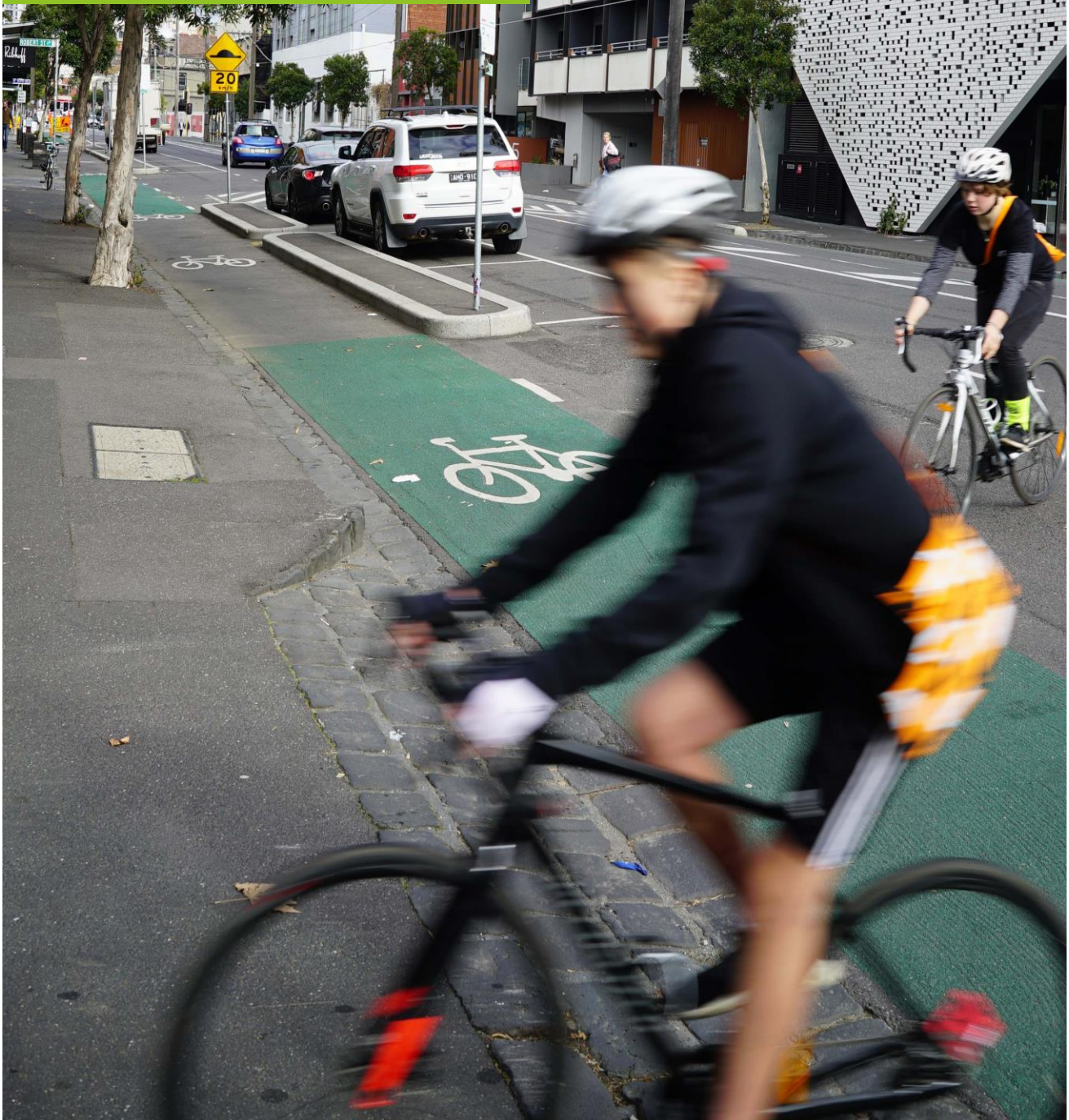




# Draft Strategic Resource Plan 2019/20 to 2022/23

Adoption in Principle 16.04.2019



## Comprehensive Income Statement For the four years ended 2022-23

	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000
<b>Income</b>				
Rates and charges	112,465	116,373	120,581	124,793
Statutory fees and fines	32,935	33,435	33,935	34,435
User fees	32,330	33,330	34,330	35,330
Grants - operating	12,541	12,422	12,733	13,051
Grants - capital	2,432	2,860	7,070	580
Contributions - monetary	4,300	4,300	4,300	4,300
Contributions - other	397	400	400	400
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	180	160	190	210
Other income	2,836	3,336	3,836	4,336
<b>Total income</b>	<b>200,416</b>	<b>206,616</b>	<b>217,375</b>	<b>217,435</b>
<b>Expenses</b>				
Employee costs	87,115	89,375	91,663	93,996
Materials and services	72,959	75,283	77,743	80,187
Depreciation and amortisation	22,800	23,300	23,800	24,300
Bad and doubtful debts	4,000	4,000	4,000	4,000
Borrowing costs	2,035	1,980	1,876	1,692
Other expenses	0	0	0	0
<b>Total expenses</b>	<b>188,909</b>	<b>193,938</b>	<b>199,082</b>	<b>204,174</b>
<b>Surplus/(deficit) for the year</b>	<b>11,507</b>	<b>12,678</b>	<b>18,294</b>	<b>13,260</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)	52,204	0	52,465	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0
<b>Items that may be reclassified to surplus or deficit in future periods</b>				
Nil				
<b>Total comprehensive result</b>	<b>63,711</b>	<b>12,678</b>	<b>70,759</b>	<b>13,260</b>

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

## Balance Sheet For the four years ended 2022-23

	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	78,532	71,030	58,146	53,822
Trade and other receivables	13,340	12,175	11,078	10,047
Other financial assets	0	0	0	0
Inventories	107	107	107	107
Non-current assets classified as held for sale	0	0	0	0
Other assets	1,014	1,014	1,014	1,014
<b>Total current assets</b>	<b>92,992</b>	<b>84,326</b>	<b>70,345</b>	<b>64,990</b>
<b>Non-current assets</b>				
Trade and other receivables	235	235	235	235
Property, infrastructure, plant and equipment	1,975,669	1,995,364	2,075,779	2,089,883
Intangible assets	0	0	0	0
<b>Total non-current assets</b>	<b>1,975,904</b>	<b>1,995,599</b>	<b>2,076,014</b>	<b>2,090,118</b>
<b>Total assets</b>	<b>2,068,896</b>	<b>2,079,925</b>	<b>2,146,359</b>	<b>2,155,109</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	9,283	9,283	9,283	9,283
Trust funds and deposits	10,906	10,906	10,906	10,906
Provisions	13,209	13,209	13,209	13,209
Interest-bearing liabilities	1,250	33,808	4,110	4,303
<b>Total current liabilities</b>	<b>34,648</b>	<b>67,206</b>	<b>37,508</b>	<b>37,701</b>
<b>Non-current liabilities</b>				
Provisions	1,398	1,398	1,398	1,398
Other Liabilities	3,230	2,830	2,430	2,030
Interest-bearing liabilities	41,280	7,472	33,245	28,942
<b>Total non-current liabilities</b>	<b>45,908</b>	<b>11,700</b>	<b>37,073</b>	<b>32,370</b>
<b>Total liabilities</b>	<b>80,556</b>	<b>78,906</b>	<b>74,581</b>	<b>70,071</b>
<b>Net assets</b>	<b>1,988,340</b>	<b>2,001,019</b>	<b>2,071,778</b>	<b>2,085,038</b>
<b>Equity</b>				
Accumulated surplus	660,506	670,056	685,322	695,576
Reserves	1,327,834	1,330,962	1,386,455	1,389,461
<b>Total Equity</b>	<b>1,988,340</b>	<b>2,001,019</b>	<b>2,071,778</b>	<b>2,085,038</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 2022-23**

2019-20	Total	Accumulated	Revaluation	Other
	\$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
Balance at beginning of the financial year	1,924,629	652,209	1,246,875	25,545
Surplus/(deficit) for the year	11,507	11,507	-	-
Net asset revaluation increment/(decrement)	52,204	-	52,204	-
Transfers to other reserves	-	(4,300)	-	4,300
Transfers from other reserves	-	1,090	-	(1,090)
<b>Balance at end of the financial year</b>	<b>1,988,340</b>	<b>660,506</b>	<b>1,299,079</b>	<b>28,755</b>

2020-21	Total	Accumulated	Revaluation	Other
	\$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
Balance at beginning of the financial year	1,988,340	660,506	1,299,079	28,755
Surplus/(deficit) for the year	12,678	12,678	-	-
Net asset revaluation increment/(decrement)	0	-	-	-
Transfers to other reserves	0	(4,300)	0	4,300
Transfers from other reserves	0	1,172	-	(1,172)
<b>Balance at end of the financial year</b>	<b>2,001,018</b>	<b>670,056</b>	<b>1,299,079</b>	<b>31,883</b>

2021-22	Total	Accumulated	Revaluation	Other
	\$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
Balance at beginning of the financial year	2,001,018	670,056	1,299,079	31,883
Surplus/(deficit) for the year	18,294	18,294	-	-
Net asset revaluation increment/(decrement)	52,465	-	52,465	-
Transfers to other reserves	0	(4,300)	0	4,300
Transfers from other reserves	0	1,272	-	(1,272)
<b>Balance at end of the financial year</b>	<b>2,071,777</b>	<b>685,321</b>	<b>1,351,544</b>	<b>34,911</b>

2022-23	Total	Accumulated	Revaluation	Other
	\$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
Balance at beginning of the financial year	2,071,777	685,321	1,351,544	34,911
Surplus/(deficit) for the year	13,260	13,260	0	0
Net asset revaluation increment/(decrement)	0	-	-	0
Transfers to other reserves	0	(4,300)	0	4,300
Transfers from other reserves	0	1,294	0	(1,294)
<b>Balance at end of the financial year</b>	<b>2,085,037</b>	<b>695,576</b>	<b>1,351,544</b>	<b>37,917</b>

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



## Statement of Cash Flows

### For the four years ended 2022-23

	2019-20 Inflows/ (Outflows) \$'000	2020-21 Inflows/ (Outflows) \$'000	2021-22 Inflows/ (Outflows) \$'000	2022-23 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>				
Rates and charges	111,340	115,209	119,376	123,545
Statutory fees and fines	31,288	31,763	32,238	32,713
User fees	32,330	33,330	34,330	35,330
Grants - operating	12,541	12,422	12,733	13,051
Grants - capital	2,432	2,860	7,070	580
Contributions - monetary	4,300	4,300	4,300	4,300
Contributions - other	397	400	400	400
Other receipts	2,836	3,336	3,836	4,336
Employee costs	(87,115)	(89,375)	(91,663)	(93,996)
Materials and services	(73,359)	(75,683)	(78,143)	(80,587)
Other payments	0	0	0	0
<b>Net cash provided by/(used in) operating activities</b>	<b>36,991</b>	<b>38,562</b>	<b>44,477</b>	<b>39,673</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(31,334)	(43,345)	(52,100)	(38,754)
Proceeds from sale of property, infrastructure, plant and equipment	530	510	540	560
<b>Net cash provided by/(used in) investing activities</b>	<b>(30,804)</b>	<b>(42,835)</b>	<b>(51,560)</b>	<b>(38,194)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(2,035)	(1,980)	(1,876)	(1,692)
Proceeds from borrowings	0	0	32,500	0
Repayment of borrowings	(1,195)	(1,250)	(36,425)	(4,110)
<b>Net cash provided by/(used in) financing activities</b>	<b>(3,230)</b>	<b>(3,230)</b>	<b>(5,801)</b>	<b>(5,802)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>2,957</b>	<b>(7,503)</b>	<b>(12,884)</b>	<b>(4,324)</b>
Cash and cash equivalents at the beginning of the financial year	75,575	78,532	71,030	58,146
<b>Cash and cash equivalents at the end of the financial year</b>	<b>78,532</b>	<b>71,029</b>	<b>58,146</b>	<b>53,822</b>

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

## Statement of Capital Works For the four years ended 2022-23

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>Property</b>				
Land	0	0	0	0
Land improvements	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	9,485	22,135	30,809	14,347
<b>Total buildings</b>	<b>9,485</b>	<b>22,135</b>	<b>30,809</b>	<b>14,347</b>
<b>Total property</b>	<b>9,485</b>	<b>22,135</b>	<b>30,809</b>	<b>14,347</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	2,702	2,347	2,392	2,791
Fixtures, fittings and furniture	0	0	0	0
Computers and telecommunications	1,709	1,367	1,047	1,029
Library books	0	0	0	0
<b>Total plant and equipment</b>	<b>4,411</b>	<b>3,714</b>	<b>3,439</b>	<b>3,820</b>
<b>Infrastructure</b>				
Roads	9,163	8,762	8,906	10,297
Bridges	20	430	0	0
Footpaths and cycleways	0	0	0	0
Drainage	0	0	0	0
Recreational, leisure and community facilities	0	0	0	0
Waste management	70	75	90	100
Parks, open space and streetscapes	3,731	4,629	5,144	5,737
Lanes	1,099	1,050	1,068	1,045
Street furniture	535	535	360	360
Urban Design/Retail Strips	761	1,054	1,240	1,803
Transport Management	2,059	962	1,045	1,246
<b>Total infrastructure</b>	<b>17,438</b>	<b>17,496</b>	<b>17,852</b>	<b>20,588</b>
<b>Total capital works expenditure</b>	<b>31,334</b>	<b>43,345</b>	<b>52,100</b>	<b>38,755</b>
<b>Represented by:</b>				
New asset expenditure	1,153	10,593	10,584	3,456
Asset renewal expenditure	23,895	27,959	27,581	24,143
Asset expansion expenditure	0	0	0	0
Asset upgrade expenditure	6,286	4,793	13,935	11,155
<b>Total capital works expenditure</b>	<b>31,334</b>	<b>43,345</b>	<b>52,100</b>	<b>38,755</b>
<b>Funding sources represented by:</b>				
Grants	2,432	2,860	7,070	580
Contributions	1,090	1,172	1,272	1,294
Council cash	27,811	39,313	43,758	36,881
Borrowings	0	0	0	0
<b>Total capital works expenditure</b>	<b>31,334</b>	<b>43,345</b>	<b>52,100</b>	<b>38,755</b>

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

**Statement of Human Resources  
For the four years ended 2022-23**

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>Staff expenditure</b>				
Employee costs - Operating	86,177	88,412	90,675	92,982
Employee costs - Capital	939	963	988	1,014
<b>Total staff expenditure</b>	<b>87,116</b>	<b>89,375</b>	<b>91,663</b>	<b>93,996</b>
	FTE	FTE	FTE	FTE
<b>Staff numbers</b>				
Employees	854.3	859.3	864.3	869.3
<b>Total staff numbers</b>	<b>854.3</b>	<b>859.3</b>	<b>864.3</b>	<b>869.3</b>

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

Other Information  
For the four years ended 2022-23

1. Summary of planned capital works expenditure

2019-20	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
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	9,485	650	5,169	0	3,666	9,485	1,369	0	8,116	0
Heritage Buildings	0					0				
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>9,485</b>	<b>650</b>	<b>5,169</b>	<b>0</b>	<b>3,666</b>	<b>9,485</b>	<b>1,369</b>	<b>0</b>	<b>8,116</b>	<b>0</b>
<b>Total property</b>	<b>9,485</b>	<b>650</b>	<b>5,169</b>	<b>0</b>	<b>3,666</b>	<b>9,485</b>	<b>1,369</b>	<b>0</b>	<b>8,116</b>	<b>0</b>
<b>Plant and equipment</b>										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,702	0	2,702	0	0	2,702	0	0	2,702	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,709	210	1,499	0	0	1,709	0	0	1,709	0
Library books	0	0	0	0	0	0	113	0	-113	0
<b>Total plant and equipment</b>	<b>4,411</b>	<b>210</b>	<b>4,201</b>	<b>0</b>	<b>0</b>	<b>4,411</b>	<b>113</b>	<b>0</b>	<b>4,298</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	9,163	195	8,968	0	0	9,163	550	0	8,613	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	0	0	0	0	0	0	0	0	0	0
Waste management	70	0	70	0	0	70	0	0	70	0
Parks, open space and streetscapes	3,731	98	3,633	0	0	3,731	0	1,090	2,641	0
Lanes	1,099	0	1,099	0	0	1,099	0	0	1,099	0
Street furniture	535	0	535	0	0	535	0	0	535	0
Urban Design/Retail Strips	761	0	200	0	561	761	0	0	761	0
Transport Management	2,059	0	0	0	2,059	2,059	400	0	1,659	0
<b>Total infrastructure</b>	<b>17,437</b>	<b>293</b>	<b>14,525</b>	<b>0</b>	<b>2,620</b>	<b>17,437</b>	<b>950</b>	<b>1,090</b>	<b>15,397</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>31,334</b>	<b>1,153</b>	<b>23,895</b>	<b>0</b>	<b>6,286</b>	<b>31,334</b>	<b>2,432</b>	<b>1,090</b>	<b>27,811</b>	<b>0</b>



Other Information  
For the four years ended 2022-23

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
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	22,135	10,025	8,598	0	3,513	22,135	2,300	0	19,835	0
Heritage Buildings	0					0			0	
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>22,135</b>	<b>10,025</b>	<b>8,598</b>	<b>0</b>	<b>3,513</b>	<b>22,135</b>	<b>2,300</b>	<b>0</b>	<b>19,835</b>	<b>0</b>
<b>Total property</b>	<b>22,135</b>	<b>10,025</b>	<b>8,598</b>	<b>0</b>	<b>3,513</b>	<b>22,135</b>	<b>2,300</b>	<b>0</b>	<b>19,835</b>	<b>0</b>
<b>Plant and equipment</b>										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,347	55	2,292	0	0	2,347	0	0	2,347	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,367	0	1,367	0	0	1,367	0	0	1,367	0
Library books	0	0	0	0	0	0	0	0	0	0
<b>Total plant and equipment</b>	<b>3,714</b>	<b>55</b>	<b>3,659</b>	<b>0</b>	<b>0</b>	<b>3,714</b>	<b>0</b>	<b>0</b>	<b>3,714</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	8,762	30	8,732	0	0	8,762	560	0	8,202	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	0	0	0	0	0	0	0	0	0	0
Waste management	75	0	75	0	0	75	0	0	75	0
Parks, open space and streetscapes	4,629	332	4,297	0	0	4,629	0	1,172	3,457	0
Lanes	1,050	0	1,050	0	0	1,050	0	0	1,050	0
Street furniture	535	0	535	0	0	535	0	0	535	0
Urban Design/Retail Strips	1,054	0	584	0	470	1,054	0	0	1,054	0
Transport Management	962	152	0	0	810	962	0	0	962	0
<b>Total infrastructure</b>	<b>17,496</b>	<b>514</b>	<b>15,703</b>	<b>0</b>	<b>1,280</b>	<b>17,496</b>	<b>560</b>	<b>1,172</b>	<b>15,764</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>43,345</b>	<b>10,593</b>	<b>27,959</b>	<b>0</b>	<b>4,793</b>	<b>43,345</b>	<b>2,860</b>	<b>1,172</b>	<b>39,313</b>	<b>0</b>

Other Information  
For the four years ended 2022-23

1. Summary of planned capital works expenditure

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
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	30,809	9,182	9,117	0	12,510	30,809	6,500	0	24,309	0
Heritage Buildings	0					0			0	
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>30,809</b>	<b>9,182</b>	<b>9,117</b>	<b>0</b>	<b>12,510</b>	<b>30,809</b>	<b>6,500</b>	<b>0</b>	<b>24,309</b>	<b>0</b>
<b>Total property</b>	<b>30,809</b>	<b>9,182</b>	<b>9,117</b>	<b>0</b>	<b>12,510</b>	<b>30,809</b>	<b>6,500</b>	<b>0</b>	<b>24,309</b>	<b>0</b>
<b>Plant and equipment</b>										
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	1,047	0	1,047	0	0	1,047	0	0	1,047	0
Library books	0	0	0	0	0	0	0	0	0	0
<b>Total plant and equipment</b>	<b>3,439</b>	<b>0</b>	<b>3,439</b>	<b>0</b>	<b>0</b>	<b>3,439</b>	<b>0</b>	<b>0</b>	<b>3,439</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	8,906	0	8,906	0	0	8,906	570	0	8,336	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	0	0	0	0	0	0	0	0	0	0
Waste management	90	0	90	0	0	90	0	0	90	0
Parks, open space and streetscapes	5,144	1,102	4,042	0	0	5,144	0	1,272	3,872	0
Lanes	1,068	0	1,068	0	0	1,068	0	0	1,068	0
Street furniture	360	0	360	0	0	360	0	0	360	0
Urban Design/Retail Strips	1,240	0	560	0	680	1,240	0	0	1,240	0
Transport Management	1,045	300	0	0	745	1,045	0	0	1,045	0
<b>Total infrastructure</b>	<b>17,852</b>	<b>1,402</b>	<b>15,026</b>	<b>0</b>	<b>1,425</b>	<b>17,852</b>	<b>570</b>	<b>1,272</b>	<b>16,010</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>52,100</b>	<b>10,584</b>	<b>27,581</b>	<b>0</b>	<b>13,935</b>	<b>52,100</b>	<b>7,070</b>	<b>1,272</b>	<b>43,758</b>	<b>0</b>

Other Information  
For the four years ended 2022-23

1. Summary of planned capital works expenditure

2022-23	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
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	14,347	1,087	4,080	0	9,180	14,347	0	0	14,347	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
<b>Total buildings</b>	<b>14,347</b>	<b>1,087</b>	<b>4,080</b>	<b>0</b>	<b>9,180</b>	<b>14,347</b>	<b>0</b>	<b>0</b>	<b>14,347</b>	<b>0</b>
<b>Total property</b>	<b>14,347</b>	<b>1,087</b>	<b>4,080</b>	<b>0</b>	<b>9,180</b>	<b>14,347</b>	<b>0</b>	<b>0</b>	<b>14,347</b>	<b>0</b>
<b>Plant and equipment</b>										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,791	0	2,791	0	0	2,791	0	0	2,791	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	1,029	0	1,029	0	0	1,029	0	0	1,029	0
Library books	0	0	0	0	0	0	0	0	0	0
<b>Total plant and equipment</b>	<b>3,820</b>	<b>0</b>	<b>3,820</b>	<b>0</b>	<b>0</b>	<b>3,820</b>	<b>0</b>	<b>0</b>	<b>3,820</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	10,297	180	10,117	0	0	10,297	580	0	9,717	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	0	0	0	0	0	0	0	0	0	0
Waste management	100	0	100	0	0	100	0	0	100	0
Parks, open space and streetscapes	5,737	1,724	4,013	0	0	5,737	0	1,294	4,443	0
Lanes	1,045	0	1,045	0	0	1,045	0	0	1,045	0
Street furniture	360	0	360	0	0	360	0	0	360	0
Urban Design/Retail Strips	1,803	0	608	0	1,195	1,803	0	0	1,803	0
Transport Management	1,245	465	0	0	780	1,245	0	0	1,245	0
<b>Total infrastructure</b>	<b>20,587</b>	<b>2,369</b>	<b>16,243</b>	<b>0</b>	<b>1,975</b>	<b>20,587</b>	<b>580</b>	<b>1,294</b>	<b>18,713</b>	<b>0</b>
<b>Total capital works expenditure</b>	<b>38,754</b>	<b>3,456</b>	<b>24,143</b>	<b>0</b>	<b>11,155</b>	<b>38,754</b>	<b>580</b>	<b>1,294</b>	<b>36,880</b>	<b>0</b>

## Other Information For the four years ended 2022-23

### 2. Summary of planned human resources expenditure

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>CEO Division</b>				
Permanent - Full time	5,135	5,267	5,401	5,538
Permanent - Part time	1,529	1,568	1,608	1,649
Casual & Temp	704	722	741	759
<b>Total</b>	<b>7,368</b>	<b>7,557</b>	<b>7,750</b>	<b>7,947</b>
<b>Corporate, Business and Financial Services</b>				
Permanent - Full time	13,406	13,751	14,101	14,459
Permanent - Part time	2,161	2,217	2,273	2,331
Casual & Temp	1,921	1,970	2,021	2,072
<b>Total</b>	<b>17,488</b>	<b>17,937</b>	<b>18,395</b>	<b>18,862</b>
<b>Community Wellbeing</b>				
Permanent - Full time	15,119	15,507	15,903	16,307
Permanent - Part time	8,757	8,982	9,211	9,445
Casual & Temp	2,595	2,662	2,730	2,799
<b>Total</b>	<b>26,471</b>	<b>27,151</b>	<b>27,843</b>	<b>28,551</b>
<b>Planning and Placemaking</b>				
Permanent - Full time	8,616	8,837	9,063	9,293
Permanent - Part time	1,442	1,479	1,517	1,555
Casual & Temp	140	144	147	151
<b>Total</b>	<b>10,198</b>	<b>10,460</b>	<b>10,727</b>	<b>10,999</b>
<b>City Works and Assets</b>				
Permanent - Full time	17,706	18,177	18,641	19,114
Permanent - Part time	4,674	4,794	4,916	5,041
Casual & Temp	3,211	3,294	3,378	3,463
<b>Total</b>	<b>25,591</b>	<b>26,265</b>	<b>26,934</b>	<b>27,619</b>
<b>Total staff expenditure</b>	<b>87,116</b>	<b>89,375</b>	<b>91,662</b>	<b>93,995</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>CEO Division</b>				
Permanent - Full time	40.0	41.0	42.0	43.0
Permanent - Part time	9.9	9.9	9.9	9.9
Casual & Temp	8.6	8.6	8.6	8.6
<b>Total</b>	<b>58.4</b>	<b>59.4</b>	<b>60.4</b>	<b>61.4</b>
<b>Corporate, Business and Financial Services</b>				
Permanent - Full time	133.0	134.0	135.0	136.0
Permanent - Part time	22.5	22.5	22.5	22.5
Casual & Temp	10.2	10.2	10.2	10.2
<b>Total</b>	<b>165.7</b>	<b>166.7</b>	<b>167.7</b>	<b>168.7</b>
<b>Community Wellbeing</b>				
Permanent - Full time	185.7	186.7	187.7	188.7
Permanent - Part time	82.3	82.3	82.3	82.3
Casual & Temp	23.7	23.7	23.7	23.7
<b>Total</b>	<b>291.8</b>	<b>292.8</b>	<b>293.8</b>	<b>294.8</b>
<b>Planning and Placemaking</b>				
Permanent - Full time	77.8	78.8	79.8	80.8
Permanent - Part time	8.0	8.0	8.0	8.0
Casual & Temp	3.0	3.0	3.0	3.0
<b>Total</b>	<b>88.8</b>	<b>89.8</b>	<b>90.8</b>	<b>91.8</b>
<b>City Works and Assets</b>				
Permanent - Full time	192.0	193.0	194.0	195.0
Permanent - Part time	35.7	35.7	35.7	35.7
Casual & Temp	22.0	22.0	22.0	22.0
<b>Total</b>	<b>249.7</b>	<b>250.7</b>	<b>251.7</b>	<b>252.7</b>
<b>Total staff numbers</b>	<b>854.3</b>	<b>859.3</b>	<b>864.3</b>	<b>869.3</b>