

Draft Long Term Financial Plan

2026 - 2027 to 2035 - 2036

Model Financial Plan Reports

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Disclaimer

The Long Term Financial Plan 2026-2027 to 2035-2036, including financial statements, has been prepared in accordance with the requirements of the Local Government Act 2020 (Vic) and the Local Government (Planning and Reporting) Regulations 2020 (Vic). While every effort has been made to ensure that the information contained in this document is accurate and complies with relevant Victorian legislation, Wodonga Council makes no representation, warranty, assurance or guarantee as to the accuracy or completeness. Please note, forecasts may not reflect actual future outcomes due to imperfect data, assumptions not materialising as expected, unforeseen events or changes in market conditions.

The 2025-26 Forecast is as at 31 December 2025 and not the date of publication.

1. Financial Plan Context

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

1.1 Financial Policy Statements

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

Policy Statement	Measure	Target	Forecast Actual										
			2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Consistent underlying surplus results	Underlying result greater than $0	$0	$2,022	$1,841	$940	$166	$478	$1,009	$1,436	$2,199	$2,655	$2,638	$3,284
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	4.82	4.91	3.81	3.96	3.84	3.63	3.96	3.99	4.24	4.57	4.91
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%	100.00%	63.20%	130.76%	118.80%	100.13%	92.48%	103.72%	100.06%	99.88%	96.48%	89.96%	96.10%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Own-source revenue to remain below 60%	60.00%	4.96%	4.05%	3.35%	2.52%	1.71%	0.92%	0.18%	0.00%	0.00%	0.00%	0.00%
Council maintains sufficient cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Cash / current liabilities to be maintained above 80%	80.00%	107.55%	113.22%	127.97%	100.85%	97.59%	94.65%	92.96%	99.94%	95.55%	87.88%	87.22%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30.00%	29.01%	51.35%	58.34%	37.33%	42.29%	39.75%	31.37%	34.90%	31.79%	31.06%	31.73%

1.2 Assumptions to the financial plan statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2026-27 to 2035-36

Description and table of annual escalations, for the 10 year period, for each income and expenditure line item contained in the Comprehensive Income Statement.

Escalation Factors % movement	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Rates and charges	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%	2.38%
Supplementary rates	2.75%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%
Statutory fees and fines	2.75%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%
User fees	0.00%-3.00%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%
Grants - Operating	2.25%	1.84%	1.84%	1.84%	1.84%	1.84%	1.84%	1.84%	1.84%	1.84%
Other income	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%
Employee costs	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials and consumables	3.25%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%
Utilities	3.25%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%
Other expenses	3.25%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%

2. Financial Plan Statements

This section presents information in regard to the Financial Plan Statements for the 10 years from 2026-27 to 2035-36

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* (Vic) and the *Local Government (Planning and Reporting) Regulations 2020* (Vic)

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

2.1 Comprehensive Income Statement

	Forecast / Actual 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	2035-36 $'000
Income / Revenue											
Rates and charges	57,723	**60,177**	62,525	64,953	67,464	70,059	72,743	76,055	78,935	81,912	84,989
Statutory fees and fines	817	**797**	826	848	870	893	917	941	965	991	1,017
User fees	5,497	**5,839**	5,984	6,142	6,303	6,469	6,639	6,814	6,993	7,177	7,366
Grants - operating	15,720	**16,200**	15,853	16,145	16,442	16,745	17,053	17,367	17,686	18,012	18,343
Grants - capital	3,192	**3,559**	1,249	3,505	2,704	1,360	1,082	1,082	1,082	1,082	1,082
Contributions - monetary	2,099	**6,407**	2,098	3,792	4,387	2,612	5,291	4,561	4,830	5,872	5,872
Contributions - non-monetary	14,245	**14,451**	14,921	15,406	15,906	16,423	16,957	17,508	18,077	18,665	19,271
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3,180	**3,440**	448	386	324	798	1,032	1,188	708	531	1,137
Other income	2,596	**2,761**	2,211	1,949	1,488	1,445	1,570	1,611	1,763	1,961	2,156
Total income/revenue	105,069	**113,631**	106,116	113,125	115,888	116,804	123,284	127,127	131,040	136,202	141,232
Expenses											
Employee costs	35,115	**36,975**	38,284	39,639	41,042	42,495	44,000	45,558	47,172	48,843	50,574
Materials and services	28,709	**29,717**	26,822	27,861	27,790	28,229	28,829	30,089	30,296	31,216	32,252
Depreciation	16,772	**18,524**	19,786	20,847	21,691	22,777	23,753	24,610	25,525	26,448	27,424
Amortisation - intangible assets	29	**28**	19	-	-	-	-	-	-	-	-
Depreciation - right of use assets	708	**373**	216	95	38	7	-	-	-	-	-
Borrowing costs	631	**551**	560	570	580	591	601	152	-	-	-
Finance Costs - leases	63	**25**	12	5	2	-	-	-	-	-	-
Other expenses	1,421	**1,117**	1,146	1,176	1,207	1,239	1,272	1,305	1,339	1,375	1,411
Total expenses	83,448	**87,310**	86,845	90,193	92,350	95,338	98,455	101,714	104,332	107,882	111,660
Surplus/(deficit) for the year	21,621	**26,321**	19,271	22,931	23,538	21,466	24,829	25,413	26,707	28,320	29,572
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation gain / (loss)	10,259	**30,060**	26,389	28,020	29,344	30,823	32,265	33,573	35,017	36,489	38,008
Total other comprehensive income	10,259	**30,060**	26,389	28,020	29,344	30,823	32,265	33,573	35,017	36,489	38,008
Total comprehensive result	31,880	**56,381**	45,660	50,952	52,882	52,290	57,094	58,986	61,725	64,810	67,580
Underlying Surplus/(deficit)	2,022	**1,841**	940	166	478	1,009	1,436	2,199	2,655	2,638	3,284
Adjusted Underlying Surplus/(deficit)	315	**40**	492	(220)	154	210	404	1,010	1,947	2,107	2,147

Note: Totals and variances may not reconcile due to rounding.

Adjusted underlying position excludes asset sale proceeds and associated costs, which are non-operational and non-recurring. This provides a clearer view of Council's ongoing operating performance and financial sustainability.

2.2 Balance Sheet

	Forecast / Actual 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	2035-36 $'000
Assets											
Current assets											
Cash and cash equivalents	17,158	**15,623**	17,529	14,158	13,961	13,893	13,525	14,805	14,456	13,628	13,745
Trade and other receivables	4,000	**3,940**	3,680	4,001	4,111	4,081	4,316	4,456	4,606	4,935	5,068
Other financial assets	46,410	**43,161**	25,897	32,371	31,724	30,137	34,658	34,658	39,857	47,031	53,145
Inventories	74	**78**	82	86	90	94	99	104	109	115	121
Prepayments	2,186	**2,230**	2,274	2,320	2,366	2,414	2,462	2,511	2,561	2,612	2,665
Non-current assets classified as held for sale	4,759	**-**	-	-	-	-	-	-	-	-	-
Contract assets	1,795	**1,777**	1,759	1,742	1,724	1,707	1,690	1,673	1,656	1,640	1,623
Other assets	469	**924**	981	881	922	923	904	941	939	954	972
Total current assets	76,851	**67,733**	52,202	55,558	54,897	53,250	57,653	59,148	64,184	70,915	77,340
Non-current assets											
Trade and Other Receivables	1,019	**1,082**	1,145	1,208	1,271	1,334	1,397	1,460	1,523	1,586	1,649
Property, infrastructure, plant & equipment	961,200	**1,023,970**	1,084,438	1,131,659	1,184,720	1,238,240	1,290,461	1,348,039	1,404,872	1,463,164	1,524,546
Right-of-use assets	729	**356**	140	45	7	-	-	-	-	-	-
Intangible assets	47	**19**	-	-	-	-	-	-	-	-	-
Total non-current assets	962,995	**1,025,427**	1,085,723	1,132,912	1,185,998	1,239,574	1,291,858	1,349,499	1,406,395	1,464,750	1,526,195
Total assets	1,039,846	**1,093,160**	1,137,924	1,188,470	1,240,895	1,292,823	1,349,511	1,408,647	1,470,579	1,535,665	1,603,534
Liabilities											
Current liabilities											
Trade and other payables	4,406	**4,230**	4,061	4,256	4,347	4,505	4,620	4,826	4,922	5,072	5,222
Trust funds and deposits	1,418	**1,397**	1,376	1,355	1,335	1,315	1,295	1,276	1,257	1,238	1,219
Contract and other liabilities	3,015	**1,055**	1,076	1,098	1,120	1,142	1,165	1,188	1,212	1,236	1,261
Provisions	6,251	**6,365**	6,543	6,727	6,916	7,113	7,314	7,523	7,738	7,961	8,057
Interest-bearing liabilities	502	**521**	540	560	581	603	154	-	-	-	-
Lease liabilities	361	**231**	101	42	7	-	-	-	-	-	-
Total current liabilities	15,953	**13,799**	13,697	14,038	14,306	14,678	14,548	14,813	15,129	15,507	15,759
Non-current liabilities											
Contract and other liabilities	5,397	**5,397**	5,397	5,397	5,397	5,397	5,397	5,397	5,397	5,397	5,397
Provisions	2,439	**2,278**	2,125	1,980	1,843	1,712	1,590	1,475	1,367	1,264	1,302
Interest-bearing liabilities	2,959	**2,438**	1,898	1,338	757	154	-	-	-	-	-
Lease liabilities	381	**150**	49	7	-	-	-	-	-	-	-
Total non-current liabilities	11,176	**10,263**	9,469	8,722	7,997	7,263	6,987	6,872	6,764	6,661	6,699
Total liabilities	27,129	**24,062**	23,166	22,760	22,303	21,941	21,536	21,685	21,892	22,169	22,458
Net assets	1,012,717	**1,069,098**	1,114,758	1,165,710	1,218,592	1,270,882	1,327,976	1,386,962	1,448,686	1,513,496	1,581,076
Equity											
Accumulated surplus	474,673	**501,821**	524,814	545,620	573,169	599,269	621,424	647,619	673,736	701,473	729,921
Reserves	538,044	**567,277**	589,944	620,090	645,423	671,613	706,552	739,343	774,950	812,023	851,155
Total equity	1,012,717	**1,069,098**	1,114,758	1,165,710	1,218,592	1,270,882	1,327,976	1,386,962	1,448,686	1,513,496	1,581,076

Note: Totals and variances may not reconcile due to rounding.

2.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2026 Forecast Actual				
Balance at beginning of the financial year	932,743	405,499	517,175	10,069
Surplus/(deficit) for the year	21,621	21,621	-	-
Net asset revaluation gain/(loss)	10,259	-	10,259	-
Transfers to other reserves	48,094	47,553	-	541
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**1,012,717**	**474,673**	**527,434**	**10,610**
2027				
Balance at beginning of the financial year	**1,012,717**	**474,673**	**527,434**	**10,610**
Surplus/(deficit) for the year	**26,321**	**26,321**	**-**	**-**
Net asset revaluation gain/(loss)	**30,060**	**-**	**30,060**	**-**
Transfers to other reserves	**826**	**826**	**-**	**-**
Transfers from other reserves	**(826)**	**-**	**-**	**(826)**
Balance at end of the financial year	**1,069,098**	**501,821**	**557,494**	**9,784**
2028				
Balance at beginning of the financial year	1,069,098	501,821	557,494	9,784
Surplus/(deficit) for the year	19,271	19,271	-	-
Net asset revaluation gain/(loss)	26,389	-	26,389	-
Transfers to other reserves	3,723	3,723	-	-
Transfers from other reserves	(3,723)	-	-	(3,723)
Balance at end of the financial year	**1,114,758**	**524,814**	**583,883**	**6,061**
2029				
Balance at beginning of the financial year	1,114,758	524,814	583,883	6,061
Surplus/(deficit) for the year	22,931	22,931	-	-
Net asset revaluation gain/(loss)	28,020	-	28,020	-
Transfers to other reserves	(2,126)	(2,126)	-	-
Transfers from other reserves	2,126	-	-	2,126
Balance at end of the financial year	**1,165,710**	**545,620**	**611,903**	**8,187**
2030				
Balance at beginning of the financial year	1,165,710	545,620	611,903	8,187
Surplus/(deficit) for the year	23,538	23,538	-	-
Net asset revaluation gain/(loss)	29,344	-	29,344	-
Transfers to other reserves	4,012	4,012	-	-
Transfers from other reserves	(4,012)	-	-	(4,012)
Balance at end of the financial year	**1,218,592**	**573,169**	**641,248**	**4,175**

Note: Totals and variances may not reconcile due to rounding.

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2031				
Balance at beginning of the financial year	1,218,592	573,169	641,248	4,175
Surplus/(deficit) for the year	21,466	21,466	-	-
Net asset revaluation gain/(loss)	30,823	-	30,823	-
Transfers to other reserves	4,633	4,633	-	-
Transfers from other reserves	(4,633)	-	-	(4,633)
Balance at end of the financial year	**1,270,882**	**599,269**	**672,071**	**(458)**
2032				
Balance at beginning of the financial year	1,270,882	599,269	672,071	(458)
Surplus/(deficit) for the year	24,829	24,829	-	-
Net asset revaluation gain/(loss)	32,265	-	32,265	-
Transfers to other reserves	2,674	-	-	2,674
Transfers from other reserves	(2,674)	(2,674)	-	-
Balance at end of the financial year	**1,327,976**	**621,424**	**704,336**	**2,216**
2033				
Balance at beginning of the financial year	1,327,976	621,424	704,336	2,216
Surplus/(deficit) for the year	25,413	25,413	-	-
Net asset revaluation gain/(loss)	33,573	-	33,573	-
Transfers to other reserves	782	782	-	-
Transfers from other reserves	(782)	-	-	(782)
Balance at end of the financial year	**1,386,962**	**647,619**	**737,909**	**1,434**
2034				
Balance at beginning of the financial year	1,386,962	647,619	737,909	1,434
Surplus/(deficit) for the year	26,707	26,707	-	-
Net asset revaluation gain/(loss)	35,017	-	35,017	-
Transfers to other reserves	590	-	-	590
Transfers from other reserves	(590)	(590)	-	-
Balance at end of the financial year	**1,448,686**	**673,736**	**772,926**	**2,024**
2035				
Balance at beginning of the financial year	1,448,686	673,736	772,926	2,024
Surplus/(deficit) for the year	28,320	28,320	-	-
Net asset revaluation gain/(loss)	36,489	-	36,489	-
Transfers to other reserves	583	-	-	583
Transfers from other reserves	(583)	(583)	-	-
Balance at end of the financial year	**1,513,496**	**701,473**	**809,416**	**2,608**
2036				
Balance at beginning of the financial year	1,513,496	701,473	809,416	2,608
Surplus/(deficit) for the year	29,572	29,572	-	-
Net asset revaluation gain/(loss)	38,008	-	38,008	-
Transfers to other reserves	1,124	-	-	1,124
Transfers from other reserves	(1,124)	(1,124)	-	-
Balance at end of the financial year	**1,581,076**	**729,921**	**847,424**	**3,732**

Note: Totals and variances may not reconcile due to rounding.

2.4 Statement of Cash Flows

	Forecast / Actual 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	2035-36 $'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	57,676	**60,161**	62,390	64,801	67,313	69,904	72,591	75,904	78,820	81,793	84,875
Statutory fees and fines	688	**806**	825	847	869	892	916	939	964	990	1,016
User fees	5,855	**6,419**	6,576	6,747	6,925	7,107	7,295	7,485	7,683	7,885	8,094
Grants - operating	14,497	**16,212**	15,873	16,129	16,428	16,730	17,040	17,349	17,670	17,897	18,328
Grants - capital	2,104	**3,562**	1,363	3,393	2,743	1,426	1,096	1,082	1,082	1,076	1,082
Contributions - monetary	2,099	**6,407**	2,098	3,792	4,387	2,612	5,291	4,561	4,830	5,872	5,872
Interest received	1,505	**2,475**	2,022	1,756	1,292	1,246	1,368	1,405	1,553	1,747	1,938
Other receipts	11	**268**	1,161	1,211	1,744	2,511	2,440	2,762	2,880	2,814	2,903
Net GST refund / payment	-	**5,001**	6,090	5,044	5,389	5,451	5,240	5,631	5,640	5,799	6,023
Employee costs	(34,695)	**(37,146)**	(38,366)	(39,717)	(41,128)	(42,585)	(44,099)	(45,654)	(47,277)	(48,953)	(50,694)
Materials and services	(26,187)	**(32,303)**	(29,836)	(30,305)	(31,109)	(32,094)	(32,791)	(33,621)	(34,543)	(35,423)	(36,361)
Trust funds and deposits repaid	(20)	**(21)**	(21)	(21)	(20)	(20)	(20)	(19)	(19)	(19)	(19)
Other payments	(7,273)	**(3,742)**	(1,953)	(2,675)	(2,438)	(2,601)	(2,787)	(3,450)	(3,067)	(3,170)	(3,397)
Net cash provided by/(used in) operating activities	16,260	**28,098**	28,222	31,002	32,396	30,578	33,580	34,375	36,216	38,308	39,659
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(20,253)	**(41,244)**	(46,599)	(30,957)	(36,263)	(35,781)	(29,359)	(34,095)	(32,146)	(32,545)	(34,679)
Proceeds from sale of property, infrastructure, plant and equipment	5,354	**9,801**	4,343	4,274	4,207	4,728	1,135	1,307	779	584	1,251
Proceeds from sale of investments	1,796	**3,249**	17,265	(6,474)	647	1,586	(4,521)	-	(5,199)	(7,174)	(6,114)
Net cash provided by/(used in) investing activities	(13,103)	**(28,194)**	(24,992)	(33,157)	(31,408)	(29,467)	(32,744)	(32,788)	(36,566)	(39,135)	(39,542)
Cash flows from financing activities											
Finance costs	(572)	**(551)**	(560)	(570)	(580)	(591)	(601)	(152)	-	-	-
Repayment of borrowings	(6,498)	**(502)**	(521)	(540)	(560)	(581)	(603)	(154)	-	-	-
Interest paid - lease liability	(63)	**(25)**	(12)	(5)	(2)	-	-	-	-	-	-
Repayment of lease liabilities	(829)	**(361)**	(231)	(101)	(42)	(7)	-	-	-	-	-
Net cash provided by/(used in) financing activities	(7,962)	**(1,439)**	(1,324)	(1,216)	(1,184)	(1,179)	(1,204)	(306)	-	-	-
Net increase/(decrease) in cash & cash equivalents	(4,805)	**(1,535)**	1,906	(3,371)	(197)	(68)	(368)	1,280	(349)	(827)	117
Cash and cash equivalents at the beginning of the financial year	21,963	**17,158**	15,623	17,529	14,158	13,961	13,893	13,525	14,805	14,456	13,628
Cash and cash equivalents at the end of the financial year	17,158	**15,623**	17,529	14,158	13,961	13,893	13,525	14,805	14,456	13,628	13,745

Note: Totals and variances may not reconcile due to rounding.

2.5 Statement of Capital Works

	Forecast / Actual 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	2035-36 $'000
Property											
Land	-	**-**	885	-	383	243	692	1,218	442	-	-
Total land	-	**-**	885	-	383	243	692	1,218	442	-	-
Buildings	3,597	**6,880**	14,760	6,249	6,068	11,836	5,275	5,413	5,556	5,702	5,852
Building improvements	-	**-**	-	-	-	-	-	-	-	-	-
Total buildings	3,597	**6,880**	14,760	6,249	6,068	11,836	5,275	5,413	5,556	5,702	5,852
Total property	3,597	**6,880**	15,644	6,249	6,451	12,079	5,967	6,632	5,997	5,702	5,852
Plant and equipment											
Plant, machinery and equipment	1,558	**6,626**	2,706	1,521	1,606	3,349	3,440	3,961	2,361	1,770	3,790
Fixtures, fittings and furniture	85	**85**	87	90	92	94	97	99	102	105	107
Computers and telecommunications	274	**108**	665	339	253	453	695	420	281	630	646
Total plant and equipment	1,917	**6,819**	3,457	1,950	1,951	3,896	4,232	4,481	2,744	2,505	4,543
Infrastructure											
Roads	6,315	**10,526**	14,952	8,673	7,254	7,530	7,979	10,438	8,060	8,247	7,981
Bridges	1,342	**700**	1,458	443	454	1,576	479	491	1,703	517	531
Footpaths and cycleways	1,742	**2,458**	2,345	1,357	1,396	1,436	1,478	1,521	1,565	1,611	1,654
Drainage	1,803	**4,323**	2,336	2,941	9,504	2,620	4,069	4,811	6,449	8,063	8,037
Recreational, leisure and community facilities	1,190	**1,242**	287	4,139	3,816	1,045	148	152	156	160	164
Parks, open space and streetscapes	2,097	**4,295**	1,707	2,127	1,905	2,091	2,116	2,288	2,289	2,474	2,448
Off street car parks	250	**250**	257	263	270	277	285	292	300	308	316
Total infrastructure	14,739	**23,795**	23,342	19,944	24,599	16,576	16,554	19,994	20,523	21,380	21,131
Total capital works expenditure	20,253	**37,495**	42,443	28,143	33,001	32,551	26,752	31,107	29,264	29,586	31,526
Represented by:											
New asset expenditure	1,101	**11,462**	11,810	5,175	12,941	8,926	2,986	6,526	4,637	5,793	5,171
Asset renewal expenditure	9,749	**20,773**	19,856	19,702	19,069	22,957	23,087	23,888	23,922	23,075	25,701
Asset expansion expenditure	8,552	**1,810**	7,129	2,094	-	-	-	-	-	-	-
Asset upgrade expenditure	851	**3,450**	3,649	1,171	991	668	680	693	706	719	654
Total capital works expenditure	20,253	**37,495**	42,443	28,143	33,001	32,551	26,752	31,107	29,264	29,586	31,526
Funding sources represented by:											
Grants	3,192	**2,122**	1,249	3,505	2,704	1,360	1,082	1,082	1,082	1,082	1,082
Council cash	17,061	**35,372**	41,194	24,638	30,297	31,191	25,670	30,024	28,182	28,504	30,444
Total capital works expenditure	20,253	**37,495**	42,443	28,143	33,001	32,551	26,752	31,107	29,264	29,586	31,526

Note: Totals and variances may not reconcile due to rounding.

2.6 Statement of Human Resources

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	2035-36 $'000
Staff expenditure											
Employee costs - operating	35,115	**37,105**	38,283	39,499	40,754	42,180	43,657	45,185	46,766	48,403	50,097
Employee costs - capital	-	**1,008**	1,043	1,080	1,118	1,157	1,197	1,239	1,282	1,327	1,374
Total staff expenditure	35,115	**38,113**	39,326	40,579	41,872	43,337	44,854	46,424	48,049	49,730	51,471

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	2035-36 FTE
Staff numbers											
Employees	304.6	**310.9**	313.3	315.8	318.3	320.8	323.3	325.9	328.5	331.1	333.7
Total staff numbers	304.6	**310.9**	313.3	315.8	318.3	320.8	323.3	325.9	328.5	331.1	333.7

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

Department	Budget	Comprises		
		Permanent		
	2026-27 $'000	Full Time $'000	Part Time $'000	Casual $'000
Office of the CEO	**542**	542	-	-
Community and Partnerships	**13,126**	5,167	6,862	1,097
Corporate	**8,193**	6,045	1,928	220
Infrastructure & Growth	**15,243**	12,941	1,970	332
Total permanent staff expenditure	**37,105**	24,695	10,761	1,650
Capitalised labour costs	**1,008**	1,008	-	-
Total expenditure	**38,113**	**25,703**	**10,761**	**1,650**

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

Department	Budget	Comprises		
		Permanent		Casual
	2026-27	Full Time	Part Time	
Office of the CEO	**2.0**	2.0	-	-
Community & Partnerships	**109.8**	40.5	62.9	6.4
Corporate	**62.2**	45.4	15.2	1.5
Infrastructure & Growth	**137.0**	115.6	21.0	0.4
Total staff	**310.9**	**203.5**	**99.0**	**8.3**

Note: Totals and variances may not reconcile due to rounding.

2.7 Summary of Planned Human Resources Expenditure
For the ten years ended 30 June 2036

	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	2035-36 $'000
Office of the CEO										
Permanent - Full time	542	559	577	596	617	639	661	684	708	733
Women	120	124	128	132	137	142	147	152	157	163
Men	422	435	449	464	480	497	514	532	551	570
Total Office of the CEO	542	559	577	596	617	639	661	684	708	733
Community & Partnerships										
Permanent - Full time	5,166	5,330	5,501	5,680	5,879	6,085	6,298	6,518	6,746	6,982
Women	4,398	4,538	4,684	4,836	5,005	5,181	5,362	5,549	5,744	5,945
Men	768	792	818	844	874	904	936	969	1,003	1,038
Permanent - Part time	6,863	7,081	7,309	7,547	7,811	8,084	8,367	8,660	8,963	9,277
Women	6,674	6,886	7,107	7,339	7,595	7,861	8,136	8,421	8,716	9,021
Men	129	134	138	142	147	153	158	163	169	175
Person of Self-Described Gender	60	62	64	66	68	70	73	75	78	81
Total Community & Partnerships	12,029	12,411	12,810	13,227	13,690	14,169	14,665	15,178	15,709	16,259
Corporate										
Permanent - Full time	6,045	6,237	6,437	6,647	6,879	7,120	7,369	7,627	7,894	8,171
Women	3,506	3,617	3,734	3,855	3,990	4,130	4,274	4,424	4,579	4,739
Men	2,539	2,620	2,704	2,792	2,889	2,991	3,095	3,204	3,316	3,432
Permanent - Part time	1,928	1,989	2,053	2,120	2,194	2,271	2,350	2,433	2,518	2,606
Women	1,508	1,556	1,606	1,658	1,716	1,776	1,839	1,903	1,970	2,039
Men	420	433	447	462	478	494	512	530	548	567
Total Corporate	7,973	8,226	8,490	8,767	9,074	9,391	9,720	10,060	10,412	10,777
Infrastructure & Growth										
Permanent - Full time	12,941	13,351	13,780	14,229	14,727	15,242	15,776	16,328	16,900	17,491
Women	2,297	2,370	2,446	2,526	2,614	2,706	2,801	2,899	3,000	3,105
Men	10,643	10,981	11,334	11,703	12,113	12,537	12,975	13,430	13,900	14,386
Permanent - Part time	1,970	2,033	2,098	2,167	2,242	2,321	2,402	2,486	2,573	2,663
Women	724	747	771	796	824	853	883	914	946	979
Men	1,246	1,286	1,327	1,370	1,418	1,468	1,519	1,572	1,627	1,684
Total Infrastructure & Growth	14,911	15,384	15,879	16,396	16,969	17,563	18,178	18,814	19,473	20,154
Casuals, temporary and other expenditure	1,650	1,702	1,743	1,769	1,830	1,895	1,961	2,029	2,100	2,174
Capitalised labour costs	1,008	1,043	1,080	1,118	1,157	1,197	1,239	1,282	1,327	1,374
Total staff expenditure	**38,113**	**39,326**	**40,579**	**41,872**	**43,337**	**44,854**	**46,424**	**48,049**	**49,730**	**51,471**

Note: Totals and variances may not reconcile due to rounding.

3. 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 Actual 2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Financial management												
Operating position (an adjusted underlying surplus is generated in the ordinary course of business)	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (deficit) / Adjusted underlying revenue	2.44%	3.03%	2.32%	1.69%	1.70%	2.16%	2.50%	3.11%	3.43%	3.31%	3.73%
Liquidity (sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	481.73%	490.86%	381.11%	395.76%	383.74%	362.78%	396.28%	399.29%	424.25%	457.30%	490.77%
Liquidity (sufficient working capital and cash is available to cover expenses)	**Cash compared to current liabilities** Cash / current liabilities	107.55%	113.22%	127.97%	100.85%	97.59%	94.65%	92.96%	99.94%	95.55%	87.88%	87.22%
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	67.49%	66.84%	69.71%	69.94%	70.60%	70.26%	70.35%	70.70%	71.23%	71.63%	71.56%
Rates effort (rating level is set based on the community's capacity to pay)	**Rates compared to property values** Rate revenue / CIV of rateable properties in the municipality	0.45%	0.43%	0.44%	0.46%	0.48%	0.50%	0.51%	0.54%	0.56%	0.58%	0.60%
Expenditure level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses/ no. of property assessments	$3,856	$3,966	$3,979	$4,147	$4,267	$4,432	$4,580	$4,735	$4,861	$5,022	$5,194
Revenue level (resources are used efficiently in the delivery of services)	**Average rate per property assessment** General rates and municipal charges / no. of property assessments	$2,296	$2,365	$2,462	$2,562	$2,666	$2,774	$2,885	$3,025	$3,145	$3,269	$3,397
Financial forecasting												
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to own-source revenue** Interest bearing loans and borrowings / own-source revenue	4.96%	4.05%	3.35%	2.52%	1.71%	0.92%	0.18%	0.00%	0.00%	0.00%	0.00%
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings repayments compared to own-source revenue** Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	10.13%	1.44%	1.49%	1.47%	1.46%	1.43%	1.41%	0.34%	0.00%	0.00%	0.00%
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue	16.01%	14.06%	13.02%	11.57%	10.25%	8.87%	8.19%	7.71%	7.35%	6.99%	6.74%
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	63.20%	130.76%	118.80%	100.13%	92.48%	103.72%	100.06%	99.88%	96.48%	89.96%	96.10%

4. Strategies and Plans

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

4.1 Borrowing Strategy

4.1.1 Current Debt Position

The total amount borrowed as at 30 June 2025 $9,769,000

4.1.2 Future Borrowing Requirements

	Forecast / Actual										
	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	2035-36 $'000
Opening balance	9,959	3,461	2,959	2,438	1,898	1,338	757	154	-	-	-
Less Principal repayment	(6,498)	(502)	(521)	(540)	(560)	(581)	(603)	(154)	-	-	-
Closing balance	3,461	2,959	2,438	1,898	1,338	757	154	-	-	-	-
Interest payment	-	551	560	570	580	591	601	152	-	-	-

Note: Totals and variances may not reconcile due to rounding.

Performance Indicator	Target	Forecast / Actual										
		2025-26 %	2026-27 %	2027-28 %	2028-29 %	2029-30 %	2030-31 %	2031-32 %	2032-33 %	2033-34 %	2034-35 %	2035-36 %
Total borrowings / Own-source revenue	Below 60%	4.96%	4.05%	3.35%	2.52%	1.71%	0.92%	0.18%	0.00%	0.00%	0.00%	0.00%
Debt servicing / Own-source revenue	Below 5%	10.13%	1.44%	1.49%	1.47%	1.46%	1.43%	1.41%	0.34%	0.00%	0.00%	0.00%
Indebtedness / Own-source revenue	Below 60%	16.01%	14.06%	13.02%	11.57%	10.25%	8.87%	8.19%	7.71%	7.35%	6.99%	6.74%

4.2.2 Reserve Usage Projections

10 Year projection of each reserve fund. Include restrictions to usage.

Reserves	Restricted / Discretionary	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	2035-36 $000's
Waste Management Reserve	**Restricted**											
Opening balance		1,323	1,624	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144
Transfer from reserve		301	(480)	-	-	-	-	-	-	-	-	-
Closing balance		**1,624**	**1,144**	**1,144**	**1,144**	**1,144**	**1,144**	**1,144**	**1,144**	**1,144**	**1,144**	**1,144**
s 173 Development Contributions Reserve	**Restricted**											
Opening balance		3,473	3,601	3,715	3,561	2,771	2,609	2,442	2,272	2,096	1,917	1,732
Transfer from reserve		128	114	(154)	(790)	(162)	(166)	(171)	(175)	(180)	(185)	-
Closing balance		**3,601**	**3,715**	**3,561**	**2,771**	**2,609**	**2,442**	**2,272**	**2,096**	**1,917**	**1,732**	**1,732**
Leneva Baranduda Development Contributions Reserve	**Restricted**											
Opening balance		5,273	5,385	4,925	1,356	4,272	422	(4,044)	(1,200)	(1,806)	(1,036)	(268)
Transfer to reserve		112	53	2,098	3,687	4,387	2,612	5,291	4,561	4,830	5,872	5,872
Transfer from reserve		-	(513)	(5,667)	(772)	(8,236)	(7,079)	(2,447)	(5,168)	(4,060)	(5,104)	(4,748)
Closing balance		**5,385**	**4,925**	**1,356**	**4,272**	**422**	**(4,044)**	**(1,200)**	**(1,806)**	**(1,036)**	**(268)**	**856**
Reserves Summary	**Total Restricted**											
Opening balance		10,069	10,610	9,784	6,061	8,187	4,175	(458)	2,216	1,434	2,024	2,608
Transfer to reserve		112	53	2,098	3,687	4,387	2,612	5,291	4,561	4,830	5,872	5,872
Transfer from reserve		429	(879)	(5,821)	(1,562)	(8,399)	(7,245)	(2,617)	(5,343)	(4,240)	(5,289)	(4,748)
Closing balance		**10,610**	**9,784**	**6,061**	**8,187**	**4,175**	**(458)**	**2,216**	**1,434**	**2,024**	**2,608**	**3,732**

Note: Totals and variances may not reconcile due to rounding.