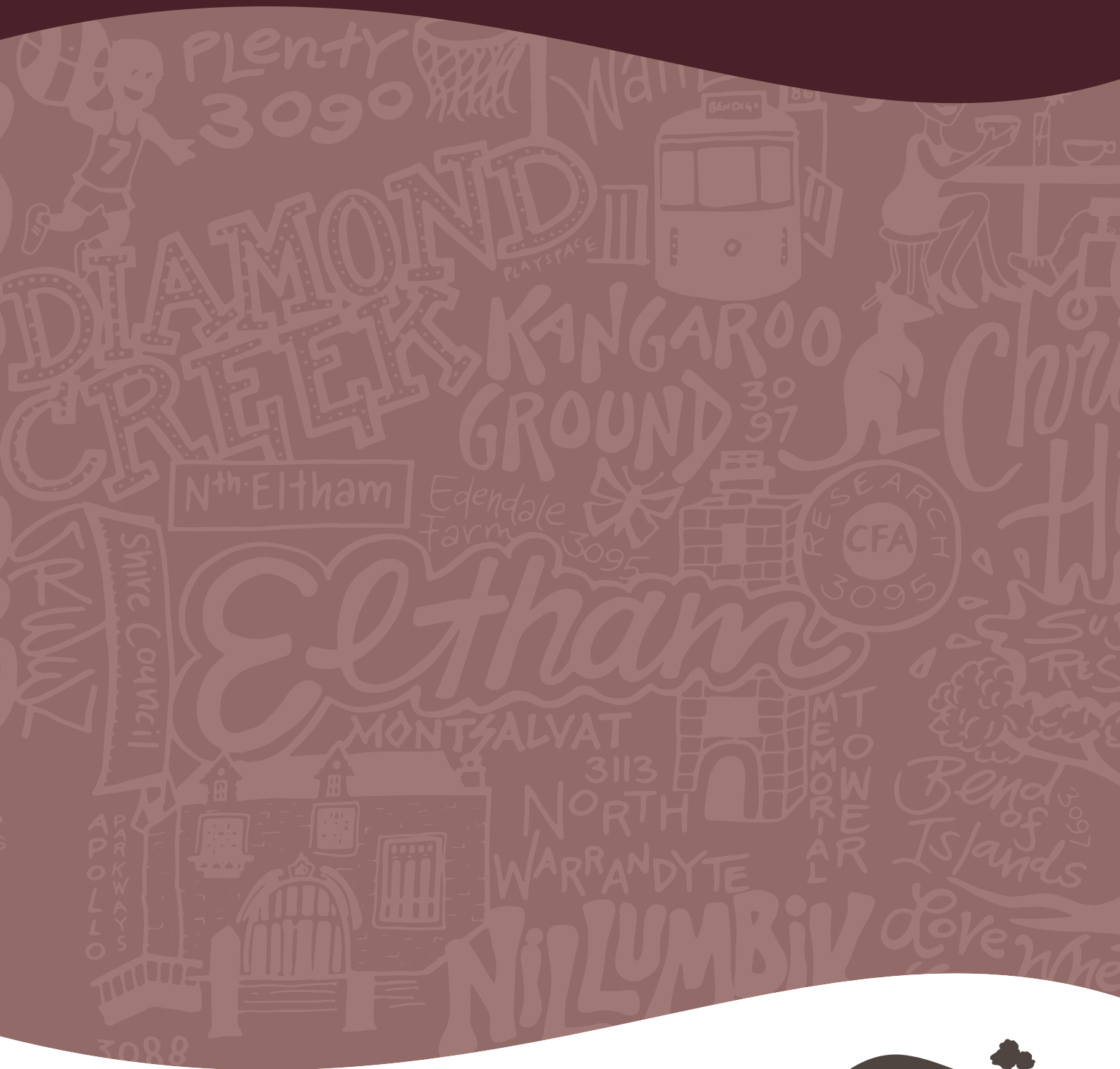


Financial Plan

2021-2031





Acknowledgement of Traditional Owners

Nillumbik Shire Council respectfully acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners of the land on which Nillumbik is located, and we value the significance of the Wurundjeri people's history as essential to the unique character of the shire. We pay tribute to all First Nations People living in Nillumbik, give respect to Elders past and present and future, and extend that respect to all First Nations People.

We recognise that Wurundjeri Woi Wurrung people hold a deep and ongoing connection to this place. We value the distinctive place of our First Nations People in both Nillumbik's and Australia's identity; from their cultural heritage and care of the land, to their ongoing contributions in many fields including academia, agriculture, art, economics, law, sport and politics.

We recognise and value the distinctive and special spiritual and material relationship that First Nations People have with the land and the water, including trees, rocks, hills and valleys, creeks, rivers and flood plains in our Shire.

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The draft Financial Plan, including financial statements, has been prepared in accordance with the requirements of the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020 and with the Australian Accounting Standards Board standards.

COVER

Artwork by local artist
Dean Wittmann-Lamb, originally
developed and used for the Our
People, Our Place, Our Future
community engagement program.

1. Legislative Requirements



This section describes how the Financial Plan links to the achievement of the Community Vision – Nillumbik 2040 and the four-year Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

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

Strategic planning framework

Authorisation	Legislation and regulation			
Aspiration	Community Vision – Nillumbik 2040			
Policy position	Access, Equity and Inclusion Policy, Community Engagement Policy			
Strategic planning	Asset Plan	Budget	Council Plan	Financial Plan
	Municipal Planning Strategy	Municipal Health and Wellbeing Plan	Revenue & Rating Plan	Workforce Plan
Strategies and plans	COMMUNITY AND CONNECTION Disability Action Plan Early Years Infrastructure Plan Gender Equality Action Plan Reconciliation Charter Reconciliation Action Plan Youth Strategy	PLACE AND SPACE Arts and Culture Strategy Biodiversity Strategy Diamond Creek MAC Structure Plan Eltham MAC Structure Plan Equine in Nillumbik Plan Green Wedge Management Plan Housing Strategy Integrated Transport Statement and Strategy Neighbourhood Character Strategy Open Space Strategy Recreation and Leisure Strateg Road Management Plan Roadside Management Plan	SUSTAINABLE AND RESILIENT Climate Action Plan Economic Development Strategy Integrated Water Management Plan Nillumbik Community Pandemic Recovery Plan	RESPONSIBLE AND ACCOUNTABLE Advocacy Plan Bushfire Mitigation Strategy Communications Strategy Domestic Animal Management Plan Domestic Water Management Plan Municipal Fire Management Plan Nillumbik Customer First Strategy
Action and implementation	Action plans			
	Department business plans			
	Nillumbik Planning Scheme			

Image: Council's Strategic Planning Framework

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.

Council's planning and reporting framework

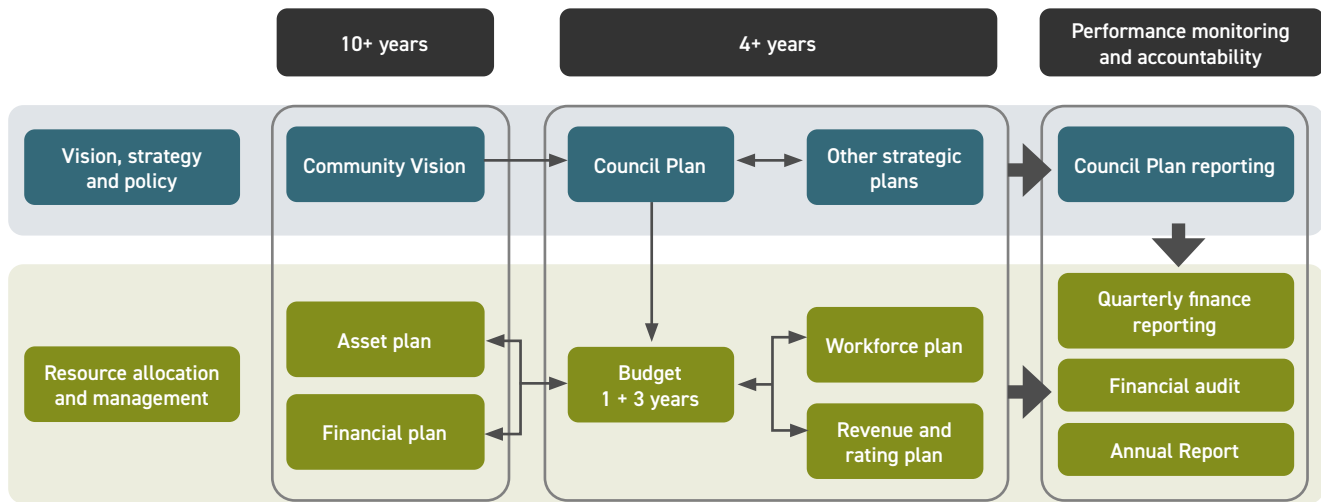


Image: Council's Integrated Strategic Planning and Reporting Framework

1.1 Strategic Planning Principles

The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) The Financial Plan addresses the Community Vision by allocating funds towards the actions in the four-year Council Plan.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the objectives and strategies of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring and reviews to identify and adapt to changing circumstances.
- f) Advocacy and collaboration are considered to be an important aspect when reviewing cost management and exploring any opportunities to increase revenue.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans and the Australian Accounting Standards Board standards.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10-year liabilities are disclosed in section 3.2 Balance Sheet projections.
 - c) the management of risk also extends to social, climate, environmental and economic risks potentially impacting Council.
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

1.3 Engagement Principles

The Council Plan 2021-2025 has been informed by community engagement through the 'Our People, Our Place, Our Future' community engagement initiative undertaken in February and March 2021, results from the 2021 Annual Community Survey and expands on the themes and aspirations of our Community Vision – Nillumbik 2040. The plan is also the result of Councillor and staff planning workshops to identify directions and outcomes.

The Financial Plan 2021-2031 provides the context through which the objectives and strategies of the Council Plan can be funded and ultimately achieve the aspirations of Community Vision.

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

- a) Draft Financial Plan preparation is informed by Council Plan and Community Vision;
- b) Draft Financial Plan adopted for public exhibition at the July 2021 Council meeting for a period of 28 days and calling for public submissions;
- c) Community engagement is conducted using local news outlets and social media;
- d) Hearing of public submissions to the Financial Plan in September 2021;
- e) Financial Plan, including any revisions, presented to in October 2021 to Council for adoption.

1.4 Service Performance Principles

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

- a) Services are provided in an equitable manner to the community. The four-year Council Plan will guide the organisation's work to deliver on the priorities of the Council and the community, and to manage and deliver services for the Nillumbik community during Council's term.
- b) Services are accessible to users within the community.
- c) The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of services.
- d) Council considers and responds to community feedback and complaints regarding service provision.

1.5 Asset Plan Integration

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

The Asset Plan will identify the operational and strategic practices and will ensure that Council manages assets across their lifecycle 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.

2. Financial Plan Context



Purple coral pea

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 – Nillumbik 2040 and the four-year Council Plan.

Policy Statement	Measure	Target	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	>5%	-1.01%	0.16%	1.53%	2.45%	3.14%	3.67%	4.31%	4.85%	5.37%	6.05%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities	>1.5	1.80	1.33	1.17	1.17	1.15	1.30	1.47	1.69	1.93	2.26
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	100%	149.9%	113.4%	88.3%	77.4%	80.1%	91.0%	94.8%	90.1%	90.6%	76.9%
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	<60%	24.3%	19.2%	16.5%	13.9%	11.3%	8.7%	6.5%	4.6%	2.8%	1.1%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities	>80%	116.8%	60.2%	41.6%	38.5%	37.6%	43.6%	59.3%	80.9%	105.1%	135.7%
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	>30%	35.2%	24.6%	20.5%	20.2%	19.1%	19.0%	19.0%	18.2%	18.1%	18.0%

2.1 Financial Policy Statements continued

As can be seen from the above table, the results across the indicators for the current financial year demonstrate that overall financial sustainability is being maintained through active management of Council's underlying financial practices. The forecast results in the outer years are indicating fluctuating trends highlighting the reliance on grant funding.

The forecast *underlying surplus* results show a stabilising trend, reflecting limited growth in own-source revenue and maintenance of operational expenditure in line with service levels. The trend reinforces the reliance on external funding sources, such as grants from other levels of government.

Council's *liquidity* forecasts are stable and reflect liabilities, including borrowing maturities and a greater proportion of the provision for landfill rehabilitation, becoming current and cash balances lowering as capital projects are completed.

Council continues to invest in public infrastructure and community *asset renewal* with an underlying criteria being the renewal gap, to ensure Council's responsibility remains at a manageable level. The forecast results mirror the capital works program currently scheduled and in future years; and again highlights the reliance on external funding.

Council continues to repay its existing *loans and borrowings* and has budgeted to take out further loans in 2021/2022. This is offset by borrowing maturities scheduled to occur each year, resulting in the declining overall debt balance and trend.

Council does not budget for non-recurrent grant funding where there is a high degree of uncertainty or lack of assurance of receipt. As such, *unrestricted cash* balances fluctuate but remain at sustainable levels.

Council is highly reliant on external funding sources in order to achieve the desired level of *capital outlay*, as demonstrated in the forecast results.



Musk lorikeet

2.2 Strategic Actions

The strategic actions are included in the 10-year financial plan.

1. That Council adopt the following statements as being an integral part of the budget setting process for current and future budgets.
2. That the working capital ratio be targeted to remain above a ratio of 1.5.
3. That capital expenditure on asset renewal projects (and upgrades that have a significant renewal component) be given priority over capital expenditure on new assets to achieve consistent and sustainable asset renewal.
4. That any new projects that require loan funding be given priority, if the projects that are driven by legislative requirements represent a significant benefit to Council's longer-term sustainability, or will have proven cash flows in future periods to 'repay' the cash outlays required in the initial periods.
5. That Council consider the most appropriate fees and charges strategy so that adequate funds are recovered to offset operational expenses in annual and future budgets.

2.3 Assumptions to the financial plan statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31.

Description and table of annual escalations, for the 10-year period, for each income and expenditure line item contained in the Comprehensive Income Statement.

Policy Statement	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
CPI (source: 2021-2022 Victorian [State Government] Budget)	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Growth (assessments)	130	130	130	130	130	130	130	130	130	130
Rates and charges	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Statutory fees and fines	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
User fees	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants – operating	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants – capital	<i>Capital grants are forecast in line with anticipated capital works.</i>									
Interest revenue	0.50%	0.40%	0.70%	0.80%	0.80%	1.00%	1.00%	1.25%	1.25%	1.25%
Contributions – monetary	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Other income	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee costs	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Materials and services	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Depreciation & amortisation	<i>Budgeted depreciation and amortisation is based on current depreciation, plus an increase based on budgeted capital works, less a retirement/ renewal factor.</i>									
Other expenses	1.50%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%

2.3.1 Rates and charges

Rate revenue will increase by 1.50 per cent for the 2021-22 year, based on the State Government rate cap, with estimated future annual increases based of 1.75 per cent, 2.00 per cent and 2.25 per cent per annum for the ensuing years of the long-term financial plan.

Waste charges are estimated to increase in line with the CPI growth increases to ensure Council continues to recover the full costs of providing waste services and to rehabilitate former landfill sites at Plenty and Kangaroo Ground.

2.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI.

2.3.3 User fees

User charges relate mainly to the recovery of service delivery costs through the charging of fees. The key principle for determining the level of user charges has been to ensure that increases are generally consistent with cost increases.

Revenue increases for the ensuing years are in line with growth assumptions in the State Government rate cap.

2.3.4 Grants

Operating grants include all monies received from state and federal sources for the purposes of funding the delivery of Council's services. Overall, the level of operating grants is expected to decrease by 19.29 per cent or \$1.226 million. This is mainly due to a large number one-off non-recurrent grants received in 2020-21.

2.3.5 Contributions

Council receives contributions from 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 require Council to outlay funds for infrastructure works 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.

2.3.6 Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

2.3.7 Employee costs

Employee costs include all labour related expenditure including; wages and salaries and on-costs for both casual employees and permanent employees. Salaries and wages have been increased based on Council's Enterprise Agreement which provides a 1.8 per cent increase. The superannuation rate has been increased to 10 per cent to reflect changes in the superannuation guarantee legislation.

The ensuing years, reflect annual increases of 1.9 per cent for 2022-23 and 2.0 per cent up to 2030-31 to provide for annual EBA increases.

2.3.8 Materials and services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths. Other associated costs included under this category are utilities and purchase of consumable items for a range of services. Council also utilises external expertise on a range of matters. These costs are kept to within CPI levels year on year.

2.3.9 Depreciation & amortisation

Depreciation is an accounting measure which allocates the value of Council's property, plant and equipment including infrastructure such as roads and drains assets over their useful life. Depreciation and amortisation is based on prior year depreciation, plus an increase based on budgeted capital works, less a retirement/ renewal factor.

2.3.10 Borrowing costs

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

2.3.11 Other expenses

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



A rainbow lorikeet at Eltham Lower Park



3. Financial Plan statements

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

The appendix includes the following budgeted information:

Comprehensive Income Statement	12
Balance Sheet	14
Statement of Changes in Equity	16
Statement of Cash Flows	18
Statement of Capital Works	20
Statement of Human Resources	22

Comprehensive Income Statement

For the five years ending 30 June 2026

	Financial Plan Projections				
	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Income					
Rates and charges	69,953	72,409	74,425	76,517	78,678
Statutory fees and fines	1,916	1,950	1,989	2,034	2,079
User fees	16,504	16,817	17,127	17,599	18,065
Grants – operating	5,131	5,116	5,219	5,336	5,456
Grants – capital	2,809	5,105	5,205	5,905	5,705
Contributions – monetary	119	121	123	1,480	129
Contributions – non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-
Share of net profits/(losses) of associates	-	-	-	-	-
Other income	1,137	1,153	1,172	1,195	1,218
Total income	97,569	102,671	105,260	110,066	111,330
Expenses					
Employee costs	37,035	37,708	38,460	39,228	40,179
Materials and services	39,294	40,409	40,654	41,553	42,472
Depreciation and amortisation	12,352	12,430	12,506	12,595	12,672
Bad and doubtful debts	-	-	-	-	-
Amortisation - right of use assets	420	110	110	55	55
Borrowing costs	583	621	550	477	400
Finance costs - leases	12	9	6	4	3
Other expenses	5,897	6,000	6,120	6,258	6,399
Total expenses	95,593	97,287	98,406	100,170	102,180
Surplus / (deficit) for the year	1,976	5,384	6,854	9,896	9,150
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment/(decrement)	-	-	-	-	-
Share of other comprehensive income of associates	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-
Total comprehensive result	1,976	5,384	6,854	9,896	9,150

Comprehensive Income Statement

For the five years ending 30 June 2031

	Financial Plan Projections				
	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Income					
Rates and charges	80,891	83,176	85,516	87,932	90,407
Statutory fees and fines	2,126	2,174	2,223	2,273	2,324
User fees	18,380	18,783	19,195	19,627	20,069
Grants – operating	5,579	5,704	5,833	5,964	6,098
Grants – capital	5,955	6,055	5,855	6,155	6,255
Contributions – monetary	131	134	137	141	144
Contributions – non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-
Share of net profits/(losses) of associates	-	-	-	-	-
Other income	1,242	1,266	1,292	1,318	1,345
Total income	114,304	117,292	120,051	123,410	126,642
Expenses					
Employee costs	41,154	42,151	43,171	44,216	45,098
Materials and services	43,412	44,373	45,356	46,361	47,388
Bad and doubtful debts	-	-	-	-	-
Depreciation and amortisation	12,777	12,865	12,992	13,136	13,264
Amortisation – right of use assets	37	-	-	-	-
Borrowing costs	318	237	170	119	66
Finance costs – leases	1	-	-	-	-
Other expenses	6,543	6,690	6,840	6,994	7,152
Total expenses	104,242	106,316	108,529	110,826	112,968
Surplus (deficit) for the year	10,062	10,976	11,522	12,584	13,674
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment/(decrement)	-	-	-	-	-
Share of other comprehensive income of associates	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-
Total comprehensive result	10,062	10,976	11,522	12,584	13,674

Balance Sheet

For the five years ending 30 June 2026

	2021-22 \$'000	Financial Plan Projections			2025-26 \$'000
		2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	
Current assets					
Cash and cash equivalents	33,409	20,673	16,921	16,501	16,591
Trade and other receivables	5,854	6,160	6,315	6,604	6,680
Other financial assets	250	250	250	250	250
Non-current assets classified as held for sale	-	-	-	-	-
Other assets	18	19	19	19	19
Total current assets	39,531	27,102	23,505	23,374	23,540
Non-current assets					
Trade and other receivables	454	363	291	233	186
Other financial assets	5	5	5	5	5
Investments in associates and joint arrangement and subsidiaries	1,471	1,471	1,471	1,471	1,471
Property, infrastructure, plant & equipment	978,950	988,908	995,557	1,002,347	1,008,505
Right-of-use assets	367	257	147	92	37
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
Total non-current assets	981,247	991,004	997,471	1,004,148	1,010,204
Total assets	1,020,778	1,018,106	1,020,976	1,027,522	1,033,744
Current liabilities					
Trade and other payables	5,135	5,261	5,320	5,435	5,559
Trust funds and deposits	1,925	1,925	1,925	1,925	1,925
Provisions	11,054	10,196	9,896	9,326	9,756
Unearned grants and contract liabilities	702	1,276	1,301	1,476	1,426
Interest-bearing liabilities	3,063	1,601	1,673	1,751	1,808
Lease liabilities	112	112	55	55	36
Total current liabilities	21,991	20,371	20,170	19,968	20,511
Non-current liabilities					
Provisions	15,022	12,245	9,907	8,283	6,374
Interest-bearing liabilities	13,903	12,302	10,629	8,878	7,070
Lease liabilities	258	145	91	36	-
Total non-current liabilities	29,183	24,692	20,627	17,197	13,444
Total liabilities	51,175	45,063	40,797	37,165	33,955
Net assets	969,603	973,043	980,179	990,357	999,789
Equity					
Accumulated surplus	411,374	422,610	431,651	441,399	450,912
Reserves	558,229	550,433	548,528	548,958	548,877
Total equity	969,603	973,043	980,179	990,357	999,789

Balance Sheet

For the five years ending 30 June 2031

	Financial Plan Projections				
	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Current assets					
Cash and cash equivalents	17,234	20,337	24,697	29,938	35,764
Trade and other receivables	6,858	7,038	7,202	7,404	7,598
Other financial assets	250	250	250	250	250
Non-current assets classified as held for sale	-	-	-	-	-
Other assets	19	19	20	20	20
Total current assets	24,361	27,644	32,169	37,612	43,632
Non-current assets					
Trade and other receivables	149	119	95	76	61
Other financial assets	5	5	5	5	5
Investments in associates and joint arrangement and subsidiaries	1,471	1,471	1,471	1,471	1,471
Property, infrastructure, plant & equipment	1,014,689	1,021,310	1,027,452	1,033,809	1,040,578
Right-of-use assets	-	-	-	-	-
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
Total non-current assets	1,016,314	1,022,905	1,029,023	1,035,361	1,042,115
Total assets	1,040,675	1,050,549	1,061,192	1,072,973	1,085,747
Current liabilities					
Trade and other payables	5,685	5,815	5,945	6,081	6,213
Trust funds and deposits	1,925	1,925	1,925	1,925	1,925
Provisions	7,985	8,136	8,291	8,448	8,609
Unearned grants and contract liabilities	1,489	1,514	1,464	1,539	1,564
Interest-bearing liabilities	1,701	1,412	1,464	1,517	977
Lease liabilities	-	-	-	-	-
Total current liabilities	18,785	18,802	19,089	19,510	19,288
Non-current liabilities					
Provisions	6,386	6,398	6,411	6,424	6,437
Interest-bearing liabilities	5,369	3,957	2,494	977	-
Lease liabilities	-	-	-	-	-
Total non-current liabilities	11,755	10,355	8,905	7,401	6,437
Total liabilities	30,540	29,157	27,994	26,911	25,725
Net assets	1,010,135	1,021,392	1,033,198	1,046,062	1,060,022
Equity					
Accumulated surplus	460,725	471,352	483,060	495,396	508,754
Reserves	549,410	550,040	550,138	550,666	551,268
Total equity	1,010,135	1,021,392	1,033,198	1,046,062	1,060,022

Statement of Changes in Equity

For the five years ending 30 June 2026

* Balances at the end of the financial year may be subject to rounding differences.

	Total \$'000	Accum Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022				
Balance at beginning of the financial year	971,121	400,003	523,226	47,892
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	1,976	1,976	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	2,261	(20,998)	-	23,259
Transfer from other reserves	(5,755)	30,393	-	(36,148)
Balance at end of the financial year	969,603	411,374	523,226	35,003
2023				
Balance at beginning of the financial year	969,603	411,374	523,226	35,003
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	5,384	5,384	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	2,267	(15,146)	-	17,413
Transfer from other reserves	(4,211)	20,998	-	(25,209)
Balance at end of the financial year	973,043	422,610	523,226	27,207
2024				
Balance at beginning of the financial year	973,043	422,610	523,226	27,207
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	6,854	6,854	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	2,250	(12,959)	-	15,209
Transfer from other reserves	(1,968)	15,146	-	(17,114)
Balance at end of the financial year	980,179	431,651	523,226	25,302
2025				
Balance at beginning of the financial year	980,179	431,651	523,226	25,302
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	9,896	9,896	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	2,249	(13,107)	-	15,356
Transfer from other reserves	(1,967)	12,959	-	(14,926)
Balance at end of the financial year	990,357	441,399	523,226	25,732
2026				
Balance at beginning of the financial year	990,357	441,399	523,226	25,732
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	9,150	9,150	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	2,249	(12,744)	-	14,993
Transfer from other reserves	(1,967)	13,107	-	(15,074)
Balance at end of the financial year	999,789	450,912	523,226	25,651

Statement of Changes in Equity Projections

For the five years ending 30 June 2031

* Balances at the end of the financial year may be subject to rounding differences.

	Total \$'000	Accum Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2027				
Balance at beginning of the financial year	999,789	450,912	523,226	25,651
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	10,062	10,062	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	2,249	(12,993)	-	15,242
Transfer from other reserves	(1,965)	12,744	-	(14,709)
Balance at end of the financial year	1,010,135	460,725	523,226	26,184
2028				
Balance at beginning of the financial year	1,010,135	460,725	523,226	26,184
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	10,976	10,976	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	2,289	(13,342)	-	15,631
Transfer from other reserves	(2,008)	12,993	-	(15,001)
Balance at end of the financial year	1,021,392	471,352	523,226	26,814
2029				
Balance at beginning of the financial year	1,021,392	471,352	523,226	26,814
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	11,522	11,522	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	1,089	(13,156)	-	14,245
Transfer from other reserves	(805)	13,342	-	(14,147)
Balance at end of the financial year	1,033,198	483,060	523,226	26,912
2030				
Balance at beginning of the financial year	1,033,198	483,060	523,226	26,912
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	12,584	12,584	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	1,089	(13,404)	-	14,493
Transfer from other reserves	(809)	13,156	-	(13,965)
Balance at end of the financial year	1,046,062	495,396	523,226	27,440
2031				
Balance at beginning of the financial year	1,046,062	495,396	523,226	27,440
Adjustment on change in accounting policy	-	-	-	-
Surplus / (deficit) for the year	13,674	13,674	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	1,089	(13,720)	-	14,809
Transfer from other reserves	(803)	13,404	-	(14,207)
Balance at end of the financial year	1,060,022	508,754	523,226	28,042

Statement Cash Flows

For the five years ending 30 June 2026

* Balances at the end of the financial year may be subject to rounding differences.

	Financial Plan Projections				
	2021-22	2022-23	2023-24	2024-25	2025-26
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)
Cash flows from operating activities					
Rates and charges	71,351	72,255	74,373	76,344	78,664
Statutory fees and fines	1,996	1,935	1,981	2,020	2,075
User fees	16,584	16,802	17,119	17,585	18,061
Grants - operating	5,211	5,101	5,211	5,322	5,452
Grants - capital	(4,276)	5,664	5,222	6,066	5,651
Contributions - monetary	119	121	123	1,480	129
Interest received	271	272	274	276	278
Trust funds and deposits taken	-	-	-	-	-
Other receipts	866	881	898	920	939
Employee costs	(36,888)	(37,559)	(38,308)	(39,073)	(40,021)
Materials and services	(45,244)	(45,741)	(43,379)	(43,782)	(43,979)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(5,895)	(6,001)	(6,118)	(6,260)	(6,397)
Net cash provided by / (used in) operating activities	4,096	13,730	17,396	20,898	20,852
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(32,310)	(22,661)	(18,879)	(19,109)	(18,553)
Proceeds from sale of property, infrastructure, plant and equipment	750	-	-	-	-
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Net cash provided by / (used in) investing activities	(31,560)	(22,661)	(18,879)	(19,109)	(18,553)
Cash flows from financing activities					
Finance costs	(583)	(621)	(550)	(477)	(400)
Proceeds from borrowings	7,000	-	-	-	-
Repayment of borrowings	(3,426)	(3,063)	(1,601)	(1,673)	(1,750)
Interest paid - lease liability	(12)	(9)	(6)	(4)	(3)
Repayment of lease liabilities	(428)	(112)	(112)	(55)	(55)
Net cash provided by / (used in) financing activities	2,551	(3,805)	(2,269)	(2,209)	(2,208)
Net increase / (decrease) in cash & cash equivalents	(24,913)	(12,736)	(3,752)	(420)	91
Cash and cash equivalents at the beginning of the financial year	58,322	33,409	20,673	16,921	16,501
Cash and cash equivalents at the end of the financial year	33,409	20,673	16,921	16,501	16,591

Statement Cash Flows

For the five years ending 30 June 2031

* Balances at the end of the financial year may be subject to rounding differences.

	Financial Plan Projections				
	2026-27	2027-28	2028-29	2029-30	2030-31
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)
Cash flows from operating activities					
Rates and charges	80,785	83,062	85,407	87,790	90,267
Statutory fees and fines	2,117	2,165	2,215	2,263	2,314
User fees	18,371	18,774	19,187	19,617	20,059
Grants - operating	5,570	5,695	5,825	5,954	6,088
Grants - capital	6,009	6,071	5,797	6,220	6,270
Contributions - monetary	131	134	137	141	144
Interest received	281	284	288	291	295
Trust funds and deposits taken	-	-	-	-	-
Other receipts	961	982	1,004	1,027	1,050
Employee costs	(40,993)	(41,987)	(43,004)	(44,046)	(44,924)
Materials and services	(45,198)	(44,238)	(45,216)	(46,221)	(47,246)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(6,543)	(6,690)	(6,840)	(6,994)	(7,151)
Net cash provided by / (used in) operating activities	21,491	24,252	24,800	26,042	27,166
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(18,922)	(19,440)	(19,163)	(19,529)	(20,010)
Proceeds from sale of property, infrastructure, plant and equipment	237	229	306	311	253
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Net cash provided by / (used in) investing activities	(18,685)	(19,211)	(18,857)	(19,218)	(19,757)
Cash flows from financing activities					
Finance costs	(318)	(237)	(170)	(119)	(66)
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(1,808)	(1,701)	(1,412)	(1,463)	(1,517)
Interest paid - lease liability	(1)	-	-	-	-
Repayment of lease liabilities	(36)	-	-	-	-
Net cash provided by / (used in) financing activities	(2,163)	(1,938)	(1,582)	(1,582)	(1,583)
Net increase / (decrease) in cash & cash equivalents	643	3,103	4,360	5,242	5,826
Cash and cash equivalents at the beginning of the financial year	16,591	17,234	20,337	24,697	29,938
Cash and cash equivalents at the end of the financial year	17,234	20,337	24,697	29,938	35,764

Statement of Capital Works

For the five years ending 30 June 2026

	Financial Plan Projections				
	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	1,991	1,489	1,574	1,307	912
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Total buildings	1,991	1,489	1,574	1,307	912
Total property	1,991	1,489	1,574	1,307	912
Plant and equipment					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	957	683	585	558	559
Fixtures, fittings and furniture	60	175	223	269	295
Computers and telecommunications	-	-	-	-	-
Library books	-	-	-	-	-
Total plant and equipment	1,017	858	808	827	854
Infrastructure					
Roads	5,113	3,378	3,344	3,949	3,677
Bridges	835	424	260	209	190
Footpaths and cycleways	1,514	1,124	987	947	953
Drainage	453	571	618	667	704
Recreational, leisure and community facilities	14,617	8,178	5,210	4,604	4,123
Waste management	3,786	2,790	2,350	1,636	1,920
Parks, open space and streetscapes	967	561	413	546	486
Aerodromes	-	-	-	-	-
Off-street car parks	-	-	-	-	-
Other infrastructure	1,204	3,346	3,875	4,967	5,294
Total infrastructure	28,488	20,372	17,057	17,525	17,348
Total capital works expenditure	31,496	22,719	19,439	19,660	19,114
Represented by:					
New asset expenditure	271	647	541	1,321	82
Asset renewal expenditure	18,520	14,100	11,041	9,753	10,156
Asset expansion expenditure	1,225	1,070	3,128	3,132	3,016
Asset upgrade expenditure	11,480	6,902	4,729	5,454	5,861
Total capital works expenditure	31,496	22,719	19,439	19,660	19,115
Funding sources represented by:					
Grants	4,003	6,877	5,865	6,291	5,817
Contributions	-	-	-	-	-
Council cash	20,493	15,842	13,574	13,369	13,298
Proceeds on sale of assets	-	-	-	-	-
Borrowings	7,000	-	-	-	-
Total capital works expenditure	31,496	22,719	19,439	19,660	19,115

Statement of Capital Works

For the five years ending 30 June 2031

	Financial Plan Projections				
	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	977	715	622	600	604
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Total buildings	977	715	622	600	604
Total property	977	715	622	600	604
Plant and equipment					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	761	596	894	1,014	760
Fixtures, fittings and furniture	313	327	347	367	383
Computers and telecommunications	-	-	-	-	-
Library books	-	-	-	-	-
Total plant and equipment	1,074	923	1,241	1,380	1,143
Infrastructure					
Roads	3,010	2,797	3,057	3,215	3,626
Bridges	197	298	233	210	203
Footpaths and cycleways	972	1,001	1,153	1,238	1,416
Drainage	736	769	796	829	860
Recreational, leisure and community facilities	3,911	3,920	4,010	4,154	5,802
Waste management	1,464	1,306	522	209	84
Parks, open space and streetscapes	471	383	477	524	550
Aerodromes	-	-	-	-	-
Off-street car parks	-	-	-	-	-
Other infrastructure	6,677	7,902	7,622	7,747	6,292
Total infrastructure	17,438	18,374	17,871	18,125	18,833
Total capital works expenditure	19,489	20,012	19,734	20,105	20,580
Represented by:					
New asset expenditure	100	256	81	78	1,065
Asset renewal expenditure	11,623	12,195	11,704	11,904	10,195
Asset expansion expenditure	1,358	889	945	965	996
Asset upgrade expenditure	6,408	6,672	7,004	7,158	8,324
Total capital works expenditure	19,489	20,012	19,734	20,105	20,580
Funding sources represented by:					
Grants	5,882	5,952	5,910	6,080	6,162
Contributions	-	-	-	-	-
Council cash	13,607	14,060	13,824	14,025	14,418
Proceeds on sale of assets	-	-	-	-	-
Reimbursements	-	-	-	-	-
Borrowings	-	-	-	-	-
Total capital works expenditure	19,489	20,012	19,734	20,105	20,580

Statement of Human Resources

For the five years ending 30 June 2026

	Financial Plan Projections				
	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Staff expenditure					
Employee costs – operating	35,940	36,659	37,392	38,140	38,903
Employee costs – capital	-	-	-	-	-
Total staff expenditure	35,940	36,659	37,392	38,140	38,903
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Permanent EFT numbers	314.43	314.43	314.43	314.43	314.43
Limited tenures	7.16	8.00	6.00	4.00	4.00
Total staff numbers	321.59	322.43	320.43	318.43	318.43

Statement of Human Resources

For the five years ending 30 June 2031

	Financial Plan Projections				
	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Staff expenditure					
Employee costs – operating	39,681	40,474	41,284	42,109	42,952
Employee costs – capital	-	-	-	-	-
Total staff expenditure	39,681	40,474	41,284	42,109	42,952
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Permanent EFT numbers	314.43	314.43	314.43	314.43	314.43
Limited tenures	4.00	4.00	4.00	4.00	4.00
Total staff numbers	318.43	318.43	318.43	318.43	318.43

A summary of human resources expenditure categorised according to the organisational structure is included below:

Directorate	Budget 2021-22 \$'000	Permanent Full time \$'000	Composition		Temp \$'000
			Permanent Part time \$'000	Casual \$'000	
Operations and Infrastructure	13,661	11,650	1,452	119	440
Planning and Community Safety	7,854	6,252	1,535	67	-
Community Services	6,219	2,925	2,827	176	291
Corporate Services	6,022	5,552	470	-	-
Governance, Communications and Engagement	2,546	2,383	163	-	-
Total expenditure	36,302	28,762	6,447	362	731

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Directorate	Budget 2021-22	Composition		Temp
		Permanent Full time	Part time	
Operations and Infrastructure	129.32	109.85	15.07	4.40
Planning and Community Safety	71.19	53.00	18.19	-
Community Services	53.60	24.00	26.84	2.76
Corporate Services	46.48	41.60	4.88	-
Governance, Communications and Engagement	21.00	19.00	2.00	-
Total staff	321.59	247.45	66.98	7.16

Summary of Planned Human Resources Expenditure

For the five years ending 30 June 2026

	Financial Plan Projections				
	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Operations and Infrastructure					
Permanent – Full time	11,650	11,871	12,108	12,350	12,597
Female	2,992	3,048	3,109	3,171	3,234
Male	8,658	8,823	8,999	9,179	9,363
Self-described gender	-	-	-	-	-
Permanent – Part time	1,452	1,480	1,509	1,539	1,570
Female	611	623	635	648	661
Male	841	857	874	891	909
Self-described gender	-	-	-	-	-
Total Operations and Infrastructure	13,102	13,351	13,617	13,889	14,167
Planning and Community Safety					
Permanent – Full time	6,252	6,371	6,498	6,628	6,761
Female	3,287	3,350	3,417	3,485	3,555
Male	2,965	3,021	3,081	3,143	3,206
Self-described gender	-	-	-	-	-
Permanent – Part time	1,535	1,564	1,595	1,627	1,659
Female	999	1,018	1,038	1,059	1,080
Male	536	546	557	568	579
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	7,787	7,935	8,093	8,255	8,420
Community Services					
Permanent – Full time	2,925	2,981	3,041	3,102	3,164
Female	2,688	2,739	2,794	2,850	2,907
Male	237	242	247	252	257
Self-described gender	-	-	-	-	-
Permanent – Part time	2,827	2,881	2,938	2,996	3,056
Female	2,762	2,815	2,871	2,928	2,987
Male	65	66	67	68	69
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	5,752	5,862	5,979	6,098	6,220
Corporate Services					
Permanent – Full time	5,551	5,657	5,771	5,886	6,003
Female	2,234	2,277	2,323	2,369	2,416
Male	3,317	3,380	3,448	3,517	3,587
Self-described gender	-	-	-	-	-
Permanent – Part time	470	479	489	499	509
Female	470	479	489	499	509
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Corporate Services	6,021	6,136	6,260	6,385	6,512
Governance, Communications and Engagement					
Permanent – Full time	2,383	2,429	2,478	2,528	2,579
Female	2,008	2,047	2,088	2,130	2,173
Male	375	382	390	398	406
Self-described gender	-	-	-	-	-
Permanent – Part time	163	166	169	172	175
Female	163	166	169	172	175
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Governance, Communications and Engagement	2,546	2,595	2,647	2,700	2,754

Summary of Planned Human Resources Expenditure

For the five years ending 30 June 2031

	Financial Plan Projections				
	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000
Operations and Infrastructure					
Permanent – Full time	12,849	13,106	13,368	13,636	13,909
Female	3,299	3,365	3,432	3,501	3,571
Male	9,550	9,741	9,936	10,135	10,338
Self-described gender	-	-	-	-	-
Permanent – Part time	1,601	1,633	1,666	1,699	1,733
Female	674	687	701	715	729
Male	927	946	965	984	1,004
Self-described gender	-	-	-	-	-
Total Operations and Infrastructure	14,450	14,739	15,034	15,335	15,642
Planning and Community Safety					
Permanent – Full time	6,896	7,034	7,175	7,318	7,464
Female	3,626	3,699	3,773	3,848	3,925
Male	3,270	3,335	3,402	3,470	3,539
Self-described gender	-	-	-	-	-
Permanent – Part time	1,693	1,727	1,761	1,796	1,832
Female	1,102	1,124	1,146	1,169	1,192
Male	591	603	615	627	640
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	8,589	8,761	8,936	9,114	9,296
Community Services					
Permanent – Full time	3,227	3,291	3,356	3,423	3,492
Female	2,965	3,024	3,084	3,146	3,209
Male	262	267	272	277	283
Self-described gender	-	-	-	-	-
Permanent – Part time	3,117	3,179	3,242	3,306	3,372
Female	3,047	3,108	3,170	3,233	3,298
Male	70	71	72	73	74
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	6,344	6,470	6,598	6,729	6,864
Corporate Services					
Permanent – Full time	6,123	6,245	6,370	6,497	6,627
Female	2,464	2,513	2,563	2,614	2,666
Male	3,659	3,732	3,807	3,883	3,961
Self-described gender	-	-	-	-	-
Permanent – Part time	519	529	540	551	562
Female	519	529	540	551	562
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Corporate Services	6,642	6,774	6,910	7,048	7,189
Governance, Communications and Engagement					
Permanent – Full time	2,630	2,682	2,735	2,790	2,846
Female	2,216	2,260	2,305	2,351	2,398
Male	414	422	430	439	448
Self-described gender	-	-	-	-	-
Permanent – Part time	179	183	187	191	195
Female	179	183	187	191	195
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Governance, Communications and Engagement	2,809	2,865	2,922	2,981	3,041

Summary of Planned Human Resources Expenditure

For the five years ending 30 June 2026

	Financial Plan Projections				
	2021-22	2022-23	2023-24	2024-25	2025-26
	FTE	FTE	FTE	FTE	FTE
Operations and Infrastructure					
Permanent – Full time	109.85	109.85	109.85	109.85	109.85
Female	27.85	27.85	27.85	27.85	27.85
Male	82.00	82.00	82.00	82.00	82.00
Self-described gender	-	-	-	-	-
Permanent – Part time	15.07	15.07	15.07	15.07	15.07
Female	6.42	6.42	6.42	6.42	6.42
Male	8.65	8.65	8.65	8.65	8.65
Self-described gender	-	-	-	-	-
Total Operations and Infrastructure	124.92	124.92	124.92	124.92	124.92
Planning and Community Safety					
Permanent – Full time	53.00	53.00	53.00	53.00	53.00
Female	28.00	28.00	28.00	28.00	28.00
Male	25.00	25.00	25.00	25.00	25.00
Self-described gender	-	-	-	-	-
Permanent – Part time	18.19	18.19	18.19	18.19	18.19
Female	11.66	11.66	11.66	11.66	11.66
Male	6.53	6.53	6.53	6.53	6.53
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	71.19	71.19	71.19	71.19	71.19
Community Services					
Permanent – Full time	24.00	24.00	24.00	24.00	24.00
Female	22.00	22.00	22.00	22.00	22.00
Male	2.00	2.00	2.00	2.00	2.00
Self-described gender	-	-	-	-	-
Permanent – Part time	26.84	26.84	26.84	26.84	26.84
Female	26.24	26.24	26.24	26.24	26.24
Male	0.60	0.60	0.60	0.60	0.60
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	50.84	50.84	50.84	50.84	50.84
Corporate Services					
Permanent – Full time	41.60	41.60	41.60	41.60	41.60
Female	19.60	19.60	19.60	19.60	19.60
Male	22.00	22.00	22.00	22.00	22.00
Self-described gender	-	-	-	-	-
Permanent – Part time	4.88	4.88	4.88	4.88	4.88
Female	4.88	4.88	4.88	4.88	4.88
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Corporate Services	46.48	46.48	46.48	46.48	46.48
Governance, Communications and Engagement					
Permanent – Full time	19.00	19.00	19.00	19.00	19.00
Female	16.00	16.00	16.00	16.00	16.00
Male	3.00	3.00	3.00	3.00	3.00
Self-described gender	-	-	-	-	-
Permanent – Part time	2.00	2.00	2.00	2.00	2.00
Female	2.00	2.00	2.00	2.00	2.00
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Governance, Communications and Engagement	21.00	21.00	21.00	21.00	21.00

Summary of Planned Human Resources Expenditure

For the five years ending 30 June 2031

	Financial Plan Projections				
	2026-27	2027-28	2028-29	2029-30	2030-31
	FTE	FTE	FTE	FTE	FTE
Operations and Infrastructure					
Permanent – Full time	109.85	109.85	109.85	109.85	109.85
Female	27.85	27.85	27.85	27.85	27.85
Male	82.00	82.00	82.00	82.00	82.00
Self-described gender	-	-	-	-	-
Permanent – Part time	15.07	15.07	15.07	15.07	15.07
Female	6.42	6.42	6.42	6.42	6.42
Male	8.65	8.65	8.65	8.65	8.65
Self-described gender	-	-	-	-	-
Total Operations and Infrastructure	124.92	124.92	124.92	124.92	124.92
Planning and Community Safety					
Permanent – Full time	53.00	53.00	53.00	53.00	53.00
Female	28.00	28.00	28.00	28.00	28.00
Male	25.00	25.00	25.00	25.00	25.00
Self-described gender	-	-	-	-	-
Permanent – Part time	18.19	18.19	18.19	18.19	18.19
Female	11.66	11.66	11.66	11.66	11.66
Male	6.53	6.53	6.53	6.53	6.53
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	71.19	71.19	71.19	71.19	71.19
Community Services					
Permanent – Full time	24.00	24.00	24.00	24.00	24.00
Female	22.00	22.00	22.00	22.00	22.00
Male	2.00	2.00	2.00	2.00	2.00
Self-described gender	-	-	-	-	-
Permanent – Part time	26.84	26.84	26.84	26.84	26.84
Female	26.24	26.24	26.24	26.24	26.24
Male	0.60	0.60	0.60	0.60	0.60
Self-described gender	-	-	-	-	-
Total Planning and Community Safety	50.84	50.84	50.84	50.84	50.84
Corporate Services					
Permanent – Full time	41.60	41.60	41.60	41.60	41.60
Female	19.60	19.60	19.60	19.60	19.60
Male	22.00	22.00	22.00	22.00	22.00
Self-described gender	-	-	-	-	-
Permanent – Part time	4.88	4.88	4.88	4.88	4.88
Female	4.88	4.88	4.88	4.88	4.88
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Corporate Services	46.48	46.48	46.48	46.48	46.48
Governance, Communications and Engagement					
Permanent – Full time	19.00	19.00	19.00	19.00	19.00
Female	16.00	16.00	16.00	16.00	16.00
Male	3.00	3.00	3.00	3.00	3.00
Self-described gender	-	-	-	-	-
Permanent – Part time	2.00	2.00	2.00	2.00	2.00
Female	2.00	2.00	2.00	2.00	2.00
Male	-	-	-	-	-
Self-described gender	-	-	-	-	-
Total Governance, Communications and Engagement	21.00	21.00	21.00	21.00	21.00

4. Financial Performance Indicators



A flowering gum

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	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Trend +/o/-
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(1.01%)	0.16%	1.53%	2.45%	3.14%	3.67%	4.31%	4.85%	5.37%	6.05%	+
Liquidity													
Working Capital	Current assets / current liabilities	2	1.80	1.33	1.17	1.17	1.15	1.30	1.47	1.69	1.93	2.26	o
Unrestricted cash	Unrestricted cash / current liabilities	3	116.8%	60.2%	41.6%	38.5%	37.6%	43.6%	59.3%	80.9%	105.1%	135.7%	o
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	24.3%	19.2%	16.5%	13.9%	11.3%	8.7%	6.5%	4.6%	2.8%	1.1%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5.7%	5.1%	2.9%	2.8%	2.7%	2.6%	2.3%	1.9%	1.8%	1.8%	+
Indebtedness	Non-current liabilities / own source revenue		32.6%	26.7%	21.8%	17.7%	13.4%	11.5%	9.8%	8.2%	6.7%	5.6%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	149.9%	113.4%	88.3%	77.4%	80.1%	91.0%	94.8%	90.1%	90.6%	76.9%	-
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	6	73.9%	74.3%	74.5%	74.5%	74.6%	74.7%	74.9%	75.0%	75.1%	75.2%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.33%	0.34%	0.35%	0.36%	0.37%	0.38%	0.39%	0.40%	0.41%	0.42%	o

Key to Forecast Trend:

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

Indicator	Measure	Notes	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Trend +/o/-
Efficiency													
Expenditure level	Total expenses/ no. of property assessments		\$3,988	\$4,036	\$4,061	\$4,112	\$4,172	\$4,234	\$4,295	\$4,362	\$4,431	\$4,493	o
Revenue level	Total rate revenue / no. of property assessments		\$2,918	\$3,004	\$3,071	\$3,141	\$3,212	\$3,285	\$3,360	\$3,437	\$3,516	\$3,596	o
Workforce turnover	No. of permanent staff resignations and terminations / average no. of permanent staff for the financial year		12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	o
Sustainable Capacity													
Population	Total expenses/ municipal population		\$1.46	\$1.48	\$1.49	\$1.51	\$1.53	\$1.55	\$1.58	\$1.60	\$1.63	\$1.65	o
Population	Value of infrastructure / municipal population		\$14.91	\$15.00	\$15.07	\$15.08	\$15.11	\$15.12	\$15.15	\$15.17	\$15.19	\$15.21	o
Population	Municipal population / kilometres of local roads		\$84.82	\$85.18	\$85.53	\$85.89	\$86.25	\$86.68	\$87.11	\$87.53	\$87.96	\$88.39	o
Own-source revenue	Own source revenue / municipal population		\$1.36	\$1.40	\$1.43	\$1.46	\$1.50	\$1.53	\$1.56	\$1.60	\$1.63	\$1.67	o
Recurrent grants	Recurrent grants / municipal population		\$0.08	\$0.08	\$0.08	\$0.08	\$0.08	\$0.08	\$0.08	\$0.09	\$0.09	\$0.09	o

Key to Forecast Trend:

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

Notes to indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period. Council is projecting to achieve surpluses and projected financial sustainability remains a priority and challenge for Council.

2. Working Capital

The proportion of current liabilities represented by current assets. The working capital forecast remains steady, Council will continue to maintain the ability to service short-term obligations. The working capital indicator is showing Council will be able to service its projected short-term obligations into the future. The result also considers specific purpose grant funding which contributes to the trend.

3. Unrestricted Cash

The trend is reflective of Council's ongoing reliance on grant funding to deliver projects / programs. This further highlights the need for Council to explore other revenue generating streams to maintain financial sustainability in the longer term.

4. Debt compared to rates

The results illustrate Council is paying down existing loans. Council is projecting borrowings of \$7 million in 2021-2022.

5. Asset renewal

A strong focus is placed on Council's capital works program with asset renewal being a significant focus. The trend indicates Council will maintain an adequate level of renewal spending over the next 10 years.

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The trend indicates Council will have a continual heavy reliance on rate revenue compared to all other revenue sources to deliver services to the community. No significant changes are projected to Council operations, with the reliance on rates projected to remain consistent. This is further reinforced through no significant growth in rateable assessments.

Calculation of Adjusted Underlying surplus / (deficit)

Indicator	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Total Income	97,569	102,671	105,260	110,066	111,330	114,304	117,292	120,051	123,410	126,642
Total expenses	95,593	97,287	98,406	100,170	102,180	104,242	106,316	108,529	110,826	112,968
Surplus/(deficit) for the year	1,976	5,384	6,854	9,896	9,150	10,062	10,976	11,522	12,584	13,674
Less non-operating income and expenses										
Grants – Capital (non-recurrent)	(2,809)	(5,105)	(5,205)	(5,905)	(5,705)	(5,955)	(6,055)	(5,855)	(6,155)	(6,255)
Contributions – monetary (capital)	(119)	(121)	(123)	(1,480)	(129)	(131)	(134)	(137)	(141)	(144)
Contributions – non-monetary	-	-	-	-	-	-	-	-	-	-
Adjusted underlying surplus/(deficit)	(952)	158	1,526	2,511	3,316	3,976	4,787	5,530	6,288	7,275

5. Strategies and Plans



Charming spider orchid

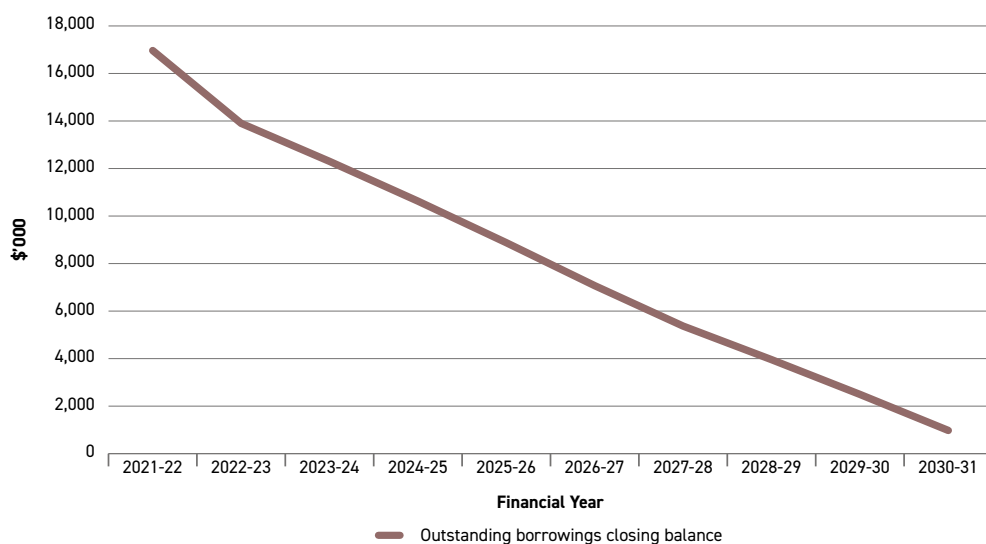
This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

5.1 Borrowing Strategy

Council is anticipating to take out \$7 million in new borrowings in 2021-2022, mainly for the rehabilitation of the closed landfill sites (\$5 million) which is in response to and in compliance with the requirements set out by the Environment Protection Authority. Two million dollars will be set aside to enable Council to respond to potential government grant funding opportunities. The graph below outlines Council's existing loan borrowings with the declining trend reflective of current repayment schedules. Borrowings remain within the Auditor-General's low risk-range.

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2021 is 13.391 million.



5.1.2 Future Borrowing Requirements

Indicator	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
Opening balance	13,391	16,965	13,902	12,301	10,628	8,878	7,070	5,369	3,957	2,494
Plus New loans	7,000	-	-	-	-	-	-	-	-	-
Less Principal repayment	(3,426)	(3,063)	(1,601)	(1,673)	(1,750)	(1,808)	(1,701)	(1,412)	(1,463)	(1,517)
Closing balance	16,965	13,902	12,301	10,628	8,878	7,070	5,369	3,957	2,494	977
Interest payment	583	621	550	477	400	318	237	170	119	66

Borrowing Performance Indicators	Target	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
Total borrowings / Rate revenue	Below 60%	24.25%	19.20%	16.53%	13.89%	11.28%	8.74%	6.45%	4.63%	2.84%	1.08%
Debt servicing / Rate revenue	Below 5%	5.73%	5.09%	2.89%	2.81%	2.73%	2.63%	2.33%	1.85%	1.80%	1.75%
Debt commitment / Rate revenue	Below 10%	5.73%	5.09%	2.89%	2.81%	2.73%	2.63%	2.33%	1.85%	1.80%	1.75%
Indebtedness / Own source revenue	Below 60%	32.60%	26.74%	21.78%	17.67%	13.44%	11.45%	9.82%	8.23%	6.66%	5.64%

5.2 Reserves Strategy

Council maintains statutory reserves and specific-purpose discretionary reserves.

5.2.1 Current Reserves

Statutory reserves funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements.

Car parks reserve – external developer contributions to undertake car park works

Public open space reserve – external developer contributions for the acquisition of public open space

Yarrambat drainage reserve – external developer contributions paid by developers to undertake drainage works as required

Street light contribution – external developer contributions for street lighting as per planning permit conditions

Street trees reserve – external developer contributions for planting trees as per planning permit conditions

Landfill rehabilitation reserve – funds held for the tip restoration works at Plenty and Kangaroo Ground.

Development planning overlay open space reserve – external developer contributions for open space within DPO 1, 2 and 4

Development planning overlay infrastructure reserve – external developer contributions for infrastructure works within DPO 1, 2 and 4

Development contribution construction – funds paid by developers to undertake future works

Native vegetation – external developer and private builder contributions set aside for native vegetation

Discretionary reserves relate to previous Council decisions regarding the future use of these funds.

Cricket pitch replacement – club contributions for future cricket pitch replacement works

Public arts program – funds the purchase of art works

Carry forward projects – funds carried over for capital projects and grants received in advance.

Leisure facilities – Council resolution in place for the replacement of Eltham North soccer pitch

Major projects – income from land sales to fund capital projects.

MAV loan bond – funds held for repayment of principle portion of bonds previously taken out by Council

Bridgeford Estate – Funds bequeathed by the late Robert Bridgeford. These funds support local groups and organisations to implement projects that result in the betterment and advancement of Indigenous people within the municipality of Nillumbik.

Transformation at Nillumbik – funds set aside to implement digital transformation projects

5.2.2 Reserve Usage Projections

Reserves	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
Statutory										
Carparks	97	97	97	97	97	97	97	97	97	97
Public open space	3,028	3,108	3,188	3,268	3,348	3,428	3,508	3,588	3,668	3,748
Yarrambat drainage	579	592	606	619	632	645	659	672	685	699
Street light contribution	28	28	28	28	28	28	28	28	28	28
Street trees	79	79	79	79	79	79	79	79	79	79
Landfill rehabilitation	216	-	-	-	-	-	-	-	-	-
Development planning overlay – open space	3,235	3,295	3,354	3,414	3,473	3,533	3,592	3,652	3,711	3,771
Development planning overlay – infrastructure	1,009	1,065	1,120	1,175	1,230	1,286	1,341	1,396	1,451	1,507
Development contribution construction	204	208	212	216	221	225	229	233	237	242
Discretionary										
Cricket Pitch Replacement	15	15	-	-	-	-	-	-	-	-
Public arts program	234	234	184	184	184	84	84	84	-	-
Carry forward projects	20,997	15,146	13,524	13,671	14,108	14,458	15,307	15,121	16,282	16,598
Leisure facilities	177	240	302	365	427	490	552	615	677	740
Major projects	2,629	2,629	2,129	2,129	1,329	1,329	829	829	-	-
MAV loan bond	1,463	-	-	-	-	-	-	-	-	-
Bridgeford Estate	44	45	46	48	49	50	51	53	54	55
Transformation Nillumbik	549	-	-	-	-	-	-	-	-	-

6. Glossary



Sunset view at Sugarloaf Reservoir

Consumer Price Index

CPI is a measure of the average change over time in the prices paid by households for a fixed basket of goods and services. In Australia, the CPI measures the changes in the price of a fixed basket of goods and services, acquired by household consumers who are residents in the eight State/Territory capital cities.

Comprehensive income statement

The comprehensive income statement captures the financial performance of Council for each financial year ended 30 June. The performance is measured through capturing the value of all revenues (moneys earned or awarded through grants) and the value of all expenses (moneys spent in delivery of services or routine maintenance). The expenses captured do not include any costs associated with the purchase, renewal, upgrade or expansion of Council assets.

All revenue and expenses which are pertinent to the operations of the year are captured in the statement, which include revenue yet to be received or expenses yet to be paid. This approach is referred to as accrual based accounting and is in compliance with statutory accounting standards. Under the accrual based accounting, non-cash transactions may influence the overall performance of Council for the year.

The overall intent of the statement is to calculate if Council achieved a surplus or deficit for the year. This performance figure is calculated by deducting the total expenses from total revenues. While Council is a 'not-for-profit' organisation, the budget is established at the start of the year with a view of achieving a surplus to ensure future financial sustainability.

Balance sheet

The balance sheet provides a snapshot of the financial position of Council at the end of the year. The overall intent is to capture the net worth of Council. The balance sheet comprises of the three sections: assets (what Council owns or is owed), liabilities (what Council owes) and equity (what Council is worth which has built up over years).

The assets and liabilities are separated into current and non-current. Current refers to items falling due in the next 12 months, non-current refers to items held for a longer term than 12 months. The net current assets is an important measure of Council's ability to meet its debts as and when they fall due.

The equity section of the balance sheet captures Council's reserves and surpluses accumulated from prior years. The total equity represents the net financial worth of Council.

Statement of changes in equity

The statement of changes in equity provides a detailed breakdown of the amounts shown in the equity section of the balance sheet. The drivers for the movement in the amounts shown include:

- A surplus or deficit recorded in the comprehensive income statement
- The use of monies from reserves
- An increase in the value of non-current assets resulting from the revaluation of those assets.

Cash flow statement

The cash flow statement captures all cash amounts received and payments made during the year. This statement verifies the bank balance stated in the balance sheet through capturing all cash transactions under three types of activities:

- Cash flows from operating activities arising from delivering the various services of Council. The net result shows the ability to generate a cash surplus which can be directed to be used to fund the purchase of assets.
- Cash flows from investing activities arising from the purchase and sale of Council's non-current assets
- Cash flows from financing activities arising from the raising of new borrowings and the respective repayment.

Continued page 36



Narrow leaf bitter pea

Continued from page 35

Statement of capital works

The statement of capital works details amounts incurred on capital works by class and type of asset. This statement captures the entire asset portfolio which Council owns and oversees for the safe enjoyment of the community.

Underlying surplus

Council's net operating surplus, after adding back external funding, including grants and contributions received.

Liquidity

A measure of Council's ability to use its current assets to meet its current or short-term liabilities.

Unrestricted cash

Councils cash and cash equivalents that are not subject to external restrictions and are available for operational use.

Asset renewal

Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

Capital outlay

Expenditure for the acquisition cost of capital assets, such as infrastructure, plant and equipment, or expenditures to make improvements to capital assets that materially increase their value or useful life.

Nillumbik Shire Council

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