

10-Year Financial Plan 2025/26 to 2034/35

Manningham Council

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

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1. Introduction

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.

Statement of recognition of diverse cultures (statement of diversity)

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

Our commitment to gender equality

We are committed to ensuring that everyone in our community is treated with dignity, respect and fairness. We consider the gender, equality and diversity of all people in our community as we develop our plans, strategies and services. We will uphold our requirements in the Victorian Government's Gender Equality Act 2020 and will continue to seek ways to improve all that we do to make Manningham a safe, respectful and inclusive community.

2040 Community Vision

Manningham is a harmonious, inclusive and safe community that is committed to sustainable growth, wellbeing and innovation. We celebrate our diversity and natural environment whilst fostering a connected community that enriches the lives of all.

Our Mission Statement

We serve our community with integrity and transparency - delivering services and infrastructure, building partnerships, and advocating. We are financially and environmentally sustainable so Manningham thrives now and for future generations.

About Manningham and our community

We are passionate about protecting and enhancing our 114 sq km municipality in Melbourne's East, stretching from Bulleen to Wonga Park, 12 km from Melbourne's CBD. Manningham curves along the Yarra River, and covers suburbs of Bulleen, Doncaster, Doncaster East, Donvale, Park Orchards, Templestowe, Templestowe Lower, Warrandyte, Warrandyte South and parts of Wonga Park, Nunawading and Ringwood North.

Manningham has a unique balance of city and country, extending from a major activity centre in Doncaster Hill, along a Green Wedge to horse trails in Warrandyte.

Manningham is situated entirely within Wurundjeri Woi-wurrung country and has a diverse and multicultural community that brings a wealth of languages, music, food and cultural traditions to the area. Our large areas of open space include more than 300 parks and reserves, and a large section of Manningham is designated as a Green Wedge to protect our significant natural and rural environment.

Manningham offers residents and visitors vibrant shopping and dining precincts, wineries, local galleries, nurseries and attractions.

Manningham's vibrant residential neighbourhoods are home to 129,514 people. People of all ages, household types, incomes and cultural backgrounds reside in a wide mix of housing options

throughout Manningham Our community is culturally diverse, with 44% of residents born overseas, and 46% speaking a language other than English at home. There are 303 people in Manningham who identify as First Nations.

We are an ageing population, with a median age of 43 and 17% of our population aged 70 years or older. Our households predominantly comprise couples with children (38%) and lone person households (20%).

Community Engagement

Our 10-Year Financial Plan is grounded on strong community input and genuine collaboration. We have taken time to listen, engage and act on what matters most to the people who live and work in Manningham. At the heart of this work was a deliberative Community Panel – 37 community members who committed over 1,680 collective hours, over 6.5 days over six months. Together, they explored the important question: What range and level of services should Manningham provide? Their thoughtful, well informed recommendations have directly shaped the priorities and direction of this plan.

As part of the engagement for this plan, in addition to work with our Community Panel, we also:

- Heard from more than 1,260 community members through a community-wide survey
- Held a series of focused conversations with young people, older adults, multicultural communities, and key service providers and partners
- Sought out voices that are sometimes underrepresented to ensure the full diversity of our community was reflected.

The Community Panel handed down a Report to Council with 14 recommendations which included important feedback and input for Council that have helped shape our 10-Year Financial Plan. This involved providing guidance on priority areas for funding, encouraging the diversification of revenue streams, optimising the utilisation of our assets including asset rationalisation and addressing Victorian Government cost shifting which impacts Council's ongoing financial sustainability.

Cost shifting is the practice whereby the Victorian Government delegates responsibilities, adds regulations, sets fees, or withdraws or reduces financial support once a program is established.

Cost shifting by the Victorian Government also includes:

- The transfer of assets without appropriate funding support
- The requirement to provide concessions and rebates without compensation payments
- Increased regulatory and compliance requirements; and
- Failure to provide for indexation of fees and charges for services prescribed under state legislation or regulation.

You can find out more about how we engaged and the outcomes on our Your Say Manningham website at yoursay.manningham.vic.gov.au/help-shape-manninghams-future

2. 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 2025/26 to 2034/35. 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 2025/26 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 harmonious, inclusive and safe community that is committed to sustainable growth, well-being, and innovation. We celebrate our diversity and natural environment whilst fostering a connected community that enriches the lives of all'.

The 10-Year Financial Plan also aligns with Our Mission that:

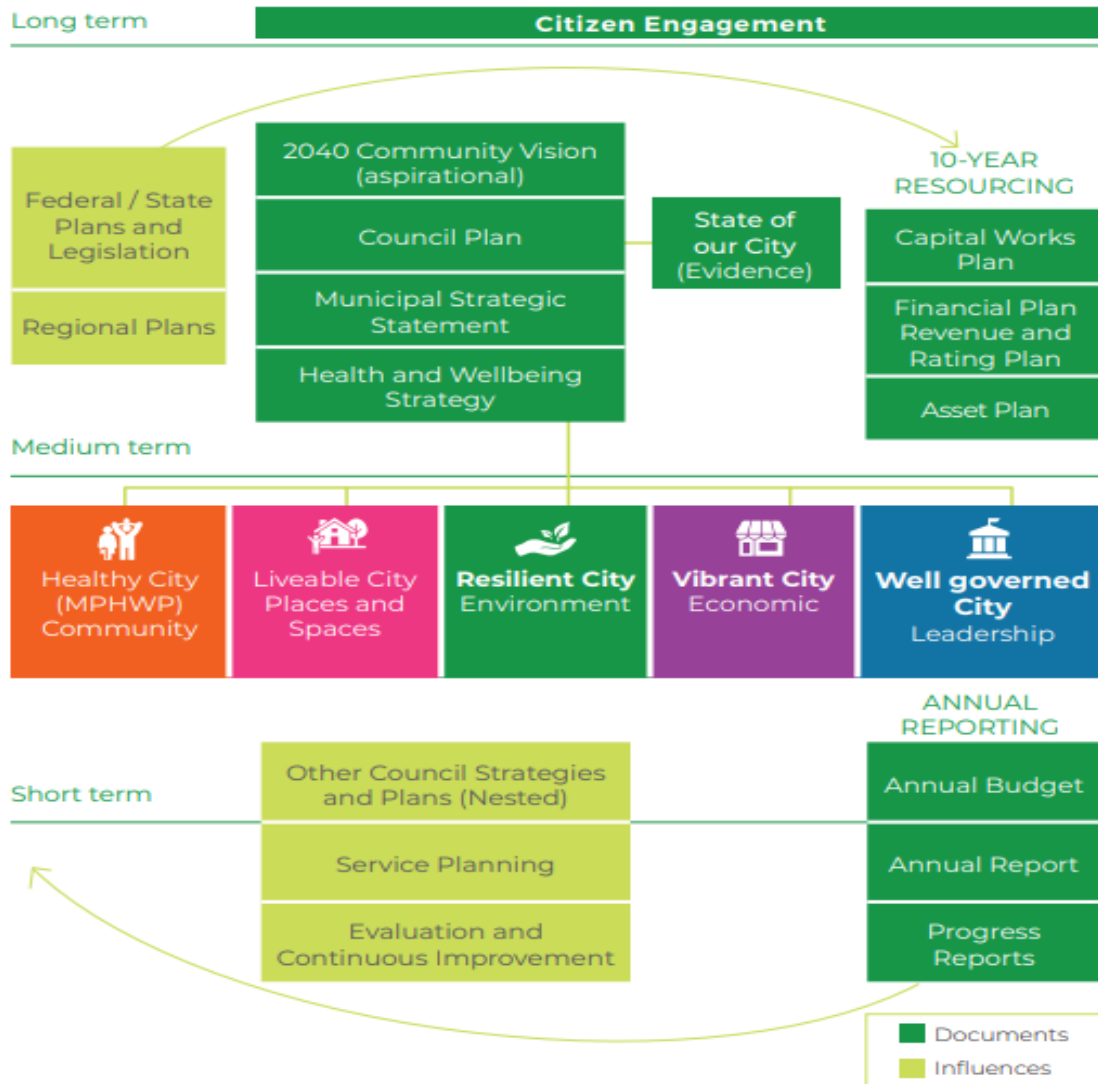
'We serve our community with integrity, delivering services and infrastructure, partnering and advocating in a transparent, financially and environmentally sustainable manner so Manningham thrives now and in future generations'.

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 2025/26 Budget aligns with the 10-Year Financial Plan.

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



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 average 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 enable 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.

3. 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

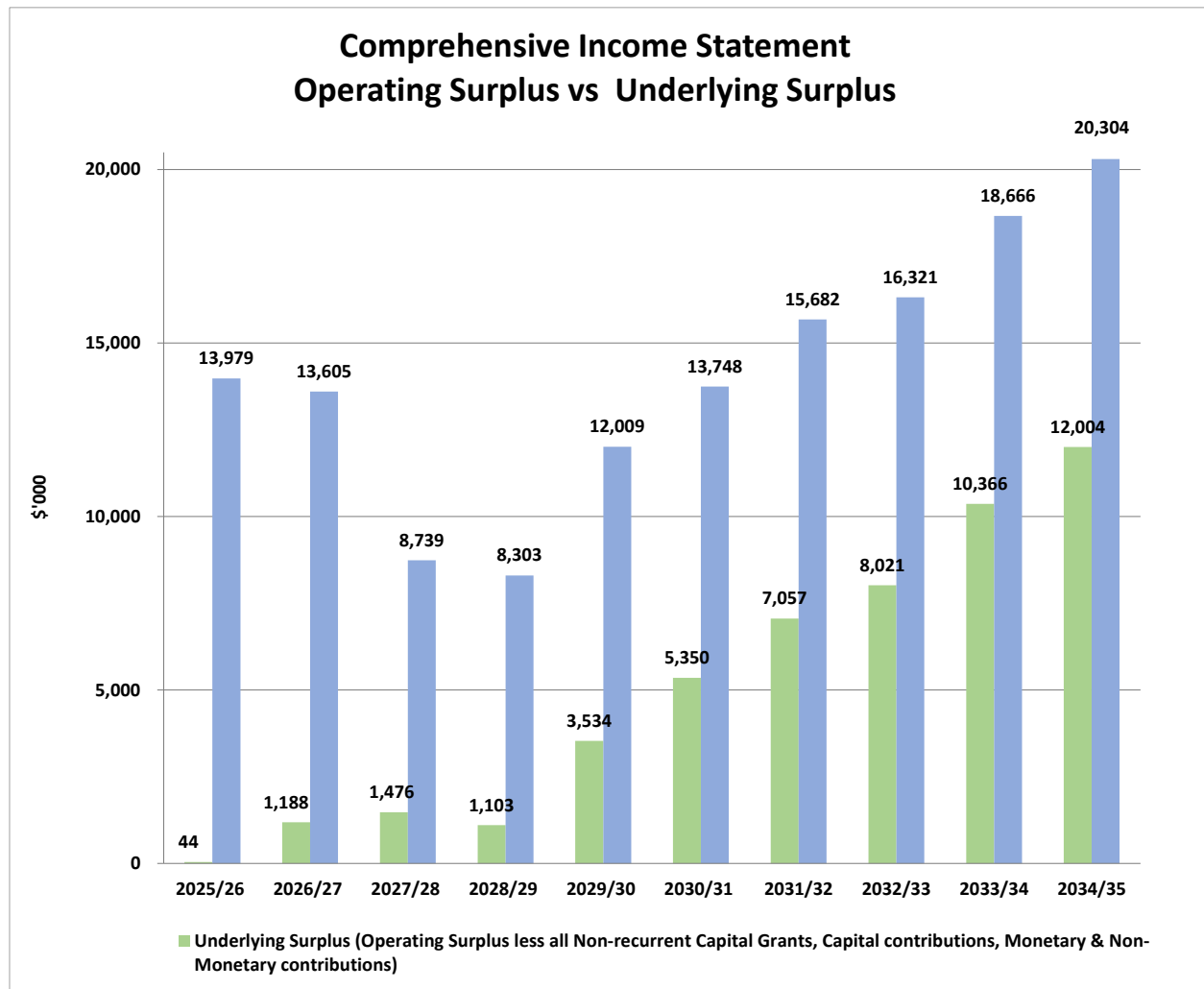
The 10 year projections forecast Council to be in a sound financial position with no debt, average operating surpluses of \$14.1 million (average underlying surpluses of \$5.0 million) and average net assets of \$2.9 billion. Cash and investments average \$56.3 million over the 10 years. This is a positive result given the challenging economic environment.

An important indicator of financial sustainability is the 'Adjusted Underlying Result'. This excludes non-recurrent capital income and capital contributions and developer contributions income (monetary and non-monetary) 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
- \$1.8 Billion on service delivery over the 10 years.
- A \$527 million capital works program over the 10 years to renew and enhance Council's \$2.8 billion of community assets. The program averages \$53 million per annum over the next 10 years - a significant uplift on the historical average annual spend (average of \$48 million per annum for the previous four years).
- The Capital Works Program is in addition to the \$283 million over 10 years (an average of \$28 million per annum) to maintain our important community assets included in our operating budget.
- The 10 year program includes:
 - \$156 million capital for Roads and Bridges renewal and upgrade (plus \$11 million for roads maintenance)
 - \$77 million capital for Recreation, Leisure and Community Facilities (plus \$21 million for sportsground and leisure centre maintenance).
 - \$77 million capital for the open space, parks and streetscapes beautification and improvement program (plus \$140 million for maintenance including \$7 million for tree planting)
 - \$52 million capital for new and upgraded drainage (plus \$28 million for drainage maintenance)
 - \$84 million capital for Buildings and Building Improvements (plus \$39 million for Building maintenance)
 - \$44 million capital for footpaths and cycleways (plus \$11 million for footpath maintenance)
 - \$19 million for plant, machinery and equipment
 - \$14 million to purchase property to increase the open space within the Municipality.

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).



| Financial Plan (\$'000) | Year1 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Surplus for the year | 13,979 | 13,605 | 8,739 | 8,303 | 12,009 | 13,748 | 15,682 | 16,321 | 18,666 | 20,304 |
| Underlying Surplus for the year | 44 | 1,188 | 1,476 | 1,103 | 3,534 | 5,350 | 7,057 | 8,021 | 10,366 | 12,004 |
| Total cash & investments | 83,440 | 60,791 | 45,715 | 45,635 | 48,194 | 53,233 | 48,964 | 53,634 | 55,624 | 67,926 |
| Unrestricted cash & investments | 33,501 | 16,351 | 2,815 | 6,242 | 8,912 | 11,689 | 8,382 | 9,286 | 10,097 | 22,107 |
| Net assets | 2,819,824 | 2,833,429 | 2,842,168 | 2,850,471 | 2,862,480 | 2,876,228 | 2,891,910 | 2,908,231 | 2,926,897 | 2,947,201 |

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.

The majority of indicators below are projected to be in line with or to exceed the target. The adjusted underlying result although below 5% is still a sustainable result. Council's 10 year financial plan forecasts 10 years of adjusted underlying surpluses despite a more challenging financial environment for the local government sector where adjusted underlying deficits are becoming more commonplace.

Strategic Budget Principles Measures

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'.

| Strategic Budget Principles | | | | | | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Measure | Target | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| Improving Financial Sustainability; Live within our means; Prioritised funding aligned to Council Plan; Ongoing efficiencies with a focus on developing new revenue sources and containing costs | | | | | | | | | | | |
| Consistent adjusted underlying surplus results: Adjusted underlying result (adjusted underlying surplus/adjusted underlying revenue) indicator greater than 5% | > 5% | 0.0% | 0.7% | 0.9% | 0.6% | 2.0% | 2.9% | 3.7% | 4.1% | 5.1% | 5.7% |
| Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due: Current Assets / Current Liabilities greater than 100% | > 100% | 211% | 162% | 126% | 122% | 122% | 128% | 123% | 128% | 129% | 146% |
| Minimum average of 33% of rate funds applied to the capital works program | | | | | | | | | | | |
| Council generates sufficient revenue from rates to ensure consistent funding for capital works: % of Rate Revenue allocated to Capital Works program (including Technology program) | Rolling ave 33% over 10 years | 33% | 47% | 43% | 29% | 31% | 31% | 33% | 32% | 32% | 24% |
| Priority to funding capital expenditure on existing assets (renewal) before investing in new or expanded assets | | | | | | | | | | | |
| 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% | 134% | 172% | 144% | 104% | 106% | 106% | 107% | 105% | 119% | 102% |
| Consistent funding for technology and innovation to enhance customer service and create efficiencies | | | | | | | | | | | |
| % of Rate Revenue allocated to technology & business enablement program projects | | 4% | 3% | 3% | 2% | 2% | 2% | 2% | 2% | 2% | 2% |
| 50% of Annual Underlying Surplus transferred to Strategic Fund | | | | | | | | | | | |
| % of Annual Underlying Surplus transferred to Strategic Fund | 50% | 50% | 50% | 50% | 50% | 50% | 50% | 50% | 50% | 50% | 50% |
| Adherence to the projected State Government annual rate cap | | | | | | | | | | | |
| Average general rate increase | At projected rate cap / CPI | 3.00% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% | 2.50% |
| | | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |

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 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| CPI Forecast | 3.00% | 2.50% | 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 2025/26 to 2028/29. 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 2025/26 to 2028/29" 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 (Melbourne - All Groups) for the financial year):

| Year | Applicable Rate Cap | Actual CPI |
|---------|---------------------|-------------------|
| 2016/17 | 2.50% | 2.20% |
| 2017/18 | 2.00% | 2.50% |
| 2018/19 | 2.25% | 1.30% |
| 2019/20 | 2.50% | 0.30% |
| 2020/21 | 2.00% | 2.90% |
| 2021/22 | 1.50% | 6.10% |
| 2022/23 | 1.75% | 5.60% |
| 2023/24 | 3.50% | 3.70% |
| 2024/25 | 2.75% | 2.50% forecast |
| 2025/26 | 3.00% | 3.00% forecast |

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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.

For 2025/26 the Minister for Local Government decided to apply a rate cap at 3.00% which is in line with the Department of Treasury and Finance forecast for inflation for 2025/26 of 3.00%.

| Financial Plan | Year1 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|---------------------------|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Predicted Rate Cap | 3.00% (Actual cap) | 2.50% | 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 2025/26 to 2028/29 and 2025/26 Budget. These documents detail Council's approach to Rates and Waste Service Charges.

Key principles:

- Single (uniform) rate for all property types – i.e. 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 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|--------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Total property numbers at start of financial year | 53,763 | 54,152 | 54,568 | 55,262 | 55,926 | 56,427 | 56,856 | 57,254 | 57,655 | 58,059 |
| Increase in properties during financial year (supplementary) | 389 | 416 | 694 | 664 | 501 | 429 | 398 | 401 | 404 | 406 |
| Supplementary rate income | \$0.6m | \$0.6m | \$0.9m | \$0.9m | \$0.8m | \$0.7m | \$0.7m | \$0.7m | \$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 generally based on the actual cost of delivering the waste service (i.e. full cost recovery).

Rate payers may vary the waste service that they receive and this will also vary the amount of the waste service charge.

In 2025/26 the standard waste service charge will be \$303.50. In addition to this, Council passes on the cost to Council of the State Government EPA landfill levy. This will be set at \$70.00 for the standard waste service.

The cost of waste services to Council is escalating. This is partly driven by further significant increases in the State Government EPA landfill levy charged to Councils and large increases in waste transportation and disposal costs.

Forward forecasts of the waste service charge take into account predicted changes to tonnages of waste collected, ongoing large increases in the State Government EPA 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.

The following table details the predicted overall percentage increase for the average rate payer for combined waste charges (this includes Council's standard Waste Charge and the State Government EPA landfill levy):

| Financial Plan | Year1 | Year2 | Year3 | Year4 | Year5 | Year6 | Year7 | Year8 | Year9 | Year10 |
|----------------------------------------------------------------------------------------------------------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 |
| Overall average combined Waste Charges change (Council standard Waste Charge and State Government EPA landfill levy) | 16.0%* | 2.75% | 3.00% | 3.00% | 2.00% | 2.25% | 2.25% | 3.50% | 3.50% | 3.00% |

**The increase in 2025/26 is driven by significant increases in waste contract costs to Council and significant increases in the State Government EPA landfill levy. Overall, the total waste service charges will increase by 16.0% (this includes Council's standard Waste Charges increase of 8.80% and the State Government EPA landfill levy increase of 7.20%).*

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 \$3.5 million or 48% of total operating grants in 2025/26, 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 \$2.4 million (34% of total operating grants in 2025/26).

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 and rounding 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 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Interest rate returns | 4.00% | 3.50% | 3.25% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |

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 previously had a development contributions plan for the Doncaster Hill precinct, which has recently been finalised. Council is considering introducing a Manningham-wide development contributions plan (DCP), which would provide a source of funding from developers to improve and develop the area's infrastructure and amenity.

| Financial Plan (\$'000) | Year1 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Public Open Space (Resort & recreation) income | 5,200 | 5,200 | 5,200 | 5,200 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 |

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 39% of total operational 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 3% 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).

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 contract costs which are increasing by more than CPI, it has been assumed that the costs of materials and contractors will generally increase by CPI.

Utility Costs

Council is actively investing in projects to improve the energy efficiency of its buildings, street lights and other assets. This includes the installation of solar panels, battery storage and replacing lighting with LED lights. 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 5% increase per annum which takes into account anticipated ongoing significant increases in tariffs being partly offset by energy efficiency initiatives by Council.

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 various asset management plans and strategies. The projections in the 10-Year Financial Plan is based on the ten year Capital Works Program.

It is critical that Council continues to ensure a sufficient level of funding is provided 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.

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

| Financial Plan (\$'000) | Year1 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Depreciation | 31,465 | 32,738 | 34,417 | 36,100 | 37,106 | 38,038 | 38,567 | 39,179 | 39,927 | 40,948 |
| Amortisation - intangible assets | 707 | 269 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Depreciation – right of use assets | 278 | 247 | 233 | 218 | 218 | 218 | 164 | 21 | 0 | 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 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Library | 4,609 | 4,724 | 4,842 | 4,963 | 5,087 | 5,215 | 5,345 | 5,479 | 5,616 | 5,756 |
| Other community grants | 1,548 | 1,586 | 1,625 | 1,665 | 1,709 | 1,752 | 1,796 | 1,840 | 1,886 | 1,934 |
| Total | 6,157 | 6,310 | 6,467 | 6,628 | 6,796 | 6,966 | 7,141 | 7,319 | 7,502 | 7,690 |

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, although some categories such as consultants must be specifically identified/justified over the 10 years (zero based).

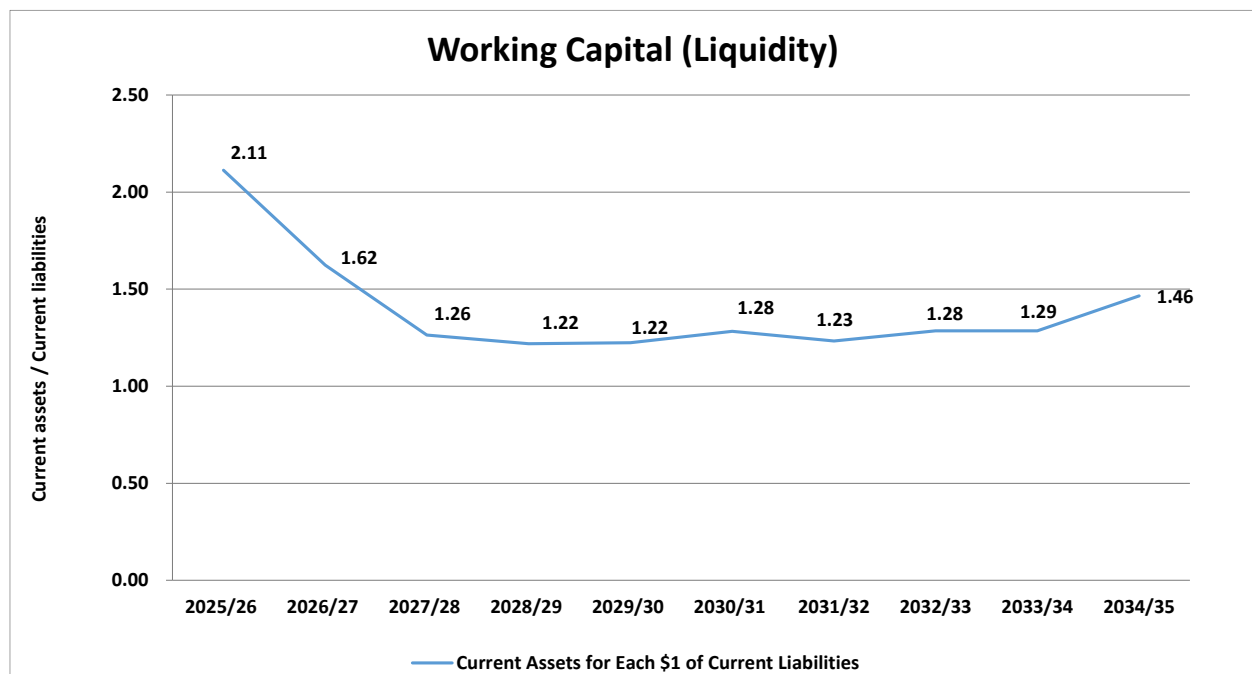
Balance Sheet Assumptions

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 reasonably steady Balance Sheet, and a generally 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.

The working capital ratio (also known as the liquidity ratio) is measured by current assets over current liabilities. This ratio provides insight into Council's ability to pay its day to day operating expenses. A ratio of one or higher is considered healthy.

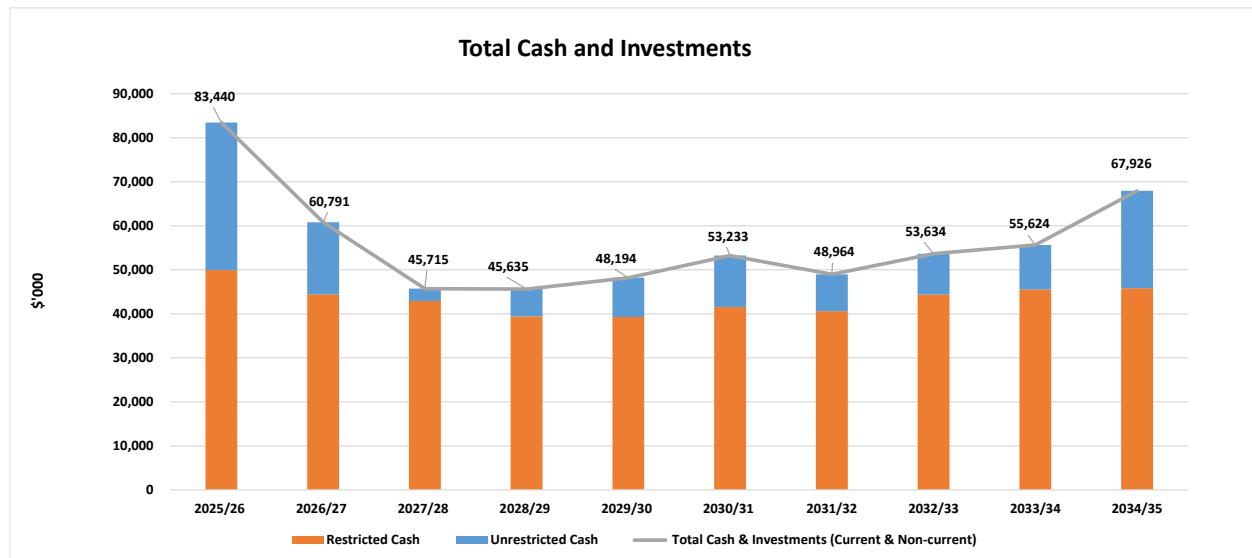


Cash backed Reserves and Uncommitted Cash

While Council has significant total cash and investment balances, a major proportion of these balances are either not Council's money (i.e.: trust funds and refundable deposits) or have restrictions on how the funds can be used.

Refer to the Reserves and other restricted cash Strategy and Principles in Section 4 for further details on the nature of each of the cash and investment items below.

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35



The following table details Council's cash reserve balances:

| Financial Plan (\$'000) | Year1 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Total cash & investments | 83,440 | 60,791 | 45,715 | 45,635 | 48,194 | 53,233 | 48,964 | 53,634 | 55,624 | 67,926 |
| <u>Restrictions</u> | | | | | | | | | | |
| Open Space Reserve (Improvements) | 5,511 | 4,569 | 4,079 | 1,909 | 1,501 | 2,778 | 2,231 | 3,926 | 3,091 | 1,000 |
| Open Space Reserve (Land acquisition) | 2,061 | 1,835 | 1,539 | 939 | 1,070 | 1,095 | 227 | 2,117 | 4,007 | 5,897 |
| Trust funds & deposits | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 |
| <u>Intended use</u> | | | | | | | | | | |
| Strategic Fund | 26,579 | 26,079 | 26,079 | 26,079 | 26,079 | 26,946 | 27,621 | 27,742 | 27,796 | 28,094 |
| Circular Economy Fund | 3,689 | 1,490 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Leisure Facilities Reserve | 1,632 | 0 | 736 | 0 | 165 | 258 | 36 | 96 | 166 | 360 |
| Total restrictions | 49,939 | 44,440 | 42,900 | 39,393 | 39,282 | 41,544 | 40,582 | 44,348 | 45,527 | 45,819 |
| Unrestricted cash/investments | 33,501 | 16,351 | 2,815 | 6,242 | 8,912 | 11,689 | 8,382 | 9,286 | 10,097 | 22,107 |

Capital Program

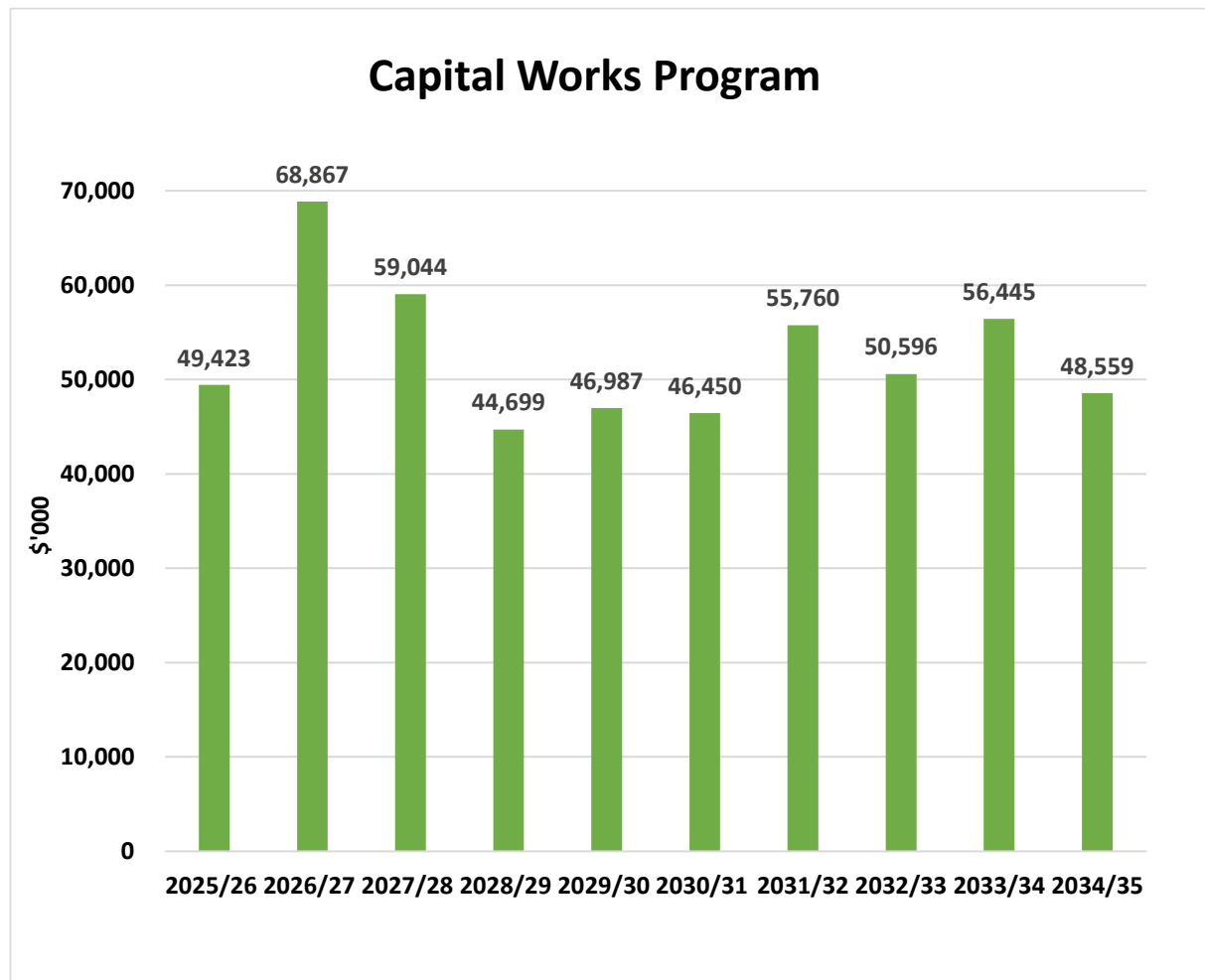
Information from Asset Management Plans inform Council's capital expenditure priorities. As part of the preparation of this Plan, the cost of renewing existing assets has been prioritised over capital expenditure on new or expanded assets. Council has established a renewal ratio of greater than 1.0, 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 \$527 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 \$2.8 billion of community assets. The program averages \$53 million per annum over the next 10 years. This is a significant uplift on the historical average annual spend (average of \$48 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:

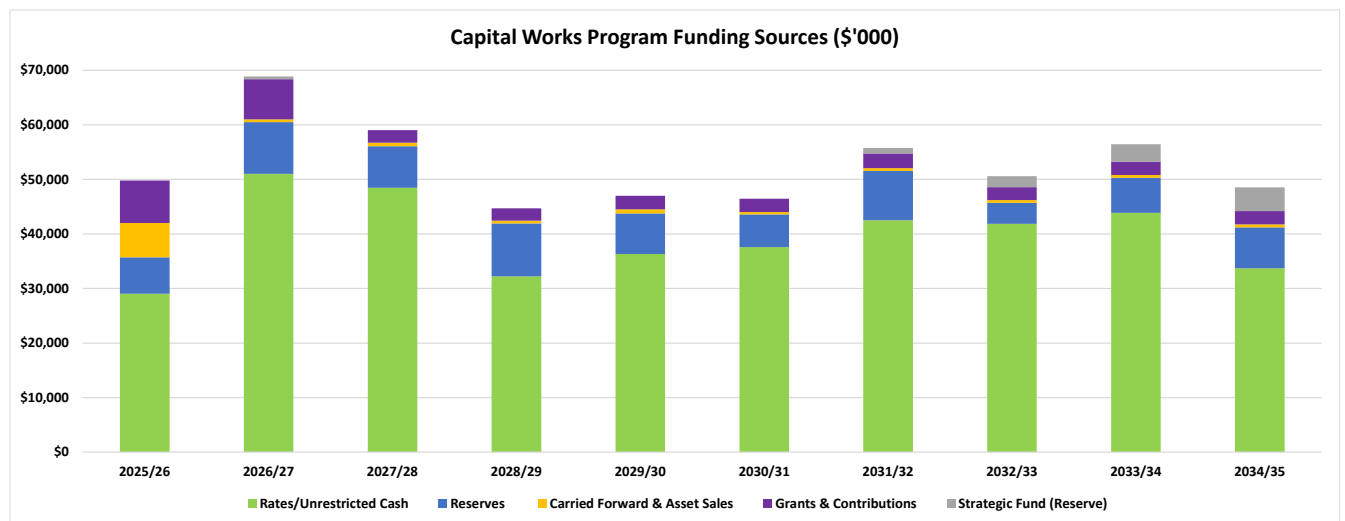


Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

The forecast Capital Works Program by type:

| Financial Plan (\$'000) | Year1 25/26 | Year2 26/27 | Year3 27/28 | Year4 28/29 | Year5 29/30 | Year6 30/31 | Year7 31/32 | Year8 32/33 | Year9 33/34 | Year10 34/35 |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Asset renewal | 24,462 | 30,849 | 28,222 | 25,661 | 25,992 | 25,749 | 25,841 | 23,847 | 28,215 | 25,906 |
| Asset Upgrade | 17,824 | 25,306 | 21,296 | 11,770 | 13,332 | 14,676 | 15,538 | 17,302 | 19,109 | 16,049 |
| New assets | 6,704 | 12,552 | 9,398 | 7,071 | 7,513 | 5,878 | 14,245 | 9,287 | 8,975 | 6,441 |
| Asset expansion | 433 | 160 | 128 | 197 | 150 | 147 | 136 | 160 | 146 | 163 |
| Total capital program | 49,423 | 68,867 | 59,044 | 44,699 | 46,987 | 46,450 | 55,760 | 50,596 | 56,445 | 48,559 |

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):



4. 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 two.

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 & 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% | 40% or less |
| 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% |

Manningham Council
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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> <u>Net capital expenditure</u> | n/a | More than 100% |
| Capital Replacement | Measures the replacement of assets is consistent with their consumption. <u>Capital expenditure</u> <u>Depreciation</u> | 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 Key Financial Performance Indicator outcomes

| Indicator | Measure | Forecast | | | | | | | | | | | | Trend |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----|-------|
| | | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 | +/- | |
| Operating position | | | | | | | | | | | | | | |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue | 13.09% | 0.03% | 0.72% | 0.88% | 0.64% | 1.97% | 2.90% | 3.70% | 4.08% | 5.10% | 5.72% | | + |
| Liquidity | | | | | | | | | | | | | | |
| Working Capital | Current assets / current liabilities | 220.6% | 211.2% | 162.3% | 126.3% | 121.9% | 122.4% | 128.3% | 123.3% | 128.5% | 128.5% | 146.5% | | - |
| Unrestricted cash | Unrestricted cash / current liabilities | 69.2% | 79.7% | 38.1% | 9.0% | 13.9% | 18.8% | 25.0% | 20.3% | 21.6% | 22.6% | 43.1% | | - |
| Obligations | | | | | | | | | | | | | | |
| 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 | 1.7% | 1.7% | 1.5% | 1.3% | 1.1% | 0.9% | 0.8% | 0.8% | 0.7% | 0.7% | 0.7% | | + |
| Asset renewal (assets are renewed as planned) | Asset renewal and upgrade expense / Asset depreciation | 102% | 134% | 172% | 144% | 104% | 106% | 106% | 107% | 105% | 119% | 102% | | o |
| Stability | | | | | | | | | | | | | | |
| Rates concentration(revenue is generated from a range of sources) | Rate revenue / adjusted underlying revenue | 71% | 83% | 84% | 85% | 85% | 85% | 85% | 86% | 86% | 86% | 86% | | - |
| Rates effort (rating level set based on the community's capacity to pay) | 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 |
| Efficiency | | | | | | | | | | | | | | |
| Expenditure level | Total expenses/ no. of property assessments | \$2,878 | \$2,966 | \$2,982 | \$3,021 | \$3,083 | \$3,110 | \$3,155 | \$3,203 | \$3,271 | \$3,321 | \$3,381 | | + |
| Revenue level | General rates and municipal charges / no. of property assessments | \$2,000 | \$2,063 | \$2,114 | \$2,160 | \$2,208 | \$2,264 | \$2,320 | \$2,378 | \$2,438 | \$2,499 | \$2,561 | | + |
| Other indicators (VAGO) | | | | | | | | | | | | | | |
| Self-Financing | Net operating cash flows / Net capital expenditure | 141% | 96% | 67% | 75% | 100% | 106% | 112% | 93% | 109% | 104% | 126% | | o |
| Capital Replacement | Capital expenditure / Depreciation | 1.5 | 1.6 | 2.1 | 1.7 | 1.2 | 1.3 | 1.2 | 1.4 | 1.3 | 1.4 | 1.2 | | o |

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

5. 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 Plan
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 | | | | | | | | | | |
|--------------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/25 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Opening balance | - | - | - | - | - | - | - | - | - | - | - |
| Plus New loans | - | - | - | - | - | - | - | - | - | - | - |
| Less Principal repayment | - | - | - | - | - | - | - | - | - | - | - |
| Closing balance | - | - | - | - | - | - | - | - | - | - | - |
| 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.

Other restricted cash:

Council receives refundable deposits and other trust funds. This includes contractor deposits, landscape bonds, 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 enable 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

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

Manningham Council
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6. Financial Plan Statements

10-Year Financial Plan Projections – Comprehensive Income Statement

| | Forecast | Budget | | | | Forecast | | | | | |
|------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Income / Revenue | | | | | | | | | | | |
| Rates and charges | 126,690 | 133,557 | 138,011 | 142,914 | 147,995 | 152,934 | 157,925 | 163,004 | 168,548 | 174,286 | 180,093 |
| Statutory fees and fines | 3,620 | 3,982 | 4,025 | 4,112 | 4,223 | 4,392 | 4,443 | 4,538 | 4,656 | 4,845 | 4,907 |
| User fees | 9,090 | 10,302 | 10,291 | 10,713 | 10,698 | 10,809 | 11,184 | 11,562 | 11,962 | 12,368 | 12,788 |
| Grants - Operating | 7,024 | 7,194 | 6,771 | 6,690 | 6,854 | 7,020 | 7,192 | 7,291 | 7,471 | 7,656 | 7,845 |
| Grants - Capital | 3,334 | 7,673 | 7,272 | 2,237 | 2,267 | 2,296 | 2,327 | 2,358 | 2,390 | 2,423 | 2,457 |
| Contributions - monetary | 6,494 | 6,328 | 5,384 | 5,348 | 5,286 | 6,563 | 6,487 | 6,715 | 6,391 | 6,393 | 6,394 |
| Contributions - non-monetary | 1,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment | (123) | 192 | 144 | 201 | 147 | 222 | 129 | 150 | 150 | 154 | 157 |
| Other income | 29,442 | 3,390 | 2,492 | 1,495 | 1,297 | 1,299 | 1,502 | 1,504 | 1,407 | 1,410 | 1,412 |
| Total income / revenue | 186,571 | 174,618 | 176,390 | 175,710 | 180,767 | 187,535 | 193,189 | 199,122 | 204,975 | 211,535 | 218,053 |
| Expenses | | | | | | | | | | | |
| Employee costs | 59,577 | 62,760 | 63,835 | 65,375 | 66,991 | 68,587 | 70,304 | 72,067 | 73,875 | 75,729 | 77,625 |
| Materials and services | 37,451 | 40,826 | 41,239 | 42,352 | 44,531 | 44,658 | 45,524 | 46,775 | 49,011 | 50,145 | 51,562 |
| Depreciation | 31,358 | 31,465 | 32,738 | 34,417 | 36,100 | 37,106 | 38,038 | 38,567 | 39,179 | 39,927 | 40,948 |
| Amortisation - intangible assets | 1,508 | 707 | 269 | 24 | - | - | - | - | - | - | - |
| Depreciation - right of use assets | 371 | 278 | 247 | 233 | 218 | 218 | 218 | 164 | 21 | - | - |
| Finance Costs - leases | 49 | 41 | 35 | 28 | 23 | 17 | 11 | 4 | 1 | - | - |
| Other expenses | 24,330 | 24,562 | 24,422 | 24,542 | 24,601 | 24,940 | 25,346 | 25,863 | 26,567 | 27,068 | 27,614 |
| Total expenses | 154,644 | 160,639 | 162,785 | 166,971 | 172,464 | 175,526 | 179,441 | 183,440 | 188,654 | 192,869 | 197,749 |
| Surplus/(deficit) for the year | 31,927 | 13,979 | 13,605 | 8,739 | 8,303 | 12,009 | 13,748 | 15,682 | 16,321 | 18,666 | 20,304 |
| Total comprehensive result | 31,927 | 13,979 | 13,605 | 8,739 | 8,303 | 12,009 | 13,748 | 15,682 | 16,321 | 18,666 | 20,304 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

10-Year Financial Plan Projections – Balance Sheet

| | Forecast 2024/25 \$'000 | Budget 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 | Forecast 2029/30 \$'000 | 2030/31 \$'000 | 2031/32 \$'000 | 2032/33 \$'000 | 2033/34 \$'000 | 2034/35 \$'000 |
|----------------------------------------------------------------|-------------------------------|-----------------------------|-------------------|-------------------|-------------------|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Assets | | | | | | | | | | | |
| Current assets | | | | | | | | | | | |
| Cash and cash equivalents | 60,477 | 58,440 | 35,791 | 20,715 | 20,635 | 23,194 | 28,233 | 23,964 | 28,634 | 30,624 | 42,926 |
| Trade and other receivables | 15,499 | 12,585 | 11,639 | 11,033 | 10,414 | 9,783 | 9,972 | 10,163 | 10,367 | 10,580 | 10,798 |
| Other financial assets | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Prepayments | 5,851 | 5,851 | 5,851 | 5,851 | 5,851 | 5,851 | 5,851 | 5,851 | 5,851 | 5,851 | 5,851 |
| Other assets | 2,225 | 2,225 | 2,225 | 2,225 | 2,225 | 2,225 | 2,225 | 2,225 | 2,225 | 2,225 | 2,225 |
| Total current assets | 109,052 | 104,101 | 80,506 | 64,824 | 64,125 | 66,053 | 71,281 | 67,203 | 72,077 | 74,280 | 86,800 |
| Non-current assets | | | | | | | | | | | |
| Trade and other receivables | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 |
| Investments in associates, joint arrangements and subsidiaries | 3,216 | 3,216 | 3,216 | 3,216 | 3,216 | 3,216 | 3,216 | 3,216 | 3,216 | 3,216 | 3,216 |
| Property, infrastructure, plant & equipment | 2,742,652 | 2,762,161 | 2,799,955 | 2,826,114 | 2,836,370 | 2,847,733 | 2,857,843 | 2,876,686 | 2,889,753 | 2,907,913 | 2,917,156 |
| Right-of-use assets | 1,598 | 1,320 | 1,073 | 839 | 621 | 403 | 185 | 21 | - | - | - |
| Intangible assets | 1,290 | 583 | 314 | 290 | 290 | 290 | 290 | 290 | 290 | 290 | 290 |
| Total non-current assets | 2,749,106 | 2,767,630 | 2,804,908 | 2,830,809 | 2,840,847 | 2,851,992 | 2,861,884 | 2,880,563 | 2,893,609 | 2,911,769 | 2,921,012 |
| Total assets | 2,858,158 | 2,871,731 | 2,885,414 | 2,895,633 | 2,904,972 | 2,918,045 | 2,933,165 | 2,947,766 | 2,965,686 | 2,986,049 | 3,007,812 |
| Liabilities | | | | | | | | | | | |
| Current liabilities | | | | | | | | | | | |
| Trade and other payables | 21,164 | 22,277 | 23,337 | 24,704 | 25,614 | 26,556 | 27,812 | 26,553 | 27,775 | 29,055 | 30,087 |
| Trust funds and deposits | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 | 10,467 |
| Contract and other liabilities | 3,907 | 2,282 | 1,163 | 1,163 | 1,163 | 1,163 | 1,163 | 1,163 | 1,163 | 1,163 | 1,163 |
| Provisions | 13,633 | 14,008 | 14,394 | 14,754 | 15,123 | 15,501 | 15,888 | 16,285 | 16,692 | 17,109 | 17,536 |
| Interest-bearing liabilities | - | - | - | - | - | - | - | - | - | - | - |
| Lease liabilities | 269 | 249 | 247 | 243 | 256 | 271 | 219 | 30 | - | - | - |
| Total current liabilities | 49,440 | 49,283 | 49,608 | 51,331 | 52,623 | 53,958 | 55,549 | 54,498 | 56,097 | 57,794 | 59,253 |
| Non-current liabilities | | | | | | | | | | | |
| Provisions | 1,358 | 1,358 | 1,358 | 1,358 | 1,358 | 1,358 | 1,358 | 1,358 | 1,358 | 1,358 | 1,358 |
| Lease liabilities | 1,515 | 1,266 | 1,019 | 776 | 520 | 249 | 30 | - | - | - | - |
| Total non-current liabilities | 2,873 | 2,624 | 2,377 | 2,134 | 1,878 | 1,607 | 1,388 | 1,358 | 1,358 | 1,358 | 1,358 |
| Total liabilities | 52,313 | 51,907 | 51,985 | 53,465 | 54,501 | 55,565 | 56,937 | 55,856 | 57,455 | 59,152 | 60,611 |
| Net assets | 2,805,845 | 2,819,824 | 2,833,429 | 2,842,168 | 2,850,471 | 2,862,480 | 2,876,228 | 2,891,910 | 2,908,231 | 2,926,897 | 2,947,201 |
| Equity | | | | | | | | | | | |
| Accumulated surplus | 879,031 | 893,229 | 908,002 | 917,527 | 928,600 | 940,886 | 953,332 | 970,429 | 983,165 | 1,000,776 | 1,021,281 |
| Reserves | 1,926,814 | 1,926,595 | 1,925,427 | 1,924,641 | 1,921,871 | 1,921,594 | 1,922,896 | 1,921,481 | 1,925,066 | 1,926,121 | 1,925,920 |
| Total equity | 2,805,845 | 2,819,824 | 2,833,429 | 2,842,168 | 2,850,471 | 2,862,480 | 2,876,228 | 2,891,910 | 2,908,231 | 2,926,897 | 2,947,201 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

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

| | Total | Accumulated Surplus | Revaluation Reserve | Other Reserves |
|---------------------------------------------|------------------|------------------------|------------------------|-------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| 2025 Forecast | | | | |
| Balance at beginning of the financial year | 2,773,918 | 843,220 | 1,919,025 | 11,673 |
| Surplus/(deficit) for the year | 31,927 | 31,927 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (5,500) | - | 5,500 |
| Transfers from other reserves | - | 9,384 | - | (9,384) |
| Balance at end of the financial year | 2,805,845 | 879,031 | 1,919,025 | 7,789 |
| 2026 | | | | |
| Balance at beginning of the financial year | 2,805,845 | 879,031 | 1,919,025 | 7,789 |
| Surplus/(deficit) for the year | 13,979 | 13,979 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (5,200) | - | 5,200 |
| Transfers from other reserves | - | 5,419 | - | (5,419) |
| Balance at end of the financial year | 2,819,824 | 893,229 | 1,919,025 | 7,570 |
| 2027 | | | | |
| Balance at beginning of the financial year | 2,819,824 | 893,229 | 1,919,025 | 7,570 |
| Surplus/(deficit) for the year | 13,605 | 13,605 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (5,200) | - | 5,200 |
| Transfers from other reserves | - | 6,368 | - | (6,368) |
| Balance at end of the financial year | 2,833,429 | 908,002 | 1,919,025 | 6,402 |
| 2028 | | | | |
| Balance at beginning of the financial year | 2,833,429 | 908,002 | 1,919,025 | 6,402 |
| Surplus/(deficit) for the year | 8,739 | 8,739 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (5,200) | - | 5,200 |
| Transfers from other reserves | - | 5,986 | - | (5,986) |
| Balance at end of the financial year | 2,842,168 | 917,527 | 1,919,025 | 5,616 |
| 2029 | | | | |
| Balance at beginning of the financial year | 2,842,168 | 917,527 | 1,919,025 | 5,616 |
| Surplus/(deficit) for the year | 8,303 | 8,303 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (5,200) | - | 5,200 |
| Transfers from other reserves | - | 7,970 | - | (7,970) |
| Balance at end of the financial year | 2,850,471 | 928,600 | 1,919,025 | 2,846 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

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

| | Total | Accumulated Surplus | Revaluation Reserve | Other Reserves |
|---------------------------------------------|------------------|------------------------|------------------------|-------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| 2030 | | | | |
| Balance at beginning of the financial year | 2,850,471 | 928,600 | 1,919,025 | 2,846 |
| Surplus/(deficit) for the year | 12,009 | 12,009 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (6,300) | - | 6,300 |
| Transfers from other reserves | - | 6,577 | - | (6,577) |
| Balance at end of the financial year | 2,862,480 | 940,886 | 1,919,025 | 2,569 |
| 2031 | | | | |
| Balance at beginning of the financial year | 2,862,480 | 940,886 | 1,919,025 | 2,569 |
| Surplus/(deficit) for the year | 13,748 | 13,748 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (6,300) | - | 6,300 |
| Transfers from other reserves | - | 4,998 | - | (4,998) |
| Balance at end of the financial year | 2,876,228 | 953,332 | 1,919,025 | 3,871 |
| 2032 | | | | |
| Balance at beginning of the financial year | 2,876,228 | 953,332 | 1,919,025 | 3,871 |
| Surplus/(deficit) for the year | 15,682 | 15,682 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (6,300) | - | 6,300 |
| Transfers from other reserves | - | 7,715 | - | (7,715) |
| Balance at end of the financial year | 2,891,910 | 970,429 | 1,919,025 | 2,456 |
| 2033 | | | | |
| Balance at beginning of the financial year | 2,891,910 | 970,429 | 1,919,025 | 2,456 |
| Surplus/(deficit) for the year | 16,321 | 16,321 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (6,300) | - | 6,300 |
| Transfers from other reserves | - | 2,715 | - | (2,715) |
| Balance at end of the financial year | 2,908,231 | 983,165 | 1,919,025 | 6,041 |
| 2034 | | | | |
| Balance at beginning of the financial year | 2,908,231 | 983,165 | 1,919,025 | 6,041 |
| Surplus/(deficit) for the year | 18,666 | 18,666 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (6,300) | - | 6,300 |
| Transfers from other reserves | - | 5,245 | - | (5,245) |
| Balance at end of the financial year | 2,926,897 | 1,000,776 | 1,919,025 | 7,096 |
| 2035 | | | | |
| Balance at beginning of the financial year | 2,926,897 | 1,000,776 | 1,919,025 | 7,096 |
| Surplus/(deficit) for the year | 20,304 | 20,304 | - | - |
| Net asset revaluation gain/(loss) | - | - | - | - |
| Transfers to other reserves | - | (6,300) | - | 6,300 |
| Transfers from other reserves | - | 6,501 | - | (6,501) |
| Balance at end of the financial year | 2,947,201 | 1,021,281 | 1,919,025 | 6,895 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

10-Year Financial Plan Projections – Statement of Cash Flows

| | Forecast 2024/25 | Budget 2025/26 | 2026/27 | 2027/28 | 2028/29 | Forecast 2029/30 | Forecast 2030/31 | Forecast 2031/32 | Forecast 2032/33 | Forecast 2033/34 | Forecast 2034/35 |
|---------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | \$'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) |
| Cash flows from operating activities | | | | | | | | | | | |
| Rates and charges | 131,785 | 136,471 | 138,957 | 143,520 | 148,614 | 153,565 | 157,736 | 162,813 | 168,344 | 174,073 | 179,875 |
| Statutory fees and fines | 3,620 | 3,982 | 4,025 | 4,112 | 4,223 | 4,392 | 4,443 | 4,538 | 4,656 | 4,845 | 4,907 |
| User fees | 9,090 | 10,302 | 10,291 | 10,713 | 10,698 | 10,809 | 11,184 | 11,562 | 11,962 | 12,368 | 12,788 |
| Grants - operating | 6,651 | 6,733 | 6,771 | 6,690 | 6,854 | 7,020 | 7,192 | 7,291 | 7,471 | 7,656 | 7,845 |
| Grants - capital | 2,221 | 6,509 | 6,153 | 2,237 | 2,267 | 2,296 | 2,327 | 2,358 | 2,390 | 2,423 | 2,457 |
| Contributions - monetary | 6,494 | 6,328 | 5,384 | 5,348 | 5,286 | 6,563 | 6,487 | 6,715 | 6,391 | 6,393 | 6,394 |
| Interest received | 3,200 | 3,300 | 2,400 | 1,400 | 1,200 | 1,200 | 1,400 | 1,400 | 1,300 | 1,300 | 1,300 |
| Other receipts | 26,242 | 90 | 92 | 95 | 97 | 99 | 102 | 104 | 107 | 110 | 112 |
| Employee costs | (58,963) | (62,119) | (63,170) | (64,465) | (66,577) | (68,163) | (69,589) | (73,902) | (73,175) | (75,004) | (77,182) |
| Materials and services | (60,607) | (64,102) | (64,439) | (65,633) | (67,821) | (68,253) | (69,490) | (71,211) | (74,193) | (75,782) | (77,697) |
| Short-term, low value and variable lease payments | (479) | (439) | (442) | (444) | (446) | (449) | (451) | (454) | (456) | (459) | (462) |
| Net cash provided by/(used in) operating activities | 66,954 | 47,055 | 46,022 | 43,573 | 44,395 | 49,079 | 51,341 | 51,214 | 54,797 | 57,923 | 60,337 |
| Cash flows from investing activities | | | | | | | | | | | |
| Payments for property, infrastructure, plant and equipment | (48,155) | (49,423) | (68,867) | (59,044) | (44,699) | (46,987) | (46,450) | (55,760) | (50,596) | (56,445) | (48,559) |
| Proceeds from sale of property, infrastructure, plant and equipment | 750 | 640 | 480 | 670 | 490 | 740 | 430 | 500 | 500 | 512 | 524 |
| Proceeds from sale of investments | 18,500 | - | - | - | - | - | - | - | - | - | - |
| Net cash provided by/ (used in) investing activities | (28,905) | (48,783) | (68,387) | (58,374) | (44,209) | (46,247) | (46,020) | (55,260) | (50,096) | (55,933) | (48,035) |
| Cash flows from financing activities | | | | | | | | | | | |
| Interest paid - lease liability | (49) | (40) | (35) | (28) | (23) | (17) | (11) | (4) | (1) | - | - |
| Repayment of lease liabilities | (358) | (269) | (249) | (247) | (243) | (256) | (271) | (219) | (30) | - | - |
| Net cash provided by/(used in) financing activities | (407) | (309) | (284) | (275) | (266) | (273) | (282) | (223) | (31) | - | - |
| Net increase/(decrease) in cash & cash equivalents | 37,642 | (2,037) | (22,649) | (15,076) | (80) | 2,559 | 5,039 | (4,269) | 4,670 | 1,990 | 12,302 |
| Cash and cash equivalents at the beginning of the financial year | 22,835 | 60,477 | 58,440 | 35,791 | 20,715 | 20,635 | 23,194 | 28,233 | 23,964 | 28,634 | 30,624 |
| Cash and cash equivalents at the end of the financial year | 60,477 | 58,440 | 35,791 | 20,715 | 20,635 | 23,194 | 28,233 | 23,964 | 28,634 | 30,624 | 42,926 |
| Investments - Term deposits with maturity more than 90 days | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Cash and Investments at the end of the financial year | 85,477 | 83,440 | 60,791 | 45,715 | 45,635 | 48,194 | 53,233 | 48,964 | 53,634 | 55,624 | 67,926 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

10-Year Financial Plan Projections – Capital Works Expenditure Projections

| | Forecast | Budget | Forecast | | | | | | | | |
|------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Property | | | | | | | | | | | |
| Land | 6,550 | 1,782 | 1,786 | 1,856 | 2,160 | 1,759 | 1,865 | 2,758 | - | - | - |
| Total land | 6,550 | 1,782 | 1,786 | 1,856 | 2,160 | 1,759 | 1,865 | 2,758 | - | - | - |
| Buildings | 6,595 | 8,738 | 7,051 | 4,150 | 3,970 | 3,990 | 3,085 | 13,250 | 14,200 | 15,707 | 10,024 |
| Total buildings | 6,595 | 8,738 | 7,051 | 4,150 | 3,970 | 3,990 | 3,085 | 13,250 | 14,200 | 15,707 | 10,024 |
| Total property | 13,145 | 10,520 | 8,837 | 6,006 | 6,130 | 5,749 | 4,950 | 16,008 | 14,200 | 15,707 | 10,024 |
| Plant and equipment | | | | | | | | | | | |
| Plant, machinery and equipment | 2,520 | 2,020 | 2,135 | 1,900 | 1,410 | 2,230 | 1,330 | 1,850 | 1,880 | 1,923 | 1,973 |
| Fixtures, fittings and furniture | - | 30 | - | - | - | - | - | - | - | - | - |
| Computers and telecommunications | 150 | 229 | 236 | 245 | 247 | 260 | 260 | 270 | 270 | 276 | 282 |
| Artworks | 189 | 121 | 122 | 123 | 123 | 125 | 125 | 140 | 140 | 143 | 146 |
| Total plant and equipment | 2,859 | 2,400 | 2,493 | 2,268 | 1,780 | 2,615 | 1,715 | 2,260 | 2,290 | 2,342 | 2,401 |
| Infrastructure | | | | | | | | | | | |
| Roads | 10,814 | 14,361 | 16,912 | 14,515 | 12,035 | 18,327 | 21,325 | 11,565 | 12,386 | 14,395 | 13,452 |
| Bridges | 220 | 100 | 4,967 | 150 | 150 | 150 | 150 | 150 | 150 | 153 | 156 |
| Footpaths and cycleways | 4,436 | 2,630 | 4,375 | 4,396 | 4,445 | 5,375 | 2,525 | 5,100 | 4,685 | 3,976 | 6,286 |
| Drainage | 3,407 | 2,105 | 4,949 | 4,750 | 2,815 | 2,915 | 5,190 | 7,750 | 8,385 | 8,296 | 4,753 |
| Recreational, leisure and community facilities | 4,947 | 9,715 | 17,788 | 17,920 | 7,791 | 3,576 | 3,806 | 7,029 | 2,875 | 3,130 | 3,190 |
| Parks, open space and streetscapes | 7,992 | 7,442 | 8,396 | 8,889 | 9,403 | 8,080 | 6,589 | 5,698 | 5,425 | 8,241 | 8,087 |
| Total infrastructure | 32,151 | 36,688 | 57,722 | 50,955 | 36,974 | 38,758 | 39,920 | 37,627 | 34,241 | 38,526 | 36,259 |
| Total capital works expenditure | 48,155 | 49,608 | 69,052 | 59,229 | 44,884 | 47,122 | 46,585 | 55,895 | 50,731 | 56,575 | 48,684 |
| Represented by: | | | | | | | | | | | |
| New asset expenditure | 16,021 | 6,704 | 12,552 | 9,398 | 7,071 | 7,513 | 5,878 | 14,245 | 9,287 | 8,975 | 6,441 |
| Asset renewal expenditure | 20,836 | 24,462 | 30,849 | 28,222 | 25,661 | 25,992 | 25,749 | 25,841 | 23,847 | 28,215 | 25,906 |
| Asset expansion expenditure | 259 | 433 | 160 | 128 | 197 | 150 | 147 | 136 | 160 | 146 | 163 |
| Asset upgrade expenditure | 11,039 | 17,824 | 25,306 | 21,296 | 11,770 | 13,332 | 14,676 | 15,538 | 17,302 | 19,109 | 16,049 |
| Total capital works expenditure | 48,155 | 49,423 | 68,867 | 59,044 | 44,699 | 46,987 | 46,450 | 55,760 | 50,596 | 56,445 | 48,559 |
| Funding sources represented by: | | | | | | | | | | | |
| Grants | 3,335 | 7,672 | 7,272 | 2,237 | 2,266 | 2,296 | 2,327 | 2,358 | 2,390 | 2,423 | 2,457 |
| Contributions | 586 | 1,045 | 100 | 63 | - | 175 | 98 | 325 | - | - | - |
| Council cash | 28,606 | 32,912 | 51,507 | 49,143 | 32,718 | 37,058 | 38,005 | 43,009 | 42,356 | 44,402 | 34,216 |
| Reserves | 15,628 | 7,794 | 9,988 | 7,601 | 9,715 | 7,458 | 6,020 | 10,068 | 5,850 | 9,620 | 11,886 |
| Total capital works expenditure | 48,155 | 49,423 | 68,867 | 59,044 | 44,699 | 46,987 | 46,450 | 55,760 | 50,596 | 56,445 | 48,559 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

10-Year Financial Plan Projections – Statement of Human Resources

| Staff expenditure | Forecast | Budget | Forecast | | | | | | | | |
|----------------------------|----------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Staff expenditure | | | | | | | | | | | |
| Employee costs - operating | 59,577 | 62,760 | 63,835 | 65,375 | 66,991 | 68,587 | 70,304 | 72,067 | 73,875 | 75,729 | 77,625 |
| Employee costs - capital | 3,325 | 3,857 | 3,895 | 3,923 | 4,021 | 4,121 | 4,224 | 4,330 | 4,438 | 4,549 | 4,663 |
| Total staff expenditure | 62,902 | 66,617 | 67,730 | 69,298 | 71,012 | 72,708 | 74,528 | 76,397 | 78,313 | 80,278 | 82,288 |

| Staff numbers | Forecast | Budget | Forecast | | | | | | | | |
|------------------------------------------|----------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
| | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| Full Time Equivalent (FTE) staff numbers | | | | | | | | | | | |
| Full Time Equivalent (FTE) Employees | 495.1 | 496.9 | 493.3 | 492.6 | 490.8 | 490.2 | 490.2 | 490.2 | 490.2 | 490.2 | 490.2 |
| Total Full Time Equivalent (FTE) | 495.1 | 496.9 | 493.3 | 492.6 | 490.8 | 490.2 | 490.2 | 490.2 | 490.2 | 490.2 | 490.2 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

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

| | 2025/26 \$'000 | 2026/27 \$'000 | 2027/28 \$'000 | 2028/29 \$'000 | 2029/30 \$'000 | 2030/31 \$'000 | 2031/32 \$'000 | 2032/33 \$'000 | 2033/34 \$'000 | 2034/35 \$'000 |
|-------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| CEO's Office | | | | | | | | | | |
| Permanent - Full time | 3,470 | 3,763 | 3,893 | 3,991 | 4,091 | 4,193 | 4,298 | 4,405 | 4,515 | 4,628 |
| Women | 1,998 | 2,079 | 2,147 | 2,201 | 2,256 | 2,312 | 2,370 | 2,429 | 2,490 | 2,552 |
| Men | 1,472 | 1,684 | 1,746 | 1,790 | 1,835 | 1,881 | 1,928 | 1,976 | 2,025 | 2,076 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 586 | 603 | 618 | 633 | 649 | 665 | 682 | 699 | 716 | 734 |
| Women | 469 | 482 | 494 | 506 | 519 | 532 | 545 | 559 | 573 | 587 |
| Men | 117 | 121 | 124 | 127 | 130 | 133 | 137 | 140 | 143 | 147 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total CEO's Office | 4,056 | 4,366 | 4,511 | 4,624 | 4,740 | 4,858 | 4,980 | 5,104 | 5,232 | 5,363 |
| Experience and Capability | | | | | | | | | | |
| Permanent - Full time | 12,764 | 13,164 | 13,499 | 13,841 | 14,187 | 14,542 | 14,905 | 15,278 | 15,660 | 16,051 |
| Women | 7,918 | 8,166 | 8,374 | 8,586 | 8,801 | 9,021 | 9,246 | 9,477 | 9,714 | 9,957 |
| Men | 4,846 | 4,998 | 5,125 | 5,255 | 5,386 | 5,521 | 5,659 | 5,801 | 5,946 | 6,094 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 1,449 | 1,489 | 1,526 | 1,564 | 1,604 | 1,644 | 1,685 | 1,727 | 1,770 | 1,814 |
| Women | 1,359 | 1,397 | 1,432 | 1,468 | 1,504 | 1,542 | 1,580 | 1,620 | 1,660 | 1,702 |
| Men | 90 | 92 | 94 | 97 | 99 | 102 | 104 | 107 | 110 | 112 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total Experience and Capability | 14,213 | 14,653 | 15,025 | 15,405 | 15,791 | 16,185 | 16,590 | 17,005 | 17,430 | 17,866 |
| Connected Communities | | | | | | | | | | |
| Permanent - Full time | 5,674 | 5,851 | 6,000 | 6,152 | 6,306 | 6,463 | 6,625 | 6,791 | 6,960 | 7,134 |
| Women | 3,967 | 4,091 | 4,195 | 4,301 | 4,409 | 4,519 | 4,632 | 4,747 | 4,866 | 4,988 |
| Men | 1,707 | 1,760 | 1,805 | 1,851 | 1,897 | 1,945 | 1,993 | 2,043 | 2,094 | 2,147 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 4,268 | 4,385 | 4,495 | 4,607 | 4,722 | 4,840 | 4,961 | 5,085 | 5,213 | 5,343 |
| Women | 4,013 | 4,124 | 4,227 | 4,332 | 4,441 | 4,552 | 4,666 | 4,782 | 4,902 | 5,024 |
| Men | 254 | 261 | 268 | 275 | 282 | 289 | 296 | 303 | 311 | 319 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total Connected Communities | 9,942 | 10,236 | 10,495 | 10,759 | 11,028 | 11,304 | 11,586 | 11,876 | 12,173 | 12,477 |
| City Planning and Liveability | | | | | | | | | | |
| Permanent - Full time | 10,153 | 10,470 | 10,737 | 10,859 | 11,045 | 11,322 | 11,605 | 11,895 | 12,192 | 12,497 |
| Women | 4,676 | 4,822 | 4,945 | 5,070 | 5,112 | 5,240 | 5,371 | 5,505 | 5,642 | 5,783 |
| Men | 5,477 | 5,648 | 5,792 | 5,789 | 5,934 | 6,082 | 6,234 | 6,390 | 6,550 | 6,713 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 2,394 | 2,460 | 2,521 | 2,584 | 2,649 | 2,715 | 2,783 | 2,853 | 2,924 | 2,997 |
| Women | 2,025 | 2,080 | 2,132 | 2,186 | 2,240 | 2,296 | 2,354 | 2,413 | 2,473 | 2,535 |
| Men | 369 | 379 | 389 | 399 | 409 | 419 | 429 | 440 | 451 | 462 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total City Planning and Liveability | 12,547 | 12,930 | 13,258 | 13,443 | 13,694 | 14,037 | 14,388 | 14,747 | 15,116 | 15,494 |
| City Services | | | | | | | | | | |
| Permanent - Full time | 16,960 | 17,442 | 17,848 | 18,099 | 18,551 | 19,015 | 19,491 | 19,978 | 20,477 | 20,989 |
| Women | 3,958 | 4,033 | 4,097 | 4,000 | 4,100 | 4,203 | 4,308 | 4,415 | 4,526 | 4,639 |
| Men | 13,002 | 13,409 | 13,751 | 14,099 | 14,451 | 14,813 | 15,183 | 15,563 | 15,952 | 16,351 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 1,255 | 1,279 | 1,311 | 1,344 | 1,377 | 1,412 | 1,447 | 1,483 | 1,520 | 1,558 |
| Women | 880 | 897 | 920 | 943 | 966 | 990 | 1,015 | 1,041 | 1,067 | 1,093 |
| Men | 375 | 382 | 391 | 401 | 411 | 421 | 432 | 443 | 454 | 465 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total City Services | 18,215 | 18,721 | 19,159 | 19,443 | 19,929 | 20,427 | 20,938 | 21,461 | 21,998 | 22,548 |
| Casuals, temporary and other expenditure | 3,787 | 2,929 | 2,927 | 3,316 | 3,405 | 3,493 | 3,586 | 3,682 | 3,781 | 3,878 |
| Capitalised labour costs | 3,857 | 3,896 | 3,923 | 4,021 | 4,121 | 4,224 | 4,330 | 4,438 | 4,549 | 4,663 |
| Total staff expenditure | 66,617 | 67,731 | 69,298 | 71,012 | 72,708 | 74,528 | 76,397 | 78,313 | 80,278 | 82,288 |

Manningham Council
10-Year Financial Plan 2025/26 to 2034/35

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

| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 | 2032/33 | 2033/34 | 2034/35 |
|--------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| CEO's Office | | | | | | | | | | |
| Permanent - Full time | 22.7 | 24.7 | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 |
| Women | 14.7 | 15.0 | 15.1 | 15.1 | 15.1 | 15.1 | 15.1 | 15.1 | 15.1 | 15.1 |
| Men | 8.0 | 9.7 | 9.9 | 9.9 | 9.9 | 9.9 | 9.9 | 9.9 | 9.9 | 9.9 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 5.3 | 5.3 | 5.3 | 5.3 | 5.3 | 5.3 | 5.3 | 5.3 | 5.3 | 5.3 |
| Women | 4.3 | 4.3 | 4.3 | 4.3 | 4.3 | 4.3 | 4.3 | 4.3 | 4.3 | 4.3 |
| Men | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total CEO's Office | 28.0 | 30.0 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 |
| Experience and Capability | | | | | | | | | | |
| Permanent - Full time | 88.2 | 88.2 | 88.2 | 88.2 | 88.2 | 88.2 | 88.2 | 88.2 | 88.2 | 88.2 |
| Women | 56.2 | 56.2 | 56.2 | 56.2 | 56.2 | 56.2 | 56.2 | 56.2 | 56.2 | 56.2 |
| Men | 32.0 | 32.0 | 32.0 | 32.0 | 32.0 | 32.0 | 32.0 | 32.0 | 32.0 | 32.0 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 11.8 | 11.8 | 11.8 | 11.8 | 11.8 | 11.8 | 11.8 | 11.8 | 11.8 | 11.8 |
| Women | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 |
| 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 | - | - | - | - | - | - | - | - | - | - |
| Total Experience and Capability | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Connected Communities | | | | | | | | | | |
| Permanent - Full time | 40.6 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 | 40.2 |
| Women | 28.4 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 |
| Men | 12.2 | 12.2 | 12.2 | 12.2 | 12.2 | 12.2 | 12.2 | 12.2 | 12.2 | 12.2 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 32.6 | 32.6 | 32.6 | 32.6 | 32.6 | 32.6 | 32.6 | 32.6 | 32.6 | 32.6 |
| Women | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 | 30.3 |
| Men | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 | 2.3 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total Connected Communities | 73.2 | 72.8 | 72.8 | 72.8 | 72.8 | 72.8 | 72.8 | 72.8 | 72.8 | 72.8 |
| City Planning and Liveability | | | | | | | | | | |
| Permanent - Full time | 74.7 | 74.7 | 74.7 | 73.7 | 73.1 | 73.1 | 73.1 | 73.1 | 73.1 | 73.1 |
| Women | 36.1 | 36.1 | 36.1 | 36.1 | 35.5 | 35.5 | 35.5 | 35.5 | 35.5 | 35.5 |
| Men | 38.6 | 38.6 | 38.6 | 37.6 | 37.6 | 37.6 | 37.6 | 37.6 | 37.6 | 37.6 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 20.3 | 20.3 | 20.3 | 20.3 | 20.3 | 20.3 | 20.3 | 20.3 | 20.3 | 20.3 |
| Women | 15.8 | 15.8 | 15.8 | 15.8 | 15.8 | 15.8 | 15.8 | 15.8 | 15.8 | 15.8 |
| Men | 4.4 | 4.4 | 4.4 | 4.4 | 4.4 | 4.4 | 4.4 | 4.4 | 4.4 | 4.4 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total City Planning and Liveability | 95.0 | 95.0 | 95.0 | 94.0 | 93.4 | 93.4 | 93.4 | 93.4 | 93.4 | 93.4 |
| City Services | | | | | | | | | | |
| Permanent - Full time | 141.8 | 141.5 | 141.3 | 140.5 | 140.5 | 140.5 | 140.5 | 140.5 | 140.5 | 140.5 |
| Women | 29.3 | 29.0 | 28.8 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 | 28.0 |
| Men | 112.5 | 112.5 | 112.5 | 112.5 | 112.5 | 112.5 | 112.5 | 112.5 | 112.5 | 112.5 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Permanent - Part time | 10.9 | 10.8 | 10.8 | 10.8 | 10.8 | 10.8 | 10.8 | 10.8 | 10.8 | 10.8 |
| Women | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 |
| Men | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 |
| Persons of self-described gender | - | - | - | - | - | - | - | - | - | - |
| Total City Services | 152.7 | 152.3 | 152.1 | 151.3 | 151.3 | 151.3 | 151.3 | 151.3 | 151.3 | 151.3 |
| Casuals and temporary staff | 21.7 | 17.5 | 17.2 | 17.2 | 17.2 | 17.2 | 17.2 | 17.2 | 17.2 | 17.2 |
| Capitalised labour | 26.3 | 25.8 | 25.3 | 25.3 | 25.3 | 25.3 | 25.3 | 25.3 | 25.3 | 25.3 |
| Total staff FTE | 496.9 | 493.3 | 492.6 | 490.8 | 490.2 | 490.2 | 490.2 | 490.2 | 490.2 | 490.2 |