

Appendix 2

Strategic Resource Plan

Hobsons Bay City Council

Strategic Resource Plan

For the four years ended 30 June 2022

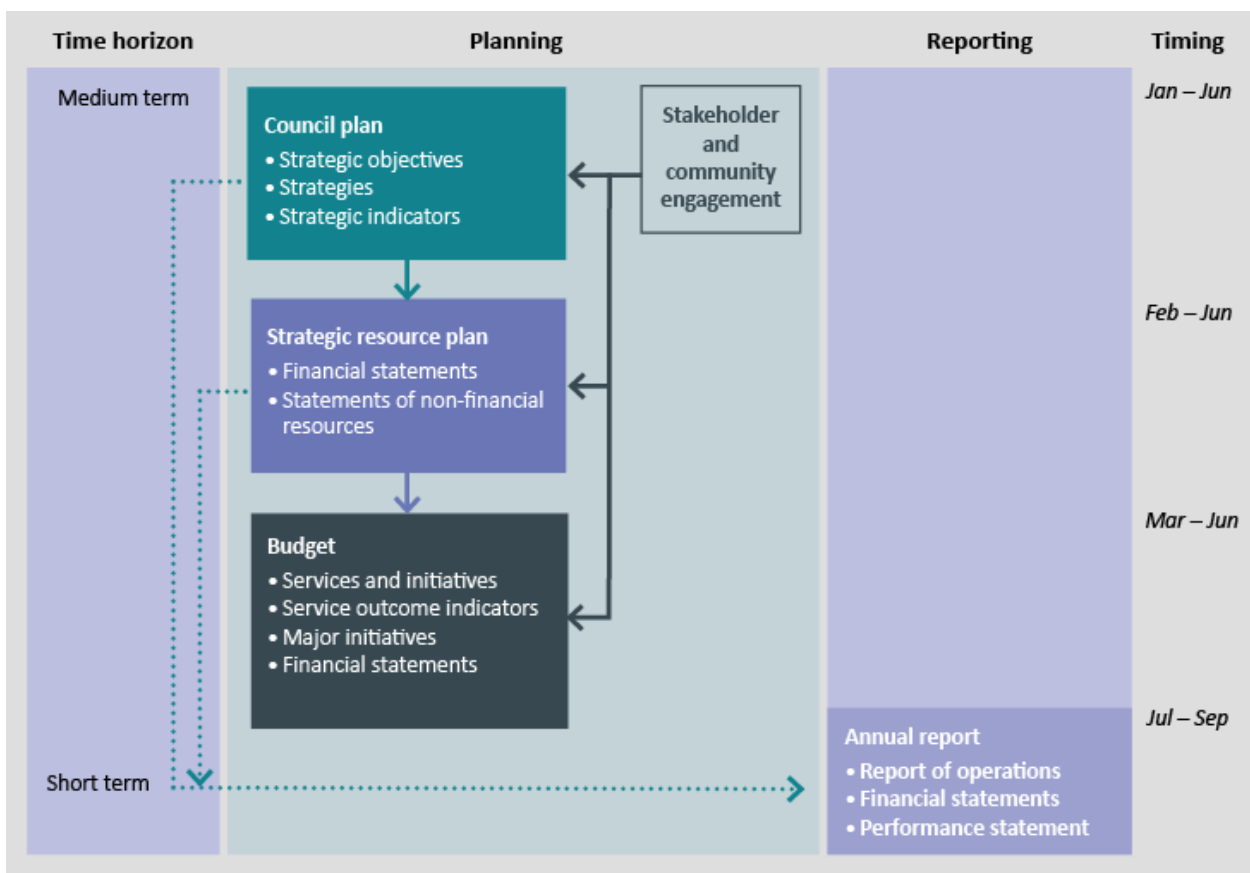
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Background

The *Local Government Act 1989* (the Act) requires council to prepare a strategic resource plan (SRP) for at least the next four financial years that describes both the financial and non-financial resources required to achieve the strategic objectives in the council plan. In preparing the SRP, council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by council.

Council has prepared a SRP for the four years 2018-19 to 2021-22 as part of its integrated planning framework. The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle. This is important to ensure accountability to residents and ratepayers.



The council plan includes the strategic objectives, strategies for achieving these for at least the next four years and strategic indicators for monitoring achievement of the strategic objectives. The SRP is a plan of the resources for at least the next four years required to achieve the strategic objectives in the council plan. The SRP informs the preparation of the budget which is a plan that describes the services and initiatives to be funded and how they will contribute to the achieving the strategic objectives in the council plan.

Objectives of the plan

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP are:

- generally maintaining existing service levels
- achieve operational surpluses each year
- maintain a robust capital works program with a focus on asset renewal
- achieve balanced financial (rate determination) results
- increases are required to cash reserves to take into account increasing future commitments

In preparing the SRP, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council to:

- prudently manage financial risks relating to debt, assets and liabilities
- provide reasonable stability in the level of rate burden
- consider the financial effects of council decisions on future generations
- provide full, accurate and timely disclosure of financial information

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2017
- the most recent year end forecasts presented to Council for the 2017-18 financial year
- assumptions provided by council service providers about changes in future income and expenditure
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets
- assumptions provided by finance regarding future changes in assets, liabilities and equity
- information provided by the executive management team and council

The financial projections included in the SRP have been developed using a 'four-way' budget model. This methodology enables the linking of the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

Key operational income and expenditure assumptions

The general key assumptions affecting operating income and expenditure include the following:

	2018/2019	2019/2020	2020/2021	2021/2022
	%	%	%	%
Rate increases	2.25	2.25	2.25	2.25
Property growth	0.4	0.4	0.4	0.4
Wages growth	2.0	2.0	2.0	2.0
Government funding	2.5	2.5	2.5	2.5
Statutory fees	3.0	3.0	3.0	3.0
Investment return	2.0	2.0	2.0	2.0

The general assumptions affecting assets, liabilities and equity balances are set out below:

- trade creditors and other receivables are expected to increase by 2.5 per cent, apart from receivables with defined repayment schedules
- property, infrastructure, plant and equipment valuation rates have not changed. The total value has increased due to the identification of purchases, less disposals and depreciation
- trade and other payables are expected to increase by 2.5 per cent, apart from payables with defined repayment schedules
- employee provisions are increasing to take into account projected pay increases and growth of 1.5 per cent
- interest bearing liabilities are included as per defined repayment schedules. All loans are drawn down as part of the MAV Local Government Funding Vehicle and are currently included as interest only repayments. Transfers to a loan repayment reserve are being used to ensure that funds will be available to repay principal when the loans mature

Borrowings

In developing the Strategic Resource Plan (SRP) borrowings can be used as an important funding source for capital works programs. In the past, Council has focused on a debt reduction strategy, only borrowing to fund defined benefit superannuation shortfalls. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as a funding source for capital works programs. With a focus on asset renewal from 2014-15 and beyond, Council reconsidered the issue of borrowings.

The SRP includes the results of an analysis of Council's debt position against both State averages and large council averages over a number of different indicators. It also shows the results of the 'obligations' indicators that are part of the prescribed financial reporting indicators. Despite the outcome of the analysis highlighting that a debt of \$14.2 million could be comfortably accommodated, as a result of rate capping further financial planning is required to enable Council to fully fund its capital works program, over the longer term of its long term financial plan (ten year plan). Further borrowings should only be included after other options are considered and when Council can be assured that it has the ability to fund repayments, whilst ensuring financial sustainability.

Council has decided not to take out any new borrowings to fund the capital works program in 2018-19 or any other year contained in the SRP. Due to Council's involvement in the Local Government Funding Vehicle and the issuance of interest only bonds, no principal repayments are included within the SRP until 2021-22. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2018.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2017-18	-	-	626	14,200
2018-19	-	-	626	14,200
2019-20	-	-	628	14,200
2020-21	-	-	627	14,200
2021-22	-	9,200	357	5,000

Infrastructure and capital works

Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations.

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Summary of funding sources				
	Total Capital Program \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2017-18	32,901	2,740	1,048	29,113	-
2018-19	43,534	1,940	-	41,594	-
2019-20	42,625	400	750	41,475	-
2020-21	39,600	335	750	38,515	-
2021-22	38,978	335	-	38,643	-

In updating the Infrastructure Strategy for the 2018-19 year, the following influences have had a significant impact:

- reductions in the amount of rate income predicted in future years as a result of the State Government rate cap legislation. This has resulted in significantly less available cash and investment reserves to fund future capital expenditure programs within the SRP and LTFP
- capital works of \$4.268 million will be carried over and fully funded from the 2017-18 financial year. The carryover figure included in the budget is based on the March forecast. Current actual capital expenditure in 2017-18 indicates that the capital carryover figure is understated. The final carryover figure will be determined after the year end accounts are finalised
- total capital expenditure of \$43.534 million with a continued focus on asset renewal within the capital works program
- unavailability of significant funding for capital works
- the enactment of the *Road Management Act 2004* removing the defence of non-feasance on major assets such as roads
- new building regulations requiring all Child Care Centres to immediately upgrade to ensure compliance

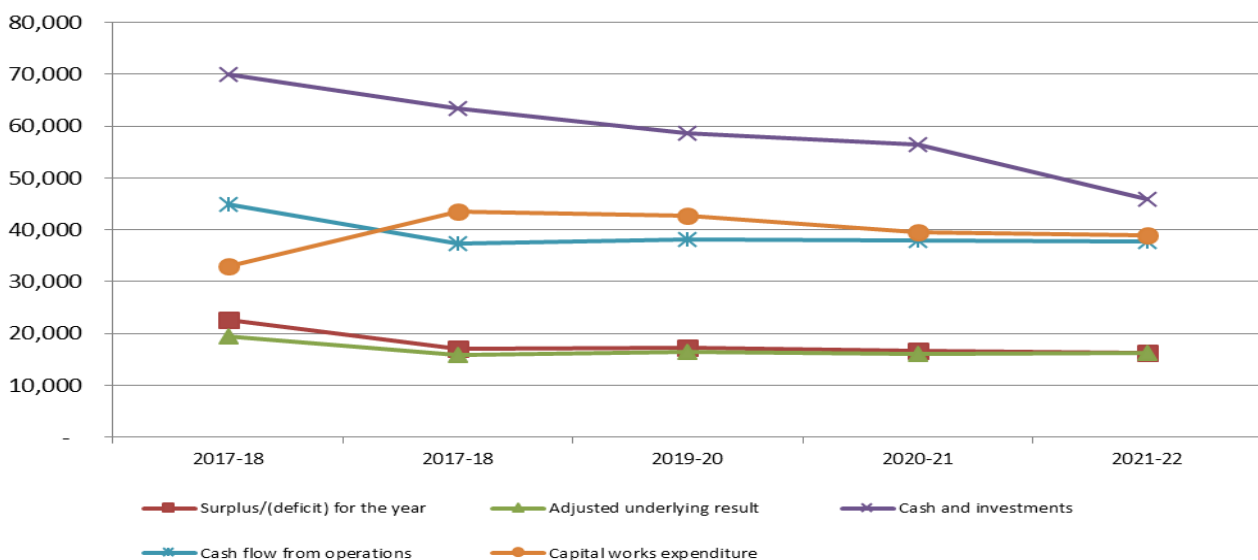
Financial outcomes

The following table and graph summarises the key financial results for the next four years as set out in the SRP for years 2018-19 to 2021-22.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend +/-
	Actual	2018/19	Projections			
	2017/18	2019/20	2020/21	2021/22		
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	22,521	17,011	17,265	16,629	16,258	-
Adjusted underlying result	19,401	15,736	16,450	15,879	16,258	o
Cash and investments balance	70,003	63,394	58,489	56,253	45,591	-
Cash flow from operations	44,955	37,351	38,148	37,791	37,673	o
Capital works expenditure	32,901	43,534	42,625	39,600	38,978	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator



The key outcomes of the SRP are as follows:

- **financial sustainability** - cash and investments is forecast to decrease over the four year period from \$70.003 million to \$45.591 million. Council will utilise reserves for capital works and repay \$9 million debt
- **rating levels** – modest rate increases of 2.25 per cent, consistent with the current rate cap, are forecast over the four years
- **service delivery strategy** – service levels have generally been maintained throughout the four year period. Despite this, operating surpluses are forecast in all years, although they are starting to decline over the four year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result
- **borrowing strategy** – borrowings are forecast to be reduced from \$14.2 million to \$5 million over the four year period. No new borrowing are included within the SRP
- **infrastructure strategy** - capital expenditure over the four year period is projected to total \$164.737 million at an average of \$41.184 million

Comprehensive Income Statement

For the four years ended 30 June 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Income				
Rates and charges	107,638	110,450	113,325	116,265
Statutory fees and fines	4,803	4,947	5,095	5,248
User fees	6,003	6,183	6,369	6,560
Grants - Operating	11,211	12,798	13,118	13,446
Grants – Capital	1,940	400	335	335
Contributions - monetary	3,170	3,820	3,820	3,070
Contributions - non-monetary assets	-	-	-	-
Net gain on disposal of property, infrastructure, plant and equipment	100	100	100	100
Fair value adjustments for investment property	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-
Other income	3,747	3,719	3,694	3,725
Total income	138,612	142,417	145,857	148,750
Expenses				
Employee costs	58,564	60,613	62,735	64,931
Materials and services	41,824	42,820	44,485	45,292
Bad and doubtful debts	18,859	19,324	19,575	20,065
Depreciation and amortisation	173	173	173	173
Borrowing costs	626	628	627	357
Other expenses	1,554	1,593	1,633	1,674
Total expenses	121,601	125,152	129,228	132,492
Surplus/(deficit) for the year	17,011	17,265	16,629	16,258
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment/(decrement)	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-
Total comprehensive result	17,011	17,265	16,629	16,258

The above comprehensive income statement should be read in conjunction with the accompanying other information.

Balance Sheet

For the four years ended 30 June 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Assets				
Current assets				
Cash and cash equivalents	8,394	3,489	1,253	4,591
Trade and other receivables	5,900	6,054	6,214	6,371
Other financial assets	54,000	54,000	54,000	40,000
Inventories	31	31	31	31
Non-current assets classified as held for sale	-	-	-	-
Other assets	876	876	876	876
Total current assets	69,201	64,450	62,374	51,869
Non-current assets				
Cash and cash equivalents	1,000	1,000	1,000	1,000
Trade and other receivables	206	170	127	85
Investments in associates and joint ventures	1,230	1,230	1,230	1,230
Property, infrastructure, plant and equipment	1,049,375	1,072,402	1,092,154	1,110,794
Investment property	9,005	9,005	9,005	9,005
Total non-current assets	1,060,816	1,083,807	1,103,516	1,122,113
Total assets	1,130,017	1,148,257	1,165,890	1,173,982
Liabilities				
Current liabilities				
Trade and other payables	12,765	13,085	13,412	13,747
Trust funds and deposits	5,267	5,399	5,534	5,672
Provisions	13,931	14,419	14,924	15,446
Interest-bearing loans and borrowings	-	-	9,200	-
Total current liabilities	31,964	32,903	43,069	34,865
Non-current liabilities				
Provisions	1,037	1,073	1,110	1,149
Interest-bearing loans and borrowings	14,200	14,200	5,000	5,000
Total non-current liabilities	15,237	15,273	6,110	6,149
Total liabilities	47,201	48,175	49,180	41,015
Net Assets	1,082,816	1,100,081	1,116,710	1,132,968
Equity				
Accumulated surplus	436,097	459,347	479,322	507,385
Reserves	646,719	640,734	637,388	625,582
Total Equity	1,082,816	1,100,081	1,116,710	1,132,968

The above balance sheet should be read in conjunction with the accompanying other information.

Statement of Changes in Equity

For the four years ended 30 June 2022

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019				
Balance at beginning of the financial year	1,065,806	411,474	609,144	45,188
Surplus/(deficit) for the year	17,011	17,011	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	17,002	12,307	-	4,695
Transfers from other reserves	(17,002)	(4,695)	-	(12,307)
Balance at end of the financial year	1,082,816	436,097	609,144	37,576
2020				
Balance at beginning of the financial year	1,082,816	436,097	609,144	37,576
Surplus/(deficit) for the year	17,265	17,265	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	15,555	10,770	-	4,785
Transfers from other reserves	(15,555)	(4,785)	-	(10,770)
Balance at end of the financial year	1,100,082	459,347	609,144	31,591
2021				
Balance at beginning of the financial year	1,100,082	459,347	609,144	31,591
Surplus/(deficit) for the year	16,629	16,629	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	12,914	8,130	-	4,784
Transfers from other reserves	(12,914)	(4,784)	-	(8,130)
Balance at end of the financial year	1,116,710	479,322	609,144	28,245
2022				
Balance at beginning of the financial year	1,116,710	479,322	609,144	28,245
Surplus/(deficit) for the year	16,258	16,258	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	21,390	16,598	-	4,792
Transfers from other reserves	(21,390)	(4,792)	-	(16,598)
Balance at end of the financial year	1,132,968	507,386	609,144	16,439

The above statement of changes in equity should be read in conjunction with the accompanying other information.

Statement of Cash Flows

For the four years ended 30 June 2022

	2019 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Cash flows from operating activities				
Rates and charges	107,638	110,450	113,325	116,265
Statutory fees and fines	4,803	4,947	5,095	5,248
User fees	5,838	6,065	6,251	6,445
Grants – operating	11,211	12,798	13,118	13,446
Grants – capital	1,940	1,150	1,085	335
Contributions - monetary	3,170	3,070	3,070	3,070
Interest received	1,367	1,268	1,170	1,125
Trust funds and deposits taken	-	-	-	-
Other receipts	2,380	2,451	2,525	2,600
Net GST refund / payment	-	-	-	-
Employee costs	(58,057)	(60,090)	(62,193)	(64,369)
Materials and services	(42,939)	(43,962)	(45,655)	(46,492)
Trust funds and deposits repaid	-	-	-	-
Other payments	-	-	-	-
Net cash provided by /(used in) operating activities	37,351	38,148	37,791	37,673
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(43,534)	(42,625)	(39,600)	(38,978)
Proceeds from sale of property, infrastructure, plant and equipment	200	200	200	200
Payment for investments	-	-	-	14,000
Net cash provided by /(used in) investing activities	(43,334)	(42,425)	(39,400)	(24,778)
Cash flows from financing activities				
Finance costs	(626)	(628)	(627)	(357)
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	-	-	-	(9,200)
Net cash provided by /(used in) financing activities	(626)	(628)	(627)	(9,557)
Net increase (decrease) in cash and cash equivalents	(6,609)	(4,905)	(2,235)	3,338
Cash and cash equivalents at the beginning of the financial year	15,003	8,394	3,489	1,253
Cash and cash equivalents at the end of the financial year	8,394	3,489	1,253	4,591

The above statement of cash flows should be read in conjunction with the accompanying other information.

Statement of Capital Works

For the four years ended 30 June 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Property				
Land	-	-	-	-
Land improvements	1,815	1,040	1,400	1,000
Total land	1,815	1,040	1,400	1,000
Buildings	13,015	13,590	13,365	6,045
Heritage buildings	1,882	3,855	1,045	-
Building improvements	-	-	-	-
Leasehold improvements	-	-	-	-
Total buildings	14,897	17,445	14,410	6,045
Total property	16,712	18,845	15,810	7,045
Plant and equipment				
Heritage plant and equipment	-	-	-	-
Plant, machinery and equipment	1,025	1,050	1,075	1,100
Fixtures, fittings and furniture	487	100	100	100
Computers and telecommunications	845	1,000	670	700
Library books	850	875	900	900
Total plant and equipment	3,207	3,025	2,745	2,800
Infrastructure				
Roads	7,890	7,280	7,560	7,840
Bridges	270	275	285	290
Footpaths and cycleways	3,267	3,020	3,800	5,298
Drainage	580	940	1,880	2,580
Recreational, leisure and community facilities	3,378	3,280	3,210	8,715
Parks, open space and streetscapes	5,380	4,050	2,785	2,300
Waste management	300	-	-	-
Off street car parks	1,085	750	750	1,100
Other infrastructure	1,465	1,520	775	1,010
Total infrastructure	23,615	21,115	21,045	29,133
Total capital works expenditure	43,534	42,625	39,600	38,978
Expenditure types represented by:				
New asset expenditure	8,207	11,830	9,410	700
Asset renewal expenditure	26,272	24,505	23,555	24,358
Asset upgrade expenditure	9,055	6,290	6,635	13,920
Total capital works expenditure	43,534	42,625	39,600	38,978
Funding sources represented by:				
Grants	1,940	400	335	335
Contributions	-	750	750	-
Council cash	41,594	41,475	38,515	38,643
Borrowings	-	-	-	-
Total capital works expenditure	43,534	42,625	39,600	38,978

The above statement of capital works should be read in conjunction with the accompanying other information.

Statement of Human Resources

For the four years ended 30 June 2022

	2019	2020	2021	2022
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee Costs – Operating	58,564	60,613	62,735	64,931
Employee Costs – Capital	-	-	-	-
Total staff expenditure	58,564	60,613	62,735	64,931
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	567.6	567.6	567.6	567.6
Total staff numbers	567.6	567.6	567.6	567.6

The above statement of human resources should be read in conjunction with the other information.

Other information

For the four years ended 30 June 2022

1. Summary of planned capital works expenditure

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019										
Property										
Land improvements	1,815	0	1,815	0	0	1,815	150	0	1,665	0
Total land	1,815	0	1,815	0	0	1,815	150	0	1,665	0
Buildings	13,015	6,280	5,200	1,535	0	13,015	1125	0	11,890	0
Heritage buildings	1,882	0	1,882	0	0	1,882	0	0	1,882	0
Total buildings	14,897	6,280	7,082	1,535	0	14,897	1,125	0	13,772	0
Total property	16,712	6,280	8,897	1,535	0	16,712	1,275	0	15,437	0
Plant and equipment										
Plant, machinery and equipment	1,025	0	1,025	0	0	1,025	0	0	1,025	0
Fixtures, fittings and furniture	487	0	487	0	0	487	0	0	487	0
Computers and telecommunications	845	0	520	325	0	845	0	0	845	0
Library books	850	0	850	0	0	850	0	0	850	0
Total plant and equipment	3,207	0	2,882	325	0	3,207	0	0	3,207	0
Infrastructure										
Roads	7,890	0	7,690	200	0	7,890	665	0	7,225	0
Bridges	270	0	270	0	0	270	0	0	270	0
Footpaths and cycleways	3,267	827	1,880	560	0	3,267	0	0	3,267	0
Drainage	580	0	500	80	0	580	0	0	580	0
Recreational, leisure and community	3,378	0	2,198	1,180	0	3,378	0	0	3,378	0
Waste management	300	300	0	0	0	300	0	0	300	0
Parks, open space and streetscapes	5,380	365	655	4,360	0	5,380	0	0	5,380	0
Off street car parks	1,085	0	1,025	60	0	1,085	0	0	1,085	0
Other infrastructure	1,465	435	275	755	0	1,465	0	0	1,465	0
Total infrastructure	23,615	1,927	14,493	7,195	0	23,615	665	0	22,950	0
Total Capital works expenditure	43,534	8,207	26,272	9,055	0	43,534	1,940	0	41,594	0

1. Summary of planned capital works expenditure (continued)

	Total	Asset Expenditure Types			Expansion	Total	Funding Sources			Borrowings
		New	Renewal	Upgrade			Grants	Contributions	Council Cash	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020										
Property										
Land improvements	1,040	0	1,040	0	0	1,040	0	0	1,040	0
Total land	1,040	0	1,040	0	0	1,040	0	0	1,040	0
Buildings	13,590	10,500	2,400	690	0	13,590	0	750	12,840	0
Heritage buildings	3,855	0	3,855	0	0	3,855	0	0	3,855	0
Total buildings	17,445	10,500	6,255	690	0	17,445	0	750	16,695	0
Total property	18,485	10,500	7,295	690	0	18,485	0	750	17,735	0
Plant and equipment										
Plant, machinery and equipment	1,050	0	1,050	0	0	1,050	0	0	1,050	0
Fixtures, fittings and furniture	100	0	100	0	0	100	0	0	100	0
Computers and telecommunications	1,000	0	550	450	0	1,000	0	0	1,000	0
Library books	875	0	875	0	0	875	0	0	875	0
Total plant and equipment	3,025	0	2,575	450	0	3,025	0	0	3,025	0
	1,050	0	1,050	0	0	1,050	0	0	1,050	0
Infrastructure										
Roads	7,280	0	7,280	0	0	7,280	334	0	6,946	0
Bridges	275	0	275	0	0	275	0	0	275	0
Footpaths and cycleways	3,020	400	2,530	90	0	3,020	0	0	3,020	0
Drainage	940	0	700	240	0	940	0	0	940	0
Recreational, leisure and community	3,280	40	2,030	1,210	0	3,280	0	0	3,280	0
Parks, open space and streetscapes	4,050	135	655	3,260	0	4,050	0	0	4,050	0
Off street car parks	750	0	750	0	0	750	0	0	750	0
Other infrastructure	1,520	755	415	350	0	1,520	0	0	1,520	0
Total infrastructure	21,115	1,330	14,635	5,150	0	21,115	334	0	20,781	0
Total Capital works expenditure	42,625	11,830	24,505	6,290	0	42,625	334	750	41,541	0

1. Summary of planned capital works expenditure (continued)

	Total	Asset Expenditure Types			Expansion	Total	Funding Sources			Borrowings
		New	Renewal	Upgrade			Grants	Contributions	Council Cash	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021										
Property										
Land improvements	1,400	0	1,400	0	0	1,400	0	0	1,400	0
Total land	1,400	0	1,400	0	0	1,400	0	0	1,400	0
Buildings	13,365	8,750	2,400	2,215	0	13,365	0	750	12,615	0
Heritage buildings	1,045	0	1,045	0	0	1,045	0	0	1,045	0
Total buildings	14,410	8,750	3,445	2,215	0	14,410	0	750	13,660	0
Total property	15,810	8,750	4,845	2,215	0	15,810	0	750	15,060	0
Plant and equipment										
Plant, machinery and equipment	1,075	0	1,075	0	0	1,075	0	0	1,075	0
Fixtures, fittings and furniture	100	0	100	0	0	100	0	0	100	0
Computers and telecommunications	670	0	565	105	0	670	0	0	670	0
Library books	900	0	900	0	0	900	0	0	900	0
Total plant and equipment	2,745	0	2,640	105	0	2,745	0	0	2,745	0
Infrastructure										
Roads	7,560	0	7,560	0	0	7,560	334	0	7,226	0
Bridges	285	0	285	0	0	285	0	0	285	0
Footpaths and cycleways	3,800	500	3,000	300	0	3,800	0	0	3,800	0
Drainage	1,880	0	1,000	880	0	1,880	0	0	1,880	0
Recreational, leisure and community	3,210	160	2,390	660	0	3,210	0	0	3,210	0
Parks, open space and streetscapes	2,785	0	660	2,125	0	2,785	0	0	2,785	0
Off street car parks	750	0	750	0	0	750	0	0	750	0
Other infrastructure	775	0	425	350	0	775	0	0	775	0
Total infrastructure	21,045	660	16,070	4,315	0	21,045	334	0	20,711	0
Total capital works expenditure	39,600	9,410	23,555	6,635	0	39,600	334	750	38,516	0

1. Summary of planned capital works expenditure (continued)

	Total	Asset Expenditure Types			Expansion	Total	Funding Sources			Borrowings
		New	Renewal	Upgrade			Grants	Contributions	Council Cash	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2022										
Property										
Land improvements	1,000	0	1,000	0	0	1,000	0	0	1,000	0
Total land	1,000	0	1,000	0	0	1,000	0	0	1,000	0
Buildings	6,045	0	2,750	3,295	0	6,045	0	750	5,295	0
Total buildings	6,045	0	2,750	3,295	0	6,045	0	750	5,295	0
Total property	7,045	0	3,750	3,295	0	7,045	0	750	6,295	0
Plant and equipment										
Plant, machinery and equipment	1,100	0	1,100	0	0	1,100	0	0	1,100	0
Fixtures, fittings and furniture	100	0	100	0	0	100	0	0	100	0
Computers and telecommunications	700	0	580	120	0	700	0	0	700	0
Library books	900	0	900	0	0	900	0	0	900	0
Total plant and equipment	2,800	0	2,680	120	0	2,800	0	0	2,800	0
Infrastructure										
Roads	7,840	0	7,840	0	0	7,840	334	0	7,506	0
Bridges	290	0	290	0	0	290	0	0	290	0
Footpaths and cycleways	5,298	700	4,238	360	0	5,298	0	0	5,298	0
Drainage	2,580	0	1,000	1,580	0	2,580	0	0	2,580	0
Recreational, leisure and community	8,715	0	2,440	6,275	0	8,715	0	0	8,715	0
Parks, open space and streetscapes	2,300	0	660	1,640	0	2,300	0	0	2,300	0
Off street car parks	1,100	0	1,100	0	0	1,100	0	0	1,100	0
Other infrastructure	1,010	0	360	650	0	1,010	0	0	1,010	0
Total infrastructure	29,133	700	17,928	10,505	0	29,133	334	0	28,799	0
Total capital works expenditure	38,978	700	24,358	13,920	0	38,978	334	750	37,894	0

2. Summary of planned human resources expenditure

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Chief Executive's Office				
-Permanent full time	1,722	1,782	1,844	1,909
-Permanent part time	549	568	588	609
Total Chief Executive's Office	2,270	2,350	2,432	2,518
Corporate Services				
-Permanent full time	6,502	6,729	6,965	7,209
-Permanent part time	1,009	1,044	1,081	1,119
Total Corporate Services	7,510	7,773	8,046	8,328
Strategic Development				
-Permanent full time	8,547	8,846	9,156	9,476
-Permanent part time	1,275	1,320	1,366	1,414
Total Strategic Development	9,823	10,166	10,522	10,890
Community Wellbeing				
-Permanent full time	7,707	7,977	8,256	8,545
-Permanent part time	10,005	10,355	10,717	11,092
Total Community Wellbeing	17,712	18,332	18,973	19,637
Infrastructure and City Services				
-Permanent full time	14,925	15,448	15,989	16,549
-Permanent part time	658	681	705	730
Total Infrastructure and City Services	15,583	16,129	16,694	17,279
Total Casuals and other	5,665	5,863	6,068	6,279
Total staff expenditure	58,564	60,613	62,735	64,931
	FTE	FTE	FTE	FTE
Chief Executive's Office				
-Permanent full time	13.5	13.5	13.5	13.5
-Permanent part time	7.1	7.1	7.1	7.1
Total Chief Executive's Office	20.6	20.6	20.6	20.6
Corporate Services				
-Permanent full time	58.0	58.0	58.0	58.0
-Permanent part time	10.3	10.3	10.3	10.3
Total Corporate Services	68.3	68.3	68.3	68.3
Strategic Development				
-Permanent full time	74.9	74.9	74.9	74.9
-Permanent part time	13.3	13.3	13.3	13.3
Total Strategic Development	88.2	88.2	88.2	88.2
Community Wellbeing				
-Permanent full time	75.2	75.2	75.2	75.2
-Permanent part time	107.4	107.4	107.4	107.4
Total Community Wellbeing	182.6	182.6	182.6	182.6
Infrastructure and City Services				
-Permanent full time	147.5	147.5	147.5	147.5
-Permanent part time	6.7	6.7	6.7	6.7
Total Infrastructure and City Services	154.2	154.2	154.2	154.2
Total Casuals and other	53.7	53.7	53.7	53.7
Total staff numbers	567.6	567.6	567.6	567.6