



Melton City Council
Budget 2018/2019

A thriving community where
everyone belongs



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Mayor's Introduction

It's a pleasure to present Melton City Council's 2018/2019 Budget.

This budget demonstrates Council's commitment to delivering on our key community priorities, and providing high quality programs, services and infrastructure to our residents, now and well into the future.

This budget has been framed around a 2.25 per cent rates increase, which will help us deliver on the community's expectations for high quality services and infrastructure within the State Government's rate capping environment.

In 2018/2019, Council has committed to the ongoing delivery of services to our community within a budget of \$134.02 million. We will also continue to invest in new and renewal infrastructure projects totalling \$77.82 million, including land purchases (\$2.83 million), buildings (\$22.69 million), roads (\$17.15 million); bridges (\$4.71 million); recreational facilities (\$24.72 million); footpaths and cycle ways (\$1.15 million); parks, open space and street scape (\$897,000); public art (\$90,000) and other assets (\$3.58 million).

The more significant projects in the 2018/2019 Budget include: female change room upgrade program (\$900,000); design and construction City Vista sporting ovals, tennis and netball courts, and pavilion (\$2.90 million); completion of Caroline Springs Leisure Centre redevelopment and construction of Sub-regional Tennis Facility (\$2.70 million); completion of Stage 2 Burnside Children's and Community Centre (\$417,000); completion of Hume Drive duplication project (\$915,000), and Westwood Drive Bridge (\$4.78 million); design and construction of Weir Views Park and Wetlands (\$690,000), Arnolds Creek Playground (\$300,000), and Allenby Reserve (\$300,000); redevelopment of Bill Cahill Reserve (\$300,000) and Hannah Watts Park (\$850,000); design and construction of Fraser Rise (\$4.0 million) and Aintree (\$2.58 million) Children's and Community Centres; design and construction of Kurunjang Neighbourhood House (\$2.42 million); redevelopment of Macpherson Park Regional Facility (\$5.90 million); Stage 1 and 2 installation of lighting around Lake Caroline and surrounds (\$450,000); design and construction of Melton Central Community Hub (\$2.69 million); design Stage 1 Eynesbury sports ground, playground, pavilion, lighting and car park (\$500,000); pedestrian level crossing upgrades at Hopkins, Troups, Leakes, Paynes, Mt Cottrell and Ferris Roads (\$3.151 million); and a sealed road resurfacing program (\$2.23 million).

Once again, community consultation informed Council's 2018/2019 Budget deliberations. I'd like to extend my personal thanks to all the residents and community groups who shared their ideas and visions for the City during the budget engagement sessions in November 2017 and Section 223 process. Your insight has been invaluable and has enabled us to prepare a budget that's fair, equitable and strives to ensure the timely delivery of infrastructure, programs and services for our community.

Cr Bob Turner
Mayor
Melton City Council

CEO's Introduction

Executive summary

Council has prepared a Budget for 2018/19 which is aligned to the vision in the Council Plan 2017/2021. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community and do this within the rate increase mandated by the State Government.

This Budget projects an adjusted underlying surplus of \$1.1m after adjusting for capital grants, developer contributions and gifted assets. The underlying results of 2018/19 has been reduced by \$7.8 million as a result of the early payment of 50% of the 2018/19 grants commission income which will be received in advance in June 2017/18.

Key things we are funding

1. Ongoing delivery of services to the Melton City community funded by a budget of \$134.0 million. These services are summarised in Section 2.1.
2. Continued investment in Infrastructure assets (\$77.82 million) for capital works in 2018/19. This includes roads (\$17.15 million), buildings (\$22.69 million), furniture, fittings, computer and telecommunications (0.43 million), bridges (\$4.71 million); drainage (\$0.044 million); recreational, (\$24.72 million); plant equipment and furniture (1.25 million); library books (\$0.41 million); Footpaths and Cycle-ways (\$1.15 million); land (\$2.83 million) and other infrastructure (\$2.42 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget is also provided in Sections 4.5.

Strategic Objective 1: A proud, inclusive and safe community: A City of people leading happy and healthy lives

3. Provision of services for children 0-12 years and their families. Programs include Maternal and Child Health, Child Care services, Kindergarten enrolment, playgroup and children's programs, family parenting programs, family support services, preschool field officer program, best start program and housing support (to vulnerable individuals and families). The service also facilitates Council's Early Years Partnership committee delivering Melton's Municipal Early Years Plan.
4. Provision of leisure and aquatic centres, sports infrastructure, reserves, youth support services and youth programs through Melton and Taylors Hill Youth Centres. The service also provides advice to Council on open space planning, sport development, leisure needs and access to recreation activities.

Strategic Objective 2: A thriving and resilient natural environment: A City that preserves and enhances its natural environment for future generations

5. The Maternal and Child Service received an increase in funding from the Department of Education and Training for the additional family violence consultations in the 2017-18 financial year which is ongoing. The Maternal and Child Health Service received funding for a Right@Home Pilot in the 2017-18 financial year, which will be rolled over into and likely concluded, in the 2018-19 financial year. The Supported Playgroups program received a \$0.119 million increase in funding in the 2017-18 year, which will be continued into the 2018-19 financial year.

6. The Families and Children services review their program budget costs annually and identify strategies to reduce the net cost to Council. Family Day Care has business plan that identifies certain programs at nil net cost to Council by Financial Year 2018/19. This is through negotiating funding agreements on new programs for the state Government that deliver nil net cost to Council.
7. Provision of waste management and cleaning services that include kerbside waste, recycling and organics collection, street and footpath sweeping services, litter collection, graffiti removal and the operation of the Melton Recycling Facility. Maintenance of our parks, open spaces, trees, property, drainage and roads.
8. Environmental Enhancement Program (EEP), our Environmental Unit work on reserves and ongoing membership of Western Alliance for Greenhouse Action (WAGA).

Strategic Objective 3: A well planned and built City: A City with a clear vision to manage growth in sustainable and accessible way

9. Capital Projects is responsible for the planning, design and construction of a complex suite of new civil and community infrastructure within an operational framework delivering a works program via project management processes and controls. The unit's primary responsibility is to achieve the timely programming and roll-out of Council's capital projects.
10. Provision of design for capital works, traffic management planning, built assets management, civil and landscape infrastructure planning, and geographic information systems.
11. Work with Victorian Planning Authority on Growth areas.

Strategic Objective 4: A strong local economy and a Lifelong Learning City: A City rich in local employment and education opportunities

12. Provision of public library services including collections, programs, activities and access to technology from two library locations, online and via outreach services to promote reading, learning and literacy. Provision of arts and cultural activities.
13. Provision of early learning services, Men's Shed and work of Learning Board.

Strategic Objective 5: A high performing organisation demonstrating leadership and advocacy: An organisation operating with innovation, transparency, accountability and sustainability.

14. Information Services provides leadership, support and improvement capability in the area of information and technology so that the organisation can deliver effective services. The delivery of effective Council services is largely influenced by staff capability, optimal business processes and aligned information systems. The newly commissioned and current ongoing Business Process Transformation Program aims to improve Council service delivery by aligning its people, processes and technology. In the current year Council is investing approximately \$2.837 million to continue delivering this transformation program.

15. Provision of inbound call handling and counter services, communication campaigns and media management, hosting of events, artistic and cultural activities, facilitation of economic development & tourism outcomes and advocacy promoting Council priorities.
16. Annual household survey to measure community satisfaction and identify emerging issues.
17. Advocacy work to promote Council's key priorities to Government.

The Rate Rise

- a. The average rate will rise by 2.25% in line with the order by the Minister for Local Government on 21 December 2017 under the Fair Go Rates System.
- b. Key drivers
 - i. To fund the increase in the level of infrastructure needs of the growing city population and the resultant impact this has on the operating costs in 2018/19 and future years
- c. This is a revaluation year. Valuations will be as per the last General Revaluation dated 1 January 2018 (as amended by supplementary valuations).
- d. Council has chosen not to make any changes to the existing rate differential.
- e. Refer to Sections 4.1.1 for further rates and charges details.

Key Statistics

- **Total Revenue:** \$254.7 million (2017/18 forecast = \$263.2 million)
- **Total Revenue** (Excluding non-cash revenue) \$207.6 million (2017/18 forecast = \$201.2 million)
- **Total Expenditure:** \$169.7 million (2017/18 forecast = \$155.5 million)
- **Accounting Result: Surplus** \$84.9 million* (2017/18 forecast = \$107.8 million*)
*Before revaluation increment

(Note: Accounting result is based on total income of \$254.7 million which includes capital grants, cash and non-cash contributions (Refer to Income Statement in Section 3)

- **Underlying operating result:** Surplus of \$1.1 million (2017/18F surplus of \$14.3 million*)

*(*Note: The recognition of early payment of 50% of 2018/19 Grants Commission income in 2017/18 has resulted in an increase of 2017/18 underlying result and consequently the reduction in 2018/19 result by \$7.8m. The underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses-Refer to Analysis of operating Budget in Section 4)*

- Cash result: \$0.029 million deficit (2017/18 forecast \$30.8m surplus)
(Refer Statement of Cash Flows in Section 3)
This is the net funding result for the year after considering the funding requirements to meet capital expenditure, loan principal repayments and reserve transfers. Here again the 2018/19 result has been impacted by the early receipt of 50% of 2018/19 grants commission income in 2017/18.
- Total Capital Works Program of \$77.8 million which includes \$11.8 million carry forward works from 2017/18. The total capital works program is funded as follows:
 - \$42.0 million from Council operations (rates funded)
 - \$26.0 million from developer contributions
 - \$9.8 million from capital grants

Strategic Objectives

A high level Strategic Resource Plan for the years 2018/19 to 2021/22 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The latest Strategic Resource Plan projects that Council's underlying result will gradually improve over the term of this Strategic Resource Plan. The Council's operating result is projected to deliver an underlying surplus of \$1.1 million in 2018/19 which will increase to \$40.89 million by 2021/22. The underlying operating result demonstrates that Council is not reliant on one off grants and contributions to support and sustain its recurrent operations.

The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan.

Melton City Council has a strong track record of sound management of the fiscal and physical resources of the community of Melton. Council has a heavy responsibility for the stewardship and governance of the assets entrusted to it by the community. I believe that the 2018/19 Budget represents a continuation of those efforts.



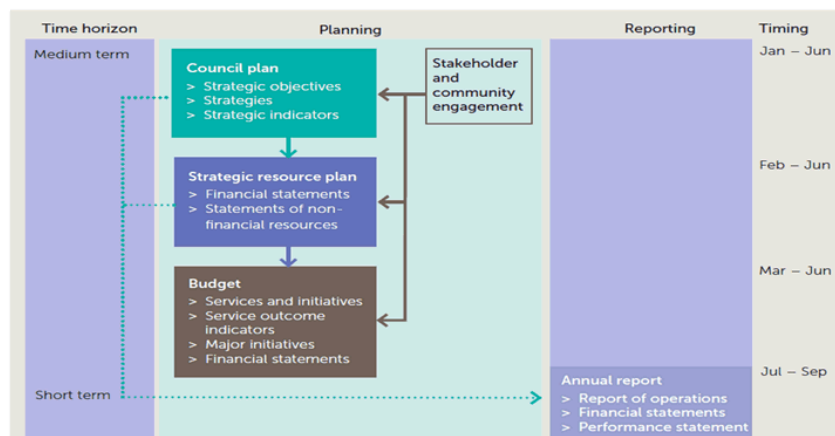
Kelvin Tori Chief Executive

1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

1.2 Our purpose

Our vision

A Thriving Community Where Everyone Belongs

Our mission

Support the growth, wellbeing and aspirations of our community through leadership, excellence and inclusion

Our values

Continuous Improvement

- We encourage and support innovation and creativity.
- We commit to driving continuous improvement.
- We constantly review what we do.
- We embrace and respond to change as it occurs.
- We strive to deliver the best possible outcomes.

Recognition

- We recognise and encourage the contributions of others.
- We actively support and promote our colleagues.
- We acknowledge and reward employees exceeding performance expectations.
- We give credit where credit is due.
- We celebrate success.

Accountability

- We work in an open and transparent manner and follow through on commitments.
- We take responsibility for our personal decisions and actions.
- We adhere to policies and procedures.
- We make the best use of our time and resources.
- We all take responsibility for the way we treat each other.

Fairness

- We show respect when speaking to and about others.
- We build trusting and productive relationships.
- We deal with others fairly and consistently.
- We actively listen and respond appropriately.
- We respect all people and celebrate our diversity.

Teamwork

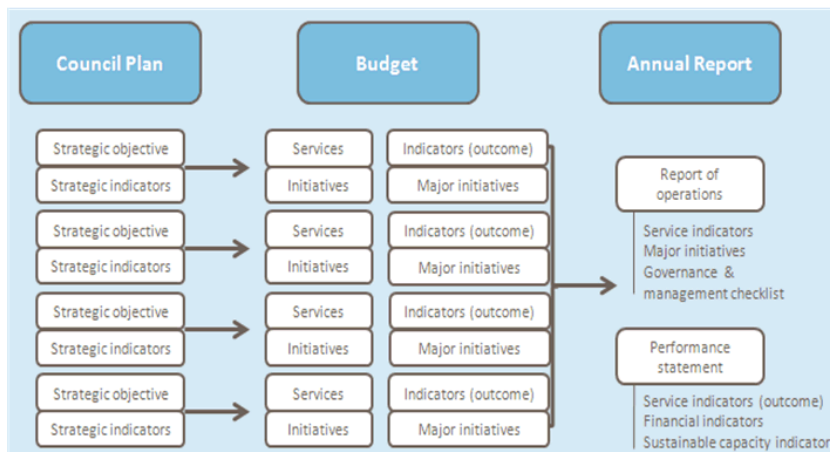
- We help each other to achieve organisational goals.
- We involve team members in solving problems and decision making.
- We encourage everyone's contribution to the team.
- We communicate clearly, openly and respectfully,
- We provide positive, constructive and timely feedback.

Strategic Objective	Description
1. A Proud, Inclusive and Safe Community - a City of people leading happy and healthy lives	Our community is at the heart of everything we do. Council is committed to supporting a strong and inclusive community that elicits pride. People in our City have told us they value a sense of community, want to feel and be safe in their homes and neighbourhoods and want opportunities to participate in community programs and gatherings. Proud, inclusive and safe communities are created through strong partnerships, local leadership, services and programs and environments that promote and protect community wellbeing.

<p>2. A Thriving and Resilient Natural Environment - a City that preserves and enhances its natural environment for future generations</p>	<p>Council is committed to protecting and enhancing its natural environments including grasslands, forests, waterways and its flora and fauna. We recognise the adverse effects of climate change and are committed to actively taking steps to reduce its effects. Our community values the City's natural spaces and wants to ensure that they are preserved, accessible and welcoming now and for future generations. They recognise the many benefits of the natural environment - including for health and wellbeing. A whole-of-community commitment will be required to ensure a thriving natural environment for current and future generations.</p>
<p>3. A Well Planned & Built City - a City with a clear vision to manage growth in a sustainable and accessible way</p>	<p>Council is committed to ensuring that the growth and development of the City occurs in an accessible, fair and responsible way. Our community has told us that community infrastructure and connected and flexible transport networks will continue to be important. Public spaces should be created and maintained, providing places for everyone. The City should grow in a way that supports the health and wellbeing of the community. Council will not be able to achieve this alone and will be an advocate and partner with planning and service providers to work towards achieving this.</p>
<p>4. A Strong Local Economy and a Lifelong Learning City - a City rich in local employment and education opportunities</p>	<p>A strong local economy offers a variety of education, training, employment and visitor opportunities for all ages and life stages. Our community has told us that as the population grows, the need for local schools and tertiary providers will become critical. They want to study and work locally and have more local employment opportunities. Council is committed to creating a lifelong learning City, full of opportunities for all. We will work in partnership with the community, private sector and other levels of government to achieve this.</p>
<p>5. A High Performing Organisation Demonstrating Leadership and Advocacy - an organisation operating with innovation, transparency, accountability and sustainability</p>	<p>Council is committed to providing strategic leadership and working in collaboration to better engage, represent and communicate with our diverse community. We will ensure our services and facilities are efficient, effective and appropriate to get the best outcomes for our community. We will manage the municipality in an innovative, responsible and financially sustainable way that meets the needs and aspirations of current and future communities.</p>

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2018/19 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1

A proud, inclusive and safe community: A City of people leading happy and healthy lives

G6 Services

Service area	Description of services provided		2017/18 Forecast \$'000	2018/19 Budget \$'000
Families and Children's Services	Provision of services for children 0-12 years and their families. Programs include Maternal and Child Health, Child Care services, Kindergarten enrolment, playgroup and children's programs, family parenting programs, family support services, preschool field officer program, best start program and housing support (to vulnerable individuals and families). The service also facilitates Council's Early Years Partnership committee delivering Melton's Municipal Early Years Plan.	<i>Exp</i>	9,638	10,076
		<i>Rev</i>	6,262	6,070
		<i>NET</i>	3,376	4,006
Community Care	Provision of a range services and programs for the older people, people with a disability and their carers including delivered and centre based meals, personal care, domestic assistance, community transport ,property maintenance, community and centre based respite and Men's Shed.	<i>Exp</i>	7,855	7,385
		<i>Rev</i>	5,297	4,985
		<i>NET</i>	2,558	2,400
Recreation and Youth	Provision of leisure and aquatic centres, sports infrastructure, reserves, youth support services and youth programs through Melton and Taylors Hill Youth Centres. The service also provides advice to Council on open space planning, sport development, leisure needs and access to recreation activities.	<i>Exp</i>	5,157	5,608
		<i>Rev</i>	1,591	1,528
		<i>NET</i>	3,566	4,080
Community Planning	Plans, promotes and supports a more inclusive, engaged, sustainable, healthier, learned and safer community. This is delivered through the provision of strategic planning, policy development, and program delivery services in the functions of Council planning, social research, social planning, community infrastructure planning, health and wellbeing, community safety, road safety and active travel, the prevention of violence against women, community capacity development, reconciliation, culturally and linguistically diverse engagement, community engagement, policy management, community funding, neighbourhood houses, community facilities management, and community learning planning and programs.	<i>Exp</i>	4,448	4,602
		<i>Rev</i>	1,277	1,188
		<i>NET</i>	3,171	3,414

G6 Major Initiatives

- 1) Toilet facility at Tenterfield Park Burnside Heights (\$200,000)

Other Initiatives

- 2) Support the development and maintenance of the Melton Botanical Garden (\$35,000)
- 3) Employ a Place Manager for the Woodlea Estate (\$20,000)
- 4) Upgrade plumbing, water tank and pump at Brookside Pre-school (\$10,000)
- 5) Install storage facilities at the Bridge Road Sporting Complex (\$5,000)
- 6) Provide outdoor shade cover over the BBQ area at Diggers Rest Bowling Club (\$8,000)
- 7) Install storage facilities at the Caroline Springs Hockey Club (\$10,000)
- 8) Replacement of a fence at the Melton Equestrian Park (\$60,850)
- 9) Roof on range 4 at the Melton Pistol Club (\$175,000)
- 10) Undertake report and provide options for the recommissioning of the fountain at the Caroline Springs lake (\$60,000)
- 11) Improve amenities by upgrading toilet facilities at the Melton Bowling Club (\$60,000)
- 12) Relocation of the Caroline Springs RSL War Memorial (\$40,000)
- 13) Installation of a playground at Morton Homestead (\$40,000)
- 14) Installation/Relocation of football goals at Boronia Reserve (\$10,000)
- 15) Install fixed spectator shelters and seating around the football oval and netball areas in Rockbank Football Sporting Club (\$23,432)
- 16) Youth Forum (\$15,000)
- 17) General signange allocation (\$20,000)
- 18) Health Promotion Expo (\$35,000)
- 19) Resilient Melbourne funding (\$35,000)
- 20) Lake Caroline public toilet (\$200,000)
- 21) Upgrade of the Junior Diamond at Macpherson Park at North West Titans Baseball Club (\$25,000)
- 22) Eynesbury Station primary school design cost (\$250,000)
- 23) Increase in pensioner rebate (\$35,000)

2.2 Strategic Objective 2

A thriving and resilient natural environment: A City that preserves and enhances its natural envi

G6 Services

Service area	Description of services provided		2017/18 Forecast \$'000	2018/19 Budget \$'000
City Design, Strategy and Environment	Provision of strategic planning and administration of the Melton Planning Scheme, environmental planning and management, environmental education programs, urban design and landscape architecture for assessment of planning permits, design and delivery of council assets and facilities.	<i>Exp</i>	3,829	3,859
		<i>Rev</i>	148	156
		<i>NET</i>	3,681	3,703
Operations	Provision of waste management and cleaning services that include kerbside waste, recycling and organics collection, street and footpath sweeping services, litter collection, graffiti removal and the operation of the Melton Recycling Facility. Maintenance of our parks, open spaces, trees, property, drainage and roads.	<i>Exp</i>	41,732	48,340
		<i>Rev</i>	3,584	2,897
		<i>NET</i>	38,148	45,443

2.1 Strategic Objective 3

A well planned and built City: A City with a clear vision to manage growth in sustainable and accessible way

G6 Services

Service area	Description of services provided		2017/18 Forecast \$'000	2018/19 Budget \$'000
Engineering Services	Provision of design for capital works, traffic management planning, built assets management, civil and landscape infrastructure planning, and geographic information systems	<i>Exp</i>	6,435	6,916
		<i>Rev</i>	3,281	3,175
		<i>NET</i>	3,154	3,741
Planning	Provision of assessment of planning and subdivision proposals under the relevant planning and subdivision legislation, and ensuring compliance with the planning controls. Services provided include the assessment of Planning and Subdivision Applications, pre-application consultation, planning advice, post permit approvals, issue of Statements of Compliance, and collection, monitoring and reporting of development contributions	<i>Exp</i>	2,355	2,265
		<i>Rev</i>	1,111	1,288
		<i>NET</i>	1,244	977
Capital Projects	Capital Projects is responsible for the planning, design and construction of a complex suite of new civil and community infrastructure within an operational framework delivering a works program via project management processes and controls. The unit's primary responsibility is to achieve the timely programming and roll-out of Council's capital projects	<i>Exp</i>	2,277	3,484
		<i>Rev</i>	273	25
		<i>NET</i>	2,004	3,459

G6 Major Initiatives

15) Upgrade of Tarletons Road to a rural standard sealed road (\$550,000)

Other

Initiatives

16) Design pedestrian crossing on Taylors Road (\$50,000)

2.1 Strategic Objective 4

A strong local economy and a Lifelong Learning City: A City rich in local employment and education opportunities

G6 Services

Service area	Description of services provided		2017/18 Forecast \$'000	2018/19 Budget \$'000
Libraries	Provision of public library services including collections, programs, activities and access to technology from two library locations, online and via outreach services to promote reading, learning and literacy. Provision of arts and cultural activities	<i>Exp</i>	4,121	4,267
		<i>Rev</i>	1,056	978
		<i>NET</i>	3,065	3,289

2.1 Strategic Objective 5

A high performing organisation demonstrating leadership and advocacy: An organisation operating with innovation, transparency,

G6 Services

Service area	Description of services provided		2017/18 Forecast \$'000	2018/19 Budget \$'000
Compliance	Administer general local laws enforcement, planning enforcement, building services, environmental health (Food Safety & Immunisation programs), animal management, parking enforcement and school crossings	<i>Exp</i>	6,725	5,503
		<i>Rev</i>	3,996	3,983
		<i>NET</i>	2,729	1,520
Engagement & Advocacy	Provision of inbound call handling and counter services, communication campaigns and media management, hosting of events, artistic and cultural activities, facilitation of economic development & tourism outcomes and advocacy promoting Council priorities	<i>Exp</i>	5,468	5,796
		<i>Rev</i>	195	269
		<i>NET</i>	5,273	5,527
Finance	Provision of financial services to both internal and external customers including the management of Council's finances, raising and collection of rates and charges and property valuation.	<i>Exp</i>	5,733	4,566
		<i>Rev</i>	17,024	8,823
		<i>NET</i>	- 11,291 -	4,257
Information Services	Information Services provides leadership, support and improvement capability in the area of information and technology so that the organisation can deliver effective services.	<i>Exp</i>	10,427	12,874
		<i>Rev</i>	70	70
		<i>NET</i>	10,357	12,804
People and Culture	Provision of human resources, learning and development payroll, industrial relations	<i>Exp</i>	1,748	1,849
		<i>Rev</i>	-	-
		<i>NET</i>	1,748	1,849
Executive and Councillors	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	<i>Exp</i>	2,578	2,495
		<i>Rev</i>	190	195
		<i>NET</i>	2,388	2,300
Legal & Governance	Provision of a range of internal services to Council including governance, legal, procurement, insurance, contractual and internal audit services. Also administrative support to the Mayor and Councillors	<i>Exp</i>	2,573	2,492
		<i>Rev</i>	685	259
		<i>NET</i>	1,888	2,233
Risk & Performance	Provides risk management services through occupational health and safety programs, workers' compensation services, health and wellbeing initiatives, fraud and corruption control, municipal fire prevention, business continuity management, and community emergency management (planning, preparedness and recovery). Provides performance management through corporate planning and performance reporting functions	<i>Exp</i>	1,582	1,638
		<i>Rev</i>	282	280
		<i>NET</i>	1,300	1,358

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

G8 2.3 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Strategic Objective 1	13,900	27,671	13,771
Strategic Objective 2	49,146	52,199	3,053
Strategic Objective 3	8,177	12,665	4,488
Strategic Objective 4	3,289	4,267	978
Strategic Objective 5	23,334	37,213	13,879
Total	97,846	134,015	36,169
Expenses added in:			
Depreciation	34,484		
Finance costs	785		
Others	-		
Deficit before funding sources	133,115		
Funding sources added in:			
Rates and charges revenue	101,012		
Waste charge revenue	13,427		
Other Income	19,772		
Total funding sources	134,211		
Operating (surplus)/deficit for the year	(1,096)		
Less			
Capital grants	9,848		
Capital contributions	73,988		
Underlying (surplus)/deficit for the year	(84,932)		
Less			
Additional rates funded Capex beyond depreciation	-		
Loan principal repayments	-		
Transfer from reserves to operating budget	-		
Transfer to reserves from operating budget	-		
(Surplus)/Deficit funds for the year	(84,932)		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018/19 has been supplemented with projections to 2021/22 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Comprehensive Income Statement
Balance Sheet
Statement of Changes in Equity
Statement of Cash Flows
Statement of Capital Works
Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2022

Budgeted Comprehensive Income Statement Year Ended 30th June	Forecast	Budget	Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	105,563	114,439	131,676	145,492	161,720
Statutory fees and fines	5,295	5,185	5,355	5,542	5,736
User fees	9,886	9,687	10,002	10,352	10,714
Contributions - monetary	18,327	26,900	22,717	19,573	14,107
Contributions - non-monetary assets	62,000	47,088	60,652	61,451	62,573
Grants - Operating (recurrent)	27,593	19,474	28,515	29,518	30,562
Grants - Operating (non-recurrent)	841	488	510	522	530
Grants - Capital (non-recurrent)	13,199	9,849	7,552	5,587	3,638
Net gain on disposal of assets	14,536	16,702	18,002	18,956	18,998
Other income	6,008	4,852	4,181	4,701	5,465
Share of net P/L of assoc. and joint ventures					
Total Income	263,248	254,664	289,162	301,694	314,043
Expenses					
Employee costs	52,349	58,166	61,245	64,612	68,164
Materials and services	66,458	69,617	72,054	74,575	77,186
Bad and doubtful debts	400	450	511	526	576
Depreciation and amortisation	29,417	34,484	36,134	37,752	39,444
Finance costs	961	785	644	503	406
Other expenses	5,876	6,230	6,594	6,822	7,057
Total Expenses	155,461	169,732	177,182	184,790	192,833
Surplus/(Deficit)	107,787	84,932	111,980	116,904	121,210
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Net revaluation increment/decrement	31,500	32,000	32,500	33,000	33,500
Share of other comprehensive Income of assoc. and Joint vent.					
Items that may be reclassified to surplus or deficit in future periods					
Total Comprehensive Result	139,287	116,932	144,480	149,904	154,710

Balance Sheet

For the four years ending 30 June 2022

Balance Sheet As at 30 June	Strategic Resource Plan Projections				
	Forecast	Budget	Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Current assets					
Cash and cash equivalents	131,060	131,029	157,473	198,681	256,799
Trade and other receivables	50,651	68,097	70,221	76,883	84,301
Other Financial assets					
Inventories	25	25	25	25	25
Non Current Assets held for resale	250	275	300	325	350
Other assets	15,000	16,000	16,000	16,000	16,000
Total current assets	196,986	215,426	244,019	291,914	357,475
Non-current assets					
Trade & other Receivables					
Property Plant & Equipment	1,965,516	2,062,183	2,175,058	2,275,459	2,362,953
Inventories	41	45	47	49	52
Investment property	7,000	7,500	7,500	7,500	7,500
Intangible assets	3,685	3,358	3,190	3,022	2,854
Other assets	1,410	1,425	1,377	1,376	1,373
Total non-current assets	1,977,652	2,074,511	2,187,172	2,287,406	2,374,732
Total Assets	2,174,638	2,289,937	2,431,191	2,579,320	2,732,207
Current liabilities					
Trade and other payables	10,750	11,100	10,647	10,982	11,364
Trust funds & deposits	2,151	2,238	2,260	2,283	2,306
Provisions	10,772	11,189	11,300	11,413	11,527
Interest-bearing loans and borrowings	2,826	2,967	2,306	2,402	2,502
Other current liabilities					
Total Current Liabilities	26,499	27,494	26,513	27,080	27,699
Non-current liabilities					
Provisions	2,202	2,227	2,007	1,956	1,890
Interest bearing loans & borrowings	15,947	12,980	10,674	8,272	5,770
Other non current liabilities	3,150	3,465	3,745	3,856	3,982
Total non current liabilities	21,299	18,672	16,426	14,084	11,642
Total Liabilities	47,798	46,165	42,938	41,163	39,341
Net Assets	2,126,840	2,243,772	2,388,253	2,538,157	2,692,867
Equity					
Accumulated surplus	1,177,501	1,233,636	1,306,926	1,385,558	1,472,941
Asset revaluation reserve	843,032	875,032	907,532	940,532	974,032
Other reserves	106,307	135,104	173,795	212,067	245,894
Total Equity	2,126,840	2,243,772	2,388,253	2,538,157	2,692,867

Statement of Changes in Equity

For the four years ending 30 June 2022

Budgeted Statement of Changes in Equity For the years ending	Total \$'000	Accumulated	Revaluation	Other
		Surplus \$'000	Reserve \$'000	Reserves \$'000
Year Ended 30th June 2019				
Balance at beginning of the financial year	2,126,840	1,177,501	843,032	106,307
Interest Income		-2,226		2,226
Comprehensive result	84,932	84,932		
Net asset revaluation Increment/(decrement)	32,000		32,000	
Other PSP related Transfers		1,512		-1,512
Transfers for reserves		27,210		-27,210
Transfers to Reserves		-55,293		55,293
Balance at end of Financial Year	2,243,772	1,233,636	875,032	135,104
Year Ended 30th June 2020				
Balance at beginning of the financial year	2,243,772	1,233,636	875,032	135,104
Interest Income		-2,477		2,477
Comprehensive result	111,980	111,980		
Net asset revaluation Increment/(decrement)	32,500		32,500	
Impairment losses on revalued assets				
Other PSP related Transfers		5,000		-5,000
Transfers for reserves		8,802		-8,802
Transfers to Reserves		-50,016		50,016
Balance at end of Financial Year	2,388,252	1,306,925	907,532	173,795
Year Ended 30th June 2021				
Balance at beginning of the financial year	2,388,252	1,306,925	907,532	173,795
Interest Income		-2,757		2,757
Comprehensive result	116,904	116,904		
Net asset revaluation Increment/(decrement)	33,000		33,000	
Other PSP related Transfers		5,500		-5,500
Transfers for reserves		6,837		-6,837
Transfers to Reserves		-47,852		47,852
Balance at end of Financial Year	2,538,156	1,385,557	940,532	212,067
Year Ended 30th June 2022				
Balance at beginning of the financial year	2,538,156	1,385,557	940,532	212,067
Interest Income		-3,068		3,068
Comprehensive result	121,210	121,210		
Net asset revaluation Increment/(decrement)	33,500		33,500	
Other PSP related Transfers		6,000		-6,000
Transfers for reserves		4,888		-4,888
Transfers to Reserves		-41,647		41,647
Balance at end of Financial Year	2,692,866	1,472,940	974,032	245,894

Statement of Cash Flows

For the four years ending 30 June 2022

Budgeted Statement of Cash Flows As at 30 June	Strategic Resource Plan Projections				
	Forecast	Budget	Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating					
Receipts					
General rates	105,295	114,339	132,483	143,151	158,286
Grants Income - Operating & Capital	41,633	29,811	36,801	35,055	33,993
Interest	3,170	3,102	3,215	3,347	4,491
User charges	15,009	14,777	15,450	15,638	16,101
Contributions & Reimbursements	18,327	26,900	22,717	19,573	14,107
Other revenue	3,833	2,870	1,133	1,040	676
Total Receipts	187,267	191,799	211,799	217,804	227,654
Payments					
Employee costs	51,460	57,724	66,110	68,686	72,082
Contractor payments	40,488	42,583	45,129	47,025	48,661
Other expenses	32,978	35,388	36,923	38,476	39,814
Financing Costs					
Total Payments	124,926	135,695	148,162	154,187	160,557
Net cash provided by operating activities	62,340	56,104	63,637	63,617	67,097
Cash flows from investing activities					
Proceeds from sales of property, plant and equipment	24,229	26,804	24,618	24,399	25,070
Payments for property, plant and equipment	-46,335	-77,815	-53,200	-38,499	-25,240
PSP Rolling Credit Payments	-5,130	-1,511	-5,000	-5,500	-6,000
Net cash used in investing activities	-27,235	-52,522	-33,582	-19,600	-6,170
Cash flows from financing activities					
Finance costs	-961	-785	-644	-503	-406
Proceeds from borrowings					
Repayment of borrowings	-3,380	-2,826	-2,967	-2,306	-2,402
Net Cash used in financing activities	-4,341	-3,611	-3,611	-2,809	-2,808
Net increase in cash & cash equivalents	30,764	-29	26,444	41,208	58,119
Cash & equivalents at beginning of year	100,296	131,060	131,030	157,473	198,681
Cash & equivalents at 30 June	131,060	131,030	157,473	198,681	256,799

Statement of Capital Works

For the four years ending 30 June 2022

Budgeted Statement of Capital Works For the years ending 30th June	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Strategic Resource Plan Projections		
			Projections		
			2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property					
Land	1,030	2,829	1,375		
Total Land	1,030	2,829	1,375		
Buildings & Building Improvements					
Buildings	6,810	22,694	21,058	5,467	650
Building Improvements					
Total Buildings	6,810	22,694	21,058	5,467	650
Total Property	7,841	25,523	22,433	5,467	650
Plant and equipment					
Plant, machinery and equipment	1,250	1,250	1,250	1,250	1,250
Fixtures, fittings and furniture	225	100	188	38	38
Computers and telecommunications	279	328	290	312	334
Library books	397	407	407	407	407
Total Plant and Equipment	2,151	2,085	2,135	2,007	2,029
Infrastructure					
Roads	16,527	17,158	18,777	26,199	18,427
Bridges	4,260	4,711	720	820	920
Drainage	735	44	274	274	274
Recreational, leisure and community facilities	10,274	24,721	5,442	1,323	2,308
Footpaths and Cycleways	1,305	1,150	1,405	1,250	250
Other infrastructure	3,242	2,423	2,015	1,158	382
Total infrastructure	36,343	50,207	28,634	31,025	22,561
Total capital works expenditure	46,335	77,815	53,201	38,499	25,240
Represented by:					
Asset renewal expenditure	16,314	5,773	4,392	6,451	1,605
New asset expenditure	19,718	52,521	34,640	27,330	12,601
Asset Upgrade expenditure	3,493	15,763	11,168	4,718	6,783
Asset expansion expenditure	6,810	3,758	3,001	0	4,251
Total capital works expenditure	46,335	77,815	53,201	38,499	25,240
Represented by:					
Grants Income	5,465	9,793	7,552	5,587	3,638
Developer Contributions	5,653	25,960	11,008	7,847	1,367
Funded from Operating Surplus	35,217	42,062	34,641	25,065	20,235
Total capital works expenditure	46,335	77,815	53,201	38,499	25,240

Statement of Human Resources

For the four years ending 30 June 2022

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Budgeted Statement of Human Resources	Forecast 2017/18	Strategic Resource Plan Projections			
		Budget 2018/19	Projections		
			2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Employee Costs - Operating	52,349	58,166	61,245	64,612	68,164
Employee Costs - Capital					
Total Staff Costs	52,349	58,166	61,245	64,612	68,164
Staff Numbers	FTE	FTE	FTE	FTE	FTE
Total Staff Numbers (FTE)	588.0	600.0	612.8	624.8	634.2

Budgeted Statement of Human Resources	Forecast 2017/18	Strategic Resource Plan Projections			
		Budget 2018/19	Projections		
			2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Executive Management	1,717	1,841	1,938	2,045	2,157
Corporate Services Management	10,026	12,507	13,169	13,893	14,657
Planning and Development Management	16,635	18,824	19,821	20,911	22,060
Community Services Management	23,972	24,994	26,317	27,763	29,290
Total Staff	52,349	58,166	61,245	64,612	68,164

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

Budgeted Income	Note	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000	Change %
Income Types					
Income					
Rates and charges	4.1.1	105,563	114,439	8,876	8.4%
Statutory fees and fines	4.1.2	5,295	5,185	-110	-2.1%
User fees	4.1.3	9,886	9,687	-199	-2.0%
Contributions - monetary	4.1.4	18,327	26,900	8,573	46.8%
Contributions - non-monetary assets	4.1.4	62,000	47,088	-14,912	-24.1%
Grants - Operating (recurrent)	4.1.5	27,593	19,474	-8,119	-29.4%
Grants - Operating (non-recurrent)	4.1.5	841	488	-353	-42.0%
Grants - Capital (non-recurrent)	4.1.6	13,199	9,849	-3,350	-25.4%
Net gain on disposal of assets	4.1.7	14,536	16,702	2,166	14.9%
Other income	4.1.8	6,008	4,852	-1,156	-19.2%
Total Income		263,248	254,664	-8,583	-3.3%
Expenses					
Employee costs	4.1.9	52,349	58,166	-5,817	-11.1%
Materials and services	4.1.10	66,458	69,617	-3,159	-4.8%
Bad and doubtful debts	4.1.11	400	450	-50	-12.5%
Depreciation and amortisation	4.1.12	29,417	34,484	-5,067	-17.2%
Finance costs	4.1.13	961	785	176	18.3%
Other expenses	4.1.14	5,876	6,230	-354	-6.0%
Total Expenses		155,461	169,732	-14,271	-9.2%
SURPLUS/DEFICIT		107,787	84,932	-22,855	-21.2%
Other comprehensive income					
deficit/surplus in future periods					
Net revaluation increment/decrement	4.1.15	31,500	32,000	-500	-1.6%
Share of other comprehensive Income of assoc. and Joint vent.					
Items that may be reclassified to surplus or deficit in future periods					
Total		31,500	32,000	-500	-1.6%
Total Comprehensive Result		139,287	116,932	-22,355	-16.0%

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018/19 the FGRS cap has been set at 2.25%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25% in line with the rate cap.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual	Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	84,452	90,815	6,363	7.53%
Municipal charge*	7,655	8,286	631	8.24%
Waste management charge	12,201	13,427	1,226	10.05%
Environmental enhancement rebate	- 1,750	- 1,900	150	8.57%
Council pensioner rebate	- 480	- 525	45	9.38%
Supplementary rates and rate adjustments	3,500	4,336	836	23.89%
Total rates and charges	105,578	114,439	8,861	8.39%

*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2017/18 cents/\$CIV	2018/19 cents/\$CIV*	Change %
General Rate	0.33285	0.26477	-20.45%
Vacant Land	0.49928	0.39716	-20.45%
Extractive Industry Land	0.95861	0.76255	-20.45%
Commercial/Industrial Developed Land	0.53256	0.42364	-20.45%
Commercial/Industrial Vacant Land	0.66570	0.52955	-20.45%
Retirement Village Land	0.28292	0.22506	-20.45%
Rural Living Land	0.29957	0.23830	-20.45%
Rural Land	0.23965	0.19064	-20.45%
Urban Growth Land	0.24964	0.19858	-20.45%

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
General Rate	61,038	69,365	8,327	13.64%
Vacant Land	5,165	6,433	1,268	24.55%
Extractive Industry Land	453	474	21	4.64%
Commercial/Industrial Developed Land	10,207	9,058	-1,149	-11.26%
Commercial/Industrial Vacant Land	1,698	1,825	127	7.48%
Retirement Village Land	504	440	-64	-12.70%
Rural Living Land	501	454	-47	-9.38%
Rural Land	1,938	1,530	-408	-21.05%
Urban Growth Land	2,948	1,236	-1,712	-58.07%
Sub-Total	84,452	90,815	6,363	7.53%
Less EER Rebate	-1,750	1,900	150	8.57%
Less Pension Rebate	-480	525	45	9.38%
Total amount to be raised by general rates	82,222	88,390	6,168	7.50%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2017/18	2018/19	Change	
	Number	Number		%
General Rate	45,645	48,106	2,461	5.39%
Vacant Land	4,038	4,509	471	11.66%
Extractive Industry Land	7	7	-	0.00%
Commercial/Industrial Developed Land	2,182	2,335	153	7.01%
Commercial/Industrial Vacant Land	289	256	-33	-11.42%
Retirement Village Land	560	560	-	0.00%
Rural Living Land	228	224	-4	-1.75%
Rural Land	568	547	-21	-3.70%
Urban Growth Land	393	207	-186	-47.33%
Total number of assessments	53,910	56,751	2,841	5.27%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
General Rate	18,337,911	26,197,995	7,860,084	42.86%
Vacant Land	1,034,416	1,619,726	585,310	56.58%
Extractive Industry Land	47,228	62,255	15,027	31.82%
Commercial/Industrial Developed Land	1,916,557	2,138,119	221,562	11.56%
Commercial/Industrial Vacant Land	254,299	344,589	90,290	35.51%
Retirement Village Land	178,296	195,634	17,338	9.72%
Rural Living Land	167,253	190,533	23,280	13.92%
Rural Land	808,738	802,497	-6,241	-0.77%
Urban Growth Land	1,180,831	622,146	-558,685	-47.31%
Total value of land	23,925,529	32,173,494	8,247,965	34.47%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2017/18 \$	Per Rateable Property 2018/19 \$	Change	
			\$	%
Municipal	142	146	4	2.82%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2017/18 \$	2018/19 \$	Change	
			\$	%
Municipal	7,655,220	8,285,700	630,480	8.24%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2017/18 \$	Per Rateable Property 2018/19 \$	Change	
			\$	%
Waste Service –Option A 120L Garbage, 240L Recycling, 240L Green	319	335	16	5.02%
Waste Service –Option B 80L Garbage, 240L Recycling, 240L Green	289	298	9	3.11%
Waste Service –Option C 120L Garbage, 240L Recycling, 120L Green	273	287	14	5.13%
Waste Service –Option D 80L Garbage, 240L Recycling, 120L Green	238	250	12	5.04%
Waste Service –Option E 120L Garbage, 240L Recycling	227	238	11	4.85%
Waste Service –Option F 80L Garbage, 240L Recycling	195	205	10	5.13%
Waste Service –Extra bin service	139	146	7	5.04%

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2017/18 \$	2018/19 \$	Change	
			\$	%
Waste Service –Option A	3,274,216	3,612,975	338,759	10.35%
Waste Service –Option B	621,676	693,148	71,472	11.50%
Waste Service –Option C	3,028,116	3,405,829	377,713	12.47%
Waste Service –Option D	1,274,490	1,406,500	132,010	10.36%
Waste Service –Option E	2,372,377	2,555,406	183,029	7.72%
Waste Service –Option F	1,324,245	1,400,765	76,520	5.78%
Waste Service –Extra bin service	305,383	352,590	47,207	15.46%
Total	12,200,503	13,427,213	1,226,710	10.05%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2017/18 \$'000	2018/19 \$'000	Change \$'000	%
Rates and charges after rebates	82,222	88,390	6,168	7.50%
Municipal charge	7,655	8,286	631	8.24%
Waste service charge	12,201	13,427	1,226	10.05%
Supplementary rates (including new Waste Services)	2,205	4,336	2,131	96.64%
Total Rates and charges	104,283	114,439	10,156	9.74%

4.1.1(l) Fair Go Rates System Compliance

Melton City Council is fully compliant with the State Government's Fair Go Rates System

	2017/18	2018/19
Total Rates	\$ 90,295,718	\$ 96,920,411
Number of rateable properties	54,300	56,751
Base Average Rates	\$ 1,663	\$ 1,708
Maximum Rate Increase (set by the State Government)	2.00%	2.25%
Capped Average Rate	\$ 1,696	\$ 1,746
Maximum General Rates and Municipal Charges Revenue	\$ 92,101,633	\$ 99,101,120
Budgeted General Rates and Municipal Charges Revenue	\$ 92,101,449	\$ 99,100,200

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2018/19: estimated \$4,336,409 and 2017/18: \$2,205,184)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believe each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate are set out below.

General Rate

General Rate is any land which does not have the characteristics of:

1. Vacant Land;
2. Extractive Industry Land;
3. Commercial/Industrial Developed Land;
4. Commercial/Industrial Vacant Land;
5. Retirement Village Land;
6. Rural Living Land;
7. Rural Land; or
8. Urban Growth Land.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

Vacant Land

Vacant Land is any land:

1. on which no building with an approved occupancy permit is erected; and
2. located in a precinct structure plan, and with an approved planning permit for residential subdivision; and
3. which does not have the characteristics of:
 - 3.1 Commercial/Industrial Vacant Land;
 - 3.2 Rural Living Land;
 - 3.3 Rural Land; or
 - 3.4 Urban Growth Land.

The objective of this differential is to encourage the development of land for non-commercial and non-industrial purposes, and ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
6. To discourage land banking, and ensure an adequate supply of residential zoned land to the market demand

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Extractive Industry Land

Extractive Industry Land is any land which is:

1. used primarily for the extraction or removal of stone, including the treatment of stone; and
2. located within a Special Use Zone 1 under the Melton Planning Scheme.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

Commercial/Industrial Developed Land

Commercial/Industrial Developed land is any land which:

1. is used or adapted or designed to be used primarily for commercial or industrial purposes; or
2. does not have the characteristics of Extractive Industry Land.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be used to yield income and the demands such land make on Council's infrastructure. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land. The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

Commercial/Industrial Vacant Land

Commercial/Industrial Vacant Land is any land:

1. on which no building with an approved occupancy permit is erected; and
 2. which is located within:
 - 2.1 a Business 1 Zone;
 - 2.2 a Comprehensive Development Zone;
 - 2.3 a Mixed Use Zone;
 - 2.4 an Industrial Zone 1;
 - 2.5 an Industrial Zone 3;
 - 2.6 Special Use Zone 4;
 - 2.7 Special Use Zone 3;
 - 2.8 Special Use Zone 6;
 - 2.9 Special Use Zone 7; or
 - 2.10 Urban Growth Zone located in a precinct structure plan, and with an approved planning permit for commercial/industrial use.
- under the Melton Planning Scheme.

The objective of this differential is to encourage the commercial/industrial development and ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
6. To discourage land banking, and ensure an adequate supply of commercial/industrial zoned land to the market demand.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Retirement Village Land

Retirement Village Land is any land which is located within a retirement village land under the Retirement Villages Act 1986.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
6. Recognition of the services undertaken by the retirement village sector.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

Rural Living Land

Rural Living Land is any land which is:

1. two (2) or more hectares but less than ten (10) hectares in area; and
2. located within:
 - 2.1 a Green Wedge A Zone;
 - 2.2 a Green Wedge Zone;
 - 2.3 a Rural Conservation Zone;
 - 2.4 a Farming Zone; or
 - 2.5 Special Use Zone 5.
 under the Melton Planning Scheme.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
6. To assist in the maintenance of rural properties.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

Rural Land

Rural Land is any land which is:

1. ten (10) hectares or more in area; and
2. located within:
 - 2.1 a Green Wedge A Zone;
 - 2.2 a Green Wedge Zone;
 - 2.3 a Rural Conservation Zone;
 - 2.4 a Farming Zone; or
 - 2.5 Special Use Zone 5.under the Melton Planning Scheme.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
6. To recognise the impact of urban land speculation on the valuation of farm land; and
7. To encourage agricultural activity.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

Urban Growth Land

Urban Growth Land is any land which is:

1. two (2) or more hectares in area; and
2. located within an Urban Growth Zone under the Melton Planning Scheme in respect of which no precinct structure plan has been approved.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be developed (or future developed) and the demands that such land make on Council's infrastructure. These include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and

6. Planning & preparation of Precinct Structure Plan.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

4.1.2 Statutory fees and fines

Statutory Fees and Charges	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Infringements and Costs		2,021	1,785	-236	-11.7%
Town planning fees		165	130	-35	-21.2%
Land information certificates		130	167	37	28.6%
Permits		2,035	2,118	84	4.1%
Property Information Requests		395	435	40	10.1%
Court Recoveries		550	550		
Total Statutory Fees and Charges		5,295	5,186	-110	-2.1%

4.1.2 Statutory fees and fines (\$0.110 million decrease)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Health Act registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are projected to reduce by 2.1% or \$0.110 million compared to 2017/18 forecast. The decrease is largely attributable to reduction in fees in local laws such as parking fines, electoral fines and other regulatory fees.

4.1.3 User fees

User Fees	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Recreation Fees		1,576	1,457	-118	-7.5%
Child Care and Children's Program Fees		793	857	64	8.1%
Aged Services Fees		427	350	-77	-18.0%
Registration Fees		1,167	1,215	48	4.1%
Building Services Fees		385	335	-50	-13.0%
Youth Program Fees		110	118	8	7.5%
Infrastructure Management Fees		190	195	5	2.6%
Sundry Fees and Charges		1,422	1,110	-312	-21.9%
Subdivision fees		1,867	1,950	83	4.4%
Transfer Station fees		1,950	2,100	150	7.7%
Total User Fees		9,887	9,687	-199	-2.0%

4.1.3 User fees (\$0.199 million decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include subdivision construction supervision fees, transfer station and recyclable procession fees. Other fees and charges in leisure and recreation, community facilities including the provision of community services such as occasional care and HACC home care services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases are in line with the increases in the cost of providing the services or market levels.

User charges are projected to decrease by 2.0% or \$0.199 million over 2017/18 forecast. Items contributing to the decrease include recreation fees \$0.118 million, aged care services 0.077 million due to revised funding arrangements, and other sundry fees and charges where the reduction is mainly attributable to reduction in income from sale of valuation data and insurance recoveries (\$0.312 million). The reduction however, is partly offset by projected increase in fees mainly in gate takings at transfer station fees (0.150 million), childcare and children program fees (0.064 million), Registration fees mainly in animal registration (\$0.048), and subdivision fees (\$0.083 million).

A detailed listing of fees and charges is included in section 6.

4.1.4 Contributions

Contributions	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Developer Cash Contributions	3.4.1	18,327	26,900	8,573	46.8%
Developer Contributions- Non Monetary Assets	3.4.3	62,000	47,088	-14,912	-24.1%
Total Contributions		80,327	73,988	-6,339	-7.9%

4.1.4 Contribution (\$6.339 million decrease)

Cash contributions relate to monies paid by developers in regard to precinct structure plan (PSP) developer contributions, public open space and recreation, drainage and car parking in accordance with planning permits issued for property development. Cash developer contributions are projected to increase by \$8.573 million or 46.8% compared to 2017/18. The increase in the projected non cash contributions in 2018/19 are based on the level of major property developments that are currently ongoing in 2017/18 and other projects in 2018/19 that are expected to complete by the end of the 2018/19 financial year.

Based on current estimates the non-cash contributions are projected to decrease in overall terms by \$14.9 million in 2018/19 compared to 2017/18 forecast. Developer contributions received varies from year to year, while the contributions received are treated as income in the accounting period they are received, they are nevertheless set aside during the year in reserve accounts for future capital works.

4.1.5 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

Grants	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Grants were received in respect of the following:					
Summary of Grants					
Commonwealth Funded Grants		20,408	12,587	-7,821	-38.3%
State Funded Grants		8,026	7,375	-651	-8.1%
Total Grants Received		28,434	19,962	-8,472	-29.8%
Recurrent - Commonwealth					
Financial Assistance Grant					
Local Roads		1,914	966	-948	-49.5%
General		13,833	6,840	-6,993	-50.6%
Family and Children (R)		1,265	1,398	133	10.5%
Other (R)		3,396	3,264	-132	-3.9%
Recurrent - State					
Aged and disability services (R)		1,839	1,850	11	0.6%
Children services (R)		2,243	2,227	-15	-0.7%
Children Services Centres (R)		303	303		
Community Health (R)		114	94	-20	-17.5%
Community support and development (R)		1,066	929	-137	-12.9%
Libraries (R)		888	882	-6	-0.7%
Other (R)		338	343	5	1.3%
Other (R)		327	301	-27	-8.2%
Other Aged and Disability (R)		28	40	12	42.1%
Youth Services (R)		47	45	-2	-4.3%
Non-recurrent - Commonwealth					
Other (NR)			118	118	
Non-recurrent - State					
Aged and disability services (NR)		5		-5	-100.0%
Children Services Centres (NR)		2	2		
Community support and development (NR)		132	120	-12	-8.8%
Environment (NR)		61		-61	-100.0%
Libraries (NR)		30	28	-2	-6.7%
Other (NR)		85		-85	-100.0%
Other (NR)		101	1	-101	-99.5%
Other Childrens Services (NR)		219		-219	-100.0%
Other Family, Youth and Housing (NR)		17	30	13	74.7%
School Crossing Supervisors (NR)		81	81		
Youth Services (NR)		100	100		
Total Operating Grants		28,434	19,962	-8,473	-29.8%

4.1.5 Operating Grants (\$8.473 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers.

The level of operating grants is projected to decrease by \$8.47 million or 29.8% compared to 2017/18 forecast. Significant proportion of this decrease in 2018/19 is due to the timing of payments of the Grants Commission financial assistance grants. In 2017/18 50% of the 2018/19 grants amounting to \$7.8 million will be received in advance in June 2019.

Excluding the financial assistance grants, the overall grants income in 2018/19 is lower by \$0.531 million compared to 2017/18 forecast. This is due to receipt of number of one-off non-recurrent grants in 2017/18 which have no corresponding income in 2018/19.

4.1.6 Capital Grants (\$3.351 million decrease)

Capital Grants	Note	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000	Change %
Recurrent - State Government					
Library			22	22	
Total recurrent capital grants					
Non-recurrent - State Government					
Buildings		2,000	2,829	829	41.5%
Roads		4,765	3,885	-880	-18.5%
Recreation		6,259	2,806	-3,453	-55.2%
Other Assets		175	306	131	74.9%
Total non-recurrent capital grants					
Total Capital Grants		13,199	9,848	-3,351	-25.4%

Capital grants include all monies received from State, Federal and community sources for the Purpose of funding the capital works program.

The level of capital grants varies from year to year. The 2018/19 budget is 25.4% or \$3.35 million lower than the 2017/18 forecast. This is due to higher levels of growing suburbs funding received in 2017/18.

The 2018/19 capital grants of \$9.85 million is made up of \$2.35 million for Kurunjang community pavilion, \$2.2 million for Melton town centre streetscapes improvements, \$1.0 million for Melton central community, \$0.91 million for Hume drive duplication and \$3.39 million for various other capital programs.

4.1.7 Net Gain on Disposal of Assets

Net Gain/Loss on Disposals of Assets	Note	Forecast	Budget	Variance	Change
		2017/18	2018/19		
		\$'000	\$'000	\$'000	%
Proceeds from Sale of Assets		29,657	32,458	2,801	9.4%
Costs of Assets Sold		-15,121	-15,756	-636	4.2%
Net Gain/(Loss) on Disposals of Assets		14,536	16,702	2,165	14.9%

4.1.7 Net Gain on Disposal of Assets (2.165 million increase)

The net gain on disposal of assets in 2018/19 is higher than 2017/18 forecast by 14.9% or \$2.16 million

Proceeds from the sale of Council assets are budgeted at \$32.46 million for 2018/19 of which \$32.07million relate to income from the sale of Council land assets under developer agreements. Land sales are projected to increase by \$2.79 million compared to 2017/18 forecast of \$29.28 million. The forecast increase in land sales is mainly attributable to the continued improvement in housing market conditions expected in 2018/19. The cost of assets sold represents payments to development partners and written down value of plant and properties including land assets held for resale budgeted to be sold in 2018/19. The value of assets sold is forecast to be higher than 2017/18 forecast, resulting in an unfavourable variance of \$0.64 million in 2018/19.

4.1.8 Other income

Other Income	Note	Forecast	Budget	Variance	Change
		2017/18	2018/19		
		\$'000	\$'000	\$'000	%
Program Revenue		740	665	-76	-10.2%
Festival Sponsorship		37	51	14	36.7%
Other		1,189	1,121	-67	-5.7%
Property hire/rental		287	285	-2	-0.6%
Recyclable Processing		1,065		-1,065	-100.0%
Interest		2,690	2,730	40	1.5%
Total Other Income		6,008	4,852	-1,156	-19.2%

4.1.8 Other Income (\$1.156 million decrease)

Other income relates to a range of items such as interest revenue on investments including interest on rate arrears, recoveries and reimbursements, and other miscellaneous income items. Other income is forecast to decrease by 19.2% or \$1.16 million compared to 2017/18.

The reduction is mainly due to no recyclable processing income being budgeted in 2018/19, compared to \$1.06 million in 2017/18. Interest income is projected to be higher due to higher yield projections.

4.1.9 Employee costs

Employee Costs	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Salaries and Wages		42,625	47,180	4,554	10.7%
Casual Staff		1,262	1,685	423	33.5%
Annual Leave and Long Service Leave		2,200	2,265	65	3.0%
Superannuation		4,039	4,120	81	2.0%
Other		852	1,926	1,073	125.9%
Workcover		1,250	781	-469	-37.6%
Fringe benefits tax		120	210	90	75.0%
Total Employee Costs		52,349	58,166	5,817	11.1%

4.1.9 Employee costs (\$5.817 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, annual leave loading, long service leave and employer superannuation, work cover premium and payment to contract employees.

Employee costs are forecast to increase by \$5.817 million or 11.1% compared to 2017/18 forecast result. The overall increase in employee costs in 2018/19 relates to a number of key factors:

- The Enterprise Bargaining Agreement (EBA) with wages growth at 2.5%.
- Increase in FTE mainly in Information and Technology.
- Reclassification of existing staff positions, increased hours of service delivery costs and band increase.

4.1.10 Materials and services

Materials and Services	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Administrative Support		8,076	10,419	2,343	29.0%
Audit Fees		193	202	9	4.7%
Consultants		547	353	-193	-35.3%
Contract Labour		5,260	2,121	-3,139	-59.7%
Contract payments		33,503	36,708	3,205	9.6%
Contributions and Donations		638	648	11	1.7%
Councillors allowances		408	340	-68	-16.6%
Garbage Collection and Disposal		639	1,047	408	63.8%
Insurances		1,159	1,205	47	4.0%
Maintenance		7,070	7,216	145	2.1%
Other		2,172	2,114	-58	-2.7%
Professional Fees		2,815	3,184	368	13.1%
Program Exp Youth Family Aged and Childn.		3,501	3,779	277	7.9%
Transport and Vehicle Operations		478	282	-196	-41.0%
Total Materials and Services		66,458	69,617	3,160	4.8%

4.1.10 Materials and services (\$3.160 million increase)

Materials and services include the purchases of consumables and payments to contractors for the provision of services.

Materials and services are forecast to increase by 4.8% or \$3.160 million in 2018/19 compared to 2017/18. A significant portion of the increase \$3.160 million is attributable to the increase in administrative support expenses relating to the business transformation project in information services.

Increase in garbage collection disposal, maintenance, profession fees and program expenses in youth, family and aged care are due to growth and new initiatives.

The overall increase is partly offset by savings in contract labour expenses of \$3.139 million, mainly in information services area.

4.1.11 Depreciation and amortisation

Depreciation and Amortisation	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Buildings		3,431	4,072	641	18.7%
Plant and Machinery		850	944	94	11.0%
Furniture and Equipment		110	115	5	4.5%
Roads and Streets		16,919	19,985	3,066	18.1%
Bridges		236	245	9	3.7%
Drainage		3,917	4,401	484	12.4%
Recreation Facilities		3,231	3,936	704	21.8%
Others		96	110	14	14.9%
Library books		300	350	50	16.7%
Intangibles - Amortisation		327	327		
Total Depreciation and Amortisation		29,417	34,484	5,067	17.2%

4.1.11 Depreciation and amortisation (\$5.067 million increase)

The significant increase in depreciation in 2018/19 is mainly due to significant increase in the valuation of infrastructure assets. Council's infrastructure asset values are increasing at a very significant rate each year. This is not only due to increasing levels of capital expenditure and the combined impact of revaluation, but also due to the significant levels of contributed assets transferred over to Council each year from completed development works within the City.

4.1.12 Bad and doubtful debts

Bad and Doubtful Debts	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Infringements		370	415	45	12.16%
Other		30	35	5	16.67%
Total Bad and Doubtful Debts		400	450	50	12.5%

4.1.12 Bad and doubtful debts (\$0.050 million increase)

Bad and doubtful debts in 2017/18 are projected to increase by \$0.050 million due to increased level of outstanding infringement debtors.

4.1.13 Borrowing Costs

Borrowing Costs	Note	Forecast	Budget	Variance	Change
		2017/18	2018/19		
		\$'000	\$'000	\$'000	%
Interest - borrowings		961	785	-176	-18.31%
Total Borrowing Costs		961	785	-176	-18.3%

4.1.13 Borrowing Costs (\$0.176 million decrease)

Borrowing costs relate to interest charged by financial institutions on borrowed funds. Borrowing costs are expected to reduce by \$0.176 million in 2018/19 compared to 2017/18 forecast. Since no new borrowings are planned in 2017/18 or 2018/19, the decrease in finance cost is mainly attributable to the lower level of loans due to principle repayments.

4.1.14 Other expenses

Other Expenses	Note	Forecast	Budget	Variance	Change
		2017/18	2018/19		
		\$'000	\$'000	\$'000	%
Utilities					
Electricity		2,299	2,315	16	0.7%
Gas		350	359	9	2.6%
Water & Sewerage		1,079	1,140	62	5.7%
Total		3,728	3,815	86	2.3%
Information Technology & Telephony Expenses					
Mobile Phones		202	204	2	1.0%
Fixed Phones		309	315	6	2.0%
Alarm Monitoring		17	18	1	4.8%
Network Communications		733	846	113	15.5%
Server Hosting		888	1,033	145	16.3%
Total		2,148	2,415	267	12.5%
Total Utilities and Other		5,876	6,230	354	6.0%

4.1.15 Other Expenditure - Utilities and other (\$0.354 million increase)

Utilities, information technology and telephony expenses are projected to increase by \$0.354 million or 6.0% due to growth in services and facilities.

4.2 Balance Sheet

Balance Sheet	Note	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000
Current assets				
Cash and cash equivalents		131,060	131,029	-31
Trade and other receivables		50,651	68,097	17,446
Other Financial assets				
Inventories		25	25	
Non Current Assets held for resale		250	275	25
Other assets		15,000	16,000	1,000
Total Current Assets	4.2.1.1	196,986	215,426	18,440
Non-current assets				
Trade & other Receivables				
Property Plant & Equipment		1,965,516	2,062,184	96,668
Inventories		41	45	3
Investment property		7,000	7,500	500
Intangible assets		3,685	3,358	-327
Other assets		1,410	1,425	15
Total Non Current Assets	4.2.1.2	1,977,652	2,074,512	96,860
Total Assets		2,174,638	2,289,938	115,300
Current liabilities				
Trade and other payables		10,750	11,100	350
Trust funds & deposits		2,151	2,238	87
Provisions		10,772	11,189	417
Interest-bearing loans and borrowings		2,826	2,967	141
Other current liabilities				
Total Current Liabilities	4.2.2.1	26,499	27,494	995
Non-current liabilities				
Provisions		2,202	2,227	25
Interest bearing loans & borrowings		15,947	12,980	-2,967
Other non current liabilities		3,150	3,465	315
Total Non Current Liabilities	4.2.2.2	21,299	18,672	-2,627
Total Liabilities		47,798	46,166	-1,632
Net Assets		2,126,840	2,243,772	116,932
Equity				
Accumulated surplus		1,177,501	1,233,636	56,135
Asset revaluation reserve		843,032	875,032	32,000
Other reserves	4.3.2	106,307	135,104	28,797
Total Equity	4.3.1	2,126,840	2,243,772	116,932

4.2.1 Assets

4.2.1.1 Current Assets (\$18.440 million increase)

The current assets in 2018/19 are projected to increase by \$18.44 million compared to 2017/18 forecast. Trade and receivables are budgeted increase by \$17.45 million due to Precinct Structure Plan (PSP) rolling credit debtors. Other increases include other assets which are mainly accrued land sales at balance date.

4.2.1.2 Non-Current Assets (\$96.860 million increase)

Non-current assets are budgeted increase by \$96.860 million. This is mainly attributable to the increase in property plant and equipment of \$96.67 million, which is the net result of developer-contributed assets and the projected capitalised component of the planned capital works program. This is offset by the depreciation of non-current assets for 2018/19 year and written down value of assets disposed during the year through sale of assets. Investment properties are expected to be \$0.500 million higher than previous year while intangible assets will be lower by the amortization component charged to operating results in 2018/19.

4.2.2 Liabilities

4.2.2.1 Current Liabilities (\$0.995 million increase)

The current liabilities (that is, obligations Council must pay within the next year) are expected to increase by \$1.0 million. Amounts owed to suppliers are expected to increase by \$0.350 million. Trust deposits are expected increase by \$0.087 million and provisions for employee entitlements are also expected to increase by \$0.417 million. The liability of interest bearing loans is the principal repayment payable within the financial period ending 30 June 2020 and this is expected to be higher by \$0.141 million from 2017/18 balance.

4.2.2.2 Non-Current Liabilities (\$2.627 million decrease)

Non-current liabilities (that is, obligations Council must pay beyond the next year) is expected to decrease by \$2.627 million. Non-current loan borrowings balance at year-end will be lower by \$2.967 million, due to debt repayment during the year. This is partly offset by non-current component of the employee entitlements provisions is expected to increase by \$0.025 million during the year. The other non-current liabilities refer to items such as maintenance bonds and pre-paid burial rights etc., which are expected to increase by \$0.315 million by end of the year.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2017/18 \$(000'S)	2018/19 \$(000'S)
Total amount borrowed as at 30 June of the Prior Year		
Total amount to be borrowed		
Total amount projected to be redeemed	(3,380)	(2,826)
Total loan balance as at 30 June	18,773	15,947

In developing the Strategic Resource Plan (SRP), borrowings was identified as an Important funding source for capital works programs. Council has borrowed strongly in the past to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs.

Council has decided not to take out any new borrowings from 2018/19 to 2021/22, i.e. during the currency of latest Strategic Resource Plan. Council will utilise cash generated by asset sales to repay existing debt.

The following table sets out future loan repayments, finance charges and total loan balances up to 2021/22 based on the forecast financial position of Council as at 30 June 2022.

The table below shows information on borrowings specifically required by the Regulations.

Borrowings Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2017/18		3,380	961	18,773
2018/19		2,826	785	15,947
2019/20		2,967	644	12,980
2020/21		2,306	503	10,674
2021/22		2,402	406	8,272

4.3 Statement of changes in Equity

4.3.1 Equity

Total equity always equals net assets and is made up of the following components:

- Accumulated surplus, which is the value of all net assets, less reserves that have accumulated over time plus the increase in equity (or net assets) which is the net effect of operating surplus for the year plus the net transfer to/from reserves. The accumulated surplus at the end of 2018/19 is budgeted at \$1.234 billion.
- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations. The Asset Revaluation reserve balance as at end of 2018/19 is budgeted at \$875 million.
- Other reserves are mainly funds that Council wishes to separately identify as being set aside to meet a specific purpose. This includes developer contributions reserves set aside for future capital works. Other reserve balances as at the end of year amounted to \$135.1 million. These include Developer Contributions Reserve of \$71.6 million and Infrastructure Reserves of \$51.0 million, which are specifically set aside to fund Precinct Structure Plan shortfalls identified over the next 10 to 20 years and other discretionary reserves of \$12.5 million set aside to meet specific purposes.

4.4 Statement of Cash Flows

Cash Flow Statement	Note	Forecast	Budget	Variance
		2017/18 \$'000	2018/19 \$'000	\$'000
Cash flows from operating				
Receipts				
General rates		105,295	114,339	9,044
Grants Income - Operating & Capital		41,633	29,811	-11,822
Interest		3,170	3,102	-68
User charges		15,009	14,777	-232
Contributions & Reimbursements		18,327	26,900	8,573
Other revenue		3,833	2,870	-963
Total Receipts		187,267	191,799	4,532
Payments				
Employee costs		51,460	57,724	-6,265
Contractor payments		40,488	42,583	-2,095
Other expenses		32,978	35,388	-2,410
Total Payments		124,926	135,695	-10,769
Net cash provided by operating activities	4.4.1	62,341	56,104	-6,237
Cash flows from investing activities				
Proceeds from sales of property, plant and equipment		24,229	26,804	2,575
Payments for property, plant and equipment		-46,335	-77,815	-31,480
PSP Rolling Credit payments		-5,130	-1,511	3,619
Net cash used in investing activities	4.4.2	-27,236	-52,522	-25,286
Cash flows from financing activities				
Finance costs		-961	-785	176
Proceeds from borrowings				
Repayment of borrowings		-3,380	-2,826	554
Net Cash used in financing activities	4.4.3	-4,341	-3,611	730
Net increase in cash & cash equivalents		30,764	-29	-30,793
Cash & equivalents at beginning of year		100,296	131,060	30,764
Cash & equivalents at 30 June	4.4.4	131,060	131,030	-29
Represented by:				
Restricted cash and investments				
Cash and Investments in Hand		3,500	3,500	
- Statutory reserves		69,999	71,653	1,654
- Discretionary reserves		57,561	55,877	-1,683
Cash & equivalents at 30 June		131,060	131,030	-29

4.4.1 Net cash flows provided by/(used in) operating activities (\$6.237 million decrease)

Cash flow from operating activities refers to the cash generated or used in the normal service delivery functions of Council. The 2018/19 budget for net cash provided by operating activities is \$6.237 million lower than 2017/18 forecast. This represents an increase in cash receipts of \$4.532 million offset by an increase in cash operating expenditure by \$10.769 million.

Increase in receipts represents the net impact of increase in cash collections from rates and charges (\$9.044 million) and contributions (\$8.573 million). The overall increase is offset by reductions in operating and capital grants (\$11.822) due to early receipt of 50% of 2018/19 grants commission income and higher growing suburbs grants in 2017/18, user charges (\$0.232 million) and other revenue (\$0.963 million) and interest income (\$0.068 million) resulting in a net increase in receipts of \$4.532 million.

Operating payments are higher than 2017/18 forecast by \$10.769 million and this is attributable to projected increases in employee costs of (\$6.265 million), plus increase in contractor payments of (\$2.095 million) and other expenses i.e. utilities and other by (\$2.410 million).

The net cash flows from operating activities does not equal the surplus (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.

4.4.2 Net cash flows provided by/(used in) investing activities (\$25.286 million increase)

The large increase in payments for investing activities represents the planned increase in capital works expenditure disclosed in section 3 of this budget report. This includes the increase in total capital expenditure including carry forwards of (\$31.480 million) compared to 2017/18. Cash receipts from sale of assets are forecast to increase by (\$2.575 million) compared to forecast due to higher volume of land sales and settlements forecast during 2018/19. The increase is partly offset by reduction in rolling credit payment of (\$3.619 million) compared to 2017/18 resulting in a net increase in investing activities of (\$25.286 million).

4.4.3 Net cash flows provided by/(used in) financing activities (\$0.730 million decrease)

Financing activities refer to cash generated or used in the financing of Council activities which include borrowings from financial institutions. These activities also include repayment of the principal component of loan repayments for the year.

There are no new borrowings in 2018/19 and the variance of (\$0.554 million) is attributable to the difference between repayment of debt maturing in 2017/18 compared to 2018/19, which are (\$3.380 million) and (\$2.826 million) respectively. Other favourable variance is the reduction in borrowing costs of (\$0.176 million) in 2018/19 compared to 2017/18.

4.4.4 Cash and Cash Equivalents at end of the year (\$0.03 million decrease)

Overall, total cash and investments are forecast to decrease by (\$0.03 million) from (\$131.060 million) at the end of 2017/18 to (\$131.030 million) as at the end of 2018/19.

A significant portion of the Council's cash balances are statutory reserves representing developer contributions for specific future capital works and projects which must be applied in accordance with legislative and contractual requirements and will need to remain cashed backed for this reason.

4.5 2018/2019 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

ID	NAME	DESCRIPTION	Capital (\$)	Operating(\$)	COUNCIL FUNDING(\$)	Reserve and Other FUNDING(\$)	Other Contribn (\$)	GRANTS (\$)	TOTAL FUNDING (\$)
5002	City Vista Sporting Ovals Courts & Pavilion	D&C 2 senior football cricket ovals, tennis and netball courts and a pavilion	2,758,750	144,404	-	2,403,154	-	500,000	2,903,154
5003	Melton Civic Centre Redevelopment Year 2	Office and Accommodation building for Civic Centre Library collection materials including books and audio-visual resources to ensure currency and replacement of existing assets at the end of life, to maintain collection quality at benchmark industry standards.	6,200,000	-	-	6,200,000	-	-	6,200,000
5008	Library Collections Renewal Program	D&C multiple rooms to allow for conversion to kindergarten and MCH facilities	385,000	-	385,000	-	-	-	385,000
5014	Fraser Rise Children's & Community Hub	Replacement of footpaths across municipality based on condition audits.	4,000,000	-	-	3,400,000	-	600,000	4,000,000
5018	Footpath Replacement Program	Purchase of replacement and new fleet passenger and light commercial vehicles used for Private, Commuter travel and Dedicated Pool.	1,150,000	-	1,150,000	-	-	-	1,150,000
5019	Plant & Machinery	Replacement of footpaths across municipality based on condition audits.	1,250,000	-	1,250,000	-	-	-	1,250,000
5020	Sealed Road Resurfacing and Rehabilitation Program	Roads to be treated are to be determined from a condition assessment to be undertaken in 3rd quarter of 18/19.	2,111,980	117,994	1,460,000	-	-	769,974	2,229,974
5021	Building Components Annual Renewal Program	Replacement of building components at failure or planned end of life.	700,000	-	700,000	-	-	-	700,000
5022	Shared Paths Construction Program	Design of cultural heritage reports, permits & environment audit and permits across the municipality.	80,000	-	80,000	-	-	-	80,000
5024	Street Tree Planting Beautification Program	Planting and establishment of new street trees across the municipality.	-	350,000	350,000	-	-	-	350,000
5025	Traffic Management Devices Program	Construct Traffic Management Devices across the municipality.	320,000	-	320,000	-	-	-	320,000
5026	Major Traffic Management Upgrade Program	Construct Major Traffic Management Devices across the Municipality.	330,000	-	330,000	-	-	-	330,000
5029	Tennis Courts Upgrade Program	Upgrades to renew surfaces and meet Aust Standards.	208,000	-	208,000	-	-	-	208,000
5030	Irrigation System Renewal Program	Renew irrigation systems across municipality based on hierarchy and condition audit.	210,000	-	210,000	-	-	-	210,000
5031	Playground Replacement Program	Replace existing playgrounds within POS across municipality based on condition audit.	150,000	-	150,000	-	-	-	150,000
5032	Street Lighting Improvement Program	Installation of new public lighting at Diggers Rest, Colmodal and Welcome Roads.	20,000	-	20,000	-	-	-	20,000
5035	OS Fencing Renewal Program	Renewal of Fencing around Open Space Reserves	100,000	-	100,000	-	-	-	100,000
5036	AOS Lighting Renewal Program	AOS Lighting Renewal Program for existing parks and sporting fields.	50,000	-	50,000	-	-	-	50,000
5037	Parks & OS Furniture & Fixture Renewal Program	Renew furniture (benches, tables, BBQs, seats, bins) across municipality based on condition audit	100,000	-	100,000	-	-	-	100,000
5038	Parks & OS Structures Renewal Program	Renew building structures across the municipality based on condition audit	50,000	-	50,000	-	-	-	50,000
5039	AOS Grass Playing Surface Renewal Program	Renew grass playing surfaces across the municipality based on condition audit	-	100,000	100,000	-	-	-	100,000
5040	Passive OS Vegetation Renewal Program	Renew vegetation (garden beds, grasses) across municipality based on condition audit	-	120,000	120,000	-	-	-	120,000
5041	Roadside Hazard Safety Improvement Program	Removal and protection of roadside hazards across the municipality.	-	100,000	100,000	-	-	-	100,000
5042	Park OS offail and Soft path Renewal Program	Renew softail and softpath across the municipality based on condition audit.	25,000	-	25,000	-	-	-	25,000
5045	Underground Drainage Flood Protection Program	Construct Underground Drainage/Flood Protection Works across the municipality.	44,236	5,764	50,000	-	-	-	50,000
5046	Cricket Net and Run Up Refurbishment Program	Refurbish cricket nets & run up areas across the municipality.	120,000	-	120,000	-	-	-	120,000
5048	Bridge Rehabilitation Program	Rehabilitate works to bridge across municipality as ID through condition audits.	120,000	-	120,000	-	-	-	120,000
5050	Road Safety Around Schools Program	Construct works to improve road safety around schools across the municipality.	75,767	4,233	80,000	-	-	-	80,000
5051	Synthetic Field Maintenance Program	Renewal of Synthetic Fields	120,000	-	120,000	-	-	-	120,000
5054	DDA Works Program	Construct DDA works across the municipality.	40,000	-	40,000	-	-	-	40,000

4.5 2018/2019 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

ID	NAME	DESCRIPTION	Capital (\$)	Operating(\$)	COUNCIL FUNDING(\$)	Reserve and Other FUNDING(\$)	Other Contrib (\$)	GRANTS (\$)	TOTAL FUNDING (\$)
5055	New Emergency Management Infrastructure	Retrofit to Existing Multi Occupied Facilities	40,000	-	40,000	-	-	-	40,000
5056	Cricket Pitch Replacement Program	Replace cricket pitches across the municipality	-	30,000	30,000	-	-	-	30,000
5058	Office Furniture Replacement	Purchase of replacement furniture and equipment including workstations for approved new initiative staff positions. Note, purchase of project related furniture is excluded.	75,000	-	75,000	-	-	-	75,000
5061	Caroline Springs Leisure Centre & Tennis Complex	D&C stadium extension to include 2 indoor courts and 12 court regional tennis facilities	2,565,701	134,299	2,700,000	-	-	-	2,700,000
5071	Renewal of Public Convenience Program	Refurbish public convenience facilities across municipality	152,042	7,958	160,000	-	-	-	160,000
5114	Burnside Stage 2 Community Centre	D&C expand existing centre to multipurpose space for dedicated seniors programs	397,886	19,426	417,312	-	-	-	417,312
5145	Hume Drive Duplication (Stage 1)	D&C road duplication from Calder Park Drive to Shire Boundary	866,692	48,421	-	-	-	915,113	915,113
5227	Arnolds Creek Playground	Construct new play space at the Arnolds Creek Recreation Reserve	285,078	14,922	-	300,000	-	-	300,000
5242	Plumpton Aquatic & Leisure Centre	Purchase land for the Aquatic and Leisure Centre	3,000,000	-	-	3,000,000	-	-	3,000,000
5250	Ball Protection Fencing Program	Erect ball protection fencing at end of grounds as identified by audit.	43,000	-	43,000	-	-	-	43,000
5255	Westwood Drive Bridge	D&C Rd and Bridge over Kororoit Creek between Tennerfield Dr and Sullivan Terrace	4,531,149	253,151	4,784,300	-	-	-	4,784,300
5260	Non Active Open Space Lighting Renewal Program	Renew & maintaining of existing park lighting across municipality based on condition audit	60,000	-	60,000	-	-	-	60,000
5269	Corporate Computer Replacement Program	Replace corporate desktop computers based on Asset Management Plan	225,870	-	225,870	-	-	-	225,870
5270	Public Computer replacement program	Replace public desktop computers (laptops etc) based on Asset Management Plan	102,200	-	102,200	-	-	-	102,200
5272	Library Furniture Renewal Program	Furniture replacement - public areas. Replacement of damaged and worn furniture and seating at Caroline Springs and Melton Library and Learning Hubs.	25,000	-	25,000	-	-	-	25,000
5278	Melton Town Centre Streetscape Renewal	D&C Stage 4 & 5 streetscape redevelopment at Bakery Square and Wallace Square. Replacement of street lighting, signage, telecommunications & pieces. Maintenance and repair of works on Council's public art register (currently 46) across a five year prioritised maintenance program.	4,582,881	137,119	2,520,000	-	2,200,000	-	4,720,000
5280	Public Art Rehabilitation Program	Repair and maintenance of public art	20,000	-	20,000	-	-	-	20,000
5289	Kurunjang Community Hub	D&C neighbourhood house in the Melton North Kurunjang area	2,306,392	112,608	69,000	-	-	2,350,000	2,419,000
5298	Female Change Room Upgrade Program ¹	Design and upgrade changing rooms to female friendly facilities.	900,000	-	300,000	-	-	600,000	900,000
5300	Macpherson Park Redevelopment ²	Construct redevelopment of the Macpherson Park regional facility	5,900,000	-	5,900,000	-	-	-	5,900,000
5302	Premiers Reading Challenge Books Program	Premiers Reading Challenge Books Program. Library books for children and young adults to meet requirements of the State Government grant program for Premiers Reading Challenge.	22,000	-	-	-	-	22,000	22,000
5303	Barrier Nets for Goals at MacPherson Park	Install barrier Nets for Goals at MacPherson Park to reduce risk of injury	45,000	-	45,000	-	-	-	45,000
5304	Aintree Children's & Community Hub	D&C Aintree Community Hub	2,580,000	-	-	2,580,000	-	-	2,580,000
5305	Light Up Caroline Springs	Stage 1 and 2 installation of lighting around Caroline Springs lake and surrounds	450,000	-	200,000	-	250,000	-	450,000
5307	Pedestrian Level Crossing Upgrades	Install pedestrian gates & signals at Hopkins, Troups, Leakes, Paynes, Mt Cottrell and Ferris Roads (MMRA).	3,151,000	-	-	3,151,000	-	-	3,151,000
5308	Toolem Bus Interchange Land	Purchase land for bus interchange as part of the rail station	1,450,000	-	-	1,450,000	-	-	1,450,000
5310	Non AOS Lighting Maintenance Program	Install lighting maintenance program	20,000	-	20,000	-	-	-	20,000
5312	Taylors Hill West Land	Purchase land under Roads Sierra Estate	165,000	-	-	165,000	-	-	165,000
5314	Mims Road and Coburns Road Intersection	Purchase land (spays) to enable construction of roundabout	50,000	-	50,000	-	-	-	50,000
5315	Taylors Rd (West Botanical Dr to West City Vista)	D&C approx 650m of road and signalised intersection at City Vista	50,000	-	-	50,000	-	-	50,000

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4.5 2018/2019 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

ID	NAME	DESCRIPTION	Capital (\$)	Operating(\$)	COUNCIL FUNDING(\$)	Reserve and Other FUNDING(\$)	Other Contribn (\$)	GRANTS (\$)	TOTAL FUNDING (\$)
5317	Melton Recycling Facility Expansion	D&C expansion of Melton Recycling Facility. Public art installation program. Development of public street art power boxes program, delivery of one minor public street art power boxes program, delivery of one minor public street art power boxes program, delivery of one minor public street art power boxes program.	1,065,095	51,905	723,500	-	-	391,500	1,115,000
5318	Public Art Installation	Install new roof to existing building	70,000	-	-	70,000	-	-	70,000
5319	Caroline Springs Leisure Centre Renewal	Construct Pedestrian lights for City Vista	30,000	-	-	30,000	-	-	30,000
5323	City Vista Dr Pedestrian Signals	D&C new play space at the Allenby Reserve	285,078	14,922	300,000	-	-	-	300,000
5325	Allenby Reserve Hillside	Land Penroyal Estate	930,407	-	-	930,407	-	-	930,407
5327	Melton North Land	D&C redevelopment of Bill Cahill Reserve	270,156	29,844	300,000	-	-	-	300,000
5328	Bill Cahill Reserve	Construction of Burtons Road	550,000	-	-	550,000	-	-	550,000
5329	Burtons Road	Purchase of land along east side of Ferris Rd, paths, play equipment etc	797,773	52,227	850,000	-	-	-	850,000
5332	Hannah Watts Park	D&C road outside of new school (includes relocation of electricity). No DCP funding	284,126	15,874	300,000	-	-	-	300,000
5333	City Vista Court	D&C Community Learning Hub to modern flexible spaces, street appeal and architectural connection	2,685,000	-	1,685,000	-	1,000,000	-	2,685,000
5334	Melton Central Community Hub (White House)	Construct widening of road within section where single sealed lane exists	550,000	-	550,000	-	-	-	550,000
5335	Tarletons Road	Ferris & Hollingsworth signalised intersection, deliver by MMRA as part of station works	400,000	-	-	400,000	-	-	400,000
5337	Ferris Rd Hollingsworth Dr Signalised Intersection	Melton North Roads	190,718	-	-	190,718	-	-	190,718
5338	Melton North Roads	Land purchase for roads, Willandra Estate	448,825	-	-	448,825	-	-	448,825
5339	Diggers Rest Land	D&C picnic settings, bbq, drink fountain, play equipment and exercise stations.	655,679	34,321	-	690,000	-	-	690,000
5340	Weir View Park and Wetlands	D&C new Scouts facility at Tentenfield Drive Burnside Heights	237,565	12,435	-	-	250,000	-	250,000
5342	Burnside Heights Scouts	A big fountain that is energy efficient at Caroline Springs front lake	60,000	-	60,000	-	-	-	60,000
5361	Caroline Springs Front Lake Fountain	Design Eynesbury Sigs 1 sportsground, parking, playground, lighting, pavilion	-	33,000	33,000	-	-	-	33,000
5377	Snake Removal Program								
5380	Eynesbury Stage 1 Active Open Space		500,000	-	-	500,000	-	-	500,000
Total Council Capital Works Program			64,789,046	1,944,827	30,376,182	26,509,104	-	9,848,687	66,733,873
Community Submitted New Initiatives									
908	Recurrent base funding for FMBC to 2023								
922	a Place Manager for the Woodlee Estate			35,000	35,000				35,000
944	Brookside Preschool - upgrade plumbing, water tank and pump			20,000	20,000				20,000
964	Bridge Rd Sporting Complex - installation of storage facilities		10,000		10,000				10,000
929	Diggers Rest Bowling Club - outdoor shade cover over the BBQ area		5,000		5,000				5,000
931	Caroline Springs Hockey Club - installation of storage facilities	The Club contribution is \$2k	10,000		8,000	2,000			10,000
932	Replacement of fence at Melton Equestrian Park	The Club contribution is \$1.5k	11,500		10,000	1,500			11,500
944	Roof on range 4 at Melton Pistol Club		60,850		60,850				60,850
946	Melton Bowling Club Toilet Facilities	The Club contribution is \$25k	200,000		175,000	25,000			200,000
8	Pedestrian crossing locations on Taylors Road	(Design)	60,000		60,000				60,000
12	Pedestrian crossing locations on Taylors Road		50,000		50,000				50,000
15	Toilet facility at Tentenfield Park, Burnside Heights		200,000		200,000				200,000
21	Relocation of CS RSL War Memorial		40,000		40,000				40,000
23	Installation of Play Ground at Morton Homestead		40,000		40,000				40,000
25	Installation of Oval lights at Boronia Reserve		10,000		10,000				10,000
Total of Community and Councillor Initiatives			697,350	55,000	723,850	-	28,500	-	752,350

4.5 2018/2019 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

ID	NAME	DESCRIPTION	Capital (\$)	Operating(\$)	COUNCIL FUNDING(\$)	Reserve and Other FUNDING(\$)	Other Contribn (\$)	GRANTS (\$)	TOTAL FUNDING (\$)
	Carry forwards from 2017/18 to 2018/19								
	Shared/Bicycle Paths Construction Program		150,000		150,000				150,000
	Bridgeworks Construction-Westwood Dr Bridge		60,000		60,000				60,000
	Melton Bowlings Greens Restoration		80,000		80,000				80,000
	Streetscape Improvements		2,500,000		2,500,000				2,500,000
	Taylor's Hill West PSP-2 Senior Football / Cricket		8,000,000		8,000,000				8,000,000
	Hume Drive Duplication (Stage 1)		630,000		630,000				630,000
	Macpherson Park Redevelopment		380,000		380,000				380,000
	Others		10,000		10,000				10,000
	Total Carry Forwards from 2017/18 to 2018/19		11,810,000		11,810,000				11,810,000
	S223 Submissions and other amendments								
Sub 005/26	Pensioner - Council	Increase in pensioner rebate by \$5.00		35,000	35,000				35,000
012/04	RockBank Football Sporting Club	Purchase and install fixed spectator shelters and seating around the football oval and netball areas	23,432		21,100		2,332		23,432
Other	Youth Forum	General signage allocation		15,000	15,000				15,000
Sub 008/29	"City of Melton" signage		20,000		20,000				20,000
Other	Health Promotion Expo			35,000	35,000				35,000
032/23	Resilient Melbourne funding	Resilient Melbourne for funding of the delivery office for 2018/19		15,000	15,000				15,000
010/31	Lake Caroline Public Toilet	Construction of a toilet block at Lake Caroline	200,000		200,000				200,000
013/05	North West Titans Baseball Club	Upgrade of the Junior Diamond at Macpherson Park	25,000		25,000				25,000
Other	Eynesbury Station Primary School - Design Cost		250,000		250,000				250,000
			518,432	100,000	616,100		2,332		618,432
	2018/19 Capital Works Program		77,814,828	2,099,827	43,526,132		30,832	9,848,587	79,914,655
	¹ Additional funding allocation due to the grant received								
	² Funding is allocated to 2017/18								

4.5.1 Summary

	Forecast Actual 2017/18 \$'000	Budget 2018/19 \$'000	Change \$'000	%
Property	7,839	25,523	17,684	225.59%
Plant and equipment	2,151	2,085	66	-3.07%
Infrastructure	48,153	50,207	2,054	4.27%
Total	58,143	77,815	19,672	33.83%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	25,523	22,182	1,763	1,110	468	2,829	18,036	4,658	-
Plant and equipment	2,085	1,732	127	226	-	22	-	2,063	-
Infrastructure	50,207	27,138	4,946	15,552	2,571	6,941	7,953	35,313	-
Total	77,815	51,052	6,836	16,888	3,039	9,792	25,989	42,034	-

4.5.2 Current Budget

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Other Contributions	Grants
		\$	\$	\$	\$	\$	\$	\$	\$
Property									
Land									
PSP Council Funded Portion	930,407						930,407		
Diggers Rest Land	448,825						448,825		
Toolern Bus Interchange Land	1,450,000						1,450,000		
Total Land	2,829,232						2,829,232		
Buildings									
Civic Centre Redevelopment	6,200,000						6,200,000		
**Melton Recycling Facility Improvements	1,063,095		1,063,095						391,500
Brookside Preschool Centre	10,000			10,000					
Diggers Rest Bowling Club	10,000				10,000				2,000
Recreation Facilities - Female Change Room Upgrade	900,000			900,000					
Plumpton Aquatic & Leisure Centre	3,000,000						3,000,000		600,000
Melton Pistol Club structures	200,000			200,000					
CapEx Program - Building Component Renewals	700,000		700,000						
Melton Bowling Club - Club Room Extension	60,000				60,000				
** Burnside Comm Centre/Stage - Incl Seniors Venue	397,886				397,886				
** Scouts Activity Centre - Burnside	237,565								237,565
Melton Central Community Hub (White House)	2,685,000						3,400,000		1,000,000
Fraser Rise Children's and Community Centre	4,000,000						2,580,000		600,000
Aintree Children's and Community Centre	2,580,000								
Toilet facility at Tentenfield Park, Burnside Heights	200,000					200,000			
Caroline Springs Lake Public Toilet	200,000					200,000			
Eynesbury Station Primary School - Design Cost	250,000					250,000			
Total Buildings	22,693,546	19,352,565	1,763,095	1,110,000	467,886	4,657,481	15,180,000	27,000	2,829,065
Total Property	25,522,778	22,181,797	1,763,095	1,110,000	467,886	4,657,481	18,009,232	27,000	2,829,065
Plant and Equipment									
Vehicles Cost									
Plant Purchases/Replacement	1,250,000						1,250,000		
Total Vehicles Cost	1,250,000						1,250,000		
Furniture									
Furniture & Equipment	100,000						100,000		
Total Furniture	100,000						100,000		
IT Equipment									
Annual Computer Replacement Project	328,070		102,200	225,870					
Total IT Equipment	328,070		102,200	225,870			328,070		
Library Books									
Library Collection	385,000								
Premier's Reading Challenge	22,000								22,000
Total Library Books	407,000						385,000		22,000
Total Plant and Equipment	2,085,070	1,732,000	127,200	225,870		2,063,070			22,000
Infrastructure									

4.5.2 Current Budget

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types					Summary of Funding Sources					
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Other Contributions	Grants			
Roads												
ODA Works	40,000			40,000				40,000				
Shared/Bicycle Paths Construction Program	80,000			80,000				80,000				
New Footpaths Construction Program	450,000	150,000		60,000				150,000				
Traffic Management Devices Program	325,000			320,000				320,000				
Road Safety Around Schools	75,767			75,767				75,767				
Major Traffic Management Upgrade Program	325,000	355,718		330,000				330,000				
PSP Council Funded Portion W/IK/Land	2,500,000	2,500,000						2,500,000				
Streetscape Improvements	2,500,000	2,111,980		4,582,881				4,582,881				765,974
** Road Rehabilitation Program	4,582,881							4,582,881				2,208,000
** Melton Town Centre Streetscape Upgrade	1,495,692							1,495,692				915,113
** Hunee Drive Duplication (Stage 1)	1,898,692							1,898,692				
Todern Ferris Road Widening	550,000							550,000				
Pedestrian Crossing, Taylors Road, Gourlay Road	50,000							50,000				
Pedestrian Level Crossing Upgrades	3,151,000	3,151,000						3,151,000				
Taylors Rd (West Botanical Dr to West City Vista)	80,000							80,000				
Tarltons Road	550,000							550,000				
** City Vista Court	284,126							284,126				
Minns Road and Coburns Road Intersection	80,000							80,000				
City Vista Dr Pedestrian Signals	30,000							30,000				
Ferris Rd Hollingsworth Dr Signalised Intersection	400,000							400,000				
Total Roads	17,156,164	9,817,536	2,111,980	6,025,648				9,932,077	4,181,000			3,885,087
Drainage												
** Underground Drainage/Flood Protection Works	44,236			44,236				44,236				
Total Drainage	44,236			44,236				44,236				
Bridges												
Westwood Drive Bridge	4,591,149	4,591,149						4,591,149				
Bridge Rehabilitation Program	120,000							120,000				
Total Bridges	4,711,149	4,591,149						4,711,149				
Recreation												
Equestrian Park Arena	60,950			60,950				60,950				
Rocketbank Football Sporting Club - Ian Cowie Pavilion	23,432											
Morton Homestead	40,000											
Melton Bowings Greens Restoration	80,000											
** Kurrung Community Pavilion Extension /	2,306,392	2,306,392										
Cricket Net Refurbishment Program	120,000											
McPherson Park Oval Pavilion additional refurbishment	45,000											
Terms Court Upgrade	208,000											
Tomlin Htd. Bridge Road Reserve Athletics Facility	5,000											
Taylors Hill West PSP-2 Senior Football / Cricket	8,000,000			8,000,000				8,000,000				
Ball Protection Fencing Program	43,000											
McPherson Park Redevelopment	6,280,000	6,280,000										
** Farnish Walks Park Upgrade	287,773											
** Allensby Road Reserve Upgrade	285,078											
** Ball Canal Reserve Upgrade	270,156											
** Arnold Creek Playspace	265,978											
** City Vista Sporting Ovals Courts & Pavilion	2,798,750	2,756,750										
Caroline Springs Hockey Club Storage	11,500											
Installation/Relocation Football Goals/Boronia Reserve	10,000											
** Caroline Springs Leisure Centre & Tennis Complex	2,565,701											
Eyresbury Stage Active Open Space	500,000	500,000										

4.5.2 Current Budget

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Other Contributions	Grants
	\$	\$	\$	\$	\$	\$	\$	\$	\$
North West Tilans Baseball Club	25,000	12,273,652	476,860	25,000	2,570,701	18,868,158	3,043,828	2,332	2,805,392
Total Recreation	24,720,710	12,273,652	476,860	25,000	2,570,701	18,868,158	3,043,828	2,332	2,805,392
Other Assets									
Playground Replacement Program	150,000		150,000			150,000			
CapEx Program - New Emrg Mngmt Infrastructure	40,000			40,000		40,000			
City of Melton signage	20,000					20,000			
Light Up Lake Caroline	450,000					200,000			250,000
Street Lighting Improvement Program	20,000			20,000		20,000			
Relocation of GS RSL War Memorial	40,000		40,000			40,000			
**Weir View Park and Wetlands	655,679						655,679		
Caroline Springs Front Lake Fountain	60,000					60,000			
Total Other Assets	1,435,679	1,185,679	190,000	60,000	-	530,000	655,679	-	250,000
Footpaths & Cycleways									
Footpaths Maintenance/Replacement	1,150,000		1,150,000			1,150,000			
Footpath Extensions									
Total Footpaths & Cycleways	1,150,000	-	1,150,000	-	-	1,150,000	-	-	-
Parks, Open Space and Streetscapes									
Parks & Open Space Structural Renewal	50,000		50,000			50,000			
Parks Playgrounds and Furniture	100,000		100,000			100,000			
Parks and Reserve Fencing	100,000		100,000			100,000			
Synthetic Field Maintenance	120,000		120,000			120,000			
Soil Fall Soil PathRenewal	25,000		25,000			25,000			
Parks & Open Space Lighting Renewal Program	50,000		50,000			50,000			
Irrigation System Renewal Program	20,000		20,000			20,000			
Non Active Open Space Lighting Renewal	80,000		20,000	20,000		80,000			
**Relocated Public Conveniences	152,042		152,042			152,042			
Unallocated Recurrent Budget	10,000		10,000			10,000			
Total Parks, Open Space and Streetscapes	897,042	-	877,042	20,000	-	897,042	-	-	-
Public Art Projects									
Public Art Rehabilitation Program	20,000		20,000			20,000			
Public Art Installation	70,000						70,000		
Total Public Art Projects	90,000	70,000	20,000	-	-	20,000	70,000	-	-
Total Infrastructure	50,206,890	27,136,016	4,945,872	15,552,391	2,570,701	35,312,662	7,950,507	2,332	6,941,479
Total Capital works	77,814,828	51,051,813	6,836,167	16,888,261	3,038,587	42,033,213	25,959,739	29,332	9,792,544
**Council Works Operating/Maintenance	2,099,827	-	-	-	-	1,492,919	549,365	1,500	56,043

4.5.3 Works Carried From the 2017/18 Year

Capital Works Area	Capital Carry Forwards to 2018/19	Asset Expenditure Types				Summary of Funding Sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Council Funding \$	Reserve/DCP Funding & Other Contributions \$	Grants \$	
Infrastructure									
Roads									
New Footpaths Construction Program	150,000					150,000			
Streetscape Improvements	2,500,000		2,500,000			2,500,000			
Hume Drive Duplication (Stage 1)	630,000					630,000			
Unallocated Recurrent Budget	10,000	10,000				10,000			
Total Roads	3,290,000	10,000	2,500,000	0	0	3,290,000	0	0	0
Bridges									
Westwood Drive Bridge	60,000					60,000			
Total Bridges	60,000	60,000	0	0	0	60,000	0	0	0
Recreation									
Melton Bowlings Greens Restoration	80,000					80,000			
Taylor's Hill West PSP-2 Senior Football / Cricket	8,000,000	80,000	8,000,000			8,000,000			
Macpherson Park Redevelopment	380,000		380,000			380,000			
Total Bridges	8,460,000	0	8,380,000	0	0	8,460,000	0	0	0
Total Infrastructure	11,810,000	840,000	10,880,000	0	0	11,810,000	0	0	0
Total Total Works Carried Forward from 2017/18 Year	11,810,000	840,000	10,880,000	0	0	11,810,000	0	0	0

5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Financial Performance Indicators	Measure	Notes	Strategic Resource Plan Projections					Trend +/-
			Forecast 2017/18	Budget 2018/19	2019/20	2020/21	2021/22	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	5.1	8.4%	0.6%	10.6%	14.1%	17.5%	+
Liquidity								
Working Capital	Current assets / current liabilities	5.2	743.4%	783.5%	920.4%	1078.0%	1290.6%	+
Unrestricted cash	Unrestricted cash / current liabilities	5.3	164.0%	166.8%	267.4%	372.2%	546.3%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	5.4	17.8%	13.9%	9.9%	7.3%	5.1%	-
Loans and borrowings	Interest and principal repayments / rate revenue		4.1%	3.2%	2.7%	1.9%	1.7%	-
Indebtedness	Non-current liabilities / own source revenue		15.1%	12.4%	9.7%	7.6%	5.7%	-
Asset renewal	Asset renewal expenditure / depreciation	5.5	55.5%	16.7%	12.2%	17.1%	4.1%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5.6	62.2%	67.0%	66.4%	67.6%	69.2%	+
Rates effort	Rate revenue / property values (CIV)		0.0042165	0.0035569	0.0038978	0.0041017	0.0043421	+
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$2,739	\$2,990.8	\$2,859	\$2,858	\$2,682	-
Expenditure level	Specific purpose grants expended / Specific purpose grants received		89.3%	95.6%	88.6%	92.1%	90.0%	-
Revenue level	Residential rate revenue / No. of residential assessments		\$1,246	\$1,319.7	\$1,252	\$1,209	\$1,111	-
Workforce turnover	No. of resignations & terminations / average no. of staff		15.3%	15.5%	15.7%	0.1%	0.1%	-

Key to Forecast Trend:
 + Trending higher
 o Same
 - Trending lower

Notes to indicators
5.1 Adjusted underlying result

Adjusted Underlying Surplus/(Deficit)	Note	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000	Change %
Total Income		263,248	254,664	-8,583	-3.3%
Total Expenses		155,461	169,732	-14,271	-9.2%
Surplus (deficit) for the year		107,787	84,932	-22,855	-21.2%
Less					
Grants - Capital Non Recurrent		-13,199	-9,849	3,350	-25.4%
Contributions - Non Monetary Assets		-62,000	-47,088	14,912	-24.1%
Contributions - Cash		-18,327	-26,900	-8,573	46.8%
Adjusted Underlying Surplus (Deficit)		14,261	1,095	-13,166	-92.3%

Underlying result is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Surplus results indicates improvements in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

This ratio refers to the operational outcome as assessed in the comprehensive income statement, adjusted for non-operational items such as capital income, and contributed monetary and non-monetary assets and non-operational asset sales.

It should however be noted that land sales revenue has been considered as operational income in the computation of underlying result. This is because Melton is a joint developer in the Atherstone property development and land sales income is a regular component of the Melton's total operational revenue and will continue to remain so.

The underlying result for 2018/19 at \$8.9 million (excluding early receipt of 50% of grants commission income in 2017/18) is on par with 2017/18 forecast of \$6.4 million. The favourable underlying result during the currency of the Strategic Resource Plan is largely due to growth in revenue from asset sales and cost constraints.

5.2 Working Capital

Working Capital	Note	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Variance
Current Assets		196,986	215,426	18,440
Current Liabilities		26,499	27,494	995
Working Capital		170,487	187,932	17,445
Restricted cash and investment current assets				
- Statutory reserves		-69,999	-71,653	-1,654
- Discretionary reserves		-36,308	-63,451	-27,143
Unrestricted Working capital		64,180	52,827	-11,353

The proportion of current liabilities represented by current assets. Working capital is forecast to increase in 2018/19 year due to increase in receivables due to Precinct Structure Plan (PSP) rolling credit debtors. The trend in later years is also expected to improve steadily due to this reason.

5.3 Unrestricted Cash

Restricted and Unrestricted Cash & Investments			
Note	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000
	131,060	131,030	-29
	69,999	71,653	-1,654
	11,278		11,278
	49,783	59,377	9,595

Cash and cash equivalents held by Council are restricted in and not fully available for Council's operations. The budgeted cash flow statement above indicates Council's unrestricted cash and investment balance.

5.4 Debt compared to rates

This indicator measures the level of Council's total debt as a percentage of rate revenue. The ratio improves significantly due to Council decision not to acquire new borrowing in 2018/19 due to modest underlying surpluses used to retire existing debt and fund capital expenditure.

5.5 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 maintaining its existing assets, while a percentage less than 100 means its assets are

deteriorating faster than they are being renewed and will require future capital expenditure to renew assets back to their existing condition. The trend indicates Council's renewal expenditure (renewal plus upgrade) is lower than the annual depreciation charge. While this is a useful indicator, however depreciation is an accounting measure and may not always represent asset consumption on an annual basis and care should be used in its interpretation.

5.6 Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will continue to become more reliant on rate revenue compared to all other revenue sources.

6.0 Fees and Charges Schedule 2018-19

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
City Design Strategy & Environment	Planning Scheme Amendment Fees	For: a) providing assistance to a panel in accordance with section 156 of the Act; and b) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and c) considering the panel's report in accordance with section 27 of the Act; and d) after considering submissions and the panel's report, abandoning the amendment.	Stage 2 - b) providing assistance to a panel in accordance with section 156 of the Act; a) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and c) considering the panel's report in accordance with section 27 of the Act; and d) after considering submissions and the panel's report, abandoning the amendment.	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	No	
		For considering (ii) 11 to (and including) 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; or	Stage 2a - Considering Amendment - 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel.	(2040 fee units) or	\$26,008.60	No	
		For considering (iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	Stage 2a - Considering Amendment - Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel.	(2727 fee units)	\$38,778.00	No	
		For considering (iv) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Stage 2a - Considering Amendment - up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel.	(1021 fee units) or	\$14,518.60	No	
		For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of approval of the amendment required by section 36(2) of the Act.	Stage 3 - For: a) Adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) Submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) Giving the notice of approval of the amendment required by section 36(2) of the Act.	(22.5 fee units) if the Minister is not the applicant or if the Minister is the applicant and is the planning authority	\$482.20	No	
		For: a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and b) giving notice of approval of the amendment in accordance with section 38(1) of the Act.	Stage 4 (Paid to the Minister) - For: a) Consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and b) Giving notice of approval of the amendment in accordance with section 38(1) of the Act.	(32.5 fee units) if the Minister is not the planning authority or if the Minister is the planning authority - This Fee is paid to the Minister	\$482.20	No	
		For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	Stage 1 - For: a) Considering a request to amend a planning scheme; and b) Taking action required by Division 1 of Part 3 of the Act; and c) Considering any submissions which do not seek a change to the amendment; and d) If applicable, abandoning the amendment	(208 fee units)	\$2,929.30	No	
		Landscape Construction Supervision	Landscape Construction Supervision	Per Costs of works	2.50%	No	
		Landscape Plan Checking	Landscape Plan Checking	Per Item	0.75%	No	
		Community Care	CARE Melton Expo Community Buses	Exhibitor cancellation fee		\$300.00	Yes
				Daily		\$180.90	No
				Daily	daily use	\$66.60	Yes
Overtime (Per night) Up to 5 hours	overnight rate			\$135.70	Yes		
	Bond			\$180.90	No		

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
	Community Buses Non Compliance	Up to 5 hours "At Fault" Accident Fuel not replaced and administration costs Internal or external Damage	Fees Fees	up to 5 hours insurance Per Lite	\$28.30 \$500.00 \$45.00	\$29.30 \$600.00 \$46.60	Yes Yes
	Domestic Assistance	Latte cancellation High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)		Per Hour Per Hour Per Hour	\$46.10 \$5.65 \$9.25	\$47.70 \$5.85 \$9.60	No No No
	Food Services Home Delivered, Centre based inc. functions	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)		Per Meal Per Meal Per Meal	\$25.60 \$7.80 \$8.10	\$26.50 \$8.10 \$8.40	No No No
	Men's Shed Personal Care	Per session depending on activity Low Fee Range (no GST) High Fee Range (no GST)		Per Hour Per Hour	\$4.50 \$4.85	\$4.70 \$5.10	No No
	Property Maintenance	Medium Fee Range (no GST) High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Additional cost for materials Additional cost for materials	Per Hour Per Hour Per Hour Per Hour	\$49.50 \$47.85 \$16.15 \$18.70	\$49.50 \$47.70 \$18.70 \$21.20	No No No No
	Respite	Low Fee Range (no GST) High Fee Range (no GST) Medium Fee Range (no GST)	In-home In-home	Per Hour Per Hour	\$3.10 \$4.50	\$3.20 \$4.65	No No
	Social Support (Community Based)	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Outing Incl meal Outing Incl meal	Per Session Per Session	\$60.60 \$21.95	\$63.80 \$22.70	No No
	Social Support (Centre Based)	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Outing Incl meal Outing Incl meal	Per Session Per Session	\$117.85 \$5.75	\$121.90 \$5.95	No No
	Support for Carers Program (Community Based)	Low Fee Range (no GST) Medium Fee Range (no GST) High Fee Range (no GST)	New Fee New Fee	Per Session Per Session	\$6.65 \$4.65	\$6.65 \$4.65	No No
	Social Support Individual	Low Fee Range (no GST) Medium Fee Range (no GST) High Fee Range (no GST)	Outing Incl meal Dependent on destination Dependent on destination New Fee New Fee	Per Session Per Session Per Session Per Session	\$21.95 \$1.45-\$10.55 \$1.45-\$10.55 \$4.65	\$22.70 \$1.50-\$10.90 \$1.50-\$10.90 \$4.65	No No No No
Community Planning	Caroline Springs Library/Civic Centre	Bond (applicable only after hrs) Double meeting room - Commercial Double meeting room - Commercial Double meeting room - Community group/Community agency Double meeting room - Community group/Community agency ICT Room: Commercial ICT Room: Commercial ICT Room: Community group/Community agency ICT Room: Community group/Community agency Interview Room 1 or 2: Commercial organisation Interview Room 1 or 2: Commercial organisation Interview Room 1 or 2: Community group/Community agency Interview Room 1 or 2: Community group/Community agency Laptop hire Single meeting room - Commercial		Per booking Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per hour Per day (minimum 5 hours) Per unit	\$204.50 \$306.75 \$61.35 \$146.25 \$29.65 \$158.50 \$31.70 \$104.80 \$20.95 \$20.95 \$104.80 \$76.70 \$15.35 \$2.55 \$158.50	\$211.65 \$317.50 \$63.50 \$153.40 \$30.70 \$164.00 \$32.80 \$108.50 \$21.70 \$21.70 \$108.50 \$79.40 \$15.80 \$2.60 \$164.00	No Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
		Single meeting room - Commercial		Per day (minimum 5 hours)	\$32.80	\$32.80	Yes
		Single meeting room - Community group/Community agency		Per hour	\$104.80	\$108.50	Yes
		Single meeting room - Community group/Community agency		Per hour	\$20.05	\$21.70	Yes
		Single Set Up / Service - Per officer		Per hour	\$45.60	\$47.10	Yes
		After Function Hire Charge		Per hour	\$110.95	\$114.80	Yes
		Casual User Insurance		Per hire	\$52.15	\$54.00	Yes
		Community Room hire - Casual Community Agency User		Per hire	\$26.60	\$27.60	Yes
		Community Room hire - Casual Community User		Per hour	\$17.90	\$18.50	Yes
		Community Room hire - Permanent and Casual Commercial Users OR Private function before 5pm		Per hour	\$13.80	\$14.30	Yes
		Community Room hire - Permanent Community Agency users		Per hire	\$500.00	\$500.00	Yes
		Community Room hire - Permanent Community Users		Per hour	\$26.60	\$27.50	Yes
		Function hire after 5pm		Per hour	\$12.80	\$13.20	Yes
		Meeting Room hire (<20 capacity) - Casual Community Agency Users		Per hour	\$9.70	\$10.00	Yes
		Meeting Room hire (<20 capacity) - Casual Community Users		Per hour	\$55.20	\$57.10	Yes
		Meeting Room hire (<20 capacity) - Permanent and Casual Commercial Users		Per hour	\$13.30	\$13.75	Yes
		Meeting Room hire (<20 capacity) - Permanent Community Agency Users		Per hour	\$10.25	\$10.60	Yes
		Meeting Room hire (<20 capacity) - Permanent Community Users		Per hire	\$200.00	\$200.00	Yes
		Meeting Room hire (<20 capacity) - Permanent and Casual Commercial Users		Per hour	\$23.50	\$24.30	Yes
		Meeting Room hire (<20 capacity) - Permanent Community Agency Users		Per hour	\$9.70	\$10.00	Yes
		Meeting Room hire (<20 capacity) - Permanent Community Users		Per hour	\$8.20	\$8.50	Yes
		Office Hire in Community Facilities		Per day	\$49.60	\$51.30	Yes
		PA System/Audio system - (no operator inc. Lectern and Microphone and access to lighting controls) - Commercial OR Private function		All costs flat rate Per hire	\$123.70	\$128.00	Yes
		PA System/Audio system - (no operator inc. Lectern and Microphone and access to lighting controls) - Community group/Community agency		All costs flat rate Per hire	\$73.10	\$75.65	Yes
		Staff: Set up / service Per officer		Per hour	\$45.50	\$47.10	Yes
		Day booking (prior to 5pm) - Commercial OR Private function agency		Per hour	\$84.90	\$87.80	Yes
		Day booking (prior to 5pm) - Community group/Community agency		Per hour	\$49.60	\$51.30	Yes
		Evening booking (after 5pm) - Commercial OR Private function agency		Per hour	\$95.10	\$99.45	Yes
		Evening booking (after 5pm) - Community group/Community agency		Per hour	\$57.25	\$59.25	Yes
		Bonds: Auditorium		Per booking	\$500.00	\$500.00	No
		Bonds: Meeting rooms		Per booking	\$200.00	\$200.00	No
		Meeting room 1 or 2/3 - Community group/Community agency		Per day (minimum 5 hours)	\$15.35	\$15.90	Yes
		Meeting room 1 or 2/3 - Community group/Community agency		Per day (minimum 5 hours)	\$76.70	\$79.40	Yes
		Meeting room 1, or 2/3 - Commercial		Per day (minimum 5 hours)	\$104.80	\$108.45	Yes
		Meeting room 1, or 2/3 - Commercial		Per hour	\$20.95	\$21.70	Yes
		Meeting Room 4 - Commercial rate		Per day (minimum 5 hours)	\$158.50	\$164.00	Yes
		Meeting Room 4 - Commercial rate		Per hour	\$31.70	\$32.80	Yes
		Meeting room 4 - Community group/Community agency		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		Meeting room 4 - Community group/Community agency		Per hour	\$20.95	\$21.70	Yes
		Balam Balam - Commercial rate		Per day (minimum 5 hours)	\$444.80	\$460.40	Yes
		Balam Balam - Commercial rate		Per hour	\$88.95	\$92.00	Yes
		Balam Balam - Community group/Community agency		Per day	\$230.20	\$230.20	Yes
		Balam Balam - Community group/Community agency		Per hour	\$44.50	\$46.00	Yes
		Butler AV room - Commercial		Per day (minimum 5 hours)	\$191.70	\$198.40	Yes

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
		Butler AV room - Commercial		Per hour	\$38.35	\$39.70	Yes
		Butler AV room - Community group/Community agency		Per day (minimum 5 hours)	\$94.60	\$97.90	Yes
		Butler AV room - Community group/Community agency		Per hour	\$18.80	\$19.55	Yes
		First floor double training room (Corr, Richards & Cameron) - Commercial		Per day (minimum 5 hours)	\$306.75	\$317.50	Yes
		First floor double training room (Corr, Richards & Cameron) - Commercial		Per hour	\$61.35	\$63.50	Yes
		First floor double training room (Corr, Richards & Cameron) - Community group/Community agency		Per day (minimum 5 hours)	\$148.25	\$153.40	Yes
		First floor double training room (Corr, Richards & Cameron) - Community group/Community agency		Per hour	\$29.65	\$30.70	Yes
		First floor meeting rooms (Buckley, Dawey, Dhun-Djerring) - Commercial		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		First floor meeting rooms (Buckley, Dawey, Dhun-Djerring) - Commercial		Per hour	\$20.95	\$21.70	Yes
		First floor meeting rooms (Buckley, Dawey, Dhun-Djerring) - Community group/Community agency		Per day (minimum 5 hours)	\$76.70	\$79.40	Yes
		First floor meeting rooms (Buckley, Dawey, Dhun-Djerring) - Community group/Community agency		Per hour	\$15.35	\$15.90	Yes
		First floor training room (Corr, Richards & Cameron) - Commercial		Per day (minimum 5 hours)	\$158.50	\$164.00	Yes
		First floor training room (Corr, Richards & Cameron) - Commercial		Per hour	\$31.70	\$32.80	Yes
		First floor training room (Corr, Richards & Cameron) - Community group/Community agency		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		First floor training room (Corr, Richards & Cameron) - Community group/Community agency		Per hour	\$20.95	\$21.70	Yes
		First floor triple training room (Corr, Richards & Cameron) - Commercial		Per day (minimum 5 hours)	\$327.20	\$338.65	Yes
		First floor triple training room (Corr, Richards & Cameron) - Commercial		Per hour	\$65.44	\$67.75	Yes
		First floor triple training room (Corr, Richards & Cameron) - Community group/Community agency		Per day (minimum 5 hours)	\$191.70	\$198.40	Yes
		First floor triple training room (Corr, Richards & Cameron) - Community group/Community agency		Per hour	\$38.35	\$39.70	Yes
		Ground floor single meeting room - Commercial		Per day (minimum 5 hours)	\$158.50	\$164.00	Yes
		Ground floor single meeting room - Commercial		Per hour	\$31.70	\$32.80	Yes
		Ground floor single meeting room - Community group/Community agency		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		Ground floor single meeting room - Community group/Community agency		Per hour	\$20.95	\$21.70	Yes
		Ground floor double meeting room - Commercial		Per day (minimum 5 hours)	\$306.75	\$317.50	Yes
		Ground floor double meeting room - Commercial		Per hour	\$61.35	\$63.50	Yes
		Ground floor double meeting room - Community group/Community agency		Per day (minimum 5 hours)	\$148.25	\$153.40	Yes
		Ground floor double meeting room - Community group/Community agency		Per hour	\$29.65	\$30.70	Yes
		Laptop hire		Per hire	\$2.55	\$2.80	Yes
		Casual Community Room Hire - Community agency		Per hour	\$17.90	\$18.50	Yes
		Casual Community Room Hire - Community group		Per hour	\$13.80	\$14.30	Yes
		Class Fees		Per hour	Fees set at minimum of 75% of actual costs	Fees set at minimum of 75% of actual costs	Yes
		Permanent & Casual Commercial Room Hire		Per hour	\$26.80	\$27.90	Yes
		Permanent Community Room Hire - Community agency		Per hour	\$12.80	\$13.25	Yes
		Permanent Community Room Hire - Community group		Per hour	\$9.70	\$10.00	Yes
		Casual User Insurance		Per hire	\$26.60	\$27.50	Yes
		Community Room hire - Casual Community Agency User (other than Seniors groups)		Per hour	\$17.90	\$18.50	Yes
		Community Room hire - Casual Community User (other than Seniors groups)		Per hour	\$13.80	\$14.30	Yes
		Community Room hire - Casual User Bond/Private function bond		Per hire	\$500.00	\$500.00	Yes

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
		Community Room hire - Permanent and Casual Commercial Users OR Private function before 5pm (other than Seniors groups)		Per hour	\$26.60	\$27.50	Yes
		Community Room hire - Permanent Community Agency users (other than Seniors groups)		Per hour	\$12.80	\$13.25	Yes
		Community Room hire - Permanent Community Users (other than Seniors groups)		Per hour	\$9.70	\$10.00	Yes
		Function hire after 5pm (other than Seniors groups)		Per hour	\$55.20	\$57.10	Yes
		Private function - Seniors Rate	Hire	Per hire	\$224.95	\$232.80	Yes
		Seniors Community Groups - Permanent	Hire	Per hour	\$5.95	\$7.20	Yes
Compliance	Building Lodgement Fees	Request for building Permit information - Regulation 326 (1), (2), & (3)	Statutory	Per information	As Per Regulations	As Per Regulations	No
		Council consent/discretion - Part 4 Siting Requirements (Reg 408-431)	Statutory	Per Inspection	As Per Regulations	As Per Regulations	No
		Affected Owners Written Consultation Fee	Non Statutory	Per Lodgement	\$115.00	\$120.00	Yes
		Lodgement of fees for Class 1 & 10 > \$5,000	Statutory	Per Lodgement	As Per Regulations	As Per Regulations	No
		Lodgement fees for all other classes	Statutory	Per Lodgement	As Per Regulations	As Per Regulations	No
		Council consent/discretion Non - Siting Matters (Reg 310, 313, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100)	Statutory	Per Lodgement	As Per Regulations	As Per Regulations	No
		Domestic Building Plans Search Fee (non - refundable)	Non Statutory		\$90.00	\$92.00	Yes
		Commercial Building Plans Search Fee (non - refundable)	Non Statutory		\$175.00	\$178.00	Yes
		Copy of Building Permit Form	Non Statutory		\$11.00	\$11.00	Yes
		Copies of plans (Maximum of 10 A3's) must also include search fee	Non Statutory		\$50.00	\$52.00	Yes
		Copies of A1 Plans (each)	Non Statutory	Per copy	\$5.00	\$5.00	Yes
		Copies of occupancy Permits must also include search fee	Non Statutory	Per Permit	\$25.00	\$26.00	Yes
		Copies of Building Insurance certificate include search fee	Non Statutory	Per Certificate	\$25.00	\$26.00	Yes
		Copies of Soil Report must also include search fee	Non Statutory		\$50.00	\$52.00	Yes
		Copies of Structural Computations must also include search fee	Non Statutory		\$75.00	\$79.00	Yes
		Domestic Building Work Value of Works < \$50,000	Per Item		\$3,300.00	\$3,300.00	Yes
		Domestic Building Work Value of Works \$50,001 < \$100,000	Per Item		\$3,800.00	\$3,800.00	Yes
		Domestic Building Work Value of Works \$100,001 < \$250,000	Per Item		\$4,300.00	\$4,300.00	Yes
		Domestic Building Work Value of Works \$250,001 < \$500,000	Per Item		\$4,800.00	\$4,800.00	Yes
		For two storey domestic building work additional fee	Per Item		\$660.00	\$660.00	Yes
		Relocated Dwelling	Per Item		\$5,500.00	\$5,500.00	Yes
		Commercial Building Work < 500 sq. M.	Per Item		\$4,300.00	\$4,300.00	Yes
		Sheds, verandahs, Pergolas, Carport, Maska, etc	Per Item		\$1,000.00	\$1,000.00	Yes
		Fences	Per Item		\$1,100.00	\$1,100.00	Yes
		Retaining Walls	Per Item		\$1,300.00	\$1,300.00	Yes
		Re-stump	Per Item		\$2,200.00	\$2,200.00	Yes
		Swimming Pooling including fence	Per Item		\$2,000.00	\$2,000.00	Yes
		Construction of Temporary Structures and Special Use Permits	Per Item		\$2,000.00	\$2,000.00	Yes
		Illegal Building works	Per Item		\$700.00	\$720.00	Yes
		Building Inspection	Per Item		125% of Permit Fee	125% of Permit Fee	Yes
		Building Notice Administration Fee	Per Item		\$170.00	\$175.00	Yes
		Compliance Certificate	Per Item		\$225.00	\$230.00	Yes
		Class 1	Per		\$690.00	\$690.00	No
		Class 2	Per		\$660.00	\$660.00	No
		Class 3	Per		\$330.00	\$340.00	No
		Class 2 & Class 3 Premises (Sporting Body)			25% of Annual Fee	25% of Annual Fee	No
		Short term Mobile / Temporary Food Premises >3 months			25% of Annual Fee	25% of Annual Fee	No
		Registration Renewal Fee reduced by 25% Per quarter (calendar year)			25% Per quarter	25% Per quarter	No
		Water Transport Vehicles - class 3 fee Per vehicle			\$330.00	\$340.00	No

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
		Application fee for plan assessment			\$330.00	\$330.00	Yes
		Transfer of registration		% of Registration	50%	50%	Yes
		Transfer Inspection - within 5 days			\$330.00	\$340.00	Yes
		Transfer Inspection - within 24 hrs			\$640.00	\$660.00	Yes
		Handrassers one off registration			\$170.00	\$180.00	No
		Health Act Premises			\$170.00	\$180.00	No
		Registration Fee reduced by 25% Per quarter (calendar year)		% of Registration	25%	25%	No
		Application fee for plan assessment			\$290.00	\$300.00	No
		Transfer of Registration		% of Registration	50%	50%	No
		Transfer Inspection - within 5 days			\$170.00	\$180.00	Yes
		Transfer Inspection - Within 24 hrs			\$330.00	\$340.00	Yes
		Environmental Health Copy of Document			\$25.00	\$25.00	Yes
		Caravan Parks			As Per Regulations	As Per Regulations	No
		Caravan Park Transfer			50%	50%	No
		Septic Tank Application			\$560.00	\$570.00	No
		Septic Tank Alteration			\$440.00	\$460.00	No
		Prescribed Accommodation Premises - Up to 5 people			\$180.00 plus \$18.00 Per additional Person over 5	\$190 plus \$19.00 Per additional Person over 5	No
		Prescribed Accommodation Premises - rooming houses Up to 4 people			\$180.00 plus \$18.00 Per additional Person over 4	\$180 plus \$18.00 Per additional Person over 5	No
		General Inspection Fee		Per Hour	\$125.00	\$140.00	Yes
		Late Fee - applies when registration fees are not submitted by the due date.			50%	50%	Yes
		Unsterilized Dog - Full Fee			\$124.00	\$135.00	No
		Unsterilized Dog - Full Fee (Pensioner)			\$62.00	\$67.50	No
		Unsterilized Cat - Full Fee (Only Animals Register prior to Aug 2011 or exemption) **			\$68.00	\$60.00	No
		Unsterilized Cat - Full Fee (Only Animals Register prior to Aug 2011 or exemption) (Pensioner)			\$44.00	\$45.00	No
		Sterilized Dog - Reduced Fee			\$42.00	\$45.00	No
		Sterilized Dog - Reduced Fee (Pensioner)			\$21.00	\$22.50	No
		Sterilized Cat - Reduced Fee			\$28.00	\$30.00	No
		Sterilized Cat - Reduced Fee (Pensioner)			\$14.00	\$15.00	No
		Micro chipped Dog (Registered Prior to 10th April 2013)			\$50.00	\$45.00	No
		Micro chipped Dog (Registered Prior to 10th April 2013) (Pensioner)			\$25.00	\$22.50	No
		Micro chipped Cat (Registered prior to 10th April 2013)			\$32.00	\$30.00	No
		Micro chipped Cat (Registered prior to 10th April 2013) (Pensioner)			\$16.00	\$15.00	No
		Dog kept for breeding by Domestic Animal Business			\$84.00	\$45.00	No
		Dog kept for breeding by Domestic Animal Business (Pensioner)			\$47.00	\$22.50	No
		Cat kept for breeding by Domestic Animal Business			\$48.00	\$30.00	No
		Cat kept for breeding by Domestic Animal Business (Pensioner)			\$24.00	\$15.00	No
		Approved Applicable Obedience Trained Dog			\$42.00	\$45.00	No
		Approved Applicable Obedience Trained Dog (Pensioner)			\$21.00	\$22.50	No
		Unsterilized Working Dog - Livestock			\$84.00	\$45.00	No

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
	The State Government receives a payment for each registered Dog, Cat and Domestic Animal Business with Council. Currently the amount is \$3.99 Per Dog, \$2.00 Per Cat and \$10.00 Per Domestic Animal	Unsterilized Working Dog - Livestock(Pensioner)			\$47.00	\$22.50	No
		Sterilized Working Dog - Livestock			\$42.00	\$45.00	No
		Sterilized Working Dog - Livestock (Pensioner)			\$21.00	\$22.50	No
		Dangerous Dog - Guard Dog Non-Residential Premises			\$140.00	\$160.00	No
		Declared Restricted Breed Dog			\$240.00	\$260.00	No
		Declared Dangerous Dog			\$240.00	\$260.00	No
		Declared Menacing dog			\$240.00	\$260.00	No
		Dog > 10 years old			\$42.00	\$45.00	No
		Dog > 10 years old (Pensioner)			\$21.00	\$22.50	No
		Cat > 10 years old			\$28.00	\$30.00	No
		Cat > 10 years old (Pensioner)			\$14.00	\$15.00	No
		FCC, CV or Approved Applicable Organisation Registered Cat (Pensioner)			\$28.00	\$30.00	No
		FCC, CV or Approved Applicable Organisation Registered Dog (Pensioner)			\$14.00	\$15.00	No
		VCA or Approved Applicable Organisation Registered Dog (Pensioner)			\$42.00	\$45.00	No
		VCA or Approved Applicable Organisation Registered Dog (Pensioner)			\$21.00	\$22.50	No
		Prior-rata Registrations <6months >6months (Only for adopted, pups and transfers)			\$0.80	\$0.80	No
		Prior-rata Registrations <6months >3months (Only for adopted, pups and transfers)		Dog and Cat	\$0.60	\$0.80	No
		Prior-rata Registrations <3months > 1months (Only for adopted, pups and transfers)		Dog and Cat	\$0.40	\$0.40	No
		Deceased Dog or Cat Refund <12 months > 8 months		Dog and Cat	\$0.50	\$0.50	No
		Diseased Dog or Cat Refund <9 months > 6 months		Reimbursement	\$0.25	\$0.25	No
		Dog or Cat Surrender Fee		Reimbursement	\$60.00	\$60.00	Yes
		Microchip			\$80.00	\$80.00	Yes
		Animal Trap Hire - Deposit			\$30.00	\$50.00	Yes
	Impounded Animal - Release Fee**			\$75.00	\$80.00	No	
	Impounded Animal - Release Fee**			\$35.00	\$40.00	No	
	Adoption Cost for Animal (Male) - Does not include registration fee			\$300.00	\$300.00	No	
	Adoption Cost for Animal (Female) - Does not include registration fee			\$360.00	\$360.00	No	
	Adoption Cost for Animal (Female) - Does not include registration fee			\$240.00	\$240.00	No	
	Adoption Cost for Animal (Male) - Does not include registration fee			\$210.00	\$210.00	No	
	Impounded Animal - Daily Fee***			\$13.00	\$15.00	No	
	Impounded Animal - Daily Fee***			\$11.00	\$13.00	No	
	Impounded Livestock - Release Fee (each animal)**			\$60.00	\$65.00	No	
	Impounded Livestock - Daily Fee (each animal)**			\$13.00	\$15.00	No	
	Registration of Domestic Animal Business(DAB)			\$150.00	\$155.00	No	
	Renewal of registration of DAB			\$75.00	\$80.00	No	

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
	Parking	Transfer of DAB to new premises			\$150.00	\$155.00	No
		Parking Fee		Per day	\$55.00	\$55.00	Yes
		Parking Penalty				0.5% Penalty Fee	No
	Impounded Vehicles	Impounded Vehicle - Small - Release Fee	Section 87 (4) of the Road Safety Act 1986		\$180.00	\$180.00	Yes
		Impounded Vehicle - Large - Release Fee			\$250.00	\$270.00	Yes
		Impounded Vehicle Heavy - Release Fee	Small vehicle includes Sedans, Wagons etc.		Costs incurred by council for Towing & Storage \$20.00	Cost incurred by council for Towing & Storage \$20.00	Yes
		Impounded Vehicle - Daily Fee	Heavy Vehicle - vehicle with a GVM of 4.5 tonnes or more.		\$80.00	\$89.00	Yes
	Impounded Release Fee	Impounded Shopping Trolleys - Signs, Local Law Release from Impound			\$95.00	\$100.00	No
	General Local Law Application Fee - Permits	Permit Application Fee (includes charity bin, display of goods, advertising board/A-frame, caravan, unregistered vehicle, street trade etc.)				\$30.00	No
		General Local Law Application Fee - Permits - Shipping container up to 7 days	New Fee		\$100.00	\$100.00	No
		General Local Law Application Fee - Permits - Shipping container longer than 7 days up to 6 months	New Fee		\$45.00	\$45.00	Yes
	Permit Amendment Fee	Amendment of an existing Permit			\$75.00	\$80.00	No
	Keeping of birds & animals	Permit Renewal Fee (Bi-Yearly) multiple animals			\$40.00	\$45.00	Yes
		Multiple Animal Permit Amendment Fee			\$95.00	\$100.00	No
	Use of Council Land - Roads	Permit Application Fee			\$35.00	\$35.00	No
		Rent Per day			\$600.00	\$600.00	No
		Bond				\$500.00	No
	Use of Council Land Footpath/Nature strip	Annual fee for Pointer Boards - Real Estate advertising signage sitting - street, trade) etc.			\$95.00	\$100.00	No
		Annual Renewal Fee (outdoor eating - street trade)			\$95.00	\$100.00	No
		Outdoor eating - Per table (in addition to application fee & renewal fee)			\$28.00	\$25.00	Yes
		Outdoor eating - Per chair (in addition to application fee & renewal fee)			\$13.00	\$10.00	Yes
		Food Van Stiles			\$220 - \$1300	\$230 - \$1650	No
		Street Trader (Roadside)			\$250.00	\$260.00	No
		Rubbish Skip/ Bulk Waste Container			\$28.00	\$80.00	No
		Hearding Permit Application Fee			\$180.00	\$180.00	No
		Occupation of Nature Strip / Footpath			\$5.00M2/Week	\$5.00M2/Week	No
		Site hut on Nature Strip			\$85.00	\$90.00	No
		Parking Bay for Construction Activities			\$60.00	\$65.00	No
		Bond - Occupation of Nature Strip / Footpath			\$60.00	\$200.00	No
		Use of outdoor eating - Per bench seat (in addition to application fee & renewal fee)				\$20.00	No
		Per A-frame - (Street trade - Application on its own with no outdoor eating - No additional fee if Outdoor eating application made)				\$100.00	No

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
		Bussing, soliciting, pop up stalls, Sale of goods street selling collections and distribution (charities, not for profit, community group/individual - no fee to be applied).				\$100.00	No
	Use of Council Land - Circuses	Permit Application Fee - Circus	New Fee		\$95.00	\$100.00	No
		Rent - Circus			\$210.00	\$210.00	Yes
	Parking Permit	Parking Permit for People with Disabilities - Replacement of lost or stolen Permits			\$3,200.00	\$3,200.00	No
	Local laws Permit	Local Laws Permit - Pro Rate Rate 25% reduction Per quarter	New Fee		\$5.00	\$5.00	Yes
			New Fee		25%	25%	No
Engagement and Advocacy	C. Cemetery - Other Fees (Gazetted Fee as of 1 July)	Right of Interment - Lawn Beam (Plaque/Headstone Section)		Per Unit	\$1,405.00	\$1,435.00	Yes
		Right of Interment - Monumental		Per Unit	\$1,460.00	\$1,490.00	Yes
		Right of Interment - Lawn Beam Stillborn		Per Unit	\$515.00	\$525.00	Yes
		Right of Interment - Lawn Beam Child (1-5yrs)		Per Unit	\$755.00	\$770.00	Yes
		Right of Interment - Lawn Beam Child (6-10yrs)		Per Unit	\$825.00	\$845.00	Yes
		Right of Interment Pre-need - Lawn Beam (Plaque/Headstone Section)		Per Unit	\$1,515.00	\$1,550.00	Yes
		Right of Interment Pre-need - Monumental		Per Unit	\$1,625.00	\$1,660.00	Yes
		Right of Interment - Agonias Tree Memorial (Multiple)		Per Unit	\$1,460.00	\$1,490.00	Yes
		Right of Interment - Agonias Standard Rose Memorial (Double)		Per Unit	\$1,865.00	\$1,925.00	Yes
		Right of Interment - Rose Garden/Garden Beds (Single)		Per Unit	\$515.00	\$525.00	Yes
		Right of Interment - Rose Garden/Garden Beds (Double)		Per Unit	\$975.00	\$995.00	Yes
		Right of Interment - Niche Wall (Single)		Per Unit	\$985.00	\$1,005.00	Yes
		Right of Interment - Rear & White Rose Gardens		Per Unit	\$2,630.00	\$2,695.00	Yes
		Right of Interment - Garden Memorial (Bluestone/Beam edge)		Per Unit	\$915.00	\$935.00	Yes
		Right of Interment - Garden Memorial (Roc/Boulder)		Per Unit	\$830.00	\$855.00	Yes
		Interment Fee - Shining Grave 1.8m deep (Single) / 2.2m (Double)		Per Unit	\$970.00	\$1,285.00	Yes
		Interment Fee - Shining Grave 2.2m (Double) Section 15 Only		Per Unit	\$1,565.00	\$1,590.00	Yes
		Interment Fee - Shining Grave 1.8m (Single) Section 15 Only		Per Unit	\$1,400.00	\$1,430.00	Yes
		Interment Fee - Shining Grave 2.7m deep (Triple)		Per Unit	\$1,545.00	\$1,590.00	Yes
		Interment Fee - Stillborn		Per Unit	\$425.00	\$435.00	Yes
		Interment Fee - Child (1-5yrs)		Per Unit	\$475.00	\$485.00	Yes
		Interment Fee - Child (6-10yrs)		Per Unit	\$600.00	\$615.00	Yes
		Interment Fee - Additional - Oversize Casket/Coffin (greater than 650mm wide or 2050mm long)		Per Unit	\$235.00	\$240.00	Yes
		Interment Fee - Additional - Inaccessible grave (Full or partial hand digging required)		Per Unit	\$600.00	\$615.00	Yes
		Interment Fee - Reopen (Plaque/Headstone Section)		Per Unit	\$1,265.00	\$1,285.00	Yes
		Interment Fee - Reopen (Monumental - no cover)		Per Unit	\$1,485.00	\$1,505.00	Yes
		Interment Fee - Reopen (Monumental - chip top)		Per Unit	\$1,285.00	\$1,305.00	Yes
		Interment Fee - Reopen (Monumental - chip top)		Per Unit	\$2,015.00	\$2,060.00	Yes
		Interment Fee - Additional - Removal of keel (monument)		Per Unit	\$475.00	\$485.00	Yes
		Interment Fee - Services outside prescribed hours 10.00am to 4.00pm Monday to Friday		Per Unit	\$330.00	\$335.00	Yes
		Interment Fee - Services on Saturday, Sunday & Public Holidays		Per Unit	\$620.00	\$635.00	Yes
		Interment Fee - Cremated remains into a grave site		Per Unit	\$210.00	\$215.00	Yes
		Interment Fee - Cremated remains into a garden memorial		Per Unit	\$210.00	\$215.00	Yes
		Interment Fee - Cremated remains into a wall memorial		Per Unit	\$120.00	\$125.00	Yes
		Interment Fee - Cremated Remains - Scattering of Cremated Remains		Per Unit	\$195.00	\$200.00	Yes
		Exhumation Fee (as authorised)		Per Unit	\$4,520.00	\$4,620.00	Yes
		U.T. & Re-position		Per Unit	\$1,025.00	\$1,080.00	Yes
		Removal of ashes (Niche Wall)		Per Unit	\$60.00	\$60.00	Yes

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
		Copy of Certificate of Right of Interment		Per Unit	\$35.00	\$35.00	Yes
		Record Search Fee (Per hour or part thereof)		Per Unit	\$35.00	\$35.00	Yes
		Cancellation of order to dig grave		Per Unit	\$250.00	\$250.00	Yes
		Late arrival Fee (in excess of 30 minutes)		Per Unit	\$140.00	\$140.00	Yes
		Attendance for Aches Interment		Per Unit	\$150.00	\$150.00	Yes
		Niche Wall (ashes only) Wall Vase - screwed connection		Per Unit	\$110.00	\$110.00	Yes
		Sand or special material for backfilling		Per Unit	\$205.00	\$205.00	Yes
		Location Probing		Per Unit	\$245.00	\$245.00	Yes
		Memorial Permit fee for additional inscription work		Per Unit	\$70.00	\$70.00	Yes
		Memorial Permit fee for minor renovation work -single grave		Per Unit	\$115.00	\$120.00	Yes
		Memorial Permit fee for major renovation work -single grave		Per Unit	\$150.00	\$150.00	Yes
		Memorial Permit fee for new headstone and base with existing foundation for a single grave		Per Unit	\$140.00	\$145.00	Yes
		Memorial Permit fee for new headstone and base without existing foundation for a single grave		Per Unit	\$150.00	\$155.00	Yes
		Memorial Permit fee for new monument with existing foundation for a single grave		Per Unit	\$175.00	\$180.00	Yes
		Memorial Permit fee for new monument with existing foundation - additional contiguous grave forming the same monument		Per Unit	\$55.00	\$55.00	Yes
		Memorial Permit fee for new monument without existing foundation for a single grave		Per Unit	\$195.00	\$200.00	Yes
		Memorial Permit fee for new monument without existing foundation - additional grave forming the same monument		Per Unit	\$70.00	\$70.00	Yes
		Memorial Permit fee for crypt shutters for an above ground grave		Per Unit	\$105.00	\$105.00	Yes
		Memorial Permit fee for supply of approved products from an external supplier		Per Unit	\$160.00	\$165.00	Yes
		Memorial Permit fee for affixing bronze and/or granite panel or other base by external supplier to an in ground cremation memorial (excludes \$145 for concrete resting/block		Per Unit	\$105.00	\$105.00	Yes
		Memorial Permit fee for affixing bronze and/or granite panel or other base by externally supplied plaque and/or granite panel or other base by cemetery		Per Unit	\$105.00	\$105.00	Yes
		Memorial Permit fee for supply of concrete rest, spacing block or other necessary base when affixing bronze externally supplied plaque and/or granite panel or other base by cemetery		Per Unit	\$105.00	\$105.00	Yes
		Memorial Permit other fee for weekend or public holiday access for crematorium		Per Unit	\$115.00	\$120.00	Yes
		Memorial Permit other fee for weekend or public holiday access for crematorium (for memorial installation with prior approval)		Per Unit	\$215.00	\$220.00	Yes
		Memorial Permit fee for major renovation work - additional contiguous grave forming the same monument		Per Unit	\$44.00	\$44.00	Yes
		Memorial Permit fee for new headstone and base with existing foundation - additional contiguous grave forming the same monument		Per Unit	\$44.00	\$44.00	Yes
		Memorial Permit fee for new headstone and base without existing foundation - additional grave forming the same monument		Per Unit	\$44.00	\$44.00	Yes
		Memorial Permit fee for affixing bronze and/or granite panel or other base by external supplier to an above ground cremation memorial (excludes \$145 for concrete rest/spacing block		Per Unit	\$44.00	\$44.00	Yes
		Memorial Permit fee for affixing bronze and/or granite panel or other base by external supplier on a lawn grave or beam		Per Unit	\$44.00	\$44.00	Yes
		Memorial Permit other fee for additional inspection for Monument Completion Certificate		Per Unit	\$44.00	\$44.00	Yes
		Memorialisation - Vase		Per Unit	\$110.00	\$110.00	Yes
		Copy or re-issue of certificate previously issued, e.g. cremation or interment deed, Right of Interment.		Per Unit	\$35.00	\$35.00	Yes

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No	
Engineering Services	Event Sponsorship	Fee charged to cover the costs associated with providing the information, copies or extracts from cemetery trust records.		Per Unit	\$35.00	\$35.00	Yes	
		Summersault Festival		Per Stall	\$420.00	\$420.00	Yes	
		Djeriwarm Festival		Per Stall	\$400.00	\$400.00	Yes	
		Candies by Candlelight		Per stall	\$300.00	\$300.00	Yes	
	Design & Traffic	Market Stall Fee	3m x 3m		Per stall	\$70.00	\$70.00	Yes
			Works with the Road Reserve	Statutory	Per Item	Prescribed	Prescribed	No
		Infra Planning	Engineering Civil Construction Supervision	Statutory	Per Project	2.5% value of Work	2.5% value of Work	No
			Engineering Civil Plan Checking	Statutory	Per Project	0.75% of value of work	0.75% of value of work	No
			Non Standard Public Lighting Fees	Non Statutory	Per Item	10% of Cost of Lights, Supply and Installation.	10% of Cost of Lights, Supply and Installation.	No
			Build over easements	Non Statutory	Per Item	\$50.00	\$75.00	No
Property Information	Drainage Asset Information Request	Non Statutory	Per Item	Prescribed	Prescribed	No		
	Property Information	Statutory	Per Item	Prescribed	Prescribed	No		
Family Youth & Housing	Family Day Care	Administration Levy	Per hour Per child nil capping	Per Hour	\$1.85	\$2.00	No	
		Educator Levy	Per hour Per child nil capping	Per Hour	\$0.25	\$0.25	No	
		Extra Charges	New Fee - Fee Range covers individual fee setting	Per instance	Fee Range \$6.20 - \$21.30	Fee Range \$3.05 - \$7.75	No	
		Family Day Care fees	Fee Range covers individual fee setting.	Per hour Per child	Fee Range \$6.40 - \$21.30	Fee Range \$6.40 - \$21.30	No	
			Maximum fee covers public holidays	2 or more children	\$24.00	\$25.00	No	
				Per child	\$24.00	\$25.00	No	
				2 or more children	\$28.00	\$29.00	No	
			Per child	\$28.00	\$29.00	No		
			2 or more children	\$32.00	\$33.00	No		
			Per child	\$32.00	\$33.00	No		
		Late pick up fee	Per child per 15 minutes	\$10.00	\$10.00	No		
	Pre School Enrolment	Orientation session	Per session	\$9.00	\$10.00	No		
		Administration Levy for enrolling in Kindergarten	Per child	\$27.00	\$28.00	No		
		Centre Days	Per child	\$67.00	\$70.00	No		
		Excursions	Maximum	\$30.00	\$32.00	No		
Incursions		Minimum	\$20.00	\$22.00	No			
Vacation Care program	Late Enrolment Fee	\$5.00 for the first five minutes late and \$1 Per minute Per child thereafter	Per booking	\$20.00	\$21.00	No		
	Late Pickup Fee		Per child Per minute	\$5.00	\$5.00	No		
	Copy of Previous Years Rates & Valuation Notice	Last reviewed 2009	Per request	\$15.00	\$15.00	No		
	Discretionary Address details for fencing contractors	Last reviewed 2013		\$25.00	\$25.00	No		
	Interest on outstanding rates	Penalty / Interest rate approved by the minister		As set by Attorney-General	As set by Attorney-General	No		
	Land information certificates	Statutory Fee	Per Certificate	As Per regulations	As Per regulations	No		
	Land information certificates same day service (in addition to statutory fee)	Last reviewed 2012	Per Certificate	\$45.00	\$45.00	No		
	Rate History search	Last reviewed 2015	Per hour	\$50.00	\$50.00	No		
	State Revenue Office Supplementary valuations	Last reviewed 2016		\$9.05	As Per agreement	Yes		
	Supplementary valuations City West water - fee	last reviewed 2017		\$27.00	\$27.00	Yes		
Other	Dishonoured Payment (Cheque, Direct debit) - Administration fee	last reviewed 2009		\$15.00	\$15.00	No		
	Water charges from stand pipe	last reviewed 2009	Per Kilo Litre	\$5.00	\$5.00	No		
	Freedom of Information	FOI - Application fees	per Application	Statutory	Statutory	No		
	FOI - Supervision/Research	per 1/2 hr	Statutory	Statutory	No			
	FOI - Photocopying	per A4 black Page	Statutory	Statutory	No			
	FOI - Photocopying	per A3 black Page	Statutory	Statutory	No			

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No	
Libraries	Community Programs	POI - Photocopying		Per A4 colour Page	Statutory	Statutory	No	
		Library Bags		Per bag	\$1.60	\$2.00	Yes	
		Annual charge for book club membership.		Per Person	\$50.00	\$52.00	Yes	
		Per Person for some events and programs		Per session	\$2.00 to \$15.00	\$2.00 to \$16.00	Yes	
		Basic earphones		Per set	\$1.60	\$1.70	Yes	
		Receiving or sending fax to a local or interstate number		First 10 pages + for each additional page	\$4.00 + \$0.40c	\$4.10 + \$0.40 Per page	Yes	
		Sending ISD		First 2 pages + for each additional page	\$10.00 + \$1.50	\$10.30 + \$1.50 Per page	Yes	
		Item replacement charges		Replacement cost for lost, damaged or stolen library item as indicated on the library's database	Per item	Range	Range	No
		Replacement of membership card		Replacement cost Per lost, damaged or stolen library card	Per item	\$2.10	\$2.20	Yes
		Annual charge for book club membership - concession		New Fee	Per Person	\$0.20	\$41.00	Yes
		Charge for late library item returns		Accrues daily to maximum of \$2.00 Per item	Per item Per day	\$0.40	\$0.40	Yes
		Black and white A3			Per page	\$0.20	\$0.20	Yes
		Black and white A4			Per page	\$2.00	\$2.00	Yes
		Colour A3			Per page	\$1.00	\$1.00	Yes
		Colour A4			Per page	\$16.50	\$16.50	Yes
		Inter-Library Loan requests outside of Swift Consortium		Library passes on any charges levied by the lending library to customers provided to internet users	Per item	\$8.30	\$8.30	Yes
		Requests			Per USB			Yes
USBs						Yes		
Recreation & Youth	Athletic Facilities	Bond for hire	Refundable	Per booking	\$500.00	\$500.00	Yes	
		Carnivals - Association/combined schools, regional		Per event	\$410.00	\$425.00	Yes	
		Casual use/training - from outside the municipality (including schools, PT and coaches)		Per hour	\$240.00	\$245.00	Yes	
		Casual use/training - local schools and clubs		Per hour	\$70.00	\$72.00	Yes	
		Casual use/training - local schools and clubs		Per hour	\$80.00	\$82.00	Yes	
		Cleaning after Pavilion Hire		Per hour	\$46.00	\$48.00	Yes	
		Court 1- Show Court: outside seating Capacity - 300		Per event	\$56.00	\$58.00	Yes	
		School Carnivals - local schools		Per event	\$110.00	\$113.00	Yes	
		School Carnivals - users from outside the municipality		Per event	\$66.00	\$68.00	Yes	
		School Carnivals - users from outside the municipality		Per event	\$280.00	\$285.00	Yes	
		Standard equipment hire (core equipment)		Per event	\$370.00	\$380.00	Yes	
		Standard equipment hire (core equipment)		Per event	\$220.00	\$225.00	Yes	
		Café (meetings / hire): Booking Per Hour		Per event	\$184.00	\$190.00	Yes	
		Café (meetings / hire): Booking Per Hour		Per event	\$112.00	\$115.00	Yes	
		Court 1: Show Court: outside seating Capacity - 300		Per hour	\$35.00	\$36.00	Yes	
		Court 2 & 3: Booking Per Hour		Per hour	\$54.50	\$56.50	Yes	
		Court 2 & 3: Booking Per Hour		Per hour	\$39.50	\$41.00	Yes	
Events / Functions: Bonds		Per booking	\$99.50	\$103.00	Yes			
Events / Functions: Monday - Friday (5pm - 12am - 7hrs)		Per booking	\$110.00	\$114.00	Yes			
Events / Functions: Saturday, Sunday & public holidays (10am - 12am = 14hrs)		Per booking	\$65.00	\$68.00	Yes			
Events / Functions: Saturday, Sunday and public holidays (10am - 12am = 14hrs)		Per booking	\$384.00	\$397.00	Yes			
Casual users from outside the municipality		Per booking	\$640.00	\$662.50	Yes			
Commercial Users		Per booking	\$705.00	\$730.00	Yes			
Hard Courts - Tennis and Netball		Per booking	\$1,100.00	\$1,140.00	Yes			
		Per month	\$12.00	\$12.50	Yes			
		Coaches up to 4 Courts	\$325.00	\$340.00	Yes			

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No			
Operations	Melton Indoor Recreation Centre	Seasonal use - local sporting clubs	Includes pavilion & ground use	Per unit	\$382.00	\$382.00	Yes			
		Sports Lighting	Pending availability	Per hour	\$23.50	\$24.00	Yes			
		Bonds		Per booking	\$1,000.00	\$1,036.00	Yes			
		Court 1 - Show Court; courtside seating Capacity - 300	Community Group Fee	Per booking	\$600.00	\$620.00	Yes			
		Court 1 - Show Court; courtside seating Capacity - 300	Commercial Organisation Fee	Per hour	\$66.00	\$68.00	Yes			
		Court 2 & 3; Booking Per hour	Community Group Fee	Per hour	\$39.50	\$41.00	Yes			
		Court 2 & 3; Booking Per hour	Commercial Organisation Fee	Per hour	\$66.00	\$68.00	Yes			
		Cycleba Capacity - 80; Booking Per hour	Community Group Fee	Per hour	\$39.50	\$41.00	Yes			
		Cycleba Capacity - 80; Booking Per hour	Commercial Organisation Fee	Per hour	\$66.00	\$68.00	Yes			
		General Purpose Room Capacity - 80; Booking Per hour	Community Group Fee	Per hour	\$51.00	\$53.00	Yes			
		General Purpose Room Capacity - 80; Booking Per hour	Commercial Organisation Fee	Per hour	\$32.00	\$33.00	Yes			
		Casual users from outside the municipality	Community Group Fee	Per hour	\$51.00	\$53.00	Yes			
		Casual users from outside the municipality	Commercial Organisation Fee	Per hour	\$32.00	\$33.00	Yes			
		Commercial Use - Coaching and Academies		Per hour	\$26.00	\$26.00	Yes			
		Commercial Use - Personal Trainers		Per hire	\$205.00	\$210.00	Yes			
		Seasonal Use - local sporting clubs	up to 20 Persons	Per hire	\$105.00	\$110.00	Yes			
			Includes pavilion & ground use	Per unit	\$382.00	\$395.00	Yes			
			Casual users from outside the municipality	Per hour	\$72.00	\$75.00	Yes			
			City of Melton Schools and Clubs	Per hour	\$24.50	\$25.00	Yes			
			Seasonal Use - local sporting Clubs	Per unit	\$382.00	\$395.00	Yes			
		Operations	Asset Protection	Asset Protection Permits	Non Statutory	Per Permit	\$136.35	\$151.80	Yes	
				Work Within Road Reserve Permit	Statutory Fee Units as Per the Road Management Act. Fee unit set by state.	Number of fee units dependent on works	State Fee Units	State Fee Units	No	
				Street 60(3) Ind. Construct or change the means of entry to or exit from a controlled access road without authority (Individual), 10 notices	Statutory Penalty Units		As Per Regulations.			No
				Additional Bin Fee				\$139.00	\$139.00	No
Replacement Bin Fee						\$139.00	\$139.00	No		
Bulk Rubbish / Rock or Rubble						\$100.00	\$100.00	Yes		
Car / Boat Load (or Equivalent) (Sedan)						\$20.00	\$20.00	Yes		
Car tyres						\$10.00	\$10.00	Yes		
Large trailer, Van or Equivalent (heaped load)	Non Statutory - 2.00 surcharge if tyre is still on rim.					\$80.00	\$80.00	Yes		
Large trailer, Van or Equivalent (high sided)	Non Statutory					\$140.00	\$140.00	Yes		
Large trailer, Van or Equivalent (to water level)	Non Statutory					\$65.00	\$65.00	Yes		
Light truck tyres Car tyres	Non Statutory - 2.00 surcharge if tyre is still on rim.					\$15.00	\$15.00	Yes		
Mattresses (Per piece)	Non Statutory					\$30.00	\$30.00	Yes		
Small trailer, Ute, Van or Equivalent (heaped load)	Non Statutory					\$70.00	\$70.00	Yes		
Small trailer, Ute, Van or Equivalent (high sided)	Non Statutory					\$80.00	\$80.00	Yes		
Small trailer, Ute, Van or Equivalent (to water level)	Non Statutory					\$40.00	\$40.00	Yes		
Station Wagon (or Equivalent)	Non Statutory					\$30.00	\$30.00	Yes		
Truck to 1100m Car tyres	Non Statutory - 2.00 surcharge if tyre is still on rim.					\$30.00	\$30.00	Yes		
Upgrades / Downgrade Bin Fee	Non Statutory					\$40.00	\$40.00	No		
Planning Services	Planning Fee			Advertising of planning application - over 10 notices	Discretionary fees		\$6.15	\$8.00	Yes	
				Advertising of planning application - up to 10 notices	Discretionary fees		\$71.75	\$80.00	Yes	
				Advertising Sign	Discretionary fees		\$11.30	\$15.00	Yes	
				Amend/End a Section 173 Agreement	Statutory Fee		\$620.30	As Per Regulations	No	
					http://www.melton.vic.gov.au/Services/Building-Planning-Transport/Statutory-planning/Planning-Forms-Checklist-and-Fees					
		Certificate of compliance	Statutory Fee		\$306.70	As Per Regulations	No			

Department	Program	Charge Description	Comments	Unit of Measure	2017/18 (Prices includes GST if applicable)	2018/19 (Prices includes GST if applicable)	Is the Fee or Charge Inclusive of GST Yes or No
		Change of Use Only	Statutory Fee http://www.melton.vic.gov.au/Services/Buildin-g-Planning-Transport/Statutory-planning/Planning-Forms-Checklist-and-Fees		\$1,240.70	As Per Regulations	No
		Copy of planning Permit (with associated plans)	Discretionary fees - Other		\$107.60	\$115.00	Yes
		Copy of planning Permit (with associated plans)	Discretionary fees - Residential		\$56.40	\$60.00	Yes
		Demolition Consent (Form 25A)	Statutory Fee http://www.melton.vic.gov.au/Services/Buildin-g-Planning-Transport/Statutory-planning/Planning-Forms-Checklist-and-Fees		\$66.60	As Per Regulations	No
		Development plan approval	Discretionary fees		\$184.50	\$200.00	Yes
		Extension of time	Discretionary fees		\$133.25	\$140.00	Yes
		Planning application fees	Statutory Fee http://www.melton.vic.gov.au/Services/Buildin-g-Planning-Transport/Statutory-planning/Planning-Forms-Checklist-and-Fees		As Per Regulations	As Per Regulations	No
		Planning Controls	Discretionary fees		\$71.75 or planning controls and a copy of Permit and plans (\$180 for residential and \$178.40 for other)	\$120.00 or planning controls and a copy of Permit and plans (\$180 residential and \$235 for other)	Yes
		Precinct plan approval	Discretionary fees		\$492.00	\$520.00	Yes
		Property enquiries & searches	Discretionary fees		\$123.00	\$130.00	Yes
		Request to vary precinct plan approval	Discretionary fees		\$205.00	\$215.00	Yes
		Researching existing use right or non-conforming use right	Discretionary fees		\$184.50	\$200.00	Yes
		Secondary Consent Applications	Discretionary fees		\$162.50	\$170.00	Yes
		Subdivision certification application fees	Statutory Fee http://www.melton.vic.gov.au/Services/Buildin-g-Planning-Transport/Statutory-planning/Planning-Forms-Checklist-and-Fees		As Per Regulations	As Per Regulations	

End of Report



Melton City Council
Strategic Resource Plan 2018/19 to 2021/22

A thriving community where
everyone belongs



Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022**Table of Contents**

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Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

1.0 EXECUTIVE SUMMARY

The key elements of Melton City Council's Strategic Planning Framework are our Council Plan, Strategic Resource Plan and the Annual Budget. In accordance with The Local Government Act 1989, and the Local Government (Planning and Reporting Regulations 2014 (the Regulations). The Strategic Resource Plan must be reviewed and adopted by Council by 30 June 2018.

The Strategic Resource Plan provides direction in future service planning and is a critical tool in identifying and managing Council's financial risks. The Plan informs Council decision-making in areas such as service levels, infrastructure management, rating strategy and investment targets, and then reflects the future impact of those decisions. The Plan also provides the long term, prudent and 'sustainable' financial framework within which Council will develop, consider and adopt the 2018/19 Budget.

Within this report there are some specific projects detailed (i.e. Capital Works over the next four years on page 20.) It should be noted however; that this financial strategy does not attempt to set in concrete any item in particular, rather, it provides a financial framework that shows the amount of funds Council will have at its discretion over a period. It is in this way that financial modeling can be undertaken as project costs are firmed and submitted to the annual budget process.

Council, in adopting a long-term financial strategy (and carrying out regular reviews) is ensuring financial resources are available over the long term. It also reinforces the Council's ability to renew the required infrastructure and fund new capital works, plus adequately resource the business plans contained in the Council Plan enabling the overarching Council vision to become a reality.

Strong financial management has become a necessary ingredient for Local Government and in particular for Melton City Council which is currently in an environment of rapid growth with increasing demand for facilities and services for the growing community.

The overall objective of the SRP is financial sustainability in the medium term, while still providing sufficient resources to achieve the council plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- achieve a breakeven adjusted underlying result;
- achieve a balanced budget on a cash basis;
- maintain existing service levels; and
- meet council's asset renewal requirements.

In preparing the SRP, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council to:

- 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;
- provide full, accurate and timely disclosure of financial information; and
- reduce debt to a low to moderate level to allow capacity to fund future infrastructure.

In turn, specific financial goals have been established to support management and Council decision making, and to track progress against objectives.

These goals are:

- Sustain underlying surplus from annual operations during the currency of this Strategic Resource Plan;
- Maintain a balanced cash budget;
- Maintain a minimum working capital of \$3.5 million; and
- Maintain growth in net assets.

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2017;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity; and
- information provided by the executive management team and council.

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position;
- scan of the external economic environment;
- forecast changes in population and demographics;
- advice from officers responsible for service and capital works planning and delivery; and
- services and initiatives contained in plans adopted or proposed to be adopted by council.

The Strategic Resource Plan is not a static document, but is reviewed at least annually as part of Council's strategic planning and budget process and is updated to reflect changing internal and external circumstances.

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

2.0 FINANCIAL PERFORMANCE

Financial performance refers to the net outcome of all revenues and expenditure from Council’s operating activities during a financial year. It is presented in the Budgeted Income Statement in terms of both an underlying surplus or deficit and also a comprehensive result.

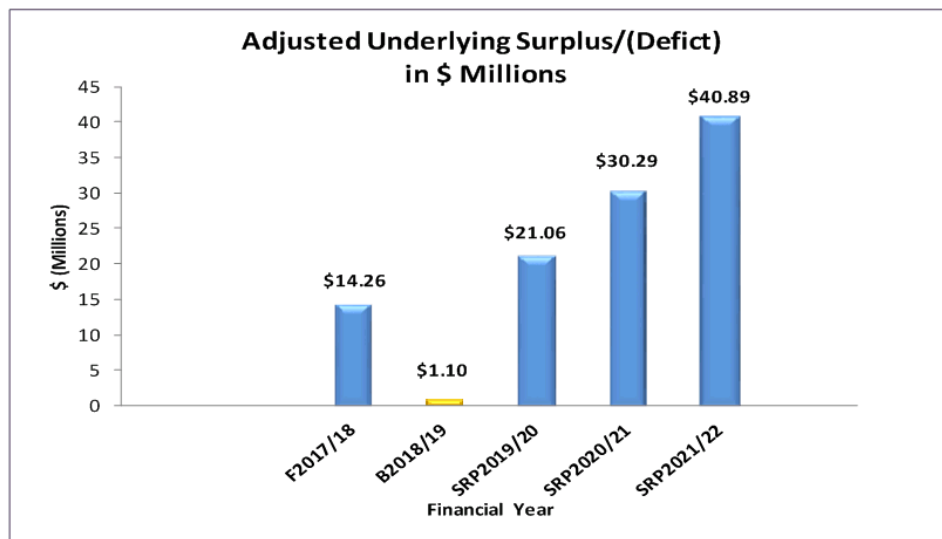
The underlying result is the net surplus or deficit for the year adjusted for non-cash developer contributions, capital grants and other once-off adjustments. It is a measure of financial sustainability, as it is not impacted by non-recurring or once-off items of revenues and expenses, which can often mask the operating result.

It should however be noted that land sales revenue is considered operational income in the computation of underlying result. This is because Melton is a joint developer in the Atherstone property development and land sales income is a regular component of Melton’s total operational revenue and will continue to remain so.

The Council is in a period of rapid growth and while this is expected to extend well into the next decade, the magnitude and pace of the projected growth poses significant challenges to Council.

The adjusted underlying results in 2018/19 is \$1.10 million. This is mainly due to the early receipt of 50% of 2018/19 grants commission financial assistance grants of \$7.8 million in 2017/18 year.

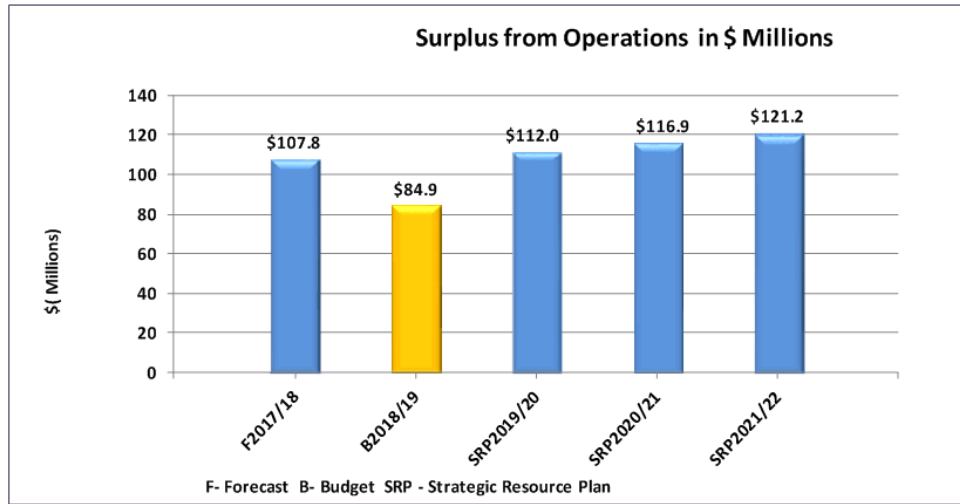
If we exclude the early payments of grants, the result for 2018/19 would be \$8.9 million (\$1.10 + \$7.8 million). The increase is mainly attributable growth in revenue and Council holding operating costs constrained. The higher levels of growth projected is expected to yield significant increase in the underlying results during the currency of this Strategic Resource Plan.



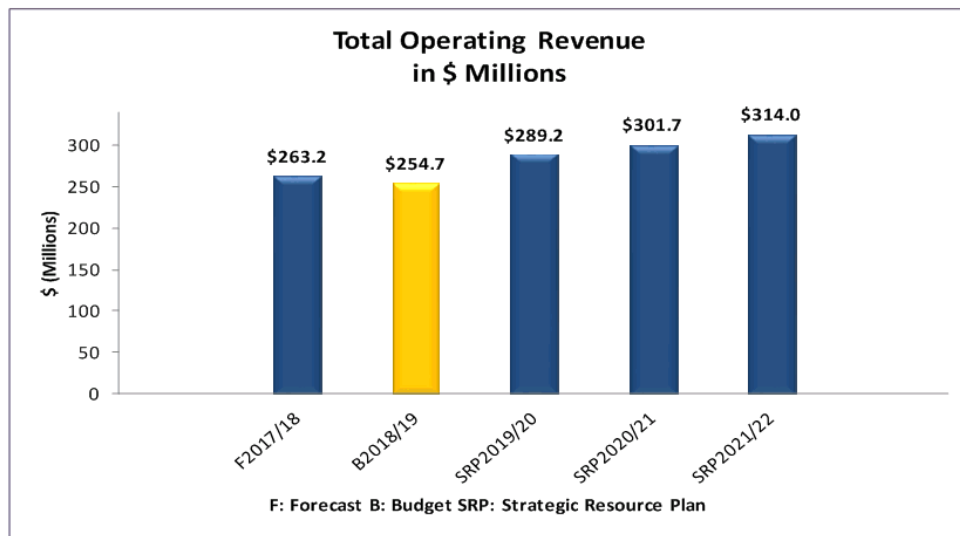
The comprehensive surplus from operations is the total after accounting for both operating and non operating items. These include capital grants and contributed assets.

Council’s comprehensive surplus before revaluation increment is projected to increase from a forecast surplus of \$107.8 million in 2017/18 to \$121.2 million by 2021/22.

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022



Total revenue is projected to increase from a forecast \$263.2 million in 2017/18 to \$314.0 million by 2021/22. This is an increase of over \$50.8 million or 19.3% compared to 2017/18 forecast results.



Other assumptions built in for revenue and operating expenditure are discussed in detail under Section 8, Assumptions on Pages 8 to 10.

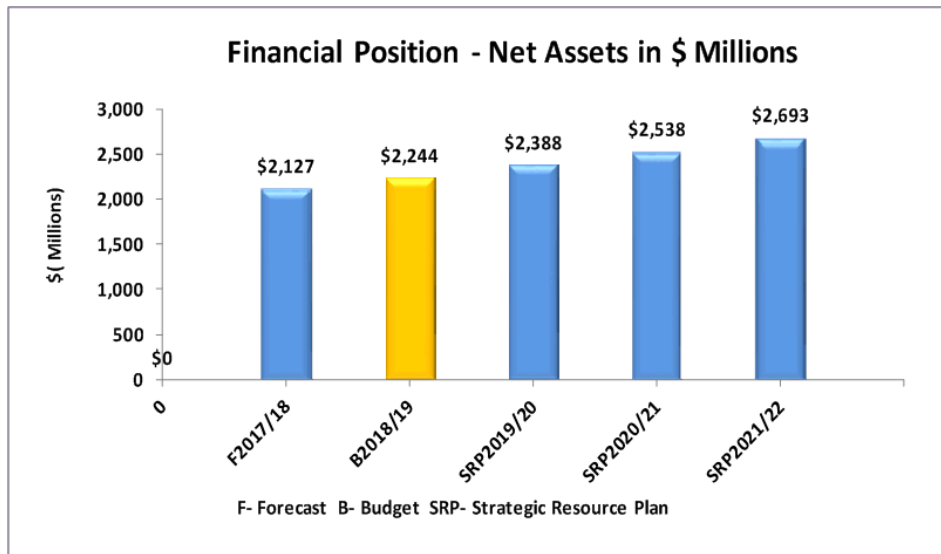
Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

3.0 FINANCIAL POSITION

Financial Position refers to a “snap shot” of all assets (what Council owns) and Liabilities (what Council owes) at the end of the financial year. It is presented as the Budgeted Balance Sheet and the reported net assets (i.e. Assets less Liabilities), representing the net worth, or value of Council.

The Current (Liquidity) Ratio (or Current assets over Current Liabilities) measures the liquidity situation of Council, or our ability to meet short term (less than twelve months) financial obligations. Throughout the planning period, Council’s liquidity ratio exceeds the target ratio between of 2.5 to 3.0.

Council’s net assets will increase in value from a forecast \$2.13 billion in 2017/18 to \$2.69 billion by 2021/22. This is a net increase of \$566 million reflecting the net outcome of annual capital expenditure, contributed assets, asset disposals, depreciation including the impact of asset revaluations.

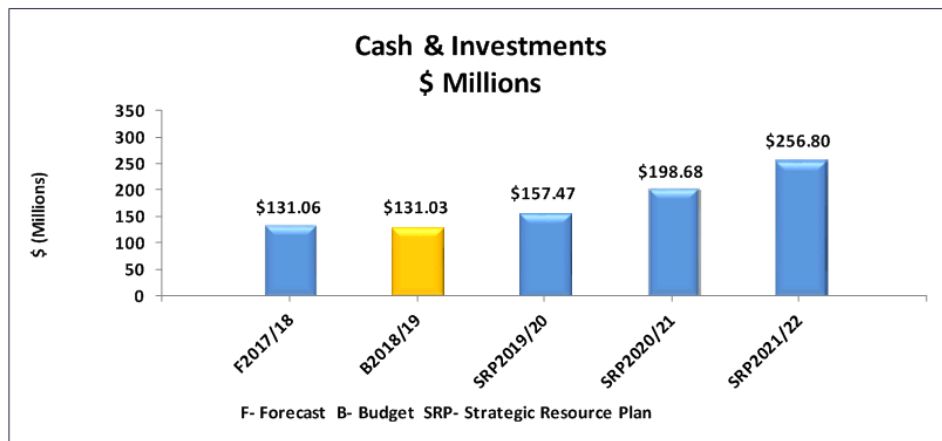


Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

4.0 CASH FLOW

Cash flow refers to the inflows and outflows of cash during the financial year in the performance of all activities. The Budgeted Cash Flow Statement presents this information in three main areas – operating activities (i.e. normal receipts and payments from operations), investing activities (addition and disposal of non current assets) and financing activities (loan borrowings and repayments). The statement explains the reasons for movement in cash reserves between the start and end of year.

The Council cash holding during the planning period is illustrated in the attached chart. Cash and equivalents at end of the year depends heavily on the level of capital expenditure budgeted in each year. The projected balances are based on the assumption that the Capital expenditure budgeted for the year will be completed before the end of the financial year.



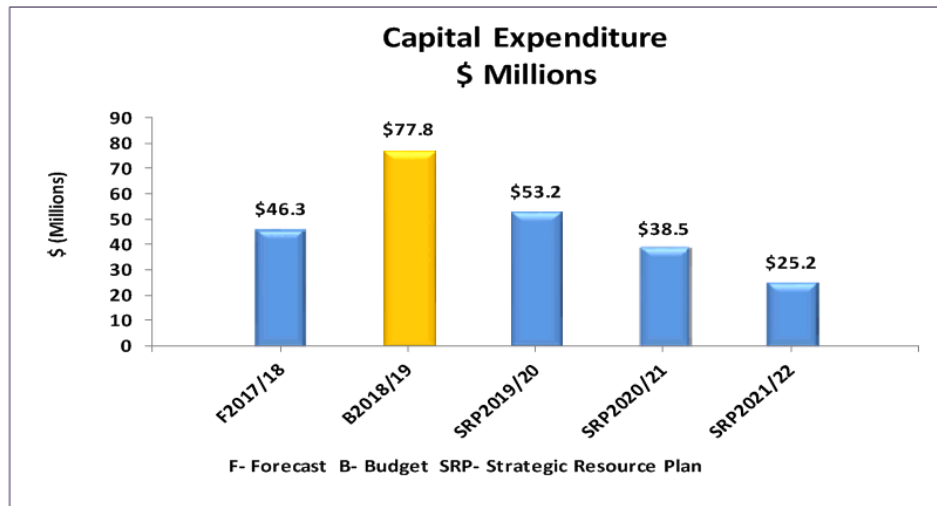
The Strategic Resource Plan is framed around having sufficient cash reserves to cover restricted assets which are primarily developer contributions, construction retentions, maintenance bonds and also a working capital limit of \$3.5 million to meet day to day needs. Cash and Investment balances in the planning period are projected to be in a strong position around the \$256.8 million mark by 2021/22. It is worth noting that this is after delivering an average annual capital works program of \$48.2 million (total over 5 years of \$241.1 million) and repayments of existing loans of \$13.9 million, with no new borrowing over the planning period. This is however based number of projections such as the demand for housing will be strong over the next four years and will deliver land sales revenue from Council's joint venture development of \$105.60 million, capital grants from state and federal sources of \$26.62 million and also \$83.30 million cash contributions from developers. These estimates while quite significant are nevertheless based on the continuing trend the Council has experienced over the last few years.

5.0 CAPITAL EXPENDITURE

Capital expenditure refers to Council's expenditure in constructing, renewing, expanding or upgrading its physical assets (infrastructure, facilities etc.) to meet the community's service needs. Capital expenditure is added to Council's non-current assets value on the Statement of Financial Position at the end of the financial year, and represents a significant component of council's annual cash outflows.

Council's Strategic Resource Plan ensures that a significant proportion of cash flow from operating activities is directed to the capital works program over the next 4 years.

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022



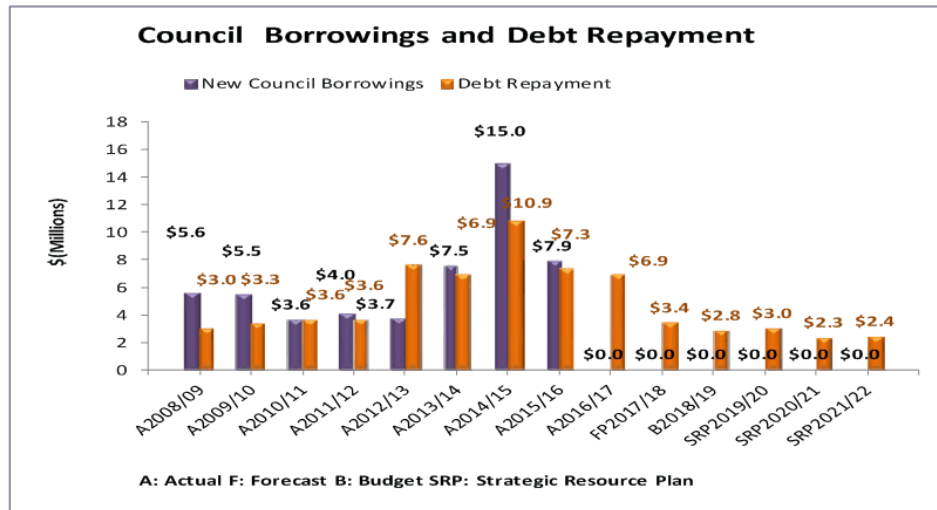
An extensive capital works program of over \$241.1million is proposed over the next 5 year period, from 2017/2018 to 2021/22. Over the 5 years this amounts to an average capital expenditure of around \$48.2 million each year. The capital works program is funded from general rate revenue, developer contributions, capital contributions and asset sales.

The 2018/19 capital expenditure of \$77.8 million includes carry forward works of \$11.8 million from 2017/18.

6.0 Borrowings

There is no new borrowings envisaged for the period from 2018/19 to 2021/22 in this strategic resource plan. The Council also plans to repay approximately \$13.9 million of maturing debt from internally generated funds. This is in line with the Council's borrowing strategy.

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022



7.0 NON FINANCIAL RESOURCES

In determining the long term financial strategy, the Council has paid due consideration to the need for increasing the level of non financial resources each year such as additional staff numbers, plant, furniture and equipment, facilities and infrastructure that are required to service the growing demand for services in the planning period.

Budgeted Statement of Human Resources	Forecast 2017/18 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	Projections 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Staff Expenditure					
Employee Costs - Operating	52,349	58,166	61,245	64,612	68,164
Employee Costs - Capital					
Total Staff Costs	52,349	58,166	61,245	64,612	68,164
Staff Numbers	FTE	FTE	FTE	FTE	FTE
Total Staff Numbers (FTE)	588.0	600.0	612.8	624.8	634.2

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022**8.0 ASSUMPTIONS**

Factors applied in the development of the financial forecasts are summarised below:

8.1 Cash Flow

For cash flow projection purposes, collection of revenues and payment of accounts are assumed to hold a pattern similar to previous years and close to 100% of the amount accrued in the year.

8.2 Consumer Price Index (CPI)

Consumer Price Index (CPI) over the planning period is projected at rates shown in the table below:

	2018/19	2019/20	2020/21	2021/22
CPI (projected)	2.25%	2.50%	2.50%	2.50%

8.3 Rates & Charges Income

Rates & charges Income are projected to increase during the next four years based on rate increases and growth in assessments:

	2018/19	2019/20	2020/21	2021/22
General Rate Increase	2.25%	2.50%	2.50%	2.50%

8.4 User Fees & Charges

Other fees and charges are expected to increase as per below.

	2018/19	2019/20	2021/22	2021/22
Other Fees & Charges	3.25%	3.5%	3.5%	3.5%

8.5 Developer Contributions

Developer cash and non cash contributions are projected as follows.

	2018/19	2019/20	2020/21	2021/22
Cash Contributions(\$ Millions)	26.9m	22.72m	19.57m	14.11m
Non Cash Contributions(\$ Millions)	\$47.09m	\$60.65m	\$61.45m	\$62.57m

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022**8.6 Grants**

Grants incomes are as outlined below.

	2018/19	2019/20	2020/21	2021/22
Grants Commission	\$7.81m	\$16.17m	\$16.82m	\$17.90m
Other Operating Grants	\$12.16m	\$12.86m	\$13.22m	\$13.19m
Capital Grants (\$ Millions)	\$9.85m	\$7.55m	\$5.59m	\$3.64m

8.7 Proceeds from Asset Sales

Significant asset sales revenue has been assumed for the planning period going forward. This includes property sales revenue from joint venture development agreements entered into by the Council, which will have significant positive cash flow impact on the Council finances over the long term. Asset sales figures shown below also includes sale of Council fleet.

	2018/19	2019/20	2020/21	2021/22
Gross Asset Sales (\$ Millions)	\$32.46 m	\$31.13m	\$32.09m	\$30.87m

8.8 Interest on Investments

Investment income is based on projected cash & investment balances available for investment each year. It is recognised that investment income will be based on the average cash funds available throughout the year for investment. This may vary significantly from the end of year cash balance at balance date shown in the Budgeted Cash Flow Statement and the Budgeted Balance Sheet. Investment income is grouped under other income in the operating statement.

	2018/19	2019/20	2020/21	2021/22
Interest income (\$ Millions)	\$3.10m	\$3.21m	\$3.35m	\$4.49m

8.9 Employee Costs

	2018/19	2019/20	2020/21	2021/22
EBA/WPI	2.5%	2.75%	3.0%	3.0%
Staff Oncosts	20%	20%	20%	20%

EBA – Enterprise Bargaining Agreement
WPI- Wage Price Index

	2018/19	2019/20	2020/21	2021/22
Employee Numbers (EFT)	600.0	612.8	624.8	634.2

EFT – Equivalent Full-Time

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022**8.10 General Expenditure**

Specific cost forecasts have been used for significant non-discretionary expenditure items in 2016/17, where such information is presently available. The remaining general operating expenditure items are projected to increase as outlined below:

	2018/19	2019/20	2020/21	2021/22
Materials and Services	5.0%	3.5%	3.5%	3.5%

8.11 Capital Expenditure

The Capital works expenditure projections are based on Council's draft 10 year capital works program, reflecting works carried forward, committed future works, asset refurbishment works, plant replacement program and planned major projects.

	2018/19	2019/20	2020/21	2021/22
Capital Expenditure (\$ Millions)	\$77.81m	\$53.20m	\$38.50m	\$25.24m

8.12 Borrowing

	2018/19	2019/20	2020/21	2021/22
Total New Borrowings (\$ Millions)	nil	nil	nil	nil
Total Repayment (\$ Millions)	\$2.83m	\$2.97m	\$2.31m	\$2.40m

8.13 Cost of Assets Sold

Projected cost of assets sold year-by-year is based on the level of asset sales and includes payments to Council's development partner. The impact of asset revaluation is also reflected in the written down value of assets sold.

	2018/19	2019/20	2020/21	2021/22
Written Down Value of Assets Sold (\$ Millions)	\$15.76m	\$13.13m	\$13.13m	\$11.87m

8.14 Depreciation

The Depreciation charges for the year take into account the impact of capital expenditure, disposals, contributed assets and expected asset life during for the planning period.

	2018/19	2019/20	2020/21	2021/22
Depreciation & Amortisation (\$ Millions)	\$34.48m	\$36.13m	\$37.75m	\$39.44m

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

1.0 Budgeted Comprehensive Income Statement

For the year ending 30 June

Budgeted Comprehensive Income Statement Year Ended 30th June	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Projections 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income					
Rates and charges	105,563	114,439	131,676	145,492	161,720
Statutory fees and fines	5,295	5,185	5,355	5,542	5,736
User fees	9,886	9,687	10,002	10,352	10,714
Contributions - monetary	18,327	26,900	22,717	19,573	14,107
Contributions - non-monetary assets	62,000	47,088	60,652	61,451	62,573
Grants - Operating (recurrent)	27,593	19,474	28,515	29,518	30,562
Grants - Operating (non-recurrent)	841	488	510	522	530
Grants - Capital (non-recurrent)	13,199	9,849	7,552	5,587	3,638
Net gain on disposal of assets	14,536	16,702	18,002	18,956	18,998
Other income	6,008	4,852	4,181	4,701	5,465
Share of net P/L of assoc. and joint ventures					
Total Income	263,248	254,664	289,162	301,694	314,043
Expenses					
Employee costs	52,349	58,166	61,245	64,612	68,164
Materials and services	66,458	69,617	72,054	74,575	77,186
Bad and doubtful debts	400	450	511	526	576
Depreciation and amortisation	29,417	34,484	36,134	37,752	39,444
Finance costs	961	785	644	503	406
Other expenses	5,876	6,230	6,594	6,822	7,057
Total Expenses	155,461	169,732	177,182	184,790	192,833
Surplus/(Deficit)	107,787	84,932	111,980	116,904	121,210
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Net revaluation increment/decrement	31,500	32,000	32,500	33,000	33,500
Share of other comprehensive income of assoc. and joint vent.					
Items that may be reclassified to surplus or deficit in future periods					
Total Comprehensive Result	139,287	116,932	144,480	149,904	154,710

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

2.0 Budgeted Balance Sheet

For the year ending 30 June

Balance Sheet As at 30 June	Forecast 2017/18 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Current assets					
Cash and cash equivalents	131,060	131,029	157,473	198,681	256,799
Trade and other receivables	50,651	68,097	70,221	76,883	84,301
Other Financial assets					
Inventories	25	25	25	25	25
Non Current Assets held for resale	250	275	300	325	350
Other assets	15,000	16,000	16,000	16,000	16,000
Total current assets	196,986	215,426	244,019	291,914	357,475
Non-current assets					
Trade & other Receivables					
Property Plant & Equipment	1,965,516	2,062,183	2,175,068	2,275,459	2,362,953
Inventories	41	45	47	49	52
Investment property	7,000	7,500	7,500	7,500	7,500
Intangible assets	3,665	3,358	3,190	3,022	2,854
Other assets	1,410	1,425	1,377	1,376	1,373
Total non-current assets	1,977,652	2,074,511	2,187,172	2,287,406	2,374,732
Total Assets	2,174,638	2,289,937	2,431,191	2,579,320	2,732,207
Current liabilities					
Trade and other payables	10,750	11,100	10,647	10,982	11,364
Trust funds & deposits	2,151	2,238	2,260	2,283	2,306
Provisions	10,772	11,189	11,300	11,413	11,527
Interest-bearing loans and borrowings	2,826	2,967	2,306	2,402	2,502
Other current liabilities					
Total Current Liabilities	26,499	27,494	26,513	27,080	27,699
Non-current liabilities					
Provisions	2,202	2,227	2,007	1,956	1,890
Interest bearing loans & borrowings	15,947	12,980	10,674	8,272	5,770
Other non current liabilities	3,150	3,465	3,745	3,856	3,962
Total non current liabilities	21,299	18,672	16,426	14,084	11,642
Total Liabilities	47,798	46,165	42,938	41,163	39,340
Net Assets	2,126,840	2,243,772	2,388,253	2,538,157	2,692,867
Equity					
Accumulated surplus	1,177,501	1,233,636	1,306,926	1,385,568	1,472,941
Asset revaluation reserve	843,032	875,032	907,532	940,532	974,032
Other reserves	106,307	135,104	173,795	212,067	245,894
Total Equity	2,126,840	2,243,772	2,388,253	2,538,157	2,692,867

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

3.0 Budgeted Statement of Cash Flows

For the year ending 30 June

Budgeted Statement of Cash Flows As at 30 June	Strategic Resource Plan Projections				
	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Cash flows from operating					
Receipts					
General rates	105,295	114,339	132,483	143,151	158,286
Grants Income - Operating & Capital	41,633	29,811	36,801	35,055	33,993
Interest	3,170	3,102	3,215	3,347	4,491
User charges	15,009	14,777	15,450	15,638	16,101
Contributions & Reimbursements	18,327	26,900	22,717	19,573	14,107
Other revenue	3,833	2,870	1,133	1,040	676
Total Receipts	187,267	191,799	211,799	217,804	227,654
Payments					
Employee costs	51,460	57,724	66,110	68,686	72,082
Contractor payments	40,488	42,583	45,129	47,025	48,661
Other expenses	32,978	35,388	36,923	38,476	39,814
Financing Costs					
Total Payments	124,926	135,695	148,162	154,187	160,557
Net cash provided by operating activities	62,340	56,104	63,637	63,617	67,097
Cash flows from investing activities					
Proceeds from sales of property, plant and equipment	24,229	26,804	24,618	24,399	25,070
Payments for property, plant and equipment	-46,335	-77,815	-53,200	-38,499	-25,240
PSP Rolling Credit Payments	-5,130	-1,511	-5,000	-5,500	-6,000
Net cash used in investing activities	-27,235	-52,522	-33,582	-19,600	-6,170
Cash flows from financing activities					
Finance costs	-951	-785	-644	-503	-406
Proceeds from borrowings					
Repayment of borrowings	-3,380	-2,826	-2,967	-2,306	-2,402
Net Cash used in financing activities	-4,341	-3,611	-3,611	-2,809	-2,808
Net increase in cash & cash equivalents	30,764	-29	26,444	41,208	58,119
Cash & equivalents at beginning of year	100,296	131,060	131,030	157,473	198,681
Cash & equivalents at 30 June	131,060	131,030	157,473	198,681	256,799

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

4.0 Budgeted Capital Works Statement

For the year ending 30 June

Budgeted Statement of Capital Works For the years ending 30th June	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Strategic Resource Plan Projections		
			2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property					
Land	1,030	2,829	1,375		
Total Land	1,030	2,829	1,375		
Buildings & Building Improvements					
Buildings	6,810	22,694	21,058	5,467	650
Building Improvements					
Total Buildings	6,810	22,694	21,058	5,467	650
Total Property	7,841	25,523	22,433	5,467	650
Plant and equipment					
Plant, machinery and equipment	1,250	1,250	1,250	1,250	1,250
Fixtures, fittings and furniture	225	100	188	38	38
Computers and telecommunications	279	328	290	312	334
Library books	397	407	407	407	407
Total Plant and Equipment	2,151	2,085	2,135	2,007	2,029
Infrastructure					
Roads	16,527	17,158	18,777	26,199	18,427
Bridges	4,260	4,711	720	820	920
Drainage	735	44	274	274	274
Recreational, leisure and community facilities	10,274	24,721	5,442	1,323	2,308
Footpaths and Cycleways	1,305	1,150	1,405	1,250	250
Other infrastructure	3,242	2,423	2,015	1,158	382
Total infrastructure	36,343	50,207	28,634	31,025	22,561
Total capital works expenditure	46,335	77,815	53,201	38,499	25,240
Represented by:					
Asset renewal expenditure	16,314	5,773	4,392	6,451	1,605
New asset expenditure	19,718	52,521	34,640	27,330	12,601
Asset Upgrade expenditure	3,493	15,763	11,168	4,718	6,783
Asset expansion expenditure	6,810	3,758	3,001	0	4,251
Total capital works expenditure	46,335	77,815	53,201	38,499	25,240
Represented by:					
Grants Income	5,465	9,793	7,552	5,587	3,638
Developer Contributions	5,653	25,960	11,008	7,847	1,367
Funded from Operating Surplus	35,217	42,062	34,641	25,065	20,235
Total capital works expenditure	46,335	77,815	53,201	38,499	25,240

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

5.0 Budgeted Statement of Changes in Equity

For the year ending 30 June

Budgeted Statement of Changes in Equity For the years ending	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Year Ended 30th June 2019				
Balance at beginning of the financial year	2,126,840	1,177,501	843,032	106,307
Interest Income	-2,226	-2,226		2,226
Comprehensive result	84,932	84,932		
Net asset revaluation increment/(decrement)	32,000		32,000	
Other PSP related Transfers		1,512		-1,512
Transfers for reserves	27,210	-55,293		-27,210
Transfers to Reserves				55,293
Balance at end of Financial Year	2,243,772	1,233,636	875,032	135,104
Year Ended 30th June 2020				
Balance at beginning of the financial year	2,243,772	1,233,636	875,032	135,104
Interest Income	-2,477	-2,477		2,477
Comprehensive result	111,980	111,980		
Net asset revaluation increment/(decrement)	32,500		32,500	
Impairment losses on revalued assets				
Other PSP related Transfers		5,000		-5,000
Transfers for reserves		8,802		-8,802
Transfers to Reserves		-50,016		50,016
Balance at end of Financial Year	2,388,252	1,306,925	907,532	173,795
Year Ended 30th June 2021				
Balance at beginning of the financial year	2,388,252	1,306,925	907,532	173,795
Interest Income	-2,757	-2,757		2,757
Comprehensive result	116,904	116,904		
Net asset revaluation increment/(decrement)	33,000		33,000	
Other PSP related Transfers		5,500		-5,500
Transfers for reserves		6,837		-6,837
Transfers to Reserves		-47,852		47,852
Balance at end of Financial Year	2,538,156	1,385,557	940,532	212,067
Year Ended 30th June 2022				
Balance at beginning of the financial year	2,538,156	1,385,557	940,532	212,067
Interest Income				
Comprehensive result	121,210	-3,068		3,068
Net asset revaluation increment/(decrement)	33,500	121,210	33,500	
Other PSP related Transfers		6,000		-6,000
Transfers for reserves		4,888		-4,888
Transfers to Reserves		-41,647		41,647
Balance at end of Financial Year	2,692,866	1,472,940	974,032	245,894

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

6.0 Budgeted Statement of Human Resources
For the year ending 30 June

Budgeted Statement of Human Resources	Strategic Resource Plan Projections				
	Forecast 2017/18	Budget 2018/19	Projections 2019/20	Projections 2020/21	Projections 2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Employee Costs - Operating	52,349	58,166	61,245	64,612	68,164
Employee Costs - Capital					
Total Staff Costs	52,349	58,166	61,245	64,612	68,164
Staff Numbers	FTE	FTE	FTE	FTE	FTE
Total Staff Numbers (FTE)	588.0	600.0	612.8	624.8	634.2

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

Other Information

For the four years ended 30 June 2022

1. Summary of Planned Capital Works Expenditure

2018/19 Capital Works Area	2018/19 Approved Budget	Asset/Expenditure Types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Other Contributions	Grants	
		\$	\$	\$	\$	\$	\$	\$	\$	
Property										
Land										
PSP Council Funded Portion WIKILand	930,407	930,407					930,407			
Diggers Rest Land	448,825	448,825					448,825			
Tookern Bus Interchange Land	1,450,000	1,450,000					1,450,000			
Total Land	2,829,232	2,829,232					2,829,232			
Buildings										
Civic Centre Redevelopment	6,200,000	6,200,000					6,200,000			
**Melton Recycling Facility Improvements	1,063,095	1,063,095							391,500	
Brookside Preschool Centre	10,000	10,000	10,000				10,000			
Diggers Rest Bowling Club	10,000	10,000		10,000			10,000		2,000	
Recreation Facilities - Female Change Room Upgrade	900,000	900,000		900,000			900,000		600,000	
Plumpton Aquatic & Leisure Centre	3,000,000	3,000,000					3,000,000			
Melton Pistol Club structures	200,000	200,000		200,000			200,000			
CapEx Program - Building Component Renewals	700,000	700,000					700,000			
Melton Bowling Club - Club Room Extension	60,000	60,000		60,000			60,000			
** Burnside Comm Centre/Stage - Incl Seniors Venue	397,886	397,886		397,886			397,886			
** Scouts Activity Centre - Burnside	237,565	237,565							237,565	
Melton Central Community Hub (White House)	2,685,000	2,685,000							1,000,000	
Fraser Rise Children's and Community Centre	4,000,000	4,000,000					4,000,000		600,000	
Alntree Children's and Community Centre	2,580,000	2,580,000					2,580,000			
Toilet facility at Tentenfield Park, Burnside Heights	200,000	200,000					200,000			
Caroline Springs Lake Public Toilet	200,000	200,000					200,000			
Eynesbury Station Primary School - Design Cost	250,000	250,000					250,000			
Total Buildings	22,693,546	19,352,565		1,110,000			4,657,481		27,000	
Total Property	25,522,778	22,181,797		1,110,000			4,657,481		27,000	
Plant and Equipment										
Vehicles Cost										
Plant Purchases/Replacement	1,250,000	1,250,000					1,250,000			
Total Vehicles Cost	1,250,000	1,250,000					1,250,000			
Furniture										
Furniture & Equipment	100,000	75,000	25,000				100,000			
Total Furniture	100,000	75,000	25,000				100,000			
IT Equipment										
Annual Computer Replacement Project	328,070	328,070	102,200	225,870			328,070			
Total IT Equipment	328,070	328,070	102,200	225,870			328,070			
Library Books										
Library Collection	385,000	385,000					385,000			
Premier's Reading Challenge	22,000	22,000							22,000	
Total Library Books	407,000	407,000					385,000		22,000	
Total Plant and Equipment	2,085,070	1,732,000	127,200	225,870			2,063,070		22,000	
			Strategic Resource Plan 2018/19 to 2021/22						Page 19	

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Other Contributions	Grants
Infrastructure									
Roads									
DDA Works	40,000								
Shared/Bicycle Paths Construction Program	80,000			40,000		40,000			
New Footpaths Construction Program	150,000			80,000		150,000			
Traffic Management Devices Program	320,000			320,000		320,000			
**Road Safety Around Schools	75,767			75,767		75,767			
Major Traffic Management Upgrade Program	330,000			330,000		330,000			
PSP Council Funded Portion WKKLand	355,718			355,718		355,718			
Streetscape Improvements	2,500,000			2,500,000		2,500,000			
** Road Rehabilitation Program	2,111,980		2,111,980			1,342,006			769,974
** Melton Town Centre Streetscape Upgrade	4,582,881			4,582,881		2,382,881			2,200,000
** Hume Drive Duplication (Stage 1)	1,496,692					581,579			915,113
Toolern Ferris Road Widening	550,000					550,000			
Pedestrian Crossing Taylors Road, Gourlay Road	50,000					50,000			
Pedestrian Level Crossing Upgrades	3,151,000					3,151,000			
Taylor's Rd (West Botanical Dr to West City Vista)	50,000			50,000		50,000			
Tarletons Road	550,000			550,000		550,000			
**City Vista Court	284,126			284,126		284,126			
Mims Road and Coburns Road Intersection	50,000			50,000		50,000			
City Vista Dr Pedestrian Signals	30,000			30,000		30,000			
Ferris Rd Hollingsworth Dr Signalised Intersection	400,000			400,000		400,000			
Total Roads	17,158,164		2,111,980	6,028,648		9,092,077		4,181,000	3,885,087
Drainage									
**Underground Drainage/Flood Protection Works	44,236			44,236		44,236			
Total Drainage	44,236			44,236		44,236			
Bridges									
**Westwood Drive Bridge	4,591,149					4,591,149			
Bridge Rehabilitation Program	120,000		120,000			120,000			
Total Bridges	4,711,149		120,000			4,711,149			
Recreation									
Equestrian Park Arena	60,850		60,850			60,850			
RockBank Football Sporting Club - Ian Cowie Pavil	23,432			23,432		21,100			2,332
Morton Homestead	40,000			40,000		40,000			
Melton Bowlings Greens Restoration	80,000			80,000		80,000			
**Kuruniarang Community Pavilion Extension / Cricket Net Relubishment Program	2,306,392			2,306,392		2,306,392			2,306,392
Mopherson Park Oval Pavilion Additional Refurb	120,000			120,000		120,000			
Tennis Court Upgrade	208,000			208,000		208,000			
Toolern Hub Bridge Road Reserve Athletics Fa	5,000				5,000	5,000			
Taylor's Hill West PSP-2 Senior Football / Cricket	8,000,000			8,000,000		8,000,000			
Ball Protection Fencing Program	43,000		43,000			43,000			
Macpherson Park Redevelopment	6,280,000		6,280,000			6,280,000			
**Hannah Watts Park Upgrade	797,773			797,773		797,773			
**Allenby Road Reserve Upgrade	285,078			285,078		285,078			
**Bill Cahill Reserve Upgrade	270,156			270,156		270,156			
**Arnolds Creek Playspace	285,078			285,078		285,078			
**City Vista Sporting Ovals Courts & Pavilion	2,758,750			2,758,750		2,758,750			
Caroline Springs Hockey Club Storage	11,500			11,500		11,500			

Capital Works Area	2018/19 Approved Budget	Asset/Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Other Contributions	Grants
Installation/Relocation Football Goals/Bonomia Res	10,000			10,000		10,000			
**Caroline Springs Leisure Centre & Tennis Complex	2,565,701				2,565,701	2,565,701			
Evensbury Stage Active Open Space	500,000						500,000		
North West Titans Baseball Club	25,000			25,000		25,000			
Total Recreation	24,720,710	12,273,652	476,850	9,399,507	2,570,701	18,868,758	3,043,828	2,332	2,806,392
Other Assets									
Playground Replacement Program	150,000		150,000			150,000			
CapEx Program New Emrg Mngmt Infrastructure	40,000			40,000		40,000			
City of Melton signage	20,000					20,000			
Light Up Lake Caroline	450,000					200,000			250,000
Street Lighting Improvement Program	20,000			20,000		20,000			
Relocation of CS RSL War Memorial	40,000		40,000			40,000			
**Weir View Park and Wetlands	655,679						655,679		
Caroline Springs Front Lake Fountain	60,000					60,000			
Total Other Assets	1,435,679	1,185,679	190,000	60,000	-	530,000	655,679	-	250,000
Footpaths & Cycleways									
Footpaths Maintenance/Replacement	1,150,000		1,150,000			1,150,000			
Footpath Extensions									
Total Footpaths & Cycleways	1,150,000	-	1,150,000	-	-	1,150,000	-	-	-
Parks, Open space and Streetscapes									
Parks & Open Space Structural Renewal	50,000		50,000			50,000			
Parks Playgrounds and Furniture	100,000		100,000			100,000			
Parks and Reserve Fencing	100,000		100,000			100,000			
Synthetic Field Maintenance	120,000		120,000			120,000			
Soft Fall/ Soft Path/Renewal	25,000		25,000			25,000			
Parks & Open Space Lighting Renewal Program	50,000		50,000			50,000			
Irrigation System Renewal Program	210,000		210,000			210,000			
Non Active Open Space Lighting Renewal	80,000		80,000	20,000		80,000			
** Refurbishment Public Conveniences	152,042		152,042			152,042			
Unallocated Recurrent Budget	10,000					10,000			
Total Parks, Openspace and Scetreet scapoes	887,042	-	877,042	20,000	-	887,042	-	-	-
Public Art Projects									
Public Art Rehabilitation Program	20,000		20,000			20,000			
Public Art Installation	70,000						70,000		
Total Public Art Projects	90,000	70,000	20,000	-	-	20,000	70,000	-	-
Total Infrastructure	50,206,980	27,135,016	4,945,872	15,552,391	2,570,701	35,312,662	7,950,507	2,332	6,941,479
Total Capital works	77,814,828	51,051,813	6,836,167	16,888,261	3,038,587	42,033,213	25,959,739	29,332	9,792,544
**Council Works Operating/Maintenance	2,099,827					1,492,919	549,365	1,500	56,043

2019/2020 Capital Works Plan

Capital Works Area	2019/20 Approved Budget	Asset Expenditure Types				Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Grants
Property								
Land								
Shogaki Drive: Ferris Road to Mount Cottrell Road	1,350,000	1,350,000				25,000	1,350,000	
Parkland subdivided	25,000	25,000						
Total Land	1,375,000	1,375,000	0	0	0	25,000	1,350,000	0
Buildings								
Civic Centre Redevelopment	9,400,000	9,400,000				7,900,000	1,500,000	
Hillside Recreation Reserve	171,047	171,047				171,047		
CapEx Program Building Component Renewals	1,076,000		1,076,000					
Melton Central Community Hub (White House)	863,736	863,736				863,736		
Fraser Rise Children's and Community Centre	1,796,583	1,796,583				1,796,583		
Aintree Children's and Community Centre	3,559,985	3,559,985				3,559,985		
Melton Township Indoor Sports Stadium Design	950,260	950,260				950,260		
Eynesbury Station Primary School	3,000,000	3,000,000				3,000,000		
Caroline Springs Lake Public Toilet	180,000	180,000				180,000		
Melton Bowling Club Toilets Upgrade	60,000			60,000		60,000		
Total Buildings	21,057,611	19,921,611	1,076,000	60,000	0	19,557,611	1,500,000	0
Total Property	22,432,611	21,296,611	1,076,000	60,000	0	19,582,611	2,850,000	0
Plant & Equipment								
Vehicles Capital Cost								
Plant Purchases/Replacement	1,250,000	1,250,000				1,250,000		
Total Vehicles Capital Cost	1,250,000	1,250,000	0	0	0	1,250,000	0	0
Furniture								
Furniture & Equipment	188,000	188,000				188,000		
Total Furniture	188,000	188,000	0	0	0	188,000	0	0
IT Equipment								
Annual Computer Replacement Project	289,895			289,895		289,895		
Total IT Equipment	289,895	0	0	289,895	0	289,895	0	0
Library Books								
Library Collection	385,000	385,000				385,000		
Premier's Reading Challenge	22,000	22,000						22,000
Total Library Books	407,000	407,000	0	0	0	385,000	0	22,000
Total Plant and Equipment	2,134,895	1,845,000	0	289,895	0	2,112,895	0	22,000
Infrastructure								
Roads								
DDA Works	40,000			40,000		40,000		
Shared/Bicycle Paths Construction Program	400,000			400,000		400,000		
Kerb & Channel Rehabilitation	200,000		200,000			200,000		
Traffic Management Devices Program	700,000			700,000		700,000		
Road Safety Around Schools	75,767			75,767		75,767		
Major Traffic Management Upgrade Program	500,000			500,000		500,000		
Cambrian Way	236,772	236,772				236,772		
Streetscape Improvements	473,544		473,544			473,544		
Road Rehabilitation Program	3,002,242			3,002,242		2,232,268		769,974
Bus Stop Works Program	45,000	45,000				45,000		
Caroline Springs Blvd Intersection Rockbank Middle	1,894,174	1,894,174				1,894,174		
Melton Town Centre Streetscape Renewal	25,900		25,900			25,900		
Taylors Rd (West Botanical Dr to West City Vista)	6,342,838			6,342,838			6,342,838	
Unit St Roundabout	236,772	236,772				236,772		
Bulmans Road	331,480	331,480				331,480		
Tarletons Road	917,985	917,985				917,985		
Station Road and Brooklyn Road Intersection	1,420,631	1,420,631				1,420,631		
Taylors Rd and Westwood Dr Intersection	100,000	100,000				100,000		
City Vista Court	378,835	378,835				378,835		
City Vista Dr Pedestrian Signals	190,000	190,000				190,000		
Ferris Rd Hollingsworth Dr Signalised Intersection	800,000	800,000					800,000	
Narrow Roads Indented Parking BayS	65,000	65,000				65,000		
Taylors Road (west of Muscat Ave)	200,000	200,000				200,000		
Taylors Road (west of Conrad Terrace)	200,000	200,000				200,000		
Total Roads	18,776,940	7,016,649	699,444	11,060,847	0	10,864,128	7,142,838	769,974
Drainage								
WSUDWater Sensitive Urban Design Program	150,000	150,000				150,000		
Underground Drainage/Flood Protection Works	44,236	44,236				44,236		
Culverts/Open Channels Construction Program	80,000	80,000				80,000		
Total Drainage	274,236	274,236	0	0	0	274,236	0	0
Bridges								
Bridgeworks Pedestrian	300,000	300,000				300,000		
Bridge Rehabilitation Program	120,000		120,000					
Pedestrian Bridge Illawong/Isabella	300,000	300,000				300,000		
Total Bridges	720,000	600,000	120,000	0	0	720,000	0	0
Recreation								
Sportsground Furniture Renewal Program	52,000		52,000			52,000		
Reserve Shelter Shade Program	180,000	180,000				180,000		
Dog off Lead Park Construction	76,021	76,021				76,021		
Sydenham Hillside CC Improvements	142,539			142,539		142,539		

2019/2020 Capital Works Plan

Capital Works Area	2019/20 Approved Budget	Asset Expenditure Types				Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Grants
Arnolds Creek Recreation Res Sports Pavilion & Oval	47,513			47,513		47,513		
Cricket Net Refurbishment Program	120,000		120,000			120,000		
Sports Facilities & Ground Lighting Maintenance Program	100,000		100,000			100,000		
Tennis Court Upgrade	208,000			208,000		208,000		
Ball Protection Fencing Program	44,000	44,000				44,000		
Passive Reserves Lighting Program	600,000	600,000				600,000		
Burnside Recreational Reserve modifications	142,539		142,539			142,539		
Macpherson Park Redevelopment	2,177,967			2,177,967		2,177,967		
Sports Pavilion Kitchen Upgrade Program	100,000			100,000		100,000		
City Vista Sporting Ovals Courts & Pavilion	195,043	195,043				195,043		
Caroline Springs Hockey Club Storage	10,000	10,000				10,000		
Eyensbury Stage Active Open Space	925,389	925,389					925,389	
Hillside Reserve Weather Protection & Paving	100,000					100,000		
Brookside Sports Pavilion Air Conditioning & Heating	20,000	20,000				20,000		
Bridge Rd Sporting Complex Storage Facilities	5,000	5,000				5,000		
Diggers Rest Bowling Club Outdoor Shade	8,000	8,000				8,000		
Caroline Springs Hockey Club Storage Facilities	10,000	10,000				10,000		
Replacement of fence at Melton Equestrian Park	60,850			60,850		60,850		
Fencing around grounds	30,000	30,000				30,000		
New Pavilion Flooring	7,600	7,600				7,600		
Kitchen upgrade at MacPherson Park Pavilion	30,000			30,000		30,000		
Burnside Reserve Informal Training Space	50,000	50,000				50,000		
Total Recreation	5,442,461	2,261,053	414,539	2,766,869	0	4,517,072	925,389	0
Other Assets								
Minor Capital Works	120,000	120,000				120,000		
Playground Replacement Program	150,000			150,000		150,000		
CapEx Program New Emrg Mngmt Infrastructure	40,800	40,800				40,800		
Street Lighting Improvement Program	150,000			150,000		150,000		
Traffic School	536,620	536,620						536,620
Total Other Assets	997,420	697,420	0	300,000	0	460,800	0	536,620
FootPaths & Cycleways								
Footpaths Maintenance/Replacement	1,155,000		1,155,000			1,155,000		
Footpath Construction	250,000	250,000				250,000		
Total FootPaths & Cycleways	1,405,000	250,000	1,155,000	0	0	1,405,000	0	0
Parks, Open Space and Streetscape								
Parks & Open Space Structural Renewal	52,000		52,000			52,000		
Parks Playgrounds and Furniture	100,000		100,000			100,000		
Parks and Reserve Fencing	100,000		100,000			100,000		
Synthetic Field Maintenance	105,000		105,000			105,000		
Soft Fall/ Soft PathRenewal	25,000		25,000			25,000		
Parks & Open Space Lighting Renewal Program	60,000		60,000			60,000		
Irrigation System Renewal Program	220,000		220,000			220,000		
Non Active Open Space Lighting Renewal/Maintenance	50,000		50,000			50,000		
CapEx Program Refurbishment Public Conveniences	155,082		155,082			155,082		
CapEx Program Timber Sports Floor Surface Renewals	30,600		30,600			30,600		
Total Parks, Open Space and Streetscape	897,682	0	897,682	0	0	897,682	0	0
Public Art Projects								
Public Art Rehabilitation Program	30,000		30,000			30,000		
Public Art Installation	90,000	90,000				-	90,000	
Total Public Art Projects	120,000	90,000	30,000	0	0	30,000	90,000	0
Total Infrastructure	28,633,739	11,189,358	3,316,665	14,127,716	0	19,168,918	8,158,227	1,306,594
<i>Projected Future Grants / Council Funding Adjustment</i>						- 6,223,000		6,223,000
Total Capital works	53,201,245	34,330,969	4,392,665	14,477,611	0	34,641,424	11,008,227	7,551,594

2019/2020 Capital Works Plan

Capital Works Area	2019/20 Approved Budget	Asset Expenditure Types				Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Grants
Property								
Land								
Shogaki Drive: Ferris Road to Mount Cottrell Road	1,350,000	1,350,000					1,350,000	
Parkland subdivided	25,000	25,000				25,000		
Total Land	1,375,000	1,375,000	0	0	0	25,000	1,350,000	0
Buildings								
Civic Centre Redevelopment	9,400,000	9,400,000				7,900,000	1,500,000	
Hillside Recreation Reserve	171,047	171,047				171,047		
CapEx Program Building Component Renewals	1,076,000		1,076,000					
Melton Central Community Hub (White House)	863,736	863,736				863,736		
Fraser Rise Children's and Community Centre	1,796,583	1,796,583				1,796,583		
Aintree Children's and Community Centre	3,559,985	3,559,985				3,559,985		
Melton Township Indoor Sports Stadium Design	950,260	950,260				950,260		
Eynesbury Station Primary School	3,000,000	3,000,000				3,000,000		
Caroline Springs Lake Public Toilet	180,000	180,000				180,000		
Melton Bowling Club Toilets Upgrade	60,000			60,000		60,000		
Total Buildings	21,057,611	19,921,611	1,076,000	60,000	0	19,557,611	1,500,000	0
Total Property	22,432,611	21,296,611	1,076,000	60,000	0	19,582,611	2,850,000	0
Plant & Equipment								
Vehicles Capital Cost								
Plant Purchases/Replacement	1,250,000	1,250,000				1,250,000		
Total Vehicles Capital Cost	1,250,000	1,250,000	0	0	0	1,250,000	0	0
Furniture								
Furniture & Equipment	188,000	188,000				188,000		
Total Furniture	188,000	188,000	0	0	0	188,000	0	0
IT Equipment								
Annual Computer Replacement Project	289,895			289,895		289,895		
Total IT Equipment	289,895	0	0	289,895	0	289,895	0	0
Library Books								
Library Collection	385,000	385,000				385,000		
Premier's Reading Challenge	22,000	22,000						22,000
Total Library Books	407,000	407,000	0	0	0	385,000	0	22,000
Total Plant and Equipment	2,134,895	1,845,000	0	289,895	0	2,112,895	0	22,000
Infrastructure								
Roads								
DDA Works	40,000			40,000		40,000		
Shared/Bicycle Paths Construction Program	400,000			400,000		400,000		
Kerb & Channel Rehabilitation	200,000		200,000			200,000		
Traffic Management Devices Program	700,000			700,000		700,000		
Road Safety Around Schools	75,767			75,767		75,767		
Major Traffic Management Upgrade Program	500,000			500,000		500,000		
Cambrian Way	236,772	236,772				236,772		
Streetscape Improvements	473,544		473,544			473,544		
Road Rehabilitation Program	3,002,242			3,002,242		2,232,268		769,974
Bus Stop Works Program	45,000	45,000				45,000		
Caroline Springs Blvd Intersection Rockbank Middle	1,894,174	1,894,174				1,894,174		
Melton Town Centre Streetscape Renewal	25,900		25,900			25,900		
Taylors Rd (West Botanical Dr to West City Vista)	6,342,838			6,342,838		6,342,838		
Unit St Roundabout	236,772	236,772				236,772		
Bulmans Road	331,480	331,480				331,480		
Tarletons Road	917,985	917,985				917,985		
Station Road and Brooklyn Road Intersection	1,420,631	1,420,631				1,420,631		
Taylors Rd and Westwood Dr Intersection	100,000	100,000				100,000		
City Vista Court	378,835	378,835				378,835		
City Vista Dr Pedestrian Signals	190,000	190,000				190,000		
Ferris Rd Hollingsworth Dr Signalised Intersection	800,000	800,000				800,000		
Narrow Roads Indented Parking BayS	65,000	65,000				65,000		
Taylors Road (west of Muscat Ave)	200,000	200,000				200,000		
Taylors Road (west of Conrad Terrace)	200,000	200,000				200,000		
Total Roads	18,776,940	7,016,649	699,444	11,060,847	0	10,864,128	7,142,838	769,974
Drainage								
WSUDWater Sensitive Urban Design Program	150,000	150,000				150,000		
Underground Drainage/Flood Protection Works	44,236	44,236				44,236		
Culverts/Open Channels Construction Program	80,000	80,000				80,000		
Total Drainage	274,236	274,236	0	0	0	274,236	0	0
Bridges								
Bridgeworks Pedestrian	300,000	300,000				300,000		
Bridge Rehabilitation Program	120,000		120,000					
Pedestrian Bridge Illawong/Isabella	300,000	300,000				300,000		
Total Bridges	720,000	600,000	120,000	0	0	720,000	0	0
Recreation								
Sportsground Furniture Renewal Program	52,000		52,000			52,000		
Reserve Shelter Shade Program	180,000	180,000				180,000		
Dog off Lead Park Construction	76,021	76,021				76,021		
Sydenham Hillside CC Improvements	142,539			142,539		142,539		

2019/2020 Capital Works Plan

Capital Works Area	2019/20 Approved Budget	Asset Expenditure Types				Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Grants
Arnolds Creek Recreation Res Sports Pavilion & Oval	47,513			47,513		47,513		
Cricket Net Refurbishment Program	120,000		120,000			120,000		
Sports Facilities & Ground Lighting Maintenance Program	100,000		100,000			100,000		
Tennis Court Upgrade	208,000			208,000		208,000		
Ball Protection Fencing Program	44,000	44,000				44,000		
Passive Reserves Lighting Program	600,000	600,000				600,000		
Burnside Recreational Reserve modifications	142,539		142,539			142,539		
Macpherson Park Redevelopment	2,177,967			2,177,967		2,177,967		
Sports Pavilion Kitchen Upgrade Program	100,000			100,000		100,000		
City Vista Sporting Ovals Courts & Pavilion	195,043	195,043				195,043		
Caroline Springs Hockey Club Storage	10,000	10,000				10,000		
Eyensbury Stage Active Open Space	925,389	925,389					925,389	
Hillside Reserve Weather Protection & Paving	100,000					100,000		
Brookside Sports Pavilion Air Conditioning & Heating	20,000	20,000				20,000		
Bridge Rd Sporting Complex Storage Facilities	5,000	5,000				5,000		
Diggers Rest Bowling Club Outdoor Shade	8,000	8,000				8,000		
Caroline Springs Hockey Club Storage Facilities	10,000	10,000				10,000		
Replacement of fence at Melton Equestrian Park	60,850			60,850		60,850		
Fencing around grounds	30,000	30,000				30,000		
New Pavilion Flooring	7,600	7,600				7,600		
Kitchen upgrade at MacPherson Park Pavilion	30,000			30,000		30,000		
Burnside Reserve Informal Training Space	50,000	50,000				50,000		
Total Recreation	5,442,461	2,261,053	414,539	2,766,869	0	4,517,072	925,389	0
Other Assets								
Minor Capital Works	120,000	120,000				120,000		
Playground Replacement Program	150,000			150,000		150,000		
CapEx Program New Emrg Mngmt Infrastructure	40,800	40,800				40,800		
Street Lighting Improvement Program	150,000			150,000		150,000		
Traffic School	536,620	536,620						536,620
Total Other Assets	997,420	697,420	0	300,000	0	460,800	0	536,620
FootPaths & Cycleways								
Footpaths Maintenance/Replacement	1,155,000		1,155,000			1,155,000		
Footpath Construction	250,000	250,000				250,000		
Total FootPaths & Cycleways	1,405,000	250,000	1,155,000	0	0	1,405,000	0	0
Parks, Open Space and Streetscape								
Parks & Open Space Structural Renewal	52,000		52,000			52,000		
Parks Playgrounds and Furniture	100,000		100,000			100,000		
Parks and Reserve Fencing	100,000		100,000			100,000		
Synthetic Field Maintenance	105,000		105,000			105,000		
Soft Fall/ Soft PathRenewal	25,000		25,000			25,000		
Parks & Open Space Lighting Renewal Program	60,000		60,000			60,000		
Irrigation System Renewal Program	220,000		220,000			220,000		
Non Active Open Space Lighting Renewal/Maintenance	50,000		50,000			50,000		
CapEx Program Refurbishment Public Conveniences	155,082		155,082			155,082		
CapEx Program Timber Sports Floor Surface Renewals	30,600		30,600			30,600		
Total Parks, Open Space and Streetscape	897,682	0	897,682	0	0	897,682	0	0
Public Art Projects								
Public Art Rehabilitation Program	30,000		30,000			30,000		
Public Art Installation	90,000	90,000				-	90,000	
Total Public Art Projects	120,000	90,000	30,000	0	0	30,000	90,000	0
Total Infrastructure	28,633,739	11,189,358	3,316,665	14,127,716	0	19,168,918	8,158,227	1,306,594
<i>Projected Future Grants / Council Funding Adjustment</i>						- 6,223,000		6,223,000
Total Capital works	53,201,245	34,330,969	4,392,665	14,477,611	0	34,641,424	11,008,227	7,551,594

2021/ 2022 Capital Works Plan

Capital Works Area	2021/22 Approved Budget	Asset Expenditure Types				Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/Other Funding	Grants
Property								
Buildings								
Plumpton Aquatic & Leisure Centre	400,000	400,000				400,000		
CapEx Program Building Component Renewals	200,000		200,000			200,000		
Bridge Road Sports Precinct Oval Design	50,000	50,000				50,000		
Total Buildings	650,000	450,000	200,000	0	0	650,000	-	0
Total Property	650,000	450,000	200,000	0	0	650,000	-	0
Plant & Equipment								
Vehicles Capital Cost								
Plant Purchases/Replacement	1,250,000	1,250,000				1,250,000		
Total Vehicles Capital Cost	1,250,000	1,250,000	0	0	0	1,250,000	-	0
Furniture								
Furniture & Equipment	38,000	38,000				38,000		
Total Furniture	38,000	38,000	0	0	0	38,000	-	0
IT Equipment								
Annual Computer Replacement Project	333,545			333,545		333,545		
Total IT Equipment	333,545	0	0	333,545	0	333,545	-	0
Library Books								
Library Collection	385,000	385,000				385,000		
Premier's Reading Challenge	22,000	22,000						22,000
Total Library Books	407,000	407,000	0	0	0	385,000	-	22,000
Total Plant and Equipment	2,028,545	1,695,000	0	333,545	0	2,006,545	-	22,000
Infrastructure								
Roads								
DDA Works	40,000			40,000		40,000		
Shared/Bicycle Paths Construction Program	400,000			400,000		400,000		
Kerb & Channel Rehabilitation	100,000		100,000			100,000		
Traffic Management Devices Program	500,000	500,000				500,000		
Road Safety Around Schools	75,767	75,767				75,767		
Major Traffic Management Upgrade Program	500,000			500,000		500,000		
Accelerated Road Sealing program	852,378		852,378			852,378		
Streetscape Improvements	2,841,261			2,841,261		2,841,261		769,974
Road Rehabilitation Program	3,002,242			3,002,242		3,002,242		
Bus Stop Works Program	45,000	45,000				45,000		
Hume Drive Duplication (Stage 1)	4,251,309				4,251,309	4,251,309		
Toolern Pedestrian Rail Underpass	866,412	866,412					866,412	
Boundary Road	2,367,183	2,367,183				2,367,183		
Mechanics Road	265,184	265,184				265,184		
Burtons Road	328,745	328,745				328,745		
Creamery Road	1,136,055	1,136,055				1,136,055		
Diggers Rest Traffic Signals at Rail Crossing	757,670	757,670				757,670		
Westwood Drive and Kelly Avenue	50,000	50,000				50,000		
Melton Valley Drive	50,000	50,000				50,000		
Total Roads	18,427,206	6,440,916	952,378	6,783,503	4,251,309	16,780,820	866,412	769,974
Drainage								
WSUD Water Sensitive Urban Design Program	150,000	150,000				150,000		
Underground Drainage/Flood Protection Works	44,236						44,236	
Culverts/Open Channels Construction Program	80,000					80,000		
Total Drainage	274,236	274,236	0	0	0	274,236	-	0
Bridges								
Bridgeworks Pedestrian	300,000	300,000				300,000		
Bridge Rehabilitation Program	120,000		120,000			120,000		
Sinclair's Road Bridge	500,000	500,000					500,000	
Total Bridges	920,000	800,000	120,000	0	0	420,000	500,000	0
Recreation								
Sportsground Furniture Renewal Program	56,000		56,000			56,000		
Toolern Playing Fields(Hub 1)	1,276,727	1,276,727				1,276,727		
Passive Reserves Lighting Program	600,000	600,000				600,000		
Caroline Springs Leisure Centre & Tennis Complex	375,000	375,000				375,000		
Total Recreation	2,307,727	2,251,727	56,000	0	0	2,307,727	-	0
Other Assets								
Street Lighting Improvement Program	150,000	150,000				150,000		
Total Other Assets	150,000	150,000	0	0	0	150,000	-	0
FootPaths & Cycleways								
Footpath Construction	250,000	250,000				250,000		
Total FootPaths & Cycleways	250,000	250,000	0	0	0	250,000	-	0
Parks, Open Space and Streetscape								
Synthetic Field Maintenance	150,000		150,000			150,000		
Parks & Open Space Lighting Renewal Program	50,000		50,000			50,000		
CapEx Program Timber Sports Floor Surface Renewa	32,000		32,000			32,000		
Total Parks, Open Space and Streetscape	232,000	0	232,000	0	0	232,000	-	0
Total Infrastructure	22,561,169	10,165,979	1,360,378	6,783,503	4,251,309	20,424,783	1,366,412	769,974
Projected Future Grants / Council Funding Adjustment						-	2,846,000	2,846,000
Total Capital works	25,239,714	12,310,979	1,560,378	7,117,048	4,251,309	20,235,328	1,366,412	3,637,974

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

2. Summary of Planned Human Resources Expenditure

Summary of Planned Human Resources Expenditure Year Ended 30th June	Forecast 2017/18 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Executive					
Permanent full time	1,584	1,784	1,878	1,981	2,090
Permanent part time	78				
Total	1,662	1,784	1,878	1,981	2,090
Corporate Services					
Permanent full time	8,862	11,677	12,290	12,966	13,679
Permanent part time	1,006	749	788	832	877
Total	9,868	12,426	13,078	13,798	14,557
Planning and Development					
Permanent full time	14,691	16,837	17,721	18,696	19,724
Permanent part time	1,737	1,595	1,679	1,771	1,868
Total	16,428	18,432	19,400	20,467	21,592
Community Development					
Permanent full time	13,858	15,074	15,865	16,738	17,659
Permanent part time	8,549	8,080	8,504	8,972	9,465
Total	22,407	23,154	24,370	25,710	27,124
Total Casuals and Other	1,984	2,370	2,519	2,657	2,801
Total Staff Expenditure	52,349	58,166	61,245	64,612	68,164

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

Summary of Staff Numbers Full Time Equivalents Year Ended 30th June	Strategic Resource Plan Projections				
	Forecast 2017/18 FTE	Budget 2018/19 FTE	2019/20 FTE	2020/21 FTE	2021/22 FTE
Executive					
Permanent full time	12	12	13	13	13
Permanent part time					
Total	12	12	13	13	13
Corporate Services					
Permanent full time	80	98	100	102	104
Permanent part time	12	12	12	12	13
Total	92	110	112	114	117
Planning and Development					
Permanent full time	75	83	85	86	88
Permanent part time	79	79	81	82	84
Total	154	162	165	169	172
Community Development					
Permanent full time	33	34	35	35	36
Permanent part time	144	144	147	150	153
Total	177	178	182	185	189
Total Casuals and Other	153	138	141	144	144
Total Staff Expenditure	588	600	613	625	634

Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

End of Report