



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
Income				
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
Total income	200,416	206,616	217,375	217,435
Expenses				
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
Total expenses	188,909	193,938	199,082	204,174
Surplus/(deficit) for the year	11,507	12,678	18,294	13,260
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
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
Items that may be reclassified to surplus or deficit in future periods				
Nil				
Total comprehensive result	63,711	12,678	70,759	13,260

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
Assets				
Current assets				
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
Total current assets	92,992	84,326	70,345	64,990
Non-current assets				
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
Total non-current assets	1,975,904	1,995,599	2,076,014	2,090,118
Total assets	2,068,896	2,079,925	2,146,359	2,155,109
Liabilities				
Current liabilities				
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
Total current liabilities	34,648	67,206	37,508	37,701
Non-current liabilities				
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
Total non-current liabilities	45,908	11,700	37,073	32,370
Total liabilities	80,556	78,906	74,581	70,071
Net assets	1,988,340	2,001,019	2,071,778	2,085,038
Equity				
Accumulated surplus	660,506	670,056	685,322	695,576
Reserves	1,327,834	1,330,962	1,386,455	1,389,461
Total Equity	1,988,340	2,001,019	2,071,778	2,085,038

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 \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other 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)
Balance at end of the financial year	1,988,340	660,506	1,299,079	28,755

2020-21	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other 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)
Balance at end of the financial year	2,001,018	670,056	1,299,079	31,883

2021-22	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other 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)
Balance at end of the financial year	2,071,777	685,321	1,351,544	34,911

2022-23	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other 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)
Balance at end of the financial year	2,085,037	695,576	1,351,544	37,917

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
Cash flows from operating activities				
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
Net cash provided by/(used in) operating activities	36,991	38,562	44,477	39,673
Cash flows from investing activities				
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
Net cash provided by/(used in) investing activities	(30,804)	(42,835)	(51,560)	(38,194)
Cash flows from financing activities				
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)
Net cash provided by/(used in) financing activities	(3,230)	(3,230)	(5,801)	(5,802)
Net increase (decrease) in cash and cash equivalents	2,957	(7,503)	(12,884)	(4,324)
Cash and cash equivalents at the beginning of the financial year	75,575	78,532	71,030	58,146
Cash and cash equivalents at the end of the financial year	78,532	71,029	58,146	53,822

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
Property				
Land	0	0	0	0
Land improvements	0	0	0	0
Total land	0	0	0	0
Buildings	9,485	22,135	30,809	14,347
Total buildings	9,485	22,135	30,809	14,347
Total property	9,485	22,135	30,809	14,347
Plant and equipment				
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
Total plant and equipment	4,411	3,714	3,439	3,820
Infrastructure				
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
Total infrastructure	17,438	17,496	17,852	20,588
Total capital works expenditure	31,334	43,345	52,100	38,755
Represented by:				
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
Total capital works expenditure	31,334	43,345	52,100	38,755
Funding sources represented by:				
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
Total capital works expenditure	31,334	43,345	52,100	38,755

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
Staff expenditure				
Employee costs - Operating	86,177	88,412	90,675	92,982
Employee costs - Capital	939	963	988	1,014
Total staff expenditure	87,116	89,375	91,663	93,996
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	854.3	859.3	864.3	869.3
Total staff numbers	854.3	859.3	864.3	869.3

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
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
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
Total buildings	9,485	650	5,169	0	3,666	9,485	1,369	0	8,116	0
Total property	9,485	650	5,169	0	3,666	9,485	1,369	0	8,116	0
Plant and equipment										
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
Total plant and equipment	4,411	210	4,201	0	0	4,411	113	0	4,298	0
Infrastructure										
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
Total infrastructure	17,437	293	14,525	0	2,620	17,437	950	1,090	15,397	0
Total capital works expenditure	31,334	1,153	23,895	0	6,286	31,334	2,432	1,090	27,811	0

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
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	22,135	10,025	8,598	0	3,513	22,135	2,300	0	19,835	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
Total buildings	22,135	10,025	8,598	0	3,513	22,135	2,300	0	19,835	0
Total property	22,135	10,025	8,598	0	3,513	22,135	2,300	0	19,835	0
Plant and equipment										
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
Total plant and equipment	3,714	55	3,659	0	0	3,714	0	0	3,714	0
Infrastructure										
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
Total infrastructure	17,496	514	15,703	0	1,280	17,496	560	1,172	15,764	0
Total capital works expenditure	43,345	10,593	27,959	0	4,793	43,345	2,860	1,172	39,313	0

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
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
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
Total buildings	30,809	9,182	9,117	0	12,510	30,809	6,500	0	24,309	0
Total property	30,809	9,182	9,117	0	12,510	30,809	6,500	0	24,309	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	1,047	0	1,047	0	0	1,047	0	0	1,047	0
Library books	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	3,439	0	3,439	0	0	3,439	0	0	3,439	0
Infrastructure										
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
Total infrastructure	17,852	1,402	15,026	0	1,425	17,852	570	1,272	16,010	0
Total capital works expenditure	52,100	10,584	27,581	0	13,935	52,100	7,070	1,272	43,758	0

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
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
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
Total buildings	14,347	1,087	4,080	0	9,180	14,347	0	0	14,347	0
Total property	14,347	1,087	4,080	0	9,180	14,347	0	0	14,347	0
Plant and equipment										
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
Total plant and equipment	3,820	0	3,820	0	0	3,820	0	0	3,820	0
Infrastructure										
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
Total infrastructure	20,587	2,369	16,243	0	1,975	20,587	580	1,294	18,713	0
Total capital works expenditure	38,754	3,456	24,143	0	11,155	38,754	580	1,294	36,880	0

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
CEO Division				
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
Total	7,368	7,557	7,750	7,947
Corporate, Business and Financial Services				
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
Total	17,488	17,937	18,395	18,862
Community Wellbeing				
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
Total	26,471	27,151	27,843	28,551
Planning and Placemaking				
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
Total	10,198	10,460	10,727	10,999
City Works and Assets				
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
Total	25,591	26,265	26,934	27,619
Total staff expenditure	87,116	89,375	91,662	93,995
	FTE	FTE	FTE	FTE
CEO Division				
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
Total	58.4	59.4	60.4	61.4
Corporate, Business and Financial Services				
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
Total	165.7	166.7	167.7	168.7
Community Wellbeing				
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
Total	291.8	292.8	293.8	294.8
Planning and Placemaking				
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
Total	88.8	89.8	90.8	91.8
City Works and Assets				
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
Total	249.7	250.7	251.7	252.7
Total Permanent - Full time	628.5	633.5	638.5	643.5
Total Permanent - Part time	158.4	158.4	158.4	158.4
Total Casual & Temp	67.5	67.5	67.5	67.5
Total staff numbers	854.3	859.3	864.3	869.3