

Buloke Shire Council - Financial Plan

2025 - 2035

DRAFT VERSION FOR PUBLIC EXHIBITION – GRAPHIC DESIGN VERSION TO BE ADDED AT ADOPTION STAGE
(SEPTEMBER 2025) VERSION 1

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1. Purpose

The Buloke Shire Council Financial Plan establishes Council's 10-year plan for achieving financially sustainable service delivery for the community from 2025 - 2035. The financial plan is a long term forecast which demonstrates how Council's key strategic objectives will be resourced and monitored to achieve the actions within the Council Plan and the aspirations of the Community Vision.

2. Executive Summary

Council is committed to establishing a long-term financial planning model which not only guides sustainable service delivery, but one which adds and monitors value for our community.

As a remote, rural municipality operating within a rate-capped environment, Council depends heavily on its annual rating income base to be supported with external funding for the ongoing delivery of services and key community projects. This reliance presents Council with both risks and opportunities for long term financial forecasting that must demonstrate a responsible and well-informed approach. Major grants and funding opportunities require significant advocacy and are a necessary part of Council's operations if it is to achieve the aspirations of the community.

Whilst the nature of this long-term plan is to strategically forecast Council's financial position over the next decade, equally important is the ongoing monitoring and review of service levels and the outputs required to achieve value for money. In delivering a broad range of essential and discretionary services to meet community expectations, the costs associated to their delivery must be regularly measured against available resources.

In early 2024, the Minister for Local Government appointed a Municipal Monitor to the Buloke Shire Council and an independent external review of Council's financial position was undertaken. The findings from this review have provided important guidance in shaping Council's financial principles and modelling for the years ahead.

In June 2025, Council adopted its **Council Plan 2025–2029**, which establishes the strategic objectives of the community and the actions to be undertaken by Council in either a delivery, advocacy or partnership capacity.

The **10-year Financial Plan** has been prepared in accordance with statutory requirements and is underpinned by Council's commitment to maintaining a sound and sustainable financial position. Close alignment between the Asset Plan and the Financial Plan ensures that infrastructure renewal and service delivery priorities are matched with Council's financial capacity.

Council recognises that maintaining long-term financial sustainability may require making difficult decisions in the future. This could involve asset rationalisation, adjustment of service levels, or improving expenditure efficiency. Decisions must be guided by thorough, deliberative engagement, sound data and information, transparent processes and a practical understanding of balancing community expectations and financial capacity. To strengthen projected financial performance and maintain resilience within our community, Council has adopted a cash-balanced budgeting approach.

The key objectives of this Financial Plan are to:

- Maintain a strong cash position to safeguard long-term financial sustainability.
- Actively pursue recurrent State and Federal government funding for strategic capital projects.
- Prioritise investment across Council's asset portfolio to address renewal gaps.
- Enhance delivery and value for money of Council's current services and improve community understanding of Council's service levels.
- Ensure adequate funding to support the actions and initiatives set out in the Council Plan and Community Vision.

3. Integrated Strategic Planning and Reporting Framework

Council's Financial Plan is a key component of the Integrated Strategic Planning and Reporting Framework required under the *Local Government Act 2020*. Section 89 of the Act requires Council to maintain an integrated strategic planning and reporting framework that aligns community aspirations with Council's financial and service delivery capacity. Within this framework, Section 91 of the Act mandates the preparation of a Financial Plan for at least the next 10 financial years, setting out the resources required to deliver the objectives of the Council Plan and the Asset Plan. The Financial Plan provides the financial context for the annual budget and ensures consistency between long-term strategy and short-term decision making.

By embedding the Financial Plan within this integrated framework, Council can demonstrate compliance with legislative requirements, ensure transparent stewardship of community resources, and maintain a clear line of sight from community priorities through to service delivery, funding, and performance monitoring. This alignment is essential for balancing affordability, meeting community expectations, and ensuring intergenerational equity.

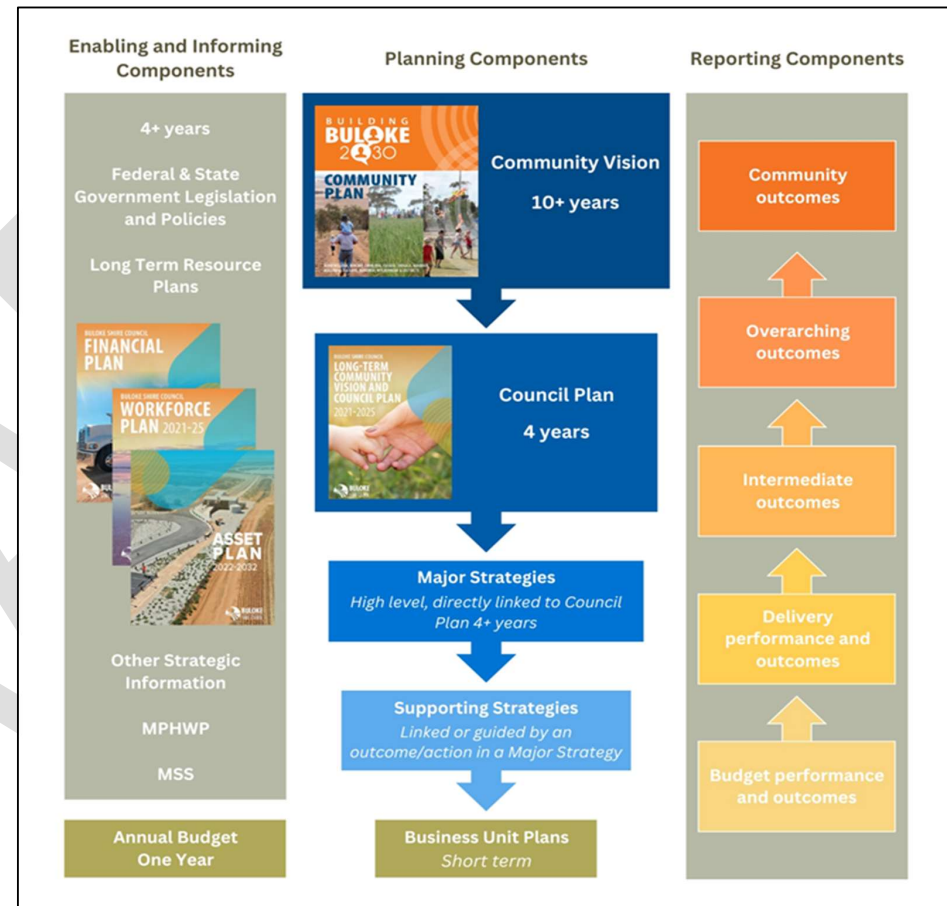


Image 1: Integrated Strategic Planning and Planning Reporting Framework

4. Legislative Requirements

The Financial Plan is one of the strategic plans subject to the Strategic planning principles in accordance with the *Local Government Act 2020*. Section 89 of the Act sets out the Strategic planning principles as follows:

4.1 Strategic planning principles

- (1) *A Council must undertake the preparation of its Council Plan and other strategic plans in accordance with the strategic planning principles.*
- (2) *The following are the strategic planning principles —*
 - *an integrated approach to planning, monitoring and performance reporting is to be adopted;*
 - *strategic planning must address the Community Vision;*
 - *strategic planning must take into account the resources needed for effective implementation;*
 - *strategic planning must identify and address the risks to effective implementation;*
 - *strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.*

4.2 Financial Plan

- (1) *A Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices.*
- (2) *The scope of a Financial Plan is a period of at least the next 10 financial years.*
- (3) *A Financial Plan must include the following in the manner and form prescribed by the regulations—*
 - *statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;*
 - *information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);*
 - *statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan;*
 - *any other matters prescribed by the regulations.*
- (4) *A Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election.*
- (5) *The Financial Plan adopted under subsection (4) has effect from 1 July in the year following a general election.*

Section 91(1) and section 91(4) refer to deliberative engagement practices. The Act requires deliberative engagement practices to be incorporated into a council's community engagement policy.

4.3 Financial management principles

Division 4 of Part 4 of the *Local Government Act 2020* addresses financial management. Section 101 of the Act sets out the financial management principles as follows:

The following are the financial management principles—

- (1) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans; financial risks must be monitored and managed prudently having regard to economic circumstances;*
- (2) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community;*
- (3) accounts and records that explain the financial operations and financial position of the Council must be kept.*

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

- o the financial viability of the Council;*
- o the management of current and future liabilities of the Council;*
- o the beneficial enterprises of the Council.*

4.4 Service performance principles

The *Local Government Act 2020* requires Victorian councils to plan and deliver services in accordance with the service performance principles. Part 5 of the Act addresses council operations. Section 106 of the Act sets out the service performance principles as follows:

A Council must plan and deliver services to the municipal community in accordance with the service performance principles.

The following are the service performance principles—

- o services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;*
- o services should be accessible to the members of the municipal community for whom the services are intended;*
- o quality and costs standards for services set by the Council should provide good value to the municipal community;*
- o a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;*
- o service delivery must include a fair and effective process for considering and responding to complaints about service provision.*

4.5 Community engagement and public transparency

The *Local Government Act 2020* includes community engagement principles (section 56) and public transparency principles (section 58). The Act requires Victorian councils to adopt and maintain a public transparency policy (section 57) and to adopt and maintain a community engagement policy (section 55).

The Financial Plan is specifically referenced in section 55(2)(g) of the Act which requires (amongst other provisions) that a community engagement policy must:

- o include deliberative engagement practices which must include and address any matters prescribed by the regulations for the purposes of this paragraph and be capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan.*

4.6 Local Government (Planning and Reporting) Regulations 2020

The *Local Government (Planning and Reporting) Regulations 2020* (the regulations) came into operation on 24 October 2020. Part 2 of the regulations prescribe the information to be included in a Financial Plan as follows:

- *For the purposes of section 91(3)(a) of the Act, the statements describing the financial resources must be in the form set out in the Local Government Model Financial Report.*
- *For the purposes of section 91(3)(d) of the Act, the prescribed matters include a statement of capital works for the financial years to which the statements describing the financial resources referred to in section 91(3)(a) of the Act relate.*

For the purposes of section 91(3)(d) of the Act, the prescribed matters include the following—

- *a statement of human resources;*
- *a summary of planned expenditure in relation to the human resources referred to in the statement of human resources, categorised according to the organisational structure of the Council and classified separately*
- *a summary of the planned number of full time equivalent Council staff referred to in the statement of human resources, categorised according to the organisational structure of the Council and classified separately*

5. Engagement Principles

As part of the development of the 10-Year Financial Plan, Council undertook a deliberative engagement process with a Community Reference Group (CRG). The CRG was established through an expression of interest process advertised to the broader community through Council's media channels. All applications were invited to partake, and the resulting group included a concentrated mix of community members from across the municipality, offering diverse outlooks, experiences and perspectives.

Workshop 1 – Exploring Value for Money

The first workshop introduced participants to Council's strategic and financial context, the Community Vision, and the purpose of the Financial Plan. Members worked in facilitated groups to identify and discuss the value for money factor of the services and priorities most important to the community. This session also explored the potential for changing future service levels and what service areas would be most critical to demonstrate value for money and long-term affordability.

Workshop 2 – Understanding the Gaps

The second workshop built on the discussions held within the first workshop and presented participants with financial scenarios and service delivery options with a particular focus on Asset Management. The CRG considered how Council should balance investment across services, infrastructure, and community needs, and provided feedback on priorities through the lens of value for money, equity, and intergenerational fairness.

Outcomes

The insights and recommendations from the CRG were documented and have been presented to Council for consideration within a separate workshop session. These three sessions, along with the more recent community survey and public submissions process undertaken for the 2025/26 Annual Budget, have informed the development of this Financial Plan by grounding strategic and financial decisions in community values and expectations, ensuring that the resulting plan reflects both local priorities and the legislative requirements of the *Local Government Act 2020*.

5.1 Asset Plan

Integration with the Asset Plan is a core principle of Council's financial planning. It ensures funding decisions support both service delivery and the sustainable management of Council's assets. The Asset Plan identifies renewal, maintenance, and backlog requirements across asset categories, informed by condition, risk, and service levels.

This information directly informs the 10-year Financial Plan, aligning financial capacity with asset needs. Together, these two critical strategic Plans enable Council to manage assets responsibly and sustainably over their lifecycle.

Council currently has individual Asset Management Plans for the following asset classes:

- Transport and Drainage Asset Management Plan
- Buildings and Open Spaces Asset Management Plan

5.2 Revenue and Rating Plan

The Revenue and Rating Plan explains how Council generates the income required to fund its activities and how this is distributed fairly among ratepayers and other service users. Prepared in accordance with the *Local Government Act 2020*, the Plan sets out Council's approach to rating, along with the principles that guide the administration of user fees, charges, and other revenue sources. It provides a strategic framework for determining and collecting revenue in a fair and transparent manner, without setting specific revenue targets.

The Plan works alongside the 10-Year Financial Plan by defining the revenue framework within which long-term forecasts and financial strategies are developed, ensuring that Council's service delivery and infrastructure investment remain sustainable and aligned with community priorities.

Council has adopted its Rating and Revenue Plan 2025-2029 in June 2025.

6. Financial Plan

6.1 Context

The Financial Plan has used the Council Plan 2025 - 2029, as well as Council's recent annual budgets and financial reports as the basis for financial modelling and planning for future service delivery.

Council sets its priorities via its annual and four-year forecast budget along with the Council Plan development.

Strategic Directions and major priorities incorporated in the Financial Plan include –

- Balancing its budgets on a cash basis meaning that investments in its operations are limited to revenues generated through operational activities. Where operational cash surpluses exist, Council seeks to allocate these funds toward capital works, with a focus on addressing the 'renewal gap' identified in the Asset Plan 2026–2035
- Delivering efficient and effective service levels ensuring value for money in all service areas
- Support a vibrant community through investments in infrastructure that enhance community and economic development
- Promote clear and transparent budgeting process through regular financial and performance reporting.

6.2 Assumptions to Comprehensive Income Statement

Buloke Shire Council follows xero-based budgeting, which forms the base of preparing the annual budget of FY2026. This section presents information regarding the assumptions to the Comprehensive Income Statement for the preparation of the 10-year Financial Plan 2025 - 2035. The assumptions comprise the annual escalations or movement for each line item of the Comprehensive Income Statement.

| Escalation factors | Budget 2025/26 | Projections | | | | | | | | |
|------------------------------------|-------------------|------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| Income / Revenue | | | | | | | | | | |
| Rates and charges | Budgeted | 3% | 2.75% | 2.75% | 2.75% | 2.75% | 2.75% | 2.75% | 2.75% | 2.75% |
| Statutory fees and fines | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| User fees | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| Grants - operating | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| Grants - capital | Budgeted | Based on specific capital projects | | | | | | | | |
| Other income | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| Expenses | | | | | | | | | | |
| Employee costs | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| Materials and services | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| Depreciation | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |
| Amortisation - right of use assets | Budgeted | Considered to be constant | | | | | | | | |
| Other expenses | Budgeted | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% |

Rates and Charges – Buloke Shire Council operates within a rate-capped environment, with annual increases budgeted in line with the rate cap assumption of 2.75%

Statutory fees – These comprise fees and charges set by the State Government, such as planning permits and registration charges. They are forecast to increase annually in line with CPI, assumed at 3%.

User fees and charges – These represent discretionary charges levied by Council to recover the cost of specific services. They are projected to increase in line with CPI, assumed at 3%

Grants Operating – Recurrent operating grants including the Financial Assistance Grants are expected to grow at 3% annually

Grants Capital - Capital grants, received from state and federal governments to support the capital works program, can fluctuate from year to year depending on the projects undertaken. For this Financial Plan, projections are based on estimated funding allocations for identified capital projects.

Other Income - Other income primarily comprises investment earnings and minor revenue sources, assumed to increase at 3% per annum.

Employee Costs - From 2026, Buloke Shire Council's new Enterprise Agreement is assumed to result in annual employee cost increases of 3%, covering wages, superannuation, WorkCover, training, and other employment-related expenses.

Materials and Services – This category includes the costs of operating Council services, maintaining roads and major assets, consumables, and utilities. It also incorporates reliance on external contractors for specialised services (e.g. legal advice and technical expertise). Costs are assumed to increase annually in line with CPI at 3%.

Depreciation – It has been calculated in lines with anticipated capital expenditure as per mentioned in this Plan

Amortisation of right of use assets – Council leases light vehicles, with fleet numbers expected to remain stable. Accordingly, amortisation costs are forecast to remain constant.

Other expenses - his category comprises administrative and corporate costs, including Councillor allowances, election expenses, community grants, fire services property levy, audit fees, and other day-to-day operating expenses. These are projected to increase annually at 3%.

Other Considerations – Transmission Planning and Renewable Energy Developments

Council recognises that the current situation regarding the State-Government led transmission projects and large-scale renewable energy developments proposed for the local area presents both opportunities and significant challenges for our community in a variety of ways.

Council also acknowledges community concerns surrounding land use, accessibility, infrastructure pressures and the limited consultation that has been facilitated by the State Government at this point in time.

In undertaking the development of this Financial Plan, Council is wary of its inability to accurately forecast or analyse factual data which may or may not have substantial material impacts on Council's future financial position.

Buloke Shire Council is preparing early monitoring proposals and will undertake engagement with the wider community to ensure local voices are heard when reviewing this plan, particularly as progress over time is made and factual information can be provided to accurately inform changes. This proactive approach seeks to balance the impacts of transmission planning and renewable energy developments with community wellbeing and the Shire's long-term financial sustainability.

7. Financial Statements

This section presents details regarding the Financial Plan Statements for the 10-year period from 2025/26 to 2034/35.

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

7.1 Comprehensive Income Statement

| | Budget | | Projections | | | | | | | |
|--|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 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 |
| Income / Revenue | | | | | | | | | | |
| Rates and charges | 15,905 | 16,382 | 16,833 | 17,296 | 17,772 | 18,260 | 18,762 | 19,278 | 19,809 | 20,353 |
| Statutory fees and fines | 124 | 128 | 131 | 135 | 139 | 144 | 148 | 152 | 157 | 162 |
| User fees | 499 | 514 | 529 | 545 | 561 | 578 | 596 | 613 | 632 | 651 |
| Grants - operating | 9,455 | 9,739 | 10,031 | 10,332 | 10,642 | 10,962 | 11,290 | 11,629 | 11,978 | 12,337 |
| Grants - capital | 35,304 | 30,439 | 3,559 | 3,559 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 |
| Contributions - monetary | 608 | - | - | - | - | - | - | - | - | - |
| Net gain (or loss) on disposal of property, infrastructure, plant and equipment | 25 | - | - | - | - | - | - | - | - | - |
| Other income | 1,324 | 1,644 | 1,405 | 1,447 | 1,490 | 1,535 | 1,581 | 1,628 | 1,677 | 1,727 |
| Total income / revenue | 63,243 | 58,846 | 32,489 | 33,314 | 32,205 | 33,078 | 33,977 | 34,901 | 35,852 | 36,830 |
| Expenses | | | | | | | | | | |
| Employee costs | 13,415 | 14,240 | 14,667 | 15,107 | 15,561 | 16,027 | 16,508 | 17,004 | 17,514 | 18,039 |
| Materials and services | 10,817 | 10,503 | 10,818 | 11,142 | 11,477 | 11,821 | 12,176 | 12,541 | 12,917 | 13,305 |
| Depreciation | 8,852 | 9,118 | 9,392 | 9,673 | 9,963 | 10,262 | 10,570 | 10,887 | 11,214 | 11,550 |
| Amortisation - right of use assets | 465 | 465 | 465 | 465 | - | - | - | - | - | - |
| Bad and Doubtful Debt | 60 | 62 | 64 | 66 | 68 | 70 | 72 | 74 | 76 | 78 |
| Finance costs - leases | 54 | 56 | 58 | 59 | 61 | 63 | 65 | 67 | 69 | 71 |
| Other expenses | 747 | 770 | 793 | 817 | 841 | 866 | 892 | 919 | 947 | 975 |
| Total expenses | 34,410 | 35,213 | 36,255 | 37,329 | 38,435 | 39,574 | 40,747 | 41,956 | 43,201 | 44,483 |
| Surplus/(deficit) for the year | 28,833 | 23,633 | (3,767) | (4,015) | (6,230) | (6,496) | (6,770) | (7,055) | (7,348) | (7,653) |
| Other comprehensive income | | | | | | | | | | |
| Items that will not be reclassified to surplus or deficit in future periods | | | | | | | | | | |
| Net asset revaluation gain /(loss) | - | - | - | - | - | - | - | - | - | - |
| Total comprehensive result | 28,833 | 23,633 | (3,767) | (4,015) | (6,230) | (6,496) | (6,770) | (7,055) | (7,348) | (7,653) |

7.2 Balance Sheet

| | Budget | | | | | Projections | | | | | |
|--|---------|---------|---------|---------|---------|-------------|---------|---------|---------|---------|--|
| | 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 | |
| Assets | | | | | | | | | | | |
| Current assets | | | | | | | | | | | |
| Cash and cash equivalents | 15,621 | 15,267 | 15,299 | 14,965 | 15,011 | 14,910 | 14,815 | 14,726 | 14,642 | 14,563 | |
| Trade and other receivables | 5,160 | 5,541 | 5,468 | 5,843 | 5,845 | 6,005 | 6,170 | 6,340 | 6,514 | 6,694 | |
| Inventories | 223 | 248 | 240 | 241 | 248 | 255 | 263 | 271 | 279 | 287 | |
| Prepayments | 503 | 518 | 534 | 550 | 566 | 583 | 601 | 619 | 637 | 657 | |
| Non-current assets classified as held for sale | 280 | - | - | - | - | - | - | - | - | - | |
| Other assets | 277 | 277 | 277 | 277 | 277 | 277 | 277 | 277 | 277 | 277 | |
| Total current assets | 22,065 | 21,852 | 21,818 | 21,876 | 21,947 | 22,031 | 22,126 | 22,233 | 22,351 | 22,478 | |
| Non-current assets | | | | | | | | | | | |
| Property, infrastructure, plant & equipment | 342,623 | 366,318 | 362,614 | 358,665 | 352,502 | 346,076 | 339,377 | 332,396 | 325,124 | 317,550 | |
| Right-of-use assets | 1,189 | 1,189 | 1,189 | 1,189 | 1,189 | 1,189 | 1,189 | 1,189 | 1,189 | 1,189 | |
| Total non-current assets | 343,812 | 367,506 | 363,803 | 359,854 | 353,691 | 347,265 | 340,566 | 333,585 | 326,313 | 318,738 | |
| Total assets | 365,877 | 389,358 | 385,621 | 381,730 | 375,639 | 369,296 | 362,692 | 355,818 | 348,663 | 341,217 | |
| Liabilities | | | | | | | | | | | |
| Current liabilities | | | | | | | | | | | |
| Trade and other payables | 2,832 | 2,665 | 2,665 | 2,745 | 2,827 | 2,912 | 3,000 | 3,090 | 3,182 | 3,278 | |
| Trust funds and deposits | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | |
| Contract and other liabilities | 1,089 | 980 | 882 | 794 | 714 | 643 | 578 | 521 | 469 | 422 | |
| Provisions | 3,653 | 3,763 | 3,876 | 3,992 | 4,112 | 4,235 | 4,362 | 4,493 | 4,628 | 4,767 | |
| Lease liabilities | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 417 | 417 | |
| Total current liabilities | 8,010 | 7,844 | 7,859 | 7,967 | 8,090 | 8,226 | 8,377 | 8,540 | 8,715 | 8,903 | |
| Non-current liabilities | | | | | | | | | | | |
| Provisions | 487 | 501 | 516 | 532 | 548 | 564 | 581 | 598 | 616 | 635 | |
| Lease liabilities | 824 | 824 | 824 | 824 | 824 | 824 | 824 | 824 | 824 | 824 | |
| Total non-current liabilities | 1,310 | 1,325 | 1,340 | 1,355 | 1,371 | 1,388 | 1,405 | 1,422 | 1,440 | 1,459 | |
| Total liabilities | 9,321 | 9,169 | 9,199 | 9,322 | 9,461 | 9,614 | 9,781 | 9,962 | 10,155 | 10,361 | |
| Net assets | 356,557 | 380,189 | 376,423 | 372,408 | 366,177 | 359,681 | 352,911 | 345,856 | 338,508 | 330,855 | |
| Equity | | | | | | | | | | | |
| Accumulated surplus | 157,932 | 181,164 | 176,998 | 172,583 | 165,952 | 159,057 | 151,886 | 144,431 | 136,683 | 128,630 | |
| Reserves | 198,625 | 199,025 | 199,425 | 199,825 | 200,225 | 200,625 | 201,025 | 201,425 | 201,825 | 202,225 | |
| Total equity | 356,557 | 380,189 | 376,423 | 372,408 | 366,177 | 359,681 | 352,911 | 345,856 | 338,508 | 330,855 | |

7.3 Statement of Changes in Equity

| | Total \$'000 | Accumulated Surplus \$'000 | Revaluation Reserve \$'000 | Other Reserves \$'000 |
|---|-----------------|----------------------------------|----------------------------------|-----------------------------|
| 2026 Budget | | | | |
| Balance at beginning of the financial year | 327,724 | 129,099 | 195,356 | 3,269 |
| Surplus/(deficit) for the year | 28,833 | 28,833 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 356,557 | 157,532 | 195,356 | 3,669 |
| 2027 | | | | |
| Balance at beginning of the financial year | 356,557 | 157,532 | 195,356 | 3,669 |
| Surplus/(deficit) for the year | 23,633 | 23,633 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | - | - | - |
| Transfers from other reserves | - | - | - | - |
| Balance at end of the financial year | 380,189 | 181,165 | 195,356 | 3,669 |
| 2028 | | | | |
| Balance at beginning of the financial year | 380,190 | 181,165 | 195,356 | 3,669 |
| Surplus/(deficit) for the year | (3,767) | (3,767) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 376,423 | 176,998 | 195,356 | 4,069 |
| 2029 | | | | |
| Balance at beginning of the financial year | 376,422 | 176,998 | 195,356 | 4,069 |
| Surplus/(deficit) for the year | (4,014) | (4,015) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 372,408 | 172,583 | 195,356 | 4,469 |
| 2030 | | | | |
| Balance at beginning of the financial year | 372,408 | 172,583 | 195,356 | 4,469 |
| Surplus/(deficit) for the year | (6,230) | (6,230) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 366,177 | 165,953 | 195,356 | 4,869 |

| | Total \$'000 | Accumulated Surplus \$'000 | Revaluation Reserve \$'000 | Other Reserves \$'000 |
|---|-----------------|----------------------------------|----------------------------------|-----------------------------|
| 2031 | | | | |
| Balance at beginning of the financial year | 366,177 | 165,953 | 195,356 | 4,869 |
| Surplus/(deficit) for the year | (6,496) | (6,496) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 359,681 | 159,057 | 195,356 | 5,269 |
| 2032 | | | | |
| Balance at beginning of the financial year | 359,681 | 159,057 | 195,356 | 5,269 |
| Surplus/(deficit) for the year | (6,770) | (6,770) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 352,911 | 151,886 | 195,356 | 5,669 |
| 2033 | | | | |
| Balance at beginning of the financial year | 352,911 | 151,886 | 195,356 | 5,669 |
| Surplus/(deficit) for the year | (7,054) | (7,055) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 345,856 | 144,432 | 195,356 | 6,069 |
| 2034 | | | | |
| Balance at beginning of the financial year | 345,856 | 144,432 | 195,356 | 6,069 |
| Surplus/(deficit) for the year | (7,348) | (7,348) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 338,508 | 136,683 | 195,356 | 6,469 |
| 2035 | | | | |
| Balance at beginning of the financial year | 338,508 | 136,683 | 195,356 | 6,469 |
| Surplus/(deficit) for the year | (7,652) | (7,653) | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | (400) | (400) | - | - |
| Transfers from other reserves | 400 | - | - | 400 |
| Balance at end of the financial year | 330,855 | 128,631 | 195,356 | 6,869 |

7.4 Statement of Cash Flows

| | Forecast Actual 2024/25 \$'000 | Budget 2025/26 \$'000 | Projections | | | | | | | | |
|---|---|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|----------|
| | 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 | | |
| | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | Inflow s (Outflow s) | |
| Cash flows from operating activities | | | | | | | | | | | |
| Rates and charges | 14,963 | 15,889 | 15,940 | 16,842 | 16,855 | 17,703 | 18,030 | 18,526 | 19,035 | 19,558 | 20,096 |
| Statutory fees and fines | 176 | 124 | 128 | 131 | 135 | 139 | 144 | 148 | 152 | 157 | 162 |
| User fees | 402 | 499 | 514 | 529 | 545 | 561 | 578 | 596 | 613 | 632 | 651 |
| Grants - operating | 9,812 | 10,522 | 9,739 | 10,031 | 10,332 | 10,642 | 10,962 | 11,290 | 11,629 | 11,978 | 12,337 |
| Grants - capital | 3,512 | 35,183 | 30,330 | 3,461 | 3,471 | 1,521 | 1,529 | 1,536 | 1,542 | 1,548 | 1,553 |
| Contributions - monetary | 455 | 608 | - | - | - | - | - | - | - | - | - |
| Other receipts | 1,388 | 1,353 | 1,899 | 1,412 | 1,447 | 1,483 | 1,527 | 1,573 | 1,620 | 1,669 | 1,719 |
| Net GST refund / payment | - | - | - | - | - | - | - | - | - | - | - |
| Employee costs | (12,371) | (13,295) | (14,116) | (14,539) | (14,976) | (15,425) | (15,888) | (16,364) | (16,855) | (17,361) | (17,882) |
| Materials and services | (11,399) | (10,824) | (10,670) | (10,818) | (11,063) | (11,394) | (11,736) | (12,088) | (12,451) | (12,824) | (13,209) |
| Short-term, low value and variable lease payments | - | - | - | - | - | - | - | - | - | - | - |
| Trust funds and deposits repaid | (287) | - | - | - | - | - | - | - | - | - | - |
| Other payments | (1,031) | (767) | (785) | (808) | (833) | (858) | (883) | (910) | (937) | (965) | (994) |
| Net cash provided by/(used in) operating activities | 5,622 | 39,291 | 32,979 | 6,242 | 5,914 | 4,372 | 4,262 | 4,306 | 4,349 | 4,391 | 4,432 |
| Cash flows from investing activities | | | | | | | | | | | |
| Payments for property, infrastructure, plant and equipment | (10,932) | (46,735) | (32,813) | (5,688) | (5,724) | (3,800) | (3,836) | (3,871) | (3,907) | (3,941) | (3,976) |
| Proceeds from sale of property, infrastructure, plant and | - | 25 | - | - | - | - | - | - | - | - | - |
| Net cash provided by/ (used in) investing activities | (10,932) | (46,710) | (32,813) | (5,688) | (5,724) | (3,800) | (3,836) | (3,871) | (3,907) | (3,941) | (3,976) |
| Cash flows from financing activities | | | | | | | | | | | |
| Interest paid - lease liability | (72) | (54) | (56) | (58) | (59) | (61) | (63) | (65) | (67) | (69) | (71) |
| Repayment of lease liabilities | (454) | (465) | (465) | (465) | (465) | (465) | (465) | (465) | (465) | (465) | (465) |
| Net cash provided by/(used in) financing activities | (527) | (519) | (520) | (522) | (524) | (526) | (527) | (529) | (531) | (533) | (535) |
| Net increase/(decrease) in cash & cash equivalents | (5,837) | (7,938) | (354) | 32 | (334) | 46 | (102) | (95) | (89) | (84) | (79) |
| Cash and cash equivalents at the beginning of the financial | 29,396 | 23,559 | 15,621 | 15,267 | 15,299 | 14,965 | 15,011 | 14,910 | 14,815 | 14,726 | 14,642 |
| Cash and cash equivalents at the end of the financial | 23,559 | 15,621 | 15,267 | 15,299 | 14,965 | 15,011 | 14,910 | 14,815 | 14,726 | 14,642 | 14,563 |

7.5 Statement of Capital Works

| | Forecast Actual 2024/25 \$'000 | Budget 2025/26 \$'000 | Projections | | | | | | | | |
|--|---|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 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 |
| Property | | | | | | | | | | | |
| Land | - | - | - | - | - | - | - | - | - | - | - |
| Land improvements | 334 | - | - | - | - | - | - | - | - | - | - |
| Total land | 334 | - | - | - | - | - | - | - | - | - | - |
| Buildings | - | - | - | - | - | - | - | - | - | - | - |
| Heritage buildings | - | - | - | - | - | - | - | - | - | - | - |
| Building improvements | 5 | 395 | 117 | 106 | 108 | 374 | 380 | 386 | 392 | 398 | 404 |
| Leasehold improvements | - | - | - | - | - | - | - | - | - | - | - |
| Total buildings | 5 | 395 | 117 | 106 | 108 | 374 | 380 | 386 | 392 | 398 | 404 |
| Total property | 339 | 395 | 117 | 106 | 108 | 374 | 380 | 386 | 392 | 398 | 404 |
| Plant and equipment | | | | | | | | | | | |
| Heritage plant and equipment | - | - | - | - | - | - | - | - | - | - | - |
| Plant, machinery and equipment | 372 | 2,101 | 237 | 213 | 216 | 330 | 335 | 341 | 346 | 351 | 356 |
| Fixtures, fittings and furniture | 19 | 91 | - | - | - | - | - | - | - | - | - |
| Computers and telecommunications | 137 | 161 | 119 | 106 | 108 | - | - | - | - | - | - |
| Library books | 9 | 18 | - | - | - | - | - | - | - | - | - |
| Total plant and equipment | 537 | 2,371 | 356 | 319 | 324 | 330 | 335 | 341 | 346 | 351 | 356 |
| Infrastructure | | | | | | | | | | | |
| Roads | 2,161 | 39,687 | 32,103 | 5,050 | 5,075 | 2,568 | 2,584 | 2,599 | 2,615 | 2,630 | 2,646 |
| Bridges | - | 30 | - | - | - | 31 | 31 | 32 | 32 | 33 | 33 |
| Footpaths and cycleways | 137 | 278 | - | - | - | 22 | 22 | 23 | 23 | 23 | 24 |
| Drainage | - | 202 | 142 | 128 | 130 | 110 | 112 | 114 | 115 | 117 | 119 |
| Kerb and Channel | - | - | - | - | - | 35 | 36 | 36 | 37 | 37 | 38 |
| Recreational, leisure and community facilities | 238 | 463 | 71 | 64 | 65 | 154 | 157 | 159 | 161 | 164 | 166 |
| Waste management | - | - | - | - | - | - | - | - | - | - | - |
| Parks, open space and streetscapes | 3,830 | 2,606 | 24 | 21 | 22 | 154 | 157 | 159 | 161 | 164 | 166 |
| Aerodromes | 20 | 100 | - | - | - | 22 | 22 | 23 | 23 | 23 | 24 |
| Off street car parks | - | - | - | - | - | - | - | - | - | - | - |
| Other infrastructure | - | 603 | - | - | - | - | - | - | - | - | - |
| Total infrastructure | 6,386 | 43,969 | 32,341 | 5,263 | 5,292 | 3,096 | 3,120 | 3,145 | 3,168 | 3,192 | 3,216 |
| Total capital works expenditure | 7,262 | 46,735 | 32,814 | 5,688 | 5,724 | 3,800 | 3,836 | 3,871 | 3,907 | 3,941 | 3,976 |
| Represented by: | | | | | | | | | | | |
| New asset expenditure | 3,791 | 3,930 | - | - | - | 0 | 0 | 0 | 0 | 0 | 0 |
| Asset renewal expenditure | 3,196 | 42,403 | 32,814 | 5,688 | 5,724 | 3,800 | 3,836 | 3,871 | 3,907 | 3,941 | 3,976 |
| Asset expansion expenditure | - | 250 | - | - | - | - | - | - | - | - | - |
| Asset upgrade expenditure | 275 | 152 | - | - | - | - | - | - | - | - | - |
| Total capital works expenditure | 7,262 | 46,735 | 32,814 | 5,688 | 5,724 | 3,800 | 3,836 | 3,871 | 3,907 | 3,941 | 3,976 |
| Funding sources represented by: | | | | | | | | | | | |
| Grants | 3,688 | 35,304 | 30,439 | 3,559 | 3,559 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 |
| Contributions | - | 587 | - | - | - | - | - | - | - | - | - |
| Council cash | 3,574 | 10,844 | 2,374 | 2,129 | 2,165 | 2,200 | 2,236 | 2,271 | 2,307 | 2,341 | 2,376 |
| Borrowings | - | - | - | - | - | - | - | - | - | - | - |
| Total capital works expenditure | 7,262 | 46,735 | 32,813 | 5,688 | 5,724 | 3,800 | 3,836 | 3,871 | 3,907 | 3,941 | 3,976 |

7.6 Statement of Human Resources

Statement of Planned Human Resource Expenditure

| | Fore cast Actual | Budget | Projections | | | | | | | | |
|------------------------------------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| Staff expenditure (in '000) | | | | | | | | | | | |
| Employee costs - operating | 12,184 | 13,355 | 14,118 | 14,542 | 14,978 | 15,427 | 15,890 | 16,367 | 16,858 | 17,364 | 17,884 |
| Employee costs - capital | 148 | 60 | 122 | 126 | 129 | 133 | 137 | 141 | 146 | 150 | 155 |
| Total staff expenditure | 12,332 | 13,415 | 14,240 | 14,667 | 15,107 | 15,561 | 16,027 | 16,508 | 17,003 | 17,514 | 18,039 |
| Staff numbers | | | | | | | | | | | |
| Employees | 97.8 | 117.8 | 117.9 | 118.0 | 118.1 | 118.1 | 118.1 | 118.1 | 118.1 | 118.1 | 118.1 |
| Total staff numbers | 97.8 | 117.8 | 117.9 | 118.0 | 118.1 | 118.1 | 118.1 | 118.1 | 118.1 | 118.1 | 118.1 |

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

| Department | Budget 2025/26 | Budget 2026/27 | Budget 2027/28 | Budget 2028/29 | Budget 2029/30 | Budget 2030/31 | Budget 2031/32 | Budget 2032/33 | Budget 2033/34 | Budget 2034/35 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Community Development | 3,142 | 3,236 | 3,333 | 3,433 | 3,536 | 3,642 | 3,752 | 3,864 | 3,980 | 4,100 |
| Corporate and Organisational Performance | 2,092 | 2,155 | 2,219 | 2,286 | 2,355 | 2,425 | 2,498 | 2,573 | 2,650 | 2,730 |
| Infrastructure & Delivery | 6,157 | 6,704 | 6,905 | 7,113 | 7,326 | 7,546 | 7,772 | 8,005 | 8,245 | 8,493 |
| Office of the CEO | 1,663 | 1,713 | 1,764 | 1,817 | 1,872 | 1,928 | 1,986 | 2,045 | 2,107 | 2,170 |
| Total permanent staff expenditure | 13,054 | 13,808 | 14,222 | 14,649 | 15,089 | 15,541 | 16,007 | 16,488 | 16,982 | 17,492 |
| Other employee related expenditure | 301 | 310 | 319 | 329 | 339 | 349 | 359 | 370 | 381 | 393 |
| Capitalised labour costs | 60 | 122 | 126 | 129 | 133 | 137 | 141 | 146 | 150 | 155 |
| Total expenditure | 13,415 | 14,240 | 14,667 | 15,107 | 15,561 | 16,027 | 16,508 | 17,004 | 17,514 | 18,039 |

Statement of Planned Human Resource Expenditure – service areas

| | 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 Development | | | | | | | | | | |
| Permanent - Full time | 1,740 | 1,792 | 1,846 | 1,901 | 1,958 | 2,017 | 2,078 | 2,140 | 2,204 | 2,270 |
| Women | 989 | 1,019 | 1,049 | 1,081 | 1,113 | 1,147 | 1,181 | 1,216 | 1,253 | 1,290 |
| Men | 751 | 774 | 797 | 821 | 845 | 871 | 897 | 924 | 951 | 980 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Permanent - Part time | 952 | 981 | 1,010 | 1,040 | 1,071 | 1,104 | 1,137 | 1,171 | 1,206 | 1,242 |
| Women | 752 | 775 | 798 | 822 | 846 | 872 | 898 | 925 | 953 | 981 |
| Men | 200 | 206 | 212 | 219 | 225 | 232 | 239 | 246 | 253 | 261 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Total Community Development | 2,692 | 2,773 | 2,856 | 2,942 | 3,030 | 3,121 | 3,214 | 3,311 | 3,410 | 3,512 |
| Corporate and Organisational Performance | | | | | | | | | | |
| Permanent - Full time | 1,629 | 1,678 | 1,728 | 1,780 | 1,833 | 1,888 | 1,945 | 2,003 | 2,064 | 2,125 |
| Women | 1,064 | 1,096 | 1,129 | 1,163 | 1,198 | 1,233 | 1,270 | 1,309 | 1,348 | 1,388 |
| Men | 565 | 582 | 599 | 617 | 636 | 655 | 675 | 695 | 716 | 737 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Permanent - Part time | 378 | 389 | 401 | 413 | 425 | 438 | 451 | 465 | 479 | 493 |
| Women | 341 | 351 | 362 | 373 | 384 | 395 | 407 | 419 | 432 | 445 |
| Men | 37 | 38 | 39 | 40 | 42 | 43 | 44 | 46 | 47 | 48 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Total Corporate and Organisational Performance | 2,007 | 2,067 | 2,129 | 2,193 | 2,259 | 2,327 | 2,396 | 2,468 | 2,542 | 2,619 |
| Infrastructure & Delivery | | | | | | | | | | |
| Permanent - Full time | 5,495 | 5,660 | 5,830 | 6,005 | 6,185 | 6,370 | 6,561 | 6,758 | 6,961 | 7,170 |
| Women | 618 | 637 | 656 | 675 | 696 | 716 | 738 | 760 | 783 | 806 |
| Men | 4,877 | 5,023 | 5,174 | 5,329 | 5,489 | 5,654 | 5,823 | 5,998 | 6,178 | 6,363 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Permanent - Part time | 662 | 682 | 702 | 723 | 745 | 767 | 790 | 814 | 839 | 864 |
| Women | 393 | 405 | 417 | 429 | 442 | 456 | 469 | 483 | 498 | 513 |
| Men | 269 | 277 | 285 | 294 | 303 | 312 | 321 | 331 | 341 | 351 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Total Infrastructure & Delivery | 6,157 | 6,342 | 6,532 | 6,728 | 6,930 | 7,138 | 7,352 | 7,572 | 7,800 | 8,033 |
| Office of the CEO | | | | | | | | | | |
| Permanent - Full time | 1,562 | 2,093 | 2,156 | 2,220 | 2,287 | 2,356 | 2,426 | 2,499 | 2,574 | 2,651 |
| Women | 912 | 1,423 | 1,466 | 1,510 | 1,555 | 1,602 | 1,650 | 1,700 | 1,751 | 1,803 |
| Men | 650 | 670 | 690 | 710 | 732 | 754 | 776 | 799 | 823 | 848 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Permanent - Part time | 101 | 104 | 107 | 110 | 114 | 117 | 121 | 124 | 128 | 132 |
| Women | 62 | 64 | 66 | 68 | 70 | 72 | 74 | 76 | 79 | 81 |
| Men | 39 | 40 | 41 | 43 | 44 | 45 | 47 | 48 | 49 | 51 |
| Persons of self-described gender | 0 | 0 | 0 | 0 | - | - | - | - | - | - |
| Total Office of the CEO | 1,663 | 2,197 | 2,263 | 2,331 | 2,401 | 2,473 | 2,547 | 2,623 | 2,702 | 2,783 |
| Casuals, temporary and other expenditure | 836 | 861 | 887 | 914 | 941 | 969 | 998 | 1,028 | 1,059 | 1,091 |
| Capitalised labour costs | 60.0 | 122 | 126 | 129 | 133 | 137 | 141 | 146 | 150 | 155 |
| Total staff expenditure | 13,415 | 14,240 | 14,667 | 15,107 | 15,560 | 16,027 | 16,508 | 17,003 | 17,513 | 18,038 |

8. Financial Indicators

| Indicator | Measure | Forecast | Budget | Projections | | | | | | | | | |
|---|---|----------|---------|-------------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | | 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 | -17% | -17% | -10% | -12% | -12% | -19% | -20% | -20% | -20% | -20% | -20% | -21% |
| Liquidity | | | | | | | | | | | | | |
| 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 | 163% | 181% | 182% | 183% | 178% | 176% | 173% | 170% | 166% | 162% | 159% | |
| 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 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities) | Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 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 | 7% | 7% | 6% | 6% | 6% | 7% | 7% | 7% | 7% | 6% | 6% | |
| Stability | | | | | | | | | | | | | |
| 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 municipal district | 0.25% | 0.26% | 0.24% | 0.24% | 0.24% | 0.24% | 0.24% | 0.24% | 0.24% | 0.24% | 0.24% | 0.24% |
| Efficiency | | | | | | | | | | | | | |
| 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 | \$2,139 | \$2,198 | \$2,264 | \$2,327 | \$2,391 | \$2,456 | \$2,524 | \$2,593 | \$2,665 | \$2,738 | \$2,813 | |

9. Strategies and Plans

9.1 Borrowing Strategy

At present, Buloke Shire Council has zero debt funding (loans).

Debt funding is not a revenue source but a financing tool that enables Council to bring forward capital works, provided it remains affordable. The use of loan funds is considered where projects deliver long-term benefits, ensuring costs are shared equitably across current and future generations through annual loan repayments.

For this equity benefit to apply, the Council will only consider using future loan funding on projects that have a wider regional benefit rather than a capital project that benefits any township.

9.2 Reserves Strategy

Buloke Shire Council establishes and manages discretionary reserve funds responsibly. It sets clear rules for creating, transferring, and using these reserves, ensuring they are fully cash-backed and aligned with Council's financial strategy. The Policy supports sustainable financial management, transparency, and accountability by designating funds from specific income sources for future use in line with Council's priorities. Council does not hold any statutory reserves at the time of modelling this plan.

9.3 Treasury Management

The Investment Policy guides the management, investment, and redemption of Council funds in accordance with the *Local Government Act 2020*. It seeks to maximize returns while prioritizing security, prudent risk management, and preservation of capital.

Surplus funds not required for short-term commitments will be invested by Council, productively to support recurrent and capital expenditure, with all investments undertaken responsibly, not speculatively, and ensuring principal is protected. Council maintains, at a minimum, working capital equal to one quarter of annual operating expenditure.

9.4 Investment Strategy

Buloke Shire Council currently holds no long-term liquid assets, such as term deposits exceeding two to three years. Its overall asset base is above average compared to other Small Rural Councils.

As part of its Financial Plan, Council will review its asset holdings to identify surplus assets not essential to service delivery. While asset sales are a one-off revenue source, they can support the Council's cash position and demonstrate prudent financial management—particularly relevant when considering a rate cap variation application.