

Hobsons Bay City Council

Strategic Resource Plan

For the four years ended 30 June 2024

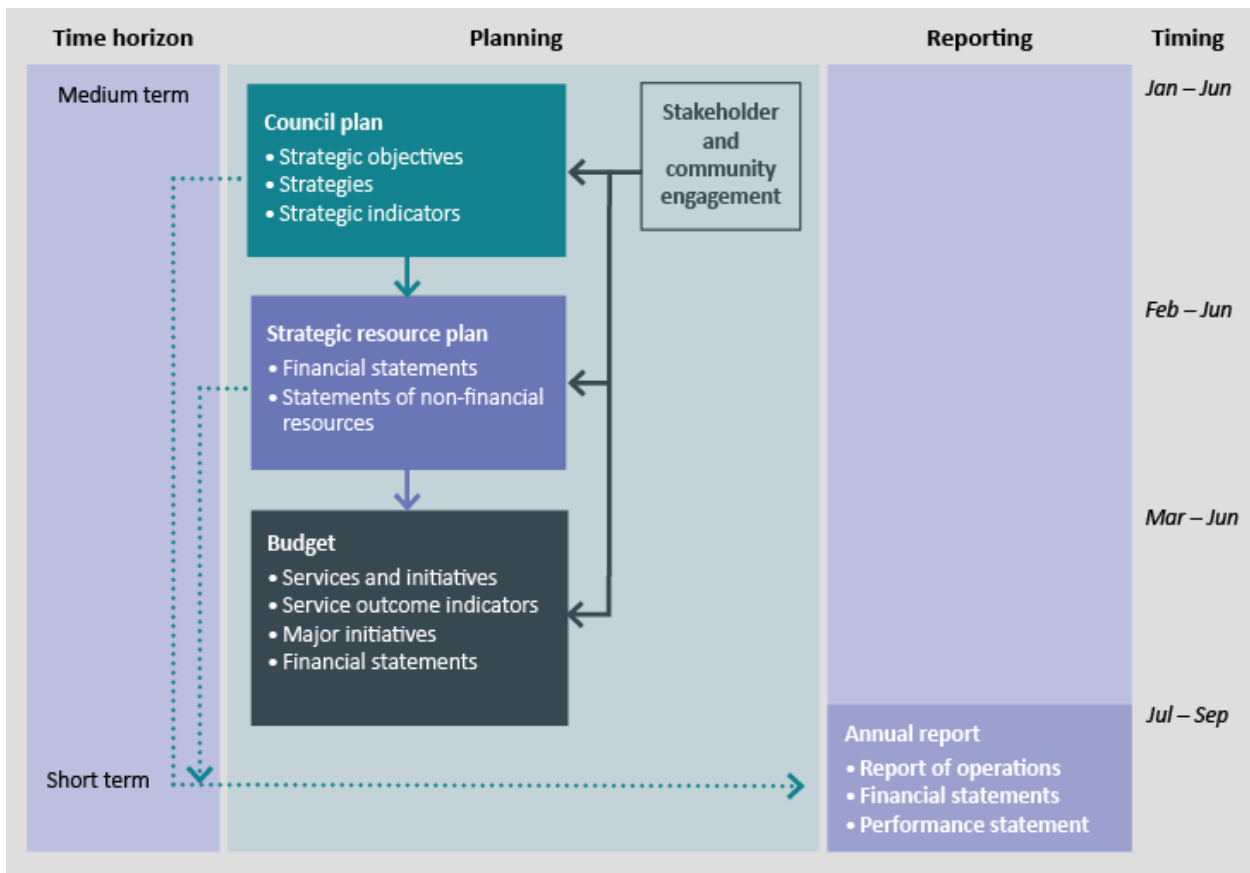
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Background

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 2020-21 to 2023-24 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 above diagram shows the standard planning and accountability framework. The above timing has been adjusted in 2020-21 in-line with the additional time provided by the State Governments for Council to delay the adoption of its Annual Budget 2020-21 until August 2020 as a result of COVID-19.

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 (available funding determination) results
- after initial decreases to cash reserves, increases are required 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 2019
- the most recent year end forecasts presented to Council for the 2019-20 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:

	2020/21	2021/22	2022/23	2023/24
	%	%	%	%
Rate increases	2.00*	2.00	2.00	2.00
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

* As a result of the COVID-19 pandemic a one-off rate adjustment (reduction) of approximately 2.18 per cent has been applied in 2020-21 to offset the 2 per cent rate increase in that year.

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 in 2020-21 or in 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 2020.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2019-20	-	-	628	14,200
2020-21	-	-	626	14,200
2021-22	-	9,200	357	5,000
2022-23	-	-	199	5,000
2023-24	-	-	199	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
2019-20	64,035	6,482	-	57,553	-
2020-21	67,566	12,737	-	54,829	-
2021-22	64,823	9,659	-	55,164	-
2022-23	51,980	5,095	-	46,885	-
2023-24	55,325	10,195	-	45,130	-

In updating the Infrastructure Strategy for the 2020-21 year, the following influences have had a significant impact:

- 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 \$1.303 million will be carried over and fully funded from the 2019-20 financial year. The carryover figure is based on the March forecast. The final carryover figure will be determined after the year-end accounts are finalised.
- total capital expenditure of \$67.566 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

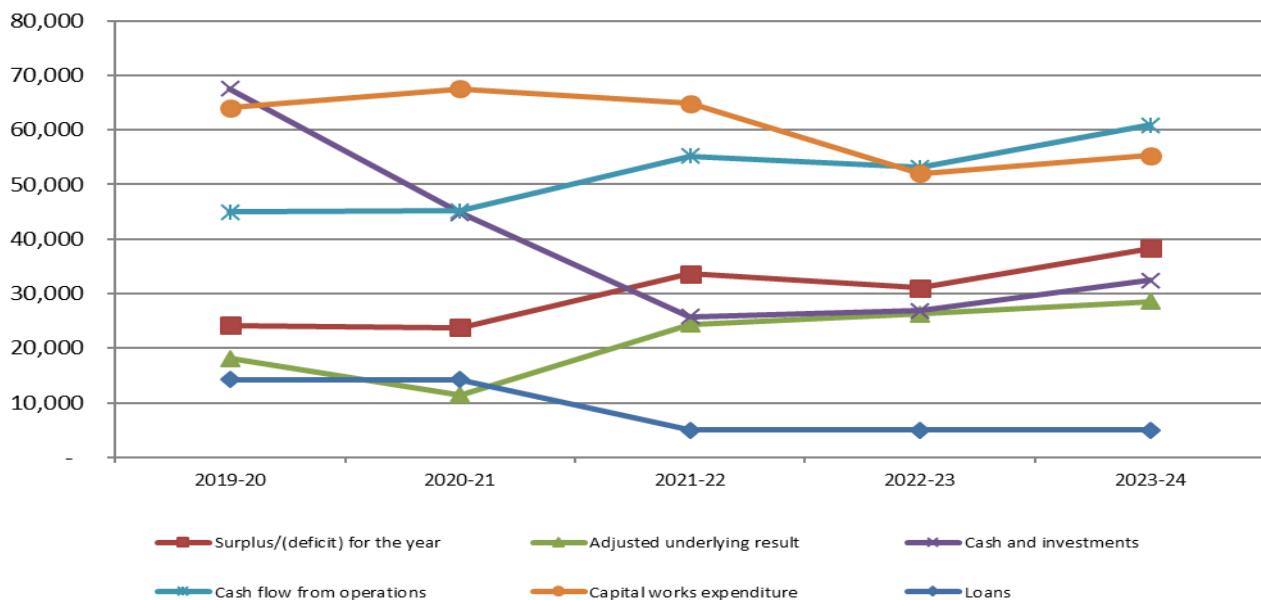
Financial outcomes

The following table and graph summarises the key financial results for the next four years as set out in the SRP for years 2020-21 to 2023-24.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend +/-
	Actual	2020/21	Projections			
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	
Surplus/(deficit) for the year	24,193	23,762	33,640	31,022	38,328	+
Adjusted underlying result	18,091	11,405	24,361	26,307	28,513	+
Cash and investments balance	67,543	44,749	25,776	26,869	32,429	-
Cash flow from operations	45,008	45,198	55,206	53,072	60,883	+
Capital works expenditure	64,035	67,566	64,823	51,980	55,325	-
Outstanding Loans	14,200	14,200	5,000	5,000	5,000	+

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 \$67.543 million to \$32.429 million. Council will utilise reserves for capital works and repay \$9.2 million debt.
- **rating levels** – rate increases of 2.0 per cent, consistent with the current rate cap are forecast for the remaining three years of the plan.
- **service delivery strategy** – service levels have generally been maintained throughout the four year period, with consistent operating surpluses are forecast throughout this 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 \$239.694 million at an average of \$59.923 million.

Comprehensive Income Statement

For the four years ended 30 June 2024

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Income				
Rates and charges	112,066	117,809	121,355	124,830
Statutory fees and fines	4,462	4,966	4,977	5,127
User fees	2,649	4,090	4,131	4,255
Grants – operating	16,383	10,823	11,094	11,371
Grants – capital	12,737	9,659	5,095	10,195
Contributions - monetary	3,614	3,070	5,270	7,070
Contributions – non-monetary	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	50	50	50	50
Fair value adjustments for investment property	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-
Other income	3,211	4,522	4,364	4,590
Total income	155,171	154,988	156,335	167,487
Expenses				
Employee costs	59,524	53,700	55,580	57,525
Materials and services	49,726	45,224	46,922	48,262
Depreciation	19,975	20,475	20,986	21,511
Bad and doubtful debts	213	213	213	213
Borrowing costs	626	357	199	199
Other expenses	1,346	1,380	1,414	1,450
Total expenses	131,410	121,348	125,314	129,159
Surplus/(deficit) for the year	23,762	33,640	31,022	38,328
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	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-
Total comprehensive result	23,762	33,640	31,022	38,328

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

Balance Sheet

For the four years ended 30 June 2024

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Assets				
Current assets				
Cash and cash equivalents	2,392	2,919	1,012	2,072
Trade and other receivables	9,187	9,651	10,014	10,384
Other financial assets	42,357	22,857	25,857	30,357
Inventories	30	30	30	30
Non-current assets classified as held for sale	-	-	-	-
Other assets	1,443	1,443	1,443	1,443
Total current assets	55,409	36,900	38,356	44,286
Non-current assets				
Trade and other receivables	127	85	42	43
Other financial assets	-	-	-	-
Property, infrastructure, plant & equipment	1,295,741	1,339,726	1,370,357	1,403,808
Investment property	13,404	13,404	13,404	13,404
Total non-current assets	1,309,273	1,353,215	1,383,804	1,417,255
Total assets	1,364,681	1,390,115	1,422,160	1,461,541
Liabilities				
Current liabilities				
Trade and other payables	12,521	12,834	13,155	13,484
Trust funds and deposits	7,503	7,690	7,882	8,079
Provisions	13,272	13,737	14,218	14,715
Interest-bearing liabilities	9,200	-	-	-
Total current liabilities	42,496	34,262	35,255	36,279
Non-current liabilities				
Provisions	807	835	864	894
Interest-bearing liabilities	5,000	5,000	5,000	5,000
Total non-current liabilities	5,807	5,835	5,864	5,894
Total liabilities	48,303	40,096	41,120	42,173
Net assets	1,316,378	1,350,019	1,381,040	1,419,368
Equity				
Accumulated surplus	570,483	623,931	654,825	688,539
Reserves	745,896	726,088	726,215	730,829
Total equity	1,316,378	1,350,019	1,381,040	1,419,368

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 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021				
Balance at beginning of the financial year	1,292,617	527,042	721,187	44,388
Surplus/(deficit) for the year	23,762	23,762	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	32,988	26,333	-	6,655
Transfers from other reserves	(32,988)	(6,655)	-	(26,333)
Balance at end of the financial year	1,316,378	570,483	721,187	24,709
2022				
Balance at beginning of the financial year	1,316,378	570,483	721,187	24,709
Surplus/(deficit) for the year	33,640	33,640	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	32,106	25,957	-	6,149
Transfers from other reserves	(32,106)	(6,149)	-	(25,957)
Balance at end of the financial year	1,350,019	623,931	721,187	4,901
2023				
Balance at beginning of the financial year	1,350,019	623,931	721,187	4,901
Surplus/(deficit) for the year	31,022	31,022	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	15,195	7,534	-	7,661
Transfers from other reserves	(15,195)	(7,661)	-	(7,534)
Balance at end of the financial year	1,381,040	654,825	721,187	5,028
2024				
Balance at beginning of the financial year	1,381,040	654,825	721,187	5,028
Surplus/(deficit) for the year	38,328	38,328	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	15,892	5,639	-	10,253
Transfers from other reserves	(15,892)	(10,253)	-	(5,639)
Balance at end of the financial year	1,419,368	688,539	721,187	9,642

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 2024

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities				
Rates and charges	112,066	117,809	121,355	124,830
Statutory fees and fines	4,462	4,966	4,977	5,127
User fees	2,356	3,668	3,810	3,884
Grants – operating	16,383	10,823	11,094	11,371
Grants - capital	12,737	9,659	5,095	10,195
Contributions - monetary	3,614	3,070	5,270	7,070
Interest received	600	1,095	916	1,037
Trust funds and deposits taken	-	-	-	-
Other receipts	2,611	3,427	3,449	3,552
Net GST refund / payment	-	-	-	-
Employee costs	(59,047)	(53,207)	(55,070)	(56,997)
Materials and services	(50,583)	(46,103)	(47,823)	(49,185)
Trust funds and deposits repaid	-	-	-	-
Other payments	-	-	-	-
Net cash provided by/(used in) operating activities	45,198	55,206	53,072	60,883
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(67,566)	(64,823)	(51,980)	(55,325)
Proceeds from sale of property, infrastructure, plant and equipment	200	200	200	200
Payments for investments	20,000	19,500	(3,000)	(4,500)
Net cash provided by/ (used in) investing activities	(47,366)	(45,123)	(54,780)	(59,625)
Cash flows from financing activities				
Finance costs	(626)	(357)	(199)	(199)
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	-	(9,200)	-	-
Net cash provided by/(used in) financing activities	(626)	(9,557)	(199)	(199)
Net increase/(decrease) in cash & cash equivalents	(2,794)	527	(1,907)	1,060
Cash and cash equivalents at the beginning of the financial year	5,186	2,392	2,918	1,012
Cash and cash equivalents at the end of the financial year	2,392	2,918	1,012	2,072

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 2024

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Property				
Land	-	-	-	-
Land improvements	-	-	-	-
Total land	-	-	-	-
Buildings	29,563	22,625	9,390	11,043
Heritage buildings	95	50	50	50
Building improvements	-	-	-	-
Leasehold improvements	-	-	-	-
Total buildings	29,658	22,675	9,440	11,093
Total property	29,658	22,675	9,440	11,093
Plant and equipment				
Heritage plant and equipment	10	-	-	-
Plant, machinery and equipment	2,390	2,487	1,730	1,360
Fixtures, fittings and furniture	100	100	100	100
Computers and telecommunications	865	570	605	960
Library books	930	960	975	1,000
Total plant and equipment	4,295	4,117	3,410	3,420
Infrastructure				
Roads	13,605	11,424	13,080	11,142
Bridges	155	1,750	715	280
Footpaths and cycleways	1,515	5,460	2,875	1,420
Drainage	2,000	2,305	5,460	3,400
Recreational, leisure and community facilities	8,001	7,880	7,195	17,175
Parks, open space and streetscapes	7,982	7,563	5,690	5,350
Waste management	-	-	1,825	-
Off street car parks	195	744	1,455	1,750
Other infrastructure	160	905	835	295
Total infrastructure	33,613	38,031	39,130	40,812
Total capital works expenditure	67,566	64,823	51,980	55,325
Expenditure types represented by:				
New asset expenditure	9,645	9,642	13,220	15,920
Asset renewal expenditure	21,023	22,372	22,090	25,170
Asset upgrade expenditure	36,898	32,809	16,670	14,235
Total capital works expenditure	67,566	64,823	51,980	55,325
Funding sources represented by:				
Grants	12,737	9,659	5,095	10,195
Contributions	-	-	-	-
Council cash	54,829	55,164	46,885	45,130
Borrowings	-	-	-	-
Total capital works expenditure	67,566	64,823	51,980	55,325

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 2024

	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - operating	59,524	53,700	55,580	57,525
Employee costs - capital	2,170	2,246	2,325	2,406
Total staff expenditure	61,694	55,946	57,904	59,931
Staff numbers				
Employees	589.4	502.2	502.2	502.2
Total staff numbers	589.4	502.2	502.2	502.2

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

Other information

For the four years ended 30 June 2024

1. Summary of planned capital works expenditure

2020-21	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-
Buildings	29,563	6,555	2,055	20,953	-	29,563	6,125	-	23,438	-
Heritage buildings	95	-	40	55	-	95	-	-	95	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total buildings	29,658	6,555	2,095	21,008	-	29,658	6,125	-	23,533	-
Total property	29,658	6,555	2,095	21,008	-	29,658	6,125	-	23,533	-
Plant and equipment										
Heritage plant and equipment	10	-	10	-	-	10	-	-	10	-
Plant, machinery and equipment	2,390	-	2,060	330	-	2,390	-	-	2,390	-
Fixtures, fittings and furniture	100	-	100	-	-	100	-	-	100	-
Computers and telecommunications	865	60	805	-	-	865	-	-	865	-
Library books	930	-	930	-	-	930	15	-	915	-
Total plant and equipment	4,295	60	3,905	330	-	4,295	15	-	4,280	-
Infrastructure										
Roads	13,605	140	9,127	4,338	-	13,605	2,092	-	11,513	-
Bridges	155	-	155	-	-	155	-	-	155	-
Footpaths and cycleways	1,515	150	1,245	120	-	1,515	-	-	1,515	-
Drainage	2,000	350	1,030	620	-	2,000	-	-	2,000	-
Recreational, leisure and community facilities	8,001	105	2,762	5,134	-	8,001	4,230	-	3,771	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	7,982	2,130	684	5,168	-	7,982	275	-	7,707	-
Off street car parks	195	-	15	180	-	195	-	-	195	-
Other infrastructure	160	155	5	-	-	160	-	-	160	-
Total infrastructure	33,613	3,030	15,023	15,560	-	33,613	6,597	-	27,016	-
Total capital works expenditure	67,566	9,645	21,023	36,898	-	67,566	12,737	-	54,829	-

1. Summary of planned capital works expenditure (continued)

2021-22	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-
Buildings	22,625	6,660	2,140	13,825	-	22,625	1,225	-	21,400	-
Heritage buildings	50	-	50	-	-	50	-	-	50	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total buildings	22,675	6,660	2,190	13,825	-	22,675	1,225	-	21,450	-
Total property	22,675	6,660	2,190	13,825	-	22,675	1,225	-	21,450	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,487	-	2,350	137	-	2,487	-	-	2,487	-
Fixtures, fittings and furniture	100	-	100	-	-	100	-	-	100	-
Computers and telecommunications	570	-	570	-	-	570	-	-	570	-
Library books	960	-	960	-	-	960	15	-	945	-
Total plant and equipment	4,117	-	3,980	137	-	4,117	15	-	4,102	-
Roads	11,424	-	7,470	3,954	-	11,424	1,099	-	10,325	-
Bridges	1,750	-	50	1,700	-	1,750	-	-	1,750	-
Footpaths and cycleways	5,460	-	1,460	4,000	-	5,460	-	-	5,460	-
Drainage	2,305	-	1,000	1,305	-	2,305	-	-	2,305	-
Recreational, leisure and community facilities	7,880	560	5,270	2,050	-	7,880	500	-	7,380	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	7,563	1,817	733	5,013	-	7,563	6,820	-	743	-
Off street car parks	744	-	219	525	-	744	-	-	744	-
Other infrastructure	905	605	-	300	-	905	-	-	905	-
Total infrastructure	38,031	2,982	16,202	18,847	-	38,031	8,419	-	29,612	-
Total capital works expenditure	64,823	9,642	22,372	32,809	-	64,823	9,659	-	55,164	-

1. Summary of planned capital works expenditure (continued)

2022-23	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-
Buildings	9,390	4,850	3,170	1,370	-	9,390	3,800	-	5,590	-
Heritage buildings	50	-	50	-	-	50	-	-	50	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total buildings	9,440	4,850	3,220	1,370	-	9,440	3,800	-	5,640	-
Total property	9,440	4,850	3,220	1,370	-	9,440	3,800	-	5,640	-
Plant and equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,730	-	1,730	-	-	1,730	-	-	1,730	-
Fixtures, fittings and furniture	100	-	100	-	-	100	-	-	100	-
Computers and telecommunications	605	-	605	-	-	605	-	-	605	-
Library books	975	-	975	-	-	975	15	-	960	-
Total plant and equipment	3,410	-	3,410	-	-	3,410	15	-	3,395	-
Infrastructure										
Roads	13,080	-	9,940	3,140	-	13,080	380	-	12,700	-
Bridges	715	-	715	-	-	715	-	-	715	-
Footpaths and cycleways	2,875	650	1,225	1,000	-	2,875	-	-	2,875	-
Drainage	5,460	700	1,000	3,760	-	5,460	-	-	5,460	-
Recreational, leisure and community facilities	7,195	3,725	1,005	2,465	-	7,195	-	-	7,195	-
Waste management	1,825	1,825	-	-	-	1,825	-	-	1,825	-
Parks, open space and streetscapes	5,690	635	785	4,270	-	5,690	675	-	5,015	-
Off street car parks	1,455	-	790	665	-	1,455	225	-	1,230	-
Other infrastructure	835	835	-	-	-	835	-	-	835	-
Total infrastructure	39,130	8,370	15,460	15,300	-	39,130	1,280	-	37,850	-
Total capital works expenditure	51,980	13,220	22,090	16,670	-	51,980	5,095	-	46,885	-

1. Summary of planned capital works expenditure (continued)

2023-24	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-
Buildings	11,043	900	9,143	1,000	-	11,043	8,800	-	2,243	-
Heritage buildings	50	-	50	-	-	50	-	-	50	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total buildings	11,093	900	9,193	1,000	-	11,093	8,800	-	2,293	-
Total property	11,093	900	9,193	1,000	-	11,093	8,800	-	2,293	-
Plant and equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,360	-	1,360	-	-	1,360	-	-	1,360	-
Fixtures, fittings and furniture	100	-	100	-	-	100	-	-	100	-
Computers and telecommunications	960	-	960	-	-	960	-	-	960	-
Library books	1,000	-	1,000	-	-	1,000	15	-	985	-
Total plant and equipment	3,420	-	3,420	-	-	3,420	15	-	3,405	-
Infrastructure										
Roads	11,142	-	8,107	3,035	-	11,142	380	-	10,762	-
Bridges	280	-	280	-	-	280	-	-	280	-
Footpaths and cycleways	1,420	225	1,195	-	-	1,420	-	-	1,420	-
Drainage	3,400	160	1,010	2,230	-	3,400	-	-	3,400	-
Recreational, leisure and community facilities	17,175	14,200	1,225	1,750	-	17,175	-	-	17,175	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	5,350	140	490	4,720	-	5,350	1,000	-	4,350	-
Off street car parks	1,750	-	250	1,500	-	1,750	-	-	1,750	-
Other infrastructure	295	295	-	-	-	295	-	-	295	-
Total infrastructure	40,812	15,020	12,557	13,235	-	40,812	1,380	-	39,432	-
Total capital works expenditure	55,325	15,920	25,170	14,235	-	55,325	10,195	-	45,130	-

2. Summary of planned human resources expenditure

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Chief Executive's Office				
-Permanent full time	1,648	1,706	1,765	1,827
-Permanent part time	160	166	171	177
Total Chief Executive's Office	1,808	1,871	1,937	2,004
Corporate Services				
-Permanent full time	11,727	12,137	12,562	13,002
-Permanent part time	2,872	2,972	3,076	3,184
Total Corporate Services	14,598	15,109	15,638	16,186
Sustainable Communities				
-Permanent full time	11,042	11,429	11,829	12,243
-Permanent part time	5,640	5,837	6,041	6,253
Total Sustainable Communities	16,682	17,266	17,870	18,496
Infrastructure and City Services				
-Permanent full time	14,795	15,312	15,848	16,403
-Permanent part time	279	289	299	309
Total Infrastructure and City Services	15,073	15,601	16,147	16,712
Total Casuals and other	11,362	3,853	3,987	4,127
Total Capital Labour	2,170	2,246	2,325	2,406
Total staff expenditure	61,694	55,946	57,904	59,931
	FTE	FTE	FTE	FTE
Chief Executive's Office				
-Permanent full time	11.9	11.9	11.9	11.9
-Permanent part time	1.8	1.8	1.8	1.8
Total Chief Executive's Office	13.7	13.7	13.7	13.7
Corporate Services				
-Permanent full time	109.9	109.9	109.9	109.9
-Permanent part time	31.0	31.0	31.0	31.0
Total Corporate Services	140.9	140.9	140.9	140.9
Sustainable Communities				
-Permanent full time	97.2	97.2	97.2	97.2
-Permanent part time	55.1	55.1	55.1	55.1
Total Sustainable Communities	152.3	152.3	152.3	152.3
Infrastructure and City Services				
-Permanent full time	148.0	148.0	148.0	148.0
-Permanent part time	3.0	3.0	3.0	3.0
Total Infrastructure and City Services	151.0	151.0	151.0	151.0
Total Casuals and other	113.61	26.38	26.38	26.38
Total Capital Labour	18	18	18	18
Total staff numbers	589.4	502.2	502.2	502.2