

# STRATEGIC RESOURCE PLAN

For the four years ended 2019-2023

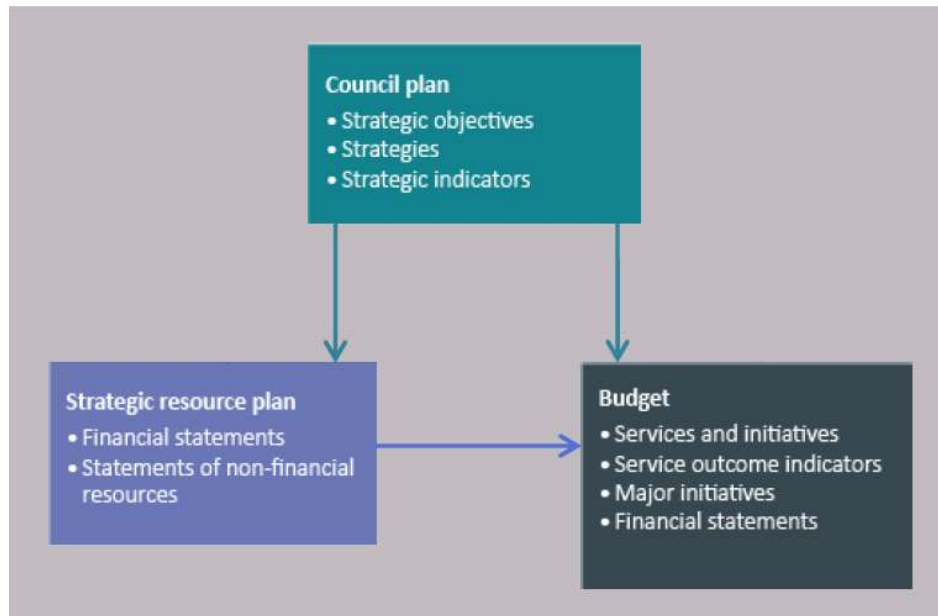
This Strategic Resource Plan has been developed in accordance with the Local Government Better Practice Guide – Strategic Resource Plan, 2019 issued by the Department of Environment, Land, Water and Planning on preparing a Strategic Resource Plan in accordance with the legislation.

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## 1. Background

The *Local Government Act 1989* (the Act) requires Council to prepare a Strategic Resource Plan (SRP) for at least the next four financial years that describes both the financial and non-financial resources required to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by Council.

Council has prepared a SRP for the four years 2019-20 to 2022-23 as part of its integrated planning framework as set out below.



The Council Plan includes the strategic objectives, strategies for achieving these for at least the next four years and strategic indicators for monitoring achievement of the strategic objectives. The SRP is a plan of the resources for at least the next four years required to achieve the strategic objectives in the Council Plan. The SRP informs the preparation of the budget which is a plan that describes the services and initiatives to be funded and how they will contribute to the achieving the strategic objectives in the Council Plan.

## 2. Objectives of the plan

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- maintaining ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities
- the timely renewal of community assets and the assets required for ongoing service delivery
- ongoing underlying surpluses that allow the funding of ongoing service delivery and capital works commitments
- holding sufficient cash and other assets in order to meet payment obligations to suppliers and employees as they fall due.

In preparing the SRP, Council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires Council to:

- 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.

The key objectives set out in this SRP and the measures used to reflect these objectives are:

Objective	Measure
<p><u>Service levels</u></p> <p>We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities.</p>	<p>Allowance for continuity of services included within the annual budgets throughout the plan period.</p>
<p><u>Asset renewal</u></p> <p>We will continue to focus on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels.</p>	<p>Increase in the amount of capital expenditure allocated to asset renewal projects in Council's capital works program, expressed as a percentage of the amount required to maintain the assets, as measured by depreciation.</p>
<p><u>Operating performance</u></p> <p>We will ensure that Council delivers ongoing underlying surpluses that allow the funding of ongoing service delivery to the community, the timely renewal of community assets and the assets required for ongoing service delivery, and new community assets.</p>	<p>Achieve an underlying operating surplus throughout the term of the SRP. The underlying surplus is measured after adjusting for capital grants that are not necessarily ongoing funding sources and timing differences on grants for provision of services.</p>
<p><u>Cash and liquidity</u></p> <p>We will ensure Council holds sufficient cash and other assets in order to meet payment obligations to suppliers and employees as they fall due.</p>	<p>Achieve a working capital ratio of at least 1.1: 1 throughout the plan.</p>

### 3. How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2018
- assumptions provided by Council service providers about changes in future income and expenditure
- assumptions provided by Council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets
- assumptions provided by finance regarding future changes in assets, liabilities and equity
- information provided by the executive management team and Council.

The financial projections included in the SRP have been developed using a 'four-way' budget model. This methodology is an integrated model, which enables the linking of the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

### 4. Assessment of Council's current financial position

An assessment has been undertaken of the Council's current financial position to identify any significant matters which may impact on the SRP. A summary of the budgeted and forecast financial results for the 2018-19 year are in the following table.

Result	Adopted Budget 2018-19 \$'000	Forecast Actual 2018-19 \$'000	Variance Fav/ (Unfav) \$'000
Surplus/(deficit) for the year	14,524	17,542	3,018
Cash and investments balance	49,584	65,364	15,780
Capital works expenditure	52,203	49,670	(2,533)

A surplus of \$17.54 million is forecast to be achieved, compared with an original budgeted surplus of \$14.52 million.

Cash and investments is forecast to be \$65.36 million compared with an original budget of \$49.58 million. The forecast \$15.78 million favourable variance is primarily due the opening balance being \$21.13 greater than budgeted and \$4.32 million of capital works expenditure which is forecast to be incomplete at the end of the 2018-19 year and will be carried forward for completion in the 2019-20 year.

Capital works expenditure is forecast to be \$49.67 million compared with an original budget of \$52.20 million. The forecast \$2.53 million favourable variance is mainly due to incomplete works forecast to be carried forward to the 2019-20.

The Victorian Government has legislated that local government rates be capped from the 2016-17 year. The rate cap for the 2019-20 year as set by the Minister for Local Government is 2.5 percent. Depending on the level at which rates are capped in future years, Council may need to review the level of services and capital works expenditure which are delivered in future years and/or apply for a higher cap.

## 5. Key assumptions

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position
- scan of the external economic environment
- forecast changes in population and demographics
- advice from officers responsible for service and capital works planning and delivery
- services and initiatives contained in plans adopted or proposed to be adopted by Council.

The key assumptions underlying the SRP are set out below.

### General operating

The general assumptions affecting all operating income and expenditure are included the following table.

	2019/20	2020/21	2021/22	2022/23
	%	%	%	%
Consumer Price Index	2.5%	2.5%	2.5%	2.5%
Rate cap	2.5%	2.2%	2.2%	2.2%
Property growth	1.7%	1.7%	1.6%	1.5%
Wages growth	2.5%	2.2%	2.2%	2.2%
Grants (operating)	1.8%	1.8%	1.8%	1.8%
Statutory fees	2.0%	2.0%	2.0%	2.0%
Investment return	2.3%	2.3%	2.3%	2.3%

### **Consumer price index**

The annual consumer price index (CPI) for the December 2018 quarter for Melbourne was 2.0 percent (ABS catalogue 6401.0). The state-wide CPI is forecast to be 2.25 percent in 2018-19 and 2.50 percent for the remaining three years of the outlook period (based on Victorian State Government 2018-19 Budget Update). For the purposes of developing the SRP, CPI has been set at 2.5 percent for the 2019-20 year and 2.5 percent for the remaining years and applied to all income and expense types with the exception of those specifically identified in the above table.

### **Rate cap**

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2019-20 year is 2.5 percent and based on the state-wide CPI projections is likely to remain at this level for the forecast period.

### **Property growth**

The municipality is expected to continue growing over the four year period based on current trends. The property growth rate has been forecast to decline from 1.7 percent 2019-20, to 1.7 percent in 2020-21, 1.6 percent in 2020-21, and 1.5 percent in 2022-23.

### **Wages growth**

The collective wage agreement has been finalised and is before the Fair Work Commission awaiting ratification. The wages growth in the SRP is based on the forecast rate cap in future years.

**Grants (operating)**

Council receives approximately \$15.33 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$4.35 million for the 2019-20 year in financial assistance grants. Future increases in operating grants excluding financial assistance grants have been set at CPI minus 0.7 percent in all years.

**Statutory fees**

Council raises approximately \$10.51 million in fees and fines which are imposed in line with legislation governing local government activities such as animal registrations and parking fines. Future increases in statutory fees have been set at CPI minus 0.5 percent in all years.

**Investment return**

The official cash rate is now 1.25 percent, following a rate decrease of 0.25 percent by the Reserve Bank on 5 June 2019. Council has set its investment return at 2.2 percent reflecting current investment returns.

**Service delivery**

The assumptions affecting specific services provided by Council are set out below.

**Residential garbage and recycling collection**

Waste tipping charges associated with the disposal of residential garbage and growth in the number of tenements (~980 per annum over the four year period) is expected to have minimal financial impact with cost increases only reflecting CPI. With the current difficulties with the recycling industry in Victoria, the cost of Council's kerbside recycling is expected to significantly increase. This will be an area of particular focus over the term of the SRP. Increases in the landfill levy will increase the cost of residential garbage disposal by \$0.07 in the 2019-20 financial year with similar increases forecast in future years.

**Property valuation**

Council is now required to revalue all properties within the municipality every year. The last general revaluation was carried out as at 1 January 2019 and is effective for the 2019/20 year. From 1 July 2018 the Victorian Government centralised land valuations with the Valuer-General of Victoria and introduced annual valuations.

**Service levels**

The service delivery outcomes measured in financial terms are shown in the following table.

Service levels have been maintained for 2019-20 but with the impact of capped rates increases service reviews will need to be undertaken across all services to establish sustainable service levels in future years as well as Council needing to review other potential sources of revenue.

**Other operating**

Other assumptions affecting operating income and expenditure which cannot be directly attributed to specific services are included the following table.

	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000
Supplementary rates	1,000	1,000	1,000	1,000
Developer contributions (cash)	5,700	6,347	6,386	6,485
Developer contributions (non-cash)	0	0	0	0
Financial assistance grants	4,278	4,355	4,433	4,513
Grants (capital)	2,704	6,347	6,386	6,486
Asset sales proceeds	568	620	620	620

**Supplementary rates**

The municipality is expected to remain constant over the four year period based on current trends in property development and the impact of annual valuations. Supplementary rates are estimated to add an additional \$1.00 million in rate revenue in each year.

**Developer contributions (cash)**

Contributions are levied on developers for the purpose of offsetting future costs associated with the creation of open space and new community infrastructure. The growth rate is based the current property developing and expected to be completed over the four years to 2022-23.

### **Developer contributions (non-cash)**

From time to time Council receives infrastructure assets from developers at no cost which are recognised as income in the comprehensive income statement. This normally occurs following the completion of a property development, where the developer agrees to construct the required infrastructure including roads, footpaths and drains. At the conclusion of the development, these assets are handed over to Council. It is expected that Council will receive some infrastructure assets during the four year period. As the value of assets cannot be reliably measured at this time no allowance has been made.

### **Financial assistance grants**

Council's financial assistance grant allocation has been decreasing in recent years due to the freeze in indexation by the Federal Government and Council's assessment relative to other Victorian Councils. The budgeted allocation for the 2019-20 year of \$4.35 million is based on the minimum grant level having been reached by Council as the current formula being used by the Victorian Grants Commission indicates that Darebin has a lesser need for access to these grants when compared with other Victorian Councils. Future years' financial grant allocations are expected to increase in line with other recurrent grant increases.

### **Grants (capital)**

Council receives both recurrent and non-recurrent government funding for capital works projects. Capital grants are expected to be relatively consistent to reflect Roads to Recovery grants to be received in future years.

### **Asset sales (proceeds)**

Council has in the past disposed of assets as part of its plant replacement program for light and heavy vehicle fleet. An amount of \$0.57 million has been forecast in 2019-20 and an amount of \$0.62 million as the expected proceeds from the plant replacement program in future years.

### **General balance sheet**

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 98.5 percent of the total rates and charges raised, is expected to be collected
- trade creditors is based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. The payment cycle is 30 days
- other debtors and creditors are expected to remain consistent with 2018-19 levels
- employee entitlements have increased in accordance with the collective wage agreement outcome offset by the impact of more active management of leave entitlements of staff.

### **Other balance sheet**

The assumptions affecting specific balance sheet items is set out below.

### **Borrowings**

In developing the SRP, borrowings were identified as an important funding source for capital works expenditure.

In the past, Council has borrowed to finance large infrastructure projects and since then has been in a phase of debt reduction resulting in borrowings reduced to \$0 during 2015-16. With Council considering a number of substantial intergenerational capital works projects and environmental initiatives, it is timely to reconsider the issue of borrowings.

Loan borrowing is a legitimate and responsible financial management tool that provides Council an appropriate mechanism to enable it to implement its Council Plan objectives.

Borrowing allows for a timing mismatch in income and expenditure, where it allows the income to be offset and balanced with expenditure, over a longer period of time. Accordingly decisions to raise borrowings are not funding strategies, but rather financing options and strategies.

Borrowing provides cash, but it is important to recognise that this is not income. Borrowing creates an asset (available cash) and also a liability (obligation to repayment). The repayment of the principal itself results in a reduction of the liability, and a reduction of the asset (available cash). The interest though, is regarded as an expense.

It is not possible for Council to meet infrastructure outlay needs and treat different generations of ratepayers equitably (in terms of services provided relative to rates and charges levied) without the use

of borrowing. Borrowing is a useful instrument for spreading the costs of an asset over its useful life or time that the asset provides services to the ratepayers so that ratepayers who benefit from the assets, pay for their consumption over time, providing inter-generational benefits to the community.

Council is dependent on infrastructure assets which require large investment to deliver its service objectives and needs to be mindful of intergenerational equity in generating revenue to offset service costs. If Council as an infrastructure intensive organisation was to keep its level of borrowings very low, it is likely to under-invest in new infrastructure and asset renewal relative to what its operating income stream would allow.

It is important to note that borrowing would not allow Council to make acquisitions that it otherwise could not afford and that it is more cost effective to use surplus cash and investments rather than borrowing.

Deciding an appropriate borrowing level is a difficult task. Each council is different and the level of debt that is appropriate for Darebin may not be acceptable for another council.

To provide some context for Council's decision on an appropriate borrowing level, the average as at 30 June 2018 for all Victorian councils of loans and borrowings as a percentage of rates is 18.05 percent compared with Darebin's 0.00 percent. It is anticipated that Council will consider borrowings in future years to provide a funding source for significant intergenerational infrastructure works planned for delivery over the period 2020-21 through to 2024-25.

### Council's current position

Council has determined that borrowings will be considered as a means of financing strategic infrastructure initiatives with reference to criteria including financing projects which are:

- iconic in nature
- of a size that could not otherwise be funded through the annual capital works program
- based on a sound business case including consideration of the following factors:
  - the purposes for which the borrowings are being sought including the level of demonstrated community need for the project and the expected life of the infrastructure
  - reasons why the project cannot be funded through normal operational income
  - a clear statement of how the repayments will be funded and the impact on funding otherwise available for recurrent services or capital works
  - any financial return to Council which can be used to meet the loan repayments
- delivering intergenerational infrastructure
- ensures long term financial sustainability.

Borrowings may also be required in the future to fund other liabilities Council may face, for example, should there be a future requirement to contribute additional amounts to the local government defined benefit superannuation fund.

Any future borrowings will be considered carefully in accordance with sound financial management principles and the relevant State Government prudential requirements for borrowing, which are set out below:

Prudential ratio	Calculation	Rationale	State Govt Limit
Liquidity (working capital)	Current Assets : Current Liabilities	Reflects ability to repay current commitments from cash or near cash assets	> 1.1 : 1
Debt commitment	Total loans as a percentage of rate revenue	Reflects total loan levels relative to Council rates	< 60%
Debt servicing	Total interest costs as a percentage of total revenue	Reflects the proportion of total revenue that is used to service loan interest	< 5%

Council will manage its debt and only undertake additional borrowings in accordance with the following principles:

- Council complies with the Local Government Prudential Guidelines at all times.



- Loans are only taken when Council's Long Term Financial Plan shows that debt management obligations can be met over the life of the loan.
- Loan funds are drawn only at the time when required.
- Loan funds should be considered when funding intergenerational infrastructure initiatives.

It is important that Council adopts a responsible borrowing strategy that ensures long term financial sustainability.

### **Essential Services Commission's position on borrowings**

The Essential Services Commission (ESC) does not advocate for the local government sector to increase or reduce its debt level. Whether it is prudent or responsible to use debt finance depends on the circumstances of each municipality and the judgment of the council.

The ESC's expectation is that a Council applying for a higher cap shows it has a well-considered debt policy (preferably consulted on with the community) that guides its decision whether to use debt to reduce the need for additional funding in the short term through increased rates revenue. If the Council adopts a debt position that is not consistent with its debt policy, then the application should clearly explain why.

As required by the legislation, a Council's application must demonstrate it considered the option of debt and the reasons for adopting or not adopting it.

Section 185E(3) of the Local Government Act 1989 states that:

An application under this section must specify —

- (a) a proposed higher cap for each specified financial year; and
- (b) the reasons for which the Council seeks the higher cap; and
- (c) how the views of ratepayers and the community have been taken into account in proposing the higher cap; and
- (d) how the higher cap is an efficient use of Council resources and represents value for money; and
- (e) whether consideration has been given to reprioritising proposed expenditure and alternative funding options and why those options are not adequate; and
- (f) that the assumptions and proposals in the application are consistent with the Council's long term strategy and financial management policies set out in the Council's planning documents and annual budget.

An application for a higher rate cap would need to demonstrate that the Council considered other suitable funding or financing options. It also needs to outline the decision reached (and reasoning for the decision) on those options (which should include) different rate increase scenarios. In demonstrating the preferred option, the Council should consider how a higher cap is in the long-term interests of the community and ratepayers. The Council, in consultation with the community, must decide priorities and desired outcomes; this decision is not the role of the ESC.

### **Borrowing Principles**

Council's future borrowings would be underpinned by the following principles which will be considered as part of any decision to borrow:

1. The purpose for borrowing is consistent with Council's strategic objectives as detailed in the Council Plan.
2. Any borrowings will be considered carefully in accordance with sound financial management principles and the ability of Council to meet the relevant prudential requirements for borrowing set out by State Government.
3. Borrowing is undertaken only when Council's Long Term Financial Plan shows that debt management obligations can be fully met over the life of the loan.
4. Loan funds are drawn only at the time when required and for the amount that is required.
  - Expenditure made using working capital during the financial year with borrowings entered into towards the end of the financial year.

- Amount drawn down does not exceed funding requirements.
5. Management of borrowings will focus on sound cash management practices in that Council will not borrow at higher interest rates when unrestricted funds are invested at lower interest rates.
  6. The nature of any borrowings (short or long term) and the interest rate (fixed or variable) will take into account the purpose of the borrowings and seek to minimise interest rate exposure.
  7. Borrowing does not increase the amount of money available to spend. Borrowing does allow a higher level of expenditure in a given year, but as it must be repaid with interest it requires a reduction of expenditure in future years.
  8. Borrowing is not to be used to finance ongoing recurrent operational expenditure.
  9. Where borrowing is associated with the construction or purchase of an asset, the term of the loan is not to exceed the useful life of the asset.

For the 2019-20 year, Council has decided not to take out new borrowings.

It is likely in future years that borrowings will be required to fund future intergenerational infrastructure initiatives such as the Multi-sports Stadium in Thornbury and the renewal of the Northcote Aquatic and Recreation Centre. Council has not made a decision on borrowings in future years as reflected below.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2019/20	-	-	-	-
2020/21	-	-	-	-
2021/22	-	-	-	-
2022/23	-	-	-	-

### **Capital works**

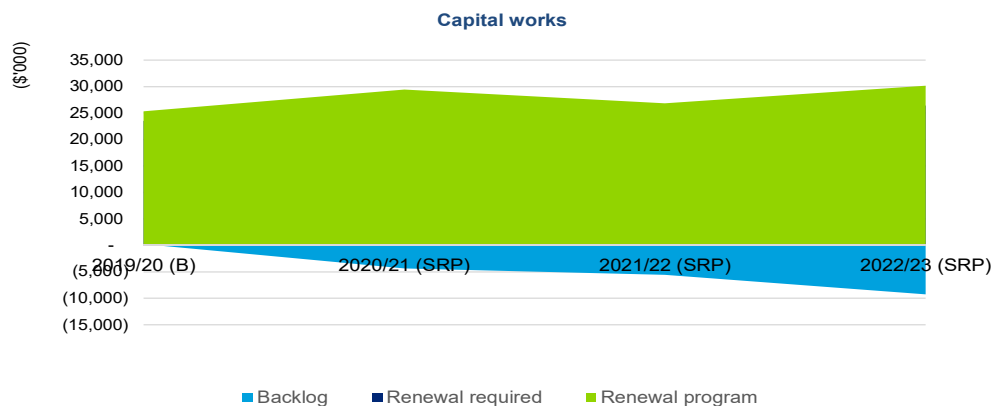
The assumptions affecting asset renewal, expansion, upgrade and new assets are set out below.

#### ***Asset renewal***

Council is developing a more detailed understanding of its future infrastructure requirements based on the knowledge provided by asset management plans, which set out future capital expenditure requirements of Council for the next ten years by class of asset. Asset management plans predict infrastructure consumption, renewal needs and consider infrastructure needs to meet future community service expectations.

A key objective is to continue to focus on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to maintain delivery of services to the community.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



A/F = Actual / Forecast, B = Budget, SRP = Strategic Resource Plan Estimate

While Council is endeavouring to provide a sufficient level of annual funding to meet the ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap.

### **Capital expenditure program**

In developing the capital expenditure program for the next four years, the following matters have had a significant impact:

- reduction in the amount of cash and investment reserves available to fund future capital expenditure programs
- the commitment to undertake significant large infrastructure projects that will provide intergenerational benefits such as the Multi-sports Stadium in Thornbury and the renewal of the Northcote Aquatic and Recreation Centre
- the availability of grant funding for capital projects
- the level of ongoing Commonwealth funding for the upgrade of roads
- the need to close the renewal gap and address the backlog in future years.

The following table summarises the forecast capital works expenditure including funding sources for the next four years. The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Summary of funding sources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2019/20	52,223	2,454	824	48,946	-
2020/21	64,283	4,019	542	59,722	-
2021/22	72,605	9,734	497	62,375	-
2022/23	68,606	5,587	507	62,512	-

### **Human resources**

The assumptions affecting the level of human resources are set out in the following table.

	2019-20	2020-21	2021-22	2022-23
Employee cost growth %	7.08%	2.15%	2.15%	2.15%
Employee numbers growth (FTE)	10.1	2.7	0	0

### **Employee costs**

The collective wage agreement has been finalised and applies to wage rate changes for the term up to 30 June 2022. The employee cost growth in the SRP is set the same as the forecast rate cap per annum.

### **Employee numbers**

A key objective of the SRP is maintaining existing service levels, however this needs to be balanced against the introduction of rate capping from the 2016-17 year onwards which has resulted in downward pressure being placed on employee costs. Staff numbers are forecast to grow by 10.1 in 2019-20.

## **6. Outcomes**

### **Financial outcomes**

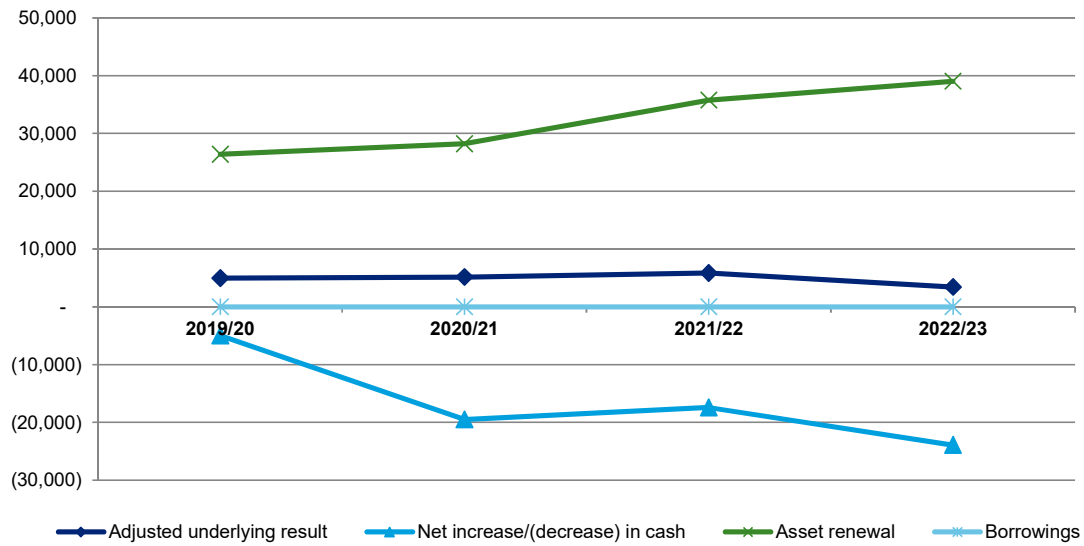
The following financial results, graph and indicators summarise the key financial outcomes for the next four years as set out in the SRP for the 2019-23 years. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

	Budget	Strategic Resource Plan Projections			Trend
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	+/-
Adjusted underlying result	4,942	5,154	5,851	3,434	-
Net increase/(decrease) in cash	(4,994)	(19,479)	(17,401)	(23,891)	-
Asset renewal	26,375	28,203	35,756	39,034	+
Borrowings	-	-	-	-	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

**Financial resources (\$'000)**



Indicator	Measure	Budget	Strategic Resource Plan Projections			Trend
		2019-20	2020-21	2021-22	2022-23	+/-
<b>Operating position</b>						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	2.8%	2.9%	3.2%	1.8%	-
<b>Liquidity</b>						
Working Capital	Current assets / current liabilities	188.6%	131.3%	62.4%	(7.6%)	-
Unrestricted cash	Unrestricted cash / current liabilities	68.2%	16.4%	(30.2%)	(97.9%)	-
<b>Obligations</b>						
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue	1.1%	1.1%	1.1%	1.1%	o
Asset renewal	Asset renewal expenses / Asset depreciation	112.1%	113.3%	139.4%	147.8%	+
<b>Stability</b>						
Rates concentration	Rate revenue / adjusted underlying revenue	74.4%	76.4%	76.6%	76.7%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.2%	0.2%	0.3%	0.3%	+
<b>Efficiency</b>						
Expenditure level	Total expenses/ no. of property assessments	\$2,420	\$2,387	\$2,407	\$2,469	o
Revenue level	Residential rate revenue / No. of residential property assessments	\$1,570	\$1,577	\$1,584	\$1,591	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	9.3%	9.3%	9.3%	9.3%	o

## Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

**Notes to indicators**

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period but are reliant on savings being realised from service reviews and from revenue increases from sources other than rates and charges.

**2 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly over the term of the SRP due to a run down in cash reserves to fund the capital program.

**3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt and no additional borrowings currently forecast during the term of this SRP.

**4 Asset renewal** - This percentage indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are renewed and future capital expenditure will be required to renew assets.

**5 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become decrease its reliance on rate revenue compared to all other revenue sources.

## **Achievement of SRP objectives**

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The financial outcomes of the SRP are set out below under each of the key objectives which underpin the SRP over the next four years.

### **1. Maintain existing service levels (objective: achieved)**

Service levels have been maintained throughout the four year period after allowing for the impact of inflation and other cost indexation (measure: net cost of services and expenditure level).

### **2. Meet Council's asset renewal requirements (objective: achieved)**

Asset renewal is forecast to be above the target of 100 percent of depreciation for all four years covered by the SRP (measure: asset renewal).

### **3. Achieve ongoing adjusted underlying surpluses (objective: achieved)**

The adjusted underlying result is a surplus and is forecast to increase moderately over the four year period (measure: underlying surplus).

### **4. Have sufficient cash and other assets to meet payment obligations (objective: not achieved)**

The working capital ratio is greater than 110% in 2018-19 and 2019-20 but falls beneath the target in 2020-21 and 2022-23 (measure: working capital ratio). Council needs to develop a funding strategy for the intergenerational assets being constructed in years two, three and four of the strategic resource plan.

## City of Darebin

### Budgeted Comprehensive Income Statement

For the four years ending 30 June 2023	Budget Strategic Resource Plan Projections			
	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
<b>Income</b>				
Rates and charges	136,152	135,811	139,817	143,912
Statutory fees and fines	10,507	10,717	10,931	11,150
User fees	10,076	10,328	10,586	10,851
Grants - Operating	15,330	15,636	15,948	16,266
Grants - Capital	2,454	6,505	12,251	8,137
Contributions - monetary	5,700	6,339	6,386	6,485
Contributions - non-monetary	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	568	620	620	620
Fair value adjustments for investment property	-	-	-	-
Net gain/(loss) on disposal of investment property	-	-	-	-
Net gain/(loss) on disposal of intangible assets	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-
Other income	4,121	4,180	4,240	4,301
<b>Total Income</b>	<b>184,908</b>	<b>190,135</b>	<b>200,781</b>	<b>201,722</b>
<b>Expenses</b>				
Employee costs	(88,112)	(90,006)	(91,942)	(93,918)
Materials and services	(54,642)	(51,410)	(52,784)	(54,196)
Bad and doubtful debts	(1,322)	(1,067)	(1,019)	(1,086)
Depreciation and amortisation	(23,535)	(24,911)	(25,658)	(26,427)
Borrowing costs	-	-	-	-
Other expenses	(4,907)	(5,463)	(5,623)	(8,787)
<b>Total Expenses</b>	<b>(172,518)</b>	<b>(172,857)</b>	<b>(177,026)</b>	<b>(184,415)</b>
<b>Surplus/(deficit) for the year</b>	<b>12,390</b>	<b>17,278</b>	<b>23,755</b>	<b>17,307</b>
<b>Other comprehensive income</b>				
Items that will not be reclassified to surplus or deficit in future periods:				
Net asset revaluation increment /(decrement)	-	-	39,880	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-
<b>Total comprehensive result</b>	<b>12,390</b>	<b>17,278</b>	<b>63,635</b>	<b>17,307</b>

## City of Darebin Budgeted Balance Sheet

For the four years ending 30 June 2023	Budget Strategic Resource Plan Projections			
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	38,642	19,163	1,762	(22,129)
Trade and other receivables	14,918	15,014	16,027	16,024
Other financial assets	12,228	6,114	-	-
Inventories	67	67	67	67
Non-current assets classified as held for sale	-	-	-	-
Other assets	3,364	3,364	3,364	3,364
<b>Total current assets</b>	<b>69,219</b>	<b>43,722</b>	<b>21,220</b>	<b>(2,674)</b>
<b>Non-current assets</b>				
Trade and other receivables	6,512	6,543	6,575	6,607
Investments in associates and joint ventures	2,840	2,840	2,840	2,840
Property, infrastructure, plant & equipment	1,507,237	1,546,624	1,633,466	1,675,660
Investment property	-	-	-	-
Intangible asset	300	285	270	255
Landfill rehabilitation intangible asset	-	-	-	-
<b>Total non-current assets</b>	<b>1,516,889</b>	<b>1,556,292</b>	<b>1,643,151</b>	<b>1,685,362</b>
<b>Total assets</b>	<b>1,586,108</b>	<b>1,600,014</b>	<b>1,664,371</b>	<b>1,682,688</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	12,099	8,217	8,420	8,899
Trust funds and deposits	5,034	5,135	5,237	5,342
Provisions	19,568	19,959	20,359	20,766
Interest-bearing loans and borrowings	-	-	-	-
<b>Total current liabilities</b>	<b>36,701</b>	<b>33,311</b>	<b>34,016</b>	<b>35,007</b>
<b>Non-current liabilities</b>				
Provisions	1,774	1,792	1,810	1,828
Interest-bearing loans and borrowings	-	-	-	-
<b>Total non-current liabilities</b>	<b>1,774</b>	<b>1,792</b>	<b>1,810</b>	<b>1,828</b>
<b>Total liabilities</b>	<b>38,475</b>	<b>35,103</b>	<b>35,826</b>	<b>36,835</b>
<b>Net assets</b>	<b>1,547,633</b>	<b>1,564,911</b>	<b>1,628,546</b>	<b>1,645,853</b>
<b>Equity</b>				
Accumulated surplus	578,380	595,658	621,188	638,495
Reserves	969,253	969,253	1,007,358	1,007,358
<b>Total equity</b>	<b>1,547,633</b>	<b>1,564,911</b>	<b>1,628,546</b>	<b>1,645,853</b>



## City of Darebin

### Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019/20</b>				
Balance at beginning of the financial year	1,535,243	563,136	958,662	13,445
Surplus/(deficit) for the year	12,390	12,390	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	2,854	-	(2,854)
<b>Balance at end of financial year</b>	<b>1,547,633</b>	<b>578,380</b>	<b>958,662</b>	<b>10,591</b>
<b>2020/21</b>				
Balance at beginning of the financial year	1,547,633	578,380	958,662	10,591
Surplus/(deficit) for the year	17,278	17,278	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
<b>Balance at end of financial year</b>	<b>1,564,911</b>	<b>595,658</b>	<b>958,662</b>	<b>10,591</b>
<b>2021/22</b>				
Balance at beginning of the financial year	1,564,911	595,658	958,662	10,591
Surplus/(deficit) for the year	23,755	23,755	-	-
Net asset revaluation increment/(decrement)	39,880	-	39,880	-
Transfer (to)/from reserves	(0)	1,775	-	(1,775)
<b>Balance at end of financial year</b>	<b>1,628,546</b>	<b>621,188</b>	<b>998,542</b>	<b>8,816</b>
<b>2022/23</b>				
Balance at beginning of the financial year	1,628,546	621,188	998,542	8,816
Surplus/(deficit) for the year	17,307	17,307	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
<b>Balance at end of financial year</b>	<b>1,645,853</b>	<b>638,495</b>	<b>998,542</b>	<b>8,816</b>

## City of Darebin Budgeted Statement of Cash Flows

For the four years ending 30 June 2023	Budget Strategic Resource Plan Projections			
	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>				
Rates and charges	129,823	137,602	140,509	145,295
Statutory fees and fines	9,473	10,858	10,986	11,257
User fees	10,869	10,464	10,638	10,955
Grants - operating	15,330	15,842	16,027	16,422
Grants - capital	2,454	6,590	12,312	8,216
Contributions - monetary	5,700	6,339	6,386	6,485
Interest received	1,558	1,567	1,575	1,583
Dividends received	-	-	-	-
Trust funds and deposits taken	-	101	103	105
Other receipts	2,560	2,731	2,710	2,807
Net GST refund / payment	10,383	8,371	9,983	10,054
Employee costs	(87,926)	(95,881)	(95,392)	(97,404)
Materials and services	(65,504)	(54,766)	(54,766)	(56,208)
Trust funds and deposits repaid	-	-	-	-
Other payments	-	(5,384)	(5,401)	(8,672)
<b>Net cash provided by/(used in) operating activities</b>	<b>34,720</b>	<b>44,436</b>	<b>55,669</b>	<b>50,893</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(52,223)	(70,711)	(79,866)	(75,466)
Proceeds from sale of property, infrastructure, plant and equipment	509	682	682	682
Payments for investment property	-	-	-	-
Proceeds from investment property	-	-	-	-
Payments for intangible assets	-	-	-	-
Proceeds from intangible assets	-	-	-	-
Payments for investments	-	-	-	-
Proceeds from investments	12,000	6,114	6,114	-
Loan and advances made	-	-	-	-
Repayments of loans and advances	-	-	-	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(39,714)</b>	<b>(63,915)</b>	<b>(73,070)</b>	<b>(74,784)</b>
<b>Cash flows from financing activities</b>				
Finance costs	-	-	-	-
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	-	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(4,994)</b>	<b>(19,479)</b>	<b>(17,401)</b>	<b>(23,891)</b>
Cash and cash equivalents at the beginning of the financial year	43,636	38,642	19,163	1,762
<b>Cash and cash equivalents at the end of the financial year</b>	<b>38,642</b>	<b>19,163</b>	<b>1,762</b>	<b>(22,129)</b>

## City of Darebin Budgeted Capital Works Statement

For the four years ending 30 June 2023	Budget Strategic Resource Plan Projections			
	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
<b>Property</b>				
Land	-	-	-	-
Land improvements	4,496	2,028	482	594
<b>Total land</b>	4,496	2,028	482	594
Buildings	19,087	35,632	46,516	40,805
Heritage buildings	-	-	-	-
Building improvements	2,370	1,438	1,536	605
Leasehold improvements	-	-	-	-
<b>Total buildings</b>	21,457	37,070	48,052	41,409
<b>Total property</b>	25,953	39,098	48,534	42,003
<b>Plant and equipment</b>				
Heritage plant and equipment	-	-	-	-
Plant, machinery and equipment	3,866	4,197	4,160	4,581
Fixtures, fittings and furniture	300	412	315	322
Computers and telecommunications	2,802	3,723	3,850	3,111
Library books	820	836	852	869
<b>Total plant and equipment</b>	7,788	9,169	9,178	8,882
<b>Infrastructure</b>				
Roads	4,263	4,218	4,728	5,299
Bridges	2,240	52	-	-
Footpaths and cycleways	5,266	5,761	3,869	4,476
Drainage	2,101	1,124	1,116	1,947
Recreational, leisure and community facilities	110	167	171	176
Waste management	-	-	-	-
Parks, open space and streetscapes	4,502	4,695	5,009	5,823
Aerodromes	-	-	-	-
Off street car parks	-	-	-	-
Other infrastructure	-	-	-	-
<b>Total infrastructure</b>	18,482	16,016	14,894	17,720
<b>Total capital works expenditure</b>	<b>52,223</b>	<b>64,283</b>	<b>72,605</b>	<b>68,606</b>
<b>Represented by:</b>				
New asset expenditure	14,345	22,742	14,585	5,226
Asset renewal expenditure	26,375	28,203	35,756	39,034
Asset expansion expenditure	1,825	1,975	7,666	9,244
Asset upgrade expenditure	9,678	11,362	14,598	15,101
<b>Total capital works</b>	<b>52,223</b>	<b>64,283</b>	<b>72,605</b>	<b>68,606</b>
<b>Funding sources represented by:</b>				
Grants	2,454	4,019	9,734	5,587
Contributions	824	542	497	507
Council Cash	48,946	59,722	62,375	62,512
Borrowings	-	-	-	-
<b>Total capital works expenditure</b>	<b>52,223</b>	<b>64,283</b>	<b>72,605</b>	<b>68,606</b>

## City of Darebin Budgeted Statement of Human Resources

For the four years ending 30 June 2023	Budget Strategic Resource Plan Projections			
	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>				
Employee costs - Operating	(86,809)	(88,675)	(90,582)	(92,529)
Employee costs - Capital	(1,303)	(1,331)	(1,360)	(1,389)
<b>Total staff expenditure</b>	<b>(88,112)</b>	<b>(90,006)</b>	<b>(91,942)</b>	<b>(93,918)</b>
<b>Staff numbers</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
Employees	781.3	784.0	784.0	784.0
<b>Total staff numbers</b>	<b>781.3</b>	<b>784.0</b>	<b>784.0</b>	<b>784.0</b>

## Other information

Summary of planned capital works expenditure for the four years ended 30 June 2023

Capital Works Area	Total \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>2019-20</b>									
<b>PROPERTY</b>									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	4,496	60	3,181	1,255	0	200	0	4,286	0
<b>Total land</b>	<b>4,496</b>	<b>0</b>	<b>3,156</b>	<b>1,230</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>4,186</b>	<b>0</b>
Buildings	19,087	5,457	9,718	2,892	1,020	350	220	18,517	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	2,370	568	1,494	308	0	0	0	2,370	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total Buildings</b>	<b>21,457</b>	<b>6,025</b>	<b>11,212</b>	<b>3,200</b>	<b>1,020</b>	<b>350</b>	<b>220</b>	<b>20,887</b>	<b>0</b>
<b>Total property</b>	<b>25,953</b>	<b>6,085</b>	<b>14,393</b>	<b>4,455</b>	<b>1,020</b>	<b>550</b>	<b>220</b>	<b>25,183</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment	3,866	50	3,477	339	0	0	509	3,357	0
Fixtures, Fittings and Furniture	300	0	264	36	0	0	0	300	0
Computers and Telecommunications	2,802	1,810	832	160	0	0	0	2,802	0
Library Books	820	130	550	140	0	18	0	802	0
<b>Total plant and equipment</b>	<b>7,788</b>	<b>1,990</b>	<b>5,123</b>	<b>675</b>	<b>0</b>	<b>18</b>	<b>509</b>	<b>7,261</b>	<b>0</b>
<b>INFRASTRUCTURE</b>									
Roads	4,263	539	2,231	1,133	360	706	0	3,557	0
Bridges	2,240	2,050	190	0	0	0	95	2,145	0
Footpaths and Cycleways	5,266	1,271	2,326	1,324	345	0	0	5,266	0
Drainage	2,101	505	1,066	530	0	0	0	2,101	0
Recreational, Leisure and Community Facilities	110	0	80	30	0	0	0	110	0
Parks, Open Space and Streetscapes	4,502	1,905	966	1,531	100	3,322	0	4,502	0
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
<b>Total infrastructure</b>	<b>18,482</b>	<b>6,270</b>	<b>6,859</b>	<b>4,548</b>	<b>805</b>	<b>1,886</b>	<b>95</b>	<b>16,501</b>	<b>0</b>
<b>TOTAL capital works expenditure 2019-20</b>	<b>52,223</b>	<b>14,345</b>	<b>26,375</b>	<b>9,678</b>	<b>1,825</b>	<b>2,454</b>	<b>824</b>	<b>48,945</b>	<b>0</b>

Capital Works Area	Total \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>2020-21</b>									
<b>PROPERTY</b>									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	2,028	0	1,232	796	0	0	0	2,028	0
<b>Total land</b>	<b>2,028</b>	<b>0</b>	<b>1,232</b>	<b>796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,028</b>	<b>0</b>
Buildings	35,632	16,667	13,197	4,468	1,300	3,166	55	32,411	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	1,438	313	836	289	0	0	0	1,438	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total Buildings</b>	<b>37,070</b>	<b>16,980</b>	<b>14,033</b>	<b>4,757</b>	<b>1,300</b>	<b>3,166</b>	<b>55</b>	<b>33,849</b>	<b>0</b>
<b>Total property</b>	<b>39,098</b>	<b>16,980</b>	<b>15,265</b>	<b>5,553</b>	<b>1,300</b>	<b>3,166</b>	<b>55</b>	<b>35,877</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment	4,197	680	3,211	306	0	0	487	3,710	0
Fixtures, Fittings and Furniture	412	0	363	49	0	0	0	412	0
Computers and Telecommunications	3,724	2,256	767	701	0	0	0	3,724	0
Library Books	836	134	560	142	0	20	0	816	0
<b>Total plant and equipment</b>	<b>9,169</b>	<b>3,070</b>	<b>4,901</b>	<b>1,198</b>	<b>0</b>	<b>20</b>	<b>487</b>	<b>8,661</b>	<b>0</b>
<b>INFRASTRUCTURE</b>									
Roads	4,218	521	2,395	990	313	625	0	3,593	0
Bridges	52	0	21	31	0	0	0	52	0
Footpaths and Cycleways	5,760	1,150	2,597	1,650	363	0	0	5,760	0
Drainage	1,124	0	938	186	0	0	0	1,124	0
Recreational, Leisure and Community Facilities	167	0	133	33	0	0	0	167	0
Parks, Open Space and Streetscapes	4,695	1,021	1,954	1,720	0	208	0	4,487	0
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
<b>Total infrastructure</b>	<b>16,016</b>	<b>2,692</b>	<b>8,038</b>	<b>4,610</b>	<b>676</b>	<b>833</b>	<b>0</b>	<b>15,183</b>	<b>0</b>
<b>TOTAL capital works expenditure 2020-21</b>	<b>64,283</b>	<b>22,742</b>	<b>28,204</b>	<b>11,361</b>	<b>1,976</b>	<b>4,019</b>	<b>542</b>	<b>59,722</b>	<b>0</b>

Capital Works Area	Total \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>2021-22</b>									
<b>PROPERTY</b>									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	481	0	294	187	0	0	0	481	0
<b>Total land</b>	<b>481</b>	<b>0</b>	<b>294</b>	<b>187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>481</b>	<b>0</b>
Buildings	46,516	9,315	20,672	9,366	7,163	8,938	0	37,578	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	1,536	535	800	201	0	0	0	1,536	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total Buildings</b>	<b>48,052</b>	<b>9,850</b>	<b>21,472</b>	<b>9,567</b>	<b>7,163</b>	<b>8,938</b>	<b>0</b>	<b>39,114</b>	<b>0</b>
<b>Total property</b>	<b>48,533</b>	<b>9,850</b>	<b>21,766</b>	<b>9,754</b>	<b>7,163</b>	<b>8,938</b>	<b>0</b>	<b>39,595</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment	4,161	557	3,292	312	0	0	497	3,664	0
Fixtures, Fittings and Furniture	315	0	277	38	0	0	0	315	0
Computers and Telecommunications	3,850	2,206	855	789	0	0	0	3,850	0
Library Books	852	136	571	145	0	20	0	832	0
<b>Total plant and equipment</b>	<b>9,178</b>	<b>2,899</b>	<b>4,995</b>	<b>1,284</b>	<b>0</b>	<b>20</b>	<b>497</b>	<b>8,662</b>	<b>0</b>
<b>INFRASTRUCTURE</b>									
Roads	4,728	268	3,255	375	830	562	0	4,166	0
Bridges	0	0	0	0	0	0	0	0	0
Footpaths and Cycleways	3,869	589	2,521	631	128	0	0	3,869	0
Drainage	1,116	161	766	189	0	0	0	1,116	0
Recreational, Leisure and Community Facilities	171	0	137	34	0	0	0	171	0
Parks, Open Space and Streetscapes	5,009	818	2,317	1,874	0	214	0	4,795	0
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
<b>Total infrastructure</b>	<b>14,893</b>	<b>1,836</b>	<b>8,193</b>	<b>3,157</b>	<b>958</b>	<b>776</b>	<b>0</b>	<b>13,368</b>	<b>0</b>
<b>TOTAL capital works expenditure 2021-22</b>	<b>72,604</b>	<b>14,585</b>	<b>35,757</b>	<b>14,141</b>	<b>8,121</b>	<b>9,734</b>	<b>497</b>	<b>62,373</b>	<b>0</b>

Capital Works Area	Total \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>2022-23</b>									
<b>PROPERTY</b>									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	594	353	241	0	0	0	0	594	0
<b>Total land</b>	<b>594</b>	<b>353</b>	<b>241</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>594</b>	<b>0</b>
Buildings	40,805	1,100	21,310	9,734	8,661	4,990	0	35,815	0
Heritage buildings	0	0	0	0	0	0	0	0	0
Building improvements	605	0	597	8	0	0	0	605	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>Total Buildings</b>	<b>41,410</b>	<b>1,100</b>	<b>21,907</b>	<b>9,742</b>	<b>8,661</b>	<b>4,990</b>	<b>0</b>	<b>36,420</b>	<b>0</b>
<b>Total property</b>	<b>42,004</b>	<b>1,453</b>	<b>22,148</b>	<b>9,742</b>	<b>8,661</b>	<b>4,990</b>	<b>0</b>	<b>37,014</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment	4,580	890	3,372	318	0	0	507	4,073	0
Fixtures, Fittings and Furniture	322	0	283	39	0	0	0	322	0
Computers and Telecommunications	3,111	1,393	880	838	0	0	0	3,111	0
Library Books	869	139	582	148	0	20	0	849	0
<b>Total plant and equipment</b>	<b>8,882</b>	<b>2,422</b>	<b>5,117</b>	<b>1,343</b>	<b>0</b>	<b>20</b>	<b>507</b>	<b>8,355</b>	<b>0</b>
<b>INFRASTRUCTURE</b>									
Roads	5,298	275	3,786	852	385	577	0	4,721	0
Bridges	0	0	0	0	0	0	0	0	0
Footpaths and Cycleways	4,476	670	2,595	1,013	198	0	0	4,476	0
Drainage	1,947	30	1,917	0	0	0	0	1,947	0
Recreational, Leisure and Community Facilities	176	0	141	35	0	0	0	176	0
Parks, Open Space and Streetscapes	5,823	180	3,767	1,876	0	0	0	5,823	0
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
<b>Total infrastructure</b>	<b>17,720</b>	<b>1,155</b>	<b>12,206</b>	<b>3,776</b>	<b>583</b>	<b>577</b>	<b>0</b>	<b>17,143</b>	<b>0</b>
<b>TOTAL capital works expenditure 2022-23</b>	<b>68,606</b>	<b>5,030</b>	<b>39,471</b>	<b>14,861</b>	<b>9,244</b>	<b>5,587</b>	<b>507</b>	<b>62,512</b>	<b>0</b>



## CITY OF DAREBIN

Summary of planned human resources expenditure for the four years ending 30 June 2023

	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000
<b>Chief Executive</b>				
-Permanent full time	567	579	591	604
-Permanent part time	0	0	0	0
<b>Total Chief Executive</b>	<b>567</b>	<b>580</b>	<b>591</b>	<b>603</b>
<b>City Sustainability &amp; Strategy</b>				
-Permanent full time	15,016	15,339	15,668	16,005
-Permanent part time	1,869	1,909	1,950	1,992
<b>Total City Sustainability &amp; Strategy</b>	<b>16,885</b>	<b>17,248</b>	<b>17,619</b>	<b>17,999</b>
<b>Operations &amp; Capital</b>				
-Permanent full time	15,376	15,707	16,045	16,390
-Permanent part time	277	283	289	295
<b>Total Operations &amp; Capital</b>	<b>15,653</b>	<b>15,990</b>	<b>16,334</b>	<b>16,685</b>
<b>Community</b>				
-Permanent full time	15,504	15,838	16,181	16,526
-Permanent part time	13,530	13,820	14,118	14,421
<b>Total Community</b>	<b>29,034</b>	<b>29,658</b>	<b>30,298</b>	<b>30,948</b>
<b>Governance &amp; Engagement</b>				
-Permanent full time	12,496	12,765	13,039	13,319
-Permanent part time	1,887	1,928	1,969	2,011
<b>Total Governance &amp; Engagement</b>	<b>14,383</b>	<b>14,692</b>	<b>15,007</b>	<b>15,331</b>
Total casuals and other	10,287	10,508	10,734	10,965
Capitalised labour	1,303	1,331	1,360	1,389
<b>Total staff expenditure</b>	<b>88,112</b>	<b>90,007</b>	<b>91,942</b>	<b>93,919</b>

	FTE	FTE	FTE	FTE
<b>Chief Executive</b>				
-Permanent full time	3.0	3.0	3.0	3.0
-Permanent part time	0.0	0.0	0.0	0.0
<b>Total Chief Executive</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>City Sustainability &amp; Strategy</b>				
-Permanent full time	135.1	135.1	135.1	135.1
-Permanent part time	25.8	25.8	25.8	25.8
<b>Total City Sustainability &amp; Strategy</b>	<b>160.9</b>	<b>160.9</b>	<b>160.9</b>	<b>160.9</b>
<b>Operations &amp; Capital</b>				
-Permanent full time	169.0	171.0	171.0	171.0
-Permanent part time	3.0	3.0	3.0	3.0
<b>Total Operations &amp; Capital</b>	<b>172.0</b>	<b>174.0</b>	<b>174.0</b>	<b>174.0</b>
<b>Community</b>				
-Permanent full time	145.5	145.5	145.5	145.5
-Permanent part time	157.0	157.0	157.0	157.0
<b>Total Community</b>	<b>302.5</b>	<b>302.5</b>	<b>302.5</b>	<b>302.5</b>
<b>Governance &amp; Engagement</b>				
-Permanent full time	110.9	112.5	112.5	112.5
-Permanent part time	21.2	21.2	21.2	21.2
<b>Total Governance &amp; Engagement</b>	<b>132.1</b>	<b>133.7</b>	<b>133.7</b>	<b>133.7</b>
Capitalised labour	10.9	11	11	11
<b>Total staff numbers*</b>	<b>781.3</b>	<b>785.0</b>	<b>785.0</b>	<b>785.0</b>

\*Excludes temporary and casual staff

## Glossary

<b>Act</b>	means the <i>Local Government Act 1989</i>
<b>Annual report</b>	means a report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
<b>Asset expansion expenditure</b>	means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
<b>Asset expenditure type</b>	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
<b>Asset renewal expenditure</b>	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
<b>Asset upgrade expenditure</b>	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life
<b>Australian Accounting Standards (AASB)</b>	means the accounting standards published by the Australian Accounting Standards Board
<b>Average rate cap</b>	Means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment
<b>Budget</b>	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan
<b>Capital works expenditure</b>	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
<b>Council Plan</b>	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
<b>Financial resources</b>	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
<b>Financial statements</b>	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
<b>Financial year</b>	means the period of 12 months ending on 30 June each year

<b>General order</b>	means an order made by the Minister under section 185D of the Act
<b>Higher cap</b>	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
<b>Human resources</b>	means the staff employed by a Council
<b>Indicator</b>	means what will be measured to assess performance
<b>Initiatives</b>	means actions that are one-off in nature and/or lead to improvements in service
<b>Local Government Model Financial Report</b>	means the model report published by the Department of Environment, Land, Water and Planning
<b>Major initiatives</b>	means significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget
<b>Minister</b>	means the Minister for Local Government
<b>Model budget</b>	means the Victorian City Council Model Budget previously prepared annually by the Chartered Accountants in Australia and New Zealand (2017-18 edition) and currently prepared annually by Local Government Victoria (2018-19 edition onwards)
<b>New asset expenditure</b>	means expenditure that creates a new asset that provides a service that does not currently exist
<b>Non-financial resources</b>	means the resources other than financial resources required to deliver the services and initiatives in the budget
<b>Non-recurrent grant</b>	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan
<b>Planning and accountability framework</b>	means the key statutory planning and reporting documents that are required to be prepared by Councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
<b>Performance statement</b>	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
<b>Recurrent grant</b>	means a grant other than a non-recurrent grant
<b>Regulations</b>	means the Local Government (Planning and Reporting) Regulations 2014
<b>Report of operations</b>	means a report containing a description of the operations of the Council during the financial year and included in the

	annual report
<b>Services</b>	means assistance, support, advice and other actions undertaken by a Council for the benefit of the local community
<b>Special order</b>	means assistance, support, advice and other actions undertaken by a Council for the benefit of the local community
<b>Statement of capital works</b>	means a statement which shows all capital expenditure of a Council in relation to non-current assets and asset expenditure type prepared in accordance to the model statement of capital works in the Local Government Model Financial Report
<b>Strategic objectives</b>	means the outcomes a Council is seeking to achieve over the next four years and included in the Council Plan
<b>Strategic Resource Plan</b>	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. Is also referred to as a long term financial plan
<b>Strategies</b>	means high level actions directed at achieving the strategic objectives in the Council Plan
<b>Statement of human resources</b>	means a statement which shows all Council staff expenditure and numbers of full time equivalent Council staff
<b>Statements of non-financial resources</b>	means a statement which describes the non-financial resources including human resources
<b>Summary of planned capital works expenditure</b>	means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source
<b>Summary of planned human resources expenditure</b>	means a summary of permanent Council staff expenditure and numbers of full time equivalent Council staff categorised according to the organisational structure of the Council

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## CITY OF DAREBIN

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