

COUNCIL DOCUMENT

Draft Financial Plan

2025 – 2035

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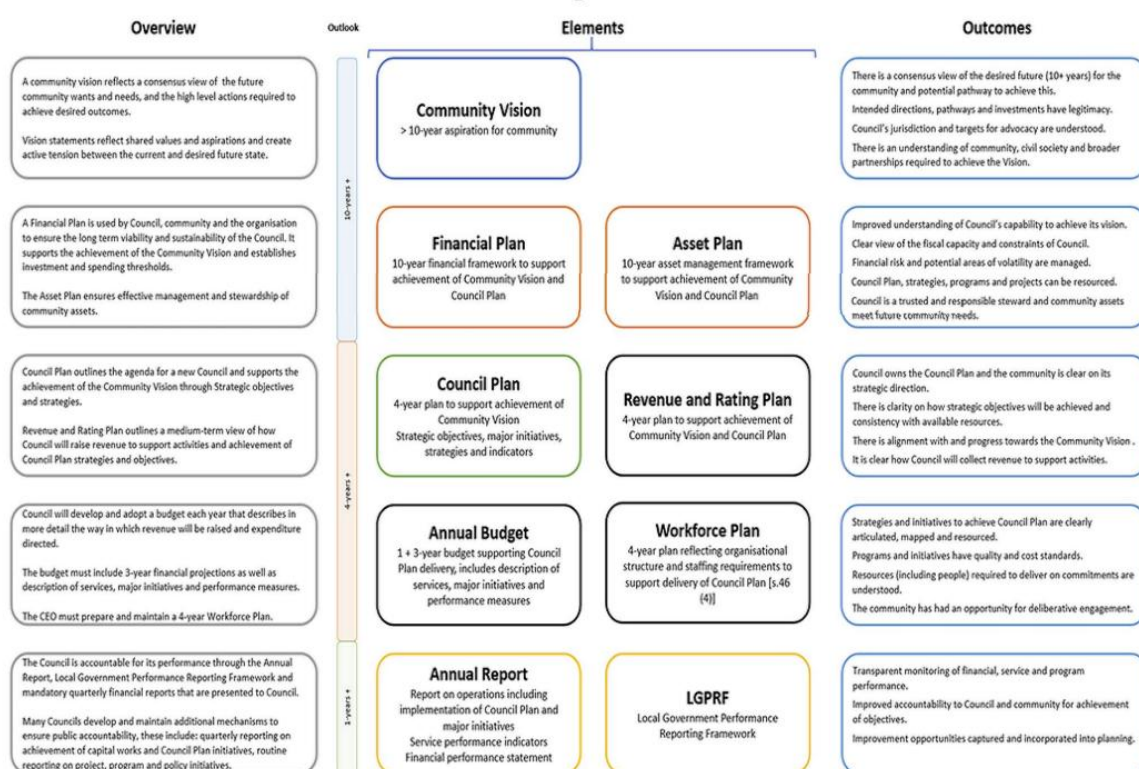
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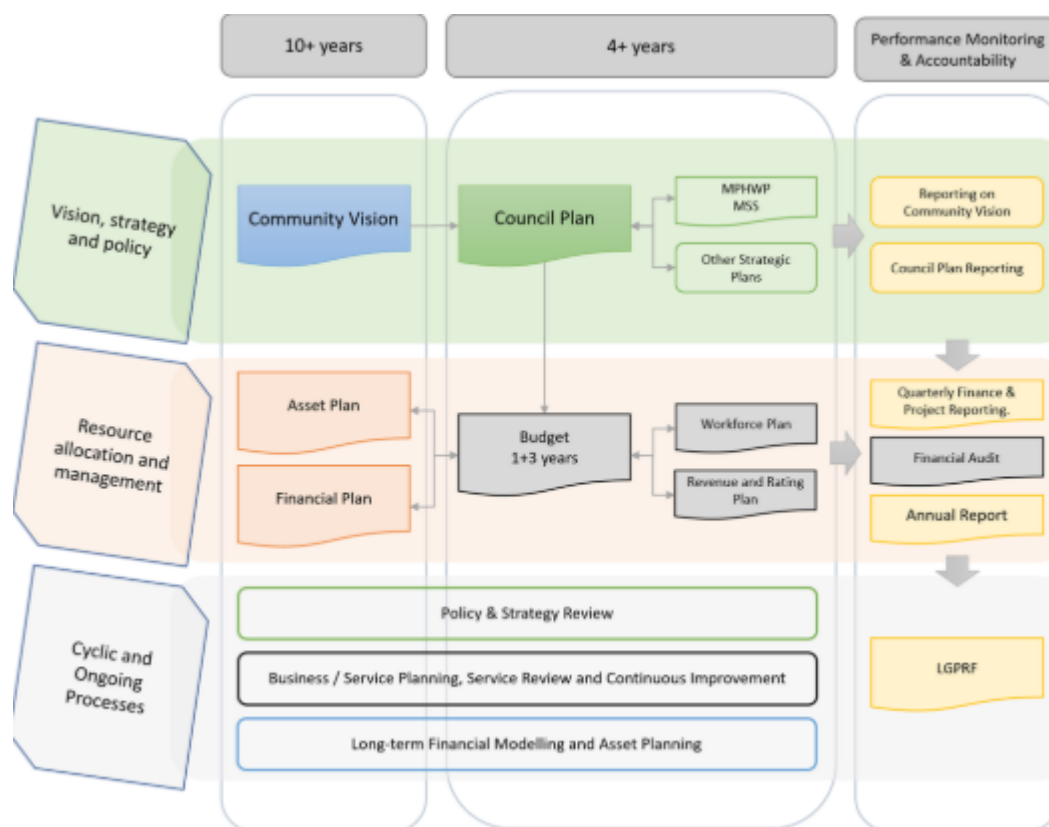
1. Legislative Requirements

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 at the August 2025 Council meeting 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. Draft Financial Plan, 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 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 Asset Plan will be presented to the October 2025 Council meeting for adoption.

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	Forecast 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%	(3.00%)	(3.43%)	(3.67%)	(3.21%)	(3.43%)	(3.99%)	(3.99%)	(3.99%)	(3.99%)	(4.00%)	(4.00%)
Consistent underlying surplus results	Adjusted underlying surplus (deficit) (\$'000)	> \$0.00	(1,094)	(1,223)	(1,363)	(1,220)	(1,329)	(1,578)	(1,618)	(1,659)	(1,701)	(1,744)	(1,788)
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities	1.20 - 3.50	2.53	3.39	3.56	3.14	2.77	1.92	1.01	0.63	0.51	0.39	0.12
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%	152.59%	120.69%	136.85%	131.40%	124.71%	181.38%	190.06%	129.95%	100.66%	99.93%	118.80%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required	Unrestricted Cash / Current Liabilities	> 80%	54.95%	74.18%	70.66%	59.28%	40.64%	20.51%	(67.09%)	(102.05%)	(111.57%)	(120.25%)	(144.57%)

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	Non-recurrent capital grant income of \$1M is assumed in 2026/27, indexed by CPI each year thereafter.
Contributions	Council receives monetary and non-monetary contributions, typically from developers, in relation to development or redevelopment activities occurring within the Shire.

Description	Assumption
	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. Monetary contributions are received to assist deliver additional infrastructure that is required to service new developments, 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. 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 year reflect the adopted Budget. Longer term, employee cost assumptions 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.
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%
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	2.75%	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

	Forecast										
	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	22,739	23,576	24,224	24,830	25,451	26,087	26,739	27,408	28,093	28,795	29,515
Statutory fees and fines	680	606	623	639	655	671	688	705	723	741	759
User fees	1,082	1,151	1,183	1,212	1,242	1,273	1,305	1,338	1,371	1,406	1,441
Grants - operating (recurrent)	5,621	5,917	6,080	6,232	6,388	6,547	6,711	6,879	7,051	7,227	7,408
Grants - operating (non-recurrent)	602	206	500	513	525	538	552	566	580	594	609
Grants - capital (recurrent)	2,548	1,136	1,350	1,421	1,421	1,456	1,493	1,530	1,568	1,607	1,647
Grants - capital (non-recurrent)	10,516	1,527	1,000	1,025	1,051	1,077	1,104	1,131	1,160	1,189	1,218
Contributions - monetary	644	854	878	900	922	945	969	993	1,018	1,044	1,070
Contributions - non-monetary	500	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	25	25	25	25	25	25	25	25	25	25	25
Other income	2,514	2,181	2,241	2,297	2,166	2,004	2,054	2,106	2,158	2,212	2,268
Total income / revenue	47,472	39,000	41,313	42,102	40,345	41,137	42,165	43,219	44,299	45,405	46,540
Expenses											
Employee costs	13,466	13,736	14,738	15,106	15,484	15,871	16,268	16,675	17,092	17,519	17,957
Materials and services	16,699	15,761	16,195	16,599	17,014	17,440	17,876	18,323	18,781	19,250	19,732
Depreciation	6,600	6,600	6,732	6,760	6,783	6,953	7,126	7,305	7,487	7,674	7,866
Amortisation - intangible assets	55	5	6	6	6	6	6	6	6	6	6
Other expenses	730	775	796	816	836	857	878	900	923	946	970
Total expenses	37,550	36,877	38,466	39,287	40,123	41,126	42,154	43,208	44,288	45,395	46,530
Surplus/(deficit) for the year	9,922	2,124	2,847	2,815	222	11	11	11	10	10	10
Underlying Adjusted Result	(1,094)	(1,223)	(1,363)	(1,220)	(1,329)	(1,578)	(1,618)	(1,659)	(1,701)	(1,744)	(1,788)

	Forecast										
	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											
Net asset revaluation gain /(loss)	3,207	4,521	4,645	4,761	4,880	5,002	5,127	5,255	5,387	5,522	5,660
Total other comprehensive income	3,207	4,521	4,645	4,761	4,880	5,002	5,127	5,255	5,387	5,522	5,660
Total comprehensive result	13,129	6,644	7,492	7,576	5,102	5,013	5,138	5,266	5,397	5,532	5,670

3.2.2 Balance Sheet

	Forecast 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	9,108	7,410	6,171	5,429	4,060	2,495	(4,873)	(8,035)	(9,084)	(10,104)	(12,634)
Trade and other receivables	3,067	2,360	2,425	2,485	2,547	2,611	2,676	2,743	2,812	2,882	2,954
Other financial assets	26,000	20,000	18,000	16,020	15,020	10,000	10,000	10,000	10,000	10,000	10,000
Inventories	105	106	109	112	115	118	121	124	127	130	133
Prepayments	22	22	23	24	24	25	25	26	27	27	28
Contract assets	400	626	626	626	626	626	626	626	626	626	626
Other assets	5	6	6	6	6	6	6	6	6	6	6
Total current assets	38,707	30,530	27,360	24,702	22,398	15,881	8,581	5,490	4,514	3,568	1,113
Non-current assets											
Property, infrastructure, plant & equipment	361,413	370,153	379,638	389,671	397,099	408,661	421,143	429,559	436,003	442,565	450,785
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	200	115	109	104	98	98	98	98	98	98	98
Total non-current assets	371,613	380,268	389,748	399,774	407,197	418,759	431,241	439,656	446,101	452,662	460,883
Total assets	410,320	410,799	417,108	424,476	429,595	434,640	439,822	445,146	450,615	456,230	461,996
Liabilities											
Current liabilities											
Trade and other payables	2,336	2,741	2,816	2,887	2,959	3,033	3,109	3,187	3,266	3,348	3,432
Trust funds and deposits	697	721	741	759	778	798	818	838	859	881	903
Contract and other liabilities	8,977	2,394	880	902	925	948	971	996	1,021	1,046	1,072
Provisions	3,297	3,161	3,248	3,329	3,412	3,497	3,585	3,674	3,766	3,860	3,957
Total current liabilities	15,307	9,017	7,685	7,877	8,074	8,276	8,483	8,695	8,912	9,135	9,363
Non-current liabilities											
Provisions	3,732	3,846	3,996	3,596	3,417	3,246	3,083	2,929	2,783	2,644	2,512
Lease liabilities	312	322	322	322	322	322	322	322	322	322	322

	Forecast 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
Total non-current liabilities	4,044	4,168	4,318	3,918	3,739	3,568	3,405	3,251	3,105	2,966	2,834
Total liabilities	19,351	13,186	12,003	11,795	11,812	11,843	11,888	11,946	12,017	12,101	12,197
Net assets	390,969	397,613	405,105	412,681	417,783	422,796	427,934	433,200	438,598	444,130	449,799
Equity											
Accumulated surplus	191,341	193,644	197,311	200,466	200,848	200,859	200,870	200,880	200,891	200,901	200,911
Reserves	199,628	203,969	207,794	212,215	216,935	221,937	227,065	232,320	237,707	243,229	248,888
Total equity	390,969	397,613	405,105	412,681	417,783	422,796	427,934	433,200	438,598	444,130	449,799

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	377,840	181,419	190,378	6,043
Surplus/(deficit) for the year	9,922	9,922	-	-
Net asset revaluation gain/(loss)	3,207	-	3,207	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	390,969	191,341	193,585	6,043
2026 Budget				
Balance at beginning of the financial year	390,969	191,341	193,585	6,043
Surplus/(deficit) for the year	2,124	2,124	-	-
Net asset revaluation gain/(loss)	4,521	-	4,521	-
Transfers to other reserves	(500)	-	-	(500)
Transfers from other reserves	500	500	-	-
Balance at end of the financial year	397,613	193,964	198,106	5,543
2027				
Balance at beginning of the financial year	397,613	193,964	198,106	5,543
Surplus/(deficit) for the year	2,847	2,847	-	-
Net asset revaluation gain/(loss)	4,645	-	4,645	-
Transfers to other reserves	-500	-	-	-500
Transfers from other reserves	500	500	-	-
Balance at end of the financial year	405,105	197,311	202,751	5,043
2028				
Balance at beginning of the financial year	405,105	197,311	202,751	5,043
Surplus/(deficit) for the year	2,815	2,815	-	-
Net asset revaluation gain/(loss)	4,761	-	4,761	-
Transfers to other reserves	-340	-	-	-340
Transfers from other reserves	340	340	-	-
Balance at end of the financial year	412,681	200,466	207,512	4,703
2029				
Balance at beginning of the financial year	412,681	200,466	207,512	4,703
Surplus/(deficit) for the year	410	410	-	-
Net asset revaluation gain/(loss)	4,880	-	4,880	-
Transfers to other reserves	-	-	-	-160
Transfers from other reserves	-	160	-	-
Balance at end of the financial year	417,971	201,036	212,392	4,543
2030				
Balance at beginning of the financial year	417,971	201,036	212,392	4,543

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Surplus/(deficit) for the year	420	420	-	-
Net asset revaluation gain/(loss)	5,002	-	5,002	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	423,393	201,455	217,394	4,543
2031				
Balance at beginning of the financial year	423,393	201,455	217,394	4,543
Surplus/(deficit) for the year	430	430	-	-
Net asset revaluation gain/(loss)	5,127	-	5,127	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	428,949	201,885	222,522	4,543
2032				
Balance at beginning of the financial year	428,949	201,885	222,522	4,543
Surplus/(deficit) for the year	440	440	-	-
Net asset revaluation gain/(loss)	5,255	-	5,255	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	434,645	202,325	227,777	4,543
2033				
Balance at beginning of the financial year	434,645	202,325	227,777	4,543
Surplus/(deficit) for the year	450	450	-	-
Net asset revaluation gain/(loss)	5,387	-	5,387	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	440,482	202,775	233,164	4,543
2034				
Balance at beginning of the financial year	440,482	202,775	233,164	4,543
Surplus/(deficit) for the year	461	461	-	-
Net asset revaluation gain/(loss)	5,522	-	5,522	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	446,464	203,236	238,686	4,543
2035				
Balance at beginning of the financial year	446,464	203,236	238,686	4,543
Surplus/(deficit) for the year	472	472	-	-
Net asset revaluation gain/(loss)	5,660	-	5,660	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	452,596	203,708	244,345	4,543

3.2.4 Statement of Cash Flows

	Forecast										
	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	22,739	23,576	24,224	24,830	25,451	26,087	26,739	27,408	28,093	28,795	29,515
Statutory fees and fines	680	606	623	639	655	671	688	705	723	741	759
User fees	1,082	1,151	1,183	1,212	1,242	1,273	1,305	1,338	1,371	1,406	1,441
Grants - operating	6,223	6,123	6,580	6,744	6,913	7,086	7,263	7,444	7,631	7,821	8,017
Grants - capital	13,064	2,663	2,350	2,446	2,471	2,533	2,596	2,661	2,728	2,796	2,866
Contributions - monetary	644	854	878	900	922	945	969	993	1,018	1,044	1,070
Other receipts	2,514	2,181	1,386	1,527	1,565	1,604	1,644	1,686	1,728	1,771	1,815
Employee costs	(13,466)	(13,736)	(14,738)	(15,106)	(15,484)	(15,871)	(16,268)	(16,675)	(17,092)	(17,519)	(17,957)
Materials and services	(16,699)	(15,761)	(16,195)	(16,599)	(17,014)	(17,440)	(17,876)	(18,323)	(18,781)	(19,250)	(19,732)
Other payments	(730)	(775)	(796)	(816)	(836)	(857)	(878)	(900)	(923)	(946)	(970)
Net cash provided by/(used in) operating activities	16,052	6,883	5,494	5,776	5,885	6,032	6,183	6,337	6,496	6,658	6,825
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(19,043)	(9,557)	(9,613)	(9,293)	(8,880)	(13,041)	(13,986)	(9,945)	(8,000)	(8,145)	(9,832)
Proceeds from Financial Assets	1,021	950	2,855	2,750	1,601	5,420	410	420	431	442	453
Proceeds from sale of property, plant and equipment	25	25	25	25	25	25	25	25	25	25	25
Net cash provided by/ (used in) investing activities	(17,998)	(8,582)	(6,733)	(6,518)	(7,254)	(7,596)	(13,551)	(9,499)	(7,544)	(7,678)	(9,355)

Net cash provided by/(used in) financing activities	-	-	-	-	-	-	-	-	-	-	
Net increase/(decrease) in cash & cash equivalents	(1,946)	(1,699)	(1,238)	(742)	(1,369)	(1,564)	(7,368)	(3,162)	(1,049)	(1,020)	(2,530)
Cash and cash equivalents at the beginning of the financial year	11,054	9,108	7,410	6,171	5,429	4,060	2,495	(4,873)	(8,035)	(9,084)	(10,104)
Cash and cash equivalents at the end of the financial year	9,108	7,410	6,171	5,429	4,060	2,495	(4,873)	(8,035)	(9,084)	(10,104)	(12,634)

3.2.5 Statement of Capital Works

	Forecast 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	333	525	539	553	567	581	595	610	626	641	657
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	481	-	-	-	-	-	-	-	-	-	-
Library books	75	80	82	84	86	89	91	93	95	98	100
Total plant and equipment	888	605	622	637	653	669	686	703	721	739	757
Infrastructure											
Roads	4,593	2,485	2,792	2,862	2,933	3,007	3,082	3,159	3,238	3,319	3,402
Bridges	1,118	805	262	269	275	282	289	296	304	311	319
Footpaths and cycleways	1,419	500	318	326	334	342	351	360	369	378	387
Drainage	234	200	173	177	182	186	191	196	207	218	230
Recreational, leisure and community facilities	5,127	530	367	376	385	395	405	415	425	436	447
Waste management	1,706	1,918	1,341	874	1,947	1,851	1,444	348	417	366	410
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	14,198	6,438	5,253	4,884	6,056	6,063	5,762	4,774	4,960	5,028	5,195

	Forecast 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	-	-	400	410	420	431	442	453	464	475	487
Unspecified Upgrade	-	-	1,600	1,640	1,681	1,723	1,766	1,810	1,856	1,902	1,949
Total capital works expenditure	19,043	9,557	9,613	9,293	8,880	13,041	13,986	9,945	8,000	8,145	9,832
Represented by:											
New asset expenditure	8,972	1,591	400	410	420	431	442	453	464	475	487
Asset renewal expenditure	5,643	5,692	7,608	7,237	6,773	10,882	11,773	7,676	5,675	5,761	7,389
Asset upgrade expenditure	4,428	2,274	1,600	1,640	1,681	1,723	1,766	1,810	1,856	1,902	1,949
Total capital works expenditure	19,043	9,557	9,613	9,293	8,880	13,041	13,986	9,945	8,000	8,145	9,832
Funding sources represented by:											
Grants	12,955	2,663	2,350	2,446	2,471	2,533	2,596	2,661	2,728	2,796	2,866
Contributions	140	150	-	-	-	-	-	-	-	-	-
Council cash	5,948	6,744	7,263	6,847	6,408	10,508	11,390	7,283	5,272	5,349	6,967
Total capital works expenditure	19,043	9,557	9,613	9,293	8,880	13,041	13,986	9,945	8,000	8,145	9,832

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	1,007	1,033	1,058	1,085	1,112	1,140	1,168	1,197	1,227
Women	538	552	566	580	594	609	624	640	656	672
Men	444	456	467	479	491	503	515	528	542	555
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	-	-	-	-	-	-	-	-	-	-
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Executive	983	1,007	1,033	1,058	1,085	1,112	1,140	1,168	1,197	1,227
Customer and Community										
Permanent - Full time	4,041	4,142	4,246	4,352	4,461	4,572	4,687	4,804	4,924	5,047
Women	2,456	2,517	2,580	2,645	2,711	2,779	2,848	2,919	2,992	3,067
Men	1,585	1,625	1,666	1,707	1,750	1,794	1,839	1,885	1,932	1,980
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,896	1,944	1,992	2,042	2,093	2,145	2,199	2,254	2,310	2,368
Women	1,693	1,735	1,778	1,823	1,869	1,915	1,963	2,012	2,062	2,114
Men	203	208	214	219	224	230	236	242	248	254
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Customer and Community	5,937	6,086	6,238	6,394	6,554	6,718	6,886	7,058	7,234	7,415
Assets										
Permanent - Full time	4,769	4,888	5,011	5,136	5,264	5,396	5,531	5,669	5,811	5,956
Women	1,269	1,301	1,333	1,366	1,401	1,436	1,471	1,508	1,546	1,585

	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
Men	3,500	3,588	3,678	3,769	3,864	3,960	4,059	4,161	4,265	4,371
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	546	560	574	588	603	618	634	649	666	682
Women	208	214	219	225	230	236	242	248	254	260
Men	338	346	355	364	373	382	392	402	412	422
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Assets	5,316	5,448	5,585	5,724	5,867	6,014	6,164	6,319	6,476	6,638
Casuals, temporary and other expenditure	1,500	1,538	1,576	1,616	1,656	1,697	1,740	1,783	1,828	1,874
Capitalised labour costs	642	659	675	692	709	727	745	764	783	802
Total staff expenditure	14,379	14,738	15,106	15,484	15,871	16,268	16,675	17,092	17,519	17,957

	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

	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
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
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.

		Forecast											
Indicator	Measure	Actual 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	(3.00%)	(3.43%)	(3.67%)	(3.21%)	(3.43%)	(3.99%)	(3.99%)	(3.99%)	(3.99%)	(4.00%)	(4.00%)	O
Liquidity													
Working Capital	Current assets / current liabilities	2.53	3.39	3.56	3.14	2.77	1.92	1.01	0.63	0.51	0.39	0.12	-
Unrestricted cash	Unrestricted cash / current liabilities	54.95%	74.18%	70.66%	59.28%	40.64%	20.51%	(67.09%)	(102.05%)	(111.57%)	(120.25%)	(144.57%)	-
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	14.97%	15.15%	15.27%	13.52%	12.67%	11.88%	11.06%	10.30%	9.60%	8.95%	8.34%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	152.59%	120.69%	136.85%	131.40%	124.71%	181.38%	190.06%	129.95%	100.66%	99.93%	118.80%	O
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

Indicator	Measure	Forecast Actual	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend
		2024/25												
Rates concentration	Rate revenue / adjusted underlying revenue	62.37%	66.13%	65.29%	65.23%	65.60%	65.96%	65.96%	65.96%	65.97%	65.97%	65.97%	65.97%	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	\$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	\$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. *Movement of funds within the Reserves over the ten-year period will be further adjusted in the final 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	694	694	694	694	694	694	694	694	694	694
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		694	694	694	694	694	694	694	694	694	694	694
Waste Reserve	Discretionary											
Opening balance		4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009
Dinner Plain Reserve	Discretionary											
Opening balance		1,340	1,340	840	340	0	0	0	0	0	0	0
Transfer to reserve		0	-500	-500	-340	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		1,340	840	340	0	0	0	0	0	0	0	0
Reserves Summary	Total Discretionary											
Opening balance		5,349	5,349	4,849	4,349	4,009	4,009	4,009	4,009	4,009	4,009	4,009
Transfer to reserve		0	-500	-500	-340	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		5,349	4,849	4,349	4,009	4,009	4,009	4,009	4,009	4,009	4,009	4,009

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
Reserves Summary	Restricted & Discretionary											
Opening balance		6,043	6,043	5,543	5,043	4,703	4,703	4,703	4,703	4,703	4,703	4,703
Transfer to reserve		0	-500	-500	-340	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		6,043	5,543	5,043	4,703	4,703	4,703	4,703	4,703	4,703	4,703	4,703

6. Approval

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

.....
COUNCILLOR

.....
COUNCILLOR

.....
CHIEF EXECUTIVE OFFICER