

**GLENELG SHIRE COUNCIL
STRATEGIC RESOURCE PLAN**

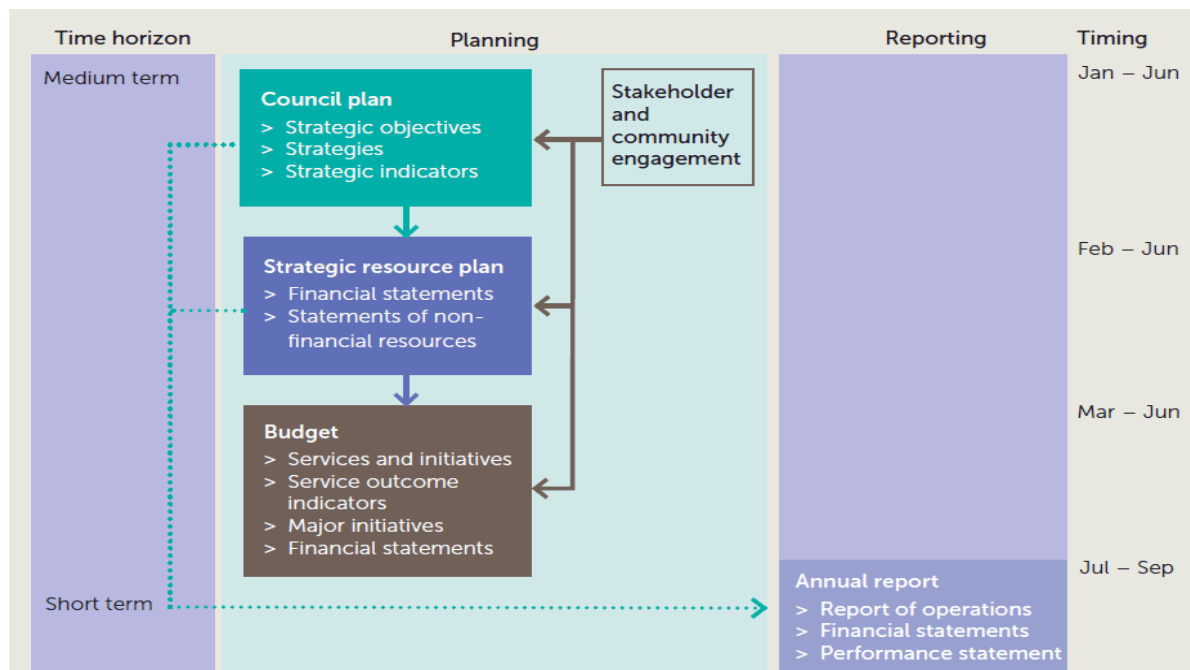
**For the four years
2017/18-2020/21**

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1. Introduction

The Strategic Resource Plan (SRP), is part of and prepared in conjunction with the Council Plan, and is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Council Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



The SRP is prepared in accordance with Section 126 of the *Local Government Act 1989*.

The key objectives of the SRP are to:

- Ensure long term financial sustainability of the Shire by commitment to prudent and sound financial management objectives and principles;
- Improve Glenelg Shire's 'Underlying Operating Result' through an increase in its 'Own Source Revenue' (OSR), in order to provide an increased ability to fund asset renewal, and other asset and major project requirements;
- Develop a Borrowing Strategy that is affordable and flexible, ensures ongoing financial sustainability, and responds to the necessity to fund specific major projects to achieve intergenerational equity;
- Develop a four-year Rating Strategy that enables Glenelg Shire to meet its commitment to improving the 'underlying operating result' and an increase in OSR.

Rating strategy

In developing the Strategic Resource Plan rates and charges were identified as an important source of revenue, accounting for 45.2% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government has introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount Councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Glenelg Shire community.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate for 2017/18 year will increase by 2.0% in line with the rate cap and the kerbside collection charge also by 2.0%. This will raise total rates and charges for 2017/18 of \$22.4 million.

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017, and the forecast rate increase used for financial planning purposes.

Year	General Rate Increase %	Garbage Charge Increase \$'000	Total Rates Raised \$'000
2016/17	1.06	2.50	23,391
2017/18	2.00	2.00	22,428
2018/19	2.00	2.00	22,877
2019/20	2.00	2.00	23,335
2020/21	2.00	2.00	23,801

The following table contains the rate structure for the 2017/2018 budget year:

Rate Category	2017-18 Rate/Charge/In lieu of rates	2017/18 Rebate
General Land	0.5331 (cents in the dollar of CIV)	less 100% (of properties specified under Dutton Way/Henty Bay Beach Rebate)
Commercial/Industrial Land	0.5331 (cents in the dollar of CIV)	Nil
Primary Production Land	0.5331 (cents in the dollar of CIV)	less 30% rebate
Recreational Land	0.5331 (cents in the dollar of CIV)	less 50% rebate
<i>Cultural & Recreational Lands Act</i>	0.2665 (cents in the dollar of CIV)	Nil
Annual Service Charge	\$269.70	Nil
Rate Agreements -		
Port of Portland	In lieu of rates	Nil
Pacific Hydro	In lieu of rates	Nil
Portland Aluminium	In lieu of rates	Nil

Borrowing strategy

For a number of years, Council has focused on reducing loan principal and interest payments, resulting in a gradual reduction in outstanding loan liabilities since 1999/2000.

Council has now decided to utilise loans to fund key capital works. However, Council is conscious that the Borrowing Strategy must be affordable in the short, medium and long term; it must be flexible; and ensure on-going financial sustainability that responds to the necessity to fund specific major projects to achieve intergenerational equity.

Asset Management Strategy

The key objective of the Asset Management Strategy is to maintain Council's assets into the future and consider potential funding options for the expenditure gaps where available.

The overall objective is to ensure that limited financial resources are properly allocated to provide the desired level of service in the most cost effective manner, for present and future customers. This will also minimise potential risks to Council whilst preserving the financial position of Council in the long term.

Human resources

In order to meet commitments incorporated in the Council Plan, Council relies on its staff to deliver the stated outcomes.

In April 2017, the total number of employees was 371, which comprises full time, part time, casual, and temporary staff. This equated to 264.1 full time equivalent staff. It is not proposed to materially alter the staff requirements over the life of this plan.

Future sustainability

Council will ensure the financial sustainability of the Shire through the development of prudent and robust Strategic Financial Plan and long term Capital Works plan.

The impact on future Councils of the SRP should be seen as a guide only and considered in conjunction with potential future influences that effect Council's sustainability which will be subject to review and debate by the Council of the day in annual revisions of the Plan.

2. Comprehensive Income Statement

Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	23,391	22,428	22,877	23,335	23,801
Statutory fees and fines	611	620	632	645	658
User fees	5,334	5,247	5,352	5,459	5,568
Grants - Operating	11,717	11,165	11,388	11,616	11,848
Grants - Capital	5,309	8,540	8,500	8,500	8,500
Contributions - monetary	99	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,401)	3	-	-	-
Other income	1,867	1,582	1,613	1,646	1,678
Total income	46,926	49,585	50,363	51,200	52,054
Expenses					
Employee costs	21,723	22,027	22,467	22,917	23,375
Materials and services	14,512	14,878	15,175	15,479	15,788
Depreciation and amortisation	9,026	10,548	10,759	10,975	11,194
Borrowing costs	290	338	267	232	196
Other expenses	1,350	153	156	159	162
Total expenses	46,900	47,943	48,825	49,761	50,715
Surplus/(deficit) for the year	26	1,641	1,538	1,439	1,338
Other comprehensive income					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Total comprehensive result	26	1,641	1,538	1,439	1,338

3. Balance Sheet

Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	7,628	4,452	3,749	4,047	3,850
Trade and other receivables	3,286	3,286	3,286	3,286	3,286
Other financial assets	4	4	4	4	4
Inventories	198	198	198	198	198
Non-current assets classified as held for sale	133	-	-	-	-
Other assets	399	399	399	399	399
Total current assets	11,648	8,339	7,636	7,934	7,737
Non-current assets					
Property, infrastructure, plant & equipment	443,096	447,681	447,011	444,837	439,219
Total non-current assets	443,096	447,681	447,011	444,837	439,219
Total assets	454,744	456,020	454,648	452,772	446,957
Liabilities					
Current liabilities					
Trade and other payables	3,508	3,066	3,066	3,066	3,066
Provisions	10,407	6,806	11,572	13,038	8,165
Interest-bearing loans and borrowings	445	727	783	818	855
Total current liabilities	14,359	10,598	15,421	16,922	12,086
Non-current liabilities					
Provisions	20,198	20,798	14,633	10,670	9,245
Interest-bearing loans and borrowings	3,800	6,596	5,029	4,176	3,285
Total non-current liabilities	23,997	27,393	19,662	14,846	12,530
Total liabilities	38,357	37,992	35,083	31,769	24,615
Net assets	416,387	418,028	419,565	421,003	422,341
Equity					
Accumulated surplus	122,624	124,238	125,775	127,213	128,551
Reserves	293,764	293,790	293,790	293,790	293,790
Total equity	416,387	418,028	419,565	421,003	422,341

Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$'000	2017/18 \$'000	Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	7,628	4,452	3,749	4,047	3,850
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Balance Sheet

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	7,628	4,452	3,749	4,047	3,850
Trade and other receivables	3,286	3,286	3,286	3,286	3,286
Other financial assets	4	4	4	4	4
Inventories	198	198	198	198	198
Non-current assets classified as held for sale	133	-	-	-	-
Other assets	399	399	399	399	399
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Current liabilities					
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Interest-bearing loans and borrowings	445	727	783	818	855
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Interest-bearing loans and borrowings	3,800	6,596	5,029	4,176	3,285
Total non-current liabilities	23,997	27,393	19,662	14,846	12,530
Total liabilities	38,357	37,992	35,083	31,769	24,615
Net assets	416,387	418,028	419,565	421,003	422,341
Equity					
Accumulated surplus	122,624	124,238	125,775	127,213	128,551
Reserves	293,764	293,790	293,790	293,790	293,790
Total equity	416,387	418,028	419,565	421,003	422,341

4. Statement of changes in Equity

Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulate d Surplus \$'000	Revaluatio n Reserve \$'000	Other Reserve s \$'000
2016/2017 Forecast				
Balance at beginning of the financial year	416,361	122,597	293,764	-
Surplus/(deficit) for the year	26	26	-	-
Balance at end of the financial year	416,387	122,624	293,764	-
2017/2018 Budget				
Balance at beginning of the financial year	416,387	122,624	293,764	-
Surplus/(deficit) for the year	1,641	1,641	-	-
Balance at end of the financial year	418,029	124,265	293,764	-
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	418,029	124,265	293,764	-
Surplus/(deficit) for the year	1,538	1,538	-	-
Balance at end of the financial year	419,566	125,802	293,764	-
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	419,566	125,802	293,764	-
Surplus/(deficit) for the year	1,439	1,439	-	-
Balance at end of the financial year	421,005	127,241	293,764	-
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	421,005	127,241	293,764	-
Surplus/(deficit) for the year	1,338	1,338	-	-
Balance at end of the financial year	422,343	128,579	293,764	-

5. Statement of Cash Flows

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	23,391	22,428	22,877	23,335	23,801
User fees	5,945	5,867	5,984	6,104	6,226
Grants - operating	11,717	11,165	11,388	11,616	11,848
Grants - capital	5,309	8,540	8,500	8,500	8,500
Contributions - monetary	99	-	-	-	-
Interest received	250	250	255	260	265
Other receipts	1,617	1,331	1,357	1,384	1,411
Net GST refund / payment	-	-	-	-	-
Employee costs	(21,723)	(22,027)	(22,467)	(22,917)	(23,375)
Materials and services	(19,386)	(14,878)	(16,301)	(17,979)	(18,288)
Other payments	(1,350)	(153)	(155)	(157)	(160)
Net cash provided by/(used in) operating activities	5,869	12,524	11,440	10,150	10,235
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(16,543)	(18,498)	(11,450)	(9,160)	(9,737)
Proceeds from sale of property, infrastructure, plant and equipment	502	363	360	360	360
Net cash provided by/ (used in) investing activities	(16,041)	(18,135)	(11,090)	(8,800)	(9,377)
Cash flows from financing activities					
Finance costs	(290)	(338)	(267)	(230)	(196)
Proceeds from borrowings	-	3,500	-	-	-
Repayment of borrowings	(974)	(727)	(783)	(818)	(855)
Net cash provided by/(used in) financing activities	(1,264)	2,436	(1,050)	(1,048)	(1,050)
Net increase/(decrease) in cash & cash equivalents	(11,436)	(3,176)	(701)	301	(193)
Cash and cash equivalents at the beginning of the financial year	19,064	7,628	4,452	3,749	4,047
Cash and cash equivalents at the end of the financial year	7,628	4,452	3,752	4,051	3,855

6. Statement of Capital Works

Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	3,087	4,130	3,300	1,910	2,487
Heritage buildings	-	100	10	10	10
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Total buildings	3,087	4,230	3,310	1,920	2,497
Total property	3,087	4,230	3,310	1,920	2,497
Plant and equipment					
Heritage plant and equipment	8	-	-	-	-
Plant, machinery and equipment	1,520	1,235	1,675	1,675	1,675
Fixtures, fittings and furniture	63	10	10	10	10
Computers and telecommunications	-	-	-	-	-
Library books	110	110	110	110	110
Total plant and equipment	1,701	1,355	1,795	1,795	1,795
Infrastructure					
Roads	8,767	7,642	3,400	4,400	4,400
Bridges	538	400	290	290	290
Footpaths and cycleways	335	100	145	145	145
Drainage	157	100	250	200	200
Recreational, leisure and community facilities	1,216	1,566	990	190	190
Waste management	204	20	20	20	20
Parks, open space and streetscapes	519	2,635	1,200	150	150
Aerodromes	-	-	-	-	-
Off street car parks	-	50	50	50	50
Other infrastructure	20	400	-	-	-
Total infrastructure	11,755	12,913	6,345	5,445	5,445
Total capital works expenditure	16,543	18,498	11,450	9,160	9,737
Represented by:					
New asset expenditure	1,950	4,675	2,420	1,320	1,020
Asset renewal expenditure	11,221	10,637	7,200	6,260	7,287
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	3,372	3,186	1,830	1,580	1,430
Total capital works expenditure	16,543	18,498	11,450	9,160	9,737

7. Statement of Human Resources

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	21,323	21,627	22,067	22,517	22,975
Employee costs - capital	400	400	400	400	400
Total staff expenditure	21,723	22,027	22,467	22,917	23,375
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	240.1	242.2	242.2	242.2	242.2
Total staff numbers	240.1	242.2	242.2	242.2	242.2

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises	
		Permanen t	Permanen t
	2017/18	Full Time	Part Time
	\$'000	\$'000	\$'000
Assets	7,693	7,058	635
Community Services	6,338	3,685	2,653
Corporate Services	4,207	2,477	1,730
Chief Executive	1,761	1,679	82
Total permanent staff expenditure	19,999	14,898	5,101
Casuals and other expenditure	2,028		
Total expenditure	22,027		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises	
		Permanen t	Permanen t
	FTE	Full Time	Part Time
Assets	88.0	80.2	7.9
Community Services	71.4	36.7	34.7
Corporate Services	42.2	20.1	22.1
Chief Executive	15.4	14.6	0.8
Total	217.1	151.6	65.4
Casuals and other	25.1		
Total staff	242.2		

8. Summary of Planned Capital Works Expenditure

Summary of planned capital works expenditure

2018	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	4,130	1,140	2,590	0	400	4,130	1,698	0	1,132	1,300
Heritage Buildings	100	0	100	0	0	100	100	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total buildings	4,230	1,140	2,690	0	400	4,230	1,798	0	1,132	1,300
Total property	4,230	1,140	2,690	0	400	4,230	1,798	0	1,132	1,300
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	1,235	0	1,235	0	0	1,235	0	0	1,235	0
Fixtures, fittings and furniture	10	0	10	0	0	10	0	0	10	0
Computers and telecommunications	0	0	0	0	0	0	0	0	0	0
Library books	110	0	110	0	0	110	0	0	110	0

Total plant and equipment	1,355	0	1,355	0	0	1,355	0	0	1,355	0
Roads	7,642	1,035	5,197	0	1,410	7,642	4,520	0	3,122	0
Bridges	400	0	400	0	0	400	198	0	202	0
Footpaths and cycleways	100	0	100	0	0	100	0	0	100	0
Drainage	100	0	100	0	0	100	0	0	100	0
Recreational, leisure and community facilities	1,566	800	190	0	576	1,566	824	0	242	500
Waste management	20	0	20	0	0	20	0	0	20	0
Parks, open space and streetscapes	2,635	1,700	135	0	800	2,635	1,200	0	135	1,300
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	50	0	50	0	0	50	0	0	50	0
Other infrastructure	400	0	400	0	0	400	0	0	0	400
Total infrastructure	12,913	3,535	6,592	0	2,786	12,913	6,742	0	3,971	2,200
Total capital works expenditure	18,498	4,675	10,637	0	3,186	18,498	8,540	0	6,458	3,500

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	3,300	2,050	1,250	0	0	3,300	1,700	0	1,600	0

Heritage Buildings	10	10	0	0	0	10	0	0	10	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total buildings	3,310	2,060	1,250	0	0	3,310	1,700	0	1,610	0
Total property	3,310	2,060	1,250	0	0	3,310	1,700	0	1,610	0

Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	1,675	0	1,675	0	0	1,675	1,625	0	50	0
Fixtures, fittings and furniture	10	0	10	0	0	10	0	0	10	0
Computers and telecommunications	0	0	0	0	0	0	0	0	0	0
Library books	110	0	110	0	0	110	0	0	110	0
Total plant and equipment	1,795	0	1,795	0	0	1,795	1,625	0	170	0

Roads	3,400	10	1,760	0	1,630	3,400	3,400	0	0	0
Bridges	290	0	90	0	200	290	290	0	0	0
Footpaths and cycleways	145	100	45	0	0	145	145	0	0	0
Drainage	250	0	250	0	0	250	200	0	50	0
Recreational, leisure and community facilities	990	50	940	0	0	990	990	0	0	0
Waste management	20	0	20	0	0	20	0	0	20	0
Parks, open space and streetscapes	1,200	50	1,150	0	0	1,200	150	0	1,050	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	50	0	50	0	0	50	0	0	50	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0

Total infrastructure	6,345	210	4,305	0	1,830	6,345	5,175	0	1,170	0
Total capital works expenditure	11,450	2,270	7,350	0	1,830	11,450	8,500	0	2,950	0

2020	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	1,910	1,100	660	0	150	1,910	1,700	0	210	0
Heritage Buildings	10	10	0	0	0	10	0	0	10	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total buildings	1,920	1,110	660	0	150	1,920	1,700	0	220	0
Total property	1,920	1,110	660	0	150	1,920	1,700	0	220	0
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	1,675	0	1,675	0	0	1,675	1,625	0	50	0
Fixtures, fittings and furniture	10	0	10	0	0	10	0	0	10	0
Computers and telecommunications	0	0	0	0	0	0	0	0	0	0
Library books	110	0	110	0	0	110	0	0	110	0
Total plant and equipment	1,795	0	1,795	0	0	1,795	1,625	0	170	0

Roads	4,400	10	3,160	0	1,230	4,400	4,200	0	200	0
Bridges	290	0	90	0	200	290	290	0	0	0
Footpaths and cycleways	145	100	45	0	0	145	145	0	0	0
Drainage	200	0	200	0	0	200	200	0	0	0
Recreational, leisure and community facilities	190	50	140	0	0	190	190	0	0	0
Waste management	20	0	20	0	0	20	0	0	20	0
Parks, open space and streetscapes	150	50	100	0	0	150	150	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	50	0	50	0	0	50	0	0	50	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0
Total infrastructure	5,445	210	3,805	0	1,430	5,445	5,175	0	270	0
Total capital works expenditure	9,160	1,320	6,260	0	1,580	9,160	8,500	0	660	0

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	2,487	800	1,687	0	0	2,487	1,700	0	787	0
Heritage Buildings	10	10	0	0	0	10	0	0	10	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total buildings	2,497	810	1,687	0	0	2,497	1,700	0	797	0
Total property	2,497	810	1,687	0	0	2,497	1,700	0	797	0

Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	1,675	0	1,675	0	0	1,675	1,625	0	50	0
Fixtures, fittings and furniture	10	0	10	0	0	10	0	0	10	0
Computers and telecommunications	0	0	0	0	0	0	0	0	0	0
Library books	110	0	110	0	0	110	0	0	110	0
Total plant and equipment	1,795	0	1,795	0	0	1,795	1,625	0	170	0
Roads	4,400	10	3,160	0	1,230	4,400	4,200	0	200	0
Bridges	290	0	90	0	200	290	290	0	0	0
Footpaths and cycleways	145	100	45	0	0	145	145	0	0	0
Drainage	200	0	200	0	0	200	200	0	0	0
Recreational, leisure and community facilities	190	50	140	0	0	190	190	0	0	0
Waste management	20	0	20	0	0	20	0	0	20	0
Parks, open space and streetscapes	150	50	100	0	0	150	150	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	50	0	50	0	0	50	0	0	50	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0
Total infrastructure	5,445	210	3,805	0	1,430	5,445	5,175	0	270	0
Total capital works expenditure	9,737	1,020	7,287	0	1,430	9,737	8,500	0	1,237	0

9. Statement of Planned Human Resource Expenditure

Summary of planned human resources expenditure

	2018	2019	2020	2021
	\$'000	\$'000	\$'000	\$'000
Assets				
Permanent - Full time	7,058	7,199	7,343	7,490
Permanent - Part time	635	648	661	674
Total Assets	<u>7,693</u>	<u>7,847</u>	<u>8,004</u>	<u>8,164</u>
Community Services				
Permanent - Full time	3,685	3,759	3,834	3,911
Permanent - Part time	2,653	2,706	2,760	2,815
Total Community Services	<u>6,338</u>	<u>6,465</u>	<u>6,594</u>	<u>6,726</u>
Corporate Services				
Permanent - Full time	2,477	2,527	2,577	2,629
Permanent - Part time	1,730	1,765	1,800	1,836
Total Corporate Services	<u>4,207</u>	<u>4,291</u>	<u>4,377</u>	<u>4,465</u>
Chief Executive				
Permanent - Full time	1,679	1,713	1,747	1,782
Permanent - Part time	82	84	85	87
Total Chief Executive	<u>1,761</u>	<u>1,796</u>	<u>1,832</u>	<u>1,869</u>
Total casuals and other	2,028	2,068	2,110	2,152
Total staff expenditure	<u>22,027</u>	<u>22,467</u>	<u>22,917</u>	<u>23,375</u>
	FTE	FTE	FTE	FTE
Assets				
Permanent - Full time	80.2	80.2	80.2	80.2
Permanent - Part time	7.9	7.9	7.9	7.9
Total Assets	<u>88.1</u>	<u>88.1</u>	<u>88.1</u>	<u>88.1</u>
Community Services				
Permanent - Full time	36.7	36.7	36.7	36.7
Permanent - Part time	34.7	34.7	34.7	34.7
Total Community Services	<u>71.4</u>	<u>71.4</u>	<u>71.4</u>	<u>71.4</u>
Corporate Services				
Permanent - Full time	20.1	20.1	20.1	20.1
Permanent - Part time	22.1	22.1	22.1	22.1

Total Corporate Services	<u>42.2</u>	<u>42.2</u>	<u>42.2</u>	<u>42.2</u>
Chief Executive				
Permanent - Full time	14.6	14.6	14.6	14.6
Permanent - Part time	<u>0.8</u>	<u>0.8</u>	<u>0.8</u>	<u>0.8</u>
Total Chief Executive	<u>15.4</u>	<u>15.4</u>	<u>15.4</u>	<u>15.4</u>
Total casuals and other	<u>25.1</u>	<u>25.1</u>	<u>25.1</u>	<u>25.1</u>
Total staff numbers	<u>242.2</u>	<u>242.2</u>	<u>242.2</u>	<u>242.2</u>