



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

A thriving community where everyone belongs



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1.0 EXECUTIVE SUMMARY

The key elements of Melton City Council's Strategic Planning Framework are our Council Plan, Strategic Resource Plan and the Annual Budget. In accordance with The Local Government Act 1989, and the Local Government (Planning and Reporting Regulations 2014 (the Regulations)). The Strategic Resource Plan must be reviewed and adopted by Council by 30 June 2019.

The Strategic Resource Plan provides direction in future service planning and is a critical tool in identifying and managing Council's financial risks. The Plan informs Council decision-making in areas such as service levels, infrastructure management, rating strategy and investment targets, and then reflects the future impact of those decisions. The Plan also provides the long term, prudent and 'sustainable' financial framework within which Council will develop, consider and adopt the 2019/20 Budget.

Within this report there are some specific projects detailed, (i.e. Capital Works over the next four years on page \$228 million). It should be noted however that this financial strategy does not attempt to set in concrete any item in particular, rather it provides a financial framework that shows the amount of funds Council will have at its discretion over a period. It is in this way that financial modeling can be undertaken as project costs are firmed and submitted to the annual budget process.

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

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

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

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

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

- prudently manage financial risks relating to debt, assets and liabilities;
- provide reasonable stability in the level of rate burden;
- consider the financial effects of council decisions on future generations;
- provide full, accurate and timely disclosure of financial information; and
- reduce debt to a low to moderate level to allow capacity to fund future infrastructure.

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

These goals are:

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

How the plan was developed

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

- audited financial statements as at 30 June 2018;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity; and
- information provided by the executive management team and council.

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

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

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

2.0 FINANCIAL PERFORMANCE

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

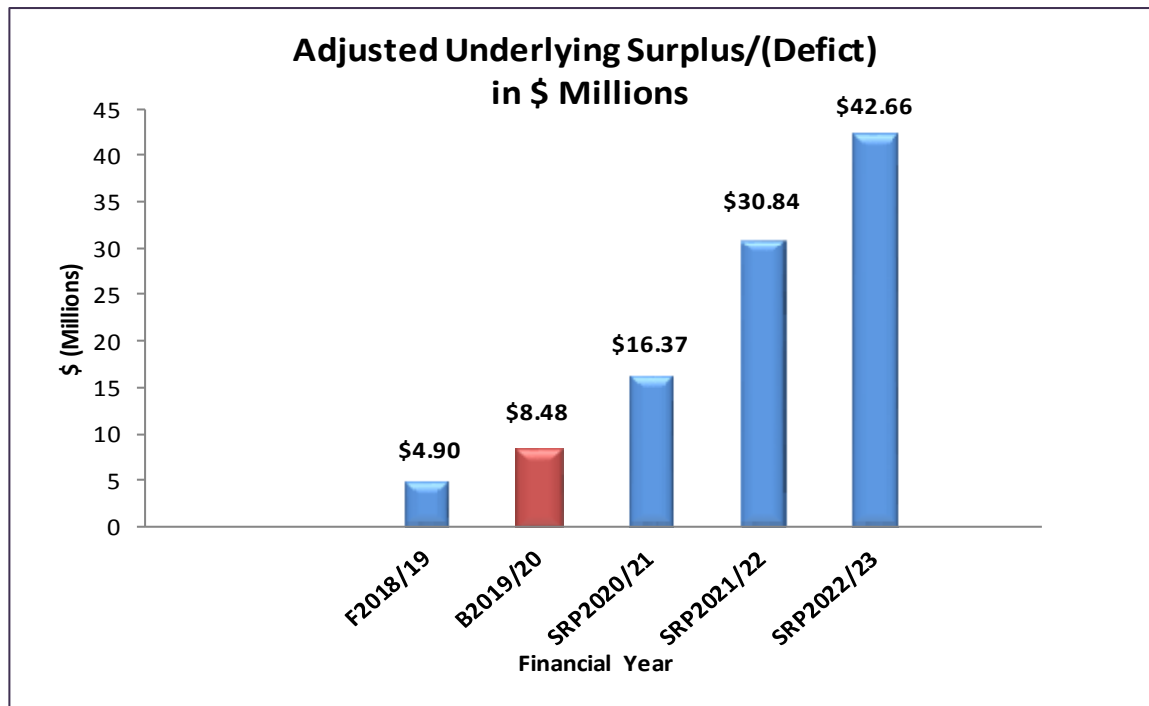
The underlying result is the net surplus or deficit for the year adjusted for non-cash developer contributions, capital grants and other once-off adjustments. It is a measure of financial sustainability, as it is not impacted by non-recurring or once-off items of revenues and expenses, which can often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

It should however be noted that land sales revenue is considered operational income in the computation of underlying result. This is because Melton is a joint developer with Lend Lease Communities and land sales income is a regular component of Melton's total operational revenue and will continue to remain so for a number of years into the future.

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

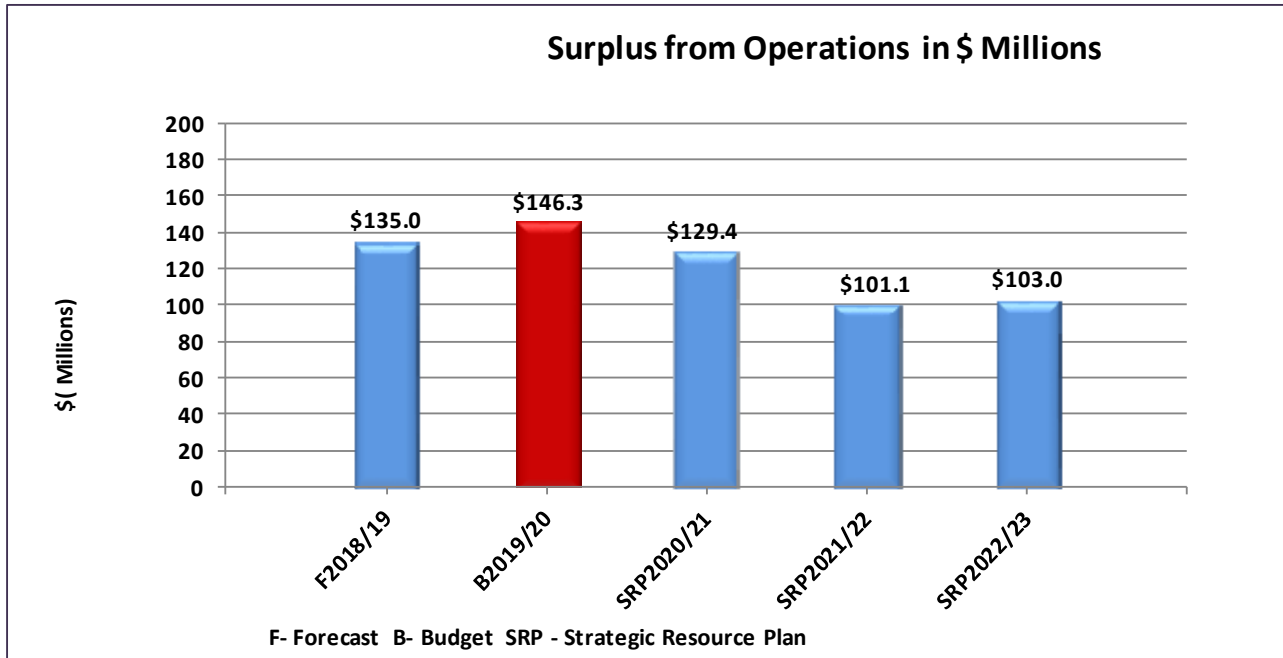
The adjusted underlying results in 2019/20 is \$8.48 million. This is mainly attributable growth in revenue and Council holding operating costs constrained. Council's underlying results is projected increase to \$42.7 million by 2022/23.

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

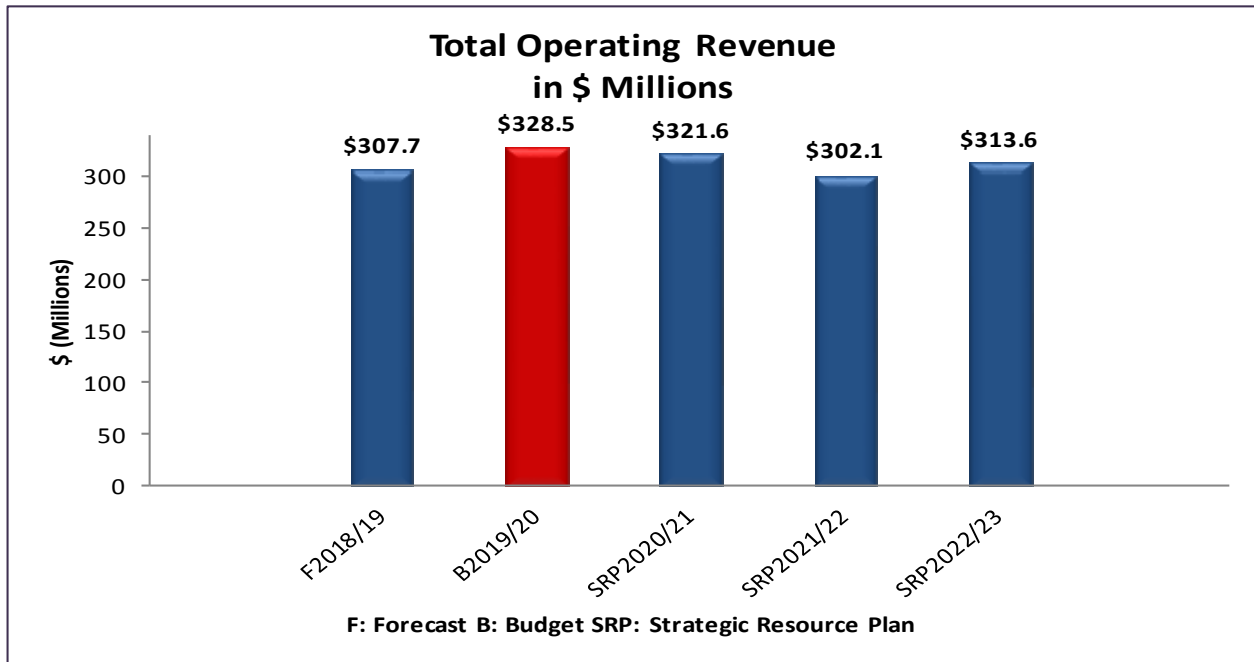


The comprehensive surplus from operations is the total after accounting for both operating and non operating items. These include capital grants and contributed assets.

Council’s comprehensive surplus before revaluation increment is varies year by year depending on the level of land sales cash and non-cash contributions. It is projected to move from \$135.0 million in 2018/19 to \$103.0 million by 2022/23.



Total revenue is projected to increase from a forecast \$307.7 million in 2018/19 to \$313.6 million by 2022/23. As stated earlier the variability in revenue is highly influenced by the level of cash and non-cash contributions and land sales revenue.



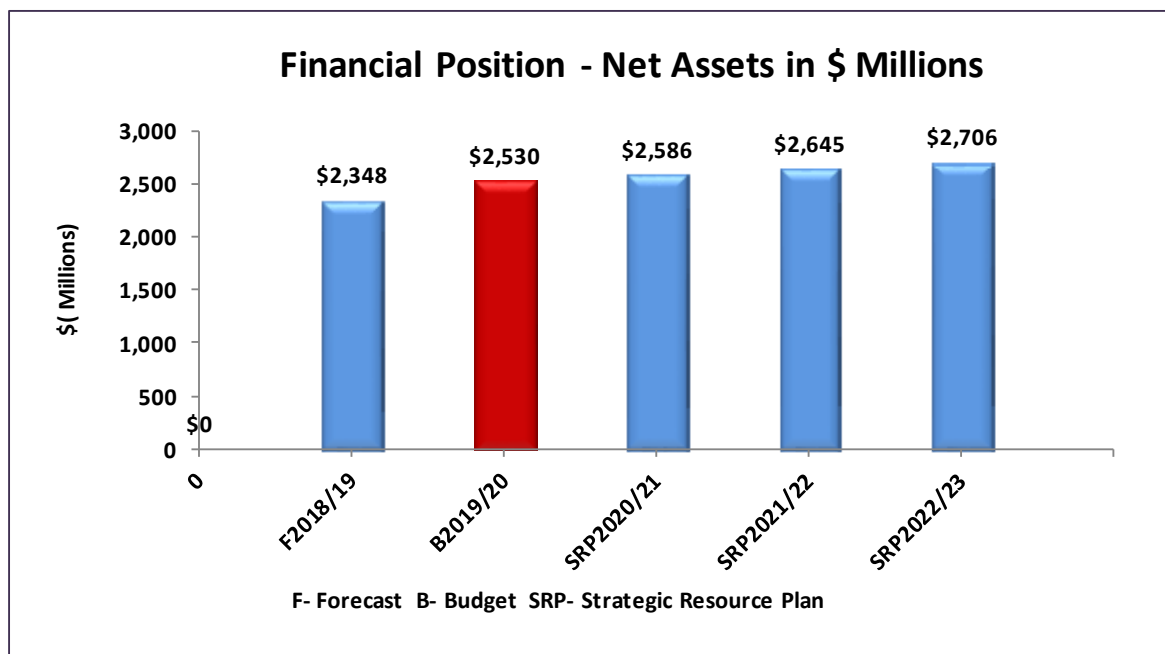
Other assumptions built in for revenue and operating expenditure are discussed in detail under Section 8, Assumptions on Pages 9 to 11.

3.0 FINANCIAL POSITION

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

The Current (Liquidity) Ratio (or Current assets over Current Liabilities) measures the liquidity situation of Council, or our ability to meet short term (less than twelve months) financial obligations. Throughout the planning period, Council’s liquidity ratio far exceeds the target ratio of 2.5 times current liability. The projected ratio from 2018/19 to 2022/23 is between of 6.0 to 9.2.

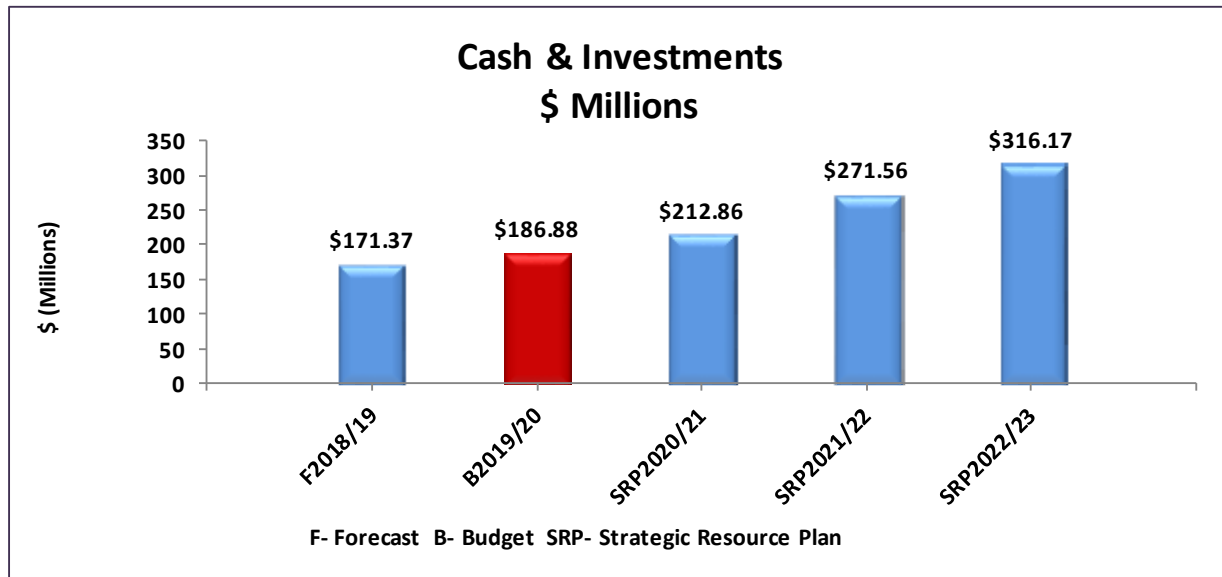
Council’s net assets will increase in value from a forecast \$2.34 billion in 2018/19 to \$2.71 billion by 2022/23. This is a net increase of \$370 million reflecting the net outcome of annual capital expenditure, contributed assets, asset disposals, depreciation including the impact of asset revaluations.



4.0 CASH FLOW

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

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

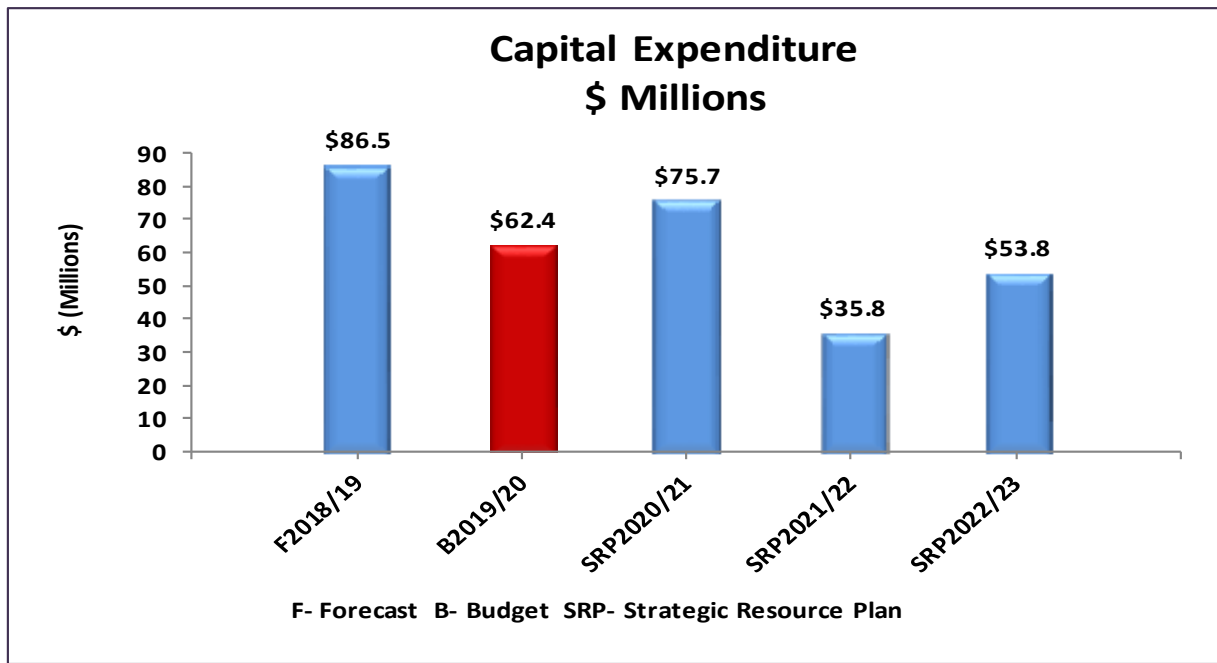


The Strategic Resource Plan is framed around having sufficient cash reserves to cover restricted assets which are primarily developer contributions, construction retentions, maintenance bonds and also a working capital limit of \$3.5 million to meet day to day needs. Cash and Investment balances in the planning period are projected to be in a strong position around the \$316.2 million mark by 2022/23. It is worth noting that this is after delivering an average annual capital works program of \$62.8 million (total over 5 years of \$314.1 million) and repayments of existing loans of \$13.1 million, with no new borrowing over the planning period. This is however based on a number of projections such as the demand for housing will remain strong over the next four years and will deliver cash inflows of land sales revenue from Council's joint venture development, capital grants from state and federal sources of \$36.0 million and also \$121.4 million of cash contributions from developers. These estimates while quite significant are nevertheless based on the continuing trend the Council has experienced over the last few years.

5.0 CAPITAL EXPENDITURE

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

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

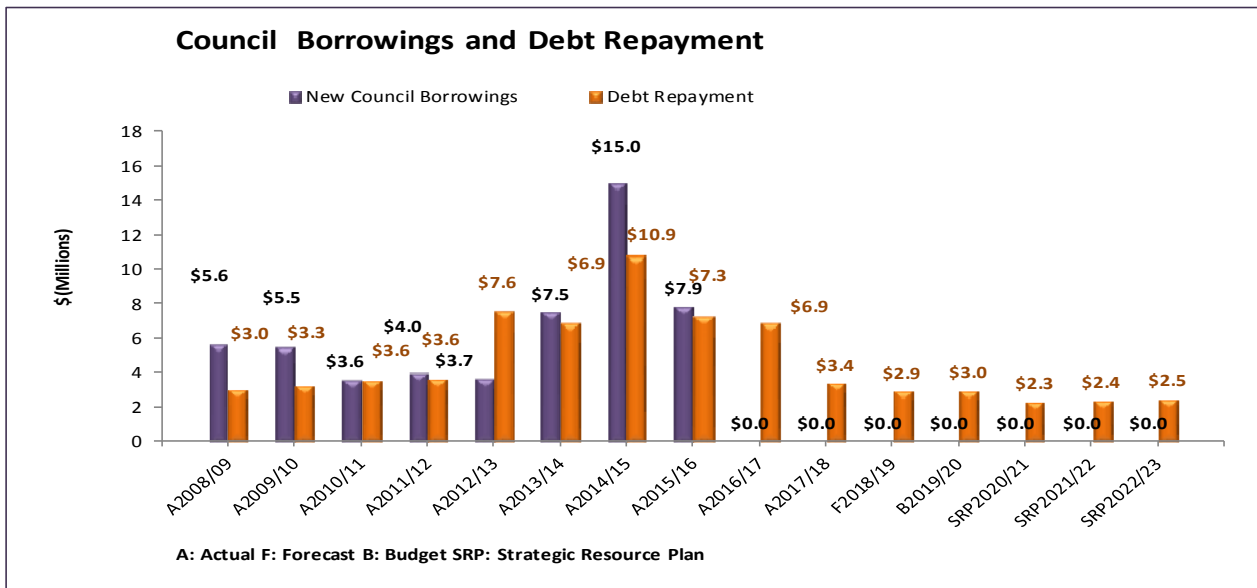


An extensive capital works program of over \$314.2million is proposed over the next 5 year period, from 2018/19 to 2022/23. Over the 5 years this amounts to an average capital expenditure of around \$62.8 million per year. The capital works program is funded from general rate revenue, developer contributions, capital contributions and asset sales.

The 2019/20 capital expenditure of \$62.4 million includes carry forward works of \$13.7 million from 2018/19.

6.0 Borrowings

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



7.0 NON FINANCIAL RESOURCES

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

Budgeted Statement of Human Resources	Forecast 2018/19 \$'000	Strategic Resource Plan Projections			
		Budget 2019/20 \$'000	Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff Expenditure					
Employee Costs - Operating	57,836	62,378	65,990	69,948	74,143
Employee Costs - Capital					
Total Staff Costs	57,836	62,378	65,990	69,948	74,143
Staff Numbers	FTE	FTE	FTE	FTE	FTE
Total Staff Numbers (FTE)	600.0	617.0	625.0	635.0	648.0

8.0 ASSUMPTIONS

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

8.1 Cash Flow

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

8.2 Consumer Price Index (CPI)

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

	2019/20	2020/21	2021/22	2022/23
CPI (projected)	2.25%	2.50%	2.50%	2.50%

8.3 Rates & Charges Income

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

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

8.4 User Fees & Charges

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

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

8.5 Developer Contributions

Developer cash and non cash contributions are projected as follows.

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

8.6 Grants

Grants incomes are as outlined below.

	2019/20	2020/21	2021/22	2022/23
Grants Commission	\$16.62m	\$17.45m	\$18.32m	\$19.24m
Other Operating Grants	\$13.13m	\$14.6m	\$14.63m	\$13.75m
Capital Grants (\$ Millions)	\$6.9m	\$5.6m	\$3.7m	\$3.8m

8.7 Proceeds from Asset Sales

Significant asset sales revenue has been assumed for the planning period going forward. This includes property sales revenue from joint venture development agreements entered into by the Council, which will have significant positive cash flow impact on the Council finances over the long term. Asset sales figures shown below represents cash received from land sales. There is big variability from gross sales and cash collected each year due to long lead time associated with release of land and settlements.

	2019/20	2020/21	2021/22	2022/23
Cash receipts from Asset Sales (\$ Millions)	\$13.8 m	\$20.5m	\$19.1m	\$16.9m

8.8 Interest on Investments

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

	2019/20	2020/21	2021/22	2022/23
Interest income (\$ Millions)	\$3.58m	\$3.71m	\$3.85m	\$4.02m

8.9 Employee Costs

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

EBA – Enterprise Bargaining Agreement
WPI- Wage Price Index

	2019/20	2020/21	2021/22	2022/23
Employee Numbers (EFT)	617	625	635	648

EFT – Equivalent Full-Time

8.10 General Expenditure

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

	2019/20	2020/21	2021/22	2022/23
Materials and Services	2.2%	3.5%	3.5%	3.5%

8.11 Capital Expenditure

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

	2019/20	2020/21	2021/22	2022/23
Capital Expenditure (\$ Millions)	\$62.4m	\$75.7m	\$35.8m	\$53.8m

8.12 Borrowing

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

8.13 Cost of Assets Sold

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

	2019/20	2020/21	2021/22	2022/23
Written Down Value of Assets Sold (\$ Millions)	\$15.7m	\$12.70m	\$11.34m	\$9.68m

8.14 Depreciation

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

	2019/20	2020/21	2021/22	2022/23
Depreciation & Amortisation (\$ Millions)	\$37.0m	\$38.6m	\$40.2m	\$41.8m

1.0 Budgeted Comprehensive Income Statement

For the year ending 30 June

Budgeted Comprehensive Income Statement Year Ended 30th June	Forecast 2018/19 \$'000	Strategic Resource Plan Projections			
		Budget 2019/20 \$'000	Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income					
Rates and charges	113,613	121,836	136,073	158,960	181,545
Statutory fees and fines	7,972	7,213	7,465	7,727	7,997
User fees	9,560	9,275	9,600	9,936	10,283
Contributions - monetary	34,850	30,306	22,717	19,573	14,107
Contributions - non-monetary assets	79,193	100,588	84,749	47,062	42,437
Grants - Operating	30,196	29,752	32,043	32,954	32,987
Grants - Operating (non-recurrent)					
Grants - Capital	16,005	6,898	5,611	3,662	3,791
Net gain on disposal of assets	11,268	18,043	18,669	17,333	15,407
Other income	5,029	4,545	4,704	4,869	5,039
Share of net P/Lof assoc. and joint ventures					
Total Income	307,686	328,456	321,631	302,076	313,593
Expenses					
Employee costs	57,836	62,378	65,990	69,948	74,143
Materials and services	72,415	73,983	76,572	79,252	82,026
Bad and doubtful debts	450	500	258	171	187
Depreciation and amortisation	34,484	37,015	38,647	40,186	41,787
Finance costs	785	644	503	406	306
Other expenses	6,765	7,666	10,218	10,978	12,151
Total Expenses	172,735	182,186	192,188	200,941	210,600
Surplus/(Deficit)	134,951	146,270	129,443	101,135	102,993
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Net revaluation increment/decrement	30,741	31,070	31,666	32,027	32,382
Share of other comprehensive Income of assoc. and Joint vent.					
Items that may be reclassified to surplus or deficit in future periods					
Total Comprehensive Result	165,692	177,340	161,109	133,162	135,375

2.0 Budgeted Balance Sheet

For the year ending 30 June

Balance Sheet As at 30 June	Forecast 2018/19 \$'000	Strategic Resource Plan Projections			
		Budget 2019/20 \$'000	Projections		2022/23 \$'000
			2020/21 \$'000	2021/22 \$'000	
Current assets					
Cash and cash equivalents	171,368	186,876	212,860	271,565	316,165
Trade and other receivables	24,339	25,841	22,405	24,101	25,586
Other Financial assets					
Inventories	25	25	25	25	25
Non Current Assets held for resale	250	275	275	275	275
Other assets	30,935	47,844	47,844	47,844	47,844
Total current assets	226,917	260,860	283,409	343,810	389,895
Non-current assets					
Trade & other Receivables					
Property Plant & Equipment	2,160,030	2,308,085	2,338,349	2,332,128	2,349,462
Inventories	196	215	226	237	249
Investment property	7,000	7,500	7,500	7,500	7,500
Intangible assets	3,357	3,030	2,879	2,727	2,576
Other assets	4,044	5,076	12,286	15,750	11,889
Total non-current assets	2,174,627	2,323,907	2,361,240	2,358,342	2,371,676
Total Assets	2,401,544	2,584,767	2,644,649	2,702,152	2,761,571
Current liabilities					
Trade and other payables	17,750	18,650	24,393	25,380	26,507
Trust funds & deposits	1,980	2,050	2,071	2,091	2,112
Provisions	10,404	10,798	10,906	11,015	11,125
Interest-bearing loans and borrowings	2,967	2,306	2,402	2,502	2,607
Other current liabilities					
Total Current Liabilities	33,101	33,804	39,772	40,988	42,351
Non-current liabilities					
Provisions	2,202	2,227	2,071	2,091	2,112
Interest bearing loans & borrowings	12,980	10,674	8,272	5,770	3,163
Other non current liabilities	5,146	7,966	8,227	8,313	8,398
Total non current liabilities	20,328	20,867	18,570	16,174	13,674
Total Liabilities	53,430	54,670	58,341	57,161	56,024
Net Assets	2,348,115	2,530,097	2,586,308	2,644,991	2,705,547
Equity					
Accumulated surplus	1,339,169	1,455,590	1,457,541	1,445,612	1,438,672
Asset revaluation reserve	835,749	866,819	898,485	930,512	962,894
Other reserves	173,197	207,688	230,282	268,867	303,981
Total Equity	2,348,115	2,530,097	2,586,308	2,644,991	2,705,547

3.0 Budgeted Statement of Cash Flows

For the year ending 30 June

Budgeted Statement of Cash Flows As at 30 June	Strategic Resource Plan Projections				
	Forecast	Budget	Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Cash flows from operating					
Receipts					
General rates	113,272	121,736	144,052	160,374	182,860
Grants Income - Operating & Capital	46,201	36,650	39,862	36,942	37,044
Interest	3,166	2,822	3,078	3,186	3,297
User charges	18,124	16,038	18,066	17,819	18,413
Contributions & Reimbursements	34,850	30,306	22,717	19,573	14,107
Other revenue	3,835	2,872	5,506	5,211	6,234
Total Receipts	219,448	210,424	233,281	243,105	261,955
Payments					
Employee costs	57,013	61,960	67,226	73,427	77,765
Materials and Services	75,222	73,083	78,037	83,225	86,062
Other expenses	6,765	7,666	10,222	11,329	12,548
Financing Costs					
Total Payments	139,001	142,708	155,485	167,981	176,375
Net cash provided by operating activities	80,447	67,715	77,796	75,124	85,580
Cash flows from investing activities					
Proceeds from sales of property, plant and equipment	38,214	13,830	20,535	19,066	16,948
Payments for property, plant and equipment	-86,485	-62,427	-69,539	-32,678	-55,119
PSP Rolling Credit Payments		1			
Net cash used in investing activities	-48,271	-48,596	-49,004	-13,612	-38,171
Cash flows from financing activities					
Finance costs	-785	-644	-503	-406	-306
Proceeds from borrowings					
Repayment of borrowings	-2,927	-2,966	-2,306	-2,402	-2,502
Net Cash used in financing activities	-3,712	-3,610	-2,809	-2,808	-2,808
Net increase in cash & cash equivalents	28,464	15,510	25,983	58,704	44,601
Cash & equivalents at beginning of year	142,904	171,368	186,877	212,860	271,564
Cash & equivalents at 30 June	171,368	186,877	212,860	271,564	316,165

4.0 Budgeted Capital Works Statement

For the year ending 30 June

Budgeted Statement of Capital Works For the years ending 30th June	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			Projections 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property					
Land	4,273	2,694			
Total Land	4,273	2,694			
Buildings & Building Improvements					
Buildings	20,187	18,785	29,986	6,493	13,105
Building Improvements					
Total Buildings	20,187	18,785	29,986	6,493	13,105
Total Property	24,461	21,479	29,986	6,493	13,105
Plant and equipment					
Plant, machinery and equipment	1,100	1,664	1,715	1,769	1,823
Fixtures, fittings and furniture	102	157	162	167	172
Computers and telecommunications	369	535	400	412	425
Library books	407	473	488	503	518
Total Plant and Equipment	1,978	2,829	2,765	2,850	2,939
Infrastructure					
Roads	22,877	19,224	31,113	13,228	17,844
Bridges	120	123	127	631	6,635
Drainage	577	210	320	298	307
Recreational, leisure and community facilities	31,673	15,452	5,698	9,257	10,067
Footpaths and Cycleways	1,650	1,094	1,191	1,398	1,266
Other infrastructure	3,149	2,015	4,504	1,598	1,648
Total infrastructure	60,046	38,119	42,952	26,409	37,765
Total capital works expenditure	86,485	62,427	75,703	35,752	53,809
Represented by:					
Asset renewal expenditure	5,773	11,219	11,694	8,620	11,897
New asset expenditure	52,521	27,997	33,195	23,072	31,807
Asset Upgrade expenditure	15,763	18,603	19,971	4,035	10,105
Asset expansion expenditure	12,428	4,608	10,843	25	
Total capital works expenditure	86,485	62,427	75,703	35,752	53,809
Represented by:					
Grants Income	16,005	6,898	5,611	3,662	3,791
Developer Contributions & Other Reserves	28,418	13,422	28,939	7,447	16,638
Funded from Operating Surplus	42,062	42,107	41,153	24,643	33,380
Total capital works expenditure	86,485	62,427	75,703	35,752	53,809

5.0 Budgeted Statement of Changes in Equity

For the year ending 30 June

Budgeted Statement of Changes in Equity For the years ending	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Year Ended 30th June 2020				
Balance at beginning of the financial year	2,348,115	1,339,169	835,749	173,197
Interest Income		-1,971		1,971
Comprehensive result	146,270	146,270		
Net asset revaluation Increment/(decrement)	31,070		31,070	
Other PSP related Transfers	4,642	1,512		3,130
Transfers from reserves		15,061		-15,061
Transfers to Reserves		-44,451		44,451
Balance at end of Financial Year	2,530,097	1,455,590	866,819	207,688
Year Ended 30th June 2021				
Balance at beginning of the financial year	2,420,198	1,345,691	866,819	207,688
Interest Income		-2,377		2,377
Comprehensive result	129,443	129,443		
Net asset revaluation Increment/(decrement)	31,666		31,666	
Impairment losses on revalued assets				
Other PSP related Transfers	5,000	5,000		
Transfers from reserves		37,304		-37,304
Transfers to Reserves		-57,521		57,521
Balance at end of Financial Year	2,586,308	1,457,541	898,485	230,282
Year Ended 30th June 2022				
Balance at beginning of the financial year	2,511,392	1,382,625	898,485	230,282
Interest Income		-2,356		2,356
Comprehensive result	101,135	101,135		
Net asset revaluation Increment/(decrement)	32,027		32,027	
Other PSP related Transfers	437	5,500		-5,063
Transfers from reserves		15,198		-15,198
Transfers to Reserves		-56,490		56,490
Balance at end of Financial Year	2,644,991	1,445,612	930,512	268,867
Year Ended 30th June 2023				
Balance at beginning of the financial year	2,564,172	1,364,793	930,512	268,867
Interest Income		-2,506		2,506
Comprehensive result	102,993	102,993		
Net asset revaluation Increment/(decrement)	32,382		32,382	
Other PSP related Transfers	6,000	6,000		
Transfers from reserves		20,985		-20,985
Transfers to Reserves		-53,593		53,593
Balance at end of Financial Year	2,705,547	1,438,672	962,894	303,981

6.0 Budgeted Statement of Human Resources

For the year ending 30 June

Budgeted Statement of Human Resources	Forecast 2018/19 \$'000	Strategic Resource Plan Projections			
		Budget 2019/20 \$'000	Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff Expenditure					
Employee Costs - Operating	57,836	62,378	65,990	69,948	74,143
Employee Costs - Capital					
Total Staff Costs	57,836	62,378	65,990	69,948	74,143
Staff Numbers	FTE	FTE	FTE	FTE	FTE
Total Staff Numbers (FTE)	600.0	617.0	625.0	635.0	648.0

2019/20 Capital Budget

Capital Works Area	2019/20 Approved Budget	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Developer Contributions	Grant Funding	Reserve Funding	Council Funding
		\$	\$	\$	\$	\$	\$	\$	\$
Property									
Land									
13035 - PR34 Shogaki Dve - Ferris Rd to Mount Cottrell Rd	1,350,000	1,350,000				1,350,000			
03908 - PSP-Public Open Space Compensation	261,223	261,223				261,223			
03904 - PSP Council Funded Portion WIK/Land	1,082,593	1,082,593							1,082,593
Total Land Purchases	2,693,816	2,693,816	-	-	-	1,611,223	-	-	1,082,593
0605 - Buildings									
13071 - Bridge Road Sports Precinct Oval 2 Design	60,000			60,000					60,000
13068 - Eynesbury Station Early Learning Centre	1,200,000	1,200,000							1,200,000
13067 - Cobblebank Indoor Stadium	3,000,000	3,000,000				3,000,000			
13047 - Burnside Reserve Informal Training Space	50,000	50,000							50,000
08906 - Melton Central Community Hub (White House)	315,000	315,000							315,000
08901 - PR31 Melton Central Community Centre (Whitehouse)	4,000,000	4,000,000							4,000,000
08885 - Aintree Community Hub	1,282,850	1,282,850				887,850	395,000		
08775 - PR100 Fraser Rise Community Centre	300,000	300,000							300,000
08770 - CapEx Program - Building Component Renewals	1,780,000		1,780,000						1,780,000
08475 - Plumpton Aquatic & Leisure Centre	3,000,000	3,000,000							3,000,000
08021 - Caroline Springs Community Facility	1,005,375				1,005,375				1,005,375
07035 - PR48 Female Change Room Upgrade	200,000		200,000						200,000
06821 - Kurunjang Tennis Courts	674,684		674,684			674,684			
06601 - Diggers Rest Preschool Centre Extension	967,492				967,492		175,000		792,492
05409 - Brookside Community Centre	450,000		450,000						450,000
03575 - Melton Recycling Facility Improvements	500,000				500,000				500,000
Total Buildings	18,785,401	13,147,850	2,904,684	260,000	2,472,867	4,562,534	570,000	-	13,652,867
		0							
Total Property	21,479,217	15,841,666	2,904,684	260,000	2,472,867	6,173,757	570,000	-	14,735,460
Plant and Equipment									
Vehicles Cost									
01605 - Plant Purchases/Replacement	1,664,000	1,664,000						1,664,000	
Vehicles - Capital Cost	1,664,000	1,664,000	-	-	-	-	-	1,664,000	-
Furniture									
01510 - Furniture & Equipment	157,000	77,000	80,000						157,000
Furniture	157,000	157,000							157,000
IT Equipment									
02033 - Annual Computer Replacement Project	535,000			535,000					535,000
IT Equipment	535,000	-	-	535,000	-	-	-	-	535,000
Library Books									
02311 - Premier's Reading Challenge	23,000	23,000					23,000		
02305 - Library Collection	450,000		450,000						450,000
Library Books	473,000	23,000	-	450,000	-	-	23,000	-	450,000
Total Plant and Equipment	2,829,000	1,844,000	-	985,000	-	-	23,000	1,664,000	1,142,000
Infrastructure									
Roads									
13078 - Brooklyn Road Signalised Pedestrian Crossing	800,000			800,000					800,000
13077 - Boundary Road - Mt. Cottrell to The Mall	1,000,000				1,000,000				1,000,000
13033 - Ferris Rd Hollingsworth Dr Signalised Intersection	947,087			947,087					947,087
13030 - PR53 City Vista Court	604,351			604,351		238,116			366,235
13026 - Taylors Rd and Westwood Dr Intersection	2,500,000			2,500,000					2,500,000
13023 - PR86 Tarletons Road Widening	1,097,087				1,097,087				1,097,087
13022 - Bulmans Road Urbanisation	500,000			500,000		500,000			
13020 - Taylors Rd (West Botanical Dr to West City Vista)	867,718			867,718		867,718			
08846 - Caroline Springs Blvd Intersection Rockbank Middle	1,894,174	1,894,174							1,894,174
08825 - Bus Stop Works Program	45,000			45,000					45,000
08815 - Burnside Heights Recreation Reserve-Car park	220,000			220,000					220,000
08756 - Road Rehabilitation Program	4,572,293		4,572,293				1,008,734		3,563,559
08737 - Streetscape Improvements	809,381		809,381				554,600		254,781
08729 - Roadside Hazard/Safety Improvements Program	170,000			170,000					170,000
03732 - Major Traffic Management Upgrade Program	640,000			640,000					640,000
03723 - PR51 Road Safety Around Schools	100,000			100,000					100,000
03721 - Traffic Management Devices Program	300,000			300,000					300,000
03250 - PR30 Kerb & Channel Rehabilitation	115,000		115,000						115,000
03196 - PR183 Westwood Drive Bridge	400,000	400,000							400,000
03170 - PR54 Annual Resurfacing Periodic Reseals	963,350		963,350						963,350
03124 - PR59 New Footpaths Construction Program	205,256		205,256						205,256
03110 - Shared/Bicycle Paths Construction Program	473,544			473,544					473,544
Total Roads	19,224,241	2,294,174	6,665,280	8,167,700	2,097,087	1,605,834	1,563,334	-	16,055,073

Capital Works Area	2019/20 Approved Budget	Asset Expenditure Types				Summary of Funding Sources			
Drainage									
08726 - PR73 Drainage Infrastructure program	150,000			150,000					150,000
03252 - PR81 WSUD (Water Sensitive Urban Design Program)	60,000			60,000		30,000			30,000
Total Drainage	210,000	-	-	210,000	-	-	30,000	-	180,000
Bridges									
08831 - PR31 Bridge Rehabilitation Program	123,000			123,000					123,000
Total Bridges	123,000	-	-	123,000	-	-	-	-	123,000
Recreation						4,000,000			-4,000,000
13099 - Toolern Vale Playground Update	30,000		30,000						30,000
13098 - Melton South Community Centre Veranda	48,300			48,300					48,300
13084 - Boronia Drive Reserve - Sportsfield Lighting	50,000			50,000					50,000
13082 - Diggers Rest Community Pavilion and Oval No. 02	150,000	150,000				150,000			
13080 - Park Signage Program	50,000			50,000					50,000
13079 - Boxing of Playground Softfall Areas	40,000		40,000						40,000
13065 - Stan Payne Reserve Play Space	350,000			350,000					350,000
13064 - PR76 Marlo Drive reserve development	360,000	360,000							360,000
13059 - Caroline Springs Town Centre Sports Precinct Comm	355,000			355,000					355,000
13057 - PR80 Arbour Boulevard Reserve Play Space	315,000	315,000							315,000
13025 - Eynesbury Recreation Reserve AOS - Stage 1 and Sta	4,500,000	4,500,000				3,788,656	711,344		
13016 - Caroline Springs Leisure Centre & Tennis Complex	45,000	45,000							45,000
12001 - Satellite City United Soccer Club	10,000			10,000					10,000
10001 - Sports Pavilion Kitchen Upgrade Program	50,000			50,000					50,000
08904 - PR42 Allenby Road Reserve Upgrade	39,640	39,640							39,640
08903 - PR35 Hannah Watts Park Upgrade	25,000	25,000							25,000
08872 - PR98 Macpherson Park Redevelopment	7,024,637			7,024,637					7,024,637
08763 - PR101 City Vista Sports Facility (THW)	898,252	898,252							898,252
08727 - PR32 Tennis Court Upgrade	150,000		150,000						150,000
08713 - Netball Court Upgrade	209,057		209,057						209,057
08710 - PR43 Cricket Net Refurbishment Program	100,000		100,000						100,000
08703 - Sydenham Hillside CC Improvements	38,500				38,500				38,500
08693 - Kurunjang Community Pavilion Extension	25,000	25,000							25,000
08599 - Blackwood Drive Recreation Reserve	55,000			55,000					55,000
08470 - Melton Waves	13,800			13,800					13,800
08415 - Cricket Facilities Improvement Program	60,000			60,000					60,000
08371 - Reserve Shelter Shade Program	80,000			80,000					80,000
07221 - Morton Homestead Play Space	265,000	265,000							265,000
05142 - Hillside Recreation Pavillion	15,000			15,000					15,000
04547 - Licensed Playspace Upgrade Program	100,000			100,000					100,000
Total Recreation	15,452,186	6,622,892	529,057	8,261,737	38,500	3,938,656	4,711,344	-	6,802,186
Other Assets									
13083 - Silverdale Estate - Sound Walls	100,000			100,000					100,000
13081 - Beattys Road Final Seal	171,423			171,423					171,423
13076 - PR89 Solar Retrofit Program	200,000	200,000							200,000
13008 - PR9 Street Lighting Improvement Program	154,000			154,000					154,000
07117 - Installation of New Open Space Fencing	100,000			100,000					100,000
07026 - CapEx Program - New Emrg Mngmt Infrastructure	70,000			70,000					70,000
05165 - Playground Replacement Program	150,000		150,000						150,000
Total Other Assets	945,423	200,000	150,000	595,423	-	-	-	-	945,423
FootPaths & Cycleways									
03140 - Footpaths Maintenance/Replacement	1,093,886		1,093,886						1,093,886
Total FootPaths & Cycleways	1,093,886	1,093,886							1,093,886
Renewal Capital Expenditure									
07033 - CapEx Program - Refurbishment Public Conveniences	160,000		160,000						160,000
06017 - Irrigation System Renewal Program	200,000		200,000						200,000
06014 - Soft Fall/ Soft Path Maintenance	25,000		25,000						25,000
06006 - Parks Playgrounds and Furniture	200,000		200,000						200,000
06003 - Parks & Open Space Structural Renewal	260,000		260,000						260,000
05167 - Sportsgrounds Furniture Renewal Program	50,000		50,000						50,000
Total Renewal Capital Expenditure	895,000	-	895,000	-	-	-	-	-	895,000
Public Art Projects									
13000 - Public Art Installation	100,000	100,000					40,000		60,000
07826 - Public Art Rehabilitation Program	75,000		75,000						75,000
Total Public Art Projects	175,000	100,000	75,000	-	-	-	40,000	-	135,000
Total Infrastructure	38,118,736	10,310,952	8,314,337	17,357,860	2,135,587	5,544,490	6,304,678	40,000	26,229,568
Total Capital works	62,426,953	27,996,618	11,219,021	18,602,860	4,608,454	11,718,247	6,897,678	1,704,000	42,107,028
Council Works Operating/Maintenance	1,599,047					634,748	-	-	1,178,739

2020/2021 Capital Works Plan

Capital Works Area	Budgets 2020/21	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Developer Contributions	Grant Funding	Reserve Funding	Council Funding
		\$	\$	\$	\$	\$	\$	\$	\$
Property									
0605 - Buildings									
13089 - Bridge Road Recreation Reserve-Community Pavilion	100,000	100,000				100,000			-
13088 - Melton Community Pavilion	220,000	220,000							220,000
13086 - Cobblebank Community Pavilion and Grandstand	1,500,000	1,500,000							1,500,000
13068 - Eynesbury Station Early Learning Centre	1,973,639	1,973,639							1,973,639
13067 - Cobblebank Indoor Stadium	16,850,000	16,850,000				16,850,000			-
08770 - CapEx Program - Building Component Renewals	1,835,052		1,835,052						1,835,052
07035 - PR48 Female Change Room Upgrade	570,156		570,156						570,156
06601 - Diggers Rest Preschool Centre Extension	25,000			25,000					25,000
03575 - Melton Recycling Facility Improvements	6,912,503			6,912,503					6,912,503
Total Buildings	29,986,350	20,643,639	1,835,052	570,156	6,937,503	16,950,000	-	-	13,036,350
Total Property	29,986,350	20,643,639	1,835,052	570,156	6,937,503	16,950,000	-	-	13,036,350
Plant and Equipment									
Vehicles Cost									
01605 - Plant Purchases/Replacement	1,715,464	1,715,464						1,715,464	
Vehicles - Capital Cost	1,715,464	1,715,464	-	-	-	-	-	1,715,464	-
Furniture									
01510 - Furniture & Equipment	161,856	161,856							161,856
Furniture	161,856	161,856	-	-	-	-	-	-	161,856
IT Equipment									
02033 - Annual Computer Replacement Project	400,000			400,000					400,000
IT Equipment	400,000	-	-	400,000	-	-	-	-	400,000
Library Books									
02311 - Premier's Reading Challenge	23,711	23,711					23,711		0
02305 - Library Collection	463,918			463,918					463,918
Library Books	487,629	23,711	-	463,918	-	-	23,711	-	463,918
Total Plant and Equipment	2,764,949	1,901,031	-	863,918	-	-	23,711	1,715,464	1,025,774
Infrastructure									
Roads									
13078 - Brooklyn Road Signalised Pedestrian Crossing	1,610,048			1,610,048					1,610,048
13077 - Boundary Road - Mt. Cottrell to The Mall	3,905,713				3,905,713	461,922			3,443,791
13070 - Blackhill Rd (Stage 2)	625,078	625,078							625,078
13035 - PR34 Shogaki Drv - Ferris Rd to Mount Cottrell Rd	3,300,000	3,300,000					3,300,000		0
13022 - Bulmans Road Urbanisation	5,354,619			5,354,619		652,000	1,048,000		3,654,619
13020 - Taylors Rd (West Botanical Dr to West City Vista)	6,728,107			6,728,107		5,524,000			1,204,107
08895 - Toolern Pedestrian Rail Underpass 1	96,268	96,268					96,268		0
08890 - Hume Drive Duplication (Stage 2)	200,000	200,000							200,000
08842 - Exford Rd & Greigs Rd Intersection	568,252	568,252				568,252			0
08825 - Bus Stop Works Program	46,392			46,392					46,392
08756 - Road Rehabilitation Program	3,138,905		3,138,905				1,008,734		2,130,171
08737 - Streetscape Improvements	3,380,000		3,380,000						3,380,000
08729 - Roadside Hazard/Safety Improvements Program	175,258			175,258					175,258
03732 - Major Traffic Management Upgrade Program	659,794			659,794					659,794
03723 - PR51 Road Safety Around Schools	103,093			103,093					103,093
03721 - Traffic Management Devices Program	309,278			309,278					309,278
03250 - PR30 Kerb & Channel Rehabilitation	118,557		118,557						118,557
03124 - PR59 New Footpaths Construction Program	278,351		278,351						278,351
03110 - Shared/Bicycle Paths Construction Program	515,464			515,464					515,464
Total Roads	31,113,177	4,789,598	6,915,813	15,502,053	3,905,713	7,302,442	5,356,734	-	18,454,001
Drainage									
08726 - PR73 Drainage Infrastructure program	154,639			154,639					154,639
03252 - PR81 WSUD (Water Sensitive Urban Design Program)	164,949			164,949			30,928		134,021
Total Drainage	319,588	-	-	319,588	-	-	30,928	-	288,660
Bridges									
08831 - PR31 Bridge Rehabilitation Program	126,804			126,804					126,804
Total Bridges	126,804	-	-	126,804	-	-	-	-	126,804
Recreation									
13096 - Cricket Pitch Replacement Program	51,546	51,546							51,546
13089 - Bridge Road Recreation Reserve-Community Pavilion	70,000	70,000				70,000			0
13087 - Cobblebank Oval and POS and AOS.	1,500,000	1,500,000				650,000			850,000
13082 - Diggers Rest Community Pavilion and Oval No. 02	1,500,000	1,500,000				1,500,000			0

2020/2021 Capital Works Plan

Capital Works Area	Budgets 2020/21	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Developer Contributions	Grant Funding	Reserve Funding	Council Funding
		\$	\$	\$	\$	\$	\$	\$	\$
13080 - Park Signage Program	51,546			51,546					51,546
13079 - Boxing of Playground Soft fall Areas	41,237		41,237						41,237
13065 - Stan Payne Reserve Play Space	20,000			20,000					20,000
13064 - PR76 Mario Drive reserve development	20,000	20,000							20,000
13059 - Caroline Springs Town Centre Sports Precinct Comm	25,000			25,000					25,000
13057 - PR80 Arbour Boulevard Reserve Play Space	20,000	20,000							20,000
13025 - Eynesbury Recreation Reserve AOS - Stage 1 and Stage 2	711,344	711,344				711,344			0
13016 - Caroline Springs Leisure Centre & Tennis Complex	45,000	45,000							45,000
10001 - Sports Pavilion Kitchen Upgrade Program	77,320			77,320					77,320
08903 - PR35 Hannah Watts Park Upgrade	20,000	20,000							20,000
08872 - PR98 Macpherson Park Redevelopment	40,000			40,000					40,000
08829 - Ball Protection Fencing Program	46,392	46,392							46,392
08790 - Passive Reserve Development Program	540,000	540,000							540,000
08727 - PR32 Tennis Court Upgrade	226,804		226,804						226,804
08713 - Netball Court Upgrade	226,804		226,804						226,804
08710 - PR43 Cricket Net Refurbishment Program	103,093		103,093						103,093
08693 - Kurunjang Community Pavilion Extension	25,000	25,000							25,000
08415 - Cricket Facilities Improvement Program	61,856			61,856					61,856
08371 - Reserve Shelter Shade Program	154,639			154,639					154,639
07221 - Morton Homestead Play Space	20,000	20,000							20,000
04547 - Licensed Play space Upgrade Program	100,000			100,000					100,000
Total Recreation	5,697,581	4,569,282	597,938	530,361	-	2,931,344	-	-	2,766,237
Other Assets									
13083 - Silverdale Estate - Sound Walls	1,723,699			1,723,699					1,723,699
13076 - PR89 Solar Retrofit Program	1,230,000	1,230,000				200,000			1,030,000
13008 - PR9 Street Lighting Improvement Program	158,763			158,763					158,763
07117 - Installation of New Open Space Fencing	103,093			103,093					103,093
07026 - New Emergency Mgmt. Infrastructure	72,165			72,165					72,165
	154,639		154,639						154,639
Total Other Assets	3,442,359	1,230,000	154,639	2,057,720	-	-	200,000	-	3,242,359
Footpaths & Cycle ways									
03140 - Footpaths Maintenance/Replacement	1,190,722		1,190,722						1,190,722
Total Footpaths & Cycle ways	1,190,722	-	1,190,722	-	-	-	-	-	1,190,722
		0							
Renewal Capital Expenditure									
07033 - CapEx Program - Refurbishment Public Conveniences	164,948		164,948						164,948
06017 - Irrigation System Renewal Program	206,186		206,186						206,186
06014 - Soft Fall/ Soft Path Maintenance	25,773		25,773						25,773
06006 - Parks Playgrounds and Furniture	206,185		206,185						206,185
06003 - Parks & Open Space Structural Renewal	268,041		268,041						268,041
05167 - Sportsgrounds Furniture Renewal Program	51,546		51,546						51,546
Total Renewal Capital Expenditure	922,679	-	922,679	-	-	-	-	-	922,679
Public Art Projects									
13000 - Public Art Installation	61,856	61,856						40,000	21,856
07826 - Public Art Rehabilitation Program	77,320		77,320						77,320
Total Public Art Projects	139,176	61,856	77,320	-	-	-	-	40,000	99,176
Total Infrastructure	42,952,086	10,650,736	9,859,111	18,536,526	3,905,713	10,233,786	5,587,662	40,000	27,090,638
Total Capital works	75,703,385	33,195,406	11,694,163	19,970,600	10,843,216	27,183,786	5,611,373	1,755,464	41,152,762

2021/22 Capital Works Plan

Capital Works Area	Total Budgets 2021/22	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Developer Contributions	Grant Funding	Reserve Funding	Council Funding
		\$	\$	\$	\$	\$	\$	\$	\$
Property									
0605 - Buildings									
13067 - Cobblebank Indoor Stadium	4,276,168	4,276,168							4,276,168
13003 - Toolern Multipurpose Community Centre Hub 3	300,000	300,000				300,000			-
08770 - CapEx Program - Building Component Renewals	1,891,806		1,891,806						1,891,806
06601 - Diggers Rest Preschool Centre Extension	25,000				25,000				25,000
Total Buildings	6,492,974	4,576,168	1,891,806	-	25,000	300,000	-	-	6,192,974
Total Property	6,492,974	4,576,168	1,891,806	-	25,000	300,000	-	-	6,192,974
Plant and Equipment									
Vehicles Cost									
01605 - Plant Purchases/Replacement	1,768,520	1,768,520						1,768,520	0
Vehicles - Capital Cost	1,768,520	1,768,520	-	-	-	-	-	1,768,520	-
Furniture									
01510 - Furniture & Equipment	166,862	166,862							166,862
Furniture	166,862	166,862	-	-	-	-	-	-	166,862
IT Equipment									
02033 - Annual Computer Replacement Project	412,371			412,371					412,371
IT Equipment	412,371	-	-	412,371	-	-	-	-	412,371
Library Books									
02311 - Premier's Reading Challenge	24,444	24,444					24,444		0
02305 - Library Collection	478,265			478,265					478,265
Library Books	502,709	24,444	-	478,265	-	-	24,444	-	478,265
Total Plant and Equipment	2,850,462	1,959,826	-	890,636	-	-	24,444	1,768,520	1,057,498
Infrastructure									
Roads									
13073 - Melton Vallery Drive	50,000	50,000							50,000
13072 - Westwood Drive and Kelly Avenue	50,000	50,000				50,000			0
13063 - Diggers Rest - Traffic Signals at Rail Crossing	757,670	757,670							757,670
13062 - Creamery Road	1,136,505	1,136,505				1,200,000			-63,495
13061 - Burtons Road	326,745	326,745							326,745
13060 - Mechanics Road	265,184	265,184							265,184
08895 - Toolern Pedestrian Rail Underpass 1	820,568	820,568				866,412			-45,844
08890 - Hume Drive Duplication (Stage 2)	4,261,892	4,261,892							4,261,892
08825 - Bus Stop Works Program	47,827			47,827					47,827
08756 - Road Rehabilitation Program	3,204,787		3,204,787				1,008,734		2,196,053
08737 - Streetscape Improvements	80,000		80,000						80,000
08729 - Roadside Hazard/Safety Improvements Program	180,678			180,678					180,678
03732 - Major Traffic Management Upgrade Program	680,200			680,200					680,200
03723 - PR51 Road Safety Around Schools	106,281			106,281					106,281
03721 - Traffic Management Devices Program	318,844			318,844					318,844
03250 - PR30 Kerb & Channel Rehabilitation	122,223		122,223						122,223
03124 - PR59 New Footpaths Construction Program	286,959		286,959						286,959
03110 - Shared/Bicycle Paths Construction Program	531,406			531,406					531,406
Total Roads	13,227,769	7,668,564	3,693,969	1,865,236	-	2,116,412	1,008,734	-	10,102,623
Drainage									
08726 - PR73 Drainage Infrastructure program	159,422			159,422					159,422
03252 - PR81 WSUD (Water Sensitive Urban Design Program)	138,166			138,166					138,166
Total Drainage	297,588	-	-	297,588	-	-	-	-	297,588
Bridges									
13074 - Sinclairs Road Bridge	500,000	500,000				500,000			0
08831 - PR31 Bridge Rehabilitation Program	130,726			130,726					130,726
Total Bridges	630,726	500,000	-	130,726	-	500,000	-	-	130,726
Recreation									
13096 - Cricket Pitch Replacement Program	53,141	53,141							53,141
13089 - Bridge Road Recreation Reserve-Community Pavilion	4,375,649	4,375,649				1,350,000			3,025,649
13082 - Diggers Rest Community Pavilion and Oval No. 02	3,040,831	3,040,831				411,831	2,629,000		0
13080 - Park Signage Program	53,141			53,141					53,141
13079 - Boxing of Playground Soft fall Areas	42,512		42,512						42,512
13065 - Stan Payne Reserve Play Space	25,000			25,000					25,000
13064 - PR76 Marlo Drive reserve development	20,000	20,000							20,000
13059 - Caroline Springs Town Centre Sports Precinct Comm	25,000			25,000					25,000

2021/22 Capital Works Plan

Capital Works Area	Total Budgets 2021/22	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Developer Contributions	Grant Funding	Reserve Funding	Council Funding
		\$	\$	\$	\$	\$	\$	\$	\$
13057 - PR80 Arbour Boulevard Reserve Play Space	20,000	20,000							20,000
10001 - Sports Pavilion Kitchen Upgrade Program	79,711			79,711					79,711
08829 - Ball Protection Fencing Program	47,827	47,827							47,827
08790 - Passive Reserve Development Program	556,701	556,701							556,701
08727 - PR32 Tennis Court Upgrade	233,819		233,819						233,819
08713 - Netball Court Upgrade	233,819		233,819						233,819
08710 - PR43 Cricket Net Refurbishment Program	106,281		106,281						106,281
08415 - Cricket Facilities Improvement Program	63,769			63,769					63,769
08371 - Reserve Shelter Shade Program	159,422			159,422					159,422
07221 - Morton Homestead Play Space	20,000	20,000							20,000
04547 - Licensed Play space Upgrade Program	100,000			100,000					100,000
Total Recreation	9,256,623	8,134,149	616,431	506,043	-	1,761,831	2,629,000	-	4,865,792
Other Assets									
13008 - PR9 Street Lighting Improvement Program	163,673			163,673					163,673
07117 - Installation of New Open Space Fencing	106,281			106,281					106,281
07026 - CapEx Program - New Emrg Mgmt. Infrastructure	74,397			74,397					74,397
05165 - Playground Replacement Program	159,422		159,422						159,422
Total Other Assets	503,773	-	159,422	344,351	-	-	-	-	503,773
Footpaths & Cycle ways									
13097 - Diggers Rest Footpaths	170,000	170,000							170,000
03140 - Footpaths Maintenance/Replacement	1,227,548		1,227,548						1,227,548
Total Footpaths & Cycle ways	1,397,548	170,000	1,227,548	-	-	-	-	-	1,397,548
Renewal Capital Expenditure									
07033 - CapEx Program - Refurbishment Public Conveniences	170,050		170,050						170,050
06017 - Irrigation System Renewal Program	212,562		212,562						212,562
06014 - Soft Fall/ Soft Path Maintenance	26,570		26,570						26,570
06006 - Parks Playgrounds and Furniture	212,563		212,563						212,563
06003 - Parks & Open Space Structural Renewal	276,331		276,331						276,331
05167 - Sportsgrounds Furniture Renewal Program	53,141		53,141						53,141
Total Renewal Capital Expenditure	951,217	-	951,217	-	-	-	-	-	951,217
Public Art Projects									
13000 - Public Art Installation	63,769	63,769							63,769
07826 - Public Art Rehabilitation Program	79,711		79,711						79,711
Total Public Art Projects	143,480	63,769	79,711	-	-	-	-	-	143,480
Total Infrastructure	26,408,724	16,536,482	6,728,298	3,143,944	-	4,378,243	3,637,734	-	18,392,747
Total Capital works	35,752,160	23,072,476	8,620,104	4,034,580	25,000	4,678,243	3,662,178	1,768,520	25,643,219

2022-2023 Capital Works Plan

Capital Works Area	Total Budgets 2022/23	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Developer Contributions	Grant Funding	Reserve Funding	Council Funding
		\$	\$	\$	\$	\$	\$	\$	\$
Property									
0605 - Buildings									
13088 - Melton Community Pavilion	3,300,000	3,300,000							3,300,000
13067 - Cobblebank Indoor Stadium	75,000	75,000							75,000
13003 - Toolem Multipurpose Community Centre Hub 3	5,780,000	5,780,000				2,042,000	2,758,000		980,000
08770 - CapEx Program - Building Component Renewals	1,950,315		1,950,315						1,950,315
08475 - Plumpton Aquatic & Leisure Centre	2,000,000	2,000,000				2,000,000			-
Total Buildings	13,105,315	11,155,000	1,950,315			4,042,000	2,758,000		6,305,315
Total Property	13,105,315	11,155,000	1,950,315			4,042,000	2,758,000		6,305,315
Plant and Equipment									
Vehicles Cost									
01605 - Plant Purchases/Replacement	1,823,216	1,823,216						1,823,216	0
Vehicles - Capital Cost	1,823,216	1,823,216						1,823,216	-
Furniture									
01510 - Furniture & Equipment	172,023	172,023							172,023
Furniture	172,023	172,023							172,023
IT Equipment									
02033 - Annual Computer Replacement Project	425,125			425,125					425,125
IT Equipment	425,125			425,125					425,125
Library Books									
02311 - Premier's Reading Challenge	25,200	25,200					25,200		0
02305 - Library Collection	493,057			493,057					493,057
Library Books	518,257	25,200		493,057			25,200		493,057
Total Plant and Equipment	2,938,621	2,020,439		918,182			25,200	1,823,216	1,090,205
Infrastructure									
Roads									
13092 - Station Road & Barries Road Intersection	1,200,000	1,200,000							1,200,000
13091 - Taylors Road & Plumpton Road Intersection	2,700,000	2,700,000				2,700,000			0
13073 - Melton Valley Drive	900,000	900,000							900,000
13072 - Westwood Drive and Kelly Avenue	3,000,000	3,000,000				320,000			2,680,000
13035 - PR34 Shogaki Drv - Ferris Rd to Mount Cottrell Rd	1,252,063	1,252,063				1,252,063			0
08825 - Bus Stop Works Program	49,306			49,306					49,306
08756 - Road Rehabilitation Program	3,303,904		3,303,904				1,008,734		2,295,170
08737 - Streetscape Improvements	3,092,784		3,092,784						3,092,784
08729 - Roadside Hazard/Safety Improvements Program	186,266			186,266					186,266
03732 - Major Traffic Management Upgrade Program	701,237			701,237					701,237
03723 - PR51 Road Safety Around Schools	109,568			109,568					109,568
03721 - Traffic Management Devices Program	328,705			328,705					328,705
03250 - PR30 Kerb & Channel Rehabilitation	126,004		126,004						126,004
03124 - PR59 New Footpaths Construction Program	295,834		295,834						295,834
03110 - Shared/Bicycle Paths Construction Program	547,841			547,841					547,841
Total Roads	17,793,512	9,052,063	6,818,526	1,922,923		4,272,063	1,008,734		12,512,715
Drainage									
08726 - PR73 Drainage Infrastructure program	164,352			164,352					164,352
03252 - PR81 WSUD (Water Sensitive Urban Design Program)	142,439			142,439					142,439
Total Drainage	306,791			306,791					306,791
Bridges									
13074 - Sinclairs Road Bridge	6,500,000	6,500,000				6,500,000			0
08831 - PR31 Bridge Rehabilitation Program	134,769			134,769					134,769
Total Bridges	6,634,769	6,500,000		134,769		6,500,000			134,769
Recreation									
13096 - Cricket Pitch Replacement Program	54,784	54,784							54,784
13093 - Mt. Atkinson Children's & Community Centre	340,000	340,000							340,000
13089 - Bridge Road Recreation Reserve-Community Pavilion	2,050,519	2,050,519							2,050,519
13080 - Park Signage Program	54,784			54,784					54,784
13079 - Boxing of Playground Soft fall Areas	43,827			43,827					43,827
10001 - Sports Pavilion Kitchen Upgrade Program	82,176			82,176					82,176
08872 - PR98 Macpherson Park Redevelopment	6,000,000			6,000,000					6,000,000
08829 - Ball Protection Fencing Program	49,306	49,306							49,306
08790 - Passive Reserve Development Program	520,000	520,000							520,000
08727 - PR32 Tennis Court Upgrade	241,050		241,050						241,050
08713 - Netball Court Upgrade	241,050			241,050					241,050
08710 - PR43 Cricket Net Refurbishment Program	109,568			109,568					109,568
08415 - Cricket Facilities Improvement Program	65,741			65,741					65,741
08371 - Reserve Shelter Shade Program	164,352			164,352					164,352
04547 - Licensed Play space Upgrade Program	100,000			100,000					100,000
Total Recreation	10,117,157	3,014,609	635,495	6,467,053					10,117,157

2022-2023 Capital Works Plan

Capital Works Area	Total Budgets 2022/23	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Developer Contributions	Grant Funding	Reserve Funding	Council Funding
		\$	\$	\$	\$	\$	\$	\$	\$
Other Assets									
13008 - PR9 Street Lighting Improvement Program	168,735			168,735					168,735
07117 - Installation of New Open Space Fencing	109,568			109,568					109,568
07026 - CapEx Program - New Emrg Mgmt. Infrastructure	76,698			76,698					76,698
05165 - Playground Replacement Program	164,352		164,352						164,352
Total Other Assets	519,353	-	164,352	355,001	-	-	-	-	519,353
Footpaths & Cycle ways									
03140 - Footpaths Maintenance/Replacement	1,265,513		1,265,513						1,265,513
Total Footpaths & Cycle ways	1,265,513	-	1,265,513	-	-	-	-	-	1,265,513
Renewal Capital Expenditure									
07033 - CapEx Program - Refurbishment Public Conveniences	175,309		175,309						175,309
06017 - Irrigation System Renewal Program	219,137		219,137						219,137
06014 - Soft Fall/ Soft Path Maintenance	27,392		27,392						27,392
06006 - Parks Playgrounds and Furniture	219,136		219,136						219,136
06003 - Parks & Open Space Structural Renewal	284,877		284,877						284,877
05167 - Sportsgrounds Furniture Renewal Program	54,784		54,784						54,784
Total Renewal Capital Expenditure	980,635	-	980,635	-	-	-	-	-	980,635
Public Art Projects									
13000 - Public Art Installation	65,741	65,741							65,741
07826 - Public Art Rehabilitation Program	82,176		82,176						82,176
Total Public Art Projects	147,917	65,741	82,176	-	-	-	-	-	147,917
Total Infrastructure	37,765,647	18,632,413	9,946,697	9,186,537	-	10,772,063	1,008,734	-	25,984,850
Total Capital works	53,809,583	31,807,852	11,897,012	10,104,719	-	14,814,063	3,791,934	1,823,216	33,380,370

2. Summary of Planned Human Resources Expenditure

Summary of Planned Human Resources Expenditure Year Ended 30th June	Strategic Resource Plan Projections				
	Forecast	Budget	Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Executive					
Permanent full time	1,790	1,859	1,957	2,064	2,178
Permanent part time					
Total	1,790	1,859	1,957	2,064	2,178
Corporate Services					
Permanent full time	8,979	12,151	12,789	13,822	14,583
Permanent part time	1,788	824	867	915	965
Total	10,767	12,975	13,656	14,737	15,548
Planning and Development					
Permanent full time	16,248	18,134	19,398	20,465	21,590
Permanent part time	2,821	1,783	1,877	1,980	2,089
Total	19,069	19,917	21,275	22,445	23,679
Community Development					
Permanent full time	14,697	16,810	17,693	18,666	20,042
Permanent part time	9,492	8,901	9,368	9,884	10,427
Total	24,189	25,711	27,061	28,549	30,469
Total Casuals and Other	2,021	1,916	2,042	2,153	2,269
Total Staff Expenditure	57,836	62,378	65,990	69,948	74,143

Summary of Staff Numbers Full Time Equivalents Year Ended 30th June	Strategic Resource Plan Projections				
	Forecast	Budget	Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Executive					
Permanent full time	13	13	13	13	13
Permanent part time					
Total	13	13	13	13	13
Corporate Services					
Permanent full time	98	100	102	104	106
Permanent part time	14	14	14	15	15
Total	112	114	116	119	121
Planning and Development					
Permanent full time	80	88	90	91	92
Permanent part time	79	79	81	82	84
Total	159	167	171	173	176
Community Development					
Permanent full time	42	44	43	44	45
Permanent part time	148	149	149	149	149
Total	190	193	192	193	194
Total Casuals and Other	126	130	133	137	144
Total Staff Expenditure	600	617	625	635	648

End of Report