

Maroondah City Council  
Adopted Financial Plan  
2021/22 to 2030/31



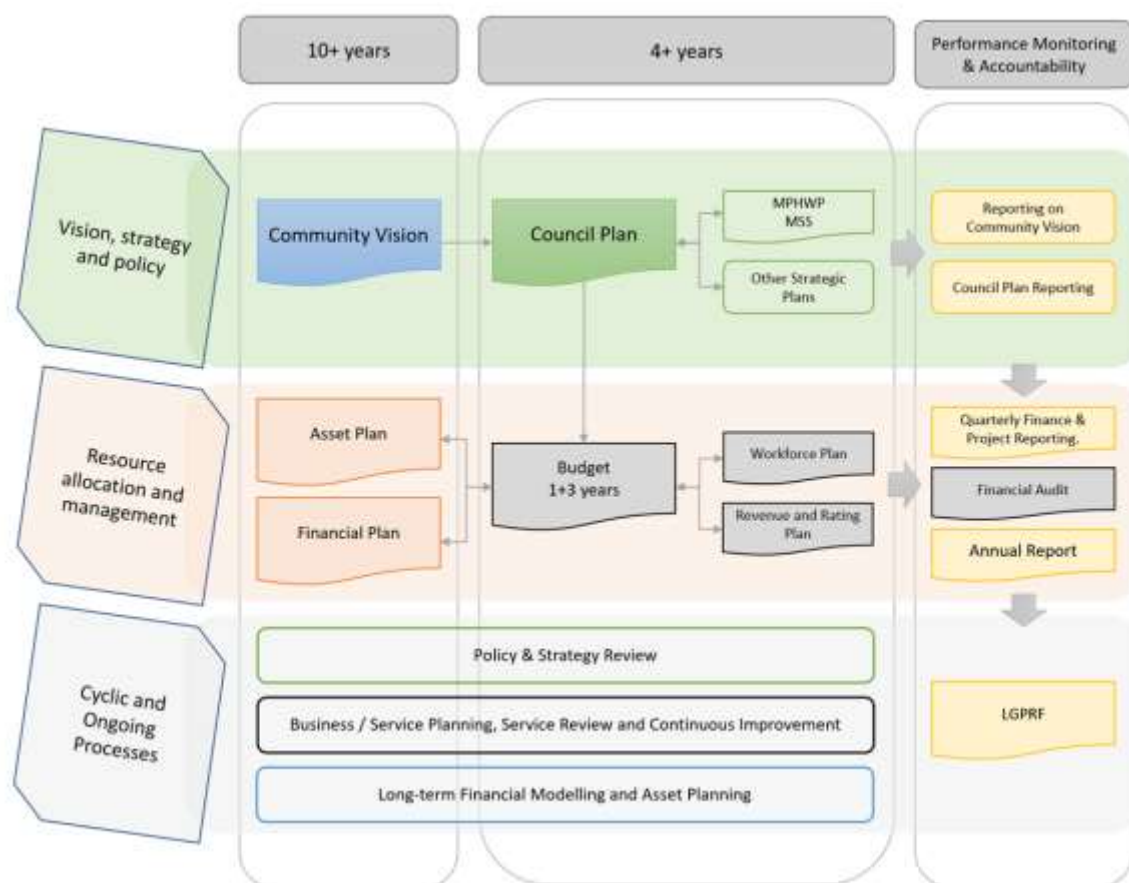
# CONTENTS

1.	Legislative Requirements	3
2.	Financial Plan Context	7
3.	Financial Plan Statements	11
4.	Financial Performance Indicators	21
5.	Strategies and Plans	22

# 1. Legislative Requirements

The Financial Plan links directly to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

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



## 1.1 Strategic Planning Principles

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

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.

- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

## *1.2 Financial Management Principles*

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
  - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
  - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- 1.2.3 Financial policies and strategic plans are designed to provide financial sustainability and envisages the community outcomes of Maroondah 2040.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

## *1.3 What Our Community Said*

The Finance Plan evolves from Maroondah 2040 - Our future together. Broad engagement was undertaken in both the development, and recent interim review, of the Maroondah 2040 Community Vision. This engagement included surveys, forums, workshops and events with community members, stakeholders, Advisory Committees and employees.

The Finance Plan has also been informed by the outcomes of recent engagement undertaken for the Maroondah COVID-19 Recovery Plan, including over 3,000 community survey responses; and broad scale engagement for the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031 during 2019 and 2020.

## *1.4 Deliberative Engagement*

Under the Local Government Act 2020, Council is required to prepare the Finance Plan in accordance with its deliberative engagement practices. Over a period of six weeks, and ten

sessions, a panel of 40 community members came together to deliberate on the topics of health and wellbeing; liveable communities; environment; and assets. The inputs and recommendations from this panel have informed the Finance Plan, Council Plan 2021-2025, and four-year budget and will also inform a range of Council's future strategic work, projects and service delivery.

### *1.5 Service Performance Principles*

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

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to relevant users within the community
- c) 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.
- d) Council has a performance monitoring framework to continuously improve its service delivery standards.
- e) Council has a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

### *1.6 Asset Plan Integration*

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



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 Plan is designed to inform the 10-year Financial Plan 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.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

*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.*

## 2. Financial Plan Context

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

### 2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent net results above 0% to	Net Result / Total Revenue above 0%	> 0%	33.82%	15.62%	6.69%	6.03%	5.19%	5.41%	8.00%	6.09%	6.39%	6.90%	7.22%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.00	> 1.00	0.99	1.23	1.58	1.45	1.47	1.38	1.46	1.59	1.76	2.00	2.25
Council generates sufficient cash flow to maintain assets and infrastructure	Net Operating Cash Flow / Net Capital Expenditure above 100%	> 100%	79%	102%	128%	108%	114%	107%	121%	127%	129%	131%	129%
Council generates sufficient revenue from rates plus fees and charges to ensure funding to service long term liabilities	Non - Current Liabilities / Own Sourced Revenue to remain below 40%	< 40%	13.54%	18.24%	15.93%	12.78%	10.74%	9.14%	6.33%	3.73%	3.12%	2.24%	1.95%
That council maintains sufficient assets and infrastructure to replace assets and infrastructure as they reach the end of their service life.	Cash Outflows for Property, Plant and Equipment / Depreciation above 1.50	> 1.5	3.18	1.86	1.12	1.41	1.21	1.33	1.29	1.12	1.13	1.13	1.17
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenditure / Depreciation above 100%	> 100%	150%	114%	86%	113%	112%	120%	101%	100%	101%	101%	105%

### 2.2 Strategic Actions

Council's Integrated Planning Framework is underpinned by the shared long-term community vision outlined in *Maroondah 2040 'Our Future Together'*. Council has recently undertaken a review of *Maroondah 2040 'Our future together'* in consultation with the Maroondah community. The refreshed Community Vision was adopted in June 2020.

The community aspirations and priorities for the future of Maroondah have been grouped into eight broad outcome areas that provide the structure for the Council Plan 2021-2025 (Council Plan). These community outcome areas comprise:

- A safe, healthy and active community
- A prosperous and learning community
- A vibrant and culturally rich community
- A clean, green and sustainable community
- An accessible and connected community
- An attractive, thriving and well-built community
- An inclusive and diverse community
- A well governed and empowered community

To ensure Council has the capacity to work towards the achievement of the Maroondah 2040 Community Vision, a Financial Plan has been prepared to guide the financial resources of Council over the next 10 years. This plan is updated annually.

## 2.3 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 assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consumer Price Index (CPI)	1.50%	2.00%	2.00%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Revenue Cap	1.50%	2.00%	2.00%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste Charge	8.20%	9.30%	8.70%	3.20%	4.30%	5.20%	6.00%	3.50%	3.00%	3.00%
Statutory fees and fines	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	0.00%	8.00%	6.25%	4.00%	4.00%	6.00%	4.50%	4.50%	4.50%	4.50%
Grants - Operating	1.55%	1.30%	1.80%	1.80%	1.80%	1.80%	2.30%	2.30%	2.30%	2.30%
Grants - Capital	1.55%	1.30%	1.80%	1.80%	1.80%	1.80%	2.30%	2.30%	2.30%	2.30%
Contributions - monetary	1.55%	1.30%	1.80%	1.80%	1.80%	1.80%	2.30%	2.30%	2.30%	2.30%
Employee costs	1.25%	1.75%	2.25%	2.25%	2.25%	2.25%	2.75%	2.75%	2.75%	2.75%
Materials and services	1.50%	2.00%	2.00%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	1.50%	2.00%	2.00%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%

### 2.3.1 Key Assumption Information

The below points provide some context and information on how the above assumptions were determined, for forward financial planning and projections. Evidently, year-on-year, these assumptions can clearly change, depending on environmental factors, both internally and externally. A good example of change that had significant impact on assumptions is the flow on effects of COVID and underlying financial implications. Hence, as much as Council will forward think and plan, to strive for financial sustainability whilst still achieving community outcomes, assumptions over the 10 year forward thinking need to remain sufficiently flexible, in order to reflect an ever-changing environment:

- **CPI:** Council benchmarks its CPI assumptions closely to Federal Government projected levels;
- **Rate Revenue Cap:** As stipulated by the Minister and forecast as per CPI;
- **Waste Charge:** this is to drive and deliver on Council initiatives and Council’s Adopted 10 Year Waste Strategy Also to help ensure Council continues to recover the full costs of providing waste services;
- **Stat Fees and Fines:** The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of 2.0%. These fees are outside of the control by Council and therefore may be subject to change;
- **User Fees:** To assist with COVID - have established a one-year grace period, then forward assumptions are based on facility running costs and overall viability and affordability of running the facilities. Details of user fees for the 2021/22 budget year can be found in Council’s schedule of Fees and Charges that is adopted in conjunction with the budget. Revenue increases for the ensuing years are based on an increase in line with CPI plus growth;



- **Grants Operating/Capital:** The projections are a result of analysis of historic information and data to help establish future potential grant increases. Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 0.2% lower than CPI;
- **Contributions:** Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are a restricted asset until utilised for a specific purpose through the capital works program or delivered as works in kind by developers;
- **Employee Costs:** Employee costs are aligned with the anticipated Enterprise Bargaining Agreement (EBA) outcomes for 2021/22, together with projected movement of employees within employment bands. In 2021/22 the Superannuation Guarantee increases from 9.5% to 10.0%. The ensuing years, from 2022/23 to 2030/31, reflect annual increases in line with 0.25% above CPI. It also provides for further increases in the superannuation guarantee incrementally moving to 12.0% by 2025/26;
- **Materials and Services:** Materials and services include the purchases of consumables, payments to contractors for the provision of services, utility costs, annual contribution for the provision of library services to the Eastern Regional Libraries, contributions to community groups, software maintenance, insurances, advertising, motor vehicle running costs, fuel and registrations and other miscellaneous expenditure items. Contract payments are included as part of materials and services and are for the provision of services such as waste collection, road maintenance, street tree pruning etc. These costs are kept to within CPI levels year on year; and
- **Other Expenses:** Other expenses include administration costs such as Councillor allowances, lease expenditure, audit costs and other costs associated with the day to day running of Council.

### 2.3.2 Other Key Assumption Information

- **Other Income:** Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.
- **Depreciation & Amortisation:** Depreciation estimates have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.
- **Borrowing Costs:** Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

## 2.4 Other Matters impacting the 10-year financial projections

Current challenges and expected future events that impact the Financial Plan projections are:

- The impact of the Pandemic on Council has been profound. While Council has continued to provide the majority of its services during the various stages of the COVID-19 pandemic, the required closure of our leisure facilities, such as Karralyka, Aquanation, Aquahub, Ringwood and Dorset Golf, The Rings and Maroondah Nets resulted in significant loss in user fees and a redirection of expenditure to Maroondah's COVID-19 response in 2019/20, 2020/21 and future financial years;
- The introduction in 2016 of a cap on rate increases by the Victorian Government. The rate cap limits the total amount a council can increase its rates each year based on the amount it levied in the previous year. A decision is made by 31 December each year

to apply to rates in the following financial year. The Victorian State Government cap on the average property rate increase for 2021/22 has been set at 1.5%, future years are at 2.0%;

- Over the last 30 years, recycling has been considered a critical service experienced by all and one that should be an expected service. As documented in the past two years, the recycling industry has been through some challenging moments and events that are disrupters on a global scale. These challenging events are still foreseeable into the future; however, Maroondah will be working towards a pathway that results in an efficient and resilient recycling system. Maroondah will continue to work closely with the State and Federal Governments to make inroads in the recycling sector. On the 6 March 2020, the State Government issued a paper and Policy to Transform Recycling in Victoria. It is a circular economy policy with a 10-year action plan. The State Government will look to invest more than \$300 million to help transform the recycling sector and reduce waste. Maroondah adopted its 10-year waste strategy on the 26 April 2021 to align with State direction and the State Government Policy and drive key initiatives to reduce waste and undertake steps to improve recovery. Maroondah has also had to manage its recycling processing during times of great uncertainty, however, throughout the crisis, Maroondah has committed annually to ensuring that recycling lives strong in the municipality.

For waste services to be delivered effectively and efficiently throughout the municipality and particularly recycling, incorporating kerbside collection, green waste and recycling, the charge will be full cost recovery. This assists the municipality in maintaining its contractual relationship with its recycling contractor and ensure a reliable and environmentally friendly waste processing service is delivered;

- Cost shifting from other levels of government - where a level of service has become an expectation in the community;
- The Australian Federal Government Superannuation Guarantee rate is increasing to 10% from 9.5%, effective 1 July 2021 and will then continue to increase until it reaches 12% on 1 July 2025;
- Continuing decline in interest rates in the short to medium term restricting Council's ability to generate earnings on cash and investments; and
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Levy Act 2012 which is not included in Council's budget.

### 3 Financial Plan Statements

This section presents information regarding the Financial Plan 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

### 3.1 Comprehensive Income Statement

	Forecast / 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
<b>Income</b>											
Rates and charges	95,919	<b>99,228</b>	103,051	107,385	110,515	113,799	117,821	122,162	126,053	129,931	133,912
Statutory fees and fines	4,348	<b>4,854</b>	4,932	5,028	5,299	5,226	5,334	5,458	5,772	5,713	5,846
User fees	14,330	<b>27,155</b>	29,373	31,294	32,501	33,794	35,808	37,411	39,087	40,839	42,669
Grants - Operating	27,937	<b>8,377</b>	7,533	8,428	7,725	7,823	11,622	8,036	8,152	8,269	8,389
Grants - Capital	35,945	<b>18,860</b>	4,950	1,637	508	508	508	508	508	508	508
Contributions - monetary	5,496	<b>5,269</b>	4,776	4,897	4,737	4,750	4,772	4,789	4,805	4,827	4,844
Contributions - non-monetary	3,123	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	13,766	<b>(93)</b>	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)
Share of net profits/(losses) of associates and joint ventures	62	-	-	-	-	-	-	-	-	-	-
Other income	549	<b>955</b>	1,626	1,757	1,725	1,750	1,897	2,004	2,149	2,316	2,536
<b>Total income</b>	<b>201,475</b>	<b>164,605</b>	156,148	160,333	162,917	167,557	177,669	180,275	186,433	192,310	198,611
<b>Expenses</b>											
Employee costs	57,830	<b>59,770</b>	60,370	61,681	62,994	64,739	66,477	68,041	69,753	71,642	73,582
Materials and services	65,332	<b>53,474</b>	55,908	58,946	60,608	62,077	64,414	67,914	70,660	72,419	74,783
Depreciation	24,428	<b>25,869</b>	26,774	27,554	28,400	29,294	30,215	31,123	32,005	32,914	33,854
Amortisation - right of use assets	782	<b>858</b>	862	866	872	875	876	876	876	876	876
Bad and doubtful debts	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	861	<b>1,028</b>	926	820	710	594	473	347	215	77	18
Finance Costs - leases	69	<b>52</b>	61	64	51	47	84	56	27	73	62
Other expenses	763	<b>665</b>	759	787	816	846	886	929	973	1,019	1,065
<b>Total expenses</b>	<b>150,065</b>	<b>141,716</b>	145,660	150,718	154,451	158,472	163,425	169,286	174,509	179,020	184,240
<b>Surplus/(deficit) for the year</b>	<b>51,410</b>	<b>22,889</b>	10,488	9,615	8,466	9,085	14,244	10,989	11,924	13,290	14,371
<b>Other comprehensive income</b>											
<b>Items that will not be reclassified to surplus or deficit in future periods</b>											
Net asset revaluation increment/(decrement)	-	-	-	-	-	-	-	-	-	-	-
<b>Total comprehensive result</b>	<b>51,410</b>	<b>22,889</b>	10,488	9,615	8,466	9,085	14,244	10,989	11,924	13,290	14,371

### 3.2 Balance Sheet

	Forecast / Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	14,866	12,995	15,383	14,584	14,938	14,423	16,041	18,271	20,846	24,304	28,232
Trade and other receivables	8,151	11,599	12,307	12,963	13,442	13,862	14,533	15,117	15,751	16,310	16,939
Other financial assets	22,298	19,443	22,848	21,460	21,792	20,816	23,025	26,140	29,765	34,700	40,330
Inventories	411	417	426	434	443	452	463	474	486	499	511
Other assets	940	954	973	993	1,013	1,033	1,059	1,085	1,112	1,140	1,169
<b>Total current assets</b>	<b>46,666</b>	<b>45,408</b>	51,937	50,434	51,628	50,586	55,121	61,087	67,960	76,953	87,181
<b>Non-current assets</b>											
Trade and other receivables	277	277	277	277	277	277	277	277	277	277	277
Investments in associates, joint arrangement and subsidiaries	3,578	3,578	3,578	3,578	3,578	3,578	3,578	3,578	3,578	3,578	3,578
Property, infrastructure, plant & equipment	1,864,343	1,885,622	1,883,054	1,893,211	1,898,167	1,906,719	1,914,439	1,917,094	1,920,107	1,923,251	1,927,778
Right-of-use assets	1,975	1,155	1,802	1,012	1,363	2,325	1,487	611	2,118	1,668	1,119
Intangible assets	784	784	784	784	784	784	784	784	784	784	784
<b>Total non-current assets</b>	<b>1,870,957</b>	<b>1,891,416</b>	1,889,495	1,898,862	1,904,169	1,913,683	1,920,565	1,922,344	1,926,864	1,929,558	1,933,536
<b>Total assets</b>	<b>1,917,623</b>	<b>1,936,824</b>	1,941,432	1,949,296	1,955,797	1,964,269	1,975,686	1,983,431	1,994,824	2,006,511	2,020,717
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	14,296	10,163	8,580	9,767	9,499	10,095	10,339	10,273	10,672	10,955	11,427
Trust funds and deposits	5,576	5,576	5,576	5,576	5,576	5,576	5,576	5,576	5,576	5,576	5,576
Unearned Income	9,923	3,121	129	-	-	-	-	-	-	-	-
Provisions	13,947	14,456	15,012	15,615	16,268	16,951	17,665	18,437	19,244	19,944	20,824
Interest-bearing liabilities	2,526	2,630	2,739	2,852	2,969	3,095	3,223	3,358	2,341	1,132	-
Lease liabilities	862	855	856	872	878	842	870	737	853	865	883
<b>Total current liabilities</b>	<b>47,130</b>	<b>36,801</b>	32,892	34,682	35,190	36,559	37,673	38,381	38,686	38,472	38,710
<b>Non-current liabilities</b>											
Provisions	1,956	2,054	2,157	2,264	2,378	2,497	2,621	2,752	2,890	3,035	3,186
Trust funds and deposits	6	6	6	6	6	6	6	6	6	6	6
Interest-bearing liabilities	14,339	21,709	18,970	16,118	13,149	10,054	6,831	3,473	1,132	-	-
Lease liabilities	1,149	323	988	192	574	1,568	725	-	1,367	965	410
<b>Total non-current liabilities</b>	<b>17,450</b>	<b>24,092</b>	22,121	18,580	16,107	14,125	10,183	6,231	5,395	4,006	3,602
<b>Total liabilities</b>	<b>64,580</b>	<b>60,893</b>	55,013	53,262	51,297	50,684	47,856	44,612	44,081	42,478	42,312
<b>Net assets</b>	<b>1,853,043</b>	<b>1,875,931</b>	1,886,419	1,896,034	1,904,500	1,913,585	1,927,830	1,938,819	1,950,743	1,964,033	1,978,405
<b>Equity</b>											
Accumulated surplus	850,796	873,684	883,672	892,287	899,753	908,838	920,583	928,072	935,796	942,386	948,558
Reserves	1,002,247	1,002,247	1,002,747	1,003,747	1,004,747	1,004,747	1,007,247	1,010,747	1,014,947	1,021,647	1,029,847
<b>Total equity</b>	<b>1,853,043</b>	<b>1,875,931</b>	1,886,419	1,896,034	1,904,500	1,913,585	1,927,830	1,938,819	1,950,743	1,964,033	1,978,405

### 3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021 Forecast Actual</b>				
Balance at beginning of the financial year	1,801,633	793,386	997,247	11,000
Surplus/(deficit) for the year	51,410	51,410	-	-
Transfers to / from other reserves	-	6,000	-	(6,000)
<b>Balance at end of the financial year</b>	<b>1,853,043</b>	<b>850,796</b>	<b>997,247</b>	<b>5,000</b>
<b>2022</b>				
Balance at beginning of the financial year	1,853,043	850,796	997,247	5,000
Surplus/(deficit) for the year	22,889	22,889	-	-
Transfers to / from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>1,875,931</b>	<b>873,684</b>	<b>997,247</b>	<b>5,000</b>
<b>2023</b>				
Balance at beginning of the financial year	1,875,931	873,684	997,247	5,000
Surplus/(deficit) for the year	10,488	10,488	-	-
Transfers to / from other reserves	-	(500)	-	500
<b>Balance at end of the financial year</b>	<b>1,886,419</b>	<b>883,672</b>	<b>997,247</b>	<b>5,500</b>
<b>2024</b>				
Balance at beginning of the financial year	1,886,419	883,672	997,247	5,500
Surplus/(deficit) for the year	9,615	9,615	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
<b>Balance at end of the financial year</b>	<b>1,896,034</b>	<b>892,287</b>	<b>997,247</b>	<b>6,500</b>
<b>2025</b>				
Balance at beginning of the financial year	1,896,034	892,287	997,247	6,500
Surplus/(deficit) for the year	8,466	8,466	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
<b>Balance at end of the financial year</b>	<b>1,904,500</b>	<b>899,753</b>	<b>997,247</b>	<b>7,500</b>
<b>2026</b>				
Balance at beginning of the financial year	1,904,500	899,753	997,247	7,500
Surplus/(deficit) for the year	9,085	9,085	-	-
Transfers to / from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>1,913,585</b>	<b>908,838</b>	<b>997,247</b>	<b>7,500</b>
<b>2027</b>				
Balance at beginning of the financial year	1,913,585	908,838	997,247	7,500
Surplus/(deficit) for the year	14,244	14,244	-	-
Transfers to / from other reserves	-	(2,500)	-	2,500
<b>Balance at end of the financial year</b>	<b>1,927,830</b>	<b>920,583</b>	<b>997,247</b>	<b>10,000</b>
<b>2028</b>				
Balance at beginning of the financial year	1,927,830	920,583	997,247	10,000
Surplus/(deficit) for the year	10,989	10,989	-	-
Transfers to / from other reserves	-	(3,500)	-	3,500
<b>Balance at end of the financial year</b>	<b>1,938,819</b>	<b>928,072</b>	<b>997,247</b>	<b>13,500</b>
<b>2029</b>				
Balance at beginning of the financial year	1,938,819	928,072	997,247	13,500
Surplus/(deficit) for the year	11,924	11,924	-	-
Transfers to / from other reserves	-	(4,200)	-	4,200
<b>Balance at end of the financial year</b>	<b>1,950,743</b>	<b>935,796</b>	<b>997,247</b>	<b>17,700</b>
<b>2030</b>				
Balance at beginning of the financial year	1,950,743	935,796	997,247	17,700
Surplus/(deficit) for the year	13,290	13,290	-	-
Transfers to / from other reserves	-	(6,700)	-	6,700
<b>Balance at end of the financial year</b>	<b>1,964,033</b>	<b>942,386</b>	<b>997,247</b>	<b>24,400</b>
<b>2031</b>				
Balance at beginning of the financial year	1,964,033	942,386	997,247	24,400
Surplus/(deficit) for the year	14,371	14,371	-	-
Transfers to / from other reserves	-	(8,200)	-	8,200
<b>Balance at end of the financial year</b>	<b>1,978,405</b>	<b>948,558</b>	<b>997,247</b>	<b>32,600</b>



### 3.4 Statement of Cash Flows

	Forecast / Actual 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
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>											
Rates and charges	96,497	99,113	102,917	107,234	110,405	113,684	117,681	122,010	125,917	129,795	133,773
Statutory fees and fines	4,348	4,854	4,932	5,028	5,299	5,226	5,334	5,458	5,772	5,713	5,846
User fees	27,043	23,822	28,799	30,790	32,132	33,489	35,278	36,980	38,590	40,415	42,178
Grants - operating	16,871	8,377	7,533	8,428	7,725	7,823	11,622	8,036	8,152	8,269	8,389
Grants - capital	15,784	12,058	2,458	1,508	508	508	508	508	508	508	508
Contributions - monetary	5,496	5,269	4,776	4,897	4,737	4,750	4,772	4,789	4,805	4,827	4,844
Interest received	549	955	1,626	1,757	1,725	1,750	1,897	2,004	2,149	2,316	2,536
Trust funds and deposits taken	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-	-
Employee costs	(57,219)	(59,163)	(59,712)	(60,970)	(62,227)	(63,937)	(65,638)	(67,138)	(68,809)	(70,797)	(72,551)
Materials and services	(60,724)	(58,291)	(58,277)	(58,575)	(61,721)	(62,353)	(65,095)	(68,947)	(71,273)	(73,195)	(75,417)
Trust funds and deposits repaid	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
Other payments	-	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by/(used in) operating activities</b>	48,645	36,993	35,053	40,096	38,582	40,939	46,359	43,700	45,811	47,852	50,106
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(77,624)	(48,161)	(29,896)	(38,726)	(34,380)	(38,880)	(38,972)	(34,817)	(36,057)	(37,133)	(39,485)
Proceeds from sale of property, infrastructure, plant and equipment	1,000	919	5,597	921	932	939	946	946	946	980	1,015
Net Payments/sale for investments	(1,700)	2,855	(3,405)	1,389	(333)	977	(2,210)	(3,115)	(3,624)	(4,935)	(5,630)
<b>Net cash provided by/ (used in) investing activities</b>	(78,324)	(44,386)	(27,704)	(36,416)	(33,781)	(36,964)	(40,236)	(36,986)	(38,735)	(41,089)	(44,101)
<b>Cash flows from financing activities</b>											
Finance costs	(861)	(1,028)	(926)	(820)	(710)	(594)	(473)	(347)	(215)	(77)	(18)
Proceeds from borrowings	-	10,000	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(1,570)	(2,526)	(2,630)	(2,739)	(2,852)	(2,969)	(3,095)	(3,223)	(3,358)	(2,341)	(1,132)
Interest paid - lease liability	(69)	(52)	(61)	(64)	(51)	(47)	(84)	(56)	(27)	(73)	(62)
Repayment of lease liabilities	(211)	(871)	(1,344)	(856)	(834)	(878)	(854)	(858)	(899)	(816)	(865)
<b>Net cash provided by/(used in) financing activities</b>	(2,711)	5,523	(4,961)	(4,479)	(4,447)	(4,489)	(4,506)	(4,484)	(4,499)	(3,306)	(2,076)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	(32,390)	(1,871)	2,388	(799)	354	(514)	1,618	2,230	2,576	3,457	3,929
Cash and cash equivalents at the beginning of the financial year	47,256	14,866	12,995	15,383	14,584	14,938	14,423	16,041	18,271	20,846	24,304
<b>Cash and cash equivalents at the end of the financial year</b>	14,866	12,995	15,383	14,584	14,938	14,423	16,041	18,271	20,846	24,304	28,232
<b>Cash and cash equivalents per Balance Sheet</b>	14,866	12,995	15,383	14,584	14,938	14,423	16,041	18,271	20,846	24,304	28,232

### 3.5 Statement of Capital Works

	Forecast 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
<b>Property</b>											
Land	8,310	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	<b>8,310</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings	68,156	30,124	11,395	16,141	11,895	16,404	10,415	10,965	11,765	12,035	13,648
<b>Total buildings</b>	<b>68,156</b>	<b>30,124</b>	<b>11,395</b>	<b>16,141</b>	<b>11,895</b>	<b>16,404</b>	<b>10,415</b>	<b>10,965</b>	<b>11,765</b>	<b>12,035</b>	<b>13,648</b>
<b>Total property</b>	<b>76,466</b>	<b>30,124</b>	<b>11,395</b>	<b>16,141</b>	<b>11,895</b>	<b>16,404</b>	<b>10,415</b>	<b>10,965</b>	<b>11,765</b>	<b>12,035</b>	<b>13,648</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	2,324	1,962	1,275	1,974	2,022	2,055	2,093	2,093	2,093	2,168	2,245
Fixtures, fittings and furniture	126	569	920	810	810	785	810	810	810	833	855
Computers and telecommunications	2,185	642	887	774	974	784	1,004	824	1,024	847	868
<b>Total plant and equipment</b>	<b>4,635</b>	<b>3,173</b>	<b>3,082</b>	<b>3,558</b>	<b>3,806</b>	<b>3,624</b>	<b>3,907</b>	<b>3,727</b>	<b>3,927</b>	<b>3,848</b>	<b>3,968</b>
<b>Infrastructure</b>											
Roads	5,947	2,270	2,638	3,652	4,445	4,576	4,746	4,846	4,846	4,958	5,072
Footpaths and cycleways	2,874	2,321	3,446	3,440	3,532	3,627	3,760	3,870	3,870	3,978	4,081
Drainage	3,309	2,829	4,292	4,925	5,285	5,430	5,470	5,500	5,500	5,640	5,784
Recreational, leisure and community facilities	3,689	1,032	1,201	1,901	1,971	1,971	2,006	2,066	2,066	2,516	2,580
Waste management	57	50	50	2,048	50	50	4,750	50	50	51	53
Parks, open space and streetscapes	2,055	4,755	2,247	1,466	1,771	1,521	2,211	2,026	2,266	2,310	2,470
Off street car parks	732	425	500	520	540	560	590	650	650	666	683
Other infrastructure	1,293	1,269	1,045	1,075	1,085	1,117	1,117	1,117	1,117	1,131	1,146
<b>Total infrastructure</b>	<b>19,956</b>	<b>14,951</b>	<b>15,419</b>	<b>19,027</b>	<b>18,679</b>	<b>18,852</b>	<b>24,650</b>	<b>20,125</b>	<b>20,365</b>	<b>21,250</b>	<b>21,869</b>
<b>Total capital works expenditure</b>	<b>101,057</b>	<b>48,248</b>	<b>29,896</b>	<b>38,726</b>	<b>34,380</b>	<b>38,880</b>	<b>38,972</b>	<b>34,817</b>	<b>36,057</b>	<b>37,133</b>	<b>39,485</b>
<b>Represented by:</b>											
New asset expenditure	65,208	18,672	6,927	7,630	2,692	3,717	8,480	3,823	3,823	3,900	3,998
Asset renewal expenditure	27,358	24,458	18,768	25,019	25,683	28,410	24,762	25,127	25,827	27,215	29,299
Asset upgrade expenditure	8,491	5,118	4,201	6,077	6,005	6,753	5,730	5,867	6,407	6,018	6,188
<b>Total capital works expenditure</b>	<b>101,057</b>	<b>48,248</b>	<b>29,896</b>	<b>38,726</b>	<b>34,380</b>	<b>38,880</b>	<b>38,972</b>	<b>34,817</b>	<b>36,057</b>	<b>37,133</b>	<b>39,485</b>
<b>Funding sources represented by:</b>											
Grants	36,725	18,860	4,950	1,637	508	508	2,358	508	508	508	508
Contributions	767	1,105	808	4,137	1,158	1,165	1,182	1,182	1,182	1,221	1,262
Council cash	63,565	28,283	24,138	32,952	32,714	37,207	35,432	33,127	34,367	35,404	37,715
<b>Total capital works expenditure</b>	<b>101,057</b>	<b>48,248</b>	<b>29,896</b>	<b>38,726</b>	<b>34,380</b>	<b>38,880</b>	<b>38,972</b>	<b>34,817</b>	<b>36,057</b>	<b>37,133</b>	<b>39,485</b>

### 3.6 Statement of Human Resources

Staff expenditure	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
<b>Total staff expenditure</b>											
Male	22,097	22,756	22,988	23,487	23,990	24,655	25,317	25,915	26,569	27,288	28,027
Female	25,977	26,601	26,873	27,457	28,045	28,822	29,596	30,295	31,059	31,900	32,764
Self-Described Gender	-	-	-	-	-	-	-	-	-	-	-
Vacant	2,360	2,429	2,454	2,507	2,561	2,632	2,703	2,766	2,836	2,913	2,992
	<b>50,434</b>	<b>51,786</b>	<b>52,315</b>	<b>53,451</b>	<b>54,597</b>	<b>56,109</b>	<b>57,616</b>	<b>58,976</b>	<b>60,464</b>	<b>62,101</b>	<b>63,784</b>
Casuals, temporary and other expenditure	8,631	9,338	9,434	9,639	9,845	10,118	10,390	10,635	10,903	11,198	11,502
<b>Total staff expenditure</b>	<b>59,065</b>	<b>61,124</b>	<b>61,748</b>	<b>63,090</b>	<b>64,442</b>	<b>66,226</b>	<b>68,006</b>	<b>69,611</b>	<b>71,367</b>	<b>73,300</b>	<b>75,285</b>
<b>Permanent full time</b>											
Male	20,387	21,002	21,216	21,677	22,142	22,755	23,366	23,918	24,521	25,185	25,867
Female	14,710	15,107	15,261	15,593	15,927	16,368	16,808	17,204	17,638	18,116	18,607
Self-Described Gender	-	-	-	-	-	-	-	-	-	-	-
Vacant	1,839	1,899	1,918	1,960	2,002	2,057	2,113	2,163	2,217	2,277	2,339
<b>Total</b>	<b>36,937</b>	<b>38,008</b>	<b>38,396</b>	<b>39,230</b>	<b>40,070</b>	<b>41,180</b>	<b>42,287</b>	<b>43,285</b>	<b>44,377</b>	<b>45,578</b>	<b>46,813</b>
<b>Permanent part time</b>											
Male	1,710	1,754	1,772	1,810	1,849	1,900	1,951	1,997	2,048	2,103	2,160
Female	11,266	11,495	11,612	11,864	12,118	12,454	12,789	13,091	13,421	13,784	14,158
Self-Described Gender	-	-	-	-	-	-	-	-	-	-	-
Vacant	521	530	536	547	559	574	590	604	619	636	653
<b>Total</b>	<b>13,497</b>	<b>13,778</b>	<b>13,919</b>	<b>14,221</b>	<b>14,526</b>	<b>14,928</b>	<b>15,330</b>	<b>15,692</b>	<b>16,087</b>	<b>16,523</b>	<b>16,971</b>

Staff numbers	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Total staff numbers</b>											
Male	205.8	205.8	205.8	205.8	205.8	205.8	205.8	205.8	205.8	205.8	205.8
Female	246.4	246.4	246.4	246.4	246.4	246.4	246.4	246.4	246.4	246.4	246.4
Self-Described Gender	-	-	-	-	-	-	-	-	-	-	-
Vacant	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3	23.3
	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>	<b>475.4</b>
Casuals, temporary and other expenditure	68.8	68.8	68.8	68.8	68.8	68.8	68.8	68.8	68.8	68.8	68.8
<b>Total staff numbers</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>
<b>Permanent full time</b>											
Male	189.2	189.2	189.2	189.2	189.2	189.2	189.2	189.2	189.2	189.2	189.2
Female	139.0	139.0	139.0	139.0	139.0	139.0	139.0	139.0	139.0	139.0	139.0
Self-Described Gender	-	-	-	-	-	-	-	-	-	-	-
Vacant	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3	13.3
<b>Total</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>	<b>341.5</b>
<b>Permanent part time</b>											
Male	16.6	16.6	16.6	16.6	16.6	16.6	16.6	16.6	16.6	16.6	16.6
Female	107.3	107.3	107.3	107.3	107.3	107.3	107.3	107.3	107.3	107.3	107.3
Self-Described Gender	-	-	-	-	-	-	-	-	-	-	-
Vacant	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
<b>Total</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>	<b>133.9</b>
<b>Casuals, temporary and other expenditure</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>
<b>Total</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>

Department	Permanent Full Time					Permanent Part Time					Casuals, temporary and other expenditure	Total
	Male	Female	Self-described	Vacant	Total	Male	Female	Self-described	Vacant	Total		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
Operations, Assets & Leisure	10,961	2,714	-	664	14,339	1,188	2,906	-	229	4,323	6,621	25,282
Strategy & Community	2,207	2,677	-	270	5,154	281	5,074	-	265	5,620	850	11,624
Corporate Services	3,098	4,958	-	514	8,570	135	1,583	-	-	1,718	113	10,401
Development & Amenity	4,214	3,566	-	452	8,232	150	1,527	-	36	1,714	400	10,346
Chief Executive's Office	522	1,192	-	-	1,713	-	404	-	-	404	1	2,118
<b>Total permanent staff expenditure</b>	<b>21,002</b>	<b>15,107</b>	<b>-</b>	<b>-</b>	<b>38,008</b>	<b>1,754</b>	<b>11,495</b>	<b>-</b>	<b>-</b>	<b>13,778</b>	<b>7,984</b>	<b>59,770</b>
Capitalised labour costs	909	339	-	106	1,354	-	-	-	-	-	-	1,354
<b>Total staff</b>	<b>21,911</b>	<b>15,446</b>	<b>-</b>	<b>-</b>	<b>39,362</b>	<b>1,754</b>	<b>11,495</b>	<b>-</b>	<b>-</b>	<b>13,778</b>	<b>7,984</b>	<b>1,124</b>

### 3.7 Planned Human Resource Expenditure

	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
<b>Operations, Assets &amp; Leisure</b>										
<b>Permanent - Full time</b>	<b>14,339</b>	<b>14,485</b>	<b>14,800</b>	<b>15,117</b>	<b>15,535</b>	<b>15,953</b>	<b>16,329</b>	<b>16,741</b>	<b>17,195</b>	<b>17,661</b>
Female	2,714	2,742	2,801	2,861	2,941	3,020	3,091	3,169	3,255	3,343
Male	10,961	11,073	11,313	11,556	11,876	12,195	12,483	12,797	13,144	13,500
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	664	671	685	700	719	739	756	775	796	818
<b>Permanent - Part time</b>	<b>4,323</b>	<b>4,367</b>	<b>4,462</b>	<b>4,557</b>	<b>4,683</b>	<b>4,809</b>	<b>4,923</b>	<b>5,047</b>	<b>5,184</b>	<b>5,324</b>
Female	2,906	2,936	2,999	3,064	3,148	3,233	3,309	3,393	3,485	3,579
Male	1,188	1,200	1,226	1,252	1,287	1,322	1,353	1,387	1,424	1,463
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	229	231	236	241	248	255	261	267	274	282
<b>Total Operations, Assets &amp; Leisure</b>	<b>18,661</b>	<b>18,852</b>	<b>19,261</b>	<b>19,674</b>	<b>20,219</b>	<b>20,762</b>	<b>21,252</b>	<b>21,788</b>	<b>22,378</b>	<b>22,985</b>
<b>Strategy &amp; Community</b>										
<b>Permanent - Full time</b>	<b>5,154</b>	<b>5,207</b>	<b>5,320</b>	<b>5,434</b>	<b>5,584</b>	<b>5,734</b>	<b>5,870</b>	<b>6,018</b>	<b>6,181</b>	<b>6,348</b>
Female	2,677	2,704	2,763	2,822	2,901	2,979	3,049	3,126	3,210	3,297
Male	2,207	2,230	2,278	2,327	2,391	2,456	2,514	2,577	2,647	2,719
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	270	272	278	284	292	300	307	315	323	332
<b>Permanent - Part time</b>	<b>5,620</b>	<b>5,677</b>	<b>5,800</b>	<b>5,925</b>	<b>6,089</b>	<b>6,252</b>	<b>6,400</b>	<b>6,561</b>	<b>6,739</b>	<b>6,922</b>
Female	5,074	5,125	5,237	5,349	5,497	5,645	5,778	5,924	6,084	6,249
Male	281	284	290	297	305	313	320	328	337	346
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	265	268	273	279	287	295	302	309	318	326
<b>Total Strategy &amp; Community</b>	<b>10,774</b>	<b>10,884</b>	<b>11,120</b>	<b>11,358</b>	<b>11,673</b>	<b>11,987</b>	<b>12,270</b>	<b>12,579</b>	<b>12,920</b>	<b>13,270</b>
<b>Corporate Services</b>										
<b>Permanent - Full time</b>	<b>8,570</b>	<b>8,657</b>	<b>8,845</b>	<b>9,035</b>	<b>9,285</b>	<b>9,535</b>	<b>9,760</b>	<b>10,006</b>	<b>10,277</b>	<b>10,555</b>
Female	4,958	5,009	5,117	5,227	5,372	5,516	5,646	5,789	5,946	6,107
Male	3,098	3,130	3,198	3,266	3,357	3,447	3,528	3,617	3,715	3,816
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	514	519	530	541	556	571	585	600	616	633
<b>Permanent - Part time</b>	<b>1,718</b>	<b>1,736</b>	<b>1,774</b>	<b>1,812</b>	<b>1,862</b>	<b>1,912</b>	<b>1,957</b>	<b>2,006</b>	<b>2,061</b>	<b>2,116</b>
Female	1,583	1,600	1,634	1,669	1,716	1,762	1,803	1,849	1,899	1,950
Male	135	136	139	142	146	150	154	157	162	166
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
<b>Total Corporate Services</b>	<b>10,288</b>	<b>10,393</b>	<b>10,619</b>	<b>10,847</b>	<b>11,147</b>	<b>11,446</b>	<b>11,717</b>	<b>12,012</b>	<b>12,337</b>	<b>12,672</b>
<b>Development &amp; Amenity</b>										
<b>Permanent - Full time</b>	<b>8,232</b>	<b>8,316</b>	<b>8,496</b>	<b>8,678</b>	<b>8,919</b>	<b>9,158</b>	<b>9,375</b>	<b>9,611</b>	<b>9,871</b>	<b>10,139</b>
Female	3,566	3,603	3,681	3,760	3,864	3,968	4,061	4,164	4,277	4,392
Male	4,214	4,257	4,349	4,442	4,565	4,688	4,799	4,920	5,053	5,190
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	452	456	466	476	489	503	514	527	542	556
<b>Permanent - Part time</b>	<b>1,714</b>	<b>1,731</b>	<b>1,769</b>	<b>1,807</b>	<b>1,857</b>	<b>1,906</b>	<b>1,951</b>	<b>2,001</b>	<b>2,055</b>	<b>2,111</b>
Female	1,527	1,543	1,576	1,610	1,655	1,699	1,739	1,783	1,832	1,881
Male	150	151	155	158	162	167	171	175	180	185
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	36	37	38	38	39	41	41	43	44	45
<b>Total Development &amp; Amenity</b>	<b>9,945</b>	<b>10,047</b>	<b>10,265</b>	<b>10,485</b>	<b>10,775</b>	<b>11,065</b>	<b>11,326</b>	<b>11,612</b>	<b>11,926</b>	<b>12,249</b>
<b>Chief Executive's Office</b>										
<b>Permanent - Full time</b>	<b>1,713</b>	<b>1,731</b>	<b>1,769</b>	<b>1,806</b>	<b>1,856</b>	<b>1,906</b>	<b>1,951</b>	<b>2,001</b>	<b>2,055</b>	<b>2,110</b>
Female	1,192	1,204	1,230	1,256	1,291	1,326	1,357	1,391	1,429	1,468
Male	522	527	539	550	565	581	594	609	626	643
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
<b>Permanent - Part time</b>	<b>404</b>	<b>408</b>	<b>417</b>	<b>426</b>	<b>438</b>	<b>450</b>	<b>460</b>	<b>472</b>	<b>485</b>	<b>498</b>
Female	404	408	417	426	438	450	460	472	485	498
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
<b>Total Chief Executive's Office</b>	<b>2,118</b>	<b>2,139</b>	<b>2,186</b>	<b>2,233</b>	<b>2,294</b>	<b>2,356</b>	<b>2,412</b>	<b>2,473</b>	<b>2,540</b>	<b>2,608</b>
<b>Casuals, temporary and other expenditure</b>	<b>9,338</b>	<b>9,434</b>	<b>9,639</b>	<b>9,845</b>	<b>10,118</b>	<b>10,390</b>	<b>10,635</b>	<b>10,903</b>	<b>11,198</b>	<b>11,502</b>
<b>Total staff expenditure</b>	<b>61,124</b>	<b>61,748</b>	<b>63,090</b>	<b>64,442</b>	<b>66,226</b>	<b>68,006</b>	<b>69,611</b>	<b>71,367</b>	<b>73,300</b>	<b>75,285</b>

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Operations, Assets &amp; Leisure</b>										
<b>Permanent - Full time</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>	<b>145.4</b>
Female	28.1	28.1	28.1	28.1	28.1	28.1	28.1	28.1	28.1	28.1
Male	112.2	112.2	112.2	112.2	112.2	112.2	112.2	112.2	112.2	112.2
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1
<b>Permanent - Part time</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>
Female	24.7	24.7	24.7	24.7	24.7	24.7	24.7	24.7	24.7	24.7
Male	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
<b>Total Operations, Assets &amp; Leisure</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>	<b>184.7</b>
<b>Strategy &amp; Community</b>										
<b>Permanent - Full time</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>	<b>43.3</b>
Female	24.9	24.9	24.9	24.9	24.9	24.9	24.9	24.9	24.9	24.9
Male	16.2	16.2	16.2	16.2	16.2	16.2	16.2	16.2	16.2	16.2
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
<b>Permanent - Part time</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>
Female	44.6	44.6	44.6	44.6	44.6	44.6	44.6	44.6	44.6	44.6
Male	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
<b>Total Strategy &amp; Community</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>	<b>94.3</b>
<b>Corporate Services</b>										
<b>Permanent - Full time</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>	<b>72.3</b>
Female	44.6	44.6	44.6	44.6	44.6	44.6	44.6	44.6	44.6	44.6
Male	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
<b>Permanent - Part time</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>	<b>18.7</b>
Female	16.4	16.4	16.4	16.4	16.4	16.4	16.4	16.4	16.4	16.4
Male	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
<b>Total Corporate Services</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>	<b>91.0</b>
<b>Development &amp; Amenity</b>										
<b>Permanent - Full time</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>	<b>69.0</b>
Female	31.9	31.9	31.9	31.9	31.9	31.9	31.9	31.9	31.9	31.9
Male	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
<b>Permanent - Part time</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>
Female	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2
Male	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
<b>Total Development &amp; Amenity</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>	<b>90.5</b>
<b>Chief Executive's Office</b>										
<b>Permanent - Full time</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>
Female	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
Male	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Permanent - Part time</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>
Female	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant Position	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Chief Executive's Office</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>	<b>14.9</b>
<b>Casuals, temporary and other expenditure</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>	<b>68.8</b>
<b>Total staff numbers</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>	<b>544.2</b>



## 4 Financial Performance Indicators

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

Indicator	Measure	Forecast											Trend
		Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/-
<b>Operating position</b>													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	11.48%	3.04%	3.65%	4.96%	4.79%	5.03%	7.66%	5.73%	6.05%	6.57%	6.91%	+
<b>Liquidity</b>													
Working Capital	Current assets / current liabilities	99.02%	123.39%	157.90%	145.42%	146.71%	138.37%	146.32%	159.16%	175.67%	200.02%	225.22%	+
Unrestricted cash	Unrestricted cash / current liabilities	24.46%	19.92%	40.16%	35.67%	32.07%	21.46%	33.82%	43.24%	54.49%	72.22%	92.19%	+
<b>Obligations</b>													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	17.58%	24.53%	21.07%	17.67%	14.58%	11.55%	8.53%	5.59%	2.76%	0.87%	0.00%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	2.53%	3.58%	3.45%	3.31%	3.22%	3.13%	3.03%	2.92%	2.83%	1.86%	0.86%	+
Indebtedness	Non-current liabilities / own source revenue	13.63%	19.04%	15.17%	11.86%	9.98%	8.50%	5.78%	3.49%	2.92%	2.10%	1.83%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	90.05%	41.10%	111.66%	140.55%	121.06%	132.72%	128.98%	111.87%	112.66%	112.82%	116.63%	o
<b>Stability</b>													
Rates concentration	Rate revenue / adjusted underlying revenue	74.91%	78.43%	70.67%	68.56%	68.45%	68.52%	66.87%	68.33%	68.16%	68.09%	67.94%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.26%	0.26%	0.26%	0.26%	0.25%	0.25%	0.25%	0.24%	0.24%	0.24%	0.23%	o

Indicator	Measure	Forecast											Trend
		Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/-
<b>Efficiency</b>													
Expenditure level	Total expenses/ no. of property assessments	\$3,325	\$3,068	\$3,122	\$3,198	\$3,245	\$3,297	\$3,366	\$3,452	\$3,524	\$3,579	\$3,647	-
Revenue level	Total rate revenue / no. of property assessments	\$1,807	\$1,826	\$1,877	\$1,937	\$1,974	\$2,012	\$2,063	\$2,118	\$2,163	\$2,208	\$2,253	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	9.1%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	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

## 5 Strategies and Plans

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

### 5.1 Borrowing Strategy

#### 5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2021 is \$16.9 million.

In 2014/15 Council constructed a new regional aquatic and leisure centre in Ringwood known as Aquanation. The facility was opened in August 2015, with borrowings to fund a portion of this project. The total cost was \$52.2 million and has been funded by Federal and State Government grants to a total of \$13.0 million. The remaining funding came from a combination of loan borrowings by Council (\$24.2 million), budgeted capital expenditure, public open space contributions and cash reserves.

Council market tendered for the provision of the loan in August 2014 and the loan was drawdown in November 2014 with repayment of principal and interest over 15 years and at a fixed rate for the term of the loan of 4.91% interest per annum.

#### 5.1.2 Future Borrowing Requirements

Council plans to borrow \$10 million in the 2021/22 financial year to partly fund capital projects that generate income from commercial activities.

The new loan will bring borrowings back to 2014/15 levels with the intention of Council still becoming debt free by 2030/31 as originally intended

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Forecast / 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
<b>Opening balance</b>	18,435	16,865	24,339	21,709	18,970	16,118	13,149	10,054	6,831	3,473	1,132
Plus New loans	-	10,000	-	-	-	-	-	-	-	-	-
Less Principal repayment	(1,570)	(2,526)	(2,630)	(2,739)	(2,852)	(2,969)	(3,095)	(3,223)	(3,358)	(2,341)	(1,132)
<b>Closing balance</b>	<b>16,865</b>	<b>24,339</b>	<b>21,709</b>	<b>18,970</b>	<b>16,118</b>	<b>13,149</b>	<b>10,054</b>	<b>6,831</b>	<b>3,473</b>	<b>1,132</b>	-
Interest payment	831	1,027	925	819	709	593	472	346	214	76	17

### 5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast / Actual										
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	<b>Below 60%</b>	17.58%	24.53%	21.07%	17.67%	14.58%	11.55%	8.53%	5.59%	2.76%	0.87%	0.00%
Debt servicing / Rate revenue	<b>Below 5%</b>	0.87%	1.03%	0.90%	0.76%	0.64%	0.52%	0.40%	0.28%	0.17%	0.06%	0.01%
Debt commitment / Rate revenue	<b>Below 10%</b>	2.50%	3.58%	3.45%	3.31%	3.22%	3.13%	3.03%	2.92%	2.83%	1.86%	0.86%
Indebtedness / Own source revenue	<b>Below 60%</b>	13.17%	19.24%	14.89%	12.11%	9.98%	7.92%	5.71%	3.82%	1.88%	0.59%	0.00%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt. Interest-bearing borrowings will increase in 2021/22 to fund income generating capital works projects.

## 5.2 Reserves Strategy

### 5.2.1 Current Reserves

#### General Reserve

- Purpose – Council has a cash backed general reserve to fund future capital projects and unexpected contingencies such as a call on unfunded Superannuation.
- Movements – Inflows to the reserve are sourced from anticipated budget surplus. Transfers from the reserve are aligned to Council's funding of future capital projects or the event of an unfunded superannuation call.

### 5.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

General reserves	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Capital Reserve</b>											
Opening balance	6,000	-	-	500	1,500	2,500	2,500	5,000	8,500	12,700	19,400
Transfer to reserve	-	-	500	1,000	1,000	-	2,500	3,500	4,200	6,700	8,200
Transfer from reserve	(6,000)	-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>1,500</b>	<b>2,500</b>	<b>2,500</b>	<b>5,000</b>	<b>8,500</b>	<b>12,700</b>	<b>19,400</b>	<b>27,600</b>
<b>Unfunded Superannuation Reserve</b>											
Opening balance	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Transfer to reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Reserves Summary</b>											
Opening balance	11,000	5,000	5,000	5,500	6,500	7,500	7,500	10,000	13,500	17,700	24,400
Transfer to reserve	-	-	500	1,000	1,000	-	2,500	3,500	4,200	6,700	8,200
Transfer from reserve	(6,000)	-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>	<b>5,000</b>	<b>5,000</b>	<b>5,500</b>	<b>6,500</b>	<b>7,500</b>	<b>7,500</b>	<b>10,000</b>	<b>13,500</b>	<b>17,700</b>	<b>24,400</b>	<b>32,600</b>

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**Translating and Interpreter Service**

13 14 50

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