

FINANCIAL MANAGEMENT STRATEGY

OBJECTIVE	To articulate actions Council proposes to follow to achieve its financial targets.
STATUTORY AUTHORITY	Section 70A(1) and (2) of the LGA 1993 requires Council to prepare a financial management strategy for a municipal area.
VERSION	Minute No 23/0199

STRATEGY

1 PURPOSE AND INTENT OF FINANCIAL MANAGEMENT STRATEGY

This strategy is to maintain and where warranted improve the long-term financial sustainability whilst implementing the objectives of the Northern Midlands Strategic Plan, providing the preferred service levels and equitably generating appropriate levels of revenue.

2 FINANCIAL PRINCIPLES

The Financial Management Strategy is based on the following key financial principles

- Achieve an underlying surplus position over the long term
- Prudent management of assets and liabilities
- Achievement of intergenerational equity.

3 FINANCIAL MANAGEMENT STRATEGIES

The key financial management strategies to be employed by Council include:

Rating Strategy

Rates will be levied having regard to the principles of taxation and in particular, council will seek to balance the capacity to pay principle (those with a greater capacity to pay should pay more than those with a lesser capacity to pay) and the benefit principle (all who benefit from a service should contribute towards its cost).

Council will consider the following factors when setting rates and charges each year:

- the level of services to be delivered and the cost of those services
- the capacity of the community to pay for those services
- the level of other revenue including State and Commonwealth funding.

Fees and Charges Strategy

Council will review fees and charges each year with a view to balancing the community need for the service provided and the capacity of the community to pay for that service. Council adopts the general philosophy that users should pay for the service provided, but recognises that full cost recovery may not be appropriate in all situations.

Other Revenue Strategy

Council will generally seek to maximise revenue from non-rate sources by;

- making submissions to the State Grants Commission regarding the equitable distribution of Commonwealth Financial Assistance Grants (FAGs).
- applying for grants to assist in funding new capital projects and operating projects consistent with the objectives of Councils Strategic Plan.

Service Delivery and Cost Management Strategy

Council will regularly review service levels and delivery to ensure they are delivered as efficiently as possible and continue to meet the needs of the community.

Any additional expenditure highlighted in new strategies developed throughout the year will be considered through the budget process.

Council will focus on cost management and achievement of value for money when spending Council funds.

Asset Management Strategy

The asset management strategy is to enable Council to:

- show how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plan.

4 FINANCIAL AIMS AND TARGETS

In accordance with the Local Government (Management Indicators) Order 2014, council will calculate the following performance indicators and assess long term performance against the benchmarks and targets set below.

Ratio	Definition	Benchmark/ Target
Underlying surplus or deficit	Means an amount that is the recurrent (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year.	greater than zero
Underlying Surplus Ratio	the underlying surplus or deficit of a council for a financial year divided by the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for the financial year	greater than zero
Net Financial Liabilities	the amount of net financial liabilities of a council for a financial year divided by an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for the financial year	greater than zero
Net Financial Liabilities Ratio	the amount of net financial liabilities of a council for a financial year divided by an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for the financial year	greater than -50%
Asset Renewal Funding Ratio	the current value of projected capital funding outlays for an asset identified in the long-term financial plan of a council divided by the value of projected capital expenditure funding for an asset identified in the long-term strategic asset management plan of a council	greater than 90%
Asset Sustainability Ratio	the amount of capital expenditure by a council in a financial year on the replacement and renewal of existing council plant, equipment and infrastructure assets divided by the annual depreciation expense of the plant, equipment and assets for the financial year	greater than 100%
Asset Consumption Ratio	in relation to an asset class required to be included in the long-term strategic asset management plan of a council, means an amount that is the depreciated replacement cost of an asset divided by the current replacement cost of the asset	greater than 60%