



Proposed Strategic Resource Plan 2016-17 to 2019-20

(a) Plan development

The Local Government Act 1989 requires that a Strategic Resource Plan be prepared and adopted describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has developed this Strategic Resource Plan 2016-17 to 2019-20. This Plan details the financial and non-financial resources required for the next four years to resource the directions that have been established in the Knox Vision and the City Plan 2013-17 (incorporating the Council Plan). The four-year forecast provides a high-level, medium term view of how Council intends to use and govern its resources to achieve the strategic direction.

For further context, it is recommended that the Strategic Resource Plan 2016-17 to 2019-20 is read in conjunction with the Knox City Council City Plan 2013-17 (incorporating the Council Plan) and the proposed 2016-17 Annual Budget.

(b) Financial Resources

The financial outcomes and forecast long-term financial statements provided in this Strategic Resource Plan are reviewed on an annual basis. The Financial Plan presented in this section is the position of Council as part of the proposed 2016-17 Annual Budget.



Comprehensive Income Statement

For the four years ending 30 June 2020

KNOX CITY COUNCIL	Forecast	Budget	Strategic Resource Plan Projections		
BUDGETED COMPREHENSIVE INCOME STATEMENT	2015-16	2016-17	2017-18	2018-19	2019-20
FOR THE YEAR ENDED 30 JUNE	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME					
Rates and charges	101,872	104,834	108,257	112,007	115,266
Statutory fees and fines	2,521	2,584	2,661	2,741	2,823
User fees	14,754	15,314	15,393	15,864	16,338
Grants - operating	20,160	22,417	23,161	23,330	23,697
Grants - capital	2,873	3,909	3,145	1,555	1,565
Contributions - monetary	4,967	4,633	4,509	4,400	4,297
Contributions - non monetary	2,000	2,000	2,000	2,000	2,000
Other income	2,123	2,108	2,097	2,095	2,014
TOTAL INCOME	151,270	157,799	161,223	163,992	168,000
EXPENSES					
Employee costs	67,686	66,797	68,539	70,592	73,008
Materials and services	53,666	52,725	53,291	53,823	55,070
Contributions and donations	5,236	5,323	5,478	5,638	5,803
Depreciation and amortisation	18,758	19,780	20,610	21,409	22,012
Borrowing costs	987	1,021	1,506	1,873	2,468
Bad and doubtful debts	(92)	64	89	91	93
Net loss (gain) on disposal of property, infrastructure, plant and equipment	(7,004)	1,564	1,553	1,433	(15,726)
Other expenses	537	559	576	593	611
TOTAL EXPENSE	139,774	147,833	151,642	155,452	143,339
SURPLUS (DEFICIT)	11,496	9,966	9,581	8,540	24,661
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	11,496	9,966	9,581	8,540	24,661
LESS					
Grants - capital - non recurrent	2,367	2,885	2,109	509	509
Contributions and donations - capital	183	138	0	0	0
Contributions - non monetary	2,000	2,000	2,000	2,000	2,000
UNDERLYING SURPLUS (DEFICIT) FOR THE YEAR	6,946	4,943	5,472	6,031	22,152



Balance Sheet

For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CURRENT ASSETS					
Cash and cash equivalents	53,764	51,277	44,411	45,166	47,009
Trade and other receivables	9,040	9,211	9,537	5,935	6,572
Other assets	1,285	1,317	1,350	1,384	1,419
Inventories	7	7	7	7	7
TOTAL CURRENT ASSETS	64,096	61,812	55,305	52,492	55,007
NON CURRENT ASSETS					
Investments in associates	3,522	3,522	3,522	3,522	3,522
Property, infrastructure, plant and equipment	1,543,581	1,570,615	1,601,946	1,622,147	1,618,141
Intangible assets	726	726	726	726	726
TOTAL NON CURRENT ASSETS	1,547,829	1,574,863	1,606,194	1,626,395	1,622,389
TOTAL ASSETS	1,611,925	1,636,675	1,661,499	1,678,887	1,677,396
CURRENT LIABILITIES					
Trade and other payables	9,948	10,430	10,771	10,947	11,316
Trust funds and deposits	3,198	3,278	3,360	3,444	3,530
Provisions	16,958	17,484	18,027	18,605	19,184
Interest-bearing loans and borrowings	4,446	3,548	2,846	2,836	2,838
TOTAL CURRENT LIABILITIES	34,550	34,740	35,004	35,832	36,868
NON CURRENT LIABILITIES					
Provisions	6,496	6,528	6,561	6,596	6,631
Interest-bearing loans and borrowings	13,728	28,290	43,236	51,221	23,998
TOTAL NON CURRENT LIABILITIES	20,224	34,818	49,797	57,817	30,629
TOTAL LIABILITIES	54,774	69,558	84,801	93,649	67,497
NET ASSETS	1,557,151	1,567,117	1,576,698	1,585,238	1,609,899
EQUITY					
Accumulated surplus	606,045	619,104	630,856	641,971	664,779
Reserves	951,106	948,013	945,842	943,267	945,120
TOTAL EQUITY	1,557,151	1,567,117	1,576,698	1,585,238	1,609,899



Statement of Changes in Equity

For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,557,151	606,045	919,580	31,526
Surplus/(deficit) for the year	9,966	9,966	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,740)	0	4,740
Transfer from other reserves	0	7,833	0	(7,833)
BALANCE AT END OF YEAR	1,567,117	619,104	919,580	28,433
2017				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,567,117	619,104	919,580	28,433
Surplus/(deficit) for the year	9,581	9,581	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,349)	0	4,349
Transfer from other reserves	0	6,520	0	(6,520)
BALANCE AT END OF YEAR	1,576,698	630,856	919,580	26,262
2018				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,576,698	630,856	919,580	26,262
Surplus/(deficit) for the year	8,540	8,540	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(3,965)	0	3,965
Transfer from other reserves	0	6,540	0	(6,540)
BALANCE AT END OF YEAR	1,585,238	641,971	919,580	23,687
2019				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,585,238	641,971	919,580	23,687
Surplus/(deficit) for the year	24,661	24,661	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(3,853)	0	3,853
Transfer from other reserves	0	2,000	0	(2,000)
BALANCE AT END OF YEAR	1,609,899	664,779	919,580	25,540



Statement of Cash Flows For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Rates and charges	102,228	104,749	108,019	115,702	114,723
Statutory fees and fines	2,521	2,584	2,661	2,741	2,823
User fees	14,612	15,228	15,305	15,771	16,244
Grants - operating	20,160	22,417	23,161	23,330	23,697
Grants - capital	2,873	3,909	3,145	1,555	1,565
Contributions - monetary	4,967	4,633	4,509	4,400	4,297
Interest	1,687	1,704	1,768	1,691	1,685
Other receipts	436	404	329	404	329
Net movement in trust deposits	47	80	82	84	86
Employee costs	(67,021)	(66,239)	(67,963)	(69,979)	(72,394)
Materials and services	(52,700)	(52,416)	(53,152)	(53,681)	(54,924)
Contributions and Donations	(5,236)	(5,323)	(5,478)	(5,638)	(5,803)
Other payments	(537)	(559)	(576)	(593)	(611)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	24,037	31,171	31,810	35,787	31,717
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from sale of property, infrastructure, plant and equipment	20,070	4,036	1,047	1,167	28,227
Payments for property, infrastructure, plant and equipment	(42,070)	(50,414)	(52,541)	(42,210)	(28,507)
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	30,800	0	0	0	0
NET CASH USED IN INVESTING ACTIVITIES	8,800	(46,378)	(51,494)	(41,043)	(280)
CASH FLOWS FROM FINANCING ACTIVITIES					
Finance costs	(1,064)	(944)	(1,426)	(1,964)	(2,373)
Proceeds from borrowings	5,285	16,702	17,792	10,821	0
Repayment of borrowings	(2,478)	(3,038)	(3,548)	(2,846)	(27,221)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	1,743	12,720	12,818	6,011	(29,594)
NET INCREASE (DECREASE) IN CASH HELD	34,580	(2,487)	(6,866)	755	1,843
Cash and cash equivalents at the beginning of the financial year	19,184	53,764	51,277	44,411	45,166
CASH AND CASH EQUIVALENTS AT END OF YEAR	53,764	51,277	44,411	45,166	47,009



Statement of Capital Works For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CAPITAL WORKS PROGRAM BY ASSET CLASS					
PROPERTY					
Land	3,600	7,985	0	0	0
Land improvements	770	0	0	0	0
Buildings	6,351	17,177	27,721	20,950	6,886
TOTAL PROPERTY	10,721	25,162	27,721	20,950	6,886
PLANT AND EQUIPMENT					
Plant, machinery and equipment	2,548	3,217	2,446	2,115	2,463
Fixtures, fittings and furniture	5	5	5	5	5
Computers and telecommunications	2,221	3,072	2,865	2,240	1,250
Artworks	80	60	20	25	25
TOTAL PLANT AND EQUIPMENT	4,854	6,354	5,336	4,385	3,743
INFRASTRUCTURE					
Roads	8,715	9,370	10,212	8,505	9,110
Bridges	280	350	500	220	500
Footpaths and cycleways	4,140	3,114	3,127	3,595	4,073
Drainage	4,387	3,195	3,330	3,270	3,195
Recreational, leisure and community facilities	10,137	6,325	8,085	6,626	6,579
Off street car parks	692	550	700	530	750
Other infrastructure	5,584	2,636	777	770	564
TOTAL INFRASTRUCTURE	33,935	25,540	26,731	23,516	24,771
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,056	59,788	48,851	35,400
REPRESENTED BY					
Asset renewal	26,874	25,857	27,098	26,139	28,264
Asset upgrade	16,536	14,611	11,317	11,147	5,986
Asset new	5,538	12,801	21,019	11,211	796
Asset expansion	562	3,787	354	354	354
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,056	59,788	48,851	35,400



Statement of Capital Works (continued)
For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CAPITAL WORKS FUNDING SOURCE					
EXTERNAL					
Loan Proceeds	5,285	16,702	17,792	10,821	0
Grants - Capital	2,873	3,909	3,145	1,555	1,565
Contributions - Capital	183	138	0	0	0
TOTAL EXTERNAL FUNDING	8,341	20,749	20,937	12,376	1,565
INTERNAL					
Proceeds from Sale of Fixed Assets	1,069	4,036	1,047	1,167	28,227
Movement in Reserve funds	11,094	7,782	2,000	2,000	2,000
Movement in Reserve funds - VGC Early Payment	518	0	0	0	0
Carried Forward Works (Net of Grants, Contributions and Reserves)	6,432	0	0	0	0
Rate Funding	22,056	24,489	35,804	33,308	3,608
TOTAL INTERNAL FUNDING	41,169	36,307	38,851	36,475	33,835
TOTAL CAPITAL WORKS FUNDING SOURCES INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,056	59,788	48,851	35,400



(c) Financial Performance Indicators

Indicator	Measure	Expected Bands	Notes	Forecast	Budget	Strategic Resource Plan			Trend
				2015-16	2016-17	2017-18	2018-19	2019-20	+ / o / -
Operating Position (measures whether a council is able to generate an underlying surplus)									
Adjusted Underlying Result	Adjusted Underlying Surplus (Deficit) / Adjusted Underlying Revenue	> 0%	1	4.73%	3.24%	3.48%	3.73%	13.39%	+
Liquidity (measures whether a council is able to generate sufficient cash to pay bills on time)									
Working Capital	Current Assets / Current Liabilities	120.00% - 200.00%	2	185.52%	177.93%	158.00%	146.49%	149.20%	o
Unrestricted Cash	Unrestricted Cash / Current Liabilities	50.00% - 100.00%		138.16%	129.10%	99.92%	94.45%	91.93%	-
Obligations (measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities)									
Loans and Borrowings	Interest Bearing Loans and Borrowings / Rate Revenue	< 60.00%	3	17.84%	30.37%	42.57%	48.26%	23.28%	o
Loans and borrowings	Interest and Principal Repayments / Rate Revenue	0% - 5.00%		3.48%	3.80%	4.59%	4.29%	25.67%	-
Indebtedness	Non Current Liabilities / Own Source Revenue	< 40.00%		16.04%	26.92%	37.46%	42.17%	21.76%	o
Asset Renewal	Asset Renewal Expenditure / Depreciation	90.00% - 110.00%	4	108.95% *	104.87%	105.26%	98.95%	104.36%	o
Stability (measures whether a council is able to generate revenue from a range of sources)									
Rates Concentration	Rate Revenue / Adjusted Underlying Revenue	50.00% - 80.00%	5	69.43%	68.62%	68.90%	69.36%	69.65%	o
* Rates Effort	Rate Revenue / Property Values (CIV)	0.20% - 0.60%		0.29%	0.30%	0.29%	0.31%	0.30%	o
Efficiency (measures whether a council is using resources efficiently)									
Expenditure Level	Total Expenditure / No. of Assessments	N/A		\$2,180	\$2,281	\$2,350	\$2,394	\$2,194	o
* Revenue Level	Residential Rate Revenue / No. of Residential Assessments	N/A		\$1,316	\$1,383	\$1,443	\$1,505	\$1,569	+
* Workforce Turnover	No. of Resignations & Terminations / Average No. of Staff	5.00% - 10.00%		10.00%	10.00%	10.00%	10.00%	10.00%	o

Key to Forecast

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

* 2015-16 forecast includes capital works carried forward from 2014-15



Notes on the financial performance indicators table:

(1) Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvements in financial performance are forecast over the four year period.

(2) Working capital – An indicator of whether Council is able to pay current liabilities within the following 12 months. Working capital is forecast to strengthen significantly over the four year outlook.

(3) Debt compared to rates – Trend indicates a significantly reducing reliance on debt against annual rate revenue through redemption of long term debt.

(4) Asset renewal – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council's asset renewal indicator is greater than 100% (and strengthening) through the four year outlook.

(5) Rates concentration – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources as the level of Government grant funding increases are forecast to continue to be below the increased cost of service delivery.

Overall, over the four year period Knox City Council is in a financially sustainable position. Active management is required to continue to sustain an underlying surplus result. Asset renewal, and the asset renewal backlog, will continue to be a challenge.



(d) Non-Financial Resources

Human Resources

Statement of Human Resources For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT
STAFF EXPENDITURE					
Employee costs - operating	67,686	66,797	68,539	70,592	73,008
Employee costs - capital	1,121	1,047	1,081	1,117	1,153
TOTAL STAFF EXPENDITURE	68,807	67,844	69,620	71,709	74,161
STAFF NUMBERS					
Equivalent full time (EFT) employees	705.68	705.74	703.99	705.25	706.71
TOTAL STAFF NUMBERS	705.68	705.74	703.99	705.25	706.71

Infrastructure

Council manages \$1.571 billion in land, property and infrastructure assets on behalf of the community. These assets directly support the services that Council delivers to the community and may include roads, drainage, shared paths, active and passive open space reserves and community facilities such as pre-schools and maternal and child health centres.

The management of Council's infrastructure assets requires Council to look long-term at both the current condition and the expected life of assets into the future. With the rapid growth experienced by Knox in the 1960's and 1970's, many of the infrastructure assets that were initially funded by developers or by government grants will fall due for replacement at similar times. Council needs to plan now for its future asset renewal needs.

Council funding of asset renewal has grown substantially from \$5.044 million in 2002-03 to \$25.857 million in 2016-17.

Council's renewal requirement changes constantly, based on an assessment of current asset condition and performance, the quantum of new and contributed assets borne by Council and ongoing review of the cost of asset renewal. Based on modelling/asset deterioration forecasts over a ten year horizon, Council's proposed asset program achieves a sustainable level to meet asset renewal requirements. In achieving this sustainable funding level, Council is making provision to address the current backlog of asset renewal works. The asset renewal backlog has been estimated at this point in time to be approximately \$30 million, noting that this figure is constantly revised as condition audits are completed and Council's asset dataset improves in accuracy and completeness over time.



Other Information

1. Summary of Planned Capital Works Expenditure For the four years ending 30 June 2020

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
2016-17	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	7,985	7,985	0	0	0	0	0	0	7,985
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	25,162	11,614	4,000	3,787	5,762	609	117	9,834	14,602
Total Property	25,162	11,614	4,000	3,787	5,762	609	117	9,834	14,602
Plant and Equipment									
Plant, machinery and equipment	3,217	800	2,417	0	0	0	0	3,217	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	3,077	0	2,477	0	600	0	0	3,077	0
Artworks	60	40	20	0	0	0	0	60	0
Total Plant and Equipment	6,354	840	4,914	0	600	0	0	6,354	0
Infrastructure									
Roads (including Kerb and Channel)	9,370	0	8,050	0	1,320	2,703	0	6,667	0
Bridges	350	0	350	0	0	0	0	350	0
Footpaths and cycleways	3,114	344	2,400	0	370	0	0	3,114	0
Drainage	3,195	0	2,100	0	1,095	333	0	2,863	0
Recreational, leisure and community facilities	6,325	0	3,270	0	3,055	265	21	6,039	0
Off street car parks	550	0	550	0	0	0	0	550	0
Other infrastructure	2,636	4	223	0	2,409	0	0	536	2,100
Total Infrastructure	25,540	348	16,943	0	8,249	3,300	21	20,119	2,100
Total Capital Works Expenditure	57,056	12,801	25,857	3,787	14,611	3,909	138	36,307	16,702

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
2017-18	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	27,721	18,632	4,000	354	4,735	1,600	0	10,329	15,792
Total Property	27,721	18,632	4,000	354	4,735	1,600	0	10,329	15,792
Plant and Equipment									
Plant, machinery and equipment	2,446	0	2,446	0	0	0	0	2,446	0
Office furniture and equipment	0	0	0	0	0	0	0	0	0
Information technology and telecommunications	2,870	0	2,870	0	0	0	0	2,870	0
Artworks	20	0	20	0	0	0	0	20	0
Total Plant and Equipment	5,336	0	5,336	0	0	0	0	5,336	0
Infrastructure									
Roads (including Kerb and Channel)	10,212	2,000	8,000	0	212	1,545	0	6,667	2,000
Bridges	500	0	500	0	0	0	0	500	0
Footpaths and cycleways	3,127	387	2,740	0	0	0	0	3,127	0
Drainage	3,330	0	2,240	0	1,090	0	0	3,330	0
Recreational, leisure and community facilities	8,085	0	3,355	0	4,730	0	0	8,085	0
Off street car parks	700	0	700	0	0	0	0	700	0
Other infrastructure	777	0	227	0	550	0	0	777	0
Total Infrastructure	26,731	2,387	17,762	0	6,582	1,545	0	23,186	2,000
Total Capital Works Expenditure	59,788	21,019	27,098	354	11,317	3,145	0	38,851	17,792



Summary of Planned Capital Works Expenditure For the four years ending 30 June 2020 (cont.)

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
2018-19	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	20,950	10,821	3,803	354	5,972	0	0	10,129	10,821
Total Property	20,950	10,821	3,803	354	5,972	0	0	10,129	10,821
Plant and Equipment									
Plant, machinery and equipment	2,115	0	2,115	0	0	0	0	2,115	0
Office furniture and equipment	0	0	0	0	0	0	0	0	0
Information technology and telecommunications	2,245	0	2,245	0	0	0	0	2,245	0
Artworks	25	0	25	0	0	0	0	25	0
Total Plant and Equipment	4,385	0	4,385	0	0	0	0	4,385	0
Infrastructure									
Roads (including Kerb and Channel)	8,505	0	8,300	0	205	1,555	0	6,950	0
Bridges	220	0	220	0	0	0	0	220	0
Footpaths and cycleways	3,595	340	3,025	0	230	0	0	3,595	0
Drainage	3,270	50	2,400	0	820	0	0	3,270	0
Recreational, leisure and community facilities	6,626	0	3,246	0	3,380	0	0	6,626	0
Off street car parks	530	0	530	0	0	0	0	530	0
Other infrastructure	770	0	230	0	540	0	0	770	0
Total Infrastructure	23,516	390	17,951	0	5,175	1,555	0	21,961	0
Total Capital Works Expenditure	48,851	11,211	26,139	354	11,147	1,555	0	36,475	10,821

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
2019-20	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	6,886	0	5,088	354	1,444	0	0	6,886	0
Total Property	6,886	0	5,088	354	1,444	0	0	6,886	0
Plant and Equipment									
Plant, machinery and equipment	2,463	0	2,463	0	0	0	0	2,463	0
Office furniture and equipment	0	0	0	0	0	0	0	0	0
Information technology and telecommunications	1,255	0	1,255	0	0	0	0	1,255	0
Artworks	25	0	25	0	0	0	0	25	0
Total Plant and Equipment	3,743	0	3,743	0	0	0	0	3,743	0
Infrastructure									
Roads (including Kerb and Channel)	9,110	0	8,600	0	510	1,565	0	7,545	0
Bridges	500	0	500	0	0	0	0	500	0
Footpaths and cycleways	4,073	251	3,500	0	322	0	0	4,073	0
Drainage	3,195	545	2,400	0	250	0	0	3,195	0
Recreational, leisure and community facilities	6,579	0	3,449	0	3,130	0	0	6,579	0
Off street car parks	750	0	750	0	0	0	0	750	0
Other infrastructure	564	0	234	0	330	0	0	564	0
Total Infrastructure	24,771	796	19,433	0	4,542	1,565	0	23,206	0
Total Capital Works Expenditure	35,400	796	28,264	354	5,986	1,565	0	33,835	0

* Council cash represents council rates, reserves and proceeds from sale of fixed assets.



2. Summary of Planned Human Resources Expenditure For the four years ending 30 June 2020

KNOX CITY COUNCIL SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE FOR THE YEAR ENDED 30 JUNE	Strategic Resource Plan Projections			
	Budget	2017-18	2018-19	2019-20
	2016-17 \$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT
STAFF EXPENDITURE				
CEO and Council				
Permanent Full Time	563	581	600	619
Permanent Part Time	0	0	0	0
City Development				
Permanent Full Time	8,539	8,619	8,904	9,189
Permanent Part Time	2,727	2,739	2,830	2,920
Community Services				
Permanent Full Time	12,641	13,223	13,716	14,255
Permanent Part Time	17,349	17,904	18,417	19,006
Corporate Development *				
Permanent Full Time	8,985	9,061	9,373	9,729
Permanent Part Time	2,659	2,851	2,945	3,039
Engineering and Infrastructure *				
Permanent Full Time	12,985	13,086	13,316	13,742
Permanent Part Time	1,396	1,441	1,488	1,536
TOTAL STAFF EXPENDITURE *	67,844	69,504	71,588	74,036
STAFF NUMBERS				
CEO and Council				
Permanent Full Time	3.00	3.00	3.00	3.00
Permanent Part Time	0.00	0.00	0.00	0.00
City Development				
Permanent Full Time	79.20	77.20	77.20	76.60
Permanent Part Time	33.44	32.94	32.94	32.94
Community Services				
Permanent Full Time	139.45	141.20	142.20	143.26
Permanent Part Time	190.24	189.74	188.94	188.94
Corporate Development				
Permanent Full Time	83.14	82.14	83.20	84.20
Permanent Part Time	29.15	29.65	29.65	29.65
Engineering and Infrastructure				
Permanent Full Time	136.03	136.03	136.03	136.03
Permanent Part Time	12.09	12.09	12.09	12.09
TOTAL STAFF NUMBERS	705.74	703.99	705.25	706.71

* Total Staff Expenditure includes Employee Costs – Capital (employee costs that are allocated to the delivery of Capital Works projects).