



**Pyrenees**  
Shire Council

# Financial Plan

2024-25 to 2033-34

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## 2 Financial Plan Context

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

### 2.1 Financial Policy Statements

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

Policy Statement	Measure	Target	Forecast											
			Actual 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Consistent underlying surplus results	Adjusted underlying surplus (deficit) / Adjusted underlying revenue greater than -2%	-4%	-55%	-9%	-9%	-9%	-9%	-9%	-9%	-9%	-9%	-9%	-10%	-10%
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	1.45	1.43	1.43	1.45	1.46	1.47	1.47	1.49	1.51	1.51	1.51	
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 85%	85%	139%	66%	66%	66%	66%	66%	66%	66%	66%	65%	65%	
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%	11%	18%	15%	12%	10%	8%	6%	4%	3%	2%	1%	
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%	115%	114%	112%	112%	112%	111%	110%	110%	110%	109%	107%	

## 2.2 Strategic Actions

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

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

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

### 2.3 Assumptions to the financial plan statements

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

Escalation Factors	% movement	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
CPI		2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Cap		2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Growth			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth		0.70%	0.50%	0.50%	0.50%	0.50%	0.60%	0.60%	0.60%	0.60%	0.60%
<b>Income:</b>											
Rates and charges		2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other income			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Escalation Factors	% movement	0	0	0	0	0	0	0	0	0	0
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Expenditure:</b>											
Employee costs		3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Materials and services			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Doubtful Debts			1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other expenses			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Capital:</b>											
Capital Expenses		2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Expenses-Waste Charge			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
New Capital		500	500	513	525	538	552	566	580	594	609
<b>Borrowings:</b>											
New Borrowings		1,300	0	0	0	0	0	0	0	0	0
<b>Adjustments</b>											
Rate Debt Growth		0.10%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

### 3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years 2024/25 to 2033/34.

- 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										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income / Revenue</b>											
Rates and charges	13,610	13,992	14,412	14,844	15,289	15,748	16,236	16,739	17,258	17,793	18,345
Statutory fees and fines	284	281	288	295	302	310	318	326	334	342	351
User fees	754	732	750	851	872	894	916	939	962	986	1,011
Grants - Operating	1,603	7,478	7,665	7,857	8,053	8,254	8,460	8,672	8,889	9,111	9,339
Grants - Capital	6,168	1,435	3,943	1,508	1,546	1,584	1,624	1,664	1,706	1,749	1,792
Contributions - monetary	141	34	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Other income	702	649	665	682	699	716	734	752	771	790	810
<b>Total income / revenue</b>	<b>23,262</b>	<b>24,601</b>	<b>27,723</b>	<b>26,037</b>	<b>26,761</b>	<b>27,506</b>	<b>28,288</b>	<b>29,092</b>	<b>29,920</b>	<b>30,771</b>	<b>31,648</b>
<b>Expenses</b>											
Employee costs	9,712	9,902	10,273	10,659	11,058	11,473	11,903	12,350	12,813	13,293	13,792
Materials and services	10,249	8,663	8,880	9,102	9,329	9,562	9,801	10,046	10,298	10,555	10,819
Depreciation	5,907	6,202	6,357	6,516	6,679	6,846	7,017	7,192	7,372	7,557	7,745
Depreciation - right of use assets	13	9	9	9	9	9	9	9	9	9	9
Allowance for impairment losses	20	10	10	10	10	10	11	11	11	11	11
Borrowing costs	32	68	119	100	82	70	56	42	33	26	19
Finance Costs - leases	7	11	11	11	11	11	11	11	11	11	11
Other expenses	382	309	317	325	333	341	350	358	367	376	386
<b>Total expenses</b>	<b>26,322</b>	<b>25,174</b>	<b>25,976</b>	<b>26,731</b>	<b>27,512</b>	<b>28,322</b>	<b>29,158</b>	<b>30,020</b>	<b>30,913</b>	<b>31,838</b>	<b>32,792</b>
<b>Surplus/(deficit) for the year</b>	<b>(3,060)</b>	<b>(573)</b>	<b>1,747</b>	<b>(695)</b>	<b>(751)</b>	<b>(816)</b>	<b>(870)</b>	<b>(928)</b>	<b>(993)</b>	<b>(1,068)</b>	<b>(1,144)</b>
<b>Other comprehensive income</b>											
Net asset revaluation gain / (loss)	-	-	-	-	-	-	-	-	-	-	-
<b>Total comprehensive result</b>	<b>(3,060)</b>	<b>(573)</b>	<b>1,747</b>	<b>(695)</b>	<b>(751)</b>	<b>(816)</b>	<b>(870)</b>	<b>(928)</b>	<b>(993)</b>	<b>(1,068)</b>	<b>(1,144)</b>



## 3.2 Balance Sheet

	Forecast / Actual										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	9,785	10,078	10,006	9,970	9,994	10,013	9,993	9,943	10,000	10,003	9,971
Trade and other receivables	2,088	2,102	2,246	2,394	2,547	2,704	2,866	3,033	3,206	3,384	3,567
Inventories	14	14	14	14	14	14	14	14	14	14	14
Prepayments	59	59	59	59	59	59	59	59	59	59	59
Other assets	100	100	100	100	100	100	100	100	100	100	100
<b>Total current assets</b>	<b>12,046</b>	<b>12,353</b>	<b>12,425</b>	<b>12,537</b>	<b>12,714</b>	<b>12,890</b>	<b>13,032</b>	<b>13,149</b>	<b>13,379</b>	<b>13,560</b>	<b>13,711</b>
<b>Non-current assets</b>											
Trade and other receivables	52	52	52	52	52	52	52	52	52	52	52
Property, infrastructure, plant & equipment	289,534	289,766	291,146	290,027	288,880	287,705	286,500	285,265	283,999	282,703	281,358
Right-of-use assets	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>289,586</b>	<b>289,818</b>	<b>291,198</b>	<b>290,079</b>	<b>288,932</b>	<b>287,757</b>	<b>286,552</b>	<b>285,317</b>	<b>284,051</b>	<b>282,755</b>	<b>281,410</b>
<b>Total assets</b>	<b>301,632</b>	<b>302,172</b>	<b>303,623</b>	<b>302,616</b>	<b>301,646</b>	<b>300,646</b>	<b>299,583</b>	<b>298,466</b>	<b>297,430</b>	<b>296,315</b>	<b>295,121</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597
Trust funds and deposits	259	259	259	259	259	259	259	259	259	259	259
Provisions	2,321	2,391	2,457	2,525	2,594	2,665	2,738	2,813	2,890	2,969	3,051
Interest-bearing liabilities	121	360	379	285	260	274	273	128	134	141	148
Lease liabilities	11	9	9	10	2	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>8,309</b>	<b>8,616</b>	<b>8,701</b>	<b>8,676</b>	<b>8,712</b>	<b>8,795</b>	<b>8,867</b>	<b>8,797</b>	<b>8,880</b>	<b>8,966</b>	<b>9,055</b>
<b>Non-current liabilities</b>											
Provisions	245	252	259	266	273	281	289	297	305	313	322
Interest-bearing liabilities	1,314	2,122	1,744	1,459	1,198	925	652	524	390	249	101
Lease liabilities	30	21	12	2	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>1,589</b>	<b>2,395</b>	<b>2,015</b>	<b>1,727</b>	<b>1,471</b>	<b>1,206</b>	<b>941</b>	<b>821</b>	<b>695</b>	<b>562</b>	<b>423</b>
<b>Total liabilities</b>	<b>9,898</b>	<b>11,011</b>	<b>10,715</b>	<b>10,403</b>	<b>10,184</b>	<b>10,000</b>	<b>9,808</b>	<b>9,618</b>	<b>9,575</b>	<b>9,528</b>	<b>9,478</b>
<b>Net assets</b>	<b>291,734</b>	<b>291,161</b>	<b>292,908</b>	<b>292,213</b>	<b>291,462</b>	<b>290,646</b>	<b>289,776</b>	<b>288,848</b>	<b>287,855</b>	<b>286,787</b>	<b>285,643</b>
<b>Equity</b>											
Accumulated surplus	100,457	99,884	101,631	100,936	100,185	99,369	98,499	97,571	96,578	95,510	94,366
Reserves	191,277	191,277	191,277	191,277	191,277	191,277	191,277	191,277	191,277	191,277	191,277
<b>Total equity</b>	<b>291,734</b>	<b>291,161</b>	<b>292,908</b>	<b>292,213</b>	<b>291,462</b>	<b>290,646</b>	<b>289,776</b>	<b>288,848</b>	<b>287,855</b>	<b>286,787</b>	<b>285,643</b>

### 3.3 Statement of Changes in Equity

	Total	Accumulate	Revaluation	Other
	\$'000	d Surplus	Reserve	Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2024 Forecast Actual</b>				
Balance at beginning of the financial year	294,794	103,517	191,268	9
Surplus/(deficit) for the year	- 3,060	- 3,060	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>291,734</b>	<b>100,457</b>	<b>191,268</b>	<b>9</b>
<b>2025</b>				
Balance at beginning of the financial year	291,734	100,457	191,268	9
Surplus/(deficit) for the year	- 573	- 573	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
<b>Transfers from other reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at end of the financial year</b>	<b>291,161</b>	<b>99,884</b>	<b>191,268</b>	<b>9</b>
<b>2026</b>				
Balance at beginning of the financial year	291,161	99,884	191,268	9
Surplus/(deficit) for the year	1,747	1,747	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>292,908</b>	<b>101,631</b>	<b>191,268</b>	<b>9</b>
<b>2027</b>				
Balance at beginning of the financial year	292,908	101,631	191,268	9
Surplus/(deficit) for the year	- 695	- 695	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>292,213</b>	<b>100,936</b>	<b>191,268</b>	<b>9</b>
<b>2028</b>				
Balance at beginning of the financial year	292,213	100,936	191,268	9
Surplus/(deficit) for the year	- 751	- 751	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>291,462</b>	<b>100,185</b>	<b>191,268</b>	<b>9</b>
<b>2029</b>				
Balance at beginning of the financial year	291,462	100,185	191,268	9
Surplus/(deficit) for the year	- 816	- 816	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>290,646</b>	<b>99,369</b>	<b>191,268</b>	<b>9</b>
<b>2030</b>				
Balance at beginning of the financial year	290,646	99,369	191,268	9
Surplus/(deficit) for the year	- 870	- 870	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>289,776</b>	<b>98,499</b>	<b>191,268</b>	<b>9</b>

## Statement of Changes in Equity (cont.)

	Total	Accumulate	Revaluation	Other
	\$'000	d Surplus	Reserve	Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2031</b>				
Balance at beginning of the financial year	289,776	98,499	191,268	9
Surplus/(deficit) for the year	- 928	- 928	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>288,848</b>	<b>97,571</b>	<b>191,268</b>	<b>9</b>
<b>2032</b>				
Balance at beginning of the financial year	288,848	97,571	191,268	9
Surplus/(deficit) for the year	- 993	- 993	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>287,855</b>	<b>96,578</b>	<b>191,268</b>	<b>9</b>
<b>2033</b>				
Balance at beginning of the financial year	287,855	96,578	191,268	9
Surplus/(deficit) for the year	- 1,068	- 1,068	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>286,787</b>	<b>95,510</b>	<b>191,268</b>	<b>9</b>
<b>2034</b>				
Balance at beginning of the financial year	286,787	95,510	191,268	9
Surplus/(deficit) for the year	- 1,144	- 1,144	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>285,643</b>	<b>94,366</b>	<b>191,268</b>	<b>9</b>

### 3.4 Statement of Cash Flows

	Forecast / Actual										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'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)
<b>Cash flows from operating activities</b>											
Rates and service charges	13,360	13,978	14,268	14,696	15,136	15,591	16,074	16,572	17,085	17,615	18,162
Statutory fees and fines	264	281	288	295	302	310	318	326	334	342	351
User charges	754	794	814	925	948	972	996	1,021	1,046	1,073	1,100
Grants - operating	1,603	7,478	7,665	7,857	8,053	8,254	8,460	8,672	8,889	9,111	9,339
Grants - capital	6,168	1,435	3,943	1,508	1,546	1,584	1,624	1,664	1,706	1,749	1,792
Contributions - cash	141	34	0	0	0	0	0	0	0	0	0
Interest on cash invested	450	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
Trust funds	1	0	0	0	0	0	0	0	0	0	0
Other receipts	252	651	667	684	701	718	736	754	773	792	812
Net GST	1	1,501	1,652	1,431	1,467	1,504	1,541	1,580	1,619	1,660	1,700
Employee costs	(9,640)	(9,825)	(10,200)	(10,584)	(10,982)	(11,394)	(11,822)	(12,267)	(12,728)	(13,206)	(13,701)
Materials and services	(10,251)	(9,534)	(9,767)	(10,012)	(10,262)	(10,519)	(10,782)	(11,051)	(11,327)	(11,611)	(11,901)
Other payments	(382)	(340)	(348)	(357)	(366)	(375)	(385)	(394)	(404)	(414)	(424)
<b>Net cash provided by/(used in) operating activities</b>	<b>2,721</b>	<b>6,451</b>	<b>8,979</b>	<b>6,442</b>	<b>6,540</b>	<b>6,643</b>	<b>6,759</b>	<b>6,876</b>	<b>6,992</b>	<b>7,108</b>	<b>7,228</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(13,361)	(7,427)	(8,867)	(6,302)	(6,459)	(6,621)	(6,786)	(6,955)	(7,129)	(7,308)	(7,473)
Proceeds from sale of property, infrastructure, plant and equipment	300	308	315	323	331	340	348	357	366	375	384
<b>Net cash provided by/ (used in) investing activities</b>	<b>(13,061)</b>	<b>(7,120)</b>	<b>(8,552)</b>	<b>(5,979)</b>	<b>(6,128)</b>	<b>(6,281)</b>	<b>(6,438)</b>	<b>(6,599)</b>	<b>(6,764)</b>	<b>(6,934)</b>	<b>(7,089)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(32)	(68)	(119)	(100)	(82)	(70)	(56)	(42)	(33)	(26)	(19)
Proceeds from borrowings	1,000	1,300	0	0	0	0	0	0	0	0	0
Repayment of borrowings	(129)	(251)	(360)	(379)	(285)	(260)	(274)	(273)	(128)	(134)	(141)
Repayment of lease liability	(3)	(8)	(9)	(9)	(10)	(2)	0	0	0	0	0
Interest paid - lease liability	(4)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)
<b>Net cash provided by/(used in) financing activities</b>	<b>832</b>	<b>962</b>	<b>(499)</b>	<b>(499)</b>	<b>(388)</b>	<b>(343)</b>	<b>(341)</b>	<b>(327)</b>	<b>(171)</b>	<b>(171)</b>	<b>(171)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(9,508)</b>	<b>293</b>	<b>(72)</b>	<b>(36)</b>	<b>24</b>	<b>19</b>	<b>(20)</b>	<b>(50)</b>	<b>57</b>	<b>3</b>	<b>(33)</b>
Cash and cash equivalents at the beginning of the financial year	19,293	9,785	10,078	10,006	9,970	9,994	10,013	9,993	9,943	10,000	10,004
<b>Cash and cash equivalents at the end of the financial year</b>	<b>9,785</b>	<b>10,078</b>	<b>10,006</b>	<b>9,970</b>	<b>9,994</b>	<b>10,013</b>	<b>9,993</b>	<b>9,943</b>	<b>10,000</b>	<b>10,004</b>	<b>9,971</b>

### 3.5 Statement of Capital Works

	Forecast / Actual											
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>												
Land	101	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	700											
<b>Total land</b>	<b>801</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Buildings</b>												
Buildings	147	1,000	2,472	-	-	-	-	-	-	-	-	-
Building Improvements	707	190	194	199	204	209	215	220	225	231	237	
<b>Total buildings</b>	<b>854</b>	<b>1,190</b>	<b>2,666</b>	<b>199</b>	<b>204</b>	<b>209</b>	<b>215</b>	<b>220</b>	<b>225</b>	<b>231</b>	<b>237</b>	
<b>Total property</b>	<b>1,655</b>	<b>1,190</b>	<b>2,666</b>	<b>199</b>	<b>204</b>	<b>209</b>	<b>215</b>	<b>220</b>	<b>225</b>	<b>231</b>	<b>237</b>	
<b>Plant and equipment</b>												
Plant, machinery and equipment	1,565	764	783	802	822	843	864	886	908	930	954	
Fixtures, fittings and furniture	20	21	21	22	22	23	23	24	24	25	26	
Computers and telecommunications	443	309	163	167	171	176	180	184	189	194	199	
Library books	29	26	26	27	28	28	29	30	30	31	32	
<b>Total plant and equipment</b>	<b>2,057</b>	<b>1,120</b>	<b>993</b>	<b>1,018</b>	<b>1,043</b>	<b>1,070</b>	<b>1,096</b>	<b>1,124</b>	<b>1,151</b>	<b>1,180</b>	<b>1,211</b>	
<b>Infrastructure</b>												
Roads	3,614	3,005	3,081	3,159	3,239	3,318	3,400	3,485	3,574	3,664	3,753	
Bridges	1,357	420	431	442	453	464	476	487	500	512	525	
Footpaths and cycleways	613	30	31	31	32	33	34	35	36	37	38	
Drainage	1,252	199	204	209	214	220	225	231	236	242	248	
Waste management	1,870	51	53	54	55	57	58	60	61	63	64	
Recreational, leisure and community facilities	70	87	89	92	94	96	99	101	104	106	109	
Other infrastructure	873	650	513	525	538	552	566	580	594	609	609	
<b>Total infrastructure</b>	<b>9,649</b>	<b>4,442</b>	<b>4,402</b>	<b>4,512</b>	<b>4,625</b>	<b>4,740</b>	<b>4,858</b>	<b>4,979</b>	<b>5,105</b>	<b>5,233</b>	<b>5,346</b>	
<b>Total capital works expenditure</b>	<b>13,361</b>	<b>6,752</b>	<b>8,061</b>	<b>5,729</b>	<b>5,872</b>	<b>6,019</b>	<b>6,169</b>	<b>6,323</b>	<b>6,481</b>	<b>6,644</b>	<b>6,794</b>	
<b>Represented by:</b>												
New asset expenditure	4,273	2,641	3,846	1,408	1,443	1,480	1,517	1,555	1,593	1,633	1,659	
Asset renewal expenditure	6,619	4,112	4,215	4,320	4,428	4,539	4,652	4,769	4,888	4,888	5,010	
Asset expansion expenditure	900	-	-	-	-	-	-	-	-	-	-	
Asset upgrade expenditure	1,569	-	-	-	-	-	-	-	-	-	-	
<b>Total capital works expenditure</b>	<b>13,361</b>	<b>6,752</b>	<b>8,061</b>	<b>5,729</b>	<b>5,872</b>	<b>6,019</b>	<b>6,169</b>	<b>6,323</b>	<b>6,481</b>	<b>6,522</b>	<b>6,669</b>	
<b>Funding sources represented by:</b>												
Grants	6,168	1,435	3,943	1,508	1,546	1,584	1,624	1,664	1,706	1,749	1,792	
Contributions	141	34	-	-	-	-	-	-	-	-	-	
Council cash	6,052	3,983	4,118	4,221	4,327	4,435	4,545	4,659	4,775	4,896	5,002	
Borrowings	1,000	1,300	-	-	-	-	-	-	-	-	-	
<b>Total capital works expenditure</b>	<b>13,361</b>	<b>6,752</b>	<b>8,061</b>	<b>5,729</b>	<b>5,872</b>	<b>6,019</b>	<b>6,169</b>	<b>6,323</b>	<b>6,481</b>	<b>6,522</b>	<b>6,669</b>	

### 3.6 Statement of Human Resources

Staff expenditure	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
<b>Staff expenditure</b>											
Employee costs - operating	9,712	9,902	10,273	10,659	11,058	11,473	11,903	12,350	12,813	13,293	13,792
Employee costs - capital	379	389	400	411	422	434	446	458	471	484	487
<b>Total staff expenditure</b>	<b>9,712</b>	<b>9,902</b>	<b>10,273</b>	<b>10,659</b>	<b>11,058</b>	<b>11,473</b>	<b>11,903</b>	<b>12,350</b>	<b>12,813</b>	<b>13,293</b>	<b>13,792</b>

Staff numbers	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE
<b>Staff numbers</b>											
Employees	90.40	91.40	91.49	91.58	91.67	91.77	91.86	91.95	92.04	92.13	92.23
<b>Total</b>	<b>90.40</b>	<b>91.40</b>	<b>91.49</b>	<b>91.58</b>	<b>91.67</b>	<b>91.77</b>	<b>91.86</b>	<b>91.95</b>	<b>92.04</b>	<b>92.13</b>	<b>92.23</b>

Department	Comprises				
	Total \$'000	Permanent Full Time \$'000	Part Time \$'000	Casual \$'000	Temporary \$'000
Corporate & Community Services	2,984	2,040	870	74	
CEO & Council	861	754	107		
Assets & Development Services	3,653	3,454	199		
<b>Ttotal permanent staff expenditure</b>	<b>7,498</b>	<b>6,248</b>	<b>1,176</b>	<b>74</b>	<b>-</b>
Other employee related expenditure	2,015				
Capitalised labour costs	389				
<b>Total staff expenditure</b>	<b>9,902</b>				

Department	Comprises				
	Total FTE	Permanent		Casual FTE	Temporary FTE
		Full Time FTE	Part Time FTE		
Corporate & Community Services	<b>35.93</b>	23.00	12.21	0.72	
CEO & Council	<b>8.23</b>	7.00	1.23		
Assets & Development Services	<b>47.24</b>	44.00	3.24		
<b>Ttotal staff</b>	<b>91.40</b>	<b>74.00</b>	<b>16.68</b>	<b>0.72</b>	-

### 3.7 Planned Human Resource Expenditure

Staff numbers	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
<b>Corporate &amp; Community Services</b>										
<b>Permanent full time</b>										
Male	1,007	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027
Female	1,033	1,053	1,053	1,053	1,053	1,053	1,053	1,053	1,053	1,053
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Permanent part time</b>										
Male	89	91	91	91	91	91	91	91	91	91
Female	781	796	796	796	796	796	796	796	796	796
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,910</b>	<b>2,967</b>	<b>2,967</b>	<b>2,967</b>	<b>2,967</b>	<b>2,967</b>	<b>2,967</b>	<b>2,967</b>	<b>2,967</b>	<b>2,967</b>
<b>CEO &amp; Council</b>										
<b>Permanent full time</b>										
Male	580	591	591	591	591	591	591	591	591	591
Female	174	177	177	177	177	177	177	177	177	177
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Permanent part time</b>										
Male	-	-	-	-	-	-	-	-	-	-
Female	107	109	109	109	109	109	109	109	109	109
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>861</b>	<b>877</b>	<b>877</b>	<b>877</b>	<b>877</b>	<b>877</b>	<b>877</b>	<b>877</b>	<b>877</b>	<b>877</b>
<b>Assets &amp; Development Services</b>										
<b>Permanent full time</b>										
Male	3,138	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199
Female	316	322	322	322	322	322	322	322	322	322
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Permanent part time</b>										
Male	-	-	-	-	-	-	-	-	-	-
Female	199	203	203	203	203	203	203	203	203	203
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>3,653</b>	<b>3,724</b>	<b>3,724</b>	<b>3,724</b>	<b>3,724</b>	<b>3,724</b>	<b>3,724</b>	<b>3,724</b>	<b>3,724</b>	<b>3,724</b>
Casual, temporary and other expenditure	2,288	2,334	2,705	3,091	3,490	3,905	4,335	4,782	5,245	5,725
<b>Total staff expenditure</b>	<b>9,712</b>	<b>9,902</b>	<b>10,273</b>	<b>10,659</b>	<b>11,058</b>	<b>11,473</b>	<b>11,903</b>	<b>12,350</b>	<b>12,813</b>	<b>13,293</b>



Staff numbers	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Corporate &amp; Community Services</b>										
<b>Permanent full time</b>										
Male	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Female	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Permanent part time</b>										
Male	-	-	-	-	-	-	-	-	-	-
Female	11.93	11.93	11.93	11.93	11.93	11.93	11.93	11.93	11.93	11.93
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>	<b>36.93</b>
<b>CEO &amp; Council</b>										
<b>Permanent full time</b>										
Male	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Female	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Permanent part time</b>										
Male	0.84	0.84	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Female	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>8.07</b>	<b>8.07</b>	<b>8.23</b>	<b>8.23</b>	<b>8.23</b>	<b>8.23</b>	<b>8.23</b>	<b>8.23</b>	<b>8.23</b>	<b>8.23</b>
<b>Assets &amp; Development Services</b>										
<b>Permanent full time</b>										
Male	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Female	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Permanent part time</b>										
Male	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05
Female	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83
Self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>	<b>45.88</b>
Casual, temporary	0.52	0.61	0.54	0.63	0.73	0.82	0.91	1.00	1.09	1.19
<b>Total staff numbers</b>	<b>91.40</b>	<b>91.49</b>	<b>91.58</b>	<b>91.67</b>	<b>91.77</b>	<b>91.86</b>	<b>91.95</b>	<b>92.04</b>	<b>92.13</b>	<b>92.23</b>

#### 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	Forecast	Budget	Projections										Trend
		Actual 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	+o/-	
<b>Operating position</b>														
<b>Adjusted underlying result</b> (an adjusted underlying surplus is generated in the ordinary course of business)	<b>Adjusted underlying surplus (or deficit)</b> Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-55.3%	-8.7%	-9.1%	-8.9%	-9.0%	-9.1%	-9.2%	-9.3%	-9.4%	-9.6%	-9.7%	-	
<b>Liquidity</b>														
<b>Working Capital</b> (sufficient working capital is available to pay bills as and when they fall due)	<b>Current assets compared to current liabilities</b> Current assets / current liabilities	145.0%	143.4%	142.8%	144.5%	145.9%	146.6%	147.0%	149.5%	150.7%	151.2%	151.4%	+	
<b>Unrestricted cash</b> (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	<b>Unrestricted cash compared to current liabilities</b> Unrestricted cash / current liabilities	114.6%	114.0%	112.0%	111.9%	111.7%	110.9%	109.8%	110.1%	109.7%	108.7%	107.3%	-	
<b>Obligations</b>														
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings compared to rates</b> Interest bearing loans and borrowings / rate revenue	10.8%	17.7%	14.7%	11.7%	9.5%	7.6%	5.7%	3.9%	3.0%	2.2%	1.4%	-	
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings repayments compared to rates</b> Interest and principal repayments on interest bearing loans and borrowings / rate revenue	1.2%	2.3%	3.3%	3.2%	2.4%	2.1%	2.0%	1.9%	0.9%	0.9%	0.9%	-	
<b>Indebtedness</b> (level of long term liabilities is appropriate to the size and nature of a Council's activities)	<b>Non-current liabilities compared to own-source revenue</b> Non-current liabilities / own source revenue	17.3%	16.5%	16.1%	11.2%	9.2%	7.3%	5.6%	4.7%	3.9%	3.0%	2.2%	-	
<b>Asset renewal</b> (assets are renewed as planned)	<b>Asset renewal compared to depreciation</b> Asset renewal and upgrade expense / Asset depreciation	138.6%	66.3%	66.3%	66.3%	66.3%	66.3%	66.3%	66.3%	66.3%	64.7%	64.7%	-	

## Financial Performance Indicators

Indicator	Measure	Forecast	Budget	Projections									Trend
		Actual 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	+ / o / -
<b>Stability</b>													
<b>Rates concentration</b> (revenue is generated from a range of sources)	<b>Rates compared to adjusted underlying revenue</b> Rate revenue / adjusted underlying revenue	80.3%	59.7%	59.8%	59.7%	59.8%	60.0%	60.1%	60.2%	60.4%	60.5%	60.7%	+
<b>Rates effort</b> (rating level is set based on the community's capacity to pay)	<b>Rates compared to property values</b> Rate revenue / CIV of rateable properties in the municipality	0.26%	0.29%	0.30%	0.30%	0.30%	0.31%	0.31%	0.31%	0.32%	0.32%	0.33%	+
<b>Efficiency</b>													
<b>Expenditure level</b> (resources are used efficiently in the delivery of services)	<b>Expenses per property assessment</b> Total expenses/ no. of property assessments	4.22	4.02	4.09	4.14	4.20	4.26	4.32	4.38	4.44	4.50	4.57	+
<b>Revenue level</b> (resources are used efficiently in the delivery of services)	<b>Average rate per property assessment</b> General rates and municipal charges / no. of property assessments	2.18	2.21	2.24	2.27	2.31	2.34	2.38	2.41	2.45	2.49	2.52	+
<b>Key to Forecast Trend:</b>													
+ 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													

## 5. Strategies and Plans

### 5.1.1 Current Debt Position

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

### 5.1.2 Future Borrowing Requirements

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

	Forecast /										
	Actual										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening Balance</b>	563	1,432	2,481	2,121	1,742	1,457	1,197	923	650	522	388
Plus New Loans	1,000	1,300	-	-	-	-	-	-	-	-	-
Less Principal repayment	131	251	360	379	285	260	274	273	128	134	141
<b>Closing Balance</b>	<b>1,432</b>	<b>2,481</b>	<b>2,121</b>	<b>1,742</b>	<b>1,457</b>	<b>1,197</b>	<b>923</b>	<b>650</b>	<b>522</b>	<b>388</b>	<b>247</b>
Interest Payment	32	68	119	100	82	70	56	42	33	26	19

### 5.3.1 Performance Indicators

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

	Target	Forecast / Actual										
		2023/24 %	2024/25 %	2025/26 %	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %	2031/32 %	2032/33 %	2033/34 %
Total borrowings / Rate revenue	Below 60%	11%	18%	15%	12%	10%	8%	6%	4%	3%	2%	1%
Debt servicing / Rate revenue	Below 5%	0%	0%	1%	1%	1%	0%	0%	0%	0%	0%	0%
Debt commitment / Rate revenue	Below 10%	11%	18%	15%	12%	10%	8%	6%	4%	3%	2%	1%
Indebtedness / Own source revenue	Below 60%	17%	16%	16%	11%	9%	7%	6%	5%	4%	3%	2%

## 5.2 Reserves

### 5.2.1 Current Reserves

#### Recreational Land Reserve

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

	Restricted	Forecast / Actual										
		2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
<b>Opening Balance</b>		9	9	9	9	9	9	9	9	9	9	9
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>