

# Hobsons Bay City Council

## Strategic Resource Plan

For the four years ended 30 June 2021

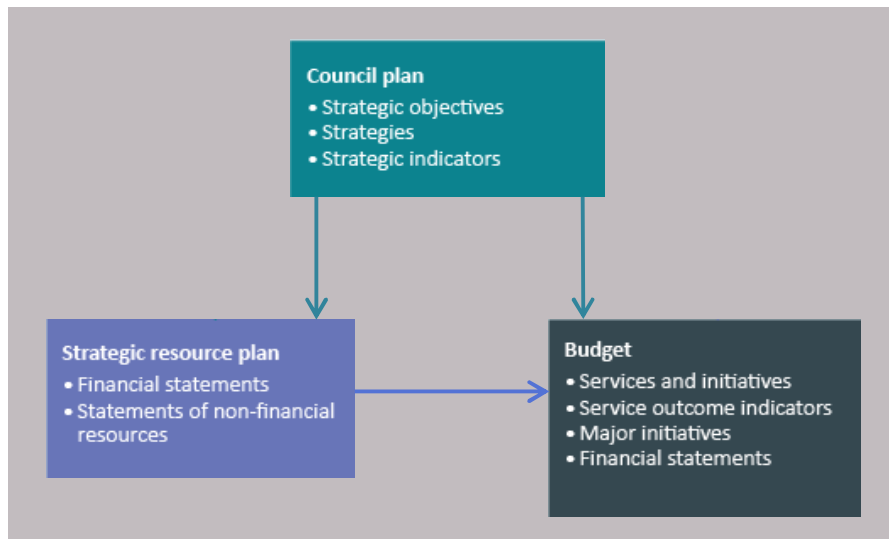
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## Background

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 2017-18 to 2020-21 as part of its integrated planning framework as set out below.



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 2016
- the most recent year end forecasts presented to Council for the 2016-17 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:

	2017/2018	2018/2019	2019/2020	2020/2021
	%	%	%	%
Consumer Price Index	2.00	2.25	2.25	2.50
Average Weekly Earnings	3.66	3.75	3.75	3.75
Engineering Construction Index	0.47	2.00	2.00	2.00
Non-Residential Building Index	0.15	2.00	2.00	2.00
Rate increases	2.0	2.0	2.0	2.0
Property growth	0.3	0.3	0.3	0.3
Wages growth	2.0	2.0	2.0	2.0
Government funding	3.0	3.0	3.0	3.0
Statutory fees	3.0	3.0	3.0	3.0
Investment return	1.6	1.6	1.6	1.6

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 2017-18 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. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.

<b>Year</b>	<b>New Borrowings \$'000</b>	<b>Principal Paid \$'000</b>	<b>Interest Paid \$'000</b>	<b>Balance 30 June \$'000</b>
2016-17	0	0	626	14,200
2017-18	0	0	626	14,200
2018-19	0	0	626	14,200
2019-20	0	0	628	14,200
2020-21	0	0	627	14,200

## 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	Total Capital Program \$'000	Summary of funding sources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2016-17	31,637	1,283	1,781	28,573	-
2017-18	34,323	1,666	600	32,057	-
2018-19	33,512	1,467	-	32,045	-
2019-20	32,588	334	750	31,504	-
2020-21	33,364	334	750	32,280	-

In updating the Infrastructure Strategy for the 2017-18 year, the following influences have had a significant impact:

- reductions in the amount of rate income predicted in 2016-17, 2017-18 and 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 \$2.323 million will be carried over and fully funded from the 2016-17 financial year. The carryover figure included in the budget is based on the March forecast. Current actual capital expenditure in 2016-17 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 \$34.323 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

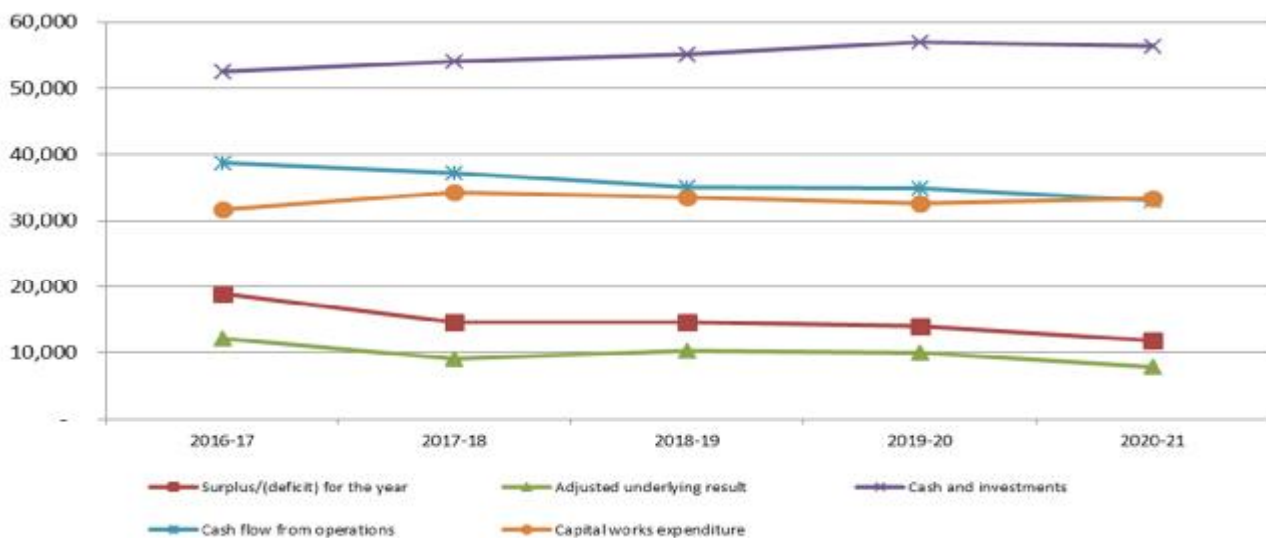
## Financial outcomes

The following table and graph summarises the key financial results for the next four years as set out in the SRP for years 2017-18 to 2020-21.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend +/-/0
	Actual	2017/18	Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	
Surplus/(deficit) for the year	18,781	14,615	14,545	13,916	11,776	-
Adjusted underlying result	12,141	9,079	10,208	9,962	7,822	-
Cash and investments balance	52,489	55,029	56,133	58,035	57,359	+
Cash flow from operations	38,739	37,289	35,042	34,919	33,114	-
Capital works expenditure	31,637	34,323	33,512	32,588	33,364	o

Key to Forecast Trend:

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



The key outcomes of the SRP are as follows:

- **financial sustainability** - cash and investments is forecast to increase over the four year period from \$52.489 million to \$57.359 million, which is required to take into account increasing future commitments
- **rating levels** – modest rate increases of 2.0 per cent, as per 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 maintained at \$14.2 million over the four year period. No new borrowing are included within the SRP and loan principal repayments are not due to commence until 2021-22
- **infrastructure strategy** - capital expenditure over the four year period is projected to total \$133.787 million at an average of \$33.447 million

## Comprehensive Income Statement

For the four years ended 30 June 2021

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
<b>Income</b>				
Rates and charges	101,214	103,623	105,855	108,132
Statutory fees and fines	4,312	4,442	4,575	4,712
User fees	6,354	6,664	6,741	7,063
Grants - Operating	11,268	11,606	11,954	12,313
Grants – Capital	1,666	1,467	334	334
Contributions - monetary	3,870	2,870	3,620	3,620
Contributions - non-monetary assets	-	-	-	-
Net gain on disposal of property, infrastructure, plant and equipment	-	-	-	-
Fair value adjustments for investment property	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-
Other income	4,189	4,047	4,138	4,244
<b>Total income</b>	<b>132,873</b>	<b>134,720</b>	<b>137,217</b>	<b>140,418</b>
<b>Expenses</b>				
Employee costs	55,470	57,232	59,235	61,309
Materials and services	42,106	41,764	42,376	45,300
Bad and doubtful debts	169	169	169	169
Depreciation and amortisation	18,402	18,862	19,334	19,640
Borrowing costs	626	626	628	627
Other expenses	1,484	1,521	1,559	1,598
<b>Total expenses</b>	<b>118,258</b>	<b>120,175</b>	<b>123,301</b>	<b>128,642</b>
<b>Surplus/(deficit) for the year</b>	<b>14,615</b>	<b>14,545</b>	<b>13,916</b>	<b>11,776</b>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to surplus or deficit in future periods</b>				
Net asset revaluation increment/(decrement)	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-
<b>Total comprehensive result</b>	<b>14,615</b>	<b>14,545</b>	<b>13,916</b>	<b>11,776</b>

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



## Balance Sheet

For the four years ended 30 June 2021

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	12,029	13,133	15,035	14,359
Trade and other receivables	5,663	5,800	5,940	6,085
Other financial assets	42,000	42,000	42,000	42,000
Inventories	31	31	31	31
Non-current assets classified as held for sale	-	-	-	-
Other assets	876	876	876	876
<b>Total current assets</b>	<b>60,598</b>	<b>61,840</b>	<b>63,882</b>	<b>63,350</b>
<b>Non-current assets</b>				
Cash and cash equivalents	1,000	1,000	1,000	1,000
Trade and other receivables	238	206	170	127
Investments in associates and joint ventures	230	230	230	230
Property, infrastructure, plant and equipment	1,043,180	1,057,460	1,070,345	1,083,700
Investment property	9,005	9,005	9,005	9,005
<b>Total non-current assets</b>	<b>1,053,652</b>	<b>1,067,901</b>	<b>1,080,750</b>	<b>1,094,063</b>
<b>Total assets</b>	<b>1,114,251</b>	<b>1,129,741</b>	<b>1,144,632</b>	<b>1,157,413</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	12,454	12,765	13,084	13,411
Trust funds and deposits	5,139	5,268	5,400	5,535
Provisions	13,460	13,931	14,419	14,924
Interest-bearing loans and borrowings	-	-	-	9,200
<b>Total current liabilities</b>	<b>31,053</b>	<b>31,964</b>	<b>32,903</b>	<b>43,069</b>
<b>Non-current liabilities</b>				
Provisions	1,002	1,037	1,073	1,110
Interest-bearing loans and borrowings	14,200	14,200	14,200	5,000
<b>Total non-current liabilities</b>	<b>15,202</b>	<b>15,237</b>	<b>15,273</b>	<b>6,110</b>
<b>Total liabilities</b>	<b>46,255</b>	<b>47,201</b>	<b>48,176</b>	<b>49,180</b>
<b>Net Assets</b>	<b>1,067,996</b>	<b>1,082,540</b>	<b>1,096,457</b>	<b>1,108,233</b>
<b>Equity</b>				
Accumulated surplus	414,486	429,055	442,221	455,872
Reserves	653,510	653,485	654,236	652,361
<b>Total Equity</b>	<b>1,067,996</b>	<b>1,082,540</b>	<b>1,096,457</b>	<b>1,108,233</b>

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 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2018</b>				
Balance at beginning of the financial year	1,053,380	398,722	624,047	30,611
Surplus/(deficit) for the year	14,615	14,615	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	10,738	5,943	-	4,795
Transfers from other reserves	(10,738)	(4,795)	-	(5,943)
<b>Balance at end of the financial year</b>	<b>1,067,996</b>	<b>414,486</b>	<b>624,047</b>	<b>29,463</b>
<b>2019</b>				
Balance at beginning of the financial year	1,067,996	414,486	624,047	29,463
Surplus/(deficit) for the year	14,545	14,545	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	8,815	4,420	-	4,395
Transfers from other reserves	(8,815)	(4,395)	-	(4,420)
<b>Balance at end of the financial year</b>	<b>1,082,540</b>	<b>429,056</b>	<b>624,047</b>	<b>29,438</b>
<b>2020</b>				
Balance at beginning of the financial year	1,082,540	429,056	624,047	29,438
Surplus/(deficit) for the year	13,916	13,916	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	8,039	3,644	-	4,395
Transfers from other reserves	(8,039)	(4,395)	-	(3,644)
<b>Balance at end of the financial year</b>	<b>1,096,457</b>	<b>442,221</b>	<b>624,047</b>	<b>30,189</b>
<b>2021</b>				
Balance at beginning of the financial year	1,096,457	442,221	624,047	30,189
Surplus/(deficit) for the year	11,776	11,776	-	-
Net asset revaluation increment /(decrement)	-	-	-	-
Transfers to other reserves	10,665	6,270	-	4,395
Transfers from other reserves	(10,665)	(4,395)	-	(6,270)
<b>Balance at end of the financial year</b>	<b>1,108,233</b>	<b>455,872</b>	<b>624,047</b>	<b>28,314</b>

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 2021

	2018 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>				
Rates and charges	101,214	103,623	105,855	108,132
Statutory fees and fines	4,312	4,442	4,575	4,712
User fees	9,411	6,908	6,987	7,311
Grants – operating	11,268	11,606	11,954	12,313
Grants – capital	2,266	1,467	1,084	1,084
Contributions - monetary	3,270	2,870	2,870	2,870
Interest received	1,327	1,264	1,282	1,313
Trust funds and deposits taken	-	-	-	-
Other receipts	2,362	2,433	2,506	2,581
Net GST refund / payment	-	-	-	-
Employee costs	(54,981)	(56,726)	(58,711)	(60,766)
Materials and services	(43,161)	(42,845)	(43,484)	(46,435)
Trust funds and deposits repaid	-	-	-	-
Other payments	-	-	-	-
<b>Net cash provided by /(used in) operating activities</b>	<b>37,289</b>	<b>35,042</b>	<b>34,919</b>	<b>33,114</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(34,323)	(33,512)	(32,588)	(33,364)
Proceeds from sale of property, infrastructure, plant and equipment	200	200	200	200
Payment for investments	-	-	-	-
<b>Net cash provided by /(used in) investing activities</b>	<b>(34,123)</b>	<b>(33,312)</b>	<b>(32,388)</b>	<b>(33,164)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(626)	(626)	(628)	(627)
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	-	-	-	-
<b>Net cash provided by /(used in) financing activities</b>	<b>(626)</b>	<b>(626)</b>	<b>(628)</b>	<b>(627)</b>
Net increase (decrease) in cash and cash equivalents	2,540	1,104	1,903	(677)
Cash and cash equivalents at the beginning of the financial year	9,489	12,029	13,133	15,035
<b>Cash and cash equivalents at the end of the financial year</b>	<b>12,029</b>	<b>13,133</b>	<b>15,035</b>	<b>14,359</b>

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 2021

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
<b>Property</b>				
Land	-	-	-	-
Land improvements	2,501	1,600	1,640	1,680
<b>Total land</b>	<b>2,501</b>	<b>1,600</b>	<b>1,640</b>	<b>1,680</b>
Buildings	10,811	8,785	7,110	6,550
Heritage Buildings	600	1,600	2,500	2,400
<b>Total buildings</b>	<b>11,411</b>	<b>10,385</b>	<b>9,610</b>	<b>8,950</b>
<b>Total property</b>	<b>13,912</b>	<b>11,985</b>	<b>11,250</b>	<b>10,630</b>
<b>Plant and equipment</b>				
Heritage plant and equipment	-	-	-	-
Plant, machinery and equipment	915	1,025	1,050	1,075
Fixtures, fittings and furniture	225	100	100	100
Computers and telecommunications	691	536	549	563
Library books	850	950	900	900
<b>Total plant and equipment</b>	<b>2,681</b>	<b>2,611</b>	<b>2,599</b>	<b>2,638</b>
<b>Infrastructure</b>				
Roads	6,682	7,010	7,280	7,560
Bridges	100	270	276	283
Footpaths and cycleways	3,848	2,730	2,630	2,890
Drainage	822	2,080	2,130	2,180
Recreational, leisure and community facilities	2,230	2,333	2,381	2,431
Parks, open space and streetscapes	2,013	2,355	2,045	2,720
Off street car parks	1,005	1,025	1,051	1,077
Other infrastructure	1,030	1,113	946	955
<b>Total infrastructure</b>	<b>17,730</b>	<b>18,916</b>	<b>18,739</b>	<b>20,096</b>
<b>Total capital works expenditure</b>	<b>34,323</b>	<b>33,512</b>	<b>32,588</b>	<b>33,364</b>
<b>Represented by:</b>				
New asset expenditure	8,120	5,705	750	750
Asset renewal expenditure	21,474	23,772	24,963	25,414
Asset upgrade expenditure	4,729	4,035	6,875	7,200
<b>Total capital works expenditure</b>	<b>34,323</b>	<b>33,512</b>	<b>32,588</b>	<b>33,364</b>

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 2021

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Staff expenditure</b>				
Employee Costs – Operating	55,470	57,232	59,235	61,309
Employee Costs – Capital	-	-	-	-
<b>Total staff expenditure</b>	<b>55,470</b>	<b>57,232</b>	<b>59,235</b>	<b>61,309</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Staff numbers</b>				
Employees	538.9	538.9	539.9	539.9
<b>Total staff numbers</b>	<b>538.9</b>	<b>538.9</b>	<b>839.9</b>	<b>538.9</b>

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

## Other information

For the four years ended 30 June 2021

### 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
2018										
Property										
Land improvements	2,501	0	2,101	400	0	2,501	0	0	2,501	0
Total land	2,501	0	2,101	400	0	2,501	0	0	2,501	0
Buildings	10,811	5,812	3,730	1,269	0	10,811	899	0	9,912	0
Heritage buildings	600	0	600	0	0	600	0	0	600	0
Total buildings	11,411	5,812	4,330	1,269	0	11,411	899	0	10,512	0
Total property	13,912	5,812	6,431	1,669	0	13,912	899	0	13,013	0
Plant and equipment										
Plant, machinery and equipment	915	0	915	0	0	915	0	0	915	0
Fixtures, fittings and furniture	225	0	225	0	0	225	0	0	225	0
Computers and telecommunications	691	0	691	0	0	691	0	0	691	0
Library books	850	0	850	0	0	850	0	0	850	0
Total plant and equipment	2,681	0	2,681	0	0	2,681	0	0	2,681	0
Infrastructure										
Roads	6,682	0	6,682	0	0	6,682	667	0	6,015	0
Bridges	100	0	100	0	0	100	0	0	100	0
Footpaths and cycleways	3,848	1,888	1,640	320	0	3,848	0	600	3,248	0
Drainage	822	242	500	80	0	822	0	0	822	0
Recreational, leisure and community	2,230	200	2,030	0	0	2,230	100	0	2,130	0
Parks, open space and streetscapes	2,013	(22)	25	2,010	0	2,013	0	0	2,013	0
Off street car parks	1,005	0	1,005	0	0	1,005	0	0	1,005	0
Other infrastructure	1,030	0	380	650	0	1,030	0	0	1,030	0
Total infrastructure	17,730	2,308	12,362	3,060	0	17,730	767	600	16,363	0
Total Capital works expenditure	34,323	8,120	21,474	4,729	0	34,323	1,666	600	32,057	0

1. Summary of planned capital works expenditure (continued)

	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	1,600	0	1,600	0	0	1,600	0	0	1,600	0
Total land	1,600	0	1,600	0	0	1,600	0	0	1,600	0
Buildings	8,785	4,955	3,330	500	0	8,785	800	0	7,985	0
Heritage buildings	1,600	0	1,600	0	0	1,600	0	0	1,600	0
Total buildings	10,385	4,955	4,930	500	0	10,385	800	0	9,585	0
Total property	11,985	4,955	6,530	500	0	11,985	800	0	11,185	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	100	0	100	0	0	100	0	0	100	0
Computers and telecommunications	536	0	536	0	0	536	0	0	536	0
Library books	950	0	950	0	0	950	0	0	950	0
Total plant and equipment	2,611	0	2,611	0	0	2,611	0	0	2,611	0
Infrastructure										
Roads	7,010	0	7,010	0	0	7,010	667	0	6,343	0
Bridges	270	0	270	0	0	270	0	0	270	0
Footpaths and cycleways	2,730	550	1,680	500	0	2,730	0	0	2,730	0
Drainage	2,080	0	2,000	80	0	2,080	0	0	2,080	0
Recreational, leisure and community	2,333	200	2,133	0	0	2,333	0	0	2,333	0
Parks, open space and streetscapes	2,355	0	0	2,355	0	2,355	0	0	2,355	0
Off street car parks	1,025	0	1,025	0	0	1,025	0	0	1,025	0
Other infrastructure	1,113	0	513	600	0	1,113	0	0	1,113	0
Total infrastructure	18,916	750	14,631	3,535	0	18,916	667	0	18,249	0
Total Capital works expenditure	33,512	5,705	23,772	4,035	0	33,512	1,467	0	32,045	0

1. Summary of planned capital works expenditure (continued)

	Total	Asset Expenditure Types			Expansion	Total	Funding Sources			
		New	Renewal	Upgrade			Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020										
Property										
Land improvements	1,640	0	1,640	0	0	1,640	0	0	1,640	0
Total land	1,640	0	1,640	0	0	1,640	0	0	1,640	0
Buildings	7,110	0	3,330	3,780	0	7,110	0	750	6,360	0
Heritage buildings	2,500	0	2,500	0	0	2,500	0	0	2,500	0
Total buildings	9,610	0	5,830	3,780	0	9,610	0	750	8,860	0
Total property	11,250	0	7,470	3,780	0	11,250	0	750	10,500	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	549	0	549	0	0	549	0	0	549	0
Library books	900	0	900	0	0	900	0	0	900	0
Total plant and equipment	2,599	0	2,599	0	0	2,599	0	0	2,599	0
Infrastructure										
Roads	7,280	0	7,280	0	0	7,280	334	0	6,946	0
Bridges	276	0	276	0	0	276	0	0	276	0
Footpaths and cycleways	2,630	550	1,710	370	0	2,630	0	0	2,630	0
Drainage	2,130	0	2,050	80	0	2,130	0	0	2,130	0
Recreational, leisure and community	2,381	200	2,181	0	0	2,381	0	0	2,381	0
Parks, open space and streetscapes	2,045	0	0	2,045	0	2,045	0	0	2,045	0
Off street car parks	1,051	0	1,051	0	0	1,051	0	0	1,051	0
Other infrastructure	946	0	346	600	0	946	0	0	946	0
Total infrastructure	18,739	750	14,894	3,095	0	18,739	334	0	18,405	0
Total capital works expenditure	32,588	750	24,963	6,875	0	32,588	334	750	31,504	0



1. Summary of planned capital works expenditure (continued)

	Total	Asset Expenditure Types			Expansion	Total	Funding Sources			
		New	Renewal	Upgrade			Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021										
Property										
Land improvements	1,680	0	1,680	0	0	1,680	0	0	1,680	0
Total land	1,680	0	1,680	0	0	1,680	0	0	1,680	0
Buildings	6,550	0	3,350	3,200	0	6,550	0	750	5,800	0
Heritage buildings	2,400	0	2,400	0	0	2,400	0	0	2,400	0
Total buildings	8,950	0	5,750	3,200	0	8,950	0	750	8,200	0
Total property	10,630	0	7,430	3,200	0	10,630	0	750	9,880	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	563	0	563	0	0	563	0	0	563	0
Library books	900	0	900	0	0	900	0	0	900	0
Total plant and equipment	2,638	0	2,638	0	0	2,638	0	0	2,638	0
Infrastructure										
Roads	7,560	0	7,560	0	0	7,560	334	0	7,226	0
Bridges	283	0	283	0	0	283	0	0	283	0
Footpaths and cycleways	2,890	550	1,740	600	0	2,890	0	0	2,890	0
Drainage	2,180	0	2,100	80	0	2,180	0	0	2,180	0
Recreational, leisure and community	2,431	200	2,231	0	0	2,431	0	0	2,431	0
Parks, open space and streetscapes	2,720	0	0	2,720	0	2,720	0	0	2,720	0
Off street car parks	1,077	0	1,077	0	0	1,077	0	0	1,077	0
Other infrastructure	955	0	355	600	0	955	0	0	955	0
Total infrastructure	20,096	750	15,346	4,000	0	20,096	334	0	19,762	0
Total capital works expenditure	33,364	750	25,414	7,200	0	33,364	334	750	32,280	0

2. Summary of planned human resources expenditure

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
<b>Chief Executive's Office</b>				
-Permanent full time	1,053	1,086	1,124	1,163
-Permanent part time	153	158	164	170
<b>Total Chief Executive's Office</b>	<b>1,206</b>	<b>1,244</b>	<b>1,288</b>	<b>1,333</b>
<b>Corporate Services</b>				
-Permanent full time	6,809	7,025	7,271	7,525
-Permanent part time	1,353	1,396	1,445	1,496
<b>Total Corporate Services</b>	<b>8,162</b>	<b>8,421</b>	<b>8,716</b>	<b>9,021</b>
<b>Strategic Development</b>				
-Permanent full time	8,439	8,707	9,012	9,327
-Permanent part time	1,078	1,112	1,151	1,191
<b>Total Strategic Development</b>	<b>9,517</b>	<b>9,819</b>	<b>10,163</b>	<b>10,518</b>
<b>Community Wellbeing</b>				
-Permanent full time	8,249	8,511	8,809	9,117
-Permanent part time	10,216	10,541	10,910	11,292
<b>Total Community Wellbeing</b>	<b>18,465</b>	<b>19,052</b>	<b>19,719</b>	<b>20,409</b>
<b>Infrastructure and City Services</b>				
-Permanent full time	14,556	15,018	15,544	16,088
-Permanent part time	558	576	596	617
<b>Total Infrastructure and City Services</b>	<b>15,114</b>	<b>15,594</b>	<b>16,140</b>	<b>16,705</b>
Total Casuals and other	3,006	3,102	3,209	3,323
<b>Total staff expenditure</b>	<b>55,470</b>	<b>57,232</b>	<b>59,235</b>	<b>61,309</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Chief Executive's Office</b>				
-Permanent full time	7.0	7.0	7.0	7.0
-Permanent part time	1.6	1.6	1.6	1.6
<b>Total Chief Executive's Office</b>	<b>8.6</b>	<b>8.6</b>	<b>8.6</b>	<b>8.6</b>
<b>Corporate Services</b>				
-Permanent full time	61.4	61.4	61.4	61.4
-Permanent part time	15.0	15.0	15.0	15.0
<b>Total Corporate Services</b>	<b>76.4</b>	<b>76.4</b>	<b>76.4</b>	<b>76.4</b>
<b>Strategic Development</b>				
-Permanent full time	77.2	77.2	77.2	77.2
-Permanent part time	10.7	10.7	10.7	10.7
<b>Total Strategic Development</b>	<b>87.9</b>	<b>87.9</b>	<b>87.9</b>	<b>87.9</b>
<b>Community Wellbeing</b>				
-Permanent full time	79.0	79.0	79.0	79.0
-Permanent part time	114.3	114.3	114.3	114.3
<b>Total Community Wellbeing</b>	<b>193.3</b>	<b>193.3</b>	<b>193.3</b>	<b>193.3</b>
<b>Infrastructure and City Services</b>				
-Permanent full time	148.1	148.1	148.1	148.1
-Permanent part time	5.9	5.9	5.9	5.9
<b>Total Infrastructure and City Services</b>	<b>154.0</b>	<b>154.0</b>	<b>154.0</b>	<b>154.0</b>
Total Casuals and other	18.7	18.7	18.7	18.7
<b>Total staff numbers</b>	<b>538.9</b>	<b>538.9</b>	<b>538.9</b>	<b>538.9</b>