

8.4 BUDGET REVIEW 2 (BR2) FOR THE 2024/25 FINANCIAL YEAR

Author	Financial Services Manager, Pauline Coles Financial Services Corporate Services Department
Index	ECM/ Subject/ 7.40 – 2024-2025 Budget
Attachments	1. Attachment 1 - BR2 Operating Submissions 2024-25 2. Attachment 2 - BR2 Capital Submissions 2024-25 3. Attachment 3 - BR2 Statement of Income and Expenditure 2024-25 4. Attachment 4 - BR2 Budget Financial Statements 2024-25

EXECUTIVE SUMMARY

The *Local Government Act 2009* and *Local Government Regulation 2012* require Council to undertake regular reviews of the adopted budget to ensure it remains reflective of planned activities to be funded through the financial year. This second budget review for the 2024/25 financial year (BR2) incorporates any new or emergent actions arising from Council resolution, Executive Team or Capital Works Executive Committee action, reallocation of funds or realised revenue variance since the adoption of the current BR1 budget in August 2024.

In summary the budget review is proposing to increase Council's operating position by \$278k, increasing from a \$140k deficit to a \$138k surplus. This includes a range of emergent costs that have been funded through additional revenue and grants received year to date. The revised capital expenditure program has a base capital works program decreasing from \$53.8m to \$46.1 million. No changes were made to the QRA funded disaster program which currently amounts to \$78.8 million. This brings the total capital works program to \$124.9 million.

Item	Current Budget (BR1) (\$'000)	Adjustments (\$'000)	Proposed Budget (BR2) (\$'000)
Operating Revenue	\$139,994	\$1,309	\$141,302
Operating Expenditure	\$140,134	\$1,030	\$141,164
Operating Result	(\$140)	\$278	\$138
Capital Grants and Contributions Revenue	\$95,683	(\$2,519)	\$93,164
Capital Works Expenditure	\$132,594	\$7,677	\$124,917

The report also seeks adoption of proposed General Cost Recovery Fees and Commercial Charges for the Noosa Holiday Parks for the period from January 2026 to July 2026. These fees and charges are reviewed every six (6) months as required to maintain a consistent annual forward booking period and ensure full cost pricing principles are adhered to in the coming financial years in line with National Competition Policy.

With the recent endorsement by Council of Amendment No 2. To the Noosa Plan 2020 a new fee has been proposed for applications seeking consideration of assessment under the superseded planning scheme.

RECOMMENDATION

That Council note the report by the Financial Services Manager to the General Committee Meeting dated 20 January 2025 regarding Budget Review 2 for the 2024/25 Financial Year and

- A. Approve the proposed changes to the budget for the 2024/25 financial year as outlined in the Revised Budget Financial Statements provided in Attachment 1 - 4 to the report; and
- B. Adopt the proposed general cost recovery fees and commercial charges schedule for Noosa Holiday Parks for the period 27 January 2026 to 13 July 2026, and the introduction of an application for consideration under the superseded planning scheme fee as detailed in the tables contained within the report.

REPORT

Section 170(3) of the *Local Government Regulation 2012* allows Council, by resolution, to amend the budget at any time before the end of the financial year. Consequently, formal budget reviews are scheduled to occur at least twice annually during August and December, and a third in April if required, using the latest financial information available as the basis to revise the budget forecast. The key criteria for budget reviews include:

1. Council must target compliance with its *Financial Sustainability Policy*.
2. The eligible capital or operating projects must be delivery-ready with a commitment to complete the project during the year.
3. Capital submissions will be reviewed and authorised by the Capital Works Executive before inclusion as a budget review submission, where the group will consider justification for the request, deliverability as well as organisational and community priorities before endorsing any capital works.
4. All operating and capital submissions for additional spend, reallocation of savings or additional revenue will be confirmed by the Executive Team based on a business risk assessment.

The revised statement of comprehensive income, included as Attachment 3, identifies the financial statement line items that have been affected by the proposed budget adjustments. The budget financial statements, included in Attachment 4, also identify the impact of the proposed budget adjustments to Council's financial sustainability indicators.

1. Proposed Operating Budget Adjustments

A proposed 42 operational budget adjustments will result in a \$278k improvement to the operating deficit. The following table summarises the operational submissions by type of funding, with a detailed list contained in Attachment 1. The financial statements in Attachments 3 and 4 outline the revised budget position as a result of these proposed adjustments.

Type	Submissions	Revenue (\$'000)	Expense (\$'000)	Net (\$'000)
Additional Revenue	3	\$885	\$274	\$611
General Revenue Funded (Emergent)	25	(\$159)	\$375	(\$534)
Grant Funded	13	\$582	\$381	\$201
Levy Funded	1	\$ -	\$ -	\$ -
Total	42	\$1,308	\$1,030	\$278

2. Proposed Capital Budget Adjustments

A total of 36 budget review submissions were received for capital works projects, with a proposed decrease of \$7.6 million to the 2024/25 capital works program excluding disaster funded projects.

With the delivery of QRA funded disaster projects currently under construction, the current year capital works program includes \$78.8 million of QRA funded disaster. These projects relate to the February 2022 flood event and are fully funded by the Queensland Reconstruction Authority (QRA). All capital submissions have been reviewed by the Capital Works Executive.

The following table summarises the proposed revised 2024/25 capital budget.

Total Capital Budget	Amount (\$'000)
Original Budget	\$45,246
BR1 Adjustments	\$8,620
QRA Funded disaster projects (carryover)	\$78,728
Current Capital Expenditure Budget	\$132,594
Proposed BR2 Adjustments	(\$7,677)
Revised BR2 Capital Expenditure Budget	\$124,917

The following table summarises the budget submissions by program and categorised as:

- **Multi-Year Rescheduling:** Where timing of design and construction works for major projects straddle multiple financial years, or commencement has been delayed, and the budget has been reallocated to future years.
- **Emergent Works & Variations:** Initiation of new capital works items which have arisen since BR1 or where there has been a variation due to the acceptance of tender, change in scope, reallocation of funds or savings realised upon completion with project being under budget.
- **Project Savings / Transfers:** These are realised savings on existing capital works projects which have been re-allocated to fund emergent works and variations.

The following table summarises the proposed revised 2024/25 capital budget by program, with the full program contained in Attachment 2.

Program	Current Budget (BR1)	Multi Year Scheduling	Emergent works & Variations	Project Savings / Transfers	Proposed Budget (BR2)
Capital Works					
Bridges	2,002	(300)		(634)	1,068
Cemeteries	89				89
Coastal Canals and Waterways	3,163	(700)		(221)	2,242
Commercial Land & Properties	120				120
Community Facilities	1,413		125		1,538
Corporate Buildings	1,876		68		1,944
Environmental Assets, Bushland, Tracks and Trails	878				878

Gravel Road Network	401				401
Holiday Parks	120				120
Libraries and Galleries	481				481
Parks & Playgrounds	2,970				2,970
Pathways & Boardwalks	2,384		60	(55)	2,389
Public Amenities	722		220		942
Public Transport Infrastructure	712				712
Sealed Roads Network	8,282		457		8,739
Sports Ground and Facilities	2,246	(1,000)	150		1,396
Stormwater Drainage	1,984	(400)	76		1,660
Streetscapes and Road Corridors	88		62		150
Transport and Infrastructure Mgmt	1,100		(62)		1,038
Waste Management	10,147	(5,750)			4,397
Other Works					
Asset Management	1,997			(713)	1,284
Fleet - Plant Replacement	3,906		946		4,852
Strategic Planning	4,801	(351)	196		4,646
ZEN Program	743				743
Loan Redemption	1,241				1,241
Total Base Capital Program	53,866	(8,501)	2,297	(1,623)	46,040
QRA Funded Disaster Program					
Disaster Recovery works	78,727		150		78,877
Grand Total	132,593	(8,501)	2,447	(1,623)	124,917

3. Fees and Charges Amendments

Holiday Park Fees and Charges

Current fees and charges for the Noosa Holiday Parks apply until 27 January 2025. Council maintains an 'advance' fees and charges schedule for the parks to allow for forward booking of sites by customers.

Twice yearly, Council reviews and amends the fees, including benchmarking and suitability assessment of the fee and charge categories.

This report proposes the adoption of fees and charges for the Noosa Holiday Parks for a further six (6) months to the end of the July 2025 school holiday period, as indicated in Tables 1-4.

Table 1. Boreen Point Campground

27 January 2026 to 12 July 2026								
	OFF PEAK				PEAK			
	Current	Proposed	Change \$	Change %	Current	Proposed	Change \$	Change %
Powered Sites	\$51.00	\$53.00	\$2.00	3.9%	\$56.00	\$58.00	\$2.00	3.6%
Unpowered Sites	\$45.00	\$47.00	\$2.00	4.4%	\$50.00	\$52.00	\$2.00	4.0%

Table 2. Noosa North Shore Campground

27 January 2026 to 12 July 2026								
	OFF PEAK				PEAK			
	Current	Proposed	Change \$	Change %	Current	Proposed	Change \$	Change %
Powered Sites – Bush	\$59.00	\$61.00	\$2.00	3.4%	\$67.00	\$69.00	\$2.00	3.0%
Powered Sites – Beach	\$63.00	\$65.00	\$2.00	3.2%	\$70.00	\$72.00	\$2.00	2.9%
Unpowered Sites	\$46.00	\$48.00	\$2.00	4.3%	\$54.00	\$56.00	\$2.00	3.7%

Table 3. Noosa River Holiday Park

27 January 2026 to 12 July 2026									
	OFF PEAK			PEAK			SHOULDER		
	Current	Proposed	Change %	Current	Proposed	Change %	Current	Proposed	Change %
Powered Sites	\$64.00	\$66.00	3.1%	\$79.00	\$81.00	2.5%	\$71.00	\$73.00	2.8%
Unpowered Sites	\$55.00	\$57.00	3.6%	\$69.00	\$71.00	2.9%	\$62.00	\$64.00	3.2%
Unpowered Waterfront Sites	\$60.00	\$62.00	3.3%	\$75.00	\$77.00	2.7%	\$67.00	\$69.00	3.0%
Powered Motorhome Bay	\$57.00	\$59.00	3.5%	\$74.00	\$76.00	2.7%	\$65.00	\$67.00	3.1%

Table 4. Other Noosa Holiday Park Fees and Charges

27 January 2026 to 12 July 2026				
	Current	Proposed	Change %	Change %
Extra Persons Nightly – Over 5 Years – Boreen Point & Northshore	\$12.00	\$12.00	\$0.00	0.0%
Extra Persons Nightly – Over 5 Years – Noosa River	\$14.00	\$14.00	\$0.00	0.0%
Extra Vehicles Nightly – if space allows	\$5.50	\$6.00	\$0.50	9.1%
Unpowered short term budget site – All Periods – Noosa River	\$32.00	\$32.00	\$0.00	0.0%
Public Use of Amenities – Per Day	\$4.00	\$4.00	\$0.00	0.0%
Late Checkout	\$18.00	\$19.00	\$0.00	5.6%
Group Fee (20+) – per booking	\$13.00	\$14.00	\$1.00	7.7%
Washing Machine Charges	\$6.00	\$6.00	\$0.00	0.0%
Dryer Charges	\$4.00	\$4.00	\$0.00	0.0%
Administration Fee (Cancellations & Amendments)	\$32.00	\$32.00	\$0.00	0.0%
Electricity – Daily Access Charge per day	\$1.20	\$1.20	\$0.00	0.0%
Electricity – Usage rate per kWh	\$0.45	\$0.45	\$0.00	0.0%

Revenue generated by the holiday parks is shared between the Noosa Holiday Parks Management contractor and Council based on a revenue split arrangement. The cost of delivering the services associated with the holiday parks as like any business are subject to inflationary pressures. Accordingly, the proposed fees and charges consider these cost increases to effectively deliver the Noosa Holiday Parks program into the future.

The proposed fees and charges have also been benchmarked and tested against fees and charges adopted by government and privately owned camping and caravan parks located in the Fraser Coast Council, Gympie Regional Council, Sunshine Coast Council, Tweed Shire Council and Byron Bay Council regions to ensure the proposed fees and charges are in line with industry pricing.

Over time, the Noosa Holiday Park program has developed into a high quality and popular recreational camping and caravanning tourism offering. Visitation levels have consistently grown year on year. The proposed fees and charges are considered commensurate with safeguarding and maintaining the viability of the Noosa Holiday Parks into the future.

Superseded Planning Scheme

With the recent endorsement of Amendment No 2. to the Noosa 2020 plan by Council, a fee for a development application to be considered under the superseded planning scheme is also being proposed.

Fee Name	Fee (inc GST)	Legislative Reference	GST	Fee Type
Request for an application to considered under the Superseded Planning Scheme (BASE FEE)	\$1,560.00	Local Government Act 2009 97(2)(a)	N	Application Fee

4. Organisational Establishment

The last review of the organisational structure was reported to the Council at the Special Meeting on 28 June 2024 as part of budget adoption process. Several submissions were received as part of the budget review process for new and extended temporary and permanent positions, as well as the conversion of 2 temporary positions to permanent establishment. Details of these submissions are outlined in the table below.

Item	Type	Total Establishment FTE	Total Temporary FTE
Establishment Report at 28 June 2024		445.21	44.60
Senior WHS Officer *	New Position Permanent	1.0	
WHS Support Officer (10639) *	FTE Increase Permanent	0.5	
Employee Wellbeing & Injury Management Officer (10063) *	FTE Increase Permanent	0.1	
Procurement and Contracts Officer (10805)	Permanent Conversion Permanent	1.0	
Payroll Officer (10742)	Permanent Conversion Permanent	1.0	
Heritage Co-ordinator (10299) #	Position Redesign Permanent	(1.0)	
Heritage Advisor	New Position Permanent	0.6	
Heritage Librarian #	New Position Permanent	0.8	
Community Engagement Officer	New Temporary position – 12 months		1.0
Establishment at 20 January 2025		449.21	45.60

* The increase in workplace health and safety positions is being funded through savings in workcover premiums resulting from the change in service provider.

Previously the Heritage Coordinator position (0.26 FTE) was part funded via the heritage levy. With the cessation and redesign of the coordinator position the new Heritage Librarian position (0.51 FTE) will now be part funded by the heritage levy.

Link to Corporate Plan

Theme No. 5 - Excellence

This theme focuses on customer experience, financial sustainability, innovation and technology, levels of service, governance, our employees and volunteers, funding streams and asset management practices.

Previous Council Consideration

The 2024/25 original budget was adopted by Council resolution on 28 June 2024 (*Ref. Special Meeting Minutes, 28 June 2024, Item 2.4, Page 72*).

The original 2024/25 fees and charges were adopted by Council resolution on 20 June 2024 (*Ref. Ordinary Meeting Minutes, 20 June 2024, Item 8.4, Page 12*).

The 2024/25 budget review 1 (BR1) was adopted by Council resolution on 15 August 2024 (*Ref. Ordinary Meeting Minutes, 15 August 2024, Item 8.3, Page 8*).

The revised 2024/25 fees and charges were adopted by Council resolution on 15 August 2024 (*Ref. Ordinary Meeting Minutes, 15 August 2024, Item 8.3, Page 8*).

Finance

Budget Review 2 continues Council's focus on, and compliance with, its Financial Sustainability Policy. Council has an ongoing responsibility to ensure that it has sufficient resources now and into the future to provide levels of service that are both affordable and considered appropriate by the community. This responsibility encompasses how decisions are made regarding the allocation of ratepayer funds to Council's day to day operations as well as towards the replacement of existing assets and procurement of new assets.

The key measurement criteria for whether Council is achieving its financial sustainability objectives over the short and medium term are the achievement of set targets for a variety of financial sustainability ratios which are required to be published under legislation. These ratios effectively allow the community to determine:

1. If Council is appropriately funding its day to day operations and asset consumption costs (i.e. the operating surplus ratio);
2. Ensuring its debt is at a level that can be repaid from current operating revenues (i.e. the net financial liabilities ratio); and
3. Replacing community infrastructure when required and to ensure asset service levels can be maintained (i.e. the asset sustainability ratio).

Budget Review 2 continues Council's financial sustainability commitment with all ratios within the benchmark ranges set by the Queensland Government:

Indicator	Target	Original Budget	BR1	BR2
Council Controlled Revenue Ratio	No set target	75.9%	75.2%	74.5%
Operating Surplus Ratio	Greater than 0%	0.10%	(0.1%)	0.1%
Operating Cash Ratio	Greater than 0%	18.10%	17.7%	17.8%
Unrestricted Cash Expense Cover Ratio	Greater than 3 months	7.7 months	7.3 months	7.4 months
Total Cash Expense Cover Ratio	Greater than 3 months	8.9 months	9.4 months	9.5 months
Asset Sustainability Ratio	Greater than 80%	102.70%	136.7%	116.6%
Leverage Ratio	0 - 3 times	1.1 times	1.2 times	0.94 times
Net Liabilities Ratio	Less than 60%	0.70%	(3.2%)	(7.0%)

Risk & Opportunities

In order to manage and mitigate these risks Council uses various tools which include monthly ongoing financial reporting to identify and address emerging issues, conservative budgeting, compliance with the Financial Sustainability Policy, regular budget reviews, effective liquidity management to ensure sufficient fiscal flexibility, as well as adhering to the Reserves and Restricted Cash policy which requires that Council maintains both a disaster management reserve and a minimum 3 months cash cover to fund emergent matters.

Some examples of potential risks that may impact on Council's operational performance, capital program delivery, cashflow and cash reserves include:

- substantial damage to or failure of Council infrastructure due to natural disaster or other emergent issue that may require significant unplanned investment;
- Prolonged closure of Council facilities due to unforeseen circumstances;
- A prolonged IT system failure affecting Council's ability to deliver services or issue rates notices;
- Economic conditions affecting ratepayers' ability to pay rates;
- Market driven increases in construction and operational costs significantly above estimates;
- Labour and material shortages and delays.
- Fraud attempts may result in financial impacts to Council if funds cannot be recovered

- Reliance on non-recurrent revenue streams (ie interest revenue on grants and short term cash holdings) to fund business as usual operations may result in higher rate increases in future years or service level cuts to fund potential shortfalls.

Council is currently in the process of negotiating its new Certified Agreement, with the current agreement expiring in February 2025. As these negotiations are ongoing and have not yet been finalised, no financial impact arising from these negotiations has been recognised in this budget review.

Human Rights

Human Rights Compatibility Statement

In developing this Report, the subject matter has been considered in accordance with the requirements of the Queensland *Human Rights Act 2019*. It is considered that the subject matter does not conflict with any human rights and supports a human rights approach to decision making by Council. Council representatives will endeavour to act and make decisions under this report in a manner that is compatible with human rights. This report should be read in conjunction with Council's *Human Rights Policy*.

Consultation

External Consultation - Community & Stakeholder

Nil.

Internal Consultation

Financial Services have been in contact with all Council branches. Directors of each department have reviewed endorsed all submissions received. The Executive Team has also reviewed and endorsed all submissions received.

Departments consulted:

Office of the CEO, Mayor & Councillors		Community Services		Corporate Services	
x	Mayor & Councillors	x	Director	x	Director
X	Chief Executive Officer	x	Community Development	x	Financial Services
X	Executive Officers	x	Sport & Active Lifestyles	x	Fleet
X	Community Engagement	x	Arts & Culture	x	Revenue Services
X	People & Culture	x	Community Connection	x	ICT
X	Governance	X	Customer Experience	x	Procurement
				x	Commercial Property
Strategy & Environment		Development & Regulation		Infrastructure Services	
x	Director	x	Director	x	Director
x	Strategic Land Use Planning	x	Development Assessment	x	Infrastructure Planning, Design and Delivery
x	Economic Development & Destination Management	x	Local Laws	x	Civil and Asset operations
x	Environmental Services	x	Environmental Health	x	Waste
x	Innovation & Digital Hub	x	Building & Plumbing	x	Building & Facilities
		x	Property / Permits	x	Disaster Management

Attachment 1

2024/25 Budget Review 2 - Operating Submissions

Item	Councillor description	Expense increase/ (decrease)*	Revenue (increase)/ decrease*	Proposed BR2 adjustment
Additional Revenue				
Financial Services	Additional Interest Revenue YTD upside		(561,000)	561,000
Holiday Parks	YTD Holiday Park Revenue upside offset with additional associated expenditure	193,983	(193,983)	-
Local Laws	Additional Infringement revenue offset by casual staffing requirements	80,000	(80,000)	-
Property and Facilities	Recoupment of utility costs from leased properties		(50,000)	50,000
Additional Revenue Total		273,983	(884,983)	611,000
General Rate Funded (Emergent)				
All Departments	Workforce planning (position responsibility reviews, market adjustments and redesigns)	231,789		(231,789)
	Vacancy Dividend YTD recoupment	580,000		(580,000)
	Vacancy Savings YTD	(580,000)		580,000
Buildings and Facilities	Asset Management Planning reallocate M&S to Emp Costs	-		-
Cemeteries	Cemetaries mowing contract	30,000		(30,000)
Civil Operations	Deck and Boardwalk contract savings	(40,000)		40,000
	Noosa Botanic Gardens Masterplan	91,100		(91,100)
Community Engagement	New temporary Community Engagement Officer (12 mths)	54,830		(54,830)
	Equipment & for new temporary Community Engagement Officer (12 mths)	5,000		(5,000)
Heritage	Redesign Hertitage Coordinator posiiton to Heritage Advisor 0.6 FTE and Hertiage Librarian 0.8 FTE part Heritage Levy funded	(10,438)		10,438
North Shore Ferry	North shore ferry operational costs offset by increased revenue	26,000	(26,000)	-
People and Culture	Temporary position extension - Employee Relations Officer (6mths)	68,060		(68,060)
	Permanent Conversion of Temporary Payroll Officer position	48,523		(48,523)
Procurement and Contracts	Permanent Conversion of Temporary Procurement & Contracts Officer	44,369		(44,369)
Property and Facilities	Lifeguard Services contract savings	(70,200)		70,200
	Council property maintenance cost saving	(7,500)		7,500
	Commercial property lease terminations - revenue reduction		64,520	(64,520)
	Commercial lease default costs	29,000		(29,000)
	Temporary Events and Permit revenue forecast reduction		30,333	(30,333)
Revenue Services	YTD Shortfall in Rates revenue from valuation charges		90,000	(90,000)
Workplace Health and Safety	New Position : Senior WHS Advisor (1.0 FTE) funded from Workcover premium savings	104,067		(104,067)
	FTE Increase : WHS Support Office (0.5 to 1.0 FTE) funded from Workcover premium savings	24,305		(24,305)
	FTE Increase :Employee Wellbeing & Injury Management Officer (0.6 to 0.7 FTE) funded from Workcover premium savings	5,366		(5,366)
	Forecast Workcover premium savings	(258,667)		258,667
General Rate Funded (Emergent) Total		375,603	158,853	(534,456)
Grant / Partnership Funded				
Art Gallery and Butter Factory	Floating Land 2025	63,000	(63,000)	-
Community Development	Disaster Management Risk Audit Grant - expenditure in FY 2024		(78,809)	78,809
	Recovery and Resilience Officer - Cat C Grant reallocation	(55,723)	55,723	-
	Recovery and Resilience Officer - Cat C reallocate M&S to Emp Costs	-		-
	Youth Justice Community-based Crime Action Grant reallocate M&S to Emp Costs	-		-
Community Facilities	QRA FRRP Grant - Girraween Sports Oval Embankment	1,340	(26,280)	24,940
Economic Development	Additional funding ANU Colab Program - BOAR	63,122	(63,122)	-
	Eco-Certified Tourism Destination Program	50,744	(50,744)	-
	Living Fire Tech Lab - Disaster Rec Cat D final grant payment		(97,988)	97,988
	Regional Enablers Grant Program	90,000	(90,000)	-
Environmental Services and Protection	Roost Management Plans - Pinaroo Park Grant	10,850	(10,850)	-
Noosa Community Support	Seniors Social Isolation Grant Program	30,000	(30,000)	-
Waste Management	Let's Get it Sorted Partnership Program	127,455	(127,455)	-
Grant / Partnership Funded Total		380,788	(582,525)	(201,737)
Levy Funded				
Heritage	Redesign Hertitage Coordinator posiiton to Heritage Advisor 0.6 FTE and Hertiage Librarian 0.8 FTE part Heritage Levy funded	(0)		(0)
Levy Funded Total		(0)		(0)
Grand Total		1,030,374	(1,308,654)	278,281

* Positive and negative signage applied to this table to reflect accounting debit and credit principles. For example, an increase in cost or a reduction in revenue is denoted as a positive / debit amount

Program	Current Budget (BR1)	Multi Year Rescheduling	Emergent Works & Variations	Savings & Transfers	Total	Grants	Loans	Levy Reserves	Other Reserves	Depreciation funded Cash Reserve	General Cash Reserve	Total
Asset Management												
Renewal												
Shire Bridge Annual Level 3 Bridge & Structure Inspections	159,900			(99,000)	60,900					60,900		60,900
Shire Pavement Management System Road Surface Condition Modelling	50,000				50,000					50,000		50,000
Shire CCTV Drainage Condition Assessment Program	66,720			99,000	165,720					165,720		165,720
New, Expansion & Upgrade												
Shire - Survey Equipment	129,592				129,592						129,592	129,592
VHF Communication System	1,590,502			(712,500)	878,002	778,000					100,002	878,002
Asset Management Total	1,996,714	-	-	(712,500)	1,284,214	778,000	-	-	-	276,620	229,594	1,284,214
Bridges												
Renewal												
Tewantin Doonella Bridge Renewal	1,025,000	(300,000)			725,000	362,500				362,500		725,000
Noosa Heads Garth Prowd Bridge Renewal	977,239			(634,000)	343,239	171,620				171,619.00		343,239
Bridges Total	2,002,239	(300,000)	-	(634,000)	1,068,239	534,120	-	-	-	534,119	-	1,068,239
Cemeteries												
Renewal												
Cooroy Cemetery Burial Beam	41,000				41,000					41,000		41,000
Cooroy Cemetery Entrance Renewal	28,429				28,429					28,429		28,429
New, Expansion & Upgrade												
Tewanting Cemetery Shoring	20,000				20,000						20,000	20,000
Cemeteries Total	89,429	-	-	-	89,429	-	-	-	-	69,429	20,000	89,429
Coastal Canals and Waterways												
Renewal												
Noosa Heads Main Beach Sand Recycling System Pipework Renewal	200,000				200,000			200,000				200,000
Noosaville - Renewal Rock Armour Around Noosa River	200,000				200,000					200,000		200,000
Shire Beach Access Renewal Program	256,300				256,300					256,300		256,300
Shire Beach Shower Renewal Program	62,600				62,600					62,600		62,600
Renewal of revetment wall at O-Boats Gympie Tce, Noosaville	417,296	(300,000)			117,296					117,296		117,296
Noosa Shire Council's Noosa Main Beach Sea Wall Detailed Design	532,466	(100,000)			432,466	216,233				216,233		432,466
Noosa Waters Revetment Wall	32,902				32,902					32,902		32,902
Claude Batten Drive – Mains Water Supply Renewal	198,420				198,420					198,420		198,420
Moorindil St Ferry Landings - Ferry landings/banks stabilisation	165,184				165,184					165,184		165,184
Noosa Heads Dog Beach SEMP	616,028			(221,000)	395,028					395,028		395,028
New, Expansion & Upgrade												
Noosa Main Beach Removable Sand Break Seating Structure	50,000				50,000						50,000	50,000
Living Foreshores Hilton Esplanade	432,253	(300,000)			132,253	132,253						132,253
Coastal Canals and Waterways Total	3,163,449	(700,000)	-	(221,000)	2,242,449	348,486	-	200,000	-	1,643,963	50,000	2,242,449
Commercial Land & Property												
New, Expansion & Upgrade												
Pomona - Kindergarten - Bathroom Facilities Upgrade	120,171				120,171					60,086	60,086	120,171
Commercial Land & Property Total	120,171	-	-	-	120,171	-	-	-	-	60,086	60,086	120,171

Program	Current Budget (BR1)	Multi Year Rescheduling	Emergent Works & Variations	Savings & Transfers	Total	Grants	Loans	Levy Reserves	Other Reserves	Depreciation funded Cash Reserve	General Cash Reserve	Total
Community Facilities												
Renewal												
Noosa Heads - J Audio Visual Equipment Renewal Program	90,000				90,000					90,000		90,000
Noosaville - Noosa Leisure Centre - Renewal Work	60,000				60,000					60,000		60,000
Sunrise Beach - Noosa Aquatic Centre - AMP Renewals Program	148,000				148,000					148,000		148,000
Sunshine Beach - Lifeguard Tower - Roof Replacement	27,082				27,082					27,082		27,082
Noosaville - Noosa Leisure Centre - Court 2 Renewal	147,617				147,617					147,617		147,617
Noosa Heads - The J - Replacement of HVAC System	547,598				547,598					547,598		547,598
Noosa Heads - Visitor Information Centre - Building Repairs			83,710		83,710					83,710		83,710
Noosaville - Noosa Seniors Flooring Replacement			41,000		41,000				41,000			41,000
New, Expansion & Upgrade												
Tewantin Childcare (19 Moorindil St) - Roof Replacement	180,524				180,524					180,524		180,524
Noosaville - Wallace Park Precinct - External CCTV Camera Install	144,000				144,000						144,000	144,000
Peregian Beach - Digital Hub - HVAC Upgrade	38,500				38,500						38,500	38,500
Cooran - 12 King St - Shade Umbrellas	30,000				30,000						30,000	30,000
Community Facilities Total	1,413,321	-	124,710	-	1,538,031	-	-	-	41,000	1,284,531	212,500	1,538,031
Corporate Buildings												
Renewal												
Tewantin - Administration Building - Replace Main Aircon Condenser	366,900				366,900					366,900		366,900
Shire Corporate Building Renewal Program	300,000		(176,741)		123,259					123,259		123,259
Shire - Council Buildings - Access Control	194,400				194,400					194,400		194,400
Pomona - Depot - Office Accommodation	100,000		54,000		154,000					154,000		154,000
Depot Building Renewal	95,295				95,295					95,295		95,295
Noosa Shire Building CCTV Program	50,068				50,068					50,068		50,068
Noosaville Depot LDCC Building Roof Replacement			64,086		64,086						64,086	64,086
Noosa Depot & Tewantin Admin Bld ICT Core Switch Replacement			4,000		4,000						4,000	4,000
New, Expansion & Upgrade												
Noosaville - 90 Goodchap Street	769,594		122,741		892,335					122,741	769,594	892,335
Corporate Buildings Total	1,876,257	-	68,086	-	1,944,343	-	-	-	-	1,106,663	837,680	1,944,343
Disaster Projects												
Renewal												
QRA Funded Disaster Projects (Various)	78,727,487		150,000		78,877,487	78,727,487					150,000	78,877,487
Disaster Total	78,727,487	-	150,000	-	78,877,487	78,727,487	-	-	-	-	150,000	78,877,487
Environmental Assets, Bushland, Tracks and Trails												
Renewal												
Eastern Beaches Coastal Creeks Investigation	57,618				57,618					57,618		57,618
New, Expansion & Upgrade												
Kin Kin - Wahpunga (Trail 4) & Woondum (Trail 3) - Trail Renewal	820,000				820,000	410,000				205,000	205,000	820,000
Environmental Assets, Bushland, Tracks and Trails Total	877,618	-	-	-	877,618	410,000	-	-	-	262,618	205,000	877,618
Fleet - Plant Replacement												
Renewal												
Council Fleet and Plant Replacement Program	3,906,549		873,407		4,779,956				2,546,852	2,233,104		4,779,956
Noosa Shire - Fire Levy - Bushfire Vehicle Modifications			72,120		72,120			72,120				72,120
Fleet - Plant Replacement Total	3,906,549	-	945,527	-	4,852,076	-	-	72,120	2,546,852	2,233,104	-	4,852,076

Program	Current Budget (BR1)	Multi Year Rescheduling	Emergent Works & Variations	Savings & Transfers	Total	Grants	Loans	Levy Reserves	Other Reserves	Depreciation funded Cash Reserve	General Cash Reserve	Total
Gravel Road Network												
Renewal												
Shire Gravel Resheeting Program	400,838				400,838					400,838		400,838
Gravel Road Network Total	400,838	-	-	-	400,838	-	-	-	-	400,838	-	400,838
Holiday Parks												
New, Expansion & Upgrade												
Noosa North Shore - Campground - Generator Install	46,200				46,200				46,200			46,200
Noosa North Shore - Campground Water Distribution	22,000				22,000				22,000			22,000
Noosa River Holiday Park - Street Lighting Renewal	51,300				51,300				51,300			51,300
Holiday Parks Total	119,500	-	-	-	119,500	-	-	-	119,500	-	-	119,500
Libraries and Galleries												
Renewal												
Butter Factory Arts Centre Heritage Restoration Works	277,400				277,400			277,400				277,400
Whole of Shire Mobile Library Service Solution	40,000				40,000				40,000			40,000
New, Expansion & Upgrade												
Shire - New Regional Gallery Stage 3 - Business Case	163,463				163,463						163,463	163,463
Libraries and Galleries Total	480,863	-	-	-	480,863	-	-	277,400	40,000	-	163,463	480,863
Loan Redemption												
New, Expansion & Upgrade												
QTC Capital Debt Redemption	1,241,000				1,241,000						1,241,000	1,241,000
Loan Redemption Total	1,241,000	-	-	-	1,241,000	-	-	-	-	-	1,241,000	1,241,000
Parks & Playgrounds												
Renewal												
Noosa Waters Entry Statement Renewal	94,598				94,598					94,598		94,598
Noosaville - Apex Park Fitness Equip - Upgrade - LGIP	124,142				124,142					124,142		124,142
Noosaville - Quota Park-Wheelchair Accessible Park Furniture	55,725				55,725					55,725		55,725
Noosaville Lions Park Pirate Playground Renewal	100,000				100,000					100,000		100,000
Shire BBQ Renewal Program	12,000				12,000					12,000		12,000
Shire Park Furniture Renewal Program	200,000				200,000					200,000		200,000
Shire Park Shelter Renewal Program	116,200				116,200					116,200		116,200
New, Expansion & Upgrade												
Cooroy - Noosa Botanic Gardens - Plant & Equipment Shed	160,000				160,000					80,000	80,000	160,000
Cooroy - Noosa Botanic Gardens - Staff Toilet Facility	25,807				25,807						25,807	25,807
Noosa Hinterland Priority Playground - Planning & Design	125,000				125,000						125,000	125,000
Peregian Beach Skate Park Design & Construct	486,881				486,881						486,881	486,881
Peregian Square - Landscape Design and Delivery	64,350				64,350					32,175	32,175	64,350
Sunshine Beach Ed Webb Park Upgrade	1,405,130				1,405,130	790,346				0	614,784	1,405,130
Parks & Playgrounds Total	2,969,833	-	-	-	2,969,833	790,346	-	-	-	814,840	1,364,647	2,969,833

Program	Current Budget (BR1)	Multi Year Rescheduling	Emergent Works & Variations	Savings & Transfers	Total	Grants	Loans	Levy Reserves	Other Reserves	Depreciation funded Cash Reserve	General Cash Reserve	Total
Pathways & Boardwalks												
Renewal												
Noosa Hinterland Condition Assessment and Prioritisation	18,897				18,897					18,897		18,897
Noosaville - Seagull Park - Pathway renewal	101,919				101,919					101,919		101,919
Shire Wide - Pathway Renewal Program	1,025,000				1,025,000					1,025,000		1,025,000
Sunshine Beach BelmoreTce Pathway Renewal	44,570		60,000		104,570					104,570		104,570
Tewantin - Cooroy Noosa Rd - Pathway renewal	237,748				237,748					237,748		237,748
Tewantin - McKinnon Dr - Pathway renewal	177,789				177,789					177,789		177,789
Noosa Hinterland Trail 7 Upgrade	187,216				187,216					187,216		187,216
New, Expansion & Upgrade												
Cooroy - Pathway Hinterland and Local Links - Kauri St	125,203				125,203						125,203	125,203
Pomona - Pathway Hinterland and Local Links - Factory St	55,000			(55,000)	0							-
Peregian Beach Coastal Pathway Upgrade and Cycle Street - Stage 1	100,000				100,000	100,000						100,000
Pomona - Summit Road - Hinterland and local links Pathway	198,000				198,000	198,000						198,000
Shire Information Signage Audit and Design	66,747				66,747						66,747	66,747
Tewantin - Griffith Avenue - Hinterland and Local Links Pathway	45,714				45,714						45,714	45,714
Pathways & Boardwalks Total	2,383,803	-	60,000	(55,000)	2,388,803	298,000	-	-	-	1,853,139	237,664	2,388,803
Public Amenities												
New, Expansion & Upgrade												
Boreen Point - Mains Water replacement	45,000				45,000						45,000	45,000
Noosa Heads Lions Park Upgrade Public Amenities	361,369				361,369						361,369	361,369
Noosaville - Gympie terrace - Changing Places Facility	180,735				180,735	180,735						180,735
Pomona & Boreen Point SES Bathroom Amenities	135,357				135,357	82,417					52,940	135,357
Noosa Heads - Visitor Information Centre - Roof renewal and amenities upgrade			220,110		220,110					154,077	66,033	220,110
Public Amenities Total	722,461	-	220,110	-	942,571	263,152	-	-	-	154,077	525,342	942,571
Public Transport Infrastructure												
New, Expansion & Upgrade												
Cooroy Centre - Transit Hub Investigations	94,445				94,445	75,000					19,445	94,445
Noosa Civic - Transit Hub Investigations	96,407				96,407	75,000					21,407	96,407
Shire Wide - Bus Stop Upgrades	520,720				520,720	257,720				157,800	105,200	520,720
Public Transport Infrastructure Total	711,572	-	-	-	711,572	407,720	-	-	-	157,800	146,052	711,572
Sealed Roads Network												
Renewal												
Shire Kerb & Channel Renewal Program	205,000				205,000					205,000		205,000
Shire Reseal Program	5,166,020				5,166,020	1,913,000				3,253,020		5,166,020
Shire Wide - Heavy Patching	1,537,500				1,537,500					1,537,500		1,537,500
Sunrise Beach - 56 David Low Way - Retaining Wall Construction	1,055,068		457,354		1,512,422	455,889				1,056,533		1,512,422
Shire Wide - Roundabout Signage	298,207				298,207					298,207		298,207
New, Expansion & Upgrade												
Federal Middle Creek Road Resconstruction	20,000				20,000						20,000	20,000
Sealed Roads Network Total	8,281,795	-	457,354	-	8,739,149	2,368,889	-	-	-	6,350,260	20,000	8,739,149

Program	Current Budget (BR1)	Multi Year Rescheduling	Emergent Works & Variations	Savings & Transfers	Total	Grants	Loans	Levy Reserves	Other Reserves	Depreciation funded Cash Reserve	General Cash Reserve	Total
Sports Grounds and Facilities												
Renewal												
Cooroy Sports Complex - Sporting Field Lighting	500,000		150,000		650,000	650,000						650,000
New, Expansion & Upgrade												
Cooroy - Sports Complex - Design and Reconfig. Carpark and entrance	3,100				3,100						3,100	3,100
Cooroy Sports Complex - Gymnastics Upgrade & Multi-purpose area	1,624,500	(1,000,000)			624,500	624,500						624,500
Noosa Liesure Centre - Outdoor Court Upgrade	53,829				53,829	43,063				2,153	8,613	53,829
Sunshine Beach - Noosa Rugby Union Club - Redevelopment	65,000				65,000					32,500	32,500	65,000
Sports Grounds and Facilities Total	2,246,429	(1,000,000)	150,000	-	1,396,429	1,317,563	-	-	-	34,653	44,213	1,396,429
Stormwater Drainage												
Renewal												
Shire Bio-Retention Basin Renewals Program	151,300				151,300					151,300		151,300
Shire Pipe Relining / Rehabilitation Renewal Program	425,300				425,300					425,300		425,300
Shire Pit Structure Renewal Program	117,900				117,900					117,900		117,900
Sunshine Beach - Ross Crescent - Slope Stabilisation Construction	518,797	(400,000)			118,797	59,399				59,399		118,798
New, Expansion & Upgrade												
Noosaville - 74 Goodchap St - Stormwater Drainage	304,100		76,000		380,100					190,050	190,050	380,100
Noosa Heads - Cooyar Street - Stormwater Bio-basin Upgrade	284,160				284,160	284,160						284,160
Sunshine Beach Ross Cresc Slope Stabilisation Design	182,117				182,117						182,117	182,117
Stormwater Drainage Total	1,983,674	(400,000)	76,000	-	1,659,674	343,559	-	-	-	943,949	372,167	1,659,675
Strategic Planning												
Renewal												
Coastal, Central Precincts - Local Centre Planning - Carpark Analysis	57,430				57,430					57,430		57,430
New, Expansion & Upgrade												
Boreen Point - Campground - Development Master Plan	47,200				47,200				47,200			47,200
Cooroy - Lake Macdonald Drive - Residential Subdivision	3,300,000				3,300,000	3,300,000						3,300,000
Noosa Junction - Masterplan Update	480,554	(300,000)			180,554			180,554				180,554
Noosa Junction Streetscape	51,152	(51,152)			0							-
Noosaville Foreshore Masterplan including Thomas Street	138,071		195,706		333,777						333,777	333,777
Shire Wide - Place Program	158,302				158,302						158,302	158,302
Sunshine Beach - NAC - Needs Assessment and Master Plan	68,548				68,548						68,548	68,548
Doonan - Eumundi Landfill - Masterplan & Feasibility Study	500,000				500,000			500,000				500,000
Strategic Planning Total	4,801,257	(351,152)	195,706	-	4,645,811	3,300,000	-	180,554	547,200	57,430	560,627	4,645,811
Streetscapes and Road Corridors												
Renewal												
Noosa Parade Upgrade Stage 2 - Design	88,236		62,000		150,236					123,765	26,471	150,236
Streetscapes and Road Corridors Total	88,236	-	62,000	-	150,236	-	-	-	-	123,765	26,471	150,236

Program	Current Budget (BR1)	Multi Year Rescheduling	Emergent Works & Variations	Savings & Transfers	Total	Grants	Loans	Levy Reserves	Other Reserves	Depreciation funded Cash Reserve	General Cash Reserve	Total
Transport and Infrastructure Management												
Renewal												
Noosa Heads Noosa Woods Jetty Upgrade Investigations	91,445				91,445					91,445		91,445
Shire Forward Planning & Design Program Construction Ready Designs	468,000		(62,000)		406,000					406,000		406,000
New, Expansion & Upgrade												
Noosa Heads, Noosa Drive Halse Lane to Sunshine Beach Rd	305,307				305,307						305,307	305,307
Pomona - Flood Warning Infrastructure	235,000				235,000	235,000						235,000
Transport and Infrastructure Management Total	1,099,752	-	(62,000)	-	1,037,752	235,000	-	-	-	497,445	305,307	1,037,752
Waste Management												
Renewal												
Transfer station office renewals	180,000				180,000				180,000			180,000
New, Expansion & Upgrade												
Doonan - Waste Recovery & Landfill - WHS & Environmental Compliance	895,302				895,302				895,302			895,302
Doonan - Landfill - Cell 2.1 Eastern batter capping	1,165,028				1,165,028				1,165,028			1,165,028
Doonan - Landfill - North Batter Capping	1,190,617	(750,000)			440,617				440,617			440,617
Doonan - Landfill - North Batter Solar	226,496				226,496				226,496			226,496
Doonan - Noosaville/Eumundi Road Landfill Expansion of Resource Recovery Area	1,289,184				1,289,184				1,289,184			1,289,184
Doonan - Noosaville/Eumundi Road Landfill - HES Basin	5,000,000	(5,000,000)			0							-
Container Return point	200,000				200,000				200,000			200,000
Waste Management Total	10,146,627	(5,750,000)	-	-	4,396,627	-	-	-	4,396,627	-	-	4,396,627
Zero Emissions Program												
New, Expansion & Upgrade												
Emissions Reduction Program Implementation	400,000				400,000						400,000	400,000
Community Batteries for Household Solar	343,068				343,068	343,068						343,068
Zero Emissions Program Total	743,068	-	-	-	743,068	343,068	-	-	-	-	400,000	743,068
Grand Total	132,593,941	(8,501,152)	2,447,493	(1,622,500)	124,917,782	90,465,390	0	730,074	7,691,179	18,859,328	7,171,812	124,917,783

Attachment 3 - Statement of Income and Expenditure (BR2)

Noosa Council

Statement of Income and Expenditure

For the Year Ended 30 June 2025

	Current BR1 Budget	Proposed Adjustments	Revised BR2 Budget
	(\$'000)	(\$'000)	(\$'000)

Revenue

Recurrent Revenue

Rates, Levies & Annual Charges	94,398	(90)	94,308
Fees & Charges	10,936	50	10,986
Interest received	3,150	561	3,711
Sale of Goods and major services	15,632	312	15,944
Sale of contract and recoverable works	-	-	-
Rental & lease income	2,273	(39)	2,234
Other recurrent income	1,001	(5)	996
Grants, subsidies, contributions and donations	6,653	519	7,173
Unitywater Distributions	5,950		5,950
	139,993	1,309	141,302

Expenses

Recurrent Expenses

Employee benefits	52,577	560	53,138
Materials & services	62,343	470	62,813
Finance costs	3,032	-	3,032
Depreciation	21,936	-	21,936
Other expenses	245	-	245
	140,133	1,030	141,164

Operating Result	(140)	278	138
-------------------------	--------------	------------	------------

Summary of Capital Revenue and Expenditure

Capital Revenue

Capital contributions and donations	1,200	-	1,200
Contributed Assets	1,500	-	1,500
Grants, subsidies, contributions and donations	92,983	(2,519)	90,464
Cash / revenue	33,411	(158)	33,253
New loan borrowings	5,000	(5,000)	-
Other capital revenue	-	-	-

Total Capital Revenue	134,094	(7,677)	126,417
------------------------------	----------------	----------------	----------------

Capital Expenditure

Contributed assets	1,500	-	1,500
Capital works - constructed assets	119,906	(7,755)	112,151
Capital works - other capital	11,447	78	11,525
Loan redemption	1,241	-	1,241
Other capital expenses	-	-	-

Total Capital Expenditure	134,094	(7,677)	126,417
----------------------------------	----------------	----------------	----------------

2024-25
Budget Review 2
Financial Statements

	Actuals	Original Budget	BR1	BR2	Forecast								
Annual Result - Total Council	2024 \$,000	2025 \$,000	2025 \$,000	2025 \$,000	2026 \$,000	2027 \$,000	2028 \$,000	2029 \$,000	2030 \$,000	2031 \$,000	2032 \$,000	2033 \$,000	2034 \$,000
Income													
Revenue													
Operating Revenue													
Net Rates, Levies and Charges	\$ 88,468	\$ 94,398	\$ 94,398	\$ 94,308	\$ 98,020	\$ 101,812	\$ 105,291	\$ 108,848	\$ 112,019	\$ 115,255	\$ 118,586	\$ 122,015	\$ 125,544
Fees and Charges	\$ 9,390	\$ 10,936	\$ 10,936	\$ 10,986	\$ 11,339	\$ 11,693	\$ 12,045	\$ 12,396	\$ 12,732	\$ 13,065	\$ 13,406	\$ 13,756	\$ 14,115
Rental Income	\$ 1,665	\$ 2,273	\$ 2,273	\$ 2,234	\$ 2,292	\$ 2,349	\$ 2,405	\$ 2,461	\$ 2,512	\$ 2,563	\$ 2,614	\$ 2,666	\$ 2,719
Interest Received	\$ 7,059	\$ 3,150	\$ 3,150	\$ 3,711	\$ 3,951	\$ 3,073	\$ 2,734	\$ 2,474	\$ 2,208	\$ 2,231	\$ 2,202	\$ 2,168	\$ 2,194
Sales Revenue	\$ 16,027	\$ 15,632	\$ 15,632	\$ 15,944	\$ 16,457	\$ 16,970	\$ 17,481	\$ 17,990	\$ 18,478	\$ 18,961	\$ 19,456	\$ 19,964	\$ 20,486
Unitywater Distributions	\$ 5,946	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950	\$ 5,950
Other Income	\$ 1,345	\$ 1,001	\$ 1,001	\$ 996	\$ 1,078	\$ 1,410	\$ 1,592	\$ 1,636	\$ 1,676	\$ 1,716	\$ 1,757	\$ 1,799	\$ 1,842
Grants, Subsidies, Contributions and Donations	\$ 4,559	\$ 5,464	\$ 6,653	\$ 7,173	\$ 7,359	\$ 7,528	\$ 7,687	\$ 7,836	\$ 7,969	\$ 8,096	\$ 8,225	\$ 8,357	\$ 8,491
Total Operating Revenue	\$ 134,457	\$ 138,804	\$ 139,993	\$ 141,302	\$ 146,447	\$ 150,785	\$ 155,185	\$ 159,591	\$ 163,545	\$ 167,836	\$ 172,196	\$ 176,675	\$ 181,341
Capital Revenue													
Government Subsidies and Grants - Capital	\$ 55,269	\$ 14,525	\$ 92,982	\$ 90,464	\$ 15,375	\$ 6,264	\$ 5,282	\$ 5,592	\$ 3,532	\$ 3,532	\$ 3,574	\$ 3,594	\$ 2,782
Contributions - Assets and Other Non-Monetary	\$ 1,767	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Contributions - Monetary	\$ 2,586	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Total Capital Revenue	\$ 59,622	\$ 17,225	\$ 95,682	\$ 93,164	\$ 18,075	\$ 8,964	\$ 7,982	\$ 8,292	\$ 6,232	\$ 6,232	\$ 6,274	\$ 6,294	\$ 5,482
Total Revenue	\$ 194,080	\$ 156,029	\$ 235,676	\$ 234,466	\$ 164,522	\$ 159,749	\$ 163,167	\$ 167,883	\$ 169,777	\$ 174,068	\$ 178,470	\$ 182,969	\$ 186,823
Capital income													
Total Capital Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Income	\$ 194,080	\$ 156,029	\$ 235,676	\$ 234,466	\$ 164,522	\$ 159,749	\$ 163,167	\$ 167,883	\$ 169,777	\$ 174,068	\$ 178,470	\$ 182,969	\$ 186,823
Expenses													
Operating Expenses													
Employee Benefits	\$ 47,365	\$ 52,482	\$ 52,577	\$ 53,138	\$ 55,244	\$ 57,424	\$ 59,135	\$ 60,609	\$ 62,112	\$ 63,648	\$ 65,223	\$ 66,837	\$ 68,491
Materials and Services	\$ 60,055	\$ 60,990	\$ 62,343	\$ 62,813	\$ 64,952	\$ 65,745	\$ 67,643	\$ 69,754	\$ 71,551	\$ 73,790	\$ 75,907	\$ 78,152	\$ 80,427
Finance Costs	\$ 1,386	\$ 3,032	\$ 3,032	\$ 3,032	\$ 2,997	\$ 3,243	\$ 3,198	\$ 3,239	\$ 3,286	\$ 3,227	\$ 3,167	\$ 3,100	\$ 3,034
Depreciation and Amortisation	\$ 22,171	\$ 21,936	\$ 21,936	\$ 21,936	\$ 22,998	\$ 24,114	\$ 24,887	\$ 25,609	\$ 26,194	\$ 26,753	\$ 27,360	\$ 28,188	\$ 28,891
Other Expenses	\$ 280	\$ 246	\$ 245	\$ 245	\$ 150	\$ 154	\$ 158	\$ 162	\$ 166	\$ 169	\$ 173	\$ 176	\$ 180
Total Operating Expenses	\$ 131,257	\$ 138,686	\$ 140,133	\$ 141,164	\$ 146,340	\$ 150,680	\$ 155,022	\$ 159,372	\$ 163,309	\$ 167,587	\$ 171,830	\$ 176,454	\$ 181,023
Capital Expenses													
Total Capital Expenses	\$ 20,166	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 151,422	\$ 138,686	\$ 140,133	\$ 141,164	\$ 146,340	\$ 150,680	\$ 155,022	\$ 159,372	\$ 163,309	\$ 167,587	\$ 171,830	\$ 176,454	\$ 181,023
Net Result	\$ 42,657	\$ 17,343	\$ 95,543	\$ 93,302	\$ 18,181	\$ 9,069	\$ 8,146	\$ 8,511	\$ 6,469	\$ 6,482	\$ 6,641	\$ 6,515	\$ 5,800
Operating Result													
Operating Revenue	\$ 134,457	\$ 138,804	\$ 139,993	\$ 141,302	\$ 146,447	\$ 150,785	\$ 155,185	\$ 159,591	\$ 163,545	\$ 167,836	\$ 172,196	\$ 176,675	\$ 181,341
Operating Expenses	\$ 131,257	\$ 138,686	\$ 140,133	\$ 141,164	\$ 146,340	\$ 150,680	\$ 155,022	\$ 159,372	\$ 163,309	\$ 167,587	\$ 171,830	\$ 176,454	\$ 181,023
Operating Result	\$ 3,201	\$ 118	(\$ 140)	\$ 138	\$ 107	\$ 105	\$ 164	\$ 219	\$ 237	\$ 250	\$ 367	\$ 221	\$ 318

	Actuals	Original Budget	BR1	BR2	Forecast									
Annual Result - Total Council	2024	2025	2025	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	
Assets														
Current Assets														
Cash and Cash Equivalents	\$ 106,126	\$ 84,737	\$ 90,162	\$ 91,652	\$ 78,444	\$ 73,959	\$ 72,999	\$ 71,782	\$ 72,173	\$ 69,381	\$ 66,169	\$ 66,526	\$ 64,736	
Trade and Other Receivables	\$ 19,151	\$ 12,919	\$ 13,017	\$ 13,073	\$ 13,563	\$ 14,061	\$ 14,483	\$ 14,992	\$ 15,414	\$ 15,843	\$ 16,239	\$ 16,736	\$ 17,202	
Inventories	\$ 237	\$ 198	\$ 198	\$ 237	\$ 237	\$ 237	\$ 237	\$ 237	\$ 237	\$ 237	\$ 237	\$ 237	\$ 237	
Other Current Assets	\$ 8,064	\$ 2,854	\$ 2,854	\$ 1,102	\$ 1,102	\$ 1,102	\$ 1,102	\$ 1,102	\$ 1,102	\$ 1,102	\$ 1,102	\$ 1,102	\$ 1,102	
Total Current Assets	\$ 133,578	\$ 100,708	\$ 106,231	\$ 106,064	\$ 93,346	\$ 89,359	\$ 88,821	\$ 88,113	\$ 88,926	\$ 86,563	\$ 83,747	\$ 84,601	\$ 83,277	
Non-Current Assets														
Investments	\$ 156,712	\$ 152,798	\$ 152,798	\$ 156,712	\$ 156,712	\$ 156,712	\$ 156,712	\$ 156,712	\$ 156,712	\$ 156,712	\$ 156,712	\$ 156,712	\$ 156,712	
Property, Plant & Equipment	\$ 1,232,917	\$ 1,478,939	\$ 1,551,112	\$ 1,385,006	\$ 1,461,985	\$ 1,513,656	\$ 1,561,568	\$ 1,609,017	\$ 1,647,466	\$ 1,688,432	\$ 1,731,172	\$ 1,771,426	\$ 1,814,344	
Other Non-Current Assets	\$ 1,360	\$ 551	\$ 551	\$ 1,317	\$ 1,273	\$ 1,230	\$ 1,187	\$ 1,144	\$ 1,122	\$ 1,122	\$ 1,122	\$ 1,122	\$ 1,122	
Total Non-Current Assets	\$ 1,390,989	\$ 1,632,287	\$ 1,704,460	\$ 1,543,034	\$ 1,619,970	\$ 1,671,597	\$ 1,719,467	\$ 1,766,872	\$ 1,805,300	\$ 1,846,265	\$ 1,889,006	\$ 1,929,260	\$ 1,972,178	
Total Assets	\$ 1,524,567	\$ 1,732,995	\$ 1,810,691	\$ 1,649,098	\$ 1,713,316	\$ 1,760,956	\$ 1,808,288	\$ 1,854,985	\$ 1,894,226	\$ 1,932,828	\$ 1,972,752	\$ 2,013,861	\$ 2,055,455	
Liabilities														
Current Liabilities														
Trade and Other Payables	\$ 24,824	\$ 9,326	\$ 9,445	\$ 9,530	\$ 9,879	\$ 10,124	\$ 10,392	\$ 10,715	\$ 10,986	\$ 11,296	\$ 11,568	\$ 11,917	\$ 12,240	
Contract Liabilities	\$ 8,167	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	
Borrowings	\$ 1,406	\$ 1,339	\$ 1,339	\$ 1,228	\$ 1,407	\$ 1,450	\$ 1,577	\$ 1,713	\$ 1,773	\$ 1,832	\$ 1,899	\$ 1,934	\$ 1,828	
Provisions	\$ 11,727	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	
Other Current Liabilities	\$ 9,569	\$ 8,955	\$ 8,955	\$ 9,569	\$ 9,569	\$ 9,569	\$ 9,569	\$ 9,569	\$ 9,569	\$ 9,569	\$ 9,569	\$ 9,569	\$ 9,569	
Total Current Liabilities	\$ 55,693	\$ 31,723	\$ 31,842	\$ 32,430	\$ 32,958	\$ 33,246	\$ 33,640	\$ 34,100	\$ 34,431	\$ 34,801	\$ 35,139	\$ 35,523	\$ 35,740	
Non-Current Liabilities														
Borrowings	\$ 23,449	\$ 28,394	\$ 28,394	\$ 22,436	\$ 26,030	\$ 24,579	\$ 25,253	\$ 26,040	\$ 24,267	\$ 22,435	\$ 20,536	\$ 18,602	\$ 16,774	
Provisions	\$ 31,559	\$ 33,251	\$ 33,251	\$ 35,183	\$ 35,183	\$ 35,183	\$ 35,183	\$ 35,183	\$ 35,183	\$ 35,183	\$ 35,183	\$ 35,183	\$ 35,183	
Other Non-Current Liabilities	\$ 6,120	\$ 8,247	\$ 8,247	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120	
Total Non-Current Liabilities	\$ 61,128	\$ 69,892	\$ 69,892	\$ 63,739	\$ 67,333	\$ 65,882	\$ 66,556	\$ 67,343	\$ 65,570	\$ 63,738	\$ 61,839	\$ 59,905	\$ 58,077	
Total Liabilities	\$ 116,821	\$ 101,615	\$ 101,734	\$ 96,169	\$ 100,290	\$ 99,128	\$ 100,196	\$ 101,443	\$ 100,001	\$ 98,539	\$ 96,978	\$ 95,428	\$ 93,817	
Net Community Assets	\$ 1,407,746	\$ 1,631,380	\$ 1,708,957	\$ 1,552,929	\$ 1,613,026	\$ 1,661,828	\$ 1,708,091	\$ 1,753,542	\$ 1,794,225	\$ 1,834,290	\$ 1,875,774	\$ 1,918,433	\$ 1,961,638	
Community Equity														
Asset Revaluation Surplus	\$ 316,106	\$ 411,231	\$ 410,608	\$ 363,820	\$ 405,735	\$ 445,468	\$ 483,585	\$ 520,525	\$ 554,738	\$ 588,321	\$ 623,165	\$ 659,308	\$ 696,713	
Retained Surplus	\$ 1,091,639	\$ 1,220,149	\$ 1,298,349	\$ 1,189,109	\$ 1,207,291	\$ 1,216,360	\$ 1,224,506	\$ 1,233,017	\$ 1,239,487	\$ 1,245,969	\$ 1,252,610	\$ 1,259,125	\$ 1,264,925	
Total Community Equity	\$ 1,407,746	\$ 1,631,380	\$ 1,708,957	\$ 1,552,929	\$ 1,613,026	\$ 1,661,828	\$ 1,708,091	\$ 1,753,542	\$ 1,794,225	\$ 1,834,290	\$ 1,875,774	\$ 1,918,433	\$ 1,961,638	

	Actual	Original Budget	BR1	BR2	Forecast								
Annual Result - Total Council	2024 \$,000	2025 \$,000	2025 \$,000	2025 \$,000	2026 \$,000	2027 \$,000	2028 \$,000	2029 \$,000	2030 \$,000	2031 \$,000	2032 \$,000	2033 \$,000	2034 \$,000
Cash Flows from Operating Activities													
Receipts from Customers	\$ 123,206	\$ 121,393	\$ 121,305	\$ 127,953	\$ 126,425	\$ 131,406	\$ 136,002	\$ 140,380	\$ 144,498	\$ 148,583	\$ 152,822	\$ 157,054	\$ 161,536
Payments to Suppliers and Employees	(\$ 116,690)	(\$ 115,933)	(\$ 117,261)	(\$ 133,804)	(\$ 122,312)	(\$ 125,394)	(\$ 128,983)	(\$ 132,517)	(\$ 135,872)	(\$ 139,612)	(\$ 143,346)	(\$ 147,132)	(\$ 151,090)
Payments for land held as inventory	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from sale of land held as inventory	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dividend Received	\$ 3,726	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100	\$ 4,100
Interest Received	\$ 8,034	\$ 5,000	\$ 5,000	\$ 5,561	\$ 5,802	\$ 4,924	\$ 4,585	\$ 4,325	\$ 4,059	\$ 4,081	\$ 4,052	\$ 4,018	\$ 4,044
Rental income	\$ 1,665	\$ 2,264	\$ 2,263	\$ 2,319	\$ 2,287	\$ 2,344	\$ 2,401	\$ 2,456	\$ 2,508	\$ 2,558	\$ 2,610	\$ 2,661	\$ 2,715
Non-Capital Grants and Contributions	\$ 4,070	\$ 5,443	\$ 6,624	\$ 7,510	\$ 7,344	\$ 7,515	\$ 7,676	\$ 7,822	\$ 7,958	\$ 8,086	\$ 8,216	\$ 8,344	\$ 8,480
Borrowing Costs	(\$ 187)	(\$ 748)	(\$ 748)	(\$ 718)	(\$ 682)	(\$ 928)	(\$ 883)	(\$ 924)	(\$ 972)	(\$ 912)	(\$ 852)	(\$ 786)	(\$ 719)
Net Cash Flow from Operating Activities	\$ 23,824	\$ 21,519	\$ 21,283	\$ 12,921	\$ 22,963	\$ 23,966	\$ 24,897	\$ 25,642	\$ 26,280	\$ 26,884	\$ 27,602	\$ 28,260	\$ 29,066
Cash flows from Investing Activities													
Payments for property, plant and equipment	(\$ 69,757)	(\$ 45,246)	(\$ 134,136)	(\$ 124,767)	(\$ 56,518)	(\$ 34,509)	(\$ 33,139)	(\$ 34,575)	(\$ 28,908)	(\$ 32,635)	(\$ 33,756)	(\$ 30,799)	(\$ 32,905)
Grants, subsidies, contributions and donations	\$ 35,447	\$ 15,725	\$ 94,182	\$ 98,564	\$ 16,575	\$ 7,464	\$ 6,482	\$ 6,792	\$ 4,732	\$ 4,732	\$ 4,774	\$ 4,794	\$ 3,982
Proceeds from sale of property, plant and equipment	\$ 140	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other cash flows from investing activities	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow from Investing Activities	(\$ 34,045)	(\$ 29,521)	(\$ 39,954)	(\$ 26,203)	\$ 39,944)	(\$ 27,045)	(\$ 26,657)	(\$ 27,783)	(\$ 24,176)	(\$ 27,903)	(\$ 28,982)	(\$ 26,005)	(\$ 28,923)
Cash Flows from Financing Activities													
Proceeds from borrowings	\$ 1,549	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 2,250	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of borrowings	(\$ 1,709)	(\$ 1,162)	(\$ 1,162)	(\$ 1,191)	(\$ 1,227)	(\$ 1,407)	(\$ 1,450)	(\$ 1,576)	(\$ 1,713)	(\$ 1,773)	(\$ 1,832)	(\$ 1,899)	(\$ 1,934)
Net Cash Flow from Financing Activities	(\$ 160)	\$ 3,838	\$ 3,838	(\$ 1,191)	\$ 3,773	(\$ 1,407)	\$ 800	\$ 924	(\$ 1,713)	(\$ 1,773)	(\$ 1,832)	(\$ 1,899)	(\$ 1,934)
Total Cash Flows													
Net change in Cash and Cash Equivalent held	(\$ 10,381)	(\$ 4,163)	(\$ 14,832)	(\$ 14,474)	(\$ 13,208)	(\$ 4,485)	(\$ 960)	(\$ 1,217)	\$ 390	(\$ 2,791)	(\$ 3,212)	\$ 357	(\$ 1,790)
Opening Cash and Cash Equivalents	\$ 116,507	\$ 88,900	\$ 104,994	\$ 106,126	\$ 91,652	\$ 78,444	\$ 73,959	\$ 72,999	\$ 71,782	\$ 72,173	\$ 69,381	\$ 66,169	\$ 66,526
Closing Cash and Cash Equivalents	\$ 106,126	\$ 84,737	\$ 90,162	\$ 91,652	\$ 78,444	\$ 73,959	\$ 72,999	\$ 71,782	\$ 72,173	\$ 69,381	\$ 66,169	\$ 66,526	\$ 64,736

	Actual	Original Budget	BR1	BR2	Forecast									
Annual Result - Total Council	2024	2025	2025	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	
Asset Revaluation Reserve														
Opening Balance	\$ 334,616	\$ 357,102	\$ 357,102	\$ 316,106	\$ 363,820	\$ 405,735	\$ 445,468	\$ 483,585	\$ 520,525	\$ 554,738	\$ 588,321	\$ 623,165	\$ 659,308	
Change in Asset Revaluation Surplus	(\$ 18,509)	\$ 54,129	\$ 53,506	\$ 47,714	\$ 41,915	\$ 39,733	\$ 38,117	\$ 36,940	\$ 34,214	\$ 33,583	\$ 34,844	\$ 36,144	\$ 37,405	
Closing Balance	\$ 316,107	\$ 411,231	\$ 410,608	\$ 363,820	\$ 405,735	\$ 445,468	\$ 483,585	\$ 520,525	\$ 554,738	\$ 588,321	\$ 623,165	\$ 659,308	\$ 696,713	
Retained Surplus														
Opening Balance	\$ 1,044,817	\$ 1,202,806	\$ 1,202,806	\$ 1,091,639	\$ 1,189,109	\$ 1,207,291	\$ 1,216,360	\$ 1,224,506	\$ 1,233,017	\$ 1,239,487	\$ 1,245,969	\$ 1,252,610	\$ 1,259,125	
Net Result	\$ 46,822	\$ 17,343	\$ 95,543	\$ 97,469	\$ 18,182	\$ 9,069	\$ 8,146	\$ 8,511	\$ 6,469	\$ 6,482	\$ 6,641	\$ 6,515	\$ 5,800	
Closing Balance	\$ 1,091,639	\$ 1,220,149	\$ 1,298,349	\$ 1,189,109	\$ 1,207,291	\$ 1,216,360	\$ 1,224,506	\$ 1,233,017	\$ 1,239,487	\$ 1,245,969	\$ 1,252,610	\$ 1,259,125	\$ 1,264,925	
Total														
Opening Balance	\$ 1,379,433	\$ 1,559,909	\$ 1,559,909	\$ 1,407,746	\$ 1,552,929	\$ 1,613,026	\$ 1,661,828	\$ 1,708,091	\$ 1,753,542	\$ 1,794,225	\$ 1,834,290	\$ 1,875,774	\$ 1,918,433	
Net Result	\$ 46,822	\$ 17,343	\$ 95,543	\$ 97,469	\$ 18,182	\$ 9,069	\$ 8,146	\$ 8,511	\$ 6,469	\$ 6,482	\$ 6,641	\$ 6,515	\$ 5,800	
Change in Asset Revaluation Surplus	(\$ 18,509)	\$ 54,129	\$ 53,506	\$ 47,714	\$ 41,915	\$ 39,733	\$ 38,117	\$ 36,940	\$ 34,214	\$ 33,583	\$ 34,844	\$ 36,144	\$ 37,405	
Closing Balance	\$ 1,407,746	\$ 1,631,380	\$ 1,708,957	\$ 1,552,929	\$ 1,613,026	\$ 1,661,828	\$ 1,708,091	\$ 1,753,542	\$ 1,794,225	\$ 1,834,290	\$ 1,875,774	\$ 1,918,433	\$ 1,961,638	

Indicator (Tier 3)	Target Tier 3	BR2		Forecast							
Annual Result - Total Council		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034

Financial Capacity

Council Controlled Revenue Ratio (%)	No target set	74.5%	74.7%	75.3%	75.6%	76.0%	76.3%	76.5%	76.7%	76.8%	77.0%
---	----------------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Council-controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.

A higher council-controlled revenue ratio indicates a stronger ability to generate operating revenue without relying on external sources. Councils with a high ratio generally have a healthy rate base and are better able to respond to unexpected financial obligations such as natural disaster recovery.

Net Rates, Levies and Charges add Fees and charges

Total Operating Revenue

Operating Performance

Operating Surplus Ratio (%)	Greater than 0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.2%
------------------------------------	------------------------	------	------	------	------	------	------	------	------	------	------

The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.

An operating surplus ratio above 0% is an indication that council is managing its finances within its existing funding envelope and generating surplus funds for capital funding or other purposes.

Operating Result

Total Operating Revenue

Operating Cash Ratio (%)	Greater than 0%	17.8%	17.8%	18.2%	18.2%	18.2%	18.2%	18.0%	17.9%	17.8%	17.8%
---------------------------------	------------------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

The operating cash ratio is a measure of a council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.

A positive operating cash ratio indicates that a council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund its capital expenditure requirements.

Operating Result add Depreciation and Amortisation add Finance Costs

Total Operating Revenue

Indicator (Tier 3)	Target Tier 3	BR2		Forecast							
Annual Result - Total Council		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034

Liquidity

Unrestricted Cash Expense Cover Ratio (months)	Greater than 3 months	7.4	6.1	5.8	5.5	5.2	5.1	5.2	4.8	4.7	4.4
---	------------------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.

A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or

$$\frac{\text{Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash}}{\text{Total Operating Expenditure less Depreciation and Amortisation less Finance Costs}} \times 12$$

Total Cash expense Cover Ratio (months)	Greater than 3 months	9.5	7.8	7.2	6.9	6.6	6.5	6.1	5.6	5.5	5.2
--	------------------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

The total cash expense cover ratio is an indicator of the total liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.

A higher total cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery.

$$\frac{\text{Total Cash and Equivalents add Current Investments}}{\text{Total Operating Expenditure less Depreciation and Amortisation less Finance Costs}} \times 12$$

Asset Management

Asset Sustainability Ratio	Greater than 80%	116.6%	140.3%	93.5%	98.4%	104.7%	81.8%	83.6%	88.9%	86.8%	89.2%
-----------------------------------	-------------------------	--------	--------	-------	-------	--------	-------	-------	-------	-------	-------

The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.

An asset sustainability ratio close to 100% suggests that a council is spending enough on the renewal of its assets to compensate for the deterioration in its asset base as loosely proxied by its reported depreciation, with outcomes too far below this level being potentially indicative of underspending against capital replacement

Capital Expenditure on Replacement of Infrastructure Assets (Renewals)

Depreciation Expenditure on Infrastructure Assets

Indicator (Tier 3)	Target Tier 3	BR2					Forecast				
Annual Result - Total Council		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034

Debt Servicing Capacity											
Leverage Ratio	0 - 3 times	0.94	1.05	0.95	0.95	0.95	0.88	0.80	0.73	0.65	0.58

The leverage ratio is an indicator of a council's ability to repay its existing debt. It measures the relative size of the council's debt to its operating performance.

A higher leverage ratio indicates an increasingly limited capacity to support additional borrowings due to already high debt levels and/or decreasing operational performance, while a lower ratio indicates the opposite.

Book value of Debt

Operating Results add Depreciation and Finance Costs

Net Liabilities Ratio	less than 60%	(7.0%)	4.7%	6.5%	7.3%	8.4%	6.8%	7.1%	7.7%	6.1%	5.8%
-----------------------	---------------	--------	------	------	------	------	------	------	------	------	------

The Net Liabilities Ratio outlines the level that net debt can be serviced by operating revenues.

A ratio below zero implies that liabilities are less than cash (and other current assets) and there is adequate borrowing capacity available if needed.

Total Liabilities less Current Assets

Total Operating Revenue