



Strategic Resource Plan 2019-2023

[OBJECTIVE]

Performance

EFFICIENCY AND GOOD GOVERNANCE

Manage our resources wisely to achieve
Council's strategic objectives.

A collage of four photographs of men in business suits, arranged to form the text "PEER FOR MAKE". The word "PEER" is at the top, "FOR" is in the middle, and "MAKE" is at the bottom. The photographs show men in various settings, including smiling, sitting at a desk, and working. The overall theme is professional collaboration and business success.



[POLICY CONTEXT]

‘Performance’ is about managing our resources wisely, providing organisational support services, strategic planning and risk management. We are charged with the stewardship of the resources of the municipality. Council is committed to managing its resources in a responsible, sustainable and accountable way in keeping with community expectations.

Our operations are based on responsible management, risk mitigation, strong customer service, and continuous improvement. We value our staff and recognise the integral role they play in the provision of Best Value services to our community.

We will effectively manage our resources in a changing environment, while continuing to deliver quality and value for money services. Banyule’s commitment to a culture and

practice of continuous improvement is based on our organisational Best Value Program.

Best Value ensures that all services:

- offer the best possible quality and value for money
- are responsive to community needs
- are accessible to the people they are intended for
- show continuous improvement
- are subject to regular community consultation.

We recognise that it is critical for us to protect and develop our non-financial resources to meet the needs of our community. These non-financial resources include: human resource management and organisational development; knowledge management and information services; and asset management stewardship.



We ensure the most effective management of Council's commercial assets, leases and major contracts, and we plan for the effective use of our finite resources.

We also undertake a number of internal planning roles to ensure we maintain the appropriate strategic direction of our services.

In addition, our 'Performance' objective is underpinned by an extensive policy context and a strategic framework based on the following:

- The *Local Government Act 1989* - The LG Act includes requirements around the Council Plan, the Strategic Resource Plan, the Budget, statutory reporting requirements and Best Value
- Our legal responsibilities as a business entity and employer - to adhere to all employer related legislation
- Our Banyule Management System is in line with best practice standards in Quality, Occupational Health and Safety and Environmental Management. This ensures we continue to provide quality services in a safe manner that protects people and the environment
- A number of key supporting plans and internal policies that provide direction in important support function areas, such as customer service, information management, communications, human resources, records management, financial management, procurement and asset management.

The Strategic Resource Plan

The Strategic Resource Plan outlines how Council will manage our financial and non-financial resources over the next four years to achieve our strategic objectives.

The Strategic Resource Plan consists of the following:

- The 'Performance – Efficiency and good governance' objective. This includes key directions for achieving the objective, and focus areas for the next four years
- The 'Management of our Human Resources' section, which includes statements describing the human resources required for the next four years
- The Financial Resources section, which includes information on financial position, financial statements and commentary on these.

The plan also takes into account services and initiatives contained in plans adopted by Council, as well as other information prescribed by the regulations.

The Strategic Resource Plan is prepared in accordance with the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014. This sits well with Banyule's objective of 'Performance – Efficiency and good governance'.

Our Rating Context

Our Rating Strategy is used to ensure that the Local Government Act's rating objectives of 'equity and efficiency' are achieved. It is important that Banyule City Council has a Rating Strategy in place that is transparent to the community and reviewed annually as part of the budget process.

The rating parameters set for the strategic outlook period through to 2022 are indicated currently on the basis of a 2.50% rate increase.

The indicative rates are predicated on a rate capping environment and not indicative of maintaining all Council's services at their current level.

Banyule will continue to revisit these figures each year when further information is received from the State Government on the rate cap. This will be then matched with the community's desire to maintain current service levels and capital investment versus a reduced rate environment.

Land is a finite resource in Banyule. Our Council is committed to ensuring that the effective use of land resources benefits the whole community, as each land holding contributes to the shared infrastructure and services of Council.

As such, Council differentially rates its vacant commercial, industrial and residential land to ensure an inequity in the shared contribution to infrastructure is not created through the underdevelopment of vacant land. We also strive to encourage the best use development of land.

Banyule values appropriate commercial and industrial development. However, we also acknowledge an increased impact on our shared infrastructure by these developments. We choose to differentially rate these properties to ensure an equitable outcome to infrastructure costs across our community.

We understand the shared value to our community of cultural and recreational lands. Council supports and encourages the development of this shared benefit by rating these properties at a lower level.

We update the Strategic Resource Plan annually.

What you said:

"I thought the customer service was fantastic, wanted to give it a 5 star!"

Feedback from community member



"Underpinning everything Council does is our drive to make the future better and increase opportunities for all those who work, live and do business in Banyule. The Council Plan ensures we follow this trajectory thanks to sound financial management and strategic planning so we can deliver the key initiatives and provide the vital services and facilities for the community today while looking after future generations to come." Cr Rick Garotti

Key directions for achieving our performance objective:

We will manage our resources wisely to achieve Council's strategic objectives through the following key directions:

- 5.1 Provide exceptional customer service**
- 5.2 Deliver best value services and facilities**
- 5.3 Provide responsible financial management and business planning**
- 5.4 Provide good governance and be accountable**
- 5.5 Promote an engaged and productive organisation**
- 5.6 Manage the systems and assets that support service delivery**

5.1

Provide exceptional customer service

Our focus areas

We will:

- 5.1.1 Use contemporary technologies to enable customers to interact with council when, where and how they choose**
- 5.1.2 Continue to improve the experience that the community has when dealing with Council.**
- 5.1.3 Ensure that services are provided efficiently and effectively whether the community contacts Council via telephone, in person, electronically or via letter**
- 5.1.4 Ensure that we are reporting to the community on how we are performing and where we are delivering efficiencies.**



Key Initiatives

- Implement key initiatives identified in the organisation's Customer Focus Strategy 2017-2021, including:
 - Develop an updated and responsive service model including clearly defined service levels and timeframes
 - Review organisational customer service performance measures to assist in continual improvement of Council service
 - Develop and resource a framework to ensure increased frequency of customer service refresher training for all staff
 - Continue reviewing customer contact points and processes to ensure an efficient, responsible and timely service.
- Continue implementation of the Banyule Service Promise developed in consultation with our community.
- Implement the new Banyule Complaints Handling Policy.
- Continue to explore and utilise existing and emerging technologies to:
 - Improve our customer contact experience
 - Address increasing community expectations for improved responsiveness
 - Deliver a range of self-serve options.

What you said:

"Contacted the Council a few times this year, always helpful"

Feedback from community member

5.2

Deliver best value services and facilities

Our focus areas

We will:

5.2.1 Continually review our services to ensure good value for money

5.2.2 Look for greater ways to increase our income and reduce costs

5.2.3 Actively seek non-Council sources of financial support for projects, programs and services

5.2.4 Seek investment and business opportunities that reduce reliance on traditional revenue sources, such as rates and government grants, to sustainably deliver high quality services and infrastructure to our community.

Key Initiatives

- Continue to investigate options to consolidate landholdings to maximise revenue and asset reallocation.
- Progress a Development Contribution Plan (DCP) planning scheme amendment for Council's long-term plans for capital works, and secure resources and start operating the DCP after it has been approved by the Government.
- Ensure Activity Centre Car Parking Plans consider the feasibility of development contributions towards transport infrastructure and facilities.
- Finalise a Bellfield Masterplan.
- Deliver effective and efficient sales of other Council sites proved surplus to requirement.
- Review and develop a revitalised Human Resources Strategic Plan.
- Continue to review asset management plans, renewal priorities, intervention levels and development of asset work programs, to ensure levels of service are met for the following asset categories:
 - Road Network
 - Pathways
 - Bridges
 - Stormwater Drainage System
 - Open Space Assets
 - Open Space Pathways
 - Building Facilities.

What you said (wish list):

"Affordable housing initiatives – strategic partnerships in community housing"

Feedback from community member

- Continue Council's Service Development Review Program, a targeted review program to strengthen and assess service sustainability, including:
 - Review of service provision, key needs and objectives, and delivery inputs such as consultation, benchmarking, and financial analysis and forward strategic business planning
 - Assess and report on longer term Service Planning and linked Asset Management to inform long term financial planning and service provision.
- Co-ordinate data sources and performance reporting measures, to ensure evidence based decision making, including:
 - Review and develop key organisation performance measures
 - Report on the State Government's Local Government Performance Reporting Framework (LGPRF)
 - Produce, co-ordinate and promote use of, and access to, meaningful data to inform and enhance Council's planning and service delivery e.g. Resident profile and performance assessment, community surveys, organisational benchmarking.
- Undertake innovative projects to inform and improve the delivery of efficient, effective and accessible services for older people (eg Community Based Meals & Respite, and Support for carers programs).
- Implement key actions and recommendations from the Urban Planning Service Review.
- Work together with other Northern Region Councils to actively pursue opportunities for aggregated collaborative procurement activities.

What you said:

"Keep doing what you are doing"

Feedback from community member

5.3

Provide responsible financial management and business planning

Our focus areas

We will:

5.3.1 Achieve a responsible budget within a rate capping environment

5.3.2 Effectively manage Council's commercial assets, leases and contracts

5.3.3 Review and plan for the provision of our assets to ensure they are fit for purpose and meet the service and infrastructure needs of our community now and in the future

5.3.4 Develop sound long-term plans for capital works, asset maintenance and financial management

5.3.5 Ensure transparent and accountable organisational planning and reporting

5.3.6 Ensure evidence based decision making seeking knowledge from practice, experience and research.

What you said:

"More transparent reporting and updates on how Council are using rate payer funds. More public consultation on how and what is important to invest for Banyule residents..."

Feedback from community member

Key Initiatives

- Review and update Council's capital works infrastructure plan to ensure the ongoing strategic and sustainable management of Council's assets.
- Establish and implement a Sustainable Procurement model to capture the core Social, Economic and Environmental principles, including:
 - Update Procurement Guidelines, Templates and Contracts to factor sustainable policy requirements
 - Educate, monitor and report against best practice.
- Review opportunities for continuous improvement and automation of our core financial processes.
- Develop and implement service level agreements and license agreements with community groups funded by Council and continue to provide support in the delivery of those services
- Promote the guidelines for sporting and community groups in relation to facility planning and capital works.
- Maintain performance reporting to provide transparency and simplification of information for our community.
- Continue to improve our corporate planning and reporting through better utilisation and development of systems and processes.
- Implement the Continuous Improvement Framework to strengthen the culture of learning and problem solving that provides value to our staff, customers and community.
- Manage the service delivery contracts for Council's Major outsourced Leisure and Functions facilities, including: WaterMarc Banyule, The Centre Ivanhoe, Ivanhoe Golf Course, Chelsworth Park, Community Halls, and Macleod Recreation and Fitness Centre.
- Deliver the Nillumbik Immunisation Service in an efficient and effective manner within the budget.
- Implement the 10 year asset renewal plan for open space water management, including new irrigation systems.



5.4

Provide good governance and be accountable

Our focus areas

We will:

- 5.4.1 Participate in legislative reviews and maintain a best practice and contemporary approach to good governance and accountability**
- 5.4.2 Support Councillors to meet transparency and accountability aspects of their role**
- 5.4.3 Ensure the right governance structures and practices are in place for good decision making**
- 5.4.4 Develop and implement policies and local laws to support community wellbeing**
- 5.4.5 Make informed decisions based on sound evidence and community input.**
- 5.4.6 Keep our community informed of key decisions**

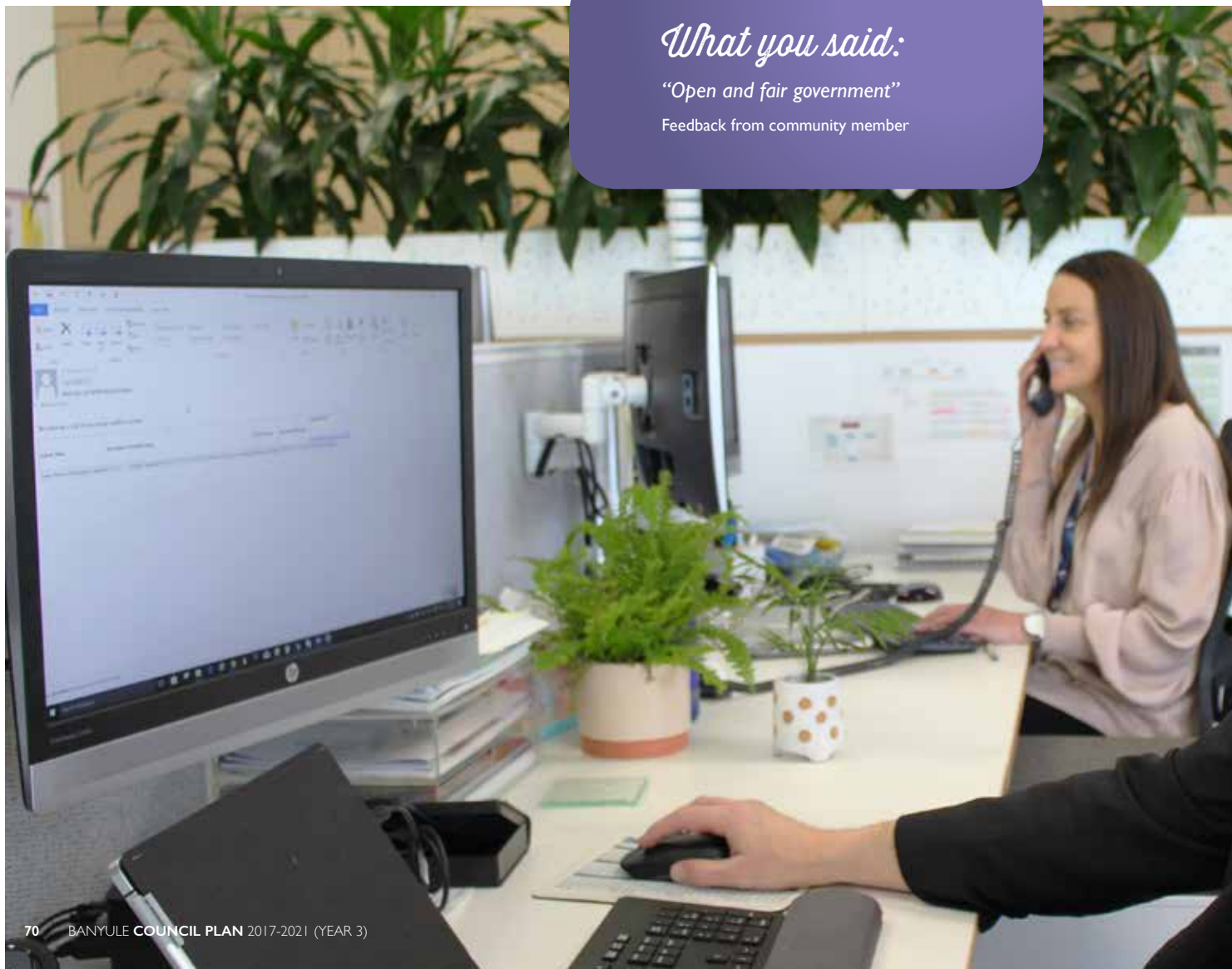
Key Initiatives

- Continue implementation, education and enforcement of our Local Law No.1.
- Effectively manage Council's reputation within the media with clear, consistent and open communication.
- Implement legislative requirements from the new Local Government Act in 2019/20.
- Develop an Integrity Framework document, including:
 - Clear roles and responsibilities for reporting to key integrity agencies
 - Procedures for mandatory reporting of suspected corruption
 - Education sessions across the organisation.
- Co-ordinate Council's participation in the Electoral Representation Review for Banyule to be undertaken by the Victorian Electoral Commission (VEC), including development of Council's submission to the Review.

What you said:

"Open and fair government"

Feedback from community member



5.5

Promote an engaged and productive organisation

Our focus areas

We will:

5.5.1 Ensure the senior leaders are equipped to manage and develop their staff.

5.5.2 Listen to staff feedback and promote activities that foster a positive culture.

5.5.3 Ensure the organisational values are communicated, understood and modelled.

5.5.4 Ensure we have the right people, at the right time, in the right place to deliver quality services across the organisation

5.5.5 Develop and support our people to be productive, skilled and engaged

5.5.6 Ensure our people and workplaces remain safe

Key Initiatives

- Facilitate the rollout of Council's Leadership Development Framework to strengthen the leadership capabilities of supervisory staff.
- Support the organisation to achieve improved Alignment and Engagement staff survey results to increase productivity, retention of high performing staff and efficiency that results from high employee satisfaction.
- Identify and deliver relevant learning and development offerings to support Council goals, objectives and directions.
- Provide leadership in supporting, addressing and advocating for prevention of violence against women through:
 - Increasing organisational awareness of gender equity, and how it may impact the workforce, and
 - Continuing procedures, processes, and educative programs that advocate on behalf of, and support employees experiencing family violence.
- Build on the implementation of the Working Together Working Better Values by promoting positive behaviours through appropriate feedback, reward and recognition and development opportunities.
- Prepare for negotiations for Enterprise Agreement No.8, with a focus on achieving a fair outcome that supports a sustainable organisation so that employment is sustainable, including terms and conditions that are contemporary and relevant to a modern workforce.
- Review Banyule's Child Safe Policy and continue to ensure the Child Safe Standards are embedded in our conduct, operations and culture.



5.6

Manage the systems and assets that support service delivery

Our focus areas

We will:

5.6.1 Upgrade and maintain our core IT systems and infrastructure

5.6.2 Invest in new technology and innovative solutions to deliver operational efficiencies and improve the customer experience

5.6.3 Manage and strengthen the systems and processes which securely maintain our corporate records and information

5.6.4 Apply sound risk management practices that meet defined local government industry standards

5.6.5 Continue to provide a sustainable, cost effective and safe fleet.

Key Initiatives

- Deliver our Digital Transformation Strategy to enable Council to continue to respond in a rapidly changing ICT (information and communications technology) environment, including:
 - Target improvement of organisational systems as prioritised by the organisation's ICT Steering Committee
 - Develop innovative technologies to improve the customer experience when interacting with Council
 - Embrace a 'cloud first' approach to improve efficiency and effectiveness of resource allocation with a focus on continuous improvement
 - Maintain and provide a reliable and stable ICT environment to the organisation (eg. network access, and system and information security)
 - Continue to provide reliable and dependable ICT support to enable the organisation to deliver services to the community.
- Implement enhancements to the Electronic Document Records Management System (EDRMS) to provide resource efficiencies and improvements in information management practices.
- Continue to provide records and information management services that support the increase in electronic communication methods and the shift to a digital workforce.
- Maintain and enhance Council's Project Management Framework to improve consistency in project delivery across the organisation.

- Continue to provide a cost effective and environmental fleet, supported by an efficient and responsive fleet management team and workshop.
- Continue to explore opportunities for reducing the size of Council's fleet whilst meeting the organisation's requirement to maintain service delivery.
- Develop and implement fleet environmental improvement initiatives that contribute to meeting Council's target of climate neutrality by 2028.
- Maintain our assets including waste infrastructure facilities: the Rethink Centre, Waste Recovery Centre, and Material Recycling Centre.
- Continue to apply the Planning and Building Enforcement Framework, including:
 - Working with the Victorian Building association in relation to cladding and swimming pool safety
 - Undertaking an audit and replacement program to ensure trees removed under permits are replaced.
- Ensure Business Continuity Plan documents are reviewed, revised and kept current.
- Continue to refine, monitor and implement a disaster recovery solution (technology platform) to meet Council's business continuity requirements.
- Review and communicate mechanisms and processes to apply clear and sound risk management practices that meet local government and industry standards.
- Maintain the organisation wide Banyule Management System in line with best practice standards in quality, occupational health and safety, environmental management, and continuous improvement.

What you said:

"You need to create specific targets and service level commitments which are measurable and use these to demonstrate how the Council is delivering value for money."

"Always room for improvement, but it's a two way street."

Feedback from community members

STRATEGIC INDICATORS

How we will measure our performance against this objective is detailed in **Appendix A** - Strategic Indicators.

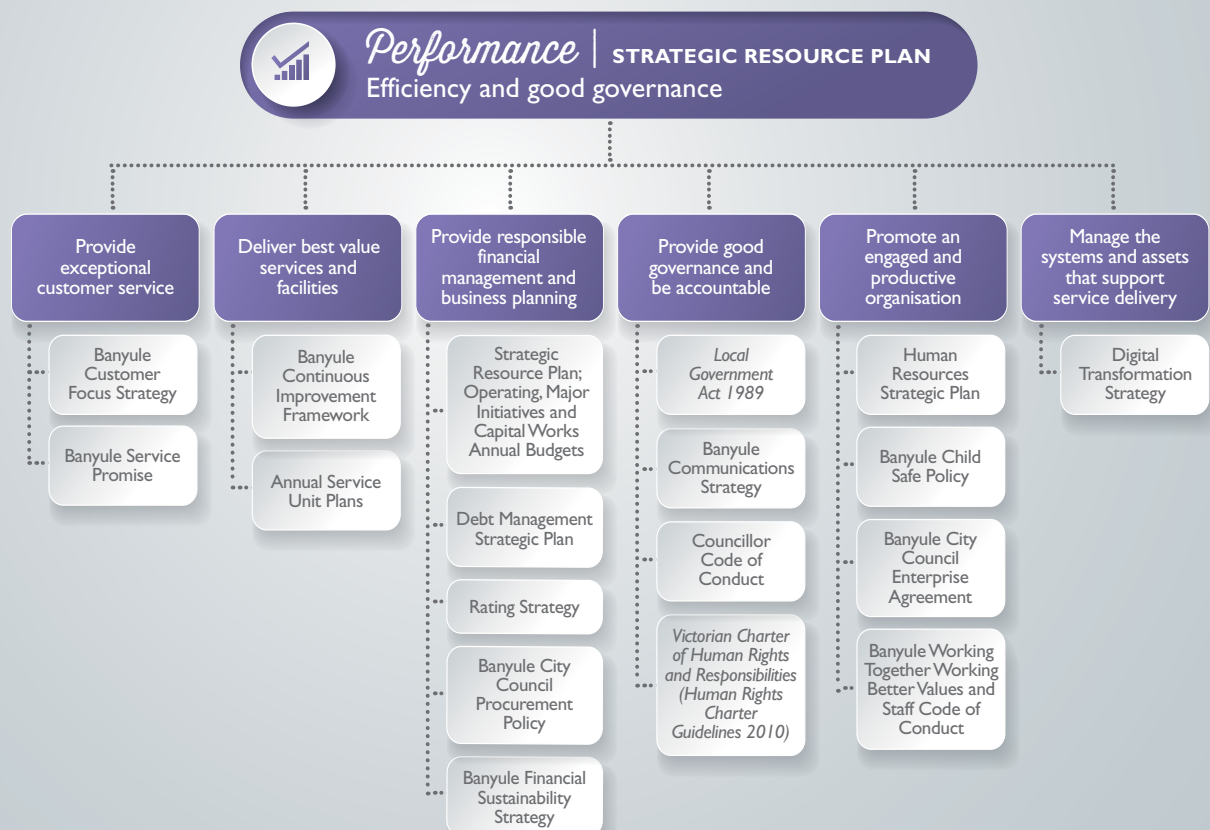
SUPPORTING PLANS

This objective is also supported by a range of current plans and documents.

- Banyule Customer Focus Strategy
- Banyule Service Promise
- Banyule Continuous Improvement Framework
- Annual Service Unit Plans
- Strategic Resource Plan: Operating, Major Initiatives and Capital Works annual budgets
- Banyule Financial Sustainability Strategy.
- Rating Strategy
- Debt Management Strategic Plan
- Banyule City Council Procurement Policy
- Local Government Act 1989
- Banyule Communications Strategy
- Councillor Code of Conduct
- Victorian Charter of Human Rights and Responsibilities (*Human Rights Charter Guidelines 2010*)
- Human Resources Strategic Plan
- Banyule City Council Enterprise Agreement
- Banyule Working Together Working Better Values and Staff Code of Conduct
- Banyule Child Safe Policy
- Digital Transformation Strategy.

Supporting Plans

This objective is also supported by a range of current plans and documents.



Statement of the management of our human resources



Council expects to maintain a stable workforce but anticipates there will be requirements to respond to project demands that may drive temporary increases in staff numbers.

A knowledgeable, engaged and dedicated workforce is integral to achieving the practical outcomes of our Council Plan. Our people are our most valuable asset, and the Human Resources Strategic Plan has been developed to support the Council organisation in achieving the goals of servicing the needs of our community through our people.

The Human Resources Strategic Plan commits to strategic, high value and contemporary human resource systems and programs that enable customer focused, productive and high quality services to the community now and into the future.

In particular, we will:

- Ensure the 'best fit' candidates are appointed to roles via a rigorous and targeted recruitment process
- Develop system enhancements to ensure people administration is compliant, contemporary and accurate
- Continue to develop a relevant and accessible leadership and development framework for all staff to invest in their careers with Council
- Promote a supportive workforce culture that embraces shared organisational values
- Foster a culture of workplace safety in all our operations.



Banyule City Council employee staffing numbers

A summary of the percentage of Equivalent Full Time (EFT) council staff by directorate, employment type and gender as at 30 June 2018 is set out below:

Employment type (gender)	Executive EFT as %	Assets and City Services EFT as %	City Development EFT as %	Community Programs EFT as %	Corporate Services EFT as %	Total EFT as %
Full Time (Female)	20.00	11.17	21.50	32.41	47.16	26.44
Full Time (Male)	80.00	86.54	48.00	7.07	28.64	40.39
Part Time (Female)	-	1.89	22.17	46.10	23.05	25.79
Part Time (Male)	-	0.34	7.16	8.25	-	4.54
Casual (Female)	-	0.06	0.27	4.27	0.61	1.86
Casual (Male)	-	0.00	0.90	1.90	0.54	0.98
Total	100.00	100.00	100.00	100.00	100.00	100.00

Note: *Report based on data as at 30 June 2018, as reported in Banyule's Annual Report 2017/2018

The following table provides a projection for 2019/2020 of the percentage of Equivalent Full Time (EFT) council staff by organisational department structure, employment type and gender:

Organisation	Work Status			Gender	
	Full Time Employees 2019/20	Part Time Employees 2019/20	Casual Employees 2019/20	Male Employees 2019/20	Female Employees 2019/20
	%	%	%	%	%
Grand Total	67.64	28.90	3.46	44.24	55.76
Core Corporate					
Executive and Planning	75.41	24.59	-	60.33	39.67
Total Core Corporate	75.41	24.59	-	60.33	39.67
Corporate Services					
Finance and Procurement	90.58	9.42	-	28.99	71.01
Human Resources	54.15	45.85	-	5.69	94.31
Organisational Systems	84.94	15.06	-	55.56	44.44
Governance and Communication	63.49	31.68	4.83	20.57	79.43
Total Corporate Services	75.98	22.44	1.58	30.70	69.30
Assets and City Services					
Operations	98.28	1.62	0.10	89.68	10.32
Delivery and Assets	96.62	3.38	-	83.55	16.45
Parks and Gardens	97.78	2.22	-	82.22	17.78
Total Assets and City Services	97.78	2.18	0.04	85.39	14.61
Community Programs					
Health and Aged Services	30.55	63.63	5.82	11.53	88.68
Leisure, Recreation and Cultural Services	37.47	48.13	14.40	30.60	69.40
Youth and Family Services	47.33	46.74	5.93	5.87	94.13
Total Community Programs	39.00	55.77	5.23	14.61	85.39
City Development					
Environment & Place	90.02	9.98	-	37.51	62.49
Planning & Buildings	80.55	16.94	2.51	63.48	36.52
Property	82.64	17.36		55.10	44.90
Transport	42.64	56.08	1.28	47.70	53.30
Total City Development	71.69	26.94	1.37	51.64	48.36

Note: For further information on Council's stable workforce over the period of the Strategic Resource Plan, please refer to the Financial Statements section: 'Statement of Human Resources', and 'Other Information – Summary of Planned Human Resources'.

Financial Resources

Financial Position

Banyule City Council has a Financial Plan covering the four-year period from 1 July 2019 to 30 June 2023. This plan is a key component of the Strategic Resource Plan (SRP) and provides the demonstrated financial stability, accountability and strategy to support our operations. This four-year projection outlines our financial strategies that support our service obligations; capital works aspirations and asset renewal objectives. Specifically to:

- Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
- Establish a financial measurement framework against Council's plans and policies.
- Ensure that Council complies with sound financial management principles, as required by the **Local Government Act (1989)** and plan for the long-term financial sustainability of Council.

In preparing the Financial Plan, the Council has complied with the following principles of sound financial management to:

- Generate sufficient cash to fund Capital Works and meet the asset renewal requirements as outlined by the VAGO financial sustainability ratios.
- Encourage more operational innovation to enhance operating activities and control expenditure at levels that are able to consistently support the funding requirements of the Capital Works program and provision of quality services.
- Support the growth of non-rate revenue to achieve greater diversification of the current revenue base and provide flexibility within which to better manage rate revenue increases to within the rate cap.
- Balance meeting the ongoing core service needs of our community, expectations and quality of delivery with the ongoing achievement of long term financial sustainability.
- Delivery of a rating strategy based on stability, equity, efficiency and transparency.
- Delivery of a debt management strategic plan to ensure decisions and opportunities can be accommodated within a context of responsible, sustainable financial management.

Further details of the key directions and assumptions that underpin the development of the Financial Plan include:

Rate Cap

Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in Councils' rates for the forthcoming financial year. The rate cap is set at 2.50% for the 2019/20 financial year and Council has projected 2.50% for the following 3 years of this Financial Plan. Rating levels have been set to balance the increasing asset renewal pressures faced by Council and the State Government rate capping legislation. To support this the plan also aims to focus on increases from alternate funding sources other than rates for major capital projects.

The assumption for the remaining revenue categories is 2.50% increase per year - in line with Consumer Price Index (CPI). In addition, Grant funding is based on confirmed funding levels, with the Victoria Grants Commission (VGC) payable to Council projected to reduce over the next few years to the minimum entitlement payable by the VGC.

Debt Management

The current debt management principle from Council is to work toward reducing debt.

In the past, Banyule City Council has accessed debt funding as an effective mechanism in financing a range of major infrastructure assets, such as our aquatic centres, and of which, continue to provide significant benefits to residents of this council. The projects against which Council have borrowed have all been successfully delivered (providing both financial and non-financial return and benefits to Council and its community).

To continue to support sustainable development on major capital projects, Council will seek to maximise external funding opportunities, such as applying for government grants and rely on high financial return projects as the main funding resources.

Cash Reserves and Cash Balance

One of Council's financial sustainability strategies is to evaluate its property portfolio and explore investment and development opportunities (i.e. to identify investment opportunities through strategic property acquisition, development & disposal, including surplus property to councils need). Funding these activities from the Strategic Property Reserve is a viable alternate source of revenue for Council's Capital Works Programs.

Council will also continue to undertake critical appraisal of Council assets to ensure the best possible return on investment is being achieved for our community, matched with investment policy limits and the debt management strategic plan principles in place.

User Fees and Charges

Fees and Charges are the second major source of revenue for Council, representing 19%. These fall into two categories - statutory fees and user fees. Council has discretion in setting the user fees. It has identified the importance of keeping fees and charges, where practical, at affordable levels. Council have therefore not increased a number of its fees in 2019/2020, which will assist those less advantaged within the community to access Council services.

Continuous Improvement and Prudent Management

Council will continue to provide levels of service in line with the Best Value principles and reasonable community service level expectations based on community consultation. A mandate has been set for continuous improvement and delivery of efficiencies from within the operational budget.

In this Financial Plan a number of strategies have been applied to meet the appropriate service needs of our community and remain financially sustainable. These strategies include to continue to conduct service reviews to ensure operations meet quality, cost and service standards in line with community expectations. Council will continue to leverage off the existing business improvement program to develop and implement a Continuous Improvement program to deliver operational efficiency.

Capital investment for the maintenance and renewal of existing systems and infrastructure and additional funding towards new systems will aid in the provision of operational efficiency and customer capability. Council will also continue to actively participate in collaborative opportunities with the Northern Region councils in an effort to achieve greater value of money.

Council will continue to attract appropriate skills and be considered an employer of choice. Salaries and wages will increase in line with the agreed enterprise agreement with subsequent CPI growth in future years. Council's employee benefit expenditure reflects the Enterprise Agreement 2.10% for 2019/20. Other expenditure categories are assumed at 2.50% CPI.

Capital Works and Initiatives

Capital Works and Major Initiative programs are an essential component of the Financial Plan as it provides an indicator of the necessary financial commitment which would adequately sustain Council's asset base in future years. Securing a reliable funding resource for the program of works is a key step for Council under the environment of rate capping. In this Financial Plan Council will be in a better position to be able to expand upon its operational budget contribution to Capital Works and Initiative programs under its planned debt reduction strategy and continuous improvement principle and the position of Council's cash reserve.

In preparing the Financial Plan, the Council has identified the following challenges:

- Rate Capping - Council is confident that it can continue to manage the rate increase within the rate cap over the next four years based on its financial scenario analysis. The rate cap for 2019/20 is 2.50%.
- Capital Expenditure – Under the rate capping environment capital expenditure is a continuous challenge for Council to meet its stewardship of the assets. The 2019-2023 Capital Works program has been prepared and will require funding of \$180.76m over the next four years.
- Waste Disposal and recycling costs– the costs associated with the disposal of waste into landfill and kerbside collection of household recyclable waste are impacted by the State Government land fill levy charges and the changes to China's recycling policy. Waste management plans will assist to better manage waste and educate within the municipality.
- Costing shifting - Local Government provides a service to the community on behalf of the State and Commonwealth Government. Over time the funds received by local governments have not increased in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervisors, library services and home and community care for aged residents. Council will closely monitor its services in these areas and advocate to ensure equity under the 'fair go rates system' rate cap environment.
- Investment Income – Record low domestic interest rates provide minimal opportunity to generate enhanced returns within the current investment portfolio. Alternate investment types are available in the market and Council will review its current investment strategy to access these opportunities, as appropriate.
- Utility costs – Strategies, such as solar panels and efficient street lighting projects, continue to be effective to reduce usage. Council in 2018 entered into new electricity contracts for its small and large sites across the municipality. Utility costs have thus been set according to the contract rates.
- Enterprise Agreement - The agreement came into effect on 21 June 2018, and applies until 30 June 2020.
- Financial sustainability – An enhanced focus on asset renewal, upgrade, and service delivery to meet demand is challenging and utilising key financial sustainable ratios assist to monitor and highlight issues for appropriate discussion and decision making.

The following pages present the Financial Plan for the four years from 1 July 2019 to 30 June 2023. The Financial Plan takes into account the strategic objectives and key directions (strategies) as specified in the Council Plan and expresses them in financial terms as briefly summarised in the individual financial statements and statement of Human Resources.

Commentary on the Financial Statements and Statement of Human Resources for the Strategic Resource Plan

The Strategic Resource Plan (SRP) is Council's longer term report to our community which outlines the resources required to achieve the objectives detailed in the Council Plan over the next four years.

The following five Financial Statements and Statement of Human Resources for the Strategic Resource Plan form a special purpose financial report prepared specifically to meet the requirements of the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

These Financial Statements together with their explanatory notes each provide information in relation to an aspect of Council's financial management. They should all be read in conjunction with each other, to obtain an overall understanding of Council's financial position and management.

The Financial Statements for the SRP: Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works, are all prepared on bases consistent with the Budget and the Financial Statements.

Commentary on the Comprehensive Income Statement for the Strategic Resource Plan

The Comprehensive Income Statement for the SRP shows what is expected to happen during the next four years in terms of income and expenses from all activities. The 'bottom line' shows the net result (surplus or deficit) for the reporting periods.

The Comprehensive Income Statement requires expenses and income to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

Commentary on the Balance Sheet for the Strategic Resource Plan

The Balance Sheet for the SRP shows a snapshot of the expected financial position at the end of each of the next four years. It shows the total of what is owned (assets) less what is owed (liabilities). The line in the balance sheet shown as net assets is the net worth of Council.

The change in net assets from one year to another year shows how the financial position has changed over that period. The assets and liabilities are separated into current and non-current.

Current means those assets or liabilities that will fall due in the next 12 months.

Commentary on the Statement of Changes in Equity for the Strategic Resource Plan

The Statement of Changes in Equity for the SRP sets out the movements in Council's equity for each of the budgeted four years. The statement shows the movement in the:

- Surplus or deficit for the year
- Transfer to and from asset replacement reserves
- Transfer to and from the asset revaluation reserve.

These movements account for the difference in the opening and closing balances of equity.

Commentary on the Statement of Cash Flows for the Strategic Resource Plan

The Statement of Cash Flows for the SRP shows what is expected to happen during the next four years in terms of cash. It explains the cash movements during the year, which is represented by the difference in the cash balance at the beginning and the end of the year.

The net cash flow from operating activities shows how much cash is expected to remain after the cost of providing services to the community is covered. This remaining cash may be invested in things such as capital works.

The information in the Statement of Cash Flows helps us assess our ability to generate cash flows, meet financial commitments as they fall due (including the servicing of borrowings), fund changes in the scope or nature of activities and obtain external finance.

Commentary on the Statement of Capital Works for the Strategic Resource Plan

The Statement of Capital Works for the SRP sets out all expected capital expenditure in relation to non-current assets for each of the next four years. It also shows the amount of capital works expenditure that is expected to be made renewing, upgrading, expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs:

- New Capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. It may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.
- Capital Renewal expenditure reinstates existing assets and returns them to their original service life. It has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

- Capital Expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure that increases future operating and maintenance costs, because it increases Council's asset base, but may be associated with additional revenue from the new user group.
- Capital Upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the Council's asset base.

Commentary on the Statement of Human Resources for the Strategic Resource Plan

The Statement of Human Resources for the SRP sets out the anticipated dollar cost of employing Council's staff for the next four years. The statement also shows the number of Equivalent Full Time (EFT) staff employed in the 2019/2020 year and the anticipated staff numbers over the following three years.





Financial Statements

The Financial Statements include the following:

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources.

In accordance with the Local Government Strategic Resource Plan Better Practice Guide 2019 (provided by Local Government Victoria, Department of Environment, Land, Water and Planning), the following is also included:

Other Information:

Summary of Planned Capital Works Expenditure

Summary of Planned Human Resources:

- Expenditure
- Staff Numbers.

Comprehensive Income Statement

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income					
Rates and charges	100,401	103,268	106,117	109,236	112,436
Grants - Operating	10,774	10,806	12,192	12,257	12,381
Grants - Capital	5,723	3,297	1,495	1,520	1,895
Statutory fees and fines	10,301	10,506	10,728	11,175	11,319
User fees and charges	19,738	19,656	20,047	20,564	21,099
Contributions income	5,577	5,242	4,701	4,756	4,762
Interest income	3,057	2,498	2,402	2,577	3,013
Rental income	2,329	2,531	2,536	2,617	2,700
Net gain on disposal of property, infrastructure, plant and equipment	355	165	162	229	153
Other income	1,522	662	592	606	612
Total income	159,777	158,631	160,972	165,537	170,370
Expenses					
Employee costs	67,290	68,713	70,520	72,808	74,607
Materials and services	43,242	43,914	44,342	43,757	43,791
Utility charges	4,503	4,568	4,821	4,966	5,115
Depreciation and amortisation	20,459	21,539	22,794	23,812	24,986
Borrowing costs	2,546	2,457	2,339	1,905	1,666
Donations expenditure	603	623	609	612	618
Contribution expense	8,440	9,015	6,545	6,678	6,815
Other expenses	1,878	1,814	1,897	1,931	1,966
Total expenses	148,961	152,643	153,867	156,469	159,564
Surplus for the year	10,816	5,988	7,105	9,068	10,806
Total comprehensive result	10,816	5,988	7,105	9,068	10,806

Balance Sheet

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets					
Current assets					
Cash and cash equivalents	21,401	14,808	14,576	13,936	19,948
Trade and other receivables	10,286	10,346	10,500	10,753	10,977
Other financial assets	85,605	59,235	58,301	55,731	79,778
Inventories	51	51	51	51	51
Other assets	1,373	1,373	1,373	1,373	1,373
Total current assets	118,716	85,813	84,801	81,844	112,127
Non-current assets					
Trade and other receivables	270	270	270	270	270
Investments in associates, joint arrangement and subsidiaries	3,473	3,473	3,473	3,473	3,473
Property, infrastructure, plant & equipment	1,613,776	1,650,732	1,657,615	1,660,057	1,640,816
Investment property	12,115	12,115	12,115	12,115	12,115
Intangible assets	2,550	3,738	4,071	4,148	3,700
Total non-current assets	1,632,184	1,670,328	1,677,544	1,680,063	1,660,374
Total assets	1,750,900	1,756,141	1,762,345	1,761,907	1,772,501
Liabilities					
Current liabilities					
Trade and other payables	13,965	14,288	14,572	14,823	15,043
Trust funds and deposits	2,180	2,180	2,180	2,180	2,180
Provisions	14,989	15,463	15,950	16,450	16,957
Interest-bearing liabilities	1,544	1,672	10,257	939	1,014
Total current liabilities	32,678	33,603	42,959	34,392	35,194
Non-current liabilities					
Provisions	1,198	1,198	1,198	1,198	1,198
Trust funds and deposits	817	817	817	817	817
Interest-bearing liabilities	32,739	31,067	20,810	19,871	18,857
Total non-current liabilities	34,754	33,082	22,825	21,886	20,872
Total liabilities	67,432	66,685	65,784	56,278	56,066
Net assets	1,683,468	1,689,456	1,696,561	1,705,629	1,716,435
Equity					
Accumulated surplus	487,065	516,606	525,387	538,311	519,628
Reserves	1,196,403	1,172,850	1,171,174	1,167,318	1,196,807
Total equity	1,683,468	1,689,456	1,696,561	1,705,629	1,716,435

Statement of Changes in Equity

For the four years ending 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual				
Balance at beginning of the financial year	1,672,652	454,692	1,149,096	68,864
Surplus for the year	10,816	10,816	-	-
Transfers to other reserves	-	(15,163)	-	15,163
Transfers from other reserves	-	36,720	-	(36,720)
Balance at end of the financial year	1,683,468	487,065	1,149,096	47,307
2020 Budget				
Balance at beginning of the financial year	1,683,468	487,065	1,149,096	47,307
Surplus for the year	5,988	5,988	-	-
Transfers to other reserves	-	(18,640)	-	18,640
Transfers from other reserves	-	42,193	-	(42,193)
Balance at end of the financial year	1,689,456	516,606	1,149,096	23,754
2021				
Balance at beginning of the financial year	1,689,456	516,606	1,149,096	23,754
Surplus for the year	7,105	7,105	-	-
Transfers to other reserves	-	(25,714)	-	25,714
Transfers from other reserves	-	27,390	-	(27,390)
Balance at end of the financial year	1,696,561	525,387	1,149,096	22,078
2022				
Balance at beginning of the financial year	1,696,561	525,387	1,149,096	22,078
Surplus for the year	9,068	9,068	-	-
Transfers to other reserves	-	(37,728)	-	37,728
Transfers from other reserves	-	41,584	-	(41,584)
Balance at end of the financial year	1,705,629	538,311	1,149,096	18,222
2023				
Balance at beginning of the financial year	1,705,629	538,311	1,149,096	18,222
Surplus for the year	10,806	10,806	-	-
Transfers to other reserves	-	(39,621)	-	39,621
Transfers from other reserves	-	10,132	-	(10,132)
Balance at end of the financial year	1,716,435	519,628	1,149,096	47,711

Statement of Cash Flows

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections		
	Inflows (Outflows)		2020/21 \$'000 Inflows (Outflows)	2021/22 \$'000 Inflows (Outflows)	2022/23 \$'000 Inflows (Outflows)
Cash flows from operating activities					
Receipts:					
Rates and charges	101,628	103,181	106,032	109,142	112,340
Grants - operating	11,423	10,806	12,192	12,257	12,381
Grants - capital	5,723	3,297	1,495	1,520	1,895
Statutory fees and fines	10,030	10,461	10,679	11,077	11,287
User fees and charges	20,629	19,663	20,016	20,523	21,056
Contributions - monetary	5,580	5,242	4,701	4,757	4,762
Interest received	3,997	2,565	2,413	2,555	2,961
Rental income	2,315	2,529	2,536	2,617	2,699
Other receipts	1,522	662	592	606	612
Payments:					
Employee costs	(67,409)	(68,056)	(69,839)	(71,934)	(73,887)
Materials and services	(42,140)	(43,774)	(44,252)	(43,879)	(43,784)
Other payments	(15,424)	(16,020)	(13,872)	(14,187)	(14,514)
Net cash provided by operating activities	37,874	30,556	32,693	35,054	37,808
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(51,092)	(62,845)	(39,857)	(47,430)	(26,410)
Payments for leasehold improvements and intangible assets	(656)	(1,500)	(1,500)	(720)	(500)
Proceeds from sale of property, infrastructure, plant and equipment	1,421	4,827	11,509	22,048	21,765
Net (purchases)/redemption of financial assets	34,445	26,370	934	2,570	(24,047)
Net cash used in investing activities	(15,882)	(33,148)	(28,914)	(23,532)	(29,192)
Cash flows from financing activities					
Borrowing costs - interest	(2,557)	(2,457)	(2,339)	(1,905)	(1,665)
Repayment of borrowings	(1,460)	(1,544)	(1,672)	(10,257)	(939)
Net cash used in financing activities	(4,017)	(4,001)	(4,011)	(12,162)	(2,604)
Net increase/(decrease) in cash & cash equivalents	17,975	(6,593)	(232)	(640)	6,012
Cash and cash equivalents at the beginning of the financial year	3,426	21,401	14,808	14,576	13,936
Cash and cash equivalents at the end of the financial year	21,401	14,808	14,576	13,936	19,948

Statement of Capital Works

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Infrastructure					
Roads, street and bridges	7,977	9,368	7,073	7,606	8,198
Drainage	697	2,100	1,950	2,010	1,940
Parks and gardens	7,424	11,205	5,621	4,034	3,981
Playground	680	755	630	630	630
Total infrastructure	16,778	23,428	15,274	14,280	14,749
Property					
Freehold land	4,369	1,000	-	-	-
Freehold buildings	20,151	31,826	20,317	26,284	6,341
Total property	24,520	32,826	20,317	26,284	6,341
Plant and equipment					
Motor vehicles	7,240	5,406	2,856	5,196	3,525
Plant and equipment	2,134	785	1,060	1,400	1,445
Furniture and fittings	256	385	235	235	235
Total plant and equipment	9,630	6,576	4,151	6,831	5,205
Other assets					
Art Collection	164	15	115	35	115
Total other assets	164	15	115	35	115
Intangible assets					
Software	656	1,500	1,500	720	500
Total intangible assets	656	1,500	1,500	720	500
Total capital works expenditure	51,748	64,345	41,357	48,150	26,910
Represented by:					
Asset renewal expenditure	31,390	33,396	22,684	23,990	19,073
Asset upgrade expenditure	12,324	26,900	8,327	10,315	5,417
Asset expansion expenditure	2,179	1,710	573	2,570	485
Asset new expenditure	5,855	2,339	9,773	11,275	1,935
Total capital works expenditure	51,748	64,345	41,357	48,150	26,910
Funding sources represented by:					
Government grant	2,895	4,924	494	494	844
Contribution	6,480	8,420	5,593	3,720	3,920
Council Cash	42,373	51,001	35,270	43,936	22,146
Total capital works expenditure	51,748	64,345	41,357	48,150	26,910

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual(*) 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff expenditure					
Employee costs - operating	67,290	68,713	70,520	72,808	74,607
Employee costs - capital	875	1,336	1,281	1,306	1,020
Total staff expenditure	68,165	70,049	71,801	74,114	75,627
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees - expensed	653.09	672.00	669.02	668.02	660.42
Employees – capitalised (estimated)	7.00	11.00	11.00	11.00	9.00
Total staff numbers	660.09	683.00	680.02	679.02	669.42

(*) Forecast Actual 2018/2019 equivalent full time (EFT) reflects filled position and forecast to be filled.

Note: EFT means number of 'Equivalent Full Time' staff.

Other Information

For the four years ending 30 June 2023

Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Council Cash \$'000	Government Grants \$'000	Contributions \$'000
Year 1 (2019/20)									
Infrastructure									
Roads, Streets, Bridges	9,368	6,540	1,547	1,010	271	9,368	8,874	494	0
Drainage	2,100	841	1,039	25	195	2,100	2,020	80	0
Parks and Gardens	11,205	5,871	4,246	660	428	11,205	1,484	2,250	7,471
Playgrounds	755	693	62	0	0	755	0	0	755
Total Infrastructure	23,428	13,945	6,894	1,695	894	23,428	12,378	2,824	8,226
Property									
Freehold Land	1,000	0	1,000	0	0	1,000	1,000	0	0
Freehold Buildings	31,826	12,436	18,145	0	1,245	31,826	29,532	2,100	194
Total Property	32,826	12,436	19,145	0	1,245	32,826	30,532	2,100	194
Plant and Equipment									
Motor Vehicles	5,406	4,685	521	0	200	5,406	5,406	0	0
Plant and Equipment	785	645	140	0	0	785	785	0	0
Furniture and Fittings	385	335	50	0	0	385	385	0	0
Total Plant and Equipment	6,576	5,665	711	0	200	6,576	6,576	0	0
Other Assets									
Art Collection	15	0	0	15	0	15	15	0	0
Total Other Assets	15	0	0	15	0	15	15	0	0
Intangible Assets									
Intangible Assets	1,500	1,350	150	0	0	1,500	1,500	0	0
Total Intangible Assets	1,500	1,350	150	0	0	1,500	1,500	0	0
Total 2019/2020 Capital Works Expenditure	64,345	33,396	26,900	1,710	2,339	64,345	51,001	4,924	8,420

Other Information

For the four years ending 30 June 2023

Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Council Cash \$'000	Government Grants \$'000	Contributions \$'000
Year 2 (2020/21)									
Infrastructure									
Roads, Streets, Bridges	7,073	6,031	727	160	155	7,073	6,579	494	0
Drainage	1,950	750	1,200	0	0	1,950	1,950	0	0
Parks and Gardens	5,621	3,933	1,212	238	238	5,621	958	0	4,663
Playgrounds	630	630	0	0	0	630	0	0	630
Total Infrastructure	15,274	11,344	3,139	398	393	15,274	9,487	494	5,293
Property									
Freehold Land	0	0	0	0	0	0	0	0	0
Freehold Buildings	20,317	6,329	4,748	60	9,180	20,317	20,017	0	300
Total Property	20,317	6,329	4,748	60	9,180	20,317	20,017	0	300
Plant and Equipment									
Motor Vehicles	2,856	2,656	0	0	200	2,856	2,856	0	0
Plant and Equipment	1,060	770	290	0	0	1,060	1,060	0	0
Furniture and Fittings	235	235	0	0	0	235	235	0	0
Total Plant and Equipment	4,151	3,661	290	0	200	4,151	4,151	0	0
Other Assets									
Art Collection	115	0	0	115	0	115	115	0	0
Total Other Assets	115	0	0	115	0	115	115	0	0
Intangible Assets									
Intangible Assets	1,500	1,350	150	0	0	1,500	1,500	0	0
Total Intangible Assets	1,500	1,350	150	0	0	1,500	1,500	0	0
Total 2020/2021 Capital Works Expenditure	41,357	22,684	8,327	573	9,773	41,357	35,270	494	5,593

Other Information

For the four years ending 30 June 2023

Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Council Cash \$'000	Government Grants \$'000	Contributions \$'000
Year 3 (2021/22)									
Infrastructure									
Roads, Streets, Bridges	7,606	6,541	645	260	160	7,606	7,112	494	0
Drainage	2,010	835	1,175	0	0	2,010	2,010	0	0
Parks and Gardens	4,034	2,994	780	125	135	4,034	944	0	3,090
Playgrounds	630	630	0	0	0	630	0	0	630
Total Infrastructure	14,280	11,000	2,600	385	295	14,280	10,066	494	3,720
Property									
Freehold Land	0	0	0	0	0	0	0	0	0
Freehold Buildings	26,284	6,289	7,065	2,150	10,780	26,284	26,284	0	0
Total Property	26,284	6,289	7,065	2,150	10,780	26,284	26,284	0	0
Plant and Equipment									
Motor Vehicles	5,196	4,996	0	0	200	5,196	5,196	0	0
Plant and Equipment	1,400	1,110	290	0	0	1,400	1,400	0	0
Furniture and Fittings	235	235	0	0	0	235	235	0	0
Total Plant and Equipment	6,831	6,341	290	0	200	6,831	6,831	0	0
Other Assets									
Art Collection	35	0	0	35	0	35	35	0	0
Total Other Assets	35	0	0	35	0	35	35	0	0
Intangible Assets									
Intangible Assets	720	360	360	0	0	720	720	0	0
Total Intangible Assets	720	360	360	0	0	720	720	0	0
Total 2021/2022 Capital Works Expenditure	48,150	23,990	10,315	2,570	11,275	48,150	43,936	494	3,720

Other Information

For the four years ending 30 June 2023

Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Council Cash \$'000	Government Grants \$'000	Contributions \$'000
Year 4 (2022/23)									
Infrastructure									
Roads, Streets, Bridges	8,198	7,148	770	240	40	8,198	7,704	494	0
Drainage	1,940	960	870	0	110	1,940	1,940	0	0
Parks and Gardens	3,981	2,664	1,102	130	85	3,981	711	0	3,270
Playgrounds	630	630	0	0	0	630	0	0	630
Total Infrastructure	14,749	11,402	2,742	370	235	14,749	10,355	494	3,900
Property									
Freehold Land	0	0	0	0	0	0	0	0	0
Freehold Buildings	6,341	2,506	2,135	0	1,700	6,341	5,991	350	0
Total Property	6,341	2,506	2,135	0	1,700	6,341	5,991	350	0
Plant and Equipment									
Motor Vehicles	3,525	3,525	0	0	0	3,525	3,525	0	0
Plant and Equipment	1,445	1,155	290	0	0	1,445	1,425	0	20
Furniture and Fittings	235	235	0	0	0	235	235	0	0
Total Plant and Equipment	5,205	4,915	290	0	0	5,205	5,185	0	20
Other Assets									
Art Collection	115	0	0	115	0	115	115	0	0
Total Other Assets	115	0	0	115	0	115	115	0	0
Intangible Assets									
Intangible Assets	500	250	250	0	0	500	500	0	0
Total Intangible Assets	500	250	250	0	0	500	500	0	0
Total 2022/2023 Capital Works Expenditure	26,910	19,073	5,417	485	1,935	26,910	22,146	844	3,920

Other Information (continued)
For the four years ending 30 June 2023
Summary of Planned Human Resources

Expenditure	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Core Corporate				
- Permanent Full Time	1,459	1,274	1,318	1,362
- Permanent Part Time	182	415	429	444
Total Core Corporate	1,641	1,689	1,747	1,806
Community Programs				
- Permanent Full Time	10,352	10,299	10,651	11,015
- Permanent Part Time	13,010	14,137	14,620	15,120
Total Community Programs	23,362	24,436	25,271	26,135
Corporate Services				
- Permanent Full Time	8,442	8,744	9,035	8,993
- Permanent Part Time	2,544	2,583	2,668	2,693
Total Corporate Services	10,986	11,327	11,703	11,686
City Development				
- Permanent Full Time	9,039	8,484	8,773	8,675
- Permanent Part Time	2,309	3,200	3,310	3,447
Total City Development	11,348	11,684	12,083	12,122
Assets and City Services				
- Permanent Full Time	19,407	19,899	20,450	20,919
- Permanent Part Time	490	453	468	484
Total Assets and City Services	19,897	20,352	20,918	21,403
Total Casuals and Other	2,815	2,313	2,392	2,475
Total Staff Expenditure	70,049	71,801	74,114	75,627

Note: The above figures include all staff costs, whether they are expensed or capitalised.

Other Information (continued)

For the four years ending 30 June 2023

Summary of Planned Human Resources

Staff Numbers	Budget 2019/20 EFT	Strategic Resource Plan Projections		
		2020/21 EFT	2021/22 EFT	2022/23 EFT
Core Corporate				
- Permanent Full Time	5.00	5.00	5.00	5.00
- Permanent Part Time	1.63	1.63	1.63	1.63
Total Core Corporate	6.63	6.63	6.63	6.63
Community Programs				
- Permanent Full Time	103.00	102.00	102.00	102.00
- Permanent Part Time	140.01	140.01	140.01	140.01
Total Community Programs	243.01	242.01	242.01	242.01
Corporate Services				
- Permanent Full Time	73.00	73.00	73.00	70.00
- Permanent Part Time	21.56	21.56	21.56	20.96
Total Corporate Services	94.56	94.56	94.56	90.96
City Development				
- Permanent Full Time	79.00	79.00	79.00	75.00
- Permanent Part Time	29.69	29.69	29.69	29.69
Total City Development	108.69	108.69	108.69	104.69
Assets and City Services				
- Permanent Full Time	202.00	201.00	200.00	198.00
- Permanent Part Time	4.51	4.58	4.58	4.58
Total Assets and City Services	206.51	205.58	204.58	202.58
Total Casuals and Other	23.60	22.55	22.55	22.55
Total Staff Numbers	683.00	680.02	679.02	669.42

Note:

- EFT means number of 'Equivalent Full Time' staff.
- The above figures represent all Council staff, whether the hours are expensed or capitalised.