



# Glen Eira City Council Financial Plan 2026–2036

GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST



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The *Glen Eira City Council Financial Plan 2026–2036* was adopted by Glen Eira City Council at its Council meeting on 30 June 2026.

**Use of Artificial Intelligence**  
Glen Eira City Council used artificial intelligence tools to assist with drafting and editing this document. All content was reviewed, refined and approved by Council officers.

**Cover image**  
Glen Eira Town Hall

## Acknowledgement of Traditional Owners

Glen Eira City Council acknowledges the Boon Wurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past and present. We acknowledge and uphold their continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community. We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.

## Message from the Mayor's Foreword

I am pleased to present Council's recast *10 Year Financial Plan* — an important update that reinforces our commitment to responsible, long-term decision-making on behalf of our community.

We continue to operate in a challenging financial environment. Costs remain high, the need to renew and maintain our community assets continues to grow, and financial pressures are being felt across all levels of government. At the same time, our community rightly expects Council to deliver high-quality services and invest in the places and facilities that support daily life.

These realities mean we must make careful choices about how services are delivered and how community resources are prioritised. The *Plan* responds to these challenges by providing a clear and transparent view of Council's long-term financial position and the decisions required to remain financially sustainable.

Over recent years, we have listened closely to our community. You have told us that Council should focus on services that benefit the whole community, support those who need it most, and deliver value in a fair, transparent and responsible way. This *Plan* has been shaped with those priorities in mind.

This *Plan* aligns closely with Council's *Financial Sustainability Strategy*, which sets out the principles and actions needed to strengthen our financial resilience over time. Together, these documents guide important conversations about balancing affordability, service levels and long-term financial sustainability.

The Essential Services Commission has approved a one-year rate cap variation for 2026–27, with an additional 2.25 per cent above the Victorian Government's 2.75 per cent cap, allowing a total increase of five per cent. This measured adjustment will help Council respond to rising costs while maintaining the essential services and infrastructure our community relies on. It also supports the delivery of our *Financial Sustainability Strategy*, while ensuring Glen Eira remains one of Melbourne's lowest-rating inner metropolitan councils.

The *Plan* also provides a framework to consider the future of significant Council services and facilities. As community needs evolve and financial pressures increase, it is important that Council continues to review how services are delivered to ensure they remain sustainable, equitable and aligned with community priorities. This work will continue to be informed by community engagement and Council's long-term strategic and financial objectives.

Covering the period from 2026 to 2036, the *Plan* supports Council in balancing immediate needs with long-term priorities. It provides for the ongoing delivery of essential services, the renewal and upgrade of key assets, and the flexibility to respond to changing circumstances. Importantly, it also reflects the goals of our *Council Plan* and the aspirations in our *Community Vision*, developed with input from our community.

Our ambition remains clear — to build a financially resilient organisation that can continue to serve our community with care, integrity, and accountability. Achieving this will require

ongoing conversations and, at times, difficult decisions. We are committed to engaging openly with our community as we navigate these choices together.

We look forward to continuing to work together to deliver the services and infrastructure that matter most — now and for future generations.



Cr Dr Simone Zmood  
**Glen Eira Mayor**

## Foreword from the Chief Executive Officer

The recast *10 Year Financial Plan* sets out Council's long-term financial outlook and provides a structured basis for improving financial sustainability over time.

Following the adoption of Council's *Financial Sustainability Strategy* in December 2025, following an independent review, this *Plan* reflects the early stages of implementation and supports more deliberate, longer-term financial decision-making. It recognises that strengthening financial sustainability is a multi-year task and that decisions made now must carefully balance current needs with future service capacity and affordability.

The *Financial Sustainability Strategy* establishes a clear, long-term framework for strengthening Council's financial resilience and ensuring that services and infrastructure remain affordable, sustainable and aligned with community expectations. It also identifies the key financial levers available to respond to ongoing cost pressures, constrained revenue and growing service demands.

This *Plan* gives practical effect to the *Strategy* and represents the primary vehicle for its implementation. One of Council's key focuses is strengthening the alignment between service levels, asset investment and long-term funding capacity. This discipline is being embedded into financial assumptions, investment decisions and budget development to support more sustainable outcomes over time.

Since adopting the *Strategy*, Council has begun implementation across a number of areas. An early priority has been capital investment, with the *Capital Works Program* reprioritised to better align with the *Asset Management Framework* and identified community needs. This approach ensures limited resources are directed to projects that deliver the greatest community benefit, address asset risk and support *Council Plan* priorities, while lower-priority are deferred or reshaped to improve affordability and long-term financial resilience.

An important step in implementing the *Financial Sustainability Strategy* has been the approval of Council's one-year rate cap variation for 2026–27. The additional revenue generated through this decision will help address growing cost pressures, support essential asset renewal and strengthen Council's capacity to maintain services over the long term.

The *Plan* also reflects a stronger focus on long-term financial resilience in the development of the 2026–27 *Budget*. This represents a shift away from short-term financial outcomes toward decisions that improve sustainability over the life of the *Plan*, even where those decisions require constraint or reprioritisation in the near term.

Matters relating to Warrawee Community remain under consideration and have been treated prudently within the long-term financial outlook to ensure future decisions can be made in an informed and financially responsible manner.

Council has also realigned its borrowings strategy to better match debt levels with asset life, apply intergenerational equity principles and improve cash flow capacity. A strategic asset reserve has been established to support the sustainable funding of asset renewal and upgrades, reducing reliance on short-term cash balances or additional borrowings and strengthening Council's ability to manage asset risk in a planned and financially responsible way.

Importantly, the *Plan* strengthens integration across Council's *Integrated Planning Framework*, providing a clear financial line of sight between the *Council Plan*, *Asset Plan*, *Budget* and *Financial Sustainability Strategy*. This integrated approach supports better prioritisation, clearer decision-making and stronger organisational accountability.

While the *Plan* sets out a robust long-term outlook, it is not static. It will continue to be reviewed and refined to reflect changes in the operating environment, Council decisions and community expectations. It will remain a critical tool for guiding sustainable service delivery, investment and financial stewardship over the next decade.



Lucy Roffey  
**Chief Executive Officer**

## Financial Sustainability Strategy and Financial Plan

### 1.1 Purpose of this section

This section explains how Council's *Financial Sustainability Strategy* and *Financial Plan* work together to support responsible, long-term financial decision-making.

The *Financial Sustainability Strategy* sets the direction for strengthening Council's financial position. The *Financial Plan* gives practical effect to that direction by showing how services, infrastructure and strategic priorities can be funded over the next 10 years.

Together, these documents provide a clear, integrated framework for managing resources responsibly — balancing today's needs with the interests of future generations.

### Why this matters

Council continues to operate in a challenging financial environment. Costs to deliver services and maintain assets are rising faster than revenue, while rate capping and cost shifting constrain Council's ability to respond.

While Council remains financially viable today, maintaining current settings would lead to declining liquidity, limited flexibility and increasing financial risk over time. Without deliberate action, this would reduce Council's capacity to sustain services, renew assets and respond to unexpected events.






The *Financial Sustainability Strategy* responds to these challenges by setting out the actions required to strengthen financial resilience. The *Financial Plan* shows how those actions translate into long-term financial projections, assumptions and decisions.

### 1.2 The role of the Financial Sustainability Strategy

The *Financial Sustainability Strategy* provides Council's long-term framework for improving financial resilience. It identifies the key challenges facing Council's finances and sets out the strategic levers Council will use to respond.

The *Strategy* focuses on five interconnected areas:

- balancing future budgets
- boosting revenue and driving efficiency
- strengthening reserves
- managing debt responsibly
- building a sustainable funding pipeline for capital works

Financial Lever	Description
 Balancing future budgets	Ensuring Council’s spending aligns with available funding over time and reflects agreed strategic priorities.
 Boosting revenue and driving efficiency	Exploring opportunities to diversify revenue sources and improve efficiency while maintaining service quality.
 Strengthening reserves	Building reserves to improve financial resilience and provide flexibility to respond to future challenges.
 Managing debt responsibly	Reviewing Council’s approach to borrowing to reduce long-term financial pressure and ensure debt remains affordable and sustainable.
 Building a sustainable funding pipeline for capital works	Supporting ongoing investment in essential community infrastructure in a financially responsible way.

**Figure 1.** Our five strategic levers under *Financial Sustainability Strategy*

The *Strategy* has been shaped by extensive community engagement and independent financial review. It reflects a clear community expectation that Council:

- protects essential services
- maintains and renews assets responsibly
- makes decisions transparently and fairly
- acts early to avoid more difficult choices in the future

The *Strategy* is not a one-off fix. It establishes a disciplined, staged approach to strengthening Council’s financial position over time.

### 1.3 The role of the Financial Plan

The *Financial Plan* is Council’s primary long-term financial planning document. It sets out projected income, expenditure, assets, liabilities and funding sources over a minimum 10-year period, in accordance with the *Local Government Act 2020*.

The *Financial Plan*:

- provides a transparent view of Council’s long-term financial position
- shows how Council’s strategic priorities can be funded within available resources

- highlights future financial pressures and risks
- supports informed, evidence-based decision-making

Importantly, the *Financial Plan* does **not** assume decisions that have not yet been made. Instead, it provides a robust financial baseline that allows Council and the community to clearly see the implications of different choices over time.

#### **1.4 How the *Financial Plan* supports the *Strategy***

The *Financial Plan* gives effect to the *Financial Sustainability Strategy* by embedding its principles into:

- financial assumptions
- capital investment prioritisation
- reserve planning
- borrowing and cash flow management
- long-term affordability considerations

As part of implementing the *Strategy*, Council has reforecast the *Financial Plan* to strengthen long-term financial resilience. This includes a stronger alignment between service levels, asset investment and funding capacity, and a more disciplined approach to managing financial risk.

The *Financial Plan* therefore acts as the delivery mechanism for the *Strategy* — translating strategic intent into long-term financial projections that can be monitored, reviewed and adjusted as circumstances change.

#### **1.5 An integrated approach to planning**

The *Financial Sustainability Strategy* and *Financial Plan* sit within Council's Integrated Planning and Reporting Framework, alongside the *Council Plan*, *Asset Plan*, *Revenue and Rating Plan*, *Workforce Plan* and *Annual Budget*.

This integrated approach ensures:

- financial decisions support *Council Plan* priorities and the Community Vision
- asset investment is aligned with service needs and risk
- funding decisions are transparent and sustainable
- trade-offs are clearly understood and communicated

By strengthening integration across these plans, Council improves its ability to prioritise, make deliberate choices and remain accountable to the community.

## 1.6 A living document

The *Financial Plan* is not static. It is reviewed and updated regularly to reflect:

- changes in economic conditions
- legislative and policy settings
- Council decisions
- emerging risks and opportunities

This ensures the *Plan* remains relevant and continues to support responsible financial stewardship over the life of the Council term and beyond.

### Matters pending decision

The *Financial Plan* has been prepared based on information available at the time of its development. A number of matters material to Council's financial position remain subject to external processes, evolving economic conditions, or future Council consideration, reflecting known areas of uncertainty. Key matters with the potential to impact the final *Budget* and future budgets are outlined below.

### Global Economic Conditions and Middle East Conflict

Council has prepared the *Financial Plan* in a period of heightened global economic uncertainty. Conflict in the Middle East has contributed to volatility in global energy markets, resulting in higher oil and gas prices, disrupted freight movements and increased supply chain risks. These conditions are placing upward pressure on transport, energy, construction materials and general service delivery costs across both Council's operating and capital budgets.

These pressures are largely external to Council's control and have the potential to affect the cost and timing of service delivery and capital works. While the scale, timing and duration of these impacts remain uncertain, Council is actively monitoring these risks as part of its financial and budget management processes.

Where cost increases were known at the time of preparing the *Budget*, contract prices have been factored in accordingly. Council continues to review contractual arrangements and emerging cost pressures as part of its ongoing financial management, forecasting and budget review processes.

### Residential aged care

At its Ordinary Council Meeting on 24 February 2026, Council endorsed the commencement of consultation regarding its future role in the provision of residential aged care at Warrawee Community. This work responds to challenges identified through Council reporting and financial planning, including financial performance, increasing regulatory and workforce pressures, and the long-term sustainability of directly delivered service models.

The *Financial Sustainability Strategy* recognises that decisions about Council's service delivery role — particularly in complex and highly regulated service areas — have a material impact on

Council's long-term financial position and must be considered alongside community outcomes, affordability and risk.

At its Ordinary Council Meeting on 9 June 2026, Council further resolved to commence a market engagement process to identify a suitable operator for Warrawee, including an Expression of Interest followed by a Request for Tender. Warrawee will continue to operate throughout this process, with any potential transition prioritising continuity of care and appropriate support for staff. Further reports will be presented to Council following completion of the procurement process.

Accordingly, the potential financial impacts associated with future options for Warrawee Community are not reflected in the *2026–27 Budget*. These impacts will be considered following completion of consultation and the market process and subject to Council decision, incorporated into future budgets as appropriate.

## Our context

### Setting the scene

Glen Eira City Council is a diverse, established inner-metropolitan municipality delivering more than 120 services and managing an asset base of more than \$3 billion. These services and assets support community wellbeing, liveability and inclusion — and require careful, long-term financial planning to sustain.

Council's *Community Vision 2040* and *Council Plan 2025–2029* set out clear priorities shaped by extensive community engagement. The *Financial Plan* sits within this integrated planning framework, providing a long-term view of how these priorities can be funded responsibly.

Council's financial position is currently stable. However, without deliberate change, existing financial settings would lead to declining liquidity, limited flexibility and increased financial risk over time. This *Financial Plan* acknowledges those challenges openly and sets out how Council is responding.

### The operating environment

Council is operating in an increasingly constrained and complex financial environment. Like councils across Victoria, Glen Eira faces structural pressures that affect long-term sustainability, including:

- rising costs to deliver services and renew infrastructure
- constrained revenue growth due to rate capping
- cost shifting and unfunded responsibilities from other levels of government
- ageing assets requiring increased maintenance and renewal
- population growth and changing community needs

While Council continues to maintain relatively low rates compared to similar municipalities, this long-standing affordability has reduced financial headroom over time. The compounding effect of capped revenue growth and rising costs has widened the gap between available funding and future service and asset requirements.

These pressures mean Council can no longer rely on past approaches to budgeting and investment. Strengthening financial resilience requires earlier, more disciplined decision-making.

## **Financial sustainability as a strategic risk**

Long-term financial sustainability is one of Council's most significant strategic risks. Without intervention, declining cash balances, limited discretionary reserves and rising debt commitments would reduce Council's capacity to:

- sustain essential services
- fund asset renewal at appropriate levels
- respond to unexpected events or economic shocks
- invest in future community infrastructure

Independent financial review and benchmarking have confirmed that while Council has strong asset values and governance frameworks, current financial settings would lead to an unsustainable trajectory over the life of the 10-year *Financial Plan*.

This context underpins the need for Council's *Financial Sustainability Strategy* and informs the assumptions and projections in this *Financial Plan*.

## **How Council is responding**

Council is responding to this context by applying a disciplined, long-term approach to financial management. This includes:

- aligning service levels and asset investment with sustainable funding capacity
- prioritising capital works to address asset risk and deliver greatest community benefit
- strengthening reserves to improve financial flexibility and resilience
- managing debt responsibly and in line with intergenerational equity principles
- exploring fair, transparent approaches to revenue and cost recovery

These responses are not short-term fixes. They represent a deliberate shift toward earlier decision-making, clearer prioritisation and stronger financial stewardship.

## **Community expectations**

Through *Our Priorities*, *Our Future* and *Our Place, Our Plan*, the community has been clear about what matters most. Residents expect Council to:

- protect essential and wellbeing-focused services
- maintain and renew assets responsibly
- make decisions transparently and fairly
- involve the community in difficult choices
- act now to avoid greater impacts in the future

The *Financial Plan* reflects these expectations by providing a transparent view of Council's financial position and the trade-offs required to remain sustainable over time.

## Looking ahead

This *Financial Plan* sets the financial context for the next 10 years. It does not assume decisions that have not yet been made, but it clearly shows the implications of current settings and the benefits of a more disciplined approach.

By strengthening alignment between strategy, services, assets and funding, Council is working to ensure it can continue to deliver valued services and infrastructure — not just today, but for future generations.

## Challenges

Council faces a number of interrelated challenges that affect its long-term financial sustainability.

While Glen Eira has a strong asset base and delivers a high level of services, current financial settings create ongoing pressure on Council's ability to sustain those services and renew assets over time. These challenges are structural in nature and require deliberate, long-term responses rather than short-term adjustments.

Key challenges include:

- **Rising service and infrastructure costs**, particularly in areas such as construction, maintenance, wages and contract services
- **Rate capping under the Fair Go Rates System**, which constrains revenue growth below the rate of cost escalation
- **Cost shifting and unfunded mandates**, where responsibilities are transferred from other levels of government without corresponding funding
- **Limited discretionary reserves**, reducing financial flexibility and Council's capacity to respond to unexpected events
- **Growing asset renewal demands**, as infrastructure ages and condition-based investment requirements increase
- **Competing priorities for capital funding**, requiring stronger prioritisation and trade-offs

The cumulative impact of these challenges is a narrowing gap between available funding and future service and asset requirements. Addressing this gap requires Council to make earlier, more disciplined decisions about priorities, affordability and timing.

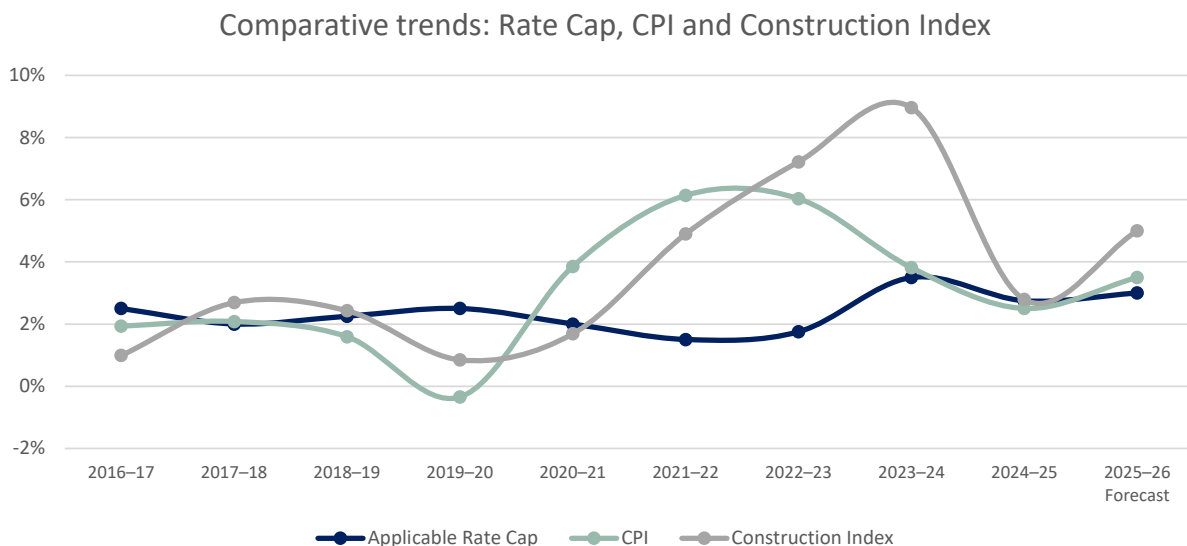
## External risks and uncertainties

In addition to the challenges outlined above, Council operates in an environment influenced by factors that are largely outside its control. These external risks and uncertainties cannot be fully incorporated into long-term financial projections but have the potential to materially affect Council’s financial position.

Key external risks include:

- broader economic conditions, including inflation, interest rates and cost-of-living pressures
- future decisions on rate capping and local government funding arrangements
- further cost shifting from other levels of government
- changes to industrial frameworks and enterprise bargaining outcomes
- emergency events such as natural disasters or public health crises
- infrastructure condition risks as improved data becomes available
- market volatility affecting investment returns and superannuation liabilities

The graph below shows how the Victorian Government’s rate cap has tracked against actual cost movements over the past decade. While the rate cap has generally remained between 2 and 3 per cent, construction costs and other council-specific expenses have increased at significantly higher rates—reaching around 9 per cent in some years. This widening gap between capped revenue growth and underlying cost pressures has progressively deepened the structural funding challenge facing councils.



**Figure 2.** Comparative trends: Rate Cap, CPI and Constructions index

The compounding effect of a low-rate cap for councils results in slower revenue growth, which over time can impact long-term financial sustainability, limiting the ability to provide services, maintain infrastructure, and meet new demands. Without the flexibility to compound revenue at a rate that matches inflation and service demands, councils face a challenging balancing act, which may lead to reduced services, increased debt, or a backlog of deferred projects that becomes more costly to address later. A year-by-year rate cap also diminishes the ability of councils to manage their rate base over time.

Council manages these risks through conservative financial assumptions, regular reforecasting, strong governance and the maintenance of appropriate financial buffers. While not all risks can be avoided, a disciplined and transparent approach improves Council's ability to respond when conditions change.

### **Key financial objectives of the Financial Plan**

The *Financial Plan* is guided by a clear objective: to support long-term financial sustainability while continuing to deliver on the strategic goals set out in the Council Plan.

In setting this direction, Council recognises the need to balance community expectations, affordability and financial realities.

The key financial objectives of the *Financial Plan* are to:

- **Maintain financial sustainability** over the medium to long term
- **Manage liquidity prudently**, ensuring Council can meet short-term obligations and respond to unforeseen events
- **Apply rate increases in line with legislated rate capping**, unless otherwise determined by Council
- **Set fees and charges on a transparent and equitable basis**, informed by cost recovery, benchmarking and affordability
- **Maintain essential service levels**, while continuing to review services for value, efficiency and alignment with community needs
- **Prioritise asset maintenance and renewal**, reducing long-term risk and avoiding deferred costs
- **Retain capacity to invest in long-term sustainability**, including initiatives that strengthen organisational capability and resilience
- **Engage the community transparently**, particularly where decisions involve trade-offs or changes to services

These objectives provide the framework against which financial decisions, assumptions and performance are assessed over the life of the Plan.

## **Budget and efficiency monitoring**

Council's financial forecasts are regularly reviewed and updated to reflect changing conditions, decisions and emerging risks. The annual budget process plays a central role in refreshing assumptions, reassessing priorities and testing affordability.

Efficiency and cost control are critical levers for improving long-term financial sustainability. Council continuously reviews expenditure to identify opportunities for sustainable efficiencies, ensuring that savings achieved can be maintained over time without compromising service quality or safety.

Key elements of Council's monitoring approach include:

- annual budget development and long-term financial modelling
- regular financial performance reporting and variance analysis
- service reviews to assess effectiveness, efficiency and value for money
- benchmarking against comparable councils where appropriate
- governance oversight through executive review and Council reporting

Council also recognises that efficiency alone cannot resolve structural funding challenges. Accordingly, efficiency measures are considered alongside broader strategies relating to revenue, services, assets and capital investment.

This disciplined approach supports early identification of emerging pressures and enables informed, timely decision-making.

## Legislative requirements

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

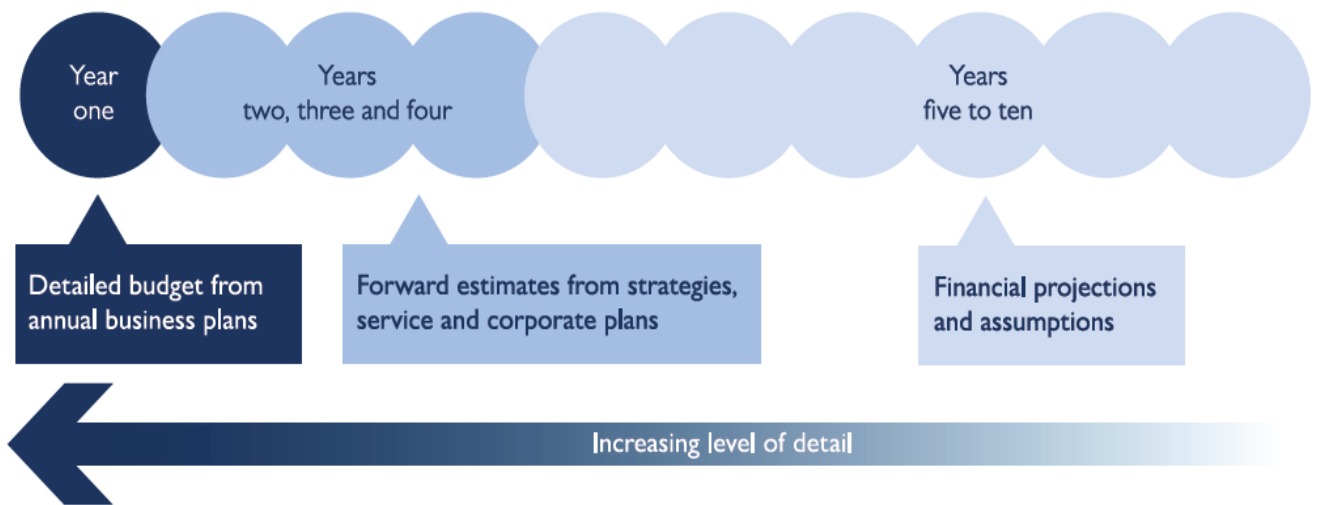
The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



**Figure 3.** Integrated Planning and Reporting Framework

This shows the links between the *Community Vision*, *Council Plan* and strategies, with the *Financial Plan*, *Asset Plan*, *Revenue and Rating Plan*, *Workforce Plan* and *Budget* informing and enabling these to deliver community outcomes. The financial plan is influenced by ongoing strategies and service planning and is then used to inform the four-year budget development and other financial processes.

## LONG-TERM FINANCIAL PLAN = 10 YEARS



**Figure 4.** How the Financial Plan forecasts Council’s financial position ten years in advance

### 2.1 Strategic Planning Principles

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

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

### 2.2 Financial management principles

The *Financial Plan* demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Financial risks must be monitored and managed prudently having regard to economic circumstances.

- Financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community.
- Accounts and records that explain the financial operations and financial position of the Council must be kept.
- Management of the following financial risks:
  - the financial viability of Council
  - the management of current and future liabilities of Council.
  - the beneficial enterprises of Council.

### 2.3 Service performance principles

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

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

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

## Financial Plan Context

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

## Financial Policy Statements

This section defines the policy statements and associated financial measures.

### Financial Policy Statements for the years ending 30 June 2026 – 2036

Statement	Measure	Objective	2025–26 Forecast	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	2035–36
Consistent financial surplus result (Table figures are in \$000's)	Total income - Total Expenditure	> \$5m	7,922	4,281	1,859	2,780	6,562	7,683	9,335	10,045	12,120	14,196	16,061
Council holds sufficient working capital to meet obligations.	Current Assets / Current Liabilities	Average over 150%	171%	142%	149%	158%	163%	168%	181%	200%	214%	230%	241%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income.	Total Borrowings / Own Source Revenue	<40%	25%	23%	21%	19%	16%	14%	12%	10%	8%	6%	5%
Allocate funds towards renewal capital in order to replace assets as they reach the end of their service life.	Asset Renewal and Upgrade Expenses / Depreciation	>100%	89%	115%	75%	76%	94%	97%	84%	84%	96%	98%	113%
Consistent underlying surplus results	Adjusted Underlying Surplus / Adjusted Underlying Revenue	>2%	1.6%	-1.6%	0.5%	1.1%	2.0%	2.9%	3.4%	3.6%	4.2%	4.8%	5.3%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue	>15%	13%	23%	12%	12%	14%	14%	12%	12%	13%	13%	14%

## Assumptions to the financial plan statements

### Purpose of assumptions

The *Financial Plan* is based on a set of assumptions that inform Council’s projected income, expenditure, capital investment and funding position over the 10-year period.

These assumptions are designed to be prudent, transparent and evidence-based. They reflect current legislative settings, known commitments and reasonable expectations about future economic conditions. Where uncertainty exists, assumptions have been applied conservatively.

Assumptions are reviewed regularly and updated as part of Council’s annual budget process to ensure the *Financial Plan* remains relevant and responsive to changing circumstances.

### Key principles underpinning the assumptions

In developing the assumptions used in this *Financial Plan*, Council has applied the following principles:

- alignment with the assumptions used in the four-year Budget, where applicable
- consistency with the *Financial Sustainability Strategy* and Council’s financial objectives
- use of credible external data sources, including government and economic forecasts
- avoidance of assumptions that rely on decisions not yet made by Council

This approach ensures continuity between short-term budgeting and long-term financial planning, while retaining flexibility to respond to change.

### Summary of key assumptions

Assumption area	Summary approach applied in the Financial Plan
<b>Rates revenue</b>	General rate increases are assumed to align with the Ministerial rate cap under the Fair Go Rates System. Growth in rate revenue also reflects forecast growth in property assessments based on expected development trends.
<b>Waste and recycling charges</b>	Waste and recycling charges are assumed to be set on a full cost-recovery basis, consistent with Council policy and legislative settings.
<b>Statutory fees and fines</b>	Statutory fees and fines are projected based on legislated settings and State Government determinations, with limited discretion available to Council.

<b>User fees and charges</b>	User fees are assumed to increase broadly in line with inflation, with ongoing review to ensure consistency, equity and alignment with Council's developing Pricing Policy.
<b>Grant income</b>	Recurrent grant funding is projected conservatively. Only confirmed, time-limited grant funding is included where funding agreements are in place. No allowance is made for speculative or unconfirmed grants.
<b>Contributions</b>	Developer and other monetary contributions are projected in line with forecast development activity and existing policy and planning controls.
<b>Employee costs</b>	Employee cost growth reflects expected enterprise bargaining outcomes and existing workforce assumptions. No material change to overall staffing levels is assumed unless approved by Council.
<b>Materials, contracts and services</b>	Cost escalation reflects market conditions, particularly in construction and contracted services, rather than CPI alone. Assumptions also reflect ongoing procurement and contract management improvements.
<b>Depreciation and amortisation</b>	Depreciation is based on asset values, useful lives and projected capital works identified through the Asset Management Framework and Capital Works Program.
<b>Capital works</b>	Capital expenditure is informed by asset condition, risk, service needs and funding capacity, with a prioritised focus on renewal and risk mitigation.
<b>Borrowing and debt</b>	Borrowing assumptions reflect existing loan commitments and Council's borrowing strategy, with no reliance on unapproved future borrowings.
<b>Inflation and economic factors</b>	Economic assumptions are informed by credible external sources and applied conservatively to manage uncertainty over the 10-year planning horizon.

## Review and sensitivity

Assumptions used in the *Financial Plan* are subject to uncertainty, particularly over a 10-year horizon. Council manages this uncertainty through:

- conservative forecasting
- regular reforecasting and scenario testing
- monitoring of key financial indicators and risks

Material changes in economic conditions, legislation or Council decisions may result in updates to assumptions and financial projections over time.

These assumptions form the basis for the 10-year financial projections presented in the Financial Plan Statements that follow.

## Rates and charges

For the 2026–27 financial year, Council applied for, and received approval for, a rate cap variation to support long-term financial sustainability while balancing community affordability.

Planning for future rate revenue is informed by the Fair Go Rates System, which limits the annual increase in general rates.

The Financial Plan assumes:

- a 5 per cent increase in average rates per assessment for 2026–2027, resulting in an estimated average of \$1,714 per assessment
- growth in property assessments consistent with forecast development trends, including an additional 600 property assessments per annum
- waste and recycling charges set on a full cost recovery basis.

These assumptions reflect Council's commitment to affordability, legislative compliance and financial sustainability.

## Statutory fees and fines

Statutory fees and fines are largely determined by legislation and State Government decisions. As a result, Council has limited discretion over the timing and extent of increases. Some examples of these include animal registrations, health act registrations and parking fines.

The *Financial Plan* assumes modest annual increases in statutory fees and fines, informed by historical trends and known policy settings. Increases are set at approximately 1.45 per cent per annum.

## **User fees and charges**

User fees and charges represent a contribution toward the cost of delivering specific services, facilities and programs.

The *Financial Plan* assumes:

- annual increases broadly aligned with inflation
- continued review of fees and charges to ensure consistency, equity and affordability
- alignment with Council's developing Pricing Policy, which will guide future decisions on cost recovery and subsidisation

These include use of Glen Eira Leisure, lease and hire of community facilities and the provision of human services such as Family Day Care. Increases are set at an average of 2.9 per cent per annum.

## **Grants**

Grant revenue is subject to external funding programs, eligibility criteria and government priorities.

The *Financial Plan* assumes:

- modest annual growth in recurrent grant funding approximately 2.4 per cent)
- inclusion of known, time-limited grant funding where agreements are in place
- no reliance on unconfirmed or speculative grant income
- Getting off Gas for Glen Eira Sports and Aquatic Centre: \$2.5 million is expected to be received by 2026–2027.
- Mackie Road Pavillion: \$3 million is expected to be received by 2027–2028.
- Active Transport and Transport Safety grants of over \$3 million will be used for multiple road improvement projects over the following three years.

Council will continue to actively advocate for and pursue grant funding for priority projects; however future grant success is not assumed unless funding is confirmed.

## **Contributions and other income**

Monetary contributions, including developer contributions, are assumed to align with forecast development activity and existing policy settings.

We receive contributions from developers which enable us to provide necessary infrastructure improvements to accommodate development growth. All money raised by the levy will go into more and better open space.

Other income includes items such as lease and rental income, reimbursements and recoveries, and is projected based on current arrangements and historical performance.

### **Employee costs**

Employee cost projections reflect:

- expected outcomes of enterprise bargaining agreements
- no material changes to overall staffing levels unless approved by Council
- continued investment in workforce capability to support service delivery

Employee cost assumptions are reviewed regularly to reflect changes in industrial settings and workforce requirements.

### **Materials, contracts and services**

Materials and contract costs are influenced by market conditions, particularly in areas such as construction, maintenance and service delivery.

The *Financial Plan* assumes:

- cost escalation informed by market trends rather than CPI alone
- ongoing procurement and contract management improvements to support value for money
- continued use of external service providers where this represents an efficient and effective delivery model

Contractor costs primarily cover our services provided by external specialists, used when specific expertise is either more cost-effective or not available in-house. Our contract expenditure includes waste management, home care, agency costs, parks services, information technology, parking, building maintenance and cleaning.

### **Depreciation and amortisation**

Depreciation and amortisation are based on asset values, useful lives and projected capital works identified in Council's Asset Management Framework and Capital Works Program.

These projections reflect the importance of maintaining and renewing assets to manage long-term risk and avoid higher costs in the future.

Depreciation has increased by the indexing of the replacement cost of our fixed assets.

### **Other expenses**

Other operating expenses include governance, administration and corporate costs required to support Council operations. These costs are projected based on historical trends and known commitments.

## Other matters impacting the 10-year financial projections

- Council election costs of \$900,000 every four years.
- \$1 million funding for new Council initiatives.
- No provision or allowance has been made for any call from the Defined Benefits superannuation fund.

## Statement of Capital Works

The *Financial Plan* includes a Statement of Capital Works that reflects a more disciplined and sustainable approach to capital investment, aligned with Council's *Financial Sustainability Strategy* and informed by independent financial advice.

The Capital Works Program focuses on priority renewal and upgrade works, guided by:

- asset condition, risk and renewal requirements
- service demand and strategic priorities
- Council's funding capacity, reserves and long-term affordability

In response to the independent financial assessment, the 10-year Capital Works Program has been reduced from previously adopted levels, returning investment to a more sustainable baseline. This equates to a reduction of approximately \$50+ million over the life of the *Plan*, largely through the deferral or removal of lower-priority projects.

Consistent with the *Financial Sustainability Strategy*, capital investment is now prioritised toward essential asset renewal, risk mitigation and the protection of existing infrastructure. New projects and previously deferred works will be considered progressively, subject to available funding and Council's overall financial capacity.

This approach ensures capital works are affordable, aligned with asset management priorities, and support long-term financial sustainability, while continuing to deliver infrastructure valued by the community.

Total capital investment, excluding carry-forwards, is projected to average approximately \$33.2 million per annum over the next 10 years.

## Renewal Program

The program includes an average annual investment of \$22 million in asset renewal across a range of asset classes to maintain and improve asset condition, including:

- **Infrastructure renewals** — \$9.1 million p.a.  
Roads (\$4.7 million, including \$1.3 million for community safety initiatives), drainage (\$1.6 million), and footpaths (\$2.8 million).
- **Buildings** — \$3.6 million p.a.  
Priority renewal works across Council facilities (\$2.5 million) and climate sustainability initiatives (\$1.1 million).
- **Open space and recreation** — \$3.0 million p.a.  
Park furniture, sports ground renewal, athletics and netball resurfacing, safety programs, and Urban Forest Strategy implementation.
- **Activity centres** — \$2.0 million p.a.  
Delivery of priority projects under the Better Streets and Better Places program, coordinated to achieve efficiencies alongside maintenance programs.
- **Glen Eira Leisure (GEL)** — \$1.5 million p.a.  
Cyclical renewal and plant and equipment replacement.
- **Libraries and Learning Centres collections** — \$0.7 million p.a.  
Books, digital media, and other resources.
- **Fleet and plant** — \$1.0 million p.a.  
Replacement of plant and equipment across Parks, Depot and Town Hall.
- **Information technology** — \$1.1 million p.a.  
Renewal of core infrastructure, including servers, storage, networks and end-user devices.

## Land Acquisitions

- **Elsternwick Bowls Club** — \$14.75 million (2026–27)
- **Open Space Strategy Implementation** — \$2.4 million p.a. (from 2027–28)

## Infrastructure Upgrades

- \$8.4 million p.a.

## Financial Plan Statements

This section presents Council's *Financial Plan* Statements for the 10-year period from 2026–27 to 2035–36. Together, these statements provide a comprehensive view of Council's projected financial position, performance, and funding capacity over the life of the Financial Plan.

The statements have been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. They are based on the assumptions outlined in the previous section and align, where applicable, with the assumptions and settings adopted in the four-year Budget.

The *Financial Plan* Statements show how Council's strategic priorities, service delivery and capital investment plans translate into long-term financial outcomes. They also highlight emerging pressures, risks and trade-offs that will require ongoing consideration by Council.

### What the statements show

The Financial Plan Statements include:

- **Comprehensive Income Statement** – showing projected operating income and expenses over the 10-year period
- **Balance Sheet** – showing Council's projected assets, liabilities, and equity position
- **Statement of Changes in Equity** – explaining movements in Council's equity over time
- **Statement of Cash Flows** – showing projected cash inflows and outflows, including operating, investing, and financing activities
- **Statement of Capital Works** – detailing planned capital investment by asset class and funding source
- **Statement of Human Resources** – summarising projected workforce expenditure and resourcing levels

Together, these statements provide an integrated view of Council's long-term financial sustainability and capacity to deliver services and renew assets.

### Relationship to the Budget

Where possible, the first four years of the *Financial Plan* Statements align with the adopted *Budget* for the same financial years. This alignment supports consistency between short-term budgeting and long-term financial planning, while allowing projections beyond the budget period to reflect longer-term assumptions and strategic considerations.

Differences between budgeted results and longer-term projections reflect changes in assumptions, timing of capital works and the increasing uncertainty inherent in longer planning horizons.

## **Use and interpretation**

The *Financial Plan* Statements should be read as a planning tool, not as a prediction of future outcomes. Actual results will vary over time due to changes in economic conditions, legislative settings, Council decisions and unforeseen events.

Accordingly, the statements are supported by:

- regular reforecasting through the annual budget process
- monitoring of key financial performance indicators
- ongoing review of assumptions and risks

This approach ensures Council maintains a clear line of sight between strategy, financial capacity and decision-making over time.

### **Reading the Financial Plan Statements**

The *Financial Plan* Statements provide a long-term view of Council's finances based on current settings and reasonable assumptions. They are designed to support transparency and informed decision-making, rather than to lock in specific outcomes. Council reviews and updates these projections regularly as circumstances change.

## Comprehensive Income Statement for the years ending 30 June 2026 – 2036

	2025–26 Forecast	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	2035–36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	148,118	156,744	161,708	167,140	172,748	178,537	184,514	190,684	197,052	203,627	210,413
Statutory fees and fines	12,300	13,876	14,077	14,281	14,488	14,698	14,911	15,127	15,347	15,569	15,795
User fees	30,878	31,649	32,567	33,511	34,483	35,483	36,512	37,571	38,660	39,782	40,935
Interest received	3,500	2,350	2,310	2,198	2,044	2,123	2,206	2,037	1,805	1,975	2,168
Contributions - monetary	6,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Grants - operating	22,613	18,061	22,637	23,180	23,737	24,306	24,890	25,487	26,099	26,725	27,366
Grants - capital	4,913	8,782	1,420	847	2,186	889	910	932	954	977	1,000
Other income	3,000	2,849	2,917	2,987	3,059	3,132	2,719	2,784	2,851	2,919	2,989
<b>Total Income</b>	<b>231,822</b>	<b>239,309</b>	<b>242,635</b>	<b>249,145</b>	<b>257,744</b>	<b>264,168</b>	<b>271,662</b>	<b>279,622</b>	<b>287,768</b>	<b>296,574</b>	<b>305,668</b>
<b>Expenses</b>											
Employee costs	92,654	97,737	101,546	104,243	107,270	110,388	113,600	116,908	120,415	124,027	127,748
Materials and consumables	4,886	5,378	5,486	5,595	5,707	5,821	5,938	6,057	6,178	6,301	6,427
Contractor payments	66,533	70,708	71,575	73,793	74,934	76,437	78,355	81,556	83,316	85,570	88,187
Maintenance	8,576	9,084	9,329	9,581	9,839	10,105	10,378	10,658	10,946	11,241	11,545
Utilities	5,754	5,964	6,125	6,291	6,461	6,635	6,814	6,998	7,187	7,381	7,580
Insurance	2,144	2,619	2,697	2,778	2,862	2,948	3,036	3,127	3,221	3,317	3,417
Grants and subsidies	1,677	1,644	1,683	1,724	1,765	1,807	1,851	1,895	1,941	1,987	2,035
Other expenses	6,920	7,077	7,247	7,421	7,599	7,781	7,968	8,159	8,355	8,555	8,761
Borrowing costs	2,429	1,829	1,776	1,634	1,476	1,309	1,135	953	801	674	541
Finance costs - leases	68	48	139	123	125	129	132	135	138	141	145
Depreciation	30,122	31,788	31,867	31,947	32,027	32,107	32,187	32,268	32,348	32,429	32,510
Amortisation - intangible assets	298	190	133	106	85	68	54	44	35	28	22
Depreciation - right of use assets	589	483	693	650	553	470	399	339	288	245	208
Net loss on sale/Disposal of property, infrastructure, plant and equipment	1,249	480	480	480	480	480	480	480	480	480	480
<b>Total Expenses</b>	<b>223,900</b>	<b>235,028</b>	<b>240,777</b>	<b>246,365</b>	<b>251,182</b>	<b>256,485</b>	<b>262,327</b>	<b>269,576</b>	<b>275,648</b>	<b>282,379</b>	<b>289,607</b>
<b>Surplus for the year</b>	<b>7,922</b>	<b>4,281</b>	<b>1,859</b>	<b>2,780</b>	<b>6,562</b>	<b>7,683</b>	<b>9,335</b>	<b>10,045</b>	<b>12,120</b>	<b>14,196</b>	<b>16,061</b>

## Balance Sheet for the years ending 30 June 2026 – 2036

	2025–26 Forecast \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000	2035–36 \$'000
<b>Assets</b>											
<b>Current Assets</b>											
Cash and cash equivalents	71,645	57,751	62,802	68,139	70,751	73,542	81,471	90,234	98,766	108,419	114,895
Trade and other receivables	22,648	22,948	23,278	23,648	24,148	24,648	25,148	25,148	25,148	25,148	25,148
Other financial assets	5,714	2,764	2,764	2,764	2,764	2,764	2,764	2,764	2,764	2,764	2,764
<b>Total Current Assets</b>	<b>100,007</b>	<b>83,463</b>	<b>88,844</b>	<b>94,551</b>	<b>97,663</b>	<b>100,954</b>	<b>109,383</b>	<b>118,146</b>	<b>126,678</b>	<b>136,331</b>	<b>142,807</b>
<b>Non-Current Assets</b>											
Investments in joint operations	327	327	327	327	327	327	327	327	327	327	327
Financial assets	5	5	5	5	5	5	5	5	5	5	5
Intangible assets	291	101	68	62	77	108	54	110	76	48	25
Right of use assets	626	143	2,754	2,104	1,551	1,081	1,682	1,343	1,054	809	600
Property, infrastructure, plant & equipment	2,880,497	2,898,980	2,892,542	2,885,885	2,885,487	2,885,731	2,882,351	2,879,018	2,879,421	2,880,573	2,886,562
<b>Total Non-Current Assets</b>	<b>2,881,746</b>	<b>2,899,555</b>	<b>2,895,696</b>	<b>2,888,382</b>	<b>2,887,447</b>	<b>2,887,253</b>	<b>2,884,419</b>	<b>2,880,803</b>	<b>2,880,883</b>	<b>2,881,762</b>	<b>2,887,520</b>
<b>Total Assets</b>	<b>2,981,753</b>	<b>2,983,018</b>	<b>2,984,540</b>	<b>2,982,933</b>	<b>2,985,111</b>	<b>2,988,207</b>	<b>2,993,802</b>	<b>2,998,949</b>	<b>3,007,561</b>	<b>3,018,093</b>	<b>3,030,327</b>
<b>Liabilities</b>											
<b>Current Liabilities</b>											
Trade and other payables	15,941	15,954	15,976	16,011	16,059	16,059	16,059	16,059	16,059	16,059	16,059
Contract and other liabilities	2,666	2,214	1,763	1,311	859	407	-	-	-	-	-
Trust funds and deposits	23,218	23,218	23,218	23,218	23,218	23,218	23,218	23,218	23,218	23,218	23,218
Provisions	13,782	14,069	14,377	14,712	15,164	15,664	16,164	16,164	16,164	16,164	16,164
Lease liabilities	604	121	448	395	406	406	406	406	406	406	406
Interest-bearing liabilities	2,261	3,026	3,857	4,038	4,228	4,426	4,492	3,102	3,257	3,420	3,306
<b>Total Current Liabilities</b>	<b>58,471</b>	<b>58,602</b>	<b>59,639</b>	<b>59,685</b>	<b>59,934</b>	<b>60,181</b>	<b>60,339</b>	<b>58,950</b>	<b>59,105</b>	<b>59,267</b>	<b>59,154</b>
<b>Non-Current Liabilities</b>											
Provisions	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479
Interest-bearing liabilities	45,341	42,315	38,458	34,420	30,192	25,766	21,274	18,171	14,914	11,494	8,188
Lease liabilities	236	115	2,599	2,204	1,798	1,391	1,985	1,579	1,172	766	359
Other liabilities	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010
<b>Total Non-Current Liabilities</b>	<b>50,065</b>	<b>46,918</b>	<b>45,545</b>	<b>41,112</b>	<b>36,478</b>	<b>31,645</b>	<b>27,747</b>	<b>24,238</b>	<b>20,575</b>	<b>16,748</b>	<b>13,036</b>
<b>Total Liabilities</b>	<b>108,536</b>	<b>105,520</b>	<b>105,184</b>	<b>100,797</b>	<b>96,412</b>	<b>91,826</b>	<b>88,086</b>	<b>83,188</b>	<b>79,679</b>	<b>76,016</b>	<b>72,189</b>
<b>Net Assets</b>	<b>2,873,217</b>	<b>2,877,498</b>	<b>2,879,356</b>	<b>2,882,136</b>	<b>2,888,698</b>	<b>2,896,381</b>	<b>2,905,716</b>	<b>2,915,761</b>	<b>2,927,881</b>	<b>2,942,077</b>	<b>2,958,138</b>
<b>Equity</b>											
Accumulated surplus	1,025,699	1,033,897	1,030,404	1,027,321	1,028,479	1,030,329	1,034,048	1,038,365	1,044,992	1,053,227	1,063,204
Reserves	1,847,518	1,843,601	1,848,952	1,854,815	1,860,219	1,866,052	1,871,668	1,877,396	1,882,889	1,888,850	1,894,934
<b>TOTAL EQUITY</b>	<b>2,873,217</b>	<b>2,877,498</b>	<b>2,879,356</b>	<b>2,882,136</b>	<b>2,888,698</b>	<b>2,896,381</b>	<b>2,905,716</b>	<b>2,915,761</b>	<b>2,927,881</b>	<b>2,942,077</b>	<b>2,958,138</b>

## Statement of Changes in Equity for the years ending 30 June 2026 – 2036

	Total	Accumulated Surplus	Revaluation Reserve	Open Space Reserve	Strategic Asset Development Reserve
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2025–26 Forecast</b>					
Balance at beginning of the financial year	2,865,295	1,024,177	1,812,971	26,887	1,260
Comprehensive result	7,922	7,922	-	-	-
Movement in Reserves	-	(6,400)	-	6,400	-
<b>Balance at end of financial year</b>	<b>2,873,217</b>	<b>1,025,699</b>	<b>1,812,971</b>	<b>33,287</b>	<b>1,260</b>
<b>2026–27</b>					
Balance at beginning of the financial year	2,873,217	1,025,699	1,812,971	33,287	1,260
Comprehensive result	4,281	4,281	-	-	-
Movement in Reserves	-	3,917	-	(5,325)	1,408
<b>Balance at end of financial year</b>	<b>2,877,498</b>	<b>1,033,897</b>	<b>1,812,971</b>	<b>27,962</b>	<b>2,668</b>
<b>2027–28</b>					
Balance at beginning of the financial year	2,877,498	1,033,897	1,812,971	27,962	2,668
Comprehensive result	1,859	1,859	-	-	-
Movement in Reserves	-	(5,351)	-	2,595	2,756
<b>Balance at end of financial year</b>	<b>2,879,356</b>	<b>1,030,404</b>	<b>1,812,971</b>	<b>30,557</b>	<b>5,424</b>
<b>2028–29</b>					
Balance at beginning of the financial year	2,879,356	1,030,404	1,812,971	30,557	5,424
Comprehensive result	2,780	2,780	-	-	-
Movement in Reserves	-	(5,863)	-	3,010	2,853
<b>Balance at end of financial year</b>	<b>2,882,136</b>	<b>1,027,321</b>	<b>1,812,971</b>	<b>33,567</b>	<b>8,277</b>
<b>2029–30</b>					
Balance at beginning of the financial year	2,882,136	1,027,321	1,812,971	33,567	8,277
Comprehensive result	6,562	6,562	-	-	-
Movement in Reserves	-	(5,404)	-	2,450	2,954
<b>Balance at end of financial year</b>	<b>2,888,698</b>	<b>1,028,479</b>	<b>1,812,971</b>	<b>36,017</b>	<b>11,231</b>
<b>2030–31</b>					
Balance at beginning of the financial year	2,888,698	1,028,479	1,812,971	36,017	11,231
Comprehensive result	7,683	7,683	-	-	-
Movement in Reserves	-	(5,833)	-	2,775	3,058
<b>Balance at end of financial year</b>	<b>2,896,381</b>	<b>1,030,329</b>	<b>1,812,971</b>	<b>38,792</b>	<b>14,289</b>

**Statement of Changes in Equity for the years ending 30 June 2026 – 2036** (continued)

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves	Strategic Asset Development Reserve
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2031–32</b>					
Balance at beginning of the financial year	2,896,381	1,030,329	1,812,971	38,792	14,289
Comprehensive result	9,335	9,335	-	-	-
Movement in Reserves	-	(5,616)	-	2,450	3,166
<b>Balance at end of financial year</b>	<b>2,905,716</b>	<b>1,034,048</b>	<b>1,812,971</b>	<b>41,242</b>	<b>17,455</b>
<b>2032–33</b>					
Balance at beginning of the financial year	2,905,716	1,034,048	1,812,971	41,242	17,455
Comprehensive result	10,045	10,045	-	-	-
Movement in Reserves	-	(5,728)	-	2,450	3,278
<b>Balance at end of financial year</b>	<b>2,915,761</b>	<b>1,038,365</b>	<b>1,812,971</b>	<b>43,692</b>	<b>20,733</b>
<b>2033–34</b>					
Balance at beginning of the financial year	2,915,761	1,038,365	1,812,971	43,692	17,455
Comprehensive result	12,120	12,120	-	-	-
Movement in Reserves	-	(5,493)	-	2,100	3,393
<b>Balance at end of financial year</b>	<b>2,927,881</b>	<b>1,044,992</b>	<b>1,812,971</b>	<b>45,792</b>	<b>20,848</b>
<b>2034–35</b>					
Balance at beginning of the financial year	2,927,881	1,044,992	1,812,971	45,792	20,848
Comprehensive result	14,196	14,196	-	-	-
Movement in Reserves	-	(5,961)	-	2,450	3,511
<b>Balance at end of financial year</b>	<b>2,942,077</b>	<b>1,053,227</b>	<b>1,812,971</b>	<b>48,242</b>	<b>24,359</b>
<b>2035–36</b>					
Balance at beginning of the financial year	2,942,077	1,053,227	1,812,971	48,242	24,359
Comprehensive result	16,061	16,061	-	-	-
Movement in Reserves	-	(6,084)	-	2,450	3,634
<b>Balance at end of financial year</b>	<b>2,958,138</b>	<b>1,063,204</b>	<b>1,812,971</b>	<b>50,692</b>	<b>27,993</b>

## Statement of Cash Flows for the years ending 30 June 2026 – 2036

	2025–26 Forecast	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	2035–36
	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000
<b>Cash Flow from Operating Activities</b>											
Rates and charges	148,118	156,744	161,708	167,140	172,748	178,537	184,514	190,684	197,052	203,627	210,413
Statutory fees and fines	12,300	13,876	14,077	14,281	14,488	14,698	14,911	15,127	15,347	15,569	15,795
User fees	30,878	31,649	32,567	33,511	34,483	35,483	36,512	37,571	38,660	39,782	40,935
Other receipts	2,549	2,397	2,465	2,535	2,607	2,680	2,312	2,784	2,851	2,919	2,989
Interest received	3,500	2,350	2,310	2,198	2,044	2,123	2,206	2,037	1,805	1,975	2,168
Contributions - monetary	6,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Grants - operating	22,613	18,061	22,637	23,180	23,737	24,306	24,890	25,487	26,099	26,725	27,366
Grants - capital	3,042	8,782	1,420	847	2,186	889	910	932	954	977	1,000
Employee costs	(92,654)	(97,737)	(101,546)	(104,243)	(107,270)	(110,388)	(113,600)	(116,908)	(120,415)	(124,027)	(127,748)
Materials and services	(93,351)	(94,950)	(96,440)	(99,297)	(101,094)	(103,270)	(105,879)	(109,788)	(112,275)	(115,275)	(118,658)
Short-term, low value and variable lease payments	(318)	(446)	(455)	(465)	(474)	(483)	(493)	(503)	(513)	(523)	(534)
Other payments	(6,920)	(7,077)	(7,247)	(7,421)	(7,599)	(7,781)	(7,968)	(8,159)	(8,355)	(8,555)	(8,761)
<b>Net Cash provided by/(used in) Operating Activities</b>	<b>36,255</b>	<b>38,648</b>	<b>36,495</b>	<b>37,269</b>	<b>40,856</b>	<b>41,794</b>	<b>43,316</b>	<b>44,264</b>	<b>46,211</b>	<b>48,194</b>	<b>49,968</b>
<b>Cash Flow from Investing Activities</b>											
Proceeds from sale of property, infrastructure, plant & equipment	307	450	300	300	300	300	300	300	300	300	300
Payments for property, infrastructure, plant & equipment	(26,884)	(48,250)	(26,310)	(26,170)	(32,510)	(33,231)	(29,587)	(29,815)	(33,531)	(34,362)	(39,280)
<b>Net Cash provided by/(used in) Investing Activities</b>	<b>(26,576)</b>	<b>(47,800)</b>	<b>(26,010)</b>	<b>(25,870)</b>	<b>(32,210)</b>	<b>(32,931)</b>	<b>(29,287)</b>	<b>(29,515)</b>	<b>(33,231)</b>	<b>(34,062)</b>	<b>(38,980)</b>
<b>Cash Flow from Financing Activities</b>											
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(12,269)	(2,261)	(3,026)	(3,857)	(4,038)	(4,228)	(4,426)	(4,492)	(3,102)	(3,257)	(3,420)
Finance costs	(2,429)	(1,829)	(1,776)	(1,634)	(1,476)	(1,309)	(1,135)	(953)	(801)	(674)	(541)
Interest paid - lease liability	(68)	(48)	(139)	(123)	(125)	(129)	(132)	(135)	(138)	(141)	(145)
Repayment of lease liabilities	(706)	(604)	(493)	(448)	(395)	(406)	(406)	(406)	(406)	(406)	(406)
<b>Net Cash provided by/(used in) Financing Activities</b>	<b>(15,470)</b>	<b>(4,742)</b>	<b>(5,434)</b>	<b>(6,062)</b>	<b>(6,034)</b>	<b>(6,072)</b>	<b>(6,100)</b>	<b>(5,986)</b>	<b>(4,447)</b>	<b>(4,479)</b>	<b>(4,512)</b>
Net Increase/(Decrease) in cash held	(5,792)	(13,895)	5,052	5,337	2,613	2,791	7,929	8,763	8,532	9,653	6,476
Cash and cash equivalents at the beginning of the financial year	77,437	71,645	57,751	62,802	68,139	70,751	73,542	81,471	90,234	98,766	108,419
<b>Cash and Cash Equivalents at End of Year</b>	<b>71,645</b>	<b>57,751</b>	<b>62,802</b>	<b>68,139</b>	<b>70,751</b>	<b>73,542</b>	<b>81,471</b>	<b>90,234</b>	<b>98,766</b>	<b>108,419</b>	<b>114,895</b>

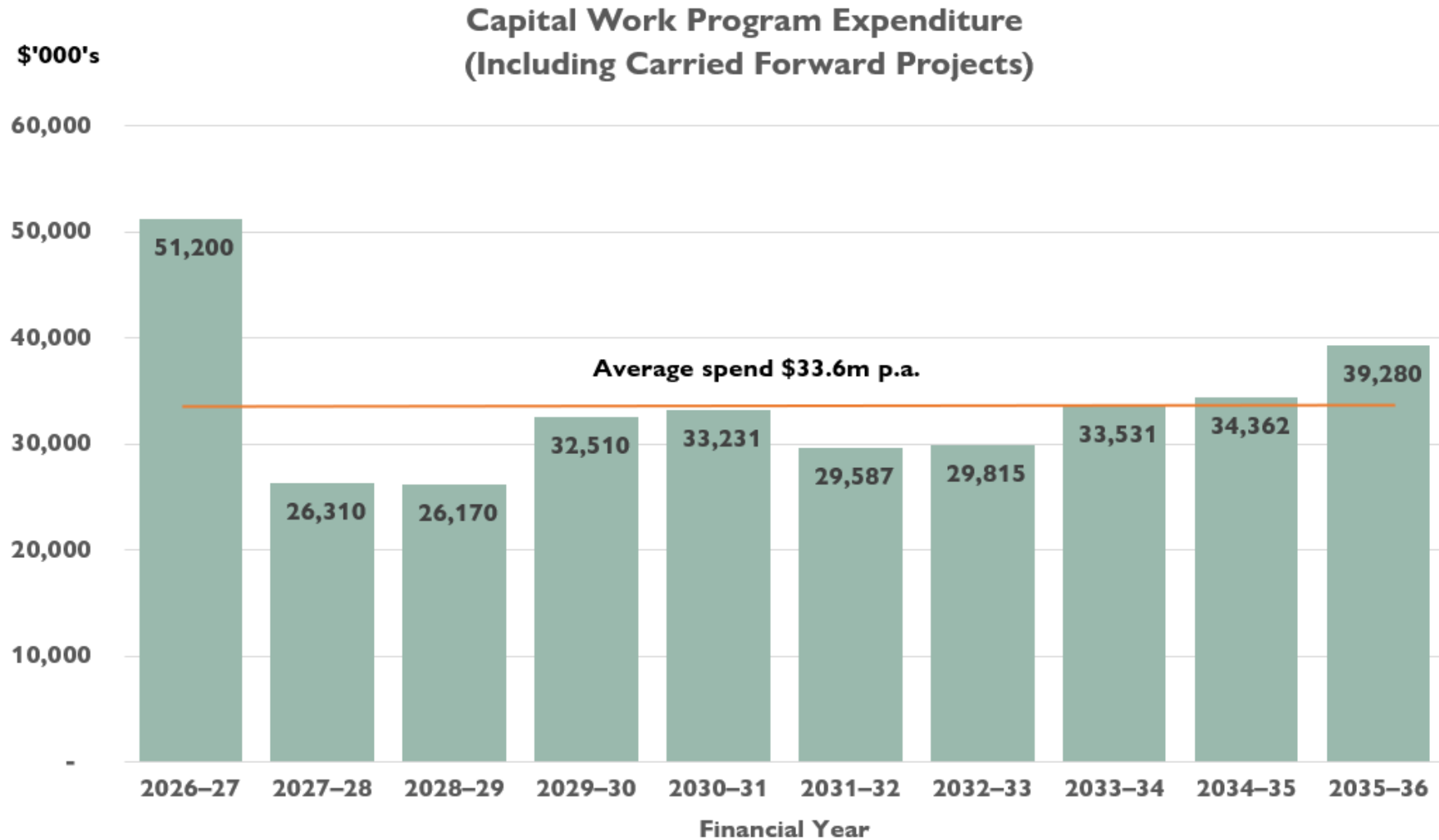
## Statement of Capital Works for the years ending 30 June 2026 – 2036

Capital Works Area	2025–26 Forecast \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000	2035–36 \$'000
<b>Carried forward expenditure from previous financial year</b>	7,544	3,893	-	-	-	-	-	-	-	-	-
<b>New Works</b>											
<b>Property</b>											
Land	-	14,750	2,405	1,990	2,550	2,225	2,550	2,550	2,550	2,550	2,550
Buildings	3,646	12,750	3,368	2,622	2,626	2,629	2,633	2,362	2,362	2,362	2,362
<b>Total Property</b>	<b>3,646</b>	<b>27,500</b>	<b>5,773</b>	<b>4,612</b>	<b>5,176</b>	<b>4,854</b>	<b>5,183</b>	<b>4,912</b>	<b>4,912</b>	<b>4,912</b>	<b>4,912</b>
<b>Plant and Equipment</b>											
Plant, Machinery and Equipment	1,808	1,713	2,477	1,958	1,973	2,006	2,006	2,006	2,006	2,006	2,006
Computers and Telecommunications	897	895	913	931	950	968	988	1,248	1,248	1,248	1,248
Library Books and Materials	605	618	630	642	655	668	682	695	709	724	738
Other Plant & Equipment	649	459	474	490	507	525	530	531	531	531	531
<b>Total Plant and Equipment</b>	<b>3,959</b>	<b>3,684</b>	<b>4,494</b>	<b>4,022</b>	<b>4,085</b>	<b>4,168</b>	<b>4,206</b>	<b>4,480</b>	<b>4,494</b>	<b>4,509</b>	<b>4,523</b>
<b>Infrastructure</b>											
Roads	6,269	7,333	4,173	5,489	3,858	4,313	3,922	4,359	3,922	2,922	3,922
Footpaths	1,900	2,550	2,941	2,823	2,858	2,902	2,965	3,022	3,079	3,138	3,197
Drainage	800	300	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Open Space and Recreation	5,303	3,591	3,781	2,755	2,509	2,761	2,761	2,781	3,417	2,781	2,781
Car Parks	220	150	250	170	170	170	170	170	170	70	70
Activity Centre Infrastructure	1,136	2,200	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Infrastructure Upgrades (All assets classes)	-	-	1,198	2,600	10,154	10,362	6,679	6,391	9,836	12,331	16,174
<b>Total Infrastructure</b>	<b>15,627</b>	<b>16,124</b>	<b>16,043</b>	<b>17,536</b>	<b>23,249</b>	<b>24,208</b>	<b>20,198</b>	<b>20,423</b>	<b>24,125</b>	<b>24,941</b>	<b>29,845</b>
<b>Total New Works</b>	<b>23,233</b>	<b>47,307</b>	<b>26,310</b>	<b>26,170</b>	<b>32,510</b>	<b>33,231</b>	<b>29,587</b>	<b>29,815</b>	<b>33,531</b>	<b>34,362</b>	<b>39,280</b>
Carried forward projects to the next financial year	(3,893)	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>26,884</b>	<b>51,200</b>	<b>26,310</b>	<b>26,170</b>	<b>32,510</b>	<b>33,231</b>	<b>29,587</b>	<b>29,815</b>	<b>33,531</b>	<b>34,362</b>	<b>39,280</b>

### Statement of Capital Works (continued)

Capital Works Area	2025-26 Forecast \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000	2035-36 \$'000
<b>Total Capital Expenditure</b>	<b>26,884</b>	<b>51,200</b>	<b>26,310</b>	<b>26,170</b>	<b>32,510</b>	<b>33,231</b>	<b>29,587</b>	<b>29,815</b>	<b>33,531</b>	<b>34,362</b>	<b>39,280</b>
<b>Represented by:</b>											
Asset Renewal Expenditure	11,231	17,282	21,404	20,277	19,806	20,644	20,358	20,874	21,145	19,481	20,555
Asset Upgrade Expenditure	15,527	19,169	2,501	3,903	10,154	10,362	6,679	6,391	9,836	12,331	16,174
Asset Expansion Expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset New Expenditure	125	14,750	2,405	1,990	2,550	2,225	2,550	2,550	2,550	2,550	2,550
<b>Total Capital Expenditure</b>	<b>26,884</b>	<b>51,200</b>	<b>26,310</b>	<b>26,170</b>	<b>32,510</b>	<b>33,231</b>	<b>29,587</b>	<b>29,815</b>	<b>33,531</b>	<b>34,362</b>	<b>39,280</b>
<b>Funding sources represented by:</b>											
Grants	4,913	8,782	1,420	847	2,186	889	910	932	954	977	1,000
Council Cash & Reserve	21,971	42,418	24,890	25,323	30,324	32,342	28,677	28,883	32,577	33,385	38,279
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Funding</b>	<b>26,884</b>	<b>51,200</b>	<b>26,310</b>	<b>26,170</b>	<b>32,510</b>	<b>33,231</b>	<b>29,587</b>	<b>29,815</b>	<b>33,531</b>	<b>34,362</b>	<b>39,280</b>

The graph below highlights our capital expenditure including carry forwards over ten years, with an average spend of approximate \$33.6 million per annum.



Statement of Human Resources - Staff Numbers for the years ending 30 June 2026 - 2036												
Description	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	
	Forecast											
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
<b>Community Wellbeing</b>												
Permanent Full-time	65.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00	
Women	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00	
Men	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	
Permanent Part-time	134.76	140.76	140.76	140.76	140.76	140.76	140.76	140.76	140.76	140.76	140.76	
Women	118.66	123.94	123.94	123.94	123.94	123.94	123.94	123.94	123.94	123.94	123.94	
Men	15.65	16.35	16.35	16.35	16.35	16.35	16.35	16.35	16.35	16.35	16.35	
Persons of self-described gender	0.45	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	0.47	
<b>Total Community Wellbeing</b>	<b>199.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	<b>205.76</b>	
<b>Sustainability, Assets and Leisure</b>												
Permanent Full-time	179.00	179.00	179.00	179.00	179.00	179.00	179.00	179.00	179.00	179.00	179.00	
Women	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	
Men	129.00	129.00	129.00	129.00	129.00	129.00	129.00	129.00	129.00	129.00	129.00	
Permanent Part-time	29.46	29.46	29.46	29.46	29.46	29.46	29.46	29.46	29.46	29.46	29.46	
Women	21.77	21.77	21.77	21.77	21.77	21.77	21.77	21.77	21.77	21.77	21.77	
Men	7.34	7.34	7.34	7.34	7.34	7.34	7.34	7.34	7.34	7.34	7.34	
Persons of self-described gender	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	
<b>Total Sustainability, Assets and Leisure</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	<b>208.46</b>	
<b>Planning and Place</b>												
Permanent Full-time	82.00	83.00	83.00	83.00	83.00	83.00	83.00	83.00	83.00	83.00	83.00	
Women	43.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	
Men	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	
Permanent Part-time	21.16	21.16	21.16	21.16	21.16	21.16	21.16	21.16	21.16	21.16	21.16	
Women	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	15.80	
Men	5.36	5.36	5.36	5.36	5.36	5.36	5.36	5.36	5.36	5.36	5.36	
<b>Total Planning and Place</b>	<b>103.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	<b>104.16</b>	
<b>Customer and Corporate Affairs</b>												
Permanent Full-time	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	
Women	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	
Men	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	
Persons of self-described gender	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Permanent Part-time	23.80	23.80	23.80	23.80	23.80	23.80	23.80	23.80	23.80	23.80	23.80	
Women	20.14	20.14	20.14	20.14	20.14	20.14	20.14	20.14	20.14	20.14	20.14	
Men	3.66	3.66	3.66	3.66	3.66	3.66	3.66	3.66	3.66	3.66	3.66	
<b>Total Customer and Corporate Affairs</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	<b>95.80</b>	
<b>City Management</b>												
Permanent Full-time	43.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	
Women	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	32.00	
Men	11.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	
Permanent Part-time	7.90	8.30	8.30	8.30	8.30	8.30	8.30	8.30	8.30	8.30	8.30	
Women	7.14	7.51	7.51	7.51	7.51	7.51	7.51	7.51	7.51	7.51	7.51	
Men	0.76	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	0.79	
<b>Total City Management</b>	<b>50.90</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	<b>52.30</b>	
<b>Total Permanent Staff</b>	<b>658.08</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	<b>666.48</b>	
Casuals and Other	112.76	112.76	112.76	112.76	112.76	112.76	112.76	112.76	112.76	112.76	112.76	
<b>Total Staff</b>	<b>770.84</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	<b>779.24</b>	

**Statement of Human Resources - Staff Expenditure for the years ending 30 June 2026 - 2036**

Description	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	Forecast										
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Community Wellbeing</b>											
Permanent Full-time	10,164	8,872	9,227	9,504	9,789	10,082	10,385	10,696	11,017	11,348	11,688
Women	7,252	6,330	6,583	6,781	6,984	7,194	7,409	7,632	7,861	8,097	8,339
Men	2,912	2,542	2,644	2,723	2,805	2,889	2,975	3,065	3,157	3,251	3,349
Permanent Part-time	12,917	16,156	16,802	17,306	17,825	18,360	18,911	19,478	20,063	20,665	21,285
Women	11,556	14,454	15,032	15,483	15,948	16,426	16,919	17,426	17,949	18,488	19,042
Men	1,314	1,643	1,709	1,760	1,813	1,867	1,923	1,981	2,040	2,102	2,165
Persons of self-described gender	47	59	61	63	65	67	69	71	73	75	78
<b>Total Community Wellbeing</b>	<b>23,081</b>	<b>25,028</b>	<b>26,029</b>	<b>26,810</b>	<b>27,614</b>	<b>28,443</b>	<b>29,296</b>	<b>30,175</b>	<b>31,080</b>	<b>32,013</b>	<b>32,973</b>
<b>Sustainability, Assets and Leisure</b>											
Permanent Full-time	22,002	22,288	23,180	23,875	24,591	25,329	26,089	26,871	27,678	28,508	29,363
Women	6,267	6,348	6,602	6,800	7,004	7,214	7,431	7,653	7,883	8,120	8,363
Men	15,735	15,940	16,578	17,075	17,587	18,115	18,658	19,218	19,795	20,388	21,000
Permanent Part-time	1,062	2,985	3,104	3,198	3,293	3,392	3,494	3,599	3,707	3,818	3,933
Women	811	2,280	2,371	2,442	2,516	2,591	2,669	2,749	2,831	2,916	3,004
Men	241	676	703	724	746	768	791	815	839	865	891
Persons of self-described gender	10	29	30	31	32	33	34	35	36	37	38
<b>Total Sustainability, Assets and Leisure</b>	<b>23,064</b>	<b>25,273</b>	<b>26,284</b>	<b>27,072</b>	<b>27,885</b>	<b>28,721</b>	<b>29,583</b>	<b>30,470</b>	<b>31,384</b>	<b>32,326</b>	<b>33,296</b>
<b>Planning and Place</b>											
Permanent Full-time	10,976	11,519	11,980	12,339	12,709	13,091	13,483	13,888	14,304	14,734	15,176
Women	5,799	6,086	6,329	6,519	6,715	6,916	7,124	7,338	7,558	7,784	8,018
Men	5,177	5,433	5,650	5,820	5,994	6,174	6,359	6,550	6,747	6,949	7,158
Permanent Part-time	1,864	2,464	2,563	2,639	2,719	2,800	2,884	2,971	3,060	3,152	3,246
Women	1,451	1,918	1,995	2,055	2,116	2,180	2,245	2,312	2,382	2,453	2,527
Men	413	546	568	585	602	620	639	658	678	698	719
<b>Total Planning and Place</b>	<b>12,840</b>	<b>13,983</b>	<b>14,542</b>	<b>14,979</b>	<b>15,428</b>	<b>15,891</b>	<b>16,368</b>	<b>16,859</b>	<b>17,364</b>	<b>17,885</b>	<b>18,422</b>
<b>Customer and Corporate Affairs</b>											
Permanent Full-time	10,805	10,849	11,283	11,621	11,970	12,329	12,699	13,080	13,472	13,877	14,293
Women	6,406	6,433	6,690	6,891	7,098	7,311	7,530	7,756	7,989	8,228	8,475
Men	4,264	4,281	4,452	4,586	4,723	4,865	5,011	5,161	5,316	5,476	5,640
Persons of self-described gender	135	135	140	145	149	153	158	163	168	173	178
Permanent Part-time	1,680	2,472	2,571	2,648	2,727	2,809	2,894	2,980	3,070	3,162	3,257
Women	1,449	2,132	2,217	2,284	2,352	2,423	2,496	2,570	2,648	2,727	2,809
Men	231	340	354	364	375	386	398	410	422	435	448
<b>Total Customer and Corporate Affairs</b>	<b>12,485</b>	<b>13,321</b>	<b>13,854</b>	<b>14,269</b>	<b>14,698</b>	<b>15,138</b>	<b>15,593</b>	<b>16,060</b>	<b>16,542</b>	<b>17,038</b>	<b>17,550</b>
<b>City Management</b>											
Permanent Full-time	8,023	6,390	6,646	6,845	7,050	7,262	7,480	7,704	7,935	8,173	8,418
Women	5,927	4,720	4,909	5,056	5,208	5,364	5,525	5,691	5,861	6,037	6,218
Men	2,096	1,670	1,737	1,789	1,843	1,898	1,955	2,013	2,074	2,136	2,200
Permanent Part-time	974	1,139	1,185	1,220	1,257	1,294	1,333	1,373	1,414	1,457	1,501
Women	866	1,013	1,054	1,085	1,118	1,151	1,186	1,221	1,258	1,296	1,335
Men	108	126	131	135	139	143	147	152	156	161	166
<b>Total City Management</b>	<b>8,997</b>	<b>7,529</b>	<b>7,830</b>	<b>8,065</b>	<b>8,307</b>	<b>8,556</b>	<b>8,813</b>	<b>9,077</b>	<b>9,350</b>	<b>9,630</b>	<b>9,919</b>
<b>Total Permanent Staff Expenditure</b>	<b>80,467</b>	<b>85,134</b>	<b>88,540</b>	<b>91,196</b>	<b>93,931</b>	<b>96,749</b>	<b>99,652</b>	<b>102,641</b>	<b>105,721</b>	<b>108,892</b>	<b>112,159</b>
Casuals and Other Expenditure	12,187	12,603	13,006	13,047	13,338	13,639	13,948	14,266	14,694	15,135	15,589
<b>Total Expenditure</b>	<b>92,654</b>	<b>97,737</b>	<b>101,546</b>	<b>104,243</b>	<b>107,270</b>	<b>110,388</b>	<b>113,600</b>	<b>116,908</b>	<b>120,415</b>	<b>124,027</b>	<b>127,748</b>

**Statement of Human Resources for the years ending 30 June 2026 - 2036**

Staff Expenditure	2025-26 Forecast \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000	2035-36 \$'000
Employee Costs	92,654	97,737	101,546	104,243	107,270	110,388	113,600	116,908	120,415	124,027	127,748
<b>Total Staff Expenditure</b>	<b>92,654</b>	<b>97,737</b>	<b>101,546</b>	<b>104,243</b>	<b>107,270</b>	<b>110,388</b>	<b>113,600</b>	<b>116,908</b>	<b>120,415</b>	<b>124,027</b>	<b>127,748</b>

Staff Numbers	2025-26 Forecast 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	2035-36 FTE
Employees (Full-time Equivalent)	770.84	779.24	779.24	779.24	779.24	779.24	779.24	779.24	779.24	779.24	779.24

## Financial Performance Indicators

### Local Government Performance Reporting Framework Indicators (LGPRF)

#### How to interpret the indicators

Financial indicators provide useful signals, but they do not tell the full story on their own. They should be read together, in context, and alongside information about Council's service responsibilities, asset base and operating environment.

#### Key to forecast trend:

- + Forecast improvement in Council's financial performance/position
- o Forecast performance/position remains steady
- Forecast deterioration in Council's financial performance/position

#### Notes on selected indicators

To support understanding, short explanations are provided for some key indicators in this section, including measures such as adjusted underlying result, working capital, rates concentration and indebtedness.

The following tables show actual results (where available) and forecast trends over the 10-year planning period.

## Projected performance indicators - Financial

Indicator	Measure	2025–26 Forecast	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	2035–36	Trend +/-
<b>Financial Management</b>													
<b>Operating Position</b>													
Adjusted Underlying Result	<u>Adjusted Underlying Surplus (or deficit)</u> Adjusted Underlying Revenue	1.62%	-1.60%	0.53%	1.12%	2.05%	2.91%	3.44%	3.59%	4.21%	4.79%	5.25%	+
<b>Liquidity</b>													
Working Capital	<u>Current Assets/</u> Current Liabilities	171%	142%	149%	158%	163%	168%	181%	200%	214%	230%	241%	+
Cash	<u>Cash/</u> Current Liabilities	123%	99%	105%	114%	118%	122%	135%	153%	167%	183%	194%	+
<b>Stability</b>													
Rates Concentration	<u>Rate Revenue</u> Adjusted Underlying Revenue	65.08%	67.76%	66.80%	67.09%	67.37%	67.58%	67.92%	68.19%	68.48%	68.66%	68.84%	+
Rates Effort	<u>Rate Revenue</u> Property Values (CIV)	0.17%	0.17%	0.17%	0.16%	0.16%	0.16%	0.16%	0.15%	0.15%	0.15%	0.15%	+
<b>Efficiency</b>													
Expenditure Level	<u>Total Expenditure</u> No. of Property Assessments	\$ 3,081	\$ 3,208	\$ 3,259	\$ 3,308	\$ 3,346	\$ 3,389	\$ 3,439	\$ 3,507	\$ 3,558	\$ 3,617	\$ 3,681	o
Revenue Level	<u>General Rates and Municipal Charges</u> No. of Assessments	\$ 1,632	\$ 1,714	\$ 1,766	\$ 1,813	\$ 1,862	\$ 1,912	\$ 1,963	\$ 2,016	\$ 2,070	\$ 2,126	\$ 2,183	o

## Projected performance indicators - Financial

Indicator	Measure	2025–26 Forecast	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	2035–36	Trend +/-
<b>Financial forecasting</b>													
<b>Obligations</b>													
	<u>Interest-bearing Loans and Borrowings</u> Own Source Revenue	24.1%	21.9%	19.8%	17.5%	15.2%	12.9%	10.7%	8.6%	7.1%	5.7%	4.2%	+
Loan and Borrowings	<u>Interest and Principal Repayments</u> Own Source Revenue	7.43%	1.97%	2.25%	2.49%	2.43%	2.37%	2.31%	2.19%	1.53%	1.49%	1.45%	+
Indebtedness	<u>Non-current Liabilities</u> Own Source Revenue	25.3%	22.6%	21.3%	18.7%	16.1%	13.5%	11.5%	9.8%	8.0%	6.3%	4.8%	+
Asset Renewal	<u>Asset Renewal+Upgrade</u> Asset Depreciation	88.83%	115%	75%	76%	94%	97%	84%	84%	96%	98%	113%	o
<b>Sustainable Capacity</b>													
	<u>Recurrent grants</u> Population	\$145	\$116	\$143	\$144	\$146	\$147	\$149	\$151	\$152	\$154	\$156	+
Revenue and grants	<u>Own source revenue</u> Population	\$1,232	\$1,278	\$1,300	\$1,323	\$1,345	\$1,369	\$1,391	\$1,415	\$1,440	\$1,468	\$1,496	+
Expenses per head of population	<u>Total expenses</u> Population	\$1,395	\$1,448	\$1,465	\$1,481	\$1,490	\$1,501	\$1,515	\$1,537	\$1,552	\$1,571	\$1,591	-
Infrastructure per head of population	<u>Value of infrastructure</u> Population	\$4,626	\$4,598	\$4,487	\$4,381	\$4,304	\$4,236	\$4,147	\$4,059	\$3,998	\$3,941	\$3,912	-

### Key to forecast trend:

- + Forecast improvement in Council's financial performance/position
- o Forecast performance/position remains steady
- Forecast deterioration in Council's financial performance/position

## Projected performance indicators

Domain	Measure	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/-
<b>Environment</b>													
Roads	<b>Sealed local roads below the intervention level</b> Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	83%	85%	85%	90%	90%	90%	90%	90%	90%	90%	90%	+
	<b>Satisfaction with sealed local roads</b> Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads	60	60	65	67	70	70	70	70	70	70	70	+
Waste management	<b>Kerbside collection waste to landfill</b> Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	o
<b>Governance</b>													
Community engagement	<b>Satisfaction with the opportunities offered by Council to be consulted or engaged in Council decisions</b> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	62	62	65	68	70	70	70	70	70	70	70	+
Transparency	<b>Council resolutions made at meetings closed to the public</b> Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors	6%	3%	5%	5%	5%	5%	5%	5%	5%	5%	5%	o
Financial decisions	<b>Capital works planning</b> Sum of actual capital works expenditure for the financial year / Sum of budgeted capital works expenditure for the financial year	83%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	o

## Projected performance indicators

Domain	Measure	2025-26 Forecast	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Trend +/-
<b>Community</b>													
Aquatic facilities	<b>Utilisation of aquatic facilities</b> Number of visits to aquatic facilities / Population	13.0	13.5	13.6	13.7	13.8	13.8	13.9	14.0	14.1	14.1	14.1	+
MCH services	<b>Participation in 4-week key age and stage visit</b> Number of 4-week key age and stage visits / Number of birth notifications received	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	o
Library services	<b>Library membership</b> Number of registered library members / Population	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	o
<b>Responsiveness</b>													
Statutory planning	<b>Planning applications decided within the relevant required time</b> Number of planning application decisions made within the relevant required time / Number of planning application decisions made	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	o

### Key to forecast trend:

- + increase in Council's overall forecast
- o maintaining Council's overall forecast
- decrease in Council's overall forecast

## Notes to Financial Performance Indicators (LGPRF)

The following notes provide additional context of some key indicators to support interpretation of Council's key financial performance indicators. These explanations are intended to assist readers in understanding what each indicator measures and why it matters in assessing Council's long-term financial sustainability.

### Adjusted underlying result

The adjusted underlying result measures Council's operating surplus or deficit from its ordinary activities, after removing items that are not part of normal operations.

A sustainable underlying result is important to ensure Council can continue to deliver core services, maintain assets and meet its strategic objectives without placing undue pressure on future budgets. A consistent underlying surplus provides capacity to reinvest in services and infrastructure over time.

The indicator shows a clear strengthening in Council's operating position over time. After a modest surplus of 1.62 per cent, the result dips into a small deficit (-1.6 per cent) early in the period, before recovering and steadily improving year-on-year. From there, the trend is consistently upward, expected to reach 5.25 per cent in 2035–36.

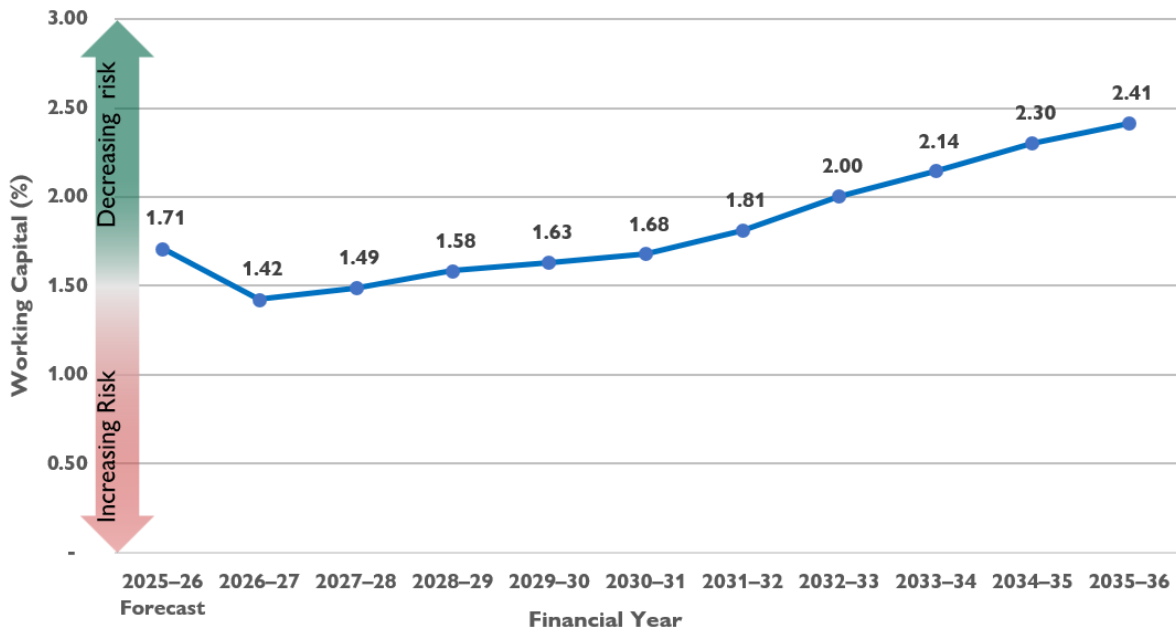
This trend reflects underlying revenue growth and/or expenditure discipline have progressively improved, resulting in a more sustainable operating surplus. Importantly, the absence of volatility in later years and the smooth upward trajectory suggests a deliberate and managed approach aligned with the *Financial Sustainability Strategy*.

### Working capital

Working capital represents the difference between Council's current assets and current liabilities. This indicator recognises that while Council may hold current assets, some of those assets are already committed to settling liabilities within the next 12 months and are therefore not available for discretionary use. A working capital ratio above 100 per cent indicates that Council has sufficient short-term resources to meet its obligations as they fall due.

Maintaining adequate working capital supports liquidity, operational stability, and financial resilience. While the ratio begins at 171 per cent and briefly reduces to 142 per cent, it quickly recovers and trends upward consistently, surpassing the Council's typical target range (150–200 per cent) and reaching 241 per cent in the outer year. This reflects an increasing buffer of current assets relative to liabilities, enhancing the Council's ability to meet short-term obligations. The sustained growth in liquidity, alongside the improving operating position, signals a strengthening balance sheet and prudent financial management over the period. The ratio similarly demonstrates a strong and sustained improvement in financial resilience.

## Working Capital (Liquidity Ratio)



### Loans and borrowings

Indicators relating to loans and borrowings assess whether Council’s level of debt is appropriate relative to the size and nature of its activities.

These measures provide insight into Council’s ability to service debt from its own-source revenue and to manage borrowings in a sustainable and equitable way. Council’s borrowing strategy aims to balance the benefits of debt-funded investment with affordability, cash flow capacity and intergenerational equity considerations.

The interest-bearing loans and borrowings ratio shows a strong and consistent decline over the period, reducing from 24.1 per cent to 4.2 per cent. This indicates a deliberate and sustained reduction in Council’s debt exposure relative to its revenue base. The steady downward trajectory reflects a strategic shift toward lower reliance on external financing and improved capacity to fund activities internally, strengthening overall financial flexibility and reducing long-term financial risk.

The loan repayments ratio (interest and principal repayments) remains low and trends downward overall, stabilising after an initial reduction and declining to 1.45 per cent in the final year. This demonstrates that debt servicing costs are manageable and becoming less of a burden on revenue.

Similarly, the indebtedness ratio (non-current liabilities to own source revenue) shows a consistent reduction from 25.3 per cent to 4.8 per cent, reinforcing the broader pattern of declining liabilities. Together, these trends highlight a clear and sustained improvement in Council’s debt position, supporting a stronger balance sheet and enhanced long-term financial sustainability.

## Asset renewal

The asset renewal and upgrade indicator compares Council's expenditure on renewing and upgrading existing assets with the depreciation expense for those assets.

This measure provides insight into whether Council is maintaining its asset base at a level that manages risk and avoids the accumulation of asset renewal backlogs. Sustained under-investment in renewal can lead to higher costs, service disruption and increased risk over time.

The ratio shows an improving trend over the long term, with Council broadly maintaining renewal and upgrade investment in line with the consumption of its assets and moving progressively above this level. The ratio consistently returns to around 100 per cent and ultimately reaches 113 per cent in the final year, demonstrating a growing commitment to reinvestment in the asset base.

This trajectory indicates that Council is maintaining renewing and upgrading assets at a rate that meets—and in later years exceeds—depreciation. This supports the long-term condition, functionality, and service performance of assets, and reflects a proactive and sustainable approach to asset management aligned with long-term financial planning objectives.

## Rates concentration

The rates concentration indicator shows the extent to which Council relies on rate revenue to fund its ongoing operations.

The ratio (rate revenue as a proportion of adjusted underlying revenue) demonstrates a stable and consistent trend across the period, with a gradual increase from 65.08 per cent to 68.84 per cent. This consistency indicates that Council continues to maintain a balanced revenue structure, with rates providing a dependable core funding source while still allowing for diversification through other income streams. The slight upward trend reflects a measured increase in reliance on rate revenue, supporting financial stability and predictability in funding essential services.

While rates provide a stable and predictable source of income, a high level of reliance can limit financial flexibility, particularly in an environment of rate capping and rising costs. This indicator should be considered alongside other revenue measures and Council's broader revenue diversification strategies.

## Interpreting results over time

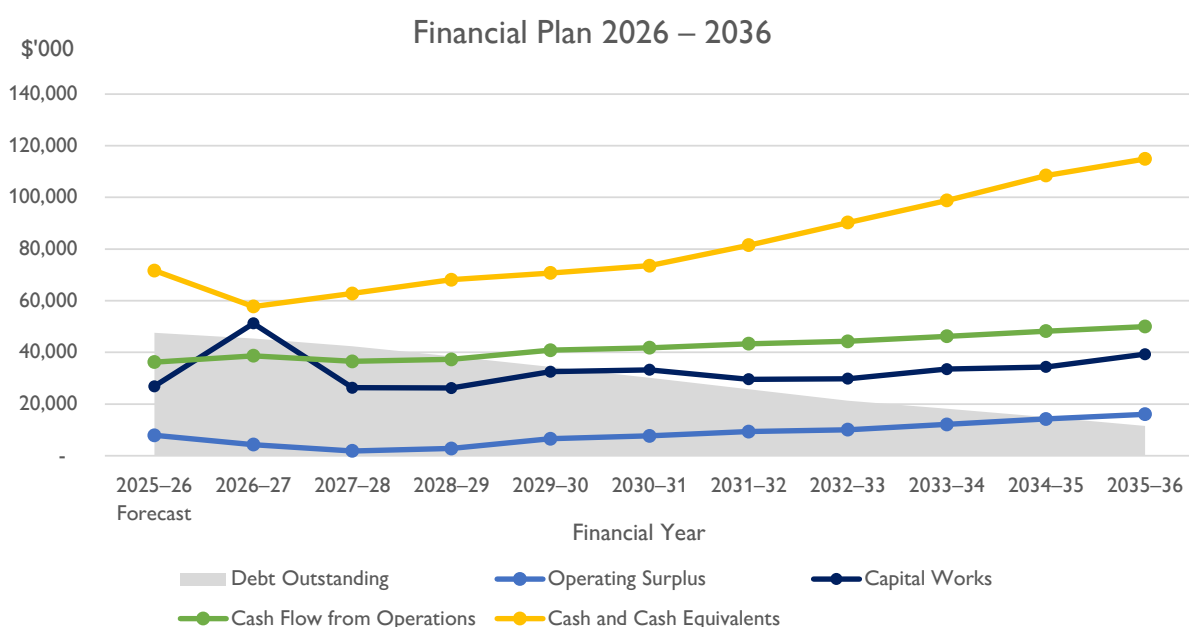
Financial performance indicators are most useful when viewed together and over time. Individual indicators do not provide a complete picture on their own and should be considered in the context of Council's service responsibilities, asset base, operating environment and long-term strategy.

Trends across indicators help identify emerging risks, pressures and opportunities and inform ongoing decision-making and financial planning.

## Financial resources

The following graph provides a high-level summary of Council’s projected financial position for the period ending 30 June 2026 to 2035–2036. It illustrates key trends over time, including an improving operating result, an average capital works program of more than \$33.6 million per annum, and loan repayments scheduled over a 10-year period.

Projected cash levels shown in the graph reflect the combined impact of operating results, planned capital expenditure and current rate projections. The Financial Plan Statements that follow provide a more detailed view of how Council’s financial resources are expected to be applied over the 10-year planning horizon.



### Key Financial Results for the years ending 30 June 2026 – 2036

Statement	2025–26 Forecast \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000	2035–36 \$'000	Trend +/-
Operating Surplus	7,922	4,281	1,859	2,780	6,562	7,683	9,335	10,045	12,120	14,196	16,061	+
Capital Works	26,884	51,200	26,310	26,170	32,510	33,231	29,587	29,815	33,531	34,362	39,280	o
Cash Flow from Operations	36,255	38,648	36,495	37,269	40,856	41,794	43,316	44,264	46,211	48,194	49,968	+
Cash and Cash Equivalents	71,645	57,751	62,802	68,139	70,751	73,542	81,471	90,234	98,766	108,419	114,895	+
Debt Outstanding	47,602	45,341	42,315	38,458	34,420	30,192	25,766	21,274	18,171	14,914	11,494	+

#### Key to forecast trend:

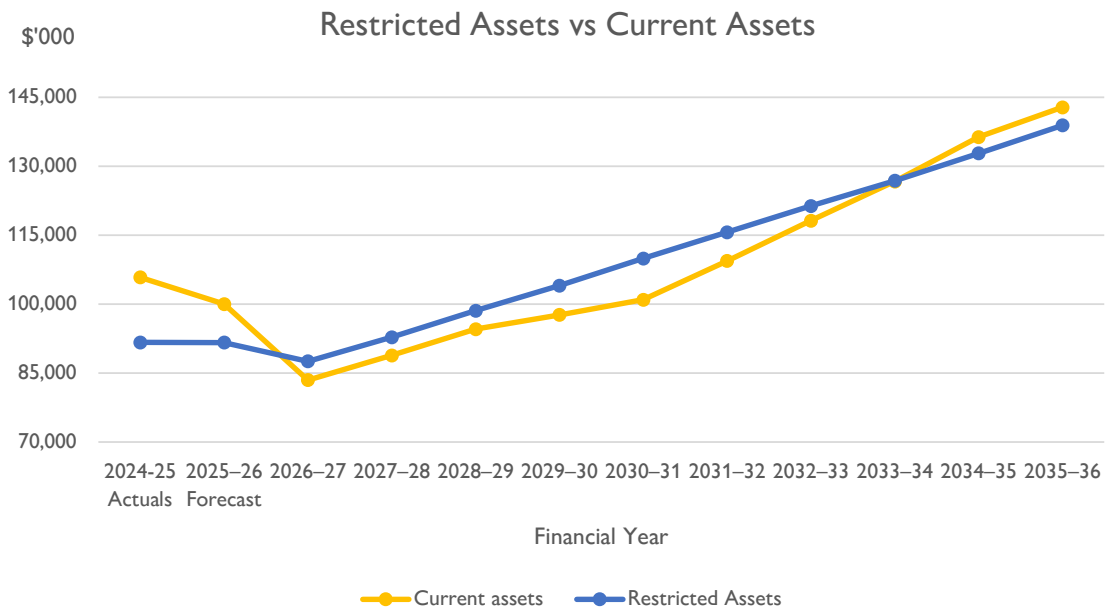
- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## Restricted Assets and Cash Backing

Restricted assets comprise funds held for specific purposes, including residential aged care bonds, contractor deposits, employee entitlement provisions, and statutory reserves such as the Open Space Reserve. While these amounts form part of Council’s overall cash balance, they are not available to support general operations.

At present, Council does not fully cash-back all restricted asset balances. This reflects historical funding approaches and the need to balance competing financial priorities, including delivery of the capital works program and maintaining service levels within rate cap constraints. This position is recognised and is being actively addressed through a planned and disciplined approach.

The *Financial Sustainability Strategy* sets a clear pathway to progressively strengthen the alignment between restricted reserves and underlying cash over time, including through improved operating performance, prioritisation of reserve allocations, and disciplined cash management. This approach ensures that, over the medium to longer term, Council can fully support its restricted obligations while maintaining a strong and sustainable liquidity position.



## Integration with our strategies and plans

This section explains how Council's broader strategies influence financial decisions and long-term affordability.

Council's *Financial Plan* is not a standalone document. It forms part of Council's Integrated Planning and Reporting Framework, which ensures that decisions about services, assets, workforce and finances are aligned and mutually reinforcing.

This integration is critical to achieving Council's four strategic directions:

- Community safety, cohesion, health and wellbeing
- Diverse, welcoming and accessible places
- Environmental stewardship
- Innovative and financially sustainable

Together, Council's strategies and plans articulate what the community values, how services and infrastructure will be delivered, and how resources will be allocated to achieve these outcomes in a financially sustainable way.

### Community Vision and Council Plan

The *Glen Eira 2040 Community Vision* sets out the community's long-term aspirations for an inclusive, liveable and sustainable city. The *Council Plan 2025–2029* translates this vision into strategic objectives and priorities for the current Council term.

The *Financial Plan* provides the long-term financial lens that supports delivery of the Council Plan. It shows how priorities can be funded over time, highlights affordability constraints, and makes explicit the trade-offs required to balance current service delivery with future needs.

By aligning financial projections to the *Council Plan*, the *Financial Plan* helps ensure that commitments are realistic, deliverable and sustainable beyond the four-year Council term.

### Financial Sustainability Strategy

The *Financial Sustainability Strategy* establishes the long-term framework for strengthening Council's financial resilience. It identifies the key structural challenges facing Council's finances and sets out the strategic levers required to respond.

The *Financial Plan* gives effect to the *Strategy* by embedding its principles into:

- long-term financial assumptions
- capital investment prioritisation
- reserve planning
- borrowing and cash flow management

This integration ensures that financial decisions made today do not compromise Council's ability to deliver services and infrastructure in the future.

### **Asset Plan and Asset Management Framework**

Council's *Asset Plan* and *Asset Management Framework* guide how infrastructure assets are planned, renewed, and maintained over their lifecycle.

These plans have significant financial implications. They inform:

- the scale and timing of capital works
- asset renewal and maintenance requirements
- long-term operating costs and risk exposure

The *Financial Plan* integrates this information by aligning capital expenditure with asset condition, service needs, and funding capacity. This ensures investment decisions prioritise asset risk, service continuity, and value for money, while avoiding unsustainable backlogs.

### **Strategic Property Plan**

The *Strategic Property Plan* provides a framework for managing Council's property portfolio to maximise community benefit and financial sustainability.

The Plan informs financial decision-making by identifying:

- opportunities to optimise or repurpose underutilised assets
- potential capital and operating cost implications of retaining, upgrading, or disposing of assets
- opportunities to redirect resources toward priority community infrastructure

These considerations are reflected in the *Financial Plan* through capital prioritisation, reserve strategies, and long-term funding assumptions.

### **Revenue and Rating Plan**

The *Revenue and Rating Plan* establishes Council's approach to raising revenue in a fair, transparent and legislated manner, consistent with the requirements of the *Local Government Act*. It sets out the principles underpinning how the rate burden is distributed across the municipality and directly informs key assumptions regarding general rates, supplementary rates, service charges and other revenue streams. The *Plan* ensures that revenue decisions are equitable, financially sustainable and aligned to Council's service delivery obligations, while providing a clear and defensible framework for how Council funds its operations over the long term.

## **Pricing Policy**

Council has also developed a Pricing Policy to provide a consistent, principles-based framework for setting fees and charges across all services. The Policy will support improved transparency and consistency in pricing decisions, with a clear focus on cost recovery, user-pays principles, community benefit and affordability. By strengthening the link between service costs and revenue, the Policy will enable Council to balance financial sustainability objectives with equitable access to services, and ensure that fees and charges are set in a structured and defensible manner aligned with broader financial strategy.

## **Digital and Technology Strategy 2025–2029**

Glen Eira City Council's *Digital and Technology Strategy 2025–2029* sets out a four-year, risk-based roadmap to modernise and protect Council's digital and technology environment, ensuring it remains secure, resilient and fit for purpose. The *Strategy* supports efficient service delivery, strengthens governance and decision-making, and enables Council to respond to changing community expectations and emerging technologies.

The *Strategy* is supported by a detailed business case that recommends a \$7.8 million investment over four years to deliver its outcomes. This investment will modernise and protect Council's digital and technology environment, reduce risk, avoid significant future costs, and improve the efficiency and reliability of services for the community, customers and staff.

The *Strategy* responds directly to challenges in Council's current technology environment, including fragmented and ageing systems, limited integration, increasing cyber and data security risks, and rising costs associated with maintaining end-of-life platforms. These issues constrain operational efficiency, increase the risk of service disruption and compliance failure, and limit Council's ability to plan ahead and leverage new technologies.

Five priority streams guide implementation: improving governance and transformation capability; establishing future foundational platforms and ways of working; renewing core systems to improve customer and user experience; modernising knowledge, collaboration and insight; and strengthening cyber security and resilience. Together, these priorities focus on addressing critical risks first, while progressively improving capability and service outcomes over the four-year period.

## **Workforce and service planning**

Council's ability to deliver services is closely linked to workforce capacity and service models. Workforce planning and service reviews influence:

- employee cost projections
- service delivery efficiency
- long-term operating expenditure

The *Financial Plan* incorporates these considerations by reflecting current workforce settings and enabling future service reviews to inform changes over time, rather than assuming immediate structural shifts.

### **Climate, environment and sustainability strategies**

Council's climate and environmental strategies, including commitments to emissions reduction, urban forest growth and sustainable asset upgrades, have long-term financial implications.

These strategies influence:

- capital investment in sustainable infrastructure
- lifecycle costs of assets
- operational savings and risk reduction over time

The *Financial Plan* integrates these impacts by considering whole-of-life costs and aligning capital investment with long-term sustainability objectives.

### **Bringing it together**

By integrating financial planning with Council's broader strategies and plans, the Financial Plan provides:

- a clear line of sight between community priorities and financial capacity
- transparency about affordability and trade-offs
- a disciplined framework for long-term decision-making

This integrated approach supports Council to deliver on its strategic directions in a way that is responsible, transparent and financially sustainable.

## Borrowing strategy

Borrowing is a useful financial management tool that supports the delivery of *Council Plan* objectives by providing an appropriate funding mechanism for long-term community assets. Council restricts borrowings to strategic and major capital projects within the Capital Works Program and does not use debt to fund ongoing operational expenditure.

Amid increasing uncertainty in the global economic and political environment, which is contributing to higher borrowing costs, Council plans to redeem a \$10 million loan maturing in September 2026 early during the 2025–26 financial year and does not intend to take on any new loans over the next 10 years.

This is consistent with Council's *Financial Sustainability Strategy* and its commitment to responsible debt management. Council continues to demonstrate a disciplined approach to managing debt and maintain borrowings at sustainable levels to strengthen financial resilience.

The following financial sustainability principles must be adhered to with new borrowings:

- The purpose for borrowing is consistent with our strategic objectives as detailed in the *Council Plan*.
- Borrowings must be carefully considered in accordance with sound financial management principles and the ability for us to meet the relevant prudential requirements.
- The nature of any borrowings (short or long-term) and the interest rate (fixed or variable) will consider the purpose of the borrowings and seek to minimise interest rate exposure.
- Borrowings must only be applied where it can be proven that repayments can be met in the *Financial Plan*.
- Borrowings are not to be used to finance ongoing recurrent operational expenditure.
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations.
- We will maintain our debt at levels which are sustainable in accordance with the thresholds of the Victorian Auditor-General's Sustainability Indicators. We will aim for an indebtedness ratio of less 40 per cent relating to the ability to repay debt from own-source revenue (which excludes grants and contributions).

## Current debt position

We are projected to hold approximately \$48 million in loans at the end of 2025–2026, that were used to undertake intergenerational capital works projects and environmental initiatives. We have drawn down the following loans:

An average loan principal and interest repayment of approximately \$4.8 million per annum have been included in the *Financial Plan*.

It is important to note that borrowings provide us with cash to create an asset (available cash) and a liability (obligation to repay) with the repayment of principal being a reduction in the liability and the interest treated as an expense.

Council has established a \$10 million overdraft facility to assist with managing short-term operational cash flow fluctuations if required. This facility, which forms part of Council's existing loan agreement with Treasury Corporation Victoria (TCV), provides quick access to temporary funding and supports the management of short-term cash flow needs. For example, we may be subject to a call on future contributions to the Local Government Defined Benefits Fund which is dependent on market-forces.

The following table highlights our projected loan balance and loan repayments over the 10 years of the Financial Plan:

<b>Borrowings for the years ending 30 June 2026 – 2036</b>											
	2025–26 Forecast	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	2035–36
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	59,871	47,602	45,341	42,315	38,458	34,420	30,192	25,766	21,274	18,171	14,914
Plus New loans	-	-	-	-	-	-	-	-	-	-	-
Less Principal repayment	(12,269)	(2,261)	(3,026)	(3,857)	(4,038)	(4,228)	(4,426)	(4,492)	(3,102)	(3,257)	(3,420)
<b>Closing balance</b>	<b>47,602</b>	<b>45,341</b>	<b>42,315</b>	<b>38,458</b>	<b>34,420</b>	<b>30,192</b>	<b>25,766</b>	<b>21,274</b>	<b>18,171</b>	<b>14,914</b>	<b>11,494</b>
Interest payment	(2,429)	(1,829)	(1,776)	(1,634)	(1,476)	(1,309)	(1,135)	(953)	(801)	(674)	(541)

The following table shows our projected performance across a range of debt management performance indicators. We maintain our loan borrowing within prudent and management limits as demonstrated by these indicators.

<b>Borrowing Indicators for the years ending 30 June 2026 – 2036</b>											
	2025–26 Forecast	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	2035–36
Total borrowings / Own source revenue	24.07%	21.85%	19.81%	17.47%	15.17%	12.90%	10.70%	8.57%	7.11%	5.65%	4.22%
Debt servicing / Own source revenue	1.23%	0.88%	0.83%	0.74%	0.65%	0.56%	0.47%	0.38%	0.31%	0.26%	0.20%
Debt commitment / Own source Revenue	7.43%	1.97%	2.25%	2.49%	2.43%	2.37%	2.31%	2.19%	1.53%	1.49%	1.45%
Indebtedness / Own source revenue	25.31%	22.61%	21.32%	18.68%	16.08%	13.53%	11.52%	9.77%	8.05%	6.35%	4.79%

## Reserves Strategy

Councils have traditionally used reserve funds — money set aside for specific future purposes. These reserves usually don't have separate bank accounts but instead represent a portion of our overall cash surplus. Ideally, reserves should be backed by cash to serve as a key funding source in the *Financial Plan*. The following are the reserve funds that we hold:

### Open Space Reserve

We collect a Public Open Space contribution in many circumstances when land is subdivided within the municipality. The requirement for this is in the *Glen Eira Planning Scheme* at clause 53.01.

As part of applicable subdivisions, a landowner is required to make a contribution based on the site value, which we use to either purchase land to create new open spaces such as public parks, playgrounds and reserves, or to make improvements within our existing open space areas. Our open space planning is informed by our *Open Space Strategy*.

There are different contribution rates that apply in different parts of the City. These include:

- In the area known as Caulfield Village, five per cent of the site value of the land which is contained within the mixed-use precinct and the Smith Street precinct, and four per cent of the site value of the land which is contained within the residential precinct.
- In the area known as East Village, in accordance with the East Village Comprehensive Development Plan, May 2020 and East Village Development Contributions Plan, May 2020.
- All other land, 8.3 per cent of the site value of the land effective March 2023.

The purpose of the Open Space Reserve is to set aside any funds received from the sale of public open space which includes any land set aside in a plan or land in a plan zoned or reserved under a planning scheme for public recreation or public resort; or as parklands; or for similar purposes as defined in the *Subdivision Act 1988*.

### Strategic Asset Reserve

The Strategic Asset Reserve is a discretionary reserve established as a key financial lever under Council's *Financial Sustainability Strategy*. Its purpose is to strengthen Council's ability to fund priority capital works and strategic asset investments in a planned, disciplined and financially sustainable manner, while reducing reliance on short-term cash balances and additional borrowings.

The table below outlines the forecast movements in the Strategic Asset Reserve over the next ten years. Consistent with Council's application to the Essential Services Commission, the approved rate cap variation supports the phased establishment of this reserve, with a portion of additional revenue to be allocated toward its development. While Council's unrestricted reserves are not currently fully cash-backed, Council will progressively strengthen the cash backing of reserves over time as part of the *Financial Sustainability Strategy*. The ongoing

growth of this reserve will enhance Council’s financial resilience, support more predictable capital funding, and align with the Strategy’s focus on strengthening discretionary reserves.

<b>Reserves for the years ending 30 June 2026 – 2036</b>											
	2025–26 Forecast \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000	2035–36 \$'000
<b>Open Space Reserve</b>											
<b>Opening Balance</b>	26,887	33,287	27,962	30,557	33,567	36,017	38,792	41,242	43,692	45,792	48,242
Transfer to reserve	6,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Transfer from reserve	(100)	(10,325)	(2,405)	(1,990)	(2,550)	(2,225)	(2,550)	(2,550)	(2,900)	(2,550)	(2,550)
<b>Closing balance</b>	<b>33,287</b>	<b>27,962</b>	<b>30,557</b>	<b>33,567</b>	<b>36,017</b>	<b>38,792</b>	<b>41,242</b>	<b>43,692</b>	<b>45,792</b>	<b>48,242</b>	<b>50,692</b>
<b>Strategic Asset Reserve</b>											
<b>Opening Balance</b>	1,260	1,260	2,668	5,424	8,277	11,231	14,289	17,455	20,733	24,126	27,637
Transfer to reserve (Rate cap variation)	-	2,668	2,756	2,853	2,954	3,058	3,166	3,278	3,393	3,511	3,634
Transfer from reserve	-	(1,260)	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>	<b>1,260</b>	<b>2,668</b>	<b>5,424</b>	<b>8,277</b>	<b>11,231</b>	<b>14,289</b>	<b>17,455</b>	<b>20,733</b>	<b>24,126</b>	<b>27,637</b>	<b>31,271</b>

## Risk management approach





We are committed to ensuring that both strategic and operational risks are effectively managed to safeguard the organisation and the broader community. We have developed a mature and structured Risk Management Framework that supports informed decision-making across all levels.

Our Risk Management business unit plays a central role in facilitating and supporting us in identifying, discussing, and mitigating both existing and emerging risks. This is achieved through close collaboration with business unit managers and the provision of ongoing support, advice, and training to staff. The goal is to foster a culture where risk is not only managed reactively but is proactively considered in every decision made.

Oversight is further strengthened by the Audit and Risk Committee (ARC), which reviews a range of risk management reports prepared by staff. The ARC examines specific risk areas, including those related to major projects, and evaluates the effectiveness of the controls in place. This governance structure ensures that risk management is integrated across the organisation, with staff accountability reinforced through position descriptions and performance expectations.

At the operational level, each manager/coordinator maintains a risk register to monitor and manage risks within their business unit. Regular refresher training is provided to ensure managers can effectively assess and update risks, evaluate control effectiveness, and document mitigation strategies. New and emerging risks are identified, and if required, escalated to the Executive for consideration at the strategic level. Additionally, we have mapped key assurance activities to strategic risks, creating a comprehensive assurance map that links risk exposure to performance expectations and control mechanisms — ensuring a transparent and accountable approach to risk governance.

The table below shows how Council’s four strategic directions connect to key strategies and the main financial implications reflected in this Financial Plan:

Strategic direction	Key strategies and plans that drive delivery	Typical financial implications (what it means for the Financial Plan)	Where it shows up (reader cue)
 <p>Community safety, cohesion, health and wellbeing</p>	<p>Council Plan priorities such as supporting safety, connection and health outcomes (including prevention and community support services).</p>	<p>Ongoing <b>service delivery costs</b> (operating expenditure) and <b>demand pressures</b>; investment decisions about maintaining service levels and targeting support fairly.</p>	<p><b>Operating expenditure forecasts</b>, service cost growth assumptions, and any service review / prioritisation narrative that flows from the long-term sustainability work.</p>
 <p>Diverse, welcoming and accessible places</p>	<p>Council Plan direction to invest in inclusive public spaces, housing and transport, and improve accessibility.</p>	<p><b>Capital works pressures</b> (new/upgrade projects) plus ongoing <b>maintenance and renewal</b> costs over the asset lifecycle; prioritisation of place investment to match funding capacity.</p>	<p><b>Statement of Capital Works</b> and any place / community facilities program narrative; asset-related assumptions and renewal emphasis.</p>
 <p>Environmental stewardship</p>	<p>Council Plan direction to take strong climate action and support sustainability (emissions reduction, urban forest, circular economy). Climate ambitions also explicitly sit alongside the broader planning set (e.g., climate emergency response work referenced across planning).</p>	<p><b>Upfront capital investment</b> in upgrades and sustainability initiatives; possible longer-term <b>risk reduction</b> and operational impacts that need to be budgeted for responsibly (without assuming savings that aren't locked in).</p>	<p><b>Capital works program</b> (sustainability initiatives), asset lifecycle assumptions, and any narrative linking long-term resilience to risk management and investment choices.</p>
 <p>Innovative and financially sustainable</p>	<p>Council Plan direction to manage resources wisely, be transparent, use technology well, support the workforce and focus spending where it's most needed. The Financial Sustainability Strategy sets the financial improvement agenda (balance budgets, boost revenue/efficiency, strengthen reserves, manage debt, build capital funding pipeline).</p>	<p><b>Efficiency and service review programs; revenue settings</b> (rates within cap, fair user-pays design), <b>pricing reform, reserve strengthening</b>, and <b>debt/cash-flow management</b> to protect long-term capacity.</p>	<p><b>Financial objectives, assumptions</b> (revenue/fees), <b>borrowing and reserves strategy</b>, and strategy integration text (incl. Strategic Property Plan and risk/assurance approach).</p>

## Appendix 1: Integrating our planning and reporting

At Glen Eira City Council, our strategic plans all work toward a common goal: building a thriving, inclusive and sustainable City where everyone has the opportunity to live well.

Whether we're planning for health and wellbeing, managing assets, responding to climate change or supporting our growing population, our role is to help shape a future where people and place can flourish together.

The below provides context for all our strategic documents — connecting our shared vision, values and planning approach across the organisation.

### Who we are and what we do

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD. We're a proudly diverse municipality, home to more than 161,000 people, with a rich mix of cultural backgrounds, life experiences and community connections. The area rests on the traditional lands of the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation.

Our suburbs include Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena and Ormond, and parts of the suburbs of Brighton East and St Kilda East — each with their own unique identity and local character.

As a Council, our role is broad. We:

- Deliver services that support the health, wellbeing and everyday needs of our residents.
- Maintain public assets and infrastructure — including parks, roads, footpaths and community facilities.
- Plan and regulate the built environment, ensuring development supports community needs and sustainability goals.
- Work in partnership with community groups, service providers and other levels of government.
- Advocate on behalf of our community to influence decisions and secure resources.
- Inform and empower our residents to make decisions that benefit them and their communities.

This means that our strategic plans connect and support each other. They are all part of a shared commitment to delivering meaningful outcomes for our community.

## How we plan

We take an integrated approach to planning, guided by our *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most — inclusivity, sustainability, wellbeing, creativity and connectedness — and what people want Glen Eira to become over time.

Our *Integrated Planning and Reporting Framework* also guides our work and ensures that all Council strategies and plans align to this *Vision* and to our *Council Plan 2025–2029* — which sets out the strategic directions and priorities for the current four-year term of Council.

We know that effective planning must also be:

- Community-informed — shaped by what matters most to our residents and stakeholders.
- Evidence-based — drawing on data, research and expert insight.
- Place-based — tailored to the diverse needs and identities of local communities across Glen Eira.
- Resource-aware — aligned to available budgets, assets, and workforce capability.
- Adaptable — ready to respond to emerging risks, challenges and opportunities.

These principles guide how we approach every strategic plan — whether it's about climate, assets, biodiversity or finance.

## Our strategic directions

While each plan has its own focus and outcomes, all Council strategies contribute to four overarching strategic directions:

1. Community safety, cohesion, health and wellbeing
2. Diverse, welcoming and accessible places
3. Environmental stewardship
4. Innovative and financially sustainable

These strategic directions were developed through extensive community engagement and help us stay focused on the big picture. Each plan outlines specific objectives, actions and indicators that contribute to one or more of these directions.

You can find more detail in our *Council Plan 2025–2029*.

## Our place-based approach

Our City is made up of many communities, each with its own strengths, challenges and priorities. That's why we take a place-based approach in our planning. This means engaging with people locally, understanding the unique character of each neighbourhood, and delivering solutions that reflect community needs on the ground.

This approach is essential for ensuring that our work is inclusive, meaningful and effective across all parts of Glen Eira.

## Health and wellbeing in everything we do

We know not everyone starts from the same place. That's why fairness and equity are guiding principles in how we plan, prioritise and deliver services across Glen Eira.

Our community is diverse — including older residents, people with disabilities, families with young children, and culturally and linguistically diverse communities. We're committed to making sure everyone can access the services and spaces they need to thrive, regardless of background or circumstance.

This means protecting and strengthening services that support inclusion and wellbeing, like libraries, maternal and child health, community grants, and public spaces. These services don't just meet practical needs. They also help build connection and opportunity.

## Staying accountable

We are committed to being transparent about our progress and staying connected to our community's needs. Each year, we set specific actions, measure our impact, and report back to the community through our *Service Performance Reports*, *Annual Reports* and monthly financial management reporting.

All Council strategies share a common foundation: they are shaped by community values, built on strong evidence, and guided by a long-term vision for a more inclusive, sustainable and connected future.

As we start to engage more directly on the options ahead to tackle our complex financial challenges, we'll be transparent about the challenges and clear about the trade-offs. We'll ask for your views on what's negotiable, what's not, and how we can strike the right balance.

## Appendix 2: Gender Impact Assessment

As required by the *Gender Equality Act 2020 (Vic)*, a *Gender Impact Assessment (GIA)* was completed on the *Financial Plan* to ensure that our long-term financial decisions promote fairness and inclusion. The *GIA* process evaluates how budget allocations, capital works, and service delivery may differently affect women, men, and gender-diverse people — particularly in areas such as infrastructure access, safety, and economic participation. By embedding this assessment into the financial planning process, we aim to prioritise investments that are not only fiscally responsible but also aligned with our legislative obligations to advance gender equality across the municipality.

The *GIA* was not treated as a compliance exercise but as a strategic tool to inform the structure and priorities of the *Financial Plan*. The *GIA* followed a four-step methodology: defining the issues, gathering insights, exploring options, and making recommendations. This process surfaced key equity considerations, such as the disproportionate reliance of women, carers, and low-income households on subsidised services, and the historical bias in infrastructure investment that has favoured male-dominated spaces.

The *GIA* influenced the *Financial Plan*'s operational framework by recommending a phased approach to work towards gender-responsive budgeting (GRB). In the short term, this includes updating the *Financial Plan* to reflect equity commitments and strengthening gender analysis in budget bids. Medium-term actions focused on building internal GRB capability and establishing a long-term framework to guide future financial decisions.



**GLEN EIRA**  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE GLEN  
HUNTLY MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

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### National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727  
then ask for 03 9524 3333. <https://internet-relay.nrscall.gov.au>

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](http://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](http://www.instagram.com/cityofgleneira)

#### LinkedIn:

[www.linkedin.com/company/glen-eira-city-council](http://www.linkedin.com/company/glen-eira-city-council)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](http://www.facebook.com/gleneiraarts)  
[www.instagram.com/gleneiraarts](http://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESAConline](http://www.facebook.com/GESAConline)  
[www.instagram.com/gleneiraleisure](http://www.instagram.com/gleneiraleisure)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)  
[www.instagram.com/gleneiralibraries](http://www.instagram.com/gleneiralibraries)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](http://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)  
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