



Melton City Council
Draft 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 Draft 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 \$134.0 million. We will also continue to invest in new and renewal infrastructure projects totalling \$77.096 million, including roads (\$17.15 million); bridges (\$4.71 million); recreational facilities (\$24.67 million); footpaths and cycle ways (\$1.15 million); capital renewal expenditure (\$897,000); public art (\$90,000) and other assets (\$1.415 million).

The more significant projects in the 2018/2019 Budget include: female change room upgrade program (\$700,000); design and construction City Vista sporting ovals, tennis and netball courts, and pavilion (\$2.9 million); completion of Caroline Springs Leisure Centre redevelopment and construction of Sub-regional Tennis Facility (\$2.7 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 million) and Aintree (\$2.58 million) Children's and Community Centres; design and construction of Kurunjang Neighbourhood House (\$2.4 million); redevelopment of Macpherson Park Regional Facility (\$5.9 million); Stage 1 and 2 installation of lighting around Lake Caroline and surrounds (\$450,000); design and construction of Melton Central Community Hub (\$2.685 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. 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 \$9.0m after adjusting for capital grants, developer contributions and gifted assets.

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 (\$77.10 million) for capital works in 2018/19. This includes roads (\$13.90 million), buildings (\$22.0 million), furniture, fittings, computer and telecommunications (0.43 million), bridges (\$4.71 million); drainage (\$0.044 million); recreational, (\$24.67 million); plant equipment and furniture (1.25 million); library books (\$0.41 million); Footpaths and Cycle-ways (\$1.15 million); other infrastructure (\$2.24 million) and carry forward works (\$11.80 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:** \$262.9 million (2017/18 forecast = \$253.4 million)
Total Revenue \$215.8 million (2017/18 forecast = \$191.4 million)
(Excluding non-cash revenue)
 - **Total Expenditure:** \$169.6 million (2017/18 forecast = \$155.4 million)
 - **Accounting Result: Surplus** \$93.3 million* (2017/18 forecast = \$98.0 million*)
*Before revaluation increment
- (Note: Accounting result is based on total income of \$262.9 million which includes capital grants, cash and non-cash contributions (Refer to Income Statement in Section 3)
- **Underlying operating result:** Surplus of \$9.0 million (2017/18F surplus of \$6.4 million)

(Note: 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: \$14.6 million surplus 2017/18 forecast 26.4m 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.
- Total Capital Works Program of \$77.1 million which includes \$11.8 million carry forward works from 2017/18. The total capital works program is funded as follows:
 - \$27.70 million from Council operations (rates funded)
 - \$27.24 million from developer contributions
 - \$10.35 million from capital grants
 - \$11.81 million from carry forward surplus

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 \$9.0 million in 2018/19 which will increase to \$41.0 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.



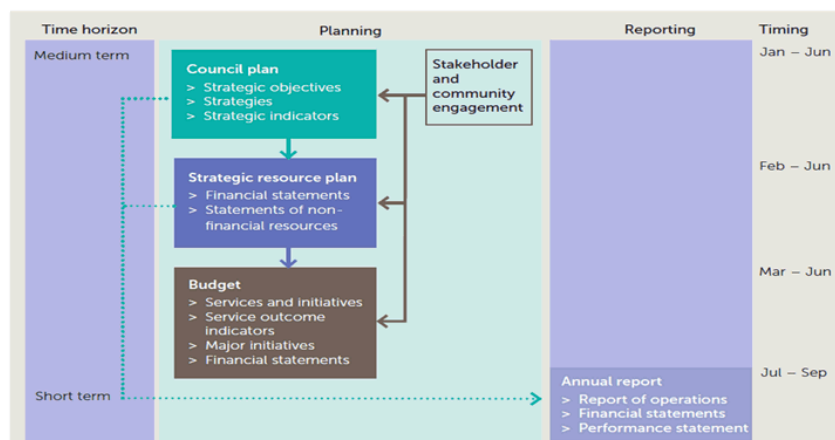
Kelvin Tori Chief Executive

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

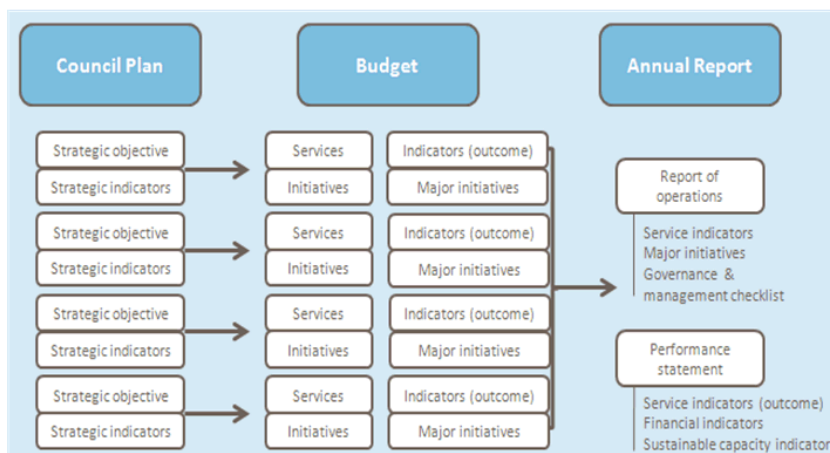
- We help each other to achieve organisational goals.
- We involve team members in solving problems and decision making.
- We encourage everyone's contribution to the team.
- We communicate clearly, openly and respectfully.
- We provide positive, constructive and timely feedback.

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	5,628
		<i>Rev</i>	1,591	1,526
		<i>NET</i>	3,566	4,102
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	4,552
		<i>Rev</i>	1,277	1,188
		<i>NET</i>	3,171	3,364

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)

2.2 Strategic Objective 2

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

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	4,521
		<i>Rev</i>	9,218	16,565
		<i>NET</i>	- 3,485 -	12,044
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	2,557
		<i>Rev</i>	685	259
		<i>NET</i>	1,888	2,298
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	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	13,872	27,641	13,769
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	15,612	37,233	21,621
Total	90,096	134,005	43,909
Expenses added in:			
Depreciation	34,484		
Finance costs	785		
Others	-		
Deficit before funding sources	125,365		
Funding sources added in:			
Rates and charges revenue	101,047		
Waste charge revenue	13,427		
Other Income	19,870		
Total funding sources	134,344		
Operating (surplus)/deficit for the year	(8,979)		
Less			
Capital grants	10,349		
Capital contributions	73,988		
Underlying (surplus)/deficit for the year	(93,316)		
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	(93,316)		

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 2017/18 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	Projections 2019/20 2020/21 2021/22 \$'000 \$'000 \$'000		
Income					
Rates and charges	105,563	114,474	127,232	140,936	157,051
Statutory fees and fines	5,295	5,185	5,368	5,555	5,750
User fees	9,887	9,687	10,026	10,377	10,740
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)	19,795	27,224	28,163	29,154	30,185
Grants - Operating (non-recurrent)	833	479	510	522	530
Grants - Capital (non-recurrent)	11,199	10,349	17,348	7,175	7,354
Net gain on disposal of assets	14,706	16,878	17,209	18,153	28,273
Other income	5,838	4,674	4,181	4,701	5,464
Share of net P/L of assoc. and joint ventures					
Total Income	253,443	262,938	293,406	297,597	322,027
Expenses					
Employee costs	52,349	58,166	61,219	64,586	68,138
Materials and services	66,458	69,507	71,941	74,458	77,064
Bad and doubtful debts	400	450	465	481	498
Depreciation and amortisation	29,417	34,484	35,966	37,663	39,500
Finance costs	961	785	812	840	869
Other expenses	5,876	6,230	8,060	9,525	10,922
Total Expenses	155,463	169,622	178,463	187,553	196,991
Surplus/(Deficit)	97,981	93,316	114,943	110,044	125,036
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	129,481	125,316	147,443	143,044	158,536

Balance Sheet

For the four years ending 30 June 2022

Balance Sheet As at 30 June	Forecast 2017/18 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	Projections		
			2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Current assets					
Cash and cash equivalents	126,652	141,287	193,511	255,642	333,239
Trade and other receivables	50,651	68,097	73,610	67,915	69,946
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	17,000	18,000	19,000
Total current assets	192,578	225,684	284,446	341,907	422,560
Non-current assets					
Trade & other Receivables					
Property Plant & Equipment	1,954,968	2,043,862	2,130,498	2,214,438	2,290,152
Inventories	41	45	47	49	52
Investment property	7,000	7,500	7,500	8,000	8,500
Intangible assets	3,685	3,358	3,031	2,704	2,377
Other assets	1,410	1,425	1,440	1,450	1,475
Total non-current assets	1,967,124	2,056,189	2,142,516	2,226,641	2,302,556
Total Assets	2,159,702	2,281,873	2,426,961	2,568,548	2,725,116
Current liabilities					
Trade and other payables	10,750	11,100	11,200	11,350	11,100
Trust funds & deposits	2,151	2,238	2,291	2,345	2,399
Provisions	10,772	11,189	11,525	11,871	12,227
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	27,322	27,968	28,228
Non-current liabilities					
Provisions	2,202	2,227	2,073	2,073	2,023
Interest bearing loans & borrowings	15,947	12,980	10,674	8,272	5,770
Other non current liabilities	3,150	3,465	3,742	4,042	4,365
Total non current liabilities	21,299	18,672	16,489	14,387	12,158
Total Liabilities	47,798	46,165	43,811	42,354	40,385
Net Assets	2,111,904	2,235,708	2,383,151	2,526,195	2,684,731
Equity					
Accumulated surplus	1,160,771	1,217,122	1,289,572	1,354,327	1,436,745
Asset revaluation reserve	843,032	875,032	907,532	940,532	974,032
Other reserves	108,101	143,554	186,047	231,336	273,954
Total Equity	2,111,904	2,235,708	2,383,151	2,526,195	2,684,731

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	2,111,904	1,160,771	843,032	108,101
Interest Income		-2,226		2,226
Comprehensive result	93,316	93,316		
Net asset revaluation Increment/(decrement)	32,000		32,000	
Other PSP related Transfers	-1,512			-1,512
Transfers for reserves		25,859		-25,859
Transfers to Reserves		-60,598		60,598
Balance at end of Financial Year	2,235,708	1,217,122	875,032	143,554
Year Ended 30th June 2020				
Balance at beginning of the financial year	2,235,708	1,217,122	875,032	143,554
Interest Income		-2,477		2,477
Comprehensive result	114,943	114,943		
Net asset revaluation Increment/(decrement)	32,500		32,500	
Impairment losses on revalued assets				
Other PSP related Transfers				
Transfers for reserves		13,790		-13,790
Transfers to Reserves		-53,806		53,806
Balance at end of Financial Year	2,383,151	1,289,572	907,532	186,047
Year Ended 30th June 2021				
Balance at beginning of the financial year	2,383,151	1,289,572	907,532	186,047
Interest Income		-2,757		2,757
Comprehensive result	110,044	110,044		
Net asset revaluation Increment/(decrement)	33,000		33,000	
Transfers for reserves		9,126		-9,126
Transfers to Reserves		-51,658		51,658
Balance at end of Financial Year	2,526,195	1,354,327	940,532	231,336
Year Ended 30th June 2022				
Balance at beginning of the financial year	2,526,195	1,354,327	940,532	231,336
Interest Income		-3,068		3,068
Comprehensive result	125,036	125,036		
Net asset revaluation Increment/(decrement)	33,500		33,500	
Other PSP related Transfers				
Transfers for reserves		5,466		-5,466
Transfers to Reserves		-45,017		45,017
Balance at end of Financial Year	2,684,731	1,436,745	974,032	273,954

Statement of Cash Flows

For the four years ending 30 June 2022

Budgeted Statement of Cash Flows As at 30 June	Forecast 2017/18 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	Projections		
			2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Cash flows from operating					
Receipts					
General rates	105,295	114,374	126,932	140,586	156,951
Grants income - Operating & Capital	31,827	38,052	46,021	36,851	38,419
Interest	3,170	3,102	3,206	3,602	3,731
User charges	15,010	14,777	15,139	15,677	16,585
Contributions & Reimbursements	18,327	26,900	22,717	19,573	14,107
Other revenue	3,633	2,695	2,745	2,848	3,127
Total Receipts	177,262	199,900	216,760	219,137	232,920
Payments					
Employee costs	51,460	57,724	61,037	64,240	67,832
Contractor payments	40,488	42,583	43,981	45,461	47,026
Other expenses	32,978	35,373	37,019	39,521	44,459
Financing Costs					
Total Payments	124,926	135,680	142,037	149,222	159,317
Net cash provided by operating activities	52,335	64,220	74,722	69,914	73,603
Cash flows from investing activities					
Proceeds from sales of property, plant and equipment	29,826	32,635	31,315	32,275	31,063
Payments for property, plant and equipment	-46,335	-77,096	-50,201	-37,249	-24,260
PSP Rolling Credit Payments	-5,130	-1,511			
Net cash used in investing activities	-21,637	-45,973	-18,886	-4,974	6,803
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	26,356	14,636	52,225	62,132	77,598
Cash & equivalents at beginning of year	100,296	126,652	141,287	193,511	255,642
Cash & equivalents at 30 June	126,652	141,287	193,511	255,642	333,239

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	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	Projections 2019/20 2020/21 2021/22 \$'000 \$'000 \$'000		
Property					
Land	1,030	2,829	1,375		
Total Land	1,030	2,829	1,375		
Buildings & Building Improvements					
Buildings	6,810	30,044	18,058	5,467	650
Building Improvements					
Total Buildings	6,810	30,044	18,058	5,467	650
Total Property	7,841	32,873	19,433	5,467	650
Plant and equipment					
Plant, machinery and equipment	1,250	1,250	1,250		270
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	757	1,049
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	16,672	5,442	1,323	2,308
Footpaths and Cycleways	1,305	1,305	1,150	1,405	250
Other infrastructure	3,242	2,248	2,270	1,003	382
Total infrastructure	36,343	42,139	28,634	31,025	22,561
Total capital works expenditure	46,335	77,096	50,201	37,249	24,260
Represented by:					
Asset renewal expenditure	16,314	5,773	3,492	5,553	1,561
New asset expenditure	19,718	52,521	35,541	26,978	11,665
Asset Upgrade expenditure	3,493	15,763	11,168	4,718	6,783
Asset expansion expenditure	6,810	3,039	0	0	4,251
Total capital works expenditure	46,335	77,096	50,201	37,249	24,260
Represented by:					
Grants Income	5,465	10,349	17,348	7,175	7,354
Developer Contributions	5,653	27,236	12,258	7,847	1,366
Funded from Operating Surplus	35,217	39,511	20,595	22,227	15,540
Total capital works expenditure	46,335	77,096	50,201	37,249	24,260

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 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	Projections 2019/20 2020/21 2021/22 \$'000 \$'000 \$'000		
Staff Expenditure					
Employee Costs - Operating	52,349	58,166	61,219	64,586	68,138
Employee Costs - Capital					
Total Staff Costs	52,349	58,166	61,219	64,586	68,138
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 \$'000	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	Projections 2019/20 2020/21 2021/22 \$'000 \$'000 \$'000		
Staff Expenditure					
Executive Management	1,717	1,841	1,937	2,044	2,156
Corporate Services Management	10,026	12,507	13,164	13,888	14,651
Planning and Development Management	16,635	18,824	19,813	20,902	22,052
Community Services Management	23,972	24,994	26,305	27,752	29,279
Total Staff	52,349	58,166	61,219	64,586	68,138

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	114,474	8,911	8.4%
Statutory fees and fines	4.1.2	5,295	5,185	-110	-2.1%
User fees	4.1.3	9,887	9,687	-200	-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	19,795	27,224	7,429	37.5%
Grants - Operating (non-recurrent)	4.1.5	833	479	-354	-42.5%
Grants - Capital (non-recurrent)	4.1.6	11,199	10,349	-850	-7.6%
Net gain on disposal of assets	4.1.7	14,706	16,878	2,172	14.8%
Other income	4.1.8	5,838	4,674	-1,164	-19.9%
Share of net P/L of assoc. and joint ventures					
Total Income		253,444	262,938	9,496	3.7%
Expenses					
Employee costs	4.1.9	52,349	58,166	-5,817	-11.1%
Materials and services	4.1.10	66,458	69,507	-3,049	-4.6%
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		155,463	169,622	-14,161	-9.1%
SURPLUS/DEFICIT		97,981	93,316	-4,665	-4.8%
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		129,481	125,316	-4,165	-3.2%

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

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	90,818	6,366	7.54%
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	- 490	10	2.08%
Supplementary rates and rate adjustments	3,500	4,336	836	23.89%
Total rates and charges	105,578	114,477	8,899	8.43%

*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	477	24	5.30%
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	90,818	6,366	7.54%
Less EER Rebate	-1,750	1,900	150	8.57%
Less Pension Rebate	-480	490	10	2.08%
Total amount to be raised by general rates	82,222	88,428	6,206	7.55%

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	Per Rateable Property	Change	
	2017/18	2018/19	\$	%
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	Per Rateable Property	Change	
	2017/18	2018/19	\$	%
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	88,428	6,206	7.55%
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	114,477	10,194	9.78%

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 (\$0.119 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 valuation data (\$0.118 million) and insurance recoveries (\$0.200 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 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000	Change %
Grants were received in respect of the following:					
Summary of Grants					
Commonwealth Funded Grants		12,601	20,328	7,727	61.3%
State Funded Grants		8,026	7,375	-651	-8.1%
Total Grants Received		20,628	27,704	7,076	34.3%
Recurrent - Commonwealth					
Financial Assistance Grant					
Local Roads		948	1,940	992	104.6%
General		6,992	13,608	6,616	94.6%
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		20,628	27,704	7,076	34.3%

4.1.5 Operating Grants (\$7.076 million increase)

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 increase by only \$7.076 million or 34.3% compared to 2017/18 forecast. Significant proportion of this increase in 2018/19 is due to the timing of payments of the Grants Commission financial assistance grants. In 2016/17 50% of the 2017/18 grants were received in advance. The 2018/19 grants component is estimated with a CPI increase and an increase for population growth and it is assumed that the full year grants will be received in 2018/19.

Excluding the financial assistance grants, the overall grants income in 2018/19 is lower by \$0.532 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 (0.850 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		1,000	2,330	1,330	133.0%
Roads		4,765	3,885	-880	-18.5%
Recreation		5,259	3,862	-1,397	-26.6%
Other Assets		175	250	75	42.9%
Total non-recurrent capital grants					
Total Capital Grants		11,199	10,349	-850	-7.6%

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 estimate is \$0.850 lower than the 2017/18 forecast.

The 2018/19 capital grants of \$10.3 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 Macpherson park redevelopment. \$1.0 million for Melton central community and \$3.75 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 \$'000	2018/19 \$'000	\$'000	%
Proceeds from Sale of Assets		29,826	32,635	2,808	9.4%
Costs of Assets Sold		-15,121	-15,756	-636	4.2%
Net Gain/(Loss) on Disposals of Assets		14,706	16,878	2,172	14.8%

4.1.7 Net Gain on Disposal of Assets (2.172 million increase)

Proceeds from the sale of Council assets are budgeted at \$32.63 million for 2018/19 of which \$32.25 million relate to income from the sale of Council land assets under developer agreements. Land sales are projected to increase by \$2.8 million compared to 2017/18 forecast of \$29.45 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 the 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 \$0.636 million in 2018/19.

4.1.8 Other income

Other Income	Note	Forecast	Budget	Variance	Change
		2017/18 \$'000	2018/19 \$'000	\$'000	%
Program Revenue		740	665	-76	-10.2%
Festival Sponsorship		37	51	14	36.7%
Other		1,020	943	-76	-7.5%
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		5,839	4,674	-1,165	-20.0%

4.1.8 Other Income (\$1.165 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 20.4% or \$1.17 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. Other reductions include one off recoveries from Abbey Road Toolern Creek project of \$0.215 million in 2017/18 which does not have a corresponding income in 2018/19. Interest income is projected to be higher due increase in level of funds available for investment as a result higher cash balance.

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	125.8%
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 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	36,613	3,110	9.3%
Contributions and Donations		638	633	-4	-0.7%
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	69,507	3,050	4.6%

4.1.10 Materials and services (\$3.050 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 4.9% or \$3.050 million in 2018/19 compared to 2017/18. A significant portion of the increase (\$2.343 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.

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 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000	Change %
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 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000	Change %
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 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000	Change %
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 \$'000	2018/19 \$'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%

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

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

4.2 Balance Sheet

Balance Sheet	Note	Forecast	Budget	Variance
		2017/18 \$'000	2018/19 \$'000	\$'000
Current assets				
Cash and cash equivalents		126,652	141,287	14,635
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	192,578	225,684	33,106
Non-current assets				
Trade & other Receivables				
Property Plant & Equipment		1,954,988	2,043,863	88,874
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	1,967,124	2,056,190	89,066
Total Assets		2,159,702	2,281,874	122,172
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		2,111,904	2,235,708	123,804
Equity				
Accumulated surplus		1,160,771	1,217,122	56,351
Asset revaluation reserve		843,032	875,032	32,000
Other reserves	4.3.2	108,101	143,554	35,453
Total Equity	4.3.1	2,111,904	2,235,708	123,804

4.2.1 Assets

4.2.1.1 Current Assets (\$33.106 million increase)

The current assets in 2018/19 are projected to increase by \$33.1 million compared to 2017/18 forecast. This is mainly attributable to the significant increase cash balances by the end of the year largely due to developer cash contributions and assets sales. 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 (\$89.066 million increase)

Non-current assets are budgeted increase by \$89.1 million. This is mainly attributable to the increase in property plant and equipment of \$88.87 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 \$2.927 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. In the past, Council has borrowed strongly 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 \$1.217 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 \$143.6 million. These include Developer Contributions Reserve of \$71.6 million and Infrastructure Reserves of \$60.2 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 \$11.7 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	114,374	9,079
Grants Income - Operating & Capital		31,827	38,052	6,225
Interest		3,170	3,102	-68
User charges		15,010	14,777	-233
Contributions & Reimbursements		18,327	26,900	8,573
Other revenue		3,633	2,695	-938
Total Receipts		177,262	199,900	22,638
Payments				
Employee costs		51,460	57,724	-6,265
Contractor payments		40,488	42,583	-2,095
Other expenses		32,978	35,373	-2,395
Total Payments		124,926	135,680	-10,754
Net cash provided by operating activities	4.4.1	52,336	64,220	11,884
Cash flows from investing activities				
Proceeds from sales of property, plant and equipment		29,826	32,635	2,808
Payments for property, plant and equipment		-46,335	-77,096	-30,762
PSP Rolling Credit payments		-5,130	-1,511	3,619
Net cash used in investing activities	4.4.2	-21,638	-45,973	-24,334
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		26,356	14,636	-11,721
Cash & equivalents at beginning of year		100,296	126,652	26,356
Cash & equivalents at 30 June	4.4.4	126,652	141,287	14,636
Represented by:				
Restricted cash and investments				
Cash and Investments in Hand		3,500	3,500	
- Statutory reserves		68,749	71,604	2,855
- Discretionary reserves		54,403	66,183	11,781
Cash & equivalents at 30 June		126,652	141,287	14,636

4.4.1 Net cash flows provided by/(used in) operating activities (\$11.884 million increase)

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 \$11.884 million higher than 2017/18 forecast. This represents an increase in cash receipts of \$22.638 million offset by an increase in cash operating expenditure by \$10.754 million.

Increase in receipts represents the net impact of increase in cash collections from rates and charges (\$9.079 million), operating and capital grants (\$6.225 million), contributions (\$8.573 million). The overall increase is offset by reductions in user charges (\$0.233 million) and other revenue (\$0.938 million) and interest income (\$0.068 million) resulting in a net increase in receipts of \$22.638 million.

Operating expenditure is higher than 2017/18 forecast by \$10.754 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 (utilities etc.) by (\$2.395 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 (\$24.334 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 (\$30.762 million) compared to 2017/18. Cash receipts from sale of assets are forecast to increase by (\$2.808 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 (\$24.334 million).

4.4.3 Net cash flows provided by/(used in) financing activities (\$11.721 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, 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 (\$14.636 million increase)

Overall, total cash and investments are forecast to increase by (\$14.636 million) from (\$126.652million) at the end of 2017/18 to (\$141.287 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 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.

4.5.1 Summary

	Forecast Actual 2017/18 \$'000	Budget 2018/19 \$'000	Change \$'000	%
Property	7,839	24,873	17,034	217.30%
Plant and equipment	2,151	2,085	66	-3.07%
Infrastructure	48,153	50,139	1,986	4.12%
Total	58,143	77,097	18,954	32.60%

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	23,695	700	10	468	2,385	18,036	4,452	-
Plant and equipment	1,732	127	226	-	22	1,250	813	-
Infrastructure	27,095	4,946	15,527	2,571	7,941	7,951	34,247	-
Total	52,522	5,773	15,763	3,039	10,348	27,237	39,512	-

4.5 2018/2019 Capital Works Program

ID	NAME	DESCRIPTION	Capital (\$)	Operating(\$)	COUNCIL FUNDING(\$)	RES DCP FUNDING(\$)	DCP LAND 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	2,750,750	144,404	-	2,403,154	-	-	500,000	2,903,154
5003	Mellon 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		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	-	-	-	768,974	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 reports, and permits only 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, Coimodai and Welcome Roads.	20,000	-	20,000	-	-	-	-	20,000
5035	OS Fencing Renewal Program	Renewal of Fencing around Open Space Reserves and AOS Lighting Renewal Program for existing parks and sporting fields.	100,000	-	100,000	-	-	-	-	100,000
5036	AOS Lighting Renewal Program	Renew furniture (benches, tables, BBOs, seats, bins) across municipality based on condition audit	50,000	-	50,000	-	-	-	-	50,000
5037	Parks & OS Furniture & Fixture Renewal Program	Renew building structures across the municipality based on condition audit	100,000	-	100,000	-	-	-	-	100,000
5038	Parks & OS Structures Renewal Program	Renew grass playing surfaces 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 offfall and Soft path Renewal Program	Renew softfall and softpath across the municipality based on condition audit	-	-	-	-	-	-	-	-
5045	Underground Drainage Flood Protection Program	Construct Underground Drainage/Flood Protection Works across the municipality.	25,000	-	25,000	-	-	-	-	25,000
5046	Cricket Net and Run Up Refurbishment Program	Construct Underground Drainage/Flood Protection Works across the municipality.	44,236	5,764	50,000	-	-	-	-	50,000
5048	Bridge Rehabilitation Program	Refurbish cricket nets & run up areas across the municipality. Rehabilitate works to bridges 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.	80,000	-	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	4,233	40,000	-	-	-	-	40,000
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

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4.5 2018/2019 Capital Works Program

ID	NAME	DESCRIPTION	Capital (\$)	Operating(\$)	COUNCIL FUNDING(\$)	RES DCP FUNDING(\$)	DCP LAND FUNDING(\$)	Other Contribn (\$)	GRANTS (\$)	TOTAL FUNDING (\$)
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 tennis program	397,856	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 Tenterfield 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 (libraries 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. Rehabilitation of public art installations & pieces.	4,692,881	137,119	2,520,000	-	-	2,200,000	-	4,720,000
5280	Public Art Rehabilitation Program	Maintenance and repair of works on Council's public art register (currently 46) across a five year prioritised maintenance program.	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	Design and upgrade changing rooms to female friendly facilities.	700,000	-	600,000	-	-	-	100,000	700,000
5300	Macpherson Park Redevelopment	Construct redevelopment of the Macpherson Park regional facility.	5,900,000	-	4,900,000	-	-	-	1,000,000	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	Alntree Children's & Community Hub	D&C Alntree Community Hub	2,690,000	-	-	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	Taylor's Hill West Land	Purchase land under Roads Sienna Estate	165,000	-	-	-	165,000	-	-	165,000
5314	Mirns Road and Coburns Road Intersection	Purchase land (splays) to enable construction of roundabout	50,000	-	50,000	-	-	-	-	50,000
5315	Taylor's Rd (West Botanical Dr to West City Visia)	D&C approx 850m of road and signalised intersection at City Vista	50,000	-	-	50,000	-	-	-	50,000
5317	Melton Recycling Facility Expansion	D&C expansion of Melton Recycling Facility	1,065,095	51,905	723,500	-	-	-	391,500	1,115,000
5318	Public Art Installation	Public arts installation program. Development of public artwork as requirement of Creative Suburbs grant, delivery of street art/power boxes program, delivery of one minor public artwork.	70,000	-	-	-	70,000	-	-	70,000
5297	Caroline Springs Leisure Centre Renewal	Install new roof to existing building	-	-	-	-	-	-	-	-
5293	City Vista Dr Pedestrian Signals	Construct Pedestrian lights for City Vista	30,000	-	-	30,000	-	-	-	30,000
5225	Alenty Reserve Hillside	D&C new play space at the Alenty Reserve	285,078	14,922	300,000	-	-	-	-	300,000
5226	Melton North Land	Land Penroyal Estate at the Melton Reserve	930,407	-	-	-	930,407	-	-	930,407
5228	Bill Carr Reserve	D&C redevelopment of Bill Carr Reserve	300,000	-	300,000	-	-	-	-	300,000
5229	Bill Carr Reserve	Construction of Bill Carr Reserve	270,156	29,844	-	-	-	-	-	300,000
5331	Toolem Ferris Road Widening	Purchase of land along east side of Ferris Rd.	550,000	-	-	-	550,000	-	-	550,000

4.5 2018/2019 Capital Works Program

ID	NAME	DESCRIPTION	Capital (\$)	Operating(\$)	COUNCIL FUNDING(\$)	RES DCP FUNDING(\$)	DCP LAND FUNDING(\$)	Other Contribn (\$)	GRANTS (\$)	TOTAL FUNDING (\$)
5332	Hannah Watts Park	D&C redevelopment of existing assets such as foot bridges, patios, play equipment etc	797,773	52,227	850,000	-	-	-	-	850,000
5333	City Vista Court	D&C rear outside of new school (includes relocation of electricity). No DCP funding	284,126	15,974	300,000	-	-	-	-	300,000
5334	Melton Central Community Hub (White House)	D&C Community Learning Hub to modern flexible spaces, street lighting and additional seating	2,685,000	-	1,885,000	-	-	1,000,000	-	2,685,000
5335	Tanelons Road	Construction of road within section where single sealed lane exists	550,000	-	550,000	-	-	-	-	550,000
5337	Ferris Rd Hollingsworth Dr Signalised Intersection	Ferris & Hollingsworth signalised intersection, deliver by MMRA as part of station works	400,000	-	400,000	400,000	-	-	-	400,000
5338	Melton North Roads	Land purchase for roads, Willandra Estate	190,718	-	-	-	190,718	-	-	190,718
5339	Diggers Rest Land	Land purchase, St Genevieve Estate	448,825	-	-	-	448,825	-	-	448,825
5340	Weir View Park and Weilands	D&C new Scouts facility at Tenterfield Drive Burnside exercise stations.	655,679	34,321	-	690,000	-	-	-	690,000
5342	Burnside Heights Scouts	D&C new Scouts facility at Tenterfield Drive Burnside Heights	237,565	12,435	-	-	-	250,000	-	250,000
5361	Caroline Springs Front Lake Fountain	A big fountain that is energy efficient at Caroline Springs front lake	60,000	-	60,000	-	-	-	-	60,000
5377	Snake Removal Program	Design Eyresbury Sig1 sportsground, parking, playground, lighting, pavilion	33,000	33,000	33,000	-	-	-	-	33,000
5380	Eyresbury Stage 1 Active Open Space		500,000	-	-	500,000	-	-	-	500,000
Total Council Capital Works Program			64,589,046	1,944,827	28,426,182	24,024,154	3,734,950	-	10,348,587	66,533,873
Community Submitted New Initiatives										
908	Recurrent base funding for FMBG to 2023			35,000	35,000	-	-	-	-	35,000
922	a Place Manager for the Woodlea Estate			20,000	20,000	-	-	-	-	20,000
934	Brookside Preschool - upgrade plumbing, water tank and pump		10,000	-	10,000	-	-	-	-	10,000
929	Bridge Rd Sporting Complex - installation of storage facilities		5,000	-	5,000	-	-	-	-	5,000
931	Diggers Rest Bowling Club - outdoor shade cover over the BBQ area		10,000	-	10,000	-	-	2,000	-	10,000
932	Caroline Springs Hockey Club - installation of storage facilities		11,500	-	10,000	-	-	1,500	-	11,500
944	Replacement of fence at Melton Equestrian Park		60,850	-	60,850	-	-	-	-	60,850
946	Merri Range at High Plains Club		260,000	-	140,000	-	-	25,000	-	205,000
8	New Bowling Club Toorak Estate		60,000	-	60,000	-	-	-	-	60,000
12	Reinstating locations on Taylors Road		50,000	-	50,000	-	-	-	-	50,000
15	Toilet facility at Tenterfield 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
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
2018/19 Capital Works Program			77,096,396	1,999,827	40,960,032	24,024,154	3,734,950	28,500	10,348,587	79,096,223

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types					Summary of Funding Sources						
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/DCP Funding	Other Contributions	Grants				
4.5.2 Current Budget													
Property													
Land													
PSP Council Funded Portion W/Lanc	930,407	930,407								930,407			
Diggers Rest Land	448,825	448,825								448,825			
Toolern 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			391,500
**Mellon Recycling Facility Improvements	1,063,095	1,063,095											
Brookside Preschool Centre	10,000	10,000			10,000								
Diggers Rest Bowling Club	10,000	10,000											
Recreation Facilities - Female Change Room Upgrade	700,000	700,000											
Plumpton Aquatic & Leisure Centre	3,000,000	3,000,000											
Mellon Pistol Club structures	200,000	200,000											
Mellon Pistol Club structures	700,000	700,000											
CapEX Program - Building Component Renewals	60,000	60,000											
Mellon Bowling Club - Club Room Extension	397,886	397,886											
** Burnside Comm Centre/Stage - Incl Seniors Venue	237,565	237,565											
Mellon Central Community Hub (White House)	2,685,000	2,685,000											
Fraser Rise Children's and Community Centre	4,000,000	4,000,000											
Aintree Children's and Community Centre	2,580,000	2,580,000											
Toilet facility at Tentfield Park, Burnside Heig	200,000	200,000											
Total Buildings	22,043,546	20,865,660	700,000	10,000	487,886	60,000	397,886	1,885,000	3,400,000	2,580,000	25,000	56,043	237,565
Total Property	24,872,778	23,694,892	700,000	10,000	487,886	60,000	397,886	4,451,438	15,180,000	27,000	2,385,108	2,385,108	
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	328,070											
Total IT Equipment	328,070	328,070											
Library Books													
Library Collection	385,000	385,000											
Premier's Reading Challenge	22,000	22,000											
Total Library Books	407,000	407,000											
Total Plant and Equipment	2,085,070	1,732,000	127,200	225,870	-	328,070	-	385,000	100,000	100,000	-	22,000	22,000
Infrastructure													
Roads													
LDA Works	40,000	40,000											
Shared/Bicycle Paths Construction Program	80,000	80,000											
New Footpaths Construction Program	150,000	150,000											

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types					Summary of Funding Sources						
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/DCP Funding	Other Contributions	Grants				
										\$	\$	\$	\$
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 Wk/Lanc	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		2,111,980							
** Melton Town Centre Streetscape Upgrade	4,582,881			4,582,881		4,582,881							769,974
** Hume Drive Duplication (Stage 1)	1,496,692			1,496,692		1,496,692							2,200,000
Toolern Ferris Road Widening	550,000			550,000		550,000							915,113
Pedestrian Crossing Taylors Road, Gourlay Roac	50,000			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)	50,000			50,000		50,000							
Tarletons Road	550,000			550,000		550,000							
**City Vista Court	284,126			284,126		284,126							
Mirns Road and Coburns Road Intersector	50,000			50,000		50,000							
City Vista Dr Pedestrian Signals	30,000			30,000		30,000							
Ferris Rd Hollingsworth Dr Signalised Intersector	400,000			400,000		400,000							
Total Roads	17,158,164			2,111,980		6,028,648				9,092,077	4,181,000		3,885,987
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		120,000							
Total Bridges	4,711,149			4,591,149		4,711,149							
Recreation													
Equestrian Park Arena	60,850			60,850		60,850							
Morton Homestead	40,000			40,000		40,000							
Melton Bowlings Greens Restoration	80,000			80,000		80,000							
**Kurunjung Community Pavilion Extension	2,306,392			2,306,392		2,306,392							2,306,392
Cricknet Net Refurbishment Program	120,000			120,000		120,000							
Mpgherson Park Oval Pavilion Additional Refurt	45,000			45,000		45,000							
Tennis Court Upgrade	208,000			208,000		208,000							
Toolern Hub Bridge Road Reserve Athletics Fa	5,000			5,000		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			43,000		43,000							
Macpherson Park Redevelopment	6,280,000			6,280,000		6,280,000							1,000,000
**Hannah Waits 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							285,078
**City Vista Sporting Ovals Courts & Pavilion	2,758,750			2,758,750		2,758,750							2,258,750
Caroline Springs Hockey Club Storage	11,500			11,500		11,500							500,000
Installation/Relocation Football Goals/Bononia Res	10,000			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		500,000							500,000
Total Recreation	24,672,278			476,850		9,374,407				17,822,058	3,643,828		3,806,392
Other Assets													
Playground Replacement Program	150,000			150,000		150,000							
CapEx Program New Emrg Mngmt Infrastructure	40,000			40,000		40,000							
Light Up Lake Caroline	450,000			450,000		450,000							250,000
Street Lighting Improvement Program	20,000			20,000		20,000							

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types				Summary of Funding Sources							
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/DCP Funding	Other Contributions	Grants				
4.5.2 Current Budget													
Relocation of CS RSL War Memorial	40,000	\$ 40,000				\$ 40,000							\$ -
**Weir View Park and Wetlands	655,679	655,679					655,679						
Caroline Springs Front Lake Fountain	60,000	60,000					60,000						
Total Other Assets	1,415,679	1,166,679	190,000	60,000		510,000	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							
Renewal Capital Expenditure													
Parks & Open Space Structural Renewals	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/Maintenance	80,000	80,000				80,000							
** Refurbishment Public Conveniences	152,042	152,042				152,042							
Unallocated Recurrent Budget	10,000	10,000				10,000							
Total Renewal Capital Expenditure	897,042	877,042				897,042							
Public Art Projects													
Public Art Rehabilitation Program	20,000	20,000				20,000							
Public Art Installation	70,000	70,000				70,000							
Total Public Art Projects	90,000	90,000				90,000							
Total Infrastructure	50,138,548	27,094,584	4,945,872	15,527,391		34,246,562	7,950,507						7,941,479
Total Capital works	77,096,396	52,521,476	5,773,072	15,763,261		39,511,070	27,209,739						10,348,587
**Council Works Operating/Maintenance	1,999,827					1,448,962	549,365					1,500	

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	780,000	10,000	2,500,000	0	3,290,000	0	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	0
Recreation										
Mellon Bowlings Greens Restoration	80,000		80,000			80,000				
Taylor's Hill West PSP-2 Senior Football / Cricket	8,000,000			8,000,000		8,000,000				
Macpherson Park Redevelopment	380,000			380,000		380,000				
Total Bridges	8,460,000	0	80,000	8,380,000	0	8,460,000	0	0	0	0
Total Infrastructure	11,810,000	840,000	90,000	10,880,000	0	11,810,000	0	0	0	0
Total Total Works Carried Forward from 2017/18 Year	11,810,000	840,000	90,000	10,880,000	0	11,810,000	0	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	Forecast 2017/18	Budget 2018/19	Strategic Resource Plan Projections			Trend +/-
					2019/20	2020/21	2021/22	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	5.1	4.0%	5.0%	7.4%	10.4%	17.2%	+
Liquidity								
Working Capital	Current assets / current liabilities	5.2	726.7%	820.8%	1041.1%	1222.5%	1487.0%	+
Unrestricted cash	Unrestricted cash / current liabilities	5.3	152.1%	204.3%	392.0%	553.8%	778.0%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	5.4	17.8%	13.9%	10.2%	7.6%	5.3%	-
Loans and borrowings	Interest and principal repayments / rate revenue		4.1%	3.2%	3.0%	2.2%	2.1%	-
Indebtedness	Non-current liabilities / own source revenue		15.1%	12.4%	10.1%	8.0%	5.9%	-
Asset renewal	Asset renewal expenditure / depreciation	5.5	55.5%	16.7%	30.9%	26.8%	18.8%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5.6	65.2%	64.1%	66.0%	67.3%	66.0%	+
Rates effort	Rate revenue / property values (CV)		0.0042165	0.00355580	0.0037662	0.0039732	0.0042167	+
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$2,739	\$2,988.9	\$2,920	\$2,900	\$2,740	-
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	Appointments & terminations / average no. of staff		15.3%	15.5%	14.4%	14.5%	14.9%	o

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		253,443	262,938	9,496	3.7%
Total Expenses		155,461	169,622	-14,161	-9.1%
Surplus (deficit) for the year		97,982	93,316	-4,666	-4.8%
Less					
Grants - Capital Non Recurrent		-11,199	-10,349	850	-7.6%
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)		6,456	8,979	2,523	39.1%

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement 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 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 the Melton's total operational revenue and will continue to remain so.

The underlying result for 2017/18 at \$9.0million 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		192,578	225,684	33,106
Current Liabilities		26,499	27,494	995
Working Capital		166,079	198,190	32,111
Restricted cash and investment current assets				
- Statutory reserves		-68,749	-71,604	-2,855
- Discretionary reserves		-39,352	-71,950	-32,598
Unrestricted Working capital		57,978	54,635	-3,343

The proportion of current liabilities represented by current assets. Working capital is forecast to increase in 2018/19 year due to reduction in debt. The trend in later years is also expected to improve steadily due to modest underlying surpluses used.

5.3 Unrestricted Cash

Restricted and Unrestricted Cash & Investments			
Note	Forecast 2017/18 \$'000	Budget 2018/19 \$'000	Variance
			\$'000
Total Cash & Investments	126,652	141,287	14,636
Restricted Cash & Investments			
- Statutory Reserves	68,749	71,604	-2,855
-Cash to fund carry forward capital works	11,278		11,278
Unrestricted Cash and Investment	46,625	69,683	23,059

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.

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 providing assistance to a panel in accordance with section 158 of the Act; and	Stage 2 - b) providing assistance to a panel in accordance with section 158 of the Act; and		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 (i) 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	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	\$28,008.80	\$28,008.80	No
		For considering (ii) 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)	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	\$38,776.00	\$38,776.00	No
		For considering (iii) 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	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	\$14,516.80	\$14,516.80	No
		For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and	Stage 3 - For: a) Adopting the amendment or part of the amendment in accordance with section 29 of the Act; and	(32.5 fee units) if the Minister is not the planning authority or nil fee if the Minister is the planning authority	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	\$462.20	\$462.20	No
		b) submitting the amendment for approval by the Minister in accordance with section 31 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 the approval of the amendment required by section 36(2) of the Act.	c) Giving the notice of the approval of the amendment required by section 36(2) of the Act.					
		For: a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and	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	(32.5 fee units) if the Minister is not the planning authority or nil fee if the Minister is the planning authority - This Fee is paid to the Minister	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	\$482.20	\$482.20	No
		b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.	b) Giving notice of approval of the amendment in accordance with section 36(1) of the Act.					
		For: a) considering a request to amend a planning scheme; and	Stage 1 - For: a) Considering a request to amend a planning scheme; and	(206 fee units)	A fee unit value is adjusted each year by the Treasurer's amount and is published in the Government Gazette.	\$2,925.30	\$2,925.30	No
		b) taking action required by Division 1 of Part 3 of the Act; 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	c) Considering any submissions which do not seek a change to the amendment; and					
d) if applicable, abandoning the amendment	d) If applicable, abandoning the amendment							
Community Care	Landscape Construction Supervision Landscape Plan Checking CARE Melton Expo Community Buses	Landscape Construction Supervision	Statutory - 2.5% of value of work	Per Costs of works	2.50%	2.50%	No	
		Landscape Plan Checking	Statutory - 0.75% of value of work	Per Item	0.75%	0.75%	No	
		Exhibitor cancellation fee	Fees	\$300.00	\$300.00	\$300.00	Yes	
		Daily	Bond	\$180.90	\$180.90	\$180.90	No	
		Daily	Fees	\$56.60	\$56.60	\$56.60	Yes	
		Overnight (Per night)	Fees	\$135.70	\$135.70	\$140.00	Yes	
		Up to 5 hours	Bond	\$180.90	\$180.90	\$187.20	No	
		Up to 5 hours	Fees	\$28.30	\$28.30	\$29.30	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 Buses Non Compliance	'At Fault' Accident Fuel not replaced and administration costs Internal or external damage Late cancellation	Fees	insurance Per Lite	\$500.00 \$45.00	\$500.00 \$46.80	Yes
	Domestic Assistance	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Additional cost for materials	Per Hour	\$46.10 \$5.65 \$9.25	\$47.70 \$5.85 \$9.60	No
	Food Services Home Delivered, Centre based inc. functions	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Additional cost for materials	Per Meal	\$25.60 \$7.80	\$26.50 \$8.10	No
	Men's Shed Personal Care	Per session depending on activity High Fee Range (no GST) Low Fee Range (no GST)	Fees	Per Meal Per Hour	\$7.80 \$4.50	\$8.10 \$4.70	No
	Property Maintenance	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Additional cost for materials	Per Hour	\$6.45 \$47.85 \$9.75	\$6.65 \$49.50 \$10.10	No
	Respite	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Additional cost for materials	Per Hour	\$46.10 \$3.10	\$47.70 \$3.20	No
	Social Support (Community Based)	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	In-home Outing incl meal	Per Hour Per Session	\$4.50 \$90.60	\$4.65 \$93.80	No
	Social Support (Centre Based)	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Outing incl meal	Per Session	\$21.95 \$21.95	\$22.70 \$22.70	No
	Support for Carers Program (Community Based)	High Fee Range (no GST) Low Fee Range (no GST) Medium Fee Range (no GST)	Outing incl meal	Per Session	\$117.85 \$5.75 \$5.75	\$121.90 \$6.95 \$6.95	No
	Support for Carers Program (Community Based)	Low Fee Range (no GST)	New Fee	Per Session	\$21.95	\$22.70	No
	Volunteer Transport	Low Fee Range (no GST) Medium Fee Range (no GST) Low Fee Range (no GST)	Outing incl meal Dependent on destination	Per Session	\$21.95 \$1.45-\$10.55	\$22.70 \$1.50 - \$10.90	No
	Social Support Individual	Low Fee Range (no GST) Medium Fee Range (no GST)	New Fee	Per Session	\$4.85	\$4.85	No
	Community Planning	Caroline Springs Library/Civic Centre	New Fee	Per Session	\$6.65	\$6.65	No
		Bone (applicable only after hrs)		Per booking	\$204.50	\$211.65	No
		Double meeting room - Commercial		Per day (minimum 5 hours)	\$308.75	\$317.50	Yes
		Double meeting room - Commercial		Per hour	\$61.35	\$63.50	Yes
		Double meeting room - Community group/Community agency		Per day (minimum 5 hours)	\$148.25	\$153.40	Yes
		Double meeting room - Community group/Community agency		Per hour	\$29.65	\$30.70	Yes
		ICT Room: Commercial		Per day (minimum 5 hours)	\$158.50	\$164.00	Yes
		ICT Room: Commercial		Per hour	\$31.70	\$32.80	Yes
		ICT Room: Community group/Community agency		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		ICT Room: Community group/Community agency		Per hour	\$20.95	\$21.70	Yes
		Interview Room 1 or 2: Commercial organisation		Per hour	\$20.95	\$21.70	Yes
		Interview Room 1 or 2: Commercial organisation		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		Interview Room 1 or 2: Community group/Community agency		Per day (minimum 5 hours)	\$76.70	\$79.40	Yes
		Interview Room 1 or 2: Community group/Community agency		Per hour	\$15.35	\$15.60	Yes
		Laptop hire		Per unit	\$2.55	\$2.60	Yes
		Single meeting room - Commercial		Per day (minimum 5 hours)	\$158.50	\$164.00	Yes
		Single meeting room - Commercial		Per hour	\$31.70	\$32.80	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 - Community group/Community agency		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		Single meeting room - Community group/Community agency		Per hour	\$20.95	\$21.70	Yes
		Staff: Set up / Service Per officer		Per hour	\$45.00	\$47.10	Yes
		After Function Hire		Per hour	\$110.05	\$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	\$14.30	\$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) - Casual User Bord		Per hour	\$13.30	\$13.75	Yes
		Meeting Room hire (<20 capacity) - Permanent and Casual Commercial Users		Per hour	\$10.25	\$10.60	Yes
		Meeting Room hire (<20 capacity) - Permanent Community Agency Users		Per hire	\$200.00	\$200.00	Yes
		Meeting Room hire (<20 capacity) - Permanent Community Users		Per hour	\$23.50	\$24.30	Yes
		Office Hire in Community Facilities		Per hour	\$9.70	\$10.00	Yes
		PA System/Audio system - (no operator inc. Lectum and Microphone and access to lighting controls) - Commercial OR Private function		Per day	\$49.60	\$51.30	Yes
		PA System/Audio system - (no operator inc. Lectum and Microphone and access to lighting controls) - Community group/Community agency		All costs flat rate Per hire	\$123.70	\$128.00	Yes
		Staff: Set up / service Per officer		All costs flat rate Per hire	\$73.10	\$75.65	Yes
		Day booking (prior to 5pm) - Commercial OR Private function agency		Per hour	\$45.50	\$47.10	Yes
		Evening booking (after 5pm) - Commercial OR Private function agency		Per hour	\$84.90	\$87.80	Yes
		Bonus: Meeting rooms		Per hour	\$49.60	\$51.30	Yes
		Meeting room 1 or 2/3 - Commercial		Per hour	\$86.10	\$89.45	Yes
		Meeting room 1 or 2/3 - Community group/Community agency		Per hour	\$57.25	\$59.25	Yes
		Meeting room 4 - Commercial rate		Per booking	\$500.00	\$500.00	No
		Meeting room 4 - Commercial rate		Per booking	\$200.00	\$200.00	No
		Meeting room 1 or 2/3 - Commercial		Per day (minimum 5 hours)	\$15.35	\$15.80	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 4 - Commercial rate		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 - Community group/Community agency		Per hour	\$31.70	\$32.80	Yes
		Meeting room 4 - Community group/Community agency		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		Balam Balam - Commercial rate		Per hour	\$20.95	\$21.70	Yes
		Balam Balam - Community group/Community agency		Per day (minimum 5 hours)	\$444.80	\$460.40	Yes
		Balam Balam - Community group/Community agency		Per hour	\$88.95	\$92.00	Yes
		Buller AV room - Commercial		Per day	\$222.40	\$230.20	Yes
		Buller AV room - Commercial		Per hour	\$44.50	\$46.00	Yes
		Butler AV room - Commercial		Per day (minimum 5 hours)	\$191.70	\$198.40	Yes
		Butler AV room - Commercial		Per hour	\$38.35	\$39.70	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
		Builer AV room - Community group/Community agency		Per day (minimum 5 hours)	\$64.60	\$67.80	Yes
		Builer AV room - Community group/Community agency		Per hour	\$18.90	\$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
		Meeting rooms (Buckley, Dawey, Dhum-Djerring) - Commercial		Per day (minimum 5 hours)	\$104.80	\$108.50	Yes
		Meeting rooms (Buckley, Dawey, Dhum-Djerring) - Commercial		Per hour	\$20.95	\$21.70	Yes
		First floor meeting rooms (Buckley, Dawey, Dhum-Djerring) - Community group/Community agency		Per day (minimum 5 hours)	\$76.70	\$79.40	Yes
		First floor meeting rooms (Buckley, Dawey, Dhum-Djerring) - Community group/Community agency		Per hour	\$15.35	\$15.90	Yes
		Meeting room (Corr, Richards & Cameron) - Commercial		Per day (minimum 5 hours)	\$158.50	\$164.00	Yes
		Meeting 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 labor costs	Fees set at minimum of 75% of labor costs	Yes
		Permanent & Casual Commercial Room Hire		Per hour	\$12.80	\$13.25	Yes
		Permanent Community Room Hire - Community agency		Per hour	\$9.70	\$10.00	Yes
		Permanent Community Room Hire - Community group		Per hour	\$26.60	\$27.50	Yes
		Casual User Insurance		Per hire	\$17.90	\$18.50	Yes
		Community Room hire - Casual Community Agency User (other than Seniors groups)		Per hour	\$13.80	\$14.30	Yes
		Community Room hire - Casual Community User (other than Seniors groups)		Per hour	\$500.00	\$500.00	Yes
		Community Room hire - Casual User Bond/Private function bond		Per hire	\$26.60	\$27.50	Yes
		Community Room hire - Permanent and Casual Commercial User OR Private function before 5pm (other than Seniors groups)		Per hour	\$26.60	\$27.50	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 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		Per hire	\$224.95	\$232.80	Yes
		Seniors Community Groups - Permanent		Per hour	\$6.95	\$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		\$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, 513,515,604,801,802, & 806)	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		\$60.00	\$62.00	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	\$26.00	\$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
	Building Permit Fees	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
		Re-located Dwelling		Per Item	\$5,600.00	\$5,600.00	Yes
		Commercial Building Work < 500 sq. M		Per Item	\$4,300.00	\$4,300.00	Yes
		Fences, verandahs, Pergolas, Carport, Masks, etc		Per Item	\$1,000.00	\$1,000.00	Yes
		Retaining Walls		Per Item	\$1,300.00	\$1,300.00	Yes
		Re-slump		Per Item	\$2,200.00	\$2,200.00	Yes
		Swimming Pooling including fence		Per Item	\$2,200.00	\$2,200.00	Yes
		Demolition		Per Item	\$2,000.00	\$2,000.00	Yes
		Temporary Structures and Special Use Permits		Per Item	\$700.00	\$720.00	Yes
	Building Inspection	Illegal Building works		Per inspection	125% of Permit Fee	125% of Permit Fee	Yes
		Building Notice Administration Fee		Per Item	\$170.00	\$175.00	Yes
		Compliance Certificate	New Fee	Per	\$225.00	\$230.00	Yes
	Health - Food Act Premises	Class 1		Per	\$690.00	\$740.00	No
		Class 2		Per	\$660.00	\$680.00	No
		Class 3		Per	\$300.00	\$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
		Application fee for plan assessment			\$320.00	\$330.00	Yes
		Transfer of registration			\$0.50	\$0.50	Yes
		Transfer Inspection - within 5 days		% of Registration	\$330.00	\$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
		Transfer Inspection - within 24 hrs			\$840.00	\$860.00	Yes
		Hairdressers one off registration			\$170.00	\$180.00	No
	Health Act Premises	Health Act Premises			\$170.00	\$180.00	No
		Registration Fee reduced by 25% Per quarter (calendar year)		% of Registration	\$0.25	\$0.25	No
		Application fee for plan assessment		% of Registration	\$290.00	\$300.00	No
		Transfer of Registration		% of Registration	\$0.50	\$0.50	No
		Transfer Inspection - within 5 days			\$170.00	\$180.00	Yes
		Transfer Inspection - Within 24 hrs			\$330.00	\$340.00	Yes
	Environmental Health	Environmental Health Copy of Document	New Fee			\$25.00	Yes
	Caravan Parks	Caravan Parks	Fixed Statutory Fee			As Per Regulations	No
		Caravan Park Transfer	% of Registration		\$0.50	\$0.50	No
	Waste Water	Septic Tank Application			\$550.00	\$570.00	No
		Septic Tank Alteration			\$440.00	\$460.00	No
	Prescribed Accommodation	Prescribed Accommodation Premises - Up to 5 people			\$180.00 plus \$18.00 Per additional Person over 5	\$180.00 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	\$180.00 plus \$19.00 Per additional Person over 5	No
	General Inspection	General Inspection Fee		Per Hour	\$125.00	\$140.00	Yes
	Late Fees	Late Fee - applies when registration fees are not submitted by the due date.	% of registration fee		\$0.50	\$0.50	Yes
	Local Laws - Animal Registrations (Registration fees are fixed by Council in accordance with s.15 Domestic Animals Act 1994)	Unsterilized Dog - Full Fee			\$124.00	\$128.00	No
		Unsterilized Cat - Full Fee (Only Animals Register prior to Aug 2011 or exemption)			\$88.00	\$90.00	No
		Sterilized Dog - Reduced Fee			\$42.00	\$45.00	No
		Sterilized Cat - Reduced Fee			\$28.00	\$30.00	No
		Micro chipped Dog (Registered Prior to 10th April 2013)			\$50.00	\$52.00	No
		Micro chipped Cat (Registered prior to 10th April 2013)			\$32.00	\$35.00	No
	Micro chipped Discount was discontinued per the Domestic Animals Act 1994 from 11 April 2017.	Dog kept for breeding by Domestic Animal Business			\$84.00	\$88.00	No
		Cat kept for breeding by Domestic Animal Business			\$48.00	\$52.00	No
		Approved Applicable Obedience Trained Dog			\$42.00	\$45.00	No
		Unsterilized Working Dog - Livestock			\$84.00	\$88.00	No
		Sterilized Working Dog - Livestock			\$42.00	\$46.00	No
	The State Government receives a payment for each registered Dog, Cat and Domestic Animal Business with Council. Currently the amount is \$3.50 Per Dog, \$2.00 Per Cat and \$10.00 Per Domestic Animal	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	\$44.00	No
		Cat > 10 years old			\$28.00	\$30.00	No
		FCC, CV or Approved Applicable Organisation Registered Cat			\$28.00	\$30.00	No
		VCA or Approved Applicable Organisation Registered Dog			\$42.00	\$44.00	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
		Pro-rata Registrations <3months -3months (Only for adopted, surrendered, returned, lost and found animals)			\$0.80	\$0.80	No
		Pro-rata Registrations <6months -3months (Only for adopted, surrendered, returned, lost and found animals)			\$0.60	\$0.60	No
		Pro-rata Registrations <3months -1months (Only for adopted, surrendered, returned, lost and found animals)			\$0.40	\$0.40	No
		Pro-rata Registrations <3months -> 6 months			\$0.50	\$0.50	No
		Deceased Dog or Cat Refund <12 months > 6 months	Reimbursement		\$0.25	\$0.25	No
		Dog or Cat Surrender Fee	Reimbursement		\$80.00	\$80.00	Yes
		Microchip			\$80.00	\$80.00	Yes
		Animal Trap Hire - Deposit	Cat		\$30.00	\$30.00	Yes
		Impounded Animal - Release Fee**	Dog		\$75.00	\$80.00	No
		Impounded Animal - Release Fee**	Cat		\$35.00	\$40.00	No
		Adoption Cost for Animal (Male) - Does not include registration fee	Dog		\$300.00	\$300.00	No
		Adoption Cost for Animal (Female) - Does not include registration fee	Dog		\$360.00	\$360.00	No
		Adoption Cost for Animal (Female) - Does not include registration fee	Cat		\$240.00	\$240.00	No
		Adoption Cost for Animal (Male) - Does not include registration fee	Cat		\$210.00	\$210.00	No
		Impounded Animal - Daily Fee**	Dog		\$13.00	\$15.00	No
		Impounded Animal - Daily Fee**	Cat		\$11.00	\$13.00	No
		Impounded Livestock - Release Fee (each animal)*			\$50.00	\$55.00	No
		Impounded Livestock - Daily Fee (each animal)**			\$13.00	\$15.00	No
		Registration of premises to Conduct DAB			\$150.00	\$155.00	No
		Renewal of registration of DAB			\$75.00	\$80.00	No
		Transfer of DAB to new premises			\$150.00	\$155.00	No
		Parking Permit Fee		Per day	\$55.00	\$55.00	Yes
		Impounded Vehicle - Small - Release Fee			\$180.00	\$190.00	Yes
		Impounded Vehicle - Large - Release Fee	Small vehicle includes Sedans, Wagons etc.		\$260.00	\$270.00	Yes
		Impounded Vehicle Heavy - Release Fee	Large vehicle includes Vans, Trucks etc.		Costs incurred by council for storage & storage	Costs incurred by council for storage & storage	Yes
		Impounded Vehicle - Daily Fee	Heavy Vehicle - vehicle with a GVM of 4.5 tonnes or more		\$20.00	\$20.00	Yes
		Impounded Shopping Trolleys - Signs, Local Law Release from Impound			\$80.00	\$80.00	Yes
		Permit Application Fee (includes charity bin, display of goods, advertising board/A-frame, caravan, unregistered vehicle, street trade etc.)			\$95.00	\$100.00	No
		General Local Law Application Fee - Permits - Shipping container up to 7 days				\$30.00	No
		General Local Law Application Fee - Permits - Shipping container longer than 7 days up to 6 months	New Fee			\$100.00	No
		Amendment of an existing Permit	New Fee			\$45.00	Yes
		Permit Renewal Fee (Bi-Yearly) multiple animals			\$75.00	\$80.00	No
		Multiple Animal Permit Amendment Fee			\$40.00	\$45.00	Yes
		Permit Application Fee			\$95.00	\$100.00	No
		Rent Per day			\$35.00	\$35.00	No
		Bond			\$600.00	\$600.00	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
	Use of Council Land	Annual fee for Pointer Boards – Real Estate advertising signage	New Fee		\$500.00	\$500.00	No
	Footpath/Nature strip	Permit application Fee for Placement of Tables & Chairs (outdoor eating – 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 Sites			\$220 - \$1300	\$230 - \$1350	No
		Street Trader (Roadside)			\$250.00	\$260.00	No
		Rubbish Skip / Bulk Waste Container			\$28.00	\$30.00	No
		Hearing Permit Application Fee			\$180.00	\$190.00	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)	New 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)	New Fee			\$100.00	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).					No
	Use of Council Land - Circuses	Permit Application Fee - Circus	New Fee		\$95.00	\$100.00	No
		Rent Per day - Circus			\$210.00	\$210.00	Yes
		Bond - Circus			\$3,200.00	\$3,200.00	No
	Parking Permit	Parking Permit for People with Disabilities - Replacement of lost or stolen Permits				\$5.00	Yes
	Local laws Permit	Local Laws Permit - Pro Rate Rate 25% reduction Per quarter	New Fee			\$0.25	No
Engagement and Advocacy	C. Cemetery - Other Fees (Gazetted Fee as of 1 July)	Right of Interment - Lawn Beam (Plaque/Headstone Section)			\$1,405.00	\$1,430.00	Yes
		Right of Interment - Monumental			\$1,460.00	\$1,480.00	Yes
		Right of Interment - Lawn Beam Sillborn			\$515.00	\$520.00	Yes
		Right of Interment - Lawn Beam Child (1-5yrs)			\$750.00	\$770.00	Yes
		Right of Interment - Lawn Beam Child (6-10yrs)			\$925.00	\$940.00	Yes
		Right of Interment Pre-need - Lawn Beam (Plaque/Headstone Section)			\$1,515.00	\$1,540.00	Yes
		Right of Interment Pre-need - Monumental			\$1,625.00	\$1,650.00	Yes
		Right of Interment - Agonias Tree Memorial (Multiple)			\$1,460.00	\$1,460.00	Yes
		Right of Interment - Agonias Standard Rose Memorial (Double)			\$1,885.00	\$1,910.00	Yes
		Right of Interment - Rosa Garden/Garden Beds (Single)			\$515.00	\$520.00	Yes
		Right of Interment - Rosa Garden/Garden Beds (Double)			\$745.00	\$760.00	Yes
		Right of Interment - Rock Wall (Single)			\$215.00	\$215.00	Yes
		Right of Interment - Rock Wall (Double)			\$215.00	\$215.00	Yes
		Right of Interment - Garden Memorial (Bustone/Beam edge)			\$515.00	\$520.00	Yes
		Right of Interment - Garden Memorial (Rock/Boulder)			\$570.00	\$580.00	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
		Interment Fee - Sinking Grave 1.8m deep (Single) / 2.2m (Double)		Per Unit	\$1,270.00	\$1,270.00	Yes
		Interment Fee - Sinking Grave 2.2m (Double) Section 1E Only		Per Unit	\$1,655.00	\$1,655.00	Yes
		Interment Fee - Sinking Grave 1.8m (Single) Section 1B Only		Per Unit	\$1,170.00	\$1,170.00	Yes
		Interment Fee - Sinking Grave 2.7m deep (Triple)		Per Unit	\$1,645.00	\$1,645.00	Yes
		Interment Fee - Shilling		Per Unit	\$425.00	\$430.00	Yes
		Interment Fee - Child (1-5yrs)		Per Unit	\$475.00	\$480.00	Yes
		Interment Fee - Child (6-10yrs)		Per Unit	\$600.00	\$610.00	Yes
		Interment Fee - Additional - Oversize Casket/Coffin (greater than 850mm wide or 2150mm long)		Per Unit	\$235.00	\$240.00	Yes
		Interment Fee - Additional - Inaccessible grave (Full or partial hand digging required)		Per Unit	\$600.00	\$610.00	Yes
		Interment Fee - Reopen (Plaque/Headstone Section)		Per Unit	\$1,265.00	\$1,270.00	Yes
		Interment Fee - Reopen (Monumental - no cover)		Per Unit	\$1,265.00	\$1,270.00	Yes
		Interment Fee - Reopen (Monumental - chip top)		Per Unit	\$1,485.00	\$1,510.00	Yes
		Interment Fee - Reopen (Monumental - ledger)		Per Unit	\$2,015.00	\$2,050.00	Yes
		Interment Fee - Additional - Removal of ledger/monument		Per Unit	\$475.00	\$480.00	Yes
		Interment Fee - Services outside prescribed hours 10.00am to 4.00pm Monday to Friday		Per Unit	\$330.00	\$330.00	Yes
		Interment Fee - Services on Saturday, Sunday & Public Holidays		Per Unit	\$620.00	\$630.00	Yes
		Interment Fee - Cremated remains into a grave site		Per Unit	\$210.00	\$210.00	Yes
		Interment Fee - Cremated remains into a garden memorial		Per Unit	\$210.00	\$210.00	Yes
		Interment Fee - Cremated remains into a wall memorial		Per Unit	\$120.00	\$120.00	Yes
		Interment Fee - Cremated Remains - Scattering of Cremated Remains		Per Unit	\$195.00	\$200.00	Yes
		Exhumation Fee (as authorised)		Per Unit	\$4,650.00	\$4,650.00	Yes
		Lift & Reposition		Per Unit	\$3,025.00	\$3,070.00	Yes
		Removal of ashes (Niche Wall)		Per Unit	\$90.00	\$90.00	Yes
		Copy of Certificate of Right of Interment		Per Unit	\$35.00	\$40.00	Yes
		Record Search Fee (Per hour or part thereof)		Per Unit	\$35.00	\$40.00	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 Ashes Interment		Per Unit	\$150.00	\$150.00	Yes
		Niche Wall (ashes only) Wall Bud Vase - screwed connection		Per Unit	\$110.00	\$110.00	Yes
		Stand or special material for backfilling		Per Unit	\$205.00	\$210.00	Yes
		Location Probing		Per Unit	\$245.00	\$250.00	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	\$140.00	Yes
		Memorial Permit fee for new headstone and base without existing foundation for a single grave		Per Unit	\$150.00	\$150.00	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	\$60.00	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	\$110.00	Yes
		Memorial Permit fee for supply of approved products from an external supplier		Per Unit	\$160.00	\$160.00	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	\$110.00	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
		Memorial Permit fee for affixing, installing or placing bronze externally supplied plaque and/or granite panel or other base by cemetery		Per Unit	\$105.00	\$110.00	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	\$110.00	Yes
		Memorial Permit other fee for weekend or public holiday access (for memorial installation with prior approval)		Per Unit	\$115.00	\$120.00	Yes
		Memorial Permit other fee for weekend or public holiday access (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 (excludes \$145 for concrete rest/spacing block)		Per Unit	\$44.00	\$44.00	Yes
		Memorial Permit other fee for additional inspection for Monument Construction Courses		Per Unit	\$110.00	\$110.00	Yes
		Memorialisation - Vase		Per Unit	\$35.00	\$40.00	Yes
		Copy or re-issue of certificate previously issued, e.g. cremation or interment deed, Right of Interment.		Per Unit	\$35.00	\$40.00	Yes
		Fee charged to cover the costs associated with providing the information, copies or extracts from cemetery trust records.		Per Unit	\$420.00	\$420.00	Yes
	Event Sponsorship	Summerfruit Festival	Vendor Fees	Per Stall	\$400.00	\$400.00	Yes
		Carols by Candlelight	Vendor Fees	Per stall	\$300.00	\$300.00	Yes
		Market Stall Fee		Per stall	\$70.00	\$70.00	Yes
Engineering Services	Design & Traffic	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
	Property Information	Build over easements	Non Statutory	Per Item	\$55.00	\$75.00	No
		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	\$1.85	\$2.00	No
		Educator Levy		Per Hour	\$0.25	\$0.25	No
		Extra Charges		Per instance	New Fee - Fee Range covers individual fee setting	Fee Range \$3.05 - \$7.75	No
		Family Day Care fees		Per hour Per child	Fee Range \$6.20 - \$21.30	Fee Range \$6.40 - \$21.30	No
	Occasional Care	3 hour session		2 or more children	\$24.00	\$25.00	No
		3 hour session		Per child	\$24.00	\$25.00	No
		3.5 hour session		2 or more children	\$28.00	\$29.00	No
		3.5 hour session		Per child	\$28.00	\$29.00	No
		4 hour session		2 or more children	\$32.00	\$33.00	No
		4 hour session		Per child	\$32.00	\$33.00	No
		Late pick up fee		Per hour Per 15 minutes	\$10.00	\$10.00	No
		Orientation session		Per session	\$9.00	\$10.00	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	
Finance & Rates	Pre School Enrolment Vacation Care program	Administration Levy for enrolling in Kindergarten		Per child	\$28.00	\$28.00	No	
		Centre Days			\$70.00	\$70.00	No	
		Excursions		Maximum	\$30.00	\$30.00	No	
		Inclusions		Minimum	\$20.00	\$20.00	No	
		Late Enrolment Fee		\$5.00 for the first five minutes late and \$1 Per minute Per child thereafter	Per booking	\$21.00	\$21.00	No
	Rates	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
Other	Freedom of Information	Land information certificates same day service (in addition to statutory fee)		Per Certificate	\$45.00	\$45.00	No	
		Rate History search		Per hour	\$50.00	\$50.00	No	
		State Revenue Office Supplementary valuations		Last Reviewed 2015		\$9.05	As Per agreement	Yes
		Supplementary valuations City West water -		Last Reviewed 2016		\$27.00	\$27.00	Yes
		Discretionary Payment (Cheque, Direct Debits) - Administration		Last Reviewed 2017		\$15.00	\$15.00	No
	Legal	Freedom of Information	Water charges from stand pipe		Per Kilo Litre	\$5.00	\$5.00	No
			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
Libraries	Bags	Library Bags		Per bag	\$1.60	\$2.00	Yes	
		Annual charge for book club membership.		Per Person	\$50.00	\$50.00	Yes	
		Per Person for some events and programs		Per session	\$2.00 to \$15.00	\$2.00 to \$15.00	Yes	
		Basic earphones		Per set	\$1.60	\$1.70	Yes	
		Provided to internet users						
	Community programs	Receiving or sending fax to a local or interstate number		10 pages or part	First 10 pages + for each additional page	\$4.00 + \$0.40c	\$4.10 + \$0.40 Per page	Yes
		Sending ISD		2 pages or part	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	\$41.00	\$41.00	Yes
Overdue Fines	Photocopying or Printing	Charge for late library item returns		Per item Per day	\$0.20	\$0.20	No	
		Black and white A3		Per page	\$0.40	\$0.40	Yes	
		Black and white A4		Per page	\$0.20	\$0.20	Yes	
		Colour A3		Per page	\$2.00	\$2.00	Yes	
		Colour A4		Per page	\$1.00	\$1.00	Yes	
Requests	USBs	Intra-Library Loan requests outside of Swift Consortium		Per item	\$16.50	\$16.50	Yes	
		Big		Per USB	\$8.20	\$8.30	Yes	
		Bond for hire		Refundable	\$500.00	\$500.00	Yes	
		Carnivals - Association/combined schools regional		Per event	\$410.00	\$405.00	Yes	
		Carnivals - Association/combined schools - local		Per event	\$240.00	\$245.00	Yes	
Recreation & Youth	Athletic Facilities	Casual use/training - from outside the municipality (including schools PT and coaches)		Per hour	\$70.00	\$72.00	Yes	
		Day						
		Day (max 6 hrs booking)						
		Evening (max 3hrs)						
		Day						

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	Caroline Springs Leisure Centre	Casual use/training - from outside the municipality (including Schools, PT and coaches)	Evening	Per hour	\$80.00	\$82.00	Yes
		Casual use/training - local schools and clubs	Day	Per hour	\$46.00	\$46.00	Yes
		Casual use/training - local schools and clubs	Evening	Per hour	\$66.00	\$66.00	Yes
		Open 11 Show Court - outside seating Capacity - 300	Per event	\$110.00	\$113.00	Yes	
		School Carnivals - local schools	Per event	\$66.00	\$68.00	Yes	
		School Carnivals - users from outside the municipality	Day (max 6 hrs bookings)	Per event	\$280.00	\$285.00	Yes
		School Carnivals - users from outside the municipality	Day (max 6 hrs bookings)	Per event	\$170.00	\$175.00	Yes
		School Carnivals - users from outside the municipality	Day (max 6 hrs bookings)	Per event	\$270.00	\$280.00	Yes
		Standard equipment hire (core equipment)	Day (max 6 hrs bookings)	Per event	\$184.00	\$225.00	Yes
		Standard equipment hire (core equipment)	Evening (max 3hrs)	Per event	\$112.00	\$180.00	Yes
		Café (meetings / hire): Booking Per Hour	Per hour	\$35.00	\$36.00	Yes	
		Café (meetings / hire): Booking Per Hour	Per hour	\$54.50	\$56.00	Yes	
		Court 1: Show Court: outside seating Capacity - 300	Per hour	\$39.50	\$41.00	Yes	
		Court 2 & 3: Booking Per Hour	Per hour	\$66.00	\$68.00	Yes	
		Events / Functions: Bonds	Per hour	\$39.50	\$41.00	Yes	
		Events / Functions: Bonds	Per booking	\$1,100.00	\$1,140.00	Yes	
		Events / Functions: Monday - Friday (5pm - 7hrs)	Per booking	\$866.00	\$886.00	Yes	
		Events / Functions: Monday - Friday (5pm - 7hrs)	Per booking	\$394.00	\$397.00	Yes	
		Events / Functions: Saturday, Sunday & public holidays (10am - 12am) - 7hrs	Per booking	\$540.00	\$625.00	Yes	
		Events / Functions: Saturday, Sunday & public holidays (10am - 12am) - 14hrs	Per booking	\$705.00	\$730.00	Yes	
		Casual users from outside the municipality	Per booking	\$1,100.00	\$1,140.00	Yes	
		Commercial Use	Per month	\$12.00	\$12.50	Yes	
		Seasonal Use - local sporting clubs	Per unit	\$325.00	\$340.00	Yes	
		Sports Lighting	Per unit	\$382.00	\$385.00	Yes	
		Bonds	Per hour	\$23.50	\$24.00	Yes	
Bonds	Per booking	\$1,000.00	\$1,035.00	Yes			
Court 1: Show Court: outside seating Capacity - 300	Per booking	\$500.00	\$520.00	Yes			
Court 1: Show Court: outside seating Capacity - 300	Per hour	\$66.00	\$66.00	Yes			
Court 2 & 3: Booking Per Hour	Per hour	\$39.50	\$41.00	Yes			
Court 2 & 3: Booking Per Hour	Per hour	\$66.00	\$66.00	Yes			
Cricche Capacity - 80: Booking Per hour	Per hour	\$31.50	\$31.00	Yes			
Cricche Capacity - 80: Booking Per hour	Per hour	\$27.00	\$27.00	Yes			
General Purpose Room Capacity - 60: Booking Per hour	Per hour	\$51.00	\$53.00	Yes			
General Purpose Room Capacity - 60: Booking Per hour	Per hour	\$32.00	\$33.00	Yes			
Casual users from outside the municipality	Per hour	\$25.00	\$26.00	Yes			
Commercial Use - Coaching and Academies	Per hire	\$205.00	\$210.00	Yes			
Commercial Use - Personal Trainers	Per hire	\$105.00	\$110.00	Yes			
Seasonal Use - local sporting clubs	Per unit	\$382.00	\$385.00	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	\$385.00	Yes			
Asset Protection	Per Permit	\$136.35	\$141.80	Yes			
Work Within Road Reserve Permit	Number of fee units dependent on works	State Fee Units	State Fee Units	No			
Secd 60(3) Ind. Construct or change the means of entry to or exit from a controlled access road without authority (individual), 10 Penalty Units:	As Per regulations.			No			
Additional Bin Fee		\$136.00	\$136.00	No			
Replacement Bin Fee		\$136.00	\$136.00	No			
Bulk Rubbish / Rock or Rubble		\$100.00	\$100.00	Yes			
Car / Boat Load (or Equivalent) (Seatan)		\$20.00	\$20.00	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
Planning Services	Planning Fee	Car tyres	Non-Statutory - 2.00 surcharge if tyre is still on rim.		\$10.00	\$10.00	Yes
		Large trailer, Van or Equivalent (heaped load)	Non-Statutory		\$60.00	\$60.00	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 11000m Car tyres	Non-Statutory - 2.00 surcharge if tyre is still on rim.		\$30.00	\$30.00	Yes
		Upgrade / Downgrade Bin Fee	Non-Statutory		\$40.00	\$40.00	No
		Advertising of planning application - over 10 notices	Discretionary fees		\$6.15	\$6.00	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
		Certificate of compliance	http://www.melton.vic.gov.au/Services/Buildin g-Planning-Transport/Statutory- planning/Planning-Forms-Checklist-and-Fees		\$306.70	As Per Regulations	No
		Change of Use Only	Statutory Fee		\$1,240.70	As Per Regulations	No
		Copy of planning Permit (with associated plans)	http://www.melton.vic.gov.au/Services/Buildin g-Planning-Transport/Statutory- planning/Planning-Forms-Checklist-and-Fees		\$107.60	\$115.00	Yes
		Copy of planning Permit (with associated plans)	Discretionary fees - Other		\$66.40	\$60.00	Yes
		Demolition Consent (Form 29A)	Statutory Fee		\$66.60	As Per Regulations	No
		Development plan approval	http://www.melton.vic.gov.au/Services/Buildin g-Planning-Transport/Statutory- planning/Planning-Forms-Checklist-and-Fees		\$184.50	\$200.00	Yes
		Extension of time	Discretionary fees		\$133.25	\$140.00	Yes
Planning application fees	Statutory Fee		As Per Regulations	As Per Regulations	No		
Planning Controls	http://www.melton.vic.gov.au/Services/Buildin g-Planning-Transport/Statutory- planning/Planning-Forms-Checklist-and-Fees		\$71.75 or planning controls and a copy of Permit and plans (\$128.15 residential and \$179.40 for other)	\$120.00 or planning controls and a copy of Permit and plans (\$180 residential and \$235 for other)	Yes		
Preinct 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		\$164.50	\$200.00	Yes		
Secondary Consent Applications	Discretionary fees		\$162.50	\$170.00	Yes		
Subdivision certification application fees	Statutory Fee		As Per Regulations	As Per Regulations	Yes		

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

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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

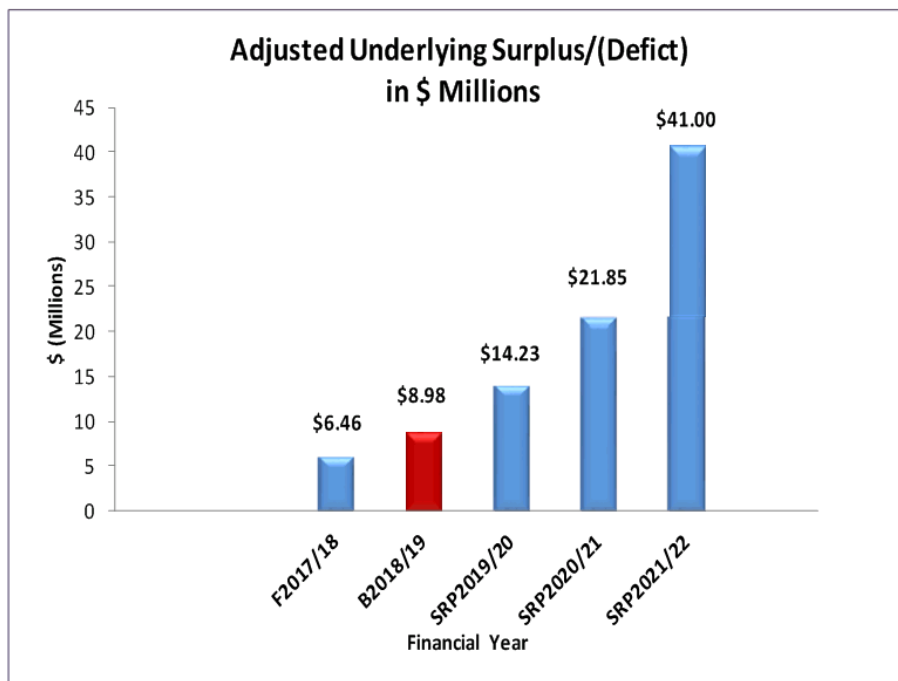
Financial performance refers to the net outcome of all revenues and expenditure from Council’s operating activities during a financial year. It is presented in the Budgeted Income Statement in terms of both an underlying surplus or deficit and also a comprehensive result.

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.

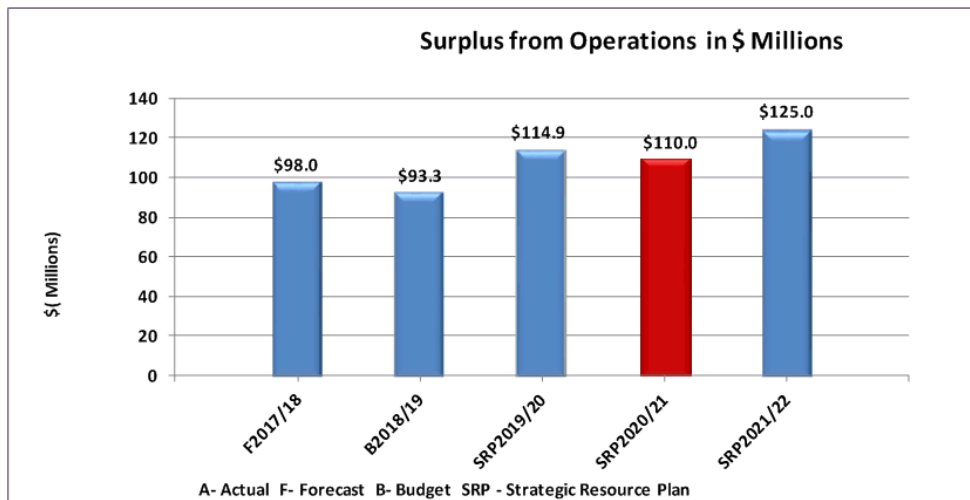
The adjusted underlying results in 2018/19 \$8.98 million in 2018/19. The higher underlying results in 2018/19 is the result of growth in revenue and Council holding costs constrained. The higher levels of growth projected is expected to yield significant increase in the underlying results during the currency of this Strategic Resource Plan.



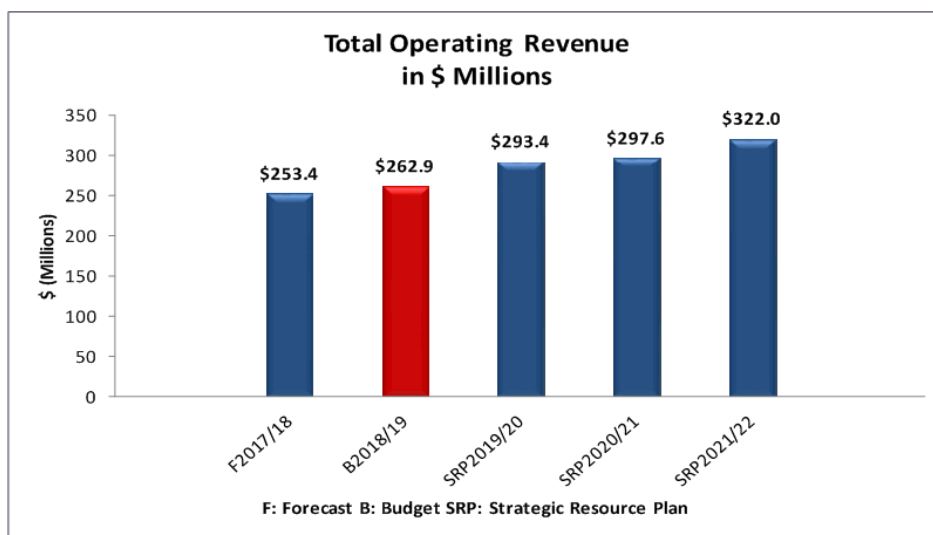
The comprehensive surplus from operations is the total after accounting for both operating and non operating items. These include capital grants and contributed assets.

Council’s comprehensive surplus before revaluation increment is projected to increase from a forecast surplus of \$98.0 million in 2017/18 to \$125.0 million by 2021/22.

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



Total revenue is projected to increase from a forecast \$253.4 million in 2017/18 to \$322.0 million by 2021/22. This is an increase of over \$68.6 million or 27.1% 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.

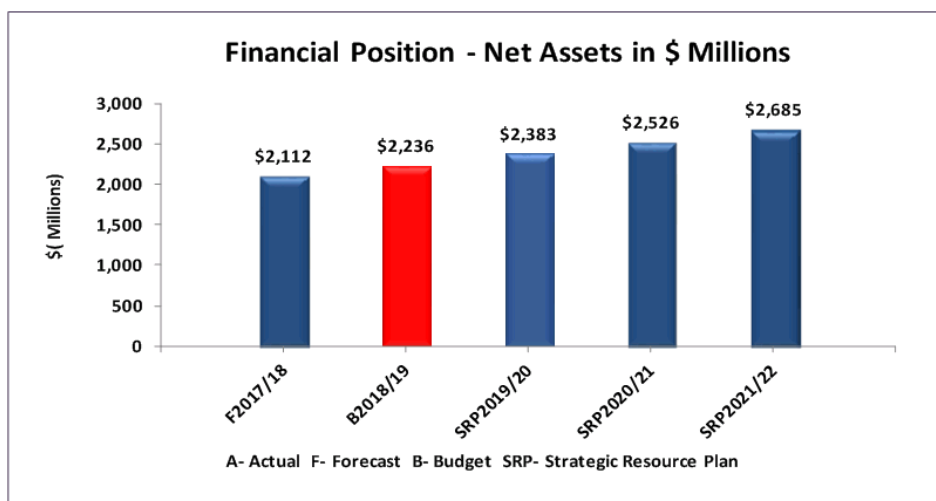
Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

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 \$2.11 billion in 2017/18 to \$2.68 billion by 2021/22. This is a net increase of \$573 million reflecting the net outcome of annual capital expenditure, contributed assets, asset disposals, depreciation including the impact of asset revaluations.

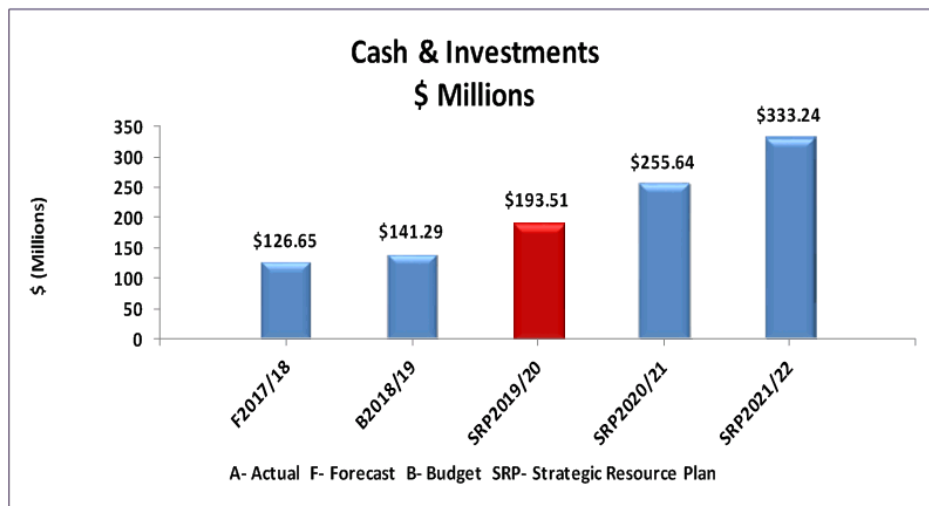


Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022

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.



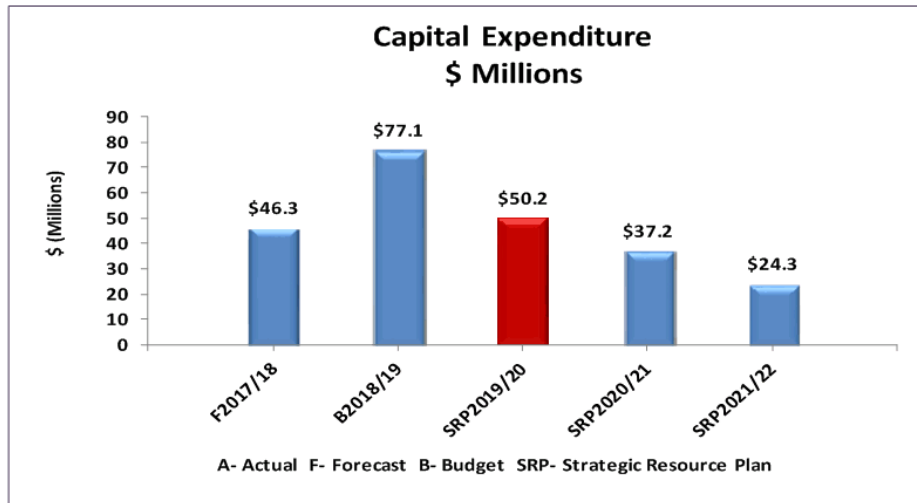
The Strategic Resource Plan is framed around having sufficient cash reserves to cover restricted assets which are primarily developer contributions, construction retentions, maintenance bonds and also a working capital limit of \$3.5 million to meet day to day needs. Cash and Investment balances in the planning period are projected to be in a strong position around the \$333.2 million mark by 2021/22. It is worth noting that this is after delivering an average annual capital works program of \$47.0 million (total over 5 years of \$235.1 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 \$135.6 million, capital grants from state and federal sources of \$42.23 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.

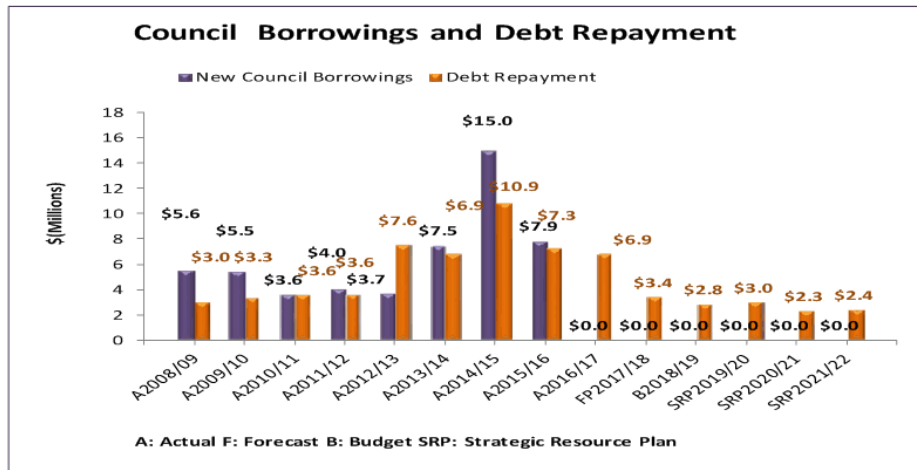
Melton City Council – Strategic Resource Plan 2018/2019 to 2021/2022



An extensive capital works program of over \$235.1million is proposed over the next 5 year period, from 2017/2018 to 2021/22. The 2018/19 Capital expenditure of \$77.1 million includes carry forward works of \$11.8 million from 2017/18. Over the 5 years amounts to an average capital expenditure of around \$47.0 million each year. The capital works program is funded from general rate revenue, developer contributions, capital contributions and asset sales.

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	2020/21	2021/22	
		\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Employee Costs - Operating	52,349	58,166	61,219	64,586	68,138
Employee Costs - Capital					
Total Staff Costs	52,349	58,166	61,219	64,586	68,138
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	3.5%	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	\$15.55m	\$16.17m	\$16.82m	\$17.90m
Other Operating Grants	\$12.16m	\$12.50m	\$12.86m	\$13.23m
Capital Grants (\$ Millions)	\$10.35m	\$17.35m	\$7.18m	\$7.35m

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
Assets Sales (\$ Millions)	\$32.64m	\$30.74m	\$31.68m	\$40.54m

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)	\$2.73m	\$3.32m	\$3.72m	\$3.90m

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)	\$77.10m	\$50.20m	\$37.25m	\$24.26m

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. The impact of asset revaluation is 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 & Amortization (\$ Millions)	\$34.48m	\$35.97m	\$37.66m	\$39.50m

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	Strategic Resource Plan Projections		
			2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income					
Rates and charges	105,563	114,474	127,232	140,936	157,051
Statutory fees and fines	5,295	5,185	5,368	5,555	5,750
User fees	9,887	9,687	10,026	10,377	10,740
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 (non-recurrent)	19,795	27,224	28,163	29,154	30,185
Grants - Operating (recurrent)	833	479	510	522	530
Grants - Capital (non-recurrent)	11,199	10,349	17,348	7,175	7,354
Net gain on disposal of assets	14,706	16,878	17,209	18,153	28,273
Other income	5,838	4,674	4,181	4,701	5,464
Share of net P/L of assoc. and joint ventures					
Total Income	253,444	262,938	293,406	297,597	322,027
Expenses					
Employee costs	52,349	58,166	61,219	64,586	68,138
Materials and services	66,458	69,507	71,941	74,458	77,064
Bad and doubtful debts	400	450	465	481	498
Depreciation and amortisation	29,417	34,484	35,966	37,663	39,500
Finance costs	961	785	812	840	869
Other expenses	5,876	6,230	8,060	9,525	10,922
Total Expenses	155,463	169,622	178,463	187,553	196,991
Surplus/(Deficit)	97,981	93,316	114,943	110,044	125,036
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	129,481	125,316	147,443	143,044	158,536

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	126,652	141,287	193,511	255,642	333,239
Trade and other receivables	50,651	68,097	73,610	67,915	69,946
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	17,000	18,000	19,000
Total current assets	192,578	225,684	284,446	341,907	422,560
Non-current assets					
Trade & other Receivables					
Property Plant & Equipment	1,954,988	2,043,862	2,130,498	2,214,438	2,290,152
Inventories	41	45	47	49	52
Investment property	7,000	7,500	7,500	8,000	8,500
Intangible assets	3,685	3,358	3,031	2,704	2,377
Other assets	1,410	1,425	1,440	1,450	1,475
Total non-current assets	1,967,124	2,056,189	2,142,516	2,226,641	2,302,556
Total Assets	2,159,702	2,281,873	2,426,961	2,568,548	2,725,116
Current liabilities					
Trade and other payables	10,750	11,100	11,200	11,350	11,100
Trust funds & deposits	2,151	2,238	2,291	2,345	2,399
Provisions	10,772	11,189	11,525	11,871	12,227
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	27,322	27,968	28,228
Non-current liabilities					
Provisions	2,202	2,227	2,073	2,073	2,023
Interest bearing loans & borrowings	15,947	12,980	10,674	8,272	5,770
Other non current liabilities	3,150	3,465	3,742	4,042	4,365
Total non current liabilities	21,299	18,672	16,489	14,387	12,158
Total Liabilities	47,798	46,166	43,811	42,354	40,385
Net Assets	2,111,904	2,235,708	2,383,151	2,526,195	2,684,731
Equity					
Accumulated surplus	1,160,771	1,217,122	1,289,572	1,354,327	1,436,745
Asset revaluation reserve	843,032	875,032	907,532	940,532	974,032
Other reserves	108,101	143,554	186,047	231,336	273,954
Total Equity	2,111,904	2,235,708	2,383,151	2,526,195	2,684,731

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	Forecast 2017/18 \$'000	Strategic Resource Plan Projections		
		Budget 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Cash flows from operating				
Receipts				
General rates	105,295	114,374	126,932	140,586
Grants Income - Operating & Capital	31,827	38,052	46,021	36,851
Interest	3,170	3,102	3,206	3,602
User charges	15,010	14,777	15,139	15,677
Contributions & Reimbursements	18,327	26,900	22,717	19,573
Other revenue	3,633	2,695	2,745	2,848
Total Receipts	177,262	199,900	216,760	232,920
Payments				
Employee costs	51,460	57,724	61,037	64,240
Contractor payments	40,488	42,583	43,981	45,461
Other expenses	32,978	35,373	37,019	39,521
Financing Costs				
Total Payments	124,926	135,680	142,037	159,317
Net cash provided by operating activities	52,335	64,220	74,722	69,914
Cash flows from investing activities				
Proceeds from sales of property, plant and equipment	29,826	32,635	31,315	32,275
Payments for property, plant and equipment	-46,335	-77,096	-50,201	-37,249
PSP Rolling Credit Payments	-5,130	-1,511		
Net cash used in investing activities	-21,637	-45,973	-18,886	-4,974
Cash flows from financing activities				
Finance costs	-961	-785	-644	-503
Proceeds from borrowings				
Repayment of borrowings	-3,380	-2,826	-2,967	-2,306
Net Cash used in financing activities	-4,341	-3,611	-3,611	-2,809
Net increase in cash & cash equivalents	26,356	14,636	52,225	62,132
Cash & equivalents at beginning of year	100,296	126,652	141,287	193,511
Cash & equivalents at 30 June	126,652	141,287	193,511	255,642

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	Strategic Resource Plan Projections			
		Budget 2018/19 \$'000	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	30,044	18,058	5,467	650
Building Improvements					
Total Buildings	6,810	30,044	18,058	5,467	650
Total Property	7,841	32,873	19,433	5,467	650
Plant and equipment					
Plant, machinery and equipment	1,250	1,250	1,250		270
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	757	1,049
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	16,672	5,442	1,323	2,308
Footpaths and Cycleways	1,305	1,305	1,150	1,405	250
Other Infrastructure	3,242	2,248	2,270	1,003	382
Total Infrastructure	36,343	42,139	28,634	31,025	22,561
Total capital works expenditure	46,335	77,096	50,201	37,249	24,260
Represented by:					
Asset renewal expenditure	16,314	5,773	3,492	5,553	1,561
New asset expenditure	19,718	52,521	35,541	26,978	11,665
Asset Upgrade expenditure	3,493	15,763	11,168	4,718	6,783
Asset expansion expenditure	6,810	3,039	0	0	4,251
Total capital works expenditure	46,335	77,096	50,201	37,249	24,260
Represented by:					
Grants Income	5,465	10,349	17,348	7,175	7,354
Developer Contributions	5,653	27,236	12,258	7,847	1,366
Funded from Operating Surplus	35,217	39,511	20,595	22,227	15,540
Total capital works expenditure	46,335	77,096	50,201	37,249	24,260

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

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Year Ended 30th June 2019				
Balance at beginning of the financial year	2,111,904	1,160,771	843,032	108,101
Interest Income		-2,226		2,226
Comprehensive result	93,316	93,316		
Net asset revaluation Increment/(decrement)	32,000		32,000	
Other PSP related Transfers	-1,512			-1,512
Transfers for reserves		25,859		-25,859
Transfers to Reserves		-60,598		60,598
Balance at end of Financial Year	2,235,708	1,217,122	875,032	143,554
Year Ended 30th June 2020				
Balance at beginning of the financial year	2,235,708	1,217,122	875,032	143,554
Interest Income		-2,477		2,477
Comprehensive result	114,943	114,943		
Net asset revaluation Increment/(decrement)	32,500		32,500	
Impairment losses on revalued assets				
Other PSP related Transfers		13,790		-13,790
Transfers for reserves		-53,806		53,806
Transfers to Reserves				
Balance at end of Financial Year	2,383,151	1,289,572	907,532	186,047
Year Ended 30th June 2021				
Balance at beginning of the financial year	2,383,151	1,289,572	907,532	186,047
Interest Income		-2,757		2,757
Comprehensive result	110,044	110,044		
Net asset revaluation Increment/(decrement)	33,000		33,000	
Transfers for reserves		9,126		-9,126
Transfers to Reserves		-51,658		51,658
Balance at end of Financial Year	2,526,195	1,354,327	940,532	231,336
Year Ended 30th June 2022				
Balance at beginning of the financial year	2,526,195	1,354,327	940,532	231,336
Interest Income		-3,068		3,068
Comprehensive result	125,036	125,036		
Net asset revaluation Increment/(decrement)	33,500		33,500	
Other PSP related Transfers				
Transfers for reserves		5,466		-5,466
Transfers to Reserves		-45,017		45,017
Balance at end of Financial Year	2,684,731	1,436,745	974,032	273,954

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

6.0 Budgeted Statement of Human Resources

For the year ending 30 June

Human Resources	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure					
Employee Costs - Operating	52,349	58,166	61,219	64,586	68,138
Employee Costs - Capital					
Total Staff Costs	52,349	58,166	61,219	64,586	68,138
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

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/DCP Funding	Other Contributions	Grants
		\$	\$	\$	\$	\$	\$	\$	\$
Property									
Land									
PSP Council Funded Portion W/Land	930,407	930,407					930,407		
Diggers Rest Land	448,825	448,825					448,825		
Toolern 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		391,500
**Mellon Recycling Facility Improvements	1,063,095	1,063,095							
Brookside Preschool Centre	10,000	10,000		10,000					
Diggers Rest Bowling Club	700,000	700,000							
Recreation Facilities - Female Change Room Upgrade	3,000,000	3,000,000							100,000
Plumpton Aquatic & Leisure Centre	200,000	200,000							
Mellon Pistol Club structures	700,000	700,000							
CapEX Program - Building Component Renewals	60,000	60,000							
Mellon Bowling Club - Club Room Extension	397,886	397,886							
** Burnside Comm Centre/Stage - Incl Seniors Venue	237,565	237,565							
Mellon Central Community Hub (White House)	2,685,000	2,685,000							
Fraser Rise Children's and Community Centre	4,000,000	4,000,000							
Aintree Children's and Community Centre	2,580,000	2,580,000							
Toilet facility at Tentfield Park, Burnside Heig	200,000	200,000							
Total Buildings	22,043,546	20,865,660	700,000	10,000	467,886	4,451,438	15,180,000	27,000	2,385,108
Total Property	24,872,778	23,694,892	700,000	10,000	467,886	4,451,438	18,009,232	27,000	2,385,108
Plant and Equipment									
Vehicles Cost									
Plant Purchases/Replacement	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						
Total Furniture	100,000	75,000	25,000				100,000		
IT Equipment									
Annual Computer Replacement Project	328,070	102,200	102,200	225,870					
Total IT Equipment	328,070	102,200	102,200	225,870			328,070		
Library Books									
Library Collection	385,000	385,000							
Premier's Reading Challenge	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			1,250,000		22,000
Infrastructure									
Roads									
LDA Works	40,000			40,000					
Shared/Bicycle Paths Construction Program	80,000			80,000					
New Footpaths Construction Program	150,000	150,000							

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types					Summary of Funding Sources						
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/DCP Funding	Other Contributions	Grants				
										\$	\$	\$	\$
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 Wk/Lanc	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		2,111,980							
** Melton Town Centre Streetscape Upgrade	4,582,881			4,582,881		4,582,881							769,974
** Hume Drive Duplication (Stage 1)	1,496,692			1,496,692		1,496,692							2,200,000
Toolern Ferris Road Widening	550,000			550,000		550,000							915,113
Pedestrian Crossing Taylors Road, Gourlay Roac	50,000			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)	50,000			50,000		50,000							
Tarletons Road	550,000			550,000		550,000							
**City Vista Court	284,126			284,126		284,126							
Mirns Road and Coburns Road Intersector	50,000			50,000		50,000							
City Vista Dr Pedestrian Signals	30,000			30,000		30,000							
Ferris Rd Hollingsworth Dr Signalised Intersector	400,000			400,000		400,000							
Total Roads	17,158,164			2,111,980		6,028,648				9,092,077	4,181,000		3,885,987
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		120,000							
Total Bridges	4,711,149			4,591,149		4,711,149							
Recreation													
Equestrian Park Arena	60,850			60,850		60,850							
Morton Homestead	40,000			40,000		40,000							
Melton Bowlings Greens Restoration	80,000			80,000		80,000							
**Kurung Community Pavilion Extension	2,306,392			2,306,392		2,306,392							2,306,392
Cricknet Net Refurbishment Program	120,000			120,000		120,000							
Mpgherson Park Oval Pavilion Additional Refurt	45,000			45,000		45,000							
Tennis Court Upgrade	208,000			208,000		208,000							
Toolern Hub Bridge Road Reserve Athletics Fa	5,000			5,000		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			43,000		43,000							
Macpherson Park Redevelopment	6,280,000			6,280,000		6,280,000							1,000,000
**Hannah Waits 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							285,078
**City Vista Sporting Ovals Courts & Pavilion	2,758,750			2,758,750		2,758,750							2,258,750
Caroline Springs Hockey Club Storage	11,500			11,500		11,500							500,000
Installation/Relocation Football Goals/Bononia Res	10,000			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		500,000							
Total Recreation	24,672,278			476,850		9,374,407				17,822,058	3,643,828		3,806,392
Other Assets													
Playground Replacement Program	150,000			150,000		150,000							
CapEx Program New Emrg Mngmt Infrastructure	40,000			40,000		40,000							
Light Up Lake Caroline	450,000			450,000		450,000							250,000
Street Lighting Improvement Program	20,000			20,000		20,000							

Capital Works Area	2018/19 Approved Budget	Asset Expenditure Types					Summary of Funding Sources							
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/DCP Funding	Other Contributions	Grants	Summary of Funding Sources				
										Council Funding	Reserve/DCP Funding			
Relocation of CS RSL War Memorial	40,000	\$ 40,000				\$ 40,000								
**Weir View Park and Wetlands	655,679	655,679								655,679				
Caroline Springs Front Lake Fountain	60,000	60,000								60,000				
Total Other Assets	1,415,679	1,165,679	190,000	60,000		510,000				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								
Renewal Capital Expenditure														
Parks & Open Space Structural Renewals	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/Maintenance	80,000	80,000				80,000								
** Refurbishment Public Conveniences	152,042	152,042				152,042								
Unallocated Recurrent Budget	10,000	10,000				10,000								
Total Renewal Capital Expenditure	897,042	877,042				897,042								
Public Art Projects														
Public Art Rehabilitation Program	20,000	20,000				20,000								
Public Art Installation	70,000	70,000								70,000				
Total Public Art Projects	90,000	90,000				20,000				70,000				
Total Infrastructure	50,138,548	27,094,584	4,945,872	15,527,391	2,570,701	34,246,562				7,950,507				7,941,479
Total Capital works	77,096,396	52,521,476	5,773,072	15,763,261	3,038,587	39,511,070				27,209,739				10,348,587
**Council Works Operating/Maintenance	1,999,827					1,448,962				549,365		1,500		-

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/DCP 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			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		
Caroline Springs Lake Public Toilet	180,000	180,000				180,000		
Melton Bowling Club Toilets Upgrade	60,000			60,000			60,000	
Total Buildings	18,057,611	16,921,611	1,076,000	60,000	0	16,557,611	1,500,000	0
Total Property	19,432,611	18,296,611	1,076,000	60,000	0	16,582,611	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	0	1,250,000	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	289,895	0	0	289,895	0	0
Library Books								
Library Collection	385,000	385,000				385,000		
Premier's Reading Challenge	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	289,895	0	0	862,895	1,250,000	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		
Camtrian 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	
Unitt St Roundabout	236,772					236,772		
Bulmans Road	331,480					331,480		
Tariftons Road	317,985					317,985		
Station Road and Brooklyn Road Intersection	1,420,631					1,420,631		
Taylors Rd and Westwood Dr Intersection	100,000					100,000		
City Vista Court	378,835					378,835		
City Vista Dr Pedestrian Signals	190,000					190,000		
Ferris Rd Hollingsworth Dr Signalised Intersection	800,000						800,000	
Narrow Roads Indented Parking BayS	65,000					65,000		
Taylors Road (west of Muscat Ave)	200,000					200,000		
Taylors Road (west of Conrad Terrace)	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								
WSUD/Water 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			120,000		
Pedestrian Bridge Iliawong/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		
Arnolds Creek Recreation Res Sports Pavilion & Oval	47,513			47,513		47,513		

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/DCP Funding	Grants
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	2,177,987	2,177,987				2,177,987		
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				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	5,242,948	152,000	47,513	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	997,420	0	0	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
Renewal Capital Expenditure								
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 Path Renewal	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 Renewal Capital Expenditure	897,682	897,682	0	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	120,000	0	0	0	30,000	90,000	0
Total Infrastructure	28,633,739	15,398,935	2,126,444	11,108,360	0	19,168,918	8,158,227	1,306,594
<i>Projected Future Grants / Council Funding Adjustment</i>						- 16,019,406		16,019,406
Total Capital works	50,201,245	35,540,546	3,492,339	11,168,360	0	20,595,018	12,258,227	17,348,000

2020/2021 Capital Works Plan

Capital Works Area	2020/21 Approved Budget	Asset Expenditure Types				Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Council Funding	Reserve/DCP Funding	Grants
Property								
Buildings								
Civic Centre Redevelopment	3,020,000	3,020,000				3,020,000		
CapEx Program Building Component Renewals	1,000,000		1,000,000			1,000,000		
Tooleen PSP Community Hub	387,166	587,166					587,166	
Fraser Rise Children's and Community Centre	128,000	128,000				128,000		
Aintree Children's and Community Centre	190,690	190,690				190,690		
Tooleen Multipurpose Community Centre Hub	391,444	391,444					391,444	
Bridge Road Sports Precinct Oval Design	150,000	150,000				150,000		
Total Buildings	5,467,300	4,467,300	1,000,000			4,468,690	978,610	
Total Property	5,467,300	4,467,300	1,000,000			4,468,690	978,610	
Plant & Equipment								
Furniture								
Furniture & Equipment	38,000	38,000				38,000		
Total Furniture	38,000	38,000				38,000		
IT Equipment								
Annual Computer Replacement Project	311,720		311,720			311,720		
Total IT Equipment	311,720		311,720			311,720		
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	756,720	445,000	311,720			734,720		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		
Streetscape Improvements	2,841,261		2,841,261			2,841,261		769,974
Road Rehabilitation Program	3,002,242					3,002,242		
Bus Stop Works Program	45,000	45,000				2,232,268		45,000
Taylor's Road & Sinclair Road Intersection	2,903,820	2,903,820					2,903,820	
Exford Rd & Greigs Rd Intersection	568,252	568,252					568,252	
Caroline Springs Blvd Intersection the Crossing	1,894,174	1,894,174				1,894,174		
Melton Town Centre Streetscape Renewal	28,900		25,900			25,900		
Hume Drive Duplication (Stage 1)	200,000			200,000		200,000		
Tooleen Pedestrian Rail Underpass	96,268	96,268					96,268	
Bulmans Road	4,500,000	4,500,000				4,500,000		
Taylor's Rd and Westwood Dr Intersection	1,894,174	1,894,174				1,894,174		
Brooklyn Road	852,378	852,378				852,378		
Boundary Road	1,800,000	1,800,000				1,800,000		
Shogaki Drive- Ferris Road to Mount Cottrell Road	3,300,000	3,300,000					3,300,000	
Blackhill Rd (Stage 1)	660,000	660,000				660,000		
Total Roads	26,199,230	16,314,066	2,967,161	4,718,009		18,560,322	6,868,340	769,974
Drainage								
WSUD/Water 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	89,000	89,000				89,000		
Total Drainage	274,236	274,236				274,236		
Bridges								
Bridgeworks Pedestrian	300,000	300,000				300,000		
Bridges Rehabilitation Program	120,000		120,000			120,000		
Pedestrian Bridge Ilwong/Isabella	400,000	400,000				400,000		
Total Bridges	820,000	700,000	120,000			820,000		
Recreation								
Sportsground Furniture Renewal Program	54,000		54,000			54,000		
Cricket Net Refurbishment Program	120,000	120,000				120,000		
Sports Facilities & Ground Lighting Maintenance Pr	100,000		100,000			100,000		
Tennis Court Upgrade	200,000	200,000				200,000		
Tooleen Playing Fields (Hub)	203,996	203,996				203,996		
Ball Protection Fencing Program	45,000	45,000				45,000		
Passive Reserves Lighting Program	600,000	600,000				600,000		
Total Recreation	1,322,996	1,168,996	154,000			1,322,996		
Other Assets								
Playground Replacement Program	150,000	150,000				150,000		
Street Lighting Improvement Program	150,000	150,000				150,000		
Total Other Assets	300,000	300,000				300,000		
Footpaths & Cycleways								
Footpaths Maintenance/Replacement	1,000,000		1,000,000			1,000,000		
Footpath Construction	250,000	250,000				250,000		
Total Footpaths & Cycleways	1,250,000	250,000	1,000,000			1,250,000		
Renewal Capital Expenditure								
Parks & Open Space Structural Renewal	100,000	100,000				100,000		
Parks Playgrounds and Furniture	100,000	100,000				100,000		
Parks and Reserve Fencing	100,000	100,000				100,000		
Synthetic Field Maintenance	150,000	150,000				150,000		
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	100,000	100,000				100,000		
Non Active Open Space Lighting Renewal/Maintenance	50,000	50,000				50,000		
CapEx Program Refurbishment Public Conveniences	152,042	152,042				152,042		
CapEx Program Timber Sports Floor Surface Renewa	31,000	31,000				31,000		
Total Renewal Capital Expenditure	858,042	858,042				858,042		
Total Infrastructure	31,024,510	22,065,340	4,241,161	4,718,009		23,386,196	6,868,340	769,974
Projected Future Grants / Council Funding Adjustment						-6,384,000		6,384,000
Total Capital works	37,248,530	26,977,640	5,552,881	4,718,009		22,225,606	7,846,950	7,175,974

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/DP Funding	Other Contributions	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	0
Total Property	650,000	450,000	200,000	0	0	650,000	-	0	0
Plant & Equipment									
Vehicles - Capital Cost									
Fleet Purchases/Replacement	270,000	270,000				270,000			
Total Vehicles - Capital Cost	270,000	270,000	0	0	0	270,000	-	0	0
Furniture									
Furniture & Equipment	38,000	38,000				38,000			
Total Furniture	38,000	38,000	0	0	0	38,000	-	0	0
IT Equipment									
Annual Computer Replacement Project	333,545	333,545				333,545			
Total IT Equipment	333,545	333,545	0	0	0	333,545	-	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	1,048,545	1,048,545	0	0	0	1,026,545	-	0	22,000
Infrastructure									
Roads									
DDA Works	40,000			40,000		40,000			
Share/Bicycle Paths Construction Program	400,000			400,000		400,000			
Kerb & Channe Rehabilitation	100,000		100,000			100,000			
Traffic Management Devices Program	500,000					500,000			
Road Safety Around Schools	75,767	75,767				75,767			
Major Traffic Management Upgrade Program	500,000					500,000			
Accelerated Road Sealing program	852,378		852,378			852,378			
Streetscape Improvements	2,841,261					2,841,261			
Road Rehabilitation Program	3,092,242				2,841,261	3,092,242			
Bus Stop Works Program	45,000					45,000			769,974
Hume Drive Duplication (Stage 1)	4,251,309				4,251,309	4,251,309			
Tecoma Pedestrian Rail Underpass	866,412						866,412		
Boundary Road	2,367,183					2,367,183			
Mechanics Road	265,184					265,184			
Burns Road	326,745					326,745			
Creamery Road	1,136,055					1,136,055			
Diggers Rest Traffic Signals at Rail Crossing	757,670					757,670			
Westwood Drive and Kelly Avenue	50,000					50,000			
Match Valley Drive	50,000					50,000			
Total Roads	18,427,296	6,440,016	952,378	6,783,503	4,251,309	16,790,820	866,412	0	769,974
Drainage									
WSU/Water Sensitive Urban Design Program	150,000	150,000				150,000			
Underground Drainage/Flood Protection Works	44,236	44,236				44,236			
Gutters/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			120,000			
Sinclair Road Bridge	500,000						500,000		
Total Bridges	920,000	800,000	120,000	0	0	420,000	500,000	0	0
Recreation									
Sportground Furniture Renewal Program	56,000		56,000			56,000			
Tecoma Playing Fields (Hub 1)	1,276,727	1,276,727				1,276,727			
Passive Reserves Lighting Program	600,000					600,000			
Caroline Springs Leisure Centre & Tennis Complex	375,000	375,000				375,000			
Total Recreation	2,307,727	2,241,727	56,000	0	0	2,307,727	-	0	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	0
Footpaths & Cycleways									
Footpath Construction	250,000	250,000				250,000			
Total Footpaths & Cycleways	250,000	250,000	0	0	0	250,000	-	0	0
Renewal Capital Expenditure									
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 Renewals	32,000		32,000			32,000			
Total Renewal Capital Expenditure	232,000	0	232,000	0	0	232,000	-	0	0
Total Infrastructure	22,561,189	10,165,979	1,360,378	6,783,503	4,251,309	20,424,783	1,366,412	0	769,974
<i>Projected Future Grants / Council Funding Adjustment</i>									6,562,026
Total Capital works	24,259,714	11,664,524	1,560,378	6,783,503	4,251,309	15,539,302	1,366,412	0	7,354,000

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	Budget 2018/19 \$'000	Strategic Resource Plan Projections		
			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	2,493	2,631	2,775
Total Staff Expenditure	52,349	58,166	61,219	64,586	68,138

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	166	168	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