

Strategic Resource Plan 2019-2023

CITY OF KINGSTON



DOCUMENT INFORMATION

Date	Status
06/05/2019	Draft approved by Council subject to any changes to the final adopted budget.
24/06/2019	Adopted by Council

Strategic Resource Plan The Four Year Outlook

INTRODUCTION:

The Strategic Resource Plan 2019-2023 is a key medium-term financial plan. It is a rolling four year plan that summarises the resourcing forecasts required to deliver the Council Plan. This resource plan ensures that Kingston remains sustainable in the long term.

This high level, medium term outlook demonstrates how Council will best employ its resources both financial and non-financial to achieve the Council Plan's goals and deliver on the Key Directions and Objectives outcomes, as set out in the *Council Plan 2017-2021* which can be downloaded from our website kingston.vic.gov.au.

This Strategic Resource Plan (SRP) is updated annually with the development of the Annual Budget and meets the legislative requirements as specified in the *Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014*. The proposed 2019/20 Budget details the first year of the SRP.

OBJECTIVES OF THE PLAN:

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels;
- Maintain operating financial sustainability;
- Maintain a sustainable capital expenditure program; and
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate burden;
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information.

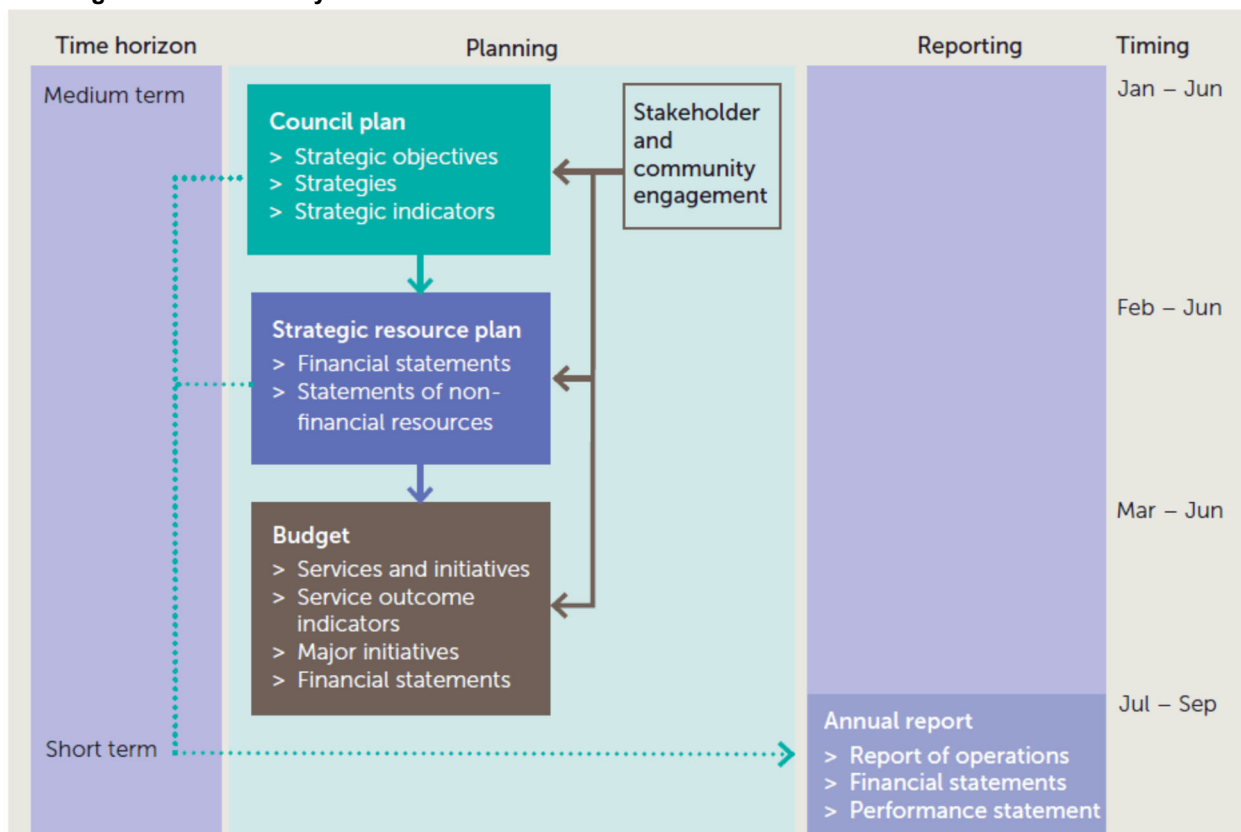
The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

PLANNING AND ACCOUNTABILITY FRAMEWORK:

The integrated planning framework is set out below and demonstrates the linkages to the Annual Budget and Council Plan. This framework guides the Council in identifying community needs and aspirations over the long term (Vision 2035), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

The diagram below depicts the planning and accountability framework that applies to Local Government in Victoria. The diagram shows the relationships between the key planning and reporting documents. It also demonstrates opportunities for the community and stakeholders to provide feedback and have input at each stage of the planning and reporting cycle.

Planning and Accountability Framework



Source: Department of Transport, Planning and Local Infrastructure

HOW THE PLAN WAS DEVELOPED

Kingston has adopted a robust and integrated approach to financial planning for all Council's activities. This integrated approach avoids the risk of committing future resources that are unaffordable in the context of the Strategic Resource Plan and which could place an added burden on future generations.

This plan has been developed to reflect the priorities of the Council and having had regard to the annual business planning processes of Council departments. This ensures a clear connection between the objectives of the Council Plan and the development of departmental business plans and budgets.

The departmental business plans identify the changing operating environment, any impacts on service levels and identify savings and efficiencies. This enables a bottom up approach to developing forecasts for the long term financial plan. The strategic context takes into account:

- Population growth
- Demographics (changes to the structure of households, the age profile of the population, etc.)
- Development forecasts (increase in high density living)
- Activity Centre development
- New technologies
- Changing community expectations
- Changing economic climate
- Industry restructures (job losses)
- Competition from private providers
- Legislation changes
- Local Government Performance Reporting Framework
- Infrastructure grants.

This long term financial forecasting is driven from priorities set in the four year Council Plan with input from the service providers along with the application of financial assumptions and key organisational strategies such as the rating strategy, the borrowing strategy, the asset management strategy and the fees and charges strategy.

DEVELOPING FORECASTS - SIGNIFICANT MATTERS IMPACTING THE PLAN

Whilst this Strategic Resource Plan is for the four year term, the forecasting is extended for a ten year period to take into account the long lived assets such as road and drainage infrastructure. All services and any new initiatives contained in any plan adopted or proposed to be adopted by Council requiring additional funding are identified. Strategies, plans and initiatives that have been approved have had their ongoing implementation costs included in this SRP including:

- Asset management plans
- Capital Works Program including projects approved through master plans and strategies
- Operating projections for service areas
- Approved Plans and Strategy implementation that may include service growth

ASSESSMENT OF COUNCIL'S CURRENT AND FORECAST FINANCIAL POSITION

The following table summarises the key financial indicators for budget 2018/19 and 2019/20 as set out in the Long Term Financial Plan. The Appendix includes a more detailed analysis of the financial resources to be used over the four year outlook period.

INDICATOR	BUDGET 2018/19 \$'000	BUDGET 2019/20 \$'000	FORECAST 2020/21 \$'000	FORECAST 2021/22 \$'000	FORECAST 2022/23 \$'000	TREND +/-
Operating Surplus / (Deficit)	20,917	27,993	28,415	25,095	27,096	=
Cash Increase / (Decrease) Note 1	(10,055)	(24,306)	(12,102)	390	7,784	+
Debt Outstanding (at end of year)	7,207	1,741	346	-	-	+
Total Capital Expenditure	58,989	81,656	72,545	58,583	54,049	=
Depreciation	27,000	26,000	26,500	27,000	27,500	=

Key to Forecast Trend:

- + Forecasts an improvement in Council's Financial Performance / Indicator
- = Forecasts that Council's Financial Performance / Indicator will be steady
- Forecasts deterioration in Council's Financial Performance / Indicator

The key outcomes of the Strategic Resource Plan are as follows:

Service Delivery – Service levels have been maintained throughout the four year period. Years 2019/20 to 2022/23 are forecast operating surplus results.

Rating Strategy – Consistent with the adopted long term financial strategy rates and charges, increases are forecast to be 2.50% for 2019/20 to 2022/23, which recognises the state government rate-capping policy and Treasury and Finance forecasts of CPI as far as they have been provided into the future. Forecasts are then based on a Council assessment projected within the Reserve Bank of Australia's target for CPI to be between 2.0% per annum and 3.0% per annum.

Borrowing Strategy – Borrowings are forecast to be \$1.7 million as at 30 June 2020. There will be no new borrowings in 2019/20.

Asset Management Strategy – Capital Expenditure over the four year period will total \$266.8 million at an annual average of \$66.7 million.

Fees & Charges Strategy – Existing fees and charges to be increased by approximately 3.0% or market levels unless set by other levels of government.

KEY ASSUMPTIONS UNDERLYING THE DEVELOPMENT OF THE FORECASTS

Some of the key assumptions underlying the development of the forecasts are:

GENERAL OPERATING

- Rates 2.50% for 2019/20 to 2022/23
- Grants +1.5%
- Fees and Charges +3.0%
- Materials +2.8%
- Employee Costs - future years subject to outcome of Enterprise Agreement negotiations currently underway.

Once the resources are identified, a number of different financial scenarios are modelled by changing the assumptions underlying forecasts for; income, expenditure, assets, liabilities, equity, cash and capital works expenditure. This enables Council to identify the option that best achieves the Council Plan Key Directions and Objectives while remaining financially sustainable in the long term.

This plan will ensure a financially strong and independent organisation over the outlook period of the next decade.

Rates

The 2019/20 Budget is based on a rate increase forecast to be 2.50% for 2019/20 to 2022/23, which recognises the state government rate-capping policy and Treasury and Finance forecasts of CPI as far as they have been provided into the future. Forecasts are then based on a Council assessment projected within the Reserve Bank of Australia's target for CPI to be between 2.0% per annum and 3.0% per annum.

Kingston's average rates and charges per assessment are below the average of many other metropolitan councils. This position is again expected to be achieved in 2019/20.

Government Grants / Grants Commission

The assumed escalation factor of 1.5% per annum reflects the nominal growth experienced in grants over recent times. They do not assume a change to fund further service delivery as this would have associated costs, nor further changes in the Grants Commission formula.

Capital Grants / Contributions

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Capital grants are expected to total \$10.1million in 2019/20. For subsequent years in the plan we have included only known, both in timing and quantum, capital grant funding and have only included capital works that are funded from Council's own source revenue.

User Fees and Charges

Overall User Fees and Charges are projected to remain at prior year levels with general increases offset by reduced fees in Home Care Packages in 2018/19, which is a position maintained in 2019/20. An average increase of approximately 3% per annum over the period of the four year plan, excluding rental income has been allowed. This allowance recognises both increased utilisation of Council services and price increases in both the charges set by the State Government as well as those controlled by Council.

Contributions

Contributions include developer asset contributions. This non-cash item has been a feature of Council's accounts since 1997/98 and is required by Australian Accounting Standards. This item is an estimate of the value of the assets such as roads, drains and footpaths established by developers in new estates and subsequently handed over to Council's ownership and for maintenance in future years. Council has nil budget for this item for 2019/20 to 2022/23.

Other Income

Other income relates to a range of mixed items of miscellaneous income. It also includes interest revenue on investments and rate arrears.

Employee Costs

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, etc. As staff vacancies are expected throughout the year, Council has budgeted for 98% of the cost of permanent staff which is recognised as a productivity measure.

Depreciation & Amortisation

This brings to account the diminution in value of Council's assets through use in accordance with Australian Accounting Standards and is a non-cash entry. The increase over the outlook period reflects the revaluation of assets over time and new assets being developed by Council.

Interest Expense

Borrowing costs relate to interest charged by financial institutions on funds borrowed in accordance with loan agreements.

Operating Result

This is the net result in a financial sense of Council's operations for the year.

Materials, Contracts and Other

An allowance of 2.8% per annum has been made to allow for inflation over the plan period. Any increase in goods and services above this figure will need to be matched by additional funding. Included in this category is an allowance for items of expenditure on non-recurrent projects e.g. Software, Strategic Studies, Master Plan Development etc., and this too forms part of Council's Capital Budget. Also included is expenditure which recognises the required accounting treatment for maintenance of Council's road infrastructure assets.

Asset Sales / Written Down Value of Assets Sold

The financial plan includes a small program of sales of operational plant each year. For the purposes of the financial plan, Council has assumed that this value is equal to the proceeds from the sale, that is no profit or loss on the sale is derived.

SERVICE DELIVERY

The assumptions affecting specific services provided by Council are set out below.

Waste management

There will be a steady change in demand with population changes and increasing multi-unit dwellings which may require a service change within activity centres, for example large common bins or smaller collection trucks for basement collections. Whilst Council continues to seek cost efficiencies, the actual effects of uncertainties in recycling have been considered in the outlook period.

Aged Care

The Living Longer Living Better aged care reforms will continue to be introduced as the Commonwealth move to a more consumer driven model of service delivery. The State Government continues to fund Home and Community Care (HACC) for people under 65 and not eligible for the National Disability Scheme (NDIS). Commonwealth Community Home Support Program funding received for people over 65 is secured until 30 June 2020, however there will be ongoing policy development in this space as the Commonwealth Government continues to work towards a single nationwide aged care system.

Unique land use issues for Kingston

Foreshore - Protecting and enhancing the foreshore from storm damage and the ongoing impacts of climate change. Investment in coastal adaptation and asset protection is required with an investment for 2019/20 of more than \$9.6 million invested in a range of projects including:

- \$3.2 million Edithvale Life Saving Club
- \$2.0 million Parkdale Yacht Club
- \$1.3 million Aspendale Life Saving Club
- \$0.7 million Parkdale Yacht Club Carpark
- \$0.7 million Foreshore Infrastructure Renewals
- \$0.4 million Chelsea Yacht Club

Green Wedge - Supporting the transition away from landfill use in Kingston's Green Wedge requires a committed investment. Council continues to advocate for funding from the State Government. The 2019/20 Budget includes a \$1.2 million investment to remediate and landscape former landfill sites.

Council Plan

A new Council was elected in October 2016 for the four year period to October 2020. Council has developed a Council Plan 2017-2021 which is fully funded in this Strategic Resource Plan.

BALANCE SHEET

In preparing the budgeted balance sheet for the year ending 30 June 2020, it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 100% of total rates and charges raised will be collected in each year
- Trade creditors to be based on total capital and operating expenditure
- Other debtors and creditors to remain consistent with historic levels
- Employee entitlements are increased by Enterprise Bargaining Agreements
- Employees will continue to take Annual Leave at the current rate
- Repayment of loan principal to be \$3.6 million in 2019/20 with plan of debt free in July 2021
- Total amount to be capitalised in 2019/20 is approximately \$81.6 million

Current Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities between one to twelve months.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget.

Non-Current Assets

Non-current assets include accounts receivable and fixed assets. These are expected to remain relatively constant over the plan period which is the net result of the capital works program that will be taken to the Statement of Financial Position and the depreciation of non-current assets.

Current Liabilities

Current liabilities are obligations Council must pay within the next year. Amounts owed to suppliers are expected to change in proportion to total capital and goods and services expenditure. Amounts due to our bankers are as per the contracted loan repayment agreements. Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are only expected to increase by \$2.1 million, with the ongoing active management of entitlements after allowing for annual salary increases. This is offset by the reduction in interest bearing loans of \$4.1 million partly driven by an early repayment of the loan for 1230 Nepean Highway.

Non-Current Liabilities

Non-current liabilities (that is, obligations Council must pay beyond the next year) consist mainly of debt due to our bankers. No new borrowings are forecast in the Strategic Resource Plan.

Equity

The net movement in equity (or net assets) results directly from the Plan's operating deficits/surpluses and the net movement in reserves. Reserves include amounts collected from developers in lieu of open space and asset replacement reserve transfers derived from hostel on-going deductions, etc. and the drawdown of reserves to fund capital works e.g. Open Space/Recreation facilities.

STATEMENT OF CASH FLOWS

Operating Activities

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The net cash flows from operating activities does not equal the surplus or the deficit for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

Investing Activities

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure or other assets. These activities can also include the acquisition and sale of other assets such as vehicles, property or equipment. Council's planned expenditure on capital renewal, upgrade or expansion works is \$81.6 million. It also assumes that all capital works expenditure will be spent in 2019/20.

Financing Activities

Financing activities refer to cash generated or used in the financing of Council functions and can include borrowings from financial institutions and advancing of repayable loans to other organisations.

Cash at End of Year

This is the net result of all financial activities of Council and we expected to reduce by a net \$28.2 million over the next 4 years. Overall, total cash and investments are forecast to decrease by \$24.3 million to \$69.5 million as at 30 June 2020. This is consistent with Council's expectations.

CAPITAL WORKS

Council manages more than \$2.5 billion in assets and infrastructure such as land, buildings, roads, footpaths, and drainage systems on behalf of the community. These assets support the services that Council delivers to the community such as aged care, leisure and culture, child, family and youth services, libraries, major festivals and events, parks and open space, planning, governance, waste management and recycling. The Capital Works Statement outlines the level of expenditure that will add to Council's asset base or renew existing assets for which Council has responsibility.

The assumptions affecting asset renewal, expansion, upgrade and new assets are:

Asset renewal

Council has developed an Asset Management Strategy based on the knowledge provided by the asset management plan, which set out the capital expenditure requirements of Council for the next 10 years by class of asset. The Strategy predicts infrastructure consumption, renewal needs, and other infrastructure needs to meet future community service expectations. A key objective of the strategy is to renew existing assets in line with asset management plans to ensure they are maintained at the desired condition levels.

Asset renewal modelling based on best currently available information is indicating Kingston has sustainable funding (with grant incomes) in the short term (next 5 years) and continues on track over the next ten years. However, beyond year ten a continuation of rates capping will cause ever increasing pressure on ongoing management of sustainable asset renewal practises.

Capital expenditure program

Kingston is committed to optimising its infrastructure and community assets and recognises their importance in achieving better services to meet the social, economic and environmental needs of the community now, while sustaining resources for future generations.

HUMAN RESOURCES

Our people are our most valued resource. At the City of Kingston, we are committed to governing Kingston in a way that is well informed, responsible, accountable, and transparent and involves and draws inspiration from the community. Our responsible stewardship of the community's resources is inherent in everything we do. We foster a corporate culture that promotes service excellence and community inspired leadership.

The outlook period includes allowances for the following factors:

- An allowance for the Enterprise Bargaining Agreement (EBA);
- anticipated near full employment rates at Council;
- estimated full time equivalent (FTE) staffing levels.

FINANCIAL OUTCOMES

The following financial indicators summarise the key financial outcomes for the next four years as set out in the SRP for the 2019-2023 period. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

INDICATOR	MEASURE	NOTE	BUDGET 2018/2019	STRATEGIC RESOURCE PLAN PROJECTIONS				TREND
			2019/2020	2020/2021	2021/2022	2022/2023	+/-/-	
Operating Position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	8.4%	8.5%	8.8%	8.6%	8.0%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	246.8%	203.6%	182.2%	180.1%	195.3%	+
Unrestricted cash	Unrestricted cash / current liabilities		206.9%	161.4%	137.0%	135.1%	151.2%	=
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	5.2%	1.2%	0.2%	0.0%	0.0%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.6%	2.6%	1.0%	0.2%	0.0%	+
Indebtedness	Non-current liabilities / own source revenue		1.8%	1.1%	0.9%	0.9%	0.9%	+
Asset renewal	Asset renewal expenses / depreciation	4	113.8%	142.3%	148.3%	126.3%	114.0%	+
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	67.7%	68.6%	68.1%	68.2%	68.6%	=
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.21%	0.2%	0.2%	0.2%	0.2%	=
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		2,555	2,568	2,637	2,699	2,765	-
Revenue level	Residential rate revenue / No. of residential property assessments		1,887	1,924	1,969	2,015	2,062	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.4%	10.2%	10.2%	10.2%	10.2%	=

Key to Forecast Trend:

- + Forecasts an improvement in Council's Financial Performance / Indicator
- = Forecasts that Council's Financial Performance / Indicator will be steady
- Forecasts deterioration in Council's Financial Performance / Indicator

Notes to indicators

- 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. Financial performance is expected to be maintained over the period.
- 2 **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain relatively constant over the period of the Strategic Resource Plan.
- 3 **Debt compared to rates** – Trend indicates Council's reducing reliance on debt against its 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 adequately 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.
- 5 **Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will remain reliant on rate revenue when compared to all other revenue sources.

ACHIEVEMENTS OF THE SRP OBJECTIVES

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The financial outcomes of the SRP are set out below under each of the key objectives which underpin the SRP over the next four years.

1. Maintain existing service levels (objective: achieved)

Service levels have been maintained throughout the four year period after allowing for the impact of inflation and other cost indexation.

2. Maintain operating financial sustainability (objective: achieved)

\$3.6 million is forecast to be repaid in 2019/20. The level of debt is declining over the four year period with total debt to be eliminated by July 2021.

3. Maintain a sustainable capital expenditure program (objective: achieved)

Kingston is a participant and supporter of the MAV STEP Program for continuous improvement of Asset Management capability. Kingston has achieved the milestone goal of reaching "Core Maturity" in the National Asset Management Assessment Framework (NAMAF) and is committed to achieving best practise outcomes for the management of its community assets.

4. Achieve a balanced budget on a cash basis (objective: achieved)

The net change in cash is forecast to reduce by \$28.2 million over the next 4 years.

CONCLUSION:

Overall the SRP shows that Council is financially sustainable in the medium to long term, while still providing sufficient resource to achieve the Council Plan strategic objectives.

The Strategic Resource Plan is based on the financial assumptions at the time of preparation of the proposed 2019/20 Draft Budget. The figures will be updated if there are any changes made to the adopted budget for 2019/20.

APPENDIX

The following pages include the financial statements and other financial disclosures required by the Act and Regulations. It includes:

- Comprehensive Income Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Statement of Cash flows;
- Statement of Capital Works;
- Statement of Human Resources;
- Budgeted Summary of Planned Human Resource Expenditure;
- Budgeted Summary of Planned Human Resource Full Time Equivalent; and
- Four year Capital Works program by asset expenditure type and funding sources.

Detailed explanations of movements in the items shown in these statements can be found in Council's Draft 2019/20 Budget.

Comprehensive Income Statement
FOR THE FOUR YEARS ENDING 30 JUNE 2023

	Budget	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and Charges	139,367	144,924	149,243	153,650	158,207
Statutory Fees and Fines	9,706	10,364	10,675	11,001	11,342
User Fees	20,111	19,750	20,342	21,154	21,572
Grants – operating	33,027	32,559	35,315	35,777	36,246
Grants - capital	3,697	10,115	9,105	5,780	8,580
Contributions - monetary	389	309	318	328	338
Other income	2,494	2,554	2,554	2,554	2,354
Total income	208,792	220,576	227,552	230,243	238,638
Expenses					
Employee costs	79,960	83,328	86,119	89,004	92,431
Materials and services	80,469	83,106	86,437	89,090	91,561
Depreciation and amortisation	27,000	26,000	26,500	27,000	27,500
Bad and Doubtful debts	50	50	50	50	50
Borrowing costs	396	99	31	3	-
Other expenses	-	-	-	-	-
Total expenses	187,875	192,583	199,137	205,147	211,543
Surplus/(deficit) for the year	20,917	27,993	28,415	25,095	27,096

Balance Sheet

FOR THE FOUR YEARS ENDING 30 JUNE 2023

	Budget	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	90,055	69,546	57,444	57,834	65,618
Trade and other receivables	7,841	8,066	8,307	8,577	8,814
Total current assets	97,896	77,612	65,751	66,411	74,432
Non-current assets					
Trade and other receivables	20	20	20	20	20
Property, infrastructure, plant & equipment	2,315,297	2,521,036	2,557,640	2,581,312	2,603,798
Total non-current assets	2,315,317	2,521,056	2,557,660	2,581,332	2,603,818
Total assets	2,413,213	2,598,668	2,623,411	2,647,743	2,678,250
Liabilities					
Current liabilities					
Trade and other payables	13,680	14,128	14,694	15,145	15,565
Trust funds and deposits	3,184	3,184	3,184	3,184	3,184
Provisions	17,355	19,414	17,861	18,549	19,356
Interest-bearing liabilities	5,446	1,395	346	-	-
Total current liabilities	39,665	38,121	36,085	36,878	38,105
Non-current liabilities					
Provisions	1,346	1,547	1,599	1,653	1,717
Interest-bearing liabilities	1,761	346	-	-	-
Total non-current liabilities	3,107	1,893	1,599	1,653	1,717
Total liabilities	42,772	40,014	37,684	38,531	39,822
Net assets	2,370,441	2,558,654	2,585,727	2,609,212	2,638,428
Equity					
Accumulated surplus	1,383,734	1,428,976	1,457,391	1,482,487	1,509,584
Asset revaluation reserve	964,623	1,105,315	1,105,315	1,105,315	1,105,315
Other Reserves	22,084	24,363	23,021	21,410	23,529
Total equity	2,370,441	2,558,654	2,585,727	2,609,212	2,638,428

Statement of Changes in Equity
FOR THE FOUR YEARS ENDING 30 JUNE 2023

Budget 2019/20	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year	2,536,270	1,400,983	1,105,315	29,972
Surplus/(deficit) for the year	27,993	27,993	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	3,469	-	-	3,469
Transfers from other reserves	(9,078)	-	-	(9,078)
Balance at end of the financial year	2,558,654	1,428,976	1,105,315	24,363

Budget 2020/21				
Balance at beginning of the financial year	2,558,654	1,428,976	1,105,315	24,363
Surplus/(deficit) for the year	28,415	28,415	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	3,531	-	-	3,531
Transfers from other reserves	(4,873)	-	-	(4,873)
Balance at end of the financial year	2,585,727	1,457,391	1,105,315	23,021

Budget 2021/22				
Balance at beginning of the financial year	2,585,727	1,457,391	1,105,315	23,021
Surplus/(deficit) for the year	25,095	25,095	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	3,594	-	-	3,594
Transfers from other reserves	(5,204)	-	-	(5,204)
Balance at end of the financial year	2,609,212	1,482,487	1,105,315	21,410

Budget 2022/23				
Balance at beginning of the financial year	2,609,212	1,482,487	1,105,315	21,410
Surplus/(deficit) for the year	27,096	27,096	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	3,659	-	-	3,659
Transfers from other reserves	(1,539)	-	-	(1,539)
Balance at end of the financial year	2,638,428	1,509,584	1,105,315	23,529

Statement of Cash Flows
FOR THE FOUR YEARS ENDING 30 JUNE 2023

	Strategic Resource Plan				
	Budget	Budget	Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	139,162	144,789	149,066	153,773	158,343
Statutory fees and fines	9,706	10,364	10,675	11,001	11,342
User fees	20,111	19,750	20,342	21,154	21,572
Grants – operating	33,027	32,559	35,315	35,777	36,246
Grants - capital	3,697	10,115	9,105	5,780	8,580
Contributions - monetary	389	309	318	328	338
Interest received	2,000	2,000	2,000	2,000	1,800
Other receipts	494	554	554	554	554
Employee costs	(79,960)	(83,328)	(86,119)	(89,004)	(92,431)
Materials and services	(80,519)	(83,156)	(86,487)	(89,140)	(91,611)
Net cash provided by/(used in) operating activities	48,107	53,957	54,769	52,221	54,732
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(51,875)	(74,656)	(65,545)	(51,583)	(47,048)
Proceeds from sale of property, infrastructure, plant and equipment	100	100	100	100	100
Net cash provided by/ (used in) investing activities	(51,775)	(74,556)	(65,445)	(51,483)	(46,948)
Cash flows from financing activities					
Finance costs	(396)	(99)	(31)	(3)	-
Repayment of borrowings	(5,991)	(3,608)	(1,395)	(346)	-
Net cash provided by/(used in) financing activities	(6,387)	(3,707)	(1,426)	(349)	-
Net increase/(decrease) in cash & cash equivalents	(10,055)	(24,306)	(12,102)	390	7,784
Cash and cash equivalents at the beginning of the financial year	100,110	93,852	69,546	57,444	57,834
Cash and cash equivalents at the end of the financial year	90,055	69,546	57,444	57,834	65,618

Statement of Capital Works

FOR THE FOUR YEARS ENDING 30 JUNE 2023

	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property					
Land	1,000	2,000	-	-	-
Land improvements	2,020	1,710	305	250	265
Total land	3,020	3,710	305	250	265
Buildings	-	350	1,500	5,850	3,450
Building improvements	24,193	34,850	30,768	24,346	26,256
Total buildings	24,193	35,200	32,268	30,196	29,706
Total property	27,213	38,910	32,573	30,446	29,971
Plant and equipment					
Plant, Machinery and Equipment	300	300	300	300	300
Fixtures, Fittings and Furniture	-	1,810	1,820	1,600	1,150
Computers and Telecommunications	2,605	2,477	1,236	1,190	2,590
Library Books	1,056	1,077	1,099	1,121	1,143
Total plant and equipment	3,961	5,664	4,455	4,211	5,183
Infrastructure					
Roads	5,701	6,409	8,695	6,015	6,075
Footpaths and Cycleways	6,150	7,093	1,827	1,610	1,705
Drainage	4,560	4,255	5,463	5,175	4,800
Rec, Leisure and Comm Facilities	4,273	10,140	9,898	3,670	2,175
Parks, Open Space and Streetscapes	6,441	7,050	8,385	5,980	3,920
Off Street Car Parks	170	1,125	-	715	-
Other Infrastructure	420	1,010	1,250	761	220
Total infrastructure	27,715	37,082	35,518	23,926	18,895
Total capital works expenditure	58,889	81,656	72,546	58,583	54,049
Expenditure types represented by:					
New asset expenditure	8,633	17,571	9,608	9,026	4,700
Asset renewal expenditure	27,272	36,110	39,299	34,095	31,361
Asset expansion expenditure	5,371	5,879	3,863	1,376	6,455
Asset upgrade expenditure	15,229	20,786	19,396	13,706	11,153
Non Asset	2,384	1,310	380	380	380
Total capital works expenditure	58,889	81,656	72,546	58,583	54,049
Funding sources represented by:					
Grants	3,247	9,631	8,755	5,780	8,580
Contributions	450	484	350	-	-
Council Reserves	6,153	10,669	4,873	5,205	1,540
Council cash	49,039	60,872	58,568	47,598	43,929
Total capital works expenditure	58,889	81,656	72,546	58,583	54,049

Statement of Human Resources
FOR THE FOUR YEARS ENDING 30 JUNE 2023

	Budget	Budget	Strategic Resource Plan		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	79,960	83,328	86,119	89,004	92,431
Total staff expenditure	79,960	83,328	86,119	89,004	92,431
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	818	850	850	850	850
Total staff numbers	818	850	850	850	850

*FTE Full Time Equivalent

Budgeted Summary of Planned Human Resources Expenditure
FOR THE FOUR YEARS ENDING 30 JUNE 2023

Division	Budget	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Planning and Development					
Permanent full time	9,784	10,069	10,407	10,755	11,170
Permanent part time	1,104	1,489	1,539	1,590	1,651
Total Planning and Development	10,889	11,558	11,945	12,346	12,821
Community Sustainability					
Permanent full time	26,968	25,201	26,045	26,917	27,954
Permanent part time	9,748	11,759	12,153	12,560	13,044
Total Community Sustainability	36,716	36,960	38,198	39,478	40,998
Corporate Services					
Permanent full time	10,219	9,384	9,698	10,023	10,409
Permanent part time	706	2,429	2,510	2,594	2,694
Total Corporate Services	10,925	11,812	12,208	12,617	13,103
City Assets and Environment					
Permanent full time	11,549	11,044	11,414	11,797	12,251
Permanent part time	1,619	2,336	2,414	2,495	2,591
Total City Assets and Environment	13,168	13,380	13,829	14,292	14,842
Executive					
Permanent full time	1,847	1,888	1,951	2,017	2,094
Permanent part time	0	0	0	0	0
Total Executive	1,847	1,888	1,951	2,017	2,094
Total Casuals and other	6,415	7,729	7,987	8,255	8,573
Total staff expenditure	79,960	83,328	86,119	89,004	92,431

Budgeted Summary of Planned Human Resources Full Time Equivalent
FOR THE FOUR YEARS ENDING 30 JUNE 2023

Division	Budget	Budget	Strategic Resource Plan Projections		
	2018/19 FTE	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Planning and Development					
Permanent full time	93.7	94.9	94.9	94.9	94.9
Permanent part time	12.2	15.5	15.5	15.5	15.5
Total Planning and Development	105.9	110.4	110.4	110.4	110.4
Community Sustainability					
Permanent full time	271.4	259.0	259.0	259.0	259.0
Permanent part time	110.2	127.8	127.8	127.8	127.8
Total Community Sustainability	381.6	386.8	386.8	386.8	386.8
Corporate Services					
Permanent full time	98.2	85.4	85.4	85.4	85.4
Permanent part time	8.8	27.4	27.4	27.4	27.4
Total Corporate Services	107	112.9	112.9	112.9	112.9
City Assets and Environment					
Permanent full time	135.5	125.5	125.5	125.5	125.5
Permanent part time	21.3	25.9	25.9	25.9	25.9
Total City Assets and Environment	156.8	151.5	151.5	151.5	151.5
Executive					
Permanent full time	8	7.8	7.8	7.8	7.8
Permanent part time	-	-	-	-	-
Total Executive	8	7.8	7.8	7.8	7.8
Total Casuals and other	68.9	81.1	81.1	81.1	81.1
Total staff numbers FTE*	828.2	850.4	850.4	850.4	850.4

* FTE: Full Time Equivalent

Capital Works Program

FOR THE FOUR YEARS ENDING 30 JUNE 2023

Summary of planned capital works expenditure

Capital Works Area	Project cost \$'000	New \$'000	Expansion \$'000	Renewal \$'000	Upgrade \$'000	OS - Non-Asset \$'000	Grants Rec'd Prior \$'000	Grants To Be Rec'd \$'000	Contrib's To Be Rec'd \$'000	Council Reserve's \$'000	Council cash \$'000
Part 1 - New Capital Works 2019/20											
PROPERTY											
Land	2,000	2,000	-	-	-	-	-	-	-	2,000	-
Land Improvements	1,710	475	-	-	835	400	-	-	400	475	835
SubTotal Land	3,710	2,475	-	-	835	400	-	-	400	2,475	835
Buildings	350	250	-	-	-	100	-	-	-	-	350
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	28,557	200	3,397	16,485	8,225	250	-	3,926	40	850	23,741
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-
SubTotal Buildings	28,907	450	3,397	16,485	8,225	350	-	3,926	40	850	24,091
TOTAL PROPERTY	32,617	2,925	3,397	16,485	9,060	750	-	3,926	440	3,325	24,926
PLANT AND EQUIPMENT											
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	300
Fixtures, Fittings and Furniture	1,810	280	-	1,190	340	-	-	-	-	-	1,810
Computers and TelComm	2,067	192	192	818	605	261	-	-	-	-	2,067
Library Books	1,077	-	-	1,077	-	-	-	-	-	-	1,077
TOTAL PLANT AND EQUIPMENT	5,255	472	222	3,325	975	261	-	-	-	-	5,255
INFRASTRUCTURE											
Roads	6,409	860	204	4,785	561	-	-	580	-	-	5,829
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	3,686	2,020	50	1,024	593	-	-	-	-	500	3,186
Drainage	4,055	-	-	1,995	2,060	-	-	-	-	210	3,845
Rec, Leisure and Comm Facilities	9,215	5,434	922	1,418	1,442	-	-	5,125	44	3,274	772
Waste Management	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	5,651	1,035	5	2,070	2,440	100	-	-	-	1,770	3,881
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	830	750	80	-	-	-	-	-	-	-	830
Other Infrastructure	940	465	125	225	125	-	-	-	-	-	940
TOTAL INFRASTRUCTURE	30,786	10,564	1,386	11,517	7,220	100	-	5,705	44	5,754	19,284
TOTAL NEW CAPITAL 2019/20	68,657	13,961	5,004	31,327	17,255	1,111	-	9,631	484	9,079	49,464

Capital Works Area	Project cost \$'000	New \$'000	Expansion \$'000	Renewal \$'000	Upgrade \$'000	OS - Non-Asset \$'000	Grants Rec'd Prior \$'000	Grants To Be Rec'd \$'000	Contrib's To Be Rec'd \$'000	Council Reserve's \$'000	Council cash \$'000
Part 1 - Carry Over Adjustments - 2018/19											
PROPERTY											
Land	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-	-	-	-	-
SubTotal Land	-	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	6,293	-	812	3,467	2,014	-	-	-	-	712	5,581
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-
SubTotal Buildings	6,293	-	812	3,467	2,014	-	-	-	-	712	5,581
TOTAL PROPERTY	6,293	-	812	3,467	2,014	-	-	-	-	712	5,581
PLANT AND EQUIPMENT											
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	-	-	-	-	-	-	-	-	-	-	-
Fixtures, Fittings and Furniture	-	-	-	-	-	-	-	-	-	-	-
Computers and TelComm	410	-	-	246	164	-	-	-	-	-	410
Library Books	-	-	-	-	-	-	-	-	-	-	-
TOTAL PLANT AND EQUIPMENT	410	-	-	246	164	-	-	-	-	-	410
INFRASTRUCTURE											
Roads	-	-	-	-	-	-	-	-	-	-	-
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	3,407	2,841	-	-	566	-	-	-	-	200	3,207
Drainage	200	-	-	112	88	-	-	-	-	140	60
Rec, Leisure and Comm Facilities	925	706	29	81	109	-	-	-	-	-	925
Waste Management	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	1,399	13	28	690	468	200	-	-	-	538	861
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	295	-	35	188	73	-	-	-	-	-	295
Other Infrastructure	70	50	(30)	-	50	-	-	-	-	-	70
TOTAL INFRASTRUCTURE	6,296	3,610	62	1,071	1,354	200	-	-	-	878	5,418
TOTAL CARRY OVER FROM 2018/19	12,999	3,610	874	4,784	3,532	200	-	-	-	1,590	11,409
TOTAL CAPITAL WORKS 2019/20	81,656	17,571	5,877	36,110	20,787	1,311	-	9,631	484	10,668	60,873

Capital Works Area	Project cost \$'000	New \$'000	Expansion \$'000	Renewal \$'000	Upgrade \$'000	OS - Non-Asset \$'000	Grants Rec'd Prior \$'000	Grants To Be Rec'd \$'000	Contrib's To Be Rec'd \$'000	Council Reserve's \$'000	Council cash \$'000
Part 1 - New Capital Works 2020/21											
PROPERTY											
Land	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	305	-	-	-	305	-	-	-	-	-	305
SubTotal Land	305	-	-	-	305	-	-	-	-	-	305
Buildings	1,500	-	-	1,050	450	-	-	-	-	500	1,000
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	30,768	1,950	2,770	19,724	6,123	200	-	6,925	350	-	23,493
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-
SubTotal Buildings	32,268	1,950	2,770	20,774	6,573	200	-	6,925	350	500	24,493
TOTAL PROPERTY	32,573	1,950	2,770	20,774	6,878	200	-	6,925	350	500	24,798
PLANT AND EQUIPMENT											
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	300
Fixtures, Fittings and Furniture	1,820	220	-	1,235	365	-	-	-	-	-	1,820
Computers and TelComm	1,236	66	132	563	395	81	-	-	-	-	1,236
Library Books	1,099	-	-	1,099	-	-	-	-	-	-	1,099
TOTAL PLANT AND EQUIPMENT	4,455	286	162	3,137	790	81	-	-	-	-	4,455
INFRASTRUCTURE											
Roads	8,695	2,583	205	4,999	909	-	-	580	-	-	8,115
Bridges	-	-	-	-	-	-	-	-	-	500	(500)
Footpaths and Cycleways	1,828	695	50	930	153	-	-	-	-	-	1,828
Drainage	5,463	-	-	2,408	3,055	-	-	-	-	300	5,163
Rec, Leisure and Comm Facilities	9,898	3,402	667	3,006	2,823	-	-	1,250	-	2,223	6,425
Waste Management	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	8,385	43	9	3,595	4,638	100	-	-	-	1,350	7,035
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	-	-	-	-	-	-	-	-	-	-	-
Other Infrastructure	1,250	650	-	450	150	-	-	-	-	-	1,250
TOTAL INFRASTRUCTURE	35,518	7,373	931	15,387	11,727	100	-	1,830	-	4,373	29,315
TOTAL NEW CAPITAL 2020/21	72,545	9,608	3,863	39,298	19,395	381	-	8,755	350	4,873	58,567

Capital Works Area	Project cost \$'000	New \$'000	Expansion \$'000	Renewal \$'000	Upgrade \$'000	OS - Non-Asset \$'000	Grants Rec'd Prior \$'000	Grants To Be Rec'd \$'000	Contrib's To Be Rec'd \$'000	Council Reserve's \$'000	Council cash \$'000
Part 1 - New Capital Works 2021/22											
PROPERTY											
Land	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	250	-	-	-	250	-	-	-	-	-	250
SubTotal Land	250	-	-	-	250	-	-	-	-	-	250
Buildings	5,850	3,600	-	1,575	675	-	-	-	-	-	5,850
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	24,346	1,900	859	16,459	4,929	200	-	5,200	-	1,500	17,646
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-
SubTotal Buildings	30,196	5,500	859	18,034	5,604	200	-	5,200	-	1,500	23,496
TOTAL PROPERTY	30,446	5,500	859	18,034	5,854	200	-	5,200	-	1,500	23,746
PLANT AND EQUIPMENT											
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	300
Fixtures, Fittings and Furniture	1,600	200	-	1,075	325	-	-	-	-	-	1,600
Computers and TelComm	1,190	20	132	563	395	81	-	-	-	-	1,190
Library Books	1,121	-	-	1,121	-	-	-	-	-	-	1,121
TOTAL PLANT AND EQUIPMENT	4,211	220	162	2,999	750	81	-	-	-	-	4,211
INFRASTRUCTURE											
Roads	6,015	440	205	5,091	280	-	-	580	-	-	5,435
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	1,610	215	50	1,093	253	-	-	-	-	-	1,610
Drainage	5,175	-	-	2,380	2,795	-	-	-	-	500	4,675
Rec, Leisure and Comm Facilities	3,670	1,230	80	1,109	1,252	-	-	-	-	1,205	2,465
Waste Management	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	5,980	45	20	3,391	2,425	100	-	-	-	2,000	3,980
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	715	715	-	-	-	-	-	-	-	-	715
Other Infrastructure	761	661	-	-	100	-	-	-	-	-	761
TOTAL INFRASTRUCTURE	23,926	3,306	355	13,062	7,103	100	-	580	-	3,705	19,641
TOTAL NEW CAPITAL 2021/22	58,583	9,026	1,375	34,095	13,706	381	-	5,780	-	5,205	47,598

Capital Works Area	Project cost \$'000	New \$'000	Expansion \$'000	Renewal \$'000	Upgrade \$'000	OS - Non-Asset \$'000	Grants Rec'd Prior \$'000	Grants To Be Rec'd \$'000	Contrib's To Be Rec'd \$'000	Council Reserve's \$'000	Council cash \$'000
Part 1 - New Capital Works 2022/23											
PROPERTY											
Land	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	265	-	-	-	265	-	-	-	-	-	265
SubTotal Land	265	-	-	-	265	-	-	-	-	-	265
Buildings	3,450	3,450	-	-	-	-	-	-	-	-	3,450
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	26,256	-	5,609	15,910	4,538	200	-	8,000	-	500	17,756
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-
SubTotal Buildings	29,706	3,450	5,609	15,910	4,538	200	-	8,000	-	500	21,206
TOTAL PROPERTY	29,971	3,450	5,609	15,910	4,803	200	-	8,000	-	500	21,471
PLANT AND EQUIPMENT											
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	300
Fixtures, Fittings and Furniture	1,150	200	-	635	315	-	-	-	-	-	1,150
Computers and TelComm	2,590	160	342	1,403	605	81	-	-	-	-	2,590
Library Books	1,143	-	-	1,143	-	-	-	-	-	-	1,143
TOTAL PLANT AND EQUIPMENT	5,183	360	372	3,421	950	81	-	-	-	-	5,183
INFRASTRUCTURE											
Roads	6,075	415	205	5,263	193	-	-	580	-	-	5,495
Bridges	-	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	1,705	190	50	1,128	338	-	-	-	-	-	1,705
Drainage	4,800	-	-	2,355	2,445	-	-	-	-	-	4,800
Rec, Leisure and Comm Facilities	2,175	-	80	1,273	822	-	-	-	-	940	1,235
Waste Management	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	3,920	165	140	2,013	1,503	100	-	-	-	100	3,820
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	-	-	-	-	-	-	-	-	-	-	-
Other Infrastructure	220	120	-	-	100	-	-	-	-	-	220
TOTAL INFRASTRUCTURE	18,895	890	475	12,031	5,400	100	-	580	-	1,040	17,275
TOTAL NEW CAPITAL 2022/23	54,049	4,700	6,455	31,361	11,152	381	-	8,580	-	1,540	43,929

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City of
KINGSTON



1230 Nepean Highway,
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