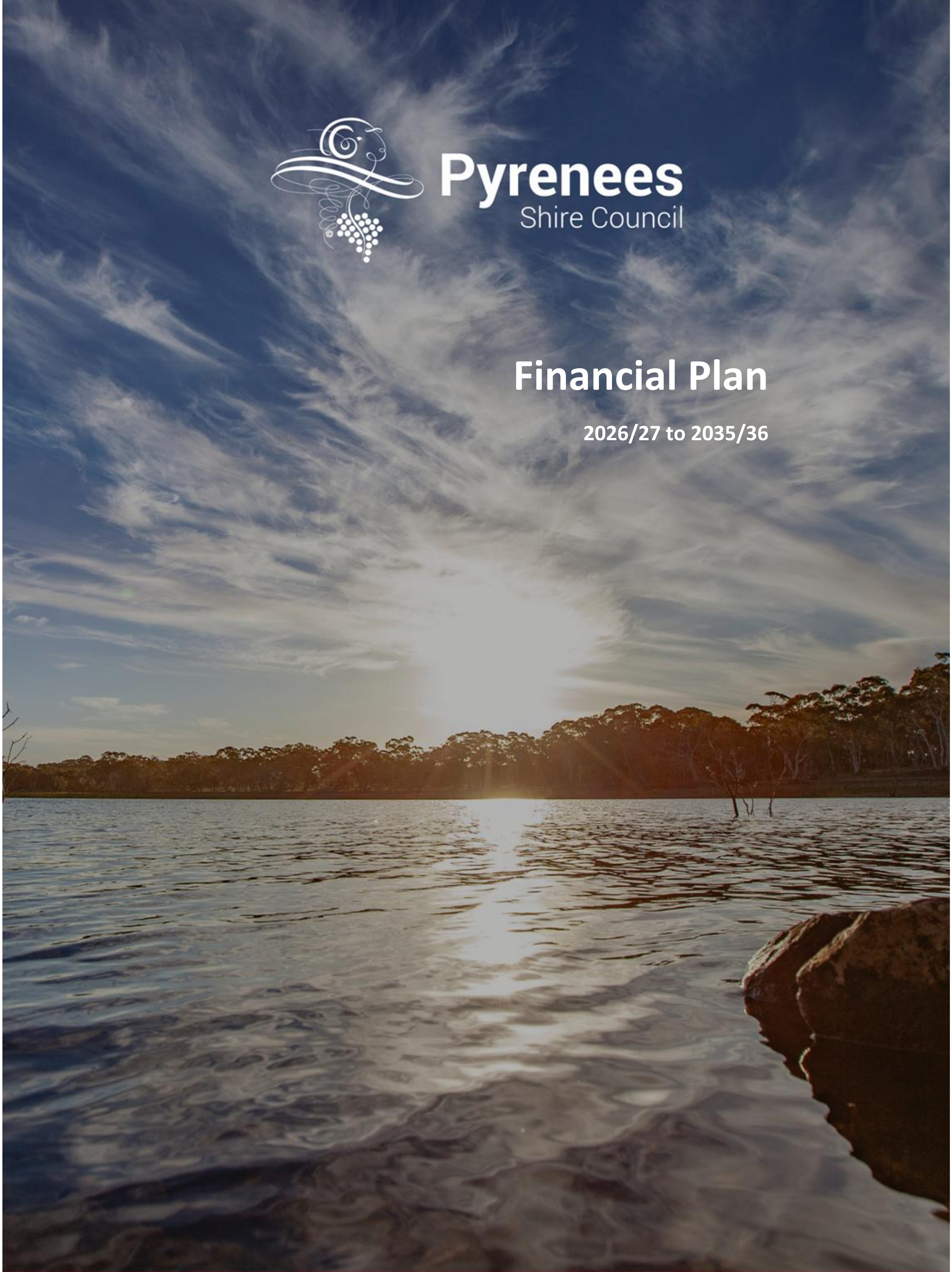

Pyrenees Shire Council

Financial Plan

2026/27 to 2035/36

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1. Introduction

1.1 Background

The Financial Plan (Plan) is a key strategic document that guides Council in managing its resources effectively to meet its strategic objectives and the needs of the community over the next 10 years. It provides a long term financial framework that supports Council's ability to meet both current and future financial capacity to deliver the required level of services and infrastructure for a growing community, while ensuring that Council is financially sustainable.

The Local Government Act 2020 (The Act) requires Councils to prepare a 10 years Financial Plan in the year following a general election. It aligns with the Community Vision, Council Plan (referred as Community Plan) and other strategic plans of Council.

1.2 Objectives

The primary objective in developing Council's Financial Plan is striking a balance between maximising support for our community in the present, while maintaining a sound financial position to enable long term support for our growing community.

The Financial Plan has been developed to achieve the following objectives for Council:

- Establishing a clear link between Council's Community Plan 2025-26 to 2028-29 and the financial resources required to achieve this in the medium term as well as our Community Vision in the longer term.
- Establish a financial framework against which Council's strategies, policies and financial performance can be measured against.
- Ensure that Council complies with sound financial management principles, as required by the Act.

The short to medium-term objectives of Council's Financial Plan are to:

- Ensure an appropriate balance between investment in new infrastructure to support our growing community and the renewal of our existing assets in established areas.
- Generate sufficient funds to continue to provide the existing level of services and meet community demands and expectations.
- Adapt future service levels to align with the evolving needs and expectations of the community, in accordance with service delivery plans.
- Maintain a strong cash position to ensure we remain financially sustainable for future generations.
- Determine the appropriate funding sources to support investment decisions in line with Council's Capital Management policies (Investment Policy and Borrowing Policy).
- Ensure our rates, fees and charges are manageable and support the delivery of key services and infrastructure investment.
- Ensure decisions are made having regard to their financial effects on future generations.

The plan also considers key financial challenges, risks, and broader social, economic and environmental factors, including population growth, cost of living pressures, infrastructure renewal, climate change impacts and cost shifting from other levels of government. Additionally, it accounts for external economic and political influences such as inflation, rate cap, interest rate fluctuations, global economic conditions, and legislative reforms. By maintaining a balanced and prudent approach to financial management, Council aims to responsibly invest in community services, transport networks, and upgrading and delivering essential infrastructure over the next decade.

2. Financial Plan Context

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

2.1 Financial Policy Statements

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

Policy Statement	Measure	Target	Forecast Actual 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Consistent underlying surplus results	Adjusted underlying surplus (deficit) / Adjusted underlying revenue greater than -2%	-4%	19%	-2%	0%	-1%	-1%	-2%	-2%	-2%	-2%	-2%	-3%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.00	**1.00**	2.24	2.13	2.06	2.20	2.22	2.23	2.23	2.21	2.23	2.22	2.23
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 85%	85%	173%	91%	81%	81%	81%	81%	81%	79%	79%	80%	78%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	**60%**	15%	17%	14%	9%	7%	6%	5%	3%	2%	1%	1%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	**80%**	145%	133%	128%	133%	134%	133%	131%	128%	126%	124%	122%

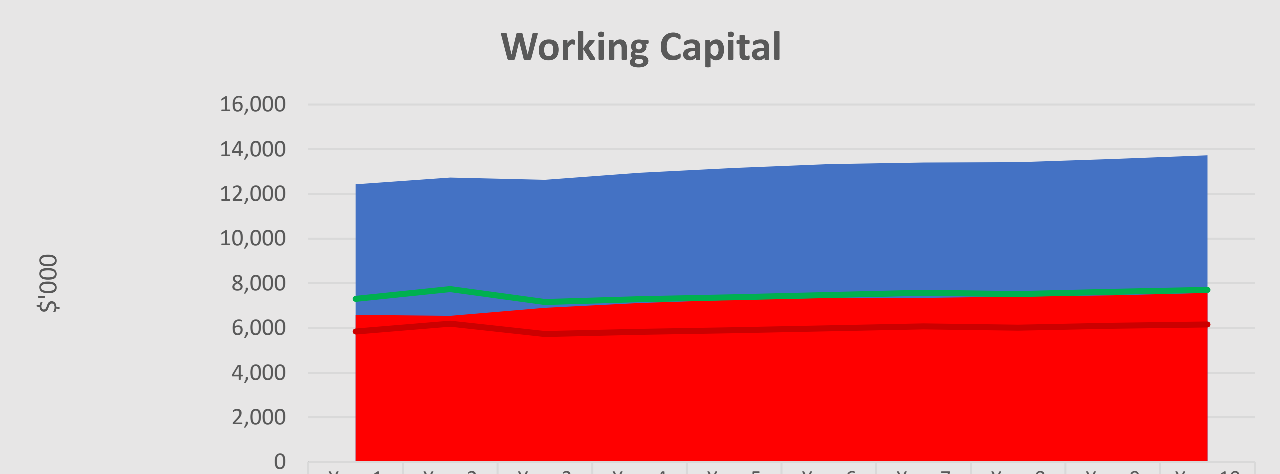
In setting the 10 Financial Plan, Councils priority is to maintain financial sustainability over this period and to leave a financial legacy for future Councils to have equal financial capacity to deliver services and projects to the community as previous Councils have.

The four (4) key financial performance indicators that the 10 year financial plan is structured around are:

1	Working Capital	125%
2	Council Debt	Less than 60% of rate revenue
3	Debt servicing costs	Less than 5% of total revenue (excl capital revenue)
4	Minimum cash levels	

1 Working Capital

Council has set a target for working capital of 125%. A positive working capital ensures the Council has sufficient current assets to offsets liabilities due in the next 12 months.

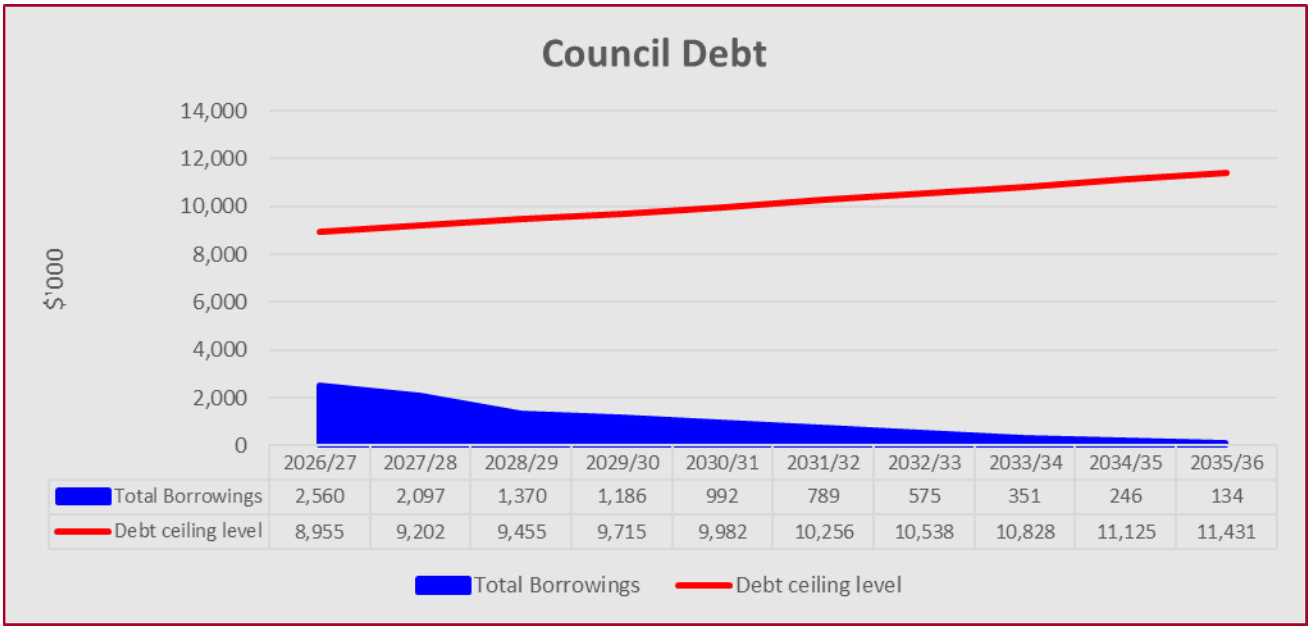


	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Working Capital $	12,429	12,729	12,624	12,941	13,168	13,326	13,410	13,416	13,563	13,727
Surplus / (Deficit)	6,587	6,538	6,895	7,113	7,263	7,343	7,345	7,397	7,465	7,568
Min Working Capital $	5,843	6,192	5,729	5,828	5,904	5,983	6,065	6,019	6,098	6,159
Low Risk	7,303	7,740	7,162	7,284	7,380	7,479	7,581	7,523	7,623	7,698

The above graph illustrates the level of working capital that has been budgeted for over the 10 years. The red Line indicates the minimum of working capital required each year to ensure liabilities due in the next 12 months can always be covered. The green line indicates the low risk levels ensuring current assets cover current liabilities by 1.25 times. The blue area represents the budgeted working capital over the next 10 years.

2 Council Debt

The maximum level of Council debt has been set to be below 60% of the current years rate revenue. This represents a low risk level.

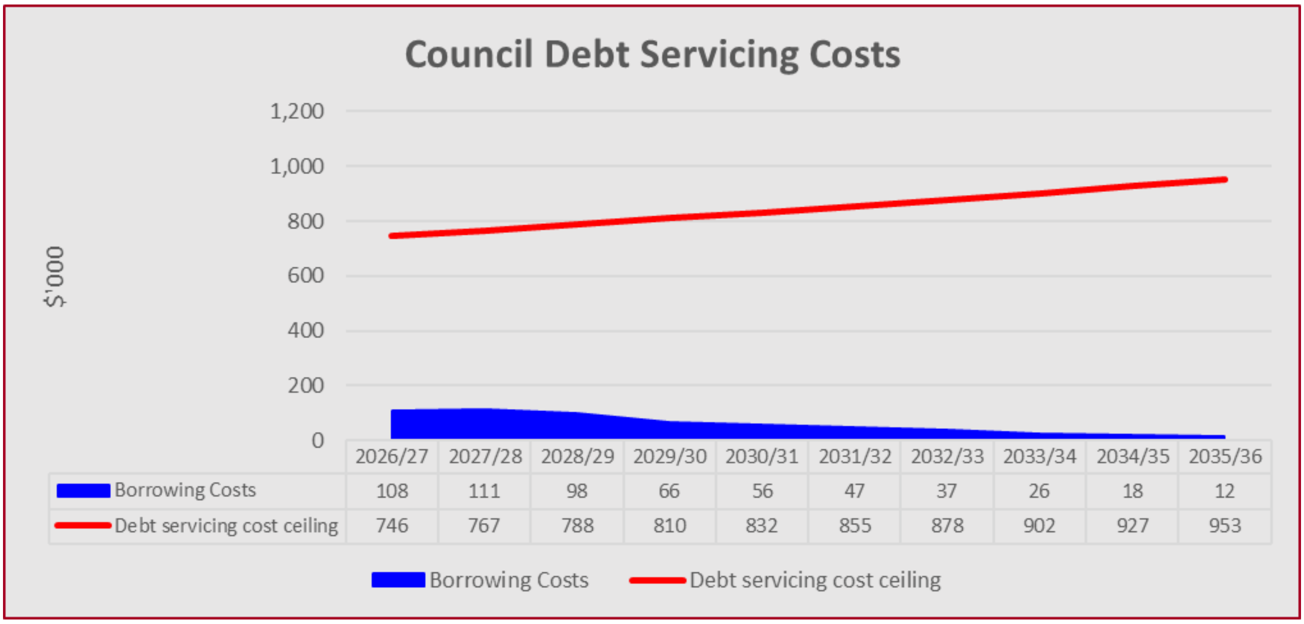


The red line represents the ceiling of debt available for Council to borrow, the blue area represents the level of debt budgeted to be borrowed. As is illustrated by the above table Council is significantly below the ceiling of available debt.

3 Debt Servicing Costs

This indicator is a further control over the level of debt that Council may borrow. This indicator is set that the annual servicing costs of Council debt must not exceed 5% of total revenue excluding capital income. The red line in the graph below is the ceiling level of debt servicing costs whilst the blue area represents the budgeted servicing costs of Council for the next 10 years.

This graph also indicates Councils borrowing levels are well below the ceiling level.

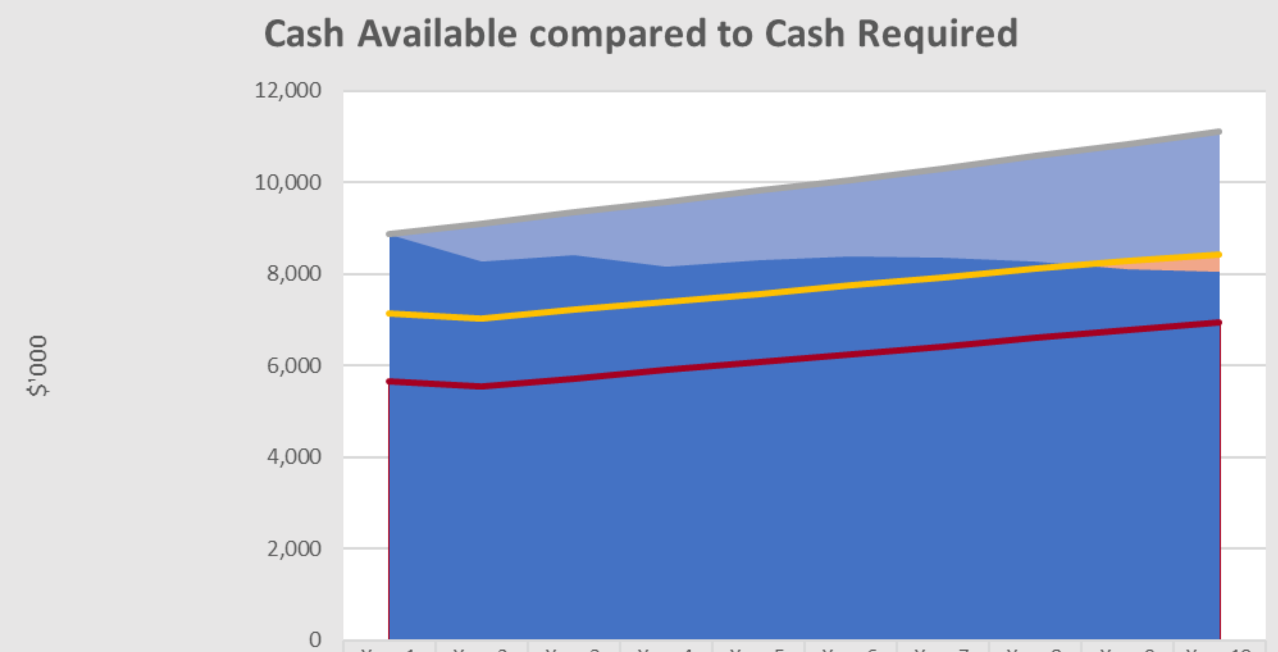


	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Borrowing Costs	108	111	98	66	56	47	37	26	18	12
Debt servicing cost ceiling	746	767	788	810	832	855	878	902	927	953

4 Minimum Cash Levels

Council has set an additional indicator which determines the level of funds that must be held at 30 June each financial year. For the first 7 months of the financial year Council will expend significantly more funds than will be received. The majority of funds come via rate revenue, the significant portion of which is received in February of each year. Council has set the minimum level of cash required to ensure all services and projects can be delivered in this 7 month period without delays.

The red line in the below graph indicates the minimum level of cash required each year. The orange line represents the level of cash that should be made available to cover any future expenditure required in the case of any natural disasters as the municipality has experienced over the last few years. The blue area represents the level of funds budgeted as at June 30 each year.



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Cash at beginning of period	8,866	8,272	8,419	8,155	8,310	8,371	8,359	8,267	8,093	8,055
Minimum Cash Required	5,644	5,540	5,718	5,898	6,067	6,241	6,420	6,604	6,773	6,932
Inflation Calc	8,866	9,110	9,338	9,571	9,811	10,056	10,307	10,565	10,829	11,100
Contingency	7,144	7,040	7,218	7,398	7,567	7,741	7,920	8,104	8,273	8,432
Cash at beginning of period	8,866	8,272	8,419	8,155	8,310	8,371	8,359	8,267	8,093	8,055
Minimum Cash Required	5,644	5,540	5,718	5,898	6,067	6,241	6,420	6,604	6,773	6,932
Inflation Calc	8,866	9,110	9,338	9,571	9,811	10,056	10,307	10,565	10,829	11,100
Contingency	7,144	7,040	7,218	7,398	7,567	7,741	7,920	8,104	8,273	8,432

2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The strategic priorities are included to the 10-year financial plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

Pillar 1: Support and grow Liveable Places, Connected Communities	
A.	Promote inclusivity and accessibility for all life stages by creating welcoming spaces and supporting diverse social, cultural, and recreational activities.
B.	Improve community safety and wellbeing through accessible health services, active lifestyles, mental health support, and effective local laws that ensure a high standard of safety and amenity.
C.	Enable responsible development and population growth through strategic planning, affordable housing, and community-driven township planning that reflects local identity.
D.	Strengthen community outcomes by fostering partnerships, supporting volunteers, and encouraging civic engagement to build capacity and deliver improved services.

Pillar 2: Promote a Diversified, Thriving Economy	
A.	Support the growth and diversification of new and existing businesses, with a focus on key sectors, innovation, and attracting investment.
B.	Deliver coordinated and facilitated planning and economic development outcomes to support community aspirations and foster business and tourism growth.
C.	Promote and support community events and the visitor economy to celebrate local culture, promote tourism, and stimulate the local economy.
D.	Advocate for improved transport infrastructure, support job creation, and invest in workforce development to enhance connectivity and economic opportunities.

Pillar 3: Preserve, promote and enjoy the natural environment	
A.	Preserve and manage biodiversity and natural assets for long-term community benefit and environmental sustainability.
B.	Mitigate risks, build community resilience, and enhance responsiveness to natural disasters through proactive planning and collaboration.
C.	Support local industries and communities in adapting to climate change through sustainable practices and strategic adaptation efforts.
D.	Promote responsible waste practices by reducing landfill, improving resource recovery, and advocating for accessible, efficient, and rural-appropriate waste services.

Pillar 4: Planning and Building Infrastructure for current and future needs	
A.	Plan, build, and maintain essential infrastructure – including water, waste, sewerage, roads, bridges, and community assets – to support liveability, resilience, and growth.
B.	Address communication disadvantage and advocate for all communities to have reliable access to mobile, internet, and emergency services through strong advocacy and investment.
C.	Support the local community by facilitating appropriate land use planning outcomes.
D.	Advocate for fair renewable energy development, access to critical water supplies, and effective maintenance of natural and built assets to reduce impacts on communities and the environment.

Pillar 5: Community-Centric Leadership and Proactive Service Delivery	
A.	Foster a values-driven, inclusive culture where residents and community needs are central to all decision-making. Empower leadership at all levels to be responsive, accountable, and aligned with Council and community priorities.
B.	Work constructively and in partnership with individuals and communities to anticipate needs, solve issues early, and deliver outcomes that build trust and resilience.
C.	Ensure timely, clear, and consistent communication and build strong community relationships, underpinned by transparency and meaningful engagement.
D.	Deliver high quality services and maintain public spaces efficiently, applying a strategic lens to all projects, and continuously improving systems and resource allocation.

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2035/36. The assumptions comprise the annual escalations, movement for each line item of the Comprehensive Income Statement.

Escalation Factors - Long Term Financial Plan

Escalation Factors % movement	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
CPI	**2.75%**	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Cap	**2.75%**	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Growth		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	**0.25%**	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Income:										
Rates and charges	**2.75%**	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Statutory fees and fines		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital	**Linked to identified projects**									
Contributions - monetary										
Contributions - non-monetary										
Net gain on disposal of property, infrastructure, plant and equipment										
Other income		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Increase in grant funding	**0**	0	0	0	0	0	0	0	0	0

Escalation Factors % movement	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Expenditure:										
Employee costs	**3.50%**	3.50%	3.50%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Band Increase		1.00%	1%	1%	1%	1%	1%	1%	1%	1%
Employee costs + Adjustment		$0								
Materials and services		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Doubtful Debts		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other expenses		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
New operting initiatives		$0								
Capital:										
Capital Expenses	**2.75%**	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
New Capital		-	-	-	-	-	-	-	-	-
Borrowings:		**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
New Borrowings	**500**	0	0	0	0	0	0	0	0	0
Rate Debt Growth	**1.00%**	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
New Initiatives:										

3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years 2026/27 to 2035/36.

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

3.1 Comprehensive Income Statement

	Forecast / Actual 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	2035/36 $'000
Income / Revenue											
Rates and charges	14,542	14,926	15,336	15,758	16,191	16,636	17,093	17,563	18,046	18,542	19,052
Statutory fees and fines	296	308	315	323	331	339	347	356	365	374	383
User fees	903	952	976	1,000	1,025	1,051	1,077	1,104	1,132	1,160	1,189
Grants - Operating	12,139	8,177	8,381	8,591	8,806	9,026	9,252	9,483	9,720	9,963	10,212
Grants - Capital	9,239	2,455	2,455	2,516	2,579	2,644	2,710	2,778	2,847	2,918	2,918
Contributions - monetary	365	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Other income	569	573	587	602	617	632	648	664	681	698	715
Total income / revenue	**38,053**	**27,389**	**28,050**	**28,790**	**29,549**	**30,328**	**31,127**	**31,948**	**32,791**	**33,655**	**34,469**
Expenses											
Employee costs	10,356	10,779	10,851	11,339	11,849	12,264	12,693	13,138	13,597	14,073	14,566
Materials and services	11,289	9,991	9,941	10,190	10,444	10,705	10,973	11,247	11,529	11,817	12,112
Depreciation	6,357	6,675	6,842	7,013	7,189	7,368	7,552	7,741	7,935	8,133	8,337
Depreciation - right of use assets	9	9	9	9	9	9	9	9	9	9	9
Allowance for impairment losses	9	10	10	10	10	10	11	11	11	11	11
Borrowing costs	122	108	111	98	66	56	47	37	26	18	12
Finance Costs - leases	9	9	9	9	1	-	-	-	-	-	-
Other expenses	332	347	356	365	374	383	393	403	413	423	433
Total expenses	**28,483**	**27,929**	**28,129**	**29,032**	**29,942**	**30,797**	**31,678**	**32,585**	**33,519**	**34,484**	**35,480**
Surplus/(deficit) for the year	**9,570**	**(540)**	**(78)**	**(242)**	**(393)**	**(469)**	**(551)**	**(637)**	**(728)**	**(828)**	**(1,011)**
Other comprehensive income											
Net asset revaluation gain / (loss)	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	**9,570**	**(540)**	**(78)**	**(242)**	**(393)**	**(469)**	**(551)**	**(637)**	**(728)**	**(828)**	**(1,011)**

3.2 Balance Sheet

	Forecast / Actual 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	2035/36 $'000
Assets											
Current assets											
Cash and cash equivalents	8,866	8,272	8,419	8,156	8,311	8,372	8,359	8,267	8,093	8,055	8,028
Trade and other receivables	2,662	2,811	2,964	3,122	3,284	3,450	3,621	3,797	3,977	4,162	4,353
Inventories	13	13	13	13	13	13	13	13	13	13	13
Prepayments	148	148	148	148	148	148	148	148	148	148	148
Other assets	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185	1,185
Total current assets	**12,874**	**12,429**	**12,729**	**12,624**	**12,941**	**13,168**	**13,326**	**13,410**	**13,416**	**13,563**	**13,727**
Non-current assets											
Trade and other receivables	2	2	2	2	2	2	2	2	2	2	2
Property, infrastructure, plant & equipment	385,611	385,576	384,814	384,033	383,233	382,413	381,572	380,711	379,829	378,826	377,620
Right-of-use assets	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	**385,613**	**385,578**	**384,816**	**384,035**	**383,235**	**382,415**	**381,574**	**380,713**	**379,831**	**378,828**	**377,622**
Total assets	**398,487**	**398,008**	**397,546**	**396,659**	**396,175**	**395,583**	**394,901**	**394,124**	**393,247**	**392,391**	**391,349**
Liabilities											
Current liabilities											
Trade and other payables	2,438	2,438	2,438	2,438	2,438	2,438	2,438	2,438	2,438	2,438	2,438
Trust funds and deposits	504	504	504	504	504	504	504	504	504	504	504
Provisions	2,346	2,428	2,513	2,601	2,692	2,759	2,828	2,899	2,971	3,045	3,121
Interest-bearing liabilities	9	464	727	184	194	203	213	224	106	111	96
Lease liabilities	458	9	10	2	-	-	-	-	-	-	-
Total current liabilities	5,755	5,843	6,192	5,729	5,828	5,904	5,983	6,065	6,019	6,098	6,159
Non-current liabilities											
Provisions	114	118	122	126	130	133	136	139	142	146	150
Interest-bearing liabilities	2,119	2,097	1,370	1,186	992	789	575	351	246	134	39
Lease liabilities	21	12	2	-	-	-	-	-	-	-	-
Total non-current liabilities	**2,254**	**2,227**	**1,494**	**1,312**	**1,122**	**922**	**711**	**490**	**388**	**280**	**189**
Total liabilities	**8,009**	**8,069**	**7,686**	**7,041**	**6,950**	**6,826**	**6,695**	**6,555**	**6,406**	**6,379**	**6,347**
Net assets	**390,478**	**389,938**	**389,860**	**389,618**	**389,226**	**388,757**	**388,206**	**387,568**	**386,840**	**386,012**	**385,001**
Equity											
Accumulated surplus	135,159	134,619	134,541	134,299	133,907	133,438	132,887	132,249	131,521	130,693	129,682
Reserves	255,319	255,319	255,319	255,319	255,319	255,319	255,319	255,319	255,319	255,319	255,319
Total equity	**390,478**	**389,938**	**389,860**	**389,618**	**389,226**	**388,757**	**388,206**	**387,568**	**386,840**	**386,012**	**385,001**

3.3 Statement of Changes in Equity

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2026 Forecast Actual				
Balance at beginning of the financial year	380,908	125,589	255,310	9
Surplus/(deficit) for the year	9,570	9,570	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	**390,478**	**135,159**	**255,310**	**9**
2027				
Balance at beginning of the financial year	390,478	135,159	255,310	9
Surplus/(deficit) for the year	- 540	- 540	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Transfers from other reserves	**-**	**-**	**-**	**-**
Balance at end of the financial year	**389,938**	**134,619**	**255,310**	**9**
2028				
Balance at beginning of the financial year	389,938	134,619	255,310	9
Surplus/(deficit) for the year	- 78	- 78	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	**389,860**	**134,541**	**255,310**	**9**
2029				
Balance at beginning of the financial year	389,860	134,541	255,310	9
Surplus/(deficit) for the year	- 242	- 242	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	**389,618**	**134,299**	**255,310**	**9**
2030				
Balance at beginning of the financial year	389,618	134,299	255,310	9
Surplus/(deficit) for the year	- 393	- 393	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	**389,226**	**133,907**	**255,310**	**9**
2031				
Balance at beginning of the financial year	389,226	133,907	255,310	9
Surplus/(deficit) for the year	- 469	- 469	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	**388,757**	**133,438**	**255,310**	**9**
2032				
Balance at beginning of the financial year	388,757	133,438	255,310	9
Surplus/(deficit) for the year	- 551	- 551	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to/from other reserves	-	-	-	-
Balance at end of the financial year	**388,206**	**132,887**	**255,310**	**9**

Statement of Changes in Equity (cont.)

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2033				
Balance at beginning of the financial year	388,206	132,887	255,310	9
Surplus/(deficit) for the year	- 637	- 637	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**387,568**	**132,249**	**255,310**	**9**
2034				
Balance at beginning of the financial year	387,568	132,249	255,310	9
Surplus/(deficit) for the year	- 728	- 728	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**386,840**	**131,521**	**255,310**	**9**
2035				
Balance at beginning of the financial year	386,840	131,521	255,310	9
Surplus/(deficit) for the year	- 828	- 828	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**386,012**	**130,693**	**255,310**	**9**
2036				
Balance at beginning of the financial year	386,012	130,693	255,310	9
Surplus/(deficit) for the year	- 1,011	- 1,011	-	-
Net asset revaluation gain / (loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**385,001**	**129,682**	**255,310**	**9**

3.4 Statement of Cash Flows

	Forecast / Actual 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	2035/36 $'000
Cash flows from operating activities	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Rates and service charges	14,397	14,777	15,183	15,600	16,029	16,470	16,922	17,387	17,866	18,357	18,861
Statutory fees and fines	287	308	315	323	331	339	347	356	365	374	383
User charges	903	942	966	990	1,015	1,041	1,066	1,093	1,121	1,149	1,178
Grants - operating	12,139	8,177	8,381	8,591	8,806	9,026	9,252	9,483	9,720	9,963	10,212
Grants - capital	9,239	2,455	2,455	2,516	2,579	2,644	2,710	2,778	2,847	2,918	2,918
Contributions - cash	365	0	0	0	0	0	0	0	0	0	0
Interest on cash invested	450	500	414	421	408	415	419	418	413	405	403
Trust funds	1	0	0	0	0	0	0	0	0	0	0
Other receipts	119	73	173	181	209	217	229	246	268	293	312
Net GST	1	0	0	0	0	0	0	0	0	0	0
Employee costs	(10,350)	(10,693)	(10,762)	(11,247)	(11,754)	(12,194)	(12,621)	(13,064)	(13,522)	(13,995)	(14,486)
Materials and services	(19,211)	(9,991)	(9,941)	(10,190)	(10,444)	(10,705)	(10,973)	(11,247)	(11,529)	(11,817)	(12,112)
Other payments	(332)	(347)	(356)	(365)	(374)	(383)	(393)	(403)	(413)	(423)	(433)
Net cash provided by/(used in) operating activities	**8,008**	**6,199**	**6,828**	**6,821**	**6,805**	**6,869**	**6,958**	**7,048**	**7,137**	**7,224**	**7,236**
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(23,239)	(6,975)	(6,422)	(6,582)	(6,747)	(6,916)	(7,088)	(7,266)	(7,447)	(7,525)	(7,525)
Proceeds from sale of property, infrastructure, plant and equipment	318	325	333	341	350	358	367	377	386	386	386
Net cash provided by/ (used in) investing activities	**(22,921)**	**(6,650)**	**(6,089)**	**(6,241)**	**(6,397)**	**(6,558)**	**(6,721)**	**(6,890)**	**(7,061)**	**(7,139)**	**(7,139)**
Cash flows from financing activities											
Finance costs	(122)	(108)	(111)	(98)	(66)	(56)	(47)	(37)	(26)	(18)	(12)
Proceeds from borrowings	500	500	0	0	0	0	0	0	0	0	0
Repayment of borrowings	(458)	(517)	(464)	(727)	(184)	(194)	(203)	(213)	(224)	(106)	(111)
Repayment of lease liability	(9)	(9)	(9)	(10)	(2)	0	0	0	0	0	0
Interest paid - lease liability	(9)	(9)	(9)	(9)	(1)	0	0	0	0	0	0
Net cash provided by/(used in) financing activities	**(98)**	**(143)**	**(593)**	**(844)**	**(253)**	**(250)**	**(250)**	**(250)**	**(250)**	**(124)**	**(123)**
Net increase/(decrease) in cash & cash equivalents	**(15,011)**	**(594)**	**147**	**(263)**	**155**	**61**	**(12)**	**(91)**	**(174)**	**(38)**	**(27)**
Cash and cash equivalents at the beginning of the financial year	23,877	8,866	8,272	8,419	8,155	8,310	8,371	8,359	8,267	8,093	8,055
Cash and cash equivalents at the end of the financial year	**8,866**	**8,272**	**8,419**	**8,155**	**8,310**	**8,371**	**8,359**	**8,267**	**8,093**	**8,055**	**8,028**

3.5 Statement of Capital Works

	Forecast / Actual 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	2035/36 $'000
Property											
Land	1,000	-	-	-	-	-	-	-	-	-	-
Land Improvements	6,366										
Total land	7,366	-	-	-	-	-	-	-	-	-	-
Buildings											
Buildings	90	-	-	-	-	-	-	-	-	-	-
Building Improvements	120	200	205	210	216	221	227	232	238	238	238
Total buildings	210	200	205	210	216	221	227	232	238	238	238
Total property	7,576	200	205	210	216	221	227	232	238	238	238
Plant and equipment											
Plant, machinery and equipment	1,750	806	826	847	868	890	912	935	958	958	958
Fixtures, fittings and furniture	189	22	22	23	23	24	25	25	26	26	26
Computers and telecommunications	585	168	172	176	181	185	190	195	199	199	199
Library books	26	27	28	29	29	30	31	31	32	32	32
Total plant and equipment	2,550	1,023	1,048	1,075	1,101	1,129	1,158	1,186	1,215	1,215	1,215
Infrastructure											
Roads	8,081	4,210	4,317	4,423	4,535	4,647	4,763	4,883	5,004	5,082	5,082
Bridges	3,068	944	455	466	478	490	502	515	528	528	528
Footpaths and cycleways	38	32	32	33	34	35	36	37	38	38	38
Drainage	880	210	215	221	226	232	237	243	250	250	250
Waste management	-	54	56	57	58	60	61	63	64	64	64
Recreational, leisure and community facilities	90	302	94	97	99	102	104	107	110	110	110
Other infrastructure	956	-	-	-	-	-	-	-	-	-	-
Total infrastructure	13,113	5,752	5,169	5,297	5,430	5,566	5,703	5,848	5,994	6,072	6,072
Total capital works expenditure	23,239	6,975	6,422	6,582	6,747	6,916	7,088	7,266	7,447	7,525	7,525

	Forecast / Actual 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	2035/36 $'000
Represented by:											
New asset expenditure	12,255	887	910	932	956	980	1,004	1,029	1,055	1,055	1,055
Asset renewal expenditure	10,639	6,088	5,512	5,650	5,791	5,936	6,084	6,114	6,267	6,470	6,470
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	345	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	23,239	6,975	6,422	6,582	6,747	6,916	7,088	7,143	7,322	7,525	7,525
Funding sources represented by:											
Grants	9,239	2,455	2,455	2,516	2,579	2,644	2,710	2,778	2,847	2,918	2,918
Contributions	365	-	-	-	-	-	-	-	-	-	-
Council cash	13,135	4,020	3,967	4,066	4,168	4,272	4,378	4,488	4,600	4,607	4,607
Borrowings	500	500	-	-	-	-	-	-	-	-	-
Total capital works expenditure	23,239	6,975	6,422	6,582	6,747	6,916	7,088	7,143	7,322	7,525	7,525

3.6 Statement of Human Resources

Staff 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	2035/36 $'000
Staff expenditure											
Employee costs - operating	10,356	10,779	10,951	11,444	11,959	12,377	12,810	13,259	13,723	14,203	14,700
Employee costs - capital	404	414	428	443	455	466	478	490	502	514	518
Total staff expenditure	**10,760**	**11,193**	**11,379**	**11,887**	**12,413**	**12,843**	**13,288**	**13,748**	**14,224**	**14,717**	**15,218**

3.7 Planned Human Resource Expenditure

Staff $	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000	2035/36 $'000
Corporate & Community Services										
Permanent full time										
Male	1,168	1,221	1,275	1,333	1,380	1,428	1,478	1,530	1,583	1,638
Female	1,160	1,212	1,267	1,324	1,370	1,418	1,468	1,519	1,572	1,627
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	-	-	-	-	-	-	-	-	-	-
Female	1,341	1,401	1,464	1,530	1,584	1,639	1,697	1,756	1,818	1,881
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**3,669**	**3,834**	**4,007**	**4,187**	**4,333**	**4,485**	**4,642**	**4,805**	**4,973**	**5,147**
CEO & Council										
Permanent full time										
Male	605	632	661	690	715	740	765	792	820	849
Female	403	421	440	460	476	493	510	528	546	565
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	30	31	33	34	35	37	38	39	41	42
Female	65	68	71	74	77	79	82	85	88	91
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**1,103**	**1,153**	**1,205**	**1,259**	**1,303**	**1,348**	**1,396**	**1,444**	**1,495**	**1,547**
Assets & Development Services										
Permanent full time										
Male	3,635	3,799	3,970	4,148	4,293	4,444	4,599	4,760	4,927	5,099
Female	501	524	547	572	592	612	634	656	679	703
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	-	-	-	-	-	-	-	-	-	-
Female	330	345	360	377	390	403	418	432	447	463
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**4,466**	**4,667**	**4,877**	**5,096**	**5,275**	**5,459**	**5,651**	**5,848**	**6,053**	**6,265**
Casual, temporary and other expenditure	1,955	1,626	1,694	1,762	1,819	1,878	1,939	2,002	2,067	2,125
Total staff expenditure	**11,193**	**11,279**	**11,783**	**12,304**	**12,730**	**13,171**	**13,627**	**14,099**	**14,588**	**15,084**

Staff numbers	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	2035/36 FTE
Corporate & Community Services										
Permanent full time										
Male	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Female	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	-	-	-	-	-	-	-	-	-	-
Female	13.72	13.72	13.72	13.72	13.72	13.72	13.72	13.72	13.72	13.72
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**33.72**	**33.72**	**33.72**	**33.72**	**33.72**	**33.72**	**33.72**	**33.72**	**33.72**	**33.72**
CEO & Council										
Permanent full time										
Male	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Female	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42	0.42
Female	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**9.02**	**9.02**	**9.02**	**9.02**	**9.02**	**9.02**	**9.02**	**9.02**	**9.02**	**9.02**
Assets & Development Services										
Permanent full time										
Male	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00
Female	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent part time										
Male	-	-	-	-	-	-	-	-	-	-
Female	4.03	4.03	4.03	4.03	4.03	4.03	4.03	4.03	4.03	4.03
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**47.03**	**47.03**	**47.03**	**47.03**	**47.03**	**47.03**	**47.03**	**47.03**	**47.03**	**47.03**
Casual, temporary	0.39	0.48	0.57	0.66	0.75	0.84	0.93	1.02	1.11	1.20
Total staff numbers	**90.16**	**90.25**	**90.34**	**90.43**	**90.52**	**90.61**	**90.70**	**90.79**	**90.88**	**90.97**

4. 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.

Council Selected

Indicator Financial forecasting	Measure	Forecast 2025/26	Budget 2026/27	Target 2027/28	2028/29	2029/30	2030/31	Targeted Projections 2031/32	2032/33	2033/34	2034/35	2035/36	
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	13.82%	13.29%	8.68%	7.42%	6.18%	4.94%	3.71%	2.49%	1.92%	1.35%	0.88%	-
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 own-source revenue** Interest bearing loans and borrowings / own-source revenue	3.56%	3.73%	3.34%	4.66%	1.37%	1.34%	1.30%	1.27%	1.24%	0.59%	0.58%	-
	Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	3.56%	3.73%	3.34%	4.66%	1.37%	1.34%	1.30%	1.27%	1.24%	0.59%	0.58%	-
	Infrastructure per head of population Value of infrastructure / Population	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	+
Revenue and grants (revenue is generated from a range of sources to fund the delivery of services to the community)	**Own-source revenue per head of population** Own source revenue / Population	$ 2,027.87	$ 2,061.26	$ 2,094.77	$ 2,128.85	$ 2,163.40	$ 2,198.49	$ 2,234.10	$ 2,270.43	$ 2,307.44	$ 2,344.87	$ 2,382.91	+

Indicator Financial Management	Measure	Forecast 2025/26	Budget 2026/27	Target 2027/28	2028/29	2029/30	2030/31	Targeted Projections 2031/32	2032/33	2033/34	2034/35	2035/36	
Liquidity *(sufficient working capital and cash is available to cover expenses)*	**Cash compared to current liabilities** Cash / current liabilities	154%	142%	136%	142%	143%	142%	140%	136%	134%	132%	130%	-
Operating position *(an adjusted underlying surplus is generated in the ordinary course of business)*	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (deficit) / Adjusted underlying revenue	22%	-2%	0%	-1%	-1%	-2%	-2%	-2%	-2%	-2%	-3%	-
Rates effort (rating level is set based on the community's capacity to pay)	**Rates compared to property value** Rate revenue / CIV of rateable properties in the municipal district	0.22%	0.23%	0.23%	0.24%	0.25%	0.25%	0.26%	0.26%	0.27%	0.28%	0.29%	+
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Average rate per property assessment** Generaal rates and municipal charges/no. of property assessments	$ 1,622.34	$ 1,677.58	$ 1,645.62	$ 1,614.28	$ 1,583.53	$ 1,553.37	$ 1,523.78	$ 1,494.75	$ 1,466.28	$ 1,438.35	$ 1,410.96	+

Mandatory

Indicator	Measure	Forecast 2025/26	Budget 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
							Targeted Projections						
Targetd performance indicators - service													
Governance													
Community engagement (Council decisions made and implemented with community input)	**Satisfaction with community consultation and engagement** Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	53.00	54.59	55.68	55.68	55.68	55.68	55.68	55.68	55.68	55.68	55.68	+
Environment													
Roads (sealed local roads are maintained at the adopted condition standard)	**Sealed local roads below the intervention level** Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	+
Respnsiveness													
Statutory planning (Councils decide on planning applications and fulfill their legislative duties in a timely manner)	**Planning applications decided within the relevant required time** Number of planning application decisions made within the relevant required time / Number of planning application decisions made	84.29%	87.87%	88.75%	89.64%	90.52%	90.52%	90.52%	90.52%	90.52%	90.52%	90.52%	+
Environment													
Waste management (waste is minimised and sustainability is promoted)	**Kerbside collection waste diverted from landfill** Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties	34.04%	34.04%	34.04%	34.04%	34.04%	34.04%	34.04%	34.04%	34.04%	34.04%	34.04%	-

Target performance indicators - financial	Measure	Forecast 2025/26	Budget 2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
							Targeted Projections						
Financial Management													
Liquidity (sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	223.7%	212.7%	205.6%	220.3%	222.1%	223.0%	222.7%	221.1%	222.9%	222.4%	222.9%	+
Financial forecating													
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	188.52%	83.70%	80.56%	80.56%	80.56%	80.56%	80.56%	80.56%	80.56%	79.55%	77.61%	-
Financial Management													
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	27.36%	38.47%	38.69%	38.82%	38.96%	39.10%	39.24%	39.38%	39.52%	39.67%	39.91%	+
Financial Management													
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses / no. of property assessments	$ 4,481.98	$ 4,445.92	$ 4,265.30	$ 4,192.37	$ 4,117.54	$ 4,033.25	$ 3,950.93	$ 3,870.39	$ 3,791.59	$ 3,713.77	$ 3,638.02	-

5. Strategies and Plans

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2026 is $2.535 million.

5.1.2 Future Borrowing Requirements

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

	Forecast / Actual 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	2035/36 $'000
Opening Balance	2,535	2,577	2,560	2,097	1,370	1,186	992	789	575	351	246
Plus New Loans	500	500	-	-	-	-	-	-	-	-	-
Less Principal repayment	458	517	463	727	184	194	203	214	224	105	111
Closing Balance	**2,577**	**2,560**	**2,097**	**1,370**	**1,186**	**992**	**789**	**575**	**351**	**246**	**135**
Interest Payment	122	108	111	98	66	56	47	37	26	18	12

5.1.3 Performance Indicators

Council maintains its loan borrowing within prudent and management limits as demonstrated by the above performance indicators. In each case Council is well within the target parameters.

	Target	Forecast / Actual 2025/26 %	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %	2031/32 %	2032/33 %	2033/34 %	2034/35 %	2035/36 %
Total borrowings / Rate revenue	Below 60%	15%	17%	14%	9%	7%	6%	5%	3%	2%	1%	1%
Debt servicing / Rate revenue	Below 5%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Debt commitment / Rate revenue	Below 10%	15%	17%	14%	9%	7%	6%	5%	3%	2%	1%	1%
Indebtedness / Own source revenue	Below 60%	14%	13%	9%	7%	6%	5%	4%	2%	2%	1%	1%

5.2 Reserves

5.2.1 Current Reserves

Recreational Land Reserve

The recreational land reserve holds funds contributed by developers for works associated with developing and improved public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development. Movements - transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

	Restricted	Forecast / Actual 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	2035/36 $'000
Opening Balance		9	9	9	9	9	9	9	9	9	9	9
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		**9**	**9**	**9**	**9**	**9**	**9**	**9**	**9**	**9**	**9**	**9**