

Moorabool Shire Council

**DRAFT LONG TERM FINANCIAL PLAN
2025/26 - 2034/35**

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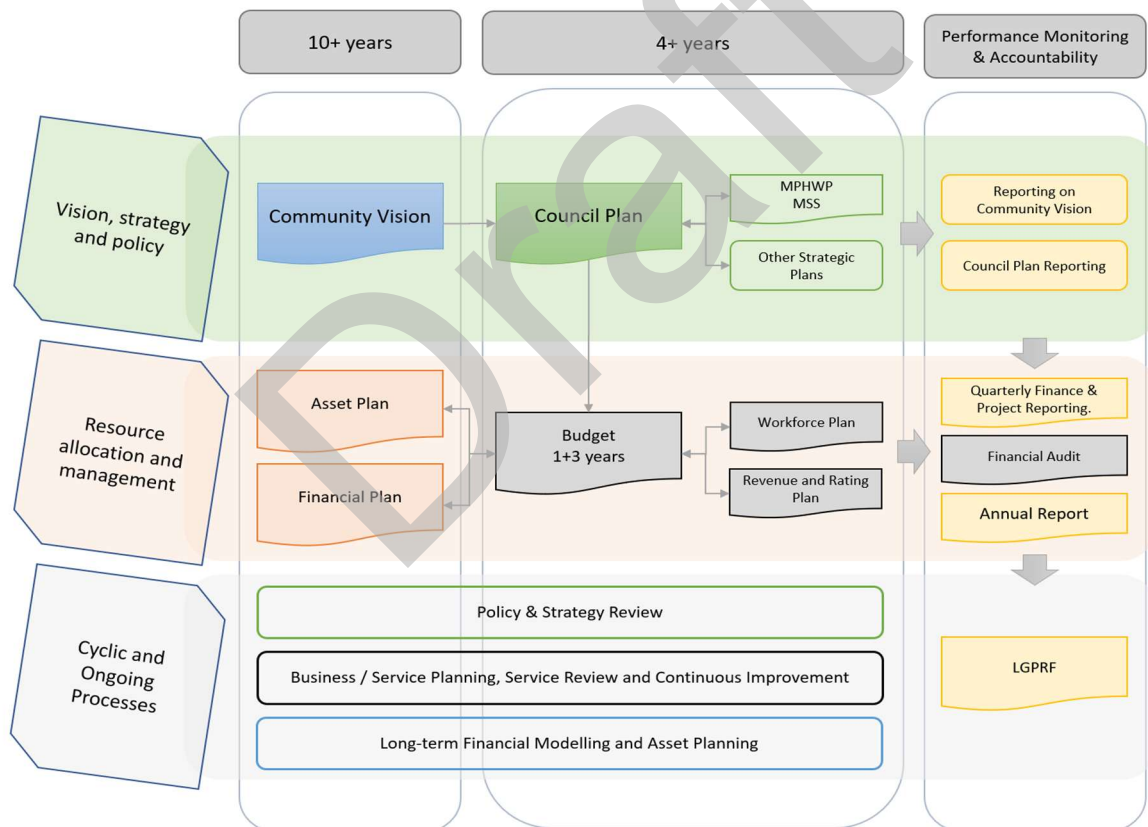
* All figures highlighted in yellow throughout the document are subject to change

1. The Purpose of the Long-Term Financial Plan

The Local Government Act 2020 requires Council to take an integrated approach to strategic planning and reporting. As a part of this integrated strategic reporting and planning framework, a Council must develop, adopt, and keep in force a Financial Plan with an outlook of at least 10 years. The illustration below describes how the Financial Plan links to the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides Moorabool Shire Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The Financial Plan is a crucial indicator of the Council's capabilities, guiding the establishment of high-level quality standards and shaping the implementation plans for services, major initiatives, and the development of policies and strategies.

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



The Long-term financial plan at Moorabool Shire Council serves as the key ten-year financial planning document providing a long-term view of the resources that are expected to be available to Council and the proposed use of those resources. This Plan contains a series of financial strategies and accompanying performance indicators that Council considers when making significant strategic decisions about resource allocation. This Plan supports the Council in its endeavours towards the Community Vision for 2030 of Embracing our natural

environment and lifestyle options to create an inspiring place for everyone to live, work and play.

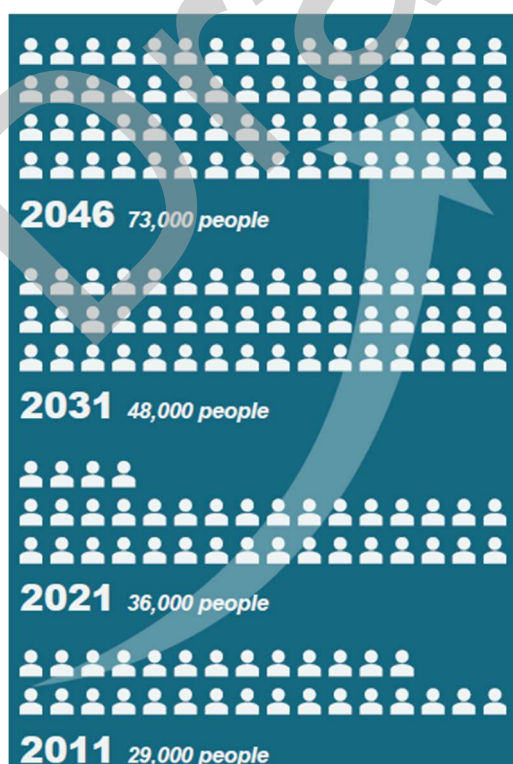
The Long-Term Financial Plan is integral to the strategic planning process and will drive future Annual Budgets.

2. Background

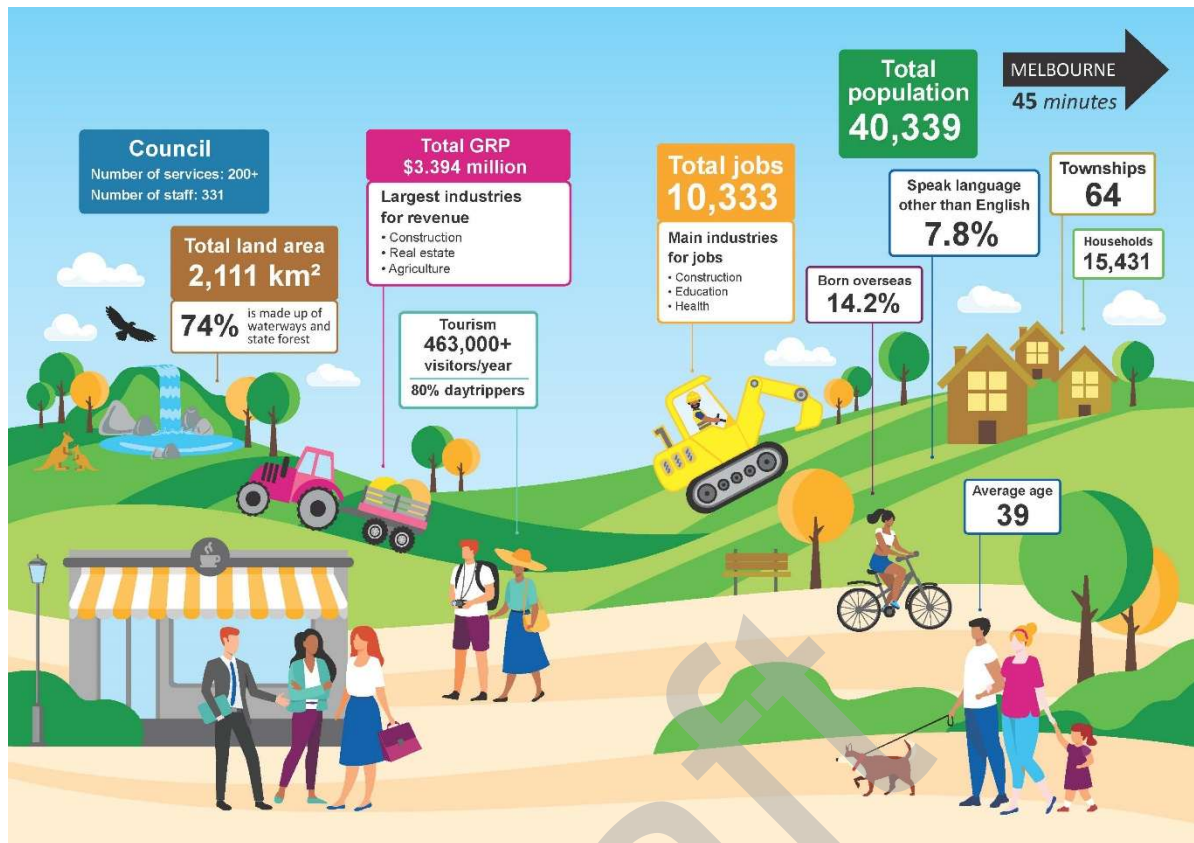
Moorabool Shire is an increasingly popular choice for those seeking rural tranquillity with a mix of an urban lifestyle. Moorabool Shire is positioned along the major road and rail transport corridors between Melbourne and Adelaide. Its eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary.

The Shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong. Bacchus Marsh is equidistant to Melbourne and Avalon airports and close to the seaports of Geelong and Melbourne.

The Shire's unprecedented and sustained growth presents significant infrastructure challenges for both existing gap funding and new infrastructure to cater to the growing population's needs and expectations. The 2025 population of 40,378 is forecast to rise to 73,684 by 2046. This has been a material consideration for reference in preparation of this plan.



The municipality contains 64 settlements of varying sizes. The demographics of the Moorabool Shire also provides the context to assumptions for this plan and are illustrated in the diagram below:



Source: Moorabool Shire Council. (2024). Council Plan

Moorabool Shire has a significant portfolio of assets of approximately \$917 million in replacement value that support the delivery of council's products and services. Asset management costs, including planning, design, construction, maintenance, operating expenditure, renewal and disposal, are significant and are a material component of the LongTerm Financial Plan.

3. Our Integrated strategic planning framework

Our planning framework illustrates how we link the operational functions of our services to resource and finance the ongoing delivery of the Council Plan.

The Local Government Act 2020 requires councils to take an integrated approach to strategic planning and reporting. This innovative approach recognises that planning must be holistic and driven by the community. The Financial Plan is informed by and informs the Council Plan, the Asset Management Plan, the Budget, the Rating and Revenue Plan, the Strategic Resource Plan and the Workforce Plan as well as all other adopted major strategies and plans. The Financial Plan and Asset Management Plan have a strong symbiotic two-way relationship, and the interdependencies should be transparently recognised.

It ensures we share a clear vision to guide collaborative working, partnerships and advocacy opportunities. It helps Council build accountability and demonstrate value back to the community on an annual basis.

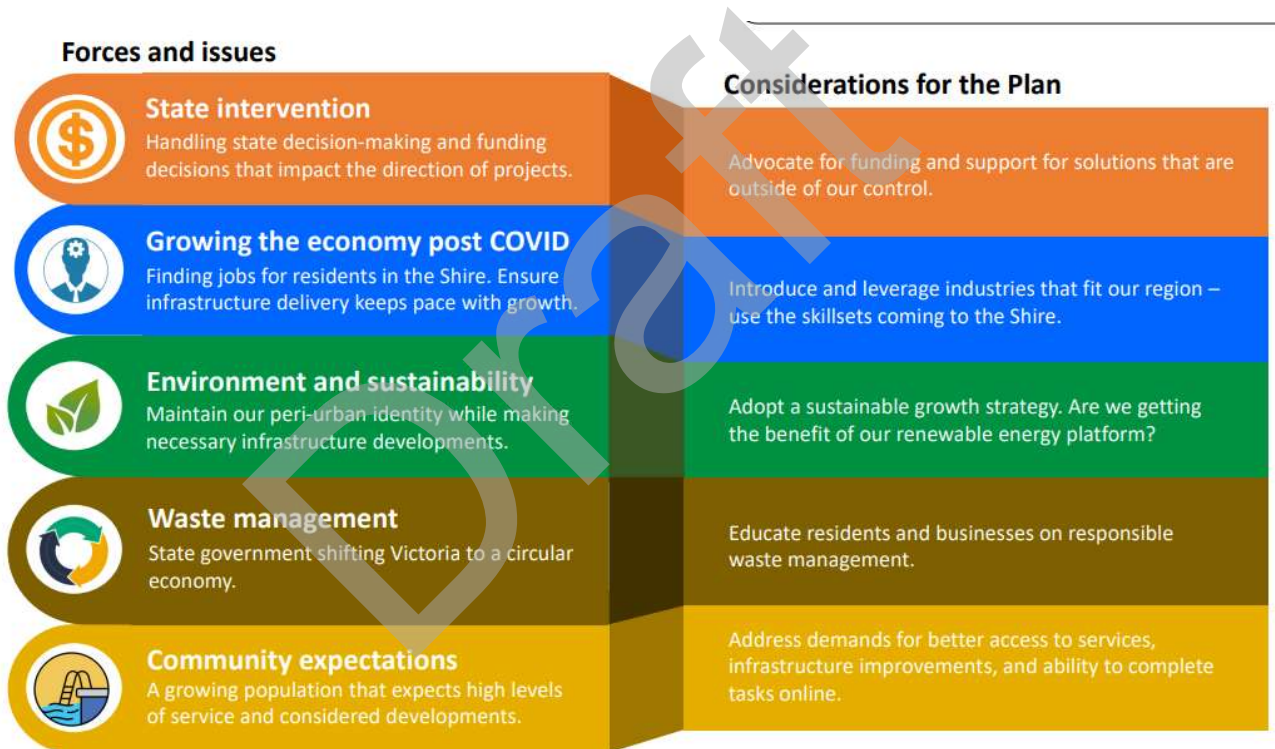
The following diagram depicts our framework:



4. Financial Model Development

The purpose of the Long-Term Financial Plan is to outline how financially sustainable the council is over the long term and to also allow for early identification of financial issues. This Plan is underpinned by a detailed Long-Term Financial Model. The Model commences with a base year (the 2024/2025 Forecast for the current year) and projects data over ten years based on financial assumptions. The financial assumptions used are a combination of long-range averages from relevant indices published by the Australian Bureau of Statistics (ABS), historical trends derived from the Council's records and other long-term informing documents (including Asset Management Plans).

This plan has a strong alignment with the Council Vision and the Council Plan for the Moorabool Shire. The key forces and issues for Moorabool Shire that have the potential to materially impact long term financial projections are listed in the illustration below along with their considerations in the Council Plan:



As a peri-urban Council, Moorabool Shire faces a significant financial challenge in funding the growing aspirations and population growth from its current rates base. For instance, Moorabool Shire is responsible for maintaining and building a road network that stretches the equivalent distance from Melbourne to Newcastle. However, it has less than one third of the rates revenue that regional city Council can access to fund its road construction and maintenance requirements. The financial challenge will be exacerbated in peri-urban Shires like Moorabool, as the burden of service provision will fall disproportionately on them in the future. To 2041, the peri-urban region is forecast to grow by over 200,000 residents. (Ref: Moorabool Shire Council (2025) Internal data.)

5. Guiding Principles

5.1 Strategic Planning Principles

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

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements provide the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to support the Community Vision.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan.
- The Financial Plan provides for the strategic planning principles of monitoring progress and reviews to identify and adapt to changing circumstances.

5.2 Financial Management Principles

The Financial Plan demonstrates the following fiscal management principles:

- Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - the financial viability of the Council
 - the management of current and future liabilities of the Council. The estimated 10-year liabilities are disclosed in section 3.2 Balance Sheet projections.
 - the beneficial enterprises of Council (where appropriate).
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- Council maintains accounts and records that explain its financial operations and financial position.

5.3 Engagement Principles

Council will engage with the community in line with the Community Engagement Policy including:

- Community engagement undertaken to inform the budget development process.
- Draft Financial Plan prepared by management, incorporating community engagement and input.
- Draft Financial Plan placed on public exhibition following the May 7 Council meeting for a period of 28 days and calling for public submissions.
- Community engagement is conducted using the Have Your Say online portal, local news outlets and social media.
- Hearing of public submissions to the Financial Plan at the June 11 Special

Meeting of Council, and

- The Financial Plan, including any revisions, presented to the June 25 Special Meeting of Council for adoption.

5.4 Service Performance Principles

Council services are provided on a community needs and value for money basis. The service performance principles are listed below:

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

5.5 Asset Plan Integration

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

The Asset Plan identifies the operational and strategic practices required to ensure that Council manages the 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 benefit of the community.

The Asset Plan is designed to inform the 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 its 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.

6. Financial Plan Context

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

6.1 Strategic Actions














The below strategic actions disclose Councils key funding priorities over the next ten years. By adopting the strategic actions in conjunction with the annual adoption of the Financial Plan, Council is demonstrating its key financial strategies in order to ensure ongoing financial sustainability. Council will:

- Adopt the budgeted statement of financial performance (Comprehensive Income Statement); statement of financial position (Balance Sheet) and the statement of cash flows (Cash Flow) as an integral part of the budget setting process for current and future budgets.
- Target to achieve a breakeven operating result in the statement of financial performance within 3 years.
- Continually advocate for and seek opportunities to benefit from grants, for both capital and operating expenditure.
- Target the working capital ratio to remain above a ratio of 1.5.
- Ensure budgeted transfers to reserves will be matched by an equivalent budgeted surplus in the statement of financial performance so as to preserve the accumulated surplus position.
- Annually review the need for the rate cap variations.
- Undertake strategic procurement activities which analyse and benchmark contract costs to identify opportunities for savings.
- Prioritise capital expenditure on asset renewal projects and upgrades that have a significant renewal component over capital expenditure on new assets until the sustainability index consistently exceeds 95%.
- Ensure any new projects that require loan funding be considered only if the projects will have proven cash flows in future periods to 'repay' the cash outlays required in the initial periods and / or that the capital evaluation guidelines be used to evaluate costing impacts on the forward budgets.
- Consider the most appropriate fees and charges strategy so that adequate funds are recovered to offset operational expenses in the annual and future budgets.
- Consider whole of life costs before undertaking any project.

6.2 Assumptions to the financial plan statements

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

Presented below are the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35. Each year these assumptions will be assessed for validity and updated accordingly.

Escalation Factors % movement	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend +/-
CPI	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Population Growth	2.95%	3.07%	3.15%	3.36%	3.35%	3.27%	3.07%	2.96%	2.95%	2.83%	
Rate Cap Increase	2.75%	3.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Statutory fees and fines	-16.31%	22.28%	2.98%	2.75%	2.77%	2.78%	2.78%	2.77%	2.77%	2.77%	
User fees	0.99%	-0.40%	7.31%	5.44%	5.64%	5.63%	9.42%	5.40%	5.29%	5.53%	
Grants - Operating	275.71%	-7.20%	5.82%	5.65%	5.86%	5.85%	5.77%	5.57%	5.46%	5.45%	
Contributions - monetary (\$'000)	6,710	1,480	2,573	484	497	509	522	535	548	562	
Contributions - non-monetary (\$'000)	7,500	7,500	7,500	7,500	11,677	7,500	7,500	7,500	12,263	7,500	
Other income	-39.44%	-24.75%	-8.98%	5.77%	6.16%	8.41%	8.52%	14.16%	8.89%	9.68%	
Employee costs	5.69%	4.52%	4.36%	2.63%	2.97%	2.97%	4.70%	4.73%	5.11%	5.04%	
Materials and services	-1.92%	-8.65%	4.36%	2.38%	9.12%	6.73%	8.97%	7.30%	9.89%	6.11%	
Depreciation (\$'000)	15,899	16,416	18,570	19,349	20,224	22,091	22,733	23,092	25,281	25,639	
Other expenses	-0.08%	6.26%	2.71%	2.48%	2.66%	2.67%	2.67%	2.66%	2.66%	2.66%	

7. Financial Plan Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources for the 10 years from 2025/26 to 2034/35. The following financial statements are presented in accordance with the Local Government Act 2020.

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

7.1 Comprehensive Income Statement For the ten years ending 30 June 2035

	Actual / Forecast 2024/25 \$'000	Budget 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
Income / Revenue											
Rates and charges	47,114	49,031	51,987	55,086	58,713	62,625	66,539	70,732	75,184	79,718	84,429
Statutory fees and fines	1,344	1,644	1,693	1,739	1,787	1,837	1,888	1,940	1,994	2,049	2,106
User fees	2,477	2,467	2,648	2,792	2,949	3,115	3,409	3,593	3,783	3,992	4,199
Grants - operating	11,658	10,818	11,449	12,095	12,804	13,553	14,335	15,133	15,959	16,828	17,725
Grants - capital	17,625	12,599	24,435	24,563	18,474	16,563	3,563	3,563	3,563	3,563	3,563
Contributions - monetary	6,710	1,480	2,573	484	497	509	522	535	548	562	576
Contributions - non-monetary	7,500	7,500	7,500	7,500	11,677	7,500	7,500	7,500	12,263	7,500	7,500
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	(1,154)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Other income	3,052	2,297	2,090	2,211	2,347	2,545	2,762	3,152	3,433	3,765	3,996
Total income / revenue	96,327	86,336	102,874	104,971	107,748	106,746	99,017	104,648	115,226	116,478	122,594
Expenses											
Employee costs	27,027	28,248	29,479	30,253	31,153	32,078	33,587	35,176	36,974	38,838	40,769
Materials and services	24,001	21,925	22,882	23,427	25,564	27,285	29,734	31,903	35,058	37,199	39,762
Depreciation	15,899	16,416	18,570	19,349	20,224	22,091	22,733	23,092	25,281	25,639	26,318
Borrowing costs	1,149	1,208	1,042	1,183	1,362	1,213	1,056	1,242	1,032	814	590
Other expenses	671	714	733	751	771	792	813	834	857	879	903
Total expenses	68,748	68,511	72,707	74,963	79,074	83,459	87,923	92,247	99,201	103,369	108,342
Surplus/(deficit) for the year	27,579	17,825	30,168	30,008	28,674	23,287	11,094	12,401	16,025	13,109	14,251
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation gain /(loss)	19,411	-	97,417	-	23,784	93,702	26,781	-	137,107	-	31,596
Total other comprehensive income	19,411	-	97,417	-	23,784	93,702	26,781	-	137,107	-	31,596
Total comprehensive result	46,991	17,825	127,585	30,008	52,459	116,990	37,875	12,401	153,132	13,109	45,848

7.2 Balance Sheet

For the ten years ending 30 June 2035

	Actual / Forecast	Budget	Projections								
	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	23,711	18,896	24,514	28,153	31,650	36,344	41,100	48,373	56,344	66,280	77,389
Trade and other receivables	10,491	10,491	6,847	7,171	7,546	7,949	8,360	8,793	9,232	9,678	10,121
Inventories	49	49	49	49	49	49	49	49	49	49	49
Prepayments	736	736	736	736	736	736	736	736	736	736	736
Other assets	233	233	233	233	233	233	233	233	233	233	233
Total current assets	35,220	30,405	32,379	36,341	40,214	45,311	50,478	58,184	66,594	76,976	88,528
Non-current assets											
Trade and other receivables	15	15	15	15	15	15	15	15	15	15	15
Property, infrastructure, plant & equipment	902,182	918,239	1,047,197	1,083,119	1,128,601	1,237,054	1,265,972	1,266,912	1,407,979	1,406,841	1,437,627
Total non-current assets	902,197	918,254	1,047,212	1,083,134	1,128,616	1,237,069	1,265,987	1,266,927	1,407,994	1,406,856	1,437,642
Total assets	937,417	948,659	1,079,591	1,119,475	1,168,830	1,282,380	1,316,465	1,325,110	1,474,588	1,483,832	1,526,171
Liabilities											
Current liabilities											
Trade and other payables	6,393	6,393	6,848	7,012	7,637	8,142	8,553	9,166	10,056	10,281	10,980
Trust funds and deposits	5,740	5,740	5,740	5,740	5,740	5,740	5,740	5,740	5,740	5,740	5,740
Contract and other liabilities	7,105	7,105	7,105	7,105	7,105	7,105	7,105	7,105	7,105	7,105	7,105
Provisions	5,119	5,422	5,871	6,230	6,589	6,948	7,218	7,487	7,756	8,070	8,385
Interest-bearing liabilities	22,002	2,548	3,228	4,165	4,323	4,485	4,653	4,828	4,421	4,539	3,728
Total current liabilities	46,358	27,208	28,792	30,251	31,394	32,420	33,268	34,326	35,078	35,735	35,937
Non-current liabilities											
Provisions	583	583	608	627	647	666	681	696	711	728	745
Interest-bearing liabilities	10,018	22,587	24,324	32,723	28,455	23,971	19,318	14,490	10,069	5,530	1,801
Total non-current liabilities	10,601	23,170	24,932	33,350	29,102	24,637	19,999	15,186	10,780	6,258	2,546
Total liabilities	56,959	50,377	53,724	63,601	60,496	57,057	53,267	49,512	45,857	41,993	38,484
Net assets	880,458	898,282	1,025,867	1,055,875	1,108,334	1,225,323	1,263,198	1,275,599	1,428,731	1,441,839	1,487,687
Equity											
Accumulated surplus	303,965	325,590	354,809	384,015	411,860	434,288	444,492	455,973	471,044	483,165	496,394
Reserves	576,493	572,692	671,058	671,860	696,474	791,036	818,706	819,626	957,687	958,675	991,293
Total equity	880,458	898,282	1,025,867	1,055,875	1,108,334	1,225,323	1,263,198	1,275,599	1,428,731	1,441,840	1,487,687

7.3 Statement of Changes in Equity For the ten years ending 30 June 2035

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025 Forecast / Actual				
Balance at beginning of the financial year	833,467	274,702	545,230	13,535
Surplus/(deficit) for the year	27,579	27,579	-	-
Net asset revaluation gain/(loss)	19,411	-	19,411	-
Transfers to other reserves		(7,081)	-	7,081
Transfers from other reserves		8,765	-	(8,765)
Balance at end of the financial year	880,458	303,965	564,641	11,851
2026				
Balance at beginning of the financial year	880,458	303,965	564,641	11,851
Surplus/(deficit) for the year	17,825	17,825	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(1,775)	-	1,775
Transfers from other reserves	-	5,576	-	(5,576)
Balance at end of the financial year	898,283	325,590	564,641	8,051
2027				
Balance at beginning of the financial year	898,282	325,590	564,641	8,051
Surplus/(deficit) for the year	127,585	127,585	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(2,878)	-	2,878
Transfers from other reserves	-	1,930	-	(1,930)
Balance at end of the financial year	1,025,867	452,227	564,641	8,999
2028				
Balance at beginning of the financial year	1,025,867	452,227	564,641	8,999
Surplus/(deficit) for the year	30,008	30,008	-	-
Net asset revaluation gain/(loss)	-	(97,417)	97,417	-
Transfers to other reserves	-	(802)	-	802
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,055,875	384,015	662,058	9,802
2029				
Balance at beginning of the financial year	1,055,875	384,015	662,058	9,802
Surplus/(deficit) for the year	52,459	52,459	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(829)	-	829
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,108,333	435,644	662,058	10,631

7.3 Statement of Changes in Equity
For the ten years ending 30 June 2035 (continued)

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2030				
Balance at beginning of the financial year	1,108,333	435,644	662,058	10,631
Surplus/(deficit) for the year	116,990	116,990	-	-
Net asset revaluation gain/(loss)	-	(23,784)	23,784	-
Transfers to other reserves	-	(859)	-	859
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,225,323	527,990	685,843	11,490
2031				
Balance at beginning of the financial year	1,225,323	527,990	685,843	11,490
Surplus/(deficit) for the year	37,875	37,875	-	-
Net asset revaluation gain/(loss)	-	(93,702)	93,702	-
Transfers to other reserves	-	(890)	-	890
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,263,198	471,273	779,545	12,380
2032				
Balance at beginning of the financial year	1,263,198	471,273	779,545	12,380
Surplus/(deficit) for the year	12,401	12,401	-	-
Net asset revaluation gain/(loss)	-	(26,781)	26,781	-
Transfers to other reserves	920	-	-	920
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,276,519	456,893	806,326	13,300
2033				
Balance at beginning of the financial year	1,276,519	456,893	806,326	13,300
Surplus/(deficit) for the year	153,132	153,132	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(954)	-	954
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,429,651	609,071	806,326	14,254
2034				
Balance at beginning of the financial year	1,429,651	609,071	806,326	14,254
Surplus/(deficit) for the year	13,109	13,109	-	-
Net asset revaluation gain/(loss)	-	(137,107)	137,107	-
Transfers to other reserves	-	(988)	-	988
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,442,759	484,085	943,433	15,241

7.3 Statement of Changes in Equity
For the ten years ending 30 June (continued)

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2035				
Balance at beginning of the financial year	1,442,759	484,085	943,433	15,241
Surplus/(deficit) for the year	45,848	45,848	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(1,022)	-	1,022
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	1,488,607	528,910	943,433	16,263

7.4 Statement of Cash Flows

For the ten years ending 30 June 2035

	Actual / Forecast	Budget		Projections							
	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 (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	53,114	49,031	55,631	54,762	58,338	62,222	66,128	70,298	74,745	79,273	83,986
Statutory fees and fines	1,344	1,644	1,693	1,739	1,787	1,837	1,888	1,940	1,994	2,049	2,106
User fees	2,477	2,467	2,648	2,792	2,949	3,115	3,409	3,593	3,783	3,992	4,199
Grants - operating	11,658	10,818	11,449	12,095	12,804	13,553	14,335	15,133	15,959	16,828	17,725
Grants - capital	10,521	12,599	24,435	24,563	18,474	16,563	3,563	3,563	3,563	3,563	3,563
Contributions - monetary	6,710	1,480	2,573	484	497	509	522	535	548	562	576
Interest received	1,794	1,316	1,083	1,178	1,289	1,460	1,649	2,012	2,264	2,567	2,769
Trust funds and deposits taken	-	-	-	-	-	-	-	-	-	-	-
Other receipts	1,258	981	1,008	1,033	1,059	1,085	1,112	1,140	1,169	1,198	1,228
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-	-
Employee costs	(27,027)	(27,945)	(29,006)	(29,875)	(30,774)	(31,699)	(33,303)	(34,892)	(36,690)	(38,506)	(40,438)
Materials and services	(24,001)	(21,925)	(22,427)	(23,264)	(24,939)	(26,780)	(29,323)	(31,290)	(34,169)	(36,974)	(39,064)
Other payments	(671)	(714)	(733)	(751)	(771)	(792)	(813)	(834)	(857)	(879)	(903)
Net cash provided by/(used in) operating activities	37,176	29,752	48,353	44,757	40,712	41,072	29,168	31,199	32,309	33,672	35,746
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(35,634)	(26,988)	(44,625)	(49,786)	(32,258)	(31,357)	(19,386)	(18,546)	(18,993)	(19,016)	(20,180)
Proceeds from sale of property, infrastructure, plant and equipment	861	515	515	515	515	515	515	515	515	515	671
Net cash provided by/ (used in) investing activities	(34,773)	(26,473)	(44,110)	(49,271)	(31,743)	(30,842)	(18,871)	(18,031)	(18,478)	(18,501)	(19,508)
Cash flows from financing activities											
Finance costs	(1,149)	(1,208)	(1,042)	(1,183)	(1,362)	(1,213)	(1,056)	(1,242)	(1,032)	(814)	(590)
Proceeds from borrowings	2,025	20,000	4,966	12,563	56	-	-	-	-	-	-
Repayment of borrowings	(666)	(26,885)	(2,548)	(3,228)	(4,165)	(4,323)	(4,485)	(4,653)	(4,828)	(4,421)	(4,539)
Net cash provided by/(used in) financing activities	210	(8,094)	1,375	8,152	(5,471)	(5,536)	(5,541)	(5,895)	(5,860)	(5,235)	(5,129)
Net increase/(decrease) in cash & cash equivalents	2,614	(4,814)	5,618	3,639	3,498	4,694	4,756	7,273	7,971	9,936	11,109
Cash and cash equivalents at the beginning of the financial year	21,097	23,711	18,896	24,514	28,153	31,650	36,344	41,100	48,373	56,344	66,280
Cash and cash equivalents at the end of the financial year	23,711	18,896	24,514	28,153	31,650	36,344	41,100	48,373	56,344	66,280	77,389

7.5 Statement of Capital Works

For the ten years ending 30 June 2035

	Actual / Forecast	Budget		Projections							
	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											
Buildings	8,632	14,337	20,363	25,368	7,879	7,500	-	-	2,991	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	8,632	14,337	20,363	25,368	7,879	7,500	-	-	2,991	-	-
Total property	8,632	14,337	20,363	25,368	7,879	7,500	-	-	2,991	-	-
Plant and equipment											
Plant, machinery and equipment	4,172	2,005	2,005	2,005	2,005	2,852	3,442	2,661	2,666	2,246	2,967
Computers and telecommunications	1,738	304	1,106	386	418	-	-	-	-	-	-
Library books	121	125	128	132	135	-	-	-	-	-	-
Total plant and equipment	6,031	2,434	3,239	2,523	2,558	2,852	3,442	2,661	2,666	2,246	2,967
Infrastructure											
Roads	9,134	10,935	11,802	9,543	9,826	21,005	15,944	15,885	18,098	16,769	17,213
Bridges	15	2,000	847	858	883	-	-	-	-	-	-
Footpaths and cycleways	2,777	3,013	296	2,799	2,807	-	-	-	-	-	-
Drainage	457	566	605	613	631	-	-	-	-	-	-
Recreational, leisure and community facilities	7,031	2,741	4,136	2,950	6,453	-	-	-	-	-	-
Parks, open space and streetscapes	269	1,374	2,740	4,556	4,570	-	-	-	-	-	-
Other infrastructure	1,288	458	596	577	830	-	-	-	-	-	-
Total infrastructure	20,971	21,087	21,024	21,895	26,000	21,005	15,944	15,885	18,098	16,769	17,213
Total capital works expenditure	35,634	37,858	44,626	49,786	36,437	31,357	19,386	18,546	23,756	19,016	20,180
Represented by:											
New asset expenditure	8,552	21,056	24,271	32,417	14,962	13,910	960	460	5,223	-	-
Asset renewal expenditure	25,197	15,496	15,071	14,436	14,840	13,418	13,818	14,218	14,618	15,018	15,418
Asset upgrade expenditure	1,885	1,305	5,284	2,933	6,634	1,587	1,626	1,667	1,709	1,751	1,795
Other	-	-	-	-	-	2,442	2,982	2,201	2,206	2,246	2,967
Total capital works expenditure	35,634	37,858	44,626	49,786	36,436	31,357	19,386	18,546	23,756	19,016	20,180
Funding sources represented by:											
Grants	17,625	12,599	24,435	24,563	14,974	8,063	2,563	2,563	2,563	2,563	2,563
Contributions	-	-	-	-	-	-	-	-	-	-	-
Council Cash	15,984	25,258	15,225	12,660	21,462	23,294	16,823	15,983	21,193	16,453	17,617
Borrowings	2,025	-	4,966	12,563	-	-	-	-	-	-	-
Total capital works expenditure	35,634	37,858	44,626	49,786	36,436	31,357	19,386	18,546	23,756	19,016	20,180

7.6 Statement of Human Resources

For the ten years ending 30 June 2035

Staff expenditure	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
Staff expenditure											
Employee costs - operating	27,027	28,248	29,479	30,253	31,153	32,078	33,587	35,176	36,974	38,838	40,769
Employee costs - capital	3,109	3,109	3,244	3,329	3,428	3,530	3,635	3,743	3,855	3,969	4,087
Total staff expenditure	30,136	31,357	32,724	33,583	34,581	35,608	37,222	38,919	40,829	42,807	44,856

Staff numbers	2024/25	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	FTE
Staff numbers											
Employees	259.5	263.3	265.3	266.0	270.0	274.0	278.0	283.0	289.0	293.0	297.0
Total staff numbers	259.5	263.3	265.3	266.0	270.0	274.0	278.0	283.0	289.0	293.0	297.0

A 10 year summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Total	Permanent	
		Full Time	Part Time
	\$'000	\$'000	\$'000
CEO, Council & Committees	5,871	5,871	-
Community Assets & Infrastructure	107,562	106,017	1,545
Community Planning & Development	63,256	51,521	11,734
Community Strengthening	64,153	40,636	23,517
Customer & Corporate Services	59,152	55,054	4,098
People & Culture	18,482	14,494	3,988
Democratic Support & Corporate Governance	5,311	5,311	-
Total permanent staff expenditure	323,787	278,904	44,883
Casual labour costs	12,768		
Capitalised labour costs	35,930		
Total staff expenditure	372,485	278,904	44,883

7.7 Summary of Planned Human Resources Expenditure

For the ten years ending 30 June 2035

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
CEO, Council & Committees										
Permanent - Full time	493	514	528	543	560	586	614	645	678	711
Women	135	141	145	149	153	160	168	177	186	195
Men	358	373	383	395	406	425	446	468	492	516
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0	0	0
Men	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
Total CEO, Council & Committees	493	514	528	543	560	586	614	645	678	711
Community Assets & Infrastructure										
Permanent - Full time	8,898	9,286	9,530	9,813	10,105	10,580	11,081	11,647	12,234	12,843
Women	1,957	2,042	2,096	2,158	2,222	2,327	2,437	2,561	2,690	2,824
Men	6,942	7,244	7,434	7,655	7,883	8,254	8,644	9,086	9,544	10,019
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	130	135	139	143	147	154	161	170	178	187
Women	130	135	139	143	147	154	161	170	178	187
Men	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
Total Community Assets & Infrastructure	9,028	9,422	9,669	9,956	10,252	10,734	11,242	11,817	12,412	13,030
Community Planning & Development										
Permanent - Full time	4,324	4,513	4,631	4,769	4,911	5,142	5,385	5,660	5,945	6,241
Women	2,067	2,158	2,214	2,280	2,348	2,458	2,574	2,706	2,842	2,984
Men	2,257	2,355	2,417	2,489	2,563	2,683	2,810	2,954	3,103	3,257
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	985	1,028	1,055	1,086	1,118	1,171	1,226	1,289	1,354	1,421
Women	501	523	537	553	569	596	624	656	689	724
Men	483	505	518	533	549	575	602	633	665	698
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community Planning & Development	5,309	5,541	5,686	5,855	6,029	6,313	6,611	6,949	7,300	7,663
Community Strengthening										
Permanent - Full time	3,411	3,559	3,653	3,761	3,873	4,055	4,247	4,464	4,689	4,923
Women	2,638	2,753	2,825	2,909	2,996	3,137	3,285	3,453	3,627	3,807
Men	773	806	828	852	877	919	962	1,011	1,062	1,115
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	1,974	2,060	2,114	2,177	2,241	2,347	2,458	2,584	2,714	2,849
Women	1,614	1,684	1,728	1,780	1,833	1,919	2,010	2,112	2,219	2,329
Men	360	376	386	397	409	428	448	471	495	520
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community Strengthening	5,385	5,619	5,767	5,938	6,115	6,402	6,705	7,048	7,403	7,771
Customer & Corporate Services										
Permanent - Full time	4,621	4,822	4,949	5,096	5,247	5,494	5,754	6,048	6,353	6,669
Women	2,406	2,510	2,576	2,653	2,732	2,860	2,996	3,149	3,307	3,472
Men	2,215	2,312	2,372	2,443	2,516	2,634	2,759	2,900	3,046	3,197
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	344	359	368	379	391	409	428	450	473	496
Women	344	359	368	379	391	409	428	450	473	496
Men	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
Total Customer & Corporate Services	4,965	5,181	5,317	5,475	5,638	5,903	6,182	6,498	6,826	7,166
People & Culture										
Permanent - Full time	1,217	1,270	1,303	1,342	1,381	1,446	1,515	1,592	1,673	1,756
Women	656	685	703	724	745	780	817	859	902	947
Men	560	585	600	618	636	666	698	733	770	809
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	335	349	359	369	380	398	417	438	460	483
Women	335	349	359	369	380	398	417	438	460	483
Men	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
Total People & Culture	1,551	1,619	1,661	1,711	1,762	1,844	1,932	2,030	2,133	2,239
Democratic Support & Corporate Governance										
Permanent - Full time	446	465	477	492	506	530	555	583	613	643
Women	446	465	477	492	506	530	555	583	613	643
Men	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
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0	0	0
Men	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
Total Democratic Support & Corporate Governance	446	465	477	492	506	530	555	583	613	643
Casuals, temporary and other expenditure	1,072	1,118	1,148	1,182	1,217	1,274	1,335	1,403	1,473	1,547
Capitalised labour costs	3,109	3,244	3,329	3,428	3,530	3,635	3,743	3,855	3,969	4,087
Total staff expenditure	31,357	32,724	33,583	34,581	35,608	37,222	38,919	40,829	42,807	44,856



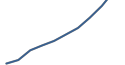






7.7 Summary of Planned Human Resources Expenditure



For the ten years ending 30 June (continued)

	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
CEO, Council & Committees										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Women	1	1	1	1	1	1	1	1	1	1
Men	1	1	1	1	1	1	1	1	1	1
Persons of self-described gender	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
Men	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
Total CEO, Council & Committees	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Community Assets & Infrastructure										
Permanent - Full time	84.0	85.0	86.0	87.0	87.0	89.0	90.0	93.0	94.0	95.0
Women	24	24	24	25	25	25	26	28	29	30
Men	60	61	62	62	62	64	64	65	65	65
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Women	1	1	1	1	1	1	1	1	1	1
Men	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
Total Community Assets & Infrastructure	85.5	86.5	87.5	88.5	88.5	90.5	91.5	94.5	95.5	96.5
Community Planning & Development										
Permanent - Full time	34.0	35.0	35.0	35.0	35.0	36.0	38.0	39.0	39.0	39.0
Women	17	18	18	18	18	18	20	21	21	21
Men	17	17	17	17	17	18	18	18	18	18
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4	10.4
Women	5	5	5	5	5	5	5	5	5	5
Men	6	6	6	6	6	6	6	6	6	6
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community Planning & Development	44.4	45.4	45.4	45.4	45.4	46.4	48.4	49.4	49.4	49.4
Community Strengthening										
Permanent - Full time	27.0	27.0	29.0	29.0	31.0	32.0	33.0	33.0	33.0	33.0
Women	21	21	23	23	23	24	24	24	24	24
Men	6	6	6	6	8	8	9	9	9	9
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	15.9	15.9	15.9	15.9	15.9	15.9	15.9	15.9	15.9	15.9
Women	13	13	13	13	13	13	13	13	13	13
Men	3	3	3	3	3	3	3	3	3	3
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Community Strengthening	42.9	42.9	44.9	44.9	46.9	47.9	48.9	48.9	48.9	48.9
Customer & Corporate Services										
Permanent - Full time	36.8	36.8	36.8	38.8	40.8	40.8	41.8	42.8	43.8	44.8
Women	21	21	21	23	23	23	23	24	25	26
Men	16	16	16	16	18	18	19	19	19	19
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
Women	3	3	3	3	3	3	3	3	3	3
Men	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
Total Customer & Corporate Services	40.1	40.1	40.1	42.1	44.1	44.1	45.1	46.1	47.1	48.1
People & Culture										
Permanent - Full time	9.0	9.0	9.0	10.0	10.0	10.0	10.0	11.0	12.0	13.0
Women	5	5	5	5	5	5	5	6	6	6
Men	4	4	4	5	5	5	5	5	6	7
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Women	4	4	4	4	4	4	4	4	4	4
Men	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
Total People & Culture	12.6	12.6	12.6	13.6	13.6	13.6	13.6	14.6	15.6	16.6
Democratic Support & Corporate Governance										
Permanent - Full time	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	6.0
Women	4	4	4	4	4	4	4	4	4	4
Men	0	0	0	0	0	0	0	0	1	2
Persons of self-described gender	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
Men	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
Total Democratic Support & Corporate Governance	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	6.0
Casual and temporary staff	5.8	5.8	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
Capital Staff	26.0	26.0	23.6	23.6	23.6	23.6	23.6	23.6	23.6	23.6
Total staff numbers	263.3	265.3	266.0	270.0	274.0	278.0	283.0	289.0	293.0	297.0

8. Financial performance indicators

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

Indicator	Measure	Notes	Actual / Forecast	Budget			Projections								Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Operating position															
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-3.05%	-2.29%	-2.75%	0.03%	0.00%	1.54%	2.34%	3.58%	2.22%	3.82%	4.62%		
Liquidity															
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	2	76.0%	111.8%	112.5%	120.1%	128.1%	139.8%	151.7%	169.5%	189.8%	215.4%	246.3%		
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	3	13.2%	18.8%	34.0%	41.7%	48.7%	59.0%	69.1%	85.5%	103.6%	126.8%	154.1%		
Obligations															
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings compared to rates Interest bearing loans and borrowings / rate revenue	4	67.96%	51.26%	53.00%	66.96%	55.83%	45.44%	36.03%	27.31%	19.27%	12.63%	6.55%		
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.85%	57.30%	6.91%	8.01%	9.41%	8.84%	8.33%	8.33%	7.79%	6.57%	6.07%		
Indebtedness (level total debt is appropriate to the size and nature of a Council's activities)	Total Debt compared to own-source revenue Total debt / own source revenue		59.31%	45.34%	47.16%	59.66%	49.82%	40.58%	32.13%	24.32%	17.17%	11.25%	5.84%		
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	5	170.34%	102.35%	109.61%	89.77%	106.18%	67.92%	67.94%	68.79%	64.58%	65.41%	65.40%		
Stability															
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	6	57.62%	60.37%	60.29%	60.53%	61.48%	61.47%	61.73%	62.01%	62.39%	62.67%	63.01%		
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipality		0.31%	0.34%	0.34%	0.35%	0.36%	0.37%	0.38%	0.38%	0.39%	0.40%	0.41%		

Indicator	Measure	Notes	Actual / Forecast	Budget		Projections									Trend										
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35												
Efficiency																									
Expenditure level	Expenses per property assessment																								
(resources are used efficiently in the delivery of services)	Total expenses/ no. of property assessments	7	\$	3,596	\$	3,537	\$	3,678	\$	3,662	\$	3,708	\$	3,728	\$	3,763	\$	3,797	\$	3,909	\$	3,918	\$	3,955	
Revenue level	Average rate per property assessment																								
(resources are used efficiently in the delivery of services)	General rates and municipal charges / no. of property assessments	8	\$	1,977	\$	2,042	\$	2,114	\$	2,173	\$	2,236	\$	2,285	\$	2,338	\$	2,402	\$	2,456	\$	2,516	\$	2,577	

Notes to indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A key plan is to maintain an adjusted underlying surplus. There is a positive trend in later years showing Council's commitment to sustainable growth.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is forecast to decrease slightly in the short term but increases steadily over the long term forecast.

3. Unrestricted Cash

An assessment of Council's ability to pay its bills on time. Higher unrestricted cash relative to liabilities suggests Council will be able to pay bills in a timely manner. The long term trend is positive.

4. Loans and borrowings to rates

The trend indicates Council's reducing reliance on debt against its rate revenue through redemption of long term debt. Council has the ability to fund future borrowings within its set performance targets.

5. Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council will renew assets where resources are available and seek grant funding to increase new and upgrade opportunities.

6. Rates concentration

Reflects extent of reliance on rate revenue to fund all of Council's on-going services. Trend indicates Council will become slightly less reliant on rate revenue compared to all other revenue sources over the ten year forecast.

7. Expenditure level

Reflects the total of Council's expenses divided by the number of property assessments. The trend over the forecast period is steadily increasing due to CPI increases of Council's costs.

8. Revenue level

Represents an average of rates paid per property assessment across Council. The trend is increasing in line with the forecast for the State Government's Rate Cap System.

9. Strategies 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

5.1.1 Future Borrowing Requirements

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

	Actual / Forecast	Budget	Projections								
	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
Opening balance	30,661	32,020	25,135	27,552	36,887	32,778	28,455	23,970	19,318	14,490	10,069
Plus New loans	2,025	20,000	4,966	12,563	56	-	-	-	-	-	-
Less Principal repayment	666	26,885	2,548	3,228	4,165	4,323	4,485	4,653	4,828	4,421	4,539
Closing balance	32,020	25,135	27,552	36,887	32,778	28,455	23,970	19,318	14,490	10,069	5,530
Interest payment	241	1,205	1,042	1,183	1,362	1,213	1,056	1,242	1,032	814	590

Performance Indicator	Target	Actual / Forecast	Budget	Projections								
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	84.7%	63.5%	65.9%	82.9%	68.7%	55.6%	43.9%	33.1%	23.2%	15.2%	7.8%
Debt servicing / Rate revenue	Below 5%	0.6%	3.0%	2.5%	2.7%	2.9%	2.4%	1.9%	2.1%	1.7%	1.2%	0.8%
Debt commitment / Rate revenue	Below 10%	1.8%	68.0%	6.1%	7.3%	8.7%	8.4%	8.2%	8.0%	7.7%	6.7%	6.4%
Indebtedness / Own source revenue	Below 60%	59.3%	45.3%	47.2%	59.7%	49.8%	40.6%	32.1%	24.3%	17.2%	11.2%	5.8%

5.2 Reserves Strategy

5.2.1 Current Reserves

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

Reserves	Restricted / Discretionary	Actual / Forecast	Budget		Projections							
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Developer Contributions Reserve		Restricted										
Opening balance		1,166	1,411	1,790	2,433	2,918	3,414	3,923	4,445	4,980	5,528	6,090
Transfer to reserve		6,710	1,480	2,573	484	497	509	522	535	548	562	576
Transfer from reserve		-6,465	-1,100	-1,930	0	0	0	0	0	0	0	0
Closing balance		1,411	1,790	2,433	2,918	3,414	3,923	4,445	4,980	5,528	6,090	6,666
Other Reserves		Discretionary										
Opening balance		12,369	10,441	6,261	6,566	6,884	7,216	7,567	7,935	8,320	8,726	9,151
Transfer to reserve		372	-4,180	305	318	333	350	368	385	406	426	447
Transfer from reserve		-2,300	0	0	0	0	0	0	0	0	0	0
Closing balance		10,441	6,261	6,566	6,884	7,216	7,567	7,935	8,320	8,726	9,151	9,598
Reserves Summary		Restricted & Discretionary										
Opening balance		13,535	11,851	8,051	8,999	9,802	10,631	11,490	12,380	13,300	14,254	15,241
Transfer to reserve		7,081	-2,700	2,878	802	829	859	890	920	954	988	1,022
Transfer from reserve		-8,765	-1,100	-1,930	0	0	0	0	0	0	0	0
Closing balance		11,851	8,051	8,999	9,802	10,631	11,490	12,380	13,300	14,254	15,241	16,263