



Bayside City Council Strategic Resource Plan 2017 – 2021

Comprehensive Income Statement
For the four years ending 30 June 2021

	2018	2019	2020	2021
	\$'000	\$'000	\$'000	\$'000
Income				
Rates and charges	88,707	91,567	94,726	97,950
Statutory fees and fines	6,256	6,381	6,509	6,639
User fees	7,829	8,025	8,226	8,432
Grants - Operating	10,352	10,559	10,823	11,094
Grants - Capital	2,595	1,200	453	253
Contributions - monetary - Operating	109	25	25	25
Contributions - monetary - Capital	4,880	1,150	5,520	1,040
Contributions - non-monetary	0	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	0	0	0	0
Rental income	4,099	4,201	4,306	4,414
Interest income	1,975	1,947	1,916	1,909
Other income	1,616	999	1,025	1,051
Total income	128,418	126,054	133,529	132,807
Expenses				
Employee costs	43,050	44,190	45,651	47,160
Materials and services	44,397	45,017	45,956	47,430
Bad and doubtful debts	170	174	178	182
Depreciation and amortisation	17,178	19,530	20,841	22,196
Borrowing costs	112	0	0	0
Other expenses	432	441	452	463
Total expenses	105,339	109,352	113,078	117,431
Surplus/(deficit) for the year	23,079	16,702	20,451	15,376
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment/(decrement)	0	0	0	0
Share of other comprehensive income of associates and joint operations	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods	0	0	0	0
Total comprehensive result	23,079	16,702	20,451	15,376

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

Balance Sheet
For the four years ending 30 June 2021

	2018	2019	2020	2021
	\$'000	\$'000	\$'000	\$'000
Assets				
Current assets				
Cash and cash equivalents	2,453	1,970	2,388	3,820
Trade and other receivables	6,732	6,852	7,022	7,211
Other financial assets	60,000	59,000	58,000	60,000
Inventories	78	79	80	81
Non-current assets classified as held for sale	0	0	0	0
Other assets	1,503	1,441	1,460	1,499
Total current assets	70,766	69,342	68,950	72,611
Non-current assets				
Trade and other receivables	208	215	222	229
Other financial assets	230	230	230	230
Property, infrastructure, plant and equipment	2,936,171	2,955,449	2,977,729	2,990,445
Investment property	0	0	0	0
Intangible assets	5,373	5,221	4,869	5,056
Total non-current assets	2,941,982	2,961,115	2,983,050	2,995,960
Total assets	3,012,748	3,030,457	3,052,000	3,068,571
Liabilities				
Current liabilities				
Trade and other payables	9,112	9,264	9,478	9,776
Trust funds and deposits	4,563	4,687	4,813	4,941
Provisions	8,776	9,285	9,808	10,341
Interest-bearing loans and borrowings	0	0	0	0
Total current liabilities	22,451	23,236	24,099	25,058
Non-current liabilities				
Provisions	1,406	1,628	1,857	2,093
Interest-bearing loans and borrowings	0	0	0	0
Total non-current liabilities	1,406	1,628	1,857	2,093
Total liabilities	23,857	24,864	25,956	27,151
Net assets	2,988,891	3,005,593	3,026,044	3,041,420
Equity				
Accumulated surplus	881,740	900,965	923,529	940,318
Reserves	2,107,151	2,104,628	2,102,515	2,101,102
Total Equity	2,988,891	3,005,593	3,026,044	3,041,420

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

Statement of Changes in Equity For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018				
Balance at beginning of the financial year	2,965,812	852,763	2,078,078	34,971
Surplus/(deficit) for the year	23,079	23,079	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(3,446)	0	3,446
Transfers from other reserves	0	9,344	0	(9,344)
Balance at end of the financial year	2,988,891	881,740	2,078,078	29,073
2019				
Balance at beginning of the financial year	2,988,891	881,740	2,078,078	29,073
Surplus/(deficit) for the year	16,702	16,702	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(1,845)	0	1,845
Transfers from other reserves	0	4,368	0	(4,368)
Balance at end of the financial year	3,005,593	900,965	2,078,078	26,550
2020				
Balance at beginning of the financial year	3,005,593	900,965	2,078,078	26,550
Surplus/(deficit) for the year	20,451	20,451	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(1,826)	0	1,826
Transfers from other reserves	0	3,939	0	(3,939)
Balance at end of the financial year	3,026,044	923,529	2,078,078	24,437
2021				
Balance at beginning of the financial year	3,026,044	923,529	2,078,078	24,437
Surplus/(deficit) for the year	15,376	15,376	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfers to other reserves	0	(1,812)	0	1,812
Transfers from other reserves	0	3,225	0	(3,225)
Balance at end of the financial year	3,041,420	940,318	2,078,078	23,024

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

Statement of Cash Flows
For the four years ending 30 June 2021

	2018 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash flows from operating activities				
Rates and charges	88,613	91,481	94,631	97,853
Statutory fees and fines	6,274	6,424	6,556	6,687
User fees	8,320	8,381	8,555	8,760
Grants - operating	10,454	10,663	10,928	11,202
Grants - capital	2,842	1,324	503	279
Contributions - monetary	5,039	1,187	5,600	1,076
Rental Receipts	4,512	4,625	4,742	4,860
Interest received	2,041	1,952	1,917	1,910
Trust funds and deposits taken	1,470	1,544	1,621	1,702
Other receipts	1,698	1,162	1,123	1,144
Net GST refund	6,751	6,382	6,834	6,304
Employee costs	(42,364)	(43,551)	(44,984)	(46,481)
Materials and services	(52,313)	(52,500)	(53,851)	(54,686)
Trust funds and deposits repaid	(1,348)	(1,420)	(1,495)	(1,574)
Other payments	(471)	(481)	(493)	(505)
Net cash provided by/(used in) operating activities	41,518	37,173	42,187	38,531
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(45,677)	(38,656)	(42,769)	(35,099)
Proceeds from sale of property, infrastructure, plant and equipment	0	0	0	0
Payments for investments	0	0	0	(2,000)
Proceeds from sale of investments	5,000	1,000	1,000	0
Loans and advances made	0	0	0	0
Payments of loans and advances	0	0	0	0
Net cash provided by/(used in) investing activities	(40,677)	(37,656)	(41,769)	(37,099)
Cash flows from financing activities				
Finance costs	(162)	0	0	0
Proceeds from borrowings	0	0	0	0
Repayment of borrowings	(2,131)	0	0	0
Net cash provided by/(used in) financing activities	(2,293)	0	0	0
Net increase (decrease) in cash and cash equivalents	(1,452)	(483)	418	1,432
Cash and cash equivalents at the beginning of the financial year	3,905	2,453	1,970	2,388
Cash and cash equivalents at the end of the financial year	2,453	1,970	2,388	3,820

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

Statement of Capital Works
For the four years ending 30 June 2021

	2018	2019	2020	2021
	\$'000	\$'000	\$'000	\$'000
Property				
Land	0	0	0	0
Land improvements	0	0	0	0
Total land	0	0	0	0
Buildings	16,741	14,591	17,478	10,498
Heritage Buildings	0	605	0	0
Building improvements	2,978	2,401	1,961	1,979
Total buildings	19,719	17,597	19,439	12,477
Total property	19,719	17,597	19,439	12,477
Plant and equipment				
Fixtures, fittings and furniture	92	78	77	78
Arts and Culture	130	130	130	130
Computers and telecommunications	1,483	1,315	1,000	1,000
Library books	430	440	450	460
Total plant and equipment	2,135	1,963	1,657	1,668
Infrastructure				
Roads	4,209	3,295	3,610	3,696
Footpaths and cycle ways	2,166	2,081	2,163	2,254
Drainage	3,836	1,015	3,039	4,742
Parks, open space and streetscapes	10,597	7,580	10,177	8,196
Foreshore and Conservation	764	1,791	1,345	693
Off street car parks	1,126	2,657	645	660
Other infrastructure	1,125	677	694	713
Total infrastructure	23,823	19,096	21,673	20,954
Total capital works expenditure	45,677	38,656	42,769	35,099
Represented by:				
New asset expenditure	5,690	2,792	3,853	2,836
Asset renewal expenditure	24,087	20,999	20,317	17,541
Asset expansion expenditure	12,910	9,976	9,812	8,826
Asset upgrade expenditure	2,990	4,889	8,788	5,897
Total capital works expenditure	45,677	38,656	42,769	35,099

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

Statement of Human Resources
For the four years ending 30 June 2021

	2018	2019	2020	2021
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs - Operating	43,050	44,190	45,651	47,160
Employee costs - Capital	1,324	1,357	1,391	1,426
Total staff expenditure	44,374	45,547	47,042	48,586
Staff numbers				
Employees	420.2	419.1	418.1	415.1
Total Staff numbers	420.2	419.1	418.1	415.1

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

Other Information For the four years ending 30 June 2021

1. Summary of planned capital works expenditure

2018	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	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	16,741	1,112	7,997	5,150	2,482	16,741	1,422	2,121	13,198	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	2,978	421	1,521	1,036	0	2,978	315	0	2,663	0
Total buildings	19,719	1,533	9,518	6,186	2,482	19,719	1,737	2,121	15,861	0
Total property	19,719	1,533	9,518	6,186	2,482	19,719	1,737	2,121	15,861	0
Plant and equipment										
Fixtures, fittings and furniture	92	0	92	0	0	92	0	0	92	0
Arts and Culture	130	0	0	0	130	130	0	0	130	0
Computers and telecommunications	1,483	192	182	1,108	0	1,483	0	0	1,483	0
Library books	430	0	430	0	0	430	0	0	430	0
Total plant and equipment	2,135	192	704	1,108	130	2,135	0	0	2,135	0
Infrastructure										
Roads	4,209	0	3,607	602	0	4,209	505	0	3,704	0
Footpaths and cycle ways	2,166	255	1,780	108	23	2,166	0	0	2,166	0
Drainage	3,836	1,414	1,370	902	150	3,836	0	300	3,536	0
Parks, open space and streetscapes	10,597	1,634	5,305	3,462	195	10,597	353	459	9,785	0
Foreshore and Conservation	764	145	549	61	9	764	0	0	764	0
Off street car parks	1,126	0	946	180	0	1,126	0	0	1,126	0
Other infrastructure	1,125	516	308	301	0	1,125	0	0	1,125	0
Total infrastructure	23,823	3,965	13,865	5,616	377	23,823	858	759	22,206	0
Total capital works expenditure	45,677	5,690	24,087	12,910	2,990	45,677	2,595	2,880	40,202	0

Other Information For the four years ending 30 June 2021

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
2019										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	14,591	236	6,313	4,014	4,028	14,591	100	0	14,491	0
Heritage Buildings	605	0	121	484	0	605	0	0	605	0
Building improvements	2,401	467	1,552	382	0	2,401	0	150	2,251	0
Total buildings	17,597	703	7,987	4,880	4,028	17,597	100	150	17,347	0
Total property	17,597	703	7,987	4,880	4,028	17,597	100	150	17,347	0
Plant and equipment										
Fixtures, fittings and furniture	78	0	78	0	0	78	0	0	78	0
Arts and Culture	130	0	0	0	130	130	0	0	130	0
Computers and telecommunications	1,315	39	999	276	0	1,315	0	0	1,315	0
Library books	440	0	440	0	0	440	0	0	440	0
Total plant and equipment	1,963	39	1,517	276	130	1,963	0	0	1,963	0
Infrastructure										
Roads	3,295	0	3,071	224	0	3,295	250	0	3,045	0
Footpaths and cycle ways	2,081	210	1,815	56	0	2,081	0	0	2,081	0
Drainage	1,014	68	575	372	0	1,014	0	0	1,014	0
Parks, open space and streetscapes	7,580	1,186	3,302	2,362	731	7,580	200	650	6,730	0
Foreshore and Conservation	1,791	417	1,217	157	0	1,791	0	0	1,791	0
Off street car parks	2,657	0	1,223	1,434	0	2,657	0	0	2,657	0
Other infrastructure	677	169	294	214	0	677	0	0	677	0
Total infrastructure	19,095	2,050	11,495	4,820	731	19,095	450	650	17,995	0
Total capital works expenditure	38,656	2,792	20,999	9,976	4,889	38,656	550	800	37,305	0

Other Information For the four years ending 30 June 2021

1. Summary of planned capital works expenditure

2020	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	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	17,478	1,572	4,917	5,583	5,407	17,478	100	4,500	12,878	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	1,961	259	1,549	153	0	1,961	0	0	1,961	0
Total buildings	19,439	1,830	6,466	5,736	5,407	19,439	100	4,500	14,839	0
Total property	19,439	1,830	6,466	5,736	5,407	19,439	100	4,500	14,839	0
Plant and equipment										
Fixtures, fittings and furniture	77	0	77	0	0	77	0	0	77	0
Arts and Culture	130	0	0	0	130	130	0	0	130	0
Computers and telecommunications	1,000	0	1,000	0	0	1,000	0	0	1,000	0
Library books	450	0	450	0	0	450	0	0	450	0
Total plant and equipment	1,657	0	1,527	0	130	1,657	0	0	1,657	0
Infrastructure										
Roads	3,610	0	3,386	224	0	3,610	253	0	3,357	0
Footpaths and cycle ways	2,163	217	1,888	58	0	2,163	0	0	2,163	0
Drainage	3,039	70	1,788	1,181	0	3,039	0	0	3,039	0
Parks, open space and streetscapes	10,177	1,118	3,415	2,394	3,251	10,177	100	0	10,077	0
Foreshore and Conservation	1,345	444	901	0	0	1,345	0	0	1,345	0
Off street car parks	645	0	645	0	0	645	0	0	645	0
Other infrastructure	694	174	300	220	0	694	0	0	694	0
Total infrastructure	21,673	2,023	12,324	4,076	3,251	21,673	353	0	21,320	0
Total capital works expenditure	42,769	3,853	20,317	9,812	8,788	42,769	453	4,500	37,816	0

Other Information For the four years ending 30 June 2021

1. Summary of planned capital works expenditure

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	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Buildings	10,498	1,268	2,447	4,906	1,878	10,498	0	0	10,498	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	1,979	261	1,563	155	0	1,979	0	0	1,979	0
Total buildings	12,477	1,529	4,010	5,061	1,878	12,477	0	0	12,477	0
Total property	12,477	1,529	4,010	5,061	1,878	12,477	0	0	12,477	0
Plant and equipment										
Fixtures, fittings and furniture	78	0	78	0	0	78	0	0	78	0
Arts and Culture	130	0	0	0	130	130	0	0	130	0
Computers and telecommunications	1,000	0	1,000	0	0	1,000	0	0	1,000	0
Library books	460	0	460	0	0	460	0	0	460	0
Total plant and equipment	1,668	0	1,538	0	130	1,668	0	0	1,668	0
Infrastructure										
Roads	3,696	0	3,471	225	0	3,696	253	0	3,443	0
Footpaths and cycle ways	2,254	228	1,965	61	0	2,254	0	0	2,254	0
Drainage	4,742	74	2,808	1,860	0	4,742	0	0	4,742	0
Parks, open space and streetscapes	8,196	647	2,268	1,392	3,890	8,196	0	0	8,196	0
Foreshore and Conservation	693	179	514	0	0	693	0	0	693	0
Off street car parks	660	0	660	0	0	660	0	0	660	0
Other infrastructure	713	179	307	227	0	713	0	0	713	0
Total infrastructure	20,954	1,307	11,993	3,765	3,890	20,954	253	0	20,701	0
Total capital works expenditure	35,099	2,836	17,541	8,826	5,897	35,099	253	0	34,846	0

Other Information

For the four years ending 30 June 2021

2. Summary of planned human resources expenditure

	2018	2019	2020	2021
	\$'000	\$'000	\$'000	\$'000
Executive				
Permanent - Full time	5,500	5,646	5,833	6,026
Permanent - Part time	1,331	1,366	1,411	1,458
Total Executive	6,831	7,012	7,244	7,484
Corporate Services				
Permanent - Full time	5,612	5,761	5,951	6,148
Permanent - Part time	639	655	677	699
Total Corporate Services	6,251	6,416	6,628	6,847
Environment, Recreation and Infrastructure				
Permanent - Full time	5,190	5,328	5,504	5,686
Permanent - Part time	120	123	127	131
Total Environment, Recreation and Infrastructure	5,310	5,451	5,631	5,817
City Planning and Community Services				
Permanent - Full time	13,822	14,188	14,657	15,141
Permanent - Part time	7,789	7,995	8,259	8,532
Total City Planning and Community Services	21,610	22,183	22,916	23,673
Casuals and other expenditure	3,048	3,129	3,232	3,339
Capitalised labour costs	1,324	1,357	1,391	1,426
Total staff expenditure	44,374	45,548	47,042	48,586
	FTE	FTE	FTE	FTE
Executive				
Permanent - Full time	50.3	50.3	50.3	49.3
Permanent - Part time	16.3	16.3	16.3	16.3
Total Executive	66.6	66.6	66.6	65.6
Corporate Services				
Permanent - Full time	49.2	48.2	48.2	47.2
Permanent - Part time	6.1	6.1	6.1	6.1
Total Corporate Services	55.3	54.3	54.3	53.3
Environment, Recreation and Infrastructure				
Permanent - Full time	47.0	47.0	46.0	45.0
Permanent - Part time	1.6	1.6	1.6	1.6
Total Environment, Recreation and Infrastructure	48.6	48.6	47.6	46.6
City Planning and Community Services				
Permanent - Full time	142.3	142.3	142.3	142.3
Permanent - Part time	91.1	91.1	91.1	91.1
Total City Planning and Community Services	233.4	233.4	233.4	233.4
Casuals and other expenditure	5.2	5.1	5.1	5.1
Capitalised labour costs	11.2	11.2	11.2	11.2
Total staff numbers	420.2	419.1	418.1	415.1