

COUNCIL DOCUMENT

Financial Plan

2025 – 2035

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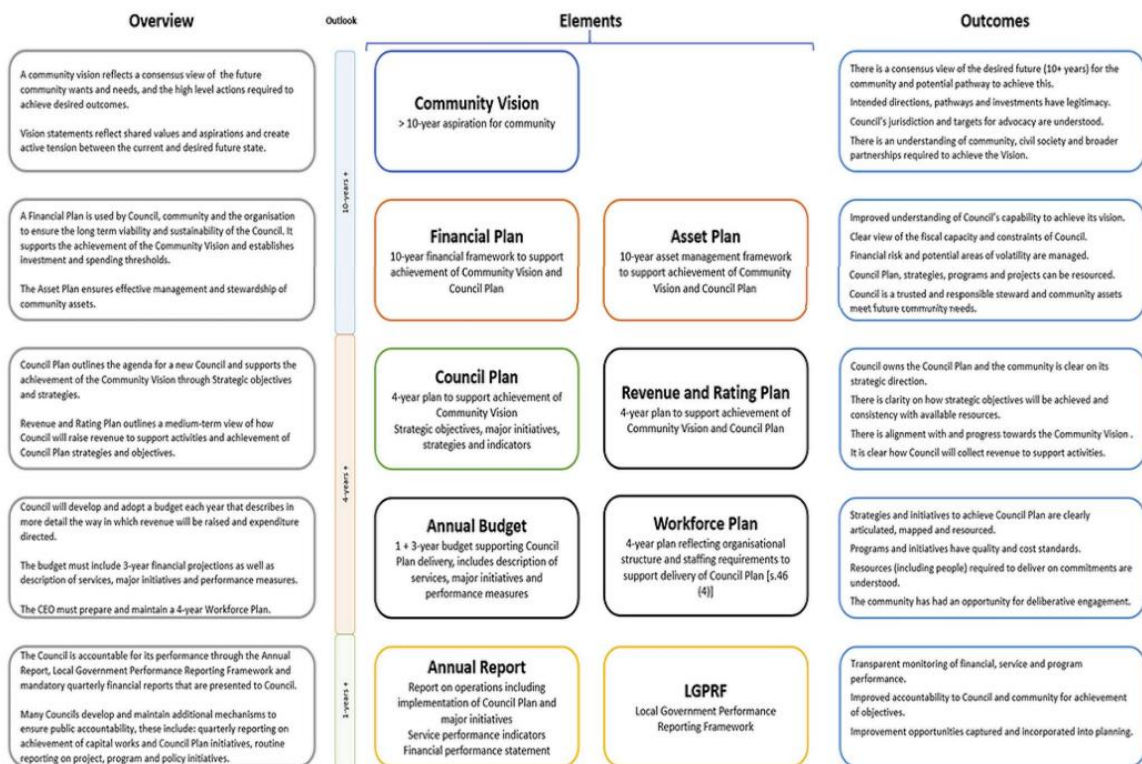
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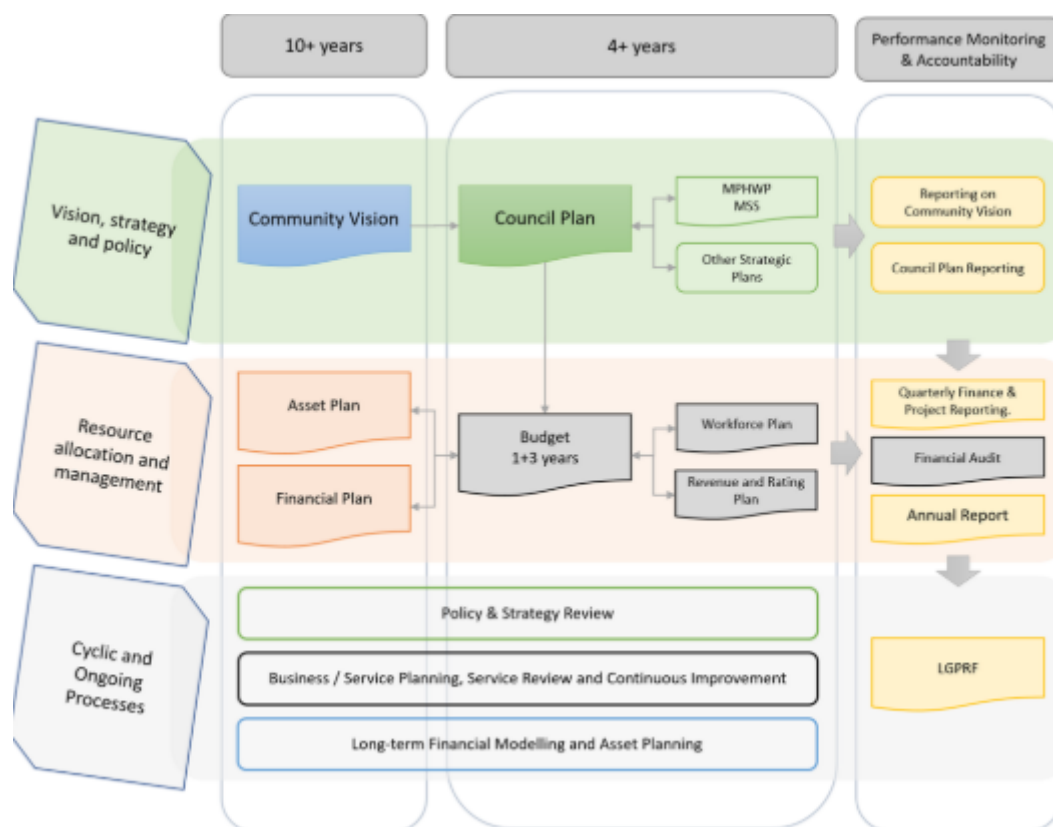
1. Legislative Requirements

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

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes:



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 financial projection showing how the actions of the Council Plan may be funded to achieve the Community Vision. Council has developed the Financial Plan considering the following strategic planning principles:

1. Council has an integrated approach to planning, monitoring and performance reporting.
2. Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan Priorities, Objectives and Major Initiatives have been developed in the context of the Community Vision.
3. The Financial Plan statements articulate the 10-year financial resources necessary to implement the priorities of the Council Plan to work towards realising the Community Vision.
4. Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan.
5. The Financial Plan provides for the strategic planning principles of monitoring progress and conducting reviews to identify and adapt to changing circumstances.

1.2 ENGAGEMENT PRINCIPLES

Council has undertaken the following consultation processes, in line with the [Community Engagement Policy](#), to inform development of the Financial Plan, and to ensure that feedback from relevant stakeholders has been sought and considered:

1. Draft Financial Plan informed by community engagement processes;

2. Draft Financial Plan placed on public exhibition in September 2025 calling for public submissions;
3. Community engagement conducted using Council's Engage Alpine online platform, local news outlets; social media and with hard copies available at Council facilities;
4. Financial Plan 2025 - 2035, including any changes informed by feedback, presented to the October 2025 Council Meeting for adoption.

1.3 SERVICE PERFORMANCE PRINCIPLES

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

1. 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 major initiatives to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
2. Services are accessible to relevant users within the community.
3. 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.
4. Council is focused on the continuous improvement of service delivery and in monitoring performance to inform the improvement of services.
5. Council considers and responds to community feedback and complaints regarding service delivery.

1.4 ASSET PLAN INTEGRATION

Integration to the Asset Plan is a key principle of 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 the Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their lifecycle 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 lifecycle 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.

1.5 REVENUE AND RATING PLAN INTEGRATION

Integration with the Revenue and Rating Plan is a key principle of the Council's strategic financial principles. The purpose of this integration is to ensure that Council's revenue is raised from the community in a manner that supports Council's longer term financial plans and broader plans as set out in the Council Vision.

The revenue raised by Council is for the delivery of services and infrastructure to benefit the local community. The Revenue and Rating Plan is therefore linked to planned expenditure in the annual budget and strategic financial planning. Any increase in spending by Council must be matched by revenue increases. It is a key principle that Council generates sufficient revenue from rates plus fees and charges to ensure consistent funding to deliver projects and services.

The Revenue and Rating Plan provides the framework for the setting of fees and charges, and other Council income sources. It makes assumptions regarding the levels of revenue that Council expects to generate over the 4-year period, as well as defining the amounts of rates to be generated through the rating policy.

1.6 FINANCIAL POLICY STATEMENTS

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

Policy Statement	Measure	Target	Actual										
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Consistent underlying surplus results	Adjusted underlying surplus (deficit)/Adjusted underlying revenue	> 0%	(10.33%)	(3.43%)	(3.60%)	(2.97%)	(3.03%)	(3.11%)	(3.17%)	(3.13%)	(2.97%)	(2.80%)	(2.63%)
Consistent underlying surplus results	Adjusted underlying surplus (deficit) (\$'000)	> \$0.00	(3,849)	(1,223)	(1,342)	(1,138)	(1,182)	(1,242)	(1,301)	(1,316)	(1,280)	(1,240)	(1,198)
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities	1.20 - 3.50	3.76	4.22	3.84	3.54	3.10	2.68	2.32	2.11	1.90	1.71	1.53
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset Renewal Costs / Depreciation Expense	100%	143.18%	120.60%	120.47%	115.57%	133.55%	131.47%	125.11%	109.61%	110.41%	109.61%	110.06%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required	Unrestricted Cash / Current Liabilities	> 80%	135.02%	95.73%	90.33%	79.30%	65.58%	52.97%	45.10%	38.56%	20.78%	4.89%	(10.20%)

2. Strategic Actions

Following a series of community engagement activities, Council has identified the following objectives which drive the Council Plan and provide context and purpose for our operations and service delivery.

Customer Focused Alpine

We continue to build a customer-first culture, supported by robust systems and processes across the organisation. We will put communication as our highest priority. Even when we are delivering challenging news or making difficult decisions, we aim to be prompt, transparent, and meet the commitments of our customer-first culture.

Sustainable and Resilient Alpine

To progress towards a more sustainable and resilient Alpine Shire, we will make bold, future-focused, and evidence-based decisions that serve the long-term interests of our communities. We will be well prepared to capitalise on future opportunities, and to navigate challenges, risks and uncertainties.

Vibrant and Healthy Alpine

We recognise the unique qualities that make Alpine Shire a great place to live, play, visit, and do business. We are committed to balancing the needs of residents, visitors and businesses while maintaining and enriching our natural environment, public spaces, and community facilities.

The Financial Plan provides for delivery against these objectives and the aspirations of the Council Plan, and demonstrates the following financial management principles:

1. Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans and with appropriate risk management.
2. Strategies employed to leverage the rate burden across the community are designed to provide financial stability to the community and include an assessment of the community's capacity to pay.
3. Council maintains accounts and records that explain its financial operations and financial position and there is a focus on the accurate and timely disclosure of financial information.
4. Financial risks relating to debt, assets and liabilities are responsibly managed.
5. Investment in asset renewal and capital works is maintained to ensure infrastructure that meets the economic and social needs of the community.
6. Council focuses on its financial sustainability to enable Council to provide the services and projects the community relies on. The development of a Financial Sustainability Strategy will be a key initiative to ensure that Council can maintain assets, deliver effective community services, and remain financially viable, into the future and will be delivered in 2025/26.

3. Financial Plan Context

This Financial Plan reflects the financial resources required to achieve the strategic objectives included in the Council Plan. The Financial Plan is a long-term plan that is subject to annual review, for internal use in informing future year budget preparation. There are a number of dynamic variables that may influence the outcomes expressed in this Financial Plan. They include:

- Rating levels and supplementary rate income;
- Government grant revenue received (both recurrent and non-recurrent, including project (capital) grants);
- New and upgrade of assets;
- Renewal of assets to maintain infrastructure;
- Asset revaluations (major impact on fixed asset value, depreciation, and future renewal costs);
- Asset sale;
- Level of assumed growth experienced on expenditure items, as well as the budgeted expenditure.

The Financial Plan has been determined using the current budget as the starting point with long term assumptions applied as forecast or estimated indexation throughout the life of the plan. The Financial Plan aims, as much as is possible, to provide a realistic reflection of the future financial position of Council with the known variables at a point in time.

Changes to Council's operations, in the external environment, or the implementation of financial sustainability strategies, throughout the life of the Financial Plan, will impact the estimates used for long term planning and the forecast outcome.

When determining a cost index for financial planning, often the Consumer Price Index (CPI) is applied. This measures the change in prices associated with household expenditure, however the costs associated with the delivery of council services, which are directed toward providing infrastructure and social and community services, do not always align with CPI and other assumption mechanisms have been employed.

3.1 ASSUMPTIONS TO THE FINANCIAL PLAN

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35. The assumptions comprise context and annual escalations for each income and expenditure line item contained in the Comprehensive Income Statement.

The Comprehensive Income Statement for Year 1 of the Financial Plan (2025/26) is aligned to the Comprehensive Income Statement contained within the adopted 2025/26 Budget.

Description	Assumption
Rates and Charges	An annual increase of 2.75% is assumed for the 2026/27 year, and 2.5% per annum for the ensuing years of the financial plan, aligned to CPI. Waste charges are as budgeted in 2025/26 reflecting cost recovery of services. Future year waste charges are estimated to increase in line with CPI.
Growth	It is expected that each year there will be an increase in rates income received based on growth (for example through additional properties) as a result of supplementary rates. This has been assumed as an additional 0.25% from 2026/27.
Statutory Fees and Fines	Statutory fees are indexed, set by legislation, according to the estimated annual rate of CPI. Some fees are outside of the control of Council and therefore may be subject to increases less than CPI, or irregular increases or changes.
User Fees	Details of user fees for the 2025/26 budget year can be found in Council's schedule of Fees and Charges that was adopted in conjunction with the budget. Revenue increases for future years are based on an annual rate of increase aligned with CPI.
Operating Grants	Recurrent operating grants that Council expects to receive are included in the financial plan and indexed by CPI. Non-recurrent operating grant income is assumed at \$500k in year 2, indexed at CPI each year thereafter. \$500k is the lowest annual amount of non-recurrent grant income received in each of the last 10 financial year as reported in Council's audited financial statements.
Capital Grants	The known amount of the recurrent 'roads to recovery' capital grant income each year to 2028/29 financial year has been included, and is then indexed annually by CPI. Non-recurrent capital grant income of \$1M is assumed in 2026/27, indexed by CPI each year thereafter.

Description	Assumption
Contributions	Council receives monetary and non-monetary contributions, typically from developers, in relation to development or redevelopment activities occurring within the Shire. Non-monetary contributions are received in the form of gifted assets, such as roads, footpaths, drainage and other community facilities. Forecast non-monetary contributions are included based on anticipated development activity with CPI increases assumed from 2028/29. Anticipated levels of development activity are high over the coming three financial years, due to a significant development in Bright. Monetary contributions are received from developers in lieu of public open space contributions. Increases in line with CPI are assumed.
Other Income	Revenue from other income mainly comprises interest income and rental income received from the leasing of Council properties, including holiday parks. Movements are assumed to be in line with CPI with consideration to level of financial assets held.
Employee Costs	Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, leave entitlements, and temporary staff arrangements. Employee costs for the 2025/26 reflect the adopted Budget, which is based on 95% occupancy rate Employee costs from 2026/27 onwards are based on 100% occupancy rate, and reflect annual increases in line with CPI. The Alpine Shire Council Enterprise Agreement 2023 sets out the terms and conditions of employment for Council employees and has a nominal expiry date of 30 June 2026. Changes to terms and conditions are subject to future negotiation.
Materials and Services	Materials and Services costs include items required for the maintenance and repairs of buildings, roads, drains and footpaths. Other associated costs included under this category are utilities, materials, and consumable items and the support of external expertise for a range of services. Increases have been assumed in line with CPI, however increases may be more governed by supply chain and market forces based on availability, rather than CPI.
Depreciation and Amortisation	The consumption of property, infrastructure, plant and equipment is measured through depreciation for physical assets and amortisation for non-physical assets. Depreciation estimates have been based on the useful life of the asset.
Borrowing	The Financial Plan assumes no borrowings.

Description	Assumption
Other Expenses	Other Expenses include administration costs such as Councillor allowances and internal and external audit fees. These are assumed to increase in line with CPI.

Escalation Factors	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
% Movement / \$ '000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
CPI	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates and Charges	\$23,576	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	0.00%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Statutory Fees and Fines	\$606	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Fees	\$1,151	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating - recurrent	\$5,917	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating - non recurrent	\$206	\$500	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital - Recurrent	\$1,136	\$1,350	\$1,421	\$1,421	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital - Non-recurrent	\$1,527	\$1,000	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - Monetary	\$854	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - Non-Monetary	\$1,820	\$3,210	\$3,010	\$500	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Income	\$2,181	\$2,241	\$2,297	\$2,166	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs	\$13,736	\$14,857	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Services	\$15,761	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation and Amortisation	\$6,600	\$6,732	\$6,760	\$6,783	\$6,953	\$7,126	\$7,305	\$7,487	\$7,674	\$7,866
Other Expenses	\$775	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.2 FINANCIAL PLAN STATEMENTS

This section presents information regarding the Financial Plan Statements for the 10 years from 2025/26 to 2034/35.

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

3.2.1 Comprehensive Income Statement

	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue											
Rates and charges	22,810	23,576	24,283	24,951	25,637	26,342	27,067	27,811	28,576	29,362	30,169
Statutory fees and fines	710	606	623	639	655	671	688	705	723	741	759
User fees	1,258	1,151	1,183	1,212	1,242	1,273	1,305	1,338	1,371	1,406	1,441
Grants - operating (recurrent)	8,119	5,917	6,080	6,232	6,388	6,547	6,711	6,879	7,051	7,227	7,408
Grants - operating (non-recurrent)	964	206	500	513	525	538	552	566	580	594	609
Grants - capital (recurrent)	2,269	1,136	1,350	1,421	1,421	1,456	1,493	1,530	1,568	1,607	1,647
Grants - capital (non-recurrent)	11,504	1,527	1,000	1,025	1,051	1,077	1,104	1,131	1,160	1,189	1,218
Contributions - monetary	997	854	878	900	922	945	969	993	1,018	1,044	1,070
Contributions - non-monetary	168	1,820	3,210	3,010	500	513	525	538	552	566	580
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	(2,897)	25	100	103	105	108	110	113	116	119	122
Other income	3,028	2,181	2,241	2,297	2,165	2,124	2,084	2,086	2,138	2,191	2,246
Total income / revenue	48,930	39,000	41,447	42,301	40,611	41,595	42,608	43,690	44,852	46,045	47,269
Expenses											
Employee costs	13,525	13,736	14,857	15,228	15,609	15,999	16,399	16,809	17,229	17,660	18,101
Materials and services	18,265	15,761	16,195	16,599	17,014	17,440	17,876	18,323	18,781	19,250	19,732
Depreciation	7,293	6,605	6,732	6,760	6,783	6,953	7,126	7,305	7,487	7,674	7,866
Other expenses	2,024	775	796	816	836	857	878	900	923	946	970
Total expenses	41,107	36,877	38,579	39,403	40,242	41,248	42,280	43,337	44,420	45,530	46,669
Surplus/(deficit) for the year	7,823	2,124	2,868	2,897	369	347	329	353	432	514	600
Adjusted Underlying Result	(3,849)	(1,223)	(1,342)	(1,138)	(1,182)	(1,242)	(1,301)	(1,316)	(1,280)	(1,240)	(1,198)

	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other comprehensive income	18,473	4,521	4,645	4,761	4,880	5,002	5,127	5,255	5,387	5,522	5,660
Net asset revaluation gain /(loss)											
Total other comprehensive income	18,473	4,521	4,645	4,761	4,880	5,002	5,127	5,255	5,387	5,522	5,660
Total comprehensive result	26,296	6,644	7,513	7,659	5,249	5,349	5,456	5,609	5,819	6,036	6,260

3.2.2 Balance Sheet

	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	17,225	8,526	8,306	7,629	6,696	5,805	5,267	4,814	3,334	1,950	571
Trade and other receivables	4,142	2,360	2,425	2,485	2,547	2,611	2,676	2,743	2,812	2,882	2,954
Other financial assets	13,002	20,000	18,000	17,000	15,000	13,000	11,000	10,000	10,000	10,000	10,000
Inventories	115	106	109	112	115	118	121	124	127	130	133
Prepayments	22	22	23	24	24	25	25	26	27	27	28
Contract assets	2,227	626	626	626	626	626	626	626	626	626	626
Other assets	2	6	6	6	6	6	6	6	6	6	6
Total current assets	36,735	31,647	29,495	27,882	25,015	22,190	19,721	18,339	16,932	15,622	14,318
Non-current assets											
Property, infrastructure, plant & equipment	370,932	376,461	390,800	399,864	407,997	416,202	424,172	431,221	438,518	445,947	453,606
Investment property	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Intangible assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	380,932	386,461	400,800	409,864	417,997	426,202	434,172	441,221	448,518	455,947	463,606
Total assets	417,667	418,108	430,295	437,746	443,012	448,392	453,893	459,560	465,449	471,568	477,924
Liabilities											
Current liabilities											
Trade and other payables	3,454	2,741	2,816	2,887	2,959	3,033	3,109	3,187	3,266	3,348	3,432
Trust funds and deposits	1,095	721	741	759	778	798	818	838	859	881	903
Contract and other liabilities	670	880	880	902	925	948	971	996	1,021	1,046	1,072
Provisions	4,542	3,161	3,248	3,329	3,412	3,497	3,585	3,674	3,766	3,860	3,957
Total current liabilities	9,761	7,503	7,685	7,877	8,074	8,276	8,483	8,695	8,912	9,135	9,363
Non-current liabilities											
Provisions	3,495	3,846	3,996	3,596	3,417	3,246	3,083	2,929	2,783	2,644	2,512
Lease liabilities	276	322	322	322	322	322	322	322	322	322	322
Total non-current liabilities	3,771	4,168	4,318	3,918	3,739	3,568	3,405	3,251	3,105	2,966	2,834
Total liabilities	13,532	7,329	12,003	11,795	11,812	11,843	11,888	11,946	12,017	12,101	12,197

	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net assets	404,135	410,779	418,292	425,951	431,200	436,549	442,005	447,614	453,432	459,468	465,728
Equity											
Accumulated surplus	189,907	192,531	195,867	198,764	199,133	199,480	199,808	200,162	200,594	201,108	201,708
Reserves	214,228	218,249	222,426	227,187	232,067	237,069	242,196	247,452	252,839	258,360	264,020
Total equity	404,135	410,779	418,292	425,951	431,200	436,549	442,005	447,614	453,432	459,468	465,728

3.2.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025 Forecast Actual				
Balance at beginning of the financial year	377,839	181,419	190,378	6,043
Surplus/(deficit) for the year	7,823	7,823	-	-
Net asset revaluation gain/(loss)	18,473	-	18,473	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	665	-	(665)
Balance at end of the financial year	404,135	189,907	208,851	5,378
2026 Budget				
Balance at beginning of the financial year	404,135	189,907	208,851	5,378
Surplus/(deficit) for the year	2,124	2,124	-	-
Net asset revaluation gain/(loss)	4,521	-	4,521	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	500	-	(500)
Balance at end of the financial year	410,779	192,531	213,371	4,878
2027				
Balance at beginning of the financial year	410,779	192,531	213,371	4,878
Surplus/(deficit) for the year	2,868	2,868	-	-
Net asset revaluation gain/(loss)	4,645	-	4,645	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	468	-	(468)
Balance at end of the financial year	418,292	195,867	218,016	4,410
2028				
Balance at beginning of the financial year	418,292	195,867	218,016	4,410
Surplus/(deficit) for the year	2,897	2,897	-	-
Net asset revaluation gain/(loss)	4,761	-	4,761	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	425,951	198,764	222,777	4,410
2029				
Balance at beginning of the financial year	425,951	198,764	222,777	4,410
Surplus/(deficit) for the year	369	369	-	-
Net asset revaluation gain/(loss)	4,880	-	4,880	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	431,200	199,133	227,657	4,410

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2030				
Balance at beginning of the financial year	431,200	199,133	227,657	4,410
Surplus/(deficit) for the year	347	347	-	-
Net asset revaluation gain/(loss)	5,002	-	5,002	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	436,549	199,480	232,659	4,410
2031				
Balance at beginning of the financial year	436,549	199,480	232,659	4,410
Surplus/(deficit) for the year	329	329	-	-
Net asset revaluation gain/(loss)	5,127	-	5,127	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	442,005	199,808	237,787	4,410
2032				
Balance at beginning of the financial year	442,005	199,808	237,787	4,410
Surplus/(deficit) for the year	353	353	-	-
Net asset revaluation gain/(loss)	5,255	-	5,255	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	447,614	200,162	243,042	4,410
2033				
Balance at beginning of the financial year	447,614	200,162	243,042	4,410
Surplus/(deficit) for the year	432	432	-	-
Net asset revaluation gain/(loss)	5,387	-	5,387	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	453,432	200,594	248,429	4,410
2034				
Balance at beginning of the financial year	453,432	200,594	248,429	4,410
Surplus/(deficit) for the year	514	514	-	-
Net asset revaluation gain/(loss)	5,522	-	5,522	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	459,468	201,108	253,951	4,410
2035				
Balance at beginning of the financial year	459,468	201,108	253,951	4,410
Surplus/(deficit) for the year	600	600	-	-
Net asset revaluation gain/(loss)	5,660	-	5,660	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	465,728	201,708	259,610	4,410

3.2.4 Statement of Cash Flows

	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'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	22,139	23,576	24,283	24,951	25,637	26,342	27,067	27,811	28,576	29,362	30,169
Statutory fees and fines	853	606	623	639	655	671	688	705	723	741	759
User fees	1,218	1,151	1,183	1,212	1,242	1,273	1,305	1,338	1,371	1,406	1,441
Grants - operating	8,898	6,123	6,580	6,744	6,913	7,086	7,263	7,444	7,631	7,821	8,017
Grants - capital	2,912	2,663	2,350	2,446	2,471	2,533	2,596	2,661	2,728	2,796	2,866
Contributions - monetary	997	854	878	900	922	945	969	993	1,018	1,044	1,070
Other receipts	6,324	2,181	1,386	1,527	1,565	1,604	1,644	1,686	1,728	1,771	1,815
Employee costs	(13,271)	(13,736)	(14,857)	(15,228)	(15,609)	(15,999)	(16,399)	(16,809)	(17,229)	(17,660)	(18,101)
Materials and services	(20,037)	(15,761)	(16,195)	(16,599)	(17,014)	(17,440)	(17,876)	(18,323)	(18,781)	(19,250)	(19,732)
Other payments	(1,085)	(775)	(796)	(816)	(836)	(857)	(878)	(900)	(923)	(946)	(970)
Net cash provided by/(used in) operating activities	8,948	6,883	5,435	5,775	5,947	6,159	6,379	6,606	6,841	7,084	7,334
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(16,775)	(9,557)	(8,610)	(8,325)	(9,584)	(9,679)	(9,468)	(8,572)	(8,847)	(9,007)	(9,267)
Payments for Financial Assets	-	(7,000)	-	-	-	-	-	-	-	-	-
Proceeds from Financial Assets	13,998	950	2,855	1,770	2,600	2,520	2,440	1,400	410	420	431
Proceeds from sale of property, plant and equipment	-	25	100	103	105	108	110	113	116	119	122

Net cash provided by/ (used in) investing activities	(2,777)	(15,582)	(5,655)	(6,453)	(6,879)	(7,051)	(6,917)	(7,059)	(8,321)	(8,467)	(8,714)
Net cash provided by/(used in) financing activities	-	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	6,171	(8,699)	(220)	(677)	(932)	(892)	(538)	(453)	(1,480)	(1,384)	(1,380)
Cash and cash equivalents at the beginning of the financial year	11,054	17,225	8,526	8,306	7,629	6,696	5,805	5,267	4,814	3,334	1,950
Cash and cash equivalents at the end of the financial year	17,225	8,526	8,306	7,629	6,696	5,805	5,267	4,814	3,334	1,950	571

3.2.5 Statement of Capital Works

	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	541	22	-	-	-	-	-	-	-	-	-
Total land	541	22	-	-	-	-	-	-	-	-	-
Buildings	3,416	2,492	1,738	1,722	69	4,155	5,330	2,204	-	-	1,443
Total buildings	3,416	2,492	1,738	1,722	69	4,155	5,330	2,204	-	-	1,443
Total property	3,957	2,514	1,738	1,722	69	4,155	5,330	2,204	-	-	1,443
Plant and equipment											
Plant, machinery and equipment	1,695	525	639	655	671	688	705	723	741	760	779
Fixtures, fittings and furniture	102	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	13	-	-	-	-	-	-	-	-	-	-
Library books	79	80	82	84	86	89	91	93	95	98	100
Total plant and equipment	1,889	605	721	739	758	777	796	816	836	857	879
Infrastructure											
Roads	1,339	2,485	1,956	2,005	2,055	2,106	2,159	2,213	2,268	2,325	2,383
Bridges	585	805	262	269	275	282	289	296	304	311	319
Footpaths and cycleways	2,475	500	229	235	241	247	253	259	266	272	279
Drainage	315	200	142	146	149	153	157	161	165	169	173
Recreational, leisure and community facilities	324	250	215	221	226	232	238	244	250	256	262
Parks, open spaces and streetscapes	4,329	280	169	173	178	182	187	191	196	201	206
Waste management	67	1,918	1,341	874	1,947	1,851	1,444	348	417	366	410
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	9,434	6,438	4,315	3,922	5,071	5,053	4,726	3,712	3,865	3,901	4,033
	-	-	500	513	525	538	552	566	580	594	609

	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Unspecified New											
Unspecified Upgrade	-	-	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437
Total capital works expenditure	16,755	9,557	8,610	8,325	9,584	9,679	9,468	8,572	8,847	9,007	9,267
Represented by:											
New asset expenditure	6,313	1,591	500	513	525	538	552	566	580	594	609
Asset renewal expenditure	4,531	5,692	6,110	5,762	6,957	6,987	6,708	5,744	5,948	6,035	6,221
Asset upgrade expenditure	5,911	2,274	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437
Total capital works expenditure	16,755	9,557	8,610	8,325	9,584	9,679	9,468	8,572	8,847	9,007	9,267
Funding sources represented by:											
Grants	2,912	2,663	2,350	2,446	2,471	2,533	2,596	2,661	2,728	2,796	2,866
Contributions	-	150	-	-	-	-	-	-	-	-	-
Council cash	13,843	6,744	6,260	5,879	7,113	7,146	6,871	5,911	6,119	6,211	6,401
Total capital works expenditure	16,755	9,557	8,610	8,325	9,584	9,679	9,468	8,572	8,847	9,007	9,267

3.2.6 Statement of Human Resources

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure										
Employee costs - operating	13,736	14,738	15,106	15,484	15,871	16,268	16,675	17,092	17,519	17,957
Employee costs - capital	642	659	675	692	709	727	745	764	783	802
Total staff expenditure	14,379	15,397	15,781	16,176	16,580	16,995	17,420	17,855	18,302	18,759
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers										
Employees	136.8	136.7	135.3	135.3	135.3	135.3	135.3	135.3	135.3	135.3
Total staff numbers	136.8	136.7	135.3	135.3	135.3	135.3	135.3	135.3	135.3	135.3

Department	Budget 2025/26 \$'000	Comprises			
		Permanent		Casual \$'000	Temporary \$'000
		Full Time \$'000	Part time \$'000		
Community Development	979	267	489	65	158
Corporate	1,865	1,203	328	-	335
Customer Experience	1,831	824	696	276	35
Engineering and Assets	821	604	-	-	218
Executive	983	983	-	-	-
Growth and Future	2,150	1,410	375	250	115
Operations	2,927	2,756	171	-	-
Regulatory Services	2,179	1,747	382	-	50
Total permanent staff expenditure	13,736	9,793	2,442	591	909
Capitalised labour costs	642				
Total expenditure	14,379				

3.2.7 Planned Human Resource Expenditure

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Executive										
Permanent - Full time	983	1,063	1,090	1,117	1,145	1,173	1,203	1,233	1,264	1,295
Women	538	552	566	580	594	609	624	640	656	672
Men	444	481	493	505	518	531	544	557	571	586
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	-	-	-	-	-	-	-	-	-	-
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Executive	983	1,063	1,090	1,117	1,145	1,173	1,203	1,233	1,264	1,295
Customer and Community										
Permanent - Full time	4,041	4,371	4,480	4,592	4,707	4,825	4,945	5,069	5,196	5,326
Women	2,456	2,656	2,723	2,791	2,861	2,932	3,005	3,080	3,157	3,236
Men	1,585	1,715	1,758	1,802	1,847	1,893	1,940	1,989	2,038	2,089
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,896	2,051	2,102	2,155	2,208	2,264	2,320	2,378	2,438	2,499
Women	1,693	1,831	1,877	1,924	1,972	2,021	2,071	2,123	2,176	2,231
Men	203	220	225	231	237	243	249	255	261	268
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Customer and Community	5,937	6,422	6,582	6,747	6,916	7,089	7,266	7,447	7,634	7,824

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets										
Permanent - Full time	4,769	5,158	5,287	5,419	5,555	5,694	5,836	5,982	6,132	6,285
Women	1,269	1,372	1,407	1,442	1,478	1,515	1,553	1,591	1,631	1,672
Men	3,500	3,786	3,881	3,978	4,077	4,179	4,283	4,390	4,500	4,613
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	546	591	606	621	636	652	669	685	702	720
Women	208	226	231	237	243	249	255	262	268	275
Men	338	365	375	384	394	403	413	424	434	445
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Assets	5,316	5,749	5,893	6,040	6,191	6,346	6,505	6,667	6,834	7,005
Casuals, temporary and other expenditure	1,500	1,623	1,663	1,705	1,747	1,791	1,836	1,882	1,929	1,977
Capitalised labour costs	642	695	712	730	748	767	786	806	826	847
Total staff expenditure	14,379	15,552	15,940	16,339	16,747	17,166	17,595	18,035	18,486	18,948

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Executive										
Permanent - Full time	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Women	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Executive	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Customer and Community										
Permanent - Full time	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6
Women	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0
Men	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9
Women	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7	17.7
Men	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Customer and Community	56.5	56.5	56.5	56.5	56.5	56.5	56.5	56.5	56.5	56.5
Assets										
Permanent - Full time	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8
Women	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8	12.8
Men	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent - Part time	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8
Women	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Men	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Assets	59.6	59.6	59.6	59.6	59.6	59.6	59.6	59.6	59.6	59.6
Casuals and temporary staff	14.7	14.6	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2
Capitalised labour	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
Total staff numbers	136.8	136.7	135.3	135.3	135.3	135.3	135.3	135.3	135.3	135.3

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.

		Actual												
Indicator	Measure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend	
Operating position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	(10.33%)	(3.43%)	(3.60%)	(2.97%)	(3.03%)	(3.11%)	(3.17%)	(3.13%)	(2.97%)	(2.80%)	(2.63%)	O	
Liquidity														
Working Capital	Current assets / current liabilities	3.76	4.22	3.84	3.54	3.10	2.68	2.32	2.11	1.90	1.71	1.53	-	
Unrestricted cash	Unrestricted cash / current liabilities	135.02%	95.73%	90.33%	79.30%	65.58%	52.97%	45.10%	38.56%	20.78%	4.89%	(10.20%)	-	
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	O	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	O	
Indebtedness	Non-current liabilities / own source revenue	13.56%	15.15%	15.24%	13.47%	12.59%	11.73%	10.93%	10.18%	9.46%	8.80%	8.19%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	143.18%	120.60%	120.47%	115.57%	133.55%	131.47%	125.11%	109.61%	110.41%	109.61%	110.06%	O	

		Actual												
Indicator	Measure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend	
Stability														
Rates effort	Rate revenue / CIV of rateable properties in the municipal district	0.30%	0.29%	0.31%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	O	
Rates concentration	Rate revenue / adjusted underlying revenue	61.22%	66.13%	65.21%	65.20%	65.63%	65.85%	66.05%	66.18%	66.24%	66.29%	66.35%	O	
Efficiency														
Revenue level	General rates and municipal charges / no. of property assessments	\$1,886	\$1,883	\$1,946	\$1,994	\$2,044	\$2,095	\$2,148	\$2,201	\$2,256	\$2,313	\$2,371	+	
Expenditure level	Total expenses / no. of property assessments	\$3,818	\$4,111	\$4,037	\$4,134	\$4,222	\$4,312	\$4,420	\$4,530	\$4,643	\$4,759	\$4,878	-	

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. Strategy and Plans

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

5.1 BORROWING STRATEGY

Council repaid all its borrowings in July 2015 and does not forecast future borrowings. Council is open to entering into new loans should a strategic assessment and decision be undertaken to do so in line with Council's [Borrowing Policy](#).

5.2 INVESTMENT POLICY

Council manages investments in line with the Financial Investments Policy which applies to any investment of Council funds. Reporting on Council's investment portfolio is undertaken regularly to the Audit and Risk Committee.

5.3 RESERVE STRATEGY

5.3.1 Public Open Space Reserve

Holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the *Subdivision Act* and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.

5.3.2 Dinner Plain Reserve

From 1 July 2025 the Dinner Plain village has been included in the definition and scope of the commercial/industrial differential rate in the Revenue and Rating Plan 2025.

The Dinner Plain Reserve ceased to receive income from 30 June 2025, with general income forming a part of Council's general revenue, and waste revenue and expenses continuing to be managed through Council's Waste Reserve.

Funds in the Dinner Plain Reserve will be expended to support approved projects and services within Dinner Plain until such time as the Reserve is exhausted and subsequently closed.

5.3.3 Waste Reserve

All waste charges received are collated in the Waste Reserve. The Waste Reserve is used to account for any over or underspends of annual kerbside collection and waste charges that are not spent in the year of recognition.

The funds are utilised to assist with the cost of strategic projects, compliance and long-term planning for Council's historic landfills, transfer stations and waste management responsibilities and are carried as a liability in the Balance Sheet.

5.3.4 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan.

Reserves	Restricted / Discretionary	2024/25 \$000's	2025/26 \$000's	2026/27 \$000's	2027/28 \$000's	2028/29 \$000's	2029/30 \$000's	2030/31 \$000's	2031/32 \$000's	2032/33 \$000's	2033/34 \$000's	2034/35 \$000's
Public Open Space Reserve		Restricted										
Opening balance		694	623	623	623	623	623	623	623	623	623	623
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-71	0	0	0	0	0	0	0	0	0	0
Closing balance		623	623	623	623	623	623	623	623	623	623	623
Waste Reserve		Discretionary										
Opening balance		4,009	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-222	0	0	0	0	0	0	0	0	0	0
Closing balance		3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787
Dinner Plain Reserve		Discretionary										
Opening balance		1,340	968	468	0	0	0	0	0	0	0	0
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-372	-500	-468	0	0	0	0	0	0	0	0
Closing balance		968	468	0	0	0	0	0	0	0	0	0
Reserves Summary		Total Discretionary										
Opening balance		5,349	4,755	4,255	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-594	-500	-468	0	0	0	0	0	0	0	0
Closing balance		4,755	4,255	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787	3,787
Reserves Summary	Restricted & Discretionary											

Reserves	Restricted / Discretionary	2024/25 \$000's	2025/26 \$000's	2026/27 \$000's	2027/28 \$000's	2028/29 \$000's	2029/30 \$000's	2030/31 \$000's	2031/32 \$000's	2032/33 \$000's	2033/34 \$000's	2034/35 \$000's
Opening balance		6,043	5,378	4,878	4,410	4,410	4,410	4,410	4,410	4,410	4,410	4,410
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		-665	-500	-468	0	0	0	0	0	0	0	0
Closing balance		5,378	4,878	4,410	4,410	4,410	4,410	4,410	4,410	4,410	4,410	4,410

6. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 28 day of October
2025
in the presence of:



The Financial Plan 2025-2035
was signed and sealed at the
Ordinary Council Meeting held
on 28 October 2025.

The original signed copy is
held in Council's records.

Signed by:

Cr Dave Byrne

Cr Peter Smith

Will Jeremy, Chief Executive Officer