

ARART RURAL CITY COUNCIL

Financial Plan

2025 - 2035



Ararat Rural City

Traditional Acknowledgement

Ararat Rural City Council acknowledges the Traditional Owners of the land on which we live and work, the Eastern Maar, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk, and Wadawurrung peoples, and recognise their connection to the land and waterways.

We pay our respects to their Elders past, present and emerging, and to all Aboriginal and Torres Strait Islander people.

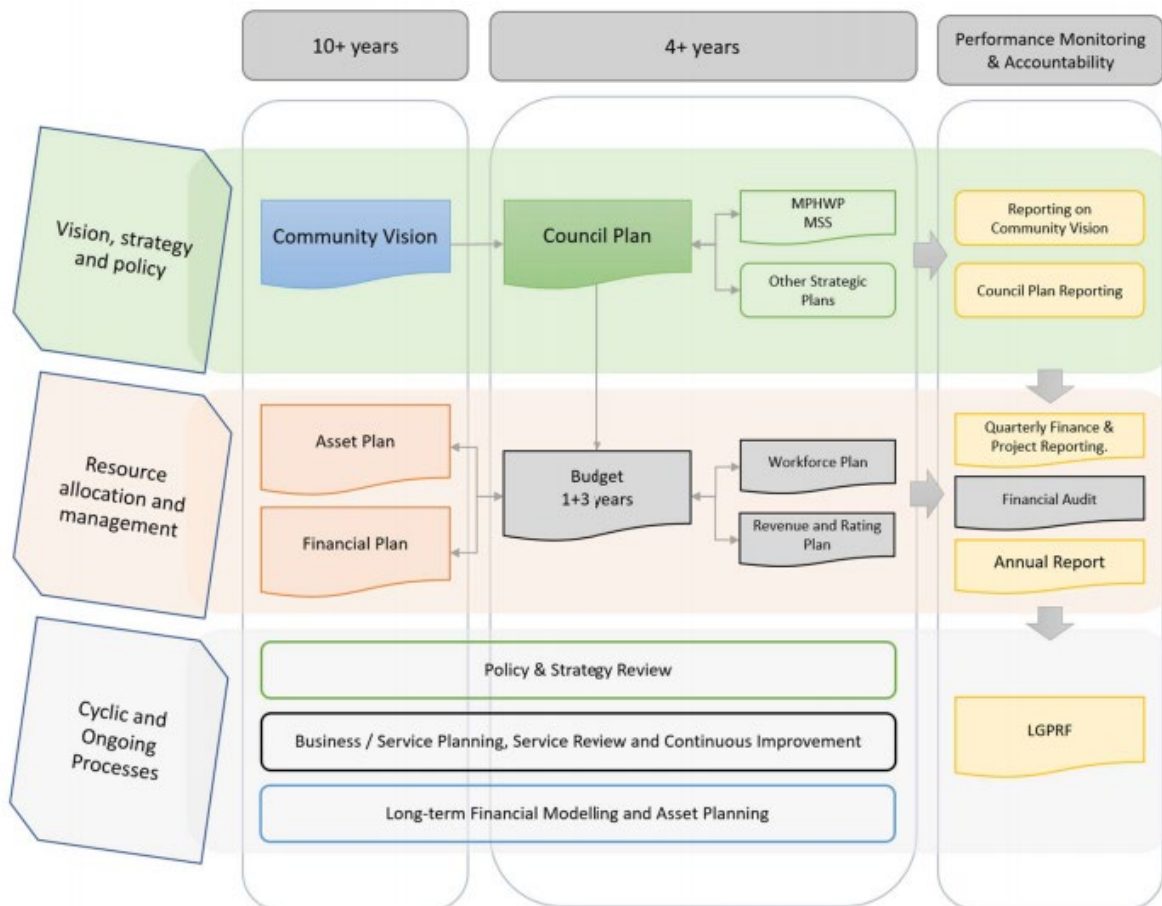
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1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides Ararat Rural City Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria, and demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10-year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.

- b) Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.

1.2.2 Management of the following financial risks:

- a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
- b) the management of current and future liabilities of the Council. The estimated 10-year liabilities are disclosed in section 3.2 Balance Sheet projections.
- c) the beneficial enterprises of Council

1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.

1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

1.3 Engagement Principles

Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management.
- b) Community engagement around the Financial Plan 2025- 2035 is conducted using the Engage Ararat platform online, and in-person community meetings.
- c) Draft Financial Plan, including any revisions, presented to the June Council Meeting for adoption.

1.4 Service Performance Principles

Council services are designed to be purposeful, targeted to community needs and value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- d) Council has a performance monitoring framework to continuously improve its service delivery standards.
- e) Council has a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2. Financial Plan Context

2. Financial Plan Context

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

2.1 Financial Policy Statements

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

Policy Statement	Measure	Target	Budget										
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Consistent underlying surplus results	Adjusted underlying result greater than \$0	\$0	\$2,320	\$560	\$1,048	\$1,251	\$1,283	\$1,292	\$1,324	\$1,358	\$1,395	\$1,424	\$1,463
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	1.58	2.35	2.42	2.60	2.83	2.92	3.01	3.11	3.21	3.31	3.41
Allocate adequate funds towards renewal of capital to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 100%	100%	200.2%	103.2%	106.5%	107.8%	107.8%	107.8%	107.8%	107.8%	107.8%	107.8%	107.8%

Policy Statement	Measure	Target	Budget										
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	60%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	147.5%	163.9%	173.7%	192.2%	214.3%	226.3%	238.4%	250.4%	262.6%	274.7%	287.0%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30%	75.8%	59.3%	53.9%	54.6%	54.7%	54.8%	54.9%	54.9%	55.0%	55.1%	55.1%

2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Council Plan. The strategic actions are included in the 10-year Financial Plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works. The following are key strategic actions derived from the Community Vision 2025-2035 and the Council Plan 2025-2029:

- Maintaining investment in renewal capital works to ensure an effective local roads network that meets the economic and social needs of the municipal community.
- Ensuring ongoing organisational efficiencies are returned as a dividend to ratepayers through responsible rating.

- Investing in pragmatic approaches to environmental management and investment in local approaches to engaging in a circular economy.
- Maintaining and developing community, recreational and sporting facilities.
- Developing key industry and research partnerships to deliver cost effective, innovative approaches to health and wellbeing, economic growth and housing development.
- Demonstrating that small rural councils, like Ararat Rural City Council, can maintain assets, deliver effective community services and remain financially viable.

2.3 Assumptions to the Financial Plan Statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
CPI	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Rates and charges	1.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Statutory fees and fines	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
User fees	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Grants - Operating	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other income	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employee costs	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Materials and services	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Depreciation & Amortisation	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other expenses	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

3. Financial Plan Statements

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

Comprehensive Income Statement

Balance Sheet

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Statement of Changes in Equity

3.1 Comprehensive Income Statement

For the 10 years ended 30 June 2035

	Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	17,950	18,425	18,878	19,344	19,821	20,311	20,813	21,328	21,856	22,398	22,953
Statutory fees and fines	272	277	284	291	298	306	313	321	329	337	346
User fees	1,515	1,631	1,672	1,714	1,757	1,800	1,846	1,892	1,939	1,988	2,037
Grants - Operating	8,323	9,526	9,426	9,536	9,788	10,075	10,370	10,674	10,988	11,310	11,642
Grants - Capital	7,304	3,828	2,777	2,923	2,923	2,923	2,923	2,923	2,923	2,923	2,923
Contributions - monetary	100	93	93	93	93	93	93	93	93	93	93
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	20	20	20	20	20	20	20	20	20	20
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-
Other income	722	630	616	603	591	580	570	561	553	546	540
Total income	36,186	34,430	33,766	34,524	35,291	36,108	36,948	37,812	38,701	39,615	40,554
Expenses											
Employee costs	11,333	11,961	12,357	12,768	13,191	13,630	14,082	14,549	15,032	15,531	16,046
Materials and services	8,259	9,186	8,876	8,761	8,955	9,193	9,251	9,307	9,361	9,424	9,478
Depreciation	7,681	10,469	10,731	10,999	11,274	11,556	11,845	12,141	12,445	12,756	13,075
Bad Debts	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	6	2	-	-	-	-	-	-	-	-	-
Finance Costs - leases	74	60	42	23	5	-	-	-	-	-	-
Other expenses	368	394	404	414	424	435	446	457	468	480	492
Total expenses	28,023	32,380	32,718	33,273	34,008	34,816	35,624	36,454	37,306	38,191	39,091
Surplus/(deficit) for the year	8,163	2,050	1,048	1,251	1,283	1,292	1,324	1,358	1,395	1,424	1,463
Net asset revaluation increment/(decrement)	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	8,163	2,050	1,048	1,251	1,283	1,292	1,324	1,358	1,395	1,424	1,463

3.2 Balance Sheet

For the 10 years ended 30 June 2035

	Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	7,808	6,488	6,889	7,298	7,707	8,117	8,529	8,943	9,362	9,777	10,199
Trade and other receivables	98	2,265	2,152	2,044	1,942	1,845	1,753	1,665	1,582	1,503	1,428
Inventories	64	60	60	60	60	60	60	60	60	60	60
Other assets	13	-	-	-	-	-	-	-	-	-	-
Total current assets	7,983	8,813	9,101	9,402	9,709	10,022	10,342	10,668	11,004	11,340	11,687
Non-current assets											
Trade and other receivables	4	3	1	-	-	-	-	-	-	-	-
Investments in associates, joint arrangements and subsidiaries	1,001	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998	1,998
Property, infrastructure, plant & equipment	306,643	314,678	315,434	316,359	317,312	318,291	319,295	320,327	321,386	322,474	323,590
Right-of-use assets	1,071	778	470	162	2	-	-	-	-	-	-
Investment property	1,661	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535
Total non-current assets	310,380	318,992	319,438	320,054	320,847	321,824	322,828	323,860	324,919	326,007	327,123
Total assets	318,363	327,805	328,539	329,456	330,556	331,846	333,170	334,528	335,923	337,347	338,810
Liabilities											
Current liabilities											
Trade and other payables	2,218	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024
Trust funds and deposits	305	303	303	303	303	303	303	303	303	303	303
Unearned income	-	-	-	-	-	-	-	-	-	-	-
Provisions	2,084	2,104	2,104	2,104	2,104	2,104	2,104	2,104	2,104	2,104	2,104
Interest-bearing liabilities	156	-	-	-	-	-	-	-	-	-	-
Lease liabilities	290	314	333	183	2	-	-	-	-	-	-
Total current liabilities	5,053	3,745	3,764	3,614	3,433	3,431	3,431	3,431	3,431	3,431	3,431

	Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities											
Provisions	123	293	293	293	293	293	293	293	293	293	293
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	810	519	186	2	-	-	-	-	-	-	-
Total non-current liabilities	933	812	479	295	293	293	293	293	293	293	293
Total liabilities	5,986	4,557	4,243	3,909	3,726	3,724	3,724	3,724	3,724	3,724	3,724
Net assets	312,377	323,248	324,296	325,547	326,830	328,122	329,446	330,804	332,199	333,623	335,086
Equity											
Accumulated surplus	107,944	109,959	110,743	111,723	112,729	113,737	114,770	115,829	116,918	118,028	119,169
Reserves	204,433	213,289	213,553	213,824	214,101	214,385	214,676	214,975	215,281	215,595	215,917
Total equity	312,377	323,248	324,296	325,547	326,830	328,122	329,446	330,804	332,199	333,623	335,086

3.3 Statement of Changes in Equity

For the 10 years ended 30 June 2035

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2025 Forecast Actual				
Balance at beginning of the financial year	314,613	98,126	208,123	8,364
Surplus/(deficit) for the year	6,585	6,585		
Net asset revaluation increment/(decrement)	-		-	
Transfers to other reserves	-	(107)		107
Transfers from other reserves	-	3,745		(3,745)
Balance at end of the financial year	321,198	108,349	208,123	4,726
2026				
Balance at beginning of the financial year	321,198	108,349	208,123	4,726
Surplus/(deficit) for the year	2,050	2,050	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,208)	-	1,208
Transfers from other reserves	-	768	-	(768)
Balance at end of the financial year	323,248	109,959	208,123	5,166
2027				
Balance at beginning of the financial year	323,248	109,959	208,123	5,166
Surplus/(deficit) for the year	1,048	1,048	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(264)	-	264
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	324,296	110,743	208,123	5,430
2028				
Balance at beginning of the financial year	324,296	110,743	208,123	5,430
Surplus/(deficit) for the year	1,251	1,251	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(271)	-	271
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	325,547	111,723	208,123	5,701

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2029				
Balance at beginning of the financial year	325,547	111,723	208,123	5,701
Surplus/(deficit) for the year	1,283	1,283	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(277)	-	277
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	326,830	112,729	208,123	5,978
2030				
Balance at beginning of the financial year	326,830	112,729	208,123	5,978
Surplus/(deficit) for the year	1,292	1,292	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(284)	-	284
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	328,122	113,737	208,123	6,262
2031				
Balance at beginning of the financial year	328,122	113,737	208,123	6,262
Surplus/(deficit) for the year	1,324	1,324	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(291)	-	291
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	329,446	114,770	208,123	6,553
2032				
Balance at beginning of the financial year	329,446	114,770	208,123	6,553
Surplus/(deficit) for the year	1,358	1,358	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(299)	-	299
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	330,804	115,829	208,123	6,852

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2033				
Balance at beginning of the financial year	330,804	115,829	208,123	6,852
Surplus/(deficit) for the year	1,395	1,395	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(306)	-	306
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	332,199	116,918	208,123	7,158
2034				
Balance at beginning of the financial year	332,199	116,918	208,123	7,158
Surplus/(deficit) for the year	1,424	1,424	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(314)	-	314
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	333,623	118,028	208,123	7,472
2035				
Balance at beginning of the financial year	333,623	118,028	208,123	7,472
Surplus/(deficit) for the year	1,463	1,463	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(322)	-	322
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	335,086	119,169	208,123	7,794

3.4 Statement of Cash Flows

For the 10 years ended 30 June 2035

	Budget										
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	17,943	18,545	18,994	19,453	19,923	20,406	20,907	21,415	21,939	22,479	23,030
Statutory fees and fines	272	277	284	291	298	306	313	321	329	337	346
User fees	1,515	1,794	1,839	1,885	1,932	1,981	2,030	2,081	2,133	2,186	2,241
Grants - operating	10,270	9,526	9,426	9,537	9,788	10,075	10,370	10,675	10,988	11,310	11,642
Grants - capital	7,304	3,828	2,777	2,923	2,923	2,923	2,923	2,923	2,923	2,923	2,923
Contributions - monetary	100	93	93	93	93	93	93	93	93	93	93
Interest received	500	400	380	361	343	326	310	294	279	265	252
Other receipts	222	253	259	266	272	279	286	293	301	308	316
Net GST refund / payment	-	733	697	680	695	714	715	715	715	716	715
Employee costs	(11,333)	(11,960)	(12,358)	(12,768)	(13,192)	(13,630)	(14,082)	(14,549)	(15,032)	(15,531)	(16,046)
Materials and services	(8,336)	(10,106)	(9,763)	(9,636)	(9,848)	(10,112)	(10,177)	(10,237)	(10,297)	(10,367)	(10,426)
Other payments	(368)	(394)	(404)	(414)	(424)	(435)	(446)	(457)	(468)	(480)	(492)
Net cash provided by/(used in) operating activities	18,089	12,989	12,224	12,671	12,803	12,926	13,242	13,567	13,903	14,239	14,594
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(15,513)	(12,437)	(11,567)	(12,006)	(12,306)	(12,614)	(12,930)	(13,253)	(13,584)	(13,924)	(14,272)
Proceeds from sale of property, infrastructure, plant and equipment	-	1,050	100	100	100	100	100	100	100	100	100
Payments for investments	-	(500)	-	-	-	-	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(15,513)	(11,887)	(11,467)	(11,906)	(12,206)	(12,514)	(12,830)	(13,153)	(13,484)	(13,824)	(14,172)

	Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from financing activities											
Finance costs	(6)	(2)	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(150)	(156)	-	-	-	-	-	-	-	-	-
Interest paid - lease liability	(74)	(60)	(42)	(23)	(5)	-	-	-	-	-	-
Repayment of lease liabilities	(283)	(296)	(314)	(333)	(183)	(2)	-	-	-	-	-
Net cash provided by/(used in) financing activities	(513)	(514)	(356)	(356)	(188)	(2)	-	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	2,063	588	401	409	409	410	412	414	419	415	422
Cash and cash equivalents at the beginning of the financial year	5,735	5,900	6,488	6,889	7,298	7,707	8,117	8,529	8,943	9,362	9,777
Cash and cash equivalents at the end of the financial year	7,798	6,488	6,889	7,298	7,707	8,117	8,529	8,943	9,362	9,777	10,199

3.5 Statement of Capital Works

For the 10 years ended 30 June 2035

	Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Buildings	550	2,040	564	578	592	607	622	638	654	670	687
Total property	550	2,040	564	578	592	607	622	638	654	670	687
Plant and equipment											
Plant, machinery and equipment	-	500	508	519	533	546	561	574	590	604	620
Fixtures, fittings and furniture	-	100	-	-	-	-	-	-	-	-	-
Library books	40	40	45	48	48	50	50	52	52	54	54
Total plant and equipment	40	640	553	567	581	596	611	626	642	658	674
Infrastructure											
Roads	13,693	8,207	8,900	9,311	9,583	9,711	9,997	10,289	10,438	10,746	11,061
Bridges	80	400	400	400	400	450	450	450	500	500	500
Footpaths and cycleways	400	400	400	400	400	450	450	450	500	500	500
Drainage	750	750	750	750	750	800	800	800	850	850	850
Total infrastructure	14,923	9,757	10,450	10,861	11,133	11,411	11,697	11,989	12,288	12,596	12,911
Total capital works expenditure	15,513	12,437	11,567	12,006	12,306	12,614	12,930	13,253	13,584	13,924	14,272

	Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Represented by:											
New asset expenditure	138	1,628	141	145	148	152	156	159	163	168	172
Asset renewal expenditure	13,434	8,702	9,577	9,944	10,192	10,447	10,708	10,977	11,251	11,532	11,820
Asset upgrade expenditure	1,941	2,107	1,849	1,917	1,966	2,015	2,066	2,117	2,170	2,224	2,280
Total capital works expenditure	15,513	12,437	11,567	12,006	12,306	12,614	12,930	13,253	13,584	13,924	14,272
Funding sources represented by:											
Grants	7,304	3,828	2,777	2,923	2,923	2,923	2,923	2,923	2,923	2,923	2,923
Contributions	-	-	-	-	-	-	-	-	-	-	-
Council cash	8,209	8,609	8,790	9,083	9,383	9,691	10,007	10,330	10,661	11,001	11,349
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	15,513	12,437	11,567	12,006	12,306	12,614	12,930	13,253	13,584	13,924	14,272

3.6 Statement of Human Resources

For the 10 years ended 30 June 2035

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	11,333	11,960	12,358	12,768	13,192	13,630	14,082	14,549	15,032	15,531	16,046
Employee costs - capital	1,091	1,136	1,165	1,194	1,224	1,254	1,286	1,318	1,351	1,384	1,419
Total staff expenditure	12,424	13,096	13,523	13,962	14,416	14,884	15,368	15,867	16,383	16,915	17,465
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	128.4	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8
Total staff numbers	128.4	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8

A summary of Human Resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2025/26 \$'000	Comprises		
		Full Time	Part time	Casual
		\$'000	\$'000	\$'000
Growing our place	676	525	151	-
Building robust local economies	431	362	-	69
Preserving our environment	2,047	1,751	64	232
Developing and maintaining key enabling infrastructure	3,067	2,727	67	273
Enhancing community life	2,569	1,297	776	496
Strong and effective governance	3,171	2,634	513	24
Total permanent staff expenditure	11,961	9,296	1,571	1,094
Capitalised labour costs	1,136			
Total expenditure	13,097			

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

Department	Budget 2025/26 FTE	Comprises		
		Full Time	Part time	Casual
		FTE	FTE	FTE
Growing our place	5.5	4.0	1.5	-
Building robust local economies	3.7	3.0	-	0.7
Preserving our environment	22.5	20.0	0.8	1.7
Developing and maintaining key enabling infrastructure	44.8	41.0	0.9	2.9
Enhancing community life	26.0	14.0	6.9	5.1
Strong and effective governance	25.3	20.0	5.0	0.3
Total staff	127.8	102.0	15.1	10.7

3.7 Summary of Planned Human Resources Expenditure

For the 10 years ended 30 June 2035

	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
Growing our place										
Permanent - Full time										
Female	219	226	234	242	250	258	266	275	284	294
Male	305	315	326	336	348	359	371	383	396	409
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Female	152	157	162	168	173	179	185	191	197	204
Male	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Growing our place	676	698	722	746	770	796	822	850	878	907
Building robust local economies										
Permanent - Full time										
Female	214	221	228	236	244	252	260	269	278	287
Male	148	153	158	163	169	174	180	186	192	199
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Female	-	-	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Building robust local economies	362	374	386	399	413	426	440	455	470	486
Preserving our environment										
Permanent - Full time										
Female	-	-	-	-	-	-	-	-	-	-
Male	1,751	1,809	1,869	1,931	1,995	2,061	2,130	2,201	2,274	2,349
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Female	64	66	68	71	73	75	78	80	83	86
Male	-	-	-	-	-	-	-	-	-	-

	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
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Preserving our environment	1,815	1,875	1,937	2,002	2,068	2,137	2,208	2,281	2,357	2,435
Developing and maintaining key enabling infrastructure										
Permanent - Full time										
Female	542	560	579	598	618	638	659	681	704	727
Male	2,185	2,257	2,332	2,410	2,490	2,572	2,658	2,746	2,837	2,931
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Female	67	69	72	74	76	79	81	84	87	90
Male	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Developing and maintaining key enabling infrastructure	2,794	2,887	2,983	3,081	3,184	3,289	3,399	3,511	3,628	3,748
Enhancing community life										
Permanent - Full time										
Female	575	594	614	634	655	677	699	723	747	771
Male	723	747	772	797	824	851	879	909	939	970
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Female	746	771	796	823	850	878	907	938	969	1,001
Male	30	31	32	33	34	35	36	38	39	40
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Enhancing community life	2,074	2,143	2,214	2,287	2,363	2,442	2,523	2,607	2,693	2,782
Strong and effective governance										
Permanent - Full time										
Female	1,887	1,949	2,014	2,081	2,150	2,222	2,295	2,371	2,450	2,531
Male	746	771	796	823	850	878	907	938	969	1,001
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Female	513	530	548	566	585	604	624	645	666	688

	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
Male	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Strong and effective governance	3,146	3,250	3,358	3,470	3,585	3,704	3,827	3,954	4,085	4,220
Casuals, temporary and other expenditure	1,094	1,130	1,168	1,207	1,247	1,288	1,331	1,375	1,421	1,468
Capitalised labour costs	1,136	1,165	1,194	1,224	1,254	1,286	1,318	1,351	1,384	1,419
Total staff expenditure	13,097	13,522	13,962	14,415	14,884	15,368	15,867	16,383	16,915	17,465

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Growing our place										
Permanent - Full time										
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
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	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Women	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Growing our place	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Building robust local economies										
Permanent - Full time										
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Building robust local economies	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Preserving our environment										
Permanent - Full time										
Women	-	-	-	-	-	-	-	-	-	-
Men	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Women	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Preserving our environment	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Developing and maintaining key enabling infrastructure										
Permanent - Full time										
Women	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Men	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Women	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Developing and maintaining key enabling infrastructure	29.9	29.9	29.9	29.9	29.9	29.9	29.9	29.9	29.9	29.9
Enhancing community life										
Permanent - Full time										
Women	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Men	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Women	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Men	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Enhancing community life	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9	20.9
Strong and effective governance										
Permanent - Full time										
Women	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
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	-	-	-	-	-	-	-	-	-	-
Permanent - Part time										
Women	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total - Strong and effective governance	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Casuals and temporary staff	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7	10.7
Capitalised labour	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Total staff numbers	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Budget											Trend
			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	Adjusted underlying surplus (deficit) / adjusted underlying revenue	1	7.6%	1.7%	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	o
Liquidity														
Working Capital	Current assets / current liabilities	2	158.0%	235.3%	241.8%	260.2%	282.8%	292.1%	301.4%	310.9%	320.7%	330.5%	340.6%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	147.5%	163.9%	173.7%	192.2%	214.3%	226.3%	238.4%	250.4%	262.6%	274.7%	287.0%	+
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.9%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		4.6%	3.9%	2.2%	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.2%	1.1%	o
Asset renewal	Asset renewal and upgrade expense / asset depreciation	5	200.2%	103.2%	106.5%	107.8%	107.8%	107.8%	107.8%	107.8%	107.8%	107.8%	107.8%	o
Stability														
Rates concentration	Rate revenue / adjusted underlying revenue	6	59.2%	55.9%	55.9%	56.0%	56.2%	56.3%	56.3%	56.4%	56.5%	56.5%	56.6%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	o

Indicator	Measure	Notes	Budget												Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	+/-	
Efficiency															
Expenditure level	Total expenses / no. of property assessments		\$3,787	\$4,347	\$4,349	\$4,379	\$4,432	\$4,492	\$4,550	\$4,610	\$4,671	\$4,735	\$4,798	+	
Revenue level	Total rate revenue / no. of property assessments		\$1,997	\$2,035	\$2,065	\$2,096	\$2,127	\$2,158	\$2,190	\$2,223	\$2,256	\$2,289	\$2,323	+	
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		10.6%	10.6%	10.6%	10.6%	10.6%	10.6%	10.6%	10.6%	10.6%	10.6%	10.6%	o	
Sustainable Capacity															
Population	Total rate revenue / Municipal population		\$1,490	\$1,537	\$1,554	\$1,572	\$1,590	\$1,609	\$1,627	\$1,646	\$1,665	\$1,685	\$1,704	+	
Population	Total expenses / Municipal population		\$2,326	\$2,701	\$2,694	\$2,704	\$2,729	\$2,758	\$2,786	\$2,814	\$2,843	\$2,873	\$2,903	+	
Population	Value of infrastructure / Municipal population		\$25,450	\$26,247	\$25,972	\$25,714	\$25,460	\$25,211	\$24,966	\$24,726	\$24,490	\$24,257	\$24,028	+	
Population	Municipal population / Kilometres of local roads		4.9	4.9	5.0	5.0	5.1	5.2	5.2	5.3	5.4	5.4	5.5	+	
Own-source revenue	Own source revenue / Municipal population		\$1,698	\$1,750	\$1,768	\$1,786	\$1,804	\$1,823	\$1,842	\$1,862	\$1,882	\$1,902	\$1,923	+	
Recurrent grants	Recurrent grants / Municipal population		\$807	\$938	\$984	\$1,005	\$1,014	\$1,024	\$1,034	\$1,044	\$1,055	\$1,066	\$1,077	o	

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to Indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The adjusted underlying result calculation includes recurrent capital funding such as Roads to Recovery funding.

2. Working capital

The proportion of current liabilities represented by current assets. Working capital is forecast to steadily increase in future years.

3. Unrestricted cash

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use, which includes trust funds and deposits, and funds held in statutory reserves. This indicator measures the proportion of current liabilities represented by unrestricted cash.

4. Debt compared to rates

This indicator measures the level of Council's total debt as a percentage of rate revenue.

5. Asset renewal

This percentage indicates the extent of Council's renewal and upgrade of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and upgraded and future capital expenditure will be required to renew and upgrade assets.

6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. This indicator confirms Council relies heavily on rates as a source of income. The trend indicates Council will continue to be reliant on rate revenue compared to all other revenue sources.

5. Strategies and Plans

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

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2025 is \$156,400.

5.1.2 Future Borrowing Requirements

The following table highlights Council’s projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Budget										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	307	157	-	-	-	-	-	-	-	-	-
Plus New loans	-	-	-	-	-	-	-	-	-	-	-
Less Principal repayment	(150)	(157)	-	-	-	-	-	-	-	-	-
Closing balance	157	-	-	-	-	-	-	-	-	-	-
Interest payment	6	2	-	-	-	-	-	-	-	-	-



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