



City of
DAREBIN

the place
to live

STRATEGIC RESOURCE PLAN

For the four years ended 2020-2024

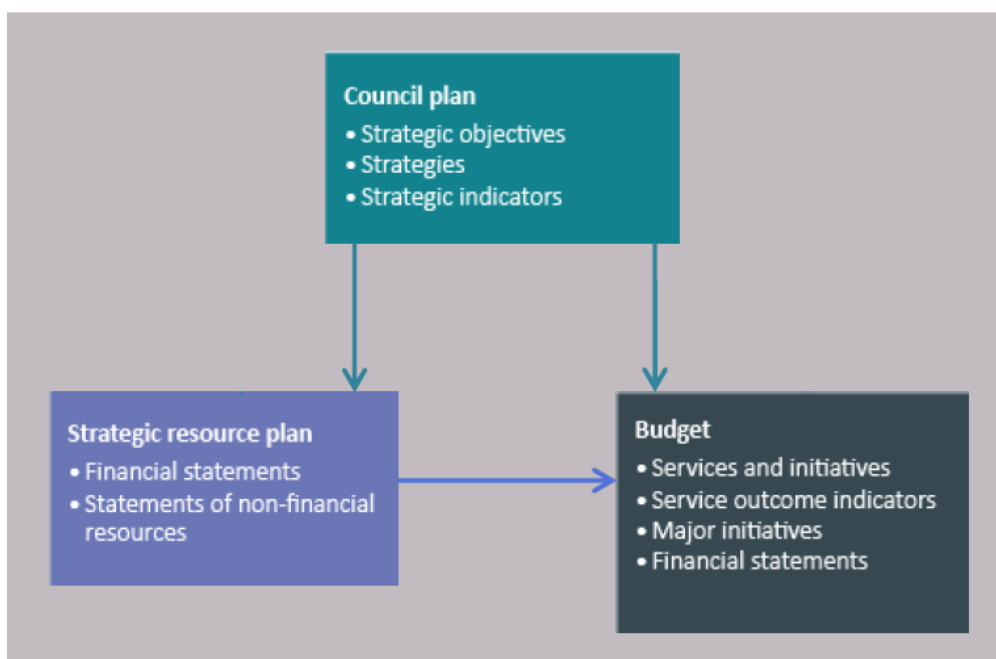
This Strategic Resource Plan has been developed in accordance with the Local Government Better Practice Guide – Strategic Resource Plan, 2020 issued by the Department of Environment, Land, Water and Planning on preparing a Strategic Resource Plan in accordance with the legislation.

Contents	Page
1. Background	3
2. Objectives of the plan	3
3. How the plan was developed	4
4. Assessment of Council's current financial position	4
5. Key assumptions	5
General operating	5
Service delivery	6
Other operating	6
General balance sheet	7
Other balance sheet - borrowings	7
Capital works	10
Human resources	11
6. Outcomes	12
Financial	12
Non-financial	14
Achievements of SRP objectives	14
7. Appendix	15
Financial statements	15
Non-financial statements	25
Other information	26

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 2020-21 to 2023-24 as part of its integrated planning framework as set out below.



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 including Darebin's COVID-19 Community and Business Resilience and Recovery Package
- 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 needs 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>	Allowance for continuity of services included within the annual budgets throughout the plan period.
<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>	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><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>	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><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>	Achieve a working capital ratio of at least 1.1: 1 throughout the plan.

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 2019
- 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 in the Darebin COVID-19 Community and Business Resilience and Recovery Package
- information provided by the executive management team and Council
- In October 2019, Council endorsed a ten-year capital works funding strategy

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 2019-20 are outlined below.

Result	Adopted Budget	Forecast	Variance
	2019-20	2019-20	Fav/ (Unfav)
	\$'000	\$'000	\$'000
Surplus/(deficit) for the year	12,390	6,095	(6,295)
Cash and investments balance	50,870	55,288	4,418
Capital works expenditure	52,223	49,021	(3,202)

A surplus of \$6.09 million is forecast to be achieved, compared with an original budgeted surplus of \$12.39 million.

Cash and investments are forecast to be \$55.29 million compared with an original budget of \$50.87 million. The forecast \$4.42 million favourable variance is primarily due the opening balance being \$4.53 greater than budgeted.

Capital works expenditure is forecast to be \$49.02 million compared with an original budget of \$52.23 million. Once 2018/19 carried forwards were finalised, the adjusted 2019/20 budget increased to \$53.25 million against the forecast amount of \$49.02 million resulting in a \$4.23 million favourable variance which is made up of eight projects in the value of \$3.2 million that will be carried over into 2020/21 with the balance to be retained in cash as unspent funds.

The Victorian Government has legislated that local government rates be capped from the 2016-17 year. The rate cap for the 2020-21 year as set by the Minister for Local Government is 2.0 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 including COVID-19 implications
- 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.

	2020/21	2021/22	2022/23	2023/24
	%	%	%	%
Consumer Price Index	2.0%	2.0%	2.0%	2.0%
Average Weekly Earnings	3.2%	3.2%	3.2%	3.2%
Engineering Construction Index	3.2%	3.2%	3.2%	3.2%
Non-Residential Building Index	3.5%	3.5%	3.5%	3.5%
Rate increases	2.0%	2.0%	2.0%	2.0%
Property growth	1.0%	1.0%	1.0%	0.6%
Wages growth	2.0%	2.0%	2.0%	2.0%
Government funding	2.0%	2.0%	2.0%	2.0%
Statutory fees	1.8%	2.2%	2.2%	2.2%
Investment return	1.0%	1.0%	1.0%	1.0%

Consumer price index

The annual consumer price index (CPI) for the December 2019 quarter for Melbourne was 2.0 percent (ABS catalogue 6401.0). The weighted average state-wide CPI is 1.80 percent in December 2019 quarter. For the purposes of developing the SRP, CPI has been set at 2.0 percent for the 2020-21 year onwards 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 2020-21 year is 2.0 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 at an average rate of 1.5 percent over the four-year period to 2023-24.

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 \$15.73 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$4.39 million for the 2020-21 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 \$5.74 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 0.25 percent, following a rate decrease of 0.25 percent by the Reserve Bank on 20 March 2020. Council has set its investment return at 1.00 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 challenges impacting waste services 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 \$0.25 million in the 2020-21 financial year with similar increases forecast in the following two 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 2020 and is effective for the 2020/21 year.

Service levels

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

Service levels have been maintained for 2020-21 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.

	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000
Supplementary rates	750	750	750	750
Developer contributions (cash)	3,500	6,260	6,260	6,260
Developer contributions (non-cash)	0	0	0	0
Financial assistance grants	4,390	4,503	4,598	4,690
Grants (capital)	2,071	3,276	3,215	3,285
Asset sales proceeds	612	750	750	750

Supplementary rates

Supplementary rates are 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 \$0.75 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 2023-24.

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 2020-21 year of \$4.39 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 \$0.61 million has been forecast in 2020-21 and an amount of \$0.75 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 2019-20 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.

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 proposed higher cap for each specified financial year; and
- the reasons for which the Council seeks the higher cap; and
- how the views of ratepayers and the community have been taken into account in proposing the higher cap; and
- how the higher cap is an efficient use of Council resources and represents value for money; and
- whether consideration has been given to reprioritising proposed expenditure and alternative funding options and why those options are not adequate; and
- 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. The minimum cash requirement to be set as:
 - Restricted cash as per Council's annual financial statements that includes statutory reserves and funds held in trust
 - Seventy percent of provisions as per Council's annual financial statements
5. 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.
6. 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.
7. 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.
8. 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.
9. Borrowing is not to be used to finance ongoing recurrent operational expenditure.
10. 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 2020-21 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.

Year	New	Principal Paid	Interest Paid	Balance 30
	Borrowings			
	\$'000	\$'000	\$'000	\$'000
2020/21	0	0	0	0
2021/22	12,000	87	28	11,913
2022/23	34,000	1,306	392	44,607
2023/24	0	4,091	1,175	40,516

Capital works

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

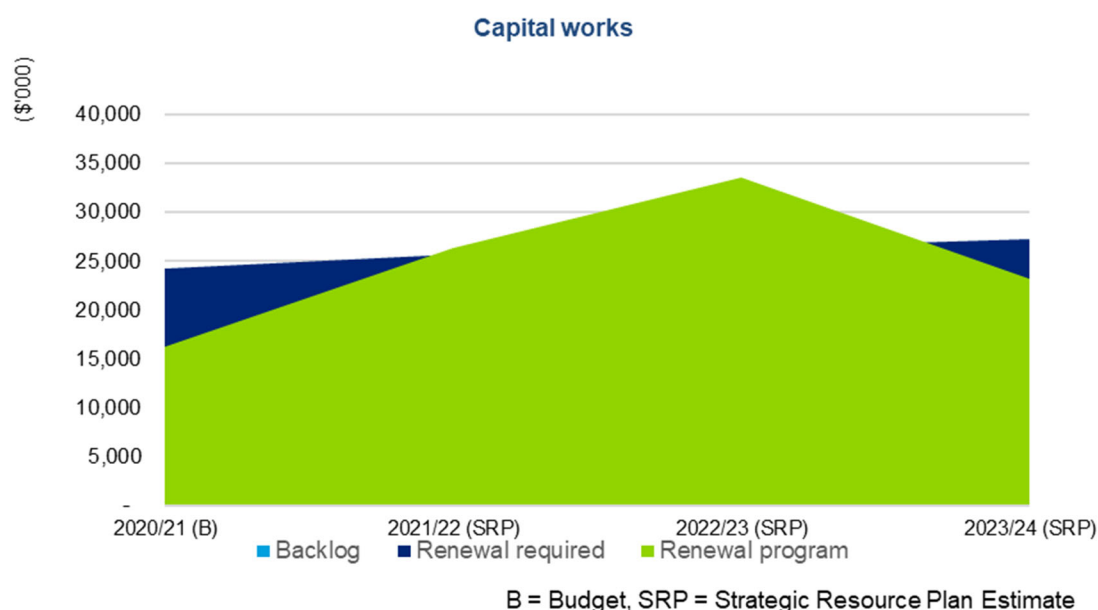
Asset renewal

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.



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 minimum cash requirement to be set as:
 - Restricted cash as per Council's annual financial statements that includes statutory reserves and funds held in trust
 - Seventy percent of provisions as per Council's annual financial statements
- 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	Summary of funding sources				
	Total Capital Program	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000
2020/21	37,463	2,071	299	35,093	0
2021/22	78,377	2,541	450	63,386	12,000
2022/23	78,673	2,465	450	41,758	34,000
2023/24	40,382	2,520	450	37,412	0

Human resources

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

	2020-21	2021-22	2022-23	2023-24
Employee cost growth %	6.66%	2.15%	2.15%	2.15%
Employee numbers growth (FTE)	0.0	0.0	0.0	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. Employee costs are forecast to increase by 6.66% in 2020-21 then stabilise to 2.15% over the remainder of the SRP. This percentage increase relates to the increase in salary and wages and resources to meet additional community and compliance demand. The increase also includes additional grant funded positions and positions to undertake work previously outsourced to contractors and consultants.

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 not forecast to grow in 2020-21.

6. Outcomes

Financial outcomes

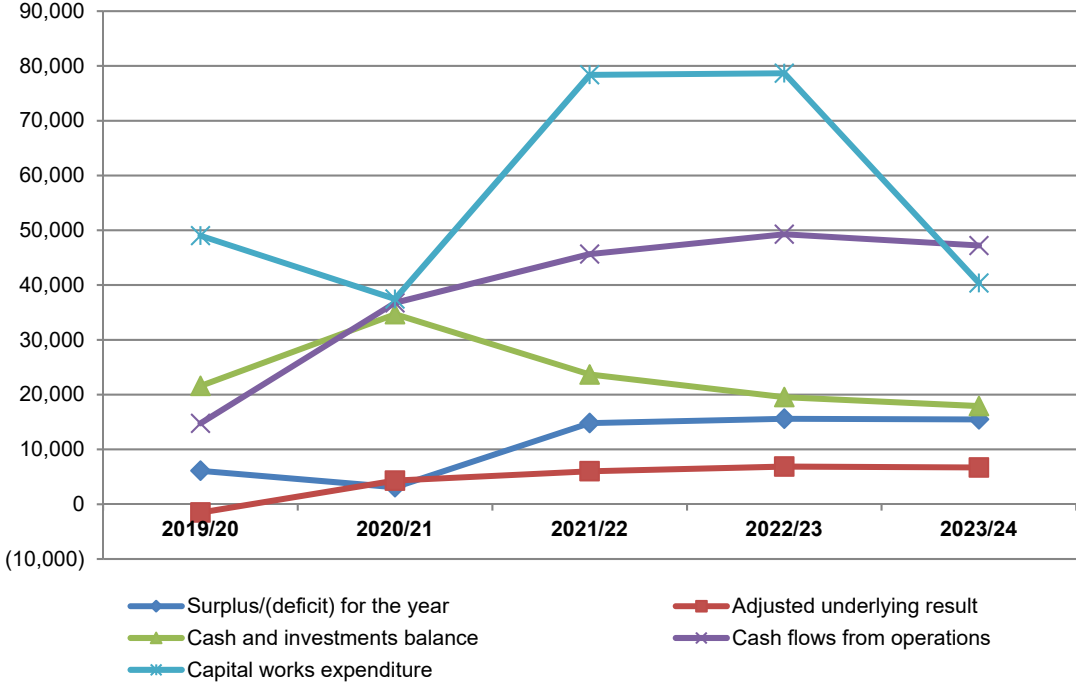
The following financial results, graph and indicators summarise the key financial outcomes for the next four years as set out in the SRP for the 2020-24 years. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

	Forecast	Budget	Strategic Resource Plan Projections			Trend
	Actual	2020/21	2021/22	2022/23	2023/24	+/-
	2019/20 \$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	6,095	3,721	14,923	15,715	15,620	+
Adjusted underlying result	(1,532)	(1,268)	6,123	6,990	6,840	+
Cash and investments balance	21,587	35,243	24,412	20,401	18,901	-
Cash flows from operations	14,758	37,341	45,824	49,402	47,361	+
Capital works expenditure	49,021	37,463	78,377	78,673	40,382	-

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)



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Indicator	Metric	Notes	Forecast	Budget	Strategic Resource Plan Projections			Trend
			Actual 2019/20	2020/21	2021/22	2022/23	2023/24	+/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) /	1	(0.9)%	(0.8)%	3.4%	3.7%	3.6%	+
Liquidity								
Working capital	Current assets / Current liabilities	2	210.1%	207.8%	124.5%	104.1%	99.4%	-
Unrestricted cash	Unrestricted cash / Current liabilities		70.3%	77.5%	(1.4%)	(12.0%)	(15.8%)	-
Obligations								
Loans borrowings	Interest bearing loans and borrowings / Interest and principal repayments on interest bearing Non-current liabilities / Own source Asset renewal expenditure / Depreciation	3	0.0%	0.0%	8.5%	31.0%	27.4%	+
Loans borrowings	Interest bearing Non-current liabilities / Own source Asset renewal expenditure / Depreciation		0.0%	0.0%	0.1%	1.2%	3.6%	+
Indebtedness	Interest bearing Non-current liabilities / Own source Asset renewal expenditure / Depreciation		1.2%	1.2%	7.7%	24.9%	21.9%	+
Asset renewal	Asset renewal expenditure / Depreciation	4	105.6%	66.8%	102.8%	127.1%	85.3%	-
Stability								
Rates concentration	Rate revenue / Adjusted underlying Rate revenue / CIV of rateable properties in the municipality	5	78.6%	80.9%	77.0%	76.9%	77.1%	o
Rates effort	Rate revenue / Adjusted underlying Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.2%	0.2%	0.2%	o
Efficiency								
Expenditure level	Total expenditure / No. of property residential rate revenue / No. of residential permanent staff		\$2,378	\$2,318	\$2,374	\$2,387	\$2,405	o
Revenue level	Total revenue / No. of residential permanent staff		\$1,570	\$1,612	\$1,619	\$1,627	\$1,634	o
Workforce turnover	permanent staff resignations & terminations / Average no. of		9.3%	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 being 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: achieved)

The working capital ratio is greater than 100% for each of the four years of the Strategic Resource Plan. Council endorsed on 14 October 2019 a funding strategy for the intergenerational assets being constructed in years two, three and four of the strategic resource plan.

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City of Darebin

Budgeted Comprehensive Income Statement

For the four years ending 30 June 2024	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	133,353	135,764	140,853	144,827	148,892
Statutory fees and fines	7,859	5,739	10,378	10,550	10,762
User fees	7,093	5,464	10,052	10,232	10,444
Grants - Operating	13,537	15,727	16,041	16,362	16,688
Grants - Capital	3,595	2,071	3,276	3,215	3,285
Contributions - monetary	4,738	3,500	6,260	6,260	6,260
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	520	612	750	750	750
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	5,222	2,614	2,655	3,446	3,488
Total Income	175,917	171,491	190,264	195,641	200,569
Expenses					
Employee costs	(83,008)	(88,337)	(90,104)	(91,906)	(93,744)
Materials and services	(55,526)	(46,680)	(53,789)	(55,208)	(56,664)
Bad and doubtful debts	(1,301)	(1,320)	(612)	(708)	(725)
Depreciation and amortisation	(23,449)	(24,323)	(25,668)	(26,437)	(27,229)
Borrowing costs	-	-	(28)	(392)	(1,175)
Other expenses	(6,538)	(7,110)	(5,141)	(5,275)	(5,412)
Total Expenses	(169,822)	(167,770)	(175,341)	(179,926)	(184,949)
Surplus/(deficit) for the year	6,095	3,721	14,923	15,715	15,620
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	6,095	3,721	14,923	15,715	15,620

City of Darebin

Budgeted Balance Sheet

For the four years ending 30 June 2024	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2021/22	2022/23	2023/24
	2019/20 \$'000	2020/21 \$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	21,587	35,243	24,412	20,401	18,901
Trade and other receivables	27,523	13,378	15,663	16,024	16,056
Other financial assets	33,701	16,851	-	-	-
Inventories	67	67	67	67	68
Non-current assets classified as held for sale	-	-	-	-	-
Other assets	2,618	2,618	2,618	2,618	2,618
Total current assets	85,496	68,156	42,761	39,110	37,642
Non-current assets					
Trade and other receivables	4,695	4,718	4,742	4,766	4,790
Other financial assets	236	236	236	236	236
Investments in associates and joint ventures	-	-	-	-	-
Property, infrastructure, plant & equipment	1,398,965	1,412,130	1,464,864	1,517,125	1,530,303
Investment property	2,810	2,810	2,810	2,810	2,810
Intangible asset	492	467	443	418	394
Landfill rehabilitation intangible asset	-	-	-	-	-
Total non-current assets	1,407,198	1,420,362	1,473,095	1,525,355	1,538,532
Total assets	1,492,694	1,488,518	1,515,856	1,564,465	1,576,175
Liabilities					
Current liabilities					
Trade and other payables	15,824	7,927	8,429	8,629	8,810
Trust funds and deposits	4,571	4,571	4,571	4,571	4,571
Provisions	20,294	20,294	20,294	20,294	20,294
Interest-bearing loans and borrowings	-	-	1,060	4,091	4,205
Total current liabilities	40,689	32,792	34,353	37,585	37,880
Non-current liabilities					
Provisions	1,810	1,810	1,810	1,810	1,810
Interest-bearing loans and borrowings	-	-	10,853	40,516	36,310
Total non-current liabilities	1,810	1,810	12,663	42,326	38,120
Total liabilities	42,499	34,602	47,017	79,911	76,000
Net assets	1,450,195	1,453,916	1,468,839	1,484,554	1,500,174
Equity					
Accumulated surplus	560,719	564,440	581,138	596,853	612,473
Reserves	889,476	889,476	887,701	887,701	887,701
Total equity	1,450,195	1,453,916	1,468,839	1,484,554	1,500,174

City of Darebin

Budgeted Statement of Changes in Equity

For the four years ending 30 June 2024

	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020/21				
Balance at beginning of the financial year	1,450,195	560,719	865,796	23,680
Surplus/(deficit) for the year	3,721	3,721	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,453,916	564,440	865,796	23,680
2021/22				
Balance at beginning of the financial year	1,453,916	564,440	865,796	23,680
Surplus/(deficit) for the year	14,923	14,923	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	1,775	-	(1,775)
Balance at end of financial year	1,468,839	581,138	865,796	21,905
2022/23				
Balance at beginning of the financial year	1,468,839	581,138	865,796	21,905
Surplus/(deficit) for the year	15,715	15,715	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,484,554	596,853	865,796	21,905
2023/24				
Balance at beginning of the financial year	1,484,554	596,853	865,796	21,905
Surplus/(deficit) for the year	15,620	15,620	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	1,500,174	612,473	865,796	21,905

City of Darebin

Budgeted Statement of Cash Flows

For the four years ending 30 June 2024	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	118,503	147,837	141,029	146,249	150,348
Statutory fees and fines	7,859	6,249	10,391	10,654	10,867
User fees	7,782	5,950	10,065	10,332	10,546
Grants - operating	13,692	17,126	16,061	16,522	16,852
Grants - capital	3,595	2,255	3,280	3,246	3,317
Contributions - monetary	4,738	3,500	6,260	6,260	6,260
Interest received	1,245	1,175	1,187	1,199	1,211
Other receipts	3,978	1,878	1,477	2,331	2,361
Net GST refund / payment	10,384	6,797	10,522	10,871	7,471
Employee costs	(82,690)	(96,603)	(93,378)	(95,447)	(97,384)
Materials and services	(74,328)	(51,048)	(55,743)	(57,335)	(58,865)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	-	(7,775)	(5,328)	(5,478)	(5,622)
Net cash provided by/(used in) operating activities	14,758	37,341	45,824	49,402	47,361
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(49,528)	(41,209)	(86,215)	(86,540)	(44,420)
Proceeds from sale of property, infrastructure, plant and equipment	949	673	825	825	825
Proceeds from investments	9	16,851	16,851	-	-
Net cash provided by/(used in) investing activities	(48,570)	(23,686)	(68,539)	(85,715)	(43,595)
Cash flows from financing activities					
Finance costs	-	-	(28)	(392)	(1,175)
Proceeds from borrowings	-	-	12,000	34,000	-
Repayment of borrowings	-	-	(87)	(1,306)	(4,091)
Net cash provided by/(used in) financing activities	-	-	11,886	32,302	(5,267)
Net increase/(decrease) in cash & cash equivalents	(33,812)	13,656	(10,830)	(4,011)	(1,501)
Cash and cash equivalents at the beginning of the financial year	55,399	21,587	35,243	24,412	20,401
Cash and cash equivalents at the end of the financial year	21,587	35,243	24,412	20,401	18,901

City of Darebin

Budgeted Capital Works Statement

For the four years ending 30 June 2024	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	-	-	-	-	-
Land improvements	2,862	3,000	900	990	551
Total land	2,862	3,000	900	990	551
Buildings	14,234	15,209	54,868	54,650	14,901
Heritage buildings	-	-	-	-	-
Building improvements	1,955	100	500	450	450
Leasehold improvements	-	-	-	-	-
Total buildings	16,189	15,309	55,368	55,100	15,351
Total property	19,051	18,309	56,268	56,090	15,902
Plant and equipment					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	3,706	2,325	3,700	3,880	3,700
Fixtures, fittings and furniture	225	100	200	200	200
Computers and telecommunications	3,145	2,764	3,164	2,502	2,600
Library books	820	800	800	800	800
Total plant and equipment	7,896	5,989	7,864	7,382	7,300
Infrastructure					
Roads	4,481	3,675	4,967	5,368	5,172
Bridges	2,474	480	-	-	100
Footpaths and cycleways	7,373	2,333	4,115	4,263	4,786
Drainage	2,341	1,093	1,343	1,770	1,777
Recreational, leisure and community facilities	162	-	560	515	350
Waste management	-	-	200	200	200
Parks, open space and streetscapes	5,243	2,384	3,060	3,085	4,795
Aerodromes	-	-	-	-	-
Off street car parks	-	-	-	-	-
Other infrastructure	-	3,200	-	-	-
Total infrastructure	22,074	13,165	14,245	15,201	17,180
Total capital works expenditure	49,021	37,463	78,377	78,673	40,382
Represented by:					
New asset expenditure	13,465	9,710	19,627	3,396	3,005
Asset renewal expenditure	24,759	16,236	26,368	33,582	23,208
Asset expansion expenditure	1,713	4,443	17,080	20,772	4,079
Asset upgrade expenditure	9,084	7,074	15,303	20,924	10,091
Total capital works	49,021	37,463	78,377	78,673	40,382
Funding sources represented by:					
Grants	1,993	2,071	2,541	2,465	2,520
Contributions	2,033	299	450	450	450
Council Cash	44,995	35,093	63,386	41,758	37,412
Borrowings	-	-	12,000	34,000	-
Total capital works expenditure	49,021	37,463	78,377	78,673	40,382

City of Darebin Budgeted Statement of Human Resources

For the four years ending 30 June 2024	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Staff expenditure					
Employee costs - Operating	(82,178)	(87,454)	(89,203)	(90,987)	(92,806)
Employee costs - Capital	(830)	(883)	(901)	(919)	(937)
Total staff expenditure	(83,008)	(88,337)	(90,104)	(91,906)	(93,744)
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	898	892	892	892	892
Total staff numbers	898	892	892	892	892

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Other information

Summary of planned capital works expenditure for the four years ended 30 June 2024

City of Darebin

Capital Works Program

For the year ending 30 June 2021

New Works

Capital Works Area	Project cost \$'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
2020-21									
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	3,000	-	2,425	575	-	-	-	3,000	-
Total land	3,000	-	2,425	575	-	-	-	3,000	-
Buildings	15,209	6,700	4,652	1,955	1,902	212	-	14,997	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	100	-	50	25	25	-	-	100	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total buildings	15,309	6,700	4,702	1,980	1,927	212	-	15,097	-
Total property	18,309	6,700	7,127	2,555	1,927	212	-	18,097	-
Plant and equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,325	-	2,194	56	75	-	299	2,026	-
Fixtures, fittings and furniture	100	25	50	25	-	-	-	100	-
Computers and telecommunications	2,764	450	466	1,157	691	-	-	2,764	-
Library books	800	600	200	-	-	18	-	782	-
Total plant and equipment	5,989	1,075	2,910	1,238	766	18	299	5,672	-
Infrastructure									
Roads	3,675	475	2,938	175	88	1,057	-	2,618	-
Bridges	480	-	250	230	-	50	-	430	-
Footpaths and cycleways	2,333	-	979	833	521	-	-	2,333	-
Drainage	1,093	-	547	273	273	-	-	1,093	-
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	2,384	-	671	1,155	559	734	-	1,650	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	9,965	475	5,384	2,666	1,440	1,841	-	8,124	-
Total capital works expenditure	34,263	8,250	15,421	6,459	4,133	2,071	299	31,893	-

Works Carried Forward from Previous Year

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	50	-	50	-	-	-	-	50	-
Total land	50	-	50	-	-	-	-	50	-
Buildings	2,650	1,460	640	390	160	-	-	2,650	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	100	-	25	25	50	-	-	100	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total buildings	2,750	1,460	665	415	210	-	-	2,750	-
Total property	2,800	1,460	715	415	210	-	-	2,800	-
Plant and equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	-	-	-	-	-	-	-	-	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	200	-	50	100	50	-	-	200	-
Library books	-	-	-	-	-	-	-	-	-
Total plant and equipment	200	-	50	100	50	-	-	200	-
Infrastructure									
Roads	-	-	-	-	-	-	-	-	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	200	-	50	100	50	-	-	200	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	200	-	50	100	50	-	-	200	-
Total capital works expenditure	3,200	1,460	815	615	310	-	-	3,200	-

inc. carried forward works for 2020/21

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020-21									
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	3,050	-	2,475	575	-	-	-	3,050	-
Total land	3,050	-	2,475	575	-	-	-	3,050	-
Buildings	17,859	8,160	5,292	2,345	2,062	212	-	17,647	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	200	-	75	50	75	-	-	200	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total buildings	18,059	8,160	5,367	2,395	2,137	212	-	17,847	-
Total property	21,109	8,160	7,842	2,970	2,137	212	-	20,897	-
Plant and equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,325	-	2,194	56	75	-	299	2,026	-
Fixtures, fittings and furniture	100	25	50	25	-	-	-	100	-
Computers and telecommunications	2,964	450	516	1,257	741	-	-	2,964	-
Library books	800	600	200	-	-	18	-	782	-
Total plant and equipment	6,189	1,075	2,960	1,338	816	18	299	5,872	-
Infrastructure									
Roads	3,675	475	2,938	175	88	1,057	-	2,618	-
Bridges	480	-	250	230	-	50	-	430	-
Footpaths and cycleways	2,333	-	979	833	521	-	-	2,333	-
Drainage	1,093	-	547	273	273	-	-	1,093	-
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	2,584	-	721	1,255	609	734	-	1,850	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	10,165	475	5,434	2,766	1,490	1,841	-	8,324	-
Total capital works expenditure	37,463	9,710	16,236	7,074	4,443	2,071	299	35,093	-

Works for 2021/22

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021-22									
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	900	479	225	184	13	-	-	900	-
Total land	900	479	225	184	13	-	-	900	-
Buildings	54,868	16,748	14,205	10,048	13,868	2,541	-	40,327	12,000
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	500	-	150	125	225	-	-	500	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total buildings	55,368	16,748	14,355	10,173	14,093	2,541	-	40,827	12,000
Total property	56,268	17,227	14,580	10,357	14,105	2,541	-	41,727	12,000
Plant and equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	3,700	350	3,188	80	83	-	450	3,250	-
Fixtures, fittings and furniture	200	50	100	50	-	-	-	200	-
Computers and telecommunications	3,164	1,000	341	1,032	791	-	-	3,164	-
Library books	800	600	200	-	-	-	-	800	-
Total plant and equipment	7,864	2,000	3,829	1,162	874	-	450	7,414	-
Infrastructure									
Roads	4,967	200	4,167	400	200	-	-	4,967	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	4,115	-	1,836	1,404	875	-	-	4,115	-
Drainage	1,343	-	672	336	336	-	-	1,343	-
Recreational, leisure and community facilities	560	-	370	190	-	-	-	560	-
Waste management	200	200	-	-	-	-	-	200	-
Parks, open space and streetscapes	3,060	-	915	1,455	690	-	-	3,060	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	14,245	400	7,960	3,785	2,101	-	-	14,245	-
Total capital works expenditure	78,377	19,627	26,368	15,303	17,080	2,541	450	63,386	12,000

Works for 2022/23

Capital Works Area	Project cost \$'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
2022-23									
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	990	479	270	228	13	-	-	990	-
Total land	990	479	270	228	13	-	-	990	-
Buildings	54,650	775	20,725	15,588	17,563	2,465	-	18,185	34,000
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	450	-	125	113	213	-	-	450	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total buildings	55,100	775	20,850	15,700	17,775	2,465	-	18,635	34,000
Total property	56,090	1,254	21,120	15,928	17,788	2,465	-	19,625	34,000
Plant and equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	3,880	530	3,188	80	83	-	450	3,430	-
Fixtures, fittings and furniture	200	50	100	50	-	-	-	200	-
Computers and telecommunications	2,502	550	401	926	626	-	-	2,502	-
Library books	800	600	200	-	-	-	-	800	-
Total plant and equipment	7,382	1,730	3,888	1,056	709	-	450	6,932	-
Infrastructure									
Roads	5,368	200	4,568	400	200	-	-	5,368	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	4,263	-	2,008	1,380	875	-	-	4,263	-
Drainage	1,770	-	885	443	443	-	-	1,770	-
Recreational, leisure and community facilities	515	11	191	250	63	-	-	515	-
Waste management	200	200	-	-	-	-	-	200	-
Parks, open space and streetscapes	3,085	-	921	1,468	696	-	-	3,085	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	15,201	411	8,574	3,940	2,276	-	-	15,201	-
Total capital works expenditure	78,673	3,396	33,582	20,924	20,772	2,465	450	41,758	34,000

Works for 2023/24

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2023-24									
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	551	30	276	233	13	-	-	551	-
Total land	551	30	276	233	13	-	-	551	-
Buildings	14,901	775	9,523	4,101	503	2,520	-	12,381	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	450	-	125	113	213	-	-	450	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total buildings	15,351	775	9,648	4,213	715	2,520	-	12,831	-
Total property	15,902	805	9,924	4,446	728	2,520	-	13,382	-
Plant and equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	3,700	350	3,188	80	83	-	450	3,250	-
Fixtures, fittings and furniture	200	50	100	50	-	-	-	200	-
Computers and telecommunications	2,600	550	425	975	650	-	-	2,600	-
Library books	800	600	200	-	-	-	-	800	-
Total plant and equipment	7,300	1,550	3,913	1,105	733	-	450	6,850	-
Infrastructure									
Roads	5,172	200	4,372	400	200	-	-	5,172	-
Bridges	100	-	100	-	-	-	-	100	-
Footpaths and cycleways	4,786	-	2,606	1,330	850	-	-	4,786	-
Drainage	1,777	-	889	444	444	-	-	1,777	-
Recreational, leisure and community facilities	350	188	88	75	-	-	-	350	-
Waste management	200	200	-	-	-	-	-	200	-
Parks, open space and streetscapes	4,795	63	1,318	2,291	1,124	-	-	4,795	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	17,180	650	9,372	4,541	2,618	-	-	17,180	-
Total capital works expenditure	40,382	3,005	23,208	10,091	4,079	2,520	450	37,412	-

CITY OF DAREBIN

Summary of planned human resources expenditure for the four years ending 30 June 2024

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Chief Executive				
-Permanent full time	578	590	601	613
-Permanent part time	145	148	151	154
Total Chief Executive	723	739	752	766
City Sustainability & Strategy				
-Permanent full time	15,128	15,431	15,739	16,054
-Permanent part time	1,841	1,877	1,915	1,953
Total City Sustainability & Strategy	16,969	17,308	17,654	18,008
Operations & Capital				
-Permanent full time	16,293	16,619	16,952	17,291
-Permanent part time	188	192	196	200
Total Operations & Capital	16,481	16,811	17,147	17,490
Community				
-Permanent full time	16,290	16,616	16,948	17,287
-Permanent part time	14,066	14,347	14,634	14,927
Total Community	30,356	30,963	31,581	32,215
Governance & Engagement				
-Permanent full time	12,125	12,368	12,615	12,867
-Permanent part time	2,066	2,107	2,149	2,192
Total Governance & Engagement	14,191	14,475	14,764	15,060
Total casuals and other	8,174	8,338	8,505	8,675
Capitalised labour	1,442	1,471	1,500	1,530
Total staff expenditure	88,337	90,105	91,904	93,745

	FTE	FTE	FTE	FTE
Chief Executive				
-Permanent full time	3.0	3.0	3.0	3.0
-Permanent part time	0.9	0.9	0.9	0.9
Total Chief Executive	3.9	3.9	3.9	3.9
City Sustainability & Strategy				
-Permanent full time	142.1	142.1	142.1	142.1
-Permanent part time	24.9	24.9	24.9	24.9
Total City Sustainability & Strategy	167.0	167	167	167
Operations & Capital				
-Permanent full time	172.5	172.5	172.5	172.5
-Permanent part time	2.4	2.4	2.4	2.4
Total Operations & Capital	174.9	174.9	174.9	174.9
Community				
-Permanent full time	148.3	148.3	148.3	148.3
-Permanent part time	160.6	160.6	160.6	160.6
Total Community	308.9	308.9	308.9	308.9
Governance & Engagement				
-Permanent full time	105.5	107.1	107.1	107.1
-Permanent part time	22.0	22.0	22.0	22.0
Total Governance & Engagement	127.5	129.1	129.1	129.1
Total casuals and other	98.1	98.1	98.1	98.1
Capitalised labour	11.5	11.5	11.5	11.5
Total staff numbers*	891.8	893.4	893.4	893.4

*Includes temporary and casual staff

Glossary

Act	means the <i>Local Government Act 1989</i>
Annual report	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
Asset expansion expenditure	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
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	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
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board
Average rate cap	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
Budget	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
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council Plan	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
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	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

Financial year	means the period of 12 months ending on 30 June each year
General order	means an order made by the Minister under section 185D of the Act
Higher cap	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
Human resources	means the staff employed by a Council
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Local Government Model Financial Report	means the model report published by the Department of Environment, Land, Water and Planning
Major initiatives	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
Minister	means the Minister for Local Government
Model budget	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)
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	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
Planning and accountability framework	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
Performance statement	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
Recurrent grant	means a grant other than a non-recurrent grant
Regulations	means the Local Government (Planning and Reporting) Regulations 2014

Report of operations	means a report containing a description of the operations of the Council during the financial year and included in the annual report
Services	means assistance, support, advice and other actions undertaken by a Council for the benefit of the local community
Special order	means assistance, support, advice and other actions undertaken by a Council for the benefit of the local community
Statement of capital works	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
Strategic objectives	means the outcomes a Council is seeking to achieve over the next four years and included in the Council Plan
Strategic Resource Plan	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
Strategies	means high level actions directed at achieving the strategic objectives in the Council Plan
Statement of human resources	means a statement which shows all Council staff expenditure and numbers of full time equivalent Council staff
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	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
Summary of planned human resources expenditure	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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Draft for exhibition

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