



**Proposed Strategic  
Resource Plan  
2020/21 to 2023/24**

Adoption in principle 19 May 2020

Yarra City Council  
STRATEGIC RESOURCE PLAN

**Comprehensive Income Statement**  
**For the four years ended 2024**

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income</b>				
Rates and charges	115,869	119,531	122,910	126,357
Statutory fees and fines	25,454	34,720	35,414	36,122
User fees	25,427	34,581	35,273	35,978
Grants - operating	14,399	13,871	14,148	14,431
Grants - capital	4,169	7,579	2,281	2,323
Contributions - monetary - open space	4,500	4,500	4,500	4,500
Contributions - monetary - other	1,156	1,900	1,900	1,900
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	160	170	170	170
Other income	2,278	3,487	3,737	3,987
<b>Total income</b>	<b>193,412</b>	<b>220,339</b>	<b>220,333</b>	<b>225,768</b>
<b>Expenses</b>				
Employee costs	90,028	93,929	96,308	98,734
Materials and services	75,663	80,635	78,856	80,613
Depreciation	23,800	24,300	24,800	25,300
Amortisation - right of use assets	880	736	667	16
Bad and doubtful debts	5,000	4,000	4,000	4,000
Borrowing costs	1,867	1,777	1,603	1,421
Finance costs - leases	118	72	25	-
Other expenses	-	-	-	-
<b>Total expenses</b>	<b>197,356</b>	<b>205,449</b>	<b>206,259</b>	<b>210,084</b>
<b>Surplus/(deficit) for the year</b>	<b>(3,944)</b>	<b>14,890</b>	<b>14,074</b>	<b>15,684</b>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to surplus or deficit in future periods</b>				
Net asset revaluation increment/(decrement)	-	52,465	-	52,727
Share of other comprehensive income of associates and joint ventures	-	-	-	-
<b>Items that may be reclassified to surplus or deficit in future periods</b>				
<b>Total comprehensive result</b>	<b>(3,944)</b>	<b>67,355</b>	<b>14,074</b>	<b>68,411</b>

The above comprehensive income statement should be read in conjunction with the accompanying other information.

Yarra City Council  
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**Balance Sheet**  
**For the four years ended 2024**

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	56,638	70,233	68,586	68,202
Trade and other receivables	28,522	8,206	7,203	6,259
Other financial assets	-	-	-	-
Inventories	129	129	129	129
Non-current assets classified as held for sale	-	-	-	-
Other assets	620	620	620	620
<b>Total current assets</b>	<b>85,909</b>	<b>79,188</b>	<b>76,538</b>	<b>75,210</b>
<b>Non-current assets</b>				
Trade and other receivables	235	235	235	235
Other financial assets	-	-	-	-
Investments in associates, joint arrangements and subsidiaries	-	-	-	-
Property, infrastructure, plant and equipment	2,057,399	2,127,123	2,139,251	2,204,286
Right-of-use-assets	1,420	683	16	-
Investment property	-	-	-	-
Intangible assets	-	-	-	-
<b>Total non-current assets</b>	<b>2,059,054</b>	<b>2,128,041</b>	<b>2,139,502</b>	<b>2,204,521</b>
<b>Total assets</b>	<b>2,144,963</b>	<b>2,207,229</b>	<b>2,216,040</b>	<b>2,279,731</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	9,733	9,733	9,733	9,733
Trust funds and deposits	12,454	12,454	12,454	12,454
Provisions	13,158	13,158	13,158	13,158
Interest-bearing liabilities	1,308	4,110	4,303	4,505
Lease liabilities	765	751	17	-
<b>Total current liabilities</b>	<b>37,418</b>	<b>40,206</b>	<b>39,665</b>	<b>39,850</b>
<b>Non-current liabilities</b>				
Provisions	1,393	1,393	1,393	1,393
Interest-bearing liabilities	39,972	33,245	28,942	24,437
Lease liabilities	769	19	-	-
Other liabilities	2,392	1,992	1,592	1,192
<b>Total non-current liabilities</b>	<b>44,526</b>	<b>36,649</b>	<b>31,927</b>	<b>27,022</b>
<b>Total liabilities</b>	<b>81,944</b>	<b>76,855</b>	<b>71,592</b>	<b>66,872</b>
<b>Net assets</b>	<b>2,063,019</b>	<b>2,130,374</b>	<b>2,144,448</b>	<b>2,212,859</b>
<b>Equity</b>				
Accumulated surplus	664,077	675,367	685,841	697,925
Reserves	1,398,942	1,455,007	1,458,607	1,514,934
<b>Total Equity</b>	<b>2,063,019</b>	<b>2,130,374</b>	<b>2,144,448</b>	<b>2,212,859</b>

The above balance sheet should be read in conjunction with the accompanying other information.

Yarra City Council  
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**Statement of Changes in Equity**  
**For the four years ended 2024**

	2021	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		2,066,963	671,931	1,381,744	13,288
Surplus/(deficit) for the year		(3,944)	(3,944)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(4,500)	-	4,500
Transfers from other reserves		-	590	-	(590)
<b>Balance at end of the financial year</b>		<b>2,063,019</b>	<b>664,077</b>	<b>1,381,744</b>	<b>17,198</b>
	2022	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		2,063,019	664,077	1,381,744	17,198
Surplus/(deficit) for the year		14,890	14,890	-	-
Net asset revaluation increment/(decrement)		52,465	-	52,465	-
Transfers to other reserves		-	(4,500)	-	4,500
Transfers from other reserves		-	900	-	(900)
<b>Balance at end of the financial year</b>		<b>2,130,374</b>	<b>675,367</b>	<b>1,434,209</b>	<b>20,798</b>
	2023	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		2,130,374	675,367	1,434,209	20,798
Surplus/(deficit) for the year		14,074	14,074	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(4,500)	-	4,500
Transfers from other reserves		-	900	-	(900)
<b>Balance at end of the financial year</b>		<b>2,144,448</b>	<b>685,841</b>	<b>1,434,209</b>	<b>24,398</b>
	2024	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		2,144,448	685,841	1,434,209	24,398
Surplus/(deficit) for the year		15,684	15,684	-	-
Net asset revaluation increment/(decrement)		52,727	-	52,727	-
Transfers to other reserves		-	(4,500)	-	4,500
Transfers from other reserves		-	900	-	(900)
<b>Balance at end of the financial year</b>		<b>2,212,859</b>	<b>697,925</b>	<b>1,486,936</b>	<b>27,998</b>

The above statement of changes in equity should be read with the accompanying other information.

## Yarra City Council

## STRATEGIC RESOURCE PLAN

## Statement of Cash Flows

### For the four years ended 2024

	2021 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000	2023 Inflows/ (Outflows) \$'000	2024 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>				
Rates and charges	103,239	137,586	121,683	125,094
Statutory fees and fines	24,182	32,984	33,643	34,316
User fees	25,427	34,581	35,273	35,978
Grants - operating	14,399	13,871	14,148	14,431
Grants - capital	4,169	7,579	2,281	2,323
Contributions - monetary	5,656	6,400	6,400	6,400
Interest received	-	-	-	-
Dividends received	-	-	-	-
Trust funds and deposits taken	-	-	-	-
Other receipts	2,278	3,487	3,737	3,987
Net GST refund/payment	-	-	-	-
Employee costs	(90,028)	(93,929)	(96,308)	(98,734)
Materials and services	(76,062)	(81,035)	(79,256)	(81,013)
Short-term, low value and variable lease payments	-	-	-	-
Trust funds and deposits repaid	-	-	-	-
Other payments	-	-	-	-
<b>Net cash provided by/(used in) operating activities</b>	<b>13,260</b>	<b>61,524</b>	<b>41,601</b>	<b>42,782</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(30,543)	(41,910)	(37,281)	(37,958)
Proceeds from sale of property, infrastructure, plant and equipment	510	520	520	520
Payments for investments	-	-	-	-
Proceeds from sale of investments	-	-	-	-
Loans and advances made	-	-	-	-
Payments of loans and advances	-	-	-	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(30,033)</b>	<b>(41,390)</b>	<b>(36,761)</b>	<b>(37,438)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(1,867)	(1,777)	(1,603)	(1,421)
Proceeds from borrowings	32,500	-	-	-
Repayment of borrowings	(33,770)	(3,925)	(4,108)	(4,290)
Interest paid - lease liability	(118)	(72)	(25)	-
Repayment of lease liabilities	(851)	(765)	(751)	(17)
<b>Net cash provided by/(used in) financing activities</b>	<b>(4,106)</b>	<b>(6,539)</b>	<b>(6,487)</b>	<b>(5,728)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(20,879)</b>	<b>13,595</b>	<b>(1,647)</b>	<b>(384)</b>
Cash and cash equivalents at the beginning of the financial year	77,517	56,638	70,233	68,586
<b>Cash and cash equivalents at the end of the financial year</b>	<b>56,638</b>	<b>70,233</b>	<b>68,586</b>	<b>68,202</b>

The above statement of cash flows should be read with the accompanying other information

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**Statement of Capital Works**  
**For the four years ended 2024**

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
<b>Property</b>				
Land	-	-	-	-
Land improvements	-	-	-	-
<b>Total land</b>	-	-	-	-
Buildings	9,188	14,069	15,335	14,957
Building improvements	-	-	-	-
Leasehold improvements	-	-	-	-
Heritage buildings	-	-	-	-
<b>Total buildings</b>	<b>9,188</b>	<b>14,069</b>	<b>15,335</b>	<b>14,957</b>
<b>Total property</b>	<b>9,188</b>	<b>14,069</b>	<b>15,335</b>	<b>14,957</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	2,262	2,477	2,589	2,454
Fixtures, fittings and furniture	-	-	-	-
Computers and telecommunications	1,564	1,507	1,796	1,523
Heritage plant and equipment	-	-	-	-
Library books	-	-	-	-
<b>Total plant and equipment</b>	<b>3,826</b>	<b>3,984</b>	<b>4,385</b>	<b>3,977</b>
<b>Infrastructure</b>				
Lanes	846	1,068	1,045	1,184
Roads	9,299	9,386	9,312	9,607
Bridges	110	-	-	50
Drainage	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-
Waste Management	75	75	50	80
Parks, Open Space and Streetscapes	6,034	5,444	4,286	4,185
Street Furniture	795	620	620	360
Transport	200	5,414	1,540	1,740
Urban Design/Retail Strips	170	1,850	708	1,818
<b>Total infrastructure</b>	<b>17,529</b>	<b>23,857</b>	<b>17,561</b>	<b>19,024</b>
<b>Total capital works expenditure</b>	<b>30,543</b>	<b>41,910</b>	<b>37,281</b>	<b>37,958</b>
<b>Represented by:</b>				
New asset expenditure	920	6,178	8,183	9,746
Asset renewal expenditure	28,763	26,196	26,458	25,438
Asset expansion expenditure	-	-	-	-
Asset upgrade expenditure	860	9,536	2,640	2,774
<b>Total capital works expenditure</b>	<b>30,543</b>	<b>41,910</b>	<b>37,281</b>	<b>37,958</b>
<b>Funding sources represented by:</b>				
Grants	4,169	7,579	2,281	2,323
Contributions	590	900	900	900
Council cash	25,784	33,431	34,100	34,735
Borrowings	-	-	-	-
<b>Total capital works expenditure</b>	<b>30,543</b>	<b>41,910</b>	<b>37,281</b>	<b>37,958</b>

The above statement of capital works should be read with the accompanying other information.

**Statement of Human Resources**  
**For the four years ended 2024**

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
<b>Staff expenditure</b>				
Employee costs - Operating	90,028	93,929	96,308	98,734
Employee costs - Capital	1,139	1,162	1,185	1,209
<b>Total staff expenditure</b>	<b>91,167</b>	<b>95,091</b>	<b>97,493</b>	<b>99,943</b>
	FTE	FTE	FTE	FTE
<b>Staff numbers</b>				
Employees	866.0	875.6	880.6	885.6
<b>Total staff numbers</b>	<b>866.0</b>	<b>875.6</b>	<b>880.6</b>	<b>885.6</b>

The above statement of human resources should be read with the accompanying other information.

Proposed Strategic Resource Plan

Yarra City Council  
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**Other Information**  
**For the four years ended 2024**

**1. Summary of planned capital works expenditure**

2021	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-	-
Buildings	9,188	500	8,088	-	600	9,188	3,300	-	5,888	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>9,188</b>	<b>500</b>	<b>8,088</b>	-	<b>600</b>	<b>9,188</b>	<b>3,300</b>	-	<b>5,888</b>	-
<b>Total property</b>	<b>9,188</b>	<b>500</b>	<b>8,088</b>	-	<b>600</b>	<b>9,188</b>	<b>3,300</b>	-	<b>5,888</b>	-
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,262	-	2,262	-	-	2,262	-	-	2,262	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,564	-	1,564	-	-	1,564	-	-	1,564	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>3,826</b>	-	<b>3,826</b>	-	-	<b>3,826</b>	-	-	<b>3,826</b>	-
<b>Infrastructure</b>										
Lanes	846	-	846	-	-	846	-	-	846	-
Roads	9,299	-	9,239	-	60	9,299	669	60	8,570	-
Bridges	110	-	110	-	-	110	-	-	110	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	75	-	75	-	-	75	-	-	75	-
Parks, Open Space and Streetscapes	6,034	420	5,614	-	-	6,034	200	530	5,304	-
Street Furniture	795	-	795	-	-	795	-	-	795	-
Transport	200	-	-	-	200	200	-	-	200	-
Urban Design/Retail Strips	170	-	170	-	-	170	-	-	170	-
<b>Total infrastructure</b>	<b>17,529</b>	<b>420</b>	<b>16,849</b>	-	<b>260</b>	<b>17,529</b>	<b>869</b>	<b>590</b>	<b>16,070</b>	-
<b>Total capital works expenditure</b>	<b>30,543</b>	<b>920</b>	<b>28,763</b>	-	<b>860</b>	<b>30,543</b>	<b>4,169</b>	<b>590</b>	<b>25,784</b>	-



Yarra City Council  
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**Other Information**  
**For the four years ended 2024**

**1. Summary of planned capital works expenditure**

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>2022</b>										
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-	-
Buildings	14,069	4,708	6,269	-	3,092	14,069	6,900	-	7,169	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>14,069</b>	<b>4,708</b>	<b>6,269</b>	<b>-</b>	<b>3,092</b>	<b>14,069</b>	<b>6,900</b>	<b>-</b>	<b>7,169</b>	<b>-</b>
<b>Total property</b>	<b>14,069</b>	<b>4,708</b>	<b>6,269</b>	<b>-</b>	<b>3,092</b>	<b>14,069</b>	<b>6,900</b>	<b>-</b>	<b>7,169</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,477	60	2,417	-	-	2,477	-	-	2,477	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,507	-	1,507	-	-	1,507	-	-	1,507	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>3,984</b>	<b>60</b>	<b>3,924</b>	<b>-</b>	<b>-</b>	<b>3,984</b>	<b>-</b>	<b>-</b>	<b>3,984</b>	<b>-</b>
<b>Infrastructure</b>										
Lanes	1,068	-	1,068	-	-	1,068	-	-	1,068	-
Roads	9,386	480	8,906	-	-	9,386	679	-	8,707	-
Bridges	-	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	75	-	75	-	-	75	-	-	75	-
Parks, Open Space and Streetscapes	5,444	850	4,594	-	-	5,444	-	900	4,544	-
Street Furniture	620	-	620	-	-	620	-	-	620	-
Transport	5,414	80	-	-	5,334	5,414	-	-	5,414	-
Urban Design/Retail Strips	1,850	-	740	-	1,110	1,850	-	-	1,850	-
<b>Total infrastructure</b>	<b>23,857</b>	<b>1,410</b>	<b>16,003</b>	<b>-</b>	<b>6,444</b>	<b>23,857</b>	<b>679</b>	<b>900</b>	<b>22,278</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>41,910</b>	<b>6,178</b>	<b>26,196</b>	<b>-</b>	<b>9,536</b>	<b>41,910</b>	<b>7,579</b>	<b>900</b>	<b>33,431</b>	<b>-</b>

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**Other Information**  
**For the four years ended 2024**

**1. Summary of planned capital works expenditure**

2023	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-	-
Buildings	15,335	8,033	6,302	-	1,000	15,335	1,592	-	13,743	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>15,335</b>	<b>8,033</b>	<b>6,302</b>	<b>-</b>	<b>1,000</b>	<b>15,335</b>	<b>1,592</b>	<b>-</b>	<b>13,743</b>	<b>-</b>
<b>Total property</b>	<b>15,335</b>	<b>8,033</b>	<b>6,302</b>	<b>-</b>	<b>1,000</b>	<b>15,335</b>	<b>1,592</b>	<b>-</b>	<b>13,743</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,589	-	2,589	-	-	2,589	-	-	2,589	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,796	-	1,796	-	-	1,796	-	-	1,796	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>4,385</b>	<b>-</b>	<b>4,385</b>	<b>-</b>	<b>-</b>	<b>4,385</b>	<b>-</b>	<b>-</b>	<b>4,385</b>	<b>-</b>
<b>Infrastructure</b>										
Lanes	1,045	-	1,045	-	-	1,045	-	-	1,045	-
Roads	9,312	-	9,312	-	-	9,312	689	-	8,623	-
Bridges	-	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	50	-	50	-	-	50	-	-	50	-
Parks, Open Space and Streetscapes	4,286	150	4,136	-	-	4,286	-	900	3,386	-
Street Furniture	620	-	620	-	-	620	-	-	620	-
Transport	1,540	-	-	-	1,540	1,540	-	-	1,540	-
Urban Design/Retail Strips	708	-	608	-	100	708	-	-	708	-
<b>Total infrastructure</b>	<b>17,561</b>	<b>150</b>	<b>15,771</b>	<b>-</b>	<b>1,640</b>	<b>17,561</b>	<b>689</b>	<b>900</b>	<b>15,972</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>37,281</b>	<b>8,183</b>	<b>26,458</b>	<b>-</b>	<b>2,640</b>	<b>37,281</b>	<b>2,281</b>	<b>900</b>	<b>34,100</b>	<b>-</b>

Yarra City Council  
STRATEGIC RESOURCE PLAN

**Other Information**  
**For the four years ended 2024**

**1. Summary of planned capital works expenditure**

2024	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-	-
Buildings	14,957	9,596	5,037	-	324	14,957	1,624	-	13,333	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>14,957</b>	<b>9,596</b>	<b>5,037</b>	<b>-</b>	<b>324</b>	<b>14,957</b>	<b>1,624</b>	<b>-</b>	<b>13,333</b>	<b>-</b>
<b>Total property</b>	<b>14,957</b>	<b>9,596</b>	<b>5,037</b>	<b>-</b>	<b>324</b>	<b>14,957</b>	<b>1,624</b>	<b>-</b>	<b>13,333</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,454	-	2,454	-	-	2,454	-	-	2,454	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,523	-	1,523	-	-	1,523	-	-	1,523	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>3,977</b>	<b>-</b>	<b>3,977</b>	<b>-</b>	<b>-</b>	<b>3,977</b>	<b>-</b>	<b>-</b>	<b>3,977</b>	<b>-</b>
<b>Infrastructure</b>										
Lanes	1,184	-	1,184	-	-	1,184	-	-	1,184	-
Roads	9,607	-	9,607	-	-	9,607	699	-	8,908	-
Bridges	50	-	50	-	-	50	-	-	50	-
Drainage	-	-	-	-	-	-	-	-	-	-
Recreational, Leisure & Community Facilities	-	-	-	-	-	-	-	-	-	-
Waste Management	80	-	80	-	-	80	-	-	80	-
Parks, Open Space and Streetscapes	4,185	150	4,035	-	-	4,185	-	900	3,285	-
Street Furniture	360	-	360	-	-	360	-	-	360	-
Transport	1,740	-	-	-	1,740	1,740	-	-	1,740	-
Urban Design/Retail Strips	1,818	-	1,108	-	710	1,818	-	-	1,818	-
<b>Total infrastructure</b>	<b>19,024</b>	<b>150</b>	<b>16,424</b>	<b>-</b>	<b>2,450</b>	<b>19,024</b>	<b>699</b>	<b>900</b>	<b>17,425</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>37,958</b>	<b>9,746</b>	<b>25,438</b>	<b>-</b>	<b>2,774</b>	<b>37,958</b>	<b>2,323</b>	<b>900</b>	<b>34,735</b>	<b>-</b>

**Other Information**  
**For the four years ended 2024**

**2. Summary of planned human resources expenditure**

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
<b>CEO Division</b>				
Permanent - Full time	5,506	5,716	5,931	6,150
Permanent - Part time	1,092	1,114	1,136	1,159
Casual & Temp	863	881	898	916
<b>Total CEO Division</b>	<b>7,461</b>	<b>7,711</b>	<b>7,965</b>	<b>8,225</b>
<b>Corporate, Business and Financial Services</b>				
Permanent - Full time	16,896	17,976	18,436	18,904
Permanent - Part time	1,898	2,009	2,049	2,090
Casual & Temp	3	4	4	4
<b>Total Corporate, Business and Financial Services</b>	<b>18,797</b>	<b>19,989</b>	<b>20,489</b>	<b>20,998</b>
<b>Planning and Placemaking</b>				
Permanent - Full time	9,806	10,086	10,388	10,695
Permanent - Part time	867	895	913	931
Casual & Temp	396	409	417	426
<b>Total Planning and Placemaking</b>	<b>11,069</b>	<b>11,390</b>	<b>11,718</b>	<b>12,052</b>
<b>Community Wellbeing</b>				
Permanent - Full time	20,024	20,524	21,034	21,555
Permanent - Part time	8,338	8,504	8,674	8,848
Casual & Temp	470	480	490	499
<b>Total Community Wellbeing</b>	<b>28,832</b>	<b>29,508</b>	<b>30,198</b>	<b>30,902</b>
<b>City Works and Assets</b>				
Permanent - Full time	22,498	23,733	24,308	24,894
Permanent - Part time	2,319	2,550	2,601	2,653
Casual & Temp	191	210	214	219
<b>Total City Works and Assets</b>	<b>25,008</b>	<b>26,493</b>	<b>27,123</b>	<b>27,766</b>
<b>Total staff expenditure</b>	<b>91,167</b>	<b>95,091</b>	<b>97,493</b>	<b>99,943</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>CEO Division</b>				
Permanent - Full time	39.8	42.8	43.8	44.8
Permanent - Part time	9.7	9.7	9.7	9.7
Casual & Temp	9.0	9.0	9.0	9.0
<b>Total CEO Division</b>	<b>58.5</b>	<b>61.5</b>	<b>62.5</b>	<b>63.5</b>
<b>Corporate, Business and Financial Services</b>				
Permanent - Full time	145.9	146.9	147.9	148.9
Permanent - Part time	22.6	22.6	22.6	22.6
Casual & Temp	11.3	11.3	11.3	11.3
<b>Total Corporate, Business and Financial Services</b>	<b>179.8</b>	<b>180.8</b>	<b>181.8</b>	<b>182.8</b>
<b>Planning and Placemaking</b>				
Permanent - Full time	79.8	80.8	81.8	82.8
Permanent - Part time	8.0	8.0	8.0	8.0
Casual & Temp	3.6	4.6	4.6	4.6
<b>Total Planning and Placemaking</b>	<b>91.4</b>	<b>93.4</b>	<b>94.4</b>	<b>95.4</b>
<b>Community Wellbeing</b>				
Permanent - Full time	181.3	182.3	183.3	184.3
Permanent - Part time	81.3	81.3	81.3	81.3
Casual & Temp	27.1	27.1	27.1	27.1
<b>Total Community Wellbeing</b>	<b>289.7</b>	<b>290.7</b>	<b>291.7</b>	<b>292.7</b>
<b>City Works and Assets</b>				
Permanent - Full time	185.9	186.9	187.9	188.9
Permanent - Part time	27.9	27.9	27.9	27.9
Casual & Temp	32.8	34.4	34.4	34.4
<b>Total City Works and Assets</b>	<b>246.6</b>	<b>249.2</b>	<b>250.2</b>	<b>251.2</b>
<b>Total staff numbers</b>	<b>866.0</b>	<b>875.6</b>	<b>880.6</b>	<b>885.6</b>