



Pyrenees
Shire Council

Financial Plan

2023-24 to 2032-33

Draft Document

18 April 2023

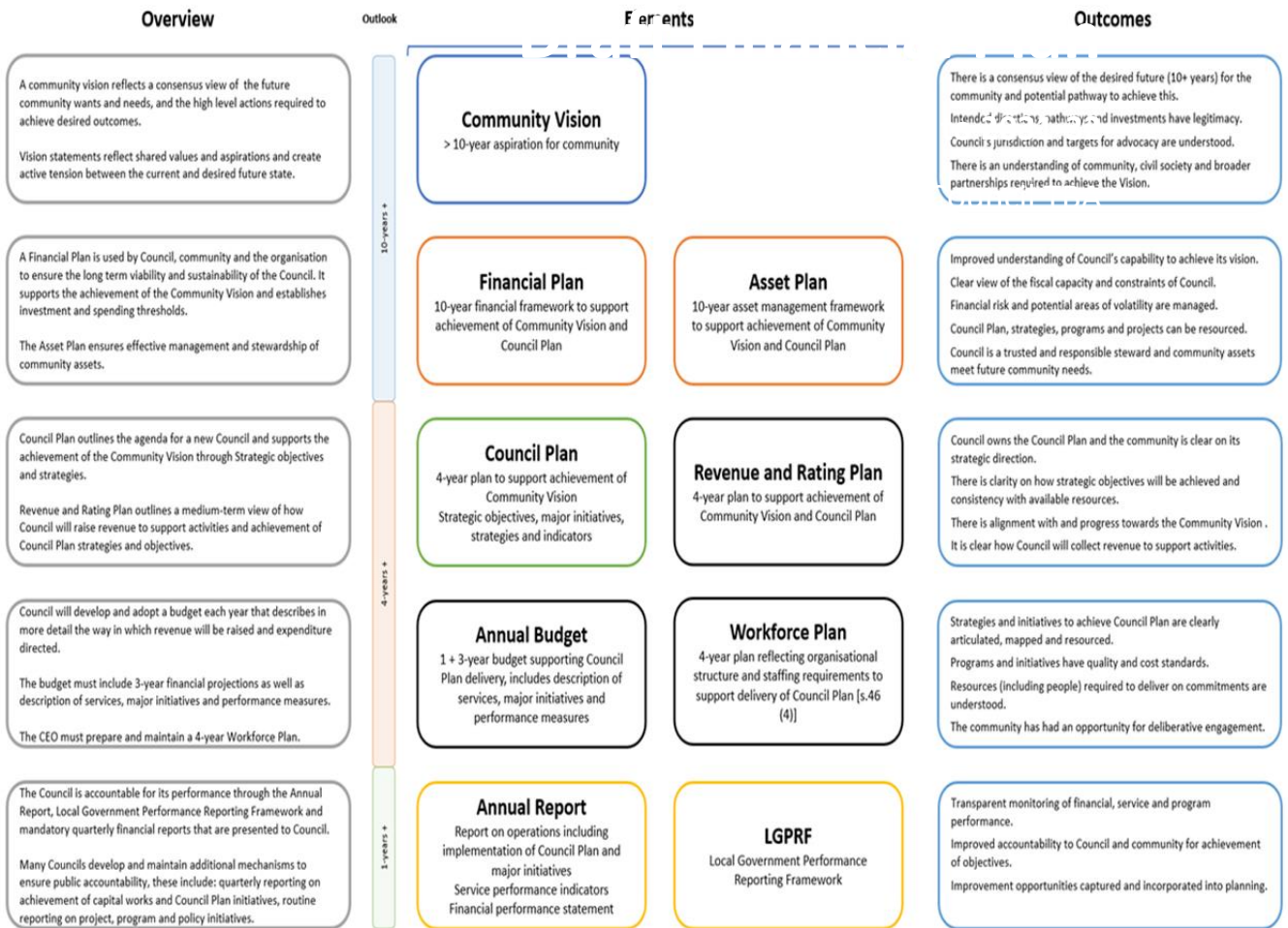
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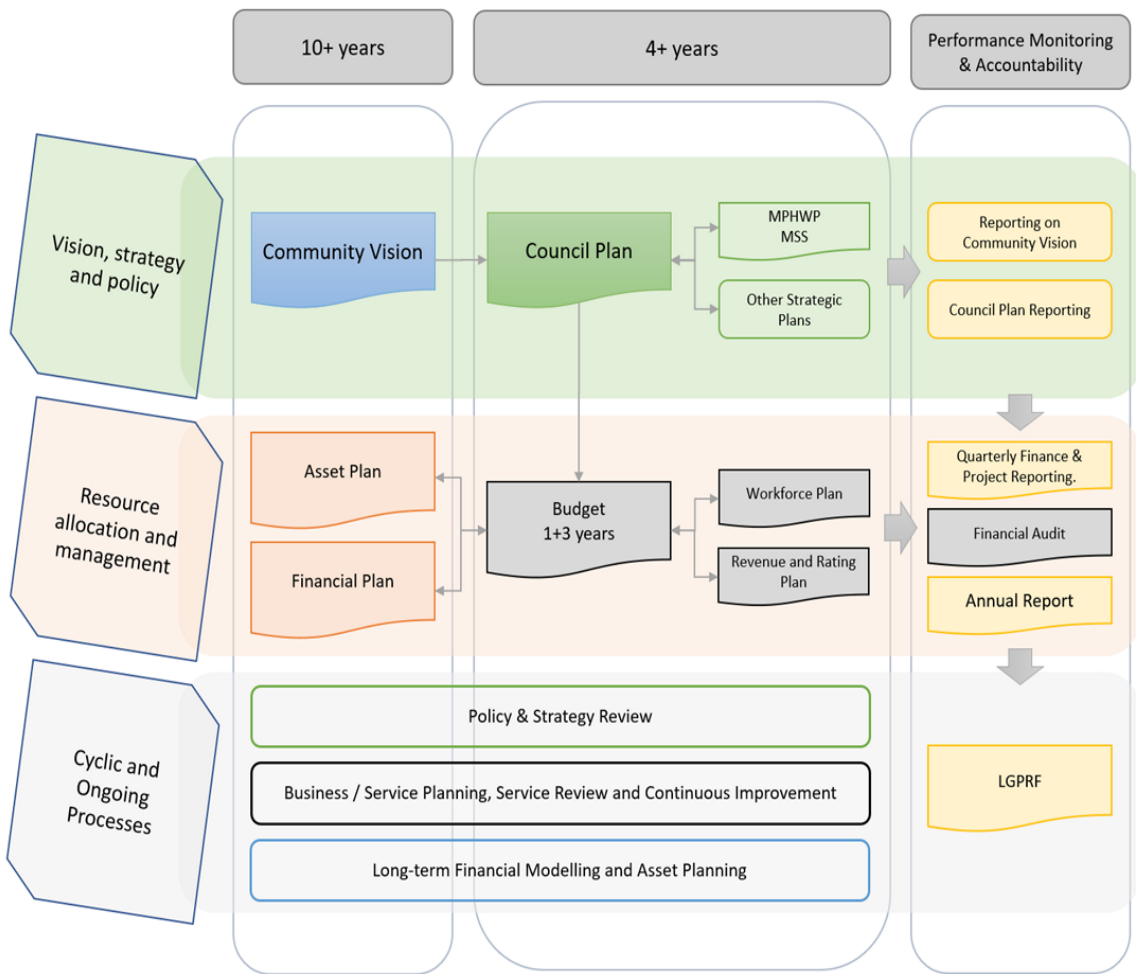
1. Legislative Requirements

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 framework.



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:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) 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.
- c) 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.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

1.2.1 Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.

1.2.2 Management of the following financial risks:

- a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
- b) the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed in section 3.2 Balance Sheet projections.
- c) the beneficial enterprises of Council (where appropriate).

1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.

1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 Engagement Principles

Council has developed a comprehensive community engagement framework. Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management;
- b) Draft Financial Plan placed on public exhibition at (April) Council meeting for a period of 28 day and calling for public submissions;
- c) Community engagement is conducted using local news outlets and social media;
- d) Hearing of public submissions to the Financial Plan (June);
- e) Draft Financial Plan, including any revisions, presented to (June) 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 regard 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.

2. Financial Plan Context

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

2.1 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 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
Consistent underlying surplus results	Adjusted underlying surplus (deficit) / Adjusted underlying revenue greater than -2%	-7%	-41%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-11%	-11%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.00	1.00	1.03	1.04	1.05	1.07	1.10	1.13	1.14	1.16	1.16	1.18	1.20	
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%	85%	166%	109%	68%	68%	68%	68%	68%	68%	68%	68%	68%	
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%	6%	15%	12%	9%	11%	12%	10%	8%	6%	4%	2%	
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%	48%	50%	52%	55%	57%	60%	62%	64%	65%	67%	69%	

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.

- Prepare for emergencies and ensure community safety
- Support a vibrant community arts, culture, and heritage environment
- Improve accessibility and inclusivity
- Promote health, wellbeing, engagement, and connection
- Improve social outcomes
- Sustain and enhance unique character of our communities
- Support community sustainability
- Enhance liveability of our communities
- Promote responsible development
- Lead and promote environmental sustainability
- Foster a climate change resilient community
- Encourage community care of biodiversity and natural values
- Improve waste management to reduce harm to the environment
- Support our local businesses and help to strengthen key industries
- Invest in road infrastructure to improve connectivity for commerce and community
- Advocate for and invest in assets and infrastructure to support industry sustainability

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2022/23 to 2031/32. The assumptions comprise the annual escalations, movement for each line item of the Comprehensive Income Statement.

Escalation Factors	% movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
CPI	3.60%	3.00%	2.54%	2.54%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%
Rate Cap	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Growth		3.00%	2.54%	2.54%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%
Growth	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%
Income:											
Rates and charges	3.50%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other income		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Escalation Factors	% movement	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Expenditure:											
Materials and services			3.00%	2.54%	2.54%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%
Depreciation & Amortisation			3.00%	2.54%	2.54%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%
Doubtful Debts			2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses			3.00%	2.54%	2.54%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%
Capital:											
Capital Expenses			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Expenses-Waste Charge			3.00%	2.54%	2.54%	2.55%	2.55%	2.55%	2.55%	2.55%	2.55%
New Capital		500	500	513	526	539	553	567	581	596	611
Borrowings:											
New Borrowings		1,000	0	0	470	305	0	0	0	0	0
Adjustments											
Rate Debt Growth		0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%

3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years 2022/23 to 2031/32.

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

3.1 Comprehensive Income Statement

	Forecast / Actual											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Income / Revenue												
Rates and charges	12,814	13,662	14,099	14,550	15,016	15,497	16,008	16,536	17,082	17,646	18,228	
Statutory fees and fines	272	261	268	275	282	289	296	303	311	319	327	
User fees	800	568	582	597	612	627	643	659	675	692	709	
Grants - Operating	4,891	6,901	7,074	7,251	7,432	7,618	7,808	8,003	8,203	8,408	8,618	
Grants - Capital	5,048	2,795	1,442	1,479	2,966	2,555	1,595	1,635	1,677	1,720	1,764	
Contributions - monetary	68	-	-	-	50	-	-	-	-	-	-	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	62	-	-	-	-	-	-	-	-	-	-	
Other income	475	652	668	685	702	720	738	756	775	794	814	
Total income / revenue	24,430	24,839	24,133	24,837	27,060	27,306	27,088	27,892	28,723	29,579	30,460	
Expenses												
Employee costs	10,004	9,445	9,738	10,040	10,351	10,672	11,003	11,344	11,695	12,058	12,432	
Materials and services	9,805	8,133	8,352	8,637	8,932	9,238	9,566	9,905	10,255	10,618	10,993	
Depreciation	6,697	5,907	6,084	6,239	6,397	6,560	6,728	6,899	7,075	7,256	7,441	
Amortisation - right of use assets	13	13	13	13	13	13	13	13	13	13	13	
Bad and doubtful debts - allowance for impairment losses	31	20	20	21	21	22	22	23	24	24	25	
Borrowing costs	16	32	71	59	46	58	65	56	45	35	23	
Finance Costs - leases	6	7	7	7	7	7	7	7	7	7	7	
Other expenses	279	332	342	351	360	369	378	388	398	408	418	
Total expenses	26,851	23,889	24,628	25,366	26,128	26,939	27,782	28,634	29,512	30,418	31,352	
Surplus/(deficit) for the year	(2,421)	950	(495)	(530)	933	367	(694)	(742)	(789)	(840)	(892)	
Other comprehensive income												
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-	
Total comprehensive result	(2,421)	950	(495)	(530)	933	367	(694)	(742)	(789)	(840)	(892)	

3.2 Balance Sheet

	Forecast /										
	Actual 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	2031/32 \$'000	2032/33 \$'000
Assets											
Current assets											
Cash and cash equivalents	6,279	6,513	6,652	6,919	7,162	7,421	7,646	7,842	8,011	8,149	8,326
Trade and other receivables	1,119	1,133	1,147	1,162	1,177	1,192	1,208	1,225	1,242	1,260	1,278
Inventories	10	10	10	10	10	10	10	10	10	10	10
Prepayments	15	15	15	15	15	15	15	15	15	15	15
Other assets	90	90	90	90	90	90	90	90	90	90	90
Total current assets	7,513	7,761	7,914	8,195	8,454	8,728	8,969	9,182	9,368	9,524	9,719
Non-current assets											
Trade and other receivables	21	21	21	21	21	21	21	21	21	21	21
Property, infrastructure, plant & equipment	264,846	266,491	265,699	264,735	265,716	266,007	264,968	263,902	262,810	261,690	260,542
Right-of-use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	264,867	266,512	265,720	264,756	265,737	266,028	264,989	263,923	262,831	261,711	260,563
Total assets	272,380	274,272	273,634	272,951	274,191	274,756	273,958	273,105	272,199	271,234	270,282
Liabilities											
Current liabilities											
Trade and other payables	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,944
Trust funds and deposits	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760
Provisions	2,448	2,517	2,595	2,675	2,758	2,843	2,931	3,022	3,116	3,213	3,313
Interest-bearing liabilities	121	225	237	250	195	196	206	216	227	165	99
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	7,273	7,446	7,536	7,629	7,657	7,743	7,841	7,942	8,047	8,082	8,116
Non-current liabilities											
Provisions	122	125	129	133	137	141	145	149	154	159	164
Interest-bearing liabilities	443	1,209	972	722	997	1,105	900	683	456	292	192
Lease liabilities	3	3	3	3	3	3	3	3	3	3	3
Total non-current liabilities	568	1,337	1,104	858	1,137	1,249	1,048	835	613	454	359
Total liabilities	7,841	8,783	8,640	8,487	8,794	8,993	8,888	8,778	8,660	8,535	8,476
Net assets	264,539	265,489	264,994	264,464	265,397	265,764	265,069	264,328	263,538	262,699	261,806
Equity											
Accumulated surplus	95,935	96,885	96,390	95,860	96,793	97,160	96,465	95,724	94,934	94,095	93,202
Reserves	168,604	168,604	168,604	168,604	168,604	168,604	168,604	168,604	168,604	168,604	168,604
Total equity	264,539	265,489	264,994	264,464	265,397	265,764	265,069	264,328	263,538	262,699	261,806

3.3 Statement of Changes in Equity

	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast Actual				
Balance at beginning of the financial year	266,960	98,356	168,595	9
Surplus/(deficit) for the year	- 2,421	- 2,421	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	264,539	95,935	168,595	9
2024				
Balance at beginning of the financial year	264,539	95,935	168,595	9
Surplus/(deficit) for the year	950	950	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	265,489	96,885	168,595	9
2025				
Balance at beginning of the financial year	265,489	96,885	168,595	9
Surplus/(deficit) for the year	- 495	- 495	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	264,994	96,390	168,595	9
2026				
Balance at beginning of the financial year	264,994	96,390	168,595	9
Surplus/(deficit) for the year	- 530	- 530	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	264,464	95,860	168,595	9
2027				
Balance at beginning of the financial year	264,464	95,860	168,595	9
Surplus/(deficit) for the year	933	933	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	265,397	96,793	168,595	9
2028				
Balance at beginning of the financial year	265,397	96,793	168,595	9
Surplus/(deficit) for the year	367	367	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	265,764	97,160	168,595	9
2029				
Balance at beginning of the financial year	265,764	97,160	168,595	9
Surplus/(deficit) for the year	- 694	- 694	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	265,069	96,465	168,595	9

Statement of Changes in Equity (cont.)

	Total	Accumulate	Revaluation	Other
	\$'000	d Surplus	Reserve	Reserves
	\$'000	\$'000	\$'000	\$'000
2030				
Balance at beginning of the financial year	265,069	96,465	168,595	9
Surplus/(deficit) for the year	- 742	- 742	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	264,328	95,724	168,595	9
2031				
Balance at beginning of the financial year	264,328	95,724	168,595	9
Surplus/(deficit) for the year	- 789	- 789	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	263,538	94,934	168,595	9
2032				
Balance at beginning of the financial year	263,538	94,934	168,595	9
Surplus/(deficit) for the year	- 840	- 840	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	262,699	94,095	168,595	9
2033				
Balance at beginning of the financial year	262,699	94,095	168,595	9
Surplus/(deficit) for the year	- 892	- 892	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	261,806	93,202	168,595	9

3.4 Statement of Cash Flows

	Forecast / Actual											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities												
Rates and service charges	12,801	13,648	14,085	14,535	15,001	15,482	15,992	16,519	17,065	17,628	18,210	
Statutory fees and fines	241	261	268	275	282	289	296	303	311	319	327	
User charges	880	603	618	634	650	666	683	700	717	735	753	
Grants - operating	4,891	6,901	7,074	7,251	7,432	7,618	7,808	8,003	8,203	8,408	8,618	
Grants - capital	5,048	2,795	1,442	1,479	2,966	2,555	1,595	1,635	1,677	1,720	1,764	
Contributions - cash	68	0	0	0	50	0	0	0	0	0	0	
Interest on cash invested	180	400	400	400	400	400	400	400	400	400	400	
Trust funds	0	0	0	0	0	0	0	0	0	0	0	
Other receipts	295	252	268	285	302	320	338	356	375	394	414	
Net GST	2,388	1,578	1,375	1,402	1,642	1,620	1,537	1,585	1,636	1,688	1,741	
Employee costs	(9,934)	(9,373)	(9,656)	(9,956)	(10,264)	(10,583)	(10,911)	(11,249)	(11,596)	(11,956)	(12,327)	
Materials and services	(10,786)	(8,946)	(9,187)	(9,501)	(9,825)	(10,162)	(10,522)	(10,895)	(11,281)	(11,680)	(12,093)	
Other payments	(307)	(365)	(376)	(386)	(396)	(406)	(416)	(427)	(437)	(449)	(460)	
Net cash provided by/(used in) operating activities	5,765	7,754	6,310	6,417	8,240	7,799	6,799	6,931	7,069	7,206	7,347	
Cash flows from investing activities												
Payments for property, infrastructure, plant and equipment	(16,053)	(8,652)	(6,177)	(6,164)	(8,488)	(7,918)	(6,647)	(6,817)	(6,991)	(7,169)	(7,352)	
Proceeds from sale of property, infrastructure, plant and equipment	264	300	309	317	325	333	342	350	359	369	378	
Net cash provided by/ (used in) investing activities	(15,789)	(8,352)	(5,868)	(5,848)	(8,163)	(7,585)	(6,306)	(6,466)	(6,631)	(6,800)	(6,974)	
Cash flows from financing activities												
Finance costs	(22)	(39)	(78)	(66)	(53)	(65)	(72)	(63)	(52)	(42)	(30)	
Proceeds from borrowings	650	1,000	0	0	470	305	0	0	0	0	0	
Repayment of borrowings	(86)	(129)	(225)	(237)	(250)	(195)	(196)	(206)	(216)	(227)	(165)	
Net cash provided by/(used in) financing activities	542	832	(303)	(303)	167	44	(269)	(269)	(269)	(269)	(195)	
Net increase/(decrease) in cash & cash equivalents	(9,482)	234	139	266	244	259	225	196	169	138	177	
Cash and cash equivalents at the beginning of the financial year	15,761	6,279	6,513	6,653	6,919	7,163	7,422	7,647	7,843	8,012	8,149	
Cash and cash equivalents at the end of the financial year	6,279	6,513	6,653	6,919	7,163	7,422	7,647	7,843	8,012	8,149	8,327	

3.5 Statement of Capital Works

	Forecast /										
	Actual										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	354	-	-	-	-	-	-	-	-	-	-
Total land	354	-	-	-	-	-	-	-	-	-	-
Buildings											
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	918	1,185	191	195	2,170	1,511	211	216	222	227	233
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	918	1,185	191	195	2,170	1,511	211	216	222	227	233
Total property	1,272	1,185	191	195	2,170	1,511	211	216	222	227	233
Plant and equipment											
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,199	745	767	787	807	828	849	870	892	915	939
Fixtures, fittings and furniture	102	20	21	21	22	22	23	23	24	25	25
Computers and telecommunications	323	305	310	164	168	172	177	181	186	191	195
Library books	7	25	26	27	27	28	29	29	30	31	32
Total plant and equipment	1,631	1,095	1,124	999	1,024	1,050	1,078	1,103	1,132	1,162	1,191
Infrastructure											
Roads	4,294	2,922	3,008	3,085	3,164	3,244	3,326	3,413	3,500	3,588	3,682
Bridges	2,386	410	422	433	444	455	467	479	491	504	516
Footpaths and cycleways	1,288	29	30	31	32	32	33	34	35	36	37
Drainage	1,397	194	200	205	210	216	221	227	232	238	244
Recreational, leisure and community facilities	169	85	88	90	92	95	97	100	102	105	107
Waste management	1,143	50	52	53	54	56	57	58	60	61	63
Other infrastructure	1,012	1,895	500	513	526	539	553	567	581	596	611
Total infrastructure	11,689	5,585	4,300	4,410	4,522	4,637	4,754	4,878	5,001	5,128	5,260
Total capital works expenditure	14,592	7,865	5,615	5,604	7,716	7,198	6,043	6,197	6,355	6,517	6,684
Represented by:											
New asset expenditure	3,476	1,440	1,464	1,347	3,351	2,722	1,453	1,490	1,528	1,567	1,607
Asset renewal expenditure	8,899	4,030	4,151	4,257	4,365	4,476	4,590	4,707	4,827	4,951	5,077
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	2,217	2,395	-	-	-	-	-	-	-	-	-
Total capital works expenditure	14,592	7,865	5,615	5,604	7,716	7,198	6,043	6,197	6,355	6,517	6,684
Grants	5,048	3,295	1,442	1,479	2,966	2,555	1,595	1,635	1,677	1,720	1,764
Contributions	68	-	-	-	50	-	-	-	-	-	-
Council cash	8,826	3,570	4,173	4,125	4,230	4,338	4,448	4,562	4,678	4,797	4,920
Borrowings	650	1,000	-	-	470	305	-	-	-	-	-
Total capital works expenditure	14,592	7,865	5,615	5,604	7,716	7,198	6,043	6,197	6,355	6,517	6,684

3.6 Statement of Human Resources

Staff expenditure	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	2031/32 \$'000	2032/33 \$'000
Staff expenditure											
Employee costs - operating	9,687	9,118	9,401	9,692	9,992	10,302	10,622	10,951	11,290	11,640	12,005
Employee costs - capital	317	327	337	348	358	370	381	393	405	418	427
Total staff expenditure	10,004	9,445	9,738	10,040	10,351	10,672	11,003	11,344	11,695	12,058	12,432

Staff numbers	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	2031/32 FTE	2032/33 FTE
Staff numbers											
Employees	90.93	90.93	91.02	91.11	91.20	91.29	91.39	91.48	91.57	91.66	91.75
Total	90.93	90.93	91.02	91.11	91.20	91.29	91.39	91.48	91.57	91.66	91.75

Department	Comprises				
	Total \$'000	Permanent Full Time \$'000	Part Time \$'000	Casual \$'000	Temporary \$'000
Corporate & Community Services	4,044	2,774	1,146	124	
CEO & Council	1,081	850	231		
Assets & Development Services	4,592	4,077	515		
Ttotal permanent staff expenditure	9,717	7,701	1,892	124	-
Other employee related expenditure	-	599			
Capitalised labour costs		327			
Total staff expenditure	9,445				

Department	Comprises				
	Total	Permanent		Casual	Temporary
		FTE	Full Time		
Corporate & Community Services	36.98	24.00	11.93	1.05	
CEO & Council	8.07	6.00	2.07		
Assets & Development Services	45.88	41.00	4.88		
Ttotal staff	90.93	71.00	18.88	1.05	-

3.7 Planned Human Resource Expenditure

Staff numbers	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
Corporate & Community Services										
Permanent full time										
Male	983	1,231	1,269	1,309	1,349	1,391	1,434	1,478	1,524	1,572
Female	1,801	1,169	1,205	1,243	1,281	1,321	1,362	1,404	1,448	1,492
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	19	-	-	-	-	-	-	-	-	-
Female	1,298	992	1,023	1,054	1,087	1,121	1,156	1,191	1,228	1,266
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	4,101	3,392	3,497	3,606	3,717	3,833	3,951	4,074	4,200	4,330
CEO & Council										
Permanent full time										
Male	654	546	563	580	598	617	636	656	676	697
Female	113	189	195	201	207	214	220	227	234	241
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	-	83	86	88	91	94	97	100	103	106
Female	326	117	121	124	128	132	136	141	145	149
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	1,093	935	964	994	1,025	1,056	1,089	1,123	1,158	1,194
Assets & Development Services										
Permanent full time										
Male	3,461	3,109	3,205	3,305	3,407	3,513	3,622	3,734	3,850	3,969
Female	799	388	400	412	425	438	452	466	480	495
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	90	298	307	317	327	337	347	358	369	380
Female	181	221	228	235	242	250	257	265	274	282
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	4,531	4,016	4,140	4,269	4,401	4,538	4,678	4,823	4,973	5,127
Casual, temporary and other expenditure	280	1,102	1,136	1,171	1,208	1,245	1,284	1,324	1,365	1,407
Total staff expenditure	10,004	9,445	9,738	10,040	10,351	10,672	11,003	11,344	11,695	12,058

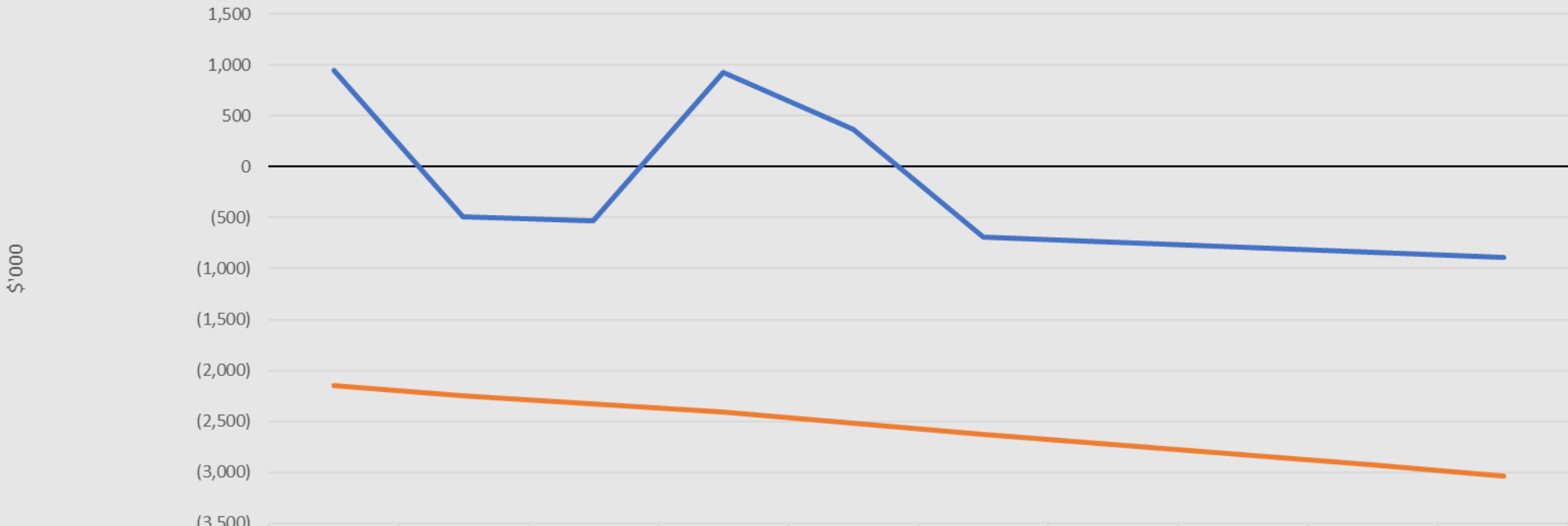
Staff numbers	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Corporate & Community Services										
Permanent full time										
Male	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Female	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	-	-	-	-	-	-	-	-	-	-
Female	11.93	11.93	11.93	11.93	11.93	11.93	11.93	11.93	11.93	11.93
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	36.93	36.93	36.93	36.93	36.93	36.93	36.93	36.93	36.93	36.93
CEO & Council										
Permanent full time										
Male	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Female	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	0.84	0.84	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Female	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	8.07	8.07	8.23	8.23	8.23	8.23	8.23	8.23	8.23	8.23
Assets & Development Services										
Permanent full time										
Male	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Female	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05
Female	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	45.88	45.88	45.88	45.88	45.88	45.88	45.88	45.88	45.88	45.88
Casual, temporary	0.05	0.14	0.07	0.16	0.25	0.35	0.44	0.53	0.62	0.71
Total staff numbers	90.93	91.02	91.11	91.20	91.29	91.39	91.48	91.57	91.66	91.75

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	Budget	Projections										Trend
			Actual 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	+/-	
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue		-40.5%	-9.7%	-9.9%	-10.0%	-10.0%	-10.2%	-10.3%	-10.4%	-10.4%	-10.5%	-10.6%	+	
Liquidity															
Working Capital	Current assets / current liabilities		103.3%	104.2%	105.0%	107.4%	110.4%	112.7%	114.4%	115.6%	116.4%	117.8%	119.7%	+	
Unrestricted cash	Unrestricted cash / current liabilities		48.4%	50.4%	51.6%	54.5%	57.5%	60.2%	62.3%	64.0%	65.3%	66.7%	68.6%	+	
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue		0.0%	14.7%	12.0%	9.3%	11.1%	11.7%	9.6%	7.6%	5.6%	3.6%	2.3%	+	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.0%	1316.3%	2225.3%	2272.2%	2320.1%	1755.0%	1705.0%	1732.9%	1761.3%	1790.2%	1263.5%	+	
Indebtedness	Non-current liabilities / own source revenue		4.0%	8.8%	7.1%	5.3%	6.8%	7.3%	5.9%	4.6%	3.3%	2.3%	1.8%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation		166.0%	108.8%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	-	
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue		49.2%	44.5%	44.6%	44.7%	44.8%	45.0%	45.1%	45.3%	45.4%	45.5%	45.5%	+	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%	+	
Efficiency															
Expenditure level	Total expenses/ no. of property assessments		4.34	3.84	3.92	3.99	4.07	4.15	4.24	4.32	4.41	4.50	4.59	-	
Revenue level	General Rates and municipal charges / no. of property assessments		1.52	1.56	1.59	1.62	1.66	1.70	1.73	1.77	1.81	1.85	1.89	+	

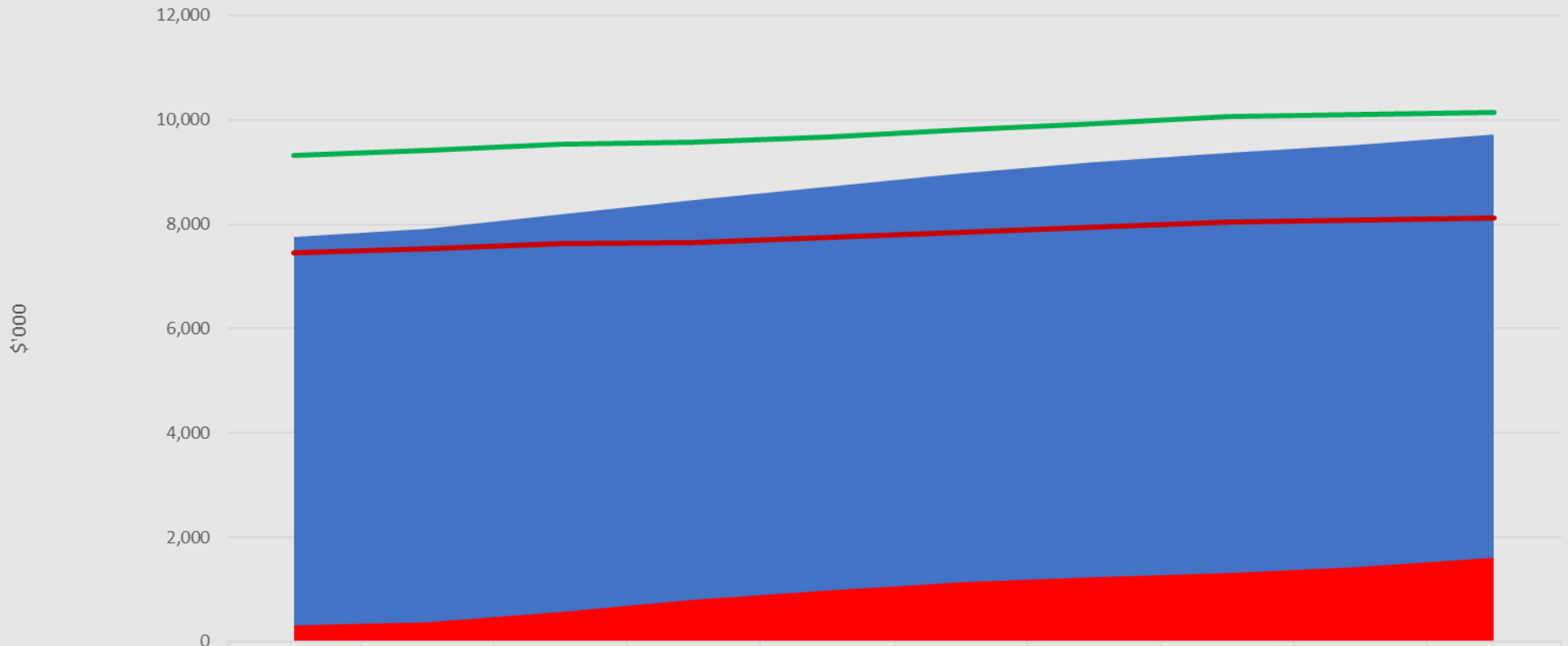
Council Surplus / Underlying Surplus



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus / (Deficit)	950	(495)	(530)	933	367	(694)	(742)	(789)	(840)	(892)
Underlying Surplus / (Deficit)	(2,145)	(2,246)	(2,325)	(2,409)	(2,521)	(2,631)	(2,727)	(2,826)	(2,928)	(3,034)

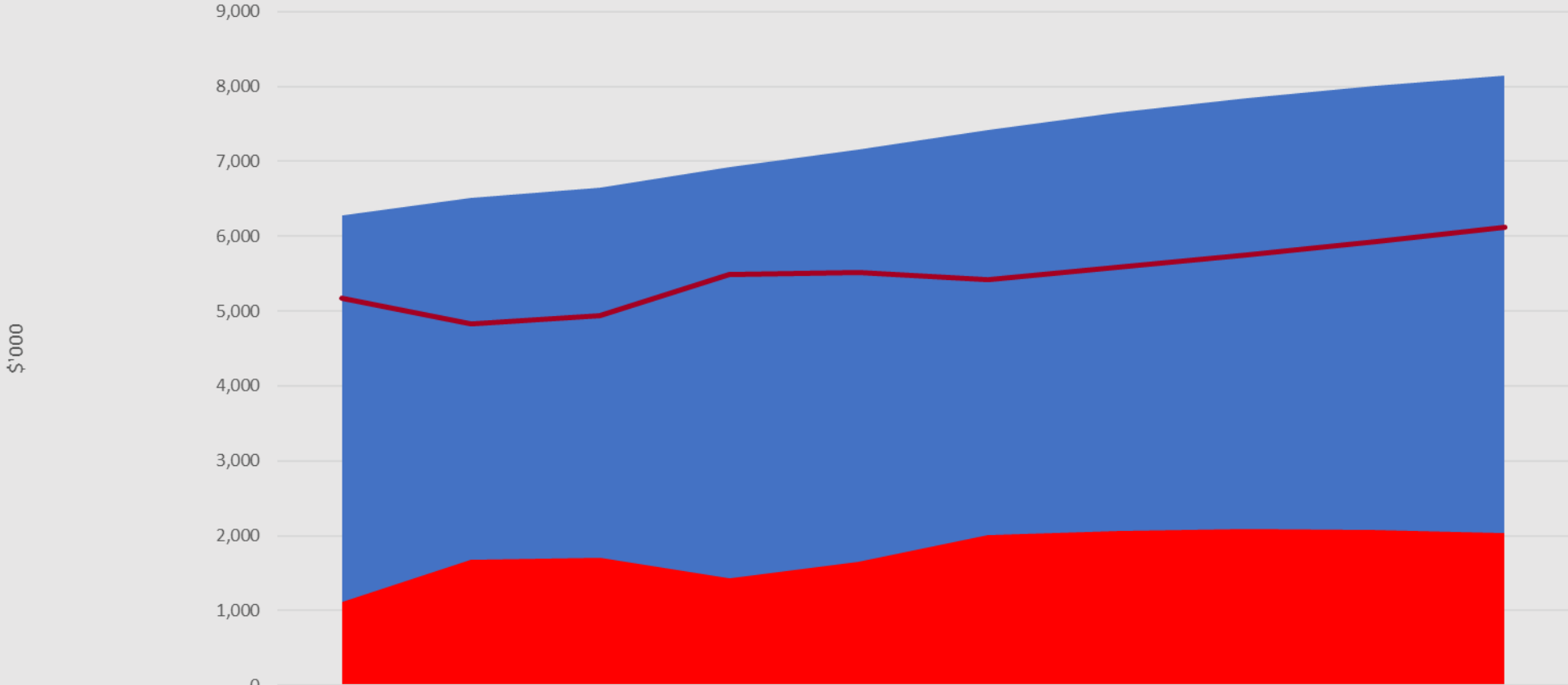
— Operating Surplus / (Deficit) — Underlying Surplus / (Deficit)

Working Capital



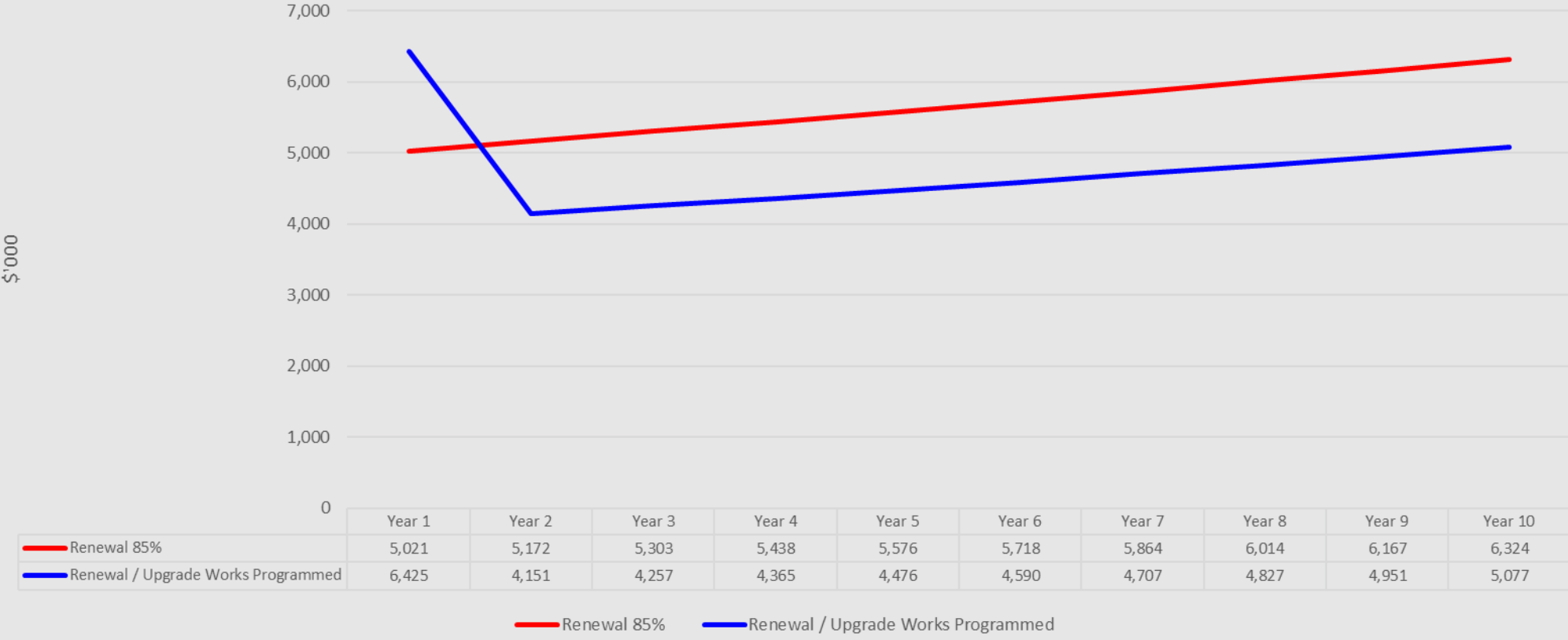
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Working Capital \$	7,761	7,914	8,195	8,454	8,728	8,969	9,182	9,368	9,524	9,719
Surplus / (Deficit)	314	378	566	797	985	1,128	1,240	1,321	1,442	1,603
Min Working Capital \$	7,446	7,536	7,629	7,657	7,743	7,841	7,942	8,047	8,082	8,116
Low Risk	9,308	9,420	9,536	9,572	9,679	9,801	9,928	10,059	10,102	10,145

Cash Available compared to Cash Required



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Cash at beginning of period	6,279	6,513	6,653	6,919	7,163	7,422	7,647	7,843	8,012	8,149
Surplus / (Deficit) in cash held	1,113	1,684	1,709	1,432	1,650	2,005	2,063	2,087	2,078	2,033
Minimum Cash Required	5,167	4,829	4,944	5,487	5,513	5,417	5,584	5,756	5,933	6,116

85% Target Renewal / Upgrade Capital Works



Whilst Council has a target of funding 85% renewal of depreciation, this will not be possible each year due to the increased level of inflation which directly impacts the increases in depreciation whilst Council’s funding capacity is restricted by the State Governments “rate Capping” policy.

5. Strategies and Plans

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2022 is \$0 million.

5.1.2 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loan repayments for the 10 years of the Financial Plan.

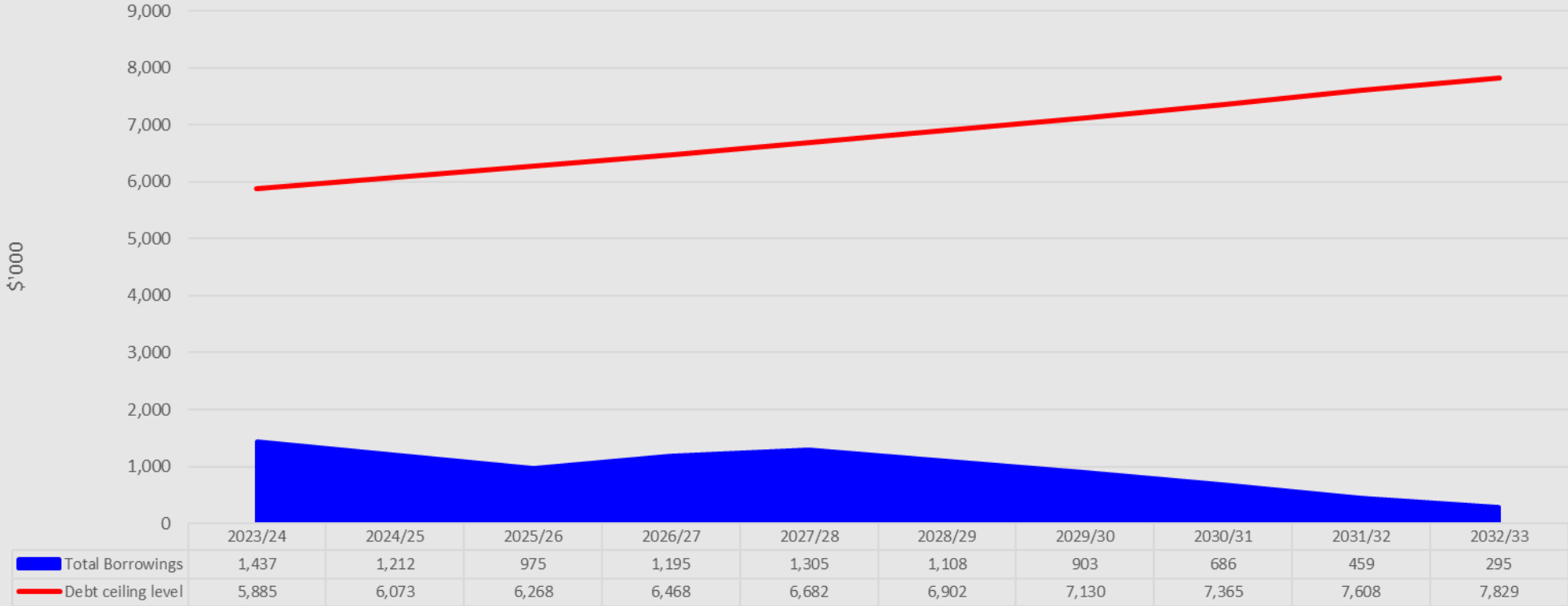
	Forecast /											
	Actual 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	
Opening Balance	-	564	1,435	1,210	972	1,192	1,302	1,106	900	684	457	
Plus New Loans	650	1,000	-	-	470	305	-	-	-	-	-	
Less Principal repayment	86	129	225	237	250	195	196	206	216	227	165	
Closing Balance	564	1,435	1,210	972	1,192	1,302	1,106	900	684	457	292	
Interest Payment	26	32	71	59	46	58	65	56	45	35	23	

5.3.1 Performance Indicators

	Target	Forecast /										
		Actual 2022/23 %	2023/24 %	2024/25 %	2025/26 %	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %	2031/32 %	2032/33 %
Total borrowings / Rate revenue	Below 60%	6%	15%	12%	9%	11%	12%	10%	8%	6%	4%	2%
Debt servicing / Rate revenue	Below 5%	0%	0%	1%	1%	0%	1%	1%	0%	0%	0%	0%
Debt commitment / Rate revenue	Below 10%	6%	15%	12%	9%	11%	12%	10%	8%	6%	4%	2%
Indebtedness / Own source revenue	Below 60%	4%	9%	7%	5%	7%	7%	6%	5%	3%	2%	2%

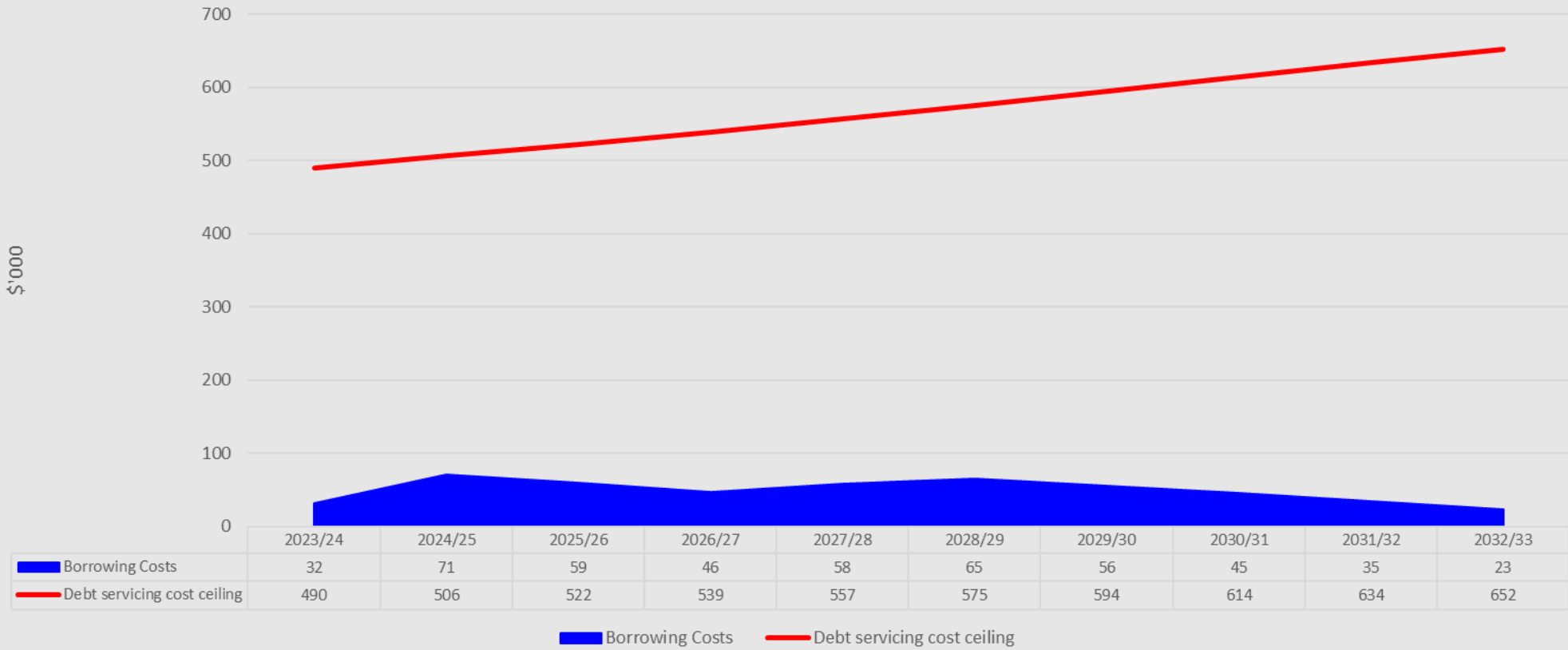
Council maintains its loan borrowing within prudent and management limits as demonstrated by the above performance indicators. In each case Council is well within the target parameters.

Council Debt



■ Total Borrowings — Debt ceiling level

Council Debt Servicing Costs



5.2 Reserves

5.2.1 Current Reserves

Recreational Land Reserve

The recreational land reserve holds funds contributed by developers for works associated with developing and improved 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. ☐ Movements - transfers to the reserve (inflows) 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.

	Restricted	Forecast / Actual										
		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	2031/32 \$'000	2032/33 \$'000
Opening Balance		9	9	9	9	9	9	9	9	9	9	9
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		9	9	9	9	9	9	9	9	9	9	9