

Committee name	Facility type	AGM Minutes Received? Y / N	Minutes of all Meetings received? Y / N	Annual Return received? Y / N	Bank Account Statements received? Y / N	Contact Officer Comments	1. Statement of Income and Expenditure	2. Monies Held	3. Estimated value of Council / Committee owned equipment	4. Summary of Non - Council works completed at facility in previous year	5. Proposed Fees and charges for next year	6. Committee Contact Details:
							Annual Return details - is each section complete and is there sufficient detail?					
Barfold Hall	Hall	Y	y	DOC/22/45339	Y	All information received. Creditor request completed 5/6/23 DOC/23/24768	Y	\$ 25,382.04	Y - Equipment and appliances	Y	Y	Y
Baringhup Community Association	Hall	Y	Y	DOC/22/46043	Y	Email sent re obligations under IOD on 27/3/23. Creditor Payment Request completed DOC/23/27203	Y	\$12,769.98	Y	Y	Y	Y
Bill Woodfull Recreation Reserve	Reserve	DOC/22/4012	Y	DOC/23/9349	Y	All information received. Paid in full	Y	\$11,975.45	N	N	N	Y
Camp Reserve	Reserve	DOC/23/5946	Y	DOC/22/45217	Y	All information received. Creditor request completed DOC/23/6871 Paid in full	Y	\$31,723.00	Y	Y	Y	Y
Campbells Creek Community Centre	Hall	DOC/22/53848	Y	DOC/22/53848	Y	Creditor Payment requested 23/3/23 DOC/23/12849	Y	\$53,428.79	Y	Y	Y	Y
Campbells Creek Recreation Reserve	Reserve	DOC/23/6349	Y	DOC/23/16591	Y	All information received. Creditor request completed. Paid in full	Y	\$29,206.95	Y	N	Y	Y
Castlemaine War Memorial Stadium	Reserve	DOC/22/9475	Y	DOC/22/51684	Y	Creditor request completd DOC/23/6865 Creditor payment request completed 14/6/23	Y	\$16,872.19	Y	Y	Y	Y
Elphinstone Facilities	Hall	DOC/22/38000	Y			Email sent 7/6/23 to President and Treasurer requesting compliance under IOD. No response as at 19/6/23						
Guildford Hall	Hall	DOC/22/45204	Y	DOC/22/45204	Y	Creditor Payment requested 23/3/23 DOC/23/12850	Y	\$ 44,573.00	Y	Y	Y	Y
Guildford Recreation Reserve	Reserve	DOC/22/4508	DOC/22/4556	DOC/23/26417	Y	Creditor payment requested 14/6/23						
John Powell Reserve	Reserve	DOC/22/35356	N	DOC/22/35356	Y	Creditor payment requested 14/6/23	Y	\$ 4,674.93	Y	Y	Y	Y

Maldon Community Centre	Hall	DOC/22/33576	Y	DOC/22/33804	Y	Creditor Payment requested 23/3/23 DOC/23/12851	Y	\$ 25,810.31	Y	Y	Y	Y
Metcalfe Hall	Hall	DOC/22/45470	Y	DOC/22/45470	Y	Creditor Payment requested 23/3/23 DOC/23/12852	Y	\$ 10,160.38	Y	Y	Y	Y
Muckleford Community Centre	Hall	DOC/22/31793	Y	DOC/22/37541	DOC/22/31872	Creditor Payment requested 23/3/23 DOC/23/12853	Y	\$ 8,929.20	Y	Y	Y	Y
Newstead Community Centre	Hall	DOC/23/5939	Y	DOC/22/45598	Y	Creditor Payment requested 23/3/23 DOC/23/12854	Y	\$ 13,761.00	Y	Y	Y	Y
Sutton Grange Hall	Hall	N				Email sent re obligations under IOD on 27/3/23						
Taradale Hall	Hall	DOC/22/43567	DOC/22/27984	DOC/22/43567	DOC/22/43567	Creditor Payment requested 23/3/23 DOC/23/12855	Y	\$15,204.01	Y	Y	Y	Y
Taradale Recreation Reserve	Reserve	DOC/22/47388	Y	DOC/22/47388	Y	Creditor Payment requested 14/6/23 DOC/23/26204	Y	\$ 7,164.65	Y	Y	Y	Y
Wattle Flat Reserve	Reserve	DOC/22/32261	Y	DOC/22/32261	Y	All information received happy to approve payment. Creditor request completd DOC/23/3396 Paid in full	Y	\$3,595.34	Y	Y	Y	Y
Wesley Hill Facility	Reserve	Y	Y	DOC/22/48092	Y	All information received happy to approve payment. Creditor request completd DOC/23/3394 Paid in full	Y	\$19,657.58	Y	Y	Y	Y

\$ 334,888.80

# **Building Asset Management Plan 2023-2028**

## **Mount Alexander Shire Council**



**Draft: June 2023**

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# 1 OVERVIEW

Mount Alexander Shire Council is responsible for managing 276 buildings and minor structures across many locations that support the delivery of many services for the community. These buildings range in age, quality, and function and vary from simple shelters and storage sheds through to amenity blocks, libraries, office blocks, and community centres.

The management of the organisation's buildings requires prudent coordination of our technical and operational resources. This Asset Management Plan provides for the management of building assets throughout their life cycle from acquisition or construction, routine maintenance, through to refurbishment or disposal.

## 1.1 Purpose

The Building Asset Management Plan outlines how the organisation will sustainably plan, develop and maintain community infrastructure in line with agreed levels of services within available resources.

## 1.2 Scope

This Asset Management Plan covers all buildings that are owned by Council and non-Council buildings that are located on land that is not owned by Council (e.g., Crown land) but Council is the appointed Committee of Management. The assets covered are shown in Table 1.

Asset Group	Inventory	Fair Value Replacement Cost	Fair Value Depreciated Replacement Cost
Community facilities including public halls, community centres, library, museum, former courthouses, neighbourhood centres, caravan parks and kindergartens.	65	\$41,171,502	\$20,138,692
Sports pavilions, swimming pool facilities and key recreation assets	85	\$17,906,715	\$7,471,898
Public toilets and amenities such as BBQ shelters	50	\$2,934,382	\$1,302,686
Buildings to support Council operations and service delivery including Civic Centre, Town Hall, depots, transfer station and Maternal and Child Health	31	\$11,762,094	\$5,600,690
Minor structures such as rotundas, sporting shelters and minor sheds.	45	\$444,898	\$193,396
<b>Total</b>	<b>276</b>	<b>\$74,219,591</b>	<b>\$34,707,362</b>

**Table 1 - Assets Covered by this Plan – values as of 30 June 2022**

This plan excludes community facilities where the organisation has no active involvement. For example, a public hall or sports club that is located on Crown Land where a community group has been appointed as the Committee of Management directly by the Department of Energy, Environment and Climate Action.

The plan details information on the organisation's building assets and outlines the management approach to:

- Describing and aligning the assets to services.
- Managing the future demand for assets to achieve and maintain financial sustainability.
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
- Resource (operating and capital) requirements to operate the asset portfolio in alignment with levels of service over a 20-year planning period.
- Continual improvement in the management of the assets and performance monitoring.

### 1.3 Plan Framework

This Asset Management Plan has been prepared using good practice guidance from the *ISO55000 - Asset Management standard, International Infrastructure Management Manual* and has been developed based on existing processes, practices, data, and standards.

The Asset Management Plan will be reviewed at a minimum every five years (in line with the building condition audit) in order to inform the development of the Council Plan and the Financial Plan 2022/2023-2032/2033.

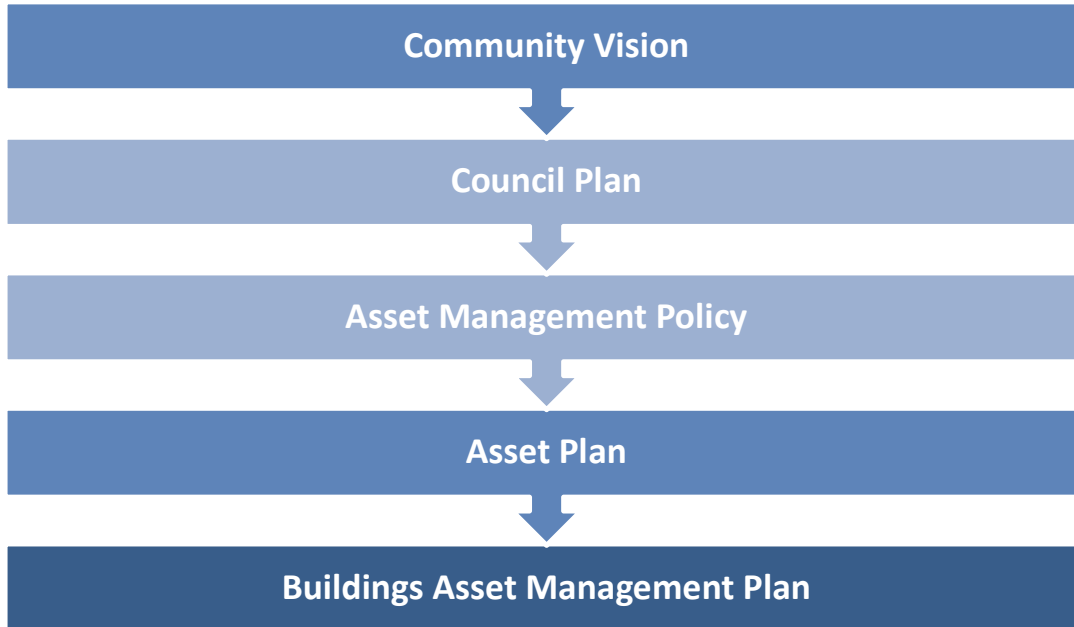
This Asset Management Plan is prepared under the direction of Council's vision, mission, strategic directions, and strategies.

Council's vision is:

***Working together for a healthy, connected shire.***

Relevant Council objectives, strategies, and actions can be found in the Council Plan 2021-25. Details on the specific actions that the organisation will implement to address these objectives are outlined in Council's Annual Plans. The development of the Building Asset Management Plan has been informed by and aligns with Council's Asset Management Policy and Asset Plan.

The organisation will continuously exercise their duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this Asset Management Plan. Figure 1 shows the hierarchy of plans and policy that influence and inform this Asset Management Plan.



**Figure 1 - Asset Management Document Relationship**

There are many legislative requirements relating to the management of the organisation's building assets. These include:

Legislation	Requirement
<b><i>Local Government Act 2020</i></b>	Sets out role, purpose, responsibilities and powers of Council including the preparation of a financial plan supported by asset management plans for sustainable service delivery.
<b><i>Building Act 1993</i></b>	Victorian building policy
<b><i>Building Regulations 2018</i></b>	Victorian building regulations and standards
<b>National Construction Code</b>	Code of Practice relevant for all building design and construction but subservient to Victorian Act and Regulations
<b>All relevant Australian Standards and Codes of Practice</b>	Referenced in the Building Code of Australia as amended. Covers design, demolition, painting, pest management, electrical installations, plumbing, design and access for mobility and virtually every aspect of building construction and management
<b><i>Crown Land Reserves Act 1978</i></b>	Requires that tenancy agreements must be in place for groups occupying facilities on Crown land
<b><i>Disability Discrimination Act 1992</i></b>	To ensure that persons with disabilities have the same rights as the rest of the community (including access to premises).
<b><i>Environment Protection Act 1970</i></b>	Provides a legislative framework for aspects such as noise, sustainability, landfills, septic tank systems, etc.
<b><i>Occupational Health and Safety Act 2004</i></b>	To provide a working environment that is safe, and, as far as practicable, without risk to health

Legislation	Requirement
<b>Occupational Health and Safety Regulations 2007</b>	Provides for health and safety in relation to workplaces and hazards, activities, and things at workplaces.
<b>Occupational Health and Safety Codes of Practice</b>	Codes of practice provide practical guidance for any person placed under obligation by the OH&S Act or its Regulations
<b>Heritage Act 1995</b>	Protection of historic buildings, structures, and precincts
<b>Children’s Services Act 1996 and Children’s Services Regulations 2020</b>	Licensing and regulation of Children’s services. Security, safety, hygiene, facilities, rooms and area, toilet & washing facilities, other requirements for buildings

**Table 2 - Legislative Requirements**

#### 1.4 Key Stakeholders

Our assets are utilised by a broad cross-section of the community.

The stakeholders in the management of the organisation’s buildings are many and often their needs are wide-ranging. The relevant key stakeholders are as follows, but not limited to:

- General public
- Community/user groups/hirers
- Committees of Management General public
- Councillors
- Council staff
- Other level of government and government departments
- Licensees
- Lessees
- Employees / volunteers
- Visitors
- Contractors and/or suppliers
- Insurers

The organisation’s stakeholders in the lifecycle management of building assets are detailed in below.

Role	Responsible Officer
<b>Owner</b>	Director Infrastructure and Development
<b>Client</b>	Manager Parks Recreation and Community Facilities
<b>Planning Renewal</b>	Manager/Coordinator responsible for the service delivery assigned to the building, in partnership with the Buildings Project Coordinator
<b>Design</b>	Building Projects Coordinator in partnership with the Manager/Coordinator who is responsible for the service delivery assigned to the building
<b>Construction</b>	Building Projects Coordinator
<b>Operation</b>	Building Projects Coordinator
<b>Maintenance</b>	Building Projects Coordinator
<b>Asset Accounting</b>	Asset Management and Systems Coordinator
<b>Acquisition Disposal</b>	Director Infrastructure and Development

**Table 3 – Organisation Stakeholders in the Lifecycle Management of Building Assets**



#### 1.4.1 Community Asset Committees

Community Asset Committees are established by Council to assist with the everyday operation and management of a number of Council owned community facilities including recreation reserves, sports stadiums, public halls, etc.

Community Asset Committees are formally established under the provisions of Section 66 of the *Local Government Act 2020* and each committee is governed by the same legal requirements as Council.

Community Asset Committees directly manage community property and facilities on behalf of Council. To support Community Asset Committees to do their work, the organisation provides maintenance funding and other support.

Being part of a Community Asset Committee allows community members to play a key role in managing and maintaining the facilities they use, giving a sense of community ownership.

## 2 LEVELS OF SERVICE

Levels of Service is the defined quality of service of an asset and can be seen as a response to stakeholder values and expectations. Levels of service are further supplemented by organisational measures such as the Council Plan and the Annual Budget.

In developing the levels of service outlined in this Asset Management Plan, we have given due regard to the following:

<b>Community Requirements (Customer Expectations)</b>	These are the expectations of the customers/community. These expectations (quality) must be balanced with the community's ability and desire to pay (balancing risk, cost, and performance).
<b>Strategic Goals and Objectives (Strategic Drivers)</b>	The lifecycle management of assets (service offered by assets, service delivery mechanism and specific levels of service that the organisation wishes to achieve) will be consistent with goals and objectives stated in the Community Vision, Council Plan, Asset Management Plan and the Asset Management Policy.
<b>Legislative Requirements (Mandatory Requirements)</b>	These are the objectives and standards that must be met, set by legislation, regulations, Codes of Practice, and Council by-laws that impact the way assets are managed.
<b>Industry Standards and Guidelines (Operating Requirements)</b>	Design and construction standards and guidelines that provide the principles and minimum design standards for an asset.

**Table 4 - Key Levels of Service Drivers**

### 2.1 Current and Target Levels of Service

Current and target levels of service and associated performance measures are outlined in Table 5. These are based on current statutory obligations, organisational goals, current accepted industry standards and the historic interpretation of customer expectations of service levels.

A number of the performance measures refer to the annual Local Government Community Satisfaction Survey. The organisation participates in this annual survey which measures community views towards, and satisfaction with, the services delivered by the organisation.

The performance measures also refer to the Building Functionality Index. This index will be delivered as part of the improvement plan and will help to gauge and measure at what rate building facilities satisfy stakeholder and operational demands.

Stakeholder Value	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance (in 4 years)
<b>Community Levels of Service</b>				
<b>Quality</b>	Buildings are clean, inviting and are free from major defects and faults including vandalism and graffiti related issues.	Annual local government community satisfaction survey - recreational facilities	61	70
		Annual local government community satisfaction survey - community and cultural	69	70
	Buildings are maintained to an acceptable condition.	Percentage of building assets in 'Condition 4 – Fair' or better.	97.6%	98%
<b>Function</b>	Facilities are fit for purpose and satisfy stakeholder and operational demands	Building Functionality Index <i>(to be developed)</i>	Future measure	Average score of 3.0 across portfolio.
<b>Technical Levels of Service</b>				
<b>Responsiveness</b>	Timely response to maintenance and repairs service request	Percentage of building maintenance requests responded to within target response times.		
		Urgent – Reviewed and scheduled response within 3 business days	Future measure	95%
		Standard – Reviewed and scheduled response within 7 business days	Future measure	95%
		Upgrades and special requests – Responded to within 15 business days	Future measure	95%
<b>Quality</b>	Buildings are free from major defects and faults	The average number of customer requests received for maintenance each month over a calendar year.	50	45
<b>Availability</b>	Facilities are available to service the needs of users.	Percentage of buildings available for use during operating times and not subject to unforeseen closures of more than 10 days, in accordance with the	98%	99%

Stakeholder Value	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance (in 4 years)
		classification in the Functional Hierarchy: Buildings (see Table 9)		
<b>Function</b>	Buildings are accessible for users of all abilities.	Percentage of upgrades or new works that comply with the Disability (Access to Premises – Buildings) Standard 2010.	100%	100%
<b>Reliability</b>	Buildings are regularly inspected, and works are programmed based on risk assessment.	Condition inspections - Percentage of buildings in portfolio that will be assessed under an independent condition audit every 5 years.	95%	98%
		Maintenance inspections – Number of planned building maintenance inspections completed as scheduled	Future measure	12 per year
<b>Safety</b>	Provide safe suitable facilities free from hazards	Percentage of required Essential Fire Safety Measure inspections completed annually.	100%	100%
		Asbestos audit completed and register updated every 5 years.	100%	100%
<b>Affordability</b>	Provide service in a cost-effective manner	Percentage of building maintenance budget expended annually	98%	99%
		Percentage completion of planned maintenance activities completed each year.	95%	99%

**Table 5 - Levels of Service**

### 3 FUTURE DEMANDS

The Asset Management Plan must forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

#### 3.1 Demand Forecasts and Impact on Assets

The present position and projections for demand drivers, and their potential impacts on future service delivery and use of assets is identified and documented in the following sections.

Demand Factor	Projection	Impact on Assets
<b>Population change</b>	Mount Alexander's population in 2021 is 20,253 (ABS census 2021). This is forecast to grow to 21,853 by 2031.	Population growth will bring about an increase in the scale and demand for services and facilities.
<b>Demographic change</b>	Close to 37% of the shire's population is over the age of 60 (Census 2021). The proportion of older people in the community is expected to increase in coming years.	Increased numbers of older people in the community will mean that it is critical that our buildings are accessible so that equity is preserved.
<b>Community expectations</b>	It is anticipated that community expectations and desire for higher asset and service standards will continue to escalate.	Our existing infrastructure may not be suitable for purpose over the longer term.
<b>Climate change</b>	Highly variable climate and increased frequency and intensity of extreme rainfall and storm events.	Accelerated degradation of assets and reduced useful life expectancy. Increased lifecycle costs.
<b>Increasing costs</b>	Limited revenue growth to fund increasing costs for all operations and services including asset provision and maintenance.	<ul style="list-style-type: none"> <li>▪ Decreased ability to fund timely renewal and upgrade of poor/very poor condition assets.</li> <li>▪ Increased need for maintenance and repairs.</li> </ul>
<b>Ageing infrastructure</b>	The organisation has a legacy whereby building assets, based on their age profile, will require renewal or rehabilitation in the near term in order to maintain basic service levels.	Without adequate funding the declining condition of our building assets will result in reduced levels of service and increased risk of failure.
<b>Tourism</b>	Mount Alexander Shire has a strong and growing visitor economy. This is expected to continue into the future. According to Tourism Research Australia average tourism growth in Victoria between 2020/21 and 2025/26 is expected to be 10.6%.	There will be an increased demand for tourism facilities that are provided by the organisation, such as public toilets, venues, functional Visitor Information Centres, caravan parks.

**Table 6 - Demand Drivers, Projections, and Impact on Services**

#### 3.2 Demand Management Strategy

Demand management is not intended to reduce the scope or standard of services provided by an asset, but rather, it is concerned with aligning demand or expectation of service provided by an asset with the available resources to ensure that genuine needs are met, and community benefit is maximised.

Demand management components include:

Service Impact from Demand	Demand Management Activities
<b>Increase in demand for services</b>	<ul style="list-style-type: none"> <li>Facilities will need to be adapted towards multiuse spaces to respond to and accommodate evolving and increasing demands.</li> <li>New facilities may be required to meet gaps in demand.</li> </ul>
<b>Improved access to services required</b>	<ul style="list-style-type: none"> <li>Progressively upgrade existing building access and ensure new and upgraded buildings comply with the <i>Disability Discrimination Act 1992</i> and <i>Premises Standards 2010</i>.</li> </ul>
<b>Changing community preferences and expectations</b>	<ul style="list-style-type: none"> <li>Develop affordable levels of service when consulting with the community.</li> <li>Develop meaningful strategies to guide future planning of buildings and facilities.</li> </ul>
<b>Increased maintenance and renewal costs</b>	<ul style="list-style-type: none"> <li>Prepare long term building maintenance and renewal programs according to priorities and funding availability.</li> <li>Divestment of underperforming and under-utilised assets and exploiting non asset based service solutions to reduce ongoing costs.</li> </ul>

**Table 7 - Demand Management Strategies**

### 3.3 Climate Change Adaptation Strategies

The impacts of climate change have the potential to have a significant impact on the assets that the organisation manages and the services that are provided.

In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will how the organisation responds to and manages these impacts.

As a minimum, the organisation will consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions. Opportunities that have been identified to date to manage the impacts of climate change on existing assets are shown in Table 8.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
<b>Temperature</b>	Higher maximum temperatures, lower minimum temperatures	Increased energy consumption to maintain usability of buildings	<ul style="list-style-type: none"> <li>Implement energy efficiency measures in buildings.</li> <li>Increased use of renewable energy resources.</li> </ul>
<b>Storm intensity</b>	Increase rainfall and wind intensity during storm events	Damage to assets due to extreme weather events	<ul style="list-style-type: none"> <li>Increased monitoring of assets</li> <li>Review maintenance frequencies for critical activities such as gutter cleaning, etc.</li> <li>Maintain insurance policies.</li> <li>Put protection measures in place prior to a storm event.</li> </ul>

**Table 8 - Managing the Impact of Climate Change on Assets**

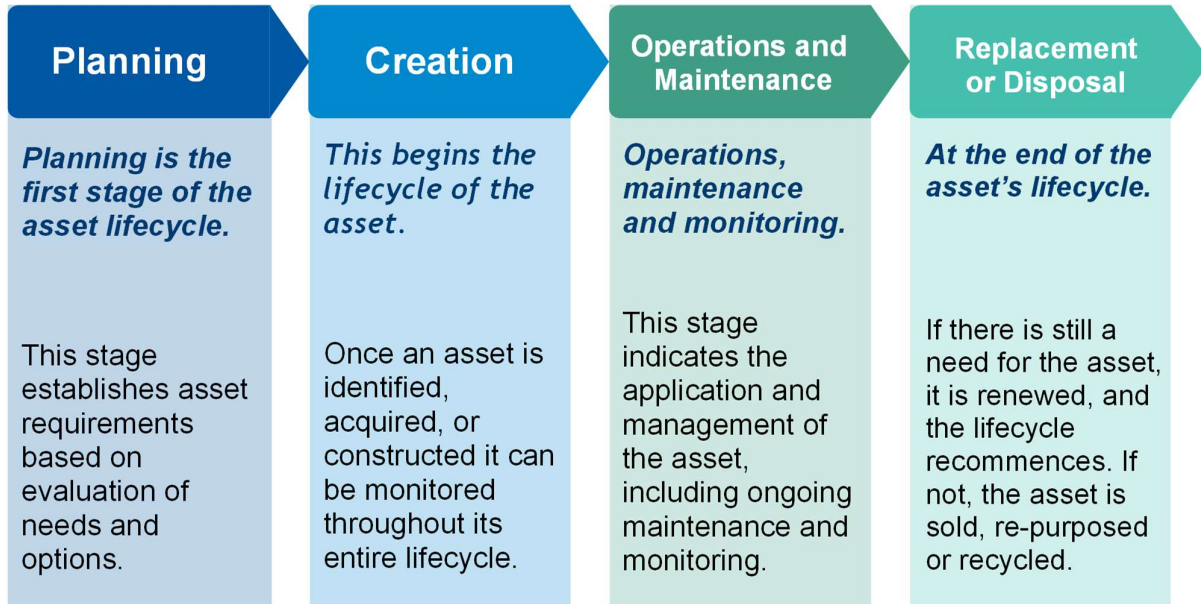
The way in which new assets are constructed should recognise that there is opportunity to build in resilience to the impacts of climate change. Building resilience has a number of benefits including:

- Assets will be able to withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.
- Potentially increasing asset life and protecting financial investment returns.

## 4 LIFECYCLE MANAGEMENT PLAN

Lifecycle asset management includes all management options and strategies as part of the asset lifecycle from planning to disposal. The objective of managing the assets in this manner is to look at long-term cost impacts when making asset management decisions.

The asset lifecycle includes the following phases that an asset passes through during its life:



**Figure 2 - Asset Lifecycle**

Through prudent and efficient lifecycle management, our goal is to meet our agreed levels of service in the most cost-effective manner.

### 4.1 Asset Planning

#### 4.1.1 Functional Hierarchy

The organisation's buildings are classified according to a hierarchy in terms of their specific function, demand, capacity, use patterns, and potential risk. The hierarchy classification is used to assist in prioritising works programs and intervention responses to remedy defects.

In the management of building and structure assets, higher quality standards and quicker response times are given to the more important buildings and structures in the portfolio. Such prioritisation is an essential part of providing the expected level of service across the entire asset portfolio at the lowest total cost.

To provide rigour for prioritisation decisions, an asset hierarchy applicable to buildings and structures has been developed. Set out in Table 9 are the five hierarchy levels that are used.



Classification	Functional Definition
<b>A - High</b>	<ul style="list-style-type: none"> <li>▪ Very high use</li> <li>▪ Significance at municipal level</li> <li>▪ Critical to Council operations and service delivery</li> <li>▪ Key heritage or icon</li> <li>▪ Must meet stringent special requirements - high level of presentation</li> </ul> <p><i>Example: Civic Centre, Town Hall, Library, kindergartens, and Depot</i></p>
<b>B - Medium</b>	<ul style="list-style-type: none"> <li>▪ High use – open to the public on a regular basis</li> <li>▪ Significance at town level</li> <li>▪ Important to Council operations or service delivery</li> <li>▪ Need to meet special requirements</li> </ul> <p><i>Example: Community halls, recreation pavilions</i></p>
<b>C - Low</b>	<ul style="list-style-type: none"> <li>▪ Low use – Open to the public only 1 day or as required on an hourly basis</li> <li>▪ Significance at locality level</li> <li>▪ Non-critical to Council operations or supports service delivery</li> <li>▪ Ancillary to main function</li> <li>▪ Can operate under basic conditions</li> </ul> <p><i>Example: Minor reserve buildings</i></p>
<b>D - Very Low</b>	<ul style="list-style-type: none"> <li>▪ Very low use open to public or short durations only</li> <li>▪ Significance at locality level</li> <li>▪ Non-critical to Council operations or service delivery</li> <li>▪ Ancillary to main function</li> <li>▪ Can operate in very basic conditions</li> </ul> <p><i>Examples – storage facilities, sheds, and shelters.</i></p>
<b>E – Minor or Obsolete</b>	<ul style="list-style-type: none"> <li>▪ Not used by public</li> <li>▪ Exceeds nominated level of service</li> <li>▪ Exceeds Committee of Management requirements or capacity to replace it.</li> <li>▪ Not critical to the service being delivered</li> </ul> <p><i>Example: Unused sheds, structures, etc.</i></p>

**Table 9 - Functional Hierarchy: Buildings**

#### 4.1.2 Building Componentisation

Buildings are complex assets that consist of a range of different components each with varying useful lives.

Condition scores have been derived for the building component groups shown in Table 10 as applicable to each building.

Component Group	Description
<b>Structure</b>	Structural walls and roof frame. Electrical, plumbing and transport services have also been included within this component. Structure is further defined as 'Long Life' (e.g., masonry walls, concrete floors, steel or solid timber roof frames), and 'Short Life' (e.g. timber/metal cladding, timber floor)
<b>External Finishes</b>	External cladding, window frames and windows, fascia, external doors, etc
<b>Internal Finishes</b>	Internal walls (plaster covered stud walls, etc), internal ceilings, and floor coverings.
<b>Fixtures</b>	Plumbing fixtures, fixed cabinetry, light fittings, partitions, internal glazing and doors, etc.
<b>Roof Cladding</b>	Roof cladding and roof plumbing (i.e., gutters, downpipes, etc).

Component Group	Description
<b>Mechanical Services</b>	Comprises packaged systems, split systems, mechanical ventilation ducts, etc.

**Table 10 - Building Components**

#### 4.1.3 Asset Condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed, or replaced. Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of the organisation's budget.

All building assets are condition rated at a component level. The scores are then aggregated and weighted to give an overall building condition score. The organisation uses a 0 to 6 condition rating system as shown in Table 11.

Condition Rating	Description	
<b>0</b>	New	Maximum level of remaining service potential
<b>1</b>	Excellent	Not new but in excellent condition and providing a high level of service.
<b>2</b>	Good	Showing some ageing but in good condition and providing an adequate level of service.
<b>3</b>	Moderate	Aged but providing an adequate level of remaining service potential; may need some maintenance attention
<b>4</b>	Fair	Low level of remaining service potential. Should be included in the Capital Works Plan or the maintenance renewal program for renewal or replacement in medium-term.
<b>5</b>	Ageing	No longer providing an acceptable level of service. If remedial action is not taken in the short term, the asset will need to be closed or decommissioned. A high likelihood exists of the asset failing in the short term.
<b>6</b>	Failed	At the end of its useful life and needs attention (renewal) and closed to the public immediately until that time.

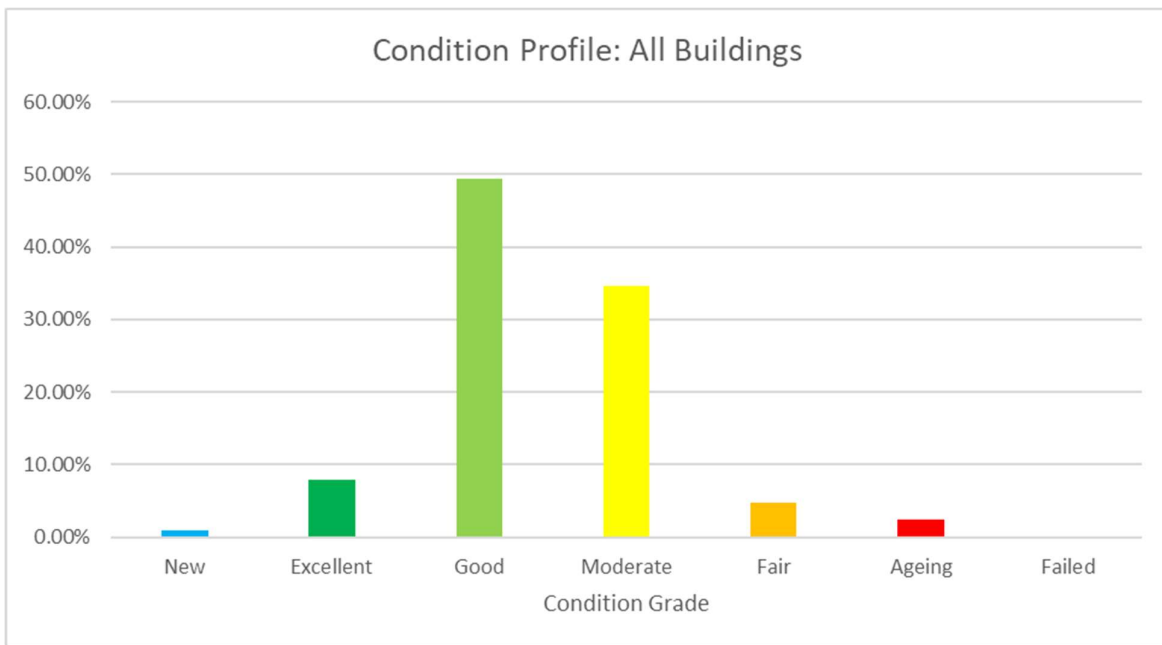
**Table 11 - Condition Rating System**

The condition grading system follows good practice guidance as provided by various industry standards including the *International Infrastructure Management Manual*.

Condition data for buildings is recorded in Council's asset register and is used for renewal modelling, capital works planning, and financial reporting.

The organisation strives to maintain a condition score rating of 0 to 3 on all buildings. Intervention is considered when a building receives a condition rating of 4 or higher, in line with the classification in the Functional Hierarchy – Buildings (see Table 9).

Figure 3 summarises the condition of the organisation's building and structure assets at an overall building level.



**Figure 3 - Condition Profile: Buildings, 2021**

What does this mean?

The results of the 2021 condition audit (figure 3) indicate that the overall performance of the organisation’s building portfolio is generally in line with expectations for a large rural shire with a wide spectrum of building types and ages.

Buildings are generally in a good condition. This demonstrates that the organisation has been managing the maintenance and renewal of its building assets in an effective manner to date. Fixtures, roof cladding, and external finishes are recognised as being building components that are furthest through their lifecycle. Maintaining or renewing these components may be a focus in the short term to preserve the integrity of its buildings.

**4.2 Asset Capacity and Functionality**

Asset capacity is the ability of an asset to provide a specific service. Functionality, or fit-for-purpose, is how suitable an asset is for delivering that service. These two parameters provide a means of judging the value of a building based on service delivery potential now and into the future.

Condition is not the only consideration as to the suitability of a building for any particular use. A building’s ability to accommodate the number of people wanting to use it and provide the required features and facilities is key. It is common that to meet these latter needs, building extensions and/or upgrades will be triggered well before the condition deteriorates to the level that renewal is required. For this reason, it is important to track the capacity and functionality of each building in addition to its condition scoring. This is contained within the improvement plan to be addressed within the next five years.

**4.3 Operations and Maintenance Plan**

Operations and maintenance plans are designed to enable existing assets to operate to their service potential over their useful life. This is necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration.

#### 4.3.1 Operations and Maintenance Arrangements

Maintenance of the organisation’s buildings is coordinated and delivered by the Buildings and Projects team with the assistance of various qualified and experienced tradespeople.

Assessment and prioritisation of maintenance is undertaken by operational staff using experience and available asset condition information and aligns with available budgets and resources.

Community Asset Committees assist with the everyday operation and management of a number of community facilities, including undertaking various maintenance activities.

Assigning responsibilities for the maintenance and repair of buildings the organisation owns or controls can be complex. Table 12 summarises these responsibilities according to building control type.

Building Control Type	Maintenance Responsibility
<b>Council Owned</b>	Council – Buildings and Projects team
<b>Council Controlled</b>	Council – Buildings and Projects team
<b>Leased or Licensed</b>	Refer to Lease or Licence for details of responsibility
<b>Use by Agreement (e.g., Community Asset Committees)</b>	Refer to Agreement for details of responsibility

**Table 12 - Building Maintenance Responsibilities**

#### 4.3.2 Maintenance Standards

The organisation’s operational maintenance program includes reactive defects which require repair to restore functionality or address deterioration of a building component (e.g. repairing damaged doors or partitions, plumbing repairs, broken light fittings, broken windows, etc).

Cyclical maintenance, including maintenance of essential safety measures, are works or activities that need to be undertaken on a programmed basis (e.g. painting, gutter cleaning, etc), to satisfy compliance requirements, arrest the rate of deterioration of buildings and building components, or maintain Levels of Service.

The standard of work for repair and maintenance of buildings is aligned to Levels of Service and the Functional Hierarchy - Buildings. All materials used in the maintenance and repair of buildings comply with all relevant Australian Standards and the National Construction Code.

#### 4.3.3 Inspections

The effective planning and competent management of the building portfolio is reliant on the collection of maintenance and performance related information through disciplined and regular inspections of the whole portfolio.

The organisation’s inspection activities can be grouped into the following categories based on definition and purpose:

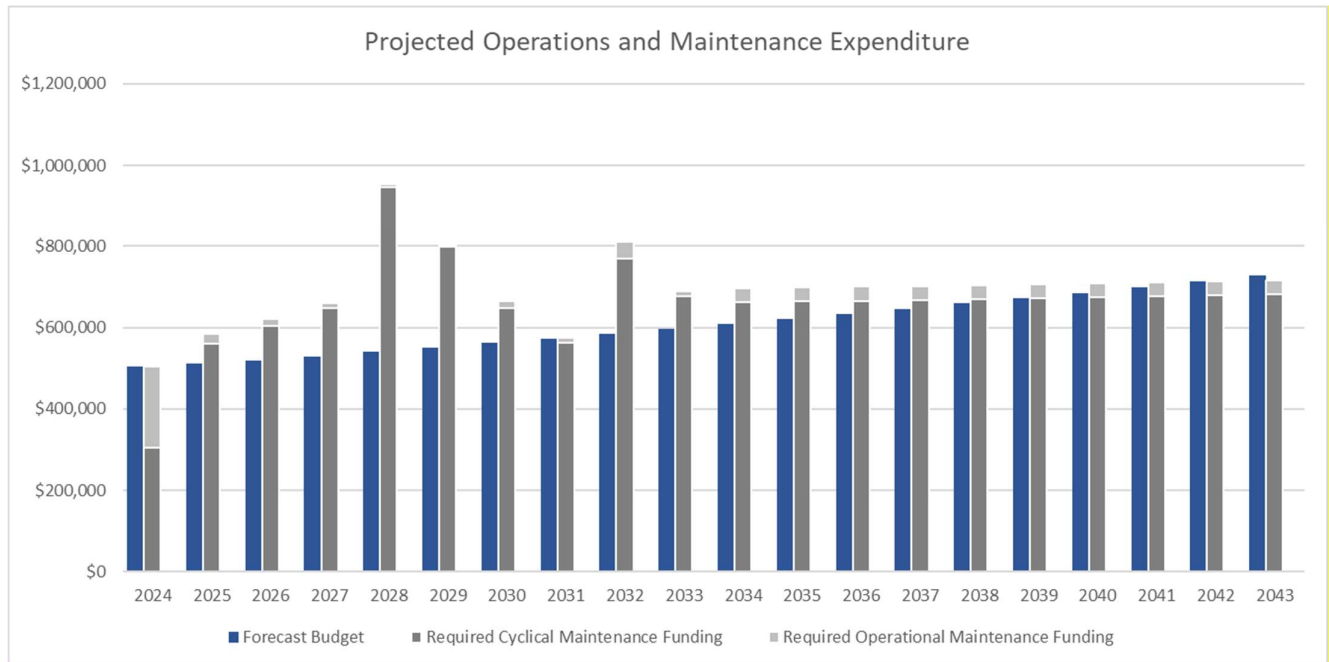
Inspection Type	Description	Current Status	Inspection Frequency
<b>Essential Safety Measures</b>	Inspection of Essential Safety Measures including hydrants, sprinklers, extinguishers, etc.	As per occupancy permit - managed by facility managers (if there is one (e.g. kindergartens))	As per occupancy permit or Building Surveyor’s determination

Inspection Type	Description	Current Status	Inspection Frequency
<b>Automatic Doors</b>	Scheduled inspections and maintenance of automatic sliding and automatic swing operated doors.	As per occupancy permit	As per occupancy permit
<b>Mechanical</b>	Scheduled inspections of Heating, Ventilation and Air Conditioning equipment.	As per occupancy permit	As per occupancy permit
<b>Planned Inspections</b>	Visual assessment for hazards or maintenance issues that do not meet the organisation's levels of service.	Completed as a one off at same time as condition inspections undertaken by external consultants	Ad hoc - not currently undertaken as a regular activity
<b>Reactive Inspections</b>	Initiated by requests for maintenance received from users.	Received via the Customer Request Management System CRMS, and committee's directly	As required.
<b>Condition Inspections</b>	Systematic inspection and identification and recording of the physical and functional adequacy of assets.	Completed by external consultants. Last condition audit completed in late 2021.	Once every 5 years in line with revaluation of asset class
<b>Asbestos Inspections</b>	An asbestos audit undertaken by a competent person to record Asbestos Containing Materials in of the organisation's buildings.	Details of identified Asbestos Containing Materials are maintained in the organisation's Asbestos Register. Asbestos register was last updated in 2021	Audit must not be greater than 5-years-old

**Table 13 - Asset Inspection Type Summary**

4.3.4 Future Operation and Maintenance Costs

Future operation and maintenance costs for the next 20 years are shown in Figure 4.



**Figure 4 - Projected Operations and Maintenance Expenditure**

## What does this mean?

The forecast maintenance expenditure requirements comprise two components: operational maintenance and cyclical maintenance.

Figure 4 outlines the forecast operations and maintenance expenditure requirements and forecast budget allocations. The building operations and maintenance budget for 2022/2023 is \$504,000. The forecast facility operations and maintenance allocations have been assumed to increase in line with the Financial Plan 2022/2023-2032/2033.

The total operations and maintenance budget over the next 20-years starting 2023/2024 is \$12.1 million. The required operations and maintenance funding has been predicted to be approximately \$13.9 million. This amount has been calculated from the costings provided for the various maintenance items identified from the 2021 building condition audit. The results indicate that the organisation is projected to underfund maintenance and operations over the next 20 years by an average of \$90,000 per annum / 17 percent underfunded annually.

The current funding allocations, may result in the deferment of cyclical works and potentially other operational activities. If left unaddressed this may lead to lower levels of service as the condition of buildings and their components deteriorate more rapidly. Funding allocations made for building maintenance and operations will be adjusted to ensure that they are sufficient to deliver current levels of service and forecast maintenance needs.

The peaks in required cyclical maintenance funding needed in 2027 and 2028 are reflective of the lifecycle of a number of building components which require maintenance during this period (e.g. changeover of split systems, sanding and sealing of timber floors, etc). The current building maintenance funding allocations will be adjusted to smooth out future peaks in demand by prioritising maintenance items over future years. The 2021 Building Condition Assessment identifies specific details of maintenance items that need to be addressed including an estimate of cost and recommended timing.

It is important to recognise that additional maintenance tasks will inevitably arise over the forecast period, and there will need to be budget provision for these works in addition to the funding set aside for the operational maintenance tasks recognised.

### **4.4 Renewal/Replacement Plan**

Renewal expenditure is major works which does not increase the assets design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using a combination of an analysis of the long term financial needs at a portfolio level and asset information to identify specific assets requiring renewal at a project level.

#### **4.4.1 Renewal Strategy**

Renewal strategies are based on assessing a range of factors to ensure the appropriate level of investment is targeted at the optimum time to ensure assets remain fit for purpose and that renewal plans are efficient and effective. The factors considered include the following:

- Criticality - assets with the greatest consequence due to failure
- Maintenance and/or failure history (i.e. when do ongoing maintenance works become uneconomical)

- Age of building
- Expected life
- Remaining useful life
- Condition of building asset components
- Geographical grouping
- Demand and use patterns
- Timing in relation to linked asset renewal plans

The organisation's infrastructure renewal demand forecasts are developed through predictive analysis using the condition data from the building audit completed in 2021. These forecasts are subject to continual review and updated as new information (e.g. condition assessments) becomes available.

Renewal work is carried out in accordance with the current standards and specifications for building works described elsewhere in the Asset Management Plan.

#### 4.4.2 Renewal Prioritisation

In general, renewal works are prioritised and planned by assessing the following considerations:

- Safety issues
- Physical condition
- Risk and asset criticality
- Community/user feedback
- Location and use type and patterns

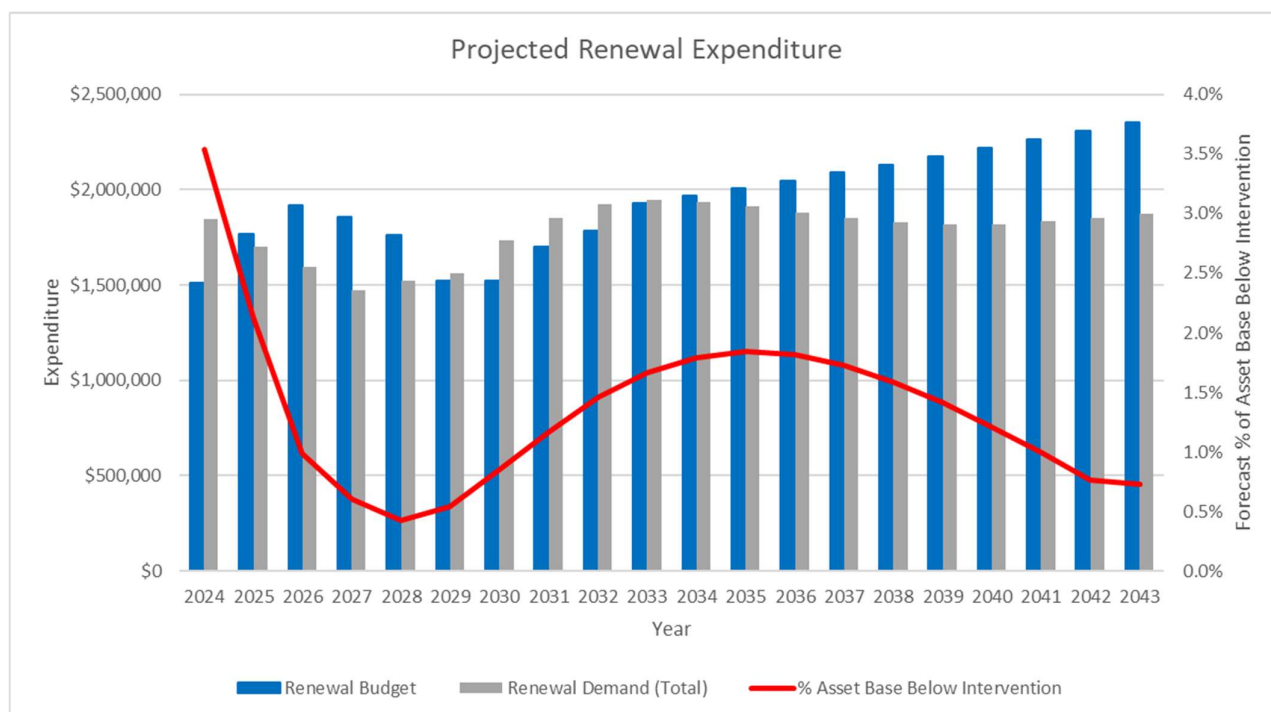
The renewal and replacement priority ranking Criteria will be formalised and included in a future version of this Asset Management Plan as detailed in the Table 22 – Improvement Plan.

#### 4.4.3 Future Renewal and Replacement Expenditure

Renewal demand and expenditure forecasts for the assets covered by this plan are summarised in Figure 5. These forecasts have been extrapolated from existing finance data and are presented as long-term projections to provide input into the Financial Plan 2022/2023-2032/2033.

The following graph shows a comparison between the:

- Level of funding required to renew the organisation's building assets to achieve its technical level of service objectives; and
- The amount of funding which the organisation is projected to commit to renewing these assets.



**Figure 5 - Projected Capital Renewal and Replacement Expenditure**

What does this mean?

Future renewal budgets include allocations for various asset types including buildings, playground equipment, sports lighting, etc. To ensure that only expenditure directed towards buildings is recognised in this Asset Management Plan, the amounts shown in the forward estimates have been reduced by 20%. An organisational review of the structure of capital works budgeting will be undertaken so that expenditure by building sub-asset class and expenditure type are clearly identifiable. As the Financial Plan 2022/2023-2032/2033 only covers a period of 10 years, the renewal has been assumed to escalate by 2% per annum between years 11 and 20 to cover the horizon of this Asset Management Plan.

According to the projections, the total allocation for building renewal over the next 20 years is \$38.9 million. Based on the latest building condition data (2021), the total expenditure required to renew buildings for the same period is predicted to be \$35.8 million. This means that there is a surplus of approximately \$3.1 million over the 20 year period or \$154,000 per annum.

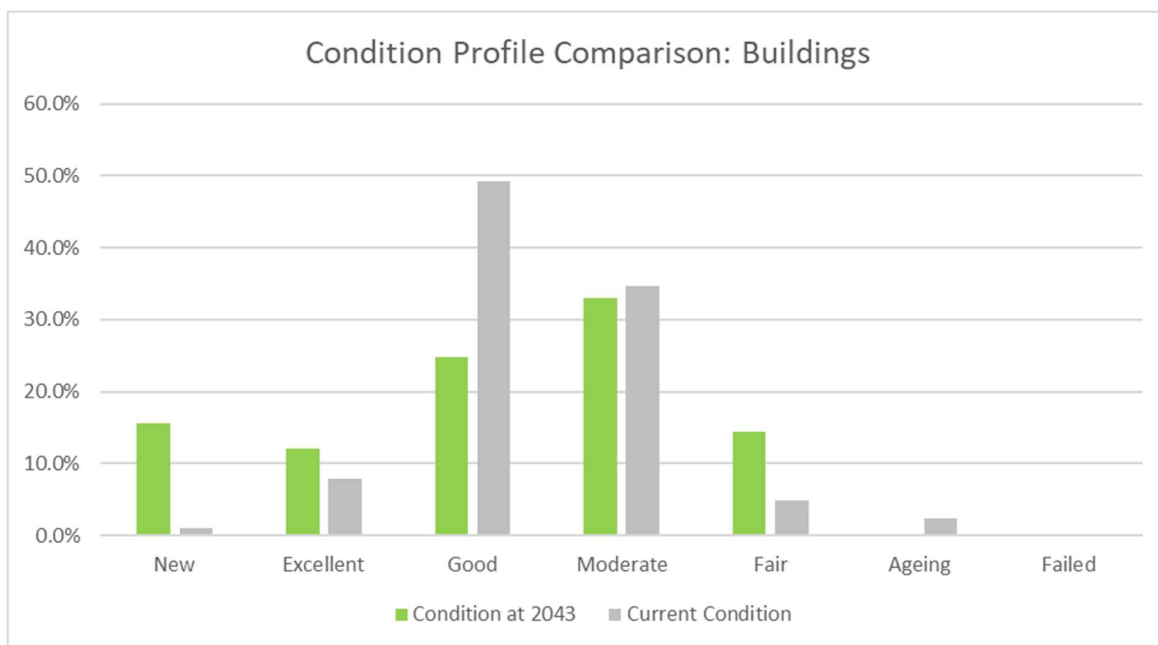
The red line shown in Figure 5 represents the percentage of building components that are in an inferior condition than the intervention standard or condition at which an asset is renewed (i.e. those components in either 'Ageing' or 'Failed' condition). The condition intervention used for the renewal projections made in this Asset Management Plan are detailed in Table 11.

Based on the results of the 2021 building condition audit, the current percentage of building components by value requiring renewal is 3.5%. By 2043, this percentage reduces to 0.7%. This is by virtue of the organisation exceeding its minimum renewal liabilities over the forecast period.

The movement in the percentage of the asset base over intervention is directly correlated to the amount the organisation contributes towards funding the projected renewal demand each year. Underfunding of renewal, results in a decline in the condition of the portfolio while allocating more funding than needed leads to improving condition.



Figure 6 shows the change in the distribution of condition for the organisation’s buildings based on the forecast funding regime and the projections made beyond that. This indicates that the general condition of buildings will improve overall. The percentage of the organisation’s buildings in ‘Fair’ or better condition in 2024 is 97.6 percent. At the end of the forecast period (2043), this increases to 100 percent highlighting an increase in basic service standards.



**Figure 6 - Condition Distribution Change: Buildings**

#### 4.4.4 Renewal Modelling Assumptions

The analysis to determine future asset renewal requirements is based on the best available information held at this time. The future funding forecasts will be revised and refined to best represent the performance of the asset base as the maturity of the organisation’s asset management practices improves.

These renewal funding projections are based on the following assumptions:

- The renewal costs are based on the asset data register as of 30 June 2021.
- Asset quantities within the asset register are assumed to be correct.
- Modelled outcomes are derived using the Moloney Renewal Model and are therefore subject to the limitations of that model and data is used in it. This includes assumed performance of each asset type and trigger intervention standards.
- Useful lives have been derived from industry benchmarks and are assumed to be a reasonable estimate of the life of each asset type.
- Condition scores have been derived from the condition audit completed in 2021.
- Intervention standards are based on technical levels of service and may not reflect community expectations.
- All projections are in present dollar value.
- There is no growth in asset base.
- Future renewal funding levels are derived from the Financial Plan 2022/2023-2032/2033. Where project specific information is not indicated it has been assumed that the total capital allocation for buildings also includes non-building related allocations. The total allocation for each year has been reduced by 20 percent so that only building related expenditure is included in the renewal analysis.

- These projections only represent future asset renewal requirements at an overall network level.

The following variables have been used in calculating the long-term renewal projections:

Asset Type	Model Variable and Input Value				
	Useful Life	Condition Profile	Asset Degradation Profile	Renewal Condition	Returned Asset Condition
Building – Long Life Structure	100	From 2021 Condition Audit	Standard	Condition 4 (Fair)	Condition 0 (New)
Building – Short Life Structure	60	From 2021 Condition Audit	Standard	Condition 4 (Fair)	Condition 0 (New)
Building - Fitout	30	From 2021 Condition Audit	Standard	Condition 4 (Fair)	Condition 0 (New)
Building - Mechanical Services	25	From 2021 Condition Audit	Standard	Condition 4 (Fair)	Condition 0 (New)
Building - Roof	45	From 2021 Condition Audit	Standard	Condition 4 (Fair)	Condition 0 (New)

**Table 14 - Renewal Modelling Variables**

#### 4.5 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist or works that upgrade or improve an asset beyond its existing capacity or performance in response to changes in supply needs or customer expectations. Within the context of buildings, new asset or upgrade creation includes:

- Those works that create a new asset that did not exist in any shape or form (e.g. building a new community facility).
- Works which improve an existing asset beyond its existing capacity or performance.
  - An extension to an existing building.
  - Sustainability improvement projects.
  - Accessibility upgrades.

There are occasions when the organisation is required to upgrade an asset because of changing demand or use requirements. In such instances, the project is scrutinised closely by officers and is considered as part of the annual budget planning process.

As new projects are brought forward for consideration with the annual budget, they will also have an assessment of these ongoing operational (recurrent) costs presented as part of the overall project cost projections.

##### 4.5.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor / Director or community requests, proposals identified by strategic plans or partnerships with other organisations. Verified proposals are ranked by priority and available funds are scheduled in future works programmes. The prioritisation of asset improvement works is undertaken in accordance with the following criteria to ensure alignment with the organisation’s strategic direction and to deliver maximum and affordable community benefits.

Criteria	Weighting
Social benefit	20%
Organisational benefit	15%
Environmental impacts	20%
Fit with Council Plan	10%
Financial Impacts	30%
Strategic Links	5%
<b>Total</b>	<b>100%</b>

**Table 15 – New Assets Priority Ranking Criteria**

As with replacements and renewals, where new assets are created, they are designed using all relevant design codes, Australian Standards, and the National Construction Code.

The organisation aims to use materials that achieve the greatest asset life and are climate resilient and environmentally sustainable, while trying to minimise maintenance costs.

#### 4.5.2 Future New Assets Expenditure

When Council considers discretionary capital expenditures for new assets, it is essential to establish the consequential recurring operational and maintenance costs that will occur once the new or upgraded assets become operational. Understanding life cycle costs is part of being fully informed of future liabilities. Upon completion of the construction of a new asset, the organisation allocates an annual operational budget of 1.25 percent of the total construction costs for ongoing maintenance.

Future acquisition allocations have been derived using the Financial Plan 2022/2023 -2032/2033. Similar to projected renewal expenditure, amounts allocated have been reduced by 20 percent to ensure that any non-building related expenditure is excluded from this Asset Management Plan. As the Financial Plan 2022/2023-2032/2033 only covers a period of 10 years, the renewal has been assumed to escalate by 2 percent per annum between years 11 and 20 to cover the horizon of this Asset Management Plan.

The allocation towards the upgrade or new buildings over the next 20 years totals \$6.32 million. This figure is based on resolutions made by Council and currently does not include upgrades outlined in the Camp Reserve Master Plan or the Campbells Creek Master Plan. This figure will be adjusted periodically to reflect future resolutions of Council. Further work is required to understand what long term investment is needed to upgrade or improve buildings, including the development of a long term capital works program. These improvements should be guided by the organisation's service strategies and other technical assessments of building performance.

Further analysis of future building upgrades and new asset needs is also indicated by the community building survey undertaken in April 2022. The findings from this survey indicate that while the organisation's buildings are performing well under basic service levels according to their condition, the community expects to be able to have access to contemporary facilities. This should be one of the drivers of long term investment strategies while also recognising its environmental goals.

The timing and priority of these works may be dependent on overall facility needs or the timing of other works such as renewal or building refurbishment and should be factored into the longer term planning of buildings.

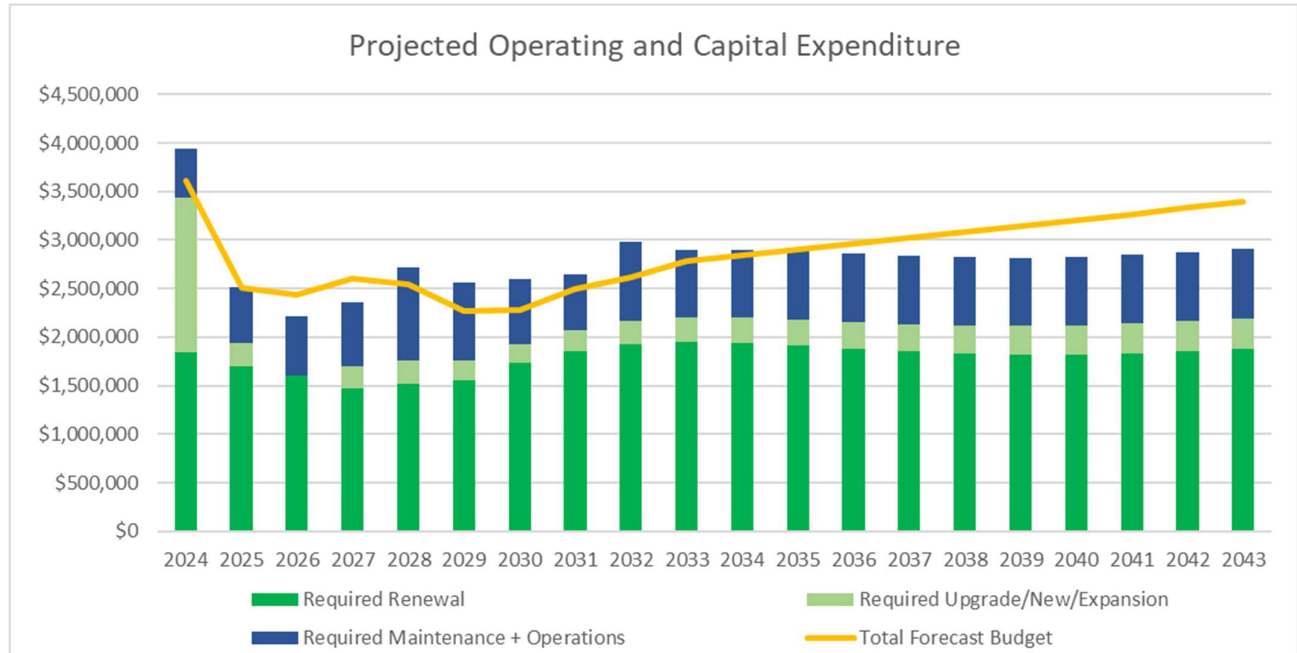
#### 4.6 Summary of Asset Expenditure Requirements

The financial projections from this Asset Management Plan are shown in Figure 7.

This covers the full lifecycle costs over the next 20 years to sustain current levels of service. Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates the funding that is forecast to be available.

The gap between these informs the discussion on achieving the balance between services, costs, and risk to achieve best value outcomes.



**Figure 7 - Projected Operating and Capital Expenditure**

Table 16 shows the total lifecycle costs required for the sustainable management of Council's building assets.

Year	Renewal	Upgrade/New/Expansion	Maintenance and Operations
2024	\$1,843,796	\$1,592,800	\$504,935
2025	\$1,703,912	\$232,000	\$583,885
2026	\$1,597,922	\$0	\$619,973
2027	\$1,471,947	\$224,000	\$659,017
2028	\$1,523,122	\$240,000	\$953,903
2029	\$1,560,554	\$196,000	\$803,908
2030	\$1,733,256	\$196,000	\$664,297
2031	\$1,854,032	\$216,000	\$574,091
2032	\$1,922,110	\$244,800	\$810,671
2033	\$1,945,941	\$260,800	\$687,927
2034	\$1,938,296	\$266,016	\$695,967
2035	\$1,912,498	\$271,336	\$697,899
2036	\$1,880,211	\$276,763	\$699,869
2037	\$1,850,400	\$282,298	\$701,878
2038	\$1,829,013	\$287,944	\$703,928
2039	\$1,819,064	\$293,703	\$706,018
2040	\$1,820,991	\$299,577	\$708,150
2041	\$1,833,197	\$305,569	\$710,325
2042	\$1,852,739	\$311,680	\$712,544
2043	\$1,876,047	\$317,914	\$714,807
<b>Total</b>	<b>\$35,769,047</b>	<b>\$6,315,201</b>	<b>\$13,913,992</b>

**Table 16 – Building Asset Lifecycle costs**

What does this mean?

The forecast projections made for lifecycle costs and available budget allocations are based on information from the asset data and the Financial Plan 2022/2023-2032/2033.

The projections indicate the organisation is projected to make sufficient funding available over the next 20 years to deliver basic service levels for its building portfolio.

The spike in required upgrade / new / expansion for 2024 reflects the grant funding and Council budget allocated totalling \$1.7 million to deliver a new all gender sports pavilion in Maldon.

For the organisation to increase the level of confidence in the forecast lifecycle costs estimated in this Asset Management Plan, focus needs to be placed on monitoring service levels and long term investment needs in building improvements. It is expected that improvements will primarily be required to enhance building accessibility and to make them more energy efficient to help the organisation reach its goal of carbon neutrality by 2025.

Funding for capital improvements in the organisation's buildings is reliant on receipt of external funding from other levels of government. While the organisation has been successful in securing grant funding in the recent past, withdrawal or reduction in these funding programs does present a risk and may impact the way Council invests in its buildings in the future. Alternative revenue streams may need to be explored to fund the management of the organisation's buildings.

#### **4.7 Disposal Plan**

This includes activity associated with disposal of decommissioned assets including sale, demolition, or relocation.

There is currently no policy in place to dispose of buildings and other structures and decommissioning of existing facilities is undertaken on an as needs basis. We will develop a disposal policy – this is included in the improvement plan for this asset management plan and will consider building condition and surplus of buildings.

## 5 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial forecasts made will be refined as further information becomes available on desired (or target) levels of service and current and projected future asset performance.

### 5.1 Long Term Financial Planning

This Asset Management Plan identifies the projected operations, maintenance, capital renewal, and capital improvement expenditures required to provide current levels of service over the next 20 years.

<b>Key Financial Performance Indicators for Current Projected Funding</b>	
<b>Total Lifecycle <u>Costs</u> over next 20 years (projected demand)</b>	<b>\$55,998,240</b>
<b>Total Lifecycle <u>Budget</u> over next 20 years</b>	<b>\$57,303,372</b>
<b>Total Lifecycle Funding <u>Surplus</u></b>	<b>\$1,305,132</b>
<b>Average Lifecycle Funding <u>Surplus</u> per annum</b>	<b>\$65,257</b>
<b>Percentage Lifecycle Funding Being Met</b>	<b>102%</b>

**Table 17 – Key Financial Performance Indicators for Current Projected Funding**

The total lifecycle costs for the organisation's buildings over the next 20 years are estimated to be \$55.9 million or \$2.79 million on average per year.

The estimated lifecycle budget for the same period is \$57.3 million or \$2.87 million on average per year. This gives a funding surplus of \$65,257 on average each year. This indicates that 102% of the projected costs to provide the services documented in this Asset Management Plan are forecast to be funded over the next 20 years.

The modelling undertaken for this Plan has identified that we have sufficient forecasted funding allocations to maintain and renew our building portfolio over the next 20 years. It is important to maintain the forecasted level of funding and for adjustments to be made when required between the maintenance and operations and renewal budget accounts to balance out any forecast surplus and deficit. It is also important to maintain the total level of funding, despite an overall surplus, as this will be required to cover inflation and market increases in the cost of materials and labour.

## 5.2 Funding Sources

Funding for assets is provided from Council’s annual budget and external funding opportunities.

The organisation uses several different funding allocations to maintain, renew and improve its buildings. These are:

Activity	Funding Source
<b>Maintenance and Operations</b>	<ul style="list-style-type: none"> <li>▪ Organisation’s own source funds</li> <li>▪ Community donations and in kind works</li> <li>▪ Rent and other user charges.</li> </ul>
<b>Renewal</b>	<ul style="list-style-type: none"> <li>▪ Organisation’s own source funds</li> <li>▪ Community donations and in kind works</li> <li>▪ Rent and other user charges</li> </ul>
<b>Capital Improvement (i.e. new, upgrade, and expansion)</b>	<ul style="list-style-type: none"> <li>▪ Organisation’s own source funds</li> <li>▪ Council reserves (e.g., Energy and Water Reserve)</li> <li>▪ External grant opportunities</li> <li>▪ Developer contributions and donated assets</li> <li>▪ Community donations and in kind works</li> </ul>

**Table 18 - Funding Sources**

## 5.3 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Financial projections are forecast on present day dollars as at 30 June 2022.
- Staffing needs are resourced adequately.
- Current levels of service reflect community needs.
- Future funding levels are derived from the Financial Plan 2022/2023-2032/2033.
- No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan.
- Provision for new works is based on phased implementation of new and upgrade needs to meet future demand.
- Projected renewal required to achieve overall asset condition grade of ‘Fair’ or better.
- The annual budget for renewal capital works will approximately equal annual depreciation costs.

## 5.4 Forecast Reliability and Confidence

The expenditure and valuations projections in this Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five level scale in accordance with Table 19.



Confidence Grade	Description
<b>A – Highly reliable</b>	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
<b>B - Reliable</b>	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
<b>C - Uncertain</b>	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
<b>D - Very Uncertain</b>	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
<b>E - Unknown</b>	None or very little data held.

**Table 19 - Data Confidence Grading System**

The overall 'confidence level' of the financial projections is rated as 'B- Reliable', based on a high level assessment of the following key factors contributing to the Asset Management Plan quality with Table 20.

Quality Attribute	Assessment Grade
Levels of Service and Performance Measures	B
Demand forecast analysis and projections	B
Performance data (asset degradation)	B
Condition data	A
Asset inventory data	B
Risk management	B
Financial Plan 2022/2023-2032/2033	C
<b>Overall Assessment</b>	<b>B</b>

**Table 20 - Overall Confidence Level Rating**

Future Capital Works Budgets for buildings include allocations for various other land improvements such as playground equipment, sports lighting, etc. While assumptions have been made to make sure that expenditure directed towards buildings is recognised in this Asset Management Plan a review of Financial Plan 2022/2023-2032/2033 will be undertaken so that funding allocated for different asset classes can be readily recognised.

The implementation of other improvement actions identified in Section 6 will result in increased levels of confidence in future revisions of this Asset Management Plan.

## 6 PLAN IMPROVEMENT AND MONITORING

### 6.1 Status of Asset Management Practices

The organisation currently uses the following corporate information systems for recording relevant asset data and information:

Module	System
Customer Request Management	▪ TechOne
Financial/Accounting	▪ TechOne
Records Management	▪ HP Content Manager
Mapping (GIS)	▪ Intra Maps
Asset Register	▪ Assetic
Strategic Asset Management	▪ Assetic Predictor
Mobile Solutions	▪ To be implemented
Works Management	▪ Assetic and HP Content (for recording information)

**Table 21 - Overview of Corporate Systems**

The asset management information system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting.

### 6.2 Improvement Plan

The asset management improvement plan generated from this Asset Management Plan is shown in Table 22.

## IMPROVEMENT PLAN

Item No.	Task	Priority	Resource Type	2023/24	2024/25	2025/26	2026/27	2027/28
1	Continue to collect and refine building asset data suitable to inform strategic and operational analysis and decisions. Also include whole of building considerations in future data collection activities (e.g., condition, capacity, function, sustainability)	Ongoing	Internal/ External	✓	✓	✓	✓	✓
2	Review current funding allocations made to building maintenance and operations to ensure that it is sufficient to deliver current levels of service and forecast maintenance needs.	Ongoing	Internal	✓	✓	✓	✓	✓
3	Develop a project-based 5 year rolling Capital Works Program for renewals, upgrades and new works for buildings and integrate with the Financial Plan 2022/2023-2032/2033.	High	Internal	✓	✓	✓	✓	✓
4	Develop a criticality framework for the organisation's assets and apply to the building portfolio to inform lifecycle management decisions.	Medium	Internal	✓	✓			
5	Develop roles and responsibilities matrix for the management of buildings.	High	Internal	✓				
6	Document buildings maintenance processes	Ongoing	Internal	✓	✓	✓	✓	✓
7	Develop and implement a periodic building inspection process to proactively assess maintenance needs and safety issues.	Medium	Internal		✓	✓		

## IMPROVEMENT PLAN

Item No.	Task	Priority	Resource Type	2023/24	2024/25	2025/26	2026/27	2027/28
8	Review the structures of the capital works budget so that expenditure by asset class and expenditure type are clearly identifiable.	High	Internal	✓	✓	✓	✓	✓
9	Formalise the management of scheduled/cyclic maintenance activities for buildings. This may include implementation of the Assetic maintenance and mobile modules to support planning for buildings and to enhance data capture and activity tracking.	Medium	Internal/ External		✓	✓		
10	Review current and future levels of service, in particular inclusion of Customer Satisfaction Survey results as a performance measure	Medium	Internal			✓		
11	Develop a Building Functionality Index to gauge and measure at what rate building facilities satisfy stakeholder and operational demands.	Medium	Internal		✓	✓		
12	Develop and adopt a Disposal Policy to guide the disposal of building assets where required.	Medium	Internal	✓				

**Table 22 - Improvement Plan**

This version of the asset management plan has been developed based on existing processes, practices, data, and standards.

The organisation is committed to striving towards best asset management practices and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of our assets.



**Mount Alexander Shire Council  
Annual Plan 2023/2024**

## ANNUAL PLAN 2023/2024

The Annual Plan outlines the actions for 2023/2024 that will implement priorities from the Council Plan 2021-2025.

The actions have been presented under each of the pillars:

### >> OUR PRINCIPLES

*We are engaging genuinely with our community; we are always improving; we are delivering together*

### >> OUR COMMUNITY

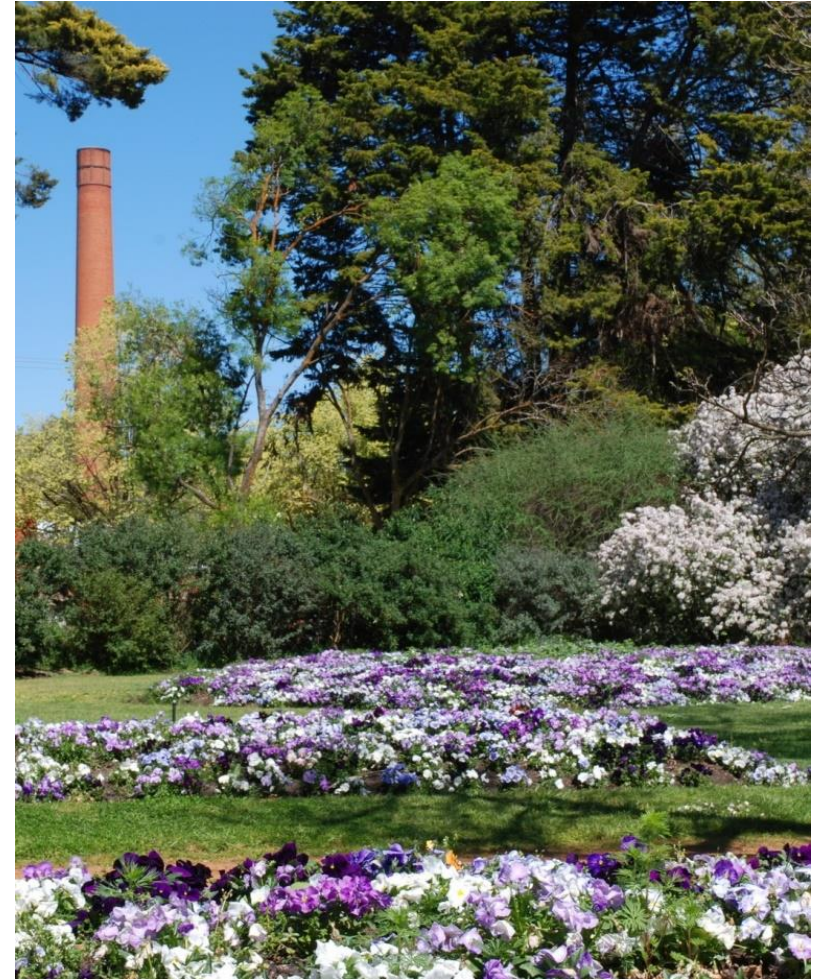
*A healthy, connected, and inclusive community*

### >> OUR ENVIRONMENT

*A flourishing environment for nature and people*

### >> OUR ECONOMY

*A resilient and growing local economy*



## OUR PRINCIPLES

We are always improving

**Strategic Objective: Council is responsive to the needs to the communities it serves**

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-1	Service Review	Develop a process to review organisational service capability	\$49,500	Council	June 2024

## OUR COMMUNITY

A healthy, connected, and inclusive community

**Strategic Objective: Services in our community are accessible and coordinated**

- *Partner with community groups and agencies to better deliver services*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-2	Goldfields Corporation Library Plan	Implement relevant actions from the Goldfields Library Plan 2021-2025	Operating	Council	April 2024
AP23-1	Disability Inclusion Action Plan	Adopt a Disability Inclusion Action Plan and implement year one actions, including establishment of a Disability Inclusion Action Plan Advisory Group	\$15,000	Council	May 2024
AP24-3	Chewton Community-based Bushfire Management	Partner with the CFA and members of the Chewton community to build emergency resilience toward bushfire risk associated with Chewton and the Chewton Bushlands area	Operating	Council	May 2024

- *Support organisations to provide a safe, healthy and engaging environment for volunteers*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-4	Public Art – Western Reserve Fence Mural	A community driven and produced mural along the fence in Western Reserve.	\$50,000	Regional Arts / Creative Vic	June 2024



**Strategic Objective: Our community is inclusive and connected**

- *Recognise, support, and celebrate the diversity within our community*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-5	Reconciliation Plan 2023-2026	Adopt a new Reconciliation Plan.	Operating	Council	October 2023

- *Increase access to inclusive and usable spaces for all seasons*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP23-2	Connecting Walking and Cycling Trails	Completion of the Campbells Creek walking and cycling trail.	\$927,480	State Government Council	June 2024
AP23-3	Walking and Cycling	Adopt the Active Transport Strategy and commence first year actions.	Operating	Council	November 2023

- *Ensure Council is a leader in equity and gender equality*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-6	Gender Equity Training	Train Councillors and staff to build a greater understanding of implicit bias, equity, access and inclusion.	Operating	Council	April 2024

**Strategic Objective: Our community feels safe, regardless of identity or circumstance**

- *Implement initiatives to change the behaviours and attitudes that contribute to family violence in our community*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-7	Prevention of Domestic and Gender-based Violence	Implement relevant actions from the Women's Health Loddon Mallee CARE Stewardship Strategic Plan.	Operating	Council	June 2024

**Strategic Objective: Our community is supported to be physically and mentally healthy**

- *Support healthy eating locally*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-8	Healthy Loddon Campaspe	Implementation of Healthy Loddon Campaspe Stage 2 Activation – Healthy Eating.	Operating	Council	June 2024

## OUR ENVIRONMENT

### A flourishing environment for nature and people

**Strategic Objective: We are working locally to address the climate emergency**

- *Reduce Council's emissions to zero by 2025*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-9	Local Carbon Offsetting	In collaboration with other councils, support the North Central Catchment Management Authority to commence a pilot project to test the feasibility of a larger local offsetting project	\$30,000	Council	June 2024

**Strategic Objective: We are maintaining, improving, and celebrating our places and spaces**

- *Protect urban and landscape character*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-10	Frederick Street Streetscape Redevelopment, Stage 1 - Construction	Streetscape improvement works incorporating pedestrian and vehicle shared use facilities, new paving, plantings and beautification through Mostyn to Lyttleton Streets in Castlemaine	\$1.7 million	Council / Federal Govt	June 2024
AP24-11	Planning Scheme Review	Complete the Mount Alexander Planning Scheme Review	Operating	Council	June 2024

**Strategic Objective: We are focused on the housing affordability challenge in our community**

- *Support state-wide initiatives to increase affordable housing supply*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-12	Affordable Housing	Progress preferred affordable housing options	\$255,019	Council	June 2024

**Strategic Objective: Our community is growing in harmony with nature**

- *Review, maintain, renew, and expand sustainable assets of our community*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP23-4	Bridge Construction	Commence construction of the Vaughan-Tarilta low-level bridge.	\$1.2 million	Federal Government	June 2024

- *Reduce waste and increase resource recovery*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP23-5	Waste Strategy	Adopt a Waste Strategy.	Operating	Council	March 2024

- *Review, maintain, renew and expand sustainable assets of our community*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-13	Improvements to the Bill Woodfull Recreation Reserve	Commence construction of an all-gender pavilion for netball and tennis, and upgrade sports lighting for AFL and netball.	\$2.2 million	Council / Sport Recreation Victoria / Federal Govt	June 2024
AP24-14	Taradale Youth Space	Repurposing a disused tennis court into a youth space with pump track, basketball hoop and netball ring, and space for scooting, skating and cycling.	\$510,000	Council / Sport Recreation Victoria	April 2024
AP24-15	Upgrade to Facilities at the Harcourt Recreation Reserve	Upgrade sports lighting at the reserve.	\$352,182	Council / Sport Recreation Victoria / Harcourt Football Netball Club	June 2024
AP24-16	Norwood Hill Reserve Upgrades	Completion of stages 2 and 3 of the Norwood Hill Masterplan to include delivery of youth space to include basketball hoop, netball ring, hit up wall and parkour, closure of Lawrence Drive and new plantings.	\$358,434	Council / Sport Recreation Victoria	December 2023
AP24-17	Castlemaine - Campbells Creek Levee Improvements (multi-year project)	Design and improvement work to the following levees: <ul style="list-style-type: none"> <li>- National School Lane (complete construction)</li> <li>- Elizabeth Street (commence construction)</li> <li>- Castlemaine Cabin and Van Park (finalise design)</li> <li>- Campbells Creek Township (finalise design)</li> </ul>	\$2.2 million	Council / Federal Govt	June 2024

**Strategic Objective: We are facilitating managed growth of our towns while protecting natural assets**

- *Protect agricultural land that contributes, or can contribute to, local food systems from residential development*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-18	Rural Living Assessment	Undertake a Shire-wide Rural Living Assessment and complete a first draft	Operating	Council	June 2024

- *Ensure there is sufficient residential, commercial, and industrial land to meet demand*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP23-6	Industrial land review	Prepare a draft Industrial Land Strategy	\$100,000	Council	June 2024

## OUR ECONOMY

### A resilient and growing local economy

**Strategic Objective: We are supporting continuous learning and personal growth**

- *Promote an accessible range of services for all, including children, young people, and families*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP23-7	Middle Years Plan	Adopt a new Middle Years Plan	Operating	Council	September 2023
AP24-19	Education Pathways	Working in partnership with local training and education providers to boost education and training opportunities.	Operating	Council	June 2024

**Strategic Objective: We are attracting and building investment in our cultural and creative community**

- *Support innovative industries and individuals*

Code	Project Name	Description	Budget	Funding Source	Target Completion Date
AP24-20	Acknowledge the Achievements of Local Businesses	Host the Mount Alexander Business Awards	\$45,000	Council / Sponsorships	December 2023
AP23-8	Economic Development Strategy	Adopt an Economic Development Strategy	\$68,750	Council	January 2024



# Financial Plan

2023-24 to 2032-33





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**Mount Alexander Shire Council  
Financial Plan  
2023/24 to 2032/33**

## 1. Introduction

The Financial Plan provides Council with guidance for the management and allocation of resources in a financially sustainable manner.

Over the past thirty years, the functions undertaken by local government have evolved to include a greater focus on risk management, social and human services, environment and climate change, in addition to the traditional roads, rubbish, and rates. As community expectations and aspirations grow and change, and to ensure inter-generational equity between ratepayers, planning for future financial sustainability is of great importance.

Council has been proactive in managing its financial health and has had a Financial Plan (or Long Term Financial Plan) since 2003. Various updates to the plan over this time have ensured that we have responded to, and managed, issues such as infrastructure renewal and ongoing operating deficits

Continuing to plan for long-term financial sustainability will help ensure that:

- Council is focused on remaining financially viable in the medium to long term.
- We can reliably deliver the works and services required by our community.
- Our assets are maintained at appropriate levels and they are renewed, upgraded or replaced as planned.
- Current ratepayers are funding the works and services they consume now, and are not burdening future ratepayers (inter-generational equity).

## 2. Legislation

The *Local Government Act 2020* was passed by the State Government in March 2020. It is to be implemented in several phases, with the final phase to be implemented by 30 June 2022. Arrangements are in place to transition between the 1989 Act and the 2020 Act over this period.

One of the overarching governance principles of the 2020 Act is ensuring the ongoing financial viability of the Council. In addition, priority is to be given to achieving the best outcomes for the municipal community, including future generations.

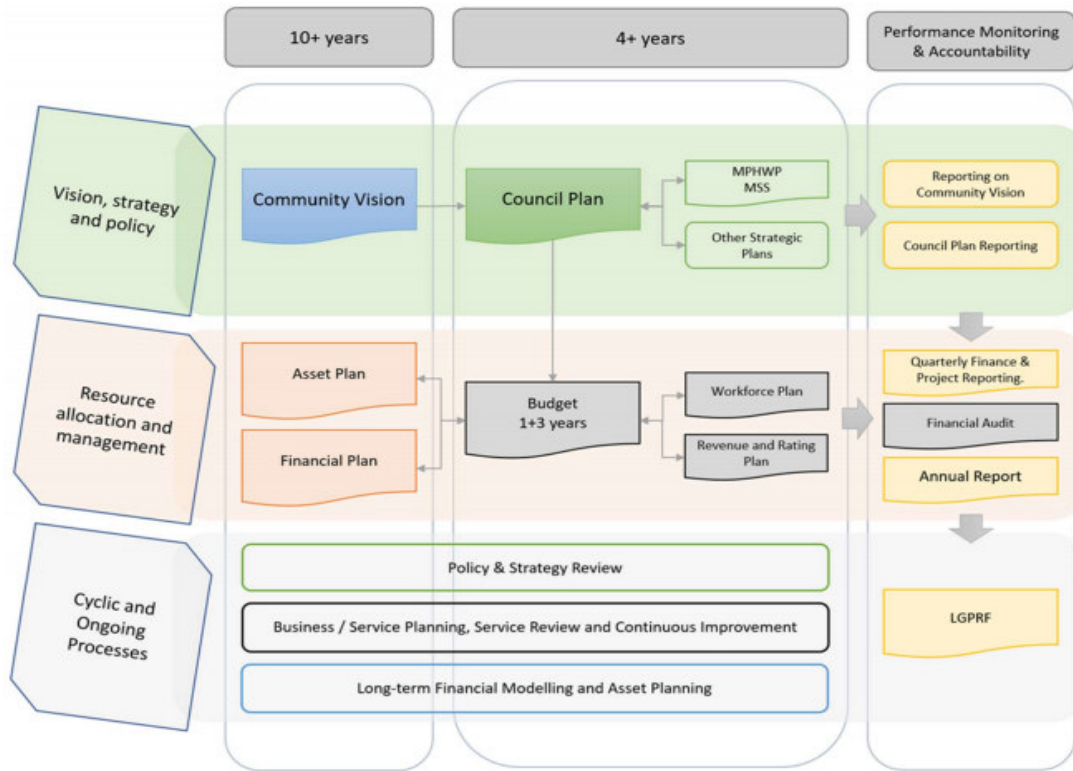
Section 91 of this Act outlines the requirements regarding a Financial Plan. This Plan, which is for a period of at least ten years, must contain the below information:

- Statements describing the financial resources required.
- Information about the decisions and assumptions underpinning the forecasts in the statements.
- Statements describing any other resource requirements the Council considers appropriate.
- Any other matter prescribed by the Regulations.

The Financial Plan must be adopted by 31 October in the year following a general election i.e. in the first instance, 31 October 2021.

Council has a legislative planning framework that helps link Council Plan strategies to the actions that are funded in the Annual Budget. The below diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and its outcomes. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget), and then holding itself accountable (Annual Report).

Throughout the year, Council receives regular reports on the organisation’s achievement of the Annual Plan, the Annual Budget, and other Key Performance Indicators.



## 2.1 Strategic Planning Principles

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

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the ten-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks for effective implementation of the Financial Plan. The financial risks are included at section 2.2 below.
- e) The Financial Plan provides for the ongoing monitoring and review of progress to identify, and adapt to, changing circumstances.

## 2.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles which are encapsulated in Section 101 of the *Local Government Act 2020*:

- a) Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies, procedures and strategic plans.
- b) Financial risks are monitored and managed prudently having regard to economic circumstances.
- c) Financial policies and strategic plans, including the Revenue and Rating Plan, are designed to provide financial stability and predictability in the financial impact to the community.
- d) Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

For the purposes of financial management principles, financial risk includes any risk relating to the following:

- a) the financial viability of Council.
- b) the management of current and future liabilities of Council.
- c) the beneficial enterprises of Council.

## 2.3 Service Performance Principles

Council services are designed to meet community needs and represent value for money. The service performance principles, per Section 106 of the 2020 Act, are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community.
- b) Services are accessible to the relevant users within the community for whom the services are intended.
- c) Council provides quality services that provide value for money to the community.
- d) Council seeks to continuously improve its service delivery standards.
- e) Council considers and responds to community feedback and complaints regards service provision.

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.

## 2.4 Asset Plan Integration

The Asset Plan includes information about maintenance, renewal, acquisition, expansion, upgrade, disposal, and decommissioning of each class of infrastructure under its control, and outline any other resource requirements considered appropriate. It will consider levels of service delivered by assets, the effective and efficient use of available resources and how programs and services are planned and delivered. The Asset Plan and Financial Plan have a strong reciprocal relationship and must transparently recognise their interdependencies, Council's Finance area will collaborate with the Asset Planning area to ensure Asset Planning balances with Financial Plan requirements. The Asset Plan was adopted in May 2022, and reviews will be undertaken at periodic intervals after adoption to seek improvement opportunities.

## 2. Financial Plan Context

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

### 2.1 Financial Policy Statements

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

Table 1. Council's Policy Statements and associated targets

Policy Statement	Measure	Target	Forecast										2031/32	2032/33
			Actual	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
Consistent underlying surplus results	Adjusted underlying result greater than >= \$0	>= \$0	-\$ 6,896,000	-\$ 2,480,236	-\$ 2,615,615	-\$ 2,235,223	-\$ 2,312,578	-\$ 2,399,802	-\$ 2,667,477	-\$ 2,434,424	-\$ 2,493,735	-\$ 2,588,817	-\$ 2,663,022	
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current assets / current liabilities greater than 150%	>= 150%	402%	392%	336%	384%	396%	402%	401%	411%	417%	442%	453%	
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%	127%	132%	130%	130%	126%	120%	118%	113%	119%	129%	
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%	8%	7%	6%	1%	0%	0%	0%	0%	0%	0%	0%	
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%	230%	176%	145%	144%	134%	122%	107%	93%	81%	85%	86%	
Council generates sufficient revenue from rates plus fees and charges to ensure consistent funding for operational and capital expenditure.	Capital Outlays as a % of Own Source Revenue to remain above 30%	>= 30%	50%	47%	41%	40%	39%	38%	35%	34%	31%	33%	35%	

### 2.2 Strategic Actions

The following strategic actions have been assumed in the preparation of this Plan:

- Maintain appropriate levels of investment in renewal capital to reduce the escalating risk and maintenance of ageing infrastructure.
- Targeted investment to address Council's Declaration of a Climate Emergency.
- Borrowings are to be used to fund new assets or to repay defined benefit superannuation calls.
- Investment in open space is in accordance with the Open Space Strategy 2015-2030.
- Existing externally funded services are expected to continue.
- Focus on continuous improvement, and invest in technology and other enablers to efficiently deliver services and to enhance customer outcomes.
- That expenditure on asset renewal projects (and upgrades that have a significant renewal component) be given priority over expenditure on new assets.
- That Council regularly review its Pricing Policy and Fees and Charges Schedule so that adequate funds are recovered to offset operational expenses in future annual budgets.
- That Council continue to search for operating efficiencies, as well as regularly review services provided to ensure they are meeting community needs and allow Council to operate in a financially sustainable manner.

### 2.3 Assumptions to the financial plan statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the ten years from 2024/2025 to 2032/2033.

Description and table of annual escalations, for the ten year period, for items of income and expenditure contained in the Comprehensive Income Statement.

Escalation Factors % movement	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Rates and charges (including 0.5% growth p.a.)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Statutory fees and fines	1.50%	1.75%	1.75%	1.75%	2.00%	2.00%	2.00%	2.50%	2.50%
User fees	2.00%	2.25%	2.25%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants - Operating (recurrent)	2.00%	2.25%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating (non-recurrent)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants - Capital (recurrent)	As per Roads to Recovery funding agreement								
Grants - Capital (non-recurrent)	As per capital programme								
Contributions - monetary <sup>^</sup>	-0.7%	-5%	-5%	-5%	1%	1%	1%	1%	1%
Other income	0.8%	0.89%	0.96%	1.0%	1.0%	1.1%	1.1%	1.1%	1.1%
Employee costs	-0.44%	2.49%	3.58%	4.47%	4.00%	4.00%	4.00%	4.00%	3.00%
Materials and services	2.5%	2.0%	2%	2%	2%	2%	2%	2%	2%
Other expenses	1%	1%	1%	1%	1%	1%	1%	1%	1%

<sup>^</sup> Monetary contributions will decrease in the first few years to bring them down to what is considered more normal levels i.e., ~ \$260,000 per annum. The past few years have seen unusually high levels of contributions made; it is thought this is due to historically low interest rates as well as increased levels of government stimulus spending.

## 2.3 Assumptions to the financial plan statements continued

### 2.3.1 Rates and charges

2023/2024 is the eighth year of rate capping under the State Government's Fair Go Rates System, which sets out the maximum amount councils may increase average rates income in a year. The Financial Plan assumes rate cap increases of 3.0 per cent per annum. For the purposes of the financial modelling within this Plan, it is assumed that rates are set at the rate cap.

Council currently applies a compulsory service charge for the collection and disposal of refuse for properties in designated areas across the Shire. Council retains the objective of setting the service charge for waste at a level that recovers the cost of the waste services.

More information can be found in Council's Revenue and Rating Plan 2021 to 2025.

### 2.3.2 Statutory fees and fines

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the State Government department responsible for the corresponding services or legislation and, generally, Council has limited discretion in applying these fees.

### 2.3.3 User fees

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure. Examples of user fees and charges include:

- Pool visitation fees
- Waste management fees
- Aged care service fees
- Lease and facility hire fees.

### 2.3.4 Grants

Grant revenue represents income received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will proactively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

### 2.3.5 Contributions

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to Council in the form of either cash payments or asset hand-overs. Examples of contributions include:

- Monies collected from developers under planning and development agreements.
- Contributions from user groups towards upgrade of facilities.
- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

### 2.3.6 Other income

Other income includes interest, lease and rental income.



## **2.3 Assumptions to the financial plan statements continued**

### **2.3.7 Employee costs**

Increases for employee costs reflect the salary increase for all staff pursuant to expected Enterprise Bargaining Agreements plus increases as per agreed obligations. No provision or allowance has been made for any call from the Defined Benefits Superannuation fund.

Council has capable and diverse staff required to provide a range of quality services to the community. Recruitment, development and retention of our staff are critical for the organisation to be able to provide services to our community.

### **2.3.8 Materials and Services**

Materials and services includes the purchase of materials and consumables, payments to contractors for the provision of services, utility costs, software licencing, insurances, fleet, and elections etc.

### **2.3.9 Depreciation and amortisation**

Depreciation estimates have been based on projected capital spending. Depreciation has been further increased by the estimated indexing, or revaluation, of the replacement cost of Council's fixed assets.

### **2.3.10 Other expenses**

Other expenses include administration costs such as Councillor allowances, audit services, community grants and the contribution to the Regional Library Corporation.

### **2.3.11 Other matters impacting the ten-year financial projections**

1. Election costs of at least \$160,000 every four years.
2. Ongoing cost of monitoring closed landfills of \$40k per annum for approximately 30 years.
3. Increase in operational and maintenance costs of new assets of at least \$40,000 per annum.

### **3. Financial Plan Statements**

This section presents information in regard to the Financial Plan Statements for the ten years from 2023/24 to 2032/33.

The following financial information highlights Council's projected performance across a range of areas. This financial information should be interpreted in the context of the organisation's objectives and financial management principles.

Comprehensive Income Statement - A summary of the income and expenses, including gains and losses, of a council during the financial year.

Balance Sheet - A summary of the assets, liabilities and equity of a council as at the end of the financial year.

Statement of Changes in Equity - Reports the changes in the equity section of the balance sheet during an accounting period i.e., it reports the events that increased or decreased equity.

Statement of Cash Flows - A summary of the receipts and payments of a council during the financial year.

Statement of Capital Works - A summary of the capital works expenditure of a council during the financial year.

Statement of Human Resources - The staffing resources required to deliver council services.

### 3.1 Comprehensive Income Statement

	Forecast										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	26,454	27,473	28,176	28,985	29,817	30,712	31,633	32,582	33,560	34,566	35,603
Statutory fees and fines	1,054	1,350	1,370	1,394	1,419	1,443	1,472	1,502	1,532	1,570	1,609
User fees	1,433	1,460	1,489	1,523	1,557	1,604	1,652	1,701	1,752	1,805	1,859
Grants - operating	7,522	8,810	8,987	9,190	9,397	9,609	9,850	10,097	10,350	10,609	10,875
Grants - capital	6,853	6,969	6,068	6,440	6,272	5,979	5,744	5,805	4,852	6,180	7,009
Contributions - monetary	300	305	303	288	273	260	262	265	268	270	273
Contributions - non-monetary	-	1,000	1,050	998	1,089	1,327	1,274	1,432	1,089	1,288	1,265
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(630)	(850)	(960)	(974)	(1,023)	(983)	(1,055)	(1,061)	(1,032)	(1,068)	(1,085)
Share of net profits/(losses) of associates and joint ventures	5	5	5	5	5	5	5	5	5	5	5
Other income	1,581	1,293	1,304	1,315	1,328	1,342	1,356	1,370	1,385	1,399	1,414
<b>Total income</b>	<b>44,572</b>	<b>47,815</b>	<b>47,793</b>	<b>49,163</b>	<b>50,135</b>	<b>51,298</b>	<b>52,193</b>	<b>53,698</b>	<b>53,759</b>	<b>56,625</b>	<b>58,828</b>
<b>Expenses</b>											
Employee costs	18,370	20,009	19,921	20,417	21,147	22,092	22,976	23,895	24,851	25,845	26,620
Materials and services	16,237	12,281	12,788	12,840	13,161	13,490	13,980	14,035	14,315	14,602	15,134
Depreciation	8,906	8,771	9,312	9,435	9,562	9,708	9,845	9,984	10,125	10,268	10,412
Amortisation - intangible assets	173	197	245	250	250	210	180	150	170	160	160
Amortisation - right of use assets	84	136	136	136	136	64	14	14	14	14	14
Bad and doubtful debts	6	20	20	20	20	20	20	20	20	20	20
Borrowing costs	67	65	60	55	3	-	-	-	-	-	-
Finance costs - leases	12	11	8	7	4	2	2	2	2	2	2
Other expenses	1,576	1,613	1,629	1,645	1,662	1,678	1,695	1,712	1,729	1,747	1,764
<b>Total expenses</b>	<b>45,431</b>	<b>43,103</b>	<b>44,119</b>	<b>44,805</b>	<b>45,945</b>	<b>47,264</b>	<b>48,712</b>	<b>49,812</b>	<b>51,227</b>	<b>52,657</b>	<b>54,126</b>
<b>Surplus/(deficit) for the year</b>	<b>(859)</b>	<b>4,712</b>	<b>3,673</b>	<b>4,359</b>	<b>4,190</b>	<b>4,034</b>	<b>3,481</b>	<b>3,886</b>	<b>2,533</b>	<b>3,968</b>	<b>4,702</b>
<b>Items that will not be reclassified to surplus or deficit in future periods</b>											
Net asset revaluation increment / (decrement)	(1)	4,013	4,103	4,175	4,246	4,319	4,391	4,458	4,526	4,578	4,643
<b>Total comprehensive result</b>	<b>(860)</b>	<b>8,725</b>	<b>7,776</b>	<b>8,534</b>	<b>8,436</b>	<b>8,353</b>	<b>7,872</b>	<b>8,343</b>	<b>7,059</b>	<b>8,546</b>	<b>9,345</b>

### 3.2 Balance Sheet

	Forecast										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	1,514	3,705	8,357	10,508	12,443	13,970	15,163	16,352	17,526	19,725	21,718
Trade and other receivables	3,028	4,516	4,516	5,283	6,204	7,148	8,196	9,310	10,381	10,775	11,190
Other financial assets	28,205	22,564	18,051	14,441	12,275	10,434	8,869	7,538	6,408	5,446	4,629
Inventories	148	148	148	148	148	148	148	148	148	148	148
Other assets	568	568	568	568	568	568	568	568	568	568	568
<b>Total current assets</b>	<b>33,463</b>	<b>31,501</b>	<b>31,640</b>	<b>30,948</b>	<b>31,637</b>	<b>32,267</b>	<b>32,943</b>	<b>33,916</b>	<b>35,031</b>	<b>36,662</b>	<b>38,254</b>
<b>Non-current assets</b>											
Investments in associates, joint	659	1,003	1,360	1,729	2,111	2,507	2,916	3,340	3,779	3,779	3,779
Property, infrastructure, plant & equipment	405,414	414,996	422,388	429,850	437,455	445,068	452,064	459,135	464,935	471,806	479,727
Right-of-use assets	575	439	368	232	96	32	18	69	55	41	27
Intangible assets	794	1,120	1,025	900	650	440	385	295	125	45	10
<b>Total non-current assets</b>	<b>407,442</b>	<b>417,558</b>	<b>425,141</b>	<b>432,711</b>	<b>440,313</b>	<b>448,047</b>	<b>455,384</b>	<b>462,839</b>	<b>468,894</b>	<b>475,671</b>	<b>483,543</b>
<b>Total assets</b>	<b>440,905</b>	<b>449,059</b>	<b>456,781</b>	<b>463,659</b>	<b>471,950</b>	<b>480,314</b>	<b>488,326</b>	<b>496,755</b>	<b>503,925</b>	<b>512,333</b>	<b>521,797</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	1,702	2,028	2,102	1,923	1,970	2,014	2,089	2,104	2,148	1,968	2,043
Trust funds and deposits	1,892	1,987	2,046	2,087	2,129	2,150	2,172	2,193	2,215	2,237	2,260
Unearned income	1,514	757	742	668	681	661	687	653	679	679	679
Provisions	2,951	2,998	3,046	3,095	3,144	3,194	3,245	3,297	3,349	3,402	3,456
Interest-bearing liabilities	126	131	1,336	141	-	-	-	-	-	-	-
Lease liabilities	136	134	138	141	68	15	15	15	15	15	15
<b>Total current liabilities</b>	<b>8,321</b>	<b>8,035</b>	<b>9,410</b>	<b>8,055</b>	<b>7,992</b>	<b>8,034</b>	<b>8,208</b>	<b>8,262</b>	<b>8,406</b>	<b>8,301</b>	<b>8,453</b>
<b>Non-current liabilities</b>											
Provisions	2,534	2,514	2,494	2,474	2,454	2,434	2,414	2,395	2,376	2,357	2,338
Interest-bearing liabilities	1,606	1,476	141	-	-	-	-	-	-	-	-
Lease liabilities	439	305	230	91	28	17	3	54	40	26	12
<b>Total non-current liabilities</b>	<b>4,579</b>	<b>4,295</b>	<b>2,865</b>	<b>2,565</b>	<b>2,482</b>	<b>2,451</b>	<b>2,417</b>	<b>2,449</b>	<b>2,416</b>	<b>2,383</b>	<b>2,350</b>
<b>Total liabilities</b>	<b>12,900</b>	<b>12,330</b>	<b>12,275</b>	<b>10,619</b>	<b>10,474</b>	<b>10,485</b>	<b>10,626</b>	<b>10,711</b>	<b>10,822</b>	<b>10,684</b>	<b>10,803</b>
<b>Net assets</b>	<b>428,005</b>	<b>436,730</b>	<b>444,506</b>	<b>453,040</b>	<b>461,476</b>	<b>469,829</b>	<b>477,701</b>	<b>486,044</b>	<b>493,103</b>	<b>501,649</b>	<b>510,994</b>
<b>Equity</b>											
Accumulated surplus	129,284	132,470	135,597	139,395	143,009	146,452	149,327	152,275	153,891	156,902	160,667
Reserves	298,721	304,260	308,909	313,645	318,467	323,377	328,374	333,769	339,212	344,747	350,327
<b>Total equity</b>	<b>428,005</b>	<b>436,730</b>	<b>444,506</b>	<b>453,040</b>	<b>461,476</b>	<b>469,829</b>	<b>477,701</b>	<b>486,044</b>	<b>493,103</b>	<b>501,649</b>	<b>510,994</b>

### 3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2023 Forecast</b>				
Balance at beginning of the financial year	420,891	103,184	290,068	27,639
Surplus/(deficit) for the year	(859)	(859)	-	-
Net asset revaluation increment/(decrement)	(1)	-	(1)	-
Transfers to other reserves	-	(1,147)	-	1,147
Transfers from other reserves	7,974	26,959	-	(18,985)
<b>Balance at end of the financial year</b>	<b>428,005</b>	<b>128,137</b>	<b>290,067</b>	<b>9,801</b>
<b>2024</b>				
Balance at beginning of the financial year	428,005	128,137	290,067	9,801
Surplus/(deficit) for the year	4,712	4,712	-	-
Net asset revaluation increment/(decrement)	4,013	-	4,013	-
Transfers to other reserves	-	(1,606)	-	1,606
Transfers from other reserves	-	977	-	(977)
<b>Balance at end of the financial year</b>	<b>436,730</b>	<b>132,220</b>	<b>294,080</b>	<b>10,430</b>
<b>2025</b>				
Balance at beginning of the financial year	436,730	132,220	294,080	10,430
Surplus/(deficit) for the year	3,673	3,673	-	-
Net asset revaluation increment/(decrement)	4,103	-	4,103	-
Transfers to other reserves	-	(1,417)	-	1,417
Transfers from other reserves	-	3,562	-	(3,562)
<b>Balance at end of the financial year</b>	<b>444,506</b>	<b>138,038</b>	<b>298,183</b>	<b>8,285</b>
<b>2026</b>				
Balance at beginning of the financial year	444,506	138,038	298,183	8,285
Surplus/(deficit) for the year	4,359	4,359	-	-
Net asset revaluation increment/(decrement)	4,175	-	4,175	-
Transfers to other reserves	-	(1,760)	-	1,760
Transfers from other reserves	-	1,727	-	(1,727)
<b>Balance at end of the financial year</b>	<b>453,040</b>	<b>142,364</b>	<b>302,358</b>	<b>8,318</b>

### 3.3 Statement of Changes in Equity continued

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2027</b>				
Balance at beginning of the financial year	453,040	142,364	302,358	8,318
Surplus/(deficit) for the year	4,190	4,190	-	-
Net asset revaluation increment/(decrement)	4,246	-	4,246	-
Transfers to other reserves	-	(1,123)	-	1,123
Transfers from other reserves	-	122	-	(122)
<b>Balance at end of the financial year</b>	<b>461,476</b>	<b>145,553</b>	<b>306,604</b>	<b>9,319</b>
<b>2028</b>				
Balance at beginning of the financial year	461,476	145,553	306,604	9,319
Surplus/(deficit) for the year	4,034	4,034	-	-
Net asset revaluation increment/(decrement)	4,319	-	4,319	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>469,829</b>	<b>149,587</b>	<b>310,923</b>	<b>9,319</b>
<b>2029</b>				
Balance at beginning of the financial year	469,829	149,587	310,923	9,319
Surplus/(deficit) for the year	3,481	3,481	-	-
Net asset revaluation increment/(decrement)	4,391	-	4,391	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>477,701</b>	<b>153,068</b>	<b>315,314</b>	<b>9,319</b>
<b>2030</b>				
Balance at beginning of the financial year	477,701	153,068	315,314	9,319
Surplus/(deficit) for the year	3,886	3,886	-	-
Net asset revaluation increment/(decrement)	4,458	-	4,458	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>486,044</b>	<b>156,953</b>	<b>319,772</b>	<b>9,319</b>

### 3.3 Statement of Changes in Equity continued

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2031</b>				
Balance at beginning of the financial year	486,044	156,953	319,772	9,319
Surplus/(deficit) for the year	2,533	2,533	-	-
Net asset revaluation increment/(decrement)	4,526	-	4,526	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>493,103</b>	<b>159,486</b>	<b>324,298</b>	<b>9,319</b>
<b>2032</b>				
Balance at beginning of the financial year	493,103	159,486	324,298	9,319
Surplus/(deficit) for the year	3,968	3,968	-	-
Net asset revaluation increment/(decrement)	4,578	-	4,578	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>501,649</b>	<b>163,454</b>	<b>328,876</b>	<b>9,319</b>
<b>2033</b>				
Balance at beginning of the financial year	501,649	163,454	328,876	9,319
Surplus/(deficit) for the year	4,702	4,702	-	-
Net asset revaluation increment/(decrement)	4,643	-	4,643	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>510,994</b>	<b>168,156</b>	<b>333,519</b>	<b>9,319</b>

### 3.4 Statement of Cash Flows

	Forecast										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>											
Rates and charges	26,894	26,308	28,088	28,223	28,905	29,736	30,603	31,471	32,427	34,325	35,308
Statutory fees and fines	1,323	1,400	1,502	1,527	1,556	1,583	1,615	1,646	1,681	1,722	1,763
User fees	1,578	1,540	1,634	1,669	1,709	1,759	1,813	1,865	1,924	1,981	2,039
Grants - operating	5,159	8,415	8,961	9,152	9,376	9,585	9,827	10,064	10,328	10,585	10,844
Grants - capital	5,977	6,656	6,147	6,392	6,287	6,004	5,766	5,794	4,945	6,053	6,927
Interest received	750	957	962	967	971	976	981	986	991	996	1,001
Other receipts	1,526	668	708	701	695	689	699	712	726	740	753
Net GST refund / payment	(2,012)	2,258	2,352	2,361	2,404	2,415	2,415	2,412	2,350	2,454	2,612
Landfill Rehabilitation Expenditure Paid	(7,500)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)
Employee costs	(16,267)	(19,926)	(19,864)	(20,354)	(21,082)	(22,024)	(22,907)	(23,825)	(24,780)	(25,773)	(26,548)
Materials and services	(17,883)	(13,242)	(13,801)	(14,283)	(14,438)	(14,804)	(15,099)	(15,405)	(15,713)	(16,252)	(16,348)
Trust funds and deposits taken/(repaid)	(108)	95	60	41	42	21	22	22	22	22	22
Other payments	(883)	(1,742)	(1,984)	(1,833)	(1,826)	(1,845)	(2,076)	(1,909)	(1,900)	(1,920)	(2,171)
<b>Net cash provided by/(used in) operating activities</b>	<b>(1,446)</b>	<b>13,358</b>	<b>14,736</b>	<b>14,532</b>	<b>14,570</b>	<b>14,065</b>	<b>13,628</b>	<b>13,803</b>	<b>12,970</b>	<b>14,903</b>	<b>16,173</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(10,173)	(16,472)	(14,132)	(14,318)	(14,355)	(14,165)	(13,800)	(13,714)	(12,716)	(13,874)	(15,206)
Proceeds from sale of property, infrastructure, plant and equipment	135	340	220	226	215	242	220	206	240	220	220
Proceeds/(Payments) from/for Financial Assets	7,000	5,302	4,161	3,246	1,789	1,451	1,161	911	697	966	822
<b>Net cash provided by/ (used in) investing activities</b>	<b>(3,038)</b>	<b>(10,830)</b>	<b>(9,751)</b>	<b>(10,847)</b>	<b>(12,351)</b>	<b>(12,472)</b>	<b>(12,420)</b>	<b>(12,597)</b>	<b>(11,780)</b>	<b>(12,688)</b>	<b>(14,164)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(67)	(65)	(60)	(55)	(3)	-	-	-	-	-	-
Repayment of borrowings	(207)	(125)	(130)	(1,336)	(141)	-	-	-	-	-	-
Interest paid - lease liability	(12)	(11)	(8)	(7)	(4)	(2)	(2)	(2)	(2)	(2)	(2)
Repayment of lease liabilities	(84)	(136)	(136)	(136)	(136)	(64)	(14)	(14)	(14)	(14)	(14)
<b>Net cash provided by/(used in) financing activities</b>	<b>(370)</b>	<b>(337)</b>	<b>(334)</b>	<b>(1,534)</b>	<b>(284)</b>	<b>(66)</b>	<b>(16)</b>	<b>(16)</b>	<b>(16)</b>	<b>(16)</b>	<b>(16)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(4,854)</b>	<b>2,191</b>	<b>4,652</b>	<b>2,151</b>	<b>1,935</b>	<b>1,527</b>	<b>1,193</b>	<b>1,190</b>	<b>1,174</b>	<b>2,199</b>	<b>1,993</b>
Cash and cash equivalents at the beginning of the financial year	6,368	1,514	3,705	8,357	10,508	12,443	13,970	15,163	16,352	17,526	19,725
<b>Cash and cash equivalents at the end of the financial year</b>	<b>1,514</b>	<b>3,705</b>	<b>8,357</b>	<b>10,508</b>	<b>12,443</b>	<b>13,970</b>	<b>15,163</b>	<b>16,352</b>	<b>17,526</b>	<b>19,725</b>	<b>21,718</b>



### 3.5 Statement of Capital Works

	Forecast / Actual										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements	495	3,008	600	750	800	750	600	600	600	650	800
<b>Total land</b>	495	3,008	600	750	800	750	600	600	600	650	800
Buildings, structures and site improvements	3,979	3,882	2,500	2,400	2,700	2,750	2,650	2,450	2,650	2,760	2,740
<b>Total buildings</b>	3,979	3,882	2,500	2,400	2,700	2,750	2,650	2,450	2,650	2,760	2,740
<b>Total property</b>	4,474	6,890	3,100	3,150	3,500	3,500	3,250	3,050	3,250	3,410	3,540
<b>Plant and equipment</b>											
Plant, machinery and equipment	1,383	1,341	1,000	1,100	1,150	1,150	1,150	1,000	1,340	1,150	1,350
Computers and telecommunications	905	184	180	200	200	200	200	220	200	230	300
<b>Total plant and equipment</b>	2,288	1,525	1,180	1,300	1,350	1,350	1,350	1,220	1,540	1,380	1,650
<b>Infrastructure</b>											
Roads	4,806	3,115	3,500	3,650	3,600	3,800	3,750	4,000	3,950	4,250	4,300
Bridges	517	2,527	2,500	2,090	2,000	1,800	1,340	1,440	1,400	1,600	2,400
Footpaths and cycleways	1,105	207	1,235	1,435	1,500	1,450	1,550	1,565	870	1,050	1,070
Drainage	1,662	235	1,196	1,278	1,100	977	1,192	1,138	550	850	750
Waste management	80	-	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	8,170	6,084	8,431	8,453	8,200	8,027	7,832	8,143	6,770	7,750	8,520
<b>Total capital works expenditure</b>	14,932	14,499	12,711	12,903	13,050	12,877	12,432	12,413	11,560	12,540	13,710
<b>Represented by:</b>											
New asset expenditure	2,298	3,319	450	600	650	600	600	600	150	300	300
Asset renewal expenditure	10,374	9,798	8,865	8,775	8,960	8,975	8,855	8,795	9,095	9,162	9,464
Asset upgrade expenditure	2,260	1,382	3,396	3,528	3,440	3,302	2,977	3,018	2,315	3,078	3,946
<b>Total capital works expenditure</b>	14,932	14,499	12,711	12,903	13,050	12,877	12,432	12,413	11,560	12,540	13,710
<b>Funding sources represented by:</b>											
Grants	6,853	6,969	6,068	6,440	6,272	5,979	5,744	5,805	4,852	6,180	7,009
Council cash	8,079	7,530	6,643	6,463	6,778	6,898	6,688	6,608	6,708	6,360	6,701
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total capital works expenditure</b>	14,932	14,499	12,711	12,903	13,050	12,877	12,432	12,413	11,560	12,540	13,710

### 3.6 Statement of Human Resources

Staff expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total staff expenditure</b>										
Male	8,260	8,365	8,702	9,035	9,442	9,819	10,212	10,620	11,045	11,377
Female	9,607	9,645	9,747	10,084	10,538	10,960	11,398	11,854	12,328	12,698
Self-described gender / not described	1,217	956	985	1,015	1,061	1,105	1,149	1,195	1,243	1,282
<b>Total staff expenditure (excl. casuals and capital)</b>	<b>19,084</b>	<b>18,966</b>	<b>19,434</b>	<b>20,134</b>	<b>21,041</b>	<b>21,883</b>	<b>22,759</b>	<b>23,670</b>	<b>24,617</b>	<b>25,356</b>
<b>Permanent full time</b>										
Male	6,628	6,719	6,988	7,270	7,597	7,901	8,217	8,546	8,888	9,155
Female	5,532	5,694	5,637	5,819	6,081	6,324	6,577	6,840	7,113	7,327
Self-described gender / not described	757	567	583	601	629	655	682	709	737	761
<b>Total</b>	<b>12,917</b>	<b>12,979</b>	<b>13,209</b>	<b>13,690</b>	<b>14,306</b>	<b>14,880</b>	<b>15,476</b>	<b>16,095</b>	<b>16,738</b>	<b>17,242</b>
<b>Permanent part time</b>										
Male	1,632	1,646	1,713	1,765	1,844	1,918	1,995	2,074	2,157	2,222
Female	4,075	3,951	4,110	4,266	4,458	4,636	4,821	5,014	5,215	5,371
Self-described gender / not described	460	389	401	414	433	450	468	487	506	521
<b>Total</b>	<b>6,167</b>	<b>5,986</b>	<b>6,225</b>	<b>6,444</b>	<b>6,734</b>	<b>7,004</b>	<b>7,284</b>	<b>7,575</b>	<b>7,878</b>	<b>8,114</b>
<b>Casuals, temporary and other expenditure</b>	<b>927</b>	<b>955</b>	<b>983</b>	<b>1,013</b>	<b>1,052</b>	<b>1,093</b>	<b>1,135</b>	<b>1,182</b>	<b>1,228</b>	<b>1,265</b>
<b>Capitalised labour costs</b>	<b>1,431</b>	<b>1,132</b>	<b>870</b>	<b>904</b>	<b>945</b>	<b>983</b>	<b>1,022</b>	<b>1,063</b>	<b>1,106</b>	<b>1,139</b>
<b>Total staff expenditure</b>	<b>21,442</b>	<b>21,052</b>	<b>21,287</b>	<b>22,052</b>	<b>23,037</b>	<b>23,959</b>	<b>24,917</b>	<b>25,915</b>	<b>26,950</b>	<b>27,760</b>
<b>Staff numbers</b>										
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Total staff numbers</b>										
Male	85	82	82	82	82	82	82	82	82	82
Female	93	90	89	89	89	89	89	89	89	89
Self-described gender	9	8	8	8	8	8	8	8	8	8
<b>Total staff numbers</b>	<b>188</b>	<b>180</b>	<b>179</b>	<b>179</b>	<b>179</b>	<b>179</b>	<b>179</b>	<b>179</b>	<b>179</b>	<b>179</b>
<b>Permanent full time</b>										
Male	66	64	64	64	64	64	64	64	64	64
Female	46	46	45	45	45	45	45	45	45	45
Self-described gender / not described	8	7	7	7	7	7	7	7	7	7
<b>Total</b>	<b>120</b>	<b>117</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>116</b>
<b>Permanent part time</b>										
Male	19	18	18	18	18	18	18	18	18	18
Female	47	43	43	43	43	43	43	43	43	43
Self-described gender / not described	2	1	1	1	1	1	1	1	1	1
<b>Total</b>	<b>68</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>
Casual employees	3	3	3	3	3	3	3	3	3	3
Capitalised labour	14.0	11.3	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5
<b>Total staff numbers</b>	<b>204.4</b>	<b>194.0</b>	<b>190.2</b>	<b>190.2</b>	<b>190.2</b>	<b>190.2</b>	<b>190.2</b>	<b>190.2</b>	<b>190.2</b>	<b>190.2</b>

### 3.6 Statement of Human Resources continued

Department	Permanent Full Time				Permanent Part Time			
	Male	Female	Self-described	Total	Male	Female	Self-described	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Communications and Customer Services	142	104	98	344	386	787	35	1,208
Community Partnerships	252	270	110	632	212	563	68	843
Community Wellbeing	-	723	-	723	437	1,333	-	1,770
Corporate Services	348	825	-	1,173	-	319	-	319
Development Services	695	1,089	110	1,894	256	388	64	708
Economy and Culture	-	264	-	264	-	163	60	223
Engineering	471	-	-	471	77	46	55	178
Executive	552	679	-	1,231	-	84	-	84
Operations	2,863	166	174	3,203	61	225	-	286
Parks, Recreation and Community Facilities	1,181	597	155	1,933	61	103	33	197
People and Culture	124	357	-	481	142	64	-	206
<b>Total permanent staff expenditure</b>	<b>6,628</b>	<b>5,074</b>	<b>647</b>	<b>12,349</b>	<b>1,632</b>	<b>4,075</b>	<b>315</b>	<b>6,022</b>

**3.7 Summary of Planned Human Resources**  
**For the ten years ended 30 June 2033\***

Staff expenditure	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
<b>Communication and Customer Services</b>										
Permanent - Full time	344	354	365	376	393	410	427	444	462	477
Female	104	107	110	114	119	124	128	134	139	143
Male	142	146	151	155	162	169	175	182	190	195
Self-described gender	98	101	104	107	112	118	123	128	133	139
Permanent - Part time	1,208	1,192	1,256	1,294	1,352	1,406	1,462	1,521	1,582	1,629
Female	787	789	822	847	885	920	957	995	1,035	1,066
Male	386	368	397	409	427	444	462	480	500	515
Self-described gender / not specified	35	36	37	38	40	42	43	45	47	48
<b>Total Communication and Customer Services</b>	<b>1,552</b>	<b>1,547</b>	<b>1,621</b>	<b>1,670</b>	<b>1,745</b>	<b>1,816</b>	<b>1,890</b>	<b>1,965</b>	<b>2,044</b>	<b>2,106</b>
<b>Community Partnerships</b>										
Permanent - Full time	632	543	556	570	595	619	644	670	697	718
Female	270	278	278	278	291	302	314	327	340	350
Male	252	265	278	292	305	317	330	343	357	367
Self-described gender / not specified	110	-	-	-	-	-	-	-	-	-
Permanent - Part time	843	758	781	805	841	875	910	946	984	1,014
Female	563	520	536	552	577	600	624	649	675	695
Male	212	218	225	232	242	252	262	272	283	292
Self-described gender / not specified	68	20	21	22	23	23	24	25	26	27
<b>Total Community Partnerships</b>	<b>1,475</b>	<b>1,301</b>	<b>1,337</b>	<b>1,375</b>	<b>1,437</b>	<b>1,494</b>	<b>1,554</b>	<b>1,616</b>	<b>1,681</b>	<b>1,731</b>
<b>Community Wellbeing</b>										
Permanent - Full time	723	745	767	790	826	859	893	929	966	995
Female	723	745	767	790	826	859	893	929	966	995
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,770	1,784	1,864	1,948	2,036	2,117	2,202	2,290	2,381	2,453
Female	1,333	1,334	1,400	1,470	1,537	1,598	1,662	1,728	1,798	1,851
Male	437	450	464	478	499	519	540	561	584	601
Not specified	-	-	-	-	-	-	-	-	-	-
<b>Total Community Wellbeing</b>	<b>2,493</b>	<b>2,528</b>	<b>2,631</b>	<b>2,738</b>	<b>2,861</b>	<b>2,976</b>	<b>3,095</b>	<b>3,218</b>	<b>3,347</b>	<b>3,448</b>
<b>Corporate Services</b>										
Permanent - Full time	1,173	1,138	1,073	1,106	1,155	1,202	1,250	1,300	1,352	1,392
Female	825	850	776	800	836	869	904	940	978	1,007
Male	348	288	297	306	320	333	346	360	374	385
Not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	319	329	338	349	364	379	394	410	426	439
Female	319	329	338	349	364	379	394	410	426	439
Male	-	-	-	-	-	-	-	-	-	-
Not specified	-	-	-	-	-	-	-	-	-	-
<b>Total Corporate Services</b>	<b>1,492</b>	<b>1,467</b>	<b>1,412</b>	<b>1,454</b>	<b>1,520</b>	<b>1,580</b>	<b>1,644</b>	<b>1,709</b>	<b>1,778</b>	<b>1,831</b>
<b>Development Services</b>										
Permanent - Full time	1,894	1,877	1,798	1,859	1,942	2,020	2,101	2,185	2,272	2,341
Female	1,089	1,100	995	1,028	1,074	1,117	1,161	1,208	1,256	1,294
Male	695	663	686	711	743	773	804	836	869	895
Self-described gender / not specified	110	113	117	120	126	131	136	141	147	151
Permanent - Part time	708	729	751	774	808	841	874	909	946	974
Female	388	400	412	424	443	461	479	498	518	534
Male	256	264	272	280	292	304	316	329	342	352
Self-described gender / not specified	64	66	68	70	73	76	79	82	85	88
<b>Total Development Services</b>	<b>2,602</b>	<b>2,606</b>	<b>2,549</b>	<b>2,632</b>	<b>2,751</b>	<b>2,861</b>	<b>2,975</b>	<b>3,094</b>	<b>3,218</b>	<b>3,315</b>

**3.7 Summary of Planned Human Resources continued**  
**For the ten years ended 30 June 2033\***

<b>Staff expenditure</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Economy and Culture</b>										
Permanent - Full time	264	272	280	288	301	314	326	339	353	363
Female	264	272	280	288	301	314	326	339	353	363
Male	-	-	-	-	-	-	-	-	-	-
Not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	223	230	237	244	255	265	275	286	298	307
Female	163	168	173	178	186	194	201	209	218	224
Male	-	-	-	-	-	-	-	-	-	-
Not specified	60	62	64	66	69	71	74	77	80	83
<b>Total Economy and Culture</b>	<b>487</b>	<b>502</b>	<b>517</b>	<b>532</b>	<b>556</b>	<b>578</b>	<b>601</b>	<b>626</b>	<b>651</b>	<b>670</b>
<b>Engineering</b>										
Permanent - Full time	471	485	500	515	538	559	582	605	629	648
Female	-	-	-	-	-	-	-	-	-	-
Male	471	485	500	515	538	559	582	605	629	648
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	178	183	189	195	203	211	220	229	238	245
Female	46	47	49	50	53	55	57	59	61	63
Male	77	79	82	84	88	91	95	99	103	106
Self-described gender / not specified	55	57	58	60	63	65	68	71	73	76
<b>Total Engineering</b>	<b>649</b>	<b>668</b>	<b>689</b>	<b>709</b>	<b>741</b>	<b>771</b>	<b>802</b>	<b>834</b>	<b>867</b>	<b>893</b>
<b>Executive</b>										
Permanent - Full time	1,231	1,282	1,334	1,389	1,452	1,510	1,570	1,633	1,698	1,749
Female	679	713	749	786	822	854	889	924	961	990
Male	552	569	586	603	630	656	682	709	737	760
Not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	84	-	-	-	-	-	-	-	-	-
Female	84	-	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-	-	-
Not specified	-	-	-	-	-	-	-	-	-	-
<b>Total Executive</b>	<b>1,315</b>	<b>1,282</b>	<b>1,334</b>	<b>1,389</b>	<b>1,452</b>	<b>1,510</b>	<b>1,570</b>	<b>1,633</b>	<b>1,698</b>	<b>1,749</b>
<b>Governance and Risk</b>										
Permanent - Full time	568	585	603	621	649	675	702	730	759	782
Female	458	472	486	500	523	544	566	588	612	630
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	110	113	117	120	126	131	136	141	147	151
Permanent - Part time	145	149	154	158	166	172	179	186	194	200
Female	-	-	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	145	149	154	158	166	172	179	186	194	200
<b>Total Governance and Risk</b>	<b>713</b>	<b>734</b>	<b>756</b>	<b>779</b>	<b>814</b>	<b>847</b>	<b>881</b>	<b>916</b>	<b>952</b>	<b>981</b>

**3.7 Summary of Planned Human Resources continued**  
**For the ten years ended 30 June 2033\***

<b>Staff expenditure</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Operations</b>										
Permanent - Full time	3,203	3,313	3,475	3,645	3,809	3,961	4,120	4,284	4,456	4,589
Female	166	174	183	192	201	209	217	226	235	242
Male	2,863	2,959	3,107	3,262	3,409	3,546	3,687	3,835	3,988	4,108
Self-described gender / not specified	174	179	185	190	199	207	215	223	232	239
Permanent - Part time	286	262	274	286	299	311	324	337	350	361
Female	225	199	209	220	230	239	248	258	269	277
Male	61	63	65	67	70	72	75	78	81	84
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
<b>Total Operations</b>	<b>3,489</b>	<b>3,575</b>	<b>3,749</b>	<b>3,931</b>	<b>4,108</b>	<b>4,272</b>	<b>4,443</b>	<b>4,621</b>	<b>4,806</b>	<b>4,950</b>
<b>Parks, Recreation and Community Facilities</b>										
Permanent - Full time	1,933	1,891	1,948	2,006	2,097	2,180	2,268	2,358	2,453	2,526
Female	597	615	633	652	682	709	737	767	798	821
Male	1,181	1,216	1,253	1,291	1,349	1,403	1,459	1,517	1,578	1,625
Self-described gender / not specified	155	60	62	63	66	69	72	74	77	80
Permanent - Part time	197	169	174	179	187	195	203	211	219	226
Female	103	106	109	113	118	122	127	132	138	142
Male	61	63	65	67	70	72	75	78	81	84
Not specified	33	-	-	-	-	-	-	-	-	-
<b>Total Parks, Recreation and Community Facilities</b>	<b>2,130</b>	<b>2,060</b>	<b>2,122</b>	<b>2,185</b>	<b>2,284</b>	<b>2,375</b>	<b>2,470</b>	<b>2,569</b>	<b>2,672</b>	<b>2,752</b>
<b>People and Culture</b>										
Permanent - Full time	481	495	510	526	549	571	594	618	643	662
Female	357	368	379	390	408	424	441	459	477	491
Male	124	128	132	135	142	147	153	159	166	171
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	206	201	207	213	223	232	241	250	260	268
Female	64	60	62	63	66	69	72	74	77	80
Male	142	141	145	150	156	163	169	176	183	189
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
<b>Total People and Culture</b>	<b>687</b>	<b>696</b>	<b>717</b>	<b>739</b>	<b>772</b>	<b>803</b>	<b>835</b>	<b>868</b>	<b>903</b>	<b>930</b>
<b>Casuals, temporary and other expenditure</b>	<b>275</b>	<b>283</b>	<b>292</b>	<b>300</b>	<b>307</b>	<b>318</b>	<b>330</b>	<b>344</b>	<b>357</b>	<b>368</b>
<b>Capitalised labour costs</b>	<b>1,431</b>	<b>1,132</b>	<b>870</b>	<b>904</b>	<b>945</b>	<b>983</b>	<b>1,022</b>	<b>1,063</b>	<b>1,106</b>	<b>1,139</b>
<b>Indirect costs</b>	<b>652</b>	<b>672</b>	<b>692</b>	<b>712</b>	<b>745</b>	<b>774</b>	<b>805</b>	<b>837</b>	<b>871</b>	<b>897</b>
<b>Total staff expenditure</b>	<b>21,442</b>	<b>21,052</b>	<b>21,287</b>	<b>22,052</b>	<b>23,037</b>	<b>23,959</b>	<b>24,917</b>	<b>25,915</b>	<b>26,950</b>	<b>27,760</b>

**3.7 Summary of Planned Human Resources continued**  
**For the ten years ended 30 June 2033\***

<b>Staff numbers</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Communication and Customer Services</b>										
Permanent - Full time	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time	14.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6
Female	9.1	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6
Male	5.1	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6
Self-described gender / not specified	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
<b>Total Communication and Customer Services</b>	<b>17.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>
<b>Community Partnerships</b>										
Permanent - Full time	5.0	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 / not specified	1.0	-	-	-	-	-	-	-	-	-
Permanent - Part time	7.9	7.6	7.6	7.6	7.6	7.6	7.6	7.6	7.6	7.6
Female	5.4	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
Male	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Self-described gender / not specified	0.8	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
<b>Total Community Partnerships</b>	<b>12.9</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>
<b>Community Wellbeing</b>										
Permanent - Full time	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Female	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	23.0	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2	22.2
Female	17.5	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
Male	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
<b>Total Community Wellbeing</b>	<b>30.0</b>	<b>29.2</b>	<b>29.2</b>	<b>29.2</b>	<b>29.2</b>	<b>29.2</b>	<b>29.2</b>	<b>29.2</b>	<b>29.2</b>	<b>29.2</b>
<b>Corporate Services</b>										
Permanent - Full time	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Female	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Male	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Permanent - Part time	3.3	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Female	3.3	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Male	-	-	-	-	-	-	-	-	-	-
<b>Total Corporate Services</b>	<b>14.3</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>
<b>Development Services</b>										
Permanent - Full time	18.6	17.6	16.6	16.6	16.6	16.6	16.6	16.6	16.6	16.6
Female	10.6	10.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
Male	7.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Self-described gender / not specified	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2
Female	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Male	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
Self-described gender / not specified	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
<b>Total Development Services</b>	<b>26.8</b>	<b>25.8</b>	<b>24.8</b>	<b>24.8</b>	<b>24.8</b>	<b>24.8</b>	<b>24.8</b>	<b>24.8</b>	<b>24.8</b>	<b>24.8</b>

**3.7 Summary of Planned Human Resources continued**  
**For the ten years ended 30 June 2033\***

<b>Staff numbers</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Economy and Culture</b>										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Male	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Female	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Male	-	-	-	-	-	-	-	-	-	-
<b>Total Economy and Culture</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>
<b>Engineering</b>										
Permanent - Full time	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Female	-	-	-	-	-	-	-	-	-	-
Male	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Not specified	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Permanent - Part time	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Female	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Not specified	-	-	-	-	-	-	-	-	-	-
<b>Total Engineering</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>
<b>Executive</b>										
Permanent - Full time	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Female	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent - Part time	0.8	-	-	-	-	-	-	-	-	-
Female	0.8	-	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-	-	-
<b>Total Executive</b>	<b>7.8</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
<b>Governance and Risk</b>										
Permanent - Full time	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Female	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Male	-	-	-	-	-	-	-	-	-	-
Not specified	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Female	-	-	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-	-	-
<b>Total Governance and Risk</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>
<b>Operations</b>										
Permanent - Full time	36.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Male	32.9	31.9	31.9	31.9	31.9	31.9	31.9	31.9	31.9	31.9
Not specified	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent - Part time	3.2	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Female	2.5	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Male	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
<b>Total Operations</b>	<b>40.1</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>



**3.7 Summary of Planned Human Resources continued**  
**For the ten years ended 30 June 2033\***

<b>Staff expenditure</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Parks, Recreation and Community Facilities</b>										
Permanent - Full time	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
Female	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Male	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Not specified	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Permanent - Part time	2.0	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
<b>Total Parks, Recreation and Community Facilities</b>	<b>23.0</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>
<b>People and Culture</b>										
Permanent - Full time	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Female	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	2.2	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Female	0.7	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Male	1.5	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Not specified	-	-	-	-	-	-	-	-	-	-
<b>Total People and Culture</b>	<b>6.0</b>	<b>5.8</b>	<b>5.8</b>	<b>5.8</b>	<b>5.8</b>	<b>5.8</b>	<b>5.8</b>	<b>5.8</b>	<b>5.8</b>	<b>5.8</b>
<b>Casuals, temporary and other expenditure</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>
<b>Capitalised labour</b>	<b>14.0</b>	<b>11.3</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>
<b>Total staff numbers</b>	<b>205.6</b>	<b>194.8</b>	<b>191.0</b>	<b>191.0</b>	<b>191.0</b>	<b>191.0</b>	<b>191.0</b>	<b>191.0</b>	<b>191.0</b>	<b>191.0</b>

\* Staff gender information as at March 2023

#### 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 ten year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast												Trend
			Actual	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	+/-
<b>Operating position</b>															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(17.9%)	(6.1%)	(6.3%)	(5.3%)	(5.3%)	(5.3%)	(5.8%)	(5.1%)	(5.1%)	(5.2%)	(5.2%)	-	
<b>Liquidity</b>															
Working Capital	Current assets / current liabilities	2	402%	392%	336%	384%	396%	402%	401%	411%	417%	442%	453%	+	
Unrestricted cash	Unrestricted cash / current liabilities	3	230%	176%	145%	144%	134%	122%	107%	93%	81%	85%	86%	+	
<b>Obligations</b>															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	8%	7%	6%	1%	0%	0%	0%	0%	0%	0%	0%	+	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1%	1%	1%	6%	1%	0%	0%	0%	0%	0%	0%	+	
Indebtedness	Non-current liabilities / own source revenue		15%	14%	9%	8%	7%	7%	7%	7%	6%	6%	6%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	142%	127%	132%	130%	130%	126%	120%	118%	113%	119%	129%	-	
<b>Stability</b>															
Rates concentration	Rate revenue / adjusted underlying revenue	6	56%	56%	56%	56%	57%	57%	57%	57%	57%	57%	58%	o	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.27%	0.25%	0.24%	0.24%	0.23%	0.23%	0.23%	0.22%	0.22%	0.21%	0.21%	-	
<b>Efficiency</b>															
Expenditure level	Total expenses/ no. of property assessments		\$3,695	\$3,673	\$3,628	\$3,583	\$3,539	\$3,495	\$3,452	\$3,409	\$3,367	\$3,326	\$3,285	+	
Revenue level	Total rate revenue / no. of property assessments		\$1,764	\$1,830	\$1,856	\$1,888	\$1,921	\$1,957	\$1,993	\$2,029	\$2,066	\$2,104	\$2,142	+	

#### **4. Financial performance indicators continued**

##### **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 services and meet its objectives. Improvement in the financial performance is expected late in the period although, to maintain services, continued underlying deficits mean reliance on Council's cash reserves or increased debt.

###### **2. Working Capital**

The proportion of current assets allocated to the repayment of current liabilities. The ratio remains above the target of 150%.

###### **3. Unrestricted Cash**

Some cash held by Council is restricted in part and is not fully available for Council's operations. The restriction could be via statutory means or by a Council decision. The measure improves over time as current liabilities reduce, and the cost of rehabilitating Council's landfill is incurred.

###### **4. Debt compared to rates**

These measures reflect the reduction in loan liabilities over time, with no new borrowings currently proposed.

###### **5. Asset renewal and upgrade**

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

###### **6. Rates concentration**

This measure highlights Council reliance on rates as its main source of revenue.

## 5. Strategies and Plans

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

### 5.1 Borrowing Strategy

#### 5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2023 was \$1.732 million.

#### 5.1.2 Future Borrowing Requirements

Council will prudently use debt, with borrowings undertaken to meet defined benefit superannuation calls or to fund new capital projects that provide inter-generational assets.

No new borrowings are currently planned.

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000
<b>Opening balance</b>	1,732	1,607	1,477	141	-	-	-	-	-	-
Plus New loans	-	-	-	-	-	-	-	-	-	-
Less Principal repayment	(125)	(130)	(1,336)	(141)	-	-	-	-	-	-
<b>Closing balance</b>	1,607	1,477	141	-	-	-	-	-	-	-
Interest payment	65	60	55	3	0	0	0	0	0	0

Performance Indicator	Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		%	%	%	%	%	%	%	%	%	%
Total borrowings / rate revenue	Below 60%	7%	6%	1%	0%	0%	0%	0%	0%	0%	0%
Debt servicing / rate revenue	Below 5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Debt commitment / rate revenue	Below 10%	1%	1%	6%	1%	0%	0%	0%	0%	0%	0%
Indebtedness / own source revenue	Below 60%	14%	9%	8%	7%	7%	7%	7%	6%	6%	6%

## 5.2 Reserves Strategy

### 5.2.1 Current Reserves

#### Open Space Reserve

**Purpose** - The Open Space Reserve holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within the shire. Funds are contributed in accordance with Section 18 of the Subdivision Act.

**Movement** - Transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

#### Diamond Gully Reserve

**Purpose** - Funds infrastructure works in Diamond Gully through contributions from owners who subdivide or develop their land.

**Movement** - 100% of developer contributions will be transferred to this Reserve in the financial year that funding is received. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

#### Developer Tree Planting and Maintenance Reserve

**Purpose** - Funds set aside for the required tree planting and maintenance in future developments.

**Movement** - 100% of developer contributions will be transferred to this Reserve in the financial year that funding is received. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

#### Energy / Water Saving Reserve

**Purpose** - This Reserve sets aside funds for the undertaking of works on Council property which reduces future energy or water usage.

**Movement** - 100% of the annual energy and water savings generated from projects funded by the Reserve. This process will be repeated over subsequent years until 125% of the initial cost of the project has been transferred to the Reserve. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount. Funds can be transferred from this Reserve if the Executive approves an Environmental Upgrade Agreement.

#### Gravel Pit Rehabilitation Reserve

**Purpose** - Funds set aside for future rehabilitation works at Council's gravel pit.

**Movement** - Funds are transferred to the Reserve through an Annual Budget allocation. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

## 5.2 Reserves Strategy continued

### Swimming Pool Reserve

**Purpose** - Funds set aside for future capital works on swimming pools.

**Movement** - Funds are transferred to the Reserve through an Annual Budget allocation. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

### Waste Reserve

**Purpose** - Funds set aside for the capital improvements and rehabilitation works at the Castlemaine landfill.

**Movement** - The surplus from waste operations, including general waste charges, will be transferred to the Reserve each year. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

### Unspent Grants Reserve

**Purpose** - Funds received in advance and set aside for future year benefit.

**Movement** - All grants identified as unspent and not tied to a carry forward project at year end, will be transferred to the Reserve and then reversed on 1 July.

### Uncompleted Works Reserve

**Purpose** - Funds set aside at year end to allow projects to be carried forward.

**Movement** - All works identified as incomplete at year end, will be transferred to the Reserve and then reversed on 1 July.

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## 5.2.2 Reserve Usage Projections

Ten year projection of each reserve fund.

Reserves	Restricted / Discretionary	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Open Space Reserve</b>											
	Restricted										
<b>Opening balance</b>		1,387	1,507	1,617	1,717	1,807	1,887	1,957	2,077	2,167	2,287
Transfer to reserve		240	240	240	240	240	240	300	280	320	300
Transfer from reserve		(120)	(130)	(140)	(150)	(160)	(170)	(180)	(190)	(200)	(210)
<b>Closing balance</b>		<b>1,507</b>	<b>1,617</b>	<b>1,717</b>	<b>1,807</b>	<b>1,887</b>	<b>1,957</b>	<b>2,077</b>	<b>2,167</b>	<b>2,287</b>	<b>2,377</b>
<b>Diamond Gully Reserve</b>											
	Restricted										
<b>Opening balance</b>		396	396	396	396	396	396	396	396	396	396
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>396</b>	<b>396</b>	<b>396</b>	<b>396</b>	<b>396</b>	<b>396</b>	<b>396</b>	<b>396</b>	<b>396</b>	<b>396</b>
<b>Reserves Summary</b>											
	Total Restricted										
<b>Opening balance</b>		1,783	1,903	2,013	2,113	2,203	2,283	2,353	2,473	2,563	2,683
Transfer to reserve		240	240	240	240	240	240	300	280	320	300
Transfer from reserve		(120)	(130)	(140)	(150)	(160)	(170)	(180)	(190)	(200)	(210)
<b>Closing balance</b>		<b>1,903</b>	<b>2,013</b>	<b>2,113</b>	<b>2,203</b>	<b>2,283</b>	<b>2,353</b>	<b>2,473</b>	<b>2,563</b>	<b>2,683</b>	<b>2,773</b>
<b>Developer Tree Planting and Maintenance Reserve</b>											
	Discretionary										
<b>Opening balance</b>		35	35	35	35	35	35	35	35	35	35
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>Energy / Water Saving Reserve</b>											
	Discretionary										
<b>Opening balance</b>		190	180	200	220	240	260	280	300	320	340
Transfer to reserve		20	20	20	20	20	20	20	20	20	20
Transfer from reserve		(30)	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>180</b>	<b>200</b>	<b>220</b>	<b>240</b>	<b>260</b>	<b>280</b>	<b>300</b>	<b>320</b>	<b>340</b>	<b>360</b>
<b>Gravel Pit Rehabilitation Reserve</b>											
	Discretionary										
<b>Opening balance</b>		39	39	39	39	39	39	39	39	39	39
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>

## 5.2.2 Reserve Usage Projections continued

Ten year projection of each reserve fund.

Reserves	Restricted / Discretionary	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Swimming Pool Reserve</b>											
	Discretionary										
<b>Opening balance</b>		3,061	3,061	3,061	3,061	3,061	3,061	3,061	3,061	3,061	3,061
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>3,061</b>	<b>3,061</b>	<b>3,061</b>	<b>3,061</b>	<b>3,061</b>	<b>3,061</b>	<b>3,061</b>	<b>3,061</b>	<b>3,061</b>	<b>3,061</b>
<b>Waste Reserve</b>											
	Discretionary										
<b>Opening balance</b>		3,546	4,962	5,378	5,819	6,285	6,776	7,292	8,089	8,896	9,713
Transfer to reserve		1,446	446	471	496	521	546	827	837	847	857
Transfer from reserve		(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)
<b>Closing balance</b>		<b>4,962</b>	<b>5,378</b>	<b>5,819</b>	<b>6,285</b>	<b>6,776</b>	<b>7,292</b>	<b>8,089</b>	<b>8,896</b>	<b>9,713</b>	<b>10,540</b>
<b>Unspent Grants Reserve</b>											
	Discretionary										
<b>Opening balance</b>		-	-	-	-	-	-	-	-	-	-
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Uncompleted Works Reserve</b>											
	Discretionary										
<b>Opening balance</b>		-	-	-	-	-	-	-	-	-	-
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserves Summary</b>											
	Total Discretionary										
<b>Opening balance</b>		6,871	8,277	8,713	9,174	9,660	10,171	10,707	11,524	12,351	13,188
Transfer to reserve		1,466	466	491	516	541	566	847	857	867	877
Transfer from reserve		(60)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)
<b>Closing balance</b>		<b>8,277</b>	<b>8,713</b>	<b>9,174</b>	<b>9,660</b>	<b>10,171</b>	<b>10,707</b>	<b>11,524</b>	<b>12,351</b>	<b>13,188</b>	<b>14,035</b>
<b>Reserves Summary</b>											
	Total Restricted & Discretionary										
<b>Opening balance</b>		8,654	10,180	10,726	11,287	11,863	12,454	13,060	13,997	14,914	15,871
Transfer to reserve		1,706	706	731	756	781	806	1,147	1,137	1,187	1,177
Transfer from reserve		(180)	(160)	(170)	(180)	(190)	(200)	(210)	(220)	(230)	(240)
<b>Closing balance</b>		<b>10,180</b>	<b>10,726</b>	<b>11,287</b>	<b>11,863</b>	<b>12,454</b>	<b>13,060</b>	<b>13,997</b>	<b>14,914</b>	<b>15,871</b>	<b>16,808</b>