Buloke Shire Council

Financial Plan 2026-2036

BULOKE
SHIRE COUNCIL

Acknowledgement of Country

Buloke Shire Council acknowledges the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk, the Dja Dja Wurrung and Wamba Wemba people as the traditional owners of parts of the land now known as Buloke. We pay our respects to Elders past and present, and value their ongoing contribution to our heritage and our community.

Contents

1. Purpose

The Buloke Shire Council Financial Plan (the Plan) establishes Council's 10-year plan for achieving financially sustainable service delivery for the community from 2026 - 2036. The 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 by CT Management (Sept 2025). This report and the findings of Council's Internal Audit Report on its 'Long-Term Financial Planning' (March 2026) have formed the basis of a review and update process of Council's overall Financial Plan. . The findings from these reports have provided important guidance in shaping Council's financial principles and modelling for the next 10 years.

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.

This 10-year Financial Plan marks the first review of Council's adopted Financial Plan within this Council Term, since it was adopted in October 2025. The Planhas been prepared in accordance with statutory requirements and demonstrates 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, particularly when additional external pressures, unforeseen emergency events and rising operational costs limit the revenue generation options available in both the short and longer term. All decisions must be informed by thorough, deliberative engagement, sound data and information, transparent processes and a practical approach to balancing community needs, expectations and financial capacity. The Financial Plan will be reviewed and updated each year to reflect changes in economic conditions, legislation, funding opportunities and Council priorities. Regular reviews help Council identify financial challenges early and respond with appropriate actions to support long-term financial sustainability for the future generations within the Buloke community.

The key objectives of this Financial Plan continue to be:

- Maintain a sustainable cash position to safeguard long-term financial sustainability through prudent financial management.
- 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.

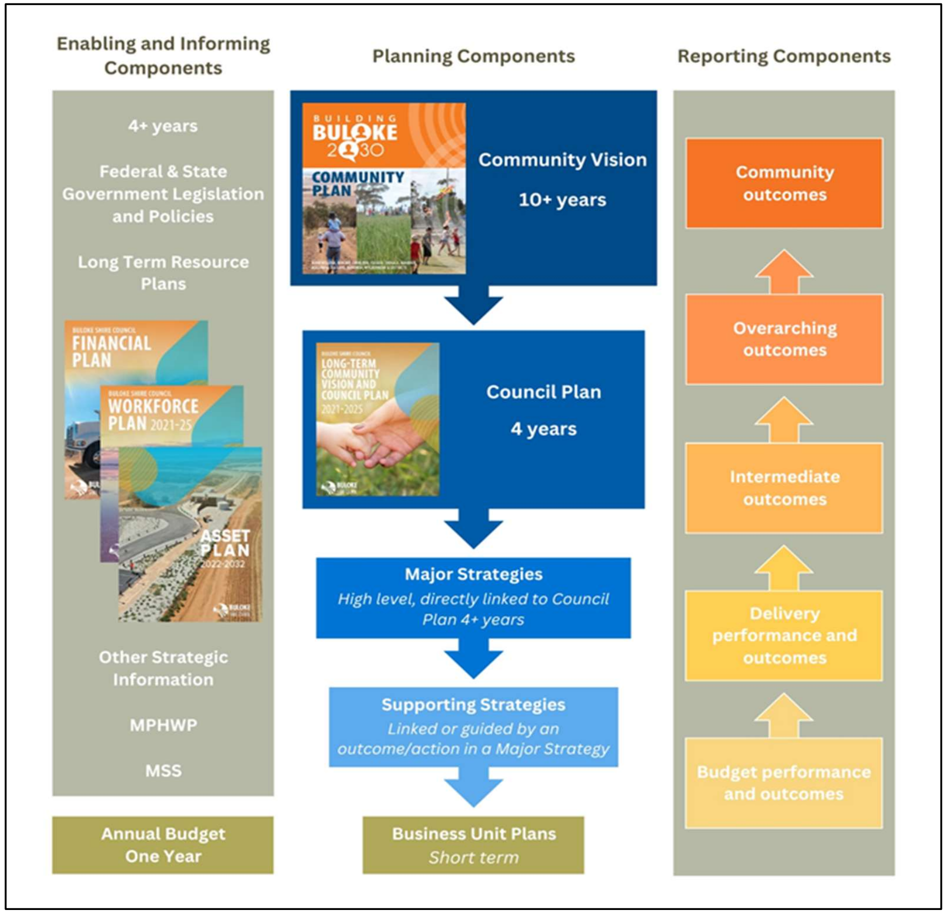

Image 1: Integrated Strategic Planning and Planning Reporting Framework

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—

- *the financial viability of the Council;*
- *the management of current and future liabilities of the Council;*
- *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—

- *services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;*
- *services should be accessible to the members of the municipal community for whom the services are intended;*
- *quality and costs standards for services set by the Council should provide good value to the municipal community;*
- *a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;*
- *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:

- *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 the10-Year Financial Plan 2025-2035 adopted in October 2025, Council undertook a deliberative engagement process with a Community Reference Group (CRG). The CRG was established through an open expression of interest process which participated in facilitated workshops exploring Council's long-term financial sustainability, value for money, service priorities, and asset investment. The CRG's recommendations, together with feedback from the 2025/26 Annual Budget community survey and public submissions, informed the adopted Financial Plan 2025. While the strategic direction from this engagement remains unchanged for the purposes of planning the next 10 years, important changes have occurred that influence the assumptions contained therein, used to prepare an updated version of the Financial Plan.

A community summit with financially focused engagement will assist in further reviewing the Plan and establishing a strong basis of insight for the Annual Budget FY2027-28.

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 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 2025-29, as well as Council's recent annual budgets and financial reports (internal and external) 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.

The adopted Financial Plan 2025–2035 projected positive operating cash balances throughout the life of the Plan, enabling Council to adopt a cash-neutral budgeting approach. Under this approach, new initiatives, operating expenditure and asset renewal programs were generally funded from existing cash resources.

As part of the current review, Council considered the outcomes of the external financial review undertaken by CT Management, together with the recommendations arising from the Internal Audit of its Long-Term Financial Plan 2025–2035. These reviews have informed a more conservative approach to Council's long-term financial modelling, recognising the financial risks associated with operating in a rate-capped environment, limited recurring external operating grant funding, increasing cost pressures, potential growth in employee costs arising from future Enterprise Bargaining Agreement negotiations, and ongoing asset renewal obligations.

Both reviews recommended adopting a more prudent and conservative approach for forecasting future revenue, expenditure and asset management commitments to strengthen the robustness of Council's long-term financial planning.

As a result, the revised Financial Plan 2026–2036 forecasts negative operating cash balances from Year 7 onwards. While this does not represent an immediate financial risk, it indicates that Council will need to proactively manage emerging financial pressures over the medium to long term. This will require ongoing review of service delivery, operational efficiencies, capital investment priorities and revenue opportunities to ensure Council's long-term financial sustainability while maintaining appropriate service levels for the community.

Council has not considered the current external environment volatility around fuel crisis into the financial modelling. Council will be in a better position with relevant data at the Annual Budget 2027-28 developmental stages.

Strategic Directions and major priorities incorporated in the Financial Plan have been updated:–

- Continue balancing its budgets on a cash basis for years 1-6; 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 2026–2036

- Strengthening scrutiny and prioritisation of new initiatives, while embedding ongoing financial discipline and identifying operational efficiencies, cost containment measures and service optimisation opportunities to ensure affordability, whole-of-life cost consideration and long-term financial sustainability.
- Targeting efficiency improvements within Council's operational budget to progressively address emerging financial pressures and achieve a breakeven position from Year 7 onwards and beyond.
- Delivering efficient and effective service levels ensuring value for money in all service areas
- Prioritising asset renewal and risk-based asset management over expansionary or discretionary capital investment
- Continue advocacy for external funding to the State and Federal levels of Government
- 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 FY2027. This section presents information regarding the assumptions to the Comprehensive Income Statement for the preparation of the 10-year Financial Plan 2026 - 2036. The assumptions comprise the annual escalations or movement for each line item of the Comprehensive Income Statement.

Escalation factors	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Rates and charges										
Rates capped	Budget	2.75%	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Garbage rates - not capped subjcted to inflation	Budget	2%	2%	3%	3%	3%	3%	3%	3%	3%
Rates not capped	Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%
Statutory fees and fines	Budget	3%	3%	3%	3%	3%	3%	3%	3%	3%
User fees	Budget	3%	3%	3%	3%	3%	3%	3%	3%	3%
Grants - operating										
Recurring - FAG	Budget	2.75%	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Recurring - no growth	Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%
Non recurring	Budget	-	-	-	-	-	-	-	-	-
Capital Grants	Budget	R2R	R2R	R2R	R2R	R2R	R2R	R2R	R2R	R2R
Contributions - monetary	Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other income	Budget	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Employee costs	Budget	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials and services										
Non discretionary		3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Discretionary	Budget	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Bade Debts	Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%
Depreciation		0%	0%	0%	0%	0%	0%	0%	0%	0%
Amortization - right of use assets	Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%
Finance costs - leases	Budget	3%	3%	3%	3%	3%	3%	3%	3%	3%
Other expenses	Budget	3%	3%	3%	3%	3%	3%	3%	3%	3%

Rates and Charges

- Rates capped– Buloke Shire Council operates within a rate-capped environment, with annual increases budgeted in line with the rate cap assumption of 2.75% until 2029 and 3% hence.
- Rated not capped – These refer to garbage charges that are based on a cost-recovery model. They are expected to increase overtime in lines with inflation.

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 – Operational grants are modelled as recurrent and non recurrent. Recurrent operating grants (with growth) include the Financial Assistance Grants while recurrent (no growth) include grants that cover Maternal and Child Health, Playgroups, Municipal Emergency Management etc. Non -recurrent grants are modelled only if known.

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 such as Roads to Recovery.

Other Income - Other income primarily comprises investment earnings and minor revenue sources, assumed to increase at 0.25% per annum as Council expects its cash balance to stay similar under the principle of 'cash neutrality'.

Employee Costs - From 2027, Buloke Shire Council will be entering into a new Enterprise Agreement, for which negotiations are currently on going. Hence, in absence of sufficient data, it is assumed to that annual employee cost increases will increase by 4% until 2029 and then by 3%, covering wages, superannuation, WorkCover, training, and other employment-related expenses.

Materials and Sevices – 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 have an annual increase marginally over the estimated CPI by 0.5%.

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 – Renewable Energy Development

Council recognizes that large-scale energy developments present both opportunities and significant challenges. We acknowledge community concerns around land use, rural lifestyles, infrastructure pressures and limited consultation, and have not overlooked these issues. Although this Financial Plan does not factor in these impacts, Council has not ignored them and will revisit the assumptions in forthcoming annual budget forecasts

Buloke Shire Council is preparing early, monitoring proposals and will undertake engaging with the wider community to ensure local voices are heard. This proactive approach seeks to balance renewable energy opportunities 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 2026/2027 – 2027/2036

- 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

	NOTES	Budget 2027 $'000	Projections 2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
Income / Revenue											
Rates and charges		16,499	16,931	17,376	17,890	18,418	18,963	19,523	20,100	20,695	21,307
Statutory fees and fines		124	128	131	135	139	144	148	152	157	162
User fees		447	460	474	488	503	518	534	550	566	583
Grants - operating		9,857	9,511	9,764	10,047	10,340	10,641	10,951	11,270	11,599	11,938
Grants - capital		41,772	16,179	3,179	3,179	1,600	1,600	1,600	1,600	1,600	1,600
Contributions - monetary		259	259	259	259	259	259	259	259	259	259
Contributions - non-monetary		-	-	-	-	-	-	-	-	-	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		-	-	-	-	-	-	-	-	-	-
Fair value adjustments for investment property		-	-	-	-	-	-	-	-	-	-
Share of net profits (or loss) of associates and joint ventures		-	-	-	-	-	-	-	-	-	-
Other income		1,160	1,163	1,166	1,169	1,172	1,175	1,178	1,181	1,184	1,187
Total income / revenue		70,118	44,630	32,350	33,168	32,432	33,299	34,192	35,112	36,060	37,035
Expenses											
Employee costs		14,950	15,228	15,838	16,313	16,802	17,306	17,825	18,360	18,911	19,478
Materials and services		10,973	11,047	11,644	11,834	12,248	12,677	13,330	13,580	14,055	14,547
Bad and Doubtful Debt		60	60	60	60	60	60	60	60	60	60
Depreciation		9,099	9,099	9,099	9,099	9,099	9,099	9,099	9,099	9,099	9,099
Amortisation - right of use assets		572	572	572	572	572	572	572	572	572	572
Finance costs - leases		54	55	57	59	61	62	64	66	68	70
Other expenses		797	821	845	870	897	923	951	980	1,009	1,039
Allow ance for impairment losses		-	-	-	-	-	-	-	-	-	-
Depreciation - intangible assets		-	-	-	-	-	-	-	-	-	-
Total expenses		36,505	36,883	38,115	38,807	39,738	40,700	41,902	42,717	43,774	44,866
Surplus/(deficit) for the year		33,613	7,748	(5,765)	(5,639)	(7,307)	(7,401)	(7,710)	(7,604)	(7,715)	(7,830)

7.2 Balance Sheet

	Budget	Projections								
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Assets										
Current assets										
Cash and cash equivalents	17,982	17,810	17,737	17,585	17,478	17,377	17,168	16,996	16,756	16,406
Trade and other receivables	4,068	4,175	4,285	4,411	4,541	4,676	4,814	4,956	5,103	5,254
Other financial assets*	-	-	-	-	-	-	-	-	-	-
Inventories	150	151	160	162	168	174	183	186	193	199
Prepayments	465	481	498	515	533	552	571	591	612	633
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-
Other assets	8	8	8	8	8	8	8	8	8	8
Total current assets	22,674	22,625	22,687	22,682	22,728	22,786	22,744	22,738	22,672	22,500
Non-current assets										
Trade and other receivables	-	-	-	-	-	-	-	-	-	-
Other financial assets	-	-	-	-	-	-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	351,227	359,034	353,329	347,750	340,503	333,162	325,664	318,165	310,666	303,167
Right-of-use assets	650	650	650	650	650	650	650	650	650	650
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-
Total non-current assets	351,877	359,684	353,979	348,400	341,153	333,812	326,314	318,815	311,316	303,817
Total assets	374,550	382,309	376,667	371,082	363,882	356,599	349,058	341,552	333,988	326,317
Liabilities										
Current liabilities										
Trade and other payables	2,104	2,119	2,233	2,269	2,349	2,431	2,557	2,604	2,695	2,790
Trust funds and deposits	17	17	17	17	17	17	17	17	17	17
Contract and other liabilities	824	741	667	601	541	486	438	394	355	319
Provisions	827	828	830	832	833	835	837	839	841	843
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	326	326	326	326	326	326	326	326	326	326
Total current liabilities	4,099	4,032	4,074	4,045	4,066	4,096	4,175	4,181	4,234	4,295
Non-current liabilities										
Provisions	3,701	3,779	3,860	3,943	4,028	4,116	4,206	4,300	4,396	4,495
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	384	384	384	384	384	384	384	384	384	384
Total non-current liabilities	4,085	4,163	4,244	4,327	4,412	4,500	4,591	4,684	4,780	4,879
Total liabilities	8,184	8,195	8,317	8,372	8,478	8,596	8,765	8,865	9,014	9,174
Net assets	**366,367**	**374,114**	**368,349**	**362,710**	**355,403**	**348,002**	**340,292**	**332,688**	**324,973**	**317,143**
Equity										
Accumulated surplus	164,709	172,057	165,892	159,853	152,146	144,345	136,235	128,230	120,116	111,885
Reserves	201,658	202,058	202,458	202,858	203,258	203,658	204,058	204,458	204,858	205,258
Total equity	**366,367**	**374,114**	**368,349**	**362,710**	**355,403**	**348,002**	**340,293**	**332,688**	**324,973**	**317,143**

7.3 Statement of Changes in Equity

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2026 Forecast Actual				
Balance at beginning of the financial year	332,022	131,465	197,276	3,281
Surplus/(deficit) for the year	732	732	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**332,754**	**131,797**	**197,276**	**3,681**
2027 Budget				
Balance at beginning of the financial year	332,754	131,797	197,276	3,681
Surplus/(deficit) for the year	33,613	33,613	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**366,367**	**165,010**	**197,276**	**4,081**
2028 Budget				
Balance at beginning of the financial year	366,367	165,010	197,276	4,081
Surplus/(deficit) for the year	7,747	7,748	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400		-	400
Balance at end of the financial year	**374,114**	**172,358**	**197,276**	**4,481**
2029 Budget				
Balance at beginning of the financial year	374,115	172,358	197,276	4,481
Surplus/(deficit) for the year	(5,765)	(5,765)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**368,349**	**166,193**	**197,276**	**4,881**

2030 Budget				
Balance at beginning of the financial year	368,349	166,193	197,276	4,881
Surplus/(deficit) for the year	(5,639)	(5,639)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**362,710**	**160,154**	**197,276**	**5,281**
2031 Budget				
Balance at beginning of the financial year	362,710	160,154	197,276	5,281
Surplus/(deficit) for the year	(7,307)	(7,307)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**355,404**	**152,447**	**197,276**	**5,681**
2032 Budget				
Balance at beginning of the financial year	355,403	152,447	197,276	5,681
Surplus/(deficit) for the year	(7,401)	(7,401)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**348,003**	**144,646**	**197,276**	**6,081**

2033 Budget				
Balance at beginning of the financial year	348,002	144,646	197,276	6,081
Surplus/(deficit) for the year	(7,710)	(7,710)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**340,293**	**136,536**	**197,276**	**6,481**
2034 Budget				
Balance at beginning of the financial year	340,292	136,536	197,276	6,481
Surplus/(deficit) for the year	(7,604)	(7,604)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**332,688**	**128,531**	**197,276**	**6,881**
2035 Budget				
Balance at beginning of the financial year	332,688	128,531	197,276	6,881
Surplus/(deficit) for the year	(7,714)	(7,715)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**324,974**	**120,417**	**197,276**	**7,281**
2036 Budget				
Balance at beginning of the financial year	324,973	120,417	197,276	7,281
Surplus/(deficit) for the year	(7,830)	(7,830)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	(400)	(400)	-	-
Transfers from other reserves	400	-	-	400
Balance at end of the financial year	**317,143**	**112,186**	**197,276**	**7,681**

7.5 Statement of Cash Flows

	Notes	Budget		Projections							
		2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges		16,303	16,764	17,206	17,703	18,228	18,768	19,325	19,898	20,488	21,096
Statutory fees and fines		124	128	131	135	139	144	148	152	157	162
User fees		447	460	474	488	503	518	534	550	566	583
Grants - operating		9,857	9,511	9,764	10,047	10,340	10,641	10,951	11,270	11,599	11,938
Grants - capital		41,681	16,096	3,105	3,112	1,540	1,546	1,551	1,556	1,561	1,565
Contributions - monetary		259	259	259	259	259	259	259	259	259	259
Interest received		-	-	-	-	-	-	-	-	-	-
Trust funds and deposits taken		-	-	-	-	-	-	-	-	-	-
Other receipts		1,169	1,162	1,158	1,166	1,166	1,169	1,169	1,177	1,177	1,180
Net GST refund / payment		-	-	-	-	-	-	-	-	-	-
Employee costs		(14,873)	(15,149)	(15,755)	(16,228)	(16,715)	(17,216)	(17,733)	(18,265)	(18,813)	(19,377)
Materials and services		(11,156)	(11,049)	(11,546)	(11,815)	(12,187)	(12,613)	(13,224)	(13,552)	(13,984)	(14,474)
Other payments		(797)	(821)	(845)	(870)	(897)	(923)	(951)	(980)	(1,009)	(1,039)
Net cash provided by/(used in) operating activities	4.4.1	43,014	17,362	3,951	3,999	2,377	2,292	2,028	2,066	2,001	1,892
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment		(49,755)	(16,906)	(3,394)	(3,520)	(1,852)	(1,758)	(1,600)	(1,600)	(1,600)	(1,600)
Proceeds from sale of property, infrastructure, plant and equipment		-	-	-	-	-	-	-	-	-	-
Payments for investments		-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investments		-	-	-	-	-	-	-	-	-	-
Loans and advances made		-	-	-	-	-	-	-	-	-	-
Payments of loans and advances		-	-	-	-	-	-	-	-	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(49,755)	(16,906)	(3,394)	(3,520)	(1,852)	(1,758)	(1,600)	(1,600)	(1,600)	(1,600)
Cash flows from financing activities											
Finance costs		-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings		-	-	-	-	-	-	-	-	-	-
Repayment of borrowings		-	-	-	-	-	-	-	-	-	-
Interest paid - lease liability		(54)	(55)	(57)	(59)	(61)	(62)	(64)	(66)	(68)	(70)
Repayment of lease liabilities		(572)	(572)	(572)	(572)	(572)	(572)	(572)	(572)	(572)	(572)
Net cash provided by/(used in) financing activities	4.4.3	(626)	(628)	(630)	(631)	(633)	(635)	(637)	(639)	(641)	(643)
Net increase/(decrease) in cash & cash equivalents		**(7,368)**	**(172)**	**(73)**	**(152)**	**(108)**	**(101)**	**(208)**	**(172)**	**(240)**	**(351)**
Cash and cash equivalents at the beginning of the financial year		**25,350**	**17,982**	**17,810**	**17,737**	**17,585**	**17,478**	**17,377**	**17,168**	**16,996**	**16,756**
Cash and cash equivalents at the end of the financial year		**17,982**	**17,810**	**17,737**	**17,585**	**17,478**	**17,377**	**17,168**	**16,996**	**16,756**	**16,406**

7.6 Statement of Capital Works

STATEMENT OF CAPITAL WORKS	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										
Buildings improvements	294	124	37	58	43	27	-	-	-	-
Buildings	118	-	-	-	-	-	-	-	-	-
Total property	**412**	**124**	**37**	**58**	**43**	**27**	**-**	**-**	**-**	**-**
Plant and Equipment										
Plant, machinery and equipment	2,147	87	26	41	30	19	-	-	-	-
Furniture and Fixtures	40	11	3	5	4	2	-	-	-	-
Computers and Telecommunication	130	11	3	5	4	2	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	**2,317**	**109**	**32**	**51**	38	24	-	-	-	-
Infrastructure										
Roads	44,547	16,499	3,273	3,329	1,711	1,670	1,600	1,600	1,600	1,600
Bridges	-	10	3	5	4	2	-	-	-	-
Footpath and Cycleways	208	7	2	3	3	2	-	-	-	-
Drainage	380	36	11	17	13	8	-	-	-	-
Kerb and Channel	-	12	3	5	4	3	-	-	-	-
Recreational, Leisure & Community Facilities	1,123	51	15	24	18	11	-	-	-	-
Other Infrastructure	78	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	690	51	15	24	18	11	-	-	-	-
Aerodromes		7	2	3	3	2	-	-	-	-
Total Infrastructure	**47,026**	**16,674**	**3,325**	**3,411**	**1,771**	**1,707**	**1,600**	**1,600**	**1,600**	**1,600**
Total capital expenditure	**49,755**	**16,906**	**3,394**	**3,520**	**1,852**	**1,758**	**1,600**	**1,600**	**1,600**	**1,600**
Represented by										
New	180	-	-	-	-	-	-	-	-	-
Renewal	49,304	16,906	3,394	3,520	1,852	1,758	1,600	1,600	1,600	1,600
Expansion	0	-	-	-	-	-	-	-	-	-
Upgrade	270	-	-	-	-	-	-	-	-	-
Total capital expenditure	**49,755**	**16,906**	**3,394**	**3,520**	**1,852**	**1,758**	**1,600**	**1,600**	**1,600**	**1,600**
Funding sources represented by										
Grants	41,772	16,179	3,179	3,179	1,600	1,600	1,600	1,600	1,600	1,600
Contribution	200	-	-	-	-	-	-	-	-	-
Council Cash	7,783	728	215	341	252	158	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Total capital expenditure	**49,755**	**16,906**	**3,394**	**3,520**	**1,852**	**1,758**	**1,600**	**1,600**	**1,600**	**1,600**

Statement of Human Resources

Statement of Planned Human Resource Expenditure

	Budget	Projections								
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Staff expenditure (in '000)										
Employee costs - operating	14,950	15,228	15,838	16,313	16,802	17,306	17,825	18,360	18,911	19,478
Employee costs - capital	-									
Total staff expenditure	14,950	15,228	15,838	16,313	16,802	17,306	17,825	18,360	18,911	19,478
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers										
Employees	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0
Total staff numbers	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0	119.0

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

Department	Budget 2027 $'000	Budget 2028 $'000	Budget 2029 $'000	Budget 2030 $'000	Budget 2031 $'000	Budget 2032 $'000	Budget 2033 $'000	Budget 2034 $'000	Budget 2035 $'000	Budget 2036 $'000
Community Development	3,840	3,994	4,113	4,237	4,364	4,495	4,630	4,769	4,912	5,059
Corporate and Organisational Performance	2,379	2,474	2,548	2,625	2,704	2,785	2,868	2,954	3,043	3,134
Infrastructure & Delivery	7,392	7,368	7,741	7,974	8,213	8,459	8,713	8,974	9,244	9,521
Office of the CEO	1,226	1,275	1,313	1,353	1,393	1,435	1,478	1,522	1,568	1,615
Total permanent staff expenditure	14,837	15,111	15,717	16,188	16,674	17,174	17,689	18,220	18,766	19,329
Other employee related expenditure	113	118	121	125	128	132	136	140	145	149
Capitalised labour costs	-	-	-	-	-	-	-	-	-	-
Total expenditure	14,950	15,228	15,838	16,313	16,802	17,306	17,825	18,360	18,911	19,478

Statement of Planned Human Resource Expenditure – service areas

Summary of Planned Human Resources Expenditure

	2027 $'000	2028 $'000	2029 $'000	2030 $'000	2031 $'000	2032 $'000	2033 $'000	2034 $'000	2035 $'000	2036 $'000
Community Development										
Permanent - Full time	1,856	2,034	2,116	2,179	2,244	2,312	2,381	2,453	2,526	2,602
Women	901	1,041	1,083	1,115	1,149	1,183	1,219	1,255	1,293	1,332
Men	955	993	1,033	1,064	1,096	1,129	1,163	1,197	1,233	1,270
Persons of self-described gender	0	0	0	0	-	-	-	-	-	-
Permanent - Part time	1,260	1,310	1,363	1,404	1,446	1,489	1,534	1,580	1,627	1,676
Women	1,010	1,050	1,092	1,125	1,159	1,194	1,230	1,266	1,304	1,344
Men	250	260	270	279	287	295	304	313	323	333
Persons of self-described gender	0	0	0	0	-	-	-	-	-	-
Total Community Development	3,116	3,345	3,478	3,583	3,690	3,801	3,915	4,032	4,153	4,278
Corporate and Organisational Performance										
Permanent - Full time	1,970	2,257	2,347	2,417	2,490	2,565	2,642	2,721	2,803	2,887
Women	1,325	1,586	1,649	1,699	1,750	1,802	1,856	1,912	1,970	2,029
Men	489	509	529	545	561	578	595	613	632	650
Persons of self-described gender	156	162	169	174	179	184	190	196	201	208
Permanent - Part time	375	390	406	418	430	443	457	470	484	499
Women	323	336	349	360	371	382	393	405	417	430
Men	52	54	56	58	60	61	63	65	67	69
Persons of self-described gender	0	0	0	0	-	-	-	-	-	-
Total Corporate and Organisational Performance	2,345	2,647	2,753	2,835	2,920	3,008	3,098	3,191	3,287	3,385
Infrastructure & Delivery										
Permanent - Full time	6,448	7,272	7,563	7,789	8,023	8,264	8,512	8,767	9,030	9,301
Women	798	830	863	889	916	943	971	1,001	1,031	1,062
Men	5,650	6,442	6,699	6,900	7,107	7,321	7,540	7,766	7,999	8,239
Persons of self-described gender	0	0	0	0	-	-	-	-	-	-
Permanent - Part time	664	691	718	740	762	785	808	833	858	883
Women	292	304	316	325	335	345	355	366	377	388
Men	372	387	402	414	427	440	453	466	480	495
Persons of self-described gender	0	0	0	0	-	-	-	-	-	-
Total Infrastructure & Delivery	7,112	7,962	8,281	8,529	8,785	9,049	9,320	9,600	9,888	10,185
Office of the CEO										
Permanent - Full time	1,156	1,202	1,250	1,288	1,326	1,366	1,406	1,448	1,492	1,537
Women	617	642	667	687	708	729	750	773	796	820
Men	539	561	583	600	618	637	656	676	696	717
Persons of self-described gender	0	0	0	0	-	-	-	-	-	-
Permanent - Part time	70	73	76	78	80	83	85	88	90	93
Women	70	73	76	78	80	83	85	88	90	93
Men	0	0	0	0	-	-	-	-	-	-
Persons of self-described gender	0	0	0	0	-	-	-	-	-	-
Total Office of the CEO	1,226	1,275	1,326	1,366	1,407	1,449	1,491	1,536	1,582	1,630
Casuals, temporary and other expenditure	1,151	0	0	0	0	0	0	0	0	0
Capitalised labour costs	0.0	0	0	0	0	0	0	0	0	0
Total staff expenditure	**14,950**	**15,229**	**15,838**	**16,313**	**16,802**	17,306	17,825	18,359	18,910	19,478

Statement of Human Resources – Full Time Employment

Planned Human Resources - Full Time Eequivalents

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Community Development										
Permanent - Full time	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Women	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Men	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Women	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Community Development	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Corporate and Organisational Performance										
Permanent - Full time	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Women	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Men	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Persons of self-described gender	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Women	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Men	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Corporate and Organisational Performance	19.6	19.6	19.6	19.6	19.6	19.6	19.6	19.6	19.6	19.6
Infrastructure & Delivery										
Permanent - Full time	62.0	62.0	62.0	62.0	62.0	62.0	62.0	62.0	62.0	62.0
Women	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Men	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3
Women	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Men	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Infrastructure & Delivery	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3
Office of the CEO										
Permanent - Full time	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Women	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Women	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Men	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Office of the CEO	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8
Casuals and temporary staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capitalised labour	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total staff numbers	**119**	**119**	**119**	**119**	**119**	**119**	**119**	**119**	**119**	**119**

8 Financial Indicators

Indicator	Measure	Forecast 2026	Budget 2027	Projections 2028	2029	2030	2031	2032	2033	2034	2035	2036
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	-53%	-30%	-17%	-18%	-17%	-23%	-22%	-23%	-22%	-21%	-21%
Liquidity												
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and w hen they fall due)	**Unrestricted cash compared to current liabilities** Unrestricted cash / current liabilities			342%	338%	338%	335%	332%	322%	318%	309%	298%
Obligations												
Loans and borrowings (level of interest bearing loans and borrow ings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to rates** Interest bearing loans and borrow ings / rate revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Loans and borrowings (level of interest bearing loans and borrow ings 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 borrow ings / rate revenue	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 / ow n source revenue	28%	25%	22%	22%	22%	22%	21%	21%	21%	21%	21%
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	0.28%	0.27%	0.28%	0.28%	0.28%	0.28%	0.28%	0.28%	0.28%	0.28%	0.28%
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	$2,060	$2,256	$2,318	$2,382	$2,453	$2,527	$2,602	$2,680	$2,761	$2,844	$2,929

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.

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