

**WELLINGTON SHIRE COUNCIL
STRATEGIC RESOURCE PLAN**

For the four years ended 30 June 2023

**Comprehensive Income Statement
For the four years ended 30 June 2023**

| | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Income | | | | |
| Rates and charges | 63,780 | 65,095 | 66,538 | 68,014 |
| Statutory fees and fines | 882 | 923 | 918 | 936 |
| User fees | 7,387 | 7,225 | 7,381 | 7,502 |
| Grants - Operating | 16,042 | 15,459 | 15,767 | 16,083 |
| Grants -Capital | 8,144 | 7,430 | 4,770 | 6,290 |
| Contributions - monetary- Operating | 191 | 117 | 119 | 122 |
| Contributions - monetary- Capital | 425 | 827 | 100 | 100 |
| Other income- Operating | 2,772 | 2,772 | 2,783 | 2,822 |
| Other income- Capital | 179 | - | - | - |
| Total income | 99,802 | 99,848 | 98,376 | 101,869 |
| Expenses | | | | |
| Employee costs | 27,786 | 28,030 | 28,754 | 29,726 |
| Materials and services | 35,906 | 34,307 | 33,364 | 32,348 |
| Bad and doubtful debts | 92 | 93 | 95 | 97 |
| Depreciation and amortisation | 24,776 | 26,274 | 27,285 | 27,169 |
| Borrowing costs | 243 | 407 | 456 | 477 |
| Other expenses | 734 | 576 | 529 | 540 |
| Net loss on disposal of property, infrastructure, plant and equipment | 906 | 979 | 908 | 979 |
| Total expenses | 90,443 | 90,666 | 91,391 | 91,336 |
| Surplus/(deficit) for the year | 9,359 | 9,182 | 6,985 | 10,533 |
| Other comprehensive income | | | | |
| Items that will not be reclassified to surplus or deficit in future | | | | |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Total comprehensive result | 9,359 | 9,182 | 6,985 | 10,533 |

The Comprehensive Income Statement shows what is expected to happen over the next four years in respect of income, expenses and other gains/losses.

The bottom line shows the movement in Council's financial position during the next four years which is reflected in the movement in net assets/equity in the balance sheet

KEY ASSUMPTIONS

In developing the Strategic Resource Plan, it is necessary to consider number of external factors impacting on Council with the major impact being the cap on rates increases from 2016/17. In order to accommodate these factors, Council has continued its focus on cost reductions through operational efficiencies, resulting in minimal increases in expenditure over the term of this strategic resource plan.

During 2019/20 rates and charges (which includes interest on rates and charges and special charge scheme income) will contribute 63.9% of total Income. The general rate income will be calculated within the Fair Go Rates system and as per the Ministerial directive of \$2.50% rise for 2019/20 (2018/19-2.25%). The Waste Infrastructure charge will remain at \$55, the Garbage charge at \$222 and the EPA Levy Charge at \$16.92 for each property that receives a garbage collection service. An increase of 2.50% in the general rate in the dollar has been projected in subsequent year. Over the next four years owner contribution towards road construction special charge schemes will peak at \$933,000 in 2019/20.

Fees and Charges (including statutory fees) will contribute approximately 8.3% of the Council's total income in 2019/20 and will increase in line with CPI over the next 4 years, where pricing is controlled by the Council rather than set by legislation.

External Grants and Contributions over the next four years will range from 21% to 24% of total income. These are used to fund both capital and operating expenditure. Capital grants are used to fund capital projects and are based on confirmed funding levels. The next five year Roads to Recovery (R2R) funding will commence in 2020 and Council has been allocated \$12.6M. Council has assumed a 2.0% increase for Victoria Grants Commission allocation for 2019/20 and subsequent years, with other recurrent operating grants forecast to increase by between 1% and 2%.

Employee Costs are projected to rise by between 2.5% and 3.5% providing for a negotiation of new Enterprise Agreement in 2019/20 and allowing for annual movement between banding levels. Staff numbers will decrease over the next three years due to the conclusion of temporary funded positions.

Materials and Services costs are driven by a number of external factors including prevailing economic conditions (such as drought and fuel prices), industry specific issues and CPI. During 2019/20 Council will provide \$1M to support drought initiatives projects.

Balance Sheet
For the four years ended 30 June 2023

| | 2020 | 2021 | 2022 | 2023 |
|---|------------------|------------------|------------------|------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Assets | | | | |
| Current assets | | | | |
| Cash and cash equivalents | 52,594 | 40,728 | 33,419 | 35,224 |
| Trade and other receivables | 5,947 | 5,786 | 6,137 | 6,069 |
| Other financial assets | 25,000 | 25,000 | 25,000 | 25,000 |
| Other assets | 410 | 410 | 410 | 410 |
| Total current assets | 83,951 | 71,924 | 64,966 | 66,703 |
| Non-current assets | | | | |
| Trade and other receivables | 2,792 | 3,417 | 3,894 | 4,321 |
| Property, infrastructure, plant and equipment | 918,555 | 937,586 | 949,662 | 957,666 |
| Intangible assets | 1,894 | 1,776 | 2,996 | 2,447 |
| Total non-current assets | 923,241 | 942,779 | 956,552 | 964,434 |
| Total assets | 1,007,192 | 1,014,703 | 1,021,518 | 1,031,137 |
| Liabilities | | | | |
| Current liabilities | | | | |
| Trade and other payables | 7,773 | 7,475 | 7,300 | 7,111 |
| Trust funds and deposits | 1,066 | 1,156 | 1,136 | 1,226 |
| Provisions | 9,436 | 9,555 | 7,980 | 8,320 |
| Interest-bearing loans and borrowings | 801 | 986 | 1,149 | 1,282 |
| Total current liabilities | 19,076 | 19,172 | 17,565 | 17,939 |
| Non-current liabilities | | | | |
| Provisions | 14,384 | 11,598 | 12,570 | 11,440 |
| Interest-bearing loans and borrowings | 6,986 | 8,005 | 8,471 | 8,313 |
| Total non-current liabilities | 21,370 | 19,603 | 21,041 | 19,753 |
| Total liabilities | 40,446 | 38,775 | 38,606 | 37,692 |
| Net assets | 966,746 | 975,928 | 982,912 | 993,445 |
| Equity | | | | |
| Accumulated surplus | 381,674 | 390,842 | 397,635 | 406,234 |
| Reserves | 585,072 | 585,086 | 585,277 | 587,211 |
| Total Equity | 966,746 | 975,928 | 982,912 | 993,445 |

The Balance Sheet provides a snapshot of the Council's expected financial position at the end of each of the next four years. Total equity represents the net worth of Council.

**Statement of Changes in Equity
For the four years ended 30 June 2023**

| | Total \$'000 | Accumulated Surplus \$'000 | Revaluation Reserve \$'000 | Other Reserves \$'000 |
|---|-------------------------|---|---|--------------------------------------|
| 2020 | | | | |
| Balance at beginning of the financial year | 957,387 | 373,597 | 574,337 | 9,453 |
| Surplus/(deficit) for the year | 9,359 | 9,359 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfers to other reserves | - | (3,142) | - | 3,142 |
| Transfers from other reserves | - | 1,860 | - | (1,860) |
| Balance at end of the financial year | 966,746 | 381,674 | 574,337 | 10,735 |
| 2021 | | | | |
| Balance at beginning of the financial year | 966,746 | 381,674 | 574,337 | 10,735 |
| Surplus/(deficit) for the year | 9,182 | 9,182 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfers to other reserves | - | (3,028) | - | 3,028 |
| Transfers from other reserves | - | 3,014 | - | (3,014) |
| Balance at end of the financial year | 975,928 | 390,842 | 574,337 | 10,749 |
| 2022 | | | | |
| Balance at beginning of the financial year | 975,928 | 390,842 | 574,337 | 10,749 |
| Surplus/(deficit) for the year | 6,984 | 6,984 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfers to other reserves | - | (3,111) | - | 3,111 |
| Transfers from other reserves | - | 2,920 | - | (2,920) |
| Balance at end of the financial year | 982,912 | 397,635 | 574,337 | 10,940 |
| 2023 | | | | |
| Balance at beginning of the financial year | 982,912 | 397,635 | 574,337 | 10,940 |
| Surplus/(deficit) for the year | 10,533 | 10,533 | - | - |
| Net asset revaluation increment/(decrement) | - | - | - | - |
| Transfers to other reserves | - | (3,232) | - | 3,232 |
| Transfers from other reserves | - | 1,298 | - | (1,298) |
| Balance at end of the financial year | 993,445 | 406,234 | 574,337 | 12,874 |

**Statement of Cash Flows
For the four years ended 30 June 2023**

| | 2020 | 2021 | 2022 | 2023 |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| | Inflows/ (Outflows) | Inflows/ (Outflows) | Inflows/ (Outflows) | Inflows/ (Outflows) |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Cash flows from operating activities | | | | |
| Rates and charges | 63,144 | 64,268 | 65,824 | 67,348 |
| Statutory fees and fines | 882 | 923 | 918 | 936 |
| User fees | 7,277 | 7,290 | 7,378 | 7,506 |
| Grants - operating | 15,836 | 15,665 | 15,561 | 16,289 |
| Grants - capital | 9,644 | 7,430 | 4,770 | 6,290 |
| Contributions- monetary | 616 | 944 | 219 | 222 |
| Interest received | 1,800 | 1,836 | 1,873 | 1,910 |
| Trust funds and deposits taken | 270 | 162 | 274 | 165 |
| Other receipts | 1,151 | 936 | 910 | 912 |
| Employee costs | (27,436) | (27,967) | (28,568) | (29,476) |
| Materials and services | (35,080) | (34,605) | (33,539) | (32,539) |
| Trust funds and deposits repaid | (290) | (72) | (294) | (75) |
| Other payments | (906) | (3,399) | (1,414) | (1,677) |
| Net cash provided by/(used in) operating activities | 36,908 | 33,411 | 33,912 | 37,811 |
| Cash flows from investing activities | | | | |
| Payments for property, infrastructure, plant and equipment | (40,489) | (46,724) | (42,295) | (36,259) |
| Proceeds from sale of property, infrastructure, plant and equipment | 457 | 557 | 807 | 657 |
| Payments for investments | (179,675) | (184,675) | (189,675) | (194,675) |
| Proceeds from investments | 179,767 | 184,768 | 189,769 | 194,772 |
| Net cash provided by/(used in) investing activities | (39,940) | (46,074) | (41,394) | (35,505) |
| Cash flows from financing activities | | | | |
| Finance costs | (243) | (407) | (456) | (477) |
| Proceeds from borrowings | 6,473 | 2,005 | 1,615 | 1,125 |
| Repayment of borrowings | (6,289) | (801) | (986) | (1,149) |
| Net cash provided by/(used in) financing activities | (59) | 797 | 173 | (501) |
| Net increase (decrease) in cash and cash equivalents | (3,091) | (11,866) | (7,309) | 1,805 |
| Cash and cash equivalents at the beginning of the financial year | 55,685 | 52,594 | 40,728 | 33,419 |
| year | 52,594 | 40,728 | 33,419 | 35,224 |

The Cash Flow Statement shows the expected movement in cash over the next four years

The net cash flows from operating activities shows the expected cash available after providing services to the community. These funds along with net cash provided by financing activities are used to fund ongoing capital requirements

Statement of Capital Works For the four years ended 30 June 2023

| | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 |
|---|----------------|----------------|----------------|----------------|
| Property | | | | |
| Land | - | - | - | - |
| Landfill improvements | 75 | 900 | 900 | 85 |
| Total land | 75 | 900 | 900 | 85 |
| Buildings | 11,149 | 8,614 | 4,770 | 4,945 |
| Total buildings | 11,149 | 8,614 | 4,770 | 4,945 |
| Total property | 11,224 | 9,514 | 5,670 | 5,030 |
| Plant and equipment | | | | |
| Plant, Machinery & Equipment | 1,908 | 2,557 | 2,958 | 2,588 |
| Furniture & Equipment | 360 | 37 | 33 | 33 |
| Computers & Communications | 230 | 182 | 182 | 188 |
| Book stock | 244 | 284 | 254 | 259 |
| Total plant and equipment | 2,742 | 3,060 | 3,427 | 3,068 |
| Infrastructure | | | | |
| Roads | 12,814 | 13,309 | 18,420 | 19,030 |
| Bridges | 1,469 | 780 | 795 | 1,102 |
| Footpaths | 1,870 | 6,882 | 1,836 | 1,533 |
| Drainage | 450 | 1,440 | 1,545 | 2,404 |
| Off Street Car Parks | 450 | 1,752 | 1,553 | 55 |
| Aerodromes | 1,414 | 653 | 695 | 178 |
| Parks, Open Space, Streetscapes | 3,280 | 4,850 | 2,617 | 2,193 |
| Recreation, Leisure, Community Facilities | 2,802 | 2,031 | 2,635 | 1,450 |
| Waste Management | 465 | 200 | 65 | 40 |
| Other Infrastructure | 829 | 1,645 | 900 | - |
| Total infrastructure | 25,841 | 33,542 | 31,061 | 27,985 |
| Intangibles | 682 | 608 | 137 | 176 |
| Total capital works expenditure | 40,489 | 46,724 | 40,295 | 36,259 |
| Represented by: | | | | |
| New asset expenditure | 405 | - | - | - |
| Asset renewal expenditure | 23,688 | 26,832 | 26,255 | 25,607 |
| Asset expansion expenditure | 4,593 | 9,310 | 4,784 | 2,483 |
| Asset upgrade expenditure | 11,803 | 10,582 | 9,256 | 8,169 |
| Total capital works expenditure | 40,489 | 46,724 | 40,295 | 36,259 |

The Statement of Capital Works shows the expected expenditure on capital works over the next four years

Capital Works Strategies

The capital works program over the four year period (as part of the ten year capital works program) will continue to be refined to ensure alignment with Asset Management Plan objectives and strategies. All projects are evaluated on a case by case basis, taking into account public safety, community need, legislative requirements and availability of funding, both internal and external. Essential to Council achieving its Asset Management Plan objectives over the next four years is the continuation of the Roads to Recovery funding initiative of \$12.48 million.

Borrowing Strategies

Council's Long Term Financial Plan, takes into consideration the need to plan carefully for funding the renewal of infrastructure assets, and remain a financially sustainable organisation.

New borrowings have been forecast for all years from 2019/20 to 2022/23 to partly fund major capital projects. Borrowings are utilised by Council to spread the impact across generations of the community utilising assets. At the end of the four year financial period, total debt is forecast to be \$9.60 million - well within the relevant Local Government Reporting Framework indicators.

Other Information
For the four years ended 30 June 2023

1. Summary of planned capital works expenditure

| | Asset Expenditure Types | | | | | Funding Sources | | | | |
|---|-------------------------|---------------|-------------------|-------------------|---------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
| | Total \$'000 | New \$'000 | Renewal \$'000 | Upgrade \$'000 | Expansion \$'000 | Total \$'000 | Grants \$'000 | Contributions \$'000 | Council Cash \$'000 | Borrowings \$'000 |
| 2020 | | | | | | | | | | |
| Property | | | | | | | | | | |
| Land | | | | | | | | | | |
| Land | - | - | - | - | - | - | - | - | - | - |
| Landfill Improvements | 75 | - | - | - | 75 | 75 | - | - | 75 | - |
| Total Land | 75 | - | - | - | 75 | 75 | - | - | 75 | - |
| Buildings | | | | | | | | | | |
| Buildings | 11,149 | - | 4,985 | 4,347 | 1,817 | 11,149 | 3,000 | 232 | 5,067 | 2,850 |
| Total Buildings | 11,149 | - | 4,985 | 4,347 | 1,817 | 11,149 | 3,000 | 232 | 5,067 | 2,850 |
| Total Property | 11,224 | - | 4,985 | 4,347 | 1,892 | 11,224 | 3,000 | 232 | 5,142 | 2,850 |
| Plant & Equipment | | | | | | | | | | |
| Plant, Machinery & Equipment | 1,908 | - | 1,908 | - | - | 2,001 | - | - | 2,001 | - |
| Furniture & Equipment | 360 | - | 153 | 26 | 181 | 267 | - | 27 | 240 | - |
| Computers & Communications | 230 | - | 143 | 87 | - | 230 | - | - | 230 | - |
| Book stock | 244 | - | 225 | 19 | - | 244 | - | - | 244 | - |
| Total Plant & Equipment | 2,742 | - | 2,429 | 132 | 181 | 2,742 | - | 27 | 2,715 | - |
| Infrastructure | | | | | | | | | | |
| Roads | 12,814 | - | 9,336 | 3,428 | 50 | 12,814 | 3,559 | 565 | 8,690 | - |
| Bridges | 1,469 | - | 905 | 564 | - | 1,469 | 725 | 200 | 544 | - |
| Footpaths | 1,869 | - | 600 | 25 | 1,244 | 1,869 | - | - | 1,869 | - |
| Drainage | 450 | - | 390 | 60 | - | 450 | - | - | 150 | 300 |
| Recreation, Leisure, Community Facilities | 2,801 | - | 1,752 | 945 | 104 | 2,801 | 250 | 40 | 2,214 | 297 |
| Waste Management | 465 | 200 | 144 | 121 | - | 465 | - | - | 465 | - |
| Parks, Open Space, Streetscapes | 3,280 | - | 2,013 | 685 | 582 | 3,280 | 610 | 104 | 1,120 | 1,446 |
| Aerodromes | 1,414 | 205 | 324 | 530 | 355 | 1,414 | - | - | 404 | 1,010 |
| Off Street Car Parks | 450 | - | 410 | 40 | - | 450 | - | - | 450 | - |
| Other Infrastructure | 829 | - | 385 | 334 | 110 | 829 | - | - | 259 | 570 |
| Total Infrastructure | 25,841 | 405 | 16,259 | 6,732 | 2,445 | 25,841 | 5,144 | 909 | 16,165 | 3,623 |
| Intangibles | 682 | - | 15 | 592 | 75 | 682 | - | - | 682 | - |
| Total capital works expenditure | 40,489 | 405 | 23,688 | 11,803 | 4,593 | 40,489 | 8,144 | 1,168 | 24,704 | 6,473 |

**WELLINGTON SHIRE COUNCIL
STRATEGIC RESOURCE PLAN**

| 2021 | Asset Expenditure Types | | | | | Funding Sources | | | | |
|---|-------------------------|---------------|-------------------|-------------------|---------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
| | Total \$'000 | New \$'000 | Renewal \$'000 | Upgrade \$'000 | Expansion \$'000 | Total \$'000 | Grants \$'000 | Contributions \$'000 | Council Cash \$'000 | Borrowings \$'000 |
| Property | | | | | | | | | | |
| Land | | | | | | | | | | |
| Land | - | - | - | - | - | - | - | - | - | - |
| Landfill Improvements | 900 | - | - | - | 900 | 900 | - | - | 900 | - |
| Total Land | 900 | - | - | - | 900 | 900 | - | - | 900 | - |
| Buildings | | | | | | | | | | |
| Buildings | 8,615 | - | 4,418 | 2,705 | 1,492 | 8,615 | 1,740 | 86 | 5,734 | 1,055 |
| Total Buildings | 8,615 | - | 4,418 | 2,705 | 1,492 | 8,615 | 1,740 | 86 | 5,734 | 1,055 |
| Total Property | 9,515 | - | 4,418 | 2,705 | 2,392 | 9,515 | 1,740 | 86 | 6,634 | 1,055 |
| Plant & Equipment | | | | | | | | | | |
| Plant, Machinery & Equipment | 2,557 | - | 2,557 | - | - | 2,557 | 300 | - | 2,257 | - |
| Furniture & Equipment | 37 | - | - | - | 37 | 37 | 10 | - | 27 | - |
| Computers & Communications | 182 | - | 182 | - | - | 182 | - | - | 182 | - |
| Book stock | 284 | - | 230 | 19 | 35 | 284 | - | - | 284 | - |
| Total Plant & Equipment | 3,060 | - | 2,969 | 19 | 72 | 3,060 | 310 | - | 2,750 | - |
| Infrastructure | | | | | | | | | | |
| Roads | 13,309 | - | 9,490 | 3,692 | 127 | 13,309 | 2,430 | 700 | 10,179 | - |
| Bridges | 780 | - | 708 | 72 | - | 780 | - | - | 780 | - |
| Footpaths | 6,882 | - | 2,412 | 25 | 4,445 | 6,882 | 2,500 | 631 | 3,751 | - |
| Drainage | 1,440 | - | 75 | 415 | 950 | 1,440 | - | 306 | 184 | 950 |
| Recreation, Leisure, Community Facilities | 2,031 | - | 1,850 | 85 | 97 | 2,031 | 200 | 100 | 1,731 | - |
| Waste Management | 200 | - | 150 | 50 | - | 200 | - | - | 200 | - |
| Parks, Open Space, Streetscapes | 4,850 | - | 3,141 | 1,218 | 491 | 4,850 | 250 | 10 | 4,590 | - |
| Aerodromes | 652 | - | 151 | 144 | 356 | 652 | - | - | 652 | - |
| Off Street Car Parks | 1,752 | - | 1,432 | 240 | 80 | 1,752 | - | - | 1,752 | - |
| Other Infrastructure | 1,645 | - | 36 | 1,309 | 300 | 1,645 | - | - | 1,645 | - |
| Total Infrastructure | 33,541 | - | 19,445 | 7,250 | 6,846 | 33,541 | 5,380 | 1,747 | 25,464 | 950 |
| Intangibles | 608 | - | - | 608 | - | 608 | - | - | 608 | - |
| Total capital works expenditure | 46,724 | - | 26,832 | 10,582 | 9,310 | 46,724 | 7,430 | 1,833 | 35,456 | 2,005 |

**WELLINGTON SHIRE COUNCIL
STRATEGIC RESOURCE PLAN**

| 2022 | Asset Expenditure Types | | | | | Funding Sources | | | | |
|---|-------------------------|---------------|-------------------|-------------------|---------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
| | Total \$'000 | New \$'000 | Renewal \$'000 | Upgrade \$'000 | Expansion \$'000 | Total \$'000 | Grants \$'000 | Contributions \$'000 | Council Cash \$'000 | Borrowings \$'000 |
| Property | | | | | | | | | | |
| Land | | | | | | | | | | |
| Land | - | - | - | - | - | - | - | - | - | - |
| Landfill Improvements | 900 | - | - | - | 900 | 900 | - | - | 900 | - |
| Total Land | 900 | - | - | - | 900 | 900 | - | - | 900 | - |
| Buildings | | | | | | | | | | |
| Buildings | 4,770 | - | 2,982 | 1,068 | 720 | 4,770 | 960 | - | 3,810 | - |
| Total Buildings | 4,770 | - | 2,982 | 1,068 | 720 | 4,770 | 960 | - | 3,810 | - |
| Total Property | 5,670 | - | 2,982 | 1,068 | 1,620 | 5,670 | 960 | - | 4,710 | - |
| Plant & Equipment | | | | | | | | | | |
| Plant, Machinery & Equipment | 2,958 | - | 2,958 | - | - | 2,958 | - | - | 2,958 | - |
| Furniture & Equipment | 33 | - | - | - | 33 | 33 | 10 | - | 23 | - |
| Computers & Communications | 182 | - | 182 | - | - | 182 | - | - | 182 | - |
| Book stock | 254 | - | 235 | 19 | - | 254 | - | - | 254 | - |
| Total Plant & Equipment | 3,427 | - | 3,375 | 19 | 33 | 3,427 | 10 | - | 3,417 | - |
| Infrastructure | | | | | | | | | | |
| Roads | 18,420 | - | 12,249 | 5,701 | 469 | 18,420 | 3,600 | 600 | 14,220 | - |
| Bridges | 795 | - | 729 | 66 | - | 795 | - | - | 795 | - |
| Footpaths | 1,836 | - | 923 | 25 | 888 | 1,836 | - | - | 1,836 | - |
| Drainage | 1,545 | - | 1,015 | 530 | - | 1,545 | - | 320 | 810 | 415 |
| Recreation, Leisure, Community Facilities | 2,635 | - | 1,795 | 40 | 800 | 2,635 | 200 | 100 | 1,635 | 700 |
| Waste Management | 65 | - | 32 | 33 | - | 65 | - | - | 65 | - |
| Parks, Open Space, Streetscapes | 2,617 | - | 1,998 | 193 | 427 | 2,617 | - | - | 2,117 | 500 |
| Aerodromes | 695 | - | 79 | 70 | 547 | 695 | - | - | 695 | - |
| Off Street Car Parks | 1,553 | - | 1,053 | 499 | - | 1,553 | - | - | 1,553 | - |
| Other Infrastructure | 900 | - | - | 900 | - | 900 | - | - | 900 | - |
| Total Infrastructure | 31,061 | - | 19,873 | 8,057 | 3,131 | 31,061 | 3,800 | 1,020 | 24,626 | 1,615 |
| Intangibles | 137 | - | 25 | 112 | - | 137 | - | - | 137 | - |
| Total capital works expenditure | 40,295 | - | 26,255 | 9,256 | 4,784 | 40,295 | 4,770 | 1,020 | 32,890 | 1,615 |

**WELLINGTON SHIRE COUNCIL
STRATEGIC RESOURCE PLAN**

| | Asset Expenditure Types | | | | | Funding Sources | | | | |
|---|-------------------------|---------------|-------------------|-------------------|---------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
| | Total \$'000 | New \$'000 | Renewal \$'000 | Upgrade \$'000 | Expansion \$'000 | Total \$'000 | Grants \$'000 | Contributions \$'000 | Council Cash \$'000 | Borrowings \$'000 |
| 2023 | | | | | | | | | | |
| Property | | | | | | | | | | |
| Land | | | | | | | | | | |
| Land | - | - | - | - | - | - | - | - | - | - |
| Landfill Improvements | 85 | - | - | - | 85 | 85 | - | - | 85 | - |
| Total Land | 85 | - | - | - | 85 | 85 | - | - | 85 | - |
| Buildings | | | | | | | | | | |
| Buildings | 4,945 | - | 3,111 | 1,099 | 735 | 4,945 | 980 | - | 3,965 | - |
| Total Buildings | 4,945 | - | 3,111 | 1,099 | 735 | 4,945 | 980 | - | 3,965 | - |
| Total Property | 5,030 | - | 3,111 | 1,099 | 820 | 5,030 | 980 | - | 4,050 | - |
| Plant & Equipment | | | | | | | | | | |
| Plant, Machinery & Equipment | 2,588 | - | 2,588 | - | - | 2,588 | - | - | 2,588 | - |
| Furniture & Equipment | 33 | - | - | - | 33 | 33 | 10 | - | 23 | - |
| Computers & Communications | 188 | - | 188 | - | - | 188 | - | - | 188 | - |
| Book stock | 259 | - | 239 | 20 | - | 259 | - | - | 259 | - |
| Total Plant & Equipment | 3,068 | - | 3,015 | 20 | 33 | 3,068 | 10 | - | 3,058 | - |
| Infrastructure | | | | | | | | | | |
| Roads | 19,029 | - | 12,341 | 6,217 | 471 | 19,030 | 5,100 | 600 | 13,330 | - |
| Bridges | 1,102 | - | 1,034 | 68 | - | 1,102 | - | - | 1,102 | - |
| Footpaths | 1,534 | - | 586 | 26 | 922 | 1,534 | - | - | 1,534 | - |
| Drainage | 2,405 | - | 1,957 | 448 | - | 2,403 | - | 333 | 1,445 | 625 |
| Recreation, Leisure, Community Facilities | 1,450 | - | 1,450 | - | - | 1,450 | 200 | 100 | 650 | 500 |
| Waste Management | 39 | - | 19 | 20 | - | 40 | - | - | 40 | - |
| Parks, Open Space, Streetscapes | 2,193 | - | 1,862 | 103 | 228 | 2,193 | - | - | 2,193 | - |
| Aerodromes | 178 | - | 117 | 52 | 9 | 178 | - | - | 178 | - |
| Off Street Car Parks | 55 | - | 55 | - | - | 55 | - | - | 55 | - |
| Other Infrastructure | - | - | - | - | - | - | - | - | - | - |
| Total Infrastructure | 27,985 | - | 19,421 | 6,934 | 1,630 | 27,985 | 5,300 | 1,033 | 20,527 | 1,125 |
| Intangibles | 176 | - | 60 | 116 | - | 176 | - | - | 176 | - |
| Total capital works expenditure | 36,259 | - | 25,607 | 8,169 | 2,483 | 36,259 | 6,290 | 1,033 | 27,811 | 1,125 |

Statement of Human Resources
For the four years ended 30 June 2023

| | 2020 | 2021 | 2022 | 2023 |
|--------------------------------|---------------|---------------|---------------|---------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Staff expenditure | | | | |
| Employee costs - Operating | 27,786 | 28,030 | 28,754 | 29,726 |
| Employee costs - Capital | - | - | - | - |
| Total staff expenditure | 27,786 | 28,030 | 28,754 | 29,726 |
| | | | | |
| | FTE | FTE | FTE | FTE |
| Staff numbers | | | | |
| Employees | 300.0 | 290.1 | 289.1 | 289.1 |
| Capitalised Labour | - | - | - | - |
| Total staff numbers | 300.0 | 290.1 | 289.1 | 289.1 |

Other Information For the four years ended 30 June 2023

2. Summary of planned human resources expenditure

| | 2020 \$'000 | 2021 \$'000 | 2022 \$'000 | 2023 \$'000 |
|--|----------------|----------------|----------------|----------------|
| Built and Natural Environment | | | | |
| Permanent - Full time | 9,410 | 9,664 | 9,954 | 10,253 |
| Permanent - Part time | - | - | - | - |
| Total Built and Natural Environment | 9,410 | 9,664 | 9,954 | 10,253 |
| Chief Executive Officer | | | | |
| Permanent - Full time | 773 | 794 | 818 | 842 |
| Permanent - Part time | - | - | - | - |
| Total Chief Executive Officer | 773 | 794 | 818 | 842 |
| Community and Culture | | | | |
| Permanent - Full time | 3,716 | 3,817 | 3,931 | 4,049 |
| Permanent - Part time | 1,229 | 1,263 | 1,300 | 1,340 |
| Total Community and Culture | 4,946 | 5,080 | 5,231 | 5,389 |
| Corporate Services | | | | |
| Permanent - Full time | 3,518 | 3,613 | 3,721 | 3,833 |
| Permanent - Part time | 332 | 341 | 351 | 362 |
| Total Governance | 3,850 | 3,954 | 4,072 | 4,195 |
| Development | | | | |
| Permanent - Full time | 4,716 | 4,844 | 4,989 | 5,138 |
| Permanent - Part time | 820 | 842 | 867 | 893 |
| Total Development | 5,536 | 5,686 | 5,856 | 6,031 |
| Total Casuals and other | 3,271 | 2,852 | 2,823 | 3,016 |
| Total staff expenditure | 27,786 | 28,030 | 28,754 | 29,726 |
| | FTE | FTE | FTE | FTE |
| Built and Natural Environment | | | | |
| Permanent - Full time | 112.0 | 112.0 | 112.0 | 112.0 |
| Permanent - Part time | - | - | - | - |
| Total Built and Natural Environment | 112.0 | 112.0 | 112.0 | 112.0 |
| Chief Executive Officer | | | | |
| Permanent - Full time | 6.0 | 6.0 | 6.0 | 6.0 |
| Permanent - Part time | - | - | - | - |
| Total Chief Executive Officer | 6.0 | 6.0 | 6.0 | 6.0 |
| Community and Culture | | | | |
| Permanent - Full time | 39.4 | 39.4 | 39.4 | 39.4 |
| Permanent - Part time | 16.4 | 16.4 | 16.4 | 16.4 |
| Total Community and Culture | 55.8 | 55.8 | 55.8 | 55.8 |
| Corporate Services | | | | |
| Permanent - Full time | 34.0 | 34.0 | 34.0 | 34.0 |
| Permanent - Part time | 4.40 | 4.4 | 4.4 | 4.4 |
| Total Corporate Services | 38.4 | 38.4 | 38.4 | 38.4 |
| Development | | | | |
| Permanent - Full time | 44.0 | 44.0 | 44.0 | 44.0 |
| Permanent - Part time | 11.4 | 11.4 | 11.4 | 11.4 |
| Total Development | 55.4 | 55.4 | 55.4 | 55.4 |
| Total Casuals and other | 32.4 | 22.5 | 21.5 | 21.5 |
| Total staff numbers | 300.0 | 290.1 | 289.1 | 289.1 |