BASS COAST

Long-Term Financial Plan
2025–2035



Acknowledgement of Country

Bass Coast Shire Council acknowledges the Bunurong as the Traditional Owners and Custodians of the lands and waters, and pays respect to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and Lore.

Bass Coast Shire Council celebrates the opportunity to embrace and empower the Aboriginal and/or Torres Strait Island Communities in their diversity.

Bass Coast Shire Council will create opportunities for future recognition and respectful partnerships that will honour the Traditional Owners and Custodians, and Aboriginal and/or Torres Strait Islander Peoples.

Community Vision 2045

From its flowing hills to its coastal woodlands and wild unspoiled coastlines, the Bass Coast is a source of celebration for all who live in and visit the region.

Our townships are vibrant, rich with culture and full of life, each with its own distinct character. Drawing on our creativity, innovation and resilience we've created a thriving and diverse economy that supports sustainable agriculture and industry.

We live proudly on Bunurong Country, and build on learnings from our First Peoples and their knowledge. We coexist in harmony with our environment, and are prepared for future challenges and changes.

We are the people of the Bass Coast. Experience our cultures and history, and contribute to our story.

The reason for this Plan

This document outlines the Bass Coast Long-Term Financial Plan 2025–2035 (LTFP) and reflects the process undertaken to develop the LTFP. The *Local Government Act 2020* (the Act) addresses planning and financial management and includes strategic planning principles for Victorian councils which include an integrated approach to planning, monitoring, and performance reporting. A component of the Integrated Strategic Planning and Reporting Framework (ISPRF) is the LTFP. The LTFP is a rolling plan with a scope of at least the next 10 financial years.

Diversity and Inclusion

Bass Coast Shire Council celebrates the diversity of our communities. We acknowledge and respect the skills, insights and life experiences of all community members irrespective of gender, ethnicity, ability, religious belief, sexuality or age.

Child Safe Statement

Bass Coast Shire Council is committed to child safety and wellbeing, actively working to prevent abuse by identifying and addressing risks early. This work is underpinned by Council's Child Safe Statement, which guides our commitment to ensuring the safety, inclusion and wellbeing of every child.

Gender Impact Assessment

In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment was undertaken in developing the Long-Term Financial Plan 2025–2035, ensuring it reflects fairness, inclusivity and the diverse needs of our community.

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Definitions

Adjusted Underlying Surplus	The surplus result after adjusting for non-recurrent capital grants and non-recurrent developer cash or in-kind contributions.
Balanced Budget	Funding statement result which reflects cash inflows (including proceeds from asset sales, proceeds from new borrowings and transfers from reserves) less cash outflows (including capital expenditure, loan repayments and transfers to reserves).
Capital Expenditure	Money spent on the renewal, upgrade, enhancement or acquisition of infrastructure, land or long-life fixed assets e.g. buildings.
Cash Surplus	Net cash flow after taking out operational expenses, financing activities and investments.
Depreciation	The systematic allocation of the value of an asset over its expected useful life.
Developer Contribution	Cash payments or in-kind asset contributions by developers towards the delivery of infrastructure that supports the development of new land including, as required, by a Development Contributions Plan or Section 173 planning agreement.
Development Contributions Plan	A mechanism used to levy new developments for contributions that ensure the delivery of necessary infrastructure for the emerging community in the development precinct.
Differential Rates	A rating system that enables councils to set different rates in the dollar for different categories of rateable land. This is often done with the purpose of achieving greater equity.
Indebtedness Ratio	The ratio that compares non-current liabilities to own-sourced revenue. A higher percentage indicates that an organisation is less able to cover its non-current liabilities from revenue that it raises.
Infrastructure Renewal Gap Ratio	Comparison of spending on existing assets through renewal and upgrades to depreciation. A ratio of 100 per cent or higher indicates that expenditure on the asset network is greater than the rate of deterioration in the asset network.
Internal Financing Ratio	Represents Council's ability to generate cash from operations to finance capital expenditure. The higher the percentage, the greater the ability for Council to finance capital works from its own funds.
Own Source Revenue	Revenue excluding all grants and contributions.
Rates Income/Revenue	Revenue from general rates, service charges and special charges.
Rate Cap	The limit on how much councils can increase rates on properties. This is set by the Minister for Local Government and is in line with the State's expected inflation rate for the rating period.
Renewal Expenditure	Funds spent on an existing asset or on the replacement of an existing asset which restores the service capability of the asset to its original capability.
Special Rates	A rate or charge declared by Council for a specific purpose.
Underlying Revenue	Total income/revenue excluding non-recurrent capital grants, non-monetary asset contributions, developer cash contributions to fund capital expenditure.
Upgrade Expenditure	Funds spent on an existing asset that increases the asset's service capacity or increases the useful life of the asset beyond its original life.
Working Capital Ratio	The ratio that compares current assets to current liabilities to measure the ability of the organisation to pay its existing liabilities within the next financial year. A ratio greater than one means there are more liquid assets and cash holdings than short-term liabilities.

Message from the Mayor and Councillors

Bass Coast is a special place from our coastlines and hills to our welcoming townships and vibrant community spirit. This Long-Term Financial Plan 2025–2035 is about safeguarding that future together.

We know from your input that you want a Council that looks after what we have, while also planning for the needs of tomorrow. This Plan reflects those priorities. It balances care for our existing assets with the delivery of new facilities and services that will keep pace with growth and change.

Strong financial management is at the heart of this work. By planning, operating within our means, and making thoughtful choices, we ensure that your rates are used wisely and that the investments we make today will benefit generations to come.

This Plan has been shaped by our community's voice. It gives us the guidance to deliver on your vision, while keeping Council financially sustainable and ready for the challenges and opportunities ahead.

Thank you to everyone who contributed to this process. Together, we are ensuring Bass Coast remains a thriving, resilient and connected place to live, work, visit and invest.



1. About Bass Coast

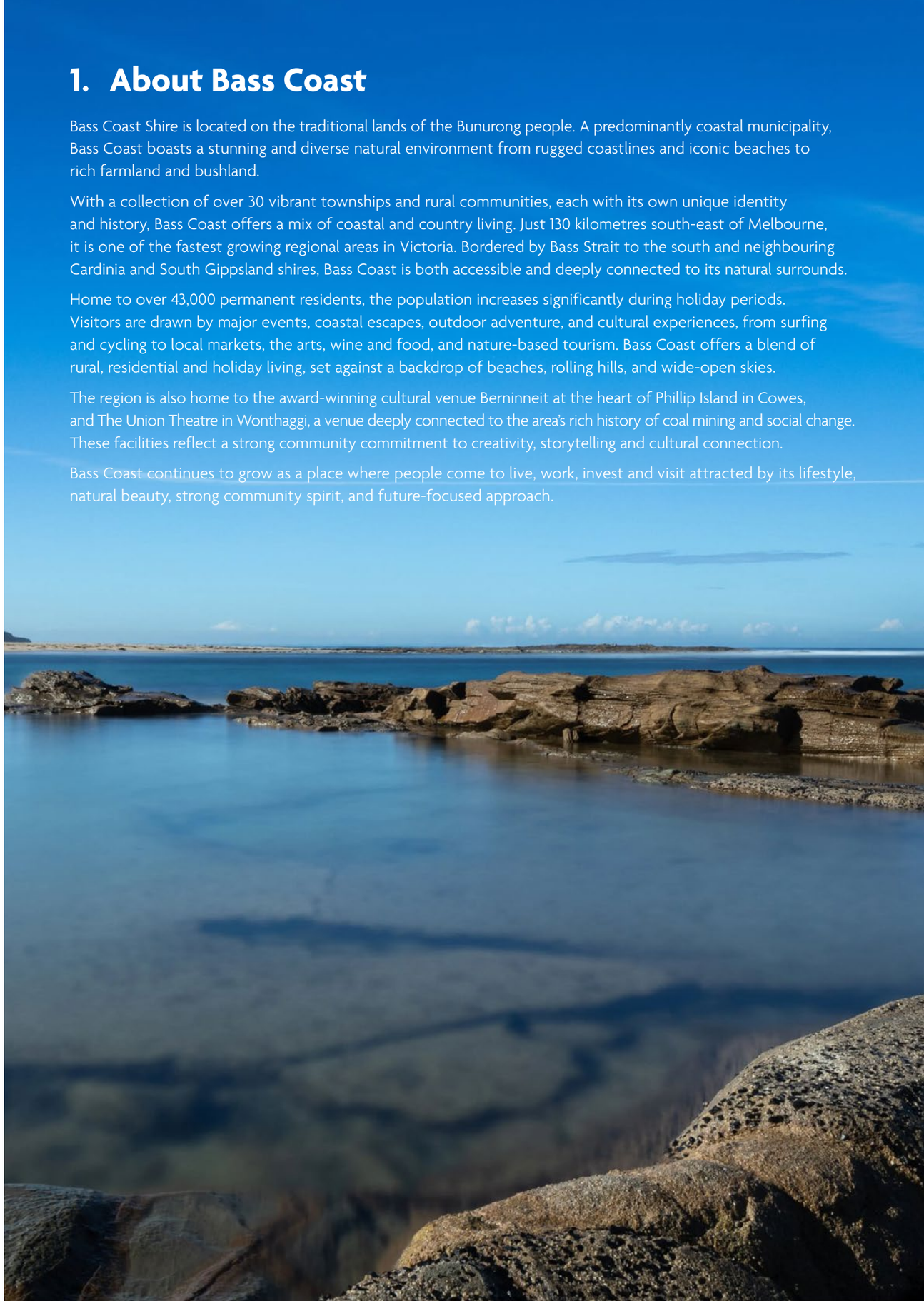
Bass Coast Shire is located on the traditional lands of the Bunurong people. A predominantly coastal municipality, Bass Coast boasts a stunning and diverse natural environment from rugged coastlines and iconic beaches to rich farmland and bushland.

With a collection of over 30 vibrant townships and rural communities, each with its own unique identity and history, Bass Coast offers a mix of coastal and country living. Just 130 kilometres south-east of Melbourne, it is one of the fastest growing regional areas in Victoria. Bordered by Bass Strait to the south and neighbouring Cardinia and South Gippsland shires, Bass Coast is both accessible and deeply connected to its natural surrounds.

Home to over 43,000 permanent residents, the population increases significantly during holiday periods. Visitors are drawn by major events, coastal escapes, outdoor adventure, and cultural experiences, from surfing and cycling to local markets, the arts, wine and food, and nature-based tourism. Bass Coast offers a blend of rural, residential and holiday living, set against a backdrop of beaches, rolling hills, and wide-open skies.

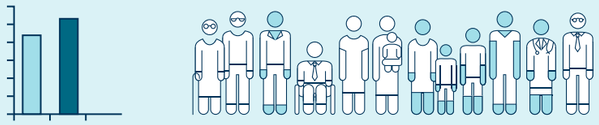
The region is also home to the award-winning cultural venue Berninneit at the heart of Phillip Island in Cowes, and The Union Theatre in Wonthaggi, a venue deeply connected to the area's rich history of coal mining and social change. These facilities reflect a strong community commitment to creativity, storytelling and cultural connection.

Bass Coast continues to grow as a place where people come to live, work, invest and visit attracted by its lifestyle, natural beauty, strong community spirit, and future-focused approach.



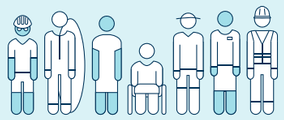
Bass Coast – Fast Facts

Population



Population in 2025 **43,557**

Projected Population by 2036 **47,408**



Median age **51**

Diversity and inclusion



Identify as Aboriginal and/or Torres Strait Islander **1.1%**



Born overseas **15.1%**



Speak a language other than English at home **5.1%**

Top 5 non-English languages:

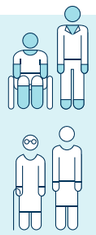
Italian: **0.7%**

Greek: **0.4%**

German: **0.3%**

Spanish: **0.3%**

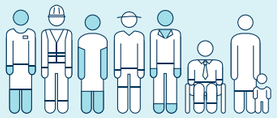
Mandarin: **0.3%**



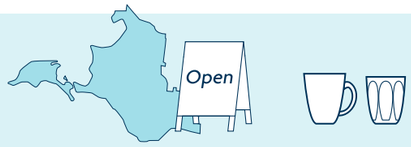
People in need of assistance due to a disability **7.1%**

People providing unpaid care to a person with a disability, long-term illness or old age (persons aged 15+) **14.6%**

Jobs



People working in Bass Coast **13,337**



Number of local businesses **3,657**

Number of employed residents **18,717**



Unemployment rate **3.8%**



Top business industries:

Health care and social assistance: **17.3%**

Retail: **12.6%**

Construction: **12.4%**

Education

Bachelor or higher degree **17.8%**

Diploma or advanced diploma **10%**



Vocational qualification **23.1%**

No qualification **38.5%**

Housing tenure

Fully owned **44.6%**

Mortgage **27.3%**

Renting **19.5%**



Households

Households in 2021: **18,107**

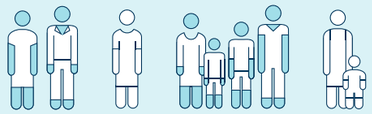


Couples without children: **31.3%**

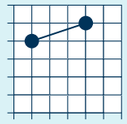
People living alone: **29.5%**

Couples with children: **19.5%**

One parent families: **8.8%**



Economy



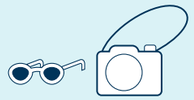
Gross regional product: **$2.472 billion**



Output: **$4.843 billion**



Regional exports: **$1.406 billion**



Amount of Tourists per year: **3.25 million**

Land

Land area: **864 square km**

Population density: **50** persons per square km

Land use:

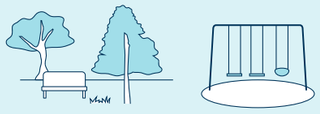
Primary Production **87%**

Parkland **5%**

Residential **6%**

Other **1%**





Number of playgrounds: **71**

Parks and reserves maintained by Council: **645 hectares**

1.1. Legislative Requirements

The *Local Government Act 2020* requires Victorian councils to develop, adopt and keep in force a Long-Term Financial Plan (LTFP) covering at least the next 10 financial years that is publicly accessible. The legislative requirements for a LTFP are as follows:

- A Council must develop, adopt and keep in force a LTFP in accordance with its deliberative engagement practices
- The scope of a LTFP is a period of at least the next 10 financial years
- A LTFP 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 LTFP
  - (d) any other matters prescribed by the regulations.
- A council must develop or review the LTFP in accordance with its deliberative engagement practices and adopt the LTFP by 31 October in the year following a general election
- The LTFP adopted under subsection (4) has effect from 1 July in the year following a general election.

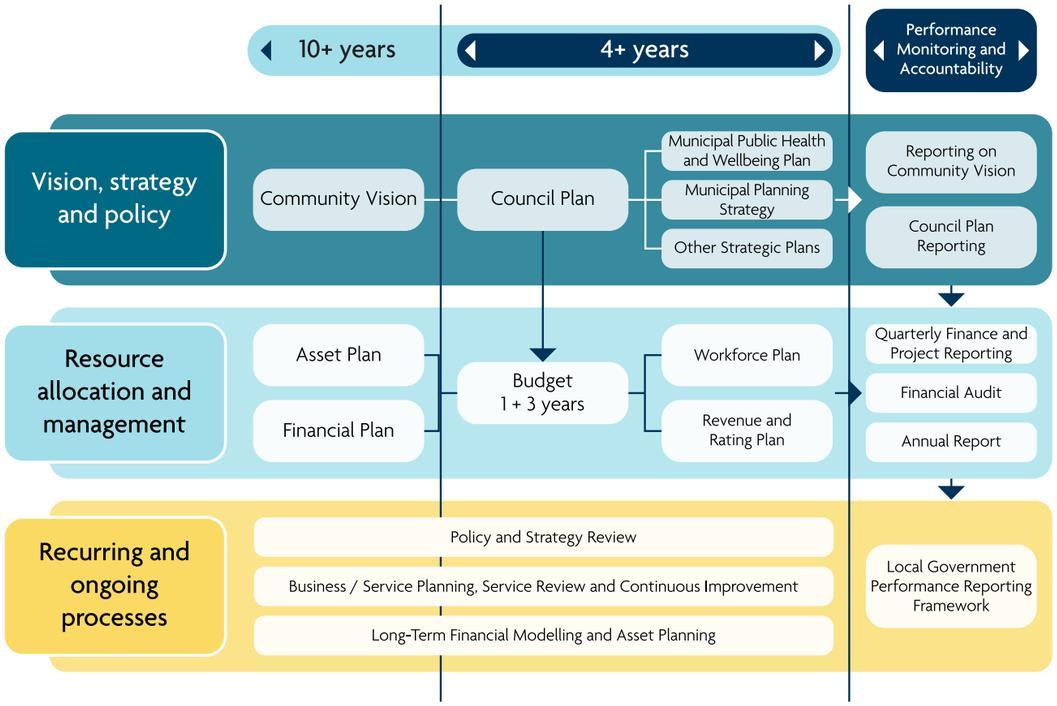


1.2. Link between LTFP and Council's Planning Framework

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

- Council has an integrated approach to planning, monitoring and performance reporting
- Council's LTFP addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision
- The LTFP statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision
- Council's strategic planning principles identify and address the risks to effective implementation of the LTFP. The financial principles are included in section 5
- The LTFP provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

Bass Coast Integrated Planning and Reporting Framework



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Diagram 1 – The Bass Coast Integrated Planning and Reporting Framework

1.3. Community Engagement

The *Local Government Act 2020* prescribes that deliberative community engagement be undertaken in accordance with Community Engagement Policy for the LTFP.

2. Long-Term Financial Plan Context

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

2.1. Financial Sustainability

Financial sustainability is a key objective for Bass Coast Shire Council, as the establishment and maintenance of a sound financial base is a pre-requisite for enabling the delivery of a suite of Council services, and a well-maintained infrastructure network to the Bass Coast community. A strong financial position will also underpin the affordability and planned delivery of major, intergenerational capital projects over the next decade.

The LTFP contains an extensive and ambitious capital works program, aimed at delivering on Council's plans and strategies whilst continuing to meet the community's needs by maintaining asset service levels. Council remains committed to a strategic approach to place-based planning, a commitment to zero net Council and community emissions by 2030 and our goal to become Victoria's premier destination to live, work, visit and invest in. The LTFP sets the future strategic direction in the key areas of land use, transport, economic development and urban design.

The LTFP provides Council with an overview of its projected forward revenue and expenditure estimates (including capital expenditure, financing and borrowings, and transfers to and from its discretionary financial reserves). Financial statements enable the development and execution of a balanced financial strategy that uses a combination of borrowings, external funding and internal cash flow to fund the delivery of major capital projects. The LTFP also provides a context within which Council can fund actions and initiatives arising from the Council Plan, key strategic initiatives, and enable it to plan for the financial impacts of growth in Bass Coast, particularly Wonthaggi North-East.

The LTFP sets out the long-term implications for Council's revenue and expenditure growth projections. It is proposed to review the settings on an annual basis to reflect changes in the environment within which Council operates. This includes an assessment of changes in the evolving external environment.

2.2. Services

The LTFP provides the framework to resource the delivery of Council services to the community. Service planning is a key part of this process, ensuring that the range and level of services remain aligned with community needs, Council priorities and available funding. Enhancements to services and customer experience will be pursued where operating efficiencies or sustainable cost savings can be identified to support them.

Council undertakes a rolling program of strategic service reviews to confirm the mix, quality and efficiency of services delivered through employees, contractors, or a combination of both. Service offerings evolve over time in response to community expectations, government funding and Council policy directions. The outcomes of service planning and review processes are incorporated into the LTFP to maintain a clear connection between service delivery objectives and long-term financial sustainability.

2.3. Impact of Rate Capping

Bass Coast Shire Council, as a low rating council, is heavily dependent on rate revenue as a source of income and in recent years it has been significantly impacted due to the rate cap limit being set at a lower level than the market price escalations. Council continues to balance the budget and manage the rates cap gap by utilising the following strategic financial levers:

- Delivering efficiency and cost savings
- Ensuring user fees and charges are reviewed annually in line with inflation and delivery cost
- Prudent management and prioritisation of expenditure
- Appropriate use of reserves and borrowings as a funding source for major projects
- Leveraging external funding contributions and grants from other tiers of government to support the funding of major projects

2.4. Government and Regulatory Environment

In Victoria, local councils are regulated by the State through Local Government Victoria. While councils have a reasonable level of autonomy, they are subject to several regulatory controls including:

- **Rate capping** – requests for rate increases over the rate cap need to be referred to the Essential Services Commission (ESC) for approval
- **Elections** – these are closely monitored and controlled by the *Local Government (Electoral) Regulations 2020*, especially regarding the nomination of candidates, mandatory candidate training and voting requirements
- **Strategic planning and reporting** – is regulated by the *Local Government (Planning and Reporting) Regulations 2020* that prescribe information for inclusion in council budgets, financial plans, annual reports and mandates a system of performance reporting for councils

The LTFP ensures that Council has the financial capacity and resourcing to deal with legislative requirements and the expanding expectations of Local Government.

2.5. Growth in the Municipality

Bass Coast's population growth has steadied since reaching peaks of over 2.5 per cent annual growth in 2023. This increase was caused by the ongoing population shift from metropolitan Melbourne to attractive regional locations that has since slowed. Underlying growth of our population is projected to stabilise at modest rates, as Bass Coast will continue to attract a steady stream of new residents due to our coastal location and affordable housing availability. Bass Coast's growth will be supported by the Wonthaggi North-East Precinct Structure Plan which details the infrastructure investment needed to double the population of Wonthaggi over the next 20 years.

Supporting the Precinct Structure Plan is a Developer Contributions Plan which will require developers to construct most of the infrastructure within the Precinct. The growth will also require a significant investment from Council to forward fund some of the key infrastructure including drainage works, roads and footpaths. While the cost of most of this infrastructure will be offset by developer contributions, there is a funding gap that Council will need to address. The LTFP has provided additional Council funding of $2.5 million towards this infrastructure.



2.6. Waste Management

The way domestic waste and recycling are managed in Victoria is being affected by major changes. These changes are influencing how budgets are planned and how costs are recovered through the Waste Services Charge. At the same time, the waste management sector in Victoria is working toward a big goal: shifting to a circular economy. This means reducing the amount of waste sent to landfills and improving recycling rates. Significant changes impacting Bass Coast include:

- Introduction of the *Circular Economy (Waste Reduction and Recycling) Act 2021*, Circular Economy Risk, Consequence and Contingency Plan and the Waste Management Guidelines
- State Government proposal for residents who receive a kerbside collection service to be able to opt-out of having a Food Organics and Garden Organics (FOGO) bin requiring oversight, management, and administration of household controls to ensure that FOGO material does not enter the general rubbish service
- Ongoing increases in compliance costs (especially environmental monitoring) and government taxes (landfill levies).

A review of the forward expenditure assumptions for the cost of waste management has identified the following additional 'cost push' factors that need to be considered:

- The introduction of a mandatory fourth bin dedicated to glass recycling material is a legislative requirement in 2027
- Ongoing historical landfill sites rehabilitation, and environment monitoring requirements
- The cost of the various waste contracts is expected to increase significantly when these are re-tendered in 2027. This is due to imbalances in the market due to a lack of supplier depth and barriers to entry for new providers. Cost increases are expected to be substantially higher than inflation for Council's kerbside collection service and the transfer station operating costs
- Additional infrastructure investment will be required over the long-term life of Grantville landfill, as regulatory settings and environmental compliance standards continue to tighten.

The LTFP has provided for elevated waste service charge increases of 5.5 per cent per annum from 2026-27 to 2028-29. This should enable Council to recover waste related cost push pressures including higher landfill levies and environmental monitoring costs. The LTFP provides for these cost increases to be fully offset by additional waste service charges. This is consistent with Council's cost recovery model for its Waste Service costs.

2.7 Cost Shifting

Cost shifting has been a major financial issue for many years and continues to pose an ongoing risk to Council's financial sustainability and ability to deliver services. Cost-shifting occurs when Council provides a service to the community on behalf of the State and Federal Government, and over time, the funds received by Council do not increase in line with either the real cost increases or the service delivery standard. Often occurring with the introduction of new responsibilities through legislative and policy changes imposed by State and Federal Government, without the supply of adequate resources.

Council's ability to respond to cost shifting is limited and often has unfavourable consequences for the local community including:

- Trimming investment in other services to accommodate cost-shifted services within the existing budget
- Expanding the operating budget to finance cost-shifted services, consuming surplus typically reserved for capital works
- Seek an exemption from the rate cap to elevate rates to meet the funding demand
- Lobbying for supplementary funding from the State and Federal governments to alleviate the financial strain associated with cost-shifted services
- Exiting services.

If the level of payment Council receives (or the absence of payment) from the government does not reflect the real cost of implementing and delivering on the service, it leaves a financial burden that is borne by ratepayers.



3. Major Capital Projects

Council's LTFP provides funding for significant capital projects that provide intergenerational benefits. Council has a limited number of revenue sources and is constrained by the rate cap on its rates revenue growth and by demand for services for other revenue. This requires Council to use alternate funding streams for its major projects portfolio, funded from a combination of:

- Borrowings
- Discretionary financial reserves
- External funding (government grants)
- Developer contributions (cash and in-kind)
- Rates revenue

In preparing the LTFP, financial modelling has focused on ensuring that Council's projected financial metrics do not place it in a high-risk financial position and that its borrowings do not exceed the State Government's recommended cap of 60 per cent of rates revenue. The LTFP projects that Council will obtain significant funding for the delivery of a major aquatics facility. Should this not eventuate, the project will be deferred. Further context on the key major projects programmed for delivery over the next 10 years is set out below.

3.1. Former Wonthaggi Secondary College

The former Wonthaggi Secondary College site located in McBride Avenue, Wonthaggi was vacated by the Department of Education at the end of 2019. Since this time, the site has sat vacant under their management. Council was approached by the State Government and offered the site under a committee of management arrangement.
Prior to taking on the site, Council has undertaken extensive pre-feasibility work to understand the site opportunities, constraints, needs and challenges.
The site is ideally located in the heart of Wonthaggi and has the potential to provide great benefit to the community, if activated correctly.

It is proposed to fund this project as follows:

- Stage 1: preparatory planning and site remediation from borrowings and reserves
- Stage 2: construction and delivery from reserves (Council contribution) and external funding (share of financial returns from the development)

We expect the site to have additional operating costs when it is fully activated and operational. This will be fully offset by additional revenue. As a significant site, it will deliver an arts and culture precinct with a strong local level historical context, whilst with its position it will create synergies between activation of the town, attraction of investment and development, vital community services and infrastructure, improving overall civic pride.



3.2. Phillip Island Sporting Precinct

The Phillip Island Sporting Precinct project was initiated to address the current and future sporting and recreation needs of Phillip Island and its surrounding communities. It aims to create a well-structured plan for the precinct for years to come and is based on the following guiding principles:

- Diversity
- Adaptable
- Participation
- Sustainable
- Strategic Alignment
- Partnerships

It is proposed to fund this major project from a loan of $5.2 million, $2 million from grants and the balance of $2.74 million from Council's strategic reserves.

The master plan was developed following extensive consultation and engagement with local sporting clubs, community groups, and the broader communities of Bass Coast and surrounds. This ensures that the project meets the needs and preferences of the community. The sporting precinct will provide facilities for various sports and recreational activities, meeting current and future needs, and offering sports that are not currently available. The project aims to enhance the sporting and recreation facilities but overall quality of life for residents and visitors.

3.3. Aquatics and Leisure Centre (Wonthaggi)

The current facility is 45 years old, and its condition and limitations restrict its ability to provide the community with programs to improve health and wellbeing. As it stands, it is not able to attract new members and casual visitors as well as events, activities and competitions.

The proposed Bass Coast Aquatics and Leisure Centre will feature a range of facilities and be capable of accommodating competitive swimming, leisure activities, general community use and major regional events.

The future Bass Coast Aquatic and Leisure Centre is designed to be a regional facility, and recommended to contain the following components:

- Main 25m competition pool
- Warm water/leisure/learn to Swim Program Pool
- Water play unit and splash pad
- Sauna and spa
- Gym (requires 24-hour access design)
- Multipurpose room
- Foyer, reception, merchandising, café
- Offices, administration /staff rooms
- Change rooms and amenities

It is proposed to fund this major project from a loan of $15.75 million and $15.75 million from government grants (State and/or Commonwealth) with an initial investment of $1 million from Council reserves to fund the detailed design.

The Centre expects to generate significant economic, health and social benefits for the local region by providing a diverse range of sports, events and activities. Inclusion of a warm water pool/learn to swim pool will ensure exercise for rehabilitation and mobility, encouraging the aging population to be active and allow younger generations access to swimming lessons, an essential life skill.

3.4. Tracks and Trails Strategy

A Tracks and Trails Strategy was developed in 2022 with the aim of creating a trail network that "offered a connected and accessible trail network that supports active and healthy communities, showcases and protects the natural environment and encourages increased visitation to the region." Throughout Strategy development, importance was placed on trails that provide connectivity, health and wellbeing outcomes, accessibility, tourism and connection to nature.

To support the Strategy, Council also adopted a delivery plan which committed $1 million per annum to facilitate the delivery of priority projects. This commitment to funding has supported applications to apply for and secure external grant funding to assist with the delivery of high priority projects in the order of $5.1 million.

The adoption of the new Delivery Plan 2025-2029 sees the continued development and construction of tracks and trails projects and assists Council to address the key principles of the Strategy. With required planning completed and funding secured, the ability to connect a range of the Shire's main townships via a network of off-road shared pathways will occur in the life of the current Delivery Plan. The pathway network connectivity between Ventnor, Cowes and Rhyll and onwards to Wonthaggi and Inverloch is anticipated to benefit local communities and liveability, enhance health and wellbeing and attract visitors to Bass Coast.

The Tracks and Trails Strategy supports key active transport actions in the recently adopted Integrated Transport Strategy 2025-2045.



3.5. Cowes Streetscape Stage 1

Delivery of stage 1 of the Cowes Streetscape Master Plan designs will provide a reinvigorated Cowes town centre that focuses on increasing pedestrian access, creates spaces for the local community and visitor alike to shop, eat, drink and stay. Benefits of the project include tying into the privately owned Isle of Wight project, increased economic benefits, social connection and fostering civic pride. Additionally, the upgrades provide much needed improvement to a town centre that is dependent on attracting tourism. Stage 1 construction works occur at:

- The Esplanade (between Bass Avenue and Warley Avenue)
- Thompson Avenue North (from Chapel Street to The Esplanade)

This major project totaling $9.6 million is funded through an $8 million grant from the Federal Government's Department of Jobs, Skills, Industry and Regions with a council co-contribution of $1.6 million sourced from borrowings via the Treasury Corporation Victoria. Of the project total cost, $675,000 was funded in the 2024-2025 financial year with the remaining $8.925 million included in this LTFP 2025-2035.

This project will optimise traffic management and pedestrian safety while increasing outdoor dining, socialisation and activation year round through the establishment of shared zones, one-way traffic upgrades and an emphasis on creating streets for people. Flexible zones will be created through the removal of curbs, raising carriageways to footpath levels, upgrading surface treatments, drainage modifications, removing mock 'zebra crossing' at Thompson Avenue intersection, delineating pedestrian and vehicle areas, and installing sustainable furniture and seating.

Traffic calming measures will also be implemented, alongside reduced speed zones, with footpaths upgraded and widened, including drainage modifications, permeable paving and garden beds with native coastal vegetation and tree planting. Parking will include a mix of parallel and angled to maximise space.

It will reinvigorate the character of Cowes, allowing for and supporting further commercial activity in the public realm, creating a destination that appeals year-round. It will complement and encourage increased private investment in the region, especially within the foreshore precinct. The changes will also encourage existing and new businesses to invest in active and green transport options or provide new mobility activations.

These works complement recent public sector investment valued at over $50 million through the development of a village green, transit centre, cultural and community centre and renovated jetty to create enhanced connectivity between the township and foreshore.

4. Council Plan Themes and Strategies

Council and the community have worked through a deliberative engagement process to develop the following Strategic Objectives for the Council Plan 2025–2029.

Strategic Objective	Related Major Projects in LTFP
1. Naturally Beautiful – Together we build resilience and protect and enhance our natural environment.	• Climate Change Action Plan • Waste Network Infrastructure
2. Thriving Places – Facilities and infrastructure meet current and future needs. Growth is sustainable and well planned. Our economy, agriculture, tourism and industries are resilient and unique character is preserved.	• Aquatics and Leisure Centre • Tracks and Trails • Cowes Streetscapes • Wonthaggi North-East Developer Contributions Plan • Former Wonthaggi Secondary College
3. Vibrant Communities – Communities are healthy, inclusive, safe and socially connected. Communities celebrate opportunity, recreation, diversity, heritage and reconciliation.	• Phillip Island Sporting Precinct • Pavilion Renewal and Upgrades
4. Visionary Leadership – Our communities flourish through leadership that is open and responsible, ensuring decisions serve the communities best interests, and comply with legislative obligations.	• Financial Sustainability and Financial Principles • Asset Plan 2025–2035 • Council Plan 2025–2029

Across 2024-2025, Council undertook the 'Towards a Better Bass Coast' project to inform the development of Council's new key strategic documents for 2025-2029 and beyond. As part of this project, Council completed extensive community engagement to inform the strategic direction and development of the Council Plan 2025–2029.

Further details about the broader community engagement process and findings are available here: Community Consultation | Towards a Better Bass Coast | Engage Bass Coast.



5. Financial Strategies

Council has a modest financial position with manageable debt levels, supported by its financial reserves including cash and investment portfolio of $60 million. Council has an agenda to act on demands to provide major intergenerational projects over the next ten years, while maintaining the service levels of the existing asset base.

To ensure the capital program remains affordable and deliverable, Council needs to plan the priorities and phasing of the capital portfolio within current project management and delivery resourcing constraints. The financial constraints of Council require a principled approach to utilise other funding streams for its capital project portfolio, including:

- External grants (Commonwealth and State) – normally requiring a co-contribution
- Developer Contributions
- Borrowings
- Council Reserves

Financial efficiencies are embedded in Council practices and are vital to remaining financially sustainable. Key practices undertaken to ensure the efficiency of Council operations include:

- Ongoing service review program
- Competitive procurement practices (the use of aggregator panels, competitive tendering and the best and final offer process)
- Council revenue reviews (explore, enhance and implement revenue streams including the use of Smart Parking systems, short stay enforcement and venue hire optimisation)

Council decision making needs to include consideration of the appropriate and prudent financial management principles to ensure the ongoing sustainability of the organisation's finances. The LTFP includes a suite of financial principles that Council should apply when managing finite financial resources to support and ensure a stable and sustainable forward financial outlook.

To support the financial sustainability of Council, the following financial management principles are to enable ongoing operating viability, appropriate funding for asset maintenance and renewal and provide an ability to absorb unexpected budget shocks. These principles are set out in the table opposite.



Financial Principles	Measures
1. Council will have affordable and stable revenue and financing mechanisms	1. The distribution of costs and revenue will be fair and reasonable while remaining consistent over the forward outlook. 2. The capacity of people to pay (ratepayers and service users) will be considered when determining our forward revenue projections. 3. Increases in operating expenditure will be targeted towards the delivery of Council priorities and strategies and in line with our key policies. 4. Those who directly benefit from, or cause, additional expenditure will be required to contribute towards the cost of the service (user pay). 5. Where benefits from large capital investments are conferred to future generations, it is appropriate for those future generations to contribute to the cost. 6. Growth in universal services will be funded through rates growth and other revenue associated with growth. 7. Rates and charges revenue will remain at a stable percentage of total revenue (75% to 80% of total underlying revenue) and other revenue will be maintained or increased to reduce the reliance on rate revenue.
2. Council will have an ongoing balanced budget.	8. Underlying operating expenditure will ideally be in line with underlying operating revenue, resulting in an ongoing balanced underlying result. 9. Net cash flow from operational, capital and financing activities as reported in the Funding Statement will result in a balanced budget position. 10. Net cash flow from operations will generate sufficient funding for Council's renewals capital program.
3. Capital will be managed in the most efficient manner possible	11. Working capital is maintained at levels that will ensure ongoing operational liquidity. The working capital ratio or current ratio is targeted to be at or above 0.9. 12. Council may build up its financial reserves over time. This will enable it to contribute where required to large capital projects. 13. Borrowings will be used as a financing source for major capital projects and strategic land acquisitions. The use of borrowings will be subject to borrowings remaining below 60% of rates revenue (prudential State Government guidelines). 14. Council will maximise external funding opportunities to leverage its capital works.
4. Council will maintain, enhance and expand/ rationalise its asset base to meet the needs of a growing community	15. Capital expenditure compared to depreciation is greater or equal to 115% over the forward planning outlook. 16. Capital expenditure on existing assets (renewals and upgrades) will be higher than depreciation over the forward planning outlook. 17. Assets are managed in accordance with asset management or renewal requirements and community need. The objective is to minimise the whole of life costs and match delivery of new and upgraded infrastructure to population growth or specific community needs. 18. The total value of assets (excluding the impact of revaluation adjustments) will increase each year as Council invests in the renewal, upgrade and enhancement of its infrastructure network while delivering major intergenerational projects that improve residential amenity.

In addition to the above financial management principles, Council is guided by several key strategies that inform its financial decision making. These are outlined on the following page.

5.1. Use of Borrowings

Borrowings have been identified as an important funding source for the capital works program. The use of borrowings by Council is guided by the following principles:

- Borrowings will not be used to fund ongoing operations
- Borrowings are appropriate for the purpose of funding or part funding large capital works projects that can be expected to provide benefits to future generations, e.g. former Wonthaggi Secondary College site, new Aquatics Centres and the Phillip Island Sporting Precinct.
- Borrowings need to be capped within the prudential limits that are set by the State Government (currently 60 per cent of rates and charges revenue)
- Debt needs to be managed within Council's capital management policy and repaid when it is prudent or expedient to do so.

5.2. Asset Plan Integration

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

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

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

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

5.3. Revenue and Rating Plan

Council has increased rates in line with the rate cap since the introduction of rate capping in 2016 and has not applied to the Essential Services Commission (ESC) for variations to the rate cap. Council is very dependent on rates and charges which account for on average over 75 per cent of its underlying revenue. The forward planning outlook assumes that Council will continue to increase rates in line with the rate cap while also obtaining an additional 1.25 per cent annually that is linked to growth within the municipality.

Council's waste charges, which are calculated using a cost recovery model, are expected to increase at an above inflation rate of 3.0% per annum. These charges are expected to increase by 5.5% per annum from 2026-2027 to 2028-2029. These increases reflect Council's obligations to carry out historical landfill rehabilitation works and deliver on regulatory changes including the introduction of the fourth bin collection. These environmental challenges for managing and disposing of waste, with higher standards and new government charges are impacting charge escalation.

Council uses differential ratings as a mechanism to provide rate relief for the agricultural community and to encourage development of vacant land. This relief is in addition to the Rural Land Management Rebate that provides some financial support to farmers who practice land management actions such as weed control, erosion mitigation and wildlife corridor management. The forward financial plan assumes that the differential rate settings will continue in the future with four different rating levels:

- Developed land (residential, commercial and industrial) – standard 100 per cent
- Farm land – 80 per cent
- Vacant land – 150 per cent
- Recreational land – 60 per cent

Council will continue to use the Capital Improved Valuation (CIV) method for calculating and apportioning rates. This method, which most closely approximates the market value of properties, is transparent, well understood and promotes a progressive approach to the taxation of land in the Shire. Property values will be updated annually following a review by the Valuer General Victoria and this will ensure the currency of the valuations used for rating purposes.

The proposed approach to rating is consistent with the Revenue and Rating Plan 2025 that Council adopted in June 2025, with a planned revenue and rating review to be undertaken in the 2025-2026 financial year, as included in the Annual Action Plan.

5.4. Reserves Strategy

Victorian councils have traditionally operated with reserve funds that are in essence a reflection of surpluses from prior years that have been set aside to allocate for some future activity. The following sections provide a picture of what reserve funds Council holds and their purpose. Refer to Appendix I for the financial projections of Council's reserves over the next 10 years.

The name of each reserve and the purpose of each reserve (why Council has the reserve) is provided below.

Reserve	Description
Art in Public Places	Provision for funds to be allocated to the development and installation of major public art installations across the municipality.
Constrained Works (carry forward)	This reserve is to recognise the funds allocated and received in prior financial periods that are committed to unfinished projects.
Future Sustainability Fund	These funds are to ensure allocations for specific future expenditures and where they aid in the future financial sustainability of Council.
Landfill Rehabilitation	This reserve is to fund the rehabilitation of waste disposal sites.
Local Government Funding Vehicle (LGFV) Sinking Fund	To fund the repayment of LGFV bonds as the bonds come due for payment.
Resort and Recreation Interest Reserve	Discretionary reserve to hold funds which are allocated for development of future resort and recreational projects.
Skate Parks	These funds have been set aside via Council resolution for future works on municipal skate park facilities.
Strategic Works	These funds are intended for strategic works and acquisitions of new or expanded assets that are of an intergenerational nature.
Unallocated Surplus	These funds are the funds that remain unallocated at the year end.
Victorian Grants Commission (VGC) Grant Received in Advance	VGC funding in relation to the next financial year paid in advance.
Wonthaggi North-East Land Acquisition Reserve	To fund the future land acquisitions in Wonthaggi North-East as nominated by Council
Tracks and Trails Reserve	These funds have been set aside to fund future expenditure on tracks and trails projects within the municipality.

5.5. Climate Change and Natural Environment

Council declared a Climate Emergency in 2019 and in response has since then funded the delivery of the Climate Change Action Plan. The Climate Change Action Plan was developed with significant engagement with the community, stakeholders, officers and Council to identify actions that are technically feasibility, economically beneficial and socially desirable and cover the period 2020-2030.

Council adopted the Climate Change Action Plan in May 2021, and the LTFP contains funding in the capital and operating budgets to progressively implement this plan over the next 10 years. Council uses the Plan to guide internal decision making about operational priorities, investments, budgets and resource allocations.

Listening to the community, Council has continued to develop policy and procedures that help maintain, protect and enhance the Shire's natural environment. Through the adoption of the Circular Economy Framework, and the Statement of Planning Policy which will immediately commence the strategic environmental assessment to determine the geographical extent and significance of biodiversity within the Western Port Woodlands, Council has confirmed their continued investment in the natural environment.

The Circular Economy Framework is to guide and support the development of a circular economy in Bass Coast, underpinned by the 3 core principles of;

- to design out waste and pollution,
- keep materials in use at their highest value, and
- regenerate nature.

While the Statement of Planning Policy provides for the preparation of a Planning Scheme Amendment which implements the recommendations of the Final Draft Bass Coast Statement of Planning Policy, including the Significant Landscape Overlay.

In addition to funded projects, actions have been identified that do not have a direct impact on emissions reduction or direct adaptation impact but lay the foundations to ensure action is embedded across all areas of council and can scale up action, including:

- Integrate climate risk into financial decision making
- Integrate climate emergency into Council reporting processes
- Strengthen planning policy and practice and township adaptation plans
- Undertake an asset vulnerability assessment project of Council assets for future planning



6. Financial Resource Planning and Assumptions

6.1. Financial Assumptions

The financial assumptions used by Council for forward planning purposes are reviewed and updated, if necessary, each year. This update reflects a review of the internal financial position and changes in the external environment. These assumptions are subjected to scenario analysis and sense checking to establish a 10-year forecast that best represents Council's financial performance given these assumptions.

The financial information used for 2025-2026 (the base year) is consistent with the 2025-2026 budget. A detailed explanation of the financial planning assumptions is set out below.

Assumption	Rationale			
	2026-2027	2027-2028	2028-2029	2029-2030 to 2034-2035
Consumer Price Index (CPI)	2.5%	2.5%	2.5%	2.5%
	Based on current CPI estimate based on the midpoint of the Reserve Bank of Australia (RBA) target rate (2 to 3%) for inflation.			
Rates - price	2.5%	2.5%	2.5%	2.5%
	Based on projected movements in CPI.			
Rates - growth	1.25%	1.25%	1.25%	1.25%
	Linked to lower growth in the shire reflecting lower demand from metropolitan Melbourne for regional and lifestyle movement.			
Waste charges - price	5.5%	5.5%	5.5%	2.5%
	Above inflation cost growth in the waste sector in response additional infrastructure investment required for landfill rehabilitation, regulatory service level increases and environmental levy increases.			
Waste charges -growth	1.25%	1.25%	1.25%	1.25%
	Aligned to growth projections for rates.			
Statutory fees - price	2.5%	2.5%	2.5%	2.5%
	Based on projected movements in CPI.			
Statutory fees - growth	1.0%	1.0%	1.0%	1.0%
	Assume an 80% correlation to rates growth.			

Assumption	Rationale			
	2026-2027	2027-2028	2028-2029	2029-2030 to 2034-2035
User fees – price	2.5%	2.5%	2.5%	2.5%
	Based on projected movements in CPI.			
User fees - growth	1.0%	1.0%	1.0%	1.0%
	Assume an 80% correlation to rates growth.			
Interest revenue – interest rate	4.0%	4.0%	4.0%	4.0%
	Assume a consistent interest rate environment from 2025-2026.			
Other income	2.5%	2.5%	2.5%	2.5%
	Based on projected movements in CPI.			
Labour costs	3.0%	3.0%	3.0%	3.0%
	Enterprise Bargaining Agreement (EBA) Increase 3% for 2026-2027 to 2027-2028. Wage price index is expected at 3.25% for future years by the State Government.			
Labour growth	1.0%	1.0%	1.0%	1.0%
	Assume an 80% correlation with property growth.			
Materials and services - cost	2.5%	2.5%	2.5%	2.5%
	Based on projected movements in CPI with waste services costs expected to grow above trend from 2026-2027 to 2028-2029.			
Materials and services - growth	1.0%	1.0%	1.0%	1.0%
	Assume an 80% correlation to property growth.			
Other expenses	2.5%	2.5%	2.5%	2.5%
	Based on projected movements in CPI.			
Interest paid – interest rate	5.0%	5.0%	5.0%	5.0%
	Based on Treasury Corporation Victoria 10 year published rate.			

7. Projected Financial Outcomes

The LTFP uses several key financial indicators to measure and assess Council's projected financial performance. These indicators include measures developed by the Victorian Auditor General's Office (VAGO) and the State Government's Local Government Performance Framework (LGPRF) which is reported and updated annually on the Know Your Council website. The more salient indicators and the projected results and trends for these are:

- **Net Result** – Projected annual operating surpluses and deficits that range between $2.8 million deficit and $28.1 million surplus with a 10-year average of $7.9 million. The forward projections are significantly impacted by variations in capital grants that are linked to planned major capital projects.
- **Underlying Result** – Projected annual underlying results range from a deficit of $5.2 million to a $9.9 million deficit with a 10-year average deficit of $8.1 million. Delivery of these deficits is impacted by the continuing increase in operational waste management costs and increase in depreciation charges.
- **Working Capital Ratio** – This is projected to range from a peak of 131% to a trough of 115%. While this is close to our targeted minimum of 90%, the working capital position is expected on the delivery of the aspirational capital program. Cash and investment holdings are also expected to provide Council with an adequate buffer to address any potential liquidity concerns with these bottoming out at $21 million.
- **Internal Financing Ratio** – This ratio which reflects the percentage of capital expenditure financed from internal cash flow is projected to drop into the high risk category (less than 75%) in the 2031 financial year and is generally in the medium risk range. This is due to the proportion of Council's capital program that requires it to use borrowings as a funding source for the major projects' portfolio.
- **Borrowings** – Borrowings as a percentage of rate revenue are expected to remain within the 60% State Government prudential limit throughout the life of the LTFP with a peak of 33.7%. Once this peak has passed our projections are for this ratio to reduce over the life of the plan, remaining under 40%.
- **Renewal Gap Ratio** – The levels of renewals capital expenditure over the life of the LTFP with the renewals gap ratio projected to range between a low of 61% peaking at a high of 79%. The ratio has been significantly impacted by the uplift in depreciation as a result of asset revaluations on the property network that Council manages and maintains. Council is projecting a significant capital program including major new infrastructure offsetting investment needed in asset classes which are reaching the end of their useful life.
- **Capital Replacement Ratio** – Council is projecting very high levels of capital replacement (renewals, upgrades and new) expenditure over the life of the LTFP. This ratio is projected to range between a low of 1.10 and a peak of 1.95. The 10-year average of 1.48 confirms the magnitude and significant investment that Council is planning to deliver to the community in the form of major transformational capital projects complemented by recommended expenditure renewals and upgrades.

The LTFP is underpinned by the funding statement which projects an average surplus of $0.6 million after accounting for capital expenditure transactions, financing transactions and transfers to and from Council's reserves. This excludes the financial impact of non-cash revenue and expenditure items including depreciation, amortisation and profits or losses on the disposal of assets. This provides the best measure of financial affordability over the long-term.

8. Non-Financial Resources

8.1. Our Values

Bass Coast Shire Council is committed to a culture where the behaviours of our people are underpinned by the values of:

- Excellence
- Passion
- Imagination
- Integrity
- Courage

excellence

passion

imagination

integrity

Courage

Within this behavioral framework Council officers are aware of the need for them to:

- Be part of something bigger
- Put the customer at the centre of everything we do
- Deliver

Council is in the process of a comprehensive values refresh to ensure that the values and behavioral framework continues to meet the needs of our people and our external customers.

8.2. Our Employees

Our workforce has and requires an extensive breadth and depth of skills and experience to deliver our services effectively and efficiently. It is critical that Council aspires to be an employer of choice to attract and retain these skills. Our structure aligns to the delivery of the Council Plan strategies and initiatives and reflects our commitment to a safe and respectful working environment.

We are committed to providing our employees with opportunities for professional development, for both technical and leadership skills.

Specific training and development capability training is provided on an ongoing basis in the following areas and disciplines:

- Project management
- Contract management
- Customer service
- Financial management
- Health and workplace safety

8.3. Technology and Artificial Intelligence

Advancements in technology, and the development of Artificial Intelligence (AI) continue to set new standards of customer service and delivery methods. These developments in how people communicate, connect and discover have significant implications for organisations and just about anything where people are involved. To continue to meet the demands of our customers, and remain financially sustainable, Council must continue to embrace these developments.

This will include meeting the increased demand for our ratepayers to have an increased number of online service-related interactions, increased expectations for the community to engage directly with Council using social media or other means and more self-service channels including making payments, lodging and tracking requests and participating in Council meetings. We also need to sense how we operate and support the community, particularly those who may have limited digital literacy and/or online access.

Technological advances also provide Council with the opportunity for renewed service delivery, seeking improvement in response times and quality of outcome. Benefits and efficiencies currently gained by supporting advancements include:

- Online payments platforms
- A connected and mobile workforce
- Efficient and clearer monitoring of Council assets
- Localised community assistance
- Improved processing of supplier payments
- Electronic notifications and reminders

Continued investment in technology and AI throughout the next ten years and beyond will be critical to our success. Council's technology must be user friendly, reliable, and relevant to support ongoing and efficient service delivery to the community.





9. Attachments

Attachment 1 – Financial Statements:

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

Attachment 2 – Financial Performance Indicators

Attachment 3 – Long-Term Capital Works Program

Attachment 4 – Detailed Long-Term Capital Works

Unless otherwise stated, amounts in the attachments have been rounded to the nearest thousand dollars. Figures in the attachments may not equate due to rounding.

Comprehensive Income Statement

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Income / Revenue											
Rates and charges	77,855	81,455	84,856	88,626	92,576	96,016	99,584	103,284	107,122	111,103	115,232
Statutory fees and fines	3,180	3,447	3,686	3,931	4,132	4,338	4,513	4,695	4,885	5,082	5,287
User fees	5,978	6,378	6,636	6,903	7,182	7,472	7,774	8,088	8,414	8,754	9,107
Grants - operating	15,155	9,483	9,684	9,926	10,174	10,429	10,689	10,957	11,230	11,511	11,799
Grants - capital	11,320	9,772	12,832	4,066	7,767	14,122	10,367	3,717	4,042	3,027	2,532
Contributions - monetary	654	276	1,078	1,353	923	566	374	15,547	33,340	28,563	25,426
Contributions - non-monetary	6,014	-	-	-	-	-	-	-	-	-	-
Other income	3,591	2,627	2,510	2,502	2,551	2,439	2,441	2,485	2,234	2,447	2,476
Total income / revenue	**123,747**	**113,438**	**121,282**	**117,308**	**125,306**	**135,382**	**135,743**	**148,773**	**171,268**	**170,488**	**171,860**
Expenses											
Employee costs	38,003	39,068	40,371	41,998	43,690	45,451	47,283	49,188	51,171	53,233	55,378
Materials and services	38,325	43,210	42,708	42,839	43,653	44,671	48,949	50,920	49,593	53,806	55,722
Depreciation	26,413	26,526	27,909	29,219	30,295	31,601	32,644	33,617	34,585	35,639	36,663
Amortisation - intangible assets	371	350	357	365	372	379	366	338	344	351	358
Depreciation - right of use assets	295	375	357	333	345	357	371	456	421	224	230
Allowance for impairment losses	70	10	10	10	10	10	10	10	10	10	10
Borrowing costs	979	1,058	871	716	688	1,056	1,346	1,531	1,372	1,377	1,456
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	1,224	-	-	-	-	-	-	-	-	-	-
Finance Costs - leases	13	45	44	54	45	34	23	28	48	39	31
Other expenses	8,258	4,342	4,482	4,629	4,782	4,942	5,109	5,284	5,467	5,658	5,858
Total expenses	**113,951**	**114,985**	**117,110**	**120,160**	**123,879**	**128,502**	**136,101**	**141,373**	**143,011**	**150,336**	**155,706**
Surplus / (deficit) for the year	**9,796**	**(1,547)**	**4,172**	**(2,852)**	**1,428**	**6,880**	**(358)**	**7,400**	**28,258**	**20,152**	**16,154**
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation gain / (loss)	41,255	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income	**41,255**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total comprehensive result	**51,051**	**(1,547)**	**4,172**	**(2,852)**	**1,428**	**6,880**	**(358)**	**7,400**	**28,258**	**20,152**	**16,154**

Balance Sheet

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Assets											
Current assets											
Cash and cash equivalents	29,431	25,450	20,539	20,393	24,516	23,121	23,163	19,690	19,069	19,511	20,094
Trade and other receivables	15,334	9,818	10,525	10,106	10,855	11,774	11,784	12,854	14,925	14,847	14,969
Other financial assets	31,440	28,296	21,222	15,917	14,325	13,609	12,928	12,928	12,928	12,928	12,928
Inventories	55	55	55	55	55	55	55	55	55	55	55
Prepayments	867	884	902	920	938	957	976	976	976	976	976
Other assets	461	452	443	434	425	417	408	408	408	408	408
Total current assets	**77,588**	**64,955**	**53,685**	**47,825**	**51,115**	**49,933**	**49,316**	**46,912**	**48,362**	**48,725**	**49,431**
Non-current assets											
Property, infrastructure, plant & equipment	1,345,156	1,349,628	1,359,126	1,358,912	1,364,714	1,377,602	1,382,397	1,388,421	1,414,698	1,435,585	1,454,427
Right-of-use assets	1,137	762	1,757	1,489	1,200	889	554	1,400	1,019	821	613
Intangible assets	2,417	2,517	4,830	4,963	4,591	4,212	3,846	3,508	3,164	2,813	2,454
Total non-current assets	**1,348,710**	**1,352,906**	**1,365,713**	**1,365,363**	**1,370,505**	**1,382,703**	**1,386,797**	**1,393,329**	**1,418,881**	**1,439,220**	**1,457,494**
Total assets	**1,426,298**	**1,417,861**	**1,419,399**	**1,413,188**	**1,421,620**	**1,432,636**	**1,436,113**	**1,440,242**	**1,467,243**	**1,487,945**	**1,506,925**
Liabilities											
Current liabilities											
Trade and other payables	8,683	7,501	7,576	7,713	7,961	8,212	8,765	9,090	9,175	9,742	10,110
Trust funds and deposits	2,292	2,338	2,385	2,432	2,481	2,531	2,581	2,581	2,581	2,581	2,581
Contract and other liabilities	17,819	17,669	17,669	17,669	17,669	17,669	17,669	17,669	17,669	17,669	17,669
Provisions	9,082	8,985	7,269	7,164	8,233	7,206	7,298	7,191	8,251	7,177	7,177
Interest-bearing liabilities	7,077	4,808	5,038	2,313	3,175	3,573	3,954	3,835	3,377	3,942	3,394
Lease liabilities	362	281	305	326	349	373	398	398	208	222	237
Total current liabilities	**45,315**	**41,583**	**40,241**	**37,618**	**39,868**	**39,563**	**40,666**	**40,764**	**41,260**	**41,334**	**41,168**
Non-current liabilities											
Provisions	12,146	12,147	14,378	14,540	13,136	12,759	12,290	11,928	10,506	10,158	9,810
Interest-bearing liabilities	22,178	19,309	14,808	14,184	20,646	25,802	29,379	25,544	25,396	26,422	29,983
Lease liabilities	796	507	1,484	1,211	907	569	193	1,020	838	637	416
Total non-current liabilities	**35,120**	**31,963**	**30,670**	**29,935**	**34,689**	**39,129**	**41,862**	**38,492**	**36,740**	**37,216**	**40,209**
Total liabilities	**80,435**	**73,545**	**70,911**	**67,553**	**74,557**	**78,693**	**82,527**	**79,256**	**78,000**	**78,550**	**81,376**
Net assets	**1,345,863**	**1,344,316**	**1,348,488**	**1,345,635**	**1,347,063**	**1,353,943**	**1,353,585**	**1,360,985**	**1,389,243**	**1,409,395**	**1,425,549**
Equity											
Accumulated surplus	368,487	377,741	391,148	393,901	392,000	398,959	399,444	409,104	435,635	454,569	470,036
Reserves	977,376	966,575	957,340	951,734	955,063	954,984	954,141	951,881	953,608	954,826	955,513
Total equity	**1,345,863**	**1,344,316**	**1,348,488**	**1,345,635**	**1,347,063**	**1,353,943**	**1,353,585**	**1,360,985**	**1,389,243**	**1,409,395**	**1,425,549**

Statement of Changes in Equity

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2025				
Balance at beginning of the financial year	1,294,812	369,814	889,627	35,371
Surplus / (deficit) for the year	9,796	9,796	-	-
Net asset revaluation gain / (loss)	41,255	286	40,969	-
Transfers (to) / from other reserves	-	(11,409)	-	11,409
Balance at end of the financial year	**1,345,863**	**368,487**	**930,596**	**46,780**
2026				
Balance at beginning of the financial year	1,345,863	368,487	930,596	46,780
Surplus / (deficit) for the year	(1,547)	(1,547)	-	-
Transfers (to) / from other reserves	-	10,801	-	(10,801)
Balance at end of the financial year	**1,344,316**	**377,741**	**930,596**	**35,979**
2027				
Balance at beginning of the financial year	1,344,316	377,741	930,596	35,979
Surplus / (deficit) for the year	4,172	4,172	-	-
Transfers (to) / from other reserves	-	9,236	-	(9,236)
Balance at end of the financial year	**1,348,488**	**391,148**	**930,596**	**26,744**
2028				
Balance at beginning of the financial year	1,348,488	391,148	930,596	26,744
Surplus / (deficit) for the year	(2,852)	(2,852)	-	-
Transfers (to) / from other reserves	-	5,605	-	(5,605)
Balance at end of the financial year	**1,345,635**	**393,901**	**930,596**	**21,138**
2029				
Balance at beginning of the financial year	1,345,635	393,901	930,596	21,138
Surplus / (deficit) for the year	1,428	1,428	-	-
Transfers (to) / from other reserves	-	(3,328)	-	3,328
Balance at end of the financial year	**1,347,063**	**392,000**	**930,596**	**24,467**
2030				
Balance at beginning of the financial year	1,347,063	392,000	930,596	24,467
Surplus / (deficit) for the year	6,880	6,880	-	-
Transfers (to) / from other reserves	-	79	-	(79)
Balance at end of the financial year	**1,353,943**	**398,959**	**930,596**	**24,388**

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2031				
Balance at beginning of the financial year	1,353,943	398,959	930,596	24,388
Surplus / (deficit) for the year	(358)	(358)	-	-
Transfers (to) / from other reserves	-	843	-	(843)
Balance at end of the financial year	**1,353,585**	**399,444**	**930,596**	**23,545**
2032				
Balance at beginning of the financial year	1,353,585	399,444	930,596	23,545
Surplus / (deficit) for the year	7,400	7,400	-	-
Transfers (to) / from other reserves	-	2,260	-	(2,260)
Balance at end of the financial year	**1,360,985**	**409,104**	**930,596**	**21,285**
2033				
Balance at beginning of the financial year	1,360,985	409,104	930,596	21,285
Surplus / (deficit) for the year	28,258	28,258	-	-
Transfers (to) / from other reserves	-	(1,727)	-	1,727
Balance at end of the financial year	**1,389,243**	**435,635**	**930,596**	**23,012**
2034				
Balance at beginning of the financial year	1,389,243	435,635	930,596	23,012
Surplus / (deficit) for the year	20,152	20,152	-	-
Transfers (to) / from other reserves	-	(1,218)	-	1,218
Balance at end of the financial year	**1,409,395**	**454,569**	**930,596**	**24,230**
2035				
Balance at beginning of the financial year	1,409,395	454,569	930,596	24,230
Surplus / (deficit) for the year	16,154	16,154	-	-
Transfers (to) / from other reserves	-	(687)	-	687
Balance at end of the financial year	**1,425,549**	**470,036**	**930,596**	**24,917**

Statement of Cash Flows

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	77,209	85,550	84,483	88,248	92,141	95,640	99,195	102,899	106,678	110,668	114,782
Statutory fees and fines	3,179	3,990	4,033	4,303	4,526	4,753	4,949	5,149	5,355	5,572	5,797
User fees	6,099	7,384	7,276	7,571	7,873	8,193	8,524	8,869	9,224	9,598	9,986
Grants - operating	14,765	9,980	9,667	9,908	10,151	10,408	10,668	10,936	11,205	11,488	11,775
Grants - capital	10,620	10,285	12,581	4,787	7,462	13,600	10,676	4,264	4,015	3,111	2,573
Interest received	2,494	1,700	1,560	1,528	1,553	1,416	1,392	1,410	1,132	1,318	1,318
Trust Funds and Deposits	227	46	47	48	49	50	51	-	-	-	-
Other receipts	3,038	1,589	2,262	2,633	2,253	1,884	1,689	17,025	36,383	33,206	29,641
Net GST refund / payment	3,989	6,070	7,062	6,282	6,940	7,868	7,679	6,614	6,679	7,085	7,455
Employee costs	(38,003)	(39,581)	(40,272)	(41,882)	(43,550)	(45,315)	(47,141)	(49,043)	(50,997)	(53,063)	(55,202)
Materials and services	(37,145)	(42,441)	(42,930)	(44,424)	(45,970)	(47,600)	(49,310)	(51,054)	(52,831)	(54,705)	(56,633)
Landfill Rehabilitation Expenditure Paid	-	(546)	(2,156)	(440)	(335)	(1,404)	(377)	(469)	(362)	(1,422)	(348)
Other payments	(9,907)	(10,442)	(8,911)	(7,676)	(7,110)	(6,767)	(9,652)	(10,479)	(7,714)	(10,197)	(10,803)
Net cash provided by / (used in) operating activities	**36,565**	**33,584**	**34,702**	**30,888**	**35,983**	**42,725**	**38,341**	**46,122**	**68,766**	**62,658**	**60,340**
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(28,023)	(34,703)	(41,637)	(32,386)	(40,097)	(49,414)	(41,688)	(44,123)	(67,465)	(62,720)	(61,604)
Proceeds from sale of property, infrastructure, plant and equipment	376	605	490	481	391	476	506	517	517	542	550
Proceeds / (Payments) from / for Financial Assets	5,200	3,144	7,074	5,306	1,592	716	680	-	-	-	-
Net cash provided by / (used in) investing activities	**(22,447)**	**(30,954)**	**(34,074)**	**(26,599)**	**(38,115)**	**(48,222)**	**(40,501)**	**(43,606)**	**(66,948)**	**(62,178)**	**(61,054)**
Cash flows from financing activities											
Finance costs	(988)	(1,058)	(871)	(716)	(688)	(1,056)	(1,346)	(1,531)	(1,372)	(1,377)	(1,456)
Proceeds from borrowings	18,499	2,000	540	1,700	9,700	8,750	7,550	-	3,250	5,000	7,000
Repayment of borrowings	(13,436)	(7,138)	(4,812)	(5,048)	(2,376)	(3,197)	(3,591)	(3,954)	(3,856)	(3,409)	(3,987)
Interest paid - lease liability	-	(45)	(44)	(54)	(45)	(34)	(23)	(28)	(48)	(39)	(31)
Repayment of lease liabilities	(300)	(370)	(352)	(316)	(338)	(361)	(386)	(476)	(413)	(213)	(227)
Net cash provided by / (used in) financing activities	**3,775**	**(6,611)**	**(5,539)**	**(4,434)**	**6,255**	**4,102**	**2,203**	**(5,990)**	**(2,439)**	**(37)**	**1,299**
Net increase / (decrease) in cash & cash equivalents	**17,893**	**(3,981)**	**(4,911)**	**(146)**	**4,123**	**(1,395)**	**43**	**(3,474)**	**(621)**	**442**	**584**
Cash and cash equivalents at the beginning of the financial year	11,538	29,431	25,450	20,539	20,393	24,516	23,121	23,163	19,690	19,069	19,511
Cash and cash equivalents at the end of the financial year	**29,431**	**25,450**	**20,539**	**20,393**	**24,516**	**23,121**	**23,163**	**19,690**	**19,069**	**19,511**	**20,094**

Statement of Capital Works

	Actual 2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Property											
Land improvements	5,912	5,781	10,080	4,041	6,185	5,436	4,235	5,616	6,135	2,785	2,901
Total land	**5,912**	**5,781**	**10,080**	**4,041**	**6,185**	**5,436**	**4,235**	**5,616**	**6,135**	**2,785**	**2,901**
Buildings	4,515	9,276	6,741	5,384	16,234	24,384	18,936	20,140	40,013	37,932	37,207
Total buildings	**4,515**	**9,276**	**6,741**	**5,384**	**16,234**	**24,384**	**18,936**	**20,140**	**40,013**	**37,932**	**37,207**
Total property	**10,427**	**15,057**	**16,821**	**9,425**	**22,419**	**29,820**	**23,171**	**25,756**	**46,148**	**40,717**	**40,108**
Plant and equipment											
Computers and telecommunications	615	700	696	660	660	660	660	662	662	663	663
Plant, machinery and equipment	1,352	1,990	1,480	1,450	1,450	1,430	1,540	1,604	1,604	1,650	1,700
Total plant and equipment	**1,967**	**2,690**	**2,176**	**2,110**	**2,110**	**2,090**	**2,200**	**2,266**	**2,266**	**2,313**	**2,363**
Infrastructure											
Roads	5,881	5,550	8,986	6,744	6,315	6,619	6,619	6,620	6,620	5,620	5,615
Bridges	1,923	768	2,000	2,000	2,000	2,100	2,300	2,340	3,200	3,905	4,695
Footpaths and cycleways	4,601	4,628	867	2,176	1,706	636	792	646	651	657	662
Drainage	2,054	1,169	1,690	1,070	1,000	1,270	1,400	1,430	1,485	2,700	1,550
Waste management	735	1,186	2,641	5,316	902	2,278	1,416	939	962	986	1,011
Landfill cells	-	450	2,671	497	-	-	-	-	-	-	-
Other infrastructure	140	50	-	104	-	109	-	115	-	120	-
Total infrastructure	**15,334**	**13,801**	**18,855**	**17,907**	**11,923**	**13,012**	**12,527**	**12,090**	**12,918**	**13,988**	**13,533**
Total capital works expenditure	**27,728**	**31,548**	**37,852**	**29,442**	**36,452**	**44,922**	**37,898**	**40,112**	**61,332**	**57,018**	**56,004**
Represented by:											
New asset expenditure	9,807	9,162	12,505	7,334	15,475	23,959	15,475	18,245	37,675	34,220	33,175
Asset renewal expenditure	14,832	16,008	16,849	16,876	16,636	18,064	19,103	19,342	20,327	21,063	22,489
Asset expansion expenditure	526	1,371	4,367	1,697	270	1,629	250	255	260	265	270
Asset upgrade expenditure	2,563	5,007	4,131	3,535	4,071	1,270	3,070	2,270	3,070	1,470	70
Total capital works expenditure	**27,728**	**31,548**	**37,852**	**29,442**	**36,452**	**44,922**	**37,898**	**40,112**	**61,332**	**57,018**	**56,004**
Funding sources represented by:											
Grants	11,320	9,772	12,832	4,066	7,767	14,122	10,367	3,717	4,042	3,027	2,532
Contributions	381	175	975	1,247	815	455	260	15,430	33,220	28,440	25,300
Council cash	13,102	19,600	23,505	22,429	18,170	21,595	19,721	20,964	20,820	20,551	21,172
Borrowings	2,925	2,000	540	1,700	9,700	8,750	7,550	-	3,250	5,000	7,000
Total capital works expenditure	**27,728**	**31,548**	**37,852**	**29,442**	**36,452**	**44,922**	**37,898**	**40,112**	**61,332**	**57,018**	**56,004**

Statement of Human Resources

Staff expenditure	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Staff expenditure										
Employee costs - operating	39,068	40,371	41,998	43,690	45,451	47,283	49,188	51,171	53,233	55,378
Employee costs - capital	1,868	1,931	2,008	2,089	2,174	2,261	2,352	2,447	2,546	2,648
Total staff expenditure	**40,936**	**42,302**	**44,006**	**45,780**	**47,625**	**49,544**	**51,541**	**53,618**	**55,779**	**58,026**

Staff numbers	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
Staff numbers										
Employees	351	354	358	362	366	370	374	378	382	386
Total staff numbers	**351**	**354**	**358**	**362**	**366**	**370**	**374**	**378**	**382**	**386**

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

Department	Total	Comprises			
		Permanent			
		Full Time	Part Time	Casual	Temporary
	$'000	$'000	$'000	$'000	$'000
Chief Executive Office	502	502	-	-	-
Community and Culture	16,097	1,2601	2,724	555	216
Future Places	12,457	11,389	990	-	78
Innovation and Engagement	11,725	9,116	2,293	-	317
Total permanent staff expenditure	40,781	33,608	6,007	555	611
Other employee related expenditure	155				
Capitalised labour costs	(1,868)				
Total staff expenditure	**39,068**	**67,216**	**12,015**	**1,110**	**1,221**

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

Department	Total	Comprises			
		Permanent			
		Full Time	Part Time	Casual	Temporary
Chief Executive Office	2.0	2.0	-	-	-
Community and Culture	150.0	118.0	30.0	0.0	2.0
Future Places	96.8	86.0	10.2	0.0	0.6
Innovation and Engagement	102.6	75.0	23.8	0.0	3.8
Total staff	**351.4**	**281.0**	**64.0**	**0.0**	**6.4**

Statement of Human Resources

	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000
Chief Executive Office										
Permanent - Full time	**502**	**520**	**541**	**563**	**586**	**610**	**634**	**660**	**687**	**714**
Women	142	147	153	159	166	172	179	187	194	202
Men	360	373	388	404	420	437	455	473	493	513
Total Chief Executive Office	**502**	**520**	**541**	**563**	**586**	**610**	**634**	**660**	**687**	**714**
Community and Culture										
Permanent - Full time	**12,601**	**13,057**	**13,585**	**14,135**	**14,706**	**15,300**	**15,918**	**16,561**	**17,229**	**17,924**
Women	3,455	3,581	3,725	3,876	4,033	4,195	4,364	4,539	4,722	4,911
Men	8,378	8,681	9,032	9,398	9,778	10,173	10,584	11,013	11,458	11,921
Vacant positions	768	795	828	861	896	932	970	1,009	1,050	1,092
Permanent - Part time	**2,724**	**2,823**	**2,937**	**3,056**	**3,180**	**3,308**	**3,442**	**3,581**	**3,726**	**3,877**
Women	1,486	1,540	1,602	1,667	1,734	1,804	1,877	1,953	2,032	2,114
Men	1,069	1,108	1,153	1,200	1,248	1,299	1,351	1,406	1,463	1,522
Vacant positions	169	175	182	190	198	206	214	222	231	241
Total Community and Culture	**15,325**	**15,880**	**16,523**	**17,191**	**17,886**	**18,609**	**19,360**	**20,142**	**20,955**	**21,801**
Future Places										
Permanent - Full time	**11,389**	**11,801**	**12,279**	**12,775**	**13,292**	**13,830**	**14,389**	**14,971**	**15,576**	**16,206**
Women	3,775	3,911	4,070	4,234	4,405	4,584	4,769	4,962	5,163	5,371
Men	7,289	7,553	7,859	8,177	8,507	8,851	9,209	9,582	9,969	10,373
Vacant positions	325	337	350	364	379	395	410	427	444	462
Permanent - Part time	**990**	**1,026**	**1,068**	**1,111**	**1,156**	**1,203**	**1,251**	**1,302**	**1,354**	**1,409**
Women	718	744	774	805	838	872	907	944	982	1,022
Men	230	238	248	258	268	279	290	302	314	327
Vacant positions	43	44	46	48	50	52	54	56	58	61
Total Future Places	**12,379**	**12,828**	**13,347**	**13,886**	**14,448**	**15,032**	**15,640**	**16,273**	**16,931**	**17,615**
Innovation and Engagement										
Permanent - Full time	**9,116**	**9,446**	**9,828**	**10,226**	**10,640**	**11,070**	**11,518**	**11,983**	**12,468**	**12,972**
Women	5,937	6,152	6,401	6,660	6,929	7,209	7,501	7,804	8,120	8,448
Men	2,305	2,388	2,485	2,586	2,690	2,799	2,912	3,030	3,152	3,280
Vacant positions	874	906	943	981	1,021	1,062	1,105	1,149	1,196	1,244
Permanent - Part time	**2,293**	**2,376**	**2,472**	**2,572**	**2,676**	**2,784**	**2,897**	**3,014**	**3,136**	**3,262**
Women	1,936	2,006	2,087	2,171	2,259	2,350	2,445	2,544	2,647	2,754
Men	74	77	80	83	86	90	93	97	101	105
Vacant positions	283	293	305	318	331	344	358	372	387	403
Total Innovation and Engagement	**11,409**	**11,822**	**12,300**	**12,798**	**13,315**	**13,854**	**14,414**	**14,997**	**15,604**	**16,235**
Casuals, temporary and other expenditure	1,321	1,251	1,296	1,342	1,390	1,440	1,492	1,546	1,602	1,661
Capitalised labour costs	**(1,868)**	**(1,931)**	**(2,008)**	**(2,089)**	**(2,174)**	**(2,261)**	**(2,352)**	**(2,447)**	**(2,546)**	**(2,648)**
Total staff expenditure	**39,068**	**40,371**	**41,998**	**43,690**	**45,451**	**47,283**	**49,188**	**51,171**	**53,233**	**55,378**

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
Chief Executive Office										
Permanent - Full time	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Women	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Chief Executive Office	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Community and Culture										
Permanent - Full time	**118.0**	**119.0**	**120.0**	**121.0**	**122.0**	**123.0**	**124.0**	**125.0**	**126.0**	**127.0**
Women	28.0	29.0	30.0	31.0	32.0	33.0	34.0	35.0	36.0	37.0
Men	83.0	83.0	83.0	83.0	83.0	83.0	83.0	83.0	83.0	83.0
Vacant positions	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Permanent - Part time	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**
Women	15.2	15.2	15.2	15.2	15.2	15.2	15.2	15.2	15.2	15.2
Men	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Vacant positions	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Total Community and Culture	**148.0**	**149.0**	**150.0**	**151.0**	**152.0**	**153.0**	**154.0**	**155.0**	**156.0**	**157.0**
Future Places										
Permanent - Full time	**86.0**	**88.0**	**90.0**	**92.0**	**94.0**	**96.0**	**98.0**	**100.0**	**102.0**	**104.0**
Women	29.0	31.0	33.0	35.0	37.0	39.0	41.0	43.0	45.0	47.0
Men	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0
Vacant positions	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Permanent - Part time	**10.2**	**10.2**	**10.2**	**10.2**	**10.2**	**10.2**	**10.2**	**10.2**	**10.2**	**10.2**
Women	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Vacant positions	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Total Future Places	**96.2**	**98.2**	**100.2**	**102.2**	**104.2**	**106.2**	**108.2**	**110.2**	**112.2**	**114.2**
Innovation and Engagement										
Permanent - Full time	**75.0**	**76.0**	**77.0**	**78.0**	**79.0**	**80.0**	**81.0**	**82.0**	**83.0**	**84.0**
Women	48.0	49.0	50.0	51.0	52.0	53.0	54.0	55.0	56.0	57.0
Men	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
Vacant positions	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Permanent - Part time	**23.8**	**23.8**	**23.8**	**23.8**	**23.8**	**23.8**	**23.8**	**23.8**	**23.8**	**23.8**
Women	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9	19.9
Men	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Vacant positions	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
Total Innovation and Engagement	**98.8**	**99.8**	**100.8**	**101.8**	**102.8**	**103.8**	**104.8**	**105.8**	**106.8**	**107.8**
Casuals and temporary employees	6.4	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Capitalised labour*	*16*	*16*	*16*	*16*	*16*	*16*	*16*	*16*	*16*	*16*
Total employee numbers	**351.4**	**354.0**	**358.0**	**362.0**	**366.0**	**370.0**	**374.0**	**378.0**	**382.0**	**386.0**

*This does not have any impact on total employee numbers

Financial Performance Indicators

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

Indicator	Measure	Actual 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Trend +/o/-
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue.	(6.33%)	(9.54%)	(7.21%)	(5.55%)	(4.48%)	(4.77%)	(7.20%)	(7.53%)	(5.27%)	(6.72%)	(6.74%)	-
Liquidity													
Working Capital	Current assets / current liabilities	171.22%	156.21%	133.41%	127.13%	128.21%	126.21%	121.27%	115.08%	117.21%	117.88%	120.07%	-
Unrestricted cash	Unrestricted cash / current liabilities	37.48%	74.46%	87.57%	108.06%	103.84%	101.18%	100.49%	97.27%	90.41%	88.37%	88.48%	+
Obligations													
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to rates** Interest bearing loans and borrowings / rate revenue	37.58%	29.95%	23.60%	18.78%	25.96%	30.87%	33.77%	28.70%	27.10%	27.57%	29.22%	-
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings repayments compared to rates** Interest and principal repayments on interest bearing loans and borrowings / rate revenue	18.51%	10.18%	6.76%	6.56%	3.34%	4.47%	5.00%	5.36%	4.92%	4.35%	4.77%	-
Indebtedness (level of long-term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue	38.76%	34.00%	31.36%	29.33%	32.56%	35.45%	36.58%	32.44%	29.92%	29.19%	30.41%	-
Asset renewal (assets are renewed as planned)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	65.86%	79.23%	75.17%	69.86%	68.35%	61.18%	67.92%	64.29%	67.65%	63.23%	61.53%	-
Stability													
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	72.65%	76.72%	76.99%	77.16%	77.39%	77.59%	77.74%	77.87%	78.16%	78.18%	78.30%	+
Rates effort (rating level is set based on the community's capacity to pay)	**Rates compared to property values** Rate revenue / CIV of rateable properties in the municipality.	0.29%	0.29%	0.30%	0.31%	0.32%	0.33%	0.34%	0.35%	0.36%	0.37%	0.38%	+
Efficiency													
Expenditure level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses / no. of property assessments	$3,287.11	$3,284.03	$3,311.61	$3,364.25	$3,434.03	$3,526.94	$3,698.55	$3,803.80	$3,809.79	$3,965.31	$4,066.29	+
Revenue level (resources are used efficiently in the delivery of services)	**Average rate per property assessment** General rates and municipal charges / no. of property assessments	$1,711.33	$1,759.44	$1,807.90	$1,857.69	$1,908.86	$1,961.43	$2,015.46	$2,070.97	$2,128.01	$2,186.62	$2,246.84	+

Financial Performance Indicators

Indicator	Formula	Description
Adjusted underlying result (%)	Adjusted underlying surplus (or deficit) / adjusted underlying revenue	This measures an entity's ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions and other contributions, to fund capital expenditure from its net result. A surplus or increasing surplus suggests an improvement in the operating position.
Working Capital (%)	Current assets / current liabilities	This measures an entity's ability to pay existing liabilities in the next 12 months. A ratio of one or more means that an entity has more cash and liquid assets than short-term liabilities.
Unrestricted cash (%)	Unrestricted cash / current liabilities	This measures Council's ability to pay existing liabilities in the next 12 months using cash reserves that are not restricted, like trust funds and statutory reserves. It assesses the ability that Council has to pay its bills on time without utilising cash that is held to fund specific activities.
Loans and borrowings compared to rates (%)	Interest bearing loans and borrowings / rate revenue	This measures Council's ability to pay its interest-bearing loan obligations with the rate revenue it generates. A maximum target of 60 per cent to ensure Council can borrow to fund major capital works projects in the future.
Loans and borrowings repayments compared to rates (%)	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	This measures Council's how much of its interest obligations is funded with the rate revenue it generates.
Indebtedness (%)	Non-current liabilities / own-sourced revenue	This assesses an entity's ability to pay the principal and interest on its borrowings when they are due from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, to exclude grants and contributions.
Asset Renewal (%)	Renewal and upgrade expenditure / depreciation	This compares the rate of spending on renewing, restoring, and replacing existing assets with depreciation. Ratios higher than one indicate that spending on existing assets is faster than the depreciation rate.
Rates compared to adjusted underlying revenue (%)	Rate revenue / adjusted underlying revenue	Assessment of whether council can generate revenue from a range of sources to fund services and activities. Lower proportion of rate to underlying revenue suggests greater stability.
Rates compared to property values (%)	Rate revenue / CIV of rateable properties in the municipality	Assessment of whether councils set rates at an appropriate level. Lower proportion of rate revenue suggests a reduced rate burden on the community.
Expenses per property assessment ($)	Total expenses / no. of property assessments	Is used as an assessment of whether resources are being used efficiently to deliver services.
Average rate per property assessment ($)	General rates and municipal charges / no. of property assessments	Assessment of whether resources are being used efficiently to deliver service.

Long-Term Capital Works Program

10 Year Capital Works Plan by Program

Project	Budget 2025/26	Long-Term Capital Works Program									Total 10 Year Project Cost	Future Years
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Major												
Aquatics and Leisure Centres	500,000	500,000	-	8,000,000	20,000,000	12,000,000	-	-	-	-	41,000,000	40,000,000
Climate Change Actions	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000	-
Cowes Activity Centre Plan	3,000,000	5,925,000	-	-	-	-	-	-	-	-	8,925,000	-
Fourth Bin System / Glass Recycling	-	-	3,500,000	-	-	-	-	-	-	-	3,500,000	-
Grantville Cell 8A Construction	450,000	2,671,000	497,000	-	-	-	-	-	-	-	3,618,000	-
Grantville Landfill Leachate Storage / Collection Infrastructure	596,000	1,491,000	965,000	30,000	1,384,000	-	-	-	-	-	4,466,000	-
Former Wonthaggi Secondary College Site Redevelopment	350,000	300,000	-	3,000,000	-	-	15,000,000	33,000,000	33,000,000	30,000,000	114,650,000	-
Phillip Island Sporting Precinct (Phillip Island Recreation Reserve)	440,000	300,000	700,000	2,000,000	2,000,000	1,000,000	1,000,000	2,500,000	-	-	9,940,000	-
Phillip Island Transfer Station	-	200,000	-	-	-	-	-	-	-	-	200,000	13,000,000
Road and Drainage Improvement	650,000	825,000	1,125,000	701,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	7,301,000	-
San Remo Structure Plan	-	-	-	-	-	-	1,000,000	-	-	2,000,000	3,000,000	5,000,000
Tracks and Trails Strategy	3,720,000	400,000	1,680,000	1,200,000	-	-	-	-	-	-	7,000,000	-
Waste Transfer Stations Network Development	-	-	-	-	-	500,000	-	-	-	-	500,000	45,000,000
Major Total	**10,106,000**	**13,012,000**	**8,867,000**	**15,331,000**	**24,784,000**	**14,900,000**	**18,400,000**	**36,900,000**	**33,400,000**	**32,400,000**	**208,100,000**	**103,000,000**
Minor												
Access Control & Security Systems	125,000	125,000	-	-	-	-	-	-	-	-	250,000	-
Beach Safety Signage: ESTA Marker Rollout	44,000	-	-	-	-	-	-	-	-	-	44,000	-
Cape Paterson Life Saving Club Access Ramp Rectification	-	20,000	-	-	-	-	-	-	-	-	20,000	-
Coronet Bay (Fred Gration Reserve) Masterplan implementation	150,000	650,000	250,000	-	-	-	-	-	-	-	1,050,000	-
Court Upgrades Program	-	25,000	500,000	800,000	-	-	-	-	-	-	1,325,000	-
Disability Action Plan	-	60,000	-	75,000	-	75,000	-	75,000	-	75,000	360,000	-
Disabled Beach Access: Cowes Main Beach and Cape Paterson	332,520	-	-	-	-	-	-	-	-	-	332,520	-
Dog Parks	50,000	200,000	-	200,000	-	200,000	-	200,000	-	100,000	950,000	-
Footpath gaps program (RAMP)	325,000	205,000	235,000	240,000	245,000	250,000	255,000	260,000	265,000	270,000	2,550,000	-
Grantville EPA / Licence Compliance	170,000	120,000	-	-	-	-	-	-	-	-	290,000	-
Integrated Transport Strategy Implementation Program	-	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	850,000	-
Kindergarten MCH Program Expansion	-	-	-	200,000	-	-	200,000	-	-	200,000	600,000	-
Local Area Traffic Management / Road Safety Projects	-	-	-	200,000	-	200,000	-	200,000	-	200,000	800,000	-
MTB / BMX Implementation	-	500,000	-	-	500,000	-	-	500,000	-	-	1,500,000	-
Old Post Office - FFE and IT	-	36,000	-	-	-	-	-	-	-	-	36,000	-

10 Year Capital Works Plan by Program (continued)

Project	Budget 2025/26	Long-Term Capital Works Program									Total 10 Year Project Cost	Future Years
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Pavilion Upgrades and Renewals	3,895,000	1,975,000	1,650,000	1,150,000	-	2,000,000	-	2,000,000	-	-	12,670,000	-
Phillip Island Speed Review Stage 2	-	300,000	-	-	-	-	-	-	-	-	300,000	-
Playspace Renewal and Upgrade	340,000	300,000	800,000	950,000	-	300,000	300,000	-	300,000	315,000	3,605,000	-
Pound Upgrade	-	100,000	-	-	-	-	-	-	-	-	100,000	-
Public Art	50,000	-	103,781	-	109,035	-	114,555	-	120,354	-	497,725	-
Public Lighting Upgrade - Mercury Vapour Lamp Elimination Program	232,000	-	-	-	-	-	-	-	-	-	232,000	-
Recreation Projects Design	60,000	60,000	60,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	670,000	-
Rural Road Safety Upgrades	-	-	200,000	-	200,000	-	200,000	-	200,000	-	800,000	-
Safe Local Roads and Streets Program (SLRSP)	-	2,000,000	-	-	-	-	-	-	-	-	2,000,000	-
Skate Park Upgrades	-	250,000	-	-	750,000	750,000	-	-	-	-	1,750,000	-
Smiths Beach Town Plan	-	-	-	-	-	150,000	330,000	600,000	500,000	-	1,580,000	-
Sporting Fields Upgrade & Renewal	-	720,000	-	400,000	650,000	-	1,000,000	-	1,200,000	-	3,970,000	-
Urban roads dust management	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000	-
Urban Speed Zone Changes	-	495,000	-	-	-	-	-	-	-	-	495,000	-
Wonthaggi-White Road Gippsland Interchange / BCAL crossing upgrade	-	100,000	-	-	-	-	-	-	-	-	100,000	-
Minor Total	**5,773,520**	**8,291,000**	**3,998,781**	**4,485,000**	**2,724,035**	**4,195,000**	**2,669,555**	**4,105,000**	**2,855,354**	**1,430,000**	**40,527,245**	**-**
Renewals												**-**
Bridges renewal program	768,000	2,000,000	2,000,000	2,000,000	2,100,000	2,300,000	2,340,000	3,200,000	3,905,000	4,695,000	25,308,000	-
Buildings renewal program	4,380,883	3,636,000	3,709,000	3,784,000	4,359,000	4,836,000	4,915,000	4,913,000	4,907,000	4,907,000	44,346,883	-
Carparks renewal program	123,000	-	-	-	-	-	-	-	-	-	123,000	-
Community Facilities Renewal	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	-
Computers and Telecommunications renewal	625,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,025,000	-
Court Renewal Program	-	420,000	-	300,000	-	450,000	-	600,000	-	750,000	2,520,000	-
Cultural Facilities	75,000	60,000	60,000	60,000	60,000	60,000	62,000	62,000	63,000	63,000	625,000	-
Waste Facilities Hook-Lift Truck	420,000	-	-	-	-	-	-	-	-	-	420,000	-
Light Fleet & Equipment replacement program	700,000	600,000	600,000	600,000	600,000	600,000	624,000	624,000	640,000	660,000	6,248,000	-
Open Space renewal program	1,065,307	1,050,000	1,081,000	1,065,000	1,066,000	1,065,000	1,266,000	1,265,000	1,265,000	1,266,000	11,454,307	-
Pathways renewal program	250,819	262,000	261,000	266,000	391,000	392,000	391,000	391,000	392,000	392,000	3,388,819	-
Plant & Equipment renewal program	1,290,000	880,000	850,000	850,000	830,000	940,000	980,000	980,000	1,010,000	1,040,000	9,650,000	-
Rural Roads renewal program	2,007,600	2,198,000	2,200,000	2,198,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	21,803,600	-
Skate Park Renewals	-	-	250,000	-	-	-	250,000	-	250,000	-	750,000	-
Storm Water renewal program	1,168,794	970,000	1,070,000	1,000,000	1,270,000	1,400,000	1,430,000	1,485,000	1,500,000	1,550,000	12,843,794	-
Unsealed Roads renewal program	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000	-
Urban roads renewal program	2,169,000	2,418,000	2,419,000	2,416,000	2,419,000	2,419,000	2,420,000	2,420,000	2,420,000	2,415,000	23,935,000	-
Waste Renewal and Replacement	-	830,000	851,000	872,000	894,000	916,000	939,000	962,000	986,000	1,011,000	8,261,000	-
Renewals Total	**15,668,403**	**16,549,000**	**16,576,000**	**16,636,000**	**17,414,000**	**18,803,000**	**19,042,000**	**20,327,000**	**20,763,000**	**22,174,000**	**183,952,403**	**-**

10 Year Capital Works Plan by Program (continued)

Project	Budget 2025/26	Long-Term Capital Works Program									Total 10 Year Project Cost	Future Years
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Operational												-
Grantville Cell 4, 5 & part of 6 Rehabilitation and Capping	313,000	1,811,000	-	-	-	-	-	-	-	-	2,124,000	-
Grantville Cell 6 Rehabilitation and Capping	-	-	100,000	-	1,075,000	-	-	-	-	-	1,175,000	-
Grantville Cell 7 Rehabilitation and Capping	-	-	-	-	-	-	100,000	-	1,067,000	-	1,167,000	-
Grantville Old Landfill Capping - Rehabilitation Plan & Remedial Works	-	-	180,000	500,000	-	1,146,000	-	-	-	-	1,826,000	-
San Remo Streetscape Planning	-	-	500,000	-	-	-	-	-	-	-	500,000	-
Western Port Woodlands	-	250,000	-	-	250,000	-	-	-	-	-	500,000	5,000,000
Inverloch Old Landfill Detailed Design & Rehabilitation	-	-	-	65,000	-	1,700,000	3,300,000	-	-	-	5,065,000	-
Wonthaggi Old Landfill - Stage 2 Detailed Design & Rehabilitation	-	-	-	-	-	-	65,000	-	2,700,000	2,808,000	5,573,000	-
Wonthaggi Old Landfill Rehabilitation	4,815,535	2,459,475	1,146,000	-	-	-	-	-	-	-	8,421,010	-
Operational Total	**5,128,535**	**4,520,475**	**1,926,000**	**565,000**	**1,325,000**	**2,846,000**	**3,465,000**	**-**	**3,767,000**	**2,808,000**	**26,351,010**	**-**
Capital Works Total	**31,547,923**	**37,852,000**	**29,441,781**	**36,452,000**	**44,922,035**	**37,898,000**	**40,111,555**	**61,332,000**	**57,018,354**	**56,004,000**	**432,579,648**	**103,000,000**
Grand Total	**36,676,458**	**42,372,475**	**31,367,781**	**37,017,000**	**46,247,035**	**40,744,000**	**43,576,555**	**61,332,000**	**60,785,354**	**58,812,000**	**458,930,658**	**108,000,000**

Detailed Long-Term Capital Works

10 Year Capital Works Plan by Project

Project	Budget 2025/26	Long-Term Capital Works Program									Total 10 year Project Cost	Future Years
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Major												
Aquatics and Leisure Centre (Wonthaggi)	500,000	500,000	-	8,000,000	20,000,000	12,000,000	-	-	-	-	41,000,000	-
Aquatics and Leisure Centre (Cowes)	-	-	-	-	-	-	-	-	-	-	-	40,000,000
Climate Change Actions	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000	-
Cowes Rhyll Pathway Stage 4 & 5	-	-	700,000	700,000	-	-	-	-	-	-	1,400,000	-
Cowes Streetscapes	3,000,000	5,925,000	-	-	-	-	-	-	-	-	8,925,000	-
Cowes Ventnor Trail	220,000	400,000	980,000	400,000	-	-	-	-	-	-	2,000,000	-
Fourth Bin System / Glass Recycling	-	-	3,500,000	-	-	-	-	-	-	-	3,500,000	-
Grantville Cell 8 Cell Construction & Commissioning Stage 1	450,000	2,671,000	497,000	-	-	-	-	-	-	-	3,618,000	-
Grantville Landfill Leachate Storage / Collection Infrastructure	596,000	1,491,000	965,000	30,000	1,384,000	-	-	-	-	-	4,466,000	-
Inverloch to Wonthaggi Trail	3,500,000	-	-	-	-	-	-	-	-	-	3,500,000	-
Links Street	40,000	-	300,000	-	-	-	-	-	-	-	340,000	-
Former Wonthaggi Secondary College Site Redevelopment	350,000	300,000	-	3,000,000	-	-	15,000,000	33,000,000	33,000,000	30,000,000	114,650,000	-
Phillip Island Sporting Precinct	440,000	300,000	700,000	2,000,000	2,000,000	1,000,000	1,000,000	2,500,000	-	-	9,940,000	-
Phillip Island Transfer Station	-	200,000	-	-	-	-	-	-	-	-	200,000	13,000,000
San Remo Car Parking Priorities	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000	-
San Remo Structure Plan Delivery	-	-	-	-	-	-	-	-	-	2,000,000	2,000,000	5,000,000
The Esplanade (Sunderland Bay Road to Batman Street)	200,000	825,000	825,000	-	-	-	-	-	-	-	1,850,000	-
The Esplanade (Sunderland Bay Road to Zephyr Court)	200,000	-	-	701,000	701,000	-	-	-	-	-	1,602,000	-
Tracks and Trails Feasibility	-	-	-	100,000	-	-	-	-	-	-	100,000	-
Urban Road and Drainage Improvement Program	210,000	-	-	-	299,000	1,000,000	1,000,000	1,000,000	-	-	3,509,000	-
Waste Transfer Stations Network Development	-	-	-	-	-	500,000	-	-	-	-	500,000	45,000,000
Major Total	**10,106,000**	**13,012,000**	**8,867,000**	**15,331,000**	**24,784,000**	**14,900,000**	**18,400,000**	**36,900,000**	**33,400,000**	**32,400,000**	**208,100,000**	**103,000,000**
Minor												
Access Control, and Security Systems - Consolidation and Centralisation	125,000	125,000	-	-	-	-	-	-	-	-	250,000	-
Bass Recreation Reserve Irrigation	-	-	-	400,000	-	-	-	-	-	-	400,000	-
Beach Safety Signage: ESTA Marker Rollout	44,000	-	-	-	-	-	-	-	-	-	44,000	-
Cape Paterson Life Saving Club Access Ramp Rectification	-	20,000	-	-	-	-	-	-	-	-	20,000	-
Conversion of Wonthaggi Netball Court to Basketball	-	25,000	-	-	-	-	-	-	-	-	25,000	-

10 Year Capital Works Plan by Project (continued)

Project	Budget 2025/26	Long-Term Capital Works Program									Total 10 year Project Cost	Future Years
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Coronet Bay (Fred Gration Reserve) Masterplan implementation	-	-	250,000	-	-	-	-	-	-	-	250,000	-
Coronet Bay (Fred Gration) BBQ and Shelter installation	150,000	-	-	-	-	-	-	-	-	-	150,000	-
Coronet Bay (Fred Gration) Multipurpose Courts	-	650,000	-	-	-	-	-	-	-	-	650,000	-
Disability Action Plan	-	60,000	-	75,000	-	75,000	-	75,000	-	75,000	360,000	-
Disabled Beach Access: Cowes Main Beach and Cape Paterson	332,520	-	-	-	-	-	-	-	-	-	332,520	-
Dog Parks	50,000	200,000	-	200,000	-	200,000	-	200,000	-	100,000	950,000	-
Footpath gaps program (RAMP)	325,000	205,000	235,000	240,000	245,000	250,000	255,000	260,000	265,000	270,000	2,550,000	-
Grantville EPA / Licence Compliance	170,000	120,000	-	-	-	-	-	-	-	-	290,000	-
Integrated Transport Strategy Implementation Program (Formally Local Road Safety Improvement Program - LRSIP)	-	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	850,000	-
Inverloch Recreation Reserve Irrigation and Drainage	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000	-
Kindergarten MCH Program Expansion	-	-	-	200,000	-	-	200,000	-	-	200,000	600,000	-
Local Area Traffic Management / Road Safety Projects	-	-	-	200,000	-	200,000	-	200,000	-	200,000	800,000	-
Mountain Bike / BMX Strategy - Implementation	-	500,000	-	-	500,000	-	-	500,000	-	-	1,500,000	-
Newhaven multi-Purpose Courts	-	-	500,000	-	-	-	-	-	-	-	500,000	-
Old Post Office - FFE and IT	-	36,000	-	-	-	-	-	-	-	-	36,000	-
Oval Irrigation and drainage upgrade	-	-	-	-	-	-	-	-	1,200,000	-	1,200,000	-
Bass Recreation Reserve Netball Pavilion	2,020,000	-	-	-	-	-	-	-	-	-	2,020,000	-
Corinella Angling Club Pavilion	-	825,000	-	-	-	-	-	-	-	-	825,000	-
Inverloch Reserve Pavilion	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000	-
Kilcunda Bass Pavilion Football Club Stage 2	-	-	250,000	-	-	-	-	-	-	-	250,000	-
Long-Term Upgrades	-	-	-	-	-	-	-	2,000,000	-	-	2,000,000	-
Old Rovers Pavilion	-	-	-	150,000	-	-	-	-	-	-	150,000	-
Thompson Reserve Pavilion Upgrade	-	1,000,000	1,400,000	-	-	-	-	-	-	-	2,400,000	-
Wonthaggi Football Pavilion	-	150,000	-	-	-	2,000,000	-	-	-	-	2,150,000	-
Wonthaggi Netball Pavilion	1,875,000	-	-	-	-	-	-	-	-	-	1,875,000	-
Phillip Island Speed Review Stage 2	-	300,000	-	-	-	-	-	-	-	-	300,000	-
Playspace - Lions Park San Remo	-	-	-	200,000	-	-	-	-	-	-	200,000	-
Playspace - Marine Parade San Remo	-	-	-	250,000	-	-	-	-	-	-	250,000	-
Playspace - Rainbow Park Inverloch	-	-	500,000	500,000	-	-	-	-	-	-	1,000,000	-
Playspace - Strategy Actions	340,000	300,000	300,000	-	-	300,000	300,000	-	300,000	315,000	2,155,000	-
Pound Upgrade	-	100,000	-	-	-	-	-	-	-	-	100,000	-
Public Art	50,000	-	103,781	-	109,035	-	114,555	-	120,354	-	497,725	-

10 Year Capital Works Plan by Project (continued)

Project	Budget 2025/26	Long-Term Capital Works Program									Total 10 year Project Cost	Future Years
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Public Lighting Upgrade - Mercury Vapour Lamp Elimination Program	232,000	-	-	-	-	-	-	-	-	-	232,000	-
Recreation Projects Design	60,000	60,000	60,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	670,000	-
Rural Road Safety Upgrades	-	-	200,000	-	200,000	-	200,000	-	200,000	-	800,000	-
Safe Local Roads and Streets Program (SLRSP) - Grant	-	2,000,000	-	-	-	-	-	-	-	-	2,000,000	-
San Remo Tennis Courts	-	-	-	800,000	-	-	-	-	-	-	800,000	-
Skate Park - Graydens Reserve Newhaven	-	250,000	-	-	-	-	-	-	-	-	250,000	-
Smiths Beach Town Plan - Access Paths	-	-	-	-	-	150,000	-	-	-	-	150,000	-
Smiths Beach Town Plan - Car Park Upgrade - Stage 1, Bottom Tier	-	-	-	-	-	-	55,000	550,000	-	-	605,000	-
Smiths Beach Town Plan - Car Park Upgrade - Stage 2, Middle and Top Tiers	-	-	-	-	-	-	-	50,000	500,000	-	550,000	-
Smiths Beach Town Plan - Deck and Viewing Platforms	-	-	-	-	-	-	275,000	-	-	-	275,000	-
Sporting Field Renewal - Wonthaggi Recreation Oval 2	-	-	-	-	650,000	-	-	-	-	-	650,000	-
Sporting Field Upgrade - Wonthaggi Recreation Oval 1 Upgrade	-	720,000	-	-	-	-	-	-	-	-	720,000	-
Sub-Regional Skate Park (Wonthaggi Rec Reserve)	-	-	-	-	750,000	750,000	-	-	-	-	1,500,000	-
Urban roads dust management strategy	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000	-
Urban speed zone changes (Mainland)	-	290,000	-	-	-	-	-	-	-	-	290,000	-
Urban speed zone changes (Phillip Island)	-	205,000	-	-	-	-	-	-	-	-	205,000	-
Wonthaggi-White Road Gippsland Interchange / BCAL crossing upgrade	-	100,000	-	-	-	-	-	-	-	-	100,000	-
Minor Total	**5,773,520**	**8,291,000**	**3,998,781**	**4,485,000**	**2,724,035**	**4,195,000**	**2,669,555**	**4,105,000**	**2,855,354**	**1,430,000**	**40,527,245**	**-**
Renewals												**-**
Bridges renewal program	768,000	2,000,000	2,000,000	2,000,000	2,100,000	2,300,000	2,340,000	3,200,000	3,905,000	4,695,000	25,308,000	-
Buildings renewal program	4,380,883	3,636,000	3,709,000	3,784,000	4,359,000	4,836,000	4,915,000	4,913,000	4,907,000	4,907,000	44,346,883	-
Carparks renewal program	123,000	-	-	-	-	-	-	-	-	-	123,000	-
Community Facilities Renewal Program - Technology	-	25,000	-	25,000	-	25,000	-	25,000	-	25,000	125,000	-
Community Facilities Renewal Program - Furniture	25,000	-	25,000	-	25,000	-	25,000	-	25,000	-	125,000	-
Computers and Telecommunications renewal program	625,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,025,000	-
Court Renewal Total	-	-	-	300,000	-	450,000	-	600,000	-	750,000	2,100,000	-
Cultural Facilities	75,000	60,000	60,000	60,000	60,000	60,000	62,000	62,000	63,000	63,000	625,000	-
Grantville Landfill & Transfer Station Hook-Lift Truck	420,000	-	-	-	-	-	-	-	-	-	420,000	-
Light Fleet & Equipment replacement program	700,000	600,000	600,000	600,000	600,000	600,000	624,000	624,000	640,000	660,000	6,248,000	-
Open Space renewal program	1,065,307	1,050,000	1,081,000	1,065,000	1,066,000	1,065,000	1,266,000	1,265,000	1,265,000	1,266,000	11,454,307	-
Pathways renewal program	250,819	262,000	261,000	266,000	391,000	392,000	391,000	391,000	392,000	392,000	3,388,819	-
Phillip Island Tennis Court Resurfacing	-	420,000	-	-	-	-	-	-	-	-	420,000	-
Plant & Equipment renewal program	1,290,000	880,000	850,000	850,000	830,000	940,000	980,000	980,000	1,010,000	1,040,000	9,650,000	-
Rural Roads renewal program	2,007,600	2,198,000	2,200,000	2,198,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	21,803,600	-

10 Year Capital Works Plan by Project (continued)

Project	Budget 2025/26	Long-Term Capital Works Program									Total 10 year Project Cost	Future Years
		2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		
Skate Parks Actions	-	-	250,000	-	-	-	250,000	-	250,000	-	750,000	-
Storm Water renewal program	1,168,794	970,000	1,070,000	1,000,000	1,270,000	1,400,000	1,430,000	1,485,000	1,500,000	1,550,000	12,843,794	-
Unsealed Roads renewal program	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000	-
Urban roads renewal program	2,169,000	2,418,000	2,419,000	2,416,000	2,419,000	2,419,000	2,420,000	2,420,000	2,420,000	2,415,000	23,935,000	-
Waste Renewal and Replacement Program	-	830,000	851,000	872,000	894,000	916,000	939,000	962,000	986,000	1,011,000	8,261,000	-
Renewals Total	**15,668,403**	**16,549,000**	**16,576,000**	**16,636,000**	**17,414,000**	**18,803,000**	**19,042,000**	**20,327,000**	**20,763,000**	**22,174,000**	**183,952,403**	**-**
Operational												**-**
Grantville Cell 4, 5 & part of 6 Rehabilitation and Capping	313,000	1,811,000	-	-	-	-	-	-	-	-	2,124,000	-
Grantville Cell 6 Rehabilitation and Capping	-	-	100,000	-	1,075,000	-	-	-	-	-	1,175,000	-
Grantville Cell 7 Rehabilitation and Capping	-	-	-	-	-	-	100,000	-	1,067,000	-	1,167,000	-
Grantville Old Landfill Capping - Rehabilitation Plan & Remedial Works	-	-	180,000	500,000	-	1,146,000	-	-	-	-	1,826,000	-
San Remo Streetscape Planning	-	-	500,000	-	-	-	-	-	-	-	500,000	-
Western Port Woodlands	-	250,000	-	-	250,000	-	-	-	-	-	500,000	5,000,000
Inverloch Landfill Detailed Design & Rehabilitation	-	-	-	65,000	-	1,700,000	3,300,000	-	-	-	5,065,000	-
Wonthaggi Landfill Detailed Design & Rehabilitation Stage 2	-	-	-	-	-	-	65,000	-	2,700,000	2,808,000	5,573,000	-
Wonthaggi Landfill Rehabilitation	4,815,535	2,459,475	1,146,000	-	-	-	-	-	-	-	8,421,010	-
Operational Total	**5,128,535**	**4,520,475**	**1,926,000**	**565,000**	**1,325,000**	**2,846,000**	**3,465,000**	**-**	**3,767,000**	**2,808,000**	**26,351,010**	**$5,000**
Capital Works Total	**31,547,923**	**37,852,000**	**29,441,781**	**36,452,000**	**44,922,035**	**37,898,000**	**40,111,555**	**61,332,000**	**57,018,354**	**56,004,000**	**432,579,648**	**103,000,000**
Grand Total	**36,676,458**	**42,372,475**	**31,367,781**	**37,017,000**	**46,247,035**	**40,744,000**	**43,576,555**	**61,332,000**	**60,785,354**	**58,812,000**	**458,930,658**	**108,000,000**



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