



CITY OF
MONASH

Budget 2017/18

Adopted 27 June 2017



Monash City Council

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Front cover

Futsal game, Oakleigh Recreation Centre

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Mayor Rebecca Paterson's message



I am pleased to present Monash Council's 2017/18 budget.

With this budget, we are maintaining the lowest average rates of all 79 Victorian councils while also delivering a \$45.3 million capital works program, the largest Monash Council capital works program in our 22-year history.

In this way, we are responding to our community's wishes. We know it is important to many of our ratepayers that we keep rates as low as possible. At the same time, there is a strong community desire for infrastructure - such as sporting facilities, playspaces and bike paths – to be renewed and upgraded, to meet the needs of our growing population.

This draft budget:

- limits the rate increase for Monash ratepayers to 2%, in keeping with the State Government's cap on rate increases;
- funds major renewals and upgrades to important community facilities such as the Oakleigh Recreation Centre, Mount Waverley Community Centre and Youth Centre, and several sporting facilities;
- increases services to our community in important areas such as the enforcement of community laws and the cleanliness of public areas; and
- maintains Council's position of being debt-free, a distinction that was first achieved in 2015.

Victoria's lowest average rates

Due to Council's financial discipline over many years, we have been successful in ensuring Monash ratepayers pay hundreds of dollars less on average than ratepayers in other Victorian municipalities. For example, the average rates in Monash are expected to be \$1,483 in 2017/18, whereas the average across Victoria in 2015/16 (when the last statewide survey was conducted) was \$1,819. With a 2% rate increase, the average Monash home owner (whose property is worth \$899,859) will pay an additional \$27 over the year. Monash pensioners will continue to receive a \$50 rate discount from Council, in addition to the State Government rate rebate of \$223.80 (and the Fire Services Property Levy Rebate of \$50).

This isn't a property valuation year so Monash ratepayers won't experience the huge fluctuations in individual rates notices that many experienced last year. Instead, it will be an across the board increase of 2%. Council continues to raise with the State Government the need for special measures to better protect long term Monash residents from large rate spikes in property revaluation years.

Upgrading community infrastructure

Our \$45.3 million capital works budget responds to community feedback about the need to continue improving and expanding core community infrastructure. This is all about renewing and

maximising use of our community and sporting facilities, and improving our green open spaces and linking up our bicycle trails.

In the year's major project, we will start construction of a \$20 million redevelopment of the Oakleigh Recreation Centre, including the renewal and expansion of the 40 year old indoor sports stadium and the creation of a new home for Waverley Gymnastics. It is a great example of three levels of government working together for the community, as we will receive \$5.1 million combined from the Federal and State Governments for this project. Waverley Gymnastics will also be contributing \$1 million to the construction.

Other highlights of the capital works program include:

- Increased funding (\$5.5 million) for sports pavilions, with pavilions being renewed or upgraded in Scammell Reserve (Oakleigh South), Central Reserve South (Glen Waverley) and Columbia Park (Wheelers Hill);
- \$2.6 million for a renewal of the Mount Waverley Community Centre and Youth Centre, which will bring these 1970s buildings into the modern era and provide a comfortable community space where people can participate in a wide range of activities. The refurbishments will also result in the relocation to this precinct of two well-known Mount Waverley organisations: the Monash-Waverley Community Information and Support Services, and The Highway Gallery;
- \$1 million for playspaces, including the creation of new playspaces at Samada Reserve (Notting Hill) and Montpellier Gardens Estate (Burwood) and the renewal of existing playgrounds (that have reached the end of their safe, useful lives) at Fiander Avenue Reserve (Glen Waverley), Murumba Drive (Oakleigh South), Netherby Avenue (Wheelers Hill) and Pascall Street (Mount Waverley); and
- \$948,000 for upgrades to local bike paths, in keeping with Council's commitment to the community to continue funding bike path upgrades at a higher level than we had in the past. An upgrade is planned for a section of the Melbourne Water Pipe Track and Hanover Street paths, while missing links will be filled in along Scotchmans Creek Trail and Waverley Rail Trail.

Improving our responsiveness to our community

In this draft budget, we are also proposing several new initiatives aimed at improving the service we provide to our community. Some of the highlights include:

- Additional funding for our Community Laws team so they can respond on weekends to any concerns from residents about matters such as building construction noise and activity;
- An additional staff member in the Monash Pride Crew, to improve the cleanliness of the Pinewood, Hamilton Place, Huntingdale and Syndal shopping precincts; and
- Two new staff positions in our Statutory Planning team, ensuring that the increased level of planning applications can be responded to in a timely and thorough way.

I really hope the community is pleased with the forward-thinking and positive plan we have put forward in this budget.



REBECCA PATERSON

Mayor

EXECUTIVE SUMMARY

Under the *Local Government Act 1989* (the Act), the Monash City Council (Council) is required to prepare and adopt an Annual Budget, Council Plan and 4 Year Strategic Resource Plan (SRP).

Council has prepared a Budget for 2017/18 which is aligned to the vision in the new Council Plan 2017-21. It seeks to maintain and improve infrastructure, as well as deliver services that are valued by our community, within the constraints of rate capping (2% in 2017/18). The 2017/18 Annual Budget represents the first year of the SRP for the period 2017/18 to 2020/21.

Budget Highlights

Operating Budget

This Budget projects a surplus of \$16.2M for 2017/18 (Forecast 2016/17 \$21M) and an adjusted underlying result¹ surplus of \$11.5M. This is made up of a total revenue projection of \$181.4M, which incorporates a rate revenue increase of 2.0% (2.5% in 2016/17) plus \$1.0M of supplementary rates from new developments. Total expenditure is budgeted to be \$165.1M.

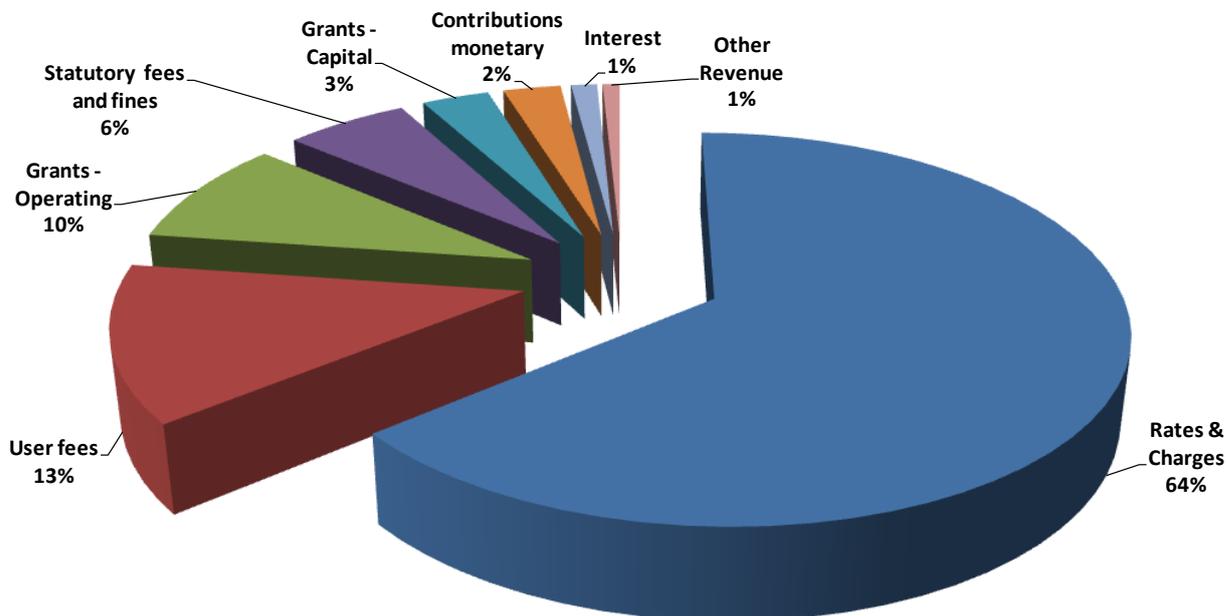
As Monash is debt-free the \$16.2M surplus will form part of the \$48M net cash from operating activities that, including capital grants (\$5.8M), will be solely applied to fund capital works payments in 2017/18 totalling \$48.34M (refer Section 3.4 Statement of Cashflows). This will deliver the largest capital program in Monash's history (\$45.3M).

The closing cash position for the 2017/18 budget is \$77.6M, a decrease of \$0.3M from the forecasted cash position at the end of 2016/17.

¹ Underlying Result is a measure of operating financial performance calculated after adjusting for capital grants and contributions (refer Sections 5 and 10.1). It is an important measure of financial sustainability as it excludes income which is to be used for capital from being allocated to cover operating expenses.

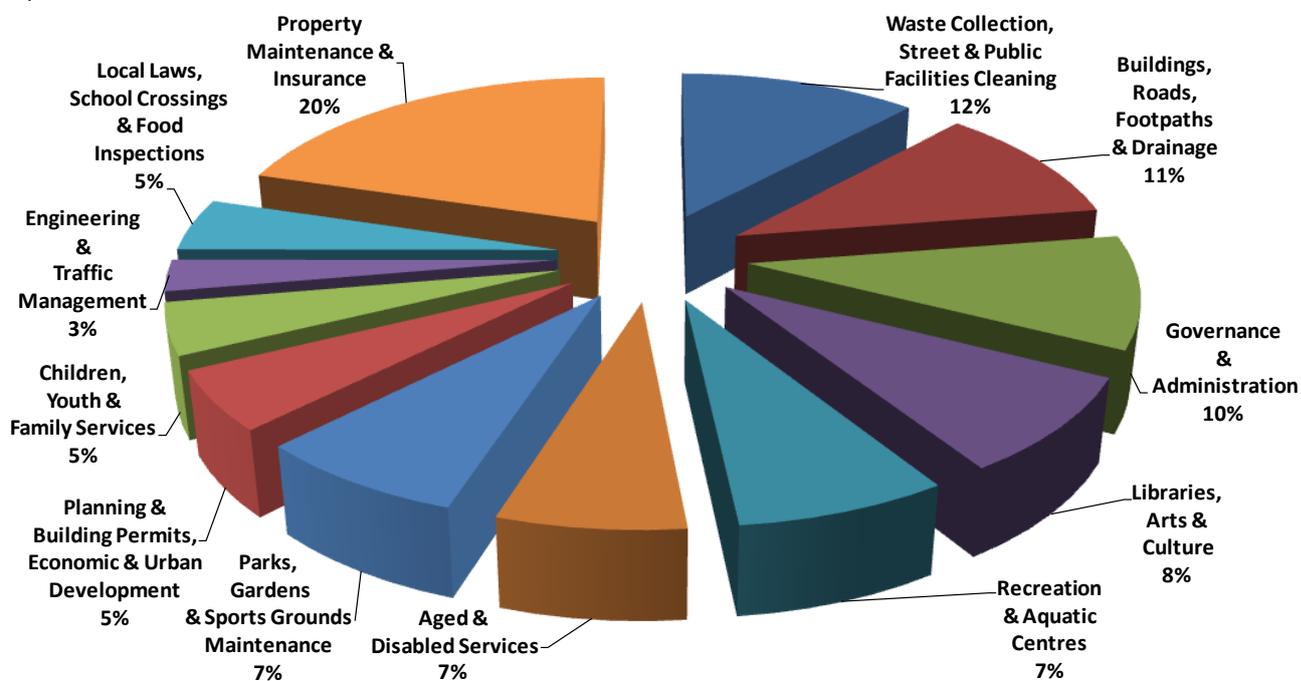
Revenue

Total revenue is \$181.3M in 2017/18, compared to the 2016/17 forecast of \$179.8M.



Expenditure

Total expenditure is expected to be \$165.1M in 2017/18, compared to the 2016/17 forecast of \$158.6M.



New Initiatives

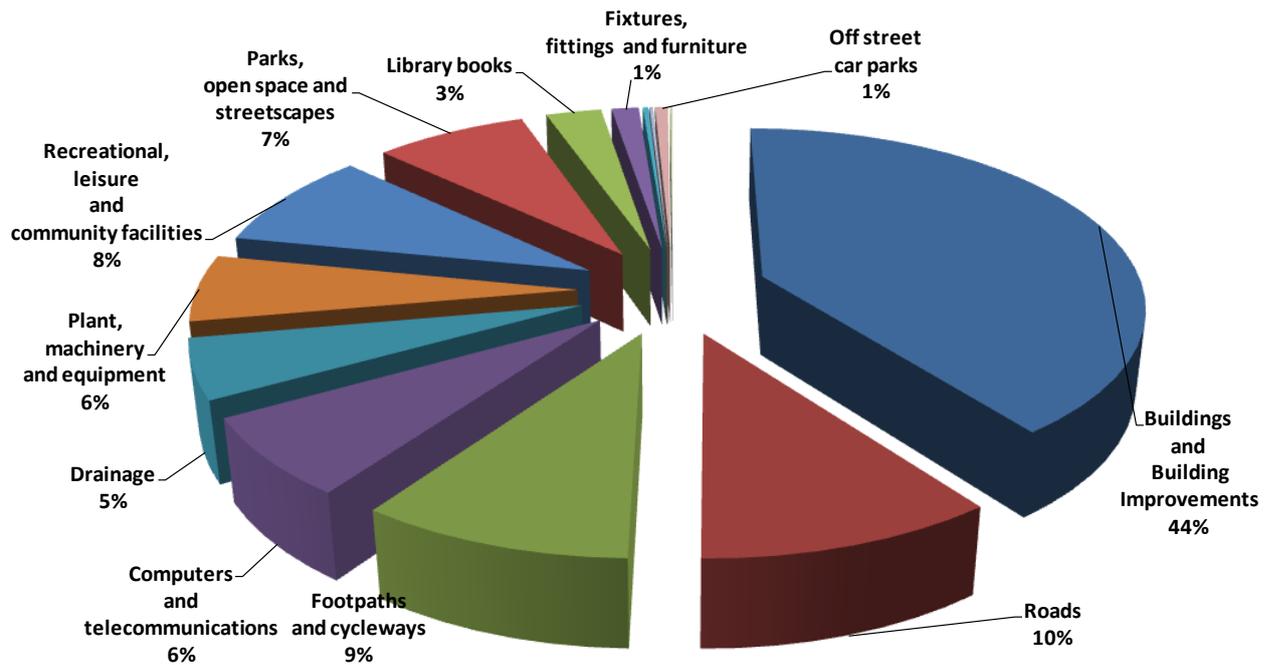
Within the proposed 2017/18 operational budget, additional resources (\$1.5M) have been allocated to improve service delivery in the following areas:

- preparation of a new Structure Plan for the Huntingdale Activity Centre that sets out a clear, community endorsed vision for future development including the mix of land use, building heights, transport and parking (\$200K);
- preparation of a Mount Waverley Structure Plan that sets out a clear, community endorsed vision for the future development of the Mount Waverley Activity Centre, including the mix of land use, building heights, transport and parking (\$50K);
- further funding to complete the scanning of hard copy and automation of electronic records as part of the EDMS (Electronic Document Management System) project (206K);
- additional staffing resources to provide:
 - two new positions in the Statutory Planning Department to maximise the number of planning applications decided within the 60 day statutory timeframe to meet Council's policy aims and deliver quality customer service to applicants and residents;
 - a new Infringement Review Officer in Community Amenity to enhance the process of review for parking infringements;
 - additional funding for Community Amenity Officers to provide improved response to resident complaints – including inspections and issues outside of normal business hours;
 - continuation of the Access and Equity Community Development program with retention of this position (previously funded from State Government);
 - an additional resource for the Monash Pride Crew to expand the waste management service at Pinewood, Mt Waverley, Huntingdale and Syndal shopping areas;
 - a new position of Aquatic Centres Asset Management Officer to improve asset management across the three Monash Aquatic and Leisure Centres; and
 - A new part-time Project Officer - Child and Young Person Friendly City - to lead Council's achievement of UNICEF accreditation as a child and young person friendly city (\$48K);
- funds to deliver the key actions in the Ashwood and Chadstone Community Action Plan 2016 – 21 (\$10K);
- funds to deliver the key actions of the Oakleigh Community Action Plan 2015-2020 (\$12K);
- introduction of a Language Aide Scheme that utilises officers' existing language skills to better communicate and engage Monash residents with limited English language skills (\$25K);

- enhanced overhanging vegetation inspection, particularly during Spring, of the City's streets for vegetation on private land overhanging paths (\$31K);
- a new Oakleigh sport and recreation precinct feasibility study for recreation and sport facilities and open spaces in the Oakleigh precinct that identifies priorities and recommendations for future works (\$50K);
- funds to deliver initiatives and actions identified in the Monash Integrated Transport Strategy (MITS) (\$20K);
- sponsorship of Monash Business Awards to provide the Monash Business Awards (MBA) with an annual sponsorship replacing previous funding for administrative support (\$15K);
- funding to deliver actions and initiatives from the Domestic Animal Management Plan (DAMP) (\$15K);
- providing funding for "One Monash" to strengthen the partnership with Monash University to facilitate increasing access for residents to university facilities and encouraging more joint activities and events (\$20K);
- contribution to the "Melbourne Resilient City" project (\$15K);
- additional funding for the City Planning department to deliver specialist planning services to applicants, including compliance with the new Environmentally Sustainable Development Policy and the increased demand for the free tree service associated with the Vegetation Protection Overlay (\$80K);
- production of a Mulgrave Reserve Masterplan to establish clear directions for future use and development of Mulgrave Reserve for the next 10 years (\$50K);
- additional funding towards the Environmental Sustainability Strategy 2016-26 to implement initiatives and actions outlined in the Strategy (\$80K); and
- undertake a feasibility study for Mulgrave Library Services to determine library service needs for the Mulgrave community (\$32K).

Capital Works

The Capital Works Program in 2017/18 totalling \$45.3M, will deliver the largest capital program in Monash's history (2016/17 Capital forecast \$39.9M) with proposed funding for renewal capital works of \$30.9M. The total Capital Works budget has been increased by \$5.4M compared to the 2016/17 forecast. Council's funding contribution in 2017/18 reflects the increased cost of projects within the program, in line with the long-term financial plan and includes the start of two major projects: design of the Montclair multi-deck Car Park (total project est. \$46M) and starting construction of the Waverley Gymnastics/Oakleigh Recreation Centre redevelopment (total project est. \$20M).



Highlights of the overall Capital Works program in 2017/18 include:

- \$18.M for building works;
- \$7.8M for Plant & Equipment;
- \$4.8M for road works;
- \$4.3M for footpath and cycleways;
- \$2.4M for drainage;
- \$4.M for recreational, leisure and community facilities; and
- \$3.5M for parks, open spaces and streetscapes.

The Program includes the following new and continuing capital works projects:

- \$3.75M towards commencement of redevelopment of the Oakleigh Recreation Centre and Waverley Gymnastics Centre, including Federal and State Government funding of \$3.01M and a club contribution of \$500K in 2017/18;
- \$3.9M for renewal of various Council halls and community centres (including \$2.6M for Mount Waverley Community Centre and Youth Centre Redevelopment);
- \$1.3M to continue renewal of the library collection;
- \$3.2M for renewal and upgrade of Information and Communications Technology infrastructure and software;
- \$2.4M for the renewal and upgrade of Council's stormwater infrastructure (including local drainage, wetlands and water sensitive urban design assets);
- \$948K for Council's shared path bicycle network;
- \$2.1M for commencement of road reconstruction works at Atherton Road Oakleigh; and

- \$1M for the continuation of Council's playspace renewal and upgrade program.

The Rate Rise

The average rate will rise by 2.0% in line with the order by the Minister for Local Government on 19 December 2016 under the Fair Go Rates System (FGRS).

Council has again elected not to seek a variation of the rate increase from the Essential Services Commission (ESC) for 2017/18. While Council is well placed to address the financial implications of rate capping, the FGRS will have an impact on Council's Strategic Resource Plan (SRP), and in the longer term.

Council's rating strategy features differential rating which was introduced in the 2015/16 year. In addition we will continue to provide a \$50 subsidy to eligible pensioners on their Council rates in 2017/18 to ease some of the household budget pressures.

This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).

Financial Sustainability

One of the major focuses of the 2017/18 budget is Council's continued commitment to long-term financial sustainability, including being debt free in the short-term and maintaining Council's Working Capital Ratio (Current Assets/Current Liabilities) at above 150% over the life of the SRP.

BUDGET REPORTS

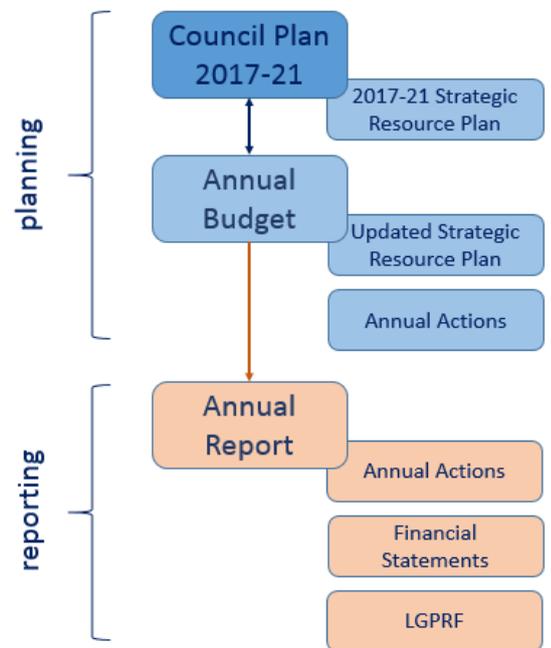
1. LINKAGE TO THE COUNCIL PLAN

COUNCIL PLAN – STRATEGIC FRAMEWORK

Council takes an integrated approach to planning, budgeting and reporting on its performance. There is an alignment of plans so Council can work towards long-term goals through its ongoing decision making, operations and budget allocation. The Council Plan provides key directions and principles and the Annual Budget focuses on Major and other initiatives in the short term.

This approach also builds in opportunities for review and renewal to ensure Council is responding to what the community is saying and to shifts in the external environment.

This diagram illustrates the relationship between Council’s medium and short term planning activities and how we report to the community on our achievements.



Our Values

At all levels in our organisation people are expected to demonstrate the following three core values: **Accountability, Respect and Teamwork**

Accountability	Respect	Teamwork
<p>We are responsible for our actions and behaviours every day</p> <ul style="list-style-type: none"> • I strive for excellence in my role and in my contribution to my team, organisation and the community. • I use initiative to continuously improve outcomes for staff and the community. • I provide quality and responsive service to everyone. • I will promptly and effectively respond to behaviour that is contrary to our values and behaviours. 	<p>We value diversity and appreciate others</p> <ul style="list-style-type: none"> • I treat others fairly, equitably and objectively. • I recognise and value strength in diversity of people and their ideas. • I am honest and ethical in my interactions with colleagues and the community. • I will show consideration and communicate in a timely manner with everyone. 	<p>We work collaboratively to achieve shared goals</p> <ul style="list-style-type: none"> • I share my knowledge, skills and experience with everybody. • I support others to achieve goals and celebrate success. • I strive to work smarter and cooperatively with all my work colleagues. • I choose to work with a positive attitude with others.

The 2017-21 Council Plan outlines 4 Strategic Objectives and their underpinning Strategies as required under the Local Government Act.

A series of Initiatives of how Council will deliver on these Strategic Objectives is outlined in Section 2.

Strategic Objectives & Strategies

1. A LIVEABLE & SUSTAINABLE CITY	2. INVITING OPEN & URBAN SPACES	3. AN INCLUSIVE COMMUNITY	4. RESPONSIVE & EFFICIENT SERVICES
Strengthening our strategic policy & local planning framework	Ensuring the 'walkability' of our City	Supporting families & children to create a 'Child-friendly City'	Keeping our community informed through provision of Council services & activities
Expanding our advocacy on sustainable residential development outcomes & integrated transport	Improving our green open spaces and linking up our bicycle trails	Enabling residents to live independently & safely in their own community	Enhancing community consultation & involvement in our decision-making
Increasing our community engagement & education about town planning, animal management & community laws	Enhancing our activity centres with an increased focus on the moveability & prioritisation of pedestrians	Facilitating more engaged, socially connected communities	Delivering leading customer service
Advocacy for enhancement of the National Employment Cluster	Committing to long term infrastructure & asset management planning	Strengthening Monash as an 'age-friendly' City	Investing in technology and information systems to enhance our services
Delivering responsive & sustainable waste management services	Renewing & maximising use of our community & sporting facilities	Fostering an equitable, just & inclusive Monash	Delivering responsive high quality services
Proactively managing risks from climate change & reducing Council's greenhouse emissions	Preserving & expanding our bushland & passive open spaces	Delivering integrated planning & community strengthening	Planning for Council's financial sustainability

2. SERVICES AND SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in its Annual Report, to support transparency and accountability.

2.1. Strategic Objective 1: A Liveable and Sustainable City

We value our natural environment and want to preserve and enhance the leafy green character of our city. Monash's desirability as a place to live, learn, work and play needs to be protected.

Our focus over the next 4 years will be:

- Strengthening our strategic policy & local planning framework.
- Expanding our advocacy on sustainable residential development outcomes & integrated transport.
- Increasing our community engagement & education about town planning, animal management & community laws.
- Advocacy for enhancement of the National Employment Cluster.
- Delivering responsive & sustainable waste management services.
- Proactively managing risks from climate change and reducing Council's greenhouse emissions.

Services

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
City Planning	The City Planning Department is the point of contact for residents enquiring about planning applications and building permits. The Department comprises Statutory Planning and Building Services and receives both applications for planning permission and building permission, as well as other applications for Council's 'consent' relating to planning and building. The Department is also responsible for inspecting buildings, structures and fences as part of Essential Safety Measures as well as investigating potential breaches in planning and/or building control.	5,182 <u>(3,761)</u> 1,421
Strategic Planning & Economic Development	The Strategic Planning and Economic Development Department is responsible for facilitating and guiding the strategic directions of Monash to foster sustainable economic development, growth and prosperity throughout the municipality.	1,746 <u>(56)</u> 1,690

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<p>This includes:</p> <ul style="list-style-type: none"> • Structure Planning work in and around Activity Centres; • Development of the housing strategy to provide greater certainty about where different types of development may be appropriate; • Facilitating training and support services to business and encouraging environmental sustainability practices; • Supporting a cluster of “high technology enterprises”; • Facilitating new business investment; • Encouraging further growth in Activity Centres; and • Advocating for the framework to encourage ongoing infrastructure development and management. 	
Community Amenity	<p>The Community Amenity department consists of two teams: Community Laws and Public Health. The primary role of these teams is to ensure that regulatory controls are complied with to help Monash residents enjoy the area, maintain a safe environment, and manage issues that may cause a nuisance. The units' specific roles include:</p> <ul style="list-style-type: none"> • <i>Community Laws Unit</i>- responsible for parking control; animal management; administering and enforcing Council's local laws; and providing school crossing supervision; and • <i>Public Health Unit</i> –delivers a range of support services designed to maintain and improve public health, safety and wellbeing of the local community using health protection mechanisms of education, prevention, monitoring and enforcement, health program development, and promotion of health awareness. 	<p>8,052 <u>(9,032)</u> (980)</p>
Waste Services	<p>Waste Services provides a range of community services which are integral to maintaining a healthy and clean municipality. Waste Services covers services and projects including:</p> <ul style="list-style-type: none"> • Waste Management - Kerbside residential and commercial collection of waste, recyclables, greens, annual hard rubbish, and landfill management; • Waste Transfer Station - A facility for the community to dispose of domestic waste; • Cleansing Operations - Scheduled/unscheduled road and precinct; • Sweeping, public amenities and public space cleansing, and management of skip bins and mobile bins; and • Waste Projects - Implementation of Litter Action Plan, management of charity bins, and graffiti/sharps management. 	<p>20,248 <u>(5,008)</u> 15,240</p>

Major Initiatives

Initiatives

- 1.1. Continue to inspect overhanging vegetation throughout the municipality.
- 1.2. Prepare and implement the Domestic Animal Plan.
- 1.3. Conduct a feasibility study for options on the site proposed for the Montclair Car Park.
- 1.4. Progress the review of the Monash Planning Scheme.
- 1.5. Commence the development of the Huntingdale Structure Plan.
- 1.6. Commence the development of the Mount Waverley Structure Plan.
- 1.7. Continue to advocate on key issues impacting our City: reducing the impact of large single dwellings and retirement villages on neighbourhood character and amenity.
- 1.8. Complete the Monash Economic Development Strategy 2017-2021.
- 1.9. Implement the 2017/18 funded priorities in the Environmental Sustainability Strategy.
- 1.10. Complete the Monash Canopy Vegetation and Landscape Strategy and commence implementation into Monash Planning Scheme.
- 1.11. Advocacy under the Integrated Transport Strategy impacting our City: Rowville Rail, Huntingdale Station redevelopment and Westall Road extension.
- 1.12. Implement funded initiatives from the Integrated Transport Strategy.
- 1.13. Complete the development of the Waste Strategy and commence implementation.

Service Performance Indicators

Service	Indicator	Measure	Definition	
Statutory Planning	Decision Making (Planning application processing and decisions are consistent with the local planning scheme)	Council planning decisions upheld at VCAT	<i>Percentage of planning application decisions subject to review by VCAT and that were not set aside.</i>	
			Number of VCAT decisions that did not set aside Council's decision in relation to a planning application	X 100
Animal Management	Health and safety (the animal management service protects the health and safety of animals, humans and the environment)	Animal management prosecutions	Number of successful animal management prosecutions	Animal Management

Service	Indicator	Measure	Definition
Food safety	Health and safety (the food safety service protects public health by preventing the sale of unsafe food)	Critical and major non-compliance notifications	Percentage of critical and major non-compliance outcome notifications that are followed up by Council.
			$\frac{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up}}{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises}} \times 100$
Waste collection	Waste diversion (the amount of waste diverted from landfill is maximised)	Kerbside collection waste diverted from landfill	<i>Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.</i>
			$\frac{\text{Weight of recyclables and green organics collected from kerbside bins}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \times 100$

2.2. Strategic Objective 2: Inviting Open & Urban Spaces

We will continue to invest in our public infrastructure, meeting places and open spaces, providing inclusive, safe and inviting places for community use.

Our focus over the next 4 years will be:

- Ensuring the ‘walkability’ of our city.
- Improving our green open spaces and linking up our bicycle trails.
- Enhancing our activity centres with an increased focus on the moveability and prioritisation of pedestrians.
- Committing to long term infrastructure and asset management planning.
- Renewing and maximising use of our community and sporting facilities.
- Preserving and expanding our bushland and passive open spaces.

Services

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Strategic Asset Management	<p>Strategic Asset Management provides a range of support services for Council, the Division and the Monash Operations Centre (MOC) and provides a high level of response and scheduled programs in trade related matters. The Services include:</p> <ul style="list-style-type: none"> • Fleet Management - Vehicle and plant maintenance, repair and store control; • Infrastructure Maintenance - Drainage maintenance, road asset maintenance, after hours service; and emergency management support to MERO; and • Facility Maintenance - Building and structures maintenance, facility programs, facility services, infrastructure systems and asset management. 	<p>15,527 (4,034) <hr/>11,493</p>
Capital Works	<p>The Capital Works Department is responsible for:</p> <ul style="list-style-type: none"> • The delivery of Civil Construction projects; • Building and Reserves related projects from the Capital Works program; • Key role in the development of Council's annual and long term Capital Works Program; • Planning and delivery of road and footpath renewal and maintenance programs; • Inspection of roads and footpaths in accordance with the Road Management Plan; • Inspection of assets on reserves and development of works programs; • Certification of subdivision / major private development construction that create assets that will be handed over to Council once completed (e.g. Waverley Park); and • Administration of contracts undertaken by the Infrastructure Division. 	<p>2,656 (324) <hr/>2,332</p>
Engineering	<p>The Engineering Department administers, monitors and co-ordinates a comprehensive Capital Improvement Program to meet the Council's infrastructure requirements and the needs of the general public. The Department manages a diverse portfolio and is broken up into four main areas:</p> <ul style="list-style-type: none"> • Transport Engineering, including bicycle facilities; • Development Engineering, including drainage; • Engineering Design; and • Asset Protection and Contracts. <p>Other customer service tasks that the Department is involved with are:</p> <ul style="list-style-type: none"> • Street and Reserve Lighting - upgrades and requests; • Shared Fencing with Council properties; • Legal Points of Discharge; • Council Permits ranging from vehicle crossings to asset 	<p>3,393 (738) <hr/>2,655</p>

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	protection; and <ul style="list-style-type: none"> • Drainage plan and Use of Easement Approvals. 	
Property	The Property Department is responsible for the contractual management, sale and facilitation of development of Council-owned or managed properties. This includes: <ul style="list-style-type: none"> • Facilitating private and public development on Council land to enhance the economic viability of the area; • Conducting feasibilities for potential development of major facilities such as car parks within activity centres or sports pavilions in reserves; • Management of the purchase or sale of land required for or surplus to Council needs; and • Management of leases, licences and agreements associated with Council properties. 	788 (325) <hr/> 463
Horticultural Services	Horticultural Services provides a range of services for the maintenance of horticulture and associated assets for Council managed public land. The department is made up of three service areas: <ul style="list-style-type: none"> • <i>Sport and Park Maintenance Services</i> - Sportsgrounds for a range of sports and levels of sport, <i>two golf courses</i> (Glen Waverley (18 holes) and Oakleigh (9 holes)), irrigation systems maintenance, local parks maintenance and planting; • <i>Heritage and Conservation Services</i> - Ornamental garden maintenance at major activities centres and complexes, bushland area maintenance, revegetation, bushland fire management practices and playground maintenance; and • <i>Arboricultural Services</i> - cyclic pruning programs for street trees, routine tree risk audits, tree planting and establishment, electric line vegetation clearance, and pest control. 	12,837 (87) <hr/> 12,750
Urban Design & Sustainability	The Urban Design and Sustainability Department provides leadership and professional advice on the design and sustainability of Council's urban social and natural environments. The department includes architects, urban designers, landscape architects and sustainability professionals, offering a multi-disciplinary, integrated approach to analysing issues, providing strategic direction and developing options.	875 (0) <hr/> 875
Active Monash	Active Monash comprises Aquatics and Leisure Services, and Recreation Services, and supports improved community health and wellbeing through active participation in sports and leisure activities. <i>Recreation Services</i> – This Unit has four responsibility areas including: strategy and policy development; capital works planning and development; facility management; and club development and support, and programs. Recreation delivers a large annual capital works program, upgrading playgrounds,	12,770 (12,531) <hr/> 239

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<p>sports pavilions and facilities and other associated works to support local grassroots sport and recreation.</p> <p><i>The Aquatic and Leisure Services Business Unit</i> – This Unit manages the following centres:</p> <ul style="list-style-type: none"> • Clayton Aquatics and Health Club (CAHC); • Monash Aquatic and Recreation Centre (MARC); and • Oakleigh Recreation Centre (ORC) 	

Major Initiatives

- 2.1 Refurbishment of Mount Waverley Community Centre and Mount Waverley Youth Centre.
- 2.2 Complete the construction of Scammell Reserve Pavilion.
- 2.3 Complete the construction of Central Reserve Pavilion.
- 2.4 Commence redevelopment of the Oakleigh Recreation Centre & Waverley Gymnastics Centre.
- 2.5 Commence the reconstruction of Atherton Road, Oakleigh (Warrigal Rd to Clyde St).
- 2.6 Implement the Asset Management Strategy and review Asset Management Plans - Buildings, Roads & Footpaths.

Initiatives

- 2.7 Complete Brandon Park Community Centre refurbishment – roof renewal, air conditioning and building fit out.
- 2.8 Complete Southern Community Centre refurbishment – roof renewal, air conditioning, and building fit out.
- 2.9 Continue with the process for the possible sale and redevelopment of the Glen Waverley Central Car Park site.
- 2.10 Finalise the Monash Open Space Strategy and commence implementation into the Monash Planning Scheme.
- 2.11 Renew 4 Playspaces: Fiander Avenue Reserve; Murumba Drive Reserve; Netherby Avenue Reserve; & Pascall Street Reserve.
- 2.12 Build 2 new Playspaces: Samada St; & Montpellier Estate.
- 2.13 Conduct the Oakleigh Sport & Recreation Precinct Feasibility Study.
- 2.14 Complete the Sports and Recreation Strategy to inform the renewal and upgrade of key sports infrastructure.
- 2.15 Progress the construction of Columbia Park Pavilion.
- 2.16 Complete Central Reserve South Oval car park & lighting upgrade.
- 2.17 Progress the upgrade of Mulgrave Reserve Playing Surface.
- 2.18 Progress the Integrated Early Years Hub – Albany Rise Primary School Partnership (pending state government funding).
- 2.19 Conduct the Mulgrave Library Services Feasibility Study.

- 2.20 Complete footpath priority works as identified in the Asset Renewal Program.
- 2.21 Complete road resurfacing priority works as identified in the Asset Renewal Program.
- 2.22 Path upgrades including – Ashwood Drive and Phoenix Drive.
- 2.23 Upgrade shared paths – Waverley Rail Trail, Chadstone.
- 2.24 Upgrade shared paths – Scotchman’s Creek Trail, Glen Waverley.
- 2.25 Complete drainage Asset Renewal program including - Northam St. Glen Waverley, Dandenong Rd Hughesdale, Margaret St. Clayton and North Rd Oakleigh South.
- 2.26 Implement funded priorities from the Street Tree Strategy.
- 2.27 Reserve improvement Program including Beverley Grove and Heany Street Reserve.
- 2.28 Expand the Monash Pride Crew Expansion Program to additional sites.
- 2.29 Implement the revised Litter Action Plan.

Service Performance Indicators

Service	Indicator	Measure	Definition
Roads	Satisfaction (the sealed local road network is maintained and renewed to ensure that it is safe and efficient)	Satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Aquatic facilities	Utilisation (aquatic facilities are safe, accessible and well utilised)	Utilisation of aquatic facilities	<i>Number of visits to aquatic facilities per head of municipal population.</i>
			<u>Number of visits to aquatic facilities</u> Municipal population

2.3. Strategic Objective 3: An Inclusive Community

Our people and our communities are healthy, connected and engaged.

Our focus over the next 4 years will be:

- Supporting families & children to create a ‘Child-friendly City’.
- Enabling residents to live independently & safely in their own community.
- Facilitating more engaged, socially connected communities.
- Strengthening Monash as an ‘age-friendly’ City.
- Fostering an equitable, just & inclusive Monash.
- Delivering integrated planning & community strengthening.

Services

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Aged and Community Services	<p>The Aged and Community Care department is responsible for a range of service delivery and service planning activities that directly support seniors and people with disabilities to remain living independently in their own homes. Additionally, this department facilitates and supports seniors to remain active and celebrated participants in all aspects of community life. Key funding for in home support programs is delivered via the Commonwealth Home Support Program and Council fund a range of additional activities focused on ensuring seniors throughout Monash have multiple opportunities to stay socially active and connected within their community.</p>	<p>10,852 <u>(10,451)</u> 401</p>
Children, Youth and Family Services	<p>Children, Youth and Family Services delivers a range of services for children and young people to have the best opportunities to grow, learn and thrive in a strong and supported community, where they are nurtured by capable, confident families from the time they are born until they reach adulthood. Services and activities delivered by Council include:</p> <ul style="list-style-type: none"> • <i>Maternal and Child Health Service</i> – Provides support to families with young children and is provided across a number of centres located across the municipality. Other services include an Outreach program for vulnerable families with young children; • <i>Immunisation Service</i> - Provides infant vaccines across the municipality and an immunization program for secondary colleges; • <i>Kindergartens</i> - Council provides a central enrolment system for kindergartens, most of which are operated from Council-owned buildings; • <i>Family Day Care</i> –Home based early learning and care program; • <i>Brine St Childcare and Kindergarten</i> - a centre based early learning & child care centre operated by Council; • <i>Monash Youth and Family Services (MYFS)</i> - Provides generalist youth support to young people aged 10-25 years; and • <i>Early Years & Integrated Family Support</i> - Provides support and planning to early years services across the municipality, including kindergartens, childcare centres, playgroups and toy libraries. It also offers family support to parents/carers of children aged 0-17 years and parenting support programs. 	<p>7,796 <u>(5,234)</u> 2,562</p>
Community Planning & Development	<p>The Community Planning and Development Department is responsible for the following areas:</p> <ul style="list-style-type: none"> • Community development and capacity building; 	<p>4,143 <u>(679)</u> 3,464</p>

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> • Health Promotion, including community safety, harm from gambling and gender equity; • Social Policy; • Place Making; • Community and social infrastructure projects and planning; and • Advocacy. <p>Community Planning and Development builds community capacity through community development initiatives, enabling Council and community partners to make informed, effective decisions. The team implements integrated actions to improve community health and wellbeing through the provision of high quality social policy development, community development, research, planning coordination and advice.</p>	
Information & Arts	<p>The Information & Arts Department comprises the following business units:</p> <ul style="list-style-type: none"> • <i>Cultural Development and Events</i> - works closely with community, cultural and arts groups to deliver a range of community festivals, including: Ashwood Chadstone Neighbourhood Event; Monash Carols by Candlelight Concert; Clayton Street Festival; Oakleigh Festival; and Winter Concert Series; • <i>Monash Gallery of Art (MGA)</i> - as the Australian home of photography and Monash's major cultural institution, MGA delivers high quality, thought provoking exhibitions, events and education and public programs each year; and • <i>Monash Public Library Service</i> – develops and delivers public library collections, activities, spaces and services to inform, inspire and include everyone in the community. Services are delivered online and at six branches across the municipality. 	<p style="text-align: right;">7,987 (1,755) <hr/>6,232</p>

Major Initiatives

Initiatives

- 3.1 Progress accreditation as a 'child-friendly city'.
- 3.2 Complete the Oakleigh 'Western Gateway' Community Safety Project.
- 3.3 Continue the advocacy on key issues impacting our community: Gender Equity & Prevention of Violence Against Women; aged care reforms; homelessness; youth mental health (headspace); and harm from gambling.
- 3.4 Deliver on the funded priorities from the Community Action Plans for Ashwood / Chadstone and Oakleigh.

3.5 Develop the Monash Health & Wellbeing Partnership Plan 2017-21.

3.6 Implement the Year Three actions from:

- a) Public Library Service Strategic Plan;
- b) Arts and Culture Strategy; and
- c) Monash Gallery of Art 2020 Plan.

Service Performance Indicators

Service	Indicator	Measure	Definition
Maternal and Child Health	Participation (Councils promote healthy outcomes for children and their families)	Participation in the Maternal & Child Health (MCH) service	<p><i>Percentage of children enrolled who participate in the MCH service.</i></p> $\frac{\text{Number of children who attend the MCH service at least once (in the year)}}{\text{Number of children enrolled in the MCH service}} \times 100$
	Participation (Percentage of Aboriginal children attending the MCH key ages and stages visits)	Participation in the MCH service by Aboriginal children	<p><i>Percentage of Aboriginal children enrolled who participate in the MCH service.</i></p> $\frac{\text{Number of Aboriginal children who attend the MCH service at least once (in the year)}}{\text{Number of Aboriginal children enrolled in the MCH service}} \times 100$
Libraries	Participation (Print and digital based resources are free, accessible and well utilised)	Active library members	<p><i>Percentage of the municipal population that are active library members.</i></p> $\frac{\text{Number of active library members}}{\text{Municipal population}} \times 100$

2.4. Strategic Objective 4: Responsive & Efficient Services

People can have a say in, and are at the centre of, our decisions. We will deliver affordable, respectful, responsive, reliable and high quality services.

Our focus over the next 4 years will be:

- Keeping our community informed through provision of Council services & activities.
- Enhancing community consultation & involvement in our decision-making.
- Delivering leading customer service.
- Investing in technology and information systems to enhance our services.
- Delivering responsive high quality services.
- Planning for Council's financial sustainability.

Services

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Executive Leadership	To lead the organisation in the achievement of outcomes and the provision of a wide range of customer focused services which are relevant, of high quality and accessible to all residents of Monash.	3,275 (5) <hr/> 3,270
Corporate Administration & Customer Service	<p>The Department has seven business units that provide a range of services to the organization and to the Monash community. These are:</p> <ul style="list-style-type: none"> • <i>Customer Service</i> – is at the forefront of service to the Monash community; • <i>Civic and Governance</i> - provides support to the Mayor and the Councillors, including organising Mayoral functions; • <i>Civic Operations</i> - provides a range of facility management services for the Civic Centre, as the Council's main civic building, and the office space occupied by the Council at 295 Springvale Road, Glen Waverley, which is immediately adjacent to the Civic Centre; • <i>Halls Management</i> - manages Council's facilities across the municipality that are available for hire by the public; both private hirers and community groups; • <i>Risk and Insurance</i> - manages Council's obligations under the Act which requires Council to make arrangements for adequate insurance cover; • <i>Information Management</i> – responsible for managing records to meet operational business needs, accountability requirements and community expectations; and • <i>Legal Services</i> – oversees the provision and coordination of legal services. 	9,510 (1,673) <hr/> 7,837

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Communications	<p>The responsibilities of the Communications Department include:</p> <ul style="list-style-type: none"> • Media relations - Handling media enquiries for the organization; • Digital/social media - Managing Council's website and Twitter and Facebook accounts; • Issues management - Advising the organization and Council on how issues could be handled; • Production of the Monash Bulletin newsletter; • Facilitating high levels of community consultation across the organization; and • Graphic design - Design of corporate documents including letterhead, business cards and flyers; 	<p>1,340 (0) <hr/>1,340</p>
Human Resources	<p>The Human Resources Department is responsible for providing strategic leadership, operational and transactional support and advice on all Organisational Development, Occupational Health, Safety and Wellbeing and HR Operations matters.</p>	<p>2,217 (0) <hr/>2,217</p>
Finance	<p>The Finance Department provides accounting information and advice necessary for the efficient financial operation of Council, specifically:</p> <ul style="list-style-type: none"> • Ensuring compliance with relevant Legislations and Standards; • Providing accurate and timely financial transaction processing, financial information, advice, analysis and systems to achieve Council objectives; and • management of the Property, Revenue and Valuation Services Unit (PRAVS) which provides property data management services for the organization and manages the collection of Rate revenue. 	<p>4,592 (4,686) <hr/>(94)</p>
Strategic Procurement	<p>The responsibilities of the Strategic Procurement Department include:</p> <ul style="list-style-type: none"> • Purchasing Services: Procurement analysis to provide a strategic approach to purchase of goods and services; and Procurement management and administration; and • Contract Services, which includes the provision of tendering and contracting advice and the administration of quotations, tenders and contract processes. 	<p>619 (0) <hr/>619</p>
Information and Communications Technology	<p>Information and Communications Technology (ICT) is responsible for ensuring that the organisation has the technological and communication tools to enable the effective operation of Council business and community services. This includes:</p> <ul style="list-style-type: none"> • ICT Hardware procurement, maintenance and support; • Maintenance of an effective IT Disaster Recovery system; and • Applications support and development. 	<p>5,974 (11) <hr/>5,963</p>

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Corporate Performance	Corporate Performance is responsible for: <ul style="list-style-type: none"> • Corporate performance reporting including Council Plan Actions and the Local Government Performance Reporting Framework (LGPRF), including the Performance Statement; • Coordinating service planning and continuous improvement; • Overseeing the Internal Audit contract, implementation of the Strategic Internal Audit Plan and administering the Audit and Risk Committee; and • Running the Project Management Office, supporting officers across the organisation successfully deliver projects. 	888 (0) <hr/> 888

Major initiatives

- 4.1 Minimum 90% of agreed Capital Works Program delivered annually.

Initiatives

- 4.2 Renew the Monash Engagement Framework, after extensive community consultation.
- 4.3 Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance.
- 4.4 Review and develop a new Council Meeting Procedures (i.e. Local Law No. 1).
- 4.5 Implement the Employment Management System.
- 4.6 Utilise the Environmentally Sustainable Design Policy in the assessment of planning applications.
- 4.7 Deliver a Community Amenity After Hours Service.
- 4.8 Implement the Enterprise Project Portfolio Management Solution (EPPM).
- 4.9 Develop and implement a more contemporary Continuous Improvement Framework across Council.
- 4.10 Develop a plan for Council's financial sustainability - Revenue & Rating Strategy.
- 4.11 Develop an Information & Communications Technology Strategic Plan (2017-22).
- 4.12 Develop a Digital Strategy to continue to improve customer service and communications.
- 4.13 Enhance the Council's use of the mobility and e-services functionality of the Pathway property and rating system.
- 4.14 Integration of Library IT systems into Council's core network.
- 4.15 Develop an Aquatic Centres Asset Maintenance Program to incorporate forward maintenance schedules and rapid servicing response times.

Service Performance Indicators

Service	Indicator	Measure	Definition
Governance	Satisfaction (Councils make and implement decisions in the best interests of the community)	Satisfaction with Council Decisions	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community

2.5. Performance Statement

The service performance indicators listed under the Directions above will be reported in the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (see Section 4) and sustainable capacity, which are not included in this budget.

The full set of prescribed performance indicators are audited each year by the Victorian Auditor-General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.6. Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. A Liveable and Sustainable City	\$17,371	\$35,227	17,856
2. Inviting Open & Urban Spaces	\$30,808	\$48,846	18,038
3. An Inclusive Community	\$12,659	\$30,778	18,119
4. Responsive & Efficient Services	\$20,040	\$28,415	6,375
Total services and initiatives	\$82,878	\$143,266	60,388
Other non-attributable	\$27,892		
Deficit before funding sources	\$110,770		
Funding Sources			
Rates & Charges	\$116,217		
Capital Grants and Contributions	\$10,745		
Total funding sources	\$126,960		
Surplus for the year	\$16,192		

3. FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Act and the Local Government Model Financial Report:

- 3.1** Comprehensive Income Statement
- 3.2** Balance Sheet
- 3.3** Statement of Changes in Equity
- 3.4** Statement of Cash Flows
- 3.5** Statement of Capital Works
- 3.6** Statement of Human Resources

3.1. Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Income					
Rates & Charges	112,901	116,217	119,642	123,134	126,697
Statutory fees & fines	10,191	10,577	11,000	11,440	11,898
User fees	23,695	23,875	24,365	25,785	26,806
Grants - Operating	19,642	16,213	16,619	17,034	17,460
Grants - Capital	4,061	5,794	4,072	1,808	1,838
Contributions - monetary	5,968	4,951	9,368	2,990	3,079
Interest Revenue	1,743	2,240	2,140	1,939	1,969
Other Revenue	1,618	1,473	1,510	1,547	1,586
Total Income	179,818	181,341	188,716	185,678	191,334
Expenses					
Employee costs	70,089	72,310	74,444	76,677	78,960
Materials, services & contracts	61,168	64,174	67,847	72,033	75,286
Bad and doubtful debts	10	10	10	11	11
Borrowing costs	0	0	0	0	0
Depreciation	26,000	27,261	27,637	28,019	28,406
Other Expenses	1,380	1,394	1,429	1,465	1,501
Total Expenses	158,646	165,149	171,368	178,204	184,163
Surplus/(deficit) for the year	21,171	16,192	17,348	7,474	7,170

3.2. Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016/17 \$ '000	2017/18 \$ '000	Projections		
			2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000
ASSETS					
Current Assets					
Cash and Cash equivalents	77,913	77,615	56,894	58,776	58,094
Trade and Other Receivables	8,041	8,342	8,909	8,777	9,042
Other Assets	3,946	6,176	23,301	3,926	3,951
Total Current Assets	89,900	92,133	89,104	71,479	71,087
Non-Current Assets					
Property, Plant & Equipment	2,867,610	2,882,384	2,908,214	2,931,479	2,937,837
Other assets	2,316	2,316	2,316	2,316	2,316
Total Non-Current Assets	2,869,926	2,884,700	2,910,530	2,933,795	2,940,153
Total Assets	2,959,826	2,976,833	2,999,634	3,005,274	3,011,240
LIABILITIES					
Current Liabilities					
Trade and Other Payables	15,728	15,862	20,615	18,061	16,117
Trust Funds & Deposits	9,611	9,661	9,711	9,761	9,811
Provisions	17,043	17,061	17,663	18,284	18,923
Total Current Liabilities	42,382	42,584	47,989	46,106	44,851
Non-Current Liabilities					
Provisions	1,352	1,965	2,013	2,062	2,113
Other Liabilities	2,669	2,669	2,669	2,669	2,669
Interest bearing loans and borrowings	0	0	0	0	0
Total Non-Current Liabilities	4,021	4,634	4,682	4,731	4,782
Total Liabilities	46,403	47,219	52,672	50,838	49,633
Net Assets	2,913,423	2,929,615	2,946,963	2,954,436	2,961,607
EQUITY					
Accumulated surplus	975,816	990,070	1,007,555	1,012,841	1,018,798
Reserves	1,937,607	1,939,545	1,939,408	1,941,595	1,942,809
Total Equity	2,913,423	2,929,615	2,946,963	2,954,437	2,961,607

3.3. Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	2,913,423	975,816	1,920,675	16,932
Surplus/(deficit) for the year	16,192	16,192	-	-
Transfer to reserves	-	(6,318)	-	6,318
Transfer from reserves	-	4,380	-	(4,380)
Balance at end of the financial year	2,929,615	990,070	1,920,675	18,870
2018				
Balance at beginning of the financial year	2,929,615	990,070	1,920,675	18,870
Surplus/(deficit) for the year	17,348	17,348	-	-
Transfer to reserves	-	(10,703)	-	10,703
Transfer from reserves	-	10,840	-	(10,840)
Balance at end of the financial year	2,946,963	1,007,555	1,920,675	18,733
2019				
Balance at beginning of the financial year	2,946,963	1,007,555	1,920,675	18,733
Surplus/(deficit) for the year	7,474	7,474	-	-
Transfer to reserves	-	(4,990)	-	4,990
Transfer from reserves	-	2,802	-	(2,802)
Balance at end of the financial year	2,954,437	1,012,841	1,920,675	20,920
2020				
Balance at beginning of the financial year	2,954,437	1,012,841	1,920,675	20,920
Surplus/(deficit) for the year	7,170	7,170	-	-
Transfer to reserves	-	(4,079)	-	4,079
Transfer from reserves	-	2,866	-	(2,866)
Balance at end of the financial year	2,961,607	1,018,798	1,920,675	22,134

3.4. Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Cash flow from operating activities					
Receipts					
Rates & Charges	112,901	116,217	119,642	123,134	126,697
Statutory Fees & Fines	10,191	10,577	11,000	11,440	11,898
User Fees	25,353	25,547	26,071	27,590	28,683
Contributions - cash	5,968	4,951	9,368	2,990	3,079
Grants - Operating	19,642	16,213	16,619	17,034	17,460
Grants - Capital	4,061	5,794	4,072	1,808	1,838
Interest Revenue	1,743	2,240	2,140	1,939	1,969
GST Reimbursement	9,218	9,980	12,892	11,332	10,144
Other Receipts	1,449	1,222	992	1,729	1,374
Total Receipts	190,526	192,741	202,796	198,997	203,142
Payments					
Employee Costs	(69,479)	(71,678)	(73,794)	(76,007)	(78,270)
Defined Benefits					
Materials, Services & Contracts	(64,369)	(69,941)	(69,329)	(81,202)	(84,143)
GST Paid to Government	(1,659)	(1,671)	(1,706)	(1,805)	(1,876)
Other Payments	(1,390)	(1,404)	(1,439)	(1,475)	(1,512)
Interest	0	0	0	0	0
Total Payments	(136,896)	(144,695)	(146,268)	(160,489)	(165,802)
Net cash provided by/(used in) operating activities	53,630	48,046	56,529	38,508	37,340
Cash flows from investing activities					
Payment for Property, Plant & Equipment	(43,459)	(49,397)	(80,629)	(57,132)	(39,156)
Payments of loans	0	0	0	0	0
Proceeds from Sale of Property, Plant & Equipment	1,027	1,053	3,379	20,506	1,134
Net cash provided by/(used in) investing activities	(42,432)	(48,344)	(77,250)	(36,626)	(38,022)
Cash flows from financing activities					
Repayment of Current Borrowings/Leases	0	0	0	0	0
Receipt from Redraw/New Borrowings	0	0	0	0	0
Net cash provided by/(used in) financing activities	0	0	0	0	0
Net increase/(decrease) in cash & cash equivalents	11,198	(298)	(20,721)	1,882	(682)
Cash and cash equivalents at the beginning of the financial year	66,715	77,913	77,615	56,894	58,776
Cash and cash equivalents at the end of the financial year	77,913	77,615	56,894	58,776	58,094

3.5. Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Property					
Land	180	0	0	0	0
Land Improvements	83	0	351	367	383
Total land	263	0	351	367	383
Buildings and Building Improvements	15,248	18,021	46,425	24,660	6,469
Total buildings and building Improvements	15,248	18,021	46,425	24,660	6,469
Total property	15,511	18,021	46,776	25,027	6,852
Plant & Equipment					
Plant, machinery and equipment	2,769	2,721	3,630	3,373	3,976
Fixtures, fittings and furniture	974	618	397	429	455
Computers and telecommunications	2,949	3,169	1,505	1,585	1,696
Library books	1,249	1,259	1,280	1,320	1,352
Total plant and equipment	7,940	7,767	6,812	6,707	7,479
Infrastructure					
Roads	4,155	4,764	6,432	6,720	7,073
Bridges	62	60	253	264	273
Footpaths and cycleways	4,445	4,343	4,559	4,624	5,063
Drainage	2,729	2,413	3,392	3,300	3,268
Recreational, leisure and community facilities	1,803	4,001	3,462	3,479	3,566
Waste management	0	78	235	243	249
Parks, open space and streetscapes	2,948	3,453	1,750	1,750	1,800
Aerodromes	0	0	0	0	0
Off street car parks	0	294	300	300	300
Other infrastructure	275	126	0	0	0
Total Infrastructure	16,419	19,532	20,382	20,680	21,592
Total capital works expenditure	39,870	45,318	73,971	52,414	35,923
Represented by:					
Asset renewal expenditure	20,664	30,890	34,177	25,764	27,176
New asset expenditure	10,677	0	0	0	0
Asset expansion expenditure	256	5,890	29,719	19,239	3,933
Asset upgrade expenditure	8,273	8,538	10,075	7,411	4,814
Total Capital Works	39,870	45,318	73,971	52,414	35,923

3.6. Statement of Human Resources

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$ '000	Budget	Strategic Resource Plan		
		2017/18 \$ '000	Projections		
			2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000
Staff Expenditure					
Employee Costs - Operating	70,089	72,310	74,444	76,677	78,960
Employee Costs - Capital	1,764	1,703	1,753	1,806	1,859
Total Staff Expenditure	71,853	74,013	76,197	78,482	80,819
	EFT	EFT	EFT	EFT	EFT
Staff Numbers					
Employees	775.2	781.7	781.7	781.7	781.7
Total Staff Numbers	775.2	781.7	781.7	781.7	781.7

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

Division	Budget 2017/18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
		Chief Executive Office	6,854
Corporate Services	5,356	4,511	845
Community Development & Services	17,950	11,054	6,896
City Development	9,053	7,444	1,609
Infrastructure	17,582	16,776	806
Total permanent staff expenditure	56,795	45,581	11,214
Casual and other expenditure	15,514		
Total Operating employee cost	72,309		
Capitalised Labour costs	1,703		
Total expenditure	74,013		

A summary of the number of equivalent full time (EFT) Council staff in relation to the above expenditure is included below:

Division	Budget EFT 2017/18	Comprises	
		Permanent Full time	Permanent Part time
Chief Executive Office	53.2	45.0	8.2
Corporate Services	45.1	38.0	7.1
Community Development & Services	220.0	135.5	84.5
City Development	80.3	65.2	15.1
Infrastructure	180.1	171.3	8.8
Total permanent staff	578.7	455.0	123.8
Casuals and other	186.4		
Capitalised EFT	16.6		
Total staff	781.7		

4. FINANCIAL PERFORMANCE INDICATORS

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

Indicator	Measure	Notes	Actual 2015/16	Forecast Actual 2016/17	Budget 2017/18	Strategic Resource Plan Projections			Trend +/-
						2018/19	2019/20	2020/21	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	11.2%	10.9%	6.5%	9.3%	4.0%	3.7%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	193.2%	212.1%	216.4%	185.7%	155.0%	158.5%	o
Unrestricted cash	Unrestricted cash / current liabilities		-19.3%	141.6%	140.3%	80.1%	87.0%	87.3%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		2.7%	2.7%	3.0%	3.0%	2.9%	2.8%	o
Asset renewal	Asset renewal expenditure / depreciation	4	63.0%	79.5%	113.3%	123.7%	92.0%	95.7%	+
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	63.4%	63.4%	65.8%	64.4%	66.3%	66.2%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	o
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$1,967	\$2,051	\$2,118	\$2,172	\$2,236	\$2,288	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,330	\$1,363	\$1,390	\$1,404	\$1,424	\$1,446	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		10.1%	13.1%	10.5%	10.5%	10.5%	10.5%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Continued surpluses means Council is less reliant on cash reserves or increased debt to maintain services.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease from the 2016/17 forecast position as large capital works projects are earmarked for the next four years. The aim is to maintain a working capital ratio above 150%.

3 Debt compared to rates - Trend indicates Council's non- reliance on debt against its annual rate revenue. Council has been debt free since 30 June 2015.

4 Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. The trend reflects the Council's aim to bridge the asset renewal gap by funding more renewal capital works to upgrade the City's infrastructure and is a significant improvement from the 2016/17 forecast position.

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

5. OTHER BUDGET INFORMATION

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports:

- 5.1** Grants operating
- 5.2** Grants capital
- 5.3** Statement of Borrowings

5.1. Grants – Operating (\$3.43M decrease)

Operating grants include all monies received from State and Federal government sources for the purpose of funding the delivery of Council’s services to ratepayers. The decrease in grants is 17.5% or \$3.43M compared to the 2016/17 forecast and is mainly due to receipt of the Victorian Grants Commission funding of \$1.95M for 2017/18 in June 2017. In addition advice has been received of additional grant funding for school crossings (\$179K) and Metro Access (\$130K). A list of operating grant funds by source is classified into recurrent and non-recurrent in the table below.

Grant Funding Types & Source	Forecast		Variance
	Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Recurrent - Commonwealth Government			
Victorian Grants Commission	5,677	1,921	(3,755)
Family Day Care	901	884	(17)
Aged & Community Services	5,984	6,407	423
Early Years & Integrated Family Services	205	216	10
Monash Gallery of Art	111	75	(36)
Children's Services	582	631	49
Recurrent - State Government			
Aged & Community Services	2,526	2,531	4
Children's Services	232	300	68
Maternal and Child health	1,175	1,204	29
Libraries	1,120	1,143	23
Youth	142	142	0
Community Health	20	15	(5)
School Crossings	329	508	179
Other	33	0	(33)
Total recurrent grants	19,037	15,978	(3,059)
Non-recurrent - State Government			
Community Programs	129	130	1
Community Health	245	0	(245)
Recreation	30	-	(30)
Youth - School Focussed	201	106	(95)
Total non-recurrent operating grants	605	236	(370)
Total operating grants	19,642	16,213	(3,430)

5.2. Grants – Capital (\$1.73M increase)

Capital grants include all monies received from State and Federal governments, and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 43% or \$1.73M compared to 2016/17 forecast, mainly due to inclusion of \$1.4M for the Oakleigh Recreation and Waverley Gymnastics Centre (previously expected in 2016/17).

In addition Victorian Grants commission funding of \$579K for local roads projects in 2017/18 has been received in June 2017. Other Capital funding includes Living Links Dandenong Creek Corridor upgrade of \$20K and the Premier’s Reading Challenge grant of \$20K.

Section 12 “Analysis of Capital Budget” includes a more detailed analysis of the capital grants expected to be received during the 2017/18 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is outlined in the table below:

Grant Funding Types & Source	Forecast	Budget	Variance
	Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Recurrent - Commonwealth Government			
Roads to Recovery	1,281	1,112	(169)
Victorian Grants Commission	1,718	574	(1,144)
Libraries	20	20	0
Recurrent - State Government			
Parks, open space and streetscapes	20	20	0
Total recurrent capital grants	3,039	1,726	(1,312)
Non-recurrent - State Government			
Buildings	200	3,321	3,121
Parks, open space and streetscapes	370	80	(290)
Recreation Leisure & Community Facilities	308	0	(308)
Other Funding	145	667	522
Total non-recurrent capital grants	1,023	4,068	3,045
Total capital grants	4,061	5,794	1,733

5.3. Statement of Borrowings

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

	2016/17	2017/18
	\$	\$
Total amount borrowed as at 30 June of the prior year	0	0
Total amount proposed to be borrowed	0	0
Total amount projected to be redeemed	0	0
Total amount of borrowings as at 30 June	0	0

6. DETAILED LIST OF CAPITAL WORKS

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

The capital works projects are grouped by class and include the following:

- New works for 2017/18
- Works carried forward from the 2016/17 year.

6.1 New Works for 2017/18

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land									
	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Total Land Improvements	0	0	0	0	0	0	0	0	0
Buildings and Building Improvements									
Central Reserve South Pavilion Redevelopment	379	0	0	0	379	0	0	379	0
Scammell Reserve Pavilion Renewal	835	0	296	540	0	500	0	335	0
Columbia Park Pavilion Renewal	1,345	0	1,143	202	0	300	0	1,045	0
Brentwood Pavilion Renewal	136	0	68	68	0	0	0	136	0
Oakleigh Recreation Centre & Waverley Gymnastics Redevelopment	3,757	0	2,066	0	1,691	3,011	500	246	0
Halls Minor Renewal Works Program	73	0	29	44	0	0	0	73	0
Essential Hall Works Various Locations Program	307	0	215	92	0	0	0	307	0
Community Centre Renewal Program	730	0	511	219	0	0	0	730	0
Airconditioning of Community Centres	240	0	0	240	0	0	0	240	0
Mount Waverley Community Centre and Youth Centre Refurbishment	2,580	0	2,322	258	0	0	0	2,580	0
External & Advanced Building Design Services	30	0	18	12	0	0	0	30	0
Bogong Hall Redevelopment - Year Two	30	0	6	24	0	10	10	10	0
Equitable Access - Monash Gallery of Art / Wheelers Hill Library - Stage 2	126	0	0	126	0	0	0	126	0
Multi Level Car Park - Montclair Avenue, Glen Waverley	700	0	0	70	630	0	0	700	0
Roof Renewal Program	120	0	120	0	0	0	0	120	0
Heating and Air Conditioning - Replace Refrigerant	453	0	136	317	0	0	0	453	0
Electronic Access System for Council buildings	135	0	68	68	0	0	0	135	0
Civic Centre Minor Capital Improvements Program	46	0	37	9	0	0	0	46	0
Civic Centre Toilets Refurbishment	187	0	150	37	0	0	0	187	0
Oakleigh Service Centre Refurbishment	170	0	85	85	0	0	0	170	0
Monash Operations Centre Compliance and Renewal Program	200	0	60	140	0	0	0	200	0
Waste Transfer Centre Office Improvement	180	0	0	180	0	0	0	180	0
Major Civic Buildings Program	166	0	100	66	0	0	0	166	0
Early Years Facilities Reactive Minor Capital Works	57	0	23	34	0	0	0	57	0
Integrated Early Years Hub Partnership with Albany Rise Primary School	281	0	0	0	281	0	0	281	0
Mulgrave Toy Library Re-establishment	90	0	90	0	0	0	0	90	0
Shade Sail Renewal Program	54	0	54	0	0	0	0	54	0
Building Plant Renewal Program	486	0	486	0	0	0	0	486	0
Building Fit-Out Renewal Program	420	0	420	0	0	0	0	420	0
External and Advanced Urban Design Services	157	0	63	47	47	0	0	157	0
Total Buildings and Building Improvements	14,470	0	8,564	2,879	3,028	3,821	510	10,139	0
TOTAL PROPERTY	14,470	0	8,564	2,879	3,028	3,821	510	10,139	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant & Light Fleet Renewal Program	2,500	0	2,500	0	0	0	2,500	0	
Pool Plant Replacement for Aquatics and Recreation Centres Program	108	0	108	0	0	0	108	0	
Equipment Replacement for MARC / CAHC/ ORC Program	113	0	113	0	0	0	113	0	
Total Plant, Machinery and Equipment	2,721	0	2,721	0	0	0	2,721	0	
Fixtures, Fittings and Furniture									
Office Equipment Renewal Program	102	0	71	31	0	0	102	0	
CCTV Renewal Program	81	0	81	0	0	0	81	0	
Libraries Furniture, Fittings and Office Equipment Program	87	0	87	0	0	0	87	0	
Litter Bin Replacement Program	45	0	45	0	0	0	45	0	
Mobile Garbage Bins Renewal Program	124	0	122	0	2	0	124	0	
MGA Collection Acquisition	34	0	1	0	33	0	34	0	
Festive Season Decorations Program	115	0	81	35	0	0	115	0	
Eaton Mall Christmas Tree	30	0	0	0	30	0	30	0	
Total Fixtures, Fittings and Furniture	618	0	487	65	66	0	618	0	
Computers and Telecommunications									
ICT Workstation Renewal Program	345	0	345	0	0	0	345	0	
ICT Mobile Devices Renewal Program	65	0	65	0	0	0	65	0	
ICT Infrastructure Renewal (Libraries & Remote Sites)	250	0	250	0	0	0	250	0	
ICT & Libraries Security Infrastructure Renewal	250	0	250	0	0	0	250	0	
ICT Infrastructure Monitoring & Optimisation Renewal	150	0	150	0	0	0	150	0	
ICT PABX Network Renewal	200	0	200	0	0	0	200	0	
ICT Location Information Strategy Implementation	140	0	98	42	0	0	140	0	
ICT Customer Request System Replacement	105	0	105	0	0	0	105	0	
ICT Core Application Integration Renewal	60	0	60	0	0	0	60	0	
ICT Corporate Reporting Renewal	240	0	240	0	0	0	240	0	
ICT Pathway Enterprise Software Renewal	220	0	220	0	0	0	220	0	
Asset Management Information System Implementation & Development	544	0	544	0	0	0	544	0	
ICT Enterprise Project Portfolio Management Solution (EPPM)	200	0	0	200	0	0	200	0	
Total Computers and Telecommunications	2,769	0	2,527	242	0	0	2,769	0	
Library Books									
Library Collection Program	1,259	0	1,259	0	0	20	1,239	0	
Total Library Books	1,259	0	1,259	0	0	20	1,239	0	
TOTAL PLANT AND EQUIPMENT	7,367	0	6,994	307	66	20	7,347	0	

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
External Design Services - Engineering	225	0	113	113	0	0	0	225	0
Right of Way Reconstruction - Norfolk Street, Glen Waverley	108	0	108	0	0	25	0	83	0
Road Reconstruction - Atherton Road, Oakleigh, between Warrigal Road and Clyde Street	2,100	0	1,680	420	0	1,464	0	636	0
Road Reconstruction - Waimarie Drive, Mount Waverley	400	0	360	40	0	0	0	400	0
Road Resurfacing Program	1,060	0	1,060	0	0	98	0	962	0
Replace Kerb & Channel Program	480	0	480	0	0	0	0	480	0
Local Area Traffic Management (LATM) Landscaping Program	80	0	80	0	0	0	0	80	0
Waste Collection Truck Access Safety Improvements	30	0	0	30	0	0	0	30	0
Road Hump Renewal Program	70	0	70	0	0	0	0	70	0
Traffic Islands in Monash	20	0	0	5	15	0	0	20	0
Street Treatment - Evelyn Street, Clayton	60	0	0	60	0	0	0	60	0
Street Treatment - Park Road, Mount Waverley	40	0	0	40	0	0	0	40	0
Roundabout - Manton Road and Banksia Street, Clayton	30	0	0	30	0	0	0	30	0
Street Treatment - Whites Lane outside the Wheelers Hill Primary School	60	0	0	60	0	0	0	60	0
Total Roads	4,763	0	3,951	798	15	1,587	0	3,176	0
Bridges									
Bridge Renewal - 46 & 48 Regent Street, Mount Waverley	60	0	60	0	0	0	0	60	0
Total Bridges	60	0	60	0	0	0	0	60	0
Footpaths and Cycleways									
Footpath Renewal Program	3,150	0	3,150	0	0	0	0	3,150	0
Replacement of footpaving and street trees in Huntingdale Road (South) Shops	151	0	91	60	0	67	0	84	0
Waverley Rail Trail - Missing Link - Railway Parade South from Beatrice Avenue to Jordanville Station, Chadstone	200	0	0	0	200	71	0	129	0
Melbourne Water Pipe Track (Highbury Road to Cherry Street, Glen Waverley)	300	0	0	0	300	0	0	300	0
Scotchmans Creek Trail - Missing Link - Monash Aquatic Centre Car Park in Glen Waverley	100	0	0	0	100	27	0	73	0
Total Footpaths and Cycleways	3,901	0	3,241	60	600	165	0	3,736	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage									
Drainage Improvements Program - 48 Hinkler Road, Glen Waverley	72	0	72	0	0	0	72	0	
Drainage Improvements - 88-92 Whites Lane, Glen Waverley	55	0	22	33	0	0	55	0	
Drainage Improvements - 1276 - 1296 North Road, Oakleigh South	221	0	166	55	0	0	221	0	
Drainage Improvements - 47 - 67 Margaret Street, Clayton	135	0	68	41	27	0	135	0	
Drainage Improvements - 738-744 Highbury Road, Glen Waverley	99	0	99	0	0	0	99	0	
Strategic Drainage Improvements - Stocks Road stage 3, Hillside Road to Outlook Road, Mount Waverley	242	0	145	97	0	0	242	0	
Strategic Drainage Improvements Program - Worcester Street to Garnett Street, Huntingdale	288	0	173	115	0	0	288	0	
Strategic Drainage Improvements - 1558 - 1568 Dandenong Road, Huntingdale	162	0	97	65	0	0	162	0	
Strategic Drainage Improvements - Northam Street, Glen Waverley	54	0	0	54	0	0	54	0	
Strategic Drainage Improvements - Norma Avenue/Joyce Avenue to Bakers Road, Oakleigh	162	0	0	0	162	0	162	0	
DCP Drainage Improvements - Grovedale Court, Clayton	90	0	0	0	90	0	90	0	
DCP Drainage Improvements - 46 Melinga Crescent, Chadstone	50	0	30	20	0	0	50	0	
DCP Drainage Improvements - 81-85 Macrina Street, Oakleigh East	100	0	0	0	100	0	100	0	
DCP Drainage Improvements - 33 Jordan Grove, Glen Waverley	110	0	44	66	0	0	110	0	
DCP Drainage Improvements - Salisbury Road, Ashwood	330	0	99	231	0	0	330	0	
Pit Throat Widening and Lintel Replacements	50	0	50	0	0	0	50	0	
Outfall Drain into Creeks	40	0	40	0	0	0	40	0	
Wetland Water Management and Amenity Program	90	0	90	0	0	0	90	0	
Water Sensitive Urban Design Renewal Program	63	0	63	0	0	0	63	0	
Total Drainage	2,413	0	1,257	777	379	0	2,413	0	
Recreational, Leisure and Community Facilities									
Sportfield Playing Surface Improvements (selected venues)	80	0	80	0	0	0	80	0	
Sportsground Upgrade - Mulgrave Reserve	505	0	505	0	0	0	505	0	
Golf Course Capital Works Program	30	0	18	12	0	0	30	0	
Central Reserve Athletics Track - High and long jump run up renewal	136	0	136	0	0	14	122	0	
Freeway Reserve Masterplan Stage 1 - Activation of Northern End	150	0	75	75	0	0	150	0	
Ashwood Reserve Sports Lighting Development Project	200	0	80	120	0	72	128	0	
Gardiners Reserve Synthetic Pitch	2,900	0	1,160	1,740	0	0	2,900	0	
Total Rec, Leisure and Community Facilities	4,001	0	2,054	1,947	0	86	3,915	0	
Waste Management									
Reg Harris Reserve Leachate Management System	78	0	62	16	0	0	78	0	
Total Waste Management	78	0	62	16	0	0	78	0	

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
Parks, Open Space and Streetscapes									
Reserve Improvement Program	160	0	0	144	16	0	0	160	0
Oakleigh Heritage Precinct Conservation	30	0	24	6	0	0	0	30	0
Holmesglen Neighbourhood Activation Project	92	0	0	0	92	0	0	92	0
Signage & Furniture	680	0	612	68	0	0	0	680	0
Advanced Playspace Design	80	0	40	40	0	0	0	80	0
Play space renewal - Fiander Avenue Reserve, Glen Waverley	85	0	43	43	0	0	0	85	0
Play space renewal - Pascall Street Reserve, Mount Waverley	150	0	75	75	0	0	0	150	0
Play space renewal - Murumba Drive Reserve, Oakleigh South	150	0	75	75	0	0	0	150	0
Play space renewal - Netherby Avenue Reserve, Wheelers Hill	150	0	75	75	0	0	0	150	0
Samada Reserve Playspace and Integrated Precinct Plan	275	0	0	0	275	0	0	275	0
New Playspace: Montpellier Estate, Burwood (Oak Tree Park)	89	0	0	0	89	0	0	89	0
Reactive Playground Improvements	50	0	25	25	0	0	0	50	0
Outdoor fitness equipment, Essex Heights Reserve, Mt Waverley	37	0	0	0	37	0	0	37	0
Public Lighting Replacement Program	50	0	50	0	0	0	0	50	0
Oakleigh Western Gateway Community Safety Project	373	0	0	373	0	80	0	293	0
Avendon Estate Cypress Windrow Replacement Program	100	0	100	0	0	0	0	100	0
Street Tree Strategy Implementation	240	0	120	120	0	0	0	240	0
Dandenong Creek Corridor - Living Links Program	40	0	40	0	0	20	0	20	0
Scotchmans Creek Corridor Revegetation	33	0	33	0	0	0	0	33	0
Columbia Park Reserve Pavilion – Whole of Reserve Opportunities	233	0	70	0	163	0	0	233	0
Upgrade Irrigation Systems	48	0	17	29	2	0	0	48	0
Total Parks, Open Space and Streetscapes	3,145	0	1,398	1,073	674	100	0	3,045	0
Off Street Car Parks									
Car Park Improvements - Argyle Reserve, Hughesdale	60	0	48	12	0	0	0	60	0
Central Reserve South Oval Glen Waverley Car Park and Lighting Upgrade	234	0	164	70	0	0	0	234	0
Total Off Street Car Parks	294	0	212	82	0	0	0	294	0
Other Infrastructure									
Retaining Wall Renewal - 32 Ashwood Drive, Ashwood	44	0	44	0	0	0	0	44	0
Retaining Wall Renewal - 2 Charles Street, Mount Waverley	44	0	44	0	0	0	0	44	0
Retaining Wall Renewal - 17 Bruce Street, Mount Waverley	38	0	38	0	0	0	0	38	0
Total Other Infrastructure	126	0	126	0	0	0	0	126	0
TOTAL INFRASTRUCTURE	18,781	0	12,361	4,752	1,668	1,852	86	16,844	0
TOTAL NEW CAPITAL WORKS 2017/18	40,618	0	27,919	7,938	4,762	5,693	596	34,330	0

6.2 Works carried forward from the 2016/17 year

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
PROPERTY									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings									
Central Reserve South Pavilion Redevelopment	921	0	0	0	921	0	0	921	0
Columbia Park Pavilion Renewal	215	0	215	0	0	0	0	215	0
Batesford Hub Lift Renewal	185	0	185	0	0	0	0	185	0
Civic Centre Lift Renewal	285	0	285	0	0	0	0	285	0
Public Amenity - Pinewood Shopping Precinct	240	0	168	72	0	0	0	240	0
Scammell Reserve Pavilion Upgrade	1,705	0	1,658	48	0	0	0	1,705	0
Total Buildings	3,551	0	2,511	120	921	0	0	3,551	0
Building improvements	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
TOTAL PROPERTY	3,551	0	2,511	120	921	0	0	3,551	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	0	0	0	0	0	0	0	0	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers and Telecommunications	0	0	0	0	0	0	0	0	0
Enterprise Project Portfolio Mngt Solution (EPPM)	200	0	0	200	0	0	0	200	0
Renewal of End of Life HP-UX Hardware & Oracle Database & EBS Application	200	0	200	0	0	0	0	200	0
Library Books	0	0	0	0	0	0	0	0	0
TOTAL PLANT AND EQUIPMENT	400	0	200	200	0	0	0	400	0
INFRASTRUCTURE									
Roads	0	0	0	0	0	0	0	0	0
Bridges	0	0	0	0	0	0	0	0	0
Footpaths and Cycleways	0	0	0	0	0	0	0	0	0
Replacement of footpaving and street trees in Huntingdale Road (South) Shops	94	0	56	38	0	0	0	94	0
Hanover Street Shared Pathway	348	0	104	244	0	0	0	348	0
Drainage	0	0	0	0	0	0	0	0	0
Recreational, Leisure and Community Facilities	0	0	0	0	0	0	0	0	0
Waste Management	0	0	0	0	0	0	0	0	0
Parks, Open Space and Streetscapes	0	0	0	0	0	0	0	0	0
Holmesglen Neighbourhood Activation Project	307	0	100	0	207	100	0	207	0
Off Street Car Parks	0	0	0	0	0	0	0	0	0
Other Infrastructure	0	0	0	0	0	0	0	0	0
TOTAL INFRASTRUCTURE	749	0	260	282	207	100	0	649	0
TOTAL CARRIED FORWARD WORKS 2016/17	4,700	0	2,971	601	1,128	100	0	4,600	0

6.3 Summary

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
PROPERTY	18,021	0	11,074	2,998	3,949	3,821	510	13,690	0
PLANT AND EQUIPMENT	7,767	0	7,194	507	66	20	0	7,747	0
INFRASTRUCTURE	19,530	0	12,621	5,034	1,875	1,952	86	17,492	0
TOTAL CAPITAL WORKS	45,318	0	30,890	8,539	5,890	5,793	596	38,929	0

7. RATES & CHARGES

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

In developing the Strategic Resource Plan (refer to Section 14) rates and charges were identified as an important source of revenue, accounting for around 65% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government has introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017/18, the FGRS cap has been set at 2.0% (2016/17 2.5%). The cap applies to general rates and is calculated on the basis of Council's average rates and charges.

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

In order to achieve the objectives of the Strategic Resource Plan, while maintaining service levels and a comprehensive capital expenditure program, the average general rate will increase by 2.0% in line with the rate cap. This will raise total rates and charges for 2017/18 of \$116.6M, including \$1.M generated from supplementary rates.

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

Type or class of land	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
General rate for rateable residential properties	0.0015145	0.0015448	2.0%
General rate for rateable commercial properties	0.0019722	0.0020116	2.0%
General rate for rateable industrial properties	0.0019722	0.0020116	2.0%
General rate for rateable primary production properties	0.0019722	0.0020116	2.0%

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

Type or class of land	2016/17 \$	2017/18 \$	Change
Residential	96,646,355	99,362,462	2.8%
Commercial	9,327,093	9,606,226	3.0%
Industrial	6,478,444	6,618,975	2.2%
Primary Production	25,638	26,151	2.0%
Total amount to be raised by general rates	112,477,530	115,613,814	2.8%

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

Type or class of land	2016/17 Number	2017/18 Number	Change
Residential	70,914	71,479	0.8%
Commercial	3,896	3,929	0.8%
Industrial	2,531	2,551	0.8%
Primary Production	7	7	0.0%
Total number of assessments	77,348	77,966	0.8%

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

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2016/17 \$	2017/18 \$	Change
Residential	63,814,926,000	64,321,016,000	0.8%
Commercial	4,729,317,000	4,775,311,000	1.0%
Industrial	3,284,905,000	3,290,331,000	0.2%
Primary Production	13,000,000	13,000,000	0.0%
Total value of land	71,842,148,000	72,399,658,000	0.8%

7.6 The municipal charge under section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Municipal	0	0	0.0%

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2016/17 \$	2017/18 \$	Change
Municipal	0	0	0.0%

7.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change
	2016/17	2017/18	
	\$	\$	
Kerbside collection	0	0	0.0%
Recycling	0	0	0.0%
Total	0	0	0.0%

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

Type of Charge	2016/17	2017/18	Change
	\$	\$	
Kerbside collection	0	0	0.0%
Recycling	0	0	0.0%
Total	0	0	0.0%

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2016/17	2017/18	Change
	\$	\$	
General rates	112,477,530	115,613,814	2.8%
Municipal charge	0	0	0.0%
Kerbside collection and recycling	0	0	0.0%
Supplementary rates and charges	1,150,000	1,000,000	-13.0%
Rates and charges	113,627,530	116,613,814	2.6%

7.11 Average rate and valuation change

Type of Charge	2016/17	2017/18	Change
	\$	\$	
Average Property Value (All categories)	\$ 927,750	\$ 928,606	0.1%
Average Residential Property Value	\$ 899,892	\$ 899,859	0.0%
Average Rate Per Assessment (All categories)	\$ 1,454	\$ 1,483	2.0%
Average Rate Per Assessment (Residential)	\$ 1,363	\$ 1,390	2.0%

7.12 Any significant changes that may affect the estimated amounts to be raised by rates and charges.

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

- The making of supplementary valuations (2017/18: estimated \$1M 2016/17: estimated \$869K);
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

7.13 Differential Rates

Rates to be levied

For 2017/18 Council has adopted two differential rates:

1. Residential rate; and
2. Non-Residential rate.

The rate and amount of rates payable in relation to land in each category of differential are:

- A Residential rate of 0.15448% (0.15448 cents in the dollar of CIV) for all rateable residential properties; and
- A Non-Residential rate of 0.20116% (0.20116 cents in the dollar of CIV) for all non-residential rateable properties.

For the purposes of identifying the types/classes of land applicable to each rate the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) Categories, as adopted by the Valuer-General Victoria (VGV) for the 2016 Revaluation.

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

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

Residential rate land

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the Monash Planning Scheme and which is not commercial or industrial land.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

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

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

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

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

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land. The vacant land affected by this rate is that which is zoned residential under the Monash Planning Scheme. The classification of land which is improved will be determined by the occupation of that land, and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2017/18 financial year.

Non-Residential Rate Land

Non-Residential land is any land, which is:

- Classified under the AVPCC Categories as being either Commercial, Industrial, Primary Production; or
- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

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

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

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

Properties rated under the Cultural & Recreational Lands Act 1963

Council has ten properties that are eligible to be rated under the *Cultural and Recreational Lands Act 1963* (CRLA). The Council has considered the service utilised by the lands and the benefit these lands provide to the community by consideration of their cultural or recreational land use, as required under the CRLA.

CULTURAL AND RECREATIONAL LANDS ACT 1963			
ASSESS	NAME	2016/17 Charge	2017/18 Charge
104193	Riversdale Golf Club	\$72,455	\$73,902
104194	Glen Iris Valley Recreation Club Inc.	\$3,430	\$3,499
113401	Victorian Homing Association Incorporated	\$746	\$761
180312	Metropolitan Golf Club	\$68,070	\$69,430
164642	Oakleigh & Caulfield District Angling Club	\$219	\$192
165754	Huntingdale Golf Club	\$55,918	\$57,035
170448	Mulgrave Country Club	\$10,537	\$10,748
174189	Hawthorn Football Club Ltd (Oval)	\$2,177	\$2,220
176720	Hawthorn Football Club Ltd	\$5,369	\$5,476
155827	Oakleigh Rifle Club Inc.	\$188	\$191
Total Cultural and Recreational Charges		\$219,109	\$223,455

7.14 Fair Go Rates System Compliance

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

Base Average Rates (2016/2017)	\$	1,454
Maximum Rate Increase (set by the State Government)		2.0%
Capped Average Rate (2017/2018)	\$	1,483
Maximum General Rates and Municipal Charges Revenue	\$	115,613,814

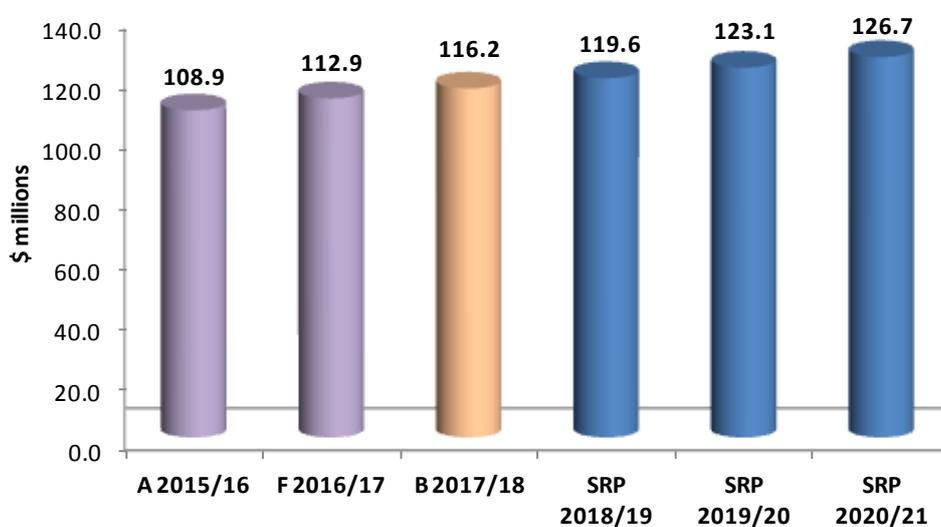
Type of Charge	2016/17	2016/17 Rates	2017/18	Change
	Forecast	(Full year equivalent)	Budget	
	\$'000	\$'000	\$'000	%
Rates & Charges (7.2 Rates & Charges)	112,478	112,478	-	
Plus Supp.Rates 2016/17 (full year equivalent Feb 2017)	839	869	-	
Total Rates Levied	113,317	113,347	115,614	2.0%
Plus Supplementary Rates est. 2017/18			1,000	
Plus Cultural Recreation charges	219	219	223	2.0%
Less Council funded Pension Rebate (\$50)	(635)	(635)	(620)	-2.4%
Total Rates & Charges	112,901	112,931	116,217	2.9%

BUDGET ANALYSIS

8. SUMMARY OF FINANCIAL POSITION

Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

8.1 Total rates and charges

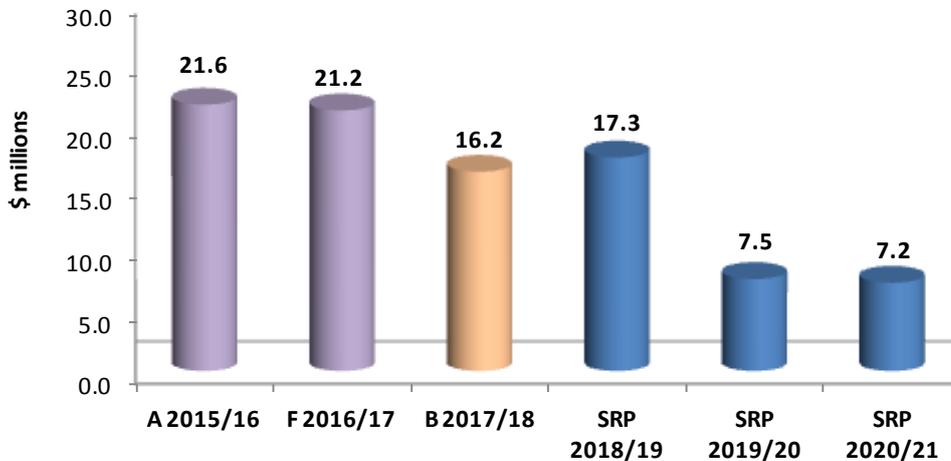


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Total rates revenue, including supplementary valuations is budgeted to increase by \$3.3M for the 2017/18 year compared to the 2016/17 forecast, raising total rates to \$116.2M. This will result in an increase in total revenue from rates and service charges of 2.8%, which is largely resulting from a 2.0% increase in general rates in accordance with the rate cap set by the Minister for Local Government plus the increase in supplementary rates generated. (The net rate increase for the 2016/17 year was 2.5%).

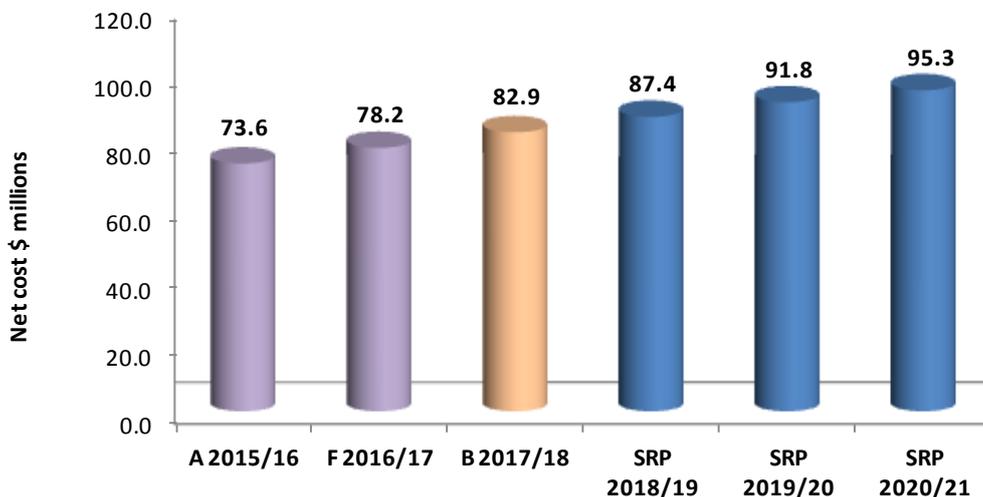
Refer also Sections 7 and 10 for more information.

8.2 Operating result



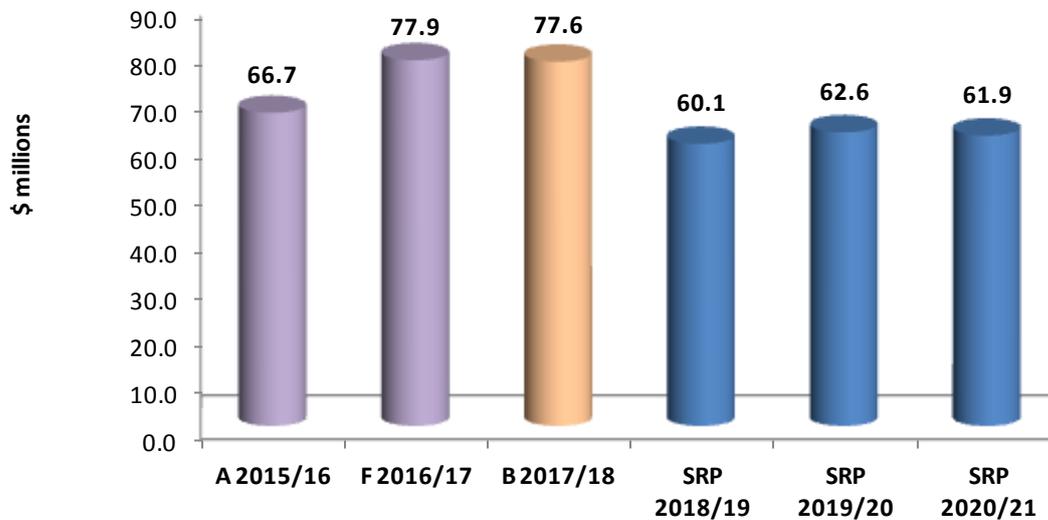
The expected operating result for the 2017/18 year is a surplus of \$16.2M, which is a decrease of \$5M over the 2016/17 forecast. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$11.5M, which is a decrease of \$7.9M over 2016/17. (The forecast operating result for the 2016/17 year is a surplus \$21.6M).

8.3 Services



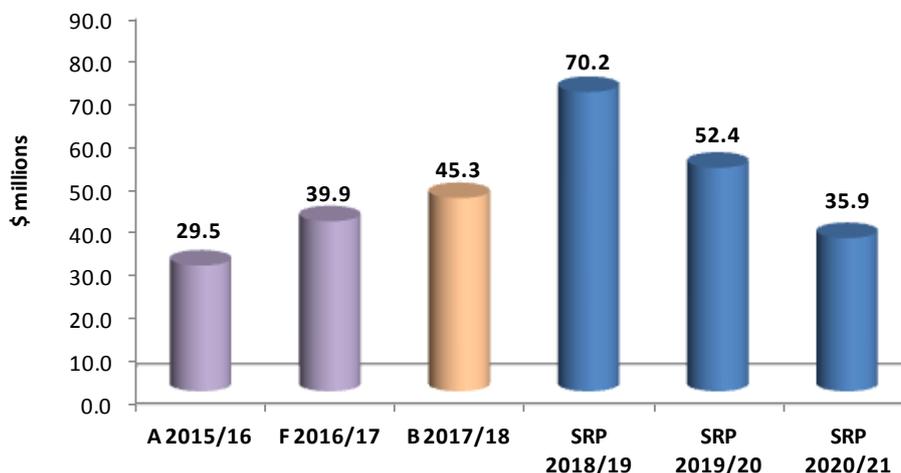
The net cost of services delivered to the community for the 2017/18 year is expected to be \$82.9M which is an increase of \$4.7M over the 2016/17 forecast. The community satisfaction survey results show that while there is an improvement in customer service, community consultation and communication, there are some areas where Council must continue to strive to serve the community to the highest standard. For the 2017/18 year, service levels have been maintained and a number of initiatives and performance measures proposed. (The net cost for the 2016/17 year is \$78.2M). Refer Section 2 for a list of services.

8.4 Cash and investments



Cash and investments are expected to decrease by \$300K during the year to \$77.6M as at 30 June 2018. Cashflow from operating activities of \$48M offset by investment in capital of \$48.3M will result in a lower cash position. (Cash and investments are forecast to be \$77.9M as at 30 June 2017). Refer also Section 3 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

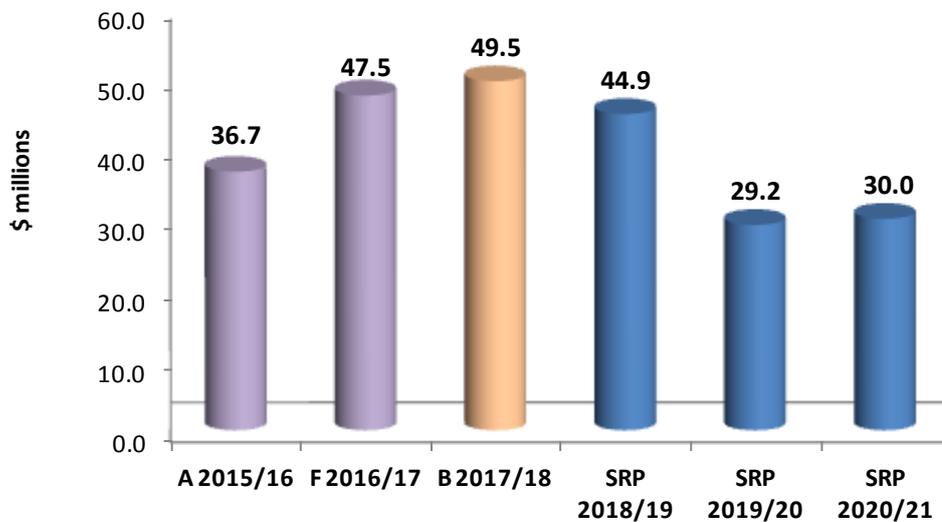
8.5 Capital works



The capital works program for the 2017/18 year is expected to be \$45.3M, of which \$5.8M will come from external grants and contributions with the balance of \$39.5M from Council cash. Council has committed to renewal expenditure of \$30.9M and upgrade and expansion expenditure of \$14.4M. This year's program includes commencement of the Oakleigh Recreation Centre and Waverley Gymnastics Centre Development of \$3.75M. (Capital works is forecast to be \$39.9M for the 2016/17 year).

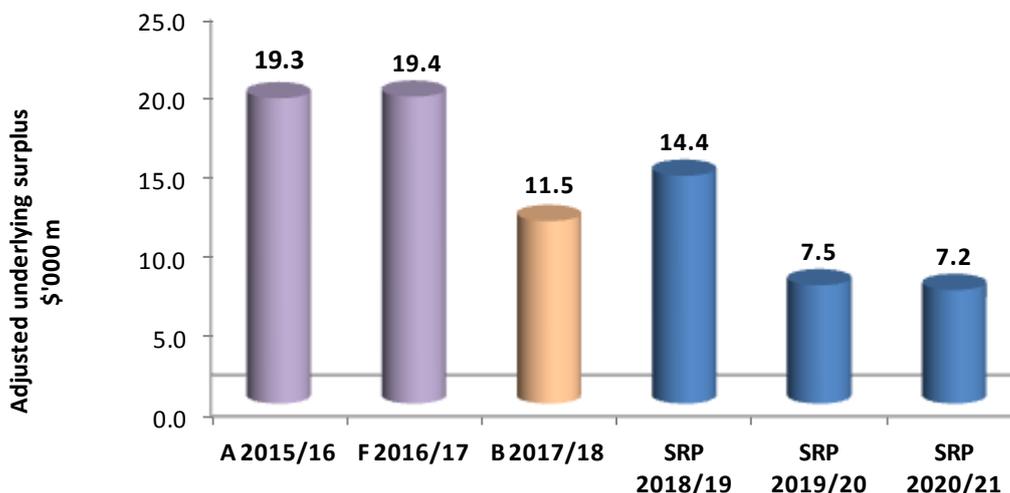
Refer also Section 3 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

8.6 Financial position (Working Capital)



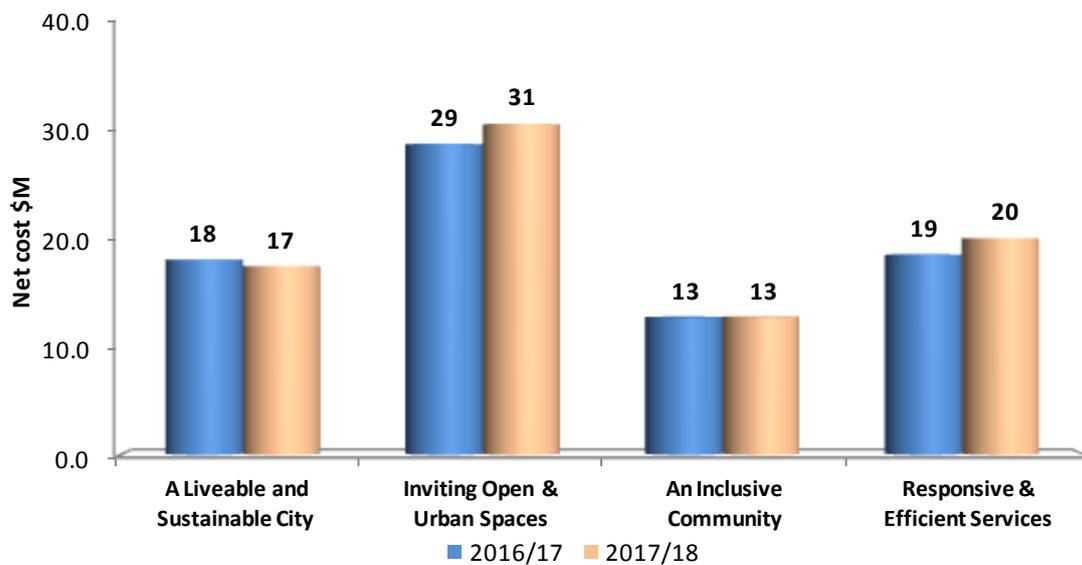
The financial position is expected to improve with net assets (net worth) to increase by \$16.2M to \$2,930M and Net Current Assets (Working Capital) will increase by \$2M to \$49.5M as at 30 June 2018. Council will still maintain a positive Working Capital ratio over the four years of the Strategic Resource Plan. (Net assets are forecast to be \$2,913M as at 30 June 2017). Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2017/18 to 2020/21 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows stability with surpluses over the four year period. Refer Section 14 for more information on the Strategic Resource Plan.

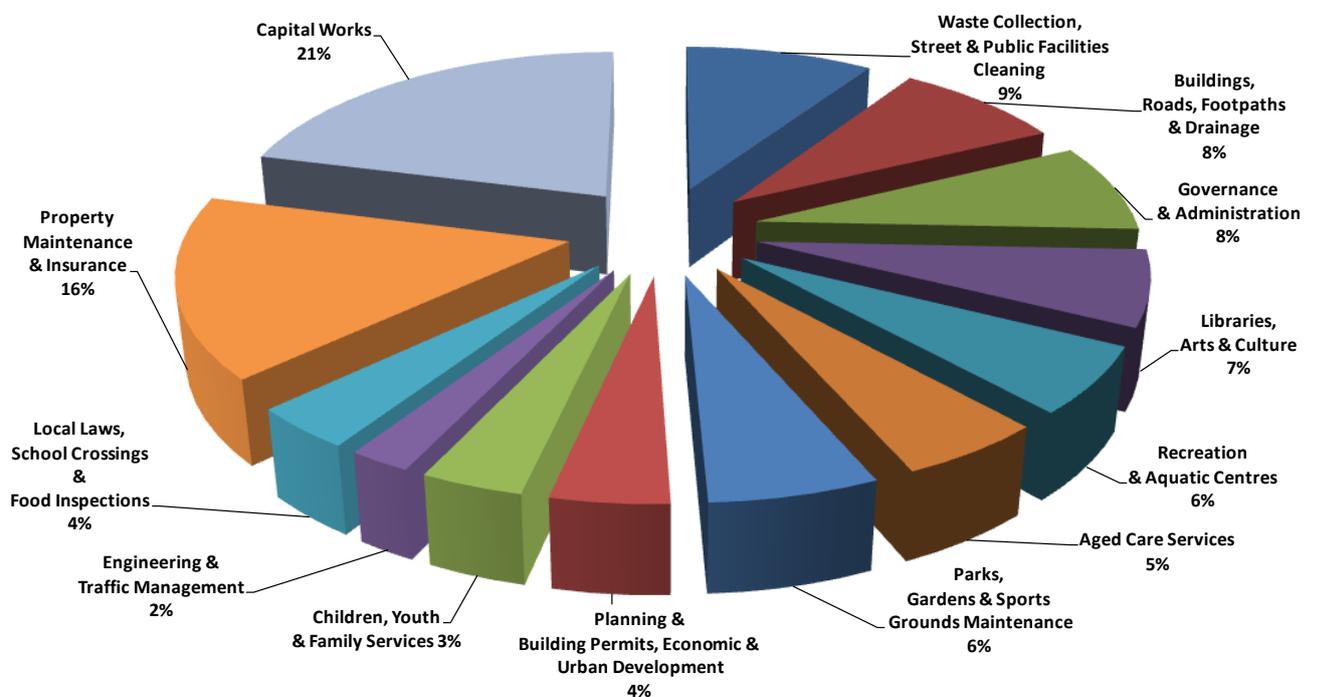
8.8 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2017/18 year.

The services that contribute to these objectives are set out in Section 2.

8.9 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

9. BUDGET INFLUENCES

This section sets out the key budget influences arising from the internal and external environment within which Council operates.

9.1. Monash – A Snapshot

Our City is 81.5 square kilometres and includes the following suburbs: Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, Wheelers Hill, Chadstone, Burwood and Oakleigh South.

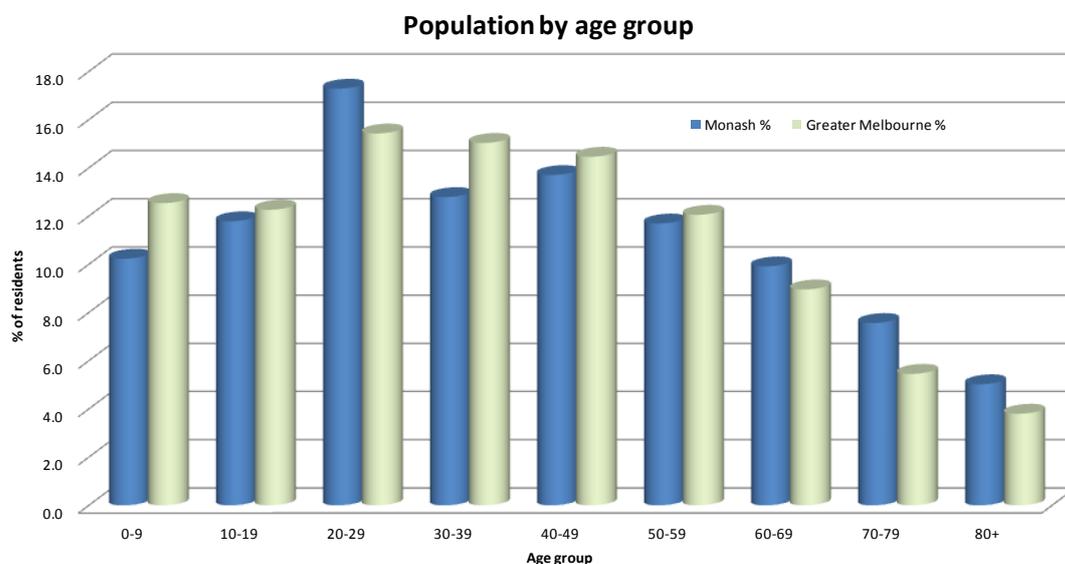
History

The original inhabitants of the area were the Bunurong tribe, which were one of four tribes that made up the Kulin nation that lived in what was to become Melbourne and surrounding areas. Tales were told at around the time of the Gold Rush of the Bunurong holding corroborees at the junction of Ferntree Gully Road and Dandenong Road. The tribe gradually dispersed under the pressure of increasing European settlement.

The City of Monash is named after a man regarded as one of Australia's greatest heroes. General Sir John Monash was a civil engineer and volunteer soldier who rose to the highest rank in the Australian Army by the end of World War 1. His life and career represent the opportunity that Australia provides for migrants and their children to excel and contribute. He is a model of leadership, community service, and achievement for everybody living and working in the City of Monash today.

Population

Monash is a culturally diverse community in Melbourne's south-east suburbs. Estimated population to 2014 is 187,286 residents, making us one of the most populous municipalities in Victoria. The median age of Monash residents is 38 years old, a little older than Greater Melbourne (36 years). We have a significantly higher proportion of residents aged older than 64 years (17.2%) compared with Greater Melbourne (13.1%).



Cultural diversity

Monash is one of the most culturally diverse cities in Australia with 45% of residents born overseas, well above the Greater Melbourne average. Our largest migrant population comes from Asia with 19% of residents born in China, India, Sri Lanka and Malaysia.

Housing

At the 2011 Census, there were 65,499 dwellings, of which 50,627 were separate houses (77.3% of all dwellings) and 14,703 were medium to high density dwellings (22.4% of all dwellings). Strong population growth has increased the need for more infill development within established areas of major cities. To provide more housing in Monash, higher density developments will be directed to areas in and around activity and neighbourhood centres, and strategic sites within the Monash National Employment Cluster near Monash University's Clayton campus.

Education

Monash residents are generally highly skilled and well-educated, with 30% of Monash residents aged over 15 having a bachelor university degree or higher qualification (compared with 23% of the Greater Melbourne population). Two tertiary institutions are located in Monash (Monash University and Holmesglen Institute of TAFE), along with GippsTAFE Energy Training Centre, numerous private and public schools, and the Victoria Police Academy.

9.2. External influences

The 2017/18 budget also accommodates unavoidable external influences on Council's budget. Several Federal and State Government levies/taxes are collected through local government rates and charges, and are passed on in full to fund other levels of Government agencies and programs.

Rate Capping

In January 2015 the Minister for Local Government (the Minister) advised a rate cap of 2.5% would be introduced before the start of the 2016/17 financial year. For 2017/18 the Minister has set the cap at 2%. Councils are also required to send their budgets to the Essential Services Commission (ESC) to gain approval for any rate rises above the cap advised by the Minister.

The 2017/18 Budget document has been prepared in accordance with the State Governments legislation; A Fair Go Rates System (FGRS). The proposed rate increase of 2.0 per cent is in line with the FGRS which has capped rates increases by Victorian councils to the forecast movement of 2.0 per cent in the Consumer Price Index (CPI). Council has elected to not apply to the Essential Services Commission (ESC) for a variation to the rate cap in 2017/18.

The Strategic Resource Plan (SRP) reflects rate revenue increases at 2.0% plus supplementary rates for each of the three years after 2017/18.

Environmental Protection Authority (EPA) Landfill Levy and other Waste Charges

	Estimated Cost State & Federal Taxes/ Levies 2016/17 \$M	Estimated Cost State & Federal Taxes/ Levies 2017/18 \$M	Percentage Increase/ decrease from 2016/17	Percentage of Rate Revenue 2017/18
EPA Landfill Levy (State)	2.29	2.33	1.7%	2.0%
Fire Services Property Levy	0.24	0.23	-6.2%	0.2%
Total of (Major) levies	2.53	2.55	1.0%	2.2%

The levies/taxes collected by Council and passed onto the State and Federal governments, as a percentage of rate revenue collected in 2017/18, amounts to 2.2% (2.4% in 2016/17). EPA Landfill levies were established by the State Government to provide funding for waste management infrastructure, support for education programs and waste planning and management in Victoria. Significant increases occurred in the cost structure of the EPA levies in 2010. Council has continued to absorb this increased cost within its annual budget.

EPA Levies apply to municipal, commercial, industrial and prescribed industrial wastes deposited onto land at licensed waste disposal facilities in Victoria. The landfill levy structure reflects the difference in the magnitude of environmental risk posed by the different waste streams and also seeks to accommodate regional differentials.

Council is required to pay the EPA levy on Waste Disposal (including domestic and commercial). The levy in 2017/18 is estimated to be \$62.84 (2016/17 \$62.34) on each tonne of waste sent to landfill (37,000 tonnes) totalling approximately \$2.3M (In 2009/10 the levy was \$9 per tonne).

Fire Services Property Levy

The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government following the introduction of the *Fire Services Property Levy Act 2012*. The Fire levy was introduced following a recommendation by the Victorian Bushfire Royal Commission and it replaced the old insurance-based funding of the Metropolitan Fire and Emergency Services Board (MFESB) and Country Fire Authority (CFA).

The Victorian Government sets variable levy rates for different property types such as residential, industrial and commercial. There is a fixed component (\$100 for residential and \$200 for non-residential) plus a variable component calculated as a percentage of the capital improved value of a property. A concession is available to Department of Veterans Affairs gold card holders and Pensioner Concession Card holders on their principal place of residence.

Cost shifting

Cost shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Governments. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervision, library service and home and community care for aged residents. In all of these services the level of payment received by Council from the State Government does not reflect the real cost of providing the services to the community.

Inflation rate

Consumer Price Index (CPI) increases on goods and services was 1.5% through the year to December quarter 2016 (ABS release 25 January 2017). State-wide CPI is forecast to be 2.0% for the 2017/18 year (Victorian Budget Papers 2016/17).

Employee costs are largely driven by Council's Enterprise Bargaining Agreement (EBA). In 2017/18 the compulsory Superannuation Guarantee Scheme (SGC) will remain at 9.50%. Council has completed negotiations for a new EBA during the 2016/17 year.

9.3. Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters and their financial impact include:

- Continue to be debt free and maintain a Working Capital Ratio greater than 150%;
- Best value recommendations will be monitored and efficiencies and savings identified; and
- Continuation of the special provision in the budget for contribution to a superannuation reserve specifically for a future LASF Defined Benefits call to top up the fund annually;
- Trees maintenance costs increasing as a result of new contract arrangements for routine and reactive works (\$454K);
- Significant upgrades to IT infrastructure and disaster recovery plan (\$395K);
- Gas utility rates increasing by \$390K which has a significant impact at the Monash Aquatic and Recreation Centre (\$320K); and
- Cost of waste services increasing on disposal and collection contracts (\$1M).

9.4. Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Service levels to be maintained at 2016/17 levels with the aim to use less resources with an emphasis on innovation and efficiency;

- Salaries and wages to be increased in line with the EBA;
- New initiatives or employee proposals to be justified through a business case;
- The Long Term Financial Plan to provide a firm foundation for business decisions and resource allocation; and
- A series of budget parameters for employment costs, fees and charges and materials, services and contract expenditure were provided to officers in November 2016 to develop departmental budgets.

9.5. Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/18 to 2020/21 (Section 14.), Rating Information (Section 15.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

10. ANALYSIS OF OPERATING BUDGET

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

10.1. Budgeted Income Statement

	Ref	Forecast		Variance
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Total income	10.2	\$179,818	\$181,341	\$1,523
Total expenses	10.3	(\$158,646)	(\$165,149)	(\$6,503)
Surplus (deficit) for the year		\$21,171	\$16,192	(\$4,980)
Grants - capital (non-recurrent)	5.2	(\$1,023)	(\$4,068)	\$3,045
Contributions (non-monetary assets)		\$0	\$0	\$0
Capital contributions - other sources	10.2.4	(\$766)	(\$596)	(\$170)
Adjusted underlying surplus (deficit)	10.1.1	\$19,383	\$11,528	(\$7,855)

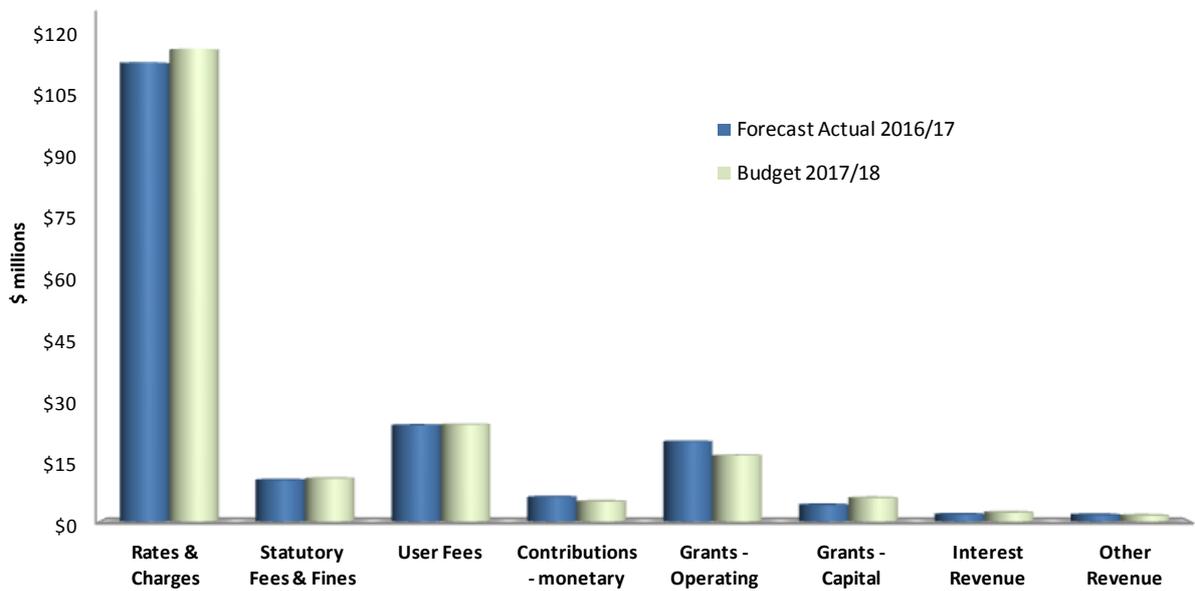
10.1.1. Adjusted underlying surplus (\$7.9M decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives, as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/18 year is a surplus of \$11.5M which is a decrease of \$7.9M from the 2016/17 year.

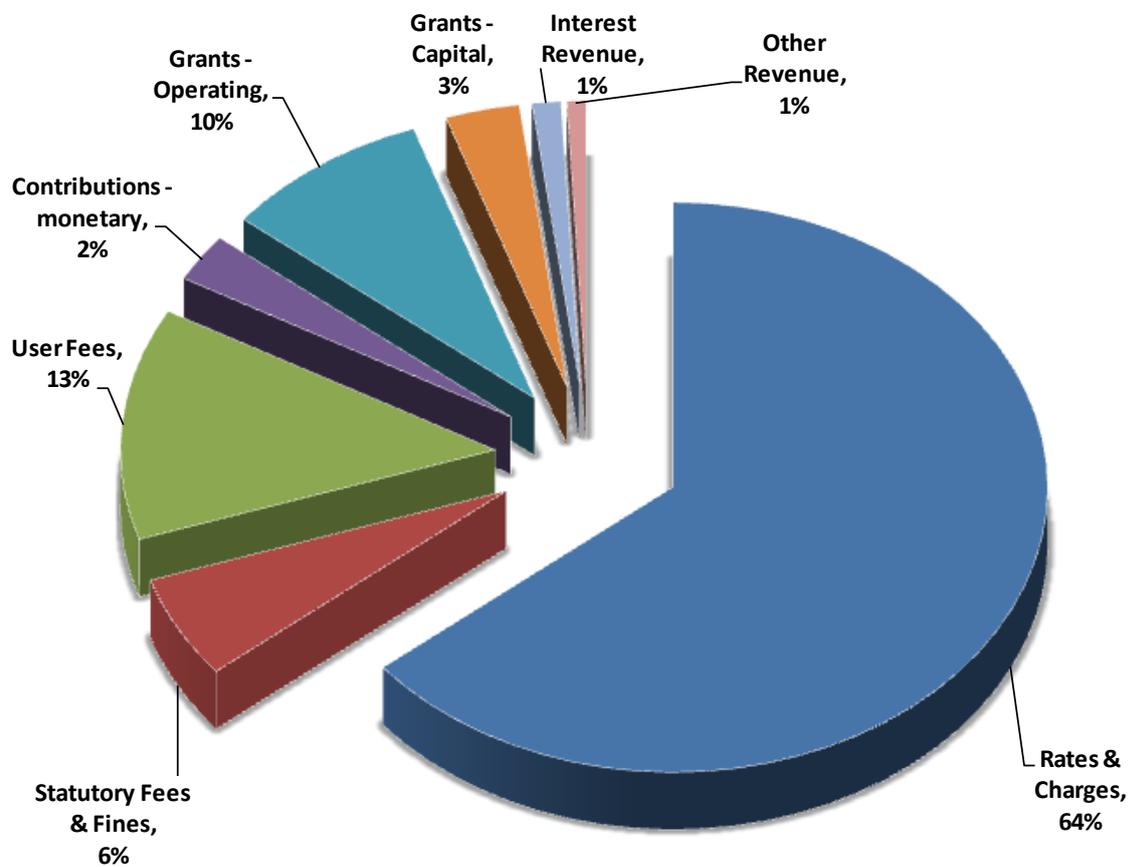
10.2. Income

Income Types	Ref	Forecast		Variance
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Rates & Charges	10.2.1	\$112,901	\$116,217	\$3,316
Statutory Fees & Fines	10.2.2	\$10,191	\$10,577	\$386
User Fees	10.2.3	\$23,695	\$23,875	\$180
Contributions - monetary	10.2.4	\$5,968	\$4,951	(\$1,017)
Grants - Operating	5.1	\$19,642	\$16,213	(\$3,429)
Grants - Capital	5.2	\$4,061	\$5,794	\$1,733
Interest Revenue	10.2.5	\$1,743	\$2,240	\$497
Other Revenue	10.2.6	\$1,618	\$1,473	(\$145)
Total operating revenue		\$179,818	\$181,341	\$1,523

Forecasted Income 2016/17 and Budgeted Income 2017/18



Budgeted Income



10.2.1. Rates and Charges (\$3.3M increase)

Council's budgeted 2017/18 rate revenue is \$116.2M compared to the 2016/17 forecasted \$112.9M. Total general rates income represents an increase of \$3.3M which is based on an estimated supplementary rates growth of \$1M and the rate cap of 2.0%. The overall net rate revenue increase is in line with the new *Fair Go Rates System* rate cap. Council will continue to provide the \$50 rebate for eligible pensioners.

Section 7 Rates and Charges includes more detailed analysis of the rates and charges to be levied for 2017/18 including information specifically required by the Regulation.

10.2.2. Statutory Fees & Fines (\$386K increase)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory Fees and Fines is budgeted to increase by \$386K compared to the 2016/17 forecast. Income from town planning application and building fees is expected to generate additional income of \$343K along with parking infringements of \$133K in 2017/18. These are offset by a decrease in court fines income of \$115K as 2017/18 is not a Council election year. A more detailed listing of statutory fees is included in Appendix A.

10.2.3. User Fees (\$180K increase)

User Fees relates mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home care services.

Total income from User fees is budgeted to increase by 1.0% over 2016/17 levels. The main contributors are:

- Aquatics and recreation centre fees are expected to increase by \$403K compared to 2016/17, however with the redevelopment of the Oakleigh Recreation Centre and Waverley Gymnastics Centre, the closure of the centre will impact income by \$405K;
- Children's and Family Services will contribute additional income of \$124K mostly related to the fee increase at Council's Brine Street Child Care Centre;
- Hall hire income will also increase by \$86K due to 3 additional halls, Southern Community Reserve, Brandon Park Community Hall and Notting Hill Community Hall falling under the Council's administration;
- The golf courses at Waverley and Oakleigh will generate additional income of \$75K compared to the 2016/17 forecast;
- Tipping fees at the Waste Transfer Station and bin charges are also expected to increase by 5% or \$166K as a result of higher levels of patronage;
- Additional income from Public Health will generate \$40K in income;
- Income recouped from the State Revenue Office has resulted in a decline in income compared to the 2016/17 forecast by \$209K due it being a non-revaluation year; and

- Planning income from notifications and extensions of time is expected to drop by \$108K due to Council already being at the higher end of the fees.

A more detailed listing of fees is included in Appendix A.

10.2.4. Contributions - Monetary (\$1M decrease)

Contributions – Monetary relates to monies paid by developers in regard to public open space and recreation, drainage and car parking in accordance with planning permits issued for property development. Based on conservative predictions, contributions are expected to decrease by \$1M compared to 2016/17 forecast.

10.2.5. Interest Revenue (\$497K increase)

Council’s investments are managed in accordance with restrictions placed on investments within the Accounting Standards and the Act and as outlined in Council’s Investment Policy. Investment rates are historically low due to interest rate cuts over the past few years. Interest revenue of \$1.99M is derived mainly from cash investments in short-term Bank term deposits. In addition to interest on investments, Council also receives revenue by applying penalty interest on unpaid rates (\$255K).

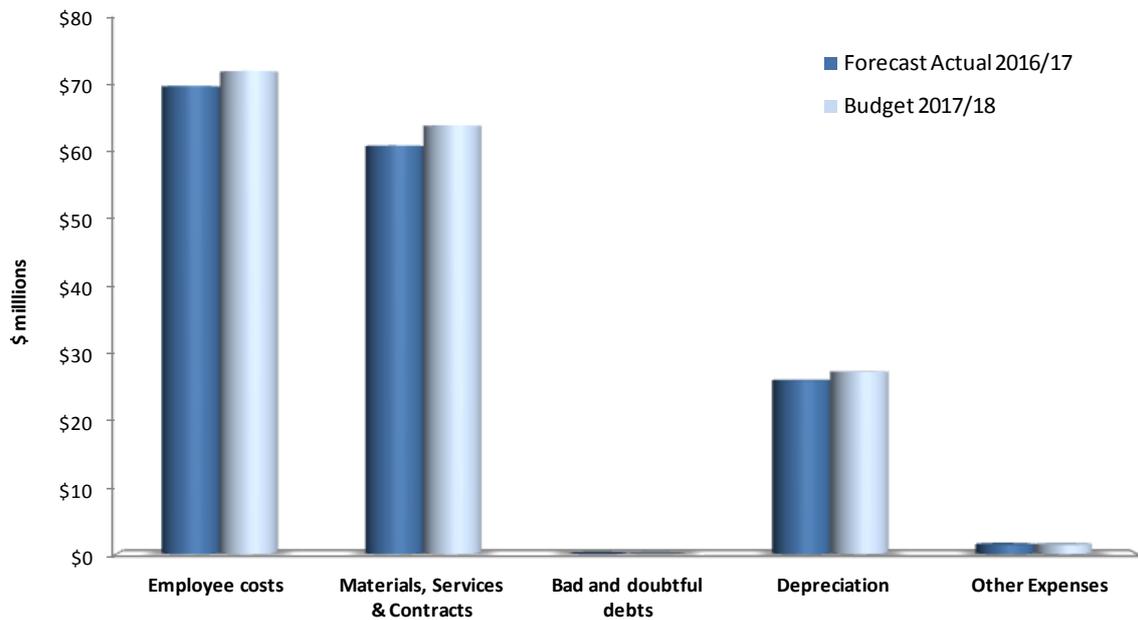
10.2.6. Other Revenue (\$145K decrease)

Other Income relates to a range of items such as private works, cost recoups and other miscellaneous income items.

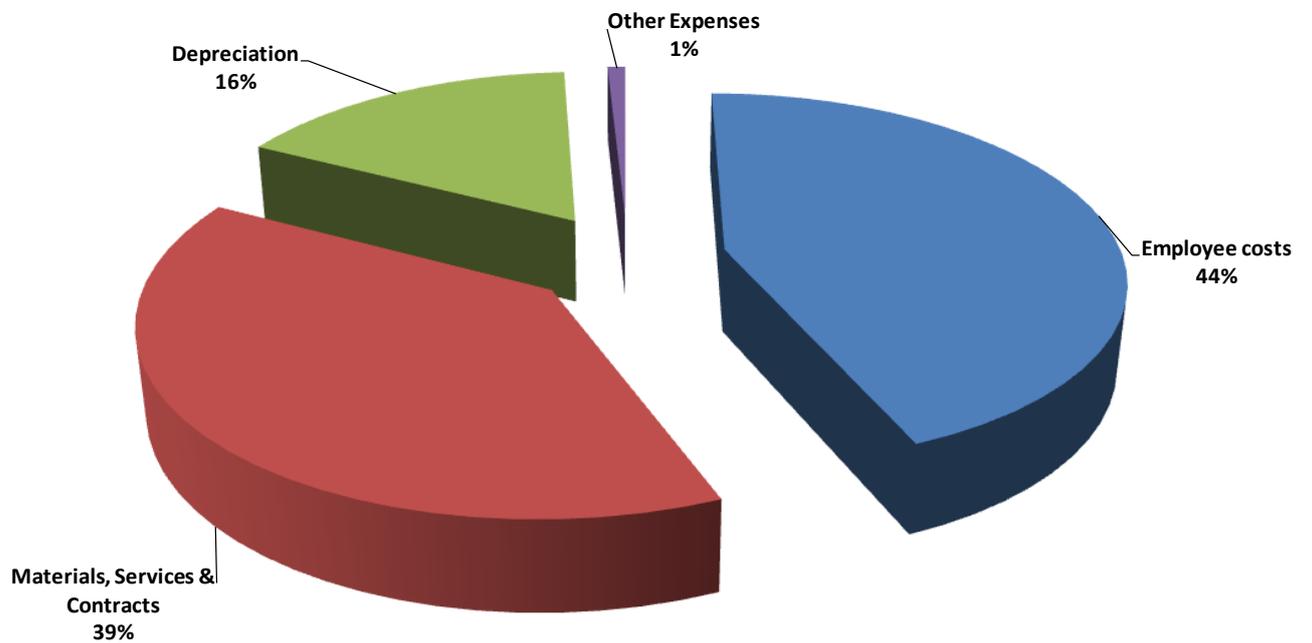
10.3. Expenses

Expense Types	Ref	Forecast		Variance
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	
Employee costs	10.3.1	70,089	72,310	(2,221)
Materials, Services & Contracts	10.3.2	61,168	64,174	(3,006)
Bad and doubtful debts	10.3.3	10	10	0
Depreciation	10.3.4	26,000	27,261	(1,261)
Other Expenses	10.3.5	1,380	1,394	(15)
Total expenses		158,646	165,149	(6,503)

Forecasted Expenditure 2016/17 and Budgeted Expenditure 2017/18



Budgeted Expenditure



10.3.1. Employee Costs (\$2.2M increase)

Employee Costs includes all labour related expenditure for wages and salaries and on-cost allowances (for leave entitlements, employer superannuation, etc) and also some temporary and agency staff expenditure.

Total employee costs are forecast to increase by 3.2% or \$2.2M compared to the 2016/17 forecast actual expenditure. This increase relates to:

- Estimated Enterprise Bargaining Agreement (EBA) and banding increments; and
- New initiatives for 6.5 new positions :
 - Community Amenity Infringement Review Officer;
 - Access & Equity Community Development Officer;
 - Two Statutory Planners;
 - Waste Services Operator for Monash Pride Crew Expansion;
 - Aquatic Centre Asset Management Officer; and
 - Part time Project Officer Child and Young Person Friendly City.
- New budget proposal for Community Amenity after-hours services and Language Aid Scheme.

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

Division	Budget 2017/18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
Chief Executive Office	6,854	5,796	1,058
Corporate Services	5,356	4,511	845
Community Development & Services	17,950	11,054	6,896
City Development	9,053	7,444	1,609
Infrastructure	17,582	16,776	806
Total permanent staff expenditure	56,795	45,581	11,214
Casual and other expenditure	15,514		
Total Operating employee cost	72,309		
Capitalised Labour costs	1,703		
Total expenditure	74,013		

A summary of the number of equivalent full time (EFT) Council staff in relation to the above expenditure is included below (the 2016/17 forecast EFT is 775.2):

Division	Budget EFT 2017/18	Comprises	
		Permanent Full time	Permanent Part time
Chief Executive Office	53.2	45.0	8.2
Corporate Services	45.1	38.0	7.1
Community Development & Services	220.0	135.5	84.5
City Development	80.3	65.2	15.1
Infrastructure	180.1	171.3	8.8
Total permanent staff	578.7	455.0	123.8
Casuals and other	186.4		
Capitalised EFT	16.6		
Total staff	781.7		

10.3.2. Material, Services & Contracts (\$3M increase)

Materials, Services and Contracts includes the purchases of consumables, payments to contractors for the provision of services and utility costs. This is forecasted to increase by 5% or \$3M compared to the 2016/17 forecast primarily due to the following significant variances:

- Waste management costs are expected to increase by \$1M over the 2016/17 forecast. New contract rates on disposal and collection services in addition to higher rates associated with transport of waste to Wyndham landfill is impacting the increase on budget;
- Contract cleaning will increase by \$113K due to servicing additional buildings such as the Atkinson Street Car park;
- Contractor costs across a number of services have risen, specifically in Horticultural Services by \$454K mostly due to new contract rates for tree maintenance costs, an additional \$400K in the facility maintenance area for building condition audits and \$54K in Community Laws, particularly with parking supervision and school crossing contracts;
- Utilities increased by \$420K, primarily due to significant rate increases for the supply of gas (\$337K);
- IT infrastructure and software application support and hardware maintenance expenditure are expected to increase by \$684K. This includes additional software support of \$523K of which \$167K relates to Council's new Electronic Document Management System (EDMS), \$129K for work force management software and other new software applications, such as the valuations module, maternal and child health and preschool enrolments.
- New operational budget initiatives of \$805K:
 - Contract Staff - \$206K for EDMS extension project; and \$31K for enhanced overhanging vegetation inspection program;
 - Consultants - \$460K for Huntingdale Structural Plan, Mulgrave Reserve master plan and Environmental Sustainability Strategy Implementation;
 - Business support and other expenses - \$50K for Monash Business Awards and Integrated Transport Strategy Initiative;
 - Program initiatives - \$57K for Implementation of Ashwood, Chadstone and Oakleigh Community Action Plans, Domestic Animal Management Plan and One Monash initiatives; and
 - Inclusion of \$13.2K for the Eastern Transport Coalition's 2017-18 Advocacy Campaign with an additional \$6.6K in 2018/19.

The above increases have been partially offset by:

- Decrease in contractor costs of \$561K due to no Council election costs for 2017/18;
- Program initiatives of \$138K removed due to completion of CANVAS program funding;
- Legal fees budget to be maintained in 2017/18 with a \$227K reduction to the 2016/17 forecast, and
- Reduction in expenditure from the closure of the Oakleigh Recreation Centre for re-development (\$212K).

10.3.3. Bad and doubtful debts (Nil)

Bad and doubtful debts are projected to not change in 2017/18 compared to the 2016/17 forecast.

10.3.4. Depreciation (\$1.3M increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$1.3M is due to the full year effect of depreciation on the 2016/17 capital works program and the impact of depreciation on the capital works completed for 2017/18. Significant upgrade of Council's IT infrastructure has resulted in an increase to the depreciation expense for that asset class. Refer to Section 12 Analysis of Capital Budget for a more detailed analysis of Council's capital works program for the 2017/18 year.

10.3.5. Other Expenses (\$15K increase)

Other Expenses relates to a range of items including audit fees, lease payments and councillor allowances. It is expected that audit fees will reduce by \$25K however will be offset by increases in councillor allowances and lease payments.

11. ANALYSIS OF BUDGETED CASH POSITION

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1. Budgeted Cash Flow Statement

	Ref	Forecast Actual 2016/17 \$ '000	Budget 2017/18 \$'000	Variance \$'000
Cash Flows from Operating Activities	11.1.1			
Receipts				
Rates & Charges		112,901	116,217	3,316
User fees & fines		35,544	36,124	579
Grants - Operating		19,642	16,213	(3,429)
Grants - Capital		4,061	5,794	1,733
Interest Revenue		1,743	2,240	497
Other receipts		7,417	6,173	(1,244)
GST reimbursed by Australian Tax Office		9,218	9,980	762
		190,526	192,741	2,215
Payments				
Employee Costs		(69,479)	(71,678)	(2,199)
Materials, Services and Contracts		(64,369)	(69,941)	(5,572)
Other Payments		(1,390)	(1,404)	(15)
GST paid to Australian Tax Office		(1,659)	(1,671)	(13)
		(136,896)	(144,695)	(7,798)
Net Cash provided by Operating Activities		53,630	48,046	(5,583)
Cash from Investing Activities	11.1.2			
Payment for Property, Plant and Equipment		(43,459)	(49,397)	(5,938)
Proceeds from Sale of Property, Plant and Equipment		1,027	1,053	26
Net Cash used in Investing Activities		(42,432)	(48,344)	(5,913)
Cash Flows from Financing Activities	11.1.3			
Repayment of Current Borrowings/Leases		0	0	0
Receipt from Redraw/New Borrowings		0	0	0
Net Cash used in Financing Activities		0	0	0
Change in Cash Held		11,198	(298)	(11,496)
Cash at the beginning of Period		66,715	77,913	11,198
Cash at the end of the period	11.1.4	77,913	77,615	(298)

Source: Section 3

11.1.1. Operating activities (\$5.6M decrease)

The decrease in net cash from operating activities is due to an 8.6% or \$5.6M increase in expected payments for materials, services and contracts and a 3.2% or \$2.2M increase in employee costs. Receipts show an increase in rates and charges of 2.9% or \$3.3M; offset by a reduction in other receipts of \$1.2M. Operating grants have reduced by 17% or \$3.4M – mainly due to early receipt of Victorian Grants Commission funding in June 2017 for 2017/18, whilst Capital grants have increased by \$1.7M due to inclusion of funding for the Oakleigh Recreation Centre and Waverley Gymnastics Redevelopment of \$1.4M previously estimated to be received in 2016/17.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast		
	Actual	Budget	Variance
	2016/17	2017/18	
	\$'000	\$'000	\$'000
Surplus (deficit) for the year	21,171	16,192	(4,980)
Depreciation	26,000	27,261	1,261
Net movement in current assets and liabilities	6,458	4,593	(1,865)
Cash flows available from operating activities	53,630	48,046	(5,583)

11.1.2. Investing activities (\$5.9M increase)

The increase in payments for investing activities is due to higher investment in capital works expenditure, which is disclosed in Section 12 of this budget report.

11.1.3. Financing activities

Council has not budgeted for any loan facilities in 2017/18.

11.1.4. Cash and cash equivalents at end of the year (\$298K decrease)

Overall, total cash and investments are forecast to decrease by \$298K to \$77.6M as at 30 June 2018.

11.2. Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council estimates at 30 June 2018 it will have cash and investments of \$77.6M, which has been restricted as shown in the following table:

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total cash and investments		77,913	77,615	(298)
Restricted cash and investments				
- Statutory reserves	11.2.1	(8,278)	(8,216)	62
- Trust funds and deposits		(9,611)	(9,661)	(50)
Unrestricted cash and investments	11.2.2	60,024	59,738	(286)
- Discretionary reserves	11.2.3	(8,654)	(10,654)	(2,000)
Unrestricted cash adjusted for discretionary reserves	11.2.4	51,370	49,084	(2,286)

11.2.1. Statutory Reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenue for Council, the funds are not available for other purposes. At 30 June 2018, Statutory Reserves are expected to remain at \$8.2M after transfers from Drainage, Parking and Public Open Space Reserves for capital works projects.

Statutory Reserves comprise:

11.2.1.1. Drainage Reserve

New property developments are required to make a contribution towards Council's strategic drainage system where the development impacts on the current system. These funds are maintained by catchment area and when any strategic drainage projects are undertaken funds in that catchment area's account are utilised to fund the works. In 2017/18, \$680K will be drawn from this Reserve to fund drainage works (listed in the Capital Works Program in Section 6).

11.2.1.2. Parking Reserve

Currently where a development is considered to increase the parking requirements of a centre the developer is required to pay a predetermined amount per additional parking space required. In 2017/18 Council will draw \$700K from the Parking Reserve for design of the Multi Level Car Park in Montclair Avenue Glen Waverley.

11.2.1.3. Public Open Space Reserve (POS)

The Monash Planning Scheme requires that a person who proposes to subdivide land must make a contribution to the Council for public open space (being a percentage of the land intended to be used for residential, industrial or commercial purposes, or a percentage of the site value of such land, or a combination of both). If no amount is specified, a contribution for public open space may still be required under section 18 of the Subdivision Act 1988.

These funds are then used to either upgrade recreational facilities in existing open space areas or provide additional open space in the municipality. Funds budgeted to be received in 2017/18 (\$3M) will be allocated to eligible projects.

11.2.2. Unrestricted cash and investments (\$2.3M decrease)

These funds are shown as unrestricted cash and not restricted by a statutory purpose.

11.2.3. Discretionary Reserves (\$2M increase)

Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds have been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

Discretionary Reserves comprise:

11.2.3.1. Development Reserve

This Reserve (formerly named the Aged Residential Care Facilities Upgrade Reserve) provided for future capital upgrades and refurbishment at Council's Aged Care facilities. Following the divestment of Council's Aged Care facilities in 2013/14 the Reserve was renamed to reflect Council's desire to utilise the funds for wider municipal development.

11.2.3.2. Superannuation

Council decided, as part of the Budget for 2016/17, to create a Reserve and set aside funds in the event there is another superannuation call. A call to top up the Defined Benefits Superannuation Fund could arise if the Fund's performance was well below the targeted – Vested Benefits Index (VBI) of 100% set by the Australian Prudential Regulation Authority (APRA). As at March 2017 the VBI index, reported quarterly, was satisfactory and Council were advised that the fund had sufficient funds to support Council's superannuation obligations.

11.2.4. Unrestricted cash adjusted for Discretionary Reserves (\$2.3M decrease)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

12. ANALYSIS OF CAPITAL BUDGET

This section analyses the planned capital expenditure budget for the 2017/18 year and sources of funding. Further detail on the capital works program can be found in Section 6.

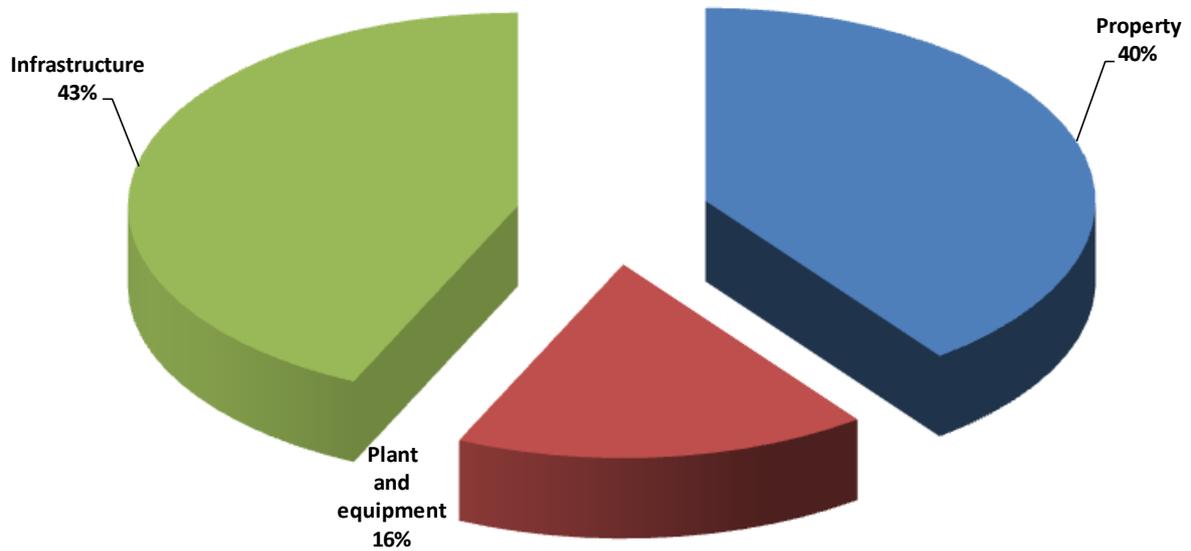
12.1. Capital Works Expenditure

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Works carried forward	12.1.1			
Property				
Land		0	0	0
Land improvements		0	0	0
Total land		0	0	0
Buildings and Building Improvements		29	3,551	3,522
Leasehold improvements		0	0	0
Total buildings		29	3,551	3,522
Total property		29	3,551	3,522
Plant and equipment				
Heritage plant and equipment		0	0	0
Plant, machinery and equipment		0	0	0
Fixtures, fittings and furniture		0	0	0
Computers and telecommunications		188	400	212
Library books		0	0	0
Total plant and equipment		188	400	212
Infrastructure				
Roads		234	0	-234
Bridges		0	0	0
Footpaths and cycleways		0	442	442
Drainage		296	0	-296
Recreational, leisure and community facilities		81	0	-81
Waste management		0	0	0
Parks, open space and streetscapes		0	307	307
Off street car parks		0	0	0
Other infrastructure		0	0	0
Total infrastructure		611	749	138
Total works carried forward		828	4,700	3,872

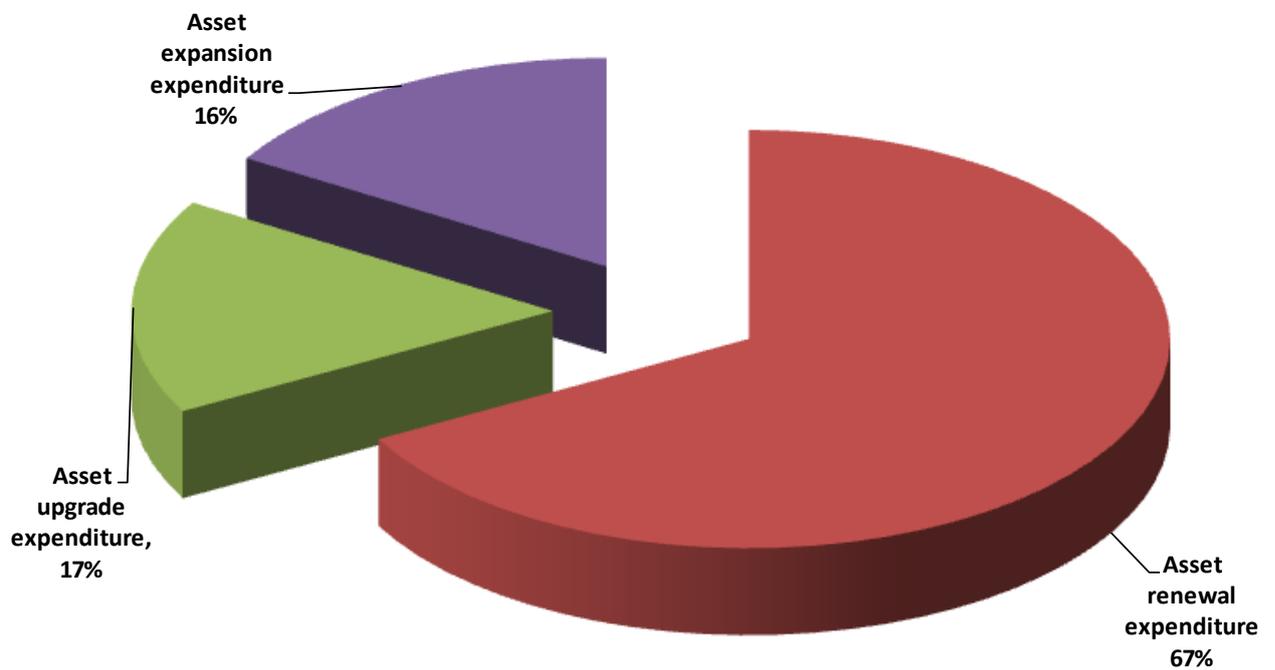
12.1 Capital Works Expenditure (cont.)

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
New works				
Property	12.1.2			
Land		180	0	-180
Land Improvements		83	0	-83
Total land		<u>263</u>	<u>0</u>	<u>-263</u>
Buildings and Building Improvements		15,220	14,470	-750
Leasehold improvements		0	0	0
Total buildings		<u>15,220</u>	<u>14,470</u>	<u>-750</u>
Total property		<u>15,483</u>	<u>14,470</u>	<u>-1,013</u>
Plant and equipment	12.1.3			
Plant, machinery and equipment		2,769	2,721	-48
Fixtures, fittings and furniture		974	618	-356
Computers and telecommunications		2,761	2,769	8
Library books		1,249	1,259	10
Total plant and equipment		<u>7,752</u>	<u>7,367</u>	<u>-385</u>
Infrastructure	12.1.4			
Roads		3,921	4,763	842
Bridges		62	60	-2
Footpaths and cycleways		4,444	3,901	-543
Drainage		2,434	2,413	-21
Recreational, leisure and community facilities		1,722	4,001	2,279
Waste management		0	78	78
Parks, open space and streetscapes		2,948	3,145	197
Off street car parks		0	294	294
Other infrastructure		275	126	-149
Total infrastructure		<u>15,807</u>	<u>18,781</u>	<u>2,974</u>
Total new works		<u>39,042</u>	<u>40,618</u>	<u>1,576</u>
Total capital works expenditure		<u>39,870</u>	<u>45,318</u>	<u>5,448</u>
Represented by:				
New asset expenditure	12.1.5	10,677	0	-10,677
Asset renewal expenditure	12.1.5	20,664	30,890	10,226
Asset upgrade expenditure	12.1.5	8,273	8,539	266
Asset expansion expenditure	12.1.5	256	5,890	5,633
Total capital works expenditure		<u>39,870</u>	<u>45,318</u>	<u>5,448</u>

Budgeted Capital Works 2017/18 by Asset Classification



Budgeted Capital Works 2017/18 by Expenditure



Source: Section 3. A more detailed listing of the capital works program is included in Section 6.

12.1.1. Carried forward works (\$4.7M)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that \$4.7M of capital works will be incomplete and be carried forward into the 2017/18 year.

The more significant projects include the Scammell, Central Reserve South and Columbia Pavilion projects (\$2.8M), Civic Centre and Batesford Hub Lift projects (\$470K), Holmesglen Neighbourhood Activation project (\$307K), Hanover Street Shared Pathway (\$348K), IT Software and Hardware projects (\$400K) and Pinewood Shops Public Amenity project (\$240K).

12.1.2. Property (\$14.5M)

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

Projects in 2017/18 include:

- \$3.8M towards commencement of redevelopment of the Oakleigh Recreation and Waverley Gymnastics Centre, including Federal and State Government funding of \$3M and a club contribution of 500K in 2017/18;
- \$2.6M for completion of sports pavilion redevelopment projects at Central Reserve South, Columbia Reserve and Scammell Reserve Pavilions;
- \$3.9M for renewal of various Council halls and community centres (including \$2.6M for Mount Waverley Community Centre and Youth Centre Redevelopment);
- \$453K for renewal and upgrade of air conditioning equipment in various community centres and Council buildings;
- \$950K for renewal and upgrade works to Council's major civic buildings and the Monash Operations Centre;
- \$428K for development and renewal at early childhood and Maternal & Child Health Centres, including the Integrated Early Years Hub Partnership with Albany Rise Primary School (\$281K) and re-establishment of the Mulgrave Toy Library (\$90K); and
- \$126K to continue Council's equitable access program at the Monash Gallery of Art/Wheelers Hill library.

12.1.3. Plant and Equipment (\$7.4M)

Plant and Equipment includes: plant, machinery and equipment; computers and telecommunications; fixtures, fittings and furniture; and library books.

Projects in 2017/18 include:

- \$1.3M to continue renewal of the library book collection;

- \$2.8M for renewal and upgrade of Information and Communications Technology infrastructure and software;
- \$2.5M to maintain and replace Council's plant and fleet (partially funded by trade - ins of \$1.05M);
- \$145K for festive season decorations, including the purchase and installation of a Christmas tree in Eaton Mall;
- \$189K for renewal of furniture and equipment including council's libraries, civic and operations centre;
- \$221K for replacement of plant and equipment at Aquatic and Recreation Centres; and
- \$169K for replacement of litter bins and mobile garbage bins.

12.1.4. Infrastructure (\$18.8M)

Infrastructure includes roads, bridges, footpaths and shared bicycle paths, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

Projects in 2017/18 include:

- \$2.4M for the renewal and upgrade of Council's stormwater infrastructure (including local drainage, wetlands and water sensitive urban design assets).

The Drainage Private Development Contribution Program budget is \$680K in 2017/18 and is fully funded from contributions made by developers in specified areas across the municipality.

Projects for construction this year include:

- Jordan Grove, Glen Waverley (\$110K);
- Melinga Crescent, Chadstone (\$50K);
- Macrina Street, Oakleigh East (\$100K);
- Grovedale Court, Clayton (\$90K); and
- Salisbury Road, Ashwood (\$330K).

Strategic and Other Drainage Improvements include the following projects:

- 1276-1296 North Road, Oakleigh (\$221K);
- 47-67 Margaret Street, Clayton (\$135K);
- Stocks Road Mount Waverley continuation (\$242K);
- Worcester Street to Garner Street, Huntingdale (\$288K);
- 1558-1568 Dandenong Road, Huntingdale (\$162K); and
- Norma Avenue/Joyce Avenue to Bakers Road Oakleigh (\$162K).

- \$600K for Council's shared path bicycle network including an upgrade to the Melbourne Water Pipe Track (\$300K) and completion of missing links on Scotchman's Creek Trail (\$100K) and Waverley Rail Trail (\$200K);
- \$3.3M for footpath renewal and extension;
- \$1.1M for road resurfacing;
- \$2.1M for continuation of road reconstruction works at Atherton Road Oakleigh between Warrigal Road and Clyde Street (includes \$1.5M of Federal government funding) and \$360K for traffic control devices, including roundabouts, road humps and safe crossing points;
- \$480K for the renewal and upgrade of kerb and channel; and
- \$108K for right of way reconstruction at Norfolk Street, Glen Waverley – partly funded by the Federal Government (\$25K).

Recreation and leisure projects (\$4M) to be undertaken in 2017/18 include:

- \$3.5M for the renewal and upgrade of playing surfaces, including \$2.9M for a multi-purpose synthetic pitch at Gardiners Reserve and \$505K for the upgrade of the playing surface at Mulgrave Reserve; and
- \$516K for sports infrastructure and irrigation, including sports lighting at Ashwood Reserve (\$200K) which is partly funded by a club contribution of \$72K; and renewal of the high and long jump run ups at Central Reserve Athletics Track (\$136K).

Parks, open space and streetscapes (\$3.15M) projects to be undertaken in 2017/18 include:

- \$1M for the continuation of Council's playspace renewal and upgrade program including upgrades at Murumba Drive, Netherby Avenue and Pascall Street Reserves and new playspaces at Samada Reserve and Montpellier Estate (Oak Tree Park);
- \$680K for renewal and upgrade of park furniture and signage, including the upgrade of branded signage at 15 recreation reserves;
- \$100K to continue the replacement of Avendon Estate Cypress trees;
- \$240K to continue the implementation of Council's street tree strategy; \$73K for renewal and upgrade of vegetation along Scotchmans and Dandenong Creeks;
- \$233K for upgrade of Columbia Park Reserve including minor drainage and landscape works; and
- \$373K for the Oakleigh Western Gateway Community Safety Project, including \$80K of funding from the Department of Justice and Regulation - Public Safety Infrastructure Fund.

12.1.5. Asset renewal (\$30.9M), upgrade (\$8.5M) and expansion (\$5.9M)

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. In 2017/18, Council will not undertake expenditure on new assets, however significant expenditure will be carried out on the expansion and renewal of existing assets.

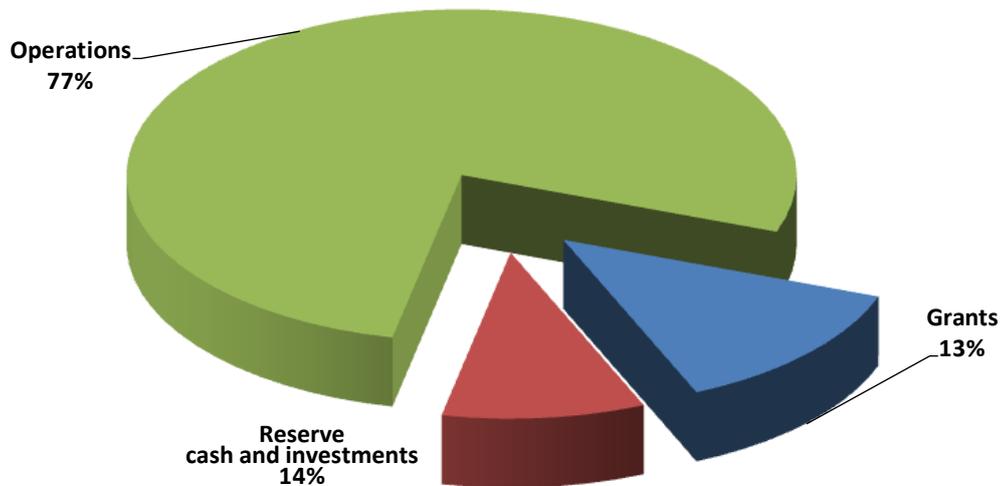
Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability.

The major projects that constitute expenditure on renewal of assets include the Oakleigh Recreation Centre and Waverley Gymnastics Redevelopment, Scammell Reserve Pavilion, the reconstruction of Atherton Road, Oakleigh and various footpaths and shared paths.

12.2. Funding Sources

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Grants		0	100	100
Contributions		0	0	0
Council cash				
- operations		828	4,600	3,772
- proceeds on sale of assets		0	0	0
- reserve cash and investments		0	0	0
- unrestricted cash and investments		0	0	0
Total works carried forward	12.2.1	828	4,700	3,872
New works				
Current year funding				
Grants	12.2.2	5,682	5,693	11
Contributions	12.2.3	766	596	-170
Borrowings		0	0	0
Council cash				
- operations	12.2.4	29,964	29,950	-15
- proceeds on sale of assets		0	0	0
- reserve cash and investments	12.2.5	2,630	4,380	1,750
- unrestricted cash and investments		0	0	0
Total new works		39,042	40,618	1,576
Total funding sources		39,870	45,318	5,448

Budgeted Funding Sources for Capital Works 2017/18



Source: Section 6

12.2.1. Carried Forward Works (\$4.7M)

For the 2016/17 year it is forecast that \$4.7M of capital works will be incomplete and be carried forward into the 2017/18 year. Funding will be provided from Council's cash reserves and a grant of \$100K.

12.2.2. Grants (\$5.7M)

Capital grants include all monies received from State and Federal government sources for the purposes of funding the capital works program. Significant grants are budgeted to be received for road reconstruction (\$1.6M), Oakleigh Recreation Centre and Waverley Gymnastics Redevelopment (\$3.0M), upgrades to sporting facilities at Scammell and Columbia reserves (\$800K), shared paths and footpaths (\$165K) and the Oakleigh Western Gateway Community Safety Project (\$80K).

12.2.3. Contributions (\$596K)

Contributions are received from Sporting Clubs or other organisations to fund various Capital Projects (in full or part). It is forecast that \$596K in contributions will be received in 2017/18 including \$500K for the Oakleigh Recreation Centre and Waverley Gymnastics Redevelopment and \$72K towards improving the sports lighting at Ashwood Reserve.

12.2.4. Council Cash - Operations (\$30M)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$30M will be generated from operations to fund the 2017/18 capital works program.

12.2.5. Council Cash – Reserve Cash and Investments (\$4.4M)

Council uses cash reserves to fund part of its annual capital works program. Funding from reserves for the 2017/18 program includes: \$680K from the Drainage Reserve for private developer drainage projects; \$700K from the Car parking reserve for design of the multi level carpark at Montclair Avenue and \$3M from the Public Open Space Reserve for upgrade of recreational facilities.

13. ANALYSIS OF BUDGETED FINANCIAL POSITION

13.1. Budgeted Balance Sheet

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key performance indicators.

	Ref	Forecast Actual 2017 \$'000	Budget 2018 \$'000	Variance \$'000
Current Assets	13.1.1			
Cash and cash equivalents		77,913	77,615	(298)
Trade and other receivables		8,041	8,342	301
Other Assets		3,946	6,176	2,230
Total Current Assets		89,900	92,133	2,232
Non-Current Assets	13.1.1			
Plant, Property & Equipment		2,867,610	2,882,384	14,774
Other assets		2,316	2,316	0
Total Non-Current Assets		2,869,926	2,884,700	14,774
Total Assets		2,959,826	2,976,833	17,007
LIABILITIES				
Current Liabilities	13.1.2			
Trade and Other Payables		15,728	15,862	(134)
Trust Funds & Deposits		9,611	9,661	(50)
Provisions		17,043	17,061	(18)
Interest bearing loans and borrowings		0	0	0
Total Current Liabilities		42,382	42,584	(202)
Non-Current Liabilities	13.1.2			
Provisions		1,352	1,965	(613)
Other Liabilities		2,669	2,669	0
Interest bearing loans and borrowings		0	0	0
Total Non-Current Liabilities		4,021	4,634	(613)
Total Liabilities		46,403	47,219	(816)
Total Net Assets		2,913,423	2,929,615	16,191
EQUITY	13.1.4			
Accumulated surplus		975,816	990,070	14,254
Reserves		1,937,607	1,939,545	1,938
Total Equity		2,913,423	2,929,615	16,191

Source: Section 3

13.1.1. Current Assets (\$2.23M increase) and Non-Current Assets (\$14.77M increase)

Cash and Cash Equivalents includes cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. Trade and other receivables are monies owed to Council by ratepayers and others. Current assets also include land held for resale, as Council has resolved to sell assets to refurbish other infrastructure assets in the 2017/18 financial year. Section 11 - Analysis of Budgeted Cash Position provides further analysis.

Plant, Property and Equipment is the largest component of Council's net worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$45.3M of additional assets), depreciation of assets (\$27.3M) and the sale of property, plant and equipment (\$1M).

13.1.2. Current Liabilities (\$202K increase) and Non-Current Liabilities (\$613K increase)

Trade and Other Payables represents amounts owed by Council at 30 June. These liabilities are budgeted to increase over 2016/17 levels by \$134K. The increase in Current Liabilities relates to timing of cash payments and its effect on Trade Creditors. Section 11 - Analysis of Budgeted Cash Position provides further analysis.

Provisions includes accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to increase only marginally due to more active management of entitlements despite factoring in an increase for EBA outcomes.

The increase of \$613K in Non-current liabilities relates to the long term provisions of employment entitlements.

13.1.3. Working Capital

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes.

		Forecast		
		Actual	Budget	Variance
		2016/17	2017/18	
		\$'000	\$'000	\$'000
Current assets		\$89,900	\$92,133	\$2,232
Current liabilities		\$42,382	\$42,584	(\$202)
Working capital	13.1.3	\$47,518	\$49,549	\$2,030
Restricted cash and investment current assets				
- Statutory reserves		(\$8,278)	(\$8,216)	\$62
Unrestricted working capital		\$39,240	\$41,333	\$2,092

In addition to the restricted cash shown above, Council is also projected to hold \$10.7M in discretionary reserves at 30 June 2018. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

13.1.4. Equity (\$16.2M increase)

Total Equity always equals Net Assets and is made up of the following components:

- Asset Revaluation Reserve which represents the difference between the previously recorded value of assets and their current valuations;
- Other Reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed; and
- Accumulated Surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in Accumulated Surplus of \$14.3M results directly from the surplus for the year. During the year reserves are expected to increase by \$1.9M.

LONG TERM STRATEGIES

This section includes the following analysis and information:

- 14 Strategic Resource Plan
- 15 Rating information
- 16 Other long term strategies

14. STRATEGIC RESOURCE PLAN AND FINANCIAL PERFORMANCE INDICATORS

This section includes an extract from the adopted Strategic Resource Plan to provide information on the long term financial projections of Council.

14.1. Plan Development

The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The four-year financial plan for 2017/18 - 2020/21 is based on the following key strategies aimed at ensuring the long-term viability and amenity of the City:

- A general rate revenue increase over the period of the Financial Plan of 2.0%;
- Revenue from fees and charges generally increase by 4% or in line with either cost increases or market levels as appropriate. This also recognises that other levels of Government set a considerable portion of statutory fees, fines and charges;
- It is Council strategy to maintain the Working Capital Ratio in a positive position in the short term and long-term above 150%. The Working Capital Ratio measures the ability to pay existing liabilities in the next 12 months;
- Maintaining staff levels (EFT's) at current levels with additions only related to budget approved staffing initiatives or must be compensated for by intra year EFT savings;
- The maintenance or enhancement of existing service levels and increased maintenance and asset management of Council facilities and infrastructure;
- The funding of both operating expenditure and renewal capital works – that is the maintenance of absolute and relative infrastructure standards from recurrent revenue sources, capital subsidies and cash reserves;
- Remaining debt-free over 4 years of this SRP;
- An asset sales program over the life of the plan consisting of trade-ins for plant and equipment to supplement the plant and equipment budget. Also included in asset sales for 2018/19 are proposed land sales to fund capital works buildings refurbishment;
- Maintenance of a level of cash investment to meet non-discretionary funding commitments; and
- A capital works program averaging over \$51M over the life of the plan.

14.2. Financial Resources

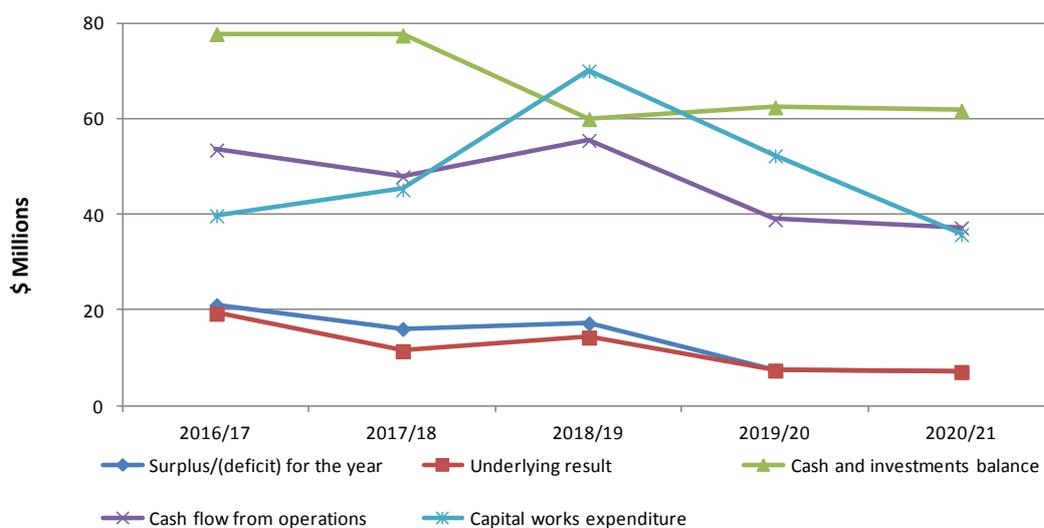
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20.

	Forecast		Strategic Resource Plan			Trend +/-
	Actual	Budget	Projections			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	
Surplus/(deficit) for the year	21,171	16,192	17,348	7,474	7,170	-
Underlying result	19,383	11,528	14,389	7,474	7,170	-
Cash and investments balance	77,913	77,615	60,123	62,562	61,880	-
Cash flow from operations	53,630	48,046	55,631	39,064	37,340	-
Capital works expenditure	39,870	45,318	70,186	52,414	35,923	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 11)** - Cash and Investments is forecast to decrease over the four year period from \$77.6M to \$61.9M, which still indicates a balanced budget on a cash position in each year;
- **Rating levels (section 15)** – Rate increases over the period of the Financial Plan of 2.0%;
- **Service delivery (section 2)** – Service levels have been maintained throughout the four year period. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a surplus of \$11.5M (\$19.4M forecast in 2016/17) to an underlying surplus of \$7.2M in 2020/21. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result;
- **Borrowing strategy (section 16)** – Council has not planned for any new borrowings over the four year period; and
- **Infrastructure strategy (Section 16)** - Capital expenditure (including new projects) over the four year period will total \$204M at an average of \$51M.

15. RATING INFORMATION

15.1. Rating Strategy

In 2017/18, Council has resolved to raise its rate revenue by the application of differential rating using Capital Improved Value (CIV) as the basis of valuation. Differential rates will apply to all rateable land.

The rate increase for each property will be 2.0% (2016/17 average rate increase 2.5%) plus growth from supplementary rates (due to new developments). Council also provides a \$50 rebate for eligible pensioners (introduced in 2015/16). It is estimated that \$1.0M of supplementary rates from new developments will be collected in 2017/18 (\$869K in 2016/17). Council plans for an annual increase in rates to maintain service standards, investment in capital works and the maintenance and renewal of existing and ageing infrastructure. The Statutory Rating information and the detailed objectives for applying the differential rates are set out in Section 7 Rates and Charges.

15.2. Differential Rating

The rating structure comprises two differential rates (Residential and Non-residential) that Council believe contributes to a more equitable distribution of the rating burden. Differential rating allows particular classes of properties to be assessed at different levels from the General rate set for the municipality. When declaring general rates, Council must consider how the use of differential rating contributes to the equitable and efficient carrying out of its functions compared to the use of uniform rates.

Underpinning the rationale for differential rates is the recognition that rates are becoming increasingly harder for people to pay and this tends to hit residents the hardest – particularly residents like pensioners who are living off low, fixed incomes. Given the shift in rate burden over the past five years away from commercial and industrial ratepayers and to the disadvantage of residential ratepayers, it is fair and reasonable that Council should continue with a differential to address that change.

Council's actual average rate per assessment of \$1,483 in 2017/18 will be the lowest in Victoria on a per capita basis. The average residential rate per assessment in 2017/18 will be \$1,390 (\$1,363 in 2016/17).

15.3. Eligible Pensioner Subsidy

Council introduced a new initiative in 2015/16 to assist eligible pensioners with a \$50 subsidy, using the waiver provisions of Section 171(1)(a) of the Act. The key rationale for proposing the introduction of a pensioner rate subsidy of \$50 was because the level of rate increases in Monash (like other councils) has risen above the cost of living since the mid-1990s. Monash Council has approximately 12,400 eligible pensioner ratepayers which equates to nearly 18% of total residential ratepayers in Monash.

Despite Monash having Victoria's lowest rates, our rate increases still have a significant impact on our ratepayers. However they hit pensioners the hardest who are living off fixed incomes which are subject to means-testing qualifications. The largest group of pensioners in Monash are those receiving the aged pension. The additional pensioner rebate on top of what is provided by the state government is also justified because it recognises that many of our pensioners have lived in Monash for many years and have played a big part in making Monash the great place to live it is today. This initiative assists many pensioners that are finding it increasingly harder financially to remain in their homes in Monash because of the growing size of the annual rates bill.

15.4. Properties rated under the Cultural & Recreational Lands Act 1963

Council has ten properties that are eligible to be rated under the *Cultural and Recreational Lands Act 1963 (CRLA)*. The Council has considered the service utilised by the lands and the benefit these lands provide to the community by consideration of their cultural or recreational land use, as required under the Act (refer to Section 7 Rates and Charges for the full list of CRLA properties).

15.5. Property Valuations

During the 2015/16 year, a revaluation of all properties within the municipality was carried out with an effective date of 1 January 2016 which, will also apply for the 2017/18 rating year.

16. OTHER STRATEGIES

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

16.1. Borrowings

Council resolved to pay all loans out by 30 June 2015 placing Council in a debt free position. Council has no plans to borrow funds over the life of the SRP to fund operating or capital expenditure.

16.2. Infrastructure

The Council has developed an Asset Funding Model based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts asset renewal needs and considers infrastructure needs to meet future community service expectations.

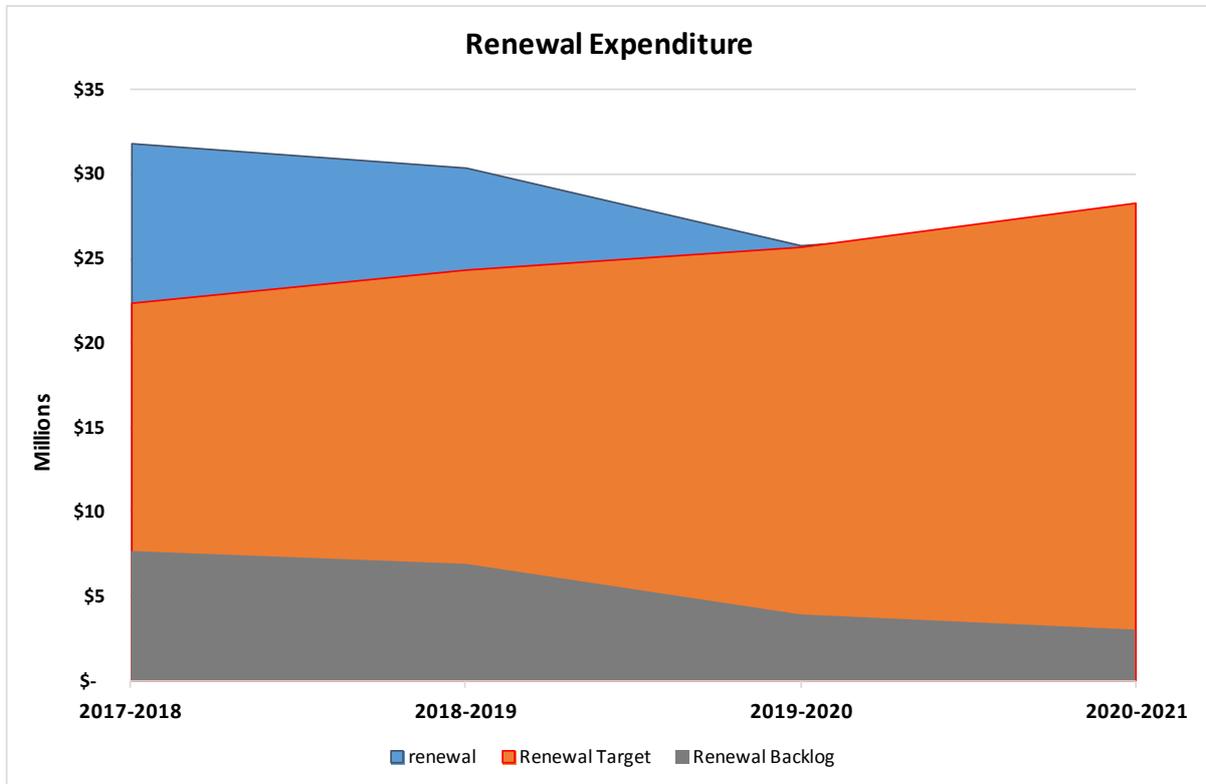
The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes;
- Identification of asset funding requirements through the preparation of asset management plans;
- Prioritisation of capital projects within classes on the basis of evaluation criteria;
- Methodology for allocating annual funding to classes of capital projects; and
- Business Case template for officers to document capital project submissions.

A key objective of the Asset Funding Model is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver a desired level of service to the community.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.

Renewal Expenditure



At present, Council is committed to fully fund asset renewal requirements and reducing the backlog identified in the Asset Funding Model. While the Asset Funding Model is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years Council will still have a reduced backlog. This backlog will be addressed in years 5-10 of the Asset Funding Model. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph the backlog at the beginning of the five year period was \$8.46 million and \$3.02 million at the end of the period. In updating the Asset Funding Model for the 2017/18 year, the following influences have had a significant impact:

- The renewal, expansion and upgrade of the Oakleigh Recreation Centre to accommodate the Waverley Gymnastics Club with significant expenditure in the first two years; and
- Revised levels of service provided by sporting pavilions.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Summary of funding sources

Year	Total Capital	Grants \$'000	Contributions \$'000	Council	
	Program \$'000			Cash \$'000	Borrowings \$'000
2016/17	39,870	4,061	766	35,043	0
2017/18	45,318	5,794	596	38,928	0
2018/19	70,186	4,072	665	65,449	0
2019/20	52,414	1,808	0	50,606	0
2020/21	35,923	1,838	0	34,085	0

In addition to using cash generated from its annual operations and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public open space. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

APPENDICES

Appendix A Fees and charges schedule

Appendix B Budget process

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
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CORPORATE SERVICES

RATES

Personal Service - Section 177 LGA Rent Demands	Each	\$65.00	\$65.00
Personal Service / Field Call - Section 177 LGA	Each	\$55.00	\$55.00
Debt Recovery Administration Classic Pac < \$1,000	Each	\$45.00	\$0.00
Debt Recovery Administration Premium Pac < \$1,000	Each	\$55.00	\$0.00
Debt Recovery Administration Classic Pac > \$1,000 < \$2,000	Each	\$65.00	\$0.00
Debt Recovery Administration Legal Pac > \$2,000	Each	\$85.00	\$0.00
Debt Recovery Administration Premium Pac > \$1,000 < \$2,000	Each	\$75.00	\$0.00
Debt Recovery Administration Classic Pac	Each	\$0.00	\$45.00
Debt Recovery Administration Premium Pac	Each	\$0.00	\$65.00
Solicitor's Letter	Each	\$25.00	\$25.00
Debt Arrangements Admin Fee	Each	\$20.00	\$20.00
Debt Recovery ASIC Search Fee	Each	\$25.00	\$25.00
Attempted Service Fee	Each	\$47.00	\$47.00
Debt Recovery Admin Skip Tracing Successful	Each	\$220.00	\$220.00
Debt Recovery Admin Skip Tracing Unsuccessful	Each	\$100.00	\$100.00

CHIEF EXECUTIVE

CUSTOMER SERVICE

Land Information Certificates	Each	\$25.40	\$25.75
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MONASH SEMINAR & TRAINING CENTRE

Commercial Hourly Rate Boardroom	Per Hour	\$24.90	\$26.40
Commercial Hourly Rate Mtg Room 1	Per Hour	\$24.90	\$26.40
Commercial Hourly Rate Mtg Room 2	Per Hour	\$33.40	\$35.40
Commercial Hourly Rate Training Room	Per Hour	\$33.40	\$35.40
Community Hourly Rate Board Room	Per Hour	\$16.80	\$16.80
Community Hourly Rate Mtg Room 1	Per Hour	\$16.80	\$16.80
Community Hourly Rate Mtg Room 2	Per Hour	\$22.20	\$22.20
Community Hourly Rate Training Room	Per Hour	\$22.20	\$22.20
Data Projector	Each	\$23.10	\$0.00
TV with DVD	Each	\$23.10	\$0.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
MONASH HALLS			
Community Use			
Small Hall - Mon to Fri	Per Hour	\$20.30	\$20.30
Small Hall - Saturday/Sunday/Public Holidays	Per Hire	\$286.00	\$286.00
Small Hall - New Year's Eve	Per Hire	\$371.80	\$371.80
Small Meeting Room - Mon to Fri	Per Hour	\$11.20	\$11.20
Small Meeting Room - Saturday/Sunday/Public Holidays	Per Hire	\$102.85	\$102.85
Small Meeting Room - New Year's Eve	Per Hire	\$133.65	\$133.65
Medium Hall - Mon to Fri	Per Hour	\$28.00	\$28.00
Medium Hall - Saturday/Sunday/Public Holidays	Per Hire	\$525.80	\$525.80
Medium Hall - New Year's Eve	Per Hire	\$684.20	\$684.20
Medium Meeting Room - Mon to Fri	Per Hour	\$16.80	\$16.80
Medium Meeting Room - Saturday/Sunday/Public Holidays	Per Hire	\$114.40	\$114.40
Medium Meeting Room - New Year's Eve	Per Hire	\$148.50	\$148.50
Large Hall - Mon to Fri	Per Hour	\$33.70	\$33.70
Large Hall - Saturday/Sunday/Public Holidays	Per Hire	\$753.50	\$753.50
Large Hall - New Year's Eve	Per Hire	\$981.20	\$981.20
Large Meeting Room - Mon to Fri	Per Hour	\$22.20	\$22.20
Large Meeting Room - Saturday/Sunday/Public Holidays	Per Hire	\$119.90	\$119.90
Large Meeting Room - New Year's Eve	Per Hire	\$156.20	\$156.20
Commercial Use			
Small Hall - Mon to Fri	Per Hour	\$29.70	\$31.50
Small Hall - Saturday/Sunday/Public Holidays	Per Hire	\$420.20	\$445.50
Small Hall - New Year's Eve	Per Hire	\$546.75	\$579.70
Small Meeting Room - Mon to Fri	Per Hour	\$16.60	\$17.60
Small Meeting Room - Saturday/Sunday/Public Holidays	Per Hire	\$147.95	\$156.75
Small Meeting Room - New Year's Eve	Per Hire	\$192.50	\$203.80
Medium Hall - Mon to Fri	Per Hour	\$41.60	\$44.00
Medium Hall - Saturday/Sunday/Public Holidays	Per Hire	\$770.00	\$816.20
Medium Hall - New Year's Eve	Per Hire	\$1,004.30	\$1,064.80
Medium Meeting Room - Mon to Fri	Per Hour	\$24.90	\$26.40
Medium Meeting Room - Saturday/Sunday/Public Holidays	Per Hire	\$160.60	\$170.50
Medium Meeting Room - New Year's Eve	Per Hire	\$209.00	\$221.65
Large Hall - Mon to Fri	Per Hour	\$50.00	\$53.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Large Hall - Saturday/Sunday/Public Holidays	Per Hire	\$1,113.75	\$1,180.30
Large Hall - New Year's Eve	Per Hire	\$1,445.95	\$1,532.30
Large Meeting Room - Mon to Fri	Per Hour	\$33.40	\$35.40
Large Meeting Room - Saturday/Sunday/Public Holidays	Per Hire	\$173.25	\$183.70
Large Meeting Room - New Year's Eve	Per Hire	\$224.95	\$238.70
Data Projector	Each	\$23.10	\$0.00

BATESFORD HUB

Facility/Room Hire			
Meeting Room 1 Community	Per Hour	\$11.20	\$11.20
Meeting Room 2 Community	Per Hour	\$16.80	\$16.80
Meeting Room 3 Community	Per Hour	\$16.80	\$16.80
Multi purpose room Community	Per Hour	\$28.00	\$28.00
Jordanville Centre Hire - Community	Per Hour	\$20.30	\$20.30
Meeting Room 1 Commercial	Per Hour	\$16.60	\$17.60
Meeting Room 2 Commercial	Per Hour	\$24.90	\$26.40
Meeting Room 3 Commercial	Per Hour	\$24.90	\$26.40
Multi purpose room Commercial	Per Hour	\$41.60	\$44.00
Data Projector	Each	\$23.10	\$0.00
TV with DVD	Each	\$23.10	\$0.00
Jordanville Centre Hire	Per Hour	\$29.70	\$31.50

CLAYTON COMMUNITY CENTRE

Facility/Room Hire			
Additional Cleaning	Per Hour	\$67.40	\$68.30
Bump In/Out & Rehearsal Community	Per Week	\$64.90	\$64.90
Bump In/Out Rehearsal Commercial	Per Week	\$93.30	\$98.90
Meeting Room Community	Per Hour	\$21.60	\$21.60
Meeting Room Commercial	Per Hour	\$37.10	\$39.30
Security Mon-Friday	Per Hour	\$43.80	\$44.40
Security Public Holiday	Per Hour	\$78.70	\$79.70
Security Saturday	Per Hour	\$54.00	\$54.70
Security Sunday	Per Hour	\$67.40	\$68.30
Supervising Technician	Per Hour	\$60.10	\$61.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Theatrette Community	Per day	\$427.20	\$427.20
Theatrette Community	Per Hour	\$64.90	\$64.90
Theatrette Community	Per Week	\$1,416.90	\$1,416.90
Theatrette Commercial	Per day	\$604.50	\$640.75
Theatrette Commercial	Per Hour	\$93.30	\$98.90
Theatrette Commercial	Per Week	\$2,258.40	\$2,393.90

COMMUNITY DEVELOPMENT & SERVICES

RESIDENTIAL CARE

Elizabeth Gardens- 2 bedrooms	Per Week	\$109.00	\$110.55
Elizabeth Gardens - New Residents	Per Week	\$41.45	\$42.05

HOME AND COMMUNITY CARE

Planned Activity Groups - Halcyon			
Day	Per session	\$15.20	\$15.80
Evening	Per session	\$12.50	\$13.00
Full Cost Recovery including Social, Meal & Transport	Per session	\$90.00	\$94.00
Full Cost Recovery including Social and Meal	Per session	\$70.00	\$73.00

Planned Activity Group			
Social Support	Per hour	\$3.90	\$0.00
Out & About Group	Per hour	\$7.90	\$0.00
Activity Hubs			
Seniors Hub Social	Per Session	\$0.00	\$5.10
Full Cost Recovery	Per session	\$0.00	\$26.00

Allied Health OT			
Low	Per hour plus	\$0.00	\$10.00
Medium	Per hour plus	\$0.00	\$10.00
High	Per hour plus	\$0.00	\$10.00

Home Maintenance including Garden Safety			
Low	Per hour plus	\$14.00	\$14.60
Medium	Per hour plus	\$18.70	\$19.40
High	Per hour plus	\$23.90	\$24.80
Full Cost Recovery	Per hour plus	\$62.40	\$64.60

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Home Maintenance - Gutter Cleaning			
Low	Per staff hour	\$21.80	\$22.60
Medium	Per staff hour	\$25.00	\$26.00
High	Per staff hour	\$34.60	\$36.00
Full Cost Recovery	Per staff hour	\$68.80	\$71.50

Home Maintenance - Green Clean (No longer applicable as replaced by Home Maintenance Garden Safety Fees)			
Small Job-Low	Per job	\$41.60	\$0.00
Small Job-Medium	Per job	\$48.90	\$0.00
Small Job-High	Per job	\$60.30	\$0.00
Medium Job-Low	Per job	\$66.60	\$0.00
Medium Job-Medium	Per job	\$82.20	\$0.00
Medium Job-High	Per job	\$99.90	\$0.00
Large Job-Low	Per job	\$108.10	\$0.00
Large Job-Medium	Per job	\$130.00	\$0.00
Large Job-High	Per job	\$160.10	\$0.00

General Home Care			
Low	Per hour	\$6.60	\$6.80
Medium	Per hour	\$16.10	\$16.80
High	Per hour	\$34.30	\$35.60
Full Cost Recovery	Per Hour	\$52.00	\$54.00

Delivered Meals			
Low	Per Meal	\$9.40	\$9.80
Medium	Per Meal	\$9.40	\$9.80
High	Per Meal	\$13.50	\$14.00
Full Cost Recovery	Per Meal	\$15.60	\$16.20

Personal Care			
Low	Per hour	\$4.80	\$5.00
Medium	Per hour	\$9.50	\$9.90
High	Per hour	\$22.90	\$23.80
Full Cost Recovery	Per Hour	\$52.00	\$54.00

Respite Care			
Low	Per hour	\$3.30	\$3.50
Medium	Per hour	\$5.20	\$5.40
High	Per hour	\$14.50	\$15.00
Full Cost Recovery	Per Hour	\$52.00	\$54.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Community Bus			
Assisted Transport Charge	Per return trip	\$2.80	\$2.90
Community Bus Hire -11 seater + Driver	Per hour	\$7.00	\$7.30
Community Bus Hire - 11 Seater + Driver	Per km	\$1.90	\$2.00
Community Bus Per Day Max - 11 Seater + Driver	Per day	\$70.30	\$73.00

CHILDREN, YOUTH AND FAMILY SERVICE

Child Care			
Brine Street - Daily	Per day	\$110.00	\$115.00
Brine Street - Weekly	Per week	\$495.00	\$520.00
Late Fee	Per minute	\$2.50	\$2.50

Preschools			
Enrolment Fee	Per Child	\$13.00	\$13.25

Immunisation

Vaccines			
Chicken Pox (Varicella) Vaccine	Each	\$68.00	\$68.00
Boostrix Vaccine	Each	\$47.00	\$47.00
Flu Vaccine	Each	\$21.00	\$21.00

Family Day Care			
Parent Levy	Per Hour	\$2.00	\$2.10
Family Day Care Administration Fee	Per Hour	\$0.16	\$0.17

YOUTH SERVICES

Bus Charges	Per hour	\$7.00	\$7.30
Bus Charges	Per km	\$1.90	\$2.00
Bus Charges	Per day maximum	\$70.30	\$73.00

LIBRARIES

Photocopy/Scanning Charges			
B&W (A4 only)	Per page	\$0.20	\$0.20
B&W (A3)	Per page	\$0.30	\$0.30
Colour A4	Per page	\$1.00	\$1.00
Colour A3	Per page	\$1.50	\$1.50

Reservation Charges			
Reservation Charges-Adult	Per book	\$1.00	\$1.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Overdue Charges			
Teen/Junior	Per Day	\$0.40	\$0.40
Adult	Per Day	\$0.40	\$0.40

Internet Income			
Fax (1st page)	Per page	\$3.40	\$3.40
Fax (subsequent pages)	Per page	\$1.00	\$1.00
Printing	Per page	\$0.20	\$0.20

Other Library Charges			
Literature Festival Workshops	Each	\$10.50	\$10.50
Chargeable Programs	Each	\$4.20	\$4.20
Library Bags	Each	\$2.10	\$2.10
Sale of Redundant Library Books	Each	\$0.50	\$0.50
Replacement Membership Card	Per card	\$3.60	\$3.60

Lost and Damaged Books			
Magazines and Paperbacks	Each	\$6.80	\$7.00
Books	Each	\$16.50	\$17.00

Library Meeting Rooms			
Weekdays and Saturdays - Community Rate	Per hour	\$27.00	\$27.00
Weekdays and Saturdays - Commercial Rate	Per hour	\$38.00	\$38.00
Sunday	Per half day	\$360.00	\$360.00

FESTIVAL SITE FEES

Carols by Candlelight - Commercial Vendor	Per Stall	\$365.00	\$365.00
Festival - Oakleigh Commercial vendor site fee	Per stall	\$161.00	\$161.00
Festival - Clayton Commercial Vendor site fee	Per Stall	\$161.00	\$161.00
Festival vendors power fee	Per Stall	\$70.00	\$70.00
Events - Commercial Marquee Hire	Per Stall	\$180.00	\$180.00
Events - Community Marquee Hire	Per stall	\$161.00	\$161.00
Events - Commercial Vendor Site Fee	Per Stall	\$83.00	\$83.00
Eaton Mall - Event Application Fee – Commercial	Per event	\$350.00	\$350.00
Eaton Mall - Event Application Fee – Community	Per event	\$100.00	\$100.00

MONASH GALLERY OF ART

Hire and Rental Charges			
Focus Gallery (min 3 hrs)	Per Hour	\$48.00	\$48.00
MGA Boardroom	Per Hour	\$48.00	\$48.00
Special Exhibitions Gallery (min 3 hrs)	Per Hour	\$175.00	\$175.00
Willow Gallery and Cafe Deck (min 3 hrs)	Per Hour	\$82.00	\$82.00
Staff Charge (min 3 hrs)	Per Hour	\$65.00	\$65.00
Security Guard	Each	\$200.00	\$200.00

RECREATION SERVICES

Waverley Golf Course			
9 Holes Concession	Each	\$14.40	\$15.00
9 Holes Concession Packaged (receive 10 rounds)	Each	\$129.20	\$134.40
9 Holes Concession Packaged (receive 25 rounds)	Each	\$315.80	\$328.40
9 Holes Mid Week	Each	\$18.70	\$19.40
9 Holes Mid Week Packaged (receive 10 rounds)	Each	\$168.50	\$175.20
9 Holes Mid Week Packaged (receive 25 rounds)	Each	\$411.90	\$428.40
9 Holes Weekend	Each	\$21.90	\$22.80
9 Hole Variable Pricing minimum	Each	\$14.40	\$15.00
9 Hole Variable Pricing maximum	Each	\$18.70	\$19.40
18 Holes Concession	Each	\$19.10	\$19.90
18 Holes Concession Packaged (receive 10 rounds)	Each	\$171.80	\$178.70
18 Holes Concession Packaged (receive 25 rounds)	Each	\$419.90	\$436.70
18 Holes Mid Week	Each	\$26.40	\$27.50
18 Holes Mid Week Packaged (receive 10 rounds)	Each	\$237.80	\$247.30
18 Holes Mid Week Packaged (receive 25 rounds)	Each	\$581.20	\$604.40
18 Holes Weekend	Each	\$30.30	\$31.50
18 Holes Weekend Packaged (receive 10 rounds)	Each	\$272.40	\$283.30
18 Holes Weekend Packaged (receive 25 rounds)	Each	\$665.80	\$692.40
18 Holes Variable Pricing minimum	Each	\$19.10	\$19.90
18 Holes Variable Pricing maximum	Each	\$30.30	\$31.50
Twilight Rate	Each	\$21.00	\$21.80
Practice Range - 50 Balls	Each	\$12.10	\$12.60
Practice Range - 100 Balls	Each	\$16.00	\$16.60

Oakleigh Golf Course			
9 Holes Concession	Each	\$10.30	\$10.70
9 Holes Concession Packaged (receive 10 rounds)	Each	\$92.70	\$96.40
9 Holes Concession Packaged (receive 25 rounds)	Each	\$226.50	\$235.60
9 Holes Mid Week	Each	\$15.90	\$16.50
9 Holes Mid Week Packaged (receive 10 rounds)	Each	\$143.20	\$148.90
9 Holes Mid Week Packaged (receive 25 rounds)	Each	\$350.10	\$364.10
9 Holes Weekend	Each	\$15.90	\$16.50
9 Holes Weekend Packaged (receive 10 rounds)	Each	\$143.20	\$148.90
9 Holes Weekend Packaged (receive 25 rounds)	Each	\$350.10	\$364.10
9 Hole Variable Pricing minimum	Each	\$10.30	\$10.70
9 Hole Variable Pricing maximum	Each	\$15.90	\$16.50
18 Holes Concession	Each	\$16.20	\$16.80
18 Holes Concession Packaged (receive 10 rounds)	Each	\$146.00	\$151.80

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
18 Holes Concession Packaged (receive 25 rounds)	Each	\$356.90	\$371.20
18 Holes Mid Week	Each	\$21.20	\$22.00
18 Holes Mid Week Packaged (receive 10 rounds)	Each	\$191.00	\$198.60
18 Holes Mid Week Packaged (receive 25 rounds)	Each	\$466.80	\$485.50
18 Holes Weekend	Each	\$21.20	\$22.00
18 Holes Weekend Packaged (receive 10 rounds)	Each	\$191.00	\$198.60
18 Holes Weekend Packaged (receive 25 rounds)	Each	\$466.80	\$485.50
18 Holes Variable Pricing minimum	Each	\$16.20	\$16.80
18 Holes Variable Pricing maximum	Each	\$21.20	\$22.00
Twilight Rate	Each	\$16.20	\$16.80

Hire Charges and Rental			
Archery- Freeway Reserve	Per year	\$697.60	\$725.50
Association Fee - Annual Ungraded Pavilions	Per year	\$1,034.00	\$1,075.40
Athletics- Central Reserve	Per year	\$1,887.40	\$1,962.90
Athletics- Davies Reserve	Per year	\$697.60	\$725.50
Baseball- Napier Park - Senior	Per season	\$268.20	\$278.90
Baseball- Napier Park- Junior	Per season	\$124.40	\$129.40
Baseball- Napier Park- Under 13	Per season	\$24.90	\$25.90
Baseball- Scotchmans Run - Junior	Per season	\$74.10	\$77.10
Baseball- Scotchmans Run - Senior	Per season	\$146.00	\$151.80
Baseball- Scotchmans Run- Under 13	Per season	\$24.50	\$25.50
Baseball- Gladeswood - Junior	Per season	\$97.30	\$101.20
Baseball- Gladeswood - Senior	Per season	\$195.80	\$203.60
Baseball- Gladeswood- Under 13	Per season	\$23.80	\$24.80
BMX - Stan Riley Reserve	Per year	\$697.60	\$725.50
Club Fee Annual Ungraded Pavilions : Different Use	Per year	\$352.60	\$366.70
Cricket - A Turf - Sunday Junior	Per season	\$1,006.00	\$1,046.20
Cricket - A Turf - Sunday Senior	Per season	\$2,033.40	\$2,114.70
Cricket - A Turf- Junior	Per season	\$2,011.80	\$2,092.30
Cricket - A Turf- Senior	Per season	\$4,064.60	\$4,227.20
Cricket - B Turf - Junior	Per season	\$1,779.20	\$1,850.40
Cricket - B Turf - Senior	Per season	\$3,565.00	\$3,707.60
Cricket - B Turf - Sunday Junior	Per season	\$892.30	\$928.00
Cricket - B Turf - Sunday Senior	Per season	\$1,782.50	\$1,853.80
Cricket - C Turf - Junior	Per season	\$1,568.30	\$1,631.00
Cricket - C Turf - Senior	Per season	\$3,131.20	\$3,256.40
Cricket - C Turf - Sunday Junior	Per season	\$784.20	\$815.60

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Cricket - C Turf - Sunday Senior	Per season	\$1,566.10	\$1,628.70
Cricket - Synthetic - Junior	Per season	\$348.30	\$362.20
Cricket - Synthetic - Senior	Per season	\$697.60	\$725.50
Cricket - Synthetic - Under 13	Per season	\$23.80	\$24.80
Cricket- D Grade - Junior	Per season	\$235.80	\$245.20
Cricket- D Grade - Senior	Per season	\$475.90	\$494.90
Cricket- D Grade - Under 13	Per season	\$23.80	\$24.80
Croquet - Electra Reserve	Per year	\$697.60	\$725.50
Dog Clubs - Electra Reserve	Per year	\$697.60	\$725.50
Football - A Grade Reserve Junior	Per season	\$419.60	\$436.40
Football - A Grade Reserve Senior	Per season	\$838.20	\$871.70
Football - A Grade Reserve Under 13	Per season	\$24.90	\$25.90
Football - B Grade Reserve Junior	Per season	\$351.50	\$365.60
Football - B Grade Reserve Senior	Per season	\$697.60	\$725.50
Football - B Grade Reserve Under 13	Per season	\$24.90	\$25.90
Football - C Grade Reserve Junior	Per season	\$300.70	\$312.70
Football - C Grade Reserve Senior	Per season	\$600.30	\$624.30
Football - C Grade Reserve Under 13	Per season	\$24.30	\$25.30
Football - D Grade Reserve Junior	Per season	\$178.50	\$185.60
Football - D Grade Reserve Senior	Per season	\$351.50	\$365.60
Football - D Grade Reserve Under 13	Per season	\$24.30	\$25.30
Horse Riding - Drummie - Full usage	Per year	\$1,049.10	\$1,091.10
Horse Riding - Drummie - Restricted	Per year	\$524.60	\$545.60
Leased Properties - Bowls (per court)	Each	\$421.80	\$438.70
Leased Properties - Bowls (per pavilion)	each	\$335.30	\$348.70
Leased Properties - Tennis (per court)	Each	\$113.60	\$118.10
Leased Properties - Tennis (per pavilion)	Each	\$335.30	\$348.70
Leased Properties - Waverley Advanced Gymnastics Club	Per Year	\$11,740.80	\$12,210.40
Leased Properties - Waverley Basketball Association	Per Year	\$4.30	\$4.50
Leased Properties - Waverley Hockey Club	Per Year	\$1,341.20	\$1,394.80
Leased Properties - Waverley Night Netball Association	Per Year	\$4.30	\$4.50
Netball - Ashwood College	Per season	\$697.60	\$725.50
Off Season Pavilion Fee	Each	\$183.90	\$191.30

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Pavilions - A Grade Junior	Per season	\$243.40	\$253.10
Pavilions - A Grade Senior	Per season	\$488.90	\$508.50
Pavilions - B Grade Junior	Per season	\$178.50	\$185.60
Pavilions - B Grade Senior	Per season	\$351.50	\$365.60
Pavilions - C Grade Junior	Per season	\$129.80	\$135.00
Pavilions - C Grade Senior	Per season	\$259.60	\$270.00
Pavilions - D Grade Junior	Per season	\$64.90	\$67.50
Pavilions - D Grade Senior	Per season	\$126.60	\$131.70
Rental of Reserve Commercial Rental	Per half day	\$1,609.50	\$1,706.10
Rental of Reserve Commercial Rental > 3 hours	Per day	\$2,425.30	\$2,570.80
Rental of Reserve Cricket final exclusive use - Synthetic (Juniors)	Per game	\$119.00	\$123.80
Rental of Reserve Cricket final exclusive use - Synthetic (Seniors)	Per game	\$238.00	\$247.50
Rental of Reserve Cricket final exclusive use - Turf (Juniors)	Per game	\$232.50	\$241.80
Rental of Reserve Cricket final exclusive use - Turf (Seniors)	Per game	\$897.70	\$933.60
Rental of Reserve Cricket final shared use - Synthetic (Snr. & Jnr)	Per game	\$238.00	\$247.50
Rental of Reserve Cricket final shared use - Turf (Snr & Jnr)	Per game	\$892.30	\$928.00
Rental of Reserve - Central Reserve	Per season	\$16,770.20	\$17,441.00
Rental of Reserve Existing pitch use (turf cricket)	Per day	\$232.50	\$241.80
Rental of Reserve Existing pitch use with curator (turf cricket)	Per day	\$578.70	\$601.80
Rental of Reserve Fitness Group Franchise Rental	Per month	\$167.50	\$174.20
Rental of Reserve Football League final (Juniors)	Per day	\$210.90	\$219.30
Rental of Reserve Football League final (Seniors)	Per day	\$421.80	\$438.70
Rental of Reserve Full day	Per day	\$243.40	\$253.10
Rental of Reserve Half day	Per half day	\$129.80	\$135.00
Rental of Reserve Half day - Monash Clubs (25%)	Per half day	\$0.00	\$33.70
Rental of Reserve New pitch use (junior turf cricket)	Per game	\$232.50	\$241.80
Rental of Reserve New pitch use (senior turf cricket)	Per game	\$892.30	\$928.00
Rental of Reserve Rugby final (Juniors)	Per day	\$210.90	\$219.30
Rental of Reserve Rugby final (Seniors)	Per day	\$421.80	\$438.70
Rental of Reserve Soccer League final (Juniors)	Per day	\$210.90	\$219.30
Rental of Reserve Soccer League final (Seniors)	Per day	\$421.80	\$438.70

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Rental of Storage Space - Poseidon Angling Club	Per Year	\$183.90	\$191.30
Rugby Union & League - A Grade Junior	Per season	\$366.70	\$381.40
Rugby Union & League - A Grade Senior	Per season	\$740.90	\$770.50
Rugby Union & League - A Grade Under 13	Per season	\$24.90	\$25.90
Rugby Union & League - B Grade Junior	Per season	\$351.50	\$365.60
Rugby Union & League - B Grade Senior	Per season	\$697.60	\$725.50
Rugby Union & League - B Grade Under 13	Per season	\$24.90	\$25.90
Soccer - A Grade Junior	Per season	\$351.50	\$365.60
Soccer - A Grade Senior	Per season	\$697.60	\$725.50
Soccer - A Grade Under 13	Per season	\$24.90	\$25.90
Soccer - B Grade Junior	Per season	\$292.00	\$303.70
Soccer - B Grade Senior	Per season	\$586.30	\$609.80
Soccer - B Grade Under 13	Per season	\$24.90	\$25.90
Soccer - C Grade Junior	Per season	\$243.40	\$253.10
Soccer - C Grade Senior	Per season	\$492.10	\$511.80
Soccer - C Grade Under 13	Per season	\$24.90	\$25.90
Softball -Other Sites Junior	Per season	\$36.80	\$0.00
Softball -Other Sites Senior	Per season	\$73.50	\$0.00
Softball -Other Sites Under 13	Per season	\$24.90	\$0.00
Softball -Waverley Women's Centre Junior	Per season	\$64.90	\$67.50
Softball -Waverley Women's Centre Senior	Per season	\$125.50	\$130.50
Softball -Waverley Women's Centre Under 13	Per season	\$24.90	\$25.90
Touch Football - Junior Competition	Per season	\$697.60	\$725.50
Touch Football - Senior Competition	Per season	\$1,034.00	\$1,075.40
Soccer - Jack Edwards Synthetic (Monash tenant clubs 20hr per week)	Per hour	\$11.40	\$11.90
Soccer - Jack Edwards Synthetic (Monash based clubs)	Per hour	\$17.20	\$17.90
Soccer - Jack Edwards (Monash based schools) Jul - Sep	Per season	\$22.90	\$0.00
Soccer - Jack Edwards Synthetic (Monash based schools)	Per hour	\$28.60	\$29.70
Soccer - Jack Edwards (Other users) Jul - Sep	Per season	\$34.30	\$0.00
Soccer - Jack Edwards Synthetic (Other users)	Per hour	\$40.00	\$41.60

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
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CLAYTON AQUATIC AND HEALTH CENTRE

Entrance Fees			
Entrance Fees - 25 visit Adult CAHC	Each	\$142.60	\$147.20
Entrance Fees - 25 visit Child / Conc.	Each	\$98.90	\$103.50
Entrance Fees - 25 visit Swim/Spa	Each	\$236.90	\$246.10
Entrance Fees - 50 visit Adult CAHC	Each	\$260.40	\$268.80
Entrance Fees - 50 visit Child / Conc.	Each	\$180.60	\$189.00
Entrance Fees - Adult CAHC	Each	\$6.20	\$6.40
Entrance Fees - Children CAHC	Each	\$4.30	\$4.50
Entrance Fees - Conc. 25 visit Swim/Spa	Each	\$163.30	\$170.20
Entrance Fees - Conc. Swim/Spa	Each	\$7.10	\$7.40
Entrance Fees - Conc./Pensioner/Senior CAHC	Each	\$4.30	\$4.50
Entrance Fees - Family Entry CAHC	Each	\$18.00	\$18.70
Entrance Fees - Spectator Fees CAHC	Each	\$1.00	\$1.00
Entrance Fees - Swim/Spa	Each	\$10.30	\$10.70
Facility/Room Hire			
Lane Hire - 25m Pool Hire Casual	Per Hour	\$58.30	\$62.00
Lane Hire - 25m Pool Term Hire	Per Hour	\$46.60	\$49.60
Lane Hire - 25m Pool Hire Over 20hrs/week	Per Hour	\$43.70	\$46.50
Full Pool Booking - 25m Pool	Per Hour	\$340.30	\$353.90
Full Pool Booking - Learn To Swim Pool	Per Hour	\$115.50	\$120.10
Room Hire - Group Fitness Studio Casual	Per Hour	\$67.30	\$66.90
Room Hire - Group Fitness Studio - Term Hire	Per Hour	\$53.80	\$53.50
Room Hire - Group Fitness Studio - Over 20hrs/week	Per Hour	\$50.50	\$50.20
Learn To Swim			
Squad Program -GST	Each	\$24.00	\$24.50
Concession Squad Program	Each	\$21.57	\$22.10
Term Program Non GST	Each	\$19.90	\$20.30
Concession Term Program	Each	\$17.90	\$18.30
Privates (Not school) Non GST	Each	\$59.60	\$60.80
Concession Privates (Not school) Non GST	Each	\$53.61	\$54.70
Term Program Non GST Administration Fee	Each	\$30.00	\$30.00
Schools 6-7 Ratio Non GST	Each	\$9.40	\$9.60
Schools 8-9 Ratio Non GST	Each	\$9.10	\$9.30
Schools 10+ Ratio Non GST	Each	\$8.65	\$8.80
Schools Fun Day	Each	\$11.20	\$11.60
Buses 1st Bus - No Seat Belt GST	Each	\$305.30	\$305.30
Buses 1st Bus - With Seat Belt GST	Each	\$434.60	\$434.60
Buses Consecutive Bus - No Seat Belt GST	Each	\$78.40	\$78.40
Buses Consecutive Bus - With Seat Belt GST	Each	\$95.40	\$95.40
Birthday Parties	Each	\$31.00	\$31.60
Additional Party Leader	Each	\$43.00	\$44.70

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
ASI Program	Each	\$32.10	\$32.70
Membership Fees			
Membership Joining & Administration Fees			
Administration Fee	Each	\$30.00	\$30.00
Joining Fee	Each	\$50.00	\$50.00
Concession Joining Fee	Each	\$19.00	\$19.00
Club Memberships - Fortnightly			
Red Club	Each	\$34.40	\$35.77
Red Concession Club	Each	\$30.95	\$32.22
Red Corporate Club	Each	\$30.95	\$32.22
Fortnightly Memberships			
Red Flexi	Each	\$39.20	\$40.80
Red Concession Flexi	Each	\$35.25	\$36.70
Red Corporate Flexi	Each	\$35.25	\$36.70
Red Prime of Life	Each	\$25.20	\$26.20
Red Teen Fitness	Each	\$25.20	\$26.20
Club Memberships - Monthly			
CAHC Club	Each	\$74.50	\$77.50
CAHC Concession Club	Each	\$67.10	\$69.80
CAHC Corporate Club	Each	\$67.10	\$69.80
Flexi Memberships - Monthly			
CAHC Flexi	Each	\$85.00	\$88.40
CAHC Concession Flexi	Each	\$76.50	\$79.60
CAHC Corporate Flexi	Each	\$76.50	\$79.60
CAHC Prime of Life	Each	\$54.60	\$56.80
Group Functional Training Memberships			
Group Functional Training Membership - Members	Each	\$30.00	\$30.60
Group Functional Training Membership - Non Member	Each	\$40.00	\$40.80
Personal Training Memberships - Fortnightly			
PT Plus 1	Each	\$76.50	\$78.00
PT Plus 2	Each	\$153.00	\$156.00
PT Plus 3	Each	\$229.50	\$234.00
Personal Training Memberships - Monthly			
CAHC PT Plus 1 Direct Debit	Each	\$165.75	\$169.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Upfront Club Membership			
Red Club 12 Months Upfront	Each	\$894.40	\$930.00
Red Concession Club 12 Months Upfront	Each	\$804.70	\$837.60
Red Corporate Club 12 Months Upfront	Each	\$804.70	\$837.60
Red Prime of Life 12 Months Upfront	Each	\$655.20	\$681.20
Upfront Flexi Membership			
Red Flexi 3 Months Upfront	Each	\$372.00	\$384.80
Red Concession Flexi 3 Months Upfront	Each	\$315.60	\$326.40
Red Prime of Life 3 Months Upfront	Each	\$216.20	\$224.80
Funded Membership			
Funded Membership - 3 Months Upfront	Each	\$564.50	\$587.10
Funded Membership - 6 Months Upfront	Each	\$841.30	\$875.00
Funded Membership - 12 Months Upfront	Each	\$1,125.80	\$1,170.80
<u>Membership</u>			
PT Plus - 2 session per week	Each	\$331.50	\$0.00
<u>Active Monash Red Flexi</u>			
Corporate Join	Each	\$19.00	\$0.00
Teen Fitness	Each	\$19.00	\$0.00
Fitness Programs			
Group Exercise	Per Session	\$18.00	\$18.70
10 Visit Group Exercise	Each	\$162.20	\$168.30
Group Exercise Concession	Per Session	\$10.20	\$10.60
10 Visit Group Exercise Older Adult	Each	\$91.80	\$95.40
10 Visit Teen Fitness	Per Session	\$91.80	\$95.40
Active Link	Per Session	\$6.90	\$7.20
10 Visit ActiveLink	Per Session	\$62.00	\$64.80
Active Abilities	Per Session	\$10.20	\$10.60
Active Kids	Per Session	\$10.20	\$10.60
Casual Gym Visit	Per Session	\$21.20	\$22.00
Casual Gym Concession	Per Session	\$19.10	\$19.80
Personal Training			
Personal Training 1 Visit	Each	\$51.00	\$52.00
Personal Training 5 Visits	Each	\$229.50	\$234.00
Personal Training 10 Visits	Each	\$433.50	\$442.00
Personal Training 20 Visits	Each	\$816.00	\$832.00
Personal Training - Intro to PT	Per week	\$49.95	\$69.95
Group Personal Training 1 Session	Per week	\$85.00	\$86.70
Group Personal Training 5 Sessions	Per week	\$382.50	\$390.15
Special Personal Training Programs 0 PT + Group	Per week	\$14.00	\$14.30

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Special Personal Training Programs 1 PT + Group	Per week	\$52.00	\$46.80
Special Personal Training Programs 2 PT + Group	Per week	\$77.00	\$83.20

MONASH AQUATIC AND RECREATION CENTRE

Entrance Fees			
Adult Swim	Each	\$7.60	\$7.90
Child Swim	Each	\$5.80	\$6.00
Concession Swim	Each	\$5.80	\$6.00
Family Swim	Each	\$25.20	\$26.20
Non Swim Entry	Each	\$2.00	\$2.00
25 Visit Adult Swim	Each	\$174.80	\$181.70
25 Visit Concession Swim	Each	\$133.40	\$138.00
50 Visit Adult Swim	Each	\$319.20	\$331.80
50 Visit Concession Swim	Each	\$243.60	\$252.00
Adult Swim/Spa/Sauna	Each	\$14.30	\$14.90
Concession Swim/Spa/Sauna	Each	\$11.50	\$12.00
25 Visit Swim/Spa/Sauna	Each	\$328.90	\$342.70
25 Visit concession Swim/Spa/Sauna	Each	\$264.50	\$276.00
Facility/Room Hire			
Lane Hires - 50m Pool	Each	\$64.30	\$66.90
Lane Hires - 50m Pool - Term Hire	Per Hour	\$51.40	\$53.50
Lane Hires - 50m Pool - Over 10hrs per week	Per Hour	\$48.20	\$50.20
Lane Hires - 50m Pool - Over 30hrs per week PEAK	Per Hour	\$39.90	\$42.10
Lane Hires - 50m Pool - Over 30hrs per week OFF PEAK	Per Hour	\$21.65	\$22.70
Full Pool Booking - 50m pool	Per Hour	\$344.50	\$358.30
50m Pool Carnival - Setup/Equipment Hire	Each	\$195.40	\$203.20
Lane Hires - 25m Pool Hire Casual	Per Hour	\$59.60	\$62.00
Lane Hires - 25m Pool - Term Hire	Per Hour	\$47.70	\$49.60
Lane Hires - 25m Pool - Over 20hrs per week	Per Hour	\$44.70	\$46.50
Lane Hires - 25m Pool - Over 30hrs per week PEAK	Per Hour	\$33.15	\$34.70
Lane Hires - 25m Pool - Over 30hrs per week OFF PEAK	Per Hour	\$17.85	\$18.60
Lane Hires - 25m Pool - Full Pool Booking	Per Hour	\$375.20	\$390.20
Learn To Swim Pool Lane Hire - Casual	Per Hour	\$32.10	\$33.40
Learn To Swim Pool Lane Hire - Term Hire	Per Hour	\$25.65	\$26.70
Learn To Swim Pool Lane Hire - Over 20 hrs per week	Per Hour	\$24.08	\$25.10
Learn To Swim Pool - Full Pool Booking	Per Hour	\$115.50	\$120.10
Warm Water Exercise Half Pool Hire - Casual	Per Hour	\$90.50	\$94.10
Warm Water Exercise Half Pool Hire - Term Hire	Per Hour	\$72.40	\$75.30
Warm Water Exercise Half Pool Hire - Over 20 hrs per week	Per Hour	\$67.85	\$70.60
Warm Water Exercise Full Pool Hire	Per Hour	\$181.00	\$188.20
Wave Pool Hire - Casual	Per Hour	\$169.05	\$175.80
Wave Pool Hire - Term Hire	Per Hour	\$135.25	\$140.60
Facility Hire - Casual Group booking (per person)	Per Hour	\$3.60	\$3.70

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Room Hire - Aerobic Studio - Casual	Each	\$106.00	\$110.20
Room Hire - Aerobic Studio - Term Hire	Each	\$84.80	\$88.20
Room Hire - Aerobic Studio - Over 20hrs per week	Each	\$79.50	\$82.70
Room Hire - Exercise Studio - Casual	Each	\$106.00	\$110.20
Room Hire - Exercise Studio - Term Hire	Each	\$84.80	\$88.20
Room Hire - Exercise Studio - Over 20hrs per week	Each	\$79.50	\$66.20
Room Hire - Meeting Room - Casual	Each	\$63.10	\$65.60
Room Hire - Meeting Room - Term Hire	Each	\$50.48	\$52.50
Room Hire - Meeting Room - Over 20hrs per week	Each	\$47.33	\$49.20
Room Hire - Crèche - Casual	Each	\$77.40	\$80.50
Room Hire - Crèche - Term Hire	Each	\$61.90	\$64.40
Room Hire - Crèche - Over 20hrs per week	Each	\$58.05	\$60.40
Learn to Swim			
Squad Program -GST	Each	\$24.00	\$24.50
Concession Squad Program - GST	Each	\$21.57	\$22.10
Term Program Non GST	Each	\$19.90	\$20.30
Concession Term Program	Each	\$17.90	\$18.30
Privates (Not School) Non GST	Each	\$59.60	\$60.80
Concession Privates (Not school) Non GST	Each	\$53.61	\$54.70
Term Program Non GST Administration Fee	Each	\$30.00	\$30.00
Schools 6-7 Ratio Non GST	Each	\$9.40	\$9.60
Schools 8-9 Ratio Non GST	Each	\$9.10	\$9.30
Schools 10+ Ratio Non GST	Each	\$8.65	\$8.80
Schools Fun Day	Each	\$11.20	\$11.60
Buses 1st Bus - No Seat Belt GST	Each	\$305.30	\$305.30
Buses 1st Bus - With Seat Belt GST	Each	\$434.60	\$434.60
Buses Consecutive Bus - No Seat Belt GST	Each	\$78.40	\$78.40
Buses Consecutive Bus - With Seat Belt GST	Each	\$95.40	\$95.40
Birthday Parties	Each	\$31.00	\$31.60
Additional Party Leader	Each	\$43.00	\$44.70
ASI Program	Each	\$32.10	\$32.70
Membership Fees			
Membership Joining & Administration Fees			
Administration Fee	Each	\$30.00	\$ 30.00
Joining Fee	Each	\$50.00	\$ 50.00
Concession Joining Fee	Each	\$19.00	\$ 19.00
Club Memberships - Fortnightly			
Blue Club	Each	\$43.30	\$45.00
Blue Concession Club	Each	\$39.00	\$40.50
Blue Corporate Club	Each	\$36.80	\$38.30
Flexi Memberships - Fortnightly			

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Blue Flexi	Each	\$48.00	\$49.00
Blue Concession Flexi	Each	\$43.15	\$44.10
Blue Corporate Flexi	Each	\$43.15	\$44.10
Blue Prime of Life	Each	\$32.50	\$33.10
Blue Teen Fitness	Each	\$32.50	\$33.10
Club Memberships - Monthly			
MARC Club	Each	\$93.85	\$95.70
MARC Concession Club	Each	\$84.50	\$86.10
MARC Corporate Club	Each	\$79.80	\$83.00
Flexi Memberships - Monthly			
MARC Flexi	Each	\$104.00	\$106.10
MARC Concession Flexi	Each	\$93.60	\$95.50
MARC Corporate Flexi	Each	\$93.50	\$95.50
MARC Prime Of Life	Each	\$70.40	\$71.80
Group Functional Training Memberships			
Group Functional Training Membership - Members	Each	\$30.00	\$30.60
Group Functional Training Membership - Non Member	Each	\$40.00	\$40.80
Personal Training Memberships - Monthly			
MARC PT Plus 1	Each	\$165.75	\$169.00
MARC PT Plus 2	Each	\$331.50	\$338.00
PT Plus - 3 session per week - Monthly	Each	\$497.25	\$0.00
Personal Training Memberships - Fortnightly			
PT Plus 1	Each	\$76.50	\$78.00
PT Plus 2	Each	\$153.00	\$156.00
PT Plus 3	Each	\$229.50	\$234.00
Upfront Club Membership			
Blue Club 12 Months Upfront	Each	\$1,125.80	\$1,170.00
Blue Concession Club 12 Months Upfront	Each	\$1,014.00	\$1,053.00
Blue Corporate Club 12 Months Upfront	Each	\$0.00	\$1,053.00
Blue Prime of Life 12 Months Upfront	Each	\$844.80	\$860.60
Upfront Flexi Membership			
Blue Flexi 3 Months Upfront	Each	\$455.30	\$471.20
Blue Concession Flexi 3 Months Upfront	Each	\$384.60	\$398.10
Blue Prime of Life 3 Months Upfront	Each	\$278.80	\$289.95
Funded Membership			
Funded Membership - 3 Months Upfront	Each	\$564.50	\$587.10
Funded Membership - 6 Months Upfront	Each	\$841.30	\$875.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Funded Membership - 12 Months Upfront	Each	\$1,125.80	\$1,170.80
Fitness Programs			
Group Exercise	Per Session	\$18.00	\$18.70
10 Visit Group Exercise	Each	\$162.20	\$168.30
Group Exercise Concession	Per Session	\$10.20	\$10.60
10 Visit Group Exercise Older Adult	Each	\$91.80	\$95.40
10 Visit Teen Fitness	Each	\$91.80	\$95.40
Active Link	Each	\$6.90	\$7.20
10 Visit ActiveLink	Each	\$62.00	\$64.80
Active Abilities	Each	\$10.20	\$10.60
Active Kids	Each	\$10.20	\$10.60
Casual Gym	Each	\$27.40	\$28.50
Casual Gym Concession	Each	\$24.70	\$25.65
Personal Training			
Personal Training 1 Visit	Each	\$51.00	\$52.00
Personal Training 5 Visits	Each	\$229.50	\$234.00
Personal Training 10 Visits	Each	\$433.50	\$442.00
Personal Training 20 Visits	Each	\$816.00	\$832.00
Personal Training Group - Intro into PT	Each	\$49.95	\$69.95
Group Personal Training 1 Session	Each	\$85.00	\$86.70
Group Personal Training 5 Sessions	Each	\$382.50	\$390.15
Special Personal Training Programs 0 PT + Group	Per week	\$14.00	\$14.30
Special Personal Training Programs 1 PT + Group	Per week	\$52.00	\$46.80
Special Personal Training Programs 2 PT + Group	Per week	\$77.00	\$83.20

OAKLEIGH RECREATION CENTRE

Membership Fees			
Membership Joining & Administration Fees			
Administration Fee	Each	\$30.00	\$30.00
Joining Fee	Each	\$50.00	\$50.00
Concession Joining Fee	Each	\$19.00	\$19.00
Club Memberships - Fortnightly			
Orange Club	Each	\$36.10	\$37.60
Orange Concession Club	Each	\$32.50	\$33.80
Orange Corporate Club	Each	\$32.50	\$33.80
Orange Stadium Club	Each	\$27.10	\$28.20
Flexi Memberships - Fortnightly			
Orange Flexi	Each	\$40.90	\$42.50
Orange Concession Flexi	Each	\$36.80	\$38.25
Orange Corporate Flexi	Each	\$36.80	\$38.25

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Orange Prime of Life	Each	\$26.40	\$27.50
Orange Stadium Flexi	Each	\$31.00	\$32.20
Orange Teen Fitness	Each	\$26.40	\$27.50
Club Memberships - Monthly			
ORC Club	Each	\$78.30	\$81.40
ORC Club Concession	Each	\$70.50	\$73.30
ORC Club Corporate	Each	\$70.50	\$73.30
ORC Stadium Club	Each	\$58.80	\$61.70
Flexi Memberships - Monthly			
ORC Flexi	Each	\$88.60	\$92.10
ORC Concession Flexi	Each	\$79.70	\$82.90
ORC Corporate Flexi	Each	\$79.70	\$82.90
ORC Prime Of Life	Each	\$57.20	\$59.50
Group Functional Training Memberships			
Group Functional Training Membership - Members	Each	\$ 30.00	\$30.60
Group Functional Training Membership - Non Member	Each	\$ 40.00	\$40.80
Personal Training Memberships - Fortnightly			
PT Plus 1	Each	\$76.50	\$78.00
PT Plus 2	Each	\$153.00	\$156.00
PT Plus 3	Each	\$229.50	\$234.00
Upfront Club Membership			
Orange Club 12 Months Upfront	Each	\$938.60	\$977.60
Orange Concession Club 12 Months Upfront	Each	\$846.00	\$879.80
Orange Corporate Club 12 Months Upfront	Each	\$846.00	\$879.80
Orange Prime of Life 12 Months Upfront	Each	\$686.40	\$715.00
Upfront Flexi Membership			
Orange Flexi 3 Months Upfront	Each	\$387.90	\$401.90
Orange Concession Flexi 3 Months Upfront	Each	\$329.20	\$340.30
Orange Prime of Life 3 Months Upfront	Each	\$226.50	\$236.00
Funded Membership			
Funded Membership - 3 Months Upfront	Each	\$564.50	\$587.10
Funded Membership - 6 Months Upfront	Each	\$841.30	\$875.00
Funded Membership - 12 Months Upfront	Each	\$1,125.80	\$1,170.80
CrossFit Memberships			
CrossFit Membership	Each	\$83.10	\$84.80
CrossFit Membership 6 Months Upfront	Each	\$1,080.30	\$1,102.40
CrossFit Membership - Staff	Each	\$51.50	\$53.60

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
<u>ORC Club</u>			
M'Ship ORC- Stadium Flexi- monthly fee	Each	\$69.30	\$0.00
PT Plus - 1 session per week	Each	\$165.75	\$0.00
PT Plus - 2 session per week	Each	\$331.50	\$0.00
PT Plus - 3 session per week	Each	\$497.25	\$0.00
Fitness Programs			
Group Exercise	Per Session	\$18.00	\$18.70
10 Visit Group Exercise	Each	\$162.20	\$168.30
Group Exercise Concession	Per Session	\$10.20	\$10.60
10 Visit Group Exercise Older Adult	Each	\$91.80	\$95.40
10 Visit Teen Fitness	Each	\$91.80	\$95.40
Active Link	Each	\$6.90	\$7.20
10 Visit ActiveLink	Each	\$62.00	\$64.80
Active Abilities	Each	\$10.20	\$10.60
Active Kids	Each	\$10.20	\$10.60
Casual Gym	Per Session	\$21.20	\$22.00
Casual Gym Concession	Per Session	\$19.10	\$19.80
Personal Training			
Personal Training 1 Visit	Each	\$51.00	\$52.00
Personal Training 5 Visits	Each	\$229.50	\$234.00
Personal Training 10 Visits	Each	\$433.50	\$442.00
Personal Training 20 Visits	Each	\$816.00	\$832.00
Personal Training - Intro to PT	Each	\$49.95	\$69.95
Group Personal Training 1 Session	Each	\$85.00	\$86.70
Group Personal Training 5 Sessions	Each	\$382.50	\$390.15
Special Personal Training Programs 0 PT + Group	Per week	\$14.00	\$14.30
Special Personal Training Programs 1 PT + Group	Per week	\$52.00	\$46.80
Special Personal Training Programs 2 PT + Group	Per week	\$77.00	\$83.20
OAKLEIGH STADIUM			
Entrance Fees			
Basketball Game Fee	Each	\$73.60	\$73.60
Junior Basketball Game Fee	Each	\$44.40	\$44.40
Basketball Senior Registration	Each	\$194.05	\$194.05
Basketball Junior Registration U/18	Each	\$112.20	\$112.20
Basketball Junior Registration U/12,14,16	Each	\$74.75	\$74.75
Futsal Game Fee	Each	\$73.60	\$73.60
Futsal Registration	Each	\$181.15	\$181.15
MEBA Game Fee	Each	\$35.35	\$35.35
Netball Game Fee	Each	\$75.90	\$75.90

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Netball Registration Fee	Each	\$181.15	\$181.15
Table Tennis Hire	Each	\$16.50	\$16.50
Senior Walk over fee less than 8 hrs	Each	\$106.25	\$106.25
Senior Walk over fee more than 8 hrs	Each	\$83.00	\$83.00
Junior Walk over fee less than 8 hrs	Each	\$70.10	\$70.10
Junior Walk over fee more than 8 hrs	Each	\$52.60	\$52.60
Monash Dribblers	Each	\$4.50	\$4.50
Spectator Fee	Each	\$2.00	\$2.00
Facility/Room Hire			
Casual Group Exercise Room	Per hour	\$64.30	\$64.30
Casual cycle room / crossfit box	Per hour	\$0.00	\$0.00
Casual hire Table Tennis room	Per hour	\$51.20	\$51.20
Hire - Casual Court User Fee Adult	Per head	\$6.90	\$6.90
Hire - Casual Court User Fee Child	Per head	\$5.20	\$5.20
Hire - Casual Stadium Court	Per hour	\$51.20	\$51.20
Hire - Casual Stadium Court + 50 hours per term per court	Per hour	\$25.60	\$25.60
OAKLEIGH AQUATIC CENTRE			
Entrance Fees			
25 Visit Adult Swim	Each	\$156.40	\$163.30
25 Visit Concession Swim	Each	\$121.90	\$126.50
50 Visit Adult Swim	Each	\$284.90	\$298.20
50 Visit Concession Swim	Each	\$222.60	\$231.00
Adult Swim	Each	\$6.80	\$7.10
Child Swim	Each	\$5.30	\$5.50
Concession Swim	Each	\$5.30	\$5.50
Family Swim	Each	\$20.00	\$20.80
Non Swim Entry	Each	\$2.00	\$2.00
Adult Season Pass	Each	\$290.70	\$302.30
Child/Concession Season Pass	Each	\$225.10	\$234.10
Family Season pass	Each	\$450.20	\$468.20
Learn to Swim Term Program Non GST	Each	\$19.90	\$20.30
Concession Learn to Swim Term Program Non GST	Each	\$17.90	\$18.30
Birthday Parties	Each	\$31.30	\$31.60
Pool Hire			
50m Pool Lane Hire Casual	Each	\$64.30	\$66.90
50m Pool Lane Hire Term Hire	Each	\$51.50	\$53.50
Pool Booking Multi Purpose Pool (hourly fee)	Per Hour	\$64.30	\$66.90
Pool Booking Dive Pool (hourly fee)	Per Hour	\$210.90	\$219.30
Pool Booking Dive Pool (term fee)	Per Hour	\$168.80	\$175.40
Full Pool Booking 50m Pool (hourly fee)	Per Hour	\$344.50	\$358.30
Lane Hires - 50m Pool - Over 10hrs per week	Per Hour	\$48.30	\$50.20

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
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CITY DEVELOPMENT

HEALTH INSPECTION

Food Premises			
New Premises Approval Fee	Each	\$111.24	\$115.50
Inspection Report on Transfer - Food Premises (within 10 working days)	Each	\$200.00	\$208.00
Inspection Report on Transfer - Food Premises (within 5 working days)	Each	\$270.00	\$286.00
Registration Temporary Premises	Each	\$112.40	\$117.00
Transfer of Registration - Food Premises	Each	\$177.50	\$185.00
Food Premises Reinspection Fee	Each	\$124.70	\$130.00
<i>Class 1 Food Premises</i>	Each	\$555.44	\$578.00
<i>Class 2 Food Premises</i>			
1- 10 employees	Each	\$590.42	\$614.00
11-20 employees	Each	\$694.30	\$722.00
20+ employees	Each	\$1,109.82	\$1,154.00
<i>Class 3 Food Premises</i>	Each	\$294.68	\$306.50
Higher risk off site activities	Each	\$411.28	\$427.50
Not for profit food businesses/community groups	Each	50% of full fee	
Overdue Renewal of registration fee - Food & Health Premise	Each	\$104.94	\$109.00
<i>Health Premises</i>			
Hairdressers & Make-Up Premises (once only registration)	Each	\$225.00	\$234.00
Beauty Therapy Premises	Each	\$168.54	\$175.00
Skin Penetration Premises	Each	\$243.82	\$253.50
Prescribed Accommodation base fee - Rooming houses etc.	Each	\$213.48	\$226.20
Prescribed Accommodation - Per additional room	Each	\$19.10	\$20.20
Prescribed Accommodation - Maximum	Each	\$773.04	\$820.00
Inspection Report on Transfer - Health Premises (10 working days)	Each	\$200.00	\$208.00
Inspection Report on Transfer - Health Premises (5 working days)	Each	\$270.00	\$281.00
Transfer of Registration - Health Premises	Each	\$139.33	\$145.00
New Premise Approval Fee - Health Premises	Each	\$111.24	\$116.00
Other Fees			
Food Safety Program	Each	\$55.12	\$57.30
Grey Water Permit Fee	Each	\$332.84	\$346.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Health Fines			
The value of a penalty unit for a financial year is fixed by the Treasurer under section 6 of the Monetary Units Act 2004.			

COMMUNITY LAWS

Animal Registration Fees			
Dogs full fee	Each	\$135.00	\$141.00
Cats full fee	Each	\$135.00	\$120.00
Dogs full fee Concession (pension)	Each	\$56.00	\$58.00
Cats full fee Concession (pension)	Each	\$56.00	\$49.00
Dogs reduced fee (sterilised micro chipped or over 10 yrs old etc)	Each	\$45.00	\$47.00
Cats reduced fee (sterilised micro chipped or over 10 yrs old etc)	Each	\$45.00	\$40.00
Dogs reduced fee (sterilised micro chipped or over 10 yrs old etc) Concession (pension)	Each	\$18.50	\$19.25
Cats reduced fee (sterilised micro chipped or over 10 yrs old etc) Concession (pension)	Each	\$18.50	\$16.40
Dangerous Dogs/Restricted/Menacing/Guard	Each	\$250.00	\$260.00
Pro rata registration fee will be applicable from 10 October 2016 to 9 April 2017. The fee will be 50% of the annual fee stated above.			
Registration of Animal Business	Each	\$200.00	\$256.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Pound Release Fee			
Animal Pound Release Fee (not inclusive of incidental costs charged by the pound contractor to the animal owner)	Each	\$103.00	\$161.00
Sustenance fee per day (in circumstances an animal is held for longer than 8 days)	Per day	\$30.00	\$31.20
Other Fees			
Release of impounded items	Each	\$83.20	\$86.50
Shopping trolley release fee	Each	\$88.00	\$91.50
Other Fees & Charges - GST Free			
Fire Hazard Removal or Land Clearance	Each	Cost Recovery + \$156	Cost Recovery + \$156
Other Permit Fees			
Estate Agents A board signs	Each	\$318.00	\$330.00
Keeping excess no. of animals re clause 129 of Local Law No 3 - Community Amenity	Each	\$83.20	\$86.50
Other Animals re clause 130 of Local Law No 3 - Community Amenity	Each	\$105.00	\$86.50
Permit to Film	Each	\$303.00	\$303.00
Other Permit Fees Non GST			
Community Law General Permit	Each	\$83.20	\$86.50
Car Parking Agreements	Each	\$1,685.00	\$1,752.00
Residential Parking Permit - additional permit special event permit	Each	\$50.00	\$50.00
Residential Parking Permit - additional permits	Each	\$150.00	\$150.00
Residential Parking Permit - Booklet of 10 Daily Permits	Each	\$50.00	\$50.00
Residential Parking Permit - Booklet of 10 Daily Permits - Concession	Each	\$25.00	\$25.00
Residential Parking Permit - Replacement Permit	Each	\$25.00	\$25.00
Trader Parking Permit - additional permit	Each	\$250.00	\$250.00
Trader Parking Permit - customer permit	Each	\$2.50	\$2.50
Parking Bays-Builders Exemptions	Per week	\$56.00	\$58.00
Signs - A Frame	Each	\$84.80	\$87.70
Goods	Each	\$137.80	\$143.30
Additional signs and goods	Each	\$202.50	\$210.60
Street Seating	Each	\$202.50	\$210.60
Street Seating- additional seats over 10	Each	\$387.00	\$402.50
Event Permit - Additional event costs may be applicable	Each	\$191.00	\$198.60
Derelict Vehicles			
Impounded Vehicle Release Fee	Each	\$343.20	\$343.20

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Impounded vehicle storage fee	Per day	\$33.30	\$33.30
Fines & Infringements			
Local Law Infringement per penalty unit as set by relevant Statutes			
Parking			
Parking fines: Parking infringements in contravention of a regulation under the Road Safety Act 1986. Council may by resolution fix a penalty or fine for such infringements in accordance with section 87(4) of the Act, which states that the penalty to be fixed cannot be more than 0.5 penalty units or more than the penalty prescribed under the regulations. The penalty has been fixed at the maximum amount allowed.			
Other Infringements			
The value of a penalty unit for a financial year is fixed by the Treasurer under section 6 of the Monetary Units Act 2004.			

BUILDING CONTROL

Please note Building Control fees are subject to market forces and may be changed

Building Permit Fees			
Class 1a and 10			
All Demolitions	Each	\$825.00	\$860.00
Minor Works - Brick garages retaining walls pools	Each	\$835.00	\$870.00
Minor Works - Carports, brick fences, reclads signs sheds etc.	Each	\$690.00	\$720.00
Swimming pool barrier comprehensive report	Each	\$430.00	\$0.00
Timber Fences	Each	\$450.00	\$470.00
Class 1b, 2-9 Internal			
\$0 - \$60,000	Each	\$1,160.00	\$1,205.00
\$60,001 - \$99,999	Each	\$1,260.00	\$1,310.00
\$100,000 - \$499,999	Each	\$1,605.00	\$1,670.00
\$500,000 - \$999,999	Each	\$2,885.00	\$3,000.00
\$1,000,000 + subject to complexity	Each	\$3,210.00	\$3,340.00
Alterations/Additions			
<u>Registered Builder</u>			
\$0 - \$30,000	Each	\$1,020.00	\$1,060.00
\$30,000 - \$60,000	Each	\$1,185.00	\$1,230.00
\$60,001 - \$100,000	Each	\$1,355.00	\$1,410.00
\$100,001 - \$150,000	Each	\$1,540.00	\$1,600.00
\$150,001 - \$180,000	Each	\$1,695.00	\$1,760.00
\$180,001 - \$220,000	Each	\$1,955.00	\$2,030.00
\$220,000 +	Each	Cost divided by 110	
<u>Owner Builder</u>			

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
\$0 - \$30,000	Each	\$1,225.00	\$1,270.00
\$30,000 - \$60,000	Each	\$1,450.00	\$1,510.00
\$60,001 - \$100,000	Each	\$1,610.00	\$1,675.00
\$100,001 - \$150,000	Each	\$1,825.00	\$1,900.00
\$150,001 - \$180,000	Each	\$2,050.00	\$2,130.00
\$180,001 - \$220,000	Each	\$2,205.00	\$2,290.00
\$220,001 +	Each	Cost divided by 100	
Dwellings			
Up to \$150,000	Each	\$1,610.00	\$1,670.00
\$150,001 - \$200,000	Each	\$1,800.00	\$1,870.00
\$200,001 - \$250,000	Each	\$1,955.00	\$2,030.00
\$250,001 - \$300,000	Each	\$2,205.00	\$2,290.00
300001 +	Each	Cost divided by 135	
Owner Builders			
Up to \$150,000	Each	\$1,955.00	\$2,030.00
\$150,001 - \$200,000	Each	\$2,135.00	\$2,220.00
\$200,001 - \$250,000	Each	\$2,295.00	\$2,380.00
\$250,001 - \$300,000	Each	\$2,460.00	\$2,550.00
\$300,001+	Each	Cost divided by 120	
Dual Occupancy			
<i>Internal</i>			
1 Additional Unit	Each	\$1,825.00	\$1,890.00
2 New Units to \$350,000	Each	\$2,495.00	\$2,590.00
\$350,001 + (Negotiated)	Each	Cost divided by 140	
<i>Owner Builder</i>			
1 Additional Unit	Each	\$2,215.00	\$2,300.00
2 New Units to \$350,000	Each	\$2,890.00	\$3,000.00
\$350,001 + (Negotiated)	Each	Cost divided by 120	
Multi Units/Houses			
<i>Internal</i>			
3 - 5 Units	Each	\$1,260.00	\$1,310.00
6 or more Units	Each	\$1,175.00	\$1,220.00
<i>Owner Builder</i>			
3 - 5 Units	Each	\$1,580.00	\$1,640.00
6 or more Units	Each	\$1,460.00	\$1,520.00
Shopfronts - Internal	Each	\$1,160.00	\$1,205.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Shop Fitouts - Internal			
Small Projects	Each	\$1,160.00	\$1,210.00
Medium Projects	Each	\$1,345.00	\$1,400.00
Major Projects > \$150,000	Each	Cost divided by 110	
Lodgement fee	Each	\$38.40	\$39.40
Removal of Hose Reels	Minimum for up to 6 locations plus \$30	\$970.00	\$1,005.00
Temporary Structures			
	Each	\$425.00	\$440.00
Temporary Structures - urgent (< 5 days)			
	Each	\$825.00	\$860.00
Building Applications or Building Amendments			
Class 1 and 10 (with Form 13) MINOR	Each	\$233.00	\$242.00
Class 1 and 10 (with Form 13) MAJOR	Each	\$430.00	\$447.00
Class 2- 9 MINOR	Each	\$430.00	\$447.00
Class 2-9 MAJOR	Each	\$605.00	\$630.00
Lodgement fee (if over \$5,000)	Each	\$38.40	\$39.40
Lapsed Permit Renewal			
Class 1 or 10	Each	\$745.00	\$775.00
Class 2 to 9	Each	\$915.00	\$950.00
Community Groups			
When Building on Council property normal permit fees will be payable.			
Permits for Essential Services			
Charges same as other permit and application fees shown above.			
Lodgement Fees			
	Each	\$38.40	\$39.40
Dispensations (Report and Consent)			
Class 1 & 10 (flood & sitting etc)	Each	\$256.00	\$263.00
Class 10 (fences)	Each	\$217.00	\$223.00
Class 2 to 9	Each	\$256.00	\$263.00
Modification Application	Each	\$148.00	\$154.00
Regulation 502 or 503 Statement	Each	\$280.00	\$290.00
Extension of Time for Building Permits			
Class 1 or 10	Each	\$382.00	\$397.00
Class 2 to 9	Each	\$540.00	\$560.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Inspection Fees			
Contract or Finalisation of Lapsed Building Permit	Each	\$233.00	\$242.00
Out of Hours Building	Per hour	\$132.00	\$137.00
Removal of Buildings	Each	\$475.00	\$495.00
Retention of Buildings	Each	\$625.00	\$650.00
Swimming Pool Compliance Report (2 inspections & certificate)-Not Applicable	Each	\$143.00	\$0.00
Swimming Pool Safety- Not Applicable	Each	\$95.00	\$0.00
Repeat Inspections > 2- Not Applicable	Each	\$127.00	\$0.00
Other Services			
Place of Public Entertainment (POPE)	Each	\$795.00	\$825.00
Class 1 - 10	Per Hour	\$127.00	\$132.00
Class 2 - 9	Per hour	\$143.00	\$149.00
Part 12 Inspection of Essential Safety Measures	Each	\$660.00	\$685.00
Illegally Erected or Altered Buildings for Retention	155% of scheduled permit fee for class of building		
Request for Information			
Request for Information	Each	\$51.25	\$52.55
Copy of occupancy permit or certificate of final inspection	Each	\$51.25	\$52.55
Details of permits issued in preceding 10 years and information on flooding/termites.	Each	\$51.25	\$52.55
Copies of Documents			
Copy of Plans - Class 1 or 10 - minor - small office shop (A0-A2)	Per sheet	\$26.50	\$27.50
Copy of Plans - Class 1 or 10 - minor - small office shop (A3-A4)	Per sheet	\$1.65	\$1.70
Copy of Plans - Class 2 - 9 - minor - small office shop - retrieval	Each	\$212.00	\$220.00
Copy of Plans - Class 1 or 10 dwelling shed garage etc (Each additional building permit)	Each	\$39.50	\$41.00
Copy of Plans - Class 1 or 10 dwelling shed garage etc	Each	\$153.00	\$159.00
Copy of Plans - Class 2 to 9 - major - supermarket, factory, s/centr, hotel - retrieval	Each	\$402.00	\$418.00
Copy of Plans - Class 2 to 9 - major - supermarket, factory, s/centr, hotel	Per sheet	\$26.50	\$27.50
Copy of Plans - Class 2 to 9 - major - supermarket, factory, s/centre, hotel (A4)	Per sheet	\$1.65	\$1.70
To View Plans - Class 2 - 9 Commercial/Industrial	Each	\$212.00	\$220.00

STATUTORY PLANNING

TOWN PLANNING APPLICATION FEES (STATUTORY)			
Service Charges			
Property Enquiries	Per plan	\$134.80	\$140.00
<u>S.173 Agreements</u>			
Subdivision approvals (preparation & administration)	Each	\$848.00	\$880.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Other Specific Requirements		As required	
<u>Extension of Time - Planning Permit</u>			
Less than \$10,000	Each	\$108.00	\$0.00
\$10,000 - \$250,000 and use permits	Each	\$640.00	\$0.00
\$250,001 - \$500,000	Each	\$750.00	\$0.00
\$500,001 +	Each	\$864.00	\$0.00
Change of use/use permits	Each	\$0.00	\$1,240.70
Single dwelling fee	Each	\$0.00	\$188.20
\$0 - \$100,000	Each	\$0.00	\$1,080.00
\$100,001 - \$1,000,000	Each	\$0.00	\$1,457.00
\$1,000,000 +	Each	\$0.00	\$3,213.00

TOWN PLANNING APPLICATION FEE GST FREE			
Application for Permit			
Application for Permit - Class 1	Each	\$502.00	\$1,241.00
Application for Permit - Class 2	Each	\$0.00	\$188.00
Application for Permit - Class 3	Each	\$239.00	\$592.00
Application for Permit - Class 4	Each	\$490.00	\$1,213.00
Application for Permit - Class 5	Each	\$490.00	\$1,310.00
Class 7 - new - VicSmart	Each	\$0.00	\$188.00
Class 8 - new - VicSmart	Each	\$0.00	\$404.00
Class 9 - new - VicSmart	Each	\$0.00	\$188.00
Application for Permit - Class 10	Each	\$102.00	\$1,080.00
Application for Permit - Class 11	Each	\$604.00	\$1,457.00
Application for Permit - Class6	Each	\$707.00	\$0.00
Application for Permit - Class7	Each	\$815.00	\$0.00
Application for Permit - Class 12	Each	\$1,153.00	\$3,213.00
Application for Permit - Class 13	Each	\$4,837.00	\$8,190.00
Application for Permit - Class 14	Each	\$8,064.00	\$24,151.00
Application for Permit - Class 15	Each	\$16,130.00	\$54,282.00
Application for Permit - Class 16	Each	\$386.00	\$1,241.00
Application for Permit - Class 17	Each	\$386.00	\$1,241.00
Application for Permit - Class 18	Each	\$386.00	\$1,241.00
Application for Permit - Class 19	Each	\$781.00	\$1,241.00
Application for Permit - Class 20	Each	\$249.00	\$1,241.00
Application for Permit - Class17	Each	\$541.00	\$0.00
Application for Permit - Class18	Each	\$404.00	\$0.00
Sect. 72 Amendment to Permit			
Sect. 72 Amendment to Permit - Class 1	Each	\$502.00	\$1,241.00
Sect. 72 Amendment to Permit - Class 2	Each	\$502.00	\$1,241.00
Sect. 72 Amendment to Permit - Class 3	Each	\$0.00	\$188.00
Sect. 72 Amendment to Permit - Class 4	Each	\$239.00	\$592.00
Sect. 72 Amendment to Permit - Class 5	Each	\$490.00	\$1,213.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Sect. 72 Amendment to Permit - Class 6	Each	\$0.00	\$1,310.00
Sect. 72 Amendment to Permit - Class 7	Each	\$0.00	\$188.00
Sect. 72 Amendment to Permit - Class 8	Each	\$0.00	\$404.00
Sect. 72 Amendment to Permit - Class 9	Each	\$0.00	\$188.00
Sect. 72 Amendment to Permit - Class 10	Each	\$102.00	\$1,080.00
Sect. 72 Amendment to Permit - Class 11	Each	\$604.00	\$1,457.00
Sect. 72 Amendment to Permit - Class 7	Each	\$707.00	\$0.00
Sect. 72 Amendment to Permit - Class 8	Each	\$815.00	\$0.00
Sect. 72 Amendment to Permit - Class 9	Each	\$386.00	\$0.00
Sect. 72 Amendment to Permit - Class 12	Each	\$0.00	\$3,213.00
Sect. 72 Amendment to Permit - Class 13 - 18	Each	\$0.00	\$3,213.00
Other Town Planning Fees - GST Free			
Satisfaction of Responsible Authority fee	Each	\$102.00	\$306.70
Sect.57A Amendment to Permit Application	Each	\$102.00	40% of original application fee
Statutory Fees - GST Free			
Planning Certificates of Compliance	Each	\$147.00	\$307.00
Other Statutory Fees - GST Free			
Sect. 29A Demolition Requests	Each	\$62.50	\$64.10
Subdivision Fees			
Certify a Plan of Subdivision	Per plan + lot fee	\$120.00	\$164.50
Any other application for certification under Subdivision Act	Each	\$100.00	\$132.40
Public Notification			
Residential	Per property	\$148.40	\$148.40
Commercial <\$1M	Per property	\$302.10	\$302.10
Commercial >\$1M	Per property	\$583.00	\$583.00
Notification >15 Properties	Per property	\$29.25	\$29.25
Notification >100 Properties	Per property	\$14.45	\$14.45
Additional Sign - Standard A2	Per property	\$67.00	\$67.00
Larger Sign - A0	Per property	\$140.00	\$140.00
Larger Sign - A1	Per property	\$96.50	\$96.50
Photocopies/Sale of Publications			
<u>Permit Enquiries</u>			
Copies of Permits	Each	\$204.50	\$212.00
General Photocopies			
General Photocopies	Per plan	\$6.70	\$6.95
General Photocopies	Plus Per Page	\$1.05	\$1.10
Plan Printing	Per plan	\$33.00	\$34.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Heritage Study	Per plan	\$33.00	\$34.00
Character Study	Per plan	\$65.00	\$67.00

STRATEGIC PLANNING

PLANNING SCHEME AMENDMENT			
Other Service Charges			
Adoption of Amendment Pursuant to Sec.29	Each	\$529.00	\$453.10
Consider Request to Amend Planning Scheme	Each	\$806.00	\$2,871.60
Consider Submission to Amendment	Each	\$806.00	\$14,232.70

INFRASTRUCTURE SERVICES

ENGINEERING ADMINISTRATION

Service Charges			
Vehicle Crossing Permit	Security Bond plus fee	\$126.00	\$131.00
Road Opening Permit	Security Bond plus fee	\$126.00	\$131.00
Stormwater Connection Permit	Security Bond plus fee	\$126.00	\$131.00
Occupy Part of Roadway - Hoardings	Security Bond plus fee	\$126.00	\$131.00
Legal Point of Discharge	Each	\$64.10	\$66.70
Building Over Easement - Minor	From	\$121.00	\$126.00
Building Over Easement - Major	From	\$525.00	\$546.00
Access through Reserves Permit	Security Bond plus fee	\$137.00	\$143.00
Building Permit Fees			
Builders Infringement	Each	\$200.00	\$200.00
Asset Protection Permit + security bond	Each	\$225.00	\$0.00
Asset Protection Permit + security bond (Veranda, Pergola, Decking)	Each	\$0.00	\$100.00
Asset Protection Permit + security bond (Carport, Above Ground Swimming Pool, Restumping, reblocking and underpinning, Internal House Renovation)	Each	\$0.00	\$150.00
Asset Protection Permit + security bond (In-Ground Swimming Pool, Landscaping, Garage)	Each	\$0.00	\$200.00
Asset Protection Permit + security bond (Demolition)	Each	\$0.00	\$300.00
Asset Protection Permit + security bond (House Additions, Office Fitouts)	Each	\$0.00	\$450.00
Asset Protection Permit + security bond (Single Dwelling Construction)	Each	\$0.00	\$750.00
Asset Protection Permit + security bond (Dual Occupancy Construction)	Each	\$0.00	\$900.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Asset Protection Permit + security bond (Multi-Storey Development >2 but <5 Storeys)	Each	\$0.00	\$2,000.00
Asset Protection Permit + security bond (Multi-Storey Development >5 Storeys)	Each	\$0.00	\$3,000.00

WASTE MANAGEMENT

Big Bin (Commercial)	Per additional bin lift	\$218.80	\$231.90
Tenant Big Bin (Commercial)	Per additional bin lift	\$218.80	\$231.90
Ratepayer Big Bins - Upgrade or Additional Bin	120L or 240L per year	\$191.50	\$199.15
Skip Bins	Per Permit	\$53.00	\$56.10
Miscellaneous Items			
Compost Bins - 2 style	Each	\$40.60	\$42.00
Compost Worms (1000)	Each	\$42.70	\$44.00
Worm Farms	Each	\$95.70	\$98.00

WASTE TRANSFER STATION

Tipping Fees			
Commercial Soil m3 (for loads >2m3)	Each	\$295.80	\$310.00
Gas Bottles (up to 9kg)	Each	\$14.00	\$14.20
Residential Soil up to and per ½ m3	Each	\$96.20	\$108.00
Concession-General Waste up to and per ½ m3	Each	\$41.60	\$44.00
Concession-Green Waste up to and per ½ m3	Each	\$16.70	\$18.00
Concrete/Bricks up to and per 1/2 m3	Each	\$29.70	\$31.00
Single Item	Each	\$5.20	\$6.00
Tipping Fees			
General Waste up to and per ½ m3	Each	\$46.20	\$49.00
Green Waste up to and per ½ m3	Each	\$19.20	\$23.00
Mixed General / Green Waste up to and per 1/2m3	Each	\$52.00	\$55.00
Oil - up to 30 Litres (change to per 5 litre container)	Per Litre	\$0.50	\$2.50
Mattress and/or Base	Each	\$27.00	\$28.50
Fridges/Air Conditioners	Each	\$10.00	\$10.00
Polystyrene handling fee per 1/2m3 (for loads >1/2m3)	Each	\$5.20	\$5.40
Polystyrene commercial handling fee per 1/2m3 (for loads >1/2m3)	Each	\$21.20	\$21.20
Car Boot	Per Boot	\$22.90	\$25.00
Tyres			
Car with Rims	Each	\$11.10	\$11.50
Car without Rims	Each	\$7.10	\$7.50
Heavy Truck with Rims	Each	\$44.80	\$45.00
Heavy Truck without Rims	Each	\$25.50	\$26.00

Fees & Charges Schedule	Unit Type	2016/17 Unit Fee (incl GST)	2017/18 Unit Fee (incl GST)
Light truck with Rims	Each	\$18.00	\$18.40
Light truck without Rims	Each	\$11.20	\$11.40
Motorcycle	Each	\$3.40	\$3.50
Solid (up to 60cm)	Each	\$45.90	\$47.00
Solid Large (>1.90m)	Each	\$404.90	\$410.00
Solid Large (0.60 to 1.50 m)	Each	\$83.20	\$85.00
Solid Large (1.50 to 1.90 m)	Each	\$224.40	\$225.00

APPENDIX B

BUDGET PROCESSES

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for four years in accordance with the Act and Regulations, and are consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with officers preparing the operating and capital components of the annual budget during December and February. A draft consolidated budget is then prepared and various iterations are considered by Council at briefings in April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its internet web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption.

The key dates for the budget process are summarised in the next table.

Budget process	Timing
1. Officers update Council's long term financial projections	Nov/Jan
2. Officers prepare operating and capital budgets	Dec/Feb
3. Councillors consider draft budgets at briefings	Apr
4. Proposed budget submitted to Council for approval	26 Apr
5. Public notice advising intention to adopt budget	28 Apr
6. Budget available for public inspection and comment	May
7. Submissions period closes (28 days)	31 May
8. Submissions considered by Council/Committee	13 Jun
9. Budget and submissions presented to Council for adoption	27 Jun
10. Copy of adopted budget submitted to the Minister	31 Jul