

Strategic Resource Plan 2020-2024

CITY OF KINGSTON

DOCUMENT INFORMATION

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Strategic Resource Plan The Four Year Outlook

INTRODUCTION

The Strategic Resource Plan 2020-2024 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 2020/21 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 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:

- Manage financial risks faced by Council prudently, having regard to economic circumstances;
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
- Ensure that decisions are made and actions are taken having regard to their financial effects on future generations; and
- Ensure full, accurate and timely disclosure of financial information.

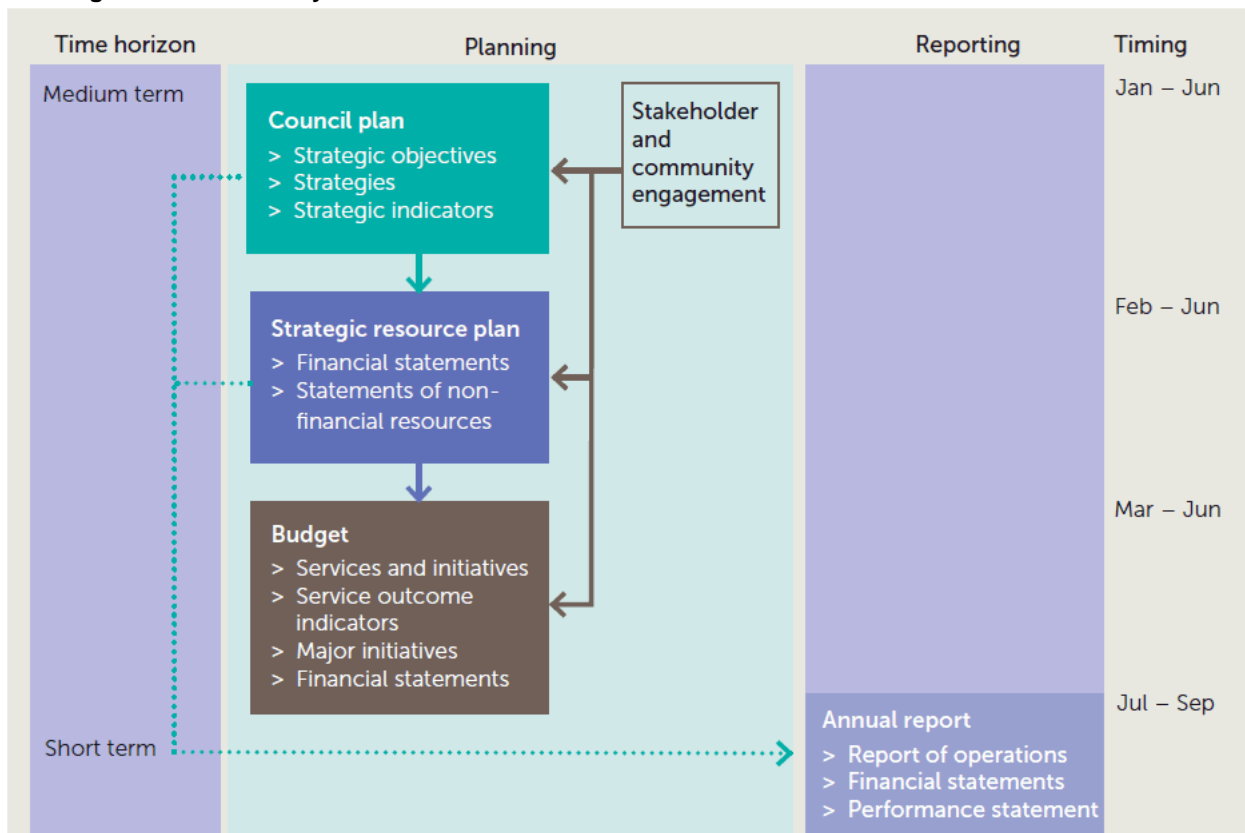
The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

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
- COVID-19 impact

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 2019/20 and 2020/21 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	BUDGET	FORECAST	FORECAST	FORECAST	TREND +/-
	2019/20	2020/21	2021/22	2022/23	2023/24	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Surplus / (Deficit)	27,993	15,416	26,714	25,178	14,580	-
Cash Increase / (Decrease)	(24,306)	(26,515)	(20,716)	(9,353)	(4,785)	+
Debt Outstanding (at end of year)	1,741	-	-	-	-	+
Total Capital Expenditure	81,656	65,909	72,811	60,409	45,545	-

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 2020/21 to 2023/24 are forecast operating surplus results.

Rating Strategy – Consistent with the adopted long term financial strategy rates and charges, average increases are forecast to be 2.0% for 2020/21, 2.25% for 2021/22 and 2.50 % for 2022/23 and 2023/24, 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 – Debt outstanding at 30 June 2021 is expected to be zero. There will be no new borrowings in 2020/21 and Council is forecast to be debt free in July 2021.

Asset Management Strategy – Capital Expenditure over the four year period will total \$244.7 million at an annual average of \$61.2 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.

COVID-19 Community and Business Support Package – Council has introduced the following initiatives to support its community during COVID-19:

- a) \$118 waste rebate for residential bin services – Total cost approximately \$7.5 million.
- b) \$112.20 rebate to residents on JobSeeker and businesses on JobKeeper.
- c) No interest on overdue rates until July 2021.
- d) The ability to defer rates until June 2021.

- e) Refunds to traders for Health and Food Premises registrations.
- f) Refund to traders for Footpath trading fees.
- g) No rents for community/sporting groups for 12 months.

KEY ASSUMPTIONS UNDERLYING THE DEVELOPMENT OF THE FORECASTS

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

GENERAL OPERATING

- Average rate increases 2.0% for 2020/21; 2.25% for 2021/22 and 2.5% for 2022/23 and 2023/24
- Grants +1.5%
- Fees and Charges +3.0%
- Materials +2.8%
- Employee Costs +2.3% as per Enterprise Agreement.

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 2020/21 Budget is based on an average rate increase forecast to be 2.0% for 2020/21, 2.25% for 2021/21 and 2.5% for 2022/23 and 2023/24, 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.

Given the impact of COVID-19, these assumptions will be revisited for the 2021/22 Budget.

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 2020/21.

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 \$ 8.5 million in 2020/21. 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 due to Don Tatnell leisure centre closure. 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.

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 decrease 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.

Based on the accounting standard AASB 16 – Leases which becomes applicable to 2020/21 budget, Council has identified assets which include vehicles, equipment, property pertaining to long-term contracts with exclusive use of the assets. In accordance with the standard, Council has recognised the amortisation of those assets.

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 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 2022, 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 2020/21 of more than \$8.0 million invested in a range of projects including:

- \$0.8 million Parkdale Yacht Club redevelopment
- \$2.9 million Mentone Life Saving Club and Foreshore Precinct
- \$1.3 million Aspendale Life Saving Club
- \$1.1 million Chelsea Yacht Club refurbishment
- \$0.5 million Carrum Life Saving Club expansion

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 2020/21 Budget includes a \$0.3 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 2021, it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 95% 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 \$1.5 million in 2020/21 with plan of debt free in July 2021
- Total amount to be capitalised in 2019/20 is approximately \$65.9 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.

Other assets are prepaid expenditure and accrued income which are kept at a relatively constant and low value each year.

Non-Current Assets

Non-current assets include fixed assets, right of use assets and investment property. 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. This includes trade and other payables, trust funds and deposits, and provisions for accrued annual and long service leave owing to employees.

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. The employee entitlements are only expected to decrease by \$0.03 million in budget 2020/21, with the ongoing active management of entitlements after allowing for annual salary increases. This is offset by the reduction in interest bearing loans of \$1.5 million in 2020/21 after Council had an early repayment of the loan for 1230 Nepean Highway in 2019/20. There is a \$0.5 million allocation to the Lease liabilities as a result of recognising the new accounting standard, AASB 16 Leases

Non-Current Liabilities

Non-current liabilities (that is, obligations Council must pay beyond the next year) consists mainly of recognition of the lease liability. No new borrowings are forecast in the Strategic Resource Plan. The 2020/21 budget includes an \$8.7 million liability in non-current lease liabilities as a result of recognising vehicles, equipment and property from right of use assets in accordance with AASB 16-Leases.

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, asset replacement reserve transfers 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 \$65.9 million. It also assumes that all capital works expenditure will be spent in 2020/21.

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 expect it to reduce by a net \$34.8 million over the next 4 years. Overall, total cash and investments are forecast to increase by \$3.2 million to \$72.7 million as at 30 June 2021 comparatively to last year's budget. This is consistent with Council's expectations.

CAPITAL WORKS

Council manages more than \$2.4 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 sets 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 rate 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 2020-2024 period. The attached Appendix includes the financial statements and other financial disclosures required by the Act and Regulations.

Indicator	Measure	Notes	Budget	Budget	Strategic Resource Plan Projections			Trend
			2019/20	2020/21	2021/22	2022/23	2023/24	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	8.5%	3.2%	7.1%	6.6%	5.7%	-
Liquidity								
Working Capital	Current assets / current liabilities	2	203.6%	251.1%	218.8%	214.7%	222.5%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	161.4%	167.9%	114.8%	90.2%	77.3%	-
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	1.2%	0.0%	0.0%	0.0%	0.0%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.6%	1.1%	0.0%	0.0%	0.0%	+
Indebtedness	Non-current liabilities / own source revenue		1.1%	5.5%	4.9%	4.5%	4.2%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	142.3%	127.1%	153.2%	125.2%	113.8%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	68.6%	66.9%	68.4%	68.7%	68.9%	=
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.2%	0.2%	0.2%	=
Efficiency								
Expenditure level	Total expenses/ no. of property assessments		\$2,568	\$2,736	\$2,762	\$2,818	\$2,881	-
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,924	\$1,887	\$2,029	\$2,070	\$2,103	-
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		10.2%	11.6%	11.6%	11.6%	11.6%	=

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 slowly decreasing over the period.
- 2 **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease over the period of the Strategic Resource Plan.
- 3 **Unrestricted Cash** – An indicator of Council's ability to pay its short term liabilities using cash and cash equivalents other than restricted cash (identified for specific purpose). Council's unrestricted cash is declining over the period.
- 4 **Debt compared to rates** – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt.
- 5 **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.
- 6 **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)

Financial performance is slowly decreasing over the period. To maintain the long term financial sustainability, Council continues to monitor increased operating costs by maintaining staff levels at prior year unless justified by a business case or alternative source of funding, by increasing efficiencies through technology, and by maintaining materials and services expenditure at prior year unless due to a contracted cost escalation clause whilst increasing or maintaining the existing fees and charges at market levels unless set by the other levels of government.

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: not achieved)

The net change in cash is forecast to reduce by \$34.8 million over the next 4 years. This is because Council is utilizing its cash reserves to fund a robust and extensive capital works program in each of the 4 years of the SRP.

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.

APPENDIX: THE FINANCIAL STATEMENTS

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 2020/21 Budget.

Comprehensive Income Statement
FOR THE FOUR YEARS ENDING 30 JUNE 2024

	Budget		Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	144,924	143,189	156,004	161,165	165,900
Statutory fees and fines	10,364	9,812	9,823	10,118	10,422
User fees	19,750	19,479	20,063	20,665	21,285
Grants – operating	32,559	38,911	39,426	39,948	40,478
Grants - capital	10,115	8,462	10,588	9,638	818
Contributions - monetary	309	322	344	300	309
Other income	2,554	2,798	2,798	2,798	2,598
Total income	220,576	222,973	239,046	244,632	241,810
Expenses					
Employee costs	83,328	91,017	94,066	97,140	100,771
Materials and services	83,106	89,524	90,810	94,380	98,046
Depreciation	26,000	25,535	26,297	26,886	27,450
Amortisation - right of use assets	-	965	703	614	550
Bad and doubtful debts	50	50	50	50	50
Borrowing costs	99	31	-	-	-
Finance costs - leases	-	435	406	383	363
Total expenses	192,583	207,557	212,332	219,453	227,230
Surplus/(deficit) for the year	27,993	15,416	26,714	25,178	14,580

Strategic Resource Plan 2020-2024

CITY OF KINGSTON

Balance Sheet

FOR THE FOUR YEARS ENDING 30 JUNE 2024

	Budget	Budget	Strategic Resource Plan		
	2019/20	2020/21	Projections		
	\$'000	\$'000	2021/22	2022/23	2023/24
			\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	69,546	72,711	51,995	42,642	37,857
Trade and other receivables	8,066	24,922	33,419	42,197	51,235
Other assets	-	1,652	1,652	1,652	1,652
Total current assets	77,612	99,285	87,066	86,491	90,744
Non-current assets					
Trade and other receivables	20	-	-	-	-
Property, infrastructure, plant & equipment	2,521,036	2,456,720	2,496,134	2,522,557	2,533,552
Right-of-use assets	-	8,858	8,155	7,541	6,992
Investment property	-	4,473	4,473	4,473	4,473
Intangible assets	-	882	882	882	882
Total non-current assets	2,521,056	2,470,933	2,509,644	2,535,453	2,545,899
Total assets	2,598,668	2,570,218	2,596,710	2,621,944	2,636,643
Liabilities					
Current liabilities					
Trade and other payables	14,128	13,293	13,621	14,157	14,707
Trust funds and deposits	3,184	6,310	6,310	6,310	6,310
Provisions	19,414	19,389	19,389	19,389	19,389
Interest-bearing liabilities	1,395	-	-	-	-
Lease liabilities	-	550	480	432	382
Total current liabilities	38,121	39,542	39,800	40,288	40,788
Non-current liabilities					
Provisions	1,547	1,070	1,070	1,070	1,070
Interest-bearing liabilities	346	-	-	-	-
Lease liabilities	-	8,669	8,189	7,757	7,376
Total non-current liabilities	1,893	9,739	9,259	8,827	8,446
Total liabilities	40,014	49,281	49,059	49,115	49,234
Net assets	2,558,654	2,520,937	2,547,651	2,572,829	2,587,409
Equity					
Accumulated surplus	1,428,976	1,469,081	1,501,561	1,526,859	1,538,623
Asset revaluation reserve	1,105,315	1,025,000	1,025,000	1,025,000	1,025,000
Other Reserves	24,363	26,856	21,090	20,970	23,786
Total equity	2,558,654	2,520,937	2,547,651	2,572,829	2,587,409

Statement of Changes in Equity FOR THE FOUR YEARS ENDING 30 JUNE 2024

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2020 Forecast Actual				
Balance at beginning of the financial year	2,479,646	1,418,060	1,025,000	36,586
Impact of adoption of new accounting standards	-	-	-	-
Adjusted opening balance	2,479,646	1,418,060	1,025,000	36,586
Surplus/(deficit) for the year	25,875	25,875	-	-
Transfers to other reserves	-	(3,469)	-	3,469
Transfers from other reserves	-	9,637	-	(9,637)
Balance at end of the financial year	2,505,521	1,450,103	1,025,000	30,418
Budget 2020/21				
Balance at beginning of the financial year	2,505,521	1,450,103	1,025,000	30,418
Surplus/(deficit) for the year	15,416	15,416	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,519)	-	3,519
Transfers from other reserves	-	7,081	-	(7,081)
Balance at end of the financial year	2,520,937	1,469,081	1,025,000	26,856
Budget 2021/22				
Balance at beginning of the financial year	2,520,937	1,469,081	1,025,000	26,856
Surplus/(deficit) for the year	26,714	26,714	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,575)	-	3,575
Transfers from other reserves	-	9,341	-	(9,341)
Balance at end of the financial year	2,547,651	1,501,561	1,025,000	21,090
Budget 2022/23				
Balance at beginning of the financial year	2,547,651	1,501,561	1,025,000	21,090
Surplus/(deficit) for the year	25,178	25,178	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,640)	-	3,640
Transfers from other reserves	-	3,760	-	(3,760)
Balance at end of the financial year	2,572,829	1,526,859	1,025,000	20,970
Budget 2023/24				
Balance at beginning of the financial year	2,572,829	1,526,859	1,025,000	20,970
Surplus/(deficit) for the year	14,580	14,580	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(3,706)	-	3,706
Transfers from other reserves	-	890	-	(890)
Balance at end of the financial year	2,587,409	1,538,623	1,025,000	23,786

Statement of Cash Flows

FOR THE FOUR YEARS ENDING 30 JUNE 2024

	Strategic Resource Plan				
	Budget	Budget	Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	144,789	136,030	148,203	153,106	157,605
Statutory fees and fines	10,364	9,567	9,577	9,865	10,161
User fees	19,750	18,992	19,561	20,148	20,753
Grants – operating	32,559	38,911	39,426	39,948	40,478
Grants - capital	10,115	8,462	10,588	9,638	818
Contributions - monetary	309	321	345	300	309
Other receipts	2,554	2,798	2,798	2,798	2,598
Employee costs	(83,328)	(91,017)	(94,066)	(97,140)	(100,771)
Materials and services	(83,156)	(89,002)	(90,482)	(93,845)	(97,496)
Net cash provided by/(used in) operating activities	53,957	35,062	45,950	44,818	34,455
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(74,656)	(58,909)	(65,809)	(53,408)	(38,545)
Proceeds from sale of property, infrastructure, plant and equipment	100	100	100	100	100
Net cash provided by/ (used in) investing activities	(74,556)	(58,809)	(65,709)	(53,308)	(38,445)
Cash flows from financing activities					
Finance costs	(99)	(31)	-	-	-
Repayment of borrowings	(3,608)	(1,517)	-	-	-
Interest paid - lease liability	-	(435)	(407)	(383)	(363)
Repayment of lease liabilities	-	(785)	(550)	(480)	(432)
Net cash provided by/(used in) financing activities	(3,707)	(2,768)	(957)	(863)	(795)
Net increase/(decrease) in cash & cash equivalents	(24,306)	(26,515)	(20,716)	(9,353)	(4,785)
Cash and cash equivalents at the beginning of the financial year	93,852	99,226	72,711	51,995	42,642
Cash and cash equivalents at the end of the financial year	69,546	72,711	51,995	42,642	37,857

Statement of Capital Works

FOR THE FOUR YEARS ENDING 30 JUNE 2024

	Strategic Resource Plan				
	Budget	Budget	Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	2,000	1,460	-	-	-
Land improvements	1,710	305	250	265	-
Total land	3,710	1,765	250	265	-
Buildings	350	2,054	4,656	3,450	-
Building improvements	34,850	20,669	34,277	29,181	23,478
Total buildings	35,200	22,723	38,933	32,631	23,478
Total property	38,910	24,488	39,183	32,896	23,478
Plant and equipment					
Plant, machinery and equipment	300	300	300	300	300
Fixtures, fittings and furniture	1,810	3,458	1,525	275	275
Computers and telecommunications	2,477	1,736	1,190	2,590	1,060
Library books	1,077	1,099	1,121	1,143	1,166
Total plant and equipment	5,664	6,592	4,136	4,308	2,801
Infrastructure					
Roads	6,409	6,583	6,584	7,353	6,733
Bridges	-	100	400	-	-
Footpaths and cycleways	7,093	3,478	2,265	1,290	1,335
Drainage	4,255	6,259	4,970	4,475	5,000
Rec, leisure and comm facilities	10,140	10,271	5,868	3,140	1,773
Parks, open space and streetscapes	7,050	6,114	8,490	5,672	4,150
Off street car parks	1,125	1,210	600	-	-
Other infrastructure	1,010	815	315	1,275	275
Total infrastructure	37,082	34,829	29,492	23,205	19,266
Total capital works expenditure	81,656	65,909	72,811	60,409	45,545
Expenditure types represented by:					
New asset expenditure	17,571	13,271	12,136	6,990	950
Asset renewal expenditure	36,110	32,447	40,285	33,658	31,240
Asset expansion expenditure	5,879	2,406	3,090	6,599	495
Asset upgrade expenditure	20,786	16,844	16,268	12,731	12,445
Non asset	1,310	941	1,031	431	415
Total capital works expenditure	81,656	65,909	72,811	60,409	45,545
Funding sources represented by:					
Grants	9,631	8,187	10,588	9,638	818
Contributions	484	275	-	-	-
Council reserves	10,669	7,081	9,341	3,760	890
Council cash	60,872	50,366	52,882	47,011	43,837
Total capital works expenditure	81,656	65,909	72,811	60,409	45,545

Statement of Human Resources

FOR THE FOUR YEARS ENDING 30 JUNE 2024

	Budget		Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	83,328	91,017	94,066	97,140	100,771
Employee costs - capital	-	-	-	-	-
Total staff expenditure	83,328	91,017	94,066	97,140	100,771

	Budget		Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	FTE	FTE	FTE	FTE	FTE
Employees	850.4	892.2	892.2	892.2	892.2
Total staff numbers	850.4	892.2	892.2	892.2	892.2

*FTE Full Time Equivalent

Budgeted Summary of Planned Human Resources Expenditure
FOR THE FOUR YEARS ENDING 30 JUNE 2024

Division	Budget	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Planning and Development					
Permanent full time	10,069	12,342	12,755	13,172	13,665
Permanent part time	1,489	1,204	1,244	1,285	1,333
Total Planning and Development	11,558	13,546	14,000	14,457	14,998
Community Sustainability					
Permanent full time	25,201	26,329	27,211	28,100	29,151
Permanent part time	11,759	14,967	15,468	15,974	16,571
Total Community Sustainability	36,960	41,296	42,679	44,074	45,722
Corporate Services					
Permanent full time	9,384	11,794	12,189	12,587	13,058
Permanent part time	2,429	1,522	1,573	1,624	1,685
Total Corporate Services	11,812	13,316	13,762	14,212	14,743
City Assets and Environment					
Permanent full time	11,044	12,225	12,635	13,047	13,535
Permanent part time	2,336	1,066	1,102	1,138	1,180
Total City Assets and Environment	13,380	13,291	13,736	14,185	14,715
Executive					
Permanent full time	1,888	2,828	2,923	3,018	3,131
Permanent part time	0	0	0	0	0
Total Executive	1,888	2,828	2,923	3,018	3,131
Total Casuals and other	7,729	6,740	6,966	7,193	7,462
Total staff expenditure	83,328	91,017	94,066	97,140	100,771

Budgeted Summary of Planned Human Resources Full Time Equivalent
FOR THE FOUR YEARS ENDING 30 JUNE 2024

Division	Budget	Budget	Strategic Resource Plan Projections		
	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE	2023/24 FTE
Planning and Development					
Permanent full time	94.9	112.8	112.8	112.8	112.8
Permanent part time	15.5	12.7	12.7	12.7	12.7
Total Planning and Development	110.4	125.5	125.5	125.5	125.5
Community Sustainability					
Permanent full time	259.0	253.7	253.7	253.7	253.7
Permanent part time	127.8	161.4	161.4	161.4	161.4
Total Community Sustainability	386.8	415.1	415.1	415.1	415.1
Corporate Services					
Permanent full time	85.4	107.1	107.1	107.1	107.1
Permanent part time	27.4	17.0	17.0	17.0	17.0
Total Corporate Services	112.9	124.1	124.1	124.1	124.1
City Assets and Environment					
Permanent full time	125.5	131.2	131.2	131.2	131.2
Permanent part time	25.9	13.6	13.6	13.6	13.6
Total City Assets and Environment	151.5	144.8	144.8	144.8	144.8
Executive					
Permanent full time	7.8	12.8	12.8	12.8	12.8
Permanent part time	-	-	-	-	-
Total Executive	7.8	12.8	12.8	12.8	12.8
Total Casuals and other	81.1	69.9	69.9	69.9	69.9
Total staff numbers FTE*	850.4	892.2	892.2	892.2	892.2

* FTE: Full Time Equivalent

Capital Works Program

FOR THE FOUR YEARS ENDING 30 JUNE 2024

Summary of planned capital works expenditure

Capital Works Area	Project cost \$'000	Asset expenditure type					Summary of funding sources					
		New	Expansion	Renewal	Upgrade	OS - Non-Asset	Grants Rec'd Prior	Grants To Be Rec'd	Contrib's To Be Rec'd	Council Reserve's	Borrow's	Council Cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Part 1 - New Capital Works 2020/21												
PROPERTY												
Land	500	-	-	-	-	500	-	-	-	-	-	500
Land Improvements	305	-	-	-	305	-	-	-	-	-	-	305
Total Land	805	-	-	-	305	500	-	-	-	-	-	805
Buildings	2,245	-	-	1,571	673	-	-	-	-	-	-	2,245
Heritage Buildings	-	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	20,355	2,210	1,736	10,664	5,546	200	-	2,565	250	500	-	17,040
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total Buildings	22,600	2,210	1,736	12,235	6,220	200	-	2,565	250	500	-	19,285
Total Property	23,405	2,210	1,736	12,235	6,525	700	-	2,565	250	500	-	20,090
PLANT AND EQUIPMENT												
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	-	300
Fixtures, Fittings and Furniture	2,870	520	-	1,770	580	-	-	-	-	-	-	2,870
Computers and TelComm	1,336	106	132	563	395	141	-	-	-	-	-	1,336
Library Books	1,099	-	-	1,099	-	-	-	-	-	-	-	1,099
Total Plant and Equipment	5,605	626	162	3,672	1,005	141	-	-	-	-	-	5,605
INFRASTRUCTURE												
Roads	6,558	915	205	5,206	232	-	-	818	-	-	-	5,740
Bridges	100	100	-	-	-	-	-	-	-	100	-	-
Footpaths and Cycleways	974	190	50	748	15	-	-	-	-	-	-	974
Drainage	5,393	-	-	2,324	3,019	50	-	-	-	350	-	5,043
Rec, Leisure and Comm Facilities	9,711	3,956	156	3,084	2,516	-	-	2,297	-	2,840	-	4,574
Waste Management	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	5,412	1,655	-	2,349	1,309	100	-	-	-	700	-	4,712
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	480	30	-	75	75	300	-	-	25	-	-	455
Other Infrastructure	815	215	-	450	150	-	-	-	-	-	-	815
TOTAL INFRASTRUCTURE	29,442	7,061	411	14,235	7,285	450	-	3,115	25	3,990	-	22,312
TOTAL NEW CAPITAL WORKS	58,452	9,897	2,308	30,142	14,815	1,291	-	5,680	275	4,490	-	48,007

Strategic Resource Plan 2020-2024

CITY OF KINGSTON

Capital Works Area	Project cost \$'000	Asset expenditure type					Summary of funding sources					
		New	Expansion	Renewal	Upgrade	OS - Non-Asset	Grants Rec'd Prior	Grants To Be Rec'd	Contrib's To Be Rec'd	Council Reserve's	Borrow's	Council Cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Part 1 - CARRY OVER WORKS 2019/20												
PROPERTY												
Land	960	1,400	-	-	-	(440)	-	-	-	-	-	960
Land Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total Land	960	1,400	-	-	-	(440)	-	-	-	-	-	960
Buildings	(191)	-	-	(197)	(84)	90	-	2,507	-	500	-	(3,197)
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	314	125	(369)	672	(115)	-	-	-	-	-	-	314
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total Buildings	123	125	(369)	475	(199)	90	-	2,507	-	500	-	(2,884)
Total Property	1,083	1,525	(369)	475	(199)	(350)	-	2,507	-	500	-	(1,924)
PLANT AND EQUIPMENT												
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Fixtures, Fittings and Furniture	588	(433)	-	782	239	-	-	-	-	-	-	588
Computers and TelComm	400	-	40	200	160	-	-	-	-	-	-	400
Library Books	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PLANT AND EQUIP	988	(433)	40	982	399	-	-	-	-	-	-	988
INFRASTRUCTURE												
Roads	25	25	-	-	-	-	-	-	-	-	-	25
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	2,504	1,826	-	152	526	-	-	-	-	-	-	2,504
Drainage	866	-	-	206	660	-	-	-	-	-	-	866
Rec, Leisure and Comm Facilities	560	(347)	426	113	368	-	-	-	-	2,091	-	(1,531)
Waste Management	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	701	47	-	378	276	-	-	-	-	-	-	701
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	730	730	-	-	-	-	-	-	-	-	-	730
Other Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	5,386	2,281	426	849	1,830	-	-	-	-	2,091	-	3,295
TOTAL CARRIED OVER 2019/20	7,457	3,374	98	2,305	2,030	(350)	-	2,507	-	2,591	-	2,359
TOTAL CAPITAL WORKS 2020/21	65,909	13,271	2,406	32,447	16,844	941	-	8,187	275	7,081	-	50,366

Strategic Resource Plan 2020-2024

CITY OF KINGSTON

Capital Works Area	Project cost \$'000	Asset expenditure type					Summary of funding sources					
		New	Expansion	Renewal	Upgrade	OS - Non-Asset	Grants Rec'd Prior	Grants To Be Rec'd	Contrib's To Be Rec'd	Council Reserve's	Borrow's	Council Cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Part 1 - New Capital Works 2021/22												
PROPERTY												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	250	-	-	-	250	-	-	-	-	-	-	250
Total Land	250	-	-	-	250	-	-	-	-	-	-	250
Buildings	4,656	3,600	-	740	317	-	-	-	1,500	-	-	3,156
Heritage Buildings	-	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	34,277	2,235	2,174	22,519	7,150	200	-	9,270	-	-	-	25,007
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total Buildings	38,933	5,835	2,174	23,258	7,466	200	-	9,270	-	1,500	-	28,163
Total Property	39,183	5,835	2,174	23,258	7,716	200	-	9,270	-	1,500	-	28,413
PLANT AND EQUIPMENT												
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	-	300
Fixtures, Fittings and Furniture	1,525	125	-	1,075	325	-	-	-	-	-	-	1,525
Computers and TelComm	1,190	20	132	563	395	81	-	-	-	-	-	1,190
Library Books	1,121	-	-	1,121	-	-	-	-	-	-	-	1,121
Total Plant and Equipment	4,136	145	162	2,999	750	81	-	-	-	-	-	4,136
INFRASTRUCTURE												
Roads	6,584	1,206	205	4,968	205	-	-	818	-	-	-	5,766
Bridges	400	400	-	-	-	-	-	-	-	400	-	-
Footpaths and Cycleways	2,265	1,190	50	888	138	-	-	-	-	-	-	2,265
Drainage	4,970	-	-	2,329	2,591	50	-	-	-	850	-	4,120
Rec, Leisure and Comm Facilities	5,868	1,800	500	1,579	1,989	-	-	500	-	4,591	-	777
Waste Management	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	8,490	1,345	-	4,265	2,781	100	-	-	-	2,000	-	6,490
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	600	-	-	-	-	600	-	-	-	-	-	600
Other Infrastructure	315	215	-	-	100	-	-	-	-	-	-	315
TOTAL INFRASTRUCTURE	29,492	6,156	755	14,029	7,802	750	-	1,318	-	7,841	-	20,333
TOTAL NEW CAPITAL WORKS	72,811	12,136	3,090	40,285	16,268	1,031	-	10,588	-	9,341	-	52,882

Strategic Resource Plan 2020-2024

CITY OF KINGSTON

Capital Works Area	Project cost \$'000	Asset expenditure type					Summary of funding sources					
		New	Expansion	Renewal	Upgrade	OS - Non-Asset	Grants Rec'd Prior	Grants To Be Rec'd	Contrib's To Be Rec'd	Council Reserve's	Borrow's	Council Cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Part 1 - New Capital Works 2022/23												
PROPERTY												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	265	-	-	-	265	-	-	-	-	-	-	265
Total Land	265	-	-	-	265	-	-	-	-	-	-	265
Buildings	3,450	3,450	-	-	-	-	-	-	500	-	-	2,950
Heritage Buildings	-	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	29,181	200	5,973	17,416	5,392	200	-	8,820	-	-	-	20,361
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total Buildings	32,631	3,650	5,973	17,416	5,392	200	-	8,820	-	500	-	23,311
Total Property	32,896	3,650	5,973	17,416	5,657	200	-	8,820	-	500	-	23,576
PLANT AND EQUIPMENT												
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	-	300
Fixtures, Fittings and Furniture	275	125	-	75	75	-	-	-	-	-	-	275
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	4,308	285	372	2,861	710	81	-	-	-	-	-	4,308
INFRASTRUCTURE												
Roads	7,353	1,665	205	5,290	193	-	-	818	-	-	-	6,535
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	1,290	190	50	913	138	-	-	-	-	-	-	1,290
Drainage	4,475	-	-	2,220	2,205	50	-	-	-	50	-	4,425
Rec, Leisure and Comm Facilities	3,140	-	-	1,798	1,342	-	-	-	2,110	-	-	1,030
Waste Management	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	5,672	25	-	3,160	2,387	100	-	-	-	100	-	5,572
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	-	-	-	-	-	-	-	-	-	-	-	-
Other Infrastructure	1,275	1,175	-	-	100	-	-	-	-	1,000	-	275
TOTAL INFRASTRUCTURE	23,205	3,055	255	13,381	6,364	150	-	818	-	3,260	-	19,127
TOTAL NEW CAPITAL WORKS	60,409	6,990	6,599	33,658	12,731	431	-	9,638	-	3,760	-	47,011

Strategic Resource Plan 2020-2024

CITY OF KINGSTON

Capital Works Area	Project cost \$'000	Asset expenditure type					Summary of funding sources					
		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	Borrow's \$'000	Council Cash \$'000
Part 1 - New Capital Works 2023/24												
PROPERTY												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-	-	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-	-	-
Building Improvements	23,478	-	111	16,786	6,381	200	-	-	-	-	-	23,478
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-
Total Buildings	23,478	-	111	16,786	6,381	200	-	-	-	-	-	23,478
Total Property	23,478	-	111	16,786	6,381	200	-	-	-	-	-	23,478
PLANT AND EQUIPMENT												
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	300	-	30	240	30	-	-	-	-	-	-	300
Fixtures, Fittings and Furniture	275	125	-	75	75	-	-	-	-	-	-	275
Computers and TelComm	1,060	20	99	527	350	65	-	-	-	-	-	1,060
Library Books	1,166	-	-	1,166	-	-	-	-	-	-	-	1,166
Total Plant and Equipment	2,801	145	129	2,008	455	65	-	-	-	-	-	2,801
INFRASTRUCTURE												
Roads	6,733	415	205	5,920	193	-	-	818	-	-	-	5,915
Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	1,335	190	50	958	138	-	-	-	-	-	-	1,335
Drainage	5,000	-	-	2,505	2,445	50	-	-	-	50	-	4,950
Rec, Leisure and Comm Facilities	1,773	-	-	781	992	-	-	-	-	740	-	1,033
Waste Management	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	4,150	25	-	2,283	1,743	100	-	-	-	100	-	4,050
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off Street Car Parks	-	-	-	-	-	-	-	-	-	-	-	-
Other Infrastructure	275	175	-	-	100	-	-	-	-	-	-	275
TOTAL INFRASTRUCTURE	19,266	805	255	12,446	5,610	150	-	818	-	890	-	17,558
TOTAL NEW CAPITAL WORKS	45,545	950	495	31,240	12,445	415	-	818	-	890	-	43,837

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