

Murrindindi Shire Council

Financial Plan

For the period 1 July 2021 to 30 June 2031

Introduction

A key part of the updated *Local Government Act 2020* (the Act) was the introduction of strategic planning principles, which included an integrated approach to planning, monitoring and performance reporting.

The Financial Plan (the Plan) is a component of this integrated approach.

The Plan is intended to provide a 10 year financially sustainable projection of how the actions in the Council Plan may be funded to achieve the Community Vision. It covers a 10 year period from 1 July 2021 to 30 June 2031.

This Plan will be adopted after Council has already adopted the 2021/22 Budget. This creates some challenges due to the sequencing of the due dates for the new Act's requirements. The Plan (and future iterations of the Plan) will be influenced by the introduction of the Asset Plan (due 30 June 2022), Council Plan actions (due 31 October 2021), the Rates & Revenue Plan (adopted April 2021) and the Workforce Plan (due 31 December 2021). As such, Council considers this Plan to be a solid foundation to build off for future iterations, which will incorporate stronger links to the other components of the Act's integrated strategic planning and reporting framework.

The financial performance indicators included in the Plan tell a very positive short-term story, but also highlight Council's future financial challenges.

The key challenges highlighted by the indicators are Council's adjusted underlying result deficit and asset renewal. This is largely driven by Council's inability to generate enough operating income to renew assets to the levels they depreciate.

Council is currently reliant on external grants to bridge this gap. A challenge for the Financial Plan and future iterations of the Plan is how Council will sustainably increase asset renewal expenditure and continue to deliver services.

Council's liquidity indicators (working capital and unrestricted cash) show a very strong cash position – high levels of unrestricted cash and low liabilities (driven in part due to no outstanding loans). This opens the opportunity for Council to explore the strategic use of reserves and unrestricted cash to seed new activities, leverage external grants opportunities and explore entrepreneurial initiatives.

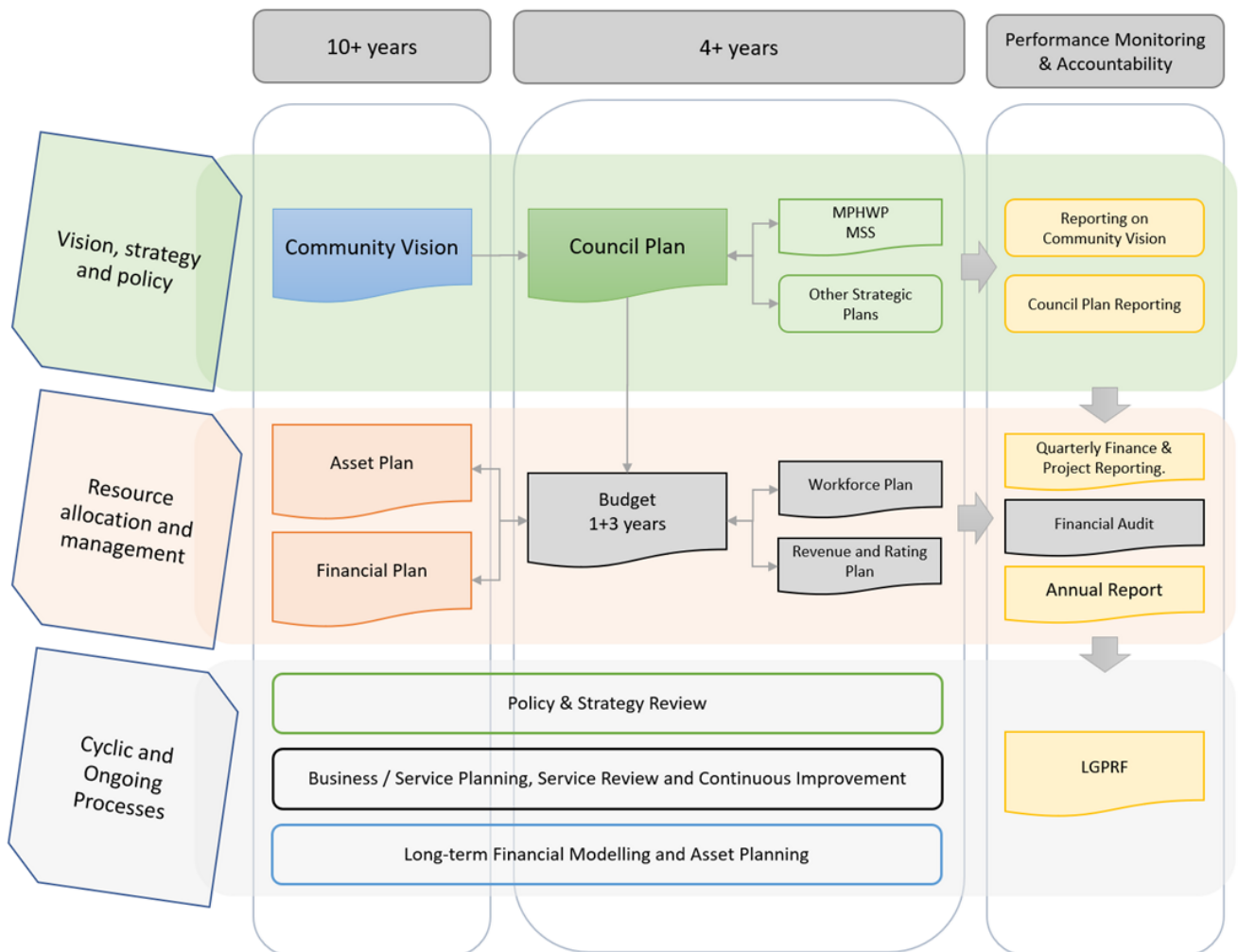
Essentially the opportunity Council has as a result of the development of this first Financial Plan is how it can leverage off its very favourable liquidity position to strategically address our asset renewal needs.

Future iterations of this Plan will address these opportunities.

1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework



1.1 Strategic Planning Principles

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

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

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

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

1.3 Engagement Principles

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

- Draft Financial Plan prepared by management;
- Draft Financial Plan placed on public exhibition with the Draft Council Plan (August/September);
- Community engagement is conducted using The Loop and advertised pop up events
- Community feedback and recommendations are considered by Council (September/October);
- Draft Financial Plan, including any revisions, presented to October's Council meeting for adoption.

1.4 Service Performance Principles

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

- 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 developing a performance monitoring framework to continuously improve its service delivery standards.
- Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.5 Asset Plan Integration

The Local Government Act 2020 Section 92 requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. Council must adopt an Asset Plan under Section 92 by 30 June 2022

Integration to the Asset Plan is a key principle of Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan will identify the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, will provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan will be designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan will quantify the asset portfolio and the financial implications of those practices. Together, the Financial Plan and Asset Plan will seek to balance projected investment requirements against projected budgets.

2. Financial Plan Context

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

2.1 Financial Policy Statements

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

Policy Statement	Measure	Target	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent operating results (\$'000)	Operating surplus for year greater than \$0	\$0	(\$1,075)	\$1,144	\$354	\$301	\$203	\$188	\$144	\$59	\$67	\$29	\$4
Consistent underlying results (\$'000)	Adjusted underlying result greater than \$0	\$0	(\$5,021)	(\$3,451)	(\$2,925)	(\$2,978)	(\$3,076)	(\$3,091)	(\$3,135)	(\$3,220)	(\$3,212)	(\$3,250)	(\$3,275)
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	4.75	4.29	4.20	3.72	3.55	3.60	3.54	3.26	3.20	3.13	3.01
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 100%	100%	142.87%	158.18%	102.09%	84.35%	78.80%	79.38%	68.86%	66.09%	85.89%	70.56%	81.20%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
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%	338.45%	283.88%	279.61%	236.41%	223.84%	232.58%	230.84%	206.68%	203.50%	199.41%	191.35%

2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategies that will support the aspirations of the Council Plan. The annual budget process will identify and prioritise the resourcing required to deliver key actions that support the strategies.

Resilient communities

To ensure we are welcoming, inclusive, caring and connected

We will:

- celebrate the community's vibrant, diverse and creative people
- deliver, support and promote opportunities for all people to connect with each other, collaborate and plan for our future
- advocate for improved access to health and community services
- in collaboration with our community, support our children and young people to be happy, healthy and engaged
- engage with the community and partner organisations to enable older and vulnerable people to live safely, enjoy good health and stay involved
- provide and promote safe, passive and active recreational opportunities that will enhance the health, and wellbeing of residents and visitors

Beautiful townships and rural settings

To create a better place for our community and visitors to live in harmony with our rural character, natural beauty and heritage

We will:

- connect our communities through improved roads, footpaths and public transport
- deliver efficient, sustainable land use planning outcomes to enhance liveability, protect our unique rural character and natural beauty, and to enable growth
- provide fit-for-purpose infrastructure that meets current and future service demands and needs of our community
- provide spaces within our towns that are vibrant, attractive, safe and accessible

Growth and opportunity

To prioritise and promote a culture in which the economy, business and community can grow and thrive

We will:

- boost local investment and employment opportunities through activities that encourage businesses, social enterprise, and industry sectors to thrive and grow
- support and promote our tourism and events sector to boost the economy through increased visitation
- partner with community members, businesses, and other organisations affected by the state-government-led transition out of native forest harvesting

Our protected environment

To protect and enhance our natural environment, supporting environmental sustainability, community resilience, innovation and adaptation to climate change to achieve net-zero emissions by 2035

We will:

- minimise waste and increase recycling to reduce our environmental footprint
- in partnership with the community, provide education and training to improve ecologically-sustainable outcomes
- in partnership with the community, develop and deliver climate adaptation and mitigation programs and practices to reduce our environmental impact
- protect our waterways and improve associated human health outcomes

Transparency, inclusion and accountability

To ensure our services, people and systems deliver the best possible outcomes for our communities now and in the future

We will:

- put the customer first in everything we do
- ensure Council remains financially-sustainable through sound management, forward planning, innovative service delivery and asset consolidation as appropriate
- evaluate and pursue new commercial opportunities
- provide a workplace that is flexible and inclusive to support the health and wellbeing of our employees
- maintain transparent, inclusive and accountable governance practices
- communicate effectively using multiple methods with our customers and communities about our work and services
- improve emergency readiness through active emergency management planning to enhance community preparedness and resilience
- establish a team approach in partnership with our communities to represent our collective interest to the State and Federal Governments

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Rates and charges	2.00%	2.75%	3.00%	3.25%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Statutory fees and fines	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants – Capital*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Contributions – monetary*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Contributions - non-monetary*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other income*	-0.98%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee costs	2.00%	2.75%	3.00%	3.25%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials and services	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation	2.00%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	1.50%	1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

* 0% movement assumption from the base year on these line items due to the unpredictability of these items. The year on year movements can vary widely between financial years.

2.3.1 Rates and charges

Base rates revenue will increase by 1.5% for the 2021/22 year, based on the state government rate cap, with estimated future annual increases assumed to follow CPI estimates for the ensuing years of the long term financial plan. In addition, it is expected that a further increase of 1% per annum will be received for growth (additional properties) as a result of supplementary rates each year.

CPI for 2022/23 to 2024/25 is based on the Victorian economic forecasts from the Department of Treasury and Finance. The assumption for the years beyond this period is a fixed figure of 2.5%.

2.3.2 Statutory fees and fines

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include planning permits, subdivision fees, building permits, Health Act registrations, animal registrations and parking infringements.

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

2.3.3 User fees

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. In setting budgets, the key principle for determining the level of user charges has been to ensure that where possible, individual fee levels increases do not exceed the rate cap.

Revenue from user fees is to increase by 1.5% for the 2021/22 year. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on CPI forecasts.

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and untied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are assumed to increase on an annual basis by CPI%. Non recurring capital grants have been assumed at \$2.5M per annum.

2.3.5 Contributions

Monetary contributions are funds paid by developers that relate to public recreation, drainage and car parking in accordance with planning permits issued for property development.

Non-monetary contributions relate to gifted assets that are received from developers for public recreation, drainage and car parking in accordance with planning permits issued for property development in lieu of making a monetary payment to Council.

Due to the unpredictable nature of contributions, the financial plan does not index contributions with the amount predicted remaining static each financial year.

2.3.6 Other income

Other income relates to a range of items such as cost recovery and other miscellaneous income items. It consists primarily of interest revenue on investments and rate arrears and rent revenue that Council receives from various lease or licence agreements.

With lower interest rates reducing Council's return of interest on investments, the financial plan does not index other income. This assumption will be reviewed in the next iteration of the financial plan.

2.3.7 Employee costs

Employee costs include all labour related expenditure such as wages, salaries, allowances and on-costs such as leave entitlements, superannuation and WorkCover.

The annual increases projected at the equivalent rate to the rate increase plus growth to provide for annual EBA increases, some required increases to staff salaries, increases to compulsory employer superannuation contributions, as well as a marginal increase to the delivery of existing services.

2.3.8 Materials and services

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. These costs are indexed to CPI levels year on year from 2022/23. The decrease in 2022/23 is due to one-off initiatives and grant funded programs that will not continue beyond 2020/21.

2.3.9 Depreciation & 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 is calculated annually and estimates have been based on the projected capital spending contained within the Financial Plan.

2.3.10 Other expenses

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

3. Financial Plan Statements

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

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

3.1 Comprehensive Income Statement

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	21,589	22,017	22,622	23,301	24,058	24,900	25,772	26,674	27,608	28,574	29,574
Statutory fees and fines	1,188	1,219	1,240	1,265	1,294	1,326	1,359	1,393	1,428	1,464	1,500
User fees	910	990	1,007	1,027	1,051	1,077	1,104	1,131	1,160	1,189	1,218
Grants - Operating	8,613	6,767	6,885	7,023	7,181	7,361	7,545	7,733	7,927	8,125	8,328
Grants - Capital	4,259	4,866	3,596	3,563	3,495	3,520	3,514	3,465	3,507	3,502	3,482
Contributions - monetary	289	179	179	179	179	179	179	179	179	179	179
Contributions - non-monetary	600	600	600	600	600	600	600	600	600	600	600
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(621)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Other income	1,085	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015	1,015
Total income	37,912	37,053	36,546	37,374	38,273	39,378	40,488	41,591	42,823	44,047	45,296
Expenses											
Employee costs	15,610	15,373	15,796	16,270	16,798	17,386	17,995	18,625	19,277	19,951	20,625
Materials and services	13,976	11,254	10,951	11,170	11,421	11,707	11,999	12,299	12,607	12,922	13,245
Depreciation	8,859	8,920	9,076	9,258	9,466	9,703	9,945	10,194	10,449	10,710	10,978
Borrowing costs	25	-	-	-	-	-	-	-	-	-	-
Other expenses	517	362	368	376	384	394	404	414	424	435	446
Total expenses	38,987	35,909	36,191	37,073	38,070	39,189	40,343	41,532	42,756	44,018	45,293
Surplus/(deficit) for the year	(1,075)	1,144	354	301	203	188	144	59	67	29	4
Less non-operating income and expenses											
Grants - Capital (non-recurrent)	(3,057)	(3,816)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Contributions - monetary (capital)	(289)	(179)	(179)	(179)	(179)	(179)	(179)	(179)	(179)	(179)	(179)
Contributions - non-monetary	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Adjusted underlying surplus/(deficit)	(5,021)	(3,451)	(2,925)	(2,978)	(3,076)	(3,091)	(3,135)	(3,220)	(3,212)	(3,250)	(3,275)

3.2 Balance Sheet

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	31,073	26,867	26,403	23,084	22,005	22,520	22,270	20,329	19,981	19,569	18,855
Trade and other receivables	3,906	3,992	4,032	4,072	4,113	4,154	4,196	4,238	4,280	4,323	4,366
Inventories	30	25	25	25	25	25	25	25	25	25	25
Other assets	235	225	225	225	225	225	225	225	225	225	225
Total current assets	35,244	31,109	30,685	27,406	26,368	26,924	26,716	24,817	24,511	24,142	23,471
Non-current assets											
Trade and other receivables	5	2	2	2	2	-	-	-	-	-	-
Property, infrastructure, plant & equipment	358,556	364,333	364,907	368,296	369,361	368,832	369,033	370,852	371,096	371,376	371,944
Intangible assets	1,845	1,488	1,436	1,386	1,337	1,290	1,245	1,201	1,159	1,118	1,079
Total non-current assets	360,406	365,823	366,345	369,684	370,700	370,122	370,278	372,053	372,255	372,493	373,023
Total assets	395,650	396,932	397,030	397,090	397,069	397,046	396,994	396,870	396,766	396,637	396,494
Liabilities											
Current liabilities											
Trade and other payables	2,945	2,445	2,469	2,494	2,519	2,544	2,569	2,595	2,621	2,647	2,673
Trust funds and deposits	1,251	1,557	1,557	1,557	1,557	1,557	1,557	1,557	1,557	1,557	1,557
Provisions	3,218	3,250	3,283	3,316	3,349	3,382	3,416	3,450	3,485	3,520	3,555
Total current liabilities	7,414	7,252	7,309	7,367	7,425	7,483	7,542	7,602	7,663	7,724	7,785
Non-current liabilities											
Provisions	5,980	6,280	5,966	5,668	5,385	5,116	4,860	4,617	4,386	4,167	3,959
Total non-current liabilities	5,980	6,280	5,966	5,668	5,385	5,116	4,860	4,617	4,386	4,167	3,959
Total liabilities	13,394	13,532	13,275	13,035	12,810	12,599	12,402	12,219	12,049	11,891	11,744
Net assets	382,256	383,400	383,755	384,055	384,259	384,447	384,592	384,651	384,717	384,746	384,750
Equity											
Accumulated surplus	131,766	136,118	136,629	140,668	142,269	141,361	142,298	144,689	143,102	141,693	140,674
Reserves	250,490	247,282	247,125	243,387	241,989	243,085	242,294	239,961	241,615	243,053	244,076
Total equity	382,256	383,400	383,755	384,055	384,259	384,447	384,592	384,651	384,717	384,746	384,750

3.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2021 Forecast Actual				
Balance at beginning of the financial year	383,331	131,560	231,564	20,177
Surplus/(deficit) for the year	(1,075)	(1,075)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,421)	-	1,421
Transfers from other reserves	-	2,702	-	(2,702)
Balance at end of the financial year	382,256	131,766	231,564	18,896
2022				
Balance at beginning of the financial year	382,256	131,766	231,564	18,896
Surplus/(deficit) for the year	1,144	1,144	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,303)	-	1,303
Transfers from other reserves	-	4,511	-	(4,511)
Balance at end of the financial year	383,400	136,118	231,564	15,688
2023				
Balance at beginning of the financial year	383,400	136,118	231,564	15,688
Surplus/(deficit) for the year	354	354	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,983)	-	1,983
Transfers from other reserves	-	2,140	-	(2,140)
Balance at end of the financial year	383,754	136,629	231,564	15,531
2024				
Balance at beginning of the financial year	383,754	136,629	231,564	15,531
Surplus/(deficit) for the year	301	301	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,593)	-	1,593
Transfers from other reserves	-	5,331	-	(5,331)
Balance at end of the financial year	384,055	140,668	231,564	11,793
2025				
Balance at beginning of the financial year	384,055	140,668	231,564	11,793
Surplus/(deficit) for the year	203	203	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,622)	-	1,622
Transfers from other reserves	-	3,020	-	(3,020)
Balance at end of the financial year	384,258	142,269	231,564	10,395
2026				
Balance at beginning of the financial year	384,258	142,269	231,564	10,395
Surplus/(deficit) for the year	188	188	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,652)	-	1,652
Transfers from other reserves	-	555	-	(555)
Balance at end of the financial year	384,447	141,361	231,564	11,492

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2027				
Balance at beginning of the financial year	384,447	141,361	231,564	11,492
Surplus/(deficit) for the year	144	144	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,682)	-	1,682
Transfers from other reserves	-	2,474	-	(2,474)
Balance at end of the financial year	384,591	142,298	231,564	10,699
2028				
Balance at beginning of the financial year	384,591	142,298	231,564	10,699
Surplus/(deficit) for the year	59	59	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,713)	-	1,713
Transfers from other reserves	-	4,045	-	(4,045)
Balance at end of the financial year	384,650	144,689	231,564	8,367
2029				
Balance at beginning of the financial year	384,650	144,689	231,564	8,367
Surplus/(deficit) for the year	67	67	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,744)	-	1,744
Transfers from other reserves	-	90	-	(90)
Balance at end of the financial year	384,717	143,102	231,564	10,021
2030				
Balance at beginning of the financial year	384,717	143,102	231,564	10,021
Surplus/(deficit) for the year	29	29	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,778)	-	1,778
Transfers from other reserves	-	340	-	(340)
Balance at end of the financial year	384,746	141,693	231,564	11,459
2031				
Balance at beginning of the financial year	384,746	141,693	231,564	11,459
Surplus/(deficit) for the year	4	4	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,813)	-	1,813
Transfers from other reserves	-	790	-	(790)
Balance at end of the financial year	384,750	140,674	231,564	12,482

3.4 Statement of Cash Flows

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	21,530	22,079	22,283	23,152	24,058	24,900	25,772	26,674	27,608	28,574	29,574
Statutory fees and fines	1,195	1,218	1,220	1,222	1,224	1,226	1,228	1,230	1,232	1,234	1,236
User fees	757	945	947	949	951	953	955	957	959	961	963
Grants - operating	9,313	6,767	6,598	6,433	6,272	6,115	5,962	5,813	5,668	5,526	5,388
Grants - capital	4,005	4,941	3,596	3,563	3,495	3,520	3,514	3,465	3,507	3,502	3,482
Contributions - monetary	289	179	179	179	179	179	179	179	179	179	179
Interest received	381	330	323	317	311	305	299	293	287	281	275
Trust funds and deposits taken	(457)	232	-	-	-	-	-	-	-	-	-
Other receipts	794	792	808	824	840	857	874	891	909	927	946
Net GST refund / payment	1,270	990	-	-	-	-	-	-	-	-	-
Employee costs	(15,666)	(15,841)	(15,638)	(16,107)	(16,630)	(17,212)	(17,815)	(18,438)	(19,084)	(19,752)	(20,418)
Materials and services	(15,641)	(12,099)	(10,843)	(11,058)	(11,307)	(11,590)	(11,879)	(12,176)	(12,481)	(12,793)	(13,113)
Other payments	(393)	(398)	(376)	(383)	(392)	(402)	(412)	(422)	(433)	(443)	(454)
Net cash provided by/(used in) operating activities	7,377	10,135	9,097	9,091	9,001	8,851	8,677	8,466	8,351	8,196	8,058
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(16,869)	(14,690)	(9,686)	(12,710)	(10,495)	(8,658)	(9,142)	(10,712)	(9,024)	(8,857)	(9,214)
Proceeds from sale of property, infrastructure, plant and equipment	960	349	125	300	415	321	215	305	325	250	442
Net cash provided by/ (used in) investing activities	(15,909)	(14,341)	(9,561)	(12,410)	(10,080)	(8,337)	(8,927)	(10,407)	(8,699)	(8,607)	(8,772)
Cash flows from financing activities											
Finance costs	(30)	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(479)	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) financing activities	(509)	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	(9,041)	(4,206)	(464)	(3,319)	(1,079)	514	(250)	(1,941)	(348)	(411)	(714)
Cash and cash equivalents at the beginning of the financial year	40,114	31,073	26,867	26,403	23,084	22,005	22,520	22,270	20,329	19,981	19,569
Cash and cash equivalents at the end of the financial year	31,073	26,867	26,403	23,084	22,005	22,520	22,270	20,329	19,981	19,569	18,855

3.5 Statement of Capital Works

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements	189	75	130	315	200	200	100	-	-	75	150
Total land	189	75	130	315	200	200	100	-	-	75	150
Buildings	1,043	872	1,343	645	1,189	1,616	1,143	851	1,035	525	475
Total buildings	1,043	872	1,343	645	1,189	1,616	1,143	851	1,035	525	475
Total property	1,232	947	1,473	960	1,389	1,816	1,243	851	1,035	600	625
Plant and equipment											
Plant, machinery and equipment	2,538	1,680	790	1,000	1,595	1,235	750	945	1,245	880	1,465
Computers and telecommunications	279	240	225	156	136	163	133	149	136	158	137
Library books	100	100	100	100	100	100	100	100	100	100	100
Total plant and equipment	2,917	2,020	1,115	1,256	1,831	1,498	983	1,194	1,481	1,138	1,702
Infrastructure											
Roads	7,619	3,862	3,660	2,893	2,852	3,792	3,732	3,727	4,949	5,512	5,308
Bridges	418	4,184	460	1,470	880	410	200	200	730	550	150
Footpaths and cycleways	1,101	434	558	625	343	687	540	695	739	692	789
Drainage	180	730	-	-	100	20	-	-	-	100	-
Recreational, leisure and community facilities	1,690	1,218	380	340	190	-	70	-	-	-	-
Waste management	1,712	1,295	2,040	5,166	2,910	435	2,374	4,045	90	265	640
Total infrastructure	12,720	11,723	7,098	10,494	7,275	5,344	6,916	8,667	6,508	7,119	6,887
Total capital works expenditure	16,869	14,690	9,686	12,710	10,495	8,658	9,142	10,712	9,024	8,857	9,214
Represented by:											
New asset expenditure	3,312	366	420	515	461	381	270	-	50	75	150
Asset renewal expenditure	8,993	8,217	8,953	7,797	7,357	7,600	6,836	6,614	6,982	7,445	6,922
Asset expansion expenditure	900	214	-	4,386	2,575	575	2,024	3,975	-	1,225	150
Asset upgrade expenditure	3,664	5,893	313	12	102	102	12	123	1,992	112	1,992
Total capital works expenditure	16,869	14,690	9,686	12,710	10,495	8,658	9,142	10,712	9,024	8,857	9,214
Funding sources represented by:											
Grants	5,021	4,846	3,596	3,563	3,495	3,520	3,514	3,465	3,507	3,502	3,482
Contributions	802	349	125	300	415	321	215	305	325	250	442
Council cash	11,046	9,495	5,965	8,847	6,585	4,817	5,413	6,942	5,192	5,105	5,290
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	16,869	14,690	9,686	12,710	10,495	8,658	9,142	10,712	9,024	8,857	9,214

3.6 Statement of Human Resources

Staff expenditure	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total staff expenditure										
Male	7,369	7,572	7,799	8,052	8,334	8,626	8,928	9,240	9,564	9,886
Female	7,655	7,866	8,101	8,365	8,658	8,961	9,274	9,599	9,935	10,270
Self-described gender										
Total staff expenditure	15,024	15,437	15,900	16,417	16,992	17,586	18,202	18,839	19,498	20,156
Permanent full time										
Male	6,078	6,245	6,432	6,642	6,874	7,115	7,364	7,621	7,888	8,154
Female	4,191	4,306	4,435	4,580	4,740	4,906	5,077	5,255	5,439	5,623
Self-described gender										
Total	10,269	10,551	10,868	11,221	11,614	12,020	12,441	12,877	13,327	13,777
Permanent part time										
Male	1,291	1,327	1,366	1,411	1,460	1,511	1,564	1,619	1,675	1,732
Female	3,464	3,559	3,666	3,785	3,918	4,055	4,197	4,344	4,496	4,647
Self-described gender										
Total	4,755	4,886	5,032	5,196	5,378	5,566	5,761	5,962	6,171	6,379
Staff numbers										
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Total staff numbers										
Male	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3
Female	74.7	74.7	74.7	74.7	74.7	74.7	74.7	74.7	74.7	74.7
Self-described gender										
Total staff numbers	142.9	142.9	142.9	142.9	142.9	142.9	142.9	142.9	142.9	142.9
Permanent full time										
Male	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0
Female	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0	37.0
Self-described gender										
Total	93.0	93.0	93.0	93.0	93.0	93.0	93.0	93.0	93.0	93.0
Permanent part time										
Male	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2
Female	37.7	37.7	37.7	37.7	37.7	37.7	37.7	37.7	37.7	37.7
Self-described gender										
Total	49.9	49.9	49.9	49.9	49.9	49.9	49.9	49.9	49.9	49.9

3.7 Planned Human Resource Expenditure

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Executive										
Permanent - Full time	888	912	940	970	1,004	1,039	1,076	1,113	1,152	1,191
Female	410	421	434	448	464	480	497	514	532	550
Male	478	491	506	522	541	560	579	599	620	641
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Executive	888	912	940	970	1,004	1,039	1,076	1,113	1,152	1,191
Assets and Development										
Permanent - Full time	6,212	6,383	6,574	6,788	7,026	7,271	7,526	7,789	8,062	8,334
Female	1,874	1,926	1,983	2,048	2,119	2,194	2,270	2,350	2,432	2,514
Male	4,338	4,457	4,591	4,740	4,906	5,078	5,256	5,440	5,630	5,820
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	935	961	990	1,022	1,057	1,094	1,133	1,172	1,213	1,254
Female	511	525	541	558	578	598	619	641	663	686
Male	424	436	449	463	480	496	514	532	550	569
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Assets and Development	7,147	7,344	7,564	7,810	8,083	8,366	8,659	8,962	9,275	9,588
Community Engagement										
Permanent - Full time	1,346	1,383	1,425	1,471	1,522	1,576	1,631	1,688	1,747	1,806
Female	1,088	1,118	1,151	1,189	1,230	1,274	1,318	1,364	1,412	1,460
Male	258	265	273	282	292	302	313	324	335	346
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	2,408	2,474	2,548	2,631	2,723	2,819	2,917	3,019	3,125	3,231
Female	2,094	2,152	2,216	2,288	2,368	2,451	2,537	2,626	2,718	2,809
Male	314	323	332	343	355	368	380	394	408	421
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community Engagement	3,754	3,857	3,973	4,102	4,246	4,394	4,548	4,707	4,872	5,036
Corporate and shared services										
Permanent - Full time	1,823	1,873	1,929	1,992	2,062	2,134	2,209	2,286	2,366	2,446
Female	819	842	867	895	926	959	992	1,027	1,063	1,099
Male	1,004	1,032	1,063	1,097	1,135	1,175	1,216	1,259	1,303	1,347
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	1,412	1,451	1,494	1,543	1,597	1,653	1,711	1,771	1,833	1,894
Female	859	883	909	939	971	1,006	1,041	1,077	1,115	1,152
Male	553	568	585	604	625	647	670	693	718	742
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total Corporate and shared services	3,235	3,324	3,424	3,535	3,659	3,787	3,919	4,056	4,198	4,340
Casuals, temporary and other expenditure	349	359	369	381	395	409	423	438	453	468
Capitalised labour costs	429	438	454	455	459	488	505	522	541	559
Total staff expenditure	15,802	16,233	16,724	17,254	17,845	18,483	19,129	19,799	20,492	21,183

	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
Executive										
Permanent - Full time	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Executive	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Assets and Development										
Permanent - Full time	61.0	61.0	61.0	61.0	61.0	61.0	61.0	61.0	61.0	61.0
Female	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
Male	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Female	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
Male	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Assets and Development	71.0	71.0	71.0	71.0	71.0	71.0	71.0	71.0	71.0	71.0
Community Engagement										
Permanent - Full time	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Female	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	24.9	24.9	24.9	24.9	24.9	24.9	24.9	24.9	24.9	24.9
Female	21.9	21.9	21.9	21.9	21.9	21.9	21.9	21.9	21.9	21.9
Male	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Community Engagement	36.9	36.9	36.9	36.9	36.9	36.9	36.9	36.9	36.9	36.9
Corporate and Shared Services										
Permanent - Full time	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Female	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Male	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Female	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
Male	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Corporate and Shared Services	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0
Casuals, temporary and other expenditure	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1
Total staff numbers	152.0	152.0	152.0	152.0	152.0	152.0	152.0	152.0	152.0	152.0

Note: For the purposes of the Financial Plan, FTE have been assumed to remain static over ten years. This assumption will be reviewed following the completion of the Workforce Plan and Gender Equality Policies.

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										
		Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Operating position												
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-14.78%	-10.63%	-8.79%	-8.73%	-8.79%	-8.56%	-8.42%	-8.40%	-8.12%	-7.97%	-7.80%
Liquidity												
Working Capital	Current assets / current liabilities	475.37%	428.97%	419.82%	372.01%	355.13%	359.80%	354.23%	326.45%	319.86%	312.56%	301.49%
Unrestricted cash	Unrestricted cash / current liabilities	338.45%	283.88%	279.61%	236.41%	223.84%	232.58%	230.84%	206.68%	203.50%	199.41%	191.35%
Obligations												
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	2.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Indebtedness	Non-current liabilities / own source revenue	30.70%	29.43%	28.91%	28.33%	27.69%	27.00%	26.32%	25.67%	25.03%	24.41%	23.80%
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	142.87%	158.18%	102.09%	84.35%	78.80%	79.38%	68.86%	66.09%	85.89%	70.56%	81.20%
Stability												
Rates concentration	Rate revenue / adjusted underlying revenue	65.89%	70.10%	70.32%	70.54%	70.76%	70.98%	71.20%	71.42%	71.64%	71.86%	72.07%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.40%	0.37%	0.37%	0.37%	0.37%	0.37%	0.37%	0.37%	0.37%	0.38%	0.38%
Efficiency												
Expenditure level	Total expenses/ no. of property assessments	\$3,907	\$3,565	\$3,557	\$3,608	\$3,668	\$3,739	\$3,811	\$3,884	\$3,959	\$4,036	\$4,111
Revenue level	Total rate revenue / no. of property assessments	\$2,163	\$2,186	\$2,224	\$2,268	\$2,318	\$2,376	\$2,434	\$2,495	\$2,556	\$2,620	\$2,684

5. Strategies and Plans

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

5.1 Borrowing Strategy

5.1.1 Current Debt Position

Council currently has no outstanding loan debt following a decision in the 2020/21 financial year to extinguish all outstanding debt. This decision was financially beneficial to Council and was achieved as a result of Council's strong balance sheet and cash position.

5.1.2 Future Borrowing Requirements

Council currently has no plans to undertake future borrowings, as such the financial plan has been based on the assumption of no new loan borrowings. However, should strategic borrowings be required in the future, this will be reflected in the annual budget and the financial plan will be subsequently updated at that point in time.

Council's Borrowings Policy outlines Council's approach to borrowings which if required will be in accordance with the following key objectives:

- to provide an alternative financing option for:
 - capital works projects that are of strategic significance (that could not otherwise be financed from ongoing income sources and that provide benefit across generations), or
 - to meet Council's obligations in relation to future defined benefit superannuation calls, if required
- to ensure the total amount of loan borrowings is sustainable in terms of ability to meet future repayments, budgetary constraints and established ratios
- manage any new borrowings in the context of optimising cash flow
- develop and maintain a borrowing structure that achieves a balance between predictability and flexibility and aims to minimise borrowing costs and/or maximise the best value for our community.

5.2 Reserves Strategy

The purpose of reserve accounting is to put aside funds in the current year for projects or other initiatives that will be completed in future years.

This practice minimises fluctuations in Council's annual budget for capital and large purchases, and provides more consistency in the level of rates required each year.

Council maintains both statutory and discretionary reserves that acknowledge the receipt of funds from particular sources to be applied on projects or initiatives that are consistent with the purposes of that reserve.

Council sets aside funds in reserves with the amounts to be decided during the annual budget process or at any other time by Council resolution, with the amounts to be transferred accordingly (usually at the end of the financial activities, leverage external grants opportunities and explore entrepreneurial initiatives. year).

Council will be exploring strategies to maximise the best uses of reserves and unrestricted cash to seed new

5.2.1 Current Reserves

Statutory reserves:

Reserve	Description
Public Open Space	Public Open Space reserve represents payments from subdividers as specified under the Subdivisions Act, to fund future creation of areas of recreational land.

Discretionary reserves

Reserve	Description
Defined Benefits Superannuation	Defined Benefits reserve has been created to assist in meeting obligations for future funding calls from the Vision Super Defined Benefits Superannuation Fund.
Gifted and Novated Assets	This reserve contains the balance of funds that were held by (VBRA) the Victorian Bushfire Recovery and Reconstruction Authority for reconstruction projects in Murrindindi Shire when the Authority closed. The funds (also known as VBBRA Cessation funds) were transferred by the State Government to Council as further assistance for the new assets gifted after the 2009 bushfires.
Infrastructure Contributions Parking	Infrastructure Contributions reserve represents payments from Subdividers set aside for future infrastructure works relating to provision of car parking.
Infrastructure Balance MAP funding	Infrastructure balance MAP (Murrindindi Assistance Package) represents the balance of funds from the financial assistance provided to Council by the State Government for reform and recovery following 2009 bushfires. Revisit all infrastructure (audit) and assess gaps.
Infrastructure Maintenance	Infrastructure Maintenance Reserve represents funds set aside for addressing council's long term infrastructure renewal obligations and was funded through a strategy of ongoing rate increases under former Councils. Contributions to this reserve ceased following the introduction of rate capping and changes in Council's rating priorities.

Infrastructure	Infrastructure reserve has been established as an accumulation fund to plan for the future investment in community infrastructure. Any unallocated savings from the annual capital works program will be transferred to this reserve. The reserve is the consolidation of two previous reserves which had similar objectives – the Infrastructure Unexpended Capital Works reserve and the New and Expanded Assets Reserve.
Landfill and Waste Management	Landfill and waste management reserve represents funds set aside for rehabilitation of Landfill site. The reserve is to be utilised for future works to maximise life of the landfill site (e.g. cell construction, cell capping and Leachate management over the next 10 years)
Marysville Caravan Park	Marysville Caravan Park reserve is surplus operational funds (rental) set aside for future capital works or operational requirements.
Marysville Community Fund	Marysville Community Fund Reserve contains funds set aside from the sale of Council land associated with the prior Marysville Retirement Village which are available for reinvestment in infrastructure or programs in Marysville.
Road Maintenance – Subdividers Contribution	Road Maintenance reserve consists of contributions from subdividers to future road maintenance cost impacted by respective subdivisions.
Shaw Avenue Redevelopment	Shaw Avenue reserve represents remaining funds from Council land sales at Shaw Avenue in 2003.
Yea Caravan Park	Yea Caravan Park reserve is surplus operational funds (rental) set aside for future capital works or operational requirements.
Yea Saleyards	Yea Saleyards reserve is surplus operational funds set aside for future capital works or operational requirements.

5.2.2 Reserve Usage Projections

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

Reserves	Restricted / Discretionary	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Public Open Space Reserve												
	Restricted											
Opening balance		556	483	313	343	373	403	433	463	493	523	479
Transfer to reserve		74	30	30	30	30	30	30	30	30	31	32
Transfer from reserve		-147	-200	0	0	0	0	0	0	0	-75	-150
Closing balance		483	313	343	373	403	433	463	493	523	479	361
Reserves Summary												
	Total Restricted											
Opening balance		556	483	313	343	373	403	433	463	493	523	479
Transfer to reserve		74	30	30	30	30	30	30	30	30	31	32
Transfer from reserve		-147	-200	0	0	0	0	0	0	0	-75	-150
Closing balance		483	313	343	373	403	433	463	493	523	479	361
Infrastructure Maintenance Reserve												
	Discretionary											
Opening balance		7,240	6,742	3,794	3,794	3,794	3,794	3,794	3,794	3,794	3,794	3,794
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-498	-2,948	0	0	0	0	0	0	0	0	0
Closing balance		6,742	3,794	3,794	3,794	3,794	3,794	3,794	3,794	3,794	3,794	3,794
Landfill & Waste Management Reserve												
	Discretionary											
Opening balance		10,893	10,254	10,105	9,906	6,191	4,761	5,836	5,001	2,527	4,039	5,408
Transfer to reserve		1,216	1,146	1,841	1,451	1,480	1,510	1,540	1,571	1,602	1,634	1,667
Transfer from reserve		-1,855	-1,295	-2,040	-5,166	-2,910	-435	-2,374	-4,045	-90	-265	-640
Closing balance		10,254	10,105	9,906	6,191	4,761	5,836	5,001	2,527	4,039	5,408	6,435

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Unfunded Superannuation Reserve												
	Discretionary											
Opening balance		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Caravan Park Reserves												
	Discretionary											
Opening balance		185	130	228	228	228	228	228	228	228	228	228
Transfer to reserve		65	98	0	0	0	0	0	0	0	0	0
Transfer from reserve		-120	0	0	0	0	0	0	0	0	0	0
Closing balance		130	228	228	228	228	228	228	228	228	228	228
Saleyards Reserve												
	Discretionary											
Opening balance		103	87	48	60	7	9	1	13	125	237	350
Transfer to reserve		66	29	112	112	112	112	112	112	112	113	114
Transfer from reserve		-82	-68	-100	-165	-110	-120	-100	0	0	0	0
Closing balance		87	48	60	7	9	1	13	125	237	350	464
Reserves Summary												
	Total Discretionary											
Opening balance		19,621	18,413	15,375	15,188	11,420	9,992	11,059	10,236	7,874	9,498	10,980
Transfer to reserve		1,347	1,273	1,953	1,563	1,592	1,622	1,652	1,683	1,714	1,747	1,781
Transfer from reserve		-2,555	-4,311	-2,140	-5,331	-3,020	-555	-2,474	-4,045	-90	-265	-640
Closing balance		18,413	15,375	15,188	11,420	9,992	11,059	10,236	7,874	9,498	10,980	12,121
Reserves Summary												
	Restricted & Discretionary											
Opening balance		20,177	18,896	15,688	15,531	11,793	10,395	11,492	10,699	8,367	10,021	11,459
Transfer to reserve		1,421	1,303	1,983	1,593	1,622	1,652	1,682	1,713	1,744	1,778	1,813
Transfer from reserve		-2,702	-4,511	-2,140	-5,331	-3,020	-555	-2,474	-4,045	-90	-340	-790
Closing balance		18,896	15,688	15,531	11,793	10,395	11,492	10,699	8,367	10,021	11,459	12,482