



OBERON COUNCIL

## 2021-22 Operational Plan and Long Term Financial Plan Assumptions

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# Income Statement

	2020-21 Adopted Budget	2021-22 Final Forecast
<b>Income from Continuing Operations</b>		
Rates & Annual Charges	\$6,132,468	\$6,323,790
User Charges & Fees	\$4,363,468	\$4,462,077
Interest & Investment Revenue	\$314,482	\$215,626
Other Revenues	\$523,479	\$418,923
Grants & Contributions for Operating	\$5,345,540	\$4,715,907
Grants & Contributions for Capital	\$9,386,300	\$11,405,006
<b>TOTAL INCOME</b>	<b>\$26,065,737</b>	<b>\$27,541,330</b>
<b>Expenses from Continuing Operations</b>		
Employee Benefits & On-costs	\$6,054,821	\$5,003,232
Borrowing Costs	\$123,406	\$88,687
Materials & Contracts	\$2,344,773	\$3,036,066
Depreciation & Amortisation	\$3,456,237	\$4,802,625
Other Expenses		
- Administration <sup>1</sup>	\$86,596	\$81,931
- Advertising <sup>2</sup>	\$55,915	\$117,130
- Audit (internal and external) <sup>3</sup>	\$65,000	-
- Bank Charges	\$22,000	\$25,000
- CCTV	-	\$9,100
- Cleaning Supplies	-	\$64,400
- Consultants – Asset Management	\$35,000	-
- Consultants – Finance	\$8,600	-
- Consultants – Governance	\$6,500	-
- Consultants – Heritage <sup>4</sup>	\$8,000	\$17,772
- Consultants – IT	\$10,000	\$9,500
- Council Assistance Scheme (S356 Assistance)	\$54,000	\$85,000
- Councillor/Mayoral Fees <sup>5</sup>	\$130,813	\$147,172
- Other Councillor Expenses <sup>6</sup>	\$34,000	\$90,433
- Councillor Election	-	\$46,000
- Cyber Security	-	\$17,920
- Debt Collection <sup>7</sup>	\$25,500	-
- Emergency Services (RFS, SES, Fire)	\$348,650	\$346,609
- Heritage Expenses	\$15,000	-
- Insurance	\$461,702	\$446,532
- Insurance Rebate	\$35,715	-
- IT Hardware <sup>8</sup>	\$50,000	\$76,300
- IT Software <sup>9</sup>	\$314,600	\$439,275
- Legal Costs <sup>10</sup>	\$213,100	\$18,000
- Oberon Pool and Fitness Centre	-	\$368,306
- Operating Leases	\$334,277	-
- Street Lighting	\$88,131	\$69,429
- Subscriptions and Memberships <sup>11</sup>	\$50,020	\$278,370
- Sundry Expenses <sup>12</sup>	\$22,000	\$1,200
- Telephone and communications	\$106,500	\$80,000
- Upper Macquarie Country Council	\$115,000	\$130,000
- Utilities (electricity, heating, rates, garbage)	\$229,469	\$281,106
- Vehicle registration	\$75,000	\$75,000
- Work Health Safety (WHS)	-	\$15,000
Total Other Expenses	\$2,929,658	\$3,336,486
<b>TOTAL EXPENSES</b>	<b>\$14,908,895</b>	<b>\$16,267,097</b>

## Income Statement (continued)

2020-21  
Budget

2021-22  
Forecast

<b>Operating Result (before disposal of assets and carry over)</b>	<b>\$11,156,842</b>	<b>\$11,274,233</b>
Net gains from disposal of assets	\$300,000	\$942,000
Internal Movement – Carry overs	\$570	\$35,684
<b>Operating Result (before Capital Expenditure)</b>	<b>\$11,457,411</b>	<b>\$12,180,549</b>
Less Capital Expenditure	\$14,607,676	\$13,226,661
Plus transfer movement in restricted funds	\$3,102,997	\$1,046,537
<b>NET SURPLUS/-DEFICIT</b>	<b>\$47,267</b>	<b>\$425</b>

### Income Statement Notes

In the lead up to a new GL Restructure, Council staff have consolidated accounts which has led some Other Expenses increasing in comparison to last financial year. Below is an outline of some increases:

1. This line includes items such as postage, printing, stationery and other small items.
2. Advertising for all aspects of Council have been consolidated into one line. Some examples include the weekly Council columns, community events, and recruitment.
3. Both the internal and external audit are undertaken through a contract arrangement. Therefore, these items are categories within Material & Contracts.
4. The State Government has committed ongoing assistance for a Heritage Advisor. Council is cognizant of the importance of heritage in the LGA and having the provision of expertise in this field (regardless of funding) is paramount in continuing this function. Until we confirm funding, Council is proposing to provide our Heritage Consultant additional funds to assist with local projects on Heritage listed properties.
5. This amount includes the Mayoral and Councillor Fees plus 10% superannuation.
6. It is now a requirement for all Councillors (new and returning) to undertake Professional Development, therefore Council is required to add additional funds and have estimated the cost at approx. \$55,000 for year 1 of the new term.
7. Debt recovery is fully recoverable with costs payable by the property owner.
8. IT Hardware increase includes new hardware for the new Councillors after the September election, hardware for outdoor staff as a result of EMS transition, and ongoing hardware updates.
9. As well as exiting software, this item also includes the commencement of the EMS transition, Cyber Security updates, and Fleet Management, to name a few.
10. Council do not have any foreseen legal cases during the 2021-22FY which enables a nominal cost for items such as planning, land and GIPA advice.
11. Some examples of items include membership for NSWCWJO, subscription of cemetery operations, library membership and subscriptions, and development control memberships.
12. Sundry Expense forecast has decreased as staff are able to use appropriate codes as we progress through the GL restructure.

# 2021-22 Operational Plan Assumptions

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The following assumptions are to be read in conjunction with the Income Statement.

As Australia continues to grapple with COVID-19, Council has had to address the previous assumptions used in the long term financial plan to take into account the affect this will have during 2021-22 and over the next 10 years.

Council has made a number of assumptions in accordance with the accounting standards.

## **Rates and Annual Charges**

Rates for 2021-22 have been increased by the Rate Peg of 2.0%. *[Rate Pegging is a term used by IPART it is the “maximum” percentage amount by which a council may increase its general ratable income for the year].*

## **Town Improvement Levy**

The 2021-22 Town Improvement Levy will raise approx. \$568,317. Council is considering allocating funding to some of the proposed projects as follows:

· Kerb and Gutter	\$100,000
· The Common	\$100,000
· Edith Road Rock Retaining Wall	\$315,000
· Sporting grounds and amenity improvements	\$30,000
· Beautification program	\$10,000
· Drainage Ross Street & Oberon Common	\$65,000
· Community Hub Fit Out	\$60,000
· Apex Park Toilet Block Replacement	\$130,000
· Herb David Park Shade Sail	\$35,000
· Shared pedestrian cycle and footpath construction	\$50,000
· Underground Power	\$300,000

Prior to the adoption of the 2021-22 Operational Plan, Council will outline their preferred projects following the public exhibition, community feedback, and current resolutions.

## **User Charges and Fees**

The schedule of “User Fees and Charges” has been increased by a 1.1% consumer price index (CPI).

Council also has to take into account that “Statutory” Fees and Charges that fall under this category, for example, Development & Planning Applications. Council is bound by legislation in this instance.

## **Interest and Investment**

Council has budgeted for current investments remaining at the current low interest rate for 2021-22FY. Council will review this type of revenue during the required quarterly budget reviews to assess any movement that may occur as a result of decisions made by the Reserve Bank.

### **Other Revenues**

Other revenues include items such as Legal Fees Recovered, Fuel Tax Credits, Insurance Claims, Lease Back Vehicles, Tourism, Library, Community Technology Centre and Visitor Information Centre revenue, RFS revenue, Heritage revenue, and sale of old equipment.

### **Grants and Contributions provided for Operating Purposes**

Grants are provided to Councils which are not tied to operating or capital expenditure, for instance the Financial Assistance Grant (FAG), Roads 2 Recovery (R2) and the Roads Block Grant which can be used for either Operating or Capital works..

Community grants such as Youth Week and Seniors Festival are typically operating. There is no set increase for these grants. These grants have not been increased, however, some like the Financial Assistance Grant and the Block Grant may increase but Council is not informed of the increase until after the budget process.

### **Grants and Contributions provided for Capital Purposes**

Council is proposing to undertake a huge capital expenditure program during 2021-22FY as a result of stimulus grant funding by the State and Federal Governments.

On the following page is the complete schedule of capital projects forecast to be undertaken during the 2021-22FY.

### **Employee Benefits and On-Costs**

Salary and Wages has increased by 3.5%, including the Local Government Award increase and performance increases for staff. Superannuation (exclusive of employees on the Local Government Retirement Scheme) will increase by 0.5% to 10% as at 1 July 2021.

Recruitment costs are an arbitrary figure. Protective clothing and uniforms, travel expenses, etc. increased by 1.1% CPI for 2021-22.

### **Borrowing Costs**

There are no new borrowings anticipated during the 2021-22FY.

### **Materials and Contracts**

All materials and contracts such as contractors for roads and cleaning, the purchase of fuel, chemicals, utilities, and materials for the maintenance of plant, buildings, cemetery, stock, parks, gardens and grounds, Library, etc. have been increased by 1.1% CPI. Information Technology includes the commencement of the transition to a new Electronic Management System over 2 years. Leases and contracts are in line with agreements.

Oberon Council										
Capital Expenditure Budget										
Funding										
Project Name	Funding Source	Project Cost \$	Grants	Reserve	Internal/General Fund	Salaries	Materials	Plant Hire	Contractor	
Mayfield Road Intersection	REPAIR Grant	380,000	380,000	-	-	76,000	152,000	76,000	76,000	
Edith Road 3km Project	REPAIR Grant	800,000	400,000	300,000	100,000	160,000	320,000	160,000	160,000	
	\$1.257K Regional Roads Block Grant	-	-	-	-	-	-	-	-	
Two-way Radio System		70,000	-	-	70,000	-	49,000	-	21,000	
GPS		50,000	-	-	50,000	-	35,000	-	15,000	
Regional Roads Block Grant	\$739K Regional Roads Block Grant	324,000	324,000	-	-	64,800	129,600	64,800	64,800	
Regional Roads Block Grant	\$42K Regional Roads Block Grant	-	-	-	-	-	-	-	-	
Regional Roads Block Grant	\$76K Regional Roads Block Grant	76,000	76,000	-	-	15,200	30,400	15,200	15,200	
Arkstone & Burruga Road Rehabilitation	Fixing Local Roads	1,000,000	1,000,000	-	-	500,000	-	-	500,000	
Campells Rivers Road	Fixing Local Roads	1,462,593	1,462,593	-	-	292,519	585,037	292,519	292,519	
Lowes Mount Road	Tablelands Way Project	1,581,000	1,581,000	-	-	237,150	474,300	237,150	632,400	
Nunan's Hill Road	Local Roads & Community Infrastructure	316,520	316,520	-	-	63,304	126,608	63,304	63,304	
Pool Upgrade - Amenities	Local Roads & Community Infrastructure	187,000	180,000	-	7,000	7,000	93,500	-	93,500	
Grand Stand - Stage 2	Local Roads & Community Infrastructure	35,394	35,394	-	-	-	17,697	-	17,697	
Community Hub Construction	Drought Stimulus Package	2,300,000	2,300,000	-	-	-	115,000	-	2,185,000	
Recreational Grounds - Stage 1	Stonger Country Community Fund	209,740	209,740	-	-	167,792	-	-	41,948	
Roads to Recovery	RTR	420,000	420,000	-	-	210,000	-	-	210,000	
Roads to Recovery	RTR - Mozart Rd	64,514	64,514	-	-	32,257	-	-	32,257	
Abercrombie Road	Safer Roads Grants - Round 2	350,000	350,000	-	-	-	245,000	-	105,000	
Edith Road	Safer Roads Grants - Round 3	583,400	583,400	-	-	58,340	350,040	58,340	116,680	
LED Project		200,000	-	-	200,000	-	-	-	200,000	
Black Springs Hall		10,000	-	-	10,000	-	5,000	-	5,000	
Carpet in the Admin Building		25,000	-	25,000	-	-	-	-	25,000	
Fencing	Cemeteries	15,000	-	-	15,000	-	-	-	15,000	
Internal Road Improvements	Cemeteries	10,000	-	-	10,000	-	-	-	10,000	
General Amenity Litter Bins/Seating/Signage	Cemeteries	10,000	-	-	10,000	-	-	-	10,000	
Swallows Nest Road - Timber Bridge Upgrade	Fixing Country Bridges	379,000	379,000	-	-	75,800	151,600	37,900	113,700	
Bald Ridge Road - Timber Bridge Upgrade	Fixing Country Bridges	358,000	358,000	-	-	71,600	143,200	35,800	107,400	
Stores- internal upgrade to Store & Office and conn	Store	10,000	-	-	10,000	-	-	-	10,000	
Records Digital Storage	Store - Depot	10,000	-	-	10,000	-	-	-	10,000	
Hino Tipper: P&G	Works Depot	60,000	-	60,000	-	-	-	-	-	
Toyota Hi-Lux Dual Cab	Works Depot	45,000	-	45,000	-	-	-	-	-	
Toyota Hi-Lux	Works Depot	40,000	-	40,000	-	-	-	-	-	
Toro 7210 Mover	Works Depot	45,000	-	45,000	-	-	-	-	-	
Guide Post	Works Depot	20,000	-	20,000	-	-	-	-	-	
Mazda BT50 Dual Cab	Works Depot	50,000	-	50,000	-	-	-	-	-	
Mazda CX -5	Works Depot	40,000	-	40,000	-	-	-	-	-	
Miscellaneous Small Plant	Works Depot	30,000	-	30,000	-	-	-	-	-	
Project Amenities Site Van	Works Depot	85,000	-	81,000	4,000	-	-	-	-	
Water Mains Renewal Program	Water	200,000	-	-	200,000	50,000	120,000	30,000	-	
WTP - Raw Water Tank Filtration Membranes	Water	260,000	-	-	260,000	-	182,000	-	78,000	
WTP - Projects	Water	81,500	-	-	81,500	-	57,050	8,150	16,300	
New Sewer Treatment Plant	Safe Secure Water Program	250,000	187,500	-	62,500	-	-	-	250,000	
Waste Water Treatment Plant - Projects	Sewer	184,000	-	-	184,000	18,400	64,400	18,400	82,800	
Smoke Testing for Non-compliant	Sewer	20,000	-	-	20,000	-	-	-	20,000	
New Cell	Tip	19,000	-	-	19,000	-	-	-	19,000	
Mobile Bins	Tip	5,000	-	-	5,000	-	-	-	5,000	
Ross Street & Oberon Common drainage	Town Streets Drainage	25,000	-	-	25,000	-	-	-	-	
Drainage Improvements/rebuilds and construction of new drainage local streets	Town Streets Drainage	40,000	-	-	40,000	-	-	-	-	
Common	Town Centre	100,000	-	-	100,000	-	-	-	-	
Kerb & Gutter	Town Centre	100,000	-	-	100,000	136,000	-	-	377,000	
Rock Retaining Wall	Town Centre	240,000	-	-	240,000	-	-	-	-	
Bulky Goods	Town Centre	8,000	-	-	8,000	-	-	-	-	
		13,184,661	10,607,661	736,000	1,841,000	2,236,162	3,446,432	1,097,563	5,996,505	
	Library	42,000								
	Total	13,226,661								

During the preparation of the 2021-22FY Operational Plan, Council has secured \$781,000 in Stronger Community Country Funds and \$1.6m in Local Roads and Community Infrastructure grants. Both these grants will be included as a Quarter 1 adjustment when the funds are received.

In addition, Council is applying for a further \$10m in grant funding for the new Sewer Treatment Plan and Sports Complex.

### **Depreciation & Amortization**

The 2020-21 Depreciation schedule has been used with adjustments made for new and expiring assets. Due to recent capital expenditure, Council's depreciation has increased by approx. \$1.4 million.

### **Infrastructure Assets (Buildings, Roads, Drainage, Bridges, Footpaths)**

Assetic is used by Oberon Council, as well as many other Councils, to manage Councils infrastructure Assets and develop asset management sub plans. Council is then able to map required funding for maintenance, and new & improved infrastructure assets, in accordance with the Asset Management Plans back to the Long Term Financial Plan.

The Roads Asset Management Plan (RAMP) has been developed for inclusion in the 2021-22 Operational Plan and Long Term Financial Plan.

### **Water and Sewer Funds**

Council has identified and produced a capital replacement program for both the Water and Sewer Services in Oberon.

#### **Water Fund**

The current water mains replacement program continues at \$200,000 per year. The following capital works/purchases are included:

- Water Mains Renewal Program
- WTP Raw water tan filtration membranes
- WTP other projects
- New Oberon Sewer Treatment Plant

#### **Sewer Fund**

The main capital work in the Sewer Fund area is the new STP project which is budgeted across 2019/20, 2020/21 and 2021/22 at a cost of approx. \$14m. It is anticipated that this will be 50% grant funded, with council required to contribute 50% being \$7m. Council's 50% can come by way of loan facilities or further grants. At this stage, council is budgeting for further grants.

#### **Transfers from Restricted**

Transfers from Restricted relates to unexpended external or internal monies restricted in a financial year, for use in completing projects carried over to the next financial year.

#### **Councilor Remuneration**

The Local Government Remuneration Tribunal (the Tribunal) has determined the increase to Mayoral and Councilor fees for the 2021-22 financial year of 2%. The introduction of a 10% superannuation contribution also commences as at 1 July 2021.

#### **Provision of LSL**

Council's restricted funds for the provision of long service and other leave entitlements are considered "reasonable and adequate" in accordance with Council's previous external auditor.



### Section 356 Financial Assistance

Section 356 of the Local Government Act 1993 details the requirements for providing financial assistance to others (including charities, community and sporting organisations).

A total of \$85,000 is budgeted in accordance with Council's resolution at the April 2021 Finance Committee. A total of \$80,970 was awarded, leaving a balance of \$4,030 for applications that may eventuate during the 2021-22FY.

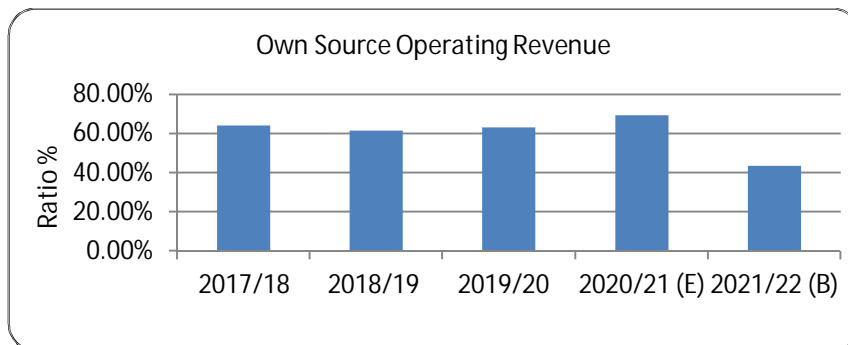
### Council Performance Measures

The Office of Local Government has set the following benchmarks for Councils performance measurements. The graphs below show a comparison between Council actual and the outcomes from the Fit for the Future program.

- Own Source Operating Revenue

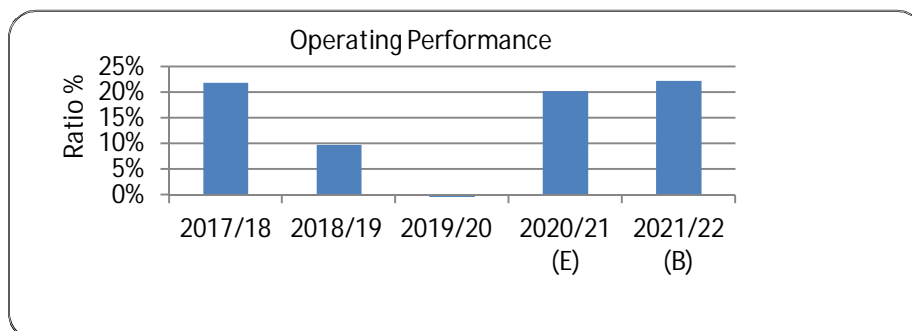
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. The forecast drop in 2021-22 can be contributed to the high level of unexpected State and Federal Government stimulus grant funding in relation to the ongoing drought, bush fires, floods and current COVID-19 pandemic, which are not classed as Own Source Revenue.

This graph shows that Council is briefly dipping below the 60% benchmark due to the large quantity of successful grants awarded to Council by the State and Federal Government.



- Operating Performance

This ratio measures Council's achievements in containing operating expenditure within operating revenue. Council continues to achieve a positive operational performance ratio. While there has been a slight decline, it is forecast that Oberon Council will continue to sit above the benchmark of  $\geq 0.0\%$  set by the Office of Local Government as part of the Fit for the Future program.



## 2021-2031

# Long Term Financial Plan Assumptions

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### Rates and Annual Charges

Council has used the following rate peg increases:

2021-22	2022-23	2023-24	2024-25	2025-26
2.00%	2.10%	2.20%	2.30%	2.40%

IPART has been known to drop the rate pegging significantly, like it did several years ago when it was dropped to 1.5% from 2.8%, however at this stage there is no indication that IPART will do this in the immediate future.

### User Charges and Fees

The schedule of “User Fees and Charges” have been increased by 1.1% CPI. However, given that Revenue like RMS Private Works falls under this category Council cannot implement an across the board increase of 1.1% when it comes to the Long Term Financial Plan. Council has to make an educated assessment of past history for the use of council facilities and budget accordingly. There is no set percentage increase in this instance.

Council also has to take into account the “Statutory” Fees and Charges that fall under this category, for example Development & Planning Applications. Council is bound by legislation in this instance.

### Interest and Investment

Council has budgeted for current investments remaining in place with little or no change to interest rates at this stage, over the Long Term Financial Plan period. Council will review this type of revenue during the required quarterly budget reviews to assess any movement that may occur as a result of decisions made by the Reserve Bank.

### Other Revenues

Other Revenues include items such as legal fees recovered, fuel tax credits, insurance claims, lease back vehicles, Tourism, Library and Community Technology Centre revenue, RFS revenue, Heritage revenue, and sale of old equipment. The LTFP uses an CPI increase of 1.1% for 2021-22FY.

Legal Fees Recovered / Heritage Revenue / Fire Sales of old equipment are arbitrary figures across the 9 years.

### Grants and Contributions provided for Operating Purposes

Grants are provided to Councils which are not tied to operating or capital expenditure, for instance the Financial Assistance Grant (FAG), Roads 2 Recovery (R2) and the Roads Block Grant which can be used for either Operating or Capital works..

Community grants such as Youth Week and Seniors Festival are typically operating. There is no set increase for these grants. These grants have not been increased, however, some like the Financial Assistance Grant and the Block Grant may increase but Council is not informed of the increase until after the budget process.

### Grants and Contributions provided for Capital Purposes

Council is proposing to undertake a huge capital expenditure program during 2021-22FY as a result of stimulus grant funding by the State and Federal Governments.

On the following page is the complete schedule of capital projects forecast to be undertaken during the 2021-22FY.

### **Employee Benefits and On-Costs**

Salary and Wages, and Superannuation (exclusive of employees on the Local Government Retirement Scheme) have increased by 3.0% across the board. This is representative of the "Local Government Award" increase at 2.5% and 0.5% for "Step and Performance Increases" for staff.

### **Borrowing Costs**

It is envisaged that over the 9 year period, significant grant opportunities will be sourced for major works such as a new Sewerage Treatment Plant, as well as a new Sporting Complex. However, should this funding not eventuate, Council has the capacity during the 9 year period to consider borrowings. An assumption has been made that the development of the Sporting Complex will be fully grant funded.

### **Materials and Contracts**

All materials and contracts such as contractors for roads and cleaning, the purchase of fuel, chemicals, utilities, and materials for the maintenance of plant, buildings, cemetery, stock, parks, gardens and grounds, Library, etc. have been increased by 1.1% CPI for 2021-22.

Leases and contracts are in line with agreements.

### **Depreciation & Amortization**

The 2020-21 Depreciation schedule has been used with adjustments made for new and expiring assets over the course of the 9 years. No adjustments were made for the 4 yearly Asset Revaluation requirements by the OLG as this is an unknown factor.

### **Other Expenses**

Consultants, advertising, printing and stationary, donations, contributions and assistance, subscriptions, to name a few, are arbitrary figures across the 9 years.

### **Capital Works**

#### **General fund**

Council has budgeted for \$415,000 per year for plant replacement based on the net revenue from plant movement of the previous year – resulting in a drawdown from restricted each year.

Funds for the continued transition to new electronic management system have been allocated in 2022-23FY.

An ongoing Library resources replacement of \$42,000 per year.

#### **Waste**

An allocation of \$24,000 each year for capital works at the water facility is included.

#### **Infrastructure Assets (Buildings, Roads, Drainage, Bridges, Footpaths)**

Assetic is used by Oberon Council, as well as many other Councils, to manage Councils infrastructure Assets and develop asset management sub plans. Council is then able to map required funding for maintenance, and new & improved infrastructure assets, in accordance with the Asset Management Plans back to the Long Term Financial Plan.

Assetic has advised under the overall overarching Asset Management Plan, that the required yearly expenditure between maintenance and new & improved assets on infrastructure such as roads [under a best case scenario] over a 9 year period is approx. 70% of the replaceable value which is on average \$3.4m per year for Oberon Council.

This has and will continue to be funded by the Block Grants, Roads to Recovery, Financial Assistant Grant [Roads Allocation], LIRS Subsidy, Developer Contributions and “if approved” “Capital” grants from Restart NSW and Fixing Country Roads.

A worse case scenario should sufficient grant funding not be available is an adjustment to the replacement percentage of 70% down to 50% which will see the expenditure drop to \$2.3m with an extended term for the replacement to approximately 14 or 15 years.

- **Water and Sewer Funds**

Council has identified and produced a capital replacement program for both the Water and Sewer Services in Oberon. The Long Term Financial Plan is in alignment with this program.

- **Water Fund**

The current water mains replacement program will continue at \$200,000 per year to 2024/25. An upgrade to the existing raw water filtration system has been budgeted for at a cost of \$260,000 per year.

Water Mains – Reticulation as well as Water Mains – Trunk and Water Reservoirs (Concrete) are budgeted for 2025/26 at a cost of \$1.5 million to be funded by grants if approved [*Classed as a “Capital” Grant in the Long Term Financial Plan*].

- **Sewer Fund**

The main capital works in the Sewer Fund area is the new STP project which is budgeted at a cost of approx. \$14 million. It is anticipated that this will be 50% grant funding, with Council having to contribute 50%. Council’s 50% contribution can come by way of loan facilities or further grants. At this stage, Council is budgeting for further grants.

### **Transfers from Restricted**

Transfers from Restricted relates to unexpended external or internal monies restricted in a financial year, for use in completing projects carried over to the next financial year.

## CONSOLIDATED – LONG TERM FINANCIAL PLAN FORECAST

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
COUNCIL CONSOLIDATED	Forecast	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
Rates & Annual Charges	6,323,790	6,456,582	6,597,367	6,747,805	6,908,410	7,079,738	7,255,350	7,435,355	7,619,861	7,808,982
User Charges & Fees	4,462,077	4,506,627	4,556,121	4,610,709	4,670,555	4,735,843	4,802,044	4,869,173	4,937,241	5,006,262
Interest & Investment Revenue	215,626	217,636	219,869	222,332	225,033	227,978	230,965	233,994	237,065	240,179
Other Revenues	418,923	423,112	629,867	634,406	639,383	644,812	650,317	655,899	661,559	667,298
Grants & Contributions provided for Operating Purposes	4,715,907	4,759,374	4,811,851	4,869,720	4,933,156	5,002,352	5,072,521	5,143,676	5,215,830	5,288,999
Grants & Contributions provided for Capital Purposes	11,405,006	4,083,540	4,126,589	4,174,068	5,726,121	4,279,965	4,337,505	4,395,850	4,455,012	4,515,002
Employee Benefits & On-Costs	(5,003,232)	(5,054,775)	(5,114,757)	(5,180,376)	(5,251,815)	(5,329,275)	(5,407,948)	(5,487,855)	(5,569,016)	(5,651,454)
Borrowing Costs	(88,687)	(66,149)	(42,581)	(18,566)	(1,068)	0	0	0	0	0
Materials & Contracts	(3,036,066)	(3,066,117)	(3,099,504)	(3,136,326)	(3,176,696)	(3,220,736)	(3,265,393)	(3,310,675)	(3,356,591)	(3,403,150)
Depreciation & Amortisation	(4,802,625)	(4,802,625)	(4,802,625)	(4,802,625)	(4,802,625)	(4,802,625)	(4,802,625)	(4,802,625)	(4,802,625)	(4,802,625)
Other Expenses	(3,336,486)	(3,374,901)	(3,412,019)	(3,452,952)	(3,497,824)	(3,546,771)	(3,596,405)	(3,646,737)	(3,697,775)	(3,749,530)
Net gains from the disposal of assets	942,000	193,920	196,053	198,406	200,985	203,799	206,652	209,545	212,479	215,453
Internal Income	0	0	0	0	0	0	0	0	0	0
Internal Movements	(35,684)	(33,615)	(31,315)	(28,779)	(25,999)	(22,966)	(19,890)	(16,772)	(13,609)	(10,403)
Profit / Loss before Capital Expenditure	12,180,549	4,242,608	4,634,916	4,837,821	6,547,615	5,252,113	5,463,092	5,678,827	5,899,430	6,125,014
Capital Expenditure - Material & Contracts	(10,990,499)	(6,085,456)	(4,488,774)	(4,895,721)	(6,011,838)	(4,519,598)	(4,305,138)	(4,248,386)	(3,673,575)	(3,448,707)
Capital Expenditure - Employee Benefits & On-Costs	(2,236,162)	(1,896,779)	(1,912,523)	(1,928,872)	(1,945,849)	(1,963,477)	(1,981,779)	(2,000,780)	(2,016,908)	(1,554,558)
Capital Expenditure - Other Expenses	0	0	0	0	0	0	0	0	0	0
Transfers to/from Restricted	1,046,537	3,739,627	1,766,380	1,986,772	1,410,072	1,230,961	823,825	\$570,338	(208,946)	(1,121,748)
Profit / Loss after Capital Expenditure	\$425	0	0	0	0	0	0	0	0	0
Profit / Loss Before Depreciation	4,803,050	4,802,625	4,802,625	4,802,625	4,802,625	4,802,625	4,802,625	4,802,625	4,802,625	4,802,625
Loan Repayments	527,132	549,670	573,238	547,541	102,392	0	0	0	0	0
Profit / Loss Before Depreciation after Loan Repayments	4,275,918	4,252,956	4,229,387	4,255,085	4,700,233	4,802,625	4,802,625	4,802,625	4,802,625	4,802,625

## GENERAL FUND – LONG TERM FINANCIAL PLAN FORECAST

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
GENERAL FUND (including Waste and TIL)	Forecast	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
Rates & Annual Charges	5,079,304	5,185,951	5,298,771	5,419,329	5,548,038	5,685,343	5,826,083	5,970,343	6,118,211	6,269,777
User Charges & Fees	3,144,972	3,176,420	3,211,359	3,249,894	3,292,140	3,338,228	3,384,961	3,432,349	3,480,399	3,529,123
Interest & Investment Revenue	205,000	207,010	209,243	211,706	214,406	217,352	220,339	223,368	226,439	229,553
Other Revenues	418,923	423,112	629,867	634,406	639,383	644,812	650,317	655,899	661,559	667,298
Grants & Contributions provided for Operating Purposes	4,693,158	4,736,275	4,788,374	4,845,835	4,908,831	4,977,554	5,047,240	5,117,901	5,189,552	5,262,206
Grants & Contributions provided for Capital Purposes	10,997,506	3,724,165	3,765,131	3,810,313	3,859,847	3,913,885	3,968,679	4,024,241	4,080,580	4,137,708
Employee Benefits & On-Costs	(4,821,878)	(4,871,770)	(4,926,996)	(4,987,718)	(5,054,112)	(5,126,376)	(5,199,697)	(5,274,091)	(5,349,574)	(5,426,164)
Borrowing Costs	(88,687)	(66,149)	(42,581)	(18,566)	(1,068)	0	0	0	0	0
Materials & Contracts	(2,147,422)	(2,168,881)	(2,192,722)	(2,219,017)	(2,247,845)	(2,279,293)	(2,311,182)	(2,343,518)	(2,376,306)	(2,409,554)
Depreciation & Amortisation	(4,197,625)	(4,197,625)	(4,197,625)	(4,197,625)	(4,197,625)	(4,197,625)	(4,197,625)	(4,197,625)	(4,197,625)	(4,197,625)
Other Expenses	(3,208,310)	(3,245,446)	(3,281,149)	(3,320,526)	(3,363,696)	(3,410,790)	(3,458,544)	(3,506,967)	(3,556,067)	(3,605,856)
Net gains from the disposal of assets	942,000	193,920	196,053	198,406	200,985	203,799	206,652	209,545	212,479	215,453
Internal Income	0	0	0	0	0	0	0	0	0	0
Internal Expenditure	134,355	136,425	138,724	141,260	144,040	147,074	150,149	153,268	156,430	159,637
Profit / Loss before Capital Expenditure	11,151,294	3,233,406	3,596,448	3,767,696	3,943,324	4,113,961	4,287,371	4,464,711	4,646,075	4,831,556
Capital Expenditure - Material & Contracts	(10,063,399)	(3,562,618)	(3,573,817)	(3,585,352)	(3,597,236)	(3,609,479)	(3,622,093)	(3,635,090)	(3,652,080)	(3,448,707)
Capital Expenditure - Employee Benefits & On-Costs	(2,167,762)	(1,896,779)	(1,912,523)	(1,928,872)	(1,945,849)	(1,963,477)	(1,981,779)	(2,000,780)	(2,016,908)	(1,554,558)
Capital Expenditure - Other Expenses	-	-	-	-	-	-	-	-	-	-
Transfers to/from Restricted	1,080,291	2,225,992	1,889,891	1,746,528	1,599,760	1,458,994	1,316,501	1,171,158	1,022,913	171,709
Profit / Loss after Capital Expenditure	\$425	0	0	0	0	0	0	0	0	0
Profit / Loss Before Depreciation	4,198,050	4,197,625	4,197,625	4,197,625	4,197,625	4,197,625	4,197,625	4,197,625	4,197,625	4,197,625
Loan Repayments	527,132	549,670	573,238	547,541	102,392	0	0	0	0	0
Profit / Loss Before Depreciation after Loan Repayments	3,670,918	3,647,956	3,624,387	3,650,085	4,095,233	4,197,625	4,197,625	4,197,625	4,197,625	4,197,625

## WATER FUND – LONG TERM FINANCIAL PLAN FORECAST

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
WATER FUND	Forecast	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
Rates & Annual Charges	475,185	485,175	495,860	507,277	519,464	532,463	545,788	559,446	573,445	587,794
User Charges & Fees	966,606	976,227	986,916	998,705	1,011,629	1,025,729	1,040,026	1,054,524	1,069,224	1,084,130
Interest & Investment Revenue	5,626	5,626	5,626	5,626	5,626	5,626	5,626	5,626	5,626	5,626
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	11,714	11,831	11,961	12,104	12,262	12,433	12,607	12,784	12,963	13,144
Grants & Contributions provided for Capital Purposes	257,500	259,375	261,458	263,756	1,766,274	266,081	268,826	271,609	274,432	277,294
Employee Benefits & On-Costs	(111,355)	(114,440)	(117,618)	(120,892)	(124,264)	(127,737)	(131,314)	(134,998)	(138,793)	(142,702)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	(781,442)	(789,162)	(797,740)	(807,201)	(817,573)	(828,888)	(840,361)	(851,995)	(863,792)	(875,754)
Depreciation & Amortisation	(290,000)	(290,000)	(290,000)	(290,000)	(290,000)	(290,000)	(290,000)	(290,000)	(290,000)	(290,000)
Other Expenses	(51,687)	(52,136)	(52,634)	(53,184)	(53,787)	(54,445)	(55,112)	(55,788)	(56,474)	(57,170)
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0
Internal Income	0	0	0	0	0	0	0	0	0	0
Internal Expenditure	(62,392)	(62,392)	(62,392)	(62,392)	(62,392)	(62,392)	(62,392)	(62,392)	(62,392)	(62,392)
Profit / Loss before Capital Expenditure	419,755	430,103	441,436	453,798	1,967,240	478,871	493,695	508,815	524,238	539,971
Capital Expenditure - Material & Contracts	(741,500)	(810,748)	(539,722)	(506,148)	(1,610,381)	(105,898)	(105,898)	(90,148)	(10,748)	0
Capital Expenditure - Employee Benefits & On-Costs	(50,000)	0	0	0	0	0	0	0	0	0
Capital Expenditure - Other Expenses	0	0	0	0	0	0	0	0	0	0
Transfers from Restricted	371,745	380,645	98,286	52,349	(356,859)	(372,973)	(387,797)	(418,667)	(513,491)	(539,971)
Profit / Loss after Capital Expenditure	0	0	0	0	0	0	0	0	0	0
Profit / Loss Before Depreciation	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000
Loan Repayments	0	0	0	0	0	0	0	0	0	0
Profit / Loss Before Depreciation after Loan Repayments	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000

## SEWER FUND – LONG TERM FINANCIAL PLAN FORECAST

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
SEWER FUND	Forecast	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
Rates & Annual Charges	769,301	785,456	802,737	821,199	840,908	861,931	883,479	905,566	928,205	951,410
User Charges & Fees	350,500	353,980	357,846	362,110	366,785	371,885	377,057	382,301	387,618	393,009
Interest & Investment Revenue	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants & Contributions provided for Operating Purposes	11,036	11,268	11,516	11,780	12,063	12,365	12,674	12,991	13,315	13,648
Grants & Contributions provided for Capital Purposes	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Employee Benefits & On-Costs	(69,999)	(68,565)	(70,142)	(71,766)	(73,439)	(75,162)	(76,937)	(78,765)	(80,648)	(82,588)
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	(107,203)	(108,074)	(109,042)	(110,109)	(111,279)	(112,555)	(113,850)	(115,162)	(116,493)	(117,843)
Depreciation & Amortisation	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)
Other Expenses	(76,489)	(77,319)	(78,235)	(79,242)	(80,341)	(81,536)	(82,749)	(83,982)	(85,233)	(86,505)
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0
Internal Income	0	0	0	0	0	0	0	0	0	0
Internal Expenditure	(107,647)	(107,647)	(107,647)	(107,647)	(107,647)	(107,647)	(107,647)	(107,647)	(107,647)	(107,647)
Profit / Loss before Capital Expenditure	609,499	579,099	597,032	616,326	637,051	659,280	682,026	705,301	729,117	753,486
Capital Expenditure - Material & Contracts	(185,600)	(1,712,090)	(375,235)	(804,221)	(804,221)	(804,221)	(577,148)	(523,148)	(10,748)	0
Capital Expenditure - Employee Benefits & On-Costs	(18,400)	0	0	0	0	0	0	0	0	0
Capital Expenditure - Other Expenses	0	0	0	0	0	0	0	0	0	0
Transfers from Restricted	(405,499)	1,132,990	(221,797)	187,895	167,170	144,941	(104,879)	(182,153)	(718,369)	(753,486)
Profit / Loss after Capital Expenditure	0	0	0	0	0	0	0	0	0	0
Profit / Loss Before Depreciation	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000
Loan Repayments	0	0	0	0	0	0	0	0	0	0
Profit / Loss Before Depreciation after Loan Repayments	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000	315,000





## COMMUNITY STRATEGIC PLAN – LONG TERM FINANCIAL PLAN

COMMUNITY STRATEGIC PLAN	2021-22 Forecast	2022-23 LTFP	2023-24 LTFP	2024-25 LTFP	2025-26 LTFP	2026-27 LTFP	2027-28 LTFP	2028-29 LTFP	2029-30 LTFP	2030-31 LTFP
<b>Revenue</b>										
Community Well Being	2,961,150	354,924	358,828	363,134	367,855	373,005	378,227	383,522	388,891	394,336
A Growing Economy	852,881	103,910	105,053	106,314	107,696	109,204	110,733	112,283	113,855	115,449
Caring for the Environment	1,292,641	645,253	652,351	660,179	668,762	678,124	687,618	697,245	707,006	716,904
Infrastructure & Services	17,691,110	13,748,025	14,121,886	14,309,138	16,013,009	14,731,203	14,956,017	15,184,620	15,417,080	15,653,468
Leadership & Engagement	5,685,548	5,788,678	5,899,600	6,018,681	6,146,321	6,282,952	6,422,760	6,565,822	6,712,215	6,862,019
<b>Total Income From Continuing Operations</b>	<b>28,483,330</b>	<b>20,640,791</b>	<b>21,137,718</b>	<b>21,457,446</b>	<b>23,303,642</b>	<b>22,174,487</b>	<b>22,555,355</b>	<b>22,943,491</b>	<b>23,339,047</b>	<b>23,742,176</b>
<b>Expenses</b>										
Community Well Being	(998,551)	(1,007,371)	(1,017,169)	(1,027,976)	(1,039,824)	(1,052,749)	(1,065,855)	(1,079,144)	(1,092,620)	(1,106,284)
A Growing Economy	(453,667)	(458,187)	(463,210)	(468,749)	(474,822)	(481,448)	(488,166)	(494,978)	(501,885)	(508,889)
Caring for the Environment	(1,591,969)	(1,606,671)	(1,623,006)	(1,641,021)	(1,660,772)	(1,682,319)	(1,704,168)	(1,726,322)	(1,748,786)	(1,771,565)
Infrastructure & Services	(10,301,428)	(10,339,399)	(10,380,212)	(10,426,664)	(10,485,914)	(10,568,094)	(10,652,638)	(10,738,501)	(10,825,703)	(10,914,268)
Leadership & Engagement	(2,957,166)	(2,986,554)	(3,019,204)	(3,055,215)	(3,094,695)	(3,137,764)	(3,181,436)	(3,225,719)	(3,270,623)	(3,316,155)
<b>Total Expenses From Continuing Operations</b>	<b>(16,302,781)</b>	<b>(16,398,183)</b>	<b>(16,502,802)</b>	<b>(16,619,626)</b>	<b>(16,756,027)</b>	<b>(16,922,374)</b>	<b>(17,092,262)</b>	<b>(17,264,664)</b>	<b>(17,439,617)</b>	<b>(17,617,162)</b>
<b>Capital Works</b>										
Community Well Being	(77,000)	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)
A Growing Economy	0	0	0	0	0	0	0	0	0	0
Caring for the Environment	0	0	0	0	0	0	0	0	0	0
Infrastructure & Services	(12,949,661)	(7,924,235)	(6,343,297)	(6,766,593)	(7,899,687)	(6,425,074)	(6,228,917)	(6,191,165)	(5,632,484)	(4,945,265)
Leadership & Engagement	(200,000)	0	0	0	0	0	0	0	0	0
<b>Total Capital Works</b>	<b>(13,226,661)</b>	<b>(7,982,235)</b>	<b>(6,401,297)</b>	<b>(6,824,593)</b>	<b>(7,957,687)</b>	<b>(6,483,074)</b>	<b>(6,286,917)</b>	<b>(6,249,165)</b>	<b>(5,690,484)</b>	<b>(5,003,265)</b>
<b>Transfers from Restricted</b>										
Community Well Being	\$125,000	0	0	0	0	0	0	0	0	0
A Growing Economy	0	0	0	0	0	0	0	0	0	0
Caring for the Environment	0	0	0	0	0	0	0	0	0	0
Infrastructure & Services	\$565,537	\$3,739,627	\$1,766,380	\$1,986,772	\$1,410,072	\$1,230,961	\$823,825	\$570,338	(208,946)	(1,121,748)
Leadership & Engagement	\$356,000	0	0	0	0	0	0	0	0	0
<b>Total Transfers from restricted</b>	<b>1,046,537</b>	<b>3,739,627</b>	<b>1,766,380</b>	<b>1,986,772</b>	<b>1,410,072</b>	<b>1,230,961</b>	<b>823,825</b>	<b>\$570,338</b>	<b>(208,946)</b>	<b>(1,121,748)</b>
<b>Net</b>										
Community Well Being	2,010,598	(710,447)	(716,341)	(722,842)	(729,969)	(737,744)	(745,628)	(753,623)	(761,729)	(769,949)
A Growing Economy	\$399,215	(354,277)	(358,157)	(362,436)	(367,126)	(372,244)	(377,433)	(382,695)	(388,030)	(393,440)
Caring for the Environment	-299,328	(961,418)	(970,655)	(980,842)	(992,011)	(1,004,195)	(1,016,550)	(1,029,077)	(1,041,780)	(1,054,661)
Infrastructure & Services	(4,994,442)	(775,982)	(835,243)	(897,347)	(962,520)	(1,031,005)	(1,101,713)	(1,174,708)	(1,250,052)	(1,327,814)
Leadership & Engagement	2,884,382	2,802,124	2,880,396	2,963,466	3,051,626	3,145,188	3,241,324	3,340,102	3,441,592	3,545,864
<b>Total Net</b>	<b>\$425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>