



Financial Plan

2025-26 to 2034-35

Acknowledgement of Traditional Owners

The City of Whittlesea recognises the rich Aboriginal heritage of this country and acknowledges the Wurundjeri Willum Clan and the Taungurung People as the Traditional Owners of lands within the City of Whittlesea.



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1. Introduction

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.

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 Whittlesea 2040 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 operating surpluses 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, economics 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.

Financial Plan 2026-35

Operating highlights



\$5.4b
Operating income/revenue



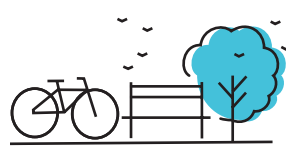
\$4.1b
Operating expenditure



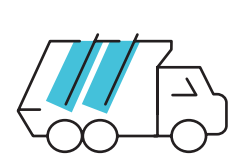
\$1.4b
Operating surplus/deficit



\$313.3m
Family, children, youth
and aged services



\$421.5m
Parks and open space



\$525.7m
Resource recovery and
waste management



\$296.6m
Transport network
improvements



\$157.5m
Leisure, recreation and
community facilities



\$99.2m
Public health, safety and
emergency management



\$89.2m
Libraries



\$22.2m
Local businesses and
communities

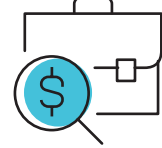


\$18.2m
Community grants

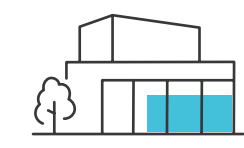
Capital works highlights



\$1.1b
Capital works program



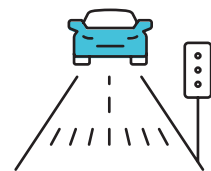
\$442.7m
Investment in renewing
and expanding assets



\$632.1m
Investment in new assets



\$249.8m
Recreation, leisure and
community facilities



\$220.7m
Roads



\$190.5m
Parks and open space

The development of Council's Financial Plan is supported by a number of underlying assumptions which are outlined in section 3.3. When reviewing key assumptions and financial information, there are a number of important considerations that require some additional context as outlined below.

Our operating surplus / performance

Council's operating surplus is calculated as our total revenue received (from sources including rates, fees and charges, grants etc.) less our total operating expenses (employee costs, cost of goods and services etc.).

On face value, the operating surplus over the 10 years may look like a significant surplus, it is important to note that it is not a cash surplus or immediately available funds for Council. A significant portion of this surplus is tied to non-cash items or restricted by legislation as per the following:

- a) **Contributions non-monetary:** These are gifted assets received from developers such as roads, parks or infrastructure from developers
- b) **Contributions monetary:** These are contributions received from or paid to developers and are restricted by legislation on how and when they can be used
- c) **Non-recurrent capital grants:** Grant received for a specific infrastructure project and usage is restricted by the funding agreement; and
- d) **Capital Works program:** A significant portion of the available surplus is invested towards maintaining, upgrading or delivering new critical infrastructure for our growing community.

If the above items from a) to c) were removed, the adjusted underlying deficit is (\$4.60) million over the 10 years.

The table below presents the underlying results, which reflect the sustainable operating performance required to continue to deliver essential services and meet its strategic objectives.

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Total income/revenue	502,419	499,083	497,782	513,177	529,111	547,463	559,990	579,751	599,698	620,644
Total expenses	349,878	343,657	366,115	378,770	390,621	411,055	428,778	450,022	464,155	483,652
Surplus/ (deficit)	152,541	155,426	131,667	134,407	138,490	136,408	131,212	129,729	135,543	136,992
Less adjustments										
Non recurrent capital grants	(24,000)	(18,775)	-	-	-	-	-	-	-	-
Contributions - monetary	(34,691)	(16,691)	(17,691)	(14,691)	(14,691)	(14,691)	(9,691)	(8,691)	(7,691)	(7,691)
Contributions - non-monetary	(109,348)	(111,535)	(113,766)	(116,041)	(118,362)	(120,729)	(123,144)	(125,607)	(128,119)	(130,681)
Total adjustments	(168,039)	(147,001)	(131,457)	(130,732)	(133,053)	(135,420)	(132,835)	(134,298)	(135,810)	(138,372)
Adjusted underlying surplus/ (deficit)*	(15,498)	8,425	210	3,675	5,437	988	(1,623)	(4,569)	(267)	(1,380)

*The calculation of the adjusted underlying result excludes reimbursement payments to developers, which are accounted for as expenditure. If these reimbursements were included in the calculation, Council would generate a modest underlying surplus in most years.

Infrastructure

Council will invest \$1.07 billion in infrastructure over the next 10 years, delivering essential infrastructure to support the needs of our growing community, enhance essential services, creating hundreds of construction jobs and stimulating our local economy.

This record infrastructure investment will require Council to borrow up to \$190.82 million over the next 10 years. We will also require financial support and grants from the Victorian and Federal Governments to deliver this Financial Plan.

Our rates and charges

Rates and charges are Council's primary source of income and integral to funding the delivery of services and infrastructure investment.

With the introduction of the Victorian Government's Fair Go Rating System in 2016, Council's rates and charges are now subject to an annual cap which is outlined annually by the Minister for Local Government. The impact of this has meant that the growth in costs associated with supporting our growing community often far exceeds the increases in our revenue base available to fund such costs.

The Financial plan assumes an annual rate increase of 3% over the financial plan.

City of Whittlesea continues to maintain one of the lowest average rates across Councils located outside the Melbourne fringe.

Our available cash

Similar to our operating surplus, while Council's cash position may appear significant, the reality is quite different. Over 56% of Council's cash is restricted for future use and therefore not at Council's discretion in how it is spent. Council's strategy is to maintain a cash balance that covers short-term financial obligations, whilst also providing adequate funding for future community infrastructure investment.

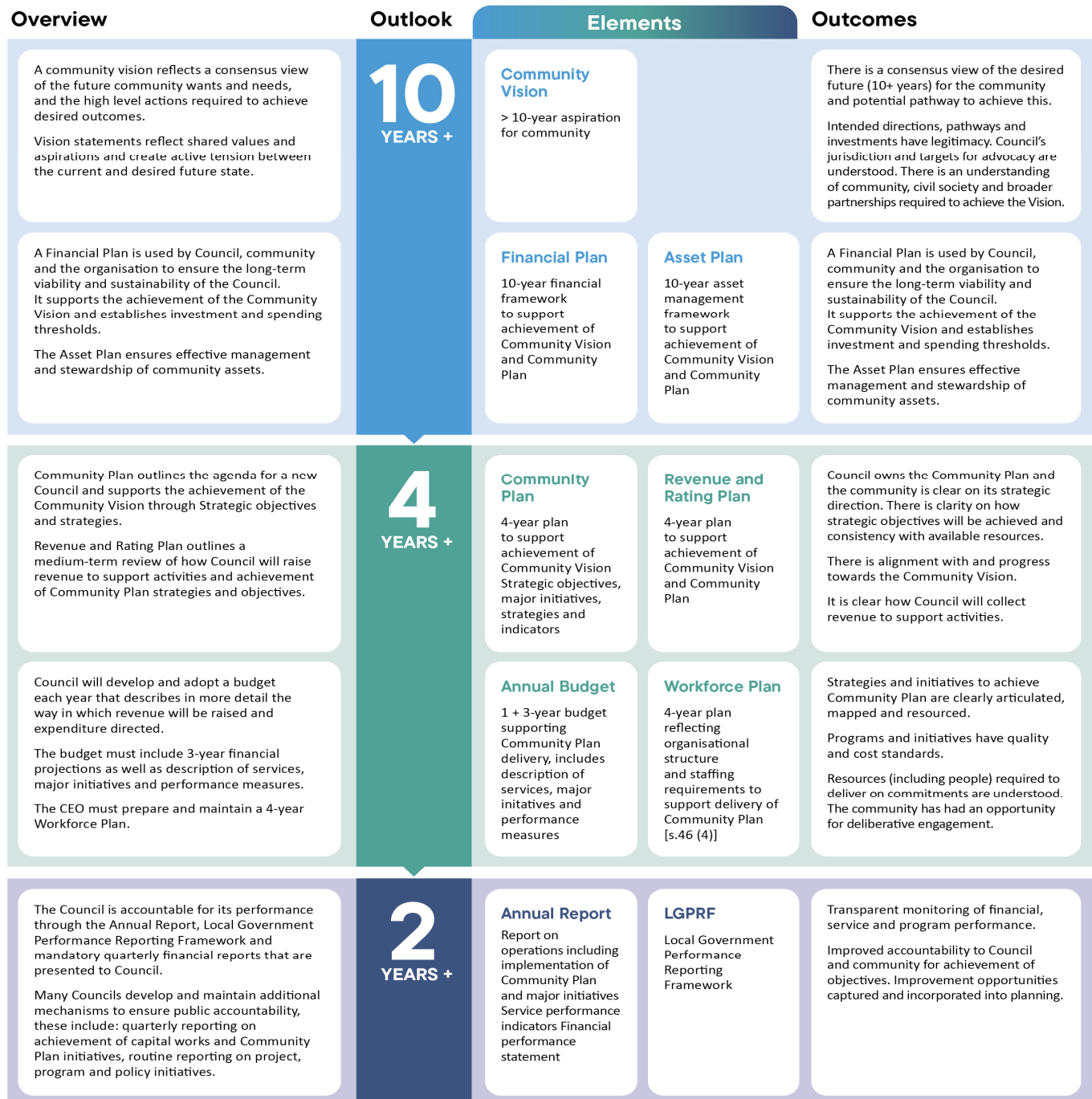
Advocacy

Council will continue to advocate to both the State and Federal governments on behalf of our community, seeking funding to support the delivery of important infrastructure projects and service outcomes for the community. This is a key area of focus for Council, as obtaining external funding for projects frees up Council's cash reserves which can be invested in other areas for further community benefit.

2. Integrated Planning Framework

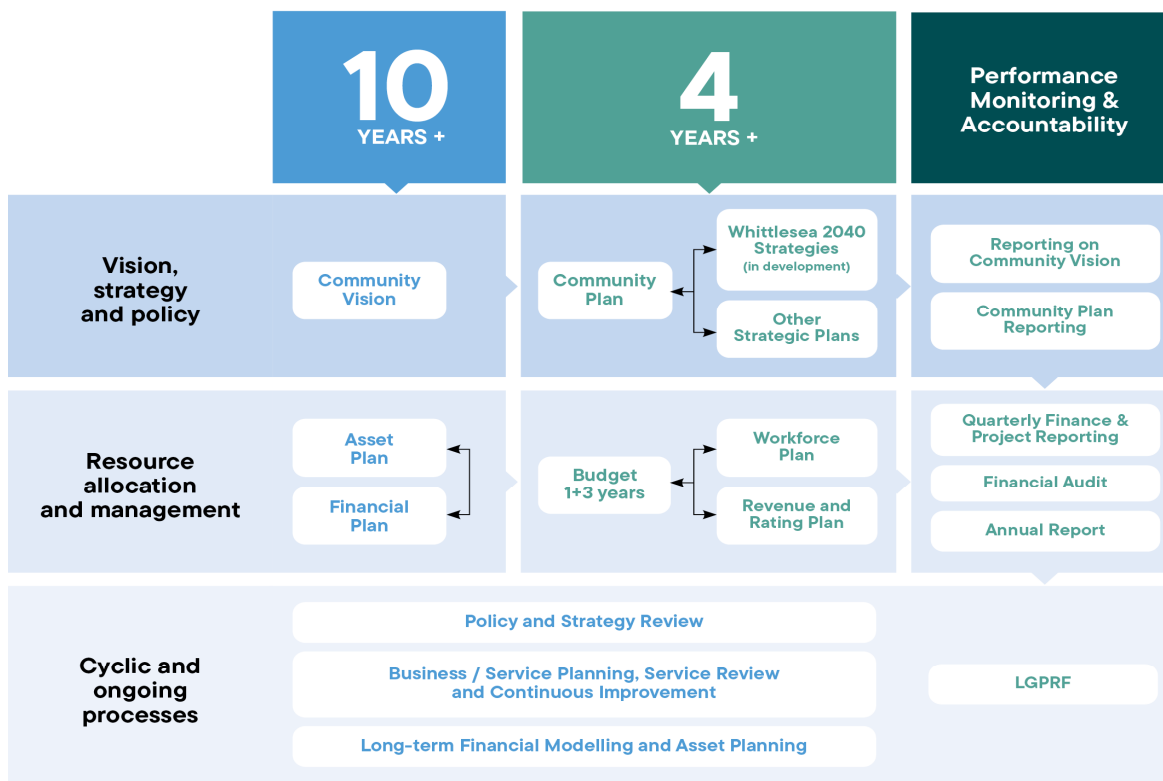
This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides Council in identifying community needs and aspirations over the long term (Community Vision), medium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

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



2. Integrated Planning Framework (cont)

The following diagram demonstrates how each element might inform or be informed by other parts of the integrated framework.



2.1 Strategic planning principles

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

- Council has an integrated approach to planning, monitoring and performance reporting
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Community Plan. The Community Plan aspirations and actions are formulated in the context of the Community Vision
- The Financial Plan statements articulate financial resources necessary to implement the goals and aspirations of the Community Plan to achieve the Community Vision
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan
- The Financial Plan provides for the strategic planning principles of progress monitoring and reviews, to identify and adapt to changing circumstances.

2.2 Financial management principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans
- Management of the following financial risks:
 - o The financial viability of Council (refer to section 3.1 Financial policy statements)
 - o The management of current and future liabilities of Council. The estimated liabilities over 10 years are disclosed in section 4.2 Balance sheet
 - o The beneficial enterprises of Council (where appropriate)
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community
- Council maintains accounts and records that explain its financial operations and financial position (refer section 4 Financial Plan Statements).

2.3 Engagement principles

The Local Government Act 2020 requires Council to use deliberative engagement to develop Community Vision, Council Plan, Financial Plan and Asset Plan. The deliberative engagement encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs and evidence to make a recommendation or reach consensus if needed.

Council uses the International Association of Public Participation (IAP2) Spectrum of Engagement to guide our planning. The IAP2 Spectrum is a useful, widely recognised tool that identifies five levels of participation. For each level, there are corresponding goals and actions. It makes clear the role of the community in decision-making at each level.

The Financial Plan was created through the 'involve' level of public participation, where we collaborated closely with community members to understand their concerns and aspirations. These insights were carefully considered and integrated into the plan wherever feasible. Additionally, we communicated how participants' contributions shaped the development of the Financial Plan. This approach to public participation was carried out using deliberative engagement practices, in compliance with the *Local Government Act 2020*.

As stated in our Community Engagement Policy, deliberative engagement is a process used to reach an outcome or decision for complex issues. It is an inclusive and transparent process in which participants are provided with:

- a clearly defined purpose, scope and objectives of the decision/project
- relevant and timely information to participate meaningfully in the engagement
- sufficient time to explore, assess and discuss options
- reasonable support to enable participation in the process.

2.3 Engagement principles (cont)

Community consultation

An extensive community engagement program has been conducted to inform the development of the Financial Plan. Throughout August and September 2024 Council asked the community to tell us what was important to them to help shape the Financial Plan along with other Proposed Financial Strategic documents including the Budget and Revenue and Rating Plan. More than 880 people shared their thoughts both online and at 13 community-based pop-ups.

Our community told us their top five priorities were roads, public transport and footpaths; parks playgrounds and open space; community facilities; community safety; and arts, culture and events. We again checked in with the community during December 2024 and January 2025 to confirm the priorities identified. Of the 133 people who participated, the majority (75%) agreed with the order of the priority areas, with the remainder suggesting an alternate order or priority.

Community priorities focus group

In February 2025, 46 carefully selected community members, representing the diverse demographics of the community, participated in three focus groups to discuss local priorities. The group represented a broad cross section of the community, including residents, business owners, workers, ratepayers, carers, parents, seniors, youth, and members of the LGBTIQ+ community.

They identified key service areas they valued most and wished to see maintained or enhanced. Local business support, youth services, public health and safety, waste management, and ageing well services emerged as top priorities for continued or increased support. Participants also provided support for the maintenance of areas such as animal management, creative communities, community strengthening, biodiversity, land management, and sustainable planning and design.

Following Council endorsement, the community was invited to provide their suggestions for inclusion, support or changes to the Proposed Financial Plan for community consultation during April and May 2025. A total of 78 participants contributed to the consultation either online or at one of eight community-based pop-ups.

Respondents were also provided with the option to speak to their submission in person at the Hearing of Submissions Committee of Council, with four people opting to do this. Eighty-nine percent of participants were supportive of the Proposed Financial Plan. Based on the feedback from community consultation and after consideration of all submissions, the Hearing of Submissions Committee may make recommendations to Council at the Council Meeting on Tuesday 17 June 2025.

2.4 Service performance principles

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

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

2.5 Asset Plan integration

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

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

The Asset Plan is designed to inform the 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 for managing 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.

2.6 Revenue and Rating Plan integration

Integration between the Financial Plan and the Revenue and Rating Plan is a key principle of Council's strategic financial principles. The purpose of this integration is to ensure that Council's revenue is raised from the community in a manner that supports Council's longer term financial plans and broader plans as set out in the Council Vision.

The revenue raised by a local government is for delivering services and infrastructure to benefit those providing the revenue – the local community. The Revenue and Rating Plan is therefore linked to planned expenditure in the annual budget and strategic financial planning. They cannot be separated as any increase in spending by a Council must be matched by revenue.

The Revenue and Rating Plan provides the framework for the setting of fees and charges, statutory charges, rates, and other Council income sources. It also makes assumptions regarding the levels of non-controlled revenues that Council expects to generate over the four years, such as grants, subsidies, and contributions.

Additionally, it defines the amounts of rates to be generated either through a uniform rate, or from different ratepayer/property classes through municipal charges, differential rates, service rates and charges, and special rates and charges (where they have been adopted).

The Revenue and Rating Plan therefore defines what each source of revenue is, how income will be raised and the policy rationale/assumptions for each, to fund Council's proposed expenditure detailed in their budget.

3. Financial Plan Context

This section describes the internal and external contexts which informed the 10-year financial projections and assumptions.

3.1 Financial policy statements

See below the policy statements and associated measures which demonstrate how Council plans to fund the aspirations of the Community Vision and the Community Plan in a sustainable way.

Policy Statement	Target	Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35
Council achieves an adjusted underlying surplus (operating surplus less contribution, less non-recurrent capital grants)*	>(5%)	(4.63%)	2.39%	0.06%	0.96%	1.37%	0.24%	(0.38%)	(1.03%)	(0.06%)	(0.29%)
Council maintains a liquidity ratio greater than or equal to 1.1	>100%	304.54%	295.25%	288.49%	292.62%	295.05%	282.71%	268.31%	261.02%	246.68%	223.65%
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life	>50%	57.94%	86.29%	80.21%	56.90%	59.28%	56.74%	53.35%	53.79%	51.70%	50.02%
Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality	<60%	11.19%	23.36%	30.64%	26.50%	23.22%	21.56%	21.30%	21.89%	20.12%	23.03%
Council able to pay long-term financial obligations (non-current liabilities) from the revenue it generates itself	<30%	9.48%	18.32%	23.48%	20.74%	18.19%	16.52%	15.98%	15.98%	14.22%	16.83%

*The calculation of the adjusted underlying result excludes reimbursement payments to developers, which are accounted for as expenditure. If these reimbursements were included in the calculation, Council would generate a modest underlying surplus in most years.

3.2 Strategic actions

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

The strategic actions are included in the 10-year Financial Plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

Some of Council's key strategic actions include:

- Rate cap increase in accordance with current CPI information
- Setting of waste charge at a sustainable level that covers the cost of providing the service
- Drive operational efficiencies by conducting service reviews to identify areas where processes can be streamlined, technology leveraged, and resources better allocated to improve productivity
- Setting of Council's fees and charges at a level that achieves balance between community benefit and financial sustainability
- Continuing to identify sources of alternative revenue streams and advocate for external funding to reduce the burden on rate revenue
- Monitor Council's investment in asset renewal to ensure an appropriate balance between new infrastructure for growth areas and asset renewal for established areas
- Advocate to State and Federal Government for the funding of infrastructure projects and services
- Maintaining a strong cash position, ensuring Council remains financially sustainable in the long term
- Invest in Innovation and Digital Transformation exploring opportunities to modernise service delivery through smart technologies and automation, reducing manual effort and improving customer experience.

3.3 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 2034-35. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Rate cap increase	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Population growth	2.62%	2.61%	2.55%	2.54%	2.45%	2.35%	2.29%	2.23%	2.10%	2.00%
Statutory fees and fines	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
Grants - operating	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - capital	No growth assumption used. Capital grants only included upon receipt of a signed funding agreement.									
Contributions - monetary	Based on forecasted funding commitment									
Contributions - non-monetary	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other income	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs (EBA)	2.70%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Materials and services	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
Depreciation and amortisation	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%
Other expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.3.1 Rates and charges

The introduction of the Fair Go Rates System by the Victorian Government from 2016 now requires all Victorian Councils to comply with an annual rate cap. This applies to general rates and municipal charges.

The rate cap for 2025-26 was set at 3% as approved by the Minister for Local Government, in comparison to 2.75% for 2024-25.

The Financial Plan is based on Council complying with the annual rate cap, which for the purposes of this document is assumed to be 2.5% for future years.

Supplementary rates reflect additional revenue generated through new properties that come online during the financial year, as developments are completed. It is anticipated that an additional \$3.7 million per annum will be driven by supplementary rates, growing at a rate of 2.5% per annum over the life of the Financial Plan.

Further information about rating principles can be found in Council's Revenue and Rating Plan 2024-25 to 2028-29.

3.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI. This may be a 'best case scenario' as some fees are outside Council's control and therefore may be subject to increases less than the annual rate of CPI.

3.3.3 User fees

User fees and charges are those that Council charge to recover proportions of the costs of delivering services to the community.

A key consideration in setting user fees and charges is to ensure access to key services and infrastructure is affordable, while balancing the financial capacity of Council to subsidise these services.

3.3.4 Grants

Council receives various grant funding and recognises the importance of actively pursuing grant funding to deliver significant projects and services to the community. Operating grants are expected to increase in line with CPI increases for future years. Council only allows for confirmed capital grant funding in budget allocations. Capital grants are essential for Council to deliver projects that will have intergenerational benefits.

3.3.5 Contributions

Council receives contributions from developers. These represent funds to enable Council to provide the necessary infrastructure, and infrastructure improvements, to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

3.3.6 Other income

Revenue from other income mainly comprises interest income and rental income received from the hire of Council buildings and facilities.

3.3.7 Employee costs

Employee costs is one of the largest costs incurred by Council to support the community and meet organisation commitments. Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, workcover, leave entitlements, training and temporary staff arrangements. The Financial Plan assumes a 4.68% increase for employee costs that reflect a combination of salary increases of 2.7% (90% of the rate cap), 0.5% superannuation increment, 1% banding movements for all staff pursuant to the Enterprise Bargaining Agreement as well as increased staff resources of 0.48% to meet the demand for delivery of Council services as the municipality continues to grow.

3.3.8 Materials and services

Material costs include items required for the maintenance and repair of Council buildings, roads, drains and footpaths which are governed by market forces based on availability. Cost of Council maintenance contracts for parks and open space are expected to exceed the CPI due to the continued growth in Council assets and also the cost of raw materials like concrete, asphalt and other road items that continue to exceed CPI. These costs have been set accordingly.

Other associated costs included under this category are utilities, materials and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are kept to within CPI levels year on year.

3.3.9 Depreciation and amortisation

Depreciation assumptions have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets and as Council continues to receive contributed assets.

3.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 6.1 Borrowing Strategy.

3.3.11 Other expenses

Other expenses include costs such as utilities, insurance, contributions and other administration costs associated with the day-to-day running of Council.

3.4 Other matters impacting the 10 years financial projections

There are a range of challenges Council continues to face which may impact future assumptions in the Financial Plan. Examples include but are not limited to:

- **Population growth** – City of Whittlesea continues to be one of the fastest growing municipalities in Victoria which will continue to create cost pressures for Council
- **Rate capping** – The ongoing impact of rate capping will force Council to continue to review its services and capital works investment, and seek alternative sources of revenue in order to remain financially sustainable into the future
- **Cost shifting** – Cost shifting occurs where Local Government provides a service to the community on behalf of the State or Federal Government. Over time the funds received by Local Governments do not increase in line with real cost increases. Examples include areas such as Maternal and Child Health, Immunisation Services and Library Services, where the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community
- **Asset renewal gap** – The need to ensure that Council is investing appropriately in the renewal and upgrade of existing infrastructure assets
- **Development contributions funding gap** – The need to identify and manage potential shortfalls between monetary contributions received from developers and the costs associated with the future delivery of infrastructure across the municipality
- **Global uncertainty** – The affect on Council due to policy changes by State and Federal Governments.

4. Financial Plan Statements

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

Comprehensive income statement

Balance sheet

Statement of cash flows

Statement of changes in equity

Statement of capital works

Statement of human resources

4.1 Comprehensive income statement

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Income / revenue										
Rates and charges	241,891	258,531	271,518	285,017	298,673	313,658	328,990	344,891	361,506	378,798
Statutory fees and fines	20,834	21,041	21,561	22,427	22,982	23,199	23,773	24,742	25,354	25,582
User fees	12,587	13,208	13,603	13,982	13,951	14,078	14,318	14,718	15,196	15,618
Grants - operating	36,129	36,433	37,344	38,278	39,235	40,216	41,221	42,252	43,308	44,391
Grants - capital	26,495	21,269	2,495	2,495	2,495	2,495	2,495	2,495	2,495	2,495
Contributions - monetary	34,691	16,691	17,691	14,691	14,691	14,691	9,691	8,691	7,691	7,691
Contributions - non-monetary	109,348	111,535	113,766	116,041	118,362	120,729	123,144	125,607	128,119	130,681
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	783	803	823	843	864	886	908	931	938	938
Share of net profits/(losses) of associates and joint ventures	200	200	200	200	200	200	200	200	200	200
Other income	19,461	19,372	18,781	19,203	17,658	17,311	15,250	15,224	14,891	14,250
Total income / revenue	502,419	499,083	497,782	513,177	529,111	547,463	559,990	579,751	599,698	620,644
Expenses										
Employee costs	135,352	136,880	141,517	146,298	151,227	156,309	161,550	166,953	172,525	178,270
Materials and services	126,002	116,696	127,997	131,069	134,845	146,475	154,630	164,981	169,671	178,156
Depreciation	62,952	61,641	66,081	69,641	72,279	74,951	78,372	82,203	85,714	89,402
Amortisation - intangible assets	71	66	-	-	-	-	-	-	-	-
Depreciation - right of use assets	918	928	930	1,052	1,056	1,018	971	934	509	15
Allowance for impairment losses	3,186	3,170	3,240	3,405	3,481	3,461	3,538	3,724	3,808	3,781
Borrowing costs	1,113	3,167	4,601	4,257	3,970	3,897	4,005	4,240	4,084	4,770
Finance costs - leases	104	79	43	209	183	141	97	52	20	9
Other expenses	20,180	21,030	21,706	22,839	23,580	24,803	25,615	26,935	27,824	29,249
Total expenses	349,878	343,657	366,115	378,770	390,621	411,055	428,778	450,022	464,155	483,652
Surplus/(deficit) for the year	152,541	155,426	131,667	134,407	138,490	136,408	131,212	129,729	135,543	136,992
Less										
Non recurrent capital grants	(24,000)	(18,775)	-	-	-	-	-	-	-	-
Contributions - monetary	(34,691)	(16,691)	(17,691)	(14,691)	(14,691)	(14,691)	(9,691)	(8,691)	(7,691)	(7,691)
Contributions - non-monetary	(109,348)	(111,535)	(113,766)	(116,041)	(118,362)	(120,729)	(123,144)	(125,607)	(128,119)	(130,681)
Underlying surplus/(deficit)	(15,498)	8,425	210	3,675	5,437	988	(1,623)	(4,569)	(267)	(1,380)

4.2 Balance sheet

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Current assets										
Cash and cash equivalents	23,549	23,790	24,013	24,229	24,405	24,575	24,709	24,837	24,960	25,077
Trade and other receivables	53,038	53,584	54,050	54,572	55,047	55,527	56,064	56,671	57,260	57,821
Other financial assets	381,807	374,166	367,881	375,338	380,579	362,218	341,724	333,483	308,722	272,151
Inventories	79	79	79	79	79	79	79	79	79	79
Other assets	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580
Total current assets	466,053	459,199	453,603	461,798	467,690	449,979	430,156	422,650	398,601	362,708
Non current assets										
Other non-financial assets	22	22	22	22	22	22	22	22	22	22
Investments in associates, joint arrangement and subsidiaries	3,126	3,326	3,526	3,726	3,926	4,126	4,326	4,526	4,726	4,926
Property, infrastructure, plant & equipment	5,098,954	5,293,870	5,452,620	5,571,108	5,697,366	5,849,536	6,002,760	6,145,083	6,300,073	6,487,174
Right-of-use assets	2,473	1,545	856	3,162	3,565	2,547	1,576	642	133	118
Intangible assets	66	-	-	-	-	-	-	-	-	-
Total non current assets	5,104,641	5,298,763	5,457,024	5,578,018	5,704,879	5,856,231	6,008,684	6,150,273	6,304,954	6,492,240
Total assets	5,570,694	5,757,962	5,910,627	6,039,816	6,172,569	6,306,210	6,438,840	6,572,923	6,703,555	6,854,948
Current liabilities										
Trade and other payables	34,312	33,462	31,481	30,565	29,538	28,473	27,355	26,195	23,361	22,083
Trust funds and deposits	68,760	68,760	68,760	68,760	68,760	68,760	68,760	68,760	68,760	68,760
Contract and other liabilities	20,900	20,900	20,900	20,900	20,900	20,900	20,900	20,900	20,900	20,900
Provisions	24,878	25,159	26,011	26,890	27,796	28,730	29,693	30,686	31,710	32,766
Interest-bearing liabilities	3,230	6,251	9,107	9,696	10,513	11,306	12,609	14,938	16,842	17,668
Lease liabilities	957	995	972	1,004	1,005	998	1,003	445	11	-
Total current liabilities	153,037	155,527	157,231	157,815	158,512	159,167	160,320	161,924	161,584	162,177
Non current liabilities										
Provisions	2,748	2,779	2,873	2,970	3,070	3,173	3,279	3,389	3,502	3,619
Interest bearing liabilities	23,838	54,154	74,085	65,832	58,844	56,317	57,479	60,564	55,891	69,582
Lease liabilities	1,443	448	(283)	2,071	2,525	1,527	524	79	68	68
Total non current liabilities	28,029	57,381	76,675	70,873	64,439	61,017	61,282	64,032	59,461	73,269
Total liabilities	181,066	212,908	233,906	228,688	222,951	220,184	221,602	225,956	221,045	235,446
Net assets	5,389,628	5,545,054	5,676,721	5,811,128	5,949,618	6,086,026	6,217,238	6,346,967	6,482,510	6,619,502
Equity										
Accumulated surplus	3,356,620	3,519,362	3,656,590	3,783,862	3,917,439	4,072,530	4,224,516	4,362,694	4,521,589	4,695,369
Reserves	2,033,008	2,025,692	2,020,131	2,027,266	2,032,179	2,013,496	1,992,722	1,984,273	1,960,921	1,924,133
Total equity	5,389,628	5,545,054	5,676,721	5,811,128	5,949,618	6,086,026	6,217,238	6,346,967	6,482,510	6,619,502

4.3 Statement of changes in equity

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Accumulated surplus										
Balance at beginning of the financial year	3,208,069	3,356,620	3,519,362	3,656,590	3,783,862	3,917,439	4,072,530	4,224,516	4,362,694	4,521,589
Surplus/(deficit) for the year	152,541	155,426	131,667	134,407	138,490	136,408	131,212	129,729	135,543	136,992
Transfers to other reserves	(47,692)	(25,846)	(23,265)	(19,717)	(19,896)	(19,421)	(15,522)	(14,562)	(14,318)	(13,369)
Transfers from other reserves	43,702	33,162	28,826	12,582	14,983	38,104	36,296	23,011	37,670	50,157
Total accumulated surplus	3,356,620	3,519,362	3,656,590	3,783,862	3,917,439	4,072,530	4,224,516	4,362,694	4,521,589	4,695,369
Asset revaluation reserve										
Balance at beginning of the financial year	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419
Transfers to other reserves	-	-	-	-	-	-	-	-	-	-
Transfers from other reserves	-	-	-	-	-	-	-	-	-	-
Total asset revaluation reserve	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419
Asset development reserve										
Balance at beginning of the financial year	220,439	225,434	229,286	234,355	236,692	239,475	217,782	192,080	178,998	149,069
Transfers to other reserves	34,254	16,254	17,254	14,254	14,254	14,254	9,254	8,254	7,254	7,254
Transfers from other reserves	(29,259)	(12,402)	(12,185)	(11,917)	(11,471)	(35,947)	(34,956)	(21,336)	(37,183)	(49,707)
Balance at the end of the year	225,434	229,286	234,355	236,692	239,475	217,782	192,080	178,998	149,069	106,616
Asset replacement reserve										
Balance at beginning of the financial year	64,160	63,155	51,987	41,357	46,155	48,285	51,295	56,223	60,856	67,433
Transfers to other reserves	13,438	9,592	6,011	5,463	5,642	5,167	6,268	6,308	7,064	6,115
Transfers from other reserves	(14,443)	(20,760)	(16,641)	(665)	(3,512)	(2,157)	(1,340)	(1,675)	(487)	(450)
Balance at the end of the year	63,155	51,987	41,357	46,155	48,285	51,295	56,223	60,856	67,433	73,098
Total equity	5,389,628	5,545,054	5,676,721	5,811,128	5,949,618	6,086,026	6,217,238	6,346,967	6,482,510	6,619,502

4.4 Statement of cash flows

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Cash flows from operating activities										
Rates and charges	241,263	258,032	271,128	284,612	298,263	313,208	328,530	344,414	361,008	378,279
Statutory fees and fines	17,842	17,846	18,259	18,918	19,434	19,712	20,166	20,902	21,473	21,774
User fees	12,590	13,186	13,589	13,969	13,952	14,074	14,310	14,704	15,179	15,603
Grants - operating	36,129	36,433	37,344	38,278	39,235	40,216	41,221	42,252	43,308	44,391
Grants - capital	26,495	21,269	2,495	2,495	2,495	2,495	2,495	2,495	2,495	2,495
Contributions - monetary	34,691	16,691	17,691	14,691	14,691	14,691	9,691	8,691	7,691	7,691
Interest received	12,838	12,581	11,772	12,011	10,276	9,780	7,518	7,337	6,792	5,987
Trust funds and deposits taken	7,418	7,418	7,418	7,418	7,418	7,418	7,418	7,418	7,418	7,418
Other receipts	6,623	6,791	7,009	7,192	7,382	7,531	7,732	7,887	8,099	8,263
Employee costs	(133,121)	(136,568)	(140,571)	(145,322)	(150,221)	(155,272)	(160,481)	(165,850)	(171,388)	(177,097)
Materials and services	(126,002)	(116,696)	(127,997)	(131,069)	(134,845)	(146,475)	(154,630)	(164,981)	(169,671)	(178,156)
Short-term, low value and variable lease payments	(822)	(850)	(1,981)	(916)	(1,026)	(1,065)	(1,118)	(1,160)	(2,835)	(1,278)
Trust funds and deposits repaid	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)
Other payments	(20,180)	(21,030)	(21,706)	(22,839)	(23,580)	(24,803)	(25,615)	(26,935)	(27,824)	(29,249)
Net cash provided by/(used in) operating activities	108,346	107,685	87,032	92,020	96,056	94,092	89,819	89,756	94,327	98,703
Cash flows from investing activities										
Payments for property, infrastructure, plant and equipment	(110,685)	(143,364)	(109,366)	(70,347)	(78,390)	(104,562)	(106,577)	(96,996)	(110,647)	(143,884)
Proceeds from sale of property, infrastructure, plant and equipment	-	(855)	(876)	(898)	(921)	(944)	(967)	(992)	(1,000)	(1,000)
(Payments)/redemption of investments	(27,000)	7,641	6,285	(7,457)	(5,241)	18,361	20,494	8,241	24,761	36,571
Net cash provided by/ (used in) investing activities	(137,685)	(136,578)	(103,957)	(78,702)	(84,552)	(87,145)	(87,050)	(89,747)	(86,886)	(108,313)
Cash flows from financing activities										
Finance costs	(1,113)	(3,167)	(4,601)	(4,257)	(3,970)	(3,897)	(4,005)	(4,240)	(4,084)	(4,770)
Proceeds from borrowings	22,870	39,612	31,457	1,562	3,834	9,550	14,980	19,605	13,237	34,112
Repayment of borrowings	(3,427)	(6,275)	(8,670)	(9,226)	(10,005)	(11,284)	(12,515)	(14,191)	(16,006)	(19,595)
Interest paid - lease liability	(104)	(79)	(43)	(209)	(183)	(141)	(97)	(52)	(20)	(9)
Repayment of lease liabilities	(919)	(957)	(995)	(972)	(1,004)	(1,005)	(998)	(1,003)	(445)	(11)
Net cash provided by/(used in) financing activities	17,307	29,134	17,148	(13,102)	(11,328)	(6,777)	(2,635)	119	(7,318)	9,727
Net increase/(decrease) in cash and cash equivalents	(12,032)	241	223	216	176	170	134	128	123	117
Cash and cash equivalents at the beginning of the financial year	35,581	23,549	23,790	24,013	24,229	24,405	24,575	24,709	24,837	24,960
Cash and cash equivalents at the end of the financial year	23,549	23,790	24,013	24,229	24,405	24,575	24,709	24,837	24,960	25,077

4.5 Statement of capital works

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Property										
Land	1,000	1,900	-	-	-	-	-	-	-	-
Land improvements	60	350	1,271	1,100	100	100	100	100	-	-
Total land	1,060	2,250	1,271	1,100	100	100	100	100	-	-
Buildings	13,180	14,250	9,071	412	7,063	19,500	16,547	15,855	13,437	21,720
Building improvements	7,985	16,695	16,459	3,450	8,050	7,300	6,950	6,750	6,950	9,950
Total buildings	21,165	30,945	25,530	3,862	15,113	26,800	23,497	22,605	20,387	31,670
Total property	22,225	33,195	26,801	4,962	15,213	26,900	23,597	22,705	20,387	31,670
Plant and equipment										
Plant, machinery and equipment	1,952	1,794	2,904	1,746	2,009	1,444	967	992	1,000	1,000
Fixtures, fittings and furniture	335	137	77	79	79	81	81	81	85	85
Computers and telecommunications	250	1,509	1,127	1,027	927	927	977	927	977	927
Total plant and equipment	2,537	3,440	4,108	2,852	3,015	2,452	2,025	2,000	2,062	2,012
Infrastructure										
Roads	14,815	27,121	23,238	21,580	24,218	27,178	20,997	19,228	20,883	21,474
Bridges	298	300	300	650	399	400	498	599	19,108	9,993
Footpaths and cycleways	7,240	9,179	6,891	6,268	8,869	7,890	6,901	8,449	8,104	7,616
Drainage	650	1,260	1,950	2,700	1,800	2,243	3,603	3,585	3,085	2,833
Recreational, leisure and community facilities	37,355	36,087	23,680	8,478	4,325	14,574	25,189	20,298	21,667	58,102
Waste management	2,382	30	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	19,784	29,946	18,833	20,552	18,372	20,878	21,728	17,841	13,344	9,184
Off street car parks	1,150	1,005	85	90	100	199	399	941	657	100
Other infrastructure	2,249	1,801	3,480	2,215	2,079	1,848	1,640	1,350	1,350	900
Total infrastructure	85,923	106,729	78,457	62,533	60,162	75,210	80,955	72,291	88,198	110,202
Total capital works expenditure	110,685	143,364	109,366	70,347	78,390	104,562	106,577	96,996	110,647	143,884
Represented by:										
New asset expenditure	74,212	90,171	56,360	30,722	35,544	62,036	64,765	52,777	66,333	99,161
Asset renewal expenditure	23,916	29,085	35,290	28,073	28,275	28,853	28,483	34,024	31,825	32,587
Asset upgrade expenditure	12,557	24,108	17,716	11,552	14,571	13,673	13,329	10,195	12,489	12,136
Total capital works expenditure	110,685	143,364	109,366	70,347	78,390	104,562	106,577	96,996	110,647	143,884
Funding sources represented by:										
Proceeds from sales	783	855	876	898	921	944	967	992	1,000	1,000
External funding	26,944	21,270	2,494	2,495	2,495	2,494	2,495	2,494	2,495	2,495
Contributions	7,130	6,125	2,259	5,778	7,679	27,276	27,167	13,818	35,436	47,871
Council cash	43,251	55,907	57,683	57,402	58,734	59,867	58,251	57,322	57,689	57,581
Reserves	9,707	19,595	14,597	2,212	4,727	4,431	2,717	2,765	790	825
Borrowings	22,870	39,612	31,457	1,562	3,834	9,550	14,980	19,605	13,237	34,112
Total funding Sources	110,685	143,364	109,366	70,347	78,390	104,562	106,577	96,996	110,647	143,884

4.6 Statement of human resources

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Staff expenditure										
Employee costs - operating	131,116	132,619	137,161	141,844	146,672	151,652	156,788	162,084	167,546	173,179
Employee costs - capital	4,236	4,261	4,356	4,454	4,555	4,657	4,762	4,869	4,979	5,091
Total staff expenditure	135,352	136,880	141,517	146,298	151,227	156,309	161,550	166,953	172,525	178,270
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
FTE numbers										
Employees	1,043.5	1,048.5	1,053.5	1,058.5	1,063.5	1,068.5	1,073.5	1,078.5	1,083.5	1,088.5
Total staff numbers*	1,043.5	1,048.5	1,053.5	1,058.5	1,063.5	1,068.5	1,073.5	1,078.5	1,083.5	1,088.5

*Note: Future year full-time equivalent (FTE) gender figures presented in this statement are projections based on current workforce gender composition. Council remains committed to promoting gender equality in all recruitment practices, consistent with the objectives outlined in our Gender Equality Action Plan.

4.7 Summary of planned human resources expenditure

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Office of the CEO										
Permanent - Full time	469	473	487	501	517	532	548	565	582	600
Women	-	-	-	-	-	-	-	-	-	-
Men	469	473	487	501	517	532	548	565	582	600
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Office of the CEO	469	473	487	501	517	532	548	565	582	600
Executive										
Permanent - Full time	6,047	6,091	6,274	6,462	6,657	6,858	7,066	7,281	7,502	7,731
Women	4,554	4,587	4,724	4,866	5,013	5,165	5,321	5,483	5,650	5,822
Men	754	759	782	806	830	855	881	908	935	964
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	740	745	767	790	814	839	864	891	918	946
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	96	97	100	103	106	109	112	116	119	123
Women	-	-	-	-	-	-	-	-	-	-
Men	96	97	100	103	106	109	112	116	119	123
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	137	138	142	147	151	156	160	165	170	176
Women	137	138	142	147	151	156	160	165	170	176
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Executive	6,143	6,188	6,373	6,565	6,763	6,967	7,179	7,397	7,622	7,854

4.7 Summary of planned human resources expenditure (cont)

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Community Wellbeing										
Permanent - Full time	16,098	16,301	17,025	17,771	18,537	19,326	20,138	20,973	21,832	22,717
Women	10,959	11,095	11,417	11,749	12,091	12,445	12,810	13,187	13,576	13,977
Men	3,086	3,125	3,215	3,309	3,405	3,505	3,608	3,714	3,823	3,936
Persons of self-described gender	115	116	120	123	127	130	134	138	142	146
Vacant positions	1,689	1,710	1,760	1,811	1,864	1,918	1,975	2,033	2,093	2,155
New positions	248	254	514	779	1,050	1,328	1,612	1,902	2,199	2,502
Permanent - Part time	21,672	21,941	22,577	23,233	23,910	24,609	25,331	26,076	26,845	27,640
Women	17,744	17,965	18,485	19,022	19,577	20,150	20,741	21,351	21,981	22,631
Men	808	818	842	866	891	917	944	972	1,001	1,030
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	3,119	3,158	3,250	3,344	3,442	3,542	3,646	3,753	3,864	3,978
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	639	647	666	685	705	726	747	769	792	815
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	97	98	101	104	107	110	113	117	120	124
Vacant positions	542	549	565	581	598	616	634	652	672	691
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	735	759	784	810	836	863	891	920	950	981
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	735	759	784	810	836	863	891	920	950	981
New positions	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing	37,770	38,242	39,602	41,003	42,447	43,935	45,469	47,049	48,678	50,356
Planning and Development										
Permanent - Full time	13,256	13,437	14,014	14,609	15,220	15,850	16,497	17,164	17,850	18,556
Women	6,319	6,405	6,590	6,781	6,978	7,182	7,392	7,609	7,833	8,065
Men	6,047	6,129	6,306	6,489	6,678	6,872	7,074	7,281	7,496	7,717
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	703	713	733	755	776	799	823	847	872	897
New positions	186	190	385	584	788	996	1,209	1,426	1,649	1,877
Permanent - Part time	12,345	12,513	12,874	13,248	13,633	14,031	14,442	14,866	15,303	15,755
Women	6,664	6,755	6,950	7,151	7,359	7,574	7,796	8,025	8,261	8,505
Men	4,955	5,022	5,167	5,317	5,471	5,631	5,796	5,966	6,142	6,323
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	727	736	758	780	802	826	850	875	901	927
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	299	303	312	321	330	340	350	360	371	381
Women	214	217	223	230	236	243	250	258	265	273
Men	85	86	88	91	94	96	99	102	105	108
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Planning and Development	25,601	25,949	26,889	27,856	28,853	29,880	30,939	32,029	33,153	34,311

4.7 Summary of planned human resources expenditure (cont)

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Infrastructure and Environment										
Permanent - Full time	30,804	31,133	32,198	33,298	34,434	35,606	36,815	38,063	39,352	40,682
Women	8,564	8,657	8,915	9,183	9,459	9,744	10,039	10,343	10,658	10,983
Men	20,243	20,455	21,075	21,716	22,378	23,062	23,769	24,500	25,255	26,035
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1,872	1,894	1,951	2,011	2,072	2,136	2,202	2,270	2,340	2,412
New positions	124	127	257	389	525	664	806	951	1,099	1,251
Permanent - Part time	811	819	843	868	893	920	947	975	1,004	1,034
Women	197	199	205	211	217	224	231	237	245	252
Men	380	384	395	407	419	431	444	457	471	485
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	233	236	242	250	257	265	272	281	289	298
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	1,430	1,445	1,487	1,531	1,576	1,623	1,671	1,721	1,772	1,826
Women	64	65	67	68	70	73	75	77	79	82
Men	609	615	633	652	671	691	711	732	754	777
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	758	765	788	811	835	860	885	912	939	967
New positions	-	-	-	-	-	-	-	-	-	-
Total Infrastructure and Environment	31,614	31,951	33,041	34,166	35,327	36,525	37,762	39,039	40,356	41,716
Customer and Corporate Services										
Permanent - Full time	17,976	18,146	18,750	19,373	20,015	20,678	21,362	22,068	22,796	23,547
Women	10,042	10,137	10,441	10,754	11,078	11,413	11,759	12,116	12,485	12,866
Men	6,541	6,602	6,797	6,999	7,207	7,422	7,644	7,874	8,110	8,355
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1,331	1,344	1,384	1,425	1,467	1,511	1,556	1,603	1,651	1,701
New positions	62	63	128	195	263	332	403	475	550	626
Permanent - Part time	3,726	3,760	3,872	3,986	4,105	4,228	4,354	4,485	4,619	4,759
Women	2,804	2,830	2,914	3,001	3,090	3,182	3,277	3,376	3,477	3,582
Men	737	744	766	788	812	836	861	887	913	941
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	185	186	192	198	204	210	216	222	229	236
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	2,225	2,246	2,312	2,381	2,452	2,525	2,601	2,679	2,759	2,842
Women	681	688	708	729	751	773	796	820	845	870
Men	410	414	426	439	452	466	480	494	509	524
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1,134	1,144	1,178	1,213	1,249	1,286	1,325	1,365	1,406	1,448
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	200	206	213	220	227	234	242	250	258	266
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	200	206	213	220	227	234	242	250	258	266
New positions	-	-	-	-	-	-	-	-	-	-
Total Customer and Corporate Services	21,702	21,906	22,621	23,359	24,120	24,906	25,716	26,553	27,416	28,306

4.7 Summary of planned human resources expenditure (cont)

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Shared Services										
Permanent - Full time	976	983	1,012	1,042	1,073	1,106	1,139	1,174	1,209	1,246
Women	298	300	309	318	328	338	348	359	369	381
Men	332	334	344	354	365	376	387	399	411	423
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	347	349	359	370	381	392	404	417	429	442
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	996	1,002	1,032	1,063	1,095	1,128	1,162	1,197	1,234	1,271
Women	753	758	781	804	828	853	879	905	933	961
Men	85	85	88	90	93	96	99	102	105	108
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	158	159	164	169	174	179	185	190	196	202
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	90	91	93	96	99	102	105	108	112	115
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	90	91	93	96	99	102	105	108	112	115
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	87	90	93	96	99	103	106	109	113	117
Women	66	68	70	72	74	77	79	82	85	87
Men	15	15	16	16	17	17	18	18	19	19
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	7	8	8	8	8	9	9	9	9	10
New positions	-	-	-	-	-	-	-	-	-	-
Total Shared Services	1,972	1,985	2,044	2,105	2,169	2,234	2,301	2,371	2,443	2,517
Total staff expenditure										
Permanent - Full time	85,626	86,562	89,760	93,056	96,454	99,956	103,566	107,288	111,124	115,078
Permanent - Part time	39,646	40,132	41,297	42,500	43,742	45,024	46,348	47,715	49,126	50,582
Temporary and other expenditure	4,821	4,870	5,013	5,161	5,314	5,471	5,634	5,802	5,976	6,155
Casuals	1,023	1,056	1,090	1,126	1,162	1,200	1,239	1,279	1,321	1,364
Temporary, other expenditure and casuals	5,844	5,926	6,103	6,287	6,476	6,671	6,873	7,082	7,297	7,519
Capitalised labour costs	4,236	4,261	4,356	4,454	4,555	4,657	4,762	4,869	4,979	5,091
Total staff expenditure	135,352	136,880	141,517	146,298	151,227	156,309	161,550	166,953	172,525	178,270

Note: Future year full-time equivalent (FTE) gender figures presented in this statement are projections based on current workforce gender composition. Council remains committed to promoting gender equality in all recruitment practices, consistent with the objectives outlined in our Gender Equality Action Plan.

Employee costs include all labour related expenditure such as salaries, wages, allowances and on-costs such as leave entitlements, superannuation and WorkCover.

4.8 Summary of planned human resources staff numbers

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Office of the CEO										
Permanent - Full time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Women	-	-	-	-	-	-	-	-	-	-
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Office of the CEO	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive										
Permanent - Full time	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
Women	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0
Men	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Women	-	-	-	-	-	-	-	-	-	-
Men	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	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	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Executive	44.5	44.5	44.5	44.5	44.5	44.5	44.5	44.5	44.5	44.5

4.8 Summary of planned human resources staff numbers (cont)

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Community Wellbeing										
Permanent - Full time	145.3	147.3	149.3	151.3	153.3	155.3	157.3	159.3	161.3	163.3
Women	99.0	99.0	99.0	99.0	99.0	99.0	99.0	99.0	99.0	99.0
Men	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
Persons of self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Vacant positions	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3
New positions	-	2.0	4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0
Permanent - Part time	136.8	136.8	136.8	136.8	136.8	136.8	136.8	136.8	136.8	136.8
Women	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0
Men	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Vacant positions	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
New positions	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing	282.2	284.2	286.2	288.2	290.2	292.2	294.2	296.2	298.2	300.2
Planning and Development										
Permanent - Full time	152.9	154.4	155.9	157.4	158.9	160.4	161.9	163.4	164.9	166.4
Women	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0
Men	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
New positions	-	1.5	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5
Permanent - Part time	51.5	51.5	51.5	51.5	51.5	51.5	51.5	51.5	51.5	51.5
Women	29.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7
Men	18.4	18.4	18.4	18.4	18.4	18.4	18.4	18.4	18.4	18.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Women	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Planning and Development	204.4	205.9	207.4	208.9	210.4	211.9	213.4	214.9	216.4	217.9

4.8 Summary of planned human resources staff numbers (cont)

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Infrastructure and Environment										
Permanent - Full time	255.8	256.8	257.8	258.8	259.8	260.8	261.8	262.8	263.8	264.8
Women	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5
Men	173.2	173.2	173.2	173.2	173.2	173.2	173.2	173.2	173.2	173.2
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1
New positions	-	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0
Permanent - Part time	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Women	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Men	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Women	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Men	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
New positions	-	-	-	-	-	-	-	-	-	-
Total Infrastructure and Environment	261.0	262.0	263.0	264.0	265.0	266.0	267.0	268.0	269.0	270.0
Customer and Corporate Services										
Permanent - Full time	134.0	134.5	135.0	135.5	136.0	136.5	137.0	137.5	138.0	138.5
Women	79.0	79.0	79.0	79.0	79.0	79.0	79.0	79.0	79.0	79.0
Men	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
New positions	-	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5
Permanent - Part time	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4
Women	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
Men	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
Women	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Men	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
New positions	-	-	-	-	-	-	-	-	-	-
Total Customer and Corporate Services	157.4	157.9	158.4	158.9	159.4	159.9	160.4	160.9	161.4	161.9

4.8 Summary of planned human resources staff numbers (cont)

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Shared Services										
Permanent - Full time	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Men	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	9.7	9.7	9.7	9.7	9.7	9.7	9.7	9.7	9.7	9.7
Women	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Women	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Men	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
New positions	-	-	-	-	-	-	-	-	-	-
Total Shared Services	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8
Total staff numbers										
Permanent - Full time	738.1	743.1	748.1	753.1	758.1	763.1	768.1	773.1	778.1	783.1
Permanent - Part time	227.2	227.2	227.2	227.2	227.2	227.2	227.2	227.2	227.2	227.2
Temporary and other expenditure	40.5	40.5	40.5	40.5	40.5	40.5	40.5	40.5	40.5	40.5
Casuals	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6
Total temporary, other and casuals FTE	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0
Capitalised labour FTE	29.2	29.2	29.2	29.2	29.2	29.2	29.2	29.2	29.2	29.2
Total staff numbers	1,043.5	1,048.5	1,053.5	1,058.5	1,063.5	1,068.5	1,073.5	1,078.5	1,083.5	1,088.5

Note: Future year full-time equivalent (FTE) gender figures presented in this statement are projections based on current workforce gender composition. Council remains committed to promoting gender equality in all recruitment practices, consistent with the objectives outlined in our Gender Equality Action Plan.

5. Financial Performance Indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure		Target	Target Projections									Trend
		Notes	Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35	Trend +/-
Operating position													
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(4.63%)	2.39%	0.06%	0.96%	1.37%	0.24%	(0.38%)	(1.03%)	(0.06%)	(0.29%)	+
Liquidity													
Working capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	2	304.54%	295.25%	288.49%	292.62%	295.05%	282.71%	268.31%	261.02%	246.68%	223.65%	-
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	3	(231.77%)	(223.20%)	(217.11%)	(220.69%)	(222.71%)	(209.94%)	(195.39%)	(188.16%)	(174.03%)	(150.64%)	+

5. Financial Performance Indicators (cont)

Indicator	Measure		Target	Target Projections										Trend
		Notes	Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35	Trend +/o/-	
Obligations														
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings compared to rates Interest bearing loans and borrowings / rate revenue	4	11.19%	23.36%	30.64%	26.50%	23.22%	21.56%	21.30%	21.89%	20.12%	23.03%	+	
Loans and borrowings repayments compared to rates (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue	5	1.88%	3.65%	4.89%	4.73%	4.68%	4.84%	5.02%	5.34%	5.56%	6.43%	+	
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	6	9.48%	18.32%	23.48%	20.74%	18.19%	16.52%	15.98%	15.98%	14.22%	16.83%	+	
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	7	57.94%	86.29%	80.21%	56.90%	59.28%	56.74%	53.35%	53.79%	51.70%	50.02%	-	
Stability														
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	8	72.34%	73.43%	74.12%	74.52%	75.41%	76.12%	77.02%	77.42%	77.93%	78.54%	+	
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipality	9	0.29%	0.30%	0.31%	0.32%	0.33%	0.33%	0.34%	0.35%	0.36%	0.37%	o	

5. Financial Performance Indicators (cont)

Indicator	Measure		Target	Target Projections										Trend
		Notes	Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35	Trend +/o/-	
Efficiency														
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses/ no. of property assessments	10	\$3,315.00	\$3,176.64	\$3,301.69	\$3,332.50	\$3,352.95	\$3,442.29	\$3,503.13	\$3,587.01	\$3,609.43	\$3,669.31	o	
Revenue level (resources are used efficiently in the delivery of services)	Average rate per property assessment General rates and municipal charges / no. of property	11	\$1,917.35	\$1,961.20	\$2,005.05	\$2,048.89	\$2,092.74	\$2,136.59	\$2,180.43	\$2,224.28	\$2,268.12	\$2,311.96	o	

Notes to indicators

1. Adjusted underlying result

The adjusted underlying operating result excludes the non-recurrent capital grants, non-monetary asset contributions and contributions from developers to fund capital expenditure. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

The projections indicate fluctuations over the forecast period. Notably, the calculation of the adjusted underlying result excludes reimbursement payments to developers, which are accounted for as expenditure. If these reimbursements were included in the calculation, the Council would generate a modest surplus in most years.

2. Working capital

Working capital indicator is a key liquidity indicator of Council's ability to meet financial obligations as they become due. A working capital ratio above 100% signifies that Council can comfortably cover its short-term expenses. Council's working capital indicator is at a healthy level.

3. Unrestricted cash

The definition of unrestricted cash subtracts cash and equivalents from current restrictions (primarily trust funds, statutory reserves and grants received in advance) but importantly does not include term deposits classified as other financial assets under current assets. Under this definition, we exceed our available cash on hand and we have sufficient cash balance to meet these commitments.

4. Loans and borrowings to rates

This indicator measures the level of Council's total debt as a percentage of rate revenue. The indicator is forecast to increase in future years due to planned borrowings to fund future infrastructure investment.

5. Financial Performance Indicators (cont)

Notes to indicators (cont)

5. Loans and borrowings repayments compared to rates

This indicator measures the percentage of rate revenue required to service that debt respectively. The indicator is forecast to increase in future years in line with our expected borrowings to fund future infrastructure investment.

6. Indebtedness

This indicator evaluates Council's ability to pay long term financial obligations (non-current liabilities) from the revenue it generates itself. The indicator is projected to increase due to planned borrowings but will reduce in future years as own source revenue increases while Council repays borrowings.

7. Asset renewal

This percentage indicates the extent of Council's renewal against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Outer years forecast more moderate levels of capital works expenditure which is driven by the level of funding allocated to asset renewals and upgrades as part of the planning and budgeting process and priorities based on asset condition. Council continues to renew and maintain its asset base and has set a target of 50%.

8. Rates concentration

Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council's rates concentration is expected to remain consistent over the future years. Rate revenue continues to be an important source of revenue for Council to be able to deliver services and renew its assets.

9. Rates effort

This indicator assesses whether councils set rates at an appropriate level. Lower the proportion of rate revenue suggests a reduced rate burden on the community. This indicator forecast to remain fairly stable.

10. Expenditure level

This indicator measures the expenditures Council incurs to provide services per property assessment. This indicator is forecast to be consistent in future years mainly due to growth in property assessments being in line with expenditure level.

11. Revenue level

This indicator assesses whether resources are being used efficiently to deliver services. This indicator is forecast to increase in line with the rate cap.

6.1 Borrowing Strategy

This section describes the internal and external contexts which informed the 10-year financial projections and assumptions.

6.1.1 Current debt position

In developing the Financial Plan, borrowings were identified as an important funding source for Capital Works Program. It is expected that the City of Whittlesea will undertake new borrowings over the 10 years to bridge the funding shortfall for the significant capital works investments in these years.

6.1.2 Future borrowing requirements

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

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Opening balance	7,625	27,068	60,405	83,192	75,528	69,357	67,623	70,088	75,502	72,733
New loans	22,870	39,612	31,457	1,562	3,834	9,550	14,980	19,605	13,237	34,112
Principal repayment	(3,427)	(6,275)	(8,670)	(9,226)	(10,005)	(11,284)	(12,515)	(14,191)	(16,006)	(19,595)
Closing balance	27,068	60,405	83,192	75,528	69,357	67,623	70,088	75,502	72,733	87,250

6.1.3 Performance indicators

The following table highlights projected performance across a range of debt management performance indicators. Over the period of 10 years, on average, the City of Whittlesea aims to be in line with target performance indicators.

Performance indicator	Target	Budget 2025-26 %	Projection 2026-27 %	Projection 2027-28 %	Projection 2028-29 %	Projection 2029-30 %	Projection 2030-31 %	Projection 2031-32 %	Projection 2032-33 %	Projection 2033-34 %	Projection 2034-35 %
Total borrowings / Rate revenue	Below 60%	11.19%	23.36%	30.64%	26.50%	23.22%	21.56%	21.30%	21.89%	20.12%	23.03%
Debt servicing / Rate revenue	Below 10%	1.88%	3.65%	4.89%	4.73%	4.68%	4.84%	5.02%	5.34%	5.56%	6.43%
Debt commitment / Rate revenue	Below 30%	9.48%	18.32%	23.48%	20.74%	18.19%	16.52%	15.98%	15.98%	14.22%	16.83%
Indebtedness / Own source revenue	Below 30%	9.15%	19.29%	25.48%	22.11%	19.57%	18.31%	18.28%	18.84%	17.40%	20.04%

Total borrowings / rate revenue

This measures Council's ability to pay its interest-bearing loan obligations with the rate revenue it generates. Being well below the target of 60%, Council has the ability to borrow to fund major capital works projects in the future.

Debt servicing / rate revenue

This measures Council's ability to pay its debt obligations with the rate revenue it generates.

Being well below the target of 10%, means Council can pay its loan interest from rates instead of looking at alternative funding streams.

Debt commitment / rate revenue

This measures Council's ability to pay its debt obligations with the rate revenue it generates.

Being well below the target of 30%, means Council can pay its loan principal repayments and interest from rates instead of looking at alternative funding streams.

Indebtedness / own source revenue

This measures Council's ability to pay its long-term obligations with the revenue it generates internally (i.e. excludes external grants and contributions).

Being well below the target of 30% means Council's level of long-term obligations can easily be met without relying on external funding sources.

6.2 Reserve Strategy

The objective of reserves accounting is to ensure that Council exercises appropriate control and transparency over its cash reserves that are either restricted through legislation or have an intended purpose in how they are used by Council.

6.2.1 Current reserves

Parklands contributions (open space)

Purpose - The Open Space Reserve holds funds contributed by developers for works associated with developing and improving 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 received from subdividers. Transfers from the reserve (outflows) are applied to fund open space capital projects.

Developer Contribution Plan (DCP) reserves

Purpose - This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plans.

Movements – Transfers to the reserve (inflows) comprise of monetary levies and in-kind associated with developments. Transfers from the reserve (outflows) are applied to fund capital works for development infrastructure projects and community infrastructure projects and funds refunded to developers for capital works completed directly by the developer.

Planning permits drainage

Purpose - Development levy for development in established areas where the existing drainage infrastructure could not cater for additional flows from the redeveloped sites.

Movements – Transfers to the reserve (inflows) comprise of levies associated with development. Transfer from the reserve(outflows) are aligned to Council's capital works schedule.

Net gain compensation

Purpose - Funds contributed by developers for the maintenance cost of trees/bushland areas for a 10-year period.

Movements – Transfers to the reserve (inflows) comprise of levies associated with development. Transfers from the reserve (outflows) are applied to fund maintenance cost of trees/bushland areas.

Plenty road duplication

Purpose - Contributions coming in from developments within Laurimar. Following completion of constructions works on plenty road this reserve will fund any contributions requested by VicRoads from this fund.

Movements – No movements are projected within the following 10 years.

6.2.1 Current reserves (cont)

Street tree contributions reserve

Purpose - Contributions received from developers to maintain street trees which Council takes on responsibility for.

Movements – No movements are projected within the following 10 years.

Native vegetation offset site maintenance

Purpose - Reserve established to fund native vegetation works which Council take over from Developers.

Movements – Transfers to the reserve (inflows) comprise of levies associated with development. Transfer from the reserve(outflows) are aligned to Council's capital works schedule.

Lutheran Church and Cemetery

Purpose - Council has an agreement with Lutheran Church to purchase the site at a future point in time. This reserve will fund the purchase.

Movements – No movements are projected within the following 10 years.

Strategic investment reserve

Purpose - Reserve was established to capture surplus cash funds generated by Council for future investment in Council projects and to assist with bridging Council's renewal gap.

Movements – Transfers from the reserve (outflows) are aligned to Council's long-term strategy to fund major capital work projects and diversify Council's income stream via investing in income generating assets to reduce Council's reliance on rates income.

Technology improvement

Purpose - The reserve was established to enable organisational capability and fund digital transformation.

Movements – Transfers to the reserve (inflows) consist of identified amounts when Council achieves a cash surplus outcome at the conclusion of the financial year or specific funding allocations as directed and approved by Council resolution. Transfer from the reserve(outflows) are to take-up strategic opportunities and digital transformation projects where there is no other source of funding available.

Traffic light construction

Purpose - Contributions from developers for developer funded traffic signals.

Movements – No movements are projected within the following 10 years.

Synthetic turf pitches

Purpose - Reserve was established to capture contributions from sporting clubs towards funding future investment in synthetic turf replacement.

Movements – No movements are projected within the following 10 years.

6.2.1 Current reserves (cont)

Strategic properties reserve

Purpose - Reserve used for strategic property management, and for funding strategic property acquisitions.

Movements – Transfers to the reserve (inflows) are from proceeds of strategic and surplus land sales and the net income from Council's rental property portfolio. Transfers from the reserve (outflows) are aligned to Council's long-term strategy to fund major capital work projects and diversify Council's income stream via investing in income generating assets to reduce Council's reliance on rates income.

Non standard street lighting contributions

Purpose - Reserve is used to cover additional maintenance costs of Non-standard street lighting for new sub-division developments.

Movements – Transfers to the reserve (inflows) comprise of contributions from developers for a non-legislative fee. Transfer from the reserve(outflows) are used to cover additional maintenance costs of Non-standard street lighting.

LASF defined benefit plan liability

Purpose - Reserve was established to plan for future defined benefits liability calls and fund Council's liability.

Movements – No movements are projected within the following 10 years.

Transport infrastructure

Purpose - Reserve was established to fund investment in future Transport Infrastructure.

Movements – No movements are projected within the following 10 years.

Waste reserve

Purpose - Reserve was established to capture any surplus from waste operations to ensure legislative compliance.

Movements – Transfers to the reserve (inflows) comprise of surplus from waste operations. Transfer from the reserve (outflows) are aligned to waste management related programs.

Strategic operational projects

Purpose - Reserve was established to capture surplus cash funds generated by Council for opportunities that may arise for operational projects.

Movements – No movements are projected within the following 10 years.

Resilience and emergency management

Purpose - Reserve was established to fund future emergency management projects.

Movements – No movements are projected within the following 10 years.

6.2.1 Current reserves (cont)

Plant replacement

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

Movements – No movements are projected within the following 10 years.

Community grant

Purpose - Reserve was established to provide funds for community grants.

Movements – No movements are projected within the following 10 years.

6.2.2 Reserve usage projections

The table below discloses the balance and projected annual movement for each reserve (with movement) over the 10-year life of the Financial Plan. Total amount of reserves, for each year, aligns with the Statement of Changes in Equity, excluding the Asset Revaluation Reserve.

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Asset development reserves											
Parklands contribution	Restricted										
Opening Balance		15,331	17,833	18,189	18,901	19,400	20,251	20,228	21,087	22,223	24,133
Transfer to reserve		2,501	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Transfer from reserve		-	(2,144)	(1,788)	(2,002)	(1,649)	(2,523)	(1,641)	(1,364)	(590)	(724)
Closing balance		17,832	18,189	18,901	19,399	20,251	20,228	21,087	22,223	24,133	25,909
Developer contribution plan (DCP) reserves	Restricted										
Opening Balance		200,453	202,976	206,505	210,899	212,775	214,749	193,126	166,613	152,448	120,666
Transfer to reserve		31,654	13,654	14,654	11,654	11,654	11,654	6,654	5,654	4,654	4,654
Transfer from reserve		(29,131)	(10,125)	(10,260)	(9,778)	(9,680)	(33,277)	(33,167)	(19,819)	(36,436)	(48,872)
Closing balance		202,976	206,505	210,899	212,775	214,749	193,126	166,613	152,448	120,666	76,448
Planning permit drainage levy	Restricted										
Opening Balance		2,431	2,481	2,531	2,581	2,631	2,681	2,731	2,781	2,831	2,881
Transfer to reserve		100	100	100	100	100	100	100	100	100	100
Transfer from reserve		(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	-
Closing balance		2,481	2,531	2,581	2,631	2,681	2,731	2,781	2,831	2,881	2,981
Net gain compensation	Restricted										
Opening Balance		1,452	1,373	1,290	1,205	1,116	1,024	928	829	726	619
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(79)	(83)	(85)	(89)	(92)	(96)	(99)	(103)	(107)	(111)
Closing balance		1,373	1,290	1,205	1,116	1,024	928	829	726	619	508
Plenty road duplication	Restricted										
Opening Balance		84	84	84	84	84	84	84	84	84	84
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		84	84	84	84	84	84	84	84	84	84

6.2.2 Reserve usage projections (cont)

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Street tree contributions reserve	Restricted										
Opening Balance		686	686	686	686	686	686	686	686	686	686
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		686	686	686	686	686	686	686	686	686	686

Total asset development reserve	Restricted										
Opening Balance		220,437	225,433	229,285	234,356	236,692	239,475	217,783	192,080	178,998	149,069
Transfer to reserve		34,255	16,254	17,254	14,254	14,254	14,254	9,254	8,254	7,254	7,254
Transfer from reserve		(29,260)	(12,402)	(12,183)	(11,919)	(11,471)	(35,946)	(34,957)	(21,336)	(37,183)	(49,707)
Closing balance		225,432	229,285	234,356	236,691	239,475	217,783	192,080	178,998	149,069	106,616

Asset replacement reserves

Native vegetation offset site maintenance	Discretionary										
Opening Balance		1,042	842	634	418	195	-	-	-	-	-
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(200)	(208)	(216)	(223)	(195)	-	-	-	-	-
Closing balance		842	634	418	195	-	-	-	-	-	-

Lutheran Church and Cemetery	Discretionary										
Opening Balance		380	380	380	380	380	380	380	380	380	380
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		380	380	380	380	380	380	380	380	380	380

Strategic investment reserve	Discretionary										
Opening Balance		37,720	39,711	28,073	21,725	25,276	27,018	28,579	32,947	36,155	41,319
Transfer to reserve		8,266	3,862	4,261	3,713	3,892	3,417	4,518	4,558	5,314	4,365
Transfer from reserve		(6,275)	(15,500)	(10,609)	(161)	(2,150)	(1,856)	(150)	(1,350)	(150)	(100)
Closing balance		39,711	28,073	21,725	25,276	27,018	28,579	32,947	36,155	41,319	45,584

Technology improvement	Discretionary										
Opening Balance		2,898	3,484	6,071	3,294	4,794	5,417	6,917	7,540	9,040	10,540
Transfer to reserve		4,922	5,480	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Transfer from reserve		(4,336)	(2,893)	(4,277)	-	(877)	-	(877)	-	-	-
Closing balance		3,484	6,071	3,294	4,794	5,417	6,917	7,540	9,040	10,540	12,040

Traffic light construction	Discretionary										
Opening Balance		943	943	943	943	943	943	943	943	943	943
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		943	943	943	943	943	943	943	943	943	943

6.2.2 Reserve usage projections (cont)

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Synthetic turf pitches	Discretionary										
Opening Balance		40	40	40	40	40	40	40	40	40	40
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		40	40	40	40	40	40	40	40	40	40
Strategic properties reserve	Discretionary										
Opening Balance		5,229	4,229	2,329	1,058	1,058	1,058	1,058	1,058	1,058	1,058
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(1,000)	(1,900)	(1,271)	-	-	-	-	-	-	-
Closing balance		4,229	2,329	1,058	1,058	1,058	1,058	1,058	1,058	1,058	1,058
Non standard street lighting contributions	Discretionary										
Opening Balance		3,901	3,901	3,892	3,872	3,843	3,803	3,751	3,689	3,614	3,527
Transfer to reserve		250	250	250	250	250	250	250	250	250	250
Transfer from reserve		(250)	(259)	(270)	(279)	(290)	(302)	(312)	(325)	(337)	(350)
Closing balance		3,901	3,892	3,872	3,843	3,803	3,751	3,689	3,614	3,527	3,427
LASF defined benefit plan liability	Discretionary										
Opening Balance		3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739
Transport infrastructure	Discretionary										
Opening Balance		28	28	28	28	28	28	28	28	28	28
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		28	28	28	28	28	28	28	28	28	28
Waste reserve	Discretionary										
Opening Balance		3,395	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(2,382)	-	-	-	-	-	-	-	-	-
Closing balance		1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013
Strategic operational projects	Discretionary										
Opening Balance		2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516

6.2.2 Reserve usage projections (cont)

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Resilience and emergency management	Discretionary										
Opening Balance		449	449	449	449	449	449	449	449	449	449
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		449	449	449	449	449	449	449	449	449	449
Plant replacement	Discretionary										
Opening Balance		1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221
Community grant	Discretionary										
Opening Balance		660	660	660	660	660	660	660	660	660	660
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		660	660	660	660	660	660	660	660	660	660
Total asset replacement reserves	Discretionary										
Opening Balance		64,161	63,156	51,988	41,356	46,155	48,285	51,294	56,223	60,856	67,433
Transfer to reserve		13,438	9,592	6,011	5,463	5,642	5,167	6,268	6,308	7,064	6,115
Transfer from reserve		(14,443)	(20,760)	(16,643)	(663)	(3,512)	(2,158)	(1,339)	(1,675)	(487)	(450)
Closing balance		63,156	51,988	41,356	46,155	48,285	51,294	56,223	60,856	67,433	73,098
Reserve summary	Restricted and Discretionary										
Opening Balance		284,598	288,589	281,273	275,712	282,847	287,760	269,077	248,303	239,854	216,502
Transfer to reserve		47,693	25,846	23,265	19,717	19,896	19,421	15,522	14,562	14,318	13,369
Transfer from reserve		(43,703)	(33,162)	(28,826)	(12,582)	(14,983)	(38,104)	(36,296)	(23,011)	(37,670)	(50,157)
Closing balance		288,588	281,273	275,712	282,847	287,760	269,077	248,303	239,854	216,502	179,714

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