



Strategic Resource Plan 2020/21 to 2023/24

Adopted 4 August 2020



Comprehensive Income Statement For the four years ended 2024

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Income				
Rates and charges	115,869	119,531	122,910	126,357
Statutory fees and fines	25,454	34,720	35,414	36,122
User fees	25,427	34,581	35,273	35,978
Grants - operating	14,399	13,871	14,148	14,431
Grants - capital	4,169	7,579	2,281	2,323
Contributions - monetary - open space	4,500	4,500	4,500	4,500
Contributions - monetary - other	1,156	1,900	1,900	1,900
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	160	170	170	170
Other income	2,278	3,487	3,737	3,987
Total income	193,412	220,339	220,333	225,768
Expenses				
Employee costs	90,028	93,929	96,308	98,734
Materials and services	75,663	80,635	78,856	80,613
Depreciation	23,800	24,300	24,800	25,300
Amortisation - right of use assets	880	736	667	16
Bad and doubtful debts	5,000	4,000	4,000	4,000
Borrowing costs	1,867	1,777	1,603	1,421
Finance costs - leases	118	72	25	-
Other expenses	-	-	-	-
Total expenses	197,356	205,449	206,259	210,084
Surplus/(deficit) for the year	(3,944)	14,890	14,074	15,684
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment/(decrement)	-	52,465	-	52,727
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	(3,944)	67,355	14,074	68,411

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

Balance Sheet
For the four years ended 2024

	2021	2022	2023	2024
	\$'000	\$'000	\$'000	\$'000
Assets				
Current assets				
Cash and cash equivalents	56,638	70,233	68,586	68,202
Trade and other receivables	28,522	8,206	7,203	6,259
Other financial assets	-	-	-	-
Inventories	129	129	129	129
Non-current assets classified as held for sale	-	-	-	-
Other assets	620	620	620	620
Total current assets	85,909	79,188	76,538	75,210
Non-current assets				
Trade and other receivables	235	235	235	235
Other financial assets	-	-	-	-
Investments in associates, joint arrangements and subsidiaries	-	-	-	-
Property, infrastructure, plant and equipment	2,057,399	2,127,123	2,139,251	2,204,286
Right-of-use-assets	1,420	683	16	-
Investment property	-	-	-	-
Intangible assets	-	-	-	-
Total non-current assets	2,059,054	2,128,041	2,139,502	2,204,521
Total assets	2,144,963	2,207,229	2,216,040	2,279,731
Liabilities				
Current liabilities				
Trade and other payables	9,733	9,733	9,733	9,733
Trust funds and deposits	12,454	12,454	12,454	12,454
Provisions	13,158	13,158	13,158	13,158
Interest-bearing liabilities	1,308	4,110	4,303	4,505
Lease liabilities	765	751	17	-
Total current liabilities	37,418	40,206	39,665	39,850
Non-current liabilities				
Provisions	1,393	1,393	1,393	1,393
Interest-bearing liabilities	39,972	33,245	28,942	24,437
Lease liabilities	769	19	-	-
Other liabilities	2,392	1,992	1,592	1,192
Total non-current liabilities	44,526	36,649	31,927	27,022
Total liabilities	81,944	76,855	71,592	66,872
Net assets	2,063,019	2,130,374	2,144,448	2,212,859
Equity				
Accumulated surplus	664,077	675,367	685,841	697,925
Reserves	1,398,942	1,455,007	1,458,607	1,514,934
Total Equity	2,063,019	2,130,374	2,144,448	2,212,859

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

Statement of Changes in Equity
For the four years ended 2024

2021	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	2,066,963	671,931	1,381,744	13,288
Surplus/(deficit) for the year	(3,944)	(3,944)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(4,500)	-	4,500
Transfers from other reserves	-	590	-	(590)
Balance at end of the financial year	2,063,019	664,077	1,381,744	17,198
2022	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	2,063,019	664,077	1,381,744	17,198
Surplus/(deficit) for the year	14,890	14,890	-	-
Net asset revaluation increment/(decrement)	52,465	-	52,465	-
Transfers to other reserves	-	(4,500)	-	4,500
Transfers from other reserves	-	900	-	(900)
Balance at end of the financial year	2,130,374	675,367	1,434,209	20,798
2023	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	2,130,374	675,367	1,434,209	20,798
Surplus/(deficit) for the year	14,074	14,074	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(4,500)	-	4,500
Transfers from other reserves	-	900	-	(900)
Balance at end of the financial year	2,144,448	685,841	1,434,209	24,398
2024	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	2,144,448	685,841	1,434,209	24,398
Surplus/(deficit) for the year	15,684	15,684	-	-
Net asset revaluation increment/(decrement)	52,727	-	52,727	-
Transfers to other reserves	-	(4,500)	-	4,500
Transfers from other reserves	-	900	-	(900)
Balance at end of the financial year	2,212,859	697,925	1,486,936	27,998

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

Statement of Cash Flows
For the four years ended 2024

	2021	2022	2023	2024
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities				
Rates and charges	103,239	137,586	121,683	125,094
Statutory fees and fines	24,182	32,984	33,643	34,316
User fees	25,427	34,581	35,273	35,978
Grants - operating	14,399	13,871	14,148	14,431
Grants - capital	4,169	7,579	2,281	2,323
Contributions - monetary	5,656	6,400	6,400	6,400
Interest received	-	-	-	-
Dividends received	-	-	-	-
Trust funds and deposits taken	-	-	-	-
Other receipts	2,278	3,487	3,737	3,987
Net GST refund/payment	-	-	-	-
Employee costs	(90,028)	(93,929)	(96,308)	(98,734)
Materials and services	(76,062)	(81,035)	(79,256)	(81,013)
Short-term, low value and variable lease payments	-	-	-	-
Trust funds and deposits repaid	-	-	-	-
Other payments	-	-	-	-
Net cash provided by/(used in) operating activities	13,260	61,524	41,601	42,782
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(30,543)	(41,910)	(37,281)	(37,958)
Proceeds from sale of property, infrastructure, plant and equipment	510	520	520	520
Payments for investments	-	-	-	-
Proceeds from sale of investments	-	-	-	-
Loans and advances made	-	-	-	-
Payments of loans and advances	-	-	-	-
Net cash provided by/(used in) investing activities	(30,033)	(41,390)	(36,761)	(37,438)
Cash flows from financing activities				
Finance costs	(1,867)	(1,777)	(1,603)	(1,421)
Proceeds from borrowings	32,500	-	-	-
Repayment of borrowings	(33,770)	(3,925)	(4,108)	(4,290)
Interest paid - lease liability	(118)	(72)	(25)	-
Repayment of lease liabilities	(851)	(765)	(751)	(17)
Net cash provided by/(used in) financing activities	(4,106)	(6,539)	(6,487)	(5,728)
Net increase (decrease) in cash and cash equivalents	(20,879)	13,595	(1,647)	(384)
Cash and cash equivalents at the beginning of the financial year	77,517	56,638	70,233	68,586
Cash and cash equivalents at the end of the financial year	56,638	70,233	68,586	68,202

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

Statement of Capital Works For the four years ended 2024

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Property				
Land	-	-	-	-
Land improvements	-	-	-	-
Total land	-	-	-	-
Buildings	9,188	14,069	15,335	14,957
Building improvements	-	-	-	-
Leasehold improvements	-	-	-	-
Heritage buildings	-	-	-	-
Total buildings	9,188	14,069	15,335	14,957
Total property	9,188	14,069	15,335	14,957
Plant and equipment				
Plant, machinery and equipment	2,262	2,477	2,589	2,454
Fixtures, fittings and furniture	-	-	-	-
Computers and telecommunications	1,564	1,507	1,796	1,523
Heritage plant and equipment	30	-	-	-
Library books	-	-	-	-
Total plant and equipment	3,856	3,984	4,385	3,977
Infrastructure				
Lanes	816	1,068	1,045	1,184
Roads	9,299	9,386	9,312	9,607
Bridges	110	-	-	50
Drainage	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-
Waste Management	75	75	50	80
Parks, Open Space and Streetscapes	6,034	5,444	4,286	4,185
Street Furniture	795	620	620	360
Transport	200	5,414	1,540	1,740
Urban Design/Retail Strips	170	1,850	708	1,818
Total infrastructure	17,499	23,857	17,561	19,024
Total capital works expenditure	30,543	41,910	37,281	37,958
Represented by:				
New asset expenditure	950	6,178	8,183	9,746
Asset renewal expenditure	28,733	26,196	26,458	25,438
Asset expansion expenditure	-	-	-	-
Asset upgrade expenditure	860	9,536	2,640	2,774
Total capital works expenditure	30,543	41,910	37,281	37,958
Funding sources represented by:				
Grants	4,169	7,579	2,281	2,323
Contributions	590	900	900	900
Council cash	25,784	33,431	34,100	34,735
Borrowings	-	-	-	-
Total capital works expenditure	30,543	41,910	37,281	37,958

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

Statement of Human Resources
For the four years ended 2024

	2021	2022	2023	2024
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - Operating	90,028	93,929	96,308	98,734
Employee costs - Capital	1,139	1,162	1,185	1,209
Total staff expenditure	91,167	95,091	97,493	99,943
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	866.0	875.6	880.6	885.6
Total staff numbers	866.0	875.6	880.6	885.6

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

Other Information
For the four years ended 2024

1. Summary of planned capital works expenditure

2021	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	9,188	500	8,088	-	600	9,188	3,300	-	5,888	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
Total buildings	9,188	500	8,088	-	600	9,188	3,300	-	5,888	-
Total property	9,188	500	8,088	-	600	9,188	3,300	-	5,888	-
Plant and equipment										
Plant, machinery and equipment	2,262	-	2,262	-	-	2,262	-	-	2,262	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,564	-	1,564	-	-	1,564	-	-	1,564	-
Heritage plant and equipment	30	30	-	-	-	30	-	-	30	-
Library books	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	3,856	30	3,826	-	-	3,856	-	-	3,856	-
Infrastructure										
Lanes	816	-	816	-	-	816	-	-	816	-
Roads	9,299	-	9,239	-	60	9,299	669	60	8,570	-
Bridges	110	-	110	-	-	110	-	-	110	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	75	-	75	-	-	75	-	-	75	-
Parks, Open Space and Streetscapes	6,034	420	5,614	-	-	6,034	200	530	5,304	-
Street Furniture	795	-	795	-	-	795	-	-	795	-
Transport	200	-	-	-	200	200	-	-	200	-
Urban Design/Retail Strips	170	-	170	-	-	170	-	-	170	-
Total infrastructure	17,499	420	16,819	-	260	17,499	869	590	16,040	-
Total capital works expenditure	30,543	950	28,733	-	860	30,543	4,169	590	25,784	-

Other Information
For the four years ended 2024

1. Summary of planned capital works expenditure

2022	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	14,069	4,708	6,269	-	3,092	14,069	6,900	-	7,169	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
Total buildings	14,069	4,708	6,269	-	3,092	14,069	6,900	-	7,169	-
Total property	14,069	4,708	6,269	-	3,092	14,069	6,900	-	7,169	-
Plant and equipment										
Plant, machinery and equipment	2,477	60	2,417	-	-	2,477	-	-	2,477	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,507	-	1,507	-	-	1,507	-	-	1,507	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	3,984	60	3,924	-	-	3,984	-	-	3,984	-
Infrastructure										
Lanes	1,068	-	1,068	-	-	1,068	-	-	1,068	-
Roads	9,386	480	8,906	-	-	9,386	679	-	8,707	-
Bridges	-	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	75	-	75	-	-	75	-	-	75	-
Parks, Open Space and Streetscapes	5,444	850	4,594	-	-	5,444	-	900	4,544	-
Street Furniture	620	-	620	-	-	620	-	-	620	-
Transport	5,414	80	-	-	5,334	5,414	-	-	5,414	-
Urban Design/Retail Strips	1,850	-	740	-	1,110	1,850	-	-	1,850	-
Total infrastructure	23,857	1,410	16,003	-	6,444	23,857	679	900	22,278	-
Total capital works expenditure	41,910	6,178	26,196	-	9,536	41,910	7,579	900	33,431	-

Other Information
For the four years ended 2024

1. Summary of planned capital works expenditure

2023	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	15,335	8,033	6,302	-	1,000	15,335	1,592	-	13,743	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
Total buildings	15,335	8,033	6,302	-	1,000	15,335	1,592	-	13,743	-
Total property	15,335	8,033	6,302	-	1,000	15,335	1,592	-	13,743	-
Plant and equipment										
Plant, machinery and equipment	2,589	-	2,589	-	-	2,589	-	-	2,589	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,796	-	1,796	-	-	1,796	-	-	1,796	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	4,385	-	4,385	-	-	4,385	-	-	4,385	-
Infrastructure										
Lanes	1,045	-	1,045	-	-	1,045	-	-	1,045	-
Roads	9,312	-	9,312	-	-	9,312	689	-	8,623	-
Bridges	-	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	50	-	50	-	-	50	-	-	50	-
Parks, Open Space and Streetscapes	4,286	150	4,136	-	-	4,286	-	900	3,386	-
Street Furniture	620	-	620	-	-	620	-	-	620	-
Transport	1,540	-	-	-	1,540	1,540	-	-	1,540	-
Urban Design/Retail Strips	708	-	608	-	100	708	-	-	708	-
Total infrastructure	17,561	150	15,771	-	1,640	17,561	689	900	15,972	-
Total capital works expenditure	37,281	8,183	26,458	-	2,640	37,281	2,281	900	34,100	-

Other Information
For the four years ended 2024

1. Summary of planned capital works expenditure

	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	14,957	9,596	5,037	-	324	14,957	1,624	-	13,333	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
Total buildings	14,957	9,596	5,037	-	324	14,957	1,624	-	13,333	-
Total property	14,957	9,596	5,037	-	324	14,957	1,624	-	13,333	-
Plant and equipment										
Plant, machinery and equipment	2,454	-	2,454	-	-	2,454	-	-	2,454	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,523	-	1,523	-	-	1,523	-	-	1,523	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	3,977	-	3,977	-	-	3,977	-	-	3,977	-
Infrastructure										
Lanes	1,184	-	1,184	-	-	1,184	-	-	1,184	-
Roads	9,607	-	9,607	-	-	9,607	699	-	8,908	-
Bridges	50	-	50	-	-	50	-	-	50	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	80	-	80	-	-	80	-	-	80	-
Parks, Open Space and Streetscapes	4,185	150	4,035	-	-	4,185	-	900	3,285	-
Street Furniture	360	-	360	-	-	360	-	-	360	-
Transport	1,740	-	-	-	1,740	1,740	-	-	1,740	-
Urban Design/Retail Strips	1,818	-	1,108	-	710	1,818	-	-	1,818	-
Total infrastructure	19,024	150	16,424	-	2,450	19,024	699	900	17,425	-
Total capital works expenditure	37,958	9,746	25,438	-	2,774	37,958	2,323	900	34,735	-

Other Information

For the four years ended 2024

2. Summary of planned human resources expenditure

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
CEO Division				
Permanent - Full time	5,506	5,716	5,931	6,150
Permanent - Part time	1,092	1,114	1,136	1,159
Casual & Temp	863	881	898	916
Total CEO Division	7,461	7,711	7,965	8,225
Corporate, Business and Financial Services				
Permanent - Full time	16,896	17,976	18,436	18,904
Permanent - Part time	1,898	2,009	2,049	2,090
Casual & Temp	3	4	4	4
Total Corporate, Business and Financial Services	18,797	19,989	20,489	20,998
Planning and Placemaking				
Permanent - Full time	9,806	10,086	10,388	10,695
Permanent - Part time	867	895	913	931
Casual & Temp	396	409	417	426
Total Planning and Placemaking	11,069	11,390	11,718	12,052
Community Wellbeing				
Permanent - Full time	20,024	20,524	21,034	21,555
Permanent - Part time	8,338	8,504	8,674	8,848
Casual & Temp	470	480	490	499
Total Community Wellbeing	28,832	29,508	30,198	30,902
City Works and Assets				
Permanent - Full time	22,498	23,733	24,308	24,894
Permanent - Part time	2,319	2,550	2,601	2,653
Casual & Temp	191	210	214	219
Total City Works and Assets	25,008	26,493	27,123	27,766
Total staff expenditure	91,167	95,091	97,493	99,943
	FTE	FTE	FTE	FTE
CEO Division				
Permanent - Full time	39.8	42.8	43.8	44.8
Permanent - Part time	9.7	9.7	9.7	9.7
Casual & Temp	9.0	9.0	9.0	9.0
Total CEO Division	58.5	61.5	62.5	63.5
Corporate, Business and Financial Services				
Permanent - Full time	145.9	146.9	147.9	148.9
Permanent - Part time	22.6	22.6	22.6	22.6
Casual & Temp	11.3	11.3	11.3	11.3
Total Corporate, Business and Financial Services	179.8	180.8	181.8	182.8
Planning and Placemaking				
Permanent - Full time	79.8	80.8	81.8	82.8
Permanent - Part time	8.0	8.0	8.0	8.0
Casual & Temp	3.6	4.6	4.6	4.6
Total Planning and Placemaking	91.4	93.4	94.4	95.4
Community Wellbeing				
Permanent - Full time	181.3	182.3	183.3	184.3
Permanent - Part time	81.3	81.3	81.3	81.3
Casual & Temp	27.1	27.1	27.1	27.1
Total Community Wellbeing	289.7	290.7	291.7	292.7
City Works and Assets				
Permanent - Full time	185.9	186.9	187.9	188.9
Permanent - Part time	27.9	27.9	27.9	27.9
Casual & Temp	32.8	34.4	34.4	34.4
Total City Works and Assets	246.6	249.2	250.2	251.2
Total staff numbers	866.0	875.6	880.6	885.6