

Strategic Resource Plan

The Strategic Resource Plan 2020-25 details the financial and non-financial resources required to achieve the Council Plan strategic objectives and deliver on the actions and services listed in this plan.

Introduction

The City of Greater Dandenong annually reviews its Long Term Financial Strategy which is summarised in this Strategic Resource Plan.

The resources available to Council can be grouped into two major sections:

- Financial resources
- Non-financial resources

Financial Resources

The financial outcomes and forecast long-term financial statements provided in the Strategic Resource Plan are in accordance with Council's Long Term Financial Strategy, which is reviewed on an annual basis.

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 key financial objectives of the Strategic Resource Plan are:

- The achievement of a prudent balance between meeting the service needs of our community (both now and in the future) and remaining financially sustainable for future generations.
- An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning.
- Endeavouring to maintain a sustainable Council in an environment where Council's costs in delivering services are increasing at a higher rate than its revenue capacity due to capping of Council rates and low increases in government grant funding.

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 the 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.
- Provide full and accurate and timely disclosure of financial information.

The Strategic Resource Plan has been prepared on the basis of a number of assumptions and challenges including:

Financial resource planning assumptions

Rate income has been capped to the Consumer Price Index (CPI) at 2.00% for 2020-21 under the Fair Go Rates System. The forward four years of the Strategic Resource Plan use indicative rate increases only and will be subject to the rate cap set by the Minister for Local Government.

Revenue from government grants fails to increase at the cost of providing services.

Council's costs in providing services have been escalated in line with known estimates for key components such as labour costs.

Challenges

The State Government's Fair Go Rates System prevents Councils from raising rates above inflation levels from 1 July 2016. Council remains in a healthy financial position, although this will continue to be tested by the compounding effect of rate capping and vagaries of external influences. The challenge will require Council to fundamentally review the sustainability of its operations as the outcomes will have implications in future years.

At this point the forward four-year projections (years two to five) of this Strategic Resource Plan were developed just prior to the COVID-19 pandemic impacting the world. The assumed immediate and short-term financial impacts have been factored into Council's 2019-20 forecast and 2020-21 Budget; however, we will need to better understand the longer term impact of COVID-19 on our community and on our operations. This won't be known for many months, as such we recognise Council's proposed financial direction for future years may require changes. The total assumed impact of COVID-19 over the 2019-20 and 2020-21 years is \$10.37 million.

Council has unique opportunities to address the revitalisation of Dandenong, Springvale and Keysborough with key infrastructure projects. The Strategic Resource Plan needs to recognise and resource these opportunities at the same time as directing greater resources to asset renewal.

Diminishing real contributions from State and Federal Governments in terms of operational funding continues to place greater pressure on Council to finance this difference from rate revenue.

Council has an extremely diverse community with equally diverse service requirements. Council needs to maintain a high focus on meeting the needs of its community in its service provision.

Comprehensive Income Statement

For the five years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Income						
Rates and charges	144,497	152,325	154,744	159,346	164,157	169,088
Statutory fees and fines	7,614	8,426	9,843	9,937	10,136	10,339
User fees	7,128	8,068	9,398	9,652	9,914	10,182
Grants – operating	26,021	29,875	30,099	30,438	30,671	30,997
Grants – capital	4,498	3,244	1,093	1,018	826	-
Contributions – monetary	7,766	2,910	4,391	2,001	2,001	2,001
Contributions – non-monetary	15,000	15,000	15,000	15,000	15,000	15,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	591	377	387	388	374	442
Other income	10,378	6,000	8,534	9,051	8,967	9,200
Total income	223,493	226,225	233,489	236,831	242,046	247,249
Expenses						
Employee costs	81,964	84,402	85,049	87,129	89,606	92,329
Materials and services	73,292	70,493	68,120	70,494	71,469	73,231
Bad and doubtful debts	1,535	1,363	1,431	1,503	1,578	1,656
Depreciation	30,816	31,433	32,061	32,703	33,357	34,024
Borrowing costs	3,058	3,051	2,917	2,807	3,094	3,306
Other expenses	6,197	5,725	5,055	5,140	5,233	6,231
Total expenses	196,862	196,467	194,633	199,776	204,337	210,777
Surplus for the year	26,631	29,758	38,856	37,055	37,709	36,472
Other comprehensive income						
<i>Items that will not be reclassified to surplus or deficit in future periods:</i>						
Other	-	-	-	-	-	-
Total comprehensive result	26,631	29,758	38,856	37,055	37,709	36,472

Note: Assumed immediate and short-term impacts of the COVID-19 pandemic have been factored in to 2019-20 and 2020-21. Any longer term impacts are unknown.

Balance Sheet

For the five years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Assets						
Current assets						
Cash and cash equivalents	109,674	108,170	115,499	120,857	126,323	132,856
Trade and other receivables	23,161	24,120	24,899	25,825	26,797	27,811
Other financial assets	2,000	-	-	-	-	-
Other assets	2,702	2,756	2,811	2,868	2,924	2,983
Total current assets	137,537	135,046	143,209	149,550	156,044	163,650
Non-current assets						
Trade and other receivables	325	325	325	325	325	325
Property, infrastructure, plant and equipment	2,217,618	2,244,581	2,275,097	2,324,092	2,367,585	2,389,530
Investment property	12,827	12,827	12,827	12,827	12,827	12,827
Other financial assets	230	230	230	230	230	230
Total non-current assets	2,231,000	2,257,963	2,288,479	2,337,474	2,380,967	2,402,912
Total assets	2,368,537	2,393,009	2,431,688	2,487,024	2,537,011	2,566,562
Liabilities						
Current liabilities						
Trade and other payables	25,562	20,670	20,999	24,889	24,186	20,735
Trust funds and deposits	37,069	39,069	41,069	43,069	45,069	47,069
Provisions	16,725	17,418	18,140	18,895	19,684	20,510
Interest-bearing loans and borrowings	3,126	3,270	3,409	4,856	6,348	6,608
Total current liabilities	82,482	80,427	83,617	91,709	95,287	94,922
Non-current liabilities						
Trust funds and deposits	900	900	900	900	900	900
Provisions	1,516	1,555	1,597	1,642	1,690	1,742
Interest-bearing loans and borrowings	56,765	53,495	50,086	60,230	68,882	62,274
Total non-current liabilities	59,181	55,950	52,583	62,772	71,472	64,916
Total liabilities	141,663	136,377	136,200	154,481	166,759	159,838
Net assets	2,226,874	2,256,632	2,295,488	2,332,543	2,370,252	2,406,724
Equity						
Accumulated surplus	925,364	955,453	989,239	1,026,643	1,059,992	1,088,285
Asset revaluation reserve	1,241,807	1,241,807	1,241,807	1,241,807	1,241,807	1,241,807
Reserves	59,703	59,372	64,442	64,093	68,453	76,632
Total equity	2,226,874	2,256,632	2,295,488	2,332,543	2,370,252	2,406,724

Statement of Changes in Equity

For the five years ending 30 June 2025

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2020				
Balance at beginning of the financial year	2,200,243	875,922	1,241,807	82,514
Surplus/(deficit) for the year	26,631	26,631	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(11,802)	-	11,802
Transfers from other reserves	-	34,613	-	(34,613)
Balance at end of the financial year	2,226,874	925,364	1,241,807	59,703
2021				
Balance at beginning of the financial year	2,226,874	925,364	1,241,807	59,703
Surplus/(deficit) for the year	29,758	29,758	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(8,383)	-	8,383
Transfers from other reserves	-	8,714	-	(8,714)
Balance at end of the financial year	2,256,632	955,453	1,241,807	59,372
2022				
Balance at the beginning of the financial year	2,256,632	955,453	1,241,807	59,372
Surplus/(deficit) for the year	38,856	38,856	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(10,041)	-	10,041
Transfers from other reserves	-	4,971	-	(4,971)
Balance at end of the financial year	2,295,488	989,239	1,241,807	64,442

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
2023				
Balance at the beginning of the financial year	2,295,488	989,239	1,241,807	64,442
Surplus/(deficit) for the year	37,055	37,055	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,524)	-	12,524
Transfers from other reserves	-	12,873	-	(12,873)
Balance at end of the financial year	2,332,543	1,026,643	1,241,807	64,093
2024				
Balance at the beginning of the financial year	2,332,543	1,026,643	1,241,807	64,093
Surplus/(deficit) for the year	37,709	37,709	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(12,187)	-	12,187
Transfers from other reserves	-	7,827	-	(7,827)
Balance at end of the financial year	2,370,252	1,059,992	1,241,807	68,453
2025				
Balance at the beginning of the financial year	2,370,252	1,059,992	1,241,807	68,453
Surplus/(deficit) for the year	36,472	36,472	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(10,981)	-	10,981
Transfers from other reserves	-	2,802	-	(2,802)
Balance at end of the financial year	2,406,724	1,088,285	1,241,807	76,632

Statement of Cash Flows

For the five years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			
	2019-20 \$'000 Inflows (Outflows)	2020-21 \$'000 Inflows (Outflows)	2021-22 \$'000 Inflows (Outflows)	2022-23 \$'000 Inflows (Outflows)	2023-24 \$'000 Inflows (Outflows)	2024-25 \$'000 Inflows (Outflows)
Cash flows from operating activities						
Rates and charges	144,497	151,986	154,615	159,102	163,901	168,826
Statutory fees and fines	5,709	6,587	7,909	7,902	7,995	8,087
User fees	7,841	8,710	10,171	10,445	10,731	11,021
Grants - operating	28,053	31,642	31,877	32,237	32,481	32,827
Grants - capital	4,498	3,244	1,093	1,018	826	-
Contributions - monetary	7,766	2,910	4,391	2,001	2,001	2,001
Interest received	2,220	1,496	2,082	2,125	2,167	2,210
Trust funds and deposits taken	35,000	35,500	36,000	36,500	37,000	37,500
Other receipts	9,063	5,019	7,162	7,685	7,544	7,764
Net GST refund	14,011	8,900	8,674	10,738	10,337	8,452
Employee costs	(81,964)	(83,649)	(84,263)	(86,307)	(88,747)	(91,429)
Materials and services	(89,920)	(86,855)	(79,444)	(80,408)	(85,588)	(88,191)
Trust funds and deposits repaid	(33,000)	(33,500)	(34,000)	(34,500)	(35,000)	(35,500)
Other payments	(6,817)	(6,298)	(5,561)	(5,654)	(5,756)	(6,854)
Net cash provided by operating activities	46,957	45,692	60,706	62,884	59,892	56,714
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(97,119)	(43,705)	(47,894)	(67,016)	(62,156)	(41,329)
Proceeds (payments) for other financial assets	(2,000)	2,000	-	-	-	-
Proceeds from sale of property, infrastructure, plant and equipment	891	686	704	706	680	802
Net cash used in investing activities	(98,228)	(41,019)	(47,190)	(66,310)	(61,476)	(40,527)
Cash flows from financing activities						
Finance costs	(3,058)	(3,051)	(2,917)	(2,807)	(3,094)	(3,306)
Proceeds from borrowings	10,000	-	-	15,000	15,000	-
Repayment of borrowings	(8,634)	(3,126)	(3,270)	(3,409)	(4,856)	(6,348)
Net cash provided by (used in) financing activities	(1,692)	(6,177)	(6,187)	8,784	7,050	(9,654)
Net increase (decrease) in cash and cash equivalents	(52,963)	(1,504)	7,329	5,358	5,466	6,533
Cash and cash equivalents at beginning of financial year	162,637	109,674	108,170	115,499	120,857	126,323
Cash and cash equivalents at end of financial year	109,674	108,170	115,499	120,857	126,323	132,856

Note: Figures for future years are likely to be amended due to the impact of rate capping.

Statement of Capital Works

For the five years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Property						
Land	4,141	-	-	-	-	-
Total land	4,141	-	-	-	-	-
Buildings	42,800	13,511	14,654	34,610	28,163	10,493
Leasehold improvements	500	202	-	-	-	-
Total buildings	43,300	13,713	14,654	34,610	28,163	10,493
Total property	47,441	13,713	14,654	34,610	28,163	10,493
Plant and equipment						
Plant, machinery and equipment	2,524	2,906	2,940	2,955	2,951	3,002
Fixtures, fittings and furniture	150	426	263	233	249	281
Computers and telecommunications	1,918	577	1,001	134	141	410
Library books	974	860	1,024	1,035	1,046	1,056
Total plant and equipment	5,566	4,769	5,228	4,357	4,387	4,749
Infrastructure						
Roads	11,835	16,211	16,439	17,790	17,767	16,380
Bridges	487	100	100	100	450	155
Footpaths and cycleways	2,027	1,600	2,003	1,518	1,514	1,565
Drainage	2,701	660	1,787	1,585	1,769	1,424
Recreational, leisure and community facilities	6,117	1,471	4,409	3,950	4,858	2,785
Parks, open space and streetscapes	18,586	5,181	2,724	2,972	2,866	3,613
Off street car parks	2,359	-	550	134	382	165
Total infrastructure	44,112	25,223	28,012	28,049	29,606	26,087
Total capital works expenditure	97,119	43,705	47,894	67,016	62,156	41,329
Represented by:						
New asset expenditure	35,376	7,854	12,635	7,619	7,352	10,629
Asset renewal expenditure	36,331	21,505	29,581	53,203	48,948	23,876
Asset upgrade expenditure	24,664	14,346	5,678	6,194	5,856	6,824
Asset expansion expenditure	748	-	-	-	-	-
Total capital works expenditure	97,119	43,705	47,894	67,016	62,156	41,329

Note: The 2020-21 budget has a reduced investment of \$6.8 million to part fund the impacts of the COVID-19 pandemic. Future years are likely to be amended due to the impact of rate capping and may also be impacted by COVID-19.

Statement of Human Resources

For the five years ending 30 June 2025

	Budget 2020-21 \$'000	Strategic Resource Plan Projections			
		2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Staff expenditure					
Employee costs - operating	84,402	85,049	87,129	89,606	92,329
Total staff expenditure	84,402	85,049	87,129	89,606	92,329
Staff numbers					
Employees	747.2	736.7	724.0	722.0	722.0
Total staff numbers	747.2	736.7	724.0	722.0	722.0

Note: Figures for future years are likely to be amended due to the impact of rate capping.

Other information

For the five years ending 30 June 2025

1. Summary of planned capital works expenditure

2020-21	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	13,511	3,220	5,461	4,830	-	13,511	875	-	10,061	-	2,575
Leasehold improvements	202	-	-	202	-	202	100	-	102	-	-
Total buildings	13,713	3,220	5,461	5,032	-	13,713	975	-	10,163	-	2,575
Total property	13,713	3,220	5,461	5,032	-	13,713	975	-	10,163	-	2,575
Plant and equipment											
Plant, machinery and equipment	2,906	244	2,662	-	-	2,906	-	-	2,906	-	-
Fixtures, fittings and furniture	426	10	400	16	-	426	-	-	426	-	-
Computers and telecommunications	577	210	352	15	-	577	-	-	577	-	-
Library books	860	-	860	-	-	860	-	-	860	-	-
Total plant and equipment	4,769	464	4,274	31	-	4,769	-	-	4,769	-	-
Infrastructure											
Roads	16,211	2,650	8,575	4,986	-	16,211	1,526	910	11,045	-	2,730
Bridges	100	-	100	-	-	100	-	-	100	-	-
Footpaths and cycle ways	1,600	200	1,400	-	-	1,600	-	-	1,600	-	-
Drainage	660	-	660	-	-	660	-	-	660	-	-
Recreational, leisure and community facilities	1,471	706	765	-	-	1,471	205	-	1,266	-	-
Parks, open space and streetscapes	5,181	614	270	4,297	-	5,181	538	-	3,043	-	1,600
Off street car parks	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	25,223	4,170	11,770	9,283	-	25,223	2,269	910	17,714	-	4,330
Total capital works expenditure	43,705	7,854	21,505	14,346	-	43,705	3,244	910	32,646	-	6,905

Other information

For the five years ending 30 June 2025

1. Summary of planned capital works expenditure (continued)

2021-22	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	14,654	9,844	3,838	972	-	14,654	75	2,390	9,949	-	2,240
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	14,654	9,844	3,838	972	-	14,654	75	2,390	9,949	-	2,240
Total property	14,654	9,844	3,838	972	-	14,654	75	2,390	9,949	-	2,240
Plant and equipment											
Plant, machinery and equipment	2,940	103	2,837	-	-	2,940	-	-	2,940	-	-
Fixtures, fittings and furniture	263	103	160	-	-	263	-	-	263	-	-
Computers and telecommunications	1,001	21	897	83	-	1,001	-	-	1,001	-	-
Library books	1,024	-	1,024	-	-	1,024	-	-	1,024	-	-
Total plant and equipment	5,228	227	4,918	83	-	5,228	-	-	5,228	-	-
Infrastructure											
Roads	16,439	1,086	13,250	2,103	-	16,439	1,018	-	15,421	-	-
Bridges	100	-	100	-	-	100	-	-	100	-	-
Footpaths and cycle ways	2,003	103	1,900	-	-	2,003	-	-	2,003	-	-
Drainage	1,787	83	1,373	331	-	1,787	-	-	1,787	-	-
Recreational, leisure and community facilities	4,409	517	3,375	517	-	4,409	-	-	4,409	-	-
Parks, open space and streetscapes	2,724	672	380	1,672	-	2,724	-	-	1,724	-	1,000
Off street car parks	550	103	447	-	-	550	-	-	550	-	-
Total infrastructure	28,012	2,564	20,825	4,623	-	28,012	1,018	-	25,994	-	1,000
Total capital works expenditure	47,894	12,635	29,581	5,678	-	47,894	1,093	2,390	41,171	-	3,240

Other information

For the five years ending 30 June 2025

1. Summary of planned capital works expenditure (continued)

2022-23	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	34,610	4,434	29,067	1,109	-	34,610	-	-	9,610	15,000	10,000
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	34,610	4,434	29,067	1,109	-	34,610	-	-	9,610	15,000	10,000
Total property	34,610	4,434	29,067	1,109	-	34,610	-	-	9,610	15,000	10,000
Plant and equipment											
Plant, machinery and equipment	2,955	118	2,837	-	-	2,955	-	-	2,955	-	-
Fixtures, fittings and furniture	233	118	115	-	-	233	-	-	233	-	-
Computers and telecommunications	134	24	16	94	-	134	-	-	134	-	-
Library books	1,035	-	1,035	-	-	1,035	-	-	1,035	-	-
Total plant and equipment	4,357	260	4,003	94	-	4,357	-	-	4,357	-	-
Infrastructure											
Roads	17,790	1,238	14,295	2,257	-	17,790	1,018	-	16,772	-	-
Bridges	100	-	100	-	-	100	-	-	100	-	-
Footpaths and cycle ways	1,518	118	1,400	-	-	1,518	-	-	1,518	-	-
Drainage	1,585	95	1,113	377	-	1,585	-	-	1,585	-	-
Recreational, leisure and community facilities	3,950	590	2,770	590	-	3,950	-	-	3,950	-	-
Parks, open space and streetscapes	2,972	766	439	1,767	-	2,972	-	-	1,972	-	1,000
Off street car parks	134	118	16	-	-	134	-	-	134	-	-
Total infrastructure	28,049	2,925	20,133	4,991	-	28,049	1,018	-	26,031	-	1,000
Total capital works expenditure	67,016	7,619	53,203	6,194	-	67,016	1,018	-	39,998	15,000	11,000

Other information

For the five years ending 30 June 2025

1. Summary of planned capital works expenditure (continued)

2023-24	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	28,163	4,278	22,815	1,070	-	28,163	-	-	8,163	15,000	5,000
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	28,163	4,278	22,815	1,070	-	28,163	-	-	8,163	15,000	5,000
Total property	28,163	4,278	22,815	1,070	-	28,163	-	-	8,163	15,000	5,000
Plant and equipment											
Plant, machinery and equipment	2,951	114	2,837	-	-	2,951	-	-	2,951	-	-
Fixtures, fittings and furniture	249	114	135	-	-	249	-	-	249	-	-
Computers and telecommunications	141	23	27	91	-	141	-	-	141	-	-
Library books	1,046	-	1,046	-	-	1,046	-	-	1,046	-	-
Total plant and equipment	4,387	251	4,045	91	-	4,387	-	-	4,387	-	-
Infrastructure											
Roads	17,767	1,195	14,550	2,022	-	17,767	826	-	16,941	-	-
Bridges	450	-	450	-	-	450	-	-	450	-	-
Footpaths and cycle ways	1,514	114	1,400	-	-	1,514	-	-	1,514	-	-
Drainage	1,769	91	1,314	364	-	1,769	-	-	1,769	-	-
Recreational, leisure and community facilities	4,858	569	3,720	569	-	4,858	-	-	4,858	-	-
Parks, open space and streetscapes	2,866	740	386	1,740	-	2,866	-	-	1,866	-	1,000
Off street car parks	382	114	268	-	-	382	-	-	382	-	-
Total infrastructure	29,606	2,823	22,088	4,695	-	29,606	826	-	27,780	-	1,000
Total capital works expenditure	62,156	7,352	48,948	5,856	-	62,156	826	-	40,330	15,000	6,000

Other information

For the five years ending 30 June 2025

1. Summary of planned capital works expenditure (continued)

2024-25	Asset expenditure type					Funding sources					
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000	Reserves \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	10,493	6,185	2,762	1,546	-	10,493	-	-	10,493	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	10,493	6,185	2,762	1,546	-	10,493	-	-	10,493	-	-
Total property	10,493	6,185	2,762	1,546	-	10,493	-	-	10,493	-	-
Plant and equipment											
Plant, machinery and equipment	3,002	165	2,837	-	-	3,002	-	-	3,002	-	-
Fixtures, fittings and furniture	281	165	116	-	-	281	-	-	281	-	-
Computers and telecommunications	410	33	245	132	-	410	-	-	410	-	-
Library books	1,056	-	1,056	-	-	1,056	-	-	1,056	-	-
Total plant and equipment	4,749	363	4,254	132	-	4,749	-	-	4,749	-	-
Infrastructure											
Roads	16,380	1,727	12,925	1,728	-	16,380	-	-	16,380	-	-
Bridges	155	-	155	-	-	155	-	-	155	-	-
Footpaths and cycle ways	1,565	165	1,400	-	-	1,565	-	-	1,565	-	-
Drainage	1,424	132	766	526	-	1,424	-	-	1,424	-	-
Recreational, leisure and community facilities	2,785	822	1,140	823	-	2,785	-	-	2,785	-	-
Parks, open space and streetscapes	3,613	1,070	474	2,069	-	3,613	-	-	2,613	-	1,000
Off street car parks	165	165	-	-	-	165	-	-	165	-	-
Total infrastructure	26,087	4,081	16,860	5,146	-	26,087	-	-	25,087	-	1,000
Total capital works expenditure	41,329	10,629	23,876	6,824	-	41,329	-	-	40,329	-	1,000

Other information

For the five years ending 30 June 2025

2. Summary of planned human resources and expenditure

	Budget	Strategic Resource Plan Projections			
	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Chief Executive					
Permanent full time	574	585	601	617	633
Permanent part time	-	-	-	-	-
Total Chief Executive	574	585	601	617	633
City Planning, Design and Amenity					
Permanent full time	11,146	11,331	11,535	11,824	12,199
Permanent part time	1,917	1,949	1,984	2,034	2,099
Total City Planning, Design and Amenity	13,063	13,280	13,519	13,858	14,298
Community Services					
Permanent full time	17,016	17,490	18,004	18,571	19,155
Permanent part time	15,572	16,006	16,476	16,995	17,530
Total Community Services	32,588	33,496	34,480	35,566	36,685
Corporate Services					
Permanent full time	10,258	10,548	10,793	11,146	11,500
Permanent part time	2,620	2,694	2,756	2,847	2,937
Total Corporate Services	12,878	13,242	13,549	13,993	14,437
Engineering Services					
Permanent full time	15,860	15,919	16,343	16,861	17,396
Permanent part time	819	822	844	870	898
Total Engineering Services	16,679	16,741	17,187	17,731	18,294
Greater Dandenong Business					
Permanent full time	2,268	1,896	1,839	1,897	1,957
Permanent part time	509	426	413	426	439
Total Greater Dandenong Business	2,777	2,322	2,252	2,323	2,396
Total casuals and other	5,843	5,383	5,541	5,518	5,586
Total staff expenditure	84,402	85,049	87,129	89,606	92,329

Note: Figures for future years are likely to be amended due to the impact of rate capping.

Other information

For the five years ending 30 June 2025

2. Summary of planned human resources and expenditure (continued)

	Budget 2020-21 FTE	Strategic Resource Plan Projections			
		2021-22 FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE
Chief Executive					
Permanent full time	2.0	2.0	2.0	2.0	2.0
Permanent part time	-	-	-	-	-
Total Chief Executive	2.0	2.0	2.0	2.0	2.0
City Planning, Design and Amenity					
Permanent full time	99.0	99.0	96.0	94.0	94.0
Permanent part time	22.2	22.2	22.2	22.2	22.2
Total City Planning, Design and Amenity	121.2	121.2	118.2	116.2	116.2
Community Services					
Permanent full time	154.0	154.0	152.0	152.0	152.0
Permanent part time	164.6	164.1	164.1	164.1	164.1
Total Community Services	318.6	318.1	316.1	316.1	316.1
Corporate Services					
Permanent full time	85.0	84.0	83.0	83.0	83.0
Permanent part time	27.0	27.0	26.0	26.0	26.0
Total Corporate Services	112.0	111.0	109.0	109.0	109.0
Engineering Services					
Permanent full time	152.0	147.0	144.0	144.0	144.0
Permanent part time	8.6	8.6	7.8	7.8	7.8
Total Engineering Services	160.6	155.6	151.8	151.8	151.8
Greater Dandenong Business					
Permanent full time	17.0	13.0	12.0	12.0	12.0
Permanent part time	4.3	4.3	3.5	3.5	3.5
Total Greater Dandenong Business	21.3	17.3	15.5	15.5	15.5
Total casuals and other	11.5	11.5	11.5	11.5	11.5
Total staff numbers	747.2	736.7	724.0	722.0	722.0

Note: Figures for future years are likely to be amended due to the impact of rate capping.

FTE: Full time equivalent

