

Bay of Plenty Regional Council



Ministry for Cities, Environment,
Regions & Transport

Regional Group

Demographics	Result	Group median
Estimated population (2025)	351,500	253,900
Population change from 2024 to 2025 (%)	0.3%	0.3%
Land area (km ²)	12,071.6	22,220.6
Population density (people/km ²)	29.1	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$94,674	\$64,730
Rates change from 2024 to 2025 (%)	15.3%	15.8%
Forecast change for 2026 to 2027 (%)	0.5%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA- (S&P)	N/A
Net debt/total revenue (%)	-10.9%	-4.2%
Net debt/total revenue change for 2024 to 2025	-8.6%	-1.2%
Debt headroom for 2025 (%)	295.9%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$199,290	\$132,517

Governance	Result	Group median
Elected members (council only)	14	12
Voter turnout in 2025 (%)	34.7%	47.2%
Population/elected members for 2025	25,107	21,158
Mayor/chair remuneration (\$)	\$168,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	480	335
Personnel costs for 2025 (\$000)	\$64,657	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	96.0%	99.0%
Revenue/operating expenditure for 2024 (%)	102.0%	101.6%
Revenue/operating expenditure for 2025 (%)	110.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$24,567	\$11,999
Actual/planned capital expenditure for 2025 (%)	94.7%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$35,729	\$24,025
Forecast change for 2026 to 2027 (%)	19.7%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) ■ Flood protection ■ Other capital		
Flood protection	\$16,149	\$9,756
Other capital	\$8,418	\$5,916
TOTAL	\$24,567	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$14,917	\$4,397
Renewals	\$9,650	\$5,141



Demographics	Result	Group median
Estimated population (2025)	698,200	253,900
Population change from 2024 to 2025 (%)	1.1%	0.3%
Land area (km ²)	44,505.7	22,220.6
Population density (people/km ²)	15.7	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$197,636	\$64,730
Rates change from 2024 to 2025 (%)	17.1%	15.8%
Forecast change for 2026 to 2027 (%)	2.4%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA+ (Fitch)	N/A
Net debt/total revenue (%)	17.4%	-4.2%
Net debt/total revenue change for 2024 to 2025	-3.8%	-1.2%
Debt headroom for 2025 (%)	267.6%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$312,557	\$132,517

Governance	Result	Group median
Elected members (council only)	14	12
Voter turnout in 2025 (%)	41.6%	47.2%
Population/elected members for 2025	49,871	21,158
Mayor/chair remuneration (\$)	\$207,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	833	335
Personnel costs for 2025 (\$000)	\$87,866	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	101.9%	99.0%
Revenue/operating expenditure for 2024 (%)	101.0%	101.6%
Revenue/operating expenditure for 2025 (%)	104.6%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$7,960	\$11,999
Actual/planned capital expenditure for 2025 (%)	60.3%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$27,023	\$24,025
Forecast change for 2026 to 2027 (%)	115.9%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) ■ Flood protection ■ Other capital		
Flood protection	\$2,044	\$9,756
Other capital	\$5,916	\$5,916
TOTAL	\$7,960	N/A

Capital expenditure by application for 2025 (\$000)		Result	Group median
Capital Expenditure by application (%) ■ Demand ■ Level of service ■ Renewal	Demand	\$299	\$0
	Level of service	\$2,535	\$4,397
	Renewals	\$5,126	\$5,141

Hawke's Bay Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	179,700	253,900
Population change from 2024 to 2025 (%)	-0.1%	0.3%
Land area (km ²)	14,139.4	22,220.6
Population density (people/km ²)	12.7	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$48,104	\$64,730
Rates change from 2024 to 2025 (%)	16.6%	15.8%
Forecast change for 2026 to 2027 (%)	5.2%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA (Fitch)	N/A
Net debt/total revenue (%)	-17.7%	-4.2%
Net debt/total revenue change for 2024 to 2025	7.3%	-1.2%
Debt headroom for 2025	302.7%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$137,905	\$132,517

Governance	Result	Group median
Elected members (council only)	11	12
Voter turnout in 2025 (%)	49.0%	47.2%
Population/elected members for 2025	16,336	21,158
Mayor/chair remuneration (\$)	\$156,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	335	335
Personnel costs for 2025 (\$000)	\$38,467	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	88.2%	99.0%
Revenue/operating expenditure for 2024 (%)	101.6%	101.6%
Revenue/operating expenditure for 2025 (%)	126.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$24,413	\$11,999
Actual/planned capital expenditure for 2025 (%)	29.7%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$91,619	\$24,025
Forecast change for 2026 to 2027 (%)	-31.4%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) ■ Flood protection ■ Other capital		
Flood protection	\$22,723	\$9,756
Other capital	\$1,690	\$5,916
TOTAL	\$24,413	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$22,646	\$4,397
Renewals	\$1,767	\$5,141

Manawatū-Whanganui Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	260,700	253,900
Population change from 2024 to 2025 (%)	0.2%	0.3%
Land area (km ²)	22,220.6	22,220.6
Population density (people/km ²)	11.7	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$64,730	\$64,730
Rates change from 2024 to 2025 (%)	11.1%	15.8%
Forecast change for 2026 to 2027 (%)	5.9%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	44.9%	-4.2%
Net debt/total revenue change for 2024 to 2025	-1.2%	-1.2%
Debt headroom for 2025 (%)	130.1%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$109,641	\$132,517

Governance	Result	Group median
Elected members (council only)	14	12
Voter turnout in 2025 (%)	46.8%	47.2%
Population/elected members for 2025	18,621	21,158
Mayor/chair remuneration (\$)	\$164,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	302	335
Personnel costs for 2025 (\$000)	\$30,489	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	110.4%	99.0%
Revenue/operating expenditure for 2024 (%)	95.1%	101.6%
Revenue/operating expenditure for 2025 (%)	105.4%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$15,279	\$11,999
Actual/planned capital expenditure for 2025 (%)	68.1%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$20,274	\$24,025
Forecast change for 2026 to 2027 (%)	76.5%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) Legend: ■ Flood protection ■ Other capital		
Flood protection	\$19,028	\$9,756
Other capital	\$-3,749	\$5,916
TOTAL	\$15,279	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) Legend: ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$10,138	\$4,397
Renewals	\$5,141	\$5,141

Northland Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	201,100	253,900
Population change from 2024 to 2025 (%)	0.3%	0.3%
Land area (km ²)	12,506.9	22,220.6
Population density (people/km ²)	16.1	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$55,216	\$64,730
Rates change from 2024 to 2025 (%)	15.8%	15.8%
Forecast change for 2026 to 2027 (%)	-0.2%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	-4.2%	-4.2%
Net debt/total revenue change for 2024 to 2025	59.6%	-1.2%
Debt headroom for 2025 (%)	179.2%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$86,825	\$132,517

Governance	Result	Group median
Elected members (council only)	9	12
Voter turnout in 2025 (%)	49.3%	47.2%
Population/elected members for 2025	22,344	21,158
Mayor/chair remuneration (\$)	\$144,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	332	335
Personnel costs for 2025 (\$000)	\$32,093	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	107.0%	99.0%
Revenue/operating expenditure for 2024 (%)	108.0%	101.6%
Revenue/operating expenditure for 2025 (%)	106.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$8,360	\$11,999
Actual/planned capital expenditure for 2025 (%)	45.6%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$1,645	\$24,025
Forecast change for 2026 to 2027 (%)	-86.1%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) ■ Flood protection ■ Other capital		
Flood protection	\$4,703	\$9,756
Other capital	\$3,657	\$5,916
TOTAL	\$8,360	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$4,937	\$4,397
Renewals	\$3,423	\$5,141

Otago Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	253,900	253,900
Population change from 2024 to 2025 (%)	0.6%	0.3%
Land area (km ²)	31,185.0	22,220.6
Population density (people/km ²)	8.1	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$65,106	\$64,730
Rates change from 2024 to 2025 (%)	16.6%	15.8%
Forecast change for 2026 to 2027 (%)	0.0%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	-20.3%	-4.2%
Net debt/total revenue change for 2024 to 2025	-6.0%	-1.2%
Debt headroom for 2025 (%)	195.3%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$132,517	\$132,517

Governance	Result	Group median
Elected members (council only)	12	12
Voter turnout in 2025 (%)	47.2%	47.2%
Population/elected members for 2025	21,158	21,158
Mayor/chair remuneration (\$)	\$173,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	355	335
Personnel costs for 2025 (\$000)	\$40,158	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	95.0%	99.0%
Revenue/operating expenditure for 2024 (%)	101.0%	101.6%
Revenue/operating expenditure for 2025 (%)	102.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$11,999	\$11,999
Actual/planned capital expenditure for 2025 (%)	63.2%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$18,904	\$24,025
Forecast change for 2026 to 2027 (%)	-8.0%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) 21.6% 78.4% ■ Flood protection ■ Other capital		
Flood protection	\$2,592	\$9,756
Other capital	\$9,407	\$5,916
TOTAL	\$11,999	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) 0.0% 14.6% 85.4% ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$1,750	\$4,397
Renewals	\$10,249	\$5,141

Southland Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	104,800	253,900
Population change from 2024 to 2025 (%)	0.6%	0.3%
Land area (km ²)	31,233.8	22,220.6
Population density (people/km ²)	3.4	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$28,986	\$64,730
Rates change from 2024 to 2025 (%)	12.4%	15.8%
Forecast change for 2026 to 2027 (%)	3.3%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	-68.3%	-4.2%
Net debt/total revenue change for 2024 to 2025	-12.6%	-1.2%
Debt headroom for 2025 (%)	243.3%	N/A

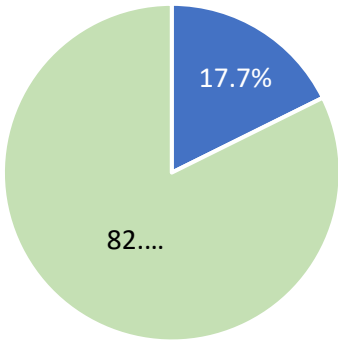
Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$50,787	\$132,517

Governance	Result	Group median
Elected members (council only)	12	12
Voter turnout in 2025 (%)	46.1%	47.2%
Population/elected members for 2025	8,733	21,158
Mayor/chair remuneration (\$)	\$137,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	179	335
Personnel costs for 2025 (\$000)	\$22,431	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	115.0%	99.0%
Revenue/operating expenditure for 2024 (%)	114.0%	101.6%
Revenue/operating expenditure for 2025 (%)	103.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$2,331	\$11,999
Actual/planned capital expenditure for 2025 (%)	54.9%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$11,533	\$24,025
Forecast change for 2026 to 2027 (%)	17.5%	-8.0%

Capital expenditure by activity for 2025 (\$'000)		Result	Group median
Capital Expenditure by activity (%)			
			
Flood protection	\$412	\$9,756	
Other capital	\$1,919	\$5,916	
TOTAL	\$2,331	N/A	

Capital expenditure by application for 2025 (\$000)		Result	Group median
Capital Expenditure by application (%) 85.5% 14.5% 0.0% ■ Demand ■ Level of service ■ Renewal	Demand	\$337	\$0
	Level of service	\$0	\$4,397
	Renewals	\$1,994	\$5,141

Taranaki Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	130,300	253,900
Population change from 2024 to 2025 (%)	0.0%	0.3%
Land area (km ²)	7,254.4	22,220.6
Population density (people/km ²)	18.0	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$21,959	\$64,730
Rates change from 2024 to 2025 (%)	16.3%	15.8%
Forecast change for 2026 to 2027 (%)	10.0%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	53.2%	-4.2%
Net debt/total revenue change for 2024 to 2025	42.9%	-1.2%
Debt headroom for 2025 (%)	121.8%	N/A

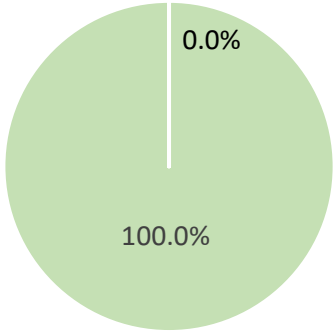
Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	53,332	132,517

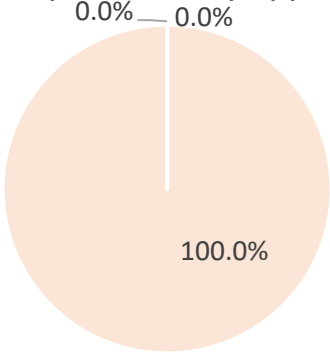
Governance	Result	Group median
Elected members (council only)	11	12
Voter turnout in 2025 (%)	47.6%	47.2%
Population/elected members for 2025	11,845	21,158
Mayor/chair remuneration (\$)	\$119,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	240	335
Personnel costs for 2025 (\$000)	\$24,252	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	95.0%	99.0%
Revenue/operating expenditure for 2024 (%)	93.0%	101.6%
Revenue/operating expenditure for 2025 (%)	93.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$6,140	\$11,999
Actual/planned capital expenditure for 2025 (%)	73.8%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$4,072	\$24,025
Forecast change for 2026 to 2027 (%)	-34.5%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%)  100.0% 0.0% ■ Flood protection ■ Other capital		
Flood protection	\$0	\$9,756
Other capital	\$6,140	\$5,916
TOTAL	\$6,140	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%)  100.0% 0.0% 0.0% ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$0	\$4,397
Renewals	\$6,140	\$5,141

Waikato Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	532,100	253,900
Population change from 2024 to 2025 (%)	1.0%	0.3%
Land area (km ²)	23,901.3	22,220.6
Population density (people/km ²)	22.3	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$141,548	\$64,730
Rates change from 2024 to 2025 (%)	8.2%	15.8%
Forecast change for 2026 to 2027 (%)	5.2%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	-46.0%	-4.2%
Net debt/total revenue change for 2024 to 2025	-0.2%	-1.2%
Debt headroom for 2025 (%)	221.0%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$215,886	\$132,517

Governance	Result	Group median
Elected members (council only)	14	12
Voter turnout in 2025 (%)	41.2%	47.2%
Population/elected members for 2025	38,007	21,158
Mayor/chair remuneration (\$)	\$185,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	661	335
Personnel costs for 2025 (\$000)	\$67,040	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	99.0%	99.0%
Revenue/operating expenditure for 2024 (%)	108.0%	101.6%
Revenue/operating expenditure for 2025 (%)	101.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$22,980	\$11,999
Actual/planned capital expenditure for 2025 (%)	112.2%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$24,025	\$24,025
Forecast change for 2026 to 2027 (%)	-8.5%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) ■ Flood protection ■ Other capital		
Flood protection	\$15,053	\$9,756
Other capital	\$7,927	\$5,916
TOTAL	\$22,980	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$1,531	\$4,397
Renewals	\$21,467	\$5,141

Wellington Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	543,400	253,900
Population change from 2024 to 2025 (%)	0.0%	0.3%
Land area (km ²)	8,049.4	22,220.6
Population density (people/km ²)	67.5	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$253,595	\$64,730
Rates change from 2024 to 2025 (%)	19.7%	15.8%
Forecast change for 2026 to 2027 (%)	9.6%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	AA (S&P)	N/A
Net debt/total revenue (%)	136.6%	-4.2%
Net debt/total revenue change for 2024 to 2025	-2.6%	-1.2%
Debt headroom for 2025 (%)	148.4%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$636,761	\$132,517

Governance	Result	Group median
Elected members (council only)	14	12
Voter turnout in 2025 (%)	47.6%	47.2%
Population/elected members for 2025	38,814	21,158
Mayor/chair remuneration (\$)	\$199,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	830	335
Personnel costs for 2025 (\$000)	\$100,582	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	100.8%	99.0%
Revenue/operating expenditure for 2024 (%)	92.5%	101.6%
Revenue/operating expenditure for 2025 (%)	104.9%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$125,531	\$11,999
Actual/planned capital expenditure for 2025 (%)	58.4%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$99,078	\$24,025
Forecast change for 2026 to 2027 (%)	-52.1%	-8.0%

Capital expenditure by activity for 2025 (\$000)	Result	Group median
Capital expenditure by activity (%) ■ Water ■ Flood protection ■ Other Capital		
Water	\$73,357	N/A
Flood protection	\$43,178	\$9,756
Other capital	\$8,996	\$5,916
TOTAL	\$125,531	N/A

Capital expenditure by application for 2025 (\$000)	Result	Group median
Capital Expenditure by application (%) ■ Demand ■ Level of service ■ Renewal		
Demand	\$0	\$0
Level of service	\$71,867	\$4,397
Renewals	\$53,664	\$5,141

West Coast Regional Council

Regional Group



Ministry for Cities, Environment,
Regions & Transport

Demographics	Result	Group median
Estimated population (2025)	34,700	253,900
Population change from 2024 to 2025 (%)	0.6%	0.3%
Land area (km ²)	23,246.6	22,220.6
Population density (people/km ²)	1.5	15.7

Rates	Result	Group median
Rates revenue for 2025 (\$000)	\$11,846	\$64,730
Rates change from 2024 to 2025 (%)	6.7%	15.8%
Forecast change for 2026 to 2027 (%)	3.4%	3.4%

Debt (2025)	Result	Group median
Credit rating (and rating agency)	unrated	N/A
Net debt/total revenue (%)	14.7%	-4.2%
Net debt/total revenue change for 2024 to 2025	21.9%	-1.2%
Debt headroom for 2025 (%)	160.3%	N/A

Expenditure	Result	Group median
Total operating expenditure for 2025 (\$000)	\$28,488	\$132,517

Governance	Result	Group median
Elected members (council only)	7	12
Voter turnout in 2025 (%)	52.4%	47.2%
Population/elected members for 2025	4,957	21,158
Mayor/chair remuneration (\$)	\$111,000	\$164,000

Personnel	Result	Group median
Staff numbers for 2025 (FTE)	105	335
Personnel costs for 2025 (\$000)	\$10,653	\$38,467

Balanced budget	Result	Group median
Revenue/operating expenditure for 2023 (%)	87.0%	99.0%
Revenue/operating expenditure for 2024 (%)	142.0%	101.6%
Revenue/operating expenditure for 2025 (%)	98.0%	104.6%

Asset management	Result	Group median
Total capital expenditure for 2025 (\$000)	\$10,838	\$11,999
Actual/planned capital expenditure for 2025 (%)	98.8%	63.2%
Forecast capital expenditure for 2027 (\$000)	\$26,171	\$24,025
Forecast change for 2026 to 2027 (%)	-7.0%	-8.0%

Capital expenditure by activity for 2025 (\$000)										
Capital expenditure by activity (%)										
	<table> <tr> <td>Flood protection</td><td>\$9,756</td><td>\$9,756</td></tr> <tr> <td>Other capital</td><td>\$1,082</td><td>\$5,916</td></tr> <tr> <td>TOTAL</td><td>\$10,838</td><td>N/A</td></tr> </table>	Flood protection	\$9,756	\$9,756	Other capital	\$1,082	\$5,916	TOTAL	\$10,838	N/A
Flood protection	\$9,756	\$9,756								
Other capital	\$1,082	\$5,916								
TOTAL	\$10,838	N/A								

Capital expenditure by application for 2025 (\$000)		
Capital Expenditure by application (%)	Demand	\$0
	Level of service	\$10,838
	Renewals	\$0
		\$5,141