

Proposed Financial Plan 2021-2031

Mansfield Shire Council

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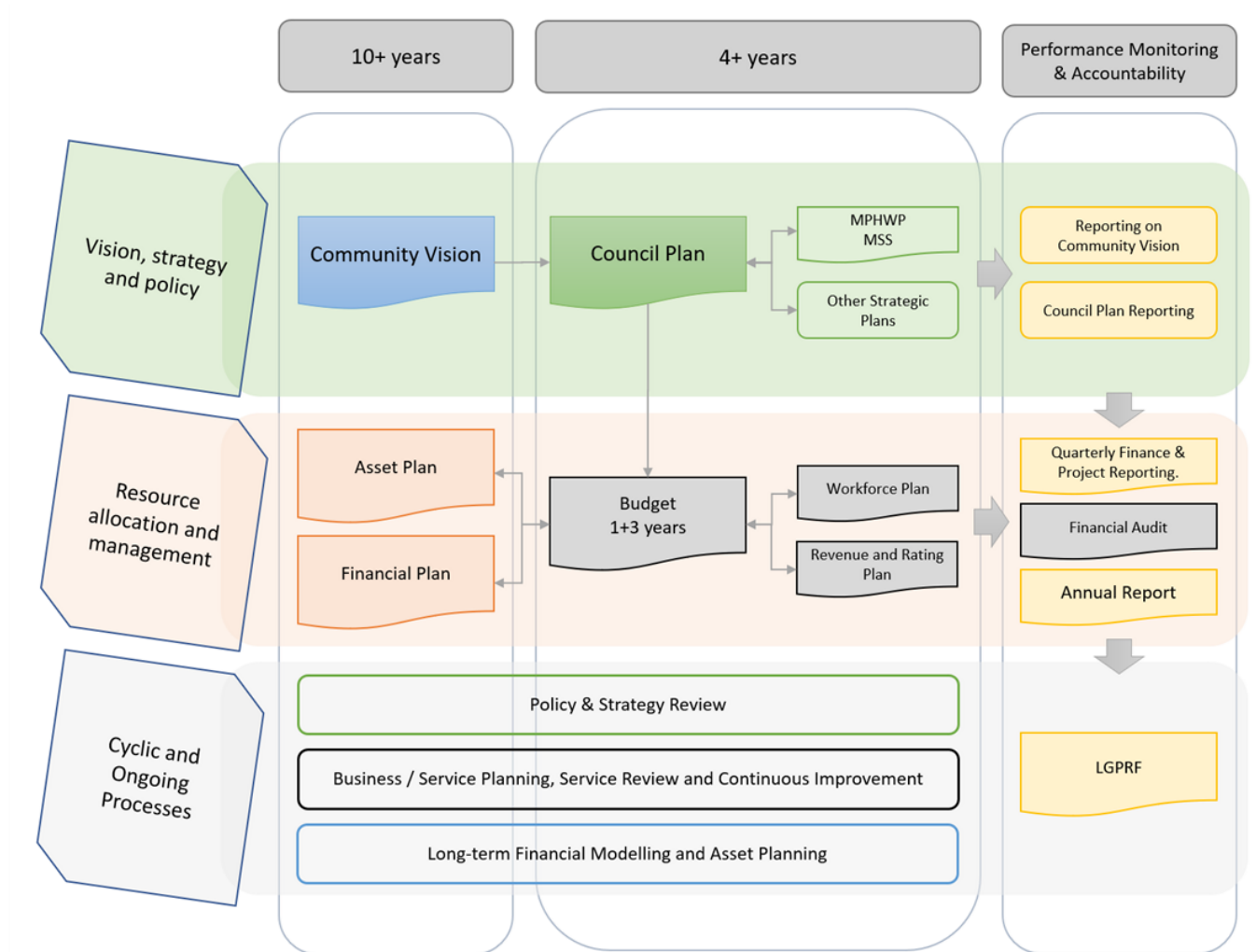
1. Legislative Requirements

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's 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, in accordance with section 101 of the *Local Government Act 2020*:

- 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 implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management;
- b) Deliberative engagement panel convened (August) to determine high level aspirations of the community with regard to long term financial impacts;
- c) Draft Financial Plan endorsed at August Council meeting and placed on public exhibition for a period of 28 days and calling for public submissions;
- d) Community engagement is conducted using the Engage! Mansfield web portal, local news outlets and social media;
- e) Consideration of public submissions to the Financial Plan (September);
- f) Draft Financial Plan, including any revisions, presented to October Council meeting for adoption.

1.4 Service Performance Principles

Council services are designed to target community needs and deliver value for money. The service performance principles as per section 106 of the *Local Government Act 2020* 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 has a fair and effective 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.

Council's Asset Plan is under development and due to be adopted for the first time by 1 July 2022 in accordance with the requirements of the *Local Government Act 2020*.

2. Financial Plan Context

This section describes the context and external / internal environment and considerations 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										
			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 result greater than \$0	0%	0.2%	-2.6%	1.5%	2.3%	2.0%	4.5%	5.6%	6.2%	7.8%	8.9%	9.3%
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	2.97	1.93	1.54	1.35	1.16	1.39	1.50	1.47	1.56	1.76	2.09
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 100%	100%	91%	249%	166%	143%	135%	131%	128%	137%	135%	118%	104%
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%	13%	29%	25%	21%	18%	14%	11%	8%	5%	3%	2%

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
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%	207%	120%	82%	64%	44%	51%	62%	59%	65%	85%	117%
	Available funds (cash and financial assets) above \$3m	\$3m	\$16.3m	\$9.8m	\$7.2m	\$5.8m	\$4.4m	\$4.1m	\$4.8m	\$4.7m	\$5.0m	\$6.2m	\$8.2m
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30%	48%	74%	36%	29%	29%	26%	22%	27%	27%	25%	22%

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 Mansfield Shire Council's strategic actions provide a clear direction and context for decision making that guides the allocation, management and use of its financial resources. They aim to ensure that Council remains financially stable while giving focus to financing key Council priorities through strong financial management. They act as the catalyst for improving efficiency and releasing resources to improve frontline services and continuity.

The strategic actions set the parameters within which Council agrees to operate in order to maintain accepted financial outcomes and should be viewed as an enablers that aim to provide financial stability, affordability, focused delivery and value for money, over the short, medium and longer term.

Challenges

Council is committed to creating a stable and sustainable financial environment that will allow Council to provide its existing levels of service without significant change to future income requirements. Mansfield Shire Council will continue to face challenges that require strong financial leadership and creative solutions applied to matching its community's aspirations to its capacity and desire. The key challenges faced over this period include:

1. Consolidating Council's understanding of the community's needs, wants, desires and priorities for services and service levels and matching that to the organisation's capacity to sustainably fund the provision of agreed services.
2. Providing capacity to meet contemporary and increasing expectations from all areas including community, customers and government.
3. Ensuring future decisions provide affordable long term solutions that are within the financial capacity of our community.
4. Delivering organisational change to improve efficiency and quality of service.
5. Managing financial risk associated with significant growth and development of new infrastructure and services.

The following aims and parameters are designed to assist Council in achieving financial stability, affordability, focus and efficiency:

2.2.1 Stability

Available Funds

Council will aim to maintain Available Funds (the unallocated portion of all future revenues) at a minimum of \$3 million as at 30 June each year.

Available Funds are monies that Council has earned but not allocated to specific expenditure in the past or future. They are held as Council's savings and are used to act as a buffer against unanticipated future costs, or can be used to provide flexibility to take advantage of opportunities that may arise or cover cash outflows that occur prior to inflows in a given year (which can be common given the rating income cycles).

While the Available Funds balance may fall below the targeted level in a period, the onus in planning is to ensure adequate adjustment is made to restore the balance through future programs, within an acceptable timeframe.

Debt

Council will remain a low debt user by maintaining a debt service ratio (principal and interest repayments per annum compared to rates) below 20%.

Council will only use debt to fund capital expenditure and the term of any debt shall not exceed the life of the asset it is used to fund.

Debt will be considered as part of the Capital Budget process and will only be approved where there is an agreed economic, social or environmental benefit from a project and other sources of funding are not available.

The expected range under the Local Government Performance Reporting Framework suggests that the debt service ratio should remain between 0% and 20% while debt levels (measured as total loans and borrowings compared to rates) should remain between 0% and 70%. The debt levels permitted under this strategy would add flexibility to future programs where warranted.

Operational Result

Council will plan to maintain a small operational surplus (average over four years).

The operating result is considered to be one of the main indicators of the long term financial viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew the assets, which are an integral part of that service, when required. The indicator includes accounting and engineering estimates relating to the consumption of long lived assets (depreciation) which is used in determining this result. Council will plan based on the best information available.

Council will plan for Asset Renewal Funds at least equal to Depreciation.

Funds Available from Operations is a Mansfield Shire Council indicator that is considered to be a more reliable indicator of Council's capacity to manage its assets over the longer term. Unlike the Operating Result, it does not include non-cash transactions and excludes transfers to and from funds which are externally or internally restricted (Restricted Assets).

Council's current financial strategy is to invest sufficient funds into annual asset renewal to cover the depreciation on existing assets. This depreciation target is a proxy for the long term annual funding requirement to replace Council's assets at their gross replacement value. Refinement of this target over time through continual data improvement will need to reflect the actual annual asset replacement requirements rather than depreciation, as replacement requirements will not be consistent from year to year due to the age and estimated replacement dates of specific assets.

2.2.2 Affordability

Total Funds Result

Council's annual allocations to operational and capital budgets will generally not exceed anticipated cash inflows. Where Available Funds levels are above minimum requirements, consideration for the remaining allocation of funds will first be given to deferred asset renewals (ie bringing forward capital renewal projects identified in the long term financial plan) or investments that reduce future operational costs (ie repaying debt, or development of capital projects that will lead to recurrent operating savings).

Short term stability requires the annual budget is affordable and cash is managed to ensure that payments can be made as required. By holding a level of available funds and planning for near breakeven funds results, this position can be maintained.

Capital Expenditure

The full life cost of capital expenditure will be considered before capital projects are approved. Asset renewal, maintenance and operational costs impacting on future budgets will be included in forecasts as part of the capital budgeting process.

Capital expenditure decisions need to be fully informed by understanding the impacts on future results. For example, a building cannot be considered as a one off cost, it will have operational costs for electricity, water and consumables and will normally involve services that will require operational budgets, including employee costs. The building will then need to be maintained and eventually renewed and/or be disposed of. Consideration of these costs and any potential revenue must be part of the initial evaluation and approval process and be recognised in future estimates to aid future planning.

Employee costs

Forecast employee costs will be based around the annual increase included in the current Enterprise Agreement, except where there is strong evidence to suggest a significant change.

Where the Enterprise Agreement expires prior to the forecast period, Council will apply best estimates using information available at the time, such as recent Victorian local government Enterprise Agreements and/or Department of Treasury and Finance forecasts for Consumer Price Index and Wage Price Indices.

Rates, Fees & Charges

Council's revenue strategies as outlined in the Revenue and Rating Plan and will be considered as part of the longer term financial planning.

General rates increases are determined by the Minister for Local Government through a 'rate capping' mechanism that has generally been in line with increases in the Consumer Price Index. Rate variations beyond this level will be linked to community aspirations for services which will be considered in conjunction with other revenue options and cost reduction opportunities.

Council's pricing methodology will be applied consistently for all fees and charges. Fees & Charges will be reviewed on an annual basis to ensure compliance.

Council set waste charges to recover the budgeted cost of the waste collection and disposal service over a four-year period. Any surplus derived from previous financial years will be offset against future years, reducing the income required to be derived in any given year. See Discretionary Reserves below for more details on waste management charges.

Sale of property

Income from forecast sale of property will not be included in the budget until a Notice of Sale has been passed by way of Council Resolution.

Budgeted income from sale of property will be estimated at the carrying value of the property to avoid broadcasting likely sale prices and compromising a fair and open market transaction.

Investment of Surplus Cash

Council will invest surplus cash in accordance with its Investment Policy.

Returns from investments vary from year to year based on interest rates and the level of cash held. From a planning perspective, it is deemed prudent to ensure that Council's investment returns are not funding ongoing operations which would be a risk when returns reduce. For this reason, it is considered reasonable to apply these funds to capital (or one off projects) that do not impact on future operational costs. It is also important to understand that predicted future returns may not be realised and funding may not be available as expected.

2.2.3 Focused delivery

Operational Services

Council's Delivery and Operational Plans will be used to:

- determine core and value added services,
- identify, deliver, and report on business improvement initiatives, and
- set actions to improve service levels, costs, and delivery methods

Alignment of Council services with the endorsed four year Council Plan will continue to play an important part in determining the future needs and operations of the organisation. Assuring that the right things are done in the most efficient way and being able to measure that performance should provide a sound platform for communicating and planning to meet community expectations.

Capital Delivery

Council will achieve its expenditure targets for capital renewal by programming these works with sufficient flexibility to allow re-phasing, deferral and/or the introduction of other deferred renewal works as required.

Council plans for substantial capital works each year. The planned works are in varying stages of maturity when they are adopted by Council and some projects may change in delivery time due to the issues that arise through the planning, community engagement, procurement and delivery phases. Council's financial goal is to endeavour to provide the full value of the annual capital program. This may be achieved, where necessary, by repositioning projects within the agreed four-year program.

Carry forward of capital projects

Where a capital project has been approved by Council in the preceding annual budget, but incurred delays for whatever reason, the project will be carried over into the following year as a Carry Forward Project, subject to the requirements of the Carry Forward Projects policy.

Grant Funding and other Capital Contributions

Council will actively pursue grant funding and other contributions to assist in the delivery of core services and capital programs. Continued effort in obtaining and improving Council's success in targeted grant funding is vital to future performance and stability.

Where a capital project is budgeted contingent of receiving grant funding, and Council is unsuccessful in securing the full amount of funding as budgeted, the project will not go ahead.

Discretionary Reserves

Council will maintain discretionary reserves including:

- Developer contributions
 - Open space
 - Car parks
 - Roads
 - Footpaths

- Waste management

All reserves will be reviewed annually to ensure funds are utilised in accordance with their intended purpose and reduce balances that have remained in reserve for a significant length of time.

See 5.2 for more information on reserves.

2.2.4 Efficiency – value for money

Service Reviews

Council will maintain an ongoing review of its services that seeks to better define service requirements, refine delivery methods and balance service aims against affordability for both the Council and its customers.

It is intended that all services be reviewed on a cyclical basis over a period of time, in accordance with a service review framework. During each review the service budget will be zero based in line with the agreed service levels.

Procurement

Council will deliver procurement savings, in accordance with its Procurement Policy, through strategic procurement and collaboration with other authorities and agencies where possible and beneficial to Council.

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 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of 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	NA*	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Rates and charges	0.00%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Statutory fees and fines	NA*	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	2.00%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Operating	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Employee costs	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Materials and services	NA*	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other expenses	NA*	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

* CPI is not applied to determine the 2021-22 income and expenditure values. The budget is built from a zero based on known costs and current market understanding. Statutory fees and fines are set as per legislation, and no automatic growth is applied for the Financial Plan.

2.3.1 Rates and charges

Although the state government rate cap for 2021-22 is set at 1.5%, Council will increase base rate revenue by 0%.

Estimated future annual increases per annum for the ensuing years of the long term financial plan are based on forecast Consumer Price Index (CPI) rates published in the State Government Budget Update. In addition, it is expected that during the 2021-22 year a further increase of \$250,000 per annum will be received for growth (additional properties) as a result of supplementary rates.

Waste charges are proposed to increase by 1.2% compared to 2020-21 levels in order to defray the total costs of waste management incurred across the municipal district. Future years waste charges are estimated to increase in line with the growth % increase to ensure Council continues to recover the full costs of providing waste services.

2.3.2 Statutory fees and fines

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

2.3.3 User fees

Revenue from user fees is expected to increase by 12% for the 2021-22 year, due to a number of fee waivers in 2020-21 being reinstated for 2021-22, together with an average 2% increase in the fee amount. Details of user fees for the 2021-22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

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

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 1%.

2.3.7 Employee costs

Increases are based on:

- Enterprise Agreement increases: The most recent Enterprise Agreement expired on 7 November 2020. Bargaining for a new agreement commenced in March 2021 and is expected to be finalised by November 2021. The Budget and Financial Plan estimate a 1% salary increase, however this is subject to the rate negotiated in the new EA
- Superannuation guarantee contribution rates: in accordance with the determination of the Australian Taxation Office superannuation guarantee contribution rates will increase by 0.5% per annum to 12% by 2025-26.
- There have been no increases in staffing levels for increases in the delivery of existing services included.

2.3.8 Materials and services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths, utilities, materials for the supply of meals on wheels and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are expected to be kept to within CPI levels year on year.

2.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

2.3.11 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

2.4 Other Matters impacting the 10-year financial projections

As a small rural council, Mansfield Shire Council's financial outlook is sensitive to a number of key assumptions.

Indicator	Sensitivity	Impact 1 yr	Impact 10 yrs	Impact every yr – 10yrs
Rate income	1.0% pa	\$130k	\$1.2m	\$6.8m
Rate income	0.5% pa	\$65k	\$0.6m	\$3.4m
Supplementary assessments	\$50,000 pa	\$50k	\$0.5m	\$2.4m
Salaries & Wages	0.5% pa	\$49k	\$0.5m	\$2.4m
Materials & Services	0.5% pa	\$38k	\$0.4m	\$1.9m

The following matters and events which may eventuate in the future may influence the Financial Plan projections:

- The outcomes of the Aged Care Services review that is currently underway.
- Finalisation of a new Enterprise Agreement, currently under negotiation between Council, its employees and relevant unions.
- Transition to the State Government four-bin system for domestic waste and recycling collection and disposal.
- The outcomes of the Climate Action Plan that may require funding allocation in order to be implemented.
- Funding opportunities that may become available for Council's key strategic priorities including:
 - The Lake Eildon Master Plan
 - The Station Precinct Master Plan
 - Lords Pavilion
- The implementation of recommended outcomes from planned service reviews and strategies.
- Changes in government policy and legislation.
- Pandemic impacts.

- Changes in the Vested Benefits Index that requires Council to make a compulsory contribution to the Defined Benefit Superannuation Scheme
- Environmental remediation requirements in relation to closed landfills.
- Future determination of the use or sale of surplus land assets, such as the Lakins Road site in Mansfield.

3. Financial Plan Statements

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

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

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
Income											
Rates and charges	14,807	15,115	15,630	16,192	16,766	17,352	17,949	18,558	19,179	19,812	20,459
Statutory fees and fines	411	355	361	369	376	383	391	399	407	415	423
User fees	945	1,114	1,133	1,156	1,179	1,202	1,226	1,251	1,276	1,302	1,328
Grants - Operating	6,771	5,635	4,849	4,896	4,943	4,992	5,040	5,089	5,139	5,189	5,239
Grants - Capital	4,274	5,072	2,275	955	511	984	1,551	1,033	820	457	457
Contributions - monetary	424	50	40	40	40	40	40	40	40	40	40
Contributions – non-monetary	2,758*	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant & equipment	(380)	-	-	-	-	-	-	-	-	-	-
Other income	402	279	307	305	306	299	295	306	304	308	326
Total income	30,412	27,620	24,595	23,913	24,122	25,252	26,492	26,676	27,165	27,523	28,272
Expenses											
Employee costs	10,984	10,199	10,301	10,404	10,508	10,614	10,720	10,827	10,935	11,044	11,155
Materials and services	8,711	8,872	7,637	7,902	8,265	8,089	8,265	8,603	8,590	8,785	9,145
Depreciation	3,844	4,262	4,210	4,312	4,411	4,511	4,610	4,719	4,827	4,925	5,015
Borrowing costs	148	144	143	127	110	92	74	55	35	19	12
Other expenses	240	262	266	271	277	282	288	294	300	306	312
Total expenses	23,927	23,739	22,558	23,016	23,572	23,588	23,957	24,497	24,687	25,079	25,638
Surplus/(deficit) for the year	6,485	3,881	2,037	896	550	1,664	2,536	2,179	2,478	2,444	2,633
Total comprehensive result	6,485	3,881	2,037	896	550	1,664	2,536	2,179	2,478	2,444	2,633

*Non-monetary contributions relate to road, drainage and footpath assets donated to Council by property developers on completion of new subdivisions, which are required to be maintained and renewed over future years. It is not a cash value. No amount is budgeted for these donations in future years, as the volume and value of assets to be donated in a given year are subject to developments out of Council's control and completed by third parties.

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	
Assets												
Current assets												
Cash and cash equivalents	9,908	4,396	4,445	4,540	4,387	4,133	4,831	4,730	4,988	6,168	6,352	
Trade and other receivables	2,213	1,762	1,785	1,810	1,836	1,862	1,889	1,917	1,944	1,973	2,002	
Other financial assets	6,433	5,422	2,738	1,276	-	-	-	-	-	-	1,851	
Inventories	-	-	-	-	-	-	-	-	-	-	-	
Other assets	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566	2,566	
Total current assets	21,120	14,146	11,534	10,192	8,789	8,561	9,286	9,212	9,499	10,707	12,771	
Non-current assets												
Trade and other receivables	25	25	25	25	25	25	25	25	25	25	25	
Property, infrastructure, plant & equipment	209,489	208,334	212,665	214,460	215,968	217,405	218,730	220,493	222,175	223,112	223,445	
Total non-current assets	209,514	208,359	212,690	214,485	215,993	217,430	218,755	220,518	222,200	223,137	223,470	
Total assets	230,634	222,505	224,224	224,677	224,781	225,991	228,041	229,730	231,699	233,844	236,241	
Liabilities												
Current liabilities												
Trade and other payables	3,914	3,914	4,010	4,010	4,010	2,507	2,507	2,507	2,507	2,507	2,507	
Trust funds and deposits	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	
Provisions	2,002	1,976	2,027	2,050	2,081	2,133	2,159	2,199	2,253	2,282	2,324	
Interest-bearing liabilities	193	438	454	471	488	506	526	546	323	276	282	
Total current liabilities	7,121	7,339	7,502	7,541	7,590	6,157	6,202	6,263	6,094	6,076	6,124	

	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
Non-current liabilities											
Provisions	584	572	544	532	527	508	504	499	482	479	475
Interest-bearing liabilities	1,737	3,899	3,445	2,974	2,486	1,979	1,453	908	584	308	27
Total non-current liabilities	2,321	4,470	3,989	3,506	3,013	2,488	1,957	1,407	1,067	787	502
Total liabilities	9,442	11,809	11,491	11,048	10,603	8,645	8,159	7,670	7,161	6,862	6,626
Net assets	221,192	210,696	212,733	213,629	214,179	217,346	219,881	222,060	224,538	226,982	229,615
Equity											
Accumulated surplus	76,495	80,376	82,413	83,309	83,859	85,523	88,058	90,238	92,715	95,159	97,792
Reserves	144,697	144,386	144,386	144,386	144,386	144,386	144,386	144,386	144,386	144,386	144,386
Total equity	221,192	224,761	226,799	227,695	228,244	229,908	232,444	234,623	237,101	239,545	242,178

3.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2021 Forecast Actual				
Balance at beginning of the financial year	202,526	70,322	132,248	(44)
Surplus/(deficit) for the year	6,485	6,485	-	-
Net asset revaluation increment/(decrement)	12,181	-	12,181	-
Transfers to other reserves	-	(312)	-	312
Balance at end of the financial year	220,880	76,495	144,429	268
2022				
Balance at beginning of the financial year	220,880	76,495	144,429	268
Surplus/(deficit) for the year	3,881	3,881	-	-
Balance at end of the financial year	224,761	80,376	144,429	268
2023				
Balance at beginning of the financial year	224,761	80,376	144,429	268
Surplus/(deficit) for the year	2,037	2,037	-	-
Balance at end of the financial year	226,798	82,413	144,429	268
2024				
Balance at beginning of the financial year	226,798	82,413	144,429	268
Surplus/(deficit) for the year	896	896	-	-
Balance at end of the financial year	227,695	83,310	144,429	268
2025				
Balance at beginning of the financial year	227,695	83,310	144,429	268
Surplus/(deficit) for the year	550	550	-	-
Balance at end of the financial year	228,244	83,859	144,429	268

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2026				
Balance at beginning of the financial year	228,244	83,859	144,429	268
Surplus/(deficit) for the year	1,664	1,664	-	-
Balance at end of the financial year	229,908	85,523	144,429	268
2027				
Balance at beginning of the financial year	229,908	85,523	144,429	268
Surplus/(deficit) for the year	2,536	2,536	-	-
Balance at end of the financial year	232,444	88,059	144,429	268
2028				
Balance at beginning of the financial year	232,444	88,059	144,429	268
Surplus/(deficit) for the year	2,179	2,179	-	-
Balance at end of the financial year	234,623	90,238	144,429	268
2029				
Balance at beginning of the financial year	234,623	90,238	144,429	268
Surplus/(deficit) for the year	2,478	2,478	-	-
Balance at end of the financial year	237,100	92,715	144,429	268
2030				
Balance at beginning of the financial year	237,100	92,715	144,429	268
Surplus/(deficit) for the year	2,444	2,444	-	-
Balance at end of the financial year	239,544	95,159	144,429	268
2031				
Balance at beginning of the financial year	239,544	95,159	144,429	268
Surplus/(deficit) for the year	2,633	2,633	-	-
Balance at end of the financial year	242,178	97,793	144,429	268

3.4 Statement of Cash Flows

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	15,215	15,567	15,607	16,167	16,740	17,325	17,922	18,530	19,151	19,784	20,430
Statutory fees and fines	411	355	361	369	376	383	391	399	407	415	423
User fees	945	1,114	1,133	1,156	1,179	1,202	1,226	1,251	1,276	1,302	1,328
Grants - operating	6,771	5,635	4,849	4,896	4,943	4,992	5,040	5,089	5,139	5,189	5,239
Grants - capital	4,274	5,072	2,275	955	511	984	1,551	1,033	820	457	457
Contributions - monetary	424	50	40	40	40	40	40	40	40	40	40
Other receipts	90	279	307	305	306	299	295	306	304	308	326
Employee costs	(10,944)	(10,160)	(10,262)	(10,364)	(10,467)	(10,571)	(10,677)	(10,783)	(10,890)	(10,999)	(11,108)
Materials and services	(8,794)	(8,950)	(7,653)	(7,932)	(8,281)	(8,098)	(8,287)	(8,611)	(8,598)	(8,805)	(9,152)
Other payments	(240)	(262)	(266)	(271)	(277)	(282)	(288)	(294)	(300)	(306)	(312)
Net cash provided by/(used in) operating activities	8,151	8,699	6,391	5,320	5,071	6,275	7,214	6,961	7,349	7,385	7,670
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(5,963)	(17,568)	(8,505)	(6,167)	(5,985)	(6,032)	(5,995)	(6,541)	(6,576)	(5,947)	(5,348)
Proceeds from sale of property, infrastructure, plant and equipment	85	84	60	60	66	84	60	60	66	84	-
Payments for investments	-	-	-	-	-	-	-	-	-	-	(1,851)
Proceeds from sale of investments	2,866	1,011	2,684	1,462	1,276	-	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(3,012)	(16,473)	(5,761)	(4,646)	(4,643)	(5,948)	(5,935)	(6,481)	(6,510)	(5,863)	(7,199)

	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
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from financing activities											
Finance costs	(148)	(144)	(143)	(127)	(110)	(92)	(74)	(55)	(35)	(19)	(12)
Proceeds from borrowings	-	2,600	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(183)	(193)	(438)	(454)	(471)	(488)	(506)	(526)	(546)	(323)	(276)
Net cash provided by/(used in) financing activities	(331)	2,262	(581)	(581)	(581)	(581)	(581)	(581)	(581)	(342)	(288)
Net increase/(decrease) in cash & cash equivalents	4,808	(5,512)	49	94	(153)	(254)	698	(101)	258	1,180	183
Cash and cash equivalents at the beginning of the financial year	5,100	9,908	4,396	4,445	4,540	4,387	4,133	4,831	4,730	4,988	6,168
Cash and cash equivalents at the end of the financial year	9,908	4,396	4,445	4,540	4,387	4,133	4,831	4,730	4,988	6,168	6,352

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
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	426	2,477	1,318	665	1,074	622	628	519	489	529	878
Total buildings	426	2,477	1,318	665	1,074	622	628	519	489	529	878
Total property	426	2,477	1,318	665	1,074	622	628	519	489	529	878
Plant and equipment											
Plant, machinery and equipment	704	707	475	685	349	329	300	385	359	444	260
Fixtures, fittings and furniture	11	15	15	15	15	15	15	15	15	15	15
Computers and telecommunications	-	65	41	54	105	67	95	27	47	49	50
Library books	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	715	787	531	754	469	411	410	427	421	508	325
Infrastructure											
Roads	3,310	7,552	3,391	3,380	3,768	2,849	3,251	3,690	4,012	2,875	1,910
Bridges	-	400	235	-	150	820	810	930	820	800	800
Footpaths and cycleways	161	125	411	77	79	243	180	260	333	221	190
Drainage	666	700	730	230	300	230	230	230	230	230	230
Recreational, leisure and community facilities	-	425	665	1,051	145	841	463	450	260	760	1,000
Off street car parks	569	-	-	-	-	15	13	36	12	13	15
Other infrastructure	-	-	1,223	10	-	-	10	-	-	10	-
Total infrastructure	4,706	9,202	6,656	4,748	4,442	4,999	4,957	5,595	5,666	4,909	4,145
Total capital works expenditure	5,847	12,466	8,505	6,167	5,985	6,032	5,995	6,541	6,576	5,947	5,348

	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
Represented by:											
New asset expenditure	2,464	6,961	1,527	15	15	110	105	100	70	115	115
Asset renewal expenditure	3,499	5,921	6,978	6,152	5,970	5,008	5,560	5,311	5,016	5,102	4,303
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	-	4,686	-	-	-	914	330	1,130	1,490	730	930
Total capital works expenditure	5,963	17,568	8,505	6,167	5,985	6,032	5,995	6,541	6,576	5,947	5,348
Funding sources represented by:											
Grants	2,468	5,072	2,275	955	511	984	1,551	1,033	820	457	457
Contributions	-	10	-	-	-	-	-	-	-	-	-
Council cash	3,495	9,855	6,230	5,212	5,474	5,048	4,444	5,508	5,756	5,490	4,891
Borrowings	-	2,632	-	-	-	-	-	-	-	-	-
Total capital works expenditure	5,963	17,568	8,505	6,167	5,985	6,032	5,995	6,541	6,576	5,947	5,348

3.6 Statement of Human Resources

Staff expenditure	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
Total staff expenditure										
Male	3,984	4,042	4,101	4,161	4,202	4,244	4,287	4,329	4,373	4,416
Female	6,073	6,161	6,251	6,342	6,405	6,469	6,534	6,599	6,665	6,732
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	10,056	10,203	10,352	10,502	10,607	10,713	10,821	10,929	11,038	11,148
Permanent full time										
Male	3,561	3,613	3,665	3,718	3,756	3,793	3,831	3,869	3,908	3,947
Female	3,225	3,272	3,320	3,368	3,402	3,436	3,470	3,505	3,540	3,575
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	6,785	6,884	6,985	7,086	7,157	7,229	7,301	7,374	7,448	7,522
Permanent part time										
Male	423	429	436	442	446	451	455	460	465	469
Female	2,848	2,889	2,931	2,974	3,004	3,034	3,064	3,095	3,126	3,157
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	3,271	3,319	3,367	3,416	3,450	3,485	3,519	3,555	3,590	3,626

Staff numbers	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
Total staff numbers										
Male	44.2	44.2	44.2	44.2	44.2	44.2	44.2	44.2	44.2	44.2
Female	62.6	62.6	62.6	62.6	62.6	62.6	62.6	62.6	62.6	62.6
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total staff numbers	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8
Permanent full time										
Male	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0
Female	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	68.4	68.4	68.4	68.4	68.4	68.4	68.4	68.4	68.4	68.4
Permanent part time										
Male	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Female	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	38.4	38.4	38.4	38.4	38.4	38.4	38.4	38.4	38.4	38.4

3.7 Planned Human Resource Expenditure

	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
Business & Performance										
Permanent - Full time	443	450	456	463	467	472	477	482	486	491
Female	268	272	276	280	283	286	288	291	294	297
Male	175	178	180	183	185	187	188	190	192	194
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	547	555	563	571	577	582	588	594	600	606
Female	547	555	563	571	577	582	588	594	600	606
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Business & Performance	990	1,004	1,019	1,034	1,044	1,055	1,065	1,076	1,087	1,097
Communications										
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	83	84	86	87	88	89	89	90	91	92
Female	83	84	86	87	88	89	89	90	91	92
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Communications	83	84	86	87	88	89	89	90	91	92

	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
Community & Economic Development										
Permanent - Full time	641	650	660	669	676	683	689	696	703	710
Female	540	548	556	564	570	576	582	587	593	599
Male	100	102	103	105	106	107	108	109	110	111
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	469	475	482	489	494	499	504	509	514	520
Female	469	475	482	489	494	499	504	509	514	520
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community & Economic Development	1,109	1,126	1,142	1,159	1,170	1,182	1,194	1,206	1,218	1,230
Community Health & Wellbeing										
Permanent - Full time	680	690	700	710	717	724	732	739	746	754
Female	680	690	700	710	717	724	732	739	746	754
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	1,163	1,180	1,197	1,214	1,226	1,239	1,251	1,263	1,276	1,289
Female	1,119	1,136	1,152	1,169	1,181	1,193	1,204	1,217	1,229	1,241
Male	43	44	44	45	46	46	46	47	47	48
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community Health & Wellbeing	1,843	1,869	1,897	1,924	1,943	1,963	1,983	2,002	2,022	2,043
Community Safety										
Permanent - Full time	276	280	284	288	291	294	297	300	303	306
Female	144	146	148	150	152	153	155	157	158	160
Male	132	134	136	138	139	141	142	143	145	146
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	466	472	479	486	491	496	501	506	511	516
Female	344	349	354	359	363	366	370	374	378	381
Male	122	124	125	127	128	130	131	132	134	135
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community Safety	742	752	763	774	782	790	798	806	814	822

	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
Executive Management										
Permanent - Full time	945	959	973	987	997	1,007	1,017	1,027	1,037	1,048
Female	741	752	763	774	782	790	798	806	814	822
Male	204	207	210	213	215	217	219	221	224	226
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
Total Executive Management	945	959	973	987	997	1,007	1,017	1,027	1,037	1,048
Field Services										
Permanent - Full time	1,823	1,850	1,877	1,904	1,923	1,942	1,962	1,981	2,001	2,021
Female	153	155	157	160	161	163	165	166	168	170
Male	1,670	1,694	1,719	1,744	1,762	1,779	1,797	1,815	1,833	1,851
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	74	76	77	78	79	79	80	81	82	83
Female	74	76	77	78	79	79	80	81	82	83
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Field Services	1,898	1,925	1,953	1,982	2,002	2,022	2,042	2,062	2,083	2,104
Governance & Risk										
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	126	128	130	132	133	134	136	137	138	140
Female	126	128	130	132	133	134	136	137	138	140
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Governance & Risk	126	128	130	132	133	134	136	137	138	140

	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
Operations & Capital Works										
Permanent - Full time	986	1,000	1,015	1,030	1,040	1,050	1,061	1,072	1,082	1,093
Female	100	101	103	104	105	106	107	108	109	110
Male	886	899	912	926	935	944	954	963	973	983
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	56	57	58	59	59	60	61	61	62	62
Female	0	0	0	0	0	0	0	0	0	0
Male	56	57	58	59	59	60	61	61	62	62
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Operations & Capital Works	1,042	1,058	1,073	1,089	1,099	1,110	1,122	1,133	1,144	1,156
People & Culture										
Permanent - Full time	196	199	202	205	207	209	211	213	215	217
Female	196	199	202	205	207	209	211	213	215	217
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	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
Total People & Culture	196	199	202	205	207	209	211	213	215	217
Planning & Environment										
Permanent - Full time	795	807	819	831	839	847	856	864	873	882
Female	402	408	414	420	424	429	433	437	442	446
Male	393	399	405	411	415	419	423	427	431	436
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	287	292	296	300	303	306	309	312	315	319
Female	85	87	88	89	90	91	92	93	94	95
Male	202	205	208	211	213	215	217	220	222	224
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Planning & Environment	1,083	1,099	1,115	1,131	1,142	1,154	1,165	1,177	1,189	1,200

	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
ALL DEPARTMENTS										
Permanent - Full time	6,785	6,884	6,985	7,086	7,157	7,229	7,301	7,374	7,448	7,522
Female	3,225	3,272	3,320	3,368	3,402	3,436	3,470	3,505	3,540	3,575
Male	3,561	3,613	3,665	3,718	3,756	3,793	3,831	3,869	3,908	3,947
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	3,271	3,319	3,367	3,416	3,450	3,485	3,519	3,555	3,590	3,626
Female	2,848	2,889	2,931	2,974	3,004	3,034	3,064	3,095	3,126	3,157
Male	423	429	436	442	446	451	455	460	465	469
Self-described gender	0	0	0	0	0	0	0	0	0	0
TOTAL ALL DEPARTMENTS	10,056	10,203	10,352	10,502	10,607	10,713	10,821	10,929	11,038	11,148
Casuals, temporary and other expenditure	0	0	0	0	0	0	0	0	0	0
Total staff expenditure	10,056	10,203	10,352	10,502	10,607	10,713	10,821	10,929	11,038	11,148

	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
Business & Performance										
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	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
Female	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
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
Total Business & Performance	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6

	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
Communications										
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	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
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
Total Communications	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Community & Economic Development										
Permanent - Full time	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4
Female	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4
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	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2
Female	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2
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
Total Community & Economic Development	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6
Community Health & Wellbeing										
Permanent - Full time	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8
Female	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8	6.8
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	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2
Female	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5
Male	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Community Health & Wellbeing	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0

	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
Community Safety										
Permanent - Full time	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Female	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
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	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Female	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9
Male	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Community Safety	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8	7.8
Executive Management										
Permanent - Full time	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Female	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
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
Total Executive Management	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Field Services										
Permanent - Full time	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Male	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
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	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
Total Field Services	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0

	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
Governance & Risk										
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	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Female	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
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
Total Governance & Risk	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Operations & Capital Works										
Permanent - Full time	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
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	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Operations & Capital Works	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6
People & Culture										
Permanent - Full time	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Female	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
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	0.0	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
Total People & Culture	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6

	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
Planning & Environment										
Permanent - Full time	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Female	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Male	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
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	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Female	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Male	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Planning & Environment	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5	11.5
ALL DEPARTMENTS										
Permanent - Full time	68.4	68.4	68.4	68.4	68.4	68.4	68.4	68.4	68.4	68.4
Female	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4
Male	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0	39.0
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	38.4	38.4	38.4	38.4	38.4	38.4	38.4	38.4	38.4	38.4
Female	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2
Male	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL ALL DEPARTMENTS	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8
Casuals, temporary and other expenditure	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total staff numbers	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8	106.8

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 Actual											Trend
			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	0%	-3%	2%	2%	2%	4%	6%	6%	8%	9%	9%	+
Liquidity														
Working Capital	Current assets / current liabilities	2	297%	193%	154%	135%	116%	139%	150%	147%	156%	176%	209%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	207%	120%	82%	64%	44%	51%	62%	59%	65%	85%	117%	-
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	13%	29%	25%	21%	18%	14%	11%	8%	5%	3%	2%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2%	2%	4%	4%	3%	3%	3%	3%	3%	2%	1%	+
Indebtedness	Non-current liabilities / own source revenue		14%	27%	23%	19%	16%	13%	10%	7%	5%	4%	2%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	91%	249%	166%	143%	135%	131%	128%	137%	135%	118%	104%	-
Stability														
Rates concentration	Rate revenue / adjusted underlying revenue	6	62%	65%	68%	69%	70%	70%	71%	71%	72%	72%	72%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.38%	0.34%	0.32%	0.32%	0.32%	0.33%	0.33%	0.33%	0.34%	0.34%	0.35%	+
Efficiency														
Expenditure level	Total expenses/ no. of property assessments		\$3,043	\$2,955	\$2,753	\$2,754	\$2,765	\$2,713	\$2,701	\$2,708	\$2,675	\$2,665	\$2,671	+
Revenue level	Total rate revenue / no. of property assessments		\$1,883	\$1,882	\$1,908	\$1,937	\$1,967	\$1,996	\$2,024	\$2,051	\$2,078	\$2,105	\$2,131	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1. Adjusted underlying result

This is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Steady surpluses are expected over the period allowing Council to continue to invest in capital renewal projects.

2. Working capital

This indicator identifies the proportion of current liabilities represented by current assets. Working capital is forecast to decline steadily as Council's capital renewal and upgrade costs exceed the amount of cash generated by operating activities until 2026-27 when cash levels start to rise again and loan repayments decline to a sustainable level.

3. Unrestricted cash

The declining trend reflects the decline in Council's cash balances.

4. Debt compared to rates

Council intends to draw new borrowings of \$2.6m in 2021-22. Total debt remains within prudential levels, and the positive trend from 2022-23 onward reflects Council's continued redemption of long term debt.

5. Asset renewal

This percentage indicates the extent of Council's renewal and upgrade of assets against its depreciation charge (and 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 high percentage in 2021-22 reflects the investment in delivering the Heavy Vehicle Alternative Route (\$4m – an upgrade project). Asset modelling indicates that Council's renewal and upgrade costs exceed depreciation as a notional level of investment required.

6. Rates concentration

This indicator reflects the extent of reliance on rate revenues to fund all of Council's on-going services. This remains relatively steady throughout the Financial Plan, increasing slightly. The drop in 2020-21 is a result of the significant volumes of non-recurrent grant income Council received toward economic recovery from bushfire and COVID.

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 2022 is \$4.3 million.

Council has accessed debt funding to complete a range of major infrastructure projects including the construction of the Heavy Vehicle Alternative Route (\$2.6m to be drawn down in June 2022).

5.1.2 Future Borrowing Requirements

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

	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
Opening balance	2,113	1,930	4,337	3,899	3,445	2,974	2,486	1,979	1,453	908	584
Plus New loans	-	2,600	-	-	-	-	-	-	-	-	-
Less Principal repayment	(183)	(193)	(438)	(454)	(471)	(488)	(506)	(526)	(546)	(323)	(276)
Closing balance	1,930	4,337	3,899	3,445	2,974	2,486	1,979	1,453	908	584	308
Interest payment	110	99	143	127	110	92	74	55	35	19	12

5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	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
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	13%	29%	25%	21%	18%	14%	11%	8%	5%	3%	2%
Debt servicing / Rate revenue	Below 5%	2%	2%	4%	4%	3%	3%	3%	3%	3%	2%	1%
Indebtedness / Own source revenue	Below 60%	13%	25%	22%	18%	15%	12%	9%	6%	4%	3%	1%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Total borrowings / Rate revenue

Council's ratio remains under the target over the life of the Financial Plan

Debt servicing / Rate revenue

Council's ratio remains under the target over the life of the Financial Plan

Indebtedness / Own source revenue

Council's ratio remains under the target over the life of the Financial Plan

5.2 Reserves Strategy

5.2.1 Current Reserves

Developer contributions reserves

Developer contributions are parked in the relevant open space, car parks, roads or footpaths reserves until expended on identified capital projects.

Waste management reserve

There is an underlying principle applied in the *Local Government Act 2020* (the Act) recognising that local government may apply full cost recovery to ratepayers for the provision of waste collection and disposal services within the municipality. Council's Revenue and Rating Plan and Annual Budget provides for the full cost recovery of waste management expenditure for each of the waste streams (kerbside waste, kerbside recycling and community/public waste).

Reserve funds will be established to report the net surplus/(deficit) between waste charges collected from ratepayers and actual waste costs incurred by Council in the financial year for each waste stream.

The calculation of net surplus/(deficit) for the financial year, for each waste stream, is as follows:

- Kerbside waste service:

The cost of kerbside waste incurred by Council in the provision of this service including:

- kerbside waste collection (including hard waste);
- landfill disposal (including the State government's landfill disposal levy);
- waste collection bin renewal;
- waste and litter education;
- management of illegal dumping of waste;
- membership of the Regional Waste Management Group;
- roadside e-waste collection; and
- a proportion of the corporate overheads directly attributable to waste management (administration staff costs, strategy development costs, contract negotiation etc)

and offset by:

- kerbside waste service charges collected from ratepayers via the annual rate notice

- Kerbside recycling service:

The cost of kerbside recycling incurred by Council in the provision of this service including:

- kerbside recycling collection;
- recycling collection bin renewal;
- recycling education; and
- a proportion of the corporate overheads directly attributable to recycling management (administration staff costs, strategy development costs, contract negotiation etc)

and offset by:

- kerbside recycling charges collected from ratepayers via the annual rate notice; and
- recycling disposal income received.

- Community (public) waste service:

The cost of community waste services incurred by Council including:

- the collection and disposal of public waste;
- operation of the Mansfield Resource Recovery Centre;
- operation of the Woods Point transfer station;
- rehabilitation of the closed Mansfield Landfill;
- clean up and disposal of waste from public land due to a severe weather event (that is not eligible for Natural Disaster Funding support);
- street cleaning and sweeping; and
- litter traps (stormwater);

and offset by:

- community waste charges collected from ratepayers via the annual rate notice.

The above inclusions may change from time to time based on legal advice, changes to statutory requirements or guidance from Local Government Victoria.

The waste management reserve will be managed to ensure it remains as close to nil as possible.

Further details on Council's waste management service are included in Council's Waste Management Service Policy.

5.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Road Construction Reserve	Restricted											
Opening balance		4	336	336	336	336	336	336	336	336	336	336
Transfer to reserve		332	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		336	336	336	336	336	336	336	336	336	336	336
Footpath Construction Reserve	Restricted											
Opening balance		5	5	5	5	5	5	5	5	5	5	5
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		5	5	5	5	5	5	5	5	5	5	5
Car Parking Reserve	Restricted											
Opening balance		0	0	0	0	0	0	0	0	0	0	0
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		0	0	0	0	0	0	0	0	0	0	0

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Public Open Space Reserve												
	Restricted											
Opening balance		276	352	352	352	352	352	352	352	352	352	352
Transfer to reserve		76	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		352	352	352	352	352	352	352	352	352	352	352
Reserves Summary												
	Total Restricted											
Opening balance		285	693	693	693	693	693	693	693	693	693	693
Transfer to reserve		408	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		693	693	693	693	693	693	693	693	693	693	693
Waste Management Reserve												
	Discretionary											
Opening balance		-329	-425	-425	-425	-425	-425	-425	-425	-425	-425	-425
Transfer to reserve		-96	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		-425	-425	-425	-425	-425	-425	-425	-425	-425	-425	-425
Reserves Summary												
	Total Discretionary											
Opening balance		-329	-425	-425	-425	-425	-425	-425	-425	-425	-425	-425
Transfer to reserve		-96	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		-425	-425	-425	-425	-425	-425	-425	-425	-425	-425	-425

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Reserves Summary												
Opening balance	Restricted & Discretionary	-44	268	268	268	268	268	268	268	268	268	268
Transfer to reserve		312	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		268	268	268	268	268	268	268	268	268	268	268