



OUR FINANCIAL PLAN

2025-26 to 2034-35

Acknowledgement of Country

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019

Table of Contents

1. EXECUTIVE SUMMARY	3
2. PURPOSE OF THIS DOCUMENT	4
2.1. Strategic Planning Principles	5
2.2. Financial Management Principles	6
2.3. Engagement Principles	6
2.4. Service Performance Principles	6
2.5. Asset Plan Integration	7
3. FINANCIAL PLAN CONTEXT	8
3.1. Financial Policy Statements	8
3.2. Strategic Directions	8
3.3. Assumptions to the Financial Plan Statements	9
4. FINANCIAL PLAN STATEMENTS	12
4.1. Comprehensive Income Statement	13
4.2. Balance Sheet	14
4.3. Statement of Changes in Equity	15
Statement of Changes in Equity (Contd.)	16
4.4. Statement of Cash Flows	17
4.5. Statement of Capital Works	18
4.6. Statement of Human Resources	19
4.7. Planned Human Resource Expenditure	20
5. FINANCIAL PERFORMANCE INDICATORS	22
6. STRATEGIC FINANCIAL STRATEGIES	24
6.1. Borrowing Strategy	24
6.2. Strategic Reserves Strategy	25

1. EXECUTIVE SUMMARY

The Finance Plan 2025-26 to 2034-35 demonstrates Council's commitment to strategically aligning its financial resources with the aspirations of the Darebin 2041 Community Vision and the priorities outlined in the Our Darebin Plan 2025-29 (including the Health and Wellbeing Plan).

Developed through comprehensive community engagement, this fiscally responsible Plan addresses the challenges of the current economic environment and cost-of-living pressures within the 3% Rate Cap for 2025-26. It ensures the continued funding of essential services and key projects vital to the Darebin community's well-being and long-term sustainability.

Council invites community feedback to further refine this strategic financial roadmap.

A summary of key financial assumptions and attributes of the Finance Plan are as follows:

- Ongoing delivery of services to the Darebin community funded by an operating budget in 2025-2026 of \$229M.
- Continued investment in property, infrastructure and plant & equipment assets to the value of \$389M over the next 10 years, composing of \$338M in renewing & upgrading existing assets and \$51M in new and improving our asset base.
- Asset renewal sustainability indicators over the next 10-year period reveal a medium-risk strategy focused on maintaining assets to a reasonable standard; however, asset condition data reveals a funding gap to the value of \$51M over the next 10 years, indicating a need for further long-term capital investment. Several strategies are progressing to meet this need including strategies that could reduce costs and generate additional funding; however, it will be important to reassess this gap and review long term funding at the next review of the Asset Plan and Financial Plan. Refer section 5 of this document for further information.
- The financial sustainability ratios indicate that there is sufficient working capital to fund ongoing liabilities.
- The council set long term budget parameters in March 2025 to ensure financial sustainability, support ongoing delivery of community services now and improve services in the long term. To balance all these things, the operational budget strategy is for a deficit over the next 4 years in the investment phase of the long-term financial plan and then for surpluses in the later part of the 10-year plan.
- Recognizing the need for modernization, the budget reflects Council's endorsement of a \$36.44 million investment in digital transformation. This vital initiative will yield numerous benefits, including smarter and safer technologies, enhanced service delivery, robust cyber risk management, superior customer experience for basic services, and notable efficiency gains. Consequently, substantial improvements in financial performance are projected from FY 2029-30 following the successful implementation of this program. This approach is on par with other municipalities, and consistent with recommendations from municipal monitors
- The Financial Plan also includes savings target of \$14.7M per annum to be operationalised by the end of the 10-year period and to be implemented progressively over the next 10 years. These targets can be achieved through a combination of annual cost savings and/or identification of additional revenue sources. This was included to address the challenges of recent price inflation which has increased much faster than revenue. To respond to these challenges Council made resolutions in June

and December 2024, which required the CEO to present long term financial sustainability options to address structural budget challenges for Council's consideration.

No additional borrowings have been forecasted over the 10-year period.

Financial Sustainability

Financial sustainability has been a key focus in the development of the 2025-26 budget and forecasted projections until 2028-29. This approach is supported by the Darebin 2041 Community Vision of "Darebin is renowned for "its collaborative engagement, integrity, transparency and commitment to financial sustainability".

This budget invests in long term financial sustainability at the same time as maximising provision of services for community now. Achieving financial sustainability relies on achieving targets in the budget for additional revenue or cost reduction. There are two risks that it will be important to monitor: the risk of failing to achieve the targets in practice – in which case corrective action would be needed; or the risk of unexpected external 'shocks' at a time when there is little buffer to absorb unexpected costs – again, corrective action would be needed.

Asset Management

Council remains committed to the renewal and enhancement of its key assets, with a planned investment of \$383M over the 10 years. This investment is informed by asset condition data, covering buildings, transport and drainage infrastructure, as well as parks and open spaces.

Future economic risks will continue to be managed within a transparent and robust manner in alignment with the Local Government Act 2020 and in support of the Council Vision.

The Finance Plan has been developed through a rigorous process of consultation and review and management endorses it as financially responsible.

2. PURPOSE OF THIS DOCUMENT

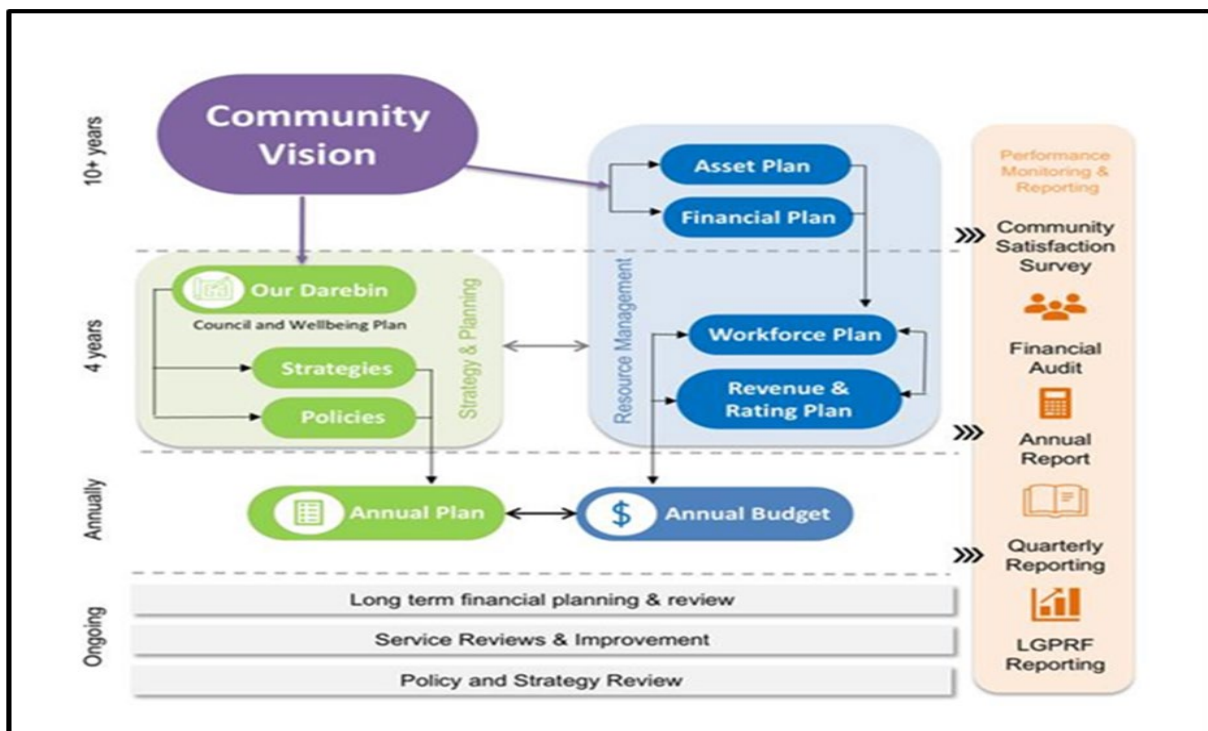
The purpose of Darebin City Council's 10-Year Long Term Financial Plan is to establish a robust and sustainable financial framework that:

- **Aligns Resources with Community Vision:** Ensures the responsible and transparent allocation of resources to realize the community's vision and priorities, as articulated in the Darebin 2041 Community Vision and the Our Darebin Plan 2025-29.
- **Ensures Financial Sustainability:** Provides a clear and comprehensive roadmap for managing the Council's financial sustainability, navigating evolving economic pressures and legislative requirements, including those outlined in the Local Government Act 2020.
- **Informs Strategic Decision-Making:** Facilitates informed decisions regarding infrastructure investment, service delivery, and asset management, safeguarding the long-term well-being of the Darebin community.
- **Balances Needs and Realities:** Creates a plan that balances community needs with the Council's financial realities, ensuring the long-term maintenance of essential services.
- **Promotes Transparency and Engagement:** Delivers a clear and understandable financial plan, fostering community understanding and input.

This document also illustrates the Financial Plan's connection to the achievement of the Darebin 2041 Community Vision and the Our Darebin Plan 2025-29 within the Integrated Strategic Planning & Reporting framework.

This framework guides the Council in identifying and responding to community needs and aspirations across long-term (Community Vision), medium-term (Our Darebin Plan), and short-term (Annual Budget and Annual Action Plan 2025-26) horizons, while ensuring accountability through the Annual Report.

The Financial Plan details the financial and non-financial resources required to achieve the strategic directions outlined in the Our Darebin Plan 2025-29. The following diagram illustrates the integrated strategic planning and reporting framework mandated for local government in Victoria.



2.1. Strategic Planning Principles

The 10-Year Financial Plan provides a financially sustainable projection of how the Our Darebin Plan 2025-29 actions will be funded to achieve the Community Vision. It is developed based on the following strategic planning principles:

- **Integrated Planning and Reporting:** The Council employs an integrated approach to planning, monitoring, and performance reporting.
- **Alignment with Community Vision:** The Financial Plan directly works towards addressing the Community Vision by funding the initiatives and actions outlined in the Our Darebin Plan 2025-29.
- **Resource Allocation for Strategic Goals:** The Financial Plan articulates the 10-year financial resources necessary to implement the initiatives and actions in Our Darebin Plan 2025-29, thereby realizing the Community Vision.

- **Risk Management:** The Council's strategic planning principles include the identification and mitigation of risks to the effective implementation of the Financial Plan, with specific financial risks detailed in section 1.2.2.
- **Adaptive Planning and Review:** The Financial Plan incorporates progress monitoring and review mechanisms to enable adaptation to evolving circumstances.

2.2. Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

2.3. Engagement Principles

The Finance Plan is informed by extensive broad and deliberative community engagement that occurred from July to December 2024.

During broad engagement we gathered feedback from 3,475 community members, including over 80 targeted sessions with many diverse community groups, and holding meetings with advisory committees.

The deliberative community engagement process included a Community Panel of 41 everyday Darebin residents who reviewed the Darebin 2041 Community Vision, develop community priorities, recommended focus areas and guiding principles to inform decision making.

Participants developed a set of guiding principles for asset management and financial decisions that has been incorporated into this Finance Plan.

The public exhibition on the Financial Plan has now commenced and is the final stage for the community to provide feedback.

2.4. Service Performance Principles

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

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Our Darebin Plan 2025-29 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 Our Darebin Plan 2025-29 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 is developing a performance monitoring framework to continuously improve its service delivery standards.
- Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

2.5. Asset Plan Integration

A core principle of the Council's strategic financial planning is the integration of the Asset Plan. This integration aims to ensure future funding allocations directly support service delivery objectives and facilitate the effective, long-term management of Council assets.

Mandated by the Local Government Act 2020, the Asset Plan, due by June 30, 2025, details the operational and strategic practices necessary for financially sustainable asset lifecycle management. Complemented by the Asset Management and Disposal Policies and the Asset Management Strategy, the Plan will provide a robust framework for understanding and mitigating the risks associated with asset management for community benefit.

Beyond outlining these practices, the Asset Plan quantifies the asset portfolio and its financial implications, enabling a balanced alignment of projected investment requirements with budgetary constraints within the 10-year Financial Plan.

Specifically, it will inform the Financial Plan by projecting capital renewal, backlog, and maintenance funding needs across asset categories, incorporating asset condition, risk assessments, and the impact of intervention and service level adjustments.

Currently, individual Asset Management Plans exist for key asset classes, including:

- Transport
- Buildings
- Drainage
- Open spaces

These will be consolidated under the overarching 10-Year Asset Plan upon its development in 2025.

3. FINANCIAL PLAN CONTEXT

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

3.1. Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Key Financial Sustainability Indicators	Target	2024/25 (Q3)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Net result	More than 0%	1.8%	0.6%	(1.4%)	0.3%	(0.3%)	4.2%	4.2%	4.0%	2.9%	2.6%	1.9%
Adjusted underlying result	More than 5%	0.9%	(2.0%)	(2.0%)	(0.9%)	(0.8%)	4.2%	4.1%	4.0%	2.9%	2.6%	1.9%
Liquidity	More than 1.0	1.94	1.78	1.66	1.68	1.59	1.67	1.71	1.86	2.14	2.31	2.53
Unrestricted Cash	More than 80%	107.7%	97.3%	85.4%	87.0%	77.4%	82.6%	86.3%	99.2%	117.4%	133.7%	155.8%
Internal financing	More than 100%	118.5%	104.7%	101.0%	120.9%	103.6%	118.3%	117.9%	127.9%	120.3%	117.3%	126.7%
Indebtedness	40% or less	19.2%	16.2%	13.4%	10.7%	8.1%	5.5%	3.0%	1.0%	1.0%	1.0%	0.9%
Capital replacement ratio	More than 1.5	0.95	1.11	0.93	0.85	0.95	1.06	1.07	0.98	0.98	0.98	0.87
Renewal gap ratio	More than 1.0	0.94	0.91	0.71	0.68	0.85	0.93	0.90	0.91	0.91	0.85	0.81
Loans & Borrowings payments	Less than 5%	3.8%	3.6%	3.5%	3.4%	3.3%	3.2%	3.1%	3.0%	2.4%	0.0%	0.0%

Low Risk

Medium Risk

High Risk

3.2. Strategic Directions

The development of the Our Darebin Plan 2025-29 was directly informed by the Darebin 2041 Community Vision. The Plan is structured around six Strategic Directions. These directions articulate how the Council will translate the Community Vision's aspirations into tangible outcomes

The Strategic Directions are as follows:

Strategic Direction 1: Health and Wellbeing

Strategic Direction 2: Aboriginal Culture and Knowledge

Strategic Direction 3: Equity, Diversity and Inclusion

Strategic Direction 4: Climate Leadership and Response

Strategic Direction 5: Vibrant Places and Economy

Strategic Direction 6: Decision-making, community engagement and transparency

Further details on the Strategic Directions can be found in the Our Darebin Plan 2025-29

3.3. Assumptions to the Financial Plan Statements

For transparency purposes, this section presents information regarding key assumptions underpinning Finance Plan.

Annual price escalations & budget parameters underpinning each major line item of the Comprehensive Income Statement across the 10-year plan are as follows:

Escalation Factors % movement	2025/26	2026/27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
CPI	3.50%	3.00%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
Rates and charges	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste Charge	5.00%	4.50%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%
Statutory fees and fines	3.50%	3.00%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
User fees	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Capital	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributions - monetary	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Contributions - non-monetary	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other income	3.50%	3.00%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
Interest Rate (Investments)	4.15%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Employee costs	4.00%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%	2.63%
Materials and services*	5.00%	4.50%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%
Utilities	6.50%	6.00%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%
Corporate Insurances	20.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%
Depreciation & Amortisation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Rate (loans)	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other expenses	3.50%	3.00%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%

Below are explanatory notes over each major category.

Rates and charges

Base rate revenue will increase by 3% for the 2025-26 year, based on the state government rate cap, with estimated future annual increases of 2.5% per annum for the remainder of the 10-year plan, slightly below estimated CPI. In addition, it is expected that during the 2025-26 year a further increase of \$436,000 per annum will be received for growth (additional properties) as a result of supplementary rates.

Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of CPI. This is often a best- case scenario given some fees are outside of the control by Council and therefore may be subject to increases lower or higher than CPI.

User fees

Revenue from user fees is expected to increase in line with the rate cap each year. Details of user fees for the 2025-26 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 2.0%.

Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works.

In some cases, these contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

Employee Costs

In 2025-26, employee costs are projected to increase by 4.0%. This primarily reflects a 3.0% salary increase for all staff as per the Enterprise Bargaining Agreement (EBA), a 0.5% rise to cover increased Superannuation Guarantee Contributions, and an additional 0.5% to fund the anticipated increase in the annual Workers Compensation insurance premium. For subsequent years, annual increases are expected to be 85% of the projected rate cap, pending ongoing EBA negotiations.

Materials and Services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on supply & demand, rather than CPI.

Other associated costs included under this category are materials and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are escalated based on CPI plus a factor of 1.5% year on year.

Utilities

Utility costs cover Council's energy consumption for water, electricity, and gas. These costs have increased significantly over the past 2-3 years, exceeding CPI. With these high prices expected to persist, a utility escalation factor of CPI plus 3% has been applied throughout the Finance Plan.

Corporate Insurances

This section covers Council's insurance premiums, including Motor Vehicle, Cyber, Public & Professional Liability, and Industrial Special Risk, among others. These insurances mitigate Council's exposure and risk profile. Premiums have risen significantly over the past 2-3 years, exceeding CPI. A further 20% increase is anticipated for 2025-26 compared to 2024-25. For financial modelling from year 2 onwards, Council is conservatively factoring in a 15% annual increase based on current market conditions.

Depreciation & amortisation

Depreciation estimates are based on the projected capital expenditure in this Finance Plan. However, depreciation is subject to periodic asset revaluations and indexation informed by current market conditions. This can lead to significant year-on-year fluctuations in the annual depreciation expense, making precise predictions difficult.

Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council. Annual cost escalation expected to be in line with CPI.

Other Key Assumptions

Key financial targets in the 10-year Finance Plan are as follows:

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Operating Surplus/(Deficit) (\$M)	1.42	(3.33)	0.81	(0.65)	10.75	10.98	10.75	8.12	7.47	5.56
Underlying Surplus/(Deficit) (\$M)	(4.46)	(4.56)	(2.12)	(1.90)	10.71	10.84	10.72	8.09	7.33	5.52
Cash & Investment Balance (\$M)	61.68	56.63	57.85	53.79	56.02	58.44	64.41	68.68	76.69	87.78
Total Capital Works Program (\$M)	38.55	33.20	31.36	36.05	41.40	43.32	40.61	41.95	43.33	39.69
Operating Project (\$M)	2.40	2.00	2.00	1.90	2.00	2.00	2.00	2.00	2.00	2.00

To achieve above financially sustainable targets, the below key assumptions underpin the forecasts, ensuring ongoing delivery & management of key services and infrastructure to the community.

- Recommended capital envelope of \$389M and operating project envelopes of \$20M over 10 years.
- A minimum cash balance of \$42M considering the level of risk as endorsed by Council.
- Digital transformation implementation over 5 years commencing 2024-25 for \$36.44M, resulting in increased internal efficiencies, improved customer experiences, enhanced cyber security and the ability to make data-driven decisions, ultimately leading to greater benefits for the community.

- Includes an inbuilt permanent savings target totalling \$14.7M to be operationalised. These targets can be achieved through a combination of annual cost savings and/or identification of additional revenue sources.
- No new borrowings have been budgeted.

4. FINANCIAL PLAN STATEMENTS

This section presents information regarding the Financial Plan Statements for the 10 years from 2025-26 to 2034-35.

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

4.1. Comprehensive Income Statement

	Forecast	Budget	Projections								
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue											
Rates and charges	157,373	165,573	170,655	175,841	181,184	186,689	192,362	198,208	204,231	210,438	216,835
Statutory fees and fines	9,060	9,312	9,545	9,783	10,028	10,279	10,536	10,799	11,069	11,346	11,629
User fees	13,224	14,842	15,213	15,593	15,983	16,383	16,792	17,212	17,642	18,084	18,536
Grants - operating	18,309	19,720	20,114	20,517	20,927	21,346	21,772	22,208	22,652	23,105	23,567
Grants - capital	2,922	7,036	2,781	4,366	2,790	2,143	2,443	2,618	2,621	2,721	2,671
Contributions - monetary	5,009	4,281	5,134	6,143	7,471	8,998	9,897	10,647	10,368	10,299	11,448
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	350	450	450	450	450	450	450	450	450	450	450
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-
Share of net profits (or loss) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	9,100	7,767	7,339	7,302	7,366	7,433	7,501	7,571	7,643	7,717	7,793
Total income / revenue	215,347	228,981	231,231	239,994	246,199	253,720	261,753	269,713	276,676	284,159	292,929
Expenses											
Employee costs	(105,933)	(111,095)	(111,480)	(111,215)	(113,267)	(115,837)	(118,477)	(121,199)	(124,007)	(126,902)	(130,856)
Materials and services	(62,071)	(73,333)	(78,947)	(82,801)	(87,700)	(80,139)	(84,158)	(88,439)	(94,005)	(97,884)	(103,105)
Depreciation	(34,288)	(34,823)	(35,868)	(36,944)	(38,052)	(39,194)	(40,369)	(41,580)	(42,828)	(44,113)	(45,436)
Amortisation - intangible assets	(532)	(81)	(81)	(81)	(81)	(81)	(81)	(81)	(81)	(81)	(81)
Depreciation - right of use assets	(151)	(51)	(25)	-	-	-	-	-	-	-	-
Bad & Doubtful Debts	(1,648)	(1,350)	(1,345)	(1,345)	(980)	(980)	(980)	(980)	(980)	(980)	(980)
Borrowing costs	(1,608)	(1,443)	(1,273)	(1,096)	(912)	(721)	(521)	(313)	(108)	(0)	(0)
Finance costs - leases	-	(1)	(0)	-	-	-	-	-	-	-	-
Other expenses	(5,249)	(5,384)	(5,546)	(5,701)	(5,860)	(6,025)	(6,193)	(6,367)	(6,545)	(6,728)	(6,917)
Total expenses	(211,480)	(227,561)	(234,565)	(239,183)	(246,852)	(242,974)	(250,779)	(258,958)	(268,553)	(276,687)	(287,374)
Surplus/(deficit) for the year	3,867	1,420	(3,333)	812	(653)	10,746	10,975	10,754	8,123	7,472	5,555
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation gain /(loss)	-	-	-	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods											
(detail as appropriate)	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	3,867	1,420	(3,333)	812	(653)	10,746	10,975	10,754	8,123	7,472	5,555

4.2. Balance Sheet

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	33,753	30,153	25,107	26,325	22,264	24,496	26,914	32,888	37,157	45,167	56,251
Trade and other receivables	23,431	21,500	21,910	22,724	23,828	24,514	25,343	26,098	26,930	27,722	28,638
Other financial assets	31,526	31,526	31,526	31,526	31,526	31,526	31,526	31,526	31,526	31,526	31,526
Inventories	61	61	61	61	61	62	62	62	62	62	62
Prepayments	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Other assets	961	961	961	961	961	961	961	961	961	961	961
Total current assets	89,732	84,201	79,565	81,598	78,641	81,559	84,805	91,535	96,636	105,438	117,438
Non-current assets											
Trade and other receivables	2,569	2,582	2,595	2,608	2,621	2,634	2,647	2,660	2,674	2,687	2,700
Other financial assets	6	6	6	6	6	6	6	6	6	6	6
Investments in associates, joint arrangement and subsidiaries	-	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	1,905,678	1,909,402	1,906,737	1,901,228	1,899,324	1,901,645	1,904,733	1,903,924	1,903,230	1,902,660	1,897,158
Right-of-use assets	71	20	-	-	-	-	-	-	-	-	-
Investment property	9,840	9,840	9,840	9,840	9,840	9,840	9,840	9,840	9,840	9,840	9,840
Intangible assets	807	726	646	565	484	404	323	242	161	81	-
Total non-current assets	1,918,971	1,922,576	1,919,824	1,914,246	1,912,275	1,914,528	1,917,549	1,916,673	1,915,911	1,915,273	1,909,704
Total assets	2,008,703	2,006,777	1,999,389	1,995,844	1,990,915	1,996,087	2,002,354	2,008,208	2,012,546	2,020,711	2,027,143
Liabilities											
Current liabilities											
Trade and other payables	10,204	11,309	11,844	12,160	12,720	12,153	12,629	13,096	13,749	14,230	14,866
Trust funds and deposits	6,953	6,953	6,953	6,953	6,953	6,953	6,953	6,953	6,953	6,953	6,953
Contract and other liabilities	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396	2,396
Provisions	22,127	22,127	22,127	22,127	22,127	22,127	22,127	22,127	22,127	22,127	22,127
Interest-bearing liabilities	4,398	4,569	4,746	4,930	5,122	5,322	5,530	4,624	0	0	0
Lease liabilities	72	21	-	-	-	-	-	-	-	-	-
Total current liabilities	46,150	47,375	48,066	48,567	49,318	48,950	49,634	49,196	45,225	45,706	46,342
Non-current liabilities											
Provisions	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485
Interest-bearing liabilities	34,845	30,274	25,528	20,598	15,475	10,154	4,624	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	37,330	32,759	28,013	23,083	17,960	12,639	7,109	2,485	2,485	2,485	2,485
Total liabilities	83,480	80,135	76,079	71,649	67,279	61,589	56,743	51,681	47,710	48,191	48,827
Net assets	1,925,223	1,926,643	1,923,309	1,924,195	1,923,637	1,934,498	1,945,611	1,956,527	1,964,836	1,972,521	1,978,316
Equity											
Accumulated surplus	609,395	607,384	602,089	600,677	600,024	608,879	617,455	624,434	627,562	626,857	621,599
Reserves	1,315,828	1,319,259	1,321,220	1,323,518	1,323,612	1,325,619	1,328,156	1,332,092	1,337,274	1,345,663	1,356,717
Total equity	1,925,223	1,926,643	1,923,309	1,924,195	1,923,637	1,934,498	1,945,611	1,956,527	1,964,836	1,972,521	1,978,316

4.3. Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
NOTES	\$'000	\$'000	\$'000	\$'000
2025 Forecast Actual				
Balance at beginning of the financial year	1,918,169	602,342	1,301,563	14,264
Surplus/(deficit) for the year	3,867	3,867	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfer (to)/from reserves	3,187	3,186	-	1
Balance at end of the financial year	1,925,223	609,395	1,301,563	14,265
2026 Budget				
Balance at beginning of the financial year	1,925,223	609,395	1,301,563	14,265
Surplus/(deficit) for the year	1,420	1,420	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfer (to)/from reserves	-	(3,431)	-	3,431
Balance at end of the financial year	1,926,643	607,384	1,301,563	17,696
2027				
Balance at beginning of the financial year	1,926,643	607,384	1,301,563	17,696
Surplus/(deficit) for the year	(3,333)	(3,333)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfer (to)/from reserves	-	(1,961)	-	1,961
Balance at end of the financial year	1,923,309	602,089	1,301,563	19,657
2028				
Balance at beginning of the financial year	1,923,309	602,089	1,301,563	19,657
Surplus/(deficit) for the year	812	812	-	-
Net asset revaluation gain/(loss)	74	-	74	-
Transfer (to)/from reserves	-	(2,224)	-	2,224
Balance at end of the financial year	1,924,195	600,677	1,301,637	21,881
2029				
Balance at beginning of the financial year	1,924,195	600,677	1,301,637	21,881
Surplus/(deficit) for the year	(653)	(653)	-	-
Net asset revaluation gain/(loss)	94	-	94	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of the financial year	1,923,637	600,024	1,301,731	21,881

Statement of Changes in Equity (Contd.)

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2030					
Balance at beginning of the financial year		1,923,637	600,024	1,301,731	21,881
Surplus/(deficit) for the year		10,746	10,746	-	-
Net asset revaluation gain/(loss)		115	-	115	-
Transfer (to)/from reserves		-	(1,891)	-	1,891
Balance at end of the financial year		1,934,498	608,879	1,301,847	23,772
2031					
Balance at beginning of the financial year		1,934,498	608,879	1,301,847	23,772
Surplus/(deficit) for the year		10,975	10,975	-	-
Net asset revaluation gain/(loss)		138	-	138	-
Transfer (to)/from reserves		-	(2,399)	-	2,399
Balance at end of the financial year		1,945,611	617,455	1,301,985	26,171
2032					
Balance at beginning of the financial year		1,945,611	617,455	1,301,985	26,171
Surplus/(deficit) for the year		10,754	10,754	-	-
Net asset revaluation gain/(loss)		162	-	162	-
Transfer (to)/from reserves		(0)	(3,775)	-	3,775
Balance at end of the financial year		1,956,527	624,434	1,302,146	29,946
2033					
Balance at beginning of the financial year		1,956,527	624,434	1,302,146	29,946
Surplus/(deficit) for the year		8,123	8,123	-	-
Net asset revaluation gain/(loss)		186	-	186	-
Transfer (to)/from reserves		-	(4,995)	-	4,995
Balance at end of the financial year		1,964,836	627,562	1,302,333	34,941
2034					
Balance at beginning of the financial year		1,964,836	627,562	1,302,333	34,941
Surplus/(deficit) for the year		7,472	7,472	-	-
Net asset revaluation gain/(loss)		213	-	213	-
Transfer (to)/from reserves		-	(8,177)	-	8,177
Balance at end of the financial year		1,972,521	626,857	1,302,545	43,118
2035					
Balance at beginning of the financial year		1,972,521	626,857	1,302,545	43,118
Surplus/(deficit) for the year		5,555	5,555	-	-
Net asset revaluation gain/(loss)		240	-	240	-
Transfer (to)/from reserves		-	(10,813)	-	10,813
Balance at end of the financial year		1,978,316	621,599	1,302,786	53,931

4.4. Statement of Cash Flows

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
	Inflow s (Outflow s)	Inflows (Outflows)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities											
Rates and charges	159,618	166,460	169,140	174,356	179,584	185,418	191,073	196,960	202,846	209,090	215,464
Statutory fees and fines	10,066	10,263	10,458	10,722	10,988	11,272	11,555	11,846	12,140	12,445	12,757
User fees	14,693	16,357	16,669	17,089	17,513	17,967	18,417	18,881	19,349	19,836	20,333
Grants - operating	18,493	19,789	19,979	20,386	20,787	21,237	21,664	22,105	22,539	22,997	23,459
Grants - capital	2,951	7,060	3,106	4,218	2,901	2,188	2,410	2,596	2,611	2,704	2,667
Interest received	2,841	2,433	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Other receipts	12,329	10,609	11,356	12,439	13,923	15,673	16,790	17,708	17,566	17,559	18,794
Net GST refund / payment	3,196	3,955	4,710	4,968	5,266	4,407	4,561	4,853	5,359	5,709	6,053
Employee costs	(108,183)	(110,679)	(111,465)	(111,237)	(113,176)	(115,738)	(118,375)	(121,107)	(123,886)	(126,791)	(130,704)
Materials and services	(62,182)	(66,816)	(70,226)	(73,375)	(76,604)	(80,029)	(83,591)	(87,333)	(91,183)	(95,267)	(99,515)
Other payments	(15,319)	(19,084)	(22,196)	(23,640)	(25,842)	(15,417)	(15,420)	(16,577)	(18,889)	(19,437)	(21,024)
Net cash provided by/(used in) operating activities	38,503	40,347	33,531	37,926	37,340	48,979	51,085	51,932	50,453	50,845	50,283
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(32,484)	(38,547)	(33,203)	(31,360)	(36,054)	(41,399)	(43,320)	(40,610)	(41,947)	(43,330)	(39,694)
Proceeds from sale of property, infrastructure, plant and	385	495	495	495	495	495	495	495	495	495	495
Payments for investments	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-	-	-	-	-	-	-
Loans and advances made	-	-	-	-	-	-	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(32,099)	(38,052)	(32,708)	(30,865)	(35,559)	(40,904)	(42,825)	(40,115)	(41,452)	(42,835)	(39,199)
Cash flows from financing activities											
Finance costs	(1,762)	(1,443)	(1,273)	(1,096)	(912)	(721)	(521)	(313)	(108)	(0)	(0)
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(4,235)	(4,399)	(4,569)	(4,746)	(4,930)	(5,122)	(5,322)	(5,530)	(4,624)	-	-
Interest paid - lease liability	-	(1)	(0)	-	-	-	-	-	-	-	-
Repayment of lease liabilities	-	(51)	(26)	-	-	-	-	-	-	-	-
Net cash provided by/(used in) financing activities	(5,997)	(5,895)	(5,869)	(5,843)	(5,843)	(5,843)	(5,843)	(5,843)	(4,732)	(0)	(0)
Net increase/(decrease) in cash & cash equivalents	407	(3,600)	(5,045)	1,218	(4,061)	2,233	2,417	5,975	4,269	8,010	11,084
Cash and cash equivalents at the beginning of the financial year	33,346	33,753	30,153	25,107	26,325	22,264	24,496	26,914	32,888	37,157	45,167
Cash and cash equivalents at the end of the financial year	33,753	30,153	25,107	26,325	22,264	24,496	26,914	32,888	37,157	45,167	56,251

4.5. Statement of Capital Works

	Forecast Actual	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	1,070	300	300	300	300	300	300	300	300	300
Land improvements	868	-	-	1,570	-	-	3,000	-	-	2,850	-
Total land	868	1,070	300	1,870	300	300	3,300	300	300	3,150	300
Buildings	7,679	8,451	4,901	6,918	9,545	9,498	8,309	9,310	9,495	8,787	8,800
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building improvements	1,334	4,908	1,290	3,015	1,330	2,253	1,444	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	9,013	13,359	6,191	9,933	10,875	11,751	9,753	9,310	9,495	8,787	8,800
Total property	9,881	14,429	6,491	11,803	11,175	12,051	13,053	9,610	9,795	11,937	9,100
Plant and equipment											
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,484	2,344	4,361	3,400	3,245	3,548	2,258	3,892	2,777	3,178	3,350
Fixtures, fittings and furniture	55	80	131	153	134	136	100	100	140	140	142
Computers and telecommunications	4,948	1,050	386	201	2,180	96	2,203	234	2,243	271	188
Library books	800	700	774	810	848	971	1,014	1,060	1,106	1,155	1,205
Total plant and equipment	8,287	4,174	5,652	4,564	6,407	4,751	5,575	5,286	6,266	4,744	4,885
Infrastructure											
Roads	4,799	8,859	8,447	7,748	9,338	10,283	9,689	10,369	9,113	9,192	9,486
Bridges	209	1,040	1,560	200	260	260	260	360	860	860	263
Footpaths and cycleways	2,855	3,390	1,900	1,046	1,950	2,750	3,350	3,250	4,150	3,900	5,150
Drainage	2,406	1,504	1,451	1,460	1,689	2,330	2,490	2,817	3,025	2,583	2,552
Recreational, leisure and community facilities	337	2,716	1,266	1,823	1,507	2,555	2,027	1,733	1,797	3,118	1,983
Waste management	-	432	4,817	535	562	590	619	650	683	717	753
Parks, open space and streetscapes	3,710	1,510	1,359	1,968	2,935	5,394	5,919	6,193	5,910	5,922	5,157
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	83	110	113	131	135	138	142	148	157	165
Other infrastructure	-	410	150	100	100	300	200	200	200	200	200
Total infrastructure	14,316	19,944	21,060	14,993	18,472	24,597	24,692	25,714	25,886	26,649	25,709
Total capital works expenditure	32,484	38,547	33,203	31,360	36,054	41,399	43,320	40,610	41,947	43,330	39,694
Represented by:											
New asset expenditure	2,787	2,367	6,232	3,267	1,843	2,215	5,106	2,102	2,144	4,928	2,049
Asset renewal expenditure	21,981	28,851	23,587	22,930	29,791	33,347	33,258	34,391	35,629	34,359	33,799
Asset expansion expenditure	790	4,483	1,460	2,910	1,718	2,558	1,892	840	882	796	780
Asset upgrade expenditure	6,926	2,847	1,924	2,253	2,702	3,278	3,063	3,276	3,292	3,247	3,066
Total capital works expenditure	32,484	38,547	33,203	31,360	36,054	41,399	43,320	40,610	41,947	43,330	39,694
Funding sources represented by:											
Grants	2,922	7,036	2,781	4,366	2,790	2,143	2,443	2,618	2,621	2,721	2,671
Contributions	5,009	4,281	5,134	6,143	7,471	8,998	9,897	10,647	10,368	10,299	11,448
Council cash	24,553	27,230	25,288	20,852	25,793	30,258	30,980	27,345	28,959	30,311	25,575
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	32,484	38,547	33,203	31,360	36,054	41,399	43,320	40,610	41,947	43,330	39,694

4.6. Statement of Human Resources

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

Division	Budget	Comprises			
		Permanent		Casual	Temporary
	2025/26 \$'000	Full Time \$'000	Part time \$'000	\$'000	\$'000
City Sustainability & Strategy	21,546	17,680	3,724	89	53
Infrastructure, Operations & Finance	30,124	29,209	724	-	191
Community	42,828	19,960	19,747	2,617	504
Customer & Corporate	17,160	14,568	1,932	182	479
Total permanent staff expenditure	111,658	81,416	26,128	2,887	1,228
Other employee related expenditure	1,917				
Capitalised labour costs	(2,481)				
Total expenditure	111,095				

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

Division	Budget	Comprises			
		Permanent		Casual	Temporary
	2025/26	Full Time	Part time		
City Sustainability & Strategy	166	127.8	36.5	1.3	0.4
Infrastructure, Operations & Finance	239	232.0	5.6	-	1.5
Community	374	150.9	180.9	37.4	5.2
Customer & Corporate	116	93.0	17.4	2.6	3.0
Total staff	895.4	603.7	240.4	41.2	10.1

	Fore cast	Budget		Projections							
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	106,587	111,095	111,480	111,215	113,267	115,837	118,477	121,199	124,007	126,902	130,856
Employee costs - capital	2,756	2,481	2,558	2,637	2,719	2,803	2,890	2,980	3,072	3,167	3,265
Total staff expenditure	109,343	113,576	114,038	113,852	115,986	118,640	121,367	124,179	127,079	130,069	134,121
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	948.0	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4
Total staff numbers	948.0	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4

4.7. Planned Human Resource Expenditure

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
City Sustainability & Strategy										
Permanent - Full time	17,680	17,861	18,027	18,590	19,171	19,770	20,388	21,025	21,682	22,360
Women	6,697	6,766	6,828	7,042	7,262	7,489	7,723	7,964	8,213	8,469
Men	8,985	9,077	9,161	9,448	9,743	10,047	10,361	10,685	11,019	11,363
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	1,998	2,018	2,037	2,101	2,166	2,234	2,304	2,376	2,450	2,527
Permanent - Part time	3,724	3,763	3,797	3,916	4,038	4,165	4,295	4,429	4,567	4,710
Women	1,818	1,837	1,854	1,912	1,972	2,033	2,097	2,162	2,230	2,299
Men	1,182	1,194	1,206	1,243	1,282	1,322	1,363	1,406	1,450	1,495
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	724	731	738	761	785	809	835	861	888	915
Total City Sustainability & Strategy	21,405	21,624	21,824	22,506	23,209	23,935	24,683	25,454	26,249	27,070
Community										
Permanent - Full time	19,960	20,165	20,351	20,987	21,643	22,319	23,017	23,736	24,478	25,243
Women	13,243	13,378	13,502	13,924	14,359	14,808	15,271	15,748	16,240	16,747
Men	5,122	5,174	5,222	5,385	5,553	5,727	5,906	6,090	6,281	6,477
Persons of self-described gender	133	134	136	140	144	149	153	158	163	168
Vacant positions	1,463	1,478	1,491	1,538	1,586	1,636	1,687	1,740	1,794	1,850
Permanent - Part time	19,747	19,949	20,134	20,763	21,412	22,081	22,771	23,483	24,217	24,973
Women	12,389	12,516	12,632	13,026	13,433	13,853	14,286	14,732	15,193	15,668
Men	2,698	2,725	2,751	2,837	2,925	3,017	3,111	3,208	3,308	3,412
Persons of self-described gender	277	280	282	291	300	309	319	329	339	350
Vacant positions	4,384	4,429	4,470	4,609	4,753	4,902	5,055	5,213	5,376	5,544
Total Community	39,707	40,114	40,485	41,750	43,055	44,400	45,788	47,219	48,694	50,216
Infrastructure, Operations & Finance										
Permanent - Full time	29,209	29,508	29,781	30,712	31,671	32,661	33,682	34,734	35,820	36,939
Women	19,279	19,477	19,657	20,271	20,905	21,558	22,232	22,926	23,643	24,382
Men	6,356	6,421	6,481	6,683	6,892	7,108	7,330	7,559	7,795	8,039
Persons of self-described gender	201	203	205	211	218	225	232	239	246	254
Vacant positions	3,372	3,407	3,438	3,546	3,657	3,771	3,889	4,010	4,136	4,265
Permanent - Part time	724	731	738	761	785	810	835	861	888	916
Women	465	470	474	489	504	520	536	553	570	588
Men	183	184	186	192	198	204	211	217	224	231
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	77	77	78	81	83	86	88	91	94	97
Total Infrastructure, Operations & Finance	29,933	30,239	30,519	31,473	32,456	33,471	34,517	35,595	36,708	37,855
Customer & Corporate										
Permanent - Full time	14,568	14,717	14,853	15,317	15,796	16,289	16,799	17,323	17,865	18,423
Women	4,765	4,814	4,858	5,010	5,167	5,328	5,495	5,667	5,844	6,026
Men	8,198	8,282	8,359	8,620	8,890	9,167	9,454	9,749	10,054	10,368
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	1,604	1,621	1,636	1,687	1,739	1,794	1,850	1,908	1,967	2,029
Permanent - Part time	1,932	1,952	1,970	2,032	2,095	2,161	2,228	2,298	2,370	2,444
Women	233	235	237	245	252	260	268	277	286	294
Men	1,619	1,636	1,651	1,703	1,756	1,811	1,867	1,926	1,986	2,048
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	80	81	82	84	87	90	93	95	98	102
Total Customer & Corporate	16,500	16,669	16,823	17,349	17,891	18,450	19,027	19,621	20,235	20,867
Casuals, temporary, other expenditures and savings	3,550	2,833	1,563	189	-775	-1,779	-2,815	-3,883	-4,984	-5,151
Capitalised labour costs	-2,481	-2,506	-2,529	-2,609	-2,690	-2,774	-2,861	-2,950	-3,042	-3,137
Total staff expenditure	111,095	111,480	111,215	113,267	115,837	118,477	121,199	124,007	126,902	130,856

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
City Sustainability & Strategy										
Permanent - Full time	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8	127.8
Women	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0
Men	62.8	62.8	62.8	62.8	62.8	62.8	62.8	62.8	62.8	62.8
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Permanent - Part time	36.5	36.5	36.5	36.5	36.5	36.5	36.5	36.5	36.5	36.5
Women	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2	18.2
Men	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7
Total City Sustainability & Strategy	164.3	164.3	164.3	164.3	164.3	164.3	164.3	164.3	164.3	164.3
Community										
Permanent - Full time	150.9	150.9	150.9	150.9	150.9	150.9	150.9	150.9	150.9	150.9
Women	98.9	98.9	98.9	98.9	98.9	98.9	98.9	98.9	98.9	98.9
Men	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Persons of self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Vacant positions	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Permanent - Part time	180.9	180.9	180.9	180.9	180.9	180.9	180.9	180.9	180.9	180.9
Women	108.3	108.3	108.3	108.3	108.3	108.3	108.3	108.3	108.3	108.3
Men	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4
Persons of self-described gender	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Vacant positions	44.8	44.8	44.8	44.8	44.8	44.8	44.8	44.8	44.8	44.8
Total Community	331.8	331.8	331.8	331.8	331.8	331.8	331.8	331.8	331.8	331.8
Infrastructure, Operations & Finance										
Permanent - Full time	232.0	232.0	232.0	232.0	232.0	232.0	232.0	232.0	232.0	232.0
Women	158.0	158.0	158.0	158.0	158.0	158.0	158.0	158.0	158.0	158.0
Men	47.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0
Persons of self-described gender	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Vacant positions	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Permanent - Part time	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
Women	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Men	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Infrastructure, Operations & Finance	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6	237.6
Customer & Corporate										
Permanent - Full time	93.0	93.0	93.0	93.0	93.0	93.0	93.0	93.0	93.0	93.0
Women	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0
Men	53.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Permanent - Part time	17.4	17.4	17.4	17.4	17.4	17.4	17.4	17.4	17.4	17.4
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Men	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Total Customer & Corporate	110.4	110.4	110.4	110.4	110.4	110.4	110.4	110.4	110.4	110.4
Casuals and temporary staff	51.3	51.3	51.3	51.3	51.3	51.3	51.3	51.3	51.3	51.3
Capitalised labour	17.3	17.3	17.3	17.3	18.3	19.3	20.3	21.3	22.3	23.3
Total staff numbers	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4	895.4

5. 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	Actual	Forecast	Target	Target Projections										Trend
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Operating position															
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	55%	1%	(2%)	(2%)	(1%)	(1%)	4%	4%	4%	3%	3%	2%		
Liquidity															
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	181%	194%	178%	166%	168%	159%	167%	171%	186%	214%	231%	253%		
Liquidity															
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	96%	108%	97%	85%	87%	77%	83%	86%	99%	117%	134%	156%		
Obligations															
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings compared to rates Interest bearing loans and borrowings / rate revenue	29%	25%	21%	18%	15%	11%	8%	5%	2%	0%	0%	0%		
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4%	4%	4%	3%	3%	3%	3%	3%	3%	2%	0%	0%		
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue	10%	19%	16%	13%	11%	8%	5%	3%	1%	1%	1%	1%		
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	68%	94%	91%	71%	68%	85%	93%	90%	91%	91%	85%	81%		
Stability															
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipal district	0.18%	0.19%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%		
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	34%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%	73%		
Efficiency															
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	\$2,731.55	\$2,833.11	\$3,018.73	\$3,081.22	\$3,111.16	\$3,179.52	\$3,098.99	\$3,167.25	\$3,238.59	\$3,325.74	\$3,392.97	\$3,489.58		
Revenue level (resources are used efficiently in the delivery of services)	Average rate per property assessment General rates and municipal charges / no. of property assessments	\$2,062.25	\$2,108.26	\$2,196.43	\$2,196.43	\$2,196.43	\$2,196.43	\$2,196.43	\$2,196.43	\$2,196.43	\$2,196.43	\$2,196.43	\$2,196.43		

(Legend: + = forecast improvement in financial performance/position; o = forecasts steady performance/position; - = forecasts deterioration in financial performance/position)

Notes to key financial performance indicators – Refer section 3.1 for targets.

Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Deterioration expected over the 4-year estimates mainly due to significant investment in digital transformation over same period. Improvement in financial performance expected over the long-term financial plan.

Liquidity - Working Capital

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due.

Liquidity – Unrestricted Cash

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due with available cash, free from restrictions.

Unrestricted Cash means all cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, other than restricted cash.

Restricted cash means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.

Borrowings

General measures used to ensure the level of interest-bearing loans and borrowings is appropriate to the size and nature of Council's activities.

Asset Renewal

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

As per the Asset Management Plan, the projected asset renewal sustainability indicators over the next 10-year period reveal a medium-risk strategy focused on maintaining assets to a reasonable standard; however, asset condition data reveals a funding gap to the value of \$51M over the next years, necessitating further long-term capital investment.

It will be important to reassess this gap and review long term funding at the next review of the Asset Plan and Financial Plan. There are several strategies progressing to help address the forecast renewal gap. These strategies include:

- Work to increase several developer levies that can be collected to contribute to asset and infrastructure renewal costs including the Open Space Levy, the Developer Contributions Plan and a voluntary levy for Water Sensitive Urban Design infrastructure.
- Review of major procurements and contracts to secure the best value for money and ensure renewal and maintenance funds achieve as much as possible.

- Review of Council properties and facilities to identify opportunities to secure partners or tenants to invest in improvements at Council properties, or to sell unused, poorly located properties that are not in good locations for future community services.
- Further strengthening of asset condition data, renewal modelling and community need data which is necessary for efficient and cost-effective planning of renewal and maintenance works.
- Development of Strategic Major Facilities Redevelopment Fund Reserve to ensure the long-term sustainability and functionality of critical infrastructure, facilitate strategic renewal, upgrades and modernization, manage significant capital expenditures, and promote responsible asset management. By accumulating funds over time, Council mitigates the financial impact of large-scale redevelopment projects, including renewal, preventing sudden and disruptive budget strain.

Rates Effort

This measure is intended to examine the community's capacity to pay its rates liabilities.

Rates Concentration

A general measure of the organisations dependency on rate revenue to generate a surplus operating performance year on year.

Expenditure level

A general measure of how much Council spends to deliver key services to each property and can be compared to the Revenue Level measure as stated below to measure costs versus income on a per property basis.

Revenue level

A general measure of how much revenue Council generates per property, that can be used to deliver key services to each property. This measure can be compared to the Expenditure Level indicator to measure costs versus income on a per property basis.

6. STRATEGIC FINANCIAL STRATEGIES

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

6.1. Borrowing Strategy

Current Debt Position

As of 30 June 2024, Council's total debt from borrowed funds stands at \$43.5 million. These funds were specifically utilized for the construction of the Northcote Aquatic & Recreation Centre. Annual principal and interest repayments on this debt are approximately \$5.8M, with full loan repayment anticipated by 30 June 2033.

The table below illustrates the current loan repayment schedule.

	Forecast Actual 2024/25	Budget 2025/26	2026/27	2027/28	2028/29	2029/30	Projections 2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Amount borrowed as of 30 June of the prior year	43,478	39,243	34,844	30,274	25,528	20,598	15,475	10,154	4,624	-	-
Amount proposed to be borrowed	-	-	-	-	-	-	-	-	-	-	-
Amount projected to be redeemed	(4,235)	4,399	4,569	4,746	4,930	5,122	5,322	5,530	4,624	-	-
Amount of borrowings as of 30 June	39,243	34,844	30,274	25,528	20,598	15,475	10,154	4,624	-	-	-

Council maintains its loan borrowing within prudent and management limits as demonstrated by the debt relates indicators reflected in section 4 of this document.

Future Borrowing Requirements

No new borrowings planned over the 10-year Finance Plan.

6.2. Strategic Reserves Strategy

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Council has a number of other reserves to separately identify funds to meet a specific purpose in the future. A number of these are actively used and current, however some of these have not been used for some time and/or have small amounts of funds reserved. It is recommended that review of reserves be completed by end 2026-27. Reserves outlined in the Financial Plan are below. All of these were current in 2024-25 except for one which is proposed for establishment in 2025-26: the Major Facilities Redevelopment Fund.

Drainage

The drainage development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2025-26.

Car park development

The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to

the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2025-26.

Public open space and recreation

The public open space and recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2025-26, with 100% of revenue expected to be spent.

Plant Replacement

Purpose – This reserve is to set aside funds to replace Council's heavy plant and equipment at the end of the service life.

Movements – Inflows to the reserve are mainly sourced from budget savings in depot maintenance and operations. Transfers from the reserve are aligned to Council's replacement schedule to fund plant acquisitions on an annual basis. There is no budgeted movement in this reserve for 2025-26

Developer contribution scheme

The developer contribution reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Major Facilities Redevelopment Fund

The objective of this reserve is as follows:

Ensure the long-term sustainability and functionality of critical infrastructure, facilitate strategic upgrades and modernization, manage significant capital expenditures, and promote responsible asset management. By accumulating funds over time, Council mitigates the financial impact of large-scale redevelopment projects, preventing sudden and disruptive budget strain.

Funding for this reserve will be determined annually based on the Council's cash surplus as of June 30th. Specifically, 25% of any surplus exceeding the minimum cash balance of \$42M plus a 10% risk factor will be allocated to the fund. Projections within the Long-Term Financial Plan (LTFP) indicate that \$30M may be transferred to the reserve, contingent on Council's financial performance over the next 10 years.

A comprehensive policy and procedure for the management of this reserve will be developed and presented for Council endorsement in the 2025-26 financial year, with provisions for regular reviews and updates.

Capital Works Reserve

Purpose – This reserve is used for financing future capital works projects.

Movements – Funding is derived from identified capital works project savings. Council may expend funds from the reserve for the purposes of major capital works.

Unspent Grants and Contributions Reserve

Purpose – This reserve is used to fund future grant funded projects.

Movements – Revenue from grants and contribution is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate the tracking of the total funds received but not yet spent.

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