

# Draft Financial Plan 2024/25 to 2033/34



| <b>Contents</b>  | <b>Page</b> |
|--|-------------|
| <b>INTRODUCTION</b>  | <b>3</b>    |
| 1.1 Financial Plan   | 3           |
| 1.2 Strategic Planning Principles                                    | 3           |
| 1.3 Financial Management Principles                                  | 3           |
| 1.4 Legislative Requirements   | 4           |
| 1.5 Service Performance Principles                                   | 5           |
| 1.6 Asset Plan Integration   | 6           |
| 1.7 Engagement Principles  | 6           |
| <b>FINANCIAL PLAN CONTEXT</b>  | <b>7</b>    |
| 2.1 Financial Policy Statement (Financial Sustainability Indicators) | 7           |
| 2.2 Strategic Actions  | 8           |
| 2.3 Assumptions to the Financial Plan Statements                     | 9           |
| 2.4 Financial Risk   | 11          |
| <b>FINANCIAL SNAPSHOT</b>  | <b>12</b>   |
| <b>FINANCIAL STATEMENTS</b>  | <b>16</b>   |
| 3.1 Comprehensive Income Statement                                   | 16          |
| 3.2 Balance Sheet  | 17          |
| 3.3 Statement of Changes in Equity                                   | 18          |
| 3.4 Statement of Cash Flows  | 19          |
| 3.5 Statement of Capital Works                                       | 20          |
| 3.6 Statement of Human Resources                                     | 21          |
| 3.7 Planned Human Resource Expenditure                               | 23          |
| <b>FINANCIAL PERFORMANCE INDICATORS</b>                              | <b>27</b>   |
| <b>STRATEGIES AND PLANS</b>  | <b>29</b>   |
| 5.1 Borrowing Strategy   | 29          |
| 5.2 Reserves Strategy  | 29          |
| 5.3 Revenue and Rating Plan  | 33          |
| 5.4 Waste Management Strategy  | 33          |
| 5.5 Workforce Plan   | 33          |

# Introduction

## 1.1 Financial Plan

The *Local Government Act 2020* introduced a requirement for councils to prepare a rolling 10-year Financial Plan. The Financial Plan provides a strategic overview of the financial resources available to Council over the next 10 years and sets out how the resources will be used to implement the actions of the Council Plan and achieve the Community Vision.

The purpose of the Financial Plan is to provide stability, predictability and to establish a framework for the effective mitigation and management of strategic financial risk. Importantly, the Plan should show how the viability and financial sustainability of Council will be achieved and maintained over the 10-year period.

## 1.2 Strategic Planning Principles

The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting;
- The 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;
- 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;
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 2.4 below;
- The Financial Plan provides for the strategic planning principles of progress monitoring and reviews to identify and adapt to changing circumstances.

## 1.3 Financial Management Principles

Council manages significant funds on behalf of its community. The responsible management of these finances is essential for Council to continue meeting its legislative responsibilities and to keep providing services and facilities needed by the community.

Section 101 of the *Local Government Act 2020* provides four principles of sound financial management, which all councils are required to implement within their financial planning and reporting frameworks. They are:

- Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with Council's financial policies and strategic plans;
- Financial risks must be monitored and managed prudently, having regard to economic circumstances;
- 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;
- 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:

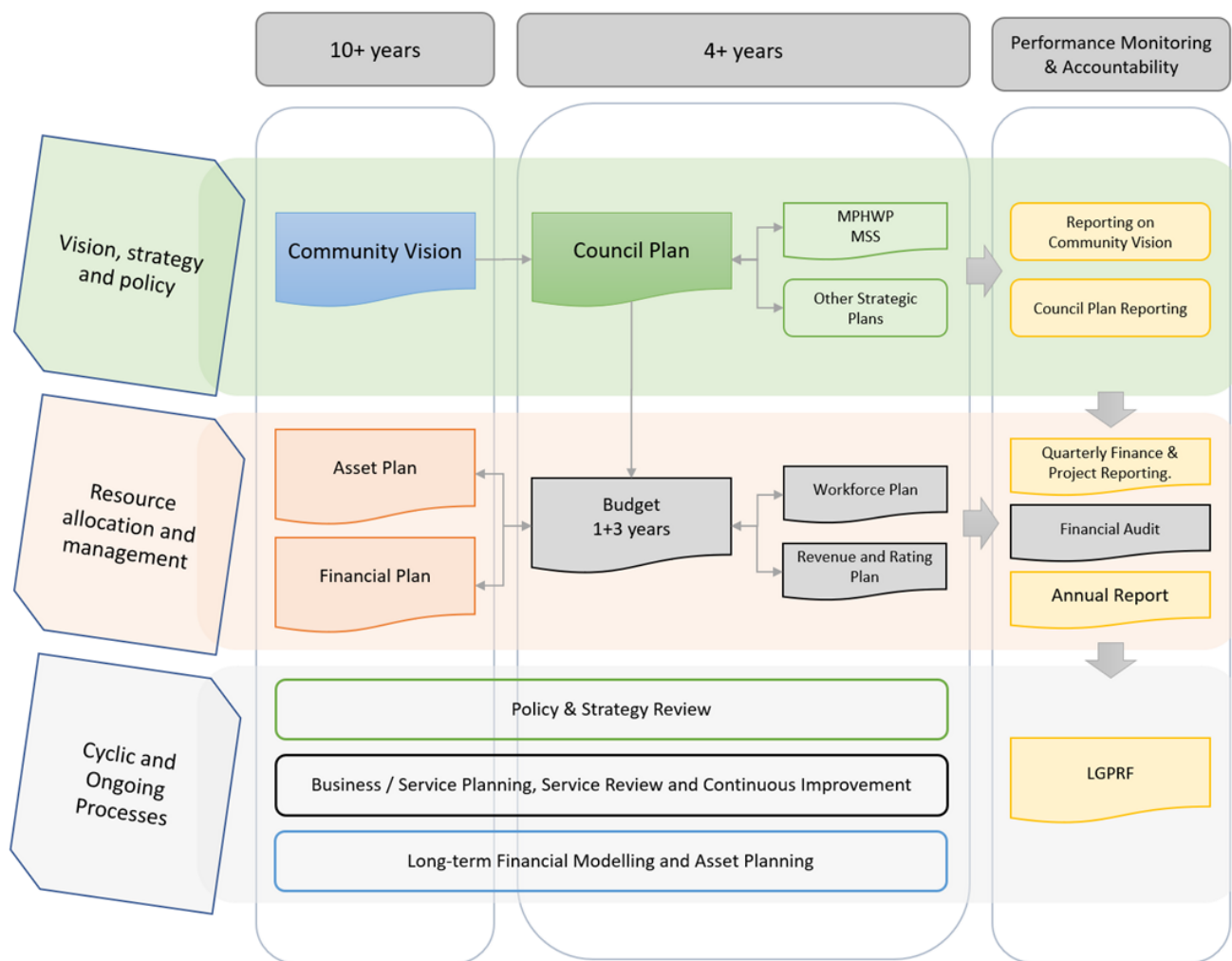
- the financial viability of the Council;
- the management of current and future liabilities of the Council;
- the beneficial enterprises of the Council.

## 1.4 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 and reporting framework. This framework guides the Borough of Queenscliffe in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework.





## 1.5 Service Performance Principles

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

- 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;
- Services are accessible to the relevant users within the community;
- 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;
- Council has a performance monitoring framework to continuously improve its service delivery standards;
- Council does not have a comprehensive Service Level Plan and resources have been allocated in the financial plan for assumed service standards (based on past service levels, community satisfaction survey results, various strategies and plans etc.)

## 1.6 Asset Plan Integration

Reciprocal integration between the Asset Plan and the Financial Plan is a key principle of Council's strategic financial planning principles. The purpose of this integration is to ensure that future funding is allocated in a manner that supports service delivery for 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, provides 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 allocated 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 financial resources and budgets.

Council has developed an Asset Plan in line with the requirements of the *Local Government Act 2020*.

Asset renewal demand projections included in this Financial Plan generally reflect the expenditure identified in the following asset management documents:

- Roads expenditure follows the recommendations in the 2023 Road Condition and Renewal Modelling Report and the Roads Footpath and Kerb Asset Management Plan 2019;
- Buildings expenditure reflect the 2022 Building Condition Assessment Modelling Report and the Buildings Asset Management Plan 2019;
- Storm water drainage reflects the Urban Stormwater Drainage Asset Management Plan 2019;
- Open space reflects the Open Space Asset Management Plan 2019 in combination with annual playground safety standard audit inspections.

The Council has a rolling schedule to review and update its Asset Management Plans and as part of this process, the Council will seek feedback from the community in terms of the service expectations

## 1.7 Engagement Principles

Council has developed and will engage with the community on the Financial Plan in accordance with the requirements of the Local Government Act. Councillors and officers have worked together over many months in developing the Draft Financial Plan to ensure it meets the needs and aspirations of our community.

- Councillors and officers considered development of proposed Financial Plan at nine (9) briefings November 2023 to June 2024;
- Proposed draft Financial Plan submitted to Council for consideration 24 April 2024;
- Draft Financial Plan available for public inspection and comment 25 April 2024;
- Public submission process undertaken April/May 2024;
- Submissions period closed 24 May 2024;
- Submissions considered by Council 29 May 2024; and
- Final Financial Plan presented to Council for adoption 26 June 2024.

## Financial Plan Context

### 2.1 Financial Policy Statement (Financial Sustainability Indicators)

The Council Plan has specified the following measures to demonstrate Council’s ability to fund the aspirations of the Community Vision and the Council Plan in a financially sustainable manner.

| Policy Statement  | Measure  | BoQ Target        | Comment  |
|---|--|-------------------|--|
| Consistent operating results  | <b>Our adjusted underlying result:</b> The difference between recurrent income and recurrent expenses  | Greater than \$0  | Adjusted for the timing of recurring operating grants, one-off operating projects (including operating grants if applicable), assets write-offs and any other non-recurrent transactions |
| Ensure Council maintains sufficient working capital to meet its obligations as they fall due  | <b>Current assets vs current liabilities:</b> The value of our current assets divided by our current liabilities   | Greater than 1    | Excludes non-current assets classified as held for sale  |
| Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required      | <b>Level of unrestricted cash reserve against current liabilities:</b> Our current liabilities as a percentage of our unrestricted cash reserves (based on the remaining maturity)                     | Greater than 100% | Cash and cash equivalents include all items at call and short-term deposits with remaining maturity of less than three months  |
| That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality   | <b>Total borrowings against rate revenue:</b> Our total borrowings as a percentage of our rate revenue   | Less than 15%     | Target is in line with Council Policy CP040: Borrowings  |
| Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life | <b>Asset renewal and upgrade expenses against depreciation:</b> The financial investment in asset renewal and upgrade work divided by the cost of depreciation (based on a three-year rolling average) | Greater than 100% | Three years rolling average takes into the consideration BoQ’S dependency on external funding for major capital projects   |
| Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for renewal capital                  | <b>Council’s contribution to asset renewal and upgrade:</b> Council’s contribution to asset renewal and upgrade expenses as a percentage of own-source revenue   | Greater than 10%  | Based on the net contribution from Council for asset renewal and upgrade work  |



## 2.2 Strategic Actions

Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The Financial Plan has been developed based on these strategic actions:

- Prioritise capital expenditure for investment in renewal capital to reduce the escalating risk and maintenance costs of aging infrastructure;
- Avoid or minimise capital projects that will create new assets resulting in additional asset renewal requirements in the future;
- Only applying proceeds from asset sales to invest in projects that will generate additional revenue streams;
- Debt funding to be applied only to projects that will generate additional revenue streams;
- Additional funding to address actions that mitigate, or adapt to, the impacts of climate change;
- Manage salaries and wages growth in line with the rate cap, subject to any Council decisions;
- Emphasis on innovation, productivity and efficiencies that lead to reduced costs or the minimisation of waste and duplication (invest to save, e.g.; ICT transformation project);
- Maintaining current service levels until Council completes a full review of its service delivery programs;
- Council needs to preserve the income generating capacity of its tourist parks and make further investments to enhance it (tourist parks provide the primary income source where Council can make a direct influence).



### 2.3 Assumptions to the Financial Plan Statements

The Financial Plan is updated annually as a part of the annual budget process following a review of internal financial results and changes in the external environment. The financial information used for 2024–25 (the base year) is based on the 2024–25 financial budget.

The following table provides a detailed explanation of planning assumptions. The Financial Plan outcomes are disclosed in the Financial Statements section.

| Key Elements  | 2024–25  | 2025–26 | 2026–27 | 2027–28 | 2028–29 | 2029–30 | 2030–31 | 2031–32 | 2032–33 | 2033–34 |
|---|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Consumer Price Index (CPI)</b>                   | 3.20   | 2.85    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    |
|   | Based on the Reserve Bank Australia (RBA) Statement on Monetary Policy – February 2024. The average CPI for 2024–25 is based on the beginning (3.3) and the end (3.1) of the year CPI projections. For the remaining period CPI is based on the RBA long term expectation. |         |         |         |         |         |         |         |         |         |
| <b>Rates cap – ESC recommended methodology</b>      | 2.75   | 2.85    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    |
|   | For the purposes of the Financial Plan, Council has linked rates cap to the CPI forecast. However, there remains some uncertainty regarding the level of the rates cap in future years.  |         |         |         |         |         |         |         |         |         |
| <b>Growth in the rate base</b>                      | 0.20   | 0.05    | 0.05    | 0.05    | 0.05    | 0.01    | 0.01    | 0.01    | 0.01    | 0.01    |
|   | No material growth in population is expected for the next 10 years. Predominantly, BoQ has a stagnated rate base. Potential property developments based on development applications have been factored in.   |         |         |         |         |         |         |         |         |         |
| <b>User fees and charges – Tourist parks income</b> | 3.20   | 2.85    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    |
|   | Council adopts a market-based pricing strategy in conjunction with CPI projections.  |         |         |         |         |         |         |         |         |         |
| <b>User fees and charges – Others</b>               |  |         |         |         |         |         |         |         |         |         |
|   | Other user fees and charges are linked to the CPI.   |         |         |         |         |         |         |         |         |         |
| <b>Interest income</b>                              | 3.50   | 2.50    | 2.50    | 2.50    | 2.50    | 2.50    | 2.50    | 2.50    | 2.50    | 2.50    |
|   | Based on average interest rate for term deposits   |         |         |         |         |         |         |         |         |         |
| <b>Employee costs</b>                               | 2.75   | 2.85    | 2.10    | 2.10    | 2.10    | 2.10    | 2.10    | 2.10    | 2.10    | 2.10    |
|   | Based on the Council’s Enterprise Bargaining Agreement (EBA)   |         |         |         |         |         |         |         |         |         |
| <b>Insurance</b>                                    | 4.80   | 5.00    | 5.00    | 5.00    | 5.00    | 5.00    | 5.00    | 5.00    | 5.00    | 5.00    |
|   | Insurance premium is predominantly influenced by the performance of the overall insurance industry. Financial Plan is based on historical increases.   |         |         |         |         |         |         |         |         |         |

| Key Elements                     | 2024–25  | 2025–26 | 2026–27 | 2027–28 | 2028–29 | 2029–30 | 2030–31 | 2031–32 | 2032–33 | 2033–34 |
|----------------------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Operating costs</b>           | 3.20   | 2.85    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    |
|                                  | Expenses linked to grow in line with CPI.  |         |         |         |         |         |         |         |         |         |
| <b>Key contract costs</b>        | Expenses linked to grow in line with CPI plus cost escalation for future contract renewal.   |         |         |         |         |         |         |         |         |         |
| <b>Waste management expenses</b> | 3.20   | 2.85    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    | 2.60    |
|                                  | Expenses linked to grow in line with CPI.  |         |         |         |         |         |         |         |         |         |
| <b>Waste management charges</b>  | Continue with the full cost recovery strategy.   |         |         |         |         |         |         |         |         |         |
| <b>Government Grants</b>         | Ongoing grants are steady with CPI indexation. Capital grants are estimated based on funding requirements of major capital renewal/upgrade projects.   |         |         |         |         |         |         |         |         |         |
| <b>Borrowing</b>                 | Zero borrowings; new borrowing (if any) in the future only for projects that will generate additional revenue streams.   |         |         |         |         |         |         |         |         |         |
| <b>Capital projects</b>          | Prioritised renewal and upgrade work. The exact scope and timing of capital projects will be finalised after community consultations as appropriate.   |         |         |         |         |         |         |         |         |         |
| <b>Asset sales/proceeds</b>      | No new property sale is planned except for the annual replacement of motor vehicles. Sales proceeds from the sale of Murray Road land will be used for investment opportunities that will generate at minimum the interest income the Council could have otherwise earned. |         |         |         |         |         |         |         |         |         |

*Note to waste management cost/charges assumptions:*

The following assumptions have been used in determining waste management costs:

- The kerbside transition plan was implemented with Food Organics & Garden Organics (FOGO) collection operational on 1 August in 2022–23. The glass collection service will be operational in 2027–28;
- Diversion of 70% of the organics in the waste bin to the FOGO service will be achieved by 2026–27;
- State Government Landfill Levy will increase by only CPI from 2025–26 onward;
- Diversion of 80% of glass from the commingled recycling bin to the new glass service is achieved from 2027–28 onward;
- Kerbside material disposal and processing costs are based on historic volumes and 2021 waste audits;
- The contamination rates within the organics and recycling waste streams remain consistent with long term averages.
- The Barwon Water led Regional Organic Network Project will be now operational by June 2026.
- Impacts of a Container Deposit Scheme (CDS) have not yet been incorporated into this Plan due to limited data availability following the November 2023 commencement.

## 2.4 Financial Risk

There are many financial risks that Council must mitigate to remain financially sustainable. One of the most significant financial risks is the impact of rate capping. Our sound financial position – zero debt and a healthy reserve balance – will enable Council to respond to these financial risks over the rolling 10-year period. The following table highlights the financial risks and their impact to Council.

| Risk   | Level of Risk        | Mitigation  |
|--|----------------------|---|
| <p><b>Financial Sustainability of the Borough and Council:</b></p> <p>Income losses, unemployment and business closures in the Borough due to the drop in visitors (BoQ has a tourism focused economy).</p> <p>Limited/constrained revenue sources (lower rate cap (rate cap lesser than the CPI), stagnated rate base, Financial Assistance Grants not being directly linked to inflation and socio-economic factors specific to the Borough (e.g. having significant proportion of non-residential rate payers who are not included in population calculations for distribution of Grants)</p> | <p><b>High</b></p>   | <ul style="list-style-type: none"> <li>- Continuous advocacy and engagement with operators and state government and targeted actions and programs to promote tourism in the Borough (allocate resources via the annual financial budget)</li> <li>- Maintain an updated financial plan to provide direction to Council and continuous monitoring against the financial budget (quarterly report to Council)</li> <li>- Continue to invest in cost efficiencies (ICT transformation projects)</li> <li>- The Council will continue to pursue full cost recovery for all waste management expenses. Required adjustments to adhere to the Minister’s Good Practice Guidelines regarding service rates and charges will be incorporated into future budgets, ensuring the Council’s financial sustainability.</li> </ul> |
| <p><b>Government Political and Policy Changes:</b></p> <p>Commonwealth and state governments transfer program or service responsibilities to local government with insufficient funding, or provide grants that don’t keep pace with the actual delivery costs incurred by councils</p> <p>Council’s sensitivity to income from caravan parks</p> <p>Council loses ability to manage and control coastal Crown land (state government takes over control of coastal crown land)</p>  | <p><b>Medium</b></p> | <ul style="list-style-type: none"> <li>- Continue to lobby and work with state government to ensure Council’s ability to continue to manage coastal Crown land.</li> <li>- Continuous lobbying and actively working with other government agencies to achieve financial sustainability of relevant activities/projects</li> </ul>   |
| <p><b>Failure to close asset management gap:</b></p> <p>Deteriorating service capacity of Council’s asset base, due to the asset management gap.</p>   | <p><b>Medium</b></p> | <ul style="list-style-type: none"> <li>- High level asset management plan for key assets categories (except for open space assets).</li> <li>- Asset renewal programs (linked to conditional assessments) for road and building assets validated by 3rd party subject matter experts.</li> </ul>  |

| Risk   | Level of Risk | Mitigation   |
|--|---------------|--|
|  |               | <ul style="list-style-type: none"> <li>- Asset renewal reserve funds to meet future asset renewal funding requirements.</li> <li>- Continue to explore grant funding opportunities for significant asset renewal and upgrade work.</li> <li>- An asset plan in line with the LG Act 2020.</li> </ul> |
| Future unfunded defined benefits superannuation call occurring | <b>Low</b>    | <ul style="list-style-type: none"> <li>- Monitors the Vested Benefits index on a quarterly basis to avoid material shortfall calls. Maintain a separate reserve to manage any potential impact</li> </ul>  |

## Financial snapshot

Our decision-making reflects the principles of sound financial management. This Financial Plan assesses our financial performance using key financial indicators specified in the Council Plan. Refer to the Financial Policy Statement section (2.1) for more details about the indicators used to assess the financial outcome of the Borough over the planning period covered in this Financial Plan.

### Cash surplus/deficit

This is a measure of the cash inflows from all sources of revenue and the cash outflows for all expenditure (capital and operating expenditure). The Financial Plan presents a balanced budget over the 10-year horizon after transferring excess funds to the general reserve.

### 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 underlying result is calculated by deducting non-recurrent capital funding (grants and contributions) from the operating surplus/(deficit) for the year.

The **Local Government Performance Reporting Framework (LGPRF) based measure is projecting an average annual underlying surplus of \$117,000 over the 10-year planning horizon** despite Council has earmarked a couple of non-recurring operating projects for future years.

Council is projecting **an average annual underlying surplus excluding the impact of non-recurring transactions (based on the Council Plan measure) of \$143,000 over the 10-year planning horizon.**

As part of proposing sustainable operating result, Council is committed to undergoing a value management process for its key contracts. However, such a process and the projected reduction in staff resources might affect the current service levels provided by the Council.

The current draft financial plan does not yet reflect Council’s strategy for aligning with the Minister’s Good Practice Guidelines on service rates and charges. However, Council remains committed to achieving full cost recovery for all waste management expenditures. Adjustments necessary to comply with the Minister’s Guidelines will be integrated into the next iteration of the financial plan.

There may also be additional opportunities for Council to achieve operational efficiencies and additional ongoing income as a result of ongoing initiatives and projects (new operating model to manage tourist parks, BoQ ICT transformation, future investment in amenities in tourist parks to enhance visitor experience, etc.). Details of cost efficiencies and additional income figures are not possible to estimate until project plans and operational requirements are further developed.

Council needs to be careful about creating or acquiring new and significantly upgraded assets which will result in significant additional ongoing cost commitments, without supporting income.

The long-term outlook for Council will depend on careful and prudent planning, in particular when considering the need and ongoing management of new assets. The impacts of rate capping, limited opportunities for rate income growth, community expectations about service levels and the ongoing management of existing assets will continue to provide financial challenges for the Borough in the coming years.

### **Working capital**

This is a measure of current assets to current liabilities (our ability to pay existing liabilities that fall within the next 12 months). The Financial Plan expects this measure to stay well above 1 (100 percent) over the 10-year horizon.

### **Borrowings**

No borrowings are planned over the 10-year horizon.

### **Asset renewal and upgrade expenses (Capital projects)**

Asset renewal and upgrade expenses against depreciation, a ratio of 100 per cent or higher shows that spending on existing assets is moving at a faster rate than asset deterioration. The Financial Plan forecasts significant investment in existing assets over the next 10 years, subject to external grant funding. Key asset renewal and upgrade projects considered over the 10-year horizon are listed below. However, only high-level cost estimates have been used in the Plan and the scope and timing of these projects are subject to community consultations and detailed feasibility assessments.

#### **Potential priority capital projects considered in the Financial Plan**

- Queenscliff CBD 24-hour toilet
- Royal Park oval and changing rooms facility upgrade
- Weeroona Parade toilet facilities renewal
- Bull Ring restoration and landscaping
- Ocean Road wombat crossing garden bed
- Paths and walking tracks (based on the Active Transport Strategy)
- Construction stage – upgraded skate and new bike park
- Construction stage – Murray Road shared path
- Town Hall restoration and renewal works
- Soak pit upgrade and ocean outfall improvements (ongoing)
- ICT transformation project (3-to-4-year project)
- Installation of bike racks throughout the Borough (multi-year project)
- Princess Park toilet facilities renewal

## Financial sustainability indicators – Council Plan

Council’s projected financial performance against the financial sustainability indicators identified in the Council Plan is summarised below. Overall, based on the 10-year average, Council’s financial plan 2024–25 to 2033–34 satisfies all financial sustainability indicators except for the adjusted underlying result.

| Indicator  | Target | 2024–25 | 2025–26 | 2026–27 | 2027–28 | 2028–29 | 2029–30 | 2030–31 | 2031–32 | 2032–33 | 2033–34 | Average 10-year horizon |
|--|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------------------------|
| <b>Sustainable operating result</b>                            |        |         |         |         |         |         |         |         |         |         |         |                         |
| Our adjusted underlying result                                 | > \$0  | \$15    | \$38    | \$48    | \$138   | -\$76   | \$185   | \$266   | \$312   | \$182   | \$319   | <b>\$143</b>            |
| <b>Working capital</b>   |        |         |         |         |         |         |         |         |         |         |         |                         |
| Current assets vs current liabilities                          | > 1.0  | 5.81    | 5.16    | 5.06    | 4.93    | 4.85    | 4.99    | 5.01    | 5.01    | 5.00    | 5.04    | <b>5.09</b>             |
| Level of unrestricted cash reserve against current liabilities | > 100% | 282%    | 489%    | 478%    | 467%    | 459%    | 473%    | 476%    | 476%    | 475%    | 479%    | <b>455%</b>             |
| <b>Borrowings</b>  |        |         |         |         |         |         |         |         |         |         |         |                         |
| Total borrowings against rate revenue                          | < 15%  | 0%      | 0%      | 0%      | 0%      | 0%      | 0%      | 0%      | 0%      | 0%      | 0%      | <b>0%</b>               |
| <b>Commitment for asset renewals</b>                           |        |         |         |         |         |         |         |         |         |         |         |                         |
| Asset renewal and upgrade expenses against depreciation        | > 100% | 155%    | 169%    | 176%    | 177%    | 180%    | 178%    | 183%    | 191%    | 181%    | 174%    | <b>176%</b>             |
| Council’s contribution to asset renewal and upgrade            | > 10%  | 8%      | 14%     | 14%     | 13%     | 11%     | 10%     | 11%     | 10%     | 10%     | 10%     | <b>11.0%</b>            |

## Crown land management

Except for very few assets, all buildings and infrastructure assets (including roads) managed by Council to provide various services to the community are located or built on Crown land.

Based on the value of land Council manages, 59% is Crown land and 18% is land under roads. Only 23% of land is owned freehold by the Borough.

Currently the Council manages all its tourist parks as one business unit and as a result the current operating model is not designed to separate the expenditure associated with Crown land and other land types where parks are situated. However, indicative values provided below satisfy the requirement that revenue generated from Crown land is applied in full to meet expenditure requirements for managing Crown land.

| Description   | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Net contribution from Crown land</b>   |              |              |              |              |              |              |              |              |              |              |
| Surplus projected from tourist parks  | 803          | 830          | 854          | 878          | 901          | 928          | 954          | 979          | 1,008        | 1,036        |
| Lease income projected from Crown land properties   | 131          | 135          | 138          | 142          | 146          | 149          | 153          | 157          | 161          | 166          |
| <b>Net contribution from Crown land</b>   | <b>934</b>   | <b>964</b>   | <b>992</b>   | <b>1,020</b> | <b>1,047</b> | <b>1,077</b> | <b>1,107</b> | <b>1,137</b> | <b>1,169</b> | <b>1,201</b> |
| <b>Used to fund services in Crown land</b>  |              |              |              |              |              |              |              |              |              |              |
| Net projected net expenditure on asset management and appearance of public places on Crown land | (886)        | (918)        | (942)        | (966)        | (999)        | (1,045)      | (1,094)      | (1,165)      | (1,241)      | (1,323)      |
| Net expenditure on coastal protection   | (396)        | (409)        | (418)        | (427)        | (438)        | (451)        | (463)        | (479)        | (495)        | (512)        |
| <b>Net deficit funded via rates and operating grant</b>   | <b>(348)</b> | <b>(362)</b> | <b>(367)</b> | <b>(374)</b> | <b>(390)</b> | <b>(419)</b> | <b>(450)</b> | <b>(508)</b> | <b>(567)</b> | <b>(634)</b> |

The projected surplus from tourist parks includes the net contribution from Golightly Park. Currently Council manages all its tourist parks as one business unit and as a result the current operating model is not designed to record the operating expenses of Golightly Park separately to ascertain the net contribution from Golightly Park alone. However, if apportioned based on the gross income, 22% of the projected surplus can be attributable to Golightly Park for 2024–25.

Projected net expenditure on asset management and appearance of public places on Crown land does not include any depreciation, non-recurrent operational cost, or asset renewal and upgrade expenditure. Further, the projected net expenditure does not include any expenditure associated with road, drainage and footpath infrastructure.



## Financial statements

### 3.1 Comprehensive Income Statement

| Comprehensive Income Statement  | 2024–25<br>Budget | 2025–26       | 2026–27       | 2027–28       | 2028–29       | 2029–30       | 2030–31       | 2031–32       | 2032–33       | 2033–34       |
|---|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|   | \$'000            | \$'000        | \$'000        | \$'000        | \$'000        | \$'000        | \$'000        | \$'000        | \$'000        | \$'000        |
| <b>Income / Revenue</b>   |                   |               |               |               |               |               |               |               |               |               |
| Rates and charges   | 8,971             | 9,154         | 9,428         | 9,570         | 9,835         | 10,098        | 10,365        | 10,645        | 10,932        | 11,227        |
| Statutory fees and fines  | 120               | 124           | 127           | 130           | 134           | 137           | 141           | 144           | 148           | 152           |
| User fees   | 2,134             | 2,194         | 2,252         | 2,310         | 2,370         | 2,432         | 2,495         | 2,560         | 2,626         | 2,695         |
| Grants – operating  | 1,244             | 1,279         | 1,312         | 1,346         | 1,381         | 1,417         | 1,454         | 1,492         | 1,531         | 1,571         |
| Grants – capital  | 0                 | 620           | 300           | 375           | 825           | 825           | 825           | 919           | 563           | 375           |
| Other income  | 576               | 493           | 485           | 489           | 491           | 493           | 500           | 507           | 515           | 523           |
| Net gain (or loss) on disposal of property, infrastructure, plant and equipment | 0                 | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| <b>Total income / revenue</b>   | <b>13,045</b>     | <b>13,864</b> | <b>13,904</b> | <b>14,220</b> | <b>15,037</b> | <b>15,401</b> | <b>15,780</b> | <b>16,267</b> | <b>16,314</b> | <b>16,542</b> |
| <b>Expenses</b>   |                   |               |               |               |               |               |               |               |               |               |
| Employee costs  | 5,375             | 5,473         | 5,623         | 5,705         | 5,863         | 5,929         | 6,045         | 6,214         | 6,303         | 6,436         |
| Materials and services  | 5,644             | 5,858         | 5,859         | 5,905         | 6,120         | 6,274         | 6,450         | 6,757         | 7,019         | 7,264         |
| Depreciation  | 1,350             | 1,385         | 1,468         | 1,478         | 1,515         | 1,503         | 1,494         | 1,351         | 1,372         | 1,400         |
| Allowance for impairment losses   | 3                 | 3             | 3             | 3             | 3             | 3             | 3             | 3             | 3             | 3             |
| Other expenses  | 706               | 625           | 639           | 653           | 787           | 682           | 697           | 712           | 873           | 744           |
| <b>Total expenses</b>   | <b>13,078</b>     | <b>13,344</b> | <b>13,591</b> | <b>13,743</b> | <b>14,288</b> | <b>14,391</b> | <b>14,689</b> | <b>15,036</b> | <b>15,570</b> | <b>15,848</b> |
| <b>Surplus / (deficit) for the year</b>   | <b>(33)</b>       | <b>520</b>    | <b>313</b>    | <b>477</b>    | <b>749</b>    | <b>1,010</b>  | <b>1,091</b>  | <b>1,231</b>  | <b>744</b>    | <b>694</b>    |
| <b>Other comprehensive income</b>   |                   |               |               |               |               |               |               |               |               |               |
| Net asset revaluation increment / (decrement)                                   | 0                 | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| <b>Total comprehensive result</b>   | <b>(33)</b>       | <b>520</b>    | <b>313</b>    | <b>477</b>    | <b>749</b>    | <b>1,010</b>  | <b>1,091</b>  | <b>1,231</b>  | <b>744</b>    | <b>694</b>    |

### 3.2 Balance Sheet

| Balance Sheet                                 | 2024–25<br>Budget<br>\$'000 | 2025–26<br>\$'000 | 2026–27<br>\$'000 | 2027–28<br>\$'000 | 2028–29<br>\$'000 | 2029–30<br>\$'000 | 2030–31<br>\$'000 | 2031–32<br>\$'000 | 2032–33<br>\$'000 | 2033–34<br>\$'000 |
|---|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Assets</b>                                 |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Current assets</b>                         |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Cash and cash equivalents                     | 7,150                       | 6,968             | 6,751             | 6,692             | 6,840             | 7,291             | 7,657             | 7,977             | 8,093             | 8,375             |
| Other financial assets                        | 2,500                       | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             |
| Trade and other receivables                   | 300                         | 300               | 300               | 300               | 300               | 300               | 300               | 300               | 300               | 300               |
| Inventories                                   | 4                           | 4                 | 4                 | 4                 | 4                 | 4                 | 4                 | 4                 | 4                 | 4                 |
| Prepayments                                   | 141                         | 146               | 146               | 148               | 153               | 157               | 161               | 169               | 175               | 182               |
| Other assets                                  | 75                          | 75                | 75                | 75                | 75                | 75                | 75                | 75                | 75                | 75                |
| <b>Total current assets</b>                   | <b>10,170</b>               | <b>9,993</b>      | <b>9,776</b>      | <b>9,719</b>      | <b>9,872</b>      | <b>10,327</b>     | <b>10,697</b>     | <b>11,025</b>     | <b>11,147</b>     | <b>11,435</b>     |
| <b>Non-current assets</b>                     |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Investments in associates                     | 160                         | 160               | 160               | 160               | 160               | 160               | 160               | 160               | 160               | 160               |
| Property, infrastructure, plant and equipment | 174,170                     | 175,053           | 175,584           | 176,157           | 176,820           | 177,413           | 178,203           | 179,175           | 179,830           | 180,277           |
| <b>Total non-current assets</b>               | <b>174,330</b>              | <b>175,213</b>    | <b>175,745</b>    | <b>176,318</b>    | <b>176,981</b>    | <b>177,573</b>    | <b>178,363</b>    | <b>179,335</b>    | <b>179,990</b>    | <b>180,437</b>    |
| <b>Total assets</b>                           | <b>184,500</b>              | <b>185,206</b>    | <b>185,521</b>    | <b>186,036</b>    | <b>186,852</b>    | <b>187,900</b>    | <b>189,060</b>    | <b>190,360</b>    | <b>191,138</b>    | <b>191,873</b>    |
| <b>Liabilities</b>                            |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Current liabilities</b>                    |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Trade and other payables                      | 718                         | 877               | 851               | 861               | 899               | 907               | 945               | 983               | 984               | 991               |
| Trust funds and deposits                      | 50                          | 50                | 50                | 50                | 50                | 50                | 50                | 50                | 50                | 50                |
| Provisions                                    | 983                         | 1,007             | 1,032             | 1,058             | 1,085             | 1,112             | 1,140             | 1,168             | 1,197             | 1,227             |
| Unearned income                               | 0                           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>Total current liabilities</b>              | <b>1,751</b>                | <b>1,935</b>      | <b>1,933</b>      | <b>1,970</b>      | <b>2,034</b>      | <b>2,069</b>      | <b>2,135</b>      | <b>2,201</b>      | <b>2,231</b>      | <b>2,269</b>      |
| <b>Non-current liabilities</b>                |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Provisions                                    | 102                         | 105               | 108               | 110               | 113               | 116               | 119               | 122               | 125               | 128               |
| <b>Total non-current liabilities</b>          | <b>102</b>                  | <b>105</b>        | <b>108</b>        | <b>110</b>        | <b>113</b>        | <b>116</b>        | <b>119</b>        | <b>122</b>        | <b>125</b>        | <b>128</b>        |
| <b>Total liabilities</b>                      | <b>1,853</b>                | <b>2,040</b>      | <b>2,041</b>      | <b>2,080</b>      | <b>2,147</b>      | <b>2,184</b>      | <b>2,253</b>      | <b>2,323</b>      | <b>2,356</b>      | <b>2,397</b>      |
| <b>Net assets</b>                             | <b>182,646</b>              | <b>183,166</b>    | <b>183,479</b>    | <b>183,956</b>    | <b>184,705</b>    | <b>185,715</b>    | <b>186,806</b>    | <b>188,037</b>    | <b>188,781</b>    | <b>189,475</b>    |
| <b>Equity</b>                                 |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Accumulated surplus                           | 100,039                     | 100,904           | 101,409           | 101,982           | 102,644           | 103,215           | 103,994           | 104,922           | 105,555           | 105,989           |
| Revaluation Reserve                           | 74,278                      | 74,278            | 74,278            | 74,278            | 74,278            | 74,278            | 74,278            | 74,278            | 74,278            | 74,278            |
| Other reserves                                | 8,329                       | 7,985             | 7,793             | 7,696             | 7,783             | 8,222             | 8,534             | 8,837             | 8,948             | 9,209             |
| <b>Total equity</b>                           | <b>182,646</b>              | <b>183,166</b>    | <b>183,479</b>    | <b>183,956</b>    | <b>184,705</b>    | <b>185,715</b>    | <b>186,806</b>    | <b>188,037</b>    | <b>188,781</b>    | <b>189,475</b>    |

### 3.3 Statement of Changes in Equity

| Statement of Changes in Equity                         | 2024–25<br>Budget<br>\$'000 | 2025–26<br>\$'000 | 2026–27<br>\$'000 | 2027–28<br>\$'000 | 2028–29<br>\$'000 | 2029–30<br>\$'000 | 2030–31<br>\$'000 | 2031–32<br>\$'000 | 2032–33<br>\$'000 | 2033–34<br>\$'000 |
|--|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Accumulated Surplus</b>                             |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Opening Balance 1st July</b>                        | <b>100,736</b>              | <b>100,039</b>    | <b>100,904</b>    | <b>101,409</b>    | <b>101,982</b>    | <b>102,644</b>    | <b>103,215</b>    | <b>103,994</b>    | <b>104,922</b>    | <b>105,555</b>    |
| Surplus / (deficit) for the year                       | (33)                        | 520               | 313               | 477               | 749               | 1,010             | 1,091             | 1,231             | 744               | 694               |
| Transfer to other reserves                             | (751)                       | (209)             | 57                | (65)              | (321)             | (440)             | (312)             | (302)             | (111)             | (260)             |
| Transfer from other reserves                           | 87                          | 554               | 135               | 161               | 235               | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>Closing Balance 30th June – Accumulated Surplus</b> | <b>100,039</b>              | <b>100,904</b>    | <b>101,409</b>    | <b>101,982</b>    | <b>102,644</b>    | <b>103,215</b>    | <b>103,994</b>    | <b>104,922</b>    | <b>105,555</b>    | <b>105,989</b>    |
| <b>Revaluation Reserve</b>                             |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Opening Balance 1st July</b>                        | <b>74,278</b>               | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     |
| <b>Closing Balance 30th June – Revaluation Reserve</b> | <b>74,278</b>               | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     | <b>74,278</b>     |
| <b>Other Reserves</b>                                  |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Opening Balance 1st July</b>                        | <b>7,665</b>                | <b>8,329</b>      | <b>7,985</b>      | <b>7,793</b>      | <b>7,696</b>      | <b>7,783</b>      | <b>8,222</b>      | <b>8,534</b>      | <b>8,837</b>      | <b>8,948</b>      |
| Transfer to other reserves                             | 751                         | 209               | (57)              | 65                | 321               | 440               | 312               | 302               | 111               | 260               |
| Transfer from other reserves                           | (87)                        | (554)             | (135)             | (161)             | (235)             | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>Closing Balance 30th June – Other Reserves</b>      | <b>8,329</b>                | <b>7,985</b>      | <b>7,793</b>      | <b>7,696</b>      | <b>7,783</b>      | <b>8,222</b>      | <b>8,534</b>      | <b>8,837</b>      | <b>8,948</b>      | <b>9,209</b>      |
| <b>Total Equity</b>                                    |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Opening Balance 1st July</b>                        | <b>182,679</b>              | <b>182,646</b>    | <b>183,166</b>    | <b>183,479</b>    | <b>183,956</b>    | <b>184,705</b>    | <b>185,715</b>    | <b>186,806</b>    | <b>188,037</b>    | <b>188,781</b>    |
| Surplus / (deficit) for the year                       | (33)                        | 520               | 313               | 477               | 749               | 1,010             | 1,091             | 1,231             | 744               | 694               |
| <b>Closing Balance 30th June – Total Equity</b>        | <b>182,646</b>              | <b>183,166</b>    | <b>183,479</b>    | <b>183,956</b>    | <b>184,705</b>    | <b>185,715</b>    | <b>186,806</b>    | <b>188,037</b>    | <b>188,781</b>    | <b>189,475</b>    |

### 3.4 Statement of Cash Flows

| Statement of Cash Flows   | 2024–25<br>Budget<br>\$'000 | 2025–26<br>\$'000 | 2026–27<br>\$'000 | 2027–28<br>\$'000 | 2028–29<br>\$'000 | 2029–30<br>\$'000 | 2030–31<br>\$'000 | 2031–32<br>\$'000 | 2032–33<br>\$'000 | 2033–34<br>\$'000 |
|---|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Cash flows from operating activities</b>                         |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <i>Receipts</i>   |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Rates and charges   | 8,971                       | 9,154             | 9,428             | 9,570             | 9,835             | 10,098            | 10,365            | 10,645            | 10,932            | 11,227            |
| Statutory fees and fines  | 120                         | 124               | 127               | 130               | 134               | 137               | 141               | 144               | 148               | 152               |
| User fees   | 2,134                       | 2,194             | 2,252             | 2,310             | 2,370             | 2,432             | 2,495             | 2,560             | 2,626             | 2,695             |
| Grants – Operating  | 1,244                       | 1,279             | 1,312             | 1,346             | 1,381             | 1,417             | 1,454             | 1,492             | 1,531             | 1,571             |
| Grants – Capital  | 0                           | 620               | 300               | 375               | 825               | 825               | 825               | 919               | 563               | 375               |
| Interest received   | 333                         | 242               | 242               | 242               | 242               | 242               | 242               | 242               | 242               | 242               |
| Other receipts  | 244                         | 251               | 243               | 247               | 249               | 251               | 258               | 265               | 273               | 281               |
| <b>Total receipts</b>   | <b>13,045</b>               | <b>13,864</b>     | <b>13,904</b>     | <b>14,220</b>     | <b>15,037</b>     | <b>15,401</b>     | <b>15,780</b>     | <b>16,267</b>     | <b>16,314</b>     | <b>16,542</b>     |
| <i>Payments</i>   |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee costs  | (5,349)                     | (5,446)           | (5,595)           | (5,677)           | (5,834)           | (5,899)           | (6,015)           | (6,182)           | (6,271)           | (6,403)           |
| Materials and services  | (5,734)                     | (5,841)           | (5,858)           | (5,901)           | (6,100)           | (6,262)           | (6,435)           | (6,730)           | (6,995)           | (7,245)           |
| Short-term, low value and variable lease payments                   | (1)                         | (1)               | (1)               | (1)               | (1)               | (1)               | (1)               | (1)               | (1)               | (1)               |
| Other payments  | (738)                       | (645)             | (668)             | (655)             | (789)             | (706)             | (710)             | (759)             | (897)             | (760)             |
| <b>Total payments</b>   | <b>(11,821)</b>             | <b>(11,933)</b>   | <b>(12,122)</b>   | <b>(12,233)</b>   | <b>(12,724)</b>   | <b>(12,868)</b>   | <b>(13,160)</b>   | <b>(13,672)</b>   | <b>(14,164)</b>   | <b>(14,408)</b>   |
| <b>Net cash provided by operating activities</b>                    | <b>1,224</b>                | <b>1,931</b>      | <b>1,782</b>      | <b>1,987</b>      | <b>2,313</b>      | <b>2,533</b>      | <b>2,620</b>      | <b>2,595</b>      | <b>2,151</b>      | <b>2,134</b>      |
| <b>Cash flows from investing activities</b>                         |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Payments for property, infrastructure, plant and equipment          | (1,158)                     | (2,131)           | (2,026)           | (2,046)           | (2,165)           | (2,104)           | (2,265)           | (2,319)           | (2,057)           | (1,865)           |
| Proceeds from sale of property, infrastructure, plant and equipment | 30                          | 18                | 27                | 0                 | 0                 | 22                | 11                | 44                | 22                | 13                |
| Proceeds from sale of investments                                   | 0                           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>Net cash provided by / (used in) investing activities</b>        | <b>(1,128)</b>              | <b>(2,113)</b>    | <b>(1,999)</b>    | <b>(2,046)</b>    | <b>(2,165)</b>    | <b>(2,082)</b>    | <b>(2,254)</b>    | <b>(2,275)</b>    | <b>(2,035)</b>    | <b>(1,852)</b>    |
| <b>Cash flows from financing activities</b>                         |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Net cash provided by / (used in) financing activities</b>        | <b>0</b>                    | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>Net increase / (decrease) in cash and cash equivalents</b>       | <b>96</b>                   | <b>(182)</b>      | <b>(218)</b>      | <b>(58)</b>       | <b>148</b>        | <b>451</b>        | <b>366</b>        | <b>320</b>        | <b>116</b>        | <b>282</b>        |
| Cash and cash equivalents at the beginning of the financial year    | 7,054                       | 7,150             | 6,968             | 6,751             | 6,692             | 6,840             | 7,291             | 7,657             | 7,977             | 8,093             |
| <b>Cash and cash equivalents at the end of the financial year</b>   | <b>7,150</b>                | <b>6,968</b>      | <b>6,751</b>      | <b>6,692</b>      | <b>6,840</b>      | <b>7,291</b>      | <b>7,657</b>      | <b>7,977</b>      | <b>8,093</b>      | <b>8,375</b>      |

### 3.5 Statement of Capital Works

| Statement of Capital Works                     | 2024–25<br>Budget<br>\$'000 | 2025–26<br>\$'000 | 2026–27<br>\$'000 | 2027–28<br>\$'000 | 2028–29<br>\$'000 | 2029–30<br>\$'000 | 2030–31<br>\$'000 | 2031–32<br>\$'000 | 2032–33<br>\$'000 | 2033–34<br>\$'000 |
|--|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Property</b>                                |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Buildings                                      | 207                         | 463               | 843               | 599               | 230               | 736               | 742               | 998               | 1,005             | 761               |
| <b>Total buildings</b>                         | <b>207</b>                  | <b>463</b>        | <b>843</b>        | <b>599</b>        | <b>230</b>        | <b>736</b>        | <b>742</b>        | <b>998</b>        | <b>1,005</b>      | <b>761</b>        |
| <b>Total property</b>                          | <b>207</b>                  | <b>463</b>        | <b>843</b>        | <b>599</b>        | <b>230</b>        | <b>736</b>        | <b>742</b>        | <b>998</b>        | <b>1,005</b>      | <b>761</b>        |
| <b>Plant and equipment</b>                     |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Plant, machinery and equipment                 | 100                         | 146               | 11                | 11                | 121               | 67                | 232               | 122               | 78                | 13                |
| Fixtures, fittings and furniture               | 10                          | 10                | 11                | 11                | 11                | 12                | 12                | 12                | 13                | 13                |
| Computers and telecommunications               | 46                          | 148               | 49                | 50                | 52                | 53                | 54                | 56                | 57                | 59                |
| <b>Total plant and equipment</b>               | <b>157</b>                  | <b>304</b>        | <b>70</b>         | <b>72</b>         | <b>184</b>        | <b>131</b>        | <b>298</b>        | <b>190</b>        | <b>147</b>        | <b>84</b>         |
| <b>Infrastructure</b>                          |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Roads  | 124                         | 127               | 130               | 134               | 137               | 141               | 145               | 148               | 152               | 156               |
| Footpaths and cycleways                        | 25                          | 356               | 476               | 157               | 28                | 29                | 29                | 30                | 231               | 332               |
| Drainage                                       | 100                         | 103               | 106               | 108               | 111               | 114               | 117               | 120               | 123               | 126               |
| Recreational, leisure and community facilities | 42                          | 44                | 45                | 546               | 1,147             | 648               | 650               | 526               | 52                | 53                |
| Parks, open space and streetscapes             | 110                         | 128               | 116               | 169               | 122               | 125               | 129               | 132               | 135               | 139               |
| Off street car parks                           | 5                           | 5                 | 5                 | 6                 | 6                 | 6                 | 6                 | 6                 | 6                 | 7                 |
| Other infrastructure                           | 0                           | 604               | 70                | 120               | 70                | 20                | 20                | 20                | 20                | 30                |
| Other Assets                                   | 131                         | 135               | 137               | 140               | 143               | 146               | 149               | 152               | 156               | 159               |
| <b>Total infrastructure</b>                    | <b>537</b>                  | <b>1,501</b>      | <b>1,086</b>      | <b>1,380</b>      | <b>1,764</b>      | <b>1,229</b>      | <b>1,244</b>      | <b>1,134</b>      | <b>875</b>        | <b>1,002</b>      |
| <b>Total capital works expenditure</b>         | <b>900</b>                  | <b>2,267</b>      | <b>1,999</b>      | <b>2,051</b>      | <b>2,178</b>      | <b>2,096</b>      | <b>2,284</b>      | <b>2,323</b>      | <b>2,027</b>      | <b>1,847</b>      |
| <b>Represented by:</b>                         |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| New asset expenditure                          | 0                           | 823               | 92                | 88                | 56                | 57                | 57                | 58                | 109               | 145               |
| Asset renewal expenditure                      | 900                         | 930               | 1,462             | 1,227             | 951               | 1,167             | 1,354             | 1,392             | 1,420             | 1,279             |
| Asset upgrade expenditure                      | 0                           | 515               | 446               | 736               | 1,171             | 872               | 872               | 873               | 498               | 424               |
| <b>Total capital works expenditure</b>         | <b>900</b>                  | <b>2,267</b>      | <b>1,999</b>      | <b>2,051</b>      | <b>2,178</b>      | <b>2,096</b>      | <b>2,284</b>      | <b>2,323</b>      | <b>2,027</b>      | <b>1,847</b>      |
| <b>Funding sources represented by:</b>         |                             |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Grants   | 0                           | 620               | 300               | 375               | 825               | 825               | 825               | 919               | 563               | 375               |
| Council reserves                               | 0                           | 516               | 100               | 125               | 235               | 0                 | 0                 | 0                 | 0                 | 0                 |
| Council cash                                   | 900                         | 1,132             | 1,599             | 1,551             | 1,118             | 1,271             | 1,459             | 1,404             | 1,465             | 1,472             |
| <b>Total capital works expenditure</b>         | <b>900</b>                  | <b>2,267</b>      | <b>1,999</b>      | <b>2,051</b>      | <b>2,178</b>      | <b>2,096</b>      | <b>2,284</b>      | <b>2,323</b>      | <b>2,027</b>      | <b>1,847</b>      |

### 3.6 Statement of Human Resources

| Staff expenditure              | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                | \$'000       | \$'000       | \$'000       | \$'000       | \$'001       | \$'002       | \$'003       | \$'004       | \$'005       | \$'006       |
| <b>Staff expenditure</b>       |              |              |              |              |              |              |              |              |              |              |
| Employee costs – operating     | 5,375        | 5,472        | 5,624        | 5,705        | 5,863        | 5,930        | 6,046        | 6,214        | 6,303        | 6,436        |
| Employee costs – capital       | 131          | 135          | 137          | 140          | 143          | 146          | 149          | 152          | 155          | 159          |
| <b>Total staff expenditure</b> | <b>5,506</b> | <b>5,607</b> | <b>5,761</b> | <b>5,845</b> | <b>6,006</b> | <b>6,076</b> | <b>6,195</b> | <b>6,366</b> | <b>6,459</b> | <b>6,595</b> |
| Staff numbers                  | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|                                | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          |
| <b>Staff numbers</b>           |              |              |              |              |              |              |              |              |              |              |
| Employees                      | 44.35        | 43.55        | 43.55        | 43.55        | 43.55        | 43.55        | 43.55        | 43.55        | 43.55        | 43.55        |
| <b>Total staff numbers</b>     | <b>44.35</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> |

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

| Department                               | Comprises    |              |              |            |           |
|--|--------------|--------------|--------------|------------|-----------|
|  | 2024-25      | Permanent    |              | Casual     | Temporary |
|  |              | Full Time    | Part time    |            |           |
|  | \$'000       | \$'000       | \$'000       | \$'000     | \$'000    |
| Health and Wellbeing                     | 1,025        | 373          | 652          | 8          |           |
| Environment                              | 313          | 115          | 198          |            |           |
| Local Economy                            | 748          | 453          | 202          | 93         |           |
| Heritage, Planning and Infrastructure    | 1,063        | 843          | 166          | 46         |           |
| Governance and Finance                   | 2,093        | 1,400        | 611          | 20         | 62        |
| <b>Total department wise expenditure</b> | <b>5,242</b> | <b>3,184</b> | <b>1,829</b> | <b>167</b> | <b>62</b> |
| Other employee related expenditure       | 133          |              |              |            |           |
| Capitalised labour costs                 | 131          |              |              |            |           |
| <b>Total expenditure</b>                 | <b>5,506</b> |              |              |            |           |

### 3.6 Statement of Human Resources – cont.

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

| Department                               | Draft<br>Budget<br>2024–25 | Comprises              |              |             |             |
|--|----------------------------|------------------------|--------------|-------------|-------------|
|  |                            | Permanent<br>Full Time | Part time    | Casual      | Temporary   |
| Health and Wellbeing                     | 10.08                      | 3.00                   | 7.03         | 0.05        |             |
| Environment                              | 2.65                       | 1.00                   | 1.65         |             |             |
| Local Economy                            | 7.12                       | 4.00                   | 2.12         | 1.00        |             |
| Heritage, Planning and<br>Infrastructure | 7.53                       | 6.00                   | 1.21         | 0.32        |             |
| Governance and Finance                   | 15.97                      | 9.00                   | 5.97         | 0.20        | 0.80        |
| Capitalised labour                       | 1.00                       | 1.00                   |              | 1.57        |             |
| <b>Total staff</b>                       | <b>44.35</b>               | <b>24.00</b>           | <b>17.98</b> | <b>1.57</b> | <b>0.80</b> |



### 3.7 Planned Human Resource Expenditure

| Description                                  | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       |
| <b>Health and Wellbeing</b>                  |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>373</b>   | <b>384</b>   | <b>392</b>   | <b>400</b>   | <b>408</b>   | <b>417</b>   | <b>426</b>   | <b>435</b>   | <b>444</b>   | <b>453</b>   |
| Men  | 373          | 384          | 392          | 400          | 408          | 417          | 426          | 435          | 444          | 453          |
| <b>Permanent – Part time</b>                 | <b>652</b>   | <b>671</b>   | <b>685</b>   | <b>699</b>   | <b>714</b>   | <b>729</b>   | <b>744</b>   | <b>760</b>   | <b>776</b>   | <b>792</b>   |
| Women  | 625          | 643          | 657          | 671          | 685          | 699          | 714          | 729          | 744          | 760          |
| Men  | 27           | 28           | 28           | 29           | 30           | 30           | 31           | 32           | 32           | 33           |
| <b>Total Health and Wellbeing</b>            | <b>1,025</b> | <b>1,055</b> | <b>1,077</b> | <b>1,099</b> | <b>1,122</b> | <b>1,146</b> | <b>1,170</b> | <b>1,194</b> | <b>1,219</b> | <b>1,245</b> |
| <b>Environment</b>                           |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>115</b>   | <b>118</b>   | <b>120</b>   | <b>123</b>   | <b>126</b>   | <b>128</b>   | <b>131</b>   | <b>134</b>   | <b>136</b>   | <b>139</b>   |
| Women  | 115          | 118          | 120          | 123          | 126          | 128          | 131          | 134          | 136          | 139          |
| <b>Permanent – Part time</b>                 | <b>198</b>   | <b>203</b>   | <b>207</b>   | <b>212</b>   | <b>216</b>   | <b>221</b>   | <b>226</b>   | <b>230</b>   | <b>235</b>   | <b>240</b>   |
| Women  | 198          | 203          | 207          | 212          | 216          | 221          | 226          | 230          | 235          | 240          |
| <b>Total Environment</b>                     | <b>313</b>   | <b>321</b>   | <b>327</b>   | <b>335</b>   | <b>342</b>   | <b>349</b>   | <b>357</b>   | <b>364</b>   | <b>372</b>   | <b>379</b>   |
| <b>Local Economy</b>                         |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>453</b>   | <b>466</b>   | <b>476</b>   | <b>486</b>   | <b>496</b>   | <b>507</b>   | <b>517</b>   | <b>528</b>   | <b>539</b>   | <b>551</b>   |
| Women  | 318          | 327          | 334          | 341          | 348          | 355          | 363          | 371          | 378          | 386          |
| Men  | 135          | 139          | 142          | 145          | 148          | 151          | 154          | 158          | 161          | 164          |
| <b>Permanent – Part time</b>                 | <b>202</b>   | <b>208</b>   | <b>213</b>   | <b>217</b>   | <b>222</b>   | <b>226</b>   | <b>231</b>   | <b>236</b>   | <b>241</b>   | <b>246</b>   |
| Women  | 137          | 141          | 144          | 147          | 150          | 153          | 156          | 160          | 163          | 167          |
| Men  | 65           | 67           | 69           | 70           | 71           | 73           | 75           | 76           | 78           | 79           |
| <b>Total Local Economy</b>                   | <b>655</b>   | <b>674</b>   | <b>689</b>   | <b>703</b>   | <b>718</b>   | <b>733</b>   | <b>748</b>   | <b>764</b>   | <b>780</b>   | <b>796</b>   |
| <b>Heritage, Planning and Infrastructure</b> |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>843</b>   | <b>867</b>   | <b>886</b>   | <b>904</b>   | <b>923</b>   | <b>942</b>   | <b>962</b>   | <b>982</b>   | <b>1,003</b> | <b>1,024</b> |
| Women  | 146          | 150          | 153          | 156          | 159          | 163          | 166          | 170          | 173          | 177          |

| Description  | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       |
| Men  | 633          | 651          | 664          | 678          | 692          | 707          | 722          | 737          | 752          | 768          |
| Vacant/new positions                               | 65           | 67           | 68           | 70           | 71           | 73           | 75           | 76           | 78           | 79           |
| <b>Permanent – Part time</b>                       | <b>166</b>   | <b>170</b>   | <b>174</b>   | <b>177</b>   | <b>181</b>   | <b>185</b>   | <b>188</b>   | <b>192</b>   | <b>196</b>   | <b>201</b>   |
| Women  | 80           | 82           | 84           | 85           | 87           | 89           | 90           | 92           | 94           | 96           |
| Men  | 86           | 88           | 90           | 92           | 94           | 96           | 98           | 100          | 102          | 104          |
| <b>Total Heritage, Planning and Infrastructure</b> | <b>1,009</b> | <b>1,037</b> | <b>1,060</b> | <b>1,081</b> | <b>1,104</b> | <b>1,127</b> | <b>1,151</b> | <b>1,175</b> | <b>1,199</b> | <b>1,225</b> |
| <b>Governance and Finance</b>                      |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                       | <b>1,400</b> | <b>1,417</b> | <b>1,447</b> | <b>1,477</b> | <b>1,507</b> | <b>1,521</b> | <b>1,544</b> | <b>1,576</b> | <b>1,609</b> | <b>1,643</b> |
| Women  | 772          | 772          | 788          | 804          | 820          | 819          | 827          | 845          | 862          | 881          |
| Men  | 627          | 645          | 659          | 673          | 687          | 702          | 716          | 731          | 747          | 762          |
| <b>Permanent – Part time</b>                       | <b>611</b>   | <b>628</b>   | <b>641</b>   | <b>655</b>   | <b>669</b>   | <b>683</b>   | <b>697</b>   | <b>712</b>   | <b>727</b>   | <b>742</b>   |
| Women  | 400          | 411          | 420          | 429          | 438          | 447          | 457          | 466          | 476          | 486          |
| Men  | 89           | 91           | 93           | 95           | 97           | 99           | 101          | 103          | 105          | 108          |
| Vacant/new positions                               | 122          | 126          | 128          | 131          | 134          | 137          | 139          | 142          | 145          | 148          |
| <b>Total Governance and Finance</b>                | <b>2,011</b> | <b>2,045</b> | <b>2,088</b> | <b>2,132</b> | <b>2,176</b> | <b>2,203</b> | <b>2,241</b> | <b>2,288</b> | <b>2,336</b> | <b>2,385</b> |
| <b>Casuals, temporary and other expenditure</b>    | <b>229</b>   | 236          | 241          | 246          | 251          | 256          | 262          | 267          | 273          | 279          |
| <b>Capitalised labour costs</b>                    | <b>131</b>   | 135          | 137          | 140          | 143          | 146          | 149          | 152          | 155          | 159          |
| <b>Other employee related expenditure</b>          | <b>133</b>   | 104          | 142          | 109          | 150          | 115          | 118          | 162          | 124          | 128          |
| <b>Total staff expenditure</b>                     | <b>5,506</b> | <b>5,607</b> | <b>5,761</b> | <b>5,845</b> | <b>6,006</b> | <b>6,076</b> | <b>6,195</b> | <b>6,366</b> | <b>6,459</b> | <b>6,595</b> |

\* Council currently does not have any staff member who identify as a person of self-described gender.

### 3.7 Planned Human Resource Expenditure – cont.

| Description                                  | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          |
| <b>Health and Wellbeing</b>                  |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  | <b>3.00</b>  |
| Men  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| <b>Permanent – Part time</b>                 | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  | <b>7.03</b>  |
| Women  | 6.68         | 6.68         | 6.68         | 6.68         | 6.68         | 6.68         | 6.68         | 6.68         | 6.68         | 6.68         |
| Men  | 0.35         | 0.35         | 0.35         | 0.35         | 0.35         | 0.35         | 0.35         | 0.35         | 0.35         | 0.35         |
| <b>Total Health and Wellbeing</b>            | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> | <b>10.03</b> |
| <b>Environment</b>                           |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  | <b>1.00</b>  |
| Women  | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| <b>Permanent – Part time</b>                 | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  | <b>1.65</b>  |
| Women  | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         |
| <b>Total Environment</b>                     | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  | <b>2.65</b>  |
| <b>Local Economy</b>                         |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  | <b>4.00</b>  |
| Women  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Men  | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| <b>Permanent – Part time</b>                 | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  | <b>2.12</b>  |
| Women  | 1.32         | 1.32         | 1.32         | 1.32         | 1.32         | 1.32         | 1.32         | 1.32         | 1.32         | 1.32         |
| Men  | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         |
| <b>Total Local Economy</b>                   | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  | <b>6.12</b>  |
| <b>Heritage, Planning and Infrastructure</b> |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                 | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  | <b>6.00</b>  |
| Women  | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Men  | 4.50         | 4.50         | 4.50         | 4.50         | 4.50         | 4.50         | 4.50         | 4.50         | 4.50         | 4.50         |
| Vacant/new positions                         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| <b>Permanent – Part time</b>                 | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  | <b>1.21</b>  |
| Women  | 0.71         | 0.71         | 0.71         | 0.71         | 0.71         | 0.71         | 0.71         | 0.71         | 0.71         | 0.71         |
| Men  | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |

| Description  | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          | FTE          |
| <b>Total Heritage, Planning and Infrastructure</b> | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  | <b>7.21</b>  |
| <b>Governance and Finance</b>                      |              |              |              |              |              |              |              |              |              |              |
| <b>Permanent – Full time</b>                       | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  | <b>9.00</b>  |
| Women  | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         |
| Men  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| <b>Permanent – Part time</b>                       | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  | <b>5.97</b>  |
| Women  | 4.15         | 4.15         | 4.15         | 4.15         | 4.15         | 4.15         | 4.15         | 4.15         | 4.15         | 4.15         |
| Men  | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         | 0.80         |
| Vacant/new positions                               | 1.02         | 1.02         | 1.02         | 1.02         | 1.02         | 1.02         | 1.02         | 1.02         | 1.02         | 1.02         |
| <b>Total Governance and Finance</b>                | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> | <b>14.97</b> |
| <b>Casuals, temporary and other expenditure</b>    | <b>2.37</b>  | 1.57         | 1.57         | 1.57         | 1.57         | 1.57         | 1.57         | 1.57         | 1.57         | 1.57         |
| <b>Capitalised labour costs</b>                    | <b>1.00</b>  | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| <b>Total staff expenditure</b>                     | <b>44.35</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> | <b>43.55</b> |

\* Council currently does not have any staff member who identify as a person of self-described gender.

## 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   | Note | Expected Range     | 2024–25 | 2025–26 | 2026–27 | 2027–28 | 2028–29 | 2029–30 | 2030–31 | 2031–32 | 2032–33 | 2033–34 | Trend +/- |
|----------------------------|---|------|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
|                            |   |      |                    | Budget  |         |         |         |         |         |         |         |         |         |           |
|                            |   |      |                    | \$'000  | \$'000  | \$'000  | \$'000  | \$'000  | \$'000  | \$'000  | \$'000  | \$'000  | \$'000  |           |
| <b>Operating position</b>  |   |      |                    |         |         |         |         |         |         |         |         |         |         |           |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue                       | 1    | -20% to 20%        | -0.3%   | -0.8%   | 0.1%    | 0.7%    | -0.5%   | 1.3%    | 1.8%    | 2.0%    | 1.2%    | 2.0%    | +         |
| <b>Liquidity</b>           |   |      |                    |         |         |         |         |         |         |         |         |         |         |           |
| Working capital            | Current assets / current liabilities  |      | 100% to 400%       | 342.08% | 326.83% | 320.99% | 318.47% | 327.24% | 343.55% | 350.05% | 354.05% | 354.47% | 361.02% | +         |
| Unrestricted cash          | Unrestricted cash / current liabilities   | 2    | 10% to 300%        | 93.68%  | 84.18%  | 66.51%  | 74.68%  | 87.05%  | 97.24%  | 94.90%  | 108.20% | 115.02% | 120.63% | +         |
| <b>Obligations</b>         |   |      |                    |         |         |         |         |         |         |         |         |         |         |           |
| Loans and borrowings       | Interest bearing loans and borrowings / rate revenue                                      |      | 0% to 70%          | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | o         |
| Loans and borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue |      | 0% to 20%          | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | o         |
| Indebtedness               | Non-current liabilities / own source revenue  |      | 2% to 70%          | 0.87%   | 0.88%   | 0.88%   | 0.88%   | 0.88%   | 0.88%   | 0.88%   | 0.88%   | 0.88%   | 0.88%   | o         |
| Asset renewal and upgrade  | Non-current liabilities / own source revenue  |      | 40% to 130%        | 64%     | 104%    | 130%    | 133%    | 140%    | 136%    | 149%    | 168%    | 140%    | 122%    | o         |
| <b>Stability</b>           |   |      |                    |         |         |         |         |         |         |         |         |         |         |           |
| Rates concentration        | Rate revenue / adjusted underlying revenue  |      | 30% to 80%         | 69%     | 69%     | 69%     | 69%     | 69%     | 69%     | 69%     | 69%     | 69%     | 69%     | -         |
| Rates effort               | Rate revenue / CIV of rateable properties in the municipality                             |      | 0.15% to 0.75%     | 0.18%   | 0.19%   | 0.19%   | 0.20%   | 0.20%   | 0.21%   | 0.21%   | 0.22%   | 0.22%   | 0.23%   | -         |
| <b>Efficiency</b>          |   |      |                    |         |         |         |         |         |         |         |         |         |         |           |
| Expenditure level          | Total expenses/ no. of property assessments   | 3    | \$2,000 to \$5,000 | \$4,190 | \$4,275 | \$4,355 | \$4,404 | \$4,578 | \$4,611 | \$4,706 | \$4,818 | \$4,989 | \$5,078 | -         |
| Revenue level              | Total rate revenue / no. of property assessments  | 4    | \$700 to \$2,000   | \$2,393 | \$2,466 | \$2,531 | \$2,598 | \$2,667 | \$2,738 | \$2,809 | \$2,882 | \$2,958 | \$3,035 | -         |

### 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 and “-” Forecasts deterioration in Council’s financial performance / financial position indicator

### Notes to indicators

1. **Adjusted underlying result** – This is an important measure of financial sustainability and an indicator of the operating result required to enable Council to continue to provide core services and meet its objectives.

The Local Government Performance Reporting Framework (LGPRF) based measure is projecting an average annual underlying surplus of \$117,000 over the 10-year planning horizon despite Council has earmarked a couple of non-recurring operating projects for future years.

Council is projecting an average annual underlying surplus excluding the impact of non-recurring transactions (based on the Council Plan measure) of \$143,000 over the 10-year planning horizon.

As part of proposing sustainable operating result, Council is committed to undergoing a value management process for its key contracts. However, such a process and the projected reduction in staff resources might affect the current service levels provided by the Council.

2. **Unrestricted cash** – Term deposits with original maturities of more than 90 days, are considered restricted cash. However, the Financial Plan indicates that Council will have sufficient cash not restricted by any external obligation to cover its current liabilities. The Financial Plan is prepared based on the assumption that Council will invest in term deposits with original maturities of more than 90 days to optimise interest income in line with Council Policy CP011: Investment of Available Funds.
3. **Expenditure level** – The majority of expenditure incurred by Queenscliffe is non-discretionary and part of managing the services expected of a local council. Given the very small ratepayer base, this translates into a level of expenditure per property assessment which is higher than the outcome for most of the other local councils.
4. **Revenue level** – Rate revenue represents a high proportion of Queenscliffe’s revenue. Given the very small ratepayer base, this translates into a level of rate revenue per property assessment which is higher than the outcome for most other local councils.

# Strategies and Plans

## 5.1 Borrowing Strategy

[Council Policy CP040: Borrowings](#) establishes objectives and principles that outline when it is appropriate for Council to undertake borrowing.

Any new borrowings to be considered by Council will be used for:

- Investing in specific major infrastructure, which is inter-generational (long-term);
- Investing in projects which generate income; and/or
- Matching government grants for priority capital projects.

To ensure the overall sustainability of Council, total borrowings of Council will be subject to the following limits (ratios):

| Indicator   | Measure   | BoQ target  |
|---|---|-------------|
| Indebtedness (%)                                  | Non-current liabilities / own sourced revenue   | 10% or less |
| Loans and borrowings compared to rates (%)        | Interest bearing loans and borrowings / Rate revenue                                      | 15% or less |
| Loans and borrowings repayments compared to rates | Interest and principal repayments on interest bearing loans and borrowings / Rate revenue | 2% or less  |

Council currently has no borrowings, and no new borrowings are planned during the 10-year planning horizon covered in this Plan.

## 5.2 Reserves Strategy

[Council Policy CP039: Discretionary Reserves](#) provides for responsible financial management of general revenue allocations for specific reserves, as well as tied government grants and community contributions that have not been utilised in the year of receipt.

The Borough of Queenscliffe holds a range of discretionary reserves within Equity on its Balance Sheet.

### Carry forward reserves

The bulk of funds held in discretionary reserves each financial year is with respect to operating and capital projects to be carried forward for completion in future years.

### Asset replacement reserve (allocated)

Funds are held in this reserve to meet future asset renewal requirements for specific projects earmarked by Council.

### General/unallocated cash reserve

This reserve comprises of the cash surpluses achieved in previous financial years that have not yet been allocated by Council to specific projects within the Annual Budget. Council aims to hold a minimum of \$500,000 (approximately 5% of annual cash operating expenses) in this reserve.



### Waste management reserves

For each of the kerbside and public waste streams, the costs incurred by Council, net of any income received with respect to the particular waste service, is compared with the waste charges collected from ratepayers for that waste service. The resulting net surplus/ (deficit) calculated at the end of each financial year and is adjusted against existing waste reserve balances.

Council will consider the year-end forecast balance of each waste management reserve as part of its annual budget preparation process, to determine what (if any) balance will be transferred from waste reserves to offset the costs of each waste service, before providing direction to officers regarding the amount of waste management charges to be applied in the next financial year to ensure achievement of full cost recovery of each of the three waste services provided by Council to its ratepayers.

### Unfunded superannuation liability reserve

Council set aside \$20,000 in each of the 2014–15 and 2015–16 budget years as a hedge against future calls which may be made by Vision Super on the unfunded superannuation liability (defined benefits scheme).

Council monitors the likelihood of a call on this scheme via quarterly finance reports. The current balance held in this reserve totals \$40,000 (the last call on the fund was \$218,000 in 2011–12).

### Sales Proceeds – Murray Road land

Proceeds from the sale of the Murray Road land is kept in this reserve until Council identify potential investment opportunities in line with [Council Policy CP044: Sale, Exchange or Transfer of Council Land](#).

## Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan.

| Reserves                                     | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       |
| <b>Discretionary Reserves</b>                |              |              |              |              |              |              |              |              |              |              |
| <b>Carry Forward Reserves</b>                |              |              |              |              |              |              |              |              |              |              |
| <b>Opening balance</b>                       | 1,308        | 1,221        | 668          | 533          | 371          | 136          | 136          | 136          | 136          | 136          |
| Transfer to reserve                          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Transfer from reserve                        | (87)         | (554)        | (135)        | (161)        | (235)        | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                       | <b>1,221</b> | <b>668</b>   | <b>533</b>   | <b>371</b>   | <b>136</b>   | <b>136</b>   | <b>136</b>   | <b>136</b>   | <b>136</b>   | <b>136</b>   |
| <b>Asset Replacement Reserve (Allocated)</b> |              |              |              |              |              |              |              |              |              |              |
| <b>Opening balance</b>                       | 1,573        | 2,154        | 2,194        | 2,194        | 2,194        | 2,194        | 2,194        | 2,194        | 2,194        | 2,194        |
| Transfer to reserve                          | 580          | 41           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Transfer from reserve                        | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                       | <b>2,154</b> | <b>2,194</b> | <b>2,194</b> | <b>2,194</b> | <b>2,194</b> | <b>2,194</b> | <b>2,194</b> | <b>2,194</b> | <b>2,194</b> | <b>2,194</b> |
| <b>Unallocated Cash (General) Reserve</b>    |              |              |              |              |              |              |              |              |              |              |
| <b>Opening balance</b>                       | 1,383        | 1,460        | 1,628        | 1,571        | 1,636        | 1,957        | 2,397        | 2,709        | 3,012        | 3,123        |
| Transfer to reserve                          | 77           | 169          | (57)         | 65           | 321          | 440          | 312          | 302          | 111          | 260          |
| Transfer from reserve                        | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                       | <b>1,460</b> | <b>1,628</b> | <b>1,571</b> | <b>1,636</b> | <b>1,957</b> | <b>2,397</b> | <b>2,709</b> | <b>3,012</b> | <b>3,123</b> | <b>3,383</b> |
| <b>Discretionary Reserves Summary</b>        |              |              |              |              |              |              |              |              |              |              |
| <b>Opening balance</b>                       | 4,265        | 4,835        | 4,490        | 4,298        | 4,202        | 4,288        | 4,728        | 5,040        | 5,342        | 5,454        |
| Transfer to reserve                          | 657          | 209          | (57)         | 65           | 321          | 440          | 312          | 302          | 111          | 260          |
| Transfer from reserve                        | (87)         | (554)        | (135)        | (161)        | (235)        | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                       | <b>4,835</b> | <b>4,490</b> | <b>4,298</b> | <b>4,202</b> | <b>4,288</b> | <b>4,728</b> | <b>5,040</b> | <b>5,342</b> | <b>5,454</b> | <b>5,714</b> |

|  | 2024–25      | 2025–26      | 2026–27      | 2027–28      | 2028–29      | 2029–30      | 2030–31      | 2031–32      | 2032–33      | 2033–34      |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Reserves   | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       | \$'000       |
| <b>Restricted Reserves</b>                           |              |              |              |              |              |              |              |              |              |              |
| <b>Waste Management Reserves</b>                     |              |              |              |              |              |              |              |              |              |              |
| Opening balance                                      | (94)         | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Transfer to reserve                                  | 94           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Transfer from reserve                                | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                               | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |
| <b>Unfunded Superannuation Liability Reserve</b>     |              |              |              |              |              |              |              |              |              |              |
| Opening balance                                      | 40           | 40           | 40           | 40           | 40           | 40           | 40           | 40           | 40           | 40           |
| Transfer to reserve                                  | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Transfer from reserve                                | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                               | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    |
| <b>Sales Proceeds – Murray Road Land</b>             |              |              |              |              |              |              |              |              |              |              |
| Opening balance                                      | 3,450        | 3,450        | 3,450        | 3,450        | 3,450        | 3,450        | 3,450        | 3,450        | 3,450        | 3,450        |
| Transfer to reserve                                  | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Transfer from reserve                                | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                               | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> | <b>3,450</b> |
| <b>Restricted Reserves Summary</b>                   |              |              |              |              |              |              |              |              |              |              |
| Opening balance                                      | 3,396        | 3,490        | 3,490        | 3,490        | 3,490        | 3,490        | 3,490        | 3,490        | 3,490        | 3,490        |
| Transfer to reserve                                  | 94           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| Transfer from reserve                                | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                               | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> | <b>3,490</b> |
| <b>Discretionary and Restricted Reserves Summary</b> |              |              |              |              |              |              |              |              |              |              |
| Opening balance                                      | 7,665        | 8,329        | 7,985        | 7,793        | 7,696        | 7,782        | 8,222        | 8,534        | 8,837        | 8,948        |
| Transfer to reserve                                  | 751          | 209          | (57)         | 65           | 321          | 440          | 312          | 302          | 111          | 260          |
| Transfer from reserve                                | (87)         | (554)        | (135)        | (161)        | (235)        | 0            | 0            | 0            | 0            | 0            |
| <b>Closing balance</b>                               | <b>8,329</b> | <b>7,985</b> | <b>7,793</b> | <b>7,696</b> | <b>7,782</b> | <b>8,222</b> | <b>8,534</b> | <b>8,837</b> | <b>8,948</b> | <b>9,208</b> |

### **5.3 Revenue and Rating Plan**

The [Revenue and Rating Plan](#) determines the most appropriate and affordable revenue and rating approach for the Borough of Queenscliffe, which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

Taking into consideration the impact on the ratepayers in the municipality, Council will always endeavour to maintain future rates increases at or within the capped rate as determined by the Minister for Local Government.

With the introduction of State Government rate-capping legislation from 1 July 2016, capped rate increases as determined by the Minister for Local Government have been applied to Borough of Queenscliffe rate budgets. The rate cap has a significant impact on the resources available to fund operating budgets, major projects and capital works.

The challenge faced by the Borough, as with many small rural councils, is the low growth in rateable properties (and therefore rate income), and unavoidable increases in costs related to meeting legislative compliance requirements, increasing expectations and demand for Council services and the challenge of meeting infrastructure renewal needs.

Council's annual rate setting objective is developed within a framework that takes into account the projects and services that implement the strategic objectives set out in the Council Plan, and the resources required to deliver statutory services. The rate setting also considers the objectives of the Financial Plan, and the resources required to manage and renew our assets and infrastructure.

### **5.4 Waste Management Strategy**

[Council Policy CP038: Waste Management](#) outlines the arrangements for waste management services provided to properties in the Borough of Queenscliffe that are entitled to receive such services and to raise revenue in an equitable manner, as well as fully recover the cost of Council's kerbside, green and public waste services.

### **5.5 Workforce Plan**

Council has developed a Workforce Plan in line with the requirements of the *Local Government Act 2020*. The Workforce Plan is an operational document used by Council's administration. The Workforce Plan responds to and is informed by the objectives set out in the documents that make up Council's Integrated Strategic Framework Plan. The Workforce Plan identifies the staff resources required to deliver these objectives.

End of the Financial Plan document.