



Melton City Council
Strategic Resource Plan 2019/20 to 2022/23

A thriving community where everyone belongs



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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 2019.

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 2019/20 Budget.

Within this report there are some specific projects detailed, (i.e. Capital Works over the next four years on page \$231.8 million). 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.

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 2018;
- 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.

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.

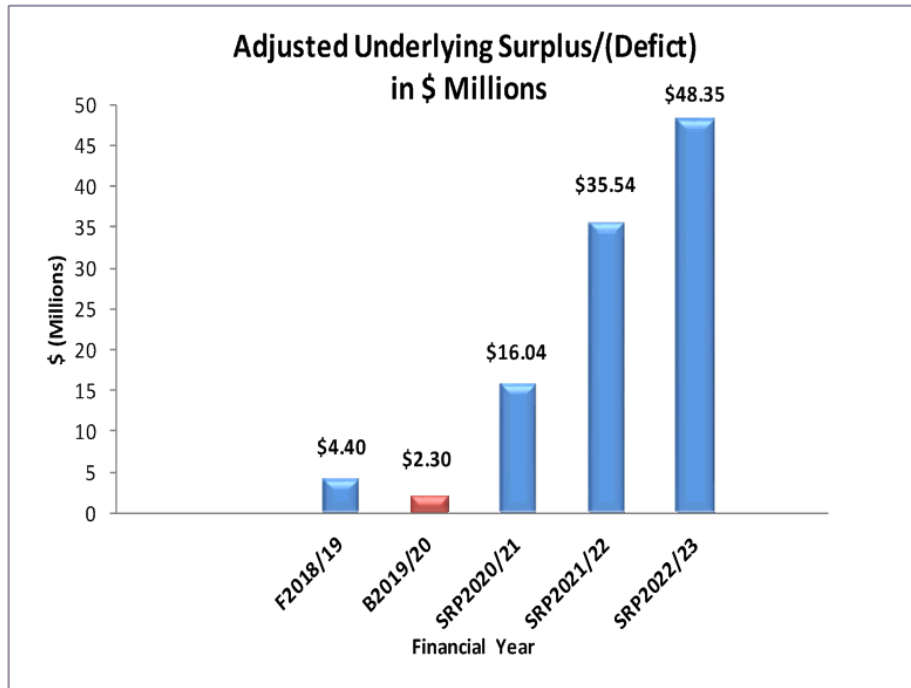
The underlying result is the net surplus or deficit for the year adjusted for non-cash developer contributions, capital grants and other once-off adjustments. It is a measure of financial sustainability, as it is not impacted by non-recurring or once-off items of revenues and expenses, which can often 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 with Lend Lease Communities and land sales income is a regular component of Melton’s total operational revenue and will continue to remain so for a number of years into the future.

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.

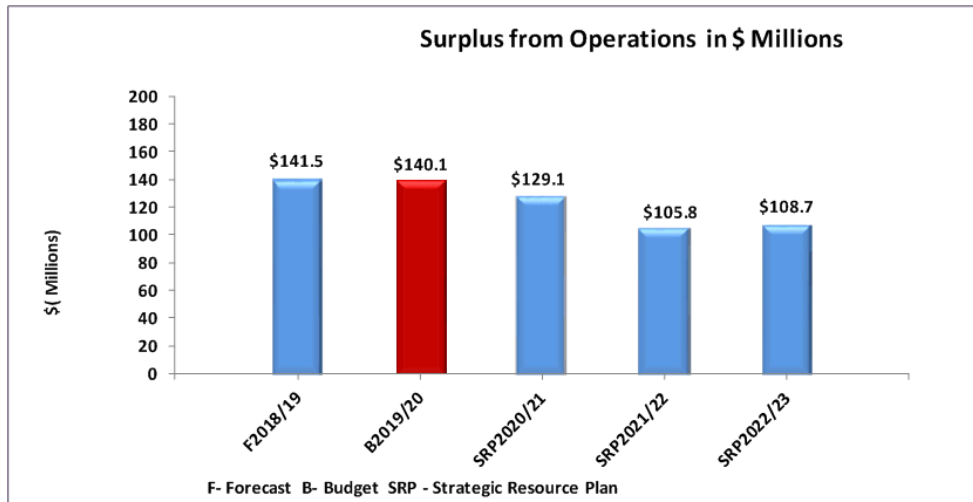
The adjusted underlying results in 2019/20 is \$2.3 million. This is mainly attributable growth in revenue and Council holding operating costs constrained. Council’s underlying results is projected increase to \$48.3 million by 2022/23.

The higher levels of growth projected is expected to yield significant increase in the underlying results during the currency of this Strategic Resource Plan.

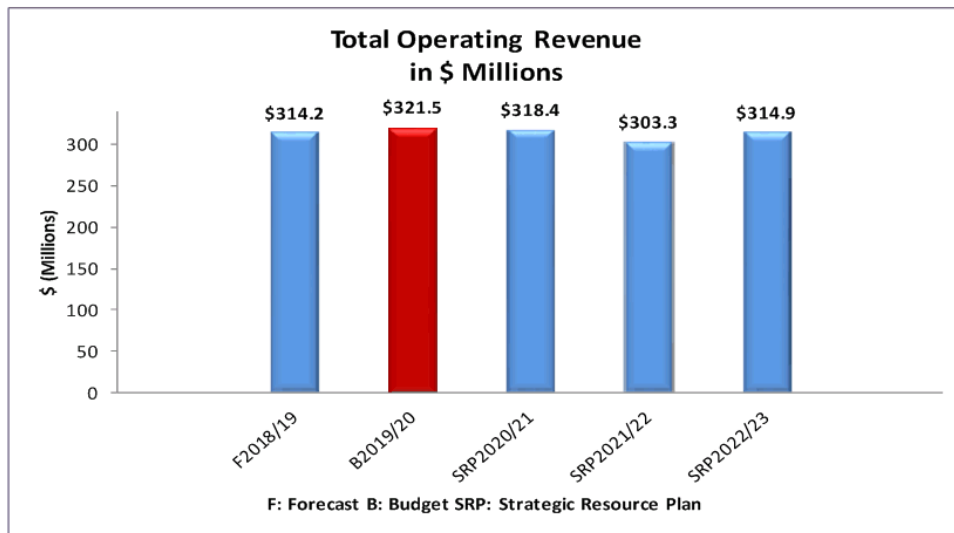


The comprehensive surplus from operations is the total after accounting for both operating and non operating items. These include capital grants and contributed assets.

Council's comprehensive surplus before revaluation increment varies year by year depending on the level of land sales cash and non-cash contributions. It is projected to move from \$141.5 million in 2018/19 to \$108.7 million by 2022/23.



Total revenue is projected to increase from a forecast \$314.2 million in 2018/19 to \$314.9 million by 2022/23. As stated earlier the variability in revenue is highly influenced by the level of cash and non-cash contributions and land sales revenue.



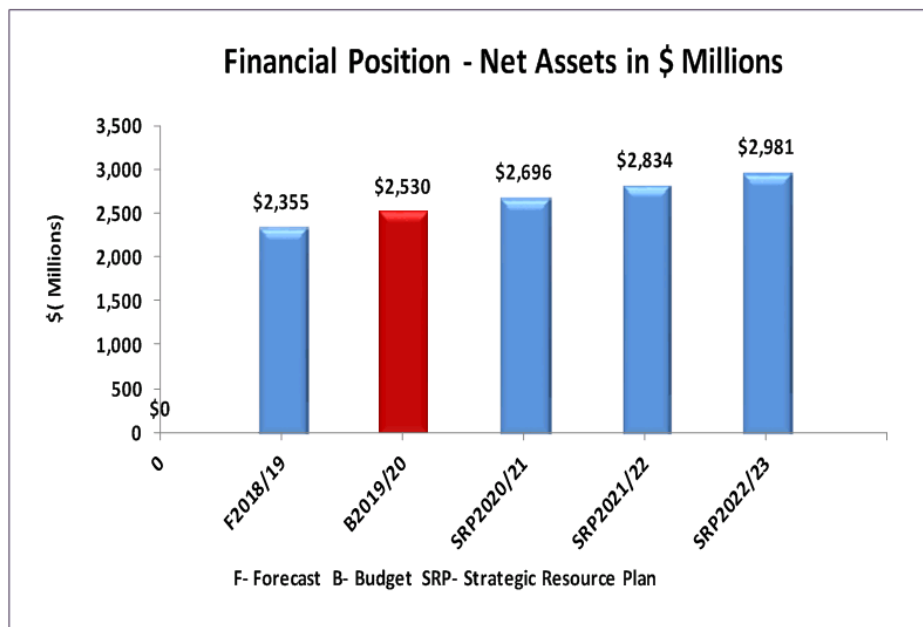
Other assumptions built in for revenue and operating expenditure are discussed in detail under Section 8, Assumptions on Pages 9 to 11.

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 far exceeds the target ratio of 2.5 times current liability. The projected ratio from 2018/19 to 2022/23 is between of 6.1 to 12.7.

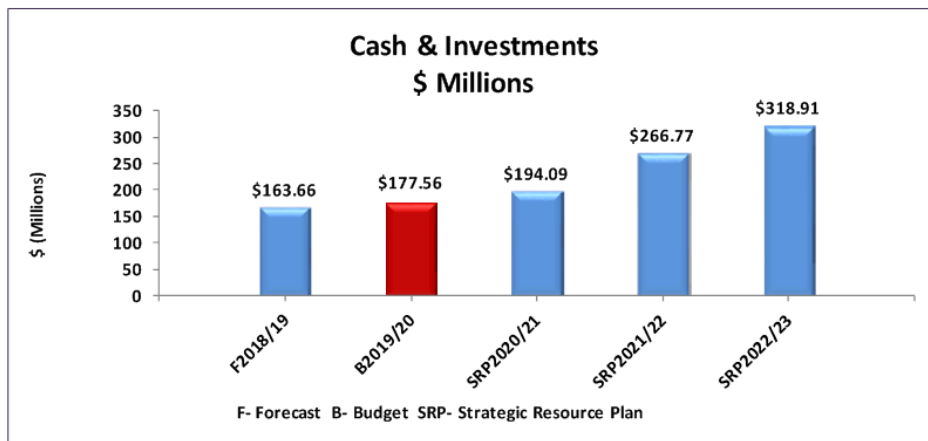
Council's net assets will increase in value from a forecast \$2.35 billion in 2018/19 to \$2.98 billion by 2022/23. This is a net increase of \$630 million reflecting the net outcome of annual capital expenditure, contributed assets, asset disposals, depreciation including the impact of asset revaluations.



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 shown below. 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.

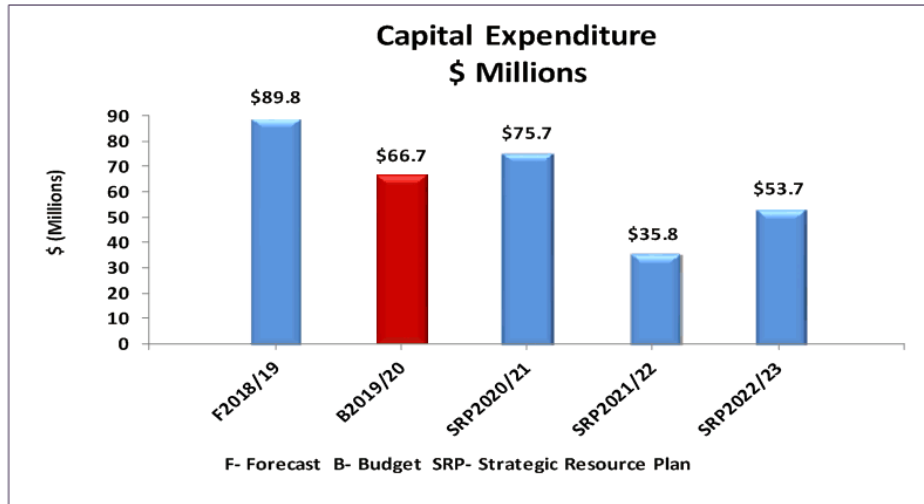


The Strategic Resource Plan is framed around having sufficient cash reserves to cover restricted assets which are primarily developer contributions, construction retentions, maintenance bonds and also a working capital limit of \$3.5 million to meet day to day needs. Cash and Investment balances in the planning period are projected to be in a strong position around the \$318.9 million mark by 2022/23. It is worth noting that this is after delivering an average annual capital works program of \$64.3 million (total over 5 years of \$321.6 million) and repayments of existing loans of \$13.1 million, with no new borrowing over the planning period. This is however based on a number of projections such as the demand for housing will remain strong over the next four years and will deliver cash inflows of land sales revenue from Council's joint venture development, capital grants from state and federal sources of \$36.4 million and also \$121.1 million of 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 5 years.

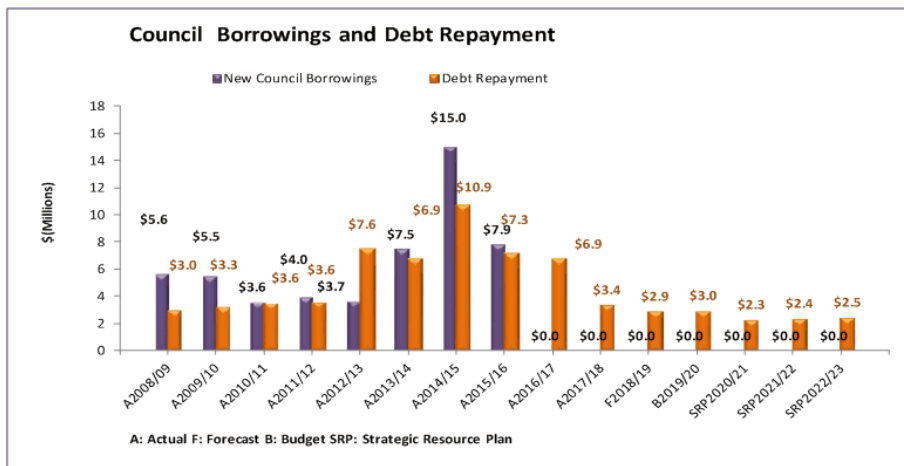


An extensive capital works program of over \$321.6 million is proposed over the next 5 year period, from 2018/19 to 2022/23. Over the 5 years this amounts to an average capital expenditure of around \$64.3 million per year. The capital works program is funded from general rate revenue, developer contributions, capital contributions and asset sales.

The 2019/20 capital expenditure of \$66.7 million includes carry forward works of \$17.6 million from 2018/19.

6.0 Borrowings

There is no new borrowings envisaged for the period from 2019/20 to 2022/23 in this strategic resource plan. The Council also plans to repay approximately \$13.1 million of maturing debt from internally generated funds. This is in line with the Council’s borrowing strategy.



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 2018/19 \$'000 | Strategic Resource Plan Projections | | | |
|---------------------------------------|-------------------------------|-------------------------------------|----------------------------------|-------------------|-------------------|
| | | Budget 2019/20 \$'000 | Projections 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 |
| Staff Expenditure | | | | | |
| Employee Costs - Operating | 56,564 | 62,659 | 66,285 | 70,260 | 74,474 |
| Employee Costs - Capital | | | | | |
| Total Staff Costs | 56,564 | 62,659 | 66,285 | 70,260 | 74,474 |
| Staff Numbers | FTE | FTE | FTE | FTE | FTE |
| Total Staff Numbers (FTE) | 601.0 | 622.0 | 637.0 | 652.0 | 670.0 |

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:

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-----------------|---------|---------|---------|---------|
| 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:

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-----------------------|---------|---------|---------|---------|
| General Rate Increase | 2.5% | 2.50% | 2.50% | 2.50% |

8.4 User Fees & Charges

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

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|----------------------|---------|---------|---------|---------|
| Other Fees & Charges | 3.25% | 3.5% | 3.5% | 3.5% |

8.5 Developer Contributions

Developer cash and non cash contributions are projected as follows.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-------------------------------------|----------|---------|---------|---------|
| Cash Contributions(\$ Millions) | 30.3m | 22.7m | 19.6m | 14.1m |
| Non Cash Contributions(\$ Millions) | \$100.5m | \$84.8m | \$47.1m | \$42.4m |

8.6 Grants

Grants incomes are as outlined below.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|------------------------------|----------|----------|----------|----------|
| Grants Commission | \$16.60m | \$17.45m | \$18.32m | \$19.24m |
| Other Operating Grants | \$13.21m | \$14.65m | \$14.70m | \$13.81m |
| Capital Grants (\$ Millions) | \$6.90m | \$5.61m | \$3.66m | \$3.79m |

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 represents cash received from land sales. There is big variability from gross sales and cash collected each year due to long lead time associated with release of land and settlements. Other receipts from asset sales include sale of Council fleet vehicles.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|-----------|----------|----------|----------|
| Cash receipts from Asset Sales and other (\$ Millions) | \$15.19 m | \$24.82m | \$28.15m | \$22.64m |

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.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-------------------------------|---------|---------|---------|---------|
| Interest income (\$ Millions) | \$3.58m | \$3.75m | \$4.95m | \$6.0m |

8.9 Employee Costs

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---------------|---------|---------|---------|---------|
| EBA/WPI | EBA/WPI | EBA/WPI | EBA/WPI | EBA/WPI |
| Staff Oncosts | 20% | 20% | 20% | 20% |

EBA - Enterprise Bargaining Agreement
WPI- Wage Price Index

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|------------------------|---------|---------|---------|---------|
| Employee Numbers (EFT) | 622 | 637 | 652 | 670 |

EFT - Equivalent Full-Time

8.10 General Expenditure

Specific cost forecasts have been used for significant non-discretionary expenditure items in 2019/20, where such information is presently available. The remaining general operating expenditure items are projected to increase as outlined below:

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|------------------------|---------|---------|---------|---------|
| Materials and Services | 1.0% | 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.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-----------------------------------|----------|----------|----------|----------|
| Capital Expenditure (\$ Millions) | \$66.71m | \$75.70m | \$35.75m | \$53.66m |

8.12 Borrowing

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|------------------------------------|---------|---------|---------|---------|
| Total New Borrowings (\$ Millions) | nil | nil | nil | nil |
| Total Repayment (\$ Millions) | \$2.97m | \$2.31m | \$2.40m | \$2.50m |

8.13 Cost of Assets Sold

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

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|---------|----------|----------|----------|
| Written Down Value of Assets Sold (\$ Millions) | \$8.27m | \$11.81m | \$13.13m | \$10.50m |

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.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|----------|----------|----------|----------|
| Depreciation & Amortisation (\$ Millions) | \$37.01m | \$38.64m | \$40.19m | \$41.79m |

1.0 Budgeted Comprehensive Income Statement

For the year ending 30 June

| Budgeted Comprehensive Income Statement Year Ended 30th June | Forecast 2018/19 \$'000 | Budget 2019/20 \$'000 | Strategic Resource Plan Projections | | | |
|--|-------------------------------|-----------------------------|-------------------------------------|-------------------|-------------------|--|
| | | | 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 | |
| Income | | | | | | |
| Rates and charges | 113,601 | 122,646 | 136,973 | 159,910 | 182,545 | |
| Statutory fees and fines | 8,195 | 7,513 | 7,776 | 8,048 | 8,330 | |
| User fees | 10,668 | 10,274 | 10,634 | 11,006 | 11,391 | |
| Contributions - monetary | 34,431 | 30,306 | 22,717 | 19,573 | 14,107 | |
| Contributions - non-monetary assets | 86,139 | 100,588 | 84,749 | 47,062 | 42,437 | |
| Grants - operating | 29,929 | 29,811 | 32,104 | 33,017 | 33,052 | |
| Grants - operating (non-recurrent) | | | | | | |
| Grants - capital | 16,490 | 6,898 | 5,611 | 3,662 | 3,791 | |
| Net gain on disposal of assets | 8,855 | 8,853 | 13,013 | 15,020 | 12,136 | |
| Other income | 5,932 | 4,565 | 4,780 | 6,032 | 7,136 | |
| Total Income | 314,241 | 321,454 | 318,358 | 303,330 | 314,925 | |
| Expenses | | | | | | |
| Employee costs | 56,564 | 62,659 | 66,285 | 70,260 | 74,474 | |
| Materials and services | 73,176 | 72,874 | 75,425 | 78,064 | 80,797 | |
| Bad and doubtful debts | 450 | 500 | 258 | 172 | 188 | |
| Depreciation and amortisation | 34,849 | 37,015 | 38,647 | 40,186 | 41,787 | |
| Finance costs | 785 | 644 | 503 | 406 | 306 | |
| Other expenses | 6,961 | 7,666 | 8,122 | 8,402 | 8,691 | |
| Total Expenses | 172,785 | 181,357 | 189,240 | 197,490 | 206,243 | |
| Surplus/(Deficit) | 141,456 | 140,097 | 129,118 | 105,840 | 108,682 | |
| Other comprehensive income | | | | | | |
| Items that will not be reclassified to surplus or deficit: | | | | | | |
| Net revaluation increment/decrement | 30,741 | 31,070 | 31,666 | 32,027 | 32,382 | |
| 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 | 172,197 | 171,167 | 160,784 | 137,867 | 141,064 | |

2.0 Budgeted Balance Sheet
For the year ending 30 June

| Balance Sheet As at 30 June | Forecast 2018/19 \$'000 | Budget 2019/20 \$'000 | Strategic Resource Plan Projections | | |
|---------------------------------------|-------------------------------|-----------------------------|-------------------------------------|-------------------|-------------------|
| | | | 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 |
| Current assets | | | | | |
| Cash and cash equivalents | 163,661 | 177,564 | 194,085 | 266,770 | 318,911 |
| Trade and other receivables | 24,339 | 24,820 | 33,719 | 37,939 | 34,366 |
| Other Financial assets | | | | | |
| Inventories | 17 | 20 | 22 | 23 | 25 |
| Non Current Assets held for resale | 2,059 | 2,204 | 2,349 | 2,639 | 2,784 |
| Other assets | 31,406 | 41,025 | 44,323 | 38,788 | 38,788 |
| Total current assets | 221,481 | 246,633 | 274,488 | 346,160 | 394,875 |
| Non-current assets | | | | | |
| Trade & other Receivables | | | | | |
| Property Plant & Equipment | 2,175,071 | 2,325,844 | 2,460,870 | 2,522,051 | 2,629,170 |
| Inventories | 196 | 215 | 226 | 237 | 249 |
| Investment property | 7,000 | 7,500 | 7,500 | 8,000 | 8,500 |
| Intangible assets | 3,357 | 3,030 | 2,703 | 2,376 | 2,049 |
| Other assets | 4,044 | 5,076 | 12,286 | 15,750 | 11,889 |
| Total non-current assets | 2,189,668 | 2,341,666 | 2,483,585 | 2,548,415 | 2,651,857 |
| Total Assets | 2,411,149 | 2,588,299 | 2,758,083 | 2,894,574 | 3,046,732 |
| Current liabilities | | | | | |
| Trade and other payables | 17,750 | 18,650 | 19,250 | 19,700 | 11,100 |
| Trust funds & deposits | 1,980 | 2,050 | 2,100 | 2,150 | 2,200 |
| Provisions | 10,404 | 10,798 | 11,122 | 11,455 | 11,799 |
| Interest-bearing loans and borrowings | 2,967 | 2,306 | 2,402 | 2,502 | 2,607 |
| Other current liabilities | 3,100 | 3,200 | 3,300 | 3,400 | 3,400 |
| Total Current Liabilities | 36,201 | 37,004 | 38,174 | 39,207 | 31,106 |
| Non-current liabilities | | | | | |
| Provisions | 2,202 | 2,227 | 2,073 | 2,073 | 2,023 |
| Interest bearing loans & borrowings | 12,980 | 10,674 | 8,272 | 5,770 | 3,163 |
| Other non current liabilities | 5,146 | 7,966 | 13,747 | 13,403 | 29,255 |
| Total non current liabilities | 20,328 | 20,867 | 24,092 | 21,246 | 34,441 |
| Total Liabilities | 56,530 | 57,870 | 62,266 | 60,452 | 65,545 |
| Net Assets | 2,354,620 | 2,530,429 | 2,695,818 | 2,834,122 | 2,981,186 |
| Equity | | | | | |
| Accumulated surplus | 1,383,698 | 1,488,355 | 1,604,743 | 1,678,165 | 1,771,647 |
| Asset revaluation reserve | 835,749 | 868,819 | 898,485 | 930,512 | 962,894 |
| Other reserves | 135,173 | 175,255 | 192,589 | 225,445 | 246,645 |
| Total Equity | 2,354,620 | 2,530,429 | 2,695,818 | 2,834,122 | 2,981,186 |

3.0 Budgeted Statement of Cash Flows

For the year ending 30 June

| Budgeted Statement of Cash Flows As at 30 June | Forecast 2018/19 \$'000 | Budget 2019/20 \$'000 | Strategic Resource Plan Projections | | | |
|--|-------------------------------|-----------------------------|-------------------------------------|-------------------|-------------------|--|
| | | | 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 | |
| Cash flows from operating | | | | | | |
| Receipts | | | | | | |
| General rates | 113,260 | 122,546 | 136,673 | 159,560 | 182,445 | |
| Grants Income - Operating & Capital | 46,419 | 36,709 | 37,715 | 36,679 | 36,843 | |
| Interest | 4,303 | 3,583 | 3,650 | 3,850 | 4,050 | |
| User charges | 19,455 | 17,337 | 17,960 | 18,604 | 19,471 | |
| Contributions & Reimbursements | 34,431 | 30,306 | 22,717 | 19,573 | 14,107 | |
| Other revenue | 1,602 | 979 | 959 | 1,081 | 1,079 | |
| Total Receipts | 219,471 | 211,461 | 219,674 | 239,347 | 257,995 | |
| Payments | | | | | | |
| Employee costs | 55,742 | 62,240 | 66,115 | 69,926 | 74,180 | |
| Materials and Services | 73,668 | 72,517 | 75,228 | 77,921 | 89,153 | |
| Other expenses | 6,961 | 7,666 | 8,122 | 8,402 | 8,691 | |
| Total Payments | 136,370 | 142,422 | 149,465 | 156,249 | 172,024 | |
| Net cash provided by operating activities | 83,100 | 69,038 | 70,209 | 83,098 | 85,971 | |
| Cash flows from investing activities | | | | | | |
| Proceeds from sales of property, plant and equipment | 31,162 | 15,190 | 24,824 | 28,147 | 22,638 | |
| Payments for property, plant and equipment | -89,794 | -66,714 | -75,703 | -35,752 | -63,660 | |
| PSP Rolling Credit Payments | | | | | | |
| Net cash used in investing activities | -58,631 | -51,524 | -50,879 | -7,605 | -31,022 | |
| Cash flows from financing activities | | | | | | |
| Finance costs | -785 | -644 | -503 | -406 | -306 | |
| Proceeds from borrowings | | | | | | |
| Repayment of borrowings | -2,927 | -2,966 | -2,306 | -2,402 | -2,502 | |
| Net Cash used in financing activities | -3,712 | -3,610 | -2,809 | -2,808 | -2,808 | |
| Net increase in cash & cash equivalents | 20,757 | 13,905 | 16,521 | 72,684 | 52,141 | |
| Cash & equivalents at beginning of year | 142,904 | 163,661 | 177,564 | 194,085 | 266,770 | |
| Cash & equivalents at 30 June | 163,661 | 177,564 | 194,085 | 266,770 | 318,911 | |

4.0 Budgeted Capital Works Statement

For the year ending 30 June

| Budgeted Statement of Capital Works For the years ending 30th June | Forecast 2018/19 \$'000 | Budget 2019/20 \$'000 | Strategic Resource Plan Projections | | |
|--|-------------------------------|-----------------------------|-------------------------------------|-------------------|-------------------|
| | | | 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 |
| Property | | | | | |
| Land | 6,688 | 2,694 | | | |
| Total Land | 6,688 | 2,694 | | | |
| Buildings & Building Improvements | | | | | |
| Buildings | 20,037 | 22,267 | 31,729 | 14,014 | 15,428 |
| Building Improvements | | | | | |
| Total Buildings | 20,037 | 22,267 | 31,729 | 14,014 | 15,428 |
| Total Property | 26,726 | 24,961 | 31,729 | 14,014 | 15,428 |
| Plant and equipment | | | | | |
| Plant, machinery and equipment | 1,100 | 1,664 | 1,715 | 1,769 | 1,823 |
| Fixtures, fittings and furniture | 102 | 157 | 162 | 167 | 172 |
| Computers and telecommunications | 263 | 535 | 400 | 412 | 425 |
| Library books | 409 | 473 | 488 | 503 | 518 |
| Total Plant and Equipment | 1,875 | 2,829 | 2,765 | 2,850 | 2,939 |
| Infrastructure | | | | | |
| Roads | 23,330 | 20,621 | 31,272 | 13,391 | 17,962 |
| Bridges | 120 | 123 | 127 | 631 | 6,635 |
| Drainage | 584 | 210 | 320 | 298 | 307 |
| Recreational, leisure and community facilities | 32,274 | 15,337 | 4,110 | 1,895 | 7,809 |
| Footpaths and Cycleways | 1,650 | 1,094 | 1,191 | 1,398 | 1,266 |
| Other infrastructure | 3,236 | 1,540 | 4,191 | 1,275 | 1,315 |
| Total infrastructure | 61,194 | 38,924 | 41,210 | 18,888 | 35,293 |
| Total capital works expenditure | 89,795 | 66,714 | 75,703 | 35,752 | 53,660 |
| Represented by: | | | | | |
| Asset renewal expenditure | 10,676 | 11,579 | 11,694 | 8,620 | 11,897 |
| New asset expenditure | 67,543 | 30,064 | 33,195 | 23,072 | 31,658 |
| Asset Upgrade expenditure | 2,439 | 19,637 | 19,971 | 4,035 | 10,105 |
| Asset expansion expenditure | 9,137 | 5,434 | 10,843 | 25 | 0 |
| Total capital works expenditure | 89,795 | 66,714 | 75,703 | 35,752 | 53,660 |
| Represented by: | | | | | |
| Grants income | 14,531 | 8,858 | 5,611 | 3,662 | 3,791 |
| Developer Contributions & Other Reserves | 23,066 | 15,215 | 28,939 | 6,447 | 19,470 |
| Funded from Operating Surplus | 52,198 | 42,641 | 41,153 | 25,643 | 30,399 |
| Total capital works expenditure | 89,795 | 66,714 | 75,703 | 35,752 | 53,660 |

5.0 Budgeted Statement of Changes in Equity

For the year ending 30 June

| Budgeted Statement of Changes in Equity For the years ending | Total \$'000 | Accumulated Surplus \$'000 | Revaluation Reserve \$'000 | Other Reserves \$'000 |
|--|------------------|----------------------------|----------------------------|-----------------------|
| Year Ended 30th June 2020 | | | | |
| Balance at beginning of the financial year | 2,354,620 | 1,383,698 | 835,749 | 135,173 |
| Interest Income | | -1,971 | | 1,971 |
| Comprehensive result | 140,097 | 140,097 | | |
| Net asset revaluation Increment/(decrement) | 31,070 | | 31,070 | |
| Other PSP related Transfers | 4,642 | 1,512 | | 3,130 |
| Transfers from reserves | | 13,603 | | -13,603 |
| Transfers to Reserves | | -48,584 | | 48,584 |
| Balance at end of Financial Year | 2,530,429 | 1,488,355 | 866,819 | 175,255 |
| Year Ended 30th June 2021 | | | | |
| Balance at beginning of the financial year | 2,530,429 | 1,488,355 | 866,819 | 175,255 |
| Interest Income | | -2,377 | | 2,377 |
| Comprehensive result | 129,118 | 129,118 | | |
| Net asset revaluation Increment/(decrement) | 31,666 | | 31,666 | |
| Impairment losses on revalued assets | | 5,000 | | -395 |
| Other PSP related Transfers | 4,605 | 33,013 | | -33,013 |
| Transfers from reserves | | -48,365 | | 48,365 |
| Transfers to Reserves | | | | |
| Balance at end of Financial Year | 2,695,818 | 1,604,743 | 898,485 | 192,589 |
| Year Ended 30th June 2022 | | | | |
| Balance at beginning of the financial year | 2,695,818 | 1,604,743 | 898,485 | 192,589 |
| Interest Income | | -2,356 | | 2,356 |
| Comprehensive result | 105,840 | 105,840 | | |
| Net asset revaluation Increment/(decrement) | 32,027 | | 32,027 | |
| Other PSP related Transfers | 437 | 5,500 | | -5,063 |
| Transfers from reserves | | 12,992 | | -12,992 |
| Transfers to Reserves | | -48,555 | | 48,555 |
| Balance at end of Financial Year | 2,834,122 | 1,678,165 | 930,512 | 225,445 |
| Year Ended 30th June 2023 | | | | |
| Balance at beginning of the financial year | 2,834,122 | 1,678,165 | 930,512 | 225,445 |
| Interest Income | | -2,506 | | 2,506 |
| Comprehensive result | 108,682 | 108,682 | | |
| Net asset revaluation Increment/(decrement) | 32,382 | | 32,382 | |
| Other PSP related Transfers | 6,000 | 6,000 | | |
| Transfers from reserves | | 18,897 | | -18,897 |
| Transfers to Reserves | | -37,591 | | 37,591 |
| Balance at end of Financial Year | 2,981,186 | 1,771,647 | 962,894 | 246,645 |

6.0 Budgeted Statement of Human Resources

For the year ending 30 June

| Budgeted Statement of Human Resources | Forecast 2018/19 \$'000 | Strategic Resource Plan Projections | | | |
|---------------------------------------|----------------------------|-------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | | Budget 2019/20 \$'000 | Projections 2020/21 \$'000 | Projections 2021/22 \$'000 | Projections 2022/23 \$'000 |
| Staff Expenditure | | | | | |
| Employee Costs - Operating | 56,564 | 62,659 | 66,285 | 70,260 | 74,474 |
| Employee Costs - Capital | | | | | |
| Total Staff Costs | 56,564 | 62,659 | 66,285 | 70,260 | 74,474 |
| Staff Numbers | FTE | FTE | FTE | FTE | FTE |
| Total Staff Numbers (FTE) | 601.0 | 622.0 | 637.0 | 652.0 | 670.0 |

2019/20 Capital Budget

| Capital Works Area | 2019/20 Approved Budget | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|---|-------------------------|-------------------------|------------------|----------------|------------------|----------------------------|----------------|------------------|-------------------|
| | | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
| | | £ | £ | £ | £ | £ | £ | £ | £ |
| Property | | | | | | | | | |
| Land | | | | | | | | | |
| 13035 - PR34 Shogaki Dve - Ferris Rd to Mount Cottrell Rd | 1,350,000 | 1,350,000 | | | | 1,350,000 | | | |
| 03908 - PSP-Public Open Space Compensation | 261,223 | 261,223 | | | | 261,223 | | | |
| 03904 - PSP Council Funded Portion WAK/Land | 1,682,593 | | | | | | | | 1,682,593 |
| Total Land Purchases | 2,693,816 | 2,693,816 | - | - | - | 1,611,223 | - | - | 1,682,593 |
| Buildings | | | | | | | | | |
| 13185 - Melton Phoenix Football Club - Floor Renewal | 20,000 | | 20,000 | | | | | | 20,000 |
| 13104 - Courthouse Cafe | 250,000 | | | 250,000 | | | | | 250,000 |
| 13088 - Melton South Community Centre Veranda | 48,300 | | | 48,300 | | | | | 48,300 |
| 13082 - Diggers Rest Community Pavilion and Oval No. 02 | 150,000 | 150,000 | | | | 150,000 | | | |
| 13071 - Bridge Road Sports Precinct Oval 2 Design | 60,000 | | | 60,000 | | | | | 60,000 |
| 13088 - Eynesbury Station Early Learning Centre | 1,200,000 | 1,200,000 | | | | | | | 1,200,000 |
| 13087 - Cobblebank Indoor Stadium | 3,000,000 | 3,000,000 | | | | | 3,000,000 | | |
| 13059 - PR99 CS Community Pavilion Extension | 355,000 | | | | 355,000 | | | | 355,000 |
| 13048 - Caroline Springs Lake Public Toilet | 100,000 | 100,000 | | | | | | | 100,000 |
| 13047 - Burnside Reserve Informal Training Space | 50,000 | 50,000 | | | | | | | 50,000 |
| 13046 - Caroline Springs Leisure Centre & Tennis Complex | 45,000 | 45,000 | | | | | | | 45,000 |
| 13012 - Toilet facility at Tentfield Park, Burnside Heights | 100,000 | 100,000 | | | | | | | 100,000 |
| 12081 - Savelite City United Soccer Club | 10,000 | | | 10,000 | | | | | 10,000 |
| 10081 - Sports Pavilion Kitchens Upgrade Program | 50,000 | | | 50,000 | | | | | 50,000 |
| 08906 - Melton Central Community Hub (White House) | 315,000 | 315,000 | | | | | | | 315,000 |
| 08901 - PR21 Melton Central Community Centre (Whitehouse) | 4,000,000 | 4,000,000 | | | | | | | 4,000,000 |
| 08885 - Aintree Community Hub | 1,282,850 | 1,282,850 | | | | 887,850 | 395,000 | | |
| 08775 - PR100 Fraser Rise Community Centre | 1,095,742 | 1,095,742 | | | | | | | 1,095,742 |
| 08770 - CapEx Program - Building Component Renewals | 1,780,000 | | 1,780,000 | | | | | | 1,780,000 |
| 08763 - PR101 City Vista Sports Facility (THW) | 1,898,252 | 1,898,252 | | | | | | | 1,898,252 |
| 08693 - Kurungang Community Pavilion Extension | 25,000 | 25,000 | | | | | | | 25,000 |
| 08475 - Plumpton Aquatic & Leisure Centre | 3,000,000 | 3,000,000 | | | | | | | 3,000,000 |
| 08470 - Melton Wellness | 13,800 | | | 13,800 | | | | | 13,800 |
| 08382 - PR67 Melton Bowling Club - Club room extension | 10,000 | | | | 10,000 | | | | 10,000 |
| 08021 - Caroline Springs Community Facility | 1,005,375 | | | | 1,005,375 | | | | 1,005,375 |
| 07035 - PR48 Female Change Room Upgrade | 400,000 | | | 400,000 | | | | | 400,000 |
| 06834 - Melton Pistol Club | 70,000 | | | | 70,000 | | | | 70,000 |
| 06801 - Diggers Rest Preschool Centre Extension | 967,492 | | | | 967,492 | | 175,000 | | 792,492 |
| 05409 - Brookside Community Centre | 450,000 | | 450,000 | | | | | | 450,000 |
| 05142 - Hillside Recreation Pavilion | 15,000 | | | 15,000 | | | | | 15,000 |
| 03575 - Melton Recycling Facility Improvements | 500,000 | | | | 500,000 | | | | 500,000 |
| Total Buildings | 22,266,811 | 16,261,844 | 2,250,000 | 847,100 | 2,907,867 | 1,837,850 | 570,000 | 3,000,000 | 17,658,961 |
| | | 0 | | | | | | | |
| Total Property | 24,960,627 | 18,956,660 | 2,250,000 | 847,100 | 2,907,867 | 2,649,073 | 570,000 | 3,000,000 | 18,741,554 |
| Plant and Equipment | | | | | | | | | |
| Vehicles Cost | | | | | | | | | |
| 01605 - Plant Purchases/Replacement | 1,664,000 | 1,664,000 | | | | | | 1,664,000 | |
| Vehicles - Capital Cost | 1,664,000 | 1,664,000 | - | - | - | - | - | 1,664,000 | - |
| Furniture | | | | | | | | | |
| 01510 - Furniture & Equipment | 157,000 | 77,000 | 80,000 | | | | | | 157,000 |
| Furniture | 157,000 | 77,000 | 80,000 | - | - | - | - | - | 157,000 |
| IT Equipment | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 535,000 | | | 535,000 | | | | | 535,000 |
| IT Equipment | 535,000 | - | - | 535,000 | - | - | - | - | 535,000 |
| Library Books | | | | | | | | | |
| 02311 - Premier's Reading Challenge | 23,000 | 23,000 | | | | | 23,000 | | |
| 02305 - Library Collection | 450,000 | | | 450,000 | | | | | 450,000 |
| Library Books | 473,000 | 23,000 | - | 450,000 | - | - | 23,000 | - | 450,000 |
| Total Plant and Equipment | 2,629,000 | 1,764,000 | 80,000 | 985,000 | - | - | 23,000 | 1,664,000 | 1,142,000 |
| Infrastructure | | | | | | | | | |
| Roads | | | | | | | | | |
| 13182 - Taylors Hill Shopping Centre Right Lane | 190,352 | | | | 190,352 | | | | 190,352 |
| 13081 - Beattys Road Final Seal | 171,423 | | | 171,423 | | | | | 171,423 |
| 13076 - Brooklyn Road Signalised Pedestrian Crossing | 800,000 | | | 800,000 | | | | | 800,000 |
| 13077 - Boundary Road - Mt. Cottrell to The Mall | 1,000,000 | | | | 1,000,000 | | | | 1,000,000 |
| 13033 - Ferris Rd Hollingsworth Dr Signalised Intersection | 947,087 | | | 947,087 | | | | | 947,087 |
| 13032 - City Vista Dr Pedestrian Signals | 25,000 | 25,000 | | | | | | | 25,000 |
| 13030 - PR53 City Vista Court | 604,351 | | | 604,351 | | 238,116 | | | 366,235 |
| 13028 - Taylors Rd and Westwood Dr Intersection | 2,500,000 | | | 2,500,000 | | | | | 2,500,000 |
| 13023 - PR86 Tarletons Road Widening | 1,297,087 | | | | 1,297,087 | | | | 1,297,087 |
| 13022 - Bulmans Road Urbanisation | 500,000 | | | 500,000 | | 500,000 | | | |
| 13020 - Taylors Rd (West Botanical Dr to West City Vista) | 867,718 | | | 867,718 | | 867,718 | | | |
| 13008 - PR9 Speed Lighting Improvement Program | 154,000 | | | | | | | | 154,000 |
| 08846 - Caroline Springs Blvd Intersection Roadbank Middle | 1,894,174 | 1,894,174 | | | | | | | 1,894,174 |
| 08825 - Bus Stop Works Program | 45,000 | | | 45,000 | | | | | 45,000 |
| 08815 - Burnside Heights Recreation Reserve-Car park | 220,000 | | | 220,000 | | | | | 220,000 |
| 08756 - Road Rehabilitation Program | 4,911,594 | | 4,911,594 | | | | 1,008,734 | | 3,902,860 |

| Capital Works Area | 2019/20 Approved Budget | Asset Expenditure Types | | | | Summary of Funding Sources | | | | |
|---|-------------------------|-------------------------|-------------------|-------------------|------------------|----------------------------|------------------|------------------|-------------------|--|
| | | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding | |
| 08737 - Streetscape improvements | 559,381 | | 559,381 | | | | 554,600 | | 4,781 | |
| 08729 - Roadside Hazard/Safety Improvements Program | 180,000 | | | 180,000 | | | | | 180,000 | |
| 03732 - Major Traffic Management Upgrade Program | 688,000 | | | 688,000 | | | | | 688,000 | |
| 03728 - Road Constructions | 150,000 | | | 150,000 | | | | | 150,000 | |
| 03723 - PR51 Road Safety Around Schools | 100,000 | | | 100,000 | | | | | 100,000 | |
| 03721 - Traffic Management Devices Program | 310,744 | | | 310,744 | | | | | 310,744 | |
| 03515 - PR78 Milton Recycling Centre Upgrade | 90,000 | | | 90,000 | | | | | 90,000 | |
| 03250 - PR30 Korb & Channel Rehabilitation | 115,000 | | 115,000 | | | | | | 115,000 | |
| 03196 - PR183 Westwood Drive Bridge | 400,000 | 400,000 | | | | | | | 400,000 | |
| 03170 - PR54 Annual Resurfacing/Periodic Reseals | 963,350 | | 963,350 | | | | | | 963,350 | |
| 03124 - PR59 New Footpaths Construction Program | 283,256 | | 283,256 | | | | | | 283,256 | |
| 03110 - Shared/Bicycle Paths Construction Program | 653,544 | | | 653,544 | | 400,000 | | | 253,544 | |
| Total Roads | 20,621,061 | 2,319,174 | 6,832,581 | 9,981,867 | 2,487,439 | 2,005,834 | 1,563,334 | | 17,851,893 | |
| Drainage | | | | | | | | | | |
| 08726 - PR73 Drainage Infrastructure Program | 150,000 | | | 150,000 | | | | | 150,000 | |
| 03252 - PR81 WSUD (Water Sensitive Urban Design) Program | 60,000 | | | 60,000 | | | 30,000 | | 30,000 | |
| Total Drainage | 210,000 | | | 210,000 | | | 30,000 | | 180,000 | |
| Bridges | | | | | | | | | | |
| 08831 - PR31 Bridge Rehabilitation Program | 123,000 | | | 123,000 | | | | | 123,000 | |
| Total Bridges | 123,000 | | | 123,000 | | | | | 123,000 | |
| Recreation | | | | | | | | | | |
| 13099 - Toockem Vale Playground Update | 30,000 | | 30,000 | | | | | | 30,000 | |
| 13084 - Borenia Drive Reserve - Sportsfield Lighting | 50,000 | | | 50,000 | | | | | 50,000 | |
| 13080 - Park Signage Program | 50,000 | | | 50,000 | | | | | 50,000 | |
| 13079 - Boxing of Playground Softfall Areas | 40,000 | | 40,000 | | | | | | 40,000 | |
| 13065 - Stan Payne Reserve Play Space | 350,000 | | | 350,000 | | | | | 350,000 | |
| 13064 - PR76 Merlo Drive reserve development | 360,000 | 360,000 | | | | | | | 360,000 | |
| 13057 - PR80 Arbour Boulevard Reserve Play Space | 315,000 | | 315,000 | | | | | | 315,000 | |
| 13026 - Eynesbury Recreation Reserve ACS - Stage 1 and 2a | 4,500,000 | 4,500,000 | | | | 3,788,656 | 711,344 | | | |
| 10081 - Sports Pavilion Kitchen Upgrade Program | 50,000 | | | 50,000 | | | | | 50,000 | |
| 08894 - PR42 Alentay Road Reserve Upgrade | 97,640 | | 97,640 | | | | | | 97,640 | |
| 08883 - PR35 Hannah Watts Park Upgrade | 25,000 | 25,000 | | | | | | | 25,000 | |
| 08872 - PR88 Macpherson Park Redevelopment | 7,424,637 | | | 7,424,637 | | | 1,000,000 | | 6,424,637 | |
| 08727 - PR32 Tennis Court Upgrade | 150,000 | | 150,000 | | | | | | 150,000 | |
| 08713 - Netball Court Upgrade | 209,057 | | 209,057 | | | | | | 209,057 | |
| 08710 - PR43 Cricket Net Rehabilitation Program | 193,000 | | 193,000 | | | | | | 193,000 | |
| 08703 - Sydenham Hillside CC Improvements | 38,500 | | | | 38,500 | | | | 38,500 | |
| 08599 - Blackwood Drive Recreation Reserve | 55,000 | | | 55,000 | | | | | 55,000 | |
| 08423 - Burnside Heights Rec Reserve-Multi Sports Cube | 40,000 | 40,000 | | | | | | | 40,000 | |
| 08419 - Cricket Facilities Improvement Program | 60,000 | | | 60,000 | | | | | 60,000 | |
| 08371 - Reserve Shelter Shade Program | 80,000 | | | 80,000 | | | | | 80,000 | |
| 07221 - Morton Homestead Play Space | 265,000 | 265,000 | | | | | | | 265,000 | |
| 06821 - Kurung Tennis Courts | 674,684 | | 674,684 | | | 674,684 | | | | |
| 05165 - Playground Replacement Program | 150,000 | | 150,000 | | | | | | 150,000 | |
| 05114 - Hillside Rec. Reserve-Grand Stand Seating | 29,000 | 29,000 | | | | | | | 29,000 | |
| 04547 - Licensed Playspace Upgrade Program | 100,000 | | | 100,000 | | | | | 100,000 | |
| 12000 - Projected Grant funding to be received | | | | | | | 3,000,000 | | -3,000,000 | |
| Total Recreation | 15,336,518 | 5,631,640 | 1,446,741 | 8,219,637 | 38,500 | 4,463,340 | 4,711,344 | | 6,161,834 | |
| Other Assets | | | | | | | | | | |
| 13083 - Silverdale Estate - Sound Walls | 100,000 | | | 100,000 | | | | | 100,000 | |
| 13076 - PR89 Solar Retrofit Program | 200,000 | 200,000 | | | | | | | 200,000 | |
| 07117 - Installation of New Open Space Fencing | 100,000 | | | 100,000 | | | | | 100,000 | |
| 07026 - CapEx Program - New Emag Migrant Infrastructure | 70,000 | | | 70,000 | | | | | 70,000 | |
| Total Other Assets | 470,000 | 200,000 | | 270,000 | | | | | 470,000 | |
| Footpaths & Cycleways | | | | | | | | | | |
| 03140 - Footpaths Maintenance/Replacement | 1,093,886 | | 1,093,886 | | | | | | 1,093,886 | |
| Total Footpaths & Cycleways | 1,093,886 | 1,093,886 | | | | | | | 1,093,886 | |
| Renewal Capital Expenditure | | | | | | | | | | |
| 07033 - CapEx Program - Refurbishment Public Conveniences | 160,000 | | 160,000 | | | | | | 160,000 | |
| 06017 - Irrigation System Renewal Program | 200,000 | | 200,000 | | | | | | 200,000 | |
| 06014 - Soft Fall/ Soft Path Maintenance | 25,000 | | 25,000 | | | | | | 25,000 | |
| 06006 - Parks Playgrounds and Furniture | 200,000 | | 200,000 | | | | | | 200,000 | |
| 06003 - Parks & Open Space Structural Renewal | 260,000 | | 260,000 | | | | | | 260,000 | |
| 05167 - Sportsgrounds Furniture Renewal Program | 50,000 | | 50,000 | | | | | | 50,000 | |
| Total Renewal Capital Expenditure | 895,000 | | 895,000 | | | | | | 895,000 | |
| Public Art Projects | | | | | | | | | | |
| 13080 - Public Art Installation | 100,000 | 100,000 | | | | | | 40,000 | 60,000 | |
| 07826 - Public Art Rehabilitation Program | 75,000 | | 75,000 | | | | | | 75,000 | |
| Total Public Art Projects | 175,000 | 100,000 | 75,000 | | | | | 40,000 | 135,000 | |
| Total Infrastructure | 38,924,465 | 9,344,760 | 9,249,322 | 17,804,504 | 2,525,939 | 6,469,174 | 6,304,678 | 40,000 | 26,110,613 | |
| Total Capital works | 66,714,092 | 30,064,360 | 11,579,322 | 19,636,604 | 5,433,806 | 9,118,247 | 6,897,678 | 4,704,000 | 45,994,167 | |
| Council Works Operating/Maintenance | 926,787 | | | | | | 234,748 | | | |

2020/21 Capital Works Plan

| Capital Works Area | Budgets 2020/21 | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|---|-------------------|-------------------------|------------------|-------------------|------------------|----------------------------|------------------|-------------------|-------------------|
| | | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
| | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Property | | | | | | | | | |
| 0605 - Buildings | | | | | | | | | |
| 13089 - Bridge Road Recreation Reserve-Community Pavilion | 170,000 | 170,000 | | | | 170,000 | | | - |
| 13088 - Melton Community Pavilion | 220,000 | 220,000 | | | | | | | 220,000 |
| 13086 - Cobblebank Community Pavilion and Grandstand | 1,500,000 | 1,500,000 | | | | | | | 1,500,000 |
| 13082 - Diggers Rest Community Pavilion and Oval No. 02 | 1,500,000 | 1,500,000 | | | | 1,500,000 | | | - |
| 13068 - Eynesbury Station Early Learning Centre | 1,973,639 | 1,973,639 | | | | | | | 1,973,639 |
| 13067 - Cobblebank Indoor Stadium | 16,850,000 | 16,850,000 | | | | | | 16,850,000 | - |
| 13059 - Caroline Springs Town Centre Sports Precinct Comm | 25,000 | | | 25,000 | | | | | 25,000 |
| 13016 - Caroline Springs Leisure Centre & Tennis Complex | 45,000 | 45,000 | | | | | | | 45,000 |
| 10001 - Sports Pavilion Kitchen Upgrade Program | 77,320 | | | 77,320 | | | | | 77,320 |
| 08770 - CapEx Program - Building Component Renewals | 1,835,052 | | 1,835,052 | | | | | | 1,835,052 |
| 08693 - Kurunjang Community Pavilion Extension | 25,000 | 25,000 | | | | | | | 25,000 |
| 07035 - PR48 Female Change Room Upgrade | 570,156 | | | 570,156 | | | | 200,000 | 370,156 |
| 06601 - Diggers Rest Preschool Centre Extension | 25,000 | | | | | 25,000 | | | 25,000 |
| 03575 - Melton Recycling Facility Improvements | 6,912,503 | | | | 6,912,503 | | | | 6,912,503 |
| Total Buildings | 31,728,670 | 22,283,639 | 1,835,052 | 672,476 | 6,937,503 | 1,670,000 | - | 17,050,000 | 13,008,670 |
| Total Property | 31,728,670 | 22,283,639 | 1,835,052 | 672,476 | 6,937,503 | 1,670,000 | - | 17,050,000 | 13,008,670 |
| Plant and Equipment | | | | | | | | | |
| Vehicles Cost | | | | | | | | | |
| 01605 - Plant Purchases/Replacement | 1,715,464 | 1,715,464 | | | | | | 1,715,464 | |
| Vehicles - Capital Cost | 1,715,464 | 1,715,464 | - | - | - | - | - | 1,715,464 | - |
| Furniture | | | | | | | | | |
| 01510 - Furniture & Equipment | 161,856 | 161,856 | | | | | | | 161,856 |
| Furniture | 161,856 | 161,856 | - | - | - | - | - | - | 161,856 |
| IT Equipment | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 400,000 | | | 400,000 | | | | | 400,000 |
| IT Equipment | 400,000 | - | - | 400,000 | - | - | - | - | 400,000 |
| Library Books | | | | | | | | | |
| 02311 - Premier's Reading Challenge | 23,711 | 23,711 | | | | | 23,711 | | 0 |
| 02305 - Library Collection | 463,918 | | | 463,918 | | | | | 463,918 |
| Library Books | 487,629 | 23,711 | - | 463,918 | - | - | 23,711 | - | 463,918 |
| Total Plant and Equipment | 2,764,949 | 1,901,031 | - | 863,918 | - | - | 23,711 | 1,715,464 | 1,025,774 |
| Infrastructure | | | | | | | | | |
| Roads | | | | | | | | | |
| 13078 - Brooklyn Road Signalised Pedestrian Crossing | 1,610,048 | | | 1,610,048 | | | | | 1,610,048 |
| 13077 - Boundary Road - Mt. Cottrell to The Mall | 3,905,713 | | | | 3,905,713 | 461,922 | | | 3,443,791 |
| 13070 - Blackhill Rd (Stage 2) | 625,078 | 625,078 | | | | | | | 625,078 |
| 13035 - PR34 Shogaki Drv - Ferris Rd to Mount Cottrell Rd | 3,300,000 | 3,300,000 | | | | 3,300,000 | | | 0 |
| 13022 - Bulmans Road Urbanisation | 5,354,619 | | | 5,354,619 | | 1,700,000 | | | 3,654,619 |
| 13020 - Taylors Rd (West Botanical Dr to West City Vista) | 6,728,107 | | | 6,728,107 | | 5,524,000 | | | 1,204,107 |
| 13008 - PR9 Street Lighting Improvement Program | 158,763 | | | 158,763 | | | | | 158,763 |
| 08895 - Toolern Pedestrian Rail Underpass 1 | 96,268 | 96,268 | | | | 96,268 | | | 0 |
| 08890 - Hume Drive Duplication (Stage 2) | 200,000 | 200,000 | | | | | | | 200,000 |
| 08842 - Exford Rd & Greigs Rd Intersection | 568,252 | 568,252 | | | | 568,252 | | | 0 |
| 08825 - Bus Stop Works Program | 46,392 | | | 46,392 | | | | | 46,392 |
| 08756 - Road Rehabilitation Program | 3,138,905 | | 3,138,905 | | | | 1,008,734 | | 2,130,171 |
| 08737 - Streetscape Improvements | 3,380,000 | | 3,380,000 | | | | | | 3,380,000 |
| 08729 - Roadside Hazard/Safety Improvements Program | 175,258 | | | 175,258 | | | | | 175,258 |
| 03732 - Major Traffic Management Upgrade Program | 659,794 | | | 659,794 | | | | | 659,794 |
| 03723 - PR51 Road Safety Around Schools | 103,093 | | | 103,093 | | | | | 103,093 |
| 03721 - Traffic Management Devices Program | 309,278 | | | 309,278 | | | | | 309,278 |
| 03250 - PR30 Kerb & Channel Rehabilitation | 118,557 | | 118,557 | | | | | | 118,557 |
| 03124 - PR59 New Footpaths Construction Program | 278,351 | | 278,351 | | | | | | 278,351 |
| 03110 - Shared/Bicycle Paths Construction Program | 515,464 | | | 515,464 | | | | | 515,464 |
| Total Roads | 31,271,940 | 4,789,598 | 6,915,813 | 15,660,816 | 3,995,713 | 11,650,442 | 1,008,734 | - | 18,612,764 |
| Drainage | | | | | | | | | |
| 08726 - PR73 Drainage Infrastructure program | 154,639 | | | 154,639 | | | | | 154,639 |
| 03252 - PR81 WSUD (Water Sensitive Urban Design Program) | 164,949 | | | | | | 30,928 | | 134,021 |
| Total Drainage | 319,588 | - | - | 319,588 | - | - | 30,928 | - | 288,660 |
| Bridges | | | | | | | | | |
| 08831 - PR31 Bridge Rehabilitation Program | 126,804 | | | 126,804 | | | | | 126,804 |
| Total Bridges | 126,804 | - | - | 126,804 | - | - | - | - | 126,804 |

2020/21 Capital Works Plan

| Capital Works Area | Budgets 2020/21 | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|--|-------------------|-------------------------|-------------------|-------------------|-------------------|----------------------------|------------------|-------------------|-------------------|
| | | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
| | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Recreation | | | | | | | | | |
| 13096 - Cricket Pitch Replacement Program | 51,546 | 51,546 | | | | | | | 51,546 |
| 13087 - Cobblebank Oval and POS and AOS. | 1,500,000 | 1,500,000 | | | | 650,000 | | | 850,000 |
| 13080 - Park Signage Program | 51,546 | | | 51,546 | | | | | 51,546 |
| 13079 - Boxing of Playground Soft fall Areas | 41,237 | | 41,237 | | | | | | 41,237 |
| 13065 - Stan Payne Reserve Play Space | 20,000 | | | 20,000 | | | | | 20,000 |
| 13064 - PR76 Marlo Drive reserve development | 20,000 | 20,000 | | | | | | | 20,000 |
| 13057 - PR80 Arbour Boulevard Reserve Play Space | 20,000 | 20,000 | | | | | | | 20,000 |
| 13025 - Eynesbury Recreation Reserve AOS - Stage 1 and Stage 2 | 711,344 | 711,344 | | | | 711,344 | | | 0 |
| 08903 - PR35 Hannah Watts Park Upgrade | 20,000 | 20,000 | | | | | | | 20,000 |
| 08872 - PR98 Macpherson Park Redevelopment | 40,000 | | | 40,000 | | | | | 40,000 |
| 08829 - Ball Protection Fencing Program | 46,392 | 46,392 | | | | | | | 46,392 |
| 08790 - Passive Reserve Development Program | 540,000 | 540,000 | | | | | | | 540,000 |
| 08727 - PR32 Tennis Court Upgrade | 226,804 | | 226,804 | | | | | | 226,804 |
| 08713 - Netball Court Upgrade | 226,804 | | 226,804 | | | | | | 226,804 |
| 08710 - PR43 Cricket Net Refurbishment Program | 103,093 | | 103,093 | | | | | | 103,093 |
| 08415 - Cricket Facilities Improvement Program | 61,856 | | | 61,856 | | | | | 61,856 |
| 08371 - Reserve Shelter Shade Program | 154,639 | | | 154,639 | | | | | 154,639 |
| 07221 - Morton Homestead Play Space | 20,000 | 20,000 | | | | | | | 20,000 |
| 05165 - Playground Replacement Program | 154,639 | | 154,639 | | | | | | 154,639 |
| 04547 - Licensed Play Space Upgrade Program | 100,000 | | | 100,000 | | | | | 100,000 |
| 12000 -Projected Grant funding to be received | | | | | | | 4,348,000 | | -4,348,000 |
| Total Recreation | 4,109,900 | 2,929,282 | 752,577 | 428,041 | - | 1,361,344 | 4,348,000 | - | 1,599,444 |
| Other Assets | | | | | | | | | |
| 13083 - Silverdale Estate - Sound Walls | 1,723,699 | | | 1,723,699 | | | | | 1,723,699 |
| 13076 - PR99 Solar Retrofit Program | 1,230,000 | 1,230,000 | | | | | 200,000 | | 1,030,000 |
| 07117 - Installation of New Open Space Fencing | 103,093 | | | 103,093 | | | | | 103,093 |
| 07026 - New Emergency Mgmt. Infrastructure | 72,165 | | | 72,165 | | | | | 72,165 |
| Total Other Assets | 3,128,957 | 1,230,000 | - | 1,898,957 | - | - | 200,000 | - | 2,928,957 |
| Footpaths & Cycle ways | | | | | | | | | |
| 03140 - Footpaths Maintenance/Replacement | 1,190,722 | | 1,190,722 | | | | | | 1,190,722 |
| Total Footpaths & Cycle ways | 1,190,722 | - | 1,190,722 | - | - | - | - | - | 1,190,722 |
| | | | | | | | | | 0 |
| Renewal Capital Expenditure | | | | | | | | | |
| 07033 - CapEx Program - Refurbishment Public Conveniences | 164,948 | | 164,948 | | | | | | 164,948 |
| 06017 - Irrigation System Renewal Program | 206,186 | | 206,186 | | | | | | 206,186 |
| 06014 - Soft Fall/ Soft Path Maintenance | 25,773 | | 25,773 | | | | | | 25,773 |
| 06006 - Parks Playgrounds and Furniture | 206,185 | | 206,185 | | | | | | 206,185 |
| 06003 - Parks & Open Space Structural Renewal | 268,041 | | 268,041 | | | | | | 268,041 |
| 05167 - Sportsgrounds Furniture Renewal Program | 51,546 | | 51,546 | | | | | | 51,546 |
| Total Renewal Capital Expenditure | 922,679 | - | 922,679 | - | - | - | - | - | 922,679 |
| Public Art Projects | | | | | | | | | |
| 13000 - Public Art Installation | 61,856 | 61,856 | | | | | | | 61,856 |
| 07826 - Public Art Rehabilitation Program | 77,320 | | 77,320 | | | | | | 77,320 |
| Total Public Art Projects | 139,176 | 61,856 | 77,320 | - | - | - | - | - | 139,176 |
| Total Infrastructure | 41,209,766 | 9,010,736 | 9,859,111 | 18,434,206 | 3,905,713 | 13,011,786 | 5,587,662 | - | 22,610,318 |
| Total Capital works | 75,703,385 | 33,195,406 | 11,694,163 | 19,970,600 | 10,843,216 | 14,681,786 | 5,611,373 | 18,765,464 | 36,644,762 |
| Council Works Operating/Maintenance | 1,644,885 | | | | | | 66,748 | | |

2021/22 Capital Works Plan

| Capital Works Area | Total Budgets 2021/22 | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|---|-----------------------|-------------------------|------------------|------------------|---------------|----------------------------|------------------|------------------|-------------------|
| | | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
| | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Property | | | | | | | | | |
| 0605 - Buildings | | | | | | | | | |
| 13089 - Bridge Road Recreation Reserve-Community Pavilion | 4,375,649 | 4,375,649 | | | | 1,350,000 | 650,000 | | 2,375,649 |
| 13082 - Diggers Rest Community Pavilion and Oval No. 02 | 3,040,831 | 3,040,831 | | | | 3,040,831 | | | 0 |
| 13067 - Cobblebank Indoor Stadium | 4,276,168 | 4,276,168 | | | | | | 4,276,168 | - |
| 13059 - Caroline Springs Town Centre Sports Precinct Comm | 25,000 | | | 25,000 | | | | | 25,000 |
| 13003 - Toolern Multipurpose Community Centre Hub 3 | 300,000 | 300,000 | | | | 300,000 | | | - |
| 10001 - Sports Pavilion Kitchen Upgrade Program | 79,711 | | | 79,711 | | | | | 79,711 |
| 08770 - CapEx Program - Building Component Renewals | 1,891,806 | | 1,891,806 | | | | | | 1,891,806 |
| 06601 - Diggers Rest Preschool Centre Extension | 25,000 | | | | 25,000 | | | | 25,000 |
| Total Buildings | 14,014,165 | 11,992,648 | 1,891,806 | 104,711 | 25,000 | 4,690,831 | 650,000 | 4,276,168 | 4,397,166 |
| Total Property | 14,014,165 | 11,992,648 | 1,891,806 | 104,711 | 25,000 | 4,690,831 | 650,000 | 4,276,168 | 4,397,166 |
| Plant and Equipment | | | | | | | | | |
| Vehicles Cost | | | | | | | | | |
| 01605 - Plant Purchases/Replacement | 1,768,520 | 1,768,520 | | | | | | 1,768,520 | 0 |
| Vehicles - Capital Cost | 1,768,520 | 1,768,520 | - | - | - | - | - | 1,768,520 | - |
| Furniture | | | | | | | | | |
| 01510 - Furniture & Equipment | 166,862 | 166,862 | | | | | | | 166,862 |
| Furniture | 166,862 | 166,862 | - | - | - | - | - | - | 166,862 |
| IT Equipment | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 412,371 | | | 412,371 | | | | | 412,371 |
| IT Equipment | 412,371 | - | - | 412,371 | - | - | - | - | 412,371 |
| Library Books | | | | | | | | | |
| 02311 - Premier's Reading Challenge | 24,444 | 24,444 | | | | | 24,444 | | 0 |
| 02305 - Library Collection | 478,265 | | | 478,265 | | | | | 478,265 |
| Library Books | 502,709 | 24,444 | - | 478,265 | - | - | 24,444 | - | 478,265 |
| Total Plant and Equipment | 2,850,462 | 1,959,826 | - | 890,636 | - | - | 24,444 | 1,768,520 | 1,057,498 |
| Infrastructure | | | | | | | | | |
| Roads | | | | | | | | | |
| 13073 - Melton Valley Drive | 50,000 | 50,000 | | | | | | | 50,000 |
| 13072 - Westwood Drive and Kelly Avenue | 50,000 | 50,000 | | | | 50,000 | | | 0 |
| 13063 - Diggers Rest - Traffic Signals at Rail Crossing | 757,670 | 757,670 | | | | | | | 757,670 |
| 13062 - Creamery Road | 1,136,505 | 1,136,505 | | | | 1,200,000 | | | -63,495 |
| 13061 - Burtons Road | 326,745 | 326,745 | | | | | | | 326,745 |
| 13060 - Mechanics Road | 265,184 | 265,184 | | | | | | | 265,184 |
| 13008 - PR9 Street Lighting Improvement Program | 163,673 | | | 163,673 | | | | | 163,673 |
| 08895 - Toolern Pedestrian Rail Underpass 1 | 820,568 | 820,568 | | | | 866,412 | | | -45,844 |
| 08890 - Hume Drive Duplication (Stage 2) | 4,261,892 | 4,261,892 | | | | | | | 4,261,892 |
| 08825 - Bus Stop Works Program | 47,827 | | | 47,827 | | | | | 47,827 |
| 08756 - Road Rehabilitation Program | 3,204,787 | | 3,204,787 | | | | 1,008,734 | | 2,196,053 |
| 08737 - Streetscape Improvements | 80,000 | | 80,000 | | | | | | 80,000 |
| 08729 - Roadside Hazard/Safety Improvements Program | 180,678 | | | 180,678 | | | | | 180,678 |
| 03732 - Major Traffic Management Upgrade Program | 680,200 | | | 680,200 | | | | | 680,200 |
| 03723 - PR51 Road Safety Around Schools | 106,281 | | | 106,281 | | | | | 106,281 |
| 03721 - Traffic Management Devices Program | 318,844 | | | 318,844 | | | | | 318,844 |
| 03250 - PR30 Kerb & Channel Rehabilitation | 122,223 | | 122,223 | | | | | | 122,223 |
| 03124 - PR59 New Footpaths Construction Program | 286,959 | | 286,959 | | | | | | 286,959 |
| 03110 - Shared/Bicycle Paths Construction Program | 531,406 | | | 531,406 | | | | | 531,406 |
| Total Roads | 13,391,442 | 7,668,564 | 3,693,969 | 2,028,909 | - | 2,116,412 | 1,008,734 | - | 10,266,296 |
| Drainage | | | | | | | | | |
| 08726 - PR73 Drainage Infrastructure program | 159,422 | | | 159,422 | | | | | 159,422 |
| 03252 - PR81 WSUD (Water Sensitive Urban Design Program | 138,166 | | | 138,166 | | | | | 138,166 |
| Total Drainage | 297,588 | - | - | 297,588 | - | - | - | - | 297,588 |
| Bridges | | | | | | | | | |
| 13074 - Sinclairs Road Bridge | 500,000 | 500,000 | | | | 500,000 | | | 0 |
| 08831 - PR31 Bridge Rehabilitation Program | 130,726 | | | 130,726 | | | | | 130,726 |
| Total Bridges | 630,726 | 500,000 | - | 130,726 | - | 500,000 | - | - | 130,726 |
| Recreation | | | | | | | | | |
| 13096 - Cricket Pitch Replacement Program | 53,141 | 53,141 | | | | | | | 53,141 |
| 13080 - Park Signage Program | 53,141 | | | 53,141 | | | | | 53,141 |
| 13079 - Boxing of Playground Soft fall Areas | 42,512 | | 42,512 | | | | | | 42,512 |

2021/22 Capital Works Plan

| Capital Works Area | Total Budgets 2021/22 | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|--|-----------------------|-------------------------|------------------|------------------|---------------|----------------------------|------------------|------------------|-------------------|
| | | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
| | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| 13065 - Stan Payne Reserve Play Space | 25,000 | | | 25,000 | | | | | 25,000 |
| 13064 - PR76 Marlo Drive reserve development | 20,000 | 20,000 | | | | | | | 20,000 |
| 13057 - PR80 Arbour Boulevard Reserve Play Space | 20,000 | 20,000 | | | | | | | 20,000 |
| 08829 - Ball Protection Fencing Program | 47,827 | 47,827 | | | | | | | 47,827 |
| 08790 - Passive Reserve Development Program | 556,701 | 556,701 | | | | | | | 556,701 |
| 08727 - PR32 Tennis Court Upgrade | 233,819 | | 233,819 | | | | | | 233,819 |
| 08713 - Netball Court Upgrade | 233,819 | | 233,819 | | | | | | 233,819 |
| 08710 - PR43 Cricket Net Refurbishment Program | 106,281 | | 106,281 | | | | | | 106,281 |
| 08415 - Cricket Facilities Improvement Program | 63,769 | | | 63,769 | | | | | 63,769 |
| 08371 - Reserve Shelter Shade Program | 159,422 | | | 159,422 | | | | | 159,422 |
| 07221 - Morton Homestead Play Space | 20,000 | 20,000 | | | | | | | 20,000 |
| 05165 - Playground Replacement Program | 159,422 | | 159,422 | | | | | | 159,422 |
| 04547 - Licensed Play Space Upgrade Program | 100,000 | | | 100,000 | | | | | 100,000 |
| 12000 -Projected Grant funding to be received | | | | | | 1,978,912 | | | -1,978,912 |
| Total Recreation | 1,894,854 | 717,669 | 775,853 | 401,332 | - | - | 1,978,912 | - | 84,058 |
| Other Assets | | | | | | | | | |
| 07117 - Installation of New Open Space Fencing | 106,281 | | | 106,281 | | | | | 106,281 |
| 07026 - CapEx Program - New Enrg Mgmt. Infrastructure | 74,397 | | | 74,397 | | | | | 74,397 |
| Total Other Assets | 180,678 | - | - | 180,678 | - | - | - | - | 180,678 |
| Footpaths & Cycle ways | | | | | | | | | |
| 13097 - Diggers Rest Footpaths | 170,000 | 170,000 | | | | | | | 170,000 |
| 03140 - Footpaths Maintenance/Replacement | 1,227,548 | | 1,227,548 | | | | | | 1,227,548 |
| Total Footpaths & Cycle ways | 1,397,548 | 170,000 | 1,227,548 | - | - | - | - | - | 1,397,548 |
| Renewal Capital Expenditure | | | | | | | | | |
| 07033 - CapEx Program - Refurbishment Public Convenience | 170,050 | | 170,050 | | | | | | 170,050 |
| 06017 - Irrigation System Renewal Program | 212,562 | | 212,562 | | | | | | 212,562 |
| 06014 - Soft Fall/ Soft Path Maintenance | 26,570 | | 26,570 | | | | | | 26,570 |
| 06008 - Parks Playgrounds and Furniture | 212,563 | | 212,563 | | | | | | 212,563 |
| 06003 - Parks & Open Space Structural Renewal | 276,331 | | 276,331 | | | | | | 276,331 |
| 05167 - Sportsgrounds Furniture Renewal Program | 53,141 | | 53,141 | | | | | | 53,141 |
| Total Renewal Capital Expenditure | 951,217 | - | 951,217 | - | - | - | - | - | 951,217 |
| Public Art Projects | | | | | | | | | |
| 13000 - Public Art Installation | 63,769 | 63,769 | | | | | | | 63,769 |
| 07826 - Public Art Rehabilitation Program | 79,711 | | 79,711 | | | | | | 79,711 |
| Total Public Art Projects | 143,480 | 63,769 | 79,711 | - | - | - | - | - | 143,480 |
| Total Infrastructure | 18,887,533 | 9,120,002 | 6,728,298 | 3,039,233 | - | 2,616,412 | 2,987,646 | - | 13,283,475 |
| Total Capital works | 35,752,160 | 23,072,476 | 8,620,104 | 4,034,580 | 25,000 | 7,307,243 | 3,662,090 | 6,044,688 | 18,738,139 |
| Council Works Operating/Maintenance | 1,100,200 | | | | | 159,168 | | 268,832 | |

2022/23 Capital Works Plan

| Capital Works Area | Total Budgets 2022/23 | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|---|-----------------------|-------------------------|------------------|------------------|--------------|----------------------------|------------------|--------------------|--------------------|
| | | New \$ | Renewal \$ | Upgrade \$ | Expansion \$ | Developer Contributions \$ | Grant Funding \$ | Reserve Funding \$ | Council Funding \$ |
| Property | | | | | | | | | |
| 0606 - Buildings | | | | | | | | | |
| 13093 - Mt. Atkinson Children's & Community Centre | 340,000 | 340,000 | | | | | | | 340,000 |
| 13089 - Bridge Road Recreation Reserve-Community Pavilion | 1,900,510 | 1,900,510 | | | | | | | 1,900,510 |
| 13088 - Melton Community Pavilion | 3,300,000 | 3,300,000 | | | | | | | 3,300,000 |
| 13067 - Cobblebank Indoor Stadium | 75,000 | 75,000 | | | | | | 75,000 | |
| 13003 - Tookein Multipurpose Community Centre Hub 3 | 5,780,000 | 5,780,000 | | | | 4,800,000 | | | 980,000 |
| 10001 - Sports Pavilion Kitchen Upgrade Program | 82,176 | | | 82,176 | | | | | 82,176 |
| 08770 - CapEx Program - Building Component Renewals | 1,950,315 | | 1,950,315 | | | | | | 1,950,315 |
| 08475 - Plumpton Aquatic & Leisure Centre | 2,000,000 | 2,000,000 | | | | 2,000,000 | | | |
| Total Buildings | 15,428,010 | 13,395,519 | 1,950,315 | 82,176 | | 6,800,000 | | 75,000 | 8,553,010 |
| Total Property | 15,428,010 | 13,395,519 | 1,950,315 | 82,176 | | 6,800,000 | | 75,000 | 8,553,010 |
| Plant and Equipment | | | | | | | | | |
| Vehicles Cost | | | | | | | | | |
| 01605 - Plant Purchases/Replacement | 1,823,216 | 1,823,216 | | | | | | 1,823,216 | |
| Vehicles - Capital Cost | 1,823,216 | 1,823,216 | | | | | | 1,823,216 | |
| Furniture | | | | | | | | | |
| 01510 - Furniture & Equipment | 172,023 | 172,023 | | | | | | | 172,023 |
| Furniture | 172,023 | 172,023 | | | | | | | 172,023 |
| IT Equipment | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 425,125 | | | 425,125 | | | | | 425,125 |
| IT Equipment | 425,125 | | | 425,125 | | | | | 425,125 |
| Library Books | | | | | | | | | |
| 02311 - Premier's Reading Challenge | 25,200 | 25,200 | | | | | 25,200 | | 0 |
| 02305 - Library Collection | 493,057 | | | 493,057 | | | | | 493,057 |
| Library Books | 518,257 | 25,200 | | 493,057 | | | 25,200 | | 493,057 |
| Total Plant and Equipment | 2,938,621 | 2,020,439 | | 918,182 | | | 25,200 | 1,823,216 | 1,090,205 |
| Infrastructure | | | | | | | | | |
| Roads | | | | | | | | | |
| 13092 - Station Road & Barries Road Intersection | 1,200,000 | 1,200,000 | | | | | | | 1,200,000 |
| 13091 - Taylors Road & Plumpton Road Intersection | 2,700,000 | 2,700,000 | | | | 2,700,000 | | | 0 |
| 13073 - Melton Valley Drive | 900,000 | 900,000 | | | | | | | 900,000 |
| 13072 - Westwood Drive and Kelly Avenue | 3,000,000 | 3,000,000 | | | | | 320,000 | | 2,680,000 |
| 13035 - PR34 Shogaki Dr - Ferris Rd to Mount Cottrell Rd | 1,252,063 | 1,252,063 | | | | | 1,252,063 | | 0 |
| 13008 - PR9 Street Lighting Improvement Program | 168,735 | | | 168,735 | | | | | 168,735 |
| 08825 - Bus Stop Works Program | 49,306 | | | 49,306 | | | | | 49,306 |
| 08756 - Road Rehabilitation Program | 3,303,904 | | 3,303,904 | | | | 1,008,734 | | 2,295,170 |
| 08737 - Streetscape Improvements | 3,092,784 | | 3,092,784 | | | | | | 3,092,784 |
| 08729 - Roadside Hazard/Safety Improvements Program | 186,266 | | | 186,266 | | | | | 186,266 |
| 03732 - Major Traffic Management Upgrade Program | 701,237 | | | 701,237 | | | | | 701,237 |
| 03723 - PR51 Road Safety Around Schools | 109,568 | | | 109,568 | | | | | 109,568 |
| 03721 - Traffic Management Devices Program | 328,705 | | | 328,705 | | | | | 328,705 |
| 03250 - PR30 Kerb & Channel Rehabilitation | 126,004 | | 126,004 | | | | | | 126,004 |
| 03124 - PR59 New Footpaths Construction Program | 295,834 | | 295,834 | | | | | | 295,834 |
| 03110 - Shared/Bicycle Paths Construction Program | 547,841 | | | 547,841 | | | | | 547,841 |
| Total Roads | 17,962,247 | 9,052,063 | 6,818,526 | 2,091,658 | | 4,272,063 | 1,008,734 | | 12,681,460 |
| Drainage | | | | | | | | | |
| 08726 - PR73 Drainage Infrastructure program | 164,352 | | | 164,352 | | | | | 164,352 |
| 03252 - PR81 WSUD (Water Sensitive Urban Design Program) | 142,439 | | | 142,439 | | | | | 142,439 |
| Total Drainage | 306,791 | | | 306,791 | | | | | 306,791 |
| Bridges | | | | | | | | | |
| 13074 - Sindlars Road Bridge | 6,500,000 | 6,500,000 | | | | 6,500,000 | | | 0 |
| 08831 - PR31 Bridge Rehabilitation Program | 134,769 | | | 134,769 | | | | | 134,769 |
| Total Bridges | 6,634,769 | 6,500,000 | | 134,769 | | 6,500,000 | | | 134,769 |
| Recreation | | | | | | | | | |
| 13096 - Cricket Pitch Replacement Program | 54,784 | 54,784 | | | | | | | 54,784 |
| 13080 - Park Signage Program | 54,784 | | | 54,784 | | | | | 54,784 |
| 13079 - Boxing of Playground Soft fall Areas | 43,827 | | 43,827 | | | | | | 43,827 |
| 08872 - PR98 Macpherson Park Redevelopment | 6,000,000 | | | 6,000,000 | | | | | 6,000,000 |
| 08829 - Ball Protection Fencing Program | 49,306 | 49,306 | | | | | | | 49,306 |
| 08790 - Passive Reserve Development Program | 520,000 | 520,000 | | | | | | | 520,000 |
| 08727 - PR32 Tennis Court Upgrade | 241,050 | | 241,050 | | | | | | 241,050 |
| 08713 - Netball Court Upgrade | 241,050 | | 241,050 | | | | | | 241,050 |
| 08710 - PR43 Cricket Net Refurbishment Program | 109,568 | | 109,568 | | | | | | 109,568 |
| 08415 - Cricket Facilities Improvement Program | 65,741 | | | 65,741 | | | | | 65,741 |
| 08371 - Reserve Shelter Shade Program | 164,352 | | | 164,352 | | | | | 164,352 |
| 05165 - Playground Replacement Program | 164,352 | 164,352 | | | | | | | 164,352 |
| 04547 - Licensed Play space Upgrade Program | 100,000 | | | 100,000 | | | | | 100,000 |

2022/23 Capital Works Plan

| Capital Works Area | Total Budgets 2022/23 | Asset Expenditure Types | | | | Summary of Funding Sources | | | |
|---|-----------------------|-------------------------|-------------------|-------------------|-----------|----------------------------|------------------|------------------|-------------------|
| | | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
| | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| 12000 - Projected Grant funding to be received | | | | | | | 2,757,306 | | -2,757,306 |
| Total Recreation | 7,808,814 | 624,090 | 799,847 | 6,384,877 | - | - | 2,757,306 | - | 5,051,508 |
| Other Assets | | | | | | | | | |
| 07117 - Installation of New Open Space Fencing | 109,568 | | | 109,568 | | | | | 109,568 |
| 07026 - CapEx Program - New Emrg Mgmt. Infrastructure | 76,698 | | | 76,698 | | | | | 76,698 |
| Total Other Assets | 186,266 | - | - | 186,266 | - | - | - | - | 186,266 |
| Footpaths & Cycle ways | | | | | | | | | |
| 03140 - Footpaths Maintenance/Replacement | 1,265,513 | | 1,265,513 | | | | | | 1,265,513 |
| Total Footpaths & Cycle ways | 1,265,513 | - | 1,265,513 | - | - | - | - | - | 1,265,513 |
| Renewal Capital Expenditure | | | | | | | | | |
| 07033 - CapEx Program - Refurbishment Public Conveniences | 175,309 | | 175,309 | | | | | | 175,309 |
| 06017 - Irrigation System Renewal Program | 219,137 | | 219,137 | | | | | | 219,137 |
| 06014 - Soft Fall/ Soft Path Maintenance | 27,392 | | 27,392 | | | | | | 27,392 |
| 06006 - Parks Playgrounds and Furniture | 219,136 | | 219,136 | | | | | | 219,136 |
| 06003 - Parks & Open Space Structural Renewal | 284,877 | | 284,877 | | | | | | 284,877 |
| 05167 - Sportsgrounds Furniture Renewal Program | 54,784 | | 54,784 | | | | | | 54,784 |
| Total Renewal Capital Expenditure | 980,635 | - | 980,635 | - | - | - | - | - | 980,635 |
| Public Art Projects | | | | | | | | | |
| 13000 - Public Art Installation | 65,741 | 65,741 | | | | | | | 65,741 |
| 07826 - Public Art Rehabilitation Program | 82,176 | | 82,176 | | | | | | 82,176 |
| Total Public Art Projects | 147,917 | 65,741 | 82,176 | - | - | - | - | - | 147,917 |
| Total Infrastructure | 35,292,952 | 16,241,894 | 9,946,697 | 9,104,361 | - | 10,772,063 | 3,766,040 | - | 20,754,849 |
| Total Capital works | 53,659,583 | 31,657,852 | 11,897,012 | 10,104,719 | - | 17,572,063 | 3,791,240 | 1,898,216 | 30,398,064 |

2. Summary of Planned Human Resources Expenditure

| Summary of Planned Human Resources Expenditure Year Ended 30th June | Forecast 2018/19 \$'000 | Strategic Resource Plan Projections | | | |
|---|-------------------------|-------------------------------------|----------------|----------------|----------------|
| | | Budget 2019/20 \$'000 | 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 |
| Executive | | | | | |
| Permanent full time | 1,795 | 1,859 | 1,957 | 2,065 | 2,178 |
| Permanent part time | 15 | | | | |
| Total | 1,810 | 1,859 | 1,957 | 2,065 | 2,178 |
| Corporate Services | | | | | |
| Permanent full time | 9,419 | 12,151 | 12,789 | 13,822 | 14,582 |
| Permanent part time | 944 | 674 | 710 | 749 | 790 |
| Total | 10,363 | 12,825 | 13,498 | 14,571 | 15,372 |
| Planning and Development | | | | | |
| Permanent full time | 15,588 | 18,202 | 19,470 | 20,540 | 21,670 |
| Permanent part time | 1,535 | 1,742 | 1,834 | 1,935 | 2,041 |
| Total | 17,123 | 19,944 | 21,303 | 22,475 | 23,711 |
| Community Development | | | | | |
| Permanent full time | 14,481 | 16,974 | 17,865 | 18,848 | 20,234 |
| Permanent part time | 8,771 | 8,949 | 9,419 | 9,937 | 10,483 |
| Total | 23,252 | 25,923 | 27,284 | 28,785 | 30,717 |
| Total Casuals and Other | 4,017 | 2,107 | 2,243 | 2,365 | 2,496 |
| Total Staff Expenditure | 56,564 | 62,659 | 66,285 | 70,260 | 74,474 |

| Summary of Staff Numbers Full Time Equivalents Year Ended 30th June | Strategic Resource Plan Projections | | | | |
|---|-------------------------------------|-----------------------------|----------------------------------|-------------------|-------------------|
| | Forecast 2018/19 \$'000 | Budget 2019/20 \$'000 | Projections 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 |
| Executive | | | | | |
| Permanent full time | 13 | 13 | 13 | 13 | 13 |
| Permanent part time | | | | | |
| Total | 13 | 13 | 13 | 13 | 13 |
| Corporate Services | | | | | |
| Permanent full time | 98 | 100 | 102 | 107 | 110 |
| Permanent part time | 14 | 15 | 16 | 18 | 15 |
| Total | 112 | 115 | 118 | 125 | 125 |
| Planning and Development | | | | | |
| Permanent full time | 80 | 88 | 90 | 91 | 92 |
| Permanent part time | 79 | 80 | 84 | 82 | 84 |
| Total | 159 | 168 | 174 | 173 | 176 |
| Community Development | | | | | |
| Permanent full time | 42 | 44 | 45 | 47 | 48 |
| Permanent part time | 148 | 152 | 154 | 157 | 164 |
| Total | 190 | 196 | 199 | 204 | 212 |
| Total Casuals and Other | 127 | 130 | 133 | 137 | 144 |
| Total Staff Expenditure | 601 | 622 | 637 | 652 | 670 |

End of Report