

Mount Alexander Shire Council

Financial Plan

2025-2035

Working together for a healthy, connected Shire



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1. Introduction

The Financial Plan provides Council with guidance for the management and allocation of resources in a financially sustainable manner.

Over the past thirty years, the functions undertaken by local government have evolved to include a greater focus on risk management, social and human services, environment and climate change, in addition to the traditional roads, rubbish, and rates. As community expectations and aspirations grow and change, and to ensure inter-generational equity between ratepayers, planning for future financial sustainability is of great importance.

Council has been proactive in managing its financial health and has had a Financial Plan (or Long Term Financial Plan) since 2003. Various updates to the plan over this time have ensured that we have responded to, and managed, issues such as infrastructure renewal and operating deficits.

Continuing to plan for long-term financial sustainability will help ensure that:

- Council is focused on remaining financially viable in the medium to long term.
- We can reliably deliver the works and services required by our community.
- Our assets are maintained at appropriate levels and they are renewed, upgraded or replaced as planned.
- Current ratepayers are funding the works and services they consume now, and are not burdening future ratepayers (inter-generational equity).

1.1 Legislation

The *Local Government Act 2020* was passed by the State Government in March 2020. One of the overarching governance principles of the 2020 Act is ensuring the ongoing financial viability of the Council. In addition, priority is to be given to achieving the best outcomes for the municipal community, including future generations.

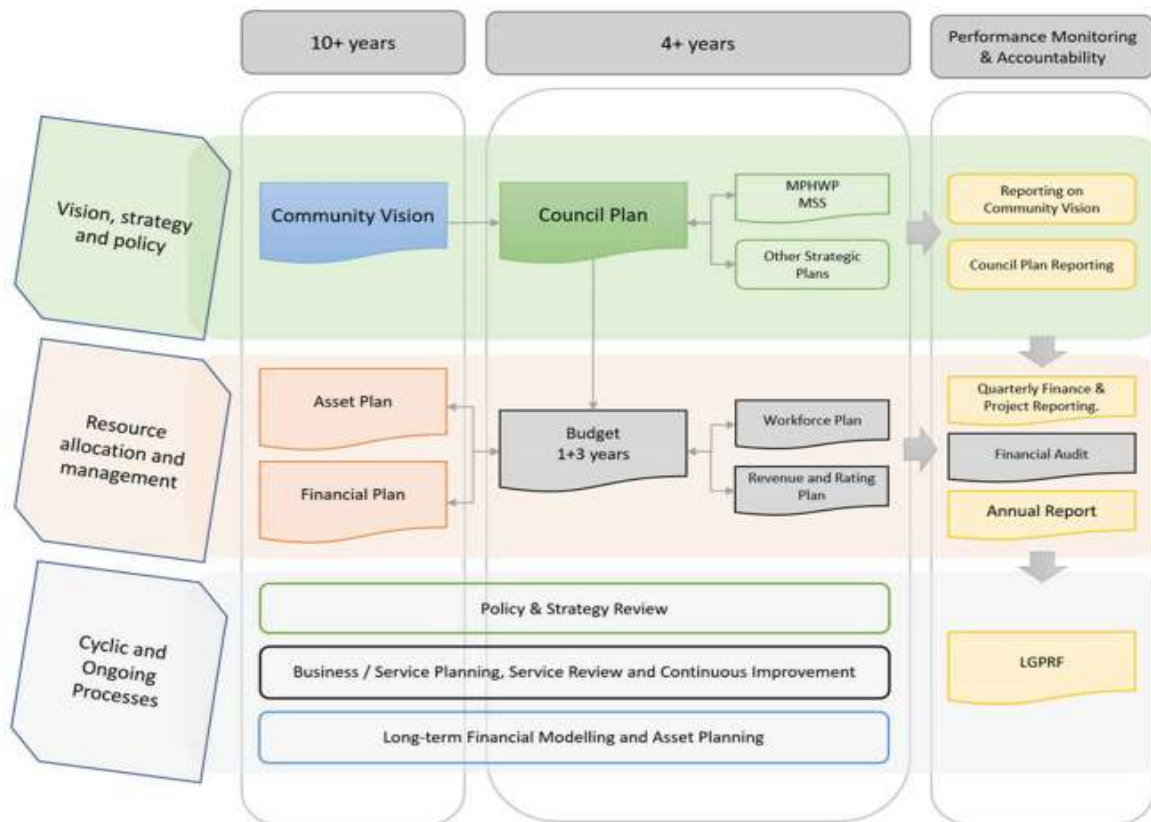
Section 91 of this Act outlines the requirements regarding a Financial Plan. This Plan, which is for a period of at least ten years, must contain the below information:

- Statements describing the financial resources required.
- Information about the decisions and assumptions underpinning the forecasts in the statements.
- Statements describing any other resource requirements the Council considers appropriate.
- Any other matter prescribed by the Regulations.

The Financial Plan must be adopted by 31 October in the year following a general election i.e. in this instance, 31 October 2025.

Council has a legislative planning framework that helps link Council Plan strategies to the actions that are funded in the Annual Budget. The below diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and its outcomes. 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).

Throughout the year, Council receives regular reports on the organisation's achievement of the Annual Plan, the Annual Budget, and other Key Performance Indicators.



1.2 Strategic Planning Principles

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 ten-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 for effective implementation of the Financial Plan.
- The Financial Plan provides for the ongoing monitoring and review of progress to identify, and adapt to, changing circumstances.

1.3 Financial Management Principles

The Financial Plan demonstrates the following financial management principles which are encapsulated in Section 101 of the *Local Government Act 2020*:

- a) Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies, procedures and strategic plans.
- b) Financial risks are monitored and managed prudently having regard to economic circumstances.
- c) Financial policies and strategic plans, including the Revenue and Rating Plan, are designed to provide financial stability and predictability in the financial impact to the community.
- d) Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

For the purposes of financial management principles, financial risk includes any risk relating to:

- a) the financial viability of Council
- b) the management of current and future liabilities of Council
- c) the beneficial enterprises of Council.

1.4 Service Performance Principles

Council services are designed to meet community needs and represent value for money. The service performance principles, per Section 106 of the 2020 Act, are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community.
- b) Services are accessible to the relevant users within the community for whom the services are intended.
- c) Council provides quality services that provide value for money to the community.
- d) Council seeks to continuously improve its service delivery standards.
- e) Council considers and responds to community feedback and complaints regards service

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

1.5 Asset Plan Integration

The Asset Plan includes information about maintenance, renewal, acquisition, expansion, upgrade, disposal, and decommissioning of each class of infrastructure under its control, and outline any other resource requirements considered appropriate. It will consider levels of service delivered by assets, the effective and efficient use of available resources and how programs and services are planned and delivered. The Asset Plan and Financial Plan have a strong reciprocal relationship and must transparently recognise their interdependencies. Council's Finance unit will collaborate with the Asset Planning unit to ensure asset planning balances with Financial Plan requirements. The Asset Plan 2025-2029 was adopted in June 2025, and reviews will be undertaken at periodic intervals after adoption to seek improvement opportunities.

Projected capital renewal expenditure will align with asset management plans where they exist. For infrastructure asset classes that do not have a specific asset management plan, the projected capital expenditure will match the expected depreciation to the extent the Council's estimated financial resources will permit.

2. Financial Plan Context

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

2.1 Financial Policy Statements

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

Table 1. Council's Policy Statements and associated targets

Policy Statement	Measure	Target	Forecast Actual	Budget	Financial Plan									
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Consistent Operating surplus results	Operating result greater than >= \$0 (\$'000)	>= \$0	\$ 1,982	\$ 4,311	\$ 2,826	\$ 715	\$ 432	\$ 812	\$ 847	\$ 886	\$ 690	\$ 1,117	\$ 1,238	
Consistent underlying surplus results	Adjusted underlying result greater than >= \$0 (\$'000)	>= \$0	-\$ 1,942	-\$ 5,128	-\$ 5,219	-\$ 4,377	-\$ 4,708	-\$ 4,376	-\$ 4,392	-\$ 4,405	-\$ 4,655	-\$ 4,283	-\$ 4,219	
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current assets / current liabilities greater than 150%	>= 150%	222%	346%	325%	341%	301%	300%	313%	319%	315%	318%	333%	
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 above 100%	>= 80%	76%	145%	141%	88%	90%	90%	91%	97%	100%	99%	99%	
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	<= 60%	6%	6%	5%	4%	3%	3%	2%	2%	1%	1%	0%	
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	>= 80%	77%	107%	95%	106%	61%	96%	110%	107%	97%	93%	99%	

2.2 Strategic Actions

The following strategic actions are considered in the preparation of this Plan:

- Maintain appropriate levels of investment in renewal capital to reduce the escalating risk and maintenance of ageing infrastructure.
- Strategic priorities adopted in the 2025/26 Council Plan are aligned to the Financial Plan.
- Borrowings are to be used to fund new assets or to repay defined benefit superannuation calls.
- State and Federal Government externally funded service delivery is aligned with funding agreements.
- The Council will actively seek additional revenue streams and partnerships and update the plan accordingly.
- Focus on continuous improvement, and invest in technology and other enablers to efficiently deliver services and to enhance customer outcomes.
- That expenditure on asset renewal projects (and upgrades that have a significant renewal component) is in line with asset management plans and given priority over expenditure on new assets.
- That Council regularly review its Pricing Policy and Fees and Charges Schedule so that adequate funds are recovered to offset operational expenses in future annual budgets.
- That Council continue to search for operating efficiencies, as well as regularly review services provided to ensure they are meeting community needs and allow Council to operate in a financially sustainable manner.
- For the purposes of this model the setting and collection of rates income will be undertaken in accordance with the Fair Go rates system reforms.
- Where necessary, Council will implement voluntary developer contributions toward housing infrastructure plans.
- The adopted service review process will be implemented during the life of this plan, however the financial impacts have not yet been included.

2.3 Assumptions to the financial plan statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement from 2026/2027 to 2034/2035. The following table summarises the annual escalations for items of income and expenditure contained in the Comprehensive Income Statement, for the ten year period.

Escalation Factors % movement	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rates and charges (including 0.5% growth p.a.)	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Statutory fees and fines	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants - Operating (recurrent)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants - Operating (non-recurrent)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants - Capital (recurrent)	As per Roads to Recovery funding agreement								
Grants - Capital (non-recurrent)	As per asset management plans								
Contributions - monetary^	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other income	2.50%	2.50%	2.50%	2.51%	2.51%	2.51%	2.51%	2.52%	2.52%
Employee costs	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials and services	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other expenses	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

2.3 Assumptions to the financial plan statements (continued)

2.3.1 Rates and charges

The Financial Plan is based upon the current rate capping. Rate cap increases are assumed, however this will vary from year to year as determined by the Essential Services Commissioner. For the purposes of the financial modelling within this plan, it is assumed that rates are set at the rate cap and growth of 0.5% is also assumed.

Council applies a service charge, where applicable, for the kerbside collection and disposal of refuse for properties in designated areas across the Shire in accordance with current waste charge parameters. Council retains the objective of setting the service charge for waste at a level that recovers the cost of all waste services. Funds held within the waste reserve are used exclusively for waste projects such as the roll out of food organic garden organics and glass recycling services.

More information can be found in Council's Revenue and Rating Plan 2025 to 2029.

2.3.2 Statutory fees and fines

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the State Government department responsible for the corresponding services or legislation and, generally, Council has limited discretion in applying these fees.

2.3.3 User fees

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure. Examples of user fees and charges include:

- pool visitation fees
- transfer station fees
- aged care service fees
- lease and facility hire fees.

2.3.4 Grants

Grant revenue represents income received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent/ongoing nature.

Council will proactively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

For the purposes of the model the projection of Capital grants is based off known continuing grants and the long term annual average.

2.3 Assumptions to the financial plan statements continue

2.3.5 Contributions

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to Council in the form of either cash payments or asset hand-overs. Examples of contributions include:

- Monies collected from developers under planning and development agreements.
- Contributions from user groups towards upgrade of facilities.
- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

2.3.6 Other income

Other income includes interest, lease and rental income.

2.3.7 Employee costs

Increases for employee costs reflect the salary increase for all staff pursuant to expected Enterprise Bargaining Agreements (EBA) plus increases as per agreed obligations. For the purposes of the model ongoing EBA increases of 3% plus 0.5% to allow for movement within bands and growth have been applied. No provision or allowance has been made for any call from the Defined Benefits Superannuation fund.

Council has capable and diverse staff required to provide a range of quality services to the community. Recruitment, development and retention of our staff are critical for the organisation to be able to provide services to our community.

2.3.8 Materials and Services

Materials and services includes the purchase of materials and consumables, payments to contractors for the provision of services, utility costs, software licencing, insurances, fleet, and elections etc.

2.3.9 Depreciation and amortisation

Depreciation estimates have been based on projected capital spending. Depreciation has been further increased by the estimated indexing, or revaluation, of the replacement cost of Council's fixed assets.

2.3.10 Other expenses

Other expenses include administration costs such as Councillor allowances, audit services, community grants and the contribution to the Regional Library Corporation.

2.3.11 Other matters impacting the ten-year financial projections

1. Election costs of at least \$160,000 included every four years.
2. Ongoing cost of monitoring closed landfills of \$80,000 per annum for 30 years in accordance with recognised accounting requirements.
3. Increasing costs of natural disasters, new library entity, cost shifting from government, material fees and or consumable costs have not been included in this model.

3. Financial Plan Statements

This section presents information in regard to the Financial Plan Statements for the ten years from 2025/26 to 2034/35.

The following financial information highlights Council's projected performance across a range of areas. This financial information should be interpreted in the context of the organisation's objectives and financial management principles.

Comprehensive Income Statement - A summary of the income and expenses, including gains and losses, of a council during the financial year.

Balance Sheet - A summary of the assets, liabilities and equity of a council as at the end of the financial year.

Statement of Changes in Equity - Reports the changes in the equity section of the balance sheet during an accounting period i.e., it reports the events that increased or decreased equity.

Statement of Cash Flows - A summary of the receipts and payments of a council during the financial year.

Statement of Capital Works - A summary of the capital works expenditure of a council during the financial year.

Statement of Human Resources - The staffing resources required to deliver council services.

3.1 Comprehensive Income Statement

	Forecast										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	28,926	30,014	31,064	32,152	33,277	34,442	35,647	36,895	38,186	39,523	40,906
Statutory fees and fines	1,074	1,588	1,620	1,652	1,685	1,719	1,753	1,788	1,824	1,861	1,898
User fees	1,755	2,577	2,654	2,734	2,816	2,900	2,987	3,077	3,169	3,264	3,362
Grants - operating	14,226	9,769	10,062	10,364	10,675	10,995	11,325	11,665	12,015	12,375	12,746
Grants - capital	4,627	9,839	8,048	5,664	5,664	5,729	5,729	5,729	5,729	5,729	5,796
Contributions - monetary	338	500	515	530	546	563	580	597	615	633	652
Contributions - non-monetary	706	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,383)	(1,295)	(1,017)	(1,035)	(1,053)	(1,071)	(1,090)	(1,108)	(1,128)	(1,147)	(1,168)
Share of net profits/(losses) of associates and joint ventures	37	-	-	-	-	-	-	-	-	-	-
Other income	2,125	1,996	2,046	2,097	2,150	2,203	2,259	2,315	2,374	2,433	2,495
Total income	51,431	55,988	56,022	55,219	56,853	58,606	60,350	62,152	64,014	65,938	67,993
Expenses											
Employee costs	21,576	24,487	25,344	26,231	27,149	28,099	29,083	30,101	31,154	32,245	33,373
Materials and services	15,199	14,368	14,799	15,243	15,920	16,171	16,656	17,156	17,911	18,201	18,747
Depreciation	10,508	10,519	10,729	10,944	11,163	11,386	11,614	11,846	12,083	12,325	12,571
Amortisation - intangible assets	231	171	234	-	138	138	138	138	138	-	-
Amortisation - right of use assets	133	114	114	114	65	-	-	-	-	-	-
Bad and doubtful debts	44	20	21	21	22	23	23	24	25	25	26
Borrowing costs	67	118	62	56	50	43	36	29	21	13	5
Finance costs - leases	22	22	17	-	-	-	-	-	-	-	-
Other expenses	1,669	1,858	1,877	1,895	1,914	1,933	1,953	1,972	1,992	2,012	2,032
Total expenses	49,449	51,677	53,197	54,505	56,421	57,794	59,503	61,266	63,324	64,821	66,755
Surplus/(deficit) for the year	1,982	4,311	2,826	715	432	812	847	886	690	1,117	1,238
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment / (decrement)	23,953	4,373	4,570	4,616	4,666	4,720	4,781	4,841	4,910	4,985	5,060
Total comprehensive result	25,935	8,684	7,396	5,331	5,098	5,532	5,628	5,727	5,600	6,102	6,298

3.2 Balance Sheet

	Forecast										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	11,081	6,016	4,579	6,670	4,241	4,638	6,416	7,606	8,131	9,080	10,510
Trade and other receivables	3,759	4,800	4,768	4,644	4,828	4,952	5,087	5,228	5,402	5,560	5,728
Other financial assets	21,845	16,384	15,728	15,099	14,495	13,915	13,359	12,825	12,312	11,819	11,346
Assets held for resale	137	-	-	-	-	-	-	-	-	-	-
Other assets	1,094	1,097	1,100	1,103	1,107	1,110	1,113	1,116	1,120	1,123	1,126
Total current assets	37,916	28,297	26,176	27,517	24,671	24,615	25,975	26,775	26,964	27,582	28,711
Non-current assets											
Investments in associates, joint	704	704	704	704	704	704	704	704	704	704	704
Property, infrastructure, plant & equipment	466,586	477,110	486,601	490,459	498,332	503,769	508,048	512,878	518,171	523,467	528,490
Right-of-use assets	407	293	179	65	-	-	-	-	-	-	-
Intangible assets	945	774	540	540	540	470	332	289	303	366	366
Total non-current assets	468,642	478,881	488,024	491,768	499,576	504,943	509,084	513,871	519,178	524,537	529,560
Total assets	506,558	507,178	514,200	519,284	524,247	529,558	535,059	540,646	546,142	552,119	558,271
Liabilities											
Current liabilities											
Trade and other payables	10,461	2,629	2,706	2,777	2,888	2,872	2,955	3,032	3,154	3,262	3,356
Trust funds and deposits	1,188	1,200	1,212	1,224	1,236	1,249	1,261	1,274	1,286	1,299	1,312
Unearned income	-	-	-	-	-	-	-	-	-	-	-
Provisions	3,946	3,942	3,942	3,942	3,942	3,942	3,942	3,942	3,942	3,942	3,942
Interest-bearing liabilities	1,336	257	123	129	136	143	150	158	166	174	2
Lease liabilities	142	145	77	-	-	-	-	-	-	-	-
Total current liabilities	17,073	8,173	8,060	8,072	8,203	8,205	8,308	8,406	8,549	8,678	8,613
Non-current liabilities											
Provisions	1,399	1,323	1,243	1,163	1,083	1,003	923	843	763	683	603
Interest-bearing liabilities	140	1,181	1,058	929	793	650	500	342	176	2	-
Lease liabilities	287	158	100	51	-	-	-	-	-	-	-
Total non-current liabilities	1,826	2,662	2,401	2,143	1,876	1,653	1,423	1,185	939	685	603
Total liabilities	18,899	10,835	10,461	10,215	10,079	9,858	9,731	9,591	9,488	9,363	9,216
Net assets	487,659	496,343	503,739	509,070	514,168	519,700	525,328	531,055	536,655	542,757	549,055
Equity											
Accumulated surplus	118,843	129,250	133,129	133,297	133,187	137,126	138,033	138,082	138,045	138,551	139,255
Reserves	368,816	367,093	370,610	375,773	380,981	382,574	387,295	392,973	398,610	404,206	409,800
Total equity	487,659	496,343	503,739	509,070	514,168	519,700	525,328	531,055	536,655	542,757	549,055

3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2024/25				
Balance at beginning of the financial year	461,720	116,536	326,278	18,906
Surplus/(deficit) for the year	1,982	1,982	-	-
Net asset revaluation increment/(decrement)	23,953	-	23,953	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	4	325	-	(321)
Balance at end of the financial year	487,659	118,843	350,231	18,585
2025/26				
Balance at beginning of the financial year	487,659	118,843	350,231	18,585
Surplus/(deficit) for the year	4,311	4,311	-	-
Net asset revaluation increment/(decrement)	4,373	-	4,373	-
Transfers to other reserves	-	(1,606)	-	1,606
Transfers from other reserves	-	977	-	(977)
Balance at end of the financial year	496,343	122,525	354,604	19,214
2026/27				
Balance at beginning of the financial year	496,343	122,525	354,604	19,214
Surplus/(deficit) for the year	2,826	2,826	-	-
Net asset revaluation increment/(decrement)	4,570	-	4,570	-
Transfers to other reserves	-	(1,417)	-	1,417
Transfers from other reserves	-	3,562	-	(3,562)
Balance at end of the financial year	503,739	127,496	359,174	17,069
2027/28				
Balance at beginning of the financial year	503,739	127,496	359,174	17,069
Surplus/(deficit) for the year	715	715	-	-
Net asset revaluation increment/(decrement)	4,616	-	4,616	-
Transfers to other reserves	-	(1,760)	-	1,760
Transfers from other reserves	-	1,727	-	(1,727)
Balance at end of the financial year	509,070	128,177	363,790	17,102

3.3 Statement of Changes in Equity continued

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2028/29				
Balance at beginning of the financial year	509,070	128,177	363,790	17,102
Surplus/(deficit) for the year	432	432	-	-
Net asset revaluation increment/(decrement)	4,666	-	4,666	-
Transfers to other reserves	-	(1,123)	-	1,123
Transfers from other reserves	-	122	-	(122)
Balance at end of the financial year	514,168	127,608	368,457	18,103
2029/30				
Balance at beginning of the financial year	514,168	127,608	368,457	18,103
Surplus/(deficit) for the year	812	812	-	-
Net asset revaluation increment/(decrement)	4,720	-	4,720	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	519,700	128,420	373,177	18,103
2030/31				
Balance at beginning of the financial year	519,700	128,420	373,177	18,103
Surplus/(deficit) for the year	847	847	-	-
Net asset revaluation increment/(decrement)	4,781	-	4,781	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	525,328	129,267	377,958	18,103
2031/32				
Balance at beginning of the financial year	525,328	129,267	377,958	18,103
Surplus/(deficit) for the year	886	886	-	-
Net asset revaluation increment/(decrement)	4,841	-	4,841	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	531,055	130,153	382,799	18,103

3.3 Statement of Changes in Equity continued

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2032/33				
Balance at beginning of the financial year	531,055	130,153	382,799	18,103
Surplus/(deficit) for the year	690	690	-	-
Net asset revaluation increment/(decrement)	4,910	-	4,910	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	536,655	130,843	387,709	18,103
2033/34				
Balance at beginning of the financial year	536,655	130,843	387,709	18,103
Surplus/(deficit) for the year	1,117	1,117	-	-
Net asset revaluation increment/(decrement)	4,985	-	4,985	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	542,757	131,960	392,694	18,103
2034/35				
Balance at beginning of the financial year	542,757	131,960	392,694	18,103
Surplus/(deficit) for the year	1,238	1,238	-	-
Net asset revaluation increment/(decrement)	5,060	-	5,060	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	549,055	133,198	397,754	18,103

3.4 Statement of Cash Flows

	Forecast 2024/25 \$'000	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
	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	28,702	29,567	30,967	32,058	33,165	34,333	35,535	36,787	38,057	39,398	40,777
Statutory fees and fines	1,068	1,721	1,778	1,814	1,850	1,887	1,925	1,964	2,002	2,043	2,083
User fees	1,755	2,793	2,912	3,000	3,088	3,182	3,277	3,376	3,476	3,581	3,688
Grants - operating	15,066	9,624	10,034	10,338	10,643	10,965	11,294	11,635	11,979	12,341	12,711
Grants - capital	5,889	9,693	8,192	5,858	5,661	5,721	5,727	5,728	5,725	5,727	5,788
Interest received	1,166	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Other receipts	1,114	1,621	1,690	1,741	1,793	1,847	1,902	1,960	2,018	2,079	2,141
Net GST refund / payment	1,800	2,528	2,659	2,176	2,564	2,403	2,323	2,414	2,533	2,569	2,594
Landfill Rehabilitation Expenditure Paid	(78)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)	(80)
Employee costs	(20,893)	(25,288)	(25,336)	(26,224)	(27,140)	(28,167)	(29,076)	(30,095)	(31,146)	(32,237)	(33,366)
Materials and services	(12,487)	(22,255)	(16,216)	(16,708)	(17,197)	(17,719)	(18,251)	(18,805)	(19,355)	(19,943)	(20,541)
Trust funds and deposits taken/(repaid)	(159)	12	12	12	12	12	12	13	13	13	13
Other payments	(1,694)	(2,628)	(2,062)	(2,084)	(2,322)	(2,148)	(2,146)	(2,168)	(2,427)	(2,194)	(2,233)
Net cash provided by/(used in) operating activities	21,249	8,307	15,571	12,942	13,098	13,318	13,546	13,854	13,943	14,467	14,772
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(11,360)	(18,709)	(17,201)	(11,175)	(15,762)	(13,254)	(12,146)	(12,924)	(13,601)	(13,769)	(13,636)
Proceeds from sale of property, infrastructure, plant and equipment	(4,495)	180	-	-	(138)	(68)	-	(95)	(152)	(62)	-
Proceeds/(Payments) from/for Financial Assets	-	5,461	655	629	604	580	557	534	513	492	473
Net cash provided by/ (used in) investing activities	(15,855)	(13,068)	(16,546)	(10,546)	(15,296)	(12,742)	(11,589)	(12,485)	(13,240)	(13,339)	(13,163)
Cash flows from financing activities											
Finance costs	(61)	(118)	(62)	(56)	(50)	(43)	(36)	(29)	(21)	(13)	(5)
Proceeds from borrowings	-	1,400	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(137)	(1,438)	(257)	(123)	(129)	(136)	(143)	(150)	(158)	(166)	(174)
Interest paid - lease liability	(14)	(22)	(17)	-	-	-	-	-	-	-	-
Repayment of lease liabilities	(133)	(126)	(126)	(126)	(51)	-	-	-	-	-	-
Net cash provided by/(used in) financing activities	(345)	(304)	(462)	(305)	(230)	(179)	(179)	(179)	(179)	(179)	(179)
Net increase/(decrease) in cash & cash equivalents	5,049	(5,065)	(1,437)	2,091	(2,429)	397	1,778	1,190	524	949	1,430
Cash and cash equivalents at the beginning of the financial year	6,032	11,081	6,016	4,579	6,670	4,241	4,638	6,416	7,606	8,131	9,080
Cash and cash equivalents at the end of the financial year	11,081	6,016	4,579	6,670	4,241	4,638	6,416	7,606	8,131	9,080	10,510

3.5 Statement of Capital Works

	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land improvements	2,384	7,739	6,797	814	840	865	890	917	945	973	918
Total land	2,384	7,739	6,797	814	840	865	890	917	945	973	918
Buildings, structures and site improvements	487	2,477	1,745	1,874	1,923	2,188	2,217	2,622	2,754	2,834	3,009
Total buildings	487	2,477	1,745	1,874	1,923	2,188	2,217	2,622	2,754	2,834	3,009
Total property	2,871	10,216	8,542	2,688	2,763	3,053	3,107	3,539	3,699	3,807	3,927
Plant and equipment											
Plant, machinery and equipment	1,265	1,254	783	807	831	857	883	909	935	964	909
Computers and telecommunications	666	30	222	229	236	243	250	258	265	273	258
Total plant and equipment	1,931	1,284	1,005	1,036	1,067	1,100	1,133	1,167	1,200	1,237	1,167
Infrastructure											
Roads	2,809	3,871	3,827	3,842	3,960	4,127	4,143	4,340	4,572	5,021	5,175
Bridges	1,171	524	896	994	1,016	1,044	994	1,007	1,041	535	400
Footpaths and cycleways	1,793	738	478	616	633	750	773	795	820	844	759
Drainage	642	375	639	733	890	975	892	902	1,032	1,073	968
Waste management	143	-	250	250	4,000	1,000	-	-	-	-	-
Total infrastructure	6,558	5,508	6,090	6,436	10,499	7,896	6,802	7,043	7,465	7,473	7,302
Total capital works expenditure	11,360	17,008	15,637	10,159	14,329	12,049	11,042	11,749	12,364	12,517	12,396
Represented by:											
New asset expenditure	3,364	1,714	495	520	4,114	1,777	520	310	340	357	-
Asset renewal expenditure	6,766	5,398	8,333	8,747	8,500	9,389	9,690	10,132	10,685	10,782	11,512
Asset upgrade expenditure	1,230	9,896	6,809	892	1,602	884	832	1,307	1,339	1,378	884
Total capital works expenditure	11,360	17,008	15,637	10,159	14,216	12,049	11,042	11,749	12,364	12,517	12,396
Funding sources represented by:											
Grants	4,627	9,839	8,048	5,664	5,664	5,729	5,729	5,729	5,729	5,729	5,796
Council cash	6,733	5,769	7,589	4,495	8,552	6,320	5,313	6,021	6,635	6,788	6,600
Borrowings	-	1,400	-	-	-	-	-	-	-	-	-
Total capital works expenditure	11,360	17,008	15,637	10,159	14,216	12,049	11,042	11,749	12,364	12,517	12,396

3.6 Statement of Human Resources

Staff expenditure	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total staff expenditure										
Male	8,912	9,180	9,455	9,739	10,079	10,432	10,797	11,175	11,566	11,971
Female	9,546	9,761	10,053	10,355	10,717	11,093	11,481	11,883	12,298	12,729
Self-described gender / not specified	4,746	4,889	5,036	5,187	5,368	5,556	5,750	5,952	6,160	6,376
Total staff expenditure (excl. casuals and capital)	23,205	23,829	24,544	25,280	26,165	27,081	28,029	29,010	30,025	31,076
Permanent full time										
Male	7,166	7,381	7,603	7,831	8,105	8,388	8,682	8,986	9,300	9,626
Female	5,838	6,014	6,194	6,380	6,603	6,834	7,073	7,321	7,577	7,842
Self-described gender / not specified	2,415	2,487	2,562	2,638	2,731	2,826	2,925	3,028	3,134	3,243
Total	15,419	15,882	16,358	16,849	17,439	18,049	18,681	19,334	20,011	20,712
Permanent part time										
Male	1,746	1,798	1,852	1,908	1,975	2,044	2,115	2,189	2,266	2,345
Female	3,708	3,747	3,859	3,975	4,114	4,258	4,407	4,562	4,721	4,886
Self-described gender / not specified	2,332	2,402	2,474	2,548	2,637	2,730	2,825	2,924	3,026	3,132
Total	7,786	7,947	8,186	8,431	8,726	9,032	9,348	9,675	10,014	10,364
Other employee costs	1,093	1,082	1,045	1,076	1,118	1,161	1,207	1,256	1,305	1,344
Capitalised labour costs	1,039	1,071	1,103	1,136	1,187	1,234	1,284	1,335	1,389	1,430
Total staff expenditure	25,337	25,982	26,691	27,492	28,470	29,476	30,519	31,601	32,719	33,850
Staff numbers	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent full time										
Male	67	67	67	67	67	68	68	68	69	69
Female	50	50	50	50	50	51	51	51	51	52
Self-described gender / not specified	21	21	21	21	21	21	21	21	22	22
Total full time	138	138	138	138	139	139	140	141	141	142
Permanent part time										
Male	16	16	16	16	16	16	16	16	16	16
Female	33	33	33	33	33	33	33	34	34	34
Self-described gender / not specified	23	24	24	24	24	25	25	25	25	25
Total Part Time	72	73	73	73	73	74	74	74	75	75
Total FTE										
Male	83	83	83	83	83	84	84	85	85	85
Female	83	83	83	83	83	84	84	85	85	85
Self-described gender / not specified	44	45	45	45	45	46	46	46	46	47
Total Permanent FTE	210	211	211	211	212	213	214	215	216	217
Other	2	2	1	1	1	1	1	1	1	1
Capitalised labour	8	8	8	8	8	8	8	8	8	8
Total FTE	221	221	220	220	221	223	224	225	226	227

3.6 Statement of Human Resources continued

Department	Permanent Full Time 2025-2026				Permanent Part Time 2025-2026				Total \$'000
	Male	Female	Self-described	Total	Male	Female	Self-described	Total	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Community Partnerships	122	244	122	487	97	731	61	889	1,376
Community Wellbeing	-	656	281	938	188	338	1,899	2,424	3,362
Development Services	685	1,142	685	2,512	352	562	69	982	3,494
Economy and Culture	125	125	-	250	50	250	-	300	550
Engagement and Customer Experience	99	298	-	397	469	791	144	1,403	1,801
Engineering	475	-	119	593	59	71	-	130	724
Executive	371	928	371	1,670	73	158	-	231	1,901
Finance	231	692	231	1,154	-	292	-	292	1,446
Governance and Risk	116	463	116	695	-	93	-	93	788
Information Technology	509	255	-	764	-	-	-	-	764
Operations	2,987	193	289	3,469	161	86	48	295	3,764
Parks, Recreation and Community Facilities	1,307	704	201	2,211	60	101	-	161	2,372
People and Culture	139	139	-	279	237	237	111	585	863
Total permanent staff expenditure	7,166	5,838	2,415	15,419	1,746	3,708	2,332	7,786	23,205

3.7a Summary of Planned Human Resources - Staff Expenditure

For the ten years ended 30 June 2035*

Staff expenditure	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
Community Partnerships										
Permanent - Full time	487	502	517	532	551	570	590	611	632	654
Female	244	251	258	266	275	285	295	305	316	327
Male	122	125	129	133	138	143	148	153	158	164
Self-described gender / not specified	122	125	129	133	138	143	148	153	158	164
Permanent - Part time	889	903	930	958	992	1,027	1,063	1,100	1,138	1,178
Female	731	740	763	785	813	841	871	901	933	965
Male	97	100	103	106	110	114	118	122	126	131
Self-described gender / not specified	61	63	65	67	69	71	74	76	79	82
Total Community Partnerships	1,376	1,405	1,447	1,491	1,543	1,597	1,653	1,711	1,771	1,833
Community Wellbeing										
Permanent - Full time	938	966	995	1,025	1,061	1,098	1,136	1,176	1,217	1,260
Female	656	676	696	717	742	768	795	823	852	882
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	281	290	298	307	318	329	341	353	365	378
Permanent - Part time	2,424	2,437	2,510	2,585	2,676	2,770	2,867	2,967	3,071	3,178
Female	338	288	297	306	316	327	339	351	363	376
Male	188	193	199	205	212	220	227	235	243	252
Self-described gender / not specified	1,899	1,956	2,015	2,075	2,148	2,223	2,301	2,381	2,464	2,551
Total Community Wellbeing	3,362	3,403	3,505	3,610	3,737	3,867	4,003	4,143	4,288	4,438
Development Services										
Permanent - Full time	2,512	2,587	2,665	2,745	2,841	2,940	3,043	3,150	3,260	3,374
Female	1,142	1,176	1,211	1,248	1,291	1,336	1,383	1,432	1,482	1,534
Male	685	706	727	749	775	802	830	859	889	920
Self-described gender / not specified	685	706	727	749	775	802	830	859	889	920
Permanent - Part time	982	1,011	1,042	1,073	1,110	1,149	1,190	1,231	1,274	1,319
Female	562	579	596	614	635	658	681	704	729	755
Male	352	362	373	384	398	412	426	441	456	472
Self-described gender / not specified	69	71	73	75	77	80	83	86	89	92
Total Development Services	3,494	3,598	3,706	3,818	3,951	4,089	4,233	4,381	4,534	4,693

3.7a Summary of Planned Human Resources - Staff Expenditure continued

For the ten years ended 30 June 2035*

Staff expenditure	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
Economy and Culture										
Permanent - Full time	250	258	265	273	283	293	303	314	325	336
Female	125	129	133	137	141	146	152	157	162	168
Male	125	129	133	137	141	146	152	157	162	168
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	300	309	319	328	340	351	364	376	390	403
Female	250	258	265	273	283	293	303	314	325	336
Male	50	52	53	55	57	59	61	63	65	67
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Economy and Culture	550	567	584	601	623	644	667	690	714	739
Engagement and Customer Experience										
Permanent - Full time	397	409	421	434	449	465	481	498	516	534
Female	298	307	316	326	337	349	361	374	387	400
Male	99	102	105	109	112	116	120	125	129	133
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,403	1,446	1,489	1,534	1,587	1,643	1,700	1,760	1,821	1,885
Female	791	814	839	864	894	925	958	991	1,026	1,062
Male	469	483	497	512	530	549	568	588	608	630
Self-described gender / not specified	144	148	153	157	163	169	174	181	187	193
Total Engagement and Customer Experience	1,801	1,855	1,910	1,968	2,037	2,108	2,182	2,258	2,337	2,419
Engineering										
Permanent - Full time	593	611	629	648	671	694	719	744	770	797
Female	-	-	-	-	-	-	-	-	-	-
Male	475	489	503	519	537	555	575	595	616	637
Self-described gender / not specified	119	122	126	130	134	139	144	149	154	159
Permanent - Part time	130	134	138	143	148	153	158	164	169	175
Female	71	73	76	78	80	83	86	89	92	96
Male	59	61	63	65	67	69	72	74	77	80
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Engineering	724	745	768	791	818	847	877	907	939	972

3.7a Summary of Planned Human Resources - Staff Expenditure continued

For the ten years ended 30 June 2035*

Staff expenditure	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
Executive										
Permanent - Full time	1,670	1,720	1,772	1,825	1,889	1,955	2,023	2,094	2,167	2,243
Female	928	956	984	1,014	1,049	1,086	1,124	1,163	1,204	1,246
Male	371	382	394	405	420	434	450	465	482	498
Self-described gender / not specified	371	382	394	405	420	434	450	465	482	498
Permanent - Part time	231	238	245	252	261	270	280	290	300	310
Female	158	162	167	172	178	185	191	198	205	212
Male	73	75	78	80	83	86	89	92	95	98
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Executive	1,901	1,958	2,017	2,077	2,150	2,225	2,303	2,384	2,467	2,553
Finance										
Permanent - Full time	1,154	1,188	1,224	1,261	1,305	1,350	1,398	1,447	1,497	1,550
Female	692	713	734	756	783	810	839	868	898	930
Male	231	238	245	252	261	270	280	289	299	310
Self-described gender / not specified	231	238	245	252	261	270	280	289	299	310
Permanent - Part time	292	301	310	319	331	342	354	367	379	393
Female	292	301	310	319	331	342	354	367	379	393
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Finance	1,446	1,489	1,534	1,580	1,635	1,693	1,752	1,813	1,877	1,942
Governance and Risk										
Permanent - Full time	695	716	737	759	786	814	842	872	902	934
Female	463	477	492	506	524	542	561	581	601	622
Male	116	119	123	127	131	136	140	145	150	156
Self-described gender / not specified	116	119	123	127	131	136	140	145	150	156
Permanent - Part time	93	95	98	101	105	108	112	116	120	124
Female	93	95	98	101	105	108	112	116	120	124
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Governance and Risk	788	811	836	861	891	922	954	988	1,022	1,058

3.7a Summary of Planned Human Resources - Staff Expenditure continued

For the ten years ended 30 June 2035*

Staff expenditure	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
Information Technology										
Permanent - Full time	764	787	811	835	864	895	926	958	992	1,027
Female	255	262	270	278	288	298	309	319	331	342
Male	509	525	541	557	576	596	617	639	661	684
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	-	-	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Information Technology	764	787	811	835	864	895	926	958	992	1,027
Operations										
Permanent - Full time	3,469	3,573	3,680	3,791	3,923	4,061	4,203	4,350	4,502	4,660
Female	193	199	204	211	218	226	233	242	250	259
Male	2,987	3,077	3,169	3,264	3,378	3,497	3,619	3,746	3,877	4,013
Self-described gender / not specified	289	298	307	316	327	338	350	362	375	388
Permanent - Part time	295	304	313	322	333	345	357	370	383	396
Female	86	88	91	94	97	100	104	108	111	115
Male	161	166	171	176	182	188	195	202	209	216
Self-described gender / not specified	48	50	51	53	54	56	58	60	63	65
Total Operations	3,764	3,877	3,993	4,113	4,257	4,406	4,560	4,720	4,885	5,056
Parks, Recreation and Community Facilities										
Permanent - Full time	2,211	2,278	2,346	2,416	2,501	2,589	2,679	2,773	2,870	2,970
Female	704	725	746	769	796	824	852	882	913	945
Male	1,307	1,346	1,386	1,428	1,478	1,530	1,583	1,639	1,696	1,755
Self-described gender / not specified	201	207	213	220	227	235	244	252	261	270
Permanent - Part time	161	166	171	176	182	188	195	202	209	216
Female	101	104	107	110	114	118	122	126	130	135
Male	60	62	64	66	68	71	73	76	78	81
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Parks, Recreation and Community Facilities	2,372	2,443	2,517	2,592	2,683	2,777	2,874	2,975	3,079	3,187

3.7a Summary of Planned Human Resources - Staff Expenditure continued

For the ten years ended 30 June 2035*

Staff expenditure	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
People and Culture										
Permanent - Full time	279	287	296	304	315	326	337	349	361	374
Female	139	143	148	152	158	163	169	175	181	187
Male	139	143	148	152	158	163	169	175	181	187
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	585	602	621	639	662	685	709	733	759	786
Female	237	244	251	259	268	277	287	297	307	318
Male	237	244	251	259	268	277	287	297	307	318
Self-described gender / not specified	111	115	118	122	126	130	135	140	145	150
Total People and Culture	863	889	916	944	977	1,011	1,046	1,083	1,121	1,160
Total permanent staff expenditure	23,205	23,829	24,544	25,280	26,165	27,081	28,029	29,010	30,025	31,076
Casuals, temporary and other expenditure	242	206	142	146	146	151	156	163	169	174
Capitalised labour costs	1,039	1,071	1,103	1,136	1,187	1,234	1,284	1,335	1,389	1,430
Indirect costs	851	876	903	930	972	1,010	1,051	1,093	1,137	1,171
Total staff expenditure	25,337	25,982	26,691	27,492	28,470	29,476	30,519	31,601	32,719	33,850

3.7b Summary of Planned Human Resources - Staff Numbers

For the ten years ended 30 June 2035*

Staff numbers	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	2034/35 FTE
Community Partnerships										
Permanent - Full time	4.0	4.0	4.0	4.0	4.0	4.0	4.1	4.1	4.1	4.1
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender / not specified	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time	7.3	7.3	7.3	7.3	7.3	7.4	7.4	7.4	7.5	7.5
Female	6.0	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.2	6.2
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Self-described gender / not specified	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Community Partnerships	11.3	11.3	11.3	11.3	11.4	11.4	11.5	11.5	11.6	11.6
Community Wellbeing										
Permanent - Full time	10.0	10.0	10.0	10.0	10.1	10.1	10.2	10.2	10.3	10.3
Female	7.0	7.0	7.0	7.0	7.0	7.1	7.1	7.1	7.2	7.2
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.1	3.1	3.1
Permanent - Part time	25.8	25.8	25.8	25.8	26.0	26.1	26.2	26.4	26.5	26.6
Female	3.6	3.6	3.6	3.6	3.6	3.6	3.7	3.7	3.7	3.7
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Self-described gender / not specified	20.2	20.2	20.2	20.2	20.4	20.5	20.6	20.7	20.8	20.9
Total Community Wellbeing	35.8	35.8	35.8	35.8	36.0	36.2	36.4	36.6	36.8	36.9
Development Services										
Permanent - Full time	22.0	22.0	22.0	22.0	22.1	22.2	22.3	22.4	22.6	22.7
Female	10.0	10.0	10.0	10.0	10.1	10.1	10.2	10.2	10.3	10.3
Male	6.0	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.2	6.2
Self-described gender / not specified	6.0	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.2	6.2
Permanent - Part time	8.0	8.0	8.0	8.0	8.0	8.1	8.1	8.2	8.2	8.2
Female	4.9	4.9	4.9	4.9	4.9	5.0	5.0	5.0	5.0	5.1
Male	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.2	3.2
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Development Services	30.0	30.0	30.0	30.0	30.2	30.3	30.5	30.6	30.8	30.9

3.7b Summary of Planned Human Resources - Staff Numbers continued

For the ten years ended 30 June 2035*

Staff numbers	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	2034/35 FTE
Economy and Culture										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.5	2.5
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Male	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Economy and Culture	4.4	4.4	4.4	4.4	4.4	4.4	4.5	4.5	4.5	4.5
Engagement and Customer Experience										
Permanent - Full time	4.0	4.0	4.0	4.0	4.0	4.0	4.1	4.1	4.1	4.1
Female	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.1	3.1	3.1
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	14.1	14.1	14.1	14.1	14.2	14.3	14.3	14.4	14.5	14.6
Female	8.0	8.0	8.0	8.0	8.0	8.0	8.1	8.1	8.2	8.2
Male	4.7	4.7	4.7	4.7	4.7	4.8	4.8	4.8	4.8	4.9
Self-described gender / not specified	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Total Engagement and Customer Experience	18.1	18.1	18.1	18.1	18.2	18.3	18.4	18.5	18.6	18.7
Engineering										
Permanent - Full time	5.0	5.0	5.0	5.0	5.0	5.1	5.1	5.1	5.1	5.2
Female	-	-	-	-	-	-	-	-	-	-
Male	4.0	4.0	4.0	4.0	4.0	4.0	4.1	4.1	4.1	4.1
Self-described gender / not specified	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time	1.1	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	2.0
Female	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Male	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Self-described gender / not specified	-	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Total Engineering	6.1	6.9	6.9	6.9	6.9	7.0	7.0	7.0	7.1	7.1

3.7b Summary of Planned Human Resources - Staff Numbers continued

For the ten years ended 30 June 2035*

Staff numbers	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	2034/35 FTE
Executive										
Permanent - Full time	9.0	9.0	9.0	9.0	9.0	9.1	9.1	9.2	9.2	9.3
Female	5.0	5.0	5.0	5.0	5.0	5.1	5.1	5.1	5.1	5.2
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Self-described gender / not specified	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Permanent - Part time	1.2	1.2	1.2	1.2	1.3	1.3	1.3	1.3	1.3	1.3
Female	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Male	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Executive	10.2	10.2	10.2	10.2	10.3	10.3	10.4	10.5	10.5	10.6
Finance										
Permanent - Full time	10.0	10.0	10.0	10.0	10.1	10.1	10.2	10.2	10.3	10.3
Female	6.0	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.2	6.2
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Self-described gender / not specified	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Permanent - Part time	2.5	2.5	2.5	2.5	2.5	2.6	2.6	2.6	2.6	2.6
Female	2.5	2.5	2.5	2.5	2.5	2.6	2.6	2.6	2.6	2.6
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Finance	12.5	12.5	12.5	12.5	12.6	12.7	12.7	12.8	12.9	12.9
Governance and Risk										
Permanent - Full time	6.0	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.2	6.2
Female	4.0	4.0	4.0	4.0	4.0	4.0	4.1	4.1	4.1	4.1
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender / not specified	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Female	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Governance and Risk	6.8	6.8	6.8	6.8	6.8	6.9	6.9	6.9	7.0	7.0

3.7b Summary of Planned Human Resources - Staff Numbers continued

For the ten years ended 30 June 2035*

Staff numbers	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	2034/35 FTE
Information Technology										
Permanent - Full time	6.0	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.2	6.2
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Male	4.0	4.0	4.0	4.0	4.0	4.0	4.1	4.1	4.1	4.1
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	-	-	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Total Information Technology	6.0	6.0	6.0	6.0	6.0	6.1	6.1	6.1	6.2	6.2
Operations										
Permanent - Full time	36.0	36.0	36.0	36.0	36.2	36.4	36.5	36.7	36.9	37.1
Female	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Male	31.0	31.0	31.0	31.0	31.2	31.3	31.5	31.6	31.8	31.9
Self-described gender / not specified	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.1	3.1	3.1
Permanent - Part time	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.2
Female	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Male	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Self-described gender / not specified	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Operations	39.1	39.1	39.1	39.1	39.3	39.5	39.6	39.8	40.0	40.2
Parks, Recreation and Community Facilities										
Permanent - Full time	22.0	22.0	22.0	22.0	22.1	22.2	22.3	22.4	22.6	22.7
Female	7.0	7.0	7.0	7.0	7.0	7.1	7.1	7.1	7.2	7.2
Male	13.0	13.0	13.0	13.0	13.1	13.1	13.2	13.3	13.3	13.4
Self-described gender / not specified	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Permanent - Part time	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Self-described gender / not specified	-	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
Total Parks, Recreation and Community Facilities	23.6	23.6	23.6	23.6	23.7	23.8	23.9	24.0	24.2	24.3

3.7b Summary of Planned Human Resources - Staff Numbers continued

For the ten years ended 30 June 2035*

Staff numbers	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	2034/35 FTE
People and Culture										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender / not specified	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	4.2	4.2	4.2	4.2	4.2	4.2	4.3	4.3	4.3	4.3
Female	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.8
Male	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.8
Self-described gender / not specified	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Total People and Culture	6.2	6.2	6.2	6.2	6.2	6.3	6.3	6.3	6.4	6.4
Other	2.2	1.8	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Capitalised labour	8.2	8.2	8.2	8.2	8.2	8.3	8.3	8.4	8.4	8.4
Total FTE	220.6	221.0	220.4	220.4	221.5	222.6	223.7	224.8	226.0	227.1

* Staff gender information as at March 2025

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 ten year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast Actual 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend +/o/-	
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(4.1%)	(11.0%)	(10.9%)	(8.7%)	(9.1%)	(8.2%)	(8.0%)	(7.7%)	(7.9%)	(7.1%)	(6.7%)	o	
Liquidity															
Working Capital	Current assets / current liabilities	2	222%	346%	325%	341%	301%	300%	313%	319%	315%	318%	333%	o	
Unrestricted cash	Unrestricted cash / current liabilities	3	77%	107%	95%	106%	61%	96%	110%	107%	97%	93%	99%	-	
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	6%	6%	5%	4%	3%	3%	2%	2%	1%	1%	0%	+	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1%	6%	1%	1%	1%	1%	1%	1%	1%	1%	1%	+	
Indebtedness	Non-current liabilities / own source revenue		6%	8%	7%	6%	5%	4%	3%	3%	2%	1%	1%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	76%	145%	141%	88%	90%	90%	91%	97%	100%	99%	99%	o	
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	6	50%	53%	53%	53%	53%	53%	53%	54%	54%	54%	54%	o	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.26%	0.27%	0.27%	0.28%	0.28%	0.29%	0.29%	0.30%	0.30%	0.31%	0.31%	-	
Efficiency															
Expenditure level	Total expenses / no. of property assessments		\$3,952	\$3,907	\$3,863	\$3,819	\$3,776	\$3,733	\$3,690	\$3,648	\$3,607	\$3,566	\$3,525	+	
Revenue level	Total rate revenue / no. of property assessments		\$1,907	\$1,958	\$2,004	\$2,050	\$2,098	\$2,147	\$2,197	\$2,248	\$2,300	\$2,353	\$2,408	+	

4. Financial performance indicators continued

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

Notes to indicators

1. **Adjusted underlying result**

An indicator of the sustainable operating result required to enable Council to continue to provide services and meet its objectives. Improvement in the financial performance is expected late in the period although, to maintain services, continued underlying deficits mean reliance on Council's cash reserves or increased debt.

2. **Working Capital**

The proportion of current assets allocated to the repayment of current liabilities. The ratio remains above the target of 150%.

3. **Unrestricted Cash**

Some cash held by Council is restricted in part and is not fully available for Council's operations. The restriction could be via statutory means or by a Council decision. The measure improves over time as current liabilities reduce, and the cost of rehabilitating Council's landfill is incurred.

4. **Debt compared to rates**

These measures reflect the reduction in loan liabilities over time, with no new borrowings currently proposed.

5. **Asset renewal and upgrade**

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in the value of its existing capital assets). A percentage greater than 100 indicates that Council is maintaining its existing assets, while a percentage less than 100 means that assets are deteriorating faster than they are being renewed, and additional future capital expenditure will be required to renew them. Council is following asset management plans with planned investment at less than 100% of depreciation. Strategies to address this asset renewal gap include: asset management plans; growth; and service reviews.

6. **Rates concentration**

This measure highlights Council reliance on rates as its main source of revenue.

5. Strategies and Plans

This section describes the strategies and plans that support the ten 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 2025 was \$1.476 million.

5.1.2 Future Borrowing Requirements

Council will prudently use debt, with borrowings undertaken to meet defined benefit superannuation calls or to fund new capital projects that provide inter-generational assets.

New borrowings are planned in 2025/2026 totalling \$1.4 Million.

	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
Opening balance	1,476	1,438	1,181	1,058	929	793	650	500	342	176
Plus New loans	1,400	-	-	-	-	-	-	-	-	-
Less Principal repayment	(1,438)	(257)	(123)	(129)	(136)	(143)	(150)	(158)	(166)	(174)
Closing balance	1,438	1,181	1,058	929	793	650	500	342	176	2
Interest payment	118	62	56	50	43	36	29	21	13	5

Performance Indicator		Target									
		2025/26 %	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %	2031/32 %	2032/33 %	2033/34 %	2034/35 %
Total borrowings / rate revenue	Below 60%	6%	5%	4%	3%	3%	2%	2%	1%	1%	0%
Debt servicing / rate revenue	Below 5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Debt commitment / rate revenue	Below 10%	6%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Indebtedness / own source revenue	Below 60%	8%	7%	6%	5%	4%	3%	3%	2%	1%	1%

5.2 Reserves Strategy

5.2.1 Current Reserves - Statutory Reserves

Open Space

Purpose - The Open Space Reserve holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within the shire. Funds are contributed in accordance with Section 18 of the Subdivision Act.

Movement - Transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

Diamond Gully

Purpose - Funds infrastructure works in Diamond Gully through contributions from owners who subdivide or develop their land.

Movement - 100% of developer contributions will be transferred to this Reserve in the financial year that funding is received. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

Campbells Creek South DCP

Purpose - Funds infrastructure works in Campbells Creek through contributions from owners who subdivide or develop their land.

Movement - 100% of developer contributions will be transferred to this Reserve in the financial year that funding is received. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

McKenzie Hill (North) DCP

Purpose - Funds infrastructure works in McKenzie Hill North through contributions from owners who subdivide or develop their land.

Movement - 100% of developer contributions will be transferred to this Reserve in the financial year that funding is received. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

General Developer contribution

Purpose - Funds general infrastructure works through contributions from developers.

Movement - 100% of developer contributions will be transferred to this Reserve in the financial year that funding is received. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

5.2 Reserves Strategy continued

5.2.2 Current Reserves - Non-Statutory Reserves

Developer Tree Planting

Purpose - Funds set aside for the required tree planting and maintenance in future developments.

Movement - 100% of developer contributions will be transferred to this Reserve in the financial year that funding is received. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

Energy / Water Saving

Purpose - This Reserve sets aside funds for the undertaking of works on Council property which reduces future energy or water usage.

Movement - 100% of the annual energy and water savings generated from projects funded by the Reserve. This process will be repeated over subsequent years until 125% of the initial cost of the project has been transferred to the Reserve. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount. Funds can be transferred from this Reserve if the Executive approves an Environmental Upgrade Agreement.

Gravel Pit Rehabilitation

Purpose - Funds set aside for future rehabilitation works at Council's gravel pit.

Movement - Funds are transferred to the Reserve through an Annual Budget allocation. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

Swimming Pool Reserve

Purpose - Funds set aside for future capital works on swimming pools.

Movement - Funds are transferred to the Reserve through an Annual Budget allocation. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

Waste Management

Purpose - Funds set aside for the capital improvements and rehabilitation works at the Castlemaine landfill.

Movement - The surplus from waste operations, including general waste charges, will be transferred to the Reserve each year. In most cases, the transfer of funds from the Reserve will be approved as part of the Annual Budget process. Where a higher level of funding from the Reserve is subsequently required, depending on the amount, either a Director or CEO approval is required. In the instance where a requirement to transfer funds from the Reserve was not foreseen when the budget was developed, any such transfer must be approved by the CEO or by Council resolution, depending on the amount.

Unspent Grants

Purpose - Funds received in advance and set aside for future year benefit.

Movement - All grants identified as unspent and not tied to a carry forward project at year end, will be transferred to the Reserve and then reversed on 1 July.

Uncompleted Works

Purpose - Funds set aside at year end to allow projects to be carried forward.

Movement - All works identified as incomplete at year end, will be transferred to the Reserve and then reversed on 1 July.

5.2.2 Reserve Usage Projections

Ten year projection of each reserve fund.

Reserves	Statutory / Non-statutory	2025/26 \$000's	2026/27 \$000's	2027/28 \$000's	2028/29 \$000's	2029/30 \$000's	2030/31 \$000's	2031/32 \$000's	2032/33 \$000's	2033/34 \$000's	2034/35 \$000's
Open Space Statutory											
Opening balance		669	837	1,202	1,572	1,949	2,332	2,721	3,118	3,523	3,937
Transfer to reserve		500	515	530	546	563	580	597	615	633	652
Transfer from reserve		(332)	(150)	(160)	(170)	(180)	(190)	(200)	(210)	(220)	(230)
Closing balance		837	1,202	1,572	1,949	2,332	2,721	3,118	3,523	3,937	4,359
Diamond Gully Statutory											
Opening balance		763	763	763	763	763	763	763	763	763	763
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		763	763	763	763	763	763	763	763	763	763
Campbells Creek South DCP Statutory											
Opening balance		84	84	84	84	84	84	84	84	84	84
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		84	84	84	84	84	84	84	84	84	84
McKenzie Hill (North) DCP Statutory											
Opening balance		374	374	374	374	374	374	374	374	374	374
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		374	374	374	374	374	374	374	374	374	374
General Developer contribution Statutory											
Opening balance		83	83	83	83	83	83	83	83	83	83
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		83	83	83	83	83	83	83	83	83	83
Reserves Summary Total Statutory											
Opening balance		1,973	2,141	2,506	2,876	3,253	3,636	4,025	4,422	4,827	5,241
Transfer to reserve		500	515	530	546	563	580	597	615	633	652
Transfer from reserve		(332)	(150)	(160)	(170)	(180)	(190)	(200)	(210)	(220)	(230)
Closing balance		2,141	2,506	2,876	3,253	3,636	4,025	4,422	4,827	5,241	5,663

5.2.2 Reserve Usage Projections continued

Ten year projection of each reserve fund (continued)

Reserves	Statutory / Non-statutory	2025/26 \$000's	2026/27 \$000's	2027/28 \$000's	2028/29 \$000's	2029/30 \$000's	2030/31 \$000's	2031/32 \$000's	2032/33 \$000's	2033/34 \$000's	2034/35 \$000's
Developer Tree Planting	Non-statutory										
Opening balance		119	119	119	119	119	119	119	119	119	119
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		119	119	119	119	119	119	119	119	119	119
Energy / Water Saving	Non-statutory										
Opening balance		197	197	197	197	197	197	197	197	197	197
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		197	197	197	197	197	197	197	197	197	197
Gravel Pit Rehabilitation	Non-statutory										
Opening balance		39	39	39	39	39	39	39	39	39	39
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		39	39	39	39	39	39	39	39	39	39
Swimming Pool Reserve	Non-statutory										
Opening balance		2,331	2,187	2,043	1,899	1,755	1,611	1,467	1,323	1,179	1,035
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(144)	(144)	(144)	(144)	(144)	(144)	(144)	(144)	(144)	(144)
Closing balance		2,187	2,043	1,899	1,755	1,611	1,467	1,323	1,179	1,035	891
Waste Management	Non-statutory										
Opening balance		5,597	4,310	3,036	3,356	3,665	300	(6)	578	1,044	1,386
Transfer to reserve		149	-	570	559	635	694	584	466	342	255
Transfer from reserve		(1,436)	(1,274)	(250)	(250)	(4,000)	(1,000)	-	-	-	-
Closing balance		4,310	3,036	3,356	3,665	300	(6)	578	1,044	1,386	1,641
Unspent Grants	Non-statutory										
Opening balance		3,496	3,496	3,496	3,496	3,496	3,496	3,496	3,496	3,496	3,496
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		3,496	3,496	3,496	3,496	3,496	3,496	3,496	3,496	3,496	3,496
Uncompleted Works	Non-statutory										
Opening balance		4,833	-	-	-	-	-	-	-	-	-
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(4,833)	-	-	-	-	-	-	-	-	-
Closing balance		-	-	-	-	-	-	-	-	-	-
Reserves Summary	Total Non-statutory										
Opening balance		16,612	10,348	8,930	9,106	9,271	5,762	5,312	5,752	6,074	6,272
Transfer to reserve		149	-	570	559	635	694	584	466	342	255
Transfer from reserve		(6,413)	(1,418)	(394)	(394)	(4,144)	(1,144)	(144)	(144)	(144)	(144)
Closing balance		10,348	8,930	9,106	9,271	5,762	5,312	5,752	6,074	6,272	6,383