

proposed
knox
budget



Knox City Council

2017-18

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Mayor's Introduction

The proposed 2017-18 Annual Budget is presented for community comment and submissions.

This budget details the planned income and expenditure required to further progress toward the achievement of the draft Knox Community and Council Plan 2017-21 key goals, being:

- *We value our natural and built environment*
- *We have housing to meet our changing needs*
- *We can move around easily*
- *We are safe and secure*
- *We have a strong regional economy, local employment and learning opportunities*
- *We are happy, healthy and well*
- *We are inclusive, feel a sense of belonging and value our identity*
- *We have confidence in decision making*

The proposed 2% rate increase is within the rate cap limit, set out in the Victorian Governments Fair Go Rates System (FGRS).

In this budget, the Council has proposed to introduce a flat residential garbage charge levied on each residential property. This was a difficult but necessary decision, due to the continuous escalating cost, of providing existing domestic waste management services, well above the annual increase in the rate cap. It will be set at an amount to ensure only full cost recovery inclusive of the State Government Landfill Levy.

It is critical to emphasise, this measure will not increase the total amount of rates, fees and charges income collected by the Council. As a result there will be in general, a reduction on the general rate levied to offset the Garbage Charge introduction, on each residential property rate assessment notice.

The impact of rate capping, continues to challenge the ability of the Council to deliver the services and capital works expected by our community. However you can have confidence, Knox Council will continue to work hard to ensure we continue to deliver for our community in a financially sustainable manner.

Along with my fellow Councillors, I invite you to make a public submission until 5pm 24 May 2017 and take the opportunity to be heard at the public submissions hearing on 30 May 2017.

Cr Darren Pearce
Mayor

Chief Executive Officer's Summary

Executive Summary

The 2017-18 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 Community and Council Plan 2017-21. Council has established its four-year strategic direction in the Community and Council 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 2017-18 to enable the longer term goals of the Community and Council Plan. This budget has captured the key priorities and transformed them into a program of work for 2017-18 to meet these priorities and build the foundation for later years.

This budget achieves an operating surplus \$8.145 million for 2017-18. This figure includes non cash items such as depreciation of \$22.933 million which allows for the writing down of Council's assets as they are being used. The adjusted underlying result is a surplus of \$2.809 million after adjusting for capital grants and contributions. 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 2016-17 levels to ensure that it continues to meet community needs.

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 \$28.098 million which is to be invested in maintaining and renewing existing community assets such as roads, footpaths, drains and buildings;
- \$50.880 million to be invested in new, upgraded and expanded community assets;
- Continuation of the Knox Central Precinct, Early Years Hubs and Stamford Park projects; and
- A commitment to a comprehensive four year rolling service review and continuous improvement program.

The 2017-18 budget has been based on the following general parameters:

- General rate income increase of 2.0%;
- Increased wages and salaries costs of 3.2%;
- A cost escalation factor of 4.00%;
- An increase in Utility costs of 5.0%;
- An efficiency target of 0.50% to be applied for materials, services and contractors, generating savings of \$7.856 million over Council's Long Term Financial Forecast;
- Service levels generally maintained at 2016-17 levels; and



- Operational savings of \$0.500M ongoing from customer focused business improvements.

The 2017-18 budget also funds the following external requirements:

- The State Government Fire Services Levy on Council's properties (\$0.145 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;
- Government grant funding to generally increase by 1.8% which is well below Council's Cost Escalation.

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

There are a number of key components of the 2017-18 budget to highlight and these are outlined below:

a) Rate Capping

Council's budget has been prepared in accordance with the State Government Fair Go Rates System, which allows for an increase of 2.00% in the 2017-18 financial year. Compared with Council's Adopted Budget 2016-17, compliance with the rate cap has reduced available funding for core services and investment in community infrastructure by \$43.942 million over the Long Term Financial Forecast (10 years). This is in addition to the impact of the freeze on indexation of Financial Assistance Grants from the Victoria Grants Commission of \$4.957 million.

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 2017-18 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.

c) Capital Works

The total Capital Works Program for 2017-18 is \$78.978 million. This includes \$19.141 million anticipated to be carried forward from 2016-17. A 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 2017-18 is \$28.098 million. Greater detail on the asset renewal program is provided in Section 6.

The new, upgrade and expansion Capital Works Program for 2017-18 is \$50.880 million. The significant new projects for 2017-18 include:

- \$18.835M to progress the development of two integrated early years hubs at Bayswater and Wantirna South.
- \$7.645M for the development of Stamford Park.
- \$8.585M for Knox Central precinct (excluding Library).
- \$2.500M for redevelopment of The Basin Neighbourhood House.
- \$0.500M for the Henderson Road bridge.
- \$5.118M for replacement of components for all Council owned buildings based on Building Asset Management Systems.

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.

d) Maintaining Existing Assets

The below table highlights the funding provided for Asset Renewal investment in the 2017-18 Budget.



Asset Renewal Category	Budget 2017-18 \$'000's
Buildings	5,117
Computers and telecommunications	3,277
Fixtures, fittings and furniture	0
Plant, machinery and equipment	2,254
Artwork	20
Roads	7,750
Bridges	500
Footpaths and cycleways	2,400
Drains	2,200
Recreational, leisure and community facilities	3,803
Off street car parks	550
Other infrastructure	227
Total Asset Renewal	28,098

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.

Summary

The 2017-18 Annual Budget is the result of a rigorous process that has complied with the state government's Fair Go Rates System, with a continued focus on containment of operating costs whilst maintaining services for the community. The 2017-18 Annual Budget continues Council's ongoing commitment to increasing its asset renewal and capital works program investments for the ongoing benefit of the community.

Tony Doyle
Chief Executive Officer



Overview

1. Linkage to the Community and Council Plan 2017-21

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 *Community and Council Plan 2017-21*.

The Community and Council Plan is Knox's main planning document and guides our city for the next four years and beyond. It outlines our long-term vision and the medium-term goals and strategies that Council and other agencies and stakeholders are working towards. It also outlines Council's role and focus that articulates our everyday business, the targets we have set, and the initiatives describe the clear priorities for the next four years. The initiatives for delivery in Year 1 of the Plan have been extracted and form the initiatives and major initiatives outlined in Section 2 of this document.

This section describes how the Annual Budget links to the achievement of Knox's Community and Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision), medium term (Goals) and short term (Annual Budget) and then holding itself accountable (Annual Report).

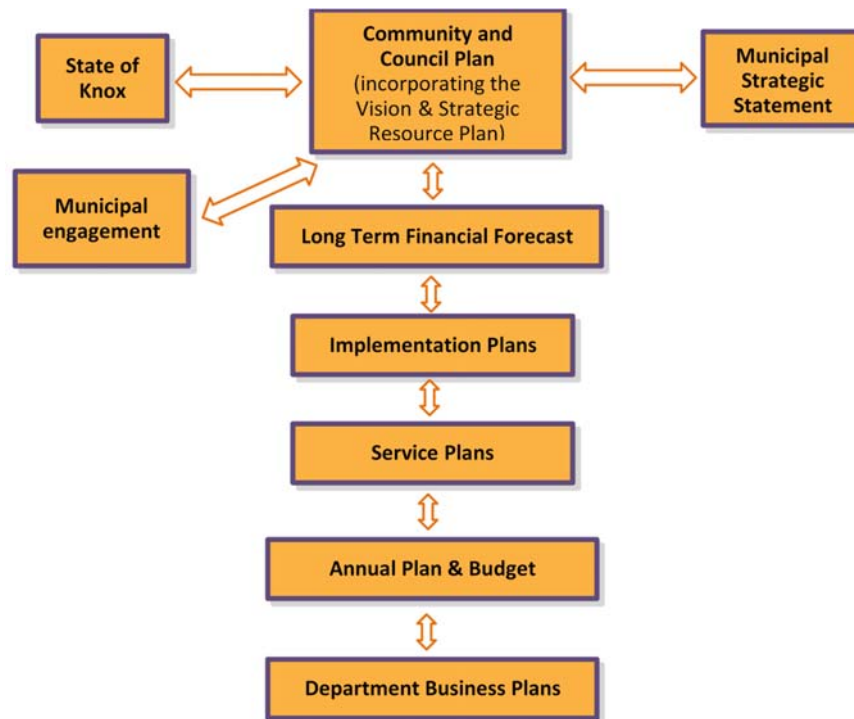
1.1 Planning and Accountability Framework

The Community and Council Plan 2017-21 outlines the goals and strategies developed that are shared between Council and other stakeholders. It also describes Council's role and focus, targets and measures, and initiatives for the next four years.

The Strategic Resource Plan, which forms part of and is prepared in conjunction with the Community and Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the goals.

The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives, which contribute to the goals being achieved specified in the Community and Council Plan. The diagram below depicts the planning framework that applies to Knox City Council.

Council will review the Community & Council Plan annually and report on the progress of Council initiatives through quarterly Annual Plan Progress Reports and the Annual Report.



1.2 Our Purpose

Our vision

Knox has a long-term vision statement included in the Community and Council Plan 2017-21. Our Vision 2035 is:

Nestled between the foothills of the Dandenong Ranges and the wetlands of the Dandenong Valley, Knox has a rich natural environment and picturesque landscape, highly valued by residents and visitors alike. Knox encompasses the best of city and suburban living. From the thriving modern city vibe of Knox Central at its heart, plentiful public open spaces, outstanding civic facilities and diverse residential offerings to its leafy suburban centres with abundant space, clean air, excellent schools and good transport links, Knox is the preferred place to live, work and play today and for generations to come.

Our role and guiding principles

Council has a critical role in delivery of the Community and Council Plan, yet it recognises it cannot do this alone. Under each of the shared goals Council has identified a number of roles that it will specifically undertake. These roles are defined below:



Advocate – raising awareness in state and federal governments and other stakeholders of the issues and needs of Knox residents and businesses, as well as initiating or supporting campaigns for positive change.
Partner – developing trusting formal and informal relationships and alliances and working with others to achieve common goals.
Provide – offering a range of services and support, preventative interventions, infrastructure and facilities to individuals and groups.
Fund – providing grants, funding and/or subsidies to local groups and agencies to progress and develop services and infrastructure for individuals and groups.
Educate – developing knowledge and skills, and empowering individuals and groups.
Plan – proactively planning for services and infrastructure which respond to current and future needs and requirements.
Regulate – providing governance and regulatory controls such as local laws and health and building controls.
Research – undertaking the collection, analysis and dissemination of quantitative and qualitative data to inform evidence-based planning, priority setting, decision-making and evaluation.

The Community and Council Plan 2017-21 is guided by a set of principles. These principles are an established set of criteria, which guided the development of the Community and Council Plan and underpins all future planning for the City of Knox. Knox City Council will adhere to these throughout the implementation of this plan and use them to guide all future planning.

Flexibility	Council is ready to adopt alternative strategies in response to changing circumstances, to enable community resilience.
Integration	Implementation should bring together a range of distinct systems and stakeholders, creating additional benefits where resources are shared and helping people to work together to achieve greater ends, giving consideration to a place-based approach to planning and delivery.
Robustness	Strategies should be well-conceived, evidence-based and able to take account of all life stages. Sustainability principles should be embedded to balance current needs with those of future generations, taking into account return on investment.
Inclusiveness	Council encourages broad engagement, shared contribution and collaboration in community decisions, incorporating an access and equity approach.
Resourcefulness	Council recognises alternative ways to use resources, including funding and delivery, adopting a prevention and early intervention approach.





Reflection	Council draws on experience to inform future decision-making and evaluation.
Foresight	Council works to identify future changes which will impact the community and use innovative and creative strategies and action to deal with change in the long term, exercising stewardship and leadership of change.

1.3 Our Goals

Council delivers a number of services and initiatives each contributing to the achievement of one or more of the eight goals as set out in the Community Plan and Council Plan 2017-21.

The goals reflect the shared outcomes for the Knox community. They relate to the various aspects of the Knox community that have been identified as priorities and together they will help us achieve our vision:

- 1. We value our built and natural environment**
- 2. We have housing to meet our changing needs**
- 3. We can move around easily**
- 4. We are safe and secure**
- 5. We have a strong regional economy, local employment and learning opportunities**
- 6. We are healthy, happy and well**
- 7. We are inclusive, feel a sense of belonging and value our identity**
- 8. We have confidence in decision making**

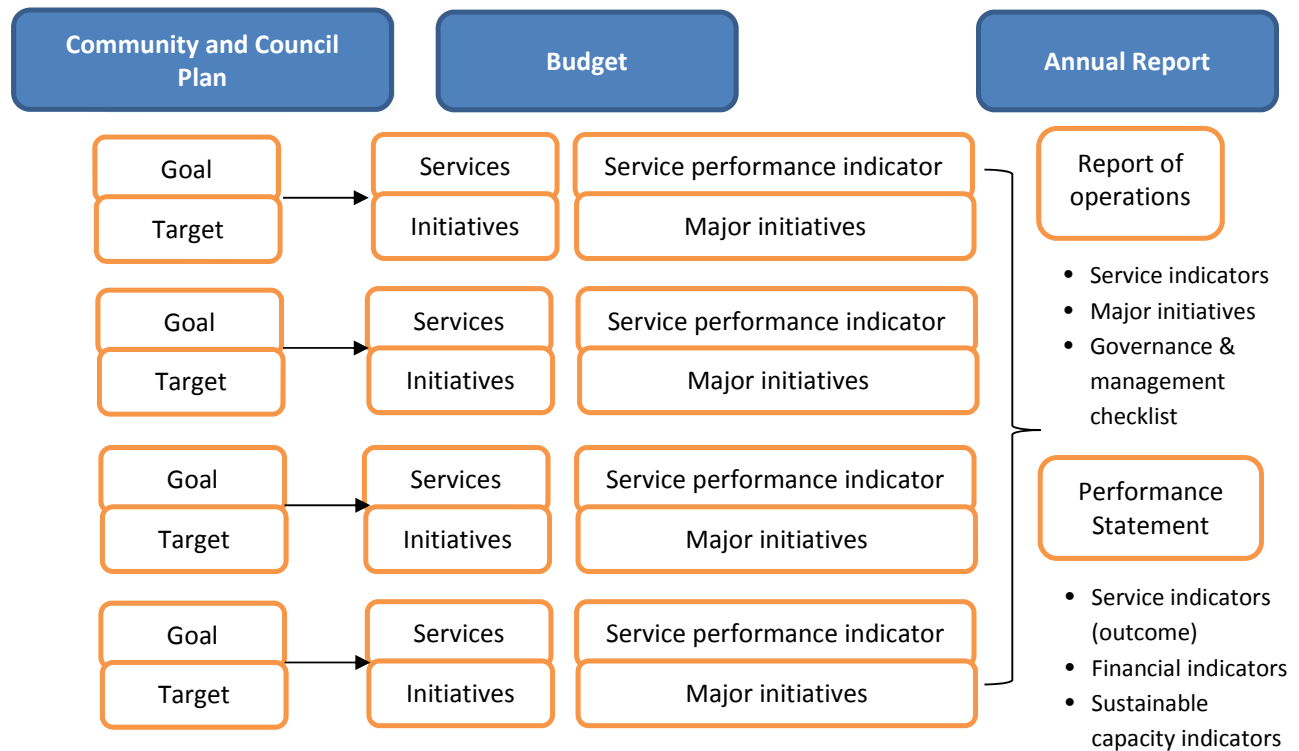


Overview

2. Services and service performance indicators

This section of the Annual Budget provides a description of the services and initiatives to be funded in the Budget for the 2017-18 year and how these will contribute to achieving the goals outlined in Knox’s Community and Council Plan.

It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify 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 Community and Council Plan, the Budget and the Annual Report is shown below.



Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the following sections.



2.1 Goal 1: We value our built and natural environment

The strategies we will undertake to achieve our goal are:

- Protect and enhance our natural environment;
- Create a greener city with more large trees, indigenous flora and fauna; and
- Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure.

The services, initiatives, major initiatives and service performance indicators are described below.

Services

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
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	1,190	1,091
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.	9	2,314	2,305



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.	135	3,603	3,468
Waste Management	This service aims to minimise waste and provides waste collection and disposal services for the Knox community.	775	15,654	14,879
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.	20	1,062	1,042
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	9,427	9,284
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	2,673	2,643



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Building	This service provides for building assessment and regulatory services in accordance with the Building Act 1993 and other relevant legislation. The service issues Building Permits, performs building inspections, responds to complaints with inspections; and performs swimming pool inspections.	581	990	409
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	498	398
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	275	275

Total	1,892	37,686	35,794
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Major Initiatives

- 1) Undertake a strategic review of the Boronia Structure Plan including a detailed assessment of strategic sites (i.e. Boronia Park).

Initiatives

- 2) Identify and commence implementation of strategic and appropriate locations for dog parks in Knox.
- 3) Increase the provision of public place recycling bins across the municipality.
- 4) Finalise and implement a public arts plan for Knox.



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] x100
	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 Goal 2: We have housing to meet our changing needs

The strategies we will undertake to achieve our goal are:

- Plan for a diversity of housing in appropriate locations;
- Encourage high quality sustainable design; and
- Support the delivery of a range of housing that addresses housing and living affordability needs

The services, initiatives, major initiatives and service performance indicators are described below.

Services

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
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.	1,642	3,181	1,539
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.	244	2,666	2,422
Total		1,886	5,847	3,961

Major Initiatives

- 5) Implement the Affordable Housing Action Plan including advocacy for an increase for the supply of social and affordable housing at key strategic sites and across the municipality.

Initiatives

- 6) Continue to support the development of Stamford Park residential estate.
- 7) Explore a range of mechanisms to improve and encourage high quality and sustainable design in the built form.



Service Performance Indicators

Service	Indicator	Performance Measure	Computation
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] x100



2.3 Goal 3: We can move around easily

The strategies we will undertake to achieve our goal are:

- Enable improved transport choices supported by integrated and sustainable transport systems and infrastructure; and
- Improve bike and footpath connectivity, including identifying gaps between existing bike routes, footpaths and key places

The services, initiatives, major initiatives and service performance indicators are described below.

Services

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
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.	36	286	250
Traffic and 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.	53	3,446	3,393
Total		89	3,732	3,643

Major Initiatives

- 8) Undertake a strategic review of Council's parking compliance services to review current parking compliance issues within the municipality, and provide strategies and recommendations to address them.

Initiatives

- 9) Investigate community transport services and availability in Knox to determine requirement for funding advocacy to increase community transport options delivered by community agencies.
- 10) Advocate to State and Federal Governments for improved sustainable transport infrastructure and services.



Service Performance Indicators

Service	Indicator	Performance Measure	Computation
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 Goal 4: We are safe and secure

The strategies we will undertake to achieve our goal are:

- Encourage and support the community to take responsibility for their own safety, and the safety of others;
- Enhance community connectedness opportunities to improve perceptions of safety;
- Maintain and manage the safety of the natural and built environment;
- Protect and promote public health, safety and amenity; and
- Support the provision of emergency services

Services

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Community Safety	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.	0	428	428
Local Laws	This service provides local law and parking enforcement, school crossing supervision, and animal management programs to the community.	2,786	4,118	1,332
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.	26	515	489
Total		2,812	5,061	2,249

Major Initiatives

- 11) Develop and participate in a Council and community program for the 16 days of Activism against gender violence.

Initiatives

- 12) Continue to implement the Victorian Child Safe Standards
- 13) Implement the Business Champions of Change Project on family violence prevention with three businesses across Outer East. *(subject to grant funding)*
- 14) Implement a Graffiti reporting system (mobile app) in partnership with other Metropolitan Councils.



Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Animal management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions



2.5 Goal 5: We have a strong regional economy, local employment and learning opportunities

The strategies we will undertake to achieve our goal are:

- Attract new investment in Knox and support the development of existing local businesses, with a particular focus on Advanced Manufacturing, Health, Ageing and Business Services sectors;
- Plan for a range of key strategic centres that provide a diversity of employment, services and amenities to support the changing needs of our community;
- Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business; and
- Increase and strengthen local opportunities for lifelong learning, formal education pathways and skills development to improve economic capacity of the community

The services, initiatives, major initiatives and service performance indicators are described below.

Services

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>	28	1,319	1,291



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Place Program	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.	0	377	377
Total		28	1,696	1,668

Major Initiatives

- 15) Develop and regularly update a Knox Investment Plan to support Council's advocacy program and activities.

Initiatives

- 16) Advance the planning for the Wantirna Health Precinct in partnership with the Metropolitan Planning Authority and Department of Economic Development, Jobs, Transport and Resources.



2.6 Goal 6: We are healthy, happy and well

The strategies we will undertake to achieve our goal are:

- Mitigate lifestyle risks such as smoking, risky alcohol consumption and drug use, obesity, lack of physical activity and poor nutrition; and
- Support the community to enable positive physical and mental health

The services, initiatives, major initiatives and service performance indicators are described below.

Services

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Youth Services	This service promotes, develops and encourages physical, social and mental wellbeing 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.	153	1,059	906
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.	268	2,143	1,875
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.	6,734	7,162	428



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Health Services	This service aims to mitigate adverse community health outcomes through: <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.	723	1,820	1,097
Family Health, Development & 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.	1,325	3,136	1,811
Early Years Planning, Innovation and 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.	12,687	15,200	2,513



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.	1,989	2,794	805
Total		23,879	33,314	9,435

Major Initiatives

- 17) Progress Council's public Expression of Interest process seeking applications from NDIS/ECIS service providers to lease the Illoura House facility for use as a disability focused centre supporting children, families, carers and people with disabilities in Knox.

Initiatives

- 18) Conduct health promotion and harm minimisation programs, including:
- Education /capacity building programs with sporting clubs focused on cultural change; and
 - Advocacy to improve planning policy responses and regulatory framework that manage the density of alcohol outlets within places or locations.
- 19) Develop an Aquatic Plan.



Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health (MCH)	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in 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] x100
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



2.7 Goal 7: We are inclusive, feel a sense of belonging and value our identity

The strategies we will undertake to achieve our goal are:

- Protect and preserve our local cultural heritage;
- Celebrate our diverse community;
- Strengthen community connections; and
- Promote and celebrate the contribution of our volunteers

The services, initiatives, major initiatives and service performance indicators are described below.

Services

Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
Community Strengthening	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.	121	1,842	1,721
Community Access and Equity	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.	122	820	698
Social Policy and Planning	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.	0	528	528



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
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.	294	1,573	1,279
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	4,700	4,700
Total		537	9,463	8,926

Major Initiatives

20) Relocate the Knox City Library service and Youth Information Centre within Knox Westfield.

Initiatives

- 21) Support the development of the new The Basin Community House on The Basin Primary School site.
- 22) Further develop partnerships with community houses for extended programming related to digital literacy.
- 23) Finalise the review of Councils operating grants program.
- 24) Develop a streamlined approach and tools to support community members holding community events and festivals on Council land.
- 25) Continue to support the attraction, placement and recognition of volunteers through the Volunteer Resource Centre for community groups in Knox.
- 26) Embed a strengthened approach to the management and recognition of volunteers within the organisation.



Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100



2.8 Goal 8: We have confidence in decision making

The strategies we will undertake to achieve our goal are:

- Build, strengthen and promote good governance practices across government and community organisations; and
- Enable the community to participate in a wide range of engagement activities

The services, initiatives, major initiatives and service performance indicators are described below.

Services

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	2,016	2,016
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	1,634	1,634
Strategy & 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	784	784



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Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
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.	577	3,361	2,784
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.	53	2,831	2,778
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	6,278	6,278



Services	Description	Income \$'000	Expense \$'000	Net Cost \$'000
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.	147	4,888	4,741
Total		777	21,792	21,015

Major Initiatives

27) Review Council's advisory committees to enable community participation, advice and action.

Initiatives

- 28) Finalise and implement Council's Communication Strategy.
- 29) Implement staged delivery of the ICT Roadmap to support organisational efficiency and effectiveness and to increase capacity for customer self-service.
- 30) Strengthen and centralise the coordination, collection and provision of research and data to support future planning by Council.
- 31) Facilitate regular networking sessions with key agencies and stakeholders to identify partnership opportunities in order to achieve shared Community and Council Plan goals.



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 interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community



2.9 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2017-18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) 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.

2.10 Reconciliation with Budgeted Operating Results

Goals	Income \$'000	Expenditure \$'000	Net Cost \$'000
We value or built and natural environment	1,892	37,686	35,794
We have housing to meet our changing needs	1,886	5,847	3,961
We can move around easily	89	3,732	3,643
We are safe and secure	2,812	5,061	2,249
We have a strong regional economy, local employment and learning opportunities	28	1,696	1,668
We are healthy, happy and well	23,879	33,314	9,435
We are inclusive, feel a sense of belonging and value our identity	537	9,463	8,926
We have confidence in our decision making	777	21,792	21,015
Total Net Cost of Activities and Initiatives	31,900	118,591	86,691
Non Attributable Expenditure			
Effective Corporate Governance			3,176
Depreciation			22,933
Capital Projects - Operational Expenses			9,068
Borrowing Costs			164
Net Loss on Disposal of Property, Infrastructure, Plant & Equipment			1,239
Total Non Attributable Expenditure			36,580
Deficit before Funding Sources			123,271
Funding Sources			
Rates and charges			96,705
Garbage Charges			15,313
Victoria Grants Commission (VGC) - Grants - Operating - Recurrent			6,296
Interest			1,701
Developers' Contributions			4,000
Grants - Capital			5,229
Contributions and Donations - Capital			172
Contributions - Non Monetary Assets			2,000
Total Funding Sources			131,416
Surplus for the Year			8,145



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 2020-21 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 2021

KNOX CITY COUNCIL BUDGETED COMPREHENSIVE INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
INCOME					
Rates and Charges	106,480	106,858	109,304	111,813	114,387
User Fees	14,355	14,843	15,169	15,678	16,484
Statutory Fees and Fines	2,787	2,833	2,795	2,848	2,900
Grants - Operating	22,758	23,611	23,821	24,135	24,563
Grants - Capital	4,204	5,229	6,086	2,107	2,129
Contributions - Monetary	5,048	4,932	4,911	5,161	5,412
Contributions - Non Monetary	2,000	2,000	2,000	2,000	2,000
Other Income	3,458	3,025	3,180	3,028	3,191
TOTAL INCOME	161,090	163,331	167,266	166,770	171,066
EXPENSES					
Employee Costs	67,411	68,236	69,171	71,220	73,417
Materials and Services	60,472	56,597	55,773	56,801	57,509
Contributions and Donations	5,358	5,395	5,508	5,603	5,699
Depreciation and Amortisation	20,894	22,933	22,966	23,902	24,691
Borrowing Costs	2,189	164	953	1,486	2,028
Bad and Doubtful Debts	64	64	65	67	68
Net Loss (Gain) on Disposal of Property, Infrastructure, Plant and Equipment	1,711	1,239	1,433	3,820	(19,613)
Other Expense	530	558	572	586	600
TOTAL EXPENSE	158,629	155,186	156,441	163,485	144,399
SURPLUS (DEFICIT)	2,461	8,145	10,825	3,285	26,667
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	2,461	8,145	10,825	3,285	26,667
LESS					
Grants - capital - non recurrent	1,483	3,164	4,000	0	0
Contributions and donations - capital	261	172	0	0	0
Contributions - non monetary	2,000	2,000	2,000	2,000	2,000
UNDERLYING SURPLUS (DEFICIT) FOR THE YEAR	(1,283)	2,809	4,825	1,285	24,667



Balance Sheet For the four years ending 30 June 2021

KNOX CITY COUNCIL BUDGETED BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS					
Cash and cash equivalents	42,476	38,382	32,727	28,795	49,702
Trade and other receivables	10,012	10,161	10,445	10,738	11,040
Other assets	1,490	1,527	1,565	1,605	1,645
Inventories	4	4	4	4	4
TOTAL CURRENT ASSETS	53,982	50,074	44,741	41,142	62,391
NON CURRENT ASSETS					
Investments in associates	3,741	3,741	3,741	3,741	3,741
Property, infrastructure, plant and equipment	1,705,389	1,751,517	1,777,418	1,794,138	1,802,342
Intangible assets	1,312	1,312	1,312	1,312	1,312
TOTAL NON CURRENT ASSETS	1,710,442	1,756,570	1,782,471	1,799,191	1,807,395
TOTAL ASSETS	1,764,424	1,806,644	1,827,212	1,840,333	1,869,786
CURRENT LIABILITIES					
Trade and other payables	11,376	25,395	21,597	21,036	20,198
Trust funds and deposits	2,734	2,802	2,872	2,944	3,018
Provisions	17,214	17,746	18,312	18,879	19,464
Interest-bearing loans and borrowings	522	1,415	2,373	3,066	3,587
TOTAL CURRENT LIABILITIES	31,846	47,359	45,154	45,925	46,267
NON CURRENT LIABILITIES					
Provisions	7,692	7,720	7,750	7,780	7,811
Interest-bearing loans and borrowings	4,228	22,763	34,680	43,715	46,128
TOTAL NON CURRENT LIABILITIES	11,920	30,483	42,430	51,495	53,939
TOTAL LIABILITIES	43,766	77,842	87,584	97,420	100,206
NET ASSETS	1,720,658	1,728,803	1,739,628	1,742,913	1,769,580
EQUITY					
Accumulated surplus	620,162	637,704	654,550	658,071	684,721
Reserves	1,100,496	1,091,099	1,085,078	1,084,842	1,084,859
TOTAL EQUITY	1,720,658	1,728,803	1,739,628	1,742,913	1,769,580



Statement of Changes in Equity For the four years ending 30 June 2021

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
2018				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	1,720,658	620,162	1,067,083	33,413
Surplus/(deficit) for the year	8,145	8,145	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,652)	0	4,652
Transfer from other reserves	0	14,049	0	(14,049)
BALANCE AT END OF THE FINANCIAL YEAR	1,728,803	637,704	1,067,083	24,016
2019				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	1,728,803	637,704	1,067,083	24,016
Surplus/(deficit) for the year	10,825	10,825	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,520)	0	4,520
Transfer from other reserves	0	10,541	0	(10,541)
BALANCE AT END OF THE FINANCIAL YEAR	1,739,628	654,550	1,067,083	17,995
2020				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	1,739,628	654,550	1,067,083	17,995
Surplus/(deficit) for the year	3,285	3,285	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,658)	0	4,658
Transfer from other reserves	0	4,894	0	(4,894)
BALANCE AT END OF THE FINANCIAL YEAR	1,742,913	658,071	1,067,083	17,759
2021				
BALANCE AT BEGINNING OF THE FINANCIAL YEAR	1,742,913	658,071	1,067,083	17,759
Surplus/(deficit) for the year	26,667	26,667	0	0
Net asset revaluation increment (decrement)	0	0	0	0
Transfer to other reserves	0	(4,911)	0	4,911
Transfer from other reserves	0	4,894	0	(4,894)
BALANCE AT END OF THE FINANCIAL YEAR	1,769,580	684,721	1,067,083	17,776



Statement of Cash Flows For the four years ending 30 June 2021

KNOX CITY COUNCIL BUDGETED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Rates and charges	106,395	106,834	109,150	111,655	114,225
Statutory fees and fines	2,761	2,796	2,756	2,808	2,858
User fees	14,295	14,756	15,078	15,584	16,386
Grants - operating	22,758	23,611	23,821	24,135	24,563
Grants - capital	4,204	5,229	6,086	2,107	2,129
Contributions - monetary	5,048	4,932	4,911	5,161	5,412
Interest	1,856	1,701	1,700	1,700	1,700
Other receipts	1,602	1,324	1,480	1,328	1,491
Net movement in trust deposits	81	68	70	72	74
Employee costs	(66,853)	(67,676)	(68,575)	(70,623)	(72,801)
Materials and services	(60,074)	(56,414)	(55,585)	(56,608)	(57,311)
Contributions and Donations	(5,358)	(5,395)	(5,508)	(5,603)	(5,699)
Other payments	(530)	(558)	(572)	(586)	(600)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	26,185	31,208	34,812	31,129	32,427
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from sale of property, infrastructure, plant and equipment	5,242	1,361	1,167	2,727	28,167
Payments for property, infrastructure, plant and equipment	(45,183)	(55,927)	(53,556)	(46,031)	(40,592)
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	58,100	0	0	0	0
NET CASH USED IN INVESTING ACTIVITIES	18,159	(54,566)	(52,389)	(43,304)	(12,425)
CASH FLOWS FROM FINANCING ACTIVITIES					
Finance costs	(2,201)	(164)	(953)	(1,486)	(2,028)
Proceeds from borrowings	4,750	19,950	14,291	12,100	6,000
Repayment of borrowings	(13,247)	(522)	(1,416)	(2,372)	(3,066)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	(10,698)	19,264	11,922	8,242	906
NET INCREASE (DECREASE) IN CASH HELD	33,646	(4,094)	(5,654)	(3,933)	20,908
Cash and cash equivalents at the beginning of the financial year	8,830	42,476	38,382	32,728	28,795
CASH AND CASH EQUIVALENTS AT END OF YEAR	42,476	38,382	32,728	28,795	49,702



Statement of Capital Works For the four years ending 30 June 2021

KNOX CITY COUNCIL BUDGETED STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
CAPITAL WORKS PROGRAM BY ASSET CLASS					
PROPERTY					
Land	585	8,085	0	0	0
Land improvements	0	0	0	0	0
Buildings	10,552	37,471	20,842	20,937	14,304
TOTAL PROPERTY	11,137	45,556	20,842	20,937	14,304
PLANT AND EQUIPMENT					
Plant, machinery and equipment	2,787	2,254	2,115	2,463	2,271
Fixtures, fittings and furniture	709	0	0	0	0
Computers and telecommunications	3,285	7,356	6,406	4,657	2,835
Artworks	0	61	64	69	70
TOTAL PLANT AND EQUIPMENT	6,781	9,671	8,585	7,189	5,176
INFRASTRUCTURE					
Roads	12,765	8,000	8,000	8,500	8,900
Bridges	350	1,000	4,220	500	500
Footpaths and cycleways	2,522	3,373	4,432	3,953	5,048
Drainage	3,874	2,575	2,280	3,350	4,295
Recreational, leisure and community facilities	9,653	6,682	8,264	8,221	7,182
Off street car parks	641	550	700	530	750
Other infrastructure	7,133	1,571	1,271	1,504	1,812
TOTAL INFRASTRUCTURE	36,938	23,751	29,167	26,558	28,487
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	54,856	78,978	58,594	54,684	47,967
REPRESENTED BY					
Asset renewal	29,852	28,098	27,484	30,596	31,443
Asset upgrade	18,768	18,348	17,625	10,376	7,806
Asset new	5,265	27,167	11,264	13,712	8,718
Asset expansion	971	5,365	2,221	0	0
TOTAL CAPITAL WORKS INCLUDING CAPITALISED EXPENDITURE AND OPERATING PROJECTS EXPENDITURE	54,856	78,978	58,594	54,684	47,967



Statement of Human Resources For the four years ending 30 June 2021

KNOX CITY COUNCIL BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	2016-17	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000	\$'000
	EFT	EFT	EFT	EFT	EFT
STAFF EXPENDITURE					
Employee costs - operating	67,497	68,236	69,171	71,220	73,417
Employee costs - capital	989	1,094	1,097	1,114	1,132
TOTAL STAFF EXPENDITURE	68,486	69,330	70,268	72,334	74,549
STAFF NUMBERS					
Equivalent full time (EFT) employees	712.46	710.30	708.85	708.85	708.85
TOTAL STAFF NUMBERS	712.46	710.30	708.85	708.85	708.85

A summary of 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	2017-18		Employment Type			
	Budget		Full Time		Part-Time	
	\$'000	EFT	\$'000	EFT	\$'000	EFT
CEO and Council	565	3.00	565	3.00	0	0.00
City Development	11,701	114.58	8,418	77.30	3,283	37.28
Community Services	30,012	327.23	12,539	130.97	17,473	196.25
Corporate Development	12,217	116.14	8,910	81.07	3,307	35.06
Engineering and Infrastructure	13,741	149.36	12,115	138.40	1,626	10.96
Total permanent staff expenditure	68,236	710.30	42,547	430.75	25,689	279.55
Capitalised Labour costs	1,094					
Total Employee Costs	69,330					



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 2016-17	Budget 2017-18	Strategic Resource Plan			Trend
						2018-19	2019-20	2020-21	+ / 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	(0.82%)	1.78%	2.99%	0.78%	14.59%	+
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	169.51%	105.73%	99.09%	89.58%	134.85%	+
Unrestricted Cash	Unrestricted Cash / Current Liabilities	50.00% - 100.00%		109.04%	63.91%	55.33%	46.03%	94.25%	-
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	4.46%	22.63%	33.90%	41.84%	43.46%	-
Loans and borrowings	Interest and Principal Repayments / Rate Revenue	0% - 5.00%		14.51%	0.64%	2.17%	3.45%	4.45%	-
Indebtedness	Non Current Liabilities / Own Source Revenue	< 40.00%		9.04%	23.04%	31.35%	37.17%	37.89%	-
Asset Renewal	Asset Renewal Expenditure / Depreciation	90.00% - 110.00%	4	142.87% *	122.52%	119.67%	128.01%	127.35%	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	67.67%	67.63%	67.78%	67.86%	67.66%	o
Rates Effort	Rate Revenue / Property Values (CIV)	0.20% - 0.60%		0.29%	0.30%	0.29%	0.31%	0.30%	o
Efficiency (measures whether a council is using resources efficiently)									
Expenditure Level	Total Expenditure / No. of Assessments	N/A		\$2,474	\$2,405	\$2,410	\$2,503	\$2,197	o
Revenue Level	Residential Rate Revenue / No. of Residential Assessments	N/A		\$1,408	\$1,426	\$1,446	\$1,465	\$1,484	o
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

* 2016-17 forecast includes capital works carried forward from 2015-16, and anticipated capital works to be carried forward into 2017-18.

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. The adjusted underlying result will be relatively steady until a large improvement in 2020-21 due to the forecast sale of land.

(2) Working capital – An indicator of whether Council is able to pay current liabilities within the following 12 months. Working capital is forecast to weaken due to a run down in cash reserves to fund the capital program, before an improvement in 2020-21 due to the forecast sale of land.

(3) Debt compared to rates – Trend indicates a significantly increased reliance on debt against annual rate revenue due to borrowings to fund the capital program.

(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% through the four year outlook.

(5) Rates concentration – Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. The trend is relatively steady for rates concentration.





Budget Reports

5. Other budget information (required by Regulations)

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

This section includes the following financial statements and reports:

- 5.1 Grants – operating
- 5.2 Grants – capital
- 5.3 Statement of borrowings



5.1 Grants – operating (\$0.853 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. Overall, the level of operating grants is projected to increase by 3.7% or \$0.853 million compared to 2016-17. 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
	2016-17	2017-18	
	\$'000's	\$'000's	\$'000's
Grants - Operating - Recurrent			
Recurrent - Commonwealth Government			
Victoria Grants Commission	5,934	6,296	362
Child Care	2,642	2,913	271
Home Care	4,592	3,527	(1,065)
Other Unspecified Grants	346	320	(26)
Total Grants - Operating - Recurrent - Commonwealth Government	13,513	13,056	(457)
Recurrent - State Government			
Child Care	22	0	(22)
Home Care	0	990	990
Maternal and Child Health Nurse	1,150	1,221	72
Other Unspecified Grants	1,324	1,730	406
Pre - School Education	5,291	5,579	288
School Crossing Supervisors	410	650	240
Youth Services	262	153	(109)
Total Grants - Operating - Recurrent - State Government	8,458	10,323	1,865
Total Grants - Operating - Recurrent	21,971	23,378	1,408
Grants - Operating - Non Recurrent			
Non Recurrent - State Government			
Family and Children Services	747	198	(549)
Other Unspecified Grants	41	35	(6)
Total Grants - Operating - Non Recurrent	787	233	(555)
Total Grants - Operating	22,758	23,611	853



5.2 Grants – Capital \$5.229 million (\$1.025 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 24.4% or \$1.025 million compared to 2016-17 due mainly to specific funding for some large capital works programs. Section 6, "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017-18 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Sources	Forecast 2016-17 \$'000's	Budget 2017-18 \$'000's	Variance \$'000's
Grants - Capital - Recurrent			
Recurrent - Commonwealth Government			
Victoria Grants Commission - Local Roads Renewal	1,042	1,052	10
Total Grants - Capital - Recurrent - Commonwealth Government	1,042	1,052	10
Total Grants - Capital - Recurrent	1,042	1,052	10
Grants - Capital - Non Recurrent			
Non Recurrent - Commonwealth Government			
Roads to Recovery	1,679	1,013	(666)
Bridges	0	500	500
Buildings	778	2,000	1,222
Recreational, leisure and community facilities	370	149	(221)
Roads	0	150	150
Total Grants - Capital - Non Recurrent - Commonwealth Government	2,827	3,812	985
Non Recurrent - State Government			
Drainage	200	195	(5)
Footpaths and cycleways	0	70	70
Recreational, leisure and community facilities	135	100	(35)
Total Grants - Capital - Non Recurrent - State Government	335	365	30
Total Grants - Capital - Non Recurrent	3,162	4,177	1,015
Total Grants - Capital	4,204	5,229	1,025



5.3 Statement of Borrowings

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

Interest - Bearing Loans and Borrowings	2016-17 \$'000	2017-18 \$'000
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June of the Prior Year	13,247	4,750
Total Amount to be Borrowed	4,750	19,950
Total Amount projected to be Redeemed	13,247	522
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June	4,750	24,178



Budget Reports

6. Detailed list of capital works

This section presents a listing of the capital works projects that will be undertaken for the year ending 30 June 2018.

The capital works projects are grouped by class and incorporate new works for 2017-18 and works carried forward from the 2016-17 year.



6.1 Capital works program listing

	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	8,085	8,085	0	0	0	0	0	0	8,085
Knox Central Package (excluding Westfield Library and Interim Library)	8,085	8,085	0	0	0	0	0	0	8,085
Buildings	37,471	16,545	5,118	5,365	10,444	2,000	0	23,606	11,865
Early Years Hubs - Wantirna South	13,470	13,470	0	0	0	0	0	2,105	11,365
The Basin Neighbourhood House - Redevelopment at the Basin Primary School	2,500	2,500	0	0	0	2,000	0	500	0
Operations Centre Relocation	500	500	0	0	0	0	0	0	500
Knox Skate & BMX Park - New Youth Pavilion	75	75	0	0	0	0	0	75	0
Replacements of components for all Council owned buildings based on Building Asset Management Systems	5,118	0	5,118	0	0	0	0	5,118	0
Early Years Hubs - Bayswater	5,365	0	0	5,365	0	0	0	5,365	0
Stamford Park Development	7,645	0	0	0	7,645	0	0	7,645	0
Alternative Buildings Program (Pavilions)	550	0	0	0	550	0	0	550	0
Boronia Precinct Planning	390	0	0	0	390	0	0	390	0
Energy Performance Audit for Community Buildings	350	0	0	0	350	0	0	350	0
Family and Childrens Services Buildings and Facilities - Knoxfield	270	0	0	0	270	0	0	270	0
Bena Angliss Preschool Bathroom Upgrade - Construction	222	0	0	0	222	0	0	222	0
Community Toilet Replacement Program	220	0	0	0	220	0	0	220	0
Bayswater Community Works at Marie Wallace	150	0	0	0	150	0	0	150	0
Energy Retrofits in Community Buildings	70	0	0	0	70	0	0	70	0
Repurpose Facilities from Hubs - Scope	65	0	0	0	65	0	0	65	0
Senior Citizen Centres - Scope	60	0	0	0	60	0	0	60	0
Meals on Wheels Site Reconfiguration - Stage 2	50	0	0	0	50	0	0	50	0
Early Childhood Education & Care Office/Storage	50	0	0	0	50	0	0	50	0
Rowville Community Centre - Lighting Improvements	50	0	0	0	50	0	0	50	0
Early Years Facility Emergency Warning System	50	0	0	0	50	0	0	50	0
Family and Children Site Master Plans - Stage 1 and 2	50	0	0	0	50	0	0	50	0
Kitchen Retrofitting Program at sports pavilions	50	0	0	0	50	0	0	50	0
Relocate Preschool Bag Lockers	32	0	0	0	32	0	0	32	0
Early Years Security Measures	30	0	0	0	30	0	0	30	0
Family and Children Building Door Jam Protectors - Stage 2 and 3	25	0	0	0	25	0	0	25	0
Aimee Seebeck Hall Amenities Upgrade	20	0	0	0	20	0	0	20	0
Billoo Park Centre - Toilet Upgrade and Preschool Storage Relocation	10	0	0	0	10	0	0	10	0
Alexander Magit Preschool - Verandah Replacement	10	0	0	0	10	0	0	10	0
Goodwin Estate Preschool - Verandah Replacement	10	0	0	0	10	0	0	10	0
Flamingo Preschool - Verandah Extension	10	0	0	0	10	0	0	10	0
Orana Neighbourhood House Commercial Kitchen Upgrade	5	0	0	0	5	0	0	5	0
Total Property	45,556	24,630	5,118	5,365	10,444	2,000	0	23,606	19,950
Plant and Equipment									
Plant, machinery and equipment	2,254	0	2,254	0	0	0	0	2,254	0
Plant and machinery replacement program	2,254	0	2,254	0	0	0	0	2,254	0
Computers and telecommunications	7,356	0	3,277	0	4,079	0	0	7,356	0



6.1 Capital works program listing (cont.)

	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
Artworks	61	41	20	0	0	0	0	61	0
Public Art Project	41	41	0	0	0	0	0	41	0
Rehabilitation of Public Art	20	0	20	0	0	0	0	20	0
Total Plant and Equipment	9,671	41	5,551	0	4,079	0	0	9,671	0
Infrastructure									
Roads	8,000	0	7,750	0	250	2,215	0	5,785	0
Road Resurfacing Program	4,000	0	4,000	0	0	1,052	0	2,948	0
Programmed Road Reconstructions	3,000	0	3,000	0	0	1,013	0	1,987	0
High Risk Road Failure Program	500	0	500	0	0	0	0	500	0
Resurfacing of Industrial Roads	250	0	250	0	0	0	0	250	0
Bergins Road Right-Turn Lane	150	0	0	0	150	150	0	0	0
Stewart St - Isolated Traffic Treatment for Hot Spot	90	0	0	0	90	0	0	90	0
Anne Road, Knoxfield - Traffic Devices - Design only	10	0	0	0	10	0	0	10	0
Bridges	1,000	500	500	0	0	500	0	500	0
Henderson Road Bridge, Rowville	500	500	0	0	0	500	0	0	0
Replacements of damaged and dangerous sections of bridges, includes road and pedestrian bridges, major culverts and boardwalks, as determined from condition audits	500	0	500	0	0	0	0	500	0
Footpaths and cycleways	3,372	833	2,400	0	139	70	0	3,302	0
Mountain Hwy, Wantirna - Wicks Rd to The Basin shops	340	340	0	0	0	0	0	340	0
Napoleon Rd, Lysterfield - Rathgar Rd to Lakesfield Dr	200	200	0	0	0	0	0	200	0
Burwood Hwy, Wantirna - Traydal Cl to Pedestrians Signals at Knox School	130	130	0	0	0	0	0	130	0
Mountain Hwy, Wantirna - The Basin Primary School Design	40	40	0	0	0	0	0	40	0
Wellington Rd, Rowville - Footpath Connection	40	40	0	0	0	0	0	40	0
Tyner Rd - Wantirna South - New School Crossing	28	28	0	0	0	0	0	28	0
Karoo Rd, Rowville - Footpath Connection	25	25	0	0	0	0	0	25	0
Mountain Hwy, Wantirna - The Basin Primary School	10	10	0	0	0	0	0	10	0
Ferntree Gully Rd, Scoresby - Footpath Connection	10	10	0	0	0	0	0	10	0
Napoleon Rd, Lysterfield - Teofilo Dr to Park 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
Shared Path Renewal Program	500	0	500	0	0	0	0	500	0
George St, Scoresby - Bicycle Improvements	139	0	0	0	139	70	0	69	0
Drainage	2,575	195	2,200	0	180	195	0	2,380	0
Construction of Botany Crt WSUD system	100	100	0	0	0	100	0	0	0
Construction of JW Manson Reserve WSUD system	95	95	0	0	0	95	0	0	0
Drainage Renewal Program	2,000	0	2,000	0	0	0	0	2,000	0
Program to renew constructed WSUD systems within Knox - the program includes replacing systems that are not functioning	200	0	200	0	0	0	0	200	0
Catchment Scale Feasibility	50	0	0	0	50	0	0	50	0
Dam Condition Audit and Concept Design	50	0	0	0	50	0	0	50	0
Talking Tanks Initiative - Flood Protection	30	0	0	0	30	0	0	30	0
Program Development - Stormwater Harvesting and Sportsground Irrigation System	30	0	0	0	30	0	0	30	0
Drainage Improvements - Mont Albert to Forest Rd - Scope	20	0	0	0	20	0	0	20	0



6.1 Capital works program listing (cont.)

2017-18	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
Recreational, leisure and community facilities	7,687	579	3,803	0	3,305	249	172	7,266	0
Knox Regional Netball Centre - New Additional Floodlights	200	200	0	0	0	0	0	200	0
Knox BMX Track - New Storage and Start Gate Structure	200	200	0	0	0	149	2	49	0
Schultz Reserve - New Floodlighting	150	150	0	0	0	0	50	100	0
Gilbert Park Skate Park - Lighting	25	25	0	0	0	0	0	25	0
Kings Park - New Floodlighting - Design	2	2	0	0	0	0	0	2	0
Liberty Avenue Reserve - New Floodlighting - Design	2	2	0	0	0	0	0	2	0
Playground Renewal Program	860	0	860	0	0	0	0	860	0
Street Tree Replacement Program	755	0	755	0	0	0	0	755	0
Lewis Park, Wantirna South - Oval 1 Renewal	700	0	700	0	0	0	0	700	0
Tim Neville Arboretum	280	0	280	0	0	0	0	280	0
Exner Reserve - Tennis Court Renewals	250	0	250	0	0	0	0	250	0
Knox Gardens Reserve, Wantirna South - Oval 2 Renewal	250	0	250	0	0	0	0	250	0
Carrington Park Reserve - Tennis Court Renewals	155	0	155	0	0	0	5	150	0
Kings Park Reserve - Drainage Renewal Works Oval #1	150	0	150	0	0	0	0	150	0
Ongoing programmed renewal of park landscapes following on from significant upgrades as implemented in the Open Space Plan	64	0	64	0	0	0	0	64	0
Kings Park Baseball Diamond - Safety Fencing	60	0	60	0	0	0	30	30	0
Rehabilitation of damaged or deteriorated paths in reserves	60	0	60	0	0	0	0	60	0
Rehabilitation of passive parks aged reserve furniture/road closures	50	0	50	0	0	0	0	50	0
Cricketer Run Up and Goal Square Renovation	44	0	44	0	0	0	0	44	0
Bush Boulevard - Rehabilitation of garden beds and replacement vegetation	30	0	30	0	0	0	0	30	0
Program to oversee cool season grass to support warm season grass sustainability	30	0	30	0	0	0	0	30	0
Rehabilitation of passive parks aged reserve signage for bushland reserves	20	0	20	0	0	0	0	20	0
Knox Regional Netball Centre - Renewal Works	20	0	20	0	0	0	0	20	0
Millers Reserve - Oval Renewal Design	15	0	15	0	0	0	0	15	0
Wally Tew Reserve - Cricket Net Renewals Design	10	0	10	0	0	0	0	10	0
Scoresby (Exner) Reserve - Implementation of Masterplan	400	0	0	0	400	0	0	400	0
Electronic Scoreboards at Sporting Reserves	350	0	0	0	350	0	0	350	0
HV Jones Reserve - Floodlighting Upgrade	250	0	0	0	250	100	75	75	0
Lewis Park, Wantirna South - Development of Masterplan, Early Works	200	0	0	0	200	0	0	200	0
Talaskia Reserve, Upper Ferntree Gully - Development and Subsequent Implementation of Masterplan	200	0	0	0	200	0	0	200	0
Templeton Reserve, Wantirna - Development and Subsequent Implementation of Masterplan	170	0	0	0	170	0	0	170	0
Mountain Gate Shopping Centre Reserve	150	0	0	0	150	0	0	150	0
Gilbert Park Reserve - Review and Update Masterplan	150	0	0	0	150	0	0	150	0
Knox Regional Netball Centre - Improvements to Outdoor Amenities	150	0	0	0	150	0	0	150	0



6.1 Capital works program listing (cont.)

2017-18	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
HV Jones, Ferntree Gully - Development of Masterplan	100	0	0	0	100	0	0	100	0
Picketts Reserve, Ferntree Gully - Development and Subsequent Implementation of Masterplan	100	0	0	0	100	0	0	100	0
Replanting of priority areas within Knox including tree reserves and open space	100	0	0	0	100	0	0	100	0
Arcadia Reserves, Scoresby - 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
Llewellyn Reserve, Wantirna South - Implementation of Masterplan	100	0	0	0	100	0	0	100	0
Knox Regional Netball Centre, Ferntree Gully - Development and Subsequent Implementation of Masterplan	100	0	0	0	100	0	0	100	0
Tree Management	100	0	0	0	100	0	0	100	0
Knox Athletics Track, Discus Cage Upgrade	75	0	0	0	75	0	10	65	0
Marie Wallace Reserve, Bayswater - Revision of Masterplan	60	0	0	0	60	0	0	60	0
Wantirna Reserve - Development of Masterplan	50	0	0	0	50	0	0	50	0
Dandenong Creek Gateways - Revegetation of Strategic Road Corridors	50	0	0	0	50	0	0	50	0
Neighbourhood Green Streets	50	0	0	0	50	0	0	50	0
Bush Boulevards along Burwood Hwy, High St to Scoresby Rd	50	0	0	0	50	0	0	50	0
Peregrine Reserve, Rowville - Development and Subsequent Implementation of Masterplan	45	0	0	0	45	0	0	45	0
RD Egan Lee Reserve - Development and Implementation of Masterplan	45	0	0	0	45	0	0	45	0
Stud Park Reserve, Rowville - Development of Masterplan	40	0	0	0	40	0	0	40	0
Scoresby Village Reserve - Implementation of Masterplan	20	0	0	0	20	0	0	20	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	567	138	227	0	202	0	0	567	0
Knox Regional Sports Park - Signage	130	130	0	0	0	0	0	130	0
Wayfinding Signage for Cyclists	5	5	0	0	0	0	0	5	0
Marie Wallace Bicycle Repair Station	3	3	0	0	0	0	0	3	0
Program to replace fire hydrants and plugs, as determined by South East Water - this program is a legislative requirement	127	0	127	0	0	0	0	127	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
Asbestos Removal Program	100	0	0	0	100	0	0	100	0
Essential Service Measures	100	0	0	0	100	0	0	100	0
Boronia Road Activity Centre Bike Parking	2	0	0	0	2	0	0	2	0
Total Infrastructure	23,751	2,245	17,430	0	4,076	3,229	172	20,350	0
Total Capital Works Expenditure	78,977	26,916	28,098	5,365	18,598	5,229	172	53,626	19,950

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



6.2 Summary

2017-18	Asset Expenditure Types					Funding Sources			
	Total	New	Renewal	Expans'n	Upgrade	Grants	Contribu tions	Council Cash*	Borrowin gs
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY	45,556	24,630	5,118	5,365	10,444	2,000	0	23,606	19,950
PLANT AND EQUIPMENT	9,671	41	5,551	0	4,079	0	0	9,671	0
INFRASTRUCTURE	23,751	2,245	17,430	0	4,076	3,229	172	20,350	0
Total Capital Works Expenditure	78,977	26,916	28,098	5,365	18,598	5,229	172	53,626	19,950

* 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	2016-17 cents/\$CIV	2017-18 cents/\$CIV	Change %
Differential rate for Vacant Land or Derelict Land	0.46451	0.49183	5.9%
Differential rate for Retirement Village Land properties	0.19003	0.15133	-20.4%
Differential rate for Commercial Land properties	0.46451	0.49183	5.9%
Differential rate for Industrial Land properties	0.46451	0.49183	5.9%
Differential rate for Residential Land properties	0.21114	0.18917	-10.4%
Recreational Land rate for rateable recreational properties	0.13724	0.18917	37.8%

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	2016-17 \$	2017-18 \$	Change %
Rates			
Differential Rate – Vacant Land or Derelict Land	2,130,985	2,640,093	23.9%
Differential Rate – Retirement Village Land	1,252,808	1,032,608	-17.6%
Differential Rate – Commercial Land	12,177,921	13,989,964	14.9%
Differential Rate – Industrial Land	14,337,102	15,302,022	6.7%
Differential Rate – Residential Land	74,009,350	65,035,958	-12.1%
Recreational Land Rate	43,189	59,606	38.0%
Total rates to be raised *	103,951,355	98,060,251	-5.7%

* Total rates to be raised in the 2017-18 Budget includes Supplementary Rates of \$250,000. The total rates to be raised in 2016-17 Budget includes Supplementary Rates of \$1,895,487. Council proposes to introduce a Residential Garbage Charge estimated to raise \$8,360,760, refer Section 7.8.

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

Type of Property	2016-17	2016-17	Change
Differential Rate – Vacant Land or Derelict land	934	934	0.0%
Differential Rate – Retirement Village Land	1,891	1,891	0.0%
Differential Rate – Commercial Land	2,485	2,485	0.0%
Differential Rate – Industrial Land	3,349	3,349	0.0%
Differential Rate – Residential Land	56,921	56,921	0.0%
Recreational Land Rate	7	7	0.0%
Total number of assessments	65,587	65,587	0.0%

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	2016-17 \$	2017-18 \$	Change %
Differential Rate – Vacant Land or Derelict Land	458,765,000	536,790,000	17.0%
Differential Rate – Retirement Village Land	659,287,000	682,345,000	3.5%
Differential Rate – Commercial Land	2,621,700,000	2,844,473,091	8.5%
Differential Rate – Industrial Land	3,086,535,000	3,111,244,000	0.8%
Differential Rate – Residential Land	34,153,435,000	34,380,495,000	0.7%
Recreational Land Rate	31,470,000	31,510,000	0.1%
Total	41,011,192,000	41,586,857,091	1.4%

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 2016-17 \$	Per Rateable Property 2017-18 \$	Change %
Residential Garbage Charge	-	152.00	N/A
Garbage Surcharge – 120 Litre Bin	46.00		-100.0%
Additional Household Bins	218.00		-100.0%
Optional Household Green Waste Bin	92.00		-100.0%
Additional Recycle Bin	76.00		-100.0%
Optional Industrial / Commercial Garbage, Daily Service	1,106.00		-100.0%
Optional Industrial / Commercial Garbage, Weekly Service	222.00		-100.0%
Waste Management and Recycling for Non Rateable Properties – Daily Service (240 Litre Bin)	923.00		-100.0%
Waste Management and Recycling for Non Rateable Properties – Weekly Service (240 Litre Bin)	184.00		-100.0%
Waste Management and Recycling for Non Rateable Properties – Weekly Service (120 Litre Bin)	147.00		-100.0%
<i>Dorset Square</i>			
– Annual Waste Charge, office based premises	213.00		-100.0%
– Annual Waste Charge, retail based premises	636.00		-100.0%
– Annual Waste Charge, food based premises less than 200 square metres floor area.	1,906.00		-100.0%
– Annual Waste Charge, food based premises greater than 200 square metres floor area.	4,446.00		-100.0%

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	2016-17 cents/\$CIV	2017-18 \$	Change
Victorian Government Landfill Levy for Residential Land properties	0.0076086	Not applicable	N/a
Residential Garbage Charge	Not applicable	152.00	N/a

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	2016-17 \$	2017-18 \$	Change
Residential Garbage Charge *	-	8,360,760	N/A
Garbage Surcharge – 120 Litre Bin	1,718,000	1,792,000	4.3%
Additional Household Bins	175,000	203,000	16.0%
Optional Household Green Waste Bin	3,775,000	4,156,000	10.1%
Additional Recycle Bin	40,100	45,800	14.2%
Optional Industrial / Commercial Garbage Service	623,000	663,000	6.4%
Non Rateable Properties	61,000	62,000	1.6%
<i>Dorset Square:</i>			
Office based premises	3,128	3,440	10.0%
Retail based premises	10,582	11,641	10.0%
Food based premises less than 200 square metres floor area	5,593	6,153	10.0%
Food based premises greater than 200 square metres floor area	8,697	9,566	10.0%
Victorian Government Landfill Levy	2,113,000	0	-100.0%
Total	8,533,100	15,313,360	79.5%

* Residential Garbage Charge increase to be offset by the reduction in rates income as per Section 7.2.

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

	2016-17 \$	2017-18 \$	Change %
Total Rates and Charges to be Raised *	112,484,455	113,373,611	0.8%

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 (2017-18 estimated to be \$250,000, 2016-17 \$1,895,487);
- 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 0.49183% (0.49183 cents in the dollar of capital improved value) for all rateable Vacant Land or Derelict Land; and
- A general rate of 0.15133% (0.15133 cents in the dollar of capital improved value) for all rateable Retirement Village Land; and
- A general rate of 0.18917% (0.18917 cents in the dollar of capital improved value) for all rateable Recreational Properties; and
- A general rate of 0.49183% for (0.49183 cents in the dollar of capital improved value) rateable Industrial Land; and
- A general rate of 0.49183% (0.49183 cents in the dollar of capital improved value) for all rateable Commercial Land; and
- A general rate of 0.18917% (0.18917 cents in the dollar of capital improved value) for all rateable Residential 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 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.

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 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 2017-18 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 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 2017-18 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 2017-18 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 2017-18 financial year.

7.2.7 Cultural and Recreational Land

Definitions/Characteristics:

Any land upon which sporting, recreational or cultural activities are conducted, including buildings which may be ancillary to such activities, in accordance with the Cultural and Recreational Lands Act 1963.

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 in cultural and recreational sporting programs and infrastructure.

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:

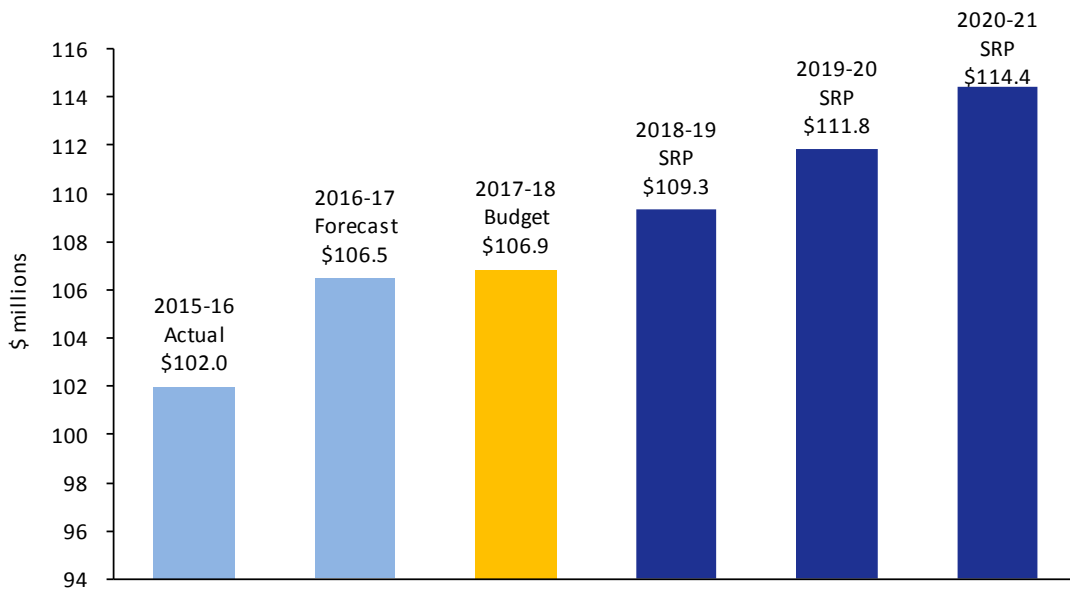
Any use permitted under the relevant Planning Scheme.

Budget Analysis

8. Summary of financial position

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

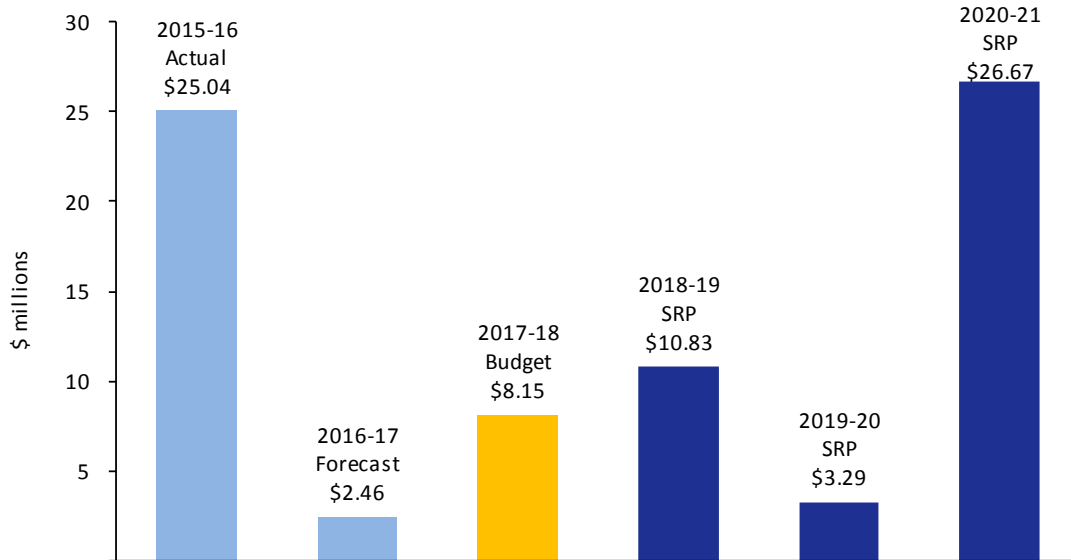
8.1 Total rates and charges



It is proposed that the average rate increase by 2.0% for the 2017-18 year, raising total rates of \$106.858 million, including \$0.250 million generated from supplementary rates. Supplementary rates received in the 2016-7 year were significantly higher than budgeted. This will result in an increase in total revenue from rates and service charges of 0.35%. This increase will go towards maintaining service levels. This rate increase is in line with rate cap set by the Minister for Local Government. (The rate increase for the 2016/17 year was 2.5%). Refer also Sections 7 and 15 for more information.

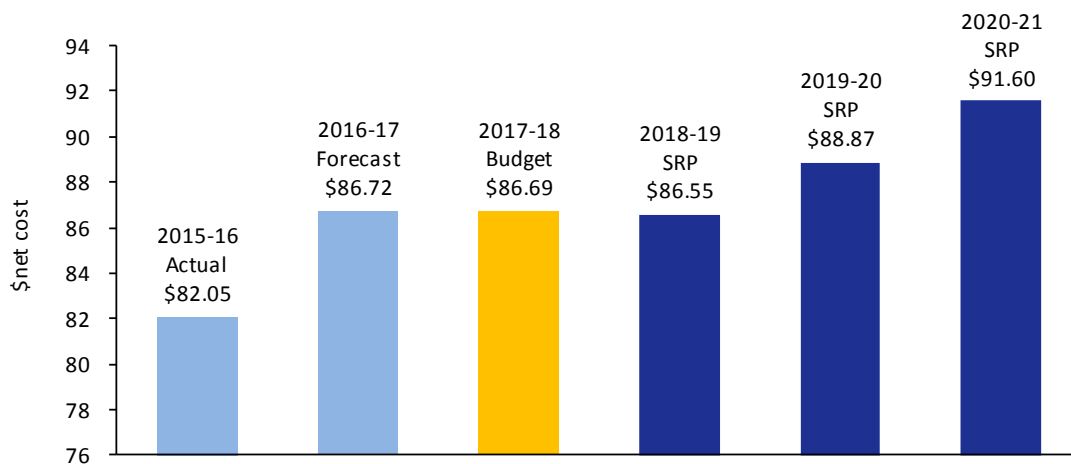


8.2 Operating result



The expected operating result for the 2017-18 year is a surplus of \$8.145 million, which is an increase of \$5.684 million over 2016-17. The increase in operating result is due mainly to a reduction in materials and services due to targeted efficiencies, together with an increase in 2016-17 due to carry forward costs from 2015-16. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$2.809 million, which is an increase of \$4.092 million over 2016-17 – refer to part 7 of this summary for further information. (The forecast operating result for the 2016-17 year is a surplus of \$2.461 million).

8.3 Services

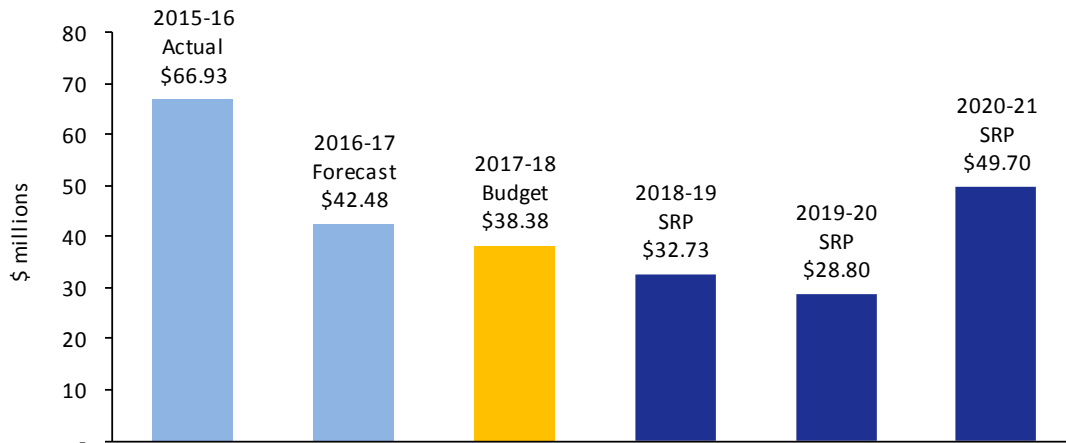




The net cost of services delivered to the community for the 2017-18 year is expected to be \$86.692 million which is a decrease of \$0.024 million over the 2016-17 forecast. This decrease is mostly due to the forecast including carried forward expenditure from 2015-16. For the 2017-18 year, service levels have been maintained and a number of initiatives proposed. (The forecast net cost for the 2016-17 year is \$86.716 million).

Refer to Section 2 for a list of services.

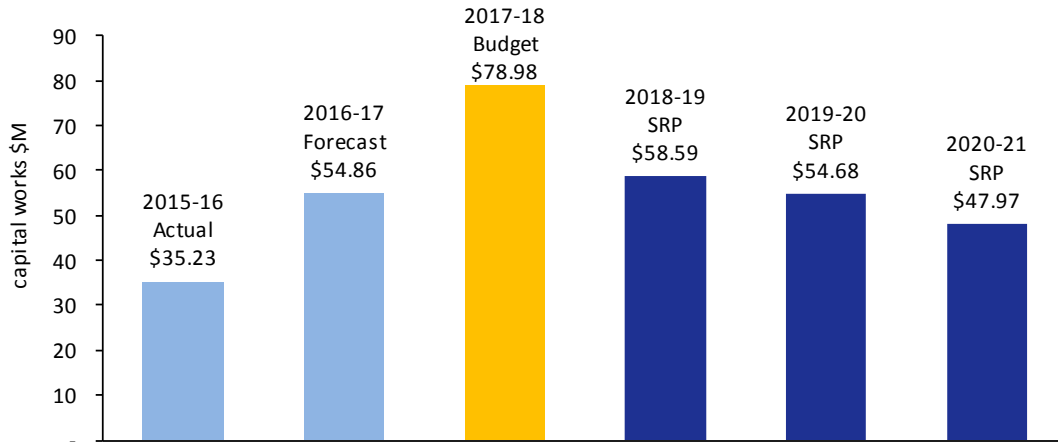
8.4 Cash and investments



Cash and investments are expected to decrease by \$4.094 million during the year to \$38.382 million as at 30 June 2018. 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 \$42.476 million as at 30 June 2017).

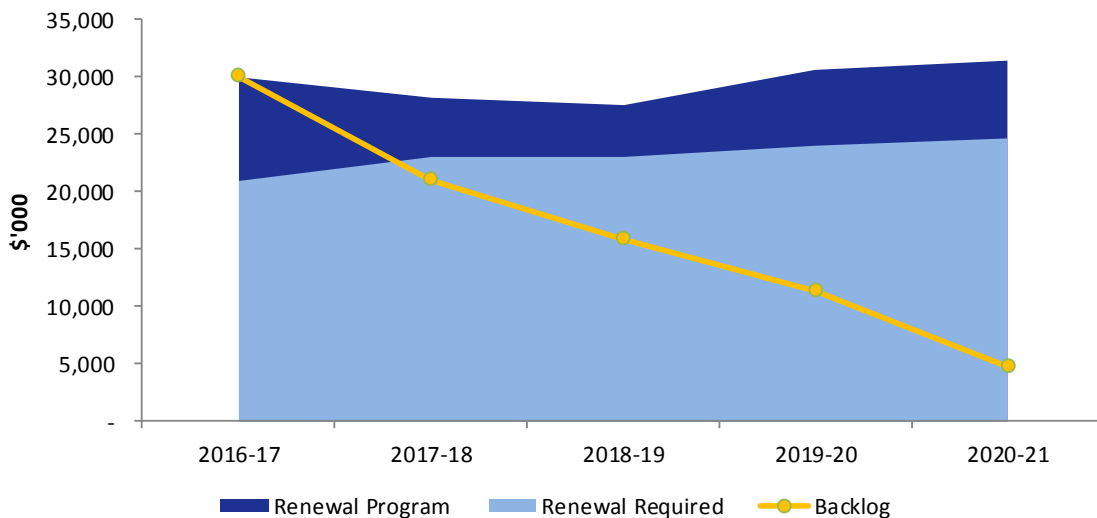
Refer also Section 3 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

8.5 Capital works



The capital works program for the 2017-18 year is expected to be \$78.978 million. \$5.401 million will come from external grants and contributions, \$19.950 from new borrowings with the balance of \$53.627 million from Council cash. The Council cash amount comprises asset sales (\$1.361 million), cash held in reserves (\$14.049 million) and cash generated through operations in the 2017-18 financial year (\$38.217 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 Knox Central, the new Early Years Hubs and Stamford park. (Capital works is forecast to be \$54.856 million for the 2016-17 year.)

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



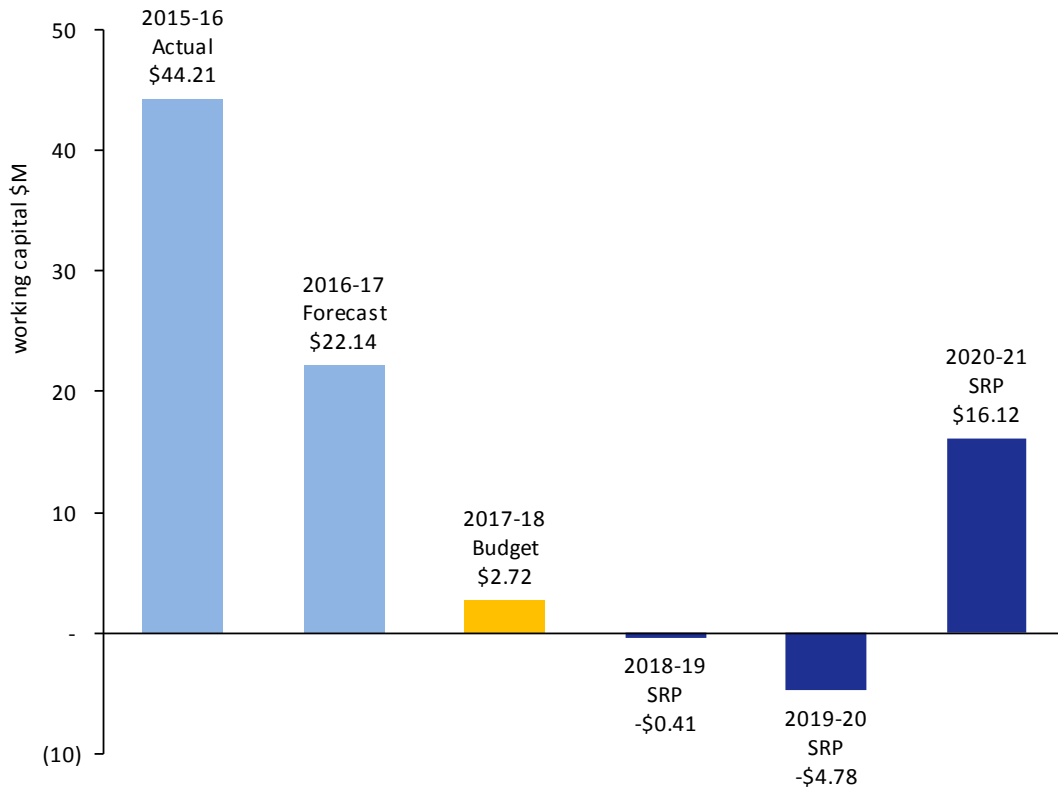
The asset renewal program is \$28.098 million in the 2017-18 year which is higher than the expected asset renewal funding requirement in order to reduce the backlog.





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

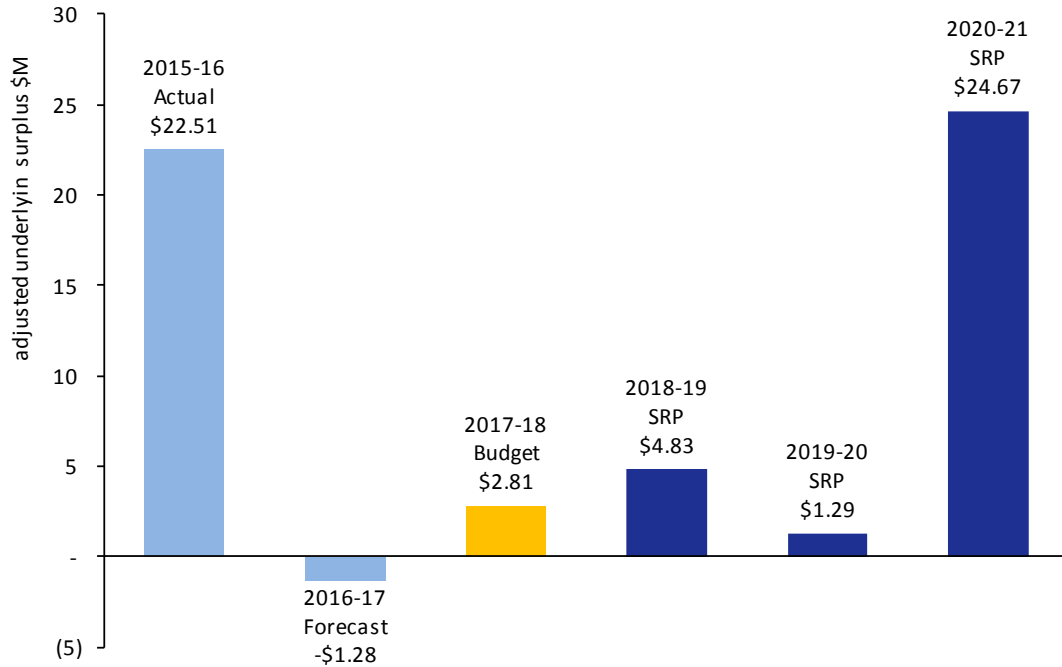
8.6 Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$8.145 million to \$1.729 billion although net current assets (working capital) will reduce by \$19.420 million to \$2.716 million as at 30 June 2018. This is mainly due to the use of cash reserves to fund the capital works program. (Net assets is forecast to be \$1.740 billion as at 30 June 2018).

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

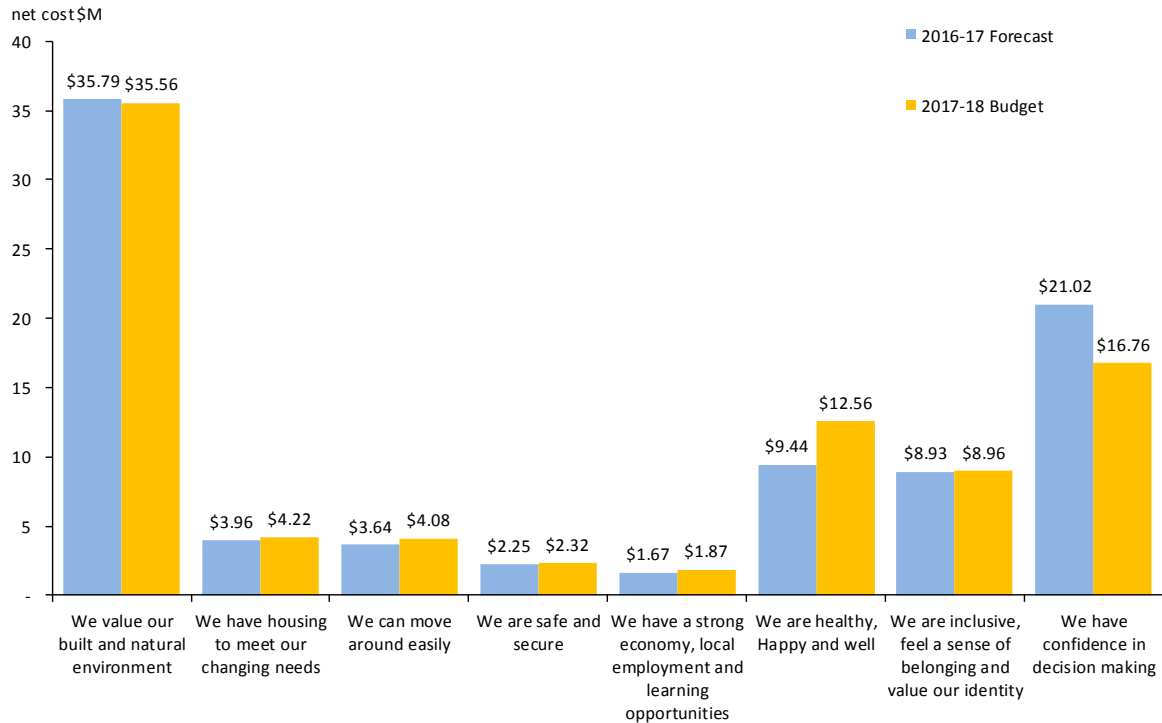
8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2017-18 to 2020-21 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Community and Council Plan. The adjusted underlying result, which is a measure of financial sustainability, remains steady until 2020-21 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

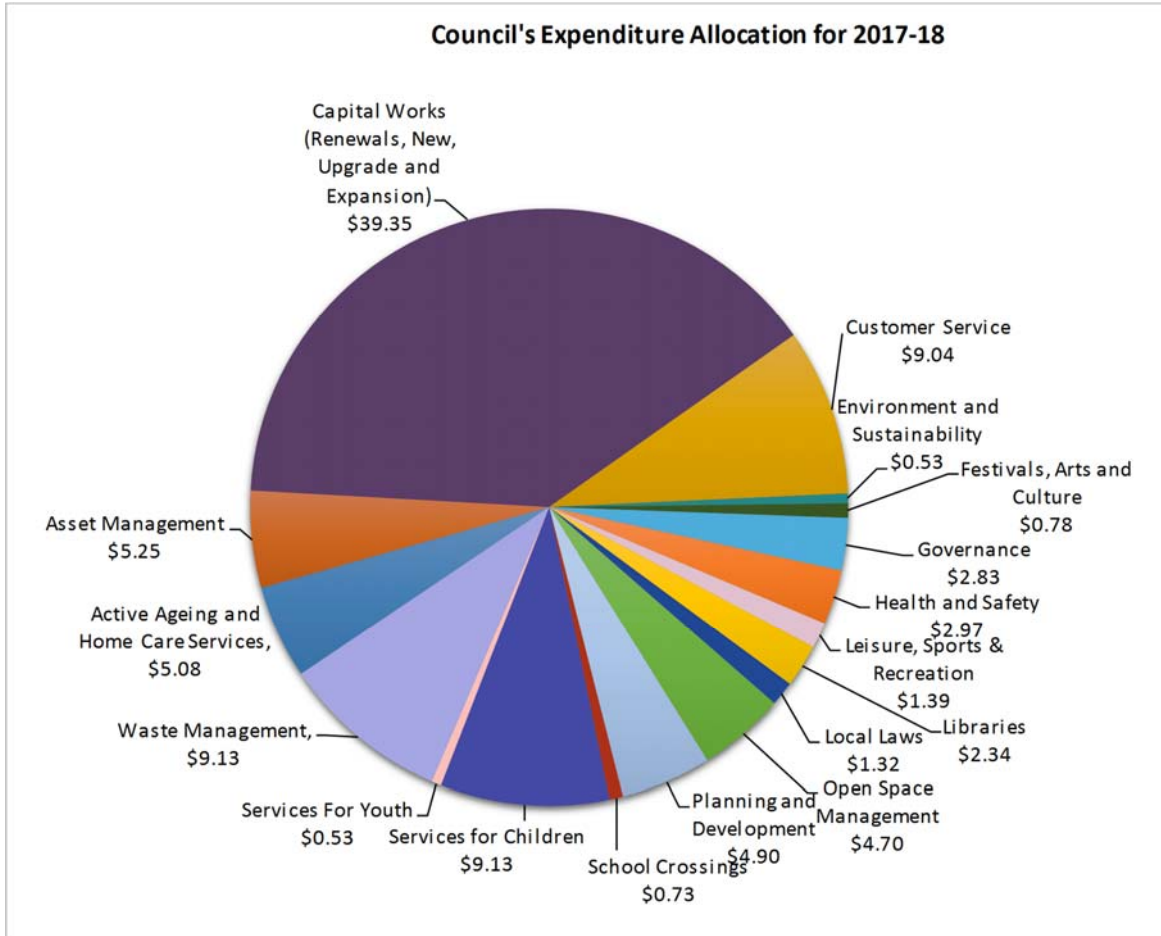


The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Community and Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the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

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



8.9 Council expenditure allocations



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

Budget Analysis

9. Budget Influences

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

9.1 Community and Council Plan 2017-21

The Knox Community and Council Plan 2017-21 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 2017-18 Annual Budget a number of external influences were taken into consideration. These include:

- The State Government capped rate increases constraining Council's ability to deliver services;
- A consolidated cost escalation factor of 2.00% which is derived from a number of independently assessed cost indices which impact on the various cost components of Council's budget, together with efficiency targets;
- 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;
- Increased monitoring required for compliance with EPA regulatory requirements on closed landfills; and
- An ongoing provision for landfill rehabilitation of \$0.350 million per year.

Internal influences

In addition to the external factors noted, there are a number of internal factors which also impact on the setting of the 2017-18 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;
- The continued requirement to invest in the renewal of ageing community infrastructure;
- 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 2017-18 Year

The 2017-18 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 Plan 2017-21, 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 2017-18 Annual Budget is based, the below table tabulates the assumptions:

Component	Notes	Assumptions
Rate Increase		2.00%
Fees and Fines - Council Set	1	4.00%
Investment Income		2.50%
Grants and Subsidies		1.80%
Employee Costs	2	3.20%
Contracts and Services		-0.50%
Materials		-0.50%
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 3.2% 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 2017-18 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 2017-18 to 2020-21.

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

10.1 Summary of Budgeted Income Statement

Descriptions	Notes	Forecast	Budget	Variance
		2016-17 \$'000's	2017-18 \$'000's	
Total Income	10.2	161,090	163,331	2,241
Total Expense	10.3	158,629	155,186	(3,443)
Surplus (Deficit) for the Year		2,461	8,145	5,684
Grants - Capital - Non Recurrent		1,483	3,164	1,681
Contributions and Donations - Capital		261	172	(89)
Contributions - Non Monetary Assets		2,000	2,000	0
Adjusted Underlying Surplus (Deficit) for the Year		(1,283)	2,809	4,092

The Budgeted Income Statement is included in Section 3.

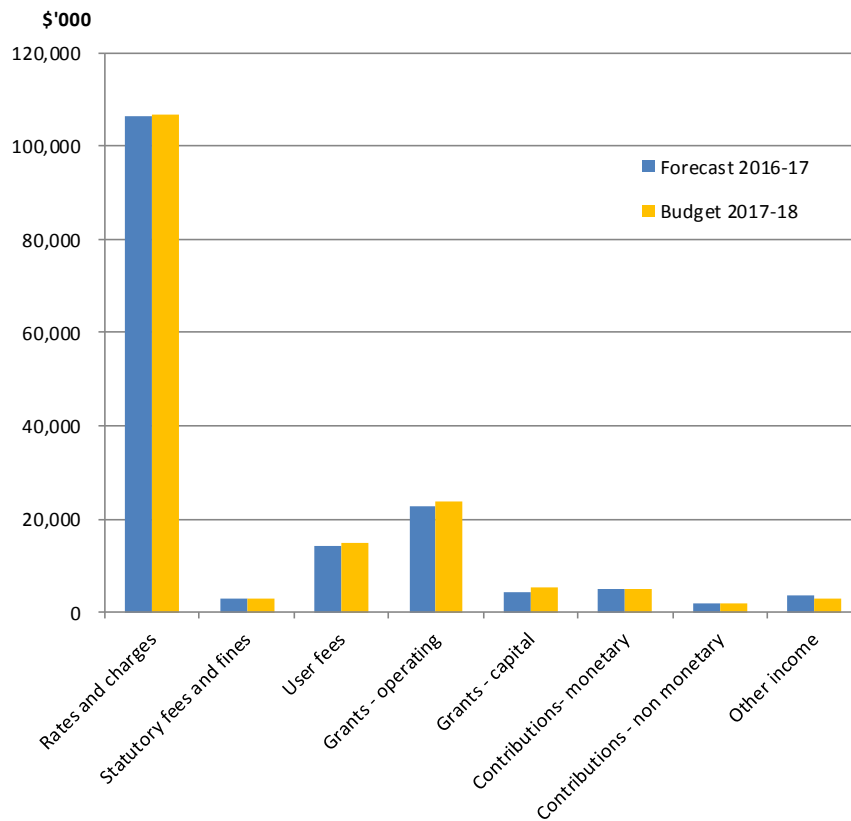
10.1.1 Adjusted underlying surplus – \$2.809 million (\$4.092 million increase)

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 2017-18 year is a surplus of \$2.809 million which is an increase of \$4.092 million from the 2016-17 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.



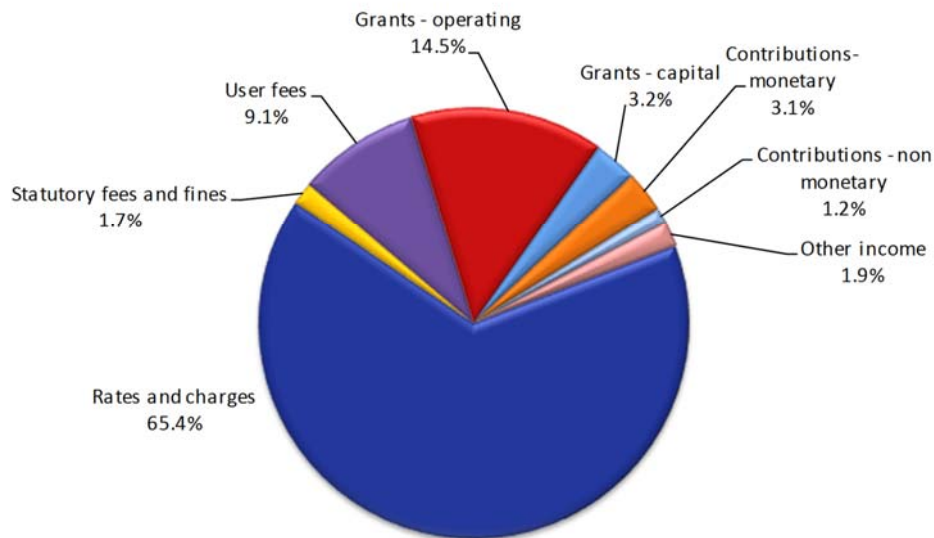
10.2 Income

Descriptions	Notes	Forecast	Budget	Variance
		2016-17 \$'000's	2017-18 \$'000's	
Rates and charges	10.2.1	106,480	106,858	378
Statutory fees and fines	10.2.2	2,787	2,833	46
User fees	10.2.3	14,355	14,843	488
Grants - operating	10.2.4	22,758	23,611	853
Grants - capital	10.2.5	4,204	5,229	1,025
Contributions- monetary	10.2.6	5,048	4,932	(116)
Contributions - non monetary	10.2.7	2,000	2,000	0
Other income	10.2.8	3,458	3,025	(433)
Total Income		161,090	163,331	2,241





Budgeted Income for 2017-18



10. 2. 1 Rates and charges – \$106. 858 million (\$0. 378 million increase)

The 2017-18 Annual Budget allows for an increase in base rates of 2.0%. 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 2017-18. It is proposed that income raised from all rates and charges be increased by 0.35% or \$0.378 million to \$106.858 million. The forecast for 2016-17 is higher than originally budgeted due to supplementary rates being \$1.645M higher than budgeted as a result of the 2016 revaluation of properties. A residential garbage charge has been introduced for the 2017-18 year.

Section 7 – Rates and charges – includes a more detailed analysis of the rates and charges to be levied for 2017-18 and the rates and charges information specifically required by the Regulations.

10. 2. 2 Statutory fees and fines – \$2. 833 million (\$0. 046 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. Statutory fees are forecast to increase by 1.45% or \$0.046 million.

10. 2. 3 User fees – \$14. 843 million (\$0. 488 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. User fees are forecast to increase by 3.52% or \$0.488 million.

A detailed listing of fees and charges is included as Appendix A.



10.2.4 Grants – operating – \$23.611 million (\$0.853 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 2017-18 Annual Budget are projected to increase by 3.45% or \$0.853 million compared to 2016-17 Forecast.

10.2.5 Grants – capital \$5.229 (\$1.025 million increase)

Grants – Capital includes recurrent funding allocations from the Victoria Grants Commission (VGC) for Local Roads Renewal. 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 2017-18 year.

10.2.6 Contributions – monetary – \$4.932 million (\$0.116 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 2017-18 Annual Budget, contributions are projected to decrease by 2.30% or \$0.116 million compared to the 2016-17 Forecast.

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 – \$3.025 million (\$0.433 million decrease)

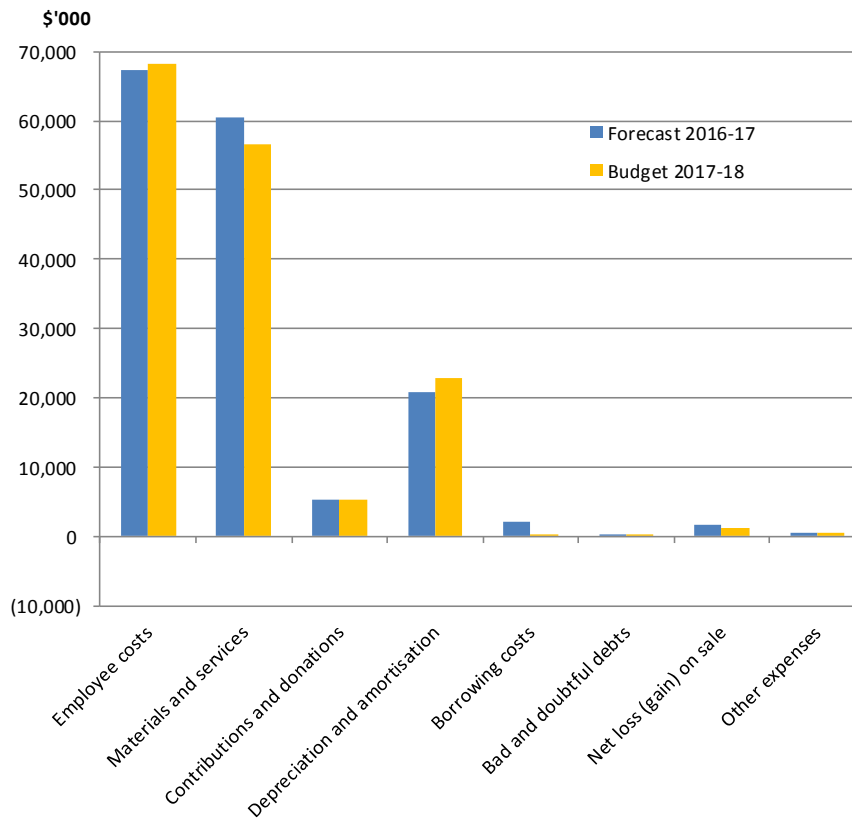
Other income relates to a range of items such as interest, cost recovery and other miscellaneous income items. Interest receivable totals \$1.701 million, which is \$0.155 million less than the 2016-17 Forecast and is based on the current interest rate environment and projected cash holdings.





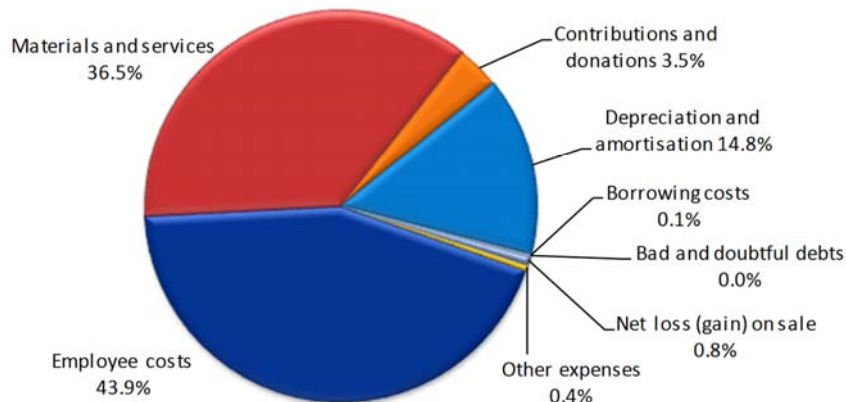
10.3 Expenses

Descriptions	Notes	Forecast	Budget	Variance
		2016-17 \$'000's	2017-18 \$'000's	
Employee costs	10.3.1	67,411	68,236	825
Materials and services	10.3.2	60,472	56,597	(3,875)
Contributions and donations	10.3.3	5,358	5,395	37
Depreciation and amortisation	10.3.4	20,894	22,933	2,039
Borrowing costs	10.3.5	2,189	164	(2,025)
Bad and doubtful debts	10.3.6	64	64	0
Net loss (gain) on disposal of property, infrastructure, plant and equipment	10.3.7	1,711	1,239	(472)
Other expenses	10.3.8	530	558	28
Total Expenses		158,629	155,186	(3,443)





Budgeted Expenses for 2017-18



10.3.1 Employee costs – \$68.236 million (\$0.825 million increase)

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 increase in the 2017-18 Annual Budget by 1.22% or \$0.825 million compared to 2016-17. 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	2017-18 Budget		Employment Type			
	\$'000	FTE	Full Time		Part-Time	
			\$'000	FTE	\$'000	FTE
CEO and Council	565	3.00	565	3.00	0	0.00
City Development	11,701	114.58	8,418	77.30	3,283	37.28
Community Services	30,012	327.23	12,539	130.97	17,473	196.25
Corporate Development	12,217	116.14	8,910	81.07	3,307	35.06
Engineering and Infrastructure	13,741	149.36	12,115	138.40	1,626	10.96
Total Employee Costs	68,236	710.30	42,547	430.75	25,689	279.55

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



Organisation Structure by Directorate	Forecast	Budget	Variance
	2016-17 \$'000's	2017-18 \$'000's	
CEO and Council	563	565	2
City Development	11,260	11,701	441
Community Services	30,450	30,012	(438)
Corporate Development	11,974	12,217	243
Engineering and Infrastructure	13,164	13,741	577
Total Employee Costs	67,411	68,236	825

10.3.2 Materials and Services – \$56.597 million (\$3.875 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 6.41% or \$3.875 million compared to the 2016-17 Forecast due to cost savings across all areas of Council. The 2016-17 Forecast also includes capital expenditure which is operational in nature carried forward from the previous year, in particular \$3.971 million for the street light LED bulb upgrade. However this upgrade has contributed to the budgeted decrease of \$0.275 million in utility costs compared to the 2016-17 Forecast.

10.3.3 Contributions and donations – \$5.395 million (\$0.037 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:

- \$0.702 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.
- \$0.250 million for Community Development Fund to assist community groups.
- \$0.097 million for Recreational Grants Scheme.
- \$0.047 million for Country Fire Authority Brigades.
- \$0.025 million for Senior Citizens.

Council's funding of the Eastern Regional Libraries service has increased by \$0.785 million to \$4.004 million in the 2017-18 Annual Budget from the 2016-17 Forecast.

10.3.4 Depreciation and amortisation – \$22.933 million (\$2.039 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$2.039 million for 2017-18 is due mainly to the completion of the 2016-17 capital works program and the full year effect of depreciation on the 2016-17 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017-18 year.



10.3.5 Borrowing costs – \$0.164 million (\$2.025 million decrease)

Finance costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the strategic early extinguishment of Council's interest-bearing loans during 2016-17.

10.3.6 Bad and doubtful debts – \$0.064 million (\$ Nil change)

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 – \$1.239 million (\$0.472 million decrease)

The 2017-18 Budget primarily relates to the planned cyclical replacement of part of the heavy plant and vehicle fleet.

10.3.8 Other expenses – \$0.558 million (\$0.028 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 analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017-18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

- **Operating activities** – Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** – Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, 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
		2016-17 \$'000's	2017-18 \$'000's	
Cash Flow from Operating Activities				
Receipts				
Rates and charges		106,395	106,834	439
Statutory fees and fines		2,761	2,796	34
User fees		14,295	14,756	461
Grants - operating		22,758	23,611	853
Grants - capital		4,204	5,229	1,025
Contributions - monetary		5,048	4,932	(116)
Interest		1,856	1,701	(155)
Other receipts		1,602	1,324	(278)
Net movement in trust deposits		81	68	(13)
Employee costs		(66,853)	(67,676)	(823)
Materials and services		(60,074)	(56,414)	3,660
Contributions and Donations		(5,358)	(5,395)	(37)
Other payments		(530)	(558)	(28)
Net Cash Provided by Operating Activities	11.1.1	26,185	31,208	5,023



Knox City Council
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Description	Notes	Forecast	Budget	Variance
		2016-17 \$'000's	2017-18 \$'000's	
Cash Flow from Investing Activities				
Proceeds from sale of property, infrastructure, plant and equipment		5,242	1,361	(3,881)
Payments for property, infrastructure, plant and equipment		(45,183)	(55,927)	(10,744)
Payments for investments		0	0	0
Proceeds from sale of investments		58,100	0	(58,100)
Net Cash used in Investing Activities	11.1.2	18,159	(54,566)	(72,725)
Cash Outflow from Financing Activities				
Finance costs		(2,201)	(164)	2,037
Proceeds from borrowings		4,750	19,950	15,200
Repayment of borrowings		(13,247)	(522)	12,725
Net Cash provided by (used in) Financing Activities	11.1.3	(10,698)	19,264	29,962
Net Increase (Decrease) in Cash Held		33,646	(4,094)	(37,740)
Cash and Cash Equivalents at Beginning of Year		8,830	42,476	33,646
Cash and Cash Equivalents at End of Year	11.1.4	42,476	38,382	(4,094)

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

11.1.1 Operating Activities – \$31.208 million net cash inflow (\$5.023 million increase)

The increase in net cash inflows from operating activities is due mainly to the decrease in materials and services of \$3.660 million, together with an increase of \$1.025 million in capital grants and \$0.853 million in operational grants. This has been partially offset by an increase of \$0.823 million in employee costs.

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.



Description	Forecast	Budget	Variance
	2016-17 \$'000's	2017-18 \$'000's	
Surplus (Deficit) for the Year	2,271	8,111	5,840
Depreciation and amortisation	20,894	22,967	2,073
Contributions - non monetary	(2,000)	(2,000)	0
Net loss (gain) on disposal of property, infrastructure, plant and equipment	1,711	1,239	(472)
Finance costs	2,189	164	
Net Movement in Current Assets and Liabilities	930	727	(203)
Net Cash Provided by Operating Activities	25,995	31,208	5,213

11. 1. 2 Investing Activities – \$54. 566 million net cash outflow (\$72. 725 million increase)

The increase in net cash outflows from investing activities of \$72.725 million is primarily due to a \$58.100 million decrease in Proceeds from sales of investments (term deposits held for longer than 90 days), together with a \$10.744 million increase in Payments for property, infrastructure, plant and equipment.

11. 1. 3 Financing Activities – \$19. 264 million net cash inflow (\$29. 962 million increase)

There is a net \$19.264 million increase in net cash flows from financing activities due primarily to the inflow of \$19.950 million in proposed loan borrowings in 2017-18 offset by repayment of borrowings (\$0.522 million) and finance costs (\$0.164 million).

11. 1. 4 Cash and Cash Equivalents at end of the Year – \$38. 382 million (\$4. 094 million decrease)

Overall, total cash and cash equivalents are forecast to decrease by \$4.094 million to \$38.382 million at 30 June 2018.

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 2018 it will have cash and investments of \$38.382 million, which have been restricted as shown in the following table:



Description	Notes	Forecast	Budget	Variance
		2016-17 \$'000's	2017-18 \$'000's	
Total Cash and Investments		42,476	38,382	(4,094)
Restricted Cash and Investments				
Trust Funds and Deposits	11.2.1	2,734	2,802	68
Statutory Reserves	11.2.2	7,998	7,104	(894)
Unrestricted cash and investments		31,744	28,476	(3,268)
Discretionary Reserves	11.2.3	25,415	16,912	(8,503)
Unrestricted Cash and Investments adjusted for discretionary reserves	11.2.4	6,329	11,563	5,234

11.2.1 Trust Funds and Deposits – \$2.802 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 – \$7.104 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 – \$16.912 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 2018:



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	456	0	0	456
Open Space	7,542	4,000	4,894	6,648
Total Statutory Reserves	7,998	4,000	4,894	7,104
Discretionary Reserves				
Aged Care Reserve	4,988	0	110	4,878
Basketball Stadium infrastructure	124	24	0	148
Blue Hills Reserve	1,404	0	1,400	4
City Futures	3,153	0	0	3,153
Knox Regional Sports Park - Football Renewal	455	150	0	605
Landfill Rehabilitation	967	350	0	1,317
Mountain Gate Reserve	0	0	0	0
Revegetation Net Gain	121	0	0	121
Revolving Energy Fund	70	0	0	70
Scoresby Recreational Reserve	43	23	0	66
Stamford Park Project	13,698	0	7,645	6,053
State Basketball Centre Asset Renewal	392	105	0	497
Total Discretionary Reserves	25,415	652	9,155	16,912
Total Reserves	33,413	4,652	14,049	24,016

11. 2. 4 Unrestricted Cash and Investments Adjusted for Discretionary Reserves – \$11. 563 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 such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.



Budget Analysis

12. Analysis of Capital Budget

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

12.1 Capital Works Expenditure

Capital Works Program	Notes	Forecast 2016-17 \$'000's	Budget 2017-18 \$'000's	Variance \$'000's
Carry Forward Works				
Property				
Land		0	8,085	0
Buildings		5,471	11,056	5,585
Total Property		5,471	19,141	13,670
Plant and Equipment				
Plant, machinery and equipment		370	0	(370)
Fixtures, fittings and furniture		79	0	(79)
Computers and telecommunications		619	0	(619)
Total Plant and Equipment		1,068	0	(1,068)
Infrastructure				
Roads		2,551	0	(2,551)
Bridges		0	0	0
Footpaths and cycleways		170	0	(170)
Drainage		985	0	(985)
Recreational, leisure and community facilities		2,618	0	(2,618)
Off street car parks		91	0	(91)
Other infrastructure		5,030	0	(5,030)
Total Infrastructure		11,445	0	(11,445)
Total Carry Forward Works	12.1.1	17,984	19,141	1,157

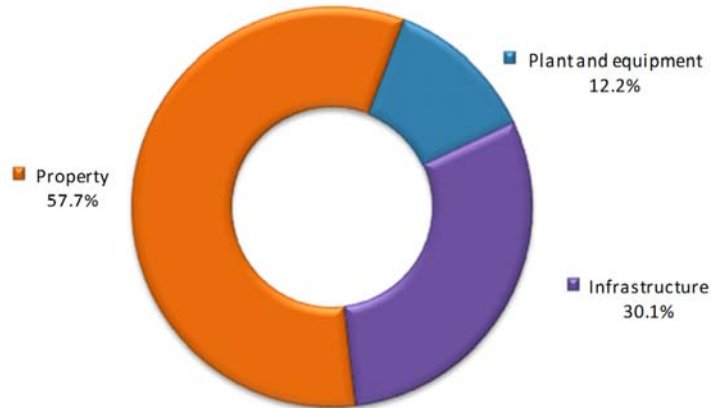


Knox City Council
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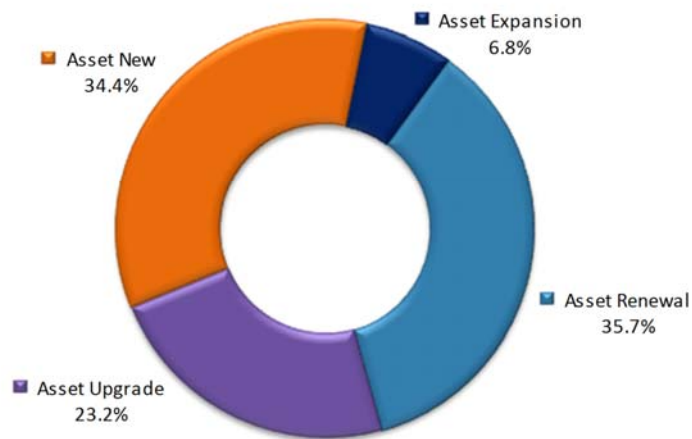
Capital Works Program	Notes	Forecast 2016-17 \$'000's	Budget 2017-18 \$'000's	Variance \$'000's
New Works				
Property				
Land		585	0	(585)
Land improvements		0	0	0
Buildings		5,081	26,415	21,334
Total Property	12.1.2	5,666	26,415	20,749
Plant and Equipment				
Plant, machinery and equipment		2,417	2,254	(163)
Fixtures, fittings and furniture		630	0	(630)
Computers and telecommunications		2,666	7,356	4,690
Artworks		0	61	61
Total Plant and Equipment	12.1.3	5,713	9,671	3,958
Infrastructure				
Roads		10,214	8,000	(2,214)
Bridges		350	1,000	650
Footpaths and cycleways		2,352	3,373	1,021
Drainage		2,889	2,575	(314)
Recreational, leisure and community facilities		7,035	6,682	(353)
Off street car parks		550	550	0
Other infrastructure		2,103	1,571	(532)
Total Infrastructure	12.1.4	25,493	23,751	(1,742)
Total New Works		36,872	59,837	22,965
Total Capital Works Expenditure		54,856	78,978	24,122
Represented by:				
Asset Renewal		29,852	28,098	(1,754)
Asset Upgrade		18,768	18,348	(420)
Asset New		5,265	27,167	21,902
Asset Expansion		971	5,365	4,394
Total Capital Works Expenditure	12.1.5	54,856	78,978	24,122



Budgeted Capital Works for 2017-18 by Asset Class



Budgeted Capital Works for 2017-18 by Expenditure Type



12.1.1 Carried Forward Works – (\$19.141 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016-17 year it is forecast that \$19.141 million of capital works will be incomplete and be carried forward into the 2017-18 year. The more significant projects include the Knox Central project (\$11.000 million), the Stamford park redevelopment (\$2.141 million) and the Early Years Hubs project (\$6.000 million).





12. 1. 2 Property – \$26. 415 million

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

For the 2017-18 year, \$26.415 million will be expended on new land, building and building improvement projects. The major property projects in 2017-18 are the Knox Central project, two early years hubs and Stamford Park building upgrades.

12. 1. 3 Plant and Equipment – \$9. 671 million

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

For the 2017-18 year \$9.671 million will be expended on plant, equipment and other projects. The more significant projects included the renewal and upgrade of Council's information technology in line with the digital/ICT strategy.

12. 1. 4 Infrastructure – \$23. 751 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.

The key categories are:

Roads (\$8. 000 million)

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

Footpaths and cycleways (\$3. 373 million)

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

Drainage (\$2. 575 million)

- Drainage renewal works and upgrades across the Municipality

Recreational, leisure and community facilities (\$6. 682 million)

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

Other infrastructure (\$3. 121 million)

- Includes bridges (\$1.000 million), off street car parks (\$0.550 million), and other infrastructure (\$1.571 million).





12. 1. 5 Asset renewal (\$28. 098 million), upgrades (\$18. 348 million), new assets (\$27. 167 million) and expansion (\$5. 365 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 following table provides more detail on the proposed Capital Works Asset Renewal program for 2017-18.

Asset Renewal Category	Forecast	Budget	Variance
	2016-17	2017-18	
	\$'000's	\$'000's	\$'000's
Buildings	4,333	5,117	784
Computers and telecommunications	3,223	3,277	54
Fixtures, fittings and furniture	0	0	0
Plant, machinery and equipment	2,787	2,254	(533)
Artwork	0	20	20
Roads	9,080	7,750	(1,330)
Bridges	350	500	150
Footpaths and cycleways	2,100	2,400	300
Drains	2,054	2,200	146
Recreational, leisure and community facilities	5,101	3,803	(1,298)
Off street car parks	641	550	(91)
Other infrastructure	183	227	44
Total Asset Renewal	29,852	28,098	(1,754)

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

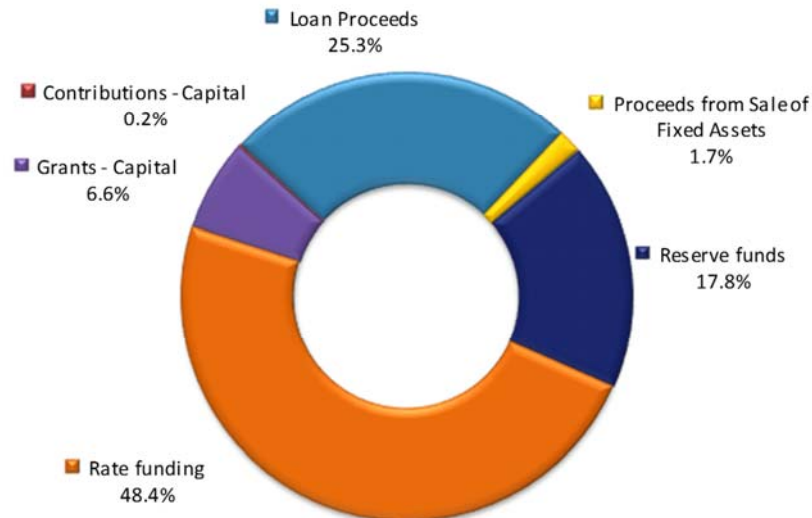


12.2 Capital Works Funding Sources

Source of Funds	Notes	Forecast 2016-17 \$'000's	Budget 2017-18 \$'000's	Variance \$'000's
Carry Forward Works				
External				
Loan Proceeds		4,750	17,000	12,250
Grants - Capital		0	0	0
Contributions - Capital		0	0	0
Total External Funding		4,750	17,000	12,250
Internal				
Reserve Funds		2,015	2,141	126
Rate Funding		11,219	0	(11,219)
Total Internal Funding		13,234	2,141	(11,093)
Total Carry Forward Works	12.2.1	17,984	19,141	1,157
New Works				
External				
Loan Proceeds		0	2,950	2,950
Grants - Capital	12.2.2	4,204	5,229	1,025
Contributions - Capital		261	172	(89)
Total External Funding		4,465	8,351	3,886
Internal				
Proceeds from Sale of Fixed Assets	12.2.3	4,036	1,361	(2,675)
Reserve Funds	12.2.4	7,575	11,908	4,333
Rate Funding	12.2.5	20,796	38,217	17,421
Total Internal Funding		32,407	51,486	19,079
Total New Works		36,872	59,837	22,965
Total Source of Funds for Capital Works		54,856	78,978	24,122



Budgeted Funding Source for Capital Works 2017-18



12.2.1 Carried Forward Works – (\$19.141 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016-17 year it is forecast that \$19.141 million of capital works will be incomplete and be carried forward into the 2017-18 year. The more significant projects include the Knox Central project (\$11.000 million), the Stamford park redevelopment (\$2.141 million) and the Early Years Hubs project (\$6.000 million).

12.2.2 Grants – \$5.229 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 (\$1.013 million)
- Victoria Grants Commission (VGC) – 2016-17 Local Roads Renewal funding (\$1.052 million)
- The Basin Neighbourhood House redevelopment (\$2.000 million)

12.2.3 Proceeds from Sale of Fixed Assets – \$1.361 million

Proceeds from Sale of Fixed Assets include plant and equipment sales (\$1.361 million).

12.2.4 Reserve Funds – \$11.908 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 2017-18, reserve funds will be used to deliver a number of capital works projects including Open Space projects (\$4.894 million), the Bayswater Early Years Hub (\$1.400 million from the Blue Hill Preschool reserve) and Stamford Park (\$7.645 million from the Stamford Park reserve).

Specific allocations from Reserves in 2017-18 are:

Project description	Reserve Fund	Budget 2016-17 \$'000's
<i>Open Space Reserve funding for the following projects:</i>	Open Space	4,894
Arcadia Reserve Masterplan Implementation	Open Space	
Ferntree Gully Village Square	Open Space	
Gilbert Park Masterplan	Open Space	
HV Jones Reserve Masterplan	Open Space	
Knox Regional Netball Centre	Open Space	
Lewis Park Masterplan Development	Open Space	
Llewellyn Reserve Masterplan Implentation	Open Space	
Marie Wallace Park - Implementation of Masterplan	Open Space	
Mountain Gate Shopping Centre	Open Space	
Open Space - Reserve Signage	Open Space	
Open Space Paths	Open Space	
Passive Open Space - Replacement of assets	Open Space	
Peregrine Reserve Masterplan Development	Open Space	
Picketts Reserve - Implementation of Masterplan	Open Space	
Playgrounds - Various	Open Space	
Revegetation Plan	Open Space	
Scoreboards - Various Reserves	Open Space	
Scoresby Reserve Masterplan Implementation	Open Space	
Scoresby Village Masterplan Implementation	Open Space	
Steetscape Upgrades	Open Space	
Stud Park Reserve Masterplan Development	Open Space	
RD Egan Lee Reserve Masterplan Implementation	Open Space	
Talaskia Reserve Masterplan Development	Open Space	
Templeton Reserve Masterplan Development	Open Space	
Wantirna Reserve Masterplan Development	Open Space	
Stamford Park Development	Stamford Park	7,645
Senior Citizen Centres	Aged Care Reserve	110
Early Years Hubs - Bayswater	Blue Hill Preschool Reserve	1,400
Total		14,049

12. 2. 5 Rate Funding – \$38. 217 million

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$38.217 million will be generated from operations to fund the 2017-18 capital works program.



Budget Analysis

13. Analysis of Budgeted Financial Position

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

13.1 Budgeted Balance Sheet

Descriptions	Notes	Forecast 2016-17 \$'000's	Budget 2017-18 \$'000's	Variance \$'000's
Current Assets				
Cash and cash equivalents		42,476	38,382	(4,094)
Other financial assets		0	0	0
Trade and other receivables		10,012	10,161	149
Other assets		1,490	1,527	37
Inventories		4	4	0
Total Current Assets	13.1.1	53,982	50,074	(3,908)
Non Current Assets				
Investments in Associates		3,741	3,741	0
Property, infrastructure, plant and equipment		1,705,389	1,751,517	46,128
Intangible assets		1,312	1,312	0
Total Non Current Assets	13.1.2	1,710,442	1,756,570	46,128
Total Assets		1,764,424	1,806,644	42,220
Current Liabilities				
Trade and other payables		11,376	25,395	14,019
Trust funds and deposits		2,734	2,802	68
Provisions		17,214	17,746	532
Interest-bearing loans and borrowings		522	1,415	893
Total Current Liabilities	13.1.3	31,846	47,359	15,513
Non Current Liabilities				
Provisions		7,692	7,720	28
Interest-bearing loans and borrowings		4,228	22,763	18,535
Total Non Current Liabilities	13.1.4	11,920	30,483	18,563
Total Liabilities		43,766	77,842	34,076
Net Assets		1,720,658	1,728,803	8,145
Equity				
Accumulated Surplus		620,162	637,704	17,542
Reserves		1,100,496	1,091,099	(9,397)
Total Equity	13.1.6	1,720,658	1,728,803	8,145

The Budgeted Balance Sheet is included in Section 3.

13. 1. 1 Current Assets – \$50. 074 million (\$3. 908 million decrease)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$4.094 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery.

13. 1. 2 Non Current Assets – \$1. 757 billion (\$46. 128 million increase)

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The \$46.128 million increase in this balance is attributable to the anticipated capitalisation of the budgeted capital works program of \$78.978 million and the contribution of non monetary assets of \$2.000 million. This is offset by \$22.933 million in depreciation and amortisation expense, \$9.068 million in capital expenditure deemed to be operating in nature and the disposal of \$2.600 million of Non Current Assets through the sale of property, plant and equipment.

13. 1. 3 Current Liabilities – \$47. 359 million (\$15. 513 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase by \$14.019 million, mainly relating to amounts payable for capital works at the end of the financial year.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

Current liability interest-bearing loans and borrowings are borrowings of Council expected to be repaid in the next 12 months.

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 \$14.019 million, increases in Provisions of \$0.532 million and an increase in Trust funds and deposits of \$0.068 million. There is also an increase of \$0.893 million in Interest-bearing loans and borrowings.

13. 1. 4 Non Current Liabilities – \$30. 483 million (\$18. 563 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 \$18.535 million in Interest-bearing loans and borrowings as a result of new borrowings proposed in 2017-18.



13. 1. 5 Working Capital – \$0. 043 million (\$19. 669 million decrease)

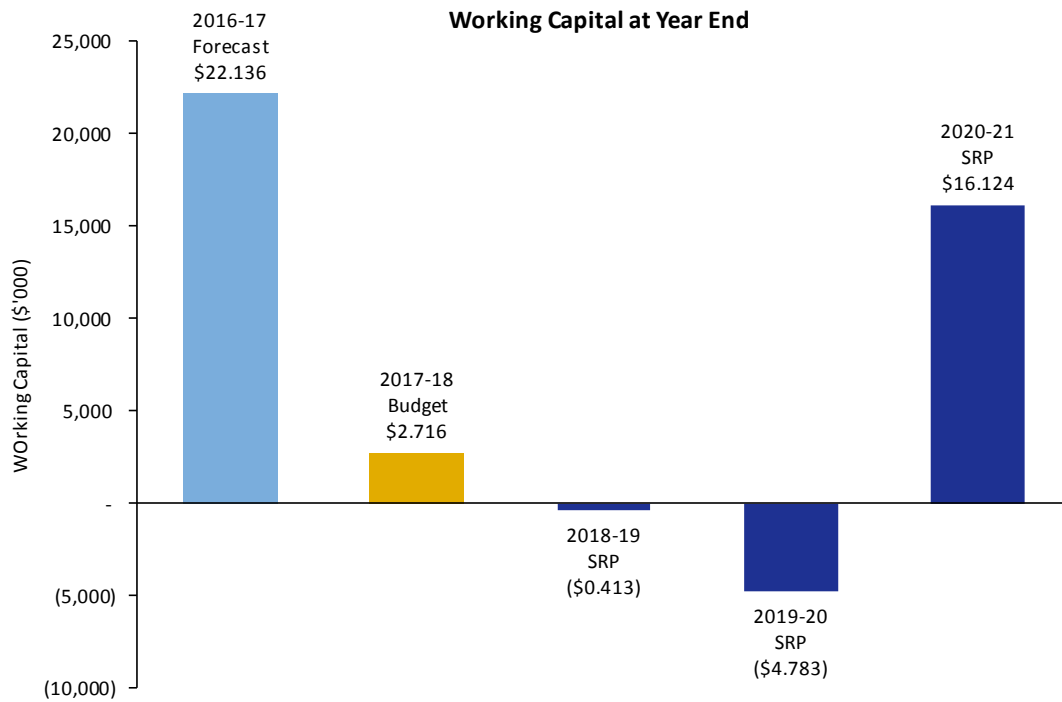
Working capital is the excess of Current Assets above Current Liabilities. The calculation recognises that although Council has current assets, some of those are already committed to the future settlement of liabilities in the following 12 months and are therefore not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

Descriptions	Notes	Forecast 2016-17 \$'000's	Budget 2017-18 \$'000's	Variance \$'000's
Current Assets	13.1.1	53,982	50,074	(3,908)
Current Liabilities	13.1.3	31,846	47,359	15,513
Working Capital	13.1.5	22,136	2,716	(19,420)
Restricted Cash and Investments				
Statutory Reserves		7,998	7,104	(894)
Unrestricted Working Capital		14,138	(4,388)	(18,526)

In addition to the restricted cash shown above, Council is also projected to hold \$16.912 million in discretionary reserves at 30 June 2018. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a new Council resolution, these funds are to be used for those earmarked purposes.

The following graph highlights the forecast changes in Working Capital over the next four years. Working Capital is one of the key measures of financial sustainability.



13. 1. 6 Equity – \$1. 729 billion (\$8. 145 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. \$8.145 million of the \$17.542 million increase in accumulated surplus results directly from the surplus for the year. An amount of \$9.397 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

The net increase in equity or net assets of \$8.145 million results directly from the 2017-18 financial year budgeted operating surplus.





13.2 Key assumptions

In preparing the Balance Sheet for the year ending 30 June 2018 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 2017-18 year (2016-17: 97.5% forecast actual).
- Trade creditors to increase this year mainly relating to amounts payable for capital works at the end of the financial year.
- Other debtors and creditors to remain consistent with 2016-17 levels.
- Proceeds from the sale of property in 2016-17 of \$1.361 million will be received in full in the 2017-18 year.
- Employee entitlements to be increased by the Enterprise Agreement outcome.
- New borrowings to be \$19.950 million.
- Repayment of loan principal to be \$0.522 million.
- Total capital expenditure to be \$78.978 million.
- A net movement of \$9.397 million from reserves to accumulated surplus, representing the internal funding of the capital works program for the 2017-18 year.



Long Term Financial Forecast and Strategic Resource Plan

14. Strategic Resource Plan

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

Plan Development

The Local Government Act 1989 requires a SRP to be prepared 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 Community and Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the four years 2017-18 to 2020-21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Community and Council Plan and expresses them in financial terms for the next four 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 Community and Council Plan 2017-21. The LTFF essentially links the strategic priorities and direction of Council to its financial planning, in sustainable financial terms. Council's key priorities for 2017-18 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 financial results for the next four years as set out in the SRP for years 2017-18 to 2020-21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Financial Resources Key Indicators	Forecast	Budget	Strategic Resource Plan			Trend + / o / -
	2016-17 \$'000's	2017-18 \$'000's	2018-19 \$'000's	2019-20 \$'000's	2020-21 \$'000's	
Surplus (Deficit) for the Year	2,461	8,145	10,825	3,285	26,667	+
Adjusted Underlying Result	(1,283)	2,809	4,825	1,285	24,667	+
Cash and Investments Balance	42,476	38,382	32,728	28,795	49,702	-
Net Cash provided by Operating Activities	26,185	31,208	34,812	31,129	32,427	o
Capital Works Expenditure *	54,856	78,978	58,594	54,684	47,967	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

* 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.

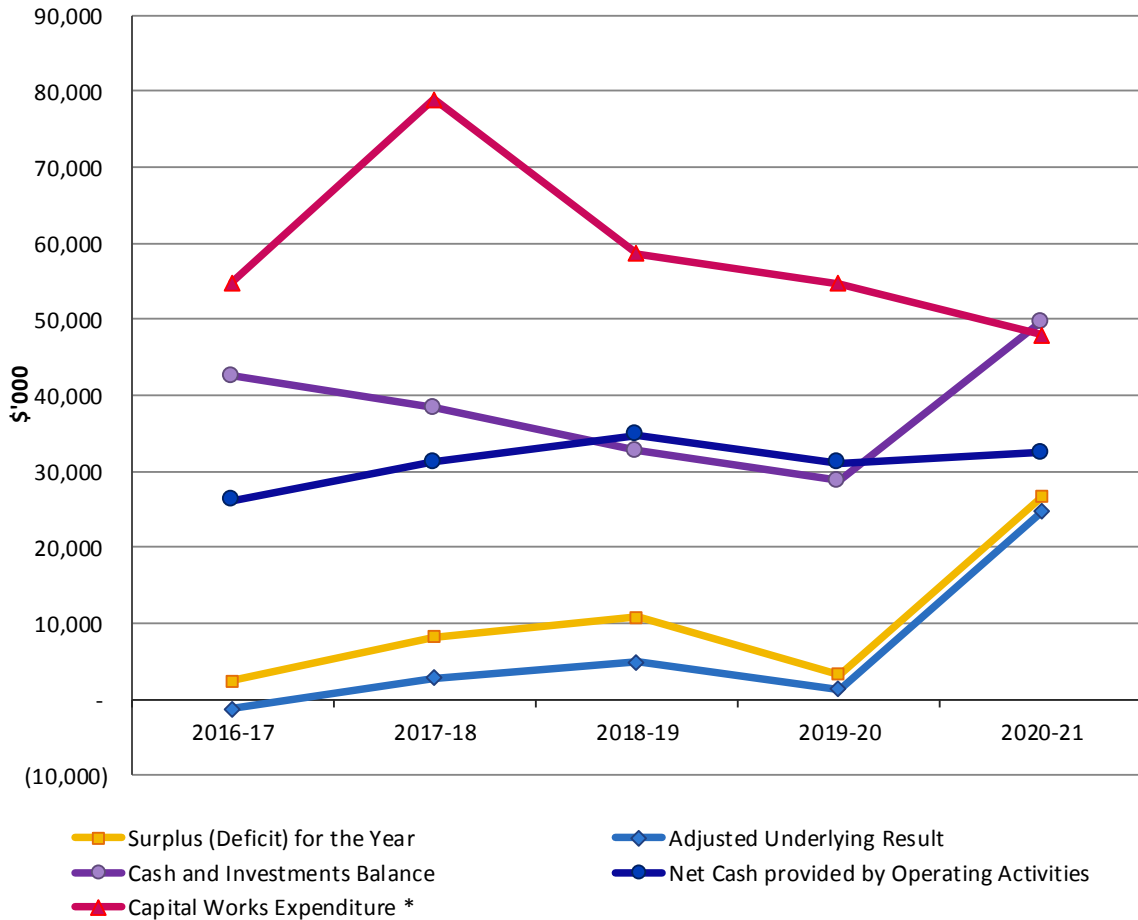
The graph on the following page shows the general financial indicators over the four year period.

In terms of financial sustainability, the trend is for strengthening annual operating and underlying surpluses throughout the four year period. An increase in capital works expenditure in 2017-18 (including capital works expenditure carried forward from 2016-17) leads to a weakening of the cash position in the same year. Capital works expenditure returns to current levels in the subsequent years, with the cash position strengthening in 2020-21 with the forecast sale of land.





Key Indicative Financial Results



The key outcomes of the SRP are as follows:

Financial sustainability (Section 11) - Cash and investments is forecast to reduce from 2017-18 before returning above 2016-17 levels in 2020-21 upon the forecast sale of land. Cash and investments are forecast to increase from \$42.476 million to \$49.702 million over the four year period, but levels are expected to be significantly lower during the middle years.

Rating levels (Section 15) - Modest rate increases are forecast over the four years at an average of 2.00%, and is in accordance with the State Government Fair Go Rates System requirements.





Service delivery strategy (Section 16) – Service levels have been maintained throughout the four year period. Although operating surpluses are shown from 2017-18 to 2020-21 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 2020-21 which is causing an uncharacteristic rise in surplus in that year.

Borrowing strategy (Section 16) – Borrowings are forecast to increase from \$4.750 million to \$49.715 million over the four year period. This includes new borrowings of \$52.341 million from 2017-18 to 2020-21.

Infrastructure strategy (Section 16) - Capital expenditure over the four year period will total \$240.223 million at an average of \$60.056 million. There are several major projects scheduled over the four years.



Long Term Financial Forecast and Strategic Resource Plan

15. Rating Information

This section should be read in conjunction with Council's proposed Strategic Resource Plan 2017-18 to 2020-21.

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 65% 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 draft Knox Community and Council 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

Council's budget has been prepared on a declared average rate cap of 2.0% for the 2017-18 financial year.



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 draft Knox Community and Council Plan, Council must consider its sources of revenue. Rates and charges are an important source of revenue, accounting for 65% of the total revenue received by Council annually.

The table below highlights the indicative rate increase over the forward 3 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		
	2016-17	2017-18	2018-19	2019-20	2020-21
Rate Increase	2.50%	2.00%	2.00%	2.00%	2.00%
Residential Garbage Charge*	-	-	5.00%	5.00%	5.00%

* The budget proposes the introduction of a Residential Garbage Charge in 2017-18.

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 in relation to waste collection and disposal; 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;
 - A Community Land Rebate for Cultural and Recreational Community Land and eligible Community Benefit Land Properties.
 - 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	2016-17	2017-18
Vacant Land or Derelict Land	2.20	2.60
Retirement Village Land	0.90	0.80
Commercial Land	2.20	2.60
Industrial Land	2.20	2.60
Residential Land	1.00	1.00
Cultural and Recreational Land	0.65	1.00



Long Term Financial Forecast and Strategic Resource Plan

16. Other long term strategies

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

16.1 Borrowings

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.

During 2016-17 Council made the strategic decision to repay all outstanding loans using existing cash reserves. At this point in time Council has forecast new borrowings in 2016-17 and 2017-18 to fund new and significantly upgraded major assets that will provide community benefit into the future. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.





Knox City Council
Proposed Budget
2017-18

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Expense \$'000	Balance 30 June \$'000
2016-17	4,750	13,247	2,189	4,750
2017-18	19,950	522	164	24,178
2018-19	14,291	1,415	953	37,053
2019-20	12,100	2,373	1,486	46,781
2020-21	6,000	3,066	2,028	49,715

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

Interest - Bearing Loans and Borrowings	2016-17 \$'000	2017-18 \$'000
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June of the Prior Year	13,247	4,750
Total Amount to be Borrowed	4,750	19,950
Total Amount projected to be Redeemed	13,247	522
Total Amount of Interest - Bearing Loans and Borrowings as at 30 June	4,750	24,178



Long Term Financial Forecast and Strategic Resource Plan

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 \$2.192 billion as at 30 June 2016. The written down value of these assets after deducting accumulated depreciation was \$1.686 billion.

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 \$28.098 million in 2017-18.

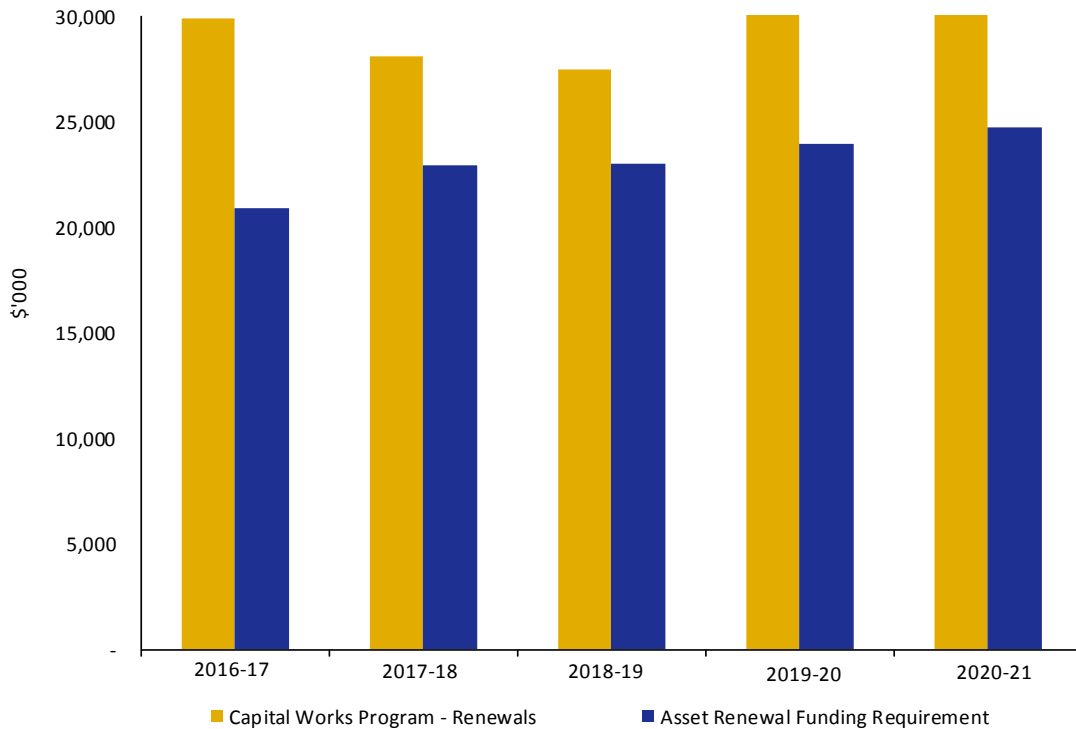
The graph below displays the projected asset renewal spending levels compared to the required level of spending to appropriately renew Council's assets.





	Forecast 2016-17	Budget 2017-18	Strategic Resource Plan Projections		
			2018-19	2019-20	2020-21
Capital Works Program - Renewals	29,852	28,098	27,484	30,596	31,443
Asset Renewal Funding Requirement	20,894	22,933	22,966	23,902	24,691

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
2016/17	55,090	4,204	261	45,875	4,750
2017/18	78,978	5,229	172	53,627	19,950
2018/19	58,594	6,086	-	38,217	14,291
2019/20	54,684	2,107	-	40,477	12,100
2020/21	47,967	2,129	-	39,838	6,000

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.

Long Term Financial Forecast and Strategic Resource Plan

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 Community and Council Plan 2017-21.

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		
	2016-17	2017-18	2018-19	2019-20	2020-21
Rates	2.50%	2.00%	2.00%	2.00%	2.00%
Fees and fines - Council Set	2.99%	4.00%	4.00%	4.00%	4.00%
Grants - Victoria Grants Commission	1.00%	1.00%	1.00%	1.00%	1.00%
Grants - Operating (Other)	1.80%	1.80%	1.80%	1.80%	1.80%
Contributions and Donations	2.00%	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%	3.20%	3.20%
Contractors and Services	2.50%	-0.50%	1.00%	1.00%	1.00%
Materials	2.50%	-0.50%	1.00%	1.00%	1.00%
Utilities	5.00%	5.00%	5.00%	5.00%	5.00%
Contributions and Donations	2.50%	2.00%	2.00%	2.00%	2.00%
Consumer Price Index	2.50%	2.00%	2.00%	2.00%	2.00%
Council's Cost Escalation Factor	2.99%	4.00%	4.00%	4.00%	4.00%

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.



Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
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City Development - City Planning

PLANNING SERVICES

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.

Secondary Consent & Extension of Time Requests

Secondary Consent Requests	Per Request	New Fee	\$320.00	Y
Extension of Time Request - For all permits other than Multi Dwelling Permits for more than two dwellings	Per Request	\$220.00	\$230.00	Y
Extension of Time Request - For Multi Dwelling Permits of more than two dwellings	Per Request	\$550.00	\$575.00	Y

Bonds (Refundable)

Works Bond	Per Request	200% of the estimated cost of works	150% of the estimated cost of works	N
Landscaping Bond	Per Request	\$5,000.00	\$5,500.00	N
Fee to process Bond for uncompleted works	Per Request	\$290.00	\$305.00	Y
Fee to provide a quote for a Bond for uncompleted works	Per Request	\$100.00	\$105.00	Y

Application Advertising

- Public Notice sign for displaying on site	Per Site	\$38.00	\$40.00	Y
- Mail notices up to 10 inclusively	Flat Rate	\$160.00	\$166.00	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	\$15.00	\$16.00	Y
- Mail notices between 51 and 100 inclusively	Flat Rate	\$750.00	\$780.00	Y
- Mail notices between 101 and 200 inclusively	Flat Rate	\$875.00	\$910.00	Y
- Mail notices greater than 200	Flat Rate	\$1,125.00	\$1,170.00	Y
- Standard letter request for planning information	Flat Rate	\$67.00	\$70.00	Y

Planning (Miscellaneous)

Planning Application - tree removal	Per Advice	\$135.00	\$140.00	Y
Planning Application - tree pruning	Per Advice	\$67.00	\$70.00	Y
Planning File Recall (Residential)	Per Request	\$124.00	\$130.00	Y
Planning File Recall (Industrial / Commercial)	Per Request	\$195.00	\$205.00	Y
Refund Request	Per Request	Cost of Service	Cost of Service	Y
Planning Historical Searches Residential (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Request	\$62.00	\$62.00	Y
Planning Historical Searches Commercial (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per request	\$155.00	\$210.00	Y
Net Gain Fee	Per Plant	\$31.00	\$32.00	Y
Dishonoured Cheque Fee	Per Cheque	\$28.00	\$29.00	Y

BUILDING SERVICES

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.

Domestic Permits

Single Dwellings #	Per Permit	Value/100 or minimum fee of \$2000.00	Value/100 or minimum fee of \$2000.00	Y
Multi Dwelling applications (Class 1) #	Per Permit	Value/100 or minimum fee of \$3000.00	Value/100 or minimum fee of \$3000.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Dwellings Additions (including Dependant Relative Units) #	Per Permit	Value/100 or minimum fee of \$1100.00	Value/100 or minimum fee of \$1100.00	Y
Variation Permits / Renewals #	Per Permit	\$248.00	\$258.00	Y
Signs, Aerials, Retaining Walls etc #	Per Permit	\$495.00	\$515.00	Y
Sheds, Carports, (non brick) Garages, Verandas, decks, Above Ground Swimming Pools etc. #	Per Permit	\$620.00	\$645.00	Y
In ground Swimming Pools and Brick Garages #	Per Permit	\$750.00	\$780.00	Y
Minor Works #	Per Permit	\$370.00	Not Applicable	Y
Demolitions #	Per Permit	\$670.00	\$700.00	Y
Variation to Hoarding Consent #	Per request	\$77.00	\$80.00	N
Industrial / Commercial Permits				
Minor works up to \$10,000 #	Per Permit	\$410.00	\$515.00	Y
Minor works \$10,000 to \$30,000 #	Per Permit	\$1,030.00	\$1,070.00	Y
Fit out Permits	Per Permit	\$1,030.00	\$1,070.00	Y
Classes 2 - 9 (up to \$10,000) #	Per Permit	\$410.00	\$515.00	Y
Classes 2 - 9 (\$10,000 - \$50,000) #	Per Permit	\$1,550.00	\$1,600.00	Y
Classes 2 - 9 (above \$50,000) #	Per Permit	(Cost/2000 + square root of cost) * 4.5 or minimum fee of \$2100	(Cost/2000 + square root of cost) * 4.5 or minimum fee of \$2100	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	\$250.00	\$260.00	N
Council notification of Report and Consent applications	Per Request	New Fee	\$250.00	Y
Extension of Time Request for existing Building Permit - 12 Months *	Per Request	\$150.00	\$156.00	Y
Sundry Additional Inspection (In Area) *	Per Inspection	\$170.00	\$177.00	Y
Building File Recall Residential	Per Permit	\$155.00	\$160.00	Y
Building File Recall Industrial/Commercial	Per Permit	\$220.00	\$230.00	Y
Occupancy Permit - Public Entertainment *	Per Permit	\$495.00	\$515.00	Y
Occupancy Permit - Public Entertainment - 5 Year Permit *	Per Permit	\$1,030.00	\$1,070.00	Y
Building Historical Searches Residential (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$60.00	\$62.00	Y
Building Historical Searches Commercial (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$200.00	\$210.00	Y
Refund Request	Per Request	Variable	Variable	Y
Dishonoured Cheque Fee	Flat Rate	\$28.00	\$29.00	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	\$298.00	\$310.00	Y
Knox Business Life Advertising - Module 2 - 125mm x 62mm	Per Module	\$440.00	\$458.00	Y
Knox Business Life Advertising - Module 3 - 60mm x 130mm	Per Module	\$440.00	\$458.00	Y
Knox Business Life Advertising - Module 4 - 60mm x 198mm	Per Module	\$736.00	\$765.00	Y
Knox Business Life Advertising - Module 5 - 190mm x 62mm	Per Module	\$736.00	\$765.00	Y
Knox Business Life Advertising - Module 6 - 264mm x 60mm	Per Module	\$879.00	\$914.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Knox Business Life Advertising - Module 7 - 190mm x 132mm	Per Module	\$1,175.00	\$1,222.00	Y
Knox Business Life Advertising - Module 8 - 190mm x 264mm	Per Module	\$1,772.00	\$1,843.00	Y
Knox Business Life Advertising - Inserts (roll-folded to DL size)	Per Insert	\$590.00	\$614.00	Y
Business Development Seminars, Workshops and Events				
SBV (Small Business Victoria) Supported Seminars - 2 hrs	Per Session	\$20.00	\$20.00	Y
SBV Supported Workshops - 3 to 3.5 hrs	Per Session	\$30.00	\$30.00	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	Y
City Development - City Safety & Health				
TRAFFIC ENFORCEMENT, ANIMAL CONTROL & LOCAL LAWS				
<i>Fees relate to Council's General Provisions Local Law, Domestic Animals Act and Road Rules Victoria.</i>				
<i>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>				
<i>For ease of use, administration fees have been rounded.</i>				
Permit (including Application) Fees				
More than 2 dogs				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
More than 2 cats				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
More than 25 small birds				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
More than 5 large birds				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
More than 5 reptiles or rodents				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
More than 5 poultry				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
Permit (other) - i. e. any other permit triggered by the Local Law.				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
To live in a caravan (on public or private property)				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Per Permit	\$73.00	\$76.00	N
Display or sell goods or services on public land				
Application Fee	On Application	\$128.00	\$133.00	N
Permit fee for single day use	Charge	\$73.00	\$76.00	N
Initial Permit/ Renewal fee for period up to 12 months	Per Permit	\$365.00	\$380.00	N
To place tables and chairs on footpath				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee - Per seated person	Per Person	\$33.00	\$34.00	N
Initial Permit/ Renewal Fee - Each Table	Per Table	\$25.00	\$26.00	N
Roadside Trading				
Application Fee	On Application	\$128.00	\$133.00	N

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Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Permit for one day only	Per Application	\$187.00	\$194.00	N
Permit for 2-7 days	Per Application	\$373.00	\$388.00	N
Permit for up to one month	Per Application	\$1,038.00	\$1,080.00	N
Place a Commercial Waste Bin				
Application Fee	On Application	\$0.00	\$0.00	N
Initial Permit/ Renewal Fee	Annual	\$0.00	\$0.00	N
Place a clothing recycling bin on public land				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee - directly operated by fundraising organisation under the Fundraising Act 1998	Per Bin	\$115.00	\$120.00	N
Initial Permit/ Renewal Fee - Other	Per Bin	\$230.00	\$500.00	N
Rubbish Skip Accredited Supplier				
Application Fee	On Application	\$128.00	\$133.00	N
Permit/ Renewal Fee - including up to 20 placements per annum	On Application	\$770.00	\$801.00	Y
Permit/ Renewal Fee - placement of additional bin	Per Bin	\$20.00	\$21.00	Y
Permit/ Renewal Fee - Single Placement	Per Bin	\$80.00	\$83.00	Y
To garage a long or heavy vehicle (in a residential area)				
Application Fee	On Application	\$176.00	\$183.00	N
Permit Fee	Annual	\$176.00	\$183.00	N
Keeping of more than 2 unregistered vehicles on private land				
Application Fee	On Application	\$128.00	\$133.00	N
Permit Fee	Per Permit	Not Applicable	Not Applicable	N
Fireworks on public land				
Application Fee	On Application	\$128.00	\$133.00	N
Permit Fee	Per Permit	\$73.00	\$76.00	N
Fundraising				
Application Fee	On Application	Not Applicable	Not Applicable	N
Permit Fee	Per Permit	\$73.00	\$76.00	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	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$73.00	\$76.00	N
Erect or place a sign (up to 1800mm by 900mm in size) (on Public Land)				
Application Fee	On Application	\$128.00	\$133.00	N
Initial Permit/ Renewal Fee	Annual	\$123.00	\$128.00	N
Erect or place Large Sign (greater than 1800mm x 900mm) (on Public Land)				
Application Fee	On Application	\$176.00	\$183.00	N
Initial Permit/ Renewal Fee	Annual	\$176.00	\$183.00	N
Temporary signage in a public place				
Application Fee	On Application	\$128.00	\$133.00	N
Permit Fee - up to 6 weeks	Per Permit	\$73.00	\$76.00	N
Real Estate - Open for Inspection/ Auction signage (on Public Land) (per office location)				
Application Fee	On Application	\$128.00	\$133.00	N
Permit/ Renewal Fee - Single Placement	Per Permit	\$73.00	\$76.00	N
Initial Permit/ Renewal Fee - Annual Permit	Annual	\$480.00	\$530.00	N
Real Estate - Advertising Board specifically for a property for lease/ sale (on Public Land)				
Application Fee	On Application	\$128.00	\$133.00	N

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Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Permit Fee - up to 3 months	Per Permit	\$73.00	\$76.00	N
Burning Off Permits				
Permit issued outside the bushfire management overlay area	Per Permit	\$57.00	\$59.00	N
Permit issued within the bushfire management overlay area	Per Permit	No Charge	No Charge	N
Land Clearance				
Land management fee (unsightly or hazardous properties)	Charge	\$165.00	\$172.00 + Actual cost of works	N
Parking Permits (Domestic)				
Initial permit (up to 2 permits)	No Charge	\$0.00	\$0.00	N
Third and subsequent permit	Per Permit	\$43.00	\$45.00	N
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$22.00	\$23.00	N
Parking Permits (Commercial)				
Operated by traders	No Charge	\$0.00	\$0.00	Y
Operated by Council initial permit (up to 4 permits)	Per Permit	New Fee	\$10.00	Y
Operated by Council (Third and subsequent permits)	Per Permit	\$43.00	\$40.00	Y
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$22.00	\$23.00	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>				
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	\$42.00	\$44.00	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	\$21.00	\$22.00	N
Category 2DH - Dog Unsterilized and Microchipped - Only applies to current registrations and not new registrations.	Annual	\$75.00	\$78.00	N
Category DLP - Pensioner Concession Rebate for Category 2DH (Dog Unsterilized and Microchipped) - Only applies to current registrations and not new registrations.	Annual	\$28.00	\$30.00	N
Category 1J - Dog meets 3 categories (i.e. desexed, microchipped, obedience trained, breeder etc) (registered pre 10 April 2016)	Annual	\$30.00	\$31.00	N
Category 1JP - Pensioner Concession Rebate for Dog meets 3 categories (i.e. desexed, microchipped, obedience trained, breeder etc) (registered pre 10 April 2016)	Annual	\$15.00	\$15.50	N
Category 2D - Dog Unsterilized	Annual	\$167.00	\$174.00	N
Category 2DP - Pensioner Concession Rebate for Dog Unsterilized	Annual	\$83.50	\$87.00	N
Category 2R Declared Menacing Dog, Restricted Breed Dog, Declared Dangerous Dog (no Pensioner Concession Rebate applies)	Annual	\$282.00	\$293.00	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	\$39.00	\$40.00	N
Category 1CP - Pensioner Concession Rebate for Cat 1C - Cat Desexed (also over 10 years old, current member of an approved association)	Annual	\$19.50	\$20.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Category 2C - Cat Unsterilized (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$167.00	\$174.00	N
Category 2CP - Pensioner Concession Rebate for Cat 2C - Cat unsterilized (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$83.50	Not Applicable	N
Category 2CH - Cat Unsterilized and Microchipped - Only applies to current registrations and not new registrations.	Annual	\$75.00	\$78.00	N
Registration incentive (dog)	First Registration Per Animal	\$5.00	\$5.00	N
Registration incentive (cat)	First Registration Per Animal	\$3.00	\$3.00	N
Late Registration fee	Annual	\$10.00	\$15.00	N
Late Registration fee - Pensioner Concession rebate	Annual	\$5.00	\$5.00	N
Accessing of Pet register information	Per entry inspected	\$10.00	\$10.00	N
Refund of Animal Registration: Eligible if animal dies within 1 month of new registration, or 1 month from 10 April for registration renewals.			Refund of the applicable registration fee	
50% pro-rata of Animal Registration fees apply on 10 October. Pro-rata does not apply if animal is registered at the Pound (upon release after being impounded).			50% of the applicable registration fee	
Domestic Animal Business Registration				
Animal Business Registration	Annual	\$213.00	\$222.00	N
Pound Release Fees				
Release of domestic dog from pound (reclaim within 8 days) - unregistered	Per Animal	\$255.00	\$265.00	N
Release of domestic dog from pound (reclaim within 8 days) - registered	Per Animal	\$235.00	\$240.00	N
Release of domestic cat from pound (reclaimed within 8 days) - unregistered	Per Animal	\$133.00	\$138.00	N
Release of domestic cat from pound (reclaimed within 8 days) - registered	Per Animal	\$113.00	\$115.00	N
Per day sustenance fee (if held beyond the 8 days impounding fee period)	Per Animal Per Day	\$31.00	\$32.00	N
Livestock				
Impounding fees for large animal - horse, cow or similar	Per Animal	\$320.00	\$333.00	N
Impounding fees for sheep, goat, pig or similar sized animal	Per Animal	\$213.00	\$222.00	N
Posting formal notice	Per Notice	\$18.50	\$19.00	Y
Advertisement in newspaper (animal to be sold at auction after statutory 14 day impound period)	Per Advert	\$268.00	\$279.00	Y
Direction Notices	Per Site	\$86.50	Not Applicable	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	\$222.00	\$231.00	N
Medium sign (greater than 900mm or 600mm or less than 1800mm x 900mm) i.e. A-frame sign	Per Sign	\$150.00	\$156.00	N
Small sign (less than 900mm in height or 600mm in width) i.e. pointer board	Per Sign	\$66.00	\$69.00	N
Shopping trolley	Per Trolley	\$107.00	\$111.00	N
Skip bin / Bulk waste container / Shipping container / Clothing recycling bin	Per Item	\$544.00	\$566.00	N
Other Items not mentioned above	Per Item	\$163.00	\$170.00	Y
Impounded Vehicle Release				
Impounded Vehicle Administration fee	Per Vehicle	\$246.00	\$256.00	N
Towing fee for Car	Per Vehicle	\$426.00	\$443.00	N

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Towing fee for Truck	Per Vehicle	Actual costs +20%	\$643.00	N
Storage fee (up to 5 days)	Per Vehicle	\$258.00	\$268.00 + actual costs for offsite storage (if required)	N
Day storage fee (day 6 onwards)	Per Vehicle Per Day	\$44.00	\$46.00	N
Archived records retrieval fee	Per Request	\$25.00	\$26.00	N
HEALTH SERVICES				
Public Health & Wellbeing Act Registration Fee				
Skin Penetrators / Beauty Therapies - single operation	Per Annum	\$139.00	\$145.00	N
Hairdressers / Skin Penetrators / Beauty Therapies - multiple operation	Per Annum	\$188.00	\$196.00	N
One-off registration for Hairdressing business/ premise (unchanged proprietor) - single operation	One-off registration	\$180.00	\$187.00	N
Health Act Accommodation Registration Fees				
Up to 20 residents	Per Annum	\$312.00	\$324.00	N
21-40 residents	Per Annum	\$483.00	\$502.00	N
More than 40 residents	Per Annum	\$726.00	\$755.00	N
Residential Tenancies Act Fees				
Caravan Park Transfer Fee	Per Application	\$74.00	Not Applicable	N
Food Act Registration Fees -Includes Food Act Legislative amendments. Registration Fees include registration and first follow up inspection.				
Class 1A Hospitals	Per Annum	\$534.00	\$555.00	N
Class 1A Additional Inspection Fee	Per Inspection	\$188.00	\$196.00	N
Class 1B Aged Care Facilities, Child Care Centres, Meals on Wheels	Per Annum	\$410.00	\$426.00	N
Class 1B Additional Inspection Fee	Per Inspection	\$126.00	\$131.00	N
Class 2A Large Supermarkets - 3 plus departments	Per Annum	\$1,730.00	\$1,799.00	N
Class 2A Additional Inspection Fee	Per Inspection	\$250.00	\$260.00	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	\$534.00	\$555.00	N
Class 2B Additional Inspection Fee	Per Inspection	\$188.00	\$196.00	N
Class 2CG Class 2 Community Group registration	Per Annum	\$134.00	\$139.00	N
Class 2 Commercial business - single event registration	Per Application	New Fee	\$130.00	N
Class 2HB Home Businesses	Per Annum	\$382.00	\$397.00	N
Class 2HB Additional Inspection Fee	Per Inspection	\$112.00	\$116.00	N
Class 2ES Supermarkets - 3 plus departments. That hold non standard FSP	Per Annum	\$1,430.00	\$1,487.00	N
Class 2ES Additional Inspection Fee	Per Inspection	\$250.00	\$260.00	N
Class 2E Premises that hold non standard FSP's and are subject to independent audit	Per Annum	\$434.00	\$451.00	N
Class 2E Additional Inspection Fee	Per Inspection	\$188.00	\$196.00	N
Class 3S Large Supermarkets that sell potentially hazardous pre-packed foods. e.g. ALDI	Per Annum	\$974.00	\$1,013.00	N
Class 3S Additional Inspection Fee	Per Inspection	\$180.00	\$187.00	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	\$298.00	\$310.00	N
Class 3 Additional Inspection Fee	Per Inspection	\$112.00	\$116.00	N
Class 3CG Class 3 Community Group - single event registration	Per Application	\$75.00	\$78.00	N

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Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Class 3CG Class 3 Community Group events - annual registration	Per Annum	\$150.00	\$139.00	N
Class 3 Commercial business - single event registration	Per Application	New Fee	\$130.00	N
Class 3 Food vending machines	Per Vending Machine	New Fee	\$75.00	N
Class 3 Club - Seasonal Sporting Club	Per Annum	\$150.00	\$156.00	N
Class 3 Club Additional Inspection Fee	Per Inspection	\$112.00	\$116.00	N
Late Payment Fee for Food Registration Renewals	Per Annum	25% of Registration fee	25% of Registration fee	N
Other Fees				
Transfer of Health or Food Act registrations	Per Request	50% of Current Year registration fees	50% of Current Year registration fees	N
Property inquiry/ inspection of business on request (10 Working Day Turnaround)	Per Request	\$206.00	\$214.00	Y
Property inquiry/ inspection of business on request (4 Working Day turnaround)	Per Request	\$280.00	\$291.00	Y
Second and subsequent property inquiry/ inspection of business on request	Per Request	\$92.00	\$96.00	Y
Pro Rata Refund of Registration Fees	Per Request	\$39.00	\$41.00	Y
Establishment Fee - Food Act Premises	Per Request	\$285.00	\$296.00	Y
Establishment Fee - Businesses Registrable under Public Health and Wellbeing Act	Per Request	\$130.00	\$135.00	Y
Establishment Fee - Food Act Home Based Businesses and Mobile businesses	Per Request	\$130.00	\$135.00	Y
Septic Tanks permit to install	Per Request	\$430.00	\$447.00	N
Sharps disposal Levy	Per 5 litre Container	\$15.00	\$16.00	N
Food laboratory sampling of second sample (failed)	Per sample	Actual costs + \$150 reinspection fee	Actual costs + \$156 reinspection fee	N
Archived records retrieval fee	Per Request	\$25.00	\$26.00	N
Vaccines Provided at Public Sessions				
ADT (Adult Diphtheria, Tetanus)	Per Injection	\$30.00	Not Applicable	Y
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$58.00	\$60.00	Y
Chicken Pox	Per Injection	\$80.00	\$83.00	Y
Flu - Quad Valent	Per Injection	\$30.00	\$31.00	Y
Hepatitis A (Adult)	Per Injection	\$72.00	\$95.00	Y
Hepatitis B (Adult)	Per Injection	\$36.00	\$37.00	Y
Hepatitis A (Child)	Per Injection	\$59.00	Not Applicable	Y
Hepatitis B (Child)	Per Injection	\$30.00	Not Applicable	Y
HPV (Human Pappilomavirus Vaccine)	Per Injection	\$175.00	\$182.00	Y
Infanrix Hexa (6 in 1)	Per Injection	\$127.00	Not Applicable	Y
Infanrix IPV	Per Injection	\$75.00	Not Applicable	Y
Meningococcal	Per Injection	\$132.00	Not Applicable	Y
Pneumococcal 13 (Child)	Per Injection	\$185.00	Not Applicable	Y
Pneumococcal 23 (Adult)	Per Injection	\$72.00	\$75.00	Y
Twinrix (Hepatitis A & B) Adult	Per Injection	\$84.00	\$106.00	Y
Twinrix (Hepatitis A & B) Child	Per Injection	\$75.00	\$78.00	Y
IPOL	Per Injection	\$60.00	Not Applicable	Y
Administration of Unsubsidised Vaccine Supplied by Government Health Departments	Per Injection	\$15.00	\$16.00	Y
Rototeg	Per Injection	\$110.00	Not Applicable	Y
MMR	Per Injection	\$62.00	\$64.00	Y

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Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
MMR + Chicken Pox	Per Injection	\$52.00	Not Applicable	Y
Menitorix	Per Injection	\$82.00	Not Applicable	Y
Shingles	Per Injection	\$258.00	\$268.00	Y
Service Provided at Clients Business				
Corporate Businesses Service - Two Nurses minimum charge	Per First Hour for 2 Nurses	\$280.00	\$330.00	Y
Corporate Businesses Service - Additional Hours	Per Nurse Per Hour	\$118.00	\$123.00	Y
ADT (Adult Diphtheria, Tetanus)	Per Injection	\$22.00	Not Applicable	Y
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$46.00	\$48.00	Y
Chicken Pox	Per Injection	\$67.00	Not Applicable	Y
Hepatitis A (Adult)	Per Injection	\$58.00	\$86.00	Y
Hepatitis B (Adult)	Per Injection	\$23.00	\$24.00	Y
Hepatitis A (Child)	Per Injection	\$46.00	Not Applicable	Y
Hepatitis B (Child)	Per Injection	\$17.00	Not Applicable	Y
HPV (Human Pappilomavirus Vaccine)	Per Injection	\$162.00	Not Applicable	Y
Infanrix Hexa (6 in 1)	Per Injection	\$115.00	Not Applicable	Y
Infanrix IPV	Per Injection	\$63.00	Not Applicable	Y
Meningococcal	Per Injection	\$120.00	Not Applicable	Y
Pneumococcal 13 (Child)	Per Injection	\$173.00	Not Applicable	Y
Pneumococcal 23 (Adult)	Per Injection	\$60.00	\$62.00	Y
Twinrix (Hepatitis A & B) Adult	Per Injection	\$72.00	\$87.00	Y
Twinrix (Hepatitis A & B) Child	Per Injection	\$62.00	Not Applicable	Y
Flu - Quad Valent	Per Injection	\$17.00	\$18.00	Y
IPOL	Per Injection	\$48.00	Not Applicable	Y
MMR	Per Injection	\$50.00	\$52.00	Y
MMR + Chicken Pox	Per Injection	\$40.00	Not Applicable	Y
Shingles	Per Injection	\$245.00	\$259.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
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Community Services - Family & Children's Services

PRE SCHOOL EDUCATION

Pre School Fee (for Calendar Year 2017)	Per Child	\$363.00	\$423.00	N
Pre School Fee (for Calendar Year 2018)	Per Child	\$423.00	\$760.00	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 2017)	Annual	\$716.00	\$716.00	N
Preschool Term Fee including Working Bee Levy (Calendar year 2018)	Annual	\$716.00	\$716.00	N

CHILD CARE

Long Day Care				
Per day (all centres)	Per Day	\$123.30	\$129.50	N
Per week (all centres)	Per Week	\$603.10	\$633.30	N
Occasional Care	Per Hour	\$12.70	\$13.95	N

EARLY YEARS INTEGRATED SERVICES, PLANNING & PARTNERSHIPS

License Fee for Early Years users, using Council owned facilities	Per Annum	\$161.70	\$0.00	N
Licence Fee for Playgroup Committees using Council-owned facilities	Per Annum	\$161.70	\$0.00	N

Community Services - Active Ageing & Disability Services

HOME & COMMUNITY CARE SERVICES

Home & Community Care (HACC), Program for Young People (PYP) and Commonwealth Home Support Programme (CHSP) client fees are means tested based on Community Health, Home & Community Care Programs - Income Ranges. Clients are not disadvantaged by inability to pay, fee waiving is approved as assessed as appropriate by the Knox Regional Assessment Service. The income ranges per annum, effective 1st January 2016 (current available) are as follows:

Individual Low fee < \$36,972 Medium fee \$36,972 - \$81,194 High fee > \$81,194
Couple Low fee < \$56,589 Medium fee \$56,589 - \$108,543 High fee > \$108,543
**Family (1 Child) Low fee < \$62,693 Medium fee \$62,693 - \$111,941 High fee > \$111,941*
**plus \$6,104 per additional child*

General Home Care

Low:				
S - Single (Income Range less than \$36,972 pa) C - Couple (Income Range less than \$56,589 pa) F - Family (1 Child) (Income Range less than \$62,693 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$7.20	\$8.00	N
Medium:				
S - Single (Income range \$36,972 - \$81,194 pa) C - Couple (Income range \$56,589 - \$108,543 pa) F - Family (Income range \$62,693 - \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$10.40	\$11.60	N
High:				
S - Single (Income range more than \$81,194 pa) C - Couple (Income range more than \$108,543 pa) F - Family (Income range more than \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$39.20	\$43.60	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	\$52.40	\$57.00	N
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N
Home Care Cleaning Kits - provided at cost to home care clients. Individual items from \$16.50 to \$30.00.	Per Kit	\$50.00	\$55.00	Y

Personal Care

Low:

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
S - Single (Income Range less than \$36,972 pa) C - Couple (Income Range less than \$56,589 pa) F - Family (1 Child) (Income Range less than \$62,693 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$5.60	\$6.00	N
Medium:				
S - Single (Income range \$36,972 - \$81,194 pa) C - Couple (Income range \$56,589 - \$108,543 pa) F - Family (Income range \$62,693 - \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$8.00	\$8.60	N
High:				
S - Single (Income range more than \$81,194 pa) C - Couple (Income range more than \$108,543 pa) F - Family (Income range more than \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$42.40	\$44.10	N
Undisclosed income or compensation	Per Hour	\$52.80	\$56.00	N
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N
Respite Care				
Low:				
S - Single (Income Range less than \$36,972 pa) C - Couple (Income Range less than \$56,589 pa) F - Family (1 Child) (Income Range less than \$62,693 pa) (plus \$6,104 additional child per annum) (existing clients only)				
Within Core Hours	Per Hour	\$4.40	\$4.80	N
Out of Core Hours	Per Hour	\$6.00	\$6.60	N
Medium :				
S - Single (Income range \$36,972 - \$81,194 pa) C - Couple (Income range \$56,589 - \$108,543 pa) F - Family (Income range \$62,693 - \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)				
Within Core Hours	Per Hour	\$5.20	\$5.60	N
Out of Core Hours	Per Hour	\$8.40	\$9.00	N
High:				
S - Single (Income range more than \$81,194 pa) C - Couple (Income range more than \$108,543 pa) F - Family (Income range more than \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)				
Within Core Hours	Per Hour	\$41.20	\$45.40	N
Out of Core Hours	Per Hour	\$59.60	\$65.60	N
Undisclosed income or compensation Core Hours	Per Hour	\$53.60	\$55.60	N
Undisclosed income or compensation Out of Hours	Per Hour	New Fee	\$83.50	N
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N
HOME MAINTENANCE				
<i>Clients pay for the cost of materials plus the hourly rate.</i>				
Low:				
S - Single (Income Range less than \$36,972 pa) C - Couple (Income Range less than \$56,589 pa) F - Family (1 Child) (Income Range less than \$62,693 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$14.00	\$14.60	N
Medium:				

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
S - Single (Income range \$36,972 - \$81,194 pa) C - Couple (Income range \$56,589 - \$108,543 pa) F - Family (Income range \$62,693 - \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$17.60	\$18.40	N
High: S - Single (Income range more than \$81,194 pa) C - Couple (Income range more than \$108,543 pa) F - Family (Income range more than \$111,941 pa) (plus \$6,104 additional child per annum) (existing clients only)	Per Hour	\$54.40	\$56.60	N
Undisclosed income or compensation	Per Hour (& as per receipt for materials)	\$77.20	\$84.80	N
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	New Fee	100% of service booking	N
FOOD SERVICES				
Centre based & home delivered meals				
Three (3) Course Meal Low Income Medium Income	Per Meal	\$9.00	\$9.40	N
Three (3) Course Meal High Income	Per Meal	\$16.30	\$16.30	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	\$7.00	\$7.30	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	\$11.90	\$12.40	N
Individual Meal Components				
Soup	Per Serve	\$2.50	Not Applicable	N
Dessert / Fruit	Per Serve	\$2.50	Not Applicable	N
Sandwich - 4 points	Per Serve	\$4.00	Not Applicable	N
Sandwich - 6 points	Per Serve	\$6.00	Not Applicable	N
PLANNED ACTIVITY GROUPS				
Low Income	Per Session	\$7.70	\$8.00	N
Medium Income	Per Session	\$7.70	\$8.00	N
High Income	Per Session	\$13.40	\$13.90	N
ALLIED HEALTH - OCCUPATIONAL THERAPY				
Low Income	Per Consultation	\$9.90	\$10.30	N
Medium Income	Per Consultation	\$14.80	\$15.40	N
High Income	Per Hour	\$97.40	\$101.30	N
Easy Living Equipment Kits - provided at cost to approved reablement clients. Individual items from \$6.40 to \$38.50 each.	Per Kit	\$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	\$22.70	\$23.60	Y
General Home Care				
Service per hour	Per Hour	\$53.60	\$57.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Travel per hour (vehicle / labour)	Per Hour	\$72.10	\$75.00	Y
Respite Care				
Service per hour	Per Hour	\$53.60	\$55.60	Y
Out of Hours Service per hour	Per Hour	\$80.30	\$83.50	Y
Travel per hour (vehicle / labour)	Per Hour	\$72.10	\$75.00	Y
Personal Care				
Service per hour	Per Hour	\$53.60	\$55.70	Y
Travel per hour (vehicle / labour)	Per Hour	\$72.10	\$75.00	Y
COMMUNITY TRANSPORT				
Regular bus route passenger	Return Trip	\$4.00	\$6.00	N
Regular bus route passenger	One Way Trip	\$2.00	\$3.00	N
Community Outing	Per Day or Part Day	\$6.00	\$8.00	N
Outing Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	New Fee	100% of service booking	N
Casual Group Usage				
In core (business hours) per use - maximum 8 hours	Per Use	\$105.00	\$109.20	Y
Out of core per hour drive time	Per Hour	\$57.70	\$60.00	Y
Out of core booking fee	Per Booking	\$53.60	\$55.70	Y
Emergency Services Groups - Training Courses max. of 8 hours	Per Use	\$105.00	\$109.20	Y
ACTIVE AGEING				
Events / Workshops - Seniors Festival Events etc	Per event	\$5.70	\$6.00	N
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 Annum	\$107.00	\$111.00	Y
Tennis Pavilions				
Batterham Park	Per Annum	\$833.00	\$866.00	Y
Reta Matthews Reserve (Boronia)	Per Annum	\$801.00	\$833.00	Y
Eildon Park	Per Annum	\$886.00	\$921.00	Y
Glenfern Park (Ferntree Gully)	Per Annum	\$788.00	\$820.00	Y
Guy Turner Reserve (Guy Turner)	Per Annum	\$563.00	\$586.00	Y
Coleman Road Reserve (Knox City)	Per Annum	\$1,636.00	\$1,701.00	Y
Knox Gardens Reserve (Knox Gardens)	Per Annum	\$1,078.00	\$1,121.00	Y
Carrington Park (Knoxfield)	Per Annum	\$656.00	\$682.00	Y
Miller Park	Per Annum	\$833.00	\$866.00	Y
Seebeck Reserve (Rowville)	Per Annum	\$836.00	\$869.00	Y
Exner Reserve (Scoresby)	Per Annum	\$961.00	\$999.00	Y
Templeton Reserve (Templeton)	Per Annum	\$1,383.00	\$1,438.00	Y
Wantirna Reserve (Wantirna)	Per Annum	\$874.00	\$909.00	Y
Walker Reserve (Wantirna South)	Per Annum	\$668.00	\$695.00	Y
Windermere Reserve (Windermere)	Per Annum	\$898.00	\$934.00	Y
Cricket				
Junior / Vets / Women's Teams	Per Team Per Season	\$64.00	\$71.00	Y
Senior Teams	Per Team Per Season	\$405.00	\$452.00	Y
Football				

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Junior / Vets / Women's Teams	Per Team Per Season	\$249.00	\$278.00	Y
Senior Teams	Per Team Per Season	\$1,796.00	\$2,006.00	Y
Soccer				
Junior / Vets / Women's Teams	Per Team Per Season	\$158.00	\$176.00	Y
Senior Teams	Per Team Per Season	\$1,084.00	\$1,211.00	Y
Baseball				
Junior / Vets / Women's Teams	Per Team Per Season	\$42.00	\$47.00	Y
Senior Teams	Per Team Per Season	\$310.00	\$346.00	Y
Lacrosse				
Lacrosse	Per Team Per Season	\$65.00	\$73.00	Y
Netball / Court				
Matches	Per Court Per Annum	\$174.00	\$194.00	Y
Training	Per Court Per Annum	\$65.00	\$73.00	Y
Facility License Agreements				
Knox Obedience Dog Club	Per Annum	\$1,925.00	\$2,002.00	Y
B. M. X. Club (Knox Park)	Per Annum	\$601.00	\$625.00	Y
Model Aero Club (Stud Road, Scoresby)	Per Annum	\$402.00	\$418.00	Y
Boronia Radio Controlled Car Club (Boronia Park)	Per Annum	\$402.00	\$418.00	Y
Group Dog Training	Per Annum	\$720.00	\$749.00	Y
Preparation of Turf Wickets				
Boronia Cricket Club	Per Season	\$7,420.00	\$7,717.00	Y
Bayswater Cricket Club	Per Season	\$9,892.00	\$10,288.00	Y
EFL Finals				
All Senior Divisions	Per Day	\$595.00	\$665.00	Y
Reserves / Ovals	Per Point Per Oval Per Season	\$174.00	\$194.00	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	Y
Non Knox Schools / Non Knox Community Usage	Per Day	\$85.00	\$88.00	Y
Commercial Usage (Corporate and Business Activities / Purposes)	Per Day	\$334.00	\$347.00	Y
Pavilions - Rental				
Batterham No. 1	Per Annum	\$856.00	\$956.00	Y
Bayswater Oval	Per Annum	\$856.00	\$956.00	Y
Bayswater Park	Per Annum	\$429.00	\$479.00	Y
Benedikt Park No. 1	Per Annum	\$429.00	\$479.00	Y
Carrington Park	Per Annum	\$856.00	\$956.00	Y
Chandler Park	Per Annum	\$429.00	\$479.00	Y
Colchester Park	Per Annum	\$429.00	\$479.00	Y
Dobson No. 1	Per Annum	\$429.00	\$479.00	Y
Egan Lee No. 1	Per Annum	\$856.00	\$956.00	Y
Eildon No. 1	Per Annum	\$429.00	\$479.00	Y
Ferntree Gully No. 1	Per Annum	\$856.00	\$956.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Fairpark No. 1	Per Annum	\$429.00	\$479.00	Y
Gilbert	Per Annum	\$429.00	\$479.00	Y
Guy Turner	Per Annum	\$856.00	\$956.00	Y
HV Jones Reserve	Per Annum	\$429.00	\$479.00	Y
Kings Park Athletics	Per Annum	\$429.00	\$479.00	Y
Kings Park No. 1	Per Annum	\$856.00	\$956.00	Y
Kings Park B / Ball No. 1	Per Annum	\$856.00	\$956.00	Y
Knox Gardens No. 1	Per Annum	\$856.00	\$956.00	Y
Knox Park Soccer	Per Annum	\$429.00	\$479.00	Y
Knox Park No. 2	Per Annum	\$429.00	\$479.00	Y
Lakesfield	Per Annum	\$429.00	\$479.00	Y
Lewis Park No. 1	Per Annum	\$429.00	\$479.00	Y
Liberty Ave Reserve	Per Annum	\$429.00	\$479.00	Y
Llewellyn No. 1	Per Annum	\$429.00	\$479.00	Y
Miller	Per Annum	\$429.00	\$479.00	Y
Milpera	Per Annum	\$429.00	\$479.00	Y
Parkridge	Per Annum	\$429.00	\$479.00	Y
Pickett	Per Annum	\$429.00	\$479.00	Y
Rowville No. 1	Per Annum	\$856.00	\$956.00	Y
Sasses	Per Annum	\$429.00	\$479.00	Y
Schultz	Per Annum	\$429.00	\$479.00	Y
Scoresby	Per Annum	\$856.00	\$956.00	Y
Stud Park	Per Annum	\$429.00	\$479.00	Y
Talaskia	Per Annum	\$429.00	\$479.00	Y
Templeton	Per Annum	\$429.00	\$479.00	Y
Tormore	Per Annum	\$856.00	\$956.00	Y
Walker Wantirna South Res	Per Annum	\$856.00	\$956.00	Y
Wantirna	Per Annum	\$429.00	\$479.00	Y
Windermere	Per Annum	\$429.00	\$479.00	Y
Netball Pavilions				
Fairpark Netball Shed	Per Annum	\$122.00	\$136.00	Y
Mountain Gate Netball Club Pavilion	Per Annum	\$122.00	\$136.00	Y
FESTIVALS & EVENTS				
<i>Knox Festival, Carols by Candlelight and Stringybark Festival.</i>				
Entrance Fee				
Adult	Per Person	\$5.00	\$5.00	Y
Children	Per Person	\$2.50	\$2.50	Y
Family	Per Family	\$12.00	\$12.00	Y
Concession	Per Person	\$3.00	\$4.00	Y
Stall Holders (Commercial and Other)				
Craft and / or Theme	Per Holder	\$136.00	\$141.00	Y
Commercial Food - Large	Per Holder	\$745.00	\$775.00	Y
Commercial Food - Medium	Per Holder	\$560.00	\$582.00	Y
Commercial Food - Small	Per Holder	\$385.00	\$400.00	Y
Market Site - Large	Per Holder	\$494.00	\$514.00	Y
Market Site - Medium	Per Holder	\$371.00	\$386.00	Y
Market Site - Small	Per Holder	\$250.00	\$260.00	Y
Additional - Chairs	Each	\$4.60	\$5.00	Y
- Tables	Each	\$20.00	\$21.00	Y
- Marquees (3x3)	Each	\$202.00	\$210.00	Y
- Marquees (6x3)	Each	New Fee	\$562.00	Y
Electricity - 10 amps	Per site	\$36.00	\$37.00	Y
- 15 amps	Per site	\$56.00	\$58.00	Y
- 30 amps	Per site	\$89.00	\$93.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Weights (marquee)	Per leg	New Fee	\$10.00	Y
Stall Holders (Community)				
Community Food Package - Small 3x3m (includes marquee 1x table, 2x chairs)	Per Holder	\$0.00	\$0.00	Y
Community Food Package - Medium 3x6m (includes marquee 1x table, 2x chairs)	Per Holder	\$385.00	\$385.00	Y
Community Food Package - Large 3x9m (includes marquee 1x table, 2x chairs)	Per Holder	\$557.00	\$557.00	Y
Market Site Package - Small 3x3m (includes marquee 1x table, 2x chairs)	Per Holder	\$0.00	\$0.00	Y
Market Site Package - Medium 3x6m (includes marquee 1x table, 2x chairs)	Per Holder	\$250.00	\$250.00	Y
Market Site Package - Large 3x9m (includes marquee 1x table, 2x chairs)	Per Holder	\$371.00	\$371.00	Y
FERNTREE GULLY COMMUNITY CENTRE				
Regular Hire Groups	Per Hour	\$30.00	\$31.00	Y
Saturday Night Function	Per 6 Hours	\$617.00	\$642.00	Y
Saturday Night Function	Per Hour	\$131.00	\$136.00	Y
Clean Up Fee	Per Hour or Part Thereof	\$166.00	\$173.00	Y
Delay Exit Fee	Per Hour or Part Thereof	\$166.00	\$173.00	Y
Casual Hire / Room (weekdays)	Per Hour	\$35.00	\$36.00	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	\$115.00	\$120.00	Y
Multi - purpose Hall - Function - 6 Hours	6hr Block	\$565.00	\$588.00	Y
Multi - purpose Hall - Sports	Per Hour	\$38.00	\$40.00	Y
Multi - purpose Hall - Show Concert	Per Hour	\$122.00	\$127.00	Y
Multi - purpose Hall - Activity	Per Hour	\$48.00	\$50.00	Y
Multi - Purpose Hall - Meetings and Seminars	Per Hour	\$122.00	\$127.00	Y
Meetings / Regular Hire MR 1 and 2 (One Room)	Per Hour	\$30.00	\$31.00	Y
Meetings / Regular Hire MR 1 and 2 (Both)	Per Hour	\$60.00	\$62.00	Y
Meetings / Regular Hire MR 3 and 4 (One Room)	Per Hour	\$30.00	\$31.00	Y
Meetings / Regular Hire MR 3 and 4 (Both)	Per Hour	\$60.00	\$62.00	Y
Meetings / Regular Hire - Interview Room 1	Per Hour	\$23.00	\$24.00	Y
Meetings / Regular Hire - Interview Room 2	Per Hour	\$25.00	\$26.00	Y
Function Hire / MR 5,6 and 7	Per Hour	\$95.00	\$99.00	Y
Function Hire / MR 5, 6 and 7 - 6 Hours	6hr Block	\$556.00	\$578.00	Y
Function Hire / MR 8 and 9	Per Hour	\$74.00	\$77.00	Y
Function Hire / MR 8 and 9 - 6 Hours	6hr Block	\$448.00	\$466.00	Y
Function Hire Cleaning / MR 5, 6, 7, 8 and 9	Per Block	\$85.00	\$88.00	Y
School Hire (Knox Schools are entitled to a 20% discount)				
Function - Tennis Pavilion	Per Hour	\$52.00	\$54.00	Y
Function - Tennis Pavilion - 4 Hours	Per 4 Hour Block	\$163.00	\$170.00	Y
Meetings - Tennis Pavilion	Per Hour	\$30.00	\$31.00	Y
Kitchen (max 3 hours)	Per Hour	\$29.00	\$30.00	Y
Stage	Per Hour	\$10.00	\$11.00	Y
Basketball Court Hire - Single Casual Entry "Drop In"	Per Hour	\$3.00	\$3.00	Y
Badminton Court Hire *	Per Hour	\$19.00	\$20.00	Y
Tennis Court Hire *	Per Hour	\$22.00	\$23.00	Y
Tennis Court Hire (including lighting)	Per Hour	\$30.00	\$31.00	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	\$23.00	\$24.00	Y
Soccer / Futsal Court Hire (including lighting)	Per Hour	\$26.00	\$27.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Clean Up Fee	Per Hour or part thereof	\$168.00	\$175.00	Y
Delay Exit Fee	Per Hour or part thereof	\$168.00	\$175.00	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	\$12.00	\$12.50	Y
Stretch and Tone	Per Session	\$9.00	\$9.50	Y
Living Longer Living Stronger	Per Session	\$6.00	\$6.00	Y
Three Year Old Activity Group Program	Per 10 weeks	\$203.00	\$211.00	Y
Four Year Old Activity Group Program	Per 10 weeks	\$257.00	\$267.00	Y
Senior Sports - Session	Per Session	\$5.50	\$5.50	Y
Administration / Cancellation Fee (Activity Group Program)	Per Term	\$52.00	\$54.00	Y
KNOX REGIONAL NETBALL CENTRE (KRNC)				
Stadium Charges - For Competition				
Junior	Per Court Per Game	\$24.00	\$25.00	Y
Senior	Per Court Per Game	\$55.00	\$57.00	Y
Door Entry - Night Senior / Players and Spectators	Per Admission	\$3.00	\$3.00	Y
Child Minding Fees	Per Child Per Game	\$4.50	\$3.00	N
Stadium Charges - For Training				
Weekdays / Court	Per Court Per Hour	\$34.00	\$35.00	Y
Weekends / Court	Per Court Per Hour	\$40.00	\$41.00	Y
Room Hire				
Meeting Rooms - Association	Per Hour	\$26.00	\$27.00	Y
Meeting Room - Casual hire	Per Hour	\$32.00	\$33.00	Y
Saturday Association Room	Per Saturday	\$110.00	\$115.00	Y
MDNA Administration Office.	Per Annum	\$1,077.00	\$1,120.00	Y
Outdoor Courts				
Casual Hire	Per Court Per Game	\$18.00	\$19.00	Y
Casual Hire - Day (Tournaments)	Per Day	\$431.00	\$450.00	Y
Association - Saturday	Per Court Per Annum	\$319.00	\$332.00	Y
Night Use (lights) Per Hour for 4 courts	Per Hour	\$65.00	\$68.00	Y
KRNC Competitions				
Ladies Competitions (KRNC)	Per Team Per Game	\$57.00	\$60.00	Y
Mixed Competitions (KRNC)	Per Team Per Game	\$57.00	\$60.00	Y
Team Registration KCC Competition - Ladies Competition	Per Team Per Season	\$57.00	\$65.00	Y
Team Registration KCC Competition - Mixed Competition	Per Team Per Season	\$57.00	\$60.00	Y
Functions				
Casual Hire - Entire Stadium Netball Usage	Min 8 Hours	\$540.00	\$560.00	Y
Casual Hire - Functions	Min 8 Hours	\$810.00	\$840.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
KNOX COMMUNITY ARTS CENTRE				
Regular Hirers				
Supper / Meeting Room	Per Hour	\$41.00	\$43.00	Y
Auditorium	Per hour	\$54.00	\$56.00	Y
Function Hire (Minimum 6 hours) *				
Auditorium (including kitchen)	Per Hour	\$92.00	\$96.00	Y
Supper / Meeting Room	Per hour	\$30.00	\$31.00	Y
Entire Facility	Per Day	\$980.00	\$1,019.00	Y
Theatre Hire *				
Performance (minimum 4 hours)	Per Hour	\$120.00	\$125.00	Y
Rehearsal (House Lights only)	Per Hour	\$56.00	\$58.00	Y
– Green Room	Per Hour	\$15.00	\$16.00	Y
<i>* Not for profit organisations are eligible for a 20% discount.</i>				
Supper / Seminar Facilities				
Auditorium	Per Hour	\$64.00	\$67.00	Y
Supper / Meeting room	Per Hour	\$51.00	\$53.00	Y
Bayswater Youth Centre				
Carpeted Room (Room 1 and 2 together)	Per Hour	\$23.00	\$24.00	Y
Main Hall	Per Hour	\$23.00	\$24.00	Y
COMMUNITY SERVICES FACILITIES				
Community Services Facilities - Bonds (Refundable)				
All Functions with alcohol	Per Function	\$1,000.00	\$1,050.00	N
Major Functions (over 150 persons) without alcohol	Per Function	\$600.00	\$625.00	N
Smaller Functions (1 to 150 persons) without alcohol	Per Function	\$300.00	\$315.00	N

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 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	\$55.00	\$58.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$90.00	\$95.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$120.00	\$125.00	Y
Commercial				
<u>Meeting Rooms 1 or 2</u>				
Monday to Friday 8.00am to 5.00pm	Per Day	\$565.00	\$590.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$285.00	\$300.00	Y
Monday to Friday After 5.00pm	Per Day	\$1,005.00	\$1,050.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$505.00	\$525.00	Y
Saturday or Sunday	Per Day	\$1,345.00	\$1,400.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$675.00	\$705.00	Y
Non Profit / Charitable				
<u>Meeting Rooms 3 or 4</u>				
Monday to Friday 8.00am to 5.00pm	Per Hour	\$80.00	\$83.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$120.00	\$125.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$160.00	\$170.00	Y
Commercial				
<u>Meeting Rooms 3 or 4</u>				
Monday to Friday 8.00am to 5.00pm	Per Day	\$895.00	\$930.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$450.00	\$468.00	Y
Monday to Friday After 5.00pm	Per Day	\$1,345.00	\$1,400.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$675.00	\$700.00	Y
Saturday or Sunday	Per Day	\$1,785.00	\$1,856.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$895.00	\$931.00	Y
Non Profit / Charitable				
<u>Meeting Rooms - Full Function Area</u>				
Monday to Friday 8.00am to 5.00pm	Per Hour	\$160.00	\$165.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$235.00	\$244.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$280.00	\$291.00	Y
Commercial				
<u>Meeting Rooms - Full Function Area</u>				
Monday to Friday 8.00am to 5.00pm	Per Day	\$1,790.00	\$1,855.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$895.00	\$930.00	Y
Monday to Friday After 5.00pm	Per Day	\$2,700.00	\$2,810.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$1,350.00	\$1,405.00	Y
Saturday or Sunday	Per Day	\$3,140.00	\$3,266.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$1,570.00	\$1,633.00	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	N

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 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	N
Land Information Certificates - Urgent Requests Additional Fee	Per Certificate	\$20.00	\$25.00	Y
Reproduction of a Valuation and Rate Notice - Electronic Delivery Only - Up to 3 years old	Per Notice	\$10.00	\$10.00	Y
Reproduction of a Valuation and Rate Notice - Mail of Printed Document - Up to 3 years old	Per Notice	New Fee	\$25.00	Y
Reproduction of a Valuation and Rate Notice - greater than 3 years old	Per Hour	New Fee	\$60.00	Y
Recovery of cost incurred to undertake a Field Call	Per Field Call	\$55.00	\$60.00	Y
Recovery of Council's Agency's Professional Costs to prepare Field Call documentation.	Per Field Call	\$50.00	\$55.00	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	\$175.00	\$180.00	Y
Annual Licence Fee - Scout Groups	Per Annum	\$10.00	\$10.00	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:</i>				
<i>1. Main Roads;</i>				
<i>2. Suburbs;</i>				
<i>3. Wards;</i>				
<i>Extents Available: Whole Municipality.</i>				
A0 Colour	Per Map	\$21.10	\$21.90	Y
A1 Colour	Per Map	\$16.10	\$16.70	Y
A2 Colour	Per Map	\$9.90	\$10.30	Y
A3 Colour	Per Map	\$5.80	\$6.00	Y
A4 Colour	Per Map	\$3.00	\$3.10	Y
A0 Black and White	Per Map	\$11.10	\$11.50	Y
A1 Black and White	Per Map	\$8.10	\$8.40	Y
A2 Black and White	Per Map	\$5.10	\$5.30	Y
A3 Black and White	Per Map	\$3.00	\$3.10	Y
A4 Black and White	Per Map	\$1.60	\$1.70	Y
Wallmap Style Maps - Standard Map Areas				
<i>Versions available:</i>				
<i>1. Road names and Other features;</i>				
<i>2. Road names Only;</i>				
<i>Extents available: Whole Municipality; Individual Suburbs.</i>				
A0 Colour	Per Map	\$40.20	\$41.80	Y
A1 Colour	Per Map	\$29.90	\$31.10	Y
A2 Colour	Per Map	\$17.90	\$18.60	Y
A3 Colour	Per Map	\$9.90	\$10.30	Y
A4 Colour	Per Map	\$5.80	\$6.00	Y
A0 Black and White	Per Map	\$23.20	\$24.10	Y
A1 Black and White	Per Map	\$16.70	\$17.40	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
A2 Black and White	Per Map	\$9.90	\$10.30	Y
A3 Black and White	Per Map	\$5.80	\$6.00	Y
A4 Black and White	Per Map	\$3.00	\$3.10	Y
Wallmap Style Maps - Non-Standard Map Areas				
Versions available: 1. Road names and Other features; 2. Road names Only. Extents available: Custom areas available on request.				
A0 Colour	Per Map	\$47.40	\$49.30	Y
A1 Colour	Per Map	\$36.00	\$37.40	Y
A2 Colour	Per Map	\$20.00	\$20.80	Y
A3 Colour	Per Map	\$10.50	\$10.90	Y
A4 Colour	Per Map	\$6.30	\$6.60	Y
A0 Black and White	Per Map	\$26.50	\$27.60	Y
A1 Black and White	Per Map	\$20.00	\$20.80	Y
A2 Black and White	Per Map	\$12.70	\$13.20	Y
A3 Black and White	Per Map	\$8.10	\$8.40	Y
A4 Black and White	Per Map	\$5.10	\$5.30	Y
Property Maps With Property Boundaries - Standard Map Areas				
Versions available: 1. Road Names, House Numbers and Lot Text; 2. Road Names, House Numbers only. Extents available: Whole Municipality; Individual Suburbs.				
A0 Colour	Per Map	\$59.20	\$61.60	Y
A1 Colour	Per Map	\$43.30	\$45.00	Y
A2 Colour	Per Map	\$25.70	\$26.70	Y
A3 Colour	Per Map	\$18.00	\$18.70	Y
A4 Colour	Per Map	\$9.90	\$10.30	Y
A0 Black and White	Per Map	\$32.30	\$33.60	Y
A1 Black and White	Per Map	\$23.50	\$24.40	Y
A2 Black and White	Per Map	\$14.30	\$14.90	Y
A3 Black and White	Per Map	\$9.90	\$10.30	Y
A4 Black and White	Per Map	\$5.80	\$6.00	Y
Property Maps With Property Boundaries - Non Standard Map Areas				
Versions available: 1. Road Names, House Numbers and Lot Text; 2. Road Names, House Numbers only. Extents available: Custom areas available on request.				
A0 Colour	Per Map	\$64.90	\$67.50	Y
A1 Colour	Per Map	\$47.40	\$49.30	Y
A2 Colour	Per Map	\$28.30	\$29.40	Y
A3 Colour	Per Map	\$20.60	\$21.40	Y
A4 Colour	Per Map	\$11.10	\$11.50	Y
A0 Black and White	Per Map	\$34.90	\$36.30	Y
A1 Black and White	Per Map	\$26.10	\$27.10	Y
A2 Black and White	Per Map	\$15.40	\$16.00	Y
A3 Black and White	Per Map	\$10.70	\$11.10	Y
A4 Black and White	Per Map	\$6.30	\$6.60	Y
Property Maps - Knox Map Book				

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
<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	\$351.00	\$365.00	Y
1:5000 A3 Book of Knox - Black and White	Per Book	\$196.00	\$204.00	Y
Property Maps - Photocopies (includes lots, roads, house numbers, etc)				
A3 Cadastral Map	Per Map	\$4.80	\$5.00	Y
A4 Cadastral Map	Per Map	\$4.20	\$4.40	Y
Digital Aerial Photography Maps				
A0	Per Map	\$73.10	\$76.00	Y
A1	Per Map	\$56.60	\$58.90	Y
A2	Per Map	\$37.10	\$38.60	Y
A3	Per Map	\$28.60	\$29.70	Y
A4	Per Map	\$16.20	\$16.80	Y
Digital Aerial Photography Data (PDF format)				
Digital PDF featuring Aerial Photography	Per PDF	\$16.20	\$16.80	Y
Other Maps (as requested)				
Various	Per Map	Actual cost + 20% Admin fee	Actual cost + 20% Admin fee	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	\$71.00	\$74.00	Y
Attendances 101 +	Per Hire	\$107.00	\$111.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Engineering & Infrastructure - Community Infrastructure				
TENDERS				
Up to \$1M	Per Tender	\$80.00	Not Applicable	Y
Greater than \$1M	Per Tender	\$200.00	Not Applicable	Y
<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. Discretion will be used by the Contract manager to determine which category is appropriate.</i>				
PROJECT MANAGEMENT				
Plan Printing				
Paper single copy				
- A3 to A4	Single Copy	\$4.00	\$4.50	Y
- A2	Single Copy	\$8.00	\$8.50	Y
- A1	Single Copy	\$10.00	\$10.50	Y
- A0	Single Copy	\$14.00	\$14.50	Y
Paper multiple copy				
- A3 to A4	Per Copy	\$3.30	\$3.50	Y
- A2	Per Copy	\$6.30	\$6.50	Y
- A1	Per Copy	\$6.30	\$8.00	Y
- A0	Per Copy	\$10.30	\$11.00	Y
Film				
- A3 to A4	Per Copy	\$7.70	\$8.00	Y
- A2	Per Copy	\$12.30	\$13.00	Y
- A1	Per Copy	\$18.00	\$19.00	Y
- A0	Per Copy	\$33.50	\$35.00	Y
General				
Standard Drawings	Per Set	\$85.00	Not Applicable	Y
CHARGEABLE WORKS				
<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>				
Chargeable Works (Total direct costs + 50%)	Per Job	1.5 x (total direct cost)	1.5 x (total direct cost)	N
Road Opening Inspections:				
Nature strip opening	Per Opening	\$160.00	\$167.00	N
Connection to Council Drain or Kerbing	Per Opening	\$160.00	\$167.00	N
Road Opening	Per Opening	\$160.00	\$167.00	N
Concrete Crossing	Per Opening	\$160.00	\$167.00	N
General Concrete Works	Per Opening	\$160.00	\$167.00	N
Weekend Supervision up to 3 hours	Per Hour	\$140.00	\$146.00	N
Weekend Supervision greater than 3 hours	Per Hour	\$160.00	\$167.00	N
Asset Protection Fees	Per Inspection	\$160.00	\$167.00	N
Information Request	Per Request	\$29.00	\$30.00	N
COUNCIL RESERVES				
<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>				
Bonds (refundable)				
All access permits	Per Application	\$1,320.00	\$1,320.00	N
Temporary on - site storage material bonds	Per Application	\$660.00	\$660.00	N
MILLERS HOMESTEAD				
Wedding Ceremony	Per Wedding	\$340.00	\$340.00	Y
Wedding Photographs	Per Wedding	\$220.00	\$220.00	Y
Council Training				
Programs / Seminar	Per Day	\$200.00	\$200.00	Y

Knox City Council

2017-18 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2016-17 Fee GST Incl. (where applicable)	Proposed 2017-18 Fee GST Incl. (where applicable)	2017-18 GST Applied 10% Y/N
Programs / Seminar (4 hours)	Half Day	\$102.00	\$110.00	Y
Council Functions	Per Function	\$150.00	\$160.00	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	\$222.00	\$231.00	N
Garbage 5 weekday service, includes recycle weekly	Per Service	\$1,106.00	\$1,150.00	N
Additional 240 litre Recycle Bin	Per Bin	\$76.00	\$79.00	N
Dorset Square Service:				
Office based premises	Annual charge	\$213.00	\$235.00	N
Retail based premises	Annual charge	\$636.00	\$700.00	N
Food based premises less than 200 square metres floor area	Annual charge	\$1,906.00	\$2,097.00	N
Food based premises greater than 200 square metres floor area	Annual charge	\$4,446.00	\$4,890.00	N
Non- Rateable Properties 240 litre bin:				
Garbage weekly service, includes recycle fortnightly	Per Service	\$184.00	\$191.00	N
Garbage 5 weekday service, includes recycle fortnightly	Per Service	\$923.00	\$960.00	N
Additional 240 litre Recycle Bin	Per Bin	\$76.00	\$79.00	N
Non- Rateable Properties 120 litre bin waste with 240 litre bin recycle:				
Garbage weekly service, includes recycle fortnightly	Per Service	\$147.00	\$153.00	N
Additional 240 litre Recycle Bin	Per Bin	\$76.00	\$79.00	N
Residential:				
120 litre bin Surcharge	Per Bin	\$46.00	\$48.00	N
Optional 240 litre Green Waste Bin	Per Bin	\$92.00	\$97.00	N
Additional 240 litre Recycle Bin	Per Bin	\$76.00	\$79.00	N
Additional 120 litre Household Bin	Per Bin	\$218.00	\$227.00	N
Engineering & Infrastructure - Operations				
OPEN SPACE MANAGEMENT				
Tree Removal				
Removal of tree due to installation of new cross over	Per Request	Amenity value + Removal costs + Tree planting costs + 2 years maintenance	Amenity value + Removal costs + Tree planting costs + 2 years maintenance	Y

Appendix B

Basis of Budget Preparation

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

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

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

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

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The 2017-18 budget is required to be adopted by 30 June 2016 and a copy submitted to the Minister within 28 days after adoption.

The key dates for the Annual Budget process are summarised below:

Action Required	Date
Proposed Budget submitted to Council for approval 'in principle' at Council Meeting	24 April 2017
Public Notice advising intention to adopt budget	27 April 2017
Budget available for public inspection and comment	27 April 2017
Public submissions close	24 May 2017
Public submissions hearings	30 May 2017
Budget presented to Council for Final Adoption	26 June 2017

