

BULOKE SHIRE COUNCIL

FINANCIAL PLAN



BULOKE
SHIRE COUNCIL

Acknowledgement

Buloke Shire Council acknowledges the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations and the Dja Dja Wurrung people as the traditional owners of parts of the land now known as Buloke. We pay our respects to Elders past and present, and value their ongoing contribution to our heritage and our community.

Executive Summary

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

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements provide the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to support the Community Vision.

In addition to planning for the delivery of the Community Vision, resource planning is important for ensuring that a Council remains sustainable in the long term and takes account of long-lived assets such as road and drainage infrastructure. Buloke Shire Council has prepared a 10-year long term financial plan to enable a longer-term perspective of the ongoing financial sustainability of the Council and the impact of financial decisions into the longer term.

This Financial Plan highlights that seeking external funding is a key requirement for Council to continue to meet the renewal demands

The Financial Plan objectives include:

- Maintain the existing range and level of service provision and improve the understanding of the range and levels of service provided;
- Maintain a viable cash position, ensuring Council remains financially sustainable in the long-term;
- Invest heavily into road and road related assets to reduce the renewal gap; and
- Continue to pursue recurrent grant funding for strategic capital funds from the State and Federal government.
- Meet the financial requirements of the actions and initiatives outlined in the Community Vision.

The Plan highlights ongoing challenges for Council, including continuing to meet changing service demands and the forecast asset management challenges over the next ten years.

Wayne O'Toole
Chief Executive Officer

Assumptions to the financial plan statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2022/23 to 2031/32.

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

Escalation Factors % movement	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
CPI	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Growth	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rates and charges	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Statutory fees and fines	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
User fees	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Grants - Operating	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Grants - Capital	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Contributions - monetary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Contributions - non-monetary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other income	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employee costs	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Materials and services	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Depreciation & Amortisation	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other expenses	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Buloke Shire Council

Budgeted Comprehensive Income Statement

	Forecast Actual	Budget	Projections				2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	2021/22	2022/23	2023/24	2024/25	2025/26							
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates and charges	14,192	14,449	14,708	14,955	15,207	15,464	15,726	15,994	16,266	16,545	16,828	
Statutory fees and fines	265	244	256	263	269	276	283	290	297	305	312	
User fees	873	839	881	904	926	949	973	997	1,022	1,048	1,074	
Grants - Operating	10,915	7,171	9,098	9,326	9,559	9,798	10,043	10,294	10,551	10,815	11,086	
Grants - Capital	8,493	13,009	1,938	2,020	2,070	2,122	2,175	2,230	2,285	2,343	2,401	
Contributions - monetary	120	97	97	97	97	97	97	97	97	97	97	
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	-	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	56	-	567	-	-	-	-	-	-	-	-	
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-	
Net gain/(loss) on disposal of investment property	-	-	-	-	-	-	-	-	-	-	-	
Net gain/(loss) on disposal of intangible assets	-	-	-	-	-	-	-	-	-	-	-	
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-	
Other income	517	308	310	310	311	312	313	314	315	316	317	
Total Income	35,431	36,117	27,857	27,875	28,440	29,019	29,610	30,216	30,835	31,468	32,115	
Expenses												
Employee costs	(10,045)	(11,703)	(11,800)	(12,036)	(12,277)	(12,522)	(12,773)	(13,028)	(13,289)	(13,555)	(13,826)	
Materials and services	(8,422)	(10,432)	(9,430)	(9,666)	(9,908)	(10,156)	(10,409)	(10,670)	(10,936)	(11,210)	(11,490)	
Depreciation	(8,947)	(8,950)	(10,013)	(10,424)	(10,785)	(11,156)	(11,535)	(11,924)	(12,322)	(12,816)	(13,235)	
Amortisation - intangible assets	-	-	-	-	-	-	-	-	-	-	-	
Amortisation - right of use assets	(396)	(404)	(334)	(334)	(334)	(334)	(334)	(334)	(334)	(334)	(334)	
Bad and doubtful debts	(198)	(78)	-	-	-	-	-	-	-	-	-	
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-	
Finance Costs - leases	(33)	(33)	(35)	(35)	(35)	(35)	(35)	(35)	(35)	(35)	(35)	
Other expenses	(808)	(795)	(835)	(856)	(878)	(899)	(922)	(945)	(969)	(993)	(1,018)	
Total Expenses	(28,849)	(32,395)	(32,448)	(33,351)	(34,216)	(35,102)	(36,009)	(36,936)	(37,885)	(38,943)	(39,938)	
Surplus/(deficit) for the year	6,582	3,722	(4,591)	(5,477)	(5,776)	(6,083)	(6,398)	(6,721)	(7,051)	(7,475)	(7,822)	
Other comprehensive income												
Items that will not be reclassified to surplus or deficit in future periods:												
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-	
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-	
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-	-	-	-	-	-	
Total comprehensive result	6,582	3,722	(4,591)	(5,477)	(5,776)	(6,083)	(6,398)	(6,721)	(7,051)	(7,475)	(7,822)	

Buloke Shire Council

Budgeted Balance Sheet

	Forecast Actual	Budget	Projections								
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Assets											
Current assets											
Cash and cash equivalents	24,232	16,938	13,067	8,316	3,379	(1,736)	(7,049)	(12,549)	(18,249)	(24,153)	(30,267)
Trade and other receivables	2,041	1,134	267	267	267	267	267	267	267	267	267
Other financial assets	5,000	-	-	-	-	-	-	-	-	-	-
Inventories	262	262	262	262	262	262	262	262	262	262	262
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	29	29	29	29	29	29	29	29	29	29	29
Total current assets	31,564	18,363	13,625	8,874	3,937	(1,178)	(6,491)	(11,991)	(17,691)	(23,595)	(29,709)
Non-current assets											
Trade and other receivables	-	-	-	-	-	-	-	-	-	-	-
Investments in associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	279,020	289,840	289,029	288,302	287,461	286,492	285,406	284,184	282,832	281,259	279,550
Right-of-use assets	657	1,002	668	334	334	668	334	334	668	334	334
Investment property	-	-	-	-	-	-	-	-	-	-	-
Intangible asset	-	-	-	-	-	-	-	-	-	-	-
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	279,677	290,842	289,697	288,636	287,795	287,160	285,740	284,518	283,500	281,593	279,884
Total assets	311,241	309,205	303,321	297,510	291,732	285,982	279,249	272,527	265,809	257,999	250,175
Liabilities											
Current liabilities											
Trade and other payables	879	957	-	-	-	-	-	-	-	-	-
Trust funds and deposits	7,003	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168
Provisions	2,172	2,171	2,155	2,154	2,153	2,152	2,151	2,149	2,148	2,147	2,146
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	345	345	334	31	31	334	31	31	334	31	31
Total current liabilities	10,399	4,641	3,657	3,353	3,352	3,654	3,350	3,348	3,650	3,346	3,345
Non-current liabilities											
Provisions	1,211	1,211	1,226	1,226	1,226	1,226	1,226	1,226	1,226	1,226	1,226
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	354	354	31	-	-	31	-	-	31	-	-
Total non-current liabilities	1,565	1,565	1,257	1,226	1,226	1,257	1,226	1,226	1,257	1,226	1,226
Total liabilities	11,964	6,206	4,914	4,579	4,578	4,911	4,576	4,574	4,907	4,572	4,571
Net assets	299,277	302,999	298,408	292,931	287,154	281,071	274,673	267,952	260,901	253,427	245,604
Equity											
Accumulated surplus	125,401	129,913	125,322	119,845	114,068	107,985	101,587	94,866	87,815	80,341	72,518
Reserves	173,876	173,086	173,086	173,086	173,086	173,086	173,086	173,086	173,086	173,086	173,086
Total equity	299,277	302,999	298,408	292,931	287,154	281,071	274,673	267,952	260,901	253,427	245,604

Buloke Shire Council Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021/22				
Balance at beginning of the financial year	292,696	119,610	172,086	1,000
Surplus/(deficit) for the year	6,582	6,582	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	(1)	(791)	-	790
Balance at end of financial year	299,277	125,401	172,086	1,790
2022/23				
Balance at beginning of the financial year	299,277	125,401	172,086	1,790
Surplus/(deficit) for the year	3,722	3,722	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	790	-	(790)
Balance at end of financial year	302,999	129,913	172,086	1,000
2023/24				
Balance at beginning of the financial year	302,999	129,913	172,086	1,000
Surplus/(deficit) for the year	(4,591)	(4,591)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	298,408	125,322	172,086	1,000
2024/25				
Balance at beginning of the financial year	298,408	125,322	172,086	1,000
Surplus/(deficit) for the year	(5,477)	(5,477)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	292,931	119,845	172,086	1,000
2025/26				
Balance at beginning of the financial year	292,931	119,845	172,086	1,000
Surplus/(deficit) for the year	(5,776)	(5,776)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	287,154	114,068	172,086	1,000
2026/27				
Balance at beginning of the financial year	287,154	114,068	172,086	1,000
Surplus/(deficit) for the year	(6,083)	(6,083)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	281,071	107,985	172,086	1,000
2027/28				
Balance at beginning of the financial year	281,071	107,985	172,086	1,000
Surplus/(deficit) for the year	(6,398)	(6,398)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	274,673	101,587	172,086	1,000

2028/29

Balance at beginning of the financial year	274,673	101,587	172,086	1,000
Surplus/(deficit) for the year	(6,721)	(6,721)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	267,952	94,866	172,086	1,000

2029/30

Balance at beginning of the financial year	267,952	94,866	172,086	1,000
Surplus/(deficit) for the year	(7,051)	(7,051)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	260,901	87,815	172,086	1,000

2030/31

Balance at beginning of the financial year	260,901	87,815	172,086	1,000
Surplus/(deficit) for the year	(7,475)	(7,475)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	253,427	80,341	172,086	1,000

2031/32

Balance at beginning of the financial year	253,427	80,341	172,086	1,000
Surplus/(deficit) for the year	(7,822)	(7,822)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	245,604	72,518	172,086	1,000

Buloke Shire Council
Budgeted Statement of Cash Flows

	Forecast Actual	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	14,132	14,528	15,575	14,955	15,207	15,464	15,726	15,994	16,266	16,545	16,828
Statutory fees and fines	265	244	256	263	269	276	283	290	297	305	312
User fees	873	839	881	904	926	949	973	997	1,022	1,048	1,074
Grants - operating	11,486	7,171	9,098	9,326	9,559	9,798	10,043	10,294	10,551	10,815	11,086
Grants - capital	7,891	7,174	1,938	2,020	2,070	2,122	2,175	2,230	2,285	2,343	2,401
Contributions - monetary	120	97	97	97	97	97	97	97	97	97	97
Interest received	-	-	120	120	120	120	120	120	120	120	120
Dividends received	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits taken	214	-	-	-	-	-	-	-	-	-	-
Other receipts	40	528	190	190	191	192	193	194	195	196	197
Net GST refund / payment	610	610	-	-	-	-	-	-	-	-	-
Employee costs	(10,099)	(11,703)	(12,758)	(12,037)	(12,278)	(12,524)	(12,774)	(13,030)	(13,290)	(13,556)	(13,827)
Materials and services	(10,606)	(10,400)	(9,430)	(9,666)	(9,908)	(10,156)	(10,409)	(10,670)	(10,936)	(11,210)	(11,490)
Short-term, low value and variable lease payments	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(1,006)	(872)	(835)	(856)	(878)	(899)	(922)	(945)	(969)	(993)	(1,018)
Net cash provided by/(used in) operating activities	13,920	8,216	5,132	5,315	5,377	5,440	5,505	5,571	5,639	5,709	5,780
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(14,615)	(20,165)	(9,202)	(9,697)	(9,944)	(10,187)	(10,449)	(10,702)	(10,970)	(11,244)	(11,525)
Proceeds from sale of property, infrastructure, plant and equipment	56	-	567	-	-	-	-	-	-	-	-
Payments for investment property	-	-	-	-	-	-	-	-	-	-	-
Proceeds from investment property	-	-	-	-	-	-	-	-	-	-	-
Payments for intangible assets	-	-	-	-	-	-	-	-	-	-	-
Proceeds from intangible assets	-	-	-	-	-	-	-	-	-	-	-
Payments for investments	-	-	-	-	-	-	-	-	-	-	-
Proceeds from investments	13,015	5,000	-	-	-	-	-	-	-	-	-
Loan and advances made	-	-	-	-	-	-	-	-	-	-	-
Repayments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(1,544)	(15,165)	(8,634)	(9,697)	(9,944)	(10,187)	(10,449)	(10,702)	(10,970)	(11,244)	(11,525)
Cash flows from financing activities											
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-
Interest paid - lease liability	-	-	(35)	(35)	(35)	(35)	(35)	(35)	(35)	(35)	(35)
Repayment of lease liabilities	(277)	(345)	(334)	(334)	(334)	(334)	(334)	(334)	(334)	(334)	(334)
Net cash provided by/(used in) financing activities	(277)	(345)	(369)	(369)	(369)	(369)	(369)	(369)	(369)	(369)	(369)
Net increase/(decrease) in cash & cash equivalents	12,099	(7,294)	(3,871)	(4,751)	(4,937)	(5,115)	(5,313)	(5,500)	(5,699)	(5,904)	(6,114)
Cash and cash equivalents at the beginning of the financial year	12,133	24,232	16,938	13,067	8,316	3,379	(1,736)	(7,049)	(12,549)	(18,249)	(24,153)
Cash and cash equivalents at the end of the financial year	24,232	16,938	13,067	8,316	3,379	(1,736)	(7,049)	(12,549)	(18,249)	(24,153)	(30,267)

Buloke Shire Council

Budgeted Capital Works Statement

	Forecast	Actual	Budget	Projections							
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	60	438	-	-	-	-	-	-	-	-	-
Land improvements	3,138	572	-	-	-	-	-	-	-	-	-
Total land	3,198	1,010	-	-	-	-	-	-	-	-	-
Buildings	816	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building improvements	8	240	1,121	1,722	1,771	1,809	1,861	1,901	1,948	1,997	2,047
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	824	240	1,121	1,722	1,771	1,809	1,861	1,901	1,948	1,997	2,047
Total property	4,022	1,250	1,121	1,722	1,771	1,809	1,861	1,901	1,948	1,997	2,047
Plant and equipment											
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	492	865	700	717	735	754	773	792	812	832	853
Fixtures, fittings and furniture	108	-	65	66	68	70	71	73	75	77	79
Computers and telecommunications	345	179	183	188	192	197	202	207	212	218	223
Library books	-	-	27	28	28	29	30	30	31	32	33
Total plant and equipment	945	1,044	975	999	1,024	1,050	1,076	1,103	1,130	1,158	1,187
Infrastructure											
Roads	7,213	6,970	6,002	5,789	5,934	6,082	6,234	6,390	6,550	6,714	6,881
Bridges	5	161	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	81	832	291	298	305	313	321	329	337	346	354
Drainage	751	378	269	276	283	290	297	305	312	320	328
Recreational, leisure and community facilities	718	5,182	431	497	508	520	535	547	560	574	589
Waste management	-	-	54	55	57	58	59	61	62	64	66
Parks, open space and streetscapes	880	4,318	60	61	63	64	66	67	69	71	73
Aerodromes	-	30	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	9,648	17,871	7,106	6,976	7,149	7,328	7,512	7,699	7,891	8,089	8,291
Total capital works expenditure	14,615	20,165	9,202	9,697	9,944	10,187	10,449	10,702	10,970	11,244	11,525
Represented by:											
New asset expenditure	-	4,187	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	14,615	12,825	9,202	9,642	9,944	10,187	10,390	10,702	10,970	11,244	11,525
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	-	3,153	-	55	-	-	59	-	-	-	-
Total capital works	14,615	20,165	9,202	9,697	9,944	10,187	10,449	10,702	10,970	11,244	11,525
Funding sources represented by:											
Grants	8,493	13,010	1,938	2,020	2,070	2,122	2,175	2,230	2,285	2,343	2,401
Contributions	-	54	-	-	-	-	-	-	-	-	-
Council Cash	6,122	7,101	7,263	7,677	7,874	8,064	8,274	8,473	8,684	8,902	9,124
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	14,615	20,165	9,202	9,697	9,944	10,187	10,449	10,702	10,970	11,244	11,525

Buloke Shire Council
Budgeted Statement of Human Resources

	Forecast Actual	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - Operating	(10,045)	(11,703)	(11,800)	(12,036)	(12,277)	(12,522)	(12,773)	(13,028)	(13,289)	(13,555)	(13,826)
Employee costs - Capital	-	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	(10,045)	(11,703)	(11,800)	(12,036)	(12,277)	(12,522)	(12,773)	(13,028)	(13,289)	(13,555)	(13,826)
Staff numbers	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Employees	133	133	115	115	115	115	115	115	115	115	115
Total staff numbers	133	133	115	115	115	115	115	115	115	115	115

4. Financial performance indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast											Trend
			Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Operating position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-1.5%	-31.6%	-16.9%	-20.1%	-20.7%	-21.4%	-22.0%	-22.6%	-23.3%	-24.1%	-24.7%	-
Liquidity														
Working Capital	Current assets / current liabilities	2	304%	396%	373%	265%	117%	-32%	-194%	-358%	-485%	-705%	-888%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	82%	38%	-56%	-202%	-348%	-459%	-658%	-821%	-908%	-1166%	-1348%	-
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	o
Indebtedness	Non-current liabilities / own source revenue		10%	10%	8%	7%	7%	7%	7%	7%	7%	7%	7%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	163%	179%	92%	93%	92%	91%	91%	90%	89%	88%	87%	-
Stability														
Rates concentration	Rate revenue / adjusted underlying revenue	6	49%	58%	53%	53%	53%	53%	53%	53%	52%	52%	52%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	o

Indicator	Measure	Notes	Forecast											Trend
			Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Efficiency														
Expenditure level	Total expenses/ no. of property assessments		\$4,578	\$5,141	\$5,150	\$5,293	\$5,430	\$5,571	\$5,715	\$5,862	\$6,013	\$6,180	\$6,338	+
Revenue level	Total rate revenue / no. of property assessments		\$2,252	\$2,293	\$2,334	\$2,373	\$2,413	\$2,454	\$2,496	\$2,538	\$2,582	\$2,626	\$2,671	+

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