

Comprehensive Income Statement

	Notes	Forecast Budget		Projections								
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates and charges		129,213	132,585	135,378	138,050	141,102	144,473	148,947	153,781	158,746	163,959	169,335
Statutory fees and fines:												
• Parking fines	1	15,024	14,993	19,250	19,635	20,168	20,571	20,982	21,402	21,830	22,267	22,712
• Other statutory fees and fines		3,283	3,675	3,749	3,924	4,102	4,284	4,470	4,559	4,650	4,743	4,838
User fees:												
• Parking fees	1	15,748	16,508	19,378	19,837	20,377	20,896	21,428	22,016	22,663	23,306	23,920
• Other user fees		20,467	18,601	19,438	19,833	20,721	21,276	21,796	22,372	23,007	23,638	24,238
Grants - operating		11,475	9,108	10,058	10,209	10,403	10,632	10,866	11,127	11,416	11,701	11,970
Grants - capital		2,286	3,030	6,545	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions - monetary	2	8,008	2,532	2,496	4,868	7,970	9,510	7,970	7,970	6,230	6,230	6,230
Contributions - non-monetary		-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method		-	-	-	-	-	-	-	-	-	-	-
Other income	3	16,443	20,578	21,980	24,076	24,907	25,906	26,203	26,926	27,995	29,567	30,053
Total Income		221,947	221,609	238,272	244,106	251,180	259,008	264,151	271,682	278,106	287,020	294,947
Expenses												
Employee costs		92,130	91,638	94,456	95,726	98,278	101,077	104,853	108,319	111,900	115,685	119,511
Materials and services	4	87,666	90,654	85,290	85,695	84,389	84,073	85,226	87,409	89,236	90,971	94,731
Bad and doubtful debts		5,038	5,153	4,874	4,607	4,094	3,584	3,663	3,751	3,848	3,944	4,035
Depreciation		24,721	25,276	25,963	26,748	27,665	28,697	29,769	30,940	32,221	33,522	34,807
Amortisation - right of use assets		720	950	961	975	994	1,016	1,038	1,063	1,091	1,118	1,144
Borrowing costs		350	349	349	-	-	-	-	-	-	-	-
Finance Costs - leases		3	75	106	69	89	99	97	96	101	110	110
Other expenses	5	11,732	18,231	17,947	18,217	18,563	18,971	18,888	19,342	19,845	20,342	20,809
Net (gain)/loss on disposal of property, infrastructure, plant and equipment		4,310	5,360	5,401	5,484	5,592	5,718	5,848	5,992	6,152	6,310	6,459
Total Expenses		226,670	237,686	235,348	237,520	239,663	243,235	249,382	256,912	264,394	272,002	281,606
Operating Surplus/(Deficit) for the year	6	(4,723)	(16,077)	2,924	6,586	11,517	15,773	14,769	14,770	13,712	15,018	13,340

Notes to Comprehensive Income Statement

1. Parking fines and fees – The draft budget 2020/21 includes a lower utilisation of paid parking and lower fines due to the impact of Covid-19. A 5% reduction to our base revenue in the outyears factoring likely increased in work from home employment arrangements.
2. Contributions – monetary – Open Space contributions reduced in 2020/21 and 2021/22 as Covid-19 is expected to impact developments. Outyears to remains constant at \$4.2 million per annum plus forecast open space contributions from Fishermans Bend.
3. Other income – In accordance with accounting standard AASB16 Leases Council has budgeted for the first time \$10.1m of non-cash subsidised rent to community organisations as revenue and matching expenditure (other expenses).
4. Materials and services – The draft Budget 2020/21 includes \$9.6 million of expenditure due to the technology shift to Cloud-based managed services which will reclassify to operating expenditure rather than capital investment. The total program is expected to deliver \$40m of productivity and efficiency savings, much greater than the total program cost of \$23 million.
5. Other expenses – In accordance with accounting standard AASB16 Leases Council has budgeted for the first time \$10.1m of non-cash subsidised rent to community organisations as expenditure and matching revenue (other income).
6. Operating Surplus/(Deficit) for the year – An operating deficit is expected in draft Budget 2020/21 impact by the item identified in note 2 and Covid-19. A \$0.98 million cash surplus is expected in draft Budget 2020/21 due to efficiency savings, service level reductions, portfolio reductions and operating expenditure reductions to address the \$32 million revenue impact from Covid-19.

Income Statement converted to cash

	Notes	Forecast Budget		Projections								
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus/ (Deficit) for the year		(4,723)	(16,077)	2,924	6,586	11,517	15,773	14,769	14,770	13,712	15,018	13,340
Adjustments for non-cash operating items:												
• Add back depreciation & amortisation		25,441	26,226	26,924	27,723	28,659	29,713	30,807	32,003	33,312	34,640	35,951
• Add back written-down value of asset disposals		4,690	5,740	5,851	5,934	6,042	6,168	6,298	6,442	6,602	6,760	6,909
• Add back balance sheet work in progress reallocated to operating		1,200	1,200	1,214	1,232	1,255	1,283	1,311	1,342	1,377	1,411	1,443
Adjustments for investing items:												
• Less capital expenditure (deferrals funded from reserves)	1	(25,772)	(27,608)	(42,392)	(41,579)	(42,320)	(44,119)	(45,690)	(47,568)	(49,557)	(51,534)	(53,561)
Adjustments for financing items:												
• Less Loan Repayments		-	-	(7,500)	-	-	-	-	-	-	-	-
• Less Lease Repayments		(693)	(648)	(961)	(876)	(894)	(1,016)	(1,039)	(1,064)	(1,091)	(1,118)	(1,144)
• Add New Borrowings		-	-	-	-	-	-	-	-	-	-	-
Adjustments for reserve movements:												
• Statutory Reserve Drawdown/ (Replenish)		366	515	712	(163)	340	(2,882)	(2,950)	(2,950)	(1,210)	(1,210)	(1,210)
• Discretionary Reserve Drawdown/ (Replenish)		(5,085)	15,349	12,836	1,350	(4,852)	(4,950)	(3,456)	(2,880)	(3,214)	(4,094)	(1,676)
Cash Surplus/(Deficit) for the Year		(4,576)	4,697	(393)	207	(254)	(30)	51	96	(69)	(127)	53
Opening Balance - Cash Surplus		862	(3,714)	983	590	797	543	513	564	660	591	464
Closing Cash Surplus Balance		(3,714)	983	590	797	543	513	564	660	591	464	517

Notes Income Statement converted to cash

- Capital expenditure – Reduction in portfolio investment to address the funding deficit caused by Covid-19. Over the period of the Financial Plan, we provide for appropriate levels of capital expenditure to ensure existing assets are maintained and improved, while investing in growth driven assets. Over the 10-year period, we plan for our total capital expenditure to be greater than 150 per cent of depreciation expenditure.

Balance Sheet

	Forecast	Budget	Projections								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS											
Current assets											
Cash and cash equivalents	17,939	14,499	7,308	5,218	6,447	9,317	10,870	11,970	11,582	14,025	12,209
Trade and other receivables	15,022	15,052	15,070	15,093	15,122	15,155	15,188	15,224	15,264	15,302	15,337
Other financial assets	60,500	60,500	54,500	56,500	60,500	66,500	72,500	78,500	84,500	88,500	94,500
Non current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	3,699	3,706	3,710	3,716	3,723	3,731	3,739	3,748	3,758	3,767	3,776
Total current assets	97,160	93,757	80,588	80,527	85,792	94,703	102,297	109,442	115,104	121,594	125,822
Non-current assets											
Investments in associates and joint ventures	347	347	347	347	347	347	347	347	347	347	347
Other financial assets	616	616	616	616	616	616	616	616	616	616	616
Property, infrastructure, plant and equipment	3,139,028	3,259,260	3,268,624	3,407,371	3,414,730	3,560,336	3,568,648	3,722,009	3,731,366	3,892,950	3,903,351
Right of use assets	1,276	926	1,215	1,201	1,183	1,162	1,140	1,115	1,088	1,061	1,036
Total non-current assets	3,141,267	3,261,149	3,270,802	3,409,536	3,416,876	3,562,460	3,570,751	3,724,088	3,733,417	3,894,974	3,905,350
TOTAL ASSETS	3,238,427	3,354,906	3,351,390	3,490,063	3,502,668	3,657,163	3,673,048	3,833,529	3,848,521	4,016,569	4,031,172
LIABILITIES											
Current liabilities											
Trade and other payables	12,030	19,271	19,502	19,795	20,171	20,615	21,069	21,575	22,136	22,689	23,211
Trust funds and deposits	5,618	5,730	5,799	5,886	5,998	6,130	6,265	6,415	6,582	6,747	6,902
Provisions	14,496	14,844	15,245	15,702	16,142	16,594	17,059	17,537	18,028	18,533	19,052
Interest-bearing liabilities	-	7,500	-	-	-	-	-	-	-	-	-
Lease liabilities	325	347	334	419	401	279	256	231	204	177	151
Total current liabilities	32,469	47,692	40,880	41,802	42,712	43,618	44,649	45,758	46,950	48,146	49,316
Non-current liabilities											
Provisions	2,586	2,648	2,719	2,801	2,879	2,960	3,043	3,128	3,216	3,306	3,399
Interest-bearing liabilities	7,500	-	-	-	-	-	-	-	-	-	-
Lease liabilities	474	404	706	706	806	906	906	906	906	906	906
Total non current liabilities	10,560	3,052	3,425	3,507	3,685	3,866	3,949	4,034	4,122	4,212	4,305
TOTAL LIABILITIES	43,029	50,744	44,305	45,309	46,397	47,484	48,598	49,792	51,072	52,358	53,621
NET ASSETS	3,195,398	3,304,162	3,307,086	3,444,754	3,456,271	3,609,680	3,624,449	3,783,737	3,797,449	3,964,211	3,977,551
EQUITY											
Accumulated surplus	636,227	636,014	652,486	660,259	667,263	675,204	683,567	692,507	701,795	711,509	721,963
Asset revaluation reserve	2,496,804	2,621,644	2,621,644	2,752,726	2,752,726	2,890,362	2,890,362	3,034,880	3,034,880	3,186,624	3,186,624
Other reserves	62,367	46,503	32,956	31,769	36,281	44,114	50,520	56,350	60,774	66,078	68,964
TOTAL EQUITY	3,195,398	3,304,162	3,307,086	3,444,754	3,456,271	3,609,680	3,624,449	3,783,737	3,797,449	3,964,211	3,977,551

Statement of changes in equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2021				
Balance at beginning of the financial year	3,195,398	636,227	2,496,804	62,367
Comprehensive result	(16,077)	(16,077)	-	-
Net asset revaluation increment(decrement)	124,840	-	124,840	-
Transfer to other reserves	-	(7,689)	-	7,689
Transfer from other reserves	-	23,553	-	(23,553)
Balance at end of the financial year	3,304,162	636,014	2,621,644	46,503
2022				
Balance at beginning of the financial year	3,304,162	636,014	2,621,644	46,503
Comprehensive result	2,924	2,924	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(8,883)	-	8,883
Transfer from other reserves	-	22,431	-	(22,431)
Balance at end of the financial year	3,307,086	652,486	2,621,644	32,956
2023				
Balance at beginning of the financial year	3,307,086	652,486	2,621,644	32,956
Comprehensive result	6,586	6,586	-	-
Net asset revaluation increment(decrement)	131,082	-	131,082	-
Transfer to other reserves	-	(11,145)	-	11,145
Transfer from other reserves	-	12,332	-	(12,332)
Balance at end of the financial year	3,444,754	660,259	2,752,726	31,769

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2024				
Balance at beginning of the financial year	3,444,754	660,259	2,752,726	31,769
Comprehensive result	11,517	11,517	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(13,652)	-	13,652
Transfer from other reserves	-	9,140	-	(9,140)
Balance at end of the financial year	3,456,271	667,263	2,752,726	36,281
2025				
Balance at beginning of the financial year	3,456,271	667,263	2,752,726	36,281
Comprehensive result	15,773	15,773	-	-
Net asset revaluation increment(decrement)	137,636	-	137,636	-
Transfer to other reserves	-	(15,252)	-	15,252
Transfer from other reserves	-	7,420	-	(7,420)
Balance at end of the financial year	3,609,680	675,204	2,890,362	44,114
2026				
Balance at beginning of the financial year	3,609,680	675,204	2,890,362	44,114
Comprehensive result	14,769	14,769	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(13,776)	-	13,776
Transfer from other reserves	-	7,370	-	(7,370)
Balance at end of the financial year	3,624,449	683,567	2,890,362	50,520

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2027				
Balance at beginning of the financial year	3,624,449	683,567	2,890,362	50,520
Comprehensive result	14,770	14,770	-	-
Net asset revaluation increment(decrement)	144,518	-	144,518	-
Transfer to other reserves	-	(14,200)	-	14,200
Transfer from other reserves	-	8,370	-	(8,370)
Balance at end of the financial year	3,783,737	692,507	3,034,880	56,350
2028				
Balance at beginning of the financial year	3,783,737	692,507	3,034,880	56,350
Comprehensive result	13,712	13,712	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(12,194)	-	12,194
Transfer from other reserves	-	7,770	-	(7,770)
Balance at end of the financial year	3,797,449	701,795	3,034,880	60,774
2029				
Balance at beginning of the financial year	3,797,449	701,795	3,034,880	60,774
Comprehensive result	15,018	15,018	-	-
Net asset revaluation increment(decrement)	151,744	-	151,744	-
Transfer to other reserves	-	(12,674)	-	12,674
Transfer from other reserves	-	7,370	-	(7,370)
Balance at end of the financial year	3,964,211	711,509	3,186,624	66,078
2030				
Balance at beginning of the financial year	3,964,211	711,509	3,186,624	66,078
Comprehensive result	13,340	13,340	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	(11,456)	-	11,456
Transfer from other reserves	-	8,570	-	(8,570)
Balance at end of the financial year	3,977,551	721,963	3,186,624	68,964

Statement of cash flows

	Notes	Budget Forecast		Budget Projections									
		2019/20 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Cash flows from operating activities													
Rates and charges			129,213	132,585	135,378	138,050	141,102	144,473	148,947	153,781	158,746	163,959	169,335
Statutory fees and fines													
• Parking fines		19,975	10,058	10,027	14,525	15,139	16,187	17,103	17,438	17,773	18,107	18,451	18,808
• Other statutory fees and fines		4,071	3,281	3,673	3,747	3,922	4,100	4,282	4,468	4,557	4,648	4,741	4,836
User fees													
• Parking fees		13,740	17,315	18,151	21,308	21,813	22,407	22,978	23,563	24,210	24,921	25,629	26,304
• Other user fees		14,393	22,311	20,141	21,112	21,581	22,545	23,145	23,712	24,336	25,024	25,714	26,371
Grants - operating		10,243	11,475	9,108	10,058	10,209	10,403	10,632	10,866	11,127	11,416	11,701	11,970
Grants - capital		2,586	2,286	3,030	6,545	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions - monetary		1,540	8,008	2,532	2,496	4,868	7,970	9,510	7,970	7,970	6,230	6,230	6,230
Interest received		1,809	1,509	552	387	887	1,277	1,457	1,516	1,646	2,058	2,682	2,850
Net trust funds taken		-	53,210	54,274	54,881	55,721	56,803	58,070	59,348	60,784	62,378	63,931	65,388
Other receipts		11,544	12,570	10,964	12,559	14,144	14,412	15,058	15,059	15,420	15,820	16,546	16,598
Net GST refund			7,729	8,154	8,519	8,267	8,061	8,056	8,187	8,458	8,692	8,885	9,350
Employee costs			(92,220)	(91,418)	(94,245)	(95,452)	(98,031)	(100,820)	(104,587)	(108,044)	(111,616)	(115,392)	(119,207)
Materials and services			(104,456)	(93,754)	(96,237)	(96,525)	(95,049)	(94,772)	(96,147)	(98,639)	(100,742)	(102,807)	(107,129)
Trust funds and deposits repaid			(53,100)	(54,162)	(54,812)	(55,634)	(56,691)	(57,938)	(59,213)	(60,634)	(62,211)	(63,766)	(65,233)
Other payments			(9,055)	(8,997)	(8,551)	(8,680)	(8,845)	(9,040)	(8,688)	(8,897)	(9,128)	(9,357)	(9,571)
Net cash provided by operating activities		79,901	20,134	24,859	37,669	41,984	48,082	53,655	53,929	55,377	55,912	58,757	58,550
Cash flows from investing activities													
Payments for property, infrastructure, plant and equipment			(25,772)	(27,608)	(42,392)	(41,579)	(42,320)	(44,119)	(45,690)	(47,568)	(49,557)	(51,534)	(53,561)
Proceeds from the sale of property, infrastructure, plant and equipment			380	380	450	450	450	450	450	450	450	450	450
Payments for investments			-	-	-	(2,000)	(4,000)	(6,000)	(6,000)	(6,000)	(6,000)	(4,000)	(6,000)
Proceeds from sale of investments			8,000	-	6,000	-	-	-	-	-	-	-	-
Net cash used in investing activities		-	(17,392)	(27,228)	(35,942)	(43,129)	(45,870)	(49,669)	(51,240)	(53,118)	(55,107)	(55,084)	(59,111)
Cash flows from financing activities													
Finance costs		(349)	(350)	(349)	(349)	-	-	-	-	-	-	-	-
Proceeds from borrowings		-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	1	-	-	-	(7,500)	-	-	-	-	-	-	-	-
Interest paid - lease liabilities		(101)	(3)	(75)	(106)	(69)	(89)	(99)	(97)	(96)	(101)	(110)	(110)
Repayment of lease liabilities		-	(693)	(648)	(961)	(876)	(894)	(1,016)	(1,039)	(1,064)	(1,091)	(1,118)	(1,144)
Net cash provided by / (used in) financing activities		(450)	(1,046)	(1,072)	(8,917)	(945)	(983)	(1,115)	(1,136)	(1,159)	(1,192)	(1,229)	(1,254)
Net increase (decrease) in cash and cash equivalents		79,451	1,696	(3,441)	(7,190)	(2,090)	1,229	2,870	1,553	1,101	(387)	2,445	(1,815)
Cash and cash equivalents at beginning of year		53,014	16,243	17,939	14,499	7,308	5,219	6,448	9,318	10,871	11,972	11,585	14,030
Cash & cash equivalents at end of year		132,465	17,939	14,499	7,308	5,219	6,448	9,318	10,871	11,972	11,585	14,030	12,215

Notes to Statement of Cash Flows:

1. Repayment of borrowings – Council plans to retire the \$7.5 million loan maturing in the 2021/22 financial year.

Statement of capital works

	Forecast		Budget Projections								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements (marine assets)	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Building improvements	10,984	10,632	14,508	11,320	15,619	16,467	17,351	17,880	18,695	19,962	21,121
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Total buildings	10,984	10,632	14,508	11,320	15,619	16,467	17,351	17,880	18,695	19,962	21,121
Total property	10,984	10,632	14,508	11,320	15,619	16,467	17,351	17,880	18,695	19,962	21,121
Plant and equipment											
Plant, machinery and equipment	741	923	700	700	800	818	836	856	878	900	920
Fixtures, fittings and furniture	715	-	-	-	50	50	51	52	54	55	56
Computers and telecommunications	426	750	1,100	650	768	785	803	1,200	800	820	839
Heritage and artworks	-	30	30	30	31	31	32	33	34	35	35
Library books	852	652	952	952	873	892	912	934	958	982	1,004
Motor vehicles	817	914	1,225	1,122	1,104	1,104	1,204	1,282	1,062	1,122	1,282
Total plant and equipment	3,551	3,269	4,007	3,454	3,626	3,680	3,837	4,356	3,785	3,913	4,137
Infrastructure											
Roads	2,045	2,561	3,682	4,735	4,601	4,522	4,624	4,737	4,863	4,987	5,104
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	1,397	1,145	3,390	2,370	3,078	3,352	3,426	3,508	4,024	4,124	4,219
Drainage	1,874	965	1,540	2,140	2,950	2,950	3,015	3,327	3,663	3,755	3,841
Parks, open space and streetscapes	5,614	8,936	15,004	17,300	12,179	12,876	13,159	13,475	14,235	14,493	14,832
Off street car parks	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	307	100	260	260	266	272	278	285	292	300	307
Total infrastructure	11,237	13,707	23,877	26,805	23,074	23,972	24,502	25,332	27,077	27,659	28,302
Total capital works expenditure	25,772	27,608	42,392	41,579	42,320	44,119	45,690	47,568	49,557	51,534	53,561

	Forecast		Budget Projections								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Represented by:											
New asset expenditure	2,536	1,345	1,684	1,309	949	4,412	4,569	4,757	4,956	5,153	5,356
Asset renewal expenditure	11,909	14,983	18,989	21,661	21,623	24,265	25,129	26,162	27,256	28,343	29,458
Asset upgrade expenditure	9,117	11,180	20,924	17,702	17,063	13,236	13,707	14,270	14,867	15,460	16,068
Asset expansion expenditure	2,210	100	795	907	2,685	2,206	2,284	2,378	2,478	2,577	2,678
Total capital works expenditure	25,772	27,608	42,392	41,579	42,320	44,119	45,690	47,568	49,557	51,534	53,561
	-										
Funding sources represented by:											
Grants	2,286	2,530	6,545	3,675	1,430	1,460	1,490	1,530	1,570	1,610	1,650
Contributions	524	-	-	-	-	-	-	-	-	-	-
Reserves	16,326	10,957	13,562	11,170	7,588	7,420	7,370	7,370	7,770	7,370	8,570
Council cash	6,636	14,121	22,285	26,734	33,302	35,239	36,830	38,668	40,217	42,554	43,341
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	25,772	27,608	42,392	41,579	42,320	44,119	45,690	47,568	49,557	51,534	53,561

Budget 2020/21 Capital Projects

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY												
BUILDINGS												
Children's Centres Improvement Program	-	-	-	-	-	-	-	-	-	-	-	-
EcoCentre Redevelopment	-	1,975	1,975	-	494	1,481	-	867	-	182	927	-
Energy Efficiency and Solar Program	10	40	50	-	-	20	20	-	-	-	50	-
Public Toilet Plan Implementation Program	30	475	505	-	333	143	-	-	-	-	505	-
South Melb Market Stall Changeover Refits	75	50	125	-	30	20	-	-	-	-	125	-
South Melb Market External Food Hall Upgrade	-	-	-	-	-	-	-	-	-	-	-	-
Building Renewal and Upgrade Program	200	1,625	1,825	-	975	650	-	-	-	-	1,825	-
Children's Centre Minor Capital Works	30	140	170	-	84	56	-	-	-	170	-	-
South Melb Market Renewal Program	45	5	50	-	5	1	-	-	-	-	50	-
Building Safety and Accessibility Program	120	1,052	1,172	263	316	473	-	-	-	-	1,172	-
South Melb Market Building Compliance Works	30	100	130	-	40	60	-	-	-	-	130	-
Palais Theatre Toilets Refurbishment	-	-	-	-	-	-	-	-	-	-	-	-
South Melbourne Market Public Safety Improvements	50	310	360	-	233	78	-	-	-	-	360	-
TOTAL BUILDINGS	590	5,772	6,362	263	2,508	2,981	20	867	-	352	5,144	-
TOTAL PROPERTY	590	5,772	6,362	263	2,508	2,981	20	867	-	352	5,144	-

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources					
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings	
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PLANT AND EQUIPMENT													
PLANT, MACHINERY AND EQUIPMENT													
Parking Technology Renewal And Upgrade Program	-	350	350	-	175	175	-	-	-	-	-	350	-
Plant And Equipment Renewal and Upgrade Program	-	573	573	-	287	287	-	-	-	-	-	573	-
TOTAL PLANT, MACHINERY & EQUIPMENT	-	923	923	-	462	462	-	-	-	-	-	923	-
FIXTURES, FITTINGS AND FURNITURE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FIXTURES, FITTINGS AND FURNITURE	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPUTERS AND TELECOMMUNICATIONS													
Core IT Infrastructure Renewal and Upgrade Program	100	750	850	-	750	-	-	-	-	-	-	850	-
TOTAL COMPUTERS & TELECOMMUNICATIONS	100	750	850	-	750	-	-	-	-	-	-	850	-
HERITAGE PLANT AND EQUIPMENT													
Art Acquisition	-	30	30	15	-	15	-	-	-	-	-	30	-
TOTAL HERITAGE PLANT AND EQUIPMENT	-	30	30	15	-	15	-	-	-	-	-	30	-
LIBRARY BOOKS													
Library Purchases	-	652	652	-	652	-	-	-	-	-	-	652	-
TOTAL LIBRARY BOOKS	-	652	652	-	652	-	-	-	-	-	-	652	-
MOTOR VEHICLES													
Council Fleet Renewal Program	-	914	914	-	914	-	-	-	-	-	-	914	-
TOTAL MOTOR VEHICLES	-	914	914	-	914	-	-	-	-	-	-	914	-
TOTAL PLANT AND EQUIPMENT	100	3,269	3,369	15	2,778	477	-	-	-	-	-	3,369	-

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE												
ROADS												
Blackspot Safety Improvements	50	228	278	-	171	57	-	278	-	-	-	
Kerb and Gutter Renewal Program	50	313	363	-	219	94	-	-	-	-	363	
Laneway Renewal and Upgrade Program	30	200	230	-	130	70	-	-	-	-	230	
Road Renewal Program	150	1,300	1,450	-	1,300	-	-	300	-	-	1,150	
Wellington Street Upgrade Stage 3	50	200	250	-	160	40	-	-	-	-	250	
TOTAL ROADS	330	2,241	2,571	-	1,980	261	-	578	-	-	1,993	
FOOTPATHS AND CYCLEWAYS												
Local Area Traffic Management Infrastructure	-	90	90	-	36	54	-	60	-	-	30	
Pedestrian Infrastructure Delivery	-	40	40	-	16	24	-	-	-	40	-	
Footpath Renewal Program	43	300	343	-	240	60	-	-	-	-	343	
Park Street Bike Link	50	75	125	9	19	38	10	125	-	-	-	
TOTAL FOOTPATHS AND CYCLEWAYS	93	505	598	9	311	176	10	185	-	40	373	
DRAINAGE												
Water Sensitive Urban Design Program	-	50	50	-	-	35	15	-	-	-	50	
Stormwater Management Program	-	915	915	-	915	-	-	-	-	-	915	
TOTAL DRAINAGE	-	965	965	-	915	35	15	-	-	-	965	

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PARKS, OPEN SPACE AND STREETSCAPES												
JL Murphy Synthetic Field	-	100	100	-	80	20	-	-	-	100	-	-
Public Space Accessibility Improvement Program	-	50	50	-	13	38	-	-	-	-	50	-
Public Space Lighting Expansion Program	-	-	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Infrastructure Program	40	10	50	-	3	3	5	-	-	25	25	-
Sports Fields Lighting Expansion	-	25	25	8	8	10	-	-	-	25	-	-
Foreshore Assets Renewal and Upgrade Program	100	50	150	-	43	8	-	-	-	-	150	-
Litter Bin Renewal and Expansion Program	-	296	296	59	237	-	-	-	-	-	296	-
Open Space Irrigation Renewal and Upgrade Program	-	50	50	-	25	25	-	-	-	-	50	-
Parks and Playground Renewal and Upgrade Program	50	-	50	-	-	-	-	-	-	50	-	-
Parks Furniture and Pathway Renewal Program	25	125	150	-	63	63	-	-	-	-	150	-
Public Space Lighting Renewal and Upgrade Program	100	1,200	1,300	-	840	360	-	-	-	-	1,300	-
Hostile Vehicle Management Acland Plaza	-	40	40	-	16	24	-	-	-	-	40	-
Hostile Vehicle Management Luna Park & Palais	-	2,800	2,800	-	1,120	1,680	-	650	-	1,175	975	-
Gasworks Arts Park Reinstatement	60	240	300	-	60	180	-	-	-	300	-	-
JL Murphy Playspace Upgrade	50	450	500	-	225	225	-	-	-	-	500	-
Lagoon Reserve Pavilion Replacement	25	75	100	-	75	-	-	-	-	-	100	-
Lagoon Reserve Sport Field Redevelopment	25	25	50	-	13	13	-	-	-	-	50	-
Graham Street Skate Park Upgrade	35	215	250	-	108	108	-	250	-	-	-	-
St Kilda Foreshore Donavon's to Marina Reserve Infrastructure Upgra	-	100	100	-	30	70	-	-	-	-	100	-
Northport Oval Upgrade	-	25	25	-	13	13	-	-	-	25	-	-
JL Murphy Multi-purpose Synthetic Field	-	50	50	25	-	25	-	-	-	50	-	-
New Dog Park	-	25	25	-	-	25	-	-	-	25	-	-
North Port Oval (Election project)	25	125	150	-	-	125	-	-	-	-	150	-
Kings Place Plaza Pocket Park	40	140	180	-	70	70	-	-	-	180	-	-
RF Julier Reserve Pavilion Replacement	-	80	80	-	20	60	-	-	-	-	80	-
Rotary Park Playspace Development	50	250	300	125	-	125	-	-	-	140	160	-
TOTAL PARKS, OPEN SPACE & STREETSCAPES	625	6,546	7,171	217	3,058	3,267	5	900	-	2,095	4,176	-
OTHER INFRASTRUCTURE												
Street Signage and Furniture Renewal Program	-	100	100	-	100	-	-	-	-	-	100	-
TOTAL OTHER INFRASTRUCTURE	-	100	100	-	100	-	-	-	-	-	100	-
TOTAL INFRASTRUCTURE	1,048	10,357	11,405	226	6,364	3,738	30	1,663	-	2,135	7,607	-
TOTAL NEW CAPITAL WORKS 2020/21	1,738	19,398	21,136	504	11,649	7,196	50	2,530	-	2,487	16,120	-

Capital Works Area	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY												
BUILDINGS												
Bubup Nairm Cladding Rectification	40	250	290	-	125	125	-	-	-	290	-	-
Energy Efficiency and Solar Program	-	100	100	-	-	50	50	-	-	100	-	-
Public Toilet Plan Implementation Program	-	235	235	-	165	71	-	-	-	235	-	-
Building Safety and Accessibility Program	-	1,440	1,440	360	432	648	-	-	-	1,440	-	-
South Melb Market Building Compliance Works	-	900	900	-	360	540	-	-	-	900	-	-
EcoCentre Redevelopment	-	-	-	-	-	-	-	-	-	0	-	-
Palais Theatre Toilets Refurbishment	40	415	455	104	-	311	-	-	-	455	-	-
South Melbourne Town Hall Renewal and Upgrade	20	620	640	-	465	155	-	-	-	640	-	-
Workplace Plan Implementation	-	900	900	-	360	540	-	-	-	900	-	-
TOTAL BUILDINGS	100	4,860	4,960	464	1,907	2,440	50	-	-	4,960	-	-
TOTAL PROPERTY	100	4,860	4,960	464	1,907	2,440	50	-	-	4,960	-	-
INFRASTRUCTURE												
ROADS												
Laneway Renewal and Upgrade Program	-	100	100	-	65	35	-	-	-	100	-	-
Wellington Street Upgrade Stage 3	-	220	220	-	176	44	-	-	-	220	-	-
TOTAL ROADS	-	320	320	-	241	79	-	-	-	320	-	-
FOOTPATHS AND CYCLEWAYS												
Bike Infrastructure Delivery	130	640	770	160	160	320	-	-	-	770	-	-
TOTAL FOOTPATHS AND CYCLEWAYS	130	640	770	160	160	320	-	-	-	770	-	-
PARKS, OPEN SPACE AND STREETSCAPES												
Public Space Accessibility Improvement Program	-	100	100	-	25	75	-	-	-	100	-	-
Sports Fields Lighting Expansion	-	725	725	218	218	290	-	-	-	725	-	-
Maritime Infrastructure Renewal Program	-	100	100	-	80	20	-	-	-	100	-	-
Parks and Playground Renewal and Upgrade Program	-	600	600	-	300	300	-	-	-	600	-	-
Public Space Security Improvements	-	80	80	-	32	48	-	-	-	80	-	-
JL Murphy Playspace Upgrade	-	350	350	-	175	175	-	-	-	350	-	-
Graham Street Skate Park Upgrade	-	335	335	-	168	168	-	-	-	335	-	-
St Kilda Pier Foreshore	30	100	130	-	30	70	-	-	-	130	-	-
TOTAL PARKS, OPEN SPACE & STREETSCAPES	30	2,390	2,420	218	1,027	1,146	-	-	-	2,420	-	-
TOTAL INFRASTRUCTURE	160	3,350	3,510	378	1,428	1,545	-	-	-	3,510	-	-
TOTAL CAPITAL WORKS CARRIED FORWARD FROM 2019/20	260	8,210	8,470	841	3,335	3,984	50	-	-	8,470	-	-

Summary of Capital Works Expenditure 2020-24

Capital Works 2020/21	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	690	10,632	11,322	727	4,414	5,421	70	867	-	5,312	5,144	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	690	10,632	11,322	727	4,414	5,421	70	867	-	5,312	5,144	-
Plant and equipment												
Plant, machinery and equipment	-	923	923	-	462	462	-	-	-	-	923	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	100	750	850	-	750	-	-	-	-	-	850	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	652	652	-	652	-	-	-	-	-	652	-
Motor vehicles	-	914	914	-	914	-	-	-	-	-	914	-
Total plant and equipment	100	3,269	3,369	15	2,778	477	-	-	-	-	3,369	-
Infrastructure												
Roads	330	2,561	2,891	-	2,221	340	-	578	-	320	1,993	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	223	1,145	1,368	169	471	496	10	185	-	810	373	-
Drainage	-	965	965	-	915	35	15	-	-	-	965	-
Parks, open space and streetscapes	655	8,936	9,591	434	4,085	4,412	5	900	-	4,515	4,176	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	100	100	-	100	-	-	-	-	-	100	-
Total infrastructure	1,208	13,707	14,915	603	7,792	5,282	30	1,663	-	5,645	7,607	-
TOTAL capital works expenditure 2020/21	1,998	27,608	29,606	1,345	14,984	11,180	100	2,530	-	10,957	16,120	-

Capital Works 2021/22	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,892	14,508	16,400	313	5,583	8,375	238	1,703	-	4,030	10,668	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,892	14,508	16,400	313	5,583	8,375	238	1,703	-	4,030	10,668	-
Plant and equipment												
Plant, machinery and equipment	50	700	750	-	350	350	-	-	-	-	750	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	100	1,100	1,200	-	1,100	-	-	-	-	-	1,200	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	952	952	-	-	952	-	-	-	-	952	-
Motor vehicles	-	1,225	1,225	-	1,225	-	-	-	-	-	1,225	-
Total plant and equipment	150	4,007	4,157	15	2,675	1,317	-	-	-	-	4,157	-
Infrastructure												
Roads	-	3,682	3,682	-	3,193	489	-	817	-	-	2,865	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	500	3,390	3,890	320	1,390	1,550	130	1,000	-	1,900	990	-
Drainage	450	1,540	1,990	-	890	473	177	-	-	50	1,940	-
Parks, open space and streetscapes	3,635	15,005	18,640	1,036	4,998	8,722	250	3,025	-	7,582	8,033	-
Off street car parks	-	0	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	360	-	260	-	-	-	-	-	360	-
Total infrastructure	4,685	23,877	28,562	1,356	10,731	11,233	557	4,842	-	9,532	14,188	-
TOTAL capital works expenditure 2021/22	6,727	42,392	49,119	1,684	18,989	20,925	795	6,545	-	13,562	29,013	-

Capital Works 2022/23	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	3,265	11,320	14,585	263	4,330	6,453	275	-	-	2,400	12,185	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	3,265	11,320	14,585	263	4,330	6,453	275	-	-	2,400	12,185	-
Plant and equipment												
Plant, machinery and equipment	50	700	750	-	350	350	-	-	-	-	750	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	150	650	800	-	650	-	-	-	-	-	800	-
Heritage plant and equipment	-	30	30	15	-	15	-	-	-	-	30	-
Library books	-	952	952	-	-	952	-	-	-	-	952	-
Motor vehicles	-	1,122	1,122	-	1,122	-	-	-	-	-	1,122	-
Total plant and equipment	200	3,454	3,654	15	2,122	1,317	-	-	-	-	3,654	-
Infrastructure												
Roads	200	4,735	4,935	-	4,107	628	-	700	-	-	4,235	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	420	2,370	2,790	195	1,135	1,040	-	-	-	1,720	1,070	-
Drainage	250	2,140	2,390	-	1,150	783	207	-	-	500	1,890	-
Parks, open space and streetscapes	2,470	17,300	19,770	836	8,558	7,481	425	2,975	-	6,550	10,245	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	100	260	360	-	260	-	-	-	-	-	360	-
Total infrastructure	3,440	26,805	30,245	1,031	15,210	9,932	632	3,675	-	8,770	17,800	-
TOTAL capital works expenditure 2022/23	6,905	41,579	48,484	1,309	21,661	17,702	907	3,675	-	11,170	33,639	-

Capital Works 2023/24	Operating Cost \$'000	Capital Cost \$'000	Project Cost \$'000	Asset Expenditure Type				Funding sources				
				New	Renewal	Upgrade	Expansion	Grants	Contributions	Reserves	Council Cash	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,490	15,619	18,109	375	6,266	7,603	1,375	1,030	-	1,400	15,679	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	2,490	15,619	18,109	375	6,266	7,603	1,375	1,030	-	1,400	15,679	-
Plant and equipment												
Plant, machinery and equipment	100	800	900	-	400	400	-	-	-	-	900	-
Fixtures, fittings and furniture	-	50	50	50	-	-	-	-	-	-	50	-
Computers and telecommunications	190	768	958	-	768	-	-	-	-	-	958	-
Heritage plant and equipment	-	31	31	16	-	16	-	-	-	-	31	-
Library books	79	873	952	-	-	873	-	-	-	-	952	-
Motor vehicles	-	1,104	1,104	-	1,104	-	-	-	-	-	1,104	-
Total plant and equipment	369	3,626	3,995	66	2,272	1,289	-	-	-	-	3,995	-
Infrastructure												
Roads	665	4,601	5,266	-	3,990	611	-	400	-	-	4,866	-
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	420	3,078	3,498	372	1,312	1,394	-	-	-	2,538	960	-
Drainage	325	2,950	3,275	-	1,400	1,265	285	-	-	1,000	2,275	-
Parks, open space and streetscapes	2,620	12,180	14,800	136	6,116	4,903	1,025	-	-	2,650	12,150	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	266	266	-	266	-	-	-	-	-	266	-
Total infrastructure	4,030	23,075	27,105	508	13,084	8,173	1,310	400	-	6,188	20,517	-
TOTAL capital works expenditure 2023/24	6,889	42,320	49,209	949	21,623	17,064	2,685	1,430	-	7,588	40,191	-

2020-30 capital program

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Strategic Direction 1: We embrace difference and people belong											
Children	Bubup Nairm Cladding Rectification	290	-	-	-	-	-	-	-	-	-
	Children's Centres Improvement Program	-	400	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300
	Children's Centre Minor Capital Works	170	250	200	200	200	200	200	200	200	200
Families and young people	Adventure Playground Upgrade	-	350	1,400	-	-	-	-	-	-	-
Recreation	Graham Street Skate Park Upgrade	585	-	-	-	-	-	-	-	-	-
	JL Murphy Synthetic Field	100	-	2,500	-	-	-	-	-	-	-
	JL Murphy Multi-purpose Synthetic Field	50	1,600	1,500	-	-	-	-	-	-	-
	Lagoon Reserve Pavilion Replacement	100	-	4,000	-	-	-	-	-	-	-
	Lagoon Reserve Sport Field Redevelopment	50	1,950	-	-	-	-	-	-	-	-
	North Port Oval Upgrade	25	705	-	-	-	-	-	-	-	-
	North Port Oval (Election project)	150	1,500	2,100	-	-	-	-	-	-	-
	RF Julier Reserve Pavilion Replacement	80	2,000	1,000	-	-	-	-	-	-	-
	Sport and Recreation Infrastructure Program	50	400	600	600	600	300	300	300	300	300
	Sports Fields Lighting Expansion	750	200	200	200	200	200	200	200	200	200
Total		2,400	9,355	14,700	2,300	2,300	2,000	2,000	2,000	2,000	2,000
Strategic Direction 2: We are connected and it's easy to move around											
Transport and parking management	Bike Infrastructure Delivery	770	1,300	1,200	1,200	1,200	1,000	500	500	500	500
	Blackspot Safety Improvements	278	517	400	400	400	400	400	400	400	400
	Footpath Renewal Program	343	760	760	760	650	650	650	650	650	650
	Kerb and Gutter Renewal Program	363	920	920	920	920	920	920	920	920	920
	Laneway Renewal and Upgrade Program	330	245	545	415	535	235	235	235	235	235
	Local Area Traffic Management Infrastructure	90	-	-	-	-	-	-	-	-	-
	Park Street Bike Link	125	1,000	-	-	-	-	-	-	-	-
	Parking Technology Renewal And Upgrade Program	350	400	400	400	400	400	400	400	400	400
	Pedestrian Infrastructure Delivery	40	830	830	830	830	700	700	700	700	700
	St Kilda Junction Safety Upgrade	-	-	-	-	-	-	-	-	-	-
	Road Renewal Program	1,450	2,000	3,070	3,070	3,070	3,070	3,070	3,070	3,070	3,070
	Wellington Street Upgrade Stage 3	470	-	-	-	-	-	-	-	-	-
Total		4,759	8,322	8,475	8,345	8,355	7,725	7,225	7,225	7,225	7,225

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Strategic Direction 3: We have smart solutions for a sustainable future											
Sustainability	EcoCentre Redevelopment	1,975	3,405	-	-	-	-	-	-	-	-
	Energy Efficiency and Solar Program	150	475	475	250	250	250	250	250	250	250
	Open Space Irrigation Renewal and Upgrade Program	50	350	350	350	350	350	350	350	350	350
	Stormwater Harvesting Development	-	100	500	1,000	1,000	1,500	-	-	-	-
	Water Sensitive Urban Design Program	50	740	740	740	740	600	600	600	600	600
	Total	2,225	5,070	2,065	2,340	2,340	2,700	1,200	1,200	1,200	1,200

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Strategic Direction 4: We are growing but keeping our character											
Amenity	Litter Bin Renewal and Expansion Program	296	380	380	380	380	380	380	380	380	380
	Plant And Equipment Renewal and Upgrade Program□	573	350	350	350	350	350	350	350	350	350
	Public Toilet Plan Implementation Program	740	450	450	450	450	450	450	450	450	450
	Stormwater Management Program	915	1,150	1,150	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Public space	Foreshore Assets Renewal and Upgrade Program□	150	500	500	500	500	500	500	500	500	500
	Gasworks Arts Park Reinstatement	300	2,335	1,700	-	-	-	-	-	-	-
	JL Murphy Playspace Upgrade	850	-	-	-	-	-	-	-	-	-
	Kings Place Plaza Pocket Park	180	1,620	-	-	-	-	-	-	-	-
	Maritime Infrastructure Renewal Program	100	650	650	650	650	650	650	650	650	650
	New Dog Park	25	250	-	-	-	-	-	-	-	-
	Palais Theatre and Luna Park Precinct Revitalisation	2,880	-	-	-	-	-	-	-	-	-
	Parks and Playground Renewal and Upgrade Program□	650	990	990	990	990	990	990	990	990	990
	Parks Furniture and Pathway Renewal Program	150	350	350	350	350	350	350	350	350	350
	Public Space Lighting Expansion Program□	-	25	150	150	150	150	150	150	150	150
	Public Space Lighting Renewal and Upgrade Program□	1,300	975	600	600	600	600	600	600	600	600
	Public Space Security Improvements	40	680	200	200	500	500	800	800	800	800
	Rotary Park Play Space Development□	300	280	-	-	-	-	-	-	-	-
	St Kilda Foreshore Infrastructure Upgrades (Missing Links)	100	-	-	-	-	-	-	-	-	-
	St Kilda Pier Foreshore	130	-	-	-	-	-	-	-	-	-
	Street Signage and Furniture Renewal Program	100	360	360	360	360	360	360	360	360	360
	Tram Infrastructure Partnership Delivery	-	200	250	250	250	250	250	250	250	250
	Total	9,779	11,545	8,080	6,230	9,030	9,030	6,830	6,830	6,830	6,830

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Strategic Direction 5: We thrive by harnessing creativity											
Arts, culture and heritage	Art Acquisition	30	30	30	30	30	30	30	30	30	30
	Palais Theatre Toilets Refurbishment	455	-	-	-	-	-	-	-	-	-
	South Melbourne Town Hall Renewal and Upgrade	640	3,000	3,000	-	-	-	-	-	-	-
Libraries	Library Purchases	652	952	952	852	852	852	852	852	852	852
	St Kilda Library Redevelopment□	-	300	600	5,000	5,000	-	-	-	-	-
South Melbourne market	South Melb Market Building Compliance Works	1,030	1,500	2,500	3,000	2,000	2,000	1,500	1,500	1,200	600
	South Melb Market External Food Hall Upgrade□	-	-	400	-	-	-	-	-	-	-
	South Melbourne Market Public Safety Improvements	360	360	-	-	-	-	-	-	-	-
	South Melb Market Renewal Program	50	200	200	200	200	200	200	200	200	200
	South Melb Market Stall Changeover Refits	125	125	125	125	125	125	125	125	125	125
Total		3,342	6,467	7,807	9,207	8,207	3,207	2,707	2,707	2,407	1,807
Strategic Direction 6: Our commitment to you											
Asset and property management	Building Renewal and Upgrade Program	1,825	2,785	2,785	2,480	2,480	2,480	2,480	2,480	2,480	2,480
	Building Safety and Accessibility Program□	2,612	1,850	1,850	1,500	1,500	1,500	1,500	1,500	1,500	1,500
	Workplace Plan Implementation□	900	1,300	800	500	300	300	300	300	300	300
Financial and project Technology	Core IT Infrastructure Renewal and Upgrade Program	850	1,200	800	800	800	1,200	800	800	800	1,200
	Council Fleet Renewal Program□	914	1,225	1,122	1,404	1,604	1,482	1,062	1,122	1,482	1,089
Total		7,101	8,360	7,357	6,684	6,684	6,962	6,142	6,202	6,562	6,569
Total Capital Program		29,606	49,119	48,484	35,106	36,916	31,624	26,104	26,164	26,224	25,631
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Budget capacity		-	-	-	11,139	10,145	15,997	22,302	23,068	23,770	25,113
Budget indexation for inflation		-	-	-	2,964	4,071	5,208	6,430	7,724	9,072	10,484
Grand total		29,606	49,119	48,484	49,209	51,132	52,829	54,836	56,956	59,066	61,228

These budgets include the component of the capital projects that will be treated as operating expenditure in line with Australian Accounting Standards, such as community engagement, feasibility studies, landscaping and work on non-Council owned assets.

2020-24 operating projects

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
Strategic Direction 1: We embrace difference and people belong					
Affordable housing and homelessness	In Our Backyard Strategy Implementation	150	50	-	-
Ageing and accessibility	Aged Care Transition Service Review	-	60	-	-
Community programs and facilities	Health and Wellbeing Strategy Implementation	65	65	-	-
Recreation	Sports Playing Field Renewal Program	1,015	50	800	50
	Total	1,230	225	800	50
Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
Strategic Direction 2: We are connected and it's easy to move around					
Transport and parking management	Domain Precinct & Melbourne Metro Management	595	595	490	490
	Integrated Transport Strategy Implementation	215	155	235	115
	Total	810	750	725	605
Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
Strategic Direction 3: We have smart solutions for a sustainable future					
Sustainability	Community Electric Vehicle Charging Program	30	70	100	100
	Energy Efficient Street Lighting Upgrade	60	443	1,443	-
	Elster Creek Catchment Partnership	90	60	60	950
	Greening Port Phillip Strategy Implementation	440	740	740	640
	Sustainable City Community Action Plan Implementation	125	70	-	-
	Sustainable Environment Strategy Implementation	220	310	100	90
Waste management	Future Operations Centre & Hub Feasibility	-	270	-	-
	Waste Strategy Implementation	881	291	-	-
	Total	1,846	2,254	2,443	1,780

Strategic direction/ service category	Project Name	2020/21	2021/22	2022/23	2023/24
Strategic Direction 4: We are growing but keeping our character					
City planning and urban design	Fishermans Bend Program	275	375	300	300
	Heritage Program Implementation	150	50	-	-
	Planning Scheme Ademnments	140	210	260	260
	South Melbourne Market Strategic Business Case	250			
	South Melbourne Precinct Strategic Plan	130	210	-	-
	St Kilda Precinct Strategic Plan	120	-		
Public Space	Foreshore Vegetation Upgrade Program	-	150	150	150
	Landscaping at Reserve next to Astor Theatre	20	-	-	-
	Middle Park Beach Renourishment	880	-	-	-
	Site Contamination Management Program	310	-	-	-
	St Kilda Marina	75	-	-	-
	Total	2,350	995	710	710
Strategic Direction 5: We thrive by harnessing creativity					
Arts, culture and heritage	Creative and Prosperous City Strategy Implementation	440	290	-	-
Economic development and tourism	Carlisle Street Carparks Strategy	150	100	-	-
	Placemaking Program	410	300	-	-
	Total	1,000	690	-	-
Strategic Direction 6: Our commitment to you					
Asset and property management	Civil Infrastructure Maintenance Contract Review	120			
	Elwood Foreshore Facilities Strategy	155	-	-	-
	Standard Drawings & Designs	150	150	-	-
Customer experience	Customer Experience Program	9,649	2,903	2,000	1,000
Governance, risk and policy	Council Election and Councillor Transition Program	975	-	-	-
	Council Plan and Budget Community Engagement	135	70	38	38
	Implementation of Local Government Act 2020	74	30	-	-
People, culture and capability			-	-	-
	Health and Safety Improvement Project	420	110	-	-
	Total	11,678	3,263	2,038	1,038
	Grand Total	18,914	8,177	6,716	4,183

Schedule of reserve movements

Cash Backed Reserves	1 July 2019 Opening Balance	2019/20			2020/21			2021/22		
		Notes	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000	Closing balance \$'000	Replenish Reserves \$'000	Reserves Drawdown \$'000
Statutory Reserves										
Open Space Contributions (Resort & Recreation Levy)										
• Open Space Contributions excluding FBURA	25,017	6,168	(6,452)	24,733	1,875	(2,390)	24,218	2,496	(3,208)	23,506
• Fishermans Bend Urban Renewal Area (FBURA)	-	-	-	-	-	-	-	-	-	-
Total Open Space Contributions (Resort & Recreation Levy)	25,017	6,168	(6,452)	24,733	1,875	(2,390)	24,218	2,496	(3,208)	23,506
• Car Parking Reserve	1,792	-	-	1,792	-	-	1,792	-	-	1,792
• Developer Contributions - Port Melbourne	82	56	(138)	-	-	-	-	-	-	-
• Trust Funds and Deposits	5,508	110	-	5,618	112	-	5,730	69	-	5,799
Total Statutory Reserves	32,399	6,334	(6,590)	32,143	1,987	(2,390)	31,740	2,565	(3,208)	31,097
Non-Statutory Reserves										
Contractual Reserves										
• Child Care Infrastructure	5,360	935	(1,208)	5,087	606	(70)	5,623	799	(450)	5,972
• Middle Park Beach Nourishment	1,280	30	(400)	910	7	(880)	37	-	-	37
• Tied Grants	3,533	2,345	(3,554)	2,324	233	(1,864)	693	-	(448)	245
• ANAM Building Maintenance (South Melbourne Town Hall)	(27)	60	-	33	32	-	65	-	-	65
• Project Deferrals	4,766	10,066	(4,745)	10,087	-	(7,904)	2,183	-	(2,183)	-
Total Contractual Reserves	14,912	13,436	(9,907)	18,441	878	(10,718)	8,601	799	(3,081)	6,319
Strategic Reserves										
• Palais Theatre	2,699	642	(825)	2,516	648	(455)	2,709	909	-	3,619
• Strategic Property Fund	1,981	1,400	-	3,381	398	-	3,779	-	-	3,779
• In Our Backyard (Affordable Housing)	2,000	-	-	2,000	-	-	2,000	-	-	2,000
• Other	3,864	4,562	(1,575)	6,851	1,092	(1,070)	6,873	1,000	(4,055)	3,818
Total Strategic Reserves	10,544	6,604	(2,400)	14,748	2,138	(1,525)	15,361	1,909	(4,055)	13,216
General Reserves										
• Internal Borrowing - Strategic Investments	-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - Fishermans Bend Investments	(9,409)	1,358	(622)	(8,673)	783	(375)	(8,265)	158	(1,078)	(9,185)
• Internal Borrowing - Other incl(Vision Super Liability, & and projects)	-	-	-	-	-	-	-	750	(7,943)	(7,193)
• Asset Renewal Fund and Risk	12,894	4,695	(5,814)	11,775	845	-	12,620	-	(2,548)	10,072
• Smart Technology Fund	-	4,443	(8,800)	(4,357)	800	(7,619)	(11,176)	1,400	(518)	(10,294)
• Municipal Growth Reserve (incl Fishermans Bend)	2,400	354	-	2,754	370	-	3,124	392	-	3,516
• Rates Cap Challenge	4,600	1,738	-	6,338	-	(926)	5,412	979	-	6,391
Total General Reserves	10,485	12,588	(15,236)	7,837	2,798	(8,920)	1,715	3,679	(12,087)	(6,693)
Total Non-Statutory Reserves	35,941	32,628	(27,543)	41,026	5,814	(21,163)	25,677	6,387	(19,223)	12,842
Total Cash-backed Reserves	68,340	38,962	(34,133)	73,169	7,801	(23,553)	57,417	8,952	(22,431)	43,939

Cash Backed Reserves	Notes	2022/23			2023/24			2024/25			2025/26		
		Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Statutory Reserves													
Open Space Contributions (Resort & Recreation Levy)													
• Open Space Contributions excluding FBURA		3,328	(3,165)	23,669	4,160	(4,500)	23,329	4,160	(4,160)	23,329	4,160	(4,160)	23,329
• Fishermans Bend Urban Renewal Area (FBURA)		-	-	-	-	-	-	2,882	-	2,882	3,750	(800)	5,832
Total Open Space Contributions (Resort & Recreation Levy)		3,328	(3,165)	23,669	4,160	(4,500)	23,329	7,042	(4,160)	26,211	7,910	(4,960)	29,161
• Car Parking Reserve		-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
• Developer Contributions - Port Melbourne		-	-	-	-	-	-	-	-	-	-	-	-
• Trust Funds and Deposits	1	87	-	5,886	112	-	5,998	132	-	6,130	135	-	6,265
Total Statutory Reserves		3,415	(3,165)	31,347	4,272	(4,500)	31,119	7,174	(4,160)	34,133	8,045	(4,960)	37,218
Non-Statutory Reserves													
Contractual Reserves													
• Child Care Infrastructure		811	(1,400)	5,383	826	(1,400)	4,809	844	(1,350)	4,303	863	(1,350)	3,816
• Middle Park Beach Nourishment		-	-	37	1	-	38	1	-	39	1	-	40
• Tied Grants		-	-	245	-	-	245	-	-	245	-	-	245
• ANAM Building Maintenance (South Melbourne Town Hall)		-	-	65	60	(60)	65	60	(60)	65	60	(60)	65
• Project Deferrals		-	-	-	-	-	-	-	-	-	-	-	-
Total Contractual Reserves		811	(1,400)	5,730	887	(1,460)	5,157	905	(1,410)	4,652	924	(1,410)	4,166
Strategic Reserves													
• Palais Theatre		923	-	4,542	941	(1,000)	4,483	962	-	5,446	984	-	6,430
• Strategic Property Fund		-	-	3,779	-	-	3,779	-	-	3,779	-	-	3,779
• In Our Backyard (Affordable Housing)		-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
• Other		1,000	(2,920)	1,898	1,000	(1,830)	1,068	1,000	(1,000)	1,068	1,000	(1,000)	1,068
Total Strategic Reserves		1,923	(2,920)	12,219	1,941	(2,830)	11,330	1,962	(1,000)	12,293	1,984	(1,000)	13,277
General Reserves													
• Internal Borrowing - Strategic Investments		-	-	-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - Fishermans Bend Investments		1,698	(3,125)	(10,612)	3,908	-	(6,704)	2,566	-	(4,138)	158	-	(3,980)
• Internal Borrowing - Other incl(Vision Super Liability, & and projects)		750	(722)	(7,165)	915	-	(6,250)	915	-	(5,335)	915	-	(4,420)
• Asset Renewal Fund and Risk	2	816	(1,000)	9,888	-	-	9,888	-	(400)	9,488	-	-	9,488
• Smart Technology Fund		1,400	-	(8,894)	1,400	-	(7,494)	1,400	-	(6,094)	1,400	-	(4,694)
• Municipal Growth Reserve (incl Fishermans Bend)	3	419	-	3,935	441	-	4,376	462	-	4,838	485	-	5,323
• Rates Cap Challenge	4	-	-	6,391	-	(350)	6,041	-	(450)	5,591	-	-	5,591
Total General Reserves		5,083	(4,847)	(6,457)	6,664	(350)	(143)	5,343	(850)	4,350	2,958	-	7,308
Total Non-Statutory Reserves		7,817	(9,167)	11,492	9,492	(4,640)	16,344	8,210	(3,260)	21,295	5,866	(2,410)	24,751
Total Cash-backed Reserves		11,232	(12,332)	42,839	13,764	(9,140)	47,463	15,384	(7,420)	55,428	13,911	(7,370)	61,969

Cash Backed Reserves	Notes	2026/27			2027/28			2028/29			2029/30		
		Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance	Replenish Reserves	Reserves Drawdown	Closing balance
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory Reserves													
Open Space Contributions (Resort & Recreation Levy)													
• Open Space Contributions excluding FBURA		4,160	(4,160)	23,329	4,160	(4,160)	23,329	4,160	(4,160)	23,329	4,160	(4,160)	23,329
• Fishermans Bend Urban Renewal Area (FBURA)		3,750	(800)	8,782	2,010	(800)	9,992	2,010	(800)	11,202	2,010	(800)	12,412
Total Open Space Contributions (Resort & Recreation Levy)		7,910	(4,960)	32,111	6,170	(4,960)	33,321	6,170	(4,960)	34,531	6,170	(4,960)	35,741
• Car Parking Reserve		-	-	1,792	-	-	1,792	-	-	1,792	-	-	1,792
• Developer Contributions - Port Melbourne		-	-	-	-	-	-	-	-	-	-	-	-
• Trust Funds and Deposits	1	150	-	6,415	167	-	6,582	165	-	6,747	155	-	6,902
Total Statutory Reserves		8,060	(4,960)	40,318	6,337	(4,960)	41,695	6,335	(4,960)	43,070	6,325	(4,960)	44,435
Non-Statutory Reserves													
Contractual Reserves													
• Child Care Infrastructure		884	(1,350)	3,350	907	(1,350)	2,907	930	(1,350)	2,487	951	(1,350)	2,088
• Middle Park Beach Nourishment		1	-	41	1	-	42	1	-	43	1	-	44
• Tied Grants		-	-	245	-	-	245	-	-	245	-	-	245
• ANAM Building Maintenance (South Melbourne Town Hall)		60	(60)	65	60	(60)	65	60	(60)	65	60	(60)	65
• Project Deferrals		-	-	-	-	-	-	-	-	-	-	-	-
Total Contractual Reserves		945	(1,410)	3,701	968	(1,410)	3,259	991	(1,410)	2,840	1,012	(1,410)	2,442
Strategic Reserves													
• Palais Theatre		1,008	(1,000)	6,438	1,035	-	7,473	1,061	-	8,534	1,086	-	9,620
• Strategic Property Fund		-	-	3,779	-	-	3,779	-	-	3,779	-	-	3,779
• In Our Backyard (Affordable Housing)		-	-	2,000	-	-	2,000	-	-	2,000	-	-	2,000
• Other		1,000	(1,000)	1,068	1,000	(1,000)	1,068	1,000	(1,000)	1,068	1,000	(1,000)	1,068
Total Strategic Reserves		2,008	(2,000)	13,285	2,035	(1,000)	14,320	2,061	(1,000)	15,381	2,086	(1,000)	16,467
General Reserves													
• Internal Borrowing - Strategic Investments		-	-	-	-	-	-	-	-	-	-	-	-
• Internal Borrowing - Fishermans Bend Investments		158	-	(3,822)	158	-	(3,664)	158	-	(3,506)	158	-	(3,348)
• Internal Borrowing - Other incl(Vision Super Liability, & and projects)		915	-	(3,505)	915	-	(2,590)	915	-	(1,675)	925	-	(750)
• Asset Renewal Fund and Risk	2	-	-	9,488	-	-	9,488	-	-	9,488	-	-	9,488
• Smart Technology Fund		1,400	-	(3,294)	1,400	-	(1,894)	1,400	-	(494)	494	-	-
• Municipal Growth Reserve (incl Fishermans Bend)	3	514	-	5,837	548	-	6,385	579	-	6,964	611	-	7,575
• Rates Cap Challenge	4	350	-	5,941	-	(400)	5,541	400	-	5,941	-	(1,200)	4,741
Total General Reserves		3,337	-	10,645	3,021	(400)	13,266	3,452	-	16,718	2,188	(1,200)	17,706
Total Non-Statutory Reserves		6,290	(3,410)	27,631	6,024	(2,810)	30,845	6,504	(2,410)	34,939	5,286	(3,610)	36,615
Total Cash-backed Reserves		14,350	(8,370)	67,949	12,361	(7,770)	72,540	12,839	(7,370)	78,009	11,611	(8,570)	81,050

Notes to Reserves:

1. Trust Funds and Deposits – Deposits and contract retentions are held in trust by Council as a form of surety for transactions with Council. These are also represented as liabilities in the balance sheet.
2. Asset Renewal Fund – Where appropriate, underspends and or savings from capital portfolio budget will be transferred to this reserve for funding of future asset renewals.
3. Municipal Growth Reserve (including Fishermans Bend) – Gradual built up of this reserve is required over time to enable funding of significant large projects. Specifically, 5% of Fishermans Bend derived rates are quarantined to this reserve to enable Council to invest in catalytic FB investments.
4. Rates Cap Challenge – Over the life of the 10-year financial plan, Council is expected to face a rates cap challenge as outline in the financial strategy. This reserve serves to quarantine the cash surpluses in the former years to fund the cash deficits in the latter years of the Financial Plan.

Statement of human resources

	Forecast Budget Projections										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	92,130	91,638	94,456	95,726	98,278	101,077	104,853	108,319	111,900	115,685	119,511
Employee costs - capital	1,610	1,241	1,963	2,003	2,149	2,199	2,255	2,313	2,472	2,535	2,600
Total staff expenditure	93,740	92,879	96,419	97,729	100,427	103,275	107,108	110,632	114,372	118,220	122,110
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	880	825	839	835	833	833	837	843	850	856	862
Total staff numbers	880	825	839	835	833	833	837	843	850	856	862

Summary of planned human resources

	Forecast Budget Projections										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Office of Chief Executive	8,505	8,883	9,107	9,307	9,535	9,774	10,058	10,351	10,651	10,961	11,279
Community & Economic Development	23,759	24,544	25,258	25,878	26,578	27,349	28,318	29,320	30,357	31,429	32,538
Infrastructure & Amenity	21,827	22,269	22,894	23,440	24,058	24,730	25,565	26,426	27,317	28,237	29,189
Customer & Corporate Services	18,121	18,459	18,922	19,336	19,807	20,303	20,889	21,492	22,114	22,753	23,412
City Strategy & Sustainable Development	12,252	12,912	13,266	13,576	13,928	14,309	14,775	15,257	15,755	16,269	16,800
Total permanent operating staff expenditure	84,464	87,067	89,446	91,537	93,906	96,465	99,606	102,846	106,194	109,649	113,219
Casual labour	1,120	785	803	820	839	858	880	902	925	949	973
External contractors and other expenditure	6,546	3,786	4,208	3,369	3,533	3,753	4,367	4,570	4,781	5,087	5,319
Capital employee costs	1,610	1,241	1,963	2,003	2,149	2,199	2,255	2,313	2,472	2,535	2,600
Total staff expenditure	93,740	92,879	96,419	97,729	100,427	103,275	107,108	110,632	114,372	118,220	122,110

	Forecast Budget Projections										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Staff numbers	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Office of the Chief Executive											
• Full Time	50	50	50	49	49	49	50	50	50	51	51
• Part Time	18	18	18	18	18	18	18	18	18	18	18
Total Office of the Chief Executive	68	68	68	67	68	68	68	68	69	69	69
Community & Economic Development											
• Full Time	152	145	139	139	139	140	139	139	139	141	141
• Part Time	132	114	126	127	128	129	132	135	137	138	140
Total Community & Economic Development	284	259	265	266	267	268	271	273	276	278	281
Infrastructure & Amenity											
• Full Time	205	193	197	197	197	197	199	200	202	204	206
• Part Time	27	27	27	27	27	27	27	27	27	27	27
Total Infrastructure & Amenity	232	221	224	224	224	224	226	228	230	232	233
Customer & Corporate Services											
• Full Time	126	127	125	122	120	119	119	119	120	120	121
• Part Time	25	21	21	21	21	21	21	21	21	21	21
Total Customer & Corporate Services	150	149	146	144	141	140	140	141	141	142	142
City Strategy & Sustainable Development											
• Full Time	102	93	94	93	92	91	91	92	93	94	95
• Part Time	15	15	15	15	15	15	15	15	15	15	15
Total City Strategy & Sustainable Development	117	108	109	108	107	107	107	107	108	109	110
Casual and other	10	8	8	8	8	8	8	8	8	8	8
Capital Employees	19	13	18	18	18	18	18	18	18	18	18
Total staff numbers	880	825	839	835	833	833	837	843	850	856	862

Operating Grants

Operating Grant Funding Types and Source	Budget	Forecast	Budget	Change	
	2019/20 \$'000	2019/20 \$'000	2020/21 \$'000	\$'000	%
Recurrent - Commonwealth Government					
Victoria Grants Commission	1,427	2,854	1,427	(1,427)	(50%)
Recreation	90	90	91	1	1%
Community Health	634	616	611	(5)	(1%)
General home care	2,324	2,380	2,369	(11)	(0%)
Immunisation	18	18	17	(1)	(6%)
Recurrent - State Government					
Community Health	122	107	91	(16)	(15%)
Family and Children	704	708	731	23	3%
General home care	703	722	602	(120)	(17%)
Immunisation	55	55	61	6	11%
Libraries	696	696	720	24	3%
Maternal & Child Health	878	858	824	(34)	(4%)
Other	600	490	490	0	0%
Recreation	50	50	50	0	0%
School crossing supervisors	144	144	148	4	3%
Street & Beach Cleaning	293	311	319	8	3%
Total recurrent grants	8,738	10,099	8,551	(1,548)	(15%)
Non-recurrent - Commonwealth Government					
Family and Children	36	46	37	(9)	(20%)
General home care	460	920	449	(471)	(51%)
Non-recurrent - State Government					
Arts	20	20	20	0	0%
Community Health	76	76	9	(67)	(88%)
Family and Children	100	42	42	0	0%
Sustainability	0	272	0	(272)	(100%)
Total non-recurrent grants	692	1,376	557	(819)	(60%)
Total operating grants	9,430	11,475	9,108	(2,367)	(21%)

Capital Grants

Capital Grant Funding Types and Source	Budget	Forecast	Budget	Change	
	2019/20 \$'000	2019/20 \$'000	2020/21 \$'000	\$'000	%
Recurrent - Commonwealth Government					
Roads	300	300	300	0	0%
Total recurrent grants	300	300	300	0	0%
Non-recurrent - Commonwealth Government					
Parks, Open Space and Streetscape	0	15	750	735	4,900%
Roads	0	0	278	278	0%
Non-recurrent - State Government					
Buildings	1,123	1,123	867	(256)	(23%)
Drainage	0	120	0	(120)	(100%)
Footpaths and Cycleways	600	175	125	(50)	(29%)
Parks, Open Space and Streetscape	0	25	650	625	2,500%
Roads	563	528	60	(468)	(89%)
Total non-recurrent grants	2,286	1,986	2,730	744	37%
Total capital grants	2,586	2,286	3,030	744	33%

Statement of borrowings

Loans and Finance Leases	Forecast	Budget
	2019/20 \$'000	2020/21 \$'000
Total amount to be borrowed as at 30 June of the prior year	7,376	7,500
Total amount to be borrowed	817	600
Total amount projected to be redeemed	(693)	(648)
Total amount proposed to be borrowed as at 30 June	7,500	7,500