



Moira Shire

Strategic Resource Plan

2020-2024



FINANCIAL STATEMENTS

This Appendix contains the financial statements that follow:

- Comprehensive Income Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Statement of Cash Flows;
- Statement of Capital Works;
- Statement of Human Resources;
- Summary of Planned Capital Works Expenditure;
- Summary of Planned Human Resources Expenditure;
- Financial Performance Indicators.

These statements are required under Division 1, Part 6 of the *Local Government (Planning and Reporting) Regulations 2014*.

The Regulations commenced on 18 April 2014.

Regulations 13(2), 16(1) and 17(2) came into operation on July 1 2015.

1.1 Comprehensive Income Statement

For the four years ending 30 June 2024

	Budget	Budget	Strategic Resource Plan		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	37,524	38,732	39,803	40,956	42,126
Statutory fees and fines	1,347	1,375	1,416	1,459	1,502
User fees	1,997	2,076	2,138	2,202	2,269
Grants - Operating	6,255	11,652	11,789	12,080	12,276
Grants - Capital	9,713	5,740	4,095	8,545	6,945
Contributions - monetary	854	390	100	100	100
Contributions - non-monetary	200	200	200	200	200
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(117)	(164)	(225)	(275)	(275)
Share of net profits/(losses) of associates and joint ventures	(10)	(10)	79	80	81
Other income	1,095	1,298	1,064	983	988
Total Income	58,858	61,289	60,460	66,330	66,212
Expenses					
Employee costs	(21,939)	(22,591)	(22,930)	(23,274)	(23,623)
Materials and services	(22,950)	(23,436)	(23,916)	(24,406)	(24,905)
Bad and doubtful debts	(10)	(10)	(14)	(10)	(10)
Depreciation	(10,262)	(10,620)	(10,622)	(10,653)	(11,207)
Amortisation - Right of use assets	-	(489)	(489)	(489)	(489)
Borrowing costs	(154)	(93)	(58)	(55)	(43)
Finance costs - leases	-	(80)	(80)	(80)	(80)
Other expenses	(816)	(1,171)	(1,024)	(1,063)	(1,099)
Total Expenses	(56,131)	(58,490)	(59,133)	(60,029)	(61,457)
Surplus/(deficit) for the year	2,727	2,799	1,326	6,301	4,755
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	4,892	(35,962)	12,173	12,491	12,899
Total comprehensive result	7,619	(33,163)	13,500	18,792	17,654

1.2 Budgeted Balance Sheet

For the four years ending 30 June 2024

	Budget	Budget	Strategic Resource Plan		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Assets					
Current assets					
Cash and cash equivalents	24,224	28,077	25,430	23,245	21,371
Trade and other receivables	4,970	4,750	3,521	3,610	3,712
Inventories	550	575	578	581	584
Total current assets	29,744	33,402	29,528	27,436	25,667
Non-current assets					
Trade and other receivables	1,550	-	-	-	-
Investments in associates and joint ventures	950	975	1,004	1,034	1,065
Property, infrastructure, plant & equipment	598,288	608,669	624,571	644,955	664,186
Right-of-use assets	-	2,476	2,476	2,476	2,476
Intangible asset	2,000	2,000	2,000	2,000	2,000
Total non-current assets	602,788	614,120	630,051	650,465	669,728
Total assets	632,532	647,522	659,580	677,901	695,395
Liabilities					
Current liabilities					
Trade and other payables	3,000	3,150	2,216	2,260	2,299
Trust funds and deposits	750	725	725	725	725
Provisions	4,500	4,400	4,350	4,350	4,350
Interest-bearing loans and borrowings	578	1,149	774	829	520
Lease liabilities	-	957	957	957	957
Total current liabilities	8,828	10,381	9,022	9,121	8,851
Non-current liabilities					
Provisions	13,000	12,375	12,731	13,045	13,366
Interest-bearing loans and borrowings	883	4,934	4,495	3,611	3,400
Lease liabilities	-	1,519	1,519	1,519	1,519
Total non-current liabilities	13,883	18,828	18,745	18,175	18,285
Total liabilities	22,711	29,209	27,767	27,296	27,136
Net assets	609,821	618,313	631,813	650,605	668,259
Equity					
Accumulated surplus	203,739	248,193	249,519	255,820	260,575
Reserves	406,082	370,120	382,293	394,785	407,684
Total equity	609,821	618,313	631,813	650,605	668,259

1.3 Budgeted Statement of Changes in Equity

For the four years ending 30 June 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20				
Balance at beginning of the financial year	550,315	193,221	355,447	1,647
Surplus/(deficit) for the year	2,727	2,727	-	-
Net asset revaluation increment/(decrement)	48,958	-	48,958	-
Transfer (to)/from reserves	7,821	7,791	-	30
Balance at end of financial year	609,821	203,739	404,405	1,677
2020/21				
Balance at beginning of the financial year	609,821	203,739	404,405	1,677
Surplus/(deficit) for the year	2,799	2,799	-	-
Net asset revaluation increment/(decrement)	(36,082)	-	(36,082)	-
Transfer (to)/from reserves	41,775	41,655	-	120
Balance at end of financial year	618,313	248,193	368,323	1,797
2021/22				
Balance at beginning of the financial year	618,313	248,193	368,323	1,797
Surplus/(deficit) for the year	1,326	1,326	-	-
Net asset revaluation increment/(decrement)	12,053	-	12,053	-
Transfer (to)/from reserves	120	-	-	120
Balance at end of financial year	631,813	249,519	380,376	1,917
2022/23				
Balance at beginning of the financial year	631,813	249,519	380,376	1,917
Surplus/(deficit) for the year	6,301	6,301	-	-
Net asset revaluation increment/(decrement)	12,371	-	12,371	-
Transfer (to)/from reserves	120	-	-	120
Balance at end of financial year	650,605	255,820	392,748	2,037
2023/24				
Balance at beginning of the financial year	650,605	255,820	392,748	2,037
Surplus/(deficit) for the year	4,755	4,755	-	-
Net asset revaluation increment/(decrement)	12,779	-	12,779	-
Transfer (to)/from reserves	120	-	-	120
Balance at end of financial year	668,259	260,575	405,527	2,157

1.4 Budgeted Statement of Cash Flows

For the four years ending 30 June 2024

	Budget	Budget	Strategic Resource Plan		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	37,924	39,276	41,071	41,167	42,360
Statutory fees and fines	1,352	1,450	1,461	1,466	1,511
User fees	2,030	2,550	2,206	2,214	2,281
Grants - operating	6,255	12,652	12,165	12,143	12,344
Grants - capital	8,053	7,940	4,225	8,589	6,984
Contributions - monetary	854	390	100	100	100
Interest received	612	800	285	182	165
Other receipts	407	1,060	807	805	828
Net GST refund / payment	-	3,500	2,898	3,048	3,219
Employee costs	(21,938)	(22,100)	(24,576)	(24,475)	(24,848)
Materials and services	(22,949)	(22,500)	(26,245)	(26,266)	(26,798)
Trust funds and deposits repaid	(21)	(50)	-	-	-
Other payments	(516)	(750)	(770)	(788)	(818)
Net cash provided by/(used in) operating activities	12,063	24,218	13,628	18,185	17,327
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(19,850)	(25,650)	(15,728)	(19,811)	(18,963)
Proceeds from sale of property, infrastructure, plant and equipment	1,015	807	325	325	325
Net cash provided by/(used in) investing activities	(18,835)	(24,843)	(15,403)	(19,486)	(18,638)
Cash flows from financing activities					
Finance costs	(154)	(93)	(58)	(55)	(43)
Proceeds from borrowings	-	5,200	-	-	-
Repayment of borrowings	(988)	(629)	(814)	(829)	(520)
Net cash provided by/(used in) financing activities	(1,142)	4,478	(872)	(884)	(563)
Net increase/(decrease) in cash & cash equivalents	(7,914)	3,853	(2,647)	(2,184)	(1,874)
Cash and cash equivalents at the beginning of the financial year	32,138	24,224	28,077	25,430	23,245
Cash and cash equivalents at the end of the financial year	24,224	28,077	25,430	23,245	21,371

1.5 Budgeted Statement of Capital Works

For the four years ending 30 June 2024

	Budget	Budget	Strategic Resource Plan		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Property					
Land improvements	1,012	760	3,596	9,463	6,882
Total land	1,012	760	3,596	9,463	6,882
Buildings	10,162	8,889	2,555	1,581	1,539
Total buildings	10,162	8,889	2,555	1,581	1,539
Total property	11,174	9,649	6,151	11,044	8,421
Plant and equipment					
Plant, machinery and equipment	1,187	1,277	952	929	957
Fixtures, fittings and furniture	3	14	13	14	14
Total plant and equipment	1,190	1,291	965	943	971
Infrastructure					
Roads	6,532	4,544	3,568	3,587	5,842
Bridges	90	90	54	56	58
Footpaths and cycleways	300	1,200	734	379	325
Drainage	1,360	2,777	1,744	1,146	919
Recreational, leisure and community facilities	692	813	237	203	223
Waste management	310	900	-	-	-
Parks, open space and streetscapes	60	352	189	195	201
Off street car parks	-	-	150	450	-
Other infrastructure	580	861	833	868	903
Total infrastructure	9,924	11,537	7,509	6,883	8,473
Total capital works expenditure	22,288	22,476	14,625	18,870	17,865
Represented by:					
New asset expenditure	9,478	11,816	2,862	660	150
Asset renewal expenditure	8,193	8,738	9,415	8,661	8,905
Asset expansion expenditure	505	425	893	7,055	5,400
Asset upgrade expenditure	4,112	1,498	1,455	2,494	3,410
Total capital works	22,288	22,476	14,625	18,870	17,865

1.6 Budgeted Statement of Human Resources

For the four years ending 30 June 2024

	Strategic Resource Plan				
	Budget	Budget	Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Staff expenditure					
Employee costs - operating	20,467	21,080	21,396	21,717	22,043
Employee costs - capital	170	170	173	176	180
Total staff expenditure	20,637	21,250	21,569	21,893	22,223
Staff numbers	FTE	FTE	FTE	FTE	FTE
Employees - operating	217.7	218.6	218.6	218.6	218.6
Employees - capital	2.0	2.0	2.0	2.0	2.0
Total staff numbers	219.7	220.6	220.6	220.6	220.6

1.7 Budgeted Summary of Planned Capital Works Expenditure

	Asset expenditure types						Funding sources			
	New \$'000	Upgrade \$'000	Expansion \$'000	Renewal \$'000	Grants \$'000	Special Charge \$'000	Asset Sales \$'000	Council funding		
								\$'000	Borrowings	
Property	9,269	7,268	60	75	1,866	1,920		3,599	3,750	
Infrastructure	11,910	4,011	1,638	350	5,912	3,820	322	6,318	1,450	
Plant and Equipment	1,298	337			961			182	1,115	
Grand Total	22,476	11,616	1,698	425	8,738	5,740	322	182	11,032	5,200

1.8 Budgeted Summary of Planned Human Resources Expenditure

Department	Budget 2020/21 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time \$'000	Part Time \$'000	\$'000	\$'000
Building, Safety and Amenity	1,701	1,195	342	81	84
Community Development	2,264	1,011	1,103	149	-
Construction and Assets	2,004	1,897	-	78	29
Customer and Communications	1,227	806	334	87	-
Economic Development	1,101	717	231	140	12
Environmental Services	265	96	169	-	-
Finance	831	609	142	16	63
Governance and Risk	704	460	243	-	-
Information Services	993	894	76	23	-
Office of CEO	1,248	1,248	-	-	-
Operations	5,847	5,216	151	455	25
Organisational Development	768	625	143	-	-
Planning	737	628	109	-	-
Waste Management	1,391	755	456	180	-
Total operating staff	21,080	16,157	3,500	1,210	212
Capitalised labour	170				
Apprentices and Trainees	597				
External contracted employees	62				
Other employee costs	852				
Total staff	22,761				

1.9 Financial Performance Indicators

Indicator	Measure	Budget	Budget	Strategic Resource Plan Projections			Trend +o/-
		2019/20	2020/21	2021/22	2022/23	2023/24	
Operating position							
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	(10.9)%	3.6%	(1.0)%	0.0%	0.1%	+
Liquidity							
Working Capital	Current assets / current liabilities	336.9%	336.9%	391.4%	358.9%	348.1%	-
Unrestricted cash	Unrestricted cash / current liabilities	265.9%	307.2%	327.4%	294.6%	280.0%	-
Obligations							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3.9%	3.9%	13.3%	10.9%	9.4%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	3.0%	3.0%	2.2%	2.2%	1.3%	+
Indebtedness	Non-current liabilities / own source revenue	33.2%	33.2%	40.1%	37.8%	37.0%	o
Asset renewal	Asset renewal expenses / Asset depreciation	79.8%	82.3%	88.6%	81.3%	79.5%	o
Stability							
Rates concentration	Rate revenue / adjusted underlying revenue	74.1%	74.1%	67.5%	67.6%	67.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.7%	0.6%	0.6%	0.6%	0.6%	o
Efficiency							
Expenditure level	Total expenses/ no. of property assessments	\$3,236	\$3,299	\$3,269	\$3,254	\$3,266	o
Revenue level	Residential rate revenue / No. of residential property assessments	\$1,920	\$2,012	\$2,052	\$2,093	\$2,135	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	9.0%	9.0%	9.0%	9.0%	9.0%	o

