

Draft Long Term Financial Plan

2025 - 2026 to 2034 - 2035

Model Financial Plan Reports

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Disclaimer

The Draft Long Term Financial Plan 2025/2026 to 2034/2035, 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 2024/25 Forecast is as at 31 December 2024 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										
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Consistent underlying surplus results	Adjusted underlying result greater than $0	$0	$2,472	$40	$31	$559	$231	$2,271	$2,207	$2,344	$2,861	$4,128	$4,440
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	3.44	2.85	2.19	1.43	1.56	1.69	1.91	1.85	1.56	2.02	2.39
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%	102.52%	110.77%	124.94%	132.10%	96.56%	93.91%	106.79%	106.87%	108.36%	104.94%	98.77%
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%	60.00%	17.69%	6.04%	4.99%	3.97%	2.98%	2.03%	1.11%	0.22%	0.00%	0.00%	0.00%
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%	80.00%	96.33%	94.89%	99.57%	88.23%	159.18%	205.21%	207.11%	219.90%	241.82%	257.67%	282.94%
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%	32.39%	45.40%	48.94%	55.37%	39.09%	40.02%	34.66%	39.85%	42.66%	30.65%	33.60%

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 2025/26 to 2034/35

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	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rates and charges	3.00%	2.31%	2.31%	2.31%	2.31%	2.31%	2.31%	2.31%	2.31%	2.31%
Supplementary rates	2.75%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%
Statutory fees and fines	2.50%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%
User fees	3.00%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%
Grants - Operating	2.00%	1.81%	1.81%	1.81%	1.81%	1.81%	1.81%	1.81%	1.81%	1.81%
Other income	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%
Employee costs	3.00%	3.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Materials and consumables	3.00%	3.00%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%
Utilities	3.00%	3.00%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%
Other expenses	3.00%	3.00%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%	2.56%

2. Financial Plan Statements

This section presents information in regard to the Financial Plan Statements for the 10 years from 2025/26 to 2034/35

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 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
Income / Revenue											
Rates and charges	55,286	**57,464**	59,421	61,555	63,758	66,043	68,391	70,813	73,986	76,580	79,256
Statutory fees and fines	645	**702**	710	728	747	766	785	805	826	847	869
User fees	5,001	**5,344**	5,491	5,632	5,776	5,924	6,075	6,231	6,390	6,554	6,722
Grants - operating	14,423	**14,304**	14,563	14,826	15,095	15,368	15,646	15,929	16,218	16,511	16,810
Grants - capital	8,648	**2,117**	3,499	1,613	1,082	-	-	-	-	-	-
Contributions - monetary	5,121	**2,099**	1,077	2,153	3,797	4,533	2,708	5,504	4,761	5,059	6,171
Contributions - non-monetary	2,031	**10,245**	10,551	10,868	11,195	11,530	11,877	12,231	12,598	12,977	13,366
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	261	**1,523**	-	-	-	880	-	-	-	-	-
Other income	2,188	**1,497**	1,004	584	615	677	749	723	648	834	973
Total income / revenue	93,604	**95,295**	96,316	97,959	102,065	105,721	106,232	112,236	115,427	119,362	124,167
Expenses											
Employee costs	33,637	**35,694**	36,868	38,014	39,276	40,581	41,929	43,323	44,764	46,253	47,792
Materials and services	24,153	**26,854**	25,333	25,205	26,473	26,278	26,492	27,288	28,601	28,805	29,707
Depreciation	14,621	**15,767**	16,920	17,648	18,305	18,845	19,325	19,857	20,357	20,851	21,369
Amortisation - intangible assets	29	**29**	29	29	17	-	-	-	-	-	-
Depreciation - right of use assets	894	**755**	370	231	50	29	22	-	-	-	-
Borrowing costs	960	**571**	508	500	490	481	470	460	226	-	-
Finance Costs - leases	83	**63**	38	22	4	1	1	-	-	-	-
Other expenses	955	**998**	1,028	1,054	1,081	1,109	1,137	1,166	1,196	1,227	1,258
Total expenses	75,332	**80,731**	81,094	82,703	85,697	87,324	89,377	92,094	95,144	97,135	100,126
Surplus/(deficit) for the year	18,272	**14,564**	15,221	15,256	16,368	18,397	16,855	20,142	20,283	22,227	24,040
Total comprehensive result	18,272	**14,564**	15,221	15,256	16,368	18,397	16,855	20,142	20,283	22,227	24,040
Adjusted Underlying Surplus / (Deficit)	2,472	**40**	31	559	231	2,271	2,207	2,344	2,861	4,128	4,440

2.2 Balance Sheet

	Forecast / Actual 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
Assets											
Current assets											
Cash and cash equivalents	20,513	**20,100**	16,758	12,554	13,976	14,608	15,993	16,034	15,195	21,940	27,271
Trade and other receivables	2,997	**3,412**	3,532	3,585	3,755	3,848	3,870	4,112	4,247	4,385	4,693
Other financial assets	20,792	**10,396**	5,198	5	5	2,084	4,169	2,710	-	-	-
Inventories	50	**53**	55	58	61	64	67	70	74	78	81
Prepayments	657	**670**	684	697	711	725	740	755	770	785	801
Non-current assets classified as held for sale	3,650	**-**	-	-	711	-	-	-	-	-	-
Contract assets	518	**513**	508	503	498	493	488	483	478	473	468
Other assets	203	**380**	428	450	387	385	383	448	482	423	461
Total current assets	49,380	**35,523**	27,163	17,851	20,104	22,207	25,710	24,611	21,246	28,084	33,775
Non-current assets											
Property, infrastructure, plant & equipment	791,987	**812,775**	835,807	859,980	874,559	890,446	903,440	924,313	948,134	963,746	982,386
Right-of-use assets	1,457	**702**	332	101	51	22	-	-	-	-	-
Intangible assets	104	**75**	46	17	-	-	-	-	-	-	-
Total non-current assets	793,548	**813,552**	836,185	860,098	874,610	890,468	903,440	924,313	948,134	963,746	982,386
Total assets	842,928	**849,075**	863,348	877,949	894,714	912,674	929,150	948,924	969,380	991,830	1,016,161
Liabilities											
Current liabilities											
Trade and other payables	4,884	**3,922**	3,846	3,915	4,131	4,207	4,342	4,474	4,683	4,775	4,922
Trust funds and deposits	1,300	**1,281**	1,261	1,242	1,224	1,205	1,187	1,169	1,152	1,135	1,118
Provisions	6,198	**6,369**	6,548	6,734	6,926	7,124	7,327	7,537	7,754	7,978	8,119
Interest-bearing liabilities	1,396	**502**	521	540	560	581	603	154	-	-	-
Lease liabilities	571	**408**	253	54	30	23	-	-	-	-	-
Total current liabilities	14,349	**12,482**	12,430	12,485	12,870	13,141	13,460	13,335	13,588	13,888	14,159
Non-current liabilities											
Provisions	3,538	**3,375**	3,252	3,136	3,026	2,923	2,828	2,739	2,657	2,582	2,602
Interest-bearing liabilities	8,373	**2,959**	2,438	1,898	1,338	757	154	-	-	-	-
Lease liabilities	1,026	**360**	107	53	23	-	-	-	-	-	-
Total non-current liabilities	12,937	**6,694**	5,797	5,087	4,387	3,680	2,982	2,739	2,657	2,582	2,602
Total liabilities	27,286	**19,176**	18,227	17,572	17,257	16,821	16,441	16,074	16,246	16,470	16,761
Net assets	815,642	**829,900**	845,121	860,377	877,456	895,854	912,708	932,850	953,134	975,360	999,401
Equity											
Accumulated surplus	392,546	**405,525**	424,601	442,682	467,080	491,307	507,669	529,199	553,840	572,229	595,199
Reserves	423,096	**424,375**	420,520	417,695	410,376	404,546	405,039	403,651	399,294	403,132	404,202
Total equity	815,642	**829,900**	845,121	860,377	877,456	895,854	912,708	932,850	953,134	975,360	999,401

2.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2025 Forecast Actual				
Balance at beginning of the financial year	797,370	379,395	411,913	6,062
Surplus/(deficit) for the year	18,272	18,272	-	-
Transfers to other reserves	-	-	-	5,121
Transfers from other reserves	-	(5,121)	-	-
Balance at end of the financial year	**815,642**	**392,546**	**411,913**	**11,183**
2026				
Balance at beginning of the financial year	**815,642**	**392,546**	**411,913**	**11,183**
Surplus/(deficit) for the year	**14,564**	**14,564**	**-**	**-**
Net asset revaluation gain/(loss)	**(306)**	**-**	**(306)**	**-**
Transfers to other reserves	**2,613**	**514**	**-**	**2,099**
Transfers from other reserves	**(2,613)**	**(2,099)**	**-**	**(514)**
Balance at end of the financial year	**829,900**	**405,525**	**411,607**	**12,768**
2027				
Balance at beginning of the financial year	829,900	405,525	411,607	12,768
Surplus/(deficit) for the year	15,221	15,221	-	-
Transfers to other reserves	6,008	4,931	-	1,077
Transfers from other reserves	(6,008)	(1,077)	-	(4,931)
Balance at end of the financial year	**845,121**	**424,600**	**411,607**	**8,914**
2028				
Balance at beginning of the financial year	845,121	424,601	411,607	8,913
Surplus/(deficit) for the year	15,256	15,256	-	-
Transfers to other reserves	7,132	4,979	-	2,153
Transfers from other reserves	(7,132)	(2,153)	-	(4,979)
Balance at end of the financial year	**860,377**	**442,683**	**411,607**	**6,087**
2029				
Balance at beginning of the financial year	860,377	442,682	411,607	6,088
Surplus/(deficit) for the year	16,368	16,368	-	-
Net asset revaluation gain/(loss)	711	-	711	-
Transfers to other reserves	15,624	11,827	-	3,797
Transfers from other reserves	(15,624)	(3,797)	-	(11,827)
Balance at end of the financial year	**877,456**	**467,081**	**412,318**	**(1,942)**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2030				
Balance at beginning of the financial year	877,456	467,080	412,318	(1,942)
Surplus/(deficit) for the year	18,397	18,397	-	-
Transfers to other reserves	14,896	10,363	-	4,533
Transfers from other reserves	(14,896)	(4,533)	-	(10,363)
Balance at end of the financial year	**895,854**	**491,307**	**412,318**	**(7,772)**
2031				
Balance at beginning of the financial year	895,854	491,307	412,318	(7,772)
Surplus/(deficit) for the year	16,855	16,855	-	-
Transfers to other reserves	4,923	2,215	-	2,708
Transfers from other reserves	(4,923)	(2,708)	-	(2,215)
Balance at end of the financial year	**912,708**	**507,669**	**412,318**	**(7,279)**
2032				
Balance at beginning of the financial year	912,708	507,669	412,318	(7,279)
Surplus/(deficit) for the year	20,142	20,142	-	-
Transfers to other reserves	12,396	6,892	-	5,504
Transfers from other reserves	(12,396)	(5,504)	-	(6,892)
Balance at end of the financial year	**932,850**	**529,199**	**412,318**	**(8,667)**
2033				
Balance at beginning of the financial year	932,850	529,199	412,318	(8,667)
Surplus/(deficit) for the year	20,283	20,283	-	-
Transfers to other reserves	13,879	9,118	-	4,761
Transfers from other reserves	(13,879)	(4,761)	-	(9,118)
Balance at end of the financial year	**953,134**	**553,839**	**412,318**	**(13,024)**
2034				
Balance at beginning of the financial year	953,134	553,840	412,318	(13,024)
Surplus/(deficit) for the year	22,227	22,227	-	-
Transfers to other reserves	6,280	1,221	-	5,059
Transfers from other reserves	(6,280)	(5,059)	-	(1,221)
Balance at end of the financial year	**975,360**	**572,228**	**412,318**	**(9,186)**
2035				
Balance at beginning of the financial year	975,360	572,229	412,318	(9,186)
Surplus/(deficit) for the year	24,040	24,040	-	-
Transfers to other reserves	1,071	(5,100)	-	6,171
Transfers from other reserves	(1,071)	(6,171)	-	5,100
Balance at end of the financial year	**999,401**	**584,998**	**412,318**	**2,085**

2.4 Statement of Cash Flows

	Forecast / Actual 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	55,111	**57,690**	59,993	62,146	64,346	66,637	68,995	71,436	73,932	76,530	79,204
Statutory fees and fines	683	**688**	709	727	746	765	784	805	825	846	868
User fees	5,186	**5,856**	6,034	6,189	6,346	6,509	6,675	6,847	7,021	7,201	7,386
Grants - operating	13,956	**14,219**	14,551	14,816	15,080	15,355	15,633	15,918	16,202	16,498	16,704
Grants - capital	5,524	**2,105**	3,431	1,706	1,108	53	-	-	-	-	-
Contributions - monetary	5,121	**2,099**	1,077	2,153	3,797	4,533	2,708	5,504	4,761	5,059	6,171
Interest received	1,320	**1,500**	855	433	462	521	591	562	485	668	805
Other receipts	-	**-**	-	144	452	972	1,732	1,637	2,649	2,802	2,730
Net GST refund / payment	-	**4,379**	5,093	5,380	4,703	4,623	4,600	5,310	5,754	5,139	5,490
Employee costs	(34,083)	**(34,587)**	(35,380)	(36,457)	(37,632)	(38,859)	(40,121)	(41,429)	(42,768)	(44,162)	(45,597)
Materials and services	(23,716)	**(25,992)**	(26,321)	(26,563)	(27,406)	(28,135)	(28,855)	(29,601)	(30,344)	(31,160)	(31,928)
Trust funds and deposits repaid	-	**(20)**	(19)	(19)	(19)	(18)	(18)	(18)	(18)	(17)	(17)
Other payments	(3,917)	**(7,388)**	(4,846)	(4,716)	(5,618)	(5,438)	(5,719)	(6,123)	(7,043)	(6,871)	(7,177)
Net cash provided by/(used in) operating activities	25,185	**20,549**	25,177	25,938	26,366	27,517	27,006	30,848	31,455	32,533	34,639
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(16,423)	**(28,941)**	(32,260)	(37,889)	(27,705)	(29,335)	(26,311)	(31,203)	(34,623)	(25,788)	(29,308)
Proceeds from sale of property, infrastructure, plant and equipment	2,340	**5,354**	-	3,850	3,850	5,600	3,850	-	-	-	-
Proceeds from sale of investments	-	**10,396**	5,198	5,193	-	(2,079)	(2,084)	1,459	2,710	-	-
Net cash provided by/(used in) investing activities	(14,083)	**(13,192)**	(27,062)	(28,847)	(23,855)	(25,814)	(24,545)	(29,744)	(31,913)	(25,788)	(29,308)
Cash flows from financing activities											
Finance costs	(945)	**(571)**	(508)	(500)	(490)	(481)	(470)	(460)	(226)	-	-
Repayment of borrowings	(1,322)	**(6,308)**	(502)	(521)	(540)	(560)	(581)	(603)	(154)	-	-
Interest paid - lease liability	(83)	**(63)**	(38)	(22)	(4)	(1)	(1)	-	-	-	-
Repayment of lease liabilities	(977)	**(829)**	(408)	(253)	(54)	(30)	(23)	-	-	-	-
Net cash provided by/(used in) financing activities	(3,327)	**(7,771)**	(1,456)	(1,296)	(1,088)	(1,072)	(1,075)	(1,063)	(380)	-	-
Net increase/(decrease) in cash & cash equivalents	7,775	**(413)**	(3,341)	(4,205)	1,423	631	1,386	40	(838)	6,745	5,331
Cash and cash equivalents at the beginning of the financial year	12,738	**20,513**	20,100	16,758	12,554	13,976	14,608	15,993	16,034	15,195	21,940
Cash and cash equivalents at the end of the financial year	20,513	**20,100**	16,758	12,554	13,976	14,608	15,993	16,034	15,195	21,940	27,271

2.5 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	-	**-**	806	85	28	370	254	1,454	1,147	467	-
Total land	-	**-**	806	85	28	370	254	1,454	1,147	467	-
Buildings	4,579	**3,553**	5,143	16,112	11,128	5,017	4,808	4,952	5,101	5,054	5,206
Building improvements	-	**-**	2,060	1,061	-	-	-	-	-	-	-
Total buildings	4,579	**3,553**	7,203	17,173	11,128	5,017	4,808	4,952	5,101	5,054	5,206
Total property	4,579	**3,553**	8,009	17,257	11,156	5,387	5,063	6,406	6,248	5,521	5,206
Plant and equipment											
Plant, machinery and equipment	1,110	**4,308**	1,625	2,797	1,469	1,672	3,499	3,608	4,169	2,493	1,877
Fixtures, fittings and furniture	150	**85**	88	90	93	96	99	101	105	108	111
Computers and telecommunications	659	**234**	426	711	362	267	505	808	479	308	796
Total plant and equipment	1,919	**4,627**	2,139	3,598	1,924	2,035	4,103	4,517	4,753	2,909	2,784
Infrastructure											
Roads	3,706	**7,856**	6,394	5,945	6,091	5,183	5,645	8,163	5,739	5,912	6,089
Bridges	4,825	**510**	514	1,507	459	473	1,647	502	517	1,799	549
Footpaths and cycleways	412	**2,225**	1,833	1,363	1,407	1,453	1,501	1,550	1,601	1,654	1,708
Drainage	226	**2,898**	6,750	2,349	1,825	9,486	3,530	4,778	10,036	2,899	7,403
Recreational, leisure and community facilities	1,037	**1,110**	670	490	164	520	174	179	184	190	196
Parks, open space and streetscapes	1,324	**3,282**	2,835	1,677	1,890	1,883	1,991	2,105	2,193	2,286	2,383
Off street car parks	77	**250**	258	265	273	281	290	299	307	317	326
Total infrastructure	11,607	**18,130**	19,253	13,597	12,109	19,280	14,777	17,575	20,579	15,056	18,653
Total capital works expenditure	18,105	**26,310**	29,401	34,453	25,189	26,702	23,942	28,499	31,580	23,486	26,643
Represented by:											
New asset expenditure	2,816	**8,845**	8,261	4,139	7,514	9,005	3,304	7,278	9,521	1,605	5,537
Asset renewal expenditure	12,587	**16,197**	18,743	19,340	17,014	16,876	20,151	20,719	21,542	21,350	20,559
Asset expansion expenditure	300	**-**	-	7,000	-	-	-	-	-	-	-
Asset upgrade expenditure	2,402	**1,268**	2,396	3,974	661	822	487	502	517	532	548
Total capital works expenditure	18,105	**26,310**	29,401	34,453	25,189	26,702	23,942	28,499	31,580	23,486	26,643
Funding sources represented by:											
Grants	8,648	**2,117**	3,499	1,613	1,082	-	-	-	-	-	-
Council cash	9,457	**24,193**	25,902	32,840	24,107	26,702	23,942	28,499	31,580	23,486	26,643
Total capital works expenditure	18,105	**26,310**	29,401	34,453	25,189	26,702	23,942	28,499	31,580	23,486	26,643

2.6 Statement of Human Resources

Staff expenditure	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
Staff expenditure											
Employee costs - operating	33,637	**35,808**	36,799	37,938	39,193	40,490	41,830	43,215	44,646	46,125	47,654
Total staff expenditure	33,637	**35,808**	36,799	37,938	39,193	40,490	41,830	43,215	44,646	46,125	47,654

Staff numbers	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
Staff numbers											
Employees	306.8	**310.3**	310.3	313.1	315.9	318.7	321.5	324.4	327.3	330.2	333.1
Total staff numbers	306.8	**310.3**	310.3	313.1	315.9	318.7	321.5	324.4	327.3	330.2	333.1

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

Department	Total	Comprises Permanent		Casual
		Full Time	Part Time	
	$'000	$'000	$'000	$'000
Office of the CEO, inc. Economic Development	**862**	862	-	-
Infrastructure and Growth	**17,188**	14,321	2,510	357
Community and Corporate	**17,758**	9,961	6,742	1,055
Total permanent staff expenditure	**35,808**	25,144	9,252	1,412
Total staff expenditure	**35,808**	25,144	9,252	1,412

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

Department	Total	Comprises Permanent		Casual
		Full Time	Part Time	
Office of the CEO, inc. Economic Development	**5.4**	5.0	0.4	-
Infrastructure and Growth	**151.1**	121.9	24.0	5.2
Community and Corporate	**153.9**	83.1	60.9	9.9
Total staff	**310.3**	210.0	85.3	15.1

2.7 Summary of Planned Human Resources Expenditure
For the ten years ended 30 June 2035

	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Office of the CEO, inc. Economic Development										
Permanent - Full time	800	824	851	878	907	936	967	998	1,031	1,064
Women	379	390	403	416	430	444	458	473	488	504
Men	421	434	448	462	477	493	509	525	542	560
Permanent - Part time	62	64	66	68	70	73	75	77	80	82
Person of Self-Described Genderer	62	64	66	68	70	73	75	77	80	82
Total Office of the CEO, inc. Economic Development	862	888	917	947	977	1,009	1,042	1,076	1,111	1,147
Infrastructure & Growth										
Permanent - Full time	14,321	14,822	15,267	15,785	16,322	16,859	17,421	18,014	18,611	19,224
Women	3,279	3,394	3,496	3,609	3,726	3,853	3,980	4,116	4,257	4,404
Men	11,042	11,428	11,771	12,176	12,595	13,006	13,441	13,897	14,353	14,820
Permanent - Part time	2,510	2,592	2,677	2,764	2,854	2,946	3,043	3,142	3,247	3,354
Women	1,427	1,477	1,525	1,575	1,626	1,679	1,734	1,790	1,849	1,909
Men	1,083	1,115	1,152	1,189	1,228	1,268	1,310	1,352	1,398	1,444
Total Infrastructure & Growth	16,831	17,415	17,944	18,549	19,175	19,805	20,464	21,156	21,858	22,578
Community & Corporate										
Permanent - Full time	9,961	10,260	10,593	10,938	11,293	11,674	12,059	12,451	12,865	13,299
Women	7,427	7,650	7,898	8,155	8,420	8,700	8,987	9,279	9,585	9,911
Men	2,534	2,610	2,695	2,782	2,873	2,974	3,072	3,172	3,280	3,388
Permanent - Part time	6,742	6,944	7,170	7,403	7,644	7,896	8,156	8,421	8,700	8,987
Women	6,362	6,553	6,766	6,986	7,213	7,451	7,697	7,947	8,209	8,480
Men	380	391	404	417	431	445	460	475	491	507
Total Community & Corporate	16,703	17,204	17,763	18,341	18,937	19,570	20,215	20,872	21,565	22,286
Casuals, temporary and other expenditure	1,412	1,454	1,502	1,550	1,601	1,653	1,707	1,762	1,819	1,878
Total staff expenditure	**35,808**	**36,961**	**38,125**	**39,386**	**40,690**	**42,037**	**43,428**	**44,866**	**46,353**	**47,889**

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 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating position												
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (deficit) / Adjusted underlying revenue	3.18%	0.13%	0.12%	0.74%	0.34%	2.56%	2.42%	2.48%	2.91%	4.03%	4.20%
Liquidity												
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	**Current assets compared to current liabilities** Current assets / current liabilities	344.14%	284.61%	218.53%	142.98%	156.20%	168.99%	191.01%	184.57%	156.35%	202.22%	238.55%
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	**Unrestricted cash compared to current liabilities** Unrestricted cash / current liabilities	96.33%	94.89%	99.57%	88.23%	159.18%	205.21%	207.11%	219.90%	241.82%	257.67%	282.94%
Obligations												
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to rates** Interest bearing loans and borrowings / rate revenue	21.79%	18.06%	6.69%	5.63%	4.60%	3.61%	2.65%	1.72%	0.52%	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 rates** Interest and principal repayments on interest bearing loans and borrowings / rate revenue	21.79%	18.06%	6.69%	5.63%	4.60%	3.61%	2.65%	1.72%	0.52%	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	20.41%	10.06%	8.67%	7.34%	6.09%	4.85%	3.81%	3.38%	3.15%	2.95%	2.87%
Asset renewal (assets are renewed as planned)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	102.52%	110.77%	124.94%	132.10%	96.56%	93.91%	106.79%	106.87%	108.36%	104.94%	98.77%
Stability												
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	70.98%	70.83%	72.86%	73.12%	73.11%	72.28%	72.74%	72.98%	72.76%	72.84%	73.07%
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	0.43%	0.45%	0.47%	0.48%	0.50%	0.52%	0.54%	0.55%	0.57%	0.59%	0.61%
Efficiency												
Expenditure level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses/ no. of property assessments	$3,481	$3,730	$3,759	$3,857	$4,011	$4,108	$4,233	$4,365	$4,513	$4,613	$4,751
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	$2,225	$2,318	$2,404	$2,494	$2,587	$2,683	$2,781	$2,883	$2,989	$3,098	$3,210

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										
	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
Opening balance	11,091	9,769	3,461	2,959	2,438	1,898	1,338	757	154	-	-
Less Principal repayment	(1,322)	(6,308)	(502)	(521)	(540)	(560)	(581)	(603)	(154)	-	-
Closing balance	9,769	3,461	2,959	2,438	1,898	1,338	757	154	-	-	-
Interest payment	-	571	508	500	490	481	470	460	226	-	-

Performance Indicator	Target	Forecast / Actual									
		2024/25 %	2025/26 %	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %	2031/32 %	2032/33 %	2033/34 %	2034/35 %
Total borrowings / Rate revenue	Below 60%	17.69%	6.04%	4.99%	3.97%	2.98%	2.03%	1.11%	0.22%	0.00%	0.00%	0.00%
Debt servicing / Rate revenue	Below 5%	4.11%	12.01%	1.70%	1.66%	1.62%	1.58%	1.54%	1.50%	0.52%	0.00%	0.00%
Indebtedness / Own source revenue	Below 60%	20.41%	10.06%	8.67%	7.34%	6.09%	4.85%	3.81%	3.38%	3.15%	2.95%	2.87%

4.2.1 Current Reserves

Describe the nature and purpose of each reserve including any usage

4.2.2 Reserve Usage Projections

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

Reserves	Restricted / Discretionary	2024/25 $000's	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
Waste Management Reserve	**Restricted**											
Opening balance		457	434	434	434	434	434	434	434	434	434	434
Transfer from reserve		(23)	-	-	-	-	-	-	-	-	-	-
Closing balance		**434**	**434**	**434**	**434**	**434**	**434**	**434**	**434**	**434**	**434**	**434**
s 173 Development Contributions Reserve	**Restricted**											
Opening balance		5,891	3,310	3,059	2,904	2,745	2,581	2,412	2,238	2,059	1,875	1,685
Transfer from reserve		(2,581)	(251)	(155)	(159)	(164)	(169)	(174)	(179)	(184)	(190)	(196)
Closing balance		**3,310**	**3,059**	**2,904**	**2,745**	**2,581**	**2,412**	**2,238**	**2,059**	**1,875**	**1,685**	**1,489**
Leneva Baranduda Development Contributions Reserve	**Restricted**											
Opening balance		-	7,439	9,275	5,575	2,909	(4,957)	(10,618)	(9,951)	(11,160)	(15,333)	(11,305)
Transfer to reserve		7,439	2,099	1,077	2,153	3,797	4,533	2,708	5,504	4,761	5,059	6,171
Transfer from reserve		-	(263)	(4,776)	(4,820)	(11,663)	(10,194)	(2,041)	(6,713)	(8,934)	(1,031)	(4,904)
Closing balance		**7,439**	**9,275**	**5,575**	**2,909**	**(4,957)**	**(10,618)**	**(9,951)**	**(11,160)**	**(15,333)**	**(11,305)**	**(10,039)**
Reserves Summary	**Total Restricted**											
Opening balance		6,348	11,183	12,768	8,913	6,088	(1,942)	(7,772)	(7,279)	(8,667)	(13,024)	(9,186)
Transfer to reserve		7,439	2,099	1,077	2,153	3,797	4,533	2,708	5,504	4,761	5,059	6,171
Transfer from reserve		(2,604)	(514)	(4,931)	(4,979)	(11,827)	(10,363)	(2,215)	(6,892)	(9,118)	(1,221)	(5,100)
Closing balance		**11,183**	**12,768**	**8,913**	**6,088**	**(1,942)**	**(7,772)**	**(7,279)**	**(8,667)**	**(13,024)**	**(9,186)**	**(8,116)**