

Maroondah City Council Financial Plan 2024/25 to 2033/34



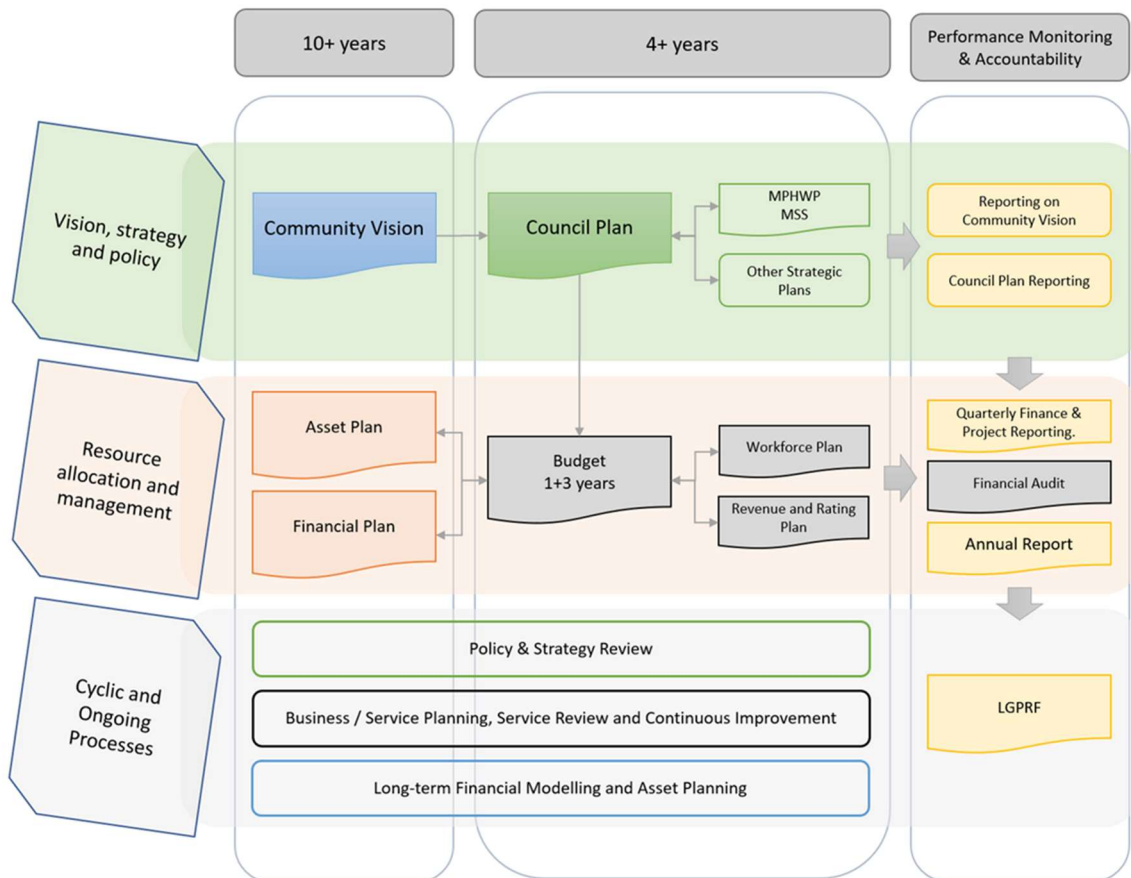
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1. Legislative Requirements

The Financial Plan links directly to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the 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 following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1 Strategic Planning Principles

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

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council 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.
- c) 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.

- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- 1.2.3 Financial policies and strategic plans are designed to provide financial sustainability and envisages the community outcomes of Maroondah 2040.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 What Our Community Said

The Financial Plan evolves from Maroondah 2040 - Our future together. Broad engagement was undertaken in both the development and review of the Maroondah 2040 Community Vision. This engagement included surveys, forums, workshops and events with community members, stakeholders, Advisory Committees and employees.

The Financial Plan has also been updated by the outcomes of engagement undertaken for the Maroondah COVID-19 Recovery Plan, including over 3,000 community survey responses; and broad scale engagement for the Maroondah Liveability, Wellbeing and Resilience Strategy 2021-2031.

1.4 Deliberative Engagement

Under the Local Government Act 2020, Council is required to prepare the Financial Plan in accordance with its deliberative engagement practices. Over a period of six weeks, and ten sessions, a panel of 40 community members came together to deliberate on the topics of health and wellbeing; liveable communities; environment; and assets. The inputs and recommendations from this panel have informed the Finance Plan, Council Plan 2021-2025, and four-year Budget and will also inform a range of Council's future strategic work, projects and service delivery.

1.5 Service Performance Principles

Council services are designed to be purpose, targeted to community needs and value for money. The service performance principles are listed below:

- a) 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.
- b) Services are accessible to relevant users within the community.
- c) 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.
- d) Council has a performance monitoring framework to continuously improve its service delivery standards.
- e) Council has a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

1.6 Asset Plan Integration

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.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

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

The Local Government Act 2020 Section 92 highlights the requirement for good asset management and requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. Council must adopt an Asset Plan under Section 92 by 30 June 2022.

2. Financial Plan Context

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

2.1 Financial Policy Statements

This section defines the policy statements and associated measures that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast										
			Actual	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Consistent net results above 0%	Net Result / Total Revenue above 0%	> 0%	7%	17%	7%	8%	15%	11%	12%	8%	8%	8%	13%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.00	> 1.00	2.1	1.4	1.9	1.6	1.5	1.6	1.8	2.0	2.3	2.5	2.5
Council generates sufficient cash flow to maintain assets and infrastructure	Net Operating Cash Flow / Net Capital Expenditure above 100%	> 100%	110%	121%	99%	113%	139%	148%	142%	129%	129%	132%	138%
Council generates sufficient revenue from rates plus fees and charges to ensure funding to service long term liabilities	Non - Current Liabilities / Own Sourced Revenue to remain below 40%	< 40%	24.4%	12.5%	18.0%	16.5%	12.5%	9.2%	9.4%	7.4%	6.2%	6.0%	4.8%
That council maintains sufficient assets and infrastructure to replace assets and infrastructure as they reach the end of their service life.	Cash Outflows for Property, Plant and Equipment / Depreciation above 1.50	> 1.5	1.4	2.1	1.3	1.6	2.0	1.4	1.5	1.1	1.2	1.2	1.6
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 expenditure / Depreciation above 100%	> 100%	102%	114%	111%	139%	187%	129%	141%	102%	105%	103%	145%

2.2 Strategic Actions

Council's Integrated Planning Framework is underpinned by the shared long-term community vision outlined in *Maroondah 2040 'Our Future Together'*. Council has undertaken an extensive review of *Maroondah 2040 'Our future together'* in consultation with the Maroondah community. The refreshed Community Vision was adopted in June 2020.

The community aspirations and priorities for the future of Maroondah have been grouped into eight broad outcome areas that provide the structure for the Council Plan 2021-2025 (Council Plan). These community outcome areas comprise:

- A safe, healthy and active community
- A prosperous and learning community
- A vibrant and culturally rich community
- A clean, green and sustainable community
- An accessible and connected community
- An attractive, thriving and well-built community
- An inclusive and diverse community
- A well governed and empowered community

To ensure Council has the capacity to work towards the achievement of the Maroondah 2040 Community Vision, a Financial Plan has been prepared to guide the financial resources of Council over the next 10 years. This plan is updated annually.

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions that impact and influence Council's Financial Statements for the 10 years from 2024/25 to 2033/34. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
CPI	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Revenue Cap	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste Charge	2.75%	4.50%	4.00%	4.00%	3.50%	5.00%	4.00%	4.00%	2.50%	4.00%
Statutory fees and fines	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	7.50%	6.00%	5.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Grants - Operating	3.30%	3.80%	2.80%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Grants - Capital	3.30%	3.80%	2.80%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Contributions - monetary	3.30%	3.80%	2.80%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Employee costs	2.83%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%
Materials and services	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	4.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

2.3.1 Key Assumption Information

The below points provide some context and information on how the above assumptions were determined, for forward financial planning and projections. However, as much as Council will forward think and plan to strive for financial sustainability whilst still achieving community outcomes, assumptions over the 10-year forward thinking need to remain sufficiently flexible, in order to reflect an ever-changing environment:

- **CPI:** Council benchmarks its CPI assumptions closely to Federal Government projected levels;
- **Rate Revenue Cap:** As stipulated by the Minister and forecast as per CPI;
- **Waste Charge:** this is to drive and deliver on Council initiatives and Council's Adopted 10 Year Waste Strategy Also to help ensure Council continues to recover the full costs of providing waste services;
- **Stat Fees and Fines:** Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, local laws and parking fines and statutory planning application fees. Increases in statutory fees are made in accordance with legislative requirements.
- **User Fees:** User fees are projected to increase by 4.7% or \$1.5 million over 2024/2025. The main areas contributing to the increase are Aquahub (\$0.78 million), Aquanation (\$0.58 million) and The Rings (\$0.098 million). Council plans to increase user charges for all areas in line with expected inflationary trends and increase service use over the budget period to maintain parity between user charges and the costs of service delivery.
- **Grants Operating/Capital:** The projections are a result of analysis of historic information and data to help establish future potential grant increases. Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase in 2024/2025 by 15.2% due to the Financial Assistance grant for 2023/2024 being paid in advance then going forward on an annual basis by approximately 0.2% lower than CPI;
- **Contributions:** Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory

contributions and are a restricted asset until utilised for a specific purpose through the capital works program or delivered as works in kind by developers;

- **Employee costs:** Employee costs are forecast to increase by 4.3% or \$2.95 million compared to 2023/2024. This increase relates mainly to employee costs being aligned with the Enterprise Bargaining Agreement (EBA) outcomes for 2024/2025; together with projected movement of employees within employment bands; 0.5% increase in Superannuation Guarantee Contribution from the current rate of 11.00 % to 11.50% from 1 July 2024.
- **Materials and Services:** Materials and services are forecast to increase by 7.8% or \$4.70 million compared to 2023/2024. Materials and services include the purchases of consumables, payments to contractors for the provision of services, utility costs, annual contribution for the provision of library services to the Eastern Regional Libraries, contributions to community groups, software maintenance, insurances, advertising, motor vehicle running costs, fuel and registrations and other miscellaneous expenditure items. Contract payments are included as part of materials and services and are for the provision of services such as waste collection, road maintenance, street tree pruning etc. These costs are kept to within CPI levels year on year; and
- **Other Expenses:** Other expenses include administration costs such as Councillor allowances, lease expenditure, audit costs and other costs associated with the day to day running of Council.

2.3.2 Other Key Assumption Information

- **Other Income:** Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.
- **Depreciation & Amortisation:** Depreciation estimates have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.
- **Borrowing Costs:** Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Strategy.

2.4 Other Matters impacting the 10-year financial projections

Current challenges and expected future events that impact the Financial Plan projections are:

- The introduction in 2016 of a cap on rate increases by the Victorian Government. The rate cap limits the total amount a council can increase its rates each year based on the amount it levied in the previous year. The decision must be made by 31 December each year to apply the rates in the following financial year. The Victorian State Government cap on the average property rate increase for 2024/25 at 2.75%.
- Recycling has been considered a critical service by all and one that should be an expected service. As documented in the previous four years, the recycling industry has been through some challenging moments and events that are disrupters on a global scale. These challenging events are still foreseeable into the future; however, Maroondah will be working towards a pathway that results in an efficient and resilient recycling system. Maroondah will continue to work closely with the State and Federal Governments to make inroads in the recycling sector. On the 6 March 2020, the State Government issued a paper and Policy to Transform Recycling in Victoria. It is a circular economy policy with a 10-year action plan. The State Government will look to invest more than \$300 million to help transform the recycling sector and reduce waste. Maroondah adopted its 10-year waste strategy on the 26 April 2021 to align with State direction and the State Government Policy and drive key initiatives to reduce waste and undertake steps to improve recovery. Maroondah has also had to manage its recycling processing during times of great uncertainty, however,

throughout the crisis, Maroondah has committed annually to ensuring that recycling lives strong in the municipality.

- For waste services to be delivered effectively and efficiently throughout the municipality and particularly recycling, incorporating kerbside collection, green waste and recycling, the charge will be full cost recovery. This assists the municipality in maintaining its contractual relationship with its recycling contractor and ensure a reliable and environmentally friendly waste processing service is delivered;
- Cost shifting from other levels of government - where a level of service has become an expectation in the community;
- The Australian Federal Government Superannuation Guarantee rate is increasing to 11.50% from 11.00%, effective 1 July 2024 and will then continue to increase until it reaches 12% on 1 July 2025.
- Funding renewal and maintenance of infrastructure and community assets whilst at the same time meeting the expectations of delivering new and enhanced infrastructure in an economic environment where cost of materials and services have increased dramatically.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Levy Act 2012 which is not included in Council's budget.

3 Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2024/25 to 2033/34.

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

3.1 Comprehensive Income Statement

	Forecast / Actual										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue											
Rates and charges	108,039	111,667	115,539	119,636	123,866	127,874	132,362	136,709	141,177	145,633	150,356
Statutory fees and fines	5,846	6,137	6,408	6,454	6,604	6,911	6,914	7,075	7,240	7,566	7,580
User fees	31,635	33,133	36,130	37,891	39,571	41,312	43,142	45,032	47,007	49,021	51,178
Grants - Operating	7,837	9,029	8,415	8,549	8,671	8,796	8,922	9,051	9,182	9,315	9,450
Grants - Capital	6,241	26,708	3,008	7,008	18,971	10,508	10,508	508	508	508	10,508
Contributions - monetary	7,762	7,697	6,356	7,002	7,723	7,744	8,272	8,299	8,327	8,857	8,886
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	103	768	5,758	(93)	(93)	(93)	(93)	(93)	(93)	(93)	(93)
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	4,861	4,631	2,746	3,446	3,499	3,517	3,574	3,633	3,694	3,757	3,822
Total income / revenue	172,324	199,770	184,360	189,893	208,812	206,569	213,601	210,214	217,042	224,564	241,687
Expenses											
Employee costs	67,983	70,932	71,467	72,729	74,129	75,782	77,577	79,415	81,297	83,223	85,196
Materials and services	60,259	64,955	65,001	65,262	68,129	70,771	72,275	74,354	76,899	79,770	81,401
Depreciation	29,167	30,442	31,730	32,833	33,719	35,139	36,404	37,332	38,422	39,597	40,995
Amortisation - right of use assets	1,523	1,529	1,684	1,874	1,877	1,812	1,901	1,896	1,836	1,929	1,930
Allowance for impairment losses	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	914	788	1,256	1,089	913	730	539	438	401	363	324
Finance Costs - leases	218	182	175	220	169	159	165	131	126	126	82
Other expenses	652	810	676	597	622	719	595	715	800	755	783
Total expenses	160,716	169,638	171,989	174,604	179,558	185,112	189,456	194,281	199,781	205,763	210,711
Surplus/(deficit) for the year	11,608	30,132	12,371	15,289	29,254	21,457	24,145	15,933	17,261	18,801	30,976
Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	11,608	30,132	12,371	15,289	29,254	21,457	24,145	15,933	17,261	18,801	30,976

3.2 Balance Sheet

	Forecast / Actual	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	2023/24	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	37,059	24,052	34,453	30,173	27,902	29,159	32,369	37,953	44,072	51,274	56,175
Trade and other receivables	13,189	13,763	14,715	15,310	15,916	16,568	17,184	17,849	18,540	19,281	19,989
Other financial assets	24,322	15,574	22,209	19,037	17,197	17,700	19,498	22,870	26,590	31,025	33,916
Inventories	439	456	470	482	494	506	519	532	545	559	573
Prepayments	-	-	-	-	-	-	-	-	-	-	-
Other assets	912	948	977	1,001	1,026	1,052	1,078	1,105	1,133	1,161	1,190
Total current assets	75,921	54,793	72,824	66,003	62,535	64,985	70,648	80,309	90,880	103,300	111,843
Non-current assets											
Trade and other receivables	313	313	313	313	313	313	313	313	313	313	313
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915
Property, infrastructure, plant & equipment	2,097,435	2,131,357	2,135,115	2,155,011	2,185,871	2,199,341	2,215,728	2,220,524	2,227,150	2,233,603	2,257,562
Right-of-use assets	1,987	6,333	5,787	7,772	6,011	4,151	6,097	4,363	3,461	4,509	3,448
Intangible assets	1,054	1,054	1,054	1,054	1,054	1,054	1,054	1,054	1,054	1,054	1,054
Total non-current assets	2,102,704	2,140,972	2,144,184	2,166,065	2,195,164	2,206,774	2,225,107	2,228,169	2,233,893	2,241,394	2,264,292
Total assets	2,178,625	2,195,765	2,217,008	2,232,068	2,257,699	2,271,759	2,295,755	2,308,478	2,324,773	2,344,694	2,376,135
Liabilities											
Current liabilities											
Trade and other payables	9,990	13,036	10,710	11,845	13,584	12,015	12,769	11,714	12,268	12,656	14,710
Trust funds and deposits	6,065	6,065	6,065	6,065	6,065	6,065	6,065	6,065	6,065	6,065	6,065
Contract and Other Liabilities	-	-	-	-	-	-	-	-	-	-	-
Provisions	15,261	15,682	16,050	16,425	16,810	17,201	17,604	18,022	18,450	18,889	19,337
Interest-bearing liabilities	2,962	3,094	3,232	3,376	3,527	2,535	-	911	948	986	1,025
Lease liabilities	1,277	1,921	2,238	2,607	2,666	2,541	2,795	2,732	2,626	2,814	2,861
Total current liabilities	35,555	39,798	38,295	40,318	42,652	40,357	39,233	39,444	40,357	41,410	43,998
Non-current liabilities											
Provisions	1,167	1,225	1,286	1,350	1,418	1,489	1,563	1,641	1,724	1,810	1,900
Trust funds and deposits	132	132	132	132	132	132	132	132	132	132	132
Contract and Other Liabilities	18,213	-	-	-	-	-	-	-	-	-	-
Interest-bearing liabilities	15,764	12,670	23,689	19,534	15,197	11,819	10,943	9,120	8,136	7,112	6,047
Lease liabilities	1,488	5,502	4,796	6,636	4,947	3,152	4,929	3,253	2,275	3,280	2,132
Total non-current liabilities	36,764	19,529	29,903	27,652	21,694	16,592	17,567	14,146	12,267	12,334	10,211
Total liabilities	72,319	59,327	68,198	67,970	64,346	56,949	56,800	53,590	52,624	53,744	54,209
Net assets	2,106,306	2,136,438	2,148,810	2,164,098	2,193,353	2,214,810	2,238,955	2,254,888	2,272,149	2,290,950	2,321,926
Equity											
Accumulated surplus	869,537	897,169	906,041	920,329	944,584	968,041	989,186	1,004,119	1,007,380	1,020,181	1,048,157
Reserves	1,236,769	1,239,269	1,242,769	1,243,769	1,248,769	1,246,769	1,249,769	1,250,769	1,264,769	1,270,769	1,273,769
Total equity	2,106,306	2,136,438	2,148,810	2,164,098	2,193,353	2,214,810	2,238,955	2,254,888	2,272,149	2,290,950	2,321,926

3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2024 Forecast Actual				
Balance at beginning of the financial year	2,094,698	846,929	1,235,769	12,000
Surplus/(deficit) for the year	11,608	11,608	-	-
Transfers to / from other reserves	-	-	-	-
Balance at end of the financial year	2,106,306	858,537	1,235,769	12,000
2025				
Balance at beginning of the financial year	2,106,306	858,537	1,235,769	12,000
Surplus/(deficit) for the year	30,132	30,132	-	-
Transfers to / from other reserves	-	(2,500)	-	2,500
Balance at end of the financial year	2,136,438	886,169	1,235,769	14,500
2026				
Balance at beginning of the financial year	2,136,438	886,169	1,235,769	14,500
Surplus/(deficit) for the year	12,372	12,372	-	-
Transfers to / from other reserves	-	(3,500)	-	3,500
Balance at end of the financial year	2,148,810	895,041	1,235,769	18,000
2027				
Balance at beginning of the financial year	2,148,810	895,041	1,235,769	18,000
Surplus/(deficit) for the year	15,288	15,288	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
Balance at end of the financial year	2,164,098	909,329	1,235,769	19,000
2028				
Balance at beginning of the financial year	2,164,098	909,329	1,235,769	19,000
Surplus/(deficit) for the year	29,255	29,255	-	-
Transfers to / from other reserves	-	(5,000)	-	5,000
Balance at end of the financial year	2,193,353	933,584	1,235,769	24,000
2029				
Balance at beginning of the financial year	2,193,353	933,584	1,235,769	24,000
Surplus/(deficit) for the year	21,457	21,457	-	-
Transfers to / from other reserves	-	2,000	-	(2,000)
Balance at end of the financial year	2,214,810	957,041	1,235,769	22,000
2030				
Balance at beginning of the financial year	2,214,810	957,041	1,235,769	22,000
Surplus/(deficit) for the year	24,145	24,145	-	-
Transfers to / from other reserves	-	(3,000)	-	3,000
Balance at end of the financial year	2,238,955	978,186	1,235,769	25,000
2031				
Balance at beginning of the financial year	2,238,955	978,186	1,235,769	25,000
Surplus/(deficit) for the year	15,933	15,933	-	-
Transfers to / from other reserves	-	(1,000)	-	1,000
Balance at end of the financial year	2,254,888	993,119	1,235,769	26,000
2032				
Balance at beginning of the financial year	2,254,888	993,119	1,235,769	26,000
Surplus/(deficit) for the year	17,261	17,261	-	-
Transfers to / from other reserves	-	(14,000)	-	14,000
Balance at end of the financial year	2,272,149	996,380	1,235,769	40,000
2033				
Balance at beginning of the financial year	2,272,149	996,380	1,235,769	40,000
Surplus/(deficit) for the year	18,801	18,801	-	-
Transfers to / from other reserves	-	(6,000)	-	6,000
Balance at end of the financial year	2,290,950	1,009,181	1,235,769	46,000
2034				
Balance at beginning of the financial year	2,290,950	1,009,181	1,235,769	46,000
Surplus/(deficit) for the year	30,976	30,976	-	-
Transfers to / from other reserves	-	(3,000)	-	3,000
Balance at end of the financial year	2,321,926	1,037,157	1,235,769	49,000

3.4 Statement of Cash Flows

	Forecast / Actual										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'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	108,808	111,540	115,403	119,492	123,718	127,734	132,205	136,557	141,020	145,477	150,191
Statutory fees and fines	5,846	6,137	6,408	6,454	6,604	6,911	6,914	7,075	7,240	7,566	7,580
User fees	27,472	32,686	35,313	37,439	39,114	40,800	42,683	44,519	46,472	48,436	50,635
Grants - operating	6,791	9,029	8,415	8,549	8,671	8,796	8,922	9,051	9,182	9,315	9,450
Grants - capital	6,241	8,495	3,008	7,008	18,971	10,508	10,508	508	508	508	10,508
Contributions - monetary	7,762	7,697	6,356	7,002	7,723	7,744	8,272	8,299	8,327	8,857	8,886
Interest received	4,861	4,631	2,746	3,446	3,499	3,517	3,574	3,633	3,694	3,757	3,822
Trust funds and deposits taken	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-	-
Employee costs	(67,471)	(70,453)	(71,038)	(72,289)	(73,676)	(75,320)	(77,100)	(78,919)	(80,787)	(82,699)	(84,657)
Materials and services	(63,551)	(62,773)	(68,043)	(64,760)	(67,049)	(73,096)	(72,154)	(76,164)	(77,184)	(80,178)	(80,175)
Trust funds and deposits repaid	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
Other payments	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) operating activities	36,760	46,989	38,568	52,341	67,573	57,594	63,826	54,559	58,471	61,038	76,240
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(39,641)	(65,402)	(42,103)	(53,190)	(67,709)	(49,375)	(55,411)	(42,789)	(45,787)	(46,791)	(65,697)
Proceeds from sale of property, infrastructure, plant and equipment	785	1,808	12,371	367	3,038	674	2,524	566	649	649	649
Net Payments/sale for investments	(30,099)	8,748	(6,635)	3,172	1,840	(504)	(1,798)	(3,372)	(3,720)	(4,434)	(2,891)
Net cash provided by/ (used in) investing activities	(68,954)	(54,846)	(36,367)	(49,651)	(62,831)	(49,205)	(54,685)	(45,594)	(48,858)	(50,577)	(67,938)
Cash flows from financing activities											
Finance costs	(914)	(788)	(1,256)	(1,089)	(913)	(730)	(539)	(438)	(401)	(363)	(324)
Proceeds from borrowings	-	-	15,000	-	-	-	-	-	-	-	-
Repayment of borrowings	(2,836)	(2,962)	(3,843)	(4,011)	(4,186)	(4,369)	(3,411)	(911)	(948)	(986)	(1,025)
Interest paid - lease liability	(218)	(182)	(175)	(220)	(169)	(159)	(165)	(131)	(126)	(126)	(82)
Repayment of lease liabilities	(840)	(1,216)	(1,526)	(1,650)	(1,746)	(1,873)	(1,814)	(1,902)	(2,019)	(1,783)	(1,970)
Net cash provided by/(used in) financing activities	(4,808)	(5,149)	8,199	(6,969)	(7,013)	(7,133)	(5,930)	(3,382)	(3,494)	(3,258)	(3,402)
Net increase/(decrease) in cash & cash equivalents	(37,002)	(13,006)	10,400	(4,280)	(2,271)	1,257	3,211	5,583	6,119	7,203	4,901
Cash and cash equivalents at the beginning of the financial year	74,061	37,059	24,052	34,453	30,173	27,902	29,159	32,369	37,953	44,071	51,275
Cash and cash equivalents at the end of the financial year	37,059	24,052	34,453	30,173	27,902	29,159	32,369	37,952	44,071	51,275	56,175

3.5 Statement of Capital Works

	Forecast										
	Actual										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	16,265	43,736	21,276	27,609	42,893	25,687	31,266	16,118	17,377	17,136	34,786
Total buildings	16,265	43,736	21,276	27,609	42,893	25,687	31,266	16,118	17,377	17,136	34,786
Total property	16,265	43,736	21,276	27,609	42,893	25,687	31,266	16,118	17,377	17,136	34,786
Plant and equipment											
Plant, machinery and equipment	3,337	2,637	1,257	1,104	3,350	2,231	1,953	1,814	2,582	2,582	2,582
Fixtures, fittings and furniture	131	832	809	835	837	839	863	885	908	930	954
Computers and telecommunications	621	516	326	601	366	566	387	407	417	428	438
Total plant and equipment	4,089	3,985	2,392	2,540	4,553	3,636	3,203	3,106	3,907	3,940	3,974
Infrastructure											
Roads	5,213	4,295	4,426	4,596	4,696	4,696	4,808	4,922	4,883	4,842	4,884
Footpaths and cycleways	2,615	3,292	3,387	3,528	3,685	3,734	3,847	3,953	3,811	3,667	3,758
Drainage	6,699	3,785	4,430	4,470	4,500	4,500	4,640	5,783	5,928	6,076	6,228
Recreational, leisure and community facilities	1,297	1,971	1,971	2,006	2,066	2,066	2,516	2,579	2,642	2,707	2,774
Waste management	50	50	50	3,550	550	50	51	53	54	55	57
Parks, open space and streetscapes	2,661	2,736	2,486	3,176	2,991	3,231	3,274	4,555	5,560	6,837	7,682
Off street car parks	-	420	440	470	530	530	546	440	331	219	225
Other infrastructure	752	1,215	1,245	1,245	1,245	1,245	1,259	1,278	1,294	1,312	1,329
Total infrastructure	19,287	17,764	18,435	23,041	20,263	20,052	20,941	23,563	24,503	25,715	26,937
Total capital works expenditure	39,641	65,485	42,103	53,190	67,709	49,375	55,410	42,787	45,787	46,791	65,697
Represented by:											
New asset expenditure	9,731	30,611	6,881	7,559	4,500	4,101	4,124	4,727	5,260	5,844	6,202
Asset renewal expenditure	23,806	28,318	28,287	36,609	51,102	36,566	41,409	30,635	33,115	33,451	48,263
Asset upgrade expenditure	6,104	6,556	6,935	9,022	12,107	8,708	9,877	7,425	7,412	7,496	11,232
Total capital works expenditure	39,641	65,485	42,103	53,190	67,709	49,375	55,410	42,787	45,787	46,791	65,697
Funding sources represented by:											
Grants	6,675	26,708	3,008	7,008	18,971	10,508	10,508	508	508	508	10,508
Contributions	429	2,034	597	603	1,274	910	765	812	900	906	911
Council cash	32,537	36,743	38,498	45,579	47,464	37,957	44,137	41,467	44,379	45,377	54,278
Total capital works expenditure	39,641	65,485	42,103	53,190	67,709	49,375	55,410	42,787	45,787	46,791	65,697

3.6 Statement of Human Resources

Staff expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	67,983	70,932	71,467	72,729	74,126	75,782	77,577	79,415	81,297	83,223	85,196
Employee costs - capital	1,855	1,928	1,974	2,021	2,069	2,118	2,168	2,220	2,273	2,327	2,382
Total staff expenditure	69,838	72,860	73,441	74,750	76,195	77,900	79,746	81,635	83,570	85,550	87,578

Staff numbers	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586
Total staff numbers	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3

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

Department	Budget 2025/26 \$'000	Comprises		
		Permanent Full Time \$'000	Part Time \$'000	Casual \$'000
People and Places	18,070	8,898	7,081	2,092
Assets and Leisure	26,107	16,194	2,576	7,336
Chief Executive's Office	1,093	1,073	20	-
Chief Financial Office	9,502	8,351	1,121	30
Total permanent staff expenditure	69,603	45,196	14,496	9,911
Other Employee Related Expenditure	1,328			
Capitalised labour costs	1,929			
Total expenditure	72,860			

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Total	Comprises			
		Permanent Full Time	Part Time	Casual	Temporary
Strategy and Development	118.5	78.6	33.7	6.2	-
People and Places	141.8	66.1	62.6	13.2	-
Assets and Leisure	230.9	145.3	31.1	54.5	-
Chief Executive's Office	5.2	5.0	0.2	-	-
Chief Financial Office	73.9	64.0	9.8	0.1	-
Capitalised labour	16.0	16.0	-	-	-
Total staff	586.3	375.0	137.4	73.9	-

3.7 Planned Human Resource Expenditure

Directorate	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Strategy and Development										
Permanent full time	10,680	10,765	10,957	11,169	11,419	11,690	11,967	12,250	12,540	12,838
Women	4,219	4,253	4,329	4,412	4,511	4,618	4,727	4,839	4,954	5,071
Men	6,461	6,513	6,629	6,757	6,908	7,072	7,239	7,411	7,586	7,766
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
Permanent part time	3,698	3,728	3,794	3,867	3,954	4,048	4,143	4,242	4,342	4,445
Women	2,595	2,616	2,663	2,713	2,775	2,840	2,908	2,977	3,047	3,119
Men	875	882	898	915	936	958	981	1,004	1,028	1,052
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	228	229	233	238	243	249	255	261	267	274
Total Strategy and Development	14,378	14,493	14,751	15,037	15,373	15,737	16,110	16,492	16,883	17,283
People and Places										
Permanent full time	8,898	8,969	9,129	9,305	9,514	9,739	9,970	10,206	10,448	10,695
Women	6,326	6,376	6,490	6,615	6,763	6,923	7,088	7,255	7,427	7,603
Men	1,951	1,967	2,002	2,041	2,086	2,136	2,186	2,238	2,291	2,346
Persons of self-described gender	102	103	104	106	109	111	114	117	120	122
Vacant Position	519	523	533	543	555	568	582	595	610	624
Permanent part time	7,081	7,137	7,264	7,405	7,571	7,750	7,934	8,122	8,314	8,511
Women	5,762	5,808	5,911	6,026	6,161	6,307	6,456	6,609	6,766	6,926
Men	663	668	680	694	709	726	743	761	779	797
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	655	661	672	685	701	717	734	752	770	788
Total People and Places	15,979	16,106	16,393	16,710	17,084	17,489	17,903	18,327	18,762	19,206
Assets & Leisure										
Permanent full time	16,194	16,323	16,614	16,936	17,315	17,725	18,145	18,575	19,015	19,466
Women	2,465	2,485	2,529	2,578	2,636	2,698	2,762	2,828	2,895	2,963
Men	12,797	12,899	13,128	13,382	13,682	14,006	14,338	14,678	15,025	15,382
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	932	940	957	975	997	1,021	1,045	1,069	1,095	1,121
Permanent part time	2,576	2,597	2,643	2,694	2,755	2,820	2,887	2,955	3,025	3,097
Women	2,149	2,166	2,205	2,248	2,298	2,352	2,408	2,465	2,524	2,583
Men	147	149	151	154	158	161	165	169	173	177
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	280	282	287	293	299	306	313	321	328	336
Total Assets & Leisure	18,771	18,920	19,258	19,630	20,069	20,545	21,032	21,530	22,040	22,563
Chief Executive's office										
Permanent full time	1,073	1,081	1,100	1,122	1,147	1,174	1,202	1,230	1,259	1,289
Women	579	583	594	605	619	634	649	664	680	696
Men	494	498	507	516	528	541	553	566	580	594
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
Permanent part time	20	20	21	21	22	22	23	23	24	24
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
Vacant Position	0	0	0	0	0	0	0	0	0	0
Total Chief Executive's office	1,093	1,102	1,121	1,143	1,168	1,196	1,224	1,253	1,283	1,314
Chief Financial Office										
Permanent full time	8,351	8,418	8,568	8,734	8,929	9,140	9,357	9,579	9,806	10,038
Women	4,332	4,366	4,444	4,530	4,631	4,741	4,853	4,968	5,086	5,207
Men	3,418	3,445	3,506	3,574	3,654	3,741	3,829	3,920	4,013	4,108
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	602	607	617	629	643	659	674	690	707	723
Permanent part time	1,121	1,130	1,150	1,172	1,199	1,227	1,256	1,286	1,316	1,348
Women	1,044	1,053	1,072	1,092	1,117	1,143	1,170	1,198	1,226	1,255
Men	77	77	79	79	82	84	86	88	90	92
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Position	0	0	0	0	0	0	0	0	0	0
Total Chief Financial Office	9,472	9,548	9,718	9,906	10,127	10,367	10,613	10,865	11,122	11,386
Casuals, temporary and other expenditure	11,239	11,329	11,530	11,753	12,016	12,301	12,593	12,891	13,196	13,509
Capitalised labour costs	1,929	1,944	1,979	2,016	2,061	2,111	2,160	2,212	2,264	2,317
Total Staff Expenditure	72,860	73,441	74,750	76,195	77,900	79,746	81,635	83,570	85,550	87,578

Directorate	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE
Strategy and Development										
Permanent full time	78.6	78.6	78.6	78.6	78.6	78.6	78.6	78.6	78.6	78.6
Women	32.4	32.4	32.4	32.4	32.4	32.4	32.4	32.4	32.4	32.4
Men	46.2	46.2	46.2	46.2	46.2	46.2	46.2	46.2	46.2	46.2
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	-	-	-	-	-	-	-	-	-	-
Permanent part time	33.7	33.7	33.7	33.7	33.7	33.7	33.7	33.7	33.7	33.7
Women	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0
Men	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Total Strategy and Development	112.3	112.3	112.3	112.3	112.3	112.3	112.3	112.3	112.3	112.3
People and Places										
Permanent full time	66.1	66.1	66.1	66.1	66.1	66.1	66.1	66.1	66.1	66.1
Women	49.8	49.8	49.8	49.8	49.8	49.8	49.8	49.8	49.8	49.8
Men	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2
Persons of self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Vacant Position	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent part time	62.6	62.6	62.6	62.6	62.6	62.6	62.6	62.6	62.6	62.6
Women	53.3	53.3	53.3	53.3	53.3	53.3	53.3	53.3	53.3	53.3
Men	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Total People and Places	128.7	128.7	128.7	128.7	128.7	128.7	128.7	128.7	128.7	128.7
Assets & Leisure										
Permanent full time	145.3	145.3	145.3	145.3	145.3	145.3	145.3	145.3	145.3	145.3
Women	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7
Men	118.8	118.8	118.8	118.8	118.8	118.8	118.8	118.8	118.8	118.8
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8
Permanent part time	31.1	31.1	31.1	31.1	31.1	31.1	31.1	31.1	31.1	31.1
Women	25.9	25.9	25.9	25.9	25.9	25.9	25.9	25.9	25.9	25.9
Men	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Total Assets & Leisure	176.5	176.5	176.5	176.5	176.5	176.5	176.5	176.5	176.5	176.5
Chief Executive's office										
Permanent full time	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Women	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	-	-	-	-	-	-	-	-	-	-
Permanent part time	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	-	-	-	-	-	-	-	-	-	-
Total Chief Executive's office	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Chief Financial Office										
Permanent full time	64.0	64.0	64.0	64.0	64.0	64.0	64.0	64.0	64.0	64.0
Women	36.1	36.1	36.1	36.1	36.1	36.1	36.1	36.1	36.1	36.1
Men	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8	24.8
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1
Permanent part time	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8
Women	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1	9.1
Men	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Position	-	-	-	-	-	-	-	-	-	-
Total Chief Financial Office	73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8
Total Casuals	73.9	73.9	73.9	73.9	73.9	73.9	73.9	73.9	73.9	73.9
Capitalised labour	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Total Staff FTE	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3	586.3

4 Financial Performance Indicators

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

Indicator	Measure	Forecast											Trend
		Actual 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	+/-
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	2.9%	2.2%	5.1%	4.6%	5.9%	5.5%	6.6%	7.2%	7.6%	8.1%	8.8%	+
Liquidity													
Working Capital	Current assets / current liabilities	213.5%	137.7%	190.2%	163.7%	146.6%	161.0%	180.1%	203.6%	225.2%	249.5%	254.20%	+
Unrestricted cash	Unrestricted cash / current liabilities	75.2%	16.6%	59.5%	51.2%	37.0%	40.1%	49.5%	67.1%	84.7%	105.5%	111.63%	+
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	17.3%	14.1%	23.3%	19.1%	15.1%	11.2%	8.3%	7.3%	6.4%	5.6%	4.7%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	3.5%	3.4%	4.4%	4.3%	4.1%	0.6%	0.4%	0.3%	0.3%	0.2%	0.2%	-
Indebtedness	Non-current liabilities / own source revenue	23.2%	13.4%	16.8%	15.8%	12.7%	8.5%	8.7%	6.8%	5.7%	5.5%	4.4%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	102.5%	114.6%	111.0%	139.0%	187.5%	128.8%	140.9%	101.9%	105.5%	103.4%	145.1%	+
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	68.3%	76.5%	64.9%	68.2%	72.7%	65.3%	65.3%	65.3%	65.3%	65.1%	65.1%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	+
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	\$3,373	\$3,557	\$3,586	\$3,605	\$3,670	\$3,745	\$3,794	\$3,851	\$3,920	\$3,997	\$4,052	+
Revenue level	General rates and municipal charges / no. of property assessments	\$1,532	\$1,639	\$1,686	\$1,729	\$1,772	\$1,754	\$1,736	\$1,719	\$1,701	\$1,684	\$1,667	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

5 Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2023 is \$21.6 million.

Interest-bearing liabilities are loans or borrowings of Council. Council borrowed \$24.2 million in 2014/15 and \$10.0 million in 2021/2022. Repayment of loan principal of \$2.83 million will be made during the year.

In 2014/2015, Council constructed a new regional aquatic and leisure centre in Ringwood known as Aquanation. The facility was opened in August 2015, with borrowings to fund a portion of this project. The total cost was \$52.2 million and has been funded by Federal and State Government grants to a total of \$13.0 million. The remaining funding came from a combination of loan borrowings by Council (\$24.2 million), budgeted capital expenditure, public open space contributions and cash reserves.

Council market tendered for the provision of the loan in August 2014 and the loan was drawdown in November 2014 with repayment of principal and interest over 15 years and at a fixed rate for the term of the loan of 4.91% interest per annum.

In 2021/2022, Council borrowed \$10 million with a fixed rate of 3.635% to partly fund capital projects that generate income from commercial activities.

5.1.2 Future Borrowing Requirements

There is a projected new borrowing amounting to \$15M in 2025/26.

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

	Forecast / Actual	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	21,562	18,726	15,764	26,921	22,910	18,723	14,354	10,943	10,031	9,084	8,098
Plus New loans	-	-	15,000	-	-	-	-	-	-	-	-
Less Principal repayment	(2,836)	(2,962)	(3,843)	(4,011)	(4,186)	(4,369)	(3,411)	(911)	(948)	(986)	(1,025)
Closing balance	18,726	15,764	26,921	22,910	18,723	14,354	10,943	10,031	9,084	8,098	7,073
Interest payment	914	788	1,256	1,089	913	730	539	438	401	363	324

5.1.3 Performance Indicators

The following table highlights Council’s projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast / Actual	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
		2023/24	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	17.3%	14.1%	23.3%	19.1%	15.1%	11.2%	8.3%	7.3%	6.4%	5.6%	4.7%
Debt servicing / Rate revenue	Below 5%	0.8%	0.7%	1.1%	0.9%	0.7%	0.6%	0.4%	0.3%	0.3%	0.2%	0.2%
Debt commitment / Rate revenue	Below 10%	3.5%	3.4%	4.4%	4.3%	4.1%	4.0%	3.0%	1.0%	1.0%	0.9%	0.9%
Indebtedness / Own source revenue	Below 60%	23.2%	13.4%	16.8%	15.8%	12.7%	9.0%	9.1%	6.8%	5.7%	5.5%	4.6%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt. Interest-bearing borrowings will decrease into 2024/2025. In 2025/2026 it is forecast to increase due to Council plans for borrowings.

5.2 Reserves Strategy

5.2.1 Current Reserves

General Reserve

- Purpose – Council has a cash backed general reserve to fund future capital projects and unexpected contingencies such as a call on unfunded Superannuation.
- Movements – Inflows to the reserve are sourced from anticipated budget surplus. Transfers from the reserve are aligned to Council’s funding of future capital projects or the event of an unfunded superannuation call.

5.2.2 Reserve Usage Projections

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

General reserves	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Capital Reserve											
Opening balance	12,000	12,000	14,500	18,000	19,000	24,000	22,000	25,000	26,000	40,000	46,000
Transfer to reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	2,500	3,500	1,000	5,000	(2,000)	3,000	1,000	14,000	6,000	3,000
Closing balance	12,000	14,500	18,000	19,000	24,000	22,000	25,000	26,000	40,000	46,000	49,000
Unfunded Superannuation Reserve											
Opening balance	-	-	-	-	-	-	-	-	-	-	-
Transfer to reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	-	-	-	-	-	-	-	-	-	-
Closing balance	-	-	-	-	-	-	-	-	-	-	-
Reserves Summary											
Opening balance	12,000	12,000	14,500	18,000	19,000	24,000	22,000	25,000	26,000	40,000	46,000
Transfer to reserve	-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	2,500	3,500	1,000	5,000	(2,000)	3,000	1,000	14,000	6,000	3,000
Closing balance	12,000	14,500	18,000	19,000	24,000	22,000	25,000	26,000	40,000	46,000	49,000

