East Gippsland Shire Council

Financial Plan 2026/27 – 2035/36



Adopted at Council Meeting held on 23 June 2026

EAST GIPPSLAND SHIRE COUNCIL

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Acknowledgement of Country

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawel people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with country. The Traditional Custodians have cared and nurtured East Gippsland for tens of thousands of years.

Council value their living culture and practices and their right to self-determination. Council pays respect to all Aboriginal and Torres Strait Islander people living in East Gippsland, their Elders, past, present, and future.

1 Legislative Requirements

The *Local Government Act 2020* (the Act) requires Councils to prepare a Long-Term Financial Plan (the Financial Plan) in the year following a general election.

The Integrated Planning and Reporting Framework guides Council in identifying community needs and aspirations over:

- The long-term through the Community Vision and Financial Plan;
- The medium-term through the Council Plan, Workforce Plan, and Revenue and Rating Plan; and
- The short-term through the Department Plans and Budget.

Council holds itself accountable through the Organisational and Financial Performance Reports and the Annual Report.



MHWP = Municipal Health and Wellbeing Plan
MPS = Municipal Planning Strategy
LGPRF = Local Government Performance Reporting

2 About this Financial Plan

The Financial Plan outlines the funding commitments needed to support delivery of the key strategic plans including the Council Plan, Asset Plan and Revenue and Rating Plan.

The Financial Plan demonstrates pressures on our financial sustainability over the next ten years with the key assumptions we have used to forecast income and expenditure.

2.1 Asset Plan Integration

It is essential that any approach towards strategic financial planning be integrated to the Asset Plan. This will ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan outlines our approach to managing and maintaining our assets, including infrastructure, community facilities, and open spaces. It ensures that we take a risk-based approach to invest in and maintain our assets to meet current and future community needs and that we manage assets across their life cycle in a financially sustainable manner.

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

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

2.2 Strategic Planning Principles

This Financial Plan provides a 10-year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. Council has identified the strategic themes that will support the aspirations of the Community Vision 2040 and direction of the Council Plan. The table below shows the alignment of the Long-Term Financial Plan to the Council Plan.

Council Plan			Long Term Financial Plan Alignment
Theme	**Outcome**	**Priority**	
Community Wellbeing and Social Responsibility	A connected and inclusive community where no one is left behind	We work with local communities to deliver a shared future	• Allocate funds to community programs that promote inclusivity and support vulnerable groups. • Financial support for community engagement initiatives and collaborative projects.
	A stronger collaborative community that is actively engaged and supported	Support the social wellbeing of our community	• Investment in community centres and resources that facilitate active engagement and support networks. • Budgeting for health, wellness and social services that enhance community well-being.
Prosperity	Thriving, self-sufficient communities with strong local businesses and social enterprises	Strengthen economic opportunities through local investment and employment	• Funding for local business development programs and social enterprise support. • Investment in infrastructure projects that create jobs and stimulate local economy.
		Support the growth and development of our towns	• Financial planning for urban development and town revitalisation projects.
	A well-functioning planning system that responds to our communities needs	Land use planning – we've got plans for the right things	• Allocation for efficient land use planning and responsive development policies.
Making the most of what We've Got	Natural assets are well-managed	Promote sustainable management of natural and environmental assets	• Funding for conservation and sustainable management of natural resources. • Budgeting for environmental sustainability initiatives and climate risk mitigation.
		Promote environmental sustainability including mitigation and planning for climate risks	• Investment in climate adaption strategies.
	Our cultural heritage is managed and preserved	The management, preservation and promotion of cultural heritage of community	• Financial support for cultural heritage preservation and promotion programs. • Allocation for heritage sites maintenance and community cultural events.
	Our assets are well maintained, utilised and meet community needs	Make the most of Council assets	• Budgeting for regular maintenance and optimisation of council assets.
Managing Council well	Council operates transparently and effectively with public trust	Council is transparent, easy to engage and do business with	• Financial strategies that ensure transparency and accountability in council operations. • Investment in technology and processes that enhance public engagement and service accessibility.
	Decision-making is streamlined, efficient and responsive to community needs	Council services are efficient and effective	• Budgeting for initiatives that improve decision-making efficiency and responsiveness. • Allocation for continuous improvement of council services and operational efficiency.

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

- Developed in an integrated way across our suite of strategic plans.
- Preserving Financial sustainability.
- Having services and service levels acceptable to the community.
- Ensuring we are keeping up with asset renewals.
- Efficient use of rate payers' money.
- Renewal and upgrade of existing assets is prioritised over the creation of new assets and new assets are designed for cost management and community need.

2.3 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 to ensure financial sustainability into the future.
  - The management of current and future liabilities of the Council.
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.

2.4 Financial Sustainability Strategy

Sound long term financial management is critical to providing the financial certainty and flexibility needed for efficient and effective service delivery and asset management.

Whilst we are financially sound demonstrated by the indicators below, we want to ensure a strong continued focus on being as efficient as we can – this is in line with the budgeting principles of efficient use of ratepayers' money and keeping services and service levels at an acceptable level for the community.

We have also strongly advocated to the State and Federal Governments for our fair share of funding so we can use these funds to provide our services to the community. The State and Federal inquiries into financial sustainability of local government are considering recommendations made across Local Government and we hope many of our recommendations will be implemented.

We are emerging from historically high increases in expenditure driven by the effects of the Black Summer Bushfires so now is the time to develop a framework for realising future savings and efficiencies in how we provide services to our communities.

Scope of the Strategy:

- Establishing a long-term vision of a financially sustainable organisation to provide direction to the Council and establish appropriate governance for financially responsible decision making.
- Assessment of the capacity to pay of the community and the impact on considerations for rate settings and affordability of fees and charges for services.
- Review our long-term modelling to ensure it includes all reasonable financial estimates.
- Assessment of the current level of income.
- Examine all aspects of the budget including operating, capital and project budgets and the progress of projects against timeframes.
- Consider the efficiency of current services and administration and then consider what we are in the business of doing.
- Review assets to define how we rationalise under-utilised and end-of life assets and the trade-off for the impact on delivery of services.
- Consider the maturity of asset management and the accuracy of current projections of the required asset renewals.
- Consider revenue opportunities.
- Recommend appropriate measures Council should implement to improve its financial sustainability.

2.5 Strategic Actions

The following strategic actions outline our risk-based approach to financial sustainability and funding priorities, they are a result of balanced and focused discussions informed by our community consultation.

Financial sustainability

We will be guided by the risk levels recommended by the Victorian Auditor General's Office (VAGO) for our Financial Sustainability Indicators.

- All key financial sustainability indicators will remain at low risk except for the underlying result.

- The underlying result is expected to remain within a reasonable range; however, it will continue to be maintained within the medium risk range until the Financial Sustainability Strategy is completed. Upon completion, future underlying net results will be guided by the outcomes and recommendations contained within the Financial Sustainability Strategy.

- Efficiency savings are built into 2026/27 with further savings to be identified as part of the Financial Sustainability Strategy.

- As part of the Financial Sustainability Strategy examine all aspects of the budget including operating, capital and project budgets ensuring efficient and accountable service delivery and project and contract management.

- Council will consider risk appetite levels as they apply to financial sustainability and will build any mitigations needed into long-term financial planning.

Asset management

- Through the Asset Management Plans we will increase our focus on maintenance and renewal of existing assets over the creation of new ones, focusing on cost management and community need.

- Priority continues to be given to the renewal and upgrade of existing assets over the creation of new assets, consistent with Council's strategic planning principles and long-term financial sustainability objectives.

- Council will continue to review and prioritise capital expenditure through its long-term financial planning, asset management planning and Financial Sustainability Strategy processes to ensure investment decisions remain aligned with community need, service delivery requirements and available funding capacity.

Service levels

- Service levels are to remain largely at similar levels pending the outcomes of our ongoing service review program and Financial Sustainability Strategy.

- As part of the service review process the most appropriate fees and charges are considered to balance the key principles of service cost and quality standards, value-for-money, community expectations, affordability and accessibility. This is aligned with the three pricing strategies of market pricing (benchmarked), full cost recovery (cost neutral) and subsidised.

Borrowings

- All new borrowings are a Council decision based on individual business cases and should only be for new assets that are aligned to the intergenerational needs of the community. A borrowing policy will be drafted for Council consideration to confirm the policy position.

3 Financial Performance Statement

3.1 Financial Sustainability Indicators

Council is committed to remaining in a strong financial position and utilises VAGO's financial sustainability indicators when making assessments regarding financial risks and forward planning.

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

The table below shows the forecast result for the six key VAGO financial sustainability indicators over the 10 years of the Financial Plan.

Indicator	Target	Forecast 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Risk Rating
Net result %	>0%	(8.53%)	9.45%	5.69%	2.75%	3.10%	2.94%	0.93%	1.90%	0.51%	2.88%	1.71%	Low
Underlying surplus / (deficit) %	>5%	(18.35%)	(3.44%)	(1.59%)	(1.71%)	(2.33%)	(1.41%)	(2.69%)	(0.90%)	(2.40%)	0.26%	(0.73%)	Medium
Liquidity / Working Capital (ratio)	1.5	2.99	2.79	2.14	1.95	1.89	1.73	1.42	1.3	1.12	1.07	0.98	Low
Asset renewal %	100%	78.89%	134.18%	161.94%	99.33%	105.90%	106.46%	103.84%	95.01%	97.26%	102.59%	100.31%	Low
Indebtedness – Non-current liabilities / own source revenue %	60%	16.11%	13.79%	11.52%	8.92%	10.14%	8.51%	8.75%	6.06%	4.35%	6.43%	8.26%	Low

3.2 VAGO's Key Sustainability Indicators Risk Ratings

Ratio	Calculation	Description	VAGO risk rating
Net result %	Net result/total revenue	A positive result indicates a surplus, and the larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term.	Less than negative 10% Insufficient revenue is being generated to fund operations and asset renewal
			Negative 10 to 0% Risk of long term run down to cash reserves and inability to fund asset renewals
			More than 0% Generating surpluses consistently
Adjusted underlying result	Adjusted underlying surplus (or deficit)/adjusted underlying revenue	This measures an entity's ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result. A surplus or increasing surplus suggests an improvement in the operating position.	Less than 0% Insufficient surplus being generated to fund operations
			0-5% Surplus being generated to fund operations
			More than 5% Generating strong surpluses to fund operations
Liquidity	Current assets/current liabilities	This measures an entity's ability to pay existing liabilities in the next 12 months. A ration of 1or more means that an entity has more cash and liquid assets than short-term liabilities.	Less than 0.75 Immediate sustainability issues
			0.75-1.0 Need for caution with cashflow
			More than 1 No immediate issues with repaying short-term liabilities
Indebtedness	Non-current liabilities/own-sourced revenue	This assesses an entity's ability to pay the principal and interest on its borrowings when they are due from the funds its generates. The lower the ration, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	More than 60% Potentially long-term concern over ability to repay debt
			40-60% Some concern over ability to repay debt
			40% or less No concern over ability to repay debt
Renewal gap	Renewal and upgrade expenditure/depreciation	This compares the rate of spending on renewing, restoring and replacing existing assets with depreciation. Ratios higher than 1 indicate that spending on existing assets is faster than the depreciation rate.	Less than 0.5 Spending on existing assets has not kept pace with consumption
			0.5 – 1.0 May indicate insufficient spending on renewal of existing assets
			More than 1 Low risk of insufficient spending on asset base

4 Economic assumptions

4.1 Economic assumption forecasts

This section presents information regarding the economic assumptions. The assumptions comprise the annual escalations for each line item of the Comprehensive Income Statement.

Assumption	% of Income/ Expense	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
CPI		2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth (EGSC Population)		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Rate increases	50.84%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines	1.58%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	9.90%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants – Operating	1.80%	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Grants – Victoria Grants Commission	14.80%	3.00%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Grants – Capital	14.78%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Contributions–Monetary (non-capital)	0.20%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Contributions– Non-monetary	2.61%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other income	3.49%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	33.77%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Lump sum contracts and provisionals	20.10%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Materials and services and other expenses	17.36%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Borrowings	0.26%	3.00%	3.00%	3–5%	3–5%	3–5%	3–5%	3–5%	3–5%	3–5%	3–5%
Depreciation and amortisation	24.31%	0.98%	1.88%	2.24%	0.62%	0.95%	0.88%	1.30%	0.67%	0.63%	0.63%
Utilities	1.70%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Insurances	1.60%	20.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Other expenses	1.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

4.2 Economic assumptions commentary

Consumer Price Index

The Financial Plan assumes a conservative increase of 2.50% year on year and has been based on the assumptions outlined in the Victorian State Budget December 2025 update. This in effect builds in a strategy for cost containment and encourages efficiencies as current economic indicators reflect a greater increase in prices for various consumer goods.

Annual Growth

The Financial Plan assumes that growth in the rates base as well as in the use of Council services will grow by 1% each year which has been consistently the case for numerous years.

Rates and Charges

Base rate income is proposed to increase by 2.5% in the 2026/27 Financial Year, which is in direct response to the cost-of-living pressures faced by our community and is 0.25% less than the State Government Rate Cap. From 2026/27 onwards it is assumed that the rates revenue will align with the conservative CPI increases.

Statutory Fees and Fines

The Financial Plan applies a conservative increase of 2.5% for the future years statutory fees as they are outside of the control of Council.

User fees

Most user fees are budgeted to increase by 2.75% for 2025/26 in line with CPI assumptions.

Grants

Council currently receives grants for tied (specific purpose grants) and untied 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 0.25% above CPI. This is based on historical increases received for the largest operating grant being the Victorian Grants Commission annual grant allocation and the calculation they use to distribute this across councils in Victoria, which sees our area get a slightly greater share in comparison with a large amount of other councils.

Capital grants include all monies received from State and Federal sources for the purpose of funding the capital works program. The amount of capital grant funding received each year can vary significantly depending on the types of works included in the capital works program each year. For this Financial Plan, forecast is as per estimates provided on specific capital projects.

Other income

The Financial Plan assumes that other income increases each year will be in line with conservative CPI assumptions.

Employee costs

A new Enterprise Agreement for East Gippsland Shire Council employees was registered in December 2024 and provides for employee remuneration increases through until the expiry of the agreement in 2027.

This Plan has been developed based on the increases provided in the Enterprise Agreement, with an additional uplift to allow for banding increments. Superannuation guarantee charge increases were announced as part of the 2014 Federal Budget, and this Plan has built in the superannuation increases to 12%.

Employee numbers have increased overall in the 2026/27 budget projections; this is a combination of:
Additional grant funded positions, additional positions to support the delivery of the capital program and the inclusion of three trainees as a pilot in the Customer Experience team for the next 12 months to support development opportunities. All of these positions are for up to 12 months and are not expected to continue in future budgets.

From 2027/28 onwards the strategy is to maintain employee numbers at the same level which assumes ongoing productivity across our workforce as we support growth in our communities and the number of people we provide services too.

Lump sum contracts and provisionals

Lump sum contracts and provisional payments are assumed to increase above CPI each year based on cost escalations that have been experienced in the past for this type of expense.

Materials and Services and other expenses

Material costs include items required for the maintenance and repair of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. This Plan assumes that these costs will continue to rise at a rate greater than CPI for 2026/27 and beyond.

Depreciation and amortization

Depreciation and amortisation have been based on the projected capital spending contained within this Plan and periodic revaluations

Utilities

This Plan assumes that these costs will continue to rise at a rate greater than CPI for 2026/27 and beyond.

Insurances

Insurance premiums are assumed to increase significantly above CPI each year based on expected cost escalations.

5. Financial Plan Statements

This section presents information in regard to the Financial Plan Statements for the 10 years from 2026/27 to 2035/36. The following statements for the 10 years are provided with commentary following each statement.

5.1 Comprehensive Income Statement

5.2 Balance Sheet

5.3 Statement of Changes in Equity

5.4 Statement of Cash Flows

5.5 Statement of Capital Works

5.6 Statement of Human Resources

5.7 Summary of Planned Human Resources Expenditure

5.1 Comprehensive Income Statement

Income Statement	Forecast / Budget Actual				Projections						
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income / Revenue											
Rates and charges	74,425	78,013	80,041	82,548	85,133	87,797	90,543	93,374	96,291	99,298	102,397
Statutory fees and fines	2,693	2,400	2,460	2,522	2,585	2,649	2,716	2,783	2,853	2,924	2,998
User fees	14,493	15,335	15,705	16,084	16,472	16,870	17,278	17,696	18,125	18,564	19,014
Grants - Operating	16,219	25,140	23,393	24,018	24,661	25,321	25,999	26,696	27,412	28,147	28,902
Grants - Capital	10,385	22,686	12,539	7,589	8,335	7,400	5,359	6,480	4,230	6,480	5,209
Contributions - monetary	573	300	335	338	809	312	315	318	322	325	328
Contributions - non-monetary	4,187	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Fair value adjustments for investment property	130	132	133	134	136	137	138	140	141	143	144
Other income	8,065	5,457	5,037	4,914	4,693	4,774	4,858	4,943	5,031	5,121	5,213
Total income / Revenue	**131,170**	**153,463**	**143,643**	**142,147**	**146,824**	**149,260**	**151,206**	**156,430**	**158,405**	**165,002**	**168,205**
Expenses											
Employee costs	45,100	46,927	47,779	49,207	50,624	52,279	53,775	55,311	56,890	58,512	60,179
Materials and services	61,017	55,026	51,251	52,376	54,316	54,945	57,371	58,623	60,777	61,514	64,104
Depreciation	32,836	33,776	33,985	34,386	34,908	35,139	35,614	35,915	36,322	36,587	36,885
Amortisation - intangible assets	925	918	122	13	13	13	563	1,113	1,113	1,113	1,613
Depreciation - right of use assets	76	31	31	31	31	31	31	31	31	31	31
Bad and doubtful debts - allowance for impairment losses	23	3	3	3	3	3	3	3	4	4	4
Borrowing costs	370	355	315	197	300	329	261	220	175	130	99
Finance Costs - leases											
Net loss on disposal of property, infrastructure, plant and equipment	(3)	-	-	-	-	-	-	-	-	-	-
Other expenses	2,011	1,929	1,978	2,027	2,078	2,130	2,183	2,237	2,293	2,351	2,409
Total expenses	**142,355**	**138,965**	**135,464**	**138,240**	**142,273**	**144,869**	**149,801**	**153,453**	**157,605**	**160,242**	**165,324**
Surplus/(deficit) for the year	**(11,185)**	**14,498**	**8,179**	**3,907**	**4,551**	**4,391**	**1,405**	**2,977**	**800**	**4,760**	**2,881**
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation gain/(loss)	-	30,000	120,252	-	-	30,000	135,345	-	-	30,000	152,332
Total comprehensive result	**(11,185)**	**44,498**	**128,431**	**3,907**	**4,551**	**34,391**	**136,750**	**2,977**	**800**	**34,760**	**155,213**

5.1.1 RATES AND CHARGES

Under the Victorian Government's Fair Go Rates System (FGRS) Council has no ability to raise revenue from rates and charges in excess of the annual rate cap announced by the Minister for Local Government. The exception being if Council applies for a variation. The rates and charges revenue in the 10 Year Financial Plan has a rates increase of 2.5% for the 2026/27 year (0.25% less than the rate cap) and all other years assume that the annual increase in rates and charges will be in accordance with the rate cap. Supplementary rates and charges are additional income raised as a result of growth in new or extended properties. Current estimates of rates and charges revenue are outlined in the table below.

RATES AND CHARGES ESTIMATES

	Forecast / Actual	Budget	Projections								
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Description	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Rates and Charges raised	61,679	63,905	66,050	68,109	70,230	72,415	74,665	76,983	79,369	81,827	84,358
Waste Service charges	10,338	11,334	11,304	11,729	12,169	12,625	13,096	13,584	14,089	14,611	15,152
Waste Levy	1,675	1,903	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794
Supplementary rates and charges	350	360	370	380	390	400	411	421	432	444	455
Rating Agreements	103	110	113	116	119	122	125	128	131	134	138
Penalty interest on rates and charges	280	400	410	420	431	442	453	464	475	487	500
Total	**74,425**	**78,013**	**80,041**	**82,548**	**85,133**	**87,797**	**90,543**	**93,374**	**96,291**	**99,298**	**102,397**

5.2 Balance Sheet

Balance Sheet	Forecast / Actual	Budget	Projections								
	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	97,275	65,661	31,449	29,590	28,159	21,945	15,068	11,601	20,218	17,300	14,840
Trade and other receivables	10,276	12,559	11,859	11,755	12,051	12,259	12,400	12,772	12,919	13,390	13,626
Other financial assets	0	15000	15000	15000	15000	15000	15000	15000	0	0	0
Other assets	4,657	4,657	4,788	4,922	5,061	5,204	5,351	5,502	5,658	5,819	5,985
Total current assets	**112,208**	**97,877**	**63,096**	**61,267**	**60,271**	**54,408**	**47,819**	**44,875**	**38,795**	**36,509**	**34,451**
Non-current assets											
Trade and other receivables	124	124	160	150	140	120	100	80	60	40	20
Property, infrastructure, plant & equipment	1,386,546	1,441,209	1,596,682	1,601,845	1,609,409	1,647,664	1,790,937	1,796,053	1,802,056	1,839,342	1,998,600
Right-of-use assets	400	368	337	306	275	244	213	182	151	120	89
Investment property	13,160	13,292	13,425	13,559	13,695	13,832	13,970	14,110	14,251	14,393	14,537
Intangible assets	1,044	610	457	413	369	324	3,030	1,886	742	2,897	4,253
Other financial assets	10	10	10	10	10	10	10	10	10	10	10
Total non-current assets	**1,401,284**	**1,455,613**	**1,611,071**	**1,616,283**	**1,623,898**	**1,662,194**	**1,808,260**	**1,812,321**	**1,817,270**	**1,856,802**	**2,017,509**
Total assets	**1,513,492**	**1,553,490**	**1,674,167**	**1,677,550**	**1,684,169**	**1,716,602**	**1,856,079**	**1,857,196**	**1,856,065**	**1,893,311**	**2,051,960**
Liabilities											
Current liabilities											
Trade and other payables	11,291	13,640	13,914	14,190	14,473	14,763	15,061	15,360	15,667	15,978	16,297
Trust funds and deposits	4,137	3,821	3,821	3,821	3,822	3,821	3,822	3,822	3,821	3,822	3,821
Contract and other liabilities	5,958	2,108	615	1,122	1,130	388	395	403	411	419	428
Provisions	14,230	14,785	10,279	10,867	11,185	11,129	12,932	13,669	14,227	13,600	14,079
Interest-bearing liabilities	1897	764	801	1340	1214	1273	1336	1333	406	426	440
Lease liabilities	19	19	19	19	19	19	19	19	19	19	19
Total current liabilities	**37,532**	**35,137**	**29,449**	**31,359**	**31,843**	**31,393**	**33,565**	**34,606**	**34,551**	**34,264**	**35,084**
Non-current liabilities											
Contract and other liabilities	419	419	419	420	420	420	420	420	420	420	420
Provisions	8,530	7,189	5,943	4,867	4,003	3,787	5,697	4,148	2,697	5,915	8,982
Interest-bearing liabilities	6,604	5,859	5,058	3,718	6,185	4,912	3,576	2,243	1,837	1,411	979
Lease liabilities	528	509	490	471	452	433	414	395	376	357	338
Total non-current liabilities	**16,081**	**13,976**	**11,910**	**9,476**	**11,060**	**9,552**	**10,107**	**7,206**	**5,330**	**8,103**	**10,719**
Total liabilities	**53,613**	**49,113**	**41,359**	**40,835**	**42,903**	**40,945**	**43,672**	**41,812**	**39,881**	**42,367**	**45,803**
Net assets	**1,459,879**	**1,504,377**	**1,632,808**	**1,636,715**	**1,641,266**	**1,675,657**	**1,812,407**	**1,815,384**	**1,816,184**	**1,850,944**	**2,006,157**
Equity											
Accumulated surplus	522,101	536,462	544,491	548,198	552,549	556,740	557,945	560,722	561,322	565,882	568,563
Reserves	937,778	967,915	1,088,317	1,088,517	1,088,717	1,118,917	1,254,462	1,254,662	1,254,862	1,285,062	1,437,594
Total equity	**1,459,879**	**1,504,377**	**1,632,808**	**1,636,715**	**1,641,266**	**1,675,657**	**1,812,407**	**1,815,384**	**1,816,184**	**1,850,944**	**2,006,157**

5.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2026 Forecast Actual				
Balance at beginning of the financial year	1,471,064	533,426	934,911	2,727
Surplus/(deficit) for the year	(11,185)	(11,185)	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(140)	0	140
Transfers from other reserves	0	0	0	-
Balance at end of the financial year	**1,459,879**	**522,101**	**934,911**	**2,867**
2027				
Balance at beginning of the financial year	1,459,879	522,101	934,911	2,867
Surplus/(deficit) for the year	14,498	14,498	0	0
Net asset revaluation increment/(decrement)	30000	0	30000	0
Transfers to other reserves	0	(137)	0	137
Transfers from other reserves	0	-	0	-
Balance at end of the financial year	**1,504,377**	**536,462**	**964,911**	**3,004**
2028	-			
Balance at beginning of the financial year	1,504,377	536,462	964,911	3,004
Surplus/(deficit) for the year	8,179	8,179	0	0
Net asset revaluation increment/(decrement)	120,252	0	120,252	0
Transfers to other reserves	0	(150)	0	150
Transfers from other reserves	0	-	0	-
Balance at end of the financial year	**1,632,808**	**544,491**	**1,085,163**	**3,154**
2029				
Balance at beginning of the financial year	1,632,808	544,491	1,085,163	3,154
Surplus/(deficit) for the year	3,907	3,907	0	0
Net asset revaluation increment/(decrement)	0	0	-	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**1,636,715**	**548,198**	**1,085,163**	**3,354**
2030				
Balance at beginning of the financial year	1,636,715	548,198	1,085,163	3,354
Surplus/(deficit) for the year	4,551	4,551	0	0
Net asset revaluation increment/(decrement)	0	0	-	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**1,641,266**	**552,549**	**1,085,163**	**3,554**
2031				
Balance at beginning of the financial year	1,641,266	552,549	1,085,163	3,554
Surplus/(deficit) for the year	4,391	4,391	0	0
Net asset revaluation increment/(decrement)	30000	0	30000	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**1,675,657**	**556,740**	**1,115,163**	**3,754**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2032				
Balance at beginning of the financial year	1,675,657	556,740	1,115,163	3,754
Surplus/(deficit) for the year	1,405	1,405	0	0
Net asset revaluation increment/(decrement)	135,345	0	135,345	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**1,812,407**	**557,945**	**1,250,508**	**3,954**
2033				
Balance at beginning of the financial year	1,812,407	557,945	1,250,508	3,954
Surplus/(deficit) for the year	2,977	2,977	0	0
Net asset revaluation increment/(decrement)	0	0	-	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**1,815,384**	**560,722**	**1,250,508**	**4,154**
2034				
Balance at beginning of the financial year	1,815,384	560,722	1,250,508	4,154
Surplus/(deficit) for the year	800	800	0	0
Net asset revaluation increment/(decrement)	0	0	-	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**1,816,184**	**561,322**	**1,250,508**	**4,354**
2035				
Balance at beginning of the financial year	1,816,184	561,322	1,250,508	4,354
Surplus/(deficit) for the year	4,760	4,760	0	0
Net asset revaluation increment/(decrement)	30000	0	30000	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**1,850,944**	**565,882**	**1,280,508**	**4,554**
2036				
Balance at beginning of the financial year	1,850,944	565,882	1,280,508	4,554
Surplus/(deficit) for the year	2,881	2,881	0	0
Net asset revaluation increment/(decrement)	152,332	0	152,332	0
Transfers to other reserves	0	(200)	0	200
Transfers from other reserves	0	0	0	0
Balance at end of the financial year	**2,006,157**	**568,563**	**1,432,840**	**4,754**

5.4 Statement of Cash Flows

Statement of Cash Flows	Forecast / Actual 2025/26 $'000 Inflows (Outflows)	2026/27 $'000 Inflows (Outflows)	2027/28 $'000 Inflows (Outflows)	2028/29 $'000 Inflows (Outflows)	2029/30 $'000 Inflows (Outflows)	2030/31 $'000 Inflows (Outflows)	2031/32 $'000 Inflows (Outflows)	2032/33 $'000 Inflows (Outflows)	2033/34 $'000 Inflows (Outflows)	2034/35 $'000 Inflows (Outflows)	2035/36 $'000 Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	74,388	78,048	79,859	82,323	84,900	87,558	90,296	93,119	96,029	99,028	102,118
Statutory fees and fines	2,693	2,400	2,460	2,522	2,585	2,649	2,716	2,783	2,853	2,924	2,998
User fees	14,493	14,596	15,565	15,937	16,429	16,929	17,409	17,601	18,261	18,379	19,070
Grants - operating	16,219	24,390	23,393	23,768	24,661	25,321	26,109	26,859	27,412	28,539	28,902
Grants - capital	10,385	18,328	11,824	8,744	8,335	6,650	5,359	6,480	4,474	6,480	5,618
Contributions - monetary	573	300	335	338	740	318	315	318	322	325	328
Interest received	3,500	2,500	2,040	1,840	1,540	1,540	1,540	1,540	1,540	1,540	1,540
Trust funds and deposits taken	8,500	8,650	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500
Other receipts	4,565	2,956	2,997	3,073	3,154	3,234	3,318	3,403	3,491	3,581	3,673
Employee costs	(44,872)	(46,364)	(47,206)	(48,618)	(50,016)	(51,652)	(53,130)	(54,648)	(56,208)	(57,811)	(59,458)
Materials and services	(61,115)	(55,222)	(51,001)	(52,121)	(54,056)	(54,679)	(57,100)	(58,348)	(60,496)	(61,227)	(63,812)
Expenditure on landfill	(292)	(126)	(6,326)	(1,126)	(1,155)	(897)	(255)	(1,475)	(1,575)	(1,475)	(175)
Trust funds and deposits repaid	(8,870)	(8,450)	(8,372)	(8,446)	(8,521)	(8,598)	(8,676)	(8,756)	(8,838)	(8,921)	(9,006)
Other payments	(2,011)	(1,929)	(1,976)	(2,027)	(2,078)	(2,130)	(2,183)	(2,237)	(2,293)	(2,351)	(2,409)
Net cash provided by/(used in) operating activities	**18,156**	**40,077**	**32,092**	**34,707**	**35,018**	**34,743**	**34,218**	**35,139**	**33,472**	**37,511**	**37,887**
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(43,565)	(54,440)	(65,206)	(35,549)	(38,472)	(39,394)	(39,542)	(37,031)	(38,326)	(39,873)	(39,811)
Proceeds from sale of property, infrastructure, plant and equipment	780	-	-	-	-	-	-	-	-	-	-
Payments for investments	0	(15,000)	0	0	0	0	0	0	0	0	0
Proceeds from sale of investments	37159	0	0	0	0	0	0	0	15000	0	0
Net cash provided by/ (used in) investing activities	**(5,626)**	**(69,440)**	**(65,206)**	**(35,549)**	**(38,472)**	**(39,394)**	**(39,542)**	**(37,031)**	**(23,326)**	**(39,873)**	**(39,811)**
Cash flows from financing activities											
Finance costs	(357)	(342)	(302)	(184)	(287)	(316)	(248)	(207)	(162)	(117)	(86)
Proceeds from borrowings	0	0	0	0	4000	0	0	0	0	0	0
Repayment of borrowings	(695)	(1,878)	(764)	(801)	(1,658)	(1,214)	(1,273)	(1,336)	(1,333)	(406)	(418)
Interest paid - lease liability	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)
Repayment of lease liabilities	(196)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)
Net cash provided by/(used in) financing activities	**(1,261)**	**(2,252)**	**(1,098)**	**(1,017)**	**2,023**	**(1,562)**	**(1,553)**	**(1,575)**	**(1,527)**	**(555)**	**(536)**
Net increase/(decrease) in cash & cash equivalents	**11,269**	**(31,615)**	**(34,212)**	**(1,859)**	**(1,431)**	**(6,213)**	**(6,877)**	**(3,467)**	**8,619**	**(2,917)**	**(2,460)**
Cash and cash equivalents at the beginning of the financial year	86,005	97,275	65,660	31,446	29,589	28,158	21,945	15,068	11,601	20,218	17,300
Cash and cash equivalents at the end of the financial year	**97,274**	**65,660**	**31,448**	**29,587**	**28,158**	**21,945**	**15,068**	**11,601**	**20,220**	**17,301**	**14,840**

5.5 Statement of Capital Works

Capital Works	Forecast / Actual										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property											
Land	387	70	70	70	70	70	70	70	70	70	70
Total land	**387**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**
Buildings	3,638	3,663	4,659	4,865	4,017	3,170	3,170	2,870	3,270	3,250	3,750
Heritage buildings	105	-	-	-	-	-	-	-	-	-	-
Total buildings	**3,743**	**3,663**	**4,659**	**4,865**	**4,017**	**3,170**	**3,170**	**2,870**	**3,270**	**3,250**	**3,750**
Total property	**4,130**	**3,733**	**4,729**	**4,935**	**4,087**	**3,240**	**3,240**	**2,940**	**3,340**	**3,320**	**3,820**
Plant and equipment											
Plant, machinery and equipment	5,390	2,915	6,091	2,487	2,980	2,980	3,851	3,111	2,836	2,563	3,682
Fixtures, fittings and furniture	70	70	30	30	30	30	30	30	30	30	30
Computers and telecommunications	1,443	2,894	4,625	300	775	1,413	300	300	940	1,010	450
Library books	209	209	209	209	209	209	209	209	209	209	209
Total plant and equipment	**7,112**	**6,088**	**10,955**	**3,026**	**3,994**	**4,632**	**4,390**	**3,650**	**4,015**	**3,812**	**4,371**
Infrastructure											
Roads	8,144	7,731	20,926	14,340	11,696	13,882	12,008	14,471	12,071	13,971	12,700
Bridges	250	4,255	-	-	350	250	1,100	350	350	350	350
Footpaths and cycleways	533	652	6,646	3,014	3,000	2,500	3,050	2,550	2,950	3,050	3,050
Drainage	3,101	2,375	5,439	6,350	4,500	2,650	4,450	2,650	4,450	4,650	4,450
Recreational, leisure and community facilities	1,471	6,464	6,183	1,482	4,145	4,570	5,255	3,800	3,500	3,500	3,500
Waste management	2,069	20	4,510	520	400	2,670	2,100	820	3,250	2,820	3,170
Parks, open space and streetscapes	12,572	5,181	2,441	1,350	1,950	1,500	1,850	1,700	1,800	1,800	1,800
Aerodromes	2,501	17,510	2,720	100	100	100	100	100	100	100	100
Off street car parks	159	280	500	150	1,350	1,500	100	100	100	100	100
Other infrastructure	431	150	157	282	2,900	1,900	1,900	3,900	2,400	2,400	2,400
Total infrastructure	**31,231**	**44,618**	**49,522**	**27,588**	**30,391**	**31,522**	**31,913**	**30,441**	**30,971**	**32,741**	**31,620**
Total capital works expenditure	**42,473**	**54,439**	**65,206**	**35,549**	**38,472**	**39,394**	**39,543**	**37,031**	**38,326**	**39,873**	**39,811**
Represented by:											
New asset expenditure	15,840	7,887	9,973	1,381	1,489	1,970	1,977	1,852	1,916	1,196	1,194
Asset renewal expenditure	24,875	35,709	45,337	30,046	34,320	33,485	33,612	31,476	32,577	34,690	34,636
Asset upgrade expenditure	1,758	10,843	9,896	4,122	2,663	3,939	3,954	3,703	3,833	3,987	3,981
Total capital works expenditure	**42,473**	**54,439**	**65,206**	**35,549**	**38,472**	**39,394**	**39,543**	**37,031**	**38,326**	**39,873**	**39,811**
Funding sources represented by:											
Grants	10,385	22,686	12,539	7,589	8,335	7,400	5,359	6,480	4,230	6,480	5,209
Contributions	1,092	-	32	32	0	0	0	0	0	0	0
Council cash	30,996	31,753	52,635	27,928	26,137	31,994	34,184	30,551	34,096	33,393	34,602
Borrowings	0	0	0	0	4,000	-	0	0	0	0	0
Total capital works expenditure	**42,473**	**54,439**	**65,206**	**35,549**	**38,472**	**39,394**	**39,543**	**37,031**	**38,326**	**39,873**	**39,811**

5.6 Statement of Human Resources

Staff expenditure	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Total staff expenditure										
Female	21,598	22,192	22,802	23,429	24,074	24,736	25,416	26,115	26,833	27,571
Male	21,185	21,768	22,366	22,981	23,818	24,523	25,248	25,992	26,757	27,543
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total staff expenditure	**42,783**	**43,960**	**45,168**	**46,411**	**47,892**	**49,259**	**50,663**	**52,107**	**53,590**	**55,113**
Permanent full time										
Female	16,452	16,904	17,369	17,847	18,338	18,842	19,360	19,893	20,440	21,002
Male	18,739	19,254	19,784	20,328	21,092	21,722	22,369	23,034	23,718	24,420
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total	**35,191**	**36,159**	**37,153**	**38,175**	**39,430**	**40,564**	**41,729**	**42,927**	**44,158**	**45,422**
Permanent part time										
Female	5,146	5,288	5,433	5,582	5,736	5,894	6,056	6,222	6,393	6,569
Male	2,446	2,513	2,582	2,653	2,726	2,801	2,878	2,958	3,039	3,122
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total	**7,592**	**7,801**	**8,015**	**8,236**	**8,462**	**8,695**	**8,934**	**9,180**	**9,432**	**9,692**
Total Permanent staff expenditure	**42,783**	**43,960**	**45,168**	**46,411**	**47,892**	**49,259**	**50,663**	**52,107**	**53,590**	**55,113**
Casuals, temporary and other expenditure	4,144	3,819	4,038	4,213	4,387	4,516	4,648	4,783	4,922	5,066
Total Operating staff expenditure	**46,927**	**47,779**	**49,207**	**50,624**	**52,279**	**53,775**	**55,311**	**56,890**	**58,512**	**60,179**
Capitalised labour costs	2,002	2,057	2,113	2,172	2,231	2,293	2,356	2,420	2,487	2,555
Total Operating and Capital labour costs	**48,929**	**49,836**	**51,320**	**52,795**	**54,510**	**56,067**	**57,667**	**59,310**	**60,999**	**62,735**

Staff numbers	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Total permanent staff numbers										
Female	193.70	193.71	193.71	193.71	193.71	193.71	193.71	193.71	193.71	193.71
Male	185.90	185.89	185.89	185.89	185.89	185.89	185.89	185.89	185.89	185.89
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total permanent staff numbers	**379.60**	**379.60**	**379.60**	**379.60**	**379.60**	**379.60**	**379.60**	**379.60**	**379.60**	**379.60**
Permanent full time										
Female	139.50	139.50	139.50	139.50	139.50	139.50	139.50	139.50	139.50	139.50
Male	156.90	156.90	156.90	156.90	156.90	156.90	156.90	156.90	156.90	156.90
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**296.40**	**296.40**	**296.40**	**296.40**	**296.40**	**296.40**	**296.40**	**296.40**	**296.40**	**296.40**
Permanent part time										
Female	54.20	54.21	54.21	54.21	54.21	54.21	54.21	54.21	54.21	54.21
Male	29.00	28.99	28.99	28.99	28.99	28.99	28.99	28.99	28.99	28.99
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total	**83.20**	**83.20**	**83.20**	**83.20**	**83.20**	**83.20**	**83.20**	**83.20**	**83.20**	**83.20**
Total permanent staff numbers	379.60	379.60	379.60	379.60	379.60	379.60	379.60	379.60	379.60	379.60
Casuals, temporary and other expenditure	43.80	32.40	32.40	32.40	32.40	32.40	32.40	32.40	32.40	32.40
Capitalised	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00
Total staff numbers	**450.40**	**439.00**	**439.00**	**439.00**	**439.00**	**439.00**	**439.00**	**439.00**	**439.00**	**439.00**

Summary of expenditure

Directorate	Permanent Full Time				Permanent Part Time				2026/27
	Female	Male	Self-described	Total	Female	Male	Self-described	Total	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Assets and Environment	3,952	11,049	0	**15,001**	1,118	1,357	0	**2,475**	**17,476**
Place and Community	4,688	4,092	0	**8,780**	1,398	656	0	**2,054**	**10,834**
Business Excellence	6,376	3,306	0	**9,682**	2,577	433	0	**3,010**	**12,692**
Office of the CEO	1,436	292	0	**1,728**	53	0	0	**53**	**1,781**
Total permanent staff expenditure	**16,452**	**18,739**	0	**35,191**	**5,146**	**2,446**	0	**7,592**	**42,783**
Casuals, temporary and other expenditure									**4,144**
Total Employee Costs - Operating	**16,452**	**18,739**	0	**35,191**	**5,146**	**2,446**	0	**7,592**	**46,927**
Capitalised labour costs									**2,002**
Total employee costs including capitalised labour	**16,452**	**18,739**	0	**35,191**	**5,146**	**2,446**	0	**7,592**	**48,929**

5.7 Summary of Planned Human Resources Expenditure

For the ten years ended 30 June 2036

Directorate	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 and Environment										
Permanent - Full time	**15,001**	**15,414**	**15,837**	**16,273**	**16,925**	**17,441**	**17,971**	**18,515**	**19,074**	**19,648**
Women	3,952	4,061	4,172	4,287	4,405	4,526	4,651	4,778	4,910	5,045
Men	11,049	11,353	11,665	11,986	12,520	12,915	13,320	13,736	14,164	14,603
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	**2,475**	**2,543**	**2,613**	**2,685**	**2,759**	**2,835**	**2,913**	**2,993**	**3,075**	**3,159**
Women	1,118	1,149	1,180	1,213	1,246	1,280	1,316	1,352	1,389	1,427
Men	1,357	1,394	1,433	1,472	1,513	1,554	1,597	1,641	1,686	1,732
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Assets and Environment	**17,476**	**17,957**	**18,450**	**18,958**	**19,684**	**20,275**	**20,883**	**21,507**	**22,149**	**22,808**
Place and Community										
Permanent - Full time	**8,780**	**9,021**	**9,270**	**9,524**	**9,786**	**10,055**	**10,332**	**10,616**	**10,908**	**11,208**
Women	4,688	4,817	4,949	5,085	5,225	5,369	5,517	5,668	5,824	5,984
Men	4,092	4,205	4,320	4,439	4,561	4,686	4,815	4,948	5,084	5,224
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	**2,054**	**2,110**	**2,169**	**2,228**	**2,289**	**2,352**	**2,417**	**2,484**	**2,552**	**2,622**
Women	1,398	1,436	1,476	1,517	1,558	1,601	1,645	1,690	1,737	1,785
Men	656	674	693	712	731	751	772	793	815	837
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Place and Community	**10,834**	**11,132**	**11,438**	**11,753**	**12,076**	**12,408**	**12,749**	**13,100**	**13,460**	**13,830**

Directorate	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Business Excellence										
Permanent - Full time	**9,682**	**9,948**	**10,222**	**10,503**	**10,792**	**11,089**	**11,393**	**11,707**	**12,029**	**12,360**
Women	6,376	6,551	6,732	6,917	7,107	7,302	7,503	7,709	7,921	8,139
Men	3,306	3,397	3,490	3,586	3,685	3,786	3,890	3,997	4,107	4,220
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	**3,010**	**3,093**	**3,178**	**3,265**	**3,355**	**3,447**	**3,542**	**3,639**	**3,740**	**3,842**
Female	2,577	2,648	2,721	2,796	2,872	2,951	3,033	3,116	3,202	3,290
Male	433	445	457	470	483	496	510	524	538	553
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Business Excellence	**12,692**	**13,041**	**13,400**	**13,768**	**14,147**	**14,536**	**14,936**	**15,346**	**15,768**	**16,202**
Office of the CEO										
Permanent - Full time	**1,728**	**1,776**	**1,824**	**1,875**	**1,926**	**1,979**	**2,033**	**2,089**	**2,147**	**2,206**
Women	1,436	1,475	1,516	1,558	1,601	1,645	1,690	1,736	1,784	1,833
Men	292	300	308	317	325	334	344	353	363	373
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	**53**	**54**	**56**	**57**	**59**	**61**	**62**	**64**	**66**	**68**
Women	53	54	56	57	59	61	62	64	66	68
Men	0	0	0	0	0	0	0	0	0	0
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Total Office of the CEO	**1,781**	**1,830**	**1,880**	**1,932**	**1,985**	**2,040**	**2,096**	**2,153**	**2,213**	**2,274**
Total permanent employee costs	**42,783**	**43,960**	**45,168**	**46,411**	**47,892**	**49,259**	**50,663**	**52,107**	**53,590**	**55,113**
Casuals, temporary and other expenditure	4,144	3,819	4,038	4,213	4,387	4,516	4,648	4,783	4,922	5,066
Total Operating staff expenditure	**46,927**	**47,779**	**49,207**	**50,624**	**52,279**	**53,775**	**55,311**	**56,890**	**58,512**	**60,179**
Total capitalised labour costs	2,002	2,057	2,113	2,172	2,231	2,293	2,356	2,420	2,487	2,555
Total Operating and Capital labour costs	**48,929**	**49,836**	**51,320**	**52,795**	**54,510**	**56,067**	**57,667**	**59,310**	**60,999**	**62,735**

Directorate	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
Assets and Environment										
Permanent - Full time	**127.6**	**127.6**	**127.6**	**127.6**	**127.6**	**127.6**	**127.6**	**127.6**	**127.6**	**127.6**
Women	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2	33.2
Men	94.4	94.4	94.4	94.4	94.4	94.4	94.4	94.4	94.4	94.4
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
Permanent - Part time	**28.6**	**28.6**	**28.6**	**28.6**	**28.6**	**28.6**	**28.6**	**28.6**	**28.6**	**28.6**
Women	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Men	15.6	15.6	15.6	15.6	15.6	15.6	15.6	15.6	15.6	15.6
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Assets and Environment	**156.2**	**156.2**	**156.2**	**156.2**	**156.2**	**156.2**	**156.2**	**156.2**	**156.2**	**156.2**
Place and Community										
Permanent - Full time	**75.0**	**75.0**	**75.0**	**75.0**	**75.0**	**75.0**	**75.0**	**75.0**	**75.0**	**75.0**
Women	42.5	42.5	42.5	42.5	42.5	42.5	42.5	42.5	42.5	42.5
Men	32.5	32.5	32.5	32.5	32.5	32.5	32.5	32.5	32.5	32.5
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
Permanent - Part time	**21.2**	**21.2**	**21.2**	**21.2**	**21.2**	**21.2**	**21.2**	**21.2**	**21.2**	**21.2**
Women	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2
Men	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Place and Community	**96.2**	**96.2**	**96.2**	**96.2**	**96.2**	**96.2**	**96.2**	**96.2**	**96.2**	**96.2**
Business Excellence										
Permanent - Full time	**81.8**	**81.8**	**81.8**	**81.8**	**81.8**	**81.8**	**81.8**	**81.8**	**81.8**	**81.8**
Women	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8	53.8
Men	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	**32.8**	**32.8**	**32.8**	**32.8**	**32.8**	**32.8**	**32.8**	**32.8**	**32.8**	**32.8**
Women	27.4	27.4	27.4	27.4	27.4	27.4	27.4	27.4	27.4	27.4
Men	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4
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
Total Business Excellence	**114.6**	**114.6**	**114.6**	**114.6**	**114.6**	**114.6**	**114.6**	**114.6**	**114.6**	**114.6**

Directorate	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Office of the CEO										
Permanent - Full time	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**	**12.0**
Women	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**	**0.6**
Women	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Men	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Office of the CEO	**12.6**	**12.6**	**12.6**	**12.6**	**12.6**	**12.6**	**12.6**	**12.6**	**12.6**	**12.6**
Total permanent staff	**379.6**	**379.6**	**379.6**	**379.6**	**379.6**	**379.6**	**379.6**	**379.6**	**379.6**	**379.6**
Casuals, temporary and other expenditure	43.8	32.4	32.4	32.4	32.4	32.4	32.4	32.4	32.4	32.4
Total Permanent and Casual staff numbers	**423.4**	**412.0**	**412.0**	**412.0**	**412.0**	**412.0**	**412.0**	**412.0**	**412.0**	**412.0**
Total Capitalised staff numbers	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
Total all staff numbers	**450.4**	**439.0**	**439.0**	**439.0**	**439.0**	**439.0**	**439.0**	**439.0**	**439.0**	**439.0**

6. 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.

Targeted financial performance indicators - Mandatory

Domain / **Indicator**	**Measure**	**Targets**	**Forecast**	**Budget**	**Projections**									**Trend**
			2025/26	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**	**+/o/-**
Financial management														
Liquidity (sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	1.5	2.99	2.79	2.14	1.95	1.89	1.73	1.42	1.30	1.12	1.07	0.98	o
Financial forecasting														
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	**Asset renewal and upgrade compared to depreciation** Asset renewal and upgrade expenses / Asset depreciation	100%	78.89%	134.18%	161.94%	99.33%	105.90%	106.46%	103.84%	95.01%	97.26%	102.59%	100.31%	**o**
Financial management														
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	>60%	61.87%	58.07%	60.02%	60.73%	61.23%	61.46%	62.07%	61.39%	62.56%	61.81%	62.39%	**o**
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		$4,209	$4,086	$3,959	$4,016	$4,109	$4,159	$4,275	$4,353	$4,444	$4,491	$4,606	**o**

Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.
The financial performance indicators below are the prescribed financial performance indicators contained in Part 2 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Domain / **Indicator**	**Measure**	**Targets**	**Forecast**	**Budget**	**Projections**								**Trend**
			2025/26	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**2035/36**	**+/o/-**
Financial forecasting														
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	<60%	16.11%	13.79%	11.52%	8.92%	10.14%	8.51%	8.75%	6.06%	4.35%	6.43%	8.26%	o
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		8.52%	6.54%	5.67%	4.76%	6.79%	5.51%	4.25%	3.01%	1.83%	1.46%	1.09%	+
	Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	<5%	1.05%	2.19%	1.03%	0.93%	1.78%	1.36%	1.32%	1.30%	1.22%	0.41%	0.39%	o
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)	**Expenses per head of population** Total expenses/ Population		$2,778	$2,684	$2,594	$2,626	$2,681	$2,709	$2,780	$2,826	$2,880	$2,907	$2,976	o
	Infrastructure per head of population Value of infrastructure / Population		$19,337	19,502	$19,779	$19,601	$19,473	$18,785	$18,097	$17,401	$16,700	$15,997	$15,286	o
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		$1,948	$1,957	$1,979	2,017	$2,054	$2,098	$2,144	$2,190	$2,237	$2,286	$2,336	-
	Recurrent grants per head of population Recurrent grants / Population		$301	$589	$571	$561	$562	$569	$560	$607	$572	$624	$610	o
Financial management														
Liquidity (sufficient working capital and cash is available to cover expenses)	**Cash compared to current liabilities** Cash / current liabilities		259.18%	229.56%	157.73%	142.19%	135.54%	117.69%	89.58%	76.87%	58.52%	50.49%	42.30%	-
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	>5%	-18.35%	-3.44%	-1.59%	-1.71%	-2.33%	-1.41%	-2.69%	-0.90%	-2.40%	0.26%	-0.73%	o
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		0.37%	0.38%	0.39%	0.39%	0.39%	0.40%	0.40%	0.41%	0.41%	0.42%	0.47%	o
Expenditure and 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		$1,844	$1,879	$1,905	$1,932	$1,959	$1,986	$2,013	$2,041	$2,070	$2,099	$2,128	+
Rates collection (rates and charges are being responsibly collected)	**Rates and charges debt** Unpaid rates and charges / all rates and charges		9.48%	8.99%	8.99%	8.99%	8.99%	8.99%	8.99%	8.99%	8.99%	8.99%	8.99%	o

Key to Forecast Trend:

+ Forecasts improvement in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecasts deterioration in Council's financial performance/financial position indicator

Calculation of Adjusted Underlying Surplus /Deficit

The table below shows how the adjusted result has been calculated:

Adjusted Underlying result	Forecast / Actual	Budget									
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Total Income	131,170	153,463	143,643	142,147	146,824	149,260	151,206	156,430	158,405	165,002	168,205
Total Expenses	142,355	138,965	135,464	138,240	142,273	144,869	149,801	153,453	157,605	160,242	165,324
Surplus(Deficit) for the the year	(11,185)	14,498	8,179	3,907	4,551	4,391	1,405	2,977	800	4,760	2,881
Less Non-operating Income & Expenses											
Grants non-capital(non-recurrent)	(6,570)	(14,991)	(6,131)	(2,065)	(3,150)	(2,265)	(1,198)	(200)	(350)	(200)	(200)
Contributions- monetary (capital)	(130)	(132)	(133)	(134)	(136)	(137)	(138)	(140)	(141)	(143)	(144)
Contributions- non-monetary (capital)	(4,187)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Adjusted underlying surplus/ (Deficit)	(22,072)	(4,625)	(2,085)	(2,292)	(2,735)	(2,011)	(3,931)	(1,363)	(3,691)	417	(1,463)
	-										
*Recurrent Capital Grant	3,815	7,695	6,408	5,524	5,185	5,135	4,161	6,280	3,880	6,280	5,009

Recurrent capital funding for Roads to Recovery (R2R) is expected to remain relatively stable after 2026/27, following a period of higher expenditure to address backlog projects. Thereafter, expenditure is expected to fluctuate in line with the timing and delivery of capital projects. The target underlying surplus of 5% is not projected to be achieved consistently over the 10-year period. It is anticipated that the Financial Sustainability Strategy will provide a pathway towards achieving the target underlying surplus position over time.

Also note that we slip the Raymond Island Ferry every two years, which has an impact of $850k every 2nd year from 2025/26.

7. Strategies and Plans

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

7.1 Borrowing Strategy

7.1.1 Policy Position

All new borrowings are a Council decision based on individual and business case and should only be for new assets that are aligned to the intergenerational needs of the community. A borrowing policy will be drafted for Council consideration to confirm the policy position.

7.1.2 Current Debt Position

The total amount borrowed as at 30 June 2026 is forecast to be $8.501M.

Council has three current loans of $8.501M. Tambo Bluff is being repaid from the Tambo Bluff Special Charge scheme participants. The new borrowings of $7.043M in the 2023/24 year are the draw down of loan funds approved under the Victorian governments Community Infrastructure Low Interest Loan Scheme for the Eagle Point Community Hub project and the WORLD Sporting Precinct project. New borrowings in 2029/30 are for drainage works for the Lakes Entrance Northern Growth Area (LENGA).

The interest rate for current and future loans is as follows:

- Tambo Bluff - 9.5%
- Eagle Point Community Hub - 3.162% Fixed (this includes the discount) and will vary from time to time depending on the market interest rates.
- World Sporting Precinct Loan - 2.415% fixed (this includes the discount) and will vary from time to time depending on the market interest rates.
- New loans - assume an interest rate of 5% that will vary over time depending on the market interest rate.

7.1.3 Future Borrowing Requirements

Council is proposing new borrowings for the 2029/30 of $4M for the drainage works required in relation to LENGA.

No other new borrowings are forecast over the 10 years of the Plan.

All of the Performance Indicators for Council's borrowings are forecast to be well below the target indicators over the 10 years of the Plan. See the forecast borrowings and Performance Indicators in the tables below.

	Forecast / Actual	Budget	Projections								
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Opening balance	9,859	9,164	7,286	6,522	5,721	8,063	6,849	5,576	4,240	2,907	2,501
Plus New loans	0	0	0	0	4,000	0	0	0	0	0	0
Less Principal repayment	(695)	(1,878)	(764)	(801)	(1,658)	(1,214)	(1,273)	(1,336)	(1,333)	(406)	(418)
Closing balance	**9,164**	**7,286**	**6,522**	**5,721**	**8,063**	**6,849**	**5,576**	**4,240**	**2,907**	**2,501**	**2,083**
Interest payment	357	342	302	184	287	316	248	207	162	117	86

7.1.4 Performance Indicators

Performance Indicator	Target	Forecast / Actual	Budget	Projections								
		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%	11.4%	8.5%	7.3%	6.1%	8.7%	7.0%	5.4%	3.8%	2.3%	1.8%	1.4%
Debt servicing / Rate revenue	Below 5%	0.5%	0.4%	0.4%	0.2%	0.3%	0.4%	0.3%	0.2%	0.2%	0.1%	0.1%
Debt commitment / Rate revenue	Below 10%	1.4%	2.8%	1.3%	1.2%	2.3%	1.7%	1.7%	1.7%	1.6%	0.5%	0.5%
Indebtedness / Own source revenue	Below 60%	16.11%	13.79%	11.52%	8.92%	10.15%	8.51%	8.75%	6.06%	4.35%	6.43%	8.26%

7.2. Reserves Strategy

7.2.1 Current Non-Discretionary Reserves

The Recreation Land Reserve receives developer contributions for future development of public open space.

The Car Parking Reserve receives developer funds for future development of public car parks.

Development Contribution Plans receive contribution from developers upon the sale of land in a prescribed planning area.

Lakes Entrance Northern Growth Area receive contributions in accordance with the development plan.

The Road Upgrading Reserve receives contributions from developers for the future upgrade of specific roads as required by development plans.

7.2.2 Current Discretionary Reserves

The Raymond Island Ferry Replacement Reserve is planned to increase by $300K each year as an allocation of accumulated surplus to be utilised when the Ferry is replaced in the future.

The Orbost Landfill Bushfire Waste Reserve is the amount of surplus funds that were generated during the period that the 2019/20 bushfire contaminated waste was being disposed at the Orbost landfill site. These funds will be held to fund additional aftercare and monitoring costs that may result from the use of the Orbost Landfill and part of the Bairnsdale landfill for depositing of contaminated bushfire waste. They will also be used over time to fund new strategic waste projects.

A discretionary reserve for the Tambo Bluff Property Sales is utilised to allocate Tambo Bluff property sales income to Tambo Bluff property purchases to be able to consolidate into saleable blocks.

7.2.3 Reserve Usage Projections

The discretionary Orbost Landfill Bushfire Waste reserve is projected to utilise $3.430M during 2026 and 2027/28 for the upgrade of the Bairnsdale Regional Landfill and Transfer Station, Bairnsdale Resource Centre, Bairnsdale Recycling Facility, the Cann River Waste Transfer Station, Bairnsdale Composting Facility, Buchan Transfer station upgrade and Metung Transfer Station upgrade. The Tambo Bluff Property sales Reserve will also be utilised to fund land purchases in the Tambo Bluff development. Each year $300k is allocated to the Raymond Island Ferry Replacement Reserve.

A summary of both Restricted and Discretionary Reserves is shown below.

Reserves	Restricted / Discretionary	Forecast 2025/26 $000's	2026/27 $000's	2027/28 $000's	2028/29 $000's	2029/30 $000's	2030/31 $000's	2031/32 $000's	2032/33 $000's	2033/34 $000's	2034/35 $000's	2035/36 $000's
Public Open Space Reserve	**Restricted**											
Opening balance		2,211	2,351	2,488	2,638	2,838	3,038	3,238	3,438	3,638	3,838	4,038
Transfer to reserve		140	137	150	200	200	200	200	200	200	200	200
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**2,351**	**2,488**	**2,638**	**2,838**	**3,038**	**3,238**	**3,438**	**3,638**	**3,838**	**4,038**	**4,238**
Car Parking Reserve	**Restricted**											
Opening balance		193	193	193	193	193	193	193	193	193	193	193
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**193**	**193**	**193**	**193**	**193**	**193**	**193**	**193**	**193**	**193**	**193**
Development Contribution Plans	**Restricted**											
Opening balance		196	196	196	196	196	196	196	196	196	196	196
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**196**	**196**	**196**	**196**	**196**	**196**	**196**	**196**	**196**	**196**	**196**
Lakes Entrance Northern Growth Area	**Restricted**											
Opening balance		1	1	1	1	1	1	1	1	1	1	1
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**
Road Upgrading	**Restricted**											
Opening balance		126	126	126	126	126	126	126	126	126	126	126
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**126**	**126**	**126**	**126**	**126**	**126**	**126**	**126**	**126**	**126**	**126**
Reserves Summary	**Total Restricted**	**Forecast 2025/26 $000's**	**2026/27 $000's**	**2027/28 $000's**	**2028/29 $000's**	**2029/30 $000's**	**2030/31 $000's**	**2031/32 $000's**	**2032/33 $000's**	**2033/34 $000's**	**2034/35 $000's**	**2035/36 $000's**
Opening balance		2,727	2,867	3,004	3,154	3,354	3,554	3,754	3,954	4,154	4,354	4,554
Transfer to reserve		140	137	150	200	200	200	200	200	200	200	200
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**2,867**	**3,004**	**3,154**	**3,354**	**3,554**	**3,754**	**3,954**	**4,154**	**4,354**	**4,554**	**4,754**

Reserves		Forecast 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Raymond Island Ferry Replacement	**Discretionary**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**
Opening balance		3,600	3,900	4,200	4,500	4,800	5,100	5,400	5,700	6,000	6,300	6,600
Transfer to reserve		300	300	300	300	300	300	300	300	300	300	300
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**3,900**	**4,200**	**4,500**	**4,800**	**5,100**	**5,400**	**5,700**	**6,000**	**6,300**	**6,600**	**6,900**
Tambo Bluff Property Sales	**Discretionary**											
Opening balance		396	396	396	396	396	396	396	396	396	396	396
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		**396**	**396**	**396**	**396**	**396**	**396**	**396**	**396**	**396**	**396**	**396**
Orbost Landfill Bushfire Waste	**Discretionary**											
Opening balance		7,483	7,463	7,463	4,053	4,053	4,053	4,053	4,053	4,053	4,053	4,053
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(20)	0	(3,410)	0	0	0	0	0	0	0	0
Closing balance		**7,463**	**7,463**	**4,053**	**4,053**	**4,053**	**4,053**	**4,053**	**4,053**	**4,053**	**4,053**	**4,053**
Reserves Summary	**Total Discretionary**											
Opening balance		11,479	11,759	12,059	8,949	9,249	9,549	9,849	10,149	10,449	10,749	11,049
Transfer to reserve		300	300	300	300	300	300	300	300	300	300	300
Transfer from reserve		(20)	0	(3,410)	0	0	0	0	0	0	0	0
Closing balance		**11,759**	**12,059**	**8,949**	**9,249**	**9,549**	**9,849**	**10,149**	**10,449**	**10,749**	**11,049**	**11,349**

Reserves Summary	Total Restricted and Discretionary	Forecast 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		$000's	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**	**$000's**
Opening balance		14,206	14,626	15,063	12,103	12,603	13,103	13,603	14,103	14,603	15,103	15,603
Transfer to reserve		440	437	450	500	500	500	500	500	500	500	500
Transfer from reserve		(20)	0	(3,410)	0	0	0	0	0	0	0	0
Closing balance		**14,626**	**15,063**	**12,103**	**12,603**	**13,103**	**13,603**	**14,103**	**14,603**	**15,103**	**15,603**	**16,103**