

Proposed
Long Term Financial Plan
2021-22 to 2030-31

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1 Executive Summary

1.1 Purpose of the Long Term Financial Plan

The Long Term Financial Plan (LTFP) is designed to ensure prudent, effective and efficient financial management of the organisation. This document underpins the sound financial management of Council's operations by providing information on key financial matters that require Council decisions.

The LTFP covers a 10 year period from 2021-22 to 2030-31. The LTFP is a decision making tool and is not intended to be a document that specifically indicates what services/proposals or funds should be allocated; rather it identifies Council's current and projected financial capacity to continue delivering high quality services, facilities and infrastructure, whilst living within our means.

The LTFP exists primarily to provide the following outcomes for the City of Boroondara (Council):

1. Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
2. Establish a financial framework against which Council's strategies, policies and financial performance can be measured against.
3. Ensure that Council complies with sound financial management principles, as required by the *Local Government Act 2020* and plan for the long-term financial sustainability of Council (section 101).
4. Allow Council to meet the objectives of the *Local Government Act 2020* to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks (section 9(2)(c) and that the ongoing financial viability of the Council is to be ensured (section 9(2)(g)).
5. Develop, adopt and keep in force a Financial Plan for at least the next 10 financial years in accordance with its deliberative engagement practices (section 91).

1.2 Objectives of the Long Term Financial Plan

The key objective is financial sustainability in the medium and long-term, whilst still achieving Council's strategic objectives, underlines the development of the Plan.

The objectives and assumptions of this LTFP (not prioritised) are as follows:

- 1) Existing range and level of services maintained subject to any changes in government policy, legislation or community need.
- 2) Allowance for known new commitments plus minimum level of funding for new initiatives (both operational and capital) to enable Council to respond to the changing needs and wants of the community.
- 3) Surplus on operations growing to fund the renewal and enhancement of infrastructure and services.
- 4) Commit sufficient funds to asset renewal in accordance with Asset Management Plans to preserve community assets for the future and to diminish risk and liability for current and future Boroondara communities.
- 5) Maintain a responsible cash position.
- 6) Maximise Council's financial position each year in view of the rate cap constraint.
- 7) Financial sustainability is a fundamental principal underlying the LTFP.

1.3 Key Outcomes/Challenges of this Long Term Financial Plan

COVID-19

Generally, Council assumes overall service levels will remain largely unchanged throughout the 10 year forward projection period. This Plan has been developed on the most current and best available information but is subject to change due to the dynamic health and economic crisis created by the global COVID-19.

The longer-term impact of COVID-19 on our community and on our operations is still uncertain with restrictions continuing to impact Council's services and impacting Council's operational budgets. As such, we recognise Council's proposed financial direction for future years may require changes.

Council's LTFP and impact of rate capping

The State Government Rate Capping System, introduced in 2016-17, restricts Council from increasing rate income above a capped amount. Each year the Minister for Local Government (the Minister) will set the rate cap that will specify the maximum increase in Councils' rates and charges for the forthcoming financial year. In circumstances where the rate cap is insufficient for a specific council's needs, Council can apply to the Essential Services Commission for a higher cap.

In December 2020 the Minister for Local Government announced that Victorian council rate rises would be capped at the forecast rate of inflation of 1.50 per cent in the 2021-22 financial year. 1.75 per cent is also forecast for 2022-23, followed by annual assumed rate increases from 2023-24 at a forecast Consumer Price Index (CPI) of 2.00 per cent.

Forecast rate increases

| Financial Plan | Adopted Budget 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
|----------------|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| CPI Forecast | 1.50% | 1.75% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |

The LTFP seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

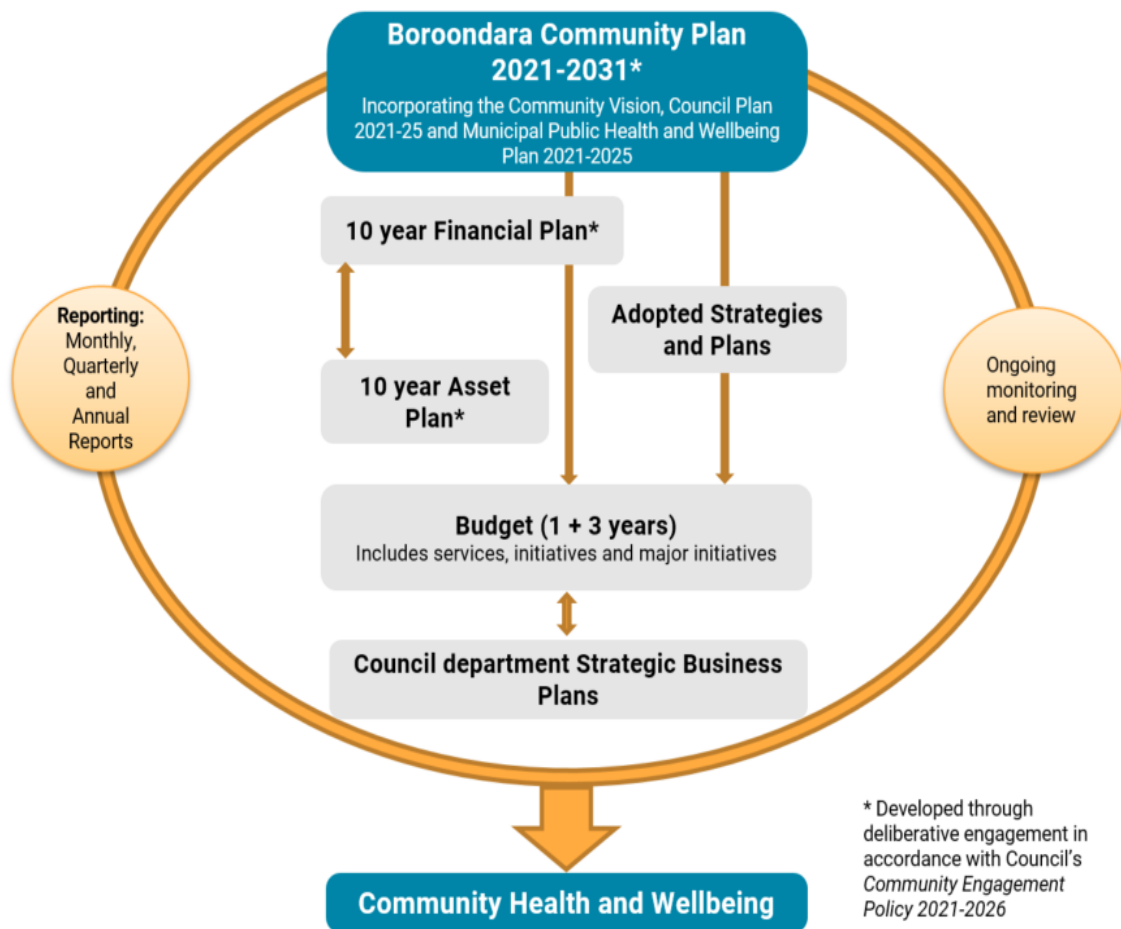
Despite Council being in a sound financial position with satisfactory liquidity requirements, cash flow and reserve balances, rate capping combined with the recent COVID-19 impacts presents a challenge to Council's longer term financial sustainability.

1.4 Link to the Integrated Planning and Reporting Framework

The Boroondara Community Plan (BCP) sets the community vision and long-term strategic direction for Council based on the values, aspirations and priorities the Boroondara community told us were important to them. Council has undertaken a deliberative engagement process to refresh the BCP which will be brought to Council for adoption in October 2021.

As shown in the following diagram, the BCP directly informs the Council Plan, the 10 year Financial Plan (LTFP), 10 year Asset Plan, Budget (1+3 years), and Council strategies, plans and initiatives.

The LTFP fits into an overall Strategic Planning framework as outlined below:



The LTFP is the key tool that assists the strategic planning and decision-making process for Council's financial resource allocation over a 10 year period. The LTFP provides the mechanism to inform the Boroondara community of the long-term viability and financial health of the city.

2 Legislative Requirements

2.1 Financial Plan

The *Local Government Act 2020* introduces a requirement for Victorian councils to develop, adopt and keep in force a Financial Plan covering at least the next 10 financial years. The requirements under the new Act mean councils must develop a Financial Plan that is publicly accessible. The specific legislative requirements for a Financial Plan are set out in section 91 of the Act as follows:

- A Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices.
- The scope of a Financial Plan is a period of at least the next 10 financial years.
- A Financial Plan must include the following in the manner and form prescribed by the regulations—
 - a) statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;
 - b) information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);
 - c) statements describing any other resource requirements that the Council considers appropriate to include in the 10 Year Financial Plan;
 - d) any other matters prescribed by the regulations.
- A Council must develop or review the 10 Year Financial Plan in accordance with its deliberative engagement practices and adopt the 10 Year Financial Plan by 31 October in the year following a general election.
- The LTFP adopted under subsection (4) has effect from 1 July in the year following a general election.

Section 91(1) and section 91(4) refer to ***deliberative engagement practices***. The Act requires deliberative engagement practices to be incorporated into a council's community engagement policy.

2.2 Strategic Planning Principles

The LTFP provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. As per section 89 of the *Local Government Act 2020*, the LTFP 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 LTFP statements articulate the 10 year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning must identify and address the risks to effective implementation of the LTFP. The financial risks are included at **Section 2.4 Financial Management Principles**.
- The LTFP provides for the strategic planning principles of status monitoring of progress and reviews to identify and adapt to changing circumstances.

It is important to note that beyond these requirements of the Local Government Act 2020, Council has also established a range of financial and strategic planning principles which it applies to all financial management considerations. These principles are:

- **Sustainable Budgeting Principle** -Council will implement a sustainable budget and financial plan that caters for short and long-term planning responsibilities.
- **Rating Revenue Principle** - Council will comply with the Victorian Government's rate capping legislation which limits rate increased to an amount set by the relevant Minister.
- **Pricing of Services Principle** -Council will set fees and charges for services having regard to Council's Pricing Policy.
- **Waste Management Principle** -Council will use waste management pricing strategies that encourage waste avoidance, minimisation and recycling
- **Intergovernment Funding Principle** - Council supports the Intergovernmental Agreement that requires other levels of government to fully fund services delivered on their behalf. Council will maximise the level of grants and subsidies received from Victorian and Australian Governments to achieve a better share of government taxes for the Boroondara community.
- **Employee Costs Principle** - Council will attract and retain suitable staff through remuneration levels and workplace policies, while ensuring that there is effective and efficient management of staff costs and number of employees.
- **Priority Projects Expenditure Principle** - Council will separately fund projects of a non-recurring operating nature.
- **Management of Expenditure Principle** - Council will review all Council expenditure.
- **Amended Budget Principle** - Council will amend the Budget for internal management reporting purposes to ensure prudent and transparent budgeting and financial planning.
- **Asset Management Principle** - Council will provide well-maintained community assets that are fit for their purpose and provide best possible community benefit.
- **Creating Community Assets Principle** - Council will ensure that the community has access to required community infrastructure, located to meet community needs and city wide priorities and designed with regard to current and future needs.
- **Property Holdings Principle** - Council will manage, acquire and dispose of property in the best interest of the Boroondara community.
- **Council Reserves Principle** - Council will maintain a series of cash backed reserves for use in predefined circumstances.
- **Concept Master Plan Principle** - Council will ensure that the short and long-term interests of the community are appropriately addressed.
- **Financial Principle** - Council will fund all operating and capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives.
- **Cash Management Principle** - Council will monitor its Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

2.3 Service Performance Principles

The *Local Government Act 2020* requires Victorian councils to plan and deliver services in accordance with the service performance principles. Part 5 of the Act addresses council operations.

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

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The draft BCP 2021-31 incorporating the Council Plan 2021-25 is designed to identify the key services and projects to be delivered to the community. The

LTFP provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.

- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- Councils integrated planning and reporting framework highlights the measures required to achieve our strategic objectives. Service delivery improvements are informed through a variety of measures. Performance of these measures is reviewed by the Executive team and/or Councillors on a quarterly/annual basis.
- Council is currently developing a complaints policy for adoption prior to 31 December 2021 that considers and responds to community feedback and complaints in regards to service provision.

2.4 Financial Management Principles

Division 4 of Part 4 of the *Local Government Act 2020* addresses financial management. Section 101 of the Act sets out the financial management principles and the LTFP demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Financial policies and strategic plans (including the Revenue and Rating Plan) are designed to provide financial sustainability and envisages the community outcomes of the BCP 2017-27.
- Council maintains accounts and records that explain its financial operations and financial position (refer **Section 4 - Financial Statements**).

Management of the following financial risks:

- the financial viability of the Council (refer **Section 5 - Financial Performance Indicators** and **Section 3.1 Financial Sustainability**)
- the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed on page 16 - **Balance Sheet**.

2.5 Community Engagement Principles

The *Local Government Act 2020* includes community engagement principles (section 56) and public transparency principles (section 58). The Act requires Victorian councils to adopt and maintain a public transparency policy (section 57) and to adopt and maintain a community engagement policy (section 55).

The Financial Plan is specifically referenced in section 55(2)(g) of the Act which requires (amongst other provisions) that a community engagement policy must:

- (g) include deliberative engagement practices which must include and address any matters prescribed by the regulations for the purposes of this paragraph and be capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan.

During 2020-21, Council undertook a deliberative engagement process to assist in developing Council's key strategic documents including the draft BCP which incorporates the 10 year Community Vision, Council Plan 2021-25, the Municipal Public Health and Wellbeing Plan 2021-25, and informs the LTFP.

The deliberative engagement process aligns with Council's Community Engagement Policy 2021-26 and involved two stages of community consultation.

The aggregated results from the two-stage community consultation informed Council's draft BCP and LTFP as required under the *Local Government Act 2020*.

2.6 Local Government (Planning and Reporting) Regulations 2020

The *Local Government (Planning and Reporting) Regulations 2020* (the regulations) came into operation on 24 October 2020. Part 2 of the regulations prescribe the information to be included in a LTFP.

The LTFP provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision.

At a minimum the LTFP is to include:

- financial statements for next the 10 years that includes Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works
- statement of capital works is to include ten year expenditure in relation to noncurrent assets, classified in accordance with the asset classes and asset expenditure types specified in the Local Government Model Financial Report and a summary of funding sources in relation to the planned capital works expenditure
- a statement of human resources that includes a summary of planned expenditure for the next 10 years in relation to permanent human resources and a summary of the planned number of permanent full time equivalent staff by organisational structure split between male, female and self-described gender.

3 Financial Plan Context

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

3.1 Financial Sustainability

The key objective, which underlines the development of this LTFP is financial sustainability, while still achieving Council's strategic objectives as specified in the Council Plan.

Council has continued to build upon the commitment to sustainable budgeting and responsible financial management.

An important indicator of financial sustainability is the Underlying Result. This excludes capital income and developer contributions income (cash and non-cash) and proceeds from asset sales from the operating surplus. A positive underlying result is an indication of financial stability. A strong adjusted underlying surplus is required to fund Council's extensive capital works program and to ensure that it has sufficient reserves to meet financial challenges that may arise in the future.

The adjusted underlying result for 2020-21 is forecast at a deficit of (\$26.20) million due to actual and estimated impacts of COVID-19 and the resulting impacts on revenue and expenditure streams. From 2021-22 the underlying result forecasts improvement over the LTFP projections returning to positive underlying results. The 2021-22 budget underlying result includes priority project forward commitments from 2020-21.

Below is a snapshot of the operating and underlying result over the 10 year plan.

Below is a snapshot of the operating and underlying result over the 10 year plan:

| Indicator | Forecast | | | | | | | | | | |
|----------------------------|----------|---------|-------------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Actual | Budget | Projections | | | | | | | | |
| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'001 | \$'002 | \$'003 | \$'004 | \$'005 | \$'006 |
| Result for the year | (7,914) | 9,012 | 19,209 | 22,060 | 27,237 | 30,399 | 32,371 | 33,768 | 34,901 | 37,268 | 38,856 |
| Adjusted underlying result | (26,207) | (3,295) | 12,740 | 16,769 | 21,339 | 24,894 | 26,755 | 28,040 | 29,059 | 31,309 | 32,778 |

Council's working capital ratio (current assets/current liabilities) will remain well over the minimum VAGO threshold of 1:1 during the life of this LTFP.

The working capital levels are required to be maintained in the current LTFP as Council has also committed further current assets to specific and restricted purposes, represented by the strategic acquisition fund, cash contingency - emergency response works provision, defined benefits superannuation call up fund, open space development fund and forward commitments which are internal allocations and do not meet the accounting definition of a liability.

3.2 Financial Inputs and Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions that impact and influence Council's Financial Statements for the 10 years from 2021-22 to 2030-31.

The LTFP is updated in April and October each year in accordance with Council's budget and planning timetable. A process of consultation with Council departments, assessment of economic indicators and a sensitivity analysis is undertaken to achieve the objectives articulated in **Section 1**.

Parameters used in developing this Long Term Financial Plan

Consumer Price Index (CPI) forecast

Council accesses a range of economic indicators and estimates to assist with the prediction of the long term financial position of Council. The Plan forecasts Consumer Price Index (CPI) over the 10 year period. The CPI forecast takes into account a number of sources including the Victorian Department of Treasury and Finance medium term forecasts and is then extrapolated over the 10 year period. Changes to these economic indicators will impact on the overall position described in the Financial Plan.

| Financial Plan | Four Year Budget projections | | | | Long term projections | | | | | |
|----------------|------------------------------|---------|---------|---------|-----------------------|---------|---------|---------|---------|---------|
| | Adopted Budget 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| CPI Forecast | 1.50% | 1.75% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |

Revenue assumptions

Rates and charges

Planning for future rate increases is an important component of the financial planning process. Rates for the 2021-22 year are based on the forecast CPI of 1.50% as set out by the Minister Local Government under the State Government Fair Go Rates System (FGRS). The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges. For the remaining years of the LTFP, base rate increases have been aligned to a rate cap of the forecast consumer price. Note that the Minister for Local Government announces the actual rate cap in December of the preceding year. This leaves very little time for budget preparation as a core element determining income is not available earlier in the budget preparation process.

The waste fees are charged at differential levels in accordance with Council's Waste Management Strategy. Council's waste fees are calculated to fully offset the costs of waste service provision.

Fees and charges

Council has considered that where cost recovery principles are adopted, fees and charges that have a substantial labour component in the delivery of the service be increased by the expected increase in labour costs. In 2021-22 this means that many fees and charges are increased by an average of 1.55%. This attempts to maintain the relationship of funding between user fees and general rate subsidy for each service. Where fees do not contain a labour component to deliver the service, the CPI forecast may be used instead.

Fees and charges set for the ensuing years are 2.05% in 2022-23 and then 2.30% for years thereafter.

Statutory fees and fines

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

Grants - Operating and Capital

Grant revenue represents income usually received from other levels of government, such as the Victorian Local Government Grants Commission (VLGGC) and funding for specific projects from state or federal governments. 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. Grant funding for recurrent expenses associated with capital projects is uncommon.

When preparing the LTFP, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for.

For the life of this plan, it has been assumed that recurrent specific purpose grant funding will increase by the forecast CPI.

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.

Council receives funding from developers towards the creation of open space within the community in accordance with legislative requirements. Council receives these funds as part of its planning process. An annual acquittal process assesses Council's expenditure on open space meets its legislative obligations. As Council proactively spends more rate funds on development of open space assets within the city than received from developers in any year, no ongoing obligation is created.

Other income (including interest on investments income)

Interest on Investments income will also be one of Council's risks due to the significant financial impact it represents for the budget and forecast. We are already experiencing a low interest rate market. The fallout from COVID-19 and the continued impact that it is having on the Australian economy will continue to put greater pressure on investment income for Council and the local government sector.

Given the continued low interest rate environment, it is difficult for Council to ascertain with any certainty what actual investment returns are likely to be over the 10 years of the plan. With this in mind, it has become apparent that Council can no longer continue to rely on additional investment income over the life of the LTFP. Interest income is estimated to average around \$862,000 per annum over the 10 years of the Plan, and comprises interest earned from cash invested with financial institutions.

Also included under this category is income relating to a range of items such as lease and rental income from Council owned properties and miscellaneous items such as income for right of way sales which are forecast to increase by CPI.

Expenditure assumptions

Employee costs and superannuation

Employee costs are largely driven by Council's Enterprise and Local Area Work Place Agreements (EA and LAWA) and align with the annual rate cap.

The Superannuation Guarantee Charge rate will increase from 9.50% to 10.00% and then incremented 0.5% each year until reaching 12% per cent by 1 July 2025. Should the Government revise the planned superannuation increases, the Plan will be amended at that point.

Council separately funds projects of a non-recurring operating nature identified in the Council Plan as Priority Projects. A number of Priority Projects expenditure is categorised under the employee costs category.

Materials and Services

Materials and services costs (including Priority Projects) represents an average of 35% of expenditure across the LTFP. The assumption in materials and services is for an increase tied to CPI or similar.

This category is primarily made up of contracts to service providers. Where Council has existing contracts, all are negotiated to be as close to CPI as possible. Some of the larger contracts include insurances, mowing contractors, street lighting, waste tipping fees, recyclable waste, household and Food Organics Green Organics waste.

Council separately funds projects of a non-recurring operating nature identified in the Council Plan as Priority Projects and may be categorised under the materials and services category.

Net loss on disposal of assets

Net loss of disposal of assets include written down value of assets sold/disposed (non-cash) and comprise of asset sales for 1 Cherry Road, Balwyn scheduled to be sold in 2021-22 (\$1.57 million) and sale of "Chambly" 405 Camberwell Road, Camberwell (\$3.15 million); Disposals include the carrying amounts of various infrastructure asset classes, including footpath, drains and road replacement works completed and capitalised during the financial year.

The sale of assets will be considered in line with Council's Financial Strategy Principle **"Property Holdings Principle"** - *Council will manage, acquire and dispose of property in the best interest of the Boroondara community. Council recognises the importance of property holdings over the long term to community wellbeing.*

Bad and doubtful debts

Bad and doubtful debts are expected to increase marginally over the life of the LTFP and primarily relates to parking fines forwarded to the Infringements Court for collection and a consequent reduction in collection rates. This item may be further impacted by COVID-19 over the period of the LTFP.

Depreciation and amortisation

Depreciation estimates have been based on the projected capital spending contained within this LTFP document. Depreciation estimates may be influenced by future recognition and disposal of assets and how Council expends its capital works program.

Amortisation – right of use assets

Represents the estimated amortisation of leased (right-of-use) assets in accordance with the new Accounting Standard AASB 16 'Leases'. Leased assets primarily include Council's fleet vehicles.

Borrowing costs

Section 6.1 - Borrowing Strategy details Council's projected level of borrowings and finance costs. Council's projected loan indebtedness at 30 June 2021 is \$23.21 million.

Finance costs (interest on borrowings) are forecast at \$2.12 million in 2021-22. After an increase in year 2023, finance costs are estimated to decrease from 2024 due to retiring existing debt. In 2021-22, \$70 million in proposed new borrowings is to be drawn down to fund significant major projects including Kew Recreation Centre and Canterbury Community Precinct.

Finance costs

Represents the estimated interest component of capitalised leases.

Other expenditure

Other expenses relate to a range of unclassified items including bank charges, audit fees, special rates and charges, community grants & contributions, low value assets and short term leases and is forecast to increase in line with CPI.

Reserves

Councils in Victorian Local Government have traditionally operated with reserve funds that are amounts of money set aside for specific purposes in later years. In general these funds do not have bank accounts of their own but are a theoretical split up of the cash surplus that Council has on hand. The following sections provide a picture of what reserve funds Council holds and their purpose. **Refer Section 4.8 - Projected Reserve Balances.**

Nature and purpose of current reserves

The following summary outlines the purpose of each current reserve and its typical inflows and outflows. The current reserve funds and contingency utilised by the City of Boroondara:

- Strategic acquisition fund
- Open Space Development Fund
- Defined Benefits Superannuation call up fund

Strategic Acquisition Fund

A fund for the purpose of acquiring new assets.

As strategic parcels of land may become available at short notice, Council has created a Strategic Acquisition Fund. This fund allows for the acquisition of strategic assets within the municipality as they become available.

The Strategic Acquisition Fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space.

Open Space Development Fund

A fund for the purpose of acquiring land for use as public open space.

The LTFP has forecast \$800,000 to be allocated each year over the life of the LTFP to the Open Space Development Fund.

As strategic parcels of land may become available at short notice, Council has created an Open Space Development Fund. This fund allows for the acquisition of land within the municipality for conversion to public open space as it becomes available.

Defined Benefit Superannuation Fund

A fund for the purpose of meeting potential defined benefit superannuation calls as they arise.

All councils in Victoria have a legal obligation to provide additional funds to the Local Government Defined Benefit Superannuation Fund (LGDBF) should a shortfall in the superannuation funds vested benefit index occur.

To ensure that services to the community are not otherwise affected and in order for Council to meet its obligations, Council has established its own Defined Benefit Superannuation Reserve for use should a call be made by the LGDBF trustee. The LTFP has forecast \$1 million to be allocated each year over the life of the LTFP.

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4 Financial Plan Statements

This section presents information regarding the LTFP Statements for the 10 years from 2021-22 to 2030-31.

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

The following financial statements portray the projected financial position of Council over the next ten years.

The statements are prepared based on current knowledge and service levels and will no doubt be affected by various events which will occur in future years. It is important that the long-term financial outlook be revisited and updated on an annual basis. It should be noted that final decisions on the allocation of funds are undertaken through Council's Annual Budget process in accordance with the *Local Government Act 2020* (Section 94).

4.1 Comprehensive Income Statement

| | Forecast Actual 2020-21 \$'000 | Budget 2021-22 \$'000 | Financial Plan Projections | | | | | | | | |
|--|---|-----------------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | 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 |
| Income | | | | | | | | | | | |
| Rates and charges | 192,503 | 199,247 | 204,717 | 209,884 | 215,155 | 220,530 | 226,013 | 231,606 | 237,311 | 243,130 | 249,065 |
| Statutory fees and fines | 6,692 | 16,516 | 16,788 | 16,876 | 17,150 | 17,493 | 17,843 | 18,200 | 18,564 | 18,935 | 19,314 |
| User fees | 8,197 | 15,750 | 16,426 | 17,506 | 18,281 | 18,285 | 18,688 | 19,529 | 19,520 | 19,950 | 20,389 |
| Grants - operating | 15,379 | 13,460 | 14,345 | 14,551 | 14,761 | 14,709 | 15,003 | 15,303 | 15,609 | 15,921 | 16,240 |
| Grants - capital | 13,486 | 7,935 | 1,874 | 594 | 500 | - | - | - | - | - | - |
| Contributions - monetary | 5,582 | 5,150 | 5,376 | 5,484 | 5,593 | 5,705 | 5,819 | 5,936 | 6,054 | 6,175 | 6,299 |
| Other income | 4,365 | 5,605 | 6,434 | 6,234 | 6,393 | 6,515 | 6,722 | 6,831 | 6,987 | 7,236 | 7,406 |
| Total income | 246,204 | 263,663 | 265,961 | 271,128 | 277,834 | 283,237 | 290,089 | 297,406 | 304,045 | 311,348 | 318,713 |
| Expenses | | | | | | | | | | | |
| Employee costs | 104,161 | 103,469 | 101,782 | 104,520 | 102,573 | 105,214 | 108,123 | 111,113 | 114,186 | 117,343 | 120,636 |
| Materials and services | 89,783 | 94,991 | 85,327 | 86,150 | 88,817 | 88,090 | 90,147 | 92,005 | 93,975 | 95,796 | 97,652 |
| Depreciation and amortisation | 35,740 | 37,023 | 38,889 | 39,201 | 39,503 | 39,809 | 40,209 | 40,745 | 41,157 | 41,594 | 42,171 |
| Amortisation - right of use assets | 3,640 | 4,108 | 4,177 | 3,639 | 4,123 | 4,177 | 3,639 | 4,123 | 4,177 | 3,639 | 3,639 |
| Bad and doubtful debts | 1,822 | 1,790 | 1,821 | 1,858 | 1,895 | 1,933 | 1,971 | 2,011 | 2,051 | 2,092 | 2,134 |
| Borrowing costs | 1,342 | 2,121 | 2,781 | 1,542 | 1,350 | 1,152 | 973 | 797 | 617 | 432 | 243 |
| Finance costs - leases | 326 | 342 | 304 | 327 | 343 | 304 | 327 | 343 | 304 | 327 | 343 |
| Other expenses | 8,007 | 8,044 | 7,971 | 8,131 | 8,293 | 8,459 | 8,628 | 8,801 | 8,977 | 9,156 | 9,339 |
| Net loss on disposal of property, plant and equipment, infrastructure | 9,297 | 2,763 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 |
| Total expenses | 254,118 | 254,651 | 246,752 | 249,067 | 250,597 | 252,837 | 257,718 | 263,638 | 269,144 | 274,079 | 279,857 |
| Surplus/(Deficit) for the year | (7,914) | 9,012 | 19,209 | 22,060 | 27,237 | 30,399 | 32,371 | 33,768 | 34,901 | 37,268 | 38,856 |
| Other comprehensive income items that will not be reclassified to surplus or deficit in future periods: | | | | | | | | | | | |
| Other | - | - | - | - | - | - | - | - | - | - | - |
| Total comprehensive result | (7,914) | 9,012 | 19,209 | 22,060 | 27,237 | 30,399 | 32,371 | 33,768 | 34,901 | 37,268 | 38,856 |

4.2 Balance Sheet

| | Forecast Actual 2020-21 \$'000 | Budget 2021-22 \$'000 | Financial Plan Projections | | | | | | | | |
|---|---|-----------------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | 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 |
| Current assets | | | | | | | | | | | |
| Cash and cash equivalents | 68,950 | 103,728 | 72,941 | 77,902 | 78,798 | 88,130 | 87,328 | 90,964 | 103,743 | 108,346 | 114,037 |
| Trade and other receivables | 26,343 | 21,211 | 19,439 | 19,593 | 19,750 | 19,910 | 20,073 | 20,240 | 20,410 | 20,584 | 20,761 |
| Other assets | 1,883 | 2,083 | 2,093 | 2,103 | 2,113 | 2,123 | 2,133 | 2,143 | 2,153 | 2,163 | 2,173 |
| Total current assets | 97,176 | 127,022 | 94,473 | 99,598 | 100,661 | 110,163 | 109,534 | 113,347 | 126,306 | 131,093 | 136,971 |
| Non-current assets | | | | | | | | | | | |
| Trade and other receivables | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Property, infrastructure, plant and equipment | 3,585,946 | 3,638,526 | 3,665,291 | 3,677,378 | 3,699,700 | 3,715,308 | 3,742,794 | 3,767,696 | 3,784,482 | 3,811,058 | 3,838,183 |
| Investment property | 8,915 | 8,915 | 8,756 | 8,600 | 8,446 | 8,295 | 8,147 | 8,002 | 7,859 | 7,719 | 7,581 |
| Right-of-use assets | 10,947 | 9,394 | 6,529 | 7,890 | 9,267 | 6,402 | 7,081 | 6,758 | 6,881 | 7,560 | 6,476 |
| Intangible assets | 348 | 348 | 246 | 198 | 148 | 115 | 88 | 68 | 52 | 40 | 31 |
| Total non-current assets | 3,606,160 | 3,657,187 | 3,680,826 | 3,694,070 | 3,717,565 | 3,730,124 | 3,758,114 | 3,782,528 | 3,799,278 | 3,826,381 | 3,852,275 |
| Total assets | 3,703,336 | 3,784,208 | 3,775,299 | 3,793,668 | 3,818,226 | 3,840,287 | 3,867,648 | 3,895,875 | 3,925,584 | 3,957,474 | 3,989,246 |
| Current liabilities | | | | | | | | | | | |
| Trade and other payables | 17,684 | 22,184 | 22,550 | 22,975 | 24,283 | 24,647 | 25,017 | 25,394 | 25,778 | 26,170 | 26,568 |
| Trust funds and deposits | 5,852 | 5,952 | 6,052 | 6,152 | 6,252 | 6,352 | 6,452 | 6,552 | 6,652 | 6,752 | 6,852 |
| Provisions | 21,446 | 21,822 | 22,364 | 22,974 | 23,601 | 24,246 | 24,909 | 25,590 | 26,290 | 27,010 | 27,750 |
| Interest-bearing liabilities | 1,675 | 26,363 | 6,847 | 7,035 | 7,230 | 6,896 | 7,069 | 7,247 | 7,430 | 7,617 | 7,808 |
| Lease liabilities | 4,035 | 4,133 | 4,148 | 4,043 | 4,043 | 4,141 | 4,160 | 4,060 | 3,960 | 4,058 | 4,077 |
| Total current liabilities | 50,692 | 80,454 | 61,961 | 63,179 | 65,409 | 66,282 | 67,607 | 68,843 | 70,110 | 71,607 | 73,055 |
| Non-current liabilities | | | | | | | | | | | |
| Provisions | 2,132 | 2,170 | 2,225 | 2,287 | 2,351 | 2,417 | 2,485 | 2,555 | 2,627 | 2,701 | 2,777 |
| Provision for investments in joint ventures | 2,974 | 2,974 | 2,974 | 2,974 | 2,974 | 2,974 | 2,974 | 2,974 | 2,974 | 2,974 | 2,974 |
| Interest-bearing liabilities | 21,539 | 65,177 | 58,332 | 51,298 | 44,067 | 37,171 | 30,101 | 22,854 | 15,424 | 7,808 | - |
| Lease liabilities | 7,018 | 5,441 | 2,605 | 4,669 | 6,927 | 4,547 | 5,213 | 5,613 | 6,513 | 7,179 | 6,379 |
| Total non-current liabilities | 33,663 | 75,762 | 66,136 | 61,228 | 56,319 | 47,109 | 40,773 | 33,996 | 27,538 | 20,662 | 12,130 |
| Total liabilities | 84,355 | 156,216 | 128,097 | 124,407 | 121,728 | 113,391 | 108,380 | 102,839 | 97,648 | 92,269 | 85,185 |
| Net assets | 3,618,981 | 3,627,993 | 3,647,202 | 3,669,262 | 3,696,498 | 3,726,897 | 3,759,268 | 3,793,036 | 3,827,937 | 3,865,205 | 3,904,061 |

4.3 Statement of Changes in Equity

| | Total \$'000 | Accumulated surplus \$'000 | Revaluation reserve \$'000 | Other reserves |
|---|------------------|----------------------------------|----------------------------------|-------------------|
| 2021 FORECAST ACTUAL | | | | |
| Balance at beginning of the financial year | 3,626,895 | 939,324 | 2,668,868 | 18,703 |
| Surplus (deficit) for the year | (7,914) | (7,914) | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (2,183) | - | 2,183 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,618,981 | 929,227 | 2,668,868 | 20,886 |
| 2022 | | | | |
| Balance at beginning of the financial year | 3,618,981 | 929,227 | 2,668,868 | 20,886 |
| Surplus (deficit) for the year | 9,012 | 9,012 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,627,993 | 936,439 | 2,668,868 | 22,686 |
| 2023 | | | | |
| Balance at beginning of the financial year | 3,627,993 | 936,439 | 2,668,868 | 22,686 |
| Surplus (deficit) for the year | 19,209 | 19,209 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,647,202 | 953,848 | 2,668,868 | 24,486 |
| 2024 | | | | |
| Balance at beginning of the financial year | 3,647,202 | 953,848 | 2,668,868 | 24,486 |
| Surplus (deficit) for the year | 22,060 | 22,060 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,669,262 | 974,108 | 2,668,868 | 26,286 |
| 2025 | | | | |
| Balance at beginning of the financial year | 3,669,262 | 974,108 | 2,668,868 | 26,286 |
| Surplus (deficit) for the year | 27,237 | 27,237 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,696,498 | 999,544 | 2,668,868 | 28,086 |
| 2026 | | | | |
| Balance at beginning of the financial year | 3,696,498 | 999,544 | 2,668,868 | 28,086 |
| Surplus (deficit) for the year | 30,399 | 30,399 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,726,897 | 1,028,143 | 2,668,868 | 29,886 |

Statement of Changes in Equity (cont.)

| | Total \$'000 | Accumulated surplus \$'000 | Revaluation reserve \$'000 | Other reserves |
|---|------------------|----------------------------------|----------------------------------|-------------------|
| 2027 | | | | |
| Balance at beginning of the financial year | 3,726,897 | 1,028,143 | 2,668,868 | 29,886 |
| Surplus (deficit) for the year | 32,371 | 32,371 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,759,268 | 1,058,714 | 2,668,868 | 31,686 |
| 2028 | | | | |
| Balance at beginning of the financial year | 3,759,268 | 1,058,714 | 2,668,868 | 31,686 |
| Surplus (deficit) for the year | 33,768 | 33,768 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,793,036 | 1,090,682 | 2,668,868 | 33,486 |
| 2029 | | | | |
| Balance at beginning of the financial year | 3,793,036 | 1,090,682 | 2,668,868 | 33,486 |
| Surplus (deficit) for the year | 34,901 | 34,901 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,827,937 | 1,123,783 | 2,668,868 | 35,286 |
| 2030 | | | | |
| Balance at beginning of the financial year | 3,827,937 | 1,123,783 | 2,668,868 | 35,286 |
| Surplus (deficit) for the year | 37,268 | 37,268 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,865,205 | 1,159,251 | 2,668,868 | 37,086 |
| 2031 | | | | |
| Balance at beginning of the financial year | 3,865,205 | 1,159,251 | 2,668,868 | 37,086 |
| Surplus (deficit) for the year | 38,856 | 38,856 | - | - |
| Net asset revaluation increment (decrement) | - | - | - | - |
| Transfer to other reserves | - | (1,800) | - | 1,800 |
| Transfer from other reserves | - | - | - | - |
| Balance at end of the financial year | 3,904,061 | 1,196,307 | 2,668,868 | 38,886 |

4.4 Statement of Cash Flows

| | Forecast | Budget | Financial Plan Projections | | | | | | | | |
|--|-----------------|-----------------|----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Actual | | | | | | | | | | |
| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| | Inflows | Inflows | Inflows | Inflows | Inflows | Inflows | Inflows | Inflows | Inflows | Inflows | Inflows |
| | (Outflows) | (Outflows) | (Outflows) | (Outflows) | (Outflows) | (Outflows) | (Outflows) | (Outflows) | (Outflows) | (Outflows) | (Outflows) |
| Cash flows from operating activities | | | | | | | | | | | |
| Rates and charges | 188,973 | 205,549 | 206,409 | 209,730 | 214,998 | 220,370 | 225,850 | 231,439 | 237,141 | 242,956 | 248,888 |
| Statutory fees and fines | 3,373 | 13,556 | 15,047 | 15,018 | 15,255 | 15,560 | 15,872 | 16,189 | 16,513 | 16,843 | 17,180 |
| User charges and other fines | 9,017 | 17,325 | 18,069 | 19,257 | 20,109 | 20,114 | 20,557 | 21,482 | 21,472 | 21,945 | 22,428 |
| Grants - operating | 16,442 | 14,567 | 15,298 | 15,515 | 15,736 | 15,668 | 15,981 | 16,301 | 16,627 | 16,959 | 17,299 |
| Grants - capital | 13,486 | 7,935 | 1,874 | 594 | 500 | - | - | - | - | - | - |
| Contributions - monetary | 5,582 | 5,150 | 5,376 | 5,484 | 5,593 | 5,705 | 5,819 | 5,936 | 6,054 | 6,175 | 6,299 |
| Interest received | 500 | 500 | 1,037 | 729 | 779 | 788 | 881 | 873 | 910 | 1,037 | 1,083 |
| Trust fund and deposits taken | 20,775 | 20,875 | 20,975 | 21,075 | 21,175 | 21,275 | 21,375 | 21,475 | 21,575 | 21,675 | 21,775 |
| Other receipts | 4,252 | 5,616 | 5,936 | 6,054 | 6,175 | 6,300 | 6,425 | 6,554 | 6,685 | 6,819 | 6,955 |
| Net GST refund / payment | 15,659 | 16,615 | 13,415 | 11,962 | 13,211 | 12,519 | 13,909 | 13,793 | 13,259 | 14,398 | 14,647 |
| Employee costs | (101,989) | (103,055) | (101,185) | (103,848) | (101,882) | (104,503) | (107,392) | (110,362) | (113,414) | (116,549) | (119,820) |
| Materials and services | (105,143) | (104,969) | (95,894) | (95,228) | (100,901) | (99,457) | (103,943) | (105,777) | (107,168) | (111,188) | (113,335) |
| Short term, low value and variable lease payments | (1,014) | (597) | (608) | (620) | (633) | (645) | (658) | (671) | (684) | (699) | (712) |
| Trust fund and deposits repaid | (20,675) | (20,775) | (20,875) | (20,975) | (21,075) | (21,175) | (21,275) | (21,375) | (21,475) | (21,575) | (21,675) |
| Other payments | (7,641) | (8,073) | (8,001) | (8,160) | (8,323) | (8,491) | (8,660) | (8,833) | (9,073) | (9,254) | (9,438) |
| Net cash provided by operating activities | 41,597 | 70,219 | 76,875 | 76,588 | 80,717 | 84,028 | 84,742 | 87,025 | 88,422 | 89,543 | 91,574 |
| Cash flows from investing activities | | | | | | | | | | | |
| Payments for property, plant and equipment | (79,857) | (101,586) | (73,669) | (59,455) | (68,322) | (61,934) | (73,220) | (71,181) | (63,485) | (72,716) | (73,849) |
| Proceeds from sale of property, plant and equipment | 3 | 4,720 | - | - | - | - | - | - | - | - | - |
| Proceeds (payments) for investments | 15,078 | - | - | - | - | - | - | - | - | - | - |
| Net cash provided by/(used in) investing activities | (64,776) | (96,866) | (73,669) | (59,455) | (68,322) | (61,934) | (73,220) | (71,181) | (63,485) | (72,716) | (73,849) |
| Cash flows from financing activities | | | | | | | | | | | |
| Finance costs | (1,342) | (2,121) | (2,781) | (1,542) | (475) | (1,230) | (1,053) | (879) | (701) | (518) | (331) |
| Proceeds from borrowings | - | 70,000 | - | - | - | - | - | - | - | - | - |
| Repayment of borrowings | (1,572) | (1,674) | (26,362) | (6,847) | (7,035) | (7,230) | (6,896) | (7,069) | (7,247) | (7,430) | (7,617) |
| Interest paid - lease liability | (326) | (342) | (304) | (327) | (343) | (304) | (327) | (343) | (304) | (327) | (343) |
| Repayment of lease liabilities | (3,890) | (4,438) | (4,546) | (3,456) | (3,646) | (3,998) | (4,047) | (3,916) | (3,906) | (3,951) | (3,742) |
| Net cash provided by/(used in) investing activities | (7,130) | 61,425 | (33,993) | (12,172) | (11,499) | (12,762) | (12,323) | (12,207) | (12,158) | (12,226) | (12,033) |
| Net increase (decrease) in cash and cash equivalents | (30,309) | 34,778 | (30,787) | 4,961 | 896 | 9,332 | (802) | 3,637 | 12,779 | 4,602 | 5,692 |
| Cash and cash equivalents at beginning of year | 99,259 | 68,950 | 103,728 | 72,941 | 77,902 | 78,798 | 88,130 | 87,328 | 90,965 | 103,744 | 108,346 |
| Cash and cash equivalents at end of year | 68,950 | 103,728 | 72,941 | 77,902 | 78,798 | 88,130 | 87,328 | 90,965 | 103,744 | 108,346 | 114,037 |

4.5 Statement of Capital Works

| | Forecast | Budget | Financial Plan Projections | | | | | | | | |
|--|---------------|----------------|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Actual | | | | | | | | | | |
| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Property | | | | | | | | | | | |
| Buildings | 36,671 | 62,610 | 42,333 | 25,826 | 33,937 | 33,115 | 43,705 | 40,953 | 32,525 | 41,007 | 41,373 |
| Building improvements | 332 | 57 | 58 | 59 | 61 | | | | | | |
| Total buildings | 37,003 | 62,667 | 42,391 | 25,885 | 33,998 | 33,115 | 43,705 | 40,953 | 32,525 | 41,007 | 41,373 |
| Total property | 37,003 | 62,667 | 42,391 | 25,885 | 33,998 | 33,115 | 43,705 | 40,953 | 32,525 | 41,007 | 41,373 |
| Plant and equipment | | | | | | | | | | | |
| Plant, machinery and equipment | 2,783 | 1,338 | 1,158 | 1,099 | 1,120 | 1,025 | 1,051 | 1,077 | 1,104 | 1,132 | 1,160 |
| Fixtures, fittings and furniture | 1,685 | 1,187 | 1,173 | 970 | 874 | 826 | 846 | 868 | 889 | 912 | 934 |
| Computers and telecommunications | 1,460 | 1,381 | 925 | 946 | 915 | 805 | 825 | 846 | 867 | 888 | 911 |
| Library books | 835 | 990 | 995 | 1,000 | 1,050 | 985 | 985 | 985 | 985 | 985 | 985 |
| Total plant and equipment | 6,763 | 4,896 | 4,251 | 4,015 | 3,959 | 3,641 | 3,707 | 3,775 | 3,845 | 3,917 | 3,990 |
| Infrastructure | | | | | | | | | | | |
| Roads | 12,520 | 11,196 | 11,433 | 11,901 | 12,058 | 11,928 | 12,226 | 12,532 | 12,845 | 13,166 | 13,495 |
| Bridges | 36 | 2,461 | 66 | 67 | 69 | 70 | 72 | 74 | 76 | 78 | 80 |
| Footpaths and cycleways | 3,187 | 3,110 | 2,448 | 2,639 | 2,660 | 1,771 | 1,816 | 1,861 | 1,908 | 1,955 | 2,004 |
| Drainage | 5,461 | 4,539 | 4,001 | 5,531 | 5,905 | 5,701 | 5,843 | 5,989 | 6,139 | 6,292 | 6,450 |
| Recreational, leisure and community facilities | 6,323 | 3,721 | 3,670 | 2,206 | 2,637 | 2,391 | 2,451 | 2,512 | 2,575 | 2,639 | 2,705 |
| Parks, open space and streetscapes | 7,634 | 6,486 | 4,888 | 6,679 | 6,490 | 2,758 | 2,827 | 2,898 | 2,970 | 3,044 | 3,120 |
| Off street car parks | 930 | 2,510 | 521 | 532 | 545 | 559 | 573 | 587 | 602 | 617 | 632 |
| Total infrastructure | 36,091 | 34,023 | 27,027 | 29,555 | 30,364 | 25,178 | 25,808 | 26,453 | 27,114 | 27,792 | 28,487 |
| Total capital works expenditure | 79,857 | 101,586 | 73,669 | 59,455 | 68,322 | 61,934 | 73,220 | 71,181 | 63,485 | 72,716 | 73,849 |
| Represented by: | | | | | | | | | | | |
| New asset expenditure | 13,820 | 18,108 | 19,949 | 13,864 | 17,288 | 7,009 | 8,044 | 12,599 | 9,538 | 17,621 | 17,986 |
| Asset renewal expenditure | 52,885 | 64,144 | 46,810 | 43,388 | 45,864 | 44,316 | 53,731 | 49,115 | 46,947 | 48,095 | 48,863 |
| Asset upgrade expenditure | 4,279 | 5,152 | 223 | 781 | 4,869 | 9,709 | 10,594 | 8,467 | 6,000 | 6,000 | 6,000 |
| Asset expansion expenditure | 8,873 | 14,182 | 6,687 | 1,422 | 300 | 900 | 850 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total capital works expenditure | 79,857 | 101,586 | 73,669 | 59,455 | 68,322 | 61,934 | 73,220 | 71,181 | 63,485 | 72,716 | 73,849 |
| Funding Sources represented by: | | | | | | | | | | | |
| Grants | 13,882 | 7,935 | 1,874 | 594 | 500 | - | - | - | - | - | - |
| Asset Sales | - | 4,720 | - | - | - | - | - | - | - | - | - |
| Council Cash | 65,975 | 18,931 | 71,795 | 58,861 | 67,822 | 61,934 | 73,220 | 71,181 | 63,485 | 72,716 | 73,849 |
| Borrowings | - | 70,000 | - | - | - | - | - | - | - | - | - |
| Total capital works expenditure | 79,857 | 101,586 | 73,669 | 59,455 | 68,322 | 61,934 | 73,220 | 71,181 | 63,485 | 72,716 | 73,849 |

4.6 Statement of Human Resources (\$)

| | Forecast | Budget | Projections | | | | | | | | |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Actual | | | | | | | | | | |
| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Chief Executive Office* | | | | | | | | | | | |
| Permanent full time | 1,665 | 1,610 | 1,669 | 1,725 | 1,783 | 1,844 | 1,895 | 1,949 | 2,003 | 2,059 | 2,117 |
| Female | 648 | 632 | 655 | 677 | 700 | 724 | 744 | 765 | 786 | 809 | 831 |
| Male | 1,017 | 978 | 1,014 | 1,048 | 1,083 | 1,120 | 1,151 | 1,183 | 1,217 | 1,251 | 1,286 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 299 | 296 | 307 | 317 | 328 | 339 | 349 | 359 | 369 | 379 | 389 |
| Female | 299 | 296 | 307 | 317 | 328 | 339 | 349 | 359 | 369 | 379 | 389 |
| Male | - | - | - | - | - | - | - | - | - | - | - |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Chief Executive Office | 1,964 | 1,906 | 1,976 | 2,042 | 2,111 | 2,183 | 2,244 | 2,308 | 2,372 | 2,438 | 2,506 |
| Urban Living | | | | | | | | | | | |
| Permanent full time | 12,981 | 13,890 | 14,402 | 14,883 | 15,386 | 15,911 | 16,356 | 16,814 | 17,285 | 17,769 | 18,266 |
| Female | 5,699 | 6,098 | 6,323 | 6,534 | 6,754 | 6,985 | 7,180 | 7,382 | 7,588 | 7,801 | 8,019 |
| Male | 7,282 | 7,792 | 8,079 | 8,349 | 8,631 | 8,926 | 9,176 | 9,432 | 9,697 | 9,968 | 10,247 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 2,869 | 3,070 | 3,049 | 3,034 | 3,236 | 3,150 | 3,231 | 3,313 | 3,398 | 3,485 | 3,584 |
| Female | 2,065 | 2,210 | 2,195 | 2,184 | 2,330 | 2,268 | 2,326 | 2,385 | 2,446 | 2,508 | 2,580 |
| Male | 804 | 860 | 854 | 850 | 906 | 882 | 905 | 928 | 952 | 976 | 1,004 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Urban Living | 15,850 | 16,960 | 17,451 | 17,917 | 18,622 | 19,061 | 19,587 | 20,127 | 20,683 | 21,254 | 21,850 |

*Chief Executive Office includes Governance

Statement of Human Resources (\$) (cont.)

| | Forecast Actual | Budget | Projections | | | | | | | | |
|--|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2020-21 \$'000 | 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 |
| Places and Spaces | | | | | | | | | | | |
| Permanent full time | 20,784 | 21,264 | 21,563 | 22,156 | 22,760 | 23,200 | 23,846 | 24,510 | 25,192 | 25,893 | 26,619 |
| Female | 3,311 | 3,403 | 3,306 | 3,396 | 3,450 | 3,422 | 3,517 | 3,615 | 3,716 | 3,819 | 3,926 |
| Male | 17,473 | 17,860 | 18,257 | 18,760 | 19,310 | 19,778 | 20,328 | 20,894 | 21,476 | 22,074 | 22,692 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 1,243 | 1,219 | 1,110 | 1,121 | 1,237 | 926 | 949 | 971 | 995 | 1,018 | 1,048 |
| Female | 1,177 | 1,152 | 1,048 | 1,058 | 1,165 | 862 | 882 | 903 | 925 | 947 | 974 |
| Male | 66 | 67 | 63 | 64 | 72 | 65 | 66 | 68 | 70 | 71 | 73 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Places and Spaces | 22,027 | 22,483 | 22,673 | 23,277 | 23,997 | 24,126 | 24,795 | 25,481 | 26,187 | 26,911 | 27,667 |
| Community Support | | | | | | | | | | | |
| Permanent full time | 16,998 | 16,428 | 16,524 | 17,074 | 17,753 | 18,209 | 18,715 | 19,235 | 19,770 | 20,319 | 20,889 |
| Female | 13,427 | 13,392 | 13,681 | 14,136 | 14,699 | 15,076 | 15,495 | 15,926 | 16,368 | 16,823 | 17,295 |
| Male | 3,571 | 3,036 | 2,843 | 2,937 | 3,054 | 3,133 | 3,220 | 3,309 | 3,401 | 3,496 | 3,594 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 10,021 | 10,355 | 10,600 | 10,822 | 11,194 | 11,506 | 11,823 | 12,149 | 12,484 | 12,828 | 13,188 |
| Female | 9,220 | 9,494 | 9,711 | 9,914 | 10,255 | 10,541 | 10,831 | 11,130 | 11,436 | 11,752 | 12,082 |
| Male | 800 | 860 | 889 | 908 | 939 | 965 | 992 | 1,019 | 1,048 | 1,076 | 1,107 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Community Support | 27,019 | 26,783 | 27,124 | 27,896 | 28,947 | 29,715 | 30,538 | 31,384 | 32,254 | 33,147 | 34,077 |
| Customer and Transformation | | | | | | | | | | | |
| Permanent full time | 18,395 | 22,592 | 20,305 | 20,790 | 15,939 | 16,861 | 17,326 | 17,803 | 18,294 | 18,798 | 19,326 |
| Female | 8,468 | 10,291 | 9,568 | 9,803 | 8,129 | 8,599 | 8,836 | 9,080 | 9,330 | 9,587 | 9,856 |
| Male | 9,927 | 12,301 | 10,737 | 10,987 | 7,810 | 8,262 | 8,490 | 8,724 | 8,964 | 9,211 | 9,470 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 2,801 | 2,531 | 2,527 | 2,548 | 2,569 | 2,523 | 2,589 | 2,657 | 2,726 | 2,797 | 2,876 |
| Female | 2,522 | 2,204 | 2,200 | 2,219 | 2,218 | 2,179 | 2,236 | 2,295 | 2,354 | 2,416 | 2,484 |
| Male | 278 | 327 | 326 | 329 | 350 | 344 | 353 | 362 | 372 | 381 | 392 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Customer and Transformation | 21,196 | 25,123 | 22,832 | 23,338 | 18,508 | 19,384 | 19,915 | 20,460 | 21,020 | 21,595 | 22,202 |

Statement of Human Resources (\$) (cont.)

| | Forecast Actual | Budget | Projections | | | | | | | | |
|---|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2020-21 \$'000 | 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 |
| Chief Financial Office | | | | | | | | | | | |
| Permanent full time | 3,010 | 2,875 | 2,981 | 3,081 | 3,185 | 3,293 | 3,386 | 3,480 | 3,578 | 3,678 | 3,781 |
| Female | 2,176 | 2,078 | 2,155 | 2,227 | 2,302 | 2,381 | 2,448 | 2,516 | 2,586 | 2,659 | 2,733 |
| Male | 834 | 797 | 826 | 854 | 882 | 912 | 938 | 964 | 991 | 1,019 | 1,048 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 823 | 786 | 815 | 843 | 871 | 901 | 926 | 952 | 979 | 1,006 | 1,034 |
| Female | 725 | 693 | 718 | 742 | 767 | 794 | 816 | 839 | 862 | 886 | 911 |
| Male | 98 | 94 | 97 | 100 | 104 | 107 | 110 | 113 | 116 | 120 | 123 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Chief Financial Office | 3,833 | 3,661 | 3,796 | 3,924 | 4,056 | 4,194 | 4,312 | 4,432 | 4,557 | 4,684 | 4,815 |
| People Culture and Development | | | | | | | | | | | |
| Permanent full time | 2,438 | 2,247 | 2,033 | 2,101 | 2,172 | 2,246 | 2,309 | 2,374 | 2,441 | 2,509 | 2,579 |
| Female | 1,643 | 1,543 | 1,441 | 1,489 | 1,539 | 1,592 | 1,637 | 1,682 | 1,730 | 1,778 | 1,828 |
| Male | 795 | 704 | 592 | 612 | 633 | 654 | 673 | 692 | 711 | 731 | 751 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 1,062 | 709 | 602 | 622 | 643 | 665 | 683 | 703 | 722 | 742 | 763 |
| Female | 961 | 607 | 496 | 513 | 530 | 548 | 563 | 579 | 595 | 612 | 629 |
| Male | 101 | 102 | 106 | 109 | 113 | 117 | 120 | 123 | 127 | 130 | 134 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total People Culture and Development | 3,500 | 2,956 | 2,635 | 2,723 | 2,815 | 2,911 | 2,992 | 3,077 | 3,163 | 3,251 | 3,342 |
| Total casuals temporary and other expenditure | 8,772 | 3,597 | 3,295 | 3,403 | 3,517 | 3,640 | 3,740 | 3,844 | 3,950 | 4,063 | 4,177 |
| Total staff expenditure | 104,161 | 103,469 | 101,782 | 104,520 | 102,573 | 105,214 | 108,123 | 111,113 | 114,186 | 117,343 | 120,636 |

4.7 Statement of Human Resources (EFT)

| | Forecast Actual 2020-21 | Budget 2021-22 | Projections | | | | | | | | |
|-------------------------------------|-------------------------------|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| Chief Executive Office* | | | | | | | | | | | |
| Permanent full time | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 |
| Female | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 |
| Male | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 |
| Female | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 | 2.7 |
| Male | - | - | - | - | - | - | - | - | - | - | - |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Chief Executive Office | 11.7 | 11.7 | 11.7 | 11.7 | 11.7 | 11.7 | 11.7 | 11.7 | 11.7 | 11.7 | 11.7 |
| Urban Living | | | | | | | | | | | |
| Permanent full time | 112.0 | 112.0 | 112.0 | 112.0 | 112.0 | 112.0 | 112.0 | 112.0 | 112.0 | 112.0 | 112.0 |
| Female | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 |
| Male | 62.0 | 62.0 | 62.0 | 62.0 | 62.0 | 62.0 | 62.0 | 62.0 | 62.0 | 62.0 | 62.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 41.8 | 42.2 | 41.1 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 |
| Female | 28.3 | 28.6 | 27.9 | 27.3 | 27.3 | 27.3 | 27.3 | 27.3 | 27.3 | 27.3 | 27.3 |
| Male | 13.4 | 13.6 | 13.2 | 12.9 | 12.9 | 12.9 | 12.9 | 12.9 | 12.9 | 12.9 | 12.9 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Urban Living | 153.8 | 154.2 | 153.1 | 152.2 | 152.2 | 152.2 | 152.2 | 152.2 | 152.2 | 152.2 | 152.2 |

*Chief Executive Office includes Governance

Statement of Human Resources (EFT) (cont.)

| | Forecast Actual 2020-21 | Budget 2021-22 | Projections | | | | | | | | |
|--|-------------------------------|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| Places and Spaces | | | | | | | | | | | |
| Permanent full time | 196.0 | 195.0 | 192.0 | 190.0 | 189.0 | 188.0 | 188.0 | 188.0 | 188.0 | 188.0 | 188.0 |
| Female | 30.0 | 30.0 | 28.0 | 28.0 | 27.0 | 27.0 | 27.0 | 27.0 | 27.0 | 27.0 | 27.0 |
| Male | 166.0 | 165.0 | 164.0 | 162.0 | 162.0 | 161.0 | 161.0 | 161.0 | 161.0 | 161.0 | 161.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 12.6 | 12.0 | 9.1 | 8.9 | 8.9 | 8.9 | 8.9 | 8.9 | 8.9 | 8.9 | 8.9 |
| Female | 11.7 | 11.1 | 8.2 | 8.1 | 8.1 | 8.1 | 8.1 | 8.1 | 8.1 | 8.1 | 8.1 |
| Male | 0.9 | 0.9 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Places and Spaces | 208.6 | 207.0 | 201.1 | 198.9 | 197.9 | 196.9 | 196.9 | 196.9 | 196.9 | 196.9 | 196.9 |
| Community Support | | | | | | | | | | | |
| Permanent full time | 149.0 | 136.0 | 134.0 | 134.0 | 134.0 | 134.0 | 134.0 | 134.0 | 134.0 | 134.0 | 134.0 |
| Female | 121.0 | 115.0 | 113.0 | 113.0 | 113.0 | 113.0 | 113.0 | 113.0 | 113.0 | 113.0 | 113.0 |
| Male | 28.0 | 21.0 | 21.0 | 21.0 | 21.0 | 21.0 | 21.0 | 21.0 | 21.0 | 21.0 | 21.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 113.4 | 109.8 | 108.9 | 107.9 | 107.9 | 107.9 | 107.9 | 107.9 | 107.9 | 107.9 | 107.9 |
| Female | 102.6 | 99.0 | 98.1 | 97.1 | 97.1 | 97.1 | 97.1 | 97.1 | 97.1 | 97.1 | 97.1 |
| Male | 10.8 | 10.8 | 10.8 | 10.7 | 10.7 | 10.7 | 10.7 | 10.7 | 10.7 | 10.7 | 10.7 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Community Support | 262.4 | 245.8 | 242.9 | 241.9 | 241.9 | 241.9 | 241.9 | 241.9 | 241.9 | 241.9 | 241.9 |
| Customer and Transformation | | | | | | | | | | | |
| Permanent full time | 168.0 | 171.0 | 170.0 | 169.0 | 121.0 | 121.0 | 121.0 | 121.0 | 121.0 | 121.0 | 121.0 |
| Female | 84.0 | 85.0 | 84.0 | 82.0 | 63.0 | 63.0 | 63.0 | 63.0 | 63.0 | 63.0 | 63.0 |
| Male | 84.0 | 86.0 | 86.0 | 87.0 | 58.0 | 58.0 | 58.0 | 58.0 | 58.0 | 58.0 | 58.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 26.6 | 22.7 | 21.9 | 21.5 | 20.7 | 20.7 | 20.7 | 20.7 | 20.7 | 20.7 | 20.7 |
| Female | 23.8 | 20.0 | 19.3 | 18.8 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 |
| Male | 2.8 | 2.8 | 2.7 | 2.6 | 2.6 | 2.6 | 2.6 | 2.6 | 2.6 | 2.6 | 2.6 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Customer and Transformation | 194.6 | 193.7 | 191.9 | 190.5 | 141.7 | 141.7 | 141.7 | 141.7 | 141.7 | 141.7 | 141.7 |

Statement of Human Resources (EFT) (cont.)

| | Forecast Actual 2020-21 | Budget 2021-22 | Projections | | | | | | | | |
|---|-------------------------------|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 |
| Chief Financial Office | | | | | | | | | | | |
| Permanent full time | 23.0 | 23.0 | 23.0 | 23.0 | 23.0 | 23.0 | 23.0 | 23.0 | 23.0 | 23.0 | 23.0 |
| Female | 17.0 | 17.0 | 17.0 | 17.0 | 17.0 | 17.0 | 17.0 | 17.0 | 17.0 | 17.0 | 17.0 |
| Male | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 |
| Female | 7.2 | 7.2 | 7.2 | 7.2 | 7.2 | 7.2 | 7.2 | 7.2 | 7.2 | 7.2 | 7.2 |
| Male | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total Chief Financial Office | 31.0 | 31.0 | 31.0 | 31.0 | 31.0 | 31.0 | 31.0 | 31.0 | 31.0 | 31.0 | 31.0 |
| People Culture and Development | | | | | | | | | | | |
| Permanent full time | 27.0 | 16.0 | 14.0 | 14.0 | 14.0 | 14.0 | 14.0 | 14.0 | 14.0 | 14.0 | 14.0 |
| Female | 17.0 | 11.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 |
| Male | 10.0 | 5.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Permanent part time | 13.2 | 4.9 | 4.1 | 4.1 | 4.1 | 4.1 | 4.1 | 4.1 | 4.1 | 4.1 | 4.1 |
| Female | 12.2 | 3.9 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 |
| Male | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Self-described gender | - | - | - | - | - | - | - | - | - | - | - |
| Total People Culture and Development | 40.2 | 20.9 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 | 18.1 |
| Total casual and temporary full time equivalent | 33.9 | 32.6 | 28.6 | 28.6 | 28.6 | 28.6 | 28.6 | 28.6 | 28.6 | 28.6 | 28.6 |
| Total staff numbers | 936.1 | 897.0 | 878.5 | 872.8 | 823.0 | 822.0 | 822.0 | 822.0 | 822.0 | 822.0 | 822.0 |

4.8 Reserve Projections

| | Forecast Actual 2020-21 \$'000 | Budget 2021-22 \$'000 | Financial Plan Projections | | | | | | | | |
|--|---|-----------------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | 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 |
| Strategic Acquisition Fund Reserve | | | | | | | | | | | |
| Opening Balance | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 |
| Transfer to reserve | - | - | - | - | - | - | - | - | - | - | - |
| Transfer from reserve | - | - | - | - | - | - | - | - | - | - | - |
| Closing balance | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 | 434 |
| Defined Benefit future call up fund Reserve | | | | | | | | | | | |
| Opening Balance | 7,000 | 8,000 | 9,000 | 10,000 | 11,000 | 12,000 | 13,000 | 14,000 | 15,000 | 16,000 | 17,000 |
| Transfer to reserve | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Transfer from reserve | - | - | - | - | - | - | - | - | - | - | - |
| Closing balance | 8,000 | 9,000 | 10,000 | 11,000 | 12,000 | 13,000 | 14,000 | 15,000 | 16,000 | 17,000 | 18,000 |
| Open Space Development Fund Reserve | | | | | | | | | | | |
| Opening Balance | 11,269 | 12,452 | 13,252 | 14,052 | 14,852 | 15,652 | 16,452 | 17,252 | 18,052 | 18,852 | 19,652 |
| Transfer to reserve | 1,183 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 | 800 |
| Transfer from reserve | - | - | - | - | - | - | - | - | - | - | - |
| Closing balance | 12,452 | 13,252 | 14,052 | 14,852 | 15,652 | 16,452 | 17,252 | 18,052 | 18,852 | 19,652 | 20,452 |
| Reserve Summary | | | | | | | | | | | |
| Opening Balance | 18,703 | 20,886 | 22,686 | 24,486 | 26,286 | 28,086 | 29,886 | 31,686 | 33,486 | 35,286 | 37,086 |
| Transfer to reserve | 2,183 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 | 1,800 |
| Transfer from reserve | - | - | - | - | - | - | - | - | - | - | - |
| Closing balance | 20,886 | 22,686 | 24,486 | 26,286 | 28,086 | 29,886 | 31,686 | 33,486 | 35,286 | 37,086 | 38,886 |

5 Local Government Performance Reporting Framework (LGPRF)

Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in *Local Government (Planning and Reporting) Regulations 2020*. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives

| Indicator | Measure | Forecast | Budget | Projections | | | | | | | | | Trend |
|---------------------------------|---|----------|---------|-------------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | | Actual | | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | |
| Operating position | | | | | | | | | | | | | |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue | -11.5% | -1.3% | 4.9% | 6.3% | 7.8% | 9.0% | 9.4% | 9.6% | 9.7% | 10.3% | 10.5% | + |
| Liquidity | | | | | | | | | | | | | |
| Working capital | Current assets / current liabilities | 191.7% | 157.9% | 152.5% | 157.6% | 153.9% | 166.2% | 162.0% | 164.6% | 180.2% | 183.1% | 187.5% | o |
| Unrestricted cash | Unrestricted cash / current liabilities | 89.2% | 105.1% | 85.3% | 90.1% | 87.0% | 98.6% | 94.1% | 96.4% | 111.6% | 114.4% | 118.7% | o |
| Obligations | | | | | | | | | | | | | |
| Loans and borrowings | Interest-bearing loans and borrowings / rate revenue | 12.2% | 46.3% | 32.1% | 28.0% | 24.0% | 20.1% | 16.6% | 13.1% | 9.7% | 6.4% | 3.2% | + |
| Loans and borrowings repayments | Interest and principal repayments on interest bearing loans and borrowings / rate revenue | 1.5% | 1.9% | 14.3% | 4.0% | 3.5% | 3.9% | 3.5% | 3.5% | 3.4% | 3.3% | 3.2% | o |
| Indebtedness | Non-current liabilities / own source revenue | 15.9% | 32.0% | 27.1% | 24.4% | 21.9% | 17.9% | 15.1% | 12.3% | 9.8% | 7.1% | 4.1% | + |
| Asset renewal and upgrade | Asset renewal and upgrade expense / Asset depreciation | 159.9% | 187.2% | 120.9% | 112.7% | 128.4% | 111.3% | 133.6% | 120.5% | 114.1% | 115.6% | 115.9% | - |
| Stability | | | | | | | | | | | | | |
| Rates concentration | Rate revenue / adjusted underlying revenue | 83.8% | 78.6% | 78.3% | 78.3% | 78.5% | 78.8% | 78.8% | 78.8% | 79.0% | 79.0% | 79.1% | o |
| Rates effort | Rate revenue / CIV of rateable properties in the municipality | 0.16% | 0.16% | 0.17% | 0.17% | 0.17% | 0.17% | 0.17% | 0.17% | 0.17% | 0.17% | 0.17% | o |
| Efficiency | | | | | | | | | | | | | |
| Expenditure level | Total expenses / number of property assessments | \$3,237 | \$3,224 | \$3,105 | \$3,114 | \$3,114 | \$3,122 | \$3,163 | \$3,216 | \$3,263 | \$3,303 | \$3,352 | o |
| Revenue level | Total rate revenue / Number of property assessments | \$2,061 | \$2,097 | \$2,134 | \$2,176 | \$2,220 | \$2,263 | \$2,308 | \$2,353 | \$2,399 | \$2,445 | \$2,492 | o |

Key to Forecast Trend:

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

Notes to Financial Performance Indicators (LGPRF)

The financial performance indicators are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

1. **Adjusted underlying result:** An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The adjusted underlying result for 2020-21 is due to actual and estimated impacts of COVID-19 and the resulting impacts on revenue and expenditure streams. From 2021-22 the underlying result forecasts improvement over the 10-year Financial Plan projections. The 2021-22 budget includes forward commitments from 2020-21 primarily due to the impacts of COVID-19 affecting the timing and delay of some projects.
2. **Working capital:** The working capital ratio expresses Council's short term ability to meet its liquidity requirements within the current financial year. Ratios below or nearing 100% indicate that Council may not be able to meet short term liabilities. Current assets to liabilities continue to remain at a healthy level across all years indicating sufficient liquidity.
3. **Loans and borrowings:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. The forecast trend indicates Council's take up of borrowings in 2021-22 to fund significant major projects.
4. **Indebtedness:** This indicator compares non-current liabilities to own source revenue. Own Source revenue is defined as adjusted underlying revenue that is not under the control of Council (excluding government grants).
5. **Asset renewal and upgrade:** This percentage indicates the extent of Council's capital renewal expenditure against total depreciation expenditure, which represents the decline in value of existing capital assets. A percentage greater than 100 indicates Council is renewing and maintaining existing assets, whilst a percentage less than 100 indicates assets are deteriorating faster than they are being renewed and will require future capital expenditure to renew assets back to their existing condition.

6 Strategies and Plans

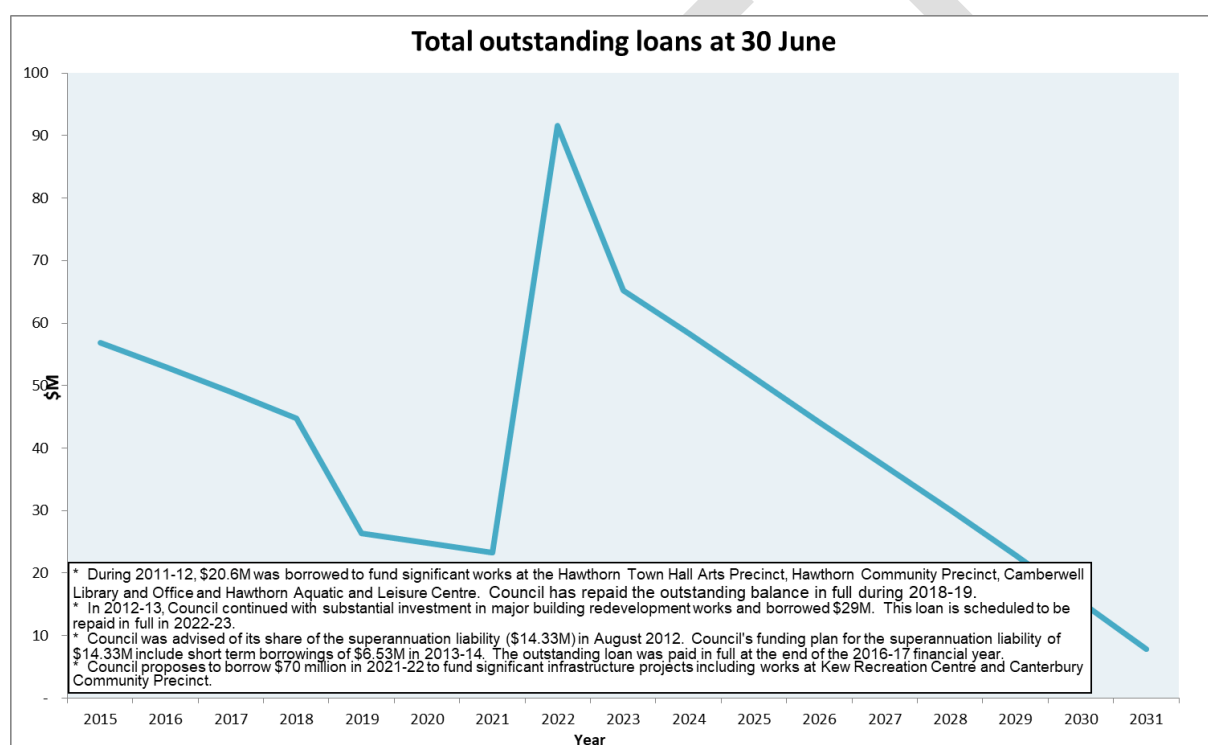
This section describes the strategies and plans that support the 10 year financial projections included in the LTFP.

6.1 Borrowing Strategy

Background to Council's current debt portfolio

The below table highlights Council's current position in respect of all interest-bearing liabilities and the movements that have occurred during the past three financial years, as well as the forecast borrowings balance at 30 June 2021.

| | Actual Balance 30 June 2018 \$'000 | Actual Balance 30 June 2019 \$'000 | Actual Balance 30 June 2020 \$'000 | Forecast Actual 30 June 2021 \$'000 |
|------------------------------|---|---|---|--|
| Interest-bearing liabilities | 44,712 | 26,280 | 24,786 | 23,214 |



Existing borrowings

During the 2012-13 financial year borrowings of \$29 million were undertaken to fund major building works. The borrowings was at a fixed interest rate for 10 years, and the LTFP provides for payment of the remaining balance in 2023.

In 2014-2015, Council reviewed its existing loan portfolio and took the opportunity to refinance long term debt to a four year loan. This provided decreased interest rates and interest savings to the community as well as providing increased financial capacity to enable future infrastructure programs.

During the 2020-21 year \$1.57 million in principal repayments on existing borrowings have been made. The outstanding amount borrowed is \$23.21 million as at 30 June 2021.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2021.

Council is projected to be at low risk as defined by VAGO's financial sustainability risk indicator of Indebtedness and Liquidity through the entire period of the LTFP as shown below:

| | \$'000's | | | | Council Policy > 1.2 to 1 | VAGO FINANCIAL SUSTAINABILITY RISK INDICATORS | | |
|-----------------------|----------------|----------------|------------------|-----------------|--|--|--------------------|--------------|
| Financial year ending | New borrowings | Principal paid | Interest expense | Balance 30 June | Adjusted Liquidity (Current assets/ Current liabilities) | LIQUIDITY | INTERNAL FINANCING | INDEBTEDNESS |
| 2021 | - | 1,572 | 1,342 | 23,214 | 1.49 | 1.92 | 62.7% | 15.9% |
| 2022 | 70,000 | 1,674 | 2,121 | 91,540 | 1.29 | 1.58 | 79.0% | 32.0% |
| 2023 | - | 26,362 | 2,781 | 65,179 | 1.12 | 1.52 | 107.1% | 27.1% |
| 2024 | - | 6,847 | 1,542 | 58,333 | 1.15 | 1.58 | 130.1% | 24.4% |
| 2025 | - | 7,035 | 1,350 | 51,297 | 1.10 | 1.54 | 119.0% | 21.9% |
| 2026 | - | 7,230 | 1,152 | 44,067 | 1.20 | 1.66 | 135.7% | 17.9% |
| 2027 | - | 6,896 | 973 | 37,170 | 1.14 | 1.62 | 115.7% | 15.1% |
| 2028 | - | 7,069 | 797 | 30,101 | 1.15 | 1.65 | 122.3% | 12.3% |
| 2029 | - | 7,247 | 617 | 22,854 | 1.28 | 1.80 | 139.3% | 9.8% |
| 2030 | - | 7,430 | 432 | 15,425 | 1.30 | 1.83 | 123.1% | 7.1% |
| 2031 | - | 7,617 | 243 | 7,808 | 1.33 | 1.87 | 124.0% | 4.1% |
| Total | 70,000 | 86,979 | 13,350 | | | | | |

The forecast Internal Financing indicator for 2021 and 2022 are primarily due to the impacts of COVID-19 on revenue and expenditure streams.

Council monitors its Adjusted Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

Council targets an adjusted working capital ratio of 1.2 to 1. The adjusted working capital ratio excludes Council adopted reserves which are funds held for a specific purpose and as such are not available for normal business operations (refer **Section 4.8 - Reserve Projections** for further details). Where operational or investment imperatives require, in a particular year(s), that the ratio falls below the target, Council's LTFP must demonstrate future capacity to recover to the target level. The above table projects, that Council will achieve this outcome by 2031.

Future Borrowing Strategy

City of Boroondara has accessed debt funding in the past years to complete a range of major infrastructure projects including Boroondara Sports Complex, buildings works and Kew and Hawthorn Aquatic and Leisure Centres, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office. Loan borrowings were also accessed to pay for the Local Government Defined Benefit Superannuation Fund call.

Council's financial strategy principles do not allow borrowings to fund operational activities, rather debt is to be considered for the purchase of new or major renewal of long term community assets.

The current borrowing strategy is to retire existing debt over time to free up capacity to undertake new borrowings for significant infrastructure projects for the community. The repayment of outstanding debt competes for the same funding as Capital Works

expenditure. Boroondara Council will consider debt for major community assets in accordance with its financial strategy principles.

Council proposes to borrow \$70 million in 2021-22 to fund significant infrastructure projects including works at Kew Recreation Centre and Canterbury Community Precinct.

6.2 Asset Management Plan

Council will plan and appropriately resource the necessary work on infrastructure to ensure that all assets are maintained fit for purpose. Accurate asset data and condition assessments will be drawn upon to inform the annual budgeting and works programs.

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

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

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

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