

HORSHAM RURAL CITY COUNCIL FINANCIAL PLAN 2021/22 - 2030/31



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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 and Reporting framework. This framework guides Horsham Rural City Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of Council’s integrated strategic planning framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financial projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council'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.
- The Financial Plan statements provide the 10 year financial resources necessary to implement the strategic objectives and aspirations of the Council Plan to support the Community Vision.
- The Financial Plan will be revised and extended each year as part of the budget process to ensure that it always projects 10 years in to the future.
- 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 below.
- The Financial Plan provides for the strategic planning principles of monitoring progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - the financial viability of the Council.
 - the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed in section 3.2 Balance Sheet projections.
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community and give comfort re the future sustainability of Council.
- Council maintains accounts and records that explain its financial operations and financial position.

1.3 Engagement with the Community

Council has in place a community engagement policy and is undertaking engagement on the Financial Plan in accordance with that policy and the requirements of the Local Government Act 2020. The following consultation processes have occurred or will occur to ensure the community is provided with the opportunity to provide feedback and due consideration is given to that feedback:

- Community engagement occurred during the budget development process.
- A Community Panel was formed as a deliberative engagement approach with the aim to make recommendations on a question relating to the development of the Financial Plan.
- Financial Plan prepared by management after consultation with Council and consideration of the recommendations from the Community Panel.
- Financial Plan placed on public exhibition following August Council meeting for a period of 28 days and calling for feedback and submissions from the public.
- Community will be informed of the elements of the Financial Plan and encouraged to provide feedback through a broad range of local news outlets, Council's website, drop-in sessions and social media.
- Hearing of submissions to the Financial Plan will be conducted at a Council Briefing Meeting in September.
- The Financial Plan, including any revisions, will be presented to the October Council meeting for adoption.

1.4 Community Panel Recommendations

The Community Panel was given the following question to answer:

With limited resources it is getting more expensive to provide and maintain infrastructure. All councils struggle with constantly having to balance the cost of renewing, upgrading and building new infrastructure. What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure. The reasons for this recommendation are as follows:

- Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth and builds Horsham into a destination.
- Building new facilities has low impact on the use of current facilities (while the build is occurring).
- Donating or selling current assets to community groups fosters a positive relationship between them and the Council.
- New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.

Council has responded to this recommendation by revising its method for prioritisation of projects in the annual budget process as follows:

- The Long Term Capex Plan (LTCP) identifies a broad range of projects proposed to be undertaken over the next 10 years.
- The sequencing of projects in that Plan over the 10 years is informed by a prioritisation process that is based on principles such as: levels of use, geographic equity, target service level and the ability for assets to be multi-use (where appropriate).
- Each year the LTCP is updated to reflect a rolling 10-year period.
- As part of the next annual review of the LTCP, the existing prioritisation framework will be updated to incorporate the recommendations of the Community Panel process.
- The first review of this will be incorporated in preparation of the 2022-23 budget process.

1.5 Service Levels and Performance

Council services are provided on a community needs and value for money basis. The service performance principles are listed below:

- Council has taken the approach that service levels should not be reduced on any of its services, however, it also acknowledges that there is a need to undertake a detailed review of services delivered on a cyclical or as needs basis.
- 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.
- Services are accessible to the relevant users within the community.
- 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.
- Council is implementing a performance monitoring framework (broader than just the LGPRF) to provide measures for all of its services and to inform continuous improvement in to the future.
- Council has a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.6 Asset Plan Integration

Integration with 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 through the effective management of Council's assets into the future.

The Asset Plan identifies the strategic and operational 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 Financial Plan by identifying the amount of capital and maintenance expenditure 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.

A key component of the Asset Plan is the Long Term Capex Plan (LTCP) which compiles the range of capital projects proposed for renewal, upgrade and new capital works over the next 10-year period. The LTCP is largely informed by two key drivers, being:

- Detailed modelling of the long-term costs of renewing assets to maintain the service levels the assets provide.
- Service strategies which identify upgrades to existing assets or projects that will create new assets to meet the changing service standards sought by the community.

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 measures that demonstrates Council's financial sustainability in order to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast										
			Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent underlying surplus results	Adjusted underlying result greater than 0%	> 0%	-6.8%	-6.8%	-0.8%	1.1%	3.1%	5.4%	1.7%	-0.4%	1.8%	1.9%	1.6%
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	1.78	1.84	1.72	1.69	1.21	1.13	1.01	1.08	1.11	1.16	1.23
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%	164.4%	165.0%	152.2%	150.8%	106.5%	95.3%	83.6%	91.9%	95.2%	100.6%	107.8%
That council seek to reduce expenditure on salaries and wages as a percentage of General Revenue (Rates plus Grants Commission)	Reduce expenditure on Salaries & Wages as a percentage of General Revenue	< 69.5%	69.5%	64.0%	62.7%	61.4%	61.9%	61.6%	61.4%	60.8%	60.4%	60.1%	59.6%
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 > 90%	> 90%	95.9%	81.0%	90.3%	75.7%	77.6%	78.0%	90.2%	64.6%	67.8%	69.4%	71.4%
Council will actively plan to construct new assets through adequate strategic planning and advocacy and by applying for government grants and setting aside a component of rate revenue for new assets in-line with recommendations from the Community Panel	\$'s allocated to new capital expenditure to remain above 30% of total capital spend.	> 30%	18.1%	36.2%	36.9%	44.9%	43.3%	35.4%	10.5%	47.5%	54.2%	55.0%	8.7%
Council will maintain overall spending on Capital plus Debt Servicing, as a percentage of General Revenue (rates plus Grants Commission)	Capital spend plus Debt Servicing as a percentage of General Revenue will not fall below 21%	> 21%	21.0%	21.0%	21.1%	21.1%	21.2%	20.7%	21.3%	21.7%	22.5%	22.5%	22.6%
That Council applies loan funding to major strategic capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / rate revenue to remain below 60%	< 60%	17.9%	16.9%	19.5%	26.5%	40.4%	39.9%	37.6%	40.4%	43.2%	42.8%	37.5%
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%	44.4%	54.4%	51.1%	51.1%	66.3%	75.4%	43.3%	53.8%	64.2%	59.5%	37.7%

Note: Measures that are shown in red text means it falls below the expected level and green text means it is above the expected level.

2.2 Strategic Actions

This section defines the strategic actions that we will do to achieve the policy statements.

Capital Works Generally

- Capital works to be budgeted so as to include sufficient project management costs to deliver the projects.
- Full lifecycle costs are included in operational budgets for all assets including new items.
- New revenue received as Revenue in Lieu of Rates, from new Energy Projects, will be applied to Capital expenditure.

New Asset Spend

- Maintain an advocacy document and a schedule of advocacy activities for each year.
- Ensure that adequate early stage project planning is allocated within Council's annual budget to provide a constant stream of shovel ready projects for future grant applications.
- Apply for grant opportunities as they arise and when they align with Council's Strategies.

Infrastructure Renewal

- Tag previous rate funding set aside for renewal spending to ensure that these dollars continue to be utilised for capital renewal work.

Reserves

- As a general rule reserve balances are to be held for all significant strategic buildings to assist in renewal and upgrade works.
- Savings from sustainability initiatives will be captured each year to assist in undertaking additional new sustainability initiatives to address climate change.
- Cash surpluses each year will be contributed to the Major Capital Projects Reserve for allocation in future years.
- The purpose for each reserve will be recorded in the Annual Budget and will be reviewed each year during the budget process.

Service Levels

- Maintain service levels at existing levels for the next 2 years to enable sufficient time to complete a full review of all service delivery areas.
- Identify service gaps.
- Over the next 2 years review service delivery costs to ensure that user charges are appropriately covering the cost of delivery for non-public good services.
- Adequate costs for the operation of new assets are to be allowed for when new assets come in to service and factored in to all future years of the financial plan.

Operational Projects

- to be budgeted so as to include sufficient project management costs to deliver the projects.
- planning allocations for major capital works projects to be allowed for each year.
- adequate spending on technology projects should be allowed for so as to maintain modern technological infrastructure.

Carry-forwards

- Projects with valid commitments or grant obligations will be carried forward.
- Operational projects not commenced will only be carried forward after review and approval by Executive Management Team.

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 2021-2022 to 2030-2031. Each year these assumptions will be assessed for validity and updated accordingly.

Escalation Factors % or \$'000 movement	Note	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	2.3.1	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Rate Cap	2.3.2	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Population Growth	2.3.3	0.24%	1.05%	1.04%	1.58%	0.58%	0.90%	1.26%	1.24%	1.23%	0.25%
Supplementary Rates	2.3.4	1.50%	33.05%	2.00%	18.53%	-22.77%	13.83%	14.08%	2.60%	2.60%	-25.93%
Revenue in Lieu of rates	2.3.5	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	43.92%	71.98%	2.60%	2.60%
Investment Interest Rate	2.3.6	0.50%	0.75%	1.00%	1.25%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%
Borrowing Interest Rate	2.3.7	3.97%	3.97%	4.50%	4.50%	4.50%	3.60%	3.60%	3.60%	3.60%	3.60%
Borrowing term (Years)	2.3.8	10	10	10	10	10	10	10	10	10	10
Statutory fees and fines	2.3.9	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
User fees	2.3.10	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Waste Charges	2.3.11	12.50%	12.25%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Grants - Operating	2.3.12	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Grants - Capital (\$'000)	2.3.13	\$8,896	\$7,023	\$8,744	\$8,657	\$9,950	\$4,597	\$12,503	\$17,348	\$16,955	\$6,909
Contributions - monetary (\$'000)	2.3.14	\$622	\$525	\$322	\$2,531	\$5,456	\$1,499	\$303	\$349	\$370	\$385
Contributions - non-monetary (\$'000)	2.3.15	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950
Proceeds from sale of assets (\$'000)	2.3.16	\$533	\$358	\$274	\$1,388	\$1,993	\$275	\$248	\$267	\$284	\$280
Other income	2.3.17	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Employee costs	2.3.18	2.10%	1.75%	1.75%	1.75%	2.25%	2.25%	2.25%	2.50%	2.50%	2.50%
Materials and services	2.3.19	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Utilities	2.3.20	2.50%	2.75%	3.00%	3.25%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Insurances	2.3.21	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Depreciation & Amortisation	2.3.22	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Other expenses	2.3.23	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%

Notes to Assumptions

2.1.1 Consumer Price Index (CPI)

CPI estimates for the next four years are provided by the Victorian Treasury Department and the Reserve Bank of Australia, and these have been utilised. Beyond that the OECD provides estimates for Australia, however, predicting a number such as this is very uncertain. The slight rise in CPI forecast by the OECD has been used as our estimate and reflects a general feeling that pervades financial circles that CPI will begin to rise from its historic lows. Impacts of Covid 19 Pandemic are impossible to guess-estimate what that will do in future years so has not been considered.

2.1.2 Rate Cap

Base rate revenue will increase by 1.50% for the 2021-2022 year based on the state government rate cap. The Rate Cap is calculated on a mix of CPI and wage indexes but is only done each year on assessment for the coming year. Over the recent years the Rate Cap has had a strong alignment with CPI so lacking any other empirical evidence the Rate Cap has been projected out at the same levels as CPI.

2.1.3 Population Growth

Horsham Rural City Council has had very minimal growth over recent years and the Estimated Resident growth rate is forecast at approximately 0.24% per annum for the next 20 years. The growth that has occurred has been from populations moving from surrounding smaller towns in to the larger regional city. The Estimated Resident population growth is seen as the base level and for our forecast perspective we have added in some other growth events over the 10 year period. The first is a small increase each year for farm worker growth given recent trends in farm ownership and employment, a one-off increase associated with agricultural industry development in 2022-23, mining in 2024-25 and 2027-28 and alternative energy developments in 2025-26 and 2026-27. Population growth forecasts are important as this growth leads to growth in the rate base for Council.

2.1.4 Supplementary Rates

Supplementary rates are the additional rateable property value that gets added in to the rate base each year from “new” development. Horsham has traditionally had growth of around 100 extra homes each year and this remains as the base with some additional growth associated with the population growth from the events as listed above in 2.1.3. The assumption is that for every three additional people in the population this generates one additional rateable property.

2.1.5 Revenue in Lieu of Rates

Revenue in Lieu of rates are paid under the Electricity Generation Act for alternative energy projects such as wind and solar projects. Council has one operator currently within the municipality with two new projects factored in within the 10 year period, one in 2027-28 and one in 2028-29. Council’s policy with the existing windfarm was to allocate the revenue in lieu of rates 100% towards capital expenditure. This approach has been continued with these possible future projects.

2.1.6 Investment Interest Rate

In order to maximise income, Council invests unspent capital works and reserve funds into term deposits to earn interest income. Since the COVID-19 pandemic interest rates on investments have declined. Estimated interest rates are predicted at 1.0% below CPI which provides some small anticipated growth over the 10 year period.

2.1.7 Borrowing Interest Rate

Borrowing rates are sought at the time Council intend to take out a new loan and under Council’s Loan Borrowing Policy they are locked in at a fixed rate for the period of the loan. Initial forecast rates are based on existing loans in place and their repayment schedules. These loans are significantly paid out from 2025-26, rates beyond that time for new borrowing have then been based on CPI plus 1%.

2.1.8 Borrowing Term (Years)

The borrowing term for all new borrowings is fixed over a 10 year period.

2.1.9 Statutory Fees and Fines

Statutory fees are set by the State Government each year, however, the Financial Plan indexes statutory fees in line with CPI. Historically fees have risen by around 2.15% which is above CPI so using CPI is likely to be a conservative approach.

2.1.10 User Fees

User Fees and Other Revenue annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

2.1.11 Waste Charges

Waste charges are proposed to increase by 12.5% in 2022-23 compared to 2021-2022 levels in order to cover the total costs of waste management incurred across the municipality. Future years waste charges are estimated to increase at 1.75% per annum to ensure Council continues to recover the full costs of providing waste services over the period of the Financial Plan. Key impacts on charges in this period include:

- The cycle of constructing new landfill cells and rehabilitating old cells as they fill at Council's Dooen Landfill.
- Costs associated with the implementation of the new four-bin service model under the Victorian Government's Recycling Policy.
- Significant increases in the landfill levy (19% increase in 2022-23).

2.1.12 Grants – Operating

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). Traditionally other tiers of Government have not indexed grants in accordance with CPI but this is difficult to predict so increases have been factored in based on CPI.

2.1.13 Grants – Capital (\$'000)

Capital grants are extremely difficult to forecast and the numbers depicted in the plan are based on Council's Long-term Capital Plan (LTCP). The possible grant sources have been identified within the LTCP based on the expected political cycle, but as demonstrated recently by Covid and in the past with the Global Financial Crisis external events can drastically change the availability for grant income. The numbers depicted are ambitious in nature but are not unrealistic based on Council's experience in securing significant levels of grant funding for key projects.

A project reliant on grant income will not proceed if the grant is not obtained, unless the scope of the project can be proportionately reduced.

2.1.14 Contributions – Monetary (\$'000)

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

Future projections are based on estimated contributions from within the Long-term Capital Plan.

2.1.15 Contributions – Non-monetary (\$'000)

Non-monetary contributions are assets that form part of new development that are given to Council at handover for ongoing maintenance (e.g. roads, drainage, and open space). Non-monetary contributions are extremely difficult to forecast but has been factored in a \$950,000 for the full 10 years.

2.1.16 Proceeds from sale of assets (\$'000)

Proceeds from sale come from Plant and Equipment sales and industrial land sales. Re Plant and Equipment, Council maintains a detailed plant replacement program for all plant items over their estimated life. These numbers are factored in to the Long-term Capital Plan based on the 10 year plant replacement program. Industrial Land sales are difficult to predict but have been factored in across the next 10 years based on estimates from Council's real estate agent.

2.1.17 Other income

Other Income annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

2.1.18 Employee costs

The 2021-2022 year includes a 2.50% increase for employee costs that reflects the salary increase for all staff in line with the Enterprise Agreement (EA) and the changes in the superannuation guarantee levy from 9% to 9.5%. The following years, are unknown but have been aligned loosely around changes in CPI and the EA 3 year cycle and known changes to superannuation levies. Increases in employee costs are also impacted by changes in workforce composition and overall staffing levels.

New positions are excluded from this percentage increase, with new positions being shown separately in the Statement of Human Resources in section 3.6.

2.1.19 Materials and services

Materials and Services includes consultancies and sub-contractors as well as non-salary operating expenses. These deliver on such things as maintenance and repairs of Council buildings, roads, drains and footpaths which are more influenced by market forces. Other associated costs included under this category are external providers for a range of services, including legal services and labour hire.

Over the period of the Financial Plan these costs have been escalated at CPI with specific items for insurances, utilities and fuel being considered separately.

2.1.20 Utilities and Fuel

Utilities include electricity, water, gas, and fuel to run our plant, buildings and services.

It is common for utility and fuel costs to increase greater than CPI which is reflected in projected annual increases of 1.0% higher than CPI. This is due to both cost escalation and the increasing number of assets owned and operated by Council.

2.1.21 Insurances

There are many factors that can influence insurance premiums including, but not limited to, level of coverage, level of risk, history of claims, and therefore insurances do not necessarily increase by CPI.

The assumption of a 5.00% annual increase used within the Financial Plan is based on historical increases and potentially reflects the increasing risk of climate change influenced events.

2.1.22 Depreciation and Amortisation

Depreciation is an accounting measure which attempts to allocate the value of assets over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

Depreciation estimates have been based on the projected capital spending and assets on hand that are contained within the Financial Plan.

2.1.23 Other Expenses

Other Expenses annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

3. Financial Statements

This section presents information regarding the Financial Statements and Statement of Human Resources for the years 2021-2022 to 2030-2021.

This section includes the following financial statements in accordance with the *Local Government Act 2020* and the Local Government Model Financial Plan:

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

3.1 Comprehensive Income Statement

For the 10 years ending 30 June 2031

	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	28,519	29,633	30,832	31,731	32,759	33,863	35,002	36,332	37,884	39,195	40,470
Statutory fees and fines	310	426	434	442	452	464	476	488	501	514	528
User fees	5,548	5,950	6,154	6,277	6,418	6,585	6,757	6,932	7,112	7,297	7,487
Grants - Operating	17,221	10,362	8,260	8,615	8,940	9,361	9,792	10,235	10,689	11,154	11,632
Grants - Capital	2,645	8,897	7,023	8,744	8,657	9,950	4,597	12,537	17,332	16,615	7,238
Contributions - monetary	596	340	217	97	1,191	3,510	1,150	100	101	102	102
Contributions - non-monetary	1,300	800	950	950	950	950	950	950	950	950	950
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(230)	(899)	833	1,317	1,512	613	420	(163)	719	548	21
Fair value adjustments for investment property	10	10	10	10	10	10	10	10	10	10	10
Share of net profits/(losses) of associates and joint ventures	30	30	30	30	30	30	30	30	30	30	30
Other income	2,003	2,350	2,391	2,438	2,493	2,557	2,622	2,689	2,758	2,829	2,901
Total income	57,952	57,899	57,134	60,652	63,413	67,893	61,805	70,141	78,086	79,244	71,370
Expenses											
Employee costs	20,795	19,667	19,726	19,839	20,662	21,265	21,912	22,548	23,347	24,046	24,627
Materials and services	25,069	20,127	17,857	18,305	18,812	19,402	20,009	20,632	21,274	21,934	22,612
Depreciation	12,412	12,315	12,531	12,781	13,069	13,408	13,757	14,115	14,482	14,858	15,245
Amortisation - intangible assets	203	244	378	378	378	378	-	-	-	-	-
Amortisation - right of use assets	48	55	55	55	55	55	55	55	5	-	-
Bad and doubtful debts	183	93	93	93	93	93	93	93	93	93	93
Borrowing costs	198	175	-	32	125	311	517	498	535	575	579
Finance Costs - leases	11	10	10	10	10	10	10	10	10	-	-
Other expenses	294	321	326	333	340	349	358	367	377	387	397
Total expenses	59,213	53,006	50,976	51,825	53,544	55,271	56,711	58,319	60,122	61,893	63,553
Surplus/(deficit) for the year	(1,262)	4,893	6,158	8,827	9,869	12,621	5,094	11,823	17,964	17,351	7,817
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment /(decrement)	5,000	-	7,700	2,700	5,000	2,000	2,700	2,500	5,000	2,700	2,000
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods											
(detail as appropriate)	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	3,738	4,893	13,858	11,527	14,869	14,621	7,794	14,323	22,964	20,051	9,817

3.2 Budgeted Balance Sheet

For the 10 years ending 30 June 2031

	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	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665	8,052
Trade and other receivables	1,484	1,666	1,589	1,560	1,521	1,502	1,431	1,469	1,485	1,456	1,359
Other financial assets	29,200	24,385	23,795	23,795	22,289	16,497	14,363	14,363	14,363	14,363	14,363
Inventories	528	429	383	392	403	415	427	440	453	466	480
Non-current assets classified as held for sale	-	350	350	350	350	350	350	350	350	350	350
Other assets	876	850	829	847	867	891	916	942	968	994	1,022
Total current assets	37,712	31,869	27,946	28,775	26,430	20,655	18,488	21,063	22,624	24,295	25,627
Non-current assets											
Trade and other receivables	401	414	415	417	419	422	424	427	429	432	435
Investments in associates, joint arrangement and subsidiaries	1,493	1,523	1,553	1,583	1,613	1,643	1,673	1,703	1,733	1,763	1,793
Property, infrastructure, plant & equipment	496,565	503,629	520,999	534,476	556,406	577,814	587,435	601,277	624,643	643,681	650,526
Right-of-use assets	390	335	280	225	170	115	60	5	-	-	-
Investment property	2,460	2,470	2,480	2,490	2,500	2,510	2,520	2,530	2,540	2,550	2,560
Intangible assets	244	-	1,512	1,134	756	378	378	378	378	378	378
Total non-current assets	501,553	508,371	527,239	540,325	561,865	582,881	592,490	606,319	629,723	648,804	655,692
Total assets	539,265	540,240	555,185	569,100	588,295	603,536	610,978	627,382	652,346	673,098	681,318
Liabilities											
Current liabilities											
Trade and other payables	5,243	4,227	3,759	3,853	3,959	4,083	4,210	4,341	4,476	4,614	4,756
Trust funds and deposits	509	509	509	509	509	509	509	509	509	509	509
Unearned Income	8,062	5,333	4,247	4,523	4,666	4,944	4,788	5,515	6,039	6,205	5,805
Provisions	7,202	7,202	7,598	7,598	7,598	7,598	7,598	7,598	7,598	7,598	7,598
Interest-bearing liabilities	128	-	66	243	4,914	1,058	1,172	1,431	1,732	1,986	2,123
Lease liabilities	45	46	114	263	214	162	108	52	-	-	-
Total current liabilities	21,188	17,317	16,294	16,988	21,860	18,354	18,385	19,447	20,355	20,913	20,792
Non-current liabilities											
Provisions	4,138	4,138	5,632	5,632	5,632	5,632	5,632	5,632	5,632	5,632	5,632
Interest-bearing liabilities	4,305	4,305	5,036	6,926	6,380	10,507	10,123	11,143	12,235	12,378	10,901
Lease liabilities	357	311	196	-	-	-	-	-	-	-	-
Total non-current liabilities	8,800	8,754	10,864	12,557	12,012	16,139	15,754	16,774	17,866	18,009	16,533
Total liabilities	29,988	26,071	27,158	29,546	33,872	34,492	34,140	36,221	38,221	38,922	37,325
Net assets	509,276	514,169	528,027	539,554	554,423	569,044	576,838	591,161	614,125	634,176	643,993
Equity											
Accumulated surplus	236,397	244,379	250,752	256,688	266,123	283,587	289,320	298,734	314,763	329,346	335,359
Reserves - Asset Replacement	16,942	13,853	13,638	16,529	16,962	12,119	11,481	13,889	15,825	18,592	20,397
Reserves - Asset Revaluation	255,937	255,937	263,637	266,337	271,337	273,337	276,037	278,537	283,537	286,237	288,237
Total equity	509,276	514,169	528,027	539,554	554,423	569,044	576,838	591,161	614,125	634,176	643,993

3.3 Statement of Changes in Equity

For the 10 years ending 30 June 2031

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021/2022 Forecast Actual				
Balance at beginning of the financial year	509,276,336	236,396,992	255,937,464	16,941,880
Surplus/(deficit) for the year	4,892,687	4,892,687	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(4,486,509)	-	4,486,509
Transfers from other reserves	-	7,575,714	-	(7,575,714)
Balance at end of the financial year	514,169,023	244,378,884	255,937,464	13,852,675
2022/2023 Budget				
Balance at beginning of the financial year	514,169,023	244,378,884	255,937,464	13,852,675
Surplus/(deficit) for the year	6,158,444	6,158,444	-	-
Net asset revaluation increment/(decrement)	7,700,000	-	7,700,000	-
Transfers to other reserves	-	(6,888,229)	-	6,888,229
Transfers from other reserves	-	7,103,234	-	(7,103,234)
Balance at end of the financial year	528,027,467	250,752,333	263,637,464	13,637,670
2023/2024				
Balance at beginning of the financial year	528,027,467	250,752,333	263,637,464	13,637,670
Surplus/(deficit) for the year	8,826,852	8,826,852	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(7,018,995)	-	7,018,995
Transfers from other reserves	-	4,127,900	-	(4,127,900)
Balance at end of the financial year	539,554,320	256,688,091	266,337,464	16,528,765
2024/2025				
Balance at beginning of the financial year	539,554,320	256,688,091	266,337,464	16,528,765
Surplus/(deficit) for the year	9,868,547	9,868,547	-	-
Net asset revaluation increment/(decrement)	5,000,000	-	5,000,000	-
Transfers to other reserves	-	(7,375,529)	-	7,375,529
Transfers from other reserves	-	6,941,854	-	(6,941,854)
Balance at end of the financial year	554,422,866	266,122,962	271,337,464	16,962,440
2025/2026				
Balance at beginning of the financial year	554,422,866	266,122,962	271,337,464	16,962,440
Surplus/(deficit) for the year	12,621,095	12,621,095	-	-
Net asset revaluation increment/(decrement)	2,000,000	-	2,000,000	-
Transfers to other reserves	-	(6,300,091)	-	6,300,091
Transfers from other reserves	-	11,143,424	-	(11,143,424)
Balance at end of the financial year	569,043,961	283,587,390	273,337,464	12,119,107

3.3 Statement of Changes in Equity (Cont.)

For the 10 years ending 30 June 2031

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2026/2027				
Balance at beginning of the financial year	569,043,961	283,587,390	273,337,464	12,119,107
Surplus/(deficit) for the year	5,094,339	5,094,339	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(6,012,509)	-	6,012,509
Transfers from other reserves	-	6,650,993	-	(6,650,993)
Balance at end of the financial year	576,838,300	289,320,213	276,037,464	11,480,623
2027/2028				
Balance at beginning of the financial year	576,838,300	289,320,213	276,037,464	11,480,623
Surplus/(deficit) for the year	11,822,723	11,822,723	-	-
Net asset revaluation increment/(decrement)	2,500,000	-	2,500,000	-
Transfers to other reserves	-	(5,514,293)	-	5,514,293
Transfers from other reserves	-	3,105,571	-	(3,105,571)
Balance at end of the financial year	591,161,023	298,734,214	278,537,464	13,889,345
2028/2029				
Balance at beginning of the financial year	591,161,023	298,734,214	278,537,464	13,889,345
Surplus/(deficit) for the year	17,964,336	17,964,336	-	-
Net asset revaluation increment/(decrement)	5,000,000	-	5,000,000	-
Transfers to other reserves	-	(6,496,449)	-	6,496,449
Transfers from other reserves	-	4,560,680	-	(4,560,680)
Balance at end of the financial year	614,125,359	314,762,781	283,537,464	15,825,114
2029/2030				
Balance at beginning of the financial year	614,125,359	314,762,781	283,537,464	15,825,114
Surplus/(deficit) for the year	17,350,814	17,350,814	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(6,488,231)	-	6,488,231
Transfers from other reserves	-	3,720,904	-	(3,720,904)
Balance at end of the financial year	634,176,173	329,346,268	286,237,464	18,592,441
2030/2031				
Balance at beginning of the financial year	634,176,173	329,346,268	286,237,464	18,592,441
Surplus/(deficit) for the year	7,816,984	7,816,984	-	-
Net asset revaluation increment/(decrement)	2,000,000	-	2,000,000	-
Transfers to other reserves	-	(6,210,408)	-	6,210,408
Transfers from other reserves	-	4,406,255	-	(4,406,255)
Balance at end of the financial year	643,993,157	335,359,099	288,237,464	20,396,594

3.4 Statement of Cash Flows

For the 10 years ending 30 June 2031

	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
	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s
	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)
Cash flows from operating activities											
Rates and charges	28,624	29,621	30,819	31,722	32,748	33,851	34,990	36,318	37,867	39,181	40,456
Statutory fees and fines	446	334	429	437	446	456	468	480	493	506	519
User fees	5,548	5,950	6,154	6,277	6,418	6,585	6,757	6,932	7,112	7,297	7,487
Grants - operating	20,206	7,221	7,297	8,777	9,090	9,553	9,990	10,437	10,896	11,368	11,851
Grants - capital	2,532	9,309	6,899	8,858	8,651	10,035	4,243	13,061	17,648	16,567	6,619
Contributions - monetary	596	340	217	97	1,191	3,510	1,150	100	101	102	102
Interest received	590	617	628	640	655	672	689	707	726	744	764
Other receipts	678	1,497	1,749	1,737	1,786	1,814	1,914	1,856	1,930	2,024	2,144
Employee costs	(20,795)	(19,667)	(19,726)	(19,839)	(20,662)	(21,265)	(21,912)	(22,548)	(23,347)	(24,046)	(24,627)
Materials and services	(23,807)	(20,966)	(18,243)	(18,227)	(18,724)	(19,300)	(19,903)	(20,524)	(21,163)	(21,819)	(22,495)
Other payments	(294)	(321)	(326)	(333)	(340)	(349)	(358)	(367)	(377)	(387)	(397)
Net cash provided by/(used in) operating activities	14,323	13,936	15,897	20,146	21,258	25,563	18,026	26,453	31,888	31,537	22,424
Cash flows from investing activities											
Payments for Property, Infrastructure, Plant & Equipment	(16,041)	(20,361)	(20,775)	(21,566)	(28,924)	(33,246)	(19,583)	(24,917)	(31,445)	(29,983)	(19,399)
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	1,151	533	358	274	1,388	1,993	275	248	267	284	280
Proceeds from Sale of Investments	-	4,815	590	-	1,506	5,792	2,134	-	-	-	-
Net cash provided by/ (used in) investing activities	(14,890)	(15,013)	(19,828)	(21,292)	(26,031)	(25,460)	(17,174)	(24,669)	(31,178)	(29,699)	(19,118)
Cash flows from financing activities											
Finance Costs	(198)	(175)	-	(32)	(125)	(311)	(517)	(498)	(535)	(575)	(579)
Interest paid - lease liability	(11)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	-	-
Proceeds from Borrowings	-	-	797	2,133	4,368	5,184	787	2,451	2,824	2,129	646
Repayments of Borrowings	(477)	(128)	-	(66)	(243)	(4,914)	(1,058)	(1,172)	(1,431)	(1,732)	(1,986)
Repayment of Lease Liabilities	(43)	(45)	(46)	(48)	(49)	(52)	(54)	(56)	(52)	-	-
Net cash provided by/(used in) financing activities	(730)	(358)	741	1,977	3,942	(102)	(851)	715	796	(178)	(1,919)
Net increase/(decrease) in cash & cash equivalents	(1,297)	(1,435)	(3,189)	831	(831)	-	-	2,500	1,506	1,659	1,387
Cash and cash equivalents at the beginning of the financial year	6,921	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665
Cash and cash equivalents at the end of the financial year	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665	8,052

3.5 Statement of Capital Works

For the 10 years ending 30 June 2031

	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	-	-	-	-	874	-	-	-	-	-	-
Buildings	1,349	2,468	2,516	2,757	5,494	7,615	1,711	11,278	16,696	2,041	5,275
Total property	1,349	2,468	2,516	2,757	6,369	7,615	1,711	11,278	16,696	2,041	5,275
Plant and equipment											
Plant, machinery and equipment	2,772	2,516	2,612	2,013	1,749	2,119	2,030	1,840	1,974	2,100	2,074
Other Plant & Equipment	266	282	186	122	333	97	175	102	270	126	110
Total plant and equipment	3,039	2,798	2,799	2,135	2,083	2,216	2,205	1,942	2,245	2,226	2,184
Infrastructure											
Roads	5,736	6,345	5,657	6,055	5,586	5,631	6,076	7,307	7,369	7,708	8,006
Bridges	184	455	104	106	109	114	1,283	1,317	1,351	1,386	1,422
Footpaths and cycleways	529	293	543	297	339	318	327	329	1,013	315	323
Drainage	40	390	140	143	148	153	157	162	166	170	175
Recreational, leisure and community facilities	1,557	3,461	5,561	8,192	8,021	5,628	817	782	-	12,473	-
Waste management	3,255	575	1,035	-	656	455	3,539	-	-	-	-
Parks, open space and streetscapes	30	2,917	442	920	1,350	1,137	589	522	1,312	832	483
Aerodromes	211	-	-	-	-	-	-	-	-	-	-
Off street car parks	42	330	-	-	-	-	-	-	-	-	-
Other infrastructure	70	330	1,979	960	4,264	9,978	2,880	1,279	1,294	2,834	1,531
Total infrastructure	11,654	15,095	15,460	16,673	20,473	23,414	15,668	11,697	12,505	25,716	11,940
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399
Represented by:											
New asset expenditure	2,897	7,379	7,658	9,692	12,518	11,785	2,047	11,830	17,058	16,476	1,684
Asset renewal expenditure	11,902	9,972	11,315	9,672	10,139	10,460	12,414	9,122	9,817	10,307	10,886
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	1,243	3,010	1,801	2,201	6,267	11,000	5,122	3,965	4,570	3,200	6,829
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399
Funding sources represented by:											
Grants	2,644	8,896	7,023	8,744	8,657	9,950	4,597	12,537	17,332	16,615	7,238
Contributions	895	622	525	322	2,531	5,456	1,469	303	323	342	340
Council cash	12,502	10,842	12,429	10,366	13,369	12,655	12,730	9,626	10,966	10,897	11,175
Borrowings	-	-	797	2,133	4,368	5,184	787	2,451	2,824	2,129	646
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399

3.6 Statement of Human Resources

For the 10 years ending 30 June 2031

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Communities and Place										
Permanent - Full time										
Female	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
Male	13.0	13.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Permanent - Part time										
Female	15.1	15.1	14.9	16.9	16.9	16.9	17.9	17.9	18.9	18.9
Male	2.5	2.5	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Communities and Place Total	48.5	48.5	46.7	48.7	48.7	48.7	49.7	49.7	50.7	50.7
Corporate Services										
Permanent - Full time										
Female	16.0	15.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Male	13.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Permanent - Part time										
Female	12.8	13.2	13.2	14.2	14.2	15.2	15.2	16.2	16.2	16.2
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Corporate Services Total	42.6	40.0	39.0	40.0	40.0	41.0	41.0	42.0	42.0	42.0
Infrastructure										
Permanent - Full time										
Female	10.0	12.0	14.0	16.0	17.0	17.0	17.0	18.0	18.0	18.0
Male	100.0	98.0	96.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0
Permanent - Part time										
Female	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Infrastructure Total	113.1	113.1	113.1	114.1	115.1	115.1	115.1	116.1	116.1	116.1
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 FTE	204.2	201.6	198.8	202.8	203.8	204.8	205.8	207.8	208.8	208.8

3.6 Statement of Human Resources (Cont.)

For the 10 years ending 30 June 2031

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Communities and Place										
Permanent - Full time										
Female	1,958	2,001	2,044	2,086	2,139	2,191	2,244	2,301	2,358	2,415
Male	1,579	1,614	1,539	1,572	1,611	1,651	1,690	1,733	1,776	1,819
Permanent - Part time										
Female	1,554	1,588	1,600	1,846	1,892	1,938	2,099	2,152	2,325	2,381
Male	223	228	168	171	176	180	184	189	194	198
Communities and Place Total	5,314	5,431	5,351	5,675	5,818	5,960	6,217	6,375	6,653	6,814
Corporate Services										
Permanent - Full time										
Female	1,721	1,630	1,581	1,614	1,654	1,695	1,736	1,780	1,824	1,868
Male	1,825	1,538	1,571	1,604	1,644	1,684	1,724	1,768	1,812	1,856
Permanent - Part time										
Female	1,365	1,450	1,481	1,633	1,674	1,842	1,886	2,067	2,119	2,170
Male	91	93	95	97	99	102	104	107	109	112
Corporate Services Total	5,001	4,710	4,727	4,947	5,071	5,323	5,450	5,722	5,864	6,006
Infrastructure										
Permanent - Full time										
Female	1,042	1,304	1,492	1,686	1,812	1,856	1,901	2,039	2,090	2,140
Male	9,633	9,643	9,665	9,787	10,032	10,278	10,524	10,792	11,060	11,328
Permanent - Part time										
Female	113	115	118	120	123	126	129	133	136	139
Male	227	232	237	242	248	254	260	267	274	280
Infrastructure Total	11,016	11,294	11,512	11,835	12,216	12,515	12,815	13,231	13,560	13,889
Casuals, temporary and other expenditure	0	0	0	0	0	0	0	0	0	0
Total Staff FTE	21,331	21,435	21,590	22,458	23,105	23,798	24,481	25,328	26,077	26,709

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	Acceptable Range (LGPRF)	Forecast Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend +/-
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4.1	> 0%	-6.82%	-6.80%	-0.76%	1.07%	3.06%	5.39%	1.69%	-0.41%	1.81%	1.92%	1.64%	+
Liquidity															
Working Capital	Current assets / current liabilities	4.2	> 100%	177.98%	184.03%	171.51%	169.38%	120.91%	112.54%	100.56%	108.31%	111.15%	116.17%	123.25%	o
Unrestricted cash	Unrestricted cash / current liabilities	4.3	10% - 300%	164.35%	165.01%	152.17%	150.84%	106.54%	95.33%	83.56%	91.86%	95.15%	100.55%	107.81%	o
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4.4	< 60%	17.87%	16.89%	19.47%	26.53%	40.39%	39.90%	37.61%	40.36%	43.21%	42.84%	37.54%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4.5	< 10%	2.72%	1.19%	0.00%	0.36%	1.31%	18.03%	5.24%	5.36%	6.08%	6.88%	7.39%	+
Indebtedness	Non-current liabilities / own source revenue	4.6	< 70%	24.74%	28.82%	30.77%	35.85%	31.91%	41.26%	36.39%	47.50%	53.79%	50.96%	36.14%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	4.7	> 90%	95.89%	80.97%	90.30%	75.68%	77.59%	78.01%	90.24%	64.63%	67.79%	69.37%	71.41%	-
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	4.8	< 0.80	0.45	0.51	0.52	0.52	0.51	0.50	0.52	0.54	0.53	0.53	0.54	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	4.9	< 0.60%	0.53%	0.54%	0.53%	0.52%	0.51%	0.51%	0.50%	0.49%	0.49%	0.48%	0.47%	o
Efficiency															
Expenditure level	Total expenses / no. of property assessments	4.10	< \$5,000	\$4,720	\$4,193	\$3,991	\$4,017	\$4,101	\$4,197	\$4,265	\$4,340	\$4,428	\$4,511	\$4,598	+
Revenue level	Total rate revenue / no. of property assessments	4.11	< \$2,500	\$1,977	\$2,016	\$2,052	\$2,094	\$2,142	\$2,201	\$2,259	\$2,318	\$2,380	\$2,444	\$2,511	+

Note : **Red text** indicators are below the acceptable range/targets and **green text** indicators are within the acceptable range/target.

Notes to indicators

4.1 Adjusted Underlying Result

This measures Council's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from the net result. A surplus or increasing % surplus suggests an improvement in the operating position.

Council's financial performance is improving over the ten year period. The negative results for the first 2 years of the plan reflect a high reliance on capital grants in a large part brought about by extra funding during the Covid Pandemic.

4.2 Working Capital

This measures Council's ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.

Working Capital declines in 2025-26 due to the repayment of a significant interest only loan of \$4.3m for the Horsham Town Hall and Performing Arts Centre. Council has been accumulating these funds in a loan repayment reserve in preparation for the repayment. Over the 3 years from 2024-25 through to 2025-26 \$8.8m is planned for expenditure on the CAD Activation Project of which 35% is expected to come from the CBD Reserve, however, the balance is forecast to be insufficient in that reserve at that time to meet the full amount, so the reserve will become negative – essentially borrowing from our other strong cash backed reserves. This recovers by 2030-31 and the Working Capital ratio improves above 1.20 again.

4.3 Unrestricted Cash

Is cash, cash equivalents and financial assets that are not available for use other than for the purpose for which it is restricted, it includes cash that will be used to fund carry forward capital works from the previous financial year. Items which are considered to be restricted under the definition are: trust funds and deposits, statutory or non-discretionary reserves, cash held to fund carry forward capital works and conditional grants unspent. Term deposits with an original maturity of greater than 90 days (i.e. other financial assets) are also considered to be restricted under this definition.

Unrestricted cash ratio is declining over the six years to 2026-27 where upon it again commences to improve. The decline is explained by the spending as mentioned above in note 4.2. The exclusion of Term deposits from this ratio, as required by regulation, does understate this for Council as term deposits (shown as "Other Financial Assets") are significant for Council.

4.4 Loans and Borrowings (*Interest Bearing Loans / Rate Revenue*)

Measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities. This measure is over-stated due to interest only loans that were entered in to, in 2015-16, through the MAV Funding Vehicle arrangements. For these loans principal repayments are being provided for internally by way of a reserve account. This reserve account does not directly offset against this measure.

Council has not undertaken any significant external borrowing since \$3.47m was borrowed for the Horsham Town Hall and Performing Arts project in 2015-16. Since that time further borrowings of \$0.9m for the Horsham North Children's Hub and \$1.5m for the Livestock Exchange Roof have been funded from internal unrestricted cash reserves so are not formally recorded as borrowings, but are treated as interest only loans from an internal accounting perspective.

Future years borrowings are planned for a number of projects (as depicted in note 5.2 below) with total borrowings over the ten year period of \$15.6m which when factored in with current repayments schedules of existing loans sees a peak in this measure in 2028-29 of 43.21%, when borrowings outstanding reach \$12.6m.

4.5 Loans and Borrowings (*Interest and Principal Repayments / Rate Revenue*)

This measure is an assessment of whether Council's level of repayments on interest-bearing loans and borrowings are appropriate to the size and nature of Council's activities.

This measure is under-stated due to interest only loans that were entered in to, in 2015-16, through the MAV Funding Vehicle arrangements. For these loans principal repayments are being provided for internally by way of a reserve account and are not therefore included in this measure except when they are repaid as occurs in 2025-26 when \$4.3m is repaid for the interest only loans taken out in 2015-16. Following this repayment in 2025-26 the measure more accurately reflects the situation as all loans are forecast to be taken out on a principal plus interest repayment basis.

This measure post 2025-26 climbs to 5.26% and increases further to 7.39% in 2029-30 in line with the new borrowings as depicted in note 5.2 below. This measure is still within the prudential limits.

4.6 Indebtedness (*Non-current Liabilities / Own Source Revenue*)

This measure is an assessment of whether Council long term liabilities are appropriate to the size and nature of Council activities. Lower proportion of non-current liabilities suggests greater capacity to meet long-term obligations. It assesses Council's ability to pay principal and interest on borrowings, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.

This measure is more stable as it is not impacted by interest only loans as is the case with the former two indicators depicted in notes 4.6 and 4.6 above. The measure does increase over the ten year period as more borrowings are taken out as depicted in note 5.2 below. It remains under the acceptable level of 70%.

4.7 Asset Renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

Prior to the implementation of rate capping, in 2016-17 Council set aside a percentage of the rate increase specifically for infrastructure renewal. This continued for the three years post that, but it is no longer possible to continue with this policy, due to the tightening budget position that has been imposed through rate capping.

Each year there is a need to balance Councils spend between new and renewal of assets, with new assets largely being funded from grants but also requiring some co-investment. It is a fine line to ensure that assets are renewed as well as new assets constructed in line with the recommendations from the Community Panel (see notes 1.3 and 1.4 above).

4.8 Rates Concentration

This measure is an assessment of whether Council can generate revenue from a range of sources to fund services and activities. Lower proportion of rate to underlying revenue suggests greater stability. This measure remains relatively stable across the ten years which reflect as similar level of reliance on rates to fund Councils operations.

4.9 Rates Effort

This measure is an assessment of whether councils set rates at an appropriate level (Rate Revenue per property values). A lower proportion of rate revenue as a percentage of property value suggests a reduced rate burden on the community. Over the ten year term the rate effort is improving very slightly due to property values rising in a higher proportion that rate increases.

4.10 Expenditure Level

Assessment of whether resources are being used efficiently to deliver services. Lower proportion of expenses relative to the number of assessments suggests an improved capacity to provide services.

This measure is greatly impacted by economies of scale in operation and the services that are required and expected of a regional city. As such Council's measure in 2019-20 of \$4,499 is higher than the state-wide average, \$3,402 and higher than its regional city counter parts \$3,766.

It does fluctuate over the ten year period as it is impacted by expected estimates of growth which have been factored in (see notes 2.3.3 and 2.3.4). Some modest growth has been estimated in FTE over this period to deliver on expanded service requirements (see the Statement of Human Resources section 3.6 above), although this is not to the same extent as growth in the rate base and hence the position does trend downwards over time.

4.11 Revenue Level

Assessment of whether resources are being used efficiently to deliver services. Lower proportion of revenue relative to the number of assessments suggests an improved capacity to provide services.

This measure is greatly impacted by economies of scale in operation and the services that are required and expected of a regional city. As such Council's measure in 2019-20 of \$2,015 is higher than the state-wide average, \$1,774 and also higher than its regional city counter parts \$1,904.

It does increase steadily over the ten year period as it is essentially indexed by the annual growth in the rate base by the rate cap. It also impacted slightly by anticipated growth levels in new developments as depicted in (notes 2.3.3 and 2.3.4 above).

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 General Strategies and Plans

The following table lists current Plans and Strategies that are in place and have influenced the numbers contained within the Long-term Capital Works and the Financial Plan. A detailed summary of the Objectives and Priorities for each of these plans is provided:

Age Friendly Communities Implementation Plan (2019-23)	Horsham South Drainage Strategy (2013)
Arts and Cultural Plan (2014-18)	Horsham South Structure Plan (2021)
Asset Management Improvement Strategy (2018)	Horsham Urban Transport Plan (2020)
Asset Management Plans (2018)	HRCC Tourism Master Plan (2016-20)
Audit and Risk Committee Charter (2020)	Innovate (Indigenous) Reconciliation Action Plan (2018-20)
Bicycle and Shared Path Plan (2012-16)	Internal Audit Program/Plan (2020-22)
Business Continuity Plan (2018)	Municipal Early Years Plan (2020)
CAD (Central Activity District) Revitalisation (2019)	Municipal Emergency Management Plan (2017-20)
City to River Master Plan (2019)	Municipal Fire Management Plan (2017-20)
Community Engagement Framework/Policy (2021)	Municipal Parking Strategy (2017)
Community Inclusion Plan (2019-22)	Municipal Tree Strategy (Draft)
Community Local Law (2011)	Occupational Health and Safety Plan (2020)
Council Property Strategy (2019)	Open Space Strategy (2019)
Customer Commitment Charter (2020)	Planning Scheme Review (2021)
Digital Community Strategy (2013)	Public Arts Implementation Plan (2017)
Early Years Plan (2019-23)	Revenue and Rating Plan (2021)
Economic Development Strategy (2017-21)	Road Management Plan (2017)
Environment Sustainability Strategy (2010)	Roadside Weeds and Pests Program (2013)
Health and Wellbeing Plan (2017-21)	Social Infrastructure Framework (2020)
Heritage Study (2014)	Sport and Recreation Strategy (Draft) (2013)
Horsham Aerodrome (Business Plan)	Strategic Risk Management Framework (2021)
Horsham Flood Emergency Plan (2018)	Wartook Valley Strategy (2017)
Horsham North Urban Design Framework (2013)	Wimmera Intermodal Freight Terminal Master Plan (2015)
Horsham Rail Corridor Master Plan (2016)	Wimmera River Improvement Plan (2013)
	Zero Carbon Plan (2021)

5.2 Borrowings Strategy

Councils approach to borrowings is informed by the Loan Borrowings Policy which sets the parameters for Council's borrowing limits and the purposes for which borrowings will be utilised. Current interest rates are at all-time lows so make borrowing a cheaper option than it has been in past years, although interest rates are expected to climb again in the short to medium term (see assumptions section 2.3.7).

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

Year	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Loan Balance Calculations										
Current Debt at beginning of Year	6,752,508	6,012,500	6,197,186	7,637,710	11,100,396	15,158,543	10,202,674	11,237,090	12,399,230	12,583,851
Current Repayments	-740,008	-612,500	-612,500	-612,500	-396,479	-190,000	-90,000	-90,000	-90,000	-90,000
New Borrowings from LTCP List	0	797,186	2,132,743	4,368,178	5,184,437	787,386	2,451,409	2,824,273	2,129,183	646,314
Future Repayments		0	-79,719	-292,993	-729,811	-1,248,254	-1,326,993	-1,572,134	-1,854,561	-2,067,480
New Loan Term (Yrs)	10	10	10	10	10	10	10	10	10	10
Closing Balance	6,012,500	6,197,186	7,637,710	11,100,396	15,158,543	10,202,674	11,237,090	12,399,230	12,583,851	11,072,686
New Loan Int Rate	3.97%	3.97%	4.50%	4.50%	4.50%	3.60%	3.60%	3.60%	3.60%	3.60%
Int payments for the Year	-176,000	-238,696	-278,873	-343,697	-499,518	-545,708	-367,296	-404,535	-446,372	-453,019

New Borrowings from the Long-term Capital Plan are forecast as follows:

	21-22 Loans	22-23 Loans	23-24 Loans	24-25 Loans	25-26 Loans	26-27 Loans	27-28 Loans	28-29 Loans	29-30 Loans	30-31 Loans	Total Loans	
Bridges												
Various retrofitting works on Bridges						583,249	598,414	613,972	629,936	646,314	3,071,885	
Bridges Total						583,249	598,414	613,972	629,936	646,314	3,071,885	
Buildings												
Depot relocation including Furniture, demolition etc. and land purchase				2,302,033	3,410,814						5,712,847	
Wimmera Regional Sports Stadium							1,418,240	2,210,301			3,628,541	
Buildings Total				2,302,033	3,410,814		1,418,240	2,210,301			9,341,388	
Other Infrastructure												
Various projects from Aerodrome Master Plan					454,775		239,365		251,974		946,114	
Other Infrastructure Total					454,775		239,365		251,974		946,114	
Parks, open space and streetscapes												
Victrack Land development South of Mill Street				20,706	106,121	109,308	181,910				418,045	
Parks, open space and streetscapes Total				20,706	106,121	109,308	181,910				418,045	
Recreational, leisure and community facilities												
City Oval/Sawyer Construction			776,480	1,326,510	546,542						2,649,532	
Balance of Riverfront Activation Works- rowing clubroom building					409,906	426,352					836,258	
CAD Activation Construction- Street renovation and Horsham Square				318,362	491,887	511,622					1,321,871	
City Oval/ Sawyer Park (Construction Drawings)					125,923						125,923	
Outdoor precinct, fields playing grounds around indoor stadium									1,247,273		1,247,273	
Aquatic Centre- splash park and outdoor playground						198,964	204,137	195,390			598,491	
Aquatic Centre - hydrotherapy pool, spa, steam and sauna rooms				381,750	382,579						764,329	
Recreational, leisure and community facilities Total			776,480	2,026,622	1,956,837	1,136,938	204,137	195,390	1,247,273		7,543,677	
Grand Total			797,186	2,132,743	4,368,178	5,184,437	787,386	2,451,409	2,824,273	2,129,183	646,314	21,321,109

Note - many of the borrowings factored in are reliant on co-funding from grant revenue. If grant revenue is not received the borrowings will be not drawn down.

5.3 Reserve Strategy

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

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Aerodrome										
Opening Balance	528,000	573,000	567,022	560,665	553,765	432,220	424,165	356,058	347,579	275,885
Transfer to reserve	45,000	45,788	46,703	47,754	48,996	50,270	51,577	52,918	54,293	55,705
Transfer from Reserve	0	51,765	53,060	54,654	170,541	58,325	119,683	61,397	125,987	64,631
Closing Balance	573,000	567,022	560,665	553,765	432,220	424,165	356,058	347,579	275,885	266,959
Purpose of this Discretionary Reserve:	To provide for the large resealing program at the aerodrome and for general development works on site.									
Aquatic Centre										
Opening Balance	240,000	94,953	90,438	86,990	84,429	83,417	83,691	85,351	87,273	90,765
Transfer to reserve	45,000	47,250	49,613	52,093	54,698	57,433	60,304	63,320	66,485	69,810
Transfer from Reserve	190,047	51,765	53,060	54,654	55,710	57,158	58,645	61,397	62,994	64,631
Closing Balance	94,953	90,438	86,990	84,429	83,417	83,691	85,351	87,273	90,765	95,943
Purpose of this Discretionary Reserve:	To set aside funds to meet future asset renewal requirements at the Centre in accordance with its Business Plan.									
Business Centre										
Opening Balance	135,000	136,000	137,018	138,056	139,118	140,207	141,325	142,472	143,648	144,855
Transfer to reserve	1,000	1,018	1,038	1,062	1,089	1,118	1,147	1,177	1,207	1,238
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	136,000	137,018	138,056	139,118	140,207	141,325	142,472	143,648	144,855	146,094
Purpose of this Discretionary Reserve:	To offset any future Wimmera Business Centre operational deficits or applied to works that benefit the Centre's operations as approved by their Committee of Management.									
CBD										
Opening Balance	2,416,120	1,299,354	1,162,760	564,673	-436,649	-1,483,298	-1,332,337	-1,117,609	-713,107	-298,087
Transfer to reserve	148,325	350,000	357,000	365,033	374,523	384,261	394,252	404,502	415,019	425,810
Transfer from Reserve	1,265,091	486,594	955,087	1,366,354	1,421,173	233,300	179,524	0	0	0
Closing Balance	1,299,354	1,162,760	564,673	-436,649	-1,483,298	-1,332,337	-1,117,609	-713,107	-298,087	127,722
Purpose of this Discretionary Reserve:	To develop car parking in the CBD; to purchase new and replacement meters; and to generally develop the CBD area with major road works and improvements. The rationale for the reserve is that the shopping public who contribute through the parking meters see their contributions going to improve the CBD area where they have an interest, regardless of whether they are residents of Horsham.									
Commercial Firebrace St										
Opening Balance	619,000	612,568	532,484	455,428	381,105	308,681	240,207	175,937	116,136	61,079
Transfer to reserve	53,568	54,505	55,596	56,846	58,324	59,841	61,397	62,993	64,631	66,311
Transfer from Reserve	60,000	134,590	132,651	131,170	130,748	128,315	125,667	122,794	119,688	116,337
Closing Balance	612,568	532,484	455,428	381,105	308,681	240,207	175,937	116,136	61,079	11,054
Purpose of this Discretionary Reserve:	This reserve is to build up sufficient funds to make significant improvements to Council's commercial properties in Firebrace Street									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Drainage Headworks										
Opening Balance	457,000	517,000	578,050	640,321	703,993	769,321	836,347	905,116	975,672	1,048,064
Transfer to reserve	60,000	61,050	62,271	63,672	65,328	67,026	68,769	70,557	72,391	74,273
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	517,000	578,050	640,321	703,993	769,321	836,347	905,116	975,672	1,048,064	1,122,337
Purpose of this Discretionary Reserve:	Funded by developer contributions in consideration of the amount of drainage run off land that they cause as a result of development, this contributes to the existing and future stormwater drainage head-works of the municipality.									
HRLE										
Opening Balance	456,401	539,401	520,323	500,344	479,115	455,791	431,861	407,308	382,117	356,271
Transfer to reserve	83,000	84,453	86,142	88,080	90,370	92,719	95,130	97,604	100,141	102,745
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	103,531	106,121	109,308	113,694	116,650	119,683	122,794	125,987	129,263
Transfer from Reserve	0	103,531	106,121	109,308	113,694	116,650	119,683	122,794	125,987	129,263
Closing Balance	539,401	520,323	500,344	479,115	455,791	431,861	407,308	382,117	356,271	329,753
Purpose of this Discretionary Reserve:	To accumulate funds towards the redevelopment of the saleyards.									
HTH										
Opening Balance	0	0	1,469	2,449	79,166	134,676	214,959	297,330	283,607	370,316
Transfer to reserve		105,000	107,100	109,510	112,357	115,278	118,276	121,351	124,506	127,743
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	103,531	106,121	32,792	56,847	34,995	35,905	135,074	37,796	38,779
Transfer from Reserve	0	103,531	106,121	32,792	56,847	34,995	35,905	135,074	37,796	38,779
Closing Balance	0	1,469	2,449	79,166	134,676	214,959	297,330	283,607	370,316	459,280
Purpose of this Discretionary Reserve:	To accumulate funds for technical equipment replacement and major refurbishment of the Performing Arts Centre, Town Hall & Art Gallery.									
ICT										
Opening Balance	464,597	281,597	250,969	288,157	90,802	134,327	103,291	149,373	31,010	60,884
Transfer to reserve	102,000	103,785	105,861	108,243	111,057	113,944	116,907	119,946	123,065	126,265
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals	40,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital Withdrawals	245,000	129,413	63,672	300,598	62,532	139,980	65,826	233,310	88,191	71,095
Transfer from Reserve	285,000	134,413	68,672	305,598	67,532	144,980	70,826	238,310	93,191	76,095
Closing Balance	281,597	250,969	288,157	90,802	134,327	103,291	149,373	31,010	60,884	111,054
Purpose of this Discretionary Reserve:	To allow purchasing of computer related hardware items, related software, and IT Initiatives. Any under expenditure in the computer area annually is placed in this reserve and is held to be expended on forecast or unexpected expenditure in the IT area during any particular year.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Industrial Estates										
Opening Balance	4,042,500	3,979,960	4,776,708	6,644,752	7,118,464	7,529,864	8,923,449	9,658,671	10,342,328	10,865,862
Transfer to reserve	233,000	2,154,863	2,472,933	2,704,748	1,749,970	1,475,240	819,000	1,732,500	1,543,500	1,071,000
Transfer from Reserve	295,540	1,358,115	604,889	2,231,035	1,338,570	81,655	83,778	1,048,843	1,019,967	1,272,597
Closing Balance	3,979,960	4,776,708	6,644,752	7,118,464	7,529,864	8,923,449	9,658,671	10,342,328	10,865,862	10,664,265
Purpose of this Discretionary Reserve:	This reserve comprises cash, debtors and the value of both undeveloped and developed land. All costs in relation to purchase of undeveloped land and the development of land into industrial lots are paid from this reserve and the proceeds of the sale or lease of this land to developers is returned to the reserve, together with any government grants, which may be attracted for development of industrial estates.									
Infrastructure Gap										
Opening Balance	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Transfer to reserve		0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Purpose of this Discretionary Reserve:	Targeted rate rises for Infrastructure Renewal from previous years are placed in this reserve for the sole purpose of infrastructure renewal. The aim is to spend each years allocation within the year but if not the balance is carried forward in this reserve.									
Library Assets										
Opening Balance	-2,500	6,000	14,649	23,470	32,491	41,745	51,241	60,983	70,979	81,234
Transfer to reserve	8,500	8,649	8,822	9,020	9,255	9,495	9,742	9,996	10,255	10,522
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	6,000	14,649	23,470	32,491	41,745	51,241	60,983	70,979	81,234	91,756
Purpose of this Discretionary Reserve:	This reserve is to provide for future asset replacements for major library assets.									
Loans Repayments										
Opening Balance	2,453,500	2,876,000	3,298,500	3,721,000	4,143,500	0	0	0	0	0
Transfer to reserve	422,500	422,500	422,500	422,500	161,500	0	0	0	0	0
Transfer from Reserve	0	0	0	0	4,305,000	0	0	0	0	0
Closing Balance	2,876,000	3,298,500	3,721,000	4,143,500	0	0	0	0	0	0
Purpose of this Discretionary Reserve:	This reserve is to accumulate principle repayments for councils interest only borrowings.									
Loans Internal Funded										
Opening Balance	-1,993,000	-2,103,000	-1,613,000	-1,423,000	-1,233,000	-1,043,000	-853,000	-663,000	-573,000	-483,000
Transfer to reserve	490,000	490,000	190,000	190,000	190,000	190,000	190,000	90,000	90,000	90,000
Transfer from Reserve	600,000	0	0	0	0	0	0	0	0	0
Closing Balance	-2,103,000	-1,613,000	-1,423,000	-1,233,000	-1,043,000	-853,000	-663,000	-573,000	-483,000	-393,000
Purpose of this Discretionary Reserve:	This reserve is to fund borrowings internally for capital projects from other reserve balances rather than taking out more costly external loans.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Major Capital Projects										
Opening Balance	594,000	759,000	652,545	823,790	615,216	27,434	7,618	1,343	195,374	394,450
Transfer to reserve	165,000	167,888	171,245	175,098	179,651	184,322	189,114	194,031	199,076	204,252
Transfer from Reserve	0	274,343	0	383,672	767,433	204,137	195,390	0	0	0
Closing Balance	759,000	652,545	823,790	615,216	27,434	7,618	1,343	195,374	394,450	598,701
Purpose of this Discretionary Reserve:	This reserve is to provide for future asset replacements for major strategic projects.									
Open Spaces										
Opening Balance	506,000	448,380	453,468	458,657	463,963	469,407	474,992	480,723	486,603	492,635
Transfer to reserve	5,000	5,088	5,189	5,306	5,444	5,586	5,731	5,880	6,033	6,189
Transfer from Reserve	62,620	0	0	0	0	0	0	0	0	0
Closing Balance	448,380	453,468	458,657	463,963	469,407	474,992	480,723	486,603	492,635	498,825
Purpose of this Restricted Reserve:	Is comprised mainly of developer contributions in lieu of land, when subdividing residential areas. There is a statutory requirement that any developers contributions to this fund be spent on capital works in relation to purchase of recreation land or development of recreation land.									
Plant										
Opening Balance	3,165,263	1,897,368	1,030,307	726,465	698,916	405,117	241,010	295,401	290,946	237,386
Transfer to reserve	1,285,497	1,330,489	1,377,057	1,425,254	1,475,137	1,526,767	1,580,204	1,635,511	1,692,754	1,752,000
Transfer from Reserve	2,553,392	2,197,550	1,680,898	1,452,803	1,768,936	1,690,874	1,525,813	1,639,966	1,746,314	1,722,529
Closing Balance	1,897,368	1,030,307	726,465	698,916	405,117	241,010	295,401	290,946	237,386	266,858
Purpose of this Discretionary Reserve:	To fund the purchase of replacement plant and equipment, the rationale is that often the purchases of plant equipment are unevenly spread across a number of years, and by maintaining this reserve, allows Council to ensure that there is always a sum of money available to purchase plant when required and that the uneven spread of expenditure has no effect on the annual budget.									
Quarry Rd Rehab										
Opening Balance	175,650	171,300	171,961	172,636	173,326	174,033	174,760	175,505	176,269	177,053
Transfer to reserve	650	661	675	690	708	726	745	764	784	805
Transfer from Reserve	5,000	0	0	0	0	0	0	0	0	0
Closing Balance	171,300	171,961	172,636	173,326	174,033	174,760	175,505	176,269	177,053	177,858
Purpose of this Discretionary Reserve:	To meet the costs of rehabilitation works of land and roads surrounding councils quarries.									
Road Construction										
Opening Balance	32,979	33,479	33,988	34,507	35,037	35,582	36,140	36,713	37,301	37,905
Transfer to reserve	500	509	519	531	544	559	573	588	603	619
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	33,479	33,988	34,507	35,037	35,582	36,140	36,713	37,301	37,905	38,523
Purpose of this Discretionary Reserve:	Is maintained with contributions from developers of rural residential subdivisions, the intention of the reserve is that monies contributed by developers will be expended on roads adjoining the rural residential subdivision.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Sustainability										
Opening Balance	206,000	129,550	57,054	-2,767	-47,498	-74,960	-78,241	-51,732	11,316	119,023
Transfer to reserve	69,000	82,800	99,360	119,232	143,078	171,694	206,033	247,239	296,687	356,025
Transfer from Reserve	145,450	155,296	159,181	163,962	170,541	174,975	179,524	184,192	188,981	193,894
Closing Balance	129,550	57,054	-2,767	-47,498	-74,960	-78,241	-51,732	11,316	119,023	281,153
Purpose of this Discretionary Reserve:	Is to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs.									
Unfunded Superannuation										
Opening Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Transfer to reserve		0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Purpose of this Discretionary Reserve:	Is to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs.									
Waste										
Opening Balance	815,955	106,524	-505,037	531,388	1,148,125	1,817,099	-568,908	614,409	1,078,683	2,475,536
Transfer to reserve	1,156,569	1,220,180	1,244,584	1,272,587	1,305,674	1,339,622	1,374,452	1,410,188	1,446,853	1,484,471
Transfer from Reserve	1,866,000	1,831,741	208,159	655,850	636,700	3,725,629	191,135	945,913	50,000	727,500
Closing Balance	106,524	-505,037	531,388	1,148,125	1,817,099	-568,908	614,409	1,078,683	2,475,536	3,232,507
Purpose of this Discretionary Reserve:	Is created utilised to provide a sum of money to rehabilitate landfills at the end of their useful life and to provide funds for other major capital expenditure in the waste management area.									
WIFT										
Opening Balance	709,600	787,000	865,755	946,084	1,028,221	1,112,494	1,198,957	1,287,669	1,378,687	1,472,072
Transfer to reserve	77,400	78,755	80,330	82,137	84,273	86,464	88,712	91,018	93,385	95,813
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	787,000	865,755	946,084	1,028,221	1,112,494	1,198,957	1,287,669	1,378,687	1,472,072	1,567,885
Purpose of this Discretionary Reserve:	To meet programmed asset renewal commitments as approved by the Committee of Management for the WIFT									
Total All Reserves										
Opening Balance	16,941,880	13,852,675	13,637,670	16,528,765	16,962,441	12,119,108	11,480,624	13,889,346	15,825,115	18,592,442
Transfer to reserve	4,486,509	6,888,229	7,018,995	7,375,529	6,300,091	6,012,509	5,514,293	6,496,449	6,488,231	6,210,408
Transfer from Reserve	7,575,714	7,103,234	4,127,900	6,941,854	11,143,424	6,650,993	3,105,571	4,560,680	3,720,904	4,406,255
Closing Balance	13,852,675	13,637,670	16,528,765	16,962,441	12,119,108	11,480,624	13,889,346	15,825,115	18,592,442	20,396,595