
<b>Environment &amp; Sustainability</b>										
Permanent - Full time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	87	89	91	92	93	96	98	100	103	106
Female	0	0	0	0	0	0	0	0	0	0
Male	87	89	91	92	93	96	98	100	103	106
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Environment &amp; Sustainability</b>	87	89	91	92	93	96	98	100	103	106

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Finance</b>										
Permanent - Full time	481	493	500	508	516	528	542	555	569	583
Female	344	353	358	363	369	378	387	397	407	417
Male	137	140	143	145	147	151	154	158	162	166
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	92	94	96	97	99	101	104	106	109	112
Female	92	94	96	97	99	101	104	106	109	112
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Finance</b>	573	587	596	605	614	630	645	661	678	695
<b>Fire Management</b>										
Permanent - Full time	81	83	84	86	87	89	91	93	96	98
Female	0	0	0	0	0	0	0	0	0	0
Male	81	83	84	86	87	89	91	93	96	98
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Fire Management</b>	81	83	84	86	87	89	91	93	96	98
<b>Governance, Risk and Compliance</b>										
Permanent - Full time	645	661	671	681	691	709	726	744	763	782
Female	421	432	438	445	451	463	474	486	498	511
Male	224	230	233	237	240	246	252	259	265	272
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	572	586	595	604	613	628	644	660	677	694
Female	554	568	576	585	594	609	624	639	655	672
Male	18	18	19	19	19	20	20	21	21	22
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Governance, Risk and Compliance</b>	1,217	1,247	1,266	1,285	1,304	1,337	1,370	1,405	1,440	1,476

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Information Technology</b>										
Permanent - Full time	331	339	344	350	355	364	373	382	392	401
Female	0	0	0	0	0	0	0	0	0	0
Male	331	339	344	350	355	364	373	382	392	401
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Information Technology</b>	331	339	344	350	355	364	373	382	392	401
<b>People &amp; Culture</b>										
Permanent - Full time	142	146	148	150	152	156	160	164	168	172
Female	0	0	0	0	0	0	0	0	0	0
Male	142	146	148	150	152	156	160	164	168	172
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total People &amp; Culture</b>	142	146	148	150	152	156	160	164	168	172
<b>Planning &amp; Development</b>										
Permanent - Full time	748	767	778	790	802	822	842	863	885	907
Female	432	443	449	456	463	475	486	499	511	524
Male	316	324	329	334	339	347	356	365	374	383
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	198	203	206	209	212	218	223	229	234	240
Female	198	203	206	209	212	218	223	229	234	240
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Planning &amp; Development</b>	946	970	984	999	1,014	1,039	1,065	1,092	1,119	1,147

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	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
<b>Waste &amp; Contracts</b>										
Permanent - Full time	94	96	98	99	101	103	106	108	111	114
Female	0	0	0	0	0	0	0	0	0	0
Male	94	96	98	99	101	103	106	108	111	114
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Waste &amp; Contracts</b>	94	96	98	99	101	103	106	108	111	114
<b>Works</b>										
Permanent - Full time	1,721	1,752	1,778	1,803	1,828	1,872	1,917	1,962	2,009	2,058
Female	78	80	81	82	84	86	88	90	92	95
Male	1,643	1,672	1,697	1,721	1,744	1,786	1,829	1,872	1,917	1,963
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	28	29	29	30	30	31	32	32	33	34
Female	11	11	11	12	12	12	12	13	13	13
Male	17	17	18	18	18	19	19	20	20	21
Self-described gender	0	0	0	0	0	0	0	0	0	0
<b>Total Works</b>	1,749	1,781	1,807	1,833	1,858	1,902	1,948	1,995	2,043	2,092
<b>Casuals, temporary and other expenditure</b>	54	55	56	57	58	59	61	62	64	65
<b>Capitalised labour costs</b>	358	367	372	378	384	393	403	413	424	434
<b>Total staff expenditure</b>	8,930	9,141	9,278	9,416	9,555	9,792	10,034	10,283	10,538	10,800
	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
<b>Aged Care Services</b>										
Permanent - Full time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9
Female	11.6	11.6	11.6	11.6	11.6	11.6	11.6	11.6	11.6	11.6
Male	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Aged Care Services</b>	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9	11.9

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
<b>Assets</b>										
Permanent - Full time	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Assets</b>	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>CEO &amp; Council</b>										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Female	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Male	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total CEO &amp; Council</b>	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>Community Wellbeing</b>										
Permanent - Full time	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Female	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Community Wellbeing</b>	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
<b>Corporate &amp; Community Services</b>										
Permanent - Full time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Female	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Corporate &amp; Community Services</b>	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
<b>Director Assets &amp; Development</b>										
Permanent - Full time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Female	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Director Assets &amp; Development</b>	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
<b>Economic Development &amp; Tourism</b>										
Permanent - Full time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Female	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Economic Development &amp; Tourism</b>	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
<b>Engineering</b>										
Permanent - Full time	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Engineering</b>	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
<b>Environment &amp; Sustainability</b>										
Permanent - Full time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Environment &amp; Sustainability</b>	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
<b>Finance</b>										
Permanent - Full time	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Female	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Female	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Finance</b>	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1

# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
<b>Fire Management</b>										
Permanent - Full time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Fire Management</b>	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Governance, Risk and Compliance</b>										
Permanent - Full time	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Female	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Female	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4
Male	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Governance, Risk and Compliance</b>	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6
<b>Information Technology</b>										
Permanent - Full time	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Information Technology</b>	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0



# Summary of Planned Human Resources Expenditure (continued)

For the 10 years ending 30 June 2031

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
<b>People &amp; Culture</b>										
Permanent - Full time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total People &amp; Culture</b>	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Planning &amp; Development</b>										
Permanent - Full time	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Female	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Male	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
Female	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Planning &amp; Development</b>	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
<b>Waste &amp; Contracts</b>										
Permanent - Full time	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Waste &amp; Contracts</b>	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8

Summary of Planned Human Resources Expenditure (continued)  
 For the 10 years ending 30 June 2031

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
<b>Works</b>										
Permanent - Full time	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7	20.7
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7	19.7
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Female	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Male	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Works</b>	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1
<b>Casuals and temporary staff</b>	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
<b>Capitalised labour</b>	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3
<b>Total staff numbers</b>	88.6	88.6	88.6	88.6	88.6	88.6	88.6	88.6	88.6	88.6

## 4. 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	Notes	Forecast												Trend
			Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	20.2%	27.9%	-6.3%	-6.1%	-4.8%	-4.7%	6.4%	2.8%	-4.8%	-4.9%	-5.1%		
Liquidity															
Working Capital	Current assets / current liabilities	2	179.5%	121.9%	121.7%	121.2%	120.7%	120.2%	119.7%	119.2%	118.7%	118.2%	117.6%		
Unrestricted cash	Unrestricted cash / current liabilities	3	18.1%	97.7%	97.9%	97.9%	97.9%	97.9%	97.9%	97.9%	97.9%	97.9%	97.9%		
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Indebtedness	Non-current liabilities / own source revenue		0.5%	0.4%	0.6%	0.6%	0.6%	0.6%	0.5%	0.5%	0.5%	0.5%	0.5%		
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	109.9%	214.5%	82.6%	83.5%	87.9%	89.7%	82.0%	101.5%	89.2%	88.7%	88.1%		
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	6	37.7%	%	%	%	%	%	%	%	%	%	%		
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.3%		
Indicator	Measure	Notes	Forecast											Trend	
			Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30		2030/31
Efficiency															
Expenditure level	Total expenses/ no. of property assessments		\$3,967	\$4,632	\$3,887	\$3,915	\$3,904	\$3,946	\$4,028	\$4,111	\$4,196	\$4,283	\$4,372		
Revenue level	Total rate revenue / no. of property assessments		\$1,874	\$2,030	\$2,055	\$2,081	\$2,107	\$2,134	\$2,182	\$2,232	\$2,282	\$2,334	\$2,387		

## Notes to indicators

### 1. Adjusted underlying result

One indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. This measure is expected remain stable over the period, although continued losses means reliance on capital grants to fund capital expenditure.

### 2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is forecast to decline slightly in later years but remain at an acceptable level.

### 3. Unrestricted Cash

The increase in unrestricted cash projected for 2021/22 coincides with expected land sales.

### 4. Debt compared to rates

Council is forecast to remain free of long term debt throughout the four of the Strategic Resource Plan, and has a policy to minimise loan borrowings and hence interest paid on loans.

### 5. Asset renewal

This percentage indicates the extent of Council's renewal and upgrade expenditure against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. The 2021/22 Budget includes a number of grant funded or carried forward projects which has bolstered Council's renewal and upgrade spend.

### 6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council's reliance on rate revenue will remain relatively stable throughout the forecast period.



## 5. Strategies and Plans

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

### 5.1 Borrowing Strategy

### 5.1.1 Current Debt Position

The total amount borrowed as at 30 June.

### 5.1.2 Future Borrowing Requirements

[illegible][illegible]

### 5.2.1 Current Reserves

### 5.2.2 Reserve Usage Projections

10 Year projection of each reserve fund. Include restrictions to usage.

[illegible]

