CITY OF
MONASH

CITY OF
MONASH

FINANCIAL PLAN
2025-2035



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ACKNOWLEDGEMENT OF COUNTRY

Monash Council acknowledges the Traditional Owners of this land, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander peoples.

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Finance Plan 2025-2035

The role of the Finance Plan

The Finance Plan sets the framework for Council's long term financial decision making over the next ten years. The Financial Plan (FP) is designed to align financial resources with long-term service goals and infrastructure requirements. FP utilises forecasts to provide insight into future financial capacity, enabling the development of strategies to ensure long-term sustainability while address council's service objectives and financial challenges.

The FP will be reviewed on annual basis to ensure the assumptions and principles are aligned with the current economic conditions. The purpose of the FP is to provide a mechanism that will continue to fund the ongoing services to the changing population demographic as well as fund the identified infrastructure needs.

The FP aims to maintain the financially sustainable context by maintaining an ongoing operating surplus and utilise debt levels with prudent guidelines to manage council assets growth and renewal needs.

Strategic direction

The Financial Plan provides a ten year financially sustainable 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 articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning principles identify and address the risks involved in effective implementation of the Financial Plan. The financial risks are included in the section under Financial Management Principles.
- The Financial Plan provides strategic planning principles, to monitor and review, and adapt to changing circumstances.

To ensure ongoing financial sustainability the following performance outcomes are identified as a part of council strategic direction:

- *Achieving and maintaining an adjusted underlying operational surplus (refer Financial Policy) prior to the recognition of capital income over the life of the Plan.*
- *Increasing the capital works investment, funded from operational sources to a sufficient level that allows Council to adequately fund its asset renewal requirements.*

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- *The asset management plan figures are expected to align with FP over the long term.*

- *That Council endorse through this FP, the principle that ongoing asset renewal requirements are to be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, reserve funds or loan funds are not to be used to address these needs.*

- *Explore the utilisation of debt funding for capital projects that will be utilised by future generations and have an intergenerational impact.*

- *Maintaining a working capital (liquidity) ratio above 1.5 to ensure adequate cash to fund day to day operational needs as they fall due.*

Legislative context

The Local Government Act 2020 (The Act) requires Councils to prepare a ten year Financial Plan in the year following a general election through the introduction of governance and supporting principles which include an integrated approach to planning, monitoring and performance reporting.

The Financial Plan is developed in the context of the following governance principles:

- Council decisions are made and actions taken in accordance with the relevant law.
- Priority is given to achieving the best outcomes for the municipal community, including future generations.
- The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is promoted.
- The municipal community is engaged in strategic planning and strategic decision making.
- Innovation and continuous improvement is pursued.
- Collaboration with other Councils and Governments and statutory bodies is sought.
- The ongoing financial viability of the Council is ensured.
- Regional, state and national plans and policies are to be considered in strategic planning and decision making.
- The transparency of Council decisions, actions and information is to be ensured.

Reporting on progress and performance

Financial and Performance Reporting ratios are included in the annual Performance Report, and form part of the Local Government Performance Reporting Framework (LGPRF). The ratios are regularly updated to ensure ongoing sustainability.

The key financial ratios are reflected in the Financial Policy section.

LGPRF measures include:

- Adjusted underlying surplus (or deficit).
- Current assets compared to current liabilities – an indicator of working capital.

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- Expenses per property assessment – total expenses divided by total number of properties indicates the average cost of operating Council for each ratepayer.
- Average rate per property – total rate revenue divided by number of property assessments indicates the average rates paid for each property.
- Unrestricted cash compared to current liabilities – the result indicates there is sufficient cash to meet short term liabilities.
- Loans and borrowing compared to rates.
- Loans and borrowings repayments compared to rates.
- Non-current liabilities compared to own source revenue.
- Asset renewal and upgrade expense compared to depreciation.
- Rates compared to adjusted underlying revenue – rate revenue compared to adjusted underlying revenue measures the reliance on rate revenue that will be partly impacted by rate capping for ensuing years.
- Rates compared to property values – rates revenue relative to the total capital improved value of properties in the municipality. There is limited capacity for Council to influence this measure due to rate capping.

Highlights from the Financial Statements

The Financial Plan is designed to ensure long-term financial sustainability by providing resources for strategic initiatives that shape our ideal community landscape. Highlights from the Financial Statements are below:

- Balanced financial position across the financial plan.
- Council to achieve efficiency gains within the operating budget via systematic approach to Service Planning through the life of the financial plan.
- Ten-year capital works commitment in financial plan
    - Renewal and Expansion spend - $518M
    - Upgrade capital program - $136M
    - New council assets - $10.7M
- Major capital projects:
    - Glen Waverley Civic precinct construction - $110M
    - MARC Redevelopment - $50M
- Community grants - $2.5M per year
- Community events and program - $1.6M per year

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Monash City risks and challenges

Strategic Risk

The Financial Plan aims to achieve long-term financial sustainability over the next ten years, however recognises the strategic and financial risks that could impact in the short-term financial performance and longer term financial sustainability.

This includes
Inability to remain financially sustainable to enable funding of Council services and infrastructure

The challenges will be addressed through the detailed modelling and long term financial forecasting (and scenarios) developed as part of the Financial Plan and the Revenue & Rating Plan.

In addition to the Service Planning and Service review areas to explore further revenue diversification potential.

New long-term integrated council plans to be developed based on evidence (Community Vision, Council Plan, Health and Wellbeing Plan, Asset Plan and Financial Plan).

Communication and community engagement to enhance understanding of council's financial challenges.

Challenges and Opportunities

There are some issues facing Council that can dictate how we plan for the future and what direction is taken. They may impact on how we deliver our assets and services.

Rate cap	The main challenge for Council over the next decade is to keep rates affordable while adhering to the rate cap, despite rising service and construction costs. This will be managed by identifying efficiency savings and maintaining a disciplined budget through Service Planning & Service Reviews. To stay financially sustainable, the Council must review its service delivery approach, balancing service levels with the community's capacity and willingness to pay. The Financial Plan assumes rates won't increase by more than the rate cap projections.
	Response > *Strategy in the* ***Revenue and Rating Plan*** *is to seek alternative and diverse sources of funding to reduce Council reliance on rates and justification of service level subsidy. The Revenue and Rating Plan is a key informer to the Financial Plan and Budget.*
Investment in infrastructure and	Ensuring wise choices in capital investment and asset management is essential for the Council to achieve its yearly asset renewal goals and deliver vital services.

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maintaining assets	The Community anticipates a strong emphasis on the City's future needs and must uphold its current assets and address the challenges of asset renewal.
	Response > *Council is committed to making informed decisions on capital investment and asset management by implementing the* ***Asset Plan and Asset Management Plan****. These plans contribute to and shape the Infrastructure Funding Plan, a key element of the Financial Plan. The Asset Plan will outline the methods for upgrading, maintaining, or rationalising Council's asset portfolio. This is crucial for service delivery, ensuring our assets are fit for purpose and utilised as efficiently as possible.*
Human Resource pressures to accommodate increasing community service demands	One of the largest operational expenses in the Financial Plan is labour costs. Managing the right balance between attracting and retaining skilled staff who can continue to deliver valued services to our community and offering competitive salaries and wages comparable to similar organisations, all while keeping costs low is one of Council's biggest challenge. Our employees are our most valuable resource, with a diverse workforce of dedicated individuals and a wide range of skills and experience. Additionally, a quarter of the workforce employed at Council live within the Monash municipality.
	Response > *The* ***Workforce Plan*** *will be developed and adopted by Council in June 2025. It will ensure that the Council has evaluated, planned, and reviewed its current status and future workforce needs to effectively achieve our Council Plan and strategic objectives.*
Community's support and demand for services	As our community's needs and expectations evolve, the Council recognises that we may sometimes provide services that are no longer necessary or exceed what is required. Our community has expressed a desire for high-quality, efficient public services and meaningful opportunities to engage with the Council. To meet these expectations, we are committed to continuously improving and innovating our communication and service delivery methods. Additionally, there is a growing demand for greater transparency in our information and decision-making processes. We are dedicated to meeting these expectations and ensuring that our services align with the community's needs.
	Response > *The implementation of our* ***Service Planning*** *framework will help Council identify efficiency gains via a systematic approach to Service Planning to help achieve a financially sustainable operating surplus in a rate cap environment. It will allow the organisation to make evidence-based decisions about service levels and their short and medium-term impacts. This data will form the foundation for developing key strategic plans, such as the Council Plan and Budget. We are committed to automating processes and enhancing the customer experience. Digitisation, continuous improvement, and benefit realisation are major components of our Digital program. Additionally, the development of our Community Engagement Framework and Service Planning Framework is included*

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	in our community initiatives.
Volatility of the waste industry	As more residents work from home and our population grows, household waste in our City is increasing, leading to higher costs for the community. The Victorian Government's landfill levy is rising from $65.90 per tonne in 2019-20 to $169.79 per tonne by 2025-26, which will further increase service costs. Changes in recycling markets and higher processing costs, including contamination, are also driving up expenses faster than the Consumer Price Index (CPI) and rates cap. The Victorian government's "Recycling Victoria: A new economy" policy mandates that all Victorian households have access to a four-stream kerbside service, including a separate glass recycling bin. Making this a requirement for all councils to provide a separate glass recycling bin (purple lid) for household by 2027. Councils and the Victorian Government are exploring new technologies to reduce landfill use, with advanced waste processing being a promising option.
	Response > *Waste charges are collected based on a full cost recovery including the glass bin collection service and implemented on a user pay model. Council is conducting community consultation until August 2025 regarding a proposed separate waste charge to be implemented from 01 July 2026.* ***Revenue & Rating Plan*** *considers funding opportunities to decrease reliance on rate funds and council subsidies. FOGO and Glass bins will support the diversion of waste from landfill, which is identified as a priority in the adopted Council Plan.*
Extreme weather events	Extreme weather events pose a financial challenge because they can cause significant damage to infrastructure, increase maintenance and repair costs, and disrupt services. These events often require substantial emergency response and recovery efforts, straining budgets and diverting funds from other important projects. Additionally, the frequency and severity of such events can lead to higher insurance premiums and increased costs for future planning and resilience measures.
	Response > *As part of the Council Plan objective, the development of a* ***Climate Resilience Plan*** *is aimed at supporting our community in building resilience to the impacts of a changing climate. This plan will also focus on continuing our efforts to reduce emissions.* *The Council will consider establishing a "Severe Weather Event Reserve" to allocate funds for future events and effectively manage the Council's risk exposure.* *Our goal is to create a sustainable and thriving environment for all.*
Enterprise Bargaining Agreement (EBA)	The Council's current EBA is set to expire on 30 June 2025. Assumptions have been made based on the current proposed rates as part of the EBA negotiations (in-progress) presented to the committee. Projections for years beyond the three-year cycle are consistent with estimates from the Department of Treasury and Finance.
	Response > *These assumptions will be adjusted as required following agreement and implementation.*

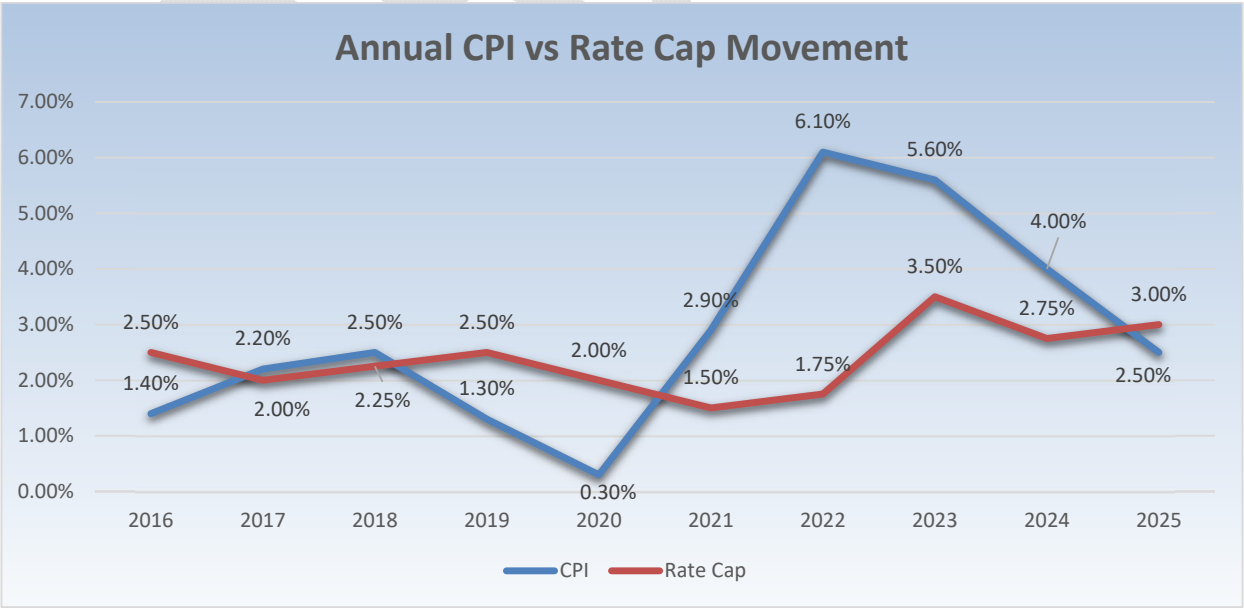
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Major Projects	Council could fund early feasibility, consultation and design works of major projects within the current Financial Plan. However advanced design and construction phase will be supported by a Council resolution and proposed funding capacity of the project.
	Response *> Funding options available to Council – Refer to Figure 1 below.*

Figure 1 – Major Projects Funding Options

	Option	Detail	Pros	Cons
a.	Slow down capital works program	Delay renewal of assets Less discretionary projects	Projects completed over longer time	Service impacts Deteriorating assets Higher cost to renew
b.	Additional revenue	Fees & charges Grants Commercials/Public Private Partnership opportunities	Others already do this	Community resistance
c.	Land sales	Consolidate service delivery	Realise value from poor quality assets	Need to specify for Budget, time lag
d.	Seek Rate Cap variation	Increase rates above the cap	Additional funds available Compounding impact on rate base	Net a storng proposal for ESC Can be a time consuming and a costly exercise Community resistance
e.	Service reductions	Identify services Council can reduce, move out of	Frees funding for capital works	Growing service demand, already low spending
f.	Loans	Borrow for projects with long term value	Bring forward projects	Repayments & interest payments -Reduces cash available for capital in future years

Figure 2: Rate Cap movement behind CPI resulting in challenging revenue position



Financial Policies

Financial Policies that set out the financial targets that ensure Council remains financially sustainable.

Policy statement	Measure	Target	Justification
Consistent underlying surplus result	Adjusted underlying result / adjusted underlying revenue greater than 0%	>0%	The adjusted underlying surplus is calculated by removing non-recurrent capital grants and contributions from its operating surplus. In a rate capping environment, where the Council has limited control over setting rates and income from other sources like parking and user fees is low, breakeven adjusted underlying surplus position is more realistic in the current environment. This target allows the Council to continue delivering the same services and maintain sufficient reserves to fund part of its capital works program without relying entirely on borrowings.
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due	Current Assets / Current Liabilities greater than 1.5	>1.5	This indicator measures Council's ability to pay existing liabilities in the next 12 months.
Ensures that Council could repay long term obligations from the income it generates internally	Non-current liabilities / own source revenue	<60%	This measures Council's ability to pay its long-term obligations with the revenue it generates internally (i.e. excludes external grants and contributions). Council's long term financial plan is debt free however would explore the utilisation of debt funding for future capital projects.
Ensures that Council could repay its borrowing commitment from the rate income and growth in the Municipality	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	<10%	This measures Council's ability to pay its debt obligations with the rate revenue it generates. Council's indicator is in the negative for the first two years due to a credit facility requirement in place to manage cash payments from proposed land sales.
Ensures that Council could repay its interest commitment from the rate income and growth in the Municipality	Interest payments / rate revenue below	<5%	This measures Council's ability to pay its interest-bearing loan obligations with the rate revenue it generates. Council's long term financial plan is debt free however would explore the utilisation of debt funding for future capital projects.
That Councils applies loan funding to new capital and maintain	Total Indebtedness / rate revenue	<60%	This measures Council's ability to pay its long term obligations with the revenue it generates internally (i.e. excludes external

Policy statement	Measure	Target	Justification
total borrowing in line with rate income and growth of the municipality			grants and contributions). Council is well below the target of 60 per cent and the level of long term obligations can easily be met without relying on external funding sources to repay its debt commitments.
Council maintains sufficient restricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required	Unrestricted cash / current liabilities to be maintained above	>20%	This measures Council's ability to pay existing liabilities in the next 12 months using cash reserves that are not restricted like trust funds and statutory reserves. It assesses the ability that Council has to pay its bills on time without utilising cash that are held to fund specific activities. Council's unrestricted cash improves from a negative ratio in year 2026/27 as cash injections are expected through land sales.
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life	Asset renewal and upgrade expenses / Depreciation	100%	This measures the renewal and upgrade expenditure that Council incurs on its existing asset base compared to depreciation expense. This assesses whether Council's assets are being renewed or upgraded as planned and compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation expense.

Reserves Usage Strategy

Reserve funds are amounts of money set aside for specific purposes in later years. In general, these funds are identified as restricted cash that are aligned to reserves. Council currently has the following reserves:

- Non-Discretionary Reserves (Restricted reserves are legally required to be used for a specific purpose):
    - Drainage Reserve: New property developments are required to make a contribution towards Council's strategic drainage system where the development may impact on the drainage system. These funds are maintained by catchment area and when any strategic drainage projects are undertaken, funds in that catchment area's account are utilised to fund these works.
    - Parking Reserve: Currently where a development is considered to increase the parking requirements of a centre, the developer is required to pay a predetermined amount per additional parking space required.
    - Public Open Space Reserve: The Monash Planning Scheme requires that a person who proposes to subdivide land must make a contribution to the Council for public open

space (being a percentage of the land intended to be used for residential, industrial or commercial purposes, or a percentage of the site value of such land, or a combination of both). If no amount is specified, a contribution for public open space may still be required under section 18 of the Subdivision Act 1988. These funds are then used to either upgrade recreational facilities in existing open space areas or provide additional open space in the municipality.

- Discretionary Reserves (These reserves are created on council discretion and applied accordingly):
    - Development Reserve: This is a discretionary reserve to provide for future capital upgrades

The establishment and ongoing management of reserves represent a crucial aspect of the Council's commitment to long-term financial sustainability. By allocating dedicated funds, the Council is better positioned to address unforeseen events, leverage future opportunities, and mitigate the effects of unexpected expenditures on annual budgets. As local government responsibilities increase due to evolving community needs, regulatory shifts, and heightened environmental risks, maintaining robust reserves enables the Council to remain responsive and resilient when confronted with emerging challenges.

Council will consider the creation of other discretionary reserves to address anticipated future requirements:

- **Infrastructure Development Reserve** – Proceeds from land sales will be allocated to this reserve and earmarked for significant, strategic projects. This ensures that funds generated from asset disposals are reinvested back into essential community infrastructure.
- **Waste Management Reserve** – Year-end surpluses or deficits related to waste management, in line with Essential Services Commission (ESC) submissions, will be transferred into this reserve. This approach buffers the Council from fluctuations in waste management costs and provides funding for future sustainability initiatives.
- **Severe Weather Event Reserve** – As the frequency and intensity of severe weather events escalate, establishing a dedicated reserve helps manage Council's exposure to these risks. Detailed criteria for this reserve will be developed to ensure resources are available to respond quickly and effectively to weather-related emergencies, protecting community assets and services.

By building and managing these reserves, Council is better positioned to deliver consistent, high-quality services, invest in critical infrastructure, and respond to both predictable and unforeseen financial pressures—ensuring the ongoing wellbeing of the municipality and its residents.

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Financial Strategy

Our financial strategy identifies the approach Council intends to take to achieve its financial policies, and financial sustainability. The four key components identified in this approach are identified below:



The council must understand the community expectations and design services accordingly. Asset planning and service planning play a vital role in informing and resourcing our Integrated Planning and Reporting Framework to ensure effective service delivery.

A responsible financial plan must prioritise and enhance our efforts in each of these areas, ensuring a well-integrated approach that connects all elements throughout our planning and reporting cycles. This will help us ensure:

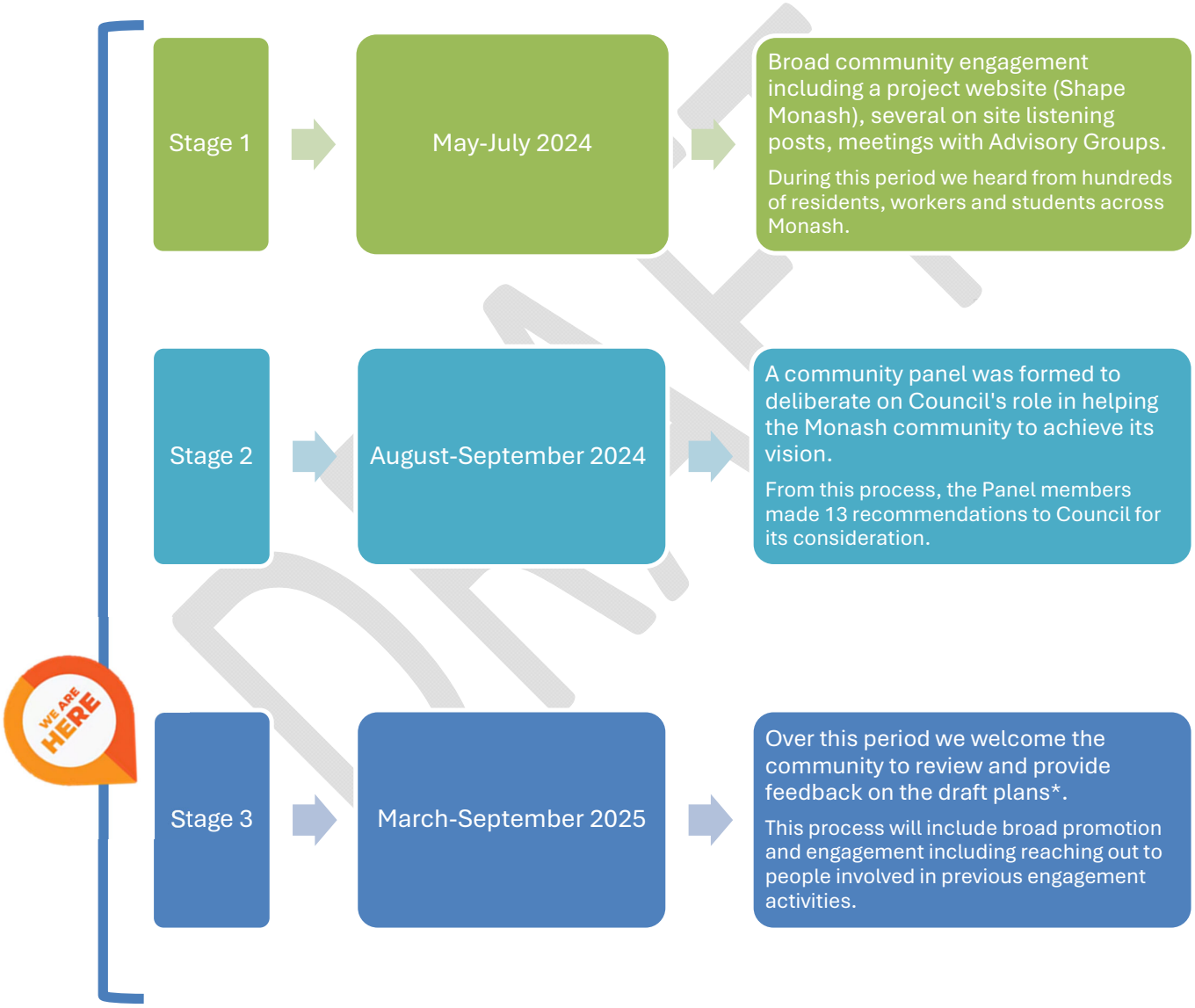
- Council delivers services that are valued by the community
- Council delivers services in an optimal manner, while considering best options to deliver different methods of delivery and sources of procurement. The council applies value-based principle in service delivery to maximise the efficiency and impact of its investment.
- Council has a good understanding of the portfolio of services they deliver along with scope and council's role with these services.
- Understanding of council's asset portfolio and condition data, which drives renewal and maintenance program. Council uses data to drive the investment, which allows to maximise asset life and condition.
- The organisation has good understanding of council's strategies and priorities, fostering collaboration among staff to achieve common strategic goals.
- The organisation prioritise and allocate resources based on community needs and adjusts the delivery to maximise community satisfaction.

Community Input

The Finance Plan was developed

in accordance with the requirements of the Local Government Act 2020 and in partnership with the Monash community.

It was informed by a community engagement program and deliberative process which considers the needs of all people who live, work and play at Monash.



* Supported by promotional activities including social media and Monash publications.

Finance Planning Results (Snapshot)

Source: Stage 1 Community Engagement

Finance planning

We asked the community to vote on the funding levers that are available to Council:

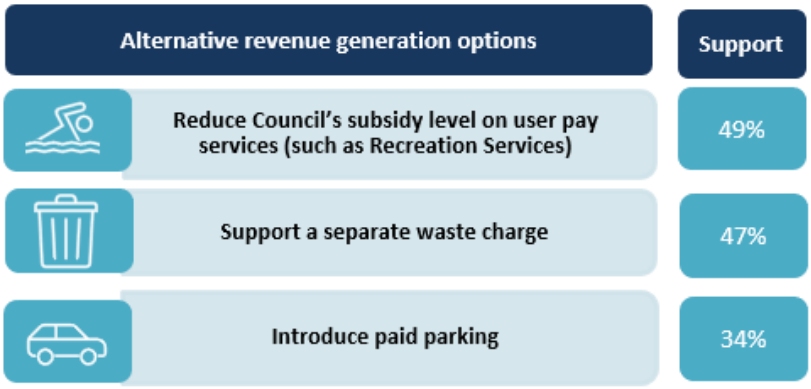
Funding levers	Shape survey
Attract additional revenue sources This could include increasing council's fees and charges, seeking more external grants, and investigating options for other alternate funding sources.	58%
Slow down our capital works program Delay renewing and upgrading existing assets and slow our program of building new community facilities.	44%
Seek 'rate cap' variation from State Government Monash has the lowest rates per capita of any council in Victoria, and asking the State Government for an increase would support our ability to deliver additional projects or maintain and grow the services we provide the community	42%
Take out loans to be able to fund major projects Council could borrow money to fund large capital works where the benefits are provided to future generations	39%
Sell land to fund major projects Selling Council land to increase funding, particularly for major capital projects.	38%
Look to reduce the services we provide Council could consider reducing or moving out of services we currently provide	24%

Comments from the community about the funding levers suggested that Council look within its own operating costs, budget allocation or Council assets:

- Refocussed spending (35 comments)
- Better or innovative use of Council assets (16 comments)
- Alternate revenue streams (15 comments)
- Resistance to rates or levies (14 comments)
- Investigate financial planning options and pursue loans if needed (7 comments)

Alternate revenue generation options

We asked the community to vote on alternative future revenue generation options:



Services

- Service Planning Framework
- Service Plans and Reviews
- Continuous Improvement
- Workforce Planning

Service Planning

Service planning at Monash plays an integral role in our annual planning process by ensuring every service area understands how their work aligns and contributes to the community's vision and Council's strategic objectives.

Service planning ensures the efficient use of resources, finances, and assets to meet community needs. It helps Monash understand and manage the resources needed to sustain services over the long term, promoting financial sustainability. Additionally, it facilitates monitoring and measuring service performance to ensure effectiveness. By allowing for adjustments in service levels, service planning also helps manage costs effectively.

Service reviews help Council to determine what could or should its role be in providing services to our community. Service reviews assess the need, long-term cost, quality, and benefit of council providing the service.

The current environment requires councils to conduct regular service reviews and establish a prescribed plan for services to be reviewed each year. This enables the council to continue to monitor the utilisation of service and if they are being managed in the most efficient manner. Monash is undertaking multiple service reviews over the next few years, Financial Plan accounts for the associated costs, integrating them into the long-term financial plan. The recommendations from these reviews are incorporated in the future planning as they are completed.

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Continuous Improvement

Council remains committed to investing in digital transformation to enhance operations and drive efficiency. Over the past five years, significant funds have been allocated to the "Digital Strategy", the next phase of digitisation is built in the Financial Plan. This investment will enable the organisation to leverage Artificial Intelligence and emerging technologies to enhance customer experience and position City of Monash at the forefront of innovation.

Council will continue to realise benefits of the program via improved customer experience, fast turnaround, data accuracy and operational savings over the period of time.

Strategy Recommendations - Services

- Service Planning framework will play a crucial role in shaping the development of the Financial Plan
- Monash Council is committed to undertaking annual service planning plus will identify services to review over the life of this Financial Plan.
- The Council will develop an equipment lifecycle update plan to manage asset turnover and address return on investment. The plan will also assess options related to purchasing versus leasing in order to support effective cash flow management and establish a policy position regarding the council's equipment lifecycle.

Assets

- Asset Plan
- Long Term Capital Plan
- Asset Management Strategy
- Asset Management Framework

Asset Plan

Integration to the Asset Plan is a key principle of the 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 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.

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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.

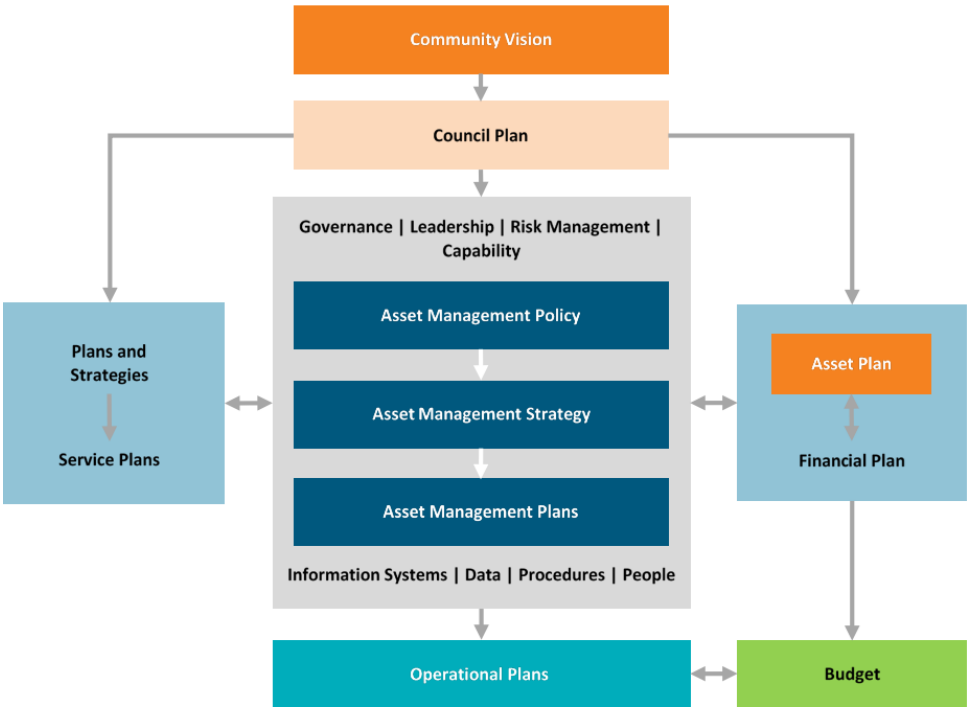
In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

Service planning and the setting of service levels enables Council to develop Asset Management Plans and practices that support desired service outcomes. Without Service Plans, Council's Asset Management Plans can only reliably predict future funding requirements to safely retain assets in a condition that is compliant with relevant regulatory requirements and fit for use, but not necessarily fit for purpose.

Recent parliament enquiry in local government funding and services highlighted "Renewal gap" and the continuous struggles councils are experiencing due to diminishing funds and ongoing impact of "Rate capping" on councils to maintain asset standards. It's critical in this environment that council capital program is driven by sound asset plan, which is incorporated within council's financial plan.

Asset Management Framework

This AM Strategy is an integral part of Council's planning framework. This includes the Council Plan, Asset Management (AM) Policy, AM Strategy, AM Plans for individual portfolios and operational frameworks. There is a clear alignment from the organisational vision and objectives, AM policy, AM objectives, AM plans, operational plans, work programs through to performance monitoring and improvement planning.



Strategy Recommendations – Assets

- That Council continues to review its critical infrastructure renewal requirements and annually updates the renewal program in line with asset condition data and asset management plan.
- That Council, where appropriate, applies loan borrowing to fund new and/or significantly upgraded major assets that provide a broad community benefit while total debt remains within the maximum 60 per cent prudential limit (Indebtedness Ratio).
- That asset renewal cannot be funded by non-renewal funding sources such as asset sales, reserve funds or borrowings.
- That Council continues to treat renewal as non-discretionary expenditure and prioritise it in the decision making.

Integrated Planning

The Council Plan 2025-2029 has been developed in accordance with the requirements of the Local Government Act 2020 which requires councils to ensure strategic planning is more integrated, transparent and focused on delivering outcomes for the community.

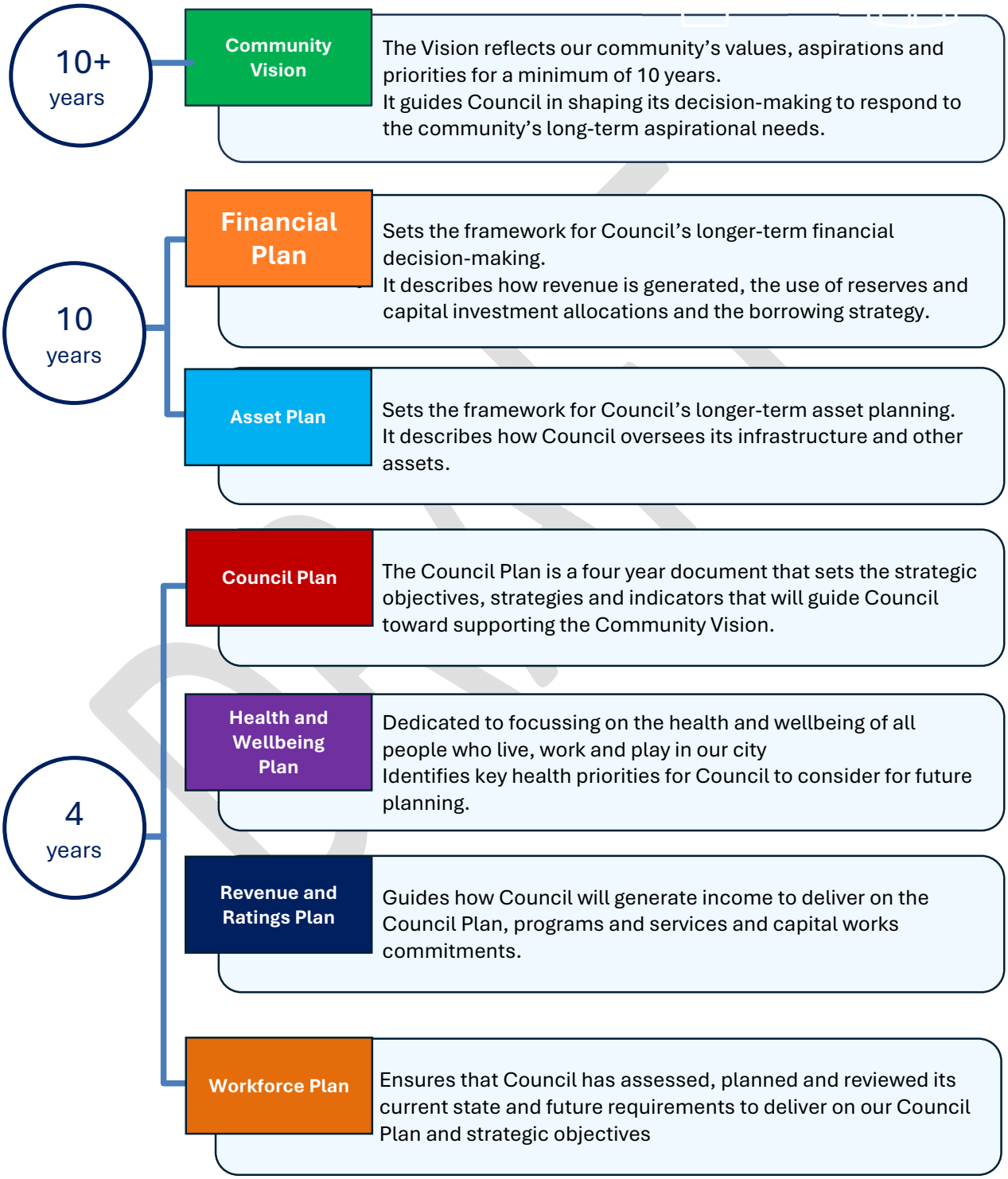
The 'Act' requires councils to develop strategic documents that are informed by deliberative community engagement and meet the requirements of the Community Vision.

The diagram below demonstrates how the plans work together to provide clear direction for our organisation, ensure services and projects are strategically aligned and delivering value for money, as well as helping to ensure we delivery on our commitments to the community.



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Relationships between the integrated plans



Strategy Recommendation – Integrated Planning and Reporting

- That Council implements the strategic actions in the adopted 2025-2029 Revenue and Rating Plan
- That Council implements the strategic actions to address strategic risk in the Risk Management Plan
- That the Financial Plan be developed in accordance with the Governance Principles in the Local Government Act; including the supporting principles.
- That Council approves the principle of loan funding as a viable and equitable mechanism of:
    - Funding new/significantly upgraded major assets that provide a broad community benefit; or
    - Funding capital projects that provide a financial return above annual loan funding costs;
- The following financial strategy statements be enacted in the development of the Financial Plan:
    - That reserve funds be drawn down to fund expenditure that is consistent with the purpose of the reserve as noted in the section on reserves strategy.
    - Proceeds from sale of land are not to be utilised to fund operational expenditure.
    - That Council consider the application of the rate cap as per the Minister Local Government directive
    - That Council considers on an annual basis whether to make application to the Essential Service Commission (ESC) for a variation to the rate capping framework based on the outcomes contained in the Financial Plan and future infrastructure requirements.

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Assumptions to the Financial Plan

This section presents information regarding the assumptions about the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35. The assumptions comprise the annual escalations/movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
CPI	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates and charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Rates supplementary growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Statutory fees and fines	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
User fees	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Grants - Operating	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - monetary	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - non-monetary	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other income	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and services	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation	1.01%	1.01%	1.01%	1.01%	1.01%	1.01%	1.01%	1.01%	1.01%	1.01%
Other expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Financial Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2025/26 to 2023/35.

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

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Financial Statements for 10 years from 2025/26 to 2034/35

Comprehensive Income Statement

	Forecast Actual 2024/25 $ '000	Forecast 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											
Rates & Charges	151,423	158,334	163,621	168,800	174,121	179,585	185,197	190,960	196,879	202,958	209,200
Statutory fees & fines	14,364	13,346	14,880	15,475	16,094	16,738	17,408	18,104	18,828	19,581	20,364
User fees	31,663	34,625	37,110	39,795	41,387	43,042	44,764	46,554	48,417	50,353	52,367
Grants - Operating	26,617	20,141	21,145	21,673	22,216	22,771	23,340	23,924	24,522	25,135	25,763
Grants - Capital	16,775	10,336	9,953	10,493	10,036	10,078	9,622	6,668	6,214	6,761	6,310
Contributions - monetary	6,196	9,956	6,434	6,571	6,711	6,854	7,000	7,149	7,302	7,458	7,617
Contributions - non-monetary	3,210	-									
Net Profit from Sale of Assets	51,025	-	-	-	-	-	-	-	-	-	-
Share of net gain/ loss of joint operation	1,155	-									
Other Income	4,146	2,400	3,059	2,915	2,023	2,305	2,173	2,204	2,270	2,571	2,529
Total Income	306,575	249,140	256,202	265,722	272,587	281,373	289,504	295,563	304,431	314,817	324,151
Expenses											
Employee costs	100,154	104,852	108,704	112,765	116,941	121,234	125,747	130,388	135,160	140,166	145,313
Materials and services	88,962	92,495	93,056	97,969	101,707	103,917	107,252	110,671	114,976	117,768	121,449
Depreciation	36,888	36,000	36,497	37,700	38,221	38,748	39,283	39,825	40,375	40,932	41,497
Amortisation - Intangible assets	2,945	3,300	3,135	3,449	3,621	3,802	4,182	4,182	4,186	4,191	4,195
Depreciation - Right of use assets	1,507	1,650	1,650	1,355	1,023	-	-	-	-	-	-
Bad and doubtful debts	10	10	11	11	11	11	12	12	12	12	13
Borrowing costs	-	-	-	-	1,091	2,089	1,899	1,700	1,492	1,275	1,048
Finance Costs - Leases	140	183	125	69	27	5	-	-	-	-	-
Other Expenses	783	874	896	918	941	965	989	1,014	1,039	1,065	1,092
Total Expenses	231,389	239,363	244,074	254,237	263,582	270,770	279,365	287,792	297,240	305,408	314,606
Surplus/(deficit) for the year	75,186	9,776	12,128	11,485	9,004	10,603	10,139	7,771	7,191	9,408	9,545
Transfers to Reserve	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Result	75,186	9,776	12,128	11,485	9,004	10,603	10,139	7,771	7,191	9,408	9,545

Balance Sheet

	Forecast Actual 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
ASSETS											
Current Assets											
Cash and Cash equivalents	44,210	41,254	84,954	31,498	31,486	34,948	34,064	35,312	36,368	39,712	44,039
Trade and Other Receivables	21,649	21,972	22,337	22,828	23,184	23,638	24,060	24,374	24,832	25,369	25,851
Non-current assets classifed as held for s	118,560	95,000	0	0	0	0	0	0	0	0	0
Other Assets	3,271	3,271	3,271	3,271	3,271	3,271	3,271	3,271	3,271	3,271	3,271
Total Current Assets	187,690	161,497	110,562	57,598	57,941	61,858	61,396	62,957	64,471	68,352	73,161
Non-Current Assets											
Property, Plant & Equipment	3,763,828	3,795,372	3,859,401	3,927,042	3,954,684	3,984,295	3,988,858	3,992,468	3,994,506	3,994,220	3,994,554
Right-of-use assets	5,849	4,199	2,549	1,194	170	170	170	170	170	170	170
Intangibles	10,613	11,002	9,987	9,230	8,184	7,703	6,898	6,462	7,038	9,356	10,165
Other assets	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076
Total Non-Current Assets	3,782,365	3,812,649	3,874,012	3,939,542	3,965,114	3,994,245	3,998,003	4,001,176	4,003,790	4,005,822	4,006,964
Total Assets	3,970,055	3,974,145	3,984,574	3,997,140	4,023,055	4,056,102	4,059,398	4,064,133	4,068,261	4,074,174	4,080,126
LIABILITIES											
Current Liabilities											
Trade and Other Payables	29,941	25,064	30,252	31,927	26,110	26,998	23,573	24,124	24,825	25,277	25,825
Trust Funds & Deposits	18,240	18,290	12,290	12,290	12,290	12,290	12,290	12,290	12,290	12,290	12,290
Provisions	20,561	21,824	22,576	23,354	24,156	24,985	25,841	26,724	27,636	28,578	29,551
Lease Liabilities	1,642	1,697	1,428	1,108	186	-	-	-	-	-	-
Total Current Liabilities	70,384	66,874	66,546	68,678	62,743	64,273	61,704	63,138	64,752	66,145	67,666
Non-Current Liabilities											
Provisions	1,773	1,293	1,348	1,405	1,464	1,525	1,588	1,653	1,720	1,789	1,860
Other Liabilities	3,517	3,517	3,517	3,517	3,517	3,517	3,517	3,517	3,517	3,517	3,517
Interest bearing loans and borrowings	-	-	-	-	22,973	43,826	39,489	34,954	30,212	25,253	20,067
Lease Liabilities	4,419	2,722	1,294	186	-	-	-	-	-	-	-
Total Non-Current Liabilities	9,709	7,532	6,159	5,108	27,954	48,868	44,594	40,124	35,449	30,559	25,444
Total Liabilities	80,093	74,406	72,705	73,787	90,697	113,141	106,298	103,262	100,200	96,704	93,110
Net Assets	**3,889,962**	**3,899,739**	**3,911,869**	**3,923,353**	**3,932,358**	**3,942,961**	**3,953,101**	**3,960,871**	**3,968,061**	**3,977,470**	**3,987,016**
EQUITY											
Accumulated surplus	1,117,880	1,136,965	1,159,769	1,236,901	1,247,903	1,262,627	1,277,076	1,289,354	1,301,258	1,315,596	1,330,296
Reserves	2,772,083	2,762,776	2,752,100	2,686,452	2,684,454	2,680,334	2,676,024	2,671,517	2,666,803	2,661,874	2,656,718
Total Equity	**3,889,963**	**3,899,740**	**3,911,869**	**3,923,353**	**3,932,357**	**3,942,960**	**3,953,100**	**3,960,871**	**3,968,061**	**3,977,469**	**3,987,015**

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		3,809,278	1,037,195	2,702,199	69,885
Impact of adoption of new accounting standards					
Surplus/(deficit) for the year		75,186	75,186	-	
Transfer to reserves		5,500	5,500	-	-
Transfer from reserves		-	-	-	-
Balance at end of the financial year		**3,889,963**	**1,117,880**	**2,702,199**	**69,885**
2026 Forecast					
Balance at beginning of the financial year		3,889,964	1,117,880	2,702,199	69,885
Surplus/(deficit) for the year		9,776	9,776	-	-
Transfer to reserves	4.3.1	-	(6,300)	-	6,300
Transfer from reserves	4.3.1	-	15,608	-	(15,608)
Balance at end of the financial year	4.3.2	**3,899,740**	**1,136,965**	**2,702,199**	**60,577**
2027					
Balance at beginning of the financial year		3,899,740	1,136,965	2,702,199	60,577
Surplus/(deficit) for the year		12,128	12,128	-	-
Transfer to reserves		-	(101,434)	-	101,434
Transfer from reserves		-	112,110	-	(112,110)
Balance at end of the financial year		**3,911,869**	**1,159,769**	**2,702,199**	**49,901**
2028					
Balance at beginning of the financial year		3,911,869	1,159,769	2,702,199	49,901
Surplus/(deficit) for the year		11,485	11,485	-	-
Transfer to reserves		-	(6,571)	-	6,571
Transfer from reserves		-	72,218	-	(72,218)
Balance at end of the financial year		**3,923,353**	**1,236,901**	**2,702,199**	**(15,747)**
2029					
Balance at beginning of the financial year		3,923,353	1,236,901	2,702,199	(15,747)
Surplus/(deficit) for the year		9,004	9,004	-	-
Transfer to reserves		-	(6,711)	-	6,711
Transfer from reserves		-	8,709	-	(8,709)
Balance at end of the financial year		**3,932,357**	**1,247,903**	**2,702,199**	**(17,745)**

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2030				
Balance at beginning of the financial year	3,932,357	1,247,903	2,702,199	(17,745)
Adjustment on change in accounting policy	-	-	-	-
Surplus/(deficit) for the year	10,603	10,603	-	-
Transfer to reserves	-	(6,854)	-	6,854
Transfer from reserves	-	10,975	-	(10,975)
Balance at end of the financial year	**3,942,960**	**1,262,627**	**2,702,199**	**(21,865)**
2031				
Balance at beginning of the financial year	3,942,960	1,262,627	2,702,199	(21,865)
Surplus/(deficit) for the year	10,139	10,139	-	-
Transfer to reserves	-	(7,000)	-	7,000
Transfer from reserves	-	11,310	-	(11,310)
Balance at end of the financial year	**3,953,100**	**1,277,076**	**2,702,199**	**(26,175)**
2032				
Balance at beginning of the financial year	3,953,100	1,277,076	2,702,199	(26,175)
Surplus/(deficit) for the year	7,771	7,771	-	-
Transfer to reserves	-	(7,149)	-	7,149
Transfer from reserves	-	11,656	-	(11,656)
Balance at end of the financial year	**3,960,870**	**1,289,354**	**2,702,199**	**(30,683)**
2033				
Balance at beginning of the financial year	3,960,870	1,289,354	2,702,199	(30,683)
Surplus/(deficit) for the year	7,191	7,191	-	-
Transfer to reserves	-	(7,302)	-	7,302
Transfer from reserves	-	12,015	-	(12,015)
Balance at end of the financial year	**3,968,062**	**1,301,258**	**2,702,199**	**(35,396)**
2034				
Balance at beginning of the financial year	3,968,061	1,301,258	2,702,199	(35,396)
Surplus/(deficit) for the year	9,408	9,408	-	-
Transfer to reserves	-	(7,458)	-	7,458
Transfer from reserves	-	12,387	-	(12,387)
Balance at end of the financial year	**3,977,469**	**1,315,596**	**2,702,199**	**(40,325)**
2035				
Balance at beginning of the financial year	3,977,469	1,315,596	2,702,199	(40,325)
Surplus/(deficit) for the year	9,545	9,545	-	-
Transfer to reserves	-	(7,617)	-	7,617
Transfer from reserves	-	12,772	-	(12,772)
Balance at end of the financial year	**3,987,015**	**1,330,296**	**2,702,199**	**(45,481)**

Statement of Cash Flows

	Forecast Actual 2024/25 $ '000	Forecast 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
Cash flow from operating activities											
Receipts											
Rates & Charges	151,423	158,334	163,621	168,800	174,121	179,585	185,197	190,960	196,879	202,958	209,200
Statutory Fees & Fines	14,364	13,346	14,880	15,475	16,094	16,738	17,408	18,104	18,828	19,581	20,364
User Fees	34,237	36,725	39,343	42,089	43,929	45,601	47,477	49,500	51,347	53,341	55,551
Grants - Operating	26,617	20,141	21,145	21,673	22,216	22,771	23,340	23,924	24,522	25,135	25,763
Grants - Capital	16,775	10,336	9,953	10,493	10,035	10,078	9,622	6,668	6,214	6,761	6,310
Contributions - monetary	6,196	9,956	6,434	6,571	6,711	6,854	7,000	7,149	7,302	7,458	7,617
Interest Revenue	1,841	1,524	2,161	1,994	1,079	1,138	1,180	1,188	1,228	1,303	1,435
GST Reimbursement	16,850	14,872	17,753	18,683	15,460	15,954	14,057	14,365	14,756	15,009	15,316
Other Receipts	2,355	926	898	921	944	1,167	991	1,016	1,042	1,268	1,094
Total Receipts	270,659	266,162	276,188	286,699	290,588	299,886	306,272	312,873	322,117	332,814	342,650
Payments											
Employee Costs	(99,405)	(104,069)	(107,896)	(111,931)	(116,079)	(120,344)	(124,829)	(129,440)	(134,181)	(139,155)	(144,269)
Materials and Services	(101,460)	(105,774)	(96,322)	(105,195)	(116,760)	(112,469)	(120,417)	(120,172)	(124,717)	(128,010)	(131,930)
GST Paid to Government	(2,216)	(2,424)	(2,598)	(2,786)	(2,897)	(3,013)	(3,133)	(3,259)	(3,389)	(3,525)	(3,666)
Other Payments	(793)	(884)	(907)	(929)	(952)	(976)	(1,001)	(1,025)	(1,051)	(1,077)	(1,104)
Total Payments	(203,874)	(213,151)	(207,722)	(220,841)	(236,688)	(236,802)	(249,381)	(253,896)	(263,338)	(271,767)	(280,969)
Net cash provided by/(used in) operating activities	66,784	53,010	68,466	65,858	53,900	63,084	56,891	58,977	58,779	61,047	61,681
Cash flows from investing activities											
Payment for Property, Plant & Equipment	(106,248)	(78,342)	(112,599)	(118,490)	(75,348)	(78,903)	(52,262)	(52,236)	(52,250)	(52,249)	(51,920)
Payments of loans	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Property, Plant & Equipment	52,677	24,200	95,656	673	689	707	723	742	761	780	799
Net cash provided by/(used in) investing activities	(53,571)	(54,142)	(16,944)	(117,817)	(74,659)	(78,196)	(51,539)	(51,494)	(51,489)	(51,469)	(51,120)
Cash flows from financing activities											
Finance costs	-	-	-	-	(1,091)	(2,089)	(1,899)	(1,700)	(1,492)	(1,275)	(1,048)
Trust and Refundable desposits	-	-	(6,000)	-	-	-	-	-	-	-	-
Proceed from borrowings	38,000	50,000	50,000	-	25,000	25,000	-	-	-	-	-
Repayment of borrowings	(38,000)	(50,000)	(50,000)	-	(2,027)	(4,147)	(4,337)	(4,535)	(4,742)	(4,959)	(5,186)
Interest paid - lease liability	(140)	(183)	(125)	(69)	(27)	(5)	-	-	-	-	-
Repayment of lease liabilities	(1,390)	(1,642)	(1,697)	(1,428)	(1,108)	(186)	-	-	-	-	-
Net cash provided by/(used in) financing activities	(1,530)	(1,825)	(7,822)	(1,497)	20,747	18,573	(6,236.00)	(6,235.00)	(6,234.00)	(6,234.00)	(6,234.00)
Net increase/(decrease) in cash & cash equivalents	11,684	(2,957)	43,700	(53,456)	(12)	3,462	(884)	1,248	1,056	3,344	4,327
Cash and cash equivalents at the beginning of the financial year	32,527	44,210	41,253	84,953	31,497	31,485	34,947	34,063	35,311	36,367	39,711
Cash and cash equivalents at the end of the financial year	44,210	41,253	84,953	31,497	31,485	34,947	34,063	35,311	36,367	39,711	44,038

Statement of Capital Works

	Forecast Actual 2024/25 $ '000	Forecast 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
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	315	150	-	-	-	-	-	-	-	-	-
Total land	315	150	-	-	-	-	-	-	-	-	-
Buildings and Building Improvements	58,270	16,121	61,584	73,943	34,573	36,327	10,830	10,546	10,504	10,767	11,536
Total buildings and building Improvements	58,270	16,121	61,584	73,943	34,573	36,327	10,830	10,546	10,504	10,767	11,536
Total property	58,585	16,271	61,584	73,943	34,573	36,327	10,830	10,546	10,504	10,767	11,536
Plant & Equipment											
Plant, machinery and equipment	2,439	2,477	1,105	1,570	1,548	1,662	1,710	1,163	963	987	1,012
Fixtures, fittings and furniture	385	515	435	434	435	435	435	473	473	485	497
Computers and telecommunications	3,660	7,378	4,240	2,692	2,340	3,020	3,070	3,122	3,175	3,254	3,336
Library books	1,501	1,372	1,310	1,310	1,310	1,310	1,310	1,343	1,343	1,377	1,411
Total plant and equipment	7,985	11,742	7,090	6,006	5,633	6,427	6,525	6,101	5,954	6,103	6,255
Infrastructure											
Roads	8,648	13,520	9,324	10,295	10,344	9,714	10,038	9,794	9,294	8,326	6,535
Bridges	102	388	170	170	170	120	120	120	120	123	126
Footpaths and cycleways	6,671	11,020	4,297	4,562	4,462	4,662	4,704	4,662	4,664	4,781	4,900
Drainage	1,890	2,630	4,371	4,510	4,575	5,186	5,312	5,653	5,653	5,794	5,939
Recreational, leisure and community facilities	8,178	10,818	4,100	4,975	5,186	5,540	5,900	6,020	5,220	5,351	5,484
Waste management	0	84	7,319	327	335	343	350	359	359	368	377
Parks, open space and streetscapes	4,623	3,565	3,382	2,383	2,383	2,686	2,783	3,083	4,583	4,698	4,815
Off street car parks	110	780	723	715	568	568	570	570	570	584	599
Other infrastructure	683	1,056	941	821	897	815	815	1,015	1,015	1,040	1,066
Total Infrastructure	30,905	43,861	34,627	28,758	28,920	29,634	30,592	31,276	31,478	31,065	29,842
Total capital works expenditure	97,475	71,874	103,301	108,707	69,127	72,388	47,947	47,923	47,936	47,934	47,633
Expenditure types represented by:											
Asset renewal expenditure	41,623	40,753	35,834	38,173	38,500	40,972	41,548	40,691	42,502	42,365	42,924
New asset expenditure	3,429	3,757	7,000	-	-	-	-	-	-	-	-
Asset expansion expenditure	24,187	7,631	40,820	51,008	1,457	1,885	2,057	2,871	1,871	1,918	1,966
Asset upgrade expenditure	28,236	19,733	19,647	19,526	29,170	29,531	4,342	4,361	3,563	3,652	2,743
Total capital works expenditure	97,475	71,874	103,301	108,707	69,127	72,388	47,947	47,923	47,936	47,934	47,633
	69,859	60,486	55,481	57,699	67,670	70,503	45,890	45,052	46,065	46,017	45,667
Funding sources represented by:											
Grants	16,775	10,336	9,953	10,493	10,036	10,078	9,622	6,668	6,214	6,761	6,310
Contributions	7,013	11,589	7,610	7,722	6,682	6,828	6,973	7,121	7,273	7,428	7,586
Council cash	73,687	49,949	85,738	90,492	52,410	55,482	31,352	34,134	34,449	33,745	33,736
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	97,475	71,874	103,301	108,707	69,127	72,388	47,947	47,923	47,936	47,934	47,633

Statement of Human Resources

	Forecast Actual 2024/25 $ '000	Forecast 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
Staff Expenditure											
Employee Costs - Operating	100,154	104,852	108,704	112,765	116,941	121,234	125,748	130,389	135,160	140,166	145,312
Employee Costs - Capital	5,090	3,962	4,079	4,201	4,326	4,454	4,586	4,723	4,863	5,008	5,156
Total Staff Expenditure	105,244	108,814	112,783	116,966	121,267	125,687	130,334	135,111	140,023	145,173	150,469
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Staff Numbers											
Employees	867.8	878.9	878.9	878.9	878.9	878.9	878.9	878.9	878.9	878.9	878.9
Total Staff Numbers	867.8	878.9	878.9	878.9	878.9	878.9	878.9	878.9	878.9	878.9	878.9

		Comprises		
Division	Budget 2025/26 $'000	Permanent Full time $'000	Permanent Part time $'000	Casual $'000
Chief Executive Office	8,882	7,598	1,284	0
Corporate Services	11,771	11,049	700	22
Community Services	42,155	15,824	10,946	15,385
City Development	18,402	17,610	731	61
City Services	23,643	23,022	194	427
Total permanent staff expenditure	**104,852**	75,102	13,855	15,895
Capitalised Labour costs	3,962			
Total expenditure	**108,814**			

		Comprises		
Division	Budget FTE 2025/26	Permanent Full time	Permanent Part time	Casual
Chief Executive Office	57.5	49.0	8.5	0.0
Corporate Services	77.9	73.0	4.7	0.2
Community Services	383.8	138.5	102.0	143.3
City Development	129.7	124.0	5.3	0.4
City Services	202.6	197.1	1.7	3.7
Total permanent staff	**851.5**	581.6	122.2	147.7
Capitalised EFT	27.4			
Total staff	**878.9**			

Statement of Human Resources (cont.)

	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/2032 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Chief Executive										
Permanent Full time	**7,568**	**7,846**	**8,139**	**8,440**	**8,750**	**9,076**	**9,411**	**9,755**	**10,116**	**10,487**
Women	5,167	5,357	5,557	5,763	5,975	6,197	6,426	6,661	6,908	7,162
Men	2,401	2,489	2,582	2,678	2,776	2,879	2,985	3,094	3,209	3,327
Person of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part time	**1,314**	**1,362**	**1,413**	**1,465**	**1,519**	**1,576**	**1,634**	**1,694**	**1,757**	**1,822**
Women	1,023	1,061	1,101	1,142	1,184	1,228	1,273	1,320	1,369	1,419
Men	291	302	313	325	337	350	363	376	390	404
Person of self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**8,882**	**9,208**	**9,552**	**9,905**	**10,269**	**10,652**	**11,045**	**11,449**	**11,873**	**12,309**
Corporate Services										
Permanent Full time	**11,032**	**11,437**	**11,864**	**12,303**	**12,755**	**13,230**	**13,718**	**14,224**	**14,751**	**15,293**
Women	7,165	7,428	7,706	7,991	8,284	8,592	8,909	9,238	9,580	9,932
Men	3,867	4,009	4,159	4,313	4,471	4,637	4,808	4,985	5,170	5,360
Person of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part time	**716**	**742**	**770**	**799**	**828**	**859**	**891**	**924**	**958**	**993**
Women	532	552	573	594	616	639	663	687	712	738
Men	184	191	198	205	213	221	229	237	246	255
Person of self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**23**	**24**	**25**	**26**	**27**	**28**	**29**	**30**	**31**	**32**
Total	**11,771**	**12,203**	**12,659**	**13,128**	**13,610**	**14,117**	**14,638**	**15,178**	**15,740**	**16,318**
Community Services										
Permanent Full time	**15,211**	**15,770**	**16,359**	**16,965**	**17,588**	**18,243**	**18,916**	**19,614**	**20,340**	**21,087**
Women	11,959	12,398	12,861	13,337	13,827	14,342	14,871	15,420	15,991	16,578
Men	3,142	3,257	3,379	3,504	3,633	3,768	3,907	4,051	4,201	4,355
Person of self-described gender	110	114	118	122	126	131	136	141	146	151

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Statement of Human Resources (cont.)

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/2032	2032/33	2033/34	2034/35
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Permanent Part time	**11,201**	**11,613**	**12,047**	**12,493**	**12,952**	**13,434**	**13,930**	**14,444**	**14,979**	**15,529**
Women	9,843	10,205	10,586	10,978	11,381	11,805	12,241	12,693	13,163	13,646
Men	1,358	1,408	1,461	1,515	1,571	1,629	1,689	1,751	1,816	1,883
Person of self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**15,743**	**16,321**	**16,931**	**17,558**	**18,203**	**18,881**	**19,578**	**20,301**	**21,053**	**21,826**
Total	**42,155**	**43,704**	**45,337**	**47,016**	**48,743**	**50,558**	**52,424**	**54,359**	**56,372**	**58,442**
City Development										
Permanent Full time	**17,592**	**18,238**	**18,919**	**19,619**	**20,339**	**21,096**	**21,875**	**22,682**	**23,522**	**24,386**
Women	9,730	10,087	10,464	10,851	11,249	11,668	12,099	12,546	13,011	13,489
Men	7,719	8,003	8,302	8,609	8,925	9,257	9,599	9,953	10,322	10,701
Person of self-described gender	142	147	152	158	164	170	176	182	189	196
Permanent Part time	**748**	**775**	**804**	**834**	**865**	**897**	**930**	**964**	**1,000**	**1,037**
Women	542	562	583	605	627	650	674	699	725	752
Men	206	214	222	230	238	247	256	265	275	285
Person of self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**62**	**64**	**66**	**68**	**70**	**73**	**76**	**79**	**82**	**85**
Total	**18,402**	**19,077**	**19,789**	**20,521**	**21,274**	**22,066**	**22,881**	**23,725**	**24,604**	**25,508**
City Services										
Permanent Full time	**23,008**	**23,853**	**24,746**	**25,662**	**26,603**	**27,596**	**28,615**	**29,657**	**30,754**	**31,883**
Women	4,795	4,972	5,158	5,349	5,545	5,751	5,963	6,181	6,410	6,645
Men	18,096	18,758	19,460	20,181	20,920	21,699	22,500	23,318	24,181	25,069
Person of self-described gender	117	122	127	132	137	142	147	152	158	164
Permanent Part time	**198**	**205**	**213**	**221**	**229**	**238**	**247**	**256**	**265**	**275**
Women	149	154	160	166	172	178	185	192	199	206
Men	49	51	53	55	57	59	61	63	65	67
Person of self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**437**	**453**	**470**	**487**	**505**	**520**	**539**	**536**	**556**	**576**
Total	**23,643**	**24,511**	**25,429**	**26,370**	**27,337**	**28,354**	**29,401**	**30,449**	**31,575**	**32,734**
Total Permanent & casual staff	**104,853**	**108,703**	**112,766**	**116,940**	**121,233**	**125,747**	**130,389**	**135,160**	**140,164**	**145,311**
Capitalised Labour Cost	**3,962**	4,079	4,201	4,326	4,454	4,586	4,723	4,863	5,008	5,156
Total Staff expenditure	**108,814**	**112,783**	**116,967**	**121,266**	**125,687**	**130,333**	**135,112**	**140,023**	**145,172**	**150,467**

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Statement of Human Resources (cont.)

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/2032 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
Chief Executive										
Permanent Full time	**49.0**	**49.0**	**49.0**	**49.0**	**49.0**	**49.0**	**49.0**	**49.0**	**49.0**	**49.0**
Female	33.5	33.5	33.5	33.5	33.5	33.5	33.5	33.5	33.5	33.5
Male	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5	15.5
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part time	**8.5**	**8.5**	**8.5**	**8.5**	**8.5**	**8.5**	**8.5**	**8.5**	**8.5**	**8.5**
Female	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Male	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**57.5**	**57.5**	**57.5**	**57.5**	**57.5**	**57.5**	**57.5**	**57.5**	**57.5**	**57.5**
Corporate Services										
Permanent Full time	**73.0**	**73.0**	**73.0**	**73.0**	**73.0**	**73.0**	**73.0**	**73.0**	**73.0**	**73.0**
Female	47.4	47.4	47.4	47.4	47.4	47.4	47.4	47.4	47.4	47.4
Male	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part time	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**
Female	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Male	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**0.2**	**0.2**	**0.2**	**0.2**	**0.2**	**0.2**	**0.2**	**0.2**	**0.2**	**0.2**
Total	**77.9**	**77.9**	**77.9**	**77.9**	**77.9**	**77.9**	**77.9**	**77.9**	**77.9**	**77.9**

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Statement of Human Resources (cont.)

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/2032 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
Community Services										
Permanent Full time	**138.5**	**138.5**	**138.5**	**138.5**	**138.5**	**138.5**	**138.5**	**138.5**	**138.5**	**138.5**
Female	108.9	108.9	108.9	108.9	108.9	108.9	108.9	108.9	108.9	108.9
Male	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6	28.6
Self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent Part time	**102.0**	**102.0**	**102.0**	**102.0**	**102.0**	**102.0**	**102.0**	**102.0**	**102.0**	**102.0**
Female	89.6	89.6	89.6	89.6	89.6	89.6	89.6	89.6	89.6	89.6
Male	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4
Self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**143.3**	**143.3**	**143.3**	**143.3**	**143.3**	**143.3**	**143.3**	**143.3**	**143.3**	**143.3**
Total	**383.8**	**383.8**	**383.8**	**383.8**	**383.8**	**383.8**	**383.8**	**383.8**	**383.8**	**383.8**
City Development										
Permanent Full time	**124.0**	**124.0**	**124.0**	**124.0**	**124.0**	**124.0**	**124.0**	**124.0**	**124.0**	**124.0**
Female	68.6	68.6	68.6	68.6	68.6	68.6	68.6	68.6	68.6	68.6
Male	54.4	54.4	54.4	54.4	54.4	54.4	54.4	54.4	54.4	54.4
Self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent Part time	**5.3**	**5.3**	**5.3**	**5.3**	**5.3**	**5.3**	**5.3**	**5.3**	**5.3**	**5.3**
Female	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Male	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**	**0.4**
Total	**129.7**	**129.7**	**129.7**	**129.7**	**129.7**	**129.7**	**129.7**	**129.7**	**129.7**	**129.7**
City Services										
Permanent Full time	**197.1**	**197.1**	**197.1**	**197.1**	**197.1**	**197.1**	**197.1**	**197.1**	**197.1**	**197.1**
Female	41.1	41.1	41.1	41.1	41.1	41.1	41.1	41.1	41.1	41.1
Male	155.0	155.0	155.0	155.0	155.0	155.0	155.0	155.0	155.0	155.0
Self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent Part time	**1.7**	**1.7**	**1.7**	**1.7**	**1.7**	**1.7**	**1.7**	**1.7**	**1.7**	**1.7**
Female	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Male	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Self-described gender	-	-	-	-	-	-	-	-	-	-
Casual	**3.7**	**3.7**	**3.7**	**3.7**	**3.7**	**3.7**	**3.7**	**3.7**	**3.7**	**3.7**
Total	**202.6**	**202.6**	**202.6**	**202.6**	**202.6**	**202.6**	**202.6**	**202.6**	**202.6**	**202.6**
Total Permanent & casual staff	**851.5**	**851.5**	**851.5**	**851.5**	**851.5**	**851.5**	**851.5**	**851.5**	**851.5**	**851.5**
Capitalised labour	**27.4**	**27.4**	**27.4**	**27.4**	**27.4**	**27.4**	**27.4**	**27.4**	**27.4**	**27.4**
Total Staff numbers	**878.9**	**878.9**	**878.9**	**878.9**	**878.9**	**878.9**	**878.9**	**878.9**	**878.9**	**878.9**

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Managing our performance

Indicator	Measure	Budget	Projections								Trend
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	+/o/-
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	(0.52%)	(0.52%)	(1.00%)	(1.77%)	(1.18%)	(1.19%)	(0.99%)	(1.03%)	(0.49%)	(0.33%)	-
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	241.5%	166.1%	83.9%	92.3%	96.2%	99.5%	99.7%	99.6%	103.3%	108.1%	-
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall	**Unrestricted cash compared to current liabilities** Unrestricted cash / current liabilities	21.1%	97.7%	18.5%	20.2%	25.0%	24.6%	26.0%	26.9%	31.3%	37.0%	+
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	31.58%	30.56%	-	0.14	0.14	-	-	-	-	-	o
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	0.0%	0.0%	0.0%	13.2%	11.6%	-2.3%	-2.4%	-2.4%	-2.4%	-2.5%	o
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue	3.6%	2.8%	2.3%	12.0%	20.2%	17.9%	15.6%	13.3%	11.1%	8.9%	-
Asset renewal (assets are renewed as planned)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	168.0%	152.0%	153.0%	177.1%	182.0%	116.8%	113.1%	114.1%	112.4%	110.1%	-
Stability												
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	66.5%	65.7%	65.4%	65.6%	65.5%	65.4%	65.4%	65.3%	63.7%	63.6%	o
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	0.18%	0.18%	0.19%	0.19%	0.19%	0.20%	0.20%	0.21%	0.21%	0.22%	o

Managing Performance (cont.)

Indicator	Measure	Budget	Projections								Trend
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	+/o/-
Efficiency												
Expenditure level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses / Number of property assessments	$ 2,780	$ 2,799	$ 2,879	$ 2,947	$ 2,988	$ 3,043	$ 3,095	$ 3,156	$ 3,201	$ 3,255	+
Revenue level (resources are used efficiently in the delivery of services)	**Average rate per property assessment** General rates and municipal charges / no. of property assessments	$ 1,768	$ 1,808	$ 1,842	$ 1,877	$ 1,911	$ 1,946	$ 1,982	$ 2,017	$ 2,053	$ 2,090	+
Sustainability Capacity												
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)	**Expenses per head of population** Total expenses/ Municipal population	$ 1,144	$ 1,166	$ 1,215	$ 1,260	$ 1,294	$ 1,335	$ 1,375	$ 1,420	$ 1,459	$ 1,503	+
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)	**Infrastructure per head of population** Value of infrastructure / Municipal population	$ 5,709	$ 5,932	$ 6,171	$ 6,219	$ 6,275	$ 6,211	$ 6,143	$ 6,066	$ 5,977	$ 5,891	+
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)	**Population density per length of road** Municipal population / Kilometres of local roads	$ 268	$ 268	$ 268	$ 268	$ 272	$ 272	$ 272	$ 272	$ 272	$ 272	o
Own-source revenue (revenue is generated from a range of sources in order to fund the delivery of services to the community)	**Own-source revenue per head of population** Own source revenue / Municipal population	$ 997	$ 1,045	$ 1,085	$ 1,116	$ 1,155	$ 1,192	$ 1,232	$ 1,273	$ 1,316	$ 1,359	+
Recurrent grants (revenue is generated from a range of sources in order to fund the delivery of services to the community)	**Recurrent grants per head of population** Recurrent grants / Population	$ 109	$ 112	$ 114	$ 117	$ 120	$ 123	$ 126	$ 129	$ 132	$ 135	+
Workforce turnover (resources are used efficiently in the delivery of services)	**Resignations and terminations compared to average staff** Number of permanent staff resignations & terminations / Average number of permanent staff for the financial year	11.9%	11.9%	11.9%	11.9%	11.9%	11.9%	11.9%	11.9%	11.9%	11.9%	o

Key to Forecast Trend:
+ Forecast improvement in Council's financial performance/financial position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast deterioration in Council's financial performance/financial position indication