

Strategic Resource Plan 2020/21 to 2023/24



A thriving community where everyone belongs

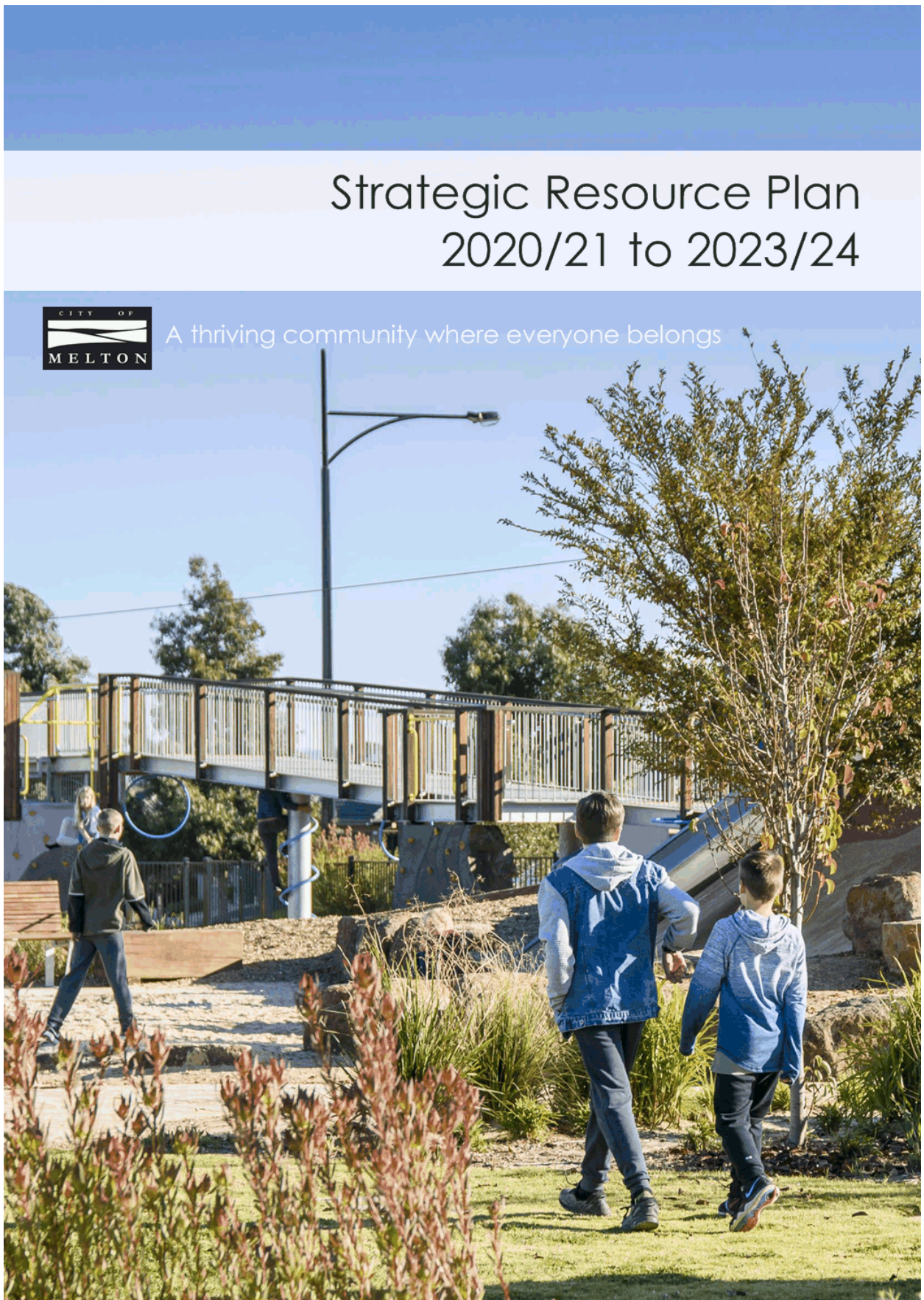


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1.0 EXECUTIVE SUMMARY

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 31 August 2020.

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 2020/21 Budget.

Within this report there are some specific projects detailed, (i.e. Capital Works of \$420.3 million over the 5 years from 2019/20 to 2023/24 see pages 7 and 17). 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 is 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 modestly positive adjusted underlying result;
- achieve a balanced budget on a cash basis;
- maintain existing service levels; and
- meet Councils' 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 and 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 2019;
- assumptions provided by Councils' Capital Projects team 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; and
- advice from officers responsible for service and capital works planning and delivery.

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

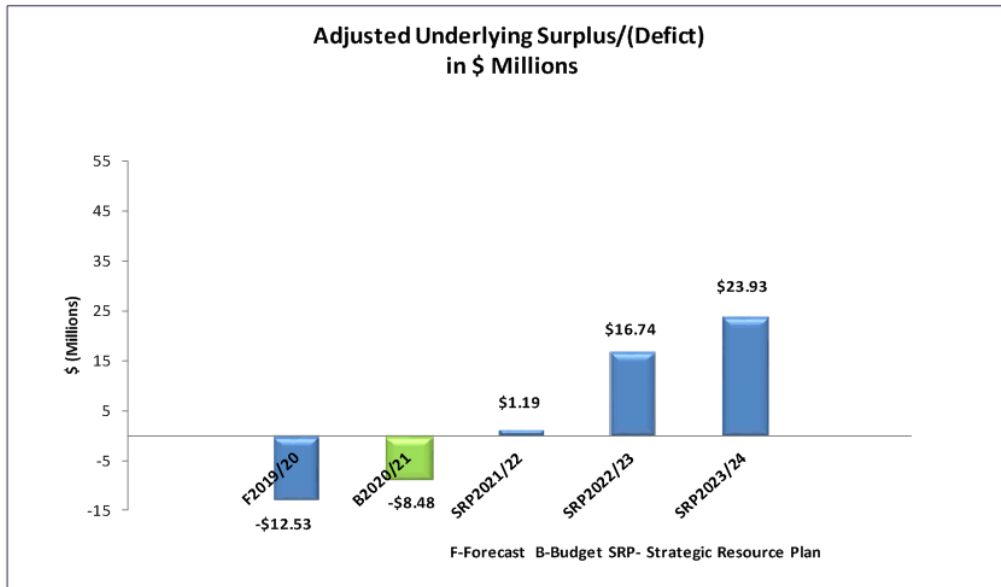
Financial performance refers to the net outcome of all revenues and expenditure from Council's operating activities during a financial year. It is presented in the Budgeted Income Statement in terms of both an underlying surplus or deficit and also a comprehensive result.

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.

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.

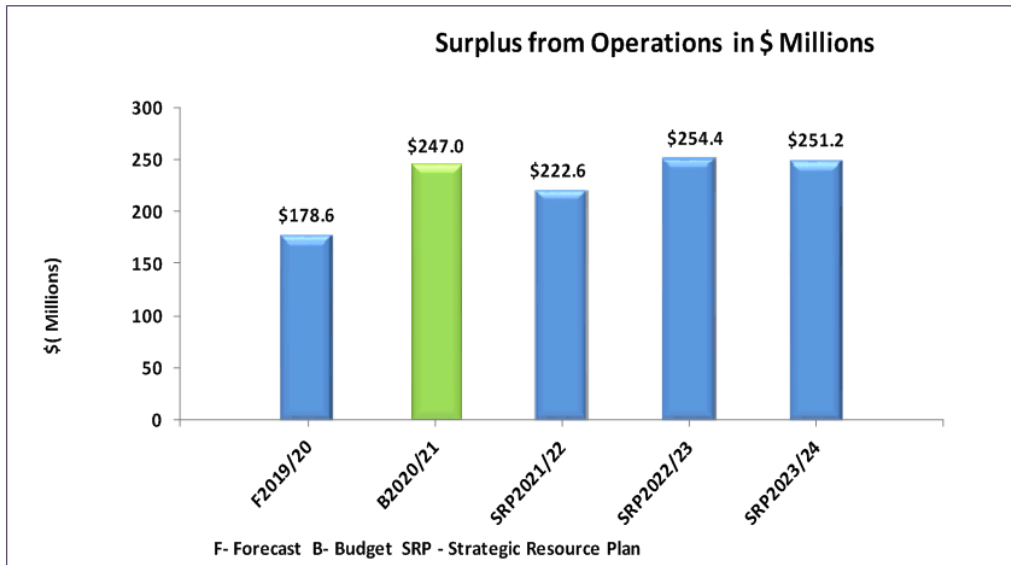
The Council's operating result is projecting a underlying deficit of \$8.5 million in 2020/21 mainly due to the impact of Covid-19 pandemic, however the Council's strong financial management, good governance practices and reserves will ensure that we emerge strongly with a significant turnaround in the medium term with underlying surplus projected at \$1.2m in 2021/22 to \$23.9 million by 2023/24.

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

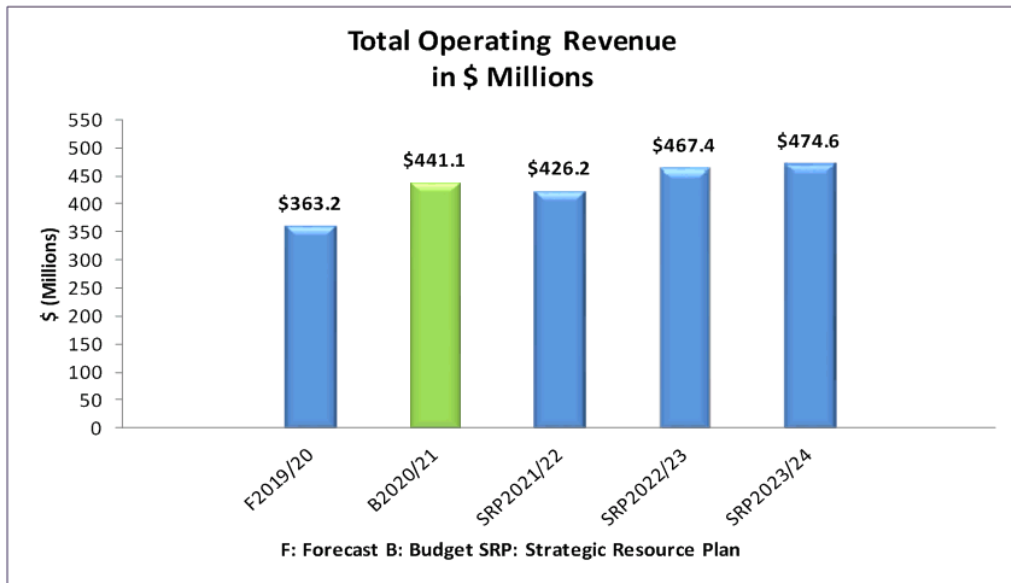


The comprehensive surplus from operations is the total after accounting for both operating and non operating items. These include capital grants and contributed assets.

Council's comprehensive surplus before revaluation increment varies year by year depending on the level of land sales, cash and non-cash contributions. The comprehensive surplus before revaluation adjustments is projected to move from \$178.6 million in 2019/20 to \$251.2 million by 2023/24.



Total revenue is projected to increase from a forecast \$363.2 million in 2019/20 to \$474.6 million by 2023/24. As stated earlier, the variability in revenue is highly influenced by the level of monetary, non-monetary contributions and land sales revenue.



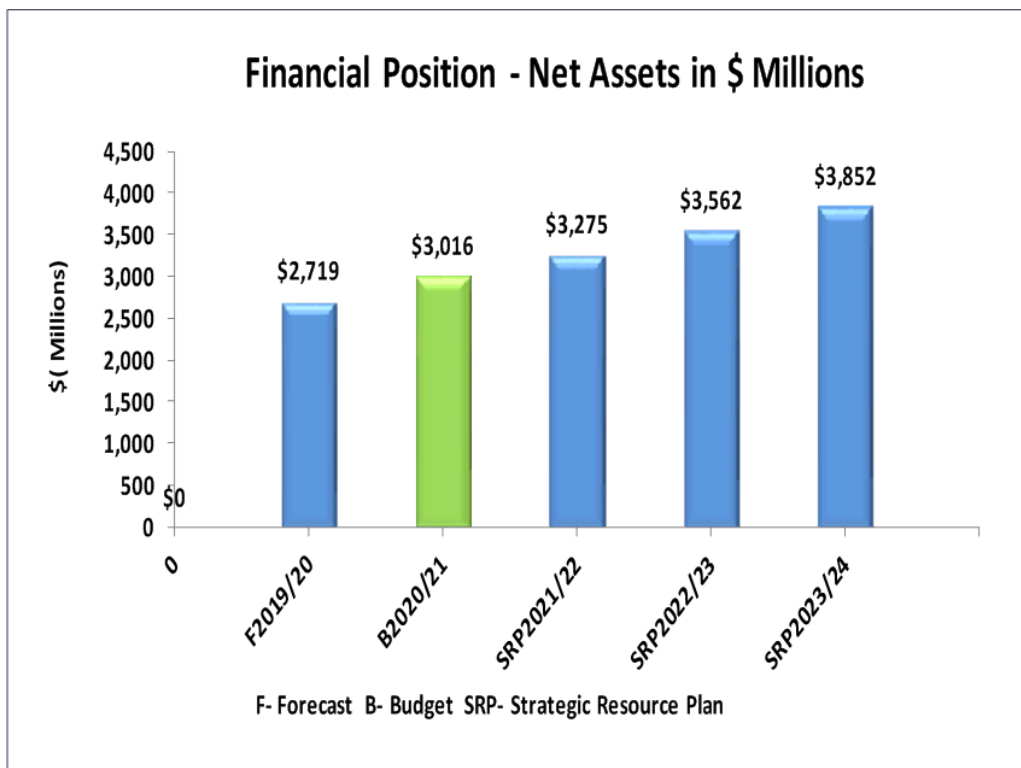
Other assumptions built in for revenue and operating expenditure are discussed in detail under Section 8, Assumptions on Pages 10 to 13.

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 2019/20 to 2023/24 is between of 6.6 to 11.3.

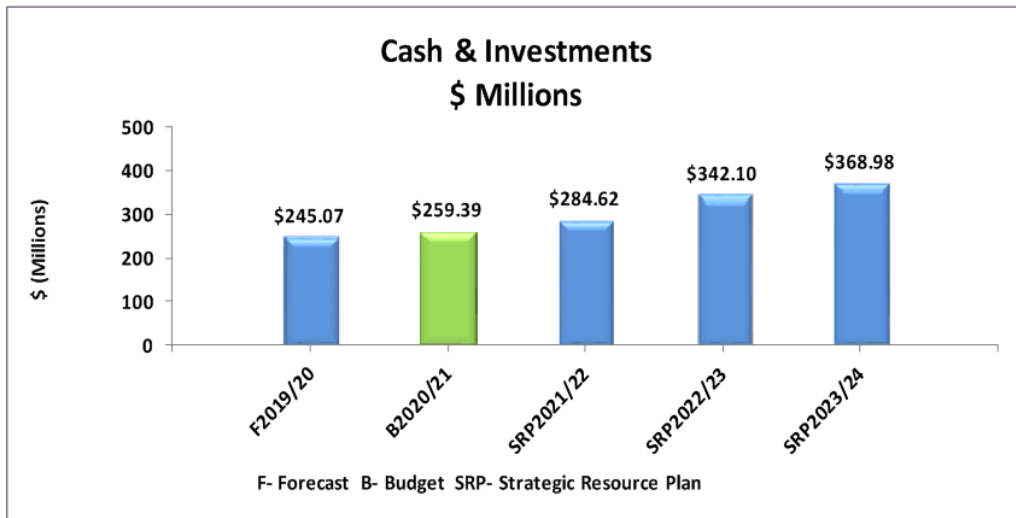
Council’s net assets will increase in value from a forecast \$2.72 billion in 2019/20 to \$3.85 billion by 2023/24. This is a net increase of \$1.13 billion reflecting the net outcome of annual capital expenditure, contributed assets, asset disposals, depreciation including the impact of asset revaluations.



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.

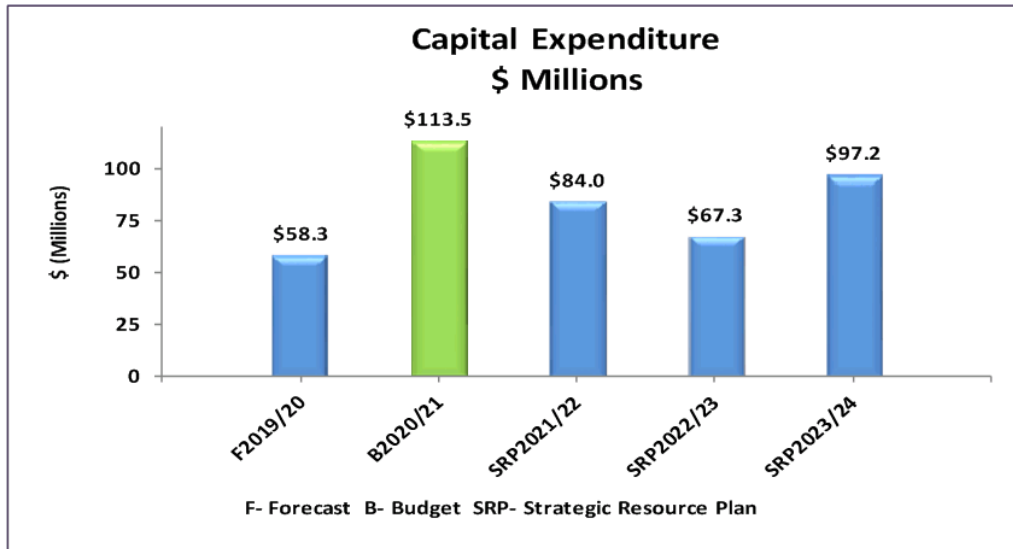


The Strategic Resource Plan is framed around having sufficient cash reserves to cover restricted assets which are primarily developer contributions, construction retentions, maintenance bonds and also a working capital limit of \$3.5 million to meet day to day needs. Cash and Investment balances in the planning period are projected to be in a strong position around the \$369.0 million mark by 2023/24. It is worth noting that this is after delivering an average annual capital works program of \$84.1 million (total over 5 years of \$420.3 million) and repayments of loans of \$18.3 million over the 5 years, with new borrowing of only 14.65 million over the planning period. This is however based on a number of assumptions such as the demand for housing will remain strong over the 5 years, Council will be able to derive cash inflows from land sales revenue from Council’s joint venture development, capital grants from state and federal sources of \$27.8 million and also \$273.1 million of cash contributions from developers. These estimates while quite significant are nevertheless based on the continuing trend the Council has experienced over recent 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.

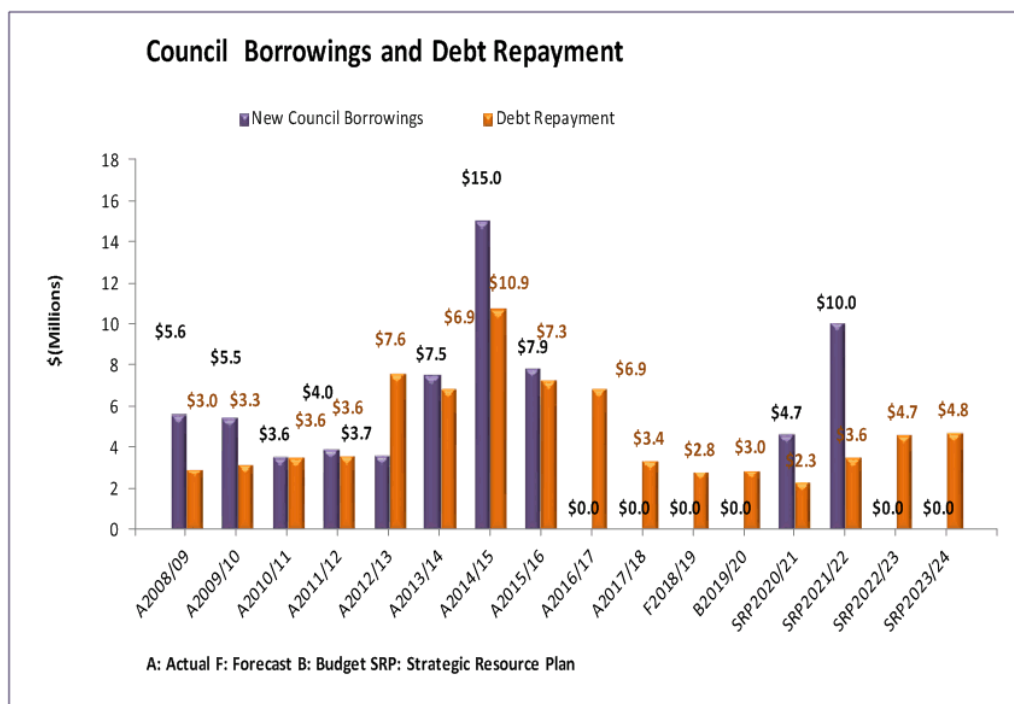


An extensive capital works program of over \$420.3 million is proposed over the next 5 year period, from 2019/20 to 2023/24. Over the 5 years this amounts to an average capital expenditure of around \$84.1 million per year. The capital works program is funded from general rate revenue, developer contributions, capital contributions, borrowings and asset sales.

The 2020/21 capital expenditure of \$113.5 million includes carry forward works of \$27.3 million from 2019/20.

6.0 Borrowings

There is Council will bridge the gaps in funding shortfalls in the significant capital expenditure projected in 2020/21 and 2021/22 through borrowings of \$4.650 and \$10.0 million respectively. The Council also plans to repay approximately \$18.3 million of maturing debt from internally generated funds over the 5 years. This is in line with the Council's borrowing strategy.



| Borrowings | New Borrowings | Principal Paid | Interest Paid | Balance 30 June |
|------------|----------------|----------------|---------------|-----------------|
| Year | \$'000 | \$'000 | \$'000 | \$'000 |
| 2019/20 | | -2,962 | -631 | 15,805 |
| 2020/21 | 4,650 | -2,306 | -525 | 18,149 |
| 2021/22 | 10,000 | -3,565 | -420 | 24,585 |
| 2022/23 | | -4,665 | -561 | 19,920 |
| 2023/24 | | -4,770 | -423 | 15,151 |

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 | Strategic Resource Plan Projections | | | | |
|--|-------------------------------------|---------------|---------------|---------------|---------------|
| | Forecast | Budget | Projections | | |
| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Staff Expenditure | | | | | |
| Employee Costs - Operating | 58,611 | 63,342 | 66,230 | 68,879 | 72,323 |
| Employee Costs - Capital | | | | | |
| Total Staff Costs | 58,611 | 63,342 | 66,230 | 68,879 | 72,323 |
| | | | | | |
| Staff Numbers | FTE | FTE | FTE | FTE | FTE |
| Total Staff Numbers (FTE) | 639.0 | 660.0 | 679.0 | 692.0 | 714.0 |

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:

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------|---------|---------|---------|---------|
| CPI (projected) | 2.00% | 2.25% | 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:

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------------|---------|---------|---------|---------|
| General Rate Increase | 0.0% | 2.25% | 2.5% | 2.5% |

8.4 User Fees & Charges

Statutory and user fees and charges are expected to increase as detailed below. Fees and charges are projected to drop by 13% in 2020/21 due to the impact of Covid-19 however, it is expected to bounce back strongly in by 24.7% in 2021/22 from the reduced levels of the previous year when conditions return to normal.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|---------|---------|---------|---------|
| Statutory and User Fees & Charges (CPI/Growth) | (12.7%) | 19.5% | 4.0% | 4.0% |

8.5 Developer Contributions

Developer cash and non cash contributions are projected as follows.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------------------------------------|----------|----------|----------|----------|
| Cash Contributions(\$ Millions) | \$66.5m | \$52.3m | \$42.1m | \$41.4m |
| Non Cash Contributions(\$ Millions) | \$174.9m | \$155.5m | \$180.0m | \$171.5m |

8.6 Grants

Grants incomes are as outlined below.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|------------------------------|---------|---------|---------|---------|
| Grants Commission | \$17.6m | \$18.3m | \$19.0m | \$19.8m |
| Other Operating Grants | \$12.0m | \$13.8m | \$14.0m | \$13.2m |
| Capital Grants (\$ Millions) | \$9.2m | \$1.3m | \$3.3m | \$3.5m |

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.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------------------------|---------|---------|---------|---------|
| Proceeds from Asset Sales | \$9.9m | \$22.4m | \$22.4m | \$21.3m |

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.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------------------------------|---------|---------|---------|---------|
| Interest income (\$ Millions) | \$4.5m | \$4.7m | \$4.95m | \$5.4m |

8.9 Employee Costs

Significant increase in employee costs in 2020/21 is due to lower than anticipated employee costs in 2019/20 and conversion of agency staff to permanent staff in 2020/21. Increases in 2021/22 onwards are due to EBA/WPI increases, projected growth and band increases.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|----------------|---------|---------|---------|---------|
| EBA/WPI/Growth | 8.0% | 4.5% | 4.0% | 5.0% |
| Staff Oncosts | 18.5% | 18.5% | 18.5% | 18.5% |

EBA – Enterprise Bargaining Agreement
WPI- Wage Price Index

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|------------------------|---------|---------|---------|---------|
| Employee Numbers (FTE) | 660 | 679 | 692 | 714 |

FTE – Full-Time Equivalent

8.10 General Expenditure

The remaining general operating expenditure items are projected to increase as outlined below: The 0.6% increase in expenditure in 2020/21 is due to the impact of Covid-19. Increase in 2021/22 is due to normalisation of expenditure post Covid-19.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------------------------------------|---------|---------|---------|---------|
| Materials and Services (CPI/Growth) | 1.0% | 4.8% | 4.0% | 4.0% |

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 renewal works, plant replacement program and planned major projects.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------------------------|----------|---------|---------|---------|
| Capital Expenditure (\$ Millions) | \$113.5m | \$84.0m | \$67.3m | \$97.2m |

8.12 Borrowings

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|------------------------------------|---------|---------|---------|---------|
| Total New Borrowings (\$ Millions) | \$4.65m | \$10.0m | nil | nil |
| Total Repayment (\$ Millions) | \$2.3m | \$3.6m | \$4.7m | \$4.8m |

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.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---|---------|---------|---------|---------|
| Written Down Value of Assets Sold (\$ Millions) | \$5.1m | \$10.1m | \$10.1m | \$10.5m |

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.

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---|---------|---------|---------|---------|
| Depreciation & Amortisation (\$ Millions) | \$41.8m | \$44.4m | \$47.5m | \$50.9m |

1.0 Budgeted Comprehensive Income Statement

For the year ending 30 June

| Budgeted Comprehensive Income Statement Year Ended 30th June | Forecast 2019/20 \$'000 | Budget 2020/21 \$'000 | Strategic Resource Plan Projections | | |
|--|-------------------------|-----------------------|-------------------------------------|----------------|----------------|
| | | | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 |
| Income | | | | | |
| Rates and charges | 124,165 | 132,203 | 143,850 | 166,803 | 183,076 |
| Statutory fees and fines | 9,611 | 8,852 | 10,413 | 10,830 | 11,263 |
| User fees | 8,598 | 7,028 | 9,337 | 9,710 | 10,099 |
| Contributions - monetary | 70,840 | 66,487 | 52,299 | 42,111 | 41,411 |
| Contributions - non-monetary assets | 107,601 | 174,948 | 155,505 | 179,967 | 171,502 |
| Grants - operating | 21,973 | 29,591 | 32,104 | 33,017 | 33,052 |
| Grants - operating (non-recurrent) | | | | | |
| Grants - capital | 10,496 | 9,202 | 1,284 | 3,285 | 3,535 |
| Net gain on disposal of assets | 2,193 | 4,799 | 12,288 | 12,263 | 10,797 |
| Other income | 7,702 | 7,970 | 9,098 | 9,462 | 9,841 |
| Total Income | 363,179 | 441,081 | 426,178 | 467,448 | 474,576 |
| Expenses | | | | | |
| Employee costs | 58,611 | 63,342 | 66,230 | 68,879 | 72,323 |
| Materials and services | 79,945 | 79,575 | 83,393 | 86,729 | 90,198 |
| Bad and doubtful debts | 683 | 458 | 468 | 472 | 485 |
| Depreciation | 36,688 | 41,520 | 44,099 | 47,209 | 50,537 |
| Amortisation - Intangible assets | 327 | 327 | 327 | 327 | 327 |
| Amortisation- right of use assets | | 238 | 238 | 137 | |
| Borrowing costs | 631 | 525 | 420 | 561 | 423 |
| Finance costs-leases | | 19 | 9 | 2 | |
| Other expenses | 7,691 | 8,120 | 8,425 | 8,762 | 9,112 |
| Total Expenses | 184,577 | 194,124 | 203,609 | 213,078 | 223,405 |
| Surplus/(Deficit) | 178,602 | 246,957 | 222,569 | 254,370 | 251,171 |
| Other comprehensive income | | | | | |
| Items that will not be reclassified to surplus or deficit: | | | | | |
| Net revaluation increment/decrement | 47,931 | 48,468 | 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 | 226,533 | 295,425 | 254,235 | 286,397 | 283,553 |

2.0 Budgeted Balance Sheet
For the year ending 30 June

| Balance Sheet As at 30 June | Forecast 2019/20 \$'000 | Strategic Resource Plan Projections | | | |
|---------------------------------------|-------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| | | Budget 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 |
| Current assets | | | | | |
| Cash and cash equivalents | 245,072 | 259,389 | 284,621 | 342,104 | 368,984 |
| Trade and other receivables | 7,563 | 7,800 | 7,855 | 7,758 | 7,730 |
| Other Financial assets | 2,634 | 3,897 | 16,534 | 19,988 | 21,235 |
| Inventories | 17 | 20 | 22 | 23 | 25 |
| Non Current Assets held for resale | 11,976 | 12,428 | 13,647 | 14,865 | 16,023 |
| Right to use Assets | | 375 | 137 | | |
| Other assets | 13,833 | 12,395 | 32,703 | 36,598 | 40,106 |
| Total current assets | 281,096 | 296,305 | 355,520 | 421,337 | 454,103 |
| Non-current assets | | | | | |
| Trade & other Receivables | | | | | |
| Property Plant & Equipment | 2,491,034 | 2,784,216 | 2,979,522 | 3,206,936 | 3,486,153 |
| Inventories | 132 | 145 | 152 | 160 | 168 |
| Investment property | 7,000 | 7,500 | 7,500 | 8,000 | 8,500 |
| Intangible assets | 3,030 | 2,703 | 2,376 | 2,049 | 1,722 |
| Other assets | 325 | 375 | 400 | 425 | 450 |
| Total non-current assets | 2,501,521 | 2,794,939 | 2,989,950 | 3,217,570 | 3,496,993 |
| Total Assets | 2,782,617 | 3,091,244 | 3,345,471 | 3,638,907 | 3,951,096 |
| Current liabilities | | | | | |
| Trade and other payables | 25,800 | 26,600 | 24,254 | 26,700 | 20,362 |
| Trust funds & deposits | 3,219 | 1,410 | 2,100 | 1,945 | 2,200 |
| Lease Liabilities | | 255 | 241 | 142 | |
| Provisions | 10,940 | 11,351 | 11,691 | 12,042 | 12,403 |
| Interest-bearing loans and borrowings | 2,306 | 3,565 | 4,665 | 4,770 | 4,403 |
| Other current liabilities | 500 | 525 | 550 | 600 | 650 |
| Total Current Liabilities | 42,765 | 43,706 | 43,501 | 45,799 | 40,018 |
| Non-current liabilities | | | | | |
| Provisions | 2,202 | 2,227 | 2,073 | 2,073 | 2,023 |
| Interest bearing loans & borrowings | 13,499 | 14,585 | 19,920 | 15,151 | 10,748 |
| Lease liabilities | | 384 | 142 | | |
| Other non current liabilities | 4,764 | 14,020 | 4,672 | 13,887 | 46,757 |
| Total non current liabilities | 20,465 | 31,216 | 26,807 | 31,111 | 59,528 |
| Total Liabilities | 63,231 | 74,921 | 70,307 | 76,909 | 99,545 |
| Net Assets | 2,719,386 | 3,016,323 | 3,275,163 | 3,561,998 | 3,851,551 |
| Equity | | | | | |
| Accumulated surplus | 1,507,537 | 1,713,822 | 1,922,108 | 2,154,038 | 2,414,923 |
| Asset revaluation reserve | 987,020 | 1,035,488 | 1,067,154 | 1,099,181 | 1,131,563 |
| Other reserves | 224,829 | 267,013 | 285,901 | 308,778 | 305,064 |
| Total Equity | 2,719,386 | 3,016,323 | 3,275,163 | 3,561,998 | 3,851,551 |

3.0 Budgeted Statement of Cash Flows

For the year ending 30 June

| Budgeted Statement of Cash Flows As at 30 June | Forecast 2019/20 \$'000 | Budget 2020/21 \$'000 | Strategic Resource Plan Projections | | |
|--|-------------------------------|-----------------------------|-------------------------------------|-------------------|-------------------|
| | | | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 |
| Cash flows from operating | | | | | |
| Receipts | | | | | |
| General rates | 123,902 | 131,953 | 143,750 | 166,753 | 183,026 |
| Grants Income - Operating & Capital | 32,469 | 42,963 | 33,388 | 36,302 | 36,587 |
| Interest | 3,914 | 4,367 | 3,650 | 3,850 | 4,050 |
| User charges | 18,122 | 15,780 | 19,650 | 20,490 | 21,312 |
| Contributions & Reimbursements | 70,840 | 66,487 | 52,299 | 42,111 | 41,411 |
| Other revenue | 3,795 | 3,467 | 3,311 | 4,743 | 4,604 |
| Total Receipts | 253,042 | 265,018 | 256,048 | 274,249 | 290,990 |
| Payments | | | | | |
| Employee costs | 57,733 | 62,906 | 66,043 | 68,528 | 72,012 |
| Materials and Services | 79,562 | 78,749 | 82,967 | 86,379 | 98,548 |
| Other expenses | 7,691 | 8,120 | 8,425 | 8,762 | 9,112 |
| Total Payments | 144,986 | 149,776 | 157,435 | 163,669 | 179,672 |
| Net cash provided by operating activities | 108,055 | 115,243 | 98,613 | 110,580 | 111,318 |
| Cash flows from investing activities | | | | | |
| Proceeds from sales of property, plant and equipment | 19,000 | 10,770 | 4,621 | 19,448 | 17,915 |
| Payments for property, plant and equipment | -58,341 | -113,514 | -84,017 | -67,319 | -97,160 |
| Net cash used in investing activities | -39,340 | -102,744 | -79,396 | -47,871 | -79,245 |
| Cash flows from financing activities | | | | | |
| Finance costs | -631 | -525 | -420 | -561 | -423 |
| Finance costs - interest paid - lease liabilities | | | | | |
| Repayment of lease liabilities | | | | | |
| Proceeds from borrowings | | 4,650 | 10,000 | | |
| Repayment of borrowings | -2,962 | -2,306 | -3,565 | -4,665 | -4,770 |
| Net Cash used in financing activities | -3,593 | 1,819 | 6,015 | -5,226 | -5,193 |
| Net increase in cash & cash equivalents | 65,121 | 14,318 | 25,232 | 57,482 | 26,880 |
| Cash & equivalents at beginning of year | 179,951 | 245,072 | 259,389 | 284,621 | 342,104 |
| Cash & equivalents at 30 June | 245,072 | 259,389 | 284,621 | 342,104 | 368,984 |

4.0 Budgeted Capital Works Statement
For the year ending 30 June

| Budgeted Statement of Capital Works For the years ending 30th June 2024 | Forecast 2019/20 \$'000 | Strategic Resource Plan Projections | | | |
|---|-------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| | | Budget 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 |
| Property | | | | | |
| Land | 3,883 | 1,350 | 1,000 | 5,679 | |
| Total Land | 3,883 | 1,350 | 1,000 | 5,679 | |
| Buildings & Building Improvements | | | | | |
| Buildings | 19,386 | 49,799 | 28,698 | 24,292 | 45,989 |
| Building Improvements | | | | | |
| Total Buildings | 19,386 | 49,799 | 28,698 | 24,292 | 45,989 |
| Total Property | 23,270 | 51,149 | 29,698 | 29,971 | 45,989 |
| Plant, equipment and library books | | | | | |
| Plant, machinery and equipment | 1,570 | 1,364 | 1,406 | 1,450 | 1,495 |
| Fixtures, fittings and furniture | 130 | 120 | 124 | 128 | 131 |
| Computers and telecommunications | 636 | 535 | 552 | 569 | 586 |
| Library books | 473 | 518 | 533 | 549 | 565 |
| Total Plant and Equipment | 2,809 | 2,537 | 2,615 | 2,695 | 2,778 |
| Infrastructure | | | | | |
| Roads | 13,102 | 34,154 | 33,915 | 15,801 | 21,604 |
| Bridges | 123 | 234 | 1,917 | 2,163 | 5,283 |
| Drainage | 794 | 397 | 394 | 406 | 419 |
| Recreational, leisure and community facilities | 15,828 | 18,493 | 11,924 | 11,470 | 18,357 |
| Footpaths and Cycleways | 1,194 | 1,336 | 1,377 | 1,420 | 1,464 |
| Other infrastructure | 1,221 | 5,214 | 2,176 | 3,393 | 1,268 |
| Total infrastructure | 32,262 | 59,827 | 51,703 | 34,653 | 48,393 |
| Total capital works expenditure | 58,341 | 113,514 | 84,016 | 67,319 | 97,160 |
| Represented by: | | | | | |
| Asset renewal expenditure | 6,380 | 10,944 | 7,272 | 9,624 | 7,684 |
| New asset expenditure | 31,036 | 66,676 | 47,702 | 37,386 | 66,705 |
| Asset Upgrade expenditure | 11,128 | 19,089 | 11,957 | 8,308 | 5,888 |
| Asset expansion expenditure | 9,797 | 16,805 | 17,085 | 12,001 | 16,883 |
| Total capital works expenditure | 58,341 | 113,514 | 84,016 | 67,319 | 97,160 |
| Represented by: | | | | | |
| Grants Income | 10,496 | 13,372 | 1,284 | 3,285 | 3,535 |
| Developer Contributions & Other Reserves | 14,056 | 40,639 | 34,873 | 36,982 | 64,441 |
| Borrowings | | 4,650 | 10,000 | | |
| Funded from Operating Surplus and Carry Forwards | 33,789 | 54,853 | 37,859 | 27,052 | 29,184 |
| Total capital works expenditure | 58,341 | 113,514 | 84,016 | 67,319 | 97,160 |

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 2021 | | | | |
| Balance at beginning of the financial year | 2,719,386 | 1,507,537 | 987,020 | 224,829 |
| Interest Income | | -1,971 | | 1,971 |
| Comprehensive result | 246,957 | 246,957 | | |
| Net asset revaluation Increment/(decrement) | 48,468 | | 48,468 | |
| Other PSP related Transfers | 1,512 | 1,512 | | |
| Transfers from reserves | | 37,272 | | -37,272 |
| Transfers to Reserves | | -77,485 | | 77,485 |
| Balance at end of Financial Year | 3,016,323 | 1,713,822 | 1,035,488 | 267,013 |
| Year Ended 30th June 2022 | | | | |
| Balance at beginning of the financial year | 3,016,323 | 1,713,822 | 1,035,488 | 267,013 |
| Interest Income | | -2,377 | | 2,377 |
| Comprehensive result | 222,569 | 222,569 | | |
| Net asset revaluation Increment/(decrement) | 31,666 | | 31,666 | |
| Other PSP related Transfers | 4,605 | 5,000 | | -395 |
| Transfers from reserves | | 40,014 | | -40,014 |
| Transfers to Reserves | | -56,920 | | 56,920 |
| Balance at end of Financial Year | 3,275,163 | 1,922,108 | 1,067,154 | 285,901 |
| Year Ended 30th June 2023 | | | | |
| Balance at beginning of the financial year | 3,275,163 | 1,922,108 | 1,067,154 | 285,901 |
| Interest Income | | -2,356 | | 2,356 |
| Comprehensive result | 254,370 | 254,370 | | |
| Net asset revaluation Increment/(decrement) | 32,027 | | 32,027 | |
| Other PSP related Transfers | 437 | 5,500 | | -5,063 |
| Transfers from reserves | | 35,975 | | -35,975 |
| Transfers to Reserves | | -61,559 | | 61,559 |
| Balance at end of Financial Year | 3,561,998 | 2,154,038 | 1,099,181 | 308,778 |
| Year Ended 30th June 2024 | | | | |
| Balance at beginning of the financial year | 3,561,998 | 2,154,038 | 1,099,181 | 308,778 |
| Interest Income | | -2,506 | | 2,506 |
| Comprehensive result | 251,171 | 251,171 | | |
| Net asset revaluation Increment/(decrement) | 32,382 | | 32,382 | |
| Other PSP related Transfers | 6,000 | 6,000 | | |
| Transfers from reserves | | 65,545 | | -65,545 |
| Transfers to Reserves | | -59,325 | | 59,325 |
| Balance at end of Financial Year | 3,851,551 | 2,414,923 | 1,131,563 | 305,064 |

6.0 Budgeted Statement of Human Resources

For the year ending 30 June

| Budgeted Statement of Human Resources | Forecast 2019/20 \$'000 | Strategic Resource Plan Projections | | | |
|---------------------------------------|-------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| | | Budget 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 |
| Staff Expenditure | | | | | |
| Employee Costs - Operating | 58,611 | 63,342 | 66,230 | 68,879 | 72,323 |
| Employee Costs - Capital | | | | | |
| Total Staff Costs | 58,611 | 63,342 | 66,230 | 68,879 | 72,323 |
| Staff Numbers | FTE | FTE | FTE | FTE | FTE |
| Total Staff Numbers (FTE) | 639.0 | 660.0 | 679.0 | 692.0 | 714.0 |

Other Information

For the four years ended 30 June 2024

1. Summary of Planned Capital Works Expenditure

Capital Works 2020/21

| Capital Works Area | 2020/21 Approved Budget | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve and Other Funding | Contributions | Borrowings | Council Funding |
|--|-------------------------|-------------------|------------------|------------------|------------------|-------------------------|------------------|---------------------------|---------------|----------------|-------------------|
| 0601 - Vehicles - Capital Cost | | | | | | | | | | | |
| 01605 - Plant Purchases/Replacement | 1,364,000 | 1,364,000 | | | | | | 1,364,000 | | | 0 |
| Total 0601 - Vehicles - Capital Cost | 1,364,000 | 1,364,000 | 0 | 0 | 0 | 0 | 0 | 1,364,000 | 0 | 0 | 0 |
| 0602 - Furniture | | | | | | | | | | | |
| 01510 - Furniture & Equipment | 70,000 | 70,000 | | | | | | | | | 70,000 |
| 13115 - Library Furniture Renewal | 50,000 | 50,000 | | | | | | | | | 50,000 |
| Total 0602 - Furniture | 120,000 | 120,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 120,000 |
| 0603 - IT Equipment | | | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 535,000 | 535,000 | | | | | | | | | 535,000 |
| Total 0603 - IT Equipment | 535,000 | 535,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 535,000 |
| 0604 - Land | | | | | | | | | | | |
| 13035 - PR34 Shogaki Dve land Purchase | 1,350,000 | 1,350,000 | | | | | | | | | 1,350,000 |
| Total 0604 - Land | 1,350,000 | 1,350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,350,000 |
| 0605 - Buildings | | | | | | | | | | | |
| 03517 - Melton Recycling Facility Improvements | 3,790,742 | | | | 3,790,742 | | 3,000,000 | | | 400,000 | 390,742 |
| 05142 - Hillside Recreation Pavillion | 468,360 | | | 468,360 | | | | | | | 468,360 |
| 05409 - Brookside Pavilion redevelopment | 2,124,500 | | | | 2,124,500 | | 850,000 | | | | 1,274,500 |
| 07035 - Female Change Room Upgrade | 700,256 | | | 700,256 | | | | | | | 700,256 |
| 09021 - Caroline Springs Community Facility | 250,000 | | | | 250,000 | | | | | | 250,000 |
| 08475 - Plumpton Aquatic & Leisure Centre | 4,000,000 | 4,000,000 | | | | | | 1,000,000 | | | 3,000,000 |
| 08770 - CapEx Program - Building Component Renewals | 2,010,000 | | 2,010,000 | | | | 200,000 | 1,000,000 | | | 810,000 |
| 08719 - PR99 Car Springs Sub Regional Tennis Centre | 25,000 | 25,000 | | | | | | | | | 25,000 |
| 08775 - PR100 Fraser Rise Community Centre | 100,000 | 100,000 | | | | | | | | | 100,000 |
| 08874 - PR87 Kurunjang Neighbourhood House | 60,000 | | | | 60,000 | | | | | | 60,000 |
| 08885 - PR57 Aintree Community Hub | 60,000 | | | | 60,000 | | | | | | 60,000 |
| 08901 - PR31 Melton Central Community Centre (Whitehouse) | 180,891 | | 180,891 | | | | | | | | 180,891 |
| 08910 - PR20 Cobblebank Indoor stadium | 22,045,000 | 22,045,000 | | | | | 45,000 | 22,000,000 | | | 0 |
| 10001 - Sports Pavilion Kitchen Upgrade Program | 77,320 | | | 77,320 | | | | | | | 77,320 |
| 12001 - Satellite City United Soccer Club | 8,060 | | 8,060 | | | | | | | | 8,060 |
| 13012 - Toilet facility at Tentenfield Park, Burnside Heights | 200,000 | 200,000 | | | | | | | | | 200,000 |
| 13048 - CS Lake/Tentenfield Park Public Toilet | 185,307 | 185,307 | | | | | | | | | 185,307 |
| 13059 - PR99 CS Community Pavilion Extension | 760,375 | | | | 760,375 | | | | | | 760,375 |
| 13066 - PR7 Diggers Rest Kindergarten Extension | 62,539 | | | | 62,539 | | 17,500 | | | | 45,039 |
| 13068 - Eynesbury Station Early Learning Centre | 3,624,357 | 3,624,357 | | | | | 2,170,000 | | | | 1,454,357 |
| 13082 - Diggers Rest Community Pavilion and Oval No. 02 | 1,633,782 | | | | 1,633,782 | 1,500,000 | | | | | 133,782 |
| 13086 - Cobblebank Community Pavilion and Grandstand | 500,000 | 500,000 | | | | | | | | | 500,000 |
| 13088 - Melton Community Pavilion | 300,000 | | | 300,000 | | | | | | | 300,000 |
| 13104 - Courthouse Cafe | 235,000 | | | 235,000 | | | | | | | 235,000 |
| 13109 - PR146 Melton Waves External Fabric Renewals | 100,000 | | 100,000 | | | | | | | | 100,000 |
| 13121 - Arnolds Creek Children & Community Centre 3rd Room | 600,000 | | | | 600,000 | | | 600,000 | | | 0 |
| 13127 - Taylors Hill Youth & Community Ctr - Extens. & Upgrade | 1,940,000 | | | | 1,940,000 | | | | | | 1,940,000 |
| 13129 - Western Region Emergency Network Warehouse | 1,940,000 | 1,940,000 | | | | | 500,000 | | | | 1,440,000 |
| 13172 - Mt. Alkinson Childrens & Community Centre | 568,000 | 568,000 | | | | | | | | | 0 |
| 13177 - MCC Accommodation Refit | 1,250,000 | | | 1,250,000 | | | | | | | 1,250,000 |
| Total 0605 - Buildings | 49,799,489 | 33,187,664 | 2,298,951 | 4,970,936 | 9,341,938 | 2,068,000 | 6,782,500 | 24,600,000 | 0 | 400,000 | 15,948,989 |
| 0606 - Roads | | | | | | | | | | | |
| 03020 - DDA Works | 90,000 | | | 90,000 | | | | | | | 90,000 |
| 03110 - Shared/Bicycle Paths Construction Program | 857,520 | 857,520 | | | | | 200,000 | | | | 657,520 |
| 03124 - New Footpaths Construction Program | 60,390 | 60,390 | | | | | | | | | 60,390 |
| 03170 - PR54 Annual Resurfacing Periodic Reseals | 4,545,624 | | 4,545,624 | | | | 543,116 | | | 2,500,000 | 1,502,508 |
| 03250 - PR30 Kerb & Channel Rehabilitation | 151,109 | | | 151,109 | | | | | | | 151,109 |
| 03433 - Pedestrian Crossing Westwood Dr. Burnside | 20,000 | 20,000 | | | | | | | | | 20,000 |
| 03721 - Traffic Management Devices Program | 362,237 | 362,237 | | | | | | | | | 362,237 |
| 03723 - PR51 Road Safety Around Schools | 100,000 | | | 100,000 | | | | | | | 100,000 |
| 03728 - Road Constructions | 60,000 | 60,000 | | | | | | | | | 60,000 |
| 03732 - Major Traffic Management Upgrade Program | 981,000 | | | 981,000 | | | | | | | 981,000 |
| 08729 - PR 68 Roadside Hazard/Safety Improvements Program | 417,856 | | 417,856 | | | | | | | | 417,856 |
| 08737 - PR31 Streetscape Improvements | 350,000 | | 350,000 | | | | | | | | 350,000 |
| 08756 - Road Rehabilitation Program | 717,802 | | 717,802 | | | | 717,802 | | | | 0 |
| 08815 - PR80 Burnside Heights Recreation Reserve-Car park | 220,000 | 220,000 | | | | | | | | | 220,000 |
| 08825 - PR 58 Bus stop Works Program | 90,000 | | 90,000 | | | | | | | | 90,000 |
| 08846 - PR72 Caroline Springs Blvd & Rockbank Middle Rd Signals | 4,170,472 | | | | 4,170,472 | | | | | 1,750,000 | 2,420,472 |
| 08847 - Caroline Springs Blvd intersection the Crossing | 400,000 | 400,000 | | | | | | | | | 400,000 |
| 08871 - PR314 Hume Drive Duplication | 500,000 | | | | 500,000 | | | | | | 500,000 |
| 13011 - Pedestrian Crossing- Taylors Road, Gourlay Road | 50,000 | 50,000 | | | | | | | | | 50,000 |
| 13020 - Taylors Rd (West Botanical Dr to West City Vista) | 917,718 | | | 917,718 | | | | | | | 917,718 |
| 13022 - PR71 Bulmans Road Urbanisation | 334,670 | | | | 334,670 | | | | | | 334,670 |
| 13026 - PR27 Taylors Rd and Westwood Dr Intersection | 5,300,000 | | | | 5,300,000 | | | 1,786,000 | | | 3,504,000 |
| 13030 - PR53 City Vista Court | 684,050 | | | | 684,050 | | | | | | 684,050 |
| 13032 - City Vista Dr Pedestrian Signals | 24,500 | 24,500 | | | | | | | | | 24,500 |
| 13077 - PR2 Boundary Road - Mt. Cottrell to The Mall | 4,411,922 | | | | | | | 3,461,922 | | | 950,000 |
| 13078 - PR 46 Brooklyn Rd Signalised Pedestrian Crossing | 2,821,340 | 2,821,340 | | | | | | | | | 2,821,340 |
| 13091 - Taylors Road and Plumpton Road | 550,000 | | | 550,000 | | 550,000 | | | | | 0 |
| 13102 - Taylors Hill Shopping Centre Right Lane | 127,483 | | | | 127,483 | | | | | | 127,483 |
| 13113 - Botanica Springs Children & Community Center Temp Car Park | 130,000 | | | | 130,000 | | | | | | 130,000 |
| 13117 - Troups Rd from Greigs Rd to Boundary Rd | 500,000 | | | 500,000 | | | | | | | 500,000 |
| 13120 - Mount Cottrell Rd & Greigs Rd Roundabout | 1,115,500 | 1,115,500 | | | | | 472,035 | | | | 643,465 |
| 13122 - Taylors Rd & Sinclair Rd Signalised Intersection | 500,000 | 500,000 | | | | | 500,000 | | | | 0 |
| 13128 - Alfred rd Contribution Cobblebank | 1,500,000 | 1,500,000 | | | | | | | | | 1,500,000 |
| 13130 - Boronia Drive reserve | 77,600 | 77,600 | | | | | | | | | 77,600 |

| Capital Works Area | 2020/21 Approved Budget | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve and Other Funding | Contributors | Borrowings | Council Funding |
|---|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|-------------------|---------------------------|--------------|------------------|-------------------|
| 13133 - Taylors Rd and Gourlay Rd Signalised Intersection | 1,000,000 | | | | 1,000,000 | | | | | | 1,000,000 |
| 13180 - Melton Pistol Club-Upgrade of Fire Access Track | 15,000 | | | 15,000 | | | | | | | 15,000 |
| Total 0606 - Roads | 34,153,793 | 12,481,009 | 6,121,282 | 9,623,547 | 5,927,958 | 1,522,035 | 1,460,918 | 5,257,922 | 0 | 4,250,000 | 21,662,918 |
| 0607 - Drainage | | | | | | | | | | | |
| 03252 - PR81 WSUD (Water Sensitive Urban Design Program) | 178,800 | | | 178,800 | | | | | | | 178,800 |
| 08726 - PR73 Drainage Infrastructure program | 203,550 | 203,550 | | | | | | | | | 203,550 |
| 08835 - PR27/16 Creekbank PI Flood Protection Work | 15,000 | | 15,000 | | | | | | | | 15,000 |
| Total 0607 - Drainage | 397,350 | 203,550 | 15,000 | 178,800 | 0 | 0 | 0 | 0 | 0 | 0 | 397,350 |
| 0608 - Bridges | | | | | | | | | | | |
| 08781 - Pedestrian Bridge - Illawong/Isabella | 80,000 | 80,000 | | | | 40,000 | | | | | 40,000 |
| 08831 - PR31 Bridge Rehabilitation Program | 153,750 | | 153,750 | | | | | | | | 153,750 |
| Total 0608 - Bridges | 233,750 | 80,000 | 153,750 | 0 | 0 | 40,000 | 0 | 0 | 0 | 0 | 193,750 |
| 0609 - Recreation | | | | | | | | | | | |
| 04547 - Licensed Playspace Upgrade Program | 100,000 | | | 100,000 | | | | | | | 100,000 |
| 05114 - Hillside Rec. Reserve-Grand Stand Seating | 27,900 | | | 27,900 | | | | | | | 27,900 |
| 05129 - Banchory Grove Reserve - Shade Sail installation | 35,300 | | | | 35,300 | | | | | | 35,300 |
| 05165 - Playground Replacement Program | 187,331 | | 187,331 | | | | 100,000 | | | | 87,331 |
| 05175 - Melton Secondary College Sports Field | 2,330,000 | 2,330,000 | | | | | 2,000,000 | | | | 330,000 |
| 06821 - Kununjang Tennis Courts | 668,463 | | | 668,463 | | | | | | | 668,463 |
| 09082 - Caroline Springs Scout Group | 35,000 | 35,000 | | | | | 30,000 | | | | 5,000 |
| 08371 - Reserve Shelter Shade Program | 80,000 | 80,000 | | | | | | | | | 80,000 |
| 08415 - PR40 Cricket Facilities Improvement Program | 60,000 | | 60,000 | | | | | | | | 60,000 |
| 08423 - Burnside Heights Rec Reserve-Multi Sports Cube | 20,000 | 20,000 | | | | | | | | | 20,000 |
| 08607 - Burnside Heights Recreation Reserve Upgrades | 100,000 | | | 100,000 | | | | | | | 100,000 |
| 08703 - Sydenham Hillside CC Improvements | 30,000 | | 30,000 | | | | | | | | 30,000 |
| 08710 - Cricket Net Refurbishment Program | 156,702 | | | 156,702 | | | | | | | 156,702 |
| 08713 - PR89 Netball Court Upgrade | 315,257 | | | 315,257 | | | | | | | 315,257 |
| 08727 - Tennis Court Upgrade | 370,000 | | | 370,000 | | | | | | | 370,000 |
| 08763 - PR101 City Vista Sports Facility (THW) | 100,000 | 100,000 | | | | | | | | | 100,000 |
| 08829 - Ball Protection Fencing Program | 80,000 | 80,000 | | | | | 60,000 | | | | 20,000 |
| 08892 - PR48 Eynesbury Sporting Facility | 10,381,299 | 10,381,299 | | | | 1,314,672 | 2,134,033 | 4,000,000 | | | 2,932,594 |
| 08904 - PR42 Allenby Road Reserve Upgrade | 31,971 | | | 31,971 | | | | | | | 31,971 |
| 08909 - PR58 17/18 Arnolds Creek Playspace | 5,099 | 5,099 | | | | | | | | | 5,099 |
| 13065 - PR85 Stan Payne Reserve Play Space | 69,178 | 69,178 | | | | | | | | | 69,178 |
| 13071 - Bridge Road Sports Precinct Oval 2 Design | 60,000 | 60,000 | | | | | | | | | 60,000 |
| 13080 - PR 14 Park Signage Program | 50,000 | 50,000 | | | | | | | | | 50,000 |
| 13089 - Bridge Road Recreation Reserve-Community Pavilion | 170,000 | 170,000 | | | | 170,000 | | | | | 0 |
| 13100 - Royal Crescent Park Playground | 41,000 | 41,000 | | | | | | | | | 41,000 |
| 13101 - Gourlay Rd Flag Poles | 38,000 | 38,000 | | | | | | | | | 38,000 |
| 13116 - Parks Development Program | 1,063,400 | | | 1,063,400 | | | 445,918 | | | | 617,482 |
| 13131 - Sporting Ground Upgrade | 252,200 | | | 252,200 | | | 156,000 | | | | 96,200 |
| 13150 - PR88 Macpherson Park Redevelopment - Stage 2 | 1,500,000 | | | | 1,500,000 | | | | | | 1,500,000 |
| 13170 - Melton Bowling Club Fencing | 15,000 | | | 15,000 | | | | | 4,000 | | 11,000 |
| 13173 - Hillside Tennis Courts Resurfacing | 60,000 | | | 60,000 | | | | | | | 60,000 |
| 13174 - Diggers Rest Reserve Scoreboard | 60,000 | 60,000 | | | | | 50,000 | | | | 10,000 |
| Total 0609 - Recreation | 18,493,108 | 13,319,576 | 277,331 | 3,160,893 | 1,535,300 | 1,484,672 | 4,975,951 | 4,000,000 | 4,000 | 0 | 8,028,477 |
| 0610 - Library Books | | | | | | | | | | | |
| 02305 - Library Collection | 495,000 | 495,000 | | | | | | | | | 495,000 |
| 02311 - Premier's Reading Challenge | 23,000 | 23,000 | | | | | 23,000 | | | | 0 |
| Total 0610 - Library Books | 518,000 | 518,000 | 0 | 0 | 0 | 0 | 23,000 | 0 | 0 | 0 | 495,000 |
| 0611 - Other Assets | | | | | | | | | | | |
| 03021 - PSP/ ICP Infrastructure Design | 238,412 | 238,412 | | | | 238,412 | | | | | 0 |
| 07117 - Installation of new open space fencing | 100,000 | 100,000 | | | | | | | | | 100,000 |
| 13076 - PR89 Solar Retrofit Program | 1,400,000 | 1,400,000 | | | | | | | | | 1,400,000 |
| 13083 - Silverdale Estate - Sound Walls | 1,100,000 | 1,100,000 | | | | | | | | | 1,100,000 |
| 13118 - Installation of New Park Furniture | 50,000 | 50,000 | | | | | | | | | 50,000 |
| Total 0611 - Other Assets | 2,888,412 | 2,888,412 | 0 | 0 | 0 | 238,412 | 0 | 0 | 0 | 0 | 2,650,000 |
| 0613 - FootPaths & Cycleways | | | | | | | | | | | |
| 03140 - Footpaths Maintenance/Replacement | 1,154,999 | | | 1,154,999 | | | | | | | 1,154,999 |
| 04536 - Footpath Construction | 180,711 | 180,711 | | | | | | | | | 180,711 |
| Total 0613 - FootPaths & Cycleways | 1,335,710 | 180,711 | 0 | 1,154,999 | 0 | 0 | 0 | 0 | 0 | 0 | 1,335,710 |
| 0614 - Renewal Capital Expenditure | | | | | | | | | | | |
| 05167 - Sportsgrounds Furniture Renewal Program | 51,546 | | 51,546 | | | | | | | | 51,546 |
| 06003 - Parks & Open Space Structures Renewal | 268,041 | | 268,041 | | | | | | | | 268,041 |
| 06006 - Parks Playgrounds and Furniture | 149,865 | | 149,865 | | | | 20,000 | | | | 129,865 |
| 06013 - Synthetic Field Maintenance | 1,067,000 | | 1,067,000 | | | | | | | | 1,067,000 |
| 06017 - Irrigation System Renewal Program | 235,591 | | 235,591 | | | | | | | | 235,591 |
| 07033 - CapEx Program - Refurbishment Public Conveniences | 295,355 | | 295,355 | | | | | | | | 295,355 |
| 13008 - PR9 Street Lighting Improvement Program | | | | | | | 110,000 | | | | -110,000 |
| Total 0614 - Renewal Capital Expenditure | 2,067,398 | 0 | 2,067,398 | 0 | 0 | 0 | 130,000 | 0 | 0 | 0 | 1,937,398 |
| 0620 - Public Art Projects | | | | | | | | | | | |
| 07826 - PR 88 Public Art Rehabilitation Program | 10,000 | | 10,000 | | | | | | | | 10,000 |
| 13000 - Public Art Installation | 247,936 | 247,936 | | | | | | 60,000 | | | 187,936 |
| Total 0620 - Public Art Projects | 257,936 | 247,936 | 10,000 | 0 | 0 | 0 | 0 | 60,000 | 0 | 0 | 197,936 |
| Grand Total | 113,513,938 | 66,675,858 | 10,943,712 | 19,089,175 | 16,805,193 | 5,353,119 | 13,372,369 | 35,281,922 | 4,000 | 4,650,000 | 54,852,528 |

Capital Works 2021/22

| Capital works Area | Total Budgets 2021/22 | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Borrowings | Council Funding |
|--|-----------------------|-------------------|------------------|------------------|------------------|-------------------------|------------------|------------------|------------------|-------------------|
| 0601 - Vehicles - Capital Cost | | \$ | \$ | \$ | \$ | \$ | \$ | \$ | | \$ |
| 01605 - Plant Purchases/Replacement | 1,406,186 | 1,406,186 | | | | | | 1,406,186 | | |
| Total 0601 - Vehicles - Capital Cost | 1,406,186 | 1,406,186 | 0 | 0 | 0 | 0 | 0 | 1,406,186 | 0 | 0 |
| 0602 - Furniture | | | | | | | | | | |
| 01510 - Furniture & Equipment | 72,165 | 72,165 | | | | | | | | 72,165 |
| 13115 - Library Furniture Renewal | 51,544 | 51,544 | | | | | | | | 51,544 |
| Total 0602 - Furniture | 123,711 | 123,711 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 123,711 |
| 0603 - IT Equipment | | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 551,544 | 551,544 | | | | | | | | 551,544 |
| Total 0603 - IT Equipment | 551,544 | 551,544 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 551,544 |
| 0604 - Land | | | | | | | | | | |
| 03508 - PSP Public Open Space Compensation | 276,331 | 276,331 | | | | | | | | 276,331 |
| 13035 - PR34 Shogaki Dve land Purchase | 1,000,000 | 1,000,000 | | | | 1,000,000 | | | | |
| Total 0604 - Land | 1,276,331 | 1,276,331 | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 0 | 276,331 |
| 0605 - Buildings | | | | | | | | | | |
| 03575 - Melton Recycling Facility Improvements | 3,850,000 | 3,850,000 | | | | | | | 3,850,000 | 0 |
| 08475 - PR78 Plumpton Aquatic & Leisure Centre | 2,000,000 | 2,000,000 | | | | | | 2,000,000 | | 0 |
| 08770 - CapEx Program - Building Component Renewals | 1,998,200 | | 1,998,200 | | | | | | | 1,998,200 |
| 08510 - PR30 Cobblebank Indoor stadium | 6,130,000 | 6,130,000 | | | | | | 6,130,000 | | 0 |
| 10001 - Sports Pavilion Kitchen Upgrade Program | 79,711 | | | 79,711 | | | | | | 79,711 |
| 13002 - Diggers Rest Community Pavilion and Oval No. 02 | 3,059,000 | | | | 3,059,000 | 3,059,000 | | | | 0 |
| 13086 - Cobblebank Community Pavilion and Grandstand | 955,000 | 955,000 | | | | | | | | 955,000 |
| 13088 - Melton Community Pavilion | 3,192,000 | 3,192,000 | | | | | | | 3,000,000 | 192,000 |
| 13121 - Analds Creek Children's & Community Centre 3rd Room | 65,000 | | | | 65,000 | | | | 400,000 | 265,000 |
| 13172 - Mt. Atkisson Children's & Community Centre | 6,772,960 | 6,772,960 | | | | | | | | 6,772,960 |
| Total 0605 - Buildings | 28,697,871 | 22,899,960 | 1,999,200 | 79,711 | 3,720,000 | 9,831,960 | 0 | 8,530,000 | 6,850,000 | 3,489,911 |
| 0606 - Roads | | | | | | | | | | |
| 03010 - O&A Works | 46,392 | | | 46,392 | | | | | | 46,392 |
| 03170 - Shared/Bicycle Path Construction Program | 416,000 | 416,000 | | | | | | | | 416,000 |
| 03170 - PR54 Annual Resurfacing Periodic Reseals | 3,920,100 | | 3,920,100 | | | | 1,260,918 | | 2,500,000 | 159,182 |
| 03210 - PR30 Kerb & Channel Rehabilitation | 118,556 | | | 118,556 | | | | | | 118,556 |
| 03721 - Traffic Management Devices Program | 328,000 | 328,000 | | | | | | | | 328,000 |
| 03723 - PR51 Road Safety Around Schools | 103,093 | | | 103,093 | | | | | | 103,093 |
| 03732 - Major Traffic Management Upgrade Program | 1,033,050 | | | 1,033,050 | | | | | | 1,033,050 |
| 08729 - PR 68 Roadside Hazards/Safety Improvements Program | 262,887 | | 262,887 | | | | | | | 262,887 |
| 08825 - PR 58 Bus stop Works Program | 46,392 | | 46,392 | | | | | | | 46,392 |
| 08847 - Caroline Springs Blvd Intersection the Crossing | 2,510,000 | 2,510,000 | | | | | | | | 2,510,000 |
| 08871 - PR314 Home Drive Duplication | 4,000,000 | | | | 4,000,000 | | | | | 4,000,000 |
| 13008 - PR9 Street Lighting Improvement Program | 154,639 | | | 154,639 | | | | | | 154,639 |
| 13022 - PR71 Bulmans Road Urbanisation | 4,999,164 | 4,999,164 | | | | | | 1,083,448 | | 3,915,716 |
| 13076 - PR27 Taylors Rd and Westwood Dr Intersection | 1,853,000 | | | 1,853,000 | | | | | | 1,853,000 |
| 13077 - PR2 Boundary Road - Mt. Cottrell to The Mall | 538,282 | | 538,282 | | | | | | | 538,282 |
| 13091 - Taylors Road and Plumpton Road | 2,760,739 | | | 2,760,739 | | 2,760,739 | | | | 0 |
| 13117 - Troups Rd from Greigs Rd to Boundary Rd | 2,500,000 | | | 2,500,000 | | | | | | 2,500,000 |
| 13122 - Taylors Rd and Sinclair's Rd Signalised Intersection | 2,959,227 | 2,959,227 | | | | | 2,959,227 | | | 0 |
| 13133 - Taylors Rd and Gourlay Rd Signalised Intersection | 3,365,000 | | | | | 3,365,000 | | | | 3,365,000 |
| 13134 - Taylors Rd Duplication-City Vista Court to Gourlay | 3,000,000 | | | | | 3,000,000 | | | | 0 |
| Total 0606 - Roads | 33,914,521 | 11,750,673 | 4,229,379 | 8,669,469 | 9,365,000 | 7,715,966 | 1,360,918 | 1,083,448 | 2,500,000 | 21,350,188 |
| 0607 - Drainage | | | | | | | | | | |
| 03252 - PR81 WSUD (Water Sensitive Urban Design) Program | 184,330 | | | 184,330 | | | | | | 184,330 |
| 08716 - PR71 Drainage Infrastructure Program | 209,845 | 209,845 | | | | | | | | 209,845 |
| Total 0607 - Drainage | 394,175 | 209,845 | 0 | 184,330 | 0 | 0 | 0 | 0 | 0 | 394,175 |
| 0608 - Bridges | | | | | | | | | | |
| 08761 - Pedestrian Bridge - Ilawong/Isabella | 144,100 | 144,100 | | | | | 290,000 | | | 144,100 |
| 08831 - PR31 Bridge Rehabilitation Program | 158,505 | | 158,505 | | | | | | | 158,505 |
| 13074 - Sinclair's Road Bridge | 500,000 | | | | | | 500,000 | | | 0 |
| 13132 - Pedestrian Bridge - Medaura to Burnside Heights | 824,500 | 824,500 | | | | | 750,000 | | | 574,500 |
| Total 0608 - Bridges | 1,917,105 | 1,758,600 | 158,505 | 0 | 0 | 1,040,000 | 0 | 0 | 0 | 877,105 |
| 0609 - Recreation | | | | | | | | | | |
| 04547 - Licensed PlaySpace Upgrade Program | 103,000 | | | 103,000 | | | | | | 103,000 |
| 05165 - Playground Replacement Program | 193,125 | | 193,125 | | | | | | | 193,125 |
| 08415 - PR40 Cricket Facilities Improvement Program | 61,856 | | 61,856 | | | | | | | 61,856 |
| 08710 - Cricket Net Refurbishment Program | 161,548 | | | 161,548 | | | | | | 161,548 |
| 08713 - PR89 Netball Court Upgrade | 220,000 | | | 220,000 | | | | | | 220,000 |
| 08727 - Tennis Court Upgrade | 268,041 | | | 268,041 | | | | | | 268,041 |
| 08829 - Ball Protection Fencing Program | 82,474 | 82,474 | | | | | | | | 82,474 |
| 08872 - PR98 Macpherson Park Redevelopment | 4,000,000 | | | | 4,000,000 | | | | | 4,000,000 |
| 13035 - Eyrebury Recreation Reserve AOS - Stage 1 and 2a | 1,227,000 | 1,227,000 | | | | | | | | 1,227,000 |
| 13080 - PR 34 Park Signage Program | 51,544 | 51,544 | | | | | | | | 51,544 |
| 13089 - Bridge Road Recreation Reserve-Community Pavilion | 4,375,649 | 4,375,649 | | | | 4,221,200 | | | | 154,449 |
| 13116 - Parks Development Program | 920,000 | | | 920,000 | | | | | | 920,000 |
| 13131 - Sporting Ground Upgrade | 260,000 | | | 260,000 | | | | | | 260,000 |
| Total 0609 - Recreation | 11,924,239 | 5,736,669 | 254,981 | 1,332,559 | 4,000,000 | 4,221,200 | 0 | 0 | 0 | 7,702,638 |
| 0610 - Library Books | | | | | | | | | | |
| 02305 - Library Collection | 510,309 | 510,309 | | | | | | | | 510,309 |
| 02311 - Premier's Reading Challenge | 73,000 | 73,000 | | | | | 23,000 | | | 0 |
| Total 0610 - Library Books | 583,309 | 583,309 | 0 | 0 | 0 | 0 | 23,000 | 0 | 0 | 510,309 |
| 0611 - Other Assets | | | | | | | | | | |
| 07117 - Installation of new open space fencing | 103,093 | 103,093 | | | | | | | | 103,093 |
| 13083 - Silverdale Estate - Sound Walls | 940,000 | 940,000 | | | | | | | | 940,000 |
| 13138 - Installation of New Park Furniture | 51,544 | 51,544 | | | | | | | | 51,544 |
| Total 0611 - Other Assets | 1,094,637 | 1,094,637 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,094,637 |
| 0613 - Footpaths & Cycleways | | | | | | | | | | |
| 03140 - Footpaths Maintenance/Replacement | 1,190,721 | | | 1,190,721 | | | | | 650,000 | 540,721 |
| 04536 - Footpath Construction | 186,300 | 186,300 | | | | | | | | 186,300 |
| Total 0613 - Footpaths & Cycleway | 1,377,021 | 186,300 | 0 | 1,190,721 | 0 | 0 | 0 | 650,000 | 0 | 727,021 |
| 0614 - Renewal Capital Expenditure | | | | | | | | | | |
| 05167 - Sportgrounds Furniture Renewal Program | 53,140 | | 53,140 | | | | | | | 53,140 |
| 06006 - Parks Playgrounds and Furniture | 154,300 | | 154,300 | | | | | | | 154,300 |
| 06017 - Irrigation System Renewal Program | 242,877 | | 242,877 | | | | | | | 242,877 |
| 07033 - CapEx Program - Refurbishment Public Conveniences | 170,049 | | 170,049 | | | | | | | 170,049 |

| Capital works Area | Total Budgets 2021/22 | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Borrowings | Council Funding |
|---|-----------------------|-------------------|------------------|-------------------|-------------------|-------------------------|------------------|-------------------|-------------------|-------------------|
| Total 0614 - Renewal Capital Expenditure | 620,566 | 0 | 620,566 | 0 | 0 | 0 | 0 | 0 | 0 | 620,566 |
| 0620 - Public Art Projects | | | | | | | | | | |
| 07826 - PR 86 Public Art Rehabilitation Program | 10,309 | | 10,309 | | | | | | | 10,309 |
| 13000 - Public Art Installation | 174,021 | 174,021 | | | | | | 40,000 | | 134,021 |
| Total 0620 - Public Art Projects | 184,330 | 174,021 | 10,309 | 0 | 0 | 0 | 0 | 40,000 | 0 | 144,330 |
| Grand Total | 84,015,550 | 47,701,790 | 7,271,940 | 11,956,820 | 17,085,000 | 23,813,126 | 1,283,918 | 11,059,634 | 10,000,000 | 37,858,872 |

| Capital Works 2022/23 | | | | | | | | | |
|--|-----------------------|-------------------|------------------|------------------|------------------|-------------------------|------------------|-------------------|-------------------|
| Capital works Area | Total Budgets 2022/23 | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
| 0601 - Vehicles - Capital Cost | | | | | | | | | |
| 01605 - Plant Purchases/Replacement | 1,449,676 | 1,449,676 | | | | | | 1,449,676 | |
| Total 0601 - Vehicles - Capital Cost | 1,449,676 | 1,449,676 | 0 | 0 | 0 | 0 | 0 | 1,449,676 | 0 |
| 0602 - Furniture | | | | | | | | | |
| 01510 - Furniture & Equipment | 74,397 | 74,397 | | | | | | | 74,397 |
| 13115 - Library Furniture Renewal | 53,141 | 53,141 | | | | | | | 53,141 |
| Total 0602 - Furniture | 127,538 | 127,538 | 0 | 0 | 0 | 0 | 0 | 0 | 127,538 |
| 0603 - IT Equipment | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 568,605 | 568,605 | | | | | | | 568,605 |
| Total 0603 - IT Equipment | 568,605 | 568,605 | 0 | 0 | 0 | 0 | 0 | 0 | 568,605 |
| 0604 - Land | | | | | | | | | |
| 03908 - PSP-Public Open Space Compensation | 284,877 | 284,877 | | | | | | | 284,877 |
| 13035 - PR34 Shogaki Dve land Purchase | 5,679,013 | 5,679,013 | | | | 5,679,013 | | | |
| Total 0604 - Land | 5,963,890 | 5,963,890 | 0 | 0 | 0 | 5,679,013 | 0 | 0 | 284,877 |
| 0605 - Buildings | | | | | | | | | |
| 08475 - PR78 Plumpton Aquatic & Leisure Centre | 21,500,000 | 21,500,000 | | | | | | 21,500,000 | |
| 08770 - CapEx Program - Building Component Renewals | 2,060,000 | | 2,060,000 | | | | | | 2,060,000 |
| 10001 - Sports Pavilion Kitchen Upgrade Program | 82,177 | | | 82,177 | | | | | 82,177 |
| 13157 - Mt Carbery Childrens & Community Centre | 650,000 | 650,000 | | | | | | | 650,000 |
| Total 0605 - Buildings | 24,292,177 | 22,150,000 | 2,060,000 | 82,177 | 0 | 0 | 0 | 21,500,000 | 2,792,177 |
| 0606 - Roads | | | | | | | | | |
| 03020 - DDA Works | 47,827 | | | 47,827 | | | | | 47,827 |
| 03110 - Shared/Bicycle Paths Construction Program | 428,866 | 428,866 | | | | | | | 428,866 |
| 03170 - PR54 Annual Resurfacing Periodic Reseals | 4,037,703 | | 4,037,703 | | | | 3,261,918 | | 775,785 |
| 03250 - PR30 Kerb & Channel Rehabilitation | 122,223 | | | 122,223 | | | | | 122,223 |
| 03721 - Traffic Management Devices Program | 338,144 | 338,144 | | | | | | | 338,144 |
| 03723 - PR51 Road Safety Around Schools | 106,281 | | | 106,281 | | | | | 106,281 |
| 03732 - Major Traffic Management Upgrade Program | 1,065,000 | | | 1,065,000 | | | | | 1,065,000 |
| 08729 - PR 68 Roadside Hazard/Safety Improvements Program | 271,017 | | 271,017 | | | | | | 271,017 |
| 08825 - PR 58 Bus stop Works Program | 47,827 | | 47,827 | | | | | | 47,827 |
| 08842 - Exford Rd & Graigs Rd Intersection | 689,449 | | | 689,449 | | 600,772 | | | 88,677 |
| 13008 - PR9 Street Lighting Improvement Program | 159,422 | | | 159,422 | | | | | 159,422 |
| 13117 - Troups Rd from Graigs Rd to Boundary Rd | 2,626,000 | | | 2,626,000 | | | | | 2,626,000 |
| 13134 - Taylors Rd Duplication-City Vista Court to Gouray | 5,860,880 | | | | 5,860,880 | 4,524,000 | 3,261,918 | | 1,336,880 |
| Total 0606 - Roads | 15,800,639 | 767,010 | 4,356,547 | 4,816,202 | 5,860,880 | 5,124,772 | 3,261,918 | 0 | 7,413,949 |
| 0607 - Drainage | | | | | | | | | |
| 03252 - PR81 WSUD (Water Sensitive Urban Design Program) | 190,031 | | | 190,031 | | | | | 190,031 |
| 08726 - PR73 Drainage Infrastructure program | 216,335 | 216,335 | | | | | | | 216,335 |
| Total 0607 - Drainage | 406,366 | 216,335 | 0 | 190,031 | 0 | 0 | 0 | 0 | 406,366 |
| 0608 - Bridges | | | | | | | | | |
| 08831 - PR31 Bridge Rehabilitation Program | 163,407 | | 163,407 | | | | | | 163,407 |
| 13074 - Sinciairs Road Bridge | 2,000,000 | 2,000,000 | | | | 2,000,000 | | | |
| Total 0608 - Bridges | 2,163,407 | 2,000,000 | 163,407 | 0 | 0 | 2,000,000 | 0 | 0 | 163,407 |
| 0609 - Recreation | | | | | | | | | |
| 04547 - Licensed Playspace Upgrade Program | 106,090 | | | 106,090 | | | | | 106,090 |
| 05165 - Playground Replacement Program | 199,098 | | 199,098 | | | | | | 199,098 |
| 08415 - PR40 Cricket Facilities Improvement Program | 63,769 | | 63,769 | | | | | | 63,769 |
| 08710 - Cricket Net Refurbishment Program | 166,544 | | | 166,544 | | | | | 166,544 |
| 08713 - PR89 Netball Court Upgrade | 226,804 | | | 226,804 | | | | | 226,804 |
| 08727 - Tennis Court Upgrade | 276,331 | | | 276,331 | | | | | 276,331 |
| 08829 - Ball Protection Fencing Program | 85,025 | 85,025 | | | | | | | 85,025 |
| 08872 - PR98 Macpherson Park Redevelopment | 6,140,000 | | | | 6,140,000 | | | | 6,140,000 |
| 13025 - Eynesbury Recreation Reserve AOS - Stage 1 and Sta | 30,000 | 30,000 | | | | | | | 30,000 |
| 13080 - PR 14 Park Signage Program | 53,141 | 53,141 | | | | | | | 53,141 |
| 13089 - Bridge Road Recreation Reserve-Community Pavilion | 1,707,134 | | 1,707,134 | | | | | | 1,707,134 |
| 13116 - Parks Development Program | 948,453 | | | 948,453 | | | | | 948,453 |
| 13131 - Sporting Ground Upgrade | 268,041 | | | 268,041 | | | | | 268,041 |
| 13155 - Plumpton Active Open Space (SR-01) | 600,000 | 600,000 | | | | 600,000 | | | |
| 13156 - Plumpton Active Open Space (SR-02) | 600,000 | 600,000 | | | | 600,000 | | | |
| Total 0609 - Recreation | 11,470,430 | 3,075,300 | 262,867 | 1,992,263 | 6,140,000 | 1,200,000 | 0 | 0 | 10,270,430 |
| 0610 - Library Books | | | | | | | | | |
| 02305 - Library Collection | 526,092 | 526,092 | | | | | | | 526,092 |

| Capital works Area | Total Budgets 2022/23 | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
|---|-----------------------|-------------------|------------------|------------------|-------------------|-------------------------|------------------|-------------------|-------------------|
| 02311 - Premier's Reading Challenge | 23,000 | 23,000 | | | | | 23,000 | | |
| Total 0610 - Library Books | 549,092 | 549,092 | 0 | 0 | 0 | 0 | 23,000 | 0 | 526,092 |
| 0611 - Other Assets | | | | | | | | | 0 |
| 07117 - Installation of new open space fencing | 106,281 | 106,281 | | | | | | | 106,281 |
| 13118 - Installation of New Park Furniture | 53,141 | 53,141 | | | | | | | 53,141 |
| Total 0611 - Other Assets | 159,422 | 159,422 | 0 | 0 | 0 | 0 | 0 | 0 | 159,422 |
| 0613 - FootPaths & Cycleways | | | | | | | | | |
| 03140 - Footpaths Maintenance/Replacement | 1,227,547 | | | 1,227,547 | | | | | 1,227,547 |
| 04536 - Footpath Construction | 192,062 | 192,062 | | | | | | | 192,062 |
| Total 0613 - FootPaths & Cycleways | 1,419,609 | 192,062 | 0 | 1,227,547 | 0 | 0 | 0 | 0 | 1,419,609 |
| 0614 - Renewal Capital Expenditure | | | | | | | | | |
| 05167 - Sportsgrounds Furniture Renewal Program | 54,784 | | 54,784 | | | | | | 54,784 |
| 06006 - Parks Playgrounds and Furniture | 155,994 | | 155,994 | | | | | | 155,994 |
| 06013 - Synthetic Field Maintenance | 2,134,000 | | 2,134,000 | | | | | | 2,134,000 |
| 06017 - Irrigation System Renewal Program | 250,389 | | 250,389 | | | | | | 250,389 |
| 07033 - CapEx Program - Refurbishment Public Conveniences | 175,309 | | 175,309 | | | | | | 175,309 |
| Total 0614 - Renewal Capital Expenditure | 2,770,476 | 0 | 2,770,476 | 0 | 0 | 0 | 0 | 0 | 2,770,476 |
| 0620 - Public Art Projects | | | | | | | | | |
| 07826 - PR 86 Public Art Rehabilitation Program | 10,628 | | 10,628 | | | | | | 10,628 |
| 13000 - Public Art Installation | 167,166 | 167,166 | | | | | | 29,000 | 138,166 |
| Total 0620 - Public Art Projects | 177,794 | 167,166 | 10,628 | 0 | 0 | 0 | 0 | 29,000 | 148,794 |
| Grand Total | 67,319,121 | 37,386,096 | 9,623,925 | 8,308,220 | 12,000,880 | 14,003,785 | 3,284,918 | 22,978,676 | 27,051,742 |

Capital Works 2023/24

| | Total Budgets 2023/24 | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
|--|-----------------------|-------------------|------------------|------------------|-------------------|-------------------------|------------------|-------------------|------------------|
| 0601 - Vehicles - Capital Cost | | | | | | | | | |
| 01605 - Plant Purchases/Replacement | 1,494,511 | 1,494,511 | | | | | | 1,494,511 | |
| Total 0601 - Vehicles - Capital Cost | 1,494,511 | 1,494,511 | 0 | 0 | 0 | 0 | 0 | 1,494,511 | 0 |
| 0602 - Furniture | | | | | | | | | |
| 01510 - Furniture & Equipment | 76,698 | 76,698 | | | | | | | 76,698 |
| 13115 - Library Furniture Renewal | 54,784 | 54,784 | | | | | | | 54,784 |
| Total 0602 - Furniture | 131,482 | 131,482 | 0 | 0 | 0 | 0 | 0 | 0 | 131,482 |
| 0603 - IT Equipment | | | | | | | | | |
| 02033 - Annual Computer Replacement Project | 586,190 | 586,190 | | | | | | | 586,190 |
| Total 0603 - IT Equipment | 586,190 | 586,190 | 0 | 0 | 0 | 0 | 0 | 0 | 586,190 |
| 0604 - Land | | | | | | | | | |
| 03908 - PSP-Public Open Space Compensation | 293,688 | 293,688 | | | | | | | 293,688 |
| Total 0604 - Land | 293,688 | 293,688 | 0 | 0 | 0 | 0 | 0 | 0 | 293,688 |
| 0605 - Buildings | | | | | | | | | |
| 08475 - PR78 Plumpton Aquatic & Leisure Centre | 37,095,000 | 37,095,000 | | | | | | 37,095,000 | |
| 08770 - CapEx Program - Building Component Renewals | 2,123,711 | | 2,123,711 | | | | | | 2,123,711 |
| 10001 - Sports Pavilion Kitchen Upgrade Program | 84,718 | | | 84,718 | | | | | 84,718 |
| 13157 - Mt. Carberry Childrens & Community Centre | 6,285,500 | 6,285,500 | | | | | | | 6,285,500 |
| 13159 - Weir Views Childrens and Community Centre | 400,000 | 400,000 | | | | 400,000 | | | 400,000 |
| Total 0605 - Buildings | 45,989,929 | 43,780,500 | 2,123,711 | 84,718 | 0 | 400,000 | 0 | 37,095,000 | 8,493,929 |
| 0606 - Roads | | | | | | | | | |
| 03020 - DDA Works | 49,306 | | | 49,306 | | | | | 49,306 |
| 03110 - Shared/Bicycle Paths Construction Program | 442,130 | 442,130 | | | | | | | 442,130 |
| 03170 - PR54 Annual Resurfacing Periodic Reseals | 4,124,752 | | 4,124,752 | | | | 3,511,918 | | 612,834 |
| 03250 - PR30 Kerb & Channel Rehabilitation | 126,003 | | | 126,003 | | | | | 126,003 |
| 03721 - Traffic Management Devices Program | 348,602 | 348,602 | | | | | | | 348,602 |
| 03723 - PR51 Road Safety Around Schools | 109,568 | | | 109,568 | | | | | 109,568 |
| 03732 - Major Traffic Management Upgrade Program | 1,097,938 | | | 1,097,938 | | | | | 1,097,938 |
| 08729 - PR 68 Roadside Hazard/Safety Improvements Program | 279,399 | | 279,399 | | | | | | 279,399 |
| 08825 - PR 58 Bus stop Works Program | 49,306 | | 49,306 | | | | | | 49,306 |
| 08865 - Rockbank Middle Road (Stage 1) | 2,000,000 | 2,000,000 | | | | 2,000,000 | | | 2,000,000 |
| 08894 - Footpath Construc-Melton North off road trail TR01 | 155,069 | 155,069 | | | | 155,069 | | | 155,069 |
| 13008 - PR9 Street Lighting Improvement Program | 164,352 | | | 164,352 | | | | | 164,352 |
| 13073 - Melton Valley Drive | 400,000 | | | 400,000 | | | | | 400,000 |
| 13161 - Mt. Atkinson PSP AOS03 | 600,000 | 600,000 | | | | 600,000 | | | 600,000 |
| 13162 - Vineyard Rd & Diggers Rest Colmadel Rd Roundabout | 100,000 | 100,000 | | | | 100,000 | | | 100,000 |
| 13163 - Coburns Rd Duplication-Centenary Ave & CollectorRd | 4,253,192 | | | | 4,253,192 | | | | 4,253,192 |
| 13164 - Mount Cottrell Rd: Toolem Boundary to Greigs Rd | 2,500,000 | | | | | 2,500,000 | | | 2,500,000 |
| 13165 - Blackhill Rd (Stage 3) | 1,870,000 | | | | 1,870,000 | 1,870,000 | | | 1,870,000 |
| 13166 - Rockbank Middle Rd | 500,000 | | | | 500,000 | | 500,000 | | 500,000 |
| 13167 - Paynes Rd & Greigs Rd Intersection Upgrade | 450,000 | | | 450,000 | | 450,000 | | | 450,000 |
| 13168 - Melton North Off Road Trail TR03 | 44,097 | 44,097 | | | | 44,097 | | | 44,097 |
| 13176 - Taylors Rd Duplication - Gourlay Rd to Westwood Dr | 1,940,000 | | | | 1,940,000 | 1,940,000 | | | 1,940,000 |
| Total 0606 - Roads | 21,603,714 | 3,689,898 | 4,453,457 | 2,397,167 | 11,063,192 | 9,659,166 | 3,511,918 | 500,000 | 7,932,630 |
| 0607 - Drainage | | | | | | | | | |
| 03252 - PR81 WSUD (Water Sensitive Urban Design Program) | 195,908 | | | 195,908 | | | | | 195,908 |
| 08726 - PR73 Drainage Infrastructure program | 223,026 | 223,026 | | | | | | | 223,026 |
| Total 0607 - Drainage | 418,934 | 223,026 | 0 | 195,908 | 0 | 0 | 0 | 0 | 418,934 |
| 0608 - Bridges | | | | | | | | | |
| 08831 - PR31 Bridge Rehabilitation Program | 168,461 | | 168,461 | | | | | | 168,461 |
| 13074 - Sinclairs Road Bridge | 5,114,201 | 5,114,201 | | | | 5,114,201 | | | 5,114,201 |
| Total 0608 - Bridges | 5,282,662 | 5,114,201 | 168,461 | 0 | 0 | 5,114,201 | 0 | 0 | 168,461 |
| 0609 - Recreation | | | | | | | | | |
| 05165 - Playground Replacement Program | 205,256 | | 205,256 | | | | | | 205,256 |
| 08415 - PR40 Cricket Facilities Improvement Program | 65,741 | | 65,741 | | | | | | 65,741 |
| 08710 - Cricket Net Refurbishment Program | 171,695 | | | 171,695 | | | | | 171,695 |
| 08713 - PR89 Netball Court Upgrade | 233,818 | | | 233,818 | | | | | 233,818 |
| 08727 - Tennis Court Upgrade | 284,877 | | | 284,877 | | | | | 284,877 |
| 08829 - Ball Protection Fencing Program | 87,655 | 87,655 | | | | | | | 87,655 |
| 08872 - PR98 Macpherson Park Redevelopment | 5,820,000 | | | | 5,820,000 | | | | 5,820,000 |
| 13080 - PR 14 Park Signage Program | 54,784 | 54,784 | | | | | | | 54,784 |
| 13116 - Parks Development Program | 977,787 | | | 977,787 | | | | | 977,787 |
| 13131 - Sporting Ground Upgrade | 276,331 | | | 276,331 | | | | | 276,331 |
| 13155 - Plumpton Active Open Space (SR-01) | 4,832,000 | 4,832,000 | | | | 4,832,000 | | | 4,832,000 |

| | Total Budgets 2023/24 | New | Renewal | Upgrade | Expansion | Developer Contributions | Grant Funding | Reserve Funding | Council Funding |
|---|-----------------------|-------------------|------------------|------------------|-------------------|-------------------------|------------------|-------------------|-------------------|
| 13156 - Plumpton Active Open Space (SR-02) | 4,347,000 | 4,347,000 | | | | 4,347,000 | | | |
| 13158 - Toolem Active Open Space (SO2) | 400,000 | 400,000 | | | | 400,000 | | | |
| 13160 - Brookfield Recreation Reserve Development | 600,000 | 600,000 | | | | 600,000 | | | |
| Total 0609 - Recreation | 18,356,944 | 10,321,439 | 270,997 | 1,944,608 | 5,820,000 | 10,179,000 | 0 | 0 | 8,177,944 |
| 0610 - Library Books | | | | | | | | | 0 |
| 02305 - Library Collection | 542,363 | 542,363 | | | | | | | 542,363 |
| 02311 - Premier's Reading Challenge | 23,000 | 23,000 | | | | | 23,000 | | |
| Total 0610 - Library Books | 565,363 | 565,363 | 0 | 0 | 0 | 0 | 23,000 | 0 | 542,363 |
| 0611 - Other Assets | | | | | | | | | |
| 07117 - Installation of new open space fencing | 109,568 | 109,568 | | | | | | | 109,568 |
| 13118 - Installation of New Park Furniture | 54,784 | 54,784 | | | | | | | 54,784 |
| Total 0611 - Other Assets | 164,352 | 164,352 | 0 | 0 | 0 | 0 | 0 | 0 | 164,352 |
| 0613 - FootPaths & Cycleways | | | | | | | | | |
| 03140 - Footpaths Maintenance/Replacement | 1,265,512 | | | 1,265,512 | | | | | 1,265,512 |
| 04536 - Footpath Construction | 198,002 | 198,002 | | | | | | | 198,002 |
| Total 0613 - FootPaths & Cycleways | 1,463,514 | 198,002 | 0 | 1,265,512 | 0 | 0 | 0 | 0 | 1,463,514 |
| 0614 - Renewal Capital Expenditure | | | | | | | | | |
| 05167 - Sportsgrounds Furniture Renewal Program | 56,478 | | 56,478 | | | | | | 56,478 |
| 06006 - Parks Playgrounds and Furniture | 160,819 | | 160,819 | | | | | | 160,819 |
| 06017 - Irrigation System Renewal Program | 258,133 | | 258,133 | | | | | | 258,133 |
| 07033 - CapEx Program - Refurbishment Public Conveniences | 180,731 | | 180,731 | | | | | | 180,731 |
| Total 0614 - Renewal Capital Expenditure | 656,161 | 0 | 656,161 | 0 | 0 | 0 | 0 | 0 | 656,161 |
| 0620 - Public Art Projects | | | | | | | | | |
| 07826 - PR 86 Public Art Rehabilitation Program | 10,957 | | 10,957 | | | | | | 10,957 |
| 13000 - Public Art Installation | 142,439 | 142,439 | | | | | | | 142,439 |
| Total 0620 - Public Art Projects | 153,396 | 142,439 | 10,957 | 0 | 0 | 0 | 0 | 0 | 153,396 |
| Total | 97,159,840 | 66,705,091 | 7,683,744 | 5,887,813 | 16,883,192 | 25,352,367 | 3,534,918 | 39,089,511 | 29,183,944 |

2. Summary of Planned Human Resources Expenditure and Staff Numbers

| Budgeted Statement of Human Resources | Forecast 2019/20 \$'000 | Strategic Resource Plan Projections | | | |
|---------------------------------------|-------------------------------|-------------------------------------|-------------------|-------------------|-------------------|
| | | Budget 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 |
| Staff Expenditure | | | | | |
| Executive Management | 1,925 | 2,289 | 2,394 | 2,489 | 2,614 |
| Corporate Services Management | 10,707 | 13,386 | 13,996 | 14,556 | 15,284 |
| Planning and Development Management | 20,339 | 20,857 | 21,808 | 22,680 | 23,814 |
| Community Services Management | 25,641 | 26,809 | 28,032 | 29,153 | 30,611 |
| Total | 58,611 | 63,342 | 66,230 | 68,879 | 72,323 |
| Staff Numbers | FTE | FTE | FTE | FTE | FTE |
| Total Staff Numbers (FTE) | 639.0 | 660.0 | 679.0 | 692.0 | 714.0 |

End of Report