



Notice is given that a Special Meeting of Council will be held on:

Date: Tuesday, 9 September 2025

Time: 3.00pm

Location: Loddon Shire Council Chambers, Wedderburn

AGENDA

Special Council Meeting

Order Of Business

1	OPENING AFFIRMATION	3
2	ACKNOWLEDGEMENT OF COUNTRY	3
3	APOLOGIES	3
4	DECLARATION OF CONFLICT OF INTEREST.....	3
5	DECISION REPORTS	4
5.1	DRAFT COMMUNITY VISION 2035 AND COUNCIL PLAN 2025-2029 - SEEKING COMMUNITY FEEDBACK	4
5.2	DRAFT FINANCIAL PLAN 2025/26 - 2034/35 - SEEKING COMMUNITY FEEDBACK	35

1 OPENING AFFIRMATION

"We, the Councillors of the Loddon Shire, declare that we will carry out our duties in the best interests of the community, and through collective leadership will maintain the highest standards of good governance."

2 ACKNOWLEDGEMENT OF COUNTRY

"The Loddon Shire Council acknowledges the Traditional Custodians of the land on which we are gathered and pays its respects to their Elders both past and present."

3 APOLOGIES**4 DECLARATION OF CONFLICT OF INTEREST**

5 DECISION REPORTS**5.1 DRAFT COMMUNITY VISION 2035 AND COUNCIL PLAN 2025-2029 - SEEKING COMMUNITY FEEDBACK****File Number:****Author:** Renae Colls, Executive Assistant**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer**Attachments:** 1. Draft Community Vision 2035 and Council Plan 2025-2029**RECOMMENDATION**

That Council:

1. seek feedback from the community regarding the Draft Community Vision 2035 and Draft Council Plan 2025 – 2029 *incorporating the Municipal Public Health and Wellbeing Plan*; and,
2. receive feedback from the community with a closing date of 30 September 2025.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Workshops to develop the Draft Community Vision 2035 and Council Plan 2025-2029 (Draft Council Plan) have been undertaken in sessions conducted April, June and August 2025.

BACKGROUND

Loddon Shire Council (Council) is required to review its Community Vision and prepare and adopt both a four-year Council Plan and a Municipal Public Health and Wellbeing Plan (MPHWP).

These strategic documents are mandated under the *Local Government Act 2020 (LGA 2020)* and *Public Health and Wellbeing Act 2008 (PHWA 2008)* and must be adopted by Council no later than 31 October in the year following a general election.

Once adopted, the new documents will supersede the current Community Vision 2031, Council Plan 2021-2025 and the MPHWP 2021-2025.

Community Vision

Council has prepared a Draft Community Vision 2035 in accordance with section 89 of the *LGA 2020*. The Community Vision must look ahead for at least 10 financial years and describe the community's aspirations for the future of the municipality.

The development of the Draft Community Vision 2035 builds on the outcomes of The Loddon Project (2021), which informed the Community Vision 2031 and Council Plan 2021-2025.

Council Plan - Incorporating the Municipal Public Health and Wellbeing Plan

Council has developed a Draft Council Plan in accordance with section 90 of the *LGA 2020*. The Draft Council Plan was developed in response to the Draft Community Vision 2035, as well as the challenges and opportunities facing Loddon Shire Council.

Council has developed the Draft Council Plan which sets out the strategic direction for the organisation and what Council seeks to achieve over the four-year council term to work towards the Community Vision 2035.

For the first time, the MPHWP has been incorporated into the Draft Council Plan in accordance with section 27 of the *PHWA 2008*. Council has submitted the Draft Council Plan and the required checklist to the Department of Health and is awaiting formal confirmation of an exemption from complying with section 26 of the *PHWA 2008*.

ISSUES/DISCUSSION

Through workshops with Councillors, the Community Reference Group and Council's Internal Working Group a revised Community Vision 2035 was developed: *"Thriving communities where everyone is welcome and all have the opportunity to live, work and create experiences."*

To deliver on this Community Vision, the Draft Council Plan outlines Council's strategic direction around five key themes:

- Thriving
- Welcome
- Live
- Work
- Experience

These themes reflect the priorities identified by the community in setting the Vision and provide the framework for Council's strategic objectives, strategies and strategic indicators for the next four financial years.

In accordance with the Gender Equality Act (2020), a Gender Impact Assessment is currently being undertaken and will be finalised to inform Council when considering adoption of the Council Plan 2025-2029.

COST/BENEFITS

Development of the Draft Council Plan has been undertaken internally using existing staff resources rather than through consultancy. This method of development will support staff engagement and knowledge of the plan to support delivery of Council's objectives.

Once adopted, delivery of the Council Plan will be supported through Council's Annual Budget process, with external funding support, by other aligned government agencies and in partnership with the community.

External graphic design services were engaged to support the development of the Draft Council Plan 2025-2029 and printing services. The cost of \$3,700 is within the existing budget allocation.

RISK ANALYSIS

There are risks involved if Council fails to develop the Council Plan in accordance with the legislated requirements of the *Local Government Act 2020* and *Public Health and Wellbeing Act 2008*.

There is also a reputational risk that the Draft Council Plan receives limited community feedback, leading to a Council Plan that does not align with community aspirations and needs. This risk has been mitigated by working with the community to re-establish the Community Vision and utilising that Vision as the framework for Council action. This will be further mitigated through the community engagement process that provides multiple avenues for community participation and feedback.

CONSULTATION AND ENGAGEMENT

Development of the Draft Council Plan has been informed by a deliberative engagement process, including input from Councillors, Council's Internal Working Group, Community Reference Group (three nominated community members from each ward) and key stakeholders.

The deliberative engagement component addresses Council's obligations under the *LGA 2020* and Council's Community Engagement Policy and has informed the development of the Draft Council Plan.

The purpose of this report is to seek Council authorisation to place the Draft Council Plan on public display for community feedback. If endorsed, it is proposed the feedback period run until 30 September 2025.

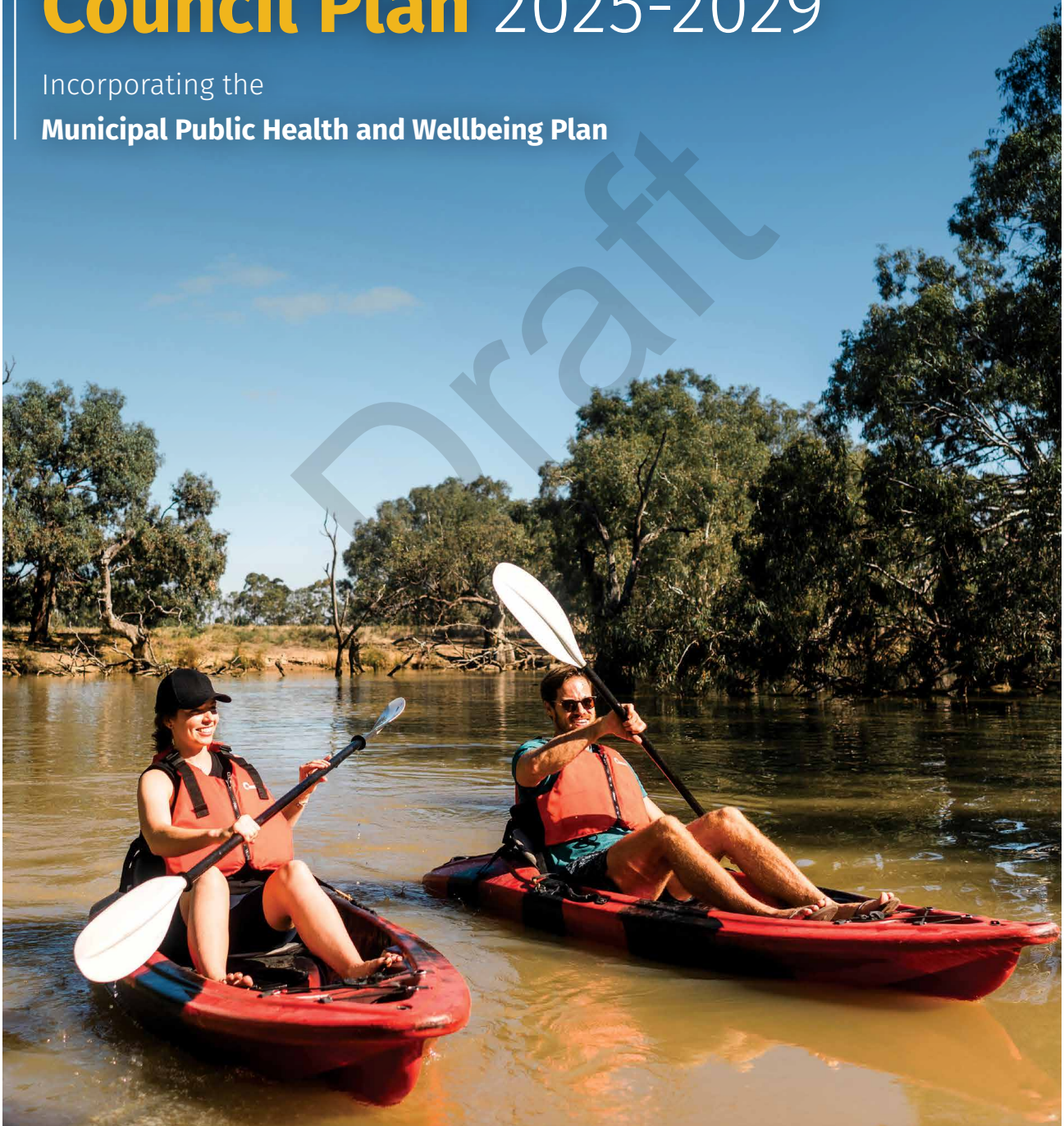
During this period, community members are invited to provide feedback via Council's engagement platform Connect@Loddon or by emailing executive@loddon.vic.gov.au. Advertisements will be displayed via print and social media encouraging community participation.

Following the feedback period, all submissions will be reviewed and considered in preparation of the final Council Plan 2025-2029, which is scheduled to be presented to Council for adoption at the October Council Meeting.



Community Vision 2035 Council Plan 2025-2029

Incorporating the
Municipal Public Health and Wellbeing Plan



Mayor's Message

I am honoured to present the Community Vision 2035 and the Council Plan 2025-2029.



In line with the *Local Government Act 2020*, Council is required to prepare and adopt a Community Vision and Council Plan. Together with the Municipal Public Health and Wellbeing Plan (MPHWP), these documents outline the community's aspirations identified by our communities.

The Community Vision 2035 and Council Plan 2025-2029 have been developed with feedback and collaboration from the community and will shape the future direction of our Shire.

The purpose of this Plan is to guide Council's decision making over the four years. The Plan does not address all the things that Council works on, rather it reflects the major challenges facing Council and Community, priorities and initiatives that will help us continue improving our Shire.

Council undertook widespread community engagement in developing both documents.

The first phase was to set up a Community Reference Group, made up of three community members from each ward, nominated by Councillors.

We held one-on-one 'kitchen table' conversations with group members about the existing Community Vision 2031 and what it meant to them, what needed to change and what should be retained.

From that we updated the Community Vision and presented it back to the group.

The CRG agreed on the following Community Vision 2035 for Loddon Shire: *"Thriving communities where everyone is welcome and all have the opportunity to live, work and create experiences."*

Following their feedback, we then drafted the Council Plan and the integrated Municipal Public Health and Wellbeing Plan and presented that to the entire group.

Following this feedback, Council drafted the Council Plan and the integrated MPHWP, which were then released for broader community consultation to gather further feedback.

On behalf of my fellow Councillors and myself, I look forward to working together to deliver on our shared priorities and make Loddon a thriving place for all.

Cr Dan Straub
Mayor

Contents

Mayor's Message	2
Community Vision 2035	3
Council Plan at a glance	4
Our Shire	5
Our Councillors	6
Our Organisation	7
Integrated Planning and Reporting	8
Council Plan	
How to read this plan	11
Thriving	12
Welcome	14
Live	16
Work	18
Experience	19
Municipal Public Health and Wellbeing Plan	20
Strategic Indicators	24
References	25
Review and Reporting	25





Community Vision 2035

Thriving communities where everyone is welcome and all have the opportunity to live, work and create experiences.



Council Plan at a glance

Loddon Shire Council's Strategic Objectives 2025-2029 (♥ represents parts of the Municipal Public Health and Wellbeing Plan)

1. Thriving	1.1 We will deliver efficient and financially sustainable services that are regularly reviewed and improved to ensure value for money, relevance and effectiveness.	1.2 We will strengthen economic and environmental sustainability through the provision of planned infrastructure and services designed for long term viability.	1.3 ♥ We will strengthen community capacity to withstand the impacts of adverse climatic events through effective environmental management and infrastructure.	1.4 ♥ We will promote community health and wellbeing in partnership with our community and service organisations and through the delivery of our services.
2. Welcome	2.1 We will provide good governance to the municipal community by delivering inclusive, transparent and engaging policies, strategies and practices for the community and council operations.	2.2 We will foster an inclusive, connected community by improving access and participation through inclusive planning, accessible infrastructure and recognition of diverse groups.	2.3 We will work in partnership with Registered Aboriginal Parties to deliver projects and programs which are mutually beneficial.	2.4 We will strengthen community participation and sustainability by using contemporary methods to attract support and empower volunteers
3. Live	3.1 We will strengthen community outcomes through coordinated strategic advocacy.	3.2 We will build thriving, liveable townships through diverse housing, supporting local enterprise and vibrant community experiences that make us unique.	3.3 We will activate public spaces and recreational infrastructure to support community connection, active lifestyles and inclusive participation through a broad range of programs and events.	3.4 We will identify, preserve and promote environmental and heritage assets as foundations for wellbeing and economic growth.
4. Work	4.1 We will support sustainable and innovative agriculture and industry through protection of productive land, development of local networks, water planning, circular economy practices and supply chain collaboration.	4.2 Loddon Shire will deliver exceptional service to the community.		
5. Experience	5.1 We will grow Loddon's visitor economy through authentic local experiences, strong local and regional partnerships, quality visitor services and community-led initiatives.			

Our Shire

Loddon Shire is located approximately 175km north of Melbourne, close to the major town centres of Bendigo, Kerang and Echuca. Home to almost 7,800 residents, the Shire spans 6,700 square kilometres, featuring rolling hills, forests, granite outcrops, premium agricultural land, and the Loddon River, which services industry, people, tourism and lifestyle.

Loddon comprises many vibrant small towns including Bridgewater, Inglewood, Wedderburn, Korong Vale, Dingee, Mitiamo, Serpentine, Newbridge, Tarnagulla, Laanecoorie, Eddington, Boort, Pyramid Hill and other surrounding towns.

Agricultural industries are the 'bread and butter' of the Loddon Shire with horticulture, viticulture, cropping, lamb, dairy, intensive poultry and piggeries making up the main income streams. It is also among its plains that you will encounter some of the world's finest gourmet products, from artisanal to large-scale production in flour, meats, olives and olive oil, tomatoes, fruit and salt.

While Loddon has a relatively small population, Loddon Shire Council is custodian of an extensive range of community assets that it provides to facilitate delivery of services to the community. For road assets, it has responsibility for 4,759km of roads,



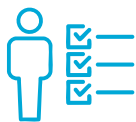
219 bridges, major culverts and structures, 37km of footpaths and 62km of kerb and channelling.

Residents enjoy the relaxed lifestyle of the area without compromising on infrastructure or access to health services, education and facilities. New residents are choosing to make a tree change from metropolitan areas to Loddon Shire for its lifestyle appeal, affordable opportunities and attractive location to grow a business or launch a new career.

Loddon Shire has a rich Aboriginal and Goldfields history and is home to over 1,000 significant Aboriginal landmarks

including Aboriginal cultural places, Aboriginal historical places, burials, artefact scatters, earth features, low density artefact distributions, object collections, quarries, rock art, scarred trees, shell middens and stone features.

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present. Council also recognises the many other Aboriginal and Torres Strait Islander community members across the Shire who make up the vibrant communities to which our organisation provides services.

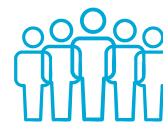


Loddon Shire
6,700 square kilometres
5 larger towns
1,011 local businesses
3,138 local jobs



Largest industries include

- Agriculture
- Health Care and Social Assistance
- Manufacturing
- Retail Trade
- Education and Training



Population
7,759 estimated residential population (ABS 2021 Census)
52 median age

Index of Relative Socio-Economic Disadvantage 2021

Ranked 69 out of 79 councils in Victoria

Australian Digital Inclusion Index 2022

Score 65.6

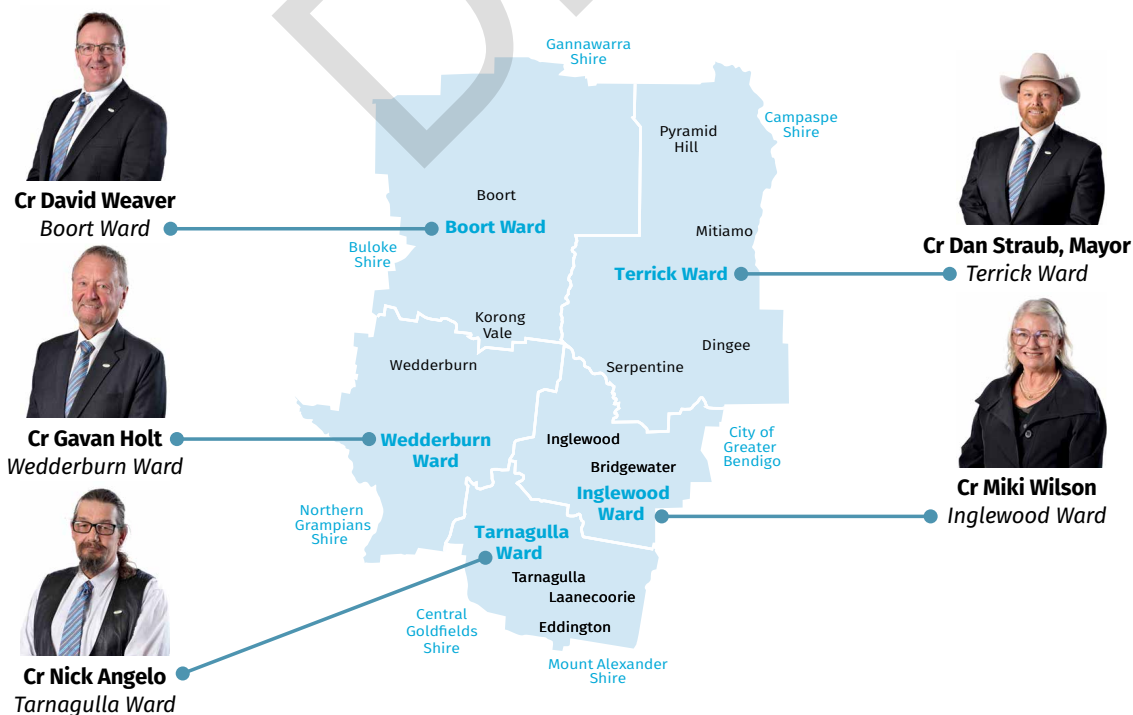
Loddon is among the most disadvantaged local government areas nationally.



Our Councillors

Loddon Shire Council is divided into five wards, with one Councillor elected to represent each ward. Working closely with the Management Executive Group, the Councillors set the strategic direction for the municipality, develop policies, identify service standards and monitor the performance across the organisation.

The current group of Councillors was elected in October 2024 for a four-year term. Each year the Councillors elect one of their peers to serve as Mayor for a 12-month term.

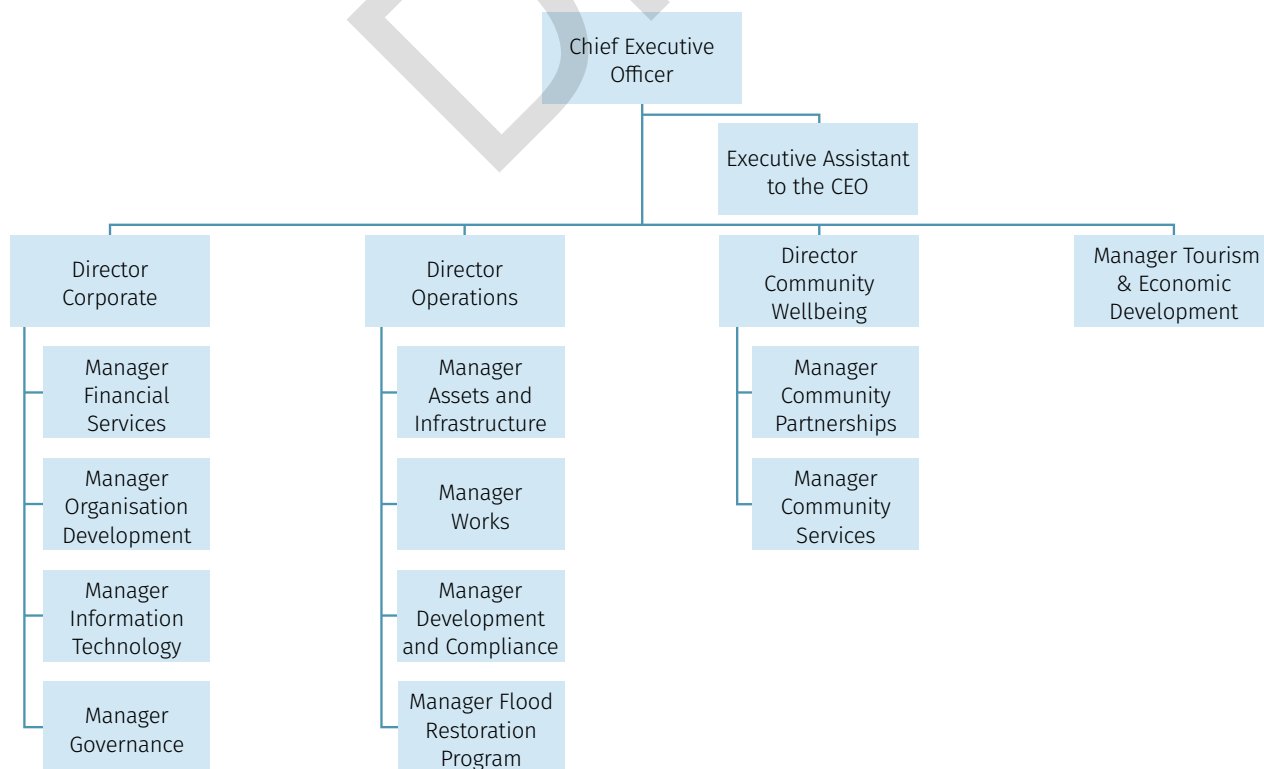




Our Organisation

Council is the governing body that appoints a Chief Executive Officer, who is responsible for managing the day-to-day operations in line with the strategic directions set out in the Council Plan. The Chief Executive Officer operates under the delegation of the elected Council and is responsible for the overall management and performance of the organisation.

Council officers play a vital role in ensuring that Council decisions and services are implemented, provide services and programs to the community and deliver local projects and initiatives. The organisational chart below shows the different departments within Council.





Integrated Planning and Reporting

The *Local Government Act 2020* requires each Council to prepare a Council Plan for a period of at least four financial years following a general election.

Council uses the Integrated Strategic Planning and Reporting Framework to guide how it works towards achieving the community's long-term goals.

This framework consists of long, medium and short-term plans, ensuring that priorities and available resources are aligned to achieve Council's strategic objectives.

As shown in the diagram below, every plan and document demonstrates how it supports the Community Vision 2035 and is underpinned by Council's values and principles.

Time horizon	Planning	Reporting
Long term (10 years)	Community Vision ✓ needs Financial Plan ✓ assumptions ✓ resources ✓ financial statements Asset Plan ✓ maintenance ✓ renewal	
Medium term (4 years)	Council Plan ✓ direction ✓ objectives ✓ strategies ✓ indicators ✓ initiatives Workforce Plan ✓ structure ✓ staffing Rating Plan ✓ principles ✓ structure	
Short term (1 year)	Annual Plan ✓ annual actions Budget ✓ services ✓ infrastructure ✓ initiatives ✓ rates ✓ financial statements	Quarterly Budget Report ✓ financial statements Annual Report ✓ report of operations ✓ performance statement ✓ financial statements



Definitions

Community Vision The Community Vision describes what everyone wants for our region and community over a 10-year period. It highlights what the community values and sets out its long-term vision and key priorities.

Financial Plan This outlines financial resources, decisions and assumption required to support the delivery of the Council Plan and other strategic plans. The Financial Plan defines monetary boundaries for the Council Plan, Asset Management Plan and other policies and strategies and budget processes over a 10-year period.

Asset Plan This Plan provides a long-term (10+ years) strategic and financial plan of how Council proposes to manage its \$526.7 million asset portfolio. This includes how we will maintain and upgrade existing assets, or renew, expand or purchase new assets, or decommission or disposal of assets which are no longer required.

Council Plan (incorporating the Municipal Public Health and Wellbeing Plan) A new Council Plan is developed every four years following Local Government elections. It sets out the strategic direction of Council and the organisation for the next four financial years. Informed by the Community Vision, it details key strategic and initiatives that will be delivered. The Municipal Health

and Wellbeing Plan aims to protect, improve and promote public health and wellbeing across the region.

Workforce Plan The Workforce Plan maps out Council's staffing needs to achieve the Council Plan, including ensuring gender equality, diversity and inclusiveness, aligned with our obligations under the *Gender Equality Act 2000*.

Revenue and Rating Plan The four-year Revenue and Rating Plan outlines the most appropriate and affordable revenue and rating approach for Loddon Shire Council, which in partnership with other income sources will finance the objectives in the Council Plan.

Annual Action Plans Annual Action Plans outline what Council plans to achieve during the coming 12 months, ensuring it aligns to our Community Vision and Council Plan.

Budget Council is required to develop a four-year budget under the *Local Government Act 2020*. This medium-term Budget sets the directions and priorities for the next four years. It includes things like managing waste, upgrading our infrastructure, community facilities and parks, operating our libraries, recreation centres, events and services to people.

Quarterly Budget Report Quarterly Budget Reports provide an analysis of Council's actual financial performance

over the previous three months, compared with the approved budget. Annual Report Council is required to detail Council's performance and financial status for the past financial year, providing a transparent account of its activities, achievements and challenges to the community and other stakeholders.

Performance Monitoring and Reporting The Local Government Performance and Reporting Framework improves transparency and accountability of Council's performance to ratepayers. It provides meaningful information to the public and is currently made up of 58 measures, and a government and management checklist of 27 items.

Council reports on these measures annually in line with State Government legislation. Council also utilises the services of internal and external Audit and Risk Committees, who oversee and monitor Council's operations and responsibilities.

Council also utilises the services of internal and external Audit and Risk Committees, who oversee and monitor Council's operations and responsibilities. This includes reviewing our financial management, governance processes, checking our internal controls and risk management strategies and ensuring Council operates in an ethical manner.



10 Loddon Shire Council Community Vision and Council Plan 2015-2020



How to read this plan

♥ Strategic objectives that deliver on Municipal Public Health and Wellbeing Plan are marked with this icon.

Strategic Direction

Council's long-term aspirations for our community, which reflect the Community Vision are *Thriving, Welcome, Live, Work and Experience*.

Strategic Objectives

These are the priorities Council aims to achieve under each strategic direction.

Strategies

These are the actions and approaches Council will take over the next four years to deliver on the strategic objectives.

Council's Role

Council has several roles in providing services to the community:

Deliver – Council will deliver initiatives and priorities that support the achievement of its objectives.

Partner – Council will partner with stakeholders and community groups to pursue and deliver on the priorities aligned with its objectives.

Facilitate – Council will assist others to pursue and deliver their priorities that are aligned with the objectives of this Council Plan.

Advocate – Council will communicate the community's interests and priorities to State and Federal Government and other decision makers that are aligned with the objectives of the Council Plan.

1. Thriving

Strategic Objectives:

- 1.1 We will deliver efficient and financially sustainable services that are regularly reviewed and improved to ensure value for money, relevance and effectiveness.**
- 1.2 We will strengthen economic and environmental sustainability through the provision of planned infrastructure and services designed for long term viability.**
- 1.3 We will strengthen community capacity to withstand the impacts of adverse climatic events through effective environmental management and infrastructure.**
- 1.4 We will promote community health and wellbeing in partnership with our community and service organisations, and through the delivery of our services.**

- 1.1 We will deliver efficient and financially sustainable services that are regularly reviewed and improved to ensure value for money, relevance and effectiveness.**

Strategies to achieve the strategic objective		Council's Role
1.1	a) <i>Develop and implement plans and strategies relating to our assets to guide the sustainable, efficient and consistent management of infrastructure in line with asset management principles.</i>	Deliver
	b) <i>Supporting long-term financial sustainability that facilitates the delivery of Council's strategic priorities and core service delivery.</i>	Deliver
	c) <i>Conduct a service review that explores sustainable models for aquatic facilities.</i>	Deliver
	d) <i>Procurement is conducted to support local suppliers and economic development where possible.</i>	Deliver

- 1.2 We will strengthen economic and environmental sustainability through the provision of planned infrastructure and services designed for long term viability.**

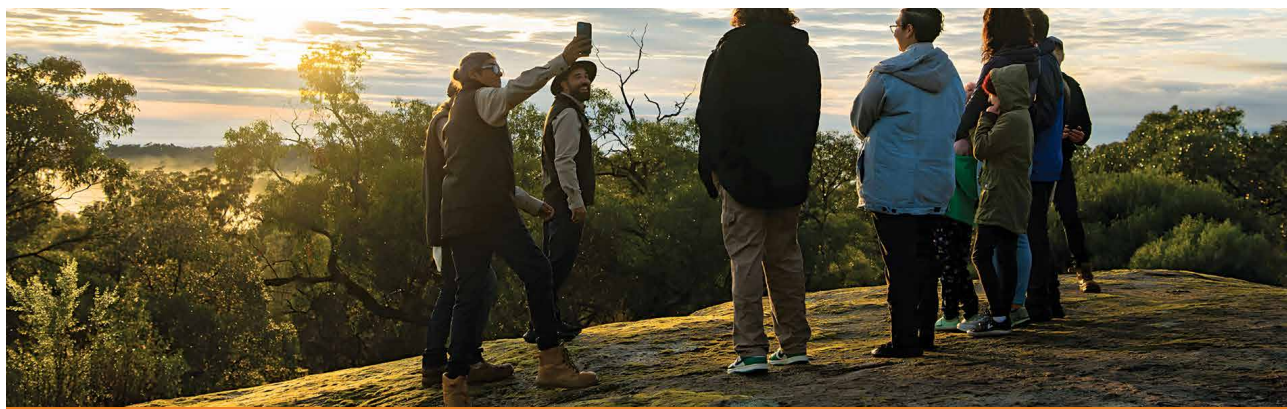
Strategies to achieve the strategic objective		Council's Role
1.2	a) <i>Recreation, open space, and aquatic facilities are strategically planned, maintained, and diversified in line with the Loddon Recreation Planning Framework, ensuring efficient use of resources and consistent service standards..</i>	Deliver
	b) <i>Significant infrastructure risks have detailed plans and strategies completed, ready for funding opportunities, in particular Skinners Flat Reservoir.</i>	Deliver
	c) <i>Prioritise sustainable practices in the planning, construction, and maintenance of roads and related infrastructure.</i>	Deliver
	d) <i>Advance waste diversion and resource recovery targets in line with national and state goals, including purchasing recycled products.</i>	Deliver

1.3 We will strengthen community capacity to withstand the impacts of adverse climatic events through effective environmental management and infrastructure

Strategies to achieve the strategic objective		Council's Role
1.3	a) <i>Establish a comprehensive understanding of flood risk, with effective measures implemented to mitigate impacts and reduce threats.</i>	Partner Advocate
	b) <i>Integrate environmentally sustainable design and water-sensitive urban design features in capital works projects and encourage community groups to develop sustainable facility management practices.</i>	Deliver Facilitate
	c) <i>♥ Community preparedness for a changing climate is strengthened and health impacts are reduced through locally tailored strategies and actions.</i>	Partner
	d) <i>Advocate and promote farm businesses and industry adopt best practice planning that recognises piped water as a strategic asset and builds resilience to reduced water allocations.</i>	Advocate

1.4 We will promote community health and wellbeing in partnership with our community and service organisations and through the delivery of our services.

Strategies to achieve the strategic objective		Council's Role
1.4	a) <i>♥ Supportive environments, targeted prevention initiatives, and equitable access to healthy choices across the community will support increased adoption of healthy lifestyle behaviours and reduced modifiable risk factors.</i>	Partner Advocate
	b) <i>♥ Mental wellbeing and increased social connection are supported through inclusive, community led initiatives that, reduce stigma, and support help-seeking and participation across all life stages.</i>	Partner Facilitate Advocate
	c) <i>♥ Access to and participation in quality early years services, leading to improved early childhood development, including early literacy, social connection, and school readiness.</i>	Deliver Partner Advocate
	d) <i>♥ Empowering communities to share responsibility for safety and inclusion initiatives will reduce all forms of violence and harm by promoting respectful relationships and advancing gender equality.</i>	Deliver Partner Facilitate Advocate
	e) <i>♥ Build and maintain strong partnerships with organisations, service providers and networks that promote health, wellbeing and social inclusion for our community.</i>	Deliver Partner
	f) <i>Promote positive ageing and social connectedness by delivering programs and activities for seniors, maintaining connection with senior's groups and enhancing access to information on aged care services.</i>	Deliver Partner
	g) <i>♥ Enhance health and wellbeing outcomes for our residents by fostering meaningful relationships, promoting cultural awareness and embedding cultural safety and respect into health and wellbeing services.</i>	Partner



2. Welcome

Strategic Objectives:

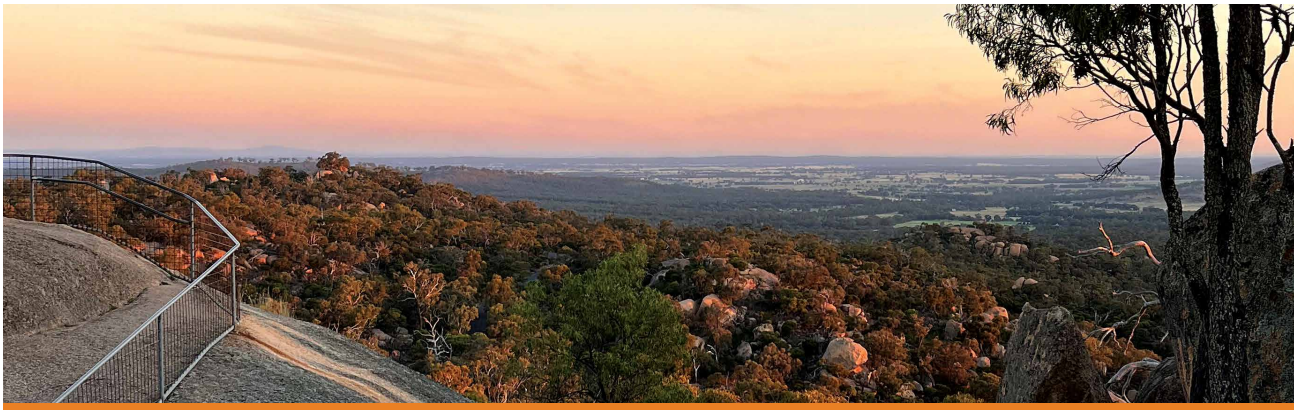
- 2.1 We will provide good governance to the municipal community by delivering inclusive, transparent and engaging policies, strategies and practices for the community and council operations.**
- 2.2 We will foster an inclusive, connected community by improving access and participation through inclusive planning, accessible infrastructure and recognition of diverse groups**
- 2.3 We will work in partnership with Registered Aboriginal Parties to deliver projects and programs which are mutually beneficial.**
- 2.4 We will strengthen community participation and sustainability by using contemporary methods to attract support and empower volunteers**

- 2.1 We will provide good governance to the municipal community by delivering inclusive, transparent and engaging policies, strategies and practices for the community and council operations.**

Strategies to achieve the strategic objective	Council's Role
2.1 a) Community engagement will be conducted utilising contemporary methods to ensure our community is actively engaged in civic activities.	Deliver
b) The Community Reference Group will reflect the community we serve.	Deliver
c) Councillors are engaged and seeking best practice methodologies for good governance.	Deliver
d) Development of a Good Governance Framework and action plan.	Deliver

- 2.2 We will foster an inclusive, connected community by improving access and participation through inclusive planning, accessible infrastructure and recognition of diverse groups.**

Strategies to achieve the strategic objective	Council's Role
2.2 a) Community inclusion and connection are strengthened through targeted programs, cultural events, accessible services and strategic advocacy.	Deliver Partner Facilitate Advocate
b) Planning and investment supports inclusive and welcoming places and spaces through data-informed decision-making, universal design, and integration of legislative obligations for accessibility, gender and equity considerations.	Deliver



2.3 We will work in partnership with Registered Aboriginal Parties to deliver projects and programs which are mutually beneficial.

Strategies to achieve the strategic objective		Council's Role
2.3	a) <i>Work with Traditional Custodians to share information and enhance legislative compliance.</i>	Partner
	b) <i>Collaborate on projects which deliver on the Council Plan and also the Dja Dja Wurrung's Country Plan.</i>	Partner

2.4 We will strengthen community participation and sustainability by using contemporary methods to attract support and empower volunteers.

Strategies to achieve the strategic objective		Council's Role
2.4	a) <i>Attract and retain a diverse, engaged volunteer base through promotion of opportunities, providing resources and recognising contributions.</i>	Deliver Partner Facilitate
	c) <i>Develop civic leadership by supporting enhanced volunteer capability building.</i>	Facilitate



3. Live

Strategic Objectives:

- 3.1 We will strengthen community outcomes through coordinated strategic advocacy.**
- 3.2 We will build thriving, liveable townships through diverse housing, supporting local enterprise and vibrant community experiences that make us unique.**
- 3.3 We will activate public spaces and recreational infrastructure to support community connection, active lifestyles and inclusive participation through a broad range of programs and events.**
- 3.4 We will identify, preserve and promote environmental and heritage assets as foundations for wellbeing and economic growth.**

3.1 We will strengthen community outcomes through coordinated strategic advocacy.

Strategies to achieve the strategic objective		Council's Role
3.1	a) Engage with community to understand external impacts and actively elevate the community's voice by advocating for their key priorities.	Facilitate Advocate
	b) Position local priorities on the agenda of State and Federal Governments.	Advocate
	c) Lead and collaborate with other Councils, regional bodies, peak bodies and other stakeholders to advocate at scale.	Deliver Facilitate

3.2 We will build thriving, liveable townships through diverse housing, supporting local enterprise and vibrant community experiences that make us unique.

Strategies to achieve the strategic objective		Council's Role
3.2	a) Support diverse and sustainable housing through associated infrastructure and planning that maintains community character and meets local needs, attracts workers and residents and drives economic and township growth.	Deliver Advocate
	b) Loddon is recognised as a preferred business location, attracting investment and a skilled workforce.	Deliver



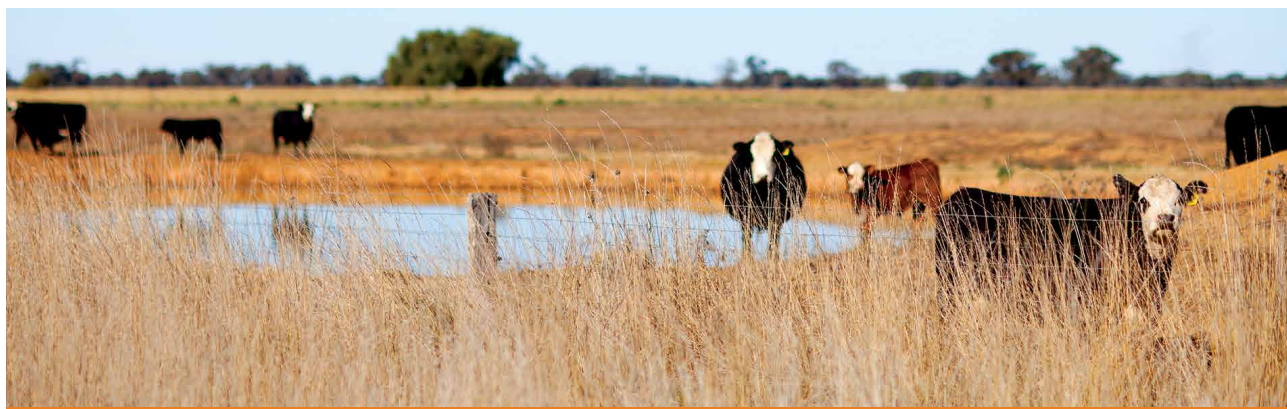
3.3 We will activate public spaces and recreational infrastructure to support community connection, active lifestyles and inclusive participation through a broad range of programs and events.

Strategies to achieve the strategic objective	Council's Role
3.3 a) Public spaces, sports reserves, and aquatic facilities are activated through inclusive design, diverse programming, and community partnerships—encouraging active lifestyles, social connection and local pride.	Deliver Partner Facilitate
b) Allocation of funding, determined through the annual budget process, to deliver on the community support policy, maintain and renew parks, play spaces, active recreation areas, tracks, trails, and aquatic facilities, ensuring they remain safe, accessible and valued by the community.	Deliver

3.4 We will identify, preserve and promote environmental and heritage assets as foundations for wellbeing and economic growth

Strategies to achieve the strategic objective	Council's Role
3.4 a) Environmental features and assets vital to the liveability, amenity, and economy of Loddon Shire are identified and effectively protected.	Deliver Partner
b) Heritage assets are identified and protected, preserving and promoting our unique story.	Deliver Partner





4. Work

Strategic Objectives:

- 4.1 We will support sustainable and innovative agriculture and industry through protection of productive land, development of local networks, water planning, circular economy practices and supply chain collaboration.**
- 4.2 Loddon Shire will deliver exceptional service to the community.**

4.1 We will support sustainable and innovative agriculture and industry through protection of productive land, development of local networks, water planning, circular economy practices and supply chain collaboration.

Strategies to achieve the strategic objective		Council's Role
4.1	a) Local producer and supply chain networks are established or leveraged to support knowledge sharing, foster innovation, to strengthen agricultural and industry connections across the region.	Facilitate
	b) Within the span of council responsibility, valuable and productive agricultural land is protected to ensure long-term food production and regional agricultural viability.	Deliver Advocate

4.2 Loddon Shire will deliver exceptional service to the community.

Strategies to achieve the strategic objective		Council's Role
4.2	a) Foster a culture where employees thrive, contribute meaningfully and promote Loddon as an employer of choice.	Deliver
	b) Attracting and retaining a skilled, diverse and engaged workforce.	Deliver
	c) Support youth employment pathways by providing opportunities for young individuals to gain valuable work experience, develop skills and pursue careers within the organisation.	Deliver
	d) Positive customer experiences will be supported by a high quality, efficient services, systems and processes.	Deliver



5. Experience

Strategic Objective:

5.1 We will grow Loddon's visitor economy through authentic local experiences, strong local and regional partnerships, quality visitor services and community-led initiatives.

5.1 We will grow Loddon's visitor economy through authentic local experiences, strong local and regional partnerships, quality visitor services and community-led initiatives.

Strategies to achieve the strategic objective		Council's Role
5.1	a) Build community pride and economic growth by strengthening local producer and retailer networks, and by developing authentic cultural, nature-based, agritourism, food & drink and arts product and experiences.	Deliver Partner Facilitate
	b) Implement local and shire-wide events which celebrate and share Loddon's unique culture and stories, engaging communities and attracting visitors who connect with the region's lifestyle, heritage and environment.	Partner Facilitate
	c) A strong and collaborative local visitor economy is supported and sustained through effective local and regional partnerships.	Deliver Partner
	d) Visitor servicing is effective and accessible across the Shire, supported by active volunteer involvement in community tourism committees, visitor infrastructure and events.	Deliver Partner Facilitate



Municipal Public Health and Wellbeing Plan

Council's plan for supporting the community's health and wellbeing

Local government plays a vital role in shaping the environments where people live, work, learn and play. Through health and wellbeing planning, councils can identify community needs, set priorities, and coordinate efforts to improve the health and quality of life for all residents.

Because Council has a close connection to their communities, we are uniquely placed to influence the factors that determine health and wellbeing, from access to safe public spaces to opportunities for social connection, active lifestyles and equitable access to our services.

By actively participating in this planning process, Council meets its legislative responsibilities and demonstrates a commitment to creating thriving, adaptable and inclusive communities. A focus on health and wellbeing outcomes benefits everyone, reducing preventable illness, supporting economic vitality and fostering a sense of belonging and safety for all.

Working towards positive health and wellbeing outcomes for our community is a shared responsibility, achieved through strong collaboration and active partnerships between Council, local health and wellbeing services, community organisations and other key agencies. By working together, we combine expertise, resources and local insight to bring coordinated, effective and sustainable actions together to address the community's priority health and wellbeing needs.

For the first time, Council has incorporated the Municipal Public Health and Wellbeing Plan into the Council Plan (the Plan). The Plan sets out Council's strategic approach to improving community health and wellbeing outcomes, reducing health inequities and enhancing livability across the Shire.

The Plan is prepared in accordance with the *Public Health and Wellbeing Act 2008*, which requires councils to work in partnership with the Victorian Government and other agencies to contribute to the achievement of the Victorian Public Health and Wellbeing Plan 2023–2027. Council will build on existing partnerships and seek new opportunities to collaborate across sectors to improve health and wellbeing outcomes for our community.



In developing the Plan, Council is also guided by the *Climate Change Act 2017*, which identifies local government as a decision-maker that must consider the impacts of climate change on health and wellbeing and the *Public Health and Wellbeing Act 2008* which requires Council to outline actions aimed at prevention of family violence.

The Victorian Public Health and Wellbeing Plan outlines ten key priorities for the state. Over the next four years, Loddon Shire Council, through the development of the five strategic focus areas below, will work towards addressing these statewide priorities, as well as local priorities identified through data analysis, feedback and legislative requirements.

Council developed the strategic focus areas through consultation with stakeholders and a detailed review of local health and population data. By focusing on these areas, Council will build on existing work with key partners and respond to the emerging needs of our community.

Strategies detailed within the Council plan align closely with the health and wellbeing focus areas identified below. Council's contribution to these priorities will be set out in Council's annual action plan, detailing the specific initiatives we will deliver. Partner health and wellbeing agencies will establish shared operational pillars, enabling us to work together in a coordinated and purposeful way to achieve actions that advance the health and wellbeing of our community.



\$554 Median weekly personal income
\$1,394 Median weekly family income
\$1,039 Median weekly household income



4.9% Attending pre-school
24% Primary education
20.5% Secondary education
9.6% University/technical institution



51.8% family with no children
34% family with children
12.6% one parent family



25.4% Population volunteer
 (14% Australia-wide comparison)
14.8% Provided unpaid care



These outcomes address Council's legislative responsibilities under the *Public Health and Wellbeing Act 2008*, demonstrate alignment with the Victorian Public Health and Wellbeing Plan 2023-2027 and outline Council's strategic approach to improving health, wellbeing and liveability across the Shire.

Healthy Start in Life

Outcome: Access to and participation in quality early years services, leading to improved early childhood development, including early literacy, social connection and school readiness.

Data shows that children in our region experience higher levels of vulnerability across the physical, language and communication domains, alongside lower levels of school readiness.

Quality early education lays the foundation for lifelong health and wellbeing. By supporting cognitive, social, and emotional development in the early years, children are more likely to succeed in school, develop healthy relationships, and build capacity to respond to life's challenges. Research shows that children who have access to quality early learning opportunities are less likely to experience poor health, unemployment, or social disadvantage later in life.

Early education fosters the skills, confidence and healthy habits that contribute to better physical and mental health outcomes well into adulthood.

Mental Wellbeing and Connection

Outcome: Mental wellbeing and increased social connection are supported through inclusive, community led initiatives that reduce stigma and support help-seeking and participation across all life stages.

With more than half of our residents experiencing moderate to high psychological distress and limited access to mental health services, improving mental wellbeing is a clear priority.

Mental health and social connection are central to the overall wellbeing of a community. When residents feel connected, supported, and able to access appropriate services, the risk of isolation, psychological distress, and related health issues is reduced.

Inclusive, community-led initiatives play a vital role in creating these supportive environments by promoting participation, fostering social networks and reducing stigma around seeking help. By engaging people across all stages of life, these initiatives not only strengthen individual capacity but also build a healthier, more cohesive community where everyone has the opportunity to thrive.

Healthy Lifestyles and Risk Reduction

Outcome: Supportive environments, targeted prevention initiatives and equitable access to healthy choices across the community will support increased adoption of healthy lifestyle behaviours and reduced modifiable risk factors.

Loddon Shire faces high rates of smoking, obesity, and preventable chronic illness, with only 41% of residents meeting recommended physical activity guidelines.

This focus area aims to improve equitable access to healthy choices for all community members. Through targeted prevention initiatives, such as promoting active living, supporting smoking cessation, delivery health education and advocating for early screen services, Council seeks to create lasting improvements in health and wellbeing.



Safe and Respectful Communities

Outcome: Empowering communities to share responsibility for safety and inclusion initiatives will reduce all forms of violence and harm by promoting respectful relationships and advancing gender equality.

The rate of family violence in Loddon Shire remains high and concerning children are present in 23% of reported incidents.

The impacts of family violence reach far beyond the immediate harm, contributing to long-term physical injury, psychological trauma, financial hardship and intergenerational cycles of disadvantage.

It can affect every aspect of a person's life, from their ability to participate in education and employment to their social connections and sense of safety.

Preventing violence and harm requires collective action, working together to promote respectful relationships, advance gender equality and build inclusive communities to create safer, healthier environments where individuals and families can thrive.

Tackling Climate Change and Its Impact on Health

Outcome: Community preparedness for a changing climate is strengthened and health impacts are reduced through locally tailored strategies and actions.

Rural communities across Loddon are increasingly facing the health consequences related to a changing climate including extreme heat, poor air quality, water stress or extreme weather events.

By strengthening community preparedness and adaptability to the impact climate change, people are better protected from its direct and indirect health impacts, such as heat-related illness, respiratory conditions and mental health challenges caused by environmental stressors.

Locally tailored strategies, such as emergency preparedness and climate-resilient infrastructure help communities to adapt to changing conditions. This proactive approach reduces health risks, supports wellbeing, and fosters stronger, more connected communities capable of responding to future challenges.



69.3% of adults report moderate to high psychological stress



41% of adults meet the recommended physical activity guidelines



6% of residents meet the recommended daily intake of fruit and vegetables



In 2024, **453** reported family violence incidents in Loddon Shire



Policies, Plans and Strategies



Council has a range of approved policies, plans and strategies that support the delivery of the strategic objectives set out in this Council Plan

Council's current policies, plans and strategies can be accessed by scanning the QR code or visiting www.loddon.vic.gov.au

Strategic Indicators

These measures will be used by Council to monitor and report on performance in achieving each strategic objective.

Adjusted underlying result

Community consultation and engagement

Community reference group demographics

Community satisfaction with council services

Community satisfaction with recreation facilities

Councillors undertaking mandatory councillor professional development training, workshops and conferences

Delivery of the annual infrastructure program

Early years initiatives supported

Early years programs meeting quality standards

Engagement with council social media

Facility decisions guided by the loddon recreation planning framework

Gross regional product

Increased local and visitor spend

Internal and external service reviews completed

Local government performance reporting measures

Loddon shire council workforce engagement, satisfaction and retention

New health and wellbeing initiatives delivered to the community

Number and value of certificates of occupancy and final inspections

Number of agencies engaged in delivery of the municipal public health and wellbeing plan

Number of businesses registered

Overall achievement of council plan

Planning permits approved

Population growth

Project management plans

Proportion of people who self-rate their health as good

Renewal gap trends

Road and infrastructure projects demonstrate compliance to industry standard practice

Volunteer rates

Waste diverted from landfill through recycling and resource recovery initiatives

Youth engaged in council work experience, traineeships or work placements



References

[Active Living Census 2019 – Healthy Loddon Campaspe](#)

[Australian Bureau of Statistics \(ABS\) Census 2021](#)

[Climate and Health Factsheets – Loddon Mallee Region](#)

[Dhelkunya Dja Country Plan 2014–2034](#)

[Loddon Mallee Public Health Unit Data Profile – 2024](#)

[Victorian Population Health Survey \(VPHS\) 2023 – Department of Health Victoria](#)

[WHLM Family Violence Stats 2024 – Women's Health Loddon Mallee](#)

Review and Reporting

The Council Plan is developed every four-years to respond to the evolving needs and long-term aspirations of our community.

To support the delivery of the Council Plan, Council will develop the Annual Plan 2025-2026, which will outline the specific actions to be undertaken during the financial year.

Progress against the Annual Plan will be reviewed at the end of each financial year and reported in the Annual Report, which includes the Report of Operations, Financial Statements and Performance Statements. Quarterly reports allow Council to oversee key actions and projects, ensuring they are completed on time and within budget. This review process ensures accountability, tracks the completion of actions and allows Council to respond to new priorities or funding opportunities as they arise.

At the conclusion of the Council term, the Council Plan will be reviewed to assess whether its strategic indicators and objectives have been achieved.





**Loddon Shire Council**

Postal address: PO Box 21, Wedderburn VIC 3518

Municipal office: 41 High Street, Wedderburn VIC 3518

Office hours: Monday to Friday 8.15am to 4.45pm

Telephone: (03) 5494 1200

Email: loddon@loddon.vic.gov.au

Website: www.loddon.vic.gov.au

5.2 DRAFT FINANCIAL PLAN 2025/26 - 2034/35 - SEEKING COMMUNITY FEEDBACK**File Number:****Author:** Ange Marshall, Acting Manager Financial Services**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer**Attachments:** 1. Draft Financial Plan 2025/26 - 2034/35 for Community Feedback**RECOMMENDATION**

That Council seek feedback from the community regarding the Draft Financial Plan 2025/26 – 2034/35 with the feedback period concluding on 30 September 2025.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council last adopted a Financial Plan on 28 June 2022. The Draft Financial Plan 2025/26 was previously discussed by Councillors at the Council Forum on 8 July 2025.

BACKGROUND

The financials for the current Financial Plan document (2022/23 – 2031/32) were developed as part of an initial service delivery project undertaken by CT Management. Since the adoption of the previous Plan, Council have developed in-house financials for future periods using internal systems and resources.

Council have also continued to review the strategic actions outlined in the document and report on these within each subsequent years' Annual Budget publication.

ISSUES/DISCUSSION

Section 91 of the *Local Government Act 2020* states:

1. *A Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices.*
2. *The scope of a Financial Plan is a period of at least the next 10 financial years.*
3. *A Financial Plan must include the following in the manner and form prescribed by the regulations—*
 - a) *statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;*
 - b) *information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);*
 - c) *statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan;*
 - d) *any other matters prescribed by the regulations.*
4. *Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election.*

In addition to satisfying the legislative requirements of the *Local Government Act 2020*, the draft 10-Year Financial Plan (the Plan) has been developed to provide Council with a framework for moving towards long-term financial sustainability and to support delivery of the Community Vision and Council Plan.

The Plan identifies a number of significant challenges, most notably that operating expenses are currently projected to grow at a higher rate than income, leading to an average annual operating deficit of approximately \$5.5 million and a cumulative deficit of \$55 million over the life of the Plan.

Without intervention, the Plan currently shows Council's cash reserves declining from \$35.6 million to \$3.15 million, which is not sustainable.

The Capital Works Statement also highlights an accruing renewal gap even with investment of an average of \$10 million per annum into Council's asset base, meaning Council is currently unable to fully fund the replacement of ageing assets.

These projections underscore the need for a change from 'business as usual'. Council will need to consider measures to increase revenue and/or reduce expenditure to restore financial sustainability. This includes reviewing how services are delivered, exploring efficiencies, and prioritising asset renewal.

Given the challenging outlook, Council will be asked in the near future to consider adopting a Plan with the understanding that a further refresh will occur in 12 months, supported by early work on Strategic Actions to improve forecasts, refine assumptions, and set a clearer pathway toward long-term financial sustainability.

Releasing the draft Plan for consultation will allow the community to provide feedback on those financial challenges, the potential responses, and the choices Council must make to ensure long-term sustainability.

COST/BENEFITS

Costs associated with developing the Plan and other financial documents are captured in existing operational budgets.

The benefits to Council and the community of developing a Financial Plan include building informed decision making around the long-term sustainability of Council's assets and operations. Transparent planning such as that included in the Plan builds community and stakeholder confidence around areas such as service continuity and funding readiness. The Plan will also assist the organisation to improve operational efficiency and identify savings which may allow resources to be used more effectively for the benefit of the community.

A consultative and timely process also contributes to regulatory compliance in line with the *Local Government Act 2020*, and allows the community to provide feedback to Council on the content of the document.

RISK ANALYSIS

There are many risks associated with financial sustainability that the Plan looks to assist the organisation and Council in addressing. There is a risk that Council expenditure will exceed budget at a point in time or that Council does not have enough cash to deliver the required services in the future, however, this risk is minimised through a range of monitoring and reporting activities as well as delivery of the strategic actions as proposed in the Plan.

CONSULTATION AND ENGAGEMENT

In the drafting of the initial Plan assumptions, actions and financials, consultation has been undertaken with key internal stakeholders including leadership teams and the organisation's Management Executive Group. Presentations to Council and Council's Audit and Risk Committee for discussion were also held in July 2025.

In this report Council is considering the release of the Draft Financial Plan for consultation with the community ahead of considering adoption of the Plan at its October 2025 Council Meeting.

LODDON SHIRE COUNCIL

DRAFT FINANCIAL PLAN 2025-26 TO 2034-35



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Financial Services
INTERNAL COMMITTEE ENDORSEMENT:	Audit and Risk Committee
APPROVED BY:	Council
DATE ADOPTED:	TBA
VERSION NUMBER:	2
REVIEW DATE:	22/08/2025
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Draft Community Vision 2035 Draft Council Plan 2025-2029 Annual Budget Draft Asset Plan 2025/26 – 2034/35
RELATED LEGISLATION:	Local Government Act 2020
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\FINANCE\LTFP\2025-2026\Financial Plan 2025-26 to 2034-35

Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire website to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.

ACKNOWLEDGEMENT OF COUNTRY

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.

CONTENTS

1	PURPOSE	2
2	STRATEGIC CONTEXT	2
3	BUDGET IMPLICATIONS	2
4	RISK ANALYSIS	2
5	LEGISLATIVE REQUIREMENTS	4
	5.1 Strategic planning principles	5
	5.2 Financial management principles	5
	5.3 Engagement principles	6
	5.4 Service performance principles	6
	5.5 Asset Plan integration	7
6	FINANCIAL PLAN CONTEXT	8
	6.1 Financial sustainability factors	8
	6.2 Strategic actions	8
	6.3 Assumptions to the Financial Plan statements	11
	6.3.1 Comprehensive Income Statement	11
	6.3.2 Assumptions	11
	6.3.3 Consumer Price Index (CPI)	12
	6.3.4 Rates and charges increase	12
	6.3.5 Population growth	12
	6.3.6 Statutory fees and fines	12
	6.3.7 User fees	12
	6.3.8 Waste charges	12
	6.3.9 VLGGC grants	12
	6.3.10 Grants – other	13
	6.3.11 Grants – non-recurrent	13
	6.3.12 Interest rate income	13
	6.3.13 Employee costs	13
	6.3.14 Materials and services	13
	6.3.15 Depreciation	13
	6.3.16 Borrowing costs	13
	6.3.17 Other expenses	13
	6.4 Other matters impacting the 10-year financial projections	14
	6.4.1 Cash reserves	14
7	FINANCIAL PLAN STATEMENTS	15
	7.1 Comprehensive Income Statement	15
	7.2 Balance Sheet	16
	7.3 Statement of Changes in Equity	17
	7.4 Statement of Cash Flows	19
	7.5 Statement of Capital Works	20
	7.6 Statement of Human Resources	20
	7.7 Statement of Financial Reserves	22

8	FINANCIAL PERFORMANCE INDICATORS.....	23
8.1	Financial performance indicators	23
8.1.1	Operating position	23
8.1.2	Liquidity	23
8.1.3	Obligations.....	24
8.1.4	Stability	24
8.1.5	Efficiency	25
8.2	Other performance indicators.....	25
9	STRATEGIES AND PLANS	25
9.1	Revenue and Rating Plan	25
9.2	Borrowing Policy	26
9.2.1	Current debt position	26
9.2.2	Future borrowing requirements	26
9.2.3	Performance indicators.....	26
9.3	Financial Reserves Policy	26
9.3.1	Council Reserves	26
10	BENEFIT ASSESSMENT	27

**DRAFT FINANCIAL PLAN 2025-26 to 2034-35****EXECUTIVE SUMMARY**

This 10-year Financial Plan has been developed to guide Council in long-term decision making and to support achievement towards the Community Vision and Council Plan.

Over the next 10 years Council's Comprehensive Income Statement is predicting that rates will increase by the estimated rate cap amount set annually by the State Government. This provides rate income of \$13.66 million in 2025/26 to \$17.96 million in 2034/35. It is expected that Council's recurring grants will continue to provide a similar amount of income to rates. Total operating income is therefore projected at \$33.12 million in 2025/26 to \$43.92 million in 2034/35.

Operating expenses are expected to increase at a higher rate than income. Employee costs, and materials and consumables are expected to increase by more than the consumer price index and the rate cap increase due to market forces. These increases, together with depreciation and other operating expenses, result in annual operating expenses of \$40.25 million in 2025/26 to \$48.87 million in 2034/35.

The result is an average operating deficit of approximately \$5.50 million annually. The cumulative impact of these annual deficits is \$55.02M over the 10-year period. This means that 'business-as-usual' will result in Council needing to either increase revenue or reduce expenses to ensure its financial sustainability by the end of the Plan.

Council's Balance Sheet shows declining cash levels from \$35.66 million down to \$3.15 million over the 10 years, which is unsustainable. Therefore to work towards a more stabilised financial position, Council will need to critically review how it delivers services. Actions to improve these results are underway and improvements in future reports are expected. There are no new borrowings over the life of the plan, and there are no existing borrowings.

The Capital Works Statement shows renewal and upgrade of assets at an average of over \$10.0 million per annum. However this falls short of the required funds to fully renew assets as they deteriorate, and means that Council will see a general decline in the condition of some assets.

Council recognises that a consistent shortfall in income, declining cash reserves and declining asset condition is not an ideal formula to help deliver on the Community Vision and the Council Plan 2025-2029. After adoption of its Financial Plan in 2022, Council worked on a number of strategic actions over a three year period, which helped to reduce Council's forecast cumulative deficit over the life of the Plan by over \$6.8 million. Within this Financial Plan, Council will maintain a number of these activities, and add others so that strategic actions continue to address the challenges identified for Loddon Shire now and into the future. These actions along with progress on existing activities are outlined in Section 6.2.

In accordance with Council's Community Engagement Policy and principles in the *Local Government Act 2020*, Council will engage with the community, seeking feedback on the Financial Plan, noting that increases in revenue and/or reduction in expenses are key to ensure Council's financial sustainability in the long term.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

1 PURPOSE

The purpose of this document is to set out the 10-year financial resources necessary to implement the initiatives and priorities of the Council Plan to achieve the aspirations of the Community Vision.

2 STRATEGIC CONTEXT

During the preparation of this Plan, community and Council are working together to document a refreshed Community Vision 2035 and Council Plan 2025-2029 to outline the priorities that Council aims to achieve over the course of their term.

The community has revisited its vision towards 2035 which is currently drafted as:

Thriving communities where everyone is welcome and all have the opportunity to live, work and create experiences.

Council has identified five draft strategic directions in direct support of the draft Community Vision:



The development of the draft Council Plan 2025-2029 outlines Council's commitment to the community in working towards the Community Vision and has identified the strategic objectives that fit within the five strategic directions. Under each objective will be actions that Council intends to implement to achieve these priorities. This Financial Plan is the resource document that ensures Council has the human and financial resources to achieve these actions.

3 BUDGET IMPLICATIONS

This document forms the basis for the development of Council's Annual Budget each year. As strategic actions are realised from this Plan, it will be important for Council to review figures included in the Plan during each budget period to maintain currency of forecasts and assumptions.

4 RISK ANALYSIS

Developing this Financial Plan ensures compliance with the Local Government Act 2020. More importantly it provides Council with a long-term view of its financial position based on a set of assumptions which are set out in the document. From this view Council can make more informed decisions about financial resource allocation over the long term.

Council acknowledges the risks associated with its long term financial position, particularly as rates and external grant income which represent a significant proportion of Council's annual income, are limited in opportunities for growth and are substantially driven by external factors. Council is also conscious about rising costs and inflationary pressures felt across its operational and capital expenditure.

At the time of preparation of this Plan, Council's Strategic Risks are under review by Council, however Council's existing Strategic Risks feature themes of financial sustainability:



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

Council's heavy reliance on recurrent grants and rating income, and Council's limited ability to raise additional revenue, may result in loss of services to the community and Council being financially unsustainable over time.

This risk's Inherent Risk Level was classified as 'medium', and its Residual Risk Level was classified as 'low' with the following controls being applied to the existing Strategic Risk:

Control Measure	Type	Control Measure Description	Effectiveness
Departmental Strategic Document	Preventative	Council has developed a Financial Plan that covers 10 years and incorporates all expected income and expenditure.	Good
Monitoring Progress	Detective	Council's officers monitor their financial results monthly.	Excellent
Monitoring Progress	Detective	The Audit and Risk Committee and Council review the financial report quarterly.	Excellent
Monitoring Progress	Detective	The Financial Statements are subject to external audit.	Excellent
Departmental Strategic Document	Preventative	Asset management plans are developed for infrastructure assets.	Fair
Departmental Strategic Document	Preventative	Actions contained in strategic plans are costed across the life of the plan.	Good
Departmental Strategic Document	Preventative	Use of reserves to fund future major projects, purchases and works.	Excellent
Departmental Strategic Document	Preventative	Council has a robust process for ensuring accurate reporting to the Victorian Grants Commission.	Excellent
Work Instructions	Preventative	Council has the option to apply for a variation to the rate cap as a way of raising additional income.	Poor
Work Instructions	Preventative	Council has developed a Service Review Plan 2023-2027 to outline the priority areas for review.	Fair
Work Instructions	Preventative	Council has developed a Revenue and Rating Plan to determine the most appropriate and affordable revenue and rating approach for Loddon Shire Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.	Excellent

As Council's review of its Strategic Risks continues, risk statements, their assessments and controls will be reviewed and reflected in the Financial Plan to ensure it remains as considerate as possible to the current risk environment.

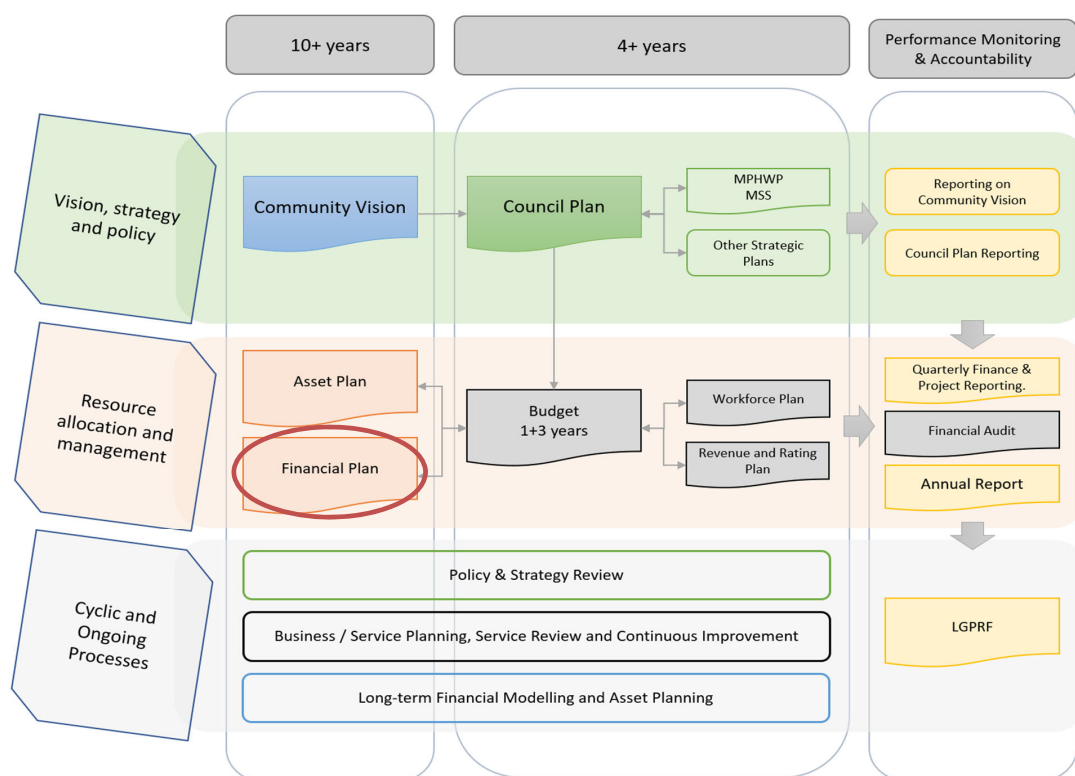
Council has also outlined a number of strategic actions to assist in improving the financial sustainability of Council, with many of these related to the risks faced by Council in this space. These actions can be found in in Section 6.2 of this Plan with additional benefit assessments of the actions outlined in Section 10.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

5 LEGISLATIVE REQUIREMENTS

This section describes how the Financial Plan links to the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework (depicted below) guides the Council in identifying community initiatives and priorities over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable to those initiatives and priorities (Annual Report).



Demonstration how each element might inform or be informed by other parts of the integrated framework.

Each of the framework key documents are explained below:

Community Vision

A community vision reflects the consensus view of the future the community wants and needs, and the high-level actions required to achieve desired outcomes.

Financial Plan

A Financial Plan is used by Council, community and the organisation to ensure the long-term viability and sustainability of Council. It supports the achievement of the Community Vision and establishes investment and spending thresholds.

Asset Plan

The Asset Plan ensures effective management and stewardship of community assets.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

Council Plan

Council Plan outlines the agenda for a new Council and supports the Community Vision through strategic objectives and strategies.

Revenue and Rating Plan

Revenue and Rating Plan outlines a medium-term view of how Council will raise revenue to support activities and achievement of Council Plan strategies and objectives.

Annual Budget

Council will develop and adopt a budget each year that describes in more detail the way in which revenue will be raised and expenditure directed. The budget must include 3-year financial projections as well as description of services, major initiatives and performance measures.

Workforce Plan

The Chief Executive Officer must prepare and maintain a 4-year Workforce Plan.

Annual Report and Local Government Performance Reporting Framework

Council is accountable for its performance through the Annual Report, Local Government Performance Reporting Framework and mandatory quarterly financial reports that are presented to Council.

Many Councils develop and maintain additional mechanisms to ensure public accountability, these include quarterly reporting on achievement of capital works and Council Plan initiatives, and routine reporting on project, program and policy initiatives.

5.1 Strategic planning principles

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

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council's Financial Plan addresses the Community Vision by funding the initiatives and priorities of the Council Plan. The Council Plan initiatives and priorities are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the initiatives and priorities of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. These risks are noted in Section 5.2.2 below.
- e) The Financial Plan provides for ongoing monitoring of progress and regular reviews to identify and adapt to changing circumstances.

5.2 Financial management principles

The Financial Plan demonstrates the following financial management principles:

- 1. Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

2. Management of the following financial risks:
 - a) The financial viability of the Council (refer to Section 6.1 Financial Policy Statements)
 - b) The management of current and future liabilities of the Council. The estimated 10-year liabilities are disclosed in Section 7.2 Balance Sheet projections; and
 - c) The beneficial enterprises of Council.
3. Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
4. Council maintains accounts and records that explain its financial operations and financial position (refer Section 7 Financial Statements).

5.3 Engagement principles

Council has adopted a Community Engagement Policy and has implemented the following consultation process to ensure due consideration is given and feedback is received from its community:

- a) draft Financial Plan prepared and discussed with Councillors
- b) community engagement is conducted by seeking community feedback on the draft Plan using local news outlets and social media
- c) hearing of public submissions to the Financial Plan at a Council Forum
- d) draft Financial Plan, including any revisions, presented to Council meeting for adoption.

5.4 Service performance principles

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

- a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- b) services should be accessible to the members of the municipal community for whom the services are intended;
- c) quality and costs standards for services set by the Council should provide good value to the municipal community;
- d) Council will seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

5.5 Asset Plan integration

The purpose of the Asset Plan is to ensure 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 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment findings as well as the impact of reviewing and setting intervention and service levels for each asset class.

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

Council has developed a Draft Asset Plan which is expected to be adopted, in line with the required legislation requirement by 31 October 2025.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

6 FINANCIAL PLAN CONTEXT

This section describes the context, external/internal environments and considerations in which the 10-year financial assumptions and projections were determined.

6.1 Financial sustainability factors

A number of policy statements and associated measures help to explore Council's financial sustainability. Each policy statement has an indicator to assist in measuring where Council is performing well towards being financially sustainable and where it may require further improvements. The projections included in the following table reflect the current Financial Plan assumptions. The goal of Council's Strategic Actions as identified in the Financial Plan will be to move Council closer to target as the improvement actions are undertaken.

Policy Statement	Measure	Target	Forecast Actual	Year 1 Adopted Budget	Year 2 Adopted Budget	Year 3 Adopted Budget	Year 4 Adopted Budget	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Employee costs with limited increases*	Employee costs current year/employee cost prior year	<3%	-14%	27%	-3%	3%	3%	3%	3%	3%	3%	3%	3%
Reduce the asset renewal gap	Asset replacement and upgrade/depreciation	90-100%	143%	63%	74%	76%	74%	72%	75%	71%	69%	68%	67%
Consistent surplus results	Total comprehensive result	>\$0	17,098,023	(7,134,109)	(5,541,967)	(5,280,780)	(5,600,375)	(5,236,731)	(5,689,695)	(5,099,031)	(5,464,680)	(5,031,488)	(4,949,440)
No borrowings	Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
All employee provisions will be cash backed	Cash on hand less total of employee provisions	>\$0	20,674,169	35,015,996	30,911,310	26,879,403	22,570,732	17,986,866	12,969,993	10,250,713	5,456,070	1,650,799	(1,599,678)
All reserves will be cash backed	Cash on hand less total of reserves	>\$0	11,540,246	26,779,078	21,925,513	17,113,377	12,272,954	7,717,387	3,025,053	(773,732)	(5,301,680)	(8,855,291)	(12,121,337)
Maintain a positive cash flow result over the life of the plan	Cash & cash equivalents	>\$0	25,176,405	39,767,864	35,663,178	31,631,271	27,322,600	22,738,734	17,721,861	15,002,581	10,207,938	6,402,667	3,152,190

Guide: Within Target Approaching outside of target range Outside of target

* An internal control has been put in place to ensure that employee costs do not increase outside the Enterprise Agreement set over the 4-year period. This ensures that employee costs can be monitored and maintained to a consistent level.

6.2 Strategic actions

Council has identified the following strategic actions that will support the financial sustainability of the Council and support the initiatives and priorities of the Community Vision and Council Plan.

A Benefits Assessment of the strategic actions has been included in Section 10 of this report, which shows the extent of value each will add, and the significance of their impact on the financial results. The strategic actions include:

Priority	Description	Impact on the Financial Plan	Note	Type
High	Review depreciation rates within each of the asset plans to ensure they are reflective of the useful lives of each asset class.	Adjustment: Depreciation expense and asset values. Impacts: Operating expenditure in the Comprehensive Income Statement. Also impacts the balance of the infrastructure assets group within the Balance Sheet. Desired outcome: Reduction in annual deficits.	Carry forward item	Prior year



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

Priority	Description	Impact on the Financial Plan	Note	Type
High	Review Asset Management Plans (including the service levels within) to understand required maintenance and renewal levels to maintain the service levels of each asset class. Within this review, investigate rationalisation, removal of, consolidation of and maintenance options of these assets.	Adjustment: Maintenance costs and the required level of renewal/upgrade of the asset.	Carry forward item	Prior year
		Impacts: Operating expenditure in the Comprehensive Income Statement. Also impacts renewal/upgrade infrastructure costs within the Capital Expenditure Statement.		
		Desired outcome: Reduction in the operating maintenance expenditure and renewal/upgrade expenditure.		
High	Formalise with Council a set of Council specific 'Financial Sustainable Indicators'. This includes the detail of the indicator and the acceptable limit set by Council.	Adjustment: Improved financial sustainability reporting to Council and ability to predict more accurate future spend.	New item	New
		Impact: Operating expenditure, operating income and capital expenditure.		
		Desired outcome: Reduction in operating and capital expenditure.		
High	Investigate and report to MEG if the process of 'zero based budgeting' is suitable option in order to assist Council in becoming more financially sustainable in the long term.	Adjustment: Potential to gain savings in operating expenditure. Opportunity to 'reset' the base expenditure at all service levels.	New item	New
		Impact: Operating expenditure.		
		Desired outcome: Reduction in operating expenditure within the Comprehensive Income Statement.		
High	Review Road Management Plan (including Road Register) to determine the service, maintenance and renewal levels for Council.	Adjustment: Maintenance costs and the required level of renewal/upgrade of the asset.	New item	New
		Impacts: Operating expenditure in the Comprehensive Income Statement. Also impacts renewal/upgrade infrastructure costs within the Capital Expenditure Statement.		
		Desired outcome: Reduction in the operating maintenance expenditure and renewal/upgrade expenditure.		



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

Priority	Description	Impact on the Financial Plan	Note	Type
High	Continue development of 'strategic resource plan' to ensure 'shovel ready' projects when funding becomes available.	Adjustment: Allocation of project expenditure and income to reflect more accurate timing.	Carry forward item - new project title	Prior year
		Impact: Operating expenditure, operating income and capital expenditure.		
		Desired outcome: Improved forward financial planning for major projects within the Capital Works Statement and operating expenditure within the Comprehensive Income Statement.		
Medium	In conjunction with the Project Management Framework, review and report to Council on historical infrastructure program delivery to assess what future contingency rates should be set for a variety of project types.	Adjustment: Infrastructure capital project allocations.	Carry forward item	Prior year
		Impacts: Capital project expenditure with the Capital Works Statement.		
		Desired outcome: Reduction in the capital works, higher delivery rates of capital works.		
Medium	Develop and implement a service review program to ensure services are efficient and cost-effective for the community.	Adjustment: Reflect cost-effective service delivery costs.	Carry forward item - updated description	Prior year
		Impact: Operating expenditure and operating income.		
		Desired outcome: More streamlined processes which will lead to a reduction in operating expenditure with the Comprehensive Income Statement.		
Medium	Investigate and report to Council the cost vs benefits of applying for a rate cap variation to the Essential Services Commission after above initiatives have been explored.	Adjustment: Increased rate revenue for Council.	Carry forward item	Prior year
		Impact: Operating income.		
		Desired outcome: Increase to ongoing rate revenue within the Comprehensive Income Statement.		
Medium	Explore panel and supply contracts available to Council.	Adjustment: Potential to gain more competitive pricing, time savings and steady any market volatility.	New item	New
		Impact: Operating expenditure.		
		Desired outcome: Reduction in operating expenditure within the Comprehensive Income Statement.		
Medium	Review discretionary fees and charges. What would 'full cost recovery' for services be and what is Council's appetite to increase fees to reflect this.	Adjustment: Increased income.	New item	New
		Impact: Operating income.		
		Desired outcome: Increase to the operating income within the Comprehensive Income Statement.		



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

Priority	Description	Impact on the Financial Plan	Note	Type
Low	Review Financial Reserves Policy to ensure cash is not constrained unnecessarily.	Adjustment: Movement in reserve levels and available reserves.	Carry forward item	Prior year
		Impact: Balance Sheet and available operating expenditure.		
		Desired outcome: Increase in cash and cash equivalents in Balance Sheet and offsetting a reduction in Other Reserves.		
Low	Explore shared services options available to Council.	Adjustment: Potential to decrease costs or improve services.	Carry forward item	Prior year
		Impact: Operating expenditure.		
		Desired outcome: Reduction in operating expenditure within the Comprehensive Income Statement.		

6.3 Assumptions to the Financial Plan statements

6.3.1 Comprehensive Income Statement

This section presents information regarding the assumptions to the Comprehensive Income Statement (Section 7.1) for the 10 years from 2025/26 to 2034/35.

6.3.2 Assumptions

The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement. The indicators shown are a percentage escalation movement.

Year ending	Ref.	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Consumer Price Index (CPI)	6.3.3	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Rates and municipal charges escalation	6.3.4	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Rates and charges growth	6.3.5	0.00%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%
Statutory fees and fines	6.3.6	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
User fees	6.3.7	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Waste charges	6.3.8	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%
VLGGC grants *	6.3.9	4.64%	4.64%	4.64%	4.64%	4.64%	4.64%	4.64%	4.64%	4.64%	4.64%
Grants – other	6.3.10	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Grants – non-recurrent	6.3.11	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Interest rate income	6.3.13	\$800K	\$800K	\$800K	\$800K	\$800K	\$800K	\$800K	\$800K	\$800K	\$800K
Employee costs	6.3.14	3.50%^	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Materials and services	6.3.15	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Depreciation	6.3.16	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Borrowing costs	6.3.17	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other expenses	6.3.18	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%

* VLGGC grants are those provided by the Victorian Local Government Grants Commission.

^ Includes 0.5% increase of super guarantee to 12%



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

6.3.3 Consumer Price Index (CPI)

CPI is difficult to predict and forward figures are not projected by the Australian Bureau of Statistics. CPI forecasts used by the State Government in their 2025/26 Budget and over the following three years are reflected as follows:

Year	Forecast 2024/25 (%)	Budget 2025/26 (%)	Budget 2026/27 (%)	Budget 2027/28 (%)	Budget 2028/29 (%)
CPI	2.5	2.75	2.75	2.5	2.5

A conservative increase of 2.3% has been estimated for the life of this Financial Plan. It will be an important indicator for Council to monitor over time.

6.3.4 Rates and charges increase

The plan assumes base rate revenue will increase by 3% for the 2025/26 year, based on the state government rate cap, with estimated future annual increases of 3.0% per annum for the ensuing years of the Financial Plan. The State government does not provide an indication of future rate cap increases. Rates and charges includes Council's waste service charges.

6.3.5 Population growth

Council adopted an Economic Development Strategy in August 2024. One of the strategic objectives is that Loddon will be known for its lifestyle and opportunities, offering equitable access to services and employment. This Strategy notes that the southern sectors of the Shire are poised for growth. If this is achieved, the population of the Shire could be expected to increase to 8066 people; an average annual increase of 0.7%. In this Financial Plan, Council has taken a conservative view, setting growth at 0.4%.

6.3.6 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, at the same amount as the estimated future annual increase in rates and charges, 3.0%. This is a conservative estimate as many fees are outside the control of Council. Based on recent history, statutory fees and fines may increase at the rate of CPI or remain fixed for several years.

6.3.7 User fees

The Plan outlines that revenue from user fees is expected to increase by 3.0% annually. Details of user fees for the 2025/26 budget year can be found in Council's Fees and Charges Schedule that is adopted in conjunction with the budget. This increase is in line with the estimated future annual increase in rates and charges.

6.3.8 Waste charges

Waste charges are proposed to increase by 2.9% in order to recover the total cost of waste management incurred across the Shire. Future years' waste charges are estimated to increase at the same rate but will be assessed annually to ensure Council continues to recover the full costs of providing waste services.

6.3.9 VLGGC grants

Council currently receives grants via the Victorian Local Government Grants Commission (VLGGC). There are two types of grants in this funding stream – the General Purpose Grant which is used to fund the operational activities and services of Council, and the Local Roads Grant which is used to fund road and related infrastructure maintenance. Council has assumed that these grants will increase on an annual basis by 4.64%. This is based on historic trends of growth in this funding stream.

**DRAFT FINANCIAL PLAN 2025-26 to 2034-35****6.3.10 Grants – other**

Council has assumed an escalation percentage of 2.3% for other grants. This is a figure in line with forecast CPI and includes service income such as early years programs.

6.3.11 Grants – non-recurrent

Non-recurrent grants are once-off grants that Council receives to assist in the delivery of a specific operating or capital project. Where non-recurrent funds are sought to deliver a project, this has been included within the Financial Plan. It is expected that if this funding is not approved, the project will not commence, or other sources of funding will be required.

6.3.12 Interest rate income

Based on Council's cash position, an amount of \$800K per year has been assumed. This is likely to be underestimated in early years of the Plan, and given current cash trajectory, over-estimated in outer years. Therefore should be closely monitored when the Plan is reviewed alongside the Budget.

6.3.13 Employee costs

The 2025/26 year includes a 3.0% increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Agreement. Council is currently in negotiations for its next Enterprise Agreement and has based indexation of employee costs on Enterprise Agreements recently finalised by similar Councils.

6.3.14 Materials and services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drainage and footpaths which are governed more by market forces and product availability rather than CPI. Other associated costs included under this category are utilities and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and auditing.

6.3.15 Depreciation

Depreciation estimates have been set at 2.0%. Council is currently completing work on various asset management plans along with assessment of useful lives of these assets to ensure estimates of depreciation continue to be recognised accurately.

6.3.16 Borrowing costs

Borrowing costs comprise the interest charged on Council's borrowings. Council currently does not have borrowings, and the Financial Plan indicates no new borrowings over the life of the Plan.

6.3.17 Other expenses

Other expenses include administration costs such as those associated with the day to day running of Council. CPI has been used to escalate these amounts.



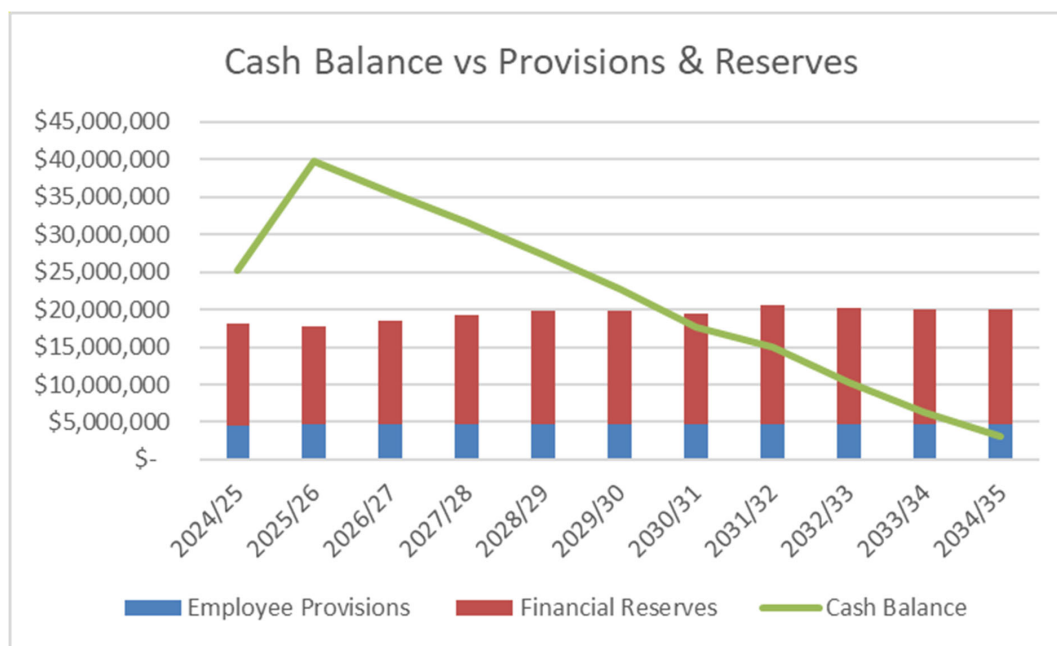
DRAFT FINANCIAL PLAN 2025-26 to 2034-35

6.4 Other matters impacting the 10-year financial projections

6.4.1 Cash reserves

Council is committed to ensuring it has sufficient cash to fund discretionary reserves and all current and non-current employee provisions.

In the years ending 2031 onwards within this Financial Plan is projecting there will not be sufficient cash to do this. This highlights the importance of the strategic actions identified in Section 6.2.





DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7 FINANCIAL PLAN STATEMENTS

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

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

7.1 Comprehensive Income Statement

	Forecast Actual 2024/25 \$	Year 1 Adopted Budget 2025/26 \$	Year 2 Adopted Budget 2026/27 \$	Year 3 Adopted Budget 2027/28 \$	Year 4 Adopted Budget 2028/29 \$	Year 5 2029/30 \$	Year 6 2030/31 \$	Year 7 2031/32 \$	Year 8 2032/33 \$	Year 9 2033/34 \$	Year 10 2034/35 \$
Income / Revenue											
Rates and charges	13,244,494	13,663,558	14,158,160	14,586,052	15,026,939	15,481,215	15,949,286	16,431,571	16,928,515	17,440,547	17,968,000
Statutory fees and fines	370,395	308,848	315,954	323,220	330,654	338,258	346,038	353,997	362,137	370,467	378,000
User fees	912,622	681,460	697,237	713,382	729,908	746,828	764,141	781,865	800,006	818,577	837,000
Grants - operating	30,922,449	13,326,837	13,316,727	13,901,123	14,511,934	15,150,367	15,817,690	16,515,226	17,244,358	18,006,538	18,803,000
Grants - capital	2,189,530	3,820,374	4,536,694	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467
Contributions - monetary	18,152	-	-	-	-	-	-	-	-	-	-
Reimbursements	1,110,951	519,556	342,166	344,747	347,386	350,086	352,848	355,674	358,564	361,521	364,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Other income	1,939,825	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Total income / revenue	50,708,418	33,120,633	34,166,939	35,443,991	36,522,288	37,642,221	38,805,470	40,013,800	41,269,047	42,573,117	43,927,000
Expenses											
Employee costs	12,051,191	15,313,133	14,798,679	15,240,016	15,694,561	16,162,737	16,644,923	17,141,543	17,653,054	18,179,884	18,722,000
Materials and services	13,298,317	13,848,489	13,581,375	13,910,739	14,617,011	14,687,186	15,584,494	15,464,051	16,327,108	16,419,882	16,893,000
Depreciation - right of use assets	7,902,299	10,725,233	10,939,738	11,158,532	11,381,703	11,609,337	11,841,524	12,078,354	12,319,921	12,566,320	12,817,000
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Finance costs - leases	-	-	-	-	-	-	-	-	-	-	-
Other expenses	358,588	367,887	389,114	415,485	429,387	419,691	424,233	428,882	433,643	438,518	443,000
Total expenses	33,610,395	40,254,742	39,708,906	40,724,772	42,122,663	42,878,952	44,495,165	45,112,831	46,733,727	47,604,605	48,877,000
Surplus/(deficit) for the year	17,098,023	(7,134,109)	(5,541,967)	(5,280,780)	(5,600,375)	(5,236,731)	(5,689,695)	(5,099,031)	(5,464,680)	(5,031,488)	(4,949,000)
Other comprehensive income											
Other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result surplus/(deficit)	17,098,023	(7,134,109)	(5,541,967)	(5,280,780)	(5,600,375)	(5,236,731)	(5,689,695)	(5,099,031)	(5,464,680)	(5,031,488)	(4,949,000)



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7.2 Balance Sheet

	Forecast Actual 2024/25 \$	Year 1 Adopted Budget 2025/26 \$	Year 2 Adopted Budget 2026/27 \$	Year 3 Adopted Budget 2027/28 \$	Year 4 Adopted Budget 2028/29 \$	Year 5 2029/30 \$	Year 6 2030/31 \$	Year 7 2031/32 \$	Year 8 2032/33 \$	Year 9 2033/34 \$	Year 10 2034/35 \$
Assets											
Current assets											
Cash and cash equivalents	25,176,405	20,488,527	35,663,178	31,631,271	27,322,600	22,738,734	17,721,861	15,002,581	10,207,938	6,402,667	3,152,000
Trade and other receivables	1,133,815	636,022	636,022	636,022	636,022	636,022	636,022	636,022	636,022	636,022	636,022
Other financial assets	293,630	293,630	293,630	293,630	293,630	293,630	293,630	293,630	293,630	293,630	293,630
Inventories	-	-	-	-	-	-	-	-	-	-	-
Prepayments	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as held for sale	491,805	491,805	491,805	491,805	491,805	491,805	491,805	491,805	491,805	491,805	491,805
Total current assets	27,095,655	21,909,984	37,084,635	33,052,728	28,744,057	24,160,191	19,143,318	16,424,038	11,629,395	7,824,124	4,673,457
Non-current assets											
Trade and other receivables	-	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant and equipment	434,798,327	445,445,116	457,385,941	469,866,782	482,671,809	496,468,093	510,605,649	523,406,536	538,296,652	553,019,592	567,668,000
Right of use assets	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	2,705,783	2,705,783	2,705,783	2,705,783	2,705,783	2,705,783	2,705,783	2,705,783	2,705,783	2,705,783	2,705,783
Total non-current assets	437,504,110	448,150,899	460,091,724	472,572,565	485,377,592	499,173,876	513,311,432	526,112,319	541,002,435	555,725,375	570,374,783
Total assets	464,599,765	470,060,883	497,176,359	505,625,293	514,121,649	523,334,067	532,454,750	542,536,357	552,631,830	563,549,499	574,948,240
Liabilities											
Current liabilities											
Trade and other payables	1,113,248	426,491	426,491	426,491	426,491	426,491	426,491	426,491	426,491	426,491	426,491
Trust funds and deposits	527,052	500,700	500,700	500,700	500,700	500,700	500,700	500,700	500,700	500,700	500,700
Provisions	2,378,022	2,289,653	2,289,653	2,289,653	2,289,653	2,289,653	2,289,653	2,289,653	2,289,653	2,289,653	2,289,653
Interest bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	4,018,322	3,216,844	3,216,844	3,216,844	3,216,844	3,216,844	3,216,844	3,216,844	3,216,844	3,216,844	3,216,844
Non-current liabilities											
Provisions	2,124,214	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215
Interest bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Unearned income/revenue	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	2,124,214	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215	2,462,215
Total liabilities	6,142,536	5,679,059	5,679,059	5,679,059	5,679,059	5,679,059	5,679,059	5,679,059	5,679,059	5,679,059	5,679,059
NET ASSETS	458,457,229	464,381,824	491,497,300	499,946,234	508,442,590	517,655,008	526,775,691	536,857,298	546,952,771	557,870,440	569,269,181
Equity											
Accumulated surplus	101,965,199	95,478,463	108,466,953	102,405,943	96,273,817	91,065,385	85,700,229	79,521,693	74,323,708	69,543,880	64,578,000
Asset revaluation reserve	342,855,871	355,914,575	369,292,682	383,022,397	397,119,127	411,568,275	426,378,652	441,559,289	457,119,441	473,068,597	489,416,000
Other reserves	13,636,159	12,988,786	13,737,665	14,517,894	15,049,646	15,021,347	14,696,808	15,776,313	15,509,618	15,257,958	15,273,181
TOTAL EQUITY	458,457,229	464,381,824	491,497,300	499,946,234	508,442,590	517,655,008	526,775,691	536,857,298	546,952,771	557,870,440	569,269,181



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7.3 Statement of Changes in Equity

2024/2025 Forecast Actual		Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$	\$	\$	\$
Balance at beginning of the financial year		449,337,678	100,714,871	330,338,083	18,284,724
Surplus / (deficit) for the year		(3,398,237)	(3,398,237)	-	-
Net asset revaluation gain / (loss)		12,517,788	-	12,517,788	-
Transfer to other reserves		-	(5,729,487)	-	5,729,487
Transfer from other reserves		-	10,378,053	-	(10,378,053)
Balance at end of financial year		458,457,229	101,965,199	342,855,871	13,636,159
2025/2026 Budget		Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$	\$	\$	\$
Balance at beginning of the financial year		458,457,229	101,965,199	342,855,871	13,636,159
Surplus / (deficit) for the year		(7,134,109)	(7,134,109)	-	-
Net asset revaluation gain / (loss)		13,058,704	-	13,058,704	-
Transfer to other reserves		-	(1,873,481)	-	1,873,481
Transfer from other reserves		-	2,520,854	-	(2,520,854)
Balance at end of financial year		464,381,824	95,478,463	355,914,575	12,988,786
2026/2027 Projection		Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$	\$	\$	\$
Balance at beginning of the financial year		483,661,161	114,757,800	355,914,575	12,988,786
Surplus / (deficit) for the year		(5,541,967)	(5,541,967)	-	-
Net asset revaluation gain / (loss)		13,378,107	-	13,378,107	-
Transfer to other reserves		-	(1,846,740)	-	1,846,740
Transfer from other reserves		-	1,097,861	-	(1,097,861)
Balance at end of financial year		491,497,300	108,466,953	369,292,682	13,737,665
2027/2028 Projection		Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$	\$	\$	\$
Balance at beginning of the financial year		491,497,300	108,466,953	369,292,682	13,737,665
Surplus / (deficit) for the year		(5,280,780)	(5,280,780)	-	-
Net asset revaluation gain / (loss)		13,729,715	-	13,729,715	-
Transfer to other reserves		-	(1,854,989)	-	1,854,989
Transfer from other reserves		-	1,074,760	-	(1,074,760)
Balance at end of financial year		499,946,234	102,405,943	383,022,397	14,517,894
2028/2029 Projection		Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$	\$	\$	\$
Balance at beginning of the financial year		499,946,234	102,405,943	383,022,397	14,517,894
Surplus / (deficit) for the year		(5,600,375)	(5,600,375)	-	-
Net asset revaluation gain / (loss)		14,096,730	-	14,096,730	-
Transfer to other reserves		-	(1,863,424)	-	1,863,424
Transfer from other reserves		-	1,331,672	-	(1,331,672)
Balance at end of financial year		508,442,589	96,273,816	397,119,127	15,049,646
2029/2030 Projection		Total	Accumulated surplus	Revaluation reserve	Other reserves
		\$	\$	\$	\$
Balance at beginning of the financial year		508,442,589	96,273,816	397,119,127	15,049,646
Surplus / (deficit) for the year		(5,236,731)	(5,236,731)	-	-
Net asset revaluation gain / (loss)		14,449,148	-	14,449,148	-
Transfer to other reserves		-	(1,872,045)	-	1,872,045
Transfer from other reserves		-	1,900,344	-	(1,900,344)
Balance at end of financial year		517,655,006	91,065,384	411,568,275	15,021,347



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7.3 Statement of Changes in Equity (continued)

	Total	Accumulated surplus	Revaluation reserve	Other reserves
	\$	\$	\$	\$
2030/31 Projection				
Balance at beginning of the financial year	517,655,006	91,065,384	411,568,275	15,021,347
Surplus / (deficit) for the year	(5,689,695)	(5,689,695)	-	-
Net asset revaluation gain / (loss)	14,810,377	-	14,810,377	-
Transfer to other reserves	-	(1,880,858)	-	1,880,858
Transfer from other reserves	-	2,205,397	-	(2,205,397)
Balance at end of financial year	526,775,688	85,700,228	426,378,652	14,696,808
2031/32 Projection				
Balance at beginning of the financial year	526,775,688	85,700,228	426,378,652	14,696,808
Surplus / (deficit) for the year	(5,099,031)	(5,099,031)	-	-
Net asset revaluation gain / (loss)	15,180,636	-	15,180,636	-
Transfer to other reserves	-	(1,889,870)	-	1,889,870
Transfer from other reserves	-	810,365	-	(810,365)
Balance at end of financial year	536,857,294	79,521,692	441,559,289	15,776,313
2032/33 Projection				
Balance at beginning of the financial year	536,857,294	79,521,692	441,559,289	15,776,313
Surplus / (deficit) for the year	(5,464,680)	(5,464,680)	-	-
Net asset revaluation gain / (loss)	15,560,152	-	15,560,152	-
Transfer to other reserves	-	(1,899,080)	-	1,899,080
Transfer from other reserves	-	2,165,775	-	(2,165,775)
Balance at end of financial year	546,952,766	74,323,707	457,119,441	15,509,618
2033/34 Projection				
Balance at beginning of the financial year	546,952,766	74,323,707	457,119,441	15,509,618
Surplus / (deficit) for the year	(5,031,488)	(5,031,488)	-	-
Net asset revaluation gain / (loss)	15,949,156	-	15,949,156	-
Transfer to other reserves	-	(1,908,497)	-	1,908,497
Transfer from other reserves	-	2,160,157	-	(2,160,157)
Balance at end of financial year	557,870,434	69,543,879	473,068,597	15,257,958
2034/35 Projection				
Balance at beginning of the financial year	557,870,434	69,543,879	473,068,597	15,257,958
Surplus / (deficit) for the year	(4,949,440)	(4,949,440)	-	-
Net asset revaluation gain / (loss)	16,347,885	-	16,347,885	-
Transfer to other reserves	-	(1,918,123)	-	1,918,123
Transfer from other reserves	-	1,902,554	-	(1,902,554)
Balance at end of financial year	569,268,879	64,578,870	489,416,482	15,273,527



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7.4 Statement of Cash Flows

	Forecast Actual 2024/25 \$	Year 1 Adopted Budget 2025/26 \$	Year 2 Adopted Budget 2026/27 \$	Year 3 Adopted Budget 2027/28 \$	Year 4 Adopted Budget 2028/29 \$	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35
Cash flows from operating activities											
Receipts											
Rates and charges	13,679,242	14,078,101	14,158,160	14,586,052	15,026,939	15,481,215	15,949,286	16,431,571	16,928,515	17,440,547	17,968,139
Statutory fees and fines	269,953	364,804	315,954	323,220	330,654	338,258	346,038	353,997	362,137	370,467	378,988
User fees	971,829	919,096	697,237	713,382	729,908	746,828	764,141	781,865	800,006	818,577	837,583
Grants - operating	34,915,007	13,593,374	13,316,727	13,901,123	14,511,934	15,150,367	15,817,690	16,515,226	17,244,358	18,006,538	18,803,275
Grants - capital	7,085,432	3,896,781	4,536,694	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467	4,775,467
Contributions - monetary	17,329	-	-	-	-	-	-	-	-	-	-
Interest received	2,038,803	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Trust funds and deposits taken	-	-	-	-	-	-	-	-	-	-	-
Other receipts	436,377	529,947	342,166	344,747	347,386	350,086	352,848	355,674	358,564	361,521	364,546
Net GST refund/payment	(208,270)	(208,270)	-	-	-	-	-	-	-	-	-
Operating receipts	59,205,702	33,973,833	34,166,938	35,443,991	36,522,288	37,642,221	38,805,470	40,013,800	41,269,047	42,573,117	43,927,998
Payments											
Employee costs	(14,582,662)	(15,091,825)	(14,798,679)	(15,240,016)	(15,694,561)	(16,162,737)	(16,644,923)	(17,141,543)	(17,653,054)	(18,179,884)	(18,722,496)
Materials and services	(38,347,489)	(15,230,216)	(13,970,489)	(14,326,224)	(15,046,398)	(15,106,877)	(16,008,717)	(15,892,933)	(16,760,751)	(16,858,400)	(17,337,295)
Trust funds and deposits repaid	(27,740)	(26,352)	-	-	-	-	-	-	-	-	-
Short-term, low value and variable lease payments	-	-	-	-	-	-	-	-	-	-	-
Other payments	-	-	-	-	-	-	-	-	-	-	-
Operating payments	(52,957,891)	(30,348,393)	(28,769,168)	(29,566,240)	(30,740,959)	(31,269,614)	(32,653,640)	(33,034,476)	(34,413,805)	(35,038,284)	(36,069,791)
Net cash provided by/(used in) operating activities	6,247,811	3,625,440	5,397,770	5,877,751	5,781,329	6,372,607	6,151,830	6,979,324	6,855,242	7,534,833	7,868,207
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(16,027,685)	(8,313,318)	(9,502,456)	(9,909,658)	(10,090,000)	(10,956,473)	(11,168,703)	(9,698,604)	(11,649,885)	(11,340,104)	(11,118,684)
Payment for investments	-	-	-	-	-	-	-	-	-	-	-
Decrease in term deposits	32,197,145	-	-	-	-	-	-	-	-	-	-
Loans and advances made	-	-	-	-	-	-	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	16,169,460	(8,313,318)	(9,502,456)	(9,909,658)	(10,090,000)	(10,956,473)	(11,168,703)	(9,698,604)	(11,649,885)	(11,340,104)	(11,118,684)
Cash flows from financing activities											
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by (used in) financing activities	-	-	-	-	-	-	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	22,417,271	(4,687,878)	(4,104,686)	(4,031,907)	(4,308,671)	(4,583,866)	(5,016,873)	(2,719,280)	(4,794,643)	(3,805,271)	(3,250,477)
Cash and cash equivalents at the beginning of the year	2,759,134	44,455,742	39,767,864	35,663,178	31,631,271	27,322,600	22,738,734	17,721,861	15,002,581	10,207,938	6,402,667
Cash and cash equivalents at the end of the year	25,176,405	39,767,864	35,663,178	31,631,271	27,322,600	22,738,734	17,721,861	15,002,581	10,207,938	6,402,667	3,152,190



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7.5 Statement of Capital Works

	Forecast Actual 2024/25	Projections									
		Year 1 Adopted Budget 2025/26	Year 2 Adopted Budget 2026/27	Year 3 Adopted Budget 2027/28	Year 4 Adopted Budget 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital works areas											
Land and buildings	892,469	399,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000	405,000
Office furniture and equipment	157,200	43,500	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000
Plant and equipment	1,333,297	1,390,000	1,330,968	1,334,221	1,588,732	2,446,815	2,173,691	1,050,411	3,001,681	2,691,900	2,470,480
Footpaths	998,700	375,402	532,217	547,670	551,938	553,628	555,836	456,668	563,842	563,842	563,842
Roadworks	5,162,256	4,792,256	5,903,261	6,422,830	6,460,026	6,548,933	6,629,764	6,821,525	6,714,362	6,714,362	6,714,362
Urban and road drainage	1,533,953	767,500	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Recreation, leisure and community facilities	3,556,814	839,910	866,010	734,937	619,304	537,097	939,412	500,000	500,000	500,000	500,000
Parks, open space and streetscapes	2,605,414	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-
Total capital works	16,240,103	8,607,568	9,502,456	9,909,658	10,090,000	10,956,473	11,168,703	9,698,604	11,649,885	11,340,104	11,118,684
Represented by:											
New asset expenditure	1,982,952	1,838,374	1,445,968	1,449,221	1,703,732	2,561,815	2,288,691	1,165,411	3,116,681	2,806,900	2,585,480
Asset renewal expenditure	7,437,320	6,306,694	8,056,488	8,460,437	8,386,268	8,394,658	8,880,012	8,533,193	8,533,204	8,533,204	8,533,204
Asset expansion expenditure	2,960,301	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	3,859,530	462,500	-	-	-	-	-	-	-	-	-
Total capital works expenditure	16,240,103	8,607,568	9,502,456	9,909,658	10,090,000	10,956,473	11,168,703	9,698,604	11,649,885	11,340,104	11,118,684

7.6 Statement of Human Resources

	Projections									
	Year 1 Adopted Budget 2025/26	Year 2 Adopted Budget 2026/27	Year 3 Adopted Budget 2027/28	Year 4 Adopted Budget 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Executive services										
Permanent - Full time										
- Female	100,512	103,527	106,633	109,832	113,127	116,521	120,017	123,617	127,326	131,145
- Male	602,784	620,868	639,494	658,678	678,439	698,792	719,756	741,348	763,589	786,496
Permanent - Part time										
- Female	157,052	161,764	166,616	171,615	176,763	182,066	187,528	193,154	198,949	204,917
- Male	74,060	76,282	78,570	80,927	83,355	85,856	88,432	91,084	93,817	96,632
Total executive services	934,408	962,440	991,313	1,021,063	1,051,684	1,083,235	1,115,732	1,149,204	1,183,680	1,219,191
Community wellbeing										
Permanent - Full time										
- Female	732,683	754,663	777,303	800,622	824,641	849,380	874,862	901,108	928,141	955,985
- Male	461,539	475,385	489,647	504,336	519,466	535,050	551,102	567,635	584,664	602,204
Permanent - Part time										
- Female	1,322,951	1,362,640	1,403,519	1,445,624	1,488,993	1,533,663	1,579,673	1,627,063	1,675,875	1,726,151
- Male	90,174	92,879	95,666	98,536	101,492	104,536	107,672	110,903	114,230	117,657
Total community wellbeing	2,607,347	2,685,567	2,766,134	2,849,118	2,934,592	3,022,630	3,113,309	3,206,708	3,302,909	3,401,996
Corporate services										
Permanent - Full time										
- Female	1,462,740	1,426,622	1,469,421	1,513,503	1,558,909	1,605,676	1,653,846	1,703,462	1,754,565	1,807,202
- Male	469,303	403,382	415,484	427,948	440,787	454,010	467,630	481,659	496,109	510,992
Permanent - Part time										
- Female	421,380	434,021	447,042	460,453	474,267	488,495	503,150	518,244	533,792	549,805
- Male	-	-	-	-	-	-	-	-	-	-
Total corporate services	2,353,423	2,264,026	2,331,946	2,401,905	2,473,962	2,548,181	2,624,626	2,703,365	2,784,466	2,868,000
Operations										
Permanent - Full time										
- Female	504,646	519,785	535,379	551,440	567,984	585,023	602,574	620,651	639,270	658,445
- Male	6,139,325	5,737,502	5,915,580	6,099,465	6,282,449	6,470,923	6,665,050	6,865,002	7,070,952	7,283,080
Permanent - Part time										
- Female	152,307	156,876	161,582	166,430	171,423	176,566	181,863	187,318	192,938	198,726
- Male	500,971	516,000	531,480	547,425	563,847	580,763	598,186	616,131	634,615	653,654
Total operations	7,297,249	6,930,163	7,144,021	7,364,760	7,585,703	7,813,274	8,047,672	8,289,102	8,537,775	8,793,905
Casuals and temporary staff	-	-	-	-	-	-	-	-	-	-
Capitalised labour costs	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	13,192,426	12,842,197	13,233,416	13,636,836	14,045,941	14,467,320	14,901,339	15,348,379	15,808,831	16,283,096



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7.6 Statement of Human Resources (continued)

	Year 1 Adopted Budget 2025/26 EFT	Year 2 Adopted Budget 2026/27 EFT	Year 3 Adopted Budget 2027/28 EFT	Year 4 Adopted Budget 2028/29 EFT	Year 5 2029/30 EFT	Year 6 2030/31 EFT	Year 7 2031/32 EFT	Year 8 2032/33 EFT	Year 9 2033/34 EFT	Year 10 2034/35 EFT
Executive services										
Permanent - Full time										
- Female	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
- Male	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Permanent - Part time										
- Female	1.83	1.83	1.83	1.83	1.83	1.83	1.83	1.83	1.83	1.83
- Male	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74
Total executive services	7.57	7.57	7.57	7.57	7.57	7.57	7.57	7.57	7.57	7.57
Community wellbeing										
Permanent - Full time										
- Female	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
- Male	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Permanent - Part time										
- Female	14.65	14.65	14.65	14.65	14.65	14.65	14.65	14.65	14.65	14.65
- Male	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27	1.27
Total community wellbeing	26.92	26.92	26.92	26.92	26.92	26.92	26.92	26.92	26.92	26.92
Corporate services										
Permanent - Full time										
- Female	15.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00
- Male	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Permanent - Part time										
- Female	4.53	4.53	4.53	4.53	4.53	4.53	4.53	4.53	4.53	4.53
- Male	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total corporate services	23.53	21.53	21.53	21.53	21.53	21.53	21.53	21.53	21.53	21.53
Operations										
Permanent - Full time										
- Female	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
- Male	70.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00
Permanent - Part time										
- Female	1.43	1.43	1.43	1.43	1.43	1.43	1.43	1.43	1.43	1.43
- Male	6.93	6.93	6.93	6.93	6.93	6.93	6.93	6.93	6.93	6.93
Total operations	84.36	79.36	79.36	79.36	79.36	79.36	79.36	79.36	79.36	79.36
Casuals and temporary staff	0.00	0.00	0.00	0.00	1.00	2.00	3.00	4.00	5.00	6.00
Capitalised labour costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total staff expenditure	142.38	135.38	135.38	135.38	136.38	137.38	138.38	139.38	140.38	141.38

Note: Where there are permanent part-time roles identified within the table these are true part-time roles. There are few circumstances where the part time information outlined above is the result of a job shared arrangement.

	Forecast Actual 2024/25 \$	Year 1 Adopted Budget 2025/26 \$	Year 2 Adopted Budget 2026/27 \$	Year 3 Adopted Budget 2027/28 \$	Year 4 Adopted Budget 2028/29 \$	Year 5 2029/30 \$	Year 6 2030/31 \$	Year 7 2031/32 \$	Year 8 2032/33 \$	Year 9 2033/34 \$	Year 10 2034/35 \$
Staff expenditure											
Employee labour - operating	13,053,181	13,192,426	12,842,197	13,233,416	13,636,836	14,045,941	14,467,319	14,901,339	15,348,379	15,808,830	16,283,095
Employee labour - capital	-	-	-	-	-	-	-	-	-	-	-
Total staff expenditure*	13,053,181	13,192,426	12,842,197	13,233,416	13,636,836	14,045,941	14,467,319	14,901,339	15,348,379	15,808,830	16,283,095
Staff numbers EFT**	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Employees	146.38	142.38	135.38	135.38	135.38	136.38	137.38	138.38	139.38	140.38	141.38
Total staff numbers EFT	146.38	142.38	135.38	135.38	135.38	136.38	137.38	138.38	139.38	140.38	141.38



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

7.7 Statement of Financial Reserves

	Forecast	Projections									
	Actual 2024/25 \$	Year 1 Adopted Budget 2025/26 \$	Year 2 Adopted Budget 2026/27 \$	Year 3 Adopted Budget 2027/28 \$	Year 4 Adopted Budget 2028/29 \$	Year 5 2029/30 \$	Year 6 2030/31 \$	Year 7 2031/32 \$	Year 8 2032/33 \$	Year 9 2033/34 \$	Year 2034 \$
Discretionary											
Capital expenditure reserve	27,613	27,613	27,613	27,613	27,613	27,613	27,613	27,613	27,613	27,613	27,613
Caravan park development reserve	480,358	613,298	613,298	613,298	613,298	613,298	613,298	613,298	613,298	613,298	613,298
Community planning reserve	1,469,030	1,469,030	1,469,030	1,469,030	1,469,030	1,469,030	1,469,030	1,469,030	1,469,030	1,469,030	1,469,030
Gravel and sand pit reserve	432,218	80,319	80,319	80,319	80,319	80,319	80,319	80,319	80,319	80,319	80,319
Heritage loan scheme reserve	100,000	-	-	-	-	-	-	-	-	-	-
Land and buildings reserve	1,222,592	1,222,592	1,222,592	1,222,592	1,222,592	1,222,592	1,222,592	1,222,592	1,222,592	1,222,592	1,222,592
Little Lake Boort water reserve	17,604	-	-	-	-	-	-	-	-	-	-
Major projects reserve	378,485	378,485	378,485	378,485	378,485	378,485	378,485	378,485	378,485	378,485	378,485
Community loans scheme reserve	100,000	-	-	-	-	-	-	-	-	-	-
Superannuation liability reserve	1,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Unsuitable premises enforcement reserve	100,000	-	-	-	-	-	-	-	-	-	-
Unspent grants reserve	92,829	92,829	92,829	92,829	92,829	92,829	92,829	92,829	92,829	92,829	92,829
Waste management reserve	379,510	414,450	414,450	414,450	414,450	414,450	414,450	414,450	414,450	414,450	414,450
Fleet replacement reserve	843,744	901,994	1,650,873	2,431,102	2,962,854	2,934,555	2,610,016	3,689,521	3,422,826	3,171,166	3,186,716
Information technology reserve	590,900	590,900	590,900	590,900	590,900	590,900	590,900	590,900	590,900	590,900	590,900
Plant replacement reserve	660,402	1,006,402	1,006,402	1,006,402	1,006,402	1,006,402	1,006,402	1,006,402	1,006,402	1,006,402	1,006,402
Professional development reserve	14,992	14,992	14,992	14,992	14,992	14,992	14,992	14,992	14,992	14,992	14,992
Swimming pool major projects reserve	50,000	-	-	-	-	-	-	-	-	-	-
Urban drainage and reservoir reserve	1,833,660	1,833,660	1,833,660	1,833,660	1,833,660	1,833,660	1,833,660	1,833,660	1,833,660	1,833,660	1,833,660
Flood restoration reserve	3,842,220	3,842,220	3,842,220	3,842,220	3,842,220	3,842,220	3,842,220	3,842,220	3,842,220	3,842,220	3,842,220
Total discretionary reserves	13,636,157	12,988,784	13,737,665	14,517,894	15,049,646	15,021,347	14,696,808	15,776,313	15,509,618	15,257,958	15,273,516



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

8 FINANCIAL PERFORMANCE INDICATORS

8.1 Financial performance indicators

The following tables highlight Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the strategic objectives and financial management principles.

These indicators are also reported within the Local Government Performance Reporting Framework (the Framework). The Framework is made up of a range of measures, including roads, planning, animal management and waste. It is complemented by a Governance and Management checklist, which shows the policies, plans and procedures in place by Council. Together, they build a comprehensive picture of council performance which can be viewed on the Know Your Council website.

8.1.1 Operating position

Council's operating position is measured with one indicator: the adjusted underlying result.

Indicator	Measure	Target	Forecast Actual	Year 1 Adopted Budget	Year 2 Adopted Budget	Year 3 Adopted Budget	Year 4 Adopted Budget	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Adjusted Underlying Result	Adjusted underlying surplus/(deficit)/Adjusted underlying revenue	>0%	35%	-24%	-19%	-17%	-18%	-16%	-17%	-14%	-15%	-13%	-13%	+

Adjusted underlying result: The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result.

The adjusted underlying result continues to be a deficit position, albeit lessening each year. Council will investigate opportunities to increase revenue or decrease expenses to bring about a balanced budget or small surplus.

8.1.2 Liquidity

Council's liquidity is measured with two indicators: working capital and unrestricted cash.

		Forecast Actual	Year 1 Adopted Budget	Year 2 Adopted Budget	Year 3 Adopted Budget	Year 4 Adopted Budget	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Indicator	Measure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend
Liquidity													
Working Capital	Current Assets/Current Liabilities	674%	681%	1153%	1027%	894%	751%	595%	511%	362%	243%	142%	-
Unrestricted Cash	Unrestricted Cash/Current Liabilities	577%	1161%	1011%	861%	710%	569%	423%	305%	164%	54%	-48%	-

Working capital: The working capital ratio indicates the level of current assets compared to current liabilities. Council's working capital ratio is in a very sound financial position due to the limited current liabilities on the Balance Sheet.

Unrestricted cash: Unrestricted cash represents cash and cash equivalents held by Council less the amount of grants received during the year but not expended by 30 June and the amount of



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

capital works not completed by 30 June. Council has a strong level of unrestricted cash for the majority of the plan, however this declines in the later years of the plan.

8.1.3 Obligations

Council's obligations are measured with four indicators: debt compared to rates, repayments compared to rates, indebtedness, and asset renewal upgrade compared to depreciation.

		Forecast Actual 2024/25	Year 1 Adopted Budget 2025/26	Year 2 Adopted Budget 2026/27	Year 3 Adopted Budget 2027/28	Year 4 Adopted Budget 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35	Trend
Indicator	Measure												
Obligations													
Loans & Borrowings	Loans & Borrowings/Rate Revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	+
Loans & Borrowings	Interest & principal repayments on loans & borrowings/Rate revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	+
Indebtedness	Non-current liabilities/Own source revenue	12%	15%	15%	15%	14%	14%	14%	13%	13%	12%	12%	-
Asset Renewal	Asset renewal & upgrade/Depreciation	143%	63%	74%	76%	74%	72%	75%	71%	69%	68%	67%	-

Debt compared to rates: Council has no borrowings.

Repayments compared to rates: Council has no repayments on borrowings.

Indebtedness: Council has a low level of indebtedness which is limited to employee benefits, provisions and landfill rehabilitation provision. Council aims to hold sufficient cash to cover employee benefits and has provisions for the landfill and other longer-term liabilities.

Asset renewal and upgrade: Asset renewal and upgrade represents the amount of capital expenditure being directed towards maintaining the condition of Council's existing assets. This ratio represents the amount of renewal and upgrade works as a percentage of the depreciation expense shown for each year. A ratio less than 100% represents an increase in the asset renewal gap. The renewal and upgrade expenditure is between 60% and 76% over the life of the Plan, declining in the later years. Continued revision of Council's asset management plans will provide increased accuracy of expenditure required for maintenance and renewal.

8.1.4 Stability

Council's financial stability is measure with two indicators: rates concentration and rates effort.

		Forecast Actual 2024/25	Year 1 Adopted Budget 2025/26	Year 2 Adopted Budget 2026/27	Year 3 Adopted Budget 2027/28	Year 4 Adopted Budget 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35	Trend
Indicator	Measure												
Stability													
Rates Concentration	Rates revenue/Adjusted underlying revenue	75%	86%	87%	87%	87%	87%	88%	88%	88%	88%	88%	0
Rates Effort	Rate Revenue/CIV of rateable properties in the municipality	0.23%	0.23%	0.24%	0.25%	0.26%	0.26%	0.27%	0.28%	0.29%	0.30%	0.31%	+

Rates concentration: Rates concentration represents rates proportion of adjusted operating revenue, which excludes grants. Council is reliant on external grants for the funding of its operations and highly reliant on its rate revenue. Council's rates concentration is between 80% and 90% over the life of the plan.

Rates effort: Rates effort examines the community's capacity to pay. It is represented by rate revenue as a percentage of the capital improved value of rateable properties in the municipality. Council's rates effort is fairly stable between 0.23% and 0.31%



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

8.1.5 Efficiency

Council's efficiency is measured with two indicators: expenditure level and revenue level.

		Forecast Actual 2024/25	Year 1 Adopted Budget 2025/26	Year 2 Adopted Budget 2026/27	Year 3 Adopted Budget 2027/28	Year 4 Adopted Budget 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35	Trend
Indicator	Measure												
Efficiency													
Expenditure level	Total expenses/Number of rateable property assessments	\$ 4,145.34	\$ 4,964.82	\$ 4,897.50	\$ 5,022.79	\$ 5,195.20	\$ 5,288.47	\$ 5,487.81	\$ 5,563.99	\$ 5,763.90	\$ 5,871.31	\$ 6,028.30	-
Revenue level	Total rate revenue/Number of rateable property assessments	\$ 1,633.51	\$ 1,685.19	\$ 1,746.20	\$ 1,798.97	\$ 1,853.35	\$ 1,909.38	\$ 1,967.10	\$ 2,026.59	\$ 2,087.88	\$ 2,151.03	\$ 2,216.10	+

Expenditure level: expenditure per property assessment. This increases steadily over the 10-year period.

Revenue level: average rate per property assessment. This measure increases steadily over the 10-year period with gradual increases to rate revenue with property assessments expected to remain fairly constant.

8.2 Other performance indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

		Forecast Actual 2024/25	Year 1 Adopted Budget 2025/26	Year 2 Adopted Budget 2026/27	Year 3 Adopted Budget 2027/28	Year 4 Adopted Budget 2028/29	Year 5 2029/30	Year 6 2030/31	Year 7 2031/32	Year 8 2032/33	Year 9 2033/34	Year 10 2034/35	Trend
Indicator	Target												
Obligations													
Loans & Borrowings/Rate Revenue	<60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	o
Interest & principal repayments on loans & borrowings/Rate revenue	<5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	o
Debt Commitment/Rate Revenue	<10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	o
Indebtedness/Own Source Revenue	<60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	o

Council has no borrowings and there are no new borrowings projected in the plan

- **Total borrowings / Rate revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.
- **Debt servicing / Rate revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.
- **Debt commitment / Rate revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.
- **Indebtedness / Own source revenue:** Performance – describe how the ratio performs against the target over the life of the Financial Plan.

For all the above indicators, Council is expected to remain at zero percent as no borrowings currently exist or are forecasted.

9 STRATEGIES AND PLANS

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan. These documents can be found on Council's website.

9.1 Revenue and Rating Plan

Council adopted the Revenue and Rating Plan 2025-2029 on 20 June 2025. This document determines the most appropriate and affordable revenue and rating approach for Loddon Shire Council which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

9.2 Borrowing Policy

Council adopted the Borrowing Policy on 28 September 2021 which guides decision making about borrowing funds for Council projects.

9.2.1 Current debt position

The total amount borrowed as at 30 June 2026 is \$0 million.

9.2.2 Future borrowing requirements

There are no borrowings indicated within the 10-year plan with all past borrowings paid in full.

9.2.3 Performance indicators

The debt management performance indicators will monitor Council's projected performance if there is a proposal to borrow funds. These are reported within the financial performance indicators.

9.3 Financial Reserves Policy

9.3.1 Council Reserves

Council has a Financial Reserves Policy (the Policy) which outlines the creation and purpose of discretionary reserves.

The Policy outlines the circumstances where Council will set aside funds in a particular reserve, with amounts to be decided during the annual budget process and at any other time by Council resolution, with the amounts to be transferred back into the reserves for future purposes as required.

The Capital Expenditure, Unspent Grants and Community Planning Reserves are used to carry over any unspent project allocations at the end of each financial year. Within this Financial Plan it has been assumed that all projects funded to a particular year will be expended in that same year.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

10 BENEFIT ASSESSMENT

The current Financial Plan shows ongoing operating deficits and a significant reduction in cash reserves over the life of the plan. Council has always been able to pivot to ensure short-term financial sustainability but acknowledges that longer-term strategies need to be put in place to turn around the ongoing deficit position.

Section 6.2 of the Financial Plan outlined strategic actions that Council intends to undertake to improve long-term financial sustainability. From a risk management perspective, these actions will act to mitigate risks associated with Council's financial Position, ultimately aiming to offer benefit to either or both strategic/service level outcomes, and financial position. An analysis of the strategic actions' effectiveness and contribution to financial change has been incorporated into the following table where the assessment measures the action on three parameters:

Future Benefit – Assesses the strategic or service outcome impact of the action

Score	Rating	Description
1	Poor	Limited or no improvement; benefits minimal or negligible.
2	Fair	Some improvement, but not sustained or across the organisation/community.
3	Moderate	Clear and measurable improvement in efficiency, compliance, or service delivery
4	Good	Significant improvement in operations, efficiency, or service outcomes; noticeable community or organisational benefit.
5	Excellent	Transformational improvement; creates long-term strategic advantage, sector leadership, or substantial community benefit

Financial Significance – Assesses for financial materiality of the action (savings, revenue, avoided cost or risk mitigation)

Score	Rating	Description
1	Minor	< \$50k annual impact; limited effect on financial sustainability
2	Moderate	\$50k - \$250k annual impact; some influence on financial planning.
3	Considerable	\$250k - \$1M annual impact; noticeable effect on budgets or funding needs.
4	Major	\$1M - \$5M impact or significant effect on operating expenditure, capital planning, or long-term financial sustainability
5	Critical	> \$5M impact; substantial effect on overall financial sustainability, capital program viability, or compliance with statutory requirements

Weighting – Applies relative importance to Council Priorities (e.g. alignment with Council Plan, risk or statutory requirements)

Score	Rating
1	Low Relevance
2	Some Relevance
3	Moderate Relevance
4	High Relevance
5	Essential or Statutory Relevance



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

	Strategic action	Future benefit	Score A: ?/5	Financial significance	Score B: ?/5	Weight ?/ 5	Effectiveness ((Score 1 + Score 2) x Weight)	Current and future state	Financial impact
1	Review depreciation rates within each of the asset plans to ensure they are reflective of the useful lives of each asset class.	Moderate	3	Major	4	4	28	Depreciation rates are reviewed annually. Further analysis of the infrastructure and building asset depreciation rates will ensure depreciation rates are as accurate as possible.	Potential reduction in significant amount of operating expenditure
2	Review Asset Management Plans (including the service levels within) to understand required maintenance and renewal levels to maintain the service levels of each asset class. Within this review, investigate rationalisation, removal of, consolidation of and maintenance options of these assets.	Good	4	Considerable	3	4	28	Asset management plans require ongoing review. The reviews will ensure Council's investment in maintenance and renewal is appropriate.	Potential reduction in operating expenditure and capital expenditure
3	Formalise with Council a set of Council specific 'Financial Sustainability Indicators'. This includes the detail of the indicator and the acceptable limit set by Council.	Moderate	3	Moderate	2	3	15	There are financial indicators in the current LTFP however the acceptable limits have not been set by Council.	Keeping an eye on key Financial Sustainability Indicators will flag potential issues in advance.
4	Investigate and report to MEG if the process of 'zero based budgeting' is a suitable option in order to assist Council in becoming more financially sustainable in the long term.	Good	4	Considerable	3	4	28	Council's budget is currently built on the previous year, with escalation factors applied. Zero based budgeting will require managers to build their budgets from the ground up.	Zero based budgeting may result in previously budgeted expenditure no longer being required which will reduce budgeted operating expenditure.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

	Strategic action	Future benefit	Score A: ?/5	Financial significance	Score B: ?/5	Weight ?/ 5	Effectiveness ((Score 1 + Score 2) x Weight)	Current and future state	Financial impact
5	Review Road Management Plan (including Road Register) to determine the service, maintenance and renewal levels for Council.	Good	4	Considerable	3	4	28	Council's information regarding the condition of its roads is gradually improving. This information will be used to determine the required maintenance and renewal levels.	Operating expenditure in the Comprehensive Income Statement may reduce, and Council's Capital Expenditure for Renewal may also reduce.
6	Continue development of 'strategic resource plan' to ensure 'shovel ready' projects when funding becomes available.	Good	4	Moderate	2	4	24	Improved forward financial planning for major projects within the Capital Works program.	When projects are shovel ready, grant funding rather than Council funding can resource their delivery, which saves Council money.
7	In conjunction with the Project Management Framework, review and report to Council on historical infrastructure program delivery to assess what future contingency rates should be set for a variety of project types.	Moderate	3	Considerable	3	3	18	Council projects contain contingency amounts which may not be utilised during the completion of the project. Completing historical reviews can inform future contingency rates which may decrease the demand on the budget.	Potential to free up additional capital budget through savings in contingency rates.
8	Develop and implement an updated service review program to ensure services are efficient and cost-effective for the community.	Moderate	3	Moderate	2	4	20	Ad-hoc reviews are undertaken from time to time. Undertaking formal reviews will ensure Council is delivering services efficiently and effectively.	Potential reduction in operating expenditure.
9	Investigate and report to Council the cost vs benefits of applying for a rate cap variation to the Essential Services Commission after above initiatives have been explored.	Moderate	3	Considerable	3	3	18	Council is currently one of the lowest rating authorities in the state. A variation above rate cap, supported by the other strategic actions in this Financial Plan, provide an opportunity to increase operating income.	Potential increase in operating income and would improve the base rate income for all future financial years.



DRAFT FINANCIAL PLAN 2025-26 to 2034-35

	Strategic action	Future benefit	Score A: ?/5	Financial significance	Score B: ?/5	Weight ?/ 5	Effectiveness ((Score 1 + Score 2) x Weight)	Current and future state	Financial impact
10	Explore panel and supply contracts available to Council.	Moderate	3	Moderate	2	3	15	Panel and supply contracts can result in best value outcomes as well as price efficiencies.	Potential reduction in operating expenditure where panel contracts offer competitive pricing.
11	Review discretionary fees and charges. What would 'full cost recovery' for services be and what is Council's appetite to increase fees to reflect this.	Moderate	3	Moderate	2	4	20	Council fees and charges generally increase by CPI, and there is an opportunity to revise this assumption across Council's services.	Potential increase in operating income and would improve the user fees & charges income for all future financial years.
12	Review Financial Reserves Policy to ensure cash is not constrained unnecessarily.	Moderate	3	Considerable	3	4	24	A key financial sustainability indicator is for Council to have its discretionary reserves cash backed. Reviewing the financial reserves policy regularly will ensure cash is not being unnecessarily constrained.	Improved financial sustainability indicator for unrestricted cash.
13	Explore shared services options available to Council.	Moderate	3	Moderate	2	3	15	Shared services can result in cost and efficiency savings.	Reduction in expenditure in the Income Statement.

NEXT MEETING

The next Meeting of Council will be held on 23 September 2025 at Wedderburn commencing at 3.00pm.

There being no further business the meeting was closed at _____.

Confirmed this.....day of..... 2025