

ORDINARY MEETING OF COUNCIL - 28 JUNE 2016

Item 10.1 Annual Budget 2016/17

APPENDIX A - Submissions in Relation to Proposed Budget 2016/17

APPENDIX B - Knox Budget 2016/17

APPENDIX C - 2016/17 Declaration of Rates and Charges

APPENDIX D - Adopted Strategic Resource Plan 2016-17 to 2019-20

SUBMISSIONS IN RELATION TO PROPOSED BUDGET 2016/17

Submissions heard and considered 8 June 2016

Submission No.	Name	Subject	Council Committee Response
1	Matthew Forder Ferntree Gully Falcons Basketball Club	Submitter has requested funds to cover the replacement of the basketball court floor at the Carrington Park Leisure Centre which has been water damaged with a modern sprung floor and the installation of adjustable height rings. Amount of funding requested is not specified by the submitter.	Allocate \$50,000 from within the overall budget from the Capital Asset Renewal Program to fund the full rehabilitation of the existing timber floor covering. Support to fund the height adjustable rings from Open Space Reserve to a maximum of \$35,000.
2	Lee Metherell Knox Gardens Facility Users – Liaison Officer	Submitter has requested funds to cover the construction of 2 shelters on the lower oval of the Knox Gardens Reserve. A total fund requested is \$14K.	Allocate a maximum of \$40,500 in support of this project for the construction of 2 shelters and associated path networks.
3	Mario Bernardi Stamford Park Men's Shed	Submitter has requested for temporary facilities following the end of lease in 16-17 and future permanent facilities to be scoped.	Investigate alternate sites and report back to Council.
4	Steve Draper Wantirna South Football Club Peter Crow Wantirna South Cricket Club	Submitter has requested funding for an electronic scoreboard to be installed at Walker Reserve.	Refer to Electronic Scoreboard Initiative for 2016/17 as funded in the proposed budget.
5	Stephen Walter Knox Basketball Inc	Submitter has requested: a) A suspension of their rent on the Boronia Stadium pending a fee review. b) The development of a Basketball Plan. c) Remediation works on the Boronia Stadium.	Supported in part. Complete a rental review and refer proposed basketball plan to a future budget process. Refer request for capital works remediation following the outcome of a structural engineers report, currently underway, to a future budget process.

Submission No.	Name	Subject	Council Committee Response
6	Tony Gawne	Submitter has requested that the rise in Council's Fees and Charges applied to sports and recreation are monitored and managed to minimise any adverse financial impact on Sporting Clubs.	The submission was noted.
7	Sarah O'Connor	Objecting to proposed increase in child care fees.	The submission was noted with no change to the proposed budget.
8	Barry Magee	Submitter has requested a new footpath.	Refer to a future budget process.

adopted
knox
budget



Knox City Council

2016-17



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Mayor's Introduction

The adopted 2016-17 Annual Budget (including an Annual Plan) has now been completed and is hereby presented to the community.

It is the culmination of a number of months work by Councillors and officers and includes the Annual Plan, the Operating Budget, the Capital Works Program and the Strategic Resource Plan. Details of fees and charges and how the different Council rates have been determined are included, as well as Council's Long Term Financial Forecast (LTFF) which provides a high level summary of Council's finances until 2025-2026.

The LTFF provides for Council to remain financially viable into the future, however, as a result of the introduction of "rate capping" by the State Government, Council's ability to generate sufficient funds to provide the level of capital works and services expected by the community in future years will become more difficult.

"Rate capping" means that the State Government will set a cap on all future Council rate increases. For 2016-17, the cap has been set at 2.5%. With contract costs and salaries increasing at a level greater than the cap set, Council will increasingly be faced with a constrained financial planning environment.

All properties within the municipality have been revalued this year by a State Government appointed independent valuer. While the **average rate** increase will be in the order of 2.5%, as the values of individual properties across the municipality increase or decrease in value in comparison to the average property increase across the municipality, the amount of the rates charged will increase or decrease accordingly.

The Annual Budget provides for an operational surplus in 2016-17 which provides funding for Capital Works, and will maintain a strong liquidity position. The Annual Budget also maintains services at a level the community expects, but provides for a reduced level of funding for new initiatives of \$0.470M which further advance our *Vision* and *City Plan*.

The Annual Budget provides for a significant level of Capital Works to be undertaken. Council is budgeting to expend a total of \$57.132M of which \$25.857M is for the renewal and maintenance of Council's existing assets, and \$31.275M in new and upgraded assets.

Cr Tony Holland
Mayor

Chief Executive Officer's Summary

1. Executive Summary

The 2016-17 Knox City Council Budget was adopted at the Ordinary Meeting of Council held on 28 June 2016.

The 2016-17 Council budget forms an integral part of Council's overall strategic planning framework and endeavours to resource the directions that have been established in the Knox Vision and the City Plan 2013-17 (incorporating the Council Plan). Council has established its four-year strategic direction in the City Plan and has developed actions to implement these directions which flow directly through to this budget.

In preparing this budget Councillors and officers held a number of meetings to outline the key areas for focus and funding for 2016-17 to enable the longer term goals of the City Plan and the Knox Vision to be realised. This budget has captured the key priorities and transformed them into a program of work for 2016-17 to meet these priorities and build the foundation for later years.

This budget achieves an operating surplus for 2016-17. Throughout the development of this budget Council undertook an extensive review of expenditure with key savings and efficiencies identified.

Council is also committed to maintaining service delivery to at least 2015-16 levels to ensure that it continues to meet community needs, with the exception of some service growth in a small number of areas and the cessation of the Family Day Care service.

The budget provides for an Operating Surplus of \$9.966M on an accrual basis. This figure includes non cash items such as depreciation of \$19.780M which allows for the writing down of Council's assets as they are being used. The budget also provides for an Operating Surplus of \$31.171M on a cash basis. This cash surplus sets the level of funds Council has to provide for its Capital Works program and any debt commitments.

This budget continues to deliver value to the Knox community in the provision of services and capital works. This budget provides for:

- Capital Works renewal funding of \$25.857 million which is to be invested in maintaining and renewing existing community assets such as roads, footpaths, drains and buildings;
- \$31.275 million to be invested in new, upgraded and expanded community assets;
- Continuation of the Knox Central Precinct and Stamford Park projects;
- A commitment to a comprehensive four year rolling service review and continuous improvement program; and
- \$0.470 million in new operational initiatives to provide greater service capability (down from \$1.000 million previously).



The 2016-17 budget has been based on the following general parameters:

- General rate income increase of 2.5%;
- Increased wages and salaries costs of 3.2%;
- A cost escalation factor of 2.99%;
- An increase in utility costs of 5.0%;
- Service levels generally maintained at 2015-16 levels
- Operational savings of \$0.300M ongoing from 2016-17 with a further saving of \$0.300M targeted for 2017-18 providing for savings of \$0.600M annually; and
- Ongoing reduction of \$0.414M from cessation of Family Day Care service.

The 2016-17 budget also funds the following external requirements:

- The State Government's Landfill Levy rising from \$1.996 million in 2014-15 to \$2.045 million in 2015-16, and to \$2.113 million in 2016-17;
- The State Government Fire Services Levy on Council's properties (\$0.140 million);
- An amount of \$0.350 million will be transferred to the Landfill Rehabilitation Reserve to support environmental compliance requirements for Cathies Lane and Lewellyn Park Landfills;
- Legislative requirements for staff/child ratios in Council's pre-schools which became effective on 1 January 2016 continues to impact this budget with an additional ongoing cost of \$0.420 million required in 2016-17;
- Government grant funding to generally increase by 1.8% which is well below Council's Cost Escalation Factor including a freeze on Grants Commission funding at 2013-14 levels until 2017-18. The freeze on Grants Commission funding has an annual negative impact of approximately \$0.160 million per annum from the 2014-15 budget year onwards.

Overall, Council remains in a sound financial position across the 5 year outlook period with annual underlying surpluses forecast.

There are a number of key components of the 2016-17 budget to highlight and these are outlined below:

a) Rate Capping

The Victorian State Government has introduced a "rate cap" as part of its election promises.

The state government has set the rate cap for the 2016-17 financial year at 2.5%.

Council's budget has been prepared on this basis.

As a result of a number of financial pressures including reduced grant income, contract costs such as Council's waste collection contract increasing greater than the rate cap, as



well as salaries and wages increasing marginally above the rate cap, Council's ability to increase service levels and provide new initiatives has been constrained.

b) Service Levels

The 2016-17 Annual Budget is based on generally maintaining current service levels to the Knox community.

Knox Council continues to conduct service reviews across the organisation through a service planning process. Service Plans are long term plans which detail the services Council will need to offer internally and externally in the future.

As a result of this process, Council continually refines services provided and identifies opportunities for improved service delivery as well as opportunities for possible savings.

This budget provides for service growth in a small number of areas including:

- Increased levels of hard waste collection;
- Early Years Services to accommodate the new legislative requirements for staff/child ratios in Council's pre-schools;
- Increased service levels in Council's building services function to meet increased demand and legislative requirements; and
- Communications to meet the increased demands for communications support.

This budget also provides for service reduction in a small number of areas including:

- A reduction in food services delivery levels based on reduced demand;
- A reduction in the target hours for Home and Community Care services in accordance with Council's funding and service agreement with the Commonwealth Government; and
- Cessation of the government funding for the community health promotion initiative – Healthy Together Knox.

c) New Initiatives

The budget contains a reduced new initiatives funding of \$0.470 million for 2016-17 and recognises known future impacts in the financial years following. The new service and program initiatives include the following:

- \$0.060M for the preparation of a structure plan for the Wantirna Health Precinct;
- \$0.140M for the community engagement component of the City Plan and Council Plan 2017-21;
- \$0.210M to support the operational implementation of the Early Years Hubs project; and
- \$0.060M to develop an Aquatic Future Direction Strategy for Knox.



The 2016-17 budget also continues to provide funding for new initiatives provided for in the 2015-16 budget including:

- \$0.080M for an enhanced level of public toilet cleaning service (ongoing);
- \$0.110M for a Land for Business and Employment Strategic Review (two years);
- \$0.090M to progress planning for a Development Contributions Scheme (two years);
- \$0.360M for Flood Mapping and Modelling (five year program);
- \$0.075M for a Rural and Green Wedge Land Strategic Review (two years);
- Temporary staffing resources for the following services:
 - Seniors Facilities (\$0.070M) - 0.8 EFT (for 3 years);
 - Planning Scheme Review and Priority Projects (\$0.066M) – 0.6 EFT (1.5 years);
 - and
 - Development Contributions Project (\$0.056M) – 0.5 EFT (five years).

d) Significant Items Impacting on the 2016-17 Budget

There have been a number of financial impacts on the 2016-17 Budget resulting from factors external to Council's control.

Some of the positive impacts are as follows:

- Council is anticipating a continued strong growth in contributions from developers in the order of \$3.700M. These funds are restricted in their use and must be used to provide open space projects;
- The costs associated with green waste costs are budgeted to decrease by \$0.220M due to a lower tonnage of green waste being processed.

Negative impacts are as follows:

- Council's cost of hard rubbish collections is anticipated to increase by \$0.328M as a result on an increased take up of this service;
- The contract cost of conducting council elections has also escalated by \$0.166M;
- Income from Knox Leisureworks will also be reduced by \$0.533M resulting from the renegotiation of the YMCA management contract; and
- A lower forecast of traffic fine income reflecting current trends of approximately \$0.069M, as well as a lower forecast of the recovery of court awarded fines to Council of \$0.051M.



e) Capital Works

The total Capital Works Program for 2016-17 is \$57.132 million. The major component and focus of this expenditure is the asset renewal program to maintain the existing asset base to community expectations. The asset renewal program for 2016-17 is \$25.857 million. Greater detail on the asset renewal program is provided in Section 6.

The new, upgrade and expansion Capital Works Program for 2016-17 is \$31.275million. The significant new projects for 2016-17 include:

- \$2.100M for the energy efficient street lighting replacement (in addition to \$4.750M budgeted in 2015-16).
- \$6.617M to progress the development of two integrated early years hubs at Bayswater and Wantirna South.
- \$4.180M for the development of Stamford Park.
- \$7.985M for Knox Central precinct (excluding Library).
- \$0.800M for provision of Interim Knox Library.
- \$0.200M for design of Knox Central Westfield Library.
- \$0.320M for Walker Reserve Multipurpose Area – Stage 2.
- \$0.650M for Eildon Park Reserve pavilion upgrade.
- \$0.212M for preschool building upgrades.
- \$0.800M construction of Karoo Road, Rowville.
- \$0.390M construction of Quarry Road, Upper Ferntree Gully.
- \$0.200M Tormore Reserve, Boronia. Implementation of masterplan.
- \$0.600M Marie Wallace Reserve, Bayswater. Implementation of masterplan.
- \$0.250M Chandler Park, Boronia. Implementation of masterplan.
- \$0.200M Rumann and Benedikt Reserves, Scoresby. Stages implementation of masterplan.
- \$0.250M Exner Reserve, Scoresby. Implementation of masterplan.
- \$0.370M Upper Ferntree Gully Neighbourhood Shopping Centre masterplan implementation.
- \$0.550M Boronia Retarding Basin upgrade.
- \$0.400M Mint Street Wantirna Wetland system upgrade adjacent to Dandenong Creek.

The new and upgrade Capital Works program is primarily funded through a combination of Rates, Council's cash reserves, loan borrowings, external grants and proceeds from asset sales. The detailed listing of new and upgrade capital works is included in Section 6.



f) Maintaining Existing Assets

The below table highlights the funding provided for Asset Renewal investment in the 2016-17 Budget.

Asset Renewal Category	Budget 2016-17 \$'000's
Buildings	4,000
Computers and telecommunications	2,472
Fixtures, fittings and furniture	5
Plant, machinery and equipment	2,417
Roads	8,050
Bridges	350
Footpaths and cycleways	2,400
Drains	2,100
Recreational, leisure and community facilities	2,611
Off street car parks	550
Other infrastructure	902
Total Asset Renewal	25,857

Council's Long Term Financial Forecast allocates an increasing commitment to asset renewal. This is in line with Council's previously adopted strategy to progressively increase funds for these works to ensure a level of funding is reached where Council's assets can be maintained in a sustainable manner.

Council's asset management plans highlight the need for Council to ensure that its asset renewal funding levels adequately renew community assets as they require replacement, on a recurrent basis.

g) State Government Fire Services Property Levy

The introduction of the Fire Services Property Levy Act 2012 provides for local governments to act as the collection agency for the state government fire services property levy.

The State Government Fire Services Property Levy first appeared on all 2013-14 Valuation and Rates Notices.

Council is also required to pay the levy for all Council owned non-rateable leviable properties at a cost to Council of approximately \$0.140 million.



h) State Government Landfill Levy

The 2016-17 cost for the Victorian Government landfill levy is expected to increase to \$62.33 per tonne. In 2014-15 the cost per tonne was \$58.50 and \$60.52 in 2015-16. In total dollar terms, the total anticipated levy is in the order of \$2.113 million in 2016-17. Additional rises are scheduled in the coming years. The Victorian Government intends to invest the money raised by the extra levy in projects to help businesses, councils, households and communities address waste and its environmental impacts. The objective of this levy is to achieve higher rates of recycling and keep valuable materials out of landfill. This in turn reduces greenhouse emissions and creates jobs in resource recovery and recycling. This levy is only applicable to residential properties.

i) 2015-16 Rates and Charges

Rates

The table below shows the overall increase in rates and service charges for 2016-17:

Proposed Rate Increase	2016-17
Rate Increase	2.50%

The increase reflects the rate cap set by the state government in December 2015, in accordance with new legislation.

Rates are Council's primary source of revenue and determine its ability to provide the level of services and outcomes identified in the Knox Vision and the City Plan 2013-17. Details of council rates are included in Section 7 Rates and charges.

Service Charges

Council provides base waste services for the community. Where residents choose a higher service level in relation to waste collection, Council applies a number of optional user pay waste collection charges in the form of a Service Charge. Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the respective waste function.

The table below shows the overall average increase in optional service charges for 2016-17:

Optional Service Charge (Waste) Average Increase	2016-17
Optional Service Charge (Waste) Average Increase	2.99%

Details of service charges are included in Section 7 Rates and charges



State Government Fire Services Property Levy and State Government Landfill Levy

The 2016-17 Valuation and Rates notices will include the following State Government levies:

- The State Government Fire Services Property Levy which is a fixed value (set at \$104 for residential and \$210 on Commercial and Industrial property in 2015-16) plus a variable component based on the Capital Improved Value of a property; and
- The State Government Landfill Levy. This State Government levy is anticipated to increase in 2016-17. The average annual levy increase per residential property will again equate to approximately \$1.00 per residential property.

Summary

The 2016-17 Annual Budget is the result of a rigorous process that has complied with the state government's rate cap, with a continued focus on containment of operating costs whilst maintaining services for the community with some service growth in aged services, multicultural activities, building services, communications activities and early years resulting from legislative changes. The 2016-17 Annual Budget continues Council's ongoing commitment to increasing its asset renewal and capital works program investments for the ongoing benefit of the community.

Kerry Stubbings
Acting Chief Executive Officer



Overview





Overview

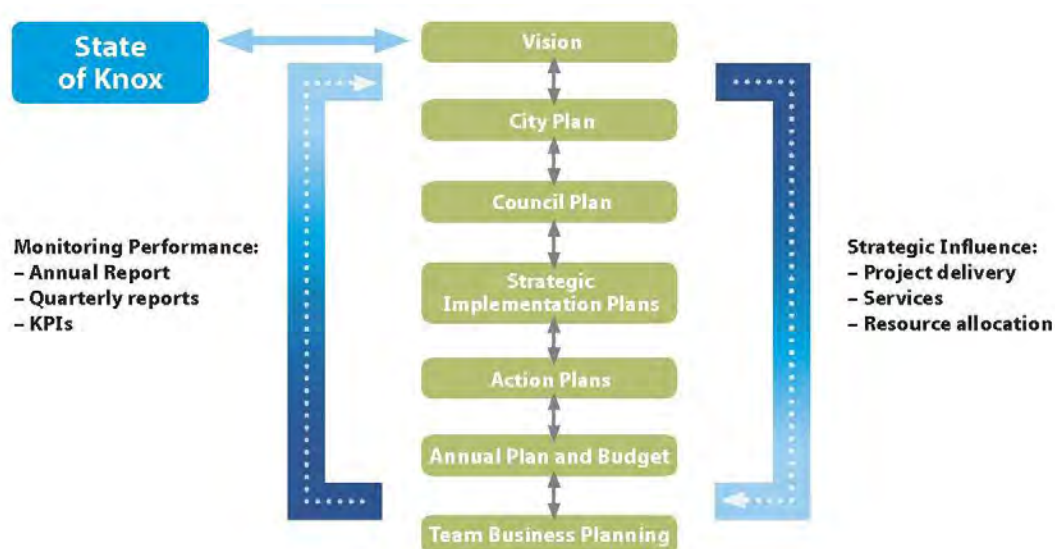
1. Linkage to City Plan (incorporating the Council Plan) 2013-17

The following two sections (Sections 1 and 2) in this Annual Budget document are referred to as Knox's Annual Plan. They outline what Knox Council plans to achieve during the coming twelve months and how it aligns to our Vision and City Plan (incorporating the Council Plan).

This section describes how the Annual Budget links to the achievement of the Council Plan (published as part of Knox's City Plan 2013-17) within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Knox Vision), medium term (City Plan, incorporating the Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

1.1 Planning and Accountability Framework

The diagram below shows the link between these documents. The diagram below depicts Knox City Council's planning and accountability framework.



The *State of Knox Report* is informed by community engagement, research and information on community characteristics and is gathered to inform planning and priority setting. The State of Knox holds the information required to develop, review and evaluate the City Plan.

The *Knox Vision: Our City, Our Future* is informed by data and evidence, as well as community engagement. It holds the community's aspiration and legacy, and outlines the future City we desire.



The *City Plan (incorporating the Council Plan)* is developed by a strategic dialogue with key partners and outlines shared objectives for the future of Knox that describe the outcomes required to progress the City toward achievement of the aspirations outlined in the Vision.

The *Council Plan* outlines Council's contribution to City Plan delivery and the priorities for Council's activities for the next four years. It informs Council's long term financial planning and Council's four year capital works program. The Council Plan also contains the Strategic Resource Plan which is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan.

City Strategic Implementation Plans describe the proposed strategic actions to implement the City Plan. These consistently reflect the strategic objectives and strategies of the City Plan, and expand upon them in more detail.

The *Annual Plan* is an annual action plan for Council based on the City Plan and Council Plan. The *Annual Budget* outlines the annual committed resources to deliver the Annual Plan, as well as Council's services. It also contains financial statements, initiatives and major initiatives and service performance indicators, as outlined in the Local Government Performance Reporting Framework.

Team Business Plans provide a clear line of sight for staff between the Vision, City Plan and Council priorities, and their own work.

In order to monitor performance and provide transparency and accountability, Knox City Council produces a number of reports to the community. The *Annual Report* is a report of the activities of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

1.2 Our Purpose

Knox Vision: Our City, Our Future

The Vision is informed by data, evidence and community engagement. It outlines the aspirations, legacy, and the future City we desire under the following themes:

The Vision is informed by data, evidence and community engagement. It outlines the aspirations, legacy, and the future City we desire under the following themes:

Theme 1: Healthy, Connected Communities

To achieve our objective of **Healthy, Connected Communities** we will create and support a community where each member enjoys good health, both physically and mentally, feels safe, is connected to others and has access to excellent health and leisure facilities and services.



Theme 2: Prosperous Advancing Economy

To achieve our objective of **Prosperous Advancing Economy** we will create and support a city where businesses benefit from strong collaborative networks and increased skills and capabilities. Knox is well regarded as a business and investment destination. Knox businesses are also well recognised as being leaders in corporate social responsibility.

Theme 3: Vibrant and Sustainable Built and Natural Environments

To achieve our objective of **Vibrant and Sustainable Built and Natural Environments** we will create and support a place where residents identify with and strongly value Knox being made up of a series of villages with access to a full range of urban facilities and services. Growth and change through development occurs at a rate and type that is responsive to Knox's character while meeting the needs of a changing community

Theme 4: Culturally Rich and Active Communities

To achieve our objective of **Culturally Rich and Active Communities** we will create and support a community that values diversity, creativity and artistic expression and enjoys a range of major and local events and festivals. We will create a place where public open space is accessible and plentiful, public art is a valued aspect of community life, and diverse leisure and recreational activities are abundant.

Theme 5: Democratic and Engaged Communities

To achieve our objective of **Democratic and Engaged Communities** we will operate in an efficient and effective manner, apply contemporary practices, have processes that are transparent and accountable, and exercise sound financial management. We will support our community to be engaged, value opportunities to be actively involved in community life, regularly participate in community groups and organisations, and have a genuine opportunity to influence decision-making.

Our Role

Council has a crucial role to play in supporting the Knox community to achieve the aspirations of its *Vision and City Plan*. Council will operate as a key leader working in partnership with the community.

Council has a leadership role in delivery of the Vision and City Plan that will require it to be a leading edge, best practice organisation, committed to the future of Knox, and building a culture that enables and drives community engagement and participation and achieves service excellence. To this aim, Council's objectives for the organisation's future will enable it to fully participate in the fulfilment of the Vision.

These objectives involve Council being an organisation that supports achievement of the community vision through the areas of:

- Innovation and Excellence,
- Effective Governance,
- Partnering and Engaging,
- Stewardship of Finances and Assets,
- Social and Environmental Responsibility, and
- Being an Employer of Choice.



Our Values

Our Values drive behaviour throughout the Council and are reflected in working relationships between Councillors, the organisation and the external environment including the community.

The values underpin the way we work as an organisation and the way we want the community to perceive us as an organisation. Knox's values are:

Teamwork

Council will work together in the pursuit of its vision, purpose and goals.

Innovation

Council will be open to new ideas and will constantly seek opportunities to enhance the quality of life of the Knox community in new, more efficient and effective ways, and strive towards constantly building an adaptable and agile organisation.

Integrity

Council will strive to be valued and trusted by the Knox community. Council will be respectful, open, transparent and honest in its dealings with the community. It will also be accountable in its objectives and role as a local government.

Enjoying Work

Council will maintain a passionate, highly motivated team that respects and encourages diversity. Energy is directed into achieving clearly articulated direction. Leadership and organisation learning is highly valued and incorporated into enjoyment of work.

Service Excellence

Council will ensure Council Services meet quality, cost and efficiency standards; are responsive to need; accessible to members of the community to whom the service is intended; and demonstrate continuous improvement. Council will also ensure that all of its activities are efficient, effective and aligned to the achievement of Council's Purpose.

1.3 Strategic Objectives

Council's strategic objectives are drawn from the five key themes of Knox's Vision. There is not always a one-to-one relationship between the objectives in the Council Plan and the themes of the Vision. Often, the objectives will contribute to more than one theme.

Council's strategic objectives for 2013-17 are:

Theme 1 - Healthy, Connected Communities

- To improve planning for an ageing population across Council's services to build capacity to respond to an ageing population.
- Improve the awareness of mental health issues through Council's current services.
- Increase the number of Council partnerships which promote the health of the community.
- Provide a range of programs, services and partnerships which aim to build local connections between people and reduce social isolation.
- Strengthen the effectiveness and efficiency of Council's processes and systems for managing Council's volunteers.



Theme 2 – Prosperous Advancing Economies

- Increase Council's active partnerships within the business community.

Theme 3 - Vibrant and Sustainable Built and Natural Environments

- Plan for a mix of housing to cater for all different stages of life.
- Improve the connections between existing shared paths and footpaths, especially to key places.
- Improve the provision of integrated public transport options in Knox.

Theme 4 – Culturally Rich and Active Communities

- Increase the current use of Council's festivals, events and arts programs to promote the acceptance and valuing of cultural diversity in Knox.

Theme 5 – Democratic and Engaged Communities

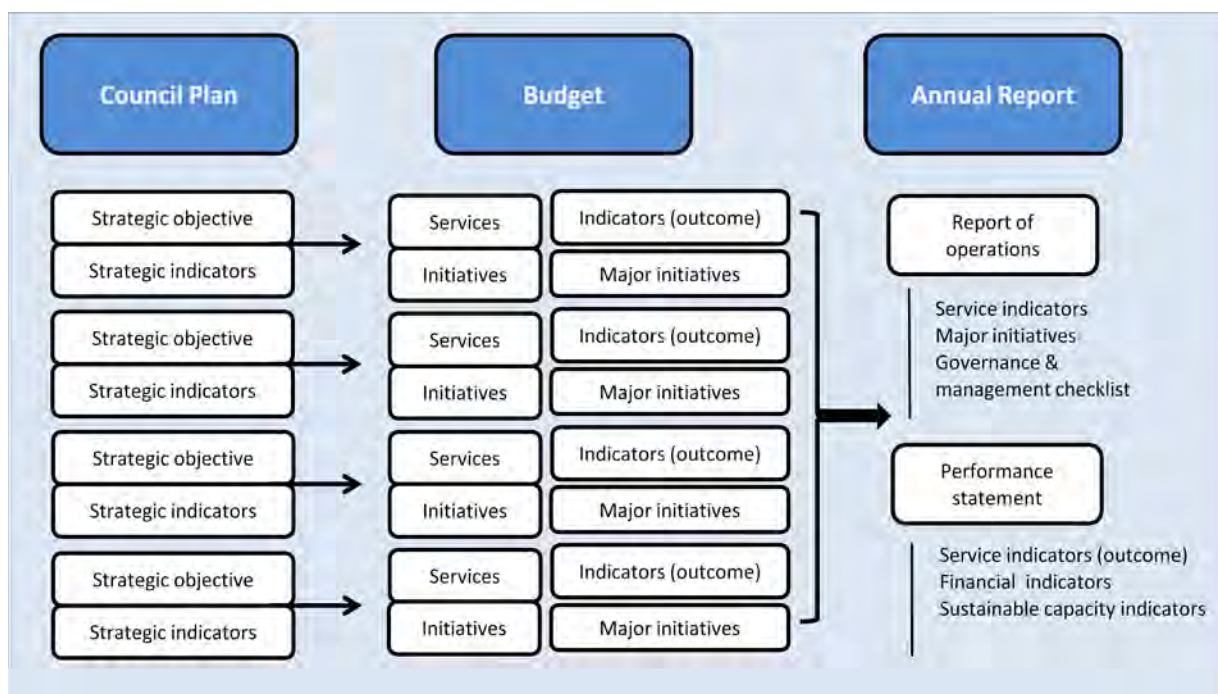
- To more actively support community groups with governance, administration and management practices.
- Ensure adequate community engagement occurs in all key Council projects.
- Strengthen the effectiveness and efficiency of Council's services.
- Reduce the funding gap for renewal of infrastructure under the stewardship of Council.



Overview

2. Services and service performance indicators

This section provides a description of services and initiatives to be funded in the Budget for the 2016-17 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1 "Linkage to City Plan (incorporating the Council Plan) 2013-17". It also includes a number of service performance indicators. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

There is not always a one to one relationship between initiatives or services and a Council Plan theme or objective. One initiative/service is likely to contribute to delivery of several themes or objectives. To make this document easier to read, initiatives and services have been included under the theme they have the strongest alignment to in terms of outcomes.

Services for which there are prescribed performance indicators to be reported on in accordance with the *Local Government (Planning and Reporting) Regulations 2014* are shown in **bold** and underlined in the below sections.



2.1 Theme 1: Healthy, Connected Communities

To achieve our objective of **Healthy, Connected Communities** we will create and support a community where each member enjoys good health, both physically and mentally, feels safe, is connected to others and has access to excellent health and leisure facilities and services.

Services

The services that contribute to this theme are described below.

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Youth Services	This service promotes, develops and encourages physical, social and mental well being of young people by providing, facilitating, planning, funding and advocating for the needs of young people, their families and their community. Youth Services includes delivery of youth counselling and referral, youth leadership development, parenting programs, and partnerships with schools in Knox.	230	1,229	999
Active Communities	This service works to encourage Knox residents as they get older to socialise and participate in activities that will enable them to have greater independence and live active and healthy lives in the community. This is achieved by promoting active ageing and by providing events and programs, support to 11 Senior Citizens Clubs and other older person's support groups within the municipality.	152	1,624	1,472
Active Living	This service provides a range of Home and Community Care (HACC) services that support over 2,500 frail older people, people who have a disability and their carers. The service helps eligible Knox residents maximise their independence, remain living in their own homes, stay connected to the community and enhance their quality of their life.	6,500	7,850	1,350
Community Transport	This service offers residents who are older, who have a disability and/or are in other ways disadvantaged, to be engaged in community life through the provision of transport. There are 3 buses in operation that enable people to do such activities as shopping, participate in senior citizen clubs or go to the library. The Community Transport Service is also used to transport residents to attend Council events, for the Council induction program as well as some other Council activities.	39	506	467



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Health Services	<p>This service aims to mitigate adverse community health outcomes through:</p> <ul style="list-style-type: none"> Monitoring, surveillance and enforcement activities that are aimed at food safety and controlling the spread of infectious disease. Immunisation services which protects the community against vaccine preventable disease. Delivery of health promotion and education services, including tobacco control and emergency management which aims to change community behaviour towards improved health outcomes. Provision of expert advice on preventative health related matters. 	720	1,654	934
Community Strengthening	<p>This service aims to create a stronger Knox community through: building the capacity of our organisation and our community organisations, developing and nurturing partnerships, and creating connections between community groups, individuals and businesses. This is achieved through the delivery of a range of programs which focus on supporting and resourcing Not for Profit (NFP) community groups.</p>	126	1,812	1,686
Community Access and Equity	<p>This service provides programs that support and advocate for disadvantaged and marginalised communities to foster an accessible, inclusive and supportive Council and community. The service provides both program based service delivery and development roles that are aligned to Council's Vision.</p>	122	512	390
Social Policy and Planning	<p>This service researches, informs, analyses, develops and contributes to Council social policy, planning and action. It identifies and recommends evidence-based priorities and strategies for Council and community planning and action. This service provides support and advice on the development of new and improved service and facility proposals.</p>	0	516	516
Community Safety	<p>This service provides advice, support and programs to strengthen community safety in order that neighbourhood amenity is protected, people feel safe and enjoy public spaces and individual rights are preserved.</p>	0	432	432



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Early Years Education and Care	This service provides a range of early years education and care services designed to support children's development and family needs. The service includes Preschool, Long Day Care, Family Day Care, and Inclusion Support Services. The service is guided by the Australian and Victorian Government's Early Childhood Reform Agenda and regulated by the National Quality Framework and State government Regulations.	12,679	15,309	2,630
Family Health, Development and Support	This service aims to support the healthy development of young children. It supports, empowers, informs and equips parents and primary carers of children from birth to six (6) years in their role as their child's first teacher. The service also aims to support and empower service providers, professionals, volunteer committees and community leaders to successfully engage and support families with young children. Additional supports are provided to vulnerable families who are not connected with services. The core components of the service are Maternal and Child Health (MCH) , playgroups, other group programs, and a number of activities which support these services.	1,160	3,275	2,115
Early Years Planning, Innovation & Partnerships	This service supports early years and family support services to provide good quality, well co-ordinated and integrated services to meet the needs of families and children. The service undertakes service planning and reviews including research and community consultation, to ensure children and family services are available to meet identified priority needs of the community in Knox. The service also builds and supports partnerships between Council and non-Council services and community managed programs to provide the right support at the right time in children's and families' lives.	0	581	581
Local Laws	This service provides local law and parking enforcement, school crossing supervision, and animal management programs to the community.	2,524	3,987	1,463
Total		24,251	39,287	15,035



The objectives for Theme 1 are:

1. To improve planning for an ageing population across Council's services to build capacity to respond to an ageing population.
2. Improve the awareness of mental health issues through Council's current services.
3. Increase the number of Council partnerships which promote the health of the community.
4. Provide a range of programs, services and partnerships which aim to build local connections between people and reduce social isolation.
5. Strengthen the effectiveness and efficiency of Council's processes and systems for managing Council's volunteers.

Initiatives for 2016-17

The following initiatives highlight Council's priority actions for 2016-17. They do not constitute all actions delivered by Council.

The initiatives for 2016-17 for Theme 1 are:

- Commence planning for the two Early Years Hubs in Wantirna South and Bayswater. The work during 2016-17 would include developing a detailed design (for the Wantirna South and Bayswater hubs), planning for the relocation of existing services (preschool, MCH and playgroup at both hubs), and commencing construction and planning for the transition and establishment phase to commence operation at the Wantirna South Hub in 2017-18. **(Subject to Council's consideration of the feasibility and scoping)**
- Develop a Community Access and Equity strategic plan integrating multicultural, indigenous, disability, other equity issues and strategic plans to support an integrated approach and response to a diverse range of access and equity issues.
- Develop an integrated life stage plan that merges the Municipal Early Years, Knox Youth Strategic plan and Healthy Ageing plan and promotes the benefits of intergenerational connections.
- Implement the transition of the Knox Home and Community Care (HACC) Assessment Service to full operation within the MyAgedCare system and provide recommendations and implement action regarding the transition of HACC services to the Commonwealth Home Support Program (CHSP).
- Increase utilisation of Council's current Senior Citizens Centre facilities through assessment of demand and capacity of Clubs across the municipality to respond to the ageing population, the implementation of a Senior Citizens Support Network, rebranding of existing Seniors Clubs and establishment of an Asset development plan for Council's 5 designated centres.

Major Initiative for 2016-17

- Develop a plan to assist council prepare for the Victorian roll out of the National Disability Insurance Scheme within the Eastern Metropolitan Region in November 2017.



Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care (HACC)	Participation	<p>Participation in HACC service (Percentage of the municipal target population that receive a HACC service)</p> <p>Participation in HACC service by CALD people (Percentage of the municipal target population in relation to Culturally and Linguistically Diverse people who receive a HACC service)</p>	<p>[Number of people that received a HACC service / Municipal target population for HACC services] x 100</p> <p>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x 100</p>
Food Safety	Health and safety	<p>Critical and major non-compliance notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)</p>	<p>[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x 100</p>
Maternal and Child Health (MCH)	Participation	<p>Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)</p>	<p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100</p>



Service	Indicator	Performance Measure	Computation
		Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100
Animal Management	Health and Safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
	Satisfaction with Community Education	Satisfaction with Council investment in community education event (Percentage of survey respondents who think the Pets in the Park event is a "great investment" or a "good investment" of animal registration funds)	[Percentage of survey respondents who respond "great investment" + percentage of survey respondents who respond "good investment"]



2.2 Theme 2: Prosperous Advancing Economy

To achieve our objective of a **Prosperous Advancing Economy** we will create and support a city where businesses benefit from strong collaborative networks and increased skills and capabilities, and where Knox is well regarded as a business and investment destination. Knox businesses are also well recognised as being leaders in corporate social responsibility.

Services

The services that contribute to this theme are described below.

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Economic Development	<p>The Economic Development service aims to realise Knox's potential as a prosperous, advancing economy. It provides an integrated approach to information, advice and action to encourage private and public sector investment that will increase business establishment and growth; encourage and attract new business and investment; lift productivity; create prosperity and boost employment within the Knox economy.</p> <p>The service informs and supports businesses within Knox by providing education and assistance with business development; attraction and facilitation of investment; connecting Knox businesses with each other or in groups; and highlighting opportunities that may exist within government funding programs.</p>	32	1,662	1,630
Place Program	<p>This service provides an integrated approach to build partnerships and ensure better social, environmental and economic outcomes are delivered in community hubs. It sets out to improve the amenity and neighbourhood character of the municipality, increase prosperity and increase the capacity for the community to be resilient to change and work together to determine what is important in their Place.</p>	0	531	531
Total		32	2,193	2,161



The objectives for Theme 2 are:

1. Increase Council's active partnerships within the business community.

Initiatives for 2016-17

The following initiatives highlight Council's priority actions for 2016-17. They do not constitute all actions delivered by Council.

The initiatives for 2016-17 for Theme 2 are:

- Attract and assist new investment and assist existing businesses to grow through the Knox Investment Facilitation Service.
- Continue delivery of the Business Visits and Engagement Program to improve Council's understanding of the business community and their needs in terms of skills, growth, labour force, technology and infrastructure requirements.
- Continue to advance Council's place based planning to achieve business growth, attract investment and boost employment in key strategic precincts, specifically Bayswater Employment/Industrial Precinct.
- Proactively participate in regional forums and initiatives with Melbourne East Regional Development Australia Group and the Regional Metropolitan Planning Group to achieve regional collaboration, build networks across Government and business and increase joint advocacy.

Major Initiative for 2016-17

- Progress preparation of a structure plan in collaboration with the Metropolitan Planning Authority to guide future investment and development for the Wantirna Health and Medical Precinct.

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Economic Development	Investment attraction	Participation in the Knox Investment Facilitation Service (Number of individuals and businesses who engage with the Knox Investment Facilitation Service)	Number of individuals and businesses who engage with the Knox Investment Facilitation Service
		Investment in the City of Knox (Number of individuals and businesses that locate or expand within the City of Knox following engagement with the Knox Investment Facilitation Service)	Number of individuals and businesses that locate or expand within the City of Knox following engagement with the Knox Investment Facilitation Service



2.3 Theme 3: Vibrant and Sustainable Built and Natural Environments

To achieve our objective of **Vibrant and Sustainable Built and Natural Environments** we will create and support a place where residents identify with and strongly value Knox being made up of a series of villages with access to a full range of urban facilities and services. Growth and change through development occurs at a rate and type that is responsive to Knox's character while meeting the needs of a changing community.

Services

The services that contribute to this theme are described below.

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Emergency Management	This service coordinates and delivers Council's legislative and community focused responsibilities for emergency and fire management. It includes services to mitigate risk to people and property, preparedness/planning through to response and recovery.	54	693	639
Asset Management	This service provides strategic direction for asset management incorporating the development of processes and systems to maintain and regularly update Council's asset register and management system, collection of asset condition data and the development and implementation of strategic asset management plans for all asset categories. The service also provides asset preservation and protection functions in areas associated with subdivision, private developments; Council capital infrastructure projects and works undertaken by service authorities; contractors and government agencies. The service also manages the coordination, planning, development and monitoring of the delivery of Council's Capital Works Program.	99	1,235	1,136
Facilities	This service provides building services, including capital construction, programmed and reactive maintenance and ancillary services (e.g. graffiti control, security, essential safety measures) for all Council buildings; internal architectural advice and building management services on land where Council has an interest.	8	2,199	2,191



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Operations	This service is responsible for the management and delivery of maintenance services and delivery of new, renewed and upgraded Council infrastructure assets. This includes Parks Services, Works Services, Construction, and Fleet Management. The service provides well maintained infrastructure assets that meet present day and future needs of the community, in compliance with various Acts and regulations and Council policies.	121	3,837	3,716
Waste Management	This service aims to minimise waste and provides waste collection and disposal services for the Knox community.	786	14,996	14,210
Biodiversity	This service provides for the conservation, enhancement and celebration of local biodiversity within the City of Knox. The service provides bushland management to protect and enhance over 40 Council bushland reserves, over 120 sites of biological significance as well as education/awareness programs in order to increase the appreciation and understanding of the values of biodiversity within the broader community. This includes encouraging and supporting active participation by members of the community in the conservation and enhancement of remnant vegetation on public and private land.	0	1,075	1,075
Open Space Management	This service provides planning, design, consultation and implementation of enhanced passive open space. The service also includes the development of policy and provision of planning and landscape architectural design expertise for other areas of Council.	143	9,780	9,637
Integrated Water Management	This service provides technical and strategic advice and drainage advice/drainage services related to developer and resident enquiries and the provision of integrated water management. The service aims to safeguard the community against flooding, provide a municipal drainage system that is safe and fit for purpose, ensure that stormwater is a valued and well used resource and maintain clean waterways.	30	2,587	2,557



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Strategic Land Use Planning	This service undertakes research to inform planning policies and decisions. It also proactively updates the Knox Planning Scheme to reflect the Council Plan. This includes the preparation and assessment of planning scheme amendments, internal referral responses to planning applications, provision of general strategic land use planning advice to internal and external customers, and a statutory requirement to review the Knox Planning Scheme every four years. Community engagement and consultation is a core part of this service.	24	1,812	1,788
Planning Approvals	This service provides for statutory planning assessment and enforcement and regulatory services under of the Planning and Environment Act and related Acts and Regulations.	983	3,324	2,341
Building	This service provides for building assessment and regulatory services in accordance with the <i>Building Act 1993</i> and other relevant legislation. The service issues Building Permits, performs building inspections, responds to complaints with inspections; and performs swimming pool inspections.	498	1,062	564
Traffic & Transport	This service provides local traffic management (on roads , footpaths, shared paths, etc), advice and advocacy for broad transport choices for a range of traffic and transport services as provided by Council and others.	3	3,967	3,964
Sustainable Futures	This service provides for environmental planning, community engagement in sustainability, policy development and project implementation. The service provides a range of learning and engagement programs that focus on supporting Council and the community to move towards environmental, social and economic sustainability.	100	596	496



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Major Initiatives	This service provides for the delivery of major initiatives supplementing the full program of capital projects being delivered by the various delivery teams across Knox. The Unit utilises a combination of internal and specialist skills – and include architectural, quantity surveying, project management, construction management, specialist engineering and site supervision services.	0	230	230
Total		2,849	47,394	44,544

The objectives for Theme 3 are:

1. Plan for a mix of housing to cater for all different stages of life.
2. Improve the connections between existing shared paths and footpaths, especially to key places.
3. Improve the provision of integrated public transport options in Knox.

Initiatives for 2016-17

The following initiatives highlight Council's priority actions for 2016-17. They do not constitute all actions delivered by Council.

The initiatives for 2016-17 for Theme 3 are:

- Continue preparation of a detailed structure plan and Planning Scheme Amendment to guide and support future development within the Knox Central Activity Centre.
- Complete the bulk streetlight replacement program to achieve significant energy and cost savings and promote energy efficiency in the community.
- Progress a strategic review of land for business and employment in the municipality to reinforce Knox's important areas for employment and the role and function of its Activity Centres.
- Progress the development of Developer Contributions Planning and its feasibility as a new model for alternative infrastructure funding.
- Actively participate in an advocacy program for improved public transport through membership of the Eastern Transport Coalition.
- Following on from the release of Stage 2 of the Rowville Rail Study, continued advocacy to seek a commitment from the state government to improve existing bus services, to protect a land corridor for the future train line, and expedite delivery of the Rowville Rail.
- Continue to participate in the implementation of the Bayswater Level Crossing Renewal Project to provide an integrated product that satisfies both the state government's business case and Council's objectives, as outlined in the Bayswater Structure Plan.
- Continue to prioritise Council's Integrated Transport Plan to inform reviews of the Pedestrian Plan, the Bicycle Plan, Mobility Study Implementation Plan and Road Management Plan.



Major Initiative for 2016-17

- Continue to work collaboratively with Stockland to progress the development of the residential parcel, advance planning of the parkland and progress the restoration of the Stamford Homestead, in accordance with the Stamford Park Master Plan.

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.



2.4 Theme 4: Culturally Rich and Active Communities

To achieve our objective of **Culturally Rich and Active Communities** we will create and support a community that values diversity, creativity and artistic expression and enjoys a range of major and local events and festivals. We will create a place where public open space is accessible and plentiful, public art is a valued aspect of community life, and diverse leisure and recreational activities are abundant.

Services

The services that contribute to this theme are described below.

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Leisure Services	This service includes the management, operation and/or support for Council's leisure facilities including 2 Council managed leisure centres (including aquatic facilities), 11 externally managed facilities, 17 community managed and 10 public access tennis facilities, 1 community managed hockey facility and 59 council managed sports grounds.	2,018	3,003	985
Arts & Cultural Services	This service delivers and engages the local community in a range of arts and cultural services and programs. These services/programs include performing arts, events, festivals, arts courses, performances and public art projects.	298	1,674	1,376
Libraries	The Libraries service provides resources and programs and a variety of media for education, information, leisure and personal development. There are currently five branch libraries in Knox and one library service bus. The service is managed by the Eastern Regional Library Corporation, a formal partnership between Maroondah, Yarra Ranges and Knox Councils.	0	4,631	4,631
Total		2,316	9,308	6,992

The objective for Theme 4 is:

1. Increase the current use of Council's festivals, events and arts programs to promote the acceptance and valuing of cultural diversity in Knox.

Initiatives for 2016-17

The following initiatives highlight Council's priority actions for 2016-17. They do not constitute all actions delivered by Council.

The initiatives for 2016-17 for Theme 4 are:



- Continue the development of the 'Immerse' exhibition program in Knox to promote visual arts in Council, community and commercial venues.
- Implement a Knox mentoring program for Year 11 female students from local secondary schools that connect participants with inspiring local business women to support their personal and career development.
- Promote the positive attributes of young people identified in the Knox Youth Social profile through social and print media outlets to strengthen the positive image of young people in Knox.
- Progress the development of a temporary library facility within Knox City Shopping Centre.

Major Initiative for 2016-17

- Develop a Knox Aquatic Strategy to determine future aquatic needs and service and facility provision for the Knox community.

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / Municipal population] x 100

2.5 Theme 5: Democratic and Engaged Communities

To achieve our objective of **Democratic and Engaged Communities** we will operate in an efficient and effective manner, apply contemporary practices, have processes that are transparent and accountable, and exercise sound financial management. We will support our community to be engaged, value opportunities to be actively involved in community life, regularly participate in community groups and organisations, and have a genuine opportunity to influence decision-making.

Services

The services that contribute to this theme are described below.



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Customer Service	This service is designed to support the delivery of a range of Council's programs and services to the community via telephone and counter contact centres. The service supports the organisation to provide personalised, responsive customer service via all Council's contact channels, including online. The team provides guidance and support for all customer interactions and exists to support information and connection between Council and the community.	0	2,449	2,449
Communications	This service is responsible for organisational communications and promotions, leadership and advice in communications and marketing, the production and management of corporate publications (including brand development and integrity), media connections, staff communications and the development of community information.	0	1,378	1,378
Strategy and Innovation	This service provides leadership, guidance and direction for the planned and measurable delivery of Council's Vision. This is achieved through: strategic planning, corporate planning, service planning, performance monitoring, evaluation and reporting, continuous improvement, and various other organisational improvement projects.	0	790	790
Finance and Property Services	This service provides the strategic thinking, leadership, service delivery and management of all matters relating to financial management. The Department is responsible for leading the processes for budgeting and forecasting, regular financial reporting, Annual Financial Accounts preparation, rating services and management of the debtors and creditors and provides oversight of Council's property management obligations. The Finance team works closely with the Governance team to develop and support the organisational financial compliance frameworks and works across the organisation educating and supporting stakeholders. The Finance team continuously reviews its operations to ensure compliance with statutory obligations and community expectations.	706	2,873	2,167



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Governance	The Governance service provides key internal and external services to Councillors, staff and the community to facilitate a well governed organisation. The service has overall responsibility for legislative compliance, Councillor support and development, Council meetings and the maintenance of the Civic Centre meeting rooms. The service oversees Council's strategic procurement function and is responsible for Council's integrity framework, including the Audit Committee, fraud and corruption prevention, privacy compliance and Freedom of Information.	244	3,211	2,967
Information Technology	This service incorporates provision of information technology and records management services and IT support for the organisation. This encompasses hardware and software support as well as internal and external telecommunications. This service is a key foundation platform for efficient service delivery for the community and the organisation.	0	3,319	3,319
Human Resources	This service provides strategic and operational leadership, services and programs for all aspects of human resource management. These include industrial and employee relations, recruitment, induction, corporate learning and development, leadership development, organisational culture, performance management workforce planning, remuneration and employee safety, health and wellbeing. This service works across the organisation, developing and implementing programs, and works with stakeholders to educate and build capability and continuously develop their teams. This service also includes Council's risk management systems, insurances and the front line support to customers and residents for insurance related issues.	117	3,079	2,962
Total		1,067	17,099	16,032



The objectives for Theme 5 are:

1. To more actively support community groups with governance, administration and management practices.
2. Ensure adequate community engagement occurs in all key Council projects.
3. Strengthen the effectiveness and efficiency of Council's services.
4. Reduce the funding gap for renewal of infrastructure under the stewardship of Council.

Initiatives for 2016-17

The following initiatives highlight Council's priority actions for 2016-17. They do not constitute all actions delivered by Council.

The initiatives for 2016-17 for Theme 5 are:

- Conduct the 2016 Council general elections and a comprehensive induction program for the new Council.
- Implement a customer focussed business improvement approach to drive improved customer experiences and organisational efficiencies.
- Complete a minimum of ten service reviews as part of the implementation of Year Four of Council's four-year rolling service review program.
- Continue to advance Council's Advocacy Strategy to guide Council's advocacy priorities and efforts.
- Commence the replacement of Council's Electronic Document and Records Management System (EDRMS).
- Continue the preparation of a Digital Plan that focuses on increasing customer interaction including options for self service through technology.

Major Initiative for 2016-17

- Prepare the new City Plan and Council Plan 2017-21 through the use of a range of community engagement approaches including the introduction of a Community Panel, for Council adoption by 30 June 2017.

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community



2.6 Performance Statement

The service performance indicators will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2016-17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 4 Financial Performance Indicators) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement 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 on in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Reconciliation with Budgeted Operating Results

Strategic Objective	Income \$'000	Expenditure \$'000	Net Cost \$'000
Healthy, Connected Communities	24,251	39,287	15,036
Prosperous Advancing Economy	32	2,193	2,161
Vibrant and Sustainable Built and Natural Environments	2,849	47,394	44,545
Culturally Rich and Active Communities	2,316	9,308	6,992
Democratic and Engaged Communities	1,067	17,099	16,032
Total Net Cost of Activities and Initiatives	30,515	115,281	84,766
Non Attributable Expenditure			
Effective Corporate Governance			3,545
Depreciation			19,780
Capital Projects - Operational Expenses			6,642
Borrowing Costs			1,021
Net Loss on Disposal of Property, Infrastructure, Plant & Equipment			1,564
Total Non Attributable Expenditure			32,552
Deficit before Funding Sources			117,318
Funding Sources			
Rates and charges			104,835
Garbage Charges			4,702
Victoria Grants Commission (VGC) - Grants - Operating - Recurrent			6,296
Interest			1,704
Developers' Contributions			3,700
Grants - Capital			3,909
Contributions and Donations - Capital			138
Contributions - Non Monetary Assets			2,000
Total Funding Sources			127,284
Surplus for the Year			9,966



Budget Reports





Budget Reports

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 2019-20 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 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



Comprehensive Income Statement For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED COMPREHENSIVE INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
INCOME					
Rates and charges	101,872	104,834	108,257	112,007	115,266
Statutory fees and fines	2,521	2,584	2,661	2,741	2,823
User fees	14,754	15,314	15,393	15,864	16,338
Grants - operating	20,160	22,417	23,161	23,330	23,697
Grants - capital	2,873	3,909	3,145	1,555	1,565
Contributions - monetary	4,967	4,633	4,509	4,400	4,297
Contributions - non monetary	2,000	2,000	2,000	2,000	2,000
Other income	2,123	2,108	2,097	2,095	2,014
TOTAL INCOME	151,270	157,799	161,223	163,992	168,000
EXPENSES					
Employee costs	67,686	66,797	68,539	70,592	73,008
Materials and services	53,666	52,725	53,291	53,823	55,070
Contributions and donations	5,236	5,323	5,478	5,638	5,803
Depreciation and amortisation	18,758	19,780	20,611	21,411	22,013
Borrowing costs	987	1,021	1,506	1,873	2,468
Bad and doubtful debts	(92)	64	89	91	93
Net loss (gain) on disposal of property, infrastructure, plant and equipment	(7,004)	1,564	1,553	1,433	(15,726)
Other expenses	537	559	576	593	611
TOTAL EXPENSE	139,774	147,833	151,643	155,454	143,340
SURPLUS (DEFICIT)	11,496	9,966	9,580	8,538	24,660
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	11,496	9,966	9,580	8,538	24,660

Note: The amount indicated for Rates and Charges income includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year) whereas amounts indicated in the Rates and Charges in Section 7 exclude supplementary rates.



Balance Sheet

For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CURRENT ASSETS					
Cash and cash equivalents	53,764	51,201	44,335	45,090	46,933
Trade and other receivables	9,040	9,211	9,537	5,935	6,572
Other assets	1,285	1,317	1,350	1,384	1,419
Inventories	7	7	7	7	7
TOTAL CURRENT ASSETS	64,096	61,736	55,229	52,416	54,931
NON CURRENT ASSETS					
Investments in associates	3,522	3,522	3,522	3,522	3,522
Property, infrastructure, plant and equipment	1,543,581	1,570,691	1,602,021	1,622,220	1,618,213
Intangible assets	726	726	726	726	726
TOTAL NON CURRENT ASSETS	1,547,829	1,574,939	1,606,269	1,626,468	1,622,461
TOTAL ASSETS	1,611,925	1,636,675	1,661,498	1,678,884	1,677,392
CURRENT LIABILITIES					
Trade and other payables	9,948	10,430	10,771	10,947	11,316
Trust funds and deposits	3,198	3,278	3,360	3,444	3,530
Provisions	16,958	17,484	18,027	18,605	19,184
Interest-bearing loans and borrowings	4,446	3,548	2,846	2,836	2,838
TOTAL CURRENT LIABILITIES	34,550	34,740	35,004	35,832	36,868
NON CURRENT LIABILITIES					
Provisions	6,496	6,528	6,561	6,596	6,631
Interest-bearing loans and borrowings	13,728	28,290	43,236	51,221	23,998
TOTAL NON CURRENT LIABILITIES	20,224	34,818	49,797	57,817	30,629
TOTAL LIABILITIES	54,774	69,558	84,801	93,649	67,497
NET ASSETS	1,557,151	1,567,117	1,576,697	1,585,235	1,609,895
EQUITY					
Accumulated surplus	606,045	619,139	630,890	642,003	664,810
Reserves	951,106	947,978	945,807	943,232	945,085
TOTAL EQUITY	1,557,151	1,567,117	1,576,697	1,585,235	1,609,895



Statement of Changes in Equity For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,557,151	606,045	919,580	31,526
Surplus/(deficit) for the year	9,966	9,966	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,740)	0	4,740
Transfer from other reserves	0	7,868	0	(7,868)
BALANCE AT END OF YEAR	1,567,117	619,139	919,580	28,398
2017				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,567,117	619,139	919,580	28,398
Surplus/(deficit) for the year	9,580	9,580	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,349)	0	4,349
Transfer from other reserves	0	6,520	0	(6,520)
BALANCE AT END OF YEAR	1,576,697	630,890	919,580	26,227
2018				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,576,697	630,890	919,580	26,227
Surplus/(deficit) for the year	8,538	8,538	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(3,965)	0	3,965
Transfer from other reserves	0	6,540	0	(6,540)
BALANCE AT END OF YEAR	1,585,235	642,003	919,580	23,652
2019				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,585,235	642,003	919,580	23,652
Surplus/(deficit) for the year	24,660	24,660	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(3,853)	0	3,853
Transfer from other reserves	0	2,000	0	(2,000)
BALANCE AT END OF YEAR	1,609,895	664,810	919,580	25,505



Statement of Cash Flows For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Rates and charges	102,228	104,749	108,019	115,702	114,723
Statutory fees and fines	2,521	2,584	2,661	2,741	2,823
User fees	14,612	15,228	15,305	15,771	16,244
Grants - operating	20,160	22,417	23,161	23,330	23,697
Grants - capital	2,873	3,909	3,145	1,555	1,565
Contributions - monetary	4,967	4,633	4,509	4,400	4,297
Interest	1,687	1,704	1,768	1,691	1,685
Other receipts	436	404	329	404	329
Net movement in trust deposits	47	80	82	84	86
Employee costs	(67,021)	(66,239)	(67,963)	(69,979)	(72,394)
Materials and services	(52,700)	(52,416)	(53,152)	(53,681)	(54,924)
Contributions and Donations	(5,236)	(5,323)	(5,478)	(5,638)	(5,803)
Other payments	(537)	(559)	(576)	(593)	(611)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	24,037	31,171	31,810	35,787	31,717
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from sale of property, infrastructure, plant and equipment	20,070	4,036	1,047	1,167	28,227
Payments for property, infrastructure, plant and equipment	(42,070)	(50,490)	(52,541)	(42,210)	(28,507)
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	30,800	0	0	0	0
NET CASH USED IN INVESTING ACTIVITIES	8,800	(46,454)	(51,494)	(41,043)	(280)
CASH FLOWS FROM FINANCING ACTIVITIES					
Finance costs	(1,064)	(944)	(1,426)	(1,964)	(2,373)
Proceeds from borrowings	5,285	16,702	17,792	10,821	0
Repayment of borrowings	(2,478)	(3,038)	(3,548)	(2,846)	(27,221)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	1,743	12,720	12,818	6,011	(29,594)
NET INCREASE (DECREASE) IN CASH HELD	34,580	(2,563)	(6,866)	755	1,843
Cash and cash equivalents at the beginning of the financial year	19,184	53,764	51,201	44,335	45,090
CASH AND CASH EQUIVALENTS AT END OF YEAR	53,764	51,201	44,335	45,090	46,933



Statement of Capital Works For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CAPITAL WORKS PROGRAM BY ASSET CLASS					
PROPERTY					
Land	3,600	7,985	0	0	0
Land improvements	770	0	0	0	0
Buildings	6,351	17,253	27,721	20,950	6,886
TOTAL PROPERTY	10,721	25,238	27,721	20,950	6,886
PLANT AND EQUIPMENT					
Plant, machinery and equipment	2,548	3,217	2,446	2,115	2,463
Fixtures, fittings and furniture	5	5	5	5	5
Computers and telecommunications	2,221	3,072	2,865	2,240	1,250
Artworks	80	60	20	25	25
TOTAL PLANT AND EQUIPMENT	4,854	6,354	5,336	4,385	3,743
INFRASTRUCTURE					
Roads	8,715	9,370	10,212	8,505	9,110
Bridges	280	350	500	220	500
Footpaths and cycleways	4,140	3,114	3,127	3,595	4,073
Drainage	4,387	3,195	3,330	3,270	3,195
Recreational, leisure and community facilities	10,137	6,325	8,085	6,626	6,579
Off street car parks	692	550	700	530	750
Other infrastructure	5,584	2,636	777	770	564
TOTAL INFRASTRUCTURE	33,935	25,540	26,731	23,516	24,771
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,132	59,788	48,851	35,400
REPRESENTED BY					
Asset renewal	26,874	25,857	27,098	26,139	28,264
Asset upgrade	16,536	14,611	11,317	11,147	5,986
Asset new	5,538	12,877	21,019	11,211	796
Asset expansion	562	3,787	354	354	354
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,132	59,788	48,851	35,400



Statement of Human Resources For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT
STAFF EXPENDITURE					
Employee costs - operating	67,686	66,797	68,539	70,592	73,008
Employee costs - capital	1,121	1,047	1,081	1,117	1,153
TOTAL STAFF EXPENDITURE	68,807	67,844	69,620	71,709	74,161
STAFF NUMBERS					
Equivalent full time (EFT) employees	705.68	705.74	703.99	705.25	706.71
TOTAL STAFF NUMBERS	705.68	705.74	703.99	705.25	706.71

A summary of human resources expenditure and full time equivalent Council staff categorised according to the organisational structure of Council is included below:

Organisation Structure by Directorate	2016-17 Budget		Employment Type			
	\$'000	EFT	Full Time		Part-Time	
			\$'000	EFT	\$'000	EFT
CEO and Council	563	3.00	563	3.00	0	0.00
City Development	11,266	112.64	8,539	79.20	2,727	33.44
Community Services	29,990	329.69	12,641	139.45	17,349	190.24
Corporate Development	11,644	112.29	8,985	83.14	2,659	29.15
Engineering and Infrastructure	13,334	148.12	11,938	136.03	1,396	12.09
Total permanent staff expenditure	66,797	705.74	42,666	440.82	24,131	264.92
Capitalised Labour costs	1,047					
Total Employee Costs	67,844					



Budget Reports

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 interpreted in the context of the organisation's objectives.

Indicator	Measure	Expected Bands	Notes	Forecast	Budget	Strategic Resource Plan			Trend
				2015-16	2016-17	2017-18	2018-19	2019-20	+ / o / -
Operating Position (measures whether a council is able to generate an underlying surplus)									
Adjusted Underlying Result	Adjusted Underlying Surplus (Deficit) / Adjusted Underlying Revenue	> 0%	1	4.73%	3.24%	3.48%	3.73%	13.39%	+
Liquidity (measures whether a council is able to generate sufficient cash to pay bills on time)									
Working Capital	Current Assets / Current Liabilities	120.00% - 200.00%	2	185.52%	177.71%	157.78%	146.28%	148.99%	o
Unrestricted Cash	Unrestricted Cash / Current Liabilities	50.00% - 100.00%		138.16%	128.97%	100.90%	95.40%	92.86%	-
Obligations (measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities)									
Loans and Borrowings	Interest Bearing Loans and Borrowings / Rate Revenue	< 60.00%	3	17.84%	30.37%	42.57%	48.26%	23.28%	o
Loans and borrowings	Interest and Principal Repayments / Rate Revenue	0% - 5.00%		3.48%	3.80%	4.59%	4.29%	25.67%	-
Indebtedness	Non Current Liabilities / Own Source Revenue	< 40.00%		16.04%	26.92%	37.46%	42.17%	21.76%	o
Asset Renewal	Asset Renewal Expenditure / Depreciation	90.00% - 110.00%	4	108.95% *	104.87%	105.26%	98.94%	104.36%	o
Stability (measures whether a council is able to generate revenue from a range of sources)									
Rates Concentration	Rate Revenue / Adjusted Underlying Revenue	50.00% - 80.00%	5	69.43%	68.62%	68.90%	69.36%	69.65%	o
Rates Effort	Rate Revenue / Property Values (CIV)	0.20% - 0.60%		0.30%	0.29%	0.30%	0.28%	0.29%	o
Efficiency (measures whether a council is using resources efficiently)									
Expenditure Level	Total Expenditure / No. of Assessments	N/A		\$2,180	\$2,305	\$2,350	\$2,394	\$2,194	o
Revenue Level	Residential Rate Revenue / No. of Residential Assessments	N/A		\$1,383	\$1,418	\$1,439	\$1,476	\$1,504	+
Workforce Turnover	No. of Resignations & Terminations / Average No. of Staff	5.00% - 10.00%		10.00%	10.00%	10.00%	10.00%	10.00%	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

* 2015-16 forecast includes capital works carried forward from 2014-15.

Notes on the financial performance indicators table:

(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. Improvements in financial performance are forecast over the five year period.

(2) Working capital – An indicator of whether Council is able to pay current liabilities within the following 12 months. Working capital is forecast to strengthen significantly over the five year outlook.

(3) Debt compared to rates – Trend indicates a significantly reducing reliance on debt against annual rate revenue through redemption of long term debt.

(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. Council's asset renewal indicator is greater than 100% (and strengthening) through the four year outlook.

(5) Rates concentration – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources as the level of Government grant funding increases are forecast to continue to be below the increased cost of service delivery.

Overall, over the four year period Knox City Council is in a financially sustainable position. Active management is required to continue to sustain an underlying surplus result. Asset renewal, and the asset renewal backlog, will continue to be a challenge.



Budget Reports

5. Other budget information

This section presents other budget related information required by the Regulations

5.1 Grants – operating (\$2.257 million increase)

Operating grants include all monies received from State and Federal sources which assists Council in funding the delivery of Council’s services to ratepayers. After adjusting for a prior year one off variation and the end of one recurrent service, the level of operating grants is projected to decrease by 3.5% or \$0.805 million compared to 2015-16. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Type and Sources	Forecast	Budget	Variance
	2015-16	2016-17	
	\$'000's	\$'000's	\$'000's
Grants - Operating - Recurrent			
Recurrent - Commonwealth Government			
Victoria Grants Commission	3,004	6,296	3,292
Child Care	2,627	2,225	(402)
Family Day Care	224	0	(224)
Total Grants - Operating - Recurrent - Commonwealth Government	5,855	8,521	2,666
Recurrent - State Government			
Home Care	5,313	5,411	98
Pre - School Education	5,067	5,233	166
Family and Children Services	1,424	1,014	(410)
Maternal and Child Health Nurse	1,031	1,045	14
Youth Services	229	230	1
School Crossing Supervisors	389	400	11
Other Unspecified Grants	852	563	(289)
Total Grants - Operating - Recurrent - State Government	14,305	13,896	(409)
Total Grants - Operating - Recurrent	20,160	22,417	2,257
Grants - Operating - Non Recurrent	0	0	0
Total Grants - Operating - Non Recurrent	0	0	0
Total Grants - Operating	20,160	22,417	2,257

Grants – Operating – Recurrent are received from State and Federal governments which assists Council in funding the delivery of Council’s services. Grants – Operating – Recurrent included in the 2016-17 Annual Budget are projected to increase by \$2.257 million compared to 2015-16 Forecast. The increase is primarily due to the timing of the 2015-16 Victorian Grants Commission (VGC) allocation received in the previous year (\$3.286 million), offset by a reduction in funding for



Family and Children Services grants (\$0.856 million), including Child Care services (\$0.402 million) and the cessation of the Family Day Care service (\$0.224 million).

The level of VGC grants to Victorian Councils has been affected by Commonwealth Government's decision to pause indexation for three years commencing in 2015-16. The VGC analysis indicates that Victorian Councils will be impacted by \$200 million during the pause as well as lowering the base from which indexation will be resumed by approximately 12.5%.

5.2 Grants – Capital \$3.909 million (\$1.036 million increase)

Capital grants include all monies received from State, Federal and community sources which assists Council in funding the capital works program. Overall the level of capital grants has increased by 36.1% or \$1.036 million compared to 2015-16 due mainly to the timing of the 2015-16 VGC allocation and specific funding for capital works projects. Section 6, "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2016-17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Sources	Forecast 2015-16 \$'000's	Budget 2016-17 \$'000's	Variance \$'000's
Grants - Capital - Recurrent			
Recurrent - Commonwealth Government			
Victoria Grants Commission - Local Roads Renewal	506	1,024	518
Total Grants - Capital - Recurrent - Commonwealth Government	506	1,024	518
Total Grants - Capital - Recurrent	506	1,024	518
Grants - Capital - Non Recurrent			
Non Recurrent - Commonwealth Government			
Roads to Recovery	1,453	1,679	226
Buildings	261	550	289
Parks and Recreation	463	230	(233)
Total Grants - Capital - Non Recurrent - Commonwealth Government	2,177	2,459	282
Non Recurrent - State Government			
Buildings	90	59	(31)
Parks and Recreation	100	367	267
Total Grants - Capital - Non Recurrent - State Government	190	426	236
Total Grants - Capital - Non Recurrent	2,367	2,885	518
Total Grants - Capital	2,873	3,909	1,036



5.3 Statement of Borrowings

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

Interest - Bearing Loans and Borrowings	2015-16 \$'000	2016-17 \$'000
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June of the Prior Year	15,367	18,174
Total Amount to be Borrowed	5,285	16,702
Total Amount projected to be Redeemed	2,478	3,038
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June	18,174	31,838



Budget Reports

6. Capital works program

For the year ending 30 June 2017

6.1 New works

2016-17	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Expans'n \$'000	Upgrade \$'000	Grants \$'000	Contribu tions \$'000	Council Cash* \$'000	Borrowin gs \$'000
Property									
Land	7985	7985	0	0	0	0	0	0	7985
Knox Central Package (excluding Westfield Library and Interim Library)	7,985	7,985	0	0	0	0	0	0	7,985
Buildings	17253	3,705	4,000	3,787	5,762	609	117	9,910	6,617
Early Years Hubs - Wantirna South	3,309	3,309	0	0	0	0	0	0	3,309
Westfield Library - Design	200	200	0	0	0	0	0	200	0
Bayswater Community Hub - Scope	120	120	0	0	0	0	0	120	0
Replacements of components for all Council owned buildings based on Building Asset Management Systems	4,000	0	4,000	0	0	0	0	4,000	0
Early Years Hubs - Bayswater	3,309	0	0	3,309	0	0	0	0	3,309
Walker Reserve Multipurpose Area, Stage 2 - Netball	320	0	0	320	0	59	52	209	0
Stamford Park Development	4,180	0	0	0	4,180	0	0	4,180	0
Eildon Park Reserve, Pavilion Upgrade - Delivery	650	0	0	0	650	550	50	50	0
Tim Neville Arboretum Upgrade	150	0	0	0	150	0	0	150	0
Energy Performance Audit for Community Buildings	120	0	0	0	120	0	0	120	0
Senior Citizen Centres - Asset Development Plan	85	0	0	0	85	0	0	85	0
Early Childhood Education & Care Office/Storage	70	0	0	0	70	0	0	70	0
Boronia Basketball Stadium - Installation of Safety Padding	65	0	0	0	65	0	0	65	0
Preschool Bathroom Upgrades - Scope & Design	60	0	0	0	60	0	0	60	0
Knox Athletics Track, Hammer Throw Cage Upgrade	60	0	0	0	60	0	15	45	0
Energy Retrofits in Community Buildings	60	0	0	0	60	0	0	60	0
Knoxfield Preschool Bathroom Upgrade - Construction	212	0	0	158	54	0	0	212	0
Early Years Facility Emergency Warning System	50	0	0	0	50	0	0	50	0
Repurpose Facilities from Hubs - Scope	50	0	0	0	50	0	0	50	0
Shade sails & Play Structure Maintenance for Early Years facilities	30	0	0	0	30	0	0	30	0
Kitchen Retrofitting Program at sports pavilions	25	0	0	0	25	0	0	25	0
Family & Children Softfall Program	25	0	0	0	25	0	0	25	0
Community Facilities Climate Control - Option Analysis	15	0	0	0	15	0	0	15	0
Aimee Seebeck Hall Amenities Upgrade	10	0	0	0	10	0	0	10	0
Murrindal Playgroup, Rowville - Outdoor Blind Installation	3	0	0	0	3	0	0	3	0
Carrington Park adjustable basketball rings	35	35	0	0	0	0	0	35	0
Knox Gardens Oval No. 2 Shelters	41	41	0	0	0	0	0	41	0
Total Property	25,238	11,690	4,000	3,787	5,762	609	117	9,910	14,602
Plant and Equipment									
Plant, machinery and equipment	3,217	800	2,417	0	0	0	0	3,217	0
Knox Central, Westfield Library (including interim library) - establishment and design	800	800	0	0	0	0	0	800	0
Plant and machinery replacement program	2,417	0	2,417	0	0	0	0	2,417	0
Computers and telecommunications	3,077	0	2,477	0	600	0	0	3,077	0
Artworks	60	40	20	0	0	0	0	60	0
Rehabilitation of passive parks aged reserve	20	0	20	0	0	0	0	20	0
Public Art Project	40	40	0	0	0	0	0	40	0
Total Plant and Equipment	6,354	840	4,914	0	600	0	0	6,354	0



6.1 New works (cont.)

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
2016-17	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure									
Roads	9,370	0	8,050	0	1,320	2,703	0	6,667	0
Road Resurfacing Program	4,000	0	4,000	0	0	1,024	0	2,976	0
Programmed Road Reconstructions	1,160	0	1,160	0	0	0	0	1,160	0
High Risk Road Failure Program	500	0	500	0	0	0	0	500	0
Windermere Rd, Ferntree Gully - Ferntree Gully Rd to No 37 Windermere Dr	350	0	350	0	0	0	0	350	0
Resurfacing of Industrial Roads	250	0	250	0	0	0	0	250	0
Park Crescent, Boronia - Springfield Rd to Dorset Rd	240	0	240	0	0	240	0	0	0
McMahons Rd, Ferntree Gully - Cockerell St to Norvel Rd	240	0	240	0	0	240	0	0	0
Sasses Ave, Bayswater - Victoria Rd to No 69 Sasses Ave	240	0	240	0	0	0	0	240	0
Erica Ave, Boronia - Boronia Rd to Genista Ave	240	0	240	0	0	0	0	240	0
Woodvale Rd, Boronia - Stonehaven Ave to Maryborough Rd	210	0	210	0	0	9	0	201	0
Smithfield Sq, Wantirna - full length	210	0	210	0	0	0	0	210	0
Macquarie Pl, Boronia - full length	210	0	210	0	0	0	0	210	0
Programmed works from June 2015 Audits - Design only	200	0	200	0	0	0	0	200	0
Karoo Rd, Rowville - Construction	800	0	0	0	800	800	0	0	0
Quarry Rd, Upper Ferntree Gully - Construction	390	0	0	0	390	390	0	0	0
Beresford Dr/Colchester Rd, Boronia - Channelised Right Turn	70	0	0	0	70	0	0	70	0
Fitzgerald St, Ferntree Gully - Streetlights	45	0	0	0	45	0	0	45	0
Lakeside Blvd, Rowville - Pedestrian Refuge	15	0	0	0	15	0	0	15	0
Bridges	350	0	350	0	0	0	0	350	0
Replacements of damaged and dangerous sections of bridges, includes road and pedestrian bridges, major culverts and boardwalks, as determined from condition audits	350	0	350	0	0	0	0	350	0
Footpaths and cycleways	3,114	344	2,400	0	370	0	0	3,114	0
Bergins Rd, Rowville - Fowler Rd to Kalimna Crt	125	125	0	0	0	0	0	125	0
Rollings Rd, Upper Ferntree Gully - Johns St to Burwood Hwy	65	65	0	0	0	0	0	65	0
Mountain Hwy, Wantirna - Eastlink to Wantirna Primary School	58	58	0	0	0	0	0	58	0
Ferntree Gully Rd, Ferntree Gully - Dairy Lane to Knox Reserve	32	32	0	0	0	0	0	32	0
Boronia Rd, Wantirna - from 601 Boronia Rd to Thaxted Pde	25	25	0	0	0	0	0	25	0
Mountain Hwy, Boronia - between Wedmore Rd and Macquarie Pl	20	20	0	0	0	0	0	20	0
Boronia Rd, Boronia - Footpath Feasibility Study between Edinburgh Rd and Scoresby Rd	10	10	0	0	0	0	0	10	0
Footpath Renewal Program	1,900	0	1,900	0	0	0	0	1,900	0
Upper Ferntree Gully Neighbourhood Shopping Centre Masterplan Implementation	370	0	0	0	370	0	0	370	0
Burwood Hwy, from Traydal CI to pedestrian signal at Knox School	10	10	0	0	0	0	0	10	0
Shared Path Renewal Program	500	0	500	0	0	0	0	500	0
Drainage	3,195	0	2,100	0	1,095	333	0	2,863	0
Drainage Renewal Program	1,860	0	1,860	0	0	0	0	1,860	0
Program to renew constructed WSUD systems within Knox - the program includes replacing systems that are not functioning	240	0	240	0	0	0	0	240	0
Boronia Retarding Basin Upgrade	550	0	0	0	550	0	0	550	0
Mint St, Wantirna - Stage 2a Wetland system adjacent to Dandenong Creek	400	0	0	0	400	300	0	100	0



6.1 New works (cont.)

2016-17	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Expans'n \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash* \$'000	Borrowings \$'000
Cash Fues PI, Wantirna - Stage 2b Wetland system adjacent to Dandenong Creek	65	0	0	0	65	33	0	33	0
Karoo Rd, Rowville - Raingarden	40	0	0	0	40	0	0	40	0
Boronia Drainage Reserve Upgrade	20	0	0	0	20	0	0	20	0
Ferntree Gully Flood Mitigation	20	0	0	0	20	0	0	20	0
Recreational, leisure and community facilities	6,325	0	3,270	0	3,055	265	21	6,039	0
Playground Renewal Program	900	0	900	0	0	0	0	900	0
Street Tree Replacement Program	679	0	679	0	0	0	0	679	0
Park Ridge Reserve, Rowville - Oval Renewal	440	0	440	0	0	0	0	440	0
Templeton Reserve, Wantirna - Oval Renewal	260	0	260	0	0	120	0	140	0
Tim Neville Arboretum	260	0	260	0	0	0	0	260	0
Knox Gardens Reserve, Wantirna South - Oval 2 Renewal	250	0	250	0	0	110	0	140	0
Renewal of Practice wickets/sports reserve assets/tennis courts/netball courts	150	0	150	0	0	0	20	130	0
Rehabilitation of passive parks aged reserve furniture/road closures	67	0	67	0	0	0	0	67	0
Ongoing programmed renewal of park landscapes following on from significant upgrades as implemented in the Open Space Plan	60	0	60	0	0	0	0	60	0
Rehabilitation of damaged or deteriorated paths in reserves	50	0	50	0	0	0	0	50	0
Knox Gardens Reserve, Wantirna South - Tennis Court Renewal	44	0	44	0	0	0	1	43	0
Bush Boulevard - Rehabilitation of garden beds & replacement vegetation	30	0	30	0	0	0	0	30	0
Lewis Park, Wantirna South - Oval 1 Renewal	20	0	20	0	0	0	0	20	0
Cricket Run Up and Goal Square Renovation	20	0	20	0	0	0	0	20	0
Program to oversew cool season grass to support warm season grass sustainability	20	0	20	0	0	0	0	20	0
Rehabilitation of passive parks aged reserve signage for bushland reserves	20	0	20	0	0	0	0	20	0
Marie Wallace Reserve, Bayswater	600	0	0	0	600	0	0	600	0
Chandler Park, Boronia - Implementation of Masterplan Stage 3	250	0	0	0	250	0	0	250	0
Scoresby (Exner) Reserve - Implementation of Masterplan	250	0	0	0	250	0	0	250	0
CSR Quarry, Ferntree Gully - Implementation of Masterplan Stage 5 & 6	200	0	0	0	200	0	0	200	0
Tormore Reserve, Boronia - Masterplan	200	0	0	0	200	0	0	200	0
Rumann and Benedikt Reserves, Scoresby - Staged Implementation of Masterplan	200	0	0	0	200	0	0	200	0
Fairpark Reserve, Ferntree Gully - Implementation of Masterplan, Unstructured Recreation Stage 1	150	0	0	0	150	0	0	150	0
Carrington Park, Knoxfield - Future Directions Plan	150	0	0	0	150	0	0	150	0
Replanting of priority areas within Knox including tree reserves and open space	100	0	0	0	100	0	0	100	0
Talaskia Reserve, Upper Ferntree Gully - Development and Subsequent Implementation of Masterplan	100	0	0	0	100	0	0	100	0
Ferntree Gully Village Square - Implementation of Masterplan	100	0	0	0	100	0	0	100	0
Row Reserve, Rowville - Implementation of Masterplan	100	0	0	0	100	0	0	100	0
Knox Skate & BMX Park - New Floodlighting	70	0	0	0	70	35	0	35	0
Gilbert Park Reserve - Pavilion Upgrade	65	0	0	0	65	0	0	65	0
Knox Regional Netball Centre, Ferntree Gully - Development and Subsequent Implementation of Masterplan	55	0	0	0	55	0	0	55	0



6.1 New works (cont.)

2016-17	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
HV Jones, Ferntree Gully - Development of Masterplan	45	0	0	0	45	0	0	45	0
Gilbert Park, Knoxfield - Review and Update of Masterplan	30	0	0	0	30	0	0	30	0
Program Development - from outcome of Stormwater Harvesting Report	30	0	0	0	30	0	0	30	0
Knox Community Gardens/Vineyard Pergola	10	0	0	0	10	0	0	10	0
Electronic Scoreboards at Sporting Reserves	350	0	0	0	350	0	0	350	0
Off street car parks	550	0	550	0	0	0	0	550	0
Program for asphalt resurfacing, patching, linemarking and kerb and channel renewal	550	0	550	0	0	0	0	550	0
Other infrastructure	2,636	4	223	0	2,409	0	0	536	2,100
Entry Signage for 'Gateway Shopping Centre', Ferntree Gully	4	4	0	0	0	0	0	4	0
Program to replace fire hydrants and plugs, as determined by South East Water - this program is a legislative requirement	123	0	123	0	0	0	0	123	0
Program for the renewal of street furniture such as entrance signs, bus stop hardstands, retaining walls, as determined from condition audits	100	0	100	0	0	0	0	100	0
Bulk Replacement of Street Lights with LED	2,100	0	0	0	2,100	0	0	0	2,100
Asbestos Removal Program	100	0	0	0	100	0	0	100	0
Essential Service Measures	100	0	0	0	100	0	0	100	0
Removal of Rubber Rock in Child Care Centres	60	0	0	0	60	0	0	60	0
Family & Children Building Door Jam Protectors - Stage 2	25	0	0	0	25	0	0	25	0
Early Years Fencing Upgrade Program	24	0	0	0	24	0	0	24	0
Total Infrastructure	25,540	348	16,943	0	8,249	3,300	21	20,119	2,100
Total Capital Works Expenditure	57,132	12,877	25,857	3,787	14,611	3,909	138	36,383	16,702

* Council cash represents council rates, reserves and proceeds from sale of fixed assets.

6.2 Summary

2016-17	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY	25,238	11,690	4,000	3,787	5,762	609	117	9,910	14,602
PLANT AND EQUIPMENT	6,354	840	4,914	0	600	0	0	6,354	0
INFRASTRUCTURE	25,540	348	16,943	0	8,249	3,300	21	20,119	2,100
Total Capital Works Expenditure	57,132	12,877	25,857	3,787	14,611	3,909	138	36,383	16,702

* Council cash represents council rates, reserves and proceeds from sale of fixed assets.



Budget Reports

7. Rates and Charges

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 of Property	2015-16 cents/\$CIV	2016-17 cents/\$CIV	Change %
Differential rate for Vacant Land or Derelict Land	0.53228	0.46451	-12.7%
Differential rate for Retirement Village Land properties	0.19960	0.19003	-4.8%
Differential rate for Commercial Land properties	0.42582	0.46451	9.1%
Differential rate for Industrial Land properties	0.42582	0.46451	9.1%
Differential rate for Residential Land properties	0.26614	0.21114	-20.7%
Recreational Land rate for rateable recreational properties	0.17299	0.13724	-20.7%

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 of Property	2015-16 \$	2016-17 \$	Change %
Rates			
Differential Rate – Vacant Land or Derelict Land	2,108,803	2,130,985	1.1%
Differential Rate – Retirement Village Land	1,289,005	1,252,808	-2.8%
Differential Rate – Commercial Land	10,861,365	12,177,921	12.1%
Differential Rate – Industrial Land	12,527,424	14,337,102	14.4%
Differential Rate – Residential Land	72,735,232	72,111,057	-0.9%
Recreational Land Rate	44,872	43,189	-3.8%
Total rates to be raised *	99,566,701	102,053,062	2.5%

* Total rates to be raised in the 2016-17 Budget include annualised Supplementary Rates. The 2015-16 Budget includes Supplementary Rates of \$250,000. When annualised, Supplementary Rates were included in the total % change for 2015-16 which was 5.4%.

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 of Property	2015-16	2016-17	Change
Differential Rate – Vacant Land or Derelict land	614	663	8.0%
Differential Rate – Retirement Village Land	1,842	1,849	0.4%
Differential Rate – Commercial Land	2,445	2,454	0.4%
Differential Rate – Industrial Land	3,307	3,324	0.5%
Differential Rate – Residential Land	55,908	56,505	1.1%
Recreational Land Rate	7	7	0.0%
Total number of assessments	64,123	64,802	1.1%



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 of Property	2015-16 \$	2016-17 \$	Change %
Differential Rate – Vacant Land or Derelict Land	394,917,000	458,765,000	16.2%
Differential Rate – Retirement Village Land	627,605,000	659,287,000	5.0%
Differential Rate – Commercial Land	2,544,680,000	2,621,700,000	3.0%
Differential Rate – Industrial Land	2,930,703,000	3,086,535,000	5.3%
Differential Rate – Residential Land	27,066,957,000	34,153,435,000	26.2%
Recreational Land Rate	25,939,000	31,470,000	21.3%
Total	33,590,801,000	41,011,192,000	22.1%

7.6 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 2015-16 \$	Per Rateable Property 2016-17 \$	Change %
Garbage Surcharge – 120 Litre Bin	45.00	46.00	2.2%
Additional Household Bins	212.00	218.00	2.8%
Optional Household Green Waste Bin	89.00	92.00	3.4%
Additional Recycle Bin	74.00	76.00	2.7%
Optional Industrial / Commercial Garbage, Daily Service	1,074.00	1,106.00	3.0%
Optional Industrial / Commercial Garbage, Weekly Service	216.00	222.00	2.8%
Waste Management and Recycling for Non Rateable Properties – Daily Service (240 Litre Bin)	896.00	923.00	3.0%
Waste Management and Recycling for Non Rateable Properties – Weekly Service (240 Litre Bin)	179.00	184.00	2.8%
Waste Management and Recycling for Non Rateable Properties – Weekly Service (120 Litre Bin)	143.00	147.00	2.8%
<i>Dorset Square</i>			
– Annual Waste Charge, office based premises	207.00	213.00	2.9%
– Annual Waste Charge, retail based premises	618.00	636.00	2.9%
– Annual Waste Charge, food based premises less than 200 square metres floor area.	1,851.00	1,906.00	3.0%
– Annual Waste Charge, food based premises greater than 200 square metres floor area.	4,317.00	4,446.00	3.0%

7.7 The rate in the dollar for each type of service rate under Section 162 of the Act to be levied for the collection and disposal of refuse

Type of Service Rate	2015-16 cents/\$CIV	2016-17 cents/\$CIV	Change
Victorian Government Landfill Levy for Residential Land properties	0.0076086	0.0062383	-18.0%



7.8 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 Service Charge and Service Rate	2015-16 \$	2016-17 \$	Change
Garbage Surcharge – 120 Litre Bin	1,682,865	1,718,000	2.1%
Additional Household Bins	161,756	175,000	8.2%
Optional Household Green Waste Bin	3,615,358	3,775,000	4.4%
Additional Recycle Bin	37,000	40,100	8.4%
Optional Industrial / Commercial Garbage Service	604,776	623,000	3.0%
Non Rateable Properties	58,605	61,000	4.1%
<i>Dorset Square:</i>			
Office based premises	3,105	3,105	0.0%
Retail based premises	10,506	10,506	0.0%
Food based premises less than 200 square metres floor area	5,553	5,553	0.0%
Food based premises greater than 200 square metres floor area	8,634	8,634	0.0%
Victorian Government Landfill Levy	2,045,004	2,113,000	3.3%
Total	8,233,162	8,532,898	3.6%

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

	2015-16 \$	2016-17 \$	Change %
Total Rates and Charges to be Raised *	107,799,863	110,585,960	2.6%

* Total rates to be raised in the 2016-17 Budget include annualised Supplementary Rates. The 2015-16 Budget includes Supplementary Rates of \$250,000. When annualised, Supplementary Rates were included in the total % change for 2015-16 which was 5.4%.

7.10 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 (2016-17 estimated to be \$250,000, 2015-16 \$250,000);
- The variation of returned levels of value (e.g. valuation appeals);
- Changes in use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes in use of land such that residential land becomes commercial or industrial land and vice versa.

7.2 Differential Rates

7.2.1 Rates to be levied

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

- A general rate of 0.46451% (0.46451 cents in the dollar of capital improved value) for all rateable Vacant Land or Derelict Land; and
- A general rate of 0.19003% (0.19003 cents in the dollar of capital improved value) for all rateable Retirement Village Land; and
- A general rate of 0.13724% (0.13724 cents in the dollar of capital improved value) for all rateable Recreational Properties; and
- A general rate of 0.46451% for (0.46451 cents in the dollar of capital improved value) rateable Industrial Land; and
- A general rate of 0.46451% (0.46451 cents in the dollar of capital improved value) for all rateable Commercial Land; and
- A general rate of 0.21114% (0.21114 cents in the dollar of capital improved value) for all rateable Residential Land.
- A general rate of 0.13724% (0.13724 cents in the dollar of capital improved value) for all rateable Recreational Land.

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 believes 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.

7.2.2 Vacant Land or Derelict Land

Definition/Characteristics:

Any land on which there is no building that is occupied or adapted for occupation, or contains a building that is ordinarily adapted for occupation which is abandoned, unoccupied and in a very poor condition resulting from both disuse and neglect.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Encouragement of development/and or improvement of land; and
2. Construction and maintenance of public infrastructure; and
3. Development and provision of health & community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations.



Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

7. 2. 3 Retirement Village Land

Definitions/Characteristics:

Any land which is used primarily for the purposes of a retirement village.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council on behalf of the retirement village sector.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.



Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.

7.2.4 Residential Land

Definitions/Characteristics:

Any land which is not Vacant Land, Retirement Village Land, Industrial or Commercial Land, or Cultural and Recreational Land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake it's strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.



7.2.5 Commercial Land

Definitions/Characteristics:

Any land which is used primarily for the purposes of a commercial land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Analysis, maintenance and construction of public drainage infrastructure; and
8. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.



7.2.6 Industrial Land

Definitions/Characteristics:

Any land which is used primarily for the purposes of an industrial land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Analysis, maintenance and construction of public drainage infrastructure; and
8. Requirement to ensure that streetscaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/ characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.

7.2.7 Recreational Land

Land as defined as Cultural and Recreational Land in accordance with the Cultural and Recreational Lands Act 1963 will be classified as Recreation Land. Council applies a discounted rate equal to 65% of the Residential Land differential rate as declared.



Budget Analysis



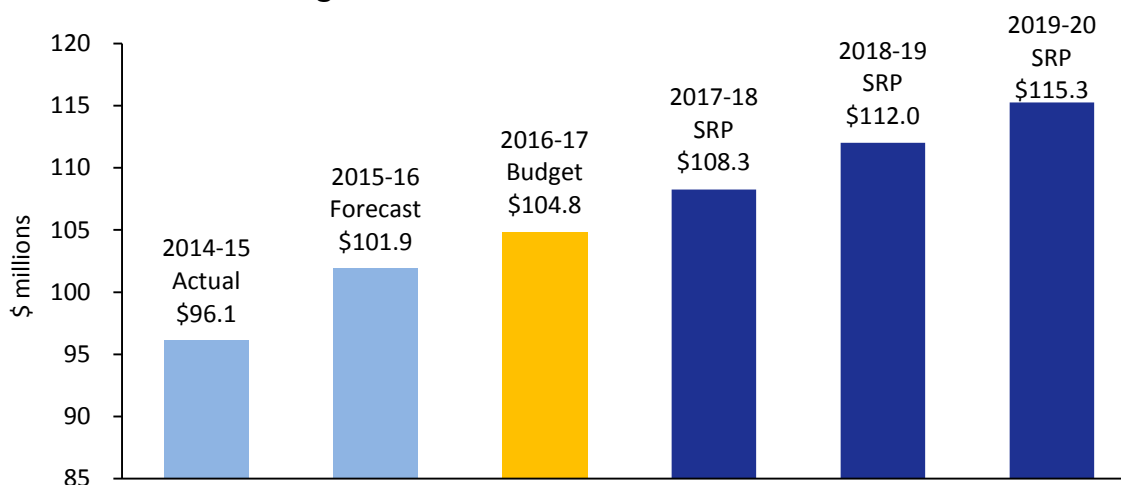


Budget Analysis

8. Summary of financial position

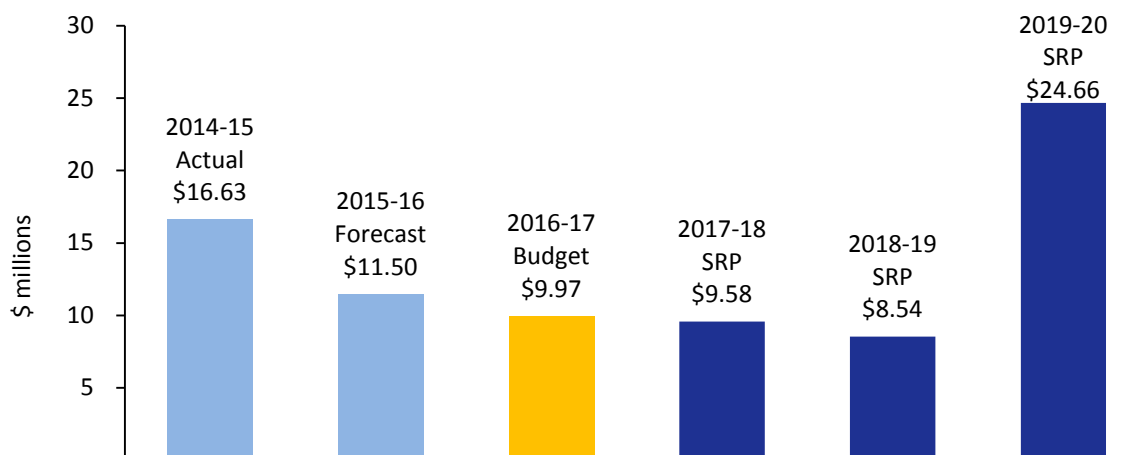
Council has prepared a budget for the 2016-17 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

8.1 Total rates and charges



It is proposed that the average rate increase by 2.5% for the 2016-17 year, raising total rates of \$104.8 million, including \$0.250 million generated from supplementary rates. This will result in an increase in total revenue from rates and service charges of 2.8%. Of the 2.8% increase, 1.6% will go toward maintaining service levels, 0.5% increase will go toward new operational initiatives and 0.4% to meeting the cost of a number of external influences affecting the operating budget including new legislative requirements. This rate increase is in line with rate cap set by the Minister for Local Government. (The rate increase for the 2015-16 year was 5.4%). Refer also Sections 7 and 15 for more information.

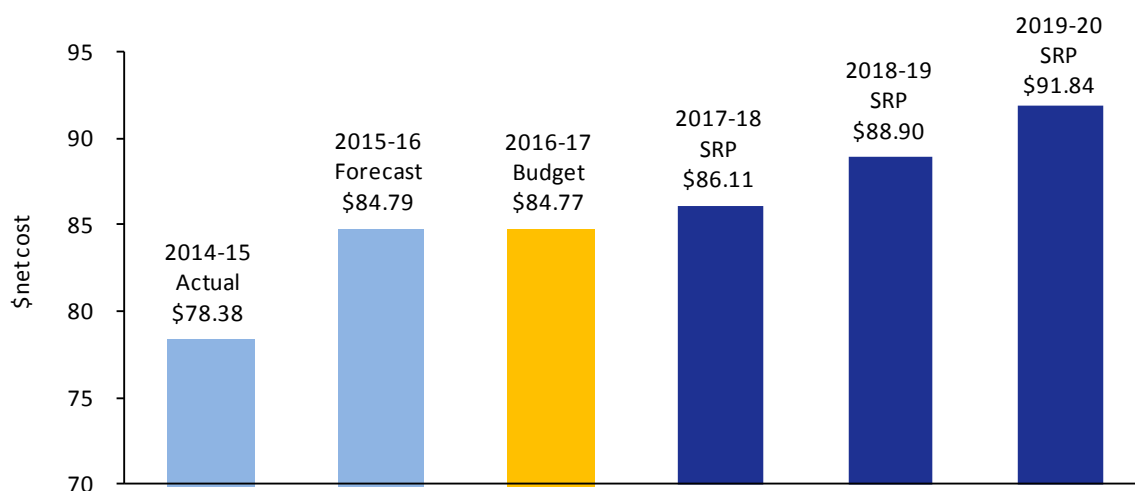
8.2 Operating result





The expected operating result for the 2016-17 year is a surplus of \$9.966 million, which is a decrease of \$1.530 million over 2015-16. The decrease in operating result is due mainly to land sales in the 2015-16 year and costs escalating at a higher rate than external income. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$4.943 million, which is an decrease of \$2.003 million over 2015-16 – refer to part 7 of this summary for further information.

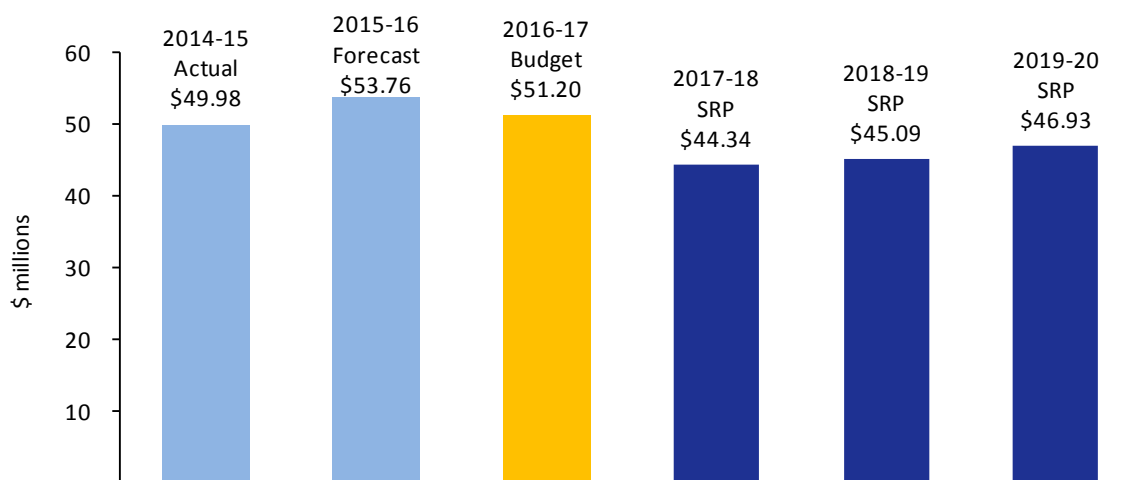
8.3 Services



The net cost of services delivered to the community for the 2016-17 year is expected to be \$84.766 million which is a decrease of \$0.029 million over the 2015-16 forecast. This decrease is mostly due to the forecast including carried forward expenditure from 2014-15 and the family day care service ceasing during the year. For the 2016-17 year, all other service levels have been maintained and a number of initiatives proposed. (The forecast net cost for the 2015-16 year is \$84.794 million).

Refer to Section 2 for a list of services.

8.4 Cash and investments

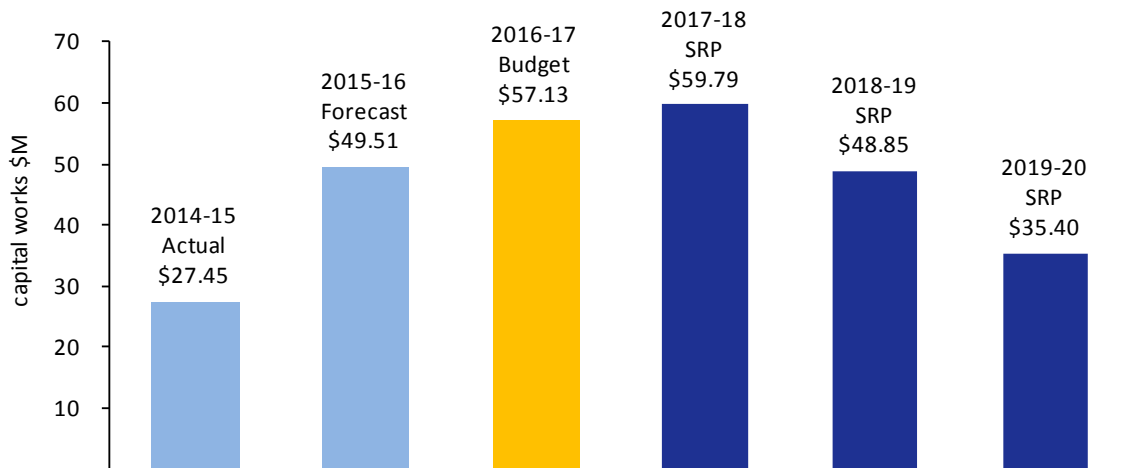


Cash and investments are expected to decrease by \$2.563 million during the year to \$51.201 million as at 30 June 2017. This is due mainly to increased investment in Capital works. The reduction in

cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$53.764 million as at 30 June 2016).

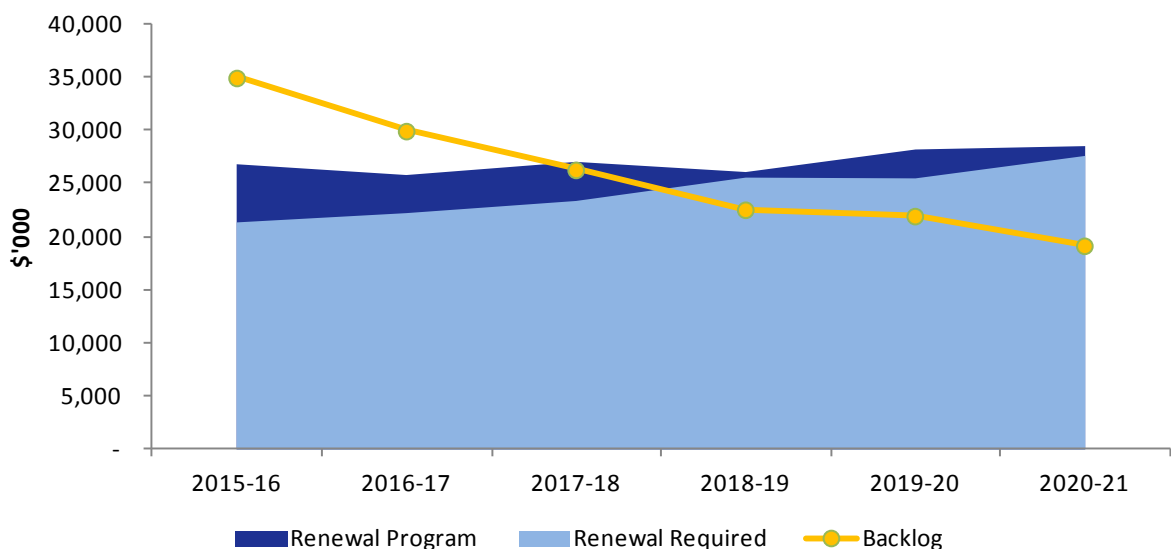
Refer also Section 3 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

8.5 Capital works



The capital works program for the 2016-17 year is expected to be \$57.132 million. \$4.047 million will come from external grants and contributions, \$16.702 from new borrowings with the balance of \$36.383 million from Council cash. The Council cash amount comprises asset sales (\$4.036 million), cash held in reserves (\$7.817 million) and cash generated through operations in the 2016-17 financial year (\$24.530 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major projects including the new Early Years hubs and Stamford park.

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

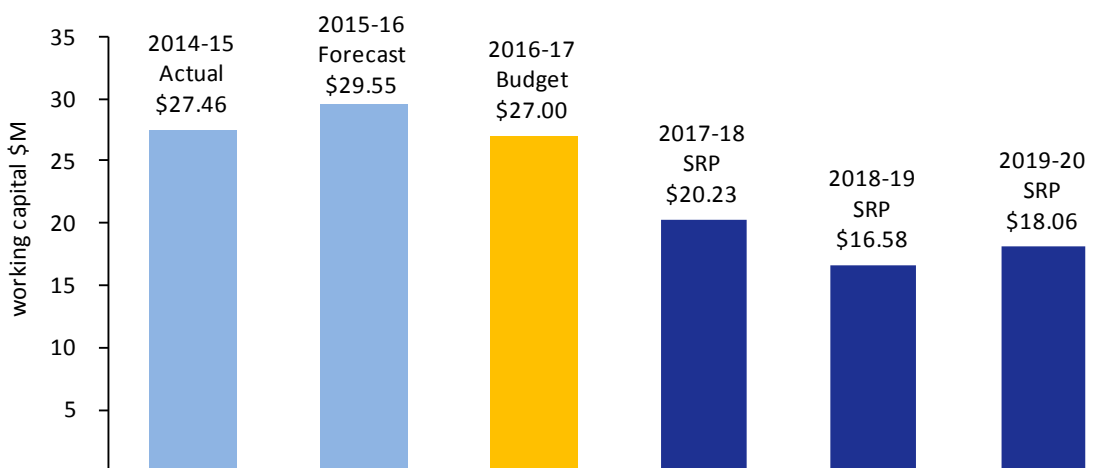




The asset renewal program is \$25.857 million in the 2016-17 year which is higher than the expected asset renewal funding requirement in order to reduce the backlog.

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

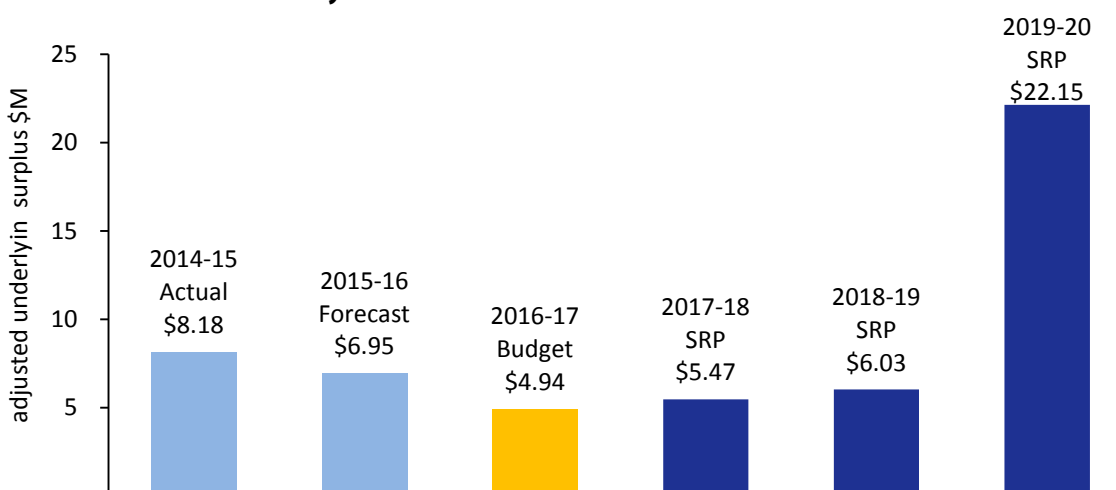
8.6 Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$9.966 million to \$1.567 billion although net current assets (working capital) will reduce by \$2.550 million to \$26.996 million as at 30 June 2017. This is mainly due to the use of cash reserves to fund the capital works program. (Net assets is forecast to be \$1.557 billion as at 30 June 2016).

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

8.7 Financial sustainability

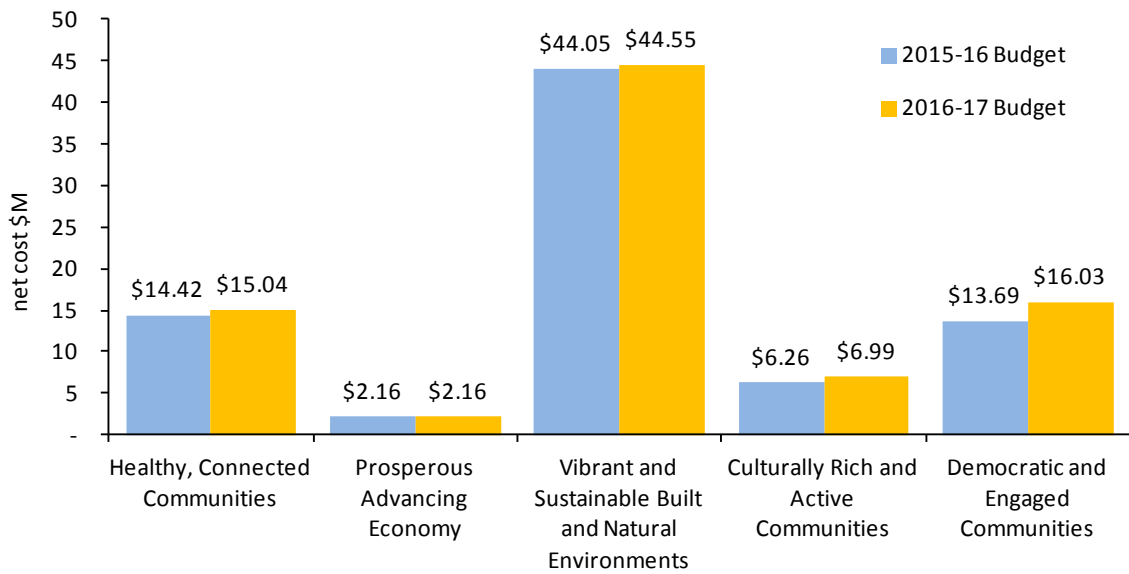


A high level Strategic Resource Plan for the years 2017-18 to 2019-20 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a

measure of financial sustainability, remains steady until 2019-20 where there is a land sale to fund future major projects.

Refer Section 14 for more information on the Strategic Resource Plan.

8.8 Strategic objectives

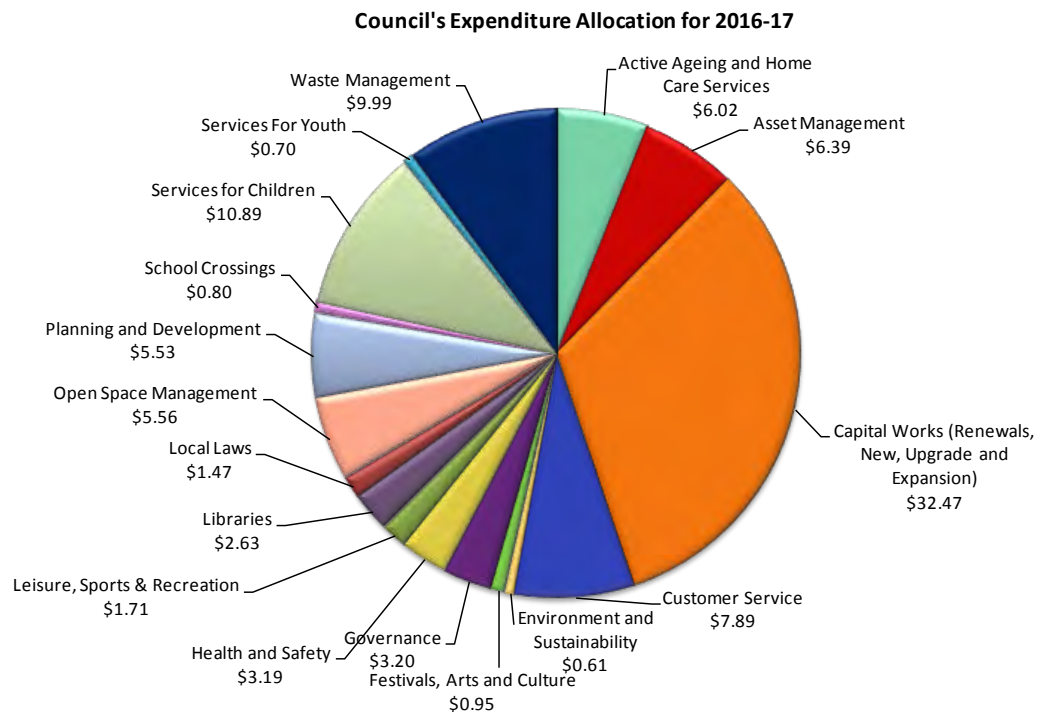


The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2016-17 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.



Budget Analysis

9. Budget Influences

9.1 City Plan 2013-17 (incorporating the Council Plan)

The Knox City Plan 2013-17 (incorporating the Council Plan) sets the Strategic Objectives for Council and the strategies for their achievement. These Objectives and Strategies, in turn, progress Council towards the achievement of the Knox Vision. The Annual Budget establishes the priorities for that year and converts these actions into financial terms to ensure that there are sufficient resources for their achievement.

Section 2 provides a full description of Council's services, initiatives and service performance indicators.

9.2 Significant Influences

External influences

In preparing the 2016-17 Annual Budget a number of external influences were taken into consideration. These include:

- The introduction of State Government capped rate increases constraining Council's ability to deliver services;
- A consolidated cost escalation factor of 2.99% which is derived from a number of independently assessed cost indices which impact on the various cost components of Council's budget;
- Ongoing economic pressures on interest rates reducing Council's interest earnings;
- Continued cost pressures on providing residential waste services;
- Continued strong residential and commercial development within the municipality;
- Ongoing demographic changes including an ageing population;
- Legislative changes in early years services resulting in significant additional net costs of \$0.420 million ongoing from 2015-16 to ensure compliance;
- The continued requirement to invest in the renewal of ageing community infrastructure;
- The State Government Fire Services Property Levy on Council's properties of \$0.140 million;
- The State Government Landfill Levy increase from \$60.52 per tonne to an anticipated \$62.33 per tonne from 1 July 2016 which has resulted in increased costs to \$2.113 million;
- Increased monitoring required for compliance with EPA regulatory requirements on closed landfills;
- An ongoing provision for landfill rehabilitation of \$0.350 million per year; and
- Government grant funding to generally increase below Council's cost escalation factor including a freeze on Victoria Grants Commission funding at 2013-14 levels until 2017-18. The freeze on Grants Commission funding has an annual negative impact of approximately \$0.160 million per annum from the 2014-15 budget year onwards.

Internal influences

In addition to the external factors noted, there are a number of internal factors which also impact on the setting of the 2016-17 Annual Budget. These include:

- Ongoing objective to gain operational efficiencies and to achieve long term financial sustainability;
- Any cost savings and efficiencies derived from new contractual arrangements and any alternative additional revenue streams have been accounted for in this budget;
- A commitment to a comprehensive four year rolling service review and continuous improvement program;
- A heightened risk management and compliance environment; and
- Responding to growing community demand for enhanced engagement and flexible access to services.

9.3 Key Budget Principles for the 2016-17 Year

The 2016-17 Annual Budget aims to meet the objectives of Council’s Long Term Financial Forecast which are:

- Maintaining the provision of operational services that respond to the needs of a growing Knox community;
- Funding of all legislative obligations;
- The provision of annual funding for initiatives to progress implementation of the Knox community and Council’s Vision and City Plan, and to provide for appropriate service growth in areas of demand;
- The ability to fund asset renewal requirements;
- An appropriate funding level for capital works in general, including major projects;
- Maintaining a position of long term financial sustainability;
- Achievement and maintenance of annual underlying surpluses; and
- Rate and fee increases that are both manageable and sustainable.

In terms of the direct parameters upon which the 2016-17 Annual Budget is based, the below table tabulates the assumptions:

Component	Notes	Assumptions
Rate Increase (Rate Cap)		2.50%
Fees and Fines - Council Set	1	2.99%
Investment Income		2.50%
Grants and Subsidies		1.80%
Employee Costs	2	3.20%
Contracts, Services and Materials		2.50%
Utilities		5.00%

Notes:

1. Fees and charges are fully documented in Appendix A. The majority of fees and charges have been escalated by the cost escalation index that measures the increased cost for Council to provide services.



Some fees and charges have been set at a level greater than the cost escalation factor in accordance with Council Policy. There are also a number of individual fees and fines which are of a statutory nature.

2. A combined increase of 3.20% has been allowed to cover anticipated Employment Agreement (EA) increases of 2.50% and periodic increases that occur as staff progress through the employee banding structure provided for in Awards (0.70%).

9.4 Long Term Strategies

The 2016-17 Annual Budget includes consideration of a number of long term strategies and contextual information to assist Council in preparing the budget in a proper financial management context.

These long term strategies are also considered in the development of a long term financial forecast and Strategic Resource Plan for 2016-17 to 2019-20.

Sections 14 to 16 of this document include key information on Council's:

- Strategic Resource Plan (Section 14),
- Rating Information (Section 15),
- Borrowing Strategy (Section 16),
- Infrastructure Strategy (Section 16), and
- Approach to Service Planning and Service Delivery (Section 16).



Budget Analysis

10. Analysis of Operating Budget

This section of the Annual Budget analyses the expected income and expenses of Council for the 2016-17 year.

10.1 Summary of Budgeted Income Statement

Descriptions	Notes	Forecast	Budget	Variance
		2015-16 \$'000's	2016-17 \$'000's	
Total Income	10.2	151,270	157,799	6,529
Total Expense	10.3	139,774	147,833	8,059
Surplus (Deficit) for the Year		11,496	9,966	(1,530)
Grants - Capital - Non Recurrent		2,367	2,885	518
Contributions and Donations - Capital		183	138	(45)
Contributions - Non Monetary Assets		2,000	2,000	0
Adjusted Underlying Surplus (Deficit) for the Year		6,946	4,943	(2,003)

The Budgeted Income Statement is included in Section 3.

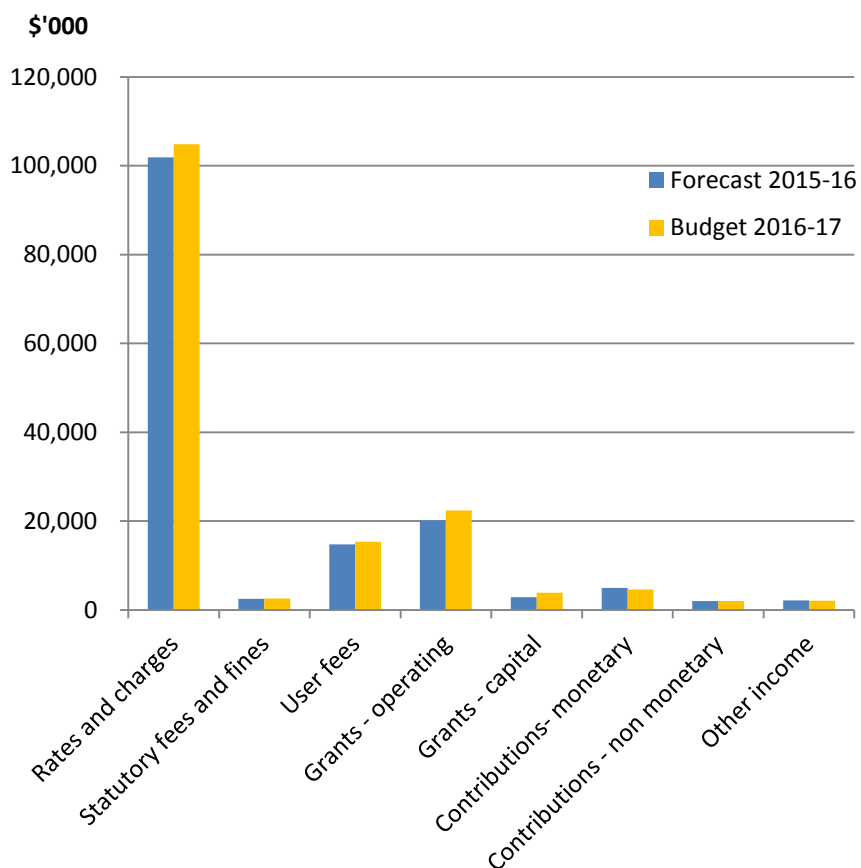
10.1.1 Adjusted underlying surplus – \$4.943 million (\$2.003 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for Grants – capital – non recurrent, Contributions and donations – capital and contributions – non monetary contributed 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 2016-17 year is a surplus of \$4.943 million which is a decrease of \$2.003 million from the 2015-16 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non recurrent and capital contributions from other sources. Contributions of non monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.



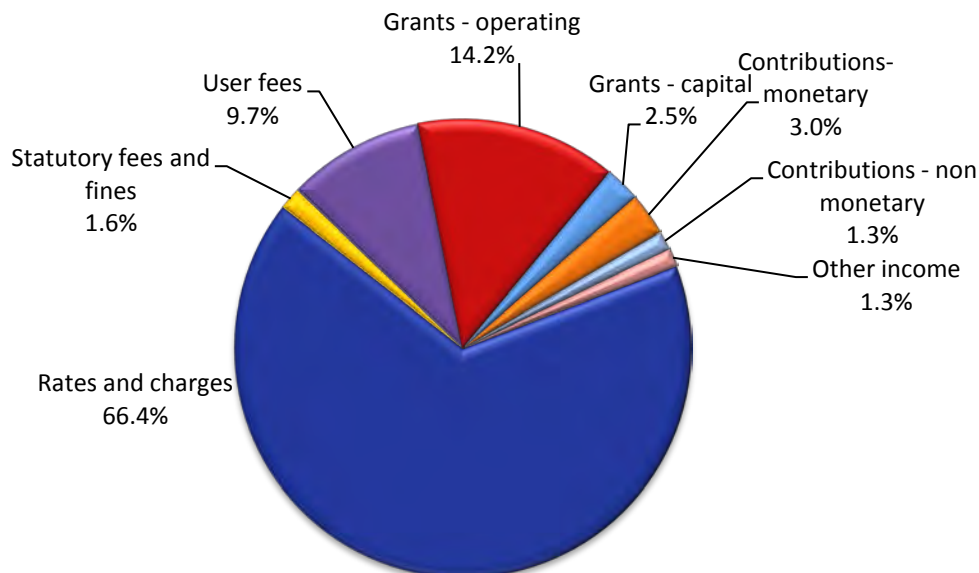
10.2 Income

Descriptions	Notes	Forecast	Budget	Variance
		2015-16 \$'000's	2016-17 \$'000's	
Rates and charges	10.2.1	101,872	104,834	2,962
Statutory fees and fines	10.2.2	2,521	2,584	63
User fees	10.2.3	14,754	15,314	560
Grants - operating	10.2.4	20,160	22,417	2,257
Grants - capital	10.2.5	2,873	3,909	1,036
Contributions- monetary	10.2.6	4,967	4,633	(334)
Contributions - non monetary	10.2.7	2,000	2,000	0
Other income	10.2.8	2,123	2,108	(15)
Total Income		151,270	157,799	6,529





Budgeted Income for 2016-17



10.2.1 Rates and charges – \$104.834 million (\$2.962 million increase)

The 2016-17 Annual Budget allows for an increase in base rates of 2.5%. Supplementary rates, for new rateable assessments or properties completing improvement works during the financial year, are forecast to provide a further \$0.250 million in rate revenue during 2016-17. Total rates and charges include all rates levied, supplementary rates, the State Government Landfill Levy, and residential 80 litre and 120 litre bin charges after allowing for the Council Pensioner Rate Rebate (\$1.302 million). Section 7 – Rates and charges provides a detailed analysis of the rates and charges to be levied for 2016-17.

10.2.2 Statutory fees and fines - \$2.584 million (\$0.063 million increase)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, planning fees and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

10.2.3 User fees – \$ 15.314 million (\$0.560 million increase)

Fees, charges and fines relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. The principal sources of fee income arise from services such as Child Care, Pre-Schools, Recreational Facilities and projected income from Home Care, Waste Recyclable Material Sales and Garbage charges for optional services. A detailed listing of fees and charges is included as Appendix A.

10.2.4 Grants – operating \$22.417 million (\$2.257 million increase)

Grants – Operating – Recurrent are received from State and Federal governments for the purposes of funding the delivery of Council's services. Grants – Operating – Recurrent included in the 2016-17 Annual Budget are projected to increase by \$2.257 million compared to 2015-16 Forecast. The increase is primarily due to the timing of the 2015-16 Victorian Grants Commission allocation received in the previous year (\$3.286 million),



offset by a reduction in funding for Family and Children Services grants (\$0.856 million), including Child Care services (\$0.402 million) and the cessation of the Family Day Care service (\$0.224 million).

10.2.5 Grants – capital \$3.909 million (\$1.036 million increase)

Grants – Capital includes recurrent funding allocations from the Victoria Grants Commission (VGC) for Local Roads Renewal. The increase from forecast is partially due to the timing of the 2015-16 allocation. Funds are also received from State and Federal governments to fund specific capital projects. These are one off funding closely linked to the projects that are included in the capital works program.

Section 12 – Analysis of Capital Budget includes a more detailed analysis of the grants and contributions expected to be received during the 2016-17 year.

10.2.6 Contributions – monetary – \$4.633 million (\$0.334 million decrease)

Contributions include charges paid by developers in regard to recreational lands, drainage and car parking in accordance with planning permits issued for property development.

In the 2016-17 Annual Budget, contributions are projected to decrease by \$0.334 million compared to the 2015-16 Forecast. This decrease is primarily due to the 2015-16 Forecast containing a higher than usual number of developer contributions (\$0.300 million).

10.2.7 Contributions - Non Monetary Assets – \$2.000 million (\$ Nil Change)

Contributions – Non Monetary Assets are assets which transfer to Council from property developers at the completion of subdivisional work. The assets generally consist of land used for public open space or infrastructure assets. Council recognises these new assets at 'fair value'. No cash is transferred but the fair value of the assets is recorded as revenue in the year of the transfer.

10.2.8 Other Income – \$2.108 million (\$0.15 million decrease)

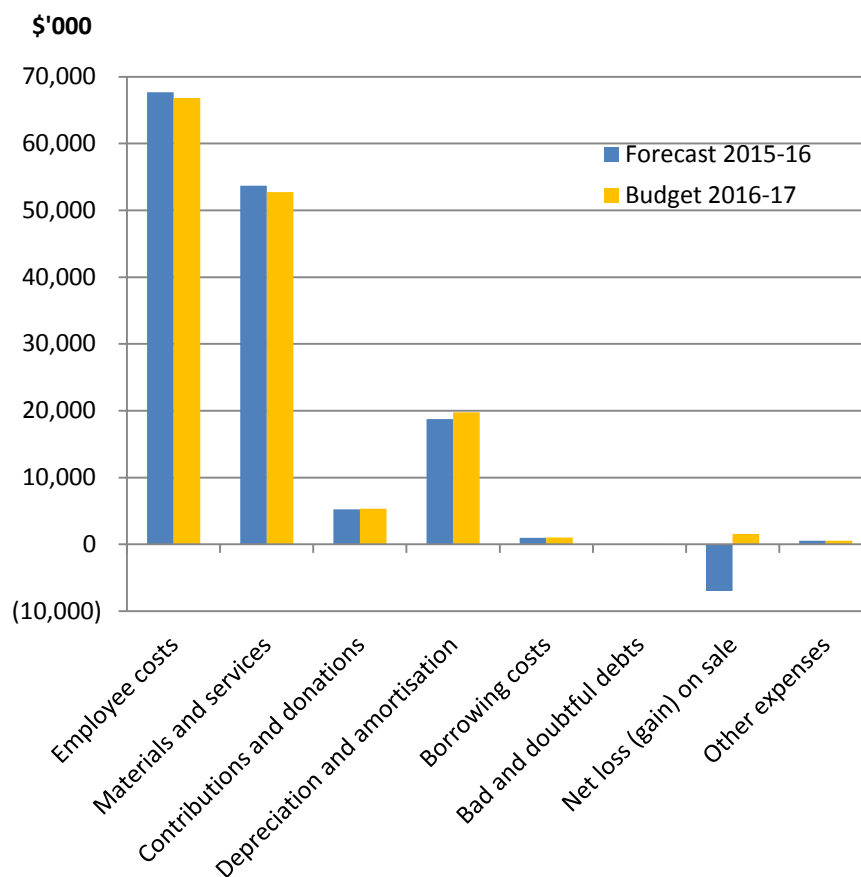
Other income relates to a range of items such as interest, cost recovery and other miscellaneous income items. Interest receivable totals \$1.704 million, which is \$0.017 million above the 2015-16 Forecast and is based on the current interest rate environment and projected cash holdings.



10.3 Expenses

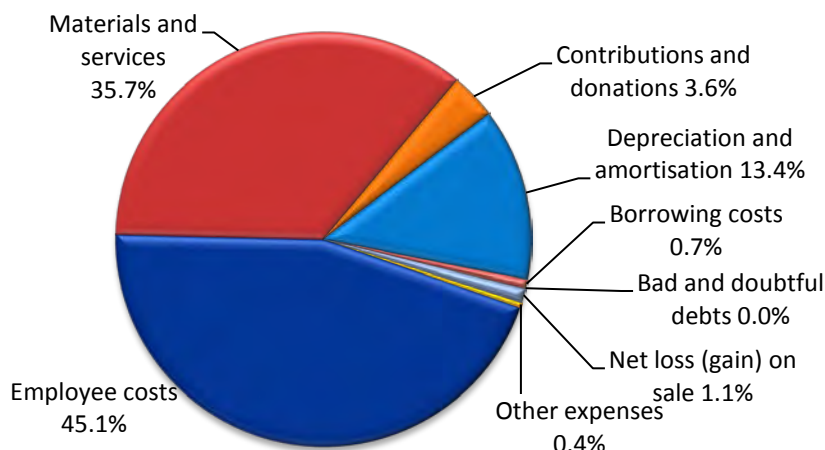
Descriptions	Notes	Forecast	Budget	Variance
		2015-16 \$'000's	2016-17 \$'000's	
Employee costs	10.3.1	67,686	66,797	(889)
Materials and services	10.3.2	53,666	52,725	(941)
Contributions and donations	10.3.3	5,236	5,323	87
Depreciation and amortisation	10.3.4	18,758	19,780	1,022
Borrowing costs	10.3.5	987	1,021	34
Bad and doubtful debts	10.3.6	(92)	64	156
Net loss (gain) on disposal of property, infrastructure, plant and equipment	10.3.7	(7,004)	1,564	8,568
Other expenses	10.3.8	537	559	22
Total Expenses		139,774	147,833	8,059

Total expenses for 2016-17 contain \$0.470 million in new operational initiatives.





Budgeted Expenses for 2016-17



10.3.1 Employee costs – \$66.797 million (\$0.889 million decrease)

Employee costs include all labour related expenditure such as wages and salaries and on-costs including allowances, leave entitlements, employer superannuation and workcover. Employee costs are forecast to decrease in the 2016-17 Annual Budget by \$0.889 million compared to 2015-16. A combined increase of 3.2% has been allowed to cover Employment Agreement (EA) increments (2.5%) and other periodic increments (0.7%) in employee banding structure provided for in Awards.

A summary of planned human resources expenditure and full time equivalent (FTE) Council staff categorised according to the organisational structure of Council is included below:

Organisation Structure by Directorate	2016-17 Budget		Employment Type			
	\$'000	EFT	Full Time		Part-Time	
			\$'000	EFT	\$'000	EFT
CEO and Council	563	3.00	563	3.00	0	0.00
City Development	11,266	112.64	8,539	79.20	2,727	33.44
Community Services	29,990	329.69	12,641	139.45	17,349	190.24
Corporate Development	11,644	112.29	8,985	83.14	2,659	29.15
Engineering and Infrastructure	13,334	148.12	11,938	136.03	1,396	12.09
Total Employee Costs	66,797	705.74	42,666	440.82	24,131	264.92

The movement in employee costs by organisational structure are summarised below:



Organisation Structure by Directorate	Forecast	Budget	Variance
	2015-16	2016-17	
	\$'000's	\$'000's	\$'000's
CEO and Council	556	563	7
City Development	10,948	11,266	318
Community Services	31,570	29,990	(1,580)
Corporate Development	11,557	11,644	87
Engineering and Infrastructure	13,055	13,334	279
Total Employee Costs	67,686	66,797	(889)

10.3.2 Materials and Services – \$52.725 million (\$0.941 million decrease)

Materials and services include payments for the provision of services by external providers, materials and utility costs including electricity, water, gas and telephones. Materials and services are expected to decrease by \$0.941 million compared to the 2015-16 Forecast due to cost savings across all areas of Council, in part offset by the costs of the forthcoming Council election requirements (\$0.807 million). The 2015-16 Forecast also includes unusually high costs for reactive tree works as a result of unexpected storm weather events (\$0.638 million).

Utility costs are budgeted to decrease by \$0.350 million compared to the 2015-16 Forecast, due to energy saving capital projects.

10.3.3 Contributions and donations – \$5.323 million (\$0.087 million increase)

Contributions and donations relate predominately to Council's share of costs associated with the Eastern Regional Libraries Corporation and funds for the Community Grants Scheme. Community Grants are provided for:

- \$0.685 million for Operational grants including Knox Community Volunteers, State Emergency Services, Eastern Access Community Health, Mountain District Learning Centre, Infolink and operational assistance to Neighbourhood Houses.
- \$0.252 million for Community Development Fund to assist community groups.
- \$0.097 million for Recreational Grants Scheme.
- \$0.047 million for Country Fire Authority Brigades.
- \$0.052 million for Senior Citizens.

Council's funding of the Eastern Regional Libraries service has increased by \$0.117 million to \$3.925 million in the 2016-17 Annual Budget from the 2015-16 Forecast.

10.3.4 Depreciation and amortisation – \$19.780 million (\$1.022 million increase)

Depreciation relates to the usage of Council's property, plant and equipment and infrastructure assets including roads and drains. Total depreciation is budgeted to increase by \$1.022 million against the 2015-16 Forecast. This increase is due to continued investment in capital works, which drives annual depreciation values.



10.3.5 Borrowing costs – \$1.021 million (\$0.034 million increase)

Finance costs relate to interest charged by financial institutions on funds borrowed. Interest payable is budgeted to increase by \$0.034 million compared to the 2015-16 Forecast.

10.3.6 Bad and doubtful debts – \$0.064 million (\$0.156 million increase)

Bad and doubtful debts expenses are amounts relating to user charges, fees and fines that are deemed to not be probable in their collection.

10.3.7 Net loss on disposal of property, infrastructure, plant and equipment – \$1.564 million (\$8.568 million decrease)

The 2016-17 Budget primarily relates to land sales but also includes the planned cyclical replacement of part of the heavy plant and vehicle fleet. The 2015-16 Forecast includes two planned land sales including part of Stamford Park.

10.3.8 Other expenses \$0.559 million (\$0.022 million increase)

Other items of expense relate to a range of unclassified items including councillor allowances, audits and lease expenses.



Budget Analysis

11. Analysis of Budgeted Cash Position

This section of the report analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016-17 year i.e. the budgeted cash flow position. 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, plant and equipment.
- **Financing activities** – Refers to the cash generated or used in the financing of Council functions and include proceeds from and repayment of borrowings from financial institutions.

11.1 Budgeted Cash Flow Statement

Description	Notes	Forecast	Budget	Variance
		2015-16 \$'000's	2016-17 \$'000's	
Cash Flow from Operating Activities				
Receipts				
Rates and charges		102,228	104,749	2,521
Statutory fees and fines		2,521	2,584	63
User fees		14,612	15,228	616
Grants - operating		20,160	22,417	2,257
Grants - capital		2,873	3,909	1,036
Contributions - monetary		4,967	4,633	(334)
Interest		1,687	1,704	17
Other receipts		436	404	(32)
Net movement in trust deposits		47	80	33
Employee costs		(67,021)	(66,239)	782
Materials and services		(52,700)	(52,416)	284
Contributions and Donations		(5,236)	(5,323)	(87)
Other payments		(537)	(559)	(22)
Net Cash Provided by Operating Activities	11.1.1	24,037	31,171	7,134



Knox City Council
Adopted Budget
2016-17

Description	Notes	Forecast	Budget	Variance
		2015-16 \$'000's	2016-17 \$'000's	
Cash Flow from Investing Activities				
Proceeds from sale of property, infrastructure, plant and equipment		20,070	4,036	(16,034)
Payments for property, infrastructure, plant and equipment		(42,070)	(50,490)	(8,420)
Payments for investments		0	0	0
Proceeds from sale of investments		30,800	0	(30,800)
Net Cash used in Investing Activities	11.1.2	8,800	(46,454)	(55,254)
Cash Outflow from Financing Activities				
Finance costs		(1,064)	(944)	120
Proceeds from borrowings		5,285	16,702	11,417
Repayment of borrowings		(2,478)	(3,038)	(560)
Net Cash provided by (used in) Financing Activities	11.1.3	1,743	12,720	10,977
Net Increase (Decrease) in Cash Held		34,580	(2,563)	(37,143)
Cash and Cash Equivalents at Beginning of Year		19,184	53,764	34,580
Cash and Cash Equivalents at End of Year	11.1.4	53,764	51,201	(2,563)

The Budgeted Statement of Cash Flows is included in Section 3.

11.1.1 Operating Activities – \$31.171 million net cash inflow (\$7.134 million increase)

The increase in net cash inflows from operating activities is due mainly to increases in Rates and Charges (\$2.521 million). Increases in Grants operating (\$2.257 million) and Grants capital (\$1.036 million) are due to the timing of the Victoria Grants Commission payment for 2015-16.

Payments for Employee costs are to decrease by \$0.782 million due mostly to cessation of the family day care service and offset by forecast Employment Agreement increases. Receipts of User fees have increased (\$0.616 million) as a result of Councils cost escalation factor and cost recovery of service delivery.

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



Knox City Council
Adopted Budget
2016-17

Description	Forecast	Budget	Variance
	2015-16	2016-17	
	\$'000's	\$'000's	\$'000's
Surplus (Deficit) for the Year	11,496	9,966	(1,530)
Depreciation and amortisation	18,758	19,780	1,022
Contributions - non monetary	(2,000)	(2,000)	0
Net loss (gain) on disposal of property, infrastructure, plant and equipment	(7,004)	1,564	8,568
Finance costs	987	1,021	
Net Movement in Current Assets and Liabilities	1,800	840	(960)
Net Cash Provided by Operating Activities	24,037	31,171	7,134

11.1.2 Investing Activities – \$46.454 million net cash outflow (\$55.254 million increase)

The increase in net cash outflows from investing activities of \$55.254 million is primarily due to a \$30.800 million decrease in Proceeds from sales of investment and \$16.034 million decrease in Proceeds from sale of assets in 2015-16. There is also a \$8.420 million increase in payments for property, infrastructure, plant and equipment as a result of an increase in the capital works program in 2016-17.

11.1.3 Financing Activities – \$12.720 net cash inflow (\$10.977 million increase)

There is a net \$10.977 million increase in net cash flows from financing activities due primarily to the inflow of \$16.702 million in proposed loan borrowings in 2016-17 offset by repayment of borrowings (\$3.038 million).

11.1.4 Cash and Cash Equivalents at end of the Year – \$51.201 million (\$2.563 million decrease)

Overall, total cash and cash equivalents are forecast to decrease by \$2.563 million to \$51.201 million at 30 June 2017.

11.2 Restricted and Unrestricted Cash and Investments

Cash and investments held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2016 and subsequently 30 June 2017, it will have cash and investments of \$53.764 million and \$51.201 million respectively, which have been restricted as shown in the following table:

Description	Notes	Forecast	Budget	Variance
		2015-16	2016-17	
		\$'000's	\$'000's	\$'000's
Total Cash and Investments		53,764	51,201	(2,563)
Restricted Cash and Investments				
Trust Funds and Deposits	11.2.1	3,198	3,278	80
Statutory Reserves	11.2.2	7,250	7,347	97
Unrestricted cash and investments		43,316	40,576	(2,740)
Discretionary Reserves	11.2.3	24,276	21,051	(3,225)
Unrestricted Cash and Investments adjusted for discretionary reserves	11.2.4	19,040	19,525	485



11.2.1 Trust Funds and Deposits – \$3.278 million

Trust funds and deposits are funds that are received such as preschool fees, tender deposits and retention amounts held by Council.

11.2.2 Statutory Reserves – \$7.347 million

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Whilst these funds earn interest revenues for Council, they are not available for other purposes.

11.2.3 Discretionary Reserves – \$21.051 million

Discretionary Reserves are funds set aside by Council for a specific purpose but are not protected by statute.

Reserve fund balances at 30 June 2017:

Projected Reserve Balances	Opening Balance \$'000's	Transfer to Reserve \$'000's	Transfer from Reserve \$'000's	Closing Balance \$'000's
Statutory Reserves				
HACC Capital Grant	430	0	51	379
Open Space	6,820	3,700	3,552	6,968
Total Statutory Reserves	7,250	3,700	3,603	7,347
Discretionary Reserves				
Aged Care Reserve	4,820	250	85	4,985
Basketball Stadium infrastructure	100	24	0	124
Blue Hills Reserve	1,240	0	0	1,240
City Futures	2,079	0	0	2,079
Knox Regional Sports Park - Football Renewal	301	150	0	451
Landfill Rehabilitation	1,330	350	0	1,680
Mountain Gate Reserve	0	140	0	140
Revegetation Net Gain	50	0	0	50
Revolving Energy Fund	30	0	0	30
Scoresby Recreational Reserve	21	23	0	44
Stamford Park Project	13,980	0	4,180	9,800
State Basketball Centre Asset Renewal	325	103	0	428
Total Discretionary Reserves	24,276	1,040	4,265	21,051
Total Reserves	31,526	4,740	7,868	28,398

11.2.4 Unrestricted Cash and Investments Adjusted for Discretionary Reserves – \$19.525 million

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 and consist mainly of payables and employee entitlements.



Budget Analysis

12. Analysis of Capital Budget

This section of the report analyses the planned capital expenditure budget for the 2016-17 year and the sources of funding for the capital budget.

12.1 Capital Works Expenditure

A full listing of capital works projects is contained in Section 6.

Capital Works Program	Notes	Forecast 2015-16 \$'000's	Budget 2016-17 \$'000's	Variance \$'000's
Carry Forward Works				
Property				
Buildings		461	0	(461)
Total Property		461	0	(461)
Plant and Equipment				
Plant, machinery and equipment		280	0	(280)
Computers and telecommunications		377	0	(377)
Artworks		35	0	(35)
Total Plant and Equipment		692	0	(692)
Infrastructure				
Roads		309	0	(309)
Footpaths and cycleways		563	0	(563)
Drainage		735	0	(735)
Recreational, leisure and community facilities		3,522	0	(3,522)
Off street car parks		150	0	(150)
Total Infrastructure		5,279	0	(5,279)
Total Carry Forward Works	12.1.1	6,432	0	(6,432)
New Works				
Property				
Land		3,600	7,985	4,385
Land improvements		770	0	(770)
Buildings		5,890	17,253	11,363
Total Property	12.1.2	10,260	25,238	14,978

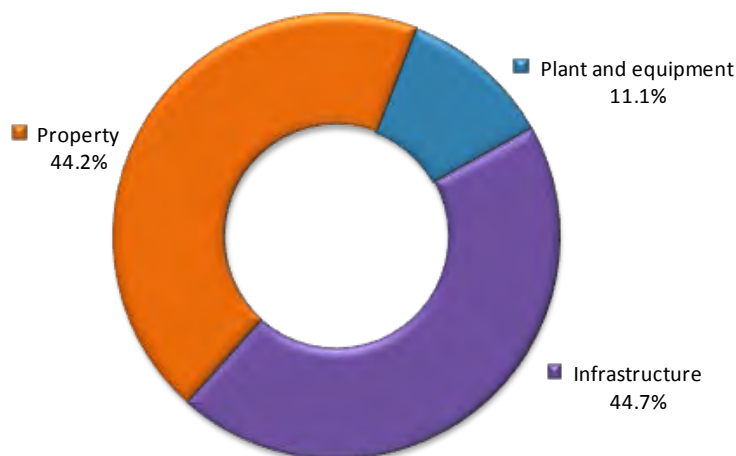


Knox City Council
Adopted Budget
2016-17

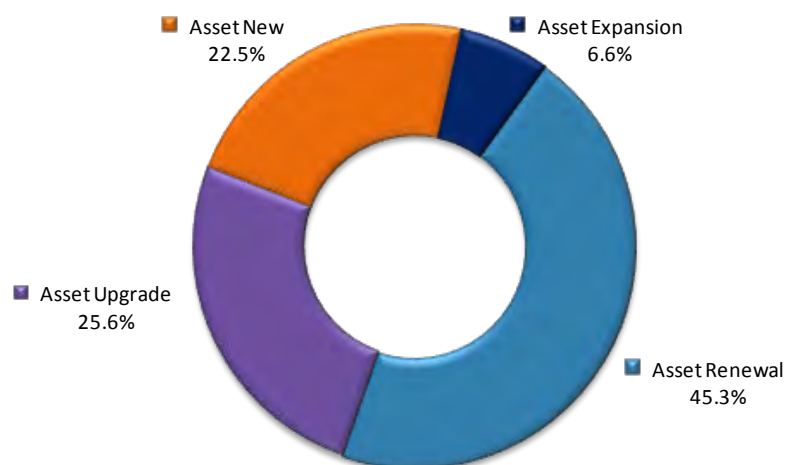
Capital Works Program	Notes	Forecast 2015-16 \$'000's	Budget 2016-17 \$'000's	Variance \$'000's
Plant and Equipment				
Plant, machinery and equipment		2,268	3,217	949
Fixtures, fittings and furniture		5	5	0
Computers and telecommunications		1,844	3,072	1,228
Artworks		45	60	15
Total Plant and Equipment	12.1.3	4,162	6,354	2,192
Infrastructure				
Roads		8,406	9,370	964
Bridges		280	350	70
Footpaths and cycleways		3,577	3,114	(463)
Drainage		3,652	3,195	(457)
Recreational, leisure and community facilities		6,615	6,325	(290)
Off street car parks		542	550	8
Other infrastructure		5,584	2,636	(2,948)
Total Infrastructure	12.1.4	28,656	25,540	(3,116)
Total New Works		43,078	57,132	14,054
Total Capital Works Expenditure		49,510	57,132	7,622
Represented by:				
Asset Renewal		26,874	25,857	(1,017)
Asset Upgrade		16,536	14,611	(1,925)
Asset New		5,538	12,877	7,339
Asset Expansion		562	3,787	3,225
Total Capital Works Expenditure	12.1.5	49,510	57,132	7,622



Budgeted Capital Works for 2016-17 by Asset Class



Budgeted Capital Works for 2016-17 by Expenditure Type



12.1.1 Carried Forward Works – (\$Nil)

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. In the 2015-16 year there were \$6.432 million of projects carried forward from 2014-15. The 2016-17 Budget does not provide for any projects to be carried forward from 2015-16.



12.1.2 Property – \$25.238 million

For the 2016-17 year \$17.253 million will be expended on building renewal and new, upgraded and enhanced buildings including community facilities, sports facilities and pavilions and municipal offices. There are two major building projects in 2016-17 – two early years hubs (\$6.617 million) and Stamford Park building upgrades (\$4.180 million). The 2016-17 property category also includes a land acquisition of \$7.985 million.

12.1.3 Plant and Equipment – \$6.354 million

Plant and equipment includes plant, machinery and equipment, computers and telecommunications.

12.1.4 Infrastructure – \$25.540 million

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

12.1.5 Asset renewal (\$25.857 million), upgrades (\$14.611 million), new assets (\$12.877 million) and expansion (\$3.787 million)

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. 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. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional requirement for future operation, maintenance and capital renewal.

The key categories are:

Roads (\$9.370 million)

- Renewal of and improvements to road sub-structure, kerb, channel and surface across the Municipality

Footpaths and cycleways (\$3.114 million)

- Footpath renewal works across the Municipality
- New footpath and shared path construction program and pedestrian facilities across the Municipality

Drainage (\$3.195 million)

- Drainage renewal works and upgrades across the Municipality

Recreational, leisure and community facilities (\$6.325 million)

- Renewal of active open space, playgrounds, passive open space and street trees
- Improvements to unstructured recreation space

Other infrastructure (\$2.636 million)

- Street lighting replacement program - replacing street lights with energy efficient LED lighting



The following table provides more detail on the proposed Capital Works Asset Renewal program for 2016-17.

Asset Renewal Category	Forecast 2015-16 * \$'000's	Budget 2016-17 \$'000's	Variance \$'000's
Buildings	2,711	4,000	1,289
Computers and telecommunications	2,141	2,472	331
Fixtures, fittings and furniture	5	5	0
Plant, machinery and equipment	2,548	2,417	(131)
Roads	8,409	8,050	(359)
Bridges	280	350	70
Footpaths and cycleways	2,450	2,400	(50)
Drains	2,969	2,100	(869)
Recreational, leisure and community facilities	3,980	2,611	(1,369)
Off street car parks	542	550	8
Other infrastructure	839	902	63
Total Asset Renewal	26,874	25,857	(1,017)

* The 2015-16 forecast includes \$1.744 million of Asset Renewal projects that were carried forward from 2014-15.

A full listing of the capital works projects and their descriptions are contained in Section 6.

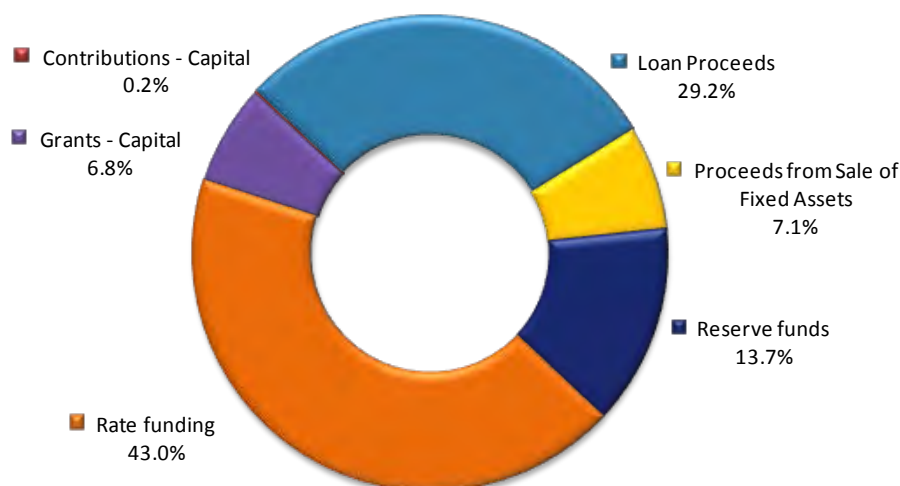


12.2 Capital Works Funding Sources

Source of Funds	Notes	Forecast	Budget	Variance
		2015-16 \$'000's	2016-17 \$'000's	
Carry Forward Works				
External				
Grants - Capital		484	0	(484)
Contributions - Capital		132	0	(132)
Total External Funding		616	0	(616)
Internal				
Reserve Funds		1,850	0	(1,850)
Rate Funding		3,966	0	(3,966)
Total Internal Funding		5,816	0	(5,816)
Total Carry Forward Works	12.2.1	6,432	0	(6,432)
New Works				
External				
Loan Proceeds		5,285	16,702	11,417
Grants - Capital	12.2.2	2,873	3,909	1,036
Contributions - Capital		183	138	(45)
Total External Funding		8,341	20,749	12,408
Internal				
Proceeds from Sale of Fixed Assets	12.2.3	1,069	4,036	2,967
Reserve Funds	12.2.4	11,094	7,817	(3,277)
Reserve Funds - VGC Early Payment - Unexpended Grants Reserve	12.2.4	518	0	(518)
Rate Funding	12.2.5	22,056	24,530	2,474
Total Internal Funding		34,737	36,383	1,646
Total New Works		43,078	57,132	14,054
Total Source of Funds for Capital Works		49,510	57,132	7,622



Budgeted Funding Source for Capital Works 2016-17



12.2.1 Carried Forward Works – (\$Nil)

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. The 2016-17 Budget does not provide for any projects to be carried forward from 2015-16.

12.2.2 Grants – \$3.909 million

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions budgeted to be received are:

- Roads to Recovery projects (\$1.679 million)
- Victoria Grants Commission (VGC) – 2016-17 Local Roads Renewal funding (\$1.024 million)
- Structured Sporting facilities (\$0.609 million)

12.2.3 Proceeds from Sale of Fixed Assets – \$4.036 million

Proceeds from Sale of Fixed Assets include plant and equipment sales (\$4.036 million).

12.2.4 Reserve Funds – \$7.817 million

Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as the Stamford Park Reserve.

For 2016-17, reserve funds will be used to deliver a number of capital works projects including Open Space projects (\$3.552 million) and Stamford Park (\$4.180 million from the Stamford Park reserve).



Specific allocations from Reserves in 2016-17 are:

Project description	Reserve Fund	Budget 2016-17 \$'000's
<i>Open Space Reserve funding for the following projects:</i>	Open Space	3,552
Burwood Highway Bush Boulevard	Open Space	
Carrington Park Future Directions Plan	Open Space	
Carrington Park Adjustable Basketball Rings	Open Space	
Chandler Park Masterplan: Stage 3	Open Space	
CSR Quarry - Masterplan Implementation: Stages 5 and 6	Open Space	
Fairpark Reserve Masterplan	Open Space	
Ferntree Gully Village Square	Open Space	
Gilbert Park Masterplan	Open Space	
HV Jones Reserve Masterplan	Open Space	
Knox Regional Netball Centre Reserve	Open Space	
Landscaping Rehabilitation	Open Space	
Marie Wallace Park - Implementation of Masterplan	Open Space	
Open Space - Reserve Signage	Open Space	
Open Space Paths	Open Space	
Passive Open Space - Replacement of assets	Open Space	
Revegetation Plan	Open Space	
Row Reserve Masterplan Implementation	Open Space	
Rumann and Benedikt Reserves - Implementation of Masterplan	Open Space	
Scoreboards - Various Reserves	Open Space	
Scoresby Reserve Masterplan Implementation	Open Space	
Talaskia Reserve Masterplan Development	Open Space	
Tim Neville Arboretum Masterplan	Open Space	
Tim Neville Arboretum Lake Structure	Open Space	
Tormore Reserve - Implementation of Masterplan	Open Space	
Stamford Park Development	Stamford Park	4,180
Senior Citizen Centres	Aged Care Reserve	85
Total		7,817

12. 2. 5 Rate Funding – \$24. 530 million

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$24.530 million will be generated from operations to fund the 2016-17 capital works program.



Budget Analysis

13. Analysis of Budgeted Financial Position

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2015-16 Forecast and the 2016-17 Annual Budget.

13.1 Budgeted Balance Sheet

Descriptions	Notes	Forecast 2015-16 \$'000's	Budget 2016-17 \$'000's	Variance \$'000's
Current Assets				
Cash and cash equivalents		53,764	51,201	(2,563)
Other financial assets		0	0	0
Trade and other receivables		9,040	9,211	171
Other assets		1,285	1,317	32
Inventories		7	7	0
Total Current Assets	13.1.1	64,096	61,736	(2,360)
Non Current Assets				
Investments in Associates		3,522	3,522	0
Property, infrastructure, plant and equipment		1,543,581	1,570,691	27,110
Intangible assets		726	726	0
Total Non Current Assets	13.1.2	1,547,829	1,574,939	27,110
Total Assets		1,611,925	1,636,675	24,750
Current Liabilities				
Trade and other payables		9,948	10,430	482
Trust funds and deposits		3,198	3,278	80
Provisions		16,958	17,484	526
Interest-bearing loans and borrowings		4,446	3,548	(898)
Total Current Liabilities	13.1.3	34,550	34,740	190
Non Current Liabilities				
Provisions		6,496	6,528	32
Interest-bearing loans and borrowings		13,728	28,290	14,562
Total Non Current Liabilities	13.1.4	20,224	34,818	14,594
Total Liabilities		54,774	69,558	14,784
Net Assets		1,557,151	1,567,117	9,966
Equity				
Accumulated Surplus		606,045	619,139	13,094
Reserves		951,106	947,978	(3,128)
Total Equity	13.1.6	1,557,151	1,567,117	9,966

The Budgeted Balance Sheet is included in Section 3.



13.1.1 Current Assets – \$61.736 million (\$2.360 million decrease)

The decrease in Current Assets is primarily due to a \$2.360 million decrease in Cash and Cash Equivalents and partially offset by an increase of \$0.171 million in Trade and other receivables.

13.1.2 Non Current Assets – \$1.575 billion (\$27.110 million increase)

The increase in Non Current Assets is due to a \$27.110 million increase in property, infrastructure, plant and equipment attributable to the anticipated capitalisation of the budgeted capital works program of \$57.132 million and the contribution of non monetary assets of \$2.000 million. This is offset by \$19.780 million in depreciation and amortisation expense, \$6.642 million in capital expenditure deemed to be operating in nature and the disposal of \$5.600 million of Non Current Assets through the sale of property, plant and equipment.

13.1.3 Current Liabilities – \$34.740 million (\$0.190 million increase)

The increase in current liabilities, which represent obligations that Council must pay within the next year primarily relates to an increase in Trade and other payables of \$0.482 million, increases in Provisions of \$0.526 million and an increase in Trust funds and deposits of \$0.080 million. These are partially offset by a \$0.898 million decrease in Interest-bearing loans and borrowings as a result of principal repayments.

13.1.4 Non Current Liabilities – \$34.818 million (\$14.594 million increase)

The increase in Non Current Liabilities, which represents obligations that Council must pay beyond the next year, is primarily due to the increase of \$14.562 million in Interest-bearing loans and borrowings as a result of new borrowings proposed in 2016-17.

13.1.5 Working Capital – \$26.996 million (\$2.550 million decrease)

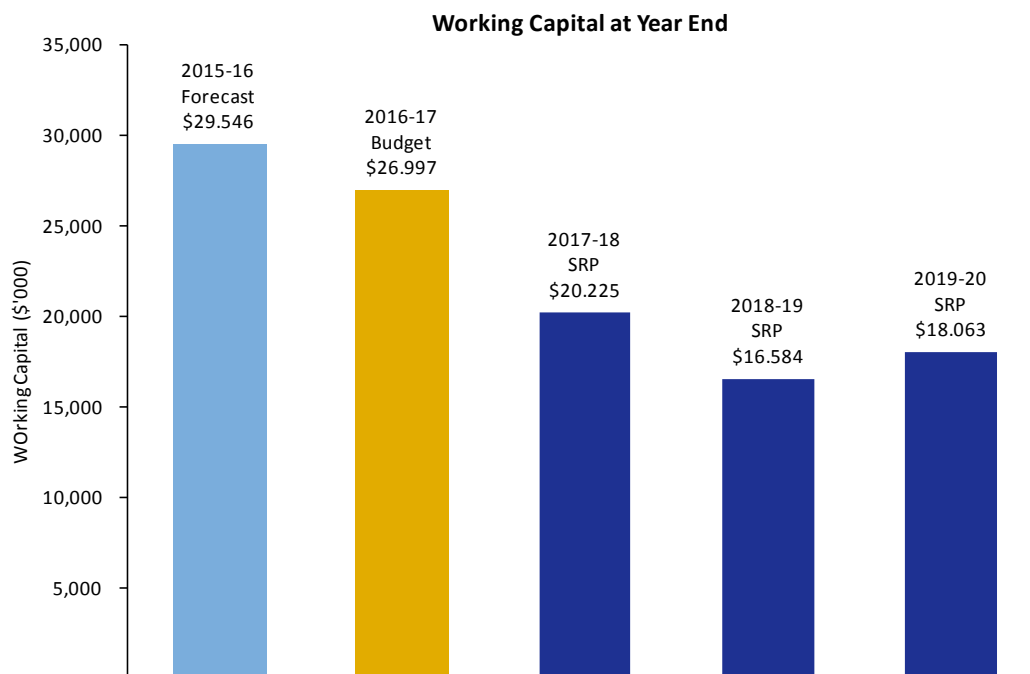
Working capital is the excess of Current Assets above Current Liabilities. The calculation recognises that although Council has current assets, some of those are already committed to the future settlement of liabilities in the following 12 months and are therefore not available for discretionary spending.

Descriptions	Notes	Forecast	Budget	Variance
		2015-16 \$'000's	2016-17 \$'000's	
Current Assets	13.1.1	64,096	61,736	(2,360)
Current Liabilities	13.1.3	34,550	34,740	190
Working Capital	13.1.5	29,546	26,996	(2,550)
Restricted Cash and Investments				
Statutory Reserves		7,250	7,347	97
Unrestricted Working Capital		22,296	19,649	(2,647)

In addition to the restricted cash shown above, Council is also projected to hold \$21.051 million in discretionary reserves at 30 June 2017. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a new Council resolution, these funds are to be used for those earmarked purposes.



The following graph highlights the forecast increase in Working Capital over a five year period. Working Capital is one of the key measures of financial sustainability.



13.1.6 Equity – \$1.567 billion (\$9.966 million increase)

The net increase in equity or net assets of \$9.966 million results directly from the 2016-17 financial year budgeted operating surplus.

13.2 Key assumptions

In preparing the Balance Sheet for the year ending 30 June 2017 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 97.5% of total rates and charges raised will be collected in the 2016-17 year (2015-16: 94.0% forecast actual).
- Debtors and creditors to remain consistent with 2015-16 levels.
- Proceeds from the sale of property in 2015-16 of \$4.036 million will be received in full in the 2016-17 year.
- Employee entitlements to be increased by the Enterprise Agreement outcome.
- Repayment of loan principal to be \$3.038 million.
- Total capital expenditure to be \$57.132 million.
- A net movement of \$3.128 million from reserves to accumulated surplus, representing the internal funding of the capital works program for the 2016-17 year.

Long Term Financial Forecast and Strategic Resource Plan





Long Term Financial Forecast and Strategic Resource Plan

14. Strategic Resource Plan

Plan Development

Council has prepared a Strategic Resource Plan for the period 2016-17 to 2019-20 along with the 2016-17 Annual Budget.

The Strategic Resource Plan (SRP) contains a high level summary of Council's long term financial forecast (LTFF) for the four years 2016-17 to 2019-20. The Local Government Act 1989 requires a Strategic Resource Plan to be prepared and adopted describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

This section includes an extract of the adopted Strategic Resource Plan 2016-17 to 2019-20 (SRP) to provide information on the long term financial projections of Council. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next five years.

Key Objectives and Priorities

The key objective of Council's long term financial forecast (LTFF) is to provide a financial framework to facilitate the delivery of the outcomes expressed in the Knox Vision: Our City, Our Future and the City Plan 2013-17 (incorporating the Council Plan). The LTFF essentially links the strategic priorities and direction of Council to its financial planning, in sustainable financial terms. Council's key priorities for 2016-17 and beyond are:

- Achieving a balance between ensuring that the Knox community's needs are met, with services adjusted to meet changing demand and changed legislative requirements where required and ensuring that Council continues to be financially sustainable in the long term;
- Maintaining Council's financial commitment to asset renewal and maintenance of community assets as the first priority for annual capital funding as detailed in asset management plans;
- Loan borrowings to be at a sustainable level;
- The maintenance of a strong cash position for financial sustainability;
- The maintenance of a healthy working capital (liquidity) ratio;
- Achievement and maintenance of financially sustainable operational surpluses with rate and fee increases that are both manageable and sustainable;
- Strengthen the effectiveness and efficiency of Council's services by clearly prioritising Council business to identify projects and services that will deliver the best return on the investment of scarce Council resources;
- To achieve efficiencies through targeted savings and an ongoing commitment to contain costs;
- To continue to apply the principles of sound financial management as outlined in the Local Government Act 1989; and



- Ensuring that all Council decisions have regard to their effect on future generations.

Council always remains mindful of the need to comply with the following principles of sound financial management as outlined in the Local Government Act 1989 which are to:

- Prudently manage the 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.

14.1 Financial Resources

The following table summarises the key indicative financial resources for the four years ending 2019-20. Section 3 provides further detail in respect of the key statements.

Financial Resources Key Indicators	Forecast	Budget	Strategic Resource Plan			Trend + / o / -
	2015-16 \$'000's	2016-17 \$'000's	2017-18 \$'000's	2018-19 \$'000's	2019-20 \$'000's	
Surplus (Deficit) for the Year	11,496	9,966	9,580	8,538	24,660	+
Adjusted Underlying Result	6,946	4,943	5,471	6,029	22,151	+
Cash and Investments Balance	53,764	51,201	44,335	45,090	46,933	o
Net Cash provided by Operating Activities	24,037	31,171	31,810	35,787	31,717	o
Capital Works Expenditure *	49,510	57,132	59,788	48,851	35,400	o

Key to Forecast Trend:

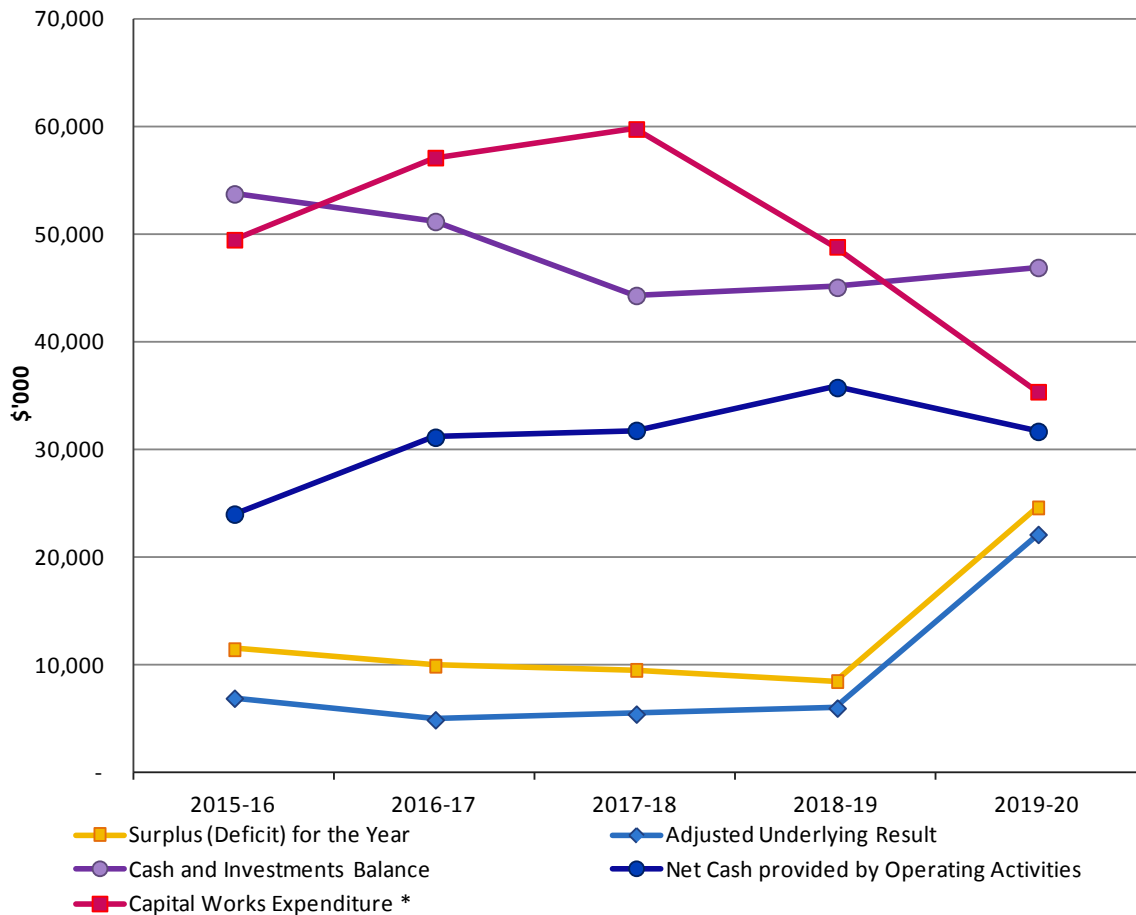
- + Forecasts improvement in Council's financial performance/financial position indicator;
- o Forecasts that Council's financial performance / financial position indicator will be steady; and
- Forecasts deterioration in Council's financial performance / financial position indicator.

* Capital Works Expenditure includes Capital Projects – Operational which represents expenditure undertaken as part of the Capital Works Program which is unlikely to meet the definition of Property, Infrastructure, Plant and Equipment as per the Australian Accounting Standards and will be therefore treated as an operational expense within the operating result at the conclusion of the financial year.

The graph on the following page shows the general financial indicators over the five year period.

In terms of financial sustainability, the trend is for strengthening annual operating and underlying surpluses throughout the four year period and for an increasing cash and investments balance over the period. The net cash flows from operating activities are also forecast to strengthen over this period. Annual expenditure on asset renewal and capital works in general is forecast to increase throughout the four year period (the 2015-16 forecast includes \$6.432 million of capital works projects carried forward from 2014-15).

Key Indicative Financial Results



The key outcomes of the SRP are as follows:

Financial sustainability (Section 11) - Cash and investments is forecast to remain stable over the four year period from \$51.201 million to \$46.933 million, which indicates a balanced budget on a cash basis in each year, taking into consideration Councils borrowing strategy.

Rating levels (Section 15) – Modest rate increases are forecast over the four years at an average of 2.81%, and is in accordance with the State Government Rate Cap requirements.

Service delivery strategy (Section 16) – Service levels have been maintained throughout the four year period. Although significant operating surpluses are shown from 2016-17 to 2019-20 there will be a focus on capital expenditure over this time which is not reflected in the income statement. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is still a surplus over the four year period. 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. There is a significant land sale forecast for 2019-20 which is causing an uncharacteristic rise in surplus in that year.



Borrowing strategy (Section 16) – Borrowings are forecast to increase from \$18.174 million to \$26.836 million over the four year period. This includes new borrowings of \$45.315 million from 2016-17 to 2018-19 and a repayment funded by strategic land sales in 2019-20.

Infrastructure strategy (Section 16) - Capital expenditure over the four year period will total \$201.171 million at an average of \$50.293 million. There are several major projects scheduled over the first three years and returning to base levels of expenditure in 2019-20.



Long Term Financial Forecast and Strategic Resource Plan

15. Rating Information

This section should be read in conjunction with Council's adopted Strategic Resource Plan 2016-17 to 2019-20. In June 2014 Council formally adopted a Long Term Financial Forecast and Rating Strategy 2014-15 to 2018-19 which contains expanded information on Council's rating structure. These documents are available on Council's website.

15.1 Rating context

In developing a Long Term Financial Forecast and an associated high level Strategic Resource Plan (referred to in Section 14 Strategic Resource Plan), rates and charges were identified as an important source of revenue, accounting for 66% of the total revenue received by Council annually. Planning for future rate revenue has therefore been an important component of the planning process. 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 capital works to be undertaken for the Knox community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases and any changes in property valuations and subsequently rates for some properties in the municipality.

Council's Rating Strategy is premised on linking the base increase in rate revenue to:

- Ensuring that sustainable annual underlying surpluses are maintained.
- Meeting legislative requirements;
- The provision of annual funding for new operational initiatives to progress implementation of the Knox community and Council's Vision and City Plan, and to provide for service growth;
- Focusing on and allowing for infrastructure renewal; and
- Identifying other revenue growth opportunities or cost adjustments (ongoing cost savings, removal of one-off initiatives relating to prior year).

Rate Capping

Commencing from the 2016-17 Budget year, the Victorian State Government has introduced "Rate Caps" to cap the capacity of Councils to raise rates above the level set by the Minister with the ability to apply to the essential services commission for a variation above the cap.

This means that all future rate increases will be capped by the State Government. The state Government has set the Rate Cap for the 2016-17 financial year at 2.5%.

Council's budget has been prepared on this basis.



15.2 Current Year Rate

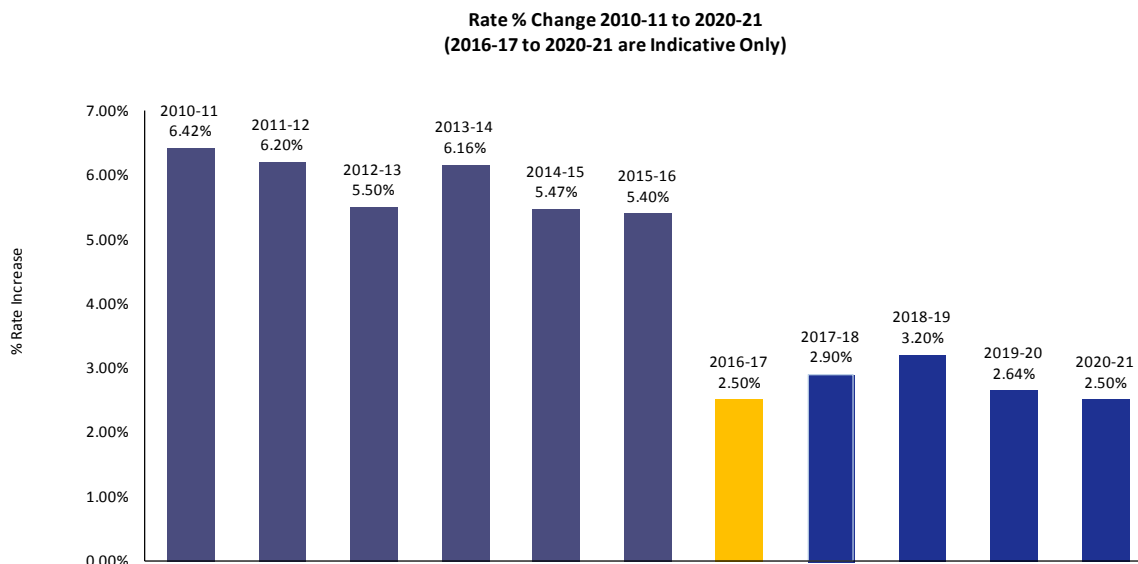
Council has developed a budget which is allocated across a wide range of key areas including asset renewal, services for children and families, waste management, customer service, asset management, aged care home services, open space management, planning and development, governance, new community infrastructure, health and safety, sport and recreation, libraries, the environment, services for youth, school crossing supervision, local laws and festivals and the arts.

In order to fund Council’s commitment to the Knox community through the Knox Vision and City Plan 2013-17 (incorporating the Council Plan), Council must consider its sources of revenue. Rates and charges are an important source of revenue, accounting for 66% of the total revenue received by Council annually.

The table below highlights the indicative rate increase over the forward 5 year period. These are indicative only, and are reviewed on an annual basis and are subject to change.

Indicative rate increases	Forecast Budget Strategic Resource Plan Projections					
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Rate Increase	5.40%	2.50%	2.90%	3.20%	2.64%	2.50%

For context, the graph below provides the recent history of rate increases and those proposed over the five year outlook period.





15.3 Rating Structure

Council has established a rating structure that comprises the application of:

- The Capital Improved Value (CIV) valuation system;
- A differential rating system;
- Service charges where ratepayers opt for a higher service level in relation to waste collection;
- A service rate in relation to the cost of the State Government Landfill Levy; and
- Rate Rebates in the form of:
 - A Biodiversity Rate Rebate scheme to encourage private landholders to manage and protect recognised sites of biological significance; and
 - A Council-funded Pensioner Rate Rebate of \$100 per eligible property to reduce the financial burden for eligible pensioners.

The current rating structure comprises a number of differential rates. Differential rating 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.

The following table provides details of Knox's differential rating structure:

Differential Rating Structure	2015-16	2016-17
Vacant Land or Derelict Land	2.00	2.20
Retirement Village Land	0.75	0.90
Commercial Land	1.60	2.20
Industrial Land	1.60	2.20
Residential Land	1.00	1.00
Cultural and Recreational Land	0.65	0.65

In June 2014 Council formally adopted a Long Term Financial Forecast and Rating Strategy 2014-15 to 2018-19 which contains expanded information on Council's rating structure. This is available on Council's website.

Council will review the current rating structure during the 2016-17 financial year.



15.4 General Revaluation of Properties

During the 2015-16 year, a revaluation of all rateable properties within the Knox municipality was carried out. This revaluation applies from 1 January 2016 for the 2016-17 year and 2017-18 years.

Under the requirements of the Local Government Act (1989) Council is required to conduct revaluations of all rateable properties every two years. This review of valuations is based on movements in the market and recent sales. The revaluation is overseen by the Valuer General Victoria.

A revaluation does not provide Council with any additional rate revenue but can significantly re-align how rates are distributed between ratepayers at both a rating category and individual level.

Revaluations can result in the rating burden shifting between rating categories. Council reviews the results of revaluations and assesses whether there is a need to adjust differential rates to ensure that Council maintains a fair and equitable rate contribution by property category in accordance with the Local Government Act (1989).

15.5 The State Government Fire Services Property Levy

The introduction of the Fire Services Property Levy Act 2012 provides for local Councils to act as the collection agency for the State Government Fire Services Property Levy. The 2015-16 Valuation and Rates notices included the State Government Fire Services Property Levy which was set at \$104 plus a variable component based on the Capital Improved Value of a property.

For Commercial and Industrial properties the Levy was \$210 plus a variable component based on the Capital Improved Value of a property. This State Government Levy will again appear on the 2016-17 Valuation and Rates notices.

15.6 The State Government Landfill Levy

The adopted 2016-17 Annual Budget includes a State Government Landfill Levy Service Rate to recover an amount equivalent to the expenditure incurred by Council through the State Government's landfill levy. The State Government Landfill Levy Service Rate is charged by Council on residential properties based on the capital improved value of each property. The average increase in the Victorian Government Landfill Levy for residential properties will be approximately 3.0%.



Long Term Financial Forecast and Strategic Resource Plan

16. Other long term strategies

16.1 Borrowings

Use of Borrowings for the provision of Major Projects in Knox

Borrowings are generally utilised for the provision of major community assets that will provide community benefit over a number of years. This is considered sound practice and governments at all levels have regularly enacted this approach. The use of borrowings enables the cost of community assets to be spread inter-generationally and smooths the impact of the borrowings on the long term financial structure for the Council.

Policy Considerations

Knox City Council has endorsed policies in relation to the undertaking of borrowings. Council has resolved that it may undertake borrowings for the following:

- Funding new/significantly upgraded major assets that provide a broad community benefit;
- Funding capital projects that provide a financial return above annual loan funding costs;
- Funding the expenditure for one-off works in an “emergency situation” that is causing a danger or damage to the community, the occurrence of which was not foreseen and which may have occurred through a man-made or natural event or disaster;
- Funding of a one-off, non recurring externally imposed financial liability. An example being a call for funding of Employee Defined Benefits Superannuation.

Key financial performance indicators and the Victorian Government principles on loan borrowing are also referenced for further validation of any proposed borrowings.

The table below sets out any proposed future borrowings along with providing information on the forecast annual principal and interest paid and year end borrowings balance.

At this point in time Council has forecast borrowings in 2015-16 and 2016-17 to fund new and significantly upgraded major assets that will provide community benefit into the future.



Knox City Council
Adopted Budget
2016-17

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Expense \$'000	Balance 30 June \$'000
2015-16	5,285	2,478	987	18,174
2016-17	16,702	3,038	1,021	31,838
2017-18	17,792	3,548	1,506	46,082
2018-19	10,821	2,846	1,873	54,057
2019-20	0	27,221	2,468	26,836

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

Interest - Bearing Loans and Borrowings	2015-16 \$'000	2016-17 \$'000
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June of the Prior Year	15,367	18,174
Total Amount to be Borrowed	5,285	16,702
Total Amount projected to be Redeemed	2,478	3,038
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June	18,174	31,838

16.2 Infrastructure Strategy

Strategy Development

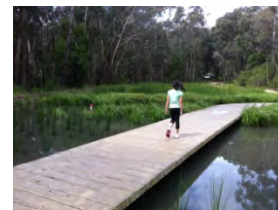
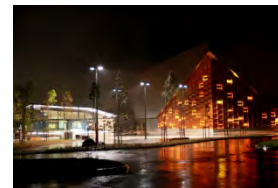
The management of Council's assets is an integral component of Council's Long Term Financial Forecast and one that poses significant challenges, not only for this Council, but for all Victorian municipalities.

Nature and Valuation of Council's Fixed Assets

Council's fixed assets, comprising of assets such as land, buildings, roads, drains, footpaths, bike paths, bridges and other infrastructure assets were valued at \$2.024 billion as at 30 June 2015. The written down value of these assets after deducting accumulated depreciation was \$1.531 billion.

The following key assets are managed within the Knox municipality:

- Shared Paths – 89 km
- Open Space – 778 ha
- Local Roads – 721 km
- Drainage Pipes – 1,148 km
- Drainage Pits – 36,464
- Kerb & Channel – 1,346 km
- Footpaths – 1,220 km
- Street Trees – 68,702
- Playgrounds – 282
- Buildings – 246
- Car Parks – 229
- Bridges – 81
- Bus Shelters – 5



Future Capital Works Program Required to Sustain Community Assets

The management of Council's infrastructure assets requires Council to look long-term at both the current condition and the expected life of assets into the future. With the rapid growth experienced by Knox in the 1960's and 1970's, many of the infrastructure assets that were initially funded by developers or by government grants will fall due for replacement at similar times. Council needs to plan now for its future asset renewal needs.

Future Asset Renewal Requirements

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then

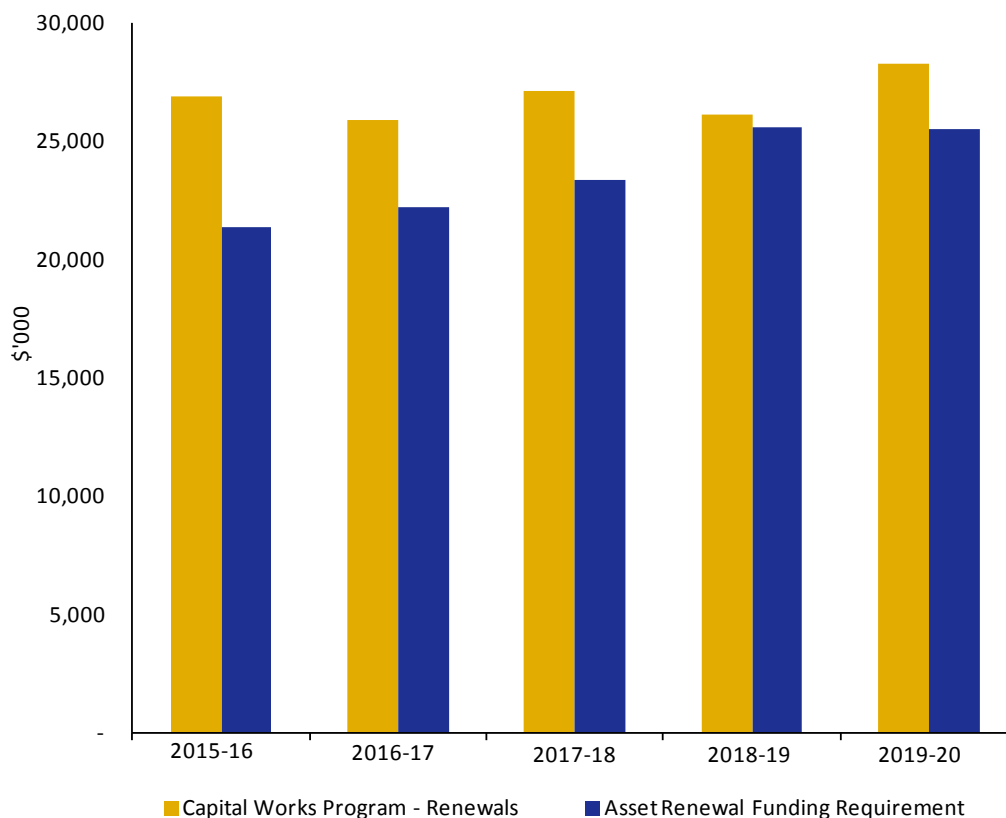


Council's investment in those assets will reduce, along with the capacity to deliver services to the community. Council funding of asset renewal has grown substantially from \$5.044 million in 2002-03 to \$25.857 million in 2016-17.

The graph below displays the projected asset renewal spending levels compared to the required level of spending to appropriately renew Council's assets.

	Forecast 2015-16	Budget 2016-17	Strategic Resource Plan 2017-18	2018-19	2019-20
Capital Works Program - Renewals	26,874	25,857	27,098	26,139	28,264
Asset Renewal Funding Requirement	21,333	22,205	23,348	25,543	25,470

Asset Renewal Gap 2015-16 to 2020-21



Council's renewal requirement changes constantly, based on an assessment of current asset condition and performance, the quantum of new and contributed assets borne by Council and ongoing review of the cost of asset renewal. Based on modelling/asset deterioration forecasts over a ten year horizon, Council's proposed asset program achieves a sustainable level to meet asset renewal requirements. In achieving this sustainable funding level, Council is making provision to address the current backlog of asset renewal works. The asset renewal backlog has been estimated at this point in time to be



approximately \$30 million, noting that this figure is constantly revised as condition audits are completed and Council's asset dataset improves in accuracy and completeness over time.

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

Year	Total Capital Program \$'000's	Summary of funding sources			
		Grants \$'000's	Contributions \$'000's	Council Cash \$'000's	Borrowings \$'000's
2015/16	49,510	2,873	183	41,169	5,285
2016/17	57,132	3,909	138	36,383	16,702
2017/18	59,788	3,145	-	38,851	17,792
2018/19	48,851	1,555	-	36,475	10,821
2019/20	35,400	1,565	-	33,835	0

In addition to using cash generated from its annual operations, borrowings 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 resort and recreation. 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.



16.3 Service Planning and Service Delivery

The key objectives in Council’s long term financial forecast and adopted Strategic Resource Plan (referred to in Section 14) are to provide a sustainable financial framework that enables Council to resource the directions that have been established in the Knox Vision and the City Plan 2013-17 (incorporating the Council Plan).

Council aims to achieve a balance between ensuring that the Knox community’s needs are met, with services modified to meet changing demand and changed legislative requirements where required and ensuring that Council continues to be financially sustainable in the long term, in a rate capping environment.

One of Council’s key priorities for the coming years is to continue a program of service planning to consider the future types and level of services Council delivers across the community. This program is expected to facilitate more informed long term financial planning and ensure the services delivered to the community meet the community’s expectation and provide value for the funds outlaid.

The financial implications of any service adjustments made as a result of the service planning program will be reflected in future long term financial forecasts (and Strategic Resource Plans) pending future decisions of Council.

Influences

The general influences and assumptions for all operating revenue and expenditure over the life of Council’s long term financial forecast (and adopted Strategic Resource Plan) include the following:

Forecast Parameters	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16	2016-17	2017-18	2018-19	2019-20
Rates	5.40%	2.50%	2.90%	3.20%	2.64%
Fees and fines - Council Set	3.44%	2.99%	2.98%	3.05%	2.99%
Grants - Victoria Grants Commission	0.00%	0.00%	1.00%	1.00%	1.00%
Grants - Operating (Other)	2.50%	1.80%	1.80%	1.80%	1.80%
Contributions and Donations	2.50%	2.00%	2.00%	2.00%	2.00%
Investment Income	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs	3.20%	3.20%	3.20%	3.30%	3.20%
Contractors and Services	2.50%	2.50%	2.50%	2.50%	2.50%
Materials	2.50%	2.50%	2.50%	2.50%	2.50%
Utilities	5.00%	5.00%	5.00%	5.00%	5.00%
Contributions and Donations	2.50%	2.50%	2.50%	2.50%	2.50%
Consumer Price Index	2.50%	2.50%	2.50%	2.50%	2.50%
Council’s Cost Escalation Factor	3.44%	2.99%	2.98%	3.05%	2.99%

As well as the general influences, there are also a number of specific influences which relate directly to service areas or activities. The most significant changes are related to service growth and legislative changes in areas such as aged and disability services (home care) and in early years.



Appendices





Appendix A – Fees and Charges

Fees and Charges for 2016-17

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
City Development - City Planning					
PLANNING SERVICES					
<i>The Planning and Subdivision fees indicated below are for the processing and administration of development applications. Most of these fees are prescribed by State Regulations. Only those that are at the discretion on Council are indicated below.</i>					
Extension of Time Requests					
Extension of Time Request - For all permits other than Multi Dwelling Permits for more than two dwellings	Per Request	\$200.00	\$220.00	\$20.00	Y
Extension of Time Request - For Multi Dwelling Permits of more than two dwellings	Per Request	\$500.00	\$550.00	\$50.00	Y
Bonds (Refundable)					
Works Bond	Per Request	200% of the estimated cost of works	200% of the estimated cost of works	\$0.00	N
Landscaping Bond	Per Request	\$4,500.00	\$5,000.00	\$500.00	N
Fee to process Bond for uncompleted works	Per Request	\$280.00	\$290.00	\$10.00	Y
Fee to provide a quote for a Bond for uncompleted works	Per Request	New Fee	\$100.00	\$100.00	Y
Application Advertising					
- Public Notice sign for displaying on site	Per Site	\$36.00	\$38.00	\$2.00	Y
- Mail notices up to 10 inclusively	Flat Rate	\$156.00	\$160.00	\$4.00	Y
- Each additional mail notices between 11 and 50 for mail notices up to 10 is to be added on plus each additional mail notice charge).	Per Additional Notice	\$14.00	\$15.00	\$1.00	Y
- Mail notices between 51 and 100 inclusively	Flat Rate	\$725.00	\$750.00	\$25.00	Y
- Mail notices between 101 and 200 inclusively	Flat Rate	\$850.00	\$875.00	\$25.00	Y
- Mail notices greater than 200	Flat Rate	\$1,090.00	\$1,125.00	\$35.00	Y
- Standard letter request for planning information	Flat Rate	\$65.00	\$67.00	\$2.00	Y
Planning (Miscellaneous)					
Arborist Advice - tree removal	Per Advice	\$130.00	\$135.00	\$5.00	Y
Arborist Advice - tree pruning	Per Advice	\$65.00	\$67.00	\$2.00	Y
Planning File Recall (Residential)	Per Request	\$120.00	\$124.00	\$4.00	Y
Planning File Recall (Industrial / Commercial)	Per Request	\$190.00	\$195.00	\$5.00	Y
Refund Request	Per Request	\$91.00	Cost of Service	\$0.00	Y
Planning Historical Searches Residential (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Request	\$60.00	\$62.00	\$2.00	Y
Planning Historical Searches Commercial (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per request	\$150.00	\$155.00	\$5.00	Y
Net Gain Fee	Per Plant	\$30.00	\$31.00	\$1.00	Y
Dishonoured Cheque Fee	Per Cheque	\$27.00	\$28.00	\$1.00	Y
BUILDING SERVICES					
<i>The Building Services fees provide for the assessment, administration and inspection works necessary for the issue of Building Permits and other miscellaneous site inspections. Most Building Surveying and Permit services are open to market competition (hence GST applies to these), and the fees should be varied on a commercial basis.</i>					
Domestic Permits					
Single Dwellings #	Per Permit	Value/150 or minimum fee of \$1160.00	Value/100 or minimum fee of \$2000.00	\$0.00	Y
Multi Dwelling applications (Class 1) #	Per Permit	Value/100 or minimum fee of \$2200.00	Value/100 or minimum fee of \$3000.00	\$0.00	Y
Dwellings Additions (including Dependant Relative Units) #	Per Permit	Value/150 or minimum fee of \$1000.00	Value/100 or minimum fee of \$1100.00	\$0.00	Y
Variation Permits / Renewals #	Per Permit	\$240.00	\$248.00	\$8.00	Y
Signs, Aerials, Retaining Walls etc #	Per Permit	\$480.00	\$495.00	\$15.00	Y
Sheds, Carports, (non brick) Garages, Verandas, decks, Above Ground Swimming Pools etc. #	Per Permit	\$600.00	\$620.00	\$20.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
In ground Swimming Pools and Brick Garages #	Per Permit	\$725.00	\$750.00	\$25.00	Y
Minor Works #	Per Permit	\$360.00	\$370.00	\$10.00	Y
Demolitions #	Per Permit	\$650.00	\$670.00	\$20.00	Y
Variation to Hoarding Consent #	Per request	\$75.00	\$77.00	\$2.00	N
Industrial / Commercial Permits					
Minor works up to \$10,000 #	Per Permit	\$400.00	\$410.00	\$10.00	Y
Minor works \$10,000 to \$30,000 #	Per Permit	\$1,000.00	\$1,030.00	\$30.00	Y
Fit out Permits	Per Permit	\$1,000.00	\$1,030.00	\$30.00	Y
Classes 2 - 9 (up to \$10,000) #	Per Permit	\$400.00	\$410.00	\$10.00	Y
Classes 2 - 9 (\$10,000 - \$50,000) #	Per Permit	\$1,500.00	\$1,550.00	\$50.00	Y
Classes 2 - 9 (above \$50,000) #	Per Permit	(Cost/2000 + square root of cost) * 4.5 or minimum fee of \$2000	(Cost/2000 + square root of cost) * 4.5 or minimum fee of \$2100	\$0.00	Y
<i># Fees may be varied by up to 20% by either the Manager City Planning or Co-ordinator Building Services.</i>					
Building (Miscellaneous)					
Building over easements. Building over public space, and other Council approvals. *	Per request	\$244.00	\$250.00	\$6.00	N
Extension of Time Request for existing Building Permit - 12 Months *	Per Request	\$145.00	\$150.00	\$5.00	Y
Sundry Additional Inspection (In Area) *	Per Inspection	\$165.00	\$170.00	\$5.00	Y
Building File Recall Residential	Per Permit	\$150.00	\$155.00	\$5.00	Y
Building File Recall Industrial/Commercial	Per Permit	\$215.00	\$220.00	\$5.00	Y
Occupancy Permit - Public Entertainment *	Per Permit	\$480.00	\$495.00	\$15.00	Y
Occupancy Permit - Public Entertainment - 5 Year Permit *	Per Permit	\$1,000.00	\$1,030.00	\$30.00	Y
Building Historical Searches Residential (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$58.00	\$60.00	\$2.00	Y
Building Historical Searches Commercial (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$150.00	\$200.00	\$50.00	Y
Refund Request	Per Request	\$91.00	Variable	\$0.00	Y
Dishonoured Cheque Fee	Flat Rate	\$27.00	\$28.00	\$1.00	Y
<i>* Non Statutory Fees may be varied by up to 20% by either the Manager City Planning or Co-ordinator Building Services.</i>					
City Development - City Futures					
ECONOMIC DEVELOPMENT					
Advertising					
Knox Business Life Advertising - Module 1 - 60mm x 62mm	Per Module	\$289.00	\$298.00	\$9.00	Y
Knox Business Life Advertising - Module 2 - 125mm x 62mm	Per Module	\$427.00	\$440.00	\$13.00	Y
Knox Business Life Advertising - Module 3 - 60mm x 130mm	Per Module	\$427.00	\$440.00	\$13.00	Y
Knox Business Life Advertising - Module 4 - 60mm x 198mm	Per Module	\$715.00	\$736.00	\$21.00	Y
Knox Business Life Advertising - Module 5 - 190mm x 62mm	Per Module	\$715.00	\$736.00	\$21.00	Y
Knox Business Life Advertising - Module 6 - 264mm x 60mm	Per Module	\$853.00	\$879.00	\$26.00	Y
Knox Business Life Advertising - Module 7 - 190mm x 132mm	Per Module	\$1,141.00	\$1,175.00	\$34.00	Y
Knox Business Life Advertising - Module 8 - 190mm x 264mm	Per Module	\$1,721.00	\$1,772.00	\$51.00	Y
Knox Business Life Advertising - Inserts (roll-folded to DL size)	Per Insert	\$573.00	\$590.00	\$17.00	Y
Business Development Seminars, Workshops and Events					
SBV (Small Business Victoria) Supported Seminars - 2 hrs	Per Session	\$20.00	\$20.00	\$0.00	Y
SBV Supported Workshops - 3 to 3.5 hrs	Per Session	\$30.00	\$30.00	\$0.00	Y
SBV Support Business Programs - generally includes one hour meeting with the business coach, two workshops, business coach spends four hours in each business - valued at over \$2,000, subsidised by Victorian Government.	Per Session	\$200.00	\$200.00	\$0.00	Y
Australian Taxation Office Events (no charge)	No Charge	\$0.00	\$0.00	\$0.00	N
City Development - City Safety & Health					
TRAFFIC ENFORCEMENT, ANIMAL CONTROL & LOCAL LAWS					

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
<i>Fees relate to Council's General Provisions Local Law, Domestic Animals Act and Road Rules Victoria. Infringement fines are set in legislation. Permit application, Annual Renewal & Registration fees are at Council's discretion and have been calculated based on cost recovery.</i>					
Permit (including Application) Fees					
More than 2 dogs					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
More than 2 cats					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
More than 25 small birds					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
More than 5 large birds					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
More than 5 reptiles or rodents					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
More than 5 poultry					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
Permit (other) - i. e. any other permit triggered by the Local Law.					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
To live in a caravan (on public or private property)					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Per Permit	\$71.00	\$73.00	\$2.00	N
Display or sell goods or services on public land					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Permit fee for single day use	Charge	\$71.00	\$73.00	\$2.00	N
Permit fee for period greater than 1 day	Per Permit	\$71.00	\$365.00	\$154.00	N
Fitness Groups - Seasonal Permit (Max. 10 sessions) - on public land not managed by Council's Leisure Services	6 Monthly	\$321.00	\$692.00	\$371.00	Y
To place tables and chairs on footpath					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee - Per seated person	Per Person	\$32.00	\$33.00	\$1.00	N
Initial Permit/ Renewal Fee - Each Table	Per Table	\$24.00	\$25.00	\$1.00	N
Roadside Trading					
Application Fee	On Application	New Fee	\$128.00	\$128.00	N
Permit for one day only	Per Application	\$181.00	\$187.00	\$6.00	N
Permit for 2-7 days	Per Application	\$362.00	\$373.00	\$11.00	N
Permit for up to one month	Per Application	\$1,008.00	\$1,038.00	\$30.00	N
Place a Commercial Waste Bin					
Application Fee	On Application	\$0.00	\$0.00	\$0.00	N
Initial Permit/ Renewal Fee	Annual	\$0.00	\$0.00	\$0.00	N
Place a clothing recycling bin on public land					
Application Fee	On Application	\$114.00	\$128.00	\$14.00	N
Initial Permit/ Renewal Fee - directly operated by fundraising organisation	Per Bin	\$110.00	\$115.00	\$5.00	N
Initial Permit/ Renewal Fee - Other	Per Bin	New Fee	\$230.00	\$230.00	N
Rubbish Skip Accredited Supplier					
Application Fee	On Application	New Fee	\$128.00	\$128.00	N
Permit/ Renewal Fee - including up to 20 placements per annum	On Application	\$748.00	\$770.00	\$22.00	Y
Permit/ Renewal Fee - placement of additional bin	Per Bin	New Fee	\$20.00	\$20.00	Y
Permit/ Renewal Fee - Single Placement	Per Bin	\$78.00	\$80.00	\$2.00	Y
To garage a long or heavy vehicle (in a residential area)					

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Application Fee	On Application	\$171.00	\$176.00	\$5.00	N
Permit Fee	Annual	\$171.00	\$176.00	\$5.00	N
Keeping of more than 2 unregistered vehicles on private land					
Application Fee	On Application	New Fee	\$128.00	\$128.00	N
Permit Fee	Per Permit		Not Applicable	\$0.00	N
Fireworks on public land					
Application Fee	On Application	New Fee	\$128.00	\$128.00	N
Permit Fee	Per Permit	New Fee	\$73.00	\$73.00	N
Fundraising					
Application Fee	On Application		Not Applicable	\$0.00	N
Permit Fee	Per Permit	\$71.00	\$73.00	\$2.00	N
Signage					
To erect an "A" frame sign or other sign less than 600mm by 900mm in size (on Public Land)					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$71.00	\$73.00	\$2.00	N
Erect or place a sign (up to 1800mm by 900mm in size) (on Public Land)					
Application Fee	On Application	\$124.00	\$128.00	\$4.00	N
Initial Permit/ Renewal Fee	Annual	\$119.00	\$123.00	\$4.00	N
Erect or place Large Sign (greater than 1800mm x 900mm) (on Public Land)					
Application Fee	On Application	\$171.00	\$176.00	\$5.00	N
Initial Permit/ Renewal Fee	Annual	\$171.00	\$176.00	\$5.00	N
Temporary signage in a public place					
Application Fee	On Application	New Fee	\$128.00	\$128.00	N
Permit Fee - up to 6 weeks	Per Permit	\$71.00	\$73.00	\$2.00	N
Real Estate - Open for Inspection/ Auction signage (on Public Land) (per office location)					
Application Fee	On Application	New Fee	\$128.00	\$128.00	N
Permit/ Renewal Fee - Single Placement	Per Permit	New Fee	\$73.00	\$73.00	N
Initial Permit/ Renewal Fee - Annual Permit	Annual	New Fee	\$480.00	\$480.00	N
Real Estate - Advertising Board specifically for a property for lease/ sale (on Public Land) (per office location)					
Application Fee	On Application	New Fee	\$128.00	\$128.00	N
Permit Fee - up to 3 months	Per Permit	New Fee	\$73.00	\$73.00	N
Burning Off Permits					
Permit issued outside the bushfire management overlay area	Per Permit	\$55.00	\$57.00	\$2.00	N
Permit issued within the bushfire management overlay area	Per Permit	No Charge	No Charge	No Charge	N
Land Clearance					
Land management fee (unsightly or hazardous properties)	Charge	\$160.00	\$165.00	\$5.00	N
Parking Permits (Domestic)					
Initial permit (up to 2 permits)	No Charge	\$0.00	\$0.00	\$0.00	N
Third and subsequent permit	Per Permit	\$42.00	\$43.00	\$1.00	N
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$21.00	\$22.00	\$1.00	N
Parking Permits (Commercial)					
Operated by traders	No Charge	\$0.00	\$0.00	\$0.00	Y
Operated by Council	Per Permit	\$42.00	\$43.00	\$1.00	Y
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$21.00	\$22.00	\$1.00	Y
Registration Fees					
<i>The fee structure for animal registration renewals reflects Government fees associated with animal registrations of \$2 per cat, \$3.50 per dog and \$10 per Domestic Animal Business.</i>					
<i>Fees in this section have been rounded up or down consistent with Councils strategic approach to animal registrations within the Domestic Animal Management Plan.</i>					

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Category 1D - Dog that meets <u>any one</u> of the following: * Desexed; * over 10 years old; * registered and owner current member of an approved association; * kept for breeding at licensed premises; * kept for working stock. * undergone obedience training which complies with the regulations.	Annual	\$38.00	\$42.00	\$4.00	N
Category 1DP - Pensioner Concession Rebate for Category 1D (Dog Desexed - also over 10 years old, current member of an approved association, kept for breeding at licensed premises, kept for working stock)	Annual	\$19.00	\$21.00	\$2.00	N
Category 2DH - Dog Entire and Micro chipped - Only applies to current registrations and not new registrations.	Annual	\$54.00	\$75.00	\$21.00	N
Category 1J - Dog meets 3 categories (i.e. desexed, micro chipped, obedience trained, breeder etc) (registered pre 10 April 2016)	Annual	\$29.00	\$30.00	\$1.00	N
Category 2D - Dog Entire / Unsterilized	Annual	\$162.00	\$167.00	\$5.00	N
Category 2R Declared Menacing Dog, Restricted Breed Dog, Declared Dangerous Dog (no Pensioner Concession Rebate applies)	Annual	\$273.00	\$282.00	\$9.00	N
Category DLP - Pensioner Concession Rebate for Category 2DH (Dog Entire and Microchipped) - Only applies to current registrations and not new registrations.	Annual	\$27.00	\$28.00	\$1.00	N
Category 1JP - Pensioner Concession Rebate for Dog meets 3 categories (i.e. desexed, micro chipped, obedience trained, breeder etc) (registered pre 10 April 2016)	Annual	\$14.50	\$15.00	\$0.50	N
Category 2DP - Pensioner Concession Rebate for Dog Entire/ Unsterilized	Annual	\$81.00	\$83.50	\$2.50	N
Cat 1C - Cat that meets <u>any one</u> of the following: * desexed; * over 10 years old; * current member of an approved association; * kept for breeding at licensed premises.	Annual	\$38.00	\$39.00	\$1.00	N
Category 1CP - Pensioner Concession Rebate for Cat 1C - Cat Desexed (also over 10 years old, current member of an approved association)	Annual	\$19.00	\$19.50	\$0.50	N
Category 2C - Cat unsterilized (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$162.00	\$167.00	\$5.00	N
Category 2CP - Pensioner Concession Rebate for Cat 2C - Cat unsterilized (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$81.00	\$83.50	\$2.50	N
Category 2CH - Cat Unsterilized and Micro chipped - Only applies to current registrations and not new registrations.	Annual	\$54.00	\$75.00	\$21.00	N
Registration incentive (dog)	First Registration Per Animal	\$5.00	\$5.00	\$0.00	N
Registration incentive (cat)	First Registration Per Animal	\$3.00	\$3.00	\$0.00	N
Late Registration fee	Annual	New Fee	\$10.00	\$10.00	N
Late Registration fee - Pensioner Concession rebate	Annual	New Fee	\$5.00	\$5.00	N
Accessing of Pet register information	Per entry inspected	New Fee	\$10.00	\$10.00	N
Domestic Animal Business Registration					
Animal Business Registration	Annual	\$207.00	\$213.00	\$6.00	N
Pound Release Fees					
Release of domestic dog from pound (reclaim within 8 days) - unregistered	Per Animal	\$250.00	\$255.00	\$5.00	N
Release of domestic dog from pound (reclaim within 8 days) - registered	Per Animal	\$250.00	\$235.00	(\$15.00)	N
Release of domestic cat from pound (reclaimed within 8 days) - unregistered	Per Animal	\$130.00	\$133.00	\$3.00	N
Release of domestic cat from pound (reclaimed within 8 days) - registered	Per Animal	\$130.00	\$113.00	(\$17.00)	N
Per day sustenance fee (if held beyond the 8 days impounding fee period)	Per Animal Per Day	\$30.00	\$31.00	\$1.00	N
Livestock					
Impounding fees for large animal - horse, cow or similar	Per Animal	\$311.00	\$320.00	\$9.00	N

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Impounding fees for sheep, goat, pig or similar sized animal	Per Animal	\$207.00	\$213.00	\$6.00	N
Posting formal notice	Per Notice	\$18.00	\$18.50	\$0.50	Y
Advertisement in newspaper (animal to be sold at auction after statutory 14 day impound period)	Per Advert	\$260.00	\$268.00	\$8.00	Y
Direction Notices	Per Site	\$84.00	\$86.50	\$2.50	N
Offences under the General Provisions Local Laws					
<i>Fines and penalties applied under legislation are not reported in this document.</i>					
Release of Impounded goods					
Large Sign (greater than 1800mm x 900mm) i.e. real estate board	Per Sign	\$215.00	\$222.00	\$7.00	N
Medium sign (greater than 900mm or 600mm or less than 1800mm x 900mm) i.e. A-frame sign	Per Sign	\$145.00	\$150.00	\$5.00	N
Small sign (less than 900mm in height or 600mm in width) i.e. pointer board	Per Sign	\$64.00	\$66.00	\$2.00	N
Shopping trolley	Per Trolley	\$104.00	\$107.00	\$3.00	N
Skip bin / Bulk waste container / Shipping container / Clothing recycling bin	Per Item	\$528.00	\$544.00	\$16.00	N
Other Items not mentioned above	Per Item	\$158.00	\$163.00	\$5.00	Y
Impounded Vehicle Release					
Impounded Vehicle Administration fee	Per Vehicle	\$119.00	\$246.00	\$127.00	N
Towing fee for Car	Per Vehicle	\$207.00	\$426.00	\$219.00	N
Towing fee for Truck	Per Vehicle	Actual costs +10%	Actual costs +20%	\$0.00	N
Storage fee (up to 5 days)	Per Vehicle	\$125.00	\$258.00	\$133.00	N
Day storage fee (day 6 onwards)	Per Vehicle Per Day	\$21.00	\$44.00	\$23.00	N
Archived records retrieval fee	Per Request	New Fee	\$25.00	\$25.00	N
HEALTH SERVICES					
Public Health & Wellbeing Act Registration Fee					
Skin Penetrators / Beauty Therapies - single operation	Per Annum	\$135.00	\$139.00	\$4.00	N
Hairdressers / Skin Penetrators / Beauty Therapies - multiple operation	Per Annum	\$182.00	\$188.00	\$6.00	N
One-off registration for Hairdressing business/ premise (unchanged proprietor) - single operation	One-off registration	New Fee	\$180.00	\$180.00	N
Health Act Accommodation Registration Fees					
Up to 20 residents	Per Annum	\$303.00	\$312.00	\$9.00	N
21-40 residents	Per Annum	\$469.00	\$483.00	\$14.00	N
More than 40 residents	Per Annum	\$705.00	\$726.00	\$21.00	N
Residential Tenancies Act Fees					
Caravan Park Transfer Fee	Per Application	\$72.00	\$74.00	\$2.00	N
Food Act Registration Fees -Includes Food Act Legislative amendments. Registration Fees include registration and first follow up inspection.					
Class 1A Hospitals	Per Annum	\$518.00	\$534.00	\$16.00	N
Class 1A Additional Inspection Fee	Per Inspection	\$182.00	\$188.00	\$6.00	N
Class 1B Aged Care Facilities, Child Care Centres, Meals on Wheels	Per Annum	\$398.00	\$410.00	\$12.00	N
Class 1B Additional Inspection Fee	Per Inspection	\$122.00	\$126.00	\$4.00	N
Class 2A Large Supermarkets - 3 plus departments	Per Annum	\$1,679.00	\$1,730.00	\$51.00	N
Class 2A Additional Inspection Fee	Per Inspection	\$242.00	\$250.00	\$8.00	N
Class 2B Minimarts, Bakery, Food Manufacturer small, Restaurant, Take Away Food Premises, Caterers, mobile and temporary premises. (50% discount for mobile food vans and temporary premises linked to a fixed premises located in the municipality of Knox).	Per Annum	\$518.00	\$534.00	\$16.00	N
Class 2B Additional Inspection Fee	Per Inspection	\$182.00	\$188.00	\$6.00	N
Class 2CG Class 2 Community Group registration	Per Annum	New Fee	\$134.00	\$134.00	N
Class 2HB Home Businesses	Per Annum	\$371.00	\$382.00	\$11.00	N
Class 2HB Additional Fee	Per Inspection	\$109.00	\$112.00	\$3.00	N
Class 2ES Supermarkets - 3 plus departments. That hold non standard FSP	Per Annum	\$1,679.00	\$1,430.00	(\$249.00)	N
Class 2ES Additional Inspection Fee	Per Inspection	\$242.00	\$250.00	\$8.00	N
Class 2E Premises that hold non standard FSP's and are subject to independent audit	Per Annum	\$518.00	\$434.00	(\$84.00)	N
Class 2E Additional Inspection Fee	Per Inspection	\$182.00	\$188.00	\$6.00	N

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Class 3S Large Supermarkets that sell potentially hazardous pre-packed foods. e.g. ALDI	Per Annum	\$945.00	\$974.00	\$29.00	N
Class 3S Additional Inspection Fee	Per Inspection	\$174.00	\$180.00	\$6.00	N
Class 3 Accommodation Meals, Health Food Premises, Bar, Kiosks, Fruit and Vegetable Premises, Confectionary Packaging, Food Vehicles, Pre Packaged Food Premises (High Risk), Full Year Sporting Clubs, Mobile and Temporary Premises, Distributor, Importer, Winery, Warehouse. (50% discount for mobile food vans and temporary premises linked to a fixed premises located in the municipality of Knox)	Per Annum	\$289.00	\$298.00	\$9.00	N
Class 3 Additional Inspection Fee	Per Inspection	\$109.00	\$112.00	\$3.00	N
Class 3CG Class 3 Community Group - single event registration	Per Application	New Fee	\$75.00	\$75.00	N
Class 3CG Class 3 Community Group events - annual registration	Per Annum	New Fee	\$150.00	\$150.00	N
Class 3 Club - Seasonal Sporting Club	Per Annum	\$145.00	\$150.00	\$5.00	N
Class 3 Club Additional Inspection Fee	Per Inspection	\$109.00	\$112.00	\$3.00	N
Late Payment Fee for Food Registration Renewals	Per Annum	25% of Registration fee	25% of Registration fee	\$0.00	N
Other Fees					
Transfer of Health or Food Act registrations	Per Request	50% of Current Year registration fees	50% of Current Year registration fees	\$0.00	N
Solicitors Request (10 Working Day Turnaround)	Per Request	\$200.00	\$206.00	\$6.00	Y
Solicitor's Request for a second and/or subsequent inspection	Per Request	\$270.00	\$280.00	\$10.00	Y
Second and subsequent Solicitor Requests	Per Request	\$89.00	\$92.00	\$3.00	Y
Pro Rata Refund of Registration Fees	Per Request	\$38.00	\$39.00	\$1.00	Y
Establishment Fee - Food Act Premises	Per Request	\$275.00	\$285.00	\$10.00	Y
Establishment Fee - Businesses Registrable under Public Health and Wellbeing Act	Per Request	\$125.00	\$130.00	\$5.00	Y
Establishment Fee - Food Act Home Based Businesses and Mobile businesses	Per Request	\$125.00	\$130.00	\$5.00	Y
Septic Tanks permit to install	Per Request	\$417.00	\$430.00	\$13.00	N
Sharps disposal Levy	Per 5 litre Container	\$14.50	\$15.00	\$0.50	N
Food laboratory sampling of second sample (failed)	Per sample	New Fee	Actual costs + \$150 reinspection fee	\$0.00	N
Archived records retrieval fee	Per Request	New Fee	\$25.00	\$25.00	N
Vaccines Provided at Public Sessions					
ADT (Adult Diphtheria, Tetanus)	Per Injection	\$38.00	\$30.00	(\$8.00)	Y
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$69.00	\$58.00	(\$11.00)	Y
Chicken Pox	Per Injection	\$82.00	\$80.00	(\$2.00)	Y
Flu - Quad Valent	Per Injection	\$26.00	\$30.00	\$4.00	Y
Hepatitis A (Adult)	Per Injection	\$109.00	\$72.00	(\$37.00)	Y
Hepatitis B (Adult)	Per Injection	\$43.00	\$36.00	(\$7.00)	Y
Hepatitis A (Child)	Per Injection	\$76.00	\$59.00	(\$17.00)	Y
Hepatitis B (Child)	Per Injection	\$32.00	\$30.00	(\$2.00)	Y
HPV (Human Pappilomavirus Vaccine)	Per Injection	\$198.00	\$175.00	(\$23.00)	Y
Infanrix Hexa (6 in 1)	Per Injection	\$155.00	\$127.00	(\$28.00)	Y
Infanrix IPV	Per Injection	\$75.00	\$75.00	\$0.00	Y
Meningococcal	Per Injection	\$124.00	\$132.00	\$8.00	Y
Pneumococcal 13 (Child)	Per Injection	\$197.00	\$185.00	(\$12.00)	Y
Pneumococcal 23 (Adult)	Per Injection	\$70.00	\$72.00	\$2.00	Y
Twinrix (Hepatitis A & B) Adult	Per Injection	\$123.00	\$84.00	(\$39.00)	Y
Twinrix (Hepatitis A & B) Child	Per Injection	\$82.00	\$75.00	(\$7.00)	Y
IPOLE	Per Injection	\$67.00	\$60.00	(\$7.00)	Y
Administration of Unsubsidised Vaccine Supplied by Government Health Departments	Per Injection	\$14.50	\$15.00	\$0.50	Y
Rototeq	Per Injection	\$108.00	\$110.00	\$2.00	Y
MMR	Per Injection	\$60.00	\$62.00	\$2.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
MMR + Chicken Pox	Per Injection	New Fee	\$52.00	\$52.00	Y
Menitorix	Per Injection	\$86.00	\$82.00	(\$4.00)	Y
Shingles	Per Injection	New Fee	\$258.00	\$258.00	Y
Service Provided at Clients Business					
Corporate Businesses Service - Two Nurses minimum charge	Per First Hour for 2 Nurses	\$270.00	\$280.00	\$10.00	Y
Corporate Businesses Service - Additional Hours	Per Nurse Per Hour	\$114.00	\$118.00	\$4.00	Y
ADT (Adult Diphtheria, Tetanus)	Per Injection	\$23.00	\$22.00	(\$1.00)	Y
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$54.00	\$46.00	(\$8.00)	Y
Chicken Pox	Per Injection	\$65.00	\$67.00	\$2.00	Y
Hepatitis A (Adult)	Per Injection	\$96.00	\$58.00	(\$38.00)	Y
Hepatitis B (Adult)	Per Injection	\$28.00	\$23.00	(\$5.00)	Y
Hepatitis A (Child)	Per Injection	\$63.00	\$46.00	(\$17.00)	Y
Hepatitis B (Child)	Per Injection	\$18.00	\$17.00	(\$1.00)	Y
HPV (Human Pappilomavirus Vaccine)	Per Injection	\$185.00	\$162.00	(\$23.00)	Y
Infanrix Hexa (6 in 1)	Per Injection	\$141.00	\$115.00	(\$26.00)	Y
Infanrix IPV	Per Injection	\$65.00	\$63.00	(\$2.00)	Y
Meningococcal	Per Injection	\$110.00	\$120.00	\$10.00	Y
Pneumococcal 13 (Child)	Per Injection	\$176.00	\$173.00	(\$3.00)	Y
Pneumococcal 23 (Adult)	Per Injection	\$60.00	\$60.00	\$0.00	Y
Twinrix (Hepatitis A & B) Adult	Per Injection	\$109.00	\$72.00	(\$37.00)	Y
Twinrix (Hepatitis A & B) Child	Per Injection	\$70.00	\$62.00	(\$8.00)	Y
Flu - Quad Valent	Per Injection	\$14.50	\$17.00	\$2.50	Y
IPOL	Per Injection	\$53.00	\$48.00	(\$5.00)	Y
MMR	Per Injection	\$47.00	\$50.00	\$3.00	Y
MMR + Chicken Pox	Per Injection	New Fee	\$40.00	\$40.00	Y
Shingles	Per Injection	New Fee	\$245.00	\$245.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Community Services - Family & Children's Services					
PRE SCHOOL EDUCATION					
Pre School Fee (for Calendar Year 2016)	Per Child	\$306.80	\$363.00	\$56.20	N
Pre School Fee (for Calendar Year 2017)	Per Child	Not Applicable	\$423.00	\$0.00	N
<i>Preschool Term Fees and Working Bee Levy are collected by Council on behalf of the Preschool Committees and paid on to the Committees at the beginning of each term.</i>					
Preschool Term Fee including Working Bee Levy (Calendar year 2016)	Annual	\$716.00	\$716.00	\$0.00	N
Preschool Term Fee including Working Bee Levy (Calendar year 2017)	Annual	Not Applicable	\$716.00	\$0.00	N
CHILD CARE					
Long Day Care					
Per day (all centres)	Per Day	\$117.40	\$123.30	\$5.90	N
Per week (all centres)	Per Week	\$574.35	\$603.10	\$28.75	N
Occasional Care	Per Hour	\$11.55	\$12.70	\$1.15	N
EARLY YEARS INTEGRATED SERVICES, PLANNING & PARTNERSHIPS					
License Fee for Early Years users, using Council owned facilities	Per Annum	\$157.00	\$161.70	\$4.70	N
Licence Fee for Playgroup Committees using Council-owned facilities	Per Annum	\$157.00	\$161.70	\$4.70	N
Community Services - Active Ageing & Disability Services					
HOME & COMMUNITY CARE SERVICES					
<i>Home & Community Care Client fees are means tested based on Community Health, Home & Community Care Programs - Income Ranges. The income ranges per annum, effective 1st January 2015 are as follows: Single Person: Low Fee less than \$36,438 (previously \$35,299) income per annum; Medium Fee \$36,438 to \$79,514 (previously \$35,299 to \$77,668) income per annum; and High Fee more than \$79,514 (previously \$77,668) income per annum. Couple: Low Fee less than \$55,770 (previously \$54,007) income per annum; Medium Fee \$55,770 to \$106,298 (previously \$54,007 to \$103,830) income per annum; and High Fee more than \$106,298 (previously \$103,830) income per annum. Family: (1 Child) Low Fee less than \$61,647 (previously \$59,884) income per annum; Medium Fee \$61,647 to \$111,941 (previously \$59,884 to \$109,342) income per annum; and High Fee more than \$111,941 (previously \$109,342) income per annum (plus \$5,877 additional child per annum).</i>					
General Home Care					
Low:					
S - Single (Income Range less than \$36,438 pa) C - Couple (Income Range less than \$55,770 pa) F - Family (1 Child) (Income Range less than \$61,647 pa)	Per Hour	\$6.80	\$7.20	\$0.40	N
Medium:					
S - Single (Income range \$36,438 - \$79,514 pa) C - Couple (Income range \$55,770 - \$106,298 pa) F - Family (Income range \$61,647 - \$111,941 pa)	Per Hour	\$10.00	\$10.40	\$0.40	N
High:					
S - Single (Income range more than \$79,514 pa) C - Couple (Income range more than \$106,298 pa) F - Family (Income range more than \$111,941 pa) (plus \$5,877 additional child per annum) (existing clients only)	Per Hour	\$38.00	\$39.20	\$1.20	N
Undisclosed income or compensation - Used when clients are unwilling to provide evidence to meet the means test thresholds and therefore are charged the full cost of service.	Per Hour	\$50.80	\$52.40	\$1.60	N
Service Cancellation - less than 1 hours notice prior to service provision	Per Booking	50% of service booking	100% of service booking	\$0.00	N
Home Care Cleaning Kits - provided at cost to home care clients	Per Kit	New Fee	\$50.00	\$50.00	Y
Personal Care					
Low:					

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
S - Single (Income Range less than \$36,438 pa) C - Couple (Income Range less than \$55,770 pa) F - Family (1 Child) (Income Range less than \$61,647 pa)	Per Hour	\$5.20	\$5.60	\$0.40	N
Medium:					
S - Single (Income range \$36,438 - \$79,514 pa) C - Couple (Income range \$55,770 - \$106,298 pa) F - Family (Income range \$61,647 - \$111,941 pa)	Per Hour	\$7.60	\$8.00	\$0.60	N
High:					
S - Single (Income range more than \$79,514 pa) C - Couple (Income range more than \$106,298 pa) F - Family (Income range more than \$111,941 pa) (plus \$5,877 additional child per annum) (existing clients only)	Per Hour	\$41.20	\$42.40	\$1.20	N
Undisclosed income or compensation	Per Hour	\$51.20	\$52.80	\$1.60	N
Service Cancellation - less than 1 hours notice prior to service provision	Per Booking	50% of service booking	100% of service booking	\$0.00	N
Respite Care					
Low:					
S - Single (Income Range less than \$36,438 pa) C - Couple (Income Range less than \$55,770 pa) F - Family (1 Child) (Income Range less than \$61,647 pa)					
Within Core Hours	Per Hour	\$4.00	\$4.40	\$0.40	N
Out of Core Hours	Per Hour	\$5.60	\$6.00	\$0.40	N
Medium :					
S - Single (Income range \$36,438 - \$79,514 pa) C - Couple (Income range \$55,770 - \$106,298 pa) F - Family (Income range \$61,647 - \$111,941 pa)					
Within Core Hours	Per Hour	\$5.00	\$5.20	\$0.20	N
Out of Core Hours	Per Hour	\$8.00	\$8.40	\$0.40	N
High:					
S - Single (Income range more than \$79,514 pa) C - Couple (Income range more than \$106,298 pa) F - Family (Income range more than \$111,941 pa) (plus \$5,877 additional child per annum) (existing clients only)					
Within Core Hours	Per Hour	\$40.00	\$41.20	\$1.20	N
Out of Core Hours	Per Hour	\$58.00	\$59.60	\$1.60	N
Undisclosed income or compensation	Per Hour	\$52.00	\$53.60	\$1.60	N
Service Cancellation - less than 12 hours notice prior to service provision.	Per Booking	50% of service booking	100% of service booking	\$0.00	N
HOME MAINTENANCE					
<i>Clients pay for the cost of materials plus the hourly rate.</i>					
Low:					
S - Single (Income Range less than \$36,438 pa) C - Couple (Income Range less than \$55,770 pa) F - Family (1 Child) (Income Range less than \$61,647 pa)	Per Hour	\$13.60	\$14.00	\$0.40	N
Medium:					
S - Single (Income range \$36,438 - \$79,514 pa) C - Couple (Income range \$55,770 - \$106,298 pa) F - Family (Income range \$61,647 - \$111,941 pa)	Per Hour	\$17.00	\$17.60	\$0.80	N
High:					

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
S - Single (Income range more than \$79,514 pa) C - Couple (Income range more than \$106,298 pa) F - Family (Income range more than \$111,941 pa) (plus \$5,877 additional child per annum) (existing clients only)	Per Hour	\$52.80	\$54.40	\$1.60	N
Undisclosed income or compensation	Per Hour (& as per receipt for materials)	\$74.80	\$77.20	\$2.40	N
FOOD SERVICES					
Centre based & home delivered meals					
Three (3) Course Meal Low Income Medium Income	Per Meal	\$8.80	\$9.00	\$0.20	N
Three (3) Course Meal High Income	Per Meal	\$15.80	\$16.30	\$0.50	N
Two (2) Course Meal (Following combinations available, Soup and Main, Main and Dessert, Soup and 6 pt Sandwich or 6pt Sandwich and Dessert) Low Income Medium Income	Per Meal	\$6.80	\$7.00	\$0.20	N
Two (2) Course Meal (Following combinations available, Soup and Main, Main and Dessert, Soup and 6 pt Sandwich or 6pt Sandwich and Dessert) High Income	Per Meal	\$11.60	\$11.90	\$0.30	N
Individual Meal Components					
Soup	Per Serve	\$2.50	\$2.50	\$0.00	N
Dessert / Fruit	Per Serve	\$2.50	\$2.50	\$0.00	N
Sandwich - 4 points	Per Serve	\$4.00	\$4.00	\$0.00	N
Sandwich - 6 points	Per Serve	\$6.00	\$6.00	\$0.00	N
PLANNED ACTIVITY GROUPS					
Low Income	Per Session	\$7.50	\$7.70	\$0.20	N
Medium Income	Per Session	\$7.50	\$7.70	\$0.20	N
High Income	Per Session	\$13.00	\$13.40	\$0.40	N
ALLIED HEALTH - OCCUPATIONAL THERAPY					
Low Income	Per Consultation	\$9.60	\$9.90	\$0.30	N
Medium Income	Per Consultation	\$14.20	\$14.80	\$0.60	N
High Income	Per Hour	\$94.00	\$97.40	\$3.40	N
Easy Living Equipment Kits - provided at cost to approved clients	Per Kit	New Fee	\$42.00	\$42.00	N
HOME BASED CARE SERVICES					
<i>Services delivered on behalf of Community Care Package Providers charged on a full cost recovery basis.</i>					
Meals					
Per unit delivered	Per Meal	\$22.00	\$22.70	\$0.70	Y
General Home Care					
Service per hour	Per Hour	\$52.00	\$53.60	\$1.60	Y
Travel per hour (vehicle / labour)	Per Hour	\$70.00	\$72.10	\$2.10	Y
Respite Care					
Service per hour	Per Hour	\$52.00	\$53.60	\$1.60	Y
Out of Hours Service per hour	Per Hour	\$78.00	\$80.30	\$2.30	Y
Travel per hour (vehicle / labour)	Per Hour	\$70.00	\$72.10	\$2.10	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Personal Care					
Service per hour	Per Hour	\$52.00	\$53.60	\$1.60	Y
Travel per hour (vehicle / labour)	Per Hour	\$70.00	\$72.10	\$2.10	Y
COMMUNITY TRANSPORT					
Regular bus route passenger:	Return Trip	\$4.00	\$4.00	\$0.00	Y
	One Way Trip	\$2.00	\$2.00	\$0.00	Y
Community Outing	Per Day or Part Day	New Fee	\$6.00	\$6.00	Y
Casual Group Usage					
In core (business hours) per use - maximum 8 hours	Per Use	\$102.00	\$105.00	\$3.00	Y
Out of core per hour drive time	Per Hour	\$56.00	\$57.70	\$1.70	Y
Out of core booking fee	Per Booking	\$52.00	\$53.60	\$1.60	Y
Emergency Services Groups - Training Courses max. of 8 hours	Per Use	\$102.00	\$105.00	\$3.00	Y
ACTIVE AGEING					
Events / Workshops - Seniors Festival Events etc	Per event	\$5.50	\$5.70	\$0.20	Y
Community Services - Youth, Leisure & Cultural Services					
RECREATIONAL RESERVES					
<i>Recreation and Sporting Grounds / Tennis and Netball Courts / Turf Wickets / Parks and Reserves</i>					
Tennis Courts					
Court Fees	Per Court Per	\$104.00	\$107.00	\$3.00	Y
Tennis Pavilions					
Batterham Park	Per Annum	\$809.00	\$833.00	\$24.00	Y
Reta Matthews Reserve (Boronia)	Per Annum	\$778.00	\$801.00	\$23.00	Y
Eildon Park	Per Annum	\$860.00	\$886.00	\$26.00	Y
Glenfern Park (Ferntree Gully)	Per Annum	\$765.00	\$788.00	\$23.00	Y
Guy Turner Reserve (Guy Turner)	Per Annum	\$547.00	\$563.00	\$16.00	Y
Coleman Road Reserve (Knox City)	Per Annum	\$1,588.00	\$1,636.00	\$48.00	Y
Knox Gardens Reserve (Knox Gardens)	Per Annum	\$1,047.00	\$1,078.00	\$31.00	Y
Carrington Park (Knoxfield)	Per Annum	\$637.00	\$656.00	\$19.00	Y
Miller Park	Per Annum	\$809.00	\$833.00	\$24.00	Y
Seebeck Reserve (Rowville)	Per Annum	\$812.00	\$836.00	\$24.00	Y
Exner Reserve (Scoresby)	Per Annum	\$933.00	\$961.00	\$28.00	Y
Templeton Reserve (Templeton)	Per Annum	\$1,343.00	\$1,383.00	\$40.00	Y
Wantirna Reserve (Wantirna)	Per Annum	\$849.00	\$874.00	\$25.00	Y
Walker Reserve (Wantirna South)	Per Annum	\$649.00	\$668.00	\$19.00	Y
Windermere Reserve (Windermere)	Per Annum	\$872.00	\$898.00	\$26.00	Y
Cricket					
Junior / Vets / Women's Teams	Per Team Per Season	\$58.00	\$64.00	\$6.00	Y
Senior Teams	Per Team Per Season	\$368.00	\$405.00	\$37.00	Y
Football					
Junior / Vets / Women's Teams	Per Team Per Season	\$226.00	\$249.00	\$23.00	Y
Senior Teams	Per Team Per Season	\$1,633.00	\$1,796.00	\$163.00	Y
Soccer					

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Junior / Vets / Women's Teams	Per Team Per Season	\$144.00	\$158.00	\$14.00	Y
Senior Teams	Per Team Per Season	\$985.00	\$1,084.00	\$99.00	Y
Baseball					
Junior / Vets / Women's Teams	Per Team Per Season	\$38.00	\$42.00	\$4.00	Y
Senior Teams	Per Team Per Season	\$282.00	\$310.00	\$28.00	Y
Lacrosse					
Lacrosse	Per Team Per Season	\$59.00	\$65.00	\$6.00	Y
Netball / Court					
Matches	Per Court Per Annum	\$158.00	\$174.00	\$16.00	Y
Training	Per Court Per Annum	\$59.00	\$65.00	\$6.00	Y
Facility License Agreements					
Knox Obedience Dog Club	Per Annum	\$1,868.00	\$1,925.00	\$57.00	Y
B.M.X. Club (Knox Park)	Per Annum	\$584.00	\$601.00	\$17.00	Y
Model Aero Club (Stud Road, Scoresby)	Per Annum	\$390.00	\$402.00	\$12.00	Y
Boronia Radio Controlled Car Club (Boronia Park)	Per Annum	\$390.00	\$402.00	\$12.00	Y
Group Dog Training	Per Annum	\$699.00	\$720.00	\$21.00	Y
Fitness Groups - Seasonal Permit (Max. 10 Sessions)	Per Season	\$642.00	\$690.00	\$48.00	Y
Preparation of Turf Wickets					
Boronia Cricket Club	Per Season	\$7,420.00	\$7,420.00	\$0.00	Y
Bayswater Cricket Club	Per Season	\$9,892.00	\$9,892.00	\$0.00	Y
EFL Finals					
All Senior Divisions	Per Day	\$541.00	\$595.00	\$54.00	Y
Reserves / Ovals					
	Per Point Per Oval Per Season	\$158.00	\$174.00	\$16.00	Y
<i>Charges are seasonal and are based on Council's rating of 1 to 9 points per oval, at a fixed rate per point.</i>					
Casual Users - Sporting Reserves					
Knox Schools / Community Usage	No Charge	\$0.00	\$0.00	\$0.00	Y
Non Knox Schools / Non Knox Community Usage	Per Day	\$83.00	\$85.00	\$2.00	Y
Commercial Usage (Corporate and Business Activities / Purposes)	Per Day	\$324.00	\$334.00	\$10.00	Y
Pavilions – Rental					
Batterham No. 1	Per Annum	\$778.00	\$856.00	\$78.00	Y
Bayswater Oval	Per Annum	\$778.00	\$856.00	\$78.00	Y
Bayswater Park	Per Annum	\$390.00	\$429.00	\$39.00	Y
Benedikt Park No. 1	Per Annum	\$390.00	\$429.00	\$39.00	Y
Carrington Park	Per Annum	\$778.00	\$856.00	\$78.00	Y
Chandler Park	Per Annum	\$390.00	\$429.00	\$39.00	Y
Colchester Park	Per Annum	\$390.00	\$429.00	\$39.00	Y
Dobson No. 1	Per Annum	\$390.00	\$429.00	\$39.00	Y
Egan Lee No. 1	Per Annum	\$778.00	\$856.00	\$78.00	Y
Eildon No. 1	Per Annum	\$390.00	\$429.00	\$39.00	Y
Ferntree Gully No. 1	Per Annum	\$778.00	\$856.00	\$78.00	Y
Fairpark No. 1	Per Annum	\$390.00	\$429.00	\$39.00	Y
Gilbert	Per Annum	\$390.00	\$429.00	\$39.00	Y
Guy Turner	Per Annum	\$778.00	\$856.00	\$78.00	Y
HV Jones Reserve	Per Annum	\$390.00	\$429.00	\$39.00	Y
Kings Park Athletics	Per Annum	\$390.00	\$429.00	\$39.00	Y
Kings Park No. 1	Per Annum	\$778.00	\$856.00	\$78.00	Y
Kings Park B / Ball No. 1	Per Annum	\$778.00	\$856.00	\$78.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Knox Gardens No. 1	Per Annum	\$778.00	\$856.00	\$78.00	Y
Knox Park Soccer	Per Annum	\$390.00	\$429.00	\$39.00	Y
Knox Park No. 2	Per Annum	\$390.00	\$429.00	\$39.00	Y
Lakesfield	Per Annum	\$390.00	\$429.00	\$39.00	Y
Lewis Park No. 1	Per Annum	\$390.00	\$429.00	\$39.00	Y
Liberty Ave Reserve	Per Annum	\$390.00	\$429.00	\$39.00	Y
Llewellyn No. 1	Per Annum	\$390.00	\$429.00	\$39.00	Y
Miller	Per Annum	\$390.00	\$429.00	\$39.00	Y
Milpera	Per Annum	\$390.00	\$429.00	\$39.00	Y
Parkridge	Per Annum	\$390.00	\$429.00	\$39.00	Y
Pickett	Per Annum	\$390.00	\$429.00	\$39.00	Y
Rowville No. 1	Per Annum	\$778.00	\$856.00	\$78.00	Y
Sasses	Per Annum	\$390.00	\$429.00	\$39.00	Y
Schultz	Per Annum	\$390.00	\$429.00	\$39.00	Y
Scoresby	Per Annum	\$778.00	\$856.00	\$78.00	Y
Stud Park	Per Annum	\$390.00	\$429.00	\$39.00	Y
Talaskia	Per Annum	\$390.00	\$429.00	\$39.00	Y
Templeton	Per Annum	\$390.00	\$429.00	\$39.00	Y
Tormore	Per Annum	\$778.00	\$856.00	\$78.00	Y
Walker Wantirna South Res	Per Annum	\$778.00	\$856.00	\$78.00	Y
Wantirna	Per Annum	\$390.00	\$429.00	\$39.00	Y
Windermere	Per Annum	\$390.00	\$429.00	\$39.00	Y
Netball Pavilions					
Fairpark Netball Shed	Per Annum	\$111.00	\$122.00	\$11.00	Y
Mountain Gate Netball Club Pavilion	Per Annum	\$111.00	\$122.00	\$11.00	Y
FESTIVALS & EVENTS					
<i>Knox Festival, Carols by Candlelight and Stringybark Festival.</i>					
Entrance Fee					
Adult	Per Person	\$5.00	\$5.00	\$0.00	Y
Children	Per Person	\$2.50	\$2.50	\$0.00	Y
Family	Per Family	\$10.00	\$12.00	\$2.00	Y
Concession	Per Person	\$3.00	\$3.00	\$0.00	Y
Stall Holders (Commercial and Other)					
Craft and / or Theme	Per Holder	\$132.00	\$136.00	\$4.00	Y
Commercial Food - Large	Per Holder	\$723.00	\$745.00	\$22.00	Y
Commercial Food - Medium	Per Holder	\$541.00	\$560.00	\$19.00	Y
Commercial Food - Small	Per Holder	\$373.00	\$385.00	\$12.00	Y
Market Site - Large	Per Holder	\$480.00	\$494.00	\$14.00	Y
Market Site - Medium	Per Holder	\$360.00	\$371.00	\$11.00	Y
Market Site - Small	Per Holder	\$242.00	\$250.00	\$8.00	Y
Additional - Chairs	Each	\$4.50	\$4.60	\$0.10	Y
- Tables	Each	\$19.00	\$20.00	\$1.00	Y
- Marquees	Each	\$196.00	\$202.00	\$6.00	Y
Electricity - 10 amps	Per site	\$35.00	\$36.00	\$1.00	Y
- 15 amps	Per site	\$54.00	\$56.00	\$2.00	Y
- 30 amps	Per site	\$86.00	\$89.00	\$3.00	Y
Stall Holders (Community)					
Community Food Package - Small 3x3m (includes marquee 1x table, 2x chairs)	Per Holder	\$0.00	\$0.00	\$0.00	Y
Community Food Package - Medium 3x6m (includes marquee 1x table, 2x chairs)	Per Holder	\$373.00	\$385.00	\$12.00	Y
Community Food Package - Large 3x9m (includes marquee 1x table, 2x chairs)	Per Holder	\$541.00	\$557.00	\$16.00	Y
Market Site Package - Small 3x3m (includes marquee 1x table, 2x chairs)	Per Holder	\$0.00	\$0.00	\$0.00	Y
Market Site Package - Medium 3x6m (includes marquee 1x table, 2x chairs)	Per Holder	\$242.00	\$250.00	\$8.00	Y
Market Site Package - Large 3x9m (includes marquee 1x table, 2x chairs)	Per Holder	\$360.00	\$371.00	\$11.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
FERNTREE GULLY COMMUNITY CENTRE					
Regular Hire Groups	Per Hour	\$29.00	\$30.00	\$1.00	Y
Saturday Night Function	Per 6 Hours	\$599.00	\$617.00	\$18.00	Y
Saturday Night Function	Per Hour	\$127.00	\$131.00	\$4.00	Y
Clean Up Fee	Per Hour or Part Thereof	\$161.00	\$166.00	\$5.00	Y
Delay Exit Fee	Per Hour or Part Thereof	\$161.00	\$166.00	\$5.00	Y
Casual Hire / Room (weekdays)	Per Hour	\$34.00	\$35.00	\$1.00	Y
<i>Bonds (refundable) - Refer to the end of the Community Services Facilities section.</i>					
ROWVILLE COMMUNITY CENTRE					
Hire Type					
Multi - purpose Hall - Function	Per Hour	\$110.00	\$115.00	\$5.00	Y
Multi - purpose Hall - Function - 6 Hours	6hr Block	\$550.00	\$565.00	\$15.00	Y
Multi - purpose Hall - Sports	Per Hour	\$37.00	\$38.00	\$1.00	Y
Multi - purpose Hall - Show Concert	Per Hour	\$118.00	\$122.00	\$4.00	Y
Multi - purpose Hall - Activity	Per Hour	\$46.50	\$48.00	\$1.50	Y
Multi - Purpose Hall - Meetings and Seminars	Per Hour	\$118.00	\$122.00	\$4.00	Y
Meetings / Regular Hire MR 1 and 2 (One Room)	Per Hour	\$29.00	\$30.00	\$1.00	Y
Meetings / Regular Hire MR 1 and 2 (Both)	Per Hour	\$58.00	\$60.00	\$2.00	Y
Meetings / Regular Hire MR 3 and 4 (One Room)	Per Hour	\$29.00	\$30.00	\$1.00	Y
Meetings / Regular Hire MR 3 and 4 (Both)	Per Hour	\$58.00	\$60.00	\$2.00	Y
Meetings / Regular Hire - Interview Room 1	Per Hour	\$22.00	\$23.00	\$1.00	Y
Meetings / Regular Hire - Interview Room 2	Per Hour	\$24.00	\$25.00	\$1.00	Y
Function Hire / MR 5,6 and 7	Per Hour	\$92.00	\$95.00	\$3.00	Y
Function Hire / MR 5, 6 and 7 - 6 Hours	6hr Block	\$540.00	\$556.00	\$16.00	Y
Function Hire / MR 8 and 9	Per Hour	\$72.00	\$74.00	\$2.00	Y
Function Hire / MR 8 and 9 - 6 Hours	6hr Block	\$435.00	\$448.00	\$13.00	Y
Function Hire Cleaning / MR 5, 6, 7, 8 and 9	Per Block	\$83.00	\$85.00	\$2.00	Y
School Hire (Knox Schools are entitled to a 20% discount)					
Function - Tennis Pavilion	Per Hour	\$50.00	\$52.00	\$2.00	Y
Function - Tennis Pavilion - 4 Hours	Per 4 Hour Block	\$158.00	\$163.00	\$5.00	Y
Meetings - Tennis Pavilion	Per Hour	\$29.00	\$30.00	\$1.00	Y
Kitchen (max 3 hours)	Per Hour	\$28.00	\$29.00	\$1.00	Y
Stage	Per Hour	\$9.00	\$10.00	\$1.00	Y
Basketball Court Hire - Single Casual Entry "Drop In"	Per Hour	\$3.00	\$3.00	\$0.00	Y
Badminton Court Hire *	Per Hour	\$18.00	\$19.00	\$1.00	Y
Tennis Court Hire *	Per Hour	\$21.00	\$22.00	\$1.00	Y
Tennis Court Hire (including lighting)	Per Hour	\$29.00	\$30.00	\$1.00	Y
<i>* Senior sports people are eligible to received a 40% discount on court hire charges specified above.</i>					
Soccer / Futsal Court Hire	Per Hour	\$22.00	\$23.00	\$1.00	Y
Soccer / Futsal Court Hire (including lighting)	Per Hour	\$25.00	\$26.00	\$1.00	Y
Clean Up Fee	Per Hour or part thereof	\$163.00	\$168.00	\$5.00	Y
Delay Exit Fee	Per Hour or part thereof	\$163.00	\$168.00	\$5.00	Y
Activities					
<i>The Centre co-ordinates a range of leisure activities i. e. Yoga, Aerobics, "Living Longer Living Stronger". The determination of fees associated with these programs considers direct and indirect costs and fees charged by competitors.</i>					
Yoga	Per Session	New Fee	\$12.00	\$12.00	Y
Stretch and Tone	Per Session	\$8.00	\$9.00	\$1.00	Y
Living Longer Living Stronger	Per Session	\$5.50	\$6.00	\$0.50	Y
Three Year Old Activity Group Program	Per 10 weeks	\$197.00	\$203.00	\$6.00	Y
Four Year Old Activity Group Program	Per 10 weeks	\$250.00	\$257.00	\$7.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Senior Sports - Session	Per Session	\$5.40	\$5.50	\$0.10	Y
Administration / Cancellation Fee (Activity Group Program)	Per Term	\$50.00	\$52.00	\$2.00	Y
KNOX REGIONAL NETBALL CENTRE (KRNC)					
Stadium Charges - For Competition					
Junior	Per Court Per Game	\$23.00	\$24.00	\$1.00	Y
Senior	Per Court Per Game	\$53.00	\$55.00	\$2.00	Y
Door Entry - Night Senior / Players and Spectators	Per Admission	\$3.00	\$3.00	\$0.00	Y
Child Minding Fees	Per Child Per Game	\$4.40	\$4.50	\$0.10	N
Stadium Charges - For Training					
Weekdays / Court	Per Court Per Hour	\$33.00	\$34.00	\$1.00	Y
Weekends / Court	Per Court Per Hour	\$38.50	\$40.00	\$1.50	Y
Room Hire					
Meeting Rooms - Association	Per Hour	\$25.00	\$26.00	\$1.00	Y
Meeting Room - Casual hire	Per Hour	\$31.00	\$32.00	\$1.00	Y
Saturday Association Room	Per Saturday	\$107.00	\$110.00	\$3.00	Y
MDNA Administration Office.	Per Annum	\$1,045.00	\$1,077.00	\$32.00	Y
Outdoor Courts					
Casual Hire	Per Court Per Game	\$17.00	\$18.00	\$1.00	Y
Casual Hire - Day (Tournaments)	Per Day	\$418.00	\$431.00	\$13.00	Y
Association - Saturday	Per Court Per Annum	\$309.00	\$319.00	\$10.00	Y
Night Use (lights) Per Hour for 4 courts	Per Hour	\$63.00	\$65.00	\$2.00	Y
KRNC Competitions					
Ladies Competitions (KRNC)	Per Team Per Game	\$55.00	\$57.00	\$2.00	Y
Mixed Competitions (KRNC)	Per Team Per Game	\$55.00	\$57.00	\$2.00	Y
Team Registration KCC Competition - Ladies Competition	Per Team Per Season	\$55.00	\$57.00	\$2.00	Y
Team Registration KCC Competition - Mixed Competition	Per Team Per Season	\$55.00	\$57.00	\$2.00	Y
Functions					
Casual Hire - Entire Stadium Netball Usage	Min 8 Hours	\$521.00	\$540.00	\$19.00	Y
Casual Hire - Functions	Min 8 Hours	\$781.00	\$810.00	\$29.00	Y
KNOX COMMUNITY ARTS CENTRE					
Regular Hirers					
Supper / Meeting Room	Per Hour	\$40.00	\$41.00	\$1.00	Y
Auditorium	Per hour	\$52.00	\$54.00	\$2.00	Y
Function Hire (Minimum 6 hours) *					
Auditorium (including kitchen)	Per Hour	\$89.00	\$92.00	\$3.00	Y
Supper / Meeting Room	Per hour	\$29.00	\$30.00	\$1.00	Y
Entire Facility	Per Day	\$951.00	\$980.00	\$29.00	Y
Theatre Hire *					
Performance (minimum 4 hours)	Per Hour	\$116.00	\$120.00	\$4.00	Y
Rehearsal (House Lights only)	Per Hour	\$54.00	\$56.00	\$2.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
- Green Room	Per Hour	\$15.00	\$15.00	\$0.00	Y
<i>* Not for profit organisations are eligible for a 20% discount.</i>					
Supper / Seminar Facilities					
Auditorium	Per Hour	\$62.00	\$64.00	\$2.00	Y
Supper / Meeting room	Per Hour	\$49.00	\$51.00	\$2.00	Y
Bayswater Youth Centre					
Carpeted Room (Room 1 and 2 together)	Per Hour	\$22.10	\$23.00	\$0.90	Y
Main Hall	Per Hour	\$22.10	\$23.00	\$0.90	Y
COMMUNITY SERVICES FACILITIES					
Community Services Facilities - Bonds (Refundable)					
All Functions with alcohol	Per Function	New Fee	\$1,000.00	\$1,000.00	N
Major Functions (over 150 persons) without alcohol	Per Function	\$565.00	\$600.00	\$35.00	N
Smaller Functions (1 to 150 persons) without alcohol	Per Function	\$189.00	\$300.00	\$111.00	N

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Corporate Development - Governance					
OFFICE ACCOMMODATION					
<i>The Civic Centre meeting rooms are available for business and community functions at a competitive fee. The fee includes hall keeper and building costs to ensure cost recovery is achieved. Discounts and concessions apply under the policy for community and charitable organisations. Amounts have been rounded up to the nearest dollar as a practical fee for quoting and administering room bookings.</i>					
Non Profit / Charitable					
<u>Meeting Rooms 1 or 2</u>					
Monday to Friday 8.00am to 5.00pm	Per Hour	\$52.00	\$55.00	\$3.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$87.00	\$90.00	\$3.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$114.00	\$120.00	\$6.00	Y
Commercial					
<u>Meeting Rooms 1 or 2</u>					
Monday to Friday 8.00am to 5.00pm	Per Day	\$546.00	\$565.00	\$19.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$274.00	\$285.00	\$11.00	Y
Monday to Friday After 5.00pm	Per Day	\$973.00	\$1,005.00	\$32.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$487.00	\$505.00	\$18.00	Y
Saturday or Sunday	Per Day	\$1,304.00	\$1,345.00	\$41.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$652.00	\$675.00	\$23.00	Y
Non Profit / Charitable					
<u>Meeting Rooms 3 or 4</u>					
Monday to Friday 8.00am to 5.00pm	Per Hour	\$78.00	\$80.00	\$2.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$114.00	\$120.00	\$6.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$152.00	\$160.00	\$8.00	Y
Commercial					
<u>Meeting Rooms 3 or 4</u>					
Monday to Friday 8.00am to 5.00pm	Per Day	\$866.00	\$895.00	\$29.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$434.00	\$450.00	\$16.00	Y
Monday to Friday After 5.00pm	Per Day	\$1,304.00	\$1,345.00	\$41.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$652.00	\$675.00	\$23.00	Y
Saturday or Sunday	Per Day	\$1,731.00	\$1,785.00	\$54.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$866.00	\$895.00	\$29.00	Y
Non Profit / Charitable					
<u>Meeting Rooms - Full Function Area</u>					
Monday to Friday 8.00am to 5.00pm	Per Hour	\$152.00	\$160.00	\$8.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$226.00	\$235.00	\$9.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$268.00	\$280.00	\$12.00	Y
Commercial					
<u>Meeting Rooms - Full Function Area</u>					
Monday to Friday 8.00am to 5.00pm	Per Day	\$1,731.00	\$1,790.00	\$59.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$866.00	\$895.00	\$29.00	Y
Monday to Friday After 5.00pm	Per Day	\$2,618.00	\$2,700.00	\$82.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$1,309.00	\$1,350.00	\$41.00	Y
Saturday or Sunday	Per Day	\$3,045.00	\$3,140.00	\$95.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$1,523.00	\$1,570.00	\$47.00	Y
FREEDOM OF INFORMATION (FOI)					
<i>The Freedom of Information Act 1982 sets an application fee at two fee units under the Monetary Units Act 2004. For detailed and complex requests additional charges can be made based on a fee for service basis.</i>					
F.O.I. Requests - Complex Requests	Per Application Per Request	Charge based on Service	Charge based on Service	\$0.00	N

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Corporate Development - Finance					
REVENUE & PROPERTY SERVICES					
<i>Land Information Certificates are a standard charge fixed by State Government (Statutory) legislation. Summons Costs recovered are fully recoverable from the outstanding rate debtors.</i>					
Summons Costs Recovered (Legal Costs)	Scale of Costs	Scale of Costs	Scale of Costs	\$0.00	N
Land Information Certificates - Urgent Requests Additional Fee	Per Certificate	\$20.00	\$20.00	\$0.00	Y
Reproduction of a Valuation and Rate Notice	Per Notice	\$10.00	\$10.00	\$0.00	Y
Recovery of cost incurred to undertake a Field Call	Per Field Call	New Fee	\$55.00	\$55.00	Y
Recovery of Council's Agency's Professional Costs to prepare Field Call documentation.	Per Field Call	New Fee	\$50.00	\$50.00	Y
PROPERTY RENTALS					
<i>This is a nominal fee paid annually by community groups subject to a licence agreement for the use of the facility. Occupancy arrangements are undertaken in accordance with the 'Tenancy by Community Groups of Council Buildings' Policy.</i>					
Annual Licence Fee	Per Annum	\$170.00	\$175.00	\$5.00	Y
Annual Licence Fee - Scout Groups	Per Annum	\$10.00	\$10.00	\$0.00	Y
Corporate Development - Information Management					
INFORMATION SERVICES					
<i>Land Information fees have been reviewed in line with the proposed Geographical Information System Strategy. The fees now reflect a full cost recovery of the service.</i>					
Basic Knox Maps					
<i>Versions available: 1. Main Roads; 2. Suburbs; 3. Wards; Extents Available: Whole Municipality.</i>					
A0 Colour	Per Map	\$20.50	\$21.10	\$0.60	Y
A1 Colour	Per Map	\$15.60	\$16.10	\$0.50	Y
A2 Colour	Per Map	\$9.60	\$9.90	\$0.30	Y
A3 Colour	Per Map	\$5.60	\$5.80	\$0.20	Y
A4 Colour	Per Map	\$2.90	\$3.00	\$0.10	Y
A0 Black and White	Per Map	\$10.80	\$11.10	\$0.30	Y
A1 Black and White	Per Map	\$7.90	\$8.10	\$0.20	Y
A2 Black and White	Per Map	\$5.00	\$5.10	\$0.10	Y
A3 Black and White	Per Map	\$2.90	\$3.00	\$0.10	Y
A4 Black and White	Per Map	\$1.60	\$1.60	\$0.00	Y
Wallmap Style Maps - Standard Map Areas					
<i>Versions available: 1. Road names and Other features; 2. Road names Only; Extents available: Whole Municipality; Individual Suburbs.</i>					
A0 Colour	Per Map	\$39.00	\$40.20	\$1.20	Y
A1 Colour	Per Map	\$29.00	\$29.90	\$0.90	Y
A2 Colour	Per Map	\$17.40	\$17.90	\$0.50	Y
A3 Colour	Per Map	\$9.60	\$9.90	\$0.30	Y
A4 Colour	Per Map	\$5.60	\$5.80	\$0.20	Y
A0 Black and White	Per Map	\$22.50	\$23.20	\$0.70	Y
A1 Black and White	Per Map	\$16.20	\$16.70	\$0.50	Y
A2 Black and White	Per Map	\$9.60	\$9.90	\$0.30	Y
A3 Black and White	Per Map	\$5.60	\$5.80	\$0.20	Y
A4 Black and White	Per Map	\$2.90	\$3.00	\$0.10	Y
Wallmap Style Maps - Non-Standard Map Areas					
<i>Versions available: 1. Road names and Other features; 2. Road names Only. Extents available: Custom areas available on request.</i>					
A0 Colour	Per Map	\$46.00	\$47.40	\$1.40	Y
A1 Colour	Per Map	\$35.00	\$36.00	\$1.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
A2 Colour	Per Map	\$19.40	\$20.00	\$0.60	Y
A3 Colour	Per Map	\$10.20	\$10.50	\$0.30	Y
A4 Colour	Per Map	\$6.10	\$6.30	\$0.20	Y
A0 Black and White	Per Map	\$25.70	\$26.50	\$0.80	Y
A1 Black and White	Per Map	\$19.40	\$20.00	\$0.60	Y
A2 Black and White	Per Map	\$12.30	\$12.70	\$0.40	Y
A3 Black and White	Per Map	\$7.90	\$8.10	\$0.20	Y
A4 Black and White	Per Map	\$5.00	\$5.10	\$0.10	Y
Property Maps With Property Boundaries - Standard Map Areas					
<i>Versions available:</i> 1. Road Names, House Numbers and Lot Text; 2. Road Names, House Numbers only. <i>Extents available: Whole Municipality; Individual Suburbs.</i>					
A0 Colour	Per Map	\$57.50	\$59.20	\$1.70	Y
A1 Colour	Per Map	\$42.00	\$43.30	\$1.30	Y
A2 Colour	Per Map	\$25.00	\$25.70	\$0.70	Y
A3 Colour	Per Map	\$17.50	\$18.00	\$0.50	Y
A4 Colour	Per Map	\$9.60	\$9.90	\$0.30	Y
A0 Black and White	Per Map	\$31.40	\$32.30	\$0.90	Y
A1 Black and White	Per Map	\$22.80	\$23.50	\$0.70	Y
A2 Black and White	Per Map	\$13.90	\$14.30	\$0.40	Y
A3 Black and White	Per Map	\$9.60	\$9.90	\$0.30	Y
A4 Black and White	Per Map	\$5.60	\$5.80	\$0.20	Y
Property Maps With Property Boundaries - Non Standard Map Areas					
<i>Versions available:</i> 1. Road Names, House Numbers and Lot Text; 2. Road Names, House Numbers only. <i>Extents available: Custom areas available on request.</i>					
A0 Colour	Per Map	\$63.00	\$64.90	\$1.90	Y
A1 Colour	Per Map	\$46.00	\$47.40	\$1.40	Y
A2 Colour	Per Map	\$27.50	\$28.30	\$0.80	Y
A3 Colour	Per Map	\$20.00	\$20.60	\$0.60	Y
A4 Colour	Per Map	\$10.80	\$11.10	\$0.30	Y
A0 Black and White	Per Map	\$33.90	\$34.90	\$1.00	Y
A1 Black and White	Per Map	\$25.30	\$26.10	\$0.80	Y
A2 Black and White	Per Map	\$15.00	\$15.40	\$0.40	Y
A3 Black and White	Per Map	\$10.40	\$10.70	\$0.30	Y
A4 Black and White	Per Map	\$6.10	\$6.30	\$0.20	Y
Property Maps - Knox Map Book					
<i>Versions available:</i> 1. Road Names, House Numbers and Lot Text; 2. Road Names, House Numbers only. <i>Extents available: One page for each grid square of the Knox Municipality (86 pages for complete municipality).</i>					
1:5000 A3 Book of Knox - Colour	Per Book	\$341.00	\$351.00	\$10.00	Y
1:5000 A3 Book of Knox - Black and White	Per Book	\$190.00	\$196.00	\$6.00	Y
Property Maps - Photocopies (includes lots, roads, house numbers, etc)					
A3 Cadastral Map	Per Map	\$4.70	\$4.80	\$0.10	Y
A4 Cadastral Map	Per Map	\$4.10	\$4.20	\$0.10	Y
Digital Aerial Photography Maps					
A0	Per Map	\$71.00	\$73.10	\$2.10	Y
A1	Per Map	\$55.00	\$56.60	\$1.60	Y
A2	Per Map	\$36.00	\$37.10	\$1.10	Y
A3	Per Map	\$27.80	\$28.60	\$0.80	Y
A4	Per Map	\$15.70	\$16.20	\$0.50	Y
Digital Aerial Photography Data (PDF format)					

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Digital PDF featuring Aerial Photography	Per PDF	\$15.70	\$16.20	\$0.50	Y
Other Maps (as requested)					
Various	Per Map	Actual cost + 20% Admin fee	Actual cost + 20% Admin fee	\$0.00	Y
Corporate Development - People Performance					
RISK MANAGEMENT					
<i>Council provides a service for hirers of Council facilities to take out one off Insurance Cover to support their event. All users must hold appropriate insurance to obtain a booking.</i>					
Public Liability Insurance for external hirers of Council facilities					
Attendances 0 - 100	Per Hire	\$69.00	\$71.00	\$2.00	Y
Attendances 101 +	Per Hire	\$104.00	\$107.00	\$3.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Engineering & Infrastructure - Community Infrastructure					
TENDERS					
Up to \$1M	Per Tender	\$78.00	\$80.00	\$2.00	Y
Greater than \$1M	Per Tender	\$200.00	\$200.00	\$0.00	Y
<p><i>The tender fee recovers some costs in the production of tender documents to potential tenderers. The tender is determined by an estimated scale of cost of the tender and also the size of the tender depending upon the insertion of technical information.</i></p> <p><i>Discretion will be used by the Contract manager to determine which category is appropriate.</i></p>					
PROJECT MANAGEMENT					
Plan Printing					
Paper single copy					
- A3 to A4	Single Copy	\$3.90	\$4.00	\$0.10	Y
- A2	Single Copy	\$7.80	\$8.00	\$0.20	Y
- A1	Single Copy	\$9.50	\$10.00	\$0.50	Y
- A0	Single Copy	\$14.00	\$14.00	\$0.00	Y
Paper multiple copy					
- A3 to A4	Per Copy	\$3.20	\$3.30	\$0.10	Y
- A2	Per Copy	\$6.10	\$6.30	\$0.20	Y
- A1	Per Copy	\$6.10	\$6.30	\$0.20	Y
- A0	Per Copy	\$10.00	\$10.30	\$0.30	Y
Film					
- A3 to A4	Per Copy	\$7.50	\$7.70	\$0.20	Y
- A2	Per Copy	\$11.90	\$12.30	\$0.40	Y
- A1	Per Copy	\$17.50	\$18.00	\$0.50	Y
- A0	Per Copy	\$32.50	\$33.50	\$1.00	Y
General					
Standard Drawings	Per Set	\$82.75	\$85.00	\$2.25	Y
CHARGEABLE WORKS					
<p><i>Chargeable works are levied to provide reinstatement of damage to Council's assets, i.e. Road, nature strip openings and special works requests from residents. This work is charged on a total cost recovery plus a 50% administration charge.</i></p>					
Chargeable Works (Total direct costs + 50%)	Per Job	1.5 x (total direct cost)	1.5 x (total direct cost)	\$0.00	N
Road Opening Inspections:					
Nature strip opening	Per Opening	\$156.00	\$160.00	\$4.00	N
Connection to Council Drain or Kerbing	Per Opening	\$156.00	\$160.00	\$4.00	N
Road Opening	Per Opening	\$156.00	\$160.00	\$4.00	N
Concrete Crossing	Per Opening	\$156.00	\$160.00	\$4.00	N
General Concrete Works	Per Opening	\$156.00	\$160.00	\$4.00	N
Weekend Supervision up to 3 hours	Per Hour	\$140.00	\$140.00	\$0.00	N
Weekend Supervision greater than 3 hours	Per Hour	\$160.00	\$160.00	\$0.00	N
Asset Protection Fees	Per Inspection	\$158.00	\$160.00	\$2.00	N
Information Request	Per Request	\$28.00	\$29.00	\$1.00	N
DRAINAGE MANAGEMENT					
Provision of approved point of discharge. Levels and location of flood zones.	Per Request	\$60.90	\$64.10	\$3.20	N
COUNCIL RESERVES					
<p><i>Chargeable works are levied to provide reinstatement of damage to Council's assets, i.e. Road, nature strip openings and special works requests from residents. This work is charged on a total cost recovery plus a 50% administration charge.</i></p>					
Bonds (refundable)					
All access permits	Per Application	\$1,280.00	\$1,320.00	\$40.00	N
Temporary on - site storage material bonds	Per Application	\$640.00	\$660.00	\$20.00	N
MILLERS HOMESTEAD					
Wedding Ceremony	Per Wedding	\$326.00	\$340.00	\$14.00	Y
Wedding Photographs	Per Wedding	\$206.00	\$220.00	\$14.00	Y

Knox City Council

2016-17 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2015-16 Fee GST Incl. (where applicable)	Adopted 2016-17 Fee GST Incl. (where applicable)	Fee Increase \$	2016-17 GST Applied 10% Y/N
Council Training					
Programs / Seminar	Per Day	\$194.00	\$200.00	\$6.00	Y
Programs / Seminar (4 hours)	Half Day	\$99.00	\$102.00	\$3.00	Y
Council Functions	Per Function	\$146.00	\$150.00	\$4.00	Y
Engineering & Infrastructure - Sustainable Infrastructure					
REFUSE DISPOSAL					
<i>Fees and charges are directly paid to the Commercial operator.</i>					
GARBAGE, WASTE & RECYCLE COLLECTION					
Industrial / Commercial 240 litre bin:					
Garbage weekly service, includes recycle weekly	Per Service	\$216.00	\$222.00	\$6.00	N
Garbage 5 weekday service, includes recycle weekly	Per Service	\$1,074.00	\$1,106.00	\$32.00	N
Additional 240 litre Recycle Bin	Per Bin	\$74.00	\$76.00	\$2.00	N
Dorset Square Service:					
Office based premises	Annual charge	\$207.00	\$213.00	\$6.00	N
Retail based premises	Annual charge	\$618.00	\$636.00	\$18.00	N
Food based premises less than 200 square metres floor area	Annual charge	\$1,851.00	\$1,906.00	\$55.00	N
Food based premises greater than 200 square metres floor area	Annual charge	\$4,317.00	\$4,446.00	\$129.00	N
Non- Rateable Properties 240 litre bin:					
Garbage weekly service, includes recycle fortnightly	Per Service	\$179.00	\$184.00	\$5.00	N
Garbage 5 weekday service, includes recycle fortnightly	Per Service	\$896.00	\$923.00	\$27.00	N
Additional 240 litre Recycle Bin	Per Bin	\$74.00	\$76.00	\$2.00	N
Non- Rateable Properties 120 litre bin waste with 240 litre bin recycle:					
Garbage weekly service, includes recycle fortnightly	Per Service	\$143.00	\$147.00	\$4.00	N
Additional 240 litre Recycle Bin	Per Bin	\$74.00	\$76.00	\$2.00	N
Residential:					
120 litre bin Surcharge	Per Bin	\$45.00	\$46.00	\$1.00	N
Optional 240 litre Green Waste Bin	Per Bin	\$89.00	\$92.00	\$3.00	N
Additional 240 litre Recycle Bin	Per Bin	\$74.00	\$76.00	\$2.00	N
Additional 120 litre Household Bin	Per Bin	\$212.00	\$218.00	\$6.00	N
Engineering & Infrastructure - Operations					
OPEN SPACE MANAGEMENT					
Tree Removal					
Removal of tree due to installation of new cross over	Per Request	\$1,283.00	Amenity value + Removal costs + Tree planting costs + 2 years maintenance	\$0.00	Y

2016/17 DECLARATION OF RATES AND CHARGES

With respect to the 2016/17 financial and rating year and in accordance with Section 158 of the *Local Government Act 1989*, Council declares:

1. That an amount of \$110,585,960 is intended to be raised by General Rates and Service Rates Charges, calculated as follows:

a. General Rates	\$102,053,062
b. Garbage Charges	\$2,644,898
c. Green Waste Charges	\$3,775,000
d. State Government Landfill Levy Service Rate	\$2,113,000

2. General Rates will be raised by the application of differential rates.

3. Council considers that differential rates will contribute to the equitable and efficient delivery of Council functions that:
 - a. The respective objectives of each differential rate be those as specified in the schedule to this declaration;
 - b. The respective types or classes of land which are subject to each differential rate be those as defined in the schedule to this declaration;
 - c. The respective uses and levels of each differential rate in relation to those respective types or classes of land be those as described in the schedule to this declaration; and
 - d. The relevant use of, geographical locations of, planning scheme zonings of and types of buildings on the respective types or classes of land be those as identified in the schedule to this declaration.

4. That the General Rates will be raised by the application of the differential rates to the Capital Improved Value of each rateable land.

5. That six (6) differential rating categories be declared for the rateable land have the characteristics specified below, which will form the criteria for the differential rate so declared:
 - a. **Vacant Land or Derelict Land (refer Schedule A)**
Any Land on which there is no building that is occupied or adapted for occupation, or contains a building that is ordinarily adapted for occupation which is abandoned, unoccupied or in a very poor condition resulting from both disuse and neglect.

 - b. **Retirement Village Land (refer Schedule A)**
Any Land which is used primarily for the purposes of a retirement village.

 - c. **Commercial Land (refer Schedule A)**
Any Land which is used primarily for commercial purposes.

 - d. **Industrial Land (refer Schedule A)**
Any Land which is used primarily for industrial purposes.

e. Recreation Land (refer Schedule A)

Any Land as defined as Cultural and Recreational Land in accordance with the *Cultural and Recreational Lands Act 1963*.

f. Residential Land (refer Schedule A)

Any Land which is not Vacant Land, Retirement Village Land, Commercial Land, Industrial Land or Recreation Land.

6. The rates to apply to the differential categories declared are as follows:

Differential Category	Cents in the Dollar of Capital Improved Value
Vacant Land or Derelict Land	0.46451
Retirement Village Land	0.19003
Commercial Land	0.46451
Industrial Land	0.46451
Residential Land	0.21114
Recreational Land	0.13724

7. No municipal charge to be declared.

8. Declare an annual service charge for the collection and disposal of refuse in the sum of, and based on the criteria, as follows:

a. Any land within Council's municipal district which is used primarily for commercial or industrial purposes:

- i. \$222.00 per service for each land, where the service is requested by the owner of the land (or the agent of the owner) and is for the collection and disposal of the contents of a bin at the frequency of once per week.
- ii. \$1,106.00 per service for each land, where the service is requested by the owner of the land (or the agent of the owner) and is for the collection and disposal of a bin at the frequency of five (5) times per week.
- iii. \$76.00 for each additional 240 litre recycling bin supplied in respect of the land.
- iv. \$213.00 per annum for each office based premise, where the access to a waste removal service is requested by the owner of the land (or the agent of the owner) at Dorset Square, Boronia.
- v. \$636.00 per annum for each retail based premise, where the access to a waste removal service is requested by the owner of the land (or agent of the owner) at Dorset Square, Boronia.
- vi. \$1,906.00 per annum for each food based premise less than 200 square metres, where the access to a waste removal service is requested by the owner (or agent of the owner) at Dorset Square, Boronia.
- vii. \$4,446.00 per annum for each food based premise greater than 200 square metres, where the access to a waste removal service is requested by the owner (or agent of the owner) at Dorset Square, Boronia.

- b. Any land within Council's municipal district which is not rateable land:
 - i. \$184.00 per service for each land, where the service is requested by the owner of the land (or the agent of the owner) and is for the collection and disposal of the contents of a 240 litre bin at the frequency of once per week.
 - ii. \$923.00 per service for each land, where the service is requested by the owner of the land (or the agent of the owner) and is for the collection and disposal of the contents of a 240 litre bin at the frequency of five (5) times per week.
 - iii. \$147.00 per service for each land, where the service is requested by the owner of the land (or the agent of the owner) and is for the collection and disposal of the contents of a 120 litre bin at the frequency of once per week.
 - iv. \$76.00 for each additional 240 litre recycling bin supplied in respect of the land.
9. Declare a combination of a service rate and an annual service charge for the collection and disposal of refuse in respect of any land within Council's municipal district which is used primarily for residential purposes in the sum of:
 - a. A Victorian Government Landfill Levy for Residential Land Properties service rate in respect of each land to be calculated by multiplying the Capital Improved Value (CIV) of each land by 0.0062383 cents in the dollar; and
 - b. An annual service charge to be in the following sums:
 - i. \$46.00 per service for each land, where the service is for the optional 120 litre bin used for the collection of domestic waste.
 - ii. \$92.00 per service for each land, where the services is for the optional 240 litre bin for the collection of green waste.
 - iii. \$218.00 for each additional 120 litre bin supplied in respect of the land for the collection of domestic waste.
 - iv. \$76.00 for each additional 240 litre recycling bin supplied in respect of the land.
10. Declare a rebate to each owner of rateable land who is an eligible recipient within the meaning of the State Concessions Act 2004. The rebate in respect of each rateable land so owned is a maximum of \$100.00.
11. Subject to Sections 171, 171A, 172 of the *Local Government Act 1989*, Council will require a person to pay interest on any rates and charges which:
 - a. That person is liable to pay; and
 - b. Have not been paid by the date specified for their payment.
12. An interest rate of 9.50% per annum be charge on all outstanding rates and debtor accounts.

13. The dates for payments of rates and charges being as follows:

- a. Payment in Full in a lump sum on or before 15 February 2017; or
- b. Payment made by four (4) instalments, with instalments dues as follows:
 - i. 1st Instalment 30 September 2016
 - ii. 2nd Instalment 30 November 2016
 - iii. 3rd Instalment 28 February 2017
 - iv. 4th Instalment 31 May 2017; or
- c. Payment by nine (9) instalments by Direct Debit only, with instalments processed as follows:
 - i. 1st Instalment 30 September 2016
 - ii. 2nd Instalment 31 October 2016
 - iii. 3rd Instalment 30 November 2016
 - iv. 4th Instalment 31 December 2016
 - v. 5th Instalment 31 January 2017
 - vi. 6th Instalment 28 February 2017
 - vii. 7th Instalment 31 March 2017
 - viii. 8th Instalment 30 April 2017
 - ix. 9th Instalment 31 May 2017

Vacant Land or Derelict Land

Definition/Characteristics:

Any land on which there is no building that is occupied or adapted for occupation, or contains a building that is ordinarily adapted for occupation which is abandoned, unoccupied and in a very poor condition resulting from both disuse and neglect.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Encouragement of development/and or improvement of land; and
2. Construction and maintenance of public infrastructure; and
3. Development and provision of health & community services; and
4. Provision of general support services; and
5. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Retirement Village Land

Definitions/Characteristics:

Any land which is used primarily for the purposes of a retirement village.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council on behalf of the retirement village sector.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.

Commercial Land

Definitions/Characteristics:

Any land which is used primarily for the purposes of a commercial land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Analysis, maintenance and construction of public drainage infrastructure; and
8. Requirement to ensure that street scaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.

Industrial Land

Definitions/Characteristics:

Any land which is used primarily for the purposes of an industrial land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
5. Encouragement of employment opportunities; and
6. Promotion of economic development; and
7. Analysis, maintenance and construction of public drainage infrastructure; and
8. Requirement to ensure that street scaping and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.

Recreational Land

Land as defined as Cultural and Recreational Land in accordance with the Cultural and Recreational Lands Act 1963 will be classified as Recreation Land. Council applies a discounted rate equal to 65% of the Residential Land differential rate as declared.

Residential Land

Definitions/Characteristics:

Any land which is not Vacant Land, Retirement Village Land, Industrial or Commercial Land, or Cultural and Recreational Land.

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health & community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and Classes:

Rateable land having the relevant characteristics described in the definition/characteristics.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016-17 financial year.

Adopted Strategic Resource Plan 2016-17 to 2019-20

(a) Plan development

The Local Government Act 1989 requires that a Strategic Resource Plan be prepared and adopted describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has developed this Strategic Resource Plan 2016-17 to 2019-20. This Plan details the financial and non-financial resources required for the next four years to resource the directions that have been established in the Knox Vision and the City Plan 2013-17 (incorporating the Council Plan). The four-year forecast provides a high-level, medium term view of how Council intends to use and govern its resources to achieve the strategic direction.

For further context, it is recommended that the Strategic Resource Plan 2016-17 to 2019-20 is read in conjunction with the Knox City Council City Plan 2013-17 (incorporating the Council Plan) and the adopted 2016-17 Annual Budget.

(b) Financial Resources

The financial outcomes and forecast long-term financial statements provided in this Strategic Resource Plan are reviewed on an annual basis. The Financial Plan presented in this section is the position of Council as part of the adopted 2016-17 Annual Budget.



Comprehensive Income Statement For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED COMPREHENSIVE INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
INCOME					
Rates and charges	101,872	104,834	108,257	112,007	115,266
Statutory fees and fines	2,521	2,584	2,661	2,741	2,823
User fees	14,754	15,314	15,393	15,864	16,338
Grants - operating	20,160	22,417	23,161	23,330	23,697
Grants - capital	2,873	3,909	3,145	1,555	1,565
Contributions - monetary	4,967	4,633	4,509	4,400	4,297
Contributions - non monetary	2,000	2,000	2,000	2,000	2,000
Other income	2,123	2,108	2,097	2,095	2,014
TOTAL INCOME	151,270	157,799	161,223	163,992	168,000
EXPENSES					
Employee costs	67,686	66,797	68,539	70,592	73,008
Materials and services	53,666	52,725	53,291	53,823	55,070
Contributions and donations	5,236	5,323	5,478	5,638	5,803
Depreciation and amortisation	18,758	19,780	20,611	21,411	22,013
Borrowing costs	987	1,021	1,506	1,873	2,468
Bad and doubtful debts	(92)	64	89	91	93
Net loss (gain) on disposal of property, infrastructure, plant and equipment	(7,004)	1,564	1,553	1,433	(15,726)
Other expenses	537	559	576	593	611
TOTAL EXPENSE	139,774	147,833	151,643	155,454	143,340
SURPLUS (DEFICIT)	11,496	9,966	9,580	8,538	24,660
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	11,496	9,966	9,580	8,538	24,660
LESS					
Grants - capital - non recurrent	2,367	2,885	2,109	509	509
Contributions and donations - capital	183	138	0	0	0
Contributions - non monetary	2,000	2,000	2,000	2,000	2,000
UNDERLYING SURPLUS (DEFICIT) FOR THE YEAR	6,946	4,943	5,471	6,029	22,151



Balance Sheet

For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CURRENT ASSETS					
Cash and cash equivalents	53,764	51,201	44,335	45,090	46,933
Trade and other receivables	9,040	9,211	9,537	5,935	6,572
Other assets	1,285	1,317	1,350	1,384	1,419
Inventories	7	7	7	7	7
TOTAL CURRENT ASSETS	64,096	61,736	55,229	52,416	54,931
NON CURRENT ASSETS					
Investments in associates	3,522	3,522	3,522	3,522	3,522
Property, infrastructure, plant and equipment	1,543,581	1,570,691	1,602,021	1,622,220	1,618,213
Intangible assets	726	726	726	726	726
TOTAL NON CURRENT ASSETS	1,547,829	1,574,939	1,606,269	1,626,468	1,622,461
TOTAL ASSETS	1,611,925	1,636,675	1,661,498	1,678,884	1,677,392
CURRENT LIABILITIES					
Trade and other payables	9,948	10,430	10,771	10,947	11,316
Trust funds and deposits	3,198	3,278	3,360	3,444	3,530
Provisions	16,958	17,484	18,027	18,605	19,184
Interest-bearing loans and borrowings	4,446	3,548	2,846	2,836	2,838
TOTAL CURRENT LIABILITIES	34,550	34,740	35,004	35,832	36,868
NON CURRENT LIABILITIES					
Provisions	6,496	6,528	6,561	6,596	6,631
Interest-bearing loans and borrowings	13,728	28,290	43,236	51,221	23,998
TOTAL NON CURRENT LIABILITIES	20,224	34,818	49,797	57,817	30,629
TOTAL LIABILITIES	54,774	69,558	84,801	93,649	67,497
NET ASSETS	1,557,151	1,567,117	1,576,697	1,585,235	1,609,895
EQUITY					
Accumulated surplus	606,045	619,139	630,890	642,003	664,810
Reserves	951,106	947,978	945,807	943,232	945,085
TOTAL EQUITY	1,557,151	1,567,117	1,576,697	1,585,235	1,609,895



Statement of Changes in Equity For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,557,151	606,045	919,580	31,526
Surplus/(deficit) for the year	9,966	9,966	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,740)	0	4,740
Transfer from other reserves	0	7,868	0	(7,868)
BALANCE AT END OF YEAR	1,567,117	619,139	919,580	28,398
2017				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,567,117	619,139	919,580	28,398
Surplus/(deficit) for the year	9,580	9,580	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,349)	0	4,349
Transfer from other reserves	0	6,520	0	(6,520)
BALANCE AT END OF YEAR	1,576,697	630,890	919,580	26,227
2018				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,576,697	630,890	919,580	26,227
Surplus/(deficit) for the year	8,538	8,538	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(3,965)	0	3,965
Transfer from other reserves	0	6,540	0	(6,540)
BALANCE AT END OF YEAR	1,585,235	642,003	919,580	23,652
2019				
BALANCE AT THE BEGINNING OF THE FINANCIAL YEAR	1,585,235	642,003	919,580	23,652
Surplus/(deficit) for the year	24,660	24,660	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(3,853)	0	3,853
Transfer from other reserves	0	2,000	0	(2,000)
BALANCE AT END OF YEAR	1,609,895	664,810	919,580	25,505



Statement of Cash Flows

For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Rates and charges	102,228	104,749	108,019	115,702	114,723
Statutory fees and fines	2,521	2,584	2,661	2,741	2,823
User fees	14,612	15,228	15,305	15,771	16,244
Grants - operating	20,160	22,417	23,161	23,330	23,697
Grants - capital	2,873	3,909	3,145	1,555	1,565
Contributions - monetary	4,967	4,633	4,509	4,400	4,297
Interest	1,687	1,704	1,768	1,691	1,685
Other receipts	436	404	329	404	329
Net movement in trust deposits	47	80	82	84	86
Employee costs	(67,021)	(66,239)	(67,963)	(69,979)	(72,394)
Materials and services	(52,700)	(52,416)	(53,152)	(53,681)	(54,924)
Contributions and Donations	(5,236)	(5,323)	(5,478)	(5,638)	(5,803)
Other payments	(537)	(559)	(576)	(593)	(611)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	24,037	31,171	31,810	35,787	31,717
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from sale of property, infrastructure, plant and equipment	20,070	4,036	1,047	1,167	28,227
Payments for property, infrastructure, plant and equipment	(42,070)	(50,490)	(52,541)	(42,210)	(28,507)
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	30,800	0	0	0	0
NET CASH USED IN INVESTING ACTIVITIES	8,800	(46,454)	(51,494)	(41,043)	(280)
CASH FLOWS FROM FINANCING ACTIVITIES					
Finance costs	(1,064)	(944)	(1,426)	(1,964)	(2,373)
Proceeds from borrowings	5,285	16,702	17,792	10,821	0
Repayment of borrowings	(2,478)	(3,038)	(3,548)	(2,846)	(27,221)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	1,743	12,720	12,818	6,011	(29,594)
NET INCREASE (DECREASE) IN CASH HELD	34,580	(2,563)	(6,866)	755	1,843
Cash and cash equivalents at the beginning of the financial year	19,184	53,764	51,201	44,335	45,090
CASH AND CASH EQUIVALENTS AT END OF YEAR	53,764	51,201	44,335	45,090	46,933



Statement of Capital Works For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CAPITAL WORKS PROGRAM BY ASSET CLASS					
PROPERTY					
Land	3,600	7,985	0	0	0
Land improvements	770	0	0	0	0
Buildings	6,351	17,253	27,721	20,950	6,886
TOTAL PROPERTY	10,721	25,238	27,721	20,950	6,886
PLANT AND EQUIPMENT					
Plant, machinery and equipment	2,548	3,217	2,446	2,115	2,463
Fixtures, fittings and furniture	5	5	5	5	5
Computers and telecommunications	2,221	3,072	2,865	2,240	1,250
Artworks	80	60	20	25	25
TOTAL PLANT AND EQUIPMENT	4,854	6,354	5,336	4,385	3,743
INFRASTRUCTURE					
Roads	8,715	9,370	10,212	8,505	9,110
Bridges	280	350	500	220	500
Footpaths and cycleways	4,140	3,114	3,127	3,595	4,073
Drainage	4,387	3,195	3,330	3,270	3,195
Recreational, leisure and community facilities	10,137	6,325	8,085	6,626	6,579
Off street car parks	692	550	700	530	750
Other infrastructure	5,584	2,636	777	770	564
TOTAL INFRASTRUCTURE	33,935	25,540	26,731	23,516	24,771
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,132	59,788	48,851	35,400
REPRESENTED BY					
Asset renewal	26,874	25,857	27,098	26,139	28,264
Asset upgrade	16,536	14,611	11,317	11,147	5,986
Asset new	5,538	12,877	21,019	11,211	796
Asset expansion	562	3,787	354	354	354
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,132	59,788	48,851	35,400



Statement of Capital Works (continued)
For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
CAPITAL WORKS FUNDING SOURCE					
EXTERNAL					
Loan Proceeds	5,285	16,702	17,792	10,821	0
Grants - Capital	2,873	3,909	3,145	1,555	1,565
Contributions - Capital	183	138	0	0	0
TOTAL EXTERNAL FUNDING	8,341	20,749	20,937	12,376	1,565
INTERNAL					
Proceeds from Sale of Fixed Assets	1,069	4,036	1,047	1,167	28,227
Movement in Reserve funds	11,094	7,817	2,000	2,000	2,000
Movement in Reserve funds - VGC Early Payment	518	0	0	0	0
Carried Forward Works (Net of Grants, Contributions and Reserves)	6,432	0	0	0	0
Rate Funding	22,056	24,530	35,804	33,308	3,608
TOTAL INTERNAL FUNDING	41,169	36,383	38,851	36,475	33,835
TOTAL CAPITAL WORKS FUNDING SOURCES INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	49,510	57,132	59,788	48,851	35,400

(c) Financial Performance Indicators

Indicator	Measure	Expected Bands	Notes	Forecast	Budget	Strategic Resource Plan			Trend
				2015-16	2016-17	2017-18	2018-19	2019-20	+ / o / -
Operating Position (measures whether a council is able to generate an underlying surplus)									
Adjusted Underlying Result	Adjusted Underlying Surplus (Deficit) / Adjusted Underlying Revenue	> 0%	1	4.73%	3.24%	3.48%	3.73%	13.39%	+
Liquidity (measures whether a council is able to generate sufficient cash to pay bills on time)									
Working Capital	Current Assets / Current Liabilities	120.00% - 200.00%	2	185.52%	177.71%	157.78%	146.28%	148.99%	o
Unrestricted Cash	Unrestricted Cash / Current Liabilities	50.00% - 100.00%		138.16%	128.97%	100.90%	95.40%	92.86%	-
Obligations (measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities)									
Loans and Borrowings	Interest Bearing Loans and Borrowings / Rate Revenue	< 60.00%	3	17.84%	30.37%	42.57%	48.26%	23.28%	o
Loans and borrowings	Interest and Principal Repayments / Rate Revenue	0% - 5.00%		3.48%	3.80%	4.59%	4.29%	25.67%	-
Indebtedness	Non Current Liabilities / Own Source Revenue	< 40.00%		16.04%	26.92%	37.46%	42.17%	21.76%	o
Asset Renewal	Asset Renewal Expenditure / Depreciation	90.00% - 110.00%	4	108.95% *	104.87%	105.26%	98.94%	104.36%	o
Stability (measures whether a council is able to generate revenue from a range of sources)									
Rates Concentration	Rate Revenue / Adjusted Underlying Revenue	50.00% - 80.00%	5	69.43%	68.62%	68.90%	69.36%	69.65%	o
Rates Effort	Rate Revenue / Property Values (CIV)	0.20% - 0.60%		0.30%	0.29%	0.30%	0.28%	0.29%	o
Efficiency (measures whether a council is using resources efficiently)									
Expenditure Level	Total Expenditure / No. of Assessments	N/A		\$2,180	\$2,305	\$2,350	\$2,394	\$2,194	o
Revenue Level	Residential Rate Revenue / No. of Residential Assessments	N/A		\$1,383	\$1,418	\$1,439	\$1,476	\$1,504	+
Workforce Turnover	No. of Resignations & Terminations / Average No. of Staff	5.00% - 10.00%		10.00%	10.00%	10.00%	10.00%	10.00%	o

Key to Forecast

- + 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.

* 2015-16 forecast includes capital works carried forward from 2014-15



Notes on the financial performance indicators table:

(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. Improvements in financial performance are forecast over the four year period.

(2) Working capital – An indicator of whether Council is able to pay current liabilities within the following 12 months. Working capital is forecast to strengthen significantly over the four year outlook.

(3) Debt compared to rates – Trend indicates a significantly reducing reliance on debt against annual rate revenue through redemption of long term debt.

(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. Council's asset renewal indicator is greater than 100% (and strengthening) through the four year outlook.

(5) Rates concentration – Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources as the level of Government grant funding increases are forecast to continue to be below the increased cost of service delivery.

Overall, over the four year period Knox City Council is in a financially sustainable position. Active management is required to continue to sustain an underlying surplus result. Asset renewal, and the asset renewal backlog, will continue to be a challenge.



(d) Non-Financial Resources

Human Resources

Statement of Human Resources For the four years ending 30 June 2020

KNOX CITY COUNCIL BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT
STAFF EXPENDITURE					
Employee costs - operating	67,686	66,797	68,539	70,592	73,008
Employee costs - capital	1,121	1,047	1,081	1,117	1,153
TOTAL STAFF EXPENDITURE	68,807	67,844	69,620	71,709	74,161
STAFF NUMBERS					
Equivalent full time (EFT) employees	705.68	705.74	703.99	705.25	706.71
TOTAL STAFF NUMBERS	705.68	705.74	703.99	705.25	706.71

Infrastructure

Council manages \$1.571 billion in land, property and infrastructure assets on behalf of the community. These assets directly support the services that Council delivers to the community and may include roads, drainage, shared paths, active and passive open space reserves and community facilities such as pre-schools and maternal and child health centres.

The management of Council's infrastructure assets requires Council to look long-term at both the current condition and the expected life of assets into the future. With the rapid growth experienced by Knox in the 1960's and 1970's, many of the infrastructure assets that were initially funded by developers or by government grants will fall due for replacement at similar times. Council needs to plan now for its future asset renewal needs.

Council funding of asset renewal has grown substantially from \$5.044 million in 2002-03 to \$25.857 million in 2016-17.

Council's renewal requirement changes constantly, based on an assessment of current asset condition and performance, the quantum of new and contributed assets borne by Council and ongoing review of the cost of asset renewal. Based on modelling/asset deterioration forecasts over a ten year horizon, Council's proposed asset program achieves a sustainable level to meet asset renewal requirements. In achieving this sustainable funding level, Council is making provision to address the current backlog of asset renewal works. The asset renewal backlog has been estimated at this point in time to be approximately \$30 million, noting that this figure is constantly revised as condition audits are completed and Council's asset dataset improves in accuracy and completeness over time.



Other Information

1. Summary of Planned Capital Works Expenditure For the four years ending 30 June 2020

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expansion	Upgrade	Grants	Contributions	Council Cash*	Borrowings
2016-17	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	7,985	7,985	0	0	0	0	0	0	7,985
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	25,238	11,690	4,000	3,787	5,762	609	117	9,910	14,602
Total Property	25,238	11,690	4,000	3,787	5,762	609	117	9,910	14,602
Plant and Equipment									
Plant, machinery and equipment	3,217	800	2,417	0	0	0	0	3,217	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0
Computers and telecommunications	3,077	0	2,477	0	600	0	0	3,077	0
Artworks	60	40	20	0	0	0	0	60	0
Total Plant and Equipment	6,354	840	4,914	0	600	0	0	6,354	0
Infrastructure									
Roads (including Kerb and Channel)	9,370	0	8,050	0	1,320	2,703	0	6,667	0
Bridges	350	0	350	0	0	0	0	350	0
Footpaths and cycleways	3,114	344	2,400	0	370	0	0	3,114	0
Drainage	3,195	0	2,100	0	1,095	333	0	2,863	0
Recreational, leisure and community facilities	6,325	0	3,270	0	3,055	265	21	6,039	0
Off street car parks	550	0	550	0	0	0	0	550	0
Other infrastructure	2,636	4	223	0	2,409	0	0	536	2,100
Total Infrastructure	25,540	348	16,943	0	8,249	3,300	21	20,119	2,100
Total Capital Works Expenditure	57,132	12,877	25,857	3,787	14,611	3,909	138	36,383	16,702

	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contributions	Council Cash*	Borrowings
2017-18	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	27,721	18,632	4,000	354	4,735	1,600	0	10,329	15,792
Total Property	27,721	18,632	4,000	354	4,735	1,600	0	10,329	15,792
Plant and Equipment									
Plant, machinery and equipment	2,446	0	2,446	0	0	0	0	2,446	0
Office furniture and equipment	0	0	0	0	0	0	0	0	0
Information technology and telecommunications	2,870	0	2,870	0	0	0	0	2,870	0
Artworks	20	0	20	0	0	0	0	20	0
Total Plant and Equipment	5,336	0	5,336	0	0	0	0	5,336	0
Infrastructure									
Roads (including Kerb and Channel)	10,212	2,000	8,000	0	212	1,545	0	6,667	2,000
Bridges	500	0	500	0	0	0	0	500	0
Footpaths and cycleways	3,127	387	2,740	0	0	0	0	3,127	0
Drainage	3,330	0	2,240	0	1,090	0	0	3,330	0
Recreational, leisure and community facilities	8,085	0	3,355	0	4,730	0	0	8,085	0
Off street car parks	700	0	700	0	0	0	0	700	0
Other infrastructure	777	0	227	0	550	0	0	777	0
Total Infrastructure	26,731	2,387	17,762	0	6,582	1,545	0	23,186	2,000
Total Capital Works Expenditure	59,788	21,019	27,098	354	11,317	3,145	0	38,851	17,792



Summary of Planned Capital Works Expenditure For the four years ending 30 June 2020 (cont.)

2018-19	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Expans'n \$'000	Upgrade \$'000	Grants \$'000	Contribu- tions \$'000	Council Cash* \$'000	Borrowin- gs \$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	20,950	10,821	3,803	354	5,972	0	0	10,129	10,821
Total Property	20,950	10,821	3,803	354	5,972	0	0	10,129	10,821
Plant and Equipment									
Plant, machinery and equipment	2,115	0	2,115	0	0	0	0	2,115	0
Office furniture and equipment	0	0	0	0	0	0	0	0	0
Information technology and telecommunications	2,245	0	2,245	0	0	0	0	2,245	0
Artworks	25	0	25	0	0	0	0	25	0
Total Plant and Equipment	4,385	0	4,385	0	0	0	0	4,385	0
Infrastructure									
Roads (including Kerb and Channel)	8,505	0	8,300	0	205	1,555	0	6,950	0
Bridges	220	0	220	0	0	0	0	220	0
Footpaths and cycleways	3,595	340	3,025	0	230	0	0	3,595	0
Drainage	3,270	50	2,400	0	820	0	0	3,270	0
Recreational, leisure and community facilities	6,626	0	3,246	0	3,380	0	0	6,626	0
Off street car parks	530	0	530	0	0	0	0	530	0
Other infrastructure	770	0	230	0	540	0	0	770	0
Total Infrastructure	23,516	390	17,951	0	5,175	1,555	0	21,961	0
Total Capital Works Expenditure	48,851	11,211	26,139	354	11,147	1,555	0	36,475	10,821

2019-20	Asset Expenditure Types					Funding Sources			
	Total \$'000	New \$'000	Renewal \$'000	Expans'n \$'000	Upgrade \$'000	Grants \$'000	Contribu- tions \$'000	Council Cash* \$'000	Borrowin- gs \$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Buildings	6,886	0	5,088	354	1,444	0	0	6,886	0
Total Property	6,886	0	5,088	354	1,444	0	0	6,886	0
Plant and Equipment									
Plant, machinery and equipment	2,463	0	2,463	0	0	0	0	2,463	0
Office furniture and equipment	0	0	0	0	0	0	0	0	0
Information technology and telecommunications	1,255	0	1,255	0	0	0	0	1,255	0
Artworks	25	0	25	0	0	0	0	25	0
Total Plant and Equipment	3,743	0	3,743	0	0	0	0	3,743	0
Infrastructure									
Roads (including Kerb and Channel)	9,110	0	8,600	0	510	1,565	0	7,545	0
Bridges	500	0	500	0	0	0	0	500	0
Footpaths and cycleways	4,073	251	3,500	0	322	0	0	4,073	0
Drainage	3,195	545	2,400	0	250	0	0	3,195	0
Recreational, leisure and community facilities	6,579	0	3,449	0	3,130	0	0	6,579	0
Off street car parks	750	0	750	0	0	0	0	750	0
Other infrastructure	564	0	234	0	330	0	0	564	0
Total Infrastructure	24,771	796	19,433	0	4,542	1,565	0	23,206	0
Total Capital Works Expenditure	35,400	796	28,264	354	5,986	1,565	0	33,835	0

* Council cash represents council rates, reserves and proceeds from sale of fixed assets.

2. Summary of Planned Human Resources Expenditure For the four years ending 30 June 2020

KNOX CITY COUNCIL SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE FOR THE YEAR ENDED 30 JUNE	Budget	Strategic Resource Plan Projections		
	2016-17	2017-18	2018-19	2019-20
	\$'000 EFT	\$'000 EFT	\$'000 EFT	\$'000 EFT
STAFF EXPENDITURE				
CEO and Council				
Permanent Full Time	563	581	600	619
Permanent Part Time	0	0	0	0
City Development				
Permanent Full Time	8,539	8,619	8,904	9,189
Permanent Part Time	2,727	2,739	2,830	2,920
Community Services				
Permanent Full Time	12,641	13,223	13,716	14,255
Permanent Part Time	17,349	17,904	18,417	19,006
Corporate Development *				
Permanent Full Time	8,985	9,061	9,373	9,729
Permanent Part Time	2,659	2,851	2,945	3,039
Engineering and Infrastructure *				
Permanent Full Time	12,985	13,202	13,437	13,867
Permanent Part Time	1,396	1,441	1,488	1,536
TOTAL STAFF EXPENDITURE *	67,844	69,620	71,709	74,161
STAFF NUMBERS				
CEO and Council				
Permanent Full Time	3.00	3.00	3.00	3.00
Permanent Part Time	0.00	0.00	0.00	0.00
City Development				
Permanent Full Time	79.20	79.20	79.20	79.20
Permanent Part Time	33.44	33.44	33.44	33.44
Community Services				
Permanent Full Time	139.45	139.45	139.45	139.45
Permanent Part Time	190.24	190.24	190.24	190.24
Corporate Development				
Permanent Full Time	83.14	83.14	83.14	83.14
Permanent Part Time	29.15	29.15	29.15	29.15
Engineering and Infrastructure				
Permanent Full Time	136.03	136.03	136.03	136.03
Permanent Part Time	12.09	12.09	12.09	12.09
TOTAL STAFF NUMBERS	705.74	705.74	705.74	705.74

* Total Staff Expenditure includes Employee Costs – Capital (employee costs that are allocated to the delivery of Capital Works projects).