

HINDMARSH SHIRE COUNCIL LONG TERM FINANCIAL PLAN



2021/2022 – 2030/2031

Adopted 20 October 2021



**Hindmarsh
Shire Council**

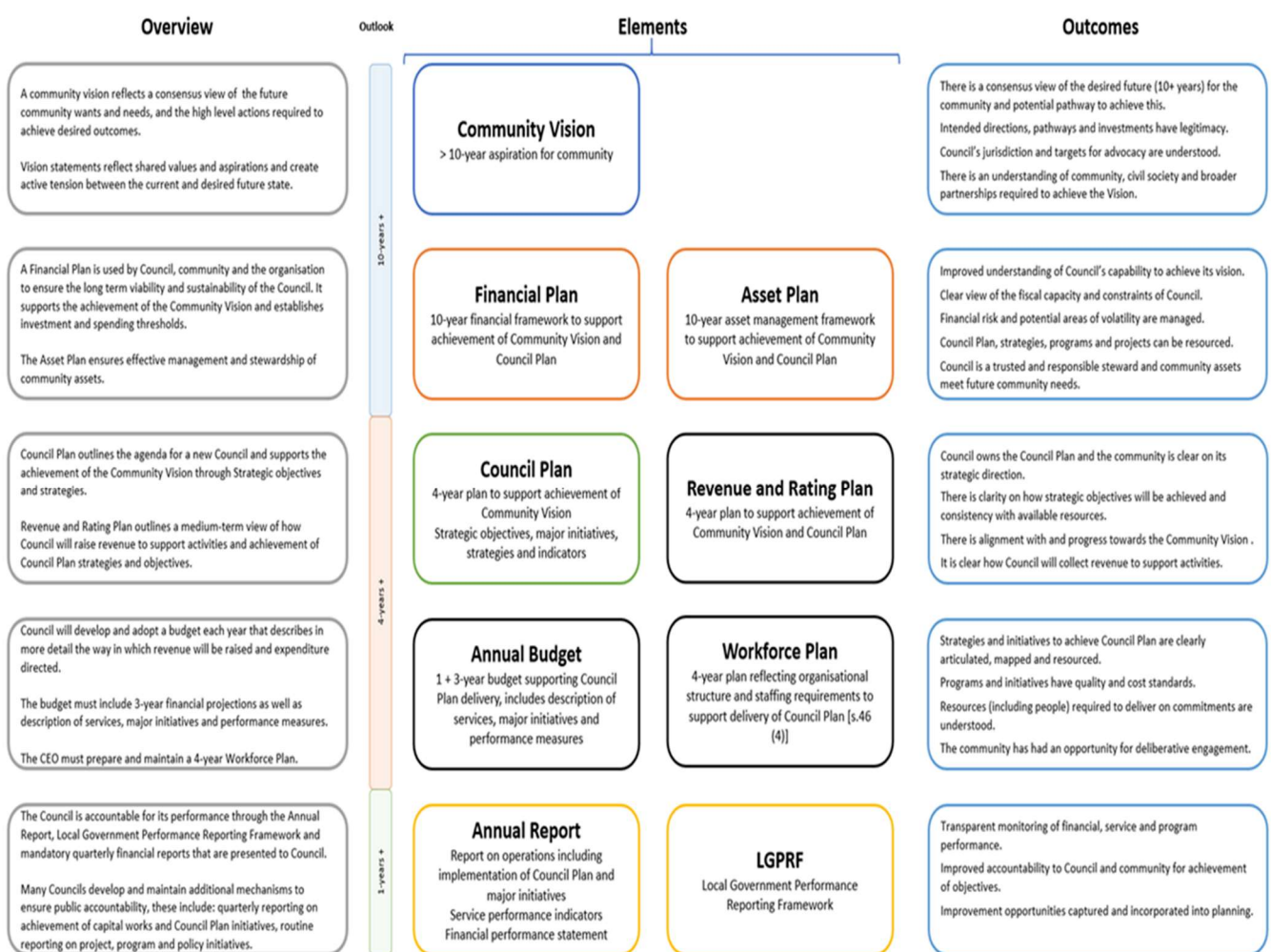
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1. Legislative Requirements

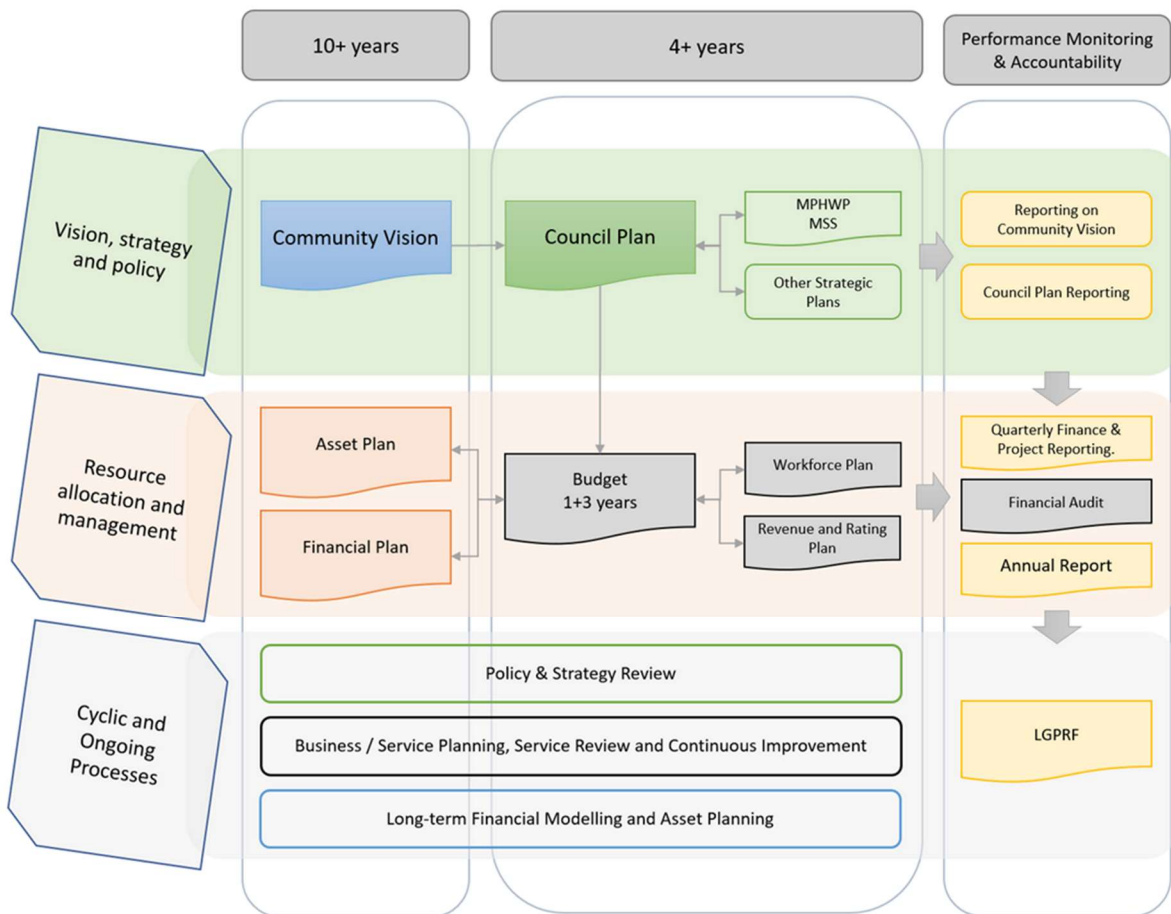
This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium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

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



Source: Department of Jobs, Precincts and Regions

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's 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 based on the best available information at the time of preparation.
- 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.

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, and
 - 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)

1.3 Engagement Principles

Council developed and adopted a comprehensive community engagement framework. The following consultation process will be undertaken to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management in conjunction with Council;
- b) Draft Financial Plan placed on public exhibition following 8 September 2021 Council meeting for the period 9 September to 1 October 2021 and calling for public submissions;
- c) Community engagement is conducted using local news outlets and social media;
- d) Hearing of public submissions to the Financial Plan at the 6 October 2021 Council meeting;
- e) Draft Financial Plan, including any revisions, presented to 6 October 2021 Council meeting for adoption.

1.4 Service Performance Principles

Council services are designed to be for a 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.

1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

Council is currently reviewing and updating its Asset Plan in accordance with the legislative requirements of the Local Government Act 2020 and will be presenting the plan to Council in 2022.

2. Financial Plan Context and Challenges

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

2.1 Overview

Hindmarsh Shire Council is located halfway between Melbourne and Adelaide and comprises 7,500 square kilometres and a population of approximately 5,588. The Western Highway, the main thoroughfare between Melbourne and Adelaide, runs through the Shire.

Hindmarsh Shire has four main townships (Dimboola, Jeparit, Nhill and Rainbow) and is largely dependent on agriculture, health services, manufacturing and retail. Our towns have excellent sporting facilities, schools and hospitals, and our natural and heritage attractions draw thousands of visitors each year.

2.2 Our Challenges

Hindmarsh Shire Council continues to face the following challenges that impact the financial environment in which we operate:

- a) The Victorian State Government introduced a cap on rates from 2016/2017. The cap for 2021/2022 has been set at 1.5%.
- b) Local Government provides services to the community on behalf of the State and Federal Government. Over time the funds Council receives to deliver these services do not increase in line with real cost increases resulting in significant cost shifting onto Council.
- c) Hindmarsh Shire Council has a small rate base and is heavily reliant on external grant funding to deliver services and capital works projects throughout the Shire.
- d) Council faces challenges associated with the provision and renewal of the significant road network, paths and community and recreation facilities.
- e) Isolation and large distances increase transport costs when compared to most other shires. This is not just an issue for residents but also for the cost of Council's works as transport costs make up a large portion of the Council Budget.

2.3 Strategic Actions

Council has identified the following strategic actions that will support the aspirations of the Council Plan.

- Maintain service levels to the community to support our vision of well-maintained roads, building and other assets that service our community needs.
- Prioritise renewal of existing assets and advocate for increased funding to support the maintenance and upgrades of Council's extensive road network and infrastructure.
- Develop and promote local tourism opportunities that will attract visitation.

- Advocate for increases to recurrent grants to enable Council to maintain services and undertake asset renewal.
- Maintain minimum cash reserve of \$2.1m to ensure Council can meet its financial obligations at any time. This is only possible if non-recurrent capital grants are received or there is a reduction in capital works expenditure. Where additional grants are received, capital works renewal will be prioritised.

2.4 Assumptions to the financial plan statements

This section presents the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions are based on the best available information at the time of preparation and will be updated each year as necessary.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.5%	2.0%	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Growth	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rates & Charges	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Statutory fees & fines	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
User fees	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Grants - Operating	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Grants - Capital*	1.5%	0.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Contributions - monetary	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Contributions - non-monetary	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other income	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Employee costs	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Materials & Services	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Depreciation	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other expenses	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

*increases are applied on known recurrent capital grants

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

For the ten years ending 30 June 2031

	Forecast	Budget	Projections								
	Actual		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	2021/22	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's
	\$	\$									
Income											
Rates and charges	9,089,318	9,213,701	9,261	9,438	9,627	9,820	10,016	10,216	10,421	10,629	10,842
Statutory fees and fines	142,700	145,500	147	149	152	155	158	161	165	168	171
User fees	1,292,375	1,275,390	1,294	1,314	1,333	1,360	1,387	1,415	1,443	1,472	1,501
Grants - Operating	4,146,617	5,895,771	6,004	6,153	6,305	6,431	6,560	6,691	6,825	6,961	7,100
Grants - Capital*	4,842,001	8,422,879	1,581	1,259	1,259	1,284	1,310	1,336	1,363	1,390	1,418
Contributions - monetary	83,609	12,000	25	25	25	25	25	25	25	25	25
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	545,000	571,000	150	150	150	150	150	150	150	150	150
Other income	1,206,607	1,097,986	1,061	1,077	1,096	1,118	1,140	1,163	1,186	1,210	1,234
Total income	21,348,227	26,634,227	19,523	19,565	19,947	20,342	20,746	21,157	21,577	22,005	22,441
Expenses											
Employee costs	8,201,411	7,747,893	8,048	8,246	8,451	8,662	8,879	9,101	9,328	9,562	9,801
Materials and services	5,358,224	4,559,492	4,755	4,923	5,097	5,224	5,355	5,489	5,626	5,767	5,911
Depreciation	5,754,549	5,674,928	5,214	5,217	5,330	5,463	5,600	5,740	5,883	6,030	6,181
Other expenses	1,895,543	1,935,396	1,975	2,004	2,033	2,084	2,136	2,189	2,244	2,300	2,358
Total expenses	21,209,727	19,917,709	19,992	20,390	20,911	21,434	21,970	22,519	23,082	23,659	24,250
Surplus/(deficit) for the year	138,500	6,716,518	(469)	(825)	(964)	(1,091)	(1,224)	(1,362)	(1,505)	(1,654)	(1,809)
Total comprehensive result	138,500	6,716,518	(469)	(825)	(964)	(1,091)	(1,224)	(1,362)	(1,505)	(1,654)	(1,809)

*2023/24 onwards - only recurrent capital grants are factored into this line

3.2 Balance Sheet

For the ten years ending 30 June 2031

	Forecast	Budget	Projections								
	Actual		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	2021/22	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's
Assets											
Current assets											
Cash and cash equivalents*	2,520,406	2,021,165	1,448	549	57	985	1,834	2,194	2,246	2,190	2,252
Trade and other receivables	921,415	919,415	751	835	854	1,025	1,061	1,097	1,134	1,172	1,209
Inventories	329,972	331,972	332	332	332	339	347	356	365	374	383
Other assets	219,299	254,299	254	254	254	257	263	272	278	285	292
Total current assets	3,991,092	3,526,851	2,785	1,970	1,497	2,605	3,505	3,918	4,024	4,021	4,136
Non-current assets											
Trade and other receivables	-	-	-	-	-	-	-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries	26,176	26,176	26	26	26	26	26	26	26	26	26
Property, infrastructure, plant & equipment	171,162,882	178,290,199	179,350	179,550	179,473	177,454	175,381	173,659	172,102	170,505	168,634
Total non-current assets	171,189,058	178,316,375	179,376	179,576	179,499	177,480	175,407	173,685	172,128	170,531	168,660
Total assets	175,180,150	181,843,226	182,161	181,546	180,996	180,085	178,912	177,604	176,152	174,551	172,796
Liabilities											
Current liabilities											
Trade and other payables	741,019	632,775	970	1,030	1,123	1,145	1,157	1,168	1,180	1,192	1,204
Trust funds and deposits	88,330	88,130	88	88	88	88	88	88	88	88	88
Provisions	2,145,617	2,301,215	2,515	2,649	2,955	3,103	3,134	3,165	3,197	3,229	3,261
Total current liabilities	2,974,966	3,022,120	3,573	3,767	4,166	4,336	4,379	4,422	4,465	4,509	4,553
Non-current liabilities											
Provisions	278,924	178,326	415	431	447	456	465	474	484	494	503
Total non-current liabilities	278,924	178,326	415	431	447	456	465	474	484	494	503
Total liabilities	3,253,890	3,200,446	3,988	4,198	4,613	4,792	4,844	4,896	4,949	5,002	5,056
Net assets	171,926,260	178,642,780	178,173	177,348	176,383	175,293	174,069	172,708	171,203	169,549	167,740
Equity											
Accumulated surplus	69,273,937	75,990,457	75,521	74,696	73,732	72,641	71,417	70,056	68,551	66,897	65,088
Reserves	102,652,323	102,652,323	102,652	102,652	102,652	102,652	102,652	102,652	102,652	102,652	102,652
Total equity	171,926,260	178,642,780	178,173	177,348	176,384	175,293	174,069	172,708	171,203	169,549	167,740

*This is only possible if non-recurrent capital grants are received, or capital works projected is reduced.

3.3 Statement of Changes in Equity

For the ten years ending 30 June 2031

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2021 Forecast Actual				
Balance at beginning of the financial year	171,787,760	69,135,437	102,652,323	-
Impact of adoption of new accounting standards	-	-	-	-
Adjusted opening balance	171,787,760	69,135,437	102,652,323	-
Surplus/(deficit) for the year	138,500	138,500	-	-
Balance at end of the financial year	171,926,260	69,273,937	102,652,323	-
2022 Budget				
Balance at beginning of the financial year	171,926,260	69,273,937	102,652,323	-
Surplus/(deficit) for the year	6,716,518	6,716,518	-	-
Balance at end of the financial year	178,642,780	75,990,457	102,652,323	-
2023				
Balance at beginning of the financial year	178,643	75,990	102,652	-
Surplus/(deficit) for the year	(469)	(469)	-	-
Balance at end of the financial year	178,173	75,521	102,652	-
2024				
Balance at beginning of the financial year	178,173	75,521	102,652	-
Surplus/(deficit) for the year	(825)	(825)	-	-
Balance at end of the financial year	177,348	74,696	102,652	-
2025				
Balance at beginning of the financial year	177,348	74,696	102,652	-
Surplus/(deficit) for the year	(964)	(964)	-	-
Balance at end of the financial year	176,384	73,732	102,652	-
2026				
Balance at beginning of the financial year	176,384	73,732	102,652	-
Surplus/(deficit) for the year	(1,091)	(1,091)	-	-
Balance at end of the financial year	175,292	72,641	102,652	-
2027				
Balance at beginning of the financial year	175,292	72,641	102,652	-
Surplus/(deficit) for the year	(1,224)	(1,224)	-	-
Balance at end of the financial year	174,069	71,417	102,652	-
2028				
Balance at beginning of the financial year	174,069	71,417	102,652	-
Surplus/(deficit) for the year	(1,361)	(1,362)	-	-
Balance at end of the financial year	172,708	70,056	102,652	-
2029				
Balance at beginning of the financial year	172,708	70,056	102,652	-
Surplus/(deficit) for the year	(1,505)	(1,505)	-	-
Balance at end of the financial year	171,203	68,551	102,652	-
2030				
Balance at beginning of the financial year	171,203	68,551	102,652	-
Surplus/(deficit) for the year	(1,654)	(1,654)	-	-
Balance at end of the financial year	169,549	66,897	102,652	-
2031				
Balance at beginning of the financial year	169,549	66,897	102,652	-
Surplus/(deficit) for the year	(1,809)	(1,809)	-	-
Balance at end of the financial year	167,740	65,088	102,652	-

3.4 Statement of Cash Flows

For the ten years ending 30 June 2031

	Forecast	Budget	Projections								
	Actual		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	2021/22	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	9,069,318	9,228,701	9,261	9,438	9,627	9,820	10,016	10,216	10,421	10,629	10,842
Statutory fees and fines	34,200	132,500	147	149	152	155	158	161	165	168	171
User fees	1,510,875	1,275,390	1,294	1,314	1,333	1,360	1,387	1,415	1,443	1,472	1,501
Grants - Recurrent	4,331,425	6,881,830	6,004	6,153	6,305	6,431	6,560	6,691	6,825	6,961	7,100
Grants -Non Recurrent	4,657,193	7,436,820	1,581	1,259	1,259	1,284	1,310	1,336	1,363	1,390	1,418
Contributions - monetary	83,609	12,000	25	25	25	25	25	25	25	25	25
Interest received	70,000	80,000	150	150	150	150	150	150	150	150	150
Other receipts	1,136,607	1,017,986	1,142	1,068	1,196	1,118	1,140	1,163	1,186	1,210	1,234
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-	-
Employee costs	(8,155,411)	(7,709,893)	(8,048)	(8,128)	(8,451)	(8,662)	(8,879)	(9,101)	(9,328)	(9,562)	(9,801)
Materials and services	(7,912,767)	(6,623,132)	(5,297)	(5,403)	(4,997)	(5,224)	(5,355)	(5,489)	(5,626)	(5,767)	(5,911)
Trust funds and deposits repaid	(200)	(200)	-	-	-	-	-	-	-	-	-
Other payments	-	-	(2,033)	(1,968)	(2,033)	(2,084)	(2,136)	(2,189)	(2,244)	(2,300)	(2,358)
Net cash provided by/(used in) operating activities	4,824,849	11,732,002	4,226	4,057	4,566	4,372	4,376	4,378	4,378	4,376	4,372
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(13,882,351)	(12,802,243)	(4,969)	(5,106)	(5,208)	(3,594)	(3,678)	(4,168)	(4,476)	(4,583)	(4,460)
Proceeds from sale of property, infrastructure, plant and equipment	545,000	571,000	170	150	150	150	150	150	150	150	150
Net cash provided by/ (used in) investing activities	(13,337,351)	(12,231,243)	(4,799)	(4,956)	(5,058)	(3,444)	(3,528)	(4,018)	(4,326)	(4,433)	(4,310)
Net increase/(decrease) in cash & cash equivalents	(8,512,502)	(499,241)	(573)	(899)	(492)	928	848	360	53	(57)	62
Cash and cash equivalents at the beginning of the financial year	11,032,908	2,520,406	2,021	1,448	549	57	985	1,834	2,194	2,246	2,190
Cash and cash equivalents at the end of the financial year	2,520,406	2,021,165	1,448	549	57	985	1,834	2,194	2,246	2,190	2,252

3.5 Statement of Capital Works

For the ten years ending 30 June 2031

	Forecast	Budget	Projections								
	Actual		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	2021/22	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	\$,000's
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,832,007	1,192,840	250	130	130	130	130	130	130	130	130
Total buildings	1,832,007	1,192,840	250	130	130	130	130	130	130	130	130
Total property	1,832,007	1,192,840	250	130	130	130	130	130	130	130	130
Plant and equipment											
Plant, machinery and equipment	3,082,384	1,937,500	1,514	1,614	2,030	1,540	1,599	1,640	1,673	1,732	1,719
Fixtures, fittings and furniture	129,841	55,000	50	50	50	50	52	50	50	50	54
Computers and telecommunications	-	82,000	-	-	-	50	40	40	40	40	40
Library books	-	45,000	-	-	-	20	20	20	22	22	22
Total plant and equipment	3,212,225	2,119,500	1,564	1,664	2,080	1,660	1,711	1,750	1,785	1,844	1,835
Infrastructure											
Roads	6,724,160	3,169,010	2,741	2,940	2,520	2,583	2,648	3,114	3,350	3,434	3,365
Bridges	1,396,694	3,500,000	-	-	-	50	-	-	50	-	-
Footpaths and cycleways	1,461,989	203,209	154	154	130	155	155	158	163	166	170
Drainage	163,460	33,684	190	88	268	145	169	173	177	182	186
Recreational, leisure and community facilities	-	-	-	70	70	93	95	98	100	103	105
Other infrastructure	928,346	2,694,000	70	60	60	62	81	81	83	115	87
Total infrastructure	10,674,649	9,599,903	3,155	3,312	3,048	3,088	3,147	3,623	3,923	3,999	3,913
Total capital works expenditure	15,718,881	12,912,243	4,969	5,106	5,258	4,878	4,988	5,504	5,839	5,973	5,878
Represented by:											
New asset expenditure	2,899,085	2,385,000	130	130	130	135	135	135	135	135	135
Asset renewal expenditure	10,350,833	8,745,609	3,755	4,022	4,373	4,592	4,821	5,062	5,315	5,581	5,721
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	2,468,963	1,671,634	1,084	954	705	151	31	307	388	257	22
Total capital works expenditure	15,718,881	12,802,243	4,969	5,106	5,208	4,878	4,988	5,504	5,839	5,973	5,878
Funding sources represented by:											
Grants	4,842,001	8,120,567	1,245	1,580	1,081	1,284	1,310	1,336	1,363	1,390	1,418
Council cash	10,876,880	4,681,676	3,724	3,526	4,127	3,594	3,678	4,168	4,476	4,583	4,460
Total capital works expenditure	15,718,881	12,802,243	4,969	5,106	5,208	4,878	4,988	5,504	5,839	5,973	5,878

3.6 Statement of Human Resources

For the ten years ending 30 June 2031

	2021/2022	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
Civic & Governance										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Civic & Governance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Corporate & Community Services										
Permanent - Full time	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0
Female	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Male	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Permanent - Part time	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6
Female	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Male	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Corporate & Community Services	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6
Infrastructure										
Permanent - Full time	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0
Female	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Male	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0
Permanent - Part time	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
Female	2.8	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Male	2.5	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Total	47.3	47.3	47.3	47.3	47.3	47.3	47.3	47.3	47.3	47.3
Casuals and temporary staff	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Capitalised labour	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Total staff numbers	98.6	98.6	98.6	98.6	98.6	98.6	98.6	98.6	98.6	98.6

3.6 Statement of Human Resources cont

For the ten years ending 30 June 2031

	2021/2022	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
Civic Governance										
Permanent - Full time	282,914	286	302	312	319	327	335	344	352	361
Female	65,912	69	70	72	74	75	77	79	81	83
Male	217,002	226	233	240	246	252	258	265	271	278
Total Civic & Governance	282,914	286	302	312	319	327	335	344	352	361
Corporate & Community Services										
Permanent - Full time	2,233,228	2,322	2,345	2,374	2,433	2,494	2,556	2,620	2,686	2,753
Female	1,416,668	1,473	1,484	1,499	1,536	1,575	1,614	1,654	1,696	1,738
Male	816,560	849	861	875	897	919	942	966	990	1,015
Permanent - Part time	815,999	896	923	956	980	1,004	1,029	1,055	1,081	1,108
Female	783,453	852	878	909	932	955	979	1,003	1,028	1,054
Male	32,546	44	45	47	48	49	50	52	53	54
Total Corporate & Community Services	3,049,227	3,218	3,268	3,330	3,413	3,498	3,586	3,675	3,767	3,861
Infrastructure										
Permanent - Full time	3,636,259	3,782	3,895	4,012	4,113	4,215	4,321	4,429	4,540	4,653
Female	421,136	438	451	465	476	488	500	513	526	539
Male	3,215,123	3,344	3,444	3,548	3,636	3,727	3,820	3,916	4,014	4,114
Permanent - Part time	434,543	590	602	615	630	646	662	679	696	713
Female	264,557	349	356	364	373	382	392	402	412	422
Male	169,986	241	246	251	257	263	270	277	284	291
Total Infrastructure	4,070,802	4,372	4,497	4,627	4,743	4,861	4,983	5,107	5,235	5,366
Casuals, temporary and other expenditure	344,950	172	178	183	188	192	197	202	207	212
Capitalised labour costs	994,274	1,009	1,028	1,042	1,068	1,095	1,122	1,150	1,179	1,208
Total staff expenditure	8,742,167	9,057	9,274	9,493	9,730	9,974	10,223	10,479	10,741	11,009

4. 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.

For the ten years ending 30 June 2031

Indicator	Measure	Actual	Forecast	Budget	Projections										Trend
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+o/-	
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4.13%	-32.88%	-6.05%	5.94%	2.78%	2%	2%	1%	1%	0%	0%	-1%	+	
Liquidity															
Working Capital	Current assets / current liabilities	347.74%	134.15%	116.71%	77.95%	52.30%	35.93%	60.08%	80.04%	88.60%	90.12%	89.18%	90.84%	o	
Unrestricted cash	Unrestricted cash / current liabilities	304.27	84.71	66.88	40.53	14.57	1.37	22.72	41.88	49.62	50.3	48.57	48.46	o	
Obligations															
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	155.21%	179.86%	183.58%	92.81	95.38	95.27	86.82	86.64	93.53	96.94	96.82	92.91	-	
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	36.55%	56.95%	49.06	43.57	45	45.08	45.1	45.1	45.12	45.13	45.14	45.16	-	
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.57	0.55	0.45	0.44	0.45	0.44	0.44	0.44	0.44	0.44	0.44	0.44	o	
Efficiency															
Expenditure level	Total expenses/ no. of property assessments	\$4,275	\$4,134	\$3,882	\$3,896	\$3,974	\$4,075	\$4,177	\$4,282	\$4,389	\$4,499	\$4,611	\$4,726	+	
Revenue level	Total rate revenue / no. of property assessments	\$654	\$617	\$580	\$591	\$591	\$603	\$615	\$627	\$640	\$653	\$666	\$679	+	
Workforce turnover	Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year	11.5%	14.8%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	+	