

SOUTH GIPPSLAND SHIRE COUNCIL

# Adopted Financial Plan 2021/22 to 2030/31



South Gippsland  
Shire Council

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# 1 Legislative Requirements

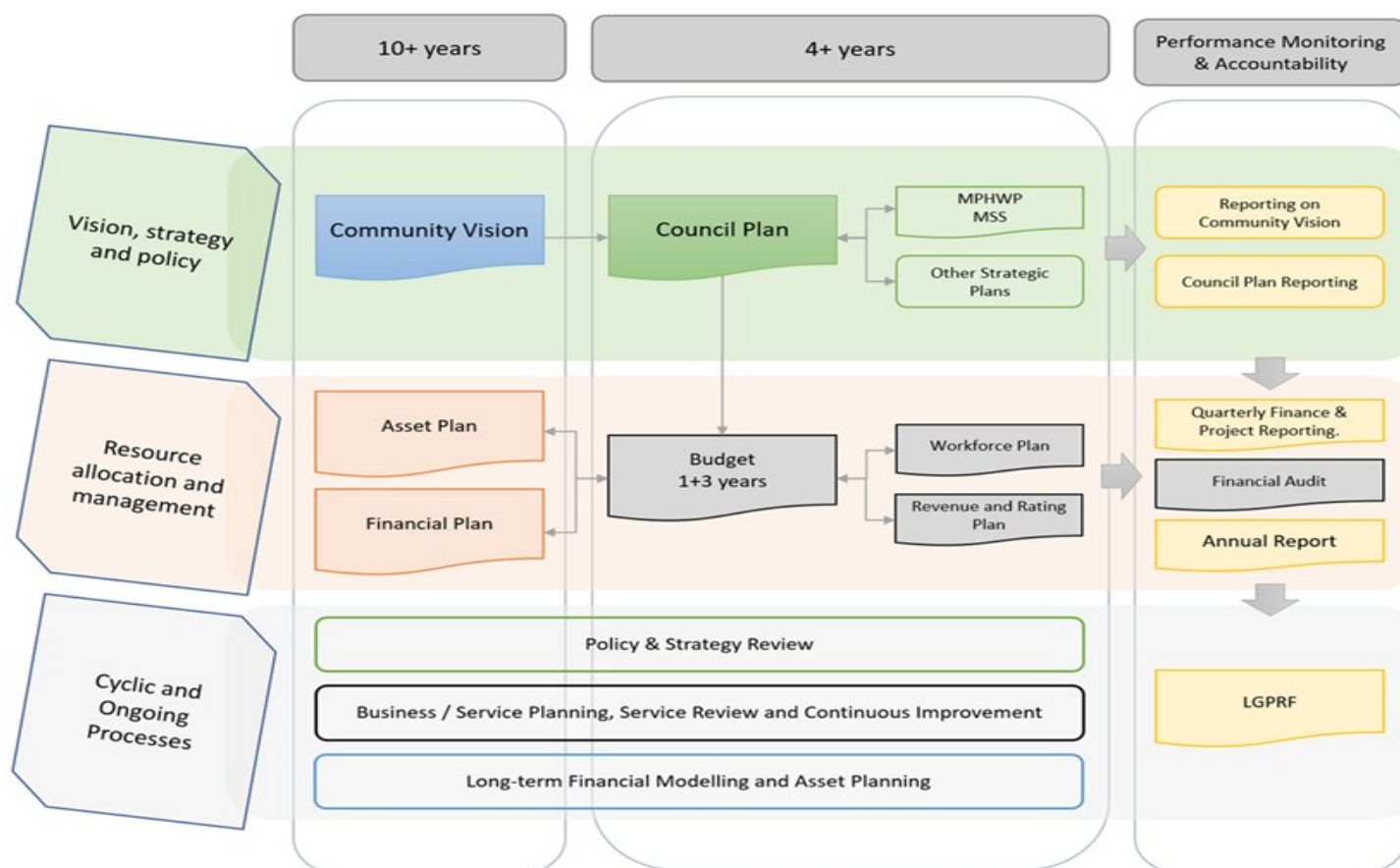
This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium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

It should be noted that The Local Government (South Gippsland Shire Council) Act 2019 provides for a general election of Councillors to be held October 2021, and adopt a Council Plan and Community Vision in the year following that election, and as such the forward look budgets in this document may change for the years following the election.

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



The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



## 1.1 Strategic Planning Principles

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

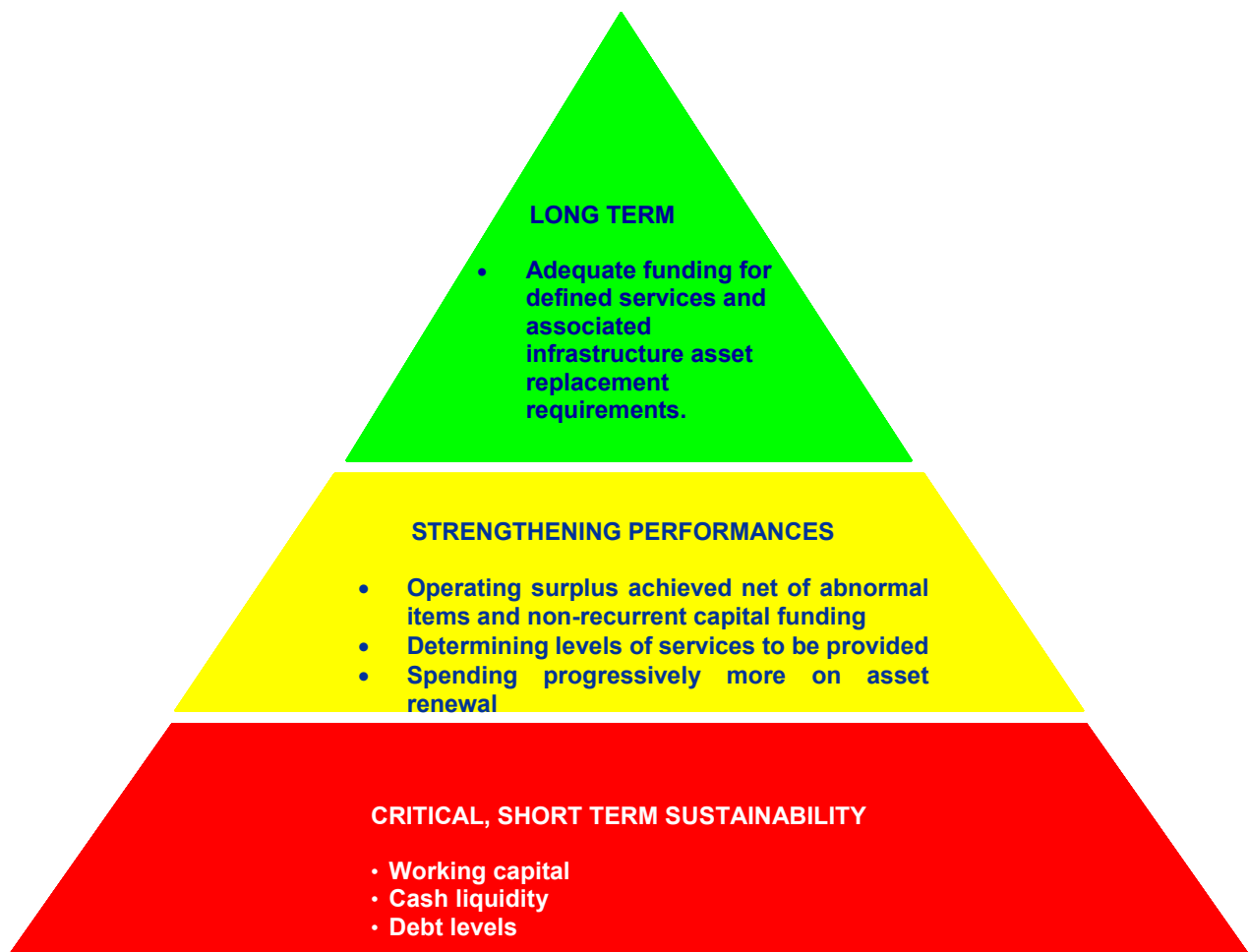
- Council has an integrated approach to planning, monitoring and performance reporting.
- Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

## 1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
  - a) the financial viability of the Council
  - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

For the purposes of this strategy, financial sustainability is defined in the below diagram, modelled essentially on a hierarchy of needs approach.



The bottom tier's financial objective 'Critical Short-Term Sustainability' relates to issues of liquidity, debt ratios and working capital, which underpin good business planning. In order for Council to operate successfully, it is essential that these 'fundamentals' are both understood and adhered to.

Second tier financial objectives focus on progressively improving financial outcomes to strengthen Council's financial position. It is vitally important to define and then consistently achieve planned operational and financial outcomes, before beginning to attempt to address the ultimate third tier goal of 'Long Term Financial Sustainability'. This is achieved when adequate funding is being provided in current and forward budgets for a defined level of services, including associated infrastructure asset requirements, which meets community needs and which they are prepared to pay for.

A financially sustainable council would be capable of:

- Providing and funding the service needs of its community;
- Meeting contingencies without needing to make radical changes to spending and / or revenue policies;
- Maintaining stability and equity in rating levels; and
- Preserving intergenerational equity.

When developing long term financial plans it is important that an assessment is made of the community's capacity and preparedness to pay for current and desired service expectations. This requires a consideration of the inherent structural characteristics of the community, including community income and population.

### 1.3 Engagement Principles

The Community Engagement Policy C60 (the Policy) outlines Council's approach to community engagement to assist with transparency, understanding and trust in Council's decision-making process. The Policy was adopted by Council at its meeting on 24 February 2021. Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management;
- b) Proposed Financial Plan placed on public exhibition at the 16 April 2021 Council meeting for a period of 28 days and calling for public submissions;
- c) Community engagement is conducted using a variety of online and in person methods;
- d) Hearing of public submissions to the Financial Plan (2 June 2021);
- e) Draft Financial Plan, including any revisions, presented to (23 June 2021) Council meeting for adoption.

### 1.4 Service Performance Principles

Council services are designed to be purpose, targeted to community needs and value for money.

The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.

d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.

e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

## 1.5 Asset Plan Integration

The Local Government Act 2020 requires Council to adopt its first Asset Plan by 30 June 2022 and has effect from 1 July 2022. The community must be consulted and involved through deliberative consultation processes. This will include establishing quality, cost, and provision standards as well as engagement on policy, strategy, and major initiatives. The Asset Plan provides transparency around Council's responsible stewardship of community assets.

## 2 Financial Plan Context

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

### 2.1 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	2.30%	2.30%	2.30%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates and charges	1.50%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees and fines	2.30%	2.30%	2.30%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	1.50%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	2.50%	2.50%	2.50%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Materials and services	2.30%	2.30%	2.30%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	2.30%	2.30%	2.30%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

#### 2.1.1 Rates and charges

Base rate revenue will increase by 1.5% for the 2021/22 year, based on the state government rate cap, with estimated future annual increases of 2.0%, 2.25% and 2.50% per annum for the ensuing years of the Financial Plan.

The Victorian State Governments introduction of Recycling Victoria – A New Economy released in February 2020 aims to reform the state's waste and recycling systems over the next decade. Reported changes to the landfill levy rates were deferred from 2020/21 (due to COVID) until 2021/22. The rate payable for the Rural municipal landfill levy are increasing by 60%, from \$33.03 per tonne in 2021/22 to \$52.95. Waste charges are proposed to increase by 14.28% compared to 2020/21 levels in order to defray the total costs of waste management incurred across the municipal district.

### **2.1.2 Statutory fees and fines**

The Financial Plan indexes statutory fees, set by legislation, according on the estimated annual rate of CPI. This is often a best-case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

### **2.1.3 User fees**

Council determined user fees are budgeted to increase by 1.5% in the 2021/22 financial year in line with the rate cap. Total revenue from user fees is expected to increase by 16.8% for the 2021/22 year. The large increase is due to the assumption that restrictions applied as part of the pandemic in 2021/22 financial year will ease. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are in line with growth assumptions in the state government rate cap.

### **2.1.4 Grants**

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 2.0% after 2022/23.

### **2.1.5 Contributions**

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

### **2.1.6 Other income**

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

### **2.1.7 Employee costs**

The increases allowed for under South Gippsland Shire Council Enterprise Agreement 2019 have been incorporated into the Financial Plan. Also included are the annual legislated increases to the employer superannuation guarantee payments of up to 12.0% in the 2025/26 financial year.

Employee costs (and FTE) reduce in the 2022/23 financial year due to a number of fixed term and grant funded positions ceasing at the end of 2021/22.

### **2.1.8 Materials and services**

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities, materials and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit.

### **2.1.9 Depreciation & amortisation**

Depreciation estimates have been based on the projected capital spending contained within this LTFS document.



### 2.1.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

### 2.1.11 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

## 2.2 Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast											Trend
			Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
<b>Operating position</b>														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	2.7%	-8.6%	9.5%	5.9%	6.0%	5.3%	6.1%	5.4%	6.3%	6.3%	8.0%	o
<b>Liquidity</b>														
Working Capital	Current assets / current liabilities	2	314.7%	143.2%	142.6%	161.2%	170.4%	178.1%	190.0%	176.6%	180.2%	178.8%	191.7%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	191.0%	88.6%	84.7%	100.9%	108.0%	113.4%	123.1%	107.6%	109.1%	104.5%	109.1%	+
<b>Obligations</b>														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	7.4%	17.3%	22.4%	19.1%	15.9%	12.8%	9.9%	7.2%	4.5%	2.0%	-0.1%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.6%	2.8%	2.9%	2.8%	2.8%	2.7%	2.6%	2.5%	2.4%	2.4%	2.0%	o
Indebtedness	Non-current liabilities / own source revenue		14.0%	20.5%	23.7%	21.7%	19.2%	16.5%	14.0%	11.6%	9.3%	7.4%	7.1%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	231.7%	223.1%	211.6%	114.4%	128.5%	127.6%	121.2%	140.7%	130.2%	135.5%	97.5%	o
<b>Stability</b>														
Rates concentration	Rate revenue / adjusted underlying revenue	6	66.0%	73.1%	65.7%	67.8%	68.4%	68.9%	69.2%	69.4%	69.6%	69.8%	70.2%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	o

Indicator	Measure	Notes	Forecast											Trend
			Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
<b>Efficiency</b>														
Expenditure level	Total expenses/ no. of property assessments		\$3,346	\$3,451	\$3,258	\$3,358	\$3,404	\$3,491	\$3,525	\$3,630	\$3,671	\$3,750	\$3,781	+
Revenue level	Total rate revenue / no. of property assessments		\$4,154	\$3,643	\$3,896	\$3,636	\$3,716	\$3,790	\$3,794	\$3,886	\$3,957	\$4,041	\$4,145	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

## 2.3 Borrowings

Council has borrowed \$3.6 million from Treasury Corporation Victoria (TCV) through the Community Sports Infrastructure loan scheme. Council has also been approved for \$10 million loan for the Korumburra Hub and streetscape from TCV through the Community Infrastructure Loan Scheme with a heavily discounted interest rate. Council draw down on the funds through an interest only payment during the build phase which then converts to a principal and interest payment upon project completion.

### 2.3.1 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	812	3,337	8,092	10,759	9,418	8,069	6,713	5,349	3,977	2,597	1,209
Plus New loans	2,788	6,000	4,000	-	-	-	-	-	-	-	-
Less Principal repayment	(263)	(1,245)	(1,333)	(1,341)	(1,349)	(1,356)	(1,364)	(1,372)	(1,380)	(1,388)	(1,209)
<b>Closing balance</b>	<b>3,337</b>	<b>8,092</b>	<b>10,759</b>	<b>9,418</b>	<b>8,069</b>	<b>6,713</b>	<b>5,349</b>	<b>3,977</b>	<b>2,597</b>	<b>1,209</b>	<b>-</b>
Interest payment	14	71	67	59	51	44	36	28	20	12	4

### 2.3.2 Performance Indicators

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators. The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast / Actual										
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	7.37%	17.30%	22.42%	19.09%	15.87%	12.82%	9.91%	7.15%	4.53%	2.05%	0.00%
Debt servicing / Rate revenue	Below 5%	0.03%	0.15%	0.14%	0.12%	0.10%	0.08%	0.07%	0.05%	0.03%	0.02%	0.01%
Debt commitment / Rate revenue	Below 10%	0.61%	2.81%	2.92%	2.84%	2.75%	2.67%	2.59%	2.52%	2.44%	2.37%	2.03%
Indebtedness / Own source revenue	Below 60%	14.05%	20.45%	23.73%	21.71%	19.18%	16.53%	14.03%	11.61%	9.32%	7.37%	7.13%

## 2.4 Reserves

### 2.4.1 Current Reserves

#### *Public Open Space Reserve*

- Purpose - The Open Space Reserve holds funds contributed by developers for works associated with developing and improved public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.
- Movements - transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

#### *Development Contributions Reserve*

- Purpose – This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plans. Council has two (2) Development Contribution Plans with currently two reserves established to manage levy income contributed by developers. Development Contribution Plan reserves were introduced to manage proceeds from the recently adopted Precinct Structure Plans within the district A and district B within the municipality.
- Movements – Transfers from this reserve will be for nominated capital works for Development Infrastructure projects and Community Infrastructure projects. These funds are tied directly to the income received or cash funds refunded to developers for capital works completed directly by the developer.

### Plant Replacement Reserve

- Purpose – This reserve is to set aside funds to replace Council’s heavy plant and equipment at the end of the service life.
- Movements – Inflows to the reserve are mainly sourced from budget savings in depot maintenance and operations. Transfers from the reserve are aligned to Council’s replacement schedule to fund plant acquisitions on an annual basis.

### Loan Repayment Reserve

- Purpose – The Loan Repayment reserve is discretionary in nature and designed to hold funds for the repayment of interest only loans.
- Movements – The annual contributions are equal to the deemed principle repayment so sufficient funds will be available to fund the future repayment of interest only loans.

## 2.4.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity. Restricted reserves are to be included to the disclosure of restricted cash assets.

Reserves	Restricted / Discretionary	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Public Open Space Reserve</b>												
	Restricted											
Opening balance		106	140	106	106	106	106	106	106	106	106	106
Transfer to reserve		375	67	68	70	72	73	75	77	79	81	83
Transfer from reserve		(341)	(101)	(68)	(70)	(72)	(73)	(75)	(77)	(79)	(81)	(83)
<b>Closing balance</b>		<b>140</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>
<b>Development Contributions Reserve</b>												
	Restricted											
Opening balance		-	-	-	445	793	1,129	1,484	1,837	2,165	2,513	2,870
Transfer to reserve			424	1,149	601	823	601	353	328	348	357	268
Transfer from reserve			(424)	(704)	(253)	(487)	(246)					
<b>Closing balance</b>		<b>-</b>	<b>-</b>	<b>445</b>	<b>793</b>	<b>1,129</b>	<b>1,484</b>	<b>1,837</b>	<b>2,165</b>	<b>2,513</b>	<b>2,870</b>	<b>3,138</b>
<b>Reserves Summary</b>												
	Total Restricted											
Opening balance		106	140	106	551	899	1,235	1,590	1,943	2,271	2,619	2,976
Transfer to reserve		375	491	1,217	671	895	674	428	405	427	438	351
Transfer from reserve		(341)	(525)	(772)	(323)	(559)	(319)	(75)	(77)	(79)	(81)	(83)
<b>Closing balance</b>		<b>140</b>	<b>106</b>	<b>551</b>	<b>899</b>	<b>1,235</b>	<b>1,590</b>	<b>1,943</b>	<b>2,271</b>	<b>2,619</b>	<b>2,976</b>	<b>3,244</b>
<b>Corner Inlet Seawall Reserve</b>												
	Discretionary											
Opening balance		17	10	10	10	10	10	10	10	10	10	10
Transfer to reserve												
Transfer from reserve		(7)										
<b>Closing balance</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Caravan Parks</b>												
	Discretionary											
Opening balance		-	-	-	-	-	-	-	-	-	-	-
Transfer to reserve			1,108	1,196	1,150	1,179	1,208	1,237	1,267	1,299	1,331	1,364
Transfer from reserve			(1,108)	(1,196)	(1,150)	(1,179)	(1,208)	(1,237)	(1,267)	(1,299)	(1,331)	(1,364)
<b>Closing balance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Venus Bay Surf Life Saving Club</b>												
	Discretionary											
Opening balance		150	150	150	150	150	150	150	150	150	150	150
Transfer to reserve												
Transfer from reserve												
<b>Closing balance</b>		<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Reserves Summary</b>												
	Total Discretionary											
Opening balance		167	160	160	160	160	160	160	160	160	160	160
Transfer to reserve		-	1,108	1,196	1,150	1,179	1,208	1,237	1,267	1,299	1,331	1,364
Transfer from reserve		(7)	(1,108)	(1,196)	(1,150)	(1,179)	(1,208)	(1,237)	(1,267)	(1,299)	(1,331)	(1,364)
<b>Closing balance</b>		<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
<b>Reserves Summary</b>												
	Restricted & Discretionary											
Opening balance		273	300	266	711	1,059	1,395	1,750	2,103	2,431	2,779	3,136
Transfer to reserve		375	1,599	2,413	1,821	2,074	1,882	1,665	1,672	1,726	1,769	1,715
Transfer from reserve		(348)	(1,633)	(1,968)	(1,473)	(1,738)	(1,527)	(1,312)	(1,344)	(1,378)	(1,412)	(1,447)
<b>Closing balance</b>		<b>300</b>	<b>266</b>	<b>711</b>	<b>1,059</b>	<b>1,395</b>	<b>1,750</b>	<b>2,103</b>	<b>2,431</b>	<b>2,779</b>	<b>3,136</b>	<b>3,404</b>

## 3 Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

### 3.1 Comprehensive Income Statement

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	45,252	46,777	47,987	49,337	50,836	52,380	53,969	55,605	57,283	59,014	61,351
Statutory fees and fines	941	1,006	1,047	1,050	1,096	1,122	1,132	1,143	1,206	1,252	1,232
User fees	4,016	4,955	5,107	5,222	5,352	5,485	5,622	5,762	5,905	6,053	6,203
Grants - Operating	13,359	6,947	11,949	12,189	12,437	12,690	12,949	13,212	13,482	13,756	14,037
Grants - Capital	14,074	10,883	6,799	2,708	3,069	3,516	2,385	2,596	2,385	2,385	2,385
Contributions - monetary	1,340	535	1,222	676	1,142	680	433	410	433	444	357
Contributions - non-monetary	1,819	413	422	431	442	453	465	476	488	500	513
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	509	177	2,606	690	(9)	-	(87)	32	(10)	-	33
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	1,439	1,694	1,837	1,859	1,881	1,907	1,929	1,956	1,979	2,027	2,033
<b>Total income</b>	<b>82,749</b>	<b>73,387</b>	<b>78,976</b>	<b>74,162</b>	<b>76,246</b>	<b>78,233</b>	<b>78,797</b>	<b>81,192</b>	<b>83,151</b>	<b>85,431</b>	<b>88,144</b>
<b>Expenses</b>											
Employee costs	26,809	28,317	27,898	28,458	29,447	30,356	31,179	32,024	32,859	33,750	34,792
Materials and services	23,855	23,441	21,612	22,064	22,852	23,067	23,644	24,454	25,298	25,454	26,059
Depreciation	12,886	14,276	13,229	14,365	13,887	14,906	14,580	15,492	15,029	16,023	15,429
Amortisation - intangible assets	240	240	-	232	232	232	232	232	256	256	256
Amortisation - right of use assets	83	83	-	-	-	-	-	-	-	-	-
Bad and doubtful debts	-	-	-	-	-	-	-	-	-	-	-
Borrowing costs	14	71	67	59	51	44	36	28	20	12	4
Finance Costs - leases	-	-	-	-	-	-	-	-	-	-	-
Other expenses	2,763	3,090	3,234	3,300	3,374	3,450	3,528	3,608	3,685	3,767	3,853
<b>Total expenses</b>	<b>66,650</b>	<b>69,518</b>	<b>66,040</b>	<b>68,478</b>	<b>69,843</b>	<b>72,055</b>	<b>73,199</b>	<b>75,838</b>	<b>77,147</b>	<b>79,262</b>	<b>80,393</b>
<b>Surplus/(deficit) for the year</b>	<b>16,099</b>	<b>3,869</b>	<b>12,936</b>	<b>5,684</b>	<b>6,403</b>	<b>6,178</b>	<b>5,598</b>	<b>5,354</b>	<b>6,004</b>	<b>6,169</b>	<b>7,751</b>
<b>Other comprehensive income</b>											
<b>Items that will not be reclassified to surplus or deficit in future periods</b>											
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
<b>Items that may be reclassified to surplus or deficit in future periods</b> (detail as appropriate)											
<b>Total comprehensive result</b>	<b>16,099</b>	<b>3,869</b>	<b>12,936</b>	<b>5,684</b>	<b>6,403</b>	<b>6,178</b>	<b>5,598</b>	<b>5,354</b>	<b>6,004</b>	<b>6,169</b>	<b>7,751</b>

## 3.2 Balance Sheet

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	19,043	2,088	1,950	4,632	6,014	7,190	8,977	7,144	7,758	7,354	7,055
Trade and other receivables	5,676	5,676	5,676	5,676	5,676	5,676	5,676	5,676	5,676	5,676	5,676
Other financial assets	16,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Inventories	208	208	208	208	208	208	208	208	208	208	208
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	218	218	218	218	218	218	218	218	218	218	218
<b>Total current assets</b>	<b>41,145</b>	<b>20,190</b>	<b>20,052</b>	<b>22,734</b>	<b>24,116</b>	<b>25,292</b>	<b>27,079</b>	<b>25,246</b>	<b>25,860</b>	<b>25,456</b>	<b>25,157</b>
<b>Non-current assets</b>											
Trade and other receivables	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,846
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541	1,541
Property, infrastructure, plant & equipment	576,639	606,328	622,181	623,957	627,747	631,514	634,085	640,027	644,167	649,485	656,064
Right-of-use assets	85	85	-	-	-	-	-	-	-	-	-
Investment property	620	620	620	620	620	620	620	620	620	620	620
Intangible assets	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>580,364</b>	<b>610,053</b>	<b>625,821</b>	<b>627,597</b>	<b>631,387</b>	<b>635,154</b>	<b>637,725</b>	<b>643,667</b>	<b>647,807</b>	<b>653,125</b>	<b>660,071</b>
<b>Total assets</b>	<b>621,509</b>	<b>630,243</b>	<b>645,873</b>	<b>650,331</b>	<b>655,503</b>	<b>660,446</b>	<b>664,804</b>	<b>668,913</b>	<b>673,667</b>	<b>678,581</b>	<b>685,228</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	5,347	5,347	5,347	5,347	5,347	5,347	5,347	5,347	5,347	5,347	5,347
Trust funds and deposits	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332
Provisions	5,959	5,999	6,039	6,079	6,119	6,159	6,199	6,239	6,279	6,319	6,359
Interest-bearing liabilities	352	1,333	1,341	1,349	1,356	1,364	1,372	1,380	1,389	1,242	85
Lease liabilities	85	85	-	-	-	-	-	-	-	-	-
<b>Total current liabilities</b>	<b>13,075</b>	<b>14,096</b>	<b>14,059</b>	<b>14,107</b>	<b>14,154</b>	<b>14,202</b>	<b>14,250</b>	<b>14,298</b>	<b>14,347</b>	<b>14,240</b>	<b>13,123</b>
<b>Non-current liabilities</b>											
Provisions	4,341	4,411	4,483	4,558	4,636	4,717	4,801	4,888	4,978	5,071	5,168
Interest-bearing liabilities	2,985	6,759	9,418	8,069	6,713	5,349	3,977	2,597	1,208	(33)	(117)
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	<b>7,326</b>	<b>11,170</b>	<b>13,901</b>	<b>12,627</b>	<b>11,349</b>	<b>10,066</b>	<b>8,778</b>	<b>7,485</b>	<b>6,186</b>	<b>5,038</b>	<b>5,051</b>
<b>Total liabilities</b>	<b>20,401</b>	<b>25,266</b>	<b>27,960</b>	<b>26,734</b>	<b>25,503</b>	<b>24,268</b>	<b>23,028</b>	<b>21,783</b>	<b>20,533</b>	<b>19,278</b>	<b>18,174</b>
<b>Net assets</b>	<b>601,108</b>	<b>604,977</b>	<b>617,913</b>	<b>623,597</b>	<b>630,000</b>	<b>636,178</b>	<b>641,776</b>	<b>647,130</b>	<b>653,134</b>	<b>659,303</b>	<b>667,054</b>
<b>Equity</b>											
Accumulated surplus	243,693	247,562	260,053	265,389	271,456	277,279	282,524	287,550	293,206	299,018	306,501
Reserves	357,415	357,415	357,860	358,208	358,544	358,899	359,252	359,580	359,928	360,285	360,553
<b>Total equity</b>	<b>601,108</b>	<b>604,977</b>	<b>617,913</b>	<b>623,597</b>	<b>630,000</b>	<b>636,178</b>	<b>641,776</b>	<b>647,130</b>	<b>653,134</b>	<b>659,303</b>	<b>667,054</b>

### 3.3 Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021 Forecast Actual</b>				
Balance at beginning of the financial year	585,009	227,621	357,115	273
Surplus/(deficit) for the year	16,099	16,099	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,342)	-	1,342
Transfers from other reserves	-	1,315	-	(1,315)
<b>Balance at end of the financial year</b>	<b>601,108</b>	<b>243,693</b>	<b>357,115</b>	<b>300</b>
<b>2022</b>				
Balance at beginning of the financial year	601,108	243,693	357,115	300
Surplus/(deficit) for the year	3,869	3,869	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,599)	-	1,599
Transfers from other reserves	-	1,633	-	(1,633)
<b>Balance at end of the financial year</b>	<b>604,977</b>	<b>247,596</b>	<b>357,115</b>	<b>266</b>
<b>2023</b>				
Balance at beginning of the financial year	604,977	247,596	357,115	266
Surplus/(deficit) for the year	12,936	12,936	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(2,414)	-	2,414
Transfers from other reserves	-	1,969	-	(1,969)
<b>Balance at end of the financial year</b>	<b>617,913</b>	<b>260,087</b>	<b>357,115</b>	<b>711</b>
<b>2024</b>				
Balance at beginning of the financial year	617,913	260,087	357,115	711
Surplus/(deficit) for the year	5,684	5,684	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,821)	-	1,821
Transfers from other reserves	-	1,473	-	(1,473)
<b>Balance at end of the financial year</b>	<b>623,597</b>	<b>265,423</b>	<b>357,115</b>	<b>1,059</b>
<b>2025</b>				
Balance at beginning of the financial year	623,597	265,423	357,115	1,059
Surplus/(deficit) for the year	6,403	6,403	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(2,073)	-	2,073
Transfers from other reserves	-	1,737	-	(1,737)
<b>Balance at end of the financial year</b>	<b>630,000</b>	<b>271,490</b>	<b>357,115</b>	<b>1,395</b>
<b>2026</b>				
Balance at beginning of the financial year	630,000	271,490	357,115	1,395
Surplus/(deficit) for the year	6,178	6,178	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,882)	-	1,882
Transfers from other reserves	-	1,527	-	(1,527)
<b>Balance at end of the financial year</b>	<b>636,178</b>	<b>277,313</b>	<b>357,115</b>	<b>1,750</b>
<b>2027</b>				
Balance at beginning of the financial year	636,178	277,313	357,115	1,750
Surplus/(deficit) for the year	5,598	5,598	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,666)	-	1,666
Transfers from other reserves	-	1,313	-	(1,313)
<b>Balance at end of the financial year</b>	<b>641,776</b>	<b>282,558</b>	<b>357,115</b>	<b>2,103</b>

### 3.3 Statement of Changes in Equity (continued)

#### 2028

Balance at beginning of the financial year	641,776	282,558	357,115	2,103
Surplus/(deficit) for the year	5,354	5,354	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,673)	-	1,673
Transfers from other reserves	-	1,345	-	(1,345)
<b>Balance at end of the financial year</b>	<b>647,130</b>	<b>287,584</b>	<b>357,115</b>	<b>2,431</b>

#### 2029

Balance at beginning of the financial year	647,130	287,584	357,115	2,431
Surplus/(deficit) for the year	6,004	6,004	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,726)	-	1,726
Transfers from other reserves	-	1,378	-	(1,378)
<b>Balance at end of the financial year</b>	<b>653,134</b>	<b>293,240</b>	<b>357,115</b>	<b>2,779</b>

#### 2030

Balance at beginning of the financial year	653,134	293,240	357,115	2,779
Surplus/(deficit) for the year	6,169	6,169	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,769)	-	1,769
Transfers from other reserves	-	1,412	-	(1,412)
<b>Balance at end of the financial year</b>	<b>659,303</b>	<b>299,052</b>	<b>357,115</b>	<b>3,136</b>

#### 2031

Balance at beginning of the financial year	659,303	299,052	357,115	3,136
Surplus/(deficit) for the year	7,751	7,751	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,715)	-	1,715
Transfers from other reserves	-	1,447	-	(1,447)
<b>Balance at end of the financial year</b>	<b>667,054</b>	<b>306,535</b>	<b>357,115</b>	<b>3,404</b>

## 3.4 Statement of Cash Flows

	Forecast / Actual										
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>											
Rates and charges	45,252	46,777	47,987	49,337	50,836	52,380	53,969	55,605	57,283	59,014	60,984
Statutory fees and fines	941	1,006	1,047	1,050	1,096	1,122	1,132	1,143	1,206	1,252	1,232
User fees	4,016	4,955	5,107	5,222	5,352	5,485	5,622	5,762	5,905	6,053	6,203
Grants - operating	13,359	6,947	11,949	12,189	12,437	12,690	12,949	13,212	13,482	13,756	14,037
Grants - capital	14,074	10,883	6,799	2,708	3,069	3,516	2,385	2,596	2,385	2,385	2,385
Contributions - monetary	1,340	535	1,222	676	1,142	680	433	410	433	444	357
Interest received	300	550	550	550	550	550	550	550	550	550	550
Dividends received	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-	-	-	-	-	-	-
Other receipts	1,139	1,144	1,287	1,309	1,331	1,357	1,379	1,406	1,429	1,477	1,483
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-	-
Employee costs	(26,702)	(28,207)	(27,786)	(28,343)	(29,329)	(30,235)	(31,055)	(31,897)	(32,729)	(33,617)	(34,655)
Materials and services	(23,855)	(23,441)	(21,612)	(22,064)	(22,852)	(23,067)	(23,644)	(24,454)	(25,298)	(25,454)	(26,059)
Short-term, low value and variable lease payments	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(2,763)	(3,090)	(3,234)	(3,300)	(3,374)	(3,450)	(3,528)	(3,608)	(3,685)	(3,767)	(3,853)
<b>Net cash provided by/(used in) operating activities</b>	<b>27,101</b>	<b>18,059</b>	<b>23,316</b>	<b>19,334</b>	<b>20,258</b>	<b>21,028</b>	<b>20,192</b>	<b>20,725</b>	<b>20,961</b>	<b>22,093</b>	<b>22,664</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(33,430)	(44,283)	(30,593)	(16,639)	(18,126)	(19,181)	(17,833)	(21,978)	(19,745)	(21,905)	(22,579)
Proceeds from sale of property, infrastructure, plant and equipment	1,156	668	4,539	1,387	650	729	828	820	798	808	861
Payments for investments	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investments	14,000	4,000	-	-	-	-	-	-	-	-	-
Loan and advances made	-	-	-	-	-	-	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(18,274)</b>	<b>(39,615)</b>	<b>(26,054)</b>	<b>(15,252)</b>	<b>(17,476)</b>	<b>(18,452)</b>	<b>(17,005)</b>	<b>(21,158)</b>	<b>(18,947)</b>	<b>(21,097)</b>	<b>(21,718)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(14)	(71)	(67)	(59)	(51)	(44)	(36)	(28)	(20)	(12)	(4)
Proceeds from borrowings	2,788	6,000	4,000	-	-	-	-	-	-	-	-
Repayment of borrowings	(263)	(1,245)	(1,333)	(1,341)	(1,349)	(1,356)	(1,364)	(1,372)	(1,380)	(1,388)	(1,241)
Interest paid - lease liability	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities	(87)	(83)	-	-	-	-	-	-	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>2,424</b>	<b>4,601</b>	<b>2,600</b>	<b>(1,400)</b>	<b>(1,400)</b>	<b>(1,400)</b>	<b>(1,400)</b>	<b>(1,400)</b>	<b>(1,400)</b>	<b>(1,400)</b>	<b>(1,245)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>11,251</b>	<b>(16,955)</b>	<b>(138)</b>	<b>2,682</b>	<b>1,382</b>	<b>1,176</b>	<b>1,787</b>	<b>(1,833)</b>	<b>614</b>	<b>(404)</b>	<b>(299)</b>
Cash and cash equivalents at the beginning of the financial year	7,792	19,043	2,088	1,950	4,632	6,014	7,190	8,977	7,144	7,758	7,354
<b>Cash and cash equivalents at the end of the financial year</b>	<b>19,043</b>	<b>2,088</b>	<b>1,950</b>	<b>4,632</b>	<b>6,014</b>	<b>7,190</b>	<b>8,977</b>	<b>7,144</b>	<b>7,758</b>	<b>7,354</b>	<b>7,055</b>



## 3.5 Statement of Capital Works

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,981	15,068	7,178	886	2,909	4,316	2,538	2,895	2,259	3,129	2,863
Heritage buildings	-	275	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	1,981	15,343	7,178	886	2,909	4,316	2,538	2,895	2,259	3,129	2,863
<b>Total property</b>	1,981	15,343	7,178	886	2,909	4,316	2,538	2,895	2,259	3,129	2,863
<b>Plant and equipment</b>											
Plant, machinery and equipment	2,885	2,919	2,277	2,823	2,815	2,531	3,442	2,776	2,719	2,739	2,970
Computers and telecommunications	2,246	956	508	985	754	773	792	812	832	853	875
<b>Total plant and equipment</b>	5,131	3,875	2,785	3,808	3,569	3,304	4,234	3,588	3,551	3,592	3,845
<b>Infrastructure</b>											
Roads	11,031	12,189	11,779	8,673	9,067	9,125	9,047	10,191	10,504	13,121	11,448
Bridges	528	-	253	372	593	646	294	515	316	452	227
Footpaths and cycleways	2,672	5,530	568	511	531	276	572	594	616	641	1,320
Drainage	959	732	67	290	259	269	209	361	319	326	944
Waste management	108	108	2,820	1,093	-	-	99	3,017	1,310	-	1,115
Parks, open space and streetscapes	-	1,767	4,321	86	-	-	-	-	-	-	-
Off street car parks	-	375	-	-	-	-	-	-	-	-	-
Other infrastructure	11,020	4,364	822	920	1,198	1,245	840	817	870	644	817
<b>Total infrastructure</b>	26,318	25,065	20,630	11,945	11,648	11,561	11,061	15,495	13,935	15,184	15,871
<b>Total capital works expenditure</b>	<b>33,430</b>	<b>44,283</b>	<b>30,593</b>	<b>16,639</b>	<b>18,126</b>	<b>19,181</b>	<b>17,833</b>	<b>21,978</b>	<b>19,745</b>	<b>21,905</b>	<b>22,579</b>
<b>Represented by:</b>											
New asset expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	29,079	27,910	20,792	15,181	16,855	18,868	17,410	18,624	18,086	20,258	13,393
Asset expansion expenditure	3,579	12,436	2,598	201	277	163	169	176	182	190	1,539
Asset upgrade expenditure	772	3,937	7,203	1,257	994	150	254	3,178	1,477	1,457	1,647
<b>Total capital works expenditure</b>	<b>33,430</b>	<b>44,283</b>	<b>30,593</b>	<b>16,639</b>	<b>18,126</b>	<b>19,181</b>	<b>17,833</b>	<b>21,978</b>	<b>19,745</b>	<b>21,905</b>	<b>16,579</b>
<b>Funding sources represented by:</b>											
Grants	14,074	10,883	6,799	2,708	3,069	3,516	2,385	2,596	2,385	2,385	2,385
Contributions	722	464	1,149	601	1,066	601	353	328	348	357	268
Council cash	15,846	26,936	18,645	13,330	13,991	15,064	15,095	19,054	17,012	19,163	13,926
Borrowings	2,788	6,000	4,000	-	-	-	-	-	-	-	-
<b>Total capital works expenditure</b>	<b>33,430</b>	<b>44,283</b>	<b>30,593</b>	<b>16,639</b>	<b>18,126</b>	<b>19,181</b>	<b>17,833</b>	<b>21,978</b>	<b>19,745</b>	<b>21,905</b>	<b>16,579</b>

## 3.6 Statement of Human Resources

Staff expenditure	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Total staff expenditure</b>											
Male	15,141	16,240	16,183	16,611	17,124	17,656	18,132	18,618	19,101	19,615	20,162
Female	11,659	11,609	11,309	11,646	12,032	12,397	12,736	13,085	13,430	13,797	14,182
Vacant	1,706	2,065	1,810	1,603	1,739	1,795	1,844	1,895	1,945	1,999	2,056
<b>Total staff expenditure</b>	<b>28,506</b>	<b>29,915</b>	<b>29,302</b>	<b>29,861</b>	<b>30,895</b>	<b>31,848</b>	<b>32,712</b>	<b>33,599</b>	<b>34,476</b>	<b>35,411</b>	<b>36,400</b>
<b>Permanent full time</b>											
Male	14,246	15,398	15,350	15,753	16,239	16,743	17,193	17,654	18,111	18,598	19,116
Female	9,086	9,044	9,094	9,366	9,661	9,969	10,242	10,522	10,799	11,094	11,410
Vacant	930	1,174	1,023	793	818	844	867	891	915	940	967
<b>Total</b>	<b>24,262</b>	<b>25,616</b>	<b>25,466</b>	<b>25,911</b>	<b>26,718</b>	<b>27,555</b>	<b>28,302</b>	<b>29,067</b>	<b>29,825</b>	<b>30,632</b>	<b>31,493</b>
<b>Permanent part time</b>											
Male	850	796	786	809	834	861	885	909	933	958	986
Female	2,132	2,132	1,897	1,953	2,033	2,080	2,137	2,195	2,253	2,315	2,381
Vacant	776	891	787	811	836	863	887	911	935	961	988
<b>Total</b>	<b>3,758</b>	<b>3,820</b>	<b>3,470</b>	<b>3,573</b>	<b>3,704</b>	<b>3,804</b>	<b>3,908</b>	<b>4,015</b>	<b>4,121</b>	<b>4,234</b>	<b>4,355</b>
<b>Casuals, temporary and other expenditure</b>											
Male	45	47	48	49	51	53	54	55	57	59	60
Female	441	433	318	328	338	349	358	368	378	388	391
Vacant	-	-	-	-	85	88	90	93	95	98	101
<b>Total</b>	<b>486</b>	<b>479</b>	<b>366</b>	<b>377</b>	<b>474</b>	<b>489</b>	<b>503</b>	<b>517</b>	<b>530</b>	<b>545</b>	<b>552</b>

Staff numbers	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Total staff numbers</b>											
Male	140.9	148.1	144.4	144.1	144.1	144.1	144.1	144.1	144.1	144.1	144.1
Female	106.4	103.0	97.7	97.7	97.9	97.7	97.7	97.7	97.7	97.7	97.7
Vacant	15.8	20.3	16.9	14.9	15.9	15.9	15.9	15.9	15.9	15.9	16.9
<b>Total staff numbers</b>	<b>263.1</b>	<b>271.3</b>	<b>259.1</b>	<b>256.7</b>	<b>257.9</b>	<b>257.7</b>	<b>257.7</b>	<b>257.7</b>	<b>257.7</b>	<b>257.7</b>	<b>258.7</b>
<b>Permanent full time</b>											
Male	131.7	139.0	135.3	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0
Female	80.9	78.3	76.6	76.6	76.8	76.6	76.6	76.6	76.6	76.6	76.6
Vacant	7.3	10.4	8.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
<b>Total</b>	<b>219.9</b>	<b>227.6</b>	<b>220.5</b>	<b>218.2</b>	<b>218.4</b>	<b>218.2</b>	<b>218.2</b>	<b>218.2</b>	<b>218.2</b>	<b>218.2</b>	<b>218.2</b>
<b>Permanent part time</b>											
Male	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6
Female	21.6	21.0	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3
Vacant	8.6	9.9	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
<b>Total</b>	<b>38.8</b>	<b>39.5</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>	<b>35.2</b>
<b>Casuals, temporary and other expenditure</b>											
Male	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Female	3.9	3.7	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Vacant	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	2.0
<b>Total</b>	<b>4.4</b>	<b>4.2</b>	<b>3.3</b>	<b>3.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>5.3</b>

### 3.6.1 Planned Human Resource Expenditure by Division

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Performance &amp; Innovation</b>										
Permanent - Full time	5,210	4,706	4,845	4,998	5,158	5,300	5,446	5,590	5,743	5,908
Female	2,863	2,700	2,780	2,868	2,960	3,041	3,125	3,207	3,296	3,390
Male	2,164	1,900	1,955	2,017	2,081	2,139	2,197	2,256	2,318	2,384
Vacant	184	107	110	113	117	120	124	127	130	134
Permanent - Part time	248	190	196	202	208	214	220	226	232	238
Female	72	74	76	79	81	83	86	88	90	93
Male	145	116	120	123	127	131	134	138	142	146
Vacant	31	0	0	0	0	0	0	0	0	0
<b>Total Performance &amp; Innovation</b>	<b>5,458</b>	<b>4,896</b>	<b>5,040</b>	<b>5,200</b>	<b>5,366</b>	<b>5,514</b>	<b>5,666</b>	<b>5,815</b>	<b>5,975</b>	<b>6,146</b>
<b>Economic &amp; Community Development</b>										
Permanent - Full time	6,505	6,622	6,684	6,893	7,112	7,307	7,506	7,703	7,914	8,138
Female	3,547	3,679	3,791	3,910	4,034	4,145	4,258	4,370	4,490	4,617
Male	2,561	2,637	2,715	2,800	2,889	2,967	3,048	3,128	3,213	3,304
Vacant	398	306	178	184	190	195	200	206	211	217
Permanent - Part time	2,255	1,996	2,056	2,121	2,189	2,249	2,311	2,372	2,437	2,506
Female	1,710	1,462	1,506	1,553	1,603	1,647	1,692	1,737	1,785	1,835
Male	167	172	177	183	189	194	199	204	210	216
Vacant	378	362	373	385	397	408	419	430	442	455
<b>Total Economic &amp; Community Development</b>	<b>8,760</b>	<b>8,619</b>	<b>8,740</b>	<b>9,014</b>	<b>9,301</b>	<b>9,556</b>	<b>9,817</b>	<b>10,075</b>	<b>10,350</b>	<b>10,644</b>
<b>Chief Executive Office</b>										
Permanent - Full time	1,230	1,265	1,302	1,343	1,387	1,425	1,464	1,503	1,544	1,588
Vacant	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	82	85	88	109	93	96	99	101	104	107
Female	82	85	88	109	93	96	99	101	104	107
Male	0	0	0	0	0	0	0	0	0	0
Vacant	0	0	0	0	0	0	0	0	0	0
<b>Total Chief Executive Office</b>	<b>1,312</b>	<b>1,350</b>	<b>1,390</b>	<b>1,452</b>	<b>1,480</b>	<b>1,521</b>	<b>1,563</b>	<b>1,604</b>	<b>1,648</b>	<b>1,695</b>
<b>Sustainable Infrastructure</b>										
Permanent - Full time	11,075	11,470	11,679	12,035	12,405	12,737	13,077	14,413	13,772	14,153
Female	1,539	1,584	1,630	1,680	1,734	1,782	1,830	1,878	1,929	1,983
Male	8,945	9,277	9,544	9,835	10,134	10,403	10,680	11,953	11,244	11,554
Vacant	592	610	505	521	537	552	567	582	598	615
Permanent - Part time	1,233	1,198	1,233	1,272	1,313	1,349	1,386	1,422	1,461	1,503
Female	268	276	284	293	302	310	319	327	336	346
Male	483	498	512	528	545	560	575	591	607	624
Vacant	482	425	438	451	466	479	492	505	519	533
<b>Total Sustainable Infrastructure</b>	<b>12,308</b>	<b>12,668</b>	<b>12,912</b>	<b>13,307</b>	<b>13,718</b>	<b>14,086</b>	<b>14,463</b>	<b>15,836</b>	<b>15,233</b>	<b>15,656</b>
<b>Casuals, temporary and other expenditure</b>	<b>479</b>	<b>365</b>	<b>377</b>	<b>473</b>	<b>490</b>	<b>503</b>	<b>517</b>	<b>529</b>	<b>544</b>	<b>552</b>
<b>Capital labour expenditure</b>	<b>1,598</b>	<b>1,403</b>	<b>1,403</b>	<b>1,447</b>	<b>1,494</b>	<b>1,494</b>	<b>1,494</b>	<b>1,494</b>	<b>1,494</b>	<b>1,494</b>
<b>Total staff expenditure</b>	<b>29,915</b>	<b>29,301</b>	<b>29,861</b>	<b>30,894</b>	<b>31,850</b>	<b>32,673</b>	<b>33,518</b>	<b>35,353</b>	<b>35,244</b>	<b>36,187</b>

### 3.6.1 Planned Human Resource Expenditure by Division continued

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Performance &amp; Innovation</b>										
Permanent - Full time	42.0	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5
Female	23.2	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5
Male	17.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Vacant	1.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Permanent - Part time	2.2	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Female	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Vacant	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Performance &amp; Innovation</b>	<b>44.2</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>	<b>39.3</b>
<b>Economic &amp; Community Development</b>										
Permanent - Full time	54.1	53.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2
Female	31.6	31.6	31.6	31.6	31.6	31.6	31.6	31.6	31.6	31.6
Male	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0
Vacant	3.5	2.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Permanent - Part time	22.6	19.6	19.6	19.6	19.6	19.6	19.6	19.6	19.6	19.6
Female	16.3	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Vacant	4.4	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
<b>Total Economic &amp; Community Development</b>	<b>76.7</b>	<b>72.8</b>	<b>71.8</b>	<b>71.8</b>	<b>71.8</b>	<b>71.8</b>	<b>71.8</b>	<b>71.8</b>	<b>71.8</b>	<b>71.8</b>
<b>Chief Executive Office</b>										
Permanent - Full time	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5
Female	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Vacant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Chief Executive Office</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>
<b>Sustainable Infrastructure</b>										
Permanent - Full time	107.1	107.3	106.3	106.3	106.3	106.3	106.3	106.3	106.3	106.3
Female	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5
Male	87.6	87.8	87.8	87.8	87.8	87.8	87.8	87.8	87.8	87.8
Vacant	5.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Permanent - Part time	11.5	11.5	11.5	11.6	11.5	11.5	11.5	11.5	11.5	11.5
Female	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Male	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
Vacant	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>Total Sustainable Infrastructure</b>	<b>118.6</b>	<b>118.8</b>	<b>117.8</b>	<b>118.0</b>	<b>117.8</b>	<b>117.8</b>	<b>117.8</b>	<b>117.8</b>	<b>117.8</b>	<b>117.8</b>
<b>Casuals, temporary and other expenditure</b>	<b>4.4</b>	<b>3.3</b>	<b>3.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>5.3</b>
<b>Capital labour</b>	<b>16.9</b>	<b>14.5</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>
<b>Total staff numbers</b>	<b>271.3</b>	<b>259.1</b>	<b>256.7</b>	<b>257.9</b>	<b>257.7</b>	<b>257.7</b>	<b>257.7</b>	<b>257.7</b>	<b>257.7</b>	<b>258.7</b>