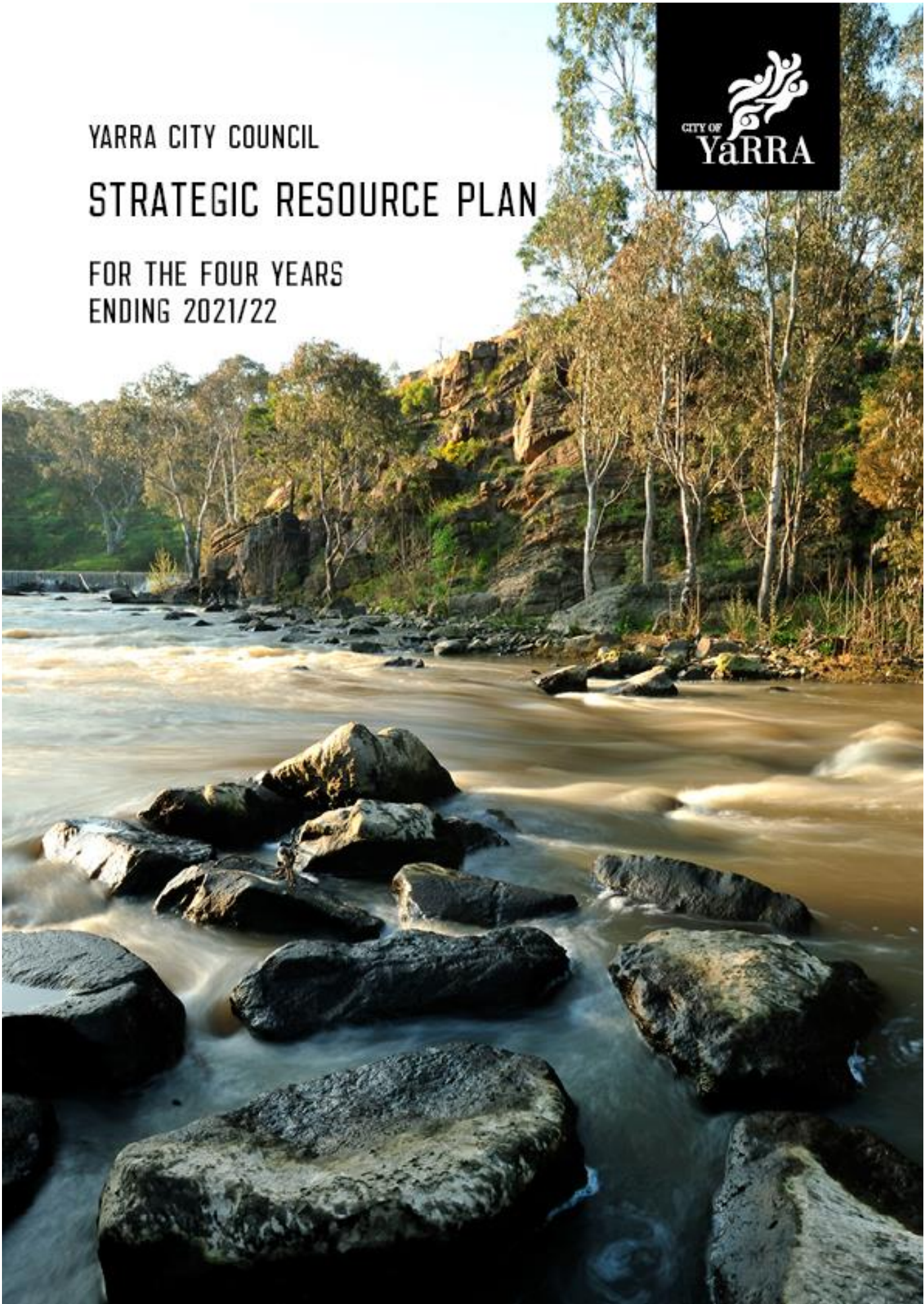


YARRA CITY COUNCIL

STRATEGIC RESOURCE PLAN

FOR THE FOUR YEARS
ENDING 2021/22



Comprehensive Income Statement For the four years ended 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Income				
Rates and charges	108,937	112,735	116,620	120,544
Statutory fees and fines	29,570	30,070	30,570	31,070
User fees	28,041	28,541	29,041	29,541
Grants - operating	12,337	12,615	12,898	13,189
Grants - capital	1,151	1,201	1,251	1,301
Contributions - monetary	4,369	4,300	4,300	4,300
Contributions - non monetary	0	0	0	0
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	205	205	205	205
Fair value adjustments for investment property	0	0	0	0
Share of net profits or (loss) of associates and joint ventures	0	0	0	0
Other income	2,921	2,971	3,021	3,071
Total income	187,531	192,638	197,907	203,220
Expenses				
Employee costs	82,260	83,905	85,583	87,295
Materials and services	68,526	69,285	70,670	72,084
Bad and doubtful debts	1,980	1,950	1,920	1,890
Depreciation and amortisation	22,432	22,881	23,338	23,838
Borrowing costs	1,964	2,035	1,980	1,876
Other expenses	0	0	0	0
Total expenses	177,162	180,056	183,492	186,983
Surplus/(deficit) for the year	10,369	12,582	14,415	16,238
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment/(decrement)	0	52,204	0	52,465
Share of other comprehensive income of associates and joint ventures	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods				
<<detail as appropriate>>				
Total comprehensive result	10,369	64,786	14,415	68,703

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

Balance Sheet
For the four years ended 2022

	2019	2020	2021	2022
	\$'000	\$'000	\$'000	\$'000
Assets				
Current assets				
Cash and cash equivalents	31,818	34,938	37,875	39,356
Trade and other receivables	16,366	17,047	17,821	18,690
Other financial assets	0	0	0	0
Inventories	130	130	130	130
Non-current assets classified as held for sale	696	696	696	696
Other assets	0	0	0	0
Total current assets	<u>49,010</u>	<u>52,811</u>	<u>56,522</u>	<u>58,872</u>
Non-current assets				
Trade and other receivables	255	255	255	255
Investments in associates and joint ventures	0	0	0	0
Property, infrastructure, plant and equipment	1,751,982	1,811,772	1,821,226	1,883,653
Investment property	0	0	0	0
Intangible assets	0	0	0	0
Total non-current assets	<u>1,752,237</u>	<u>1,812,027</u>	<u>1,821,481</u>	<u>1,883,908</u>
Total assets	<u>1,801,247</u>	<u>1,864,838</u>	<u>1,878,003</u>	<u>1,942,781</u>
Liabilities				
Current liabilities				
Trade and other payables	17,534	17,534	17,534	17,534
Trust funds and deposits	6,195	6,195	6,195	6,195
Provisions	15,215	15,215	15,215	15,215
Interest-bearing loans and borrowings	1,195	1,250	1,308	4,110
Total current liabilities	<u>40,139</u>	<u>40,194</u>	<u>40,252</u>	<u>43,054</u>
Non-current liabilities				
Provisions	1,416	1,416	1,416	1,416
Other liabilities	585	585	585	585
Interest-bearing loans and borrowings	42,572	41,322	40,014	33,287
Total non-current liabilities	<u>44,573</u>	<u>43,323</u>	<u>42,015</u>	<u>35,288</u>
Total liabilities	<u>84,712</u>	<u>83,517</u>	<u>82,267</u>	<u>78,342</u>
Net assets	<u>1,716,535</u>	<u>1,781,321</u>	<u>1,795,736</u>	<u>1,864,439</u>
Equity				
Accumulated surplus	610,383	622,965	637,380	653,618
Reserves	1,106,152	1,158,356	1,158,356	1,210,821
Total Equity	<u>1,716,535</u>	<u>1,781,321</u>	<u>1,795,736</u>	<u>1,864,439</u>

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

Statement of Changes in Equity For the four years ended 2022

2019	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	1,706,166	600,014	1,086,017	20,135
Surplus/(deficit) for the year	10,369	10,369	-	-
Net asset revaluation increment/(decrement)	0	-	-	-
Transfers to other reserves	4,369	0	-	4,369
Transfers from other reserves	-4,369	0	-	-4,369
Balance at end of the financial year	1,716,535	610,383	1,086,017	20,135
2020	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	1,716,535	610,383	1,086,017	20,135
Surplus/(deficit) for the year	12,582	12,582	-	-
Net asset revaluation increment/(decrement)	52,204	-	52,204	-
Transfers to other reserves	4,300	0	0	4,300
Transfers from other reserves	-4,300	0	-	-4,300
Balance at end of the financial year	1,781,321	622,965	1,138,221	20,135
2021	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	1,781,321	622,965	1,138,221	20,135
Surplus/(deficit) for the year	14,415	14,415	-	-
Net asset revaluation increment/(decrement)	0	-	-	-
Transfers to other reserves	4,300	0	0	4,300
Transfers from other reserves	-4,300	0	-	-4,300
Balance at end of the financial year	1,795,736	637,380	1,138,221	20,135
2022	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	1,795,736	637,380	1,138,221	20,135
Surplus/(deficit) for the year	16,238	16,238	0	0
Net asset revaluation increment/(decrement)	52,465	-	52,465	-
Transfers to other reserves	4,300	0	0	4,300
Transfers from other reserves	-4,300	0	0	-4,300
Balance at end of the financial year	1,864,439	653,618	1,190,686	20,135

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

Statement of Cash Flows For the four years ended 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	107,847	111,608	115,454	119,338
Statutory fees and fines	28,092	28,567	29,042	29,517
User fees	28,041	28,541	29,041	29,541
Grants - operating	12,337	12,615	12,898	13,189
Grants - capital	1,151	1,201	1,251	1,301
Contributions - monetary	4,369	4,300	4,300	4,300
Interest received	0	0	0	0
Dividends received	0	0	0	0
Trust funds and deposits taken	0	0	0	0
Other receipts	2,921	2,971	3,021	3,071
Net GST refund/payment	0	0	0	0
Employee costs	-82,260	-83,905	-85,583	-87,295
Materials and services	-68,526	-69,285	-70,670	-72,084
Trust funds and deposits repaid	0	0	0	0
Other payments	0	0	0	0
Net cash provided by/(used in) operating activities	33,972	36,612	38,753	40,878
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	-25,700	-30,667	-32,992	-34,001
Proceeds from sale of property, infrastructure, plant and equipment	405	405	405	405
Payments for investments	0	0	0	0
Proceeds from sale of investments	0	0	0	0
Loans and advances made	0	0	0	0
Payments of loans and advances	0	0	0	0
Net cash provided by/(used in) investing activities	-25,295	-30,262	-32,587	-33,596
Cash flows from financing activities				
Finance costs	-1,964	-2,035	-1,980	-1,876
Proceeds from borrowings	0	0	32,500	0
Repayment of borrowings	-1,142	-1,195	-33,750	-3,925
Net cash provided by/(used in) financing activities	-3,106	-3,230	-3,230	-5,801
Net increase (decrease) in cash and cash equivalents	5,571	3,120	2,936	1,481
Cash and cash equivalents at the beginning of the financial year	26,247	31,818	34,938	37,875
Cash and cash equivalents at the end of the financial year	31,818	34,938	37,875	39,356

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

Statement of Capital Works For the four years ended 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Property				
Land	0	0	0	0
Land improvements	0	0	0	0
Total land	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Buildings	5,978	9,847	10,907	12,016
Heritage Buildings	0	0	0	0
Building improvements	0	0	0	0
Leasehold improvements	0	0	0	0
Total buildings	<u>5,978</u>	<u>9,847</u>	<u>10,907</u>	<u>12,016</u>
Total property	<u>5,978</u>	<u>9,847</u>	<u>10,907</u>	<u>12,016</u>
Plant and equipment				
Heritage plant and equipment	0	0	0	0
Plant, machinery and equipment	1,195	2,303	2,487	2,392
Fixtures, fittings and furniture	720	0	0	0
Computers and telecommunications	1,935	1,379	1,054	1,059
Library books	600	0	0	0
Total plant and equipment	<u>4,450</u>	<u>3,682</u>	<u>3,541</u>	<u>3,451</u>
Infrastructure				
Roads	7,142	8,653	8,828	9,023
Bridges	100	20	430	0
Footpaths and cycleways	1,101	1,104	1,050	1,068
Drainage	1,270	0	0	0
Recreational, leisure and community facilities	104	1,367	1,474	2,360
Waste management	70	85	75	75
Parks, open space and streetscapes	3,548	3,520	5,366	4,604
Aerodromes	0	0	0	0
Off street car parks	0	0	0	0
Other infrastructure	1,937	2,389	1,321	1,404
Total infrastructure	<u>15,272</u>	<u>17,138</u>	<u>18,544</u>	<u>18,534</u>
Total capital works expenditure	<u>25,700</u>	<u>30,667</u>	<u>32,992</u>	<u>34,001</u>
Represented by:				
New asset expenditure	230	1,340	3,550	1,725
Asset renewal expenditure	23,453	24,523	24,862	24,081
Asset expansion expenditure	0	0	0	0
Asset upgrade expenditure	2,017	4,804	4,580	8,195
Total capital works expenditure	<u>25,700</u>	<u>30,667</u>	<u>32,992</u>	<u>34,001</u>

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

Statement of Human Resources
For the four years ended 2022

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
Staff expenditure				
Employee costs - Operating	81,098	82,720	84,374	86,062
Employee costs - Capital	1,162	1,185	1,209	1,233
Total staff expenditure	<u>82,260</u>	<u>83,905</u>	<u>85,583</u>	<u>87,295</u>
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	839.0	839.0	839.0	839.0
Total staff numbers	<u>839.0</u>	<u>839.0</u>	<u>839.0</u>	<u>839.0</u>

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

Other Information
For the four years ended **2022**

1. Summary of planned capital works expenditure

2019	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										
Buildings	5,978	30	5,468	0	480	5,978	0	0	5,978	0
Total buildings	5,978	30	5,468	0	480	5,978	0	0	5,978	0
Total property	5,978	30	5,468	0	480	5,978	0	0	5,978	0
Plant and equipment										
Plant, machinery and equipment	1,195	0	1,195	0	0	1,195	0	0	1,195	0
Fixtures, fittings and furniture	720	0	720	0	0	720	0	0	720	0
Computers and telecommunications	1,935	0	1,935	0	0	1,935	0	0	1,935	0
Library books	600	0	600	0	0	600	0	0	600	0
Total plant and equipment	4,450	0	4,450	0	0	4,450	0	0	4,450	0
Infrastructure										
Roads	7,142	0	7,142	0	0	7,142	640	0	6,502	0
Bridges	100	0	100	0	0	100	0	0	100	0
Footpaths and cycleways	1,101	0	1,101	0	0	1,101	0	0	1,101	0
Drainage	1,270	0	1,270	0	0	1,270	0	0	1,270	0
Recreational, leisure and community facilities	104	0	104	0	0	104	0	0	104	0
Waste management	70	0	70	0	0	70	0	0	70	0
Parks, open space and streetscapes	3,548	0	3,548	0	0	3,548	0	0	3,548	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	1,937	200	200	0	1,537	1,937	400	0	1,537	0
Total infrastructure	15,272	200	13,535	0	1,537	15,272	1,040	0	14,232	0
Total capital works expenditure	25,700	230	23,453	0	2,017	25,700	1,040	0	24,660	0

Other Information
For the four years ended **2022**

1. Summary of planned capital works expenditure

2020	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										
Buildings	9,847	800	6,682	0	2,365	9,847	0	0	9,847	0
Total buildings	9,847	800	6,682	0	2,365	9,847	0	0	9,847	0
Total property	9,847	800	6,682	0	2,365	9,847	0	0	9,847	0
Plant and equipment										
Plant, machinery and equipment	2,303	0	2,303	0	0	2,303	0	0	2,303	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,379	0	1,379	0	0	1,379	0	0	1,379	0
Library books	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	3,682	0	3,682	0	0	3,682	0	0	3,682	0
Infrastructure										
Roads	9,757	0	9,757	0	0	9,757	630	0	9,127	0
Bridges	20	0	20	0	0	20	0	0	20	0
Footpaths and cycleways	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0
Recreational, leisure and community facilities	3,520	40	3,480	0	0	3,520	0	0	3,520	0
Waste management	85	0	85	0	0	85	0	0	85	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	3,756	500	817	0	2,439	3,756	400	0	3,356	0
Total infrastructure	17,138	540	14,159	0	2,439	17,138	1,030	0	16,108	0
Total capital works expenditure	30,667	1,340	24,523	0	4,804	30,667	1,030	0	29,637	0

Other Information
For the four years ended 2022

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										
Buildings	10,906	2,593	5,433	0	2,880	10,906	0	0	10,906	0
Total buildings	10,906	2,593	5,433	0	2,880	10,906	0	0	10,906	0
Total property	10,906	2,593	5,433	0	2,880	10,906	0	0	10,906	0
Plant and equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,487	55	2,432	0	0	2,487	0	0	2,487	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,054	0	1,054	0	0	1,054	0	0	1,054	0
Library books	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	3,541	55	3,486	0	0	3,541	0	0	3,541	0
Infrastructure										
Roads	9,878	150	9,728	0	0	9,878	643	0	9,235	0
Bridges	430	0	430	0	0	430	0	0	430	0
Footpaths and cycleways	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0
Recreational, leisure and community facilities	5,366	600	4,766	0	0	5,366	0	0	5,366	0
Waste management	75	0	75	0	0	75	0	0	75	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	2,796	152	944	0	1,700	2,796	0	0	2,796	0
Total infrastructure	18,545	902	15,943	0	1,700	18,545	643	0	17,902	0
Total capital works expenditure	32,992	3,550	24,862	0	4,580	32,992	643	0	32,349	0

Other Information
For the four years ended 2022

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										
Buildings	12,015	545	5,370	0	6,100	12,015	0	0	12,015	0
Total buildings	12,015	545	5,370	0	6,100	12,015	0	0	12,015	0
Total property	12,015	545	5,370	0	6,100	12,015	0	0	12,015	0
Plant and equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,392	0	2,392	0	0	2,392	0	0	2,392	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,059	0	1,059	0	0	1,059	0	0	1,059	0
Library books	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	3,451	0	3,451	0	0	3,451	0	0	3,451	0
Infrastructure										
Roads	10,091	0	10,091	0	0	10,091	657	0	9,434	0
Bridges	0	0	0	0	0	0	0	0	0	0
Footpaths and cycleways	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0
Recreational, leisure and community facilities	4,604	880	3,724	0	0	4,604	0	0	4,604	0
Waste management	75	0	75	0	0	75	0	0	75	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	3,765	300	1,370	0	2,095	3,765	0	0	3,765	0
Total infrastructure	18,535	1,180	15,260	0	2,095	18,535	657	0	17,878	0
Total capital works expenditure	34,001	1,725	24,081	0	8,195	34,001	657	0	33,344	0

Other Information

For the four years ended 2022

2. Summary of planned human resources expenditure

	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000
CEO Division				
Permanent - Full time	3,991	4,071	4,152	4,235
Permanent - Part time	1,275	1,301	1,327	1,353
Casual / Temporary	516	526	537	548
Total - CEO Division	5,782	5,898	6,016	6,136
Corporate, Business and Financial Services				
Permanent - Full time	9,983	10,183	10,386	10,594
Permanent - Part time	1,956	1,995	2,035	2,076
Casual / Temporary	2,451	2,500	2,550	2,601
Total - Corporate, Business and Financial Services	14,390	14,678	14,971	15,271
Community Wellbeing				
Permanent - Full time	18,906	19,284	19,670	20,063
Permanent - Part time	12,150	12,393	12,641	12,894
Casual / Temporary	4,586	4,678	4,771	4,867
Total - Community Wellbeing	35,642	36,355	37,082	37,824
Planning and Placemaking				
Permanent - Full time	8,843	9,020	9,200	9,384
Permanent - Part time	988	1,008	1,028	1,048
Casual / Temporary	690	704	718	732
Total Planning and Placemaking	10,521	10,731	10,946	11,165
City Works and Assets (inc capitalised labour costs)				
Permanent - Full time	14,259	14,544	14,835	15,132
Permanent - Part time	559	570	582	593
Casual / Temporary	1,107	1,129	1,152	1,175
Total City Works and Assets (inc capitalised labour costs)	15,925	16,244	16,568	16,900
Total staff expenditure	82,260	83,905	85,583	87,295
	FTE	FTE	FTE	FTE
CEO Division				
Permanent - Full time	28.84	28.84	28.84	28.84
Permanent - Part time	12.25	12.25	12.25	12.25
Casual / Temporary	5.49	5.49	5.49	5.49
Total - CEO Division	46.58	46.58	46.58	46.58
Corporate, Business and Financial Services				
Permanent - Full time	117.62	117.62	117.62	117.62
Permanent - Part time	22.20	22.20	22.20	22.20
Casual / Temporary	27.30	27.30	27.30	27.30
Total - Corporate, Business and Financial Services	167.12	167.12	167.12	167.12
Community Wellbeing				
Permanent - Full time	187.59	187.59	187.59	187.59
Permanent - Part time	149.48	149.48	149.48	149.48
Casual / Temporary	53.99	53.99	53.99	53.99
Total - Community Wellbeing	391.06	391.06	391.06	391.06
Planning and Placemaking				
Permanent - Full time	75.00	75.00	75.00	75.00
Permanent - Part time	9.54	9.54	9.54	9.54
Casual / Temporary	6.84	6.84	6.84	6.84
Total Planning and Placemaking	91.38	91.38	91.38	91.38
City Works and Assets (inc capitalised labour costs)				
Permanent - Full time	124.60	124.60	124.60	124.60
Permanent - Part time	5.44	5.44	5.44	5.44
Casual / Temporary	12.84	12.84	12.84	12.84
Total City Works and Assets (inc capitalised labour costs)	142.88	142.88	142.88	142.88
Total staff numbers	839.02	839.02	839.02	839.02