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say

# Financial Plan 2023/24

Draft version for  
community consultation

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## 1 Summary

The Financial Plan (FP) is developed to align financial capacity with long-term service objectives. Financial planning uses forecasts to provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability considering Council's service objectives and financial challenges.

The FP is designed to provide the following objectives:

- establish a prudent and sound financial framework, combining and integrating financial strategies as expressed in the Council Plan;
- provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources) and Council's asset base;
- establish a financial framework against which Council's strategies, policies and financial performance can be measured;
- ensure that Council complies with sound financial management principles, as required by the *Local Government Act 2020* (the Act) and plan for the long-term financial sustainability of Council;
- allow Council to meet the objectives of the Act to promote the social, economic and environmental viability of municipal district and its role in maintaining the viability of Council to ensure that resources are managed in a responsible manner;

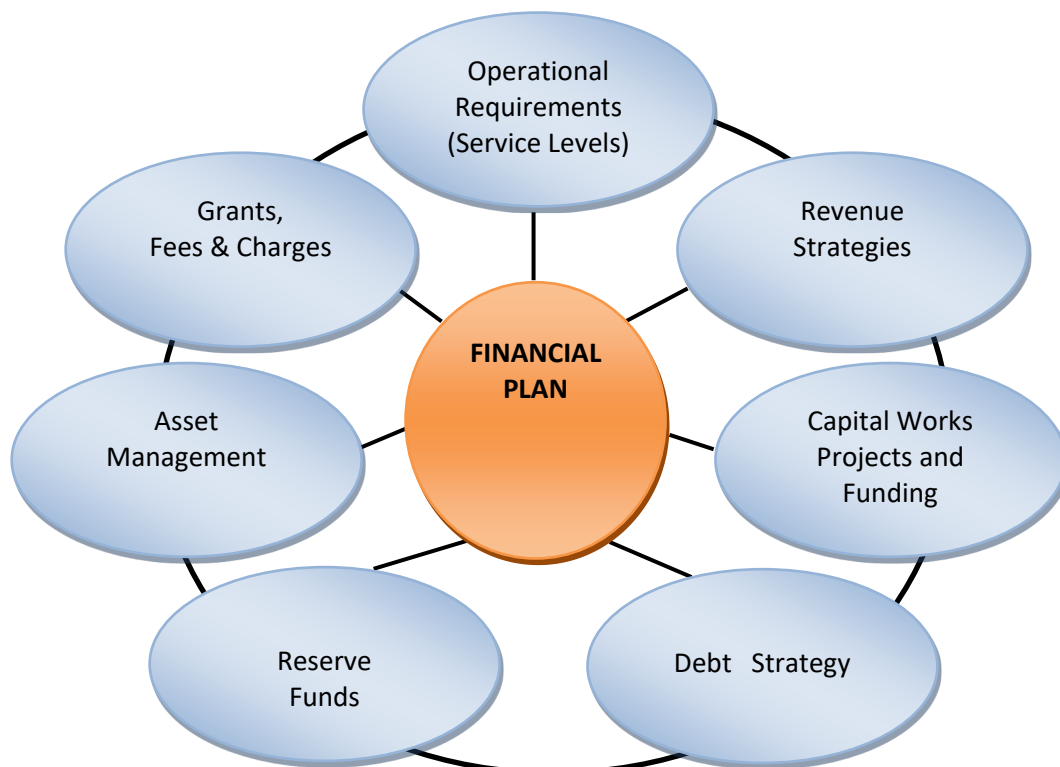
The FP will be reviewed on an annual basis and represents a comprehensive approach to document and integrate the various strategies (financial and other) of Council. The development of the long-term financial projections represents the output of several strategy areas that is represented by the diagram on the following page.

While meeting Council's service needs within a financially sustainable framework, the funding scenarios within the FP are designed to consider the impact to the community particularly regarding the affordability of rates and charges.

While establishing a long-term financial framework for Council's strategic financial direction, the specific projects and services to be funded in any given year are the subject of Council's consideration, review and approval during the annual budget process.

The FP is designed to assist the Council and the community to sustainably manage the growth and development of the Shire over the next 15-20 years. The Shire-wide Baw Baw Settlement Management Plan will guide growth and development of towns and localities across the Shire, prepare for the projected population changes, and identify key infrastructure needs. Council's FP is designed to provide a financially sustainable model that will deliver on the expectations identified within the Community Vision. More specifically the purpose of the FP is to provide a mechanism that will continue to fund ongoing services to the changing population demographic as well as fund the identified infrastructure needs.

A deliberative engagement process for the Financial Plan was conducted in August 2021. This was part of a wider deliberative engagement process which included the formation of a Deliberative Panel who in July 2021 recommended a draft Community Vision to the Council that was adopted in October 2021. The Community Vision and the outcomes of the deliberative process influenced the Council Plan 2021-2025 and the development of this FP.



## 2 Objective of the Financial Plan

The FP is intended to achieve a number of objectives within the ten-year timeframe.

The achievement of a prudent balance between meeting the service needs of our community and remaining financially sustainable for future generations is a key platform of the FP.

The FP aims to fund the ongoing provision of quality services, while meeting the community needs within a financially sustainable context.

A financially sustainable context is achieved by maintaining an ongoing operating surplus and debt levels within policy and prudential guidelines.

The FP framework includes the ability to manage funding for capital works as well as meet the asset renewal requirements that are articulated within Council's Asset Management Plan.

### 3 Strategic Direction Outcomes

The following table highlights the key strategies of the FP. Each section includes a detailed analysis to support the relevant strategies.

Each of the strategy recommendations are designed to support Council's strategic financial direction and are subject to review and confirmation during the annual budget process.

#### Summary – Strategy Recommendations

1. That Council endorse the rating parameters applied in this Strategy based on the rate cap increase of 3.50 per cent for 2023/24 in line with the Essential Services Commission rate cap figure. Future years rates increase will be in accordance with official CPI projections.
2. That Council applies differential rates for:
  - General Residential properties.
  - Farms at a discount of 20 per cent to the general rate.
  - Vacant land with a surcharge of 80 per cent.
  - Commercial and Industrial properties with a surcharge of 30 per cent.
  - Urban Living at a discount of 10 per cent.
  - Residential Development with a surcharge of 30 per cent.
3. That Council, where appropriate, applies loan borrowing to fund new and/or significantly upgraded major assets that provide a broad community benefit while total debt remains within the maximum 50 per cent prudential limit (Indebtedness Ratio).
4. That Council continues to review its critical infrastructure renewal requirements and allocate funds to the replacement of existing assets.

### 3.1 Financial Sustainable Position

To ensure ongoing financial sustainability the following performance outcomes are identified:

- Achieving and maintaining an adjusted underlying operational surplus (refer Appendix 1 Financial Statements – Comprehensive Income Statement) prior to the recognition of capital income over the life of the Plan.
- Increasing the capital works investment, funded from operational sources to a sufficient level that allows Council to adequately fund its asset renewal requirements.
- That the asset management funding gap identified between existing asset renewal funding and that required to maintain assets at present levels, be progressively addressed through the period of this FP.
- That Council endorse through this FP, the principle that ongoing asset renewal requirements are to be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, reserve funds or loan funds are not to be used to address these needs.
- Maintaining a working capital (liquidity) ratio above 1.2 to ensure adequate cash to fund day to day operational needs as they fall due.

### 3.2 Performance Reporting

Financial and Performance Reporting ratios are included in the annual Performance Report, and form part of the Local Government Performance Reporting Framework (LGPRF). The ratios are regularly updated to ensure ongoing sustainability.

The up-to-date version of the key financial ratios are reflected in the FP Appendix 1 Financial Statements.



LGPRF measures include:

- Expenses per property assessment – total expenses divided by total number of properties indicates the average cost of operating Council for each ratepayer.
- Average rate per property – total rate revenue divided by number of property assessments indicates the average rates paid for each property.
- Current assets compared to current liabilities – an indicator of working capital.
- Unrestricted cash compared to current liabilities – the result indicates there is sufficient cash to meet short term liabilities.
- Loans and borrowing compared to rates.
- Loans and borrowings repayments compared to rates.
- Non-current liabilities compared to own source revenue.
- Asset renewal and upgrade expense compared to depreciation.
- Adjusted underlying surplus (or deficit).
- Rates compared to adjusted underlying revenue – rate revenue compared to adjusted underlying revenue measures the reliance on rate revenue that will be partly impacted by rate capping for ensuing years.
- Rates compared to property values – rates revenue relative to the total capital improved value of properties in the municipality. There is limited capacity for Council to influence this measure due to rate capping.

## 4 Revenue Strategies

### 4.1 Proposed Rating Levels

The rating system determines how Council will raise money from properties within the municipality. It does not influence the total amount of money to be raised, only the share of revenue contributed by each property.

Council and the community confront trade-offs and the principles are designed to improve the quality of decision making in this environment.

The Victorian Government has now established the Fair Go Rates System (FGRS), which is a framework limiting the maximum amount Council may increase rates in a year without seeking additional approvals. Each year the Minister for Local Government sets the rate cap that will specify the maximum increase in Council's rates and charges for the forthcoming financial year. The rate cap set by the Minister for 2023/24 is 3.50 per cent. Council does not propose to seek a variation to the 2023/24 rate cap.

Baw Baw Shire Council currently applies the Capital Improved Valuation methodology to levy its rates. Council currently applies differential rating (versus uniform rating) and has six differential rates in use. The table below highlights the various "surcharges and discounts" that are utilized in the current rating structure.

Council has structured its approach to rating to raise a higher proportion of its rate revenue from its commercial, industrial and vacant land sectors while providing a discount to farm and urban farm ratepayers.

Rating Category	Budget 2023/24 Rate in \$	Differential Rating Category
General (Residential)	0.002502	1.0
Commercial and Industrial	0.003253	1.3
Vacant land	0.004504	1.8
Farm	0.002002	0.8
Urban Living	0.002252	0.9
Residential Development	0.003253	1.3

Council currently utilises a service charge to fully recover the cost of the waste disposal services.

Baw Baw Shire Council applies the Capital Improved Valuation as the valuation base for the following reasons:

- CIV is considered to be the closest approximation to an equitable basis for distribution of the rates across the community.
- CIV provides Council with the ability to levy a full range of differential rates. Limited Differential rating only is available under the other rating bases.

### Strategy Recommendations

1. That Council applies differential rates for:

- General Residential properties.
- Farms at a discount of 20 per cent to the general rate.
- Vacant land with a surcharge of 80 per cent.
- Commercial and Industrial properties with a surcharge of 30 per cent.
- Urban Living at a discount of 10 per cent.
- Residential Development with a surcharge of 30 per cent.

2. That Council continues to allow a 100 per cent discount on the Cultural and Recreational properties subject to a two-yearly review being undertaken, with the exception of Warragul Country Club which receives a 47% rebate.

## 4.2 Revenue and Rating Plan – the future impact

A key decision of Council during the life of the FP is to determine the level of rate increase that will address funding levels for capital works, service provision for the municipality and maintain Council's long-term financial sustainability. Council will need to assess, on an annual basis, its appetite to seek a variation to the State Government rate cap.

The FP includes rate revenue for 2023/24 of \$60.4 million based on the rate cap of 3.50 percent, plus growth of \$1.0 million, over prior year levels. The total rate revenue generated is therefore \$61.4 million including supplementary valuations (growth).

Baw Baw Shire Council currently applies a service charge for the collection and disposal of waste on properties that fall within the collection area. Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the service.

A total of \$12.4 million is included for waste service charges (including supplementary waste). Total revenue from rates and service charges for 2023/24, including growth (supplementary rates and charges) is \$73.8 million.

Council's annual costs are expected to increase by 7 percent compared to current year adopted budget or 2.0 per cent compared to forecast, which includes operational carryovers and temporary staff forecast. The increase is mainly due to increased contract costs, provision for new staff to cover growth in services and costs to fund the road maintenance contract. Whereas revenue is expected to increase by 10 per cent mainly due to higher operating and capital grants, rates income.

Council is budgeting for a surplus of \$28.06 million during 2023/24 (before the impact of asset revaluation increments) however it should be noted that \$31.50 million of income, comprising non-recurrent capital grants plus monetary and non-monetary contributions, is dedicated specifically to fund capital projects and reserves. Excluding this income Council's 2023/24 budget would reflect a deficit of \$3.44 million.

The Revenue and Rating Plan is based on future years base rates increasing by official CPI estimates with no allowance for rate variations to be approved above the cap. The rate increase of 3.50 per cent in 2023/24 is expected to be marginally below the rate of increase of Council's cost base thereby placing some limitation to future capital works programs and the capacity to fully fund infrastructure renewal needs.

Asset Management identifies the significant challenges to both maintain infrastructure at agreed service levels and close the pre-existing infrastructure gap.

These challenges are not able to be met from within the existing resource base without a significant alteration to the current provision of operational services.

### **4.3 Revenue from Grants and Contributions**

The FP includes grant revenue as an integral component of Council's funding mix for the coming ten years. The assumptions and escalation factors for grant revenue are identified within Section 10, Financial Projections.

Grants and contributions are identified as Operating or Capital. A further dissection applies for recurrent and non-recurrent grant income. The majority of Council's operating grants are recurrent in nature.

Baw Baw Shire Council currently receives in the order of \$13.55 million for recurrent operating grants representing 10.7 per cent of total income.

Capital grants are generally one off in nature and vary depending upon the level of capital works expenditure to which the funding is applied. For the 2023/24 budget year Council proposes to receive a total of \$13.87 million operating plus a further \$22.82 million capital grants as well as \$3.85 million contributions to be applied to the annual capital works program.

#### 4.4 Revenue from User Charges, Fees and Fines

User charges, fees and fines for 2023/24 are expected to total \$4.88 million, representing in the order of the 3.8 per cent of total operating income. Income from user charges, fees and fines is budgeted to be slightly less than the prior year budget due to recovery from the impacts of COVID-19 and exit from aged and disability services.

This income category comprises:

- Statutory fees and fines – these charges are fixed by law and can only be increased in line with the annual increases announced by State Government.
- Discretionary fees and fines – the balance of fees and charges is discretionary wherein Council may levy and increase these charges at its discretion.

The annual Schedule of Fees and Charges includes a detailed listing of user charges, fees and fines adopted during the annual budget process.

### 5 Long Term Borrowing Strategy

This section includes a review of Council's:

- Current debt position and
- Future debt strategy

## 5.1 Current Debt Position

The following table reports Council's current debt position and the movements in total interest-bearing liabilities 2019/20 to 2023/24.

	2019/20 \$'000s	2020/21 \$'000s	2021/22 \$'000s	2022/23 \$'000s	2023/24 \$'000s
Total Debt	11,168	15,323	13,906	13,906	21,396

During the 2023/24 budget year Council is proposing to borrow a total of 11.49 million:

- Borrow \$6.49 million for Stage 1 of the Warragul Indoor Stadium
- Borrow \$1.00 million for Rokeby Noojee Trail (Stage 1)
- Refinance a \$4.00 million loan facility applied to partly fund the West Gippsland Arts Centre (WGAC).

### Strategy Recommendations

1. That Council endorse the rating parameters applied in this Plan based on an annual rate increase of 3.50 per cent per annum. In addition, supplementary rates are expected to raise a further 1.59 per cent for growth (mainly new ratepayers).
2. That Council continue its focus on securing grant revenue particularly for capital works projects and.
3. That Council seeks to maximise revenue from user charges, fees and fines by applying the proposed fees and charges in line with escalation and benchmarking exercise where performed.

## 5.2 Future Debt Strategy

Future loan borrowing should generally be applied to fund capital expansion and new projects rather than recurrent expenditure for day-to-day operations and/or asset replacement.

Expenditure of a renewal nature, both operating and capital, should be funded from renewable revenue sources rather than non-renewable sources such as loans, asset sales and reserves.

Council's future debt strategy will align with the Baw Baw Shire Council Borrowing Policy. The policy is designed to demonstrate prudent financial management by using loan facilities to fund specific capital projects. Consideration of loan facilities as a source of funding is to be assessed against the following predetermined criteria:

1. Intergenerational equity – that the loan be paid by future generations who benefit from projects funded by the loan proceeds;
2. Capital infrastructure – loan borrowings to be used to fund capital infrastructure, usually new and upgrade projects;
3. Loan term – that the loan term does not exceed the life of the infrastructure asset funded by the loan proceeds and;
4. Prudent Debt Levels – that Council assess its capacity to borrow against prudent financial guidelines.

### 5.2.1 Prudent Debt Levels

Council assessed its capacity to borrow against prudent financial guidelines.

The administration of the Local Government sector's borrowing involves:

- The collation of the sector's borrowing requirements through an annual survey.
- The assessment of individual council's borrowings; and
- Recommendation to the Department of Treasury and Finance (DTF) of the aggregate net new borrowing requirement of the sector.

All borrowings by individual councils are assessed under a borrowings assessment policy adopted by the Local Government Division.

The following financial ratios are identified to manage Council's capacity for debt.

Measure	Description	Financial Guideline (maximum)	2020/21	2021/22	2022/23	2023/24
Indebtedness	Total non-current liabilities as a % of own revenue	50%	28.4%	16.1%	27.0%	38.5%
Debt Servicing	Interest costs as a % of total revenue	5.0%	0.3%	0.3%	0.3%	0.6%
Debt Commitment	Principal and Interest as a % of rates	10.0%	6.6%	6.5%	0.4%	1.0%

- Indebtedness – total non-current liabilities divided by own revenue is to be a maximum of 50 per cent notwithstanding that prudential guideline allows a maximum of 80 per cent for total debt to rates. Council's ratio is aligned with both prudent guidelines and the Borrowing Policy and is projected to be 39 per cent at the completion of the 2023/24 financial year.
- Debt Servicing – interest repayments as a percentage of total revenue. This measure reflects the proportion of total revenue that is used to service debt (interest on outstanding debt) and which cannot be used directly for service delivery. Ideally the ratio should remain below 5.0 per cent. Council's ratio is projected to be 0.6 per cent for the 2023/24 financial year that is well within prudent guidelines.
- Debt Commitment – principal and interest repayments divided by total rates. This ratio measures the amount of rate dollars being spent to repay debt and interest as an overall percentage of rate revenue. It is preferable that this ratio remain below 10 per cent. Council's ratio is within the prudential guideline and projected to be 1.0 per cent for the 2023/24 financial year. The increase from the 2022/23 year is mainly due to additional loans and increased interest rates throughout the year highlighted in the Long-term Infrastructure Plan.



## 5.2.2 Future Loan Requirements

This Strategy includes projected future borrowing assumptions to highlight the likely impact to Council's financial position as well as the potential applications for future borrowings.

All new borrowings are to be included to the annual budget and adopted by Council prior to the approval and drawdown of loan funds.

The 2025/26 years are proposing additional borrowing of \$12 million, respectively to partly fund new community projects including the Baw Baw Civic Precinct, and the Trafalgar Recreation Reserve – Second Oval.

Projected future borrowings have been structured to ensure that Council does not exceed an indebtedness level more than 50 per cent (medium risk) of annual rate revenue (Indebtedness Ratio), which is an increase on previous levels of debt. This position has been taken by Council in order to fund existing intergenerational projects and ensure that Council maintains appropriate cash reserves.

Borrowings will be maintained with the level of 40% over the future projections, the indebtedness ratio remains below 40 per cent at the completion of the 2023/24 financial year.

Future years borrowing ratios may also be impacted by the recognition of operating leases that are now included to the budgeted financial statements that comprise a total of \$1.4 million lease liability at the end of the 2023/24 budget year. Even if included with loan borrowings, this amount is not expected to result in a significant impact to the prudent debt ratios.

### Strategy Recommendations

1. That prior to undertaking any future borrowings, Council model the implications of the proposed loan program within the FP and determine the funding mechanism to meet annual debt servicing and redemption requirements;
2. That Council remain within the maximum 50 per cent prudential limit (Indebtedness Ratio) and;
3. That Council applies loan borrowing to fund new and/or significantly upgraded major assets that provide a broad, multigenerational community benefit.

## 6 Reserve Usage Strategy

Reserve funds are amounts of money set aside for specific purposes in later years. In general, these funds are identified as restricted cash that is quarantined from Council's surplus cash.

### 6.1 Nature of Reserves

Council utilises the following reserve funds.

- Open Space
- Open Space – Development Contributions
- Development Contribution Plans
- Defined Benefits Superannuation
- Unexpended Grants
- Land Sales – Statutory and Discretionary
- Native Vegetation Offset Scheme
- Loan Repayment
- Community Infrastructure
- Capital Development Reserve
- Capital works carryover
- Library facility reserve
- Revolving Sustainability Fund

#### 6.1.1 Open Space

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 and improving 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.

Transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0 per cent Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

The Open Space – Development Contribution Reserve is a fund to hold levy income pursuant to a Public Infrastructure Plan (PIP) and payable to Council by landowners. The PIP will generally identify the Open Space levy amount, or

quantum of land in lieu of payment, due to Council prior to the issue of a Statement of Compliance.

Open Space reserve funds are never spent before they are received. A minimum balance of \$1 million is maintained to cover any unexpected short-term expenses, and to seed fund future projects. The reserve can be used for the purchase of Open Space assets, including pavilions on Council owned land.

### **6.1.2 Development Contribution Plans**

This reserve retains funds received from developers for infrastructure provision related to the Baw Baw Shire Development Contributions Plans.

Council has three (3) Development Contribution Plans with currently three reserves established to manage DCP01, DCP02 (Warragul) and DCP03 (Drouin). DCP02 and DCP03 were introduced to manage proceeds from the Precinct Structure Plans within Warragul and Drouin.

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.

Whilst this Reserve fund displays a projected increasing balance over the term of the Development Contributions Plan (DCP01), all reserve funds will eventually be expended at the conclusion of the DCP.

DCP02 and DCP03 – due to the impact of developer works in kind arrangements, where developers are expected to complete infrastructure works in lieu of Council receiving levy income, there is limited levy income (transfers to reserve) identified after the 2023/24 financial years notwithstanding the increased level of activity. Council's current information indicates that developer activity that would normally give rise to the receipt of levy income, is now expected to be applied to offset 'works in kind' credits where developers will complete DCP capital projects on behalf of Council, and apply levies payable to offset capital works rather than remit the levies due as cash payments to Council.

### **6.1.3 Defined Benefits Superannuation**

The purpose of this reserve is to set aside any surplus funds from annual savings in employee costs (budget to actual variance) to fund future calls relating to the defined benefits superannuation scheme. There is minimal change to this reserve as there were no recent identified savings, to increase the reserve, or advised calls necessary to repay the defined benefits scheme.

#### **6.1.4 Unexpended Grants**

The purpose of this reserve is to set aside any unexpended grant funds arising at the completion of a prior financial year in order to then allow them to be carried over to the following year for matching against the relevant operating and capital expenditure.

Transfers to this reserve will be unspent government grants for operating and capital and projects. Transfers to this reserve will be in the form of funds, accumulated to the reserve and then applied to the following financial year to match with the associated operating and capital expenditure.

#### **6.1.5 Land Sales**

Council has allocated two reserves, statutory and discretionary, that comprises proceeds from the sale of Council land. The statutory reserve is to comprise the proceeds from open space land. The discretionary reserve comprises sales from all other Council land that is not required to be held for a specific purpose.

#### **6.1.6 Native Vegetation Offset Scheme**

This reserve is designed to hold contributions in order to complete the native vegetation program works.

#### **6.1.7 Loan Repayment**

This is a discretionary reserve to hold funds for the repayment of interest only loans. 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.

#### **6.1.8 Community Infrastructure**

The purpose of this reserve is to set aside surplus funds from annual budget savings and for the construction of new strategic community infrastructure, including but not limited to community, early years and sport and recreation related infrastructure..

#### **6.1.9 Capital Development Reserve**

The reserve holds the surplus after statutory funds are allocated from a DCP reserve to complete identified infrastructure works. Council's policy is to reimburse

the indexed value of identified infrastructure projects within each of the DCP schemes. In the event the actual project cost is less than the indexed value, as allocated from a DCP reserve, the surplus funds are allocated to the Capital Development Reserve.

#### **6.1.10 Capital Works carryover**

The purpose of this reserve is to set aside unexpended funds for incomplete capital works arising at the completion of a prior financial year in order to then allow them to be carried over to the following year for matching against the relevant capital expenditure.

Transfers to this reserve will be the balance of capital projects that are incomplete at the end of the prior financial year.

Transfers to this reserve will be in the form of funds, then applied to the following financial year to match with the associated capital expenditure to complete prior year projects.

#### **6.1.12 Revolving Sustainability Fund**

Newly established reserve established in 2021/22. Cost savings from delivered sustainability projects to be transferred into reserve at year end and directed towards funding future Sustainability projects.

## 6.2 Restricted and Discretionary Reserves

Reserve funds are either restricted or discretionary. Restricted reserves are legally required to be used for a specific purpose. The restricted reserves as highlighted in light green (refer Reserve table below) are:

- Open Space
- Development Contribution Reserves
- Land Sales
- Native Vegetation

Discretionary reserves do not have a legal restriction wherein their creation and application are at the discretion of Council. The discretionary reserves are:

- Defined Benefits Superannuation
- Unexpended Grants
- Land Sales
- Loan Repayment
- Community Infrastructure
- Capital Development Reserve
- Revolving Sustainability Fund

## 6.3 Projected Reserve Funds

The following table highlights the projected reserve fund balances over the next four years.

The Open Space reserve is projected to decrease based on estimated contribution income, and usage. Development contributions (DCP 01) are aligned to the remaining years of the Development Contribution Plan reserve when the reserve is to be fully expended.

The loan repayment reserve is a discretionary reserve to accumulate sufficient funds to repay interest only loans.

Reserves	Forecast	Forecast	Forecast	Forecast	Forecast
	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
<b>Open Space</b>					
Opening balance	\$3,385	\$3,385	\$1,795	\$1,808	1,820
Transfer to reserve	\$500	\$500	\$513	\$525	538
Transfer from reserve	-\$500	-\$2,090	-\$500	-\$513	-250
<b>Closing balance</b>	<b>\$3,385</b>	<b>\$1,795</b>	<b>\$1,808</b>	<b>\$1,820</b>	<b>2,109</b>
					0
<b>Open Space - Development Contributions</b>					
Opening balance	\$1,116	\$1,341	\$1,566	\$1,566	1,566
Transfer to reserve	\$225	\$225	\$0	\$0	0
Transfer from reserve	\$0	\$0	\$0	\$0	0
<b>Closing balance</b>	<b>\$1,341</b>	<b>\$1,566</b>	<b>\$1,566</b>	<b>\$1,566</b>	<b>1,566</b>
					0
<b>Development Contributions - DCP01</b>					
Opening balance	\$2,407	\$2,825	\$2,289	\$2,309	2,250
Transfer to reserve (Levy income)	\$1,657	\$800	\$820	\$841	862
Transfer from reserve (Capital projects)	-\$1,239	-\$1,336	-\$800	-\$900	(900)
<b>Closing balance</b>	<b>\$2,825</b>	<b>\$2,289</b>	<b>\$2,309</b>	<b>\$2,250</b>	<b>2,211</b>
<b>Development Contributions - DCP02</b>					
Opening balance	\$2,768	\$3,150	\$1,452	\$1,490	1,528
Transfer to reserve (Levy income)	\$1,096	\$1,500	\$1,538	\$1,576	1,615
Transfer from reserve (Capital projects)	-\$714	-\$3,198	-\$1,500	-\$1,538	(1,500)
<b>Closing balance</b>	<b>\$3,150</b>	<b>\$1,452</b>	<b>\$1,490</b>	<b>\$1,528</b>	<b>1,644</b>
<b>Development Contributions - DCP03</b>					
Opening balance	\$1,612	\$2,637	\$2,412	\$2,432	2,453
Transfer to reserve (Levy income)	\$1,025	\$800	\$820	\$841	862
Transfer from reserve (Capital projects)	\$0	-\$1,025	-\$800	-\$820	0
<b>Closing balance</b>	<b>\$2,637</b>	<b>\$2,412</b>	<b>\$2,432</b>	<b>\$2,453</b>	<b>3,314</b>
<b>Native Vegetation Offset Scheme</b>					
Opening balance	\$477	\$477	\$477	\$477	477
Transfer to reserve	\$0	\$0	\$0	\$0	0
Transfer from reserve	\$0	\$0	\$0	\$0	0
<b>Closing balance</b>	<b>\$477</b>	<b>\$477</b>	<b>\$477</b>	<b>\$477</b>	<b>477</b>
<b>Land Sales - statutory</b>					
Opening balance	\$152	\$152	\$152	\$152	152
Transfer to reserve	\$0	\$0	\$0	\$0	0
Transfer from reserve	\$0	\$0	\$0	\$0	0

Closing balance	\$152	\$152	\$152	\$152	152
•					
Defined Benefits Super					
Opening balance	\$679	\$679	\$679	\$679	679
Transfer to reserve	\$0	\$0	\$0	\$0	0
Transfer from reserve	\$0	\$0	\$0	\$0	0
Closing balance	\$679	\$679	\$679	\$679	679
Land Sales – discretionary					
	\$				
Opening balance	627	\$627	\$627	\$627	627
Transfer to reserve	\$0	\$0	\$0	\$0	0
Transfer from reserve	\$0	\$0	\$0	\$0	0
Closing balance	\$627	\$627	\$627	\$627	627
Loan Repayment					
	\$5,024	\$6,524	\$7,024	\$0	
Opening balance	\$3,144	\$5,024	\$6,524	\$7,024	0
Transfer to reserve	\$1,880	\$1,500	\$500	\$253	1,300
Transfer from reserve	\$0	\$0	\$0	-\$7,277	0
Closing balance	\$5,024	\$6,524	\$7,024	\$0	1,300
Community Infrastructure/Strategic Land Reserve					
Opening balance	\$1,294	\$2,294	\$1,894	\$2,487	3,987
Transfer to reserve	\$1,000	\$1,500	\$1,500	\$2,000	0
Transfer from reserve	\$0	-\$1,900	-\$907	-\$500	0
Closing balance	\$2,294	\$1,894	\$2,487	\$3,987	3,987
Capital Development Reserve					
				\$0	0
Opening balance	\$1,096	\$1,096	\$1,096	\$0	0
Transfer to reserve	\$0	\$0	\$0	\$0	0
Transfer from reserve	\$0	\$0	-\$1,096	\$0	0
Closing balance	\$1,096	\$1,096	\$0	\$0	0
Revolving Sustainability Fund					
Opening balance	\$130	\$230	\$95	\$25	5
Transfer to reserve	\$100	\$0	\$50	\$100	120
Transfer from reserve	\$0	-\$135	-\$120	-\$120	(120)
Closing balance	\$230	\$95	\$25	\$5	\$5
Reserve Summary					
Opening Balance	\$18,887	\$23,917	\$21,058	\$21,075	\$15,544
Transfer to Reserves	\$7,483	\$6,825	\$5,740	\$6,135	\$5,297
Transfer from Reserves	-\$2,453	-\$9,684	-\$5,723	-\$11,667	-\$2,770
Closing Balance	\$23,917	\$21,058	\$21,075	\$15,543	\$18,071



## 7 Service Planning

The key objective of Council's Financial Plan is to maintain existing service levels and maintain a satisfactory operating position over the life of the plan.

### 7.1 Operational Performance

The range and level of services Council is able to offer the community is reviewed annually based on the outcome of community consultation undertaken during the year.

Council's proposed operating revenue for 2023/24 is \$129.535 million while its operating costs are expected to total \$101.478 million.

The FP is premised on Council continuing to review its service levels across the Shire and where possible and cost effective, maintain them at 2022/23 levels.

Future service requirements include:

- Increased demand for Council Statutory Planning, Priority Development, Strategic Planning services due to the growth and development within the municipality particularly in the areas of the Precinct Structure Plans.
- Demands for other Council services as the community grows, including community compliance, asset protection, open space planning.
- Demand for new and improved community infrastructure including the development of community hubs, kindergarten facilities and sporting complexes, and increasing Council's capacity in services responsible for delivering these and other capital programs and strategic projects.
- Development and implementation of new waste management contracts, including community education and support.
- Council building maintenance – revised building maintenance expenditure to ensure service standards are maintained across Council's extensive range of facilities.
- Parks and gardens maintenance – acquisition of gifted assets including park land has identified the necessity to increase the allocation to maintenance requirements.
- Additional capital for new / expansion and upgrade works in order to complete existing master plans and strategies.

## 7.2 Financial Performance Analysis

The surplus of \$28.057 million is converted into an adjusted underlying result that better reflects Council's level of financial sustainability. This result excludes grants received for capital purposes which are non-recurrent and capital contributions from other sources to arrive at the adjusted result for 2022/23 of a deficit of \$3.44 million.

The underlying result is not a cause for ongoing concern. The increase in depreciation expenditure (non-cashable) due to the recognition of open space assets has also contributed significantly to the underlying deficit position. The annual operating results are the subject of annual external audit by the Victorian Auditor General's Office (VAGO) and their recent review by Council's Audit and Risk committee. Neither of these bodies have raised any concerns with Council's current or ongoing financial sustainability based on the current and expected financial environment that Council is operating in.

Council's financial position is characterised by:

- Moderate debt ratios with the capacity to increase loan borrowing pursuant to Council's long-term borrowing strategy.
- A capital works program targeted to fund renewal demand as well as new projects including, where possible, the developer contributions plan works.
- Factor the growth principles in long term model.
- An updated condition-based assessment of infrastructure assets to inform the Long Term Infrastructure Plan and identify priority renewal requirements.

## 8 Asset Management

Asset Management is a major component of the FP as it provides an indicator of the financial resources necessary to maintain and improve Council's asset base based on community needs.

### 8.1 Asset Portfolio

Fixed assets include land, buildings, roads, drains and other infrastructure assets. The total value of fixed assets as at 30 June 2022 was \$892,348 million (written down value).

Fixed Asset Category As at 30 June 2022	Replacement Value \$'000s	Accumulated Depreciation \$'000s	Written Down Value \$'000s
Land (including land under roads)	196,200	-	196,200
Buildings	131,934	63,624	68,310
Plant and Equipment	6,950	3,107	3,843
Fixtures, fittings and furniture	4,609	4,219	390
Roads	476,640	109,063	367,577
Bridges	55,145	25,722	29,423
Footpaths and cycle ways	52,332	7,957	44,375
Drainage	101,172	18,985	82,187
Parks, open space and streetscapes	72,358	26,204	46,154
Off street car parks	12,885	3,833	9,052
Works in Progress	44,837		44,837
<b>Total</b>	<b>1,155,062</b>	<b>262,714</b>	<b>892,348</b>

Depreciation is reassessed following condition assessments and when general valuations are undertaken.

To ensure the ongoing delivery of service standards, it is necessary for Council to determine the cost to retain the current infrastructure portfolio including the long-term average cost of renewal plus maintenance.

The total infrastructure and building assets (Roads, Bridges, Footpaths and cycleways, Drainage, Off street car parks, Parks, open space & streetscapes as well

as Buildings) comprise \$902.4 million replacement value and \$685.05 million written down value as at 30 June 2022. The 2021/22 annual depreciation for infrastructure and building assets totalled \$18.2 million.

This result indicates that Council's infrastructure and building assets have a total useful life of 49.58 years (\$902.4 million replacement value divided by \$18.2 million depreciation) and an average remaining useful life of 35.30 years (\$642.4 million written down value divided by \$18.2 million depreciation).

That is, based on the audited annual financials, Council's infrastructure and building assets are in the order of 28.8 per cent utilised (14.28 years divided by 49.58 years) and have in the order of 71.2 per cent of their life remaining (35.30 years divided by the total life of 49.58 years).

The depreciation amount of \$18.2 million is a product of recent revaluation of the major classes of infrastructure assets including roads, drains, bridges and footpaths as well as a revaluation of Council buildings. This work also included a detailed condition-based assessment of certain asset class in order to reassess useful lives and therefore the annual depreciation charge.

The FP includes annual capital renewal and upgrade in the order of \$21.4 million for 2023/24 (new works) that is compared to the estimated 2023/24 depreciation expense of \$22.18 million. The renewal and upgrade expenditure to depreciation ratio for 2023/24 is 96 per cent (target 100 per cent) with the ensuing three financials years, 2024/25 to 2026/27, projected to be 92 per cent, 77 per cent and 89 per cent respectively.

The following table provides a summary of the valuation of Council's infrastructure and building assets.

Infrastructure and Building Assets 2021/22	Replacement Value \$M	Written Down Value \$M	Annual Depreciation \$M
Infrastructure	770.5	578.8	15.7
Building	131.9	63.6	2.5
Total	902.4	642.4	18.2
<b>Infrastructure</b>	<b>770.5</b>	<b>578.8</b>	<b>15.7</b>

### 8.1.1 Infrastructure Assets

Council's infrastructure assets are in relatively sound condition and on average 12.2 years or 24.8 per cent through their average total life of 49.1 years:

- Average total life of 49.1 years (\$770.5 million divided by \$15.7 million depreciation)
- Average remaining life of 36.9 years (\$578.8 million divided by \$15.7 million depreciation).

This high level result indicates that in the order of \$15.7 million per annum is minimum required to replace Council's infrastructure assets. This estimate is continually reviewed following the updated condition-based assessment of each asset class.

### 8.1.2 Building Assets

Council's building assets are generally in average condition reflecting the need for further renewal investment to this asset category. The table indicates that building assets are on average 27.32 years or 51.78 per cent through their average total life of 52.76 years:

- Average total life of 52.76 years (\$131.9 million replacement value divided by \$2.5 million depreciation)
- Average remaining life of 25.44 years (\$63.6 million written down value divided by \$2.5 million depreciation)

This high-level result indicates that \$2.5 million per annum is required to replace Council's building assets.

### 8.1.3 Asset Sales

During the review of the FP it is proposed to continually monitor the service requirements of realisable (saleable) assets, including land and buildings, that may be surplus to requirements and can be identified as potential asset sales.

Asset sales will generally provide a cash injection that can be either quarantined to a discretionary reserve and/or applied to fund new or expanded assets that better reflect Council's service requirements.

## 8.2 Future Asset Management and Infrastructure Gap

Council continues to address the renewal funding gap and the maintenance funding gap particularly as shortfalls in maintenance funding accelerate the need to renew assets.

The challenges in managing infrastructure assets may differ as each group is re-assessed however common themes are expected to be present across all grouping.

These issues include:

- Collection and management of data;
- Understanding the relationship between maintenance and renewal works;
- Quantifying the backlog;
- Lifecycle costing; and
- Accurately projecting future renewal requirements and updating Council's Financial Plan to reflect these.

## 8.3 Asset Management Policy and Plans

Asset management policy and planning provides Council with a sound base to understand and manage the risk associated with managing its assets for the community's benefit.

Council continues to review and refine the process for establishing standards of service and delivery to the community. These revised levels of service are based on an assessment of risk and affordability that will also influence funding decisions into the long-term.

Robust asset management practices will ensure that Council continues to meet the needs of current and future generations in a sustainable manner. Funding will need to be continually provided into the future to improve data collection and enable better understanding of asset performance. The ongoing assessment of agreed service levels and the application of a risk framework will enable Council to be more proactive in assessing the investment in infrastructure assets.

Each of the individual asset plans to be delivered by Council will detail a methodology for responsible management of that asset class, incorporate knowledge of the condition of the asset group, risk assessment issues, establishment of intervention and service levels, and the identification of renewal,

backlog and maintenance funding requirements projected over the life of the Long Term Infrastructure Plan.

Council monitors asset condition and performance to:

- Identify those assets which are surplus to requirements;
- Predict when asset failure to deliver the required level of service is likely to occur;
- Ascertain the reasons for performance deficiencies; and
- Determine what corrective action is required and when (maintenance, rehabilitation, renewal).

Priority is on funding the annual renewal annuity based on predetermined service levels.

The infrastructure asset intervention levels identify the condition when infrastructure assets are to be replaced. The higher the intervention level the greater the asset deterioration prior to replacement. The condition sets the minimum service standard of infrastructure assets as a basis when funding is required for renewal purposes.

Lowering the intervention level would increase the dollar amount necessary for capital renewal as assets would be identified earlier (better condition) at the time of replacement.

Council, as asset managers, continually assesses the relative merits of rehabilitation/renewal/replacement options and identify the optimum long-term solution through a decision related to levels of service.

A renewal gap exists where the renewal expenditure is less than the renewal demand resulting in an annual increase in the percentage of assets that are above intervention (exceeds their useful life and past their due date for replacement).

It is recommended that no asset's condition be allowed to go below their respective intervention levels as the cost of renewal significantly increases and the asset's functionality, safety and ability to provide its intended service level is compromised.

## Strategy Recommendations

1. That Council continues to allocate additional funds to the renewal of existing assets while investing in strategic infrastructure projects to service the growth within the municipality.
2. That Council, to maintain its critical renewal investment levels, continues to update its Asset Management Plans for all classes of Council assets incorporating service level assessments.



## 9 Capital Works – Program expenditure and funding sources

This section considers the asset management requirements of the previous section and provides a framework for renewal and improvement of Council's infrastructure.

The Plan will focus on the following outcomes in order to:

- Improve and maintain the level of investment in infrastructure renewal;
- Maintain or improve the condition of Council's infrastructure;
- Invest in upgrade, expansion and new assets based on the expectations of the Council Plan and the funding principles with regard to the revenue strategy, the long-term borrowing strategy and the reserve usage strategy.

Future years of the Plan propose to allocate sufficient funds from rate revenue to complete the capital expenditure program.

### 9.1 Capital program expenditure

Council's longer term capital program is based on the following guidelines:

- Provide for expenditure growth required to level of sustainable renewal to meet the community's service level requirements (based on current Asset Management Plans);
- Continue to fund capital renewal as a priority followed by the allocation of funds to upgrade and construct new assets. Project priority is based on community needs in line with the Council Plan. This strategy has resulted in the inclusion of identified projects to the Long Term Infrastructure Plan
- Income assumptions to remain conservative given they are less predictable.

Council's ten-year capital program is reflected in Appendix 1 Capital Works Statement

The ten-year future capital program includes a total of \$292.08 million including: \$39.35m for strategic capital projects, \$158.03m for renewal of assets and \$69.76m in general capital project. This will be primarily funded from external grants, new loan borrowings and Council cash reserves.

The level of prior and current capital investment is reflected in the following table between the 2019/20 to 2023/24 financial year. The 2023/24 budget does not include project works carried forward from the prior 2022/23 year.

Capital Expenditure Type	2019/20 Actual \$000's	2020/21 Actual \$000's	2021/22 Actual \$000's	2022/23 Forecast \$000's	2023/24 Budget (New) \$000's
Renewal	\$16,703	\$9,939	12,258	16,774	19,080
Upgrade	\$6,444	\$6,082	6,330	7,861	2,319
New/Expansion	\$4,457	\$6,190	7,361	17,143	11,645
<b>Total</b>	<b>\$27,604</b>	<b>\$22,211</b>	<b>\$25,949</b>	<b>\$41,778</b>	<b>\$33,044</b>

## 9.2 Capital funding sources

External capital funding includes capital grants, capital contributions, developer contributions and open space contributions.

Internal capital funding sources include Council cash contribution (rates), statutory reserves, discretionary reserves, asset sales and, where appropriate, land sales.

## 10 Financial Projections

### 10.1 Modelling Methodology

The FP establishes a framework for Council to benchmark its performance within the LG sector. The future year operating projections are modelled on the 2023/24 Budget and identify available funding to complete capital works while applying the financial ratios to demonstrate ongoing sustainability. The Budgeted Statements (financial statements) are the result of this modelling and included as Appendix 1.

### 10.2 Financial parameters and assumptions

The following information explains the major forecast parameters for the life of the ten-year FP. Council's cost base (materials, services and contract costs) is expected to increase by more than the rate of CPI mainly due to:

- The impact of contract costs that are driven by price indexes other than Consumer Price Index and generally greater than CPI.
- An allowance for population growth and, where necessary, additional expenditure to meet the community demands for increases to existing service levels.

#### 10.2.1 Rate revenue

Base rate revenue will increase by 3.50 per cent for the 2023/24 year, based on the state government rate cap, with future annual increases consistent with official CPI estimates per annum for the ensuing years of the FP. In addition, it is expected that during the 2023/24 year a further increase in the order of 2 per cent per annum will be received for growth (additional properties) as a result of supplementary rates.

Waste charges will increase by 8.4 per cent in 2023/24 to fully recover the cost of waste management including the additional impact for recycling charges and waste levy expenses.

#### 10.2.2 Fees and charges revenue

Revenue from user fees and charges are expected to increase by 17.27 per cent for the 2023/24 year due mainly due to increased arts and culture revenue and an increase in the number of animal registrations.

### 10.2.3 Grants and subsidies

Recurrent Operating grants are expected to increase by approximately 6.77 per cent, largely due to the expected increase in Grants Commission funding.

### 10.2.4 Investment income

Interest income received from the investment of surplus funds is pursuant to Council's Investment Policy. The future year's estimates are based on projected average cash balances held during the year and using current term deposit rates.

### 10.2.5 Employee costs

The 2023/24 budget includes an 8.17 per cent increase for employee costs compared to prior year. This is largely as a result of increases in various factors such as additional superannuation (SG guarantee increase by 0.5% in 2023/24 and 2024/25), increased Workcover premium rate, EBA increment, banding increment factored in budget, combined with the addition of new approved positions. The ensuing years, from 2024/25 to 2026/27, reflect annual increases of 4.6 per cent per annum, which covers banding increment (salary increases within band), EBA increases, external factors such as superannuation increases and marginal increase in positions for the delivery of existing services.

### 10.2.6 Materials, contracts and services

Materials, contracts and services are expected to increase by 7.08 per cent compared to the prior year, and further the prior year included a number of fixed term initiatives that are not included in 2022/23. Future year cost increases are expected to be in the order of 3.5 per cent per annum based on future CPI predictions.

The 2023/24 result reflects the forecast on par with budget expenditure from the prior 2022/23 year. The rate of annual increase for the ensuing years is generally expected to exceed CPI mainly due to:

- Additional expense allocation to respond to community demands and the cost of maintaining existing services.
- Adjustments more than CPI for major contracts such as the expanded road maintenance, and waste services contracts that are impacted by cost drivers, including the road construction index and transport costs and continued growth in service as we inherit additional assets and bring new council assets on board.

- Fuel increases, utility increases and cost escalations due to current market conditions, shortage of material and contractors.

### 10.2.7 Borrowing costs

Borrowing costs for 2023/24 are budgeted at \$0.72 million that is an increase on the prior year. This result is mainly due to increased interest rates as per RBA direction. State government has opened the Treasury Corporate of Victoria as a borrowing channel, which is providing Council with better rates than banks can offer. During the 2023/24 budget year total borrowing is expected to increase by \$7.49 million, Council delayed its planned borrowing in 2022/23 to align with the delivery of the project.

## Appendix 1 Financial Statements

Period end		30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33
<b>Comprehensive Income Statement</b>												
<b>Revenue from Operating Activities</b>												
Rates and Charges	\$'000	68,348	72,754	76,440	80,079	83,825	87,682	91,653	95,935	100,352	104,910	109,612
Supplementary Rates	\$'000	1,000	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Special Charges	\$'000	-	-	-	-	-	-	-	-	-	-	-
Grants - Operating (Recurrent)	\$'000	11,176	13,550	13,889	14,236	14,592	14,957	15,331	15,714	16,107	16,107	16,107
Grants - Operating (Non-recurrent)	\$'000	1,220	321	321	321	321	321	321	321	321	321	321
Grants - Capital (Recurrent)	\$'000	1,823	2,486	2,486	2,486	2,485	2,236	2,235	2,235	2,238	2,234	2,237
Grants - Capital (Non-recurrent)	\$'000	15,217	20,336	17,582	602	1	-	-	-	-	-	-
Contributions (Non monetary)	\$'000	7,316	7,316	7,535	7,761	7,994	8,234	8,481	8,650	8,900	8,900	8,900
Contributions (Monetary - Operating)	\$'000	-	-	-	-	-	-	-	-	-	-	-
Contributions (Monetary - Capital)	\$'000	4,503	3,849	4,468	4,515	5,482	4,771	4,887	5,010	5,132	5,261	5,391
Reimbursements and Subsidies	\$'000	-	-	-	-	-	-	-	-	-	-	-
User Charges	\$'000	1,804	2,042	2,103	2,167	2,232	2,298	2,367	2,438	2,512	2,587	2,665
Statutory Fees and Fines	\$'000	2,330	2,836	2,893	2,951	3,010	3,070	3,132	3,194	3,258	3,323	3,390
DCP New Contributions	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Operating Activities</b>	\$'000	114,737	126,591	128,818	116,218	121,042	124,670	129,507	134,597	139,919	144,743	149,723
<b>Revenue from Outside of Operating Activities</b>												
Interest Revenue	\$'000	1,500	1,603	1,500	1,500	1,250	1,000	1,000	1,000	1,000	1,000	500
Other Revenue Outside of Operating Activities	\$'000	1,009	902	905	900	900	900	900	900	900	900	900
<b>Total Revenue from Outside Operating Activities</b>	\$'000	2,509	2,504	2,405	2,400	2,150	1,900	1,900	1,900	1,900	1,900	1,400
<b>Total Revenue</b>	\$'000	117,246	129,095	131,223	118,618	123,192	126,570	131,407	136,497	141,819	146,643	151,123
<b>Operating Expenses from Ordinary Activities</b>												
Employee Costs	\$'000	(32,418)	(34,568)	(36,158)	(37,821)	(39,561)	(41,381)	(43,285)	(45,276)	(47,358)	(49,537)	(51,815)
Employee Costs Provisioned	\$'000	-	(884)	(897)	(911)	(924)	(938)	(952)	(967)	(981)	(996)	(1,011)
Materials & Consumables	\$'000	(39,523)	(37,622)	(39,103)	(41,058)	(42,701)	(43,982)	(45,301)	(46,660)	(48,060)	(49,502)	(50,987)
Utilities	\$'000	-	-	-	-	-	-	-	-	-	-	-
Bad and Doubtful Debts	\$'000	-	-	-	-	-	-	-	-	-	-	-
Depreciation	\$'000	(22,610)	(22,238)	(22,714)	(23,675)	(24,670)	(25,701)	(26,690)	(27,449)	(27,707)	(27,971)	(28,242)
Amortisation of Intangible Assets	\$'000	-	(460)	(472)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Amortisation of Right-of-Use Assets	\$'000	-	(510)	(510)	(510)	(510)	(510)	(510)	(510)	(170)	(0)	(0)
Amortisation of Landfill Rehabilitation	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	\$'000	-	(4,414)	(4,591)	(4,775)	(4,966)	(5,164)	(5,371)	(5,586)	(5,809)	(6,041)	(6,283)
Other Expenses	\$'000	(4,488)	-	-	-	-	-	-	-	-	-	-
Contributions	\$'000	-	-	-	-	-	-	-	-	-	-	-
Interest on Borrowings (Finance Costs)	\$'000	(367)	(723)	(961)	(1,151)	(1,531)	(1,203)	(1,203)	(1,203)	(1,203)	(1,203)	(926)
Interest on Leases	\$'000	-	(56)	(50)	(44)	(39)	(37)	(35)	(33)	(31)	(28)	(26)
Maintenance costs inherited 2022/3 onw ards. Other costs	\$'000	-	-	(506)	(763)	(1,019)	(1,275)	(1,531)	(1,531)	(1,531)	(1,531)	(1,531)
Road Maintenance Contract	\$'000	(1)	(1)	500	500	500	500	500	500	500	500	500
New Init Employee Costs 202122	\$'000	-	-	-	-	-	-	-	-	-	-	-
WLC additional costs approved in March 2022	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	\$'000	(99,407)	(101,478)	(105,463)	(110,707)	(115,921)	(120,192)	(124,878)	(129,215)	(132,850)	(136,810)	(140,821)
<b>Net Surplus/(Deficit) from Operations</b>	\$'000	17,839	27,617	25,760	7,910	7,271	6,378	6,529	7,283	8,969	9,834	10,302
<b>Adjustments</b>												
Net Gain/(Loss) on Disposal of Property Plant & Equipment	\$'000	440	440	500	500	250	250	250	250	250	250	250
Net Gain/(Loss) on Sale of Assets Held for Resale	\$'000	(240)	-	-	-	-	-	-	-	-	-	-
Share of Net Profit/(Loss) of Associates and Joint Ventures	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Adjustments</b>	\$'000	200	440	500	500	250	250	250	250	250	250	250
<b>Operating Surplus/(Deficit) after Adjustments</b>	\$'000	18,039	28,057	26,260	8,410	7,521	6,628	6,779	7,533	9,219	10,084	10,552
<b>Adjusted Underlying Surplus (Deficit)</b>	\$'000	(8,997)	(3,444)	(3,326)	(4,467)	(5,956)	(6,377)	(6,589)	(6,127)	(4,813)	(4,077)	(3,740)

Period end		30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33
<b>Balance Sheet</b>												
<b>Current Assets</b>												
Cash and Cash Equivalents	\$'000	60,722	50,359	54,901	60,241	55,612	58,828	62,266	66,408	71,272	70,429	76,300
Trade and Other Receivables	\$'000	7,067	7,545	7,883	7,876	8,269	8,517	8,894	9,275	9,667	10,036	10,472
GST Receivable	\$'000	-	-	-	-	-	-	-	-	-	-	-
Inventories	\$'000	-	-	-	-	-	-	-	-	-	-	-
Accrued Income	\$'000	-	-	-	-	-	-	-	-	-	-	-
Prepayments	\$'000	-	-	-	-	-	-	-	-	-	-	-
Financial Assets	\$'000	-	-	-	-	-	-	-	-	-	-	-
Assets held for resale	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other Current Assets	\$'000	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820
Total Current Assets	\$'000	71,609	61,724	66,604	71,938	67,701	71,165	74,980	79,503	84,758	84,285	90,592
<b>Non Current Assets</b>												
Land Under Roads	\$'000	176,200	176,200	176,200	176,200	176,200	176,200	176,200	176,200	176,200	176,200	176,200
Property Plant and Equipment	\$'000	5,227	29,851	29,101	28,351	27,601	26,851	26,101	25,351	24,601	23,851	23,101
Infrastructure Assets	\$'000	718,905	737,026	760,169	777,141	783,608	788,648	793,537	798,442	803,965	809,867	816,163
Right-of-Use Assets	\$'000	3,741	3,231	2,721	2,211	1,700	1,190	680	170	0	0	0
Investment Property	\$'000	-	-	-	-	-	-	-	-	-	-	-
Intangible Asset	\$'000	761	752	749	737	744	772	818	883	968	468	(32)
Landfill Rehabilitation Intangible Asset	\$'000	-	-	-	-	-	-	-	-	-	-	-
Investment in Associates and Joint Ventures	\$'000	-	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables (Long Term)	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other Financial Assets	\$'000	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Assets	\$'000	904,834	947,060	968,940	984,640	989,853	993,661	997,335	1,001,046	1,005,733	1,010,386	1,015,431
Total Assets	\$'000	976,443	1,008,784	1,035,543	1,056,577	1,057,554	1,064,826	1,072,316	1,080,548	1,090,492	1,094,671	1,106,023
<b>Current Liabilities</b>												
Trade and Other Payables	\$'000	10,267	6,815	7,059	7,418	7,784	8,047	8,365	8,656	8,958	9,246	9,596
GST Payable	\$'000	-	-	-	-	-	-	-	-	-	-	-
Trust Funds and Deposits	\$'000	4,348	4,435	4,524	4,614	4,706	4,801	4,897	4,994	5,094	5,196	5,300
Unearned Income	\$'000	-	-	-	-	-	-	-	-	-	-	-
Current Provisions	\$'000	-	-	-	-	-	-	-	-	-	-	-
Current Landfill Rehabilitation Provision	\$'000	600	600	600	600	600	600	600	600	600	600	-
Current Employee Benefits	\$'000	7,038	7,981	8,938	9,909	10,895	11,896	12,912	13,943	14,990	16,052	17,130
Current Interest Bearing Liabilities	\$'000	4,000	-	-	7,277	-	-	-	-	6,629	-	7,490
Current Lease Liabilities	\$'000	250	131	137	50	52	54	56	59	61	64	66
Total Current Liabilities	\$'000	26,503	19,961	21,258	29,869	24,038	25,398	26,830	28,252	36,332	31,158	39,582
<b>Non Current Liabilities</b>												
Non Current Employee benefits	\$'000	686	627	567	507	445	383	319	255	190	123	56
Non Current Provisions	\$'000	-	-	-	-	-	-	-	-	-	-	-
Non Current Landfill Rehabilitation Provision	\$'000	8,853	8,253	7,653	7,053	6,453	5,853	5,253	4,653	4,053	3,453	3,453
Non Current Interest Bearing Loans and Borrowings	\$'000	9,906	21,396	21,396	26,119	26,119	26,119	26,119	26,119	19,490	19,490	12,000
Non Current Lease Liabilities	\$'000	1,151	1,145	1,008	958	906	852	795	737	675	612	546
Other Non Current Liability	\$'000	-	-	-	-	-	-	-	-	-	-	-
Total Non Current Liabilities	\$'000	20,596	31,422	30,625	34,637	33,923	33,206	32,487	31,764	24,408	23,678	16,055
Total Liabilities	\$'000	47,099	51,383	51,882	64,506	57,961	58,605	59,316	60,016	60,740	54,836	55,637
Net Assets	\$'000	929,344	957,401	983,661	992,071	999,593	1,006,221	1,012,999	1,020,532	1,029,751	1,039,835	1,050,387
<b>Equity</b>												
Accumulated Surplus	\$'000	438,928	469,844	496,087	510,029	515,023	519,045	523,127	530,353	539,169	549,074	559,625
Reserve Land Under Roads	\$'000	-	-	-	-	-	-	-	-	-	-	-
Reserves - Statutory	\$'000	13,967	10,143	10,233	10,245	11,472	12,779	14,175	15,683	17,285	18,964	18,964
Reserves - Discretionary	\$'000	9,950	10,915	10,842	5,298	6,598	7,898	9,198	7,998	6,798	5,298	5,298
Landfill Rehabilitation Reserve	\$'000	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	\$'000	466,499	466,499	466,499	466,499	466,499	466,499	466,499	466,499	466,499	466,499	466,499
Total Equity	\$'000	929,344	957,401	983,661	992,071	999,592	1,006,221	1,012,999	1,020,532	1,029,751	1,039,835	1,050,387

Period end		30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33
<b>Cash Flow Statement</b>												
<b>Cash flows from Operating Activities</b>												
Rates and Charges Received	\$'000	69,499	73,471	77,220	80,880	84,617	88,485	92,407	96,683	101,089	105,659	110,302
Grants - Operational Received	\$'000	12,396	13,854	14,203	14,550	14,906	15,272	15,644	16,028	16,420	16,429	16,427
Grants - Capital Received	\$'000	12,055	22,794	20,120	3,414	2,498	2,241	2,235	2,235	2,238	2,235	2,237
Interest Received	\$'000	1,500	1,603	1,500	1,500	1,250	1,000	1,000	1,000	1,000	1,000	500
User Fees Received	\$'000	1,747	2,032	2,098	2,161	2,226	2,294	2,361	2,433	2,506	2,581	2,658
Statutory Fees and Fines Received	\$'000	2,549	2,822	2,888	2,946	3,005	3,066	3,126	3,189	3,253	3,319	3,384
Other Revenue Received	\$'000	5,471	4,726	5,321	5,411	6,302	5,731	5,776	5,900	6,022	6,152	6,279
Employee Costs Paid	\$'000	(32,418)	(35,509)	(36,067)	(37,732)	(39,467)	(41,289)	(43,176)	(45,168)	(47,246)	(49,427)	(51,685)
Materials and Consumables Paid	\$'000	(37,565)	(39,950)	(38,909)	(40,819)	(42,499)	(43,839)	(45,125)	(46,494)	(47,888)	(49,342)	(50,788)
External Contracts Paid	\$'000	-	-	-	-	-	-	-	-	-	-	-
Utilities Paid	\$'000	-	-	-	-	-	-	-	-	-	-	-
Landfill Rehabilitation Expenditure Paid	\$'000	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
GST Received / (Paid)	\$'000	-	-	-	-	-	-	-	-	-	-	-
Short-term, low value and variable lease payments	\$'000	-	-	-	-	-	-	-	-	-	-	-
Trust Funds and Deposits	\$'000	85	87	89	90	92	94	96	98	100	102	104
Other Expenses Paid	\$'000	(4,700)	(4,599)	(4,638)	(5,007)	(5,413)	(5,910)	(6,370)	(6,599)	(6,822)	(7,055)	(7,293)
<b>Net Cash flows from Operating Activities</b>	\$'000	30,019	40,730	43,224	26,796	26,917	26,544	27,374	28,704	30,071	31,053	31,523
<b>Cash flows from Investing Activities</b>												
Payment for Property Plant and Equipment and Infrastructure	\$'000	(41,778)	(57,977)	(37,822)	(32,386)	(22,642)	(22,007)	(22,597)	(23,204)	(23,830)	(24,474)	(25,137)
Proceeds from Property Plant and Equipment and Infrastructure	\$'000	1,840	750	750	750	500	500	500	500	500	500	500
Proceeds/(Payments) from/for Investment Property	\$'000	(451)	-	-	-	-	-	-	-	-	-	-
Proceeds/(Payments) from/for Intangible Assets	\$'000	-	(451)	(469)	(488)	(507)	(528)	(546)	(565)	(585)	-	-
Proceeds from/(to) Investments	\$'000	-	-	-	-	-	-	-	-	-	-	-
Proceeds/(Payments) from/for Financial Assets	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash flows from Investing Activities</b>	\$'000	(40,389)	(57,678)	(37,541)	(32,124)	(22,649)	(22,035)	(22,643)	(23,269)	(23,915)	(23,974)	(24,637)
<b>Cash flows from Financing Activities</b>												
Proceeds from Interest Bearing Loans and Borrowings	\$'000	-	7,490	-	12,000	-	-	-	-	-	-	-
Repayments of Interest Bearing Loans and Borrowings	\$'000	-	-	-	-	(7,277)	-	-	-	-	(6,629)	-
Finance Costs	\$'000	(312)	(723)	(961)	(1,151)	(1,531)	(1,203)	(1,203)	(1,203)	(1,203)	(1,203)	(926)
Interest paid - lease liability	\$'000	(48)	(56)	(50)	(44)	(39)	(37)	(35)	(33)	(31)	(28)	(26)
Repayment of lease liabilities	\$'000	(248)	(125)	(131)	(137)	(50)	(52)	(54)	(56)	(59)	(61)	(64)
<b>Net Cash flows from Financing Activities</b>	\$'000	(608)	6,585	(1,142)	10,668	(8,897)	(1,293)	(1,293)	(1,293)	(1,293)	(7,922)	(1,015)
<b>Net Change in Cash Held</b>	\$'000	(10,978)	(10,363)	4,542	5,340	(4,629)	3,216	3,439	4,142	4,864	(843)	5,871
<b>Cash at Beginning of the Financial Year</b>	\$'000	71,700	60,722	50,359	54,901	60,241	55,612	58,828	62,266	66,408	71,272	70,429
<b>Cash at End of the Financial Year</b>	\$'000	60,722	50,359	54,901	60,241	55,612	58,828	62,266	66,408	71,272	70,429	76,300
<b>Cash and Cash Equivalents</b>	\$'000											
Unrestricted Cash	\$'000	40,722	33,218	37,743	48,615	41,459	42,068	42,810	46,644	51,106	50,084	55,954
Restricted Cash (due to reserves)	\$'000	20,000	17,141	17,158	11,626	14,153	16,760	19,456	19,764	20,166	20,345	20,345
<b>Cash and Cash Equivalents</b>	\$'000	60,722	50,359	54,901	60,241	55,612	58,828	62,266	66,408	71,272	70,429	76,300



Period end		30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33
<b>Capital Works Statement</b>												
Land	\$'000	-	57,977	37,822	32,386	22,642	22,007	22,597	23,204	23,830	24,474	25,137
Land improvements	\$'000	-	-	-	-	-	-	-	-	-	-	-
Buildings	\$'000	17,195	-	-	-	-	-	-	-	-	-	-
Building improvements	\$'000	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	\$'000	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	\$'000	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	\$'000	1,398	-	-	-	-	-	-	-	-	-	-
Fixtures, fittings and furniture	\$'000	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	\$'000	254	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	\$'000	-	-	-	-	-	-	-	-	-	-	-
Library books	\$'000	-	-	-	-	-	-	-	-	-	-	-
Roads	\$'000	11,215	-	-	-	-	-	-	-	-	-	-
Bridges	\$'000	475	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	\$'000	3,276	-	-	-	-	-	-	-	-	-	-
Drainage	\$'000	2,470	-	-	-	-	-	-	-	-	-	-
Recreational, leisure and community facilities	\$'000	5,185	-	-	-	-	-	-	-	-	-	-
Waste management	\$'000	-	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	\$'000	-	-	-	-	-	-	-	-	-	-	-
Aerodromes	\$'000	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	\$'000	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	\$'000	310	-	-	-	-	-	-	-	-	-	-
Artworks	\$'000	-	-	-	-	-	-	-	-	-	-	-
Carry forward	\$'000	-	-	-	-	-	-	-	-	-	-	-
Open Space assets	\$'000	-	-	-	-	-	-	-	-	-	-	-
Landfill cells	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Works</b>	<b>\$'000</b>	<b>41,778</b>	<b>57,977</b>	<b>37,822</b>	<b>32,386</b>	<b>22,642</b>	<b>22,007</b>	<b>22,597</b>	<b>23,204</b>	<b>23,830</b>	<b>24,474</b>	<b>25,137</b>
<b>Represented by:</b>												
Renewal Investment	\$'000	16,774	57,977	37,822	32,386	22,642	22,007	22,597	23,204	23,830	24,474	25,137
Upgrade Investment	\$'000	7,861	-	-	-	-	-	-	-	-	-	-
Expansion Investment	\$'000	17,143	-	-	-	-	-	-	-	-	-	-
New Investment	\$'000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Works</b>	<b>\$'000</b>	<b>41,778</b>	<b>57,977</b>	<b>37,822</b>	<b>32,386</b>	<b>22,642</b>	<b>22,007</b>	<b>22,597</b>	<b>23,204</b>	<b>23,830</b>	<b>24,474</b>	<b>25,137</b>

# Statement of Human Resources

## Summary of Planned Human Resources Expenditure For the four years ending 30 June 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Chief Executive Officer</b>				
Permanent - Full time	441	461	482	504
Women	109	114	119	124
Men	333	348	364	380
Persons of self-described gender	0	0	0	0
Permanent - Part time	51	53	56	58
Women	51	53	56	58
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
<b>Total Chief Executive Officer</b>	<b>492</b>	<b>514</b>	<b>538</b>	<b>562</b>
<b>Community Infrastructure</b>				
Permanent - Full time	11,193	11,699	12,229	12,783
Women	2,348	2,454	2,565	2,681
Men	8,846	9,246	9,664	10,102
Persons of self-described gender	0	0	0	0
Permanent - Part time	134	140	146	153
Women	80	83	87	91
Men	54	56	59	62
Persons of self-described gender	0	0	0	0
<b>Total Community Infrastructure</b>	<b>11,327</b>	<b>11,839</b>	<b>12,375</b>	<b>12,936</b>
<b>Economic Development, Arts and Advocacy</b>				
Permanent - Full time	2,837	2,965	3,099	3,240
Women	1,616	1,689	1,765	1,845
Men	1,221	1,276	1,334	1,394
Persons of self-described gender	0	0	0	0
Permanent - Part time	263	275	288	301
Women	133	139	146	152
Men	130	136	142	149
Persons of self-described gender	0	0	0	0
<b>Total Economic Development, Arts and Advocacy</b>	<b>3,100</b>	<b>3,240</b>	<b>3,387</b>	<b>3,540</b>
<b>Governance and Information Services</b>				
Permanent - Full time	2,885	3,015	3,152	3,294
Women	1,634	1,708	1,786	1,866
Men	1,250	1,307	1,366	1,428
Persons of self-described gender	0	0	0	0
Permanent - Part time	477	498	521	545
Women	344	359	376	393
Men	133	139	145	152
Persons of self-described gender	0	0	0	0
<b>Total Governance and Information Services</b>	<b>3,362</b>	<b>3,514</b>	<b>3,673</b>	<b>3,839</b>
<b>Planning and Development</b>				
Permanent - Full time	8,058	8,422	8,804	9,202
Women	4,328	4,523	4,728	4,942
Men	3,730	3,899	4,075	4,260
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,442	1,507	1,575	1,646
Women	1,129	1,180	1,233	1,289
Men	313	327	342	357
Persons of self-described gender	0	0	0	0
<b>Total Planning and Development</b>	<b>9,500</b>	<b>9,929</b>	<b>10,379</b>	<b>10,849</b>
<b>Strategy and Organisational Performance</b>				
Permanent - Full time	5,665	5,921	6,189	6,470
Women	4,134	4,321	4,517	4,721
Men	1,531	1,600	1,672	1,748
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,817	1,899	1,985	2,075
Women	1,817	1,899	1,985	2,075
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
<b>Total Strategy and Organisational Performance</b>	<b>7,482</b>	<b>7,820</b>	<b>8,174</b>	<b>8,544</b>
<b>Casuals, temporary and other expenditure</b>	<b>189</b>	<b>198</b>	<b>207</b>	<b>216</b>
<b>Capitalised labour costs</b>	<b>1,086.0</b>	<b>1,118.6</b>	<b>1,152.1</b>	<b>1,186.7</b>
<b>Total staff expenditure</b>	<b>35,452</b>	<b>37,055</b>	<b>38,732</b>	<b>40,486</b>

## Statement of Human Resources (cont.)

	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE
<b>Chief Executive Officer</b>				
Permanent - Full time	2.0	2.0	2.0	2.0
Women	1.0	1.0	1.0	1.0
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	0.6	0.6	0.6	0.6
Women	0.6	0.6	0.6	0.6
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Chief Executive Officer</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>
<b>Community Infrastructure</b>				
Permanent - Full time	110.0	111.0	112.0	113.0
Women	24.0	25.0	25.0	25.0
Men	86.0	86.0	87.0	88.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	1.2	1.2	1.2	1.2
Women	0.6	0.6	0.6	0.6
Men	0.6	0.6	0.6	0.6
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Community Infrastructure</b>	<b>111.2</b>	<b>112.2</b>	<b>113.2</b>	<b>114.2</b>
<b>Economic Development, Arts and Advocacy</b>				
Permanent - Full time	24.0	25.0	26.0	27.0
Women	14.0	14.0	15.0	15.0
Men	10.0	11.0	11.0	12.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	2.7	2.7	2.7	2.7
Women	1.4	1.4	1.4	1.4
Men	1.3	1.3	1.3	1.3
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Economic Development, Arts and Advocacy</b>	<b>26.7</b>	<b>27.7</b>	<b>28.7</b>	<b>29.7</b>
<b>Governance and Information Services</b>				
Permanent - Full time	26.0	27.0	28.0	29.0
Women	16.0	17.0	17.0	17.0
Men	10.0	10.0	11.0	12.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	5.0	5.0	5.0	5.0
Women	4.0	4.0	4.0	4.0
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Governance and Information Services</b>	<b>31.0</b>	<b>32.0</b>	<b>33.0</b>	<b>34.0</b>
<b>Planning and Development</b>				
Permanent - Full time	67.0	68.0	69.0	70.0
Women	39.0	39.0	40.0	40.0
Men	28.0	29.0	29.0	30.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	15.7	15.7	15.7	15.7
Women	11.3	11.3	11.3	11.3
Men	4.4	4.4	4.4	4.4
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Planning and Development</b>	<b>82.7</b>	<b>83.7</b>	<b>84.7</b>	<b>85.7</b>
<b>Strategy and Organisational Performance</b>				
Permanent - Full time	45.0	46.0	47.0	48.0
Women	33.0	34.0	34.0	34.0
Men	12.0	12.0	13.0	14.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	15.7	15.7	15.7	15.7
Women	15.7	15.7	15.7	15.7
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Strategy and Organisational Performance</b>	<b>60.7</b>	<b>61.7</b>	<b>62.7</b>	<b>63.7</b>
<b>Casuals and temporary staff</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>
<b>Capitalised labour</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
<b>Total staff numbers</b>	<b>316.8</b>	<b>321.8</b>	<b>326.8</b>	<b>331.8</b>

## Appendix 2 Performance Ratios

Period end		30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26	30 Jun 27	30 Jun 28	30 Jun 29	30 Jun 30	30 Jun 31	30 Jun 32	30 Jun 33
<b>VAGO Ratios</b>												
<b>15.02.01</b>	<b>VAGO Ratios</b>											
Net result	%	15.4%	21.7%	20.0%	7.1%	6.1%	5.2%	5.2%	5.5%	6.5%	6.9%	7.0%
Adjusted underlying result	%	(10.0%)	(3.5%)	(3.3%)	(4.2%)	(5.4%)	(5.6%)	(5.6%)	(5.0%)	(3.8%)	(3.1%)	(2.7%)
Liquidity	x	2.70	3.09	3.13	2.41	2.82	2.80	2.79	2.81	2.33	2.71	2.29
Internal financing	%	71.9%	70.3%	114.3%	82.7%	118.9%	120.6%	121.1%	123.7%	126.2%	126.9%	125.4%
Indebtedness	%	27.0%	38.5%	35.8%	38.8%	36.6%	34.5%	32.4%	30.3%	22.3%	20.8%	13.6%
Capital replacement ratio	x	1.85	2.61	1.67	1.37	0.92	0.86	0.85	0.85	0.86	0.87	0.89
Renewal gap ratio	x	1.09	2.61	1.67	1.37	0.92	0.86	0.85	0.85	0.86	0.87	0.89

[illegible]