

# **10-Year Financial Plan 2023/24 to 2032/33**

**Manningham Council**

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# 1. Legislative Requirements and Purpose

## Purpose of the 10-Year Financial Plan

The Local Government Act 2020 requires each council to prepare a Financial Plan covering a minimum period of 10 years following each Council election.

Council's 10-Year Financial Plan provides the financial management framework (or business rules) upon which sound financial decisions are made.

The 10-Year Financial Plan (the Plan) covers the period 2023/24 to 2032/33. The Plan is a decision making tool and is not intended to be a document that specifically indicates what services/proposals funds should be allocated; rather it identifies Council's current and projected financial capacity to continue delivering high quality services, facilities and infrastructure, whilst living within our means.

This document outlines the key performance indicators, key assumptions and an overview of each key element of the Plan. Each year the 10-Year Financial is reviewed and updated to reflect the current circumstances of Council.

The Plan effectively takes the assumptions and budget parameters that have been applied to the 2023/24 budget (which covers a four year period) and extends these out into years 5-10 to give a longer term view of Council's financial viability and outcomes.

## Link between the 10-Year Financial Plan and Council's Planning Framework

The purpose of the 10-Year Financial Plan is to ensure the ongoing financial sustainability of Council and to provide appropriate levels of resourcing to meet Council's future needs in providing services and facilities to the community based on the goals and aspirations of the Council Plan and to achieve the Community Vision.

The Community Vision is that 'Manningham is a peaceful, inclusive and safe community. We celebrate life with its diverse culture, wildlife and natural environment. We are resilient and value sustainable and healthy living, a sense of belonging, and respect for one another'.

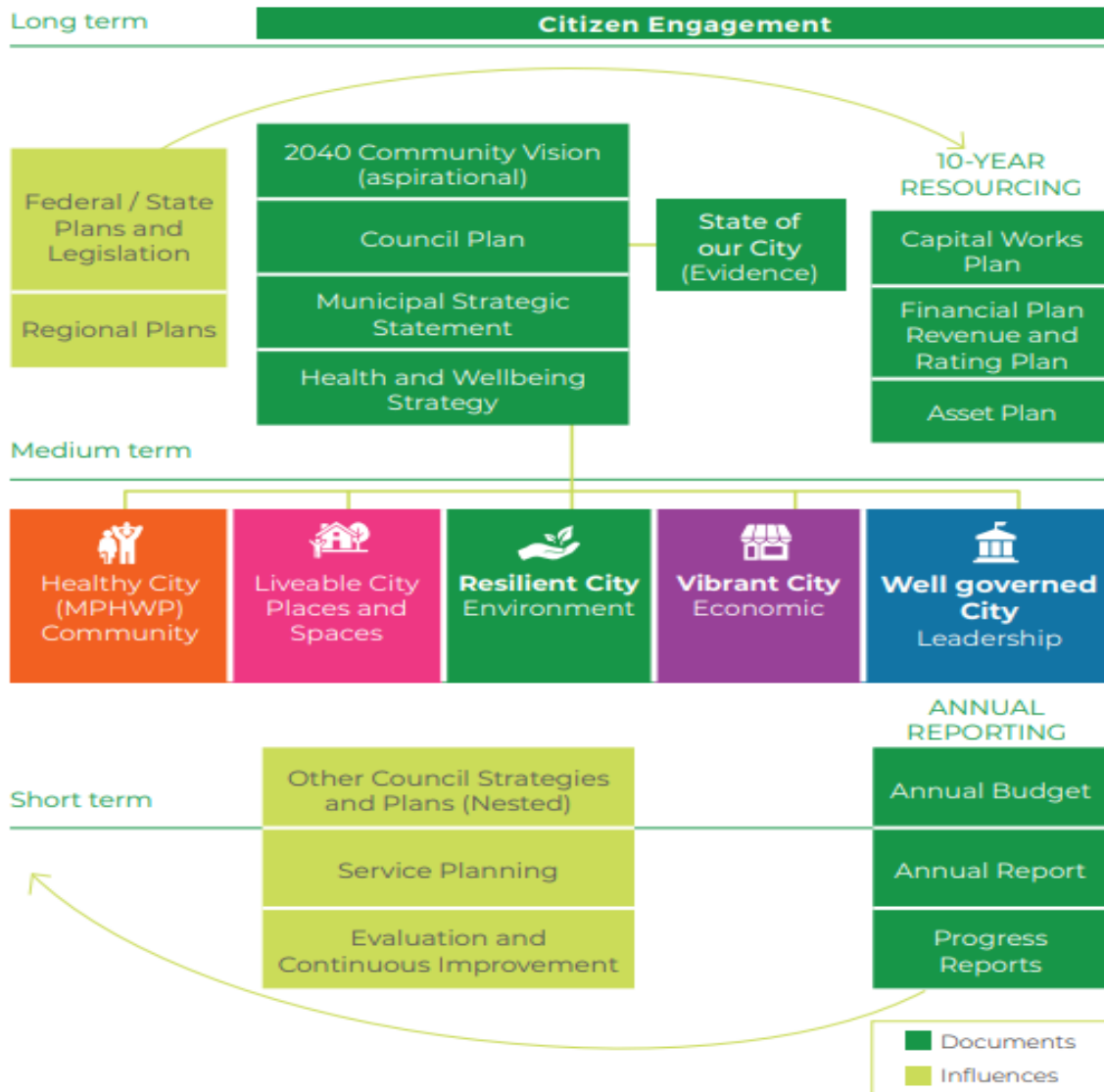
The 10-Year Financial Plan also aligns with Our Mission that 'we are a financially sustainable Council that listens, consults and acts with integrity, value and transparency'.

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

The 10-Year Financial Plan is a rolling plan where the forecasts and assumptions are updated each year to ensure it is based on the most up to date information available to reflect current and predicted circumstances.

Council's 2023/24 Budget aligns with the 10-Year Financial Plan.

The 10-Year Financial Plan fits into Council’s overall Integrated Planning Framework as outlined below:



### Community Engagement Principles

During 2020/21 Council undertook Deliberative Community Engagement processes to assist in developing several key Council documents including the Vision, Council Plan and 10-Year Financial Plan.

### Community Survey

A Community Survey was undertaken in late 2020 and told us that our community places high importance on having a **well-governed Council that spends its money wisely** in the areas that matter most to the community.

Our community also expressed their need for Council to **be financially sustainable and spend within its budget, and to ensure we provide value for money for ratepayers**. This means spending money on essential services and infrastructure projects that deliver the most benefit to the community.

We must also consider other priorities or initiatives that are valued by our community, and **balance several priority areas while ensuring that Council remains financially sustainable**.

## Community Panel

A Community Panel was formed representing a cross-section of the Manningham community. Over 40 community members actively engaged in the Community Panel over four sessions in March 2021.

The Community Panel provided important feedback and input for Council in the development of this 10-Year Financial Plan. The Community Panel emphasised the importance of being a well-governed Council that is financially sustainable. The Community Panel also provided input on several revenue and funding strategies that helped shape the Financial Plan and also Council's Budget and Revenue and Rating Plan.

Some of the key feedback provided by the Community Panel on revenue and funding strategies to assist in ensuring ongoing financial sustainability are included in the table below.

**Table 1: Feedback from the Community Panel on financially sustainable revenue and funding strategies**

FUNDING STRATEGY	FEEDBACK
<b>Government grants</b>	Seek grants and advocate to other levels of government for funding
<b>User Fees and Charges</b>	Full user pays for commercial, but not for community use (Council to provide a subsidy or part-subsidy for community/not-for-profit or where benefit for the whole community can be demonstrated)
<b>Commercial or not-for-profit co-contributions / Partnerships for funding community infrastructure</b>	Council to consider this where alignment can be demonstrated with community values
<b>Charge rental income for tenants</b>	Full charge for commercial tenants, subsidised for other tenants
<b>Loan Borrowings</b>	Council to consider loan borrowings as a source of funding if specific criteria are met (e.g. low interest rates, positive financial return, for major community infrastructure)
<b>Asset Sales</b>	Council to prioritise renewal of assets, rather than selling assets to fund major projects

## Online community consultation via “Your Say Manningham”

Council recently conducted an online consultation process on the Your Say Manningham webpage inviting our community to give us their ideas and priority areas for funding. This was conducted during November 2022 to January 2023 and over 200 responses helped inform the development of the 10-Year Financial Plan.

## Public Display

In addition to the above input from our community over the last year, the proposed 10-Year Financial Plan 2023/24 to 2032/33 document was available on Council's website and hard copies were available at the Civic Centre and Council's libraries for public feedback and comments for a two week period during May and June 2023.

## Objectives of the 10-Year Financial Plan

The objectives of the Financial Plan (not prioritised) are as follows:

- The achievement of a prudent balance between meeting the service needs of our community (both now and into the future) and maintaining Council's financial sustainability for future generations.
- An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning.
- To maintain a sustainable Council in an environment of capped Council rate income and low increases in government grant funding.
- To ensure that Council has sufficient reserves to meet any future financial challenges that may arise.

## Financial Management Principles of the 10-Year Financial Plan

The Plan is managed within a framework of Budget Principles and key financial indicators. These items are drawn together to provide a strategy for the long term sustainability of Council's operation.

The Strategic Budget Principles that underpin the Financial Plan are:

- A financially sustainable Council – improving financial sustainability to enable Council to respond to financial challenges now and into the future.
- Live within our means – do not spend more than we have or which will diminish Council's long term financial sustainability.
- Prioritised funding – align resources to Council Plan priorities and fund projects based on demonstrated need.
- A minimum of 33 per cent of rate funds applied to the capital works program.
- Allocate consistent funding for technology and innovation to enhance customer service and create efficiencies.
- Priority to funding capital expenditure on existing assets (renewal) before investing in new or expanded assets.
- Adherence to the projected State Government annual rate cap – not to seek a variation for a higher rate increase beyond the rate cap.
- Ongoing efficiencies with a focus on developing new revenue sources and containing costs in business operations.
- An annual allocation of 50 per cent of the underlying surplus to Council's Strategic Fund to create capacity for major community infrastructure projects and strategic property acquisition and development opportunities. This fund provides long term community benefit, reduces Council's reliance on rates income and ensures ongoing financial sustainability.

In addition to the Strategic Budget Principles, a range of Operational Budget Principles are applied when developing budget forecasts. These include critical review of staffing positions, ongoing monitoring and review of all budget forecasts, pursuing new revenue sources including fees, charges, new projects based on approved business cases including whole of life costs, prioritise need and obtaining better financial returns on Council assets.

The key Financial Performance Indicators used to monitor together with the target range sought and forecast results are detailed in this Plan.

The Plan will be updated annually as part of each new budget process and at other times as circumstances require.

## Gender Equality

The Gender Equality Act 2020 (the Act) requires Manningham Council to consider gender, equality and diversity as part of all plans, strategies and services that have a 'significant effect on the public.' This is to be achieved through Gender Impact Assessments.

At Manningham Council we are committed to a safe, respectful workplace and the community we serve. As we move into the budget implementation in 2023/24 and into future years, we ensure our key strategic documents such as the Budget and 10-Year Financial Plan support gender equality:

- Manningham Council initiated a Community Panel in 2021 to assist us in developing our key long term strategic plans. The Community Panel developed a number of recommendations for Council. One of the key recommendations asked Council to "plan for equitable and accessible services and infrastructure"
- The Act mandates that we must "in developing policies and programs and in delivering services that are to be provided to the public, or have a direct and significant impact on the public - (a) consider and promote gender equality; and (b) take necessary and proportionate action towards achieving gender equality"
- Our lived experience as an organisation has shown us clearly the intrinsic value of equality in all its forms.

We are genuinely committed to gender equality, and we are already ensuring that our Budget and 10-Year Financial Plan support this commitment in a number of ways:

- we explicitly state our commitment to gender equity in our services and capital projects
- we consider gender equity when we prioritise services and capital projects
- we create special programs such as the Female Friendly Sporting Facilities upgrade program that are designed to remedy past inequities embedded in existing assets and services.

We know we still have blind spots – that some assets and services we provide that are genuinely intended to be gender-neutral or gender equitable may have subtle deficiencies that negatively impact one gender more than another. We are committed to eliminating these blind spots over time, and we will do this by observing how assets and services are delivered and used and by actively listening to stakeholder feedback on performance. And when we learn an important lesson, we will embed that into how we do things going forward.

## Acknowledgement of Country

Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways now known as Manningham. Council pays respect to Elders past, present, and emerging, and values the ongoing contribution to enrich and appreciate the cultural heritage of Manningham. Council acknowledges and respects Australia's First Peoples as Traditional Owners of lands and waterways across Country and encourages reconciliation between all.

Manningham Council also values the contribution made to Manningham over the years by people of diverse backgrounds and cultures.



## 2. Financial Plan Context

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

### Forecast Financial Position

The 10 year projections forecast Council to be in a sound financial position with no debt, average operating surpluses of \$18.3 million (average underlying surpluses of \$4.7 million) and average net assets of \$2.6 billion. Cash and investments average \$71.3 million over the 10 years. This is a positive result as we emerge from the impact of COVID-19 and the associated State Government restrictions that impacted our Community and Council over the last few years.

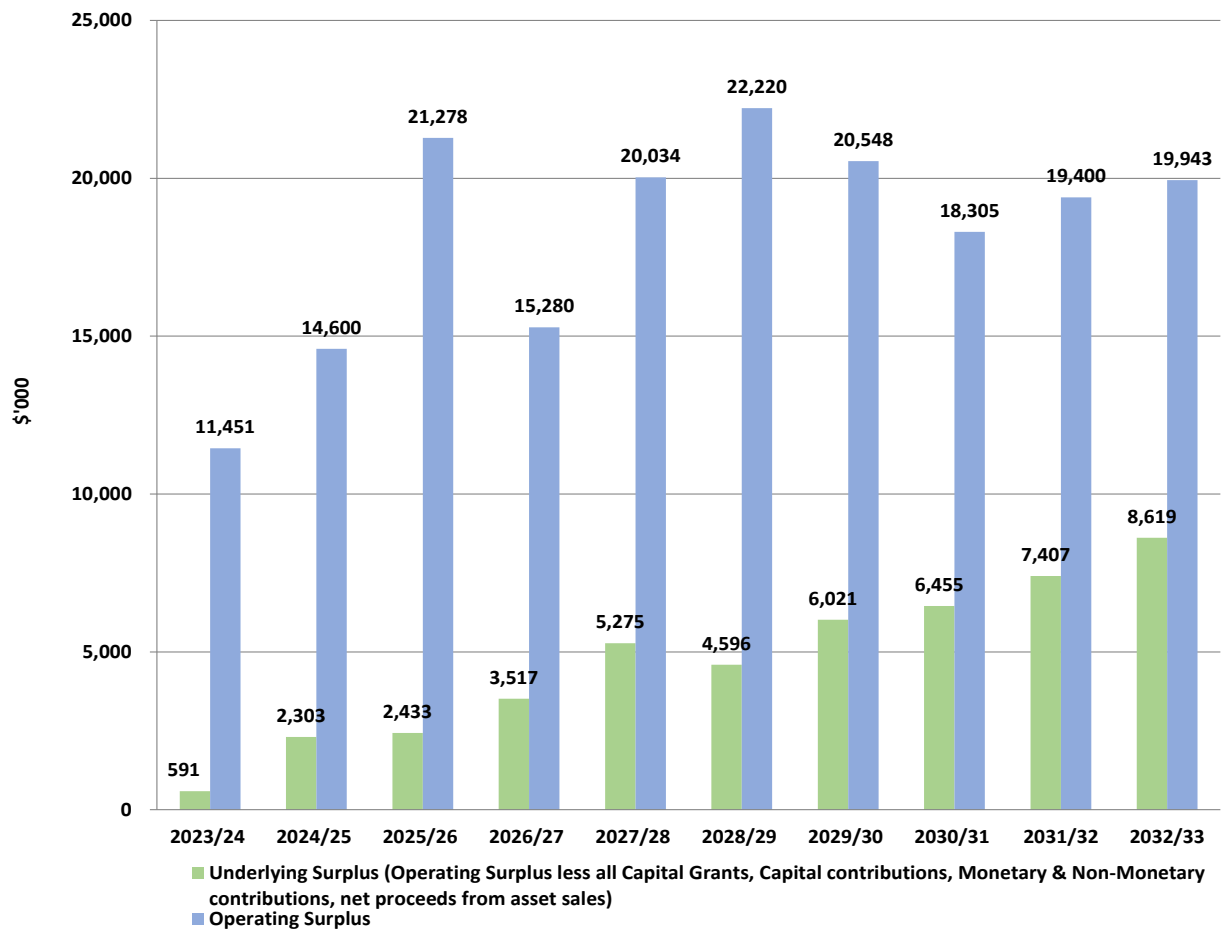
An important indicator of financial sustainability is the Underlying Result. This excludes capital income and developer contributions income (cash and non-cash) and proceeds from asset sales from the operating surplus. A positive underlying result is an indication of financial stability. A strong underlying surplus is required to fund Council's extensive capital works program and to ensure that it has sufficient reserves to meet financial challenges that may arise in the future.

Highlights of the 10-Year Financial Plan include:

- Rate rises in line with the rate cap.
- A sustainable level of surpluses and cash holdings
- Responds to our community's aspirations
- \$1.6 Billion on service delivery over the 10 years.
- A \$0.55 Billion capital works program over the 10 years. The program averages \$55 million per annum over the next 10 years - a significant uplift on the historical average annual spend (average of \$41 million per annum for the previous four years). The 10 year program includes:
  - \$140 million capital for Roads renewal and upgrade (plus \$11 million for roads maintenance)
  - \$116 million capital for Recreation, Leisure and Community Facilities (plus \$17 million for sportsground and leisure centre maintenance).
  - \$86 million capital for the open space, parks and streetscapes beautification and improvement program (plus \$125 million for maintenance)
  - \$56 million capital for new and upgraded drainage (plus \$26 million for drainage maintenance)
  - \$51 million capital for Building Improvements (plus \$32 million for Building maintenance)
  - \$49 million capital for footpaths and cycleways (plus \$10 million for footpath maintenance)
  - \$16.5 million to purchase property to increase the open space within the Municipality, and
  - \$14 million capital for Circular Economy (Sustainability) initiatives (includes \$13 million over the next four years).

The graph and table on the following page outlines the improvement to key financial forecasts in the 10-Year Financial Plan. Unrestricted cash provides Council with additional financial capacity to react to changes in service demand, infrastructure priorities and unexpected economic and financial impacts (such as a pandemic).

### Comprehensive Income Statement Operating Surplus vs Underlying Surplus



Financial Plan (\$'000)	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Surplus for the year	11,451	14,600	21,278	15,280	20,034	22,220	20,548	18,305	19,400	19,943
Underlying Surplus for the year	591	2,303	2,433	3,517	5,275	4,596	6,021	6,455	7,407	8,619
Total cash & investments	79,024	79,411	75,192	74,295	69,025	55,488	60,271	65,785	74,928	85,674
Unrestricted cash & investments	22,597	26,377	24,806	25,135	19,616	8,778	11,735	15,026	21,671	29,150
Net assets	2,537,611	2,552,211	2,573,489	2,588,769	2,608,803	2,631,023	2,651,571	2,669,876	2,689,276	2,709,219

## The Financial Challenge

The introduction of rate capping in the 2016/17 rating year by the State Government was a major change to the way that councils were able to raise rate revenue. For Manningham Council rate revenue represents approximately 65% of our total revenue. The State Government rate cap will have a compounding impact on Council's rate revenue of more than \$60 million over the next 10 years.

Strategies that Council has put in place to reduce the impact of the rate cap included a strategic review of the capital works program to focus on renewing existing assets before expenditure on new assets, holding the level of rate revenue applied to capital works (including the technology program) at an average of 33% of rate revenue (plus grants and other external sources), a major focus on achieving efficiencies and new revenue streams in Council service units, strong cost control on existing budgets and improving recurring income generated from Council's assets.

Council is focused on achieving operational efficiencies, containment of costs and identifying alternative sources of revenue as an ongoing part of Council's budget process.

The second key financial challenge facing Council is the need to renew existing and ageing infrastructure and at the same time invest in new infrastructure assets such as road improvements, drainage upgrades, better parks and recreational and community assets and establishing footpaths and kerb and channel in metropolitan areas where none currently exist. Council's capital works plan allocates money to these activities on a prioritised basis.

A further financial challenge comes from increased demand (and change in the service mix) arising from a growing and more diverse population. A growing population leads to increased service demand, placing a greater load on existing services and assets, resulting in more wear and tear and adding to the cost of service provision.

In summary, from a financial perspective Council has the same dilemma as most individuals – Council has a limited budget yet many and competing demands on where to allocate its scarce resources.

## Financial Policy Statements

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

The Strategic Budget Principles that underpin the Financial Plan (referred to under the 'Financial Management Principles of the 10-Year Financial Plan' section) are detailed below.

All indicators below are projected to be in line with or to exceed the target.

### Strategic Budget Principles Measures

<b>Strategic Budget Principles</b>											
Measure	Target	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>Improving Financial Sustainability; Live within our means; Prioritised funding aligned to Council Plan; Ongoing efficiencies with a focus on developing new revenue sources</b>											
Consistent adjusted underlying surplus results: Adjusted underlying result (adjusted underlying surplus/adjusted underlying revenue) indicator greater than 5%	> 5%	1.9%	3.3%	3.5%	4.2%	5.3%	4.7%	5.4%	5.5%	5.9%	6.4%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due: Current Assets / Current Liabilities greater than 100%	> 100%	181.8%	182.4%	173.6%	167.4%	152.1%	124.8%	131.2%	137.9%	149.8%	163.8%
<b>Minimum average of 33% of rate funds applied to the capital works program</b>											
Council generates sufficient revenue from rates to ensure consistent funding for capital works: % of Rate Revenue allocated to Capital Works program (including Technology program)	33%	35%	30%	35%	35%	40%	43%	32%	33%	31%	30%
<b>Priority to funding capital expenditure on existing assets (renewal) before investing in new or expanded assets</b>											
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life: Asset renewal and upgrade expenses / Depreciation above 100%	> 100%	127.0%	111.4%	131.7%	109.2%	141.0%	136.1%	101.2%	103.0%	104.3%	101.2%
<b>Consistent funding for technology and innovation to enhance customer service and create efficiencies</b>											
% of Rate Revenue allocated to technology & transformation capital works projects		3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
<b>50% of Annual Underlying Surplus transferred to Strategic Fund</b>											
% of Annual Underlying Surplus transferred to Strategic Fund	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
<b>Adherence to the projected State Government annual rate cap</b>											
Average general rate increase	<b>At projected rate cap / CPI</b>	3.50%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
		√	√	√	√	√	√	√	√	√	√

There are a number of other key financial performance indicators that Council also sets as part of the 10 Year Financial Plan. These can be found in Section 3 'Key Financial Performance Indicators'.

## Income and Expenditure Assumptions

### CPI forecasts

The Financial Plan forecasts CPI over the 10 year period. The CPI forecast takes into account a number of sources including the Victorian Department of Treasury and Finance medium term forecasts and is then extrapolated over the 10 year period.

Financial Plan	Year1 23/24	Year2 24/25	Year3 25/26	Year4 26/27	Year5 27/28	Year6 28/29	Year7 29/30	Year8 30/31	Year9 31/32	Year10 32/33
CPI Forecast	4.00%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

### Income Assumptions

In line with the Local Government Act 2020, Council has developed a Revenue and Rating Plan which covers a four year period 2021/22 to 2024/25. The Revenue and Rating Plan establishes the revenue raising framework within which Council proposes to work and is interlinked with Council's 10 year financial plan as per the Integrated Planning Framework.

The Revenue and Rating Plan explains how Council calculates the revenue needed to fund its activities and how it will apportion the funding burden between ratepayers and other Council facilities and services users.

In particular, the Revenue and Rating Plan sets out the decisions that Council has made concerning the rating options available to it under the Local Government Act 2020 to ensure the fair and equitable distribution of rates across property owners. It also sets out the principles that are used in decision making for other revenue sources such as fees and charges.

Refer to Council's "Revenue and Rating Plan 2021/22 to 2024/25" for further details.

### Rates and Waste Service Charges

In the 2016/17 financial year the Victorian State Government introduced rate capping for all councils. Under the legislation councils cannot exceed the average annual rate increase above a predetermined percentage (the rate cap) without approval from the Minister for Local Government.

The rate cap since introduction (and the actual / forecast CPI for the financial year):

Year	Rate Cap	Actual CPI
2016/17	2.50%	1.90%
2017/18	2.00%	2.10%
2018/19	2.25%	1.60%
2019/20	2.50%	-0.30%
2020/21	2.00%	3.80%
2021/22	1.50%	6.10%
2022/23	1.75%	7.25% forecast
2023/24	3.50%	4.00% forecast

The 10-Year Financial Plan forecasts are based on Council complying with the projected annual rate cap as detailed in the following table. Note that the Minister for Local Government announces the actual rate cap in December of the preceding year and this is usually based on Department of Treasury and Finance inflation forecasts at the time.

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For 2023/24 the Minister for Local Government decided to apply a rate cap at 3.5% which was lower than the Department of Treasury and Finance forecast for inflation for 2023/24 of 4.0%.

Financial Plan	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
<b>Predicted Rate Cap</b>	3.50% (Actual cap)	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

The 10-Year Financial Plan is in line with Council's Revenue and Rating Plan 2021/22 to 2024/25 and 2023/24 Budget. These documents detail Council's approach to Rates and Waste Service Charges.

Key principles:

- Single (uniform) rate for all property types – ie no differential rates
- Rate rises in line with the rate cap
- No Municipal Charge
- Waste Service Charges based on full cost recovery.

The Plan is based on an assumption that growth will continue in Manningham with regards to property numbers, but will return to more moderate levels in the medium term. This level of growth will continue to assist Council offset lower increases in rate revenue resulting from the rate cap. The additional rate income derived from the property growth is used to fund services and infrastructure for new residents and an average of 33% of all rate revenue is used to fund the capital program.

Financial Plan	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Total property numbers at start of financial year	53,051	53,443	53,939	54,394	55,696	56,586	56,982	57,381	57,783	58,187
Increase in properties during financial year (supplementary)	392	496	455	1,302	890	396	399	402	404	407
Supplementary rate income	\$0.6m	\$0.7m	\$0.7m	\$1.4m	\$1.1m	\$0.7m	\$0.8m	\$0.8m	\$0.8m	\$0.8m

### Waste service charge

Council has declared a service charge under section 162 of the Local Government Act for the collection and disposal of refuse for well over 15 years.

The service charge is based on the actual cost of delivering the waste service (i.e. full cost recovery) with the following refuse related services included:

- Kerbside general waste, green waste and recycling collection;
- Kerbside hard waste collection;
- Litter collection and disposal; and
- Street cleaning.

Rate payers may vary the waste service that they receive and this will also vary the amount of the waste service charge. The cost to rate payers of a standard kerbside waste service for 2023/24 will increase by 4.0%. This is an increase from \$309.50 to \$322.00. This is primarily due to the increased cost of waste services to Council of 10.0%. This is partly driven by a further increase (\$3.37 per tonne increase) in the State Government landfill levy following on from a 19% (\$20 per tonne) increase in 2022/23 and a 60% (\$40 per tonne) increase in 2021/22.

The cost to Council in 2023/24 for disposing waste to landfill will be \$129.27 per tonne from 1 July 2023.

Forward forecasts of the waste service charge take into account predicted changes to tonnages of waste collected, ongoing increases in the State Government landfill levy and tipping charges, general contractor increases allowed under the contract for fuel, CPI etc, plus predicted costs related to changes in the way that waste may be collected and disposed of in the future (for example the introduction of new State Government mandated future services).

The following table details the predicted percentage increase of the waste service charge:

Financial Plan	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Waste Charge	4.00%	3.00%	3.00%	3.00%	4.00%	2.00%	2.00%	1.50%	1.50%	1.50%

In the event that the amount collected under Council's waste service charge exceeds the cost of the waste service in any year, the surplus is transferred into a cash backed reserve and is shown as restricted in its use (only to be used for circular economy / waste related activities).

Waste charges are excluded from the rate cap assessment.

## Grants

Council recognises the importance of actively pursuing and maintaining grant funding. Generally any matching funds required from Council for non-recurrent grants are sourced from the existing budget levels or through internal reserves.

Financial Assistance Grants (the distribution of GST receipts to the States by the Federal Government) represent \$3.2 million or 34% of total operating grants in 2023/24, though Council is on a minimum grant under this scheme, which means that grant income is unlikely to increase significantly in the future.

Grants to fund Family Services including Children Services and Maternal and Child Health are estimated at \$2.3 million (25% of total operating grants in 2023/24), while Aged services grants are estimated at \$3.0 million or 32% of total operating grants in 2023/24.

The level of capital grants are determined based on the nature and level of projects included in the Capital Works Program, and vary widely.

For the life of this plan, it has been assumed that recurrent specific purpose grant funding will generally increase by the forecast CPI.

## User Fees and Charges

User fees and charges assist Council to offset the cost of some service delivery directly with the user rather than funding through rate income.

Revenue raised from Council's fees and charges for the provision of services and the use of facilities can be divided into two categories:

- a) Statutory and Regulatory Fees and Charges – which are set by regulation or another authority (e.g. Development Application fees) and which Council has no discretion to increase; and
- b) Other Fees and Charges – which are set by Council and which Council has the discretion to increase.

The factors that determine Council's user fees and charges pricing principles are equity, user-pays, cost recovery and market rates. As a general guide, user fees and charges are escalated

in the 10-Year Financial Plan by forecast CPI which assists in offsetting the cost increases to Council for the provision of these services.

### Interest Income

Surplus funds are invested in line with Council's Investment Policy. Interest income is based on predicted cash flows, cash balance and investment returns.

Financial Plan	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Interest rate returns	4.00%	2.25%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

### Developer Income

Council receives income from developers for two main purposes:

- To improve open space and recreation (public open space contributions); and
- To improve the infrastructure and amenity of the municipality (developer contributions plans).

In 2017/18 Council introduced a revised open space contributions scheme. Revenue from this scheme enables Council to deliver a range of capital projects and land acquisitions to improve recreation and open space outcomes for our community.

Council currently has a Doncaster Hill developer contributions plan which is due to expire within the next few years. Council is developing a municipality wide development contributions plan (DCP) with plans to implement this within the next one to two years.

Financial Plan (\$'000)	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Public Open Space (Resort & recreation) income	5,000	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Doncaster Hill (DCP) income	-	-	-	-	-	-	-	-	-	-
Municipal Wide Development Contributions Plan	-	840	1,440	225	3,750	4,020	1,500	750	0	0

### Sale of assets

Each year, Council replaces a range of vehicles and items of plant as part of a planned and ongoing replacement program. This is governed through Council's asset management strategies.



## Expenditure Assumptions

### Employee Costs

Council provides services to the community by a combination of employees and through contracted service providers. Employee costs are one of the largest expenditure items which represent approximately 40% of total expenses.

Total employee costs are a combination of direct wages and salaries, overheads that include workers compensation, superannuation, training and advertising and agency staff on temporary assignments.

Whilst maintaining the current staffing levels, total employment costs are forecast to increase by an average of 2% per annum over the life of the Plan (taking into account such factors as Full Time Equivalent (FTE) employee levels, Award increases, salary step increases as a result of performance appraisals and planned superannuation guarantee increases).

Annual employee costs as a proportion of annual total expenses are expected to decrease over the 10 year period. Full Time Equivalent (FTE) employee levels are forecast to reduce over the first one to two years of the 10 Year Financial Plan with Council's decision in April 2023 to transition out of Commonwealth Home Support Programme (CHSP) services from 1 November 2023. This means that Council will no longer provide in-home aged care services after this time. These services include domestic help, personal care, respite care, Meals on Wheels and social support (specialised group activities in a community hall).

After the period of transition out of in-home aged care services, employee levels are forecast to stabilise.

No allowance has been made for the impact of increased service demand arising from population growth or the change in dwelling growth on the employee cost budget.

### Materials, services and contracts

With the exception of waste disposal costs, including increases in the State Government landfill levy and gate fee charged to Council in 2023/24, it has been assumed that the costs of materials and contractors will increase up to the forecast CPI.

### Utility Costs

Council is actively investing in projects to improve the energy efficiency of its buildings, street lights and other assets. These strategies have a positive impact on the environment through reduced demand for energy and also help mitigate price increases for energy.

Council also seeks competitive tenders as a way of stabilising cost increases, and is actively seeking collaborative procurement opportunities with other Councils as a further way of achieving efficiencies and better cost outcomes.

Despite the measures above, energy costs continue to increase significantly. The 10-Year Financial Plan assumptions for energy costs is based on a 15% increase per annum in the energy budget for the first two years of the plan then stabilising at a 5% increase per annum.

### Depreciation & amortisation

The monetary value of an asset decreases over time due to use, wear and tear or obsolescence. This decrease is measured as depreciation.

Depreciation & amortisation of Council's infrastructure, intangible (software) and right of use of assets is determined from information contained within their various asset management plans

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and strategies. The projections of depreciation in the 10-Year Financial Plan is based on the ten year Capital Works Program.

It is critical that Council continues to renew existing assets in the capital works program, as failure to do so may reduce the service potential of assets and increase whole of life costs.

Financial Plan (\$'000)	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Depreciation	28,180	29,065	30,540	31,945	33,510	35,395	36,440	37,805	38,605	38,910
Amortisation	2,988	2,613	1,769	1,352	199	199	199	199	149	0

### Community grants and contributions

Community grants are provided to a wide range of community groups to support community development programs throughout the municipality. Council's library service is operated by the Whitehorse Manningham Regional Library Corporation and is budgeted within community grants.

Financial Plan (\$'000)	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Library	4,406	4,525	4,639	4,754	4,874	4,994	5,121	5,248	5,379	5,513
Other community grants	1,458	1,473	1,437	1,290	1,318	1,349	1,377	1,409	1,441	1,474
<b>Total</b>	<b>5,864</b>	<b>5,998</b>	<b>6,076</b>	<b>6,044</b>	<b>6,192</b>	<b>6,343</b>	<b>6,498</b>	<b>6,657</b>	<b>6,820</b>	<b>6,987</b>

### Other expenses

Other expenses relate to a range of costs incurred to support the wide range of community services delivered by Council. These include insurances, advertising, legal, telephone, software licences & support, bank charges, postage, specialist advice (consultants) and many other expenses.

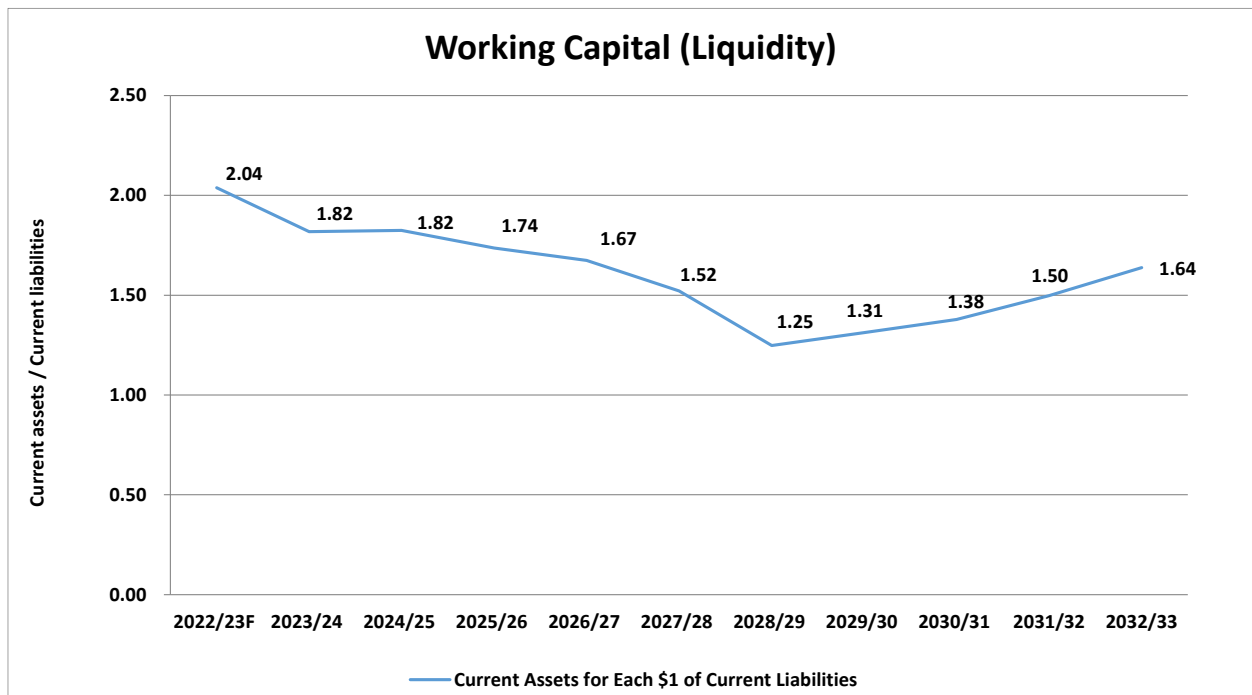
Other expenses are generally forecast to increase by up to forecast CPI, other than legal and consultants which are zero based.

## Balance Sheet Assumptions

### Sustainable Working Capital

A key objective of Council is the Plan is to develop an increased ability to fund both the Capital Works Program and operational services, while maintaining long term financial sustainability and have the capacity to respond to changes in financial circumstances as they arise.

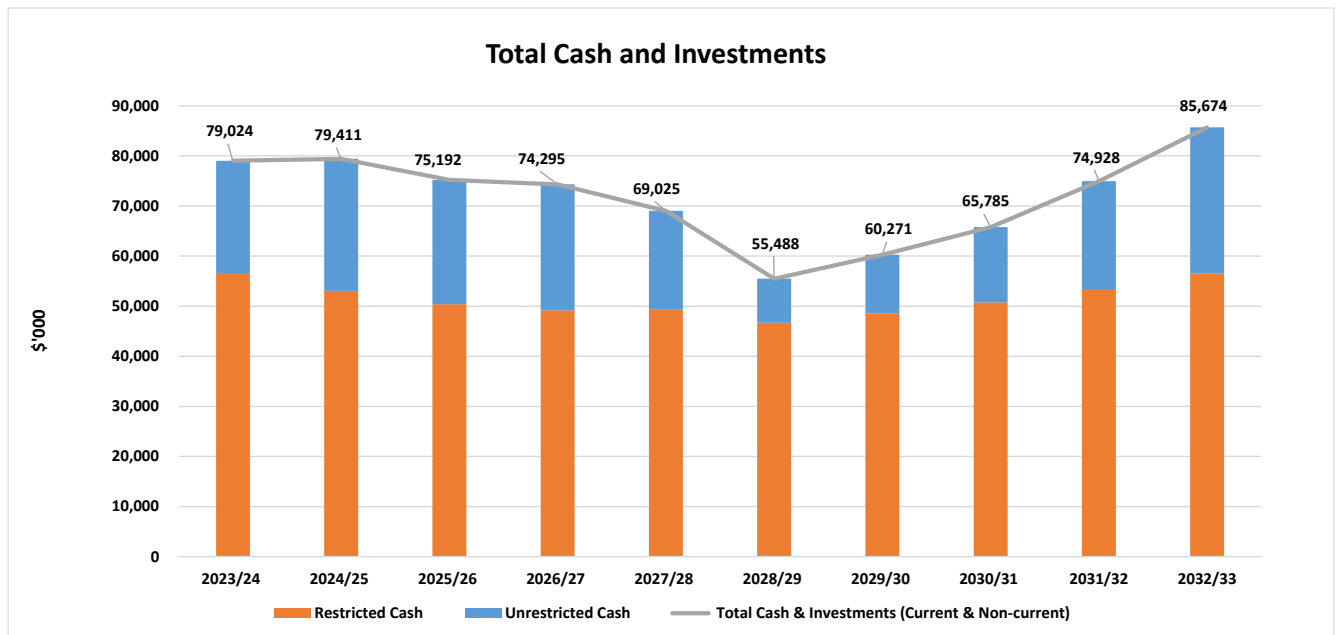
The 10-Year Financial Plan shows a steady Balance Sheet, and a sustainable level of cash and investments. This has been achieved without reductions to services or the capital program. A key outcome is healthy long term financial sustainability ratios and an established capacity to respond to unfavourable changes in financial circumstances as they arise without having to compromise services or the capital program.



### Cash backed Reserves and Uncommitted Cash

While Council has significant total cash and investment balances, a major proportion of these balances are either not Council's money (ie trust funds and refundable deposits) or have restrictions on how the funds can be used. Refer to the Reserves and other restricted cash Strategy in Section 4 for further details on the nature of each of the items below.

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The following table details how Council's cash balances are allocated:

Financial Plan (\$'000)	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
<b>Total cash &amp; investments</b>	<b>79,024</b>	<b>79,411</b>	<b>75,192</b>	<b>74,295</b>	<b>69,025</b>	<b>55,488</b>	<b>60,271</b>	<b>65,785</b>	<b>74,928</b>	<b>85,674</b>
<u>Restrictions</u>										
Open Space Reserve (Improvements)	6,447	8,954	9,932	11,192	12,119	11,375	13,235	14,247	11,703	8,789
Open Space Reserve (Land acquisition)	5,743	5,728	5,828	6,158	5,788	6,018	5,638	5,848	5,438	5,628
Doncaster Hill DCP Reserve	739	539	539	539	539	539	539	539	539	539
Municipal Wide Development Contributions Plan (being developed)	0	0	0	0	0	0	0	0	0	0
Trust funds & deposits	13,890	13,890	13,890	13,890	13,890	13,890	13,890	13,890	13,890	13,890
<u>Intended use</u>										
Strategic Fund	11,164	5,316	2,123	3,356	1,094	1,182	1,466	2,172	5,875	10,185
Circular Economy Fund	8,200	8,033	7,626	1,946	2,096	2,223	2,353	2,392	2,149	1,790
Leisure Facilities Reserve	244	352	0	1,398	2,964	319	0	0	1,728	3,499
Long Service Leave	10,000	10,221	10,448	10,681	10,920	11,164	11,415	11,671	11,935	12,205
<b>Total restrictions</b>	<b>56,427</b>	<b>53,034</b>	<b>50,386</b>	<b>49,160</b>	<b>49,409</b>	<b>46,710</b>	<b>48,536</b>	<b>50,759</b>	<b>53,257</b>	<b>56,524</b>
<b>Unrestricted cash/investments</b>	<b>22,597</b>	<b>26,377</b>	<b>24,806</b>	<b>25,135</b>	<b>19,616</b>	<b>8,778</b>	<b>11,735</b>	<b>15,026</b>	<b>21,671</b>	<b>29,150</b>

## Capital Program

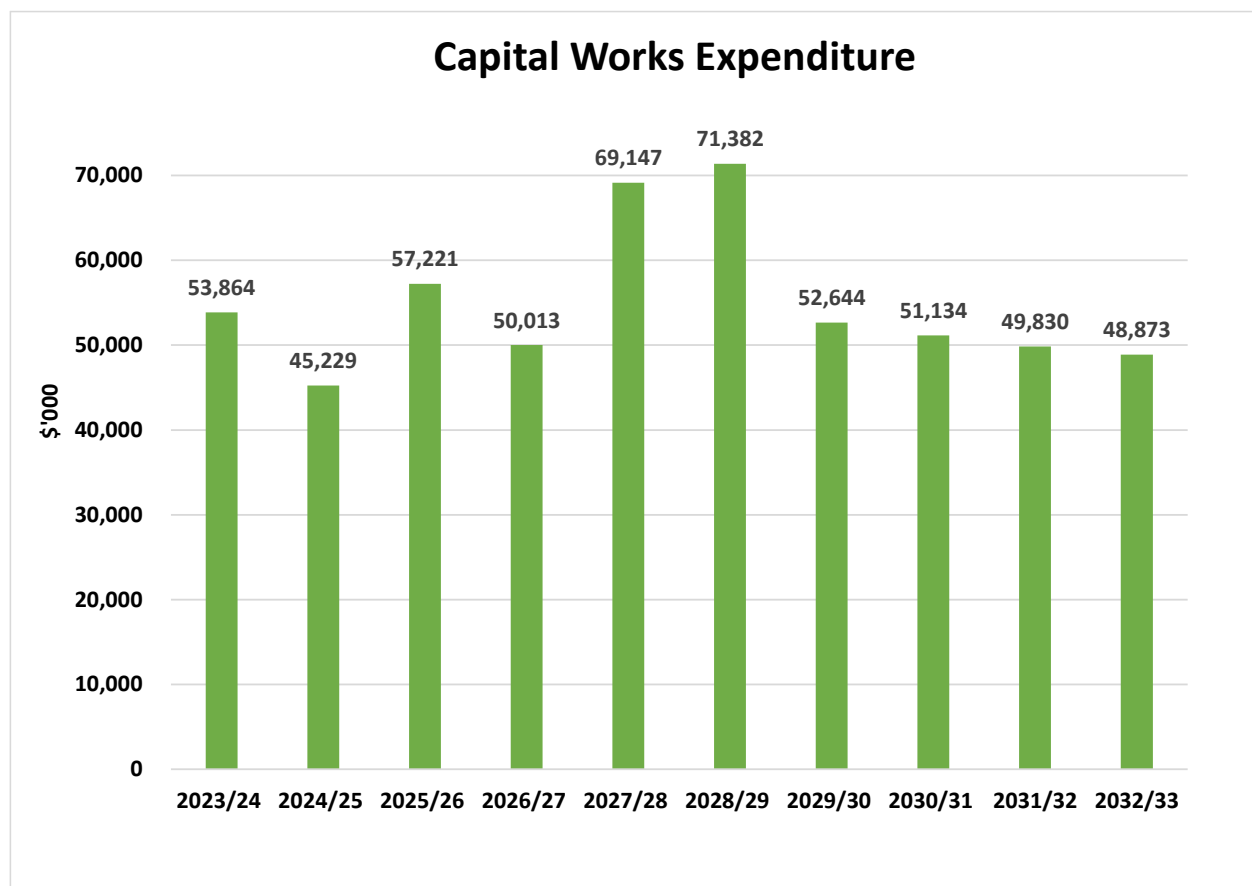
Information from Asset Management Plans inform Council's capital expenditure priorities. As part of the preparation of this Plan, the cost of renewing existing assets has been prioritised over capital expenditure on new or expanded assets. Council has established a renewal ratio of greater than 1.0, indicating that for every dollar of depreciation (an expense approximating the value of an asset "used up" during the year), at least one dollar is spent on renewing and upgrading existing assets.

The \$549 million 10 year Capital Works Program provides for significant investment in new and expanded assets to service a growing municipality in addition to a sustained level of investment in renewal of over \$2.5 billion of community assets. The program averages \$55 million per annum over the next 10 years. This is a significant uplift on the historical average annual spend (average of \$41 million per annum for the previous four years).

Expenditure on new and expanded assets is driven by a number of regular programs derived from Strategies and Plans. These include improved drainage, new local footpaths, pavilion expansions, improved and new recreational and community facilities, streetscape and road upgrades, and parks and open space enhancements and acquisitions.

The creation of new or expanded assets also create an additional maintenance requirement going forward.

The forecast Capital Works Program is outlined below:

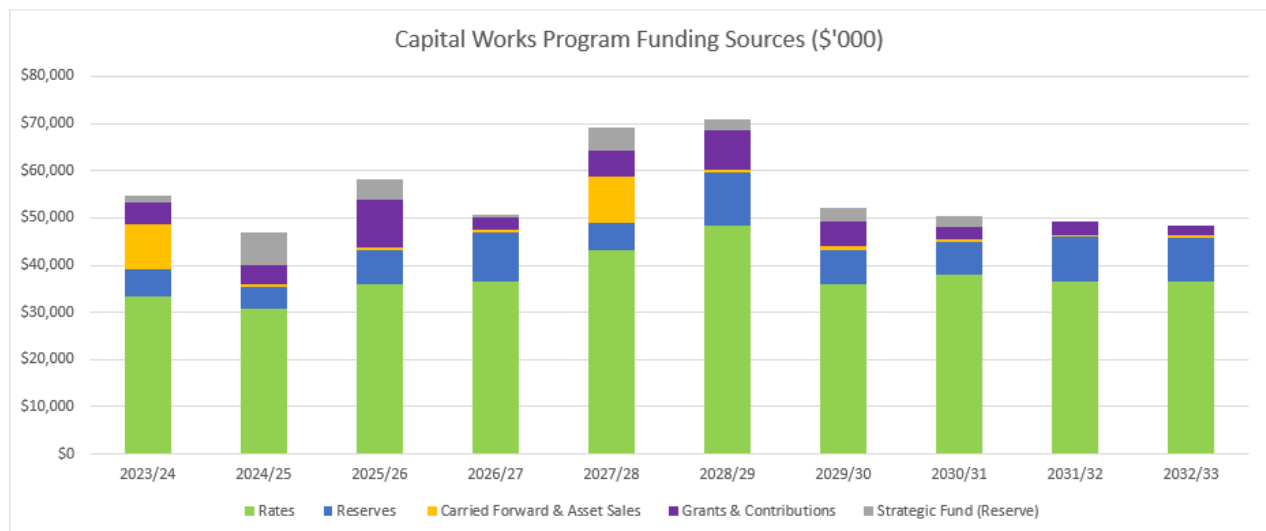


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The forecast Capital Works Program by type:

Financial Plan (\$'000)	Year1	Year2	Year3	Year4	Year5	Year6	Year7	Year8	Year9	Year10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Asset renewal	22,355	20,626	24,239	24,156	30,355	31,426	27,198	26,702	28,037	27,527
Asset Upgrade	13,435	11,745	15,992	10,729	16,906	16,742	9,669	12,236	12,209	11,855
New assets	15,864	11,993	16,304	14,564	20,929	21,718	14,451	10,899	8,604	8,287
Asset expansion	2,210	865	686	564	957	1,496	1,326	1,297	980	1,204
<b>Total capital program</b>	<b>53,864</b>	<b>45,229</b>	<b>57,221</b>	<b>50,013</b>	<b>69,147</b>	<b>71,382</b>	<b>52,644</b>	<b>51,134</b>	<b>49,830</b>	<b>48,873</b>

The Capital Works Program funding sources comprise a mix of rate revenue, council cash reserves, external capital grants and contributions and proceeds from the sale of assets (fleet):



### 3. Key Financial Performance Indicators

The key Financial Performance Indicators and their target range are detailed in Table One below. Two sets of indicators are reviewed – one related to the Local Government Performance Reporting Framework as mandated in legislation, and a further set by the Victorian Auditor-General's Office (not mandatory but these results are reported to Parliament).

The forecast results after applying all assumptions in the Plan are shown in Table 2.

**Table One: Key Performance Indicators**

Indicator	Description	LGPRF Expected Range	VAGO target for Low risk
Adjusted Underlying Result	An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A positive result indicates a surplus.  <u>Adjusted underlying surplus</u> Adjusted underlying revenue	-20% to 20%	More than 5%
Working capital	To assess Council's ability to meet current commitments. A percentage higher than 100% means that there is more cash and liquid assets than short term liabilities and council is in a strong position.  <u>Current assets</u> Current liabilities	100% to 400%	More than 100%
Unrestricted Cash	Cash and cash equivalents held by Council are restricted in part and not fully available for Council's operations. This indicator assesses Council's freely available cash level (and relates to cash on hand or short term investments with a term of 90 days or less only).  <u>Unrestricted cash</u> Current liabilities	10% to 300%	n/a
Loans and Borrowings	Total interest bearing loans and borrowings as a proportion of rate revenue.  <u>Interest bearing loans and borrowings</u> Rate Revenue	0% to 60%	n/a
Loans and Borrowings	To identify Council's debt redemption strategy in relation to the revenue it raises. Debt redemption includes loan or borrowings principal and interest as a percentage of rate revenue. (Council fully repaid its loan borrowings in November 2019 and is expected to remain debt free throughout the ten year period).  <u>Interest &amp; Principal Repayments on interest bearing loans and borrowings</u> Rate Revenue	0% to 20%	n/a
Indebtedness	Lower proportion of non-current liabilities suggests greater capacity to meet long-term obligations.  Non-current liabilities / own source revenue	2% to 70%	Less than 40%
Asset Renewal and Upgrade	Assessment of whether assets are renewed or upgraded as planned.  <u>Asset renewal and asset upgrade expenditure</u> Depreciation  Greater than 100% indicates that Council is maintaining its existing assets and there is a lesser risk of insufficient spending on its asset base.	40% to 130%	More than 100%

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Rates concentration	Stability measure – Rate revenue as a proportion of total revenue. This includes rates and waste service charge income. Rate revenue / adjusted underlying revenue	Positive movement	n/a
Rates effort	Stability measure – Rate revenue as a proportion of overall property values. This includes rates and waste service charge income. Rate revenue / CIV of rateable properties in the municipality	Positive movement	n/a
Expenditure level	Efficiency measure – Average expenditure per property in the Municipality Total expenses/ no. of property assessments	Positive movement	n/a
Revenue level	Efficiency measure – Rate revenue per property in the Municipality General rates and municipal charges / no. of property assessments	Positive movement	n/a
Self-Financing	Indicates reliance on debt to fund capital programs. <u>Net operating cash flows</u> Net capital expenditure	n/a	More than 100%
Capital Replacement	Measures the replacement of assets is consistent with their consumption. <u>Capital expenditure</u> Depreciation	n/a	More than 150%

### Key Performance Indicator Achievement

The Plan forecasts a strong performance with the majority of financial indicators exceeding their target. Overall results indicate that a “Low” Financial Sustainability Risk will be maintained as determined by the Victorian Auditor General. This is an important independent assessment of Council’s financial position.

**Table Two: Projected Financial Performance Indicator outcomes**

Indicator	Measure	Forecast											Trend
		Actual	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
<b>Operating position</b>													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1.9%	1.9%	3.3%	3.5%	4.2%	5.3%	4.7%	5.4%	5.5%	5.9%	6.4%	+
<b>Liquidity</b>													
Working Capital	Current assets / current liabilities	203.8%	181.8%	182.4%	173.6%	167.4%	152.1%	124.8%	131.2%	137.9%	149.8%	163.8%	o
Unrestricted cash	Unrestricted cash / current liabilities	-34.4%	61.5%	60.6%	52.9%	58.5%	45.6%	20.8%	26.0%	32.8%	52.7%	74.0%	+
<b>Obligations</b>													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	-	-	-	-	-	-	-	-	-	-	-	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	-	-	-	-	-	-	-	-	-	-	-	o
Indebtedness	Non-current liabilities / own source revenue	2.3%	1.9%	1.7%	1.5%	1.3%	1.1%	1.0%	0.8%	0.7%	0.6%	0.6%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	124.5%	127.0%	111.4%	131.7%	109.2%	141.0%	136.1%	101.2%	103.0%	104.3%	101.2%	o
<b>Stability</b>													
Rates concentration	Rate revenue / adjusted underlying revenue	79.9%	81.6%	83.5%	83.6%	83.8%	83.9%	84.0%	84.0%	84.1%	84.0%	84.0%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	o
<b>Efficiency</b>													
Expenditure level	Total expenses/ no. of property assessments	\$2,719	\$2,770	\$2,740	\$2,797	\$2,853	\$2,855	\$2,914	\$2,961	\$3,025	\$3,087	\$3,146	+
Revenue level	General rates and municipal charges / no. of property assessments	\$1,881	\$1,962	\$2,017	\$2,064	\$2,125	\$2,151	\$2,186	\$2,241	\$2,297	\$2,354	\$2,413	+
<b>Other indicators (VAGO)</b>													
Self-Financing	Net operating cash flows / Net capital expenditure	94.0%	79.7%	101.7%	93.0%	98.6%	91.5%	81.2%	109.7%	111.4%	118.9%	122.2%	+
Capital Replacement	Capital expenditure / Depreciation	1.98	1.91	1.56	1.87	1.57	2.06	2.02	1.44	1.35	1.29	1.26	-

#### 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



## 4. Other Strategies and Principles

### Loan Borrowing Strategy and Principles

Whilst not a source of income, loan borrowings can be an important cash management tool in appropriate circumstances. Loan borrowings can be a major source of funding for significant infrastructure projects that will provide benefits for future generations. This is known as ‘inter-generational equity’ – where future debt repayments are matched with future benefits derived from the infrastructure developed.

Loans can only be approved by council resolution.

Council has a Loan Borrowing Strategy and Principles, which provides for loan borrowings based on the following principles:

1. Financial performance indicator ratios relating to debt must be within the Local Government Performance Reporting Framework expected band and within the Victorian Auditor General low risk rating.
2. Loan duration not to exceed the lesser of 10 years or life of asset
3. Loans only for otherwise fully funded Capital projects
4. Priority for projects with above loan repayment returns
5. Loan duration to match cash flows in the funded Capital Works Program
6. Where an interest only loan is entered into then an amount equivalent to the annual principal repayment will be provided into a cash backed reserve
7. Council will not take loans for investment in arbitrage schemes
8. Council will secure its loan funds through competitive tendering
9. No borrowings for operating expenses
10. Loan redemption payments and debt serving costs are to be included in Council's annual budget and 10 year Financial Strategy
11. Drawdown and repayment timing to minimise costs.

### Current and projected loan borrowings position

Council is currently debt free with previous loan borrowings being fully repaid in 2019/20. While Council has the option of sourcing loan borrowings to help fund the Capital Works Program in the future, the 10-Year Financial Plan does not forecast any loan borrowings.

	Forecast										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	-	-	-	-	-	-	-	-	-	-	-
Plus New loans	-	-	-	-	-	-	-	-	-	-	-
Less Principal repayment	-	-	-	-	-	-	-	-	-	-	-
<b>Closing balance</b>	-	-	-	-	-	-	-	-	-	-	-
Interest payment	-	-	-	-	-	-	-	-	-	-	-

## Reserves and other restricted cash Strategy and Principles

Reserves are funds that have been set aside and act as a future funding source for specific purposes. These reserve funds do not have bank accounts of their own but are a theoretical split up of the cash that Council has on hand.

### **Statutory Reserves:**

The usage of these funds is governed by legislation (or other legal requirements) and are not available for other purposes. Statutory Reserves include the Open Space Reserve, the Doncaster Hill Developer Contributions Reserve and a planned Municipal Wide Development Contributions Reserve.

### **Other restricted cash:**

Council receives refundable deposits and other trust funds. This includes contractor deposits, landscape bond, bonds for the hire of Council facilities and other work bonds.

### **Intended use of cash:**

This includes cash set aside for specific future purposes by Council which is not subject to any external restriction or legislative requirements.

This includes the following internal funds or reserves that Council has created:

- A Strategic Fund to create the capacity for Council to engage in strategic property acquisition and development opportunities, major community infrastructure development opportunities and for other one-off specific purposes in the future where required. This fund provides long term community benefit and will enable Council to reduce the reliance on rate income by creating opportunities for other revenue streams to ensure long term financial sustainability
- A Circular Economy Fund for Sustainability and Waste initiatives
- A Leisure Facilities Reserve for leisure facility enhancements and developments
- The projected long service leave liability has been set aside to ensure that council has the capacity to pay long service leave to employees when taken or upon departure.

Section 2 'Cash backed Reserves and Uncommitted Cash' provides 10 year forecasts for each of these items.

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## 5. Financial Plan Statements

### 10-Year Financial Plan Projections – Comprehensive Income Statement

	Forecast /										
	Actual										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income / Revenue</b>											
Rates and charges	117,423	122,350	126,452	130,693	135,663	140,811	145,312	149,891	154,487	159,250	164,159
Statutory fees and fines	2,843	3,589	3,884	4,123	4,169	4,284	4,441	4,539	4,593	4,723	4,880
User fees	8,479	9,394	10,243	10,664	11,243	11,754	12,146	12,554	12,976	13,409	13,861
Grants - Operating	13,194	9,274	7,122	7,296	7,478	7,665	7,857	8,051	8,254	8,460	8,672
Grants - Capital	6,560	3,953	2,951	8,719	2,432	1,715	4,265	3,800	1,806	1,838	1,870
Contributions - monetary	4,760	5,292	7,352	7,825	6,813	10,311	10,632	7,897	7,251	7,302	6,558
Contributions - non-monetary	1,059	1,020	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(478)	186	125	160	120	167	122	185	107	125	125
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	3,374	3,322	1,918	1,682	1,526	1,331	1,335	1,340	1,425	1,650	1,855
<b>Total income / revenue</b>	<b>157,214</b>	<b>158,380</b>	<b>161,047</b>	<b>172,162</b>	<b>170,444</b>	<b>179,038</b>	<b>187,110</b>	<b>189,257</b>	<b>191,899</b>	<b>197,757</b>	<b>202,980</b>
<b>Expenses</b>											
Employee costs	61,510	59,107	58,067	59,546	61,218	62,759	64,258	65,794	67,447	69,146	70,881
Materials and services	31,263	34,808	35,186	37,155	38,406	39,719	41,619	42,395	43,634	45,269	47,295
Depreciation	26,606	28,180	29,065	30,540	31,945	33,510	35,395	36,440	37,805	38,605	38,910
Amortisation - intangible assets	2,489	2,655	2,290	1,540	1,153	-	-	-	-	-	-
Amortisation - right of use assets	325	333	323	229	199	199	199	199	199	149	-
Bad and doubtful debts - allowance for impairment losses	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-
Finance Costs - leases	45	42	35	29	25	21	17	12	7	5	-
Other expenses	21,528	21,804	21,481	21,845	22,218	22,796	23,402	23,869	24,502	25,183	25,951
<b>Total expenses</b>	<b>143,766</b>	<b>146,929</b>	<b>146,447</b>	<b>150,884</b>	<b>155,164</b>	<b>159,004</b>	<b>164,890</b>	<b>168,709</b>	<b>173,594</b>	<b>178,357</b>	<b>183,037</b>
<b>Surplus/(deficit) for the year</b>	<b>13,448</b>	<b>11,451</b>	<b>14,600</b>	<b>21,278</b>	<b>15,280</b>	<b>20,034</b>	<b>22,220</b>	<b>20,548</b>	<b>18,305</b>	<b>19,400</b>	<b>19,943</b>
<b>Total comprehensive result</b>	<b>13,448</b>	<b>11,451</b>	<b>14,600</b>	<b>21,278</b>	<b>15,280</b>	<b>20,034</b>	<b>22,220</b>	<b>20,548</b>	<b>18,305</b>	<b>19,400</b>	<b>19,943</b>

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**10-Year Financial Plan Projections – Balance Sheet**

	Forecast / Actual											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>												
<b>Current assets</b>												
Cash and cash equivalents	31,470	69,024	69,411	65,192	64,295	59,025	45,488	50,271	55,785	64,928	75,674	
Trade and other receivables	12,873	11,177	10,866	10,886	10,792	10,573	10,800	11,026	11,252	11,482	11,716	
Other financial assets	58,680	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Prepayments	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462	
Other assets	909	909	909	909	909	909	909	909	909	909	909	
<b>Total current assets</b>	<b>105,394</b>	<b>92,572</b>	<b>92,648</b>	<b>88,449</b>	<b>87,458</b>	<b>81,969</b>	<b>68,659</b>	<b>73,668</b>	<b>79,408</b>	<b>88,781</b>	<b>99,761</b>	
<b>Non-current assets</b>												
Trade and other receivables	374	374	374	374	374	374	374	374	374	374	374	
Investments in associates, joint arrangements and subsidiaries	2,865	2,865	2,865	2,865	2,865	2,865	2,865	2,865	2,865	2,865	2,865	
Property, infrastructure, plant & equipment	2,462,580	2,488,707	2,505,496	2,532,698	2,551,406	2,578,541	2,615,160	2,631,810	2,645,816	2,657,658	2,668,246	
Right-of-use assets	2,026	1,692	1,369	1,139	940	741	542	343	144	-	-	
Intangible assets	7,638	4,983	2,693	1,153	-	-	-	-	-	-	-	
<b>Total non-current assets</b>	<b>2,475,483</b>	<b>2,498,621</b>	<b>2,512,797</b>	<b>2,538,229</b>	<b>2,555,585</b>	<b>2,582,521</b>	<b>2,618,941</b>	<b>2,635,392</b>	<b>2,649,199</b>	<b>2,660,897</b>	<b>2,671,485</b>	
<b>Total assets</b>	<b>2,580,877</b>	<b>2,591,193</b>	<b>2,605,445</b>	<b>2,626,678</b>	<b>2,643,043</b>	<b>2,664,490</b>	<b>2,687,600</b>	<b>2,709,060</b>	<b>2,728,607</b>	<b>2,749,678</b>	<b>2,771,246</b>	
<b>Liabilities</b>												
<b>Current liabilities</b>												
Trade and other payables	17,562	18,107	18,930	19,791	20,692	21,921	22,629	23,359	24,421	25,848	27,026	
Trust funds and deposits	13,890	13,890	13,890	13,890	13,890	13,890	13,890	13,890	13,890	13,890	13,890	
Unearned income/revenue	5,634	3,908	2,688	1,631	1,631	1,631	1,631	1,631	1,631	1,631	1,631	
Provisions	14,326	14,684	15,051	15,427	15,813	16,209	16,614	17,030	17,456	17,892	18,339	
Interest-bearing liabilities	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	312	318	225	202	212	223	234	246	192	-	-	
<b>Total current liabilities</b>	<b>51,724</b>	<b>50,907</b>	<b>50,784</b>	<b>50,941</b>	<b>52,238</b>	<b>53,874</b>	<b>54,998</b>	<b>56,156</b>	<b>57,590</b>	<b>59,261</b>	<b>60,886</b>	
<b>Non-current liabilities</b>												
Provisions	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	
Lease liabilities	1,852	1,534	1,309	1,107	895	672	438	192	-	-	-	
<b>Total non-current liabilities</b>	<b>2,993</b>	<b>2,675</b>	<b>2,450</b>	<b>2,248</b>	<b>2,036</b>	<b>1,813</b>	<b>1,579</b>	<b>1,333</b>	<b>1,141</b>	<b>1,141</b>	<b>1,141</b>	
<b>Total liabilities</b>	<b>54,717</b>	<b>53,582</b>	<b>53,234</b>	<b>53,189</b>	<b>54,274</b>	<b>55,687</b>	<b>56,577</b>	<b>57,489</b>	<b>58,731</b>	<b>60,402</b>	<b>62,027</b>	
<b>Net assets</b>	<b>2,526,160</b>	<b>2,537,611</b>	<b>2,552,211</b>	<b>2,573,489</b>	<b>2,588,769</b>	<b>2,608,803</b>	<b>2,631,023</b>	<b>2,651,571</b>	<b>2,669,876</b>	<b>2,689,276</b>	<b>2,709,219</b>	
<b>Equity</b>												
Accumulated surplus	836,507	848,559	860,867	881,067	894,757	914,234	936,968	956,036	973,119	995,473	1,018,140	
Reserves	1,689,653	1,689,052	1,691,344	1,692,422	1,694,012	1,694,569	1,694,055	1,695,535	1,696,757	1,693,803	1,691,079	
<b>Total equity</b>	<b>2,526,160</b>	<b>2,537,611</b>	<b>2,552,211</b>	<b>2,573,489</b>	<b>2,588,769</b>	<b>2,608,803</b>	<b>2,631,023</b>	<b>2,651,571</b>	<b>2,669,876</b>	<b>2,689,276</b>	<b>2,709,219</b>	

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**10-Year Financial Plan Projections – Statement of Changes in Equity**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2023 Forecast Actual</b>				
Balance at beginning of the financial year	2,512,712	822,326	1,676,124	14,262
Surplus/(deficit) for the year	13,448	13,448	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(4,074)	-	4,074
Transfers from other reserves	-	4,807	-	(4,807)
<b>Balance at end of the financial year</b>	<b>2,526,160</b>	<b>836,507</b>	<b>1,676,124</b>	<b>13,529</b>
<b>2024</b>				
Balance at beginning of the financial year	2,526,160	836,507	1,676,124	13,529
Surplus/(deficit) for the year	11,451	11,451	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(5,000)	-	5,000
Transfers from other reserves	-	5,601	-	(5,601)
<b>Balance at end of the financial year</b>	<b>2,537,611</b>	<b>848,559</b>	<b>1,676,124</b>	<b>12,928</b>
<b>2025</b>				
Balance at beginning of the financial year	2,537,611	848,559	1,676,124	12,928
Surplus/(deficit) for the year	14,600	14,600	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(7,140)	-	7,140
Transfers from other reserves	-	4,848	-	(4,848)
<b>Balance at end of the financial year</b>	<b>2,552,211</b>	<b>860,867</b>	<b>1,676,124</b>	<b>15,220</b>
<b>2026</b>				
Balance at beginning of the financial year	2,552,211	860,867	1,676,124	15,220
Surplus/(deficit) for the year	21,278	21,278	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(7,740)	-	7,740
Transfers from other reserves	-	6,662	-	(6,662)
<b>Balance at end of the financial year</b>	<b>2,573,489</b>	<b>881,067</b>	<b>1,676,124</b>	<b>16,298</b>
<b>2027</b>				
Balance at beginning of the financial year	2,573,489	881,067	1,676,124	16,298
Surplus/(deficit) for the year	15,280	15,280	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(6,525)	-	6,525
Transfers from other reserves	-	4,935	-	(4,935)
<b>Balance at end of the financial year</b>	<b>2,588,769</b>	<b>894,757</b>	<b>1,676,124</b>	<b>17,888</b>

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**10-Year Financial Plan Projections – Statement of Changes in Equity (continued)**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<b>2028</b>				
Balance at beginning of the financial year	2,588,769	894,757	1,676,124	17,888
Surplus/(deficit) for the year	20,034	20,034	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(10,050)	-	10,050
Transfers from other reserves	-	9,493	-	(9,493)
<b>Balance at end of the financial year</b>	<b>2,608,803</b>	<b>914,234</b>	<b>1,676,124</b>	<b>18,445</b>
<b>2029</b>				
Balance at beginning of the financial year	2,608,803	914,234	1,676,124	18,445
Surplus/(deficit) for the year	22,220	22,220	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(10,320)	-	10,320
Transfers from other reserves	-	10,834	-	(10,834)
<b>Balance at end of the financial year</b>	<b>2,631,023</b>	<b>936,968</b>	<b>1,676,124</b>	<b>17,931</b>
<b>2030</b>				
Balance at beginning of the financial year	2,631,023	936,968	1,676,124	17,931
Surplus/(deficit) for the year	20,548	20,548	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(7,800)	-	7,800
Transfers from other reserves	-	6,320	-	(6,320)
<b>Balance at end of the financial year</b>	<b>2,651,571</b>	<b>956,036</b>	<b>1,676,124</b>	<b>19,411</b>
<b>2031</b>				
Balance at beginning of the financial year	2,651,571	956,036	1,676,124	19,411
Surplus/(deficit) for the year	18,305	18,305	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(7,050)	-	7,050
Transfers from other reserves	-	5,828	-	(5,828)
<b>Balance at end of the financial year</b>	<b>2,669,876</b>	<b>973,119</b>	<b>1,676,124</b>	<b>20,633</b>
<b>2032</b>				
Balance at beginning of the financial year	2,669,876	973,119	1,676,124	20,633
Surplus/(deficit) for the year	19,400	19,400	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(6,300)	-	6,300
Transfers from other reserves	-	9,254	-	(9,254)
<b>Balance at end of the financial year</b>	<b>2,689,276</b>	<b>995,473</b>	<b>1,676,124</b>	<b>17,679</b>
<b>2033</b>				
Balance at beginning of the financial year	2,689,276	995,473	1,676,124	17,679
Surplus/(deficit) for the year	19,943	19,943	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(6,300)	-	6,300
Transfers from other reserves	-	9,024	-	(9,024)
<b>Balance at end of the financial year</b>	<b>2,709,219</b>	<b>1,018,140</b>	<b>1,676,124</b>	<b>14,955</b>

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**10-Year Financial Plan Projections – Statement of Cash Flows**

	Forecast / Actual										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>											
Rates and charges	120,473	124,046	126,763	130,673	135,757	141,030	145,085	149,665	154,261	159,020	163,925
Statutory fees and fines	2,843	3,587	3,884	4,123	4,169	4,284	4,441	4,539	4,593	4,723	4,880
User fees	8,479	9,397	10,243	10,664	11,243	11,754	12,146	12,554	12,976	13,409	13,861
Grants - operating	13,194	8,988	7,122	7,296	7,478	7,665	7,857	8,051	8,254	8,460	8,672
Grants - capital	4,336	2,513	1,731	7,662	2,432	1,715	4,265	3,800	1,806	1,838	1,870
Contributions - monetary	4,760	5,292	7,352	7,825	6,813	10,311	10,632	7,897	7,251	7,302	6,558
Interest received	2,500	3,200	1,800	1,560	1,400	1,200	1,200	1,200	1,280	1,500	1,700
Other receipts	874	122	118	122	126	131	135	140	145	150	155
Employee costs	(60,917)	(58,731)	(57,420)	(58,877)	(60,525)	(61,756)	(63,803)	(65,328)	(66,660)	(68,016)	(70,031)
Materials and services	(51,797)	(55,635)	(55,692)	(57,989)	(59,576)	(61,429)	(63,886)	(65,096)	(66,934)	(69,206)	(71,945)
Short-term, low value and variable lease payments	(430)	(430)	(432)	(443)	(454)	(465)	(477)	(489)	(501)	(513)	(526)
<b>Net cash provided by/(used in) operating activities</b>	<b>44,315</b>	<b>42,349</b>	<b>45,469</b>	<b>52,616</b>	<b>48,863</b>	<b>54,440</b>	<b>57,595</b>	<b>56,933</b>	<b>56,471</b>	<b>58,667</b>	<b>59,119</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(52,641)	(53,864)	(45,229)	(57,221)	(50,013)	(69,147)	(71,382)	(52,644)	(51,134)	(49,830)	(48,873)
Proceeds from sale of property, infrastructure, plant and equipment	5,517	743	500	640	480	9,670	490	740	430	500	500
Proceeds from sale of investments	10,000	48,680	-	-	-	-	-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(37,124)</b>	<b>(4,441)</b>	<b>(44,729)</b>	<b>(56,581)</b>	<b>(49,533)</b>	<b>(59,477)</b>	<b>(70,892)</b>	<b>(51,904)</b>	<b>(50,704)</b>	<b>(49,330)</b>	<b>(48,373)</b>
<b>Cash flows from financing activities</b>											
Interest paid - lease liability	(47)	(42)	(35)	(29)	(25)	(21)	(17)	(12)	(7)	(2)	-
Repayment of lease liabilities	(297)	(312)	(318)	(225)	(202)	(212)	(223)	(234)	(246)	(192)	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(344)</b>	<b>(354)</b>	<b>(353)</b>	<b>(254)</b>	<b>(227)</b>	<b>(233)</b>	<b>(240)</b>	<b>(246)</b>	<b>(253)</b>	<b>(194)</b>	<b>-</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>6,847</b>	<b>37,554</b>	<b>387</b>	<b>(4,219)</b>	<b>(897)</b>	<b>(5,270)</b>	<b>(13,537)</b>	<b>4,783</b>	<b>5,514</b>	<b>9,143</b>	<b>10,746</b>
Cash and cash equivalents at the beginning of the financial year	24,623	31,470	69,024	69,411	65,192	64,295	59,025	45,488	50,271	55,785	64,928
<b>Cash and cash equivalents at the end of the financial year</b>	<b>31,470</b>	<b>69,024</b>	<b>69,411</b>	<b>65,192</b>	<b>64,295</b>	<b>59,025</b>	<b>45,488</b>	<b>50,271</b>	<b>55,785</b>	<b>64,928</b>	<b>75,674</b>
<b>Investments - Term deposits with maturity more than 90 days</b>	<b>58,680</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Total Cash and Investments at the end of the financial year</b>	<b>90,150</b>	<b>79,024</b>	<b>79,411</b>	<b>75,192</b>	<b>74,295</b>	<b>69,025</b>	<b>55,488</b>	<b>60,271</b>	<b>65,785</b>	<b>74,928</b>	<b>85,674</b>

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**10-Year Financial Plan Projections – Capital Works Expenditure Projections**

	Forecast / Actual										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	5,241	3,760	1,555	1,560	1,560	1,660	1,660	1,670	1,680	1,700	1,700
<b>Total land</b>	<b>5,241</b>	<b>3,760</b>	<b>1,555</b>	<b>1,560</b>	<b>1,560</b>	<b>1,660</b>	<b>1,660</b>	<b>1,670</b>	<b>1,680</b>	<b>1,700</b>	<b>1,700</b>
Buildings	1,835	1,952	3,400	1,266	-	-	-	-	-	-	-
Building improvements	6,846	5,582	3,491	3,777	4,486	4,095	4,066	4,505	4,365	4,640	5,148
<b>Total buildings</b>	<b>8,681</b>	<b>7,534</b>	<b>6,891</b>	<b>5,043</b>	<b>4,486</b>	<b>4,095</b>	<b>4,066</b>	<b>4,505</b>	<b>4,365</b>	<b>4,640</b>	<b>5,148</b>
<b>Total property</b>	<b>13,922</b>	<b>11,294</b>	<b>8,446</b>	<b>6,603</b>	<b>6,046</b>	<b>5,755</b>	<b>5,726</b>	<b>6,175</b>	<b>6,045</b>	<b>6,340</b>	<b>6,848</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	1,408	2,693	1,830	1,920	1,635	1,850	1,360	2,180	1,280	1,800	1,830
Fixtures, fittings and furniture	-	-	-	30	-	-	-	-	-	-	-
Computers and telecommunications	738	150	150	229	236	245	247	260	260	270	270
Artworks	283	305	130	131	132	133	133	135	135	150	150
Software	3,140	-	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>5,569</b>	<b>3,148</b>	<b>2,110</b>	<b>2,310</b>	<b>2,003</b>	<b>2,228</b>	<b>1,740</b>	<b>2,575</b>	<b>1,675</b>	<b>2,220</b>	<b>2,250</b>
<b>Infrastructure</b>											
Roads	9,955	14,876	9,747	11,773	14,698	15,361	14,200	14,678	17,684	12,192	14,445
Bridges	550	540	320	4,850	100	150	150	150	150	150	150
Footpaths and cycleways	4,638	4,540	5,813	4,913	4,936	4,481	4,275	5,195	4,975	4,950	5,265
Drainage	3,132	4,975	4,563	4,625	5,672	5,690	5,925	5,990	6,000	6,200	6,370
Recreational, leisure and community facilities	8,596	3,903	8,893	12,183	3,876	27,279	30,427	10,881	7,738	8,248	3,013
Waste management	125	-	-	-	3,400	-	-	-	-	-	-
Parks, open space and streetscapes	6,154	10,588	5,152	9,964	9,282	8,203	8,939	7,000	6,867	9,530	10,532
Off street car parks	-	-	185	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>33,150</b>	<b>39,422</b>	<b>34,673</b>	<b>48,308</b>	<b>41,964</b>	<b>61,164</b>	<b>63,916</b>	<b>43,894</b>	<b>43,414</b>	<b>41,270</b>	<b>39,775</b>
<b>Total capital works expenditure</b>	<b>52,641</b>	<b>53,864</b>	<b>45,229</b>	<b>57,221</b>	<b>50,013</b>	<b>69,147</b>	<b>71,382</b>	<b>52,644</b>	<b>51,134</b>	<b>49,830</b>	<b>48,873</b>
<b>Represented by:</b>											
New asset expenditure	17,823	15,864	11,993	16,304	14,564	20,929	21,718	14,451	10,899	8,604	8,287
Asset renewal expenditure	23,317	22,355	20,626	24,239	24,156	30,355	31,426	27,198	26,702	28,037	27,527
Asset expansion expenditure	1,703	2,210	865	686	564	957	1,496	1,326	1,297	980	1,204
Asset upgrade expenditure	9,798	13,435	11,745	15,992	10,729	16,906	16,742	9,669	12,236	12,209	11,855
<b>Total capital works expenditure</b>	<b>52,641</b>	<b>53,864</b>	<b>45,229</b>	<b>57,221</b>	<b>50,013</b>	<b>69,147</b>	<b>71,382</b>	<b>52,644</b>	<b>51,134</b>	<b>49,830</b>	<b>48,873</b>
<b>Funding sources represented by:</b>											
Grants	5,657	3,960	2,951	8,719	2,432	1,715	4,265	3,800	1,806	1,838	1,870
Contributions	484	299	130	-	200	170	218	-	100	898	150
Council cash	39,621	38,049	29,340	35,601	36,221	52,669	49,405	37,634	38,992	37,640	37,629
Reserves	6,879	11,557	12,808	12,901	11,160	14,593	17,494	11,210	10,236	9,454	9,224
<b>Total capital works expenditure</b>	<b>52,641</b>	<b>53,864</b>	<b>45,229</b>	<b>57,221</b>	<b>50,013</b>	<b>69,147</b>	<b>71,382</b>	<b>52,644</b>	<b>51,134</b>	<b>49,830</b>	<b>48,873</b>



Manningham Council  
10-Year Financial Plan 2023/24 to 2032/33

**10-Year Financial Plan Projections – Statement of Human Resources**

Staff expenditure	Forecast										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>											
Employee costs - operating	61,510	59,107	58,067	59,546	61,218	62,759	64,258	65,794	67,447	69,146	70,881
Employee costs - capital	3,121	3,003	3,081	3,155	3,231	3,308	3,387	3,468	3,552	3,637	3,725
<b>Total staff expenditure</b>	<b>64,631</b>	<b>62,110</b>	<b>61,148</b>	<b>62,701</b>	<b>64,449</b>	<b>66,067</b>	<b>67,645</b>	<b>69,262</b>	<b>70,999</b>	<b>72,783</b>	<b>74,606</b>

Staff numbers	Forecast										
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Full Time Equivalent (FTE) staff numbers</b>											
Full Time Equivalent (FTE) Employees	532.2	505.5	478.4	477.5	477.4	477.4	477.4	477.4	477.4	477.4	477.4
<b>Total Full Time Equivalent (FTE)</b>	<b>532.2</b>	<b>505.5</b>	<b>478.4</b>	<b>477.5</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>

Manningham Council  
10-Year Financial Plan 2023/24 to 2032/33

**10-Year Financial Plan Projections – Summary of Planned Human Resources expenditure – by Directorate**

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CEO's Office</b>										
Permanent - Full time	5,057	5,196	5,326	5,459	5,596	5,736	5,879	6,026	6,177	6,331
Women	3,324	3,415	3,501	3,588	3,678	3,770	3,864	3,961	4,060	4,161
Men	1,733	1,781	1,825	1,871	1,918	1,966	2,015	2,065	2,117	2,170
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	453	465	477	489	501	514	526	540	553	567
Women	417	428	439	450	461	473	485	497	509	522
Men	36	37	38	39	40	41	42	43	44	45
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total CEO's Office</b>	<b>5,510</b>	<b>5,661</b>	<b>5,803</b>	<b>5,948</b>	<b>6,097</b>	<b>6,249</b>	<b>6,405</b>	<b>6,566</b>	<b>6,730</b>	<b>6,898</b>
<b>Experience and Capability</b>										
Permanent - Full time	8,543	8,777	8,997	9,222	9,452	9,689	9,931	10,179	10,434	10,695
Women	4,811	4,943	5,067	5,193	5,323	5,456	5,593	5,732	5,876	6,023
Men	3,732	3,834	3,930	4,029	4,129	4,232	4,338	4,447	4,558	4,672
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,712	1,759	1,803	1,849	1,895	1,942	1,991	2,040	2,091	2,144
Women	1,633	1,678	1,720	1,763	1,807	1,852	1,899	1,946	1,995	2,045
Men	79	81	83	85	88	90	92	94	97	99
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total Experience and Capability</b>	<b>10,255</b>	<b>10,537</b>	<b>10,800</b>	<b>11,070</b>	<b>11,347</b>	<b>11,631</b>	<b>11,922</b>	<b>12,220</b>	<b>12,525</b>	<b>12,838</b>
<b>Connected Communities</b>										
Permanent - Full time	6,141	5,544	5,600	5,725	5,868	6,015	6,165	6,319	6,477	6,639
Women	4,679	4,071	4,091	4,178	4,283	4,390	4,499	4,612	4,727	4,845
Men	1,462	1,472	1,509	1,547	1,585	1,625	1,666	1,707	1,750	1,794
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	5,651	4,147	4,251	4,357	4,466	4,578	4,692	4,809	4,929	5,053
Women	5,429	4,070	4,171	4,276	4,383	4,492	4,605	4,720	4,838	4,959
Men	222	77	79	81	83	85	87	90	92	94
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total Connected Communities</b>	<b>11,792</b>	<b>9,691</b>	<b>9,851</b>	<b>10,082</b>	<b>10,334</b>	<b>10,592</b>	<b>10,857</b>	<b>11,129</b>	<b>11,407</b>	<b>11,692</b>
<b>City Planning</b>										
Permanent - Full time	8,705	8,944	9,168	9,397	9,632	9,873	10,120	10,373	10,632	10,898
Women	3,994	4,103	4,206	4,311	4,419	4,529	4,643	4,759	4,878	5,000
Men	4,711	4,841	4,962	5,086	5,213	5,344	5,477	5,614	5,755	5,898
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	2,162	2,221	2,277	2,334	2,392	2,452	2,513	2,576	2,640	2,706
Women	1,623	1,667	1,709	1,752	1,796	1,840	1,886	1,934	1,982	2,031
Men	539	554	568	582	596	611	627	642	658	675
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total City Planning</b>	<b>10,867</b>	<b>11,166</b>	<b>11,445</b>	<b>11,731</b>	<b>12,024</b>	<b>12,325</b>	<b>12,633</b>	<b>12,949</b>	<b>13,272</b>	<b>13,604</b>
<b>City Services</b>										
Permanent - Full time	15,354	15,776	16,170	16,575	16,989	17,414	17,849	18,295	18,753	19,222
Women	2,644	2,717	2,785	2,855	2,926	2,999	3,074	3,151	3,230	3,310
Men	12,709	13,059	13,385	13,720	14,063	14,415	14,775	15,144	15,523	15,911
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	439	451	463	474	486	498	511	524	537	550
Women	283	291	298	305	313	321	329	337	345	354
Men	156	161	165	169	173	177	182	186	191	196
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total City Services</b>	<b>15,793</b>	<b>16,227</b>	<b>16,633</b>	<b>17,049</b>	<b>17,475</b>	<b>17,912</b>	<b>18,360</b>	<b>18,819</b>	<b>19,289</b>	<b>19,772</b>
<b>Casuals, temporary and other expenditure</b>	<b>4,890</b>	<b>4,785</b>	<b>5,014</b>	<b>5,338</b>	<b>5,482</b>	<b>5,549</b>	<b>5,617</b>	<b>5,765</b>	<b>5,923</b>	<b>6,077</b>
<b>Capitalised labour costs</b>	<b>3,003</b>	<b>3,081</b>	<b>3,155</b>	<b>3,231</b>	<b>3,308</b>	<b>3,387</b>	<b>3,468</b>	<b>3,552</b>	<b>3,637</b>	<b>3,725</b>
<b>Total staff expenditure</b>	<b>62,110</b>	<b>61,148</b>	<b>62,701</b>	<b>64,449</b>	<b>66,067</b>	<b>67,645</b>	<b>69,262</b>	<b>70,999</b>	<b>72,783</b>	<b>74,606</b>

Manningham Council  
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**10-Year Financial Plan Projections – Summary of Planned Human Resources FTE – by Directorate**

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>CEO's Office</b>										
Permanent - Full time	34.4	34.4	34.4	34.4	34.4	34.4	34.4	34.4	34.4	34.4
Women	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
Men	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9	4.9
Women	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Men	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total CEO's Office</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>
<b>Experience and Capability</b>										
Permanent - Full time	63.4	63.4	63.4	63.4	63.4	63.4	63.4	63.4	63.4	63.4
Women	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4
Men	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	15.6	15.6	15.6	15.6	15.6	15.6	15.6	15.6	15.6	15.6
Women	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8
Men	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total Experience and Capability</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>	<b>79.0</b>
<b>Connected Communities</b>										
Permanent - Full time	51.3	44.5	43.7	43.5	43.5	43.5	43.5	43.5	43.5	43.5
Women	38.9	32.5	31.7	31.5	31.5	31.5	31.5	31.5	31.5	31.5
Men	12.3	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	53.5	33.1	33.1	33.1	33.1	33.1	33.1	33.1	33.1	33.1
Women	50.8	32.3	32.3	32.3	32.3	32.3	32.3	32.3	32.3	32.3
Men	2.7	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total Connected Communities</b>	<b>104.7</b>	<b>77.6</b>	<b>76.7</b>	<b>76.6</b>	<b>76.6</b>	<b>76.6</b>	<b>76.6</b>	<b>76.6</b>	<b>76.6</b>	<b>76.6</b>
<b>City Planning</b>										
Permanent - Full time	67.0	67.0	67.0	67.0	67.0	67.0	67.0	67.0	67.0	67.0
Women	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0
Men	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1	21.1
Women	15.2	15.2	15.2	15.2	15.2	15.2	15.2	15.2	15.2	15.2
Men	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total City Planning</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.1</b>
<b>City Services</b>										
Permanent - Full time	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0
Women	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5
Men	117.5	117.5	117.5	117.5	117.5	117.5	117.5	117.5	117.5	117.5
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
Women	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Men	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
<b>Total City Services</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>	<b>145.2</b>
<b>Casuals and temporary staff</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>	<b>25.7</b>
<b>Capitalised labour</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>	<b>23.4</b>
<b>Total staff numbers</b>	<b>505.5</b>	<b>478.4</b>	<b>477.5</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>	<b>477.4</b>