

7. Strategic resource plan and financial performance indicators

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

7.1 Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2015-16 to 2018-19 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years. Council has also adopted a Financial Sustainability Plan with a set of targets for Council to achieve over the short and long term. The Strategic Resource Plan is used to project Council's performance in meeting this targets.

Assumptions used in preparation of the Strategic Resource Plan include:

- Maintain existing service levels with expenditure increases to generally correspond to increases in the cost base, rather than expansion of services.
- Maintain at least a \$150,000 annual cash surplus on a rate determination basis.
- Maintain effort on capital works, with 5% annual increase in the rates contribution to capital works

In preparing the SRP, the Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

Comprehensive Income Statement

For the five years ending 30 June 2020

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Income						
Rates and charges	56,638	60,112	62,691	65,331	68,039	70,804
Statutory fees and fines	990	948	972	996	1,021	1,046
User fees	11,815	11,640	11,990	12,349	12,720	13,101
Contributions - monetary	585	105	618	1,627	3,969	3,307
Contributions - non-monetary assets	-	-	-	-	-	-
Grants - operating	8,246	6,605	6,632	6,714	6,882	7,054
Grants - capital	2,413	4,517	2,162	2,085	725	705
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-
Other income	2,419	2,030	1,931	1,984	2,055	2,143
Fair value adjustments for investment property	-	-	-	-	-	-
Share of net profits/(losses) of associated and joint ventures	-	-	-	-	-	-
Total income	83,106	85,957	86,996	91,086	95,411	98,160
Expenses						
Employee benefits	30,459	31,122	32,492	33,924	35,421	36,986
Materials and services	30,271	26,619	27,305	28,026	28,766	29,527
Bad and doubtful debts	3	-	-	-	-	-
Depreciation and amortisation	9,515	9,639	9,623	9,842	9,921	10,052
Borrowing costs	1,186	995	1,012	1,122	1,117	1,134
Other expenses	9,199	9,244	9,634	9,942	10,222	10,511
Total expenses	80,633	77,619	80,066	82,856	85,447	88,210
Surplus (deficit) for the year	2,473	8,338	6,930	8,230	9,964	9,950
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-
Total comprehensive result	2,473	8,338	6,930	8,230	9,964	9,950

Comprehensive Income Statement Forward Estimates

For the five years ending 30 June 2025

	Forward Estimates				
	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	73,603	76,377	79,158	81,985	84,827
Statutory fees and fines	1,073	1,099	1,127	1,155	1,184
User fees	13,494	13,899	14,316	14,746	15,188
Contributions - monetary	5	5	5	5	5
Contributions - non-monetary assets	-	-	-	-	-
Grants - operating	7,231	7,411	7,597	7,787	7,981
Grants - capital	1,147	3,647	1,647	1,897	2,447
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-
Other income	2,234	2,267	2,327	2,325	2,383
Fair value adjustments for investment property	-	-	-	-	-
Share of net profits/(losses) of associated and joint ventures	-	-	-	-	-
Total income	98,787	104,705	106,177	109,900	114,015
Expenses					
Employee benefits	38,624	40,505	42,481	44,555	46,538
Materials and services	30,308	31,111	31,938	32,788	33,661
Bad and doubtful debts	-	-	-	-	-
Depreciation and amortisation	10,203	10,267	10,395	10,494	10,574
Borrowing costs	1,220	839	778	543	424
Other expenses	10,809	11,116	11,433	11,760	12,097
Total expenses	91,164	93,838	97,025	100,140	103,294
Surplus (deficit) for the year	7,623	10,867	9,152	9,760	10,721
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-
Total comprehensive result	7,623	10,867	9,152	9,760	10,721

Rate Determination Statement

For the five years ending 30 June 2020

Description	Forecast	Budget	Strategic Resource Plan			
	Budget		Projections			
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent Resource						
Rates and charges	48,921	52,199	54,352	56,542	58,776	61,042
Garbage charge	7,718	7,912	8,339	8,789	9,263	9,762
Government grants	6,605	6,551	6,632	6,714	6,882	7,054
Statutory fees and fines	990	948	972	996	1,021	1,046
User fees	11,815	11,640	11,990	12,349	12,720	13,101
Reimbursements	94	82	84	86	88	91
Interest	917	918	791	816	857	915
Proceeds on sale - recurrent	729	521	550	700	520	550
Other revenue	1,408	1,030	1,056	1,082	1,109	1,137
Total Recurrent Resource	79,197	81,801	84,766	88,074	91,236	94,698
Recurrent Allocation						
Employee costs	30,459	31,122	32,492	33,924	35,421	36,986
Contracts	15,226	14,752	15,177	15,613	16,062	16,524
Materials and services	11,300	11,271	11,568	11,871	12,183	12,502
Bad and doubtful debts	3	-	-	-	-	-
Other expenses	9,199	9,244	9,634	9,942	10,222	10,511
	66,187	66,389	68,871	71,350	73,888	76,523
Interest expenses	1,186	995	1,012	1,122	1,117	1,134
Total Recurrent Allocation	67,373	67,384	69,883	72,472	75,005	77,657
Net Recurrent Resource	11,824	14,417	14,883	15,602	16,231	17,041
Non-recurrent Resource						
Tfr from reserves	4,060	440	306	306	306	306
Proceeds on sale - non-current	5,700	8,400	-	2,070	-	-
Total Non-recurrent Resource	9,760	8,840	306	2,376	306	306
Non-recurrent Allocation						
Revaluation decrements on assets	-	-	-	-	-	-
Debt redemption	1,516	797	818	695	611	658
Tfr to reserves	12,001	12,911	4,452	6,924	5,103	5,311
Capital works recharge	(420)	(420)	(439)	(459)	(479)	(501)
Total Non-recurrent Allocation	13,097	13,288	4,831	7,160	5,235	5,468
Net Non-recurrent Resource	(3,337)	(4,448)	(4,525)	(4,784)	(4,929)	(5,162)
Net Operating Resource	8,487	9,969	10,358	10,818	11,302	11,879

	Forecast	Budget	Strategic Resource Plan			
	Budget		Projections			
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
New initiatives resource	1,641	54	-	-	-	-
New initiatives allocation	4,166	1,015	1,000	1,000	1,000	1,000
Net New Initiatives Resource	(2,525)	(961)	(1,000)	(1,000)	(1,000)	(1,000)
CapEx resource	18,407	8,612	15,747	8,279	9,159	10,081
<i>Represented by</i>						
<i>Borrowing</i>	1,480	-	3,650	1,000	1,357	3,099
<i>Other</i>	16,927	8,612	12,097	7,279	7,802	6,982
CapEx allocation	24,319	17,470	24,955	17,947	19,311	20,810
Rates Funded CapEx	(5,912)	(8,858)	(9,208)	(9,668)	(10,152)	(10,729)
Net Budget Position	50	150	150	150	150	150
Reconcile Back to Standard Income Statement						
Less balance sheet items included						
Debt redemption	(1,516)	(797)	(818)	(695)	(611)	(658)
Transfer to reserves	(12,001)	(12,911)	(4,452)	(6,924)	(5,103)	(5,311)
Transfer from reserve	17,989	4,430	9,623	3,873	3,414	3,276
CapEx income from loan	1,480	-	3,650	1,000	1,357	3,099
CapEx allocation	(24,319)	(17,470)	(24,955)	(17,947)	(19,311)	(20,810)
Total to be deducted	(18,367)	(26,748)	(16,952)	(20,693)	(20,254)	(20,404)
Plus Profit & Loss items not included						
Depreciation	(9,515)	(9,639)	(9,623)	(9,842)	(9,921)	(10,052)
Accrued SCS contribution	-	-	-	-	-	-
Written Down Value of recurrent assets sold	(729)	(521)	(549)	(701)	(519)	(552)
Written Down Value of non-recurrent assets sold	(5,700)	(8,400)	-	(2,070)	-	-
Total to be added	(15,944)	(18,560)	(10,172)	(12,613)	(10,440)	(10,604)
Net Surplus/(Deficit)	2,473	8,338	6,930	8,230	9,964	9,950

Rate Determination Statement Forward Estimates

For the five years ending 30 June 2025

Description	Forward Estimates				
	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Recurrent Resource					
Rates and charges	63,315	65,535	67,732	69,944	72,138
Garbage charge	10,288	10,842	11,426	12,041	12,689
Government grants	7,231	7,411	7,597	7,787	7,981
Statutory fees and fines	1,073	1,099	1,127	1,155	1,184
User fees	13,494	13,899	14,316	14,746	15,188
Reimbursements	93	95	97	100	102
Interest	976	978	1,005	971	994
Proceeds on sale - recurrent	700	520	550	700	700
Other revenue	1,165	1,194	1,224	1,255	1,286
Total Recurrent Resource	98,335	101,573	105,074	108,699	112,262
Recurrent Allocation					
Employee costs	38,624	40,505	42,481	44,555	46,538
Contracts	16,999	17,488	17,991	18,509	19,042
Materials and services	12,832	13,170	13,518	13,876	14,244
Bad and doubtful debts	-	-	-	-	-
Other expenses	10,809	11,116	11,433	11,760	12,097
	79,264	82,279	85,423	88,700	91,921
Interest expenses	1,220	839	778	543	424
Total Recurrent Allocation	80,484	83,118	86,201	89,243	92,345
Net Recurrent Resource	17,851	18,455	18,873	19,456	19,917
Non-recurrent Resource					
Tfr from reserves	2,698	1,786	3,956	1,306	1,661
Proceeds on sale - non-current	-	-	-	-	-
Total Non-recurrent Resource	2,698	1,786	3,956	1,306	1,661
Non-recurrent Allocation					
Revaluation decrements on assets	-	-	-	-	-
Debt redemption	3,107	2,252	4,483	1,899	2,328
Tfr to reserves	5,621	5,634	5,428	5,351	5,121
Capital works recharge	(522)	(548)	(572)	(595)	(626)
Total Non-recurrent Allocation	8,206	7,338	9,339	6,655	6,823
Net Non-recurrent Resource	(5,508)	(5,552)	(5,383)	(5,349)	(5,162)
Net Operating Resource	12,343	12,903	13,490	14,107	14,755

Forward Estimates

	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000
New initiatives resource	-	-	-	-	-
New initiatives allocation	1,000	1,000	1,000	1,000	1,000
Net New Initiatives Resource	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
CapEx resource	4,062	7,652	5,308	3,602	4,152
<i>Represented by</i>					
<i>Borrowing</i>	-	-	-	-	-
<i>Other</i>	4,062	7,652	5,308	3,602	4,152
CapEx allocation	15,255	19,405	17,648	16,559	17,757
Rates Funded CapEx	(11,193)	(11,753)	(12,340)	(12,957)	(13,605)
Net Budget Position	150	150	150	150	150
Reconcile Back to Standard Income Statement					
Less balance sheet items included					
Debt redemption	(3,107)	(2,252)	(4,483)	(1,899)	(2,328)
Transfer to reserves	(5,621)	(5,634)	(5,428)	(5,351)	(5,121)
Transfer from reserve	5,608	5,786	7,612	3,006	3,361
CapEx income from loan	-	-	-	-	-
CapEx Allocation	(15,255)	(19,405)	(17,648)	(16,559)	(17,757)
Total to be deducted	(18,375)	(21,505)	(19,947)	(20,803)	(21,845)
Plus Profit & Loss items not included					
Depreciation	(10,203)	(10,267)	(10,395)	(10,494)	(10,574)
Accrued SCS contribution	-	-	-	-	-
Written Down Value of recurrent assets sold	(699)	(521)	(550)	(699)	(700)
Written Down Value of non-recurrent assets sold	-	-	-	-	-
Total to be added	(10,902)	(10,788)	(10,945)	(11,193)	(11,274)
Net Surplus/(Deficit)	7,623	10,867	9,152	9,760	10,721

Balance Sheet

For the five years ending 30 June 2020

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Current assets						
Cash and cash equivalents	20,676	29,978	24,207	29,543	31,641	36,458
Trade and other receivables	4,427	5,205	5,136	3,400	3,500	3,400
Other assets	561	561	561	561	611	611
Non-current assets classified as held for sale	745	745	745	745	745	745
Inventories	26	26	27	28	28	29
Total current assets	26,435	36,515	30,676	34,277	36,525	41,243
Non-current assets						
Trade and other receivables	1,100	800	500	500	500	500
Investments in associates and joint ventures	-	-	-	-	-	-
Property, infrastructure, plant & equipment	655,782	654,692	669,474	674,809	683,680	693,888
Investment property	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-
Other assets	1,216	1,216	1,216	1,216	1,216	1,216
Total non-current assets	658,098	656,708	671,190	676,525	685,396	695,604
Total assets	684,533	693,223	701,866	710,802	721,921	736,847
Current liabilities						
Trade and other payables	5,563	4,950	3,544	3,644	3,742	5,950
Interest-bearing loans and borrowings	821	818	695	611	658	3,107
Provisions	6,922	7,179	7,446	7,724	8,013	8,313
Trust funds and deposits	1,166	1,166	1,166	1,166	1,166	1,166
Total current liabilities	14,472	14,113	12,851	13,145	13,579	18,536
Non-current liabilities						
Interest-bearing loans and borrowings	13,072	13,763	16,718	17,107	17,806	17,798
Provisions	8,546	8,566	8,588	8,610	8,633	8,657
Total non-current liabilities	21,618	22,329	25,306	25,717	26,439	26,455
Total liabilities	36,090	36,442	38,157	38,862	40,018	44,991
Net assets	648,443	656,781	663,709	671,940	681,903	691,856
Equity						
Reserves	9,464	17,945	12,774	15,826	17,515	19,550
Asset revaluation reserve	269,545	269,545	269,545	269,545	269,545	269,545
Retained profits	369,434	369,291	381,390	386,569	394,843	402,761
Total equity	648,443	656,781	663,709	671,940	681,903	691,856

Balance Sheet Forward Estimates

For the five years ending 30 June 2025

	Forward Estimates				
	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	37,158	37,607	35,937	38,313	40,617
Trade and other receivables	3,200	3,100	3,100	3,100	3,100
Other assets	611	611	611	611	612
Non-current assets classified as held for sale	745	745	745	745	745
Inventories	30	31	31	32	33
Total current assets	41,744	42,094	40,424	42,801	45,107
Non-current assets					
Trade and other receivables	500	500	500	500	500
Investments in associates and joint ventures	-	-	-	-	-
Property, infrastructure, plant & equipment	698,240	706,857	713,560	718,925	725,409
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
Other assets	1,216	1,216	1,216	1,216	1,216
Total non-current assets	699,956	708,573	715,276	720,641	727,125
Total assets	741,700	750,667	755,700	763,442	772,232
Current liabilities					
Trade and other payables	5,950	5,950	5,950	5,950	5,950
Interest-bearing loans and borrowings	2,252	4,483	1,899	2,328	4,147
Provisions	8,626	8,951	9,289	9,141	9,507
Trust funds and deposits	1,166	1,166	1,166	1,166	1,166
Total current liabilities	17,994	20,550	18,304	18,585	20,770
Non-current liabilities					
Interest-bearing loans and borrowings	15,546	11,063	9,164	6,836	2,689
Provisions	8,682	8,709	8,737	8,766	8,796
Total non-current liabilities	24,228	19,772	17,901	15,602	11,485
Total liabilities	42,222	40,322	36,205	34,187	32,255
Net assets	699,478	710,345	719,495	729,255	739,977
Equity					
Reserves	19,563	19,412	17,227	19,573	21,333
Asset revaluation reserve	269,545	269,545	269,545	269,545	269,545
Retained profits	410,370	421,388	432,723	440,137	449,099
Total equity	699,478	710,345	719,495	729,255	739,977

Statement of Changes in Equity

For the five years ending 30 June 2020

* Balances at the end of the financial year may be subject to rounding differences.

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
Balance at beginning of the financial year	648,443	369,434	269,545	9,464
Surplus / (deficit) for the year	8,338	8,338	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(12,911)	-	12,911
Transfer from other reserves	-	4,430	-	(4,430)
Balance at end of the financial year	656,781	369,291	269,545	17,945
2017				
Balance at beginning of the financial year	656,781	369,291	269,545	17,945
Surplus / (deficit) for the year	6,930	6,930	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(4,452)	-	4,452
Transfer from other reserves	-	9,623	-	(9,623)
Balance at end of the financial year	663,711	381,392	269,545	12,774
2018				
Balance at beginning of the financial year	663,711	381,392	269,545	12,774
Surplus / (deficit) for the year	8,230	8,230	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(6,924)	-	6,924
Transfer from other reserves	-	3,873	-	(3,873)
Balance at end of the financial year	671,941	386,571	269,545	15,826
2019				
Balance at beginning of the financial year	671,941	386,571	269,545	15,826
Surplus / (deficit) for the year	9,964	9,964	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(5,103)	-	5,103
Transfer from other reserves	-	3,414	-	(3,414)
Balance at end of the financial year	681,905	394,846	269,545	17,515
2020				
Balance at beginning of the financial year	681,905	394,846	269,545	17,515
Surplus / (deficit) for the year	9,950	9,950	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(5,311)	-	5,311
Transfer from other reserves	-	3,276	-	(3,276)
Balance at end of the financial year	691,855	402,761	269,545	19,550

Statement of Changes in Equity Forward Estimates

For the five years ending 30 June 2025

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021				
Balance at beginning of the financial year	691,855	402,761	269,545	19,550
Surplus / (deficit) for the year	7,623	7,623	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(5,621)	-	5,621
Transfer from other reserves	-	5,608	-	(5,608)
Balance at end of the financial year	699,478	410,371	269,545	19,563
2022				
Balance at beginning of the financial year	699,478	410,371	269,545	19,563
Surplus / (deficit) for the year	10,867	10,867	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(5,634)	-	5,634
Transfer from other reserves	-	5,786	-	(5,786)
Balance at end of the financial year	710,345	421,390	269,545	19,411
2023				
Balance at beginning of the financial year	710,345	421,390	269,545	19,411
Surplus / (deficit) for the year	9,152	9,152	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(5,428)	-	5,428
Transfer from other reserves	-	7,612	-	(7,612)
Balance at end of the financial year	719,497	432,726	269,545	17,227
2024				
Balance at beginning of the financial year	719,497	432,726	269,545	17,227
Surplus / (deficit) for the year	9,760	9,760	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(5,351)	-	5,351
Transfer from other reserves	-	3,006	-	(3,006)
Balance at end of the financial year	729,257	440,141	269,545	19,572
2025				
Balance at beginning of the financial year	729,257	440,141	269,545	19,572
Surplus / (deficit) for the year	10,721	10,721	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	(5,121)	-	5,121
Transfer from other reserves	-	3,361	-	(3,361)
Balance at end of the financial year	739,978	449,102	269,545	21,332

Statement Cash Flows

For the five years ending 30 June 2020

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<i>Cash flows from operating activities</i>						
Rates and charges	60,453	59,334	62,761	67,068	67,940	70,905
Statutory fees and fines	990	948	972	996	1,021	1,046
User fees	11,815	11,640	11,990	12,349	12,720	13,101
Grants - operating	6,605	6,551	6,632	6,714	6,882	7,054
Grants - capital	2,413	4,517	2,162	2,085	725	705
Contributions - monetary	585	105	618	1,627	3,969	3,307
Interest received	917	918	791	816	857	915
Dividends received	0	0	0	0	0	0
Trust funds and deposits taken	0	0	0	0	0	0
Other receipts	1,947	1,467	1,439	1,168	1,147	1,228
Net GST refund / payment	0	0	0	0	0	0
Employee costs	(30,706)	(30,865)	(32,225)	(33,646)	(35,132)	(36,686)
Materials and services	(26,932)	(26,512)	(27,974)	(27,473)	(28,190)	(26,818)
Trust funds and deposits repaid	0	0	0	0	0	0
Other payments	(9,237)	(9,944)	(10,352)	(10,375)	(10,678)	(10,987)
Net cash provided by / (used in) operating activities	18,850	18,159	16,814	21,329	21,261	23,770
<i>Cash flows from investing activities</i>						
Proceeds from sale of property, infrastructure, plant and equipment	6,429	8,921	550	2,770	520	550
Payments for property, infrastructure, plant and equipment	(24,319)	(17,470)	(24,955)	(17,947)	(19,311)	(20,810)
Payments for investments	0	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0	0
Loan and advances made	0	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0	0
Net cash provided by / (used in) investing activities	(17,890)	(8,549)	(24,405)	(15,177)	(18,791)	(20,260)
<i>Cash flows from financing activities</i>						
Finance costs	(1,047)	(995)	(1,012)	(1,122)	(1,117)	(1,134)
Proceeds from borrowings	244	1,509	3,650	1,000	1,357	3,099
Repayment of borrowings	(1,516)	(821)	(818)	(695)	(611)	(658)
Net cash provided by / (used in) financing activities	(2,319)	(307)	1,820	(817)	(371)	1,307
Net increase / (decrease) in cash & cash equivalents	(1,359)	9,303	(5,771)	5,335	2,099	4,817
Cash and cash equivalents at the beginning of the financial year	22,035	20,676	29,978	24,207	29,543	31,641
Cash and cash equivalents at the end of the financial year	20,676	29,978	24,207	29,543	31,641	36,458

Statement of Cash Flows Forward Estimates

For the five years ending 30 June 2025

Forward Estimates

	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<i>Cash flows from operating activities</i>					
Rates and charges	73,804	76,478	79,159	81,985	84,828
Statutory fees and fines	1,073	1,099	1,127	1,155	1,184
User fees	13,494	13,899	14,316	14,746	15,188
Grants - operating	7,231	7,411	7,597	7,787	7,981
Grants - capital	1,147	3,647	1,647	1,897	2,447
Contributions - monetary	5	5	5	5	5
Interest received	976	978	1,005	971	994
Dividends received	0	0	0	0	0
Trust funds and deposits taken	0	0	0	0	0
Other receipts	1,258	1,289	1,321	1,355	1,387
Net GST refund / payment	0	0	0	0	0
Employee costs	(38,311)	(40,180)	(42,143)	(44,704)	(46,172)
Materials and services	(29,786)	(30,566)	(31,368)	(32,789)	(33,663)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(11,308)	(11,635)	(11,976)	(11,730)	(12,068)
Net cash provided by / (used in) operating activities	19,583	22,425	20,690	20,678	22,111
<i>Cash flows from investing activities</i>					
Proceeds from sale of property, infrastructure, plant and equipment	700	520	550	700	700
Payments for property, infrastructure, plant and equipment	(15,255)	(19,405)	(17,648)	(16,559)	(17,757)
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Loan and advances made	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0
Net cash provided by / (used in) investing activities	(14,555)	(18,885)	(17,098)	(15,859)	(17,057)
<i>Cash flows from financing activities</i>					
Finance costs	(1,220)	(839)	(778)	(543)	(424)
Proceeds from borrowings	0	0	0	0	0
Repayment of borrowings	(3,107)	(2,252)	(4,483)	(1,899)	(2,328)
Net cash provided by / (used in) financing activities	(4,327)	(3,091)	(5,261)	(2,442)	(2,752)
Net increase / (decrease) in cash & cash equivalents	700	449	(1,670)	2,376	2,302
Cash and cash equivalents at the beginning of the financial year	36,458	37,158	37,607	35,937	38,315
Cash and cash equivalents at the end of the financial year	37,158	37,607	35,937	38,313	40,617

Statement of Capital Works

For the five years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan			
	Budget		Projections			
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-
Total land	-	-	-	-	-	-
Buildings	4,423	3,310	1,703	1,066	1,529	1,379
Building improvements	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-
Total buildings	4,423	3,310	1,703	1,066	1,529	1,379
Total property	4,423	3,310	1,703	1,066	1,529	1,379
Plant and equipment						
Plant, machinery and equipment	1,934	1,439	1,847	1,693	1,700	1,700
Fixtures, fittings and furniture	145	330	245	275	255	260
Computers and telecommunications	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-
Library books	-	-	-	-	-	-
Total plant and equipment	2,079	1,769	2,092	1,968	1,955	1,960
Infrastructure						
Roads	5,508	2,434	2,802	1,964	5,166	4,769
Bridges	378	340	150	150	150	1,461
Footpaths and cycleways	786	730	760	790	820	850
Drainage	558	500	600	600	1,150	1,200
Recreational, leisure and community facilities	3,316	6,820	14,935	7,182	5,308	4,990
Waste management	500	1,051	1,220	2,604	1,408	1,270
Parks, open space and streetscapes	963	252	427	922	1,003	2,086
Aerodromes	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-
Other infrastructure	5,808	264	266	701	822	845
Total infrastructure	17,817	12,391	21,160	14,913	15,827	17,471
Total capital works expenditure	24,319	17,470	24,955	17,947	19,311	20,810
Represented by:						
Asset renewal expenditure	6,403	6,729	11,802	8,088	7,513	7,918
Asset upgrade expenditure	5,761	4,861	11,139	5,688	7,431	4,988
Asset expansion expenditure	6,881	3,691	1,209	2,065	285	1,596
New asset expenditure	5,274	2,189	805	2,106	4,082	6,308
Total capital works expenditure	24,319	17,470	24,955	17,947	19,311	20,810

Statement of Capital Works Forward Estimates

For the five years ending 30 June 2025

Forward Estimates

	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	1,629	1,229	4,479	1,329	1,579
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Heritage buildings	-	-	-	-	-
Total buildings	1,629	1,229	4,479	1,329	1,579
Total property	1,629	1,229	4,479	1,329	1,579
Plant and equipment					
Plant, machinery and equipment	1,700	1,700	1,700	1,700	1,700
Fixtures, fittings and furniture	80	80	80	80	80
Computers and telecommunications	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-
Library books	-	-	-	-	-
Total plant and equipment	1,780	1,780	1,780	1,780	1,780
Infrastructure					
Roads	2,614	2,164	2,214	2,264	3,114
Bridges	150	150	150	150	150
Footpaths and cycleways	880	910	940	970	1,000
Drainage	450	450	450	450	450
Recreational, leisure and community facilities	4,675	9,680	4,035	8,290	8,605
Waste management	1,210	2,300	1,956	-	-
Parks, open space and streetscapes	1,037	242	747	252	257
Aerodromes	-	-	-	-	-
Off street car parks	-	-	-	-	-
Other infrastructure	830	500	897	1,074	822
Total infrastructure	11,846	16,396	11,389	13,450	14,398
Total capital works expenditure	15,255	19,405	17,648	16,559	17,757
Represented by:					
Asset renewal expenditure	7,626	7,274	8,049	8,204	8,330
Asset upgrade expenditure	5,355	6,347	7,305	1,051	3,853
Asset expansion expenditure	285	5,285	1,785	785	5,045
New asset expenditure	1,989	499	509	6,519	529
Total capital works expenditure	15,255	19,405	17,648	16,559	17,757

Statement of Investment Reserves

For the five years ending 30 June 2020

	Budget	Strategic Resource Plan Projections			
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Statutory					
Carparks	97	97	97	97	97
Public open space	283	363	443	523	603
Yarrambat drainage	738	841	944	1,047	1,150
Street light contribution	48	58	68	78	88
Street trees	96	106	116	126	136
MAV loan bond	1,239	1,628	2,845	4,382	5,986
Diamond Creek traders marketing fund	8	13	18	23	28
Development Planning Overlay - open space	2,348	2,418	2,487	2,557	2,626
Development Planning Overlay - infrastructure	1,661	1,955	2,248	2,542	2,835
Development contribution construction	172	172	172	172	172
Native vegetation	153	153	153	153	153
Total statutory reserves	6,844	7,803	9,592	11,699	13,874
Discretionary					
Public arts program	155	155	155	155	155
Leisure centres profit share	224	290	356	422	488
Plant replacement	1,181	912	947	795	673
Major projects (Property management)	7,255	1,691	1,341	1,341	1,341
Bridgeford Estate	42	38	34	30	26
Landfill rehabilitation	2,033	1,533	2,909	2,441	2,221
Other reserves	211	351	492	631	771
Total discretionary reserves	11,101	4,970	6,234	5,815	5,675
Total reserves	17,945	12,774	15,826	17,515	19,550

Statement of Investment Reserves Forward Estimates

For the five years ending 30 June 2024

	Forward Estimates				
	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Statutory					
Carparks	97	97	97	97	97
Public open space	683	763	843	923	1,003
Yarrambat drainage	1,253	1,356	1,459	1,562	1,667
Street light contribution	98	108	118	128	138
Street trees	146	156	166	176	186
MAV loan bond	5,248	5,505	3,246	3,300	2,655
Diamond Creek traders marketing fund	33	38	43	48	53
Development Planning Overlay - open space	2,696	2,766	2,835	2,905	2,974
Development Planning Overlay - infrastructure	3,129	3,422	3,716	4,009	4,303
Development contribution construction	172	172	172	172	172
Native vegetation	153	153	153	153	153
Total statutory reserves	13,708	14,536	12,848	13,473	13,401
Discretionary					
Public arts program	155	155	155	155	155
Leisure centres profit share	554	620	686	752	819
Plant replacement	701	549	427	455	484
Major projects (Property management)	1,341	1,341	1,341	1,341	1,341
Bridgeford Estate	22	18	14	10	6
Landfill rehabilitation	2,171	1,141	565	2,055	3,655
Other reserves	911	1,052	1,191	1,331	1,472
Total discretionary reserves	5,855	4,876	4,379	6,099	7,932
Total reserves	19,563	19,412	17,227	19,573	21,333

Statement of Human Resources

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan			
	Budget		Projections			
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure						
Employee costs - operating	30,459	31,122	32,492	33,924	35,421	36,986
Employee costs - capital	-	-	-	-	-	-
Total staff expenditure	30,459	31,122	32,492	33,924	35,421	36,986
	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers						
Permanent EFT numbers	308.58	309.68	309.68	309.68	309.68	309.68
Limited tenures	4.93	4.03	4.03	4.03	4.03	4.03
Total staff numbers	313.51	313.71	313.71	313.71	313.71	313.71

Statement of Human Resources Forward Estimates

For the four years ending 30 June 2025

	Forward Estimates				
	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	38,624	40,505	42,481	44,555	46,538
Employee costs - capital	-	-	-	-	-
Total staff expenditure	38,624	40,505	42,481	44,555	46,538
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Permanent EFT numbers	309.68	309.68	309.68	309.68	309.68
Limited tenures	4.03	4.03	4.03	4.03	4.03
Total staff numbers	313.71	313.71	313.71	313.71	313.71

Other information

For the five years ended 30 June 2020

1. Summary of planned capital works expenditure

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2016												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	3,310	250	815	989	1,256	3,310	50	100	2,360	800	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	3,310	250	815	989	1,256	3,310	50	100	2,360	800	-	-
Plant and equipment												
Plant, machinery and equipment	1,439	-	1,439	-	-	1,439	-	-	-	918	521	-
Fixtures, fittings and furniture	330	-	310	20	-	330	-	-	330	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,769	-	1,749	20	-	1,769	-	-	330	918	521	-
Infrastructure												
Roads	2,434	24	2,170	40	200	2,434	1,050	-	1,384	-	-	-
Bridges	340	250	90	-	-	340	-	-	340	-	-	-
Footpaths and cycleways	730	410	320	-	-	730	-	-	730	-	-	-
Drainage	500	-	300	200	-	500	-	-	500	-	-	-
Recreational, leisure and community facilities	6,820	1,255	1,025	2,330	2,210	6,820	3,400	5	2,715	700	-	-
Waste management	1,051	-	-	1,051	-	1,051	-	-	-	1,051	-	-
Parks, open space and streetscapes	252	-	140	112	-	252	-	-	252	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	264	-	120	119	25	264	17	-	247	-	-	-
Total infrastructure	12,391	1,939	4,165	3,852	2,435	12,391	4,467	5	6,168	1,751	-	-
Total capital works expenditure	17,470	2,189	6,729	4,861	3,691	17,470	4,517	105	8,858	3,469	521	-

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2017												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,703	-	830	349	524	1,703	50	-	1,653	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,703	-	830	349	524	1,703	50	-	1,653	-	-	-
Plant and equipment												
Plant, machinery and equipment	1,847	-	1,847	-	-	1,847	-	-	-	1,297	550	-
Fixtures, fittings and furniture	245	-	225	20	-	245	-	-	245	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	2,092	-	2,072	20	-	2,092	-	-	245	1,297	550	-
Infrastructure												
Roads	2,802	355	1,650	197	600	2,802	480	588	1,734	-	-	-
Bridges	150	-	150	-	-	150	100	-	50	-	-	-
Footpaths and cycleways	760	420	340	-	-	760	-	-	760	-	-	-
Drainage	600	-	350	250	-	600	-	-	600	-	-	-
Recreational, leisure and community facilities	14,935	5	6,130	8,740	60	14,935	1,515	5	3,515	6,250	-	3,650
Waste management	1,220	-	-	1,220	-	1,220	-	-	-	1,220	-	-
Parks, open space and streetscapes	427	25	160	242	-	427	-	25	402	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	266	-	120	121	25	266	17	-	249	-	-	-
Total infrastructure	21,160	805	8,900	10,770	685	21,160	2,112	618	7,310	7,470	-	3,650
Total capital works expenditure	24,955	805	11,802	11,139	1,209	24,955	2,162	618	9,208	8,767	550	3,650

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,066	-	717	349	-	1,066	50	-	1,016	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,066	-	717	349	-	1,066	50	-	1,016	-	-	-
Plant and equipment												
Plant, machinery and equipment	1,693	-	1,693	-	-	1,693	-	-	-	993	700	-
Fixtures, fittings and furniture	275	25	230	20	-	275	-	-	275	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,968	25	1,923	20	-	1,968	-	-	275	993	700	-
Infrastructure												
Roads	1,964	24	1,700	40	200	1,964	438	-	1,527	-	-	-
Bridges	150	-	150	-	-	150	100	-	50	-	-	-
Footpaths and cycleways	790	430	360	-	-	790	-	-	790	-	-	-
Drainage	600	-	350	250	-	600	-	-	600	-	-	-
Recreational, leisure and community facilities	7,182	1,627	2,185	3,310	60	7,182	400	1,627	4,155	-	-	1,000
Waste management	2,604	-	-	1,524	1,080	2,604	1,080	-	-	1,524	-	-
Parks, open space and streetscapes	922	-	150	72	700	922	-	-	572	350	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	701	-	553	123	25	701	17	-	684	-	-	-
Total infrastructure	14,913	2,081	5,448	5,319	2,065	14,913	2,035	1,627	8,377	1,874	-	1,000
Total capital works expenditure	17,947	2,106	8,088	5,688	2,065	17,947	2,085	1,627	9,668	2,867	700	1,000

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,529	250	930	349	-	1,529	50	-	1,479	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,529	250	930	349	0	1,529	50	0	1,479	0	0	0
Plant and equipment												
Plant, machinery and equipment	1,700	-	1,700	-	-	1,700	-	-	-	1,180	520	-
Fixtures, fittings and furniture	255	-	235	20	-	255	-	-	255	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,955	-	1,935	20	-	1,955	-	-	255	1,180	520	-
Infrastructure												
Roads	5,166	469	1,750	2,747	200	5,166	438	2,652	2,077	-	-	-
Bridges	150	-	150	-	-	150	100	-	50	-	-	-
Footpaths and cycleways	820	440	380	-	-	820	-	-	820	-	-	-
Drainage	1,150	-	350	800	-	1,150	-	-	1,150	-	-	-
Recreational, leisure and community facilities	5,308	2,148	1,190	1,910	60	5,308	120	541	3,290	-	-	1,357
Waste management	1,408	-	-	1,408	-	1,408	-	-	-	1,408	-	-
Parks, open space and streetscapes	1,003	776	155	72	-	1,003	-	776	227	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	822	-	672	125	25	822	17	-	805	-	-	-
Total infrastructure	15,826	3,832	4,647	7,062	285	15,826	675	3,968	8,418	1,408	-	1,357
Total capital works expenditure	19,310	4,082	7,512	7,431	285	19,310	725	3,968	10,152	2,588	520	1,357

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,379	250	780	349	-	1,379	50	-	1,329	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,379	250	780	349	-	1,379	50	-	1,329	-	-	-
Plant and equipment												
Plant, machinery and equipment	1,700	-	1,700	-	-	1,700	-	-	-	1,150	550	-
Fixtures, fittings and furniture	260	-	240	20	-	260	-	-	260	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,960	-	1,940	20	-	1,960	-	-	260	1,150	550	-
Infrastructure												
Roads	4,769	2,729	1,800	40	200	4,769	438	1,352	1,627	-	-	1,352
Bridges	1,461	-	150	-	1,311	1,461	100	564	50	-	-	747
Footpaths and cycleways	850	450	400	-	-	850	-	-	850	-	-	-
Drainage	1,200	-	350	850	-	1,200	-	-	1,200	-	-	-
Recreational, leisure and community facilities	4,990	1,425	1,245	2,260	60	4,990	-	5	3,985	-	-	1,000
Waste management	1,270	-	-	1,270	-	1,270	-	-	-	1,270	-	-
Parks, open space and streetscapes	2,086	1,454	560	72	-	2,086	100	1,386	600	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	845	-	693	127	25	845	17	-	828	-	-	-
Total infrastructure	17,470	6,058	5,198	4,619	1,596	17,470	655	3,307	9,139	1,270	-	3,100
Total capital works expenditure	20,809	6,308	7,918	4,988	1,596	20,809	705	3,307	10,728	2,420	550	3,100

2. Summary of planned human resources expenditure

	2,016	2017	2018	2019	2020
	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure Services					
-Permanent full time	10,293				
-Permanent part time	267				
-Limited tenures	-				
Total Infrastructure Services	10,560				
Environment & Planning					
-Permanent full time	4,909				
-Permanent part time	1079				
Total Environment & Planning	5,988				
Community & Leisure					
-Permanent full time	2,891				
-Permanent part time	3,359				
-Limited tenures	401				
Total Community & Leisure	6,651				
Corporate Services					
-Permanent full time	4,411				
-Permanent part time	1344				
Total Corporate Services	5,755				
Executive Services					
-Permanent full time	533				
-Permanent part time	-				
Total Executive Services	533				
Total casuals and other	454				
Total staff expenditure	29,941	31,813	33,235	34,720	36,273
	FTE	FTE	FTE	FTE	FTE
Infrastructure Services					
-Permanent full time	118.60				
-Permanent part time	2.95				
-Limited tenures	-				
Total Infrastructure Services	121.55				
Environment & Planning					
-Permanent full time	49.15				
-Permanent part time	15.02				
Total Environment & Planning	64.17				
Community & Leisure					
-Permanent full time	27.54				
-Permanent part time	36.74				
-Limited tenures	4.03				
Total Community & Leisure	68.31				
Corporate Services					
-Permanent full time	42.00				
-Permanent part time	14.68				
Total Corporate Services	56.68				
Executive Services					
-Permanent full time	3.00				
-Permanent part time	-				
Total Executive Services	3.00				
Total casuals and other	n/a				
Total staff numbers	313.71	313.71	313.71	313.71	313.71