

MANNINGHAM

# ANNUAL BUDGET 2016/17



Adopted 28 June 2016

## Contents

	Page
Mayor's and CEO Introduction	1
<b>Budget reports</b>	
1. Link to the Council Plan	4
2. Services and service performance indicators	6
3. Financial Statements	15
4. Financial performance indicators	22
5. Other budget information (grants, borrowings)	24
6. Detailed list of capital works	27
7. Rates and charges	49
<b>Budget analysis</b>	
8. Summary of financial position	57
9. Budget influences	63
10. Analysis of operating budget	68
11. Analysis of budgeted cash position	76
12. Analysis of capital budget	80
13. Analysis of budgeted financial position	86
<b>Long term strategies</b>	
14. Strategic resource plan	91
15. Rating information	93
16. Other long term strategies	96
<b>Appendices</b>	
A Fees and charges schedule	100
B Budget process	122

## **Mayor's and CEO Introduction**

The strength of this Council, and of our community, has always been the ability to be adaptable and responsive. This has set the tone for Council's decision making of recent years, which while recognizing some challenging external conditions, has been very optimistic and positions us to face the future with confidence and certainty.

In the final year of this Council term, we are very proud to be able to report to our community that throughout the past 12 months we have relished the opportunities presented and continued to chalk up a number of successes on behalf of the community.

Council has been responsive to the introduction of the State Government's rate capping system in 2016/17 and, over recent years, has purposefully set out to manage expenditure growth, while still preserving our investment in community assets and our capital program and services.

The proposed 2016/17 Annual Budget is therefore inclusive of the 2.5 per cent rate cap which the State Government has tied to the forecast movement of the Consumer Price Index (CPI).

However, it should be noted that the introduction of the rate capping scheme also coincides with a revaluation year. It is important for residents to understand that these two matters are quite independent of each other and that rate capping is applied to the average municipal rates and charge and not to each individual property.

Therefore depending on property values, rates and charges for an individual property may vary by more or less than the CPI.

Council's proposed 2016/17 Annual Budget, allocates \$91.52 million to deliver services and a further \$50.69 million to the capital program. Some highlights of the capital budget are:

- Community Building and building improvement projects - \$15.14 million
- Commencing construction of the Mullum Mullum Stadium as a multi-use stadium, including five sport courts with seating for up to 500 spectators and improvements to the existing hockey, bowls and tennis facilities, pedestrian and cycling access, as well as landscaping - \$7 million
- Road related projects, including ongoing refurbishment and renewal of local roads - \$10.45 million
- The "Manningham Bin Swap" which sees the replacement of approx 130,000 waste bins throughout the municipality that are at the end of their useful life - \$5.8 million
- New footpath construction as part of the Principle Pedestrian Network - \$0.91 million
- Strategic drainage works to protect properties and assets from inundation - \$4.46 million
- Ongoing upgrade of parks, open space and streetscapes - \$3.99 million.

We are pleased to report that through this Budget, Council also continues to honour the key priorities of delivering high quality responsive, value for money services which foster growth, support community health and wellbeing, and protect the environment.

Council will continue to work with the community to deliver services and initiatives that contribute to the six Strategic objectives that are outlined in our Council Plan and we remain focused on providing the community with these vital services in the core areas of waste collection, community and environmental health, libraries, animal management, food services and the arts.

While the future effect of the rate cap in the years beyond 2017 is yet to be tested we recognize that this new environment will require ongoing conversations with the community about our City's future priorities and services.

## **Manningham City Council - Annual Budget 2016/17**

More information and a full copy of the 2016/17 Annual Budget is available online at [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au)

Paul McLeish  
Mayor

Warwick Winn  
CEO

## **Budget Reports**

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

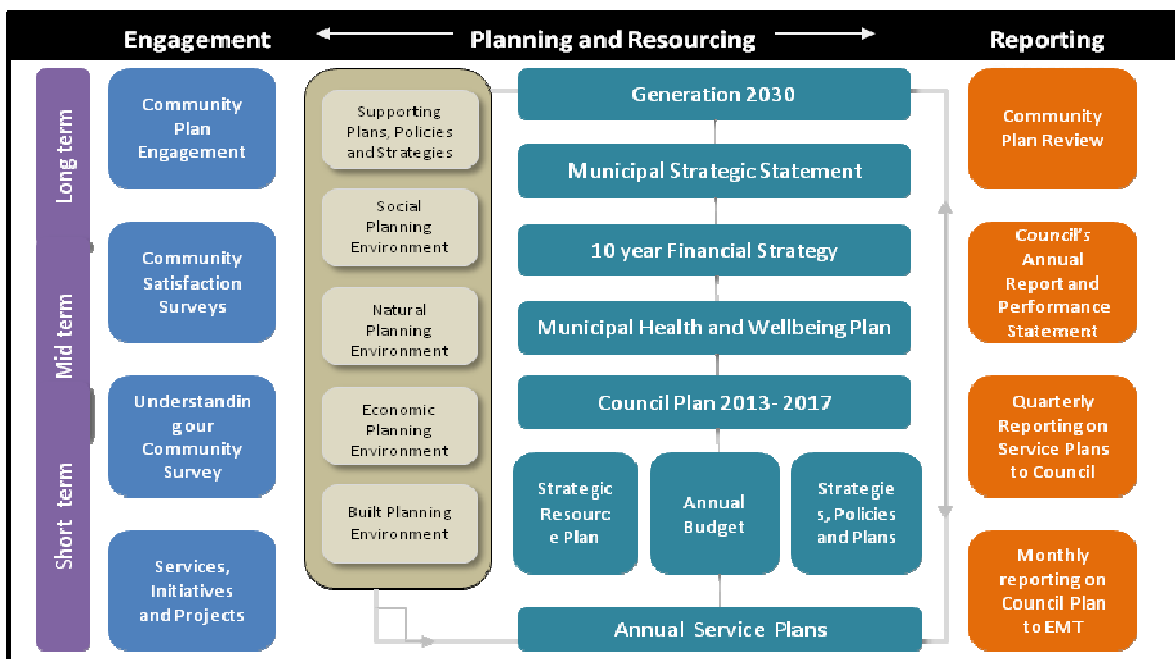
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

## 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Generation 2030), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

### 1.1 Planning and accountability framework

Council has a long term Community Plan (Generation 2030) which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan. The Strategic Resource Plan (SRP) summarises the financial and non-financial impacts of these objectives and strategies. The Annual Budget is then framed within the SRP. The diagram below depicts the Manningham City Council planning and accountability framework.



Source: Manningham City Council

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

### 1.2 Our purpose

#### Our vision

To be a city that values people, heritage and resources. A city with a strong economy and diverse social and natural environment, that will enrich our vibrant community.

#### Our mission

To serve our community by delivering valued services and programs that meet community expectations.

#### Our values

- **Honesty** - We commit to truth, integrity and goodwill in the community.
- **Inclusiveness** - We embrace and promote all people.
- **Transparency** - We will be open in our practices and communication with the community.
- **Equity** - We will be fair and impartial in serving the community.
- **Respect** - We will treat people with dignity and courtesy.

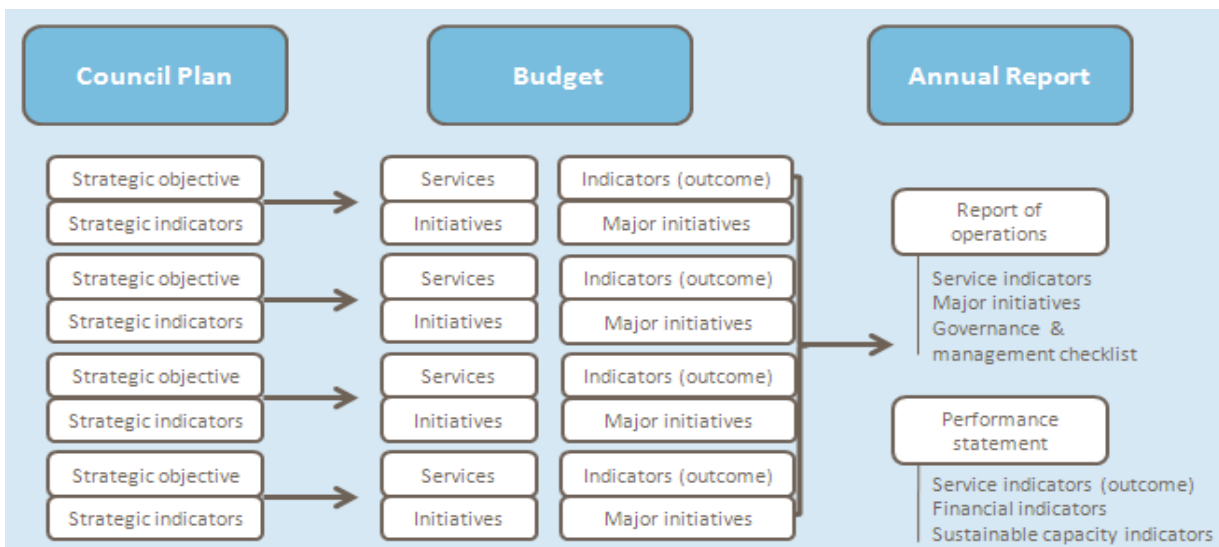
### 1.3 Strategic objectives

Council delivers services and initiatives that contribute to the achievement of each of the six Strategic Objectives as set out in the Council Plan for the 2013-2017 years. The following table lists the six Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Our community spirit	Our municipality is a collection of communities each with a distinct character. We support diversity and recognise how differences can strengthen community spirit. We value and recognise the need to preserve our rich history as an important part of our identity. we strive to ensure harmonious neighbourhoods where everyone feels safe and secure.
2. Enjoy and protect our natural spaces	Our unique balance of City and Country is one of our defining traits. We value Manningham's natural environment and endeavour to maintain and protect it as a valuable community resource.
3. Getting from place to place	We acknowledge the importance of an integrated and efficient transport network with a variety of accessible, safe and affordable transport options to enable travel, in, out and around the area. The reduction on the reliance on cars is a priority for Council and we will endeavour to ensure pedestrian and bicycle routes are well integrated with connections to public transport and the City.
4. Planning for where we live	We recognise the need to continue to respond to the challenges of population growth. Council endeavours to take a considered and sustainable approach to development, respecting the natural environment. Council will work collaboratively with the community to ensure effective planning is in place and local infrastructure meets the needs of future populations.
5. Everything we need is local	We support sustainable, cohesive and well resourced communities with relevant services and facilities. Council seeks to ensure all community members have access to vital services that meet their needs. Promotion of distinct local villages and activity centres are valued and cultivated and we aim to support businesses and traders to build a resilient local economy.
6. Council leadership and organisational performance	We strive to be an innovative and progressive Council that actively seeks partnerships and opportunities to expand its knowledge base. Council leads through transparent processes and mechanisms, effective planning, advocacy and accountability. We pursue best practice in engaging our local community in the decision making process.

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/17 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

### 2.1 Strategic Objective 1: Our Community Spirit

To achieve our objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

#### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Cultural Services	This service manages, develops and delivers a range of arts and cultural facilities, services and programs for the residents of, and visitors to, the City of Manningham.	544 (3) <b>541</b>
Community Events, Programs and Community Grants	This service delivers a comprehensive events and festivals program, provides support for community-run festivals and cultural services and coordinates the Community Grants Program.	486 (8) <b>478</b>
Community Planning	This service leads community consultation and engagement activities, corporate and community planning, organisational performance monitoring and reporting and community and social research.	0 <b>0</b>



## Manningham City Council - Annual Budget 2016/17

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Health and Local Laws, Food safety and animal management	This service protects the community's health and well being by coordinating food safety support programs, animal management and enforcement of municipal local laws.	2,742 (1,737) <b>1,005</b>
Building Services	This service provides statutory building services to the Council community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	816 (291) <b>525</b>
Street lighting	This service provides for street lighting on Council's road network to enhance the safety and security of our community.	1,086 0 <b>1,086</b>
Street cleaning and litter pick up	This service is designed to keep the streets and surrounding areas looking neat, tidy and contributing the amenity and safety of the municipality. It includes mechanical kerb and street cleaning, roadside litter pick up and cleaning of footpaths at activity centres.	1,421 0 <b>1,421</b>
Traffic control and school crossings	This service supervises and monitors car parking facilities, school crossings and traffic control at community events to promote the safe use of Council and community assets.	1,335 (1,299) <b>36</b>
Graffiti Removal	This service facilitates the prompt removal of graffiti from Council properties and also private properties where the graffiti is in a prominent position along main roads.	91 0 <b>91</b>

### Major Initiatives

- (1) Implementation of the Live Well in Bulleen Community Strengthening Project - To promote better health outcomes for people in Bulleen by conducting new research that aims to understand ways to minimise social isolation and disadvantage.

### Initiatives

- (2) To develop a Community Facilities Resourcing Plan.
- 3) To continue to implement Emergency Management Prevention and Preparedness Education Programs to promote community resilience in times of emergency events impacting on the City of Manningham.

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-	[Number of critical non-compliance notifications and major non-compliance

## 2.2 Strategic Objective 2: Enjoy and Protect our Natural Spaces

To achieve our objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Natural and Built Environment	This services leads the protection and enhancement of biodiversity values, an integrated response to climate and energy issues and sustainable development policy and practice. The service is also responsible for the preparation and implementation of Council's Green Wedge and Bushland Management Strategies and for the planning, management, development and promotion of all Council Reserves and Parks and deliveries a range of programs and community capacity building.	1,181 0 <hr/> 1,181
Open Space and Recreation Planning	This service is responsible for the preparation and implementation of Council's Open Space and Recreation Strategies and for the management, planning and development of linear parks, conservation reserves and reserves of municipal significance.	624 0 <hr/> 624
Septic Tank Compliance	This service includes assessing applications, sand analysis, location identification for property owners. The objective is to protect the environment and enhance community health.	200 (18) <hr/> 182
Parks and Recreation	This service provides the management, administration and maintenance activities for sports and recreation, sportsground maintenance, landscape maintenance, tree maintenance, bushland management, open space and parks maintenance and supervision of capital works projects.	11,774 (308) <hr/> 11,466
Waste Services	This service provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. It also provides a waste call centre, education services and the strategic planning of waste services.	11,444 (780) <hr/> 10,664
Underground Drains	This service performs the inspection, maintenance and cleaning of underground drains to ensure correct operation. A depreciation expense of \$3.6 million is recognised on the \$220 million worth of drainage assets assigned to this activity.	4,641 0 <hr/> 4,641

### Major Initiatives

(4) To complete Mullum Mullum Creek Linear Park (Stage 3) - opening of the Trail.

### Initiatives

(5) To implement the Bolin Bolin Billabong Integrated Water Management Project.

(6) Open Space Contribution proposed Planning Scheme Amendment.

(7) To develop and implement a revised Drainage Strategy that will coordinate, maintain and improve Manningham's drainage infrastructure to achieve acceptable standards of stormwater performance and management.

(8) To continue to implement environmental services and programs and encourage the community to engage with environmental sustainability issues and make environmental improvements in their everyday lives.

(9) To deliver a waste management system that is responsive to our community needs.

**Service Performance Outcome 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

**2.3 Strategic Objective 3: Getting from Place to Place**

To achieve our objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

**Services**

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Roads, streets and bridges	This service provides the day to day maintenance of Council roads, bridges and footpaths and includes both sealed and unsealed road maintenance such as repairs to potholes, patching, resheeting and minor works.	12,692 (70) <b>12,622</b>
Footpaths, vehicle crossings and kerb and channel	This service maintains Council's extensive footpath, vehicle crossings and kerb and channel assets. A depreciation expense of \$1.1 million is recognised on the \$56 million worth of assets assigned to this activity.	2,182 (412) <b>1,770</b>
Line marking	This service maintains line marking on roads and also includes traffic management treatments at school crossings, local roads and car parks.	229 0 <b>229</b>
Signs and street furniture	This service maintains and repairs all traffic signals and roadside signs and furniture including guard rails on Council roads.	356 0 <b>356</b>
Public Transport	Advocate for improved public transport including Heavy Rail for Doncaster.	127 0 <b>127</b>

**Major Initiatives**

(10) To continue Council's advocacy for improved public transport options for Manningham, including improvements to the bus, cycling, pedestrian and road network, and advocacy for heavy rail to Doncaster.

**Initiatives**

(11) To implement the Doncaster Hill Mode Shift Plan as a high priority action of the Doncaster Hill Strategy.

(12) Develop a program for the installation of facilities including seating in support of the Principal Pedestrian Network.

**Service Performance Outcome 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 Strategic Objective 4: Planning for Where We Live**

To achieve our objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

**Services**

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Geographic Information Systems (GIS)	This service provides data for Council's Geographic Information System (GIS), Global Positioning Systems (GPS), 3D Virtual Modelling, Intranet, Internet, Census Demographics, mapping and general data collection.	381 0 <b>381</b>
Strategic Land Use Planning and Development	This service provides strategic planning, urban design, landscape, heritage and development activities to ensure management of growth that is responsive to demographic, community, economic and social trends.	2,648 (5) <b>2,643</b>
Statutory Planning	This service is responsible for the administration and enforcement of the Manningham Planning Scheme and various Acts and regulations pertaining to the statutory planning functions of Council.	3,589 (1,060) <b>2,529</b>
Strategic Projects	This service is responsible for the delivery and implementation of Major Building Projects and other complex projects on Council's Capital Works Program and is responsible for the provision of strategic advice to Council on the development of strategies for sustainable transport, water conservation, water quality improvements and other sustainability matters.	1,009 (600) <b>409</b>
Infrastructure Planning	This service provides for the provision of engineering expertise to prepare Council strategies and policies in the key infrastructure categories of road transport and safety, drainage, pathways and traffic design. The service plays a key role in delivering the capital works program and in the preliminary designs for future capital projects.	3,889 (459) <b>3,430</b>
Developer contributions	This service relates to the collection of developer contributions required under the Manningham planning framework with funds for Council's capital works program. This includes open space and drainage contributions and the Doncaster Hill DCP.	0 (3,477) <b>(3,477)</b>

**Major Initiatives**

(13) Complete working drawings for the Mullum Mullum Stadium to enable the construction tender to be awarded.

**Initiatives**

(14) To continue to implement the high priority actions of the Manningham Residential Strategy by developing new planning policies and controls.

(15) To complete capital works in accordance with the proposed Program.

## Manningham City Council - Annual Budget 2016/17

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	[Number of VCAT decisions that upheld Council's decision in relation to a planning application / Number of decisions in relation to planning applications subject to review by VCAT] x100

### 2.5 Strategic Objective 5: Everything We Need is Local

To achieve our objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

#### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Library Services	This service provides a customer focused public library service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered. The service is directly managed by the Whitehorse Manningham Regional Library Corporation with branches at Bulleen, Doncaster, The Pines and Warrandyte.	3,989 <u>0</u> <b>3,989</b>
Community Services	This service provides strategic planning, policy development and direct service provision for a diverse range of childrens, family and community services. Key services include Maternal and Child Health, Immunisation, Manningham Early Years and the coordination of \$1.68 million in Funding and Service Agreement grants to community groups.	7,658 <u>(2,321)</u> <b>5,337</b>
Aged and Disability Support Services	This service assist clients to remain and function within their own homes and the community with as much dignity and comfort as possible and prevent early or inappropriate admission to long-term residential care. Aged and Disability Support Services also assists older people to remain active and connected within their community. The service provides Council with strategic advice regarding aged and disability issues/trends/directions.	10,810 <u>(7,528)</u> <b>3,282</b>
Art Gallery and Programs	This service provides for the running of the Art Gallery and art exhibitions at MC <sup>2</sup> and associated public education programs, delivery of visual and performing arts courses and workshops at the Manningham Art Studios and the development and delivery of performing arts presentations at the Doncaster Playhouse Theatre.	651 <u>(282)</u> <b>369</b>

**Manningham City Council - Annual Budget 2016/17**

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Economic Development and Tourism	This service provides support for the local business sector including promotional, educational and networking activities, investment attraction, promotion of tourism and driving enhancement of activity (shopping) centres.	413 <u>(2)</u> <b>411</b>
Council Buildings	This service provides building maintenance services for Council's building assets and includes cyclic, major and emergency maintenance, minor capital works projects, cleaning and security and mechanical service. Essential Safety Measures compliance requirements are also managed by this service. A depreciation expense of \$3.0 million is included relating to the building assets assigned to this activity.	5,844 <u>(268)</u> <b>5,576</b>
Function Centre and Hall Hire	This service provides for the management and hire of the Function Centre and hire of halls and other venues to community and commercial hirers.	1,977 <u>(1,916)</u> <b>61</b>

**Major Initiatives**

(16) To continue to implement the Economic Development Strategy with a particular focus on enhancing Manningham's tourism and activity centres to improve the economy of the City.

**Initiatives**

(17) To promote a dementia friendly municipality

(18) Consideration of the feasibility study findings which identifies and investigates options for the future relocation of the Bulleen Library.

(19) To undertake a minor review of Active for Life Recreation Strategy. The Strategy guides the provision of recreation programs and facilities to better support the recreation needs of residents.

**Service Performance Outcome 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
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits (Percentage of children attending the MCH key ages and stages visits)	Number of actual MCH visits / Number of expected MCH visits] x100
		Participation in MCH key ages and stages visits by Aboriginal children (Percentage of Aboriginal children attending the MCH key ages and stages visits)	[Number of actual MCH visits for Aboriginal children / Number of expected MCH visits for Aboriginal children] x100

## 2.6 Strategic Objective 6: Council Leadership and Organisational Performance

To achieve our objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Councillors and Chief Executive	This area includes the Mayor, Councillors and Chief Executive Officer and associated support which cannot be easily attributed to the direct service provision areas.	1,843 (27) <b>1,816</b>
Community Relations and Marketing	This service provides a range of activities to facilitate internal communication across the organisation, and between the organisation and the community and key stakeholders.	1,510 (2) <b>1,508</b>
Customer and Civic Services	This service provides a range of customer service, governance, statutory and corporate support services and acts as the main customer interface with the community. Services include the coordination of council and committee meetings, contracted internal audit function and office support services at the Civic Centre.	4,459 (130) <b>4,329</b>

### Major Initiatives

(20) To engage the community in the development of the 2017 - 2021 Council Plan

### Initiatives

- (21) To undertake the development of Council's Municipal Public Health and Wellbeing Plan in partnership with community, to ensure that Council meets its statutory obligations.
- (22) To employ additional IT resources to help deliver a range of critical IT projects and systems needed to support customer service and service delivery outcomes.
- (23) Enhance Council's customer service quality and responsiveness through strengthening processes and systems.
- (24) To work collaboratively across the organisation to identify improvements that will result in better service delivery and customer satisfaction in preparedness for the future.

### Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives

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

## 2.7 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 2016/17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity (outlined in Section 4). 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 in the Annual Report in the form of a statement of progress in the Report of Operations.

## 2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. Our Community Spirit	5,474	8,812	3,338
2. Enjoy and Protect our Natural	28,758	29,864	1,106
3. Getting from Place to Place	15,104	15,586	482
4. Planning for Where we Live	5,915	11,516	5,601
5. Everything we Need is Local	19,025	31,342	12,317
6. Council Leadership	7,653	7,812	159
<b>Total services and initiatives</b>	<b>81,929</b>	<b>104,932</b>	<b>23,003</b>
Other non-attributable	681		
<b>Deficit before funding sources</b>	<b>82,610</b>		
<b>Funding sources:</b>			
Rates & charges	92,897		
Capital grants	4,535		
<b>Total funding sources</b>	<b>97,432</b>		
<b>Surplus for the year</b>	<b>14,822</b>		



### **3. Financial Statements**

This section presents information in regard to the Financial Statements. The budget information for the years 2017/18 to 2019/20 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

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

### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Income</b>					
General Rates	81,335	<b>82,209</b>	85,925	89,795	93,724
Waste charges	12,036	<b>10,688</b>	11,332	11,787	12,259
Statutory fees and fines	1,729	<b>1,976</b>	1,889	1,955	2,022
User fees	10,201	<b>10,482</b>	10,856	11,597	11,918
Interest income	1,696	<b>1,530</b>	1,194	1,244	1,239
Grants - Operating (recurrent)	9,685	<b>10,982</b>	11,201	11,425	11,653
Grants - Operating (non-recurrent)	218	<b>76</b>	78	80	82
Grants - Capital (non-recurrent)	3,552	<b>2,512</b>	3,276	266	68
Grants - Capital (recurrent)	1,812	<b>2,023</b>	1,181	1,209	1,237
Contributions - monetary	4,323	<b>3,477</b>	1,043	2,226	1,912
Contributions - non-monetary	464	<b>464</b>	464	464	464
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	402	<b>400</b>	2,433	300	315
Other income	881	<b>964</b>	998	1,033	1,070
<b>Total income</b>	<b>128,334</b>	<b>127,783</b>	<b>131,870</b>	<b>133,381</b>	<b>137,963</b>
<b>Expenses</b>					
Employee costs	48,297	<b>50,235</b>	50,949	51,754	52,665
Materials, services and contracts	11,894	<b>11,733</b>	12,045	12,550	13,430
Waste contracts	10,273	<b>10,215</b>	10,835	11,261	11,703
Utilities	2,778	<b>2,721</b>	2,627	2,758	3,001
Community grants	5,249	<b>5,517</b>	5,574	5,713	5,856
Depreciation and amortisation	20,347	<b>21,441</b>	22,033	22,091	22,708
Finance costs	309	<b>386</b>	374	363	263
Rate capping savings target	-	<b>-</b>	(428)	(872)	(1,435)
Other expenses	9,816	<b>10,713</b>	9,696	9,937	10,207
<b>Total expenses</b>	<b>108,963</b>	<b>112,961</b>	<b>113,705</b>	<b>115,555</b>	<b>118,398</b>
<b>Surplus/(deficit) for the year</b>	<b>19,371</b>	<b>14,822</b>	<b>18,165</b>	<b>17,826</b>	<b>19,565</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment	32,695	<b>33,666</b>	34,673	35,764	36,909
<b>Total comprehensive result</b>	<b>52,066</b>	<b>48,488</b>	<b>52,838</b>	<b>53,590</b>	<b>56,474</b>

### 3.2 Balance Sheet

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	51,985	<b>43,674</b>	46,091	47,785	46,069
Trade and other receivables	8,096	<b>8,046</b>	8,345	8,649	8,867
Other assets	973	<b>983</b>	993	1,003	1,013
<b>Total current assets</b>	<b>61,054</b>	<b>52,703</b>	<b>55,429</b>	<b>57,437</b>	<b>55,949</b>
<b>Non-current assets</b>					
Investments in regional library corporation	1,992	<b>1,992</b>	1,992	1,992	1,992
Trade and other receivables	31	<b>31</b>	31	31	31
Investments	169	<b>169</b>	169	169	169
Property, infrastructure, plant & equipment	1,824,290	<b>1,883,278</b>	1,934,243	1,986,814	2,042,197
Intangible assets	1,991	<b>2,783</b>	2,826	2,733	2,657
<b>Total non-current assets</b>	<b>1,828,473</b>	<b>1,888,253</b>	<b>1,939,261</b>	<b>1,991,739</b>	<b>2,047,046</b>
<b>Total assets</b>	<b>1,889,527</b>	<b>1,940,956</b>	<b>1,994,690</b>	<b>2,049,176</b>	<b>2,102,995</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	10,290	<b>10,770</b>	11,125	11,480	11,923
Trust funds and deposits	6,568	<b>7,033</b>	7,498	7,963	8,428
Provisions	11,766	<b>12,098</b>	12,440	12,792	13,154
Interest-bearing loans and borrowings	-	<b>253</b>	263	3,913	285
Income received in advance	693	<b>743</b>	793	843	893
<b>Total current liabilities</b>	<b>29,317</b>	<b>30,897</b>	<b>32,119</b>	<b>36,991</b>	<b>34,683</b>
<b>Non-current liabilities</b>					
Provisions	778	<b>715</b>	652	589	526
Interest-bearing loans and borrowings	7,279	<b>8,703</b>	8,440	4,527	4,243
<b>Total non-current liabilities</b>	<b>8,057</b>	<b>9,418</b>	<b>9,092</b>	<b>5,116</b>	<b>4,769</b>
<b>Total liabilities</b>	<b>37,374</b>	<b>40,315</b>	<b>41,211</b>	<b>42,107</b>	<b>39,452</b>
<b>Net assets</b>	<b>1,852,153</b>	<b>1,900,641</b>	<b>1,953,479</b>	<b>2,007,069</b>	<b>2,063,543</b>
<b>Equity</b>					
Accumulated surplus	633,883	<b>646,797</b>	665,760	683,228	702,133
Asset revaluation reserve	1,213,092	<b>1,246,758</b>	1,281,431	1,317,195	1,354,104
Reserves	5,178	<b>7,086</b>	6,288	6,646	7,306
<b>Total equity</b>	<b>1,852,153</b>	<b>1,900,641</b>	<b>1,953,479</b>	<b>2,007,069</b>	<b>2,063,543</b>

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017</b>				
Balance at beginning of the financial year	1,852,153	633,883	1,213,092	5,178
Surplus/(deficit) for the year	14,822	14,822	-	-
Net asset revaluation increment/(decrement)	33,666	-	33,666	-
Transfer to other reserves	-	(3,477)	-	3,477
Transfer from other reserves	-	1,569	-	(1,569)
<b>Balance at end of the financial year</b>	<b>1,900,641</b>	<b>646,797</b>	<b>1,246,758</b>	<b>7,086</b>
<b>2018</b>				
Balance at beginning of the financial year	1,900,641	646,797	1,246,758	7,086
Surplus/(deficit) for the year	18,165	18,165	-	-
Net asset revaluation	34,673	-	34,673	-
Transfer to other reserves	-	(1,043)	-	1,043
Transfer from other reserves	-	1,841	-	(1,841)
<b>Balance at end of the financial year</b>	<b>1,953,479</b>	<b>665,760</b>	<b>1,281,431</b>	<b>6,288</b>
<b>2019</b>				
Balance at beginning of the financial year	1,953,479	665,760	1,281,431	6,288
Surplus/(deficit) for the year	17,826	17,826	-	-
Net asset revaluation	35,764	-	35,764	-
Transfer to other reserves	-	(2,226)	-	2,226
Transfer from other reserves	-	1,868	-	(1,868)
<b>Balance at end of the financial year</b>	<b>2,007,069</b>	<b>683,228</b>	<b>1,317,195</b>	<b>6,646</b>
<b>2020</b>				
Balance at beginning of the financial year	2,007,069	683,228	1,317,195	6,646
Surplus/(deficit) for the year	19,565	19,565	-	-
Net asset revaluation	36,909	-	36,909	-
Transfer to other reserves	-	(1,912)	-	1,912
Transfer from other reserves	-	1,252	-	(1,252)
<b>Balance at end of the financial year</b>	<b>2,063,543</b>	<b>702,133</b>	<b>1,354,104</b>	<b>7,306</b>

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and waste charges	92,981	<b>92,947</b>	96,958	101,278	105,765
Statutory fees and fines	1,729	<b>1,976</b>	1,889	1,955	2,022
User fees	10,251	<b>10,532</b>	10,906	11,647	11,968
Grants - operating	9,903	<b>11,058</b>	11,279	11,505	11,735
Grants - capital	5,364	<b>4,535</b>	4,457	1,475	1,305
Contributions - monetary	4,323	<b>3,477</b>	1,043	2,226	1,912
Interest income	1,696	<b>1,530</b>	1,194	1,244	1,239
Trust funds and deposits	465	<b>465</b>	465	465	465
Other receipts	881	<b>964</b>	998	1,033	1,070
Employee costs	(47,740)	<b>(49,794)</b>	(50,638)	(51,444)	(52,038)
Materials and services	(11,613)	<b>(11,434)</b>	(11,732)	(12,226)	(13,325)
Waste contracts	(10,273)	<b>(10,215)</b>	(10,835)	(11,261)	(11,703)
Utilities	(2,778)	<b>(2,721)</b>	(2,627)	(2,758)	(3,001)
Finance costs	(309)	<b>(386)</b>	(374)	(363)	(263)
Other payments	(15,065)	<b>(16,230)</b>	(14,842)	(14,778)	(14,628)
<b>Net cash provided by/(used in) operating activities</b>	<b>39,815</b>	<b>36,704</b>	<b>38,141</b>	<b>39,998</b>	<b>42,523</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(37,603)	<b>(50,694)</b>	(39,471)	(39,041)	(41,377)
Proceeds from sale of property, infrastructure, plant and equipment	952	<b>4,002</b>	4,000	1,000	1,050
<b>Net cash provided by/ (used in) investing activities</b>	<b>(36,651)</b>	<b>(46,692)</b>	<b>(35,471)</b>	<b>(38,041)</b>	<b>(40,327)</b>
<b>Cash flows from financing activities</b>					
Finance costs	-	<b>1,920</b>	-	-	-
Proceeds from borrowings	-	<b>(243)</b>	(253)	(263)	(3,912)
Repayment of borrowings	-	<b>(243)</b>	(253)	(263)	(3,912)
<b>Net cash provided by/(used in) financing activities</b>	<b>-</b>	<b>1,677</b>	<b>(253)</b>	<b>(263)</b>	<b>(3,912)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>3,164</b>	<b>(8,311)</b>	<b>2,417</b>	<b>1,694</b>	<b>(1,716)</b>
Cash and cash equivalents at the beginning of the financial year	48,821	<b>51,985</b>	43,674	46,091	47,785
<b>Cash and cash equivalents at the end of the financial year</b>	<b>51,985</b>	<b>43,674</b>	<b>46,091</b>	<b>47,785</b>	<b>46,069</b>

### 3.5 Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Property</b>					
Buildings	10,777	14,925	14,149	4,648	4,275
Building improvements	114	211	64	66	69
<b>Total buildings</b>	<b>10,891</b>	<b>15,136</b>	<b>14,213</b>	<b>4,714</b>	<b>4,344</b>
<b>Total property</b>	<b>10,891</b>	<b>15,136</b>	<b>14,213</b>	<b>4,714</b>	<b>4,344</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,970	2,020	2,071	2,121	2,273
Fixtures, fittings and furniture	43	55	64	66	69
Computers and telecommunications	1,103	1,298	549	413	430
<b>Total plant and equipment</b>	<b>3,116</b>	<b>3,373</b>	<b>2,684</b>	<b>2,600</b>	<b>2,772</b>
<b>Infrastructure</b>					
Roads	9,830	10,445	11,708	16,392	17,096
Footpaths and cycleways	1,231	909	976	1,300	1,677
Drainage	1,044	4,685	2,834	3,044	3,155
Recreational, leisure and community	5,314	2,254	1,097	1,341	1,569
Waste management	-	5,800	-	-	-
Parks, open space and streetscapes	3,778	3,986	4,237	8,147	9,031
Off street car parks	104	356	326	229	432
Other infrastructure	2,295	3,750	1,396	1,274	1,301
<b>Total infrastructure</b>	<b>23,596</b>	<b>32,185</b>	<b>22,574</b>	<b>31,727</b>	<b>34,261</b>
<b>Total capital works expenditure</b>	<b>37,603</b>	<b>50,694</b>	<b>39,471</b>	<b>39,041</b>	<b>41,377</b>
<b>Represented by:</b>					
New asset expenditure	13,010	18,271	16,918	13,946	15,476
Asset renewal expenditure	16,885	26,224	17,980	19,165	19,479
Asset expansion expenditure	2,707	1,514	1,145	1,671	1,853
Asset upgrade expenditure	5,001	4,685	3,428	4,259	4,569
<b>Total capital works expenditure</b>	<b>37,603</b>	<b>50,694</b>	<b>39,471</b>	<b>39,041</b>	<b>41,377</b>

### 3.6 Statement of Human Resources

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	48,297	<b>50,235</b>	50,949	51,754	52,665
Employee costs - capital	1,570	<b>1,575</b>	1,607	1,639	1,672
<b>Total staff expenditure</b>	<b>49,867</b>	<b>51,810</b>	<b>52,556</b>	<b>53,393</b>	<b>54,337</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees	499.9	<b>501.2</b>	501.2	501.2	501.2
<b>Total staff numbers</b>	<b>499.9</b>	<b>501.2</b>	<b>501.2</b>	<b>501.2</b>	<b>501.2</b>

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

Department	Comprises				
	Budget 2016/17 \$'000	Permanent			Other Employee Costs \$'000
		Full Time \$'000	Part Time \$'000	Casual \$'000	
Chief Executive and Councillors	606	600	-	3	3
Shared Services	10,430	9,148	1,039	-	243
Community Programs	14,453	4,377	8,708	564	804
Strategic Governance	770	670	100	-	-
Planning and Environment	9,420	7,014	2,043	247	116
Assets and Engineering	14,330	13,393	683	-	254
Corporate Finance	226	-	-	-	226
<b>Total expenditure</b>	<b>50,235</b>	<b>35,202</b>	<b>12,573</b>	<b>814</b>	<b>1,646</b>

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

Department	Budget FTE	Comprises		
		Permanent		Casual
		Full Time	Part Time	
Chief Executive and Councillors	3.0	3.0	-	0.0
Shared Services	92.1	80.2	11.9	-
Community Programs	150.0	41.4	103.7	4.9
Strategic Governance	6.9	6.0	0.9	-
Planning and Environment	90.3	65.6	22.3	2.5
Assets and Engineering	158.8	151.7	7.2	-
Corporate Finance	-	-	-	-
<b>Total staff</b>	<b>501.2</b>	<b>347.8</b>	<b>146.0</b>	<b>7.4</b>

#### 4. Financial performance indicators

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

Indicator	Measure	Notes	Actual 2014/15	Forecast Actual 2015/16	Budget 2016/17	Strategic Resource Plan Projections			Trend +/-
						2017/18	2018/19	2019/20	
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.0%	7.8%	5.3%	9.7%	10.6%	11.8%	+
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	206.1%	208.3%	170.6%	172.6%	155.3%	161.3%	-
Unrestricted cash	Unrestricted cash / current liabilities		60.4%	64.0%	56.4%	51.9%	43.8%	47.5%	-
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	8.3%	7.8%	9.6%	8.9%	8.3%	4.3%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.3%	0.3%	0.7%	0.6%	0.6%	3.9%	-
Indebtedness	Non-current liabilities / own source revenue		8.0%	7.4%	8.7%	7.9%	4.3%	3.9%	+
Asset renewal	Asset renewal expenditure / depreciation	4	71.3%	83.0%	122.3%	81.6%	86.8%	85.8%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	5	76.5%	79.0%	77.9%	77.2%	78.6%	78.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.3%	0.2%	0.2%	0.2%	0.2%	o
<b>Efficiency</b>									
Expenditure level	Total expenditure / no. of property assessments		\$2,282	\$2,306	\$2,334	\$2,309	\$2,300	\$2,334	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,832	\$1,922	\$1,870		\$1,966	\$2,033	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		8.3%	8.5%	8.5%	8.5%	8.5%	8.5%	o
<b>Sustainability</b>									



## Manningham City Council - Annual Budget 2016/17

Indicator	Measure	Notes	Forecast		Budget 2016/17	Strategic Resource Plan Projections			Trend +/-
			Actual 2014/15	Actual 2015/16		2017/18	2018/19	2019/20	
Own-source revenue	Own-source revenue / municipal population		\$860	\$907	\$891	\$937	\$956	\$987	+
Recurrent grants	Recurrent grants / municipal population		\$110	\$96	\$107	\$101	\$103	\$104	-
Total expenditure	Total expenditure / municipal population		\$895	\$912	\$930	\$929	\$938	\$954	-
Infrastructure	Value of infrastructure / municipal population		\$5,944	\$5,995	\$6,084	\$6,205	\$6,332	\$6,457	+
Population density	Municipal population / kms of local road		198	199	203	204	206	207	-
Disadvantage	Index of Relative Socio-economic Disadvantage by decile		10	10	10	10	10	10	o

Key to Forecast Trend:

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

### Notes to indicators

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

**2 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

**3 Debt compared to rates** – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

**4 Asset renewal** – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

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

## **5. Other budget information (required by the Regulations)**

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

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

### 5.1.1 Grants operating (\$1.16 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 11.7 per cent or \$1.16 million compared to 2015/16.

Increase

- Budget projections assume that 2016/17 Victoria Grants Commission contributions will be paid to councils in 2016/17, rather than early as was the case in 2015/16. This will increase grants by \$1.21 million over the 2015/16 levels.
- Cost escalation for Aged and Disability (Home help/linkages) Services operating grants is scheduled to increase by \$0.12 million.

Decrease

- A non-recurrent State Government grant of \$0.10 million was received in 2015/16 to invigorate the MC<sup>2</sup> community space

A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below:

Grants - operating	Forecast	Budget	Variance
	Actual 2015/16 \$'000	2016/17 \$'000	\$'000
<b>Recurrent - Commonwealth Government</b>			
Victoria Grants Commission - General purpose	1,188	2,400	1,212
Community health	140	143	3
Family and children	8	8	-
<b>Recurrent - State Government</b>			
Home help/linkages	6,272	6,359	87
Family and children	598	580	(18)
Maternal and child health	594	593	(1)
Food services	255	263	8
School crossing supervisors	153	156	3
Community health	126	126	-
Emergency services	96	96	-
Immunisation	77	79	2
Parks and recreation	70	70	-
Community safety	53	53	-
Others	55	56	1
<b>Total recurrent grants</b>	<b>9,685</b>	<b>10,982</b>	<b>1,297</b>
<b>Non-recurrent - Commonwealth Government</b>			
	-	-	-
<b>Non-recurrent - State Government</b>			
Community safety	44	39	(5)
Maternal and child health	50	-	(50)
Home help/linkages	-	32	32
Others	124	5	(119)
<b>Total non-recurrent grants</b>	<b>218</b>	<b>76</b>	<b>(142)</b>
<b>Total operating grants</b>	<b>9,903</b>	<b>11,058</b>	<b>1,155</b>

### 5.1.2 Grants capital (\$0.83 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 15.5 per cent or \$0.83 million compared to 2015/16 due mainly to following key projects listed in the table below:

Grants - capital	Forecast		
	Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Recurrent - Commonwealth Government</b>			
Roads to Recovery	1,432	1,256	(176)
Victoria Grants Commission - Local roads	380	767	387
<b>Recurrent - State Government</b>			
	-	-	-
<b>Total recurrent grants</b>	<b>1,812</b>	<b>2,023</b>	<b>211</b>
<b>Non-recurrent - Commonwealth Government</b>			
	-	-	-
<b>Non-recurrent - State Government</b>			
Mullum Mullum Highball Facility	53	703	650
Sheahans Road Highball Facility	-	500	500
Mullum Mullum Linear Park Stage 3	585	-	(585)
Aquarena Master Plan Implementation	573	-	(573)
Cleaner Yarra Hotspots Program	66	89	23
Koonung Park Floodlights	90	-	(90)
	<b>1367</b>	<b>1,292</b>	<b>(75)</b>
Non-recurrent - Community/club contributions	2,185	1,220	(965)
<b>Total non-recurrent grants</b>	<b>3,552</b>	<b>2,512</b>	<b>(1,040)</b>
<b>Total capital grants</b>	<b>5,364</b>	<b>4,535</b>	<b>(829)</b>

Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year

### 5.1.3 Statement of Borrowings

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

	2015/16 \$'000	2016/17 \$'000	Variance \$'000
<b>Total amount borrowed as at 30 June of the prior year</b>	<b>7,279</b>	<b>7,279</b>	<b>0</b>
Total amount proposed to be borrowed	-	1,920	(1,920)
Total amount projected to be redeemed	-	(243)	243
<b>Total amount of borrowings as at 30 June</b>	<b>7,279</b>	<b>8,956</b>	<b>(1,677)</b>

## **6. Capital works program**

This section presents a listing of the capital works projects that will be undertaken for the 2016/17 year.

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

- New works for 2016/17
- Works carried forward from the 2015/16 year
- List of capital works program for the period 2016/17 to 2019/20

**Capital works program**

For the year ending 30 June 2017

**6.1 New works**

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Asset sales \$'000	Borrowings \$'000
	<b>PROPERTY</b>										
	<b>Buildings</b>										
1	Buildings AMS (Ongoing program of funding the renewal of Council's Buildings assets. Swanston Street Gym and Currawong Centre Y1)	2,479	-	2,479	-	-	-	-	2,479	-	-
2	Art Collection Conservation AMS (Ongoing program of funding the renewal of Council's art collection)	10	-	10	-	-	-	-	10	-	-
3	Public Art Program (Purchase of various items)	22	22	-	-	-	-	-	22	-	-
4	Colman Park Pavilion Extension	1,188	594	236	238	120	195	-	993	-	-
5	Zerbes Reserve Management Plan (Upgrade of buildings and facilities including landscaping, car parking, furniture, signs and associated works)	338	254	84	-	-	-	194	144	-	-
6	Tunstall Square Maternal and Child Health Centre (Additional consulting room to address OH& issues)	100	25	25	25	25	-	-	100	-	-
7	Highball Facilities Sheahans Road	1,100	550	210	165	175	1,100	-	-	-	-
8	Donvale Reserve Management Plan Implementation (Pavilion Upgrade and management plan items)	1,984	992	397	397	198	589	-	1,395	-	-
9	Domenev Reserve Pavilion Upgrade (Pavilion upgrade including two change rooms, amenities area and First Aid Room)	250	124	63	-	25	-	-	250	-	-
10	Highball Infrastructure Plan Stage 1 - 2013/2017 (Mullum Mullum Stadium)	7,004	5,253	1,751	-	-	703	-	4,301	2,000	-
	<b>Total Buildings</b>	<b>14,475</b>	<b>7,814</b>	<b>5,255</b>	<b>825</b>	<b>543</b>	<b>2,587</b>	<b>194</b>	<b>9,694</b>	<b>2,000</b>	<b>-</b>

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	<b>Building improvements</b>										
11	Civic Office / Depot Upgrades (Ongoing upgrade and fit out to various areas and facilities, as required)	61	27	16	12	6	-	-	61	-	-
	<b>Total Building Improvements</b>	<b>61</b>	<b>27</b>	<b>16</b>	<b>12</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>61</b>	<b>-</b>	<b>-</b>
	<b>TOTAL PROPERTY</b>	<b>14,536</b>	<b>7,841</b>	<b>5,271</b>	<b>837</b>	<b>549</b>	<b>2,587</b>	<b>194</b>	<b>9,755</b>	<b>2,000</b>	<b>-</b>
	<b>PLANT AND EQUIPMENT</b>										
	<b>Plant, Machinery and Equipment</b>										
12	Plant Replacement Program (Ongoing program of replacing vehicles, plant and equipment)	2,020	-	2,020	-	-	-	-	1,020	1,000	-
	<b>Total Plant, Machinery and Equipment</b>	<b>2,020</b>	<b>-</b>	<b>2,020</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,020</b>	<b>1,000</b>	<b>-</b>
	<b>Fixtures, Fittings and Furniture</b>										
13	Furniture & Equipment (Ongoing program of funding the replacement of office furniture & equipment)	55	-	55	-	-	-	-	55	-	-
	<b>Total Fixtures, Fittings and Furniture</b>	<b>55</b>	<b>-</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55</b>	<b>-</b>	<b>-</b>
	<b>Computers and Telecommunications</b>										
14	Computer Infrastructure (Replacement of Servers)	55	-	55	-	-	-	-	55	-	-
15	IT Strategy Initiatives (Replacement of IT equipment and hardware)	199	-	199	-	-	-	-	199	-	-
16	Replacement of Asset Management System	83	-	83	-	-	-	-	83	-	-
17	Other Computer Infrastructure (Ongoing program of funding Data Storage/Archives)	55	-	55	-	-	-	-	55	-	-
18	GIS/GPS Initiatives (Ongoing program of upgrading Hardware and Equipment)	25	-	25	-	-	-	-	25	-	-
19	Mobile Computing Initiatives	15	15	-	-	-	-	-	15	-	-
20	Invoice Scanning Solution	89	89	-	-	-	-	-	89	-	-
21	Purchase & Implement Project Management & Contract Management Solution	139	139	-	-	-	-	-	139	-	-

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
22	Technology One Upgrade (Software upgrade required that will provide latest software patches and new enhancements to ensure a robust and secure platform to meet current business requirements)	150	-	75	75	-	-	-	150	-	-
<b>Total Computers and Telecommunications</b>		<b>810</b>	<b>243</b>	<b>492</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>810</b>	<b>-</b>	<b>-</b>
<b>TOTAL PLANT AND EQUIPMENT</b>		<b>2,885</b>	<b>243</b>	<b>2,567</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,885</b>	<b>1,000</b>	<b>-</b>
<b>INFRASTRUCTURE</b>											
<b>Roads</b>											
23	Road, Reserve & Drainage AMS (Ongoing program of funding the renewal of Council's road assets)	6,151	-	6,151	-	-	-	-	6,151	-	-
24	Project Man't & Administration AMS (Ongoing project man't of AMS program)	74	-	74	-	-	-	-	74	-	-
25	Advanced Design Fees (Fees for forward design of road, drainage and building projects as identified)	481	159	163	159	-	-	-	481	-	-
26	Traffic Control Devices Council Link Roads (Miscellaneous items as required for road improvement purposes and/or to meet specific standard requirements)	61	31	-	15	15	61	-	-	-	-
27	Road Management Strategy Implementation - Road Safety Link Roads (Miscellaneous works at congestion sites or intersection improvements)	364	36	109	146	73	-	-	364	-	-
28	Bicycle Strategy Implementation (Ongoing Program to construct bicycle paths, signage and barriers)	465	186	139	93	47	320	-	145	-	-
29	Road Safety Improvements - Local Roads (Miscellaneous safety initiatives that includes splitter islands, line marking and traffic control measures)	111	56	27	17	11	-	-	111	-	-
30	Traffic Management LATM Construction (Miscellaneous items as required for road improvement purposes).	122	61	-	37	24	122	-	-	-	-
31	Road Safety Improvements - Collector and Link Roads (Miscellaneous safety initiatives that includes splitter islands, line marking and traffic control measures)	78	39	19	12	8	78	-	-	-	-



Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
32	Traffic Control Devices Local Roads (Miscellaneous items as required to meet specific standard requirements or upgrades)	37	9	10	11	7	37	-	-	-	-
33	Bus Bay Construction (Miscellaneous locations as required for access purposes)	49	49	-	-	-	49	-	-	-	-
34	Bus Shelter Installation (Miscellaneous items as required)	111	111	-	-	-	-	-	111	-	-
35	Road Management Strategy Implementation - Upgrades (King Street, Union/Swilk/James/Anderson/Porter Street, Harris Gully/Tindals Road and Yarra Road)	2,096	524	524	629	419	1,356	-	740	-	-
36	Road System Improvements (Reforming and sealing of open channels)	61	-	15	31	15	-	-	61	-	-
37	Minor Capital Works Program (Ongoing program of minor miscellaneous roads and drainage works at various locations)	184	61	62	61	-	-	-	184	-	-
	<b>Total roads</b>	<b>10,445</b>	<b>1,322</b>	<b>7,293</b>	<b>1,211</b>	<b>619</b>	<b>2,023</b>	<b>-</b>	<b>8,422</b>	<b>-</b>	<b>-</b>
	<b>Footpaths and Cycleways</b>										
38	New Footpath Construction (New initiative to construct as part of the Principle Pathways Network)	848	848	-	-	-	-	-	848	-	-
39	Footpath Construction Council Properties (Construction on new footpaths on Council owned properties)	61	61	-	-	-	-	-	61	-	-
	<b>Total Footpaths and Cycleways</b>	<b>909</b>	<b>909</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>909</b>	<b>-</b>	<b>-</b>

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	<b>Drainage</b>										
40	Drainage Strategy Implementation (Strategic drainage works to protect properties and assets from inundation)	2,670	908	882	880	-	-	-	2,670	-	-
41	Miscellaneous Drainage Improvements (Miscellaneous minor drainage works, as required across the municipality)	221	75	73	73	-	-	-	221	-	-
	<b>Total Drainage</b>	<b>2,891</b>	<b>983</b>	<b>955</b>	<b>953</b>	-	-	-	<b>2,891</b>	-	-
	<b>Recreational, Leisure and Community Facilities</b>										
42	Leisure & Community AMS (Ongoing program of funding the renewal of Council's community & recreational assets)	45	-	45	-	-	-	-	45	-	-
43	Playspaces Development Program Implementation (Ongoing implementation of Council's Playspace Strategy - (Y1. Swanston Street Skate Bowl and Leeds Street Playspace)	455	228	227	-	-	-	455	-	-	-
44	Tennis Court Strategy Implementation (Ongoing program in line with Council Policy to modify and upgrade court surfaces)	117	29	59	29	-	61	-	56	-	-
45	Streetscape Replacement Program (Miscellaneous Replacement Program consistent with the Strategic Streetscape & Street Planting Program in Residential Estates)	71	53	18	-	-	-	-	71	-	-
46	Sportsground Refurbishment / Drainage Program (Ongoing upgrade of sportsgrounds as part of Water Conservation & Recreational Strategy - Wonga Park Reserve Y1)	111	38	36	37	-	-	-	111	-	-
47	Replacement of Play Equipment (Ongoing replacement of play equipment at Council Owned Child Facilities)	37	19	18	-	-	-	-	37	-	-
48	Miscellaneous Community Facilities (Ongoing replacement and upgrade of equipment at Council Owned Child Facilities)	37	25	12	-	-	-	-	37	-	-
49	Park Avenue Reserve Synthetic Soccer Pitch	1,054	528	210	211	105	110	-	944	-	-

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
50	Miscellaneous General Leisure (Ongoing replacement and upgrade of recreational assets)	123	92	31	-	-	-	-	123	-	-
51	Bulleen Park Protective Netting	35	35	-	-	-	-	35	-	-	-
	<b>Total Rec, Leisure and Comm'y Facilities</b>	<b>2,085</b>	<b>1,047</b>	<b>656</b>	<b>277</b>	<b>105</b>	<b>171</b>	<b>490</b>	<b>1,424</b>	-	-
	<b>Waste Management</b>										
52	Waste Management Services (Bin Replacement funded from reserves)	5,800	-	5,800	-	-	-	5,800	-	-	-
	<b>Total Waste Management</b>	<b>5,800</b>	-	<b>5,800</b>	-	-	-	<b>5,800</b>	-	-	-
	<b>Parks, Open Space and Streetscapes</b>										
53	Passive & Open Space AMS (Ongoing program of funding the renewal of Council's open space assets)	455	-	455	-	-	-	-	455	-	-
54	Mullum Mullum Stage 3 Section 6 (Park Road to Heads Road) - Remaining Sections (Construction of footbridges, pathways/boardwalks, signage and bushland works)	614	460	154	-	-	65	210	339	-	-
55	Streetscape Improvement Program (Strategic Streetscape & Street Planting Program across the municipality)	365	274	91	-	-	-	-	365	-	-
56	Open Space Development Program (Development, upgrade and acquisition of open space, to ensure Council meets its obligations and commitments in the ongoing management of open space)	300	300	-	-	-	-	300	-	-	-
57	Bushland Management Strategy Implementation (ongoing bushland improvements)	55	28	27	-	-	-	-	55	-	-
58	Miscellaneous Open Space Projects (Ongoing open space improvements)	22	22	-	-	-	-	-	22	-	-
59	Local Activity Centres (Infrastructure upgrades and improvements at local shops)	101	51	20	20	10	-	-	101	-	-
60	Implementation of Horse Riding Strategy (ongoing improvements and upgrades to horse trails)	50	33	12	5	-	-	-	50	-	-

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
61	Mullum Mullum Creek Linear Park / Currawong - Stage 1 (landscaping, paths, furniture, signs and associated works)	123	92	31	-	-	-	-	123	-	-
62	Implementation of Concept Plans (Ongoing improvements on small reserves across the municipality)	37	37	-	-	-	-	-	37	-	-
63	Subdivisions Street Tree Planting (ongoing program as part of a subdivisional requirement)	49	49	-	-	-	-	-	49	-	-
64	Lawford Reserve Development Plan Implementation (Earthworks and footpath Y1 and playspace, skatepark, public toilets, picnic and barbecue facilities, shelter, public art, signage and landscape works Y2 & Y3)	375	300	75	-	-	-	375	-	-	-
65	Melbourne Water Corridors of Green	36	36	-	-	-	36	-	-	-	-
66	Sheahans Reserve Upgrade	100	70	-	30	-	-	-	100	-	-
	<b>Total Parks, Open Space and Streetscapes</b>	<b>2,682</b>	<b>1,752</b>	<b>865</b>	<b>55</b>	<b>10</b>	<b>101</b>	<b>885</b>	<b>1,696</b>		<b>-</b>
	<b>Off Street Car Parks</b>										
67	Car Parks Reserves Upgrades (Improvement works at smaller recreational parks)	25	-	-	25	-	-	-	25	-	-
68	Leeds Street Indented parking bays	331	166	82	83	-	-	-	331	-	-
	<b>Total Off Street Car Parks</b>	<b>356</b>	<b>166</b>	<b>82</b>	<b>108</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>356</b>		<b>-</b>

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources					
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings	
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	<b>Other Infrastructure</b>											
69	City Signage Project (Ongoing roll out of City entry & identification signage)	55	55	-	-	-	-	-	55	-	-	
70	Street Furniture Throughout City (Ongoing implementation of new street furniture as required across the municipality)	55	44	11	-	-	-	-	55	-	-	
71	Street Lighting Replacement Program (Low Energy Lighting)	33	-	17	8	8	-	-	33	-	-	
72	Neighbourhood Activity Centres	849	420	176	167	86	-	-	849	-	-	
73	Energy Efficiencies (Installation of sustainable public lighting across the municipality to replace existing street lamps)	1,920	960	960	-	-	-	-	-	-	1,920	
74	Additional Street Lighting Council (Miscellaneous items as required with developments or safety improvements)	49	49	-	-	-	-	-	49	-	-	
75	Yarra Street - Pride of Place (Ongoing implementation of upgrade of infrastructure and landscaping in Warrandyte Township. New Toilet block in Y2)	256	90	63	77	26	-	-	256	-	-	
76	Cleaner Yarra Litter Hotspots Program	89	89	-	-	-	89	-	-	-	-	
	<b>Total Other Infrastructure</b>	<b>3,306</b>	<b>1,707</b>	<b>1,227</b>	<b>252</b>	<b>120</b>	<b>89</b>	<b>-</b>	<b>1,297</b>	<b>-</b>	<b>1,920</b>	
	<b>TOTAL INFRASTRUCTURE</b>	<b>28,474</b>	<b>7,886</b>	<b>16,878</b>	<b>2,856</b>	<b>854</b>	<b>2,384</b>	<b>7,175</b>	<b>16,995</b>	<b>-</b>	<b>1,920</b>	
	<b>TOTAL NEW CAPITAL WORKS 2016/17</b>	<b>45,895</b>	<b>15,970</b>	<b>24,716</b>	<b>3,768</b>	<b>1,403</b>	<b>4,971</b>	<b>7,369</b>	<b>28,635</b>	<b>3,000</b>	<b>1,920</b>	

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>6.2 Works carried forward from the 2015/16 year</b>											
<b>PROPERTY</b>											
<b>Buildings</b>											
77	Buildings AMS (Ongoing program of funding the renewal of Council's Buildings assets. Swanston Street Gym and Currawong Centre Y1)	100	-	100	-	-	-	-	100	-	-
78	Highball Facilities Sheahans Road	200	100	50	30	20	-	-	200	-	-
79	Donvale Reserve Management Plan Implementation (Pavilion Upgrade and management plan items)	150	75	30	30	15	-	-	150	-	-
<b>Total Buildings</b>		<b>450</b>	<b>175</b>	<b>180</b>	<b>60</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>-</b>
<b>Building improvements</b>											
80	Civic Offices Draught Proofing	150	75	15	30	30	-	-	150	-	-
<b>Total Building improvements</b>		<b>150</b>	<b>75</b>	<b>15</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROPERTY</b>		<b>600</b>	<b>250</b>	<b>195</b>	<b>90</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>600</b>	<b>-</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>											
<b>Computers and Telecommunications</b>											
80	Replacement of Asset Management System	148	0	148	0	0	0	0	148	0	0
81	TEA Replacement	140	0	140	0	0	0	0	140	0	0
82	Purchase & Implement Project Management & Contract Management Solution	200	200	-	-	-	-	-	200	-	-
<b>Total Computers and Telecommunications</b>		<b>488</b>	<b>200</b>	<b>288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>488</b>	<b>-</b>	<b>-</b>
<b>TOTAL PLANT AND EQUIPMENT</b>		<b>488</b>	<b>200</b>	<b>288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>488</b>	<b>-</b>	<b>-</b>

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	<b>INFRASTRUCTURE</b>										
	<b>Drainage</b>										
83	Drainage Strategy Implementation (Strategic drainage works to protect properties and assets from inundation)	1,794	610	592	592	-	-	-	1,794	-	-
	<b>Total Drainage</b>	<b>1,794</b>	<b>610</b>	<b>592</b>	<b>592</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,794</b>	<b>-</b>	<b>-</b>
	<b>Recreational, Leisure and Community Facilities</b>										
84	Park Avenue Reserve Synthetic Soccer Pitch	169	84	34	34	17	-	-	169	-	-
	<b>Total Rec, Leisure and Comm'y Facilities</b>	<b>169</b>	<b>84</b>	<b>34</b>	<b>34</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>169</b>	<b>-</b>	<b>-</b>
	<b>Parks, Open Space and Streetscapes</b>										
85	Implementation of Finns Reserve Management Plan (Footbridge, signs, fencing, pathways and drainage works)	130	98	32	-	-	-	-	130	-	-
86	Koonung Creek Linear Park Management Plan Implementation (landscaping, furniture, signs, pathways and associated works)	105	79	26	-	-	-	-	105	-	-
87	Mullum Mullum Stage 3 Section 6 (Park Road to Heads Road) - Remaining Sections (Construction of footbridges, pathways/boardwalks, signage and bushland works)	1,069	802	267	-	-	-	-	1,069	-	-
	<b>Total Parks, Open Space and Streetscapes</b>	<b>1,304</b>	<b>979</b>	<b>325</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,304</b>	<b>-</b>	<b>-</b>
	<b>Other Infrastructure</b>										
88	Yarra Street - Pride of Place (Ongoing implementation of upgrade of infrastructure and landscaping in Warrandyte Township. New Toilet block in Y2)	294	103	74	88	29	-	-	294	-	-
89	Zerbes Reserve Upgrade of Floodlights	150	75	-	75	-	-	-	150	-	-
	<b>Total Other Infrastructure</b>	<b>444</b>	<b>178</b>	<b>74</b>	<b>163</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>444</b>	<b>-</b>	<b>-</b>
	<b>TOTAL INFRASTRUCTURE</b>	<b>3,711</b>	<b>1,851</b>	<b>1,025</b>	<b>789</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>3,711</b>	<b>-</b>	<b>-</b>
	<b>TOTAL CARRIED FORWARD WORKS FROM 2015/16</b>	<b>4,799</b>	<b>2,301</b>	<b>1,508</b>	<b>879</b>	<b>111</b>	<b>-</b>	<b>-</b>	<b>4,799</b>	<b>-</b>	<b>-</b>

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
			New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>6.3 Summary</b>											
	PROPERTY	15,136	8,091	5,466	927	614	2,587	194	10,355	2,000	-
	PLANT AND EQUIPMENT	3,373	443	2,855	75	-	-	-	2,373	1,000	-
	INFRASTRUCTURE	32,185	9,737	17,903	3,645	900	2,384	7,175	20,706	-	1,920
	<b>TOTAL CAPITAL WORKS</b>	<b>50,694</b>	<b>18,271</b>	<b>26,224</b>	<b>4,647</b>	<b>1,514</b>	<b>4,971</b>	<b>7,369</b>	<b>33,434</b>	<b>3,000</b>	<b>1,920</b>



### Capital works program

For the four years ending 30 June 2020

This section details Council's four year capital works program. Year one of this program is adopted by Council as part of the Annual Budget 2016/17. Years 2 - 4 (2017/2018 to 2019/2020) are shown as a guide, as priorities can change over time and new projects may be added.

Item No.	Capital Works Area	Total 4 Year Program	2016/17 Year 1	2017/18 Year 2	2018/19 Year 3	2019/20 Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
	<b>PROPERTY</b>					
	<b>Buildings</b>					
1	Buildings AMS (Ongoing program of funding the renewal of Council's Buildings assets. Swanston Street Gym and Currawong Centre Y1)	12,085	2,579	2,311	3,922	3,273
2	Art Collection Conservation AMS (Ongoing program of funding the renewal of Council's art collection)	40	10	10	10	10
3	Public Art Program (Purchase of various items)	103	22	26	27	28
4	Colman Park Pavilion Extension	1,188	1,188	-	-	-
5	Doncaster SES / Civic Buildings Extension (Upgrade of Civic Buildings and SES buildings to address expansion needs)	621	-	621	-	-
6	Highball Facilities Sheahans Road	1,300	1,300	-	-	-
7	Donvale Reserve Management Plan Implementation (Pavilion Upgrade and management plan items)	2,431	2,134	297	-	-
8	Zerbes Reserve Management Plan (Upgrade of buildings and facilities including landscaping, car parking, furniture, signs and associated works)	653	338	185	130	-
9	Pettys Reserve Sporting Development - Stage 2 (Construction of synthetic soccer pitches, floodlights, pavilion/change rooms, toilets, carpark, and construction of Reynolds Road entrance )	1,323	-	-	359	964

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
10	Tunstall Square Maternal and Child Health Centre (Additional consulting room to address OH& issues)	100	100	-		-
11	Highball Infrastructure Plan Stage 1 - 2013/2017 (Mullum Mullum Stadium)	17,103	7,004	10,099	-	-
12	Senior Athletics Relocation to Rieschiecks Reserve Pavilion	200	-	-	200	-
13	Domeney Reserve Pavilion Upgrade (Pavilion upgrade including two change rooms, amenities area and First Aid Room)	850	250	600	-	-
<b>Total Buildings</b>		<b>37,997</b>	<b>14,925</b>	<b>14,149</b>	<b>4,648</b>	<b>4,275</b>
<b>Building improvements</b>						
14	Civic Offices Draught Proofing	150	150	0	0	0
15	Civic Office / Depot Upgrades (Ongoing upgrade and fit out to various areas and facilities, as required)	260	61	64	66	69
<b>Total Building Improvements</b>		<b>410</b>	<b>211</b>	<b>64</b>	<b>66</b>	<b>69</b>
<b>TOTAL PROPERTY</b>		<b>38,407</b>	<b>15,136</b>	<b>14,213</b>	<b>4,714</b>	<b>4,344</b>
<b>PLANT AND EQUIPMENT</b>						
<b>Plant, Machinery and Equipment</b>						
16	Plant Replacement Program (Ongoing program of replacing vehicles, plant and equipment)	8,485	2,020	2,071	2,121	2,273
<b>Total Plant, Machinery and Equipment</b>		<b>8,485</b>	<b>2,020</b>	<b>2,071</b>	<b>2,121</b>	<b>2,273</b>
<b>Fixtures, Fittings and Furniture</b>						
17	Furniture & Equipment (Ongoing program of funding the replacement of office furniture & equipment)	254	55	64	66	69
<b>Total Fixtures, Fittings and Furniture</b>		<b>254</b>	<b>55</b>	<b>64</b>	<b>66</b>	<b>69</b>

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Computers and Telecommunications</b>						
18	Computer Infrastructure (Replacement of Servers)	254	55	64	66	69
19	IT Strategy Initiatives (Replacement of IT equipment and hardware)	917	199	230	239	249
20	Replacement of Asset Management System	231	231	-	-	-
21	Other Computer Infrastructure (Ongoing program of funding Data Storage/Archives)	254	55	64	66	69
22	GIS/GPS Initiatives (Ongoing program of upgrading Hardware and Equipment)	106	25	26	27	28
23	Mobile Computing Initiatives	60	15	15	15	15
24	Invoice Scanning Solution	89	89	-	-	-
25	TEA Replacement	140	140	-	-	-
26	Technology One Upgrade (Software upgrade required that will provide latest software patches and new enhancements to ensure a robust and secure platform to meet current	300	150	150	-	-
27	Purchase & Implement Project Management & Contract Management Solution	339	339	-	-	-
<b>Total Computers and Telecommunications</b>		<b>2,690</b>	<b>1,298</b>	<b>549</b>	<b>413</b>	<b>430</b>
<b>TOTAL PLANT AND EQUIPMENT</b>		<b>11,429</b>	<b>3,373</b>	<b>2,684</b>	<b>2,600</b>	<b>2,772</b>
<b>INFRASTRUCTURE</b>						
<b>Roads</b>						
28	Road, Reserve & Drainage AMS (Ongoing program of funding the renewal of Council's road assets)	23,373	6,151	5,621	5,802	5,799
29	Project Man't & Administration AMS (Ongoing project man't of AMS program)	452	74	126	126	126
30	Advanced Design Fees (Fees for forward design of road, drainage and building projects as identified)	2,165	481	547	561	576
31	Traffic Control Devices Council Link Roads (Miscellaneous items as required for road improvement purposes and/or to meet specific standard requirements)	261	61	64	67	69

**Manningham City Council - Annual Budget 2016/17**

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
32	Road Management Strategy Implementation - Road Safety Link Roads (Miscellaneous works at congestion sites or intersection improvements)	<b>2,916</b>	364	382	1,064	1,106
33	Bicycle Strategy Implementation (Ongoing Program to construct bicycle paths, signage and barriers)	<b>1,939</b>	465	478	491	505
34	Road Safety Improvements - Local Roads (Miscellaneous safety initiatives that includes splitter islands, line marking and traffic control measures)	<b>510</b>	111	128	133	138
35	Traffic Management LATM Construction (Miscellaneous items as required for road improvement purposes).	<b>521</b>	122	128	133	138
36	Road Safety Improvements - Collector and Link Roads (Miscellaneous safety initiatives that includes splitter islands, line marking and traffic control measures)	<b>293</b>	78	68	72	75
37	Traffic Control Devices Local Roads (Miscellaneous items as required to meet specific standard requirements or upgrades)	<b>155</b>	37	38	39	41
38	Bus Bay Construction (Miscellaneous locations as required for access purposes)	<b>209</b>	49	51	54	55
39	Bus Shelter Installation (Miscellaneous items as required)	<b>510</b>	111	128	133	138
40	Road Management Strategy Implementation - Upgrades (King Street, Union/Swilk/James/Anderson/Porter Street, Harris Gully/Tindals Road and Yarra Road)	<b>13,281</b>	2,096	2,613	3,990	4,582
41	Jumping Creek Rd - Road Man't Strategy (Road upgrade that is driven by Council's Arterial Road Strategy and Road Safety Audits)	<b>6,701</b>	-	945	2,991	2,765
42	Road System Improvements (Reforming and sealing of open channels)	<b>260</b>	61	64	66	69
43	Minor Capital Works Program (Ongoing program of minor miscellaneous roads and drainage works at various locations)	<b>782</b>	184	192	199	207
44	Infrastructure Improvements (Upgrade of roads and drains in the non urban areas of the municipality)	<b>1,178</b>	-	-	471	707

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
45	Manningham DISC - Facility Entrance and Car Park Crossing	135	-	135	-	-
	<b>Total roads</b>	<b>55,641</b>	<b>10,445</b>	<b>11,708</b>	<b>16,392</b>	<b>17,096</b>
	<b>Footpaths and Cycleways</b>					
46	New Footpath Construction (New initiative to construct as part of the Principle Pathways Network)	4,602	848	912	1,234	1,608
47	Footpath Construction Council Properties (Construction on new footpaths on Council owned properties)	260	61	64	66	69
	<b>Total Footpaths and Cycleways</b>	<b>4,862</b>	<b>909</b>	<b>976</b>	<b>1,300</b>	<b>1,677</b>
	<b>Drainage</b>					
48	Drainage Strategy Implementation (Strategic drainage works to protect properties and assets from inundation)	12,698	4,464	2,578	2,778	2,878
49	Miscellaneous Drainage Improvements (Miscellaneous minor drainage works, as required across the municipality)	1,020	221	256	266	277
	<b>Total Drainage</b>	<b>13,718</b>	<b>4,685</b>	<b>2,834</b>	<b>3,044</b>	<b>3,155</b>
	<b>Recreational, Leisure and Community Facilities</b>					
50	Leisure & Community AMS (Ongoing program of funding the renewal of Council's community & recreational assets)	198	45	51	51	51
51	Playspaces Development Program Implementation (Ongoing implementation of Council's Playspace Strategy - (Y1. Swanston Street Skate Bowl and Leeds Street Playspace)	2,052	455	512	532	553
52	Tennis Court Strategy Implementation (Ongoing program in line with Council Policy to modify and upgrade court surfaces)	516	117	128	133	138

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
53	Streetscape Replacement Program (Miscellaneous Replacement Program consistent with the Strategic Streetscape & Street Planting Program in Residential Estates)	302	71	74	77	80
54	Sportsground Refurbishment / Drainage Program (Ongoing upgrade of sportsgrounds as part of Water Conservation & Recreational Strategy - Wonga Park Reserve Y1)	510	111	128	133	138
55	Replacement of Play Equipment (Ongoing replacement of play equipment at Council Owned Child Facilities)	156	37	38	40	41
56	Miscellaneous Community Facilities (Ongoing replacement and upgrade of equipment at Council Owned Child Facilities)	156	37	38	40	41
57	Miscellaneous General Leisure (Ongoing replacement and upgrade of recreational assets)	522	123	128	133	138
58	Mullum Mullum Reserve Hockey Surface Refurbishment (yr 4) and 3rd Artificial Bowling Green (yr 5)	591	-	-	202	389
	Park Avenue Reserve Synthetic Soccer Pitch	1,223	1,223	-	-	-
59	Bulleen Park Protective Netting	35	35	-	-	-
	<b>Total Rec, Leisure and Comm'y Facilities</b>	<b>6,261</b>	<b>2,254</b>	<b>1,097</b>	<b>1,341</b>	<b>1,569</b>
	<b>Waste Management</b>					
60	Waste Management Services (Bin Replacement funded from reserves)	5,800	5,800	-	-	-
	<b>Total Waste Management</b>	<b>5,800</b>	<b>5,800</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Parks, Open Space and Streetscapes</b>					
61	Passive & Open Space AMS (Ongoing program of funding the renewal of Council's open space assets)	2,021	455	505	505	556

**Manningham City Council - Annual Budget 2016/17**

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
62	Mullum Mullum Stage 3 Section 6 (Park Road to Heads Road) - Remaining Sections (Construction of footbridges, pathways/boardwalks, signage and bushland works)	<b>1,733</b>	1,683	50	-	-
63	Streetscape Improvement Program (Strategic Streetscape & Street Planting Program across the municipality)	<b>1,563</b>	365	384	399	415
64	Open Space Development Program (Development, upgrade and acquisition of open space, to ensure Council meets its obligations and commitments in the ongoing management of open space)	<b>1,200</b>	300	300	300	300
65	Bushland Management Strategy Implementation (ongoing bushland improvements)	<b>254</b>	55	64	66	69
66	Miscellaneous Open Space Projects (Ongoing open space improvements)	<b>103</b>	22	26	27	28
67	Local Activity Centres (Infrastructure upgrades and improvements at local shops)	<b>191</b>	101	30	30	30
68	Implementation of Horse Riding Strategy (ongoing improvements and upgrades to horse trails)	<b>229</b>	50	57	60	62
69	Mullum Mullum Creek Linear Park / Currawong - Stage 1 (landscaping, paths, furniture, signs and associated works)	<b>522</b>	123	128	133	138
70	Implementation of Concept Plans (Ongoing improvements on small reserves across the municipality)	<b>156</b>	37	38	40	41
71	Mullum Mullum Creek Linear Park (Tindalls to Park Road) Stage 4 - Remaining elements (Pathways, landscaping, furniture, signs and associated bushland works)	<b>698</b>	-	-	365	333
72	Subdivisions Street Tree Planting (ongoing program as part of a subdivisional requirement)	<b>209</b>	49	51	54	55
73	Tikalara Park Development (Construction of sporting facilities including earth works, access road, training fields, change rooms and car park)	<b>5,003</b>	-	454	2,049	2,500
74	Yanggai Barring Linear Park (Pathways, landscaping, furniture, signs and associated bushland works)	<b>307</b>	-	-	138	169

**Manningham City Council - Annual Budget 2016/17**

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
75	Ruffey Creek Linear Park (landscaping, furniture, signs, pathways and associated bushland works)	280	-	49	162	69
76	Domeney Reserve Management Plan Implementation (landscaping, furniture, signs, pathways and associated works)	95	-	-	95	-
77	Koonung Creek Linear Park Management Plan Implementation (landscaping, furniture, signs, pathways and associated works)	1,602	105	391	477	629
78	Implementation of Boronia Grove Management Plan (paths, speed humps, bollards, landscaping, furniture and other improvements)	571	-	-	200	371
79	Rieschiecks Reserve Management Plan Implementation (Upgrade of facilities)	3,843	-	463	1,512	1,868
80	Civic Precinct Master Plan Stage 2 (Doncaster Hill Civic Space Development)	1,250	-	500	500	250
81	Green Gully Linear Park (landscaping, furniture, signs, pathways and associated works)	116	-	-	-	116
82	Lawford Reserve Development Plan Implementation (Earthworks and footpath Y1 and playspace, skatepark, public toilets, picnic and barbecue facilities, shelter, public art, signage and landscape works Y2 & Y3)	1,165	375	395	395	-
83	Alder Link (Land Acquisition and pathway construction)	632	-	-	-	632
84	Sheahans Reserve Upgrade	100	100	-	-	-
85	Main Yarra Trail extension to Warrandyte	1,300	-	260	640	400
86	Melbourne Water Corridors of Green	36	36	-	-	-
87	Implementation of Finns Reserve Management Plan (Footbridge, signs, fencing, pathways and drainage works)	130	130	-	-	-
88	Tindals Wildflower Reserve	92	-	92	-	-
	<b>Total Parks, Open Space and Streetscapes</b>	<b>25,401</b>	<b>3,986</b>	<b>4,237</b>	<b>8,147</b>	<b>9,031</b>
	<b>Off Street Car Parks</b>					
89	Car Parks Reserves Upgrades (Improvement works at smaller recreational parks)	106	25	26	27	28
90	Bulleen Park (upgrade of car park)	606	-	-	202	404



Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Total 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
91	Leeds Street Indented parking bays	631	331	300	-	-
	<b>Total Off Street Car Parks</b>	<b>1,343</b>	356	326	229	432
	<b>Other Infrastructure</b>					
92	City Signage Project (Ongoing roll out of City entry & identification signage)	380	55	100	110	115
93	Street Furniture Throughout City (Ongoing implementation of new street furniture as required across the municipality)	254	55	64	66	69
94	Street Lighting Replacement Program (Low Energy Lighting)	152	33	38	40	41
95	Neighbourhood Activity Centres	3,466	849	862	872	883
96	Water Initiatives (Ongoing program involving the installation of water tanks and other harvesting opportunities)	522	-	251	133	138
97	Energy Efficiencies (Installation of sustainable public lighting across the municipality to replace existing street lamps)	1,920	1,920	-	-	-
98	Additional Street Lighting Council (Miscellaneous items as required with developments or safety improvements)	208	49	51	53	55
99	Yarra Street - Pride of Place (Ongoing implementation of upgrade of infrastructure and landscaping in Warrandyte Township. New Toilet block in Y2)	550	550	-	-	-
100	Cleaner Yarra Litter Hotspots Program	89	89	-	-	-
101	Zerbes Reserve Upgrade of Floodlights	150	150	-	-	-

Manningham City Council - Annual Budget 2016/17

Item No.	Capital Works Area	Toal 4 Year Program	2016/17	2017/18	2018/19	2019/20
			Year 1	Year 2	Year 3	Year 4
		\$'000	\$'000	\$'000	\$'000	\$'000
102	Mobile Community Conversations (Provision of a purpose built vehicle for engaging with the community that allows Council to go to communities of interest for community conversations).	30	-	30	-	-
<b>Total Other Infrastructure</b>		<b>7,721</b>	<b>3,750</b>	<b>1,396</b>	<b>1,274</b>	<b>1,301</b>
<b>TOTAL INFRASTRUCTURE</b>		<b>120,747</b>	<b>32,185</b>	<b>22,574</b>	<b>31,727</b>	<b>34,261</b>
<b>TOTAL NEW CAPITAL WORKS 2016/17</b>		<b>170,583</b>	<b>50,694</b>	<b>39,471</b>	<b>39,041</b>	<b>41,377</b>
<b>6.4 Summary</b>						
	PROPERTY	<b>38,407</b>	15,136	14,213	4,714	4,344
	PLANT AND EQUIPMENT	<b>11,429</b>	3,373	2,684	2,600	2,772
	INFRASTRUCTURE	<b>120,747</b>	32,185	22,574	31,727	34,261
	<b>TOTAL CAPITAL WORKS</b>	<b>170,583</b>	<b>50,694</b>	<b>39,471</b>	<b>39,041</b>	<b>41,377</b>

## 7. Rates and charges

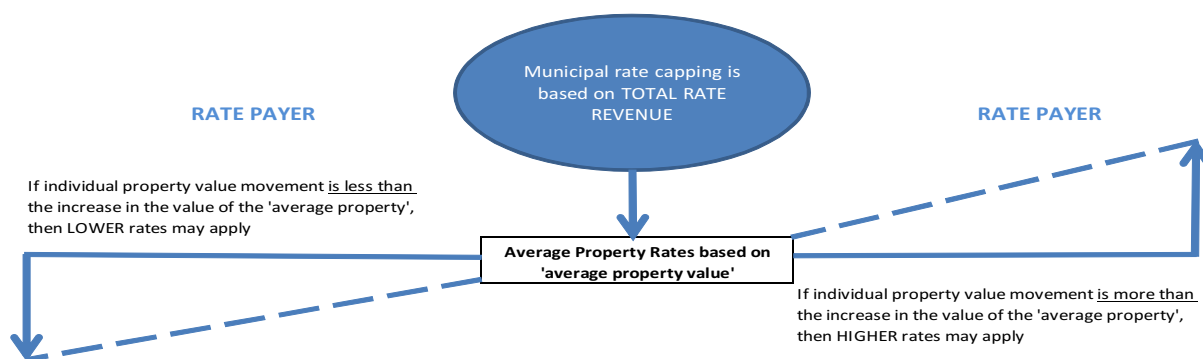
In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 72.7% of Council's total revenue in 2016/17. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges across the whole municipality.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Manningham community. Key budget information about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council are provided in Sections 8 to 13 of this report.

### Fair Go Rates System

Council has complied with the Fair Go Rates System introduced by the Victorian Government that caps average rates at 2.5 per cent for 2016/17. However, the general rates component of a ratepayers total bill may vary by more or less than the rates cap. This occurs for two key reasons:

- the cap is applied to general rates only and based on the average rates for all properties in the municipality (that is the cap is not applied to each individual property at an even 2.5 per cent).
- 2016 was a revaluation year, and updated property values will be used to calculate how much each owner pays in rates. In the 2016 revaluation, not all individual property values have moved at the same rate. In fact the changes in valuation has been very uneven across the municipality. If an individual property value movement is less than the municipal average then a rate increase lower than 2.5 per cent may apply (and where an individual property value movement is more than the municipal average then a rate increase more than 2.5 per cent may apply). Additional information regarding the movement of property values in the municipality is included in Section 15.)



It is also a common misunderstanding that as property values rise, councils collect more money overall — but they don't. Higher property values only change how much each property owner pays towards the total council budget, which must stay within the council's rate cap.

A ratepayers total rates and charges bill may also be influenced by two additional items:

- in 2016/17 Council is introducing a new waste service. The cost of waste service options have mostly either reduced (the standard waste service reduced by 24%) or not increased from the 2015/16 charge. A ratepayers selected waste option will influence their total rates and charges bill.

## Manningham City Council - Annual Budget 2016/17

- the Fire Services Property Levy, imposed by the State Government, is not included in the cap. This levy does not go to the council but is included in the total amount paid by ratepayers. It includes a variable component based on a percentage of a property's capital improved value, which could rise by more than inflation.

### Information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget:

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

Type or class of land	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change
Uniform Rate	0.002213	<b>0.001738</b>	<b>-21.5%</b>

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	72,459,615	<b>75,818,135</b>	<b>4.6%</b>
Commercial	5,691,013	<b>5,366,059</b>	<b>(5.7%)</b>
Industrial	366,904	<b>344,166</b>	<b>(6.2%)</b>
Recreational	72,754	<b>30,115</b>	<b>(58.6%)</b>
<b>Total amount to be raised by general rates</b>	<b>78,590,286</b>	<b>81,558,475</b>	<b>3.8%</b>

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	44,625	<b>45,217</b>	<b>1.3%</b>
Commercial	1,768	<b>1,814</b>	<b>2.6%</b>
Industrial	204	<b>198</b>	<b>(2.9%)</b>
Cultural and Recreational	18	<b>17</b>	<b>(5.6%)</b>
<b>Total number of assessments</b>	<b>46,615</b>	<b>47,246</b>	<b>1.4%</b>

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

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	32,742,709,000	<b>43,629,055,000</b>	<b>33.2%</b>
Commercial	2,571,628,000	<b>3,087,863,750</b>	<b>20.1%</b>
Industrial	165,795,000	<b>198,048,000</b>	<b>19.5%</b>
Cultural and Recreational	114,198,000	<b>49,121,000</b>	<b>(57.0%)</b>
<b>Total value of land</b>	<b>35,594,330,000</b>	<b>46,964,087,750</b>	<b>31.9%</b>

## Manningham City Council - Annual Budget 2016/17

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

No municipal charge proposed

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

No municipal charge proposed

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

Type of Charge	Annual charge		Change
	2015/16 \$	2016/17 \$	
New Standard service 80 litre garbage, 240 litre recycling and 240 litre garden (formerly Service Choice B)	270.00	205.00	(24.1%)
<b>Other waste options</b>			
120 litre garbage, 240 litre recycling and 240 litre garden (formerly service choice A)	297.00	268.00	(9.8%)
120 litre garbage, 240 litre recycling and 120 litre garden (formerly service choice C)	268.00	268.00	0.0%
80 litre garbage, 240 litre recycling and 120 litre garden (formerly service choice D)	230.50	205.00	(11.1%)
120 litre garbage, and 240 litre recycling (formerly service choice E)	230.50	268.00	16.3%
80 litre garbage, and 240 litre recycling (formerly service choice F)	187.00	205.00	9.6%
Charge for larger 360 litre recycling bin	not available	30.00	100.0%
Additional 120 litre garbage - residential and non residential	178.00	160.00	(10.1%)
Additional 240 litre recycling - residential and non residential	75.00	58.50	(22.0%)
Additional 360 litre recycling - residential and non residential	not available	88.00	100.0%
Additional 120 litre garden - residential and non residential	165.00	77.00	(53.3%)
Additional 240 litre garden - residential and non residential	165.00	96.50	(41.5%)
Commercial 240 litre garbage	233.50	400.00	71.3%
Additional 240 litre commercial garbage	356.50	500.00	40.3%
Domestic change bin (charged per changeover not per annum)	45.50	45.00	(1.1%)

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

Type of Charge	2015/16 \$	2016/17 * \$	Change
New Standard service 80 litre garbage, 240 litre recycling and 240 litre garden (formerly Service Choice B)	1,250,370	8,869,325	609.3%
Larger 120 L garbage additional charge	-	945,000	100.0%
120 litre garbage, 240 litre recycling and 240 litre garden (formerly service choice A)	5,380,667	-	(100.0%)
120 litre garbage, 240 litre recycling and 120 litre garden (formerly service choice C)	2,085,844	-	(100.0%)
80 litre garbage, 240 litre recycling and 120 litre garden (formerly service choice D)	1,241,012	-	(100.0%)
120 litre garbage, and 240 litre recycling (formerly service choice E)	856,769	-	(100.0%)
80 litre garbage, and 240 litre recycling (formerly service choice F)	388,586	-	(100.0%)
80 litre garbage and 1/2 share of 240 litre recycling (formerly service choice H)	9,888	-	(100.0%)
Additional garbage residential and non residential bin - 80 litre	1,392	1,088	(21.8%)
Additional garbage residential and non residential bin - 120 litre	193,486	173,920	(10.1%)
Additional garden residential and non residential bin - 120 litre	2,475	1,155	(53.3%)
Additional garden residential and non residential bin - 240 litre	87,285	51,049	(41.5%)
Additional recycling residential and non residential bin - 240 litre	44,025	34,340	(22.0%)
Commercial garbage - 240 litre	178,161	305,200	71.3%
Additional commercial garbage - 240 litre	86,986	122,000	40.3%
Special accommodation - retirement villages, nursing homes, MC <sup>2</sup>	136,425	144,309	5.8%
Supplementary charges	37,400	41,000	9.6%
<b>Total</b>	<b>11,980,770</b>	<b>10,688,385</b>	<b>(10.8%)</b>

\* From 1 July 2016, a new waste collection service will come into effect. The new waste collection service will also incorporate the roll out of new bins to the community. At the time of preparing the 2016/17 Budget, the exact number of tenements using each waste service option was not known. For the purpose of finalising the total waste budget, it is assumed that all 43,000 tenements will be charged the new standard waste service charge, and of those 15,000 will choose a larger 120 litre garbage bin at an additional charge.

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

Type of Charge	2015/16 \$	2016/17 \$	Change
Residential	72,459,615	75,818,135	4.6%
Commercial	5,691,013	5,366,059	(5.7%)
Industrial	366,904	344,166	(6.2%)
Recreation Lands	72,754	30,115	(58.6%)
<b>Subtotal</b>	<b>78,590,286</b>	<b>81,558,475</b>	<b>3.8%</b>
Supplementary Rates	1,633,000	662,785	(59.4%)
<b>Total General Rates</b>	<b>80,223,286</b>	<b>82,221,260</b>	<b>2.5%</b>
Waste Charges	11,980,770	10,688,385	(10.8%)
<b>Rates and charges</b>	<b>92,204,056</b>	<b>92,909,645</b>	<b>0.8%</b>

**7.11 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
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa

**7.12 Differential rates**

No differential rates are proposed for 2016/17.

**7.13 Rebates and Concessions**

1. A concession equivalent to the rates otherwise payable is proposed for lands on which Council owned basketball facilities are operated by community based organisations under lease from Council.
2. Council proposes to offer holders of Low Income Health Care cards with an "LI" identifier a \$60 reduction on their 2016/17 Council rates.
3. Provide a waiver of rates under section 171 of the Local Government Act 1989 for 50% of the increase in rates to a ratepayer who is likely to experience financial hardship as a consequence of increases in the rates payable where:
  - The affected property is the ratepayers principal place of residence;
  - There is an increase in rates of 30% or greater that is attributable to the application of property values rising from the result of a general revaluation of properties in the municipality;
  - The rebate of concession or concession granted will assist in the proper development of the municipal district; and
  - The benefit to the community as a whole resulting from the granting of the above rebate or concession is the maintenance of of property values by avoidance of possible forced sale of principle places of residence or persons facing financial hardship due to general revaluation outcomes.

**7.14 State Government Fire Services Property Levy**

The revenue forecasts notes in section 1 of this appendix (and throughout the entire Budget document) exclude the Fire Services Property Levy.

During 2012 the State Government passed the Fire Services Property Levy Act. This legislation requires councils to charge ratepayers (and certain non-ratepayers), the Fire Services Property Levy, collect the monies and pass the full amount collected to the State Revenue Office. The 2016/17 Budget for Council, in accordance with the Accounting Standards arrangements, does not therefore include the Fire Services Property Levy collected on behalf of the State as Council has no entitlements to the monies collected.



## 7.15 Recreation Land; Charges in Lieu of Rates

In accordance with Section 4 (4) of the Cultural and Recreational Lands Act 1963, Cultural and Recreational Lands be charged in lieu of rates as per the below schedule:

Property No.	Club	Address	Charges in Lieu of rates for 2015/16
10108	Veneto Club	191 Bulleen Road, Bulleen	\$ 15,518
200634	Yarra Valley Country Club	9-15 Templestowe Road, Bulleen	\$ 14,597
43688	Doncaster Bowling Club	Rear 699 Doncaster Road, Doncaster	Nil
725760	Donvale Bowls Club	11 Springvale Road, Donvale	Nil
38902	Greythorn Bowling Club	7 Gregory Court, Bulleen	Nil
255770	Templestowe Bowling Club	1-3 Swilk Street, Templestowe	Nil
725751	Doncaster Hockey Club	7 Springvale Road, Donvale	Nil
731907	Bulleen Tennis Club	284 Thompsons Road, Lower Templestowe	Nil
725769	Currawong Tennis Club	25 Springvale Road, Donvale	Nil
503032	Doncaster Tennis Club	802-804 Doncaster Road, Doncaster	Nil
731952	Donvale Tennis Club	36 Mitcham Road, Donvale	Nil
732474	Park Orchards Tennis Club	568 Park Road, Park Orchards	Nil
732438	Serpell Tennis Club	7A Burleigh Drive, Templestowe	Nil
732447	South Warrandyte Tennis Club	64 Croydon Road, Warrandyte South	Nil
732429	Templestowe Park Tennis Club	94 Porter Street, Templestowe	Nil
732456	Warrandyte Tennis Club	12 Tarroona Avenue, Warrandyte	Nil
732465	Wonga Park Tennis Club	6 Old Yarra Road, Wonga Park	Nil

## **Budget Analysis**

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

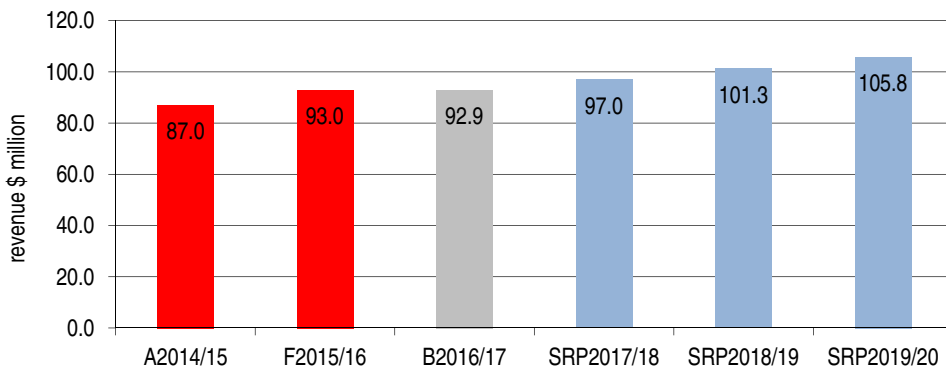
This section includes the following analysis and information.

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

## 8. Summary of financial position

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

### 8.1 Rates and charges

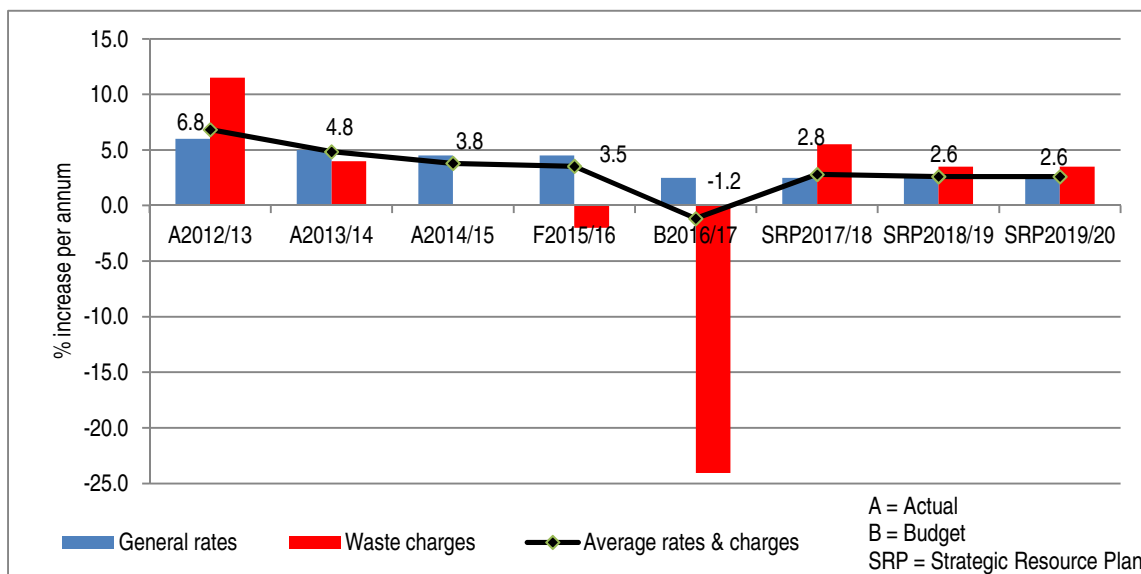


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Council raises revenue from general rates to fund operational services and capital infrastructure and from a waste charge to fund the waste collection and disposal service. In this challenging environment, this Council has been implementing strategies to cap the growth of operating expenditure. Limiting the growth of operational expenses has in turn limited rate rises, while still maintaining operational services and preserving our investment in community infrastructure. The chart below shows the average rates and charges increases since 2012/13.

The Council rates and charges for an average property in Manningham with a standard waste service is projected to drop by 1.17 per cent or \$22.90 savings for the year. This chiefly relates to cost reductions following the introduction of a new waste contract which will commence on 1 July 2016.

The reduction of 1.17 per cent for the year is comprised of a 2.5 per cent increase in the general rate, whilst the waste charge for the new standard waste service with an 80 litre waste bin will decrease from \$270 to \$205 (24.1 per cent reduction). The chart below shows a comparison of general rates and waste charges from 2012/13 to 2019/20.



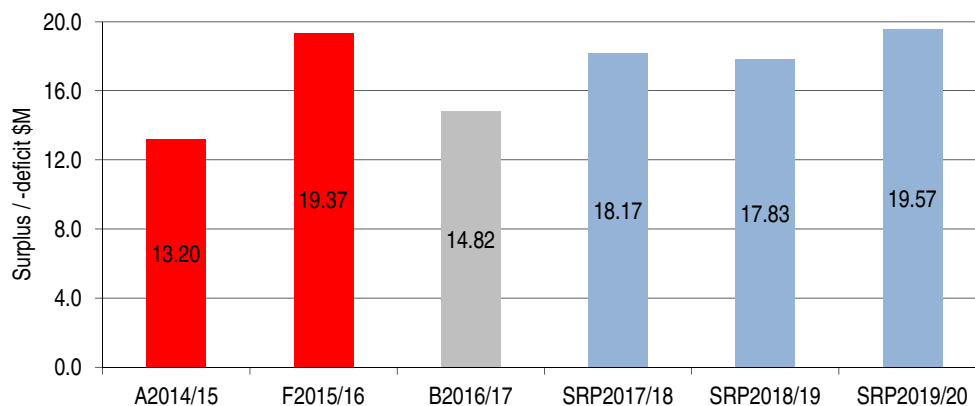
A = Actual  
B = Budget  
SRP = Strategic Resource Plan

## Manningham City Council - Annual Budget 2016/17

In total, \$92.95 million is to be raised in general rate and waste charges, including \$0.66 million from growth in the number of rateable properties within the municipality during 2016/17. The strong growth and earlier decisions of Council regarding constraining operating expenditure have contributed to reducing the potential impact of the State Government rate new Fair Go Rates Systems which has capped rates increases to 2.5 per cent.

Council's Financial Strategy provides for the allocation of minimum of 33.0 per cent of rate revenue to the Capital Program and balance is applied to maintaining operational service levels in the municipality. For the 2016/17, Council is projecting to apply \$28.69 million or 34.9 per cent of rates to capital, exceeding the 33 per cent target by \$1.56 million.

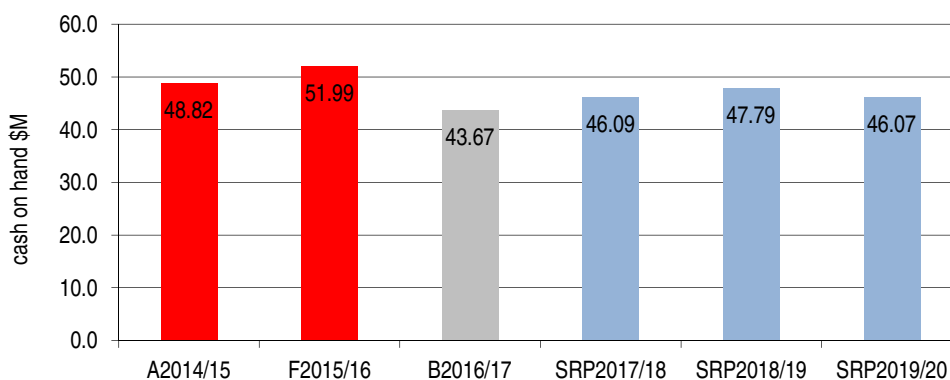
### 8.2 Operating result



To maintain financial sustainability and Council's ability to fund operational services and capital works program, it is critical for Council to generate a strong operating surplus in the budget and Strategic Resource Plan period. In 2016/17, Council is budgeting to generate a operating surplus of \$14.82 million and maintain a strong surplus during the four year Strategic Resource Plan (2016/17 to 2019/20).

The reduction in operating result in 2016/17 is due mainly to one off nature of \$1.90 million in supplementary rates raised in 2015/16 and higher than usual development contributions. Section 10 of this Budget report provides detailed commentary on the key revenue and expenditure items that make up the surplus.

### 8.3 Cash and investments

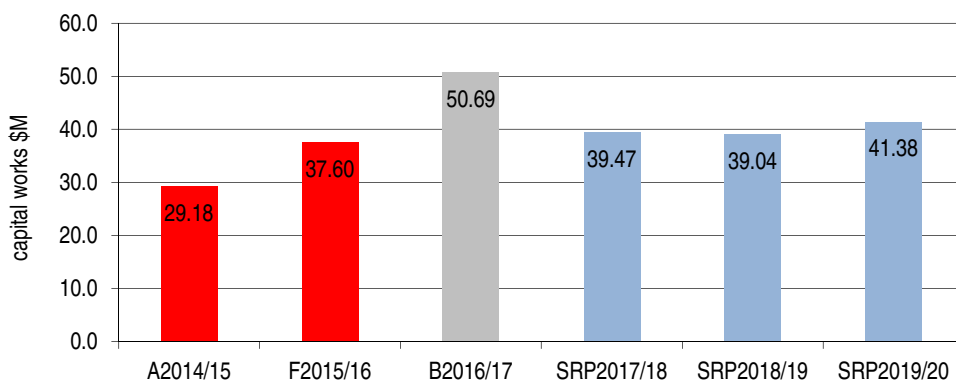


## Manningham City Council - Annual Budget 2016/17

Cash and investments are expected to decrease by \$8.31 million during the year to \$43.67 million as at 30 June 2017. The reduction chiefly relates to capital works funded in 2015/16 being expended in 2016/17 and the purchase of approximately 125,000 waste bins as part of a new waste contract to be funded from cash collected in prior years. Council holds cash balances to fund the daily working capital requirements and for specific statutory purposes in accordance with various legislative requirements. Of the \$43.67 million cash and investments balance, cash with restrictions or intended use total \$22.26 million leaving an unrestricted cash balance of \$17.41 million as at 30 June 2017. (Cash and investments are forecast to be \$51.99 million as at 30 June 2016).

Refer Section 11 and 13 for the Statement of Cash Flows and Balance sheet for detailed analysis of the cash position and components of restricted cash.

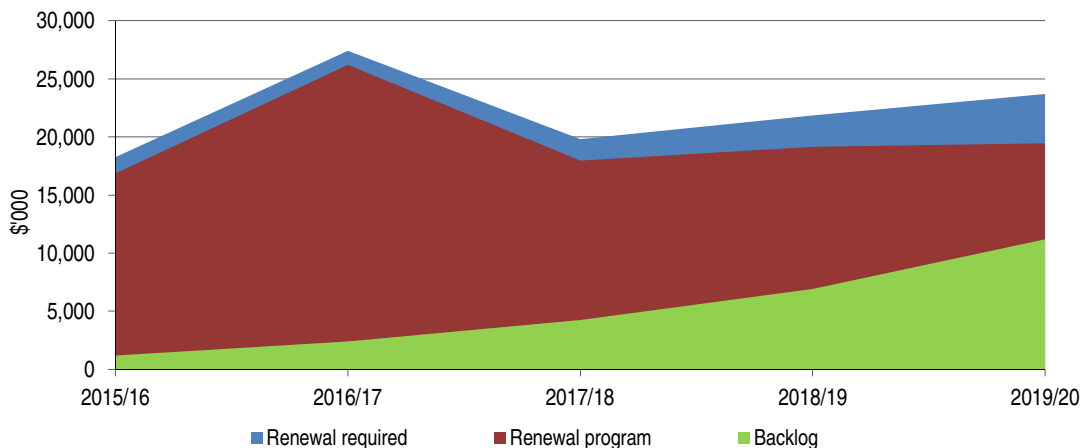
### 8.4 Capital works



The capital works program for the 2016/17 year is expected to be \$50.69 million of which \$4.80 million relates to projects which will be carried forward from the 2015/16 year. Of the \$50.69 million of capital funding required, \$28.64 million (or 56.5 per cent) will be funded from Council's cash (rates), \$5.80 million (or 11.4 per cent) from cash collected for the replacement of waste bins, \$1.57 million (3.1 per cent) from developer levies, \$3.00 million (or 5.9 per cent) from asset sales and balance of \$1.92 million from an external loan and carried forward component of \$4.80 million is fully funded from carried forward rates money. The capital expenditure program has been set and prioritised based on a process of consultation that has enabled Council to assess needs and develop sound business cases for each project. Key projects in this year's program include \$7.00 million for the Mullum Mullum Stadium, \$5.8 million for replacement of waste bins throughout the municipality and \$10.45 million to renew and improve Council's road network. (Capital works is forecast to be \$37.60 million for the 2015/16 year).

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

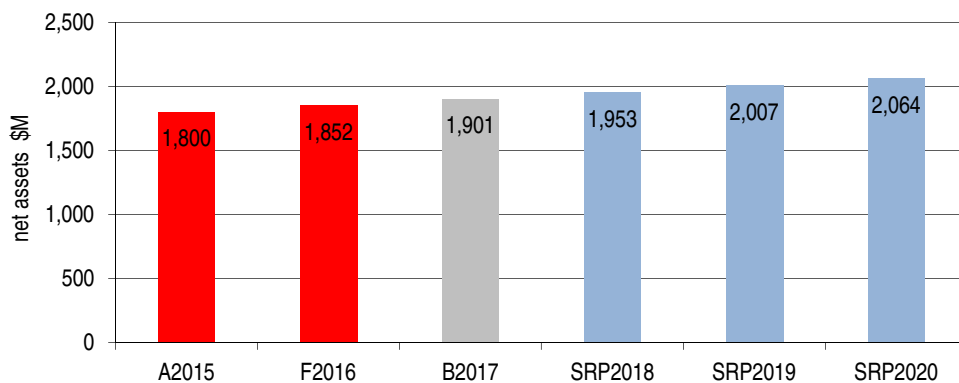
## Manningham City Council - Annual Budget 2016/17



At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Strategy. While the Strategy is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. As at the end of 2015/16, the total renewal gap is \$1.20 million and increases to \$12.18 million by 30 June 2020. The asset renewal gap should also be considered in the context of Council's total infrastructure assets of approximately \$450 million.

Refer Section 12 for an analysis of the capital budget.

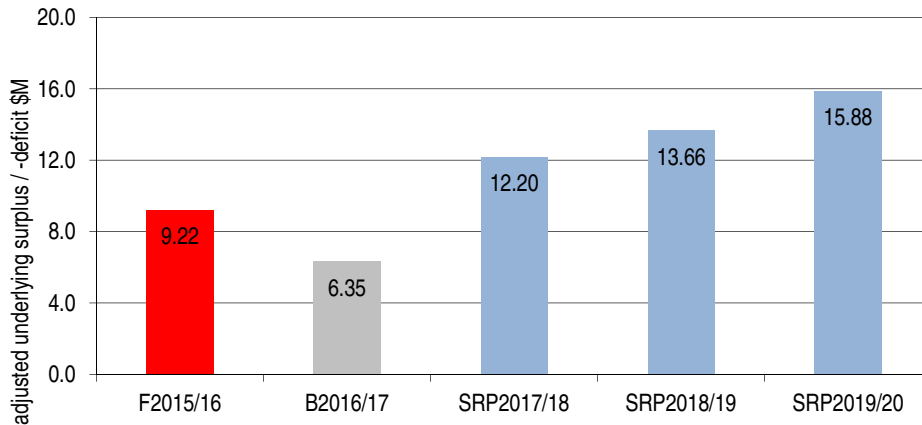
### 8.5 Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$48.49 million to \$1,900.64 million. The increase in net assets results mainly from the forecast increase in asset values from the revaluation of Council's land, buildings and infrastructure assets during 2016/17 and the large capital works program as detailed in Section 6 of this report. (Net assets is forecast to be \$1,852.15 million as at 30 June 2016).

Refer also Section 13 for an analysis of the budgeted financial position.

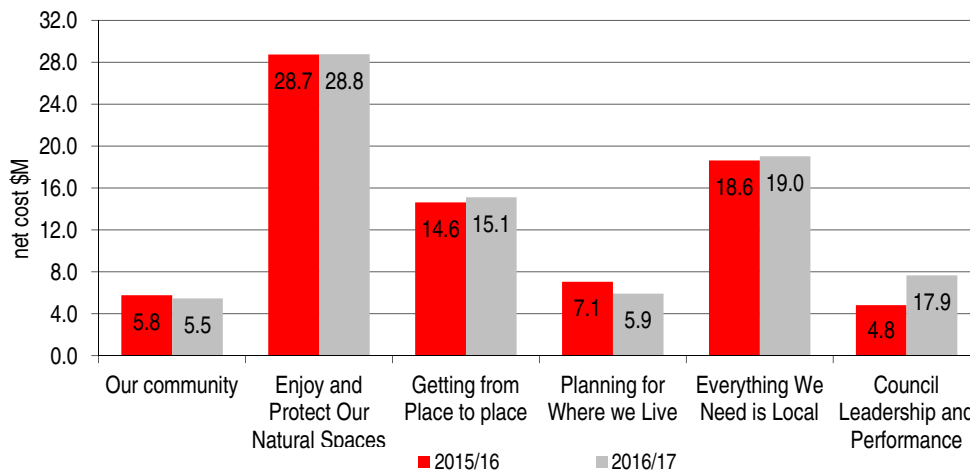
### 8.6 Financial sustainability



A high level Strategic Resource Plan for the years 2016/17 to 2019/20 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. One measure of sustainability is the adjusted underlying result, which excludes capital income and developer income (cash and non-cash) from the surplus. A positive adjusted underlying result ratio is an indication of financial stability, and the projected results for Manningham show a positive trend.

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

### 8.7 Strategic objectives



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

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

8.8 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. Council overheads, governance costs and administrative costs are allocated to our external facing services using an internal overhead allocation model.



## **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 Snapshot of Manningham City Council**

Manningham City Council is located in Melbourne's north-eastern suburbs, and is situated between 10 and 32 kilometres from the Melbourne CBD. The City is bounded by the Yarra River, Banyule City and Nillumbik Shire in the north, Yarra Ranges Shire in the east, Koonung Creek, Maroondah City and the Cities of Whitehorse and Boroondara in the south and Banyule City and the Yarra River in the west.

The City encompasses a total land area of 114 square kilometres, including substantial green open spaces. Non-urban areas are used mainly for rural residential living, conservation and small scale agriculture. The City includes the suburbs of Bulleen, Doncaster, Doncaster East, Donvale, Nunawading (part), Park Orchards, Ringwood North (part), Templestowe, Templestowe Lower, Warrandyte, Warrandyte South and Wonga Park (part).

Manningham includes the vibrant centres of Doncaster Hill and The Pines, plus smaller neighbourhood and activity centres. It also contains bushland with significant native flora and fauna, the meandering Yarra River, orchards, vineyards and farms.

Manningham City Council provides more than 100 services to residents, ratepayers, businesses and community groups across the City, ranging from youth programs and family services, to libraries, economic development activities, planning, immunisation, environmental education, recycling services, and activities for seniors.

#### **Population**

As of 30 June 2015, the City of Manningham had an estimated resident population (ERP) of 118,523.

#### **Ageing population**

The age profile of Manningham shows the City has an older population. 19.9% of the Manningham population is aged over 65, compared to 13.1% across Melbourne. In contrast, only 4.6% were aged 0-4 years compared to 6.5% across Melbourne. The average age of Manningham residents is 42 years. This is the second-oldest median age of any Local Government Area in metropolitan Melbourne.

#### **Births**

In the 2014/15 financial year 1,123 babies were born in the municipality. (Source: Maternal and Child Health database).

#### **Cultural diversity**

The City is a highly culturally and linguistically diverse municipality. Many different cultural groups live in The Manningham community has become more diverse with an increasing proportion of residents born overseas. 36.5% of the population was born overseas, an increase of 2.5% from 34% in 2006. After Australia, the largest country of birth was China (5.9% of Manningham population), followed by Italy (3.2%), United Kingdom (3.1%), Malaysia (2.9%) and Greece (2.8%).

Almost four out of ten (38.8%) Manningham residents spoke a language other than English at home. Almost 15% of Manningham's population spoke a Chinese dialect at home, and this is now the major cultural group in the City, eclipsing the older Italian and Greek speaking population.

## **Manningham City Council - Annual Budget 2016/17**

### **Housing**

Manningham continues to be an attractive municipality for families to live. There was a high proportion of couple families with children, as well as a low proportion of one-parent families in Manningham. Overall, 41% of families were couple families with children, and 9.4% were one-parent families, compared with 33.6% and 10.4% respectively for Greater Melbourne. Manningham has also a lower proportion of lone person households. Overall, the proportion of lone person households was 17.2%, compared to 22.3% in Greater Melbourne.

### **Education and occupation**

Manningham has a higher proportion of residents holding formal qualifications, including Bachelor or higher degree, Advanced Diploma or Vocational qualifications. Overall, 50.7% of residents aged 15 and over held educational qualifications, compared with 47.3% for Greater Melbourne.

### **Budget implications**

As a result of the City's demographic profile there are a number of budget implications in the short and long term as follows:

- Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with citizens and uses interpreting services for interpersonal communication with citizens. Council also draws on the abilities of its bilingual staff
- The relatively small area of Manningham City Council enables centralised key services and most citizens are able to reach Council facilities without extensive travel.
- Around 20 per cent of ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the rate increase has a real impact on the disposal income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.
- The City is experiencing an increase in property numbers and these mainly arise from higher density developments, especially in and around Doncaster Hill. This in turn places pressure on Council to provide services and infrastructure in the area to meet community needs and expectations.

## **9.2 External influences**

In preparing the Annual Budget 2016/17, a number of external influences have been taken into consideration as they are likely to impact significantly on the services delivered by Council in the budget period. The major influences on the 2016/17 Annual Budget include:

### **Fair Go Rates System**

The proposed budget proposes a rate increase of 2.5 per cent. This is in line with the new Fair Go Rates System (FGRS) which has capped rates increases by Victorian councils to the forecast movement of 2.5 per cent in the Consumer Price Index (CPI). While Council has not elected to apply to the Essential Services Commission (ESC) for a variation, it has re-prioritised its capital works program, saving \$200,000. This coupled with further ongoing operational savings and efficiencies of \$400,000 has enabled it to reduce its rates increase from the planned 4.5 per cent to the proposed 2.5 per cent increase.

### Cost Shifting

Cost shifts occur where Local Government provides a service to the community on behalf of the State and Federal Government, and over time the funds received by local governments do not increase in line with real cost of service increases. The difference represents a cost to Council (the ratepayer) and forms part of each year's rate increase. Had the State and Federal Government increase funding in line with the real cost, Council may have been able to adopt a rate increase lower than the capped rate of 2.5 per cent.

Some examples of services and revenue streams that are subject of cost shifts include:

- Continue to pause indexation of Federal Assistance Grants at 2013/14 levels until 2017/18 reducing Council's revenue in 2016/17 by \$240,000 and approximately \$800,000 from 2014/15 to 2017/18 when compared to previous forecasts.
- Declining State funding for library services as percentage of total operating costs from 40 per cent in 2002 to 16 per cent in 2014/15. If the State were funding libraries at the 2002 level of 40 per cent, Council would be able decrease its call on rates by \$700,000.
- It is projected that the State Government will increase the EPA landfill levy to \$62.03 per tonne for 2016/17. This represents an increase of almost 600 percent since 2008/09 when the levy was \$9.00 per tonne, adding over \$1.2 million to the Council rate bill.
- The escalation factor applied to numerous State grants not matching cost of service increase, including school crossings, maternal and child health, pre-school, immunisation and other grants.
- Statutory fees not escalated for CPI or cost of service increases - these include statutory planning, building fees, and many fines and infringements.

### Other external influences

- The Consumer Price Index (CPI) increases on goods and services is forecast to be 2.5 per cent in 2016/17 (per FGRS capped rate). Council's costs are influenced only to a small degree by CPI movements.
- The main cost increases relate to employee costs, contracted services and building prices together with the cost of insurance, electricity, gas and water, all of which are forecast to increase by more than 2.5 per cent.
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum in 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16).
- The State Government landfill levy is projected to increase by 2.5% to \$62.03 per tonne. The levy has increased almost 600 per cent from 2008/09 when the levy was \$9.00 per tonne, adding \$1.38 million to Council waste tipping costs.

## Manningham City Council - Annual Budget 2016/17

- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30 per cent of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*. These revenues are excluded from the budget as Council is the collection agency with all funds received remitted to the State Government.
- Council staff wage increase are incorporated into Council's Enterprise Bargaining Agreement (EBA) with staff. The Agreement provides for a staff wage increase of 3.2 per cent in 2016/17. Council will renegotiate a new Collective Agreement during 2016/17 to commence on 1 July 2017.
- State Government legislated Local Government Performance and Reporting Framework (LGPRF) placed a greater requirement for Council to develop information collection and reporting systems to enable better accountability and transparency to governments, stakeholders and the community. The LGPRF includes a "My Gov" website where mandated performance indicators and comments on performance are displayed.

### 9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These include:

- The current Council has required the organisation to cap and contain the growth in operating expenditure. This strategy has delivered more than \$1.20 million in operating cost savings over the last three years while still maintaining service levels.
- The Financial Strategy principles provide for a minimum of 33 per cent of the rate revenue to capital. Where cash flow and the working capital ratio allows, additional cash beyond the 33 per cent of rates is applied to the capital works program.

### 9.4 Budget principles

In consideration of these influences, and Council's longer-term financial sustainability objectives contained in the Financial Strategy, a series of budget principles were established for the development of the Annual Budget 2016/17.

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

- Critical review of 2015/16 end of year forecasts.
- Maintaining existing service level with the aim to use less resources with an emphasis on innovation and efficiency.
- Full review of all staffing budgets.
- Salaries and wages to increase in line with current EBA.
- Zero based approach for consultancies and legal costs.
- New revenue sources, including fees and charges, to be actively pursued.
- Fees and charges to increase in line with CPI plus 1.0 per cent or market levels
- Grants revenue included where there is high probability of securing the grant for the budget and forecast years.
- Grants revenue have been escalated by 2.0 per cent unless advised otherwise.
- Contracted costs to increase in line with contracts or agreements. In all other cases, general materials and services capped at CPI.
- Construction and building material costs to increase in line with the Building Price Index.

## **Manningham City Council - Annual Budget 2016/17**

- New initiatives or new employee proposals to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2015/16 to be preserved
- A minimum of 33 per cent of all general rates income is applied to the capital works program.
- All new capital work proposals to be evaluated by the Capital Works Committee subject to project ranking and total program funding as established by the Financial Strategy.
- Council may vary its annual Capital Works Program during the year to ensure the maximum benefit is achieved from funds available and to offset delays in project delivery beyond Council's control.
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included.

### **9.5 Long term strategies**

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan (SRP) for 2016/17 to 2019/20 (Section 14), Rating Information (Section 15) and Other Long Term Strategies (Section 16) including borrowings, infrastructure and service delivery.

The SRP for 2016/17 to 2019/20 also takes into account strategies and plans adopted by Council. Please refer to SRP for the listing of these documents.

## 10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2016/17 year.

### 10.1 Budgeted income statement

	Ref	Forecast	Budget	Variance	
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000	%
Total income	10.2	128,334	127,783	(551)	-0.4%
Total expenses	10.3	(108,963)	(112,961)	(3,998)	(3.7%)
<b>Surplus (deficit) for the year</b>		<b>19,371</b>	<b>14,822</b>	<b>(4,549)</b>	<b>-23.5%</b>
Grants –non-recurrent capital	10.2.6	(3,552)	(2,512)	1,040	(29.3%)
Contributions - non-monetary assets		(464)	(464)	-	0.0%
Capital contributions - other sources	10.2.4	(6,135)	(5,500)	635	-10.4%
<b>Adjusted underlying surplus (deficit)</b>		<b>9,220</b>	<b>6,346</b>	<b>(2,874)</b>	<b>-31.2%</b>

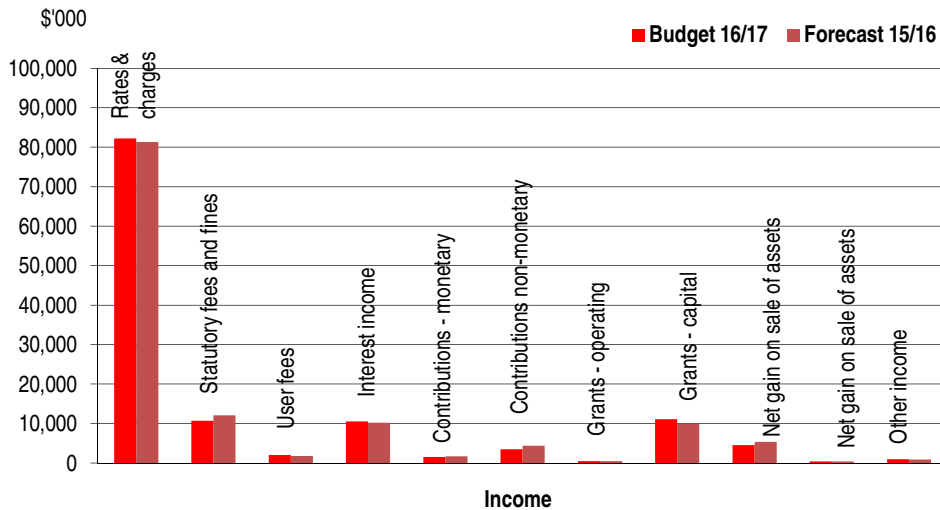
#### 10.1.1 Adjusted underlying surplus (\$2.88 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources (including developers' contributions). It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/17 year is a surplus of \$6.35 million which is a decrease of \$2.87 million from the 2015/16 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

### 10.2 Income

Income Types	Ref	Forecast	Budget	Variance	
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000	%
Rates and waste charges	10.2.1	81,335	82,209	874	1.1%
Waste charges	10.2.1	12,036	10,688	(1,348)	(11.2%)
Statutory fees and fines	10.2.2	1,729	1,976	247	14.3%
User fees	10.2.3	10,201	10,482	281	2.8%
Interest income	10.2.4	1,696	1,530	(166)	(9.8%)
Contributions - monetary	10.2.5	4,323	3,477	(846)	(19.6%)
Contributions non-monetary	10.2.6	464	464	-	-
Grants - operating	5.1.1	9,903	11,058	1,155	11.7%
Grants - capital	5.1.2	5,364	4,535	(829)	(15.5%)
Net gain on sale of assets	10.2.7	402	400	(2)	(0.5%)
Other income	10.2.8	881	964	83	9.4%
<b>Total income</b>		<b>128,334</b>	<b>127,783</b>	<b>(551)</b>	<b>(0.4%)</b>

## Manningham City Council - Annual Budget 2016/17



Source: Section 3

### 10.2.1 Rates and waste charges (\$0.47 million decrease)

Total rates and waste charges is proposed to decrease by \$0.47 million or 0.5 per cent over 2015/16 to \$92.90 million. This mainly relates to the introduction of a new waste contract in 2016/17 leading to lower user charges to customers and a high level of supplementary rates revenue in 2015/16 not recurring in 2016/17.

#### General rates (\$0.87 million increase)

The general rates income of \$82.21 million is comprised of:

- Base rate revenue of \$81.53 million
  - \* forecast of 47,229 properties at 1 July 2016
  - \* average rates per property \$1,726 (2.5 per cent increase on 2015/16 average rates)
- New properties/improvements to existing properties during 2016/17 of \$0.66 million

Strong growth in the number of properties being rated for the first time have contributed to reducing the potential impact of rate capping on Council in 2016/17. The loss of rate revenue following the introduction of rate capping has been assessed at \$0.6 million for 2016/17. The impact of rate capping is detailed further in Section 15 of the Budget.

The strong growth and earlier decisions of Council have enabled \$28.64 million of rate funds being applied to 2016/17 capital works program. This equates to 34.8 per cent of general rates revenue, which exceeds the minimum 33.0 per cent target by \$1.51 million.

The proposed budget increases the rebate to holders of the low income "LI" Health Care Card to \$60.00.

#### Waste charges (\$1.35 million decrease)

User charges for waste services are based on a user pay arrangement. Ratepayers are provided with a range of waste service options for choice of container size for domestic garbage, green waste and recyclables.

Following the introduction of a new collection contractor and revisions to the number and size of bins, total waste charges to residents are budgeted to drop by approximately \$1.35 million or 11.2 per cent over 2015/16. As a result of these changes, the charge for 80 litre waste, 240 litre green and 240 litre recycling waste service is proposed to drop by \$65.00 or 24.1 per cent, from \$270.00 in 2015/16 to \$205.00 this year and for 120 litre waste, 240 litre green and 240 litre recycling service is offered at \$27.00 (or 9.1 per cent) lower than 2015/16.

## Manningham City Council - Annual Budget 2016/17

### Total rates and waste charges bill for an average property

	2015/16	2016/17	Change	
	\$	\$	\$	%
Average general rate	1,684.13	1,726.23	42.10	2.50%
Waste service charge (80 litre waste bin)	270.00	205.00	(65.00)	(24.07%)
<b>Total rates and waste charges bill</b>	<b>1,954.13</b>	<b>1,931.23</b>	<b>(22.90)</b>	<b>(1.17%)</b>

	2015/16	2016/17	Change	
	\$	\$	\$	%
Average general rate	1,684.13	1,726.23	42.10	2.50%
Waste service charge (120 litre waste bin)	297.00	270.00	(27.00)	(9.09%)
<b>Total rates and waste charges bill</b>	<b>1,981.13</b>	<b>1,996.23</b>	<b>15.10</b>	<b>0.76%</b>

Section 7. Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2016/17 and the rates and charges specifically required by the Regulations.

#### 10.2.2 Statutory fees and fines (\$0.25 million increase)

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

Statutory fees are forecast to increase by 14.3 per cent or \$0.25 million compared to 2015/16 mainly due to:

- Parking infringements are forecast to increase by \$0.12 million to \$1.07 million
- Failure to vote fines resulting from the Local Government election is forecast to raise \$0.13 million in revenue

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

#### 10.2.3 User fees (\$0.28 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as child care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI plus 1.0 per cent or market levels.

The main contributors to the projected \$0.28 million increase in user fees revenue include:

##### Increase

- Biennial sale of the general valuation data to the State Revenue Office
- Additional revenue from the sale of recyclable materials through the waste contract
- Forecast increase of Council's Function Centre, hall hire utilisation and recoveries of utilities and outgoings from tenants at Council facilities leading to higher income

##### Decrease

- Reduced advertising projected income from bus shelter advertising
- The level of statutory planning permits is forecast to taper off from current highs

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



## **Manningham City Council - Annual Budget 2016/17**

### **10.2.4 Interest income (\$0.17 million decrease)**

Council's cash and deposits are invested in accordance with the Council Investment Policy with various financial institutions and include cash on hand, at call and short term deposits ranging from 90 to 365 days.

Income from Council's investment forecast to be 4.1 per cent lower than 2015/16 which is consistent with a forecast decrease in cash balances and projected further decline in interest rates. Interest revenue is based on a average interest rate of 2.90 per cent for 2016/17.

### **10.2.5 Contributions - monetary (\$0.85 million decrease)**

Contributions relate to monies paid by developers in regard to public resort and recreation, drainage, Doncaster Hill Precinct and other levies in accordance with planning permits issued for property development. These revenues are restricted in how Council may expend them and therefore not available for general use.

Contributions are projected to decrease by \$0.85 million or 19.6 per cent compared to 2015/16 to \$3.48 million. This is mainly due to the timing of development projects in the municipality, particularly in and around Doncaster Hill, which is not in Council's control.

### **10.2.6 Contributions - non-monetary (no change)**

The level of assets contributed to Council is forecast to remain at 2015/16 level. This generally represents land, infrastructure and land under roads transferred to council ownership by developers.

### **10.2.7 Net gain on sale of assets (no material change)**

The net gain from the disposal of assets represents the difference between the sale price and the value of the asset on Council's asset register. The proposed asset sales in 2016/17 include:

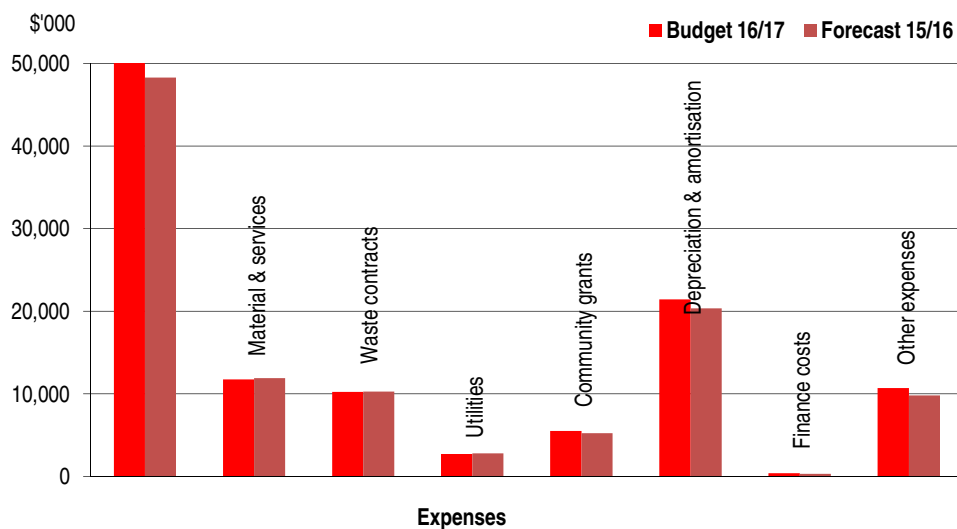
- The programmed replacement of Council's plant, equipment and motor vehicle fleet.
- The proposed sale of part of Council's land holdings at Montgomery Street, Doncaster East. The proceeds from this sale are being fully applied to the capital program.

### **10.2.8 Other income (\$0.08 million increase)**

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. The other income is forecast to increase by \$0.08 million in 2016/17 to \$0.96 million chiefly due to

### 10.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance	
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000	%
Employee costs	10.3.1	48,297	50,235	(1,938)	(4.0%)
Materials and services	10.3.2	11,894	11,733	161	1.4%
Waste contracts	10.3.3	10,273	10,215	58	0.6%
Utilities	10.3.4	2,778	2,721	57	2.1%
Community grants	10.3.5	5,249	5,517	(268)	(5.1%)
Depreciation and amortisation	10.3.6	20,347	21,441	(1,094)	(5.4%)
Finance costs	10.3.7	309	386	(77)	(24.9%)
Other expenses	10.3.8	9,816	10,713	(897)	(9.1%)
<b>Total expenses</b>		<b>108,963</b>	<b>112,961</b>	<b>(3,998)</b>	<b>(3.7%)</b>



Source: Section 3

#### 10.3.1 Employee costs (\$1.94 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast to increase by 4.0 per cent or \$1.94 million compared to 2015/16. The increase is mainly attributable to Council's EBA for the 2016/17 year which provides for a head line salary increase of 3.2 per cent for Council staff. The budget escalation factor approved by Council for the 2016/17 year was capped at 2.9 per cent. The difference of approximately \$0.14 million represents cost savings and efficiencies that management have delivered when applying overall budget targets to service departments.

The key movements in staffing levels relate to:

- Additional (temporary) resources applied in Statutory Planning and Engineering and Technical Services to address high application volumes and processing backlogs (increase of 4.5 FTE)
- During the year, Council is undertaking strategic initiatives in Records Management to address ongoing legislative requirements (increase of 3.0 FTE)
- Full year effect of positions created in 2015/16 and funded from operational savings throughout service units and the IT transformation project (increase of 1.7 FTE)

## Manningham City Council - Annual Budget 2016/17

- Maternity leave positions returning to work (increase of 0.5 FTE)
- 2016/17 rate capping savings target of \$0.40 million applied to Home and Community Care services (reduction of 6.7 FTE)

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

Department	Budget 2016/17 \$'000	Comprises			Other Employee Costs \$'000
		Permanent Full Time \$'000	Part Time \$'000	Casual \$'000	
Chief Executive and Councillors	606	600	-	3	3
Shared Services	10,430	9,148	1,039	-	243
Community Programs	14,453	4,377	8,708	564	804
Strategic Governance	770	670	100	-	-
Planning and Environment	9,420	7,014	2,043	247	116
Assets and Engineering	14,330	13,393	683	-	254
Corporate Finance	226	-	-	-	226
<b>Total expenditure</b>	<b>50,235</b>	<b>35,202</b>	<b>12,573</b>	<b>814</b>	<b>1,646</b>

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

Department	Budget FTE	Comprises		
		Permanent Full Time	Part Time	Casual
Chief Executive and Councillors	3.0	3.0	-	0.0
Shared Services	92.1	80.2	11.9	-
Community Programs	150.0	41.4	103.7	4.9
Strategic Governance	6.9	6.0	0.9	-
Planning and Environment	90.3	65.6	22.3	2.5
Assets and Engineering	158.8	151.7	7.2	-
Corporate Finance	-	-	-	-
<b>Total staff</b>	<b>501.2</b>	<b>347.8</b>	<b>146.0</b>	<b>7.4</b>

### 10.3.2 Materials and services (\$0.16 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 1.4 per cent or \$0.16 million compared to 2015/16.

#### Increase

- Council elections in October 2016 will be run by the Australian Electoral Commission at a projected cost of \$0.43 million
- Purchased materials and contracted services expenditure is projected to increase by CPI of 2.5 per cent or \$0.25 million
- Maintenance costs associated with monitoring leachate at Stintons Reserve is projected to cost \$0.05 million in 2016/17

#### Decrease

- The opening of the revamped Aquarena aquatic complex will result in the cessation of business interruption costs payable to the operator costs payable to the operator under the existing contract, and the commencement of revenue flows to Council. The net change is projected to be \$1.16 million.

## Manningham City Council - Annual Budget 2016/17

- Materials and services to decrease by \$0.30 million as a result of various strategies to cap the growth of operating expenditure to achieve the rate capping savings target of \$0.40 million.
- Contract valuation costs to decrease by \$0.12 million relating to the two year valuation cycle (2016/17 is not being a valuation year).
- The conclusion of a grant funded program to activate the MC<sup>2</sup> precinct will conclude in 2015/16. Grant revenues and associated expenditures will decrease by \$0.10 million
- Temporary contractor costs relating to the IT Transformation Project to decrease by \$0.10 million

### 10.3.3 Waste contracts (\$0.06 million decrease)

Waste contracts are budgeted to decrease by \$0.06 million decrease mainly due to the awarding of a new waste collection contract. The new contract will commence on 1 July 2016 will result in significant expenditure savings and a corresponding reduction in the waste charge to ratepayers (refer to 10.2.1 for a more detailed analysis).

An integral component of the waste budget is the State Government Land Fill Levy which is collected through the tipping charges. The levy is budgeted to increase by 2.5 per cent to \$62.03 per tonne and will generate in excess of \$1.61 million for the State Government from Manningham ratepayers in 2016/17.

### 10.3.4 Utilities (\$0.06 million decrease)

Utility charges cover costs incurred in street lighting, property rental, water, gas and electricity. Total utility expenditure is forecast to decrease by 2.1 per cent or \$0.06 million. The key service areas include:

- Electricity for street lighting is budgeted to cost \$1.06 million, a reduction of \$0.03 million. Following the introduction of the Efficient Street Lighting during 2016/17, street lighting electricity costs should drop by an estimated \$0.34 million in 2017/18 and deliver savings in the order of \$0.99 million over 7 years
- A reduction of \$0.08 million relating to the proposed new MCA lease agreement under which the MCA will be responsible for paying the Department of Health and Human Services land lease
- The total cost of electricity, gas and water for Council buildings and other facilities is budgeted at \$1.26 million, an increase of \$0.07 million or 6.2 per cent and primarily relates to increase in contract rates

### 10.3.5 Community grants (\$0.27 million increase)

Community grants include grants to community groups to undertake service provision in the community. Total grants including the Whitehorse Manningham Regional Library Corporation are forecast to increase by \$0.27 million to \$5.52 million in 2016/17. The library grant is budgeted to escalate by a additional one-off 2.50 per cent increase for 2016/17 in addition to base library grant increase of 2.50 per cent. Future library grant increase is subject to further negotiation between the Library Board and Council. The approved funding model for the Warrandyte Library provides for an increase to \$0.26 million. In addition to the Library grant, Council contributes a further \$1.92 million in community grants.

### 10.3.6 Depreciation and amortisation (\$1.09 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. T

Depreciation and amortisation is a non-cash expense based on the proposed 2016/17 to 2015/26 Capital Works Program and is forecast to increase by \$1.09 million in 2016/17.

Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

**10.3.7 Finance costs (\$0.08 million increase)**

Finance costs are forecast to be \$0.39 million or an increase of \$0.08 million and is made up of:

a) Interest of \$0.31 million relating to the \$7.28 million bond taken up to fund Council's defined benefits superannuation liability. The bond is for a fixed 5 year term, interest only (interest rate 4.24 per cent) and maturing in full on November 2019.

Council's long term financial strategy forecast a repayment period of ten years for the superannuation loan. Under the current arrangement:

- Interest is paid annually and noted as an expense
- The cash surplus on operations for each of the next 10 years includes \$0.73 million for the repayment of the loan principal
- At the end of each year, this cash is included in the accumulated cash surplus and noted as a restricted cash asset
- by November 2019 when the current bond matures, a total of \$3.64 million will have being generated, sufficient to repay 50 per cent of the bond principal
- In the lead up to November 2019, further modelling will be provided on options available to either repay the full liability or renegotiate a new bond/loan facility

b) Interest of \$0.08 million relating to a new loan of \$1.92 million to bring forward investment in efficient street lighting. Originally budgeted to be implemented over 7 years, the take up of a loan will see electricity usage cost savings of \$0.97 million over the 7 years period. Both interest and principle repayments are funded from existing capital works allocations and this project is funded in accordance with Council's Loan Borrowing Strategy and Principles.

**10.3.8 Other expenses (\$0.90 million increase)**

Other expenses relate to a range of unclassified items including insurances, telephone, legal expenses, councillor allowances, computing expenses, bank charges, postages, consultants, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to increase by 9.1 per cent or \$0.90 million compared to 2015/16. This is mainly due to:

Increase

- The delivery schedule of key IT infrastructure and componentry as part of the IT Transformation project and other IT projects in 2016/17 will result in one-off IT related expenses increasing by \$0.56 million over 2015/16 levels
- New software packages either recently introduced or being introduced in 2016/17 will lead to additional licensing costs of \$0.18 million
- Additional IT leasing costs of \$0.13 million relating to the refreshing of Council's PC fleet
- The full year effect arising from the introduction of higher postage prices by Australia Post on 1 January 2016 will see postage costs increase by \$0.05 million or 21 per cent over 2015/16

Decrease

- A reduction in projected legal costs incurred in defending Council \$0.23 million

## 11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves. The analysis is based on three main categories of cash flows:

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

### 11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000	%
<b>Cash flows from operating activities</b>	11.1.1				
<i>Receipts</i>					
Rates and charges		92,981	92,947	(34)	(0.0%)
User fees and fines		11,980	12,508	528	4.4%
Grants - operating		9,903	11,058	1,155	11.7%
Grants - capital		5,364	4,535	(829)	(15.5%)
Contributions - monetary		4,323	3,477	(846)	(19.6%)
Interest income		1,696	1,530	(166)	(9.8%)
Other receipts		1,346	1,429	83	6.2%
		<b>127,593</b>	<b>127,484</b>	<b>(109)</b>	<b>(0.1%)</b>
<i>Payments</i>					
Employee costs		(47,740)	(49,794)	(2,054)	4.3%
Materials and services		(11,613)	(11,434)	179	(1.5%)
Waste contracts		(10,273)	(10,215)	58	(0.6%)
Utilities		(2,778)	(2,721)	57	(2.1%)
Finance costs		(309)	(386)	(77)	24.9%
Other payments		(15,065)	(16,230)	(1,165)	7.7%
		<b>(87,778)</b>	<b>(90,780)</b>	<b>(3,002)</b>	<b>3.4%</b>
<b>Net cash provided by operating activities</b>		<b>39,815</b>	<b>36,704</b>	<b>(3,111)</b>	<b>(7.8%)</b>
<b>Cash flows from investing activities</b>	11.1.2				
Payments for property, infrastructure, plant & equip.		(37,603)	(50,694)	(13,091)	34.8%
Proceeds from sale of property, infrastructure, plant & equip.		952	4,002	3,050	320.4%
<b>Net cash used in investing activities</b>		<b>(36,651)</b>	<b>(46,692)</b>	<b>(10,041)</b>	<b>27.4%</b>
<b>Cash flows from financing activities</b>	11.1.3				
Proceeds from borrowings		-	1,920	1,920	100.0%
Repayment of borrowings		-	(243)	(243)	0.0%
<b>Net cash used in financing activities</b>		<b>-</b>	<b>1,677</b>	<b>1,677</b>	<b>100.0%</b>
<b>Net decrease in cash and cash equivalents</b>		<b>3,164</b>	<b>(8,311)</b>	<b>(11,475)</b>	<b>(362.7%)</b>
Cash and cash equivalents at the beginning of year		48,821	51,985	3,164	6.5%
<b>Cash and cash equivalents at end of the year</b>	11.1.4	<b>51,985</b>	<b>43,674</b>	<b>(8,311)</b>	<b>(16.0%)</b>

## Manningham City Council - Annual Budget 2016/17

### 11.1.1 Operating activities (\$3.11 million decrease)

The decrease in cash inflows from operating activities is due mainly to employee costs and one-off IT related expenses in 2016/17. The cash outflows associated with employee costs is projected to increase by 4.3 per cent is mainly attributable to Council's EBA for the 2016/17 year which provides a head line salary increase of 3.2 per cent for Council staff. The increase outflow is partly offset by an increase in operating grants (refer to 5.1.1), user fees and monetary contributions (refer to 10.2).

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

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>19,371</b>	<b>14,822</b>	<b>(4,549)</b>
Depreciation and amortisation	20,347	21,441	1,094
Loss (gain) on disposal of property, infrastructure, plant & equipment	402	400	(2)
Contributed assets	464	464	0
Net movement in current assets and liabilities	(769)	(423)	346
<b>Cash flows available from operating activities</b>	<b>39,815</b>	<b>36,704</b>	<b>(3,111)</b>

### 11.1.2 Investing activities (\$10.04 million decrease)

Capital works expenditure in 2016/17 is planned to be \$13.09 million greater than 2015/16 forecasts. This mainly relates to the planned expenditure of \$5.80 million expenditure to replace waste bins and \$4.80 million in capital projects carried forward from 2015/16 to 2016/17. Proceeds from the sale of assets represents the proposed part sale of Council's land assets on Montgomery Street and the cyclical replacement of part of the plant and vehicle fleet.

### 11.1.3 Financing activities (\$1.68 million increase)

In 2016/17, Council is planning to borrow \$1.92 million to bring forward investment in efficient street lighting and repayment of \$0.24 million of this loan during the year (refer to 10.3.7 for detailed analysis).

### 11.1.4 Cash and cash equivalents at end of the year (\$8.31 million decrease)

Overall, total cash and investments is forecast to decrease by \$8.31 million to \$43.67 million as at 30 June 2017. This mainly relates to significant large capital works program in 2016/17. Total cash and investments includes statutory, discretionary and other reserves, and is not available for Council's normal operations (see 11.2 for break up of cash reserves).

## 11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$42.57 million, which has been restricted as shown in the following table.

**Manningham City Council - Annual Budget 2016/17**

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>51,985</b>	<b>43,674</b>	<b>(8,311)</b>
Restricted cash and investments				
<b>Statutory reserves</b>	11.2.1			
- Resort and recreation reserve and Doncaster Hill activity centre reserve		(4,982)	(6,890)	(1,908)
- Waste initiative/bin replacement		(14,808)	(8,758)	6,050
		<b>(19,790)</b>	<b>(15,648)</b>	<b>4,142</b>
<b>Other restricted cash</b>	11.2.2			
- Trust funds and deposits		(6,569)	(7,034)	(465)
- Manningham Recreation Association contribution for future capital works		(400)	-	400
- Asset sale proceeds to fund future capital works		-	(1,000)	(1,000)
- Cash held to fund 2015/16 carry forward capital works		(4,799)	-	4,799
		<b>(11,768)</b>	<b>(8,034)</b>	<b>3,734</b>
<b>Unrestricted cash and investments</b>	11.2.3	<b>20,427</b>	<b>19,992</b>	<b>(435)</b>
<b>Intended use of cash</b>	11.2.4			
- Loan repayment		(1,456)	(2,184)	(728)
- Superannuation Defined Benefits liability		-	(200)	(200)
- Family Day Care workcover liability		(196)	(196)	-
		<b>(1,652)</b>	<b>(2,580)</b>	<b>(928)</b>
<b>Unrestricted cash adjusted for intended use of cash</b>	11.2.5	<b>18,775</b>	<b>17,412</b>	<b>(1,363)</b>

**11.2.1 Statutory reserves (\$15.65 million)**

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. During 2016/17 Council will draw a projected \$6.05 million from cash collected in prior years to fund the purchase of a fleet of approximately 125,000 waste bins.

Cash collected from developer levies for open space and the Doncaster Hill Activity Centre contributions is retained in reserves until funding is required as part of the capital works program and other strategies. There are a number of properties in Manningham over which Council has placed a public acquisition overlay for strategic land purchases for transport (road) and open space purposes. Council does not control the timing of when the owners of these properties wish to sell, as a result the reserve needs to have sufficient cash to purchase these priorities as they arise.



## **Manningham City Council - Annual Budget 2016/17**

### **11.2.2 Other restricted cash (\$8.03 million)**

Council receives refundable deposits and other trust funds. This group includes contractor deposits, landscape, bonds for the hire of Council facilities and other works bonds. In addition, other restricted reserve includes cash held for capital works budgeted but not completed in 2015/16 financial year and future capital works funded from Council's asset sale proceeds and Manningham Recreation Association contribution. Section 6.2 contains further details on capital works funding. There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2016/17 financial year will be fully completed.

### **11.2.3 Unrestricted cash and investments (\$19.99 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 necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

### **11.2.4 Intended use of cash (\$2.58 million)**

This group includes cash set aside for specific future purposes by Council which is not subject to any external restriction or legislative requirements. This mainly includes:

- Loan repayment reserve for the future repayment of interest only bond maturing in November 2019. Each year, Council holds \$0.73 million and is forecast to have sufficient to repay \$3.64 million (50 per cent) of bond principal in November 2019.
- In 2016/17 Budget, Council proposes to commence a cash backed reserve to fund, if needed, a potential future defined benefits superannuation call.

### **11.2.5 Unrestricted cash adjusted for intended uses (\$17.41 million)**

After adjusting for intended use of cash allocations, Council is forecasting to hold \$17.41 million as at 30 June 2017.

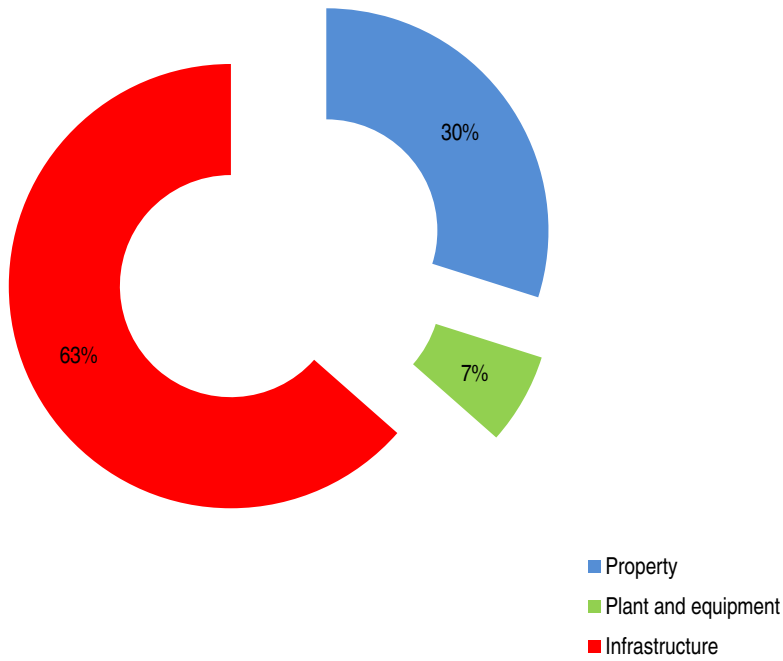
## 12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2016/17 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

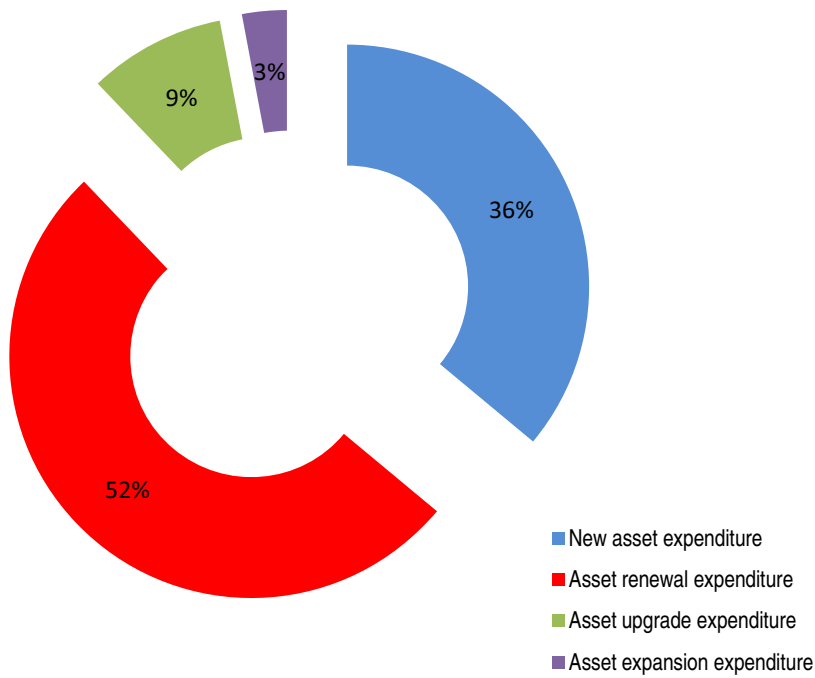
### 12.1 Capital works

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
<b>Works carried forward</b>	12.1.1			
<b>Property</b>				
Buildings		823	450	(373)
Building improvements		114	150	36
<b>Total buildings</b>		<b>937</b>	<b>600</b>	<b>(337)</b>
<b>Total property</b>		<b>937</b>	<b>600</b>	<b>(337)</b>
<b>Plant and equipment</b>				
Computers and telecommunications		596	488	(108)
<b>Total plant and equipment</b>		<b>596</b>	<b>488</b>	<b>(108)</b>
<b>Infrastructure</b>				
Roads		905	-	(905)
Footpaths and cycleways		302	-	(302)
Drainage		723	1,794	1,071
Recreational, leisure and community		335	169	(166)
Parks, open space and streetscapes		490	1,304	814
Other infrastructure		693	444	(249)
<b>Total infrastructure</b>		<b>3,448</b>	<b>3,711</b>	<b>263</b>
<b>Total works carried forward</b>		<b>4,981</b>	<b>4,799</b>	<b>(182)</b>
<b>New works</b>				
<b>Property</b>	12.1.2			
Buildings		9,954	14,475	4,521
Building improvements		0	61	61
<b>Total buildings</b>		<b>9,954</b>	<b>14,536</b>	<b>4,582</b>
<b>Total property</b>		<b>9,954</b>	<b>14,536</b>	<b>4,582</b>
<b>Plant and equipment</b>	12.1.3			
Plant, machinery and equipment		1,970	2,020	50
Fixtures, fittings and furniture		43	55	12
Computers and telecommunications		507	810	303
<b>Total plant and equipment</b>		<b>2,520</b>	<b>2,885</b>	<b>365</b>
<b>Infrastructure</b>	12.1.4			
Roads		8,925	10,445	1,520
Footpaths and cycleways		929	909	(20)
Drainage		321	2,891	2,570
Recreational, leisure and community		4,979	2,085	(2,894)
Waste management		-	5,800	5,800
Parks, open space and streetscapes		3,288	2,682	(606)
Off street car parks		104	356	252
Other infrastructure		1,602	3,306	1,704
<b>Total infrastructure</b>		<b>20,148</b>	<b>28,474</b>	<b>8,326</b>
<b>Total new works</b>		<b>32,622</b>	<b>45,895</b>	<b>13,273</b>
<b>Total capital works expenditure</b>		<b>37,603</b>	<b>50,694</b>	<b>13,091</b>
<b>Represented by:</b>				
New asset expenditure	12.1.5	13,010	18,271	5,261
Asset renewal expenditure	12.1.5	16,885	26,224	9,339
Asset upgrade expenditure	12.1.5	5,001	4,647	(354)
Asset expansion expenditure	12.1.5	2,707	1,514	(1,193)
<b>Total capital works expenditure</b>		<b>37,603</b>	<b>50,656</b>	<b>13,053</b>

### Budgeted capital works 2016/17



### Budgeted capital works 2016/17



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

## **Manningham City Council - Annual Budget 2016/17**

### **12.1.1 Carried forward works (\$4.80 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 2015/16 year it is forecast that \$4.80 million of capital works will be incomplete and be carried forward into the 2016/17 year.

The more significant projects include the Drainage Strategy Implementation Program (\$1.75 million), Mullum Mullum Linear Park Stage 3 (\$1.07 million), Yarra Street - Pride of Place (\$0.15 million), Sheahans Road Highball Facility (\$0.20 million), Zerbes Reserve Upgrade of Floodlighting (\$0.15 million), Donvale Reserve Management Plan Implementation (\$0.15 million), purchase and implementation of Project Management and Contract Management Solution (\$0.20 million) and Park Avenue Reserve Synthetic Soccer Pitch (\$0.17 million).

### **12.1.2 Property (\$14.99 million)**

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

For the 2016/17 year, \$14.99 million will be expended on building and building improvement projects. The more significant projects include:

- \$7.00 million for Highball Infrastructure Plan Stage 1
- \$2.48 million for ongoing refurbishment and renewal of Council's building assets
- \$2.13 million for Donvale Reserve Management Plan upgrade
- \$1.19 million for Colman Park Pavilion extension
- \$1.10 million for Highball Facilities Sheahans Road

### **12.1.3 Plant and equipment (\$3.37 million)**

Plant and equipment includes plant, machinery and equipment, computers and telecommunications, and fixtures, fittings and furniture.

For the 2016/17 year, \$3.37 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$2.02 million), purchase, upgrade and replacement of information technology (\$1.30 million).

### **12.1.4 Infrastructure (\$31.74 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.

#### **Roads (\$10.45 million)**

For the 2016/17 year, \$10.45 million will be expended on road projects. The more significant projects include:

- \$6.15 million for ongoing refurbishment and renewal of local road resurfacing
- \$2.10 million to upgrade various roads as part of Council's Road Management Strategy Program as part of Roads to Recovery projects
- \$0.48 million on advanced design fees (fees for forward design of road projects)
- \$0.47 million for ongoing program to construct bicycle paths, signage and barriers as part of Council's Bicycle Strategy Program
- \$0.36 million for Road Strategy and Transport

## **Manningham City Council - Annual Budget 2016/17**

### **Footpaths and cycleways (\$0.91 million)**

For the 2016/17 year, \$0.85 million will be expended on new footpath construction as part of the Principle Pathways Network.

### **Drainage (\$4.69 million)**

2016/17 capital budget includes \$4.46 million allocation for strategic drainage works to protect properties and assets from inundation.

### **Recreational, leisure and community facilities (\$2.25 million)**

Recreational, leisure and community facilities includes Park Avenue Reserve synthetic soccer pitch expenditure of \$1.22 million and ongoing implementation of Playspaces Development Program of \$0.46 million.

### **Waste management (\$5.80 million)**

During 2016/17, Council forecasts to replace approximately 130,000 waste bins throughout the municipality. Exact cost of bins is not known at the time of preparing 2016/17 capital budget and will be finalised once the waste tender is finalised. However earlier estimate indicates that this project will cost \$5.80 million covering bin purchases and rollout which will be funded from the waste bin reserve.

### **Parks, open space and streetscapes (\$3.99 million)**

For the 2016/17 year, \$3.99 million will be expended on parks, open space and streetscapes. The more significant projects include:

- \$1.68 million for Mullum Mullum State 3 Section 6 (Park Road to Heads Road)
- \$0.46 million for ongoing program to fund the renewal of Council's open space assets
- \$0.38 million for Lawford Reserve Development Plan implementation
- \$0.37 million for Strategic Streetscape & Street Planting Program across the municipality
- \$0.30 million for ongoing upgrade and acquisition of open space to ensure Council meets its obligations and commitments in the ongoing management of Bushland Management Strategy implementation

### **Off street car parks (\$0.36 million)**

Off street car parks capital budget of \$0.36 million is mainly to fund Lees Street intended parking bays

### **Other infrastructure (\$3.75 million)**

Major projects include:

- \$1.92 million to install energy efficient street lighting across the municipality
- \$0.85 million for Neighbourhood Activity Centres
- \$0.55 million for Yarra Street - Pride of Place as part of ongoing implementation of upgrade of infrastructure and landscaping in Warrandyte Township

### **12.1.5 Asset renewal (\$26.22 million), new assets (\$18.27 million), upgrade (\$4.69 million) and expansion (\$1.51 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 burden for future operation, maintenance and capital renewal.

## Manningham City Council - Annual Budget 2016/17

During 2016/17, \$26.22 million (51.7 per cent) of the capital program will be expended on asset renewal, \$18.27 million (36.0 per cent) on new assets, \$4.69 million (9.3 per cent) on upgrade and \$1.51 million (3.0 per cent) on asset expansion.

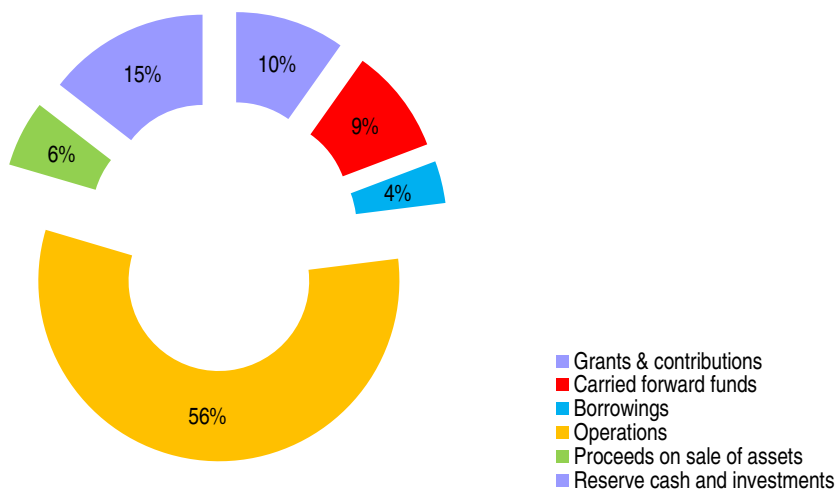
This balance ensures that assets/services continue to meet the needs of the community and capital expenditure and is consistent with Council's Financial Strategy of providing sustainable levels of capital funding to meet community needs and growth of the city.

Please note that Council may vary the detailed composition of the Capital Works Program during the year to ensure that maximum benefit is achieved from funds available and to offset delays in project delivery beyond Council's control.

### 12.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
<b>Works carried forward</b>				
<b>Current year funding</b>				
Council cash				
- operations		4,981	4,799	(182)
<b>Total works carried forward</b>	12.1.1	<b>4,981</b>	<b>4,799</b>	<b>(182)</b>
<b>New works</b>				
<b>Current year funding</b>				
Grants & contributions	12.2.2	5,832	4,971	(861)
Borrowings	12.2.3	-	1,920	1,920
Council cash				
- operations	12.2.4	22,927	28,635	5,708
- proceeds on sale of assets	12.2.5	950	3,000	2,050
- reserve cash and investments	12.2.6	2,913	7,369	4,456
<b>Total new works</b>		<b>32,622</b>	<b>45,895</b>	<b>13,273</b>
<b>Total funding sources</b>		<b>37,603</b>	<b>50,694</b>	<b>13,091</b>

### Budgeted total funding sources 2016/17



Source: Section 6

**12.2.2 Grants - Capital (\$4.97 million)**

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants. The budget forecasts capital grants and community contributions of \$4.97 million (including \$0.44 million of funds received in 2015/16 for 2016/17 capital works program).

- \$1.26 million Federal Roads to Recovery Program
- \$1.10 million for Sheahans Road Highball facility (\$0.50 million from State, \$0.40 million Manningham Recreation Association contribution received in 2015/16 and \$0.20 from Club)
- \$0.77 million Victorian Grants Commission road allocation
- \$0.70 million State grants for Mullum Mullum Stadium
- \$0.59 million Club contribution for Donvale Reserve pavilion upgrade
- \$0.43 million from various other community / club contribution for capital projects

**12.2.3 Borrowings (\$1.92 million)**

Council is planning to borrow \$1.92 million to fund replacement of energy efficient street lights across the municipality.

**12.2.4 Council cash - operations (\$28.64 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. Council's Financial Strategy provides for the allocation of a minimum of 33.0 per cent) of rate revenue to the Capital Program. Council is forecasting to apply \$28.64 million or the equivalent of 34.8 per cent from the 2016/17 rate revenue to fund the capital works program.

**12.2.5 Council cash - proceeds from sale of assets (\$3.00 million)**

Proceeds from sale of assets are comprised of the planned and cyclical replacement of motor vehicles and plant items and Council's land holdings to fund the capital works program.

**12.2.6 Reserve cash - reserve cash and investments (\$7.37 million)**

The Council has statutory cash reserve that are available to fund part of the capital works program. These reserves include monies set aside for specific purposes.

Council has allocated \$7.37 million from reserves to fund for open space improvements, Doncaster Hill activity centre projects and the replacement of 125,000 waste bins that are at the end of their useful life.

### 13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2015/16 and 2016/17. It also considers a number of key financial performance indicators.

#### 13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016 \$'000	Budget 2017 \$'000	Variance \$'000	%
<b>Current assets</b>	13.1.1				
Cash and cash equivalents		51,985	43,674	(8,311)	(16.0%)
Trade and other receivables		8,096	8,046	(50)	(0.6%)
Other assets		973	983	10	1.0%
<b>Total current assets</b>		<b>61,054</b>	<b>52,703</b>	<b>(8,351)</b>	<b>(13.7%)</b>
<b>Non-current assets</b>	13.1.2				
Investments in regional library corporation		1,992	1,992	-	0.0%
Trade and other receivables		31	31	-	0.0%
Investments		169	169	-	0.0%
Property, infrastructure, plant & equipment		1,824,290	1,883,278	58,988	3.2%
Intangible assets		1,991	2,783	792	39.8%
<b>Total non-current assets</b>		<b>1,828,473</b>	<b>1,888,253</b>	<b>59,780</b>	<b>3.3%</b>
<b>Total assets</b>		<b>1,889,527</b>	<b>1,940,956</b>	<b>51,429</b>	<b>2.7%</b>
<b>Current liabilities</b>	13.1.3				
Trade and other payables		10,290	10,770	(480)	(4.7%)
Trust funds and deposits		6,568	7,033	(465)	(7.1%)
Provisions		11,766	12,098	(332)	(2.8%)
Interest-bearing loans and borrowings		-	253	(253)	(100.0%)
Income received in advance		693	743	(50)	(7.2%)
<b>Total current liabilities</b>		<b>29,317</b>	<b>30,897</b>	<b>(1,580)</b>	<b>(5.4%)</b>
<b>Non-current liabilities</b>	13.1.4				
Provisions		778	715	63	8.1%
Interest-bearing loans and borrowings		7,279	8,703	(1,424)	(19.6%)
<b>Total non-current liabilities</b>		<b>8,057</b>	<b>9,418</b>	<b>(1,361)</b>	<b>(16.9%)</b>
<b>Total liabilities</b>		<b>37,374</b>	<b>40,315</b>	<b>(2,941)</b>	<b>(7.9%)</b>
<b>Net assets</b>	13.1.5	<b>1,852,153</b>	<b>1,900,641</b>	<b>48,488</b>	<b>2.6%</b>
<b>Equity</b>	13.1.6				
Accumulated surplus		633,883	646,797	12,914	2.0%
Asset revaluation reserve		1,213,092	1,246,758	33,666	2.8%
Reserves		5,178	7,086	1,908	36.8%
<b>Total equity</b>		<b>1,852,153</b>	<b>1,900,641</b>	<b>48,488</b>	<b>2.6%</b>

Source: Section 3

#### 13.1.1 Current Assets (\$8.35 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 term deposits at call or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$8.31 million during the year mainly to fund the capital works program during the year.



## **Manningham City Council - Annual Budget 2016/17**

Trade and other receivables are monies owed to Council by ratepayers and others related to the general operations of Council. Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months. Both trade and other receivables and other assets are budgeted to remain consistent with 2015/16 levels.

### **13.1.2 Non-current Assets (\$59.78 million increase)**

The increase in non-current assets chiefly relates to a forecast increase in assets values arising from the annual revaluation of Council's land, building and infrastructure assets. Along with the revaluation of \$33.67 million, the capital works program also contributes \$29.25 million to the increase in asset values after taking depreciation into account.

### **13.1.3 Current Liabilities (\$1.58 million increase)**

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase by \$0.48 million in 2016/17.

Trust funds and deposits include contractor deposits, landscape, bonds for the hire of Council facilities and other works bonds and is expected to increase by \$0.47 million over 2015/16.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to increase by \$0.33 million as at 30 June 2016.

During the year, Council is proposing to make principal repayment of \$0.25 million of interest bearing loan to fund street lighting project (refer below - 13.1.4).

Overall total current liabilities (that is, obligations Council must pay within the next year) are forecast to increase by \$1.33 million as at 30 June 2016.

### **13.1.4 Non-current Liabilities (\$1.36 million increase)**

The liability for accrued long service leave provisions that are not yet an employee entitlement is forecast to remain consistent with 2015/16 levels.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to borrow \$1.92 million during the year to bring forward investment in efficient street lighting. Originally this project was budgeted to be implemented over 7 years, the take up of a loan will see electricity usage cost savings of \$0.97 million over the 7 years period.

### **13.1.5 Net Assets (\$48.49 million increase)**

Net assets is the difference between the value of total assets and value of total liabilities. It represents the net worth of Council as at 30 June.

As explained earlier, the increase in net assets of \$48.49 million results mainly from the forecast increase in asset values from the revaluation of Council's land, buildings and infrastructure assets during 2016/17 and the large capital works program as detailed in Section 6.

### **13.1.6 Equity and Reserves (\$48.49 million increase)**

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

- Accumulated surplus which is the value of all the net assets less reserve that have accumulated over time
- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves which 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. This group includes Public Resort and Recreation Reserve, Doncaster Hill Activity Centre Reserve and the Family Day Care Work cover Reserve. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.

## Manningham City Council - Annual Budget 2016/17

### 13.1.7 Working Capital (\$21.81 million)

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

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

The Working Capital Ratio indicates the ability of Council to meet expenses as they fall due. The forecast June 2017 Working Capital Ratio is 167.02 per cent and is calculated by dividing current assets into current liabilities.

The table below details the restricted cash and investment to calculate the unrestricted working capital as at 30 June 2017.

		Forecast Actual 2016 \$'000	Budget 2017 \$'000	Variance \$'000	%
<b>Current assets</b>		61,054	52,703	(8,351)	(13.7%)
<b>Current liabilities</b>		29,317	30,897	(1,580)	(5.4%)
<b>Working capital</b>		<b>31,737</b>	<b>21,806</b>	<b>(9,931)</b>	<b>(31.3%)</b>
Restricted cash and investment - current assets					
- Statutory reserves	11.2.1	(19,790)	(15,648)	4,142	20.9%
- Other	11.2.2	(5,199)	(1,000)	4,199	80.8%
- Intended use	11.2.4	(1,652)	(2,580)	(928)	(56.2%)
<b>Unrestricted working capital</b>		<b>5,096</b>	<b>2,578</b>	<b>(2,518)</b>	<b>(49.4%)</b>

In addition to the statutory and other reserves as shown above, Council is also projected to hold \$2.58 million for intended use at 30 June 2017. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

### 13.2 Key assumptions

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

- A total of 98.0 per cent of total rates and charges raised will be collected in the 2016/17 year, similar to recent performance
- Non-current investments (i.e.. Equity share in Whitehorse Manningham Regional Library Corporation) are assumed to remain at current levels
- Employee entitlements will increase by existing entitlement patterns (estimate only)
- Other debtors and creditors to forecast at existing pattern (estimate only)
- Asset sales proceeds to be reinvested back into the Capital Works Program
- An allowance for revaluation process of \$33.67 million has been provided in the property plant and equipment line item in the balance sheet for 2016/17
- Total capital expenditure of \$50.69 million will be fully spent in 2016/17

## **Manningham City Council - Annual Budget 2016/17**

- Existing interest bearing loan is a fixed 5 year, interest only bond maturing in full in November 2019. A new loan of \$1.92 million is a fixed 7 year, interest and principal maturing in full in 2023.
- The Fire Services Levy introduced by the State Government on 1 July 2013 will be treated as an Agency Payment arrangement and will not appear in Council's financial statements

## **Long term strategies**

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

## 14. Strategic resource plan

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

### 14.1 Plan development

The *Local Government Act* 1989 requires a Strategic Resource Plan (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 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 an SRP for the four years 2016/17 to 2019/20 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing services and service levels
- Achieve financial strategy objectives
- Maintain rates funding to capital at a minimum of 33 per cent

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

### 14.2 Financial resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2018/19. Budget Reports Section include a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	19,371	14,822	18,165	17,826	19,565	+
Adjusted underlying result	9,220	6,346	12,201	13,661	15,884	+
Cash and investments balance	51,985	43,674	46,091	47,785	46,069	+
Cash flows from operations	39,815	36,704	38,141	39,998	42,523	+
Capital works expenditure	37,603	50,694	39,471	39,041	41,377	+

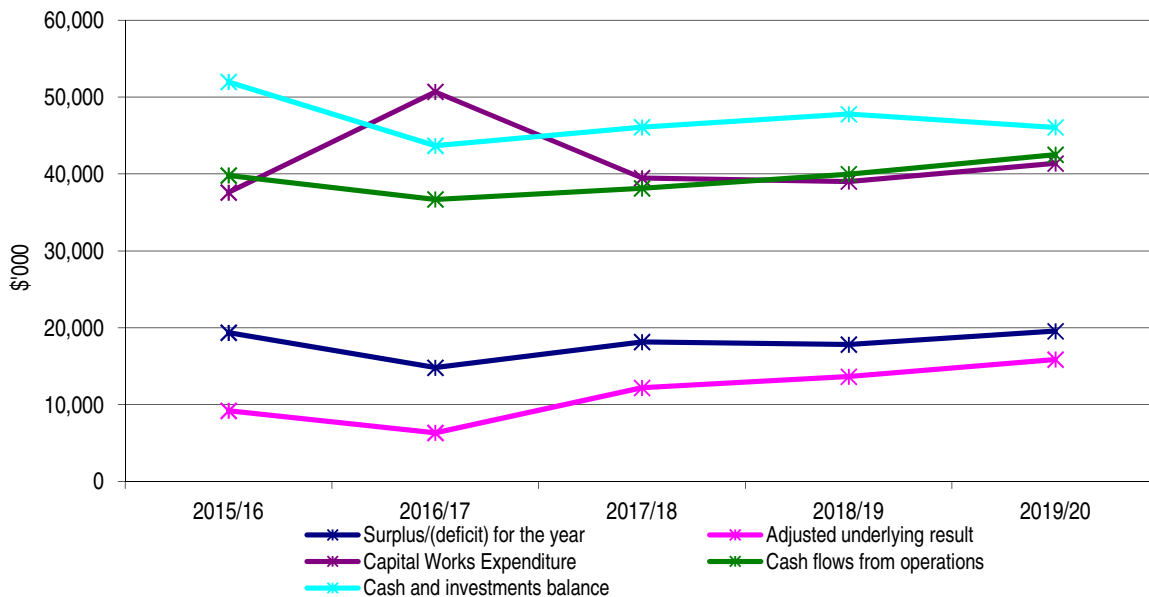
Key to Forecast Trend:

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

## Manningham City Council - Annual Budget 2016/17

- Forecasts deterioration in Council's financial performance/financial position indicator

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 3.4)** - Cash and investments is forecast to increase over the four year period from \$42.57 million to \$46.02 million, which indicates a balanced budget on a cash basis in each year
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four years at an average of 2.5 per cent
- **Service delivery strategy (section 16.3)** – Service levels have been maintained throughout the four years period. Operating surpluses are forecast in all four years to fund the extensive capital program. The underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowing strategy (Section 16.1)** – Borrowings are forecast to reduce from \$8.96 million to \$4.53 million over the four years period. This includes new borrowings of \$1.92 million in 2016/17.
- **Infrastructure strategy (Section 16.2)** - Capital expenditure over the four years period will total \$170.58 million at an average of \$42.65 million.

## 15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations.

### 15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue as Council's primary source of revenue, accounting for approximately 72 per cent of the total revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource 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 works to be undertaken for the Manningham community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. The following table shows a comparison of the last five years and the average rates per capita for the 2016/17 year.

Movement in total rates and charges bill for an average property	
2011/12	5.00%
2012/13	6.83%
2013/14	4.84%
2014/15	3.80%
2015/16	3.53%
<b>Average increase over last five years</b>	<b>4.80%</b>
<b>Average increase for 2016/17</b>	<b>(1.17%)</b>
<b>Average rates per property</b>	<b>1,931.23</b>
<b>Average rates per capita 2016/17</b>	<b>\$765.73</b>

The table indicates that over the past five years Council's average rate increase is below 5.0 per cent and for 2016/17 it is budgeted to be -1.17 per cent as a result of new waste collection contract (refer to Section 10.2.1). Besides this savings to ratepayers, Council is again offering a Council funded waiver of rates for the principal place of residence to a ratepayer who is the holder of a low income ("LI" designated) health care card. For 2016/17 the waiver is \$60, an increase from \$50 in 2015/16. This waiver is in addition to the State Government pensioner rebate (estimated at \$218.30 in 2016/17).

### 15.2 Current year rate increase

The 2016/17 Budget provides for funding to maintain existing service levels and deliver a strong capital works program of \$47.88 million. To achieve these objectives Council is proposing to increase the average general rate by 2.5 per cent (per the rate cap) and reduce waste charges by 24.1 per cent (for 80 litre waste, 240 litre garden, 240 litre recycling) or 9.1 per cent (for 120 litre waste, 240 litre garden, 240 litre recycling) from their 2015/16 levels. The combination of these two outcomes are shown in the following tables.

	2015/16	2016/17	Change	
	\$	\$	\$	%
Average property rates	1,684.13	1,726.23	42.10	2.50%
Waste service charge (80 litre waste bin)	270.00	205.00	(65.00)	-24.07%
<b>Total rates and waste charges bill</b>	<b>1,954.13</b>	<b>1,931.23</b>	<b>(22.90)</b>	<b>-1.17%</b>

	2015/16	2016/17	Change	
	\$	\$	\$	%
Average property rates	1,684.13	1,726.23	42.10	2.50%
Waste service charge (120 litre waste bin)	297.00	270.00	(27.00)	-9.09%
<b>Total rates and waste charges bill</b>	<b>1,981.13</b>	<b>1,996.23</b>	<b>15.10</b>	<b>0.76%</b>

### 15.3 Future rate increases

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016.

Year	General Rate Increase %	Waste Charge Increase %	Average Increase *	Total Rates Raised \$'000
2015/16	4.50	(2.00)	3.53	93,371
2016/17	2.50	(24.07)	(1.17)	92,897
2017/18	2.50	5.50	2.80	97,257
2018/19	2.50	3.50	2.60	101,582
2019/20	2.50	3.50	2.60	105,983

\* average property with standard waste service

### 15.4 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council may make a further distinction within the rating system based on the purpose for which the property is used. This is known as differential rating. Council, has considered the application of differential rates for 2016/17 (including a differential rate for retirement villages), and elected to retain a uniform rate in the dollar for all properties regardless of their use.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis.

The following table summarises the rates to be determined for the 2016/17 year. A more detailed analysis of the rates to be raised is contained in Section 7 "Statutory Disclosures".

Rate type	How applied	2015/16	2016/17	Change
Uniform rate	Cents/\$ CIV	0.002213	0.001738	-21.5%
Waste service charge (80 litre waste bin)	average cost	\$ 270.00	\$ 205.00	-24.1%
Waste service charge (120 litre waste bin)	average cost	\$ 297.00	\$ 270.00	-9.1%

Council has a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.



## 15.5 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 30.5 per cent. Of this increase, residential properties have increased by 31.5 per cent, commercial & industrial properties by 18.4 per cent.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations for all properties by suburb, together with the rating changes between the 2015/16 and 2016/17 years based on a 2.5 per cent average rate increase and the valuation movements listed. Valuation data for 2016 has been lodged with the Victorian Valuer General and are awaiting final certification.

Suburb	Total number of properties	All properties		Residential only	
		Valuation Change	Rating Change	Valuation Change	Rating Change
Bulleen	4,728	30.6%	2.5%	31.4%	3.2%
Doncaster	9,649	29.5%	1.7%	32.6%	4.1%
Doncaster East	11,506	35.0%	6.0%	36.0%	6.8%
Donvale	4,693	28.7%	1.0%	28.8%	1.2%
Nunawading	129	42.7%	12.1%	43.9%	13.0%
Park Orchards	1,266	18.7%	-6.8%	18.7%	-6.8%
Ringwood North	121	19.3%	-6.3%	19.4%	-6.3%
Templestowe	6,302	31.5%	3.2%	31.8%	3.5%
Templestowe Lower	5,467	34.4%	5.6%	35.1%	6.1%
Warrandyte	2,057	23.2%	-3.3%	23.5%	-3.0%
Warrandyte South	214	19.7%	-6.0%	19.7%	-6.0%
Wonga Park	1,097	19.1%	-6.5%	19.1%	-6.5%
<b>All properties</b>	<b>47,229</b>	<b>30.5%</b>	<b>2.5%</b>	<b>31.5%</b>	<b>3.3%</b>
<b>Average residential</b>	<b>45,217</b>	<b>31.5%</b>	<b>3.3%</b>		
<b>Average business</b>	<b>2,012</b>	<b>18.4%</b>	<b>-7.0%</b>		

note: excludes Cultural & Recreational Lands

Key influences of the valuation changes across the municipal district include the impact of a continued strong property market for development sites, particularly within Doncaster Hill and along Main Roads within residential growth zones and having supporting planning schedules for medium to high density development.

In deliberating over the setting of the rate structure for the 2016/17 year, Council has been mindful of the greater increase in residential property valuations compared to those in the commercial and industrial business sectors.

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2015/16 year, Council has chosen that total rates and charges will decrease by 1.17 per cent compared to 2015/16. This will be achieved by reducing the rate in the dollar to offset the 31 per cent average increase in property valuations across the municipal district following the general revaluation.

## 16. Summary of other strategies

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

### 16.1 Borrowings

In March 2014, Council adopted a Loan Borrowing Strategy with the objective to set in place the arrangements that protect and enhance the financial sustainability of Council through sound financial management practices. The Strategy came into effect on 25 March 2014. The overarching philosophy of the strategy is that loans create a liability which is a first call on rates. Therefore Council will not substitute loan borrowings for revenue, and as such Council will only consider taking loans where the forecast budgets provide revenues sufficient to service and repay loan commitments.

In November 2014, Council participated in a Local Government Bond issue to support its superannuation liability funding requirements. Under this arrangement, Council entered into a 5 year interest only loan bond with a value of \$7.28 million with the intention to repay 50 per cent in November 2019 and a new loan/bond facility taken out for a further 5 years for the remaining 50 per cent.

During 2015/16, no debt repayments were made and no new loans were taken up.

In 2016/17, Council is proposing to borrow \$1.92 million to bring forward investment in energy efficient street lighting. Originally budgeted to be implemented over 7 years, the take up of a loan will see procurement and electricity usage cost savings of \$0.97 million over the 7 years period.

The following table sets out future proposed borrowings, principal repayments, interest to be paid and loan balances.

Year	New Borrowings \$'000	Principal Repayments \$'000	Interest Payments \$'000	Balance 30 June \$'000
2015/16	-	-	309	7,279
2016/17	1,920	243	386	8,956
2017/18	-	253	374	8,703
2018/19	-	263	363	8,440
2019/20	-	3,912	263	4,528

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

	2015/16 \$	2016/17 \$
<b>Total amount borrowed as at 30 June of the prior year</b>	<b>7,279,000</b>	<b>7,279,000</b>
Total amount proposed to be borrowed	-	1,920,000
Total amount projected to be redeemed	-	243,000
<b>Total amount of borrowings as at 30 June</b>	<b>7,279,000</b>	<b>8,956,000</b>

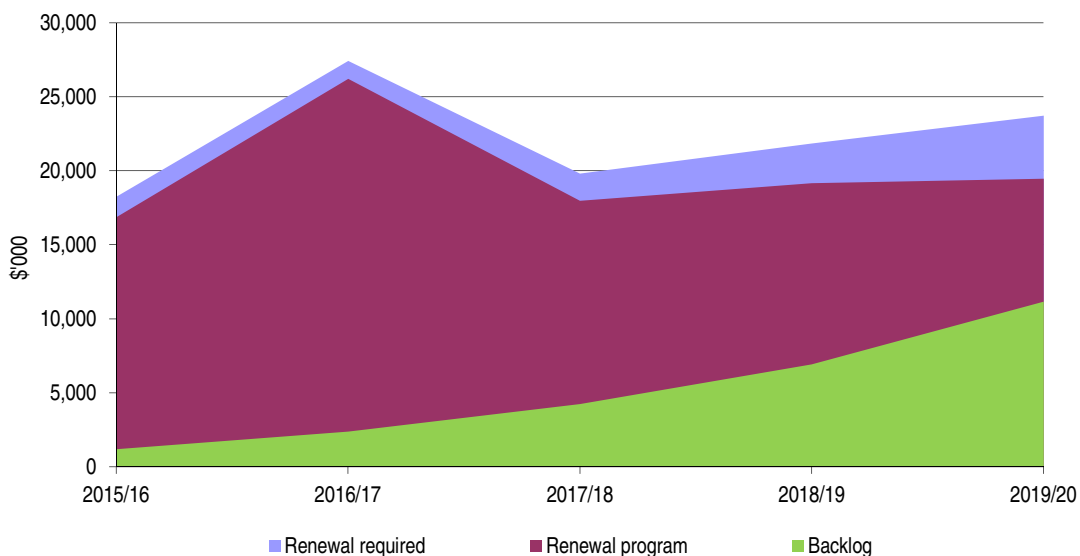
## 16.2 Infrastructure

The Council has developed an Asset Management Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

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

A key objective of the Asset Management 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.

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



At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Strategy. While the Strategy is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. As at the end of 2015/16, the total renewal gap is \$1.20 million and increases to \$12.18 million by 30 June 2020. The asset renewal gap should also be considered in the context of Council's total infrastructure assets of approximately \$450 million.

## Manningham City Council - Annual Budget 2016/17

In updating the Asset Management Strategy for the 2016/17 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs
- Reduced availability of Federal and State funding for upgrade of infrastructure and other capital investment projects
- The enactment of the *Road Management Act 2004* removing the defence of non-feasance on major assets such as roads
- Compliance with building and statutory regulations for the renewal and upgrade of Council buildings and facilities
- Community needs and expectations, changes in standards and growth in the city

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

Year	Summary of funding sources					
	Total Capital Program \$'000	Grants \$'000	Reserve \$'000	Asset Sales \$'000	Council Cash \$'000	Borrowings \$'000
2015/16	37,603	5,832	2,913	950	27,908	-
2016/17	50,694	4,971	7,369	3,000	33,434	1,920
2017/18	39,471	4,457	1,841	1,643	31,530	-
2018/19	39,041	1,475	1,868	1,000	34,698	-
2019/20	41,377	1,305	1,252	2,027	36,793	-

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

### 16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14.) which directly impact the future service delivery strategy are to maintain existing service levels and to delivery of a strong capital program. The Rating Information (see Section 15.) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

	2016/17	2017/18	2018/19	2019/20
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Building Price Index	4.0	4.0	4.0	4.0
General rate increases	2.5	2.5	2.5	2.5
Standard waste charge	-24.1	5.5	3.5	3.5
Combined rates bill (average property with standard waste charge)	-1.2	2.8	2.6	2.6
Property growth	0.70	0.70	0.70	0.70
Wages growth	3.2	2.0	2.0	2.0
Government funding	<2.0	<2.0	<2.0	<2.0
Fees and charges	3.5	3.5	3.5	3.5
Investment return	2.9	2.4	2.4	2.5

As well as the general influences, there are also a number specific influences which relate directly to service areas or activities. The most significant changes in these areas are summarised below.

#### Waste services

Council will be entering into new waste services contract to commence on 1 July 2016 for the collection and disposal of kerbside waste and recyclables. Savings generated as a result of new waste contracts will be passed on to ratepayers as part of waste charges reduction for 2016/17 (see Section 15).

#### Aged & Disability Services

The model for the delivery of Aged and Disability Services is under review by the Federal Government. The budget and forward projections assume that Council will continue to provide these services in the future.

#### Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2016/17 year and the next revaluation will be undertaken as at 1 January 2018. An allowance of \$0.20 million has been made every two years commencing in 2016/17 to meet the additional cost of resources to complete the revaluation process.

#### Statutory Planning

The level of Statutory Planning permits received by Council over the last three years is significantly above trend. This has placed considerable pressure on the resourcing in this area. To help meet the high demand for permit applications a \$150,000 increase in the resourcing budget was applied in 2015/16. This level of additional funding has again being applied in the 2016/17 budget.

## **Appendix A**

### **Fees and charges schedule**

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016/17 year.

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
<b>Social &amp; Community Services</b>	<b>Maternal and Child Health</b>	Parent Education Program	MCC resident		28.00	29.00	Yes	
			Non resident		40.50	42.00	Yes	
			HealthCare Card Holder		10.50	11.00	Yes	
	<b>Early Years at MC²</b>	Child Care		Full week	Monday to Friday (8:00 am - 6:00	495.00	510.00	No
				Full individual days	8:00 am - 6:00 pm	101.00	104.00	No
				Public holidays		as above	as above	No
				Late Fee	A late fee will be charged for the late collection of children after 6:00 pm	24.00	25.00	No
<b>Cultural Services</b>	<b>Public Halls</b>	Doncaster Playhouse	Bond		525.00	525.00	No	
			Hire Per performance (5 hours)		360.00	410.00	Yes	
			Rehearsal per hour		72.00	82.00	Yes	
			Bump in/Bump out		72.00	82.00	Yes	
			Use of piano		50.00	50.00	Yes	
			Hourly Rental		72.00	82.00	Yes	
			Manningham Art Studios	Bond		100.00	100.00	No
		Studio 1 Casual Commercial			97.00	107.00	Yes	
		Studio 1 Regular Commercial			86.00	95.00	Yes	
		Studio 1 Casual Community			75.00	75.00	Yes	
		Studio 1 Regular Community			69.00	69.00	Yes	
		Studio 2 Casual Commercial			36.00	40.00	Yes	
		Studio 2 Regular Commercial			21.00	24.00	Yes	
		Studio 2 Casual Community			21.00	21.00	Yes	
		Studio 2 Regular Community			12.00	12.00	Yes	
		Studio 3 Casual Commercial			21.00	24.00	Yes	
		Studio 3 Regular Commercial			16.00	18.00	Yes	
		Studio 3 Casual Community			12.00	12.00	Yes	
		Studio 3 Regular Community			8.00	8.00	Yes	
		Studio 4 Casual Commercial			36.00	43.00	Yes	
		Studio 4 Regular Commercial			21.00	24.00	Yes	
		Studio 4 Casual Community			21.00	21.00	Yes	
		Studio 4 Regular Community			12.00	12.00	Yes	
		Studio 5 Casual Commercial			21.00	24.00	Yes	
		Studio 5 Regular Commercial			16.00	18.00	Yes	
		Studio 5 Casual Community			12.00	12.00	Yes	
		Studio 5 Regular Community			8.00	8.00	Yes	
		Studio 6 Casual Commercial		52.00	58.00	Yes		
Studio 6 Regular Commercial		41.00	46.00	Yes				

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Cultural Services (cont.)	Public Halls (cont.)		Studio 6 Casual Community		30.00	30.00	Yes
			Studio 6 Regular Community		24.00	24.00	Yes
		Manningham Art Gallery	Gallery 1 - Community hire fee	minimum 4 weeks	1,430.00	1,430.00	Yes
			Gallery 2 - Community hire fee	minimum 4 weeks	1,430.00	1,430.00	Yes
			Gallery 1 - Commercial hire fee	minimum 4 weeks	1,650.00	1,650.00	Yes
			Gallery 2 - Commercial hire fee	minimum 4 weeks	1,650.00	1,650.00	Yes
			Both Galleries - Community hire fee	minimum 4 weeks	2,200.00	2,200.00	Yes
			Both Galleries - Commercial hire fee	minimum 4 weeks	2,530.00	2,530.00	Yes
			All Halls	Insurance - Alcohol		58.00	59.00
		Insurance - No Alcohol			38.50	40.00	Yes
		Insurance - Regular Hire			23.00	24.00	Yes
		MC <sup>2</sup> (Doncaster and Templestowe Rooms) (Bulleen, Warrandyte and Donvale Rooms)	Community Hire	per hour	22.00	30.00	Yes
			Commercial Hire	per hour		35.00	Yes
			Community Hire	per hour		22.00	Yes
			Commercial Hire	per hour	37.00	28.00	Yes
			Insurance (Regular Hire)		23.00	24.00	Yes
		Ajani Community Hall	Bond Casual Hire		500.00	500.00	No
			Bond Regular Hire		300.00	300.00	No
			Casual Hire Commercial	per hour	122.00	126.00	Yes
			Casual Hire Community/Private	per hour	72.00	72.00	Yes
			Casual setup charge - max 2 hrs	per hour	40.00	40.00	Yes
			Regular Hire Commercial	per hour	35.00	35.00	Yes
			Regular Hire Community	per hour	27.00	27.00	Yes
		Ajani Centre	Bond Casual Hire		500.00	500.00	No
			Bond Regular Hire		300.00	300.00	No
			12hr Hire		900.00	900.00	Yes
			Casual Hire Commercial	per hour	165.00	170.00	Yes
			Casual Hire Community/Private	per hour	100.00	100.00	Yes
			Casual setup charge - max 2 hrs	per hour	60.00	60.00	Yes
			Regular Hire Commercial	per hour	52.00	44.00	Yes
			Regular Hire Community	per hour	31.00	31.00	Yes
		Currawong Bush Park (Conference Centre)	Casual Hire Commercial Conference Room	per day	240.00	215.00	Yes
			Casual Hire Community/Private Conference Room	per day (Mon-Fri)	180.00	180.00	Yes
			Casual Hire Community	half day	100.00	100.00	Yes



Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Cultural Services (cont.)	Public Halls (cont.)		Casual Hire Commercial Conference Room	Evening hire (6pm-11pm) Mon/Fri	155.00	155.00	Yes
			Casual Hire Community/Private Conference Room	Evening hire (6pm-11pm) Mon/Fri	110.00	110.00	Yes
			Casual Hire Commercial Conference Room	Weekend hire (per day)	330.00	250.00	Yes
			Casual Hire Community/Private Conference Room	Weekend hire (per day)	230.00	230.00	Yes
		Currawong Bush Park (Environment Centre)	Casual Hire Commercial	per day	155.00	150.00	Yes
			Casual Hire Community/Private	per day	115.00	110.00	Yes
			Casual Hire Commercial	Weekend hire (per day)	190.00	190.00	Yes
			Casual Hire Community/Private	Weekend hire (per day)	130.00	145.00	Yes
		Camping fee per person		per night	15.00	15.00	Yes
		East Doncaster Hall/Koonarra Hall/Wonga Park Hall/Heimat Centre (both hall and multipurpose room)/Domeney Recreation Centre (each room)/Templestowe Memorial Hall and Senior Citizens Centres	Bond Casual Hire		500.00	500.00	No
			Bond Regular Hire		300.00	300.00	No
		(Smaller Rooms) Senior Citizens Centres and Templestowe Memorial Supper Room	Casual Hire Commercial	per hour	89.00	89.00	Yes
			Casual Hire Community/Private	per hour	56.00	56.00	Yes
			Casual setup charge - max 2 hrs	per hour	38.00	38.00	Yes
			Regular Hire Commercial	per hour	26.00	27.00	Yes
		(Smaller Rooms) Senior Citizens Centres and Templestowe Memorial Supper Room	Regular Hire Community	per hour	22.00	23.00	Yes
			Bond Casual/Regular Hire		100.00	100.00	No
			Casual Hire Commercial	per hour	35.00	36.00	Yes
			Casual Hire Community/Private	per hour	28.00	28.00	Yes
		The Pines Learning Centre (Function Room)	Regular Hire Commercial	per hour	28.00	28.00	Yes
			Regular Hire Community	per hour	17.00	18.00	Yes
			Bond Casual Hire		500.00	500.00	No
			Bond Regular Hire		300.00	300.00	No
		(Smaller Rooms) Pines Learning Centre	Casual Hire Commercial	per hour	165.00	170.00	Yes
			Casual Hire Community/Private	per hour	100.00	100.00	Yes
			Regular Hire Commercial	per hour	52.00	44.00	Yes
			Regular Hire Community	per hour	31.00	31.00	Yes
		(Smaller Rooms) Pines Learning Centre	Bond Casual/Regular Hire		100.00	100.00	No
			Casual Hire Commercial	per hour	48.00	48.00	Yes
			Casual Hire Community/Private	per hour	35.00	40.00	Yes
			Regular Hire Commercial	per hour	35.00	35.00	Yes
		Regular Hire Community	per hour	25.00	25.00	Yes	

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No		
<b>Cultural Services (cont.)</b>	<b>Bus Rental</b>		Bond		500.00	500.00	No		
			Community only	half day	90.00	90.00	Yes		
			Community only	per day	170.00	170.00	Yes		
			Community only	per weekend	305.00	305.00	Yes		
			Community only	per week	800.00	800.00	Yes		
<b>Aged and Disability Support Services</b>	<b>Food Services</b>	Meals on Wheels	3 course meals (delivered)	Agency purchased meals for Packaged Clients (Full Cost Recovery)	20.00	32.00	Yes		
			3 course meals (delivered)	Delivered direct by Food Services, Manningham City Council		-	No		
				Low Rate	9.20	9.50	No		
				Medium Rate	NA	20.00	No		
				High rate	NA	30.00	No		
	<b>General Home Care</b>				- Low Rate	6.50	7.00	No	
					- Medium Rate	14.50	15.50	No	
					- High Rate	45.00	46.00	No	
	<b>Personal Care Service</b>				- Low Rate	5.00	5.50	No	
					- Medium Rate	9.00	10.00	No	
					- High Rate	45.00	46.00	No	
	<b>Respite Care Service</b>				- Low Rate	3.50	4.50	No	
					- Medium Rate	5.00	7.00	No	
					- High Rate	45.00	46.00	No	
	<b>Assisted Transport</b>				per day	4.00	5.00	No	
	<b>Planned Activity Groups - High</b>			Church Rd Centre		per day (No Transport)	12.50	13.00	No
						per day (With Transport)	12.50	15.00	No
	<b>Manningham</b>			School Holiday Care		26.00	27.00	No	
	<b>Social Support</b>				Fee depends on nature of activity	Range of Specific Activities	3.00	4.00	No
							4.00	5.00	No
						5.00	6.00	No	
						6.00	6.50	No	
<b>Service cancellation</b>	All services		Late cancellation fees may apply				No		
<b>Community Relations and Marketing</b>	<b>Buildings and Room Hire - Weekdays</b>	Manningham Function Centre Council Chambers		Mon - Fri per hour	88.00	91.10	Yes		
		Manningham Function Centre Heide Room		Mon - Fri per hour	73.00	75.60	Yes		

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Community Relations and Marketing (cont.)	Buildings and Room Hire - Weekdays (cont.)	Manningham Function Centre Room 1		Mon - Fri 6.00am to 5.00pm per hour	155.00	160.40	Yes
		Manningham Function Centre Room 1		Mon - Fri 5.00pm to 12.00am per hour	155.00	160.40	Yes
		Manningham Function Centre Room 2		Mon - Fri 6.00am to 5.00pm per hour	135.00	139.70	Yes
		Manningham Function Centre Room 2		Mon- Fri 5.00pm to 12.00am per hour	135.00	139.70	Yes
		Manningham Function Centre Room 3		Mon - Fri 6.00am to 5.00pm per hour	109.00	112.80	Yes
		Manningham Function Centre Room 3		Mon - Fri 5.00pm to 12.00am per hour	109.00	112.80	Yes
		Manningham Function Centre Rooms 1 and 2		Mon - Fri 5.00pm to 12.00am per hour	238.00	246.30	Yes
		Manningham Function Centre Rooms 1, 2 and 3		Mon- Fri 5.00pm to 12.00am per hour	363.00	375.70	Yes
	Buildings and Room Hire - Weekends	Manningham Function Centre Rooms 1 and 2		Friday, Saturday and Sunday per day	3,000.00	3,105.00	Yes
		Manningham Function Centre Rooms 1, 2 and 3		Friday, Saturday and Sunday per day	3,555.00	3,679.40	Yes
		Manningham Function Centre Rooms 2 and 3		Friday, Saturday and Sunday per day	3,470.00	3,591.50	Yes
		Manningham Function Centre Council Chambers		Per hour (weekend) only if catering and in conjunction with other booking	218.00	225.60	Yes
		Manningham Function Centre Heide Room		Per hour (weekend) only in conjunction with other hire	88.00	91.10	Yes

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
<b>Economic and Environmental Planning</b>	<b>Planning Scheme</b>	Fees for Planning Scheme Amendments	Advertising notice of approval (per		1.70	2.10	No
			Advertising other fee (for sign where applicant erects sign)	Larger \$50.00 (as per Statutory Planning)	53.65	50.00	No
			Advertising other fee (for sign where applicant erects sign)	Small \$30.00 (as per Statutory Planning)		30.00	
			Advertising other fee (one sign erected on site)	In line with Statutory Planning charges	182.95	200.00	No
			Advertising other fee (two signs)	In line with Statutory Planning	227.30	250.00	No
			Advertising other fee (three signs erected on site)	In line with Statutory Planning charges	266.10	300.00	No
			Advertising other fee (four signs or more erected on site)	In line with Statutory Planning charges		350.00	
			Notice of Approval - print media (set	Gov.Gaz = \$260 / Leader \$1100	499.00	516.50	No
			Notice of Exhibition - print media (set		1,086.55	1,124.55	No
			Notice of exhibition (per letter)		1.65	2.10	No
			Advertising-Planning-Registered Fee		1.65	2.10	No
			Stage 1 Pre-exhibition	Statutory charge set by Department of Environment, Land, Water and Planning (DELWP)	798.00	825.90	No
			Stage 2 - Exhibition	Statutory charge set by DELWP	798.00	825.90	No
			Stage 3 Adoption	Statutory charge set by DELWP	524.00	542.30	No
Stage 4 Approval	Statutory charge set by DELWP	798.00	825.90	No			
<b>Health and Local Laws</b>	<b>Animal Registration Statutory</b>	Dog Registrations - Reduced Fee	Sterilised		47.00	49.00	No
		Dog Registrations - Full Fee	Non sterilised		141.00	147.00	No
		Cat Registrations - Reduced Fee	Sterilised		31.00	32.00	No
		Cat Registrations - Full Fee	Non sterilised		130.00	135.00	No
		Late Registration Fee			10.00	10.00	No
		Dangerous Dog			187.00	195.00	No
		Restricted Breed Dog			187.00	195.00	No
		Menacing Dog			187.00	195.00	No
		Pet Register Information	per entry inspected		16.00	16.00	No
		Animal trap - hire (cat)	2 weeks (refundable deposit \$60)	deposit only	60.00	60.00	Yes

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No		
Health and Local Laws (cont.)	Animal Registration Statutory (cont.)	Impounded Animal Release Fees	Release Fees		80.00	85.00	No		
			Sustenance charge per day		15.00	15.00	No		
			Business day per hour	for larger animals	75.00	75.00	No		
			Weekend and Public holidays		145.00	150.00	No		
		Float Charge (per animal)				180.00	190.00	No	
		Release Fee - Small animal (per day)				16.00	16.00	No	
		Release Fee - Large animal (per day)				32.00	35.00	No	
		Cat Boarding Fee				19.00	15.00	Yes	
		Domestic Animal Businesses				240.00	250.00	No	
		Advertisements and Graffiti - Permit Fees	(per year)			105.00	110.00	No	
		Fixed Permit Fees	Rubbish Hoppers - Permit Fees	(per year)			655.00	680.00	No
			Charity Clothing Bins - Permit Fees	(per bin)			105.00	110.00	No
			Residential Parking Permit				55.00	57.00	No
	Residential Parking Permit			additional		90.00	110.00	No	
	Traders Parking Permits - Permit Fees			Bulk permits greater than 50		25.00	26.00	No	
	Traders Parking Permits - Permit Fees			Previously done in bulk now doing separately. To reflect a more realistic rate of parking. Align with residential permit fee.		55.00	57.00	No	
	Tradesman Parking Permit - Permit Fees		per month				30.00	No	
	Recreational Vehicles - Permit Fees					105.00	110.00	No	
	Aquarena Medical Parking Permit Zone		per permit				57.00	No	
	Animals					105.00	110.00	No	
	Camping on Private Property				105.00	110.00	No		
	Noise Permit				105.00	110.00	No		
	Advertisements				105.00	110.00	No		

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Health and Local Laws (cont.)		Dogs & Cats			105.00	110.00	No
		Poultry and Pigeons			105.00	110.00	No
	<b>Food Act</b>	Class 1 (Standard FSP) - Registration Fee	High Risk Premises using a Standard FSP	New categories for food businesses	700.00	720.00	No
		Class 1 (Standard FSP) - Transfer Fee			350.00	360.00	No
		Class 1 (Standard FSP) - Transfer Report			225.00	230.00	No
		Class 1 (Standard FSP) - Plan Approval			195.00	200.00	No
		Class 1 (Non Standard FSP) - Registration Fee	High Risk Premises using a Non Standard FSP		420.00	435.00	No
		Class 1 (Non Standard FSP) - Transfer Fee			210.00	217.50	No
		Class 1 (Non Standard FSP) - Transfer Report			225.00	230.00	No
		Class 1 (Non Standard FSP) - Plan Approval			195.00	200.00	No
		Class 2 (Standard FSP) - Registration Fee	Moderate Risk Premises using a Standard FSP		450.00	465.00	No
		Class 2 (Standard FSP) - Transfer Fee			225.00	232.50	No
		Class 2 (Standard FSP) - Transfer Report			225.00	230.00	No
		Class 2 (Standard FSP) - Plan Approval			195.00	200.00	No
		Class 2 (Non Standard FSP) - Registration Fee	Moderate Risk Premises using a Non Standard FSP		360.00	370.00	No
		Class 2 (Non Standard FSP) - Transfer Fee			180.00	185.00	No
		Class 2 (Non Standard FSP) - Transfer Report			225.00	230.00	No
		Class 2 (Non Standard FSP) - Plan Approval			195.00	200.00	No
		Class 2 >20EFT (Standard FSP) - Registration Fee	Moderate Risk Premises with > 20 EFT using a Standard FSP		910.00	940.00	No
		Class 2 >20 EFT(Standard FSP) - Transfer Fee			455.00	470.00	No
	Class 2 >20 EFT(Standard FSP) - Transfer Report			270.00	280.00	No	

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
Health and Local Laws (cont.)		Class 2 >20EFT(Standard FSP) - Plan Approval			260.00	270.00	No	
		Class 2 >20EFT(Non Standard FSP) - Registration Fee	Moderate Risk Premises with >20EFT using a Non Standard FSP		620.00	640.00	No	
		Class 2 >20EFT(Non Standard FSP) - Transfer Fee			310.00	320.00	No	
		Class 2 >20EFT(Non Standard FSP) - Transfer Report			270.00	280.00	No	
		Class 2 >20EFT(Non Standard FSP) - Plan Approval			260.00	270.00	No	
		Class 2 Community Group (Standard FSP) - Registration Fee	Community Group using a Standard FSP		190.00	200.00	No	
		Class 2 Community Group (Standard FSP) - Transfer Fee			95.00	100.00	No	
		Class 2 Community Group (Standard FSP) - Transfer Report			140.00	145.00	No	
		Class 2 Community Group (Standard FSP) - Plan Approval			170.00	175.00	No	
		Class 3 - Registration Fee	Moderate to Low Risk Premises using a Minimum Records		290.00	300.00	No	
		Class 3 - Transfer Fee			145.00	150.00	No	
		Class 3 - Transfer Report			225.00	230.00	No	
		Class 3 - Plan Approval			190.00	195.00	No	
		Class 3 (Community Group) - Registration Fee	Moderate to Low Risk Community Group using a Minimum Records		170.00	175.00	No	
		Class 3 (Community Group) - Transfer Fee			85.00	87.50	No	
		Class 3 (Community Group) - Transfer Report			140.00	145.00	No	
		Class 3 (Community Group) - Plan Approval			170.00	175.00	No	
		Class 2 Home based Business Plan Approval			90.00	95.00	No	
		Class 3 Home Based Business Plan Approval			60.00	65.00	No	
		Class 2 Food Vehicle (business)			New state wide registration system now in operation	450.00	465.00	No
		Additional class 2 food vehicle (business)				225.00	230.00	No

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
Health and Local Laws (cont.)	Mobile / Temporary Food Premises	Class 3 Food Vehicle (business)			290.00	300.00	No	
		Additional class 3 food vehicle (business)			145.00	150.00	No	
		Class 2 community group Food Vehicle			180.00	185.00	No	
		Additional class 2 community group food			90.00	95.00	No	
		Class 3 community group Food Vehicle			160.00	165.00	No	
		Additional class 3 community group food			80.00	85.00	No	
		Class 2 Temporary food premises (business)			185.00	195.00	No	
		Additional class 2 Temporary food premises			92.50	100.00	No	
		Class 3 Temporary food premises (business)			165.00	175.00	No	
		Additional class 3 Temporary food premises (business)			82.50	90.00	No	
		Public Health and Wellbeing Act	Registration Fee	High - Skin penetration			290.00	300.00
	Moderate- Beauty					270.00	280.00	No
	Low- Hairdressing			one off notification from 1 March		240.00	150.00	No
	2nd Registration					65.00	70.00	No
	3rd Registration					35.00	40.00	No
	Plan Approval		High - Skin penetration	New classification in use		200.00	205.00	No
			Moderate- Beauty			190.00	195.00	No
			Low- Hairdressing			180.00	185.00	No
	Transfer Fee		High - Skin penetration	New classification in use - 50% of rego fee		145.00	150.00	No
			Moderate- Beauty			135.00	140.00	No
			Low- Hairdressing	one off notification from 1 March		120.00	100.00	No
	Transfer Report		High - Skin penetration	New classification in use		200.00	205.00	No
			Moderate- Beauty			190.00	195.00	No
			Low- Hairdressing			170.00	175.00	No
	Prescribed Accommodation - Renewal Fee		<20 beds			230.00	240.00	No
			20 - 40 beds			310.00	320.00	No
			>40 beds			410.00	420.00	No
	Prescribed Accommodation - Transfer Fee		<20 beds			115.00	120.00	No
			20 - 40 beds			155.00	160.00	No
		>40 beds			205.00	210.00	No	
	Prescribed Accommodation - Transfer Inspection & Report	Inspection Report <20			160.00	165.00	No	
		Inspection Report <40			180.00	185.00	No	
Inspection Report >40				190.00	195.00	No		



Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Health and Local Laws (cont.)		Prescribed Accommodation - Plan Approval	<20		170.00	175.00	No
			<40		180.00	185.00	No
			>40		190.00	195.00	No
		Caravan Parks Registration Fee	<25	Fee unit per Act (\$13.60) x 17	218.28	231.20	No
			25 < 50	Fee unit per Act (\$13.60) x 34	436.56	462.40	No
			50 < 100	Fee unit per Act (\$13.60) x 68	873.12	924.80	No
		Caravan Parks Transfer Fee	<25	Fee unit per Act (13.60) x 5	64.20	68.00	No
			25 < 50	Fee unit per Act (13.60) x 5	64.20	68.00	No
			50 < 100	Fee unit per Act (13.60) x 5	64.20	68.00	No
	Caravan Transfer Inspection Report			230.00	240.00	No	
	Parking	For a period longer than fixed	Road Safety (General) Regulations 1999	state govt determines these fees (0.5 penalty unit)	74.00	76.60	No
		Contrary to conditions so fixed	Road Safety (General) Regulations 1999	state govt determines these fees (0.5 penalty unit)	74.00	76.60	No
		Fail to park within a single bay	Road Safety (General) Regulations 1999	state govt determines these fees (0.5 penalty unit)	74.00	76.60	No
		In a no parking area	Road Safety (General) Regulations 1999	state govt determines these fees (0.5 penalty unit)	74.00	76.60	No
		Leave vehicle other than manner indicated	Road Safety (General) Regulations 1999	state govt determines these fees (0.5 penalty unit)	74.00	76.60	No
		Other infringement	Road Safety (General) Regulations 1999	state govt determines these fees (0.5 penalty unit)	74.00	76.60	No
	Local Laws	For any infringements under Local Laws	Manningham General and Health Local Laws		200.00	200.00	No
		For any infringements under Local Laws	Manningham General and Health Local Laws		500.00	500.00	No
	Local Laws and Traders	Shopping Trolley			55.00	55.00	No
		Real Estate/advertising board sign release fee			95.00	100.00	No
		Placing goods and furniture on footpaths	less than 6 square metres		240.00	250.00	No
			in excess of 6 square metres (per sq		68.00	70.00	No
		Signs			105.00	110.00	No
Craft market stalls				105.00	110.00	No	
Local Law - General			105.00	110.00	No		

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
Health and Local Laws (cont.)	Footpath	Placing goods and furniture on footpaths	less than 6 square metres		240.00	250.00	No	
			in excess of 6 square metres (per sq		68.00	71.00	No	
		Signs			105.00	110.00	No	
		Craft market stalls			105.00	110.00	No	
		Local Law - General			105.00	110.00	No	
		Footpath occupation - real estate agents	per company, per annum	open for inspection boards etc		520.00	540.00	No
		Footpath occupation - BBQ and food sampling	Permit. per m2			105.00	110.00	No
		Obstructions - Permit				105.00	110.00	No
		Impounded Vehicle	Release fee			155.00	160.00	No
			daily charge			25.00	25.00	No
	Towing Fee		description change		150.00	155.00	No	
	Parks	Use of reserves - Permit	per day			105.00	110.00	No
	Other	Blackberry Control - 1/4				160.00	165.00	No
		Blackberry Control - One acre				280.00	290.00	No
	Vaccines	Hepatitis B Vaccines - Adult	per dose		Price based on wholesale price + profit margin	25.00	25.00	Yes
		Hepatitis B Vaccines - Child	per dose		Price based on wholesale price + profit margin	23.00	23.00	Yes
		Hepatitis A Vaccines - Adult	per dose		Price based on wholesale price + profit margin	80.00	80.00	Yes
		Twinrix Vaccines - Adult	per dose		Price based on wholesale price + profit margin	80.00	80.00	Yes
		Flu Vaccine (Not at risk Group)	per dose		Price based on wholesale price + profit margin	25.00	25.00	Yes
		Flu Vaccine (Not at risk Group- children)	per course		Price based on wholesale price + profit margin	25.00	25.00	Yes
		Pneumococcal (Not at risk group)	per dose		Price based on wholesale price + profit margin	50.00	50.00	Yes
		Diphtheria, tetanus, pertussis (Boostrix)	per dose		Price based on wholesale price + profit margin	50.00	50.00	Yes
		Chickenpox	per dose		Price based on wholesale price + profit margin	65.00	65.00	Yes
		Meningococcal C	per dose		Price based on wholesale price + profit margin	80.00	80.00	Yes
	Other Charges	Busking permit fee	per day			105.00	-	No
		Circuses and carnivals on Council/Crown land				105.00	550.00	No
		Public entertainment permit	Festivals, street parties etc			105.00	110.00	No

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
<b>Health and Local Laws (cont.)</b>		No standing signs	per day, also deposit and commercial centres excess		105.00	110.00	No
		Mobile Cranes - Permit Fees	per month		1,500.00	1,550.00	No
		Sale of Goods - Permit Fees	per day		105.00	110.00	No
		Solicit or Collect - Permit Fees	per day		105.00	110.00	No
		Storing Vehicles & Machinery - Permit Fees	per year		105.00	110.00	No
		Camping on Private Property - Permit Fees			105.00	110.00	No
		Camping on Council Land - Permit Fees	per day		105.00	110.00	No
		Filming	per hour		105.00	110.00	No
	<b>Septic Tank Domestic</b>	New Installation and Major Alterations	Domestic		390.00	400.00	No
		Minor Alteration	Domestic		210.00	215.00	No
	<b>Septic Tank Commercial</b>	Commercial Installation and Alteration	Commercial - \$10.00 per \$100 of cost of system		-	-	No
		Sand analysis			120.00	125.00	
		Copy of existing septic tank system plan	per plan		35.00	35.00	No
		On-site location of existing septic tank			235.00	240.00	No
	<b>Fire Prevention</b>	Blackberry Control -	Hourly rate \$110.00 per hour		-	-	Yes
		Standard Block	Administrative Fee		410.00	425.00	No
		Double Block	Administrative Fee		520.00	540.00	No
		Acre Block	Administrative Fee		750.00	780.00	No
		Inaccessible	Hourly rate \$110.00 per hour		-	-	No
	<b>Statutory Planning</b>	<b>Planning Permit Application</b>	Advertising - Planning - Residential fee	per additional		5.50	6.00
Advertising - Planning - Residential fee			up to 10 notices/letters		115.00	119.00	No
Advertising Other fee			per additional		5.50	6.00	No
Advertising Other fee			up to 10 notices		150.00	160.00	No
Advertising Signs, Pl Notice			Large		70.00	75.00	No
			Small		30.00	35.00	No
Amend an application			after notice has been given	Statutory Fee	102.00	102.00	No
Amended Plans					320.00	340.00	No
Application for Planning Permit			use only (includes liquor licence, signage applications etc)	Statutory Fee	502.00	502.00	No
Create, vary or remove a restriction or create, remove a ROW		Statutory Fee	541.00	541.00	No		

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
Statutory Planning (cont.)		Create, vary or remove an easement (not ROW), or vary or remove condition of easement		Statutory Fee	404.00	404.00	No	
		Extension of Time			300.00	320.00	No	
		General Enquiries			100.00	110.00	Yes	
		Heritage Enquiries			100.00	110.00	Yes	
		Infringement Notice, Planning	For an Individual		Statutory Fee	738.00	738.00	No
			For a Corporation		Statutory Fee	1,476.00	1,476.00	No
		Landscape Bond	per dwelling, as a condition of permit			1,550.00	1,550.00	No
		Maintenance Deposit	value of work			-	-	No
		Multiple Dwelling	\$1,000,000 - \$7,000,000		Statutory Fee	1,153.00	1,153.00	No
			\$10,000 - \$250,000		Statutory Fee	604.00	604.00	No
			\$10,000,000 - \$50,000,000		Statutory Fee	8,064.00	8,064.00	No
			\$250,000 - \$500,000		Statutory Fee	707.00	707.00	No
			\$500,000 - \$1,000,000		Statutory Fee	815.00	815.00	No
			\$7,000,000 - \$10,000,000		Statutory Fee	4,837.00	4,837.00	No
			<\$10,000		Statutory Fee	102.00	102.00	No
			>\$50,000,000		Statutory Fee	16,130.00	16,130.00	No
		Open Space Contribution	Varies between 2% to 5% of site			-	-	No
		Outstanding Works	Bond (to enable issuing a statement of compliance)		There is no standard fee for this in Statutory Planning	-	-	No
		Photocopying A1				10.00	11.00	No
		Photocopying A3				1.50	2.00	No
		Photocopying A4				1.00	1.00	No
		Plan Certification Fee	\$100 plus a fee per lot		Statutory Fee	100.00	100.00	No
		Property Search - Other				175.00	185.00	No
		Property Search -	Includes planning search			150.00	160.00	No
		Realign Common Boundary or Consolidate			Statutory Fee	386.00	386.00	No
		Remove Restriction if land has been used for develop 2 plus years			Statutory Fee	249.00	249.00	No
		Retrospective				400.00	420.00	No
		Section 173 Agreement	Administration			230.00	300.00	No
			Preparation				800.00	830.00
		Signs on Site	One Sign			200.00	207.00	No
			Two Signs			250.00	258.80	No
			Three Signs			300.00	310.50	No
			Each additional Sign		New*		20.00	20.00
		Single Dwelling	\$10,000 - \$100,000		Statutory Fee	239.00	239.00	No
			>\$100,000		Statutory Fee	490.00	490.00	No
		Subdivide Existing			Statutory Fee	386.00	386.00	No
		Subdivide Land			Statutory Fee	781.00	781.00	No

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
Statutory Planning (cont.)		Subdivide Land into 2 Lots		Statutory Fee	386.00	386.00	No	
		To change a permit (other than for a single dwelling)	1. To change the statement of what the permit allows.	Statutory Fee	492.00	492.00	No	
			2. To change any or all of the conditions which apply to the permit	Statutory Fee	502.00	502.00	No	
			3. Any other amendment not specified	Statutory Fee	502.00	502.00	No	
		Vegetation Removal	1 tree	Statutory Fee	34.00	34.00	No	
			2-5 trees	Statutory Fee	68.00	68.00	No	
			6 plus trees	Statutory Fee	102.00	102.00	No	
		<b>Title Search Fee</b>	Title Search	Title Search		45.00	50.00	No
		<b>PreApplication Service</b>	Pre Application Meeting (Multi Unit/Commerical Development)			250.00	260.00	Yes
		<b>Sign</b>	Community event sign			45.00	50.00	No
		<b>Amendments to Permits</b>	Amend a Planning Permit	use only (includes liquor licence, signage applications etc)	Statutory Fee	502.00	502.00	No
			Amend a Permit to Create, vary or remove a restriction or create, <del>remove a ROW</del>		Statutory Fee	502.00	502.00	No
			Amend a Permit to Create, vary or remove an easement (not ROW), or vary or remove condition of easement		Statutory Fee	502.00	502.00	No
	Statutory Planning (cont.)	<b>Amendments to Permits (cont.)</b>	Amend a Permit for Multiple Dwelling	\$1,000,000 - \$7,000,000	Statutory Fee	815.00	815.00	No
\$10,000 - \$250,000				Statutory Fee	604.00	604.00	No	
\$10,000,000 - \$50,000,000				Statutory Fee	815.00	815.00	No	
\$250,000 - \$500,000				Statutory Fee	707.00	707.00	No	
\$500,000 - \$1,000,000				Statutory Fee	815.00	815.00	No	
\$7,000,000 - \$10,000,000				Statutory Fee	815.00	815.00	No	
<\$10,000				Statutory Fee	102.00	102.00	No	
>\$50,000,000			Statutory Fee	815.00	815.00	No		
			Amend a Permit for a Single Dwelling	\$10,000 - \$100,000	Statutory Fee	239.00	239.00	No
				>\$100,000	Statutory Fee	490.00	490.00	No
			Amend a Permit to Subdivide Existing		Statutory Fee	386.00	386.00	No
			Amend a Permit to Subdivide Land		Statutory Fee	502.00	502.00	No
			Amend a Permit to Subdivide Land into 2		Statutory Fee	386.00	386.00	No
			To change a permit (other than for a single dwelling)	1. To change the statement of what	Statutory Fee	502.00	502.00	No
				2. To change any or all of the	Statutory Fee	502.00	502.00	No
				3. Any other amendment not specified	Statutory Fee	502.00	502.00	No
	Amend a Permit for Vegetation Removal	1 tree	Statutory Fee	34.00	34.00	No		
		2-5 trees	Statutory Fee	68.00	68.00	No		
		6 plus trees	Statutory Fee	102.00	102.00	No		

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Building Services	Building Surveying	Residential building permit document search & copy fee			105.25	108.95	No
		Commercial building permit document search & copy fee			158.00	163.50	No
		Certificate search & copy			49.30	51.00	No
		Additional copies of documents			POA	POA	No
		Report and Consent Applications (Part 4 Dispensation Fee)		Prescribed - regulations	250.60	255.60	No
		Property Information 326(1), (2) & (3)		Prescribed - regulations	49.90	50.90	No
		Lodgement Fee (residential and commercial)		Prescribed - regulations minimum	37.40	38.15	No
		Section 29A certificates		Prescribed - regulations	62.60	63.85	No
		Planning referrals			50.45	52.25	No
		Swimming Pool inspection fee and			740.75	766.65	Yes
Building Services (cont.)	Building Surveying (cont.)	Variation to building permit (amended documentation)		Subject to nature of amendments and time needed to assess and approve	POA	POA	Yes
		Request to finalise Lapsed Permits (minor)			191.55	198.25	Yes
		Request to finalise Lapsed Permits			394.90	408.70	Yes
		Request for Building Inspection or additional required inspection		Fee for each additional mandatory building inspection or to resolve a lapsed permit	158.00	163.50	Yes
		Occupancy Permit (POPE)		Base fee of \$660, depending on type of event and other factors	POA	POA	No
		315 request for 12 month			191.55	198.25	Yes
		Building Permit fees			POA	POA	Yes
Parks and Recreation	Council Sports Fields	Sport Fields - Winter Hire	Grade 1 Seasonal Charge		2,266.30	2,345.60	Yes
			Grade 2 Seasonal Charge		1,787.20	1,849.80	Yes
			Grade 3 Seasonal Charge		763.30	790.00	Yes
			Grade 4 Seasonal Charge		758.00	784.50	Yes
			Level 1 Pavilion Seasonal Charge		640.50	662.90	Yes
			Level 1 Pavilion Seasonal sub let Levy		3,228.20	3,341.20	Yes
			Level 2 Pavilion Seasonal Charge		412.10	426.50	Yes
			Level 3 Pavilion Seasonal Charge		285.30	295.30	Yes
			Casual Ground Charge Commercial Use		352.10	364.40	Yes

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Parks and Recreation (cont.)			Casual Ground Charge Community Use		176.00	182.20	Yes
			Casual Ground Charge Finals with gate takings		352.10	364.40	Yes
			Casual Ground Charge Commercial use Turf wicket preparation		176.00	182.20	Yes
			Casual Ground Charge Community use Turf wicket preparation		117.40	121.50	Yes
			Casual Ground Charge Finals use Turf wicket preparation		117.40	121.50	Yes
			Casual Pavilion Charge Commercial Use		293.40	303.70	Yes
			Casual Pavilion Charge Community Use		146.80	151.90	Yes
			Casual Pavilion Charge School Use		117.40	121.50	Yes
		Reischieks Reserve Athletic Track	Senior Schools (Local) - (Includes pavilion cleaning charge)		379.10	392.40	Yes
			Junior Schools (Local) - (Includes pavilion cleaning charge)		313.10	324.10	Yes
			Others - (Includes pavilion cleaning charge)		495.00	512.30	Yes
			Carnivals - (Includes pavilion cleaning charge)		627.20	649.20	Yes
			Training per hour (Local)	Minimum 2 hours	52.40	54.20	Yes
			Training per hour (Outside)	Minimum 2 hours	74.90	77.50	Yes
		Reischieks Reserve	Hire of Pavilion		412.10	426.50	Yes
		Sports Fields - Summer	Grade 1 Seasonal Charge		2,266.30	2,345.60	Yes
			Grade 2 Seasonal Charge		1,787.20	1,849.80	Yes
			Grade 3 Seasonal Charge		763.30	790.00	Yes
			Grade 4 Seasonal Charge		758.00	784.50	Yes
			Level 1 Pavilion Seasonal Charge		640.50	662.90	Yes
			Level 1 Pavilion Seasonal sub let		3,228.20	3,341.20	Yes
			Level 2 Pavilion Seasonal Charge		412.10	426.50	Yes
			Level 3 Pavilion Seasonal Charge		285.30	295.30	Yes
			Casual Ground Charge Commercial Use		352.10	364.40	Yes
			Casual Ground Charge Community Use		176.00	182.20	Yes
			Casual Ground Charge Finals with gate takings		352.10	364.40	Yes
			Casual Ground Charge Commercial use Turf wicket preparation		176.00	182.20	Yes
			Casual Ground Charge Community use Turf wicket preparation		117.40	121.50	Yes
			Casual Ground Charge Finals use Turf wicket preparation		117.40	121.50	Yes

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No
Parks and Recreation (cont.)			Casual Pavilion Charge Commercial Use		293.40	303.70	Yes
			Casual Pavilion Charge Community Use		146.80	151.90	Yes
			Casual Pavilion Charge School Use		117.40	121.50	Yes
			Donvale #1 Seasonal Turf wicket		3,409.10	3,528.40	Yes
			Koonung Res Seasonal Turf wicket charge		3,969.40	4,108.30	Yes
			Schramms #1 Seasonal Turf wicket charge		4,281.90	4,431.80	Yes
			Zerbes Seasonal Turf wicket charge		3,323.90	3,440.20	Yes
			Donvale #2 Seasonal Turf wicket charge		2,631.60	2,723.70	Yes
			Schramms #2 Seasonal Turf wicket charge		2,383.70	2,467.10	Yes
			Anderson Park Synthetic Pitch	Casual Use Local Sporting Club per hour		35.20	36.40
		Casual Use Local School per hour		35.20	36.40	Yes	
		Casual Commercial Use per hour		152.50	157.80	Yes	
	Miscellaneous Works Permit	Reserve Crossing Deposit	Minimum	\$23.50 admin charge to apply - Non Statutory. The remaining charge of \$226.50 constitutes a bond, not a fee or charge	23.50	24.30	No
Maximum			\$23.50 admin charge to apply - Non Statutory. The remaining charge of \$1,976.50 constitutes a bond, not a fee or charge	23.50	24.30	No	
Engineering Operations	Waste	<b>Residential Service</b>					
		Waste Service Charge	80 litre Garbage, 240 litre Recycle and 240 litre Garden Waste	Annual charge		205.00	No
		Upsize to 120 litre Garbage	120 litre Garbage	Annual charge		63.00	No
		Upsize to 360 litre Recycle	360 litre Recycle	Annual charge		30.00	No
		Additional Garbage	80 litre	Annual charge	174.00	136.00	No
			120 litre	Annual charge	178.00	160.00	No
		Additional Recycle	240 litre	Annual charge	75.00	58.50	No
			360 litre	Annual charge		88.00	No
		Additional Garden Waste	120 litre	Annual charge	165.00	77.00	No
			240 litre	Annual charge	165.00	96.50	No
		Domestic Change Bin	Fee for change to waste service		45.50	45.00	No
		Choice H	For Units: 80 litre Garbage and 1/2 share 240 litre Recycle	Annual charge	154.50	205.00	No



Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
Engineering Operations (cont.)		<b>Special Accomodation</b>		Annual charge				
		WasteVS	Waste Donvale RV	Annual charge	137.50	143.00	No	
		WasteVI	Waste Doncaster RV	Annual charge	102.50	139.00	No	
		WasteSB	Waste Brooklea	Annual charge	928.50	1,181.50	No	
		WasteSA	Waste Alexandra Gard	Annual charge	1,623.50	1,519.00	No	
		WasteWA	Waste Applewood	Annual charge	146.50	131.00	No	
		WasteVR	Waste Roseville RV	Annual charge	204.50	196.50	No	
				Annual charge	149.00	155.50	No	
		WasteVP	Waste Pinetree RV					
		WasteVT	Waste Templestowe RV	Annual charge	119.50	133.00	No	
		WasteSG	Waste Greenslopes	Annual charge	2,164.50	1,966.00	No	
			Waste Templestowe Manor	Annual charge		116.50	No	
		Waste2MAL	Waste 2 Malcolm Crescent Doncaster	Annual charge	178.50	205.00	No	
		Waste28MIT	Waste 28-30 Mitcham Road Donvale	Annual charge	208.00	205.00	No	
			Waste 1 Bellevue Avenue Doncaster East	Annual charge		205.00	No	
			Waste 8 Clay Drive Doncaster	Annual charge		205.00	No	
			<b>Garden Waste Recycle Centre</b>					
			Chipping and mulching fees (Manningham Residents)	Per Cubic Metre		70.00	75.00	Yes
			Chipping and mulching fees (Non Manningham Residents / Others)	Per Cubic Metre		80.00	85.00	Yes
			Chipping and mulching fees for Front End Loader loading (Manningham Residents)	Per load		10.00	10.00	Yes
			Chipping and mulching fees for Front End Loader loading (Non Manningham Residents / Others)	Per load		15.00	15.00	Yes
			<b>MC2</b>					
			MC2-Café		Annual charge	892.00	923.20	No
			MC2-Interact Australia		Annual charge	49.50	51.20	No
			MC2-YMCA		Annual charge	66.00	68.30	No
			MC2-Doncare		Annual charge	472.50	489.00	No
			MC2-Chinese Community Services		Annual charge	164.00	169.70	No
			MC2-Doncaster Kindergarten		Annual charge	157.50	163.00	No
			MC2-Manningham Community Health		Annual charge	86.50	89.50	No
			MC2-Library		Annual charge	1,928.50	1,996.00	No

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
Engineering Operations (cont.)		<b>Commercial Waste Services</b>		Annual charge				
		Commercial Waste Disposal	240 litre	Annual charge	233.50	400.00	No	
		Additional Commercial Waste Disposal	240 litre	Annual charge	356.50	500.00	No	
		Warrandyte Business Recycling		Annual charge	82.00	85.00	No	
	Asset Protection	Asset Protection Permit	Developments where the value of the work is less than or equal to \$1M	Non-Statutory - relates to Manningham Local Law Clause 9.1	203.00	250.00	No	
			Developments where the value of the work is greater than \$1M	Non-Statutory - relates to Manningham Local Law Clause 9.1		500.00	No	
		Hoarding Permit	Including an occupancy charge of \$3 per m2 per week capped at \$260 per week. Where occupation is less than 7 days a minimum charge of \$105 will apply.	Non-Statutory - relates to Manningham Local Law Clause 9.1	207.00	250.00	No	
	Engineering Works	Vehicle crossing permit	Inspection of vehicle crossing		213.00	220.50	No	
		Vehicle crossing permit	Reinspection (per return visit) of		150.00	155.30	No	
		Works within Road Reserve (non utility)	Minor works within road reserve by contractors, etc	Amount set by Road Management Regulations 2005 - Eng Ops responsibility	206.00	213.20	No	
Engineering & Technical Services	Buildings, Drainage, Roads, and Crossings	Building over easement			200.00	207.00	No	
		Connection into Council Drains - Easement	Application, Consent and Supervision		130.00	134.50	No	
		Connection into Council Drains - Road Reserve (Footpath)	Application, Consent and Supervision Road Management Act	Amount set by Road Management Regulations 2005	152.30	156.40	No	
		Connection into Council Drains - Road Reserve (No Footpath)	Application, Consent and Supervision Road Management Act	Amount set by Road Management Regulations 2005	66.20	68.00	No	
		Easements, Build Over Easement Preparation Fee	Consent and Legal, Section 173 Local Government Act to encumber, via 2.4 Building Regulations		830.00	859.00	No	
		Land/Road closure			93.00	96.00	No	
		Legal points of discharge	Application and Consent	Amount set by Building Regulations	60.00	62.00	No	
		OSD systems	Amendments to approved plans			245.00	253.00	No
			Plan checking			245.00	253.00	No
			Recurring inspection fee			115.00	119.00	No
			Supervision			320.00	331.00	No
		Subdivision development work	Plan checking 0.75% of value			POA	POA	No
			Supervision 2.5% of value			POA	POA	No

Service Unit Description	Service Category	Name of service provided	Description of service	Comments	2015/16 Price (Incl. GST where applicable) \$	2016/17 Price (Incl. GST where applicable) \$	GST Applicable Yes/No	
<b>Engineering &amp; Technical Services (cont.)</b>		Flood level	Application for flood level information	New charge will only apply once Planning scheme amendment C109 has been adopted.		51.50		
	<b>Miscellaneous Works Permit</b>	Works Within Road Reserves - Non Utilities	2 levels of charges	Amount set by Road Management Regulations 2005	205.75	212.95	No	
<b>Finance</b>	<b>General</b>	Dishonoured Cheque and Direct Debits Administration Fee			38.00	39.00	No	
		Penalty Unit		Penalty units are used in Victoria's Acts and Regulations to define the amount payable for fines for many offences. As of 1 July 2015, one penalty unit is \$151.67 and is determined for the financial year by the Treasurer by notice published in the Government Gazette under the Monetary Units Act 2004. * The value of the penalty unit is updated on 1 July each year. The 2016/17 value of \$155.45 is an estimate only allowing for a 2.5% CPI escalation.	151.67	155.45*	No	
	<b>Valuation and Rates</b>	Confirmation of ownership letter	Processed by council rates department			32.00	32.80	No
		Land Information Certificates	statutory	up to 3 working days		24.80	25.40	No
			urgent fee - same/next day	includes statutory fee component + Urgent Fee		72.30	74.10	No
		Request to forward				40.00	41.00	No
		Street Number Change	Maximum				615.05	636.55
	Minimum					158.35	163.85	No

## Budget processes

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

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

The 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 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 ended 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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

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

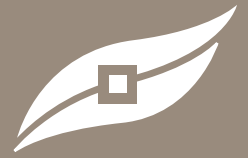
Budget process	Timing
1. Officers update Council's long term financial projections	Jan/Feb
2. Officers prepare operating and capital budgets	Feb
3. Councillors consider draft budgets at informal briefings	Mar/Apr
4. Proposed budget submitted to Council for approval	26-Apr
5. Public notice advising intention to adopt budget	28-Apr
	28 Apr - 26
6. Budget available for public inspection and comment	May
7. Public submission process undertaken	28-Apr
8. Submissions period closes (28 days)	26-May
9. Submissions received by Council/Committee	07-Jun
10. Submissions considered by Council/Committee	14-Jun
11. Budget and submissions presented to Council for adoption	28-Jun
12. Copy of adopted budget submitted to the Minister	30-Jun

## Attachment 2: Capital Works Program Amendments (2016/17)

### 2016/17 Capital Works Program Amendments

The following is a list of amendments to 2016/17 capital works program as a result of forecast increase in the carry forwards from 2015/16 to 2016/17:

Amendments to Carry Forwards	\$'000	Comments
<ul style="list-style-type: none"> <li>Drainage Strategy Implementation</li> </ul>	913	<ul style="list-style-type: none"> <li>Progress with the Gregory Court drainage works has been delayed owing to the Boroondara planning approvals process requiring nine months to negotiate.</li> <li>The King Street outfall drain works has been delayed due to the need to develop of several concept proposals, prior to resolving a feasible solution.</li> </ul>
<ul style="list-style-type: none"> <li>Mullum Mullum Trail Stage 3</li> </ul>	589	<ul style="list-style-type: none"> <li>Additional carry forward due to wet weather, finalising land requirements and delays in obtaining statutory approval for the commencement of work.</li> </ul>
<ul style="list-style-type: none"> <li>Yarra Street – Pride of Place</li> </ul>	294	<ul style="list-style-type: none"> <li>Delays with streetscape works due to a need to coordinate the works with an adjacent private development and new driveway, as well as changes resulting from waste collection for the shopping centre and VicRoads approval</li> <li>Delays with toilet block due to compliance issues with the local heritage overlays of the site, combined with concerns with the structural integrity of the refrigerated shipping container onsite that needed to be removed.</li> </ul>
<ul style="list-style-type: none"> <li>Civic Offices Draught Proofing</li> </ul>	150	<ul style="list-style-type: none"> <li>Delays encountered due to contractor availability and competing priorities.</li> </ul>
<ul style="list-style-type: none"> <li>Zerbes Reserve Floodlighting</li> </ul>	150	<ul style="list-style-type: none"> <li>Delays encountered with the procurement of lighting poles due to supplier issues.</li> </ul>
<ul style="list-style-type: none"> <li>Asset Management System</li> </ul>	148	<ul style="list-style-type: none"> <li>Project planning and approval delays due to elongated vendor selection process involving a detailed gap analysis of intended project delivery processes and framework, combined with module demonstrations and a negotiated implementation schedule.</li> </ul>
<ul style="list-style-type: none"> <li>TEA Replacement</li> </ul>	140	<ul style="list-style-type: none"> <li>Delays encountered due to re-scoping of project and review of internal processes to ensure user needs and requirements will be met.</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of Finns Reserve Management Plan</li> </ul>	130	<ul style="list-style-type: none"> <li>Delays in obtaining Melbourne Water approval for the works.</li> </ul>
<ul style="list-style-type: none"> <li>Koonung Creek Linear Park</li> </ul>	105	<ul style="list-style-type: none"> <li>Delays with finalizing the cultural heritage management plan that is a statutory requirement before the Church Street shard path works can commence.</li> </ul>
<ul style="list-style-type: none"> <li>Donvale Preschool</li> </ul>	100	<ul style="list-style-type: none"> <li>Delays in the tender of the works package. Extensive consultation was necessary with the preschool, which delayed the tender process.</li> </ul>
<ul style="list-style-type: none"> <li>Donvale Reserve Pavilion Refurbishment</li> </ul>	100	<ul style="list-style-type: none"> <li>The detailed design of the pavilion refurbishment was completed on schedule. The additional funds were not required to complete the design. It is not possible to bring forward the construction due to club consultation.</li> </ul>
<b>Total</b>	<b>2,819</b>	



MANNINGHAM



# STRATEGIC RESOURCE PLAN 2016-2020 & ANNUAL INITIATIVES 2016/17

Adopted 28 June 2016

## Contents

## Page

Message from the Mayor and CEO .....	3
Council Plan 2013 - 2017 .....	4
About the Strategic Resource Plan.....	5
Significant Matters Impacting the Strategic Resource Plan.....	6
The Victorian Reporting and Accountability Framework.....	7
2016/17 Major Initiatives and Initiatives .....	9
Budgeted Financial Statements .....	15
Plans and Strategies to achieve our Strategic Objectives .....	26

## Notice to Readers

### **Council consideration of the 2016/17 Annual Budget and 2016 – 2020 Strategic Resource Plan and Annual Initiatives 2016/17:**

Draft documents adopted 'in principle' by Council - 26 April 2016

Draft documents placed on public exhibition - May 2016

Public Submission Hearings – 7 June 2016

Final documents considered for adoption by Council - 28 June 2016

Any amendment following the exhibition period is detailed in a report to Council for the adoption of the 2016/17 Annual Budget and Strategic Resource Plan

For further information on the Strategic Resource Plan or the Annual Budget please contact:

Mr Kevin Ayre; Manager Finance on 9840 9212 or email [kevin.ayre@manningham.vic.gov.au](mailto:kevin.ayre@manningham.vic.gov.au)

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## Message from the Mayor and CEO

What's your wish for Manningham? That is the question we asked the Manningham community a few years ago, and delivering on those wishes continues to be at the core of Council activity and our plans for 2016/17.

The Strategic Resource Plan outlines the initiatives that Council intends to undertake to achieve the strategic objectives (or goals) as set out in our Council Plan, as well as a four-year forecast of the resources required to deliver on these services and activities.

Now as we approach the last year of the 2013-2017 Council Plan, we continue to invest in the renewal and upgrade of our community assets and local infrastructure, such as roads, sporting facilities and open space.

We have also placed a high priority on advocating on behalf of the community on important issues and priorities, such as public transport improvements, affordable housing, and funding for community programs including school focused youth services.

Our strategies and plans have been targeted at greater community connectivity, improved services and facilities, supporting the health and wellbeing of the community, and protecting the environment.

In 2016/17 we are committed to our program of works and the remaining initiatives originally outlined in the Council Plan 2013-2017.

The major initiatives outlined in the proposed Strategic Resource Plan for 2016/17 include:

- Continuing the Live Well in Bulleen Community Strengthening Project
- Finalising and opening the final one kilometre section of the Mullum Mullum Trail between Park and Heads roads to complete the 42-kilometer trail.
- Advocating to Public Transport Victoria and Transdev to improve bus services and increase capacity on the bus network in Manningham
- Commencing construction of the Mullum Mullum Stadium as a multi-use stadium, including five sport courts with seating for up to 500 spectators and improvements to the existing hockey, bowls and tennis facilities, pedestrian and cycling access, as well as landscaping
- Continuing to implement the actions of the 2011-2030 Economic Development Strategy with a strong focus on engaging local business
- Developing a new Council Plan and Municipal Public Health and Wellbeing Plan in consultation with the community.

The Strategic Resource Plan plays an important part in turning visions and objectives into tangible community-focused programs, facilities and services. While the current environment is full of challenges, equally there are many wonderful opportunities and we look forward to ongoing conversations with the community about our City's future priorities and services.

We are pleased to present you with the proposed 2016 - 2020 Strategic Resource Plan and Annual Initiatives 2016/17.

Paul McLeish

Mayor

Warwick Winn

CEO



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## Council Plan 2013 - 2017

The mission, vision, values and strategic objectives are as stated in the *Council Plan 2013 – 2017*.

### Council's Mission

To serve our community by delivering valued services and programs that meet community expectations.

### Council's Vision

To be a city that values people, heritage and resources. A city with a strong economy and diverse social and natural environment that will enrich our vibrant community.

### Council's Values

Honesty	We commit to truth, integrity and goodwill in our community.
Inclusiveness	We embrace and promote all people.
Transparency	We will be open in our practices and communication with the community.
Equity	We will be fair and impartial in serving the community.
Respect	We will treat people with dignity and courtesy.

### Strategic Objectives

The Strategic Objectives and the goals that underpin them, reflect our local community's aspirations as identified in the development of our *Generation 2030 Community Plan*. The Objectives are overarching themes that guide the Council Plan, as well as the Initiatives and Major Initiatives in the Strategic Resource Plan.

The Strategic Objectives are:

1. Our Community Spirit
2. Enjoy and Protect Our Natural Spaces
3. Getting from Place to Place
4. Planning for Where We Live
5. Everything We Need is Local
6. Council Leadership and Organisational Performance

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## About the Strategic Resource Plan

The Strategic Resource Plan is the key medium-term financial plan produced by Council. It is a rolling plan (one year to the next) that summarises the resources allocated and plans developed to achieve the Strategic Objectives over the next four years.

The 2016/17 Strategic Resource Plan should be read in conjunction with the Annual Budget 2016/17 and the Council Plan 2013 – 2017.

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### Purpose

The purpose of the Strategic Resource Plan is to:

- Establish a framework to manage the resources required to achieve the Strategic Objectives detailed in the Council Plan
- Detail the resources required to achieve the Strategic Objectives of the Council Plan as well as commitments in the adopted plans and strategies of Council
- Plan for the long-term financial sustainability of the Council
- Identify our key initiatives and major initiatives for the upcoming year
- Assist the Council to comply with sound financial management principles

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### How the Strategic Resource Plan was developed

Manningham City Council strives to deliver on its goals as outlined in the Council Plan 2013-2017.

The development of the Strategic Resource Plan follows extensive consultation, review and deliberation on past and future financial years to provide the best financial model to deliver on our key commitments. The details in this document are also the result of substantial internal planning and prioritising by Council.

The community are then invited to make submissions on the draft Strategic Resource Plan and Annual Budget, which can result in amendment and further refinement. Council then considers a final draft for adoption. Once the plan is adopted it becomes a key document of Council.

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### How the Strategic Resource Plan achieves our Strategic Objectives

The Strategic Resource Plan lists the key plans and strategies adopted by Council that will achieve its Strategic Objectives on the final page of this Plan. These plans and strategies provide the context for Council's resourcing requirements over the next four years as outlined in the financial statements and non financial resource statements.

Council has also identified how it will progress its goals for the 2016/17 financial year by identifying 24 initiatives. Of these, there are 6 'major initiatives' or priorities. Progress on the initiatives is reported throughout the year through the quarterly Organisational CEO Report to ensure success.

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## Significant Matters Impacting the Strategic Resource Plan

The Strategic Resource Plan is developed in line with the recently introduced State Government legislation on the 'Fair Go Rates System' which has capped rate increases by Victorian councils to the forecast movement of Consumer Price Index.

In addition to the Fair Go Rates System', Council's budget continues to be affected by the impact of long term cost shifting, grant reductions and increased charges from both State and Federal governments. Two such examples are the Federal Government freezing assistance grants funding which has reduced money available for roads in Manningham. Library funding from the State Government has also continually declined over the past decade, and Council has had to rely on rate revenue to cover the funding gap.

## Key Assumptions underlying the Forecasts in the Strategic Resource Plan

The Financial Statements in the Strategic Resource Plan were developed as part of the 2016/2017 Annual Budget process. The same statements are included in the 2016/2017 Annual Budget document. For more information refer to Section 9 of the Budget.

The Financial Statements were prepared with the following underlying assumptions:

- Service levels and standards are to remain at existing levels
- Government grants have been included where there is a high degree of certainty that the grant will be received
- Government grants to be escalated at below CPI (or at the advised level)
- General Rate increases as per the FGRS
- Financial principles and objectives in the Financial Strategy to be observed
- Economic and financial conditions remain within forecast parameters
- Minimum 33 per cent of rates will be applied to Council's Capital Works Program
- Salaries and wages to increase in 2016/2017 in line with current EBA.
- No significant cost shifting from other levels of government

# The Victorian Reporting and Accountability Framework

Alongside the Strategic Resource Plan, Manningham City Council has prepared various documents that

## Changes to Acts and Regulations

In January 2014 the *Local Government Amendment (Performance Reporting and Accountability) Act 2014* was passed by the Victorian Parliament.

To support this new legislation, the *Local Government (Finance and Reporting) Regulations 2004* were repealed and replaced with the *Local Government (Planning and Reporting) Regulations*.

The Regulations contain a number of important changes including strengthened disclosure requirements for:

- Capital works and human resource planning in councils' strategic resource plan and budget
- Proposed changes to rates and charges to inform public consultation on the proposed budget.

Manningham City Council strives to promote transparency and accountability as well as meeting all legislative requirements.

make up the planning and accountability framework for local government, including a Council Plan, an annual budget for each financial year and an annual report in respect of each financial year.

The relationships between these planning and reporting documents are shown below.

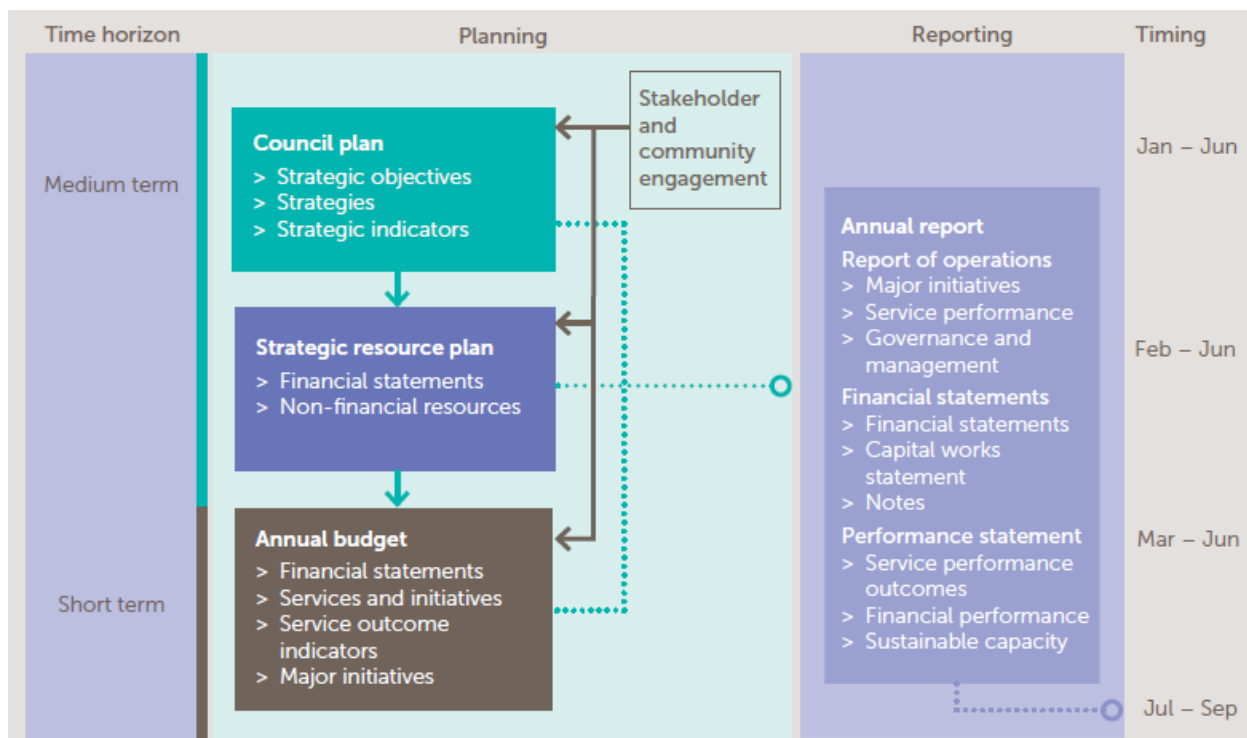


Diagram 1: Planning and Accountability Framework

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## The Council Plan

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Manningham City Council has a four year Council Plan. Our current Council Plan 2013 – 2017 states the Strategic Objectives of Council. The Council Plan details how we will achieve these objectives through our adopted plans and strategies, as well as listing indicators to monitor and measure our success.

The legislation introduced changes to the language used in the Manningham Council Plan and the 2013/14 Action Plan. Table One identifies some of these language changes.

Language changes	
Previous (Council Plan)	New (Local Government Performance Reporting Framework)
Themes	Strategic Objectives
Activities	Services
Council Plan Actions	Initiatives
Key Strategic Activities	Major Initiatives

*Table One: Language Changes – Council Plan compared to new reporting requirements*

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## The Annual Budget

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- Is a plan which reflects the first year of the strategic resource plan
- Describes services and initiatives which are to be funded for that financial year
- Includes service performance outcome indicators for monitoring performance
- Contains financial statements and other information including capital works, human resources and rating information as prescribed by the regulations.

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## The Annual Report

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- Provides an annual account of what Council has delivered over the financial year in a report of operations which includes details of major initiatives and initiatives.
- Details financial statements and capital works progress
- Includes a governance and management checklist for Council
- Includes reporting on service performance, financial performance and sustainability.

## 2016/17 Major Initiatives and Initiatives

To achieve our strategic objectives and goals, Manningham City Council is committed to delivering on the following initiatives in the 2016/17 financial year. The 24 Initiatives are set out under the most relevant strategic objectives, and are as follows:

1. Our Community Spirit (3 initiatives)	4. Planning for Where We Live (3 initiatives)
2. Enjoy and Protect Our Natural Spaces (6 initiatives)	5. Everything We Need is Local (4 initiatives)
3. Getting from Place to Place (3 initiative)	6. Council Leadership and Organisational Performance (5 initiatives)

### STRATEGIC OBJECTIVE ONE: OUR COMMUNITY SPIRIT

#### Goals

- 1.1. An inclusive and harmonious community that celebrates our diversity and draws strength from our differences
- 1.2. Safe and secure households and neighbourhoods, where people look out for one another
- 1.3. A community that is involved and well connected, strengthening community spirit
- 1.4. A community that feels a greater sense of public safety

#### Major Initiative

No.	Goal	Name	Description	Measure of Success
1	1.3	Implementation of the Live Well in Bulleen Community Strengthening Project	To promote better health outcomes for people in Bulleen by conducting new research that aims to understand ways to minimise social isolation and disadvantage.	Development of Live Well Bulleen Action Plan. Implementation of relevant community initiatives.

#### Initiatives

2	1.1	Community Facilities Resourcing Plan	Development of the Community Facilities Resourcing Plan	Community Facilities Resourcing Plan completed
3	1.2	Emergency Management Prevention and Preparedness Education Program	To continue to implement Emergency Management Prevention and Preparedness Education Programs to promote community resilience in times of emergency events impacting on the City of Manningham.	Draft disaster resilience strategy consultation with community/partners. Development of action/implementation plan in line with the finalised strategy.

## STRATEGIC OBJECTIVE TWO: ENJOY AND PROTECT OUR NATURAL SPACES

Our unique balance of City and Country is one of our defining traits. We value Manningham's natural environment and endeavour to maintain and protect it as a valuable community resource.

### Goals

- 2.1. Our unique balance of City and Country is safeguarded into the future
- 2.2. Our open spaces, bushlands, creeks and rivers are valued and preserved
- 2.3. We proactively seek innovative solutions to address the effects of climate change and work together to protect the environment
- 2.4. We protect our environment by providing responsive waste management services for our community

No.	Goal	Name	Description	Measure of Success
<b>Major Initiative</b>				
4	2.1	Mullum Mullum Creek Linear Park	To complete Mullum Mullum Creek Linear Park (Stage 3) - opening of the Trail	Opening of the final one kilometre section of the Mullum Mullum Trail between Park and Heads Roads.
<b>Initiatives</b>				
5	2.2	Bolin Bolin Billabong Integrated Water Management Project	To implement the Bolin Bolin Billabong Integrated Water Management Project.	Construction to be completed by 30 June 2017.
6	2.2	Implement the Open Space Strategy	Open Space Contribution proposed Planning Scheme Amendment	Finalise open space developer contribution rate, and commence Planning Scheme Amendment to introduce rate into the Manningham Planning Scheme
7	2.3	Revised Drainage Strategy	To develop and implement a revised Drainage Strategy that will coordinate, maintain and improve Manningham's drainage infrastructure to achieve acceptable standards of stormwater performance and management.	Revised strategy to be presented for Council endorsement by 30 June 2017. (This item has been carried over from 2015/16)
8	2.3	Sustainable Management, Monitoring and Enhancement for the Natural and Built Environment	To continue to implement environmental services and programs and encourage the community to engage with environmental sustainability issues and make environmental improvements in their everyday lives.	Successful achievement of major projects on the Natural Environment (18), Environmental Stewardship/Education (5) and Sustainability projects (7) by 30 June 2017.
9	2.4	Implementation of improved Waste Management System	To deliver a waste management system that is responsive to our community needs	To reduce the percentage of household waste diverted from landfill.

### STRATEGIC OBJECTIVE THREE: GETTING FROM PLACE TO PLACE

We acknowledge the importance of an integrated and efficient transport network, with a variety of accessible, safe and affordable transport options to enable travel, in, out and around the area. The reduction on the reliance on cars is a priority for Council and we will endeavour to ensure pedestrian and bicycle routes are well integrated with connections to public transport and the City.

#### Goals

- 3.1. The need for an integrated and efficient transport network providing affordable, well connected and alternative forms of travel
- 3.2. A well connected and accessible community with linked bicycle and walking pathways

No	Goal	Name	Description	Measure of Success
<b>Major Initiative</b>				
10	3.1	Transport Advocacy	To continue Council's advocacy for improved public transport options for Manningham, including improvements to the bus, cycling, pedestrian and road network, and advocacy for heavy rail to Doncaster.	Coordinate with PTV and Transdev to improve bus services and increase capacity on the bus network in Manningham by 30 June 2017. Secure the median-strip of the Eastern Freeway for future public transport purposes (rail or Bus Rapid Transit).
<b>Initiative</b>				
11	3.1	Doncaster Hill Mode Shift Plan	To implement the Doncaster Hill Mode Shift Plan as a high priority action of the Doncaster Hill Strategy	Implementation of the Doncaster Hill Mode Shift Behaviour Change Plan in accordance with the Action Plan by 30 June 2017.
12	3.2	Improvements to the Principal Pedestrian Network	Develop a program for the installation of facilities including seating in support of the Principal Pedestrian Network.	Program to be developed, costed and finalised by 30 June 2017.



## STRATEGIC OBJECTIVE FOUR: PLANNING FOR WHERE WE LIVE

We recognise the need to continue to respond to the challenges of population growth. Council endeavours to take a considered and sustainable approach to development, respecting the natural environment. Council will work collaboratively with the community to ensure effective planning is in place and local infrastructure meets the needs of future populations.

### Goals

- 4.1. A considered and sustainable approach to residential and commercial development balancing the needs of our diverse population with our natural surroundings
- 4.2. A diverse range of affordable and accessible housing options are available to accommodate the changing needs of our community
- 4.3. Effective planning for local infrastructure that addresses increasing population pressures

No	Goal	Name	Description	Measure of Success
<b>Major Initiative</b>				
13	4.3	Mullum Mullum Stadium	Complete working drawings to enable Construction Tender to be awarded	40% construction of the Mullum Mullum stadium completed
<b>Initiatives</b>				
14	4.2	Manningham Residential Strategy (2012) Implementation	To continue to implement the high priority actions of the Manningham Residential Strategy by developing new planning policies and controls.	Progression of 90 per cent of the strategy's short term actions by 30 June 2017
15	4.3	Completion of the 2016/17 Capital Works Program	To complete capital works in accordance with the proposed Program	To complete the 2016/17 capital works in accordance with the proposed Program schedule, to expend equal to or at least 90% of the adopted capital budget.

## STRATEGIC OBJECTIVE FIVE: EVERYTHING WE NEED IS LOCAL

We support sustainable, cohesive and well resourced communities with relevant services and facilities. Council seeks to ensure all community members have access to vital services that meet their needs. Promotion of distinct local villages and activity centres are valued and cultivated and we aim to support businesses and traders to build a resilient local economy.

### Goals

- 5.1. Accessible services and facilities for people of all abilities and ages
- 5.2. Our distinct local villages and activity centres are vibrant places to meet and provide support to local businesses and traders
- 5.3. Access to services that promote health, wellbeing and education

No	Goal	Name	Description	Measure of Success
<b>Major Initiative</b>				
16	5.2	Economic Development Strategy Implementation	To continue to implement the Economic Development Strategy with a particular focus on enhancing Manningham's tourism and activity centres to improve the economy of the City.	Continue to implement the actions of the 2011-2030 Economic Development Strategy with a strong focus on engaging local businesses that results in 10% increases in subscribers and local directory contacts.
<b>Initiatives</b>				
17	5.1	Dementia friendly City	To promote a dementia friendly municipality	<ul style="list-style-type: none"> <li>• Dementia Alliance Group Established</li> <li>• 2016-2017 Action Plan developed</li> <li>• Alzheimer's Australia Victoria /DHHS HACC Dementia Advisory Group participation</li> </ul>
18	5.1	Bulleen Library Feasibility	Consideration of the feasibility study findings which identifies and investigates options for the future relocation of the Bulleen Library.	Feasibility recommendations and actions for 2016/17 considered by Council.
19	5.3	Active for Life Strategy Minor Review	To undertake a minor review of Active for Life Recreation Strategy. The Strategy guides the provision of recreation programs and facilities to better support the recreation needs of residents.	Complete a minor review including an evaluation, benchmarking, consultation and an updated action plan for the next five years.

## STRATEGIC OBJECTIVE SIX: COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE

We strive to be an innovative and progressive Council that actively seeks partnerships and opportunities to expand its knowledge base. Council leads through transparent processes and mechanisms, effective planning, advocacy and accountability. We pursue best practice in engaging our local community in the decision making process.

### Goals

- 6.1. A responsive Council which leads through effective planning, advocacy, transparency and accountability
- 6.2. An efficient organisation that aims to continuously improve service delivery to benefit community outcomes

No	Goal	Name	Description	Measure of Success
<b>Major Initiative</b>				
20	6.1	Development of the Council Plan	To engage the community in the development of the 2017 - 2021 Council Plan	A Council Plan developed in consultation with the community
<b>Initiatives</b>				
21	6.1	Development of the Municipal Public Health and Wellbeing Plan	To undertake the development of Council's Municipal Public Health and Wellbeing Plan 2017 - 2021 in partnership with community, to ensure that Council meets its statutory obligations.	Draft Municipal Public Health and Wellbeing Plan prepared in readiness for public comment
22	6.2	IT Major Project Management and Implementation	To employ additional IT resources to help deliver a range of critical IT projects and systems needed to support customer service and service delivery outcomes.	Implementation of Invoice Scanning, implementation and rollout of an Asset Management System and improvement of project and contract management processes.
23	6.2	Customer Service Improvement Opportunities (Phase 2)	Enhance Council's customer service quality and responsiveness through strengthening processes and systems.	Implementation of the 2016/17 actions from the customer service strategy and roadmap to increase service standards.
24	6.2	Continuous Improvement Program	To work collaboratively across the organisation to identify improvements that will result in better service delivery and customer satisfaction in preparedness for the future.	A program of continuous improvement results in documented benefits for the community and organisation

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## Budgeted Financial Statements

Table 1: Comprehensive Income Statement	16
Table 2: Balance Sheet	17
Table 3: Statement of Changes in Equity	18
Table 4: Statement of Cash Flows	19
Table 5: Statement of Capital Works	20
Table 6: Statement of Human Resources	21

### Other Information

Table 7: Summary of Planned Capital Works Expenditure	22
Table 8: Summary of Planned Human Resources Expenditure (and EFT)	24

## Table 1: Comprehensive Income Statement

For the four years ending 30 June 2020

	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Income</b>				
General Rates	82,209	85,925	89,795	93,724
Waste charges	10,688	11,332	11,787	12,259
Statutory fees and fines	1,976	1,889	1,955	2,022
User fees	10,482	10,856	11,597	11,918
Interest income	1,530	1,194	1,244	1,239
Grants - Operating (recurrent)	10,982	11,201	11,425	11,653
Grants - Operating (non-recurrent)	76	78	80	82
Grants - Capital (non-recurrent)	2,512	3,276	266	68
Grants - Capital (recurrent)	2,023	1,181	1,209	1,237
Contributions - monetary	3,477	1,043	2,226	1,912
Contributions - non-monetary	464	464	464	464
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	400	2,433	300	315
Other income	964	998	1,033	1,070
<b>Total income</b>	<b>127,783</b>	<b>131,870</b>	<b>133,381</b>	<b>137,963</b>
<b>Expenses</b>				
Employee costs	50,235	50,949	51,754	52,665
Materials, services and contracts	11,733	12,045	12,550	13,430
Waste contracts	10,215	10,835	11,261	11,703
Utilities	2,721	2,627	2,758	3,001
Community grants	5,517	5,574	5,713	5,856
Depreciation and amortisation	21,441	22,033	22,091	22,708
Finance costs	386	374	363	263
Rate capping savings target	-	(428)	(872)	(1,435)
Other expenses	10,713	9,696	9,937	10,207
<b>Total expenses</b>	<b>112,961</b>	<b>113,705</b>	<b>115,555</b>	<b>118,398</b>
<b>Surplus/(deficit) for the year</b>	<b>14,822</b>	<b>18,165</b>	<b>17,826</b>	<b>19,565</b>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>				
Net asset revaluation increment /(decrement)	33,666	34,673	35,764	36,909
<b>Total comprehensive result</b>	<b>48,488</b>	<b>52,838</b>	<b>53,590</b>	<b>56,474</b>

**Table 2: Balance Sheet**  
For the four years ending 30 June 2020

	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	43,674	46,091	47,785	46,069
Trade and other receivables	8,046	8,345	8,649	8,867
Other assets	983	993	1,003	1,013
<b>Total current assets</b>	<b>52,703</b>	<b>55,429</b>	<b>57,437</b>	<b>55,949</b>
<b>Non-current assets</b>				
Investments in regional library corporation	1,992	1,992	1,992	1,992
Trade and other receivables	31	31	31	31
Investments	169	169	169	169
Property, infrastructure, plant & equipment	1,883,278	1,934,243	1,986,814	2,042,197
Intangible assets	2,783	2,826	2,733	2,657
<b>Total non-current assets</b>	<b>1,888,253</b>	<b>1,939,261</b>	<b>1,991,739</b>	<b>2,047,046</b>
<b>Total assets</b>	<b>1,940,956</b>	<b>1,994,690</b>	<b>2,049,176</b>	<b>2,102,995</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	10,770	11,125	11,480	11,923
Trust funds and deposits	7,033	7,498	7,963	8,428
Provisions	12,098	12,440	12,792	13,154
Interest-bearing loans and borrowings	253	263	3,913	285
Income received in advance	743	793	843	893
<b>Total current liabilities</b>	<b>30,897</b>	<b>32,119</b>	<b>36,991</b>	<b>34,683</b>
<b>Non-current liabilities</b>				
Provisions	715	652	589	526
Interest-bearing loans and borrowings	8,703	8,440	4,527	4,243
<b>Total non-current liabilities</b>	<b>9,418</b>	<b>9,092</b>	<b>5,116</b>	<b>4,769</b>
<b>Total liabilities</b>	<b>40,315</b>	<b>41,211</b>	<b>42,107</b>	<b>39,452</b>
<b>Net assets</b>	<b>1,900,641</b>	<b>1,953,479</b>	<b>2,007,069</b>	<b>2,063,543</b>
<b>Equity</b>				
Accumulated surplus	646,797	665,760	683,228	702,133
Asset revaluation reserve	1,246,758	1,281,431	1,317,195	1,354,104
Reserves	7,086	6,288	6,646	7,306
<b>Total equity</b>	<b>1,900,641</b>	<b>1,953,479</b>	<b>2,007,069</b>	<b>2,063,543</b>

### Table 3: Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017</b>				
Balance at beginning of the financial year	1,852,153	633,883	1,213,092	5,178
Surplus/(deficit) for the year	14,822	14,822	-	-
Net asset revaluation increment/(decrement)	33,666	-	33,666	-
Transfer to other reserves	-	(3,477)	-	3,477
Transfer from other reserves	-	1,569	-	(1,569)
<b>Balance at end of the financial year</b>	<b>1,900,641</b>	<b>646,797</b>	<b>1,246,758</b>	<b>7,086</b>
<b>2018</b>				
Balance at beginning of the financial year	1,900,641	646,797	1,246,758	7,086
Surplus/(deficit) for the year	18,165	18,165	-	-
Net asset revaluation increment/(decrement)	34,673	-	34,673	-
Transfer to other reserves	-	(1,043)	-	1,043
Transfer from other reserves	-	1,841	-	(1,841)
<b>Balance at end of the financial year</b>	<b>1,953,479</b>	<b>665,760</b>	<b>1,281,431</b>	<b>6,288</b>
<b>2019</b>				
Balance at beginning of the financial year	1,953,479	665,760	1,281,431	6,288
Surplus/(deficit) for the year	17,826	17,826	-	-
Net asset revaluation increment/(decrement)	35,764	-	35,764	-
Transfer to other reserves	-	(2,226)	-	2,226
Transfer from other reserves	-	1,868	-	(1,868)
<b>Balance at end of the financial year</b>	<b>2,007,069</b>	<b>683,228</b>	<b>1,317,195</b>	<b>6,646</b>
<b>2020</b>				
Balance at beginning of the financial year	2,007,069	683,228	1,317,195	6,646
Surplus/(deficit) for the year	19,565	19,565	-	-
Net asset revaluation increment/(decrement)	36,909	-	36,909	-
Transfer to other reserves	-	(1,912)	-	1,912
Transfer from other reserves	-	1,252	-	(1,252)
<b>Balance at end of the financial year</b>	<b>2,063,543</b>	<b>702,133</b>	<b>1,354,104</b>	<b>7,306</b>

**Table 4: Statement of Cash Flows**

For the four years ending 30 June 2020

	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
	<b>Inflows (Outflows)</b>	<b>Inflows (Outflows)</b>	<b>Inflows (Outflows)</b>	<b>Inflows (Outflows)</b>
<b>Cash flows from operating activities</b>				
Rates and waste charges	92,947	96,958	101,278	105,765
Statutory fees and fines	1,976	1,889	1,955	2,022
User fees	10,532	10,906	11,647	11,968
Grants - operating	11,058	11,279	11,505	11,735
Grants - capital	4,535	4,457	1,475	1,305
Contributions - monetary	3,477	1,043	2,226	1,912
Interest income	1,530	1,194	1,244	1,239
Trust funds and deposits	465	465	465	465
Other receipts	964	998	1,033	1,070
Employee costs	(49,794)	(50,638)	(51,444)	(52,038)
Materials and services	(11,434)	(11,732)	(12,226)	(13,325)
Waste contracts	(10,215)	(10,835)	(11,261)	(11,703)
Utilities	(2,721)	(2,627)	(2,758)	(3,001)
Finance costs	(386)	(374)	(363)	(263)
Other payments	(16,230)	(14,842)	(14,778)	(14,628)
<b>Net cash provided by/(used in) operating activities</b>	<b>36,704</b>	<b>38,141</b>	<b>39,998</b>	<b>42,523</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(50,694)	(39,471)	(39,041)	(41,377)
Proceeds from sale of property, infrastructure, plant and equipment	4,002	4,000	1,000	1,050
<b>Net cash provided by/ (used in) investing activities</b>	<b>(46,692)</b>	<b>(35,471)</b>	<b>(38,041)</b>	<b>(40,327)</b>
<b>Cash flows from financing activities</b>				
Finance costs				
Proceeds from borrowings	1,920	-	-	-
Repayment of borrowings	(243)	(253)	(263)	(3,912)
<b>Net cash provided by/(used in) financing activities</b>	<b>1,677</b>	<b>(253)</b>	<b>(263)</b>	<b>(3,912)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(8,311)</b>	<b>2,417</b>	<b>1,694</b>	<b>(1,716)</b>
Cash and cash equivalents at the beginning of the financial year	51,985	43,674	46,091	47,785
<b>Cash and cash equivalents at the end of the financial year</b>	<b>43,674</b>	<b>46,091</b>	<b>47,785</b>	<b>46,069</b>



**Table 5: Statement of Capital Works**

For the four years ending 30 June 2020

	Budget	Strategic Resource Plan		
	2016/17 \$'000	Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Property</b>				
Buildings	14,925	14,149	4,648	4,275
Building improvements	211	64	66	69
<b>Total buildings</b>	<b>15,136</b>	<b>14,213</b>	<b>4,714</b>	<b>4,344</b>
<b>Total property</b>	<b>15,136</b>	<b>14,213</b>	<b>4,714</b>	<b>4,344</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	2,020	2,071	2,121	2,273
Fixtures, fittings and furniture	55	64	66	69
Computers and telecommunications	1,298	549	413	430
<b>Total plant and equipment</b>	<b>3,373</b>	<b>2,684</b>	<b>2,600</b>	<b>2,772</b>
<b>Infrastructure</b>				
Roads	10,445	11,708	16,392	17,096
Footpaths and cycleways	909	976	1300	1677
Drainage	4,685	2,834	3,044	3,155
Recreational, leisure and community facilities	2,254	1097	1341	1569
Waste management	5,800	-	-	-
Parks, open space and streetscapes	3,986	4,237	8,147	9,031
Off street car parks	356	326	229	432
Other infrastructure	3,750	1,396	1,274	1,301
<b>Total infrastructure</b>	<b>32,185</b>	<b>22,574</b>	<b>31,727</b>	<b>34,261</b>
<b>Total capital works expenditure</b>	<b>50,694</b>	<b>39,471</b>	<b>39,041</b>	<b>41,377</b>
<b>Represented by:</b>				
New asset expenditure	18,271	16,918	13,946	15,476
Asset renewal expenditure	26,224	17,980	19,165	19,479
Asset expansion expenditure	1,514	1145	1671	1853
Asset upgrade expenditure	4,685	3428	4,259	4569
<b>Total capital works expenditure</b>	<b>50,694</b>	<b>39,471</b>	<b>39,041</b>	<b>41,377</b>

## Table 6 Statement of Human Resources

For the four years ending 30 June 2020

	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Staff expenditure</b>				
Employee costs - operating	<b>50,235</b>	50,949	51,754	52,665
Employee costs - capital	<b>1,575</b>	1,607	1,639	1,672
<b>Total staff expenditure</b>	<b>51,810</b>	<b>52,556</b>	<b>53,393</b>	<b>54,337</b>
	<b>EFT</b>	EFT	EFT	EFT
<b>Staff numbers</b>				
Employees	<b>501.15</b>	501.15	501.15	501.15
<b>Total staff numbers</b>	<b>501.15</b>	<b>501.15</b>	<b>501.15</b>	<b>501.15</b>

**Table 7: Summary of Planned Capital Works Expenditure**

For the four years ending 30 June 2020

Capital Works Area	Asset expenditure type					Summary of funding sources				
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2017</b>										
<b>PROPERTY</b>										
Buildings	14,925	7,989	5,435	923	578	2,587	194	10,144	2,000	-
Building Improvements	211	102	31	42	36	-	-	211	-	-
<b>TOTAL PROPERTY</b>	<b>15,136</b>	<b>8,091</b>	<b>5,466</b>	<b>965</b>	<b>614</b>	<b>2,587</b>	<b>194</b>	<b>10,355</b>	<b>2,000</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>										
Plant, Machinery and Equipment	2,020	-	2,020	-	-	-	-	1,020	1,000	-
Fixtures, Fittings and Furniture	55	-	55	-	-	-	-	55	-	-
Computers and Telecommunications	1,298	443	780	75	-	-	-	1,298	-	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>3,373</b>	<b>443</b>	<b>2,855</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,373</b>	<b>1,000</b>	<b>-</b>
<b>INFRASTRUCTURE</b>										
Roads	10,445	1,322	7,293	1,211	619	2,023	-	8,422	-	-
Footpaths and Cycleways	909	909	-	-	-	-	-	909	-	-
Drainage	4,685	1,593	1,547	1,545	-	-	-	4,685	-	-
Recreational, Leisure and Community Facilities	2,254	1,131	690	311	122	171	490	1,593	-	-
Waste Management	5,800	-	5,800	-	-	-	5,800	-	-	-
Parks, Open Space and Streetscapes	3,986	2,731	1,190	55	10	101	885	3,000	-	-
Off Street Car Parks	356	166	82	108	-	-	-	356	-	-
Other Infrastructures	3,750	1,885	1,301	415	149	89	-	1,741	-	1,920
<b>TOTAL INFRASTRUCTURE</b>	<b>32,185</b>	<b>9,737</b>	<b>17,903</b>	<b>3,645</b>	<b>900</b>	<b>2,384</b>	<b>7,175</b>	<b>20,706</b>	<b>-</b>	<b>1,920</b>
<b>TOTAL CAPITAL WORKS 2016/17</b>	<b>50,694</b>	<b>18,271</b>	<b>26,224</b>	<b>4,685</b>	<b>1,514</b>	<b>4,971</b>	<b>7,369</b>	<b>33,434</b>	<b>3,000</b>	<b>1,920</b>

**Table 7: Summary of Planned Capital Works Expenditure**

For the four years ending 30 June 2020

Capital Works Area	Asset expenditure type					Summary of funding sources				
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2018</b>										
<b>PROPERTY</b>										
Buildings	14,149	8,343	5,257	336	214	3,213	15	10,921	-	-
Building Improvements	64	29	16	13	6	-	-	64	-	-
<b>TOTAL PROPERTY</b>	<b>14,213</b>	<b>8,372</b>	<b>5,273</b>	<b>349</b>	<b>220</b>	<b>3,213</b>	<b>15</b>	<b>10,985</b>	<b>-</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>										
Plant, Machinery and Equipment	2,071	-	2,071	-	-	-	-	1,071	1,000	-
Fixtures, Fittings and Furniture	64	-	64	-	-	-	-	64	-	-
Computers and Telecommunications	549	15	459	75	-	-	-	549	-	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,684</b>	<b>15</b>	<b>2,594</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,684</b>	<b>1,000</b>	<b>-</b>
<b>INFRASTRUCTURE</b>										
Roads	11,708	1,982	7,288	1,613	826	1,181	-	10,527	-	-
Footpaths and Cycleways	976	976	-	-	-	-	-	976	-	-
Drainage	2,834	964	935	935	-	-	-	2,834	-	-
Recreational, Leisure and Community Facilities	1,097	527	495	74	-	63	512	522	-	-
Parks, Open Space and Streetscapes	4,237	3,018	1,116	100	3	-	1,314	2,923	-	-
Off Street Car Parks	326	150	75	101	-	-	-	326	-	-
Other Infrastructures	1,396	914	204	182	96	-	-	753	643	-
<b>TOTAL INFRASTRUCTURE</b>	<b>22,574</b>	<b>8,531</b>	<b>10,113</b>	<b>3,005</b>	<b>925</b>	<b>1,244</b>	<b>1,826</b>	<b>18,861</b>	<b>643</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS 2017/18</b>	<b>39,471</b>	<b>16,918</b>	<b>17,980</b>	<b>3,428</b>	<b>1,145</b>	<b>4,457</b>	<b>1,841</b>	<b>31,530</b>	<b>1,643</b>	<b>-</b>

**Table 7: Summary of Planned Capital Works Expenditure**

For the four years ending 30 June 2020

Capital Works Area	Asset expenditure type					Summary of funding sources				
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>										
<b>PROPERTY</b>										
Buildings	4,648	422	4,086	84	56	-	17	4,631	-	-
Building Improvements	66	30	17	13	7	-	-	66	-	-
<b>TOTAL PROPERTY</b>	<b>4,714</b>	<b>452</b>	<b>4,103</b>	<b>97</b>	<b>63</b>	<b>-</b>	<b>17</b>	<b>4,697</b>	<b>-</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>										
Plant, Machinery and Equipment	2,121	-	2,121	-	-	-	-	1,121	1,000	-
Fixtures, Fittings and Furniture	66		66					66		
Computers and Telecommunications	413	15	398	-	-	-	-	413	-	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,600</b>	<b>15</b>	<b>2,585</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,600</b>	<b>1,000</b>	<b>-</b>
<b>INFRASTRUCTURE</b>										
Roads	16,392	3,606	8,631	2,647	1,508	1,209	-	15,183	-	-
Footpaths and Cycleways	1,300	1,300	-	-	-	-	-	1,300	-	-
Drainage	3,044	1,035	1,005	1,005	-	-	-	3,044	-	-
Recreational, Leisure and Community Facilities	1,341	700	564	77	-	266	532	543	-	-
Parks, Open Space and Streetscapes	8,147	5,902	2,021	222	3	-	1,319	6,828	-	-
Off Street Car Parks	229	152	51	27	-	-	-	229	-	-
Other Infrastructures	1,274	785	208	184	97	-	-	1,274	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>31,727</b>	<b>13,479</b>	<b>12,478</b>	<b>4,162</b>	<b>1,609</b>	<b>1,475</b>	<b>1,851</b>	<b>28,401</b>	<b>-</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS 2018/19</b>	<b>39,041</b>	<b>13,946</b>	<b>19,166</b>	<b>4,259</b>	<b>1,671</b>	<b>1,475</b>	<b>1,868</b>	<b>34,698</b>	<b>1,000</b>	<b>-</b>

**Table 7: Summary of Planned Capital Works Expenditure**

For the four years ending 30 June 2020

Capital Works Area	Asset expenditure type					Summary of funding sources				
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Asset sales	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2020</b>										
<b>PROPERTY</b>										
Buildings	4,275	558	3,476	145	96	-	-	4,275	-	-
Building Improvements	69	31	17	14	7	-	-	69	-	-
<b>TOTAL PROPERTY</b>	<b>4,344</b>	<b>589</b>	<b>3,493</b>	<b>158</b>	<b>103</b>	<b>-</b>	<b>-</b>	<b>4,344</b>	<b>-</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>										
Plant, Machinery and Equipment	2,273	-	2,273	-	-	-	-	1,223	1,050	-
Fixtures, Fittings and Furniture	69	-	69	-	-	-	-	69	-	-
Computers and Telecommunications	430	15	415	-	-	-	-	430	-	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,772</b>	<b>15</b>	<b>2,757</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,722</b>	<b>1,050</b>	<b>-</b>
<b>INFRASTRUCTURE</b>										
Roads	17,096	3,753	8,825	2,870	1,648	1,237	-	15,859	-	-
Footpaths and Cycleways	1,677	1,677	-	-	-	-	-	1,677	-	-
Drainage	3,155	1,073	1,041	1,041	-	-	-	3,155	-	-
Recreational, Leisure and Community Facilities	1,569	861	628	80	-	68	553	948	-	-
Parks, Open Space and Streetscapes	9,031	6,401	2,422	205	3	-	699	7,355	977	-
Off Street Car Parks	432	303	101	28	-	-	-	432	-	-
Other Infrastructures	1,301	805	211	187	99	-	-	1,301	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>34,261</b>	<b>14,872</b>	<b>13,228</b>	<b>4,411</b>	<b>1,750</b>	<b>1,305</b>	<b>1,252</b>	<b>30,727</b>	<b>977</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS 2019/20</b>	<b>41,377</b>	<b>15,476</b>	<b>19,478</b>	<b>4,569</b>	<b>1,853</b>	<b>1,305</b>	<b>1,252</b>	<b>36,793</b>	<b>2,027</b>	<b>-</b>

**Table 8: Summary of Planned Human Resources Expenditure (and EFT)**

For the four years ending 30 June 2020				
Directorate	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Chief Executive and Councillors</b>				
- Permanent full time	600	608	617	628
- Permanent part time	-	-	-	-
- Casual and other employee costs	6	6	6	6
<b>Total Chief Executive and Councillors</b>	<b>606</b>	<b>614</b>	<b>623</b>	<b>634</b>
<b>Shared Services</b>				
- Permanent full time	9,148	9,272	9,414	9,577
- Permanent part time	1,039	1,060	1,081	1,103
- Casual and other employee costs	243	248	253	258
<b>Total Shared Services</b>	<b>10,430</b>	<b>10,580</b>	<b>10,748</b>	<b>10,938</b>
<b>Community Programs</b>				
- Permanent full time	4,377	4,380	4,406	4,458
- Permanent part time	8,708	8,882	9,060	9,241
- Casual and other employee costs	1,368	1,395	1,423	1,451
<b>Total Community Programs</b>	<b>14,453</b>	<b>14,657</b>	<b>14,889</b>	<b>15,150</b>
<b>Strategic Governance</b>				
- Permanent full time	670	678	689	701
- Permanent part time	100	102	104	106
- Casual and other employee costs	-	-	-	-
<b>Total Governance Services</b>	<b>770</b>	<b>780</b>	<b>793</b>	<b>807</b>
<b>Planning and Environment</b>				
- Permanent full time	7,014	7,099	7,200	7,321
- Permanent part time	2,043	2,084	2,126	2,169
- Casual and other employee costs	363	370	377	385
<b>Total Planning and Environment</b>	<b>9,420</b>	<b>9,553</b>	<b>9,703</b>	<b>9,875</b>
<b>Assets and Engineering</b>				
- Permanent full time	13,393	13,577	13,787	14,028
- Permanent part time	683	697	711	725
- Casual and other employee costs	254	259	264	269
<b>Total Assets and Engineering</b>	<b>14,330</b>	<b>14,533</b>	<b>14,762</b>	<b>15,022</b>
<b>Corporate Finance</b>				
- Permanent full time	-	-	-	-
- Permanent part time	-	-	-	-
- Casual and other employee costs	226	232	236	239
<b>Total Corporate Finance</b>	<b>226</b>	<b>232</b>	<b>236</b>	<b>239</b>
<b>Total Staff Expenditure</b>	<b>50,235</b>	<b>50,949</b>	<b>51,754</b>	<b>52,665</b>

Directorate	Budget	Strategic Resource Plan Projections		
	2016/17 EFT	2017/18 EFT	2018/19 EFT	2019/20 EFT
<b>Chief Executive and Councillors</b>				
- Permanent full time	2.97	2.97	2.97	2.97
- Permanent part time	-	-	-	-
- Casual and other employee costs	0.03	0.03	0.03	0.03
<b>Total Chief Executive and Councillors</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Shared Services</b>				
- Permanent full time	80.23	80.23	80.23	80.23
- Permanent part time	11.88	11.88	11.88	11.88
- Casual and other employee costs	-	-	-	-
<b>Total Shared Services</b>	<b>92.11</b>	<b>92.11</b>	<b>92.11</b>	<b>92.11</b>
<b>Community Programs</b>				
- Permanent full time	41.38	41.38	41.38	41.38
- Permanent part time	103.73	103.73	103.73	103.73
- Casual and other employee costs	4.91	4.91	4.91	4.91
<b>Total Community Programs</b>	<b>150.02</b>	<b>150.02</b>	<b>150.02</b>	<b>150.02</b>
<b>Strategic Governance</b>				
- Permanent full time	6.00	6.00	6.00	6.00
- Permanent part time	0.91	0.91	0.91	0.91
- Casual and other employee costs	-	-	-	-
<b>Total Governance Services</b>	<b>6.91</b>	<b>6.91</b>	<b>6.91</b>	<b>6.91</b>
<b>Planning and Environment</b>				
- Permanent full time	65.55	65.55	65.55	65.55
- Permanent part time	22.28	22.28	22.28	22.28
- Casual and other employee costs	2.47	2.47	2.47	2.47
<b>Total Planning and Environment</b>	<b>90.30</b>	<b>90.30</b>	<b>90.30</b>	<b>90.30</b>
<b>Assets and Engineering</b>				
- Permanent full time	151.65	151.65	151.65	151.65
- Permanent part time	7.16	7.16	7.16	7.16
- Casual and other employee costs	-	-	-	-
<b>Total Assets and Engineering</b>	<b>158.81</b>	<b>158.81</b>	<b>158.81</b>	<b>158.81</b>
<b>Total Staff Numbers</b>	<b>501.15</b>	<b>501.15</b>	<b>501.15</b>	<b>501.15</b>



## Plans and Strategies to achieve our Strategic Objectives

The Strategic Resources Plan takes into account the services and initiatives as stated in the key adopted plans and strategies following.

### Objective 1: Our Community Spirit

Access, Equity and Diversity Strategy	Ageing Well in Manningham Strategy
Active for Life Recreation Strategy	Community Safety Plan
Cultural Strategy	Municipal Public Health and Wellbeing Plan
Prevention of Violence Against Women Strategy	Reconciliation Action Plan
Disability, Access and Inclusion Plan	

### Objective 2. Enjoy and Protect Our Natural Spaces

Domestic Animal Management Plan	Climate 2020 Action Plan
Green Wedge Strategy and Action Plan 2020	Park Asset Management Plan
Open Space Strategy	Domestic Waste Water Management
Healthy Habitats: Bushland Management Strategy	Sustainable Water Management Plan - Water 15
Securing The Future Adaptation Plan 2012	

### Objective 3. Getting from Place to Place

Road Safety Strategy	Walk Manningham Plan
Arterial Roads Strategy	Bicycle Strategy
Doncaster Hill Mode Shift Behaviour Change Plan	Integrated Transport Strategy
Road Asset Management Plan	Road Management Plan

### Objective 4. Planning for Where We Live

Manningham Planning Scheme	Flood Management Plan
Emergency Management Plan	Streetscape Character Study
Drainage Strategy	Stormwater Management Plan
Fire Management Plan	Sustainable Water Management Plan
Waste Management Strategy	Outdoor Signage Strategy

### Objective 5. Everything We Need is Local

Manningham Early Years Plan	Residential Strategy
Doncaster Hill Strategy	Templestowe Village Structure Plan
Doncaster East Structure Plan	The Pines Activity Centre Structure Plan
Economic Development Strategy	Tunstall Square Structure Plan

### Objective 6. Council Leadership and Organisational Performance

Asset Management Plans	Risk Management Framework
Ten Year Financial Strategy	Manningham's Community Local Law 2013
Special Rates and Charges Policy	Strategic Resource Plan and Budget documents
Council Plan	Municipal Strategic Statement



# MINUTES



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**Minutes of the Budget and Strategic Resource Committee meeting held on 7 June 2016 to hear submissions in relation to the 2016/17 Annual Budget and Strategic Resource Plan.**

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**This Meeting is an Assembly of Councillors**

# MINUTES



The Meeting opened at 7.06pm.

## **1. Attendance**

### Committee Members Present

Cr Paul McLeish (Mayor), Cr Meg Downie, Cr Sophy Galbally, Cr Geoff Gough, Cr Jim Grivokostopoulos and Cr Dot Haynes (Deputy Mayor).

### Apologies

Cr Michelle Kleinert and Cr Stephen O'Brien.

## **2. Conflict of Interest – Disclosure**

No conflicts of interest were disclosed.

## **3. 2016/2017 Annual Budget and Strategic Resource Plan - Receipt of Public Submission**

The proposed Annual Budget 2016/17, the Strategic Resource Plan 2016-2020 and the Annual Initiatives 2016/17 were adopted in draft by Council on 26 April 2016 and placed on public exhibition for community review and consultation.

The public exhibition period closed on 26 May 2016 and 262 submissions were received. A copy of all submissions received was distributed to all Councillors.

Two submitters requested to address the Budget and Strategic Resource Plan Committee in support of their written submission; however one was not able to attend.

The verbal submission by Mr J Sheedy, representing the Committee of the Applewood Residents' Association Inc, is summarised below.

### **Mr J Sheedy**

Mr Sheedy submission called upon Council to introduce a new category for rating purposes named 'Retirement Village Land' and to strike a differential rate for 'Retirement Village Land' of 25% less than the general rate.

Mr Sheedy commented on many of the 15 reasons to justify the request as stated in his written submission and provided a cost analysis to quantify and justify the request. He also provided comments to rebuke Council's past arguments against the introduction of a 'Retirement Village Land' differential rate.

## **4. Close of Meeting**

The Mayor thanked Mr Sheedy for addressing the Committee and expressing his views on the Annual Budget. The Mayor also stated that minutes of these proceedings along with a report on all written submissions will be presented to the whole Council for determination at its meeting on the 28 June, 2016.

The Meeting closed at 7.32pm.

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